



OAKLIN

OAKLIN CAPABILITIES

Project and Programme Delivery



Why is Project and Programme Delivery important?

Projects and programmes are the means to achieving exciting new opportunities for an organisation and, when done well, can be a positive, enriching learning experience for those delivering them. Change is the new normal, therefore it's critical to have the capability to deliver change well and to thrive in a dynamic environment. However, many organisations face the challenge of turning great ideas or strategies into well-executed projects.

According to the Harvard Business Review, the average project exceeds its budget by 27%. One in six projects exceed their budget by 200%. According to Gallup, only 2.5% of companies complete 100% of their projects successfully; and only 64% of projects actually meet their project goals. Put simply, delivering any project or programme of change is difficult.

Additionally, the advent of the digital age has meant that organisations find themselves in a constant state of change; change that impacts the very culture and structure of the business. Project and Programme Delivery (PPD) is now a complex network of suppliers, stakeholders, technology, change managers and operational teams. Achieving the desired goals of any change is harder than ever to coordinate and deliver.

At Oaklin, we understand how hard it is to align stakeholder priorities, deliver objectives, sustain team morale and energy, define and control scope and communicate effectively, amongst other issues. Our PPD capability helps organisations focus on the desired outcomes of change and take a pragmatic approach in achieving them, proactively navigating each challenge along the way.

We build ambitious, creative and tailored solutions with a constant focus on the outcomes that deliver real value. We bring the best of our extensive experience, cross-industry knowledge, tools, skills and networks to help solve your most challenging problems.

We have a dedicated team of PPD practitioners who specialise in designing and delivering complex transformation programmes for FTSE 100 and Fortune 500 clients. Whilst we have delivered very large projects, we understand that size is often not a good measure for complexity; we have delivered seemingly modest changes that still require expert management with small teams and individuals.

Our broad experience means that we are prepared for your next challenge.

We deliver change in the most demanding settings.

What we do



Mobilise & Structure

page 3

Setting the foundations necessary to turn an idea into a successful programme that delivers from the start



Partner & Deliver

page 7

Providing the necessary leadership and support to deliver business outcomes whilst upskilling your team



Programme Turnaround

page 11

Diagnosing the causes of failure and helping you to address these and other delivery challenges

How we do it



Our Delivery Principles

page 15

Establishing the foundations for good delivery underpinned by five core principles that differentiate Oaklin from others



Our Skills & Accreditations

page 17

Deploying the right skills, backed up by accreditations, to successfully deliver in complex and challenging environments



Our People & Network

page 19

Enabling Oaklin to provide you with top quality services to address your challenges, wherever they may be

Mobilise & Structure

Mobilisation is about getting the programme right first time. We focus on setting a programme up for success by equipping it with the required skills, processes, tools, enablers, and resources.

Whilst the best time to do this is from the outset, for inflight projects with challenges the second best time is now. We are used to tackling these challenges for both new projects and retrospectively.

Time and again, organisations struggle to deliver projects and programmes in a way that efficiently adds value to their business. Fundamental issues that are not addressed during a mobilisation phase typically result in increased spend to fix further down the line.

Outcomes with strategic focus have **50%** success rate.

23% of organisations use standardised PM practices.

Complex programmes have an average delay of **23** months.



Our approach

1 Define a compelling case for change

Clearly present the rationale and justification for the project and/or programme by defining a business case and calling out anticipated risks, benefits and savings.

3 Establish your core team

Ensure that you have the right skills, knowledge, experience and attitude to deliver the project and/or programme.

2 Secure stakeholder buy-in

Ensure that you have key stakeholders and decision-makers bought into your business case to successfully enable and implement change.

4 Establish a robust governance framework

Set-up an appropriately sized Programme Management Office (PMO) to manage accurate and timely reporting, decision-making and governance to support delivery.



