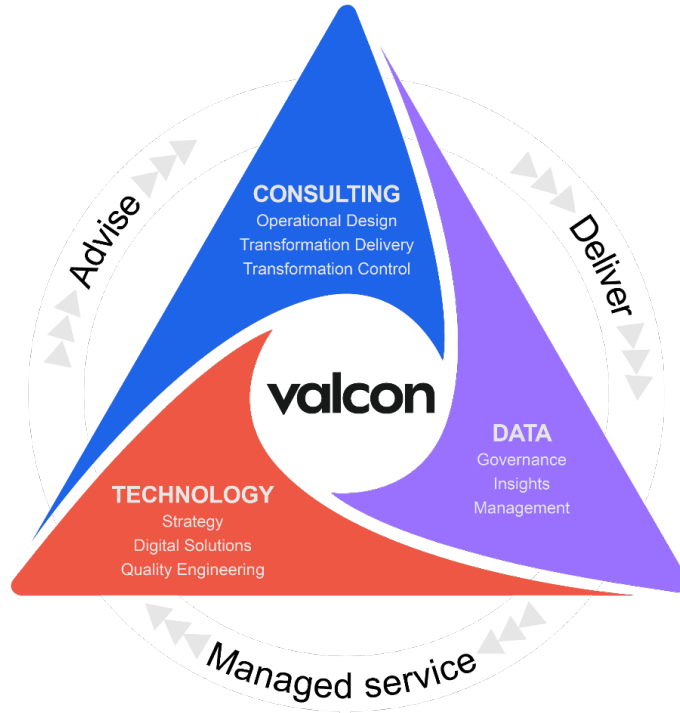


# **Building the PMO of the Future**

**Gary Stoneley, Senior Manager,  
Valcon**



# Valcon's capabilities



## Consulting capabilities

### Operational design

*Working with you to build your Fit for the Future operating model*

- Optimising process and defining user requirements
- Designing Target Operating Models and Enterprise Architectures
- Establishing organisation wide Scaled Agile operating models and capabilities.

### Transformation Delivery

*Giving you the capability to deliver the most challenging change*

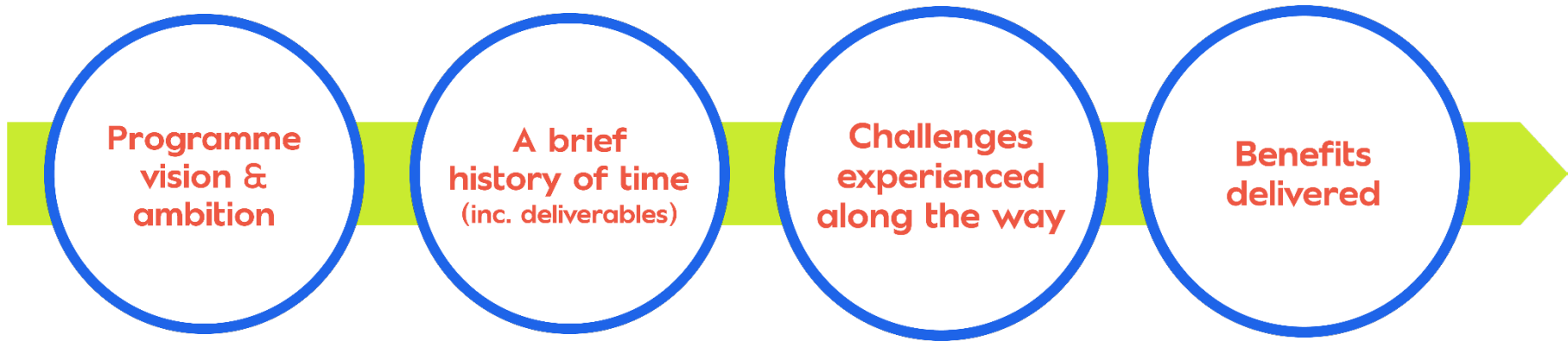
- Designing and delivering transformations that are set up to succeed
- Running hassle-free go-lives that are actively pulled by the end customer
- Rescuing and recovering transformations in crisis.

### Transformational Control

*Enabling you to make the right decisions for your change portfolio*

- Establishing the plans and roadmaps that underpin your transformation success
- Building your PMO capability to drive transparency and control your change
- Optimising your portfolio to deliver your business strategy.

