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Program Management for the Digital Age:

Delivering High Performance
at Speed

High performance. Delivered.



Program Management for the Digital Age: Delivering High Performance at Speed

Do any of these scenarios below sound familiar?

IT change is slow, and your Agile projects are no faster or successful than your Waterfall projects. New front-end digital applications—cloud-hosted micro-services—are complicating back-end enterprise changes and exposing errors to customers. You've started your multi-year, multi-supplier transformation program but discovered that the program management structure in place is insufficient to manage demand, mobilize projects and effectively govern delivery. There are too many suppliers, and you spend all of your time trying to get them to work together and apply consistent standards. Status reports are always amber, and no one seems to know why. Green-field start-ups are using liquid delivery to fuel an API economy and your old-school project delivery methodology cannot compete. All of these issues are distracting your team from the broader business goals, and you are in danger of missing the business case, overspending budget, and compromising quality.

If any of these scenarios resonate, you aren't alone. Change programs and IT project portfolios can feel like flying without air traffic control. It's no wonder that many IT projects fail to arrive at their end destination: In fact, the percentage of projects successfully meeting their goals remained flat over the past four years, with only 64 percent doing so in 2015, according to the Project Management Institute. Only 50 percent finished on time, and 55 percent within budget. As a result, organizations lose \$109 million for every \$1 billion invested in projects and programs.¹

With "new IT," like digital, cloud, AI and analytics, complexity—and risk—will only increase. Technology is now the linchpin of organizations, making failure more visible and damaging than in the past. Not only can system instability or poor quality lose business and cost you money, it can set social media ablaze and damage brand reputation. The stakes are high and getting higher. This makes program management and program advisory services more important to technology change than ever before.

"How do we improve delivery predictability and quality?"

"How do I deliver business value faster, more frequently and cheaper?"

"Are the tools we are using keeping pace with emergent digital technology?"

"What is multi-speed IT, and do I need it?"

"How do we balance demand for business change and speed to market without impacting service quality?"

"How do we make sure we realize the business benefits of our transformation program?"

¹ "Capturing the Value of Project Management," PMI's Pulse of the Profession, February 2015, from PMI website, <https://www.pmi.org/~media/PDF/learning/pulse-of-the-profession-2015.ashx>, accessed December 11, 2015.

Program Management Foundation Areas to Realize Value

Sophisticated program management and program advisory services help deliver consistent, cost-effective results at scale by combining a rigorous, quantitative approach with deep expertise and qualified professionals. More than just delivering on time and budget without sacrificing quality, it can help unlock business value with improved reporting, industry insight and value management.

Given project management's ability to "make or break" business change programs or IT implementations, Accenture has a dedicated, industry-leading practice with specialized skills and strong methodologies. We regularly advise on four areas to bring complex projects or programs to a successful conclusion; they form the foundation for robust, mature program management

1. Governance and design authority:

An effective governance framework establishes documented terms of reference, empowered and engaged steering groups with increasing levels of seniority up to C-level, resource prioritization processes, and a project management office (PMO) to supervise quality and cost. A design authority engages the right people in key user groups, helps teams understand the implementation's impact and safeguards solution integrity.

2. Consistent and comprehensive

standards: With consistent standards, organizations can track and manage dependencies, address issues and risks with appropriate governance, gain early insights, and flag departures from plan. Since no project runs without issues, early insights are key to taking corrective action.

3. Delivery model and methodology:

Most large enterprises now require a combination of Agile, Waterfall and other delivery methods to successfully juggle the range of projects and technologies in play. Experienced professionals and advanced methodologies tailored to multi-speed IT help support multiple implementation methodologies across suppliers, technologies, projects, front- and back-end, and support and development.²

4. Release planning and management:

A well structured demand management funnel helps to prioritize projects, support sound investment decisions and monitor the business case. Effective release planning identifies optimum project sequencing to deliver incremental/early benefits. Ongoing release management maintains technical health and production routes across the enterprise, including resource planning, environments, and development operations (DevOps).³

Underpinning all these areas is the right tooling; without a consistent and effective set of tools for managing day to day program activities, productivity will be impaired, gaps will appear and ultimately quality will suffer.

