

CASE STUDY

# Diageo

## About Diageo

Diageo is the world's leading premium drinks company with global sales approaching £20bn. It produces a number of the world's best known brands including Smirnoff, Johnny Walker, Captain Morgan, Baileys and Guinness.

## The Problem

Diageo outsourced most of its work in the digital arena to Accenture. Given the importance of its brands and the need to have a local presence, areas such as web development and its digital presence are key to the company's success. The outsourced contract was failing to deliver the expected results.

## The Solution

We were charged with the responsibility of turning around the contract. A number of initiatives had been launched under the umbrella name of 'Digital @ Diageo'. Using Verdi's Programme Assurance tool we analyzed each of these 30 projects and restructured the programme into four programmes of work with a programme manager in charge of each and project managers with accountability for each project.

Using our 'PMO in a Box' we established effective programme governance, with a Programme Board, a Project Management Office, each of the workstreams had a plan to follow and was managed through to a successful conclusion.

## The Benefits

The Digital @ Diageo programme was restructured and refocused. Significant improvements were recorded in areas such as being able to measure customer satisfaction, technical architecture, web delivery and overall customer satisfaction.

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