



Australia's Best
Program Delivery Company

Seven Consulting's Project Pathfinder

A unique tool to assist you with the right
project management approach.



1. Program Delivery



We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and manage billions of dollars of transformation programs that range in size from <\$1m to >\$500m.

2. PMO Services



We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia.

3. Delivery Consulting



We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery.

All of our clients are reference sites

Our Clients

Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.



Commonwealth Bank

Client Since 2005



Woolworths
Australia's fresh food people

Client Since 2012



AMP

Client Since 2012



nab

Client Since 2013



MACQUARIE

Client Since 2014



Client Since 2015



Australia's Sovereign Wealth Fund

Client Since 2015



Client Since 2017



NSW
GOVERNMENT
Communities
& Justice

Client Since 2017



BNP
PARIBAS

Client Since 2018



ASX
AUSTRALIAN SECURITIES EXCHANGE

Client Since 2019



THE UNIVERSITY OF
SYDNEY

Client Since 2019



InvoCare
Innovation Vocation Care

Client Since 2020



Client Since 2020



Client Since 2021



Client Since 2021



Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2022

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2022	99.67%	6,733
2021	99.15%	15,932
2020	98.87%	14,455
2019	99.08%	14,949
2018	98.65%	15,450
2017	99.08%	9,691
2016	98.94%	10,336

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%
Dec'19	98.30%



"Bright and solutions focused consultants, with whom it has been a pleasure to work with."



"No fuss, just good, honest and consistent project delivery"



"Very professional"
"Great consulting skills"

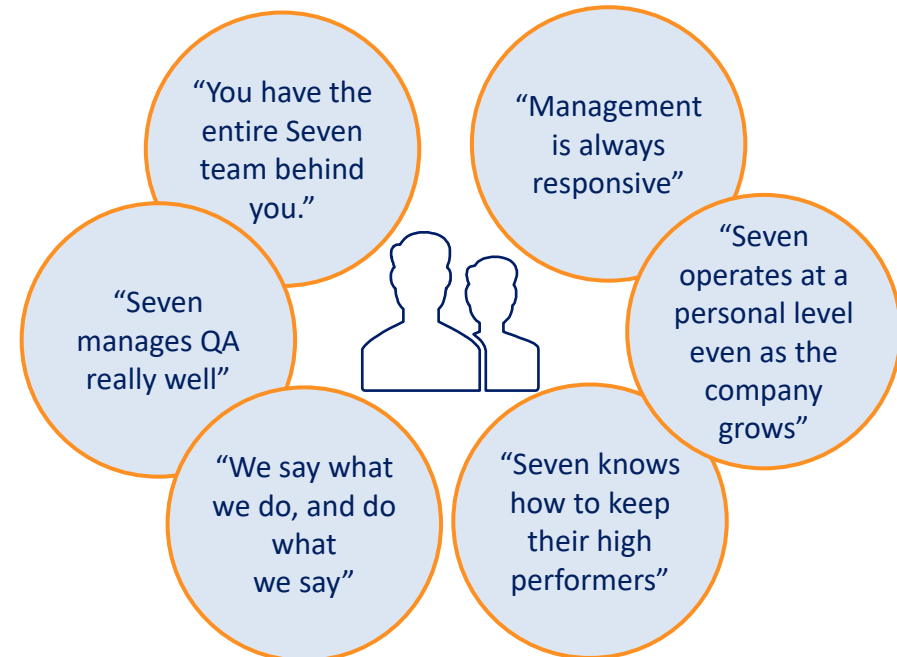


"Seven have gone above and beyond to make this implementation a success. With short notice their consultants jumped in and made a significant impact."



Commonwealth Bank

"Consistent high quality of project management consultants."
"All consultants are highly professional, and delivery focused."



How do we get 98%+ client satisfaction?

Why all our clients are reference sites.



Hands-on ownership.



High employee engagement, low turnover with no contractors.



At a minimum, there is a monthly Quality Assurance review of the consultant's work.



