PricewaterhouseCoopers Services LLP

Strategic programme management office (PMO)

Digital and AI strategy

August 2026

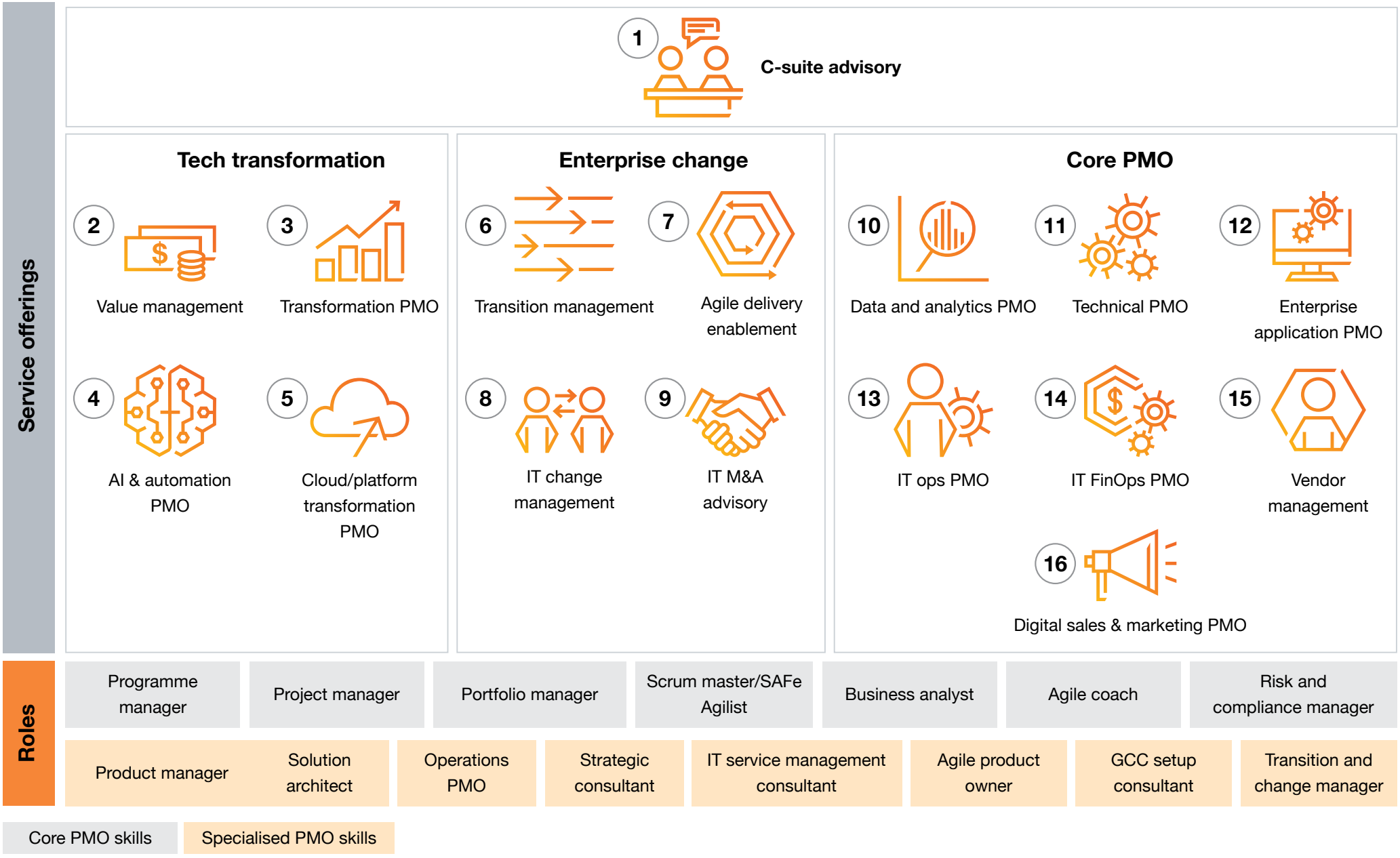


We deliver independent governance focused on outcomes over activities.

