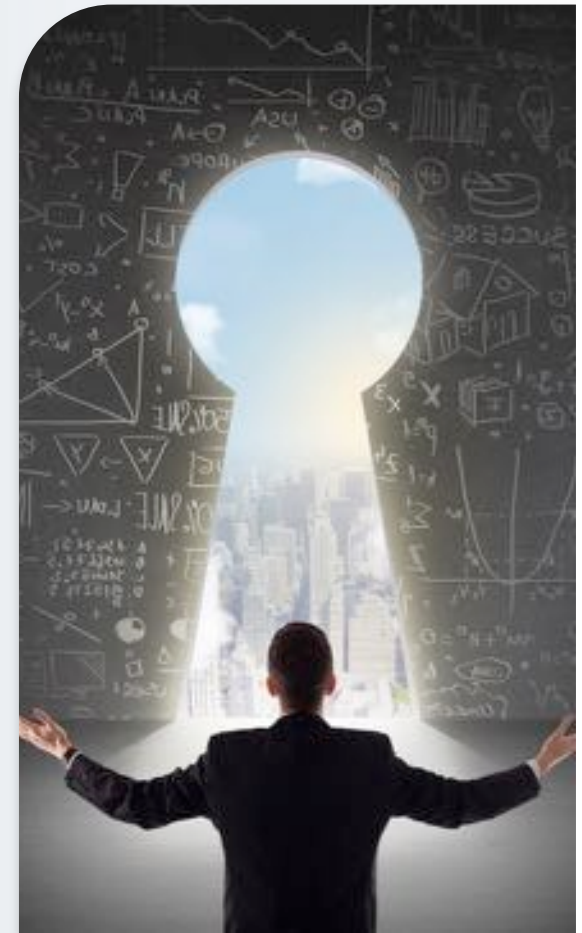


MARKETINGⁱⁿCONTROL

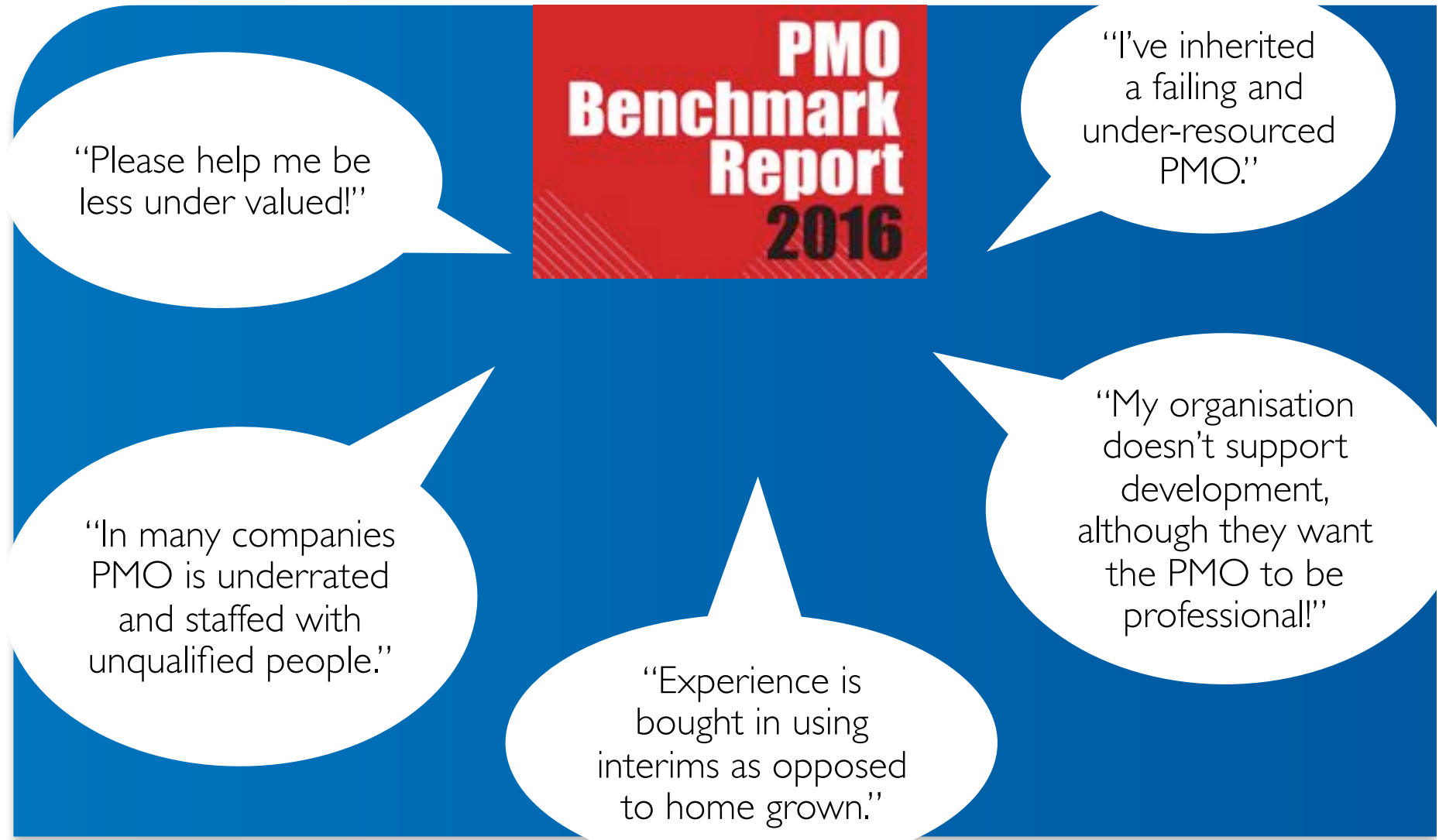
Marketing The PMO: Unlock the potential

Fran Bodley-Scott

26 January 2017



PMOs feel misunderstood and undervalued



Agenda

i Why PMO's need a marketing plan

- Building relationships is key to PMO success
- 'Communication' isn't working
- Doing the day job isn't enough, either



ii How we can use marketing to change perceptions:

- 5 elements that influence perceptions
- Learning from marketers
- Creating a PMO Marketing plan



iii Next steps

- Conclusions
- Challenge your assumptions
- If you do just one thing ...



Why PMO's need a marketing plan...



Relationships are essential for PMO's to deliver the changes and insight needed by the organisation

- PMO performance, the ability to lead change, provide valued input and innovate, depends on stakeholder understanding, respect & trust



Understanding of PMO's mission



