

Australia's Best Program Delivery Company

Partnering to deliver the change needed for a better future

Seven Consulting's Project Pathfinder

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



SEVENCONSULTING

Seven Consulting proudly supports the world-class Australian women's team, the Seven Consulting Opals, currently ranked No. 3 globally and bronze medal winners in the FIBA Women's World Cup. We also sponsor the Financy Women's Index, promoting gender financial equality in Australia.





Seven Consulting - Services





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

Seven Consulting – Products & Services









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.











Client Since 2015







Client Since 2018



Client Since 2018



















Client Since 2022



Client Since 2022



Client Since 2022



Client Since 2021



Client Since 2022







Client Since 2023

Australian Super



Client Since 2023



Client Since 2023

Our clients and team are our top priority



Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2023	99.50%	11,223
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		
Dec'23	95.32%		
Jun'23	97.66%		
Dec'22	97.82%		
Jun'22	98.20%		
Dec'21	97.92%		
Jun'21	98.40%		

OInvoCare

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

WOOlWOrths The fresh food people

"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."



"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? SEVEN





People

- Over 95% 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.

Problem Statement



- Declan Boylan, the founder of Seven Consulting's background is the accountancy profession, which is a mature industry with 1000's of years of experience, where there are few variants in delivery approach between firms and individuals.
- However, Technology Project Management is still 60 years young and maturing industry, so not boring ☺
- In our industry, if you asked two good program managers to design a delivery approach for the same program with same information and gave them two weeks to do that, you would be lucky to get a 75% overlap.
- It is likely that both would have overlooked some necessary elements, which will likely impact our ability to meet our baseline targets, around time, cost, scope and quality.
- Therefore, the design of program delivery approaches are immature, slow and inaccurate.
- Why should that be the case? Can we fix it? There was no material solution in the marketplace.
- This was the genesis of Seven Consulting's Pathfinder Tool.

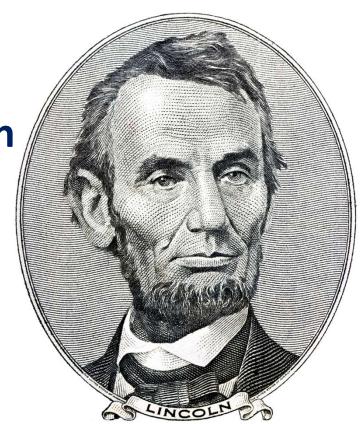


Genesis of a solution



"Give me six hours to chop down a tree, and I will spend the first four sharpening the axe"

- Abraham Lincoln



Genesis of a solution



- Firstly, we recognise there is no single best way to deliver all programs.
- From our experience of successfully delivering billions of dollars of programs each year for some of Australia's largest organisations, we believe that different approaches are required to successfully deliver different projects. This is for two sets of reasons,
 - 1. Firstly, the projects themselves are all different. E.g., Compliance and innovation projects will have different characteristics.
 - 2. Secondly, organisational characteristics (technology, delivery capability and culture) are also different.
- We believe that these two sets of characteristics influence how the programs should be delivered.







"Projects are like fingerprints, no two are exactly alike.

What works for one project may not work for another."

Our Solution: Project Pathfinder



- Project Pathfinder was developed over a period of three years from 2017 and has been successfully utilised across Seven Consulting's multi-billion project portfolio since 2020.
- Due to client demand, we have recently released
 Pathfinder as a cloud-based software offering.
- How does it work?
- In Pathfinder, we firstly ask 30 questions around both the Program and Organisational characteristics to determine high level delivery approach (Agile, Hybrid or Waterfall).
- We then drill into the smaller and more agnostic delivery elements, by asking another 60-80 questions depending on prior answers around the project and organisation characteristics.



Our Solution: Project Pathfinder



- Within 30 minutes, Pathfinder creates the following outcomes for any project:
 - 1. Agree the optimized project delivery approach, Agile, Traditional (Waterfall) or Hybrid.
 - 2. Where the recommended approach is a Hybrid approach, it details the customised blend.
 - 3. Document the residual risks and mitigations for the recommended approach and the user's preferred methodology
 - 4. Specify all the deliverables required for delivery, many of which are agnostic to the Agile or Traditional approach.
 - 5. Organise the deliverables by phase and stream.
 - 6. Provide templates for each of the deliverables
 - 7. Output the delivery approach, including deliverables, tasks and dependencies, mapped to a detailed MS Project schedule, JIRA, Excel or PDF.



