Impossible was Resetting a Global IT PMO Strategy and Investment Portfolio Management

EPIC CHALLENGE:

Heavily matrixed global organization; new C-level leadership; complex go-to-market model (hardware and software with complex supply chain organization)

BOLD SOLUTION:

PMO maturity assessment, benchmark, strategy reset and solution delivery

BIG WIN:

Succesfully restructured the global IT Project Management Office resulting in an increase of 1178% ROI on transformational and innovation value

itD

Impossible drives us.

Global IT PMO Strategy and Investment Portfolio Management Reset

EXECUTIVE SUMMARY

Who
Fortune 500 high-tech company

What
Global IT PMO restructure

Goals
Optimize business value through strategic business alignment of priorities, resources and funding

Challenges
Heavily matrixed global organization; new C-level leadership; complex go-to-market model (hardware and software with complex supply chain organization)

Solution
PMO maturity assessment, benchmark, strategy reset and solution delivery

HYBRID PMO

A hybrid PMO framework supports an end-to end portfolio management approach.

It delivers superior outcomes by leveraging the best of different project management models, including the thoroughness of traditional practices with the speed and flexibility of agile methods.

SITUATION

With its roots in the mid-1980s and going through several organizational changes throughout its lifespan, our customer emerged as one of the world's leading data management companies. As such, it had a solid understanding of how important good data quality and management was to the operations and profitability of their business.

CHALLENGE

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SOLUTION

Over a two-month period, our PMO and Change Management Practices deployed a small team and performed a maturity assessment of all the IT organization's global capabilities, benchmarked the client's capabilities, and conducted a series of interviews with C-level leaders and their teams. The scope was inclusive of current state, gaps, challenges, opportunities and strategic direction.

The solution was to establish a world-class hybrid IT PMO for the IT Transformation Management Office (TMO) to optimize business value by delivering:

- Framework and automation that deliver visibility & accountability
- Structured process for clear and documented decision-making, governance, and standardization
- Embraces an agile mindset and supports agile/DevOps methodologies

KEY DELIVERABLES

As part of our engagement, our team presented leadership with a series of best practices and recommendations for a next-gen PMO model. We provided a detailed assessment and recommendations, and we then provided end-to-end support around the roll-out of the new IT PMO structure, process and solution.

Our key deliverables are outlined as follows:

1. Established a best-in-practice PMO framework
2. Established a benchmark maturity quotient with our client's PMO leadership.
3. Provided a thorough assessment of existing capabilities in line with the PMO framework.
4. Provided recommendations for future organization structure/PMO model based on the results of our survey.
5. Built a detailed Change Management strategy and adoption plan for the TMO's new hybrid IT PMO model.
6. Delivered all associated Change Management services in line with the chosen PMO strategy direction.
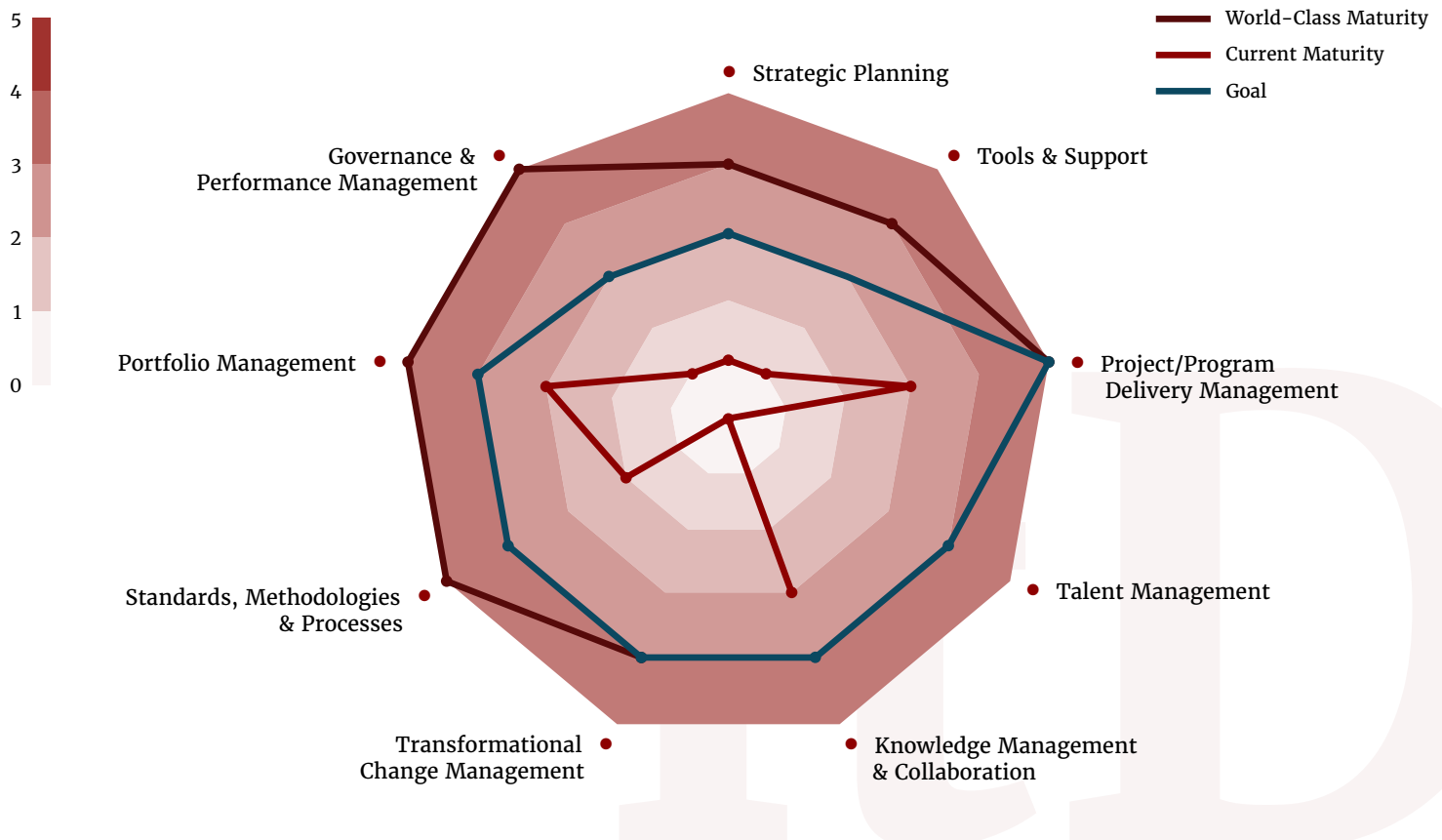
In addition, we expanded our support to include:

