



Australia's Best
Program Delivery Company

Partnering to deliver the change needed for a better future

Seven Consulting Program Mobilisation Services



Major Sponsor of the



CommBank
MATILDAS



SEVEN CONSULTING
OPALS

TEAMWORK • TRANSPARENCY • DELIVERY



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.



PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

All of our clients are reference sites



Change Management Services

We provide program change management, adding value from the start of an initiative through to realising benefits. We also support the integration of change management at an enterprise level to improve portfolio performance.



Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.



Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

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	 vodafone Client Since 2009	 Woolworths Australia's fresh food people Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund Australia's Sovereign Wealth Fund Client Since 2015	 Colonial First State Client Since 2015	 agl Client Since 2017
 OPTUS Client Since 2017	 alintaenergy Client Since 2018	 BNP PARIBAS Client Since 2018	 indue Client Since 2018	 ST VINCENT'S HEALTH AUSTRALIA Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 Healthscope Client Since 2019	 CITY OF MELBOURNE Client Since 2019
 THE UNIVERSITY OF SYDNEY Client Since 2019	 AUSTRALIAN INSTITUTE of COMPANY DIRECTORS Client Since 2020	 InvoCare Innovation Vocation Care Client Since 2020	 Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA Client Since 2021	 CSR Client Since 2021	 MELBOURNE GIRLS GRAMMAR AN ANGLICAN SCHOOL Client Since 2021	 NSW GOVERNMENT Client Since 2021	 dexus Client Since 2022
 Equity Trustees Client Since 2022	 SUPER FUTURE Client Since 2022	 iress Client Since 2022	 AEMO AUSTRALIAN ENERGY MARKET OPERATOR Client Since 2023	 COINVEST LONG SERVICE LEAVE Client Since 2023	 vic roads Client Since 2022	 Greater Bank Client Since 2023	

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2023	99.31%	6,206
2022	99.20%	13,191
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%



"The team from Seven has integrated effectively with IVC and shows they understand the business."



"Seven is one of the most prestigious consultancies in Australia and most of the Seven Consultants I have come across at my current and previous organisation prove that."



"Strong program delivery capability with the flexibility to scale up and down quickly to meet program and business needs. Look to continue to bring the best of the Seven ecosystem to clients to demonstrate the value-add."



"Good people and a focus on support from the central organisation when required."



alintaenergy

"Very happy with the level of organisation and governance the Seven project/program managers bring to our more complex initiatives."



Commonwealth Bank

"Every Seven consulting person I have ever worked with has been very good at what they do."

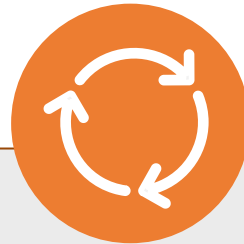


How do we get to 98+% customer satisfaction?



People

- 100% permanent workforce, tested extensively through a robust recruitment process.
- High employee engagement.
- Hands on owners that have delivered major programs.
- Training allowances and internal learning sessions.
- Comprehensive mentoring.
- 95% SAFe® qualified and internal trainers.



Process

- Regular structured quality assurance of all assignments.
- Weekly review of all assignments' status.
- Industry leading Customer Satisfaction and NPS management.
- Bench support available at no cost to client.
- Holidays and illness cover for clients.



Tools

- Dedicated project tools team.
- Program Delivery approach designed with Pathfinder.
- Delivery approach risks defined with Pathfinder.
- Schedule integrity measured with Healthcheck tool.
- Project reporting with dashboards and scorecards.
- Portfolio optimisation tool.

All our clients are reference sites.

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.

Effective mobilisation of a Program is critical to improving the likelihood of a program's success. Often there are questions and uncertainty about how a program will be delivered and by whom, especially when working in complex organisations with network or virtual team resourcing models. Running a structured mobilisation phase will answer these questions and ensure the program has what it needs to deliver effectively.

Seven Consulting's program mobilisation service will bring qualified practitioners and a structured process to ensure that your program is set up for success from the beginning.