Areas Project Pathfinder will not replace



We believe Project Pathfinder removes 15-20% of delivery risk, around designing the right delivery approach. Project Pathfinder is not designed to:

- Replace the need for good project management, it can however help project managers get better.
- Replace the need for good project teams, it can help teams deliver with high quality templates however project teams still need to complete the project deliverables (i.e. estimation, solution, requirements, build, test)
- Replace the need for good project governance and active sponsorship.
- Estimate the program size and duration.
- Determine the correct approach for non-IT projects, such as marketing and construction.



Example Agile v Traditional Project and Organisational Characteristics

Importance of speed to market versus quality





Agile

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

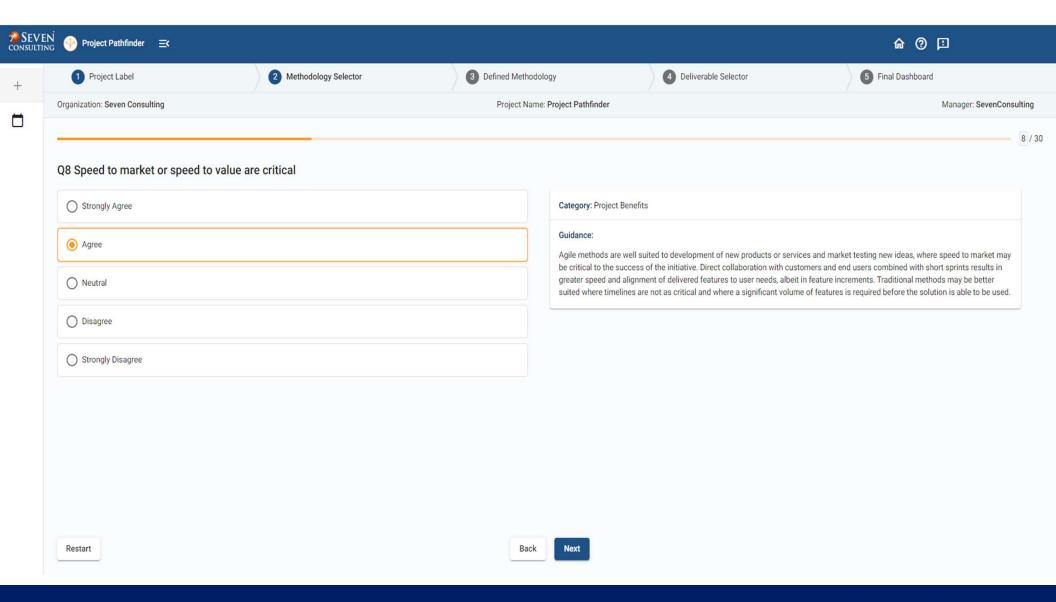


Traditional

- 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





Ability to deliver in short cycles.





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.

