



# BIG Examples

From the BIG Conference 2025

# We are...

## Veronica Edward Smith

Veronica is a P3 and PMO professional with many years' experience leading complex transformation and remediation initiatives. She has delivered major regulatory programmes meeting FCA requirements and driving strong customer outcomes.

An early BIG Professional, she has been central to the growth of BIG CIC, founding and leading the BIG BoK (Book) Club and helping shape the community's development. Her blend of delivery expertise and commitment to integrated governance makes her a valued contributor to the BIG Conference Series.

<https://www.linkedin.com/in/veronica-edward-smith/>



# Case Study

## Composite Example – multiple UK Orgs (2000-2015)

### About organization

- Composite Example derived from multiple UK Orgs undergoing major Transformations

### Sponsorship / Engagement Level

- COO
- Supported by Responsible Directors

### Organisational Scope

- Change
- Strategy
- Urgent Tactical Responses

### Pains and Expectations Tackled:

- Unclear link from Strategy to Delivery
- Struggle to prioritise effectively (all levels)
- Unrealistic / Absent Business Cases
- Absent Benefits Tracking

### Components



### What did you achieve using BIG that was not in another model?

- Made Visible the journey from Strategy to Delivery and highlighted gaps
- Strengthening Fair Accountability (resonated with stakeholders)

### What was Done by Consultant:

- Implemented robust P3M Prioritisation driven by corporate strategy
- Implemented Standard Business Cases – focus: Strategic Alignment, Benefits, RoI
- Setup Robust Benefits Management

### Difficulties Overcome:

- Pushback against P3M Prioritisation and resulting Outcomes
- Poor quality of Business Cases and articulation of costs and benefits
- Resistance to increase of Structured Governance and Benefits Assurance

Without clarifying the links from Strategy to Delivery, highlighting gaps in the process, implementing value-driven standard business cases enabling value driven reviews throughout the lifecycle, much of the P3M effort would have been mis-directed. **Veronica Edward-Smith, Head of Transformation Management Office**

# We are...

## Greg Krawczyk ChPP

Chartered Project Professional

Director at Confluency

Simplified Project Success• Volunteer APM –  
Governance

Supported and used BIG since 2019

<https://www.linkedin.com/in/greg-applied-expert-experience/>



# Case Study

## Gloucester Wildlife Trust

### About organization

- Wildlife Charity
- Not for Profit

### Sponsorship / Engagement Level

- CEO
- Trustees
- Senior Management Team

### Organisational Scope

**CEO and Trustees** (strategic accountability).

**SMT** (strategy governance, portfolio-level accountability).

**PMO** (operational accountability and oversight)

**Project Boards & Groups** (delivery-level accountability).

**Staff and Volunteers**

### Pains and Expectations

Inconsistent processes  
 Lack of support for staff delivering projects.  
 Difficulties with finances, resource planning, and role clarity.  
 Projects not clearly aligned to strategic goals.  
 Gaps in portfolio and PPM governance.  
 Limited ability to secure funding and demonstrate impact

### Components

**Governance structures:** Portfolio Progress Group, Portfolio Direction Group, Project Groups, and PMO role.  
**Governance processes:** BIG templates and agendas, simulation of decision-making forums, structured reporting.  
**Capability building:** Praxis training, development of a PMO, champions' network. (*Praxis, not BIG*)  
**Technology support:** SharePoint and Monday.com to capture data, reporting and enable governance processes.  
**Integration with other frameworks:** Praxis for delivery, APEX-4 for people and decision checks, P3O for PMO blueprint.

### What Das Done / Presenters Role

Confluency applied BIG alongside Praxis, APEX-4, and P3O.  
 Their role: diagnosing gaps, designing the governance model, running workshops, training staff, and embedding BIG principles into practice.  
 Presented & simulated governance groups with trustees / SMT.  
 Built capability through structured training and process design.  
 BIG CIC provided presentation support to introduce BIG concepts to the situation – key ones included – cascade from purpose to strategy to objectives in all areas of the business, fair accountability, governance as a means of decision making, not just managing compliance.

### Difficulties Overcome

Resistance from sceptical stakeholders (requiring champions and vision-building).  
 Initial immaturity in project management practices (highlighted by Praxis 360 assessment). (although this was in Praxis, not BIG)  
 Need for optimism bias allowances and contingency planning.  
 Scaling from pilot to organisation-wide adoption required iterative learning (adaptive governance).

### What did you achieve using BIG that was not in another model?

Portfolio & PPM governance clarity: Praxis and APEX-4 gave delivery and people focus, but BIG specifically closed gaps in portfolio-level and strategic governance.