Our response

Business challenge	Oaklin's response
Poor reporting, governance and monitoring	Define and embed a robust governance framework
Lack of standardisation	Collaborate with shared tools and methods
Inefficient teams	Structure the teams for maximum effectiveness
Distracted priorities	Position and review the programme against others
Disorganised teams working in silos	Build a sense of collective responsibility & communication channels for project teams

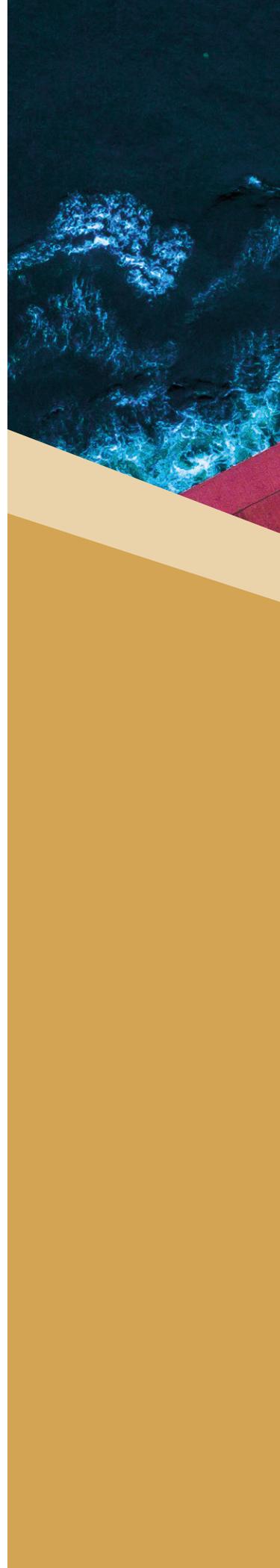
“Oaklin delivered a thorough and tailored governance structure which supported us through a significant upgrade to the HFM group reporting system. The core business team was not experienced in this type of work and benefited from the clear experience the Oaklin team brought from the beginning. The guidance and input of Oaklin’s Project Manager allowed the Wolseley team to focus on providing the right business input to the upgrade, the quality of which was improved by appropriate and timely challenge from the Oaklin team.”

Group Head of Financial Planning & Analysis, Wolseley Group Services Ltd

Mobilise & Structure: Keys to success

To improve your chances of success, it is important to:

-  Capture, assess and clarify business outcome expectations, leading to the definition of a bounded scope
-  Understand your Blueprint covering the delivery and benefit roadmap, the current, future and transition states
-  Engage a wide range of stakeholders, continuously assess and understand their motivations and objectives
-  Establish appropriate, structured governance to ensure that sponsors are involved in, and supportive of, the strategic decisions
-  Create an integrated and coherent set of plans
-  Define an appropriate delivery approach for each component workstream
-  Establish an appropriately sized PMO along with processes and tools to support successful delivery
-  Establish a cadence around accurate and timely reporting
-  Ensure clear visibility and control across the programme





CASE STUDY

Mobilising a programme to transform every aspect of a major UK Retailer

In response to declining profits, reduced market share and poor customer satisfaction ratings, our client undertook a strategic review of its business. The review included market and customer analysis and stakeholder engagement, which supported the development of a high-level target operating model that a Transformation Programme was formed to implement. The programme impacted every part of the UK business, including product range, supply chain, branch refurbishment, analytics and new technology.

Our client turned to Oaklin for Programme Director and Programme Manager expertise to help ensure successful mobilisation and delivery of the programme and realisation of its objectives.

Oaklin provided a Programme Director to structure the work of the programme, define programme governance, negotiate budgets and mobilise a team to deliver the work, while also coaching Board colleagues as they took on their individual programme leadership roles. Oaklin also provided Programme Managers and Business Support Analysts to lead the mobilisation and delivery of sub-programmes, the scope of which were to close, merge, refurbish and retrain staff in 600 branches, define the future Customer Value Proposition for the UK business and define and implement a new core range, including increasing the proportion of “own brand” product, supported by associated category management processes.

Partner & Deliver

Delivering in true partnership with our clients is at the very heart of everything we do, having worked with organisations across all sectors to help solve the most complex challenges together. We're committed to helping you deliver your toughest transformation programmes successfully in a collaborative relationship.