Support of upper management



Recognition of PMO's expertise



Collaboration with other participants

Source: Prof Monique Aubry

“You have to have relationships big enough to get the job done”

Steve Raddcliffe
‘Leadership Plain & Simple’



Communicate, communicate, communicate?

Catch22: Perceptions stop your message getting through

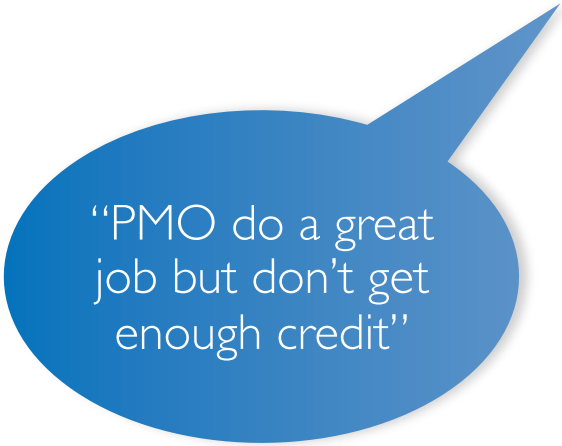
- Information is ignored:
 - Wrong sign-posts eg. misleading email title
 - Mood, timing, urgency eg. other priorities
 - Prior experience eg. direct or by association
- Information will be interpreted differently:
 - Jargon eg. finance meaning of “portfolio”
 - Language eg. English as second language
 - Context eg. other initiatives in progress
- Information is overlooked:
 - Filtering eg. assumptions they know it already
 - Blind spot eg. not expecting to see it
 - Task focus eg. focused on what they're doing




Just focus on doing our jobs?

