

Case Study: John Lewis Partnership

Key Facts

- Forty one John Lewis shops across the UK
- 317 Waitrose shops
- johnlewis.com
- waitrose.com
- B2B contracts in the UK and abroad
- Annual gross sales of over £10bn
- UK's largest example of worker co-ownership – all 91,000 staff are Partners in the business.



Concerns, Objectives and Requirements

- In 2003 JLP were concerned about project productivity. They wanted to modernise their development project approach and move away from their traditional waterfall style.
- They evaluated a number of specialist suppliers and the Karona team were selected from a shortlist of three because we were able to work in the way that they wanted.
- JLP didn't want a "big bang" rollout or the imposition of a dogmatic approach from without. They wanted a toolkit approach and a managed and sustainable change.

Our Response

Karona took care to engage with people to uncover the underlying problems and priorities and establish consensus for change.

We defined a set of pragmatic practices that transformed the roles of the Analyst and Designer in JLP, equipping the project teams to take control of project scope, project delivery and system quality.

We worked collaboratively with the existing architecture teams and technical support functions to build their capability around logical and technical architecture frameworks.

We developed training materials on a Just-In-Time basis. JLP now have a successful suite of training courses for analysts and designers, comprising classroom teaching and project simulations.

We concentrated on the take-up of practical skills rather than the production of weighty methods manuals.

Karona mentored teams to keep their projects on track while the teams acquired the new skills.

The Karona Toolkit

- Practical
- Proven
- Flexible
- Sustainable

Achievements

The analysis tools and techniques were successfully rolled out across the IT organisation and have become the de facto standard for systems development.

The suite of training courses developed by Karona for JLP is the standard development path for all Partnership analysts.

Dozens of projects have been successfully delivered using the approach, including some major developments, such as:

- Waitrose customer self-scanning [QuickCheck 2] which was an industry leading project
- John Lewis new Point of Sale system, which was so successful it was nominated for industry awards

Gill Holehouse was able to give a rousing presentation to the international Business Analysis Conference in London on how the role of the analyst had been transformed.



On three subsequent occasions John Lewis and Waitrose Partners have presented at the international Business Analysis conference in London on some aspect of the success of the programme.

As JLP continues to roll out change programmes in other areas such as Project Management, Project Governance, ITIL, Testing Excellence and Enterprise Architecture, the standards and techniques introduced by Karona have proved to be flexible and adaptable in the evolving project environment.

A key benefit of the programme is the presence of people in senior project roles who now have direct experience of delivering multiple successful projects.

How did Karona do it?

■ Expertise

Karona brought together a set of industry standard techniques that provides the shortest assured path from business operational requirements to working code. Our approach to requirements analysis and system specification has been pared down to make it as lean and efficient as possible.

■ Collaboration

Karona worked alongside project teams to demonstrate their commitment and show how the techniques improve project outcomes. The people who have used the process on projects have become its greatest advocates.

■ Skills Transfer

Karona has provided the skills transfer required to build the in-house capability for first line support and ongoing development of techniques. With our help, the organisation has assimilated the skills and expertise and grown in confidence.

Why were Karon a the right choice?

- We empower people to succeed under pressure
- We know how to make model-based development and agile-style incremental project delivery work together in an enterprise-scale environment
- We focus first on the practical skills and competencies that are foundational to doing IT projects
- We care that the work we do delivers value to the people at the sharp end
- In 2012 Karon a won the IIBA "Supplier of the Year Award" because of the popular vote of people at project level that have worked with us (and polled more votes than any other supplier in any category)

This case study has been approved by:

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