Bench support available to all consultants at no cost to the client.



Extensive mentoring and training support, strong IP and knowledge sharing including internal project training, majority of our team are SAFe certified.



Holiday and sick leave cover for assignments.



Strong in-house tooling to support consultants, clients and quality assurance.

How our values impact our delivery?



Teamwork

Teamwork has to be at the core because you can't deliver big projects without great teamwork – we focus on ensuring that the Seven team, the client team and vendors work seamlessly together.



Transparency

Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.



Delivery

A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

- In 2002, Seven Consulting undertook 0 Agile projects.
- By 2010, that number had increased to 10% to 20% of our portfolio.
- Now over 40% of our projects are Agile-based.
- This aligns with the market growth of Agile adoption in Australia IT projects.
- Through these engagements, Seven Consulting has found strengths in both methods.
- We manage about \$1bn of Agile program annually and have delivered some of the largest and most successful Agile programs in Australia.
- Over 2/3 of our team is scaled agile (SAFe) qualified.
- We have two qualified SAFe trainers internally.
- However we still believe that not all programs should be delivered using Agile methodology.
- This tool helps ascertain quickly the correct delivery approach on the spectrum of Traditional to Agile.
- Use the best tool for the job!

- Over the last three years we have developed a tool that helps us, within 30 minutes, to create the following for any project:
 - Agree the optimized project delivery approach, Agile, Traditional (waterfall) or Blended.
 - Where the recommended approach is a blended approach, detail the customised blend.
 - Understand the residual risks and mitigations for that approach.
 - Specify the deliverables required for delivery many of which are agnostic to the Agile or Traditional approach.
 - Detail the deliverables by phase and stream.
 - Provide templates for each of the deliverables.
 - Produce a detailed delivery approach, including dependencies, mapped to a schedule.

There is no single best way to deliver a program.

From our experience of delivering billions of dollars of programs each year for some of Australia's largest organisations, we believe that different approaches are required to deliver different projects.

- This is for two sets of reasons, firstly the projects themselves are all different. Compliance and innovation projects have different characteristics.
- Secondly, organisations (technically, capability-wise and culturally) are also different.

We believe that these two sets of characteristics influence how the programs should be delivered.

- Assessing the organizational and project characteristics to work out the best way to deliver is the work of skilled and experienced Program Managers.
- While we don't believe in one approach, we do have a bias towards agile where sensible.
- We have spent two years codifying our collective 1000's of years of experience to allow this analysis to be done within 30 minutes.
- In addition, this Project Pathfinder tool will provide an overview of the delivery streams, phases and dependencies.
- Finally, the tool links the deliverables to templates and supporting documents, as well as creating a starting schedule based on the delivery approach.
- This tool is of best value for each of the following to assess or build delivery approach per project.
 - Portfolio Managers
 - ePMO or ITPMO Managers
 - Risk and Assurance Stakeholders and Program Reviewers
 - Project Managers stepping into larger or different roles
- We use this tool across our whole technology change portfolio with over 25 client organisations.



Example Agile v Traditional Project and Organisational Characteristics

Agile



- Speed, speed, speed.
- What does this work best for?
 - New products.
 - New campaigns.
 - Market testing.
 - Non-core Systems.

Traditional



- Quality, quality, quality.
- What does this work best for?
 - Looking after people's money, medical applications, payroll etc.
 - Implementing core systems.
 - Implementing systems that impact on people's safety.
 - Best where once you release you can't rollback.

Importance of speed to market versus quality

Welcome John Smith

Project Pathfinder - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

Organisation: Project Name:

8 Speed to market or speed to value are critical

☐ Strongly Agree

☒ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Category: Project Benefits

Guidance:

Agile methods are well suited to development of new products or services and market testing new ideas, where speed to market may be critical to the success of the initiative. Direct collaboration with customers and end users combined with short sprints results in greater speed and alignment of delivered features to user needs, albeit in feature increments.

