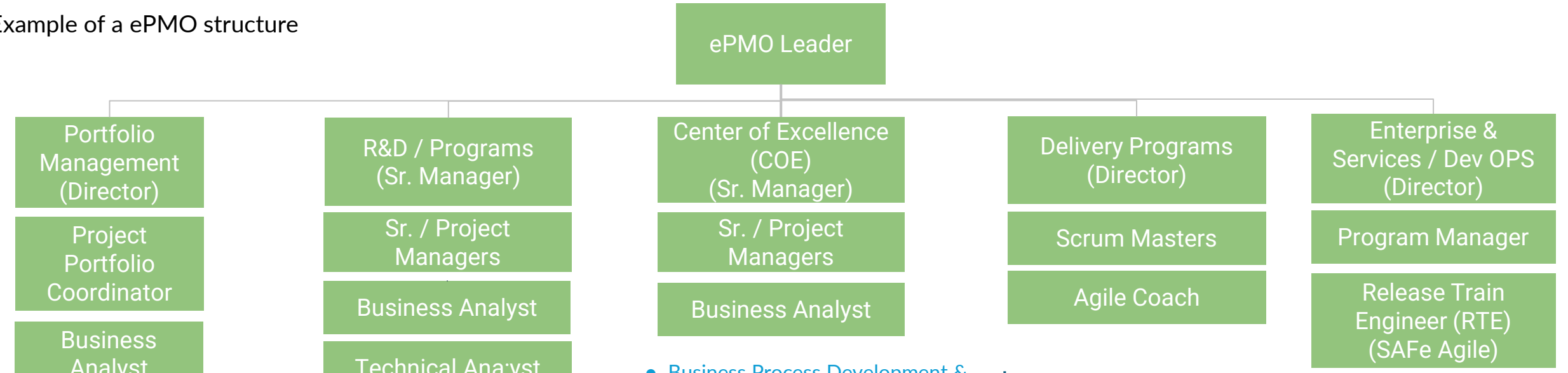
What is an Enterprise PMO?

- An enterprise Project Management Office is a strategic function that collaborates and orchestrates across leadership and teams (cross functionally) to ensure there is alignment, agreement and visibility on strategy and priorities.

- We ensure there is an execution strategy, that our resources are aligned to our priorities, and that teams are set up for success to deliver outcomes to meet our objectives.

- It leads the rhythm of business to provide transparency on progress, dependencies and risks for key initiatives.

Example of a ePMO structure



- Portfolio Planning & Management
- Oversees Governance, Risks & Dependency Management
- Strategic Alignment from vision through implementation plans
- Manages Intake Process
- Change Management
- Resource & Capacity Planning
- Value Management
- Vendor Management
- Portfolio Reporting/Dashboard

- Business Process Development & Implementation
- Tool Development & Implementation
- Standards/Procedures/Playbooks
- Workflows/Process Mapping/Value Stream Mapping
- Process/Tool/Methodology Training
- Knowledge Sharing
- Business Requirements Documentation
- Support Enterprise projects/programs
- Continuous Improvement/LSS

Notes:
- Business Analysts & Technical Analyst support individual departments - i.e. Finance, etc.

- Project Planning & Execution
  - End-2-End Project/Program Lifecycle Management
  - Project Management Support
  - Project Controls/Governance
  - Resource Management
  - Value Realization
  - Vendor Integration
  - Vendor Management (Project level)
- Agile Coaching & Training

Example of R&D Structure

IDEATION

Stage Gate 1

R&D / Programs (Sr. Manager)

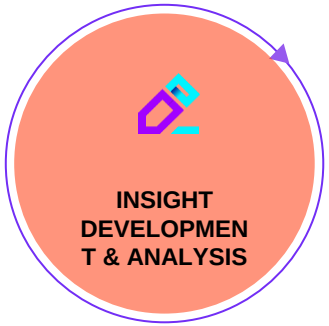
Stage Gate 2

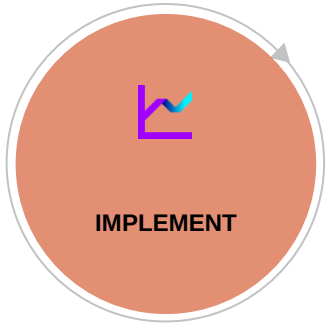
Delivery Programs (Director)