The challenge of the invisible PMO:

- The real value delivered by the PMO is often invisible
 - Improvements and efficiencies are reported, PMO contribution is often hidden
 - Executives have limited direct experience
 - People see a delay, not what PMO needs to do to meet needs
 - Other parts of the business may not be engaged at all



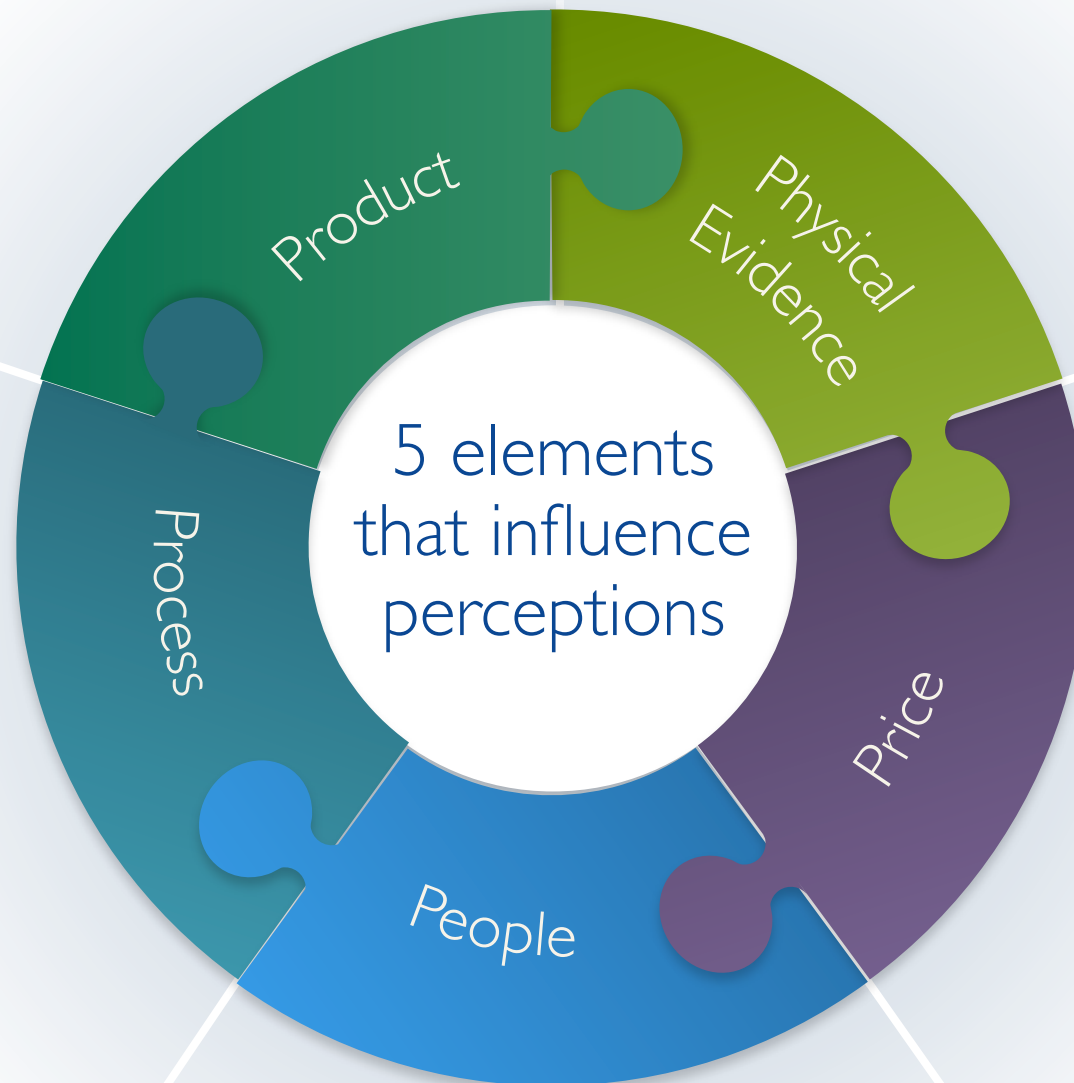
“PMO do a great job but don’t get enough credit”



