



ENTERPRISE PORTFOLIO MANAGEMENT OFFICE (EPMO) &
PROJECT MANAGEMENT OFFICE (PMO)

RETHINKING PROJECT DELIVERY FOR ACHIEVING SUCCESSFUL RESULTS



IDEAS | PEOPLE | TRUST



RETHINKING PROJECT DELIVERY FOR ACHIEVING SUCCESSFUL RESULTS

Organisations are continually faced with significant economic, technological and commercial challenges as well as increased regulation.

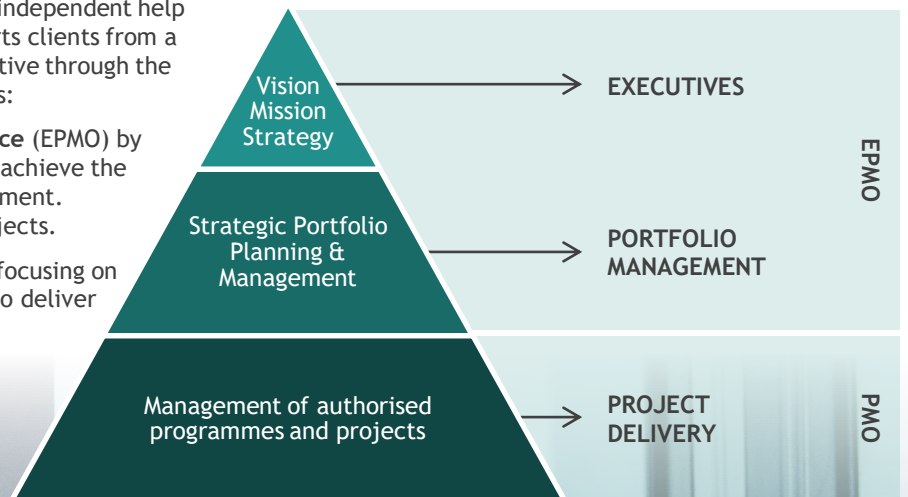
The constant drive for change are leading organisations to respond by undertaking multiple projects simultaneously. It is essential to deliver the right projects at the right time, within budget and scope. Not surprisingly intense scrutiny, governance and tighter controls over projects has been a real focus. It is important for businesses to translate strategic objectives into tangible activities and results.

Organisations require expertise and often independent help to deliver change successfully. BDO supports clients from a strategic and operational delivery perspective through the setup and support of the following services:

- ▶ **Enterprise Portfolio Management Office (EPMO)** by driving strategic objectives forward to achieve the expected benefits and return on investment. Establishment and prioritisation of projects.
- ▶ **Project Management Office (PMO)** by focusing on the governance and control processes to deliver projects within time, cost and quality.

The EPMO is strategic by design, whilst the PMO is tactical and operational.

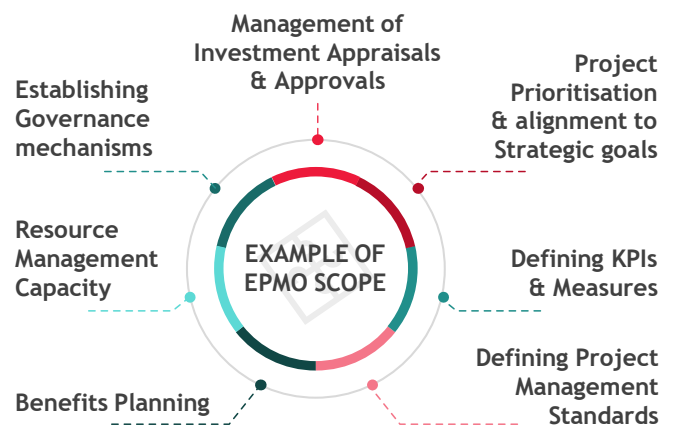
“...the EPMO is focussed on providing visibility and insight to enable senior leaders to make informed decisions, whereas, the PMO is focused on the governance and control processes to deliver successful projects within time, cost and quality...”



ENTERPRISE PORTFOLIO MANAGEMENT OFFICE (EPMO)

A significant focus for Senior Leaders is to drive strategic objectives forward. This can be achieved through the development of an Enterprise Portfolio Management Office (EPMO)

- ▶ An EPMO will help identify, prioritise and deliver complex projects an organisation undertakes, and as such, drives the delivery of its strategic objectives to a successful conclusion
- ▶ Brings transparency to make the right investment decisions by having a holistic view of projects as well as an understanding of key interdependencies
- ▶ Drives the on-going monitoring and evaluation of project outcomes and return on investment to ensure the business case benefits are achieved



WHAT ARE THE ENTERPRISE LEVEL CHALLENGES?



