

Case study

Family Dollar Creates Scalable Portfolio and Financial Management across the EPMO

About Family Dollar

Founded in 1959 in Charlotte, North Carolina, Family Dollar has 8,000 small-format convenience stores in 46 states. With \$10.4 billion in sales and 50,000 team members, Family Dollar strives to offer value and convenience while serving the needs of under-served communities.

The Challenge: Aligning People and Dollars to Business Priorities

A rapid expansion in the late 1990s and early 2000s led Family Dollar to double its total number of stores. With the addition of 500-plus stores annually, the company experienced the strain on both its brick and mortar and IT infrastructure. As demand soared, people and projects were in constant flux. Without the ability to sort, prioritize, and align investments, budgeting dollars were not aligned to business priorities.

Family Dollar began a multi-year, strategic initiative to reinvest in its infrastructure to reinvigorate growth and drive share-holder value. This revitalization effort focused on the store format to create a better shopping experience and to rebuild training programs for employees centered on customer service.

To support this initiative, a team tasked to evaluate the EPMO governance standards with the goal of driving value while establishing it as a well embraced function. The team launched an analysis and assessment and asked stakeholders for feedback to identify key pain points and opportunities.

What surfaced was the need to improve demand and capacity management, strategic understanding and alignment, investment selection and prioritization, stakeholder partnership, planning and reprioritization processes, visibility and transparency, and benefits tracking.



Overview

Customer

Family Dollar

Industry

Retail

Geographies

Based in Charlotte, North Carolina, with 8,000 locations in 46 states

Family Dollar uses Planview Enterprise to define an end state that supports their immediate needs, while allowing them to mature, and convey value to stakeholders.

“We needed to be able to respond to change as well as figure out how to capture and manage our demand and allocate resources. Planview Enterprise did this and more, making it a great fit for our organization.”

– Asrar Sherrif, Senior Analyst, Family Dollar

The Solution: Driving Value with Dashboards and Metrics

With approximately 140 project and resource managers tracking more than 250 potential projects (valued at \$200 million) and more than 400 resources, Family Dollar implemented Planview Enterprise to improve operating efficiencies, enhance scalability, and drive maturity.

To get stakeholder buy in, the team worked to communicate expectations, value, and eliminate unnecessary tasks. They targeted tracking and managing demand to better understand how financial and human resources were allocated. They leveraged Planview Enterprise’s analytics and reporting functionality to create performance scorecards that provided visibility in the areas of financial management, resource management, scheduling, and delivery which brought uniformity and accountability at a portfolio level.

With a foundation in place, Family Dollar was able to better manage its growing demand, align investments strategically, prioritize demand, and optimize resource capacity using the data from Planview Enterprise to manage up in the organization.

“We needed to be able to respond to change as well as figure out how to capture and manage our demand and allocate resources. Planview Enterprise helped us do this and more, making it a great fit for our organization,” says Sherrif.

The Benefits: Increased EPMO Role and Influence

The EPMO is now providing even greater value to the business. “We have a seat at the table and have now moved into corporate finance and are part of our Enterprise Strategy Group taking responsibility in managing 100% of our capital,” Sherrif says.

Using Planview Enterprise, Family Dollar has realized the following benefits:

- Improved forecast submission compliance from 58 percent to 99 percent
- Reduced quarterly financial forecasting variance by more than 100 points
- Improved time tracking compliance internally from 80 percent to more than 96 percent
- Shifted toward managing “above-the-line” to drive cultural and performance improvements
- Leveraged the EPMO foundation to extend capabilities enterprise-wide
- Enabled enterprise-wide PPM performance management and analytics

For more information about how Planview Enterprise can support your EPMO, visit Planview.com.