“IT in our business is seen as a roadblock, as slow and bureaucratic”

PMO Marketing: changing perceptions...







Product
Paying attention
to quality



From ridicule...

... to respect

*Why does a Skoda have a
heated rear window?
To keep your hands warm
when you're pushing it*



The new ŠKODA Kodiaq
from £21,495 OTR



Skoda named the most reliable car brand in Britain

SKODA has had the last laugh by being named the most reliable car brand in Britain.

PUBLISHED: 09:00, Thu, Jul 14, 2016 | UPDATED: 14:57, Thu, Jul 14, 2016

SHARE 2K



Skoda has been named as the UK's most reliable car brand in Britain.



Pay attention to quality Find the problems and fix them

Weaknesses

- No consistent person throughout the project
- It's hard to know who to go to
- Can spend too long on analysis when we just need to get on with it – can feel waterfall
- BA's should be more involved throughout the project
- Hand-offs create delays
- We don't hold developers to deadlines
- Want more dedicated product ownership – someone who can live and breath a product
- Confusion over the scrum roles between Dev and PMO

"No consistent person throughout the project"

"Hand-offs create delays"

"It's hard to know who to go to"

"Confusion over the scrum roles between Dev and PMO"

Source: Sophie Coady, IG Group



Physical Evidence

Highlighting the
value delivered



From
unaware...

... to required
component



REAL-TIME ANALYTICS

Make faster, smarter decisions with the Intel® Xeon® processor E7 v4.

Improve your data center





Highlight the value delivered
Ensure stakeholders are aware of PMO impact

Marketing In Control Working with Competitive Resourcing through 2000



Supporting Competitive Resourcing Through 2000

Creating emails, presentations, reports, workshops, press coverage, brochures and recruiting events, we have worked closely with the Management Team and recruiters across EMEA in two key areas:

- Developing messaging to achieve their communications objectives;
- Managing the necessary channels for communication.

Developing Communications

For Customer Confidence

- Targeting hiring managers in non-UK regions to communicate the changes in resourcing support and commitment to their region.
- Reports for Pascal Debon on resourcing performance and recovery strategy.
- Project communications:

Working with Talent Primers, Project Managers and Talent Metrics to establish practical and effective reporting processes at all customer levels.

Developing update reports for strategic project areas: eDS, GPS, HPOCS, Optical, Sales, GCCS.

For Action

- Positioning a change in process in Italy to achieve local hiring manager buy-in.
- Developing common messaging for Resourcing Managers to facilitate recruiter contract reviews.
- Messaging for Pascal Debon around WTP process and actions.



Price
Paying attention to
perceived costs



From
disinterest...

... to “tell me
more”

£150 cash perk
'not enough' to make
people switch banks

Banks' generous cash
incentives and high interest
rates are failing to tempt
people to move



Switching is fast and simple.

It takes around 10 minutes to complete the form. You can choose the date that the switch goes through.

Our Current Account Switch Team will do the rest, moving all your payments to your new Nationwide account within 7 working days!

Don't want to close your existing account?

