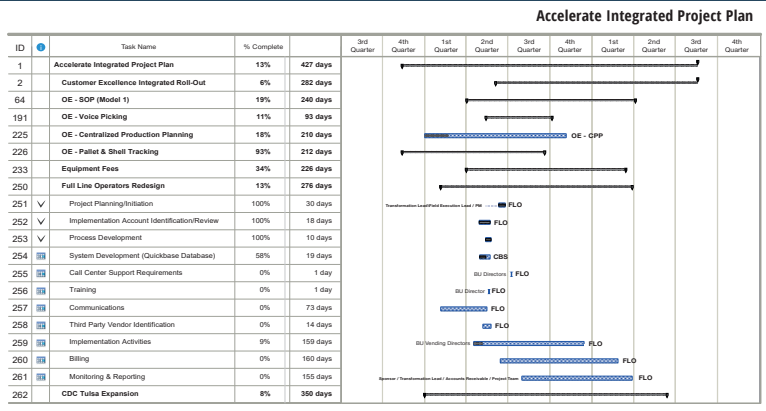


# Project Accountability

“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 a costly go-to-market model. The Accelerate Program was launched to find cost reduction and revenue-generating opportunities. This effort identified OPEX reduction opportunities of \$292M and revenue-generating opportunities of \$315M. Teams were formed to 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 of Senior Project Managers to support five business units.
- Conducted a project inventory to identify opportunities to streamline efforts, reduce costs, 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 blueprints 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 and address project issues and workstream interdependencies.
- Reported project status in executive checkpoint meetings.
- Established and facilitated formal weekly lessons learned workshops.

Results

- Consolidated over 40 projects into one program of 21 projects
- Reduced project management costs by 51%
- Improved executive visibility into project plans through enhanced reporting
- Consistent communication regarding project status across five business units
- Common project management methodology
- Improved project accountability through defined metrics
- Delivered six project management training courses to all project leaders within one month
- Effective knowledge transfer – 90% off the project leaders attended all lessons learned and training workshops