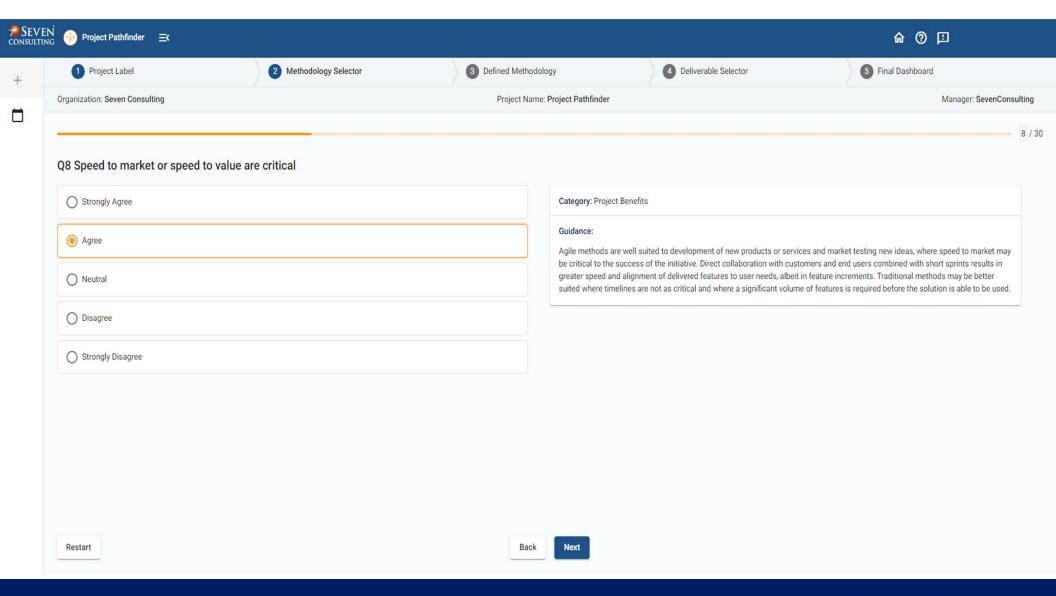


Traditional

 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.





A knowledgeable Product Owner is appropriately assigned to the project





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



1 Project Label	2 Methodology Selector	3 Defined Methodology	Deliverable Selector	5 Final Dashboard		
rganization: Seven Consulting		Project Name: Project Pathfind	er	Manager: Seve		
16 A knowledgeable and en	npowered Product Owner (Member of agile	team responsible for defining stories a	nd prioritizing the team backlogs) exists	and could be assigned		
Strongly Agree			ow of Knowledge			
Agree			Guidance: It is essential to the success of agile methods that an appropriate Product Owner be assigned to the project. The Product Owner			
O Neutral		acceptance of committees	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 resolution of blockers.			
O Disagree		resolution of	blockers.			
Strongly Disagree						

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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.

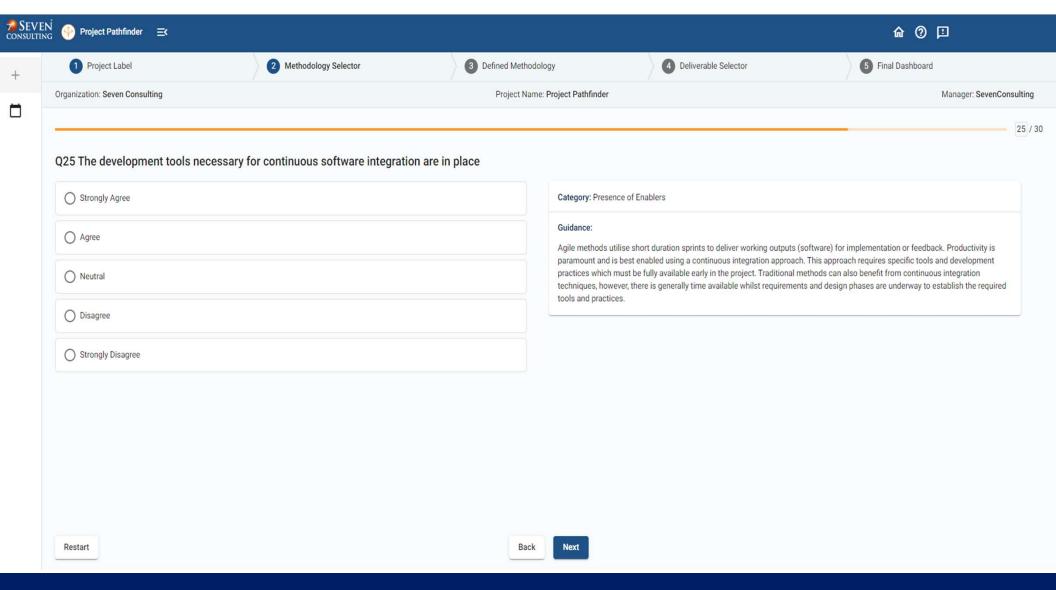


Traditional

- 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.