Partial switch option



Pay attention to perceived costs Help people focus on the gains

Gain:

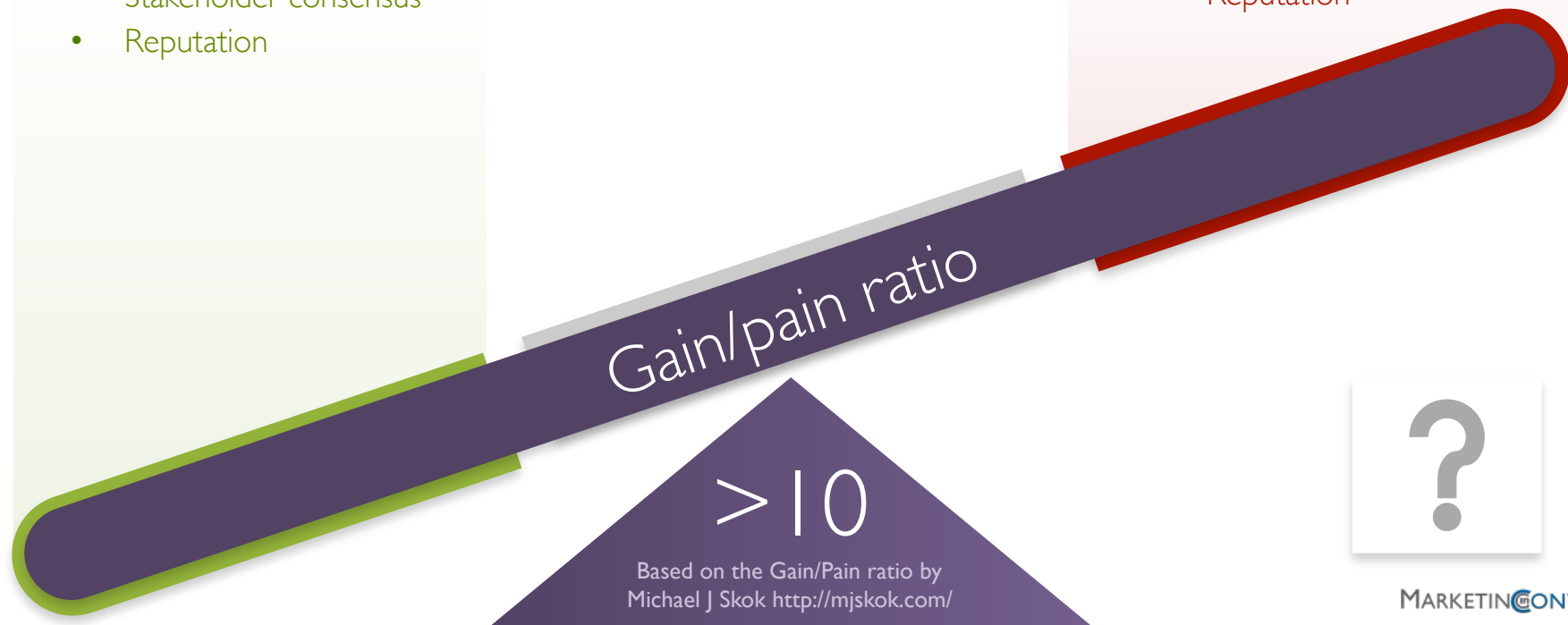
- Cost savings
- Capacity
- Quality
- Better decisions
- Lower risk
- Flexibility
- Stakeholder consensus
- Reputation

Inertia RISK:

- Do nothing
- Do it myself
- Alternatives?
- Good enough = good enough!

Pain:

- Time, resources
- Reduced capacity
- Investment
- Risk of project failure
- Disruption, rework
- Added scrutiny
- Reputation





People
Demonstrating
credibility and capability



From unlikely...

