



# Getting a new product to market Action Group

***23rd March 2007***

## Critical Success Factors

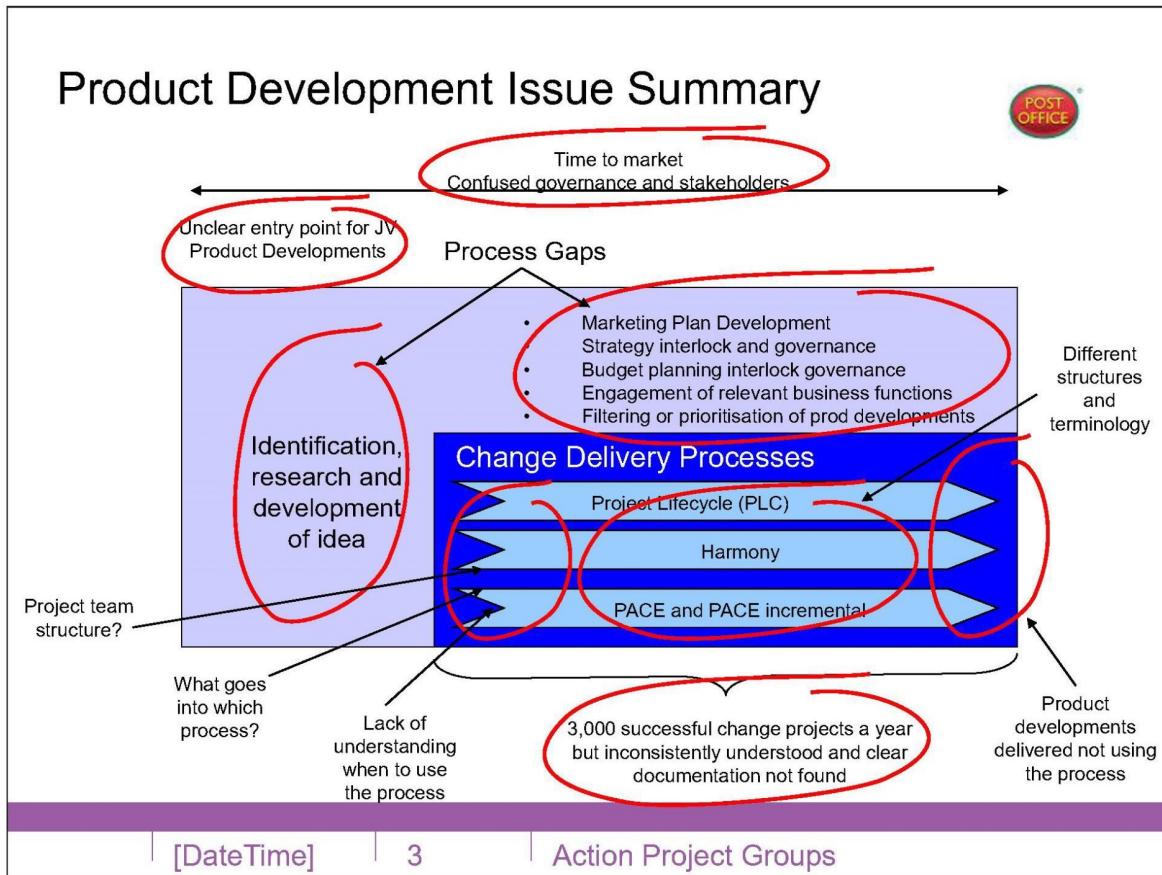


- **Clearly defined process that resolves all issues identified by the team**
- **Product Development Process that enables the delivery of the forward:five2eleven plan**
- **Appropriate and measurable KPI's of the process to monitor progress**

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2

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## Definition of a Product Development



