

Global Organizational Change Management (OCM)

Development and execution of an all-encompassing change management program to support adoption of a new global ERP and finance solution into normal business operations.

The Client

A \$2 billion international fashion retailer, wholesaler, and franchisor operating under multiple banners and brands.

The Challenge

The client was undertaking a momentous ERP (enterprise resource planning) solution implementation and business process re-design, including pricing, purchase order management, sales order management, inventory management, supply/demand matching, and master data governance. The implementation affected virtually all home office and global corporate associates, distribution centers, vendors, and stores.

Parker Avery was tasked with leading and supplementing the internal organizational change management (OCM) team, as well as navigating the company's leadership, core project team, and impacted areas through the change curve.

The Parker Avery Solution

To transition from the implementation project to adoption of normal business operations and long-term support, The Parker Avery Group developed a change management program focused on four components: communication; organization assessment and alignment; skills development and learning; and sustainability.

Parker Avery performed the following major OCM activities:

- Defined the change management plan outlining the OCM program approach and methodology
- Educated and coached leadership and core project team of the scope of OCM, critical needs, and planned activities
- Led project team and stakeholder events
- Created communication plans to ensure phase-specific, relevant interactions

- Drafted and delivered project communications to impacted stakeholders
- Developed a business area and role-level responsibilities matrix and skills gap assessment
- Documented organizational impacts, severity of change, and remediation recommendations
- Developed training plan, role-based curriculums, schedules, and materials
- Co-facilitated training sessions
- Outlined benefits realization plan to allow the business to baseline and track the success of the overall implementation and OCM goals



The Result

As a result of the OCM workstream, the client was able to:

- Support the adoption of the new solution
- Provide role clarity and training
- Plan and execute project related messages, communications, and events
- Collect 'lessons learned' from initial pilot to support subsequent deployments