



Ensemble  
Consulting  
Group

BUSINESS MANAGEMENT SYSTEMS  
CASE STUDY

# Common data & processes for a global business

—  
Let's  
Redefine  
What's  
Possible  
—

**OVERVIEW**

# Common data & processes for a global business

**The performance of this FT Global 50 company was dramatically hindered by its multiple SAP systems.**

RESULTS - PERCENTAGE

**33% ↓  
REDUCTION IN  
LEAD TIMES**

Despite independent auditors giving a 3% chance of on-time completion

RESULTS - DOLLAR SAVINGS

**\$180M  
IN COST SAVINGS**

Overhauling and consolidating the systems as a single functional unit was a necessary condition for transforming the business, but an independent project review estimated only a 3% probability for on-time completion of this task. Key challenges included a lack of end-to-end process integration and difficulty combining, extracting, reconciling and reporting data.

Driven by their strategic vision of simplicity, accountability and effectiveness, the client sought to achieve a standardisation of processes and metrics across the enterprise. Realising that the SAP business transformation project was at risk, the client engaged Ensemble to provide the professional services to support project success.

## **The Ensemble Effect**

Ensemble introduced a program wide system of management for the planning and performance of work to help the client achieve their vision of a consolidated SAP system. Through the implementation of an expert system of management, the client was able to meet the original project due date, saving costs and delivering the project's business case early.

The project was so successful that an entirely new business division was established, embedding the Ensemble processes, methodology and tools in its policies and procedures, helping the enterprise deliver extraordinary value.

## Challenges

CEO's signature transformation project ran increasingly behind schedule

Implementation cost projected to be dramatically over budget

Delay threatened the business case

Disparate team processes and behaviour were at odds with the project's mandated charter

## Results

Beat the odds of **30-to-1** (from independent auditor) to deliver ontime completion

Stretch date project completion saved **\$180m**

Successful project completion delivered enduring business value

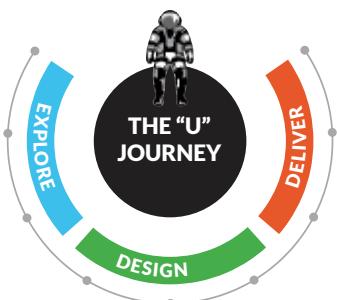
Ensemble's approach exemplified the mandated change, resulting in a highly productive team

“There is a real sense that the team is uniting as a large family with the desire to achieve greatness—and Ensemble has played a key part in that.”

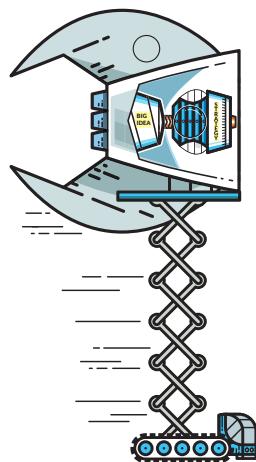
Project Director

## BUSINESS MANAGEMENT SYSTEMS

# Transforming the system



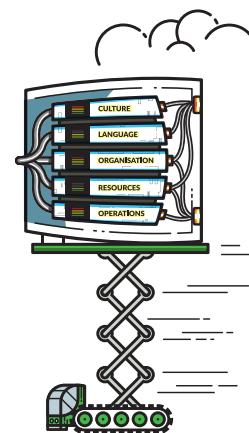
- EXPLORE:**
  - IDEATION
  - GENERATIVE INTERVIEWS
  - FOUNDATION WORKSHOP
- DESIGN:**
  - LEARNING JOURNEYS
  - RETREAT & REFLECT
  - CRYSTALLISE INTENT
- DELIVER:**
  - PLAN THE WORK
  - WORK THE PLAN
  - WIN RESULTS



## Explore

**Generative interviews** with the project leader and those who reported to him directly revealed a fundamental lack of coordination and integration across the program of work. In addition, there were high levels of mistrust between the client and the System Integrator, both of whom had micromanaged tasks and paid little attention to the strategic view.

