

Strategy

Delivered

Strategy

Delivered



Great strategy deserves to be delivered.

Even the best strategic plans struggle with execution. Knowing which initiatives will bring the greatest return on investment and successfully implementing these projects alongside day to day operations can be challenging.

What if you could quickly identify

- Which initiatives stand the best chance of successfully delivering on your strategic vision?
- Who is responsible for delivering key business results and their progress?
- Whether your key initiatives and day to day operations are still aligned with your strategic plan?

The ability to maintain visibility over strategy execution has never been more important to today's insurance leaders.

The difference between growth and survival is measured by the ability to master change, and our industry is changing rapidly.

Economic integration driven by the ASEAN initiative is gathering pace, driving further consolidation, acquisitions and joint ventures.

Regulatory reform is accelerating, with heightened focus on consumer protection, risk and capital management and embedding conduct standards.

Marketing strategies are evolving to leverage new digitally savvy consumers, and to gain deeper insights into buying behaviour through increasingly sophisticated data analytics.

As a CEO, your strategic vision is set to transform this wealth of opportunity into sustainable business results. Creating the organisational ability to shape and deliver the initiatives to realise this growth potential is where value truly gets created.

ARE YOU READY TO GROW?

Bridging the gap between strategy visualisation and strategy implementation starts with 3 key steps:

- **Build leadership capability** to manage successful execution
- Rigorously **manage value delivery** and **strategic alignment**
- Adopt a Project Portfolio Management approach to **choose the right projects**

1. Build Change Leadership Capability

Whether driven by regulatory challenges, new product introduction or opening up new territories, the ability to lead and deliver strategic initiatives is a core business capability. Knowing how to **lead change as the business sponsor**, deliver major change as a programme manager, or run the PMO to ensure effective governance, organisations need to master **Organisational Project Management Capability** in order to deliver on the strategic agenda.

Coaching senior executives to be **effective sponsors** of strategic projects is a powerful tool to improve delivery success. Unlike the role of project or programme managers, which are often outsourced, the sponsor's role is critically an internal role.

Senior executives should be equipped with the knowledge and skills to successfully drive business critical initiatives through to benefits realisation, and to protect business interests in project investments. Equally, with the rapid growth in business change, organisations need to be assured that they have experienced and capable delivery teams internally to lead their most critical initiatives with confidence.

How do you keep your organisation aligned with your strategic priorities across diverse departments and geographies? How do you ensure your strategy is delivering real value?

Effective governance, communication of business objectives and transparency of progress over key business goals are the key tools of the CEO.

Major projects require formal governance structures, equally incremental improvement initiatives need to remain aligned with strategic intent.

Increasingly, organisations are looking to **Executive Programme Management Offices** and supporting tools to provide greater transparency and accountability for strategy delivery across complex organisations.

- Appropriately positioned PMO's ensure that major projects are effectively controlled, that **business risk** is managed and that resources are effectively deployed
- Strategy management tools connect globally dispersed executives and provide a simple planning framework, mapped to key business drivers, to define, cascade, and track plan priorities
- Chiefofstaff.com is a tablet friendly cloud-based **CEO platform** which manages the execution of strategic plans across complex vertical and horizontal business structures. Chiefofstaff.com includes senior advisory support, which better enables your organisation to successfully implement its strategic plan

2. Manage Value & Alignment

Case Study – Capability Development

This multinational financial services client wanted to up skill its change delivery capability, ranging from executive sponsors through project and programme managers and the programme management offices.

Over reliance on consultancies and contingent resourcing, coupled with a surge in strategic business initiatives were the key drivers for this assignment.

Following initial assessments of internal skills, processes and tools, we delivered a sustainable capability development programme, encompassing executive seminars and coaching for business leaders sponsoring change for the first time along with targeted training for key delivery managers. By bringing business leaders and project professionals together through this programme, we helped this client realise a 50% cost saving on external project management services and a consequent improvement in tangible delivery results.



Building Capability

Delivering Change

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3. Choose the right projects

Case Study – Managing Value & Alignment

This major corporation was facing organisational and financial challenges that threatened their mission. Their CEO notes:

“**Chiefofstaff.com** was essential to my successful experience as CEO of a non-profit organisation with projects running simultaneously in dozens of countries. The challenges were daunting: comprehensive institutional restructuring, pressing timelines, and ambitious global goals with projects and new partnerships developing continuously.”