² Nicholas Bayley and John Shacklady, "Gearing Up for Growth Using Multi-speed IT," Accenture Strategy, 2015, from Accenture website, <https://www.accenture.com/us-en/insight-calibrating-multi-speed-it>, accessed January 29, 2016.

³ "DevOps: Innovative Engineering Practices for Innovative Software Delivery," Accenture, 2015, from Accenture website, <https://www.accenture.com/us-en/service-devops-services-overview.aspx>, accessed January 29, 2016.

Accenture Services to Help Build Your Program Management Foundation

At Accenture, managing these activities is not a theoretical exercise. As experienced implementers of new technology at speed, as well as integrators of large-scale, complex systems landscapes, Accenture has hands-on experience at all levels—we don't just consult from an ivory tower. We feed our experience serving thousands of clients globally into our tools and methods, the backbone of our practice. This gives us an innate understanding of potential pitfalls and how to steer programs to succeed, whoever is implementing.

Whether you are looking for advice on building these four foundation areas in-house, or independent support in executing one or more elements, Accenture's program management and advisory services group can provide a flexible set of services to scope and scale according to need (see Figure 1).

Program Advisory Services

Our program advisory services assess your existing capabilities' maturity and effectiveness then define improvements. We also shape agile, digital or transformation programs and M&A IT integration programs before they begin. Our services embed rigorous but pragmatic methodologies, processes and tools into program design to align activities to business and IT objectives.

Program shaping and planning: We assess technology changes required, shape digital programs or complex transformations, and construct realistic implementation release plans. Rigorous planning ties all activities back to the business strategy.

Supplier and method selection: Accenture closely collaborates with organizations to help shortlist strategic suppliers, facilitate a well-governed selection process, and help develop a delivery model and approach (e.g., Agile, Waterfall or multispeed IT) to address business imperatives. We also provide guidance on the right tools to effectively monitor and control program delivery.

Governance and design authority: We review, define and advise on appropriate governance to increase the chance of success with IT change programs. Accenture can help establish a design authority to shape ongoing work. **Program review, diagnostics and recovery planning:** Independent quality assurance and program review, diagnostics, and recovery planning identifies what works and what doesn't. Recommendations on improving governance and standards help recover quality through course correction or feed into retrospectives prior to the next implementation.

Program Management

We can advise on program structure and planning, but we're not afraid to roll up our sleeves. Our practical experience in delivering all types of complex programs makes us well-suited to help execute programs. Our services include:

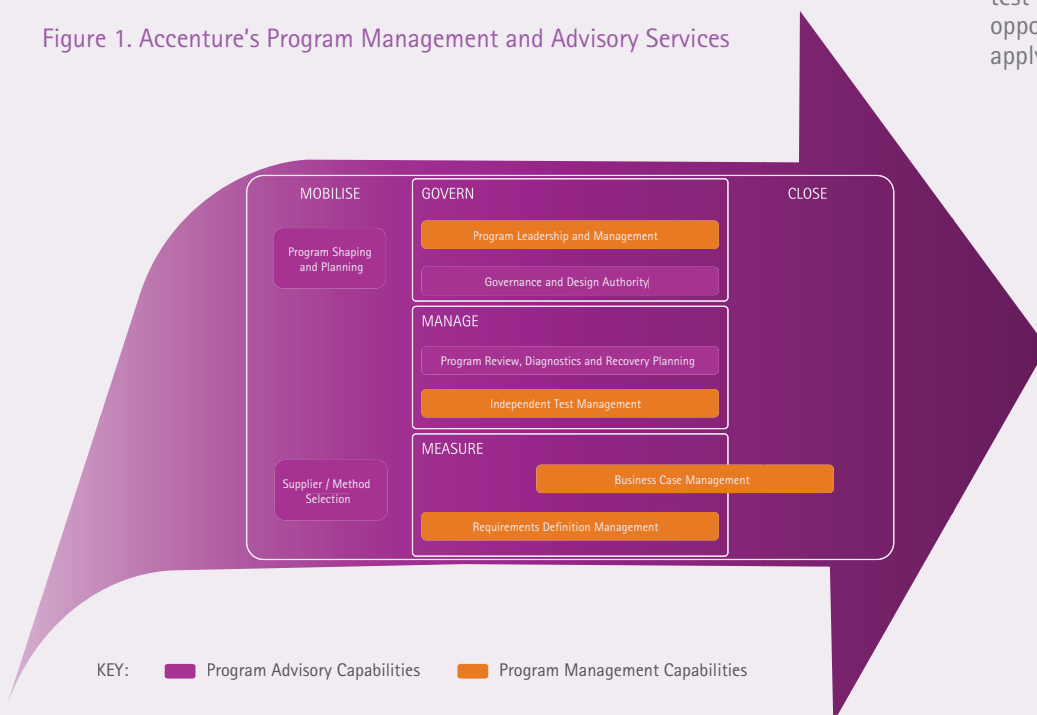
Program leadership and management: On behalf of or as part of a company's leadership team, we manage suppliers and integrate services to deliver to consistent standards and expectations. We also help establish PMO and portfolio control services across projects.

