Making IT work

Enabling Independence –
Square Peg's *award winning* support for Birds Eye Iglo Group's Project Pioneer

Square Peg Support

As change consultants, Square Peg's brief was to ensure BEIG people were 'ready willing and able successfully to switch to the new operating environment' with minimum business disruption.

Square Peg's support of BEIG was recognised by the UK Institute of Business Consulting as Best International Project 2009.

BEIG Director, Operations Tania Howarth summarises the contribution that excellent change management made to Birds Eye's success. *'Our people certainly were excellently engaged and very well prepared and we certainly did transition remarkably smoothly to the new operating platform. Yet, the Practice provided significant value well above and beyond that brief. Just one example of the huge value they added was in their managing the change process so as to instil our new corporate values of individual responsibility and entrepreneurship. That is exceptional change management.'*

The work fell into three main categories:

1. Mobilising the Project Team (see mini case studies 1-2)
2. Engaging the Business for Delivery (mini case studies 3-5)
3. Cross-programme support (mini case studies 6-12)

This document presents a number of brief case studies outlining elements of Square Peg's support of Project Pioneer

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The Challenge

With the separation of Birds Eye Iglo Group (BEIG) from Unilever, the business had to re-platform all its activity from telephony to reporting, across eight European countries. This was change at every level of the organisation. Known as Pioneer, it was **much more than an IT programme.** It was a high stakes project which simply could not be allowed to fail and managing that change was a hugely complex international undertaking.

In practice it meant 1,800 users, 7 languages, 3 factories and interfaces with 100s of suppliers, customers and logistics providers.

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Team Mobilisation

Square Peg Support

We took the team out of their day to day work environments for an re-energising workshop focused on taking the project into its next phase. At the opening of the meeting the group created a living organigram demonstrating the interdependencies of all team members.

Team Pioneer together prepared to kick-start in-country implementation

The Country Implementation Managers (CIMs) rehearsed for presenting the overall plan to their local management teams and responding to likely challenges. As a group, the Team identified gaps in the plan and integration items to be added.

Team Pioneer members clarified their expectations of one another

We conducted individual pre-work interviews with participants and synthesised our findings in primer documentation. Reviewing this, the team agreed their expectations of one another in the next stage of the project.

Team Pioneer members addressed the implications of moving to country-centred implementation The team worked together to agree the actions required for successful implementation in-country.

Team Pioneer started to address the implications of moving to a new IT service company. Issues and opportunities arising from the move to Satyam had been identified in primer material and together the team developed a list of key concerns and questions to be addressed by the new partner. On hearing initial responses from Satyam senior leadership, the team's confidence levels in the new team members began to improve.

Result

As a result of the workshop, Pioneer team members had clarified their expectations of each other, understood the implications of shifting from a 'process' to 'country' dominant perspective, and of shifting from the design support of Cap Gemini to the building support of Satyam.

Each group had a shortlist of concrete actions, to take away and put into place.

At the conclusion of the day, the group rated their own success at 'working together towards a common goal' very highly (8-9).

The Challenge

Following significant investment in the design phase Project Pioneer needed to move beyond the realms of IT into the business it was designed to support.

For the implementation of SAP to succeed it required that all the component parts come together leading to "go live" including data, the building of the solution, infrastructure, and business readiness - with a focus on local implementation. In addition, a new IT service company (Satyam) had been engaged to complete build and implementation.

Our objective was to energise all employees engaged in Project Pioneer and mobilise them to effectively support each other as the project began to build, test and implement and the designed solution.

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Cross Cultural Team Engagement –
India & Europe

Square Peg Support

Team Pioneer explored the implications of being a virtual & multicultural team...
We addressed head-on the challenges and opportunities presented by a 100-strong team of some 13 different nationalities (including large groups of British and Indian team members). Using a 'packing the cultural laptop bag' exercise we catalysed open and constructive discussions of the different cultural 'default settings' at work within Pioneer. Raising awareness and acceptance of differences laid the groundwork for handling issues when they arose during the life of the project.

...and collectively developed its Golden Rules. Working together the team answered the 'So what?' questions raised by the cross cultural discussion and defined their desired ways of working, including a set of Team Pioneer Golden Rules and definitions. These were backed by detailed, practical guidelines around:

• written communication
• conference calls & meetings
• hierarchy & respect
• escalating issues, time & delivery .