Our model is to provide you with highly experienced and knowledgeable individuals

in key influential programme leadership roles. We work side-by-side with your teams and suppliers to tailor an approach that will not only deliver your projects and programmes successfully but be inclusive and cognisant of the people and processes in your organisation.

Most organisations have a **70%** project failure rate.

58% fully understand the value of project management.

68% use outsourced or contract Project Managers.



Our approach

Provide access to invaluable experience

Deploy experienced individuals in key roles, both internally from Oaklin and the best from our trusted network, to successfully deliver projects and programmes.

Connect for quality and consistency

Establish and maintain healthy working relationships across all parts of the programme that breeds a culture of openness and collaborative contribution.

Establish one team

Act in your best interests, putting your organisation at the centre of the approach, upskilling your people to enable outcome-based-delivery long after our involvement in your project.





Our response

Business challenge	Oaklin's response
Lack of skilled resource	Build a connected pool of experienced resources
Lack of standardisation	Implementation of quality thresholds and tailored approaches
Inefficient teams	Highly skilled individuals embedded in your teams to help drive results
Undervalued project	Use of experience to negotiate and ensure senior stakeholder buy-in
Complex network of contractors, suppliers and third parties	Establish a no blame environment with collaborative ways of working

“The support we received from Oaklin, was outstanding and by far better than from any other consultancy company I worked with in the past. Whenever we will have a need for external support, we will come back to you – promise!”

Vice President and General Manager, Wipak

Partner & Deliver: What you get

1 Control, consistency and confidence in delivering successful outcomes

Oaklin's approach is to drive and take ownership of change. We set a high bar for quality and do not compromise on creating an open and collaborative culture. Our **Programme Directors** bring specialist knowledge and deep experience to lead by example and give your organisation stability in a changing environment.

2 A pragmatic balance to the commercial framework of the programme

Our **Project & Programme Managers** have significant experience delivering complex transformation programmes, drawing on specialist knowledge acquired through relevant accreditations that recognise and help balance the cost, scope, and risk of a programme according to your requirements.

3 Thoughtful and timely insights

Our talented pool of **Project Support Analysts** work closely with our Project and Programme Managers and look beyond the routine, for example improving the PMO. They bring energy to challenge the norm, identifying issues early and they have an attention to detail that provides clarity.

4 The right skills at the right time

Oaklin recognises that delivering change relies on more than project and programme management. Our network of **trusted partners** and **domain experts** bring a broad range of expertise to fulfil technical and SME roles when required. All of our trusted partners and domain experts operate under the Oaklin brand and uphold the same standards.

5 A shared endeavour

Projects typically have a blend of teams and individuals from **internal departments** and **external suppliers**. This team mix is where Oaklin thrives; ensuring we fill the right roles to proactively drive and manage delivery bringing disparate resources and third parties together, and setting a consistent high bar for quality.

A close-up, slightly blurred photograph of a payment terminal screen, showing a dark display area and a light-colored frame. The image is partially obscured by a dark grey diagonal shape that serves as a background for the text.

CASE STUDY

Launching the UK's first end-to-end merchant-acquiring platform

Oaklin was engaged by a global payments leader to deliver a large, complex digital change programme creating a leading-edge merchant acquiring platform for EMEA region clients.

As part of this engagement, Oaklin deployed a programme team that delivered the first digitally-native merchant-acquiring platform in the UK. This market-leading platform is the only full-service acquiring platform featuring boarding-to-cash straight-through-processing, giving both our client and its strategic partners a significant competitive advantage in their markets.

Oaklin provided the Programme Director, multiple Project Managers, Business Support Analysts and trusted partners to lead the Agile delivery of the platform and operational elements, including the development of a new operating model for the payments entity.

The team proactively anticipated challenges, created continuous learning loops and produced action-oriented plans to reduce the likelihood an impact of anticipated risks. The programme successfully achieved the ambitious targets set, launching a platform that reduced the overall merchant on-boarding time from two weeks to twenty-four hours. Additionally, Oaklin worked with internal senior stakeholders to develop a robust go-to-market strategy which is currently being rolled out to new business opportunities.