“**Chiefofstaff.com** was my key solution.”

“On my tablet it offered me and my leadership team instant graphics-rich, colourful CEO-level information with the swipe of a finger about every strategic initiative, its owner, its current status, and all other associated initiatives.”

“With **Chiefofstaff.com** creating efficiencies in time, space, and personnel, I hit my benchmarks and delivered the significant savings that all strategic plans are designed to achieve.”

Project Portfolio Management enables organisations to select and shape the initiatives that will deliver strategic changes efficiently. It involves identifying which initiatives are best run as projects or programmes of change, and which are best suited to “run the business” incremental improvement initiatives. Defining business outcomes, investment appetite and resource commitments are key elements of shaping the project portfolio. Equally important is identifying existing projects and initiatives, existing investment commitments, delivery implications, and the impact on day to day operations.

By creating an integrated view of new and existing strategic initiatives, organisations can shape a prioritised portfolio of projects, based on strategic alignment and defined investment criteria, which forms the basis for **on-going control** and monitoring of the organisations most critical projects, and provides senior executives with visibility of strategy execution. New initiatives are managed onto the portfolio using the prioritisation model, ensuring continued alignment with business strategy.



Case Study – Project Portfolio Alignment

After many years of strategic acquisitions, this client was facing the challenge of optimising technology spend across diverse platforms and multiple geographical locations.

Based on our Portfolio Management toolkit, we managed a cost efficiency study across 14 locations and three major data centres, identifying savings potential in excess of GBP 250m.

In addition to the targeted cost savings, we also identified significant cost reduction opportunities as a result of stopping or refocusing project initiatives that no longer aligned with the Group’s strategy.

About *The PMO Academy*

We are a team of experienced international operations, change and programme management specialists, providing consulting and delivery services for the insurance sector in Asia.

Your face of Project Management in Asia

With experience across Europe, Asia and the US, we understand the complexities of managing critical projects across borders. For insurance groups with head offices outside of the region, *The PMO Academy* provides a trusted local interface for your global projects.

chiefofstaff.com®

Chiefofstaff.com has established the Strategic Plan Management™ (SPM) space and is our chosen partner for strategy visualisation and collaboration tools. This ground-breaking enterprise software platform, which includes high-level consulting support, serves as the nerve centre for a CEO and senior team to define, assemble, and track their strategic plan across multiple business lines, staff areas and geographies. It is highly intuitive, tablet-friendly and graphics-rich.

Chiefofstaff.com operationalises your plan implementation, bringing your strategic plan to life in your organisation. Like a great Chief of Staff, our services are dedicated to implementing a strategic plan in a direct and practical way. The net result is the creation of a unique integrative infrastructure to drive success. Our elegant cloud-based strategic plan implementation software, supported by our senior advisory expertise, addresses key execution issues, including:

- **Complexity:** We unite multifaceted organisations with a common platform and structure
- **Communication:** We make strategic plans accessible and transparent to all with real time updates
- **Engagement:** We link employee initiatives to the organisation's most important goals and priorities
- **Accountability:** We capture and track measures and responsibilities consistently for all plan elements

The PMO Academy Change Forum, launched in 2014, provides a platform for senior change leaders to share ideas and experience, and to build a strong network of change executives in the region.

Recent forums have focused on the Sponsors Role in Managing Change, Managing Cross Border Projects, and managing Post Merger Integration & JV projects.

This invitation only series of executive seminars is fast becoming *the change forum* for the region.

At *The PMO Academy*, we are passionate about building regional change & programme management capability as well as investing in local talent through our Project Management Apprenticeship Programme, we help you to build project management capability throughout your organisation, from project selection and portfolio planning to support your strategic vision, supporting senior executives learning how to sponsor business critical projects, and coaching your internal project management teams.

Your Strategic Plan Management System

- What if you could **quickly** engage your management team (all 100 or 500 of them) in the strategy execution process – all at once?
- What if you could **quickly** put your fingers on the pulse of your business and immediately determine where the hotspots and issues are?
- Where would you go to get this information **quickly** in your business today?
- Get in touch with Chiefofstaff.com – **quickly**.

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