

# Case Example: Creating a Route Map to the Future

## 1. Situation

- Manufacturer, marketer, & distributor of branded and private label items
- Sales greater than \$900M
- Growth is both acquisition and organic
- Significant changes in Senior leadership team
- Doubled in size in past 5 years

## 3. Deliverables

- Voice of Customer/Kano Analysis for HR
- Assignment of Accountability for HR Leadership Team
- Journey Management planning to support five-year growth plan:
  - Enterprise scenario & functional change metrics
  - Capability mapping & future state readiness; Route maps
  - Prioritization method; Stakeholder communication plan & governance
- Organizational architecture to scale the function

**Consumer  
Products  
Company**

## 2. Key Issues

- Strategic plan and targets require updating and commitment by senior leaders
- Leadership team needs maturing relative to the use of leading and trailing indicators (KPIs) to align and direct the business

## 4. Results

- Clear articulation of internal stakeholder requirements and expectations (Must Haves, More is Better, Delighters)
- Clear identification of structural flaws, accountability gaps, decision rights gaps, and span of control issues
- Rationalized capability assessments and route maps to migrate function to point where it can support future state enterprise