Business case management: This service validates each project in the release plan against the business case prior to starting, and uses key performance indicators and analytics to clearly measure progress after the implementation, which is then fed into subsequent projects.

Requirements definition management: We help document business requirements through staff interviews or workshops, which can also support change management activities. We can also build epic and user story backlogs for major Agile programs.

Independent test management: As an independent adjudicator, we can help define the overall test strategy and services, plus help determine root cause and supplier responsibility for fixing system defects. Our teams also advise on test maturity and capabilities, identifying opportunities to improve automation or apply consistent standards.

Figure 1. Accenture's Program Management and Advisory Services



Case Studies

Digital Transformation Program Management at U.K. Retailer

The retailer and Accenture blended digital Agile projects with back-end legacy programs across suppliers. Accenture advised on IT organizational design, managed the program, and handled end-to-end integrated release management and planning. A single pipeline, demand management and estimation service channel vetted new requirements, changes and projects prior to execution, improving consistency and speed. Customers now use the consistent, quality technology to quickly access a greater number of products when and where they want them.

Program Review, Diagnostics and Transformation at a Global Products Company

Accenture provided a team to review the client's program delivery and supported the client by identifying a number of opportunities, associated plans and a new delivery model. Accenture then worked with client to jointly deliver prioritised areas, providing support in program management, governance, control and move to the new model. In parallel, experienced project and programme managers supported new and in-flight projects in key areas. Accenture helped the client deliver their committed outcomes, whilst supporting with complex internal transformational change.

Course Correction at a Global Freight & Logistics Company

Accenture helped a global software rollout get back on track with rigorous program management by driving business readiness activities for 10,000 stakeholders. Accenture worked with the teams to improve governance, establish weekly plan reviews, and set up a PMO. "Mission control" linked the disparate activities, and skilled project managers assumed leadership positions in problem areas to drive release readiness activities and manage IT dependencies. Accenture's methods helped to instill rigor and a culture of accountability, allowing the solution to go live on a revised schedule.

Why Accenture

Accenture draws on its experience and capabilities to drive transparency and consistency, lower costs and maintain quality. And most importantly, our rigorous approach helps companies achieve their desired business outcomes.

Leading on the "New IT" agenda

As a global IT thought leader, Accenture regularly reports on marketplace trends, including cloud, digital, agile, analytics and security, as well as the future of IT.

Experience with full range of IT programs

Accenture professionals have experience working on everything from small, agile developments to multi-million pound, transformational initiatives for some of the world's largest companies and are well accustomed to dealing with urgent timelines, hundreds of applications and as many suppliers.

Industry specialization

With over 30 years' experience across retail, consumer goods, life sciences, industrial, automotive and travel, we offer the right skill mix to make a real impact on business performance. We can deploy small numbers of highly experienced industry experts to work alongside your staff in interim management positions or teams focused on achieving a set of business outcomes.

Proprietary methods

We feed our experience serving thousands of clients globally into our tools and methods. The Accenture Delivery Suite helps to drive effective, consistent, predictable and reliable service delivery activities globally. We can also augment and support existing client or industry methodologies.

Figure 2. Accenture supports program management across technology areas



Global scale

Accenture has unmatched global reach with a network of more than 50 delivery centers. Industrialized PMO capabilities provide deep expertise in a factory-like model.

Accenture's Program, Project and Service Integration Management (PPSIM) practice supports program management and advisory services across technology areas. It underpins our other core Technology Consulting offerings, providing the delivery leadership expertise to execute disruptive capabilities at speed (see Figure 2).

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

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