



javelin group

STRATEGIC RETAIL TRANSFORMATION

THE NINE STRANDS OF PROGRAMME MANAGEMENT

*A Javelin Group case study of the online launch
of Jumbo Supermarkten.*

JAVELIN GROUP CASE STUDY

Contents

- 1 Introduction 03
 - 2 What is a programme? 04
 - 3 Using the nine strands at Jumbo Supermarkten 05
 - 4 Nine strands of programme management 06
 - 5 Evolution of the nine strands 15
- About Javelin Group 17



1

INTRODUCTION

As retailers adapt and respond to the expanding and changing marketplace, whether creating new routes to market, or developing existing channels, complex projects and programmes are being introduced to oversee the planning, delivery and support of organisational and IT change.

As the budgets for these developments can often stretch into millions of pounds, the cost of delay or failure can have far reaching consequences.

Project and programme management provide a framework for change that helps retailers not just to implement tactical deliverables, but also to sustain business-changing, strategic outcomes.

This case study, with examples from Javelin Group's recent work with Jumbo Supermarkten, explores the nine strands that sit behind successful programmes and how the balance of these strands change during a programme's lifecycle.



WHAT IS A PROGRAMME?

A programme is: A temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to an organisation’s strategic objectives.⁽¹⁾

More practically, a programme is a framework that:

- Plans and controls projects and workstreams
- Reconciles competing demands for resources
- Oversees the impact on people and culture within the company
- Assists the human changes needed to deliver the desired strategic outcomes

At the heart of successful programme management are nine strands that describe the activity needed to ensure the strategic outcomes have the best chance of being achieved. The strands each deal with a specific set of deliverables and management activities.

The nine strands are:

- 1 Vision
- 2 Business case
- 3 Programme organisation
- 4 Leadership and stakeholder engagement
- 5 Blueprint design and delivery
- 6 Planning and control
- 7 Risk and issues
- 8 Quality assurance
- 9 Benefits realisation

(1) Source: MSP, Best Management Practice, 2011



USING THE NINE STRANDS AT JUMBO SUPERMARKTEN

3

Using a project and programme management framework, Javelin Group successfully supported Jumbo Supermarkten to establish and manage a large-scale omni-channel programme.

Jumbo Supermarkten was established in 1996 and is the second largest grocery retailer in the Netherlands, with 600+ stores. Its market position was achieved through astute management and strategic acquisitions. In 2013 the company started a multi-million euro programme to offer its unique formula of best service, biggest assortment and lowest prices to customers online by introducing online ordering for customer collection. It was important to Jumbo Supermarkten that the consumer proposition was better than the market leader's proposition.

The sponsor was Roland van den Berg, ecommerce director, and the programme management role was provided by Javelin Group*.

Roland van den Berg said, "Javelin Group's programme management confirmed my belief in them as an essential partner for this work. This was a major undertaking for Jumbo Supermarkten and the programme's successful delivery is a testament to the skills and determination of all those who played a part in it."

The programme spanned two years and was managed by Javelin Group with an approach that used the nine strands. The Jumbo Supermarkten work illustrates the key impacts of the nine strands and what they mean in a major ecommerce programme.



Roland van den Berg, ecommerce director at Jumbo Supermarkten.

*In addition to programme management, Javelin Group helped Jumbo Supermarkten in many other ways, which are outlined in the case study:

http://www.javelingroup.com/case_study/jumbo_supermarkten/

NINE STRANDS OF PROGRAMME MANAGEMENT

4

The nine strands of programme management that sit behind successful projects are discussed here, alongside examples from Jumbo Supermarkten.

1 Vision

Establish and communicate a clear vision upfront

This strand establishes and documents the programme’s end goal in a way that is easily understood. It describes the desirable future state, has implicit benefits arising from the transformation, and is compelling and motivating, while avoiding specific dates and too many performance targets.

