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Sia Program Mobilisation Services

Sia – Services

Program Delivery · PMO Services · Change Management



Program Delivery

Complex agile, traditional & hybrid 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 a delivery approach to produce the best outcome for our clients. Most 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

PMO establishment, management & uplift

We establish, uplift and lead PMOs, delivering analytics & insights, scheduling and tool solutions for some of Australia's largest organisations. Our experience ranges from targeted project support to PMO leadership of $1.5bn programs and enterprise PMOs.



Change Management Services

Design, plan, deliver and embed changes

We provide end-to-end Change Management as a value-adding function of a project. Our role spans program mobilisation and business case through to change readiness, measurement and benefits realisation.

Underpinned by Sia's tool suite

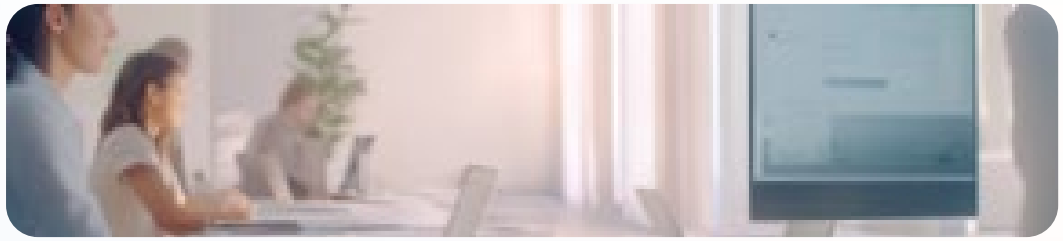
All of our clients are reference sites

Sia – Consulting & Enterprise Transformation

ENTERPRISE TRANSFORMATION OUTCOME

Executives increasingly view governance, delivery, adoption and value realisation as interconnected enterprise capabilities, not standalone functions. Sia's Consulting services and Tool suite, working in combination, directly uplift your organisation's capacity to deliver integrated transformation outcomes.

Enabled by the powerful combination of:



Consulting Services

Transformation Capability and EPMO and ITPMO uplifts

Sia has performed transformation capability reviews and uplift for over 60 organisations incl Optus, Qantas, Australia Post, and Woolworths. 100% of our assignments are reference sites.

Sia has done dozens of Program reviews for NAB, Macquarie Bank, Optus, Woolworths and many other organisations.



Tool Suite

Leveraging decades of experience to develop world-leading tools

- **Portfolio Optimisation Tool (POT):** Optimise your portfolio prioritisation and resourcing.
- **Pathfinder:** Create the right-sized delivery approach & required artefacts
- **Objectives, Outputs & Outcomes (O3):** Connect your strategy to execution.
- **Balanced Score Cards (BSC):** Score your portfolio delivery effectiveness

Successfully used on over **$5bn of programs** annually.

All of our clients are reference sites

Our Clients

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

Woolworths	nab	Macquarie	futurefund	Stockland	agl	Optus	indue	ASX	The University of Sydney
Client Since 2012	Client Since 2013	Client Since 2014	Client Since 2015	Client Since 2016	Client Since 2017	Client Since 2017	Client Since 2018	Client Since 2019	Client Since 2019
VAULT	Coca-Cola Europacific Partners Australia	Court Services Victoria	iress	dexus	Equity Trustees	pwc	Sunnyfield	Australia Post	pepper money
Client Since 2020	Client Since 2021	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2023	Client Since 2024	Client Since 2024
Cuscal	Catholic Schools Parramatta Diocese	CLP 中電	NSW Government	coles	adairs	Australian Unity	Deloitte.	NewMed	cbn Community Broker Network
Client Since 2024	Client Since 2024	Client Since 2024	Client Since 2025	Client Since 2025	Client Since 2025	Client Since 2026	Client Since 2026	Client Since 2026	Client Since 2026

Clients rate us 99.62% satisfied in the first half of 2026

Client Satisfaction Survey Results

99.62%

Satisfaction rating, Jan-Jun 2026

Year	Satisfaction rating	Survey questions
Jan-Jun 2026	99.62%	4,767
2025	99.25%	11,007
2024	99.45%	11,668
2023	99.50%	11,223
2022	99.20%	13,191
2021	99.15%	15,932
2020	98.87%	14,455

100% of our clients are reference sites

Commonwealth Bank

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

agl

"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 Sia ecosystem to clients to demonstrate the value-add."

