



Major Australian Telecommunications Provider — Enterprise Transformation Programme

Role: PMO Lead, IT Transformation and Cost Optimisation

As part of one of Australia's largest corporate transformation programmes, I led the Programme Management Office (PMO) for the IT workstream of a multi-year enterprise-wide transformation initiative. The programme was established to simplify operations, reduce costs, improve organisational effectiveness, and restore long-term shareholder confidence through a series of large-scale strategic and operational improvement initiatives.

The transformation encompassed procurement, IT, supply chain, labour, and capital expenditure, with multiple workstreams operating concurrently and significant cost reduction targets across the enterprise. The scale of the programme required strong governance, disciplined benefits management, and executive-level reporting to ensure delivery remained on track and value was realised.

I was responsible for establishing and leading the PMO for the IT stream, one of the largest and most complex components of the programme. The workstream included strategic sourcing initiatives, major supplier renegotiations, software licensing optimisation, capital expenditure reduction, accommodation savings, and indirect procurement transformation.

Working closely with senior executives, programme leadership, and workstream owners, I developed and managed the governance framework that became the operating backbone of the IT transformation programme. Key responsibilities included:

- Establishing programme governance, reporting structures, and delivery cadence
- Developing and maintaining benefits tracking and savings validation models
- Producing executive reporting and CEO-level programme dashboards
- Coordinating delivery across multiple interdependent workstreams
- Supporting strategic sourcing initiatives and major supplier negotiations
- Structuring delivery waves and tracking realised benefits against targets

The PMO provided executive leadership with clear visibility of programme performance, risks, dependencies, and realised savings, enabling faster decision-making and proactive issue resolution across the transformation portfolio.

The programme delivered substantial cost reduction outcomes across IT and supply chain operations, with benefits tracked and validated through a rigorous governance and reporting framework. The work also strengthened executive confidence in programme performance by providing a single source of truth for financial benefits, delivery status, and risk management.

The success of the engagement led to continued involvement in the organisation's next phase of transformation, supporting the development of its emerging digital strategy and broader business transformation agenda.

For more information about this case or to discuss how similar transformation programmes could be applied in your organisation, please contact me at marco@marcociobo.com or visit www.marcociobo.com.