The team gained an understanding of PMO expectations... With only 130 working days until go live we took the opportunity to ensure that all members of the team were very clear on the key project milestones and that fit-for-purpose Project Management was required. The Project Management Office (PMO) outlined the disciplines and routines that would be required to achieve project success.

...and had some fun! Following traditional Indian gift giving and some Pioneer recognition awards, the team enjoyed an informal dinner together – including Indian cuisine and tabla & sitar music.

Result
BEiG and Satyam team members clarified their expectations of each other, and understood the implications of working together across cultures and geographies. They used this understanding to identify concrete ways to ensure successful implementation of Pioneer.

The Challenge

Following the appointment of a new IT service provider partner, Satyam, the new team members had been introduced and started working together with BEiG's Country Implementation Managers (CIM's), Business Process Leads (BPLs) and IT experts.

The team's challenge was to ensure that working relationships maximised time, experience, and ability to move the project forward and hit the aggressive timelines.

Our objective was to facilitate a workshop to ensure that both the Satyam and BEiG team members were aligned and effectively working together to meet the goals of Pioneer.

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Country Engagement -
The Making IT Work Process

Square Peg Support

We designed a 5 step approach to engage and support local teams as they led the work required:

1. **Country Implementation Managers' Planning Meeting** CIMs were briefed on the level of planning required and documentation for which their local teams would have accountability; Business Operating Models (BOMs) which would outline critical and secondary scenarios for preparation and confirm future organisation design & decision rights, and the Country Implementation Plans (CIPs) which would cover implications and activity regarding Partners (including suppliers and customers), People (including local subject matter experts (SMEs) and key users) and Pioneer (overall project impacts).

2. **Country engagement meetings** – CIMs then hosted a series of meetings with their local leaders and teams to familiarise them with the new solution, clarify timescales and the preparatory work required, and establish local accountability for the BOM and CIP deliverables.

3. **Making IT work workshops – in 8 countries** – we planned, prepared and moderated a series of workshops to kick-off the preparation of detailed, localised plans and documentation. Each country had particular local requirements and exceptional circumstances to be planned for.

4. **Preparation of local Business Operating Manuals (BOMs) and Country Implementation Plans (CIPs)** – Thereafter local teams took on the completion of their own draft plans and managed the sign-off by local General Managers.

5. **The IT Factor –** To ensure that the local plans were robust and aligned with one another we designed and facilitated a panel and peer review event using the format of the TV show 'The X Factor'. Each country team presented the detail of their plans and responded to challenges and critiques as appropriate.

Result
The models and plans were completed, reviewed and agreed by local teams and signed off by the Centre for execution. Work and issues outstanding were clearly identified by the combined team and all had a clear understanding of their individual and collective next steps for implementation.

The Challenge

As Pioneer moved from design phase to implementation CIM's were being challenged to take the lead in ensuring that their countries and employees were ready, willing and able to implement the significant shift to SAP.

For implementation of SAP to succeed the business needed a sense of urgency, local country leadership accountability and local team engagement.

Local teams in all 8 Pioneer countries needed to take responsibility for developing plans to transfer to the new system and on-going operations thereafter.

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Addressing Project Fatigue –
Re-energising the Senior Project Leadership Team

Square Peg Support

As the project timescales continued to be very tight, we needed an approach that would be highly time-efficient. This involved:

Preparing to take time out - As the year drew to a close we conducted confidential 360° feedback interviews with 20 of Pioneer's key leaders. We then collated and synthesised the findings and held a second round of individual meetings at which we presented each leader with a consolidated view of how they were perceived by their peers. In addition, each participant was invited to complete two light-touch psychometric instruments designed to highlight their default styles in decision making and leadership. We collated the findings from these instruments to develop overall leadership team-level profiles.

A focused one-day time out– We then designed and facilitated a one-day, New Year, Senior Leadership Kick-off session which focused on the 'dynamics' of the Pioneer leadership team and the operational 'mechanics' required to move the project to a successful conclusion.

o *The Dynamics of Pioneer Leadership* – each leader took the floor to summarize the feedback they had received and respond with their individual behaviour commitments to the team. These were captured along with personal project accountabilities very visibly on flipcharts bearing each individual's photograph. In addition we presented to the team the consolidated psychometric findings, discussing the issues and opportunities suggested by the team-level profiles.

o *The Mechanics of Pioneer Leadership* – We then presented back to the group the information gleaned in pre-work regarding the routines and disciplines to benefit the team and the project over the coming months. The team collectively agreed to changes for immediate implementation.

