

March 2026

# Passion for Projects Congress 2026

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Project Success = Business Success

FROM CHANGE TO VALUE

Not managing projects.

Designing direction.

# Leading Change to Value: Designing the Pioneering PMO (PERO Model)

Tatjana Kotarski, Founder @pm4you





# Welcome!

Meet your presenter



**Tatjana Kotarski**, PgMP, PMP, ACP, PMO-CP, CCMP, MCMP, EMCC EIA Practitioner Coach/Mentor

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EMCC Global  
Individual  
Accreditation





# PMO Trends in Croatia – Research 2025\*

POMALO - The First Croatian Magazine on Project, Change and Innovation Management

\*The survey was conducted between February 24 and March 12, 2025, on a sample of 100 project management experts across 12 different industries.



Source: Pomalo (The First Croatian Magazine on Project, Change and Innovation Management), 2nd edition, June 2025.

<https://www.pm4you.eu/pomalo>

# PART 1: The Real Problem





# Company X

Global IoT, SaaS, and AI company

- Medium-sized tech company with significant IoT and SaaS scale.
- 250k+ connected IoT devices across 50+ countries.
- 2000+ enterprise customers globally.
- 200+ employees.
- Key product lines:
  - ✓ Product A (Automated Retail IoT SaaS+Hardware)
  - ✓ Product B (Smart Infrastructure)
  - ✓ Product C (Industrial Engineering)
  - ✓ Product D (Innovation & Digital Services)





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We want best practices on how to organize processes, people, and tools for effective project delivery within the PMO

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Company X



# Voices From Across the Organization

Employee Perspectives on the Current State and Changes

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**“We want discipline, but also to keep flexibility toward our Clients.”**

“We don’t know who owns what.”

“We find out about changes too late.”

“Other priorities override ongoing work.”

“We keep reinventing solutions.”



# Core Organizational Problem

Identifying the Root Challenge Within the Company X

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The company was originally structured as a **product organization**, focused on feature delivery and product evolution and **NOT on coordinated change or project portfolio management.**

So when leadership tried to introduce a **PMO (Project Management Office)**, the gaps became visible everywhere.”



# Employees Sentiment Heatmap

A Closer Look at the System's Most Pressing Challenges





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A PMO is no longer an office.  
It is a capability.

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# PART 2: Solution Strategy





# How we Build a Solution?

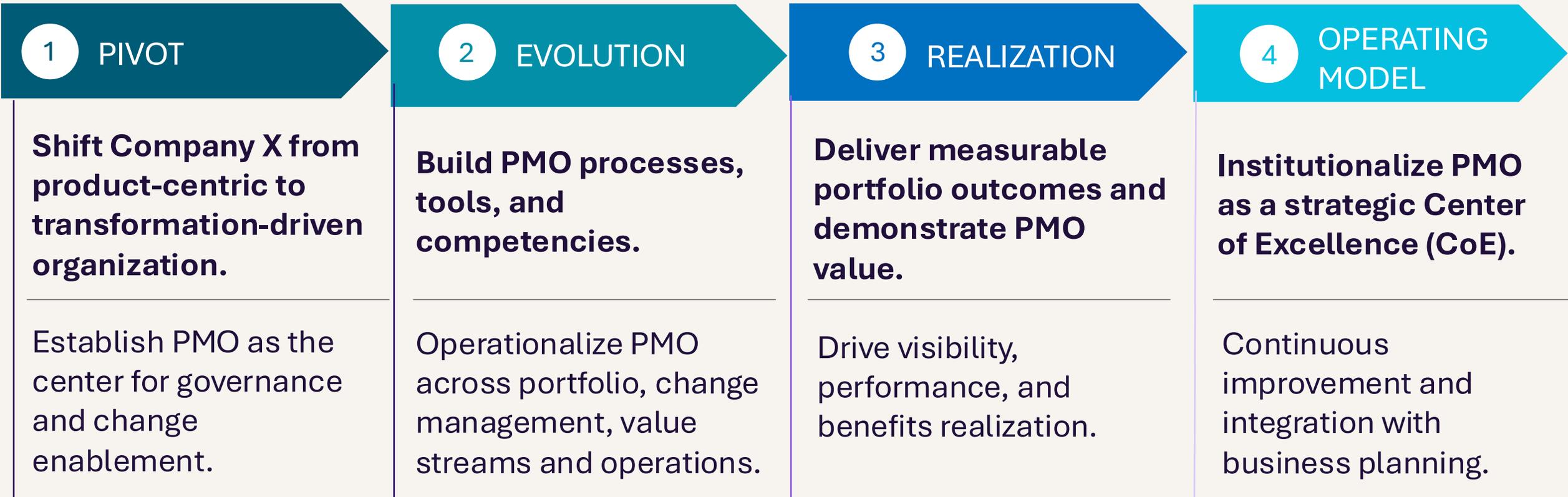
Integrating Strategy, Change, and Delivery

Position the PMO as the **bridge between strategy, change, and delivery**, ensuring that what the organization *intends* to achieve (strategy) is *translated into action* (change initiatives) and *realized effectively* (project delivery).



