



## Case Study

# RadioShack Corporation



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### ROI

By visually mapping complex project data, RadioShack's distribution department is better able to identify top priorities, allocate resources appropriately, and make sure that all activities track with the company's strategic goals.

### Company Profile

RadioShack Corporation ([www.radioshack.com](http://www.radioshack.com)) is a leading consumer electronics retailer with over \$4.8 billion in revenue in 2004. The Fort Worth, Texas-based company operates nearly 7,000 company-owned and dealer stores; almost 100 RadioShack locations in Mexico; and over 600 Sprint and SAM'S CLUB wireless kiosks.

### Challenge

To set and communicate capital spending priorities for a complex distribution network.

### Capital Planning

#### A leading retailer uses MindManager to set priorities and allocate capital to distribution projects for the coming year

RadioShack is a household name to most Americans, symbolizing the nation's interest in the newest high-tech consumer technology. But all that technology somehow needs to get to the company's nearly 7,000 stores. To make sure that the right merchandise gets to the right stores, the company uses Mindjet® MindManager® to visually map its priorities for expanding and improving its distribution network for 2006.

"MindManager gives me the ability to capture everything I want to do, then to organize it, prioritize it in one visual place, and share it with everyone," says Philip Godden, RadioShack's Senior Director of Distribution Project Management. "In one map I can show our five most important objectives, the five aspects that support each of those five objectives, and then tie all the objectives together into one clear overall plan."

#### Creating an expandable overview of key project data

Godden uses MindManager to create a visual map of both his strategic and tactical capital-budgeting plans. To Godden, capital allocation is a critical way to decide what is important in a business unit. "Everybody wants to spend capital. I need to make sure that the projects that come up from the distribution centers align with my objectives for the year. So I use MindManager to build the list of my objectives, then map out the projects that needed to be done to accomplish those objectives."

Continuing to drill down, he brainstorms the main elements of each project, drags-and-drops the elements into a logical work breakdown structure, then attaches visual images to each project to indicate top priorities for the coming year.

Godden and his team capture, organize and re-organize in the map all the elements of the capital plan. The map eventually contains all the projects needed to achieve RadioShack's distribution network priorities for the coming year. Godden then maps out the resources needed for each major task and the relative amount of time required per project. Periodically, he uses MindManager's information filtering functionality to make sure that project priority and time required are balanced.

Recently, Godden expanded the scope of his capital map to include all projects for all Distribution associates. This one "living document" now enables him to keep track of who is working on what, what the due dates are, what resources are required, and so on. "We use this map for the agenda of our weekly staff meetings," he says. "The map also has helped me identify goals for my staff for the next review period. This saves me a lot of time and helps me set more comprehensive and strategic goals for my team."

Godden has also added another "catch-all" category to his capital-budgeting map—a place where he conducts open-ended thinking about other projects he wants to accomplish. "I go through and think about each project or area and, invariably, two or three things come up that I want or need to do. Two of them might require capital; one of them might just require somebody to go out and change some procedures. Having all these projects in one map—the high priority projects along with those I'm just starting to contemplate—gives me a very good overview of what's on my department's plate for the year ahead."

#### Instantly drill down to all relevant information

Unlike Microsoft Project, which he also uses to manage large projects, Godden's capital-spending map became a living, breathing document. Using this map, he is able to present in a clear, visual way everything he needs to show his boss when it

## Solution

RadioShack uses MindManager to create maps that show which projects are important and the resources required to make them happen.

## Product

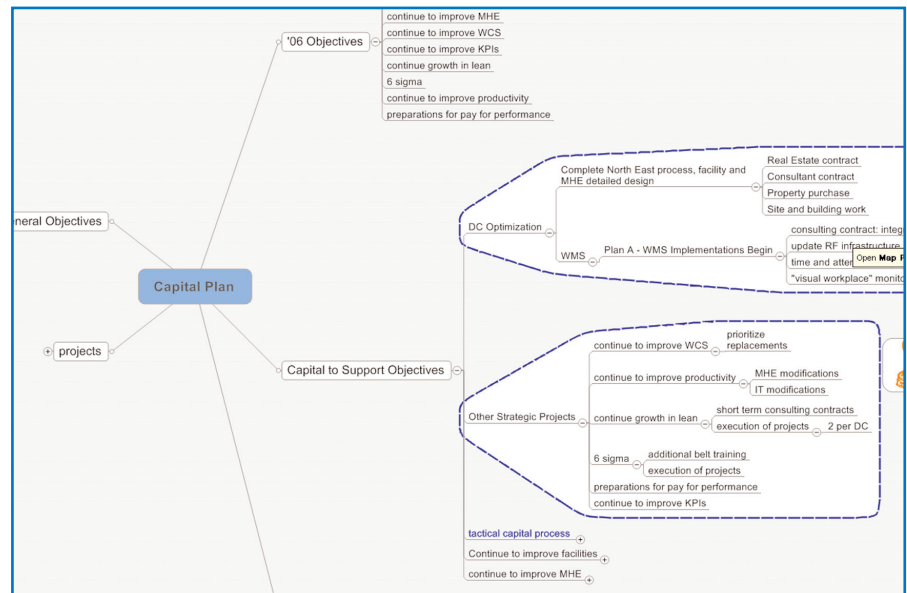
Mindjet MindManager

## Result

Improved ability to create strategic, flexible capital budgeting.

comes time to ask for the millions of dollars in capital spending required for the coming year.

“As time goes on, I continue to polish the map and make sure that we have the right projects on line for next year. As I refine my planning, I put dollars next to each project so that I can take the map to my boss and say, 'OK, we need a million dollars to continue to improve the material handling equipment.' Having all the supporting information attached to the map enables me to show how much improvement we'll see for Fort Worth, how much for Columbus, how much for Woodland, and so on,” he says. “I also continue to grow each of these map branches into its own project map. Each of these maps shows what each location's material handling equipment improvement is going to look like and the steps we're going to have to go through to achieve it.”



Project planning with Mindjet MindManager

## Time saved in goal setting, planning, and in meetings

Godden says his very modest investment in MindManager software has paid off handsomely. In terms of time saved, Godden says that he estimates that MindManager has reduced by 20 percent the time needed for goal setting, by 20 percent the time needed for capital prioritization and execution, and by 10 percent the time spend in weekly update meetings.

More important, the visual mapping of information and ideas has enabled Godden to get a better overview of his plan to continually improve RadioShack's all-important distribution system. “By visually mapping my work, I am able to maintain strategic alliance among all my direct reports, outline my 2006 goals and objectives, keep my capital spending in alignment, and make sure that the work we do continues to support our corporate objectives.”



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