

# MANAGING CHANGE IN OPERATIONS

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The ESM perspective

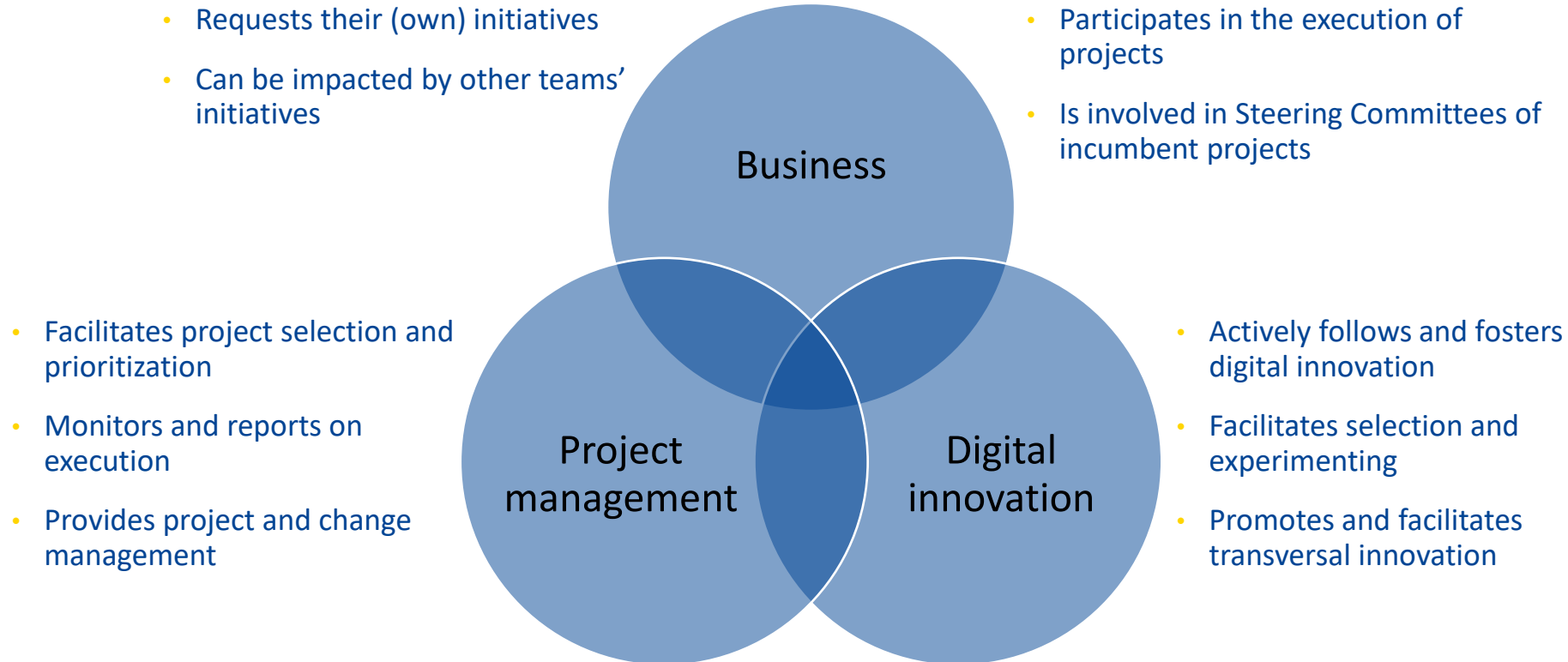
David Blazquez Vila, Josselin Hebert and Sara Alonso