# How to Achieve the Goal?

The Methodology Behind Our Solution Design



**PERO Model™**

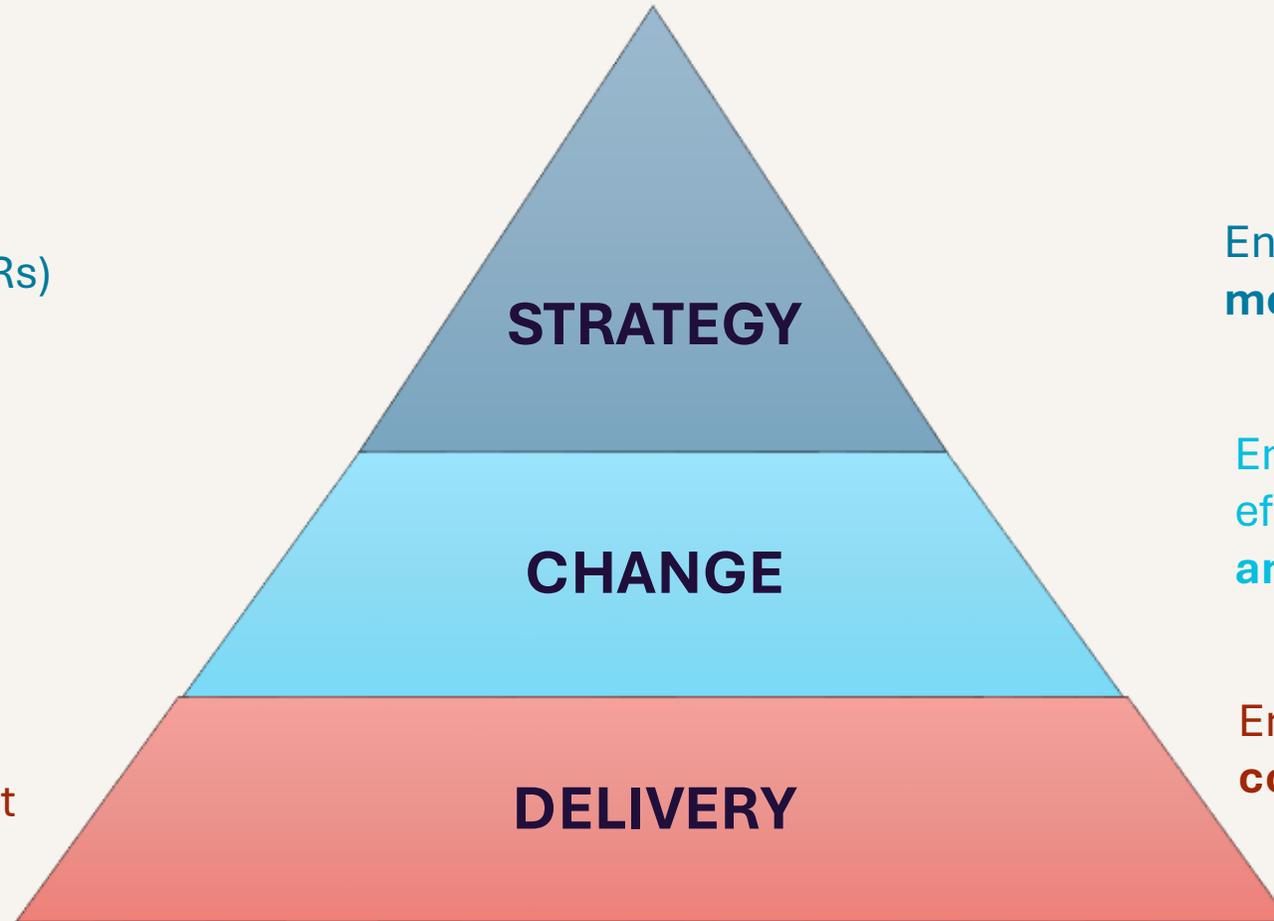
A practical approach that leads organizations from chaotic change to repeatable value.

# How Strategy, Change, and Delivery Work Together

Strategy - Change - Delivery Connection

## PMO

- Portfolio alignment
- Benefit mapping (OKRs)
  
- Governance
- Integration
- Culture enablement
- Change enablement
  
- KPIs
- Benefit measurement
- Feedback loops



## VALUE

Ensures change initiatives are **meaningful and strategic.**