Executive engagement: Trustees responded positively when engaged through BIG-style agendas and simulated portfolio/direction groups – a level of buy-in not described with the other frameworks.

Integration across levels: BIG tied strategy, portfolio, programme, and project layers together ("health decisions about what to build and how"), whereas Praxis was more about delivery and APEX-4 about people/change. (we did also discuss about changing the approach provisioning for resourcing for projects even when all business as usual resources were committed)

Governance as an enabler: BIG reframed governance as value-adding (aligning operations with strategy, ensuring transparency) rather than control-focused.

# We are...

## Alex Shapley

Programme Manager / Programme Director / P3M  
Consultant at CM Programme Management Ltd

Specialises in Mid-Flight Recovery

Founding Director – BIG CIC

Vastly experienced in Project, Programme, Portfolio, PMO &  
Business Change across multiple industry sectors

Accredited: MSP Advanced Practitioner, AgilePM, PRINCE2,  
APM PMQ, IPMA, Lean and ITIL

Member of APM & PMI (co-presented to PMI PM4TheWorld)

<https://www.linkedin.com/in/alexshapley/>



## Case Study

# BIG - Helping an Organisation Scaling Micro to Medium

### About organization

- Niche int'l financial services growing fast – from <150 to >1000 FTE in 2.5 years

### Sponsorship / Engagement Level

- CEO & CFO
- Supported by COO & CIO

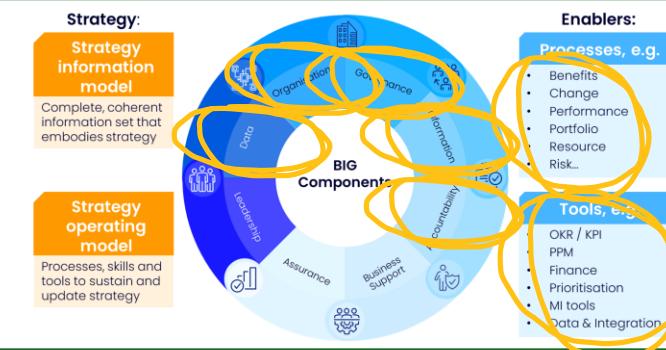
### Organisational Scope

- Change
- Strategy
- BAU

### Pains and Expectations Tackled:

- MI: Inaccurate / Inaccessible / Missing
- Unclear (often Unfair) Accountability
- Boards / Meetings ignored Risks & Issues
- Bad news buried – only the good reported

### Components



### What did you achieve using BIG that was not in another model?

- Standard Agendas, quicker information/direction flow from Strategy to Delivery

### What was Done by Head of P3M/PMO:

- Urgent Implementation of ERP, BI, EPM, and related MIS / Dashboards
- RACI – first for P3M, then for BAU
- Standard Agendas and Reporting – first for P3M, then for BAU

### Difficulties Overcome:

- Pushback against Accountability
- Pushback against Transparent / Balanced MI
- Pushback against not only reporting Successes & Opportunities
- Historic culture: fire the Messenger / PM

Without the implementation of integrated corporate systems (ERP, BI, EPM, etc), multiple bespoke MIS / Dashboards, and clear Accountability, the organisation would not have succeeded as it rapidly scaled up. Interim Head of P3M/PMO @ Niche Int'l Financial Services - **Alex Shapley, CM Programme Management Ltd**

# We are...

## David Dunning

Represented by **David Dunning** who is the lead author on the BIG Body of Knowledge.

David is also the Founder of CPS which is a Microsoft Technology Company which has implemented or directed implementation of hundreds of PPM solutions to clients in many sectors at many levels of maturity.

Previously, he served the APM Portfolio Management SIG for many years, and has supported the PMI, APM, AIPMM, IASP, APMG and Good Governance Academy with presentations related to integrated governance.

