"The secret of change is to focus all of your energy, not on fighting the old, but on building the new"

Dan Millman

Managing Change

While Project Eden comprises activities such as construction, systems build and testing, a vital element is the successful adoption of new business processes.

The project will impact a huge number of stakeholders. Within the group, it will affect all distribution staff and Vista users from the finance and publishing teams. Outside the group, it will impact our third party distribution clients, our customers and our suppliers.

In May, Richard Bevan joined Hachette to take on the role as Change Manager for the project. He will manage the change for all stakeholders except distribution staff, who will be covered by the management teams at Bookpoint and LBS.

Change management activities can be summarised in the following keys areas:

Information –identifying and capturing the changes that will occur as a result of the project and the individuals who will be impacted.

Communication – there will be increased communications to relevant stakeholders in the run-up to each of the divisional transitions.

Understanding – training or guidelines will be provided to ensure there is relevant knowledge of the new processes.

Action – once any change is adopted, it will be followed up to ensure that it has been taken on board.

Octopus will be the first publishing division to move to the new warehouse and the project is working closely with key stakeholders to plan the transition.

Richard is also liaising with the Group Finance, International Sales and Field Sales teams. They will be impacted by each wave and need to adopt interim processes during the transitions.

The picture above shows Richard reviewing change plans with International Sales Director Ben Wright.

Innovations

With the move to the new warehouse, we are taking the opportunity to implement significant improvements to some of the current distribution processes.

Void Fill

We are adopting an innovative solution to decrease empty space in boxes and reduce the risk of supplying damaged stock.

We will use a combination of heat shrink film and box cutting to minimise lateral and vertical movement and provide maximum protection during transit. This has been adopted at KNV in Germany and we will be the first company in the UK to use the design.

Cover Images

To increase picking accuracy, the screens at the goods to person picking stations will display images of the book cover.

Cover images will be captured at the time when books are received at the warehouse and will be recorded along with the book's dimensions. Where a book has multiple valid cover designs in stock, we will display all options.

We have already started capturing images for existing titles and plan to have all images recorded ahead of each publisher transition.

Meet the Team

Steve Dowse

Test Manager

Steve joined the project team in June and is responsible for the software testing across the programme.

Having previously worked at Bank of America and Ernst & Young, Steve has extensive experience of managing the planning and execution of testing on a number of major projects.

Publisher App Name

In June, we opened a competition to give a name to the Publisher App, the tool through which publishing staff will access data from the new distribution systems.

We've had a number of suggestions and we will now open the decision to all of our staff and third party clients who can vote for the name they prefer.

The eight shortlisted names are:

1) The Font   2) The Lexicon   3) Hachiko
4) Hal   5) Hex   6) Genie   7) Merlin
8) The Hachette Hub

Please cast your vote in the survey at the following site:

www.surveymonkey.co.uk/r/J9XRN8M

Warehouse staff can pass on their vote to their supervisor. Voting will close on 31st August.

Construction News

We reached a key project milestone on 21st July when the base warehouse build was successfully handed over to Hachette UK from the site's landlord.

The area outside the building is now being developed and a bike shelter has been built.