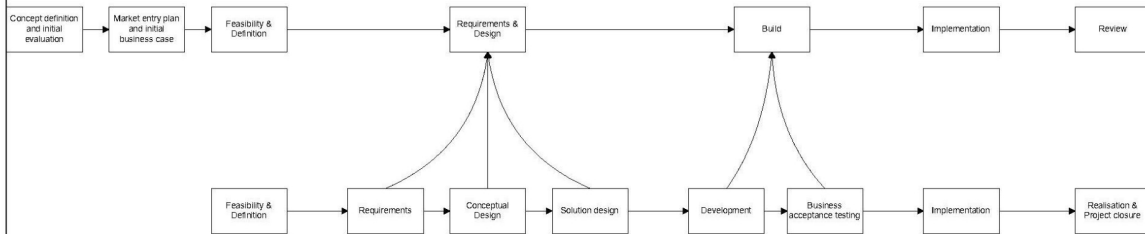
- Product Development for the purposes of applying within Post Office Ltd under this process;
  - Covers the introduction of any new product or service offered in any channel under the Post Office brand - covering concept to launch, including all aspects set out below for product changes
- Changes to existing products or services which fall under the following Marketing Mix elements
  - Pricing - covering impact on sales growth and profitability
  - Product enhancement, extension or development
  - Channel extension or diversification into new channels outside the Post Office environment
  - Procedures covered under the customer journey/experience
  - Policy, regulation or compliance measures required to support the product offer
  - Product withdrawal
- This process will NOT cover the promotional or marketing elements of the product at any stage of the lifecycle of the product

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4

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# One change delivery process for product development.....Harmony



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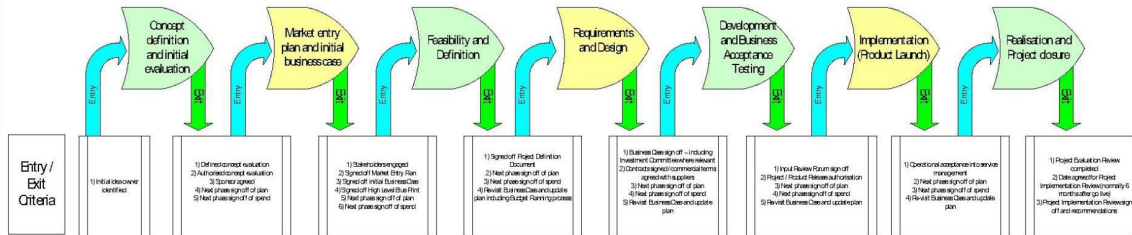
5

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# Proposed Product Development Process



