We assisted a major financial services company to program manage a $190 million enterprise-wide operational transformation program

The Challenge
A major financial services company undertook a $190 million enterprise-wide operational transformation program. Over ten related projects have been designed and instigated, including building a brand new member and employer administration platform. The transformation will involve people, process and technology change over a period of three years and the company looked for external support to manage the program.

How we helped?
Deloitte was engaged by the company to program manage the transformation by setting up and running their Program Management Office (PMO). The aim of the PMO was to:
• Promote the consistent use of the client’s enterprise-wide program management standards and systems
• Monitor and maintain the schedule status, project dependencies, risks, issues, resources and change control
• Report on program delivery information to program and corporate executives
• Develop a benefit realisation framework
• Coordinate all key program governance forums' committees.

Value delivered
Deloitte successfully established the PMO and managed the program. We provided our client with the following results:
• Redesigned program management and executive reporting, including building and use of earned value, cost and schedule performance indicators
• Standardisation and optimisation of program and portfolio governance forums, reporting and document management across the program
• Coordination of a full program re-baseline, enabling consistent and clear tracking of program-delivery timelines and budget requirements
• Standardisation and optimisation of numerous procedures and processes, including change control, financial management, schedule management and resource management.