

CHANGE MANAGEMENT

Appliance Manufacturing

Client is a global manufacturer of high-end institutional, commercial and residential products for the appliance market

The Challenge

Client was well into a multi-site WMS/TMS implementation when it became clear that a proper assessment of their Change Management requirements would be needed. Client resources impacted by this particular project effort found themselves in new territory, and while the software vendor offered Change Management as a part of their solution training, management decided that an independent and immediate assessment was needed to answer 2 key questions: (a) How Complex / Challenging would the Human Capital side of the project be and (b) How Much and Where would Change Management be needed?

The Solution

- The solution approach taken was to perform a 4-week on-site Assessment which included the following steps:
- Completion of an Assessment Questionnaire Tool to provide organization and guidance for the entire implementation project
- Project resource interviews and observations used to form the Assessment foundational materials and furthering of requirements
- Creation of Change Management plans and templates for continued usage over project duration to manage change / people
- Assist with both defining and identifying project resources to help over the life of the WMS/TMS Implementation
- Presentation of all agreed-to Deliverables along with providing on-going off-site support as needed for the project

The Value

The Client was able to better quantify the degree of effort which was to be addressed during the project, as well as to identify those departments / persons that needed the most assistance. Findings of the Assessment were collaborated with the overall Implementation Project Team and Steering Committee for full visibility. Client was able to better identify and manage risk areas. The forecasting of resource needs were enhanced, plus an overall Change Management program was available to be leveraged over the estimated 3 year project roll-out. Client was positioned to 'better avoid blind spots'.

Client is a well recognized provider of kitchen appliance products with global distribution and marketing managed through a complex supply chain.