

Case study: Programme Delivery

BACKGROUND

Our client is a market leading, £1.5bn turnover, Distribution Company supplying a range of fresh, frozen & ambient foods as well as drinks and non food products to catering businesses within the UK and France. They provide delivered wholesale product, contract logistics services and also has its own manufacturing business. In late 2004, our client acquired a competitor who specialised in the supply of chilled and fresh food products to the catering trade



THE CHALLENGE

The purchase of the 'Target' provided our client with an opportunity to make a step change in its chilled and fresh fruit & vegetable business. This was regarded, within our client as the largest and most significant acquisition they had made in recent years, consolidating their position as the leading supplier of food to the UK catering industry. Significantly, this was also the springboard to add to the existing frozen business and become a leading supplier of chilled and fresh products, in addition, to one of the world's largest foodservice company (annual revenues in excess of £12bn).

The challenge was to quickly secure the cost benefits available through the integration of the Target into the client network without compromising customer service. This was importance because of the commercial value of the new distribution agreement with Compass.

Successful delivery of this project was multi stage. Earlier phases entailed the closure and amalgamation of 10 th Targets satellite depots, the integration of bulk customers into the grocery/logistics fleet and the integration of drops and cases into the frozen delivery network. The critical phases impacting directly on their new clients business, were the transfer of the chilled products from the Target's distribution centre at Tamworth to their own national distribution centre and the addition of a dedicated production line for the their clients fruit and vegetable ranges.

Case study: Programme management (cont.)

IGUANA's ROLE

Iguana's role was to Programme manage the transfer of the chilled business from the Tamworth operation of Target to our client's site across the Operational, Supply Chain, IT and Financial functions. This included linking with the Project Teams managing the fruit & vegetable developments and the transfer programme at Tamworth. The objective to deliver the project in full, on time and with the minimum of disruption to our clients new customers.

SUCCESSFUL IMPLEMENTATION

Supported by the Iguana teams project management expertise, our client implemented a project governance structure that buddied one of their functional managers with an Iguana Consultant. The benefit was that the client team were able to continue managing their 'day jobs' while their Iguana counterpart could focus on the mechanics of the project.

As well as bringing a depth of supply chain and operational experience, the Iguana team provided the momentum and brought structure to the project. The Iguana team also used their experience to challenge and guide the client's senior management, allowing them to both concentrate on their day jobs and support the critical decision making processes required to successfully deliver the project.

Specific tools used by the Iguana team included detailed functional and consolidated Project Plans, daily functional status reviews, detailed weekly reviews by the senior project team, critical milestone review points, go_nogo criteria, detailed issue, risk and dependency logging. These were supported by ongoing feedback loops driven by the functional Iguana Consultant and facilitated by the Iguana Programme Consultant.

To ensure maximum focus on successful delivery and maintenance of service levels during implementation, Iguana facilitated a central control room capturing issues, coordinating solutions and ensuring prompt and accurate communications.

The operational process physical and systems changes required were significant but the preparations were equally detailed and painstaking. The combination of client functional management and an Iguana allowed the project to be successfully developed with service levels were maintained throughout.

Our client's business is now enjoying the performance benefits of enhanced customer service, very high delivery accuracy and their customers now enjoy their 'best ever' service.