30 November 2023

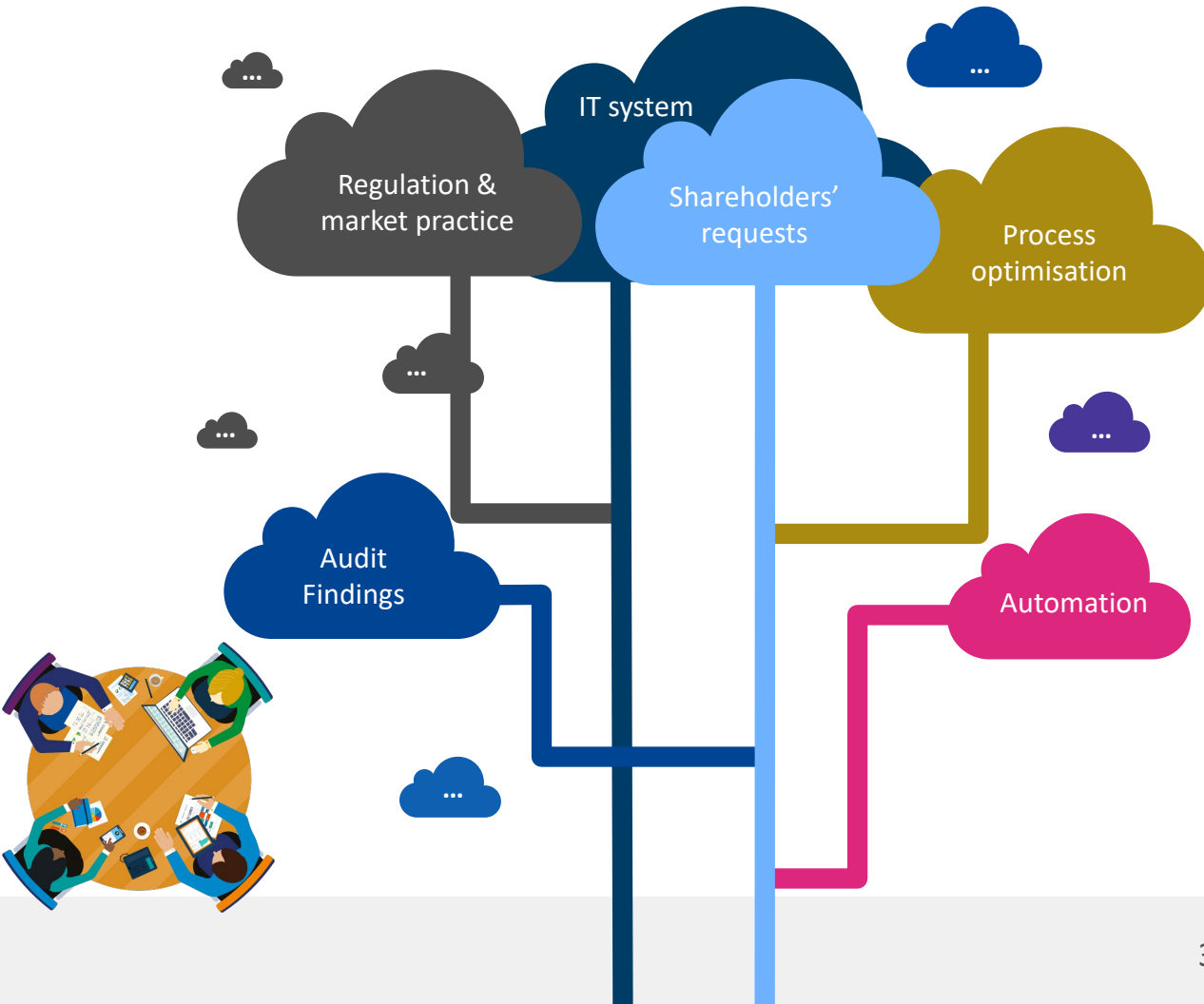


# ESM FRAMEWORK – ACTORS INVOLVED IN CHANGE

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# ESM FRAMEWORK - BUSINESS PERSPECTIVE



- Same team performs BAU and project work
  - Can be complemented with external expertise
  - Requires teams to be familiar with project methodology
  - Ownership of the solution, eases adoption
  - Engagement driver
  - Clear prioritization needed to manage daily operations and project milestones

# BUSINESS STRATEGY AND PROJECT MANAGEMENT

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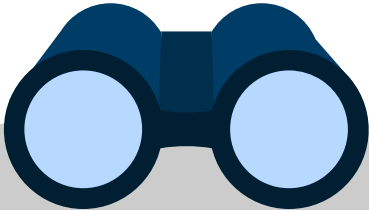
# ONE MISSION AND SEVEN CAPABILITIES

**MISSION:** The BSPM team enables the ESM to reach its strategic goals by improving organisational performance and realising organisational change.

