

Establishing and Managing a Strategic PMO

After launching a major re-design to its flagship product, a large education focused nonprofit had to prioritize and manage a series of strategic product initiatives to improve customer and market perception, operational efficiency, and product P&L

Challenge

A leading education focused nonprofit company had recently launched a major re-design of its flagship product, causing significant shifts both in the marketplace and to product operations. The organization had a high-level roadmap of strategic initiatives that had to be **prioritized and effectively managed** in order to stabilize the new product.

They needed to:

- Prioritize 100+ strategic product initiatives focused on Product Improvements, Operational Efficiency, Marketing, and Constituent Outreach
- Launch and manage a PMO to guarantee clarity in scope, status, budget, and timely issue resolution with senior leadership
- Ensure coordination, communication and collaboration across and within teams, including multiple business units and external vendors

Collaborative Approach

Acquis partnered with product leadership to develop a methodology for prioritizing initiatives and developing a multi-year initiative roadmap. We worked with project leaders and stakeholders to ensure the clarity of scope and resource needs necessary for each project to deliver the expected results.

We focused on:

- Developing a methodology for project prioritization and roadmap development that would have an **immediate impact** while laying the groundwork for **future initiatives**
- Collaborating with project leaders and teams to establish **clarity of scope** and resource needs, clear and **timely strategic decision making**, and **senior leadership support**
- Supporting project teams with analysis and **development of deliverables**, as needed, to **ensure timely completion** of project activities
- Led project teams with **selection, onboarding, and management of third party vendors** when specific knowledge and subject matter expertise was necessary to achieve project objectives

Drive Change

- Developed a **three-year roadmap** of strategic product initiatives
- Established and led a PMO that **effectively managed 20+ product initiatives** in the first year of the roadmap
- **Transitioned PMO activities to internal staff**, allowing for ongoing management of annual product initiatives
- **Managed and acted as team members on several initiatives** where internal staff did not have capacity or required experience and knowledge
- **Led major product enhancement initiative** that directly resulted in significant **product P&L improvement**

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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