<https://www.linkedin.com/in/davidjdunning/>



# Case Study

## Accountability & Strategy Delivery for IT Co.

### About organization

- Solution Provider

### Sponsorship / Engagement Level

- Board
- Function Heads
- Product Owners

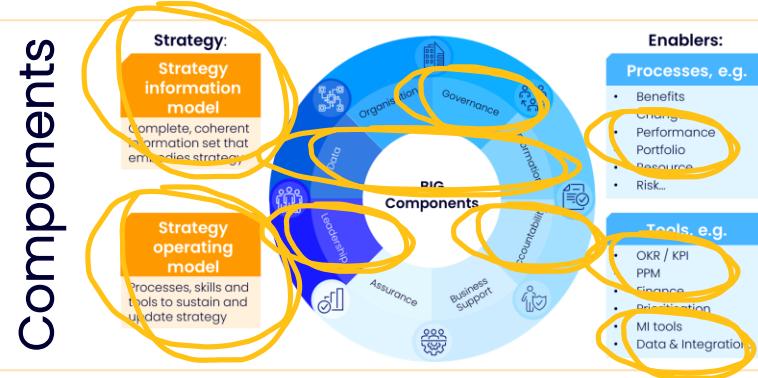
### Organisational Scope

- BAU
- Change
- Products
- Strategy

### Pains and Expectations Tackled

Over focus on BAU meaning progress against strategic objectives sporadic

Difficulty achieving focus on proposition development with pressure from BAU



**What did you achieve using BIG that was not in another model?**  
Understanding that everything was related

### What Das Done / Presenters Role

Business Planning process integrated with OKR Tracking

Accountability for Product Development

Presenter – overall sponsor

### Difficulties Overcome

Ability to accept cross functional accountability

Ability to action / track cross functional tasking / objectives

# We are...

## Chris Bragg

Chris Bragg is a BIG Founder and Sponsor

Chris ran the Middle East operations for international companies such as Computer Associates, 2GC and TenStep, and founded PM4Value and Road2Purpose.

He has been helping organisations integrate governance across strategic and project performance domains for 20 years now, and has implemented complex multi-million dollar programs for BSC, SXOs and PMOs in commercial and public sector organisations, as well as in many SMEs.

His focus is on helping others drive strategic success with sustainability, using purpose-led integrated governance and visual road mapping.

<https://www.linkedin.com/in/chrisbraggsxo>



## Case Study

<https://big-cic.org.uk/blog/why-integrated-governance-matters-a-telecom-transformation-story/>

# Building Governance to support rapid growth

### About organization

- International Telecoms
- Rapid expansion through acquisition and service enhancements

### Sponsorship / Engagement Level

- CEO, CIO
- Group IT PMO to start
- Group Strategy PMO
- Country Managers

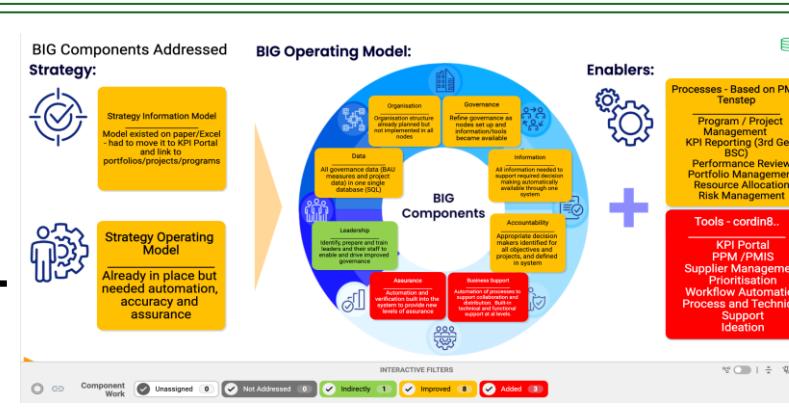
### Organisational Scope

- Strategy / P3M / BAU
- 17 countries, 25+ PMOs, 650 PMs, 1,000s of projects and programs

### Pains and Expectations Tackled

- Slow, resource heavy and inconsistent strategic & project performance data / reports
- Unable to get consistent and accurate views of performance across different perspectives e.g. Strategy and IT
- Lack of focus and inconsistent decision making across units and functions w.r.t. group strategy

### Components



**We borrowed from existing models (BSC, PPM, OPM ad PM) and modified them to implement concepts that form the core of BIG, bringing integrated and aligned governance horizontally and vertically across the group.**

### What Was Done / Presenters Role

- Project Manager (Consultant)
- Countries and units adopted aligned strategic approach
  - through discovery, phased approach, training and implementation of BIG components with participation at all levels
- Consistent and reliable measures of performance implemented across whole group
- Custom portfolios created for each perspective, with consistent data for every project and program
- PMIS, OPM and KPI portal added with linked performance measures to all strategic objectives and initiatives

### Difficulties Overcome

- Stakeholder resistance from entities where existing PMOs existed
- Bandwidth issues across some countries
- Delays due to competing priorities

The Group realised a 300% return on investment at a minimum, and were able to substantially increase the sale price (multi-billion \$ sale) they gained for the sale of a block of countries due to the ability to facilitate due diligence and demonstrate value of initiatives in progress.

