



Program Management

Historical data analysis points to some poignant statistics about the organizational strategic initiatives that typically translate into large complex change management programs when it comes to execution management. Typically:

- 25% of which should never have started: ill-conceived
- 40% of which are started never get implemented: poorly executed
- 35% of which are implemented never deliver the intended benefit: poorly implemented

Analysis of the organizational experience globally would point to any one or more of the following being the cause:

- High probability of disconnect between stages – from ideation, to budgeting, to execution, to benefits realization without a pre-designed and defined mechanism to detect the same
- Absence of a control mechanism supported through conclusive risk assessments (go/no-go evaluation) and periodic measurement of benefits along with an organizational feedback loop from different stages to enable mid-term corrective actions
- Inadequate collaboration and/or alignment between different stakeholders and agencies: external (partners, customers, vendors) or internal: leading to project execution which maybe efficient at individual project level but fails in delivery of 'expected results' collectively when the outcomes are integrated for several such project components at program level
- Program design and implementation framework or approach not facilitating inclusion of 'project level' interdependencies in resource and risk management as well as continuous reprioritization processes.

We at Nihilent, through our experience in program management collectively exceeding hundreds of person years, have been perfecting the art of program management by practicing it as an Engineering Science so that each of the programs managed by us or in partnership with us would deliver to the promise.

Nihilent through its Program Management Services offers these expertise and promises to partner with you for realizing the benefits of your strategic initiatives.

The services adopt a holistic approach to managing performance through a set of operational measurements derived from strategic goals all the way to the execution roles. Our services are developed to model and manage the complex relationships and collaborative efforts of all external and/or internal entities involved in the organization's change management programs.

Salient features of Nihilent's Program Management Services:

- Focus on strategic goals and requirements all through the lifecycle as well as across the portfolios/projects
- Holistic view integrating People, Process and Technology (infrastructure) assets
- Metrics based assessments to support the asset management
- Risk based control through management by exception and early warning systems
- Inclusive approach in seeking as well as facilitation collaboration between all stakeholders (both internal and external), and
- Continuous Improvement through the execution based on feedback analysis and integration of lessons learnt through the lifecycle as well as across the program elements



Nihilent's Management approach and practices are built around the following fundamental principles:

- **Benefits Management:** Tracking any program and several projects within to the benefits and returns projected in the business case is the key definition of successful program management. Nihilent believes that such tracking must begin at the planning stage and then monitored at every stage. This means that the program level goals are to be broken into project level objectives, further leveled to various roles in the program and projects. These are then to be measured, reported continuously and used for reviews of projects and individual performance. Along with regular schedule and cost tracking, evaluation of the benefits being delivered by the program is a part of reviews. This helps to take mid-point checks and re-align priorities as required.
- **Management by Exception:** Nihilent uses exception reporting based monitoring and control as well as early warning system for the client stakeholders' involvement. Different sets of reviews are designed to suit the stakeholders' expectations as well as ownerships depending on their level in the organization and specific area of responsibility.
- **Strong Control with Collaboration:** Nihilent's holistic approach in program management built around its own patented change management framework (MC³) helps you overcome all types of boundaries – geographical, organizational, and cultural. It allows and facilitates multiple parties – both internal as well as external - to collaborate for the program, and gives the program owners complete transparency and control over all issues. Any program management is handled similar to its change management services where all aspects related to 'people', 'process' and 'technology' are viewed as 'assets to be leveraged through integration' to deliver a 'whole' in excess of the sum of the parts.
- **Effective Risk Management:** Our integrated risk management methodology enables early warning, accountability and quantification of risks. Nihilent's philosophy of 'continuous learning and improvement' as well as strong process orientation also builds an organization wide knowledge base of the lessons learnt by the organization while managing past risks, issues and changes.

We offer flexible operating models based on risk sharing and risk management modalities as well as management control requirements. Specific model for such a partnership is worked out taking into account client preferences and comfort related to operational management and control. Our service delivery model can be built around one or more of the following:

- Joint Venture where the responsibility and benefit realization sharing arrangement is structured to drive the relationship management and program delivery partnership
- Build, Operate and Transfer where Nihilent can take total ownership of managing the program till it and/or the individual specific projects graduate to the 'steady state operation' stage
- Program Management Services with a pre-specified scope and share of responsibility and/or ownership by Nihilent for any/all aspects of program and/or specific portfolios (e.g. managing technology program; competency assessment/development; legacy renovation etc. etc. as described in portfolio of our services)
- Specific skill augmentation as required



Our services cover all phases in the lifecycle of Program Management from concept to implementation till steady state is achieved and managing operations thereafter. Broadly the scope can include one or more of the following:

- Preparing Business Case and Business Plans including financials
- Structuring the Program and Program Design
- Planning and Execution Management
 - Calibration including Financials
 - Prioritization and Reprioritization
 - Risk Management
 - Schedule and Resource Management
 - Managing Interdependencies
 - Organizing Resources (Build the capability and capacity)
 - Reporting for Monitoring and Control
 - Relationship Management across all stakeholders and levels

We have the necessary expertise to extend partnership support encompassing the entire spectrum of activities required in managing the program with commitment to continuous improvement in on-going operations once a steady state is achieved. This is proven by the fact that we have set up our own offshore delivery center and grown from strength to strength over the last few years.