Phase I Digital Roadmap

Phase II Initiative Delivery

PHASE





ACTIVITIES

- Conduct Baseline Research including:
  - Ethnographic research;
  - Participatory research;
  - Personas and User journeys;
  - Existing business requirements
- Identify trends and relevant thought leadership (i.e., Industry Best-In Class)
- Discovery Workshop

- Current state review of end-to-end value chain (i.e., Value Tree exercise)
- IT Capability / Platform Gap Analysis between baseline and target
- Identify digital business objectives, options and trade-offs
- Quantitative analysis and preliminary ranking of initiatives based on value and ease of implementation
- Vendor evaluation (demos, pros / cons, scoring)

- Consolidate Workshop: Opportunity prioritization
- Roadmap creation
- Valuation & Roadmap Validation

- *Execution of digital initiatives*

OUTPUTS

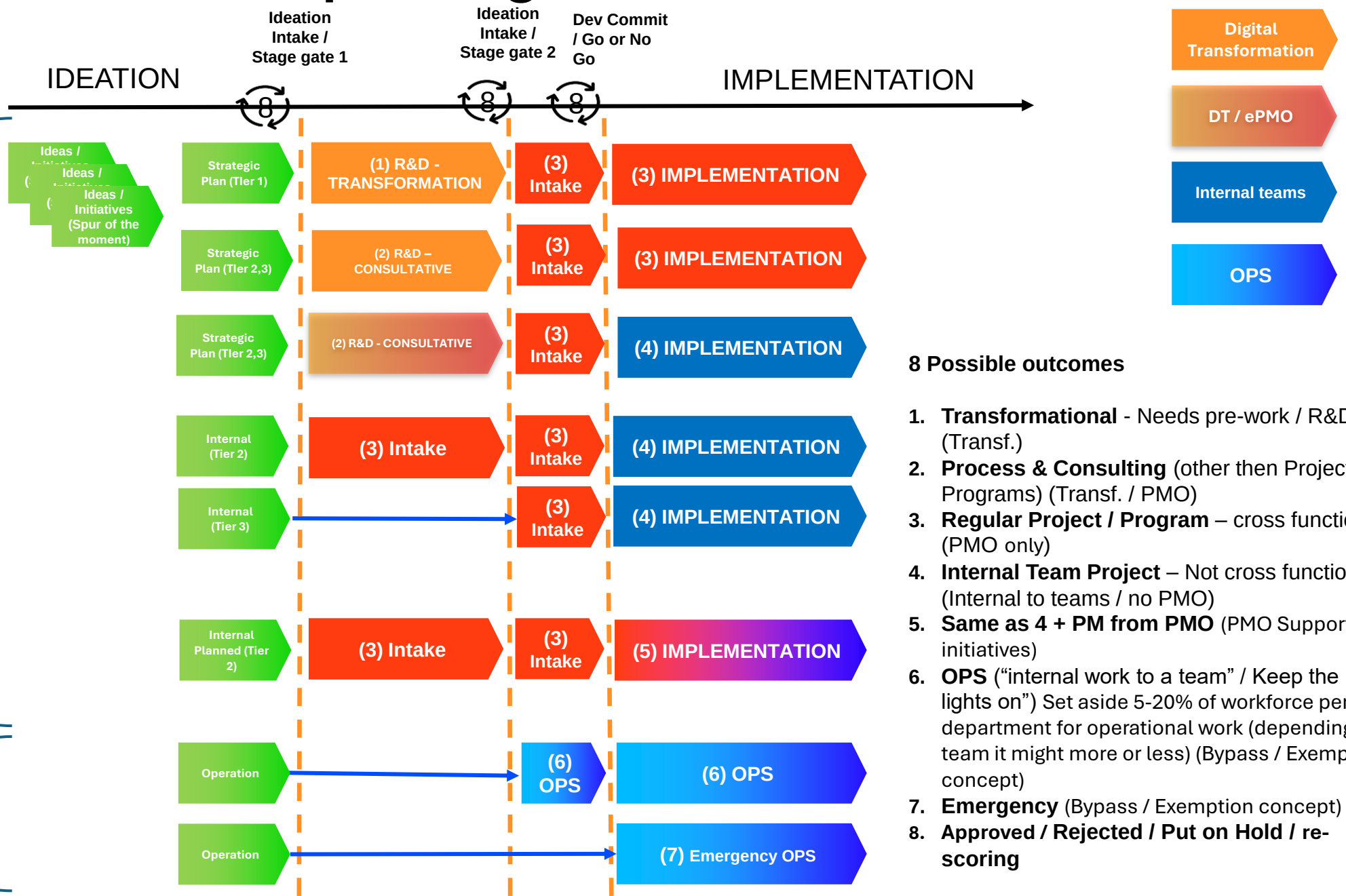
- External Insights:
  - Vendor demos and information form external vendors;
  - Benchmarking (comparing to other companies the same size, external research, external SMEs)
- Pain Points & Challenges
- Preliminary digital initiatives grouped by function (HL Use Cases)
- Discovery workshop synthesis