JUMBO

The programme had a clear and concise vision of where it was going. This was detailed in the Programme Definition Document, which was tailored for a senior cross-partner audience, ensuring all major contributors were clear on where they fitted into that journey.



2 Business case

At start and in programme management

This strand establishes the programme's benefits, costs, risks and timescales, which are then used to judge whether or not the programme is (and remains) desirable, viable and achievable. The business case includes project, programme and transition costs, capital requirements and changes to operational costs.



JUMBO

Monthly updates with the group executive board ensured that scope was kept under control. At a tactical level, decisions made at the definition stage were regularly reviewed to ensure that general movements in budgets were clearly accounted for and the overall business case was protected.

3 Organisation

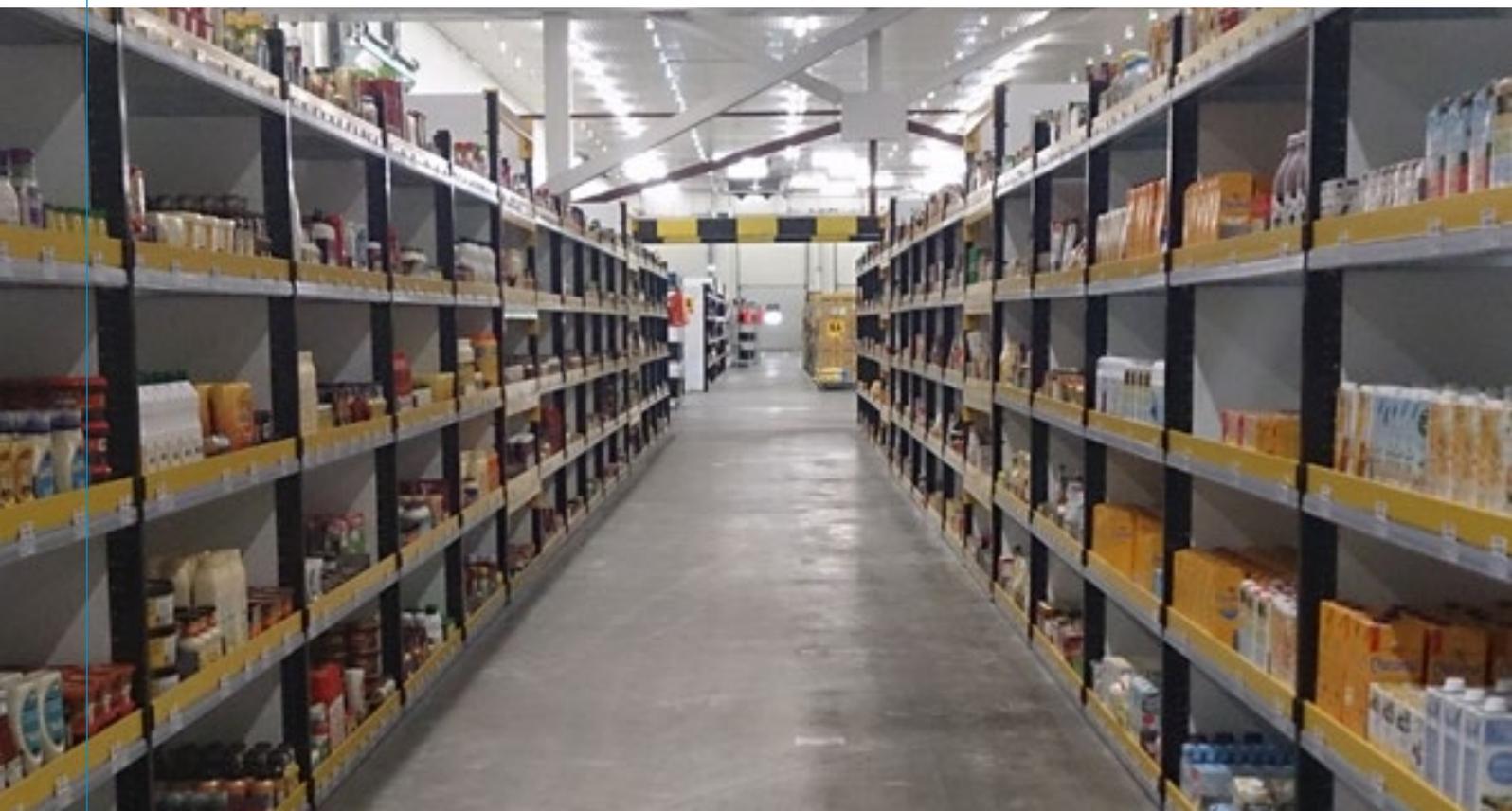
Keep stakeholders and projects aligned with company strategy