... to credible

Google

*Sergey Brin,
co-founder of Google,
wearing Google Glass –
augmented reality glasses*





Demonstrate credibility and capability: Provide evidence that you can deliver

- Walking the talk - being role models
- Ensuring skills & behaviours reflect PMO promise
- Managing stakeholder expectations about PMO role
- Avoiding 'coffee stains'

Communications Audit:
Check the view
from the
other side





Process
Solving
stakeholders' problems



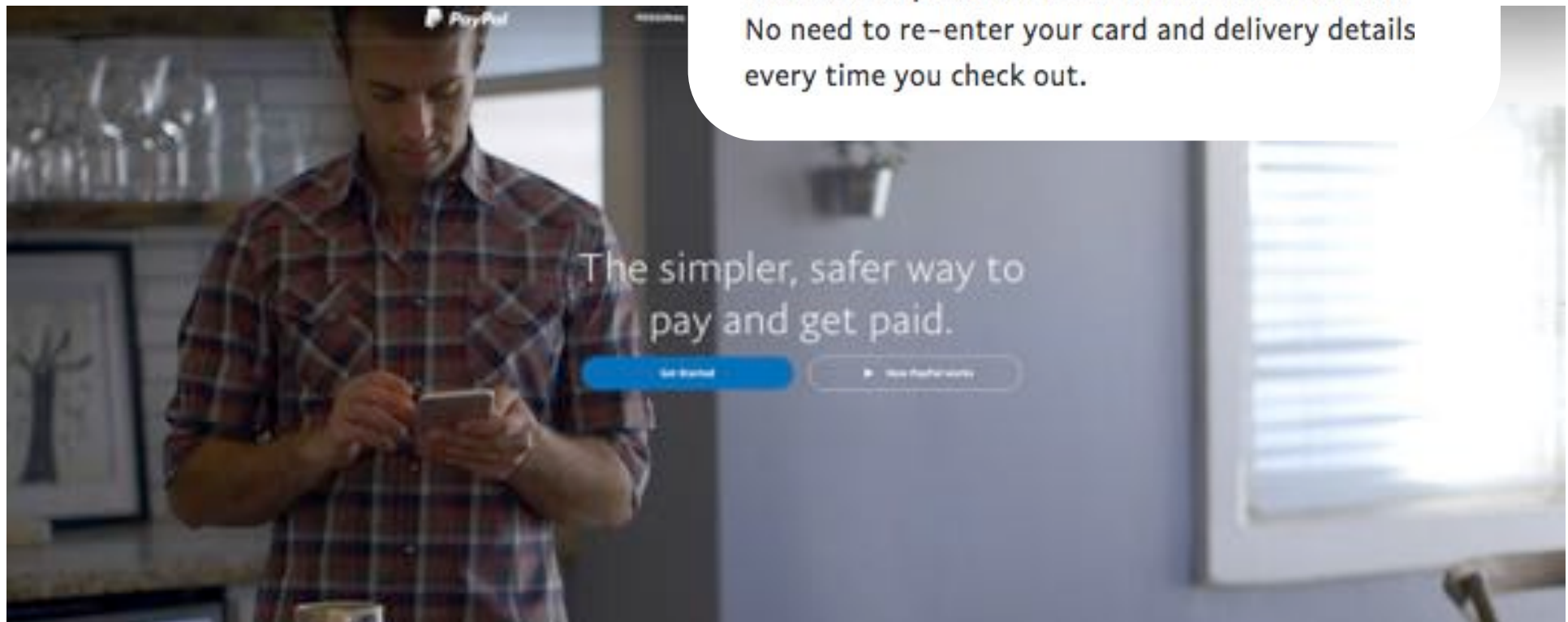
From one-off
transaction...

... to trusted
enabler



Simple and convenient

Pay quickly and more securely with just an email address and password or mobile number and PIN. No need to re-enter your card and delivery details every time you check out.





Solve stakeholders' problems:
Use PMO capabilities to help get things done

Simplify the customer journey:





Next steps...

