

Prince 2 and MSP Applied
Company: British American Tobacco (MENA)
Presenter: Bruce Collins

Best Practice User Group
Middle East, 14th June 2007

Project Management, Programme Management, Risk Management
PRINCE2™, MSP, M_o_R®

British American Tobacco: Who are we?

- **Global Organisation: 180 countries and over 90,000 employees and we've been around for more than 100 years**
- **Our brands: Dunhill, Kent, Lucky Strike, Vogue, Pall Mall, Viceroy, Rothmans, Peter Stuyvesant, JPGL, and the list goes on...**
- **2nd Largest multinational tobacco player with 14% global market share**
- **Our Business: From seed to smoke**
- **In the Middle East: Over 450 employees across 16 markets (GCC, Levant, Yemen, Iran and more recently Caucasus)**
- **Social responsibility**
 - **Our role in combating Illicit Trade**
 - **Product Standards and R&D**
 - **YSP**

Why P2 / MSP?

- **Middle East is a volatile and fast developing and ever-changing part of the world (political, economical, regulatory and geographically)**
 - **A little bit of process, structure and discipline is required more in a situation like this than in a mature, developed market**
- **BAT is a multinational, multi-functional, multi-lingual organisation**
 - **An organisation that can manage change and drive innovation by speaking the same language has a definite competitive advantage**
- **In today's times there appears to be an inevitable drive to overcomplicate things**
 - **Applying a logical, controlled and standard approach will not necessarily reduce complexity but bring some order to the management thereof**
- **Companies tend to be better at coming up with enticing vision statements and developing robust strategies but far fewer are able to bring about the change necessary to achieve them**
 - **MSP and P2 are one way to assist in implementation of strategies through programmes and projects**

BAT Approach

- **Short history including process to establish the PMO and current status**

Middle East Area Destiny Era	Middle East North Africa Area One Future Era	Middle East & Caucasus / North Africa Phoenix Era
2002-03	2003-04	2004-06
<ul style="list-style-type: none"> - Focus on Strategic Planning - Visionary Change Programme: Destiny - Strategy Execution through Projects / Programmes (the P2 Way) - Prince 2 Training for entire organisation 	<ul style="list-style-type: none"> - Focus on Business Development - Solidifying Change and embedding solid Programme Environment - Prince 2 is embedded 	<ul style="list-style-type: none"> - Deals are done in NA and Programme Management is a tool proven to deliver when applied pragmatically - Not everything is a project / day to day and existing processes can co-exist with PM Methodologies - MENA Above Market starts to develop but does not quite blossom

- **Where are we today?**

- Programme Office focus on major Regional restructuring initiative (bringing about change and delivering the benefits, risk and interdependency forum established)
- Africa Middle East Programme Office Round Table established
- Middle East representation on AME PORT and Global DMB
- Locally focused approach to manage and deliver the major project affecting the ME business

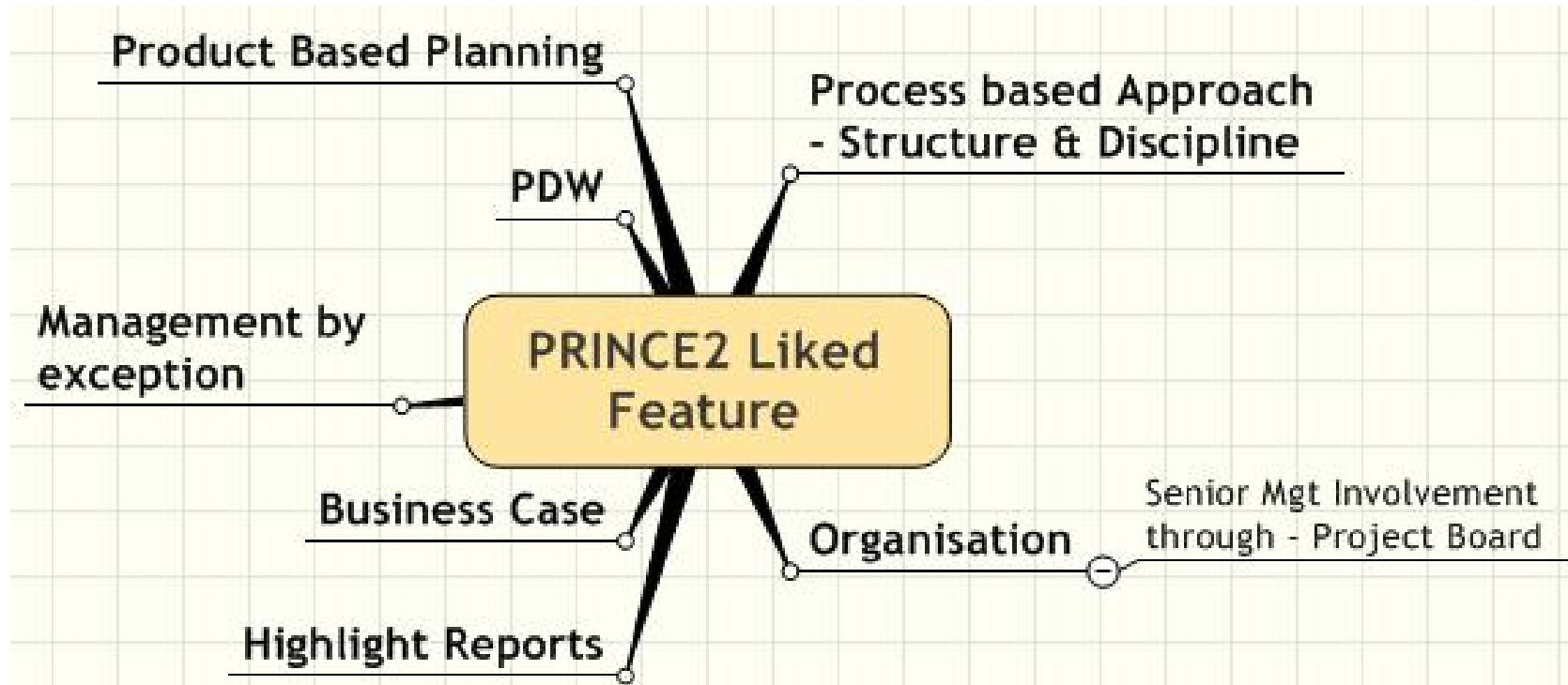
Lessons Learned (hints and tips)