# Summary of high-level Outcomes & Benefits

Each contributor identified concrete results once Business Integrated Governance (BIG) was embedded. The nature of those benefits varied by sector, but all showed how aligning governance, strategy, and delivery translates into measurable performance improvement.

## **Veronica – UK Organisations Undergoing Major Transformations**

Composite examples from multiple transformations showed improved strategic coherence, stronger benefits tracking, and greater fairness in accountability. BIG established a repeatable pattern for turning strategy into operational outcomes.

## **Greg – Wildlife Charity (Not-for-Profit)**

The charity achieved clear visibility across its portfolio and a shared sense of accountability between trustees, executives, and delivery teams. Projects became explicitly linked to strategic outcomes, enabling stronger funding cases and more consistent progress reporting.

# Summary of high-level Outcomes & Benefits

## **Alex – Fast-Growth Financial Services Firm**

BIG created the foundation for consistent, repeatable, and evidence-based governance practices, ensuring that as the firm scaled from under 150 to over 1,000 employees, decision-making remained coherent and transparent. The approach delivered clearer and fairer accountability, richer internal communications, and a faster pathway from strategy to delivery. Collectively, these capabilities supported greater business agility and more responsive leadership across the organisation.

## **David – Solution Provider**

BIG clarified accountability for functional, change, and product development objectives. The result was more integrated delivery across teams that had previously operated in isolation.

## **Chris – International Telecoms**

BIG underpinned a 300% return on investment and contributed to a substantial uplift in sale value (a multi-billion-dollar transaction). The framework provided the data discipline needed for due diligence and demonstrated the real, in-progress value of transformation initiatives.

# Summary of high-level Outcomes & Benefits

## **Chris – Government-Owned Utility**

Leadership at all levels became directly accountable for delivery against strategic objectives. Each initiative had an identified owner, aligned measures, and vertical/horizontal coordination across previously separate business units. The result was organisation-wide alignment of effort and performance to meet requirements of a radically changed market and a major change in culture.

## **Chris – Government (National Vision Programme)**

A national pilot proved that integrated governance could work across ministries and agencies. Eight agencies strengthened both strategic planning and delivery governance, and the Prime Minister could see that the approach was both feasible and capable of producing high public value.

## **Chris – International Mining Company**

Adoption of BIG principles supported cultural and operational alignment during major outsourcing. Acceptance of new IT systems improved dramatically; IT service costs fell by more than 10%, and unproductive change requests were cut significantly.

# Want more?

There is plenty more

# Analysis Across 8 Integrated Governance Examples



1. Pains and Expectations -	2. Sponsorship Level and Stakeholder Involvement -	3. Organisation Scope- Accountability and Coverage	4. What Was Done / Components Used	5. Presenter's Role - This will be back up material, not presented	6. Difficulties Experienced - This will be back up material, not presented	7. Outcomes / Benefits
-----------------------------	--	--	------------------------------------	--	--	------------------------

# Recent Sessions

**Please access our blog pages to access write ups, content and recordings**

<https://big-cic.org.uk/blog/>

**Read about or Social Enterprise**

<https://big-cic.org.uk/about-us/>



Veronica Edward-Smit

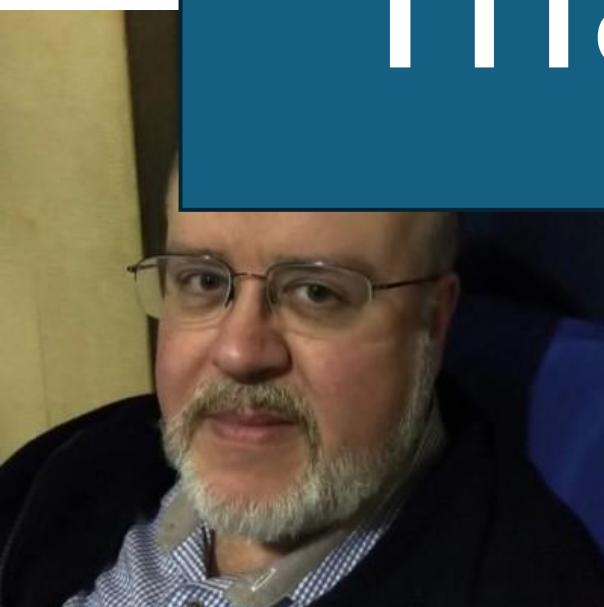


David Dunning



Alex Shapley

# Thankyou!



Greg Krawczyk