

Meridian Perspectives

Program Advisory Services



Meridian Consulting's Program Advisory Services helps you plan, implement, and gain benefit from your ERP investments.

This brief whitepaper provides case histories that explain the value of Meridian's **CXO** and **ERP Program Advisory Services**.

A Note About Meridian Consulting

Founded in 1993, Meridian is a pure-play Program Advisory firm. We pioneered the idea of offering independent, expert ERP Advisory support across the ERP lifecycle. We're vendor neutral, and we've worked with all the major players in the ERP technology and implementation spaces. We've helped organizations from virtually all sectors of the economy succeed with their ERP initiatives.

CXO Program Advisory Case Studies

CXO Program Advisory Services

Scope Definition

We'll build consensus around the business drivers, objectives, impacts, scope, and business case for your ERP solution.

Solution Selection

As a vendor-neutral and unbiased member of your selection team we'll help you choose the ERP software and Systems Integration partners best suited for your organization.

Program Governance

We'll architect the governance processes and program structures you'll need to drive your ERP initiative forward.

Delivery Assurance

Our experienced Program Managers can provide objective, effective oversight of your ERP efforts.

An Emerging Global ERP Success

The senior leaders of a \$600MM global leader in the manufacturing, marketing, and selling of blood processing technology sought help setting the foundation for their ERP implementation. Their leaders agreed moving from legacy systems to ERP was the right thing to do. Where they needed help was how to start:

- They needed to identify where they could realize their benefits from implementing ERP;
- They especially needed to develop a shared ERP vision that supported both top-line growth and expense reduction.

Meridian Consulting facilitated a number of sessions with this client's senior leaders using Meridian's methodology to chart business impacts and potential ERP benefits. We then delivered a series of global ERP planning workshops used to develop a shared global ERP vision. This vision supported detailed efforts to define program scope, develop an implementation timeline, develop a formal ERP Steering Committee, and develop the framework for a solid business case.

Once the foundation was set, Meridian continued in a Program Advisory capacity assisting with the selection of a program manager and program team members, the selection of ERP software and a Systems Integration partner, and the development of an ERP program workplan that included a strong Organizational Change Management component.

Meridian continues to be engaged in Program Advisory and Delivery Assurance roles assisting this client's senior leaders in overall program success. Meridian is the only non-client member of this organization's ERP Steering Committee helping to ensure the senior leaders, Program Management and third party System Integrators continue to focus on the critical aspects of the implementation: scope, timeline, budget, team resources and impacted employees.

CXO Program Advisory Case Studies - *Continued*

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A Better Way To Move Material & Money

Our client is a branch of the U.S. Armed Services who is concurrently using ERP technologies to transform its Logistics and Finance functions.

Meridian provides ERP Advisory Services to the top military and civilian commanders charged with the planning and execution of these sweeping initiatives.

We took the lead designing the organizations and processes this Armed Service is using to integrate its global ERP efforts.

We also provide ongoing Delivery Assurance support at the Command, Wing, and Program levels for these multi-year, billion-dollar ERP initiatives.

Global Consistency & Best Practices

Our client is a \$16-Billion Consumer Package Goods manufacturer who was implementing ERP globally.

Meridian provided global Delivery Assurance to this \$100-Million ERP initiative, conducting onsite evaluations of program progress and risk across Europe, Latin America, and North America.

We provided extensive support ensuring global consistency and best practices in Program and Risk Management across ERP programs. Reporting directly to this company's CEO, Meridian also certified each site's readiness prior to Go Live.

This company is a premier reference for their ERP vendor, successfully deploying ERP to over 150 countries.

ERP Program Advisory Case Studies

ERP Program Advisory Services

Program Planning

We'll help you plan and budget your ERP initiative.

Program Management

Our experienced Program Managers can lead or supplement your ERP efforts.

Risk Management

Our proprietary risk management tools and approaches can measurably lower your project's risk profile.

Post Go Live Support

We'll design and support the roll-out of your Post Go Live Support processes and ongoing Center of Excellence organization.

Managing Risks & Transitions

Our client is a leading Aerospace & Defense company implementing ERP across its eight divisions.

Meridian has provided program and Change Management support during ERP implementations in this company's shipbuilding, space systems, mission systems, and information technology organizations. Our scope of work included:

- Meridian's Program Planning activities provided the template this organization uses to prepare its people to readily adopt new, ERP-enabled ways of work.
- Meridian's Readiness Quotient™ (RQ) is a proven tool that helps organizations measure and manage implementation risk (implementation risk is the sum of all human factors that keep an organization from achieving its ERP goals as planned, on time, and at cost.) We used our Readiness Quotient to help this client numerically measure and aggressively manage implementation risk across each division and over the course of each ERP implementation.
- Meridian's Workforce Planning program was used to create ERP-enabled roles for this company's workforce. Our role definition provided the basis for the development and deployment of role-based training.
- Meridian provided other Change Management services, including Executive Education & Support, Program Communications, and Training Administration.
- Meridian helped each organization design and deploy their Post Go Live ERP support organizations.

While Meridian continues to support this client's ERP deployment, the early deployments we supported have already been awarded one ERP vendor's highest customer performance award.

ERP Program Advisory Case Studies - *Continued*

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Delivering ERP Success

With policyholders' surplus in excess of \$3.4B and the industry's leading financial strength ratings, a globally recognized reinsurance company realized they did not have the internal Program Management expertise to successfully implement an ERP they had recently purchased.

The client engaged Meridian to drive their Systems Integration Partner selection and Program Management activities, including program scoping and planning, timeline development, program resourcing, risk mitigation, issue identification & resolution, oversight & management of all internal & external team resources, and budget management.

Meridian helped this client achieve a very aggressive twelve-month ERP implementation leveraging "fractionalized" internal resources (i.e. no full time resources dedicated to program team). This successful ERP program came in \$2MM under budget.

Preventing ERP Meltdown

Our client was a centuries old financial services firm struggling to implement their first ERP.

Facing a potential cancellation of their program, and an ensuing \$40 million write-off, this company turned to Meridian to get their ERP program on-track.

Meridian helped Program Leaders re-set Executive expectations, ensuring the program was not cancelled. We also provided Program and Change Management support to the embattled team, counseling the Program Manager through the program's successful Go Live.