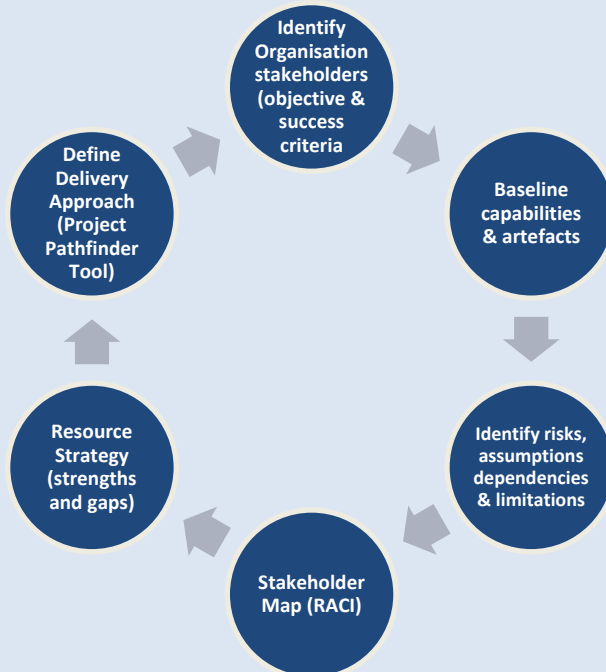
- Our experienced practitioners engage with a broad range of stakeholders to ensure we have fully understood the program objectives and the enterprise delivery capability.
- Key artefacts will be reviewed against our own best practice benchmarks to investigate all areas that may affect success.
- Industry best practice capability frameworks will be used to drive the design of your program structure with the right program management processes and tools.
- We collaborate closely with your team to verify our findings and make sure our recommendations are practical and achievable.
- Our PMO and governance toolsets will create robust plans and schedules for successful execution.
- We will bring our experience of delivering programs across some of Australia's most complex companies, spanning different industry groups and technology domains, to find the most effective model for your enterprise.
- Your internal delivery capability will be independently assessed by our team and factored into the program resource strategy.
- The Seven team will leverage our depth of experience in vendor management to provide valuable input into vendor sourcing and contracting.

Program Delivery Approach

Seven Consulting's approach to program mobilisation includes *Discover* (the scope, objective, benefits and delivery approach), *Design* (the structured define the baseline) and *Deploy* (the team, processes and tools to deliver the program).

DISCOVER

Establish the program scope, objective, benefits and delivery approach.



Program core team will have a holistic view of the enterprise and the intended change to enable an effective mobilisation.

DESIGN APPROACH

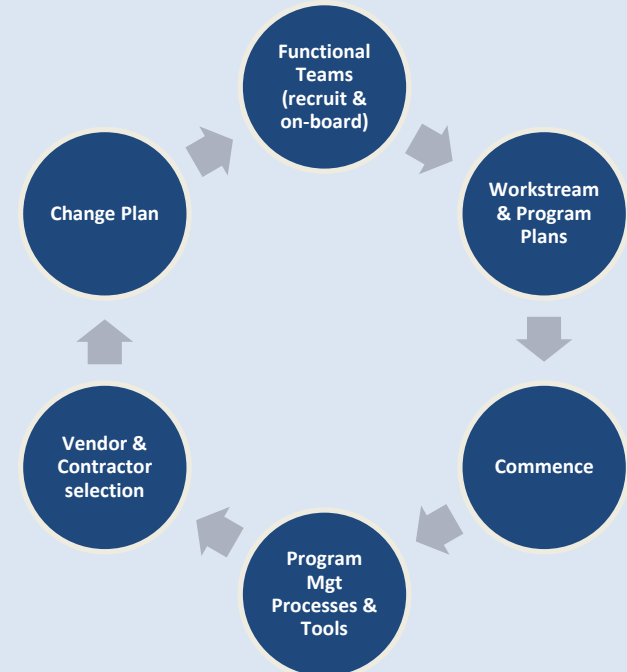
Design the target state program structure and based on this, define the initial program baseline. Deliver the core project management governance artefacts for the program.



Agreement between the key stakeholders and the program leadership of the program approach, structure and governance with the first view of the program plan.

DEPLOY

Establish and build the team, processes, tools & forums to successfully deliver the program.



An effective and engagement team backed with clear plans as well as the right governance, processes and controls to drive success for the next phase of the program.