Coca-Cola Europacific Partners

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

Equity Trustees

"We have been very impressed with the capability of consultants from Sia and this has significantly uplifted our project management maturity, discipline, capability and delivery across the organisation."

alintaenergy

"Very happy with the level of organisation and governance the Sia Project/Program Managers bring to our more complex initiatives."

Woolworths The fresh food people

"Sia continues to provide consultants who are of a very high calibre and they remain a strategic partner."

Our team rates us 98.51% satisfied in 2026

Team Satisfaction Survey Results

98.51%

Satisfaction rating, 2026

Survey Date	Satisfaction rating
2026	98.51%
2025	97.73%
2024	97.49%
2023	96.49%
2022	98.01%
2021	98.16%

"You have the entire Sia team behind you."

"Management is always responsive"

"Sia manages QA really well"

"Sia operates at a personal level even as the company grows"

"We say what we do, and do what we say"

"Sia knows how to keep their high performers"

How do we get to 98+% customer satisfaction?

People

- Over 90%+ 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, including sessions led by Rob Thomsett, our in-house Thought Leader.
- 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.

C2 - Confidential Client Data

How our values impact our delivery?



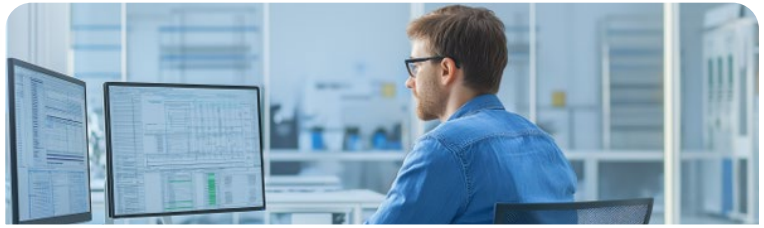
Teamwork

Teamwork is at the core of what we do because big projects can’t be delivered without great teamwork. We focus on ensuring that the Sia team, the client team and vendors create one team working 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.

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Program Mobilisation Approach

Effective mobilisation of a program is critical to improving the likelihood of a program's success. There are often 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 approach will answer these questions and ensure the program has what it needs to deliver effectively.

Sia's program mobilisation services 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 that 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 Sia team will leverage our depth of experience in vendor management to provide valuable input into vendor sourcing and contracting.

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Program Mobilisation Phases

Sia's program mobilisation approach includes three phases: *Discover* (the scope, objective, benefits and delivery approach), *Design* (the structure to define the program baseline) and *Deploy* (the team, processes and tools to deliver the program).

DISCOVER

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

1. Identify organisation stakeholders (objective & success criteria)
2. Baseline capabilities & artefacts
3. Identify risks, assumptions dependencies & limitations
4. Stakeholder map (RACI)
5. Resource strategy (strengths and gaps)
6. Define delivery approach (Project Pathfinder Tool)

The program's core team will have a holistic view of the enterprise and the intended change to enable an effective mobilisation.

DESIGN

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.

1. Delivery Approach Approved (Agile / Waterfall)
2. Program Mgt Plan Approved (structure, framework & process)
3. Work-stream Scope Statement
4. Change Impact Analysis
5. Business Case Approved
6. Financial Model Populated
7. RAID Logs (risks, actions, issues, decisions)

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

DEPLOY

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

1. Functional Teams (recruit & on-board)
2. Workstream & Program Plans
3. Commence
4. Program Mgt Processes & Tools
5. Vendor & Contractor selection
6. Change Mgt Plan, Processes & Tools

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.

