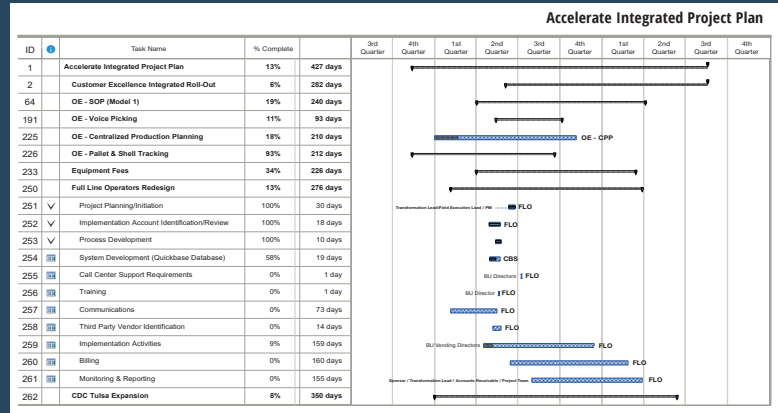


# Project Accountability

“Accelerate” \$600M Transformation Program - Driving sustainability by building the foundation for future initiatives



Background

CCE was working to address several challenges, including a disadvantaged portfolio and costly go-to-market model. The Accelerate Program was launched to find cost reduction and revenue generating opportunities. Through this effort, OPEX reduction opportunities of \$292M and revenue generating opportunities of \$315 were identified. Teams were formed to further explore and execute prioritized revenue generating ideas. A dedicated project team was established to assist with the implementation of initiatives and to address several risks including proactive communication, retention of key talent and project management capabilities

Solution

- Dedicated a team Senior Project Managers to support five business units
- Conducted a project inventory to identify opportunities to streamline efforts, reduce cost, and accelerate delivery.
- Incorporated organizational metrics into project activities.
- Revised project plans for each business unit and developed one integrated program plan that linked project dependencies, identified business unit impacts and reported progress on critical milestones to executive leadership.
- Documented six project management process blueprint and 15 templates.
- Coached 15 project leaders on problem-solving, roadblock identification and issue escalation.
- Coordinated with transformation leaders, field execution leads, and business unit change champions to monitor and communicate progress, address project issues and workstream interdependencies.
- Reported project status in executive checkpoint meetings.
- Established and facilitated formal weekly lessons learned workshops

Results

- Consolidated over projects into one program of 21 projects
- Reduced project management costs by 51%
- Improved visibility into project plans through enhanced reporting
- Consistent communication
- Common project management methodology
- Improved project accountability
- Effective knowledge transferred – Delivered 6 project management training courses to all project leaders within 1 month