Key Area	Artefact /Deliverable	Roles
Identify Organisation Stakeholders (objectives and success criteria)	<ul style="list-style-type: none"> • Program Charter (scope, objectives, approach, success criteria) • Stakeholder Analysis • Capability statement 	<ul style="list-style-type: none"> • Project Sponsor – Owns the program charter • Change Lead – Owns stakeholder analysis and capability statement
Baseline capabilities and artefacts	<ul style="list-style-type: none"> • Scope • Business Solution Architecture • Deliverables matrix • Resource Capability Gap Analysis • Program Logistics – space / equipment / tools schedule 	<ul style="list-style-type: none"> • Business owner – Owns the scope • Business Solution Lead – Owns the business solution architecture • Program Director – Owns deliverables matrix • PMO lead – Owns resource capability gap analysis and program logistics
Identify risks/ assumptions/ dependencies/ issues	<ul style="list-style-type: none"> • RAID (Risk / Assumptions/ Issues / Dependency Register) 	<ul style="list-style-type: none"> • PMO Lead
Stakeholder Map	<ul style="list-style-type: none"> • Stakeholder Matrix (RACI) 	<ul style="list-style-type: none"> • PMO Lead
Resource Strategy	<ul style="list-style-type: none"> • Resource Plan (mapped into programme schedule) • Agree roles and responsibilities 	<ul style="list-style-type: none"> • PMO lead
Define Delivery Approach	<ul style="list-style-type: none"> • Delivery approach (Agile or traditional or hybrid) – see the following Seven Consulting's Project Pathfinder Tool slide 	<ul style="list-style-type: none"> • Program Director – Owns the process of delivery approach definition • PMO Lead/Change Lead - Work with stakeholders to update the Pathfinder questionnaire to define the delivery approach

Key Area	Artefact /Deliverable	Roles
Delivery Approach Approved	<ul style="list-style-type: none"> • Delivery Approach • Program Charter • Benefits Realisation Plan 	<ul style="list-style-type: none"> • Program Director
Programme Management Plan approved (PMP)	<ul style="list-style-type: none"> • PMP • Program governance artefacts • Steering Committee Charter • Program Operating Model • Program processes • Workstream delivery structure (Org Chart) 	<ul style="list-style-type: none"> • Program Director – PMP, Program governance artefacts, Steering Committee charter, Program Operating Model • PMO Lead – Program processes and workstream delivery structure
Workstream Scope Statement	<ul style="list-style-type: none"> • Scope (Program Charter, PMP) 	<ul style="list-style-type: none"> • Program Director
Change Management	<ul style="list-style-type: none"> • Impact Assessment 	<ul style="list-style-type: none"> • Change Lead – Engages with the audience and owns the Impact Assessment
Business Case Approved	<ul style="list-style-type: none"> • Business Case 	<ul style="list-style-type: none"> • Business Owner/Program Sponsor
Financial Model Populated	<ul style="list-style-type: none"> • Business Case Financial Model 	<ul style="list-style-type: none"> • Lead Financial Analyst
RAID logs	<ul style="list-style-type: none"> • RAID logs/registers 	<ul style="list-style-type: none"> • PMO Lead