Traditional methods may be better suited where timelines are not as critical and where a significant volume of features is required before the solution is able to be used.

Overall Progress: Progress of this Section:

All Rights Reserved for Seven Consulting
www.sevenconsulting.com
40.32.10.10

Agile



- Can deliver partial business benefits quicker.
- Get feedback from customers quickly.
- Refine and improve outputs for later cycles.
- How a child learns to walk.

Traditional



- Best suited to majority of functionality being released in one go; e.g. a payroll program, GST introduction, currency change.

Ability to deliver in short cycles.

Welcome John Smith

Project Pathfinder - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

Organisation: Project Name:

8 Speed to market or speed to value are critical

☐ Strongly Agree

☒ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Back Next

Category: Project Benefits

Guidance:

Agile methods are well suited to development of new products or services and market testing new ideas, where speed to market may be critical to the success of the initiative. Direct collaboration with customers and end users combined with short sprints results in greater speed and alignment of delivered features to user needs, albeit in feature increments.

Traditional methods may be better suited where timelines are not as critical and where a significant volume of features is required before the solution is able to be used.

Overall Progress: Entry Form Methodology Selector Defined Methodology Deliverable Selector Final Dashboard Progress of this Section: 8 of 29

Restart All

All Rights Reserved for Seven Consulting
www.sevenconsulting.com
40.32.10.10

Agile



- A product owner is essential to work with the team and be available to provide quick decisions.
- On large programs, you may need multiple product owners covering different areas with one overall decision maker.
- On small projects, a part time product owner that is available daily would likely suffice.

Traditional



- Reviews can be done in larger blocks although the time this takes clearly creates time delays versus agile.
- Can suffer from management by committee.
- There may be some advantages in seeing the end-to-end requirements, design etc.

A knowledgeable Product Owner is appropriately assigned to the project

Welcome John Smith

Project Pathfinder - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

Organisation: Project Name:

16 A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and could be assigned

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Back Next

Category: Flow of Knowledge

Guidance:

It is essential to the success of agile methods that an appropriate Product Owner be assigned to the project. The Product Owner must be knowledgeable in the project vision and product domain and be empowered to take decisions on prioritisation and acceptance of features. Traditional methods generally use group forums for deliverable review and approval and steering committees for decision making. These mechanisms are inadequate to support the demands of agile for rapid decision making and resolution of blockers.

Overall Progress: Entry Form Methodology Selector Defined Methodology Deliverable Selector Final Dashboard Progress of this Section: 16 of 29

Restart All

All Rights Reserved for Seven Consulting
www.sevenconsulting.com
40.32.10.10

Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

Agile



- Hard to move to continuous development, testing and release if the supporting elements are not in place for this.
- Many companies need time to put these in place before they can run true agile programs.
- The need for proper environment and tooling is especially true at scale and for non digital and highly integrated systems.

Traditional



- Simpler for traditional projects as they have more time in parallel with requirements, design and build, to put these items in place where they don't exist.
- Fewer and less complex tooling generally required for traditional projects.

Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

Welcome John Smith

Project Pathfinder - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

Organisation: Project Name:

25 The development tools necessary for continuous software integration are in place

☐ Strongly Agree

☐ Agree

☒ Neutral

☐ Disagree

☐ Strongly Disagree

Category: Presence of Enablers

Guidance:

Agile methods utilise short duration sprints to deliver working outputs (software) for implementation or feedback. Productivity is paramount and is best enabled using a continuous integration approach. This approach requires specific tools and development practices which must be fully available early in the project. Traditional methods can also benefit from continuous integration techniques, however, there is generally time available whilst requirements and design phases are underway to establish the required tools and practices.