**CAPABILITIES:** we achieve our mission by deploying all our seven capabilities:



# AN ESM WIDE COMMITTEE IS ACCOUNTABLE FOR PROJECT PORTFOLIO STEERING



Corporate Project Committee approves cross divisional initiatives based on ...

**BENEFITS**

**BUDGET**

**CAPACITY**

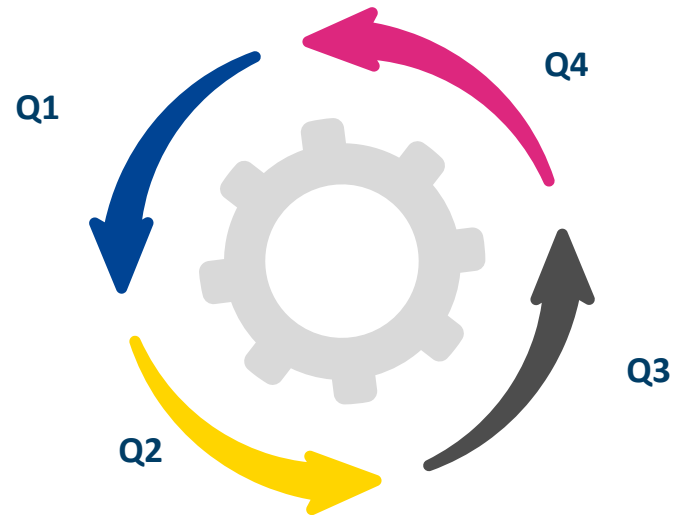
.. ensuring alignment with the ESM strategic priorities

Once approved, execution is triggered ....



# PROJECT PORTFOLIO MANAGEMENT

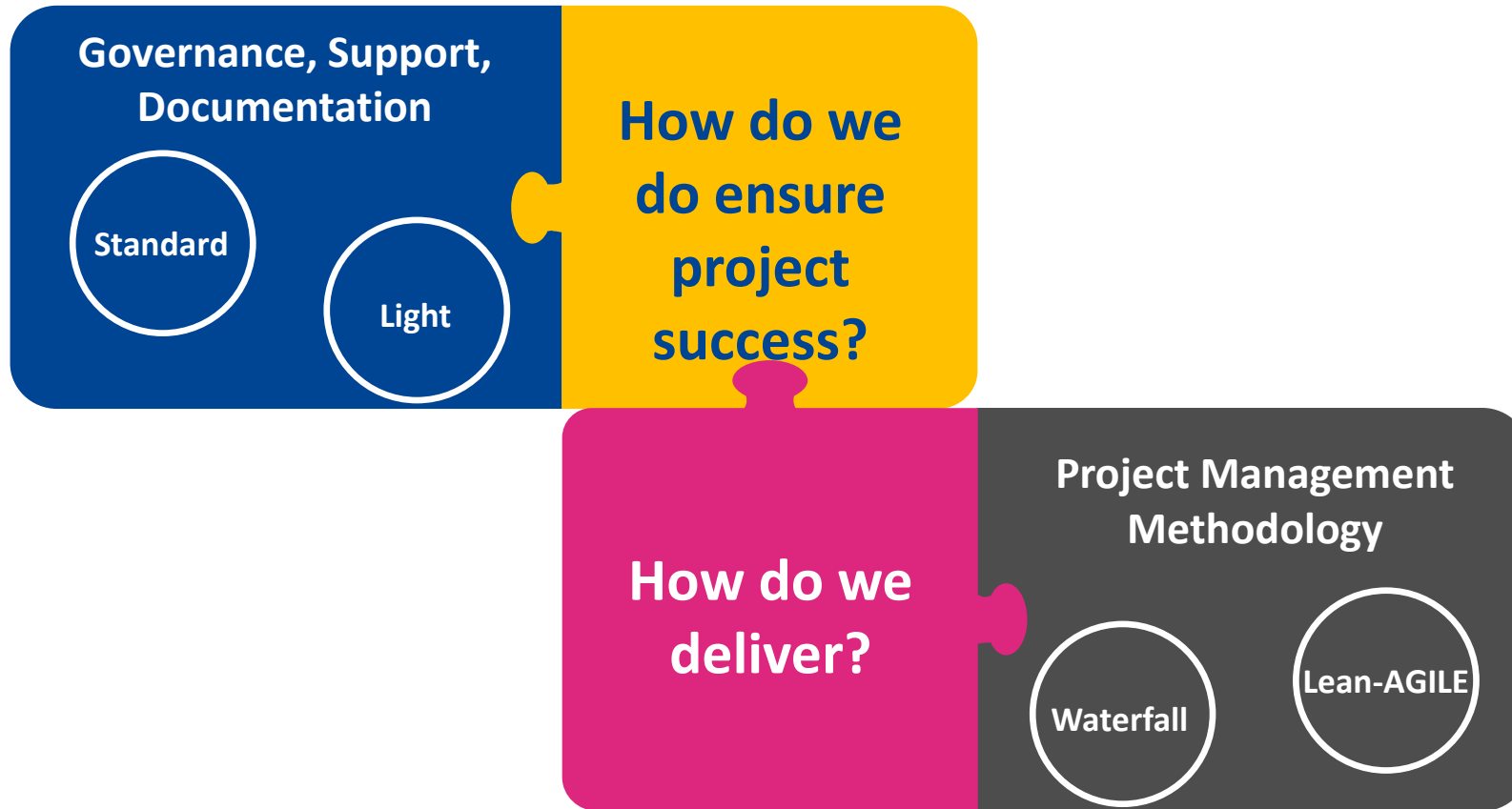
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- On an annual basis
  - Project backlog update (identification of new ideas and negative priorities based in a reviewed ESM strategy)
- On a quarterly basis: (re) planning of the next 12 months
  - Last quarter achievements and deviations
  - Identify available capacity and budget
  - Selecting new projects for next quarter and their execution method (governance/methodology)
- On a monthly basis, monitor and resolve:
  - Project portfolio status, dependencies, risk and issues
  - Resource conflicts (e.g., between projects or with division business as usual activities)
  - Budget deviations
  - Approve project initiation (business case) and implementation (project charter)

