

Supporting Complex Program Management

Acquis applies Project Management expertise and specific functional support to facilitate on-time rollout of financial system.

Challenge

With over 40,000 employees globally, one of the largest advertising conglomerates in the world was going through an investigation of their financial statements due to reporting irregularities. In order to **regain financial integrity and control**, the client decided to restate corporate earnings, implement a centralized ERP system, and establish a corporate shared services model across all subsidiaries. Although the initiative had support from an extensive project management structure, the project lacked a framework to effectively manage complex work streams, realize critical milestones, and organize both internal and external resources.

Collaborative Approach

Acquis was engaged to **bring organization and management disciplines** to the project. We performed a thorough appraisal of existing processes and systems. From our analysis, we created a revised project structure, managerial controls, and reporting practices. Highlights included:

- Establishing interdepartmental and project communication strategy.
- Creating complex resource models to determine personnel gaps.
- Working with team leads to develop various management models.
- Analyzing cross-functional team relationships to understand integration points and communication.
- Defining a process for management to track the workflow of approvals on deliverables.

Drive Change

Having implemented Acquis's recommended project and program management best practices, the client improved their administration, governance, and leadership abilities. Our resources supported key business needs by participating as co-leads on functional sub-teams, coaching managers on organizational approaches, and providing senior management strategic counsel and guidance. All efforts contributed to enhanced project execution on deadlines. Overall, the client successfully implemented a global financial system, standardized accounting practices, and realized financial reporting compliance.

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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