Product developments can be halted at any point



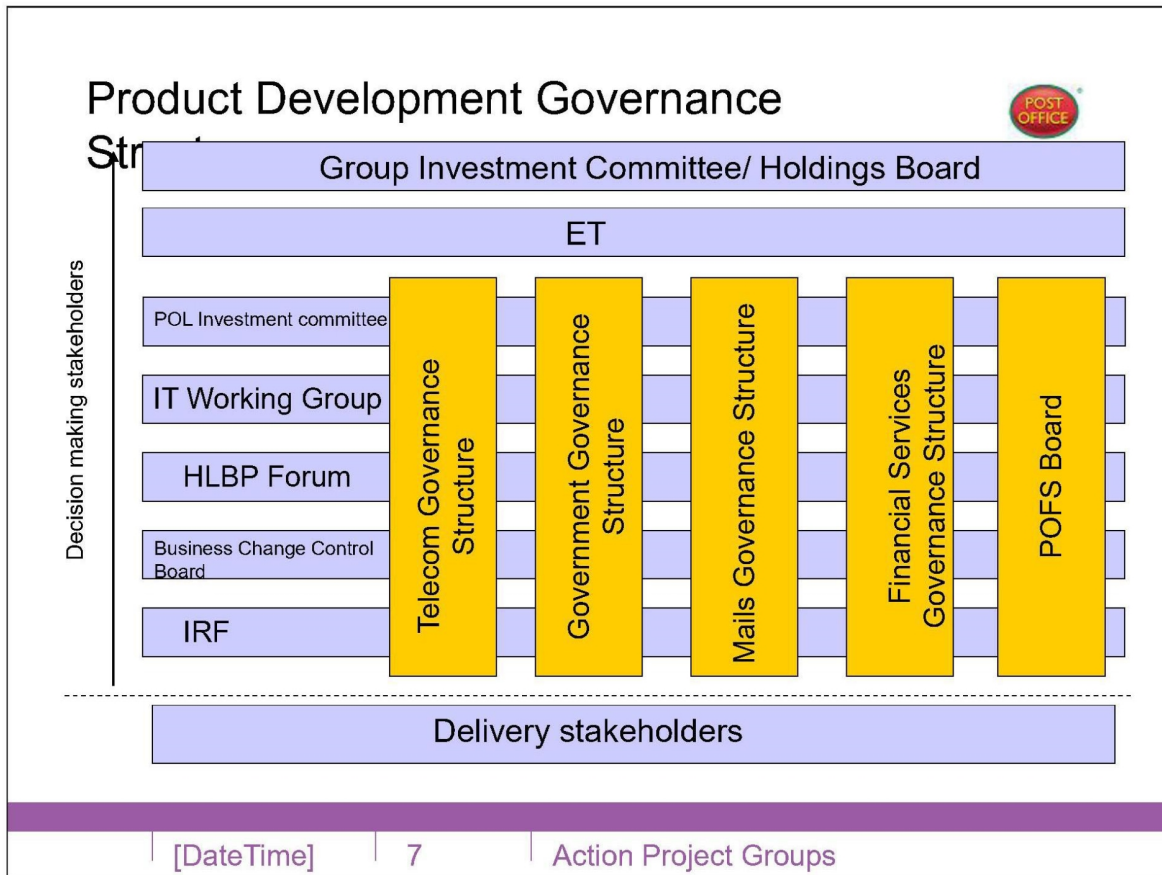
Basis for gate authorisation: -

- Market feasibility
- Strategic fit
- Financial return
- Capability to deliver

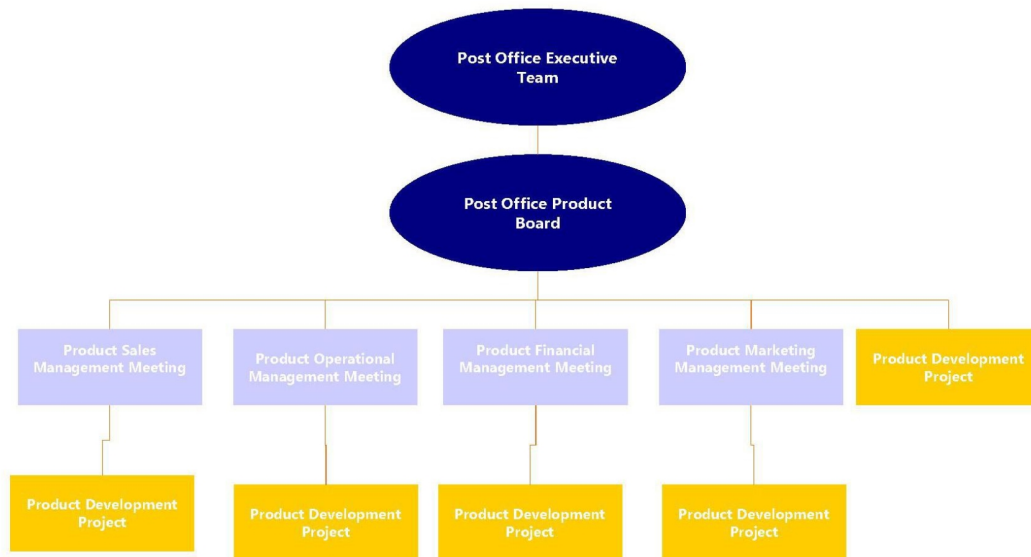
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6

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## Template Product Pillar Governance



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8

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## Governance Meeting Terms of Reference related to Product Development



Meeting	Chair	Attendees	Decisions
POL Investment Committee - Meet Fortnightly	Finance Director Peter Corbett	ET	<ul style="list-style-type: none"> <li>- Cross business decision making</li> <li>- Review/Sign off Business cases</li> <li>- Limit of sign off £5M</li> </ul>
Product Pillar Board Meet monthly	Gary Hockey-Morley Marketing Director	All directorship represented 'Heads of' level	<ul style="list-style-type: none"> <li>- Decision making within pillar</li> <li>- Authority to proceed through all Product Development gates</li> <li>- Product development prioritisation</li> <li>- Product development project board</li> </ul>
IT Working Group	Operations Director Ric Francis	18 People across operations	<ul style="list-style-type: none"> <li>- Determine IT strategy</li> <li>- Assess impact of product development on IT strategy</li> <li>- Operations resource issue resolution</li> </ul>