This strand creates a clearly defined programme management organisation, including roles and responsibilities for the steering group, stakeholders, business change leaders, quality assurance, programme office, project managers and workstream leads.

JUMBO

As the company continued to grow and evolve it was possible that the strategic vision could change. By keeping stakeholders fully engaged, any potential shifts were picked up and managed. This was translated through to a clear end-to-end view of milestones and dependencies.





4 Leadership and stakeholder engagement

Continuously provide change leadership

This strand identifies and manages stakeholders, who have an interest in the programme, and provides the leadership required to direct, influence and motivate others towards the desired outcome, including the programme RACI (responsible, accountable, consulted, informed) and communication matrices.

JUMBO

With ownership for the vision taken by the programme sponsor and the company's executive board, decision making became easier when team members could quickly judge how their tactical decision supported strategic requirements.

5 Blueprint design and delivery

Define and maintain a coherent blueprint, then communicate it

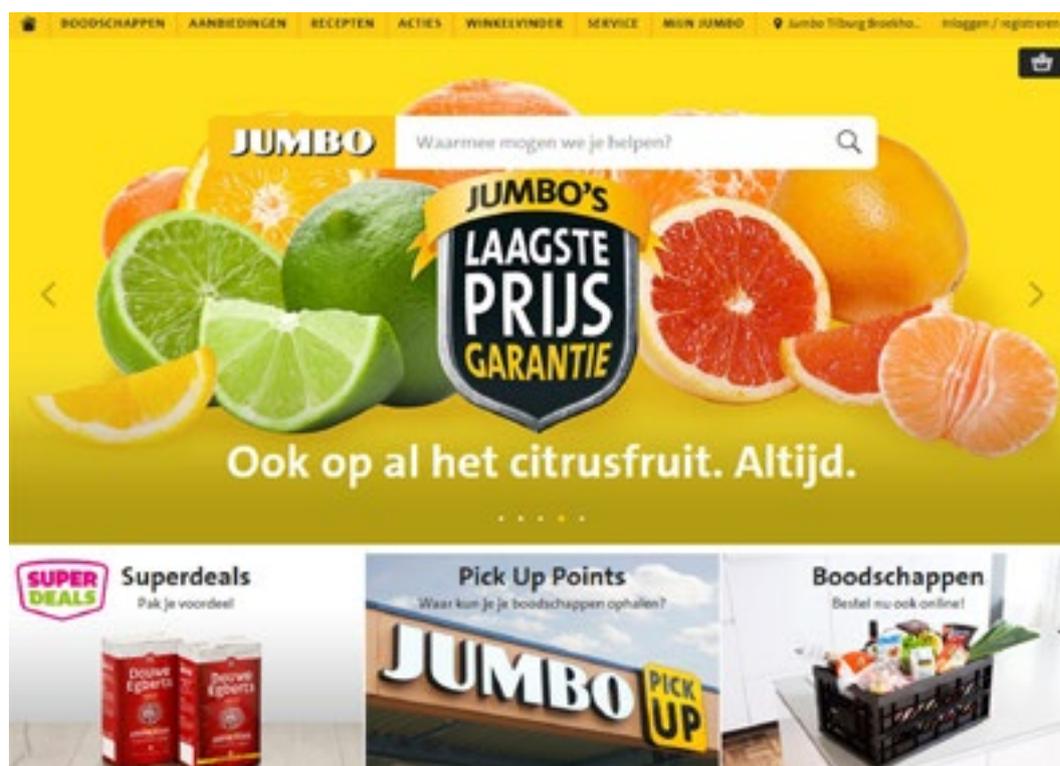
This strand defines and designs the programme's required outcomes, setting a specific framework of measurable deliverables that achieve the desired capabilities and benefits. The blueprint may cover as-is, intermediate and to-be states, including:

- Processes and functions, operational costs and performance levels
- Organisation, staffing levels, skills and culture
- Technology, tools, IT, equipment, buildings and accommodation
- Information and data

JUMBO

Detailed macro and micro design stages for each project meant that sufficient time and expertise were deployed early on so that operational and IT development decisions were well founded and unlikely to change significantly as the programme progressed.





Source: www.jumbo.com

6 Planning and control

Keep the projects on track

This strand builds the programme plan and control regime, including workstreams, governance activities, resourcing, project milestones, deliverables, dependencies, transition activities, communication, benefits management, quality management, quality assurance, gateway reviews and health checks.

JUMBO

Programme controls, such as a detailed master plan, a milestone plan, status reports and a customer proposition document, enabled cross-project controls that were adapted to meet the needs of the programme team, keeping them lightweight and workable.

7 Risk management and issue resolution

Enable cross-project approach to avoid silo working

This strand manages risks and issues, including management strategy, risk and issues logs, mitigation, contingency and monitoring, and ensures cross-project issues are visible and managed.

JUMBO

A central risk and issues log meant that a programme-wide view of events that could or were impacting the team was visible and actionable. Project leads were able to raise issues and assign them to other projects to ensure a cross-project approach was adopted and silo working avoided.



8 Quality Assurance

Continuously learn and improve throughout the programme

This strand assesses all aspects of the programme to ensure they are appropriate and fit for purpose, enabling the sponsor and stakeholders to be assured that the planned outcomes have the best chance of being realised.



JUMBO

During the programme a thorough quality assurance process was in place, which included regular reviews with all project leads. The feedback sessions that followed allowed lessons to be learnt as the programme progressed, potential issues to be identified, and mitigating actions to be deployed.



9 Benefits realisation

Management – Set performance targets upfront to enable clarity of individual objectives

This strand involves the benefit realisation framework that identifies, defines, tracks and optimises the realisation of benefits (and dis-benefits), which are tangible, measurable and definable in financial terms, with additional intangible 'soft' benefits where appropriate.

JUMBO

The detailed analysis and target setting that supported the creation of the business case enabled teams to understand what they needed to achieve. Quarterly reviews, which aligned with the company's finance review points, helped ensure benefits were assessed and phased correctly.

EVOLUTION OF THE NINE STRANDS

5

As a programme evolves through its lifecycle, the programme management role adapts as strands change in importance.

It is essential for the programme manager and sponsor to recognise this and enable the evolution to take place. Without it an imbalance in management focus may occur, leading to important actions being neglected and delivery put at risk.

