



The EMC Consulting Program Management Office (PMO) model is an adaptable framework for providing the tools and applications needed to achieve mission-critical objectives while undertaking complex projects. The PMO directs the organization toward common goals and provides stakeholders with information critical to effective decision-making.

Challenge

Mergers, acquisitions, and rapid internal growth strain IT resources. Attention must be paid to integrating systems and developing best practices across divisions. At the same time, in order to maintain profitability in a competitive market, IT organizations often must eliminate redundant systems, remove inefficiencies from the operations, and undertake new automation and integration projects to streamline and reduce operational costs.

One major telecommunications carrier and services provider had developed an aggressive cost reduction program targeted to yield tens of millions of dollars in savings by driving cost out of the service centers. This was to be achieved largely by increasing self-service requests and status inquiries, increasing the proportion of service request transactions that could be handled without human intervention, and automating design and testing processes. To manage the program and ensure that tangible progress was being made, the company turned to EMC[®] Consulting.

Solution

The EMC team established a program office to manage risks and interdependencies across the organization and across the operating cultures of the acquired groups. The team ran the program office until new processes became institutionalized.

EMC Program Management

- Defined key processes and interrelationships
- Identified effective processes which could be shared across the organization
- Drafted a Program Management Operations (PMO) Guide
- Characterized critical issues and risks
- Developed a customized dashboard
- Kicked off the program with all key stakeholders
- Refined objectives over the course of program adoption

EMC Knowledge Transfer

- Conducted knowledge transfer sessions to train the client's long-term program office staff
- Updated project documents to reflect the permanent program office
- Supported the new staff for several weeks after the formal handover to ensure consistent operations

Result

The EMC approach to solving the client's problem focused on quickly identifying issues and facilitating their resolution with key stakeholders. As a result, the client's own staff was in a position to monitor progress of each aspect of the overall cost reduction program. The EMC solution effected real change in the organization and promoted new best practices as part of the cost reduction program.

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Take the next step

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