## For discussion today... Selfridges case study:



## Vision & Ambition

Selfridges has been on a customer experience transformation journey since 2015, with its vision and ambition being:

*...to build a global, customer centric business that can adapt to changing customer needs, in order to drive growth domestically and internationally across all channels.*

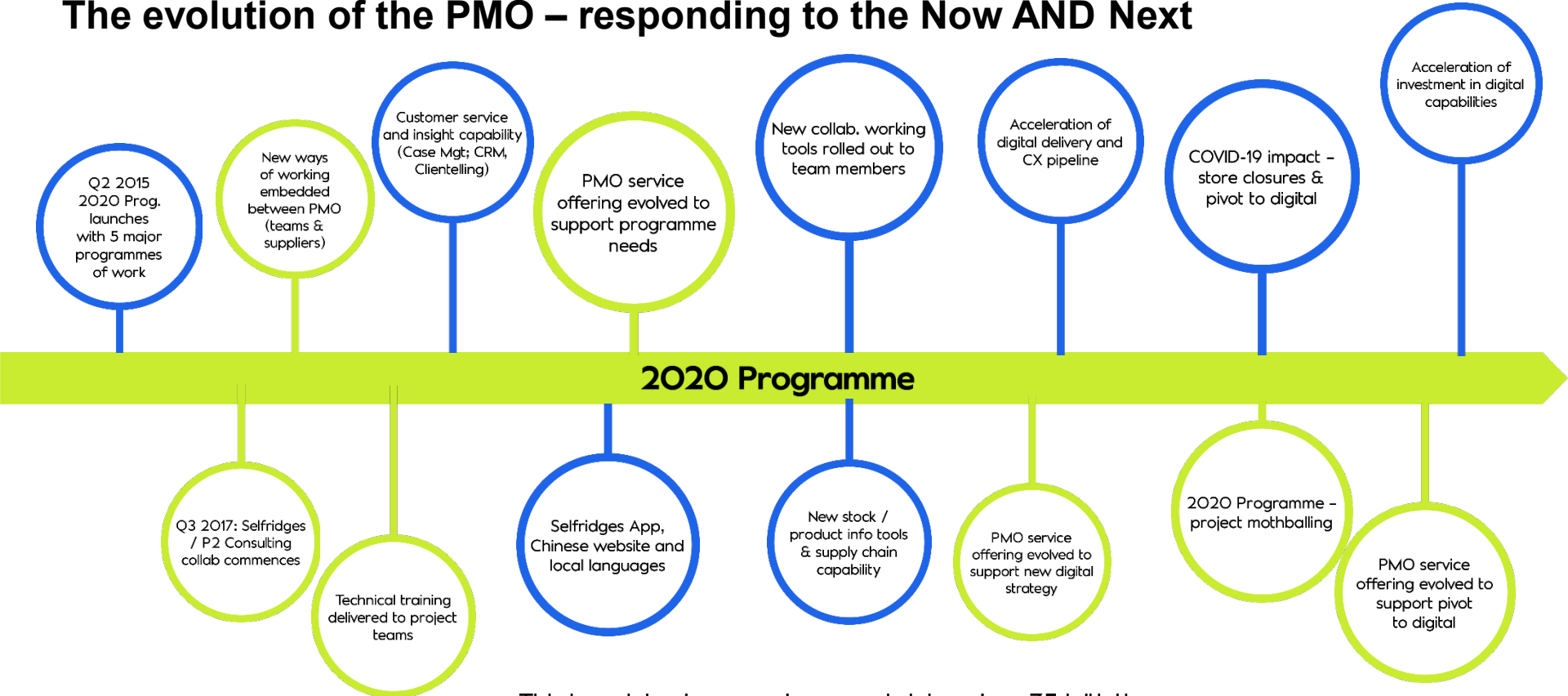


# The backdrop

- Selfridges' transformation programme - known as the **2020 Programme** - was the key vehicle through which its customer vision and ambition would be delivered.
- The programme impacted **multiple areas of the business**, along with strategic partners, suppliers and brands.
- It was originally made up of five major change programmes, though this was extended further during the transformation journey.
- During 2017, as the size and complexity of the programme increased, the **programme sponsor** identified a need to **accelerate the capability** of the existing programme management offices (PMOs) to support the company's transformation ambitions.
- Since September 2017, Valcon worked collaboratively with Selfridges and its strategic partners on the 2020 Programme to assure the **delivery of new business capabilities and beneficial outcomes**.