Result

As a result of this approach, participants went on-record with commitments to adjust individual behaviours, thus opening the door for colleagues to challenge them over the coming months. In addition they thought through the implications of the new year plan with regard to accountabilities and interdependencies and committed to revised management routines to achieve their collective goals.

The Challenge

At the end of the year Team Pioneer had been working flat-out for some nine months and project fatigue was starting to make itself felt.

Prior to the start of the new year, leaders needed an opportunity to take "time out" to identifying what they needed to do differently both personally and collectively for the successful implementation of Pioneer.

Our objective was to provide a process which nipped 'unhelpful behaviour' in the bud whilst re-energising and re-engaging the team.

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Training –
Preparing Users
for Change

Square Peg Support

In managing the total Training provision for Project Pioneer, we appointed an expert stream leader with many years' experience in the design and implementation of SAP training programmes. The approach taken involved:

Identifying and prioritising training needs – dividing the training requirements across the eight countries and nine key functional areas into business critical streams, both new and existing processes. Where the business had new staff in roles these were also prioritised

Hiring and allocating expert trainer resource to priority areas – we hired a team of six specialist SAP trainers with expertise in the priority areas, able to hit the ground running and each bringing the appropriate language skills.

Tailoring the training approach – This team of experts then worked with the business to develop strategies to ensure local teams were 'ready willing and able to use the new system'. This involved developing training material for each sub-stream (23 individual courses covering 9 key areas) and non-training team solutions - both conventional and non-conventional.

Delivering and measuring the training – we then managed both the training and non-training team deliverables, measuring results and providing support with other strategies where required. Throughout this stage we proactively managed the business's expectations of what they would experience in training and worked with the business to assist with strategies around implementation of the solution in certain workplaces

The Result

Training was provided to some 400 individuals across the organisation in good time before the transition with some additional just-in-time, post-go-live support available, for instance around month end processes.   It's success was demonstrated by smooth business continuity at and beyond cutover, with the business able to use critical processes without difficulty.

Director, Operations Tania Howarth described the success of our training provision thus 'Of all aspects of the programme it has been the least problematic, the most well-delivered and very well received.'

The Challenge

We needed to provide training for SAP end users across eight countries over two phases in tight timeframes, with restricted budget and lower than required staffing levels.

Several SAP systems were used previously throughout the company and the new system involved different levels of customisation across geographies.

A number of new processes and design changes to existing processes meant staff needed additional training - this was hampered by the loss of staff with expertise in the legacy systems.

The training was to be provided in a number of different languages.

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Communications Management

Square Peg Support

In managing the central communications stream of Project Pioneer we took an agile, phased and flexible approach, including :

Communications 'service' to local project teams - We didn't force materials onto project teams, but provided them with a service. Providing them with communications expertise and collateral (posters, desk drops etc) while leaving each country manager in control.

Utilizing existing communication channels - We knew from experience that staff, like consumers, evolve to ignore marketing/communications materials. We stayed away from the tired old formats of 'project newsletter', instead focusing on mid-level management buy-in and preparing line managers with briefings and materials they could present to their teams with confidence. From the factories to the finance department, this established the project as coming from the top.

Leveraging Exec-level buy in - Briefings, and materials for Exec-level leaders, and buy in from the CEO, was leveraged to ensure that the project stayed at the top of everyone's priority lists. The CEO's Fireside Chats were a great success with the 'influential' members of the organization.

Personal / conversational approach - Corporate communication can lack effectiveness by being too well... corporate. Using a conversational tone, and positive feel, we wrote honest messages with the intention of telling the story of a great project, facing a huge challenge, that would need company wide support.

The right positioning - By positioning the project from the start as 'a bumpy ride' because we were pushing so hard, unachievable expectations were never set. Everyone across the company knew it wouldn't be perfect, and it was from this 'vulnerable' message that we generated significant support.

Result

The success of Square Peg Communications Director, Jason Bates led BEiG Director, Operations Tania Howarth to comment: "Through a series of managed events, carefully crafted communications, coaching and support to other team members, Jason significantly improved the level of understanding, alignment and engagement of all our employees…. The "creativity" of his communications output certainly helped boost the engagement scores!"

The Challenge

Communications in Pioneer presented a number of challenges:

• Multi-country / multi-culture – many languages and multi-cultural stakeholders.

