

EDH Management Consulting Ltd. offers consultation on your strategic approach and implementation support for:

- Programme Management
- Programme Management Office (PMO) setup
- Business Operations Support



Introduction

Programme management addresses a wide range of challenges inherent in managing complex initiatives involving multiple related projects. These challenges can arise from various sources, including organisational complexity, resource constraints, stakeholder dynamics, and external factors. Programme management helps by providing a structured and holistic approach enabling them to achieve strategic objectives, deliver value, and adapt to change effectively.

The Challenge

A large player in the ICT industry needed to modernise the systems and tools for its global sales organisation. The environment was a culmination of multiple mergers and acquisitions so there was a natural proliferation. Added to that, new systems or tools had been added to the environment without any governance in place, adding further to the proliferation. An analysis was required to examine how to streamline, and where and how new technology such as machine learning and artificial intelligence could be leveraged for key processes to drive efficiency, effectiveness and productivity

The Approach

A global programme was established to modernise sales applications. The strategic outcomes and workstreams were defined and resourced.

- Workstream 1 was responsible for conducting a review of current state global sales applications environment to determine consolidation opportunities.
- Workstream 2 focused on the approach to governing the environment to prevent further system and tool proliferation.
- Workstream 3 evaluated and piloted potential new technologies to drive efficiency, effectiveness and productivity including Generative/AI and ML delivered through standard applications or in-house development e.g. Microsoft Sales Co-Pilot.
- Workstream 4 determined the early scope of North Star vision and supporting roadmaps for new technology and use cases for AI/Gen AI process automation.

The programme carried out the foundational groundwork required to understand the scope and scale of the challenge, propose a governance model to prevent further tool/system proliferation, evaluation of new technology and an understanding of prioritised starting point sales use cases with which to brief process engineers and automation teams.

Outcomes

The Programme facilitated a large program of work to be established with clear workstream outcomes. The challenge of many interdependencies, resource constraints and multiple stakeholders was effectively managed by pulling together the workstream threads with a structured, holistic, programmatic approach. With a Steering Committee and programme oversight, executive leadership and management could review and adjust course as required.

Your Needs

Programmes can be established to tackle any area of your business from implementing a new operating model, to driving digital transformation or the implementation of a new system, to driving revenue and growth programmes. Whatever your needs, a programmatic approach ensures alignment to your strategic objectives, ensures the right stakeholder and management engagement and oversight and ensures you can adjust course as you see fit.

Introduction

A major player in the ICT industry was delivering a large range of business and digital transformation programmes which effected up and down stream business processes, including the seller experience. The creation of a Programme Management Office (PMO) was required to streamline and synchronise plans to ensure that downstream impact on the seller community was managed effectively with the appropriate controls and change management.

The Challenge

There was a clear need for centralised PMO to effectively manage the programs of work which were in the region of ~30, to drive transparency around work plans, verify their reason for being, intended impact, unintended consequences, timing and alignment with similar bodies of work to ensure efficiency, effectiveness and productivity. The downstream impact on the seller community had to be effectively managed to prepare them for the change with appropriate feedback mechanisms to ensure the right improvements in execution were in place.

The Approach

The Programme Management Office was established, incorporating all functions that were driving business transformation and change programs that had downstream impact on the ability of the organisation to sell.

- Step 1: Established the PMO (with Steering Committee); identified all stakeholder functions involved in business transformation programs impacting sellers and partners
- Step 2: Brought all Programme Managers from stakeholder functions into one Program Management Forum
- Step 3: Create a programme portfolio tracker consisting of program information on owners, function, impact, sales persona effected. A cloud-based, collaborative work management software could be accessed by a range of stakeholders with different information needs
- Step 4: Coached and mentored Project/Programme Managers to ensure due diligence completion, awareness of program impact, possible unintended consequences and potential overlap with other programs
- Step 5: Ensured regional and country level business transformation partners were briefed on the upcoming programmes through a monthly 'look ahead' review process where details on each programme were shared
- Step 6: Drove closed loop corrective action on programs, ensuring feedback from all seller communities impacted by change so that adjustment and improvement could be made rapidly

Outcomes

The PMO, with supporting applications and processes for the management transformation work schedules, was effectively established. A programme portfolio tracker, adopted by 200+ users globally, and quarterly look ahead process improved global and regional execution by driving increased transparency between global programme owners and regional business transformation partners. New processes drove a notable reduction in executional misses and improved organisational alignment.

Your Needs

The pace of change has increased the pressure on companies to deliver new products, services and capabilities. The reliance on PMOs to ensure the work gets done consistently, efficiently and in line with business objectives is critical. Each company is different but the role of the PMO remains the same across vertical markets and company sizes:

- Ensure projects are aligned to the company's strategic objectives and adhere to practices and standards
- Help define and ensure adherence to scope, schedule and budget; Provide oversight across projects; Coach and mentor project/program managers
- Work with business sponsors and leadership on expected outcomes, establish success metrics and report on results

Introduction

As a result of some major Merger and Acquisition (M&A) activity, a major player in the ICT industry needed to manage non-financial risk on sales deals. The goal was to implement governance for all deals of a material value, aligned to the company's risk framework, to ensure the company was making customer commitments that it could keep. The sales force was global, of significant size and the merger was at a very early stage of a long integration journey.

The Challenge

Post merger, the challenge ahead was of integrating two significant portfolios and seller organisations. These organisations differed vastly culturally, in the use of processes and systems and their understanding of capabilities in the newly formed company. An internal audit raised the concern that a new risk framework was required for reviewing sales deals to ensure customer 'non-standard' requests were supportable in their location.

The Approach

To design the new deal risk framework required a meeting of minds across the company. ~16 functions participated to determine what customer requirement requests would be 'non-standard' and what deal value represented material risk. Deal velocity was a key concern, governance had to balance speed of execution and tension to ensure effective risk mitigation.

- Step 1: Brought all stakeholder functions together to determine what customer 'non-standard' requirements - functions were finance, supply chain, services, operations, pricing, accounting and legal, to name a few
- Step 2: Gathered requirements determine complete list of risks, prioritise and streamline against material impact to business to reach short-list goal
- Step 3: Created a deal governance framework with supporting RACI
- Step 4: Developed the execution plan to roll-out new requirements globally, including enablement for all supporting functions and sellers
- Step 5: Operationalised the new deal governance framework with a central team to manage its ongoing updates, enhancements and embedding it in system workflows and operational processes.

Outcomes

The governance framework which addressed material deals over a certain value went live in all regions and countries. Through this achievement, the company was able to address internal audit requirements aligned to its risk framework and close all related action plans raised during audit. The material impact of this effective risk management for the company is reflected in stakeholder confidence, decreased business costs and, in turn, improved revenue growth.

Your Needs

Do you need review your risk management approach at a company or project/program level? Perhaps the risk management assessment you require has been driven by major changes in your company operating model, a merger and acquisition or you have experienced high growth and scaled rapidly? Each company's risk framework and assessments will differ, but successful management applies the same set of building blocks.

- Engage stakeholders early to identify risks
- Describe risk events clearly, separating causes, from risk events, from effects
- Use analysis and risk analysis output to help