



Global PMO Establishment (13 Countries)

"The format and delivery approach for this program needed new processes and guidelines setting up, which AMO managed and coordinated excellently. I don't know how we would have delivered it without her. I recommend Fatimah and would love to work with her in the future."

~ Global Program Director

KEY RESULTS



90%
on time reporting



2%
variance in forecast & actuals from previous variance levels of 30%



LEVEL 3
increase to level 3 maturity within less than 6 months



\$1M
extracted vendor error issues valuing at \$1M



#1
most successful program rating recorded for the client since they started tracking PIRs

COMPANY OVERVIEW

This organisation is one of the "big 4" banks in Australia and New Zealand. This engagement involved the bank having been engaged by UnionPay to deliver a program of work that would enable their cards to be accessed across all the bank's ATM and EFTPOS services, to be delivered across 3 divisions and in 13 countries.

THE PROBLEM

Although project management practices existed, they were not region agnostic, globally aligned or ready for use by such a complex global program. The root cause of the problem came down to varying methods, practices, tools, and systems not well integrated, with governance practices managed in isolation, causing **disconnect** and a poor ability to centrally manage this board level program. Other symptoms experienced included:

- **No internal understanding** of how to build a region agnostic solution
- **No governance system** in place to provide a structure to guide projects at various scales and risk levels
- Existing methodology and tools were **unable to adapt** to the scale of the program which had independent governance bodies across regions each with varying levels of maturity

OUR CHALLENGE

- Establish a Global PMO function with an adaptive structure suitable for both global programs and the consumer finance department overall
- Manages a project budget of \$75M AUD, >100 project resources, and 12+ vendor partners
- Breakdown barriers, remove roadblocks, and change processes company-wide to adapt to global program scale

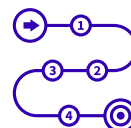
PROJECT OVERVIEW

For the project, we were asked to provide:

Strategy



Roadmap



Execution



THE SOLUTION



After considerable analysis, analysing existing capabilities and identifying key gaps and high value target areas, a regionally agnostic framework was developed for the management of the Global Program and obtained support internationally across all regions. Collaboration with non-delivery teams such as HR, Finance, IT, Operations, BAU, vendors and the client ensured that all requirements were adequately balanced.

Working closely with stakeholders, the framework was underpinned by effective governance, tools, templates, and processes that supported the delivery function and drove significant benefits to the department. To facilitate this, AMO provided regular reporting, expert advice, introduced more efficient ways of working cross-regions, and introduced a project finance tracking model that improved project variances from 30%+ month on month to 1-2%.



Knowledge Management

Provided a centralised hub of knowledge and delivery collateral accessible for all regions.



Multi-Region Governance

Adaptive governance strategy to accommodate the varying governance requirements across countries



Delivery Support

Provided a centralised hub of support resources who delivered practical support across all program facets



Methodology Management

Alignment of methodologies across countries including adapting unique gating requirements by region

THE OUTPUTS



- Capability Assessment to baseline as-is and identify gaps
- Defined Global PMO Framework and integrated non-delivery functions
- Integrated delivery and non-delivery teams into new way of working with an adaptive lens
- Lean governance function supported 24 implementations in 2.5 years
- Extended into other Portfolios to embed ways of working based on success seen in program
- Highest recorded post implementation review score since bank started tracking
- Developed a suite of processes and frameworks adaptable to every country
- Maintained a 98% retention rate of staff on the program throughout the program

THE RESULT



AMO helped this client to be more critically selective about which processes were implemented and to avoid implementing processes that didn't meet a certain criterion. The Global PMO assigned project resources and delivered financial and project status reporting globally across all regions, and the push for strategic alignment ensured projects empowered the company to achieve its goals. Their strategy also changed over the engagement along with those of the Global PMO to support the changing needs, supported by standardised project management processes introduced by the Global PMO. Overall, the function set the benchmark in terms of PMO in the organisation. This Global PMO function and the Global Program it was responsible for supporting was the highest rated in terms of Post Implementation Reviews and Steering Committee satisfaction.

1

Enhanced Risk Mitigation

Minimised risks associated with multi-site program by embedding risk strategies

2

Increased Engagement

Increased relationships between regions through program governance

3

Adaptive & Stable

Provided stable source of truth and repeatability for scaling program team