Programme Turnaround

Not all programmes are successful from the start. If this happens, the key is to recognise this quickly and invest early by bringing in expertise to turnaround a programme, putting it back on a path towards success. Our Programme Turnaround consultants will provide an evidence-based assessment of a programme, grounded in deep practical experience of methodologies, people, cultures and complex global organisations.

It should identify what specifically needs to change in order to ensure that a programme has the best chance of success and clearly define what success looks like via practical and realistic deliverables. It is always better to invest in turning around a programme than allowing it to fail or limp on indefinitely.

55% of PMs cited budget overrun as a reason for project failure.

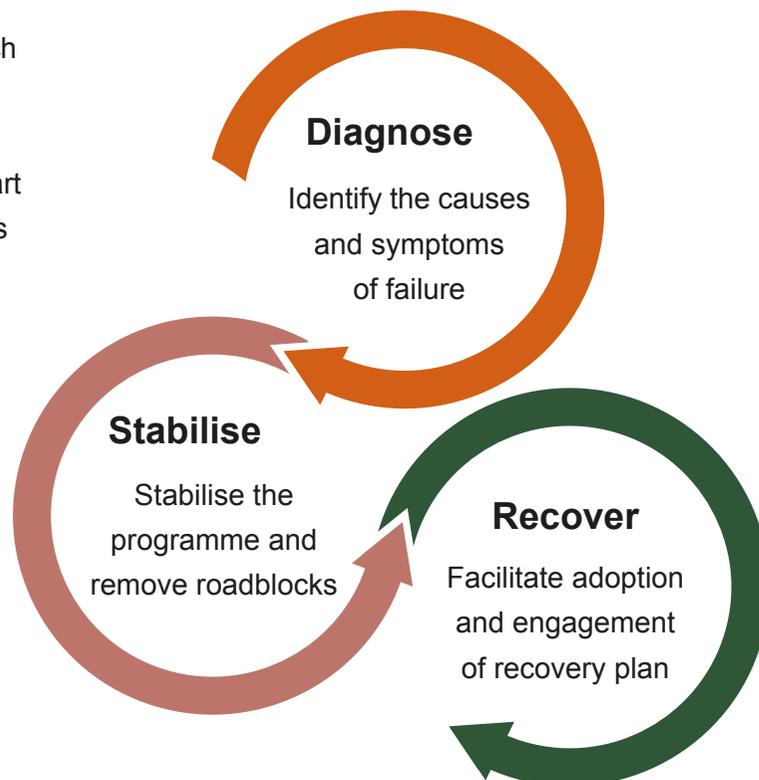
33% of projects fail due to a lack of senior stakeholder input.

Inadequate vision results in **29%** of projects failing.



Our approach

Oaklin's three stage approach to Programme Turnaround produces quick and practical results tailored to inform smart decision-making with regards to your current and future investments.





Our response

Business challenge	Oaklin's response
Difficulty articulating a business case with precision	Review and update business case to validate viability
Unclear vision, direction or objectives	Assess delivery capability and make recommendations
Misalignment of stakeholder priorities	Accelerate focus realignment to strategic needs
Failure due to scope creep, overspending or schedule overrun	Re-baseline programme requirements, roadmap, plan and budget
Lack of team morale and energy	Engage and gain buy-in from a wide range of stakeholders

“Oaklin were initially engaged in a six-week interim IT Programme Manager role: having successfully helped us to reset a struggling programme on a stronger footing, the engagement was extended to provide ongoing support. The Oaklin consultants that worked with us introduced rigour and improved transparency, allowing our leadership team to focus on the business outcomes we were seeking – they demonstrated clearly that they put our interests above their own.”

