

RESOURCING RAPID CHANGE IN THE RETAIL SECTOR

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The retail sector is facing rapid change, with many organisations struggling to build their change teams to deliver these complex transformation programmes successfully. After a turbulent couple of years, the market is trying to catch up, which is causing unprecedented competition for resource. **How do you mobilise your transformation programmes when everyone else is trying to do the same and resource is scarce?**

KICK START WITH THREE SIMPLE STEPS

1. Prioritise: most organisations have a backlog of change and delivery programmes which are a combination of strategic initiatives and overdue tactical work. Even with unlimited resources, there is a limit to the level of change an organisation can absorb, with scarce resources that limit is substantially reduced. Your organisation needs to prioritise programmes based on the value they deliver, though a combination of short-term and longer-term strategic investments should be considered. Large successful retail operations, like Amazon, have continued to invest and progress strategic programmes of work even through difficult times, due to the longer term pay off that can be achieved. Prioritisation needs to be a ruthless process with a focus on value and outcomes.

2. Adapt your organisation's assets and capabilities: in challenging times, there is a need to think more creatively. It has been said that 'necessity is the mother of invention' and some very innovative business models have emerged over the last 18 months, with businesses rapidly changing their market proposition. Look at existing delivery programmes and resources, find ways to re-purpose or reuse the teams and the outputs they have created. This is a great opportunity to look at how to better use shared platforms and resource teams.



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3. Use your internal capability: with a shortage of change professionals in the marketplace, building your internal change capability is critical. Project One works with customers across the retail sector, and beyond, building and developing their internal change capability, which allows the business to focus on managing and delivering change as a function. There are many advantages to using your own people – they know the business, they understand the objectives and they are invested in your success already. To use the adage ‘Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime’, at Project One, we believe this helps to build lasting value of our work in customer organisations. Helping our customers build their own change capability and seeing that capability thrive gives us great pride.

DO YOU NEED CHANGE EXPERTISE?

At Project One, we have a proven track record of successfully delivering complex change and transformation in the retail sector, whilst upskilling internal teams for long-term solutions.

Our independence brings in experiences and the lessons learned from different programmes across the retail sector.

Whether it is assessing an organisation's current change capability, helping to prioritise change programmes or working to build a change capability ‘in house’, Project One has great knowledge and experience that will help organisations to execute change programmes in an intelligent and cost-effective way. If you would like to discuss your challenges and how we can help, please get in touch with **Paul Monteith**.

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