

THE ENTERPRISE PROGRAMME MANAGEMENT OFFICE

Maximising ROI for strategic initiatives

Business leaders are increasingly turning to Enterprise Programme Management Offices to deliver improved ROI on strategic initiatives. As businesses become more integrated and global in nature, organisations look to more cross functional programmes to drive collaboration and leverage organisational synergies. Ensuring that the right projects are selected for investment, providing the necessary visibility of progress to senior executives, and delivering the right level of support to project teams to guarantee success are key outcomes of a successful EPMO.

So what does the EPMO do?

By positioning the EPMO as an integrated, cross organisational function, companies are able to align initiatives globally with business strategy and to harness the combined knowledge and experience of regional and local project and programme management teams.

Typically reporting into an executive or board level sponsor, the EPMO is focused on governance and support of those strategic initiatives that most influence business outcomes, whilst providing leadership in best programme management practise, tools and techniques.

There are various models for the EPMO, ranging from a centralised, strategic controller through distributed regional centres of excellence.

Based on our established PMO blueprint, we work with client organisations to design an EPMO aligned with business strategy, including organisation design, processes and decision support tools.

| GOVERNANCE | PORTFOLIO MANAGEMENT | DELIVERY | RESOURCING | CAPABILITY DEVELOPMENT |
|-------------------------------|---------------------------|-------------------------------|----------------------------|----------------------------|
| Programme Oversight | Portfolio Construction | Plan Integrity Management | Supply & Demand Management | Organisational Assessment |
| Finance & Benefits Management | Do-ability Analysis | Risk Management | Sourcing | Skills Training |
| Vendor Management | Operational Change Impact | Change Control | Skills Testing | Career Paths |
| Audit, QA & Healthchecks | Integrated Planning | Deliverables Management | Onboarding | Coaching & Mentoring |
| MI & Reporting | Communications | Test & Training Co-ordination | Logistics & Workspace | Methods, Standards & Tools |

The PMO Academy approach

Implementing a successful EPMO starts with a clear definition of desired outcomes, including:

- Alignment of group wide projects and programmes with business strategy
- Reduction in duplicated initiatives
- Improved business and benefits cases through standardised investment appraisal
- Improved delivery success rates through enhanced governance and shared expertise

Design

Based on defined outcomes, and working with key client stakeholders, we assess existing capability against our PMO blueprint, and agree a target EPMO operating model. We produce a target organisation design, along with a customised governance model. The governance model is designed to manage all stages of the strategic investment lifecycle, from annual and periodic business planning, through project & programme design, portfolio prioritisation and in-flight project controls.

Project Inventory

A critical step in establishing the EPMO is the identification of in-flight and in initiation projects across the enterprise. We capture key project information including scope, source of funding, target benefits, resource demand (business & IT), target technology solution and business impacts. The creation of this Initiative Inventory is a key input to the Portfolio Planning & Investment Prioritisation process that forms the heart of the EPMO.

Strategic Project Health

Having created the Initiative Inventory, it is important to assess the health of the most strategic projects, and determine what support is required to ensure their effective delivery. We can deploy our own teams to conduct these health checks, or provide the necessary tools and training to client's own project teams.

Service Development

Based on the EPMO operating model, we work with client teams to develop the processes and services required to implement the EPMO. This will include operationalising the governance model, defining periodic and/or real time reporting and designing core project controls such as estimating and planning standards, risk management processes, and resource and vendor management processes.

Capability Development

The ability of the client organisation to manage and grow the EPMO is key to the sustainability of enhanced project delivery. We provide team and individual assessments, 121 coaching and team capability development events designed to enhance internal skills and create independence in the long term management of the EPMO.

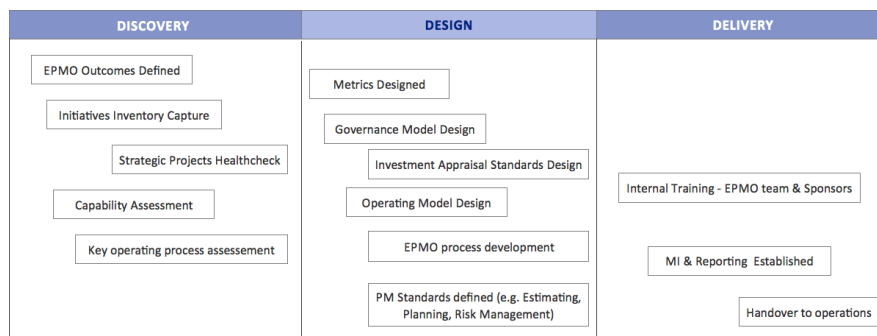


Fig.2 A typical EPMO Design & Implementation project



Want to find out more?

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