Head of Architecture, Department Store Group

Programme Turnaround: Outcomes

When Programme Turnaround is carried out in a structured and disciplined manner, the following outcomes can be achieved:

-  A chance to revise, accelerate, slow down or stop current projects
-  An improved team morale and energy resulting in higher productivity and engagement
-  A justification of emotional, historic and reputational investments
-  A clearer identification of (and control over) known dependencies
-  A proactive management plan for critical risks and issues
-  A better understanding of resource capabilities and priorities
-  A redemption of benefits which would have been unrealised in a failing environment
-  A renewed strength in the link between strategic planning and projected benefits





CASE STUDY

Turning a struggling programme around to meet regulatory demands

Oaklin was engaged by a national utility company to help turn around a struggling deregulation programme. In response to deregulation, two companies joined forces to create a new water retail company for non-household customers. The programme was working to a non-negotiable deadline. Eight months prior to this deadline, it became clear that the programme's processes and documentation were inadequate, with poorly-managed plans. The client needed better management and leadership to meet the regulator's deadline.

Oaklin provided a short, sharp injection of highly-experienced programme and PMO expertise. We performed a delivery capability assessment and presented this to the client's leadership team. We worked with individual business units to validate requirements and close project planning, governance and control gaps. We produced a revised roadmap and programme plan to deliver these requirements.

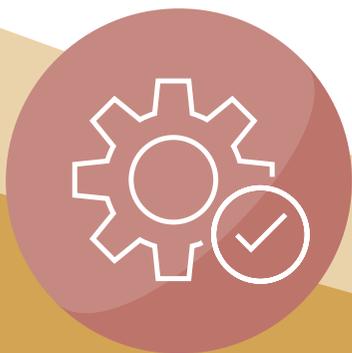
Oaklin subsequently implemented a revised roadmap and programme plan. The Oaklin team secured senior stakeholder support for this plan. Oaklin also provided migration and cutover support after the initial assessment to devise, rehearse and prepare a seamless "Go Live" strategy. The joint venture successfully went live by the non-negotiable deadline, as originally planned.

Our Delivery Principles

PPD is a discipline which has been in existence for over a century. In that time, the methods, tools, bodies of knowledge, and qualifications available have been continuously evolving.

At Oaklin we do not slavishly follow a single method, but instead believe that deploying the correct resources to meet your particular needs leads to the greatest chance of success. We believe projects and programmes are delivered by understanding your needs, then deploying tried and tested PPD methods as required to deliver desired outcomes.

However, that is not enough. To be able to respond appropriately to your challenges, our practitioners apply five unique principles:



“Oaklin’s boutique size meant we received genuinely tailored support rather than having to work with a predetermined one-size-fits-all model. We held regular quality review meetings with a dedicated Oaklin Partner who ensured that any concerns raised were dealt with in a timely fashion. While working with Oaklin was very much a collaborative exercise, I was pleased that it was clear that the business retained clear ownership of the upgrade throughout the project.”

Head of Group Finance, Wolseley Group Services Ltd

1 Ambitious

All projects should adopt an outcome-focused, time-critical approach to build a sense of momentum. This helps to focus minds, galvanise resources and promotes resource autonomy and accountability. At Oaklin, we never let projects and/or programmes settle or stagnate, we always want to maximise potential outcomes and give you the best chance of success.

2 Pragmatic

The scope of PPD is vast and there are many different tools, methods and processes that could be used, with no guarantee of success. At Oaklin, we only perform tasks and create deliverables that add material value and are not afraid to change course when new information becomes available. We recognise that there will be bumps in the road so consequently deliver bad news early to ensure sufficient time and attention is given to remediation.



OAKLIN

3 Creative

Some PPD approaches are rigid and perfunctory, and instead of encouraging creative-thinking and problem-solving, promote box-ticking and paper-pushing. At Oaklin, we use our deep PPD experience to deliver on quick wins and produce action-orientated plans which continually explore and re-evaluate delivery mechanisms, to reduce the likelihood and impact of anticipated risks.

5 Proactive

Lots of projects and programmes start well but lose their way over time. They doggedly stick to their original scope and react to problems and opportunities as they arise. At Oaklin, we plan ahead as much as possible and maintain a long-term, outcome-orientated view. We anticipate problems, create learning loops, monitor high-level performance indicators and carry out regular project reviews to optimise performance.

4 Tailored

Every project and programme is different, which is why we don't advocate any particular method. We prefer to assess your environment, challenges, and ambitions then tailor our PPD approach to best suit the situation.