• Very fast paced project - likely to encounter difficulties and involve tough messages

• Different sized projects under the same banner (thousands in the UK, tens in some of the small offices)

• A 'fit for purpose' solution and some losses of functionality meant the new system was 'a difficult sell' in places

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Programme Risk Management –
The Shock Absorption Process

Square Peg Support

We used Square Peg's 5 step Shock Absorption Process which applies the lessons of traditional disaster-recovery, business continuity disciplines to managing the risks associated with predictable internal projects.

Step 1. Face Up - To identify where the bumps might lie, we conducted individual interviews and solicited war-stories from those who had experienced similar ERP roll-outs, gathering great insights into potentially overlooked risks.

Step 2. Put Necks on the line - We stage managed a one day project crisis simulation. Some 30 members of the project team undertook a number of problem prioritisation and reporting exercises and the day culminated in a simulated briefing to a very frosty Executive Committee. As a result, the team took ownership for managing risk and putting in place their own shock absorbers.

Step 3. Drill contingency plans ruthlessly - Square Peg created a 'Punch-list Template' to guide process owners as they prepared for a bumpy landing. These became checklists to complete pre-go-live and prompted timely discussions ensuring plans dovetailed where necessary. For the Exec, reviewing progress against punch-lists proved a simple means of evaluating the now decreasing levels of business continuity risk facing the project.

Step 4. Embrace Central control - Square Peg advised BEIG on the development of a detailed, centralised Incident & Problem Management process (see mini case study 8).

Step 5. Let what doesn't kill you make you stronger - Following successful closure of first month end on the new IT platform, we surveyed team members and users to understand what had gone well and what could have gone better. The collated lessons learnt were then fed into the preparations for Phase II go-live in the next wave of countries in scope.

Result

The success of this approach was acknowledged by Birds Eye Director, Operations Tania Howarth: 'Square Peg's common sense approach made a huge difference to the success of Project Pioneer. With their help we planned for success but prepared for a bumpy landing and as a result of the work they led, our landing has been smoother than we ever dared to hope for...'

The Challenge

All programmes of this size and complexity encounter difficulties. To proactively manage risk we followed a process designed to help the organisation 'Plan for success but prepare for a bumpy landing'.

This meant creating a frame of reference against which the Exec might evaluate business continuity risk levels and inform a series of stage-gate go-no-go decisions.

In addition, it was necessary to have all employees engage with the coming change and prepare contingency plans for use in the event of disruption. In managing the latter we needed to create the right sense of urgency with without causing panic.

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Incident & Problem Management

Square Peg Support

Our team supported the Project Management Office in developing a robust central Incident & Problem Management (I&PM) process using three principles:

1. The approach was designed to minimise bureaucracy
2. Individual incidents were managed by teams as close to the level of the incident or problem as possible, with a central team providing co-ordination
3. A 3-phased approach: hyper care, intensive care and business as usual

To implement the process, central and local teams were appointed with technical and business expertise pertinent to the issues most likely to arise in each geography and we designed a schedule of minimum bureaucracy reports and meetings to ensure the team were kept abreast of developments and that resolution actions were tracked and co-ordinated. The teams were planned in shifts by location to ensure the right skills are always available 24/7 and were equipped in a series of war-rooms with appropriate technology and facilities.

In addition, incident management software was licensed and training provided (both internally and for external partners dealing with the system build, infrastructure and technical support) to ensure that each technical problem encountered in the SAP implementation could be methodically tracked.

Shortly before go-live Square Peg planned and ran a virtual rehearsal for all I&PM team members. In the course of an afternoon, this simulated a day-in-the-life of hyper care and practised the use of the online incident management tool and the meeting and reporting disciplines that would be mandatory post-go-live. In addition we created a communication campaign including a detailed manual, posters, emails and crib-sheets to remind employees in the field what to do in the event of a problem.

Result - During the cut-over weekend the I&PM process swung into action, successfully managing some 1,300 problems and incidents during the initial 4 weeks of post go-live. Project Management Office Director, Iain Sturrock summarised its success "Square Peg provided us with very detailed and thorough support as we designed and launched our I&PM process. As a result, the process worked very slickly from the outset and was instrumental in ensuring smooth and swift resolution of issues across all the countries involved. One of the key elements of success was the alignment of the I&PM process with the business contingency management process. Square Peg also supported the development of this process. The seamless integration of the two processes was instrumental in raising the confidence level of the business through the period'.