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9

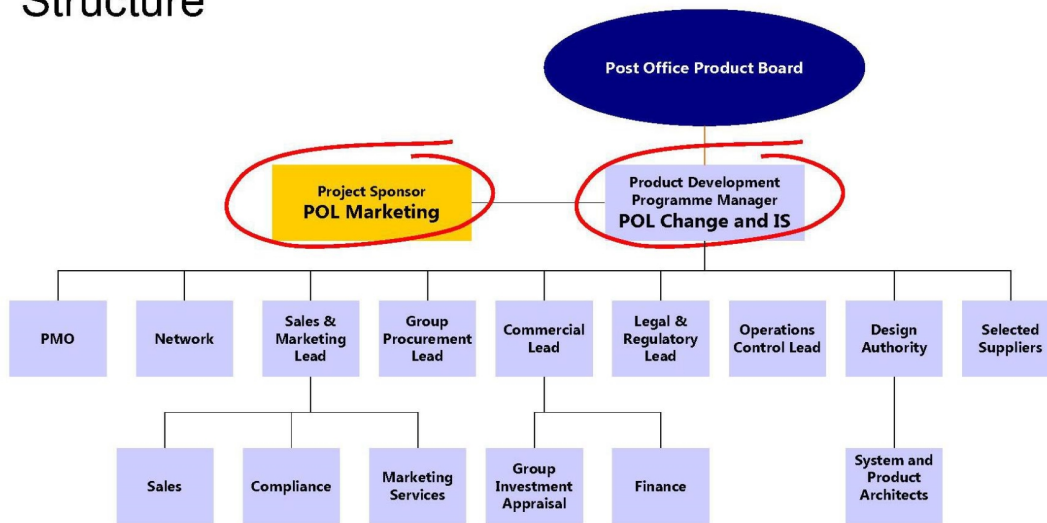
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## Governance Meeting Terms of Reference related to Product Development



Meeting	Chair	Attendees	Decisions
HLBP Forum	Head of Planning & Integration Kevin Brothwood	<ul style="list-style-type: none"> <li>- Change and IS Business Partners</li> <li>- Finance</li> <li>- Programme Office</li> </ul>	<ul style="list-style-type: none"> <li>- Authorisation of delivery route</li> <li>- Resource planning               <ul style="list-style-type: none"> <li>- Network capacity</li> <li>- Operations</li> <li>- Supplier</li> </ul> </li> <li>- Sign off of feasibility study</li> <li>- Business change portfolio planning</li> </ul>
Business Change Control Board	Head of Planning & Integration Kevin Brothwood	<ul style="list-style-type: none"> <li>- Design Authorities</li> <li>- Project Manager according to project</li> <li>- Operations Commercial Team</li> </ul>	<ul style="list-style-type: none"> <li>- Impact assess change against technical architecture</li> <li>- Assess supplier response</li> </ul>
IRF	Ops Control – Change Manager Mandy Jepson	<ul style="list-style-type: none"> <li>- Change and IS Business Partners</li> <li>- Release Implementation Team</li> <li>- Major IT programme board leaders</li> <li>- Appropriate project managers &amp; Operations BAU reps</li> </ul>	<ul style="list-style-type: none"> <li>- Authorisation for release into live operational environment</li> </ul>
[DateTime]	10	Action Project Groups	