Overall Progress: Progress of this Section:

All Rights Reserved for Seven Consulting
www.sevenconsulting.com
40.32.10.10

Project Pathfinder - Selected Approach

Project Pathfinder - Defined Methodology

Step 2 Result: Delivery Model - determine most appropriate delivery model (agile, traditional, or hybrid)

Organisation: <Organization>

Project Name: <Project Name>

Agile Suitability Score (do the project characteristics suit agile?):

76.0%

The recommended delivery model for this project is

Agile

Agile Readiness Score (is the organisation ready to execute agile?):

100.0%



Question	Response	Advice	Execution Risk to Go Agile	Execution Risk to Go Traditional
1. The requirements for the project are well known or not likely to change	Strongly Agree	The agile methods supports the ability to capture and modify requirements as feedback is gathered. The feedback validates the features necessary to achieve the business outcomes. Not requiring this limits Agile's effectiveness.		
2. Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback from the business and/or the customers. These sub-sets will be parts of the solution that are either the key or highest risk that need to be handled earliest.		
3. The project is critical to business operations	Strongly Agree	Agile methods will be used to incrementally develop the product. However, each increment may not be deployed to end users until the entire solution is complete and has undergone the required integrated testing.		

Showing 1, 2 and 3 out of 5 items

Next Page

Overall Progress: Entry Form Methodology Selector **Defined Methodology** Deliverable Selector Final Dashboard

Progress of this Section:

Restart All

All Rights Reserved for Seven Consulting
www.sevenconsulting.com

40.32.10.10

Not every delivery decision is resolved by working out whether we should deliver via an agile, traditional or blended approach.

- There is a second series of questions to be considered, such as:
- Do we need to do a parallel run?
- Do we need to test operability of the new system?
- Do we need to do performance, DR/BCP, or Security testing?
- Do we need to perform a dress rehearsal?
- Do we need to do a pilot?

Project Pathfinder - Agile / Traditional agnostic question examples.

Welcome John Smith

Project Pathfinder - Deliverable Selector

Step 3: Complete this questionnaire to find out deliverables required according to the selected approach of your project.

Organisation: Project Name: Recommended Approach: Selected Approach:

