

Toasting the success of a strong partnership



Client

Tesco Wine By The Case is a division of Tesco.com. It retails a wide variety of red, white, rosé, champagne, sparkling and fortified wines to individuals and businesses in the UK.

Goals

- ◆ Remove constraints to the ongoing growth of the business
- ◆ Create a more flexible website platform capable of supporting new business initiatives in the future
- ◆ Set up a new warehouse and improve the efficiency of fulfilment systems and processes
- ◆ Extend delivery options for customers

Charteris' Role

- ◆ Programme manage multiple IT development streams
- ◆ Manage distinct projects within the overall IT programme
- ◆ Analyse business needs and system requirements

Results

- ◆ Tremendous growth in sales
- ◆ A new web architecture that supports current and future business growth
- ◆ New fulfilment systems
- ◆ More accurate information about stock position
- ◆ A wider choice of delivery options for customers

Tesco Wine By The Case needed to act quickly. Following several successive years of strong growth, the company was running out of capacity in its warehouse and would not be able to support future business initiatives. Its website was starting to appear out-dated and core business processes required streamlining. The organisation appointed Charteris to help it implement a range of critical business improvements - as quickly as possible. Within weeks of completing the programme, Tesco Wine achieved impressive sales.

Tesco's online wine business caters for organisations and individuals who want to be able to acquire good quality wines at a competitive price. Part of Tesco.com, Tesco Wine offers customers the ability to buy wine by the case. Customers benefit from bulk purchase discounts and a wider selection than that available in store.

Since its foundation in 2000, Tesco Wine had expanded rapidly. By 2007, it was beginning to outgrow its existing warehouse capacity and many of its core business systems, including its website, were feeling the strain. Based on its projected growth figures, Tesco Wine knew that it had to upgrade its systems as a matter of urgency.

Tesco Wine also wanted to take the opportunity to improve service for customers. At the time, customers could only have their orders delivered through Tesco's existing grocery van delivery network and, although this meant that

customers could pick a two-hour delivery slot, they paid a premium for this service.

Tesco.com's Sam Alexander was the lead business analyst on the Tesco Wine business improvement project. She says: "Our systems were antiquated, and the website wasn't on the platform that we wanted to take the business forward on. We wanted to be able to offer greater customer choice and make it possible for us to move into new business areas in the future."

Many of Tesco.com's business analysts and managers were engaged in another major business project at the time, so Tesco Wine decided to bring in a number of external consultants. "We needed a reputable firm and consultants with end-to-end knowledge of business processes in an online retail environment," says Alexander. Five consultants from Charteris joined the Tesco Wine team in a range of programme management, project management and business analyst roles.



“The Charteris consultants worked very well with our own employees. They were pragmatic, professional and personable.”

Sam Alexander,
Senior business analyst,
Tesco.com



Pragmatic, professional and personable

One of the Charteris consultants was appointed programme manager and took responsibility for leading a number of disparate streams in the business improvement programme. Other Charteris consultants managed specific projects, such as the website redevelopment, processes for product introductions, warehousing and more. The consultants produced plans, conducted risk assessments, reported to steering groups and generally ensured that the projects all progressed on time and in line with business needs.

Another Charteris consultant joined the organisation's existing business analysts to support this particular team. He helped to map out Tesco Wine's business processes, gather and define new business requirements and validate process designs proposed by the business team. “The Charteris consultants worked very well with our own employees,” says Alexander. “They were pragmatic, professional and personable.”

Because the organisation was growing rapidly, Tesco Wine was under immense pressure to get its new warehouse and related fulfilment systems up and running as quickly as possible. “We had a tight deadline, which was driven by the needs of the business,” explains Alexander. “The Charteris consultants handled the pressure of the project very well.”

As well as Charteris consultants and Tesco.com employees, there were several other external contractors involved in the Tesco Wine project. Charteris helped to define effective ways of working, which led to a cohesive approach to the project. “The consultants were highly experienced and we were able to draw on that,” notes Alexander.

Tremendous results

When it had fulfilled its role, Charteris handed the entire programme over to Tesco.com employees, so that the organisation could take its business improvements live by itself. “The knowledge transfer from Charteris to Tesco.com was done very professionally,” recalls Alexander. “Charteris was very good at guiding us and making sure that the hand-over went smoothly.”

Tesco.com then rolled out its new systems, website and processes in 2009. “We saw tremendous results quite quickly, both in terms of sales growth and customer feedback,” says Alexander.

The programme delivered a more informative and engaging website for customers, as well as a wider range of delivery options. Customers can now elect for next-day courier delivery, which is less expensive than the two-hour delivery slots. The new web platform and business processes also open up the way for Tesco Wine to introduce ‘collect in store’ as a further option in the future.

Fulfilment processes in the organisation's new warehouse have been streamlined, and this is leading to efficiency improvements for the business. In addition, stock in the new warehouse is now specifically allocated to the wine business, rather than being shared with Tesco stores. “This has improved availability and enabled us to provide more accurate availability information to customers,” explains Alexander.

Tesco Wine is happy to acknowledge the important role that Charteris played in the success of its business improvement programme. Alexander concludes: “The Charteris consultants were extremely knowledgeable and capable. I rate Charteris very highly.”

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Business specialists who speak IT
IT experts who think business



About Charteris

Charteris delivers greater customer focus and business efficiency through seamless business and IT consulting. Our unique blend of ‘business specialists who speak IT and IT experts who think business’ ensures that clients receive seamless solutions that deliver competitive edge.

Leading public and private sector organisations draw on our deep experience to help them improve performance and reduce costs. Our services include [Customer Centric Business Change](#), [Microsoft Dynamics](#) solutions and other advanced solutions based on the full spectrum of [Microsoft Technologies](#) and associated technologies.

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