

Building a PMO from zero at an ANZ digital agency

A delivery operating system that cut time-to-market by 15% without adding bureaucracy.

Head of Delivery ownership

practice-wide playbooks

release-readiness gates

monthly and quarterly business reviews

-15% agency time-to-market

CONTEXT

The agency had enterprise clients but no delivery function.

An early-stage agency with enterprise retail and consumer clients across Australia and New Zealand and no delivery function.

CHALLENGE

Predictability had to arrive without bureaucracy.

Install predictability without bureaucracy, in a team that had never had a PMO and did not want one.

WHAT I DID

A small set of repeatable habits created one view of delivery health.

Wrote the playbooks, set the cadences, introduced release-readiness gates and DoR/DoD, built Jira and Confluence dashboards, standardised QBR/MBR reporting to founders and clients, scaled the team.

OUTCOME

The operating system cut agency time-to-market by 15%.

-15% time-to-market; one view of delivery health, risk and margin for founders and client executives.

WHAT IT TAUGHT ME

A PMO is installed by example, not mandate.

A PMO is a set of habits, and habits are installed by example, not by mandate.



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PROGRAMME TIMELINE

01 Delivery audit

02 Playbooks

03 Release gates

04 QBR/MBR

05 Scaled operation

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