

Capability and Readiness Assessment for an Enterprise Resource Planning Program

Business Challenge

Our client is a Global Fortune 500 corporation engaged in the design, development, manufacturing, sales and marketing of footwear, apparel, equipment, accessories and services. Our client is in the initial stages of launching a multi million-dollar, Enterprise Resource Planning (ERP) program.

A Program Management Office (PMO) has been setup and is responsible for ensuring that cross-functional departments are ready for the business and technology implementation and that the right structures and measures are in place for successful program execution.

The key issues that faced our client were:

- A newly established PMO with minimal resources
- Lack of expertise in establishing cross-functional and departmental transparency
- Uncertainty around creating an effective collaborative environment

Client & Engagement Quick Facts

- Four month engagement working directly with the PMO and Business / Technical Functional Leads
- SAP S/4 Hana Finance and Fashion Implementation
- Over nine cross-functional departments

Our Solution

In partnership with our client we developed a readiness assessment tool and methodology. We conducted a series of leadership interviews, following a leading practices protocol. We also composed a list of the success criteria (top accountabilities) that each function and department was required to meet in order to be an effective contributor to the program and designed a strategic engagement approach for each. The outcome was the delivery of a readiness assessment matrix and an interview protocol designed for and used by Executive Leaders. Finally, we built a process tool to analyze the assessment results that highlight specific gaps and protocols for closing the gaps.

Business Benefits

We assisted our client in creating a robust process, methodology, and tool for the PMO to measure the level of capability and readiness throughout cross-functional departments which led to a reduction in program risk and an increase transparency and collaboration. The successful implementation of our methodology led to the increase in confidence levels among the cross-functional and departmental leaders and all the teams involved in the program.

Engagement Summary

Our client is in the initial stages of launching a multimillion-dollar, Enterprise Resource Planning program. We assisted our client in creating a robust process, methodology and tool for the PMO to measure and enhance the level of capability and readiness throughout cross – functional departments and reduce overall program risk.

What We Delivered

- A clear success criteria and cross-functional accountabilities
- Robust capabilities and readiness Assessment
- An Interview protocol process / playbook
- A process to analyze assessment data and provide steps to close capability and readiness gaps

About Us

Kenny & Company is a management consulting firm offering Strategy, Operations and Technology services to our clients.

We exist because we love to do the work. After management consulting for 20+ years at some of the largest consulting companies globally, our partners realized that when it comes to consulting, bigger doesn't always mean better.

Instead, we've created a place where our ideas and opinions are grounded in experience, analysis and facts, leading to real problem solving and real solutions – a truly collaborative experience with our clients making their business our business.

We focus on getting the work done and prefer to let our work speak for itself. When we do speak, we don't talk about ourselves, but rather about what we do for our clients. We're proud of the strong character our entire team brings, the high intensity in which we thrive, and above all, doing great work.

Who We Are

Partner Led

Our Partners are personally committed to our clients and lead every engagement.

Experience, Perspective and Passion

We average over 20 years in professional services and bring tailored approaches to every client engagement.

Focused, Collaborative, High-Impact

We work side-by-side with our clients in highly focused teams to solve complex business problems.

Client First

Our highest priority is our client's professional and personal success. We believe clients should expect more.

Guarantee Our Work

We guarantee our clients complete satisfaction every engagement every time.

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