- Program management across the process and solution design for the PMO's Investment Portfolio Management (IPM) process and software implementation. Technology partner: Planview
- Execution of a planning process spanning multiple fiscal years
- Technical and data experts for ongoing end user support

BEST-IN-PRACTICE PMO FRAMEWORK

Portfolio Strategy, planning, management	Strategic planning	Portfolio management
	Governance and performance management	Standards, methodologies and process
The human experience	Transformational change management	Talent management
	Knowledge management/collaboration	
Project execution	Project/program delivery management	Administration and support

SAMPLE BENCHMARK ASSESSMENT

OUTCOMES

Within one quarter, our client had made concrete decisions around the structure and objectives of the next-generation PMO organization. Over the following quarter, working as part of an integrated team, we successfully restructured the global IT Project Management Office. The results were:

- 100% adoption across eight IT business segments managing a budget of over $1bn with 5,000 resources with approximately 400 IPM end users
- Optimized business value through transparency and clear decision-making, governance and standardization
- IPM delivered 1178% ROI on transformational and innovation value, as calculates from the business outcomes included in the business cases across the projects in the portfolio.

SUMMARY

Our shared objective for the restructured IT PMO was to ensure that the right demands were being prioritized and aligned with the organization's strategic objectives and key initiatives. To achieve this, our solution promoted visibility and accountability across all roles, which drove transparency, quality, and consistency across the business teams. This, in turn, provided:

- Governance for best performance and value
- Highest-level influence across stakeholders
- Flexibility to support agility
- Strong collaborative culture
- Best fir for organizational alignment

In conclusion, our client transformed from their current state to a world-class IT PMO to achieve their goal to optimize business value.

ABOUT itD

itD is a global woman-and minority-owned software engineering and full-service tech consulting company headquartered in Silicon Valley that champions the people side of tech. We help companies achieve exceptional business outcomes through a suite of digital transformation services such as enterprise collaboration, personalization and unified search, business insights and analytics, cloud and software development, and Change as a Service (CaaS).

The team has numerous awards to its name, including 25+ Stevie® Awards, two Forrester Groundswell Awards, five Khoros Awards, two Globee® Disruptor Company of the Year Awards, two Cisco Responsible Procurement Awards, and many others.

itD's Project Management Office spans the project lifecycle to drive our clients' ability to strategize, execute and rapidly deliver high-quality and predicable outcomes. Our team will orchestrate project delivery through managing stakeholders, budgets, dependencies, work plans, and risks to achieve objectives and realize business value.

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