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Mobilisation Discovery Phase

Key Area	Artefact / Deliverable	Roles
Identify organisation stakeholders (objectives and success criteria)	/ Program charter (scope, objectives, approach, success criteria) / Stakeholder analysis / Capability statement	/ Project Sponsor – Owns the program charter / Change Lead – Owns stakeholder analysis
Baseline capabilities and artefacts	/ Scope / Business solution architecture / Deliverables matrix / Resource capability gap analysis / Program logistics (space, equipment, tools schedule)	/ 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, issues and dependencies	/ RAID register (risks, assumptions, issues and dependencieses)	/ PMO Lead
Stakeholder map	/ Stakeholder RACI map (responsible, accountable, consulted and informed)	/ PMO Lead
Resource strategy	/ Resource plan (mapped into program schedule) / Agree roles and responsibilities	/ PMO Lead
Define delivery approach	/ Delivery approach (Agile, traditional or hybrid) - See Sia's Project Pathfinder Tool slide	/ 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

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Mobilisation Design Phase

Key Area	Artefact /Deliverable	Roles
Delivery approach approved	/ Delivery approach / Program charter / Benefits realisation plan	/ Program Director
Program management plan (PMP) approved	/ PMP / Program governance artefacts / Steering Committee charter / Program operating model / Program processes / Workstream delivery structure (org chart)	/ Program Director – PMP, program governance artefacts, Steering Committee charter, program operating model / PMO Lead – Program processes and workstream delivery structure
Workstream scope statement	/ Scope (program charter, PMP)	/ Program Director
