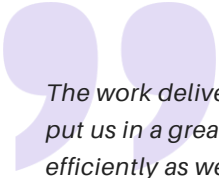




Payment Services Capability Uplift Program



The work delivered by the AMO team will put us in a great position to execute efficiently as we move toward our vision of a world class payment services business.

~ Project Sponsor & Head of Payment Services

KEY RESULTS



>90%

of 300 issue items addressed for the client



ZERO

change requests made with the engagement delivered on time and under budget



LEVEL 3

increase to level 3 maturity



15%

increase in employee engagement, 8% above the company wide average



>73%

of stakeholders experienced direct positive impacts from our framework rollout

COMPANY OVERVIEW



Australia's second-largest supermarket chain, with over 2500 stores and 113,000 employees, has been a household name for over 100 years. This organisation has been dedicated to delivering quality, value, and service to families around Australia.

THE PROBLEM



In late 2018, this organisation officially completed a large-scale demerger. As a result, many changes took place, including the establishment of a Payment Services division (formally known as *Financial Services*) - a large group of dedicated team members servicing the company, their subsidiaries and partners with merchant products and services.

Significant change and complexities ensued from the demerger program and rapid growth, impacting the firm's technology, business, delivery model, size, and identity. Further, their Payment Services experienced growing pains in delivery and operations. Thus, the goal of AMO's engagement was to help develop a centralised function for the delivery and governance of Projects and Programs within Payment Services. A framework that underpinned the operating model of Payment Services into the future was also delivered.

OUR CHALLENGE

- Define a new centralised function for Projects and Programs
- Integrate existing brand project needs whilst mitigating the strain on existing resources
- Dealing with significant resource & leadership changes
- Solve issues with size, scale & silo working culture
- Improving visibility & profiling of the new Payment Services

PROJECT OVERVIEW

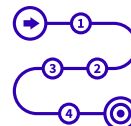


For the project, we were asked to provide:

Review



Roadmap



Delivery



THE SOLUTION



Using our proven AMO Way™, we commenced a detailed capability assessment process, developed out an end-to-end framework, and aligned governance, projects and strategy. The purpose of running this project was to define and implement a best-practice delivery and governance capability, in the form of a highly collaborative team that supports delivery of projects from ideation through to successful closure. We established a model and framework that would underpin their operating model and help put them in a great position to execute efficiently as they move toward their vision of a world class payments services business. The following are the top 4 capabilities rolled out across Payments Services Division by AMO:



Standards & Methodology

Providing overall assurance that all activities are followed correctly, are documented, embedded and enforced.



Managing Resources

Increasing the visibility and management of all resources across the department; including skills planning, recruitment and capacity management.



Managing Costs

Whole and accurate management of portfolio finances; budgeting, cost control, forecasting and integration with corporate finance teams.



Planning & Demand

Centralised acceptance, prioritisation and tracking of all ideas in accordance with the organisational strategy.

THE OUTPUTS



- Reviewed existing situations across the portfolio for integration and gaps between PMO and Delivery
- Captured the 'as-is' and making recommendations on areas of improvement
- Assessed critical support functions including finance, scheduling, governance, change, dependency, management, risks, issues, reporting, comms, information management & integration with delivery
- Provided a prioritised view and action plan to resolve reported issues in a phased manner
- Reviewed existing resource support structures, standards, processes, tools, organisational structure, and alignment to Portfolio and integrated with finance and human resources
- Provided recommendations / options for departmental uplift and resolution of identified issues

THE RESULT



The evidence was clear. By the end of the rollout and having faced challenges caused by the Covid-19 Pandemic, the pulse check scores were significantly improved. Over 73% responded that positive impacts were experienced by the roll out of the Framework and addressing over 90% of the 300 items identified during our initial assessment. Rather than meeting the planned outcomes of the Project, we exceeded them and met the Project on time and on budget with no change requests required during the engagement. In turn we helped Payment Services reduce bottlenecks, increase maturity to a level 3 and improve their employee satisfaction by 15% in less than a year, 8% above the company wide average! **We helped them to implement an anchor (*capability management*) in which to set the foundations to mature their governance and delivery management function in a scalable way. We helped them realise the focus was to start with the "why" not the "who" first.**

1

Enhanced Collaboration

Significant uplift in engagement, collaboration and flow of work for teams

2

Improved Transparency

Increased visibility and transparency of executive level data in real time

3

Cultural Uplift

Uplifted employee engagement, satisfaction and culture