

# Meridian Perspectives

## *Executive Advisory Services*

Meridian Whitepaper No. 2, Updated Q4 2024

**Meridian's Executive Advisory services help Senior Executive Teams explore and commit to high-value technology investments.**

Meridian guides Business and Technology Executives through the processes of Scope Definition, Technology and Partner Selection, Program Planning, and Business Case and Budgeting.

We also lead expert assessments of troubled transformation programs, providing Delivery Assurance support that ensures at-risk programs achieve success.

We're vendor neutral. We've helped organizations from virtually all sectors of the economy succeed with their technology transformation initiatives.

Three cases illustrate the benefits clients have received from our Executive Advisory Services.

**Global ERP Success:** The senior leaders of a \$1.3B global leader in the medical device manufacturer of blood processing technology sought help creating the foundation for their ERP program. 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 facilitated 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 our efforts to define program scope, develop an implementation timeline, launch an ERP Steering Committee, and develop a solid business case.

Meridian then assisted 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 remained engaged in Program Advisory and Delivery Assurance roles throughout this program. We were the only non-client member of this organization's ERP Steering Committee,

tasked to ensure the senior leaders, Program Management and third-party System Integrators remained focused on the critical aspects of the implementation: scope, timeline, budget, team resources and impacted employees.

**A Better Way to Move Material & Money:** Our client is a branch of the U.S. Armed Services who used ERP technologies to transform its Logistics and Finance functions.

Meridian provided 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 branch used to integrate its global ERP efforts.

We also provided 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 \$20B Consumer Package Goods manufacturer who implemented 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 and DFO, Meridian also certified each site's readiness prior to Go Live.

This company successfully deployed ERP to over 150 countries.