Change impact analysis	/ Change impact analysis (CIA)	/ Change Lead – Engages with stakeholders and the audience. Owns the high-level CIA to inform the business case and planning deliverables
Business case approved	/ Business case	/ Business Owner/Program Sponsor
Financial model populated	/ Business case financial model	/ Lead Financial Analyst
RAID logs	/ RAID logs/registers	/ PMO Lead

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Mobilisation Deployment Phase

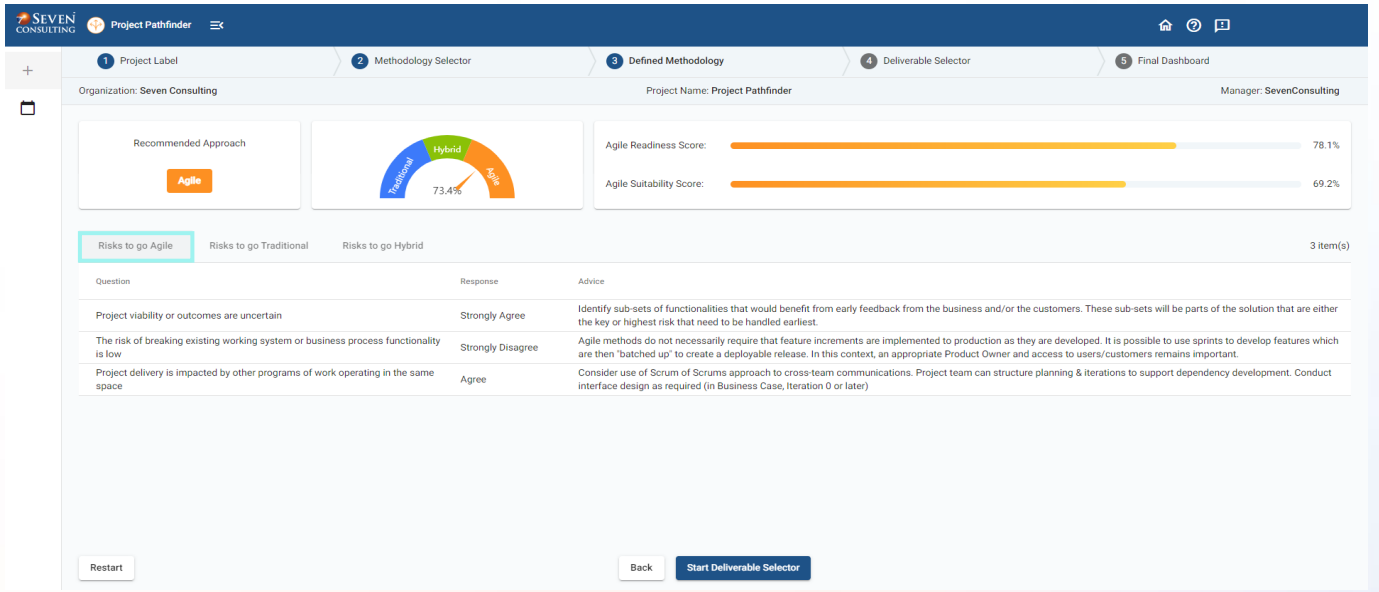
Key Area	Artefact / Deliverable	Roles
Functional teams	/ Position descriptions (roles and responsibilities) / Recruitment process • Onboarding • Induction process	/ Team Leads
Workstream and program plans	/ Program prioritisation statement / Program schedule / Resourcing plan	/ Program Director – Owns program prioritisation statement / PMO Lead – Owns program schedule and resourcing plan
Commence	/ Program schedule/tracking	/ PMO Lead – Owns program schedule and tracking
Program management processes and tools	/ PMP / Program tools / Program controls: ▪ Progress reporting metrics ▪ Meeting schedules ▪ Quality plan ▪ RAID register(s) ▪ Document management system	/ Program Director – Owns the PMP / PMO Lead – Owns program tools and program controls
Vendor and contract selection	/ Evaluation committee (Program Sponsor, Program Director, Legal, Commercial Manager, plus others) / Vendor selection/evaluation processes (ROI, RFT, RFP, POC)	/ Program Sponsor – Owns plan contracts / Program Director – Owns vendor processes
Change Management plan, processes and tools	/ Change Management analysis and planning: ▪ Detailed change impact analysis ▪ Engagement and communications ▪ Learning and enablement	/ Change Lead – Owns Change Management

