

Supply Chain Transformation Executive Alignment

“Building a visionary company requires one percent vision and 99 percent alignment.” Jim Collins

Business Challenge

Our client, a Fortune 100 Consumer Goods company and global manufacturer and retailer of apparel, footwear & accessories, was in the midst of a \$150M+ multi-year supply chain transformation program. The program was making significant changes to business processes, technology and roles throughout the entire supply chain. The program included, senior functional, geographic and technology stakeholders. A key issue facing our client was an ongoing lack of alignment across these stakeholders.

Client & Engagement Quick Facts

- Significant business process, technology and role changes across the supply chain
- Multi-year cross-functional program
- \$150M+ estimated cost
- Executive leadership across 9 functions, 5 geographies.
- Leadership stakeholders - eight SVPs and 13 VPs

Our Solution

We developed an Executive Alignment Framework to allow the program director to define executive alignment, identify potential causes of misalignment and provide recommendations to test and achieve alignment around mutually agreed outcomes.

Our Executive Alignment Framework addressed seven areas of executive alignment: Vision, Strategy, Leader/Follower, Accountability, Investment and Communications. In addition, our solution allowed for the qualitative (or quantitative via survey) testing of executive alignment through the program phases.

This Executive Alignment Framework and change management engagement augmented the existing comprehensive approach to change management of Roles & Team Design, Change Agents, Learning, End-User Readiness, Metrics and Communications.

Business Benefits

Over several phases of the program Kenny & Company assisted our client in leveraging the Executive Alignment Framework to define alignment and align on a set of mutually agreed outcomes, enhancing efficiency, accountability, communications and decision making. With an aligned set of leadership stakeholders the program and the change management function of the program execution was successful.

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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