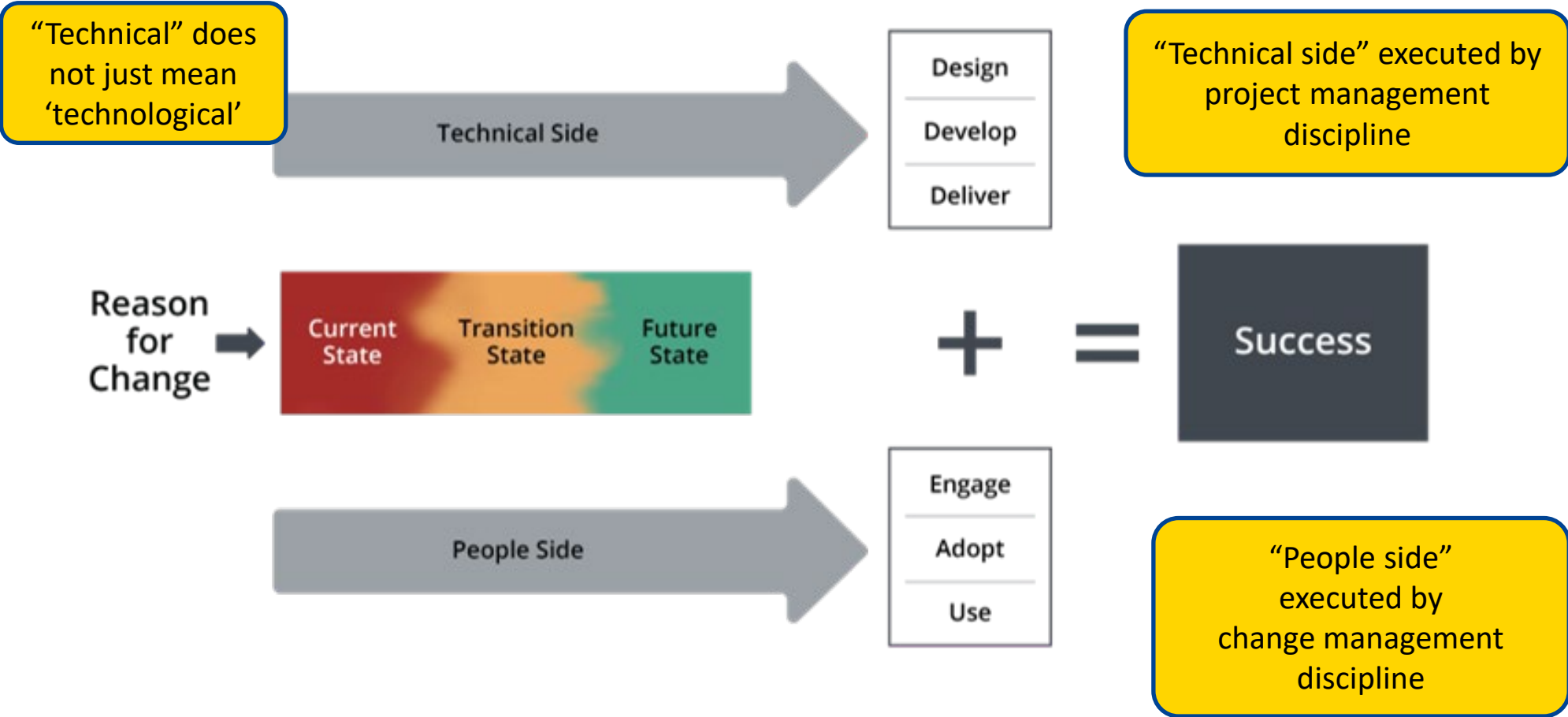
# ENABLING THE ESM TO REACH ITS STRATEGIC GOALS THROUGH PROJECT MANAGEMENT BEST PRACTICES

