

Client Challenge

A \$2 billion international fashion retailer, wholesaler, and franchisor operating under multiple banners and brands was undertaking a significant new ERP solution implementation. The project scope encompassed redesigned business processes across pricing, purchase order management, sales order management, inventory management, supply/demand matching, and master data governance. The ERP implementation affected virtually all home office and global corporate associates, distribution centers, vendors, and stores.

Parker Avery was tasked with strengthening the client's global organizational change focus, leading the client's internal organizational change (OC) team, and navigating the company's leadership, core project team, and other impacted areas through the change curve.

Parker Avery Solution

To transition from the implementation project to the adoption of normal business operations and long-term support, Parker Avery strengthened the project's global organizational change focus with four key components: communication, stakeholder assessment and alignment, skills development and learning, and sustainability. Parker Avery led the following global organizational change activities:

- Defined the project's organizational change plan
- Educated and coached leadership and core project team on the organizational change scope, critical needs, and planned activities
- Created communication plans to ensure phase-specific, relevant interactions

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

RESULTS



GLOBAL ORGANIZATIONAL CHANGE FOCUS STRENGTHENED



EFFECTIVE TRAINING AND COMMUNICATIONS DELIVERED



NEW ERP SOLUTION SUCCESSFULLY ADOPTED

As a result of the project team's strong focus on global organizational change, the client was able to:

- Support the successful adoption of the new ERP solution
- Provide role clarity and training across multiple geographies and functional areas
- Continue to plan and execute project-related messages, communications, and events to ensure post-deployment sustainment
- Collect and assess 'lessons learned' from the initial pilot to support subsequent deployments