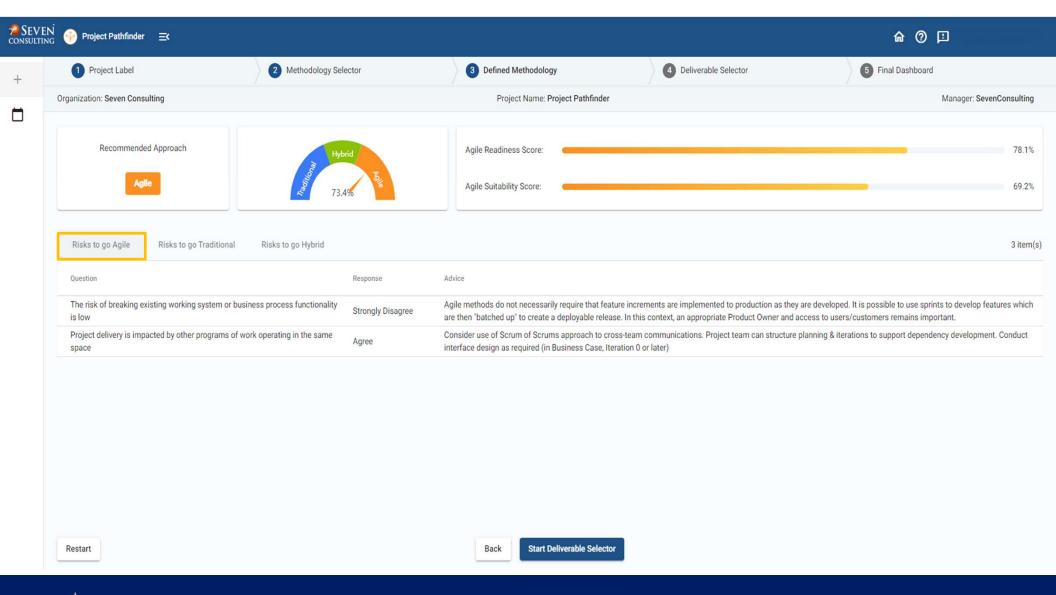
Are the tools (environments, processes and data) for continuous development, testing and deployment in place?