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# SUCCESSFUL CHANGE REQUIRES TECHNICAL AND PEOPLE SIDES

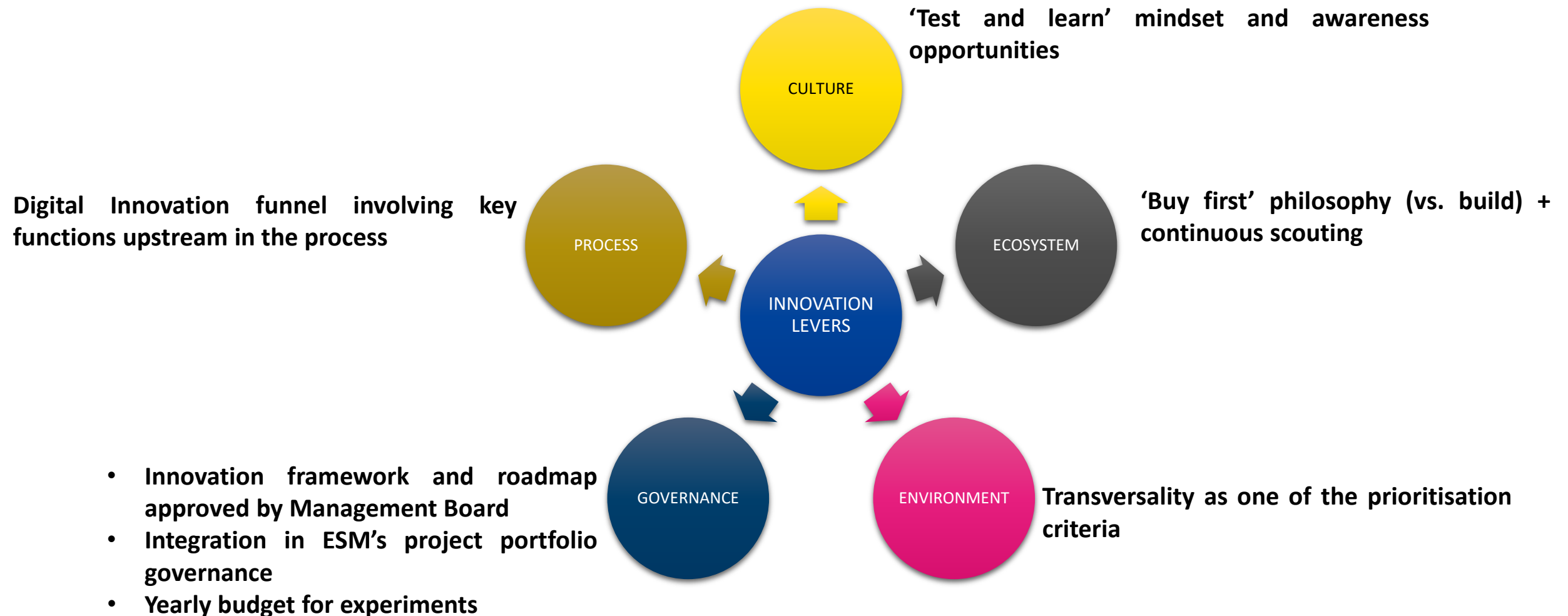


# DIGITAL INNOVATION @ESM

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# DIGITAL