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Public Sector Case Study

SAP Transformation

CHALLENGE:

Our client needed assistance addressing gaps and options with regard to ensuring the ERP Programme PMO was 'Set up for Success'.

RESULT:

PM-Partners set up an ERP PMO team to service the needs of the SAP Programme. Key principles were identified to ensure the team hit the ground running and remained focussed on priorities.

The SAP Transformation Programme was evolving and it was identified that a shift was required, from a PMO perspective, as the programme intensified.

PM-Partners group were approached to assist with addressing the gaps and to provide options with regard to ensuring the ERP Programme PMO was 'Set up for Success' in preparation for the Programme ramp up which was expected to commence imminently.

The ERP Programme team was at 40 resources with the plan that 190 resources will be in place within 30 - 60 days. In addition, the programme would shift tack and begin working in earnest with a number of vendors and service providers, each of which had varying contract terms that required close management and oversight. To this end the team were conscious that an 'Industrial Strength' PMO needed to be in place in order to ensure the overall programme's success.

During this time PM-Partners group harnessed the depth of our internal skills for the task at hand, including those of Ray Wall our Head of Advisory (one of the industry's leading practitioners in PMO build and operation) and Pete Swan founder and Director of PM-Partners. During this time we setup the ERP PMO team to service the needs of the SAP Programme.

The team was a blend of senior and standard practitioners, all of which were guided by the part-time availability of PM-Partners head of Advisory, Ray Wall.

Key Principles we identified for the PMO included:

- » PMO leadership had to be of a senior level with experience working with challenging stakeholders
- » The team had to hit the ground running and focus on the priorities and not perfection
- » The PMO needed to focus on simplicity
- » Collaboration when it came to group standards and the ePMO was non-negotiable.