



Portfolio, Program and Project Management (PPPM) services and solutions

Helping organizations deliver
complex change

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KPMG Lower Gulf

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Foreword

Enterprise-wide transformation and technology projects may substantially benefit organizations. However, if not managed properly, they may also have a negative impact on business performance.

KPMG's experienced project management team can help organizations effectively manage their project portfolios, enhance project and program performance and increase the probability of successful completion.

Our team offers an objective, professional approach to managing the many risks associated with project and program implementation.

KPMG uses well-established methodologies, informed by leading concepts and practices. Our approach is applicable to various types of projects, including transformation, regulatory compliance and other critical issues.



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Introduction

KPMG's experienced PPPM team supports clients in managing their organization's project portfolio, enhancing project and program performance and increasing the probability of successful completion.



Transformation office set-up and delivery: Improves the likelihood of achieving strategic, tactical and operational goals, by serving as a centralized function for large-scale transformations



Independent project, risk and quality assurance: A proactive risk management technique developed to provide an independent holistic view of complex and capital-intensive programs



Portfolio management: Focuses on the selection and control of projects and programs to support organizational strategy



Agile delivery methods: Enables teams to make simplified process decisions around incremental and iterative project delivery



Program and project management: KPMG PPPM professionals can be seconded to client locations to support their business objectives

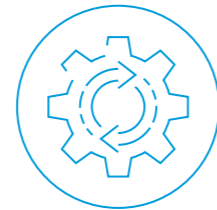
Transformation office Setup and delivery

Transformation delivery offers an integrated, business-centered approach to large scale projects, with a focus on easing the journey. KPMG's offering focuses on maximizing the value of transformation by establishing and operating a project management office (PMO) that will fit with the existing organization. A PMO can be designed and established at various levels (portfolio, program or project) and, as a centralized function, improves the likelihood of achieving strategic, tactical and operational goals. It also seeks to provide consistency, transparency and control in delivery to clients.

We craft bespoke technology-enabled office setup offerings, closely aligned to Project Management Institute (PMI) best practices. Post transformation program setup, KPMG drives delivery across the program lifecycle.



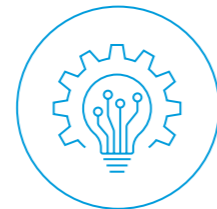
The PPPM offering entails the following PMO-related support:



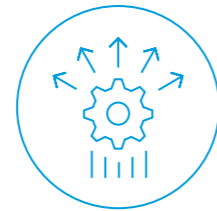
Strategy and planning



Design



Implementation



Operationalization



Transition and knowledge transfer

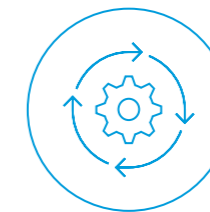




Portfolio management

Portfolio management helps large organizations deliver strategic change by prioritizing resource deployment and funding to change initiatives, maximize value and achieve organizational goals. KPMG's offering starts at the board level and focuses on balancing an organization's resources with their appetite for risk and investment. At the same time, the goal is to ensure strategic objectives are aligned by monitoring return on investments and increasing visibility of the portfolio's performance. This offering monitors value delivery and provides recommendations to cancel or de-scope programs and projects with low contributions to minimize future costs.

This comprises several core services:



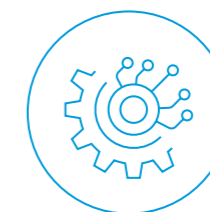
Portfolio delivery cycle: ensures robust oversight over all programs and projects within a portfolio



Review of portfolio performance: holistic review of the overall portfolio or specific elements, as well as a fact-based assessment of performance



Portfolio management maturity assessment: independent review and assessment of the maturity of current processes, techniques, tools and competencies



Portfolio process and capability development: comprehensive development and training of an organization's portfolio management capability



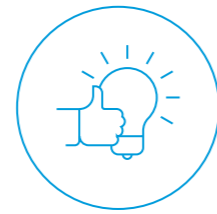
Program and project management

Our professionals offer experience in managing large and business critical programs in a structured fashion throughout the delivery lifecycle. Program management refers to the administration of a group of projects, linked through dependencies and potential benefits. While project management refers to oversight of a temporary endeavor to create a unique product or service. Program and project management supports clients by defining processes that mitigate risks and provide resources to support general project management activities. Our program and project management support and frameworks will help define and drive change delivery through a robust, controlled framework.