All our work is underpinned by practical experience. Oaklin does not prescribe a set method that claims to deliver success. We are committed to sharing our knowledge and experience with your team, to complement your existing capability and propel you to the next level.

“The consultants that worked with us focused on driving the overall management of the programme, as well as one of the constituent projects, allowing our team to focus on business-specific outcomes. Any issues on projects or within the teams were handled swiftly, pragmatically and with excellent communication, keeping the team up to speed with planned resolutions.”

Head of Group Accounting,
Ferguson Group Services Ltd

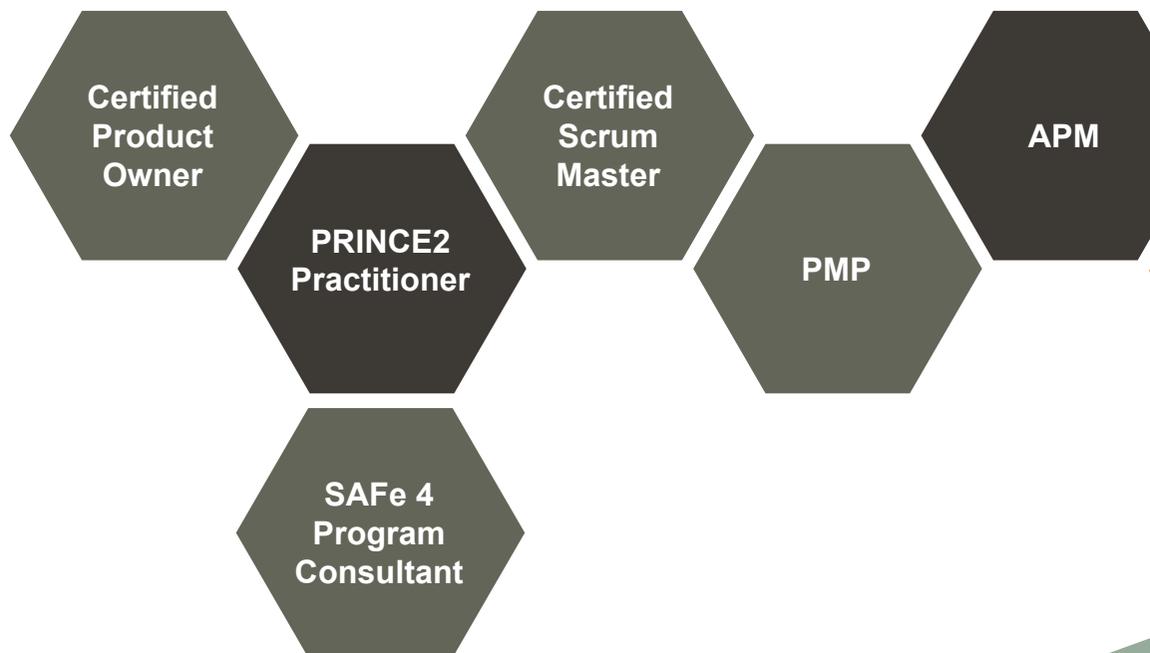
Our Skills & Accreditations

Given the demanding environments in which PPD professionals are expected to work, a core set of skills and capabilities are required to ensure that they can efficiently and effectively respond to these demands.



Project and Programme Managers need to be able to lead, manage, motivate, inspire, negotiate, solve conflict, foster buy-in and set a clear vision. They need to be able to lead strategically and operationally whilst being sensitive and empathetic to successfully tackle all challenges that may arise in PPD.

At Oaklin, we prioritise attitude, approach and experience, applying them with judgement and pragmatism. Our practitioners are certified in a number of accreditations and have a proven track record of being able to implement learnings to successfully deliver in the most challenging of environments.



Accreditations



Skills





“Oaklin takes the quality of their team, and their trusted associates’ work, very seriously. They invested time via a Quality Assurance Partner in regular check-ins to ensure our expectations were being met. When we encountered issues, they took timely action and at their own cost where that was the fairest thing.”