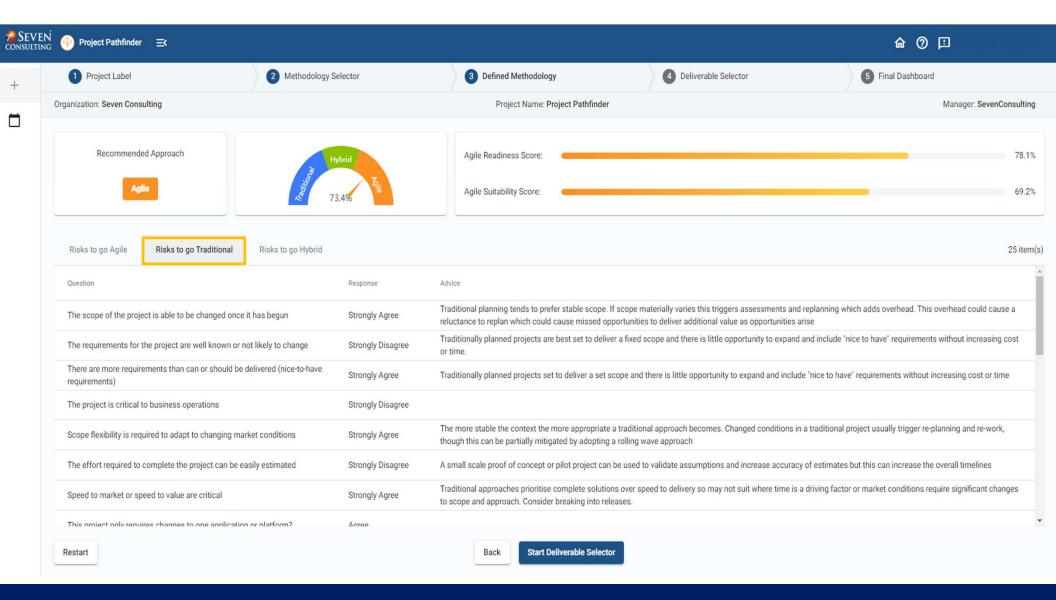
Project Pathfinder - Selected Approach





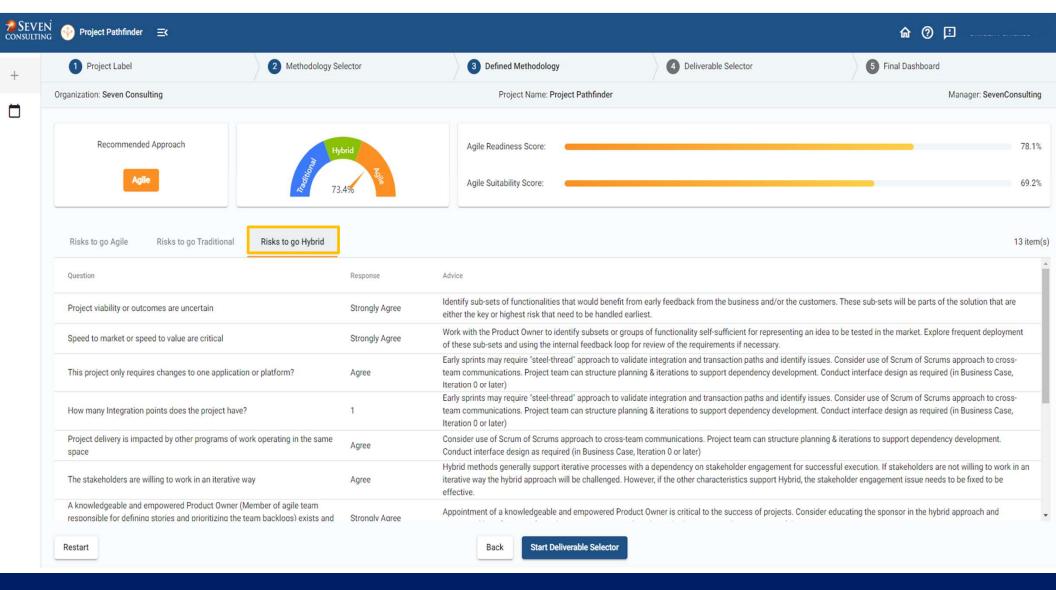
Project Pathfinder - Selected Approach





Project Pathfinder - Selected Approach





Agile v Traditional agnostic decisions





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

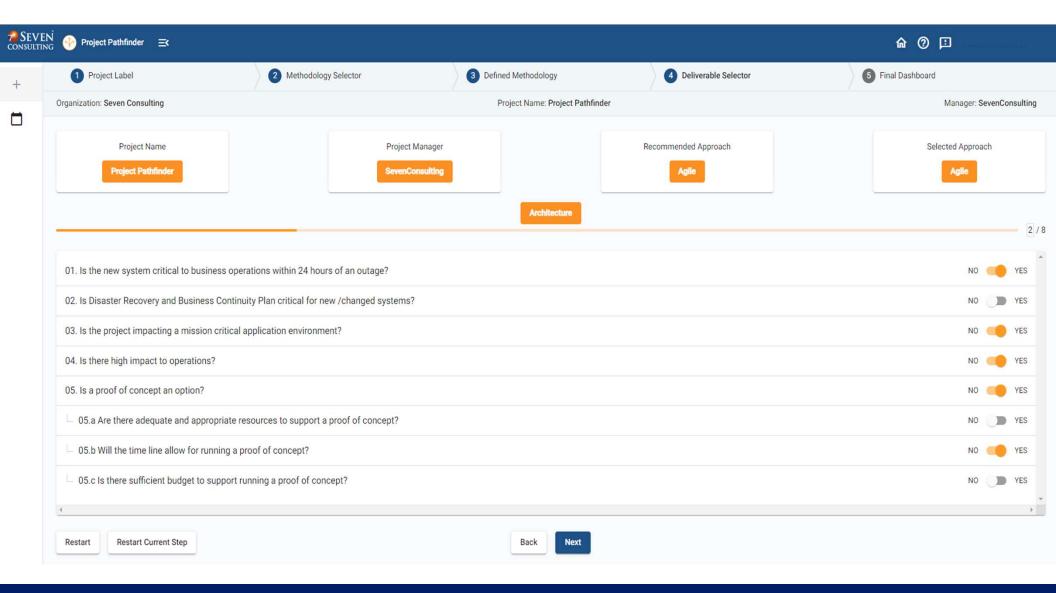
There is a second series of questions to be considered to determine whether for example:

- We need to do a parallel run?
- We need to test operability of the new system?
- We need to do performance, DR/BCP, or Security testing?
- We need to perform a dress rehearsal?
- We need to do a pilot?

And many dozens of other elements or deliverables.

