

# Consumer products manufacturing company selects ERP to enable its future business requirements & growth objectives

## SITUATION OVERVIEW

A large, multi-national consumer products company had a fragmented and inefficient operating model.

With operations in more than 30 countries, the company was not leveraging its size to achieve process efficiencies or economies of scale. In essence, it was operating as 30 different companies.

To address these operational inefficiencies and build an operating infrastructure that would support aggressive growth objectives, the CIO decided that the company needed to implement a new business and technology infrastructure.



## OUR APPROACH

- Defined and documented global operating business requirements
- Developed software vendor evaluation criteria and priorities
- Facilitated vendor software demonstrations and user evaluations
- Applied quantitative assessment models to evaluate ERP research and demonstration results
- Developed detailed business case to assess feasibility of ERP investment
- Reached final decision on ERP software and implementation partners
- Developed high-level, two-year global implementation strategy in conjunction with selected ERP vendors
- Assisted client with vendor contract negotiations to secure favorable terms and costs for client
- Developed organizational change management, communications, and training strategy
- Created resource plan for internal and external resources to support global implementation
- Established key performance measures and target performance levels to support client's future growth targets and overall business strategy
- Developed benefits realization plan
- Conducted knowledge transfer to project team members to empower them to execute the implementation and organizational change management strategy

## THE OUTCOME

- Identified ERP software capable of delivering 96% of the functionality required by client
- Secured fixed-costs for software licenses and implementation services at 40-percent less cost than benchmark implementation costs for companies of similar size and geographic reach
- Projected more than \$7 million in annual cost savings at full system implementation, which would result in a 20-percent internal rate of return on investment