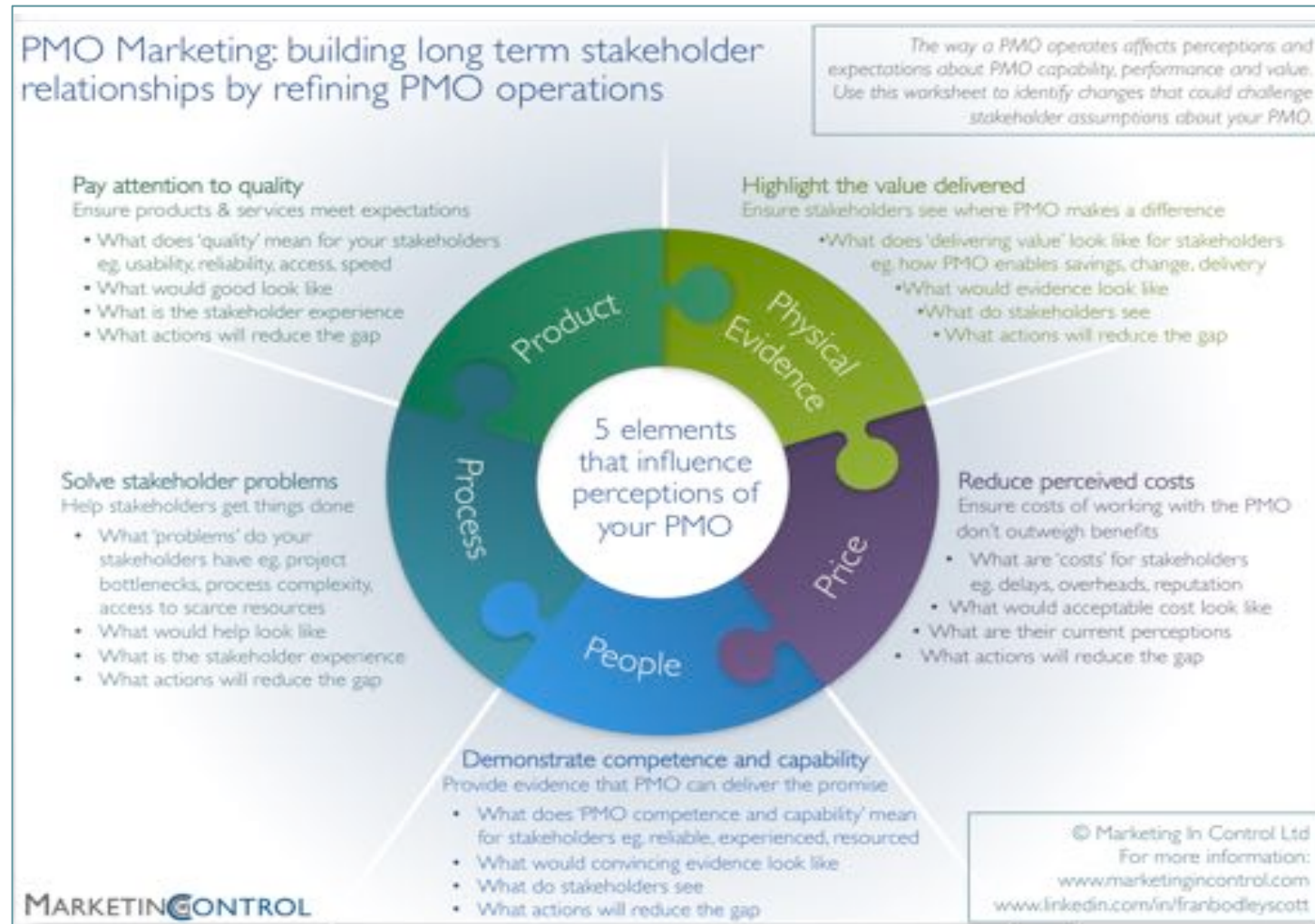


Summary

- PMO Marketing:
 - building relationships to get the job done
 - supported by communications, not driven by communications
- 5P's framework
 - Building relationships by influencing perceptions
 - 5 elements that influence perceptions
 - Focus on refining how the PMO operates
- Developing your PMO Marketing Plan
 - Identify the relationships important to your PMO
 - Challenge assumptions about your PMO operations
 - Identify actions to reduce the gap

PMO Marketing handout:

Challenge assumptions, start changing perceptions



Finally, if you do just one thing ...



Thank you

MARKETINGⁱⁿCONTROL

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