



CLIENT CASE



Heineken re-launch in United Kingdom

New Business Development How to change a million to-do's in a Necessary and Sufficient Project Plan

On February 2003 at 10:30 p.m. the contract with Whitbread (bought by InBev. in 2002) allowed Heineken to start selling Heineken in the UK. Until then Whitbread had an exclusive license to produce and sell their own version of Heineken in the UK. Rob Marijnen had taken on the challenge to persuade the Brits to start drinking the real Heineken Beer, but first he needed to make sure they could get it.

In May 2002 Patrick Hoefsmit was introduced to help the new team to make sure they would be ready on time with everything.

This was one of the most beautiful examples of inspiring with simplicity. There were more than a million things on the To Do list. And like every organization they started to manage this by dividing it in sections. Sales, Logistics, Finance, ICT, Marketing, Techniques, Compliance, H&R etc.

Rob's initial fear was that just one essential bit might be missing by the end of February 2003. Imagine the nightmare; a big multi million advertising campaign and no Heineken beer available in the shelves of the supermarket or in the pub. There were weekly meetings of the Management Team to go over the progression of the things they decided to do, but it seemed that in every meeting this list only became longer and more complex.

If the strategy had failed it could have spelt disaster for the Dutch group in one of the world's major beer markets. But it has worked, brilliantly. Rob Marijnen, managing director of Heineken UK.

Necessary and Sufficient

We started by focusing on the end of the project: what needed to be ready to be sure to have a brilliant start of Heineken UK? All MT members wrote down their main obstacles why it was not clear how to achieve.

By definition, any implementation obstacle not addressed will jeopardize the successful implementation of a solution

The big difference with a To Do list is that you will write down, in great detail, all the point that you know that needs to be done. But the things that you do not even know that need to be done will not be on your list. And this is where you should focus on now, at the beginning of the project. By 'Bitch and moan' about the reasons why something cannot be done you will find these obstacles. Then for each obstacle an Intermediate Objective is defined: the thing that will enable you to overcome/remove/bypass the obstacle.

Solution requirements must be implemented in the correct sequence considering both task and resources dependencies.

The next step is to sequence all Intermediate Objectives and their corresponding Obstacles in terms of which IO's can be achieved in parallel and which can only be achieved sequentially. For all the IO's of which we do not know how to achieve them, we continue working until we have a complete IO map. Then we integrate all the known To Do's in this same language of Objectives to create an executable project plan, detailing who is responsible for what activity.



People that understand both the logic and the expected intermediate

effects of a process are far more likely to succeed than those that only know their process steps.

Patrick Hoefsmit taught one of the assistants how to keep track of progress in a CCPM program and coached the MT with Project Management meetings.

In the end they all had the confidence they could make it happen.

And the success is there to proof it.

'Give me results, not excuses!' Dr. Eli Goldratt