- **P2 is a tool – alone it doesn't get the job done – experience in business and project management are key ingredients to deliver a successful project**
- **It's not good enough for the project team to understand the methodology – the project sponsors and boards need to be equally aware**
- **Not everything is a project! Most things in life need an element of planning vs. Just let me get on with it approach**
- **Programme Office as an internal consultant, facilitator and challenger not a P2 policeman**
- **P2 is not about templates and paperwork**

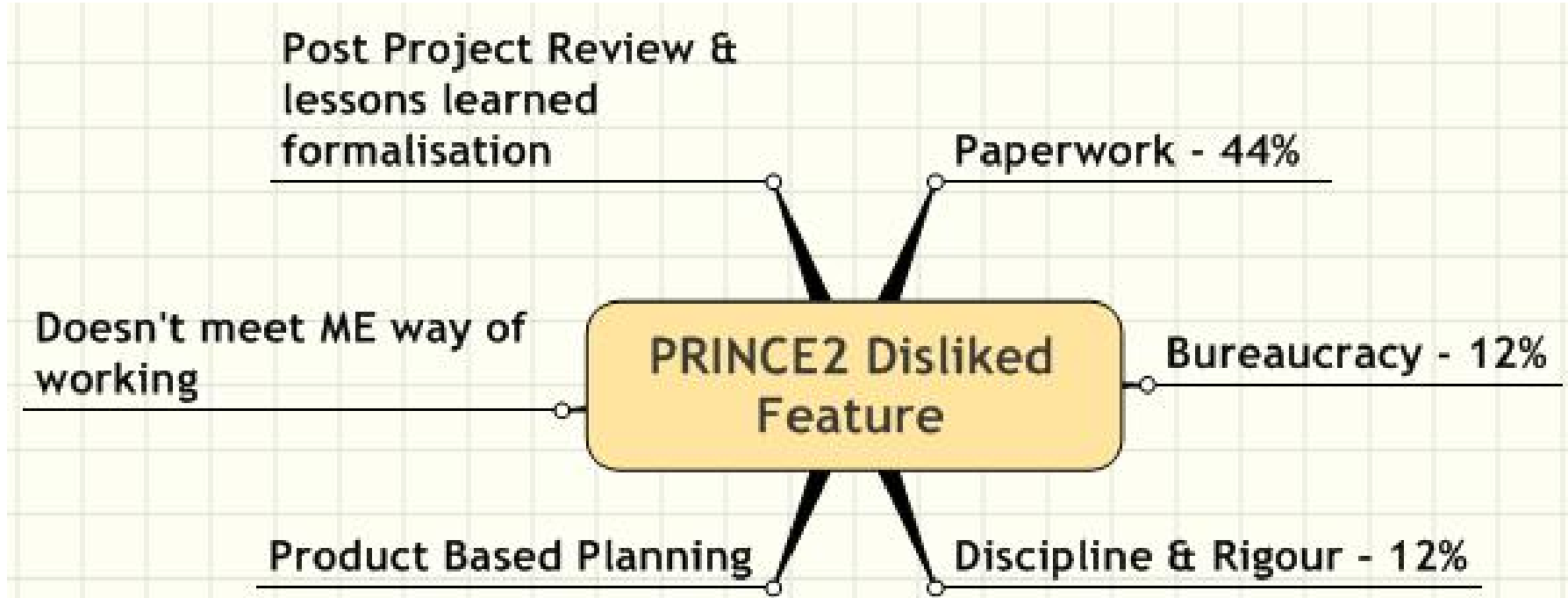
Successes to Date

- **Market Entry delivered into some difficult markets: Egypt, Iran, Algeria, Syria**
- **Destiny Growth and Change Programme**
- **Organisational restructuring Programme to drive growth through productivity (Africa Middle East wide programme)**
- **Route 2 Market Distribution Projects in KSA, Iran, Algeria**
- **Productivity Projects specifically Product Complexity and Cost Reduction**
- **Implementation of some highly complex, change-demanding systems and processes (Finance, HR, Marketing, SSC)**
- **Establishing the programme office as a valuable part of the organisation which is viewed as critical to delivering the benefits of large change initiatives (to a greater and lesser extent....)**
- **Started moving towards one approach portfolio view of project information and learnings**
- **No doubt, there are still some projects which are less successful however with a structured approach in a controlled environment there are more successes**