INNOVATION RELIES ON 5 LEVERS THAT SHOULD ALL BE ACTIVATED AND MONITORED



# START SMALL: POC VS. MVP

## COMMON OBJECTIVE: GATE BEFORE INVESTING FARTHER

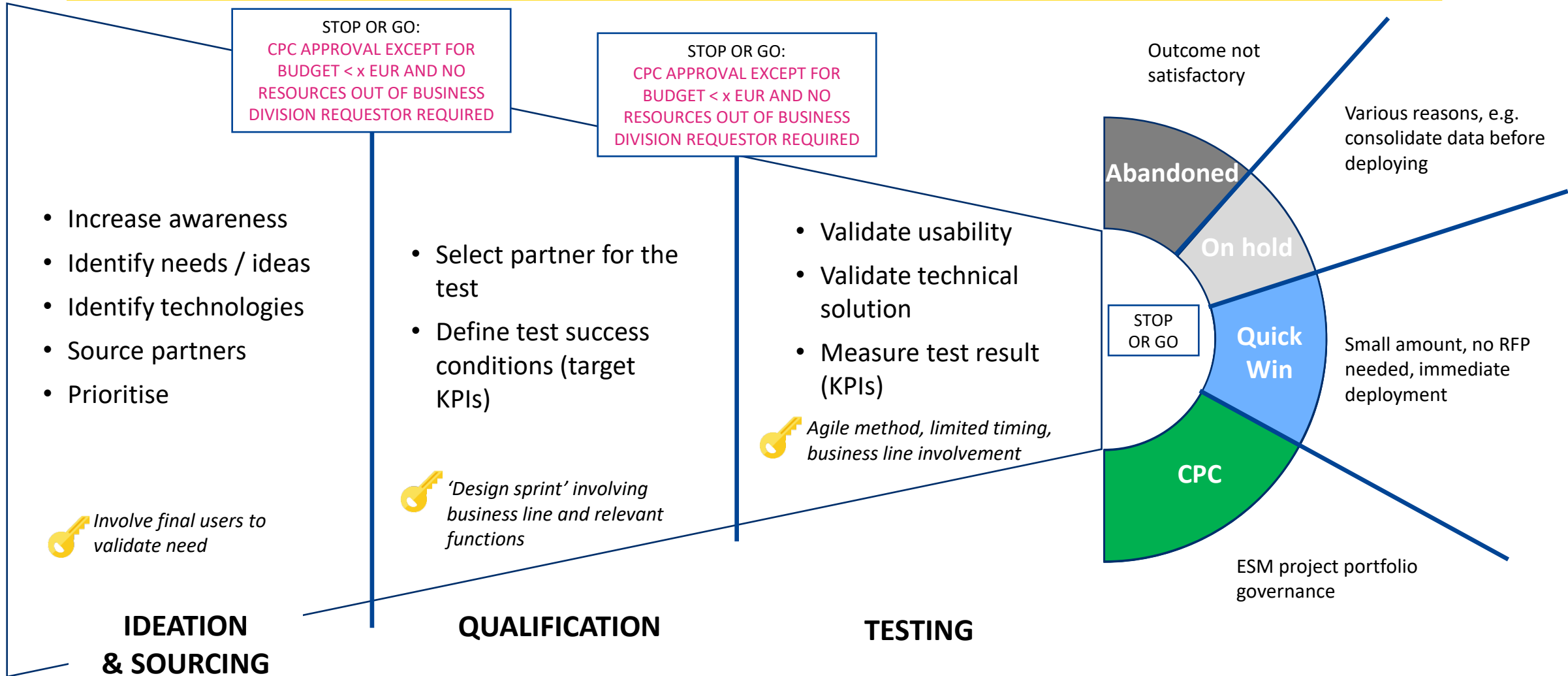
### PROOF OF CONCEPT (POC)