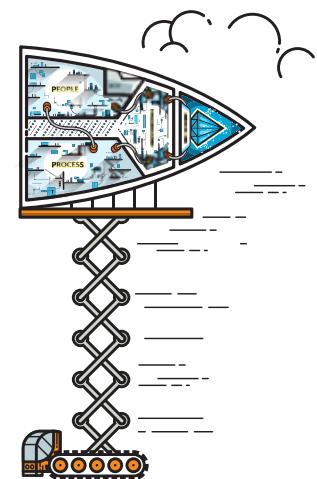
**The Foundation Workshop** introduced new knowledge about best-practice management of complex projects with games and enjoyable exercises. The workshop gave the team time to address the 'elephants in the room' but moved swiftly to remove cynicism and inspire the group to look to the future. The team developed a compelling shared goal, along with plausible and relevant scenarios that they could take into the Design phase.



## Design

**Learning Journeys** determined how best to harness the knowledge gained in the Explore phase to develop an expert system of management. Adopting the mantra 'fail often to succeed sooner', the teams tasked with exploring different scenarios quickly arrived at a consensus that the biggest possible impact could be achieved by adopting a new 'imperative' system, through which all work could be planned and executed.

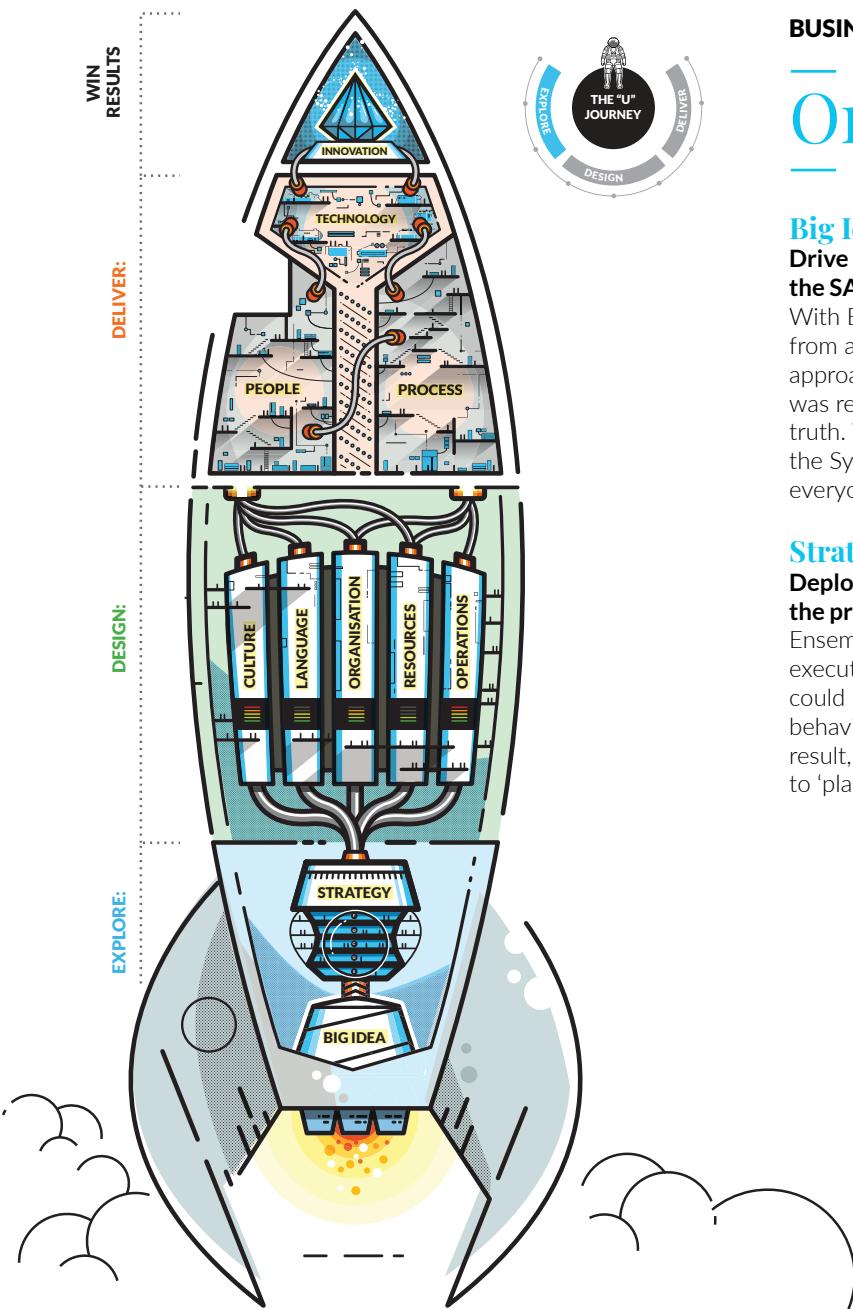
A necessary condition of the system's success was the transformation of the project structure from functional process hierarchies (for example, finance, supply and HR) to end-to-end business topics, organised in cross-functional pods.