Objectivity and neutrality	Driven by value realisation	Large-scale transformation and AI expertise	AI-enabled PMO governance
Independent challenge at the executive level	**Investment choices anchored to business outcomes, not milestones**	**Portfolio-level orchestration across multi-programme, multi-vendor change**	**Predictive foresight on value leakage and slippage before impact**
Single source of delivery truth	Defined benefit owners' accountability	Risk, issue, and dependency discipline	AI-enabled reporting and decision support
Defined controls and evidence trail	Standard intake and prioritisation process	Playbooks, templates, and runbook	Trained and AI equipped team
Consistent stage gates and quality reviews	Functional governance calendar	Knowledge management framework in place	Structured delivery enabled by scalable AI use cases

We do not just operationalise the PMO—we set the strategic agenda first, then run it with disciplined execution.

Enabled by our skilled resource pool, our comprehensive service portfolio spans strategy, transformation, enterprise change, and operations



Choosing the right PMO deployment model for client needs

Managed PMO product-oriented delivery (POD)

Scalable, ownership-driven delivery capacity with built-in governance



POD lead + right-sized team



Stand-by team for scale-up



Delivery ready in 1-2 weeks



Single point of contact

01 Mobilise

Establish POD and enable the team

- Confirm scope and composition, and set a single point of contact with the client manager.
- Complete role-based enablement within the agreed onboarding window.

02 Run

Deliver with control through a three-tier governance

- POD leads own quality, escalations, and stakeholder communication across the team
- Weekly utilisation, fortnightly forecast and capacity, quarterly steering review

03 Scale and sustain

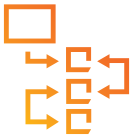
Flex capacity against forecast through fungible talent pool

- Ramp-up or scale-down of POD based on utilization.
- Maintain a fungible talent pool for quick deployment.

Best fit: Clients who need fast access to flexible PMO support, with delivery and governance managed by PwC

Build-operate-transfer

Sustainable client-owned PMO capability and long-term value realisation



Three phases, end to end



Six activity streams per phase



40+ toolkit assets



PMO handed over to client

01 Build

PMO foundation, governance and value baseline

- Establish PMO governance, operating model, and value framework.
- Set up reporting, tools, data, and delivery controls.

02 Operate

Governance-driven delivery with value control

- Govern programme execution, risks, dependencies, and resources.
- Track KPIs, benefits, and performance through insights and reporting.

03 Transfer

Embed capability and transition ownership

- Transition PMO ownership, governance, and reporting to client teams.
- Enable sustainability through training, handovers, and operating plans.

Best fit: Clients who want to establish a strong PMO capability and move ownership to their internal team over time

Our client citations

01 PMO-led governance for digital transformation

Central PMO for a cement major's SAP transformation, demand forecasting and digital apps—covering governance structures, consolidated dashboards and risk/dependency management

Cement **PMO**

02 Agile transformation and PMO for indirect tax reporting

Agile practitioner and Scrum based PMO for an oil and gas major's project-to-product shift on a global indirect tax reporting product, enabling frequent releases and continuous improvement

Oil and gas **Agile delivery enablement**

03 PMO for finance and HR shared service centre

Managed the technology programme to set up a centralised finance and HR shared service centre—consolidated plan, multi-vendor execution and risk/issue/dependency management

Cement **SSC PMO**

04 IT vendor management office (ITVMO) setup

Established a centralised IT vendor management office for a global pharma major—P2P process mapping, RASCI, and a governance framework to standardise vendor governance

Pharma **Vendor management**

05 PMO for IT operating model transformation

PMO to consolidate siloed global IT hubs into three global business service centres—master plan tracking, governance, SLA/OLA and vendor-transition management

Manufacturing **IT TOM PMO**

06 PMO for a portfolio of IT shared service projects

Represented a global FMCG major to manage a portfolio of IT projects—project plans, governance model, escalation matrix, risk registers, and budget tracking

FMCG **Portfolio PMO**

07 PMO for MS Dynamics 365 F&O ERP implementation

PMO tracking a D365 finance and operations rollout across 35 countries—project monitoring, integrated financial management, master data, and external vendor coordination

Travel and hospital **ERP PMO**

08 Transformation management office (build-operate-transfer)

Assessed IT maturity and built an ITSM governance framework, organisational structure, and PMO under a build-operate-transfer model to lift service delivery for a consumer electronics leader

Consumer electronics **TMO (bot)**

Contact us



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