



Somerfield

Building the capability to deliver agreed business benefits from projects

The organisation

Somerfield strategy is to be the UK's favourite local grocery store serving local customers with quality fresh foods, in convenient locations with friendly service.

Somerfield operates over 900 stores nationwide and serves more than nine million customer transactions every week, employing over 42,000 colleagues. The retailer has significant investment plans for the coming year, with over £100m capital investment committed, predominantly in stores, including over 50 redeveloped forecourts.

The Cranfield Workshop

"The course provided a framework to achieve something that we have been chasing, but without a vehicle to deliver."

Gordon Cooper
Head of Financial
Planning, Somerfield
Stores Ltd

"Extremely useful – many learnings can be applied to my day job."

David Nicoll
Senior Systems
Manager
Somerfield Stores

The business issues

Over recent years, Somerfield has grown substantially through acquisition. To integrate new businesses with its existing operations, Somerfield has embarked on a large programme of capital investment and store improvements to remove duplication and complexity from its operations and systems. Information technology is critical to many of these programmes. To ensure the company realises the benefits from its change investment, it identified the need for:

- Formulating realistic investment proposals aligned to the corporate strategy
- Adopting a benefits driven approach to ensure delivery of agreed business outcomes
- Maximising the return from financial and resource investment

The approach

Somerfield engaged the Cranfield School of Management to design a two day in-house workshop to address the identified issues. Using a diagnostic tool developed at Cranfield, workshop facilitators identified Somerfield's key areas for improvement to create the workshop content. This content centred on the Cassandra Benefits Management Approach. The two-day workshop:

- Addressed a cross-functional team made up of 25 people from both business and IT parts of the organisation
- Consolidated learning by applying several tools and frameworks to five current Somerfield projects
- Generated shared understanding of the core issues as well as a commitment from both business and IT to recommend, adopt, embed and, where necessary, reconfigure processes to deliver benefits to the business.