Architecture

1. Is the new system critical to business operations within 24 hours of an outage? ☒ Yes ☐ No

2. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems? ☐ Yes ☒ No

3. Is the project impacting a mission critical application environment? ☐ Yes ☒ No

4. Is there high impact to operations? ☐ Yes ☒ No

5. Is a proof of concept an option? ☒ Yes ☐ No

6. Are there adequate and appropriate resources to support a proof of concept? ☒ Yes ☐ No

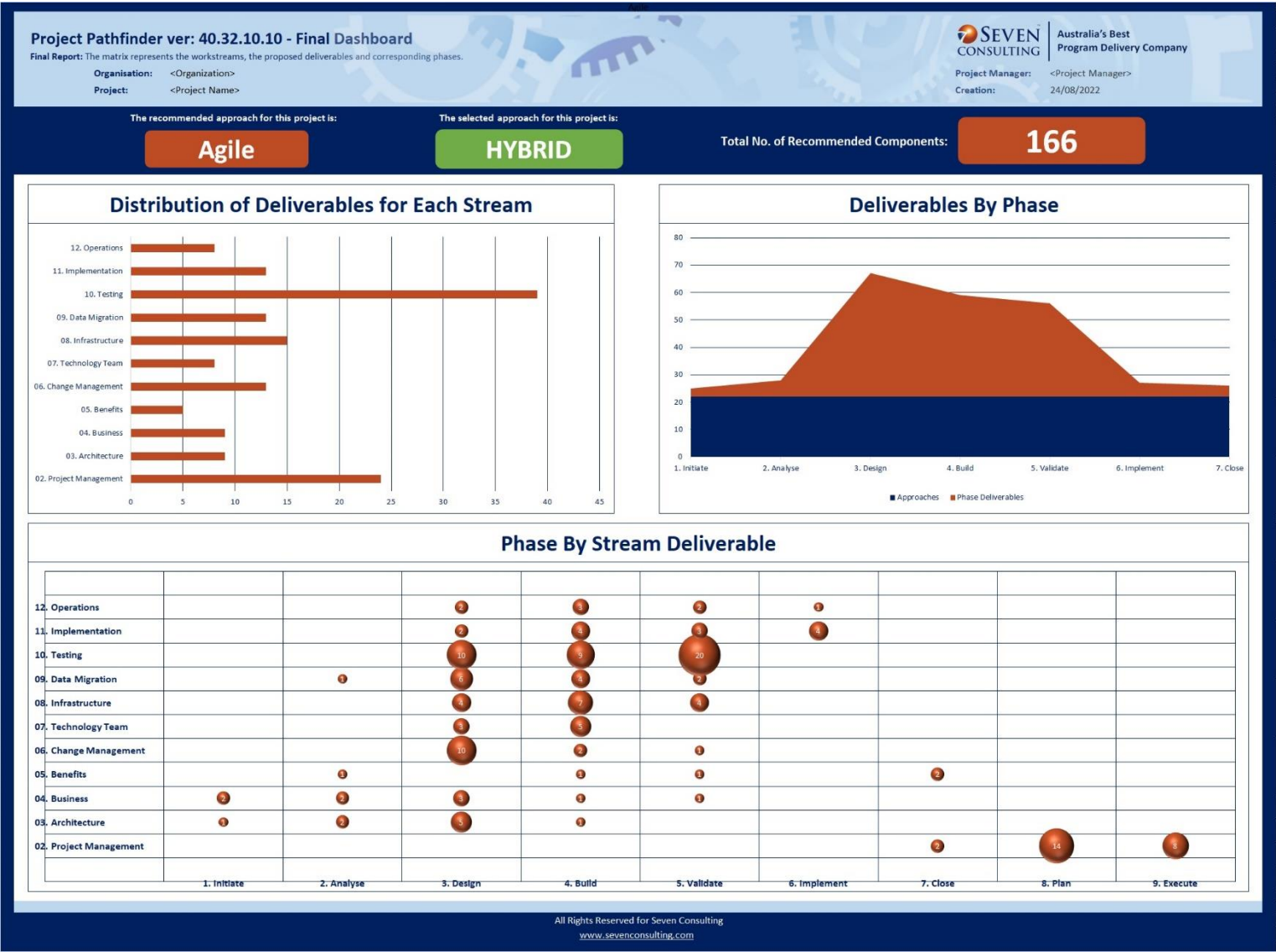
7. Will the time line allow for running a proof of concept? ☒ Yes ☐ No

8. Is there sufficient budget to support running a proof of concept? ☐ Yes ☒ No

Overall Progress: Progress of this Section: 2 of 10

All Rights Reserved for Seven Consulting
www.sevenconsulting.com
40.32.10.10

Project Pathfinder Example Output



All Rights Reserved for Seven Consulting

www.sevenconsulting.com

Project Pathfinder Example Output

Component Library

Lists suggested deliverables and activities by phase and stream

Project Pathfinder - Methodology Advice
Advice where the program / project does not meet the requirements of the recommended method.

Organisation: <Organization>
Project: <Project Name>

Agile (87.9%) Agile Suitability Score
Agile Readiness Score

Selected Approach: **HYBRID**

QID	Question	Response	Risks to go Agile
1	The scope of the project is able to be changed once it has begun	Strongly Agree	
2	The requirements for the project are well known or not likely to change	Strongly Agree	The agile methods supports the ability to capture and modify requirements. The feedback validates the features necessary to the business outcomes. Not requiring this limits Agile's effectiveness
3	There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Agree	
4	Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback and/or the customers. These sub-sets will be parts of the business and/or the customers. That are either the key or high value items that are either the key or high value items
5	The project is critical to business operations	Strongly Agree	Agile methods will be used to increment may not be deployed and has undergone the requirements
6	Flexibility is required to adapt to changing market conditions	Strongly Agree	
7	The effort required to complete the project can be easily estimated	Strongly Agree	Agree on the estimation approach. The team will do effort estimation that agile methods within several sprints as the team
8	Speed to market or speed to value are critical	Strongly Agree	
9	The tested deliverables can be implemented in short cycles	Strongly Agree	
10	Rapid, iterative delivery of functionality / features is more important than implementing a feature-rich product	Strongly Agree	
11	The risk of breaking existing working system or business process functionality is	Strongly Agree	

