

Business Strategic Planning – Doing Less Delivers More

The Challenge

A global Energy company – Lubricants Division had previously globalised its organisation 18-24 months prior to engagement. The brief was to improve the performance of implementing Global projects and initiatives.

After prioritisation the Senior Management team had narrowed the global initiative list to 499 projects.

All projects were to implemented by existing operational/engineering staff.

Staff were demotivated by undertaking projects.

'Right First Time' implementation of global initiatives was less than 20%.

The Solution

The solution was broken down into the following areas:

- Capacity: priorities based on value to business. Improved scoping and definition and selection.
- Capability: Ensure implementing team had the skills to implement new initiatives, the global team supported effectively.
- Governance and Process: Management local, regional and global had robust and pragmatic governance mechanisms and tools. A Project Management System for non-project managers.
- Communication: Clear priority list for global and local teams including contingency plans.
- Supported 2 regions developing best practices methodologies, South America ad NW Europe.

The Results

- Reduced number of global initiatives from 499 to 64, which also included group and sales and marketing requirements.
- Implemented a new regional PMO support organisation (10 off) to support new project governance and processes.
- Instigated 5 year planning process with Senior Global Management team.
- Successfully designed and developed a new project management system and associated training for non-project managers (+200 personnel) – seen as best practice by group functions. Including personnel competence training/development.
- Improved right first time project implementation >65% in year one.