Project outcomes are not aligned or deviate from the strategic business objectives and do not achieve the intended benefits



There is no holistic view of projects to understand the outcomes, capture interdependencies and ensure the prioritisation of projects is appropriate



There is a lack of visibility over resource capacity and capabilities resulting in challenges in forward planning, as a result significant delays in meeting critical deadlines and increased costs



There is a lack of transparency over the volume of change and the collective impact on staff, customers and business stakeholders. As a result there is a risk that outcomes are not culturally adopted



ENTERPRISE PORTFOLIO MANAGEMENT OFFICE (EPMO)

VALUE OF HAVING AN EPMO



Helps organisations be in control and maintain visibility of their portfolio of projects enabling informed decision making



Ensures project outcomes align to strategic objectives whilst continually driving projects forward to deliver the expected benefits and strategic value



Maintains a forward-looking resource plan considering capacity and capability to ensure that resources are being used effectively



Strengthens governance and control processes for operational delivery teams which provides confidence for Executive Sponsors, Customers and Funders



With a holistic view and projects insight, the EPMO will ensure the organisation is doing the right things at the right time!

OUR APPROACH - BDO EPMO DIAGNOSTIC READINESS TOOL

Our EPMO solution is specifically designed to meet the needs of your business. In assessing your current state analysis, we carry out a readiness diagnostic to establish the maturity of the business in managing change and complicated projects. We look at the corporate culture, level of change, portfolio scale, size and organisational complexity. On agreement of the scope, we progress work to build, develop and run the EPMO in alignment with good industry practices.

HOW CAN WE HELP YOU?

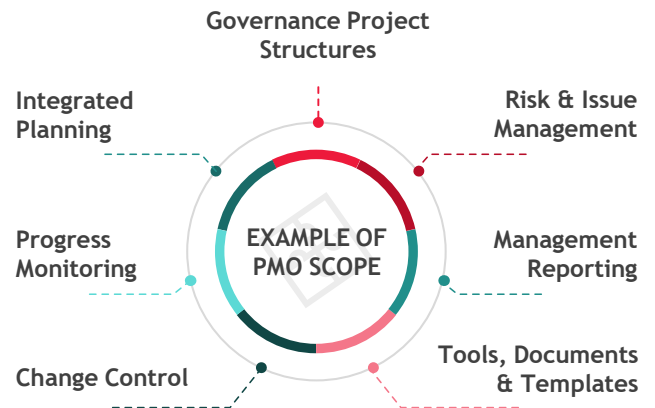
- ▶ We have specialist resource that have set up and operated Enterprise Portfolio Management Offices; using this experience we will propose practical, robust EPMO solutions tailored to your business
- ▶ We work with our clients to understand their strategic level challenges, the portfolio of programmes and projects, and then work collaboratively together to progress the agreed solution
- ▶ When supporting our clients with EPMO we fully appreciate the importance of regular communication, adapting to the business's culture and the pace of change to ensure new processes are positively adopted
- ▶ When supporting on EPMO aspects, BDO specialists can add additional value on the solutions clients are planning to deliver. We have considerable sector and industry knowledge and can provide benchmarking services



PROJECT MANAGEMENT OFFICE (PMO)

Growing numbers of organisations are investing in strong project governance and processes through a Project Management Office (PMO) as PMOs:

- ▶ Focus on the 'delivery' of specific projects or programmes, by establishing and overseeing the project governance and delivery processes to achieve successful projects
- ▶ Provide support to project managers by sharing methodologies, best practices and training
- ▶ Ensure project managers adhere to the governance and controls, challenges and monitors progress.



WHAT ARE PROJECT DELIVERY CHALLENGES?



Lack of rigour and formal control processes over projects resulting in challenges to deliver within time, cost and budget