The Challenge

As part of the business continuity risk management approach many members of the business we engaged in preparing, testing & rehearsing contingency plans for use in the event of disruption arising from Pioneer.

In parallel a process was required centrally to co-ordinate, prioritise and oversee the management of incidents and problems.

This process needed to be robust enough to cope with the high volume of user-related issues to be expected in a project of this scale. On the other hand it needed to be simple enough to be easily followed in the event of disruption.

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Cutover Planning & Implementation
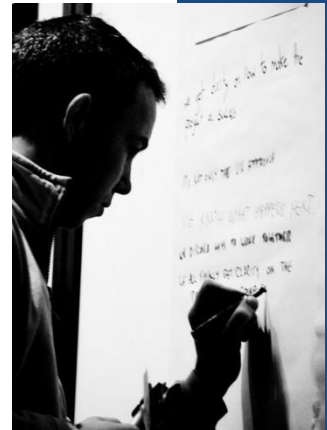
Square Peg Support

Square Peg took a central role in planning and implementing the cutover approach which followed a Ramp-Down-Shut Down-Ramp-Up strategy. Following discussions with the business and so as to minimise disruption it was timed to take place over a bank holiday weekend.

Each step was documented in Technical Installation Plans (TIP) - the TIP required multiple rounds of iteration with each of the parties involved in cutover and our team helped to facilitate that process of refinement until the final plan was set in stone.

This required careful co-ordination with each of the participating countries – our representative worked in minute detail with each of the local teams to ensure that not only were local plans as thorough as possible but that they were fully integrated with the requirements of the centre.

Implementation required closely choreographed completion of TIP activities. Once the cutover had begun Square Peg provided leadership, monitoring and support to the local teams to confirm that at the acceptance criteria for moving to each next step had been met and that pre-planned tasks were completed on schedule including:

o   Ramp down - eg. receiving and dispatching final order, clearing lines
o   Shut-down -   eg finance & stock reconciliation, master data changes
o   Ramp-up – eg. processing initial receipts and dispatches

We co-ordinated an innovative approach to communicating process – during the cutover weekend we managed the provision of text message updates to all team members and to Exec members. Brief messages detailing progress against TIP targets were sent centrally every 3-6 hours ensuring that the core team were not distracted from their tasks by responding to calls from well-wishers.

Result

Cutover was universally acknowledged to have gone extremely smoothly – largely due to its highly detailed preparation. The business was able to start up again on schedule and without any show-stopping issues.

The Challenge

The nexus of Project Pioneer was the physical & system switch between (BEiG's parent) Unilever legacy systems and BEiG new systems.

That moment required detailed planning and close co-ordination of all the parties involved including: all areas of the BEiG business, the Pioneer and IT Teams, Unilever and multiple third parties (suppliers, customers, logistics providers etc).

The cutover would be a point of no-return for Pioneer and as such its successful execution was essential to BEiG's achieving full independence from its parent.

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Chief Information Officer Advisory

Square Peg Support

From the start of our engagement with Birds Eye we provided day-to-day over the shoulder consulting support and advisory services to the organization's new Chief Information Officer (CIO). This took the following forms:

Just-in-time support - Staying close to the project and to the CIO's concerns as executive sponsor and project director we provided timely, informed advice and consulting insights from our experience of similar large-scale programmes.

Research & best practices - We delivered research, best-practices and benchmark information where and when needed and wherever possible proposed practical tools to assist in meeting the project's objectives. For instance, when the CIO sought a simple yet structured means to help the Executive evaluate the risks facing the project, we produced a clear yet robust traffic light system for use at the Executive Committee's regular risk review meetings. This was received extremely positively and was instrumental in the CIO's management of project risk through a number of go-no-go- stage gates.

Supported the interface between multiple supplier executives – Pioneer was dependent on the efforts of multiple external suppliers and managing the interfaces with their executives represented a significant time commitment for the CIO. We regularly advised on effective management of these interfaces and proposed the creation of a regular Suppliers' Forum which built trust and simplified policy discussions by bringing the relevant parties together.

Business sounding board – In addition to the above, Square Peg associates acted as a general sounding boards allowing the CIO to test and experiment with problems and solutions in a confidential and risk-free environment.

Results

Following the successful launch of Project Pioneer's phase I the CIO's performance as a strong and effective leader was formally recognised. She was promoted to a Board position and asked to assume the additional role of Human Resources Director. She was also identified as one of the UK's top 10 CIO's by Silicon.com.