# The evolution of the PMO – responding to the Now AND Next

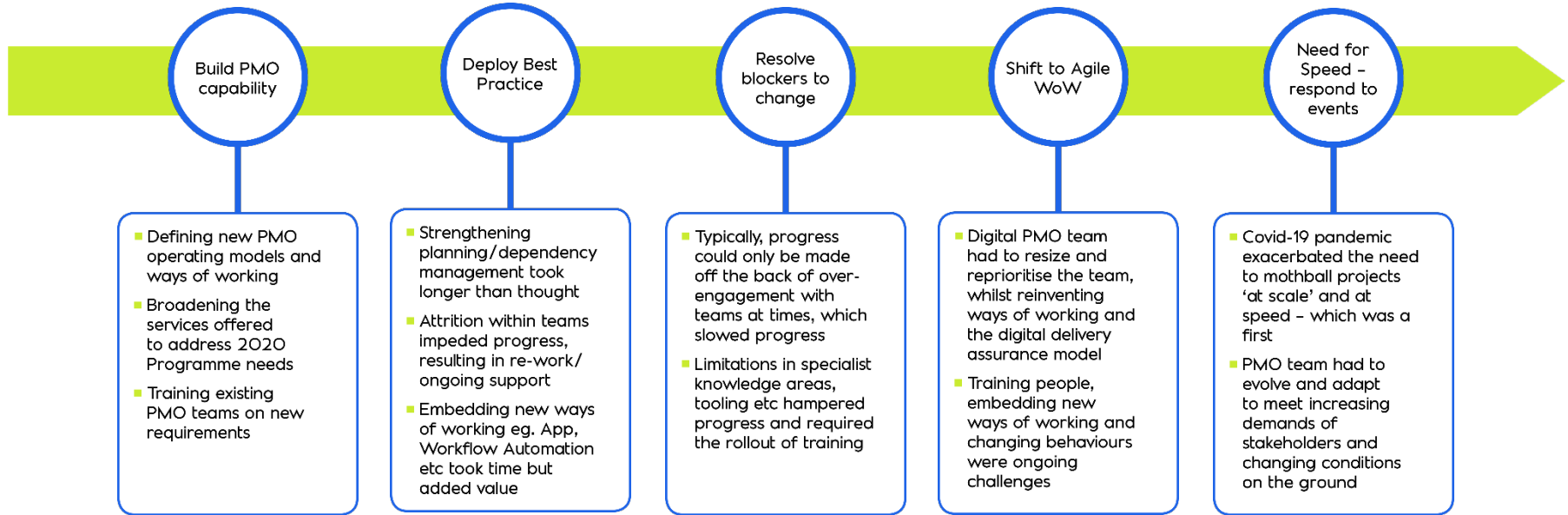


**2020 Programme**

This translates to a roadmap containing circa 75 initiatives

- Major 2020 Programme Milestones
- PMO Milestones

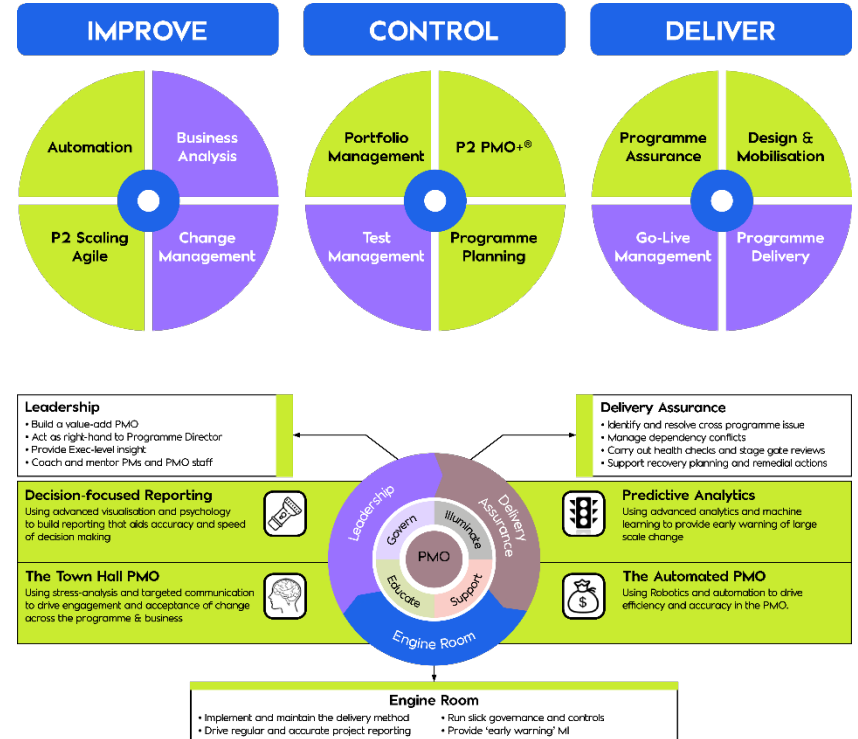
# Challenges the PMO faced



# Transformation Control – PMO 101

## Factors forming the building blocks to right-size the future PMOs

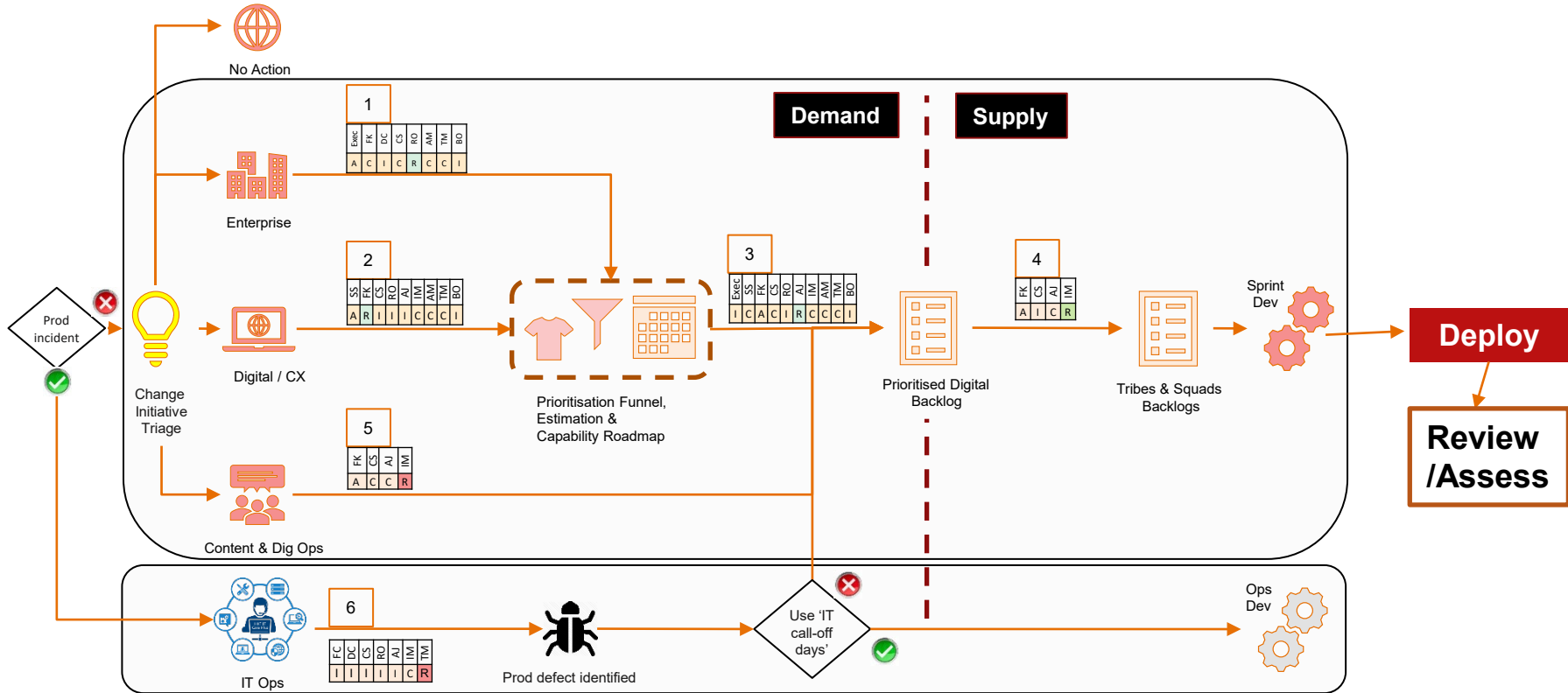
- **Breadth** of PMO services, aligned to the scale of transformational change – the portfolio & programme office architecture.
- **Depth** of PMO services required, aligned to the client's risk tolerance and the maturity of the delivery engine.
- Number, type and **experience levels** of PMO practitioners needed over time to meet **Demand** and **Complexity** dimensions.
- **Toolkit** – designed and constructed to align to services provided, and type of delivery methods/models being adopted.
- **Modern governance structures and ways of working** – designing and embedding new working **methods** and deploying **automation** across teams.
- Building in **Resilience** – enabling the ability to respond (*what if..*).
- **Engagement/Contracting** – know your customers, suppliers etc. and the range of differing needs and roles played.



