

Assignment Profile	Danka	Feb 04-Aug 04
Role	Programme Manager - EMEA	

Value delivered

- **Structured complex project with substantial stakeholder population across 13 countries and cultures.**
- **Initiated and managed the programme to change the service and sales organisations with the end objective of conformant services and processes across the EMEA business, consolidating after an extended period of acquisitive growth.**
- **Released the longer term Programme Manager to establish the EDC in Germany.**



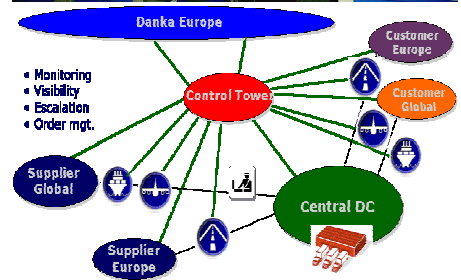
Project Profile

- Operating across 13 countries, with a central base in northern Germany, the client needed to begin the process of local buy-in to EMEA wide service levels and sales strategies in both service and new product sales.
- Having developed the EMEA base through acquisition, centralisation of sales, accounting and supply chain was certain to generate resistance.
- It was recognised that whilst operating with the same product range, in the same way, consistently across EMEA would benefit global/regional accounts, each country would need to maintain a local flavour, but at minimal or nil local stockhold.
- A significant consultation period generated a solution that was acceptable to all country organisations, and this began implementation alongside the setup of the core EDC, which had begun before our involvement.



Features

- IT** – Customer’s SAP implementation driving supply management systems to control air, sea and road inbound supply from Asia, US and Europe. Sales order processing to link to EDC control systems, driving individual container pull and outbound route selection for service replenishment or new sales.
- Physical** – Closure of local stockhold at either owned or contractors premises.
- People** – Full integration with local teams to ensure local processes and approach would not differ across geography.
- Cutover** – Recovery from high risk ‘big-bang’ switchover to new EDC for new sales supply needed the longer term Programme Manager to resolve. This drove the need for our involvement to define, negotiate, plan and deliver country level changes.
- Quality** – Seamless transitions for UK, Netherlands, Belgium, Germany, Luxembourg, Spain and Italy supply, new UK forward stock location for urgent service supplies. Remaining countries were scheduled for after our involvement.



Client Profile

Danka is one of the largest independent suppliers of office imaging systems. Danka provides equipment, supplies, software and integrated services and support to address print, copy and document workflow requirements. Danka worldwide turned over \$1.7bn, of which \$524m was from the EMEA market in 2004.

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