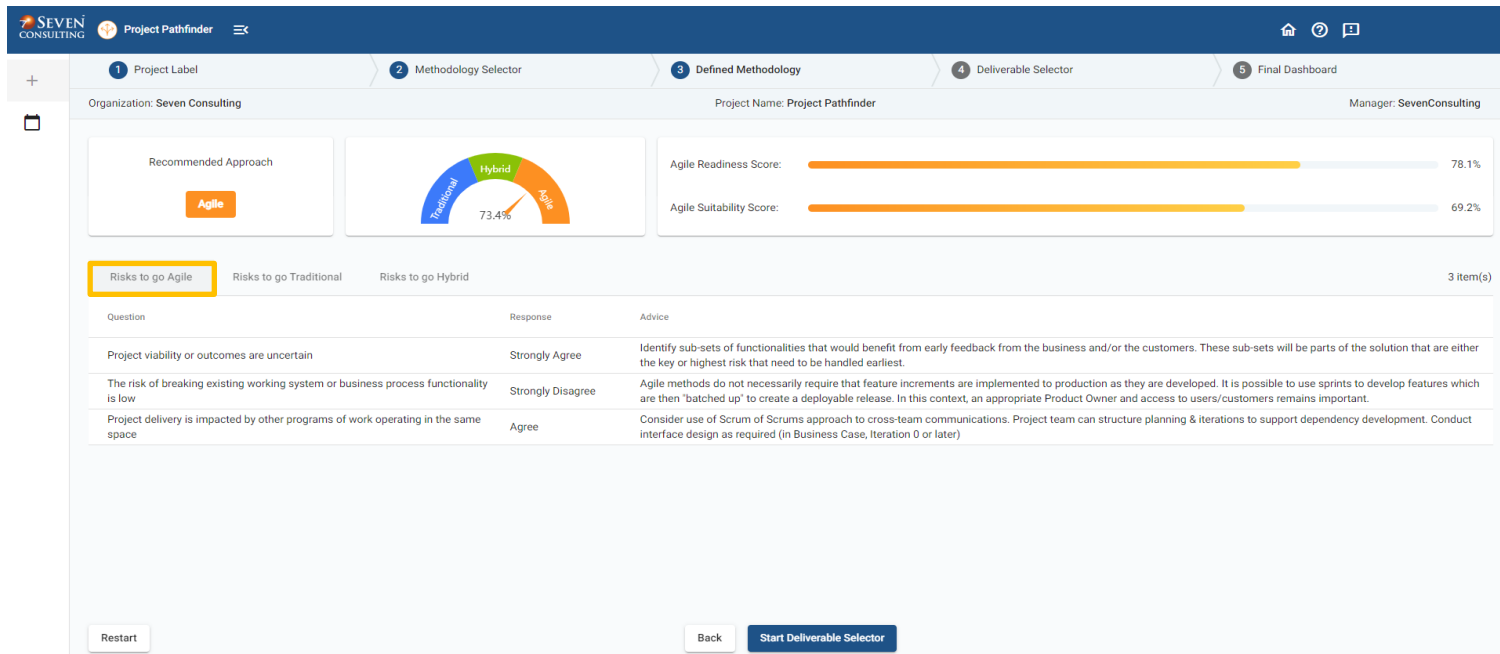
Deploy Approach

Key Area	Artefact /Deliverable	Roles
Functional Teams	<ul style="list-style-type: none"> Position Descriptions (roles & responsibilities) Recruitment process <ul style="list-style-type: none"> Onboarding and induction process 	<ul style="list-style-type: none"> Team Leads
Workstream and program plans	<ul style="list-style-type: none"> Program Prioritisation statement Program schedule Resourcing plan 	<ul style="list-style-type: none"> Program Director – Owns program prioritisation statement PMO Lead – Owns program schedule and resourcing plan
Commence	<ul style="list-style-type: none"> Program Schedule/Tracking 	<ul style="list-style-type: none"> PMO lead – Owns program schedule and tracking
Program mgt processes and tools	<ul style="list-style-type: none"> Program Management Plan (PMP) Program tools Program controls: <ul style="list-style-type: none"> progress reporting metrics, meeting schedules Quality plan RAID Register(s) Document Management System 	<ul style="list-style-type: none"> Program Director – Owns the PMP PMO Lead – Owns program tools and program controls
Vendor and Contract selection	<ul style="list-style-type: none"> Evaluation committee (Program Sponsor, Program Director, Legal, Commercial Mgr, plus others) Vendor Selection/ Evaluation processes (ROI, RFT, RFP, POC) 	<ul style="list-style-type: none"> Program Sponsor – Owns plan contracts Program Director – Owns vendor processes
Change Management	<ul style="list-style-type: none"> Change Management Strategy and Plan 	<ul style="list-style-type: none"> Change Lead – Owns the change management strategy and plan

Seven Consulting's Project Pathfinder

Over the last three years we have developed a cloud-based tool that helps us, within 30 minutes, to create the following outcomes for any project:

- Agree the optimized project delivery approach, Agile, Traditional (waterfall) or Hybrid.
- Where the recommended approach is a hybrid 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, JIRA or exports in various formats



The screenshot displays the 'Project Pathfinder' tool interface. The top navigation bar includes the Seven Consulting logo, the tool name 'Project Pathfinder', and a hamburger menu. Below this, a progress bar shows five steps: 1. Project Label, 2. Methodology Selector, 3. Defined Methodology, 4. Deliverable Selector, and 5. Final Dashboard. The current step is 'Defined Methodology'.

Key information displayed includes:

- Organization: Seven Consulting
- Project Name: Project Pathfinder
- Manager: SevenConsulting

The 'Recommended Approach' section shows 'Agile' as the selected option. A gauge chart indicates a 'Hybrid' approach with a score of 73.4%. To the right, two horizontal bar charts show 'Agile Readiness Score' at 78.1% and 'Agile Suitability Score' at 69.2%.

