



Strengthening a global asset management firm's program management capabilities

Operate | Program Management Office as a Service (PMOaaS)

The challenge

The client is a global investment firm and asset manager with over 5,000 employees operating in more than 40 locations worldwide.

The client sought to improve their Program Management Office (PMO) capability, which was a mix of a mostly contractor-heavy workforce and internal employees who were using a range of different methodologies at differing standards across the organization. They were looking to rapidly scale their existing PMO resources, using their strategic Project Portfolio Management (PPM) tool, ServiceNow. They approached Deloitte to help augment their workforce with on-demand PMO talent who could maximize the value of tooling and analytics.

Our solution

The client initially engaged Deloitte to transition their existing PMO from a large pool of contractors, many of whom were operating outside of the UK's IR35 contractor anti-avoidance tax legislation, to provide consistent PMO support through a Deloitte PMOaaS model. We created and executed a transition plan within three months, including analyzing their current PMO state, benchmarking this against standard practice, reshaping the role of a PMO professional, defining a service catalog, and creating leadership buy-in.

We defined and implemented a change governance framework to improve cross-portfolio consistency and prioritization of projects and implemented the leading-edge ServiceNow PPM suite. This suite of tools is used to improve process standardization and consistency of change data across the organization's portfolio.

We established a blended Deloitte and client PMO community focused on working together to embed the new practices. Our end-state PMO team operates in a hub and spoke model. This creates a centralized enterprise PMO function that drives consistency and standardization across the client's portfolio through a Change Management Framework and quality assurance practices, working closely with our PMO teams.

The outcomes

Cross-functional program efficiency

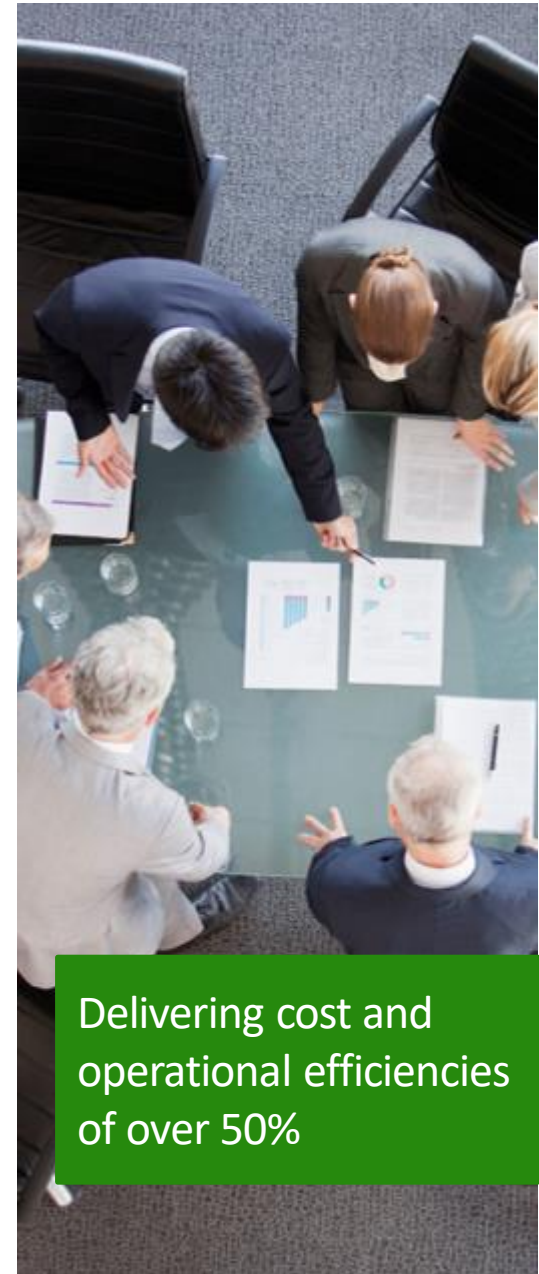
- ✔ Work cross-functionally to provide impactful PMO services across the client's multi-year portfolio of 300+ projects.
- ✔ Following the implementation of PMO Quality Assurance processes, we now maintain a minimum of 94% data compliance within ServiceNow, creating a single source of truth for leadership.
- ✔ Our proven managed service model has extended to provide Change as a Service support covering further in-demand roles including project managers, business analysts, and data analysts.

Measurable transition efficiencies

- ✔ The initial PMO transition generated a 55% increase in resource efficiency, with 35 contractors reduced to 16 Deloitte people in three months, working in conjunction with a small number of the client's PMO staff.

Reducing costs

- ✔ Transitioned the workforce from a 100% onshore workforce to 60% onshore and 40% offshore. This has provided a year-on-year saving on the average day rate of PMO resources whilst maintaining quality, with business continuity at the core.
- ✔ Since being appointed as the PMO as a Service provider in 2019, we have delivered PMO services across our client's business, driving a simplified vendor management approach as the single trusted provider.



Delivering cost and operational efficiencies of over 50%