C1M2L3 Item 05 – Activity: Program mapping exemplar

You were tasked with ensuring strong program governance to effectively manage this initiative's complexity. You needed to design and implement governance structures, processes, and controls to oversee the program’s execution and alignment with organizational goals.

## Step 1: Program mapping

In your answer template, map the program’s components with the outline of the projects provided, including program objectives, activities, and expected outcomes.

### Program mapping analysis for TechInnovate

| **Component 1** | |
| --- | --- |
| Program objective: | Enhance SME Digital Competence |
| Project 1: | Customer Training Workshop |
| Project 2: | Software Development |
| Expected outcome 1: | Increased Adoption Rates |
| Expected outcome 2: | Higher Customer Satisfaction Scores |

| **Component 2** | |
| --- | --- |
| Program objective: | Increase Market Penetration |
| Project 1: | Marketing Campaigns |
| Project 2: | Partnership Development |
| Expected outcome 1: | Revenue Growth |
| Expected outcome 2: | Increased Adoption Rates |

| **Component 3** | |
| --- | --- |
| Program objective: | Improve Customer Retention |
| Project 1: | Technical Support Services |
| Project 2: | Customer Feedback Loops |
| Expected outcome 1: | Higher Customer Satisfaction Scores |
| Expected outcome 2: | Improved Product Offerings |

| **Component 4** | |
| --- | --- |
| Program objective: | Drive Innovation in Product Development |
| Project 1: | Software Development |
| Project 2: | Customer Feedback |
| Expected outcome 1: | Innovation Recognition |
| Expected outcome 2: | Improved Product Offerings |

## Step 2: Gap and redundancies

Your next step in program mapping is to identify three gaps and two redundancies. List them in the table in your answer template.

### Gaps

| **Name of the gap** | **Explanation** |
| --- | --- |
| 1. Lack of Direct Alignment with Market Leadership Goal | The current program objectives and activities don’t explicitly focus on positioning TechInnovate as the market leader. Activities related to thought leadership, industry research, or branding might be necessary to bridge this gap. |
| 1. Limited Focus on Strategic Partnerships | While Partnership Development is listed as an activity, there is no clear expected outcome. Developing specific outcomes, such as the number of partnerships or impact on market credibility, could better align with the strategic goal of expanding market reach. |
| 1. Absence of a Feedback Mechanism for Marketing Campaigns | There is no structured activity or outcome related to assessing the effectiveness of marketing campaigns. Including a feedback loop for marketing efforts would ensure continuous improvement and better alignment with customer-centric goals. |

### Redundancies

| **Name of the redundancy** | **Explanation** |
| --- | --- |
| 1. Overlap Between Software Development and Customer Feedback Loop | Both activities are linked to driving innovation and improving product offerings, which may lead to resource inefficiencies if not managed properly. Streamlining these activities by integrating feedback mechanisms directly into the development process could reduce redundancies. |
| 1. Training Workshops and Technical Support Services | Both activities aim to enhance customer competency and satisfaction. These could be combined or closely coordinated to avoid duplication of effort and ensure that training addresses common technical support issues. |

## Step 3: Proposed Adjustments

Reference what you have learned and write down proposed adjustments to help align the overall program with TechInnovate’s strategic goal.

| **Proposed adjustments** | |
| --- | --- |
| 1. Introduce a Market Leadership Initiative | Add activities such as industry research publications, thought leadership events and strategic branding campaigns aimed explicitly at establishing TechInnovate as a market leader in SME digital transformation. Expected outcomes could include recognition in industry rankings or awards and increased brand visibility. |
| 1. Strengthen Partnership Development | Define specific outcomes for partnership activities, such as the number of strategic alliances formed, joint ventures created, or new markets accessed through partnerships. This will better align with TechInnovate’s goal of sustainable growth. |
| 1. Integrate Feedback Loops into Marketing and Product Development | Create a feedback mechanism for marketing campaigns to assess their effectiveness and adjust strategies accordingly. Similarly, customer feedback should be integrated directly into the software development cycle to streamline innovation efforts and ensure that new products meet market needs. |
| 1. Combine Training and Support Services | Develop a unified “Customer Successes” program combining training workshops and technical support into a cohesive initiative. This would ensure that customers receive continuous support from adoption to advanced usage, improving overall satisfaction and retention. |