Finance Director, Commercial – Wolseley UK

Our People & Network

Our People

Oaklin's community of PPD practitioners is our most valuable asset, with PPD being one of our core capabilities. We are proud that:

-  We work together to ensure Oaklin's collective expertise is brought to every problem
-  We take pride in our work and make sure our work is exceptional regardless of task size
-  We harness our range of views and backgrounds for the good of our clients
-  We are easy to work with and build a strong sense of trust. If it isn't the right thing for our client, we won't do it!

Our Network

Oaklin's network is far-reaching, helping us to connect strategy to execution for complex global organisations. Our PPD capability is strengthened through:

-  Our use of carefully sourced trusted partners
-  Bringing clients with a common purpose together to share challenges, learnings and best practice
-  Focusing on engaging, developing and leveraging what's distinctly Oaklin
-  Our US office and global connections



“In short, they are great people, knowledgeable and easy to work with. I would recommend speaking with Oaklin if you are looking to set up or improve major IT programmes – and if you want to engage with professionals who genuinely care.”

Head of Architecture, Department Store Group

Our clients

Our clients include FTSE 100 and Fortune 500 companies across multiple sectors.

Our sector experience includes Energy and Resources, Engineering, Financial Services, Health, Hi-Tech, Manufacturing, Media, Public Sector, Retail, Shipping and Telecommunications.

“Oaklin supported us in the programme management of a major, group-wide transformation. Oaklin was immediately at home and integrated into our existing structures, providing support and advice both in content and methodology. We do not usually allow references at all – but are happy to make an exception in this case!”

Group Finance Director



“Oaklin gave us access to first-rate, experienced resources but without the downsides of having to deal with a large consultancy. They worked flexibly, built trust and it genuinely felt like they had our best interests at heart.”

Finance Director, Commercial



“In providing expert Business Architecture, Change Management and Programme Management support, Oaklin has been pivotal to shaping our digital capability.”

Chief Commercial Officer



“Oaklin provides invaluable advice and delivery support for our strategic projects. They are a crucial part of our ability to deliver change across the business.”

Chief Executive





Summary

At Oaklin, we recognise the challenges you face in making complex changes in your organisation. There is no one-size-fits-all to delivering strategic initiatives and it seems more difficult than ever to navigate ever-evolving complications. Whether it's managing a complex network of suppliers, dealing with new technologies, or maximising the benefits of different methods, there's always room to do something a little creative and increase the chance for success. Being bold and ambitious will reap rewards at a time when standing out from the crowd is of utmost importance.

Oaklin believes in putting your interests first. We take a proactive lead in solving your toughest problems and help shape, deliver and improve your programmes of change and we're not afraid to recognise when an intervention is required. Our principles of tailoring a pragmatic approach with a constant focus on achieving the right outcomes has enabled us to help some of the biggest companies in the UK transform their businesses.

About Oaklin

Oaklin is an independent management consultancy firm. We focus on understanding and solving our clients' biggest challenges. We specialise in placing small teams of experts who typically work alongside our clients' teams, bringing the capability or capacity enhancements that are needed.

Our clients value our versatility and practical expertise, underpinned by our core principles of trust, integrity and openness. As a result, over 90% of our work comes from repeat business at existing clients and referrals into new clients.

We specialise in taking a select number of high-impact roles that make a real difference to an organisation. We do not seek to take over or deploy large pyramids of juniors. We have no internal targets or commercial alliances. As a result, we are frequently trusted by our clients to help select, negotiate with, and manage other third parties, including global including global systems integrator consulting firms.

We advise leaders, shape transformation and lead delivery, connecting strategy with execution and translating aspiration into reality. We are always happy to stand by our advice. We believe in our recommendations and are willing to implement them if asked. We recognise that you engage consultants for when things are hard, not for when they are easy. Oaklin will work with you to understand and help resolve your biggest challenges.

Get in touch

Please contact us if you would like to discuss any elements of our Project and Programme Delivery capability, or how Oaklin could partner with you to deliver lasting change within your business.

enquiries@oaklin.com
+44 (0)20 3927 3710
www.oaklin.com