- Determine Digital North Star
- Technical Assessment Report highlighting critical functions impacted by digital and high-level future IT strategy (IT Capability / Platform Gap Analysis)
- Use Cases & High-Level Workflows
- Preliminary list of digital business initiatives prioritized based on value and implementation difficulty
- Vendor Selection

- Digital Technology Implementation Roadmap
- Digital Service Model
- Business Case (ROI, NPV, etc.)

- *Delivery of roadmap initiatives*

Example #1 of ePMO Operating Model



ePMO

Digital Transformation

DT / ePMO

Internal teams

OPS

All ideas / Initiatives come in Steering Committee

Ideas get scored and prioritized based on HL indicators (Revenue, Effort, etc.)

Operational initiatives / (including emergency) gets tracked as part of the 5-20% departmental budgeting

8 Possible outcomes

1. **Transformational** - Needs pre-work / R&D. (Transf.)
2. **Process & Consulting** (other then Projects / Programs) (Transf. / PMO)
3. **Regular Project / Program** – cross functional (PMO only)
4. **Internal Team Project** – Not cross functional (Internal to teams / no PMO)
5. **Same as 4 + PM from PMO** (PMO Supported initiatives)
6. **OPS** (“internal work to a team” / Keep the lights on”) Set aside 5-20% of workforce per department for operational work (depending on team it might more or less) (Bypass / Exemption concept)
7. **Emergency** (Bypass / Exemption concept)
8. **Approved / Rejected / Put on Hold / re-scoring**

Example #2 of ePMO Operating Model

R&D / Programs (Sr. Manager)

Stage Gate 1

Stage Gate 2 / Dev Commit

Strategic Assessment → Quarterly Planning → Portfolio Alignment → Non-R&D → Portfolio Alignment → Delivery Planning & Execution → OPS

	Strategic Assessment	Quarterly Planning	Ideation	Portfolio Alignment	Steering Committee / Stage Gate 1	Non-R&D	Portfolio Alignment	Steering Committee / Stage Gate 2	Delivery Planning & Execution	OPS
Overview	Align on vision & future state possibilities	Focus on goal-setting initiatives	Ideation Conversations happening throughout the process	Alignment on Portfolio	Steering Committee / Stage Gate 1		Alignment on Portfolio	Steering Committee / Stage Gate 2		
Summary of Key Activities	Work with Strategy Team to define 1yr - 5 yr Vision Early identification of transformational initiatives Business Strategy Roadmap	Start Developing and Align Portfolio Sync with Previous Quarter planning Preliminary discussion and HL alignment with Product Teams Discuss and Align with Leaders	Ideas, proposed Strategic Initiatives, Operational needs, Internal BUS / TECH team initiatives are brought forth and discussed within teams	ePMO aligns the Portfolio based on Strategic initiatives and any other ideas from teams based on Ideation scoring / output *Initial* HL Digital Roadmap	Steering Committee Review & 1st Prioritization 1st Roadmap Alignment	Research and Development / Discovery Workshop / Business Case /	ePMO aligns the Portfolio Roadmap Alignment	Steering Committee Review & 2nd Prioritization R&D (Bus. Case + Digital Roadmap Implementation) PRD / TRD Estimate Final Go/no Go 2nd Roadmap Alignment	Agile / Iterative Delivery Waterfall Hybrid	Operations Bus / Tech team ownership

Feedback Loop

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