

Project

Strategic Review

Client

BAA Heathrow Plc

Value

£3 billion

initiate's role:

This strategic review, examined the current 15 Year Capital Investment Programme (CIP) with a specific requirement to develop a project prioritisation tool.

The review focused on developing an objective led programme approach. **initiate's** role was to work with BAA's strategic planning team to provide a top down approach to assessing projects that supported strategic programmes that met strategic themes/objectives of the business.

Previous regimes of developing the CIP had been developed through individual business units putting projects forward for authorisation by the strategic planning team. **initiate's** approach was to create the top down business drivers and to establish objective led programmes within which projects would exist.

Through a structured workshop approach **initiate** developed a methodology for assessing projects and their value contribution to BAA's business. BAA exist within a complex regulatory framework that is reviewed on a 5 year cycle. The external influences on their business are many and varied and their impact considerable. These issues were incorporated into the review.

By providing an independent view of the projects BAA were proposing to undertake, **initiate** were able to challenge the internal perspective of why the project existed. By providing a revised assessment of the reasoning for undertaking projects **initiate** were also able to provide a clear perspective of what objectives the projects were meeting. From this assessment an identifiable trend was established and this led to a rigorous assessment of the amount of spend in specific areas.

Outcome:

The establishment of a new methodology for reviewing projects within the CIP process. A top down strategic approach to identifying objective led programmes that meet the medium to long term planning horizon BAA is working towards.

BAA has since asked **initiate** to help them move these programmes on by supporting the definition phase.

