

CASE STUDY



Business Transformation Change Projects



Johnson Matthey

AVON

the company for women

Turning around a failing project

Ensuring success from the outset

This was very different to Avon Cosmetics as we were brought in for corrective intervention. The ERP implementation team were experiencing difficulties - the project was behind schedule, costs were escalating, individuals were blaming each other and the team was not functioning.

In this case we were working with the project lead for a team of 100 and expert consultants from Deloitte to implement an ERP system across Europe. Ithaka Leadership were brought in from the very beginning to deliver a development programme that would involve all:

After careful analysis to identify the issues, a development plan was agreed with the Directors that focussed on the team identifying the real problems for poor performance. From this, a plan of action was created to correct the situation. Ithaka then facilitated the plan and provided continued support to the project manager.

- Build first class working relationships within the team and with line managers in Europe
- Engage the team in planning the implementation and owning its delivery as "one team"
- Develop the leadership team to manage not just the project but the people dynamics to deliver results

The outcome...a successfully implemented ERP system

The project was a huge success, with the project lead believing that the Ithaka Development programme was a key success factor in the project.

Paul Merryweather,
Johnson Matthey - Project Manager
Avon Cosmetics - Project Lead

"I had the pleasure of working with Ithaka on both ERP projects. They really know how to bring different teams together through excellent planning, engagement and strong leadership. My only regret was not bringing Ithaka in at the beginning of the Johnson Matthey project!"

