

APM Project Management Awards



# WINNER'S

## CASE STUDY



Category

**Project Management Company of the Year 2013**

Winner

**B&Q Plc**

### Overview

The company sits within the portfolio of Kingfisher plc, Europe's largest home improvement retail group. B&Q is the UK's leading DIY and garden centre retailer, offering around 40,000 home and garden improvement products. It employs 22,000 across 362 stores, with a turnover of £3.7bn.

With the UK home improvement market shrinking by almost £8bn since 2007, the company needed to ensure every pound it invested returned value. However, by the end of 2011, it found itself out of touch with customers' needs and the sales performance was not aligned with its ambitions.

There was limited understanding of how the multi-million pound investments in projects were performing, how much benefit the projects would return and how the outcomes from projects would deliver the B&Q strategy.

The company's response was to establish and deploy

a broad business focused programme management office (PMO), which would transform B&Q at every level, ensuring immediate and long-term success. This was developed over an 18-month period where an honest appraisal of the company was required, as well as the recognition of the absolute need to do something different.

### Company culture

The organisation shows a huge desire to maintain its position at number one and to deliver continued growth and success.

The B&Q PMO sits within the Business Transformation pillar at the heart of the organisation. Support for the PMO comes right from the top with representation coming

from the business transformation director, a main board member with close links with parent company Kingfisher. Full commitment was given from the CEO and B&Q Main Board, who provided active support and significant personal involvement.

A shift in culture for the business was adopted during this process, too. The previous mentality of 'do it now and worry about the cost later' has now matured into a structured, considered and controlled way of thinking and doing.

## Career development

The company states that the PMO designed, developed and delivered project management tailored training to more than 50 employees, helping to generate a team spirit and community that talks the same language. The project also saw the investment in 30 staff becoming Lean Six Sigma trained, with the ambition for a handful to be trained to black belt level. This continuous investment in training will see the organisation continue to develop for the foreseeable future.

PMO also offers on-going training on other essential skills outside of methodology, such as post-implementation reviews and business case development.

The PMO allows individuals to follow a specialist career in the department and prepares them to lead other projects within the Kingfisher Group. Membership of the APM is further indication of the company's determination to raise awareness in formalising the project management and PMO set-up within B&Q and sharing good practice across industry sectors.

## Communication

The Helpful Change Forum (HCF) sits every two weeks and is attended by three main board directors. The purpose of the forum is to ensure success, ensure that appropriate business and measurable benefit case exists and that project resources have been appointed. The HCF is also the single reporting point for all projects, allowing the PMO to generate a summary status 'dashboard' for the company and the Kingfisher group as a whole.

## Results

In just 18 months, the team has articulated the need for a PMO, sold the vision, designed and recruited a team and achieved significant benefits in terms of cost, success and overall planning and decision-making.

B&Q now has ambitions to be the flagship PMO within the Kingfisher Group, and has already begun to engage with the group to establish best practices.

The main result for the organisation is that now, projects aren't just something that it does. B&Q knows what, who, when, how and why: every project is given huge preparation to ensure project success.



**The APM Project Management Awards** have been celebrating project management excellence since 1993 and the broad range of categories is designed to make entry possible for projects and companies of all sizes and complexity.

The awards reflect the invaluable contribution project managers make in all sectors of society and the event provides an opportunity for industry professionals to meet with colleagues and entertain guests as well as celebrate at one of the year's most exciting events.

Highly regarded in the project management industry, the awards reflect the dedication and talent that helps to shape the project management community and the world around us. The finalists, winners and sponsors of the awards attract national publicity for their achievement and involvement. Winning an award provides invaluable recognition and kudos to the careers of winners.

For more details on the awards and how to enter or attend, visit [apm.org.uk/awards](http://apm.org.uk/awards) or email [awards@apm.org.uk](mailto:awards@apm.org.uk)

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