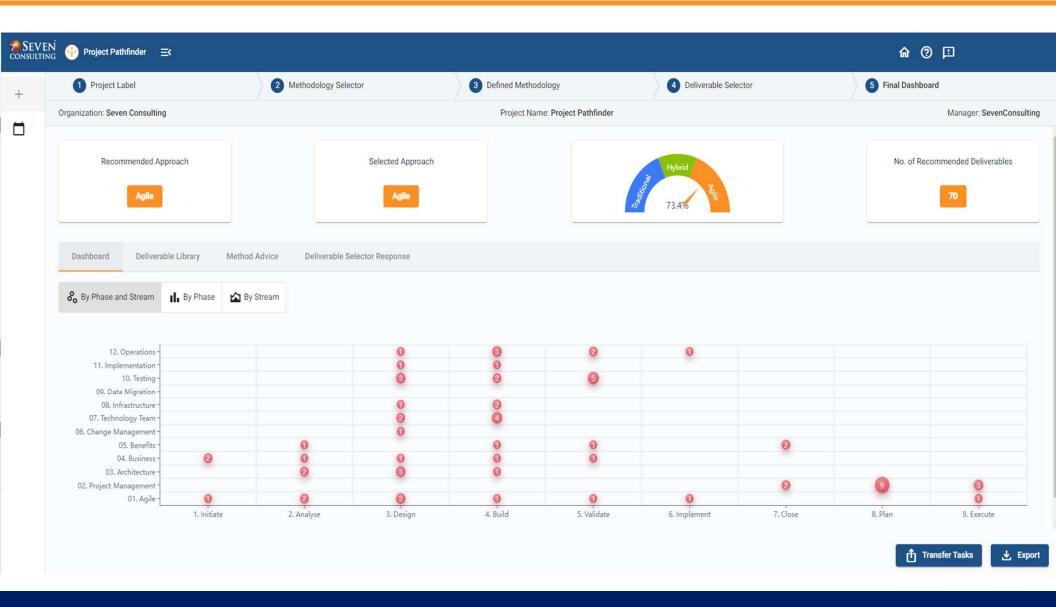
Project Pathfinder - Agile / Traditional agnostic question examples.





Project Pathfinder Example Output

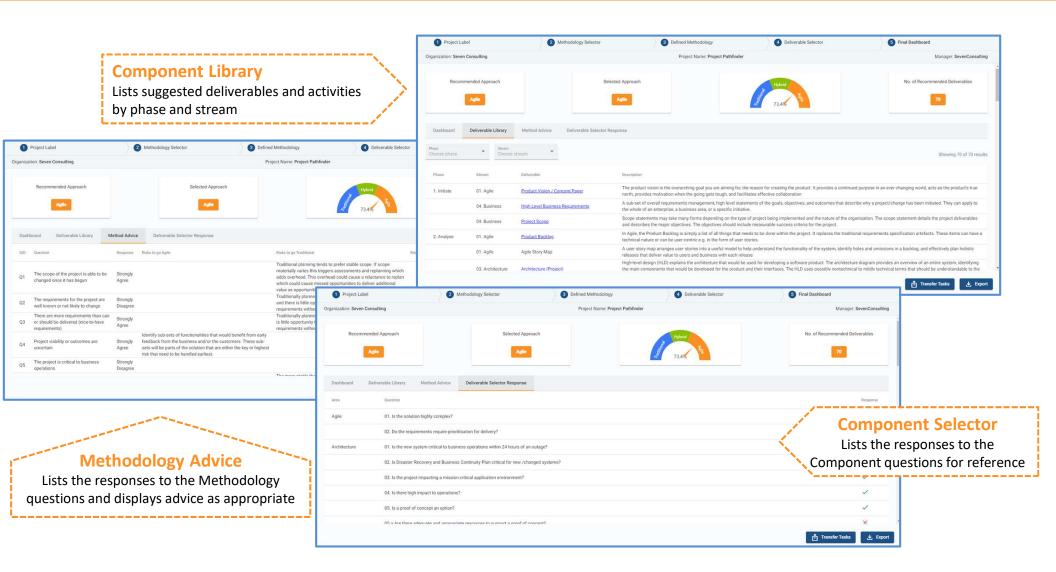




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Project Pathfinder Example Output

