

Case study



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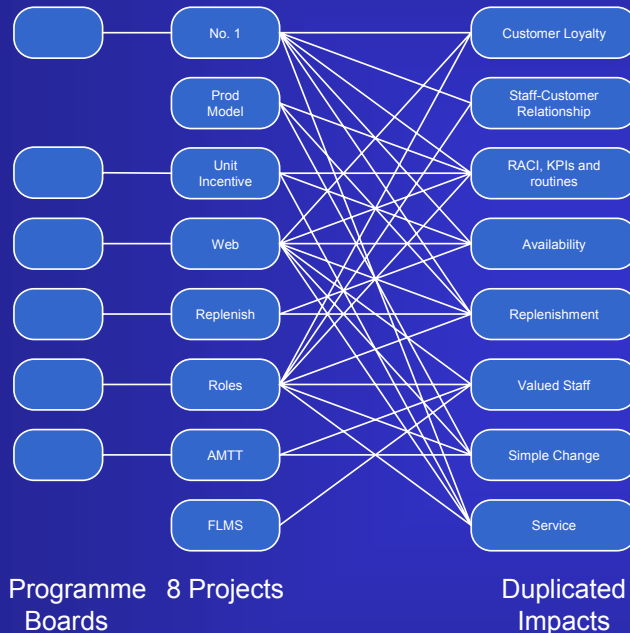
27th March 2003

How it began



- Unmanageable workload for stores
- Stores deciding what to do and what to drop
- We needed to manage capacity and build capability for change in the stores

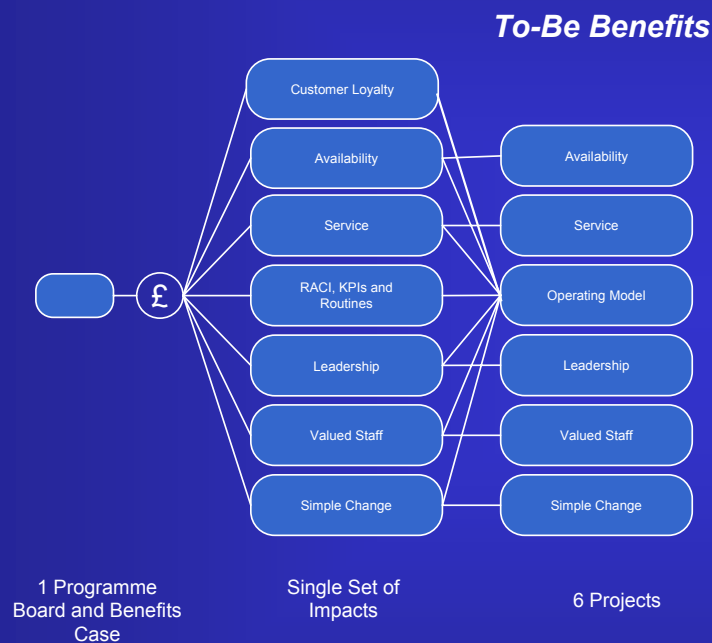
Looking at the projects in more detail



- Risk of not feeling integrated for stores
- Separate business cases
- Projects working to deliver the same impacts
- Duplication of Programme support
- 52 different interdependencies to be managed at activity level
- Inefficient Programme governance
- Risk of losing momentum / not delivering as fast as possible

We launched an initial review of eight key initiatives in order to review their interdependencies.

We reviewed projects and came up with a simpler Programme



- Change that is simpler for stores and delivered in a manageable way
- Simpler Programme support
- Interdependencies managed at planning level
- A single governance structure
- Accelerated delivery
- Connection to other work made more explicit
- A Benefits Case from which duplication has been stripped out

Complexity has been removed by simplifying and reorganising work.

Important decisions



- Pan quadrant governance based on a single benefits case
- Linking benefits to impacts and the restructuring of projects to align with the impacts/benefits

The pain



- Getting mindsets right
- Wrenching projects around to focus on outcomes not just outputs
- Getting the commitment and co-operation between the project and line stakeholders



The gain



- Work that is simpler
- Work that is right first time
- Work that gets done



What we've done



- Set up programme support office
- Trained people in project and programme management
- Developed the Tesco Way for Programme Management

The future of Future



- Future is how not what
- Future is how we deliver big changes to stores in Tesco so that it is manageable, sticks and is engaging for staff
- Future involves integrating work, testing, activity to engage staff and training