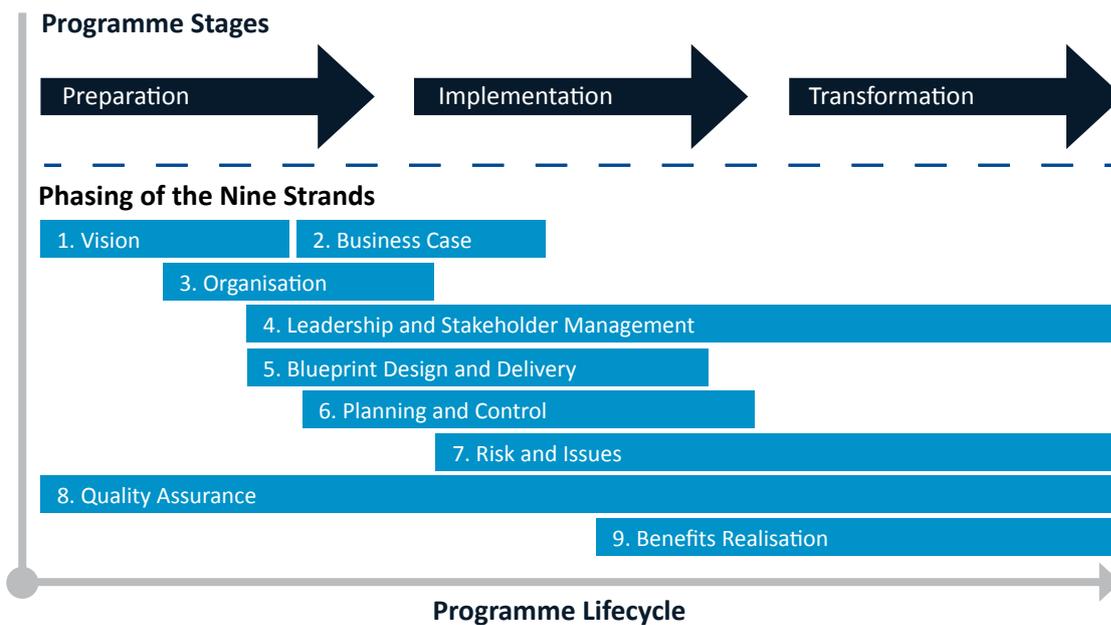
To support this evolution, a clearly defined and well communicated programme structure is essential so that the sponsor, stakeholders and those contributing to the programme can understand their role and what they need to do.



Programme management processes follow three stages. The first is **Preparation**, where the work to get ready for change takes place, the second is **Implementation**, the point at which change is made to happen, and the final phase is **Transformation**, where the effort to embed and sustain change is made. Each phase consists of a number of essential steps, which collectively form the end-to-end programme management framework.

Each programme is different, but typically programmes start with an emphasis on definition, blueprint design and business case. As processes or systems are created planning and control may come to the fore. Later, as preparations for go-live and handing over to business teams are underway, the programme’s focus may shift towards quality management, delivery or benefit realisation. To underline this, a consistent focus on control, issues and risk management may be appropriate throughout the programme.

The diagram below illustrates how the nine strands fit within the programme management lifecycle. A combination of factors, including the mix of deliverables and people seeking to achieve them, are likely to affect the programme manager’s timing, duration and level of intensity used when deploying the various strands.



ABOUT JAVELIN GROUP

Javelin Group is Europe's leading – and largest – specialist firm of retail strategy consultants.

For large retailers and brands all over the world, we plan and implement strategies to enable them to anticipate and respond to the rapid changes in customer shopping habits, retail technologies and the competitive environment, to ensure that they thrive in the coming decade.

From offices in London and Paris, our 230 experts advise retailers and brands all over the world including John Lewis, Sainsbury's, Marks & Spencer, Waitrose, Jumbo Supermarkten, Metro Group, Carrefour, SFR, Leclerc, Richemont, Unilever, Kering on their strategies, operations and technologies, with particular focus on digital and omni-channel retail.

The depth of the Javelin Group's retail and programme delivery experience provides a unique set of capabilities that can support a broad range of omni-channel creation and development needs. Our approach is based around a set of tried-and-tested best practices for defining, delivering and sustaining change, which form the basis of our programme consultancy.

Contact us

If you would like an exploratory discussion of your project or programme management plans, please contact Will Treasure, Director of Operations at Javelin Group, at will.treasure@javelingroup.com or on +44 (0)20 7961 3200. For more information about Javelin Group, please visit www.javelingroup.com.