- Prove feasibility / added value / interest
  - Outcome can go to the bin, or constitute building blocks for final product
  - **Product delivered in less than 3 months** – can be extended with longer test phase
  - **Maximum budget 50k€**
- Quick & dirty (in the limits of the objectives of the POC)

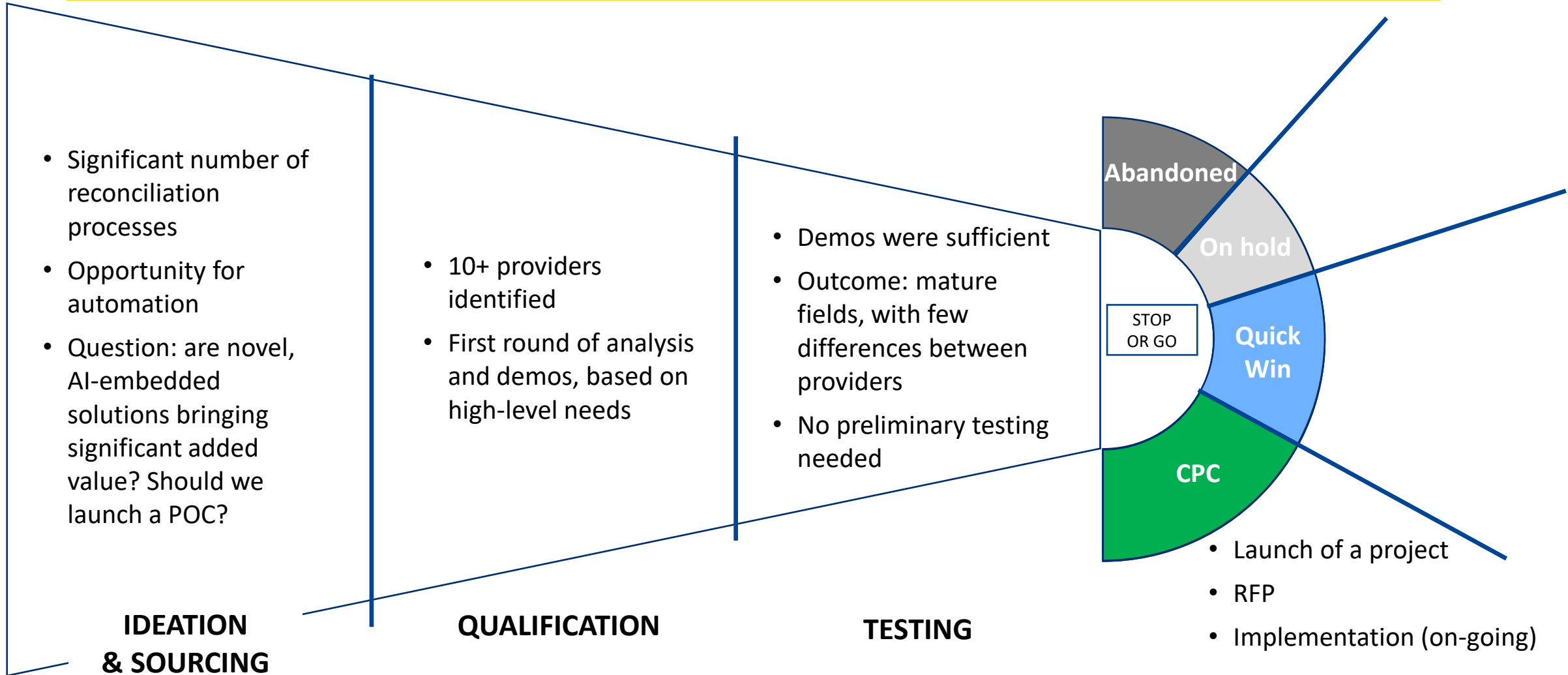
### MINIMUM VIABLE PRODUCT (MVP)

