WHAT

The Center of Excellence Program consists of five 90-minute live, instructor-led sessions scheduled at mutually agreed upon days and times. Sessions are conducted using MS Teams for up to 10 named participants from a single company. Attendees receive copies of all session presentation materials.

WHO

This program benefits:

- **Telecom, Mobility & Cloud / IT Management Leaders** accountable for strategy and performance.
- **IT Finance Leaders and Professionals** accountable and responsible for financial control.
- **Sourcing & Procurement Leaders and Professionals** accountable and responsible vendor and supplier lifecycle management.
- **Telecom, Mobility & Cloud / IT Operations Professionals** responsible for technology management operations.

This program addresses roles and responsibilities across four Center of Excellence disciplines:

- **Operational**
  - Delivery team leaders and professionals supporting
    - Help Desk
    - Portfolio Delivery
    - Endpoint Management
    - Order Management
    - Project Management
  - Support team leaders and professionals supporting
    - Change Control
    - Exception Management
    - Quality Control & Assurance
- **Financial**
  - Finance team leaders and professionals supporting
    - Auditing
    - Budgeting & Forecasting
    - Invoice Processing
  - Supplier team leaders and professionals supporting
    - Contract Management
    - Sourcing & Procurement
    - Vendor Management
- **Technical**
  - Network team leaders and professionals supporting
    - Asset Management
    - License Management
    - Service Management
    - Network Design
    - Disaster Recovery

- **Technical (continued)**
  - Systems (technology) team leaders and professionals supporting
    - IT Asset Management
    - IT Service Management
    - Unified Endpoint Management
    - Telecom / Mobility / IT Expense Management
    - Cloud Management
    - Network Monitoring / Management
    - Contract Management
    - Sourcing Management
    - Data Analytics & Visualization
    - Data Lake (Unified Data Storage)
- **Business**
  - Compliance team leaders and professionals supporting
    - Data Privacy
    - Governance
    - Policy
    - Regulatory Compliance
    - Risk Management
  - Results team leaders and professionals supporting
    - Strategy
    - Business Analysis
    - Reporting & Analytics
    - Performance Management

SESSION AGENDAS

SESSION #1
- Center of Excellence (CoE)
  - What is a CoE (and isn't) and why does it matter?
  - What are the Efficiency First® Framework concepts that guide CoE performance?
  - How is a CoE organized and structured to deliver peak business value?
  - What is the role of executive sponsorship and a CoE steering committee?

SESSION #2
- Center of Excellence (CoE) Accountability Matrix
  - What is included in the operational pillar?
  - What is included in the financial pillar?
  - What is included in the technical pillar?
  - What is included in the business pillar
- Developing a Center of Excellence (CoE) roadmap for your technology management practice
  - What are CoE adoption requirements for the design stage?
  - What are the CoE adoption requirements for the deploy stage?
  - What are the CoE adoption requirements for the mature stage?

SESSION #3

- Assessing and advancing Center of Excellence (CoE) maturity
  - How do the adoption requirements support the maturity stages?
  - What are the performance measurements that indicate CoE maturity?
  - What is the role of continuous optimization in maturing a CoE?
- Positioning a Center of Excellence (CoE) as a strategic business partner
  - What actions should the executive sponsor and steering committee members take to promote business partnership?
  - What actions should a practice leader take to promote business partnership?
  - What actions should discipline leaders take to promote business partnership?

SESSION #4

- Reducing financial waste using Center of Excellence (CoE) concepts
  - What are the different categories of financial waste?
  - Which business stakeholders care about which categories of financial waste?
  - What are the 10 optimization focus areas of a CoE?
- Reducing operational inefficiencies using Center of Excellence (CoE) concepts
  - What are the different categories of operational waste?
  - What is the impact of operational waste on the CoE and on the business?
  - What are the 5 transformation focus areas of a CoE?

SESSION #5

- Proving and communicating Center of Excellence (CoE) value delivered to business leaders and stakeholders using business terms
  - How does business impact reporting change as you mature your CoE?
  - What metrics should you include in your CoE business impact dashboard for each maturity stage?
  - How is business impact validated with business stakeholders?
  - What is the role of the executive sponsor and steering committee members in value delivery?
- Your Center of Excellence (CoE) Journey
  - Discuss what CoE success looks like for your organization moving forward.
  - Discuss priorities and next steps on your CoE journey.