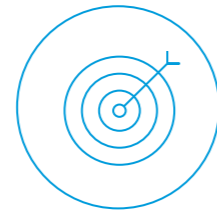
A typical delivery lifecycle can include the following:



Inception



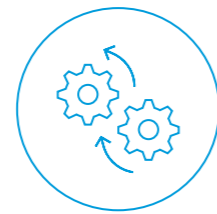
Initiation



Scoping and planning



Executive, monitor and control



Closure and transition

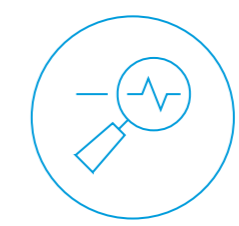




Independent project and quality assurance

KPMG offers an external assessment of project implementation. Our approach is designed to reduce the risk of project failure, while empowering project managers. Ours is a structured and flexible technique that helps clients across multiple industries navigate the implementation of complex transformations. The objective is to provide program and business stakeholders with an unbiased, independent, objective and forward-looking assessment of the risk they may encounter over the course of their transformation journey.

This offering entails the following:



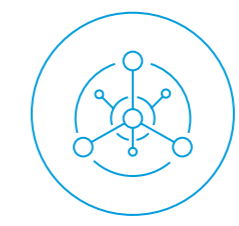
Health checks: project risk reviews before, during and after implementation



Quality assurance: perform stage gate reviews and ensure project deliverables meet quality standards



Risk management: conduct deep-dive risk assessments and recommend risk responses



Project rescue: project remediation and turnaround post identification of material delivery issues

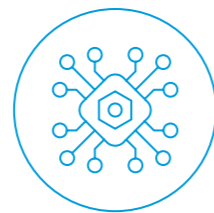


Agile delivery methods

Agile delivery principles, used in an iterative approach, can be an empowering and efficient method. With this approach, risk and delivery balance may be managed without the bureaucracy associated with traditional change. The goal is to move beyond waterfall and other predictive methodologies which may not adapt to changing requirements and meet required timelines. With this approach, a tight feedback loop allows for new knowledge, emerging requirements and innovate ideas to be embedded into the delivery plan even if they are introduced late in the process. Project plans are feature-based and structured into timebound sprints, where the business and the project teams collaborate throughout the project. Iterative delivery enables increased customer satisfaction, better communication between the business and project teams, continuous improvements and productivity. The goal: to deliver a quality end product, acceptable by the customer.

An iterative delivery approach is centered around four agile principles: individuals and interactions over processes and tools; working outcomes over comprehensive documentation; customer collaboration over contract negotiations; and, responding to change over following a plan.

Our method includes:



Adoption of an iterative change delivery framework through the use of agile principles



Coaching of agile principles through the adoption of iterative delivery



Delivery support through the use of agile principles in an iterative delivery project



About KPMG

For almost 50 years, KPMG Lower Gulf Limited has been providing audit, tax and advisory services to a broad range of domestic and international, public and private sector clients across all major aspects of business and the economy in the United Arab Emirates and in the Sultanate of Oman. We work alongside our clients by building trust, mitigating risks and identifying business opportunities.

KPMG Lower Gulf is part of KPMG International Cooperative's global network of professional member firms. The KPMG network includes approximately 227,000 professionals in over 146 countries. KPMG in the UAE and Oman is well connected with its global member network and combines its local knowledge with international expertise, providing the sector and specialist skills required by our clients.

KPMG is widely represented in the Middle East: along with offices in the UAE and Oman, the firm operates in Saudi Arabia, Bahrain, Kuwait, Qatar, Egypt, Jordan, the Lebanon, Palestine and Iraq. Established in 1973, KPMG in the UAE and Oman employs 1,485 people across four offices, including about 100 partners and directors.

Our latest initiative, KPMG IMPACT, aims to help clients future-proof their businesses amid times of increasing focus towards issues such as climate change and social inequality. The goal is to help them achieve success across 17 major Sustainable Development Goals (SDGs) and become more resilient and socially conscious. For FY21, the firm earmarked a global budget of USD 1.43 million for the initiative.

As we continue to grow, we aim to evolve and progress, striving for the highest levels of public trust in our work. Our values are:



Integrity: We do what is right.



Excellence: We never stop learning and improving.



Courage: We think and act boldly.



Together: We respect each other and draw strength from our differences.



For Better: We do what matters.

To meet the changing needs of our clients, we have adopted an approach aligned with our global purpose: Inspiring Confidence, Empowering Change. Our three pillars – exceptional quality of service, an unwavering commitment to the public interest, and building empowered teams – are the foundation of our firm.



Contact us

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