## Deliver

**The Innovation Workshop** distilled the best practices from the design phase, found alignment around their value, and sought to transform the insights gleaned from the prototype into a logically consistent suite of methods and tools.

The performance-management approach was hard-coded into a set of custom dashboards that focused on three core principles: relevant, accurate, timely data; management by exception; and the importance of context. A cycle of daily, weekly and monthly meetings was established, detailing the context, purpose, outcomes, resources and timing of each. In this way, communication between project members made for relationships that were powerful, effective and sustainable, ultimately leading to the establishment of a permanent group function that adopted the SAP project's ways of working.



## BUSINESS MANAGEMENT SYSTEMS

# One source of truth for all

**Big Idea**

**Drive a radical one-team approach to execution of the SAP project.**

With Ensemble's help, the client created a radical shift from adversarial client-vendor contracting to a team approach. Regardless of type or geography, all work was represented in a single, fact-based source of the truth. Whether an individual worked for the client or the System Integrator, or provided specialist services, everyone could follow the focus on any given day.

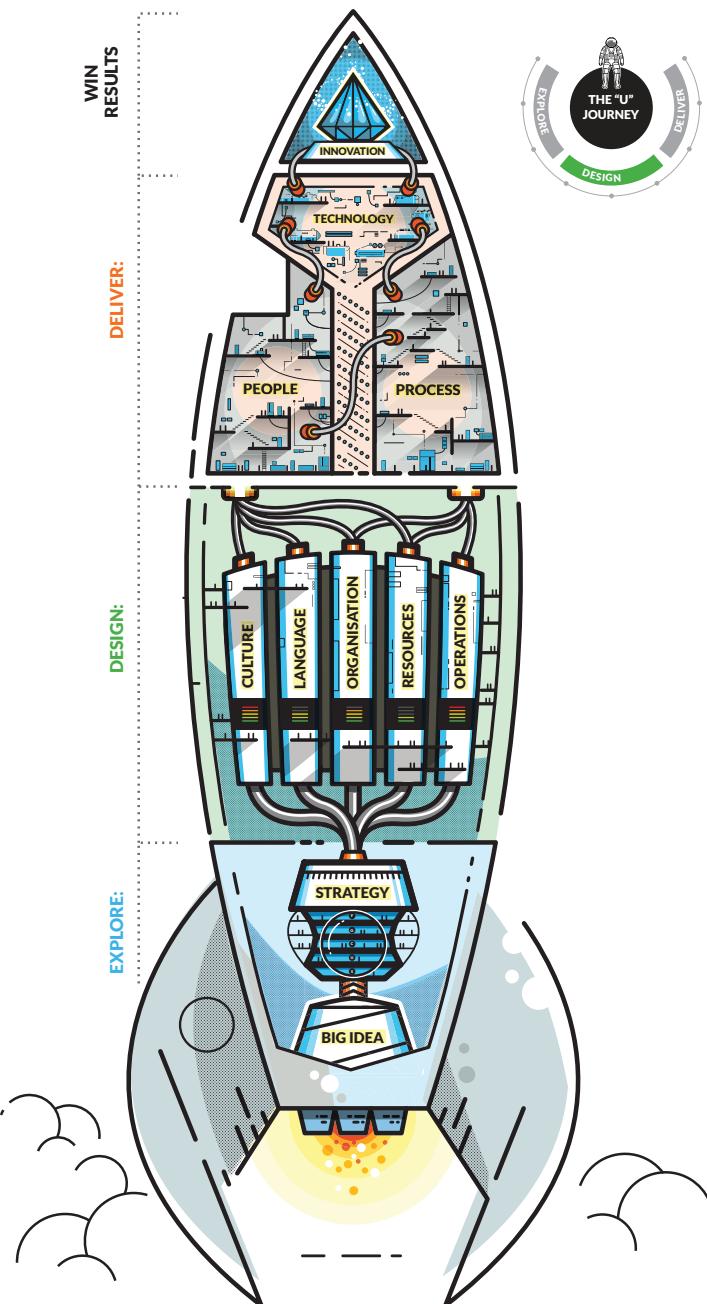
**Strategy**

**Deploy a single 'imperative' system for everyone on the project to use.**

Ensemble helped to foster learning at all levels, from executives to local task participants, so that everyone could become competent in the technical and behavioural use of the new methods and tools. As a result, everyone was aware of what they needed to do to 'plan the work, then work the plan'.

**“**  
Ensemble's approach forced detailed planning and lead thinking.”

Project Director