Project Pathfinder - Deliverable Library
The library provides a description for each deliverable, as well as template links where applicable

Organisation: <Organization>
Project: <Project Name>

Recommended Approach: **Agile**
Selected Approach: **HYBRID**

Phase	Stream	Project Deliverables	Description	Link
1. Initiate	01. Agile	Product Vision / Concept Paper	The product vision is the overarching goal you are aiming for, the reason for creating the product. It provides a continued purpose in an ever-changing world, acts as the product's true north, provides motivation when the going gets tough, and facilitates effective communication.	Link to KB
	03. Architecture	Proof of Concept	When a new system needs to be implemented, there are two different ways to adopt this new system: a Big Bang Implementation or a Phased Implementation. A Big Bang Implementation switches between the old and new system on a single date, the so-called "instant changeover of the system". All users commence using the new system at the same date and the old system will not be used anymore from that moment on.	NA
			A Phased Implementation deploys the new system in a number of releases (or iterations). After each release, the system is a little nearer to be fully adopted. The Big Bang Implementation is riskier than a Phased Implementation as there are few learning opportunities incorporated in the approach. As a result, a Rollback Plan is even more critical if adopting a Big Bang Implementation. As a further support to both implementation approaches is a Pilot implementation. A Pilot allows the new system to be trialled by a sample set of end-users to ensure the solution operates as expected.	
			If the solution is green field or new to market, it may be necessary to demonstrate its feasibility. This involves building a partial solution representative of the full solution, and hence is small in nature and not production capable. This is known as a Proof of Concept (in a technical context).	
2. Analyse	04. Business	Project Scope	Scope statements may take many forms depending on the type of project being implemented and the nature of the organisation. The scope statement details the project deliverables and describes the major objectives. The objectives should include measurable success criteria for the project.	Link to KB
		High Level Business Requirements	A sub-set of overall requirements management, high level statements of the goals, objectives, and outcomes that describe why a project/change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.	Link to KB
	01. Agile	Product Backlog	In Agile, the Product Backlog is simply a list of all things that need to be done within the project. It replaces the traditional requirements specification artefacts. These items can have a technical nature or can be user-centric e.g. in the form of user stories.	Link to KB
	03. Architecture	High Level Design Architecture (Project)	A high level document/s defining the design of the solution. Normally undertaken in after high level requirements. High-level design (HLD) explains the architecture that would be used for developing a software product. The architecture diagram provides an overview of an entire system, identifying the main components that would be developed for the product and their interfaces. The HLD uses possibly nontechnical to mildly technical terms that should be understandable to the administrators of the	Link to KB

Project Pathfinder - Component Selector
Below are the responses to the Component Selector Questions

Organisation: <Organization>
Project: <Project Name>

Recommended Approach: **Agile**
Selected Approach: **HYBRID**

Group	Area	Question	Response
G0010	Agile	01. Is the solution highly complex?	NA
G0020	Architecture	02. Do the requirements require prioritisation for delivery?	Yes
		01. Is the new system critical to business operations within 24 hours of an outage?	Yes
		02. Is Disaster Recovery and Business Continuity Plan critical for new / changed systems?	Yes
		03. Is the project impacting a mission critical application environment?	Yes
G0030	Business	04. Is there high impact to operations?	Yes
		05. Is a proof of concept an option?	Yes
		06. Are there adequate and appropriate resources to support a proof of concept?	Yes
		07. Will the time line allow for running a proof of concept?	Yes
G0040	Change Management	08. Is there sufficient budget to support running a proof of concept?	Yes
		09. Is there a need to formalise service levels regarding any new environments being delivered?	Yes
		02. From an application perspective, is an improved and optimal end user experience important?	Yes
		03. Do deliverables need to be formally approved?	Yes
G0050	Infrastructure	01. Are individual business roles impacted by the change?	Yes
		02. Does the project cause business process change?	Yes
		03. Is end user training required?	Yes
		04. Is there material business impact?	Yes
G0060	Testing	05. Are there changes to the future operating model?	Yes
		01. Is physical infrastructure required?	Yes
		02. Are there material changes to data structure?	Yes
		03. Is the project building or updating infrastructure?	Yes
		01. Are there performance requirements?	Yes
		02. Are service levels linked to penalties?	Yes
		03. Is non functional performance critical?	Yes
		04. Is there more than one application being changed?	Yes