The Challenge

Birds Eye Iglo Group's CIO was a newly appointed external hire. Her remit was to deliver what was seen as a large IT project to ensure BEiG's sytems independence from its erstwhile parent.

The programme carried significant budgetary and business risk but there was a challenge to convince the business to take ownership of the massive executive and organizational change required for true independence

The project was dependent for success on multiple new suppliers .

In addition, BEiG had very few people in IT roles, requiring the CIO to staff up swiftly.

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Coaching a
New Leader

Square Peg Support

The coaching process we followed with this individual was informed by Square Peg's key beliefs about executive coaching:

o   Personal change must be put in the context of the company's strategic direction.

o   Leadership is an observable, learnable set of practices and behaviors.

o   We help participants understand what is expected of them, how they are perceived by others and how they perceive themselves.

Thereafter our approach followed broadly four stages

1. **Setting the stage** - Meeting with the supervisor and participant to set mutually agreed upon expectations and identify what assessment data will be gathered

2. **Assessment /creating a coaching plan** *(focus on current leadership)* – collecting data from external sources through available documents (e.g. business plans) and interviewing key stakeholders, using several assessments to gather participant's perspective and assess her leadership style.   Consultant and participant synthesize data, prioritize needs and create a Coaching Plan

3. **Coaching** *(focus on future leadership)* - Holding coaching meetings over 1-5 months with higher frequency and intensity at the beginning. Supporting participant as she applies behavioral changes to key business events

4. **Measuring impact** - Sending follow-up assessment survey to key stakeholders to get their views on progress. Meeting with participant and manager to assess impact on participant's leadership style and business results

Results

Performance Enhancement: This new leader has a better understanding of specific ways that she can contribute to business success by leveraging her leadership strengths, building new behaviours and dealing with new managerial challenges

Enhanced Self-Awareness: She understands her strengths and development needs and has new insights on management and interpersonal style and executive thinking

Personal Transformation: She understands the need for changes in behaviours, values, attitudes, etc. that open up new possibilities for herself and for interactions and relationships with others in the organization.

The Challenge

Following the completion of Pioneer Phase I one of the senior IT team members was promoted into a newly created leadership role.

She recognised that she would be working in an increasingly complex environment with a broad array of changing business models, stakeholders, and cultures.

To be successful she needed to be expert at managing expectations, working within the political framework of a large multinational and pulling together teams to implement the strategies and plans she would set.

Our objective was to develop and facilitate a highly focused executive coaching process that would ensure she was poised for success as an expert strategic leader and able to stay one step ahead.

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Lessons Learnt Review

Square Peg Support

Initial Findings - Given our proximity to the project throughout its life-cycle, we were well-placed to provide independent initial observations concerning factors that had contributed to and detracted from success. These were presented to the Executive Sponsor in the form of 8 key findings, each with implications and practical recommendations for action in Phase II.

Structured Review – In addition, we undertook a structured review of Pioneer Phase I conducting individual interviews and seeking input from participants throughout the project, the Exec and the business. Much of this input was then used to prime discussion as we facilitated an action-oriented review session with key members of the project team

Our objective was to extract from all the comments received some valid 'So whats?' which would inform future improvements. So we used four simple key questions:

I.   What differed from expectations?
II.   What caused this difference?
III.   How might each of these causes relate to Phase II?
IV.   What actions will we now take in Phase II? Who is responsible, when?

Result

We adopted a tailored reporting approach to meet the needs of various Project Pioneer stakeholder groups, whilst conveying the same core messages:

Executive Committee – we prepared a summary of lessons learnt and recommended next steps for the Executive Committee, including commentary on how the Exec itself had functioned during Phase I and might improve its effectiveness in Phase II

Phase II Team – we also produced a number of high level recommendations for Phase II and some 50+ concrete actions for improvement which were passed to the relevant owners and incorporated into plans for the next phase of the project.

The Challenge

The launch of Pioneer Phase I was acknowledged to have been very successful, so it was important to capture the learnings from that implementation for application elsewhere in the business – particularly in Phase II of the project

The challenge was to gather swiftly and with minimum disruption an objective view of what had worked well and less-well from those closest to the action.

The findings then needed to be packaged to prompt action. We needed to avoid project management truisms but instead provide practical insights that could dramatically improve Phase II's chances of success and significantly add to the organisation's collective programme management expertise.