

Rediscovering a Global Retailer's North Star

*“The pessimist complains about the wind, the optimist expects it to change and the realist adjusts the sails”
– William Arthur Ward*

Business Challenge

Our client, a Fortune 200 Consumer Goods company and global manufacturer and retailer of apparel, footwear & accessories, was in the midst of implementing new Product Lifecycle Management (PLM) capabilities in their product creation function. The multiyear program was already three years in and the client team was well behind schedule in delivering against the original roadmap and was experiencing significant usability challenges affecting user adoption.

The key issues facing our client were:

- Strategy & Direction
 - Changing environment across strategy, business leadership, organization and resources
 - Lack of clarity or consensus on business objectives
 - Inadequate and ambiguous business ownership and accountability for decision
- Timeline & Execution
 - Unrealistic delivery dates due to scope defined at too high a level and a lack of detailed business and technical requirements
 - Limited operational discipline in both the business and program execution
- Systems & Technology
 - Complicated technical environment due to large number of legacy systems and integrations in an ever evolving technical and data landscape
 - Methodology confusion as development transitioned to Agile practices

Client & Engagement Quick Facts

- The client's program had been underway for three years and had delivered a base PLM foundation supporting 4,700+ users in over 16 countries
- Seven week project duration with **35** client artifacts were reviewed and assessed
- **31** executive interviews conducted (Manager to VP level) across business, technology and operations groups
- **250** inferences, themes, and observations were developed to support strategic and tactical recommendations

Our Solution

We developed nine strategic and 30 tactical recommendations to reset the program and improve program delivery. The client adopted all of our recommendations to establish comprehensive governance at all levels, create a rigorous program operating model, develop an integrated program plan, implement a focused scope to stabilize previously delivered functions, pilot a new usability architecture and implement a comprehensive change management plan

Business Benefits

Over seven weeks, Kenny & Company discovered 34 factors across business and technology that contributed to the delay and the user adoption issues. The client adopted all strategic and tactical recommendations to address these areas including: a governance model and program office to address all levels, a new roadmap and integrated program plan, a rigorous program operating model to course correct and reset the program, focused scope to stabilize previously delivered functions, a new usability architecture pilot and a comprehensive change management plan.

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.

Contact Information

Firm Headquarters

Serving San Francisco, Silicon Valley & Los Angeles

1710 South Amphlett Blvd.
Suite 302
San Mateo, CA 94402

Northwest Office

Serving Portland & Seattle

707 SW Washington St.
Suite 925
Portland, OR 97205

For inquiries: info@michaelskenny.com

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