## BUSINESS MANAGEMENT SYSTEMS

# Focus on the constraint

### Culture

**Develop a clear leadership mandate that gives everyone the means to perform.**

Strong leadership provided a powerful mandate to achieve three critical factors for success: a team attitude, quality work, and a commitment to 'adopt not adapt' the system for project planning and execution. Significant effort was spent on creating a shared vision so that each person felt they were making a contribution to something bigger than themselves.

### Language

**Follow a systems approach to concepts and measurements to drive high performance.**

A framework based on a systems approach to processes, measurements and behaviours provided a means of developing shared understanding and team learning. A common language was formed around the project's constraint-based approach, enabling everyone to understand the bottleneck—and what to do about it—on any given day, on any release, phase or workplan.

### Organisation

**Shift focus of accountability from project functions to business process streams.**

We transferred functional process hierarchies (e.g. finance, supply, HR) to end-to-end business topics. Pod leads were held accountable for delivering their workplans on time, while their task managers were responsible for day-to-day coordination of cross-functional task participants associated with the pod's workplan.

### Resources

**Harness accurate and timely data to manage all resources—people included.**

A fit-for-purpose resource taxonomy was created to standardise master data for the 'inventory' of resource types. Data cleansing removed duplicates, and a governance process controlled changes to both the master and transactional data. The system delivered accurate, relevant and timely data to describe resource supply by type and place at any given time.

### Operations

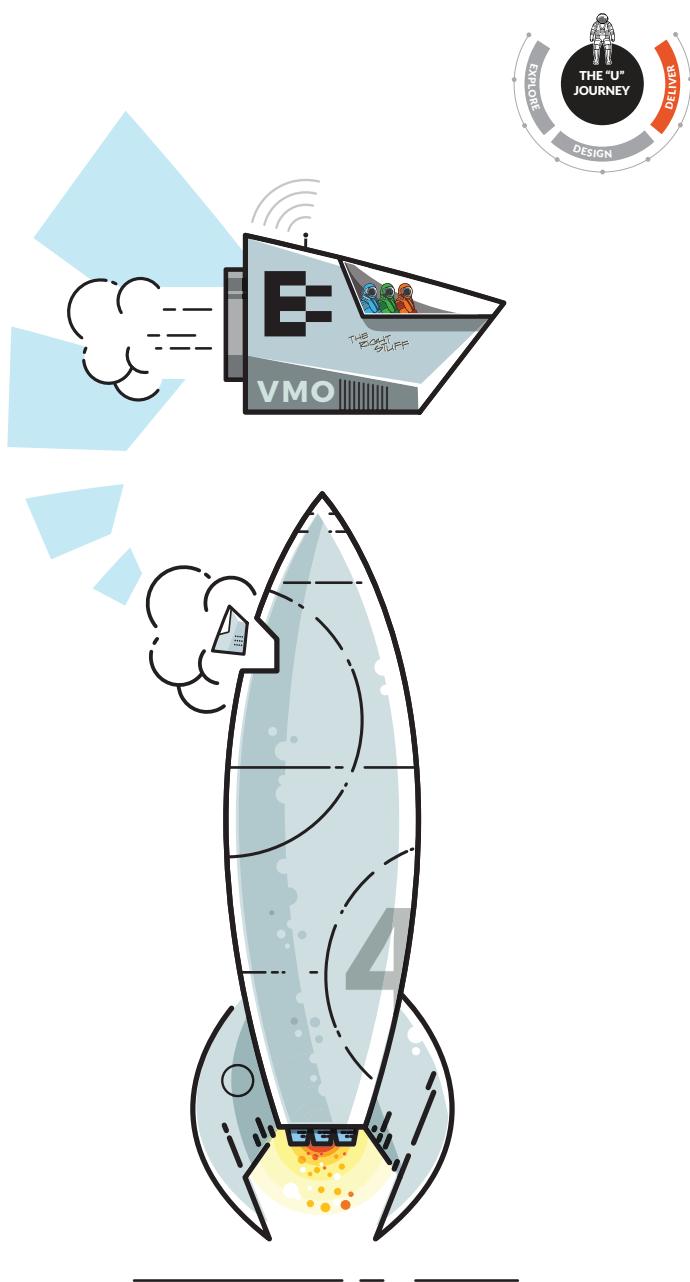
**Focus on constraints to boost performance.**