- Provide the most basic version of a product, vs. full target
- Outcome
  - reliable, needs to be maintained
  - should evolve quickly in succeeding versions
  - scalable

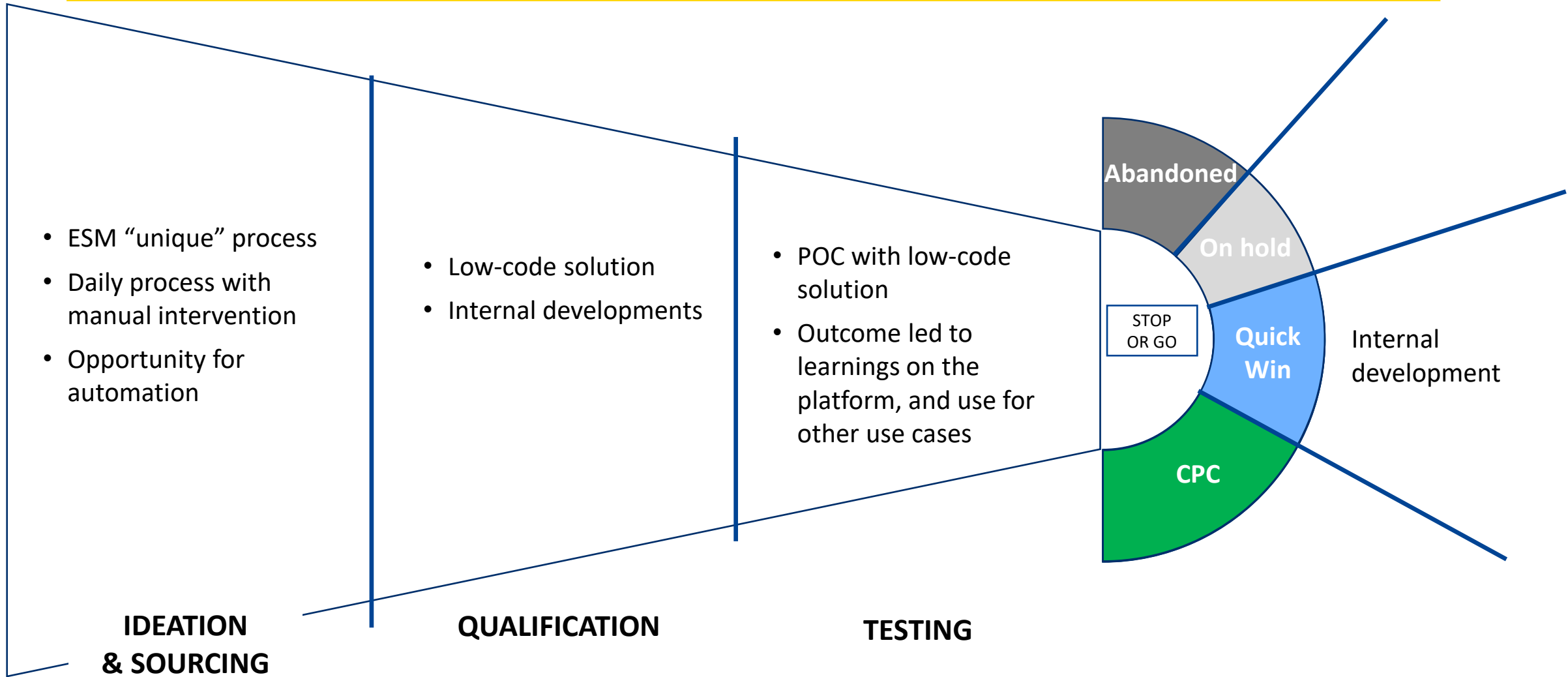
# INNOVATION FUNNEL: A PROCESS TO ACHIEVE INNOVATION



# EXAMPLE #1: DATA RECONCILIATION TOOL



# EXAMPLE #2: AD-HOC PROCESS AUTOMATION



# QUESTIONS TO THE AUDIENCE

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## QUESTIONS TO THE AUDIENCE

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- How complex is it to reconcile BAU and project work?
- How do you manage resource allocation conflicts?
- How are projects selected in your organization?
- How do you integrate innovation in your day to day?
- What are the major challenges you face when dealing with change?



## CONTACT

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