Component Selector
Lists the responses to the Component questions for reference

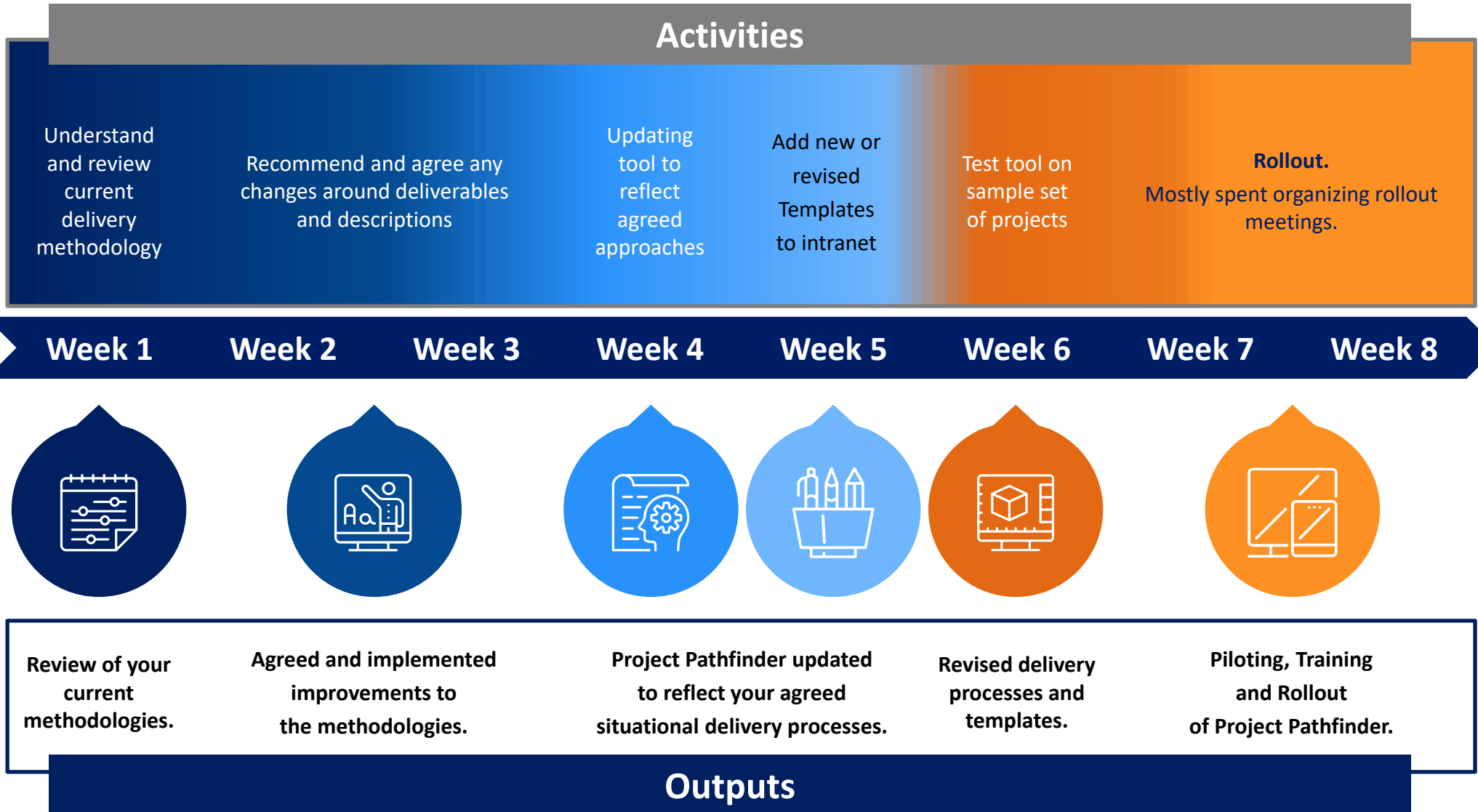
Methodology Advice

Lists the responses to the Methodology questions and displays advice as appropriate

Tool Outputs within 30 minutes

1. Recommended delivery approach for your program.
2. The risks with that approach and suggested mitigants.
3. Deliverables by phase and workstream.
4. Automatically created schedule including dependencies.

Tool implementation steps and median durations



1. Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.
2. Increased ability to define delivery approach far more quickly.
3. Reduced level of project management oversights or omissions.
4. Leading to better project outcomes.
5. This can be further extended to look at how each project should fit into your portfolio governance and assurance structure.

Project Pathfinder Licence Costings

<u>Number of users</u>	<u>Monthly cost</u>	<u>Estimated cost per user per month</u>	<u>Annual Coaching Pack</u>	<u>Email support</u>	<u>Access to monthly Master Classes</u>
1-5	\$ 5,000	\$ 1666	10 hours	y	y
6-20	\$ 10,000	\$ 769	20 hours	y	y
21-50	\$ 15,000	\$ 428	30 hours	y	y
51-200	\$ 30,000	\$ 238	50 hours	y	y
201+	\$ 50,000	\$ 166	100 hours	y	y

Our projects so far:

2007

Villawood Detention Centre (Sydney)

2008

South Australian Detention Centre (Sydney)

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2011

Cambodian School Build (Sydney)



2012

Barnardo's Kingston House (Sydney)



2013

Youth off the Streets (Sydney)



2015

- Jesuit Refugee House – Blaiket (Syd)
- Hanover Crisis Centre (Melb)



2019

- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)



2018

- Erin's Place (Sydney)
- Concordia Children's Services (Manila)