Having all work represented in the imperative system meant it could be prioritised, levelled and accelerated. The system provided a focus on constraints at all project levels, thus making it clear for any level of manager or supervisor where best to focus their efforts and how best to move forward for overall project success.

“

Ensemble's thought leadership, persistence in challenging our existing norms, enduring energy and skilful communication allowed our project teams to break down the existing silos and co-create a better workplace. Our company is now high-performing, trusting and aligned, and all of our team members have grown, both together and as individuals.”

VP Projects



## BUSINESS MANAGEMENT SYSTEMS

# Higher standards all round

**Ensemble helped the client extend the insights from the SAP project to put in place an expert system of management to turn the business around. The new system made all work visible from a single source, and also made clear the capability required to deliver that work.**

After successfully completing more than a dozen 'go-lives', the client's senior leadership team installed a Value Management Office (VMO) with a mandate to incorporate the lessons learned on the SAP project into the processes, methods and tools used for future corporate-wide business process management initiatives.

The VMO was accountable for defining capability standards and had the mandate to act as the clearinghouse for resource management in any and all enterprise business technology initiatives. Material savings were achieved by adding transparency into both the supply of and demand for resources across the enterprise. Duplication and 'hoarding' were largely eliminated.

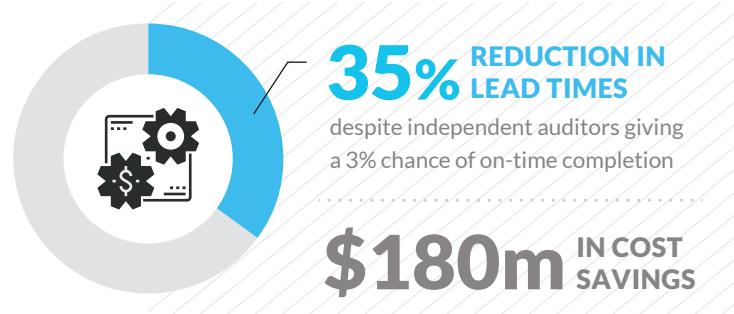
In addition, the VMO defined and maintained planning and scheduling standards, which included the client's approach to performance management, both in terms of standard operating procedures for meeting and reporting cycles and the definition and monitoring of key performance indicators. The implementation of this expert system of management now sustains the promise of innovation and productivity for this complex SAP project.