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Sia's Project Pathfinder

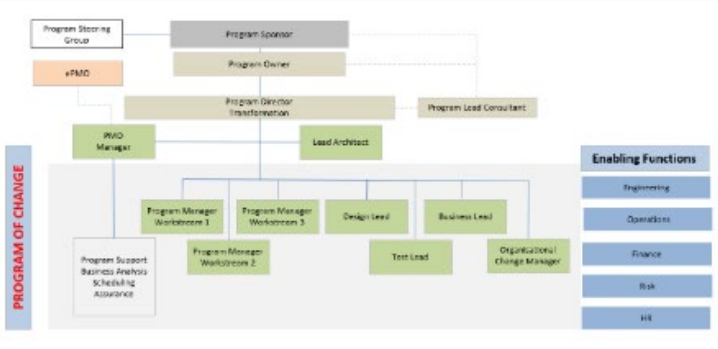
We developed a cloud-based tool that helps us, within 30 minutes, to create the following outcomes for any project:

- Agree the optimised project delivery approach: Agile, traditional (waterfall) or hybrid.
- Detail the customised blend of activities where the recommended approach is hybrid.
- Understand the residual risks and mitigations for that recommended 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.

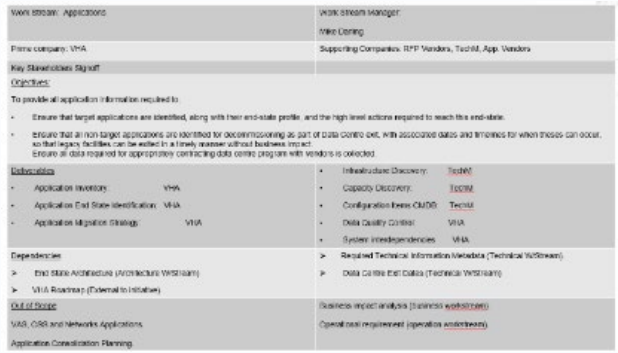


Program Mobilisation – Example Outputs

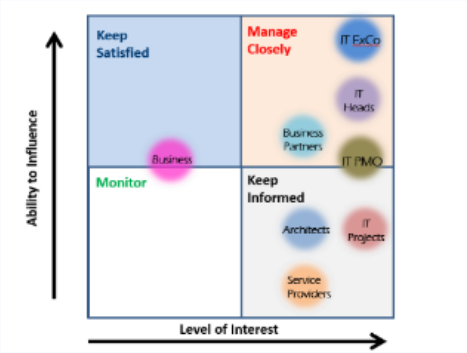
Program Structure



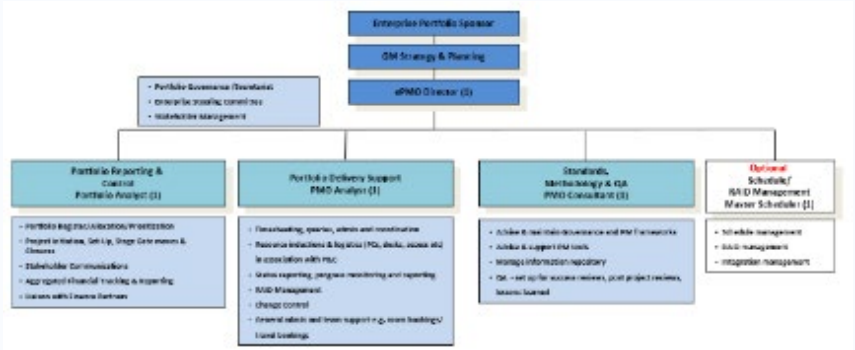
Workstream Scope Statement



Stakeholder Map



PMO Functions



Program Mobilisation – Experience

News Corporation

Sia 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.

Sia'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.

QBE

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

After a discovery review, Sia 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.

nab

Wealth

Sia 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, Sia 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, Sia were subsequently asked to lead a major area of the program.

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Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customising and optimising project delivery based on 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/sc-project-pathfinder/

PROJECT 7

Our projects so far:

Sia has been giving back to the wider community since 2007, by supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007
Sydney
/ Villawood Detention Centre

2008
Sydney
/ South Australian Detention Centre

2011
Sydney
/ Cambodian School Build



2012
Sydney
/ Barnardos Kingston House



2013
Sydney
/ Youth off the Streets



2015
Sydney
/ Jesuit Refugee House – Blaiket
Melbourne
/ Hanover Crisis Centre



2016
Sydney
/ Marian Villa



2017
Melbourne
/ Launch Housing
Manila
/ Cerebral Palsy Foundation



2018
Sydney
/ Erin's Place
Melbourne
/ M.A.D. Woman Foundation
Manila
/ Concordia Children's Services



2019
Sydney
/ Dignity.org.au
Melbourne
/ Avalon Centre
Manila
/ Bahay San Jose – House with No Steps Foundation



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, Sia continued to acknowledge the importance of fostering a community presence. Sia team members across three cities were able to participate in multiple mini projects throughout the year to fulfill our Project 7 commitment.



2022 – Mini Project 7
Melbourne
/ M.A.D. Woman
The pencil case challenge
Manila
/ Bahay ni Maria and Tahanan ng Pagmamahal



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



2024
Sydney
/ Northern Beaches Women's Shelter
Melbourne
/ Community Housing Limited
Manila
/ Habitat for Humanity Philippines
/ Tanging Yaman Foundation Inc.