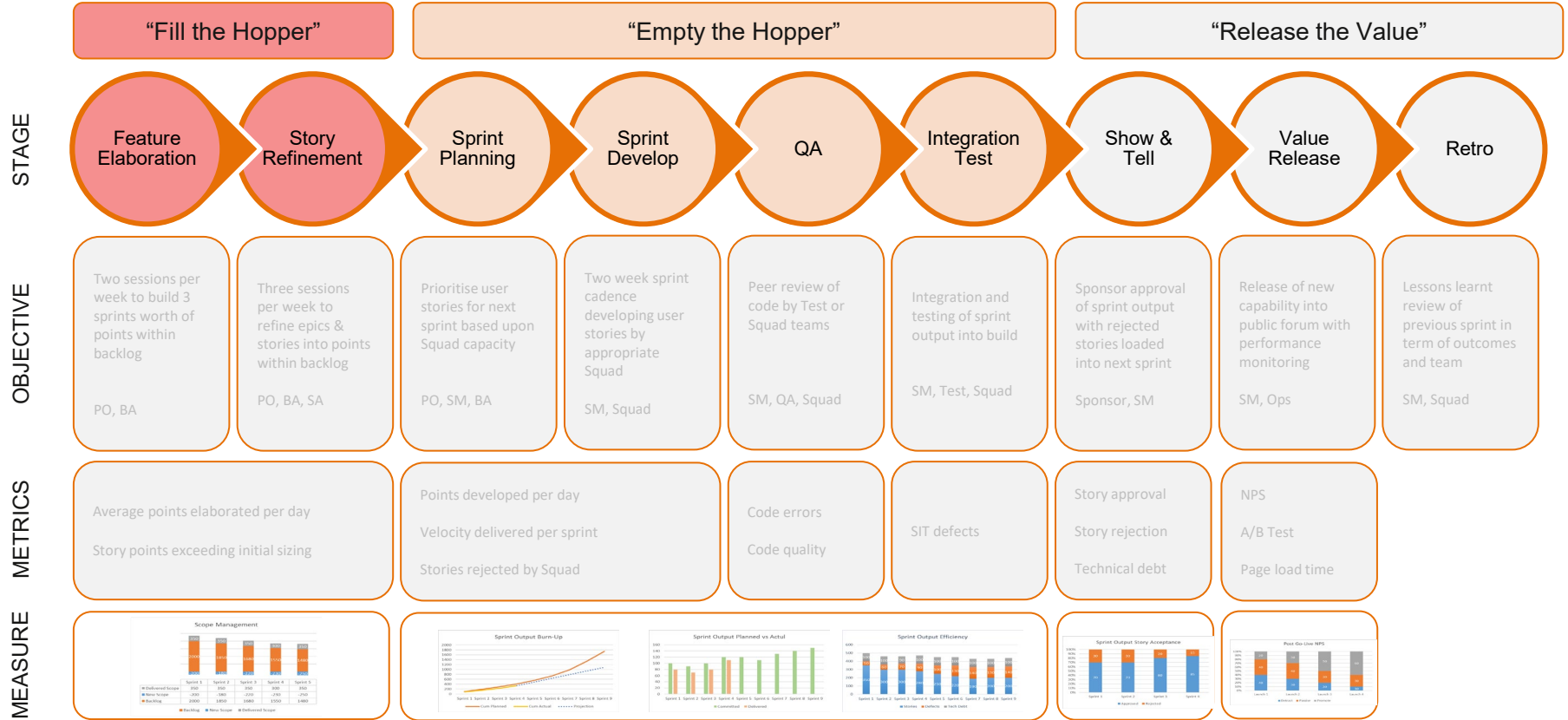


# Shift to Agile WoW – redefining digital delivery in lockdown

PMO led the pivot to a prioritisation and outcome focused delivery framework – people, process, tools, training

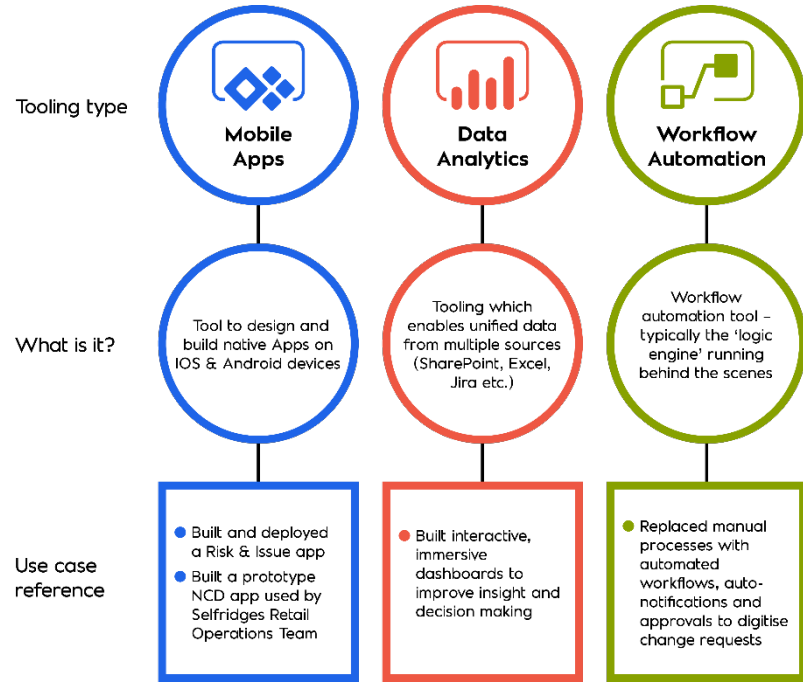


# Accelerating the digital production line



# Best practice & innovation – automating PMO services within a modern PMO

- **Mobile Apps** – enabled enhanced management of risks & issues.
- **Data Analytics** – provided customised, interactive dashboards to enable accelerated delivery of digital outcomes during lockdown.
- **Workflow Automation** – unlocked efficiencies and greater productivity whilst working remotely.



# Getting it right – the results & benefits

-  Significant financial benefits delivered for the business
-  Improved Customer Experience
-  Enhanced collaborative working across teams
-  Flexible & Scaleable business capabilities delivered
-  Enhanced digital business across mobile, desktop and App

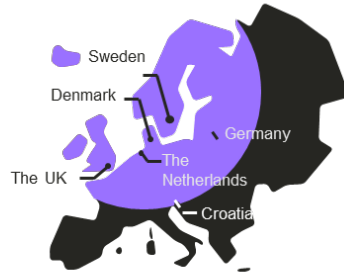


# Who we are

## We are Valcon

-  We're innovators – creating technology end-to-end solutions fit for the future
-  We deliver clients transformation, from strategy to operations to execution
-  We are the benchmark for modern data solutions and thrive on data challenges
-  As Europe's most exciting consultancy, we attract, develop and retain the best people

## We're global



## Our ambition

To be the premium North-Western European operations consulting company, merged with deep technology and data solutions.

## We partner with leading vendors



## We value our people

We understand the importance of workplace engagement and value all our people – that's why we continue to invest in their development.



## We're qualified



## We're award winners

We're proud winners of the Contribution to Project Management (SME) category at the APM Awards 2021.



## We have heritage