**“The lasting legacy of our work with Ensemble is the nucleus of a project group that continues to outperform market benchmarks and expectations. More than colleagues, we’re a network of mates who have shared the experience of a lifetime.”**

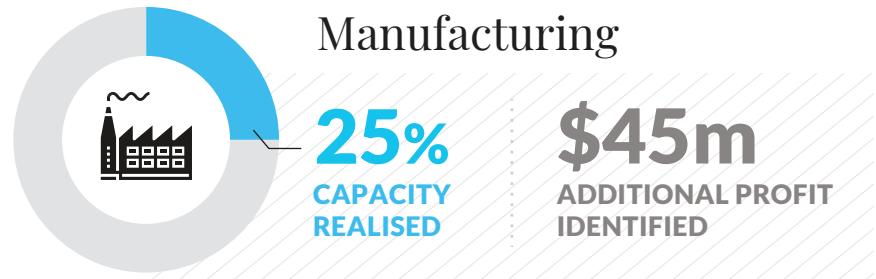
VP Projects

## Our Results: Percentage and Dollar values

### Business Management Systems



### Manufacturing



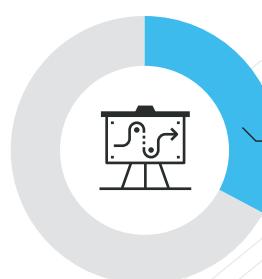
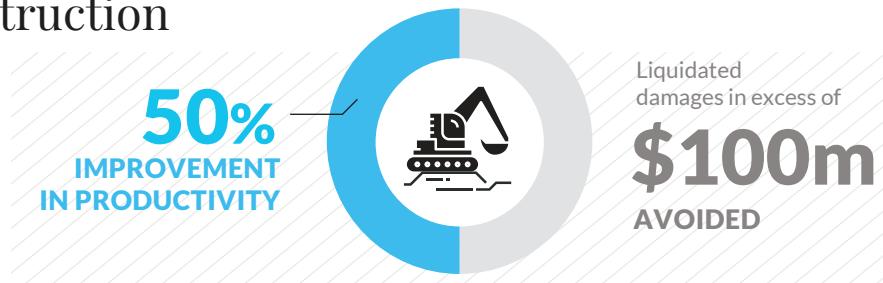
### New Product Development



### Banking



### Construction



# — So, why Ensemble?

We help organisations create more value for more people—in less time, every time.

## — Focussed

Our singular focus on 'innovations in productivity' has far-reaching effects. Our management systems can bring you more value than product innovation. Yet when you develop new products, better ways of working will bring those to market faster, too.

## — Tailored

As a specialist consultancy, we are nimble, hungry and dedicated to personal relationships. More Savile Row than off the peg, our approach isn't for everyone. But those leaders who get us enjoy both the process and its remarkable fruits.

## — Tested

Our uniquely experienced team knows what it takes to deliver real value in productivity, performance and profit. We've been doing this for blue-chip companies in Australia for over 15 years, with a proven track record in delivering outcomes faster, with greater reliability and agility – at lower cost.

## — Empowering

By helping to build a 'learning organization', we transfer our capabilities, giving you even greater results that are sustainable well beyond our initial engagement. From initial project engagement to our own Academy, we really do want to seed new ways of seeing the world of work.

## — True

Simplifying complexity is what makes us tick. We combine an engineer's curiosity with a business owner's obsession with results. We value the courage and particular quality of mind that enables a person to over the fear of difficulty or danger and remain true to their convictions.

# Our innovations in productivity give ambitious executives three ‘value levers’

1. **Deliver your promised business case** – in full, on time, every time;
2. **Mindfully manage resources** to reduce your ‘cash burn’;
3. **Free up your people sooner** to tackle the next big idea.

**BHP****Breville****CCA**  
COCA-COLA AMATIL**Jetstar**★**BOMBARDIER****THIESS****coles****onesteel**

We've been giving tier-one Australasian companies this leverage for over 15 years.



Ensemble  
Consulting  
Group

“

Even if I was allowed to mention dollar value numbers,  
this is still the first thing I would always write:

**These outcomes are so valuable they literally print  
their own money.”**

VP Projects



Are you an ambitious executive looking to apply the Theory of Constraints and other innovations in productivity to your organisation?  
**Get in touch**

—  
Level 1501,  
Westfield Tower 2,  
101 Grafton Street,  
Bondi Junction,  
NSW, Australia 2022

—  
t +61 2 9387 3955  
[focus@ensembleconsultinggroup.com](mailto:focus@ensembleconsultinggroup.com)  
[EnsembleConsultingGroup.com](http://EnsembleConsultingGroup.com)

—  
Let's  
Redefine  
What's  
Possible