

Closing the gap between business strategy and successful business transformation.

Programme Delivery focusses on the continuous guidance needed to support the delivery of a business capability through multiple projects and phases.

Programme Delivery Management is the consistent coordination and delivery of the projects within the Programme to maximize business benefits.

The traditional approach to Project Management takes the organizational Business Strategy into account by focusing on delivering Projects as planned but often neglects the Management of the wider Portfolio of Change initiatives which can lead to a gap between Business Strategy and Project Management.

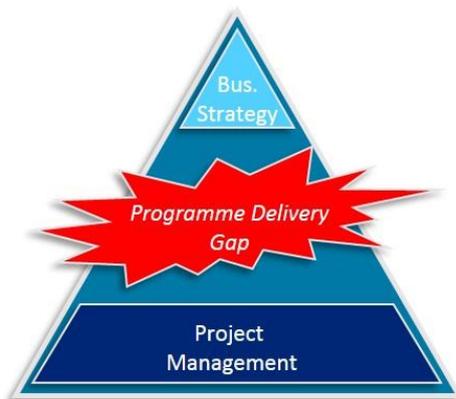


Figure 1: Traditional Project Management Approach

Focus on doing the right things assures effective Programme Delivery and closes the gap between Business Strategy and Project Management.

Our approach to programme delivery is through a consistent framework focusing on the following activities:

- Developing a programme management leadership group to translate policies and strategy into project activities
- Promoting consensus on a unified governance and risk approach which applies common measures and reporting across the programme
- Embedding a universal set of governance, processes and tools across the programme
- Identifying employees with relevant skills and experience to manage programmes, while supplementing, when necessary, any gaps in capability using appropriate specialist advisers
- Development of an integrated and interactive planning and delivery methodology and process which helps to manage demand, activity and resource
- Embedding a programme delivery I that provides a common language for the programmes.

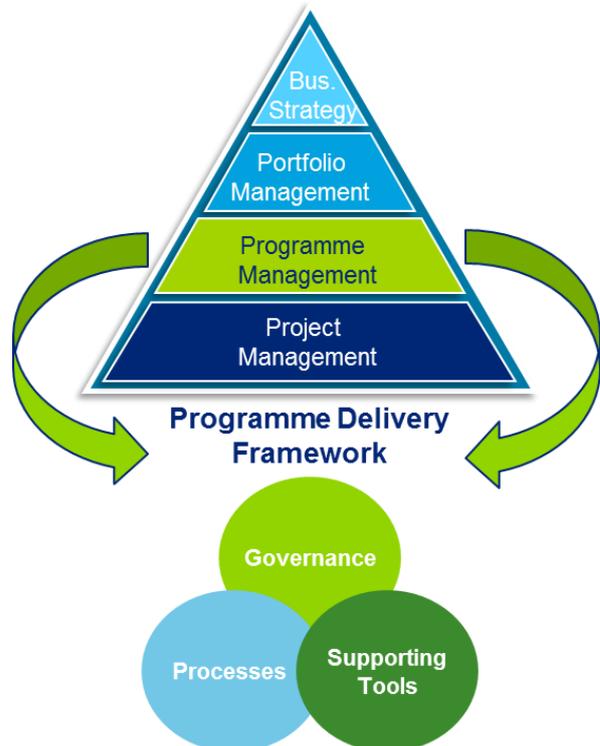


Figure 2: Deloitte's Integrated Programme Delivery Framework

How to focus on 'the right things'?

By applying Deloitte's integrated Programme Delivery Framework the successful delivery of your change initiatives is guarded.

Programme Governance

A clear programme governance is required to ensure proper delivery of the transformation(s). It describes the key roles, responsibilities, reporting and management structure in the programme. It covers key entities and persons involved in the programme like the senior responsible owner (SRO), the steering committee, programme management and project management.

Programme leadership

Besides the design and organization of the Programme, a successful programme also requires a variety of leadership competencies. Strong leadership is essential to deliver successful programmes. It requires:

- A strong vision that has the capability of engaging the Programme organisation into a strong direction;
- Personal leadership that guides and directs people a towards the desired strategic outcomes;
- Inspiring change management to make people change their habits and behaviours into such a way that it supports the organisations goals;

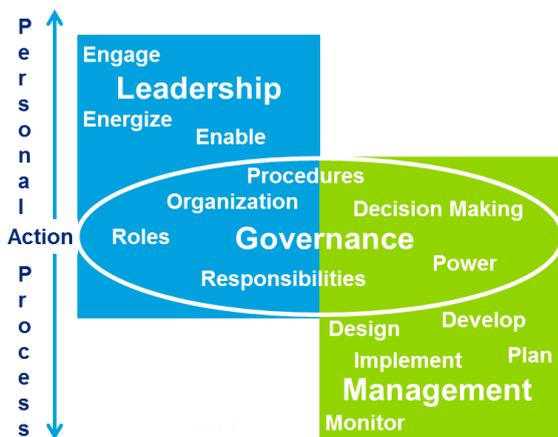


Figure 3: Programme Governance

Processes

The key processes for successful realisation of programme outcomes and benefits need to be tailored to the specific Programme. Such as Planning & Progress reporting, Financial & Benefit management, Risk & Issue management, Stakeholder management & Communication, Quality Assurance, Change Management, management of the Programme Blueprint and facilitation of Alignment. These processes allow you to be in full control throughout the time span of the Programme.



Supporting tools

Proven tools and templates are used to improve and facilitate productivity and decision-making and efficiently execute Programme Management processes.

Presented services

Deloitte can support your programme delivery and provide insight in how to lead the programme in an effective way or manage your programme entirely.

We offer detailed propositions based on Deloitte leadership development model combined with our in depth knowledge of managing programmes. We have an excellent track record in our delivery of programmes.

The first step to Programme Delivery

Deloitte would like to support you towards successful delivery of your Programmes. We are available for discussion on how to apply our solutions to your specific challenges and contribute to your successful delivery of programmes.

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