- Mad Women Foundation (Melb)



2017

- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)



2016

Marian Villa (Sydney)



2020 – DONATION DRIVE

Although physical volunteering was no longer an option due to health concerns, Project 7 gave back to the community, by donating \$104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most.



2021 – Mini Project 7

In 2021, Seven Consulting continued to acknowledge the importance of fostering a community presence. Despite the restrictions brought on by the COVID-19 pandemic, the Project 7 initiative was able to provide help to those community causes that needed it most. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

Seven Consulting is a proud sponsor of Australia's National Football side, the CommBank Matildas and Australia's Women's Basketball team, the Seven Consulting Opals

We are extremely proud to be official sponsors of Australia's best teams.
The CommBank Matildas and the Seven Consulting Opals.

We are also providing paid internships for a number of the Matildas (**Tameka Yallop**, and **Elise Kellond-Knight**), to support their post-sporting careers.

CONGRATULATIONS

Seven Consulting looks forward to both
the CommBank Matildas and the
Seven Consulting Opals welcoming
the world to Australia.



Tameka Yallop

**Elise
Kellond-Knight**





Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018



Seven Consulting Pty Ltd ABN 44 100 234 179

SYDNEY Level 13, 179 Elizabeth Street, Sydney, New South Wales 2000 **+61 (0)2 8267 5000**

MELBOURNE Level 5, 520 Collins Street Melbourne, Victoria 3000 **+61 (0)3 9617 8200**

MANILA Level 4 PNB Makati-Allied Bank Centre, 6754 Ayala Ave, Cor. Legazpi Street, Makati City, Philippines

www.sevenconsulting.com