BAT Survey: Most Liked feature of PRINCE2



BAT Survey: Most Disliked feature of PRINCE2



Careers in BAT with P2 / MSP

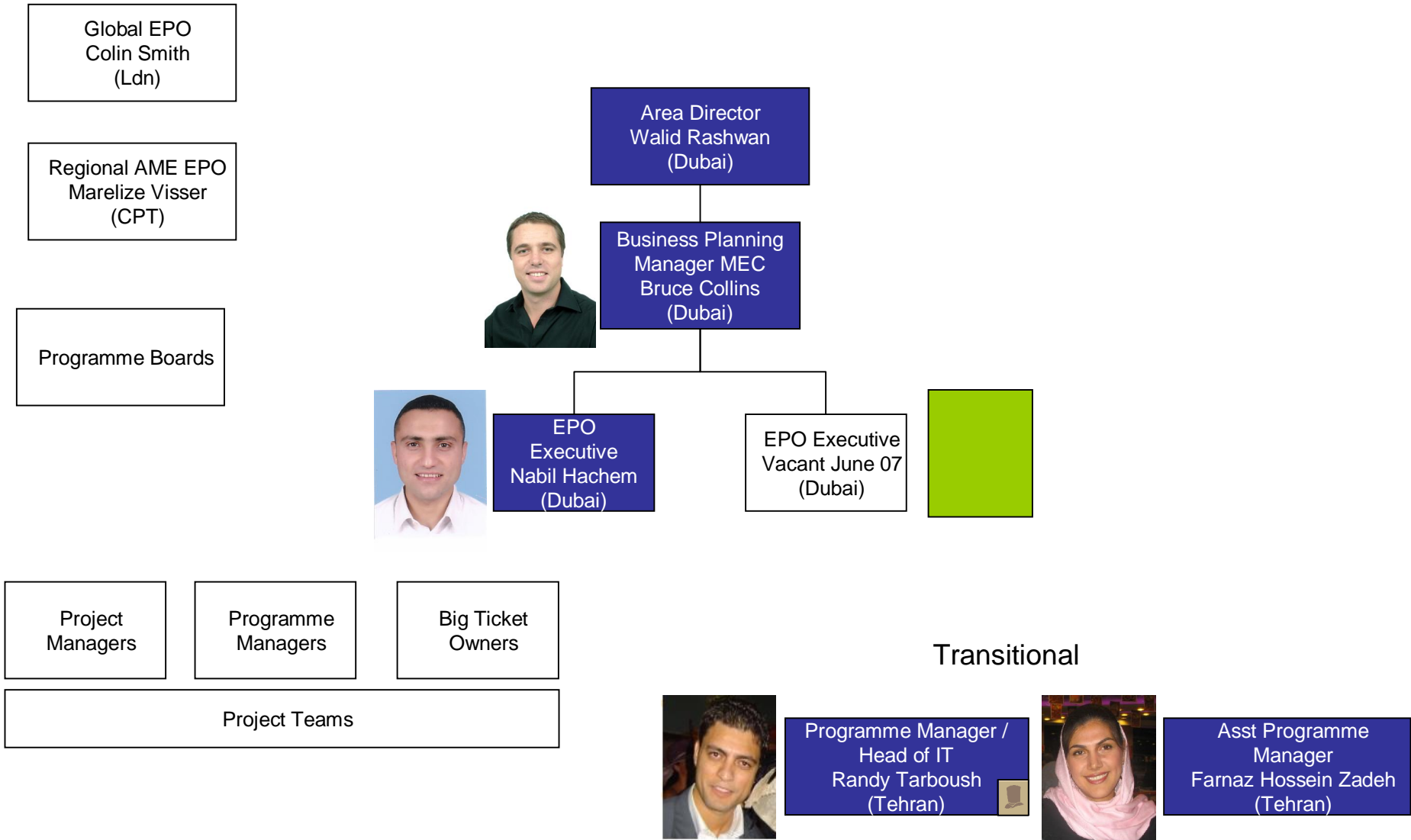
- **Local, Regional and Global opportunities**
- **Cross-functional experience**
- **Structured and analytical**
- **Yet ad hoc and unpredictable**
- **Career path within the function or a stepping stone into another function or even straight into a function**
- **Focus on personal training and development**

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Middle East and Caucasus organisation structure

Area organisation structure – Business Planning (May 2007)



Questions?



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