

Background: A privately-held multinational manufacturer largely operated as 20+ separate business units in individual countries. While successful due to their outstanding products and impeccable customer care, they struggled to understand the “big picture” of global operations and present in a graphic planning format. The intended “Roadmap” would be a key input to a follow-on technology modernization plan, culminating in an Enterprise Resource Planning (ERP) system selection and implementation.

Action: Conducted a Level 1 (High-level Overview) and Level 2 (Process Maps) inventory of the disparate business operating units.

- Taking cues from the illustrated organizational relationships (L1) and dependencies between different processes with each other (L2), developed an initial roadmap and presented it to drive awareness.
- Follow on iterations with each subsidiary layered in the supporting ways of working and software / hardware tools utilized by each.
- Developed a global enterprise roadmap, in a “swimlane” format by business process group. As the ERP source selection process continued, began layering in a time-phase delivery model for the tool and the host of supporting Independent Software Vendors (ISVs, or complementary software / hardware system which integrated with the ERP).
- Once the group selected the baseline ERP and core ISVs, delivered an operating unit (country-level roadmaps), with a particular focus on North America.

Result: Customer selected an ERP and a suite of up to 15 ISVs (by operating unit / country).

- Customer subsequently implemented corporate and operating roadmap with only minor changes based on the initial North American pilot program.
- Roadmap became the standard business “artifact”, or document, gold standard at a newly formed “Center of Excellence”.