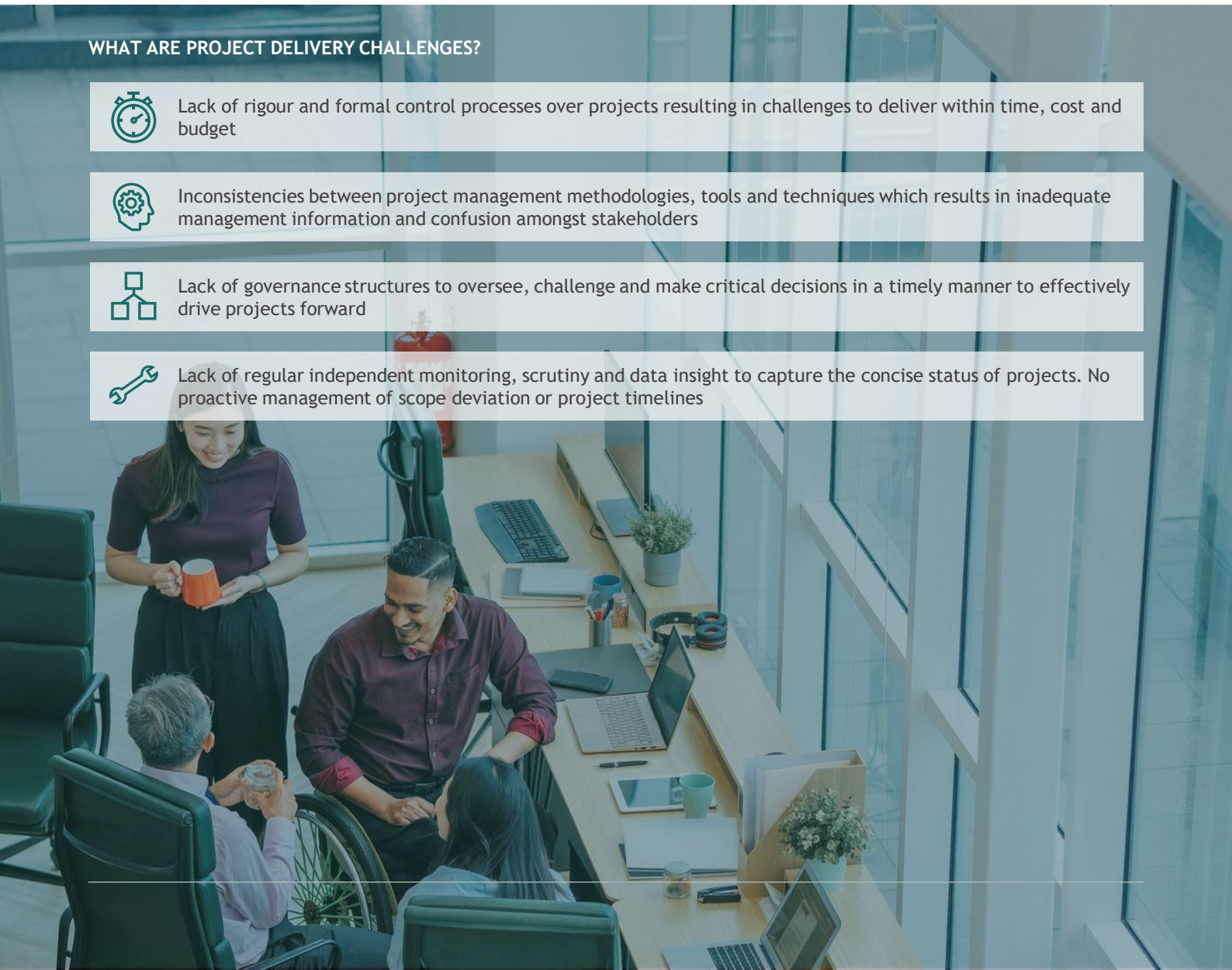
Inconsistencies between project management methodologies, tools and techniques which results in inadequate management information and confusion amongst stakeholders



Lack of governance structures to oversee, challenge and make critical decisions in a timely manner to effectively drive projects forward



Lack of regular independent monitoring, scrutiny and data insight to capture the concise status of projects. No proactive management of scope deviation or project timelines



PROJECT MANAGEMENT OFFICE (PMO)

VALUE OF HAVING A PMO



Formal governance and process controls will enable project managers to deliver within times, budget and to quality



Enables effective management of project actions, risks, interdependencies, change and issues throughout the project stages



Standardisation allows consistency and better transparency over projects enabling quality reporting to stakeholders



Supports the development of formal project change control processes which will result in a clear impacts of any project deviations



Encourages robust integrated planning, capturing interdependencies, key milestones as well as defining the critical path for successful delivery

OUR APPROACH - BDO PMO DIAGNOSTIC READINESS TOOL

Each PMO is different, primarily because all organisations are different as are the projects they undertake. We spend time with our clients to work out the critical features of the business and the requirements of the PMO. We customize our solutions to fit to our clients' needs and design an operational model to maximise the value of your PMO.

Our starting point is a health assessment of any current PMO function to establish its maturity and identify risks and gaps. We look at the context that the PMO is operating in, the strategic objectives, priorities, level of change, governance and controls. On agreement of scope, we will progress work to build, develop and run the PMO in alignment with good industry practices.

HOW CAN WE HELP YOU?

- ▶ We have the necessary experience and capabilities to set up and run PMOs and to propose practical robust solutions tailored to your business
- ▶ We take the time to understand the holistic environment and challenges, working together with you and your teams to design solutions to best mitigate project delivery risks
- ▶ We support a broad portfolio of projects to deliver the outcomes you need within time, budget and to quality. We work closely with the key stakeholders to enable successful results
- ▶ We have considerable experience working across a broad range of industries and sectors and will provide insight, benchmarking and supporting services for your programmes and projects



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