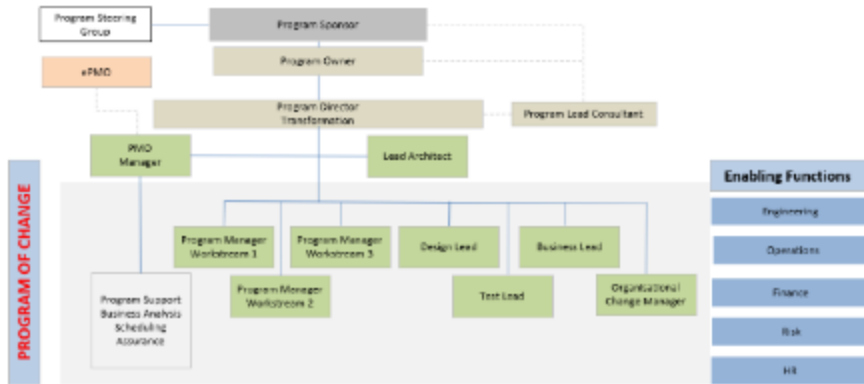
The 'Risks to go Agile' section is highlighted, showing a table of risks and advice:

Question	Response	Advice
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.
The risk of breaking existing working system or business process functionality is low	Strongly Disagree	Agile methods do not necessarily require that feature increments are implemented to production as they are developed. It is possible to use sprints to develop features which are then "batched up" to create a deployable release. In this context, an appropriate Product Owner and access to users/customers remains important.
Project delivery is impacted by other programs of work operating in the same space	Agree	Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)

At the bottom, there are buttons for 'Restart', 'Back', and 'Start Deliverable Selector'.

Program Mobilisation – Example Outputs

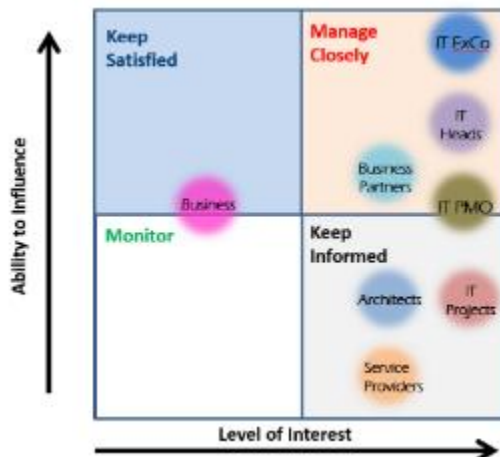
Program Structure



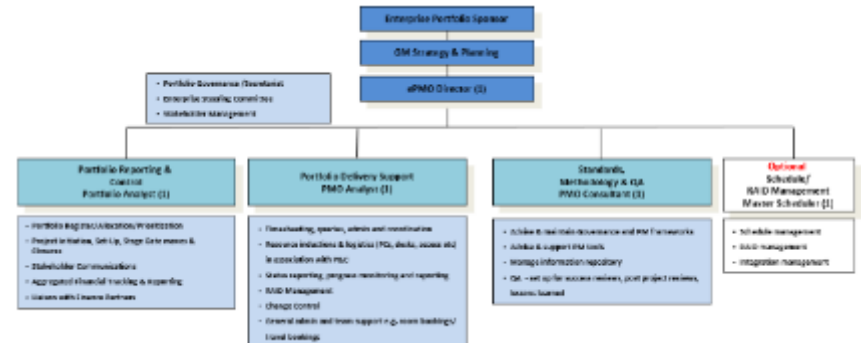
Workstream Scope Statement

Work stream: Applications	Work stream Manager: Mike Dering
Prime company: VWA	Supporting Companies: RFP Vendors, TechM, App Vendors
Key Stakeholders Sign-off Objectives: To provide all application information required to: <ul style="list-style-type: none"> Ensure that target applications are identified, along with their end-state profile, and the high level actions required to reach this end-state. Ensure that all non-target applications are identified for decommissioning as part of Data Centre exit, with associated dates and timelines for when these can occur, so that legacy facilities can be exited in a timely manner without business impact. Ensure all data required for appropriately contracting data centre program with vendors is collected. 	
Deliverables: <ul style="list-style-type: none"> Application Inventory: VWA Application End State Identification: VWA Application Migration Strategy: VWA 	
Dependencies: <ul style="list-style-type: none"> End State Architecture (Architecture Workstream) VWA Roadmap (External to Initiative) 	
Out of Scope: VWA, CRM and Networks Applications Application Consolidation Planning	
<ul style="list-style-type: none"> Infrastructure Discovery: TechM Capacity Discovery: TechM Configuration Item CMDB: TechM Data Quality Control: VWA System Interdependencies: VWA Required Technical Information Metadata (Technical Workstream) Data Centre exit Data (Technical Workstream) Business impact analysis (Business Workstream) Operational requirements (Operations Workstream) 	

Stakeholder Map



PMO Functions



Program Mobilisation – Experience

News Corporation

Seven Consulting undertook a 6 week planning and mobilisation activity at News Corporation to prepare a Technology Roadmap, Business Case and Capability Model for an advertising sales transformation program.

