

Change Manager – SAP roll out Regional Service centers – Major Pharma

Ability to integrate into the client company

This project was truly global in nature and as Consensus Forecasting Team lead, The Interim was very effective at getting the team to both work well together and to work well with the other 6 process teams. In addition all the outputs needed to be socialised with local markets and key stakeholders, this was executed effectively and efficiently down to the good relationships The Interim developed throughout the project.

Impact on the business / bottom line

The Design & Build of a Commercial Enterprise Resource Planning template, based on SAP software, provided the following business benefits;

- Centralisation of back office activities (into Service Centres)
- Embedded internal controls
- Optimised process efficiency via automation ('lights out' processing)
- Self-service reporting capability
- Above country reporting and manageability
- System rationalisation

Overall contribution / achievement of objectives

The Interim brought great expertise in forecasting and supply chain management, combined with well grounded project management and stakeholder management skills which ensured that the project was to deliver the vision to facilitate a paradigm shift in organisational flexibility by centralising 'back office' activities, and enabling the 'Front Office' to focus on delivering the business objectives.

Working style

The Interim worked well with this international team and provided invaluable support to all the international managers who had to spend a considerable amount of time out of their country of origin to bring this project to successful conclusion.

Leadership / people management skills

The Interim was an effective team leader, and worked well in the matrix environment of such a large project with multiple teams, steering committees and stakeholders. His timely reporting and management of exceptions was excellent.

Any other comments about the interim manager

The Interim made a lot of effort to socialise in his personal time with the hotel bound members of his team that greatly facilitated his team's effectiveness, which went beyond the assignment description.

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