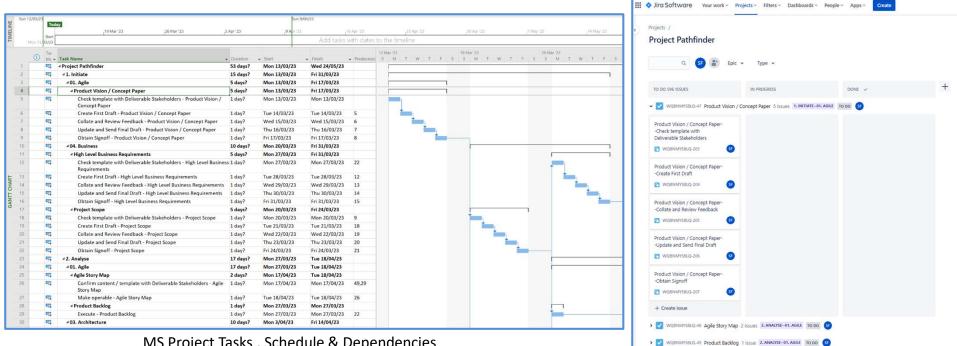




Tool Outputs within 30 minutes



- Recommended delivery approach for your program.
- The risks with that approach and suggested mitigants.
- Deliverables by phase and workstream.
- Automatically created schedule / tasks including dependencies in either MS project or JIRA.



MS Project Tasks, Schedule & Dependencies

JIRA Epics with Sub-task

Tool implementation steps and median durations



Activities

Understand and review current delivery methodology

Recommend and agree any changes around deliverables and descriptions

Updating tool to reflect agreed approaches

Add new or revised **Templates** to intranet

Test tool on sample set of projects

Mostly spent organizing rollout meetings.

Rollout.

Customised Tool Implementation

Week 3

Week 4

Out-of-the-box Implementation

Week 1

Week 2

Week 1

Week 2

Week 5

Week 6

Week 7













Review of your current methodologies.

Agreed and implemented improvements to the methodologies.

Project Pathfinder updated to reflect your agreed situational delivery processes.

Revised delivery processes and templates.

Piloting, Training and Rollout of Project Pathfinder.

Outputs

Business Outcomes of using Pathfinder



1. Enforces a consistent approach across your portfolio to having your project delivery customised and optimised based on its and your organisation's characteristics.

Increased ability to define delivery approach far more quickly.

- 3. Reduced level of project management oversights or omissions. Fewer surprises
- 4. Leads to better project outcomes being:
 - a) Earlier Delivery.
 - b) Cheaper Delivery.
 - c) Higher Quality.
 - d) Earlier and more complete delivery of scope to generate larger benefits.



Who would find this useful?



- This tool is of best use 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
 - Getting new or contract staff to deliver as per your methodology.
- We use this tool across our whole technology change portfolio with over 40 client organisations and has led to an increase in customer satisfaction to over 99% in every year since introduction.



Project Pathfinder Licence Costings



License	Number	Application	Support		t	Price Per Annum	Term
	of Users	Usage	Setup Support	Direct Support	Web Support		
Corporate	100	Unlimited	1	✓	✓	\$90,000 per year or \$7,500 per month	Ongoing until one month's notice.
еРМО	5	Unlimited	√	√	1	\$60,000 per year or \$5,000 per month	Ongoing until one month's notice.
SME	1	Unlimited	1	√	✓	\$30,000 per year or \$2,500 per month	Ongoing until one month's notice.
Individual	1	5 Projects			√	\$1000 lump sum paid per year	Ongoing until one month's notice.

^{*}Users must be within a single corporate domain

Improve Project Success Rates with Pathfinder



- 1. Follow a consistent approach to customise and optimise project delivery based each projects 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 (Sydney)
- Hanover Crisis Centre (Melbourne)



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.

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)
- · M.A.D. Woman Foundation (Melbourne)







2017

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





2016

Marian Villa (Sydney)





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 where able to participate in multiple mini projects this year to see our Project 7 commitment through.

2022 - Mini Project 7

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







2023 - Mini Project 7 Sydney & Melbourne

- Clean Up Australia
- HeartKids
- M.A.D. Woman

Sydney • Balmoral Burn

- Monika's Rescue
- Pocket City Farms

Manila • Solar Hope

- JCI Batangas Caballero





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



Following on from being the first dedicated sponsor of the Matildas we continue our support of world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.3 in the world and world bronze medal winners.

We are extremely proud to be official sponsors of the Australian Women's National Basketball team, the Seven Consulting Opals.



Seven Consulting is a proud sponsor of the Australian Women's National Basketball team, the Seven Consulting Opals



is a proud sponsor of the





Australia's Best Program Delivery Company

Partnering to deliver the change needed for a better future

Award Winning Company



Winner 2018



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