Seven Consulting's work enabled News Corporation to:

- Gain a common understanding of the program objectives and alignment of the business and technology goals.
- Mobilise business and technology staff to work on the common solution, underpinned by a properly funded and detailed program plan.



Seven Consulting was engaged by QBE in December 2014 in recognition of the need to reset the OneHR@QBE Transformation program.

After a discovery review, Seven Consulting proposed and introduced a new program structure, more appropriate governance framework and established key program processes and controls within the program. The right team was put in place for the overall program leadership, PMO, and leadership of the global technology and testing workstreams. A One Team approach was introduced to ensure that the whole program team were focused on the successful delivery.

Phase 1 of the program went live in Aug 2015 on time and under budget.



Wealth

Seven Consulting was asked to lead the creation of a Delivery Strategy for the Reporting & Disclosure program, and to address issues of governance, organisation, planning, resourcing, change management and vendor engagement. Involving around 30 key stakeholders from across NAB Wealth departments, a series of focused workshop and feedback sessions were held to mobilise the program.

As part of this planning phase, the scope and high level requirements were defined. Using these, Seven Consulting created an end-to-end program plan, program organisation, resource and cost model. The governance and assurance structure was agreed within the existing portfolio governance model and trustee assurance framework. Finally, the vendor engagement strategy for the technology solution was confirmed.

After the strategy and mobilisation phase was completed, Seven Consulting were subsequently asked to lead a major area of the program.

Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customise and optimise project delivery based each project's and organisation's key characteristics.
2. Reduce the level of project management oversights or omissions.
3. Identify delivery approach risks and mitigants.
4. Create a draft schedule in MS project or JIRA with streams, phases, deliverables, tasks and dependencies.
5. Enable better project outcomes.
6. All in 30 minutes or less.



Visit us for more information:

<https://www.sevenconsulting.com/project-pathfinder/>

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
Barnardos 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 Childrens Services (Manila)
• Mad Women Foundation (Melb)



2017
• Launch Housing (Melbourne)
• Cerebral Palsy Foundation (MNL)



2016
Marian Villa (Sydney)



2020 – DONATION DRIVE
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. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

2022

- M.A.D. Woman (Melbourne) *The pencil case challenge*
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)





SEVEN CONSULTING DELIVERY SUMMIT



The purpose of the Seven Consulting annual Delivery Summit is to share our clients' best practice in program and project delivery. It also serves as a celebration of success and a thank you, training and networking opportunity for our clients and their selected delivery leads.

Some of the Delivery Summit Speakers include:

Richard Heeley, CIO – Head of Technology, Macquarie BFS; **Jacqui Visch**, Chief Technology and Data Officer, AMP; **Tanya Graham** Alinta Energy – Chief Transformation Officer; **Bob Hennessy** Lendlease Group CIO; **Malcolm Pascoe** Former SAI Global, Sydney Trains – CIO; **Owen Eaton**, Business Transformation & Strategy Executive, NAB; **Bob McKinnon**, Co-Founder & Director, Mirin Digital; **Mel Parks**, Chief Transformation Officer, QBE; **Clive Dickens**, VP Product Development, TV and Content, OPTUS; **Dr. Catriona Wallace**, CEO, Ethical AI Advisory; **Mirella Robinson**, CITO – Chief Information; Technology Officer, CBUS; **Nicole Pelchen**, Chief Technology Officer, Link Group; **Seth Holmes**, Chief Transformation, Government Relations & Corporate Services, VicRoads; **Sarah Rees-Williams**, Executive Director, Macquarie Bank; **Nikki Watts**, Division Director, Macquarie Group; **Abdullah Khan**, Former Director, Group Technology, AMP

The 2023 Seven Consulting Delivery Summit received an **NPS of 73**.

Some of our Delivery Summit Supporting Organisations



Visit us for more information:

www.sevenconsulting.com/seven-consulting-delivery-summit

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 the CommBank Matildas welcoming the world to Australia and a congratulations to the Seven Consulting Opals for winning Bronze in the FIBA Women's World Cup 2022



Tameka Yallop

Elise Kellond-Knight





Australia's Best Program Delivery Company

Partnering to deliver the change needed for a better future

Award Winning Company

Woolworths 
The fresh food people
Woolworths Group IT
Exceptional Services Award
Winner 2018



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