2025
Sydney
/ CatholicCare
Melbourne
/ Lighthouse Foundation
Manila
/ A Home for the Angels



2026
Sydney
/ Wesley Mission
Melbourne
/ Lighthouse Foundation
Manila
/ SOS Children's Villages

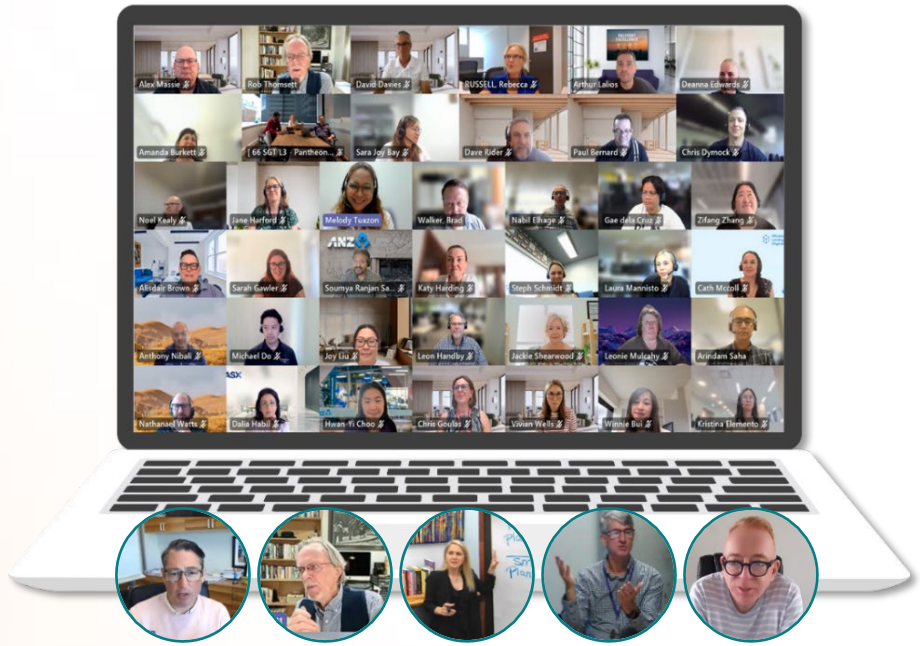


Lunchtime Brown Bag Expert Sessions

Since February 2025, Sia has been providing free monthly expert sessions on a variety of delivery-focused topics. We consistently see attendance at 100+ attendees and feel this is a great way for our delivery community to share learnings and discuss strong practice. We look forward to continuing to provide this value-added activity to our expanding client base.

100+
average attendees

20
brown bag sessions held to date



Here are the upcoming dates, with more to come:

Date	Topic	Presenter
19 November 2026	The Human Side of AI Adoption	Temre Green, PhD
17 December 2026	From Weeks to Minutes: Transforming Financial Services Operations with AI - A Case study on Insurance Underwriting	Mathieu Junker
18 February 2026	Drive Project Success Through Metrics That Matter	Louise Ford

Delivery Summit

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



Some of the Delivery Summit Speakers include:

John Hunt - CIO & Managing Director of Group Enablement, Woolworths Group; **Jeya Shan** - Director Strategic Projects, CLP Power Hong Kong Limited; **Mick O'Brien** - Managing Director, EQT; **Darren Abbruzzese** - CIO Business Banking and Group Digital, NAB; **Glenn Waterson** - GM Retail Transformation, AGL; **Victoria Jones** - Head of Lending Transformation, ANZ; **Jane Harford** - Former Director of IT, Melbourne Girls Grammar; **Cindy Vandecasteele** - Former General Manager Customer Engagement, Alinta Energy; **Cameron McLean** - Former Chief Technology & Data Officer, GMHBA; **Margaret Wilde** - Program Director, NAB**; Geraldine Chin Moody** - Non-Executive Director & Chair Advisory Board, Directors Australia; **Alice Kunek** – Australian Professional Basketball Player, Sia Opals; **Kristy Wallace** – Australian Professional Basketball Player, Sia Opals

We have achieved an average

68 NPS

6 Delivery Summit

Our Delivery Summit Supporting Organisations

Visit us for more information:
sevenconsulting.com/seven-consulting-delivery-summit

AUSTRALIAN OPALS

Sia is proud to continue as a Major Sponsor of the Australian Women's National Basketball Team, the Australian Opals, currently ranked #5 in the world.

This builds on our ongoing commitment to elite women's sport, continuing our investment with them since 2022.

Our support of women's sport began in 2017 as the first dedicated sponsor of the CommBank Matildas, backing their journey through to the 2023 FIFA Women's World Cup.



Thank you

Sia is a next-generation, global management consulting group—born digital, augmented by data, enhanced by creativity, and driven by responsibility. We partner with clients to resolve challenges and capitalize on opportunities. We believe that in today's world of change and disruption, optimism is a force multiplier.

sia-partners.com | follow us on Linkedin & X: @siapartners and Instagram: @lifeatsia

SIA

Optimists for change