# Template Product Development Programme Structure

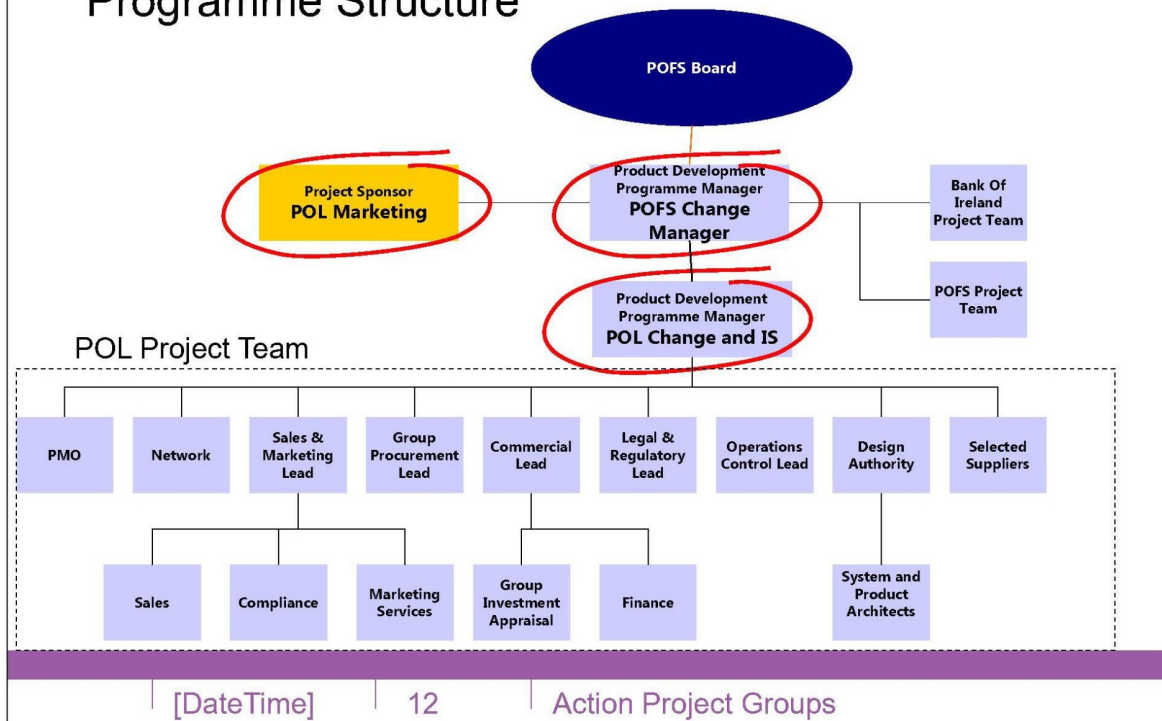


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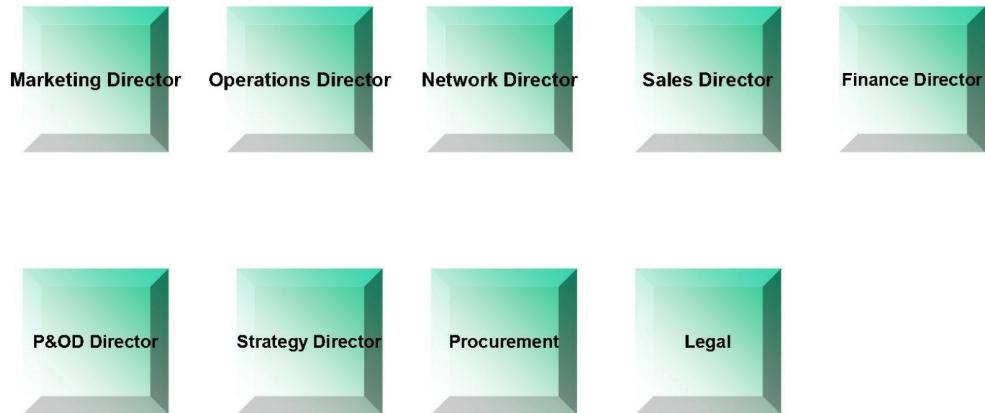
11

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# Template POFS Product Development Programme Structure



## Standard Stakeholder Map



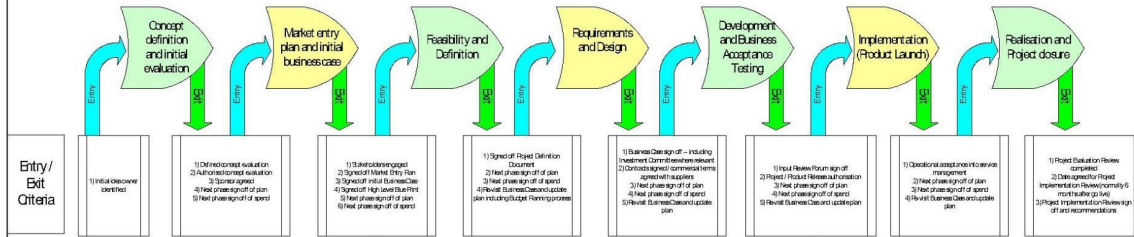
How things can be delivered, not whether  
they can be delivered

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13

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# 'Lite' Product Development Process (PACE?)



Authorised as a rapid delivery project based on the size and scale of the project

As a result authorised through a number of stages at one early decision point

[DateTime]

14

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## Project Portfolio Management – measurement of success



Where we need to be	Prioritise automatically	Skills matched to requirement –efficient use of resource	Updates automatically – team can focus on management	Automated consultation?
	Prioritise consistently	Integrate organisation by automated workflow	Plan reviews against forecast inform strategy status	Consistent consultation
	Prioritise	Efficient, effective decision making by (light) process	Hard link between strategy and L1/L2 plans	Change control
	Several iterations of planning round to match budget	Defined organisation	Some link between strategy and plans	Ad-hoc consultation
Manifests as...	Size and complexity of pre-budget portfolio	Debate over who will deliver key initiatives	Does scope of L1 and L2 plans mirror strategy?	Are changes to portfolio being impact assessed?
Challenge	Trying to do too much	Clarity of roles in delivering the strategy	How do we know that strategy and benefits are being delivered?	How do we efficiently and rigorously control change to the Portfolio?

[DateTime]

15

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## Principle recommendations

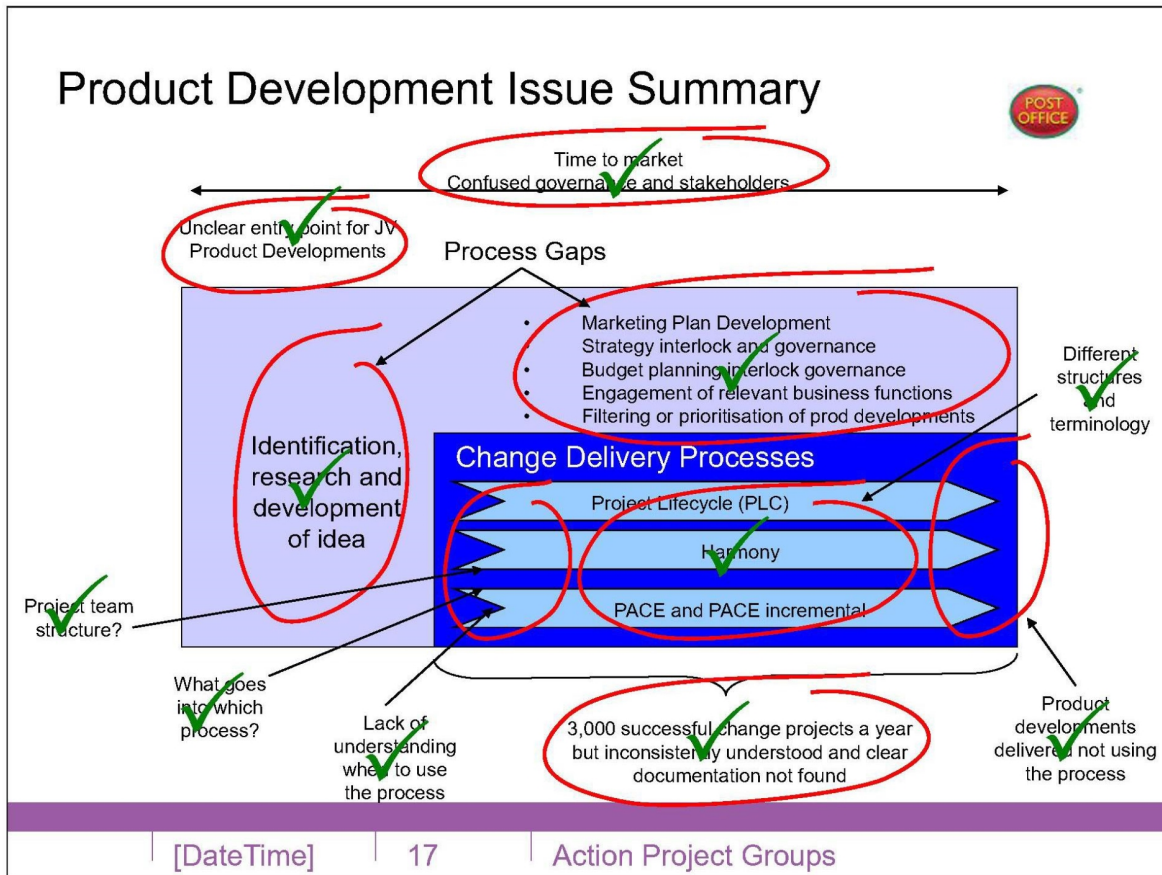


- **Single change delivery process for product developments**
- **Introduce a product development process**
- **Implement cross functional governance structure including gates and prioritisation**
- **Implement Project Portfolio Management System**
- **POFS follow same development**

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16

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## Implementation Plan Key Components



- **Critical Success Factor - Widespread understanding, awareness, acceptance and adherence to the process**
- **Identify sponsor**
- **Identify project manager**
- **Create governance structure**
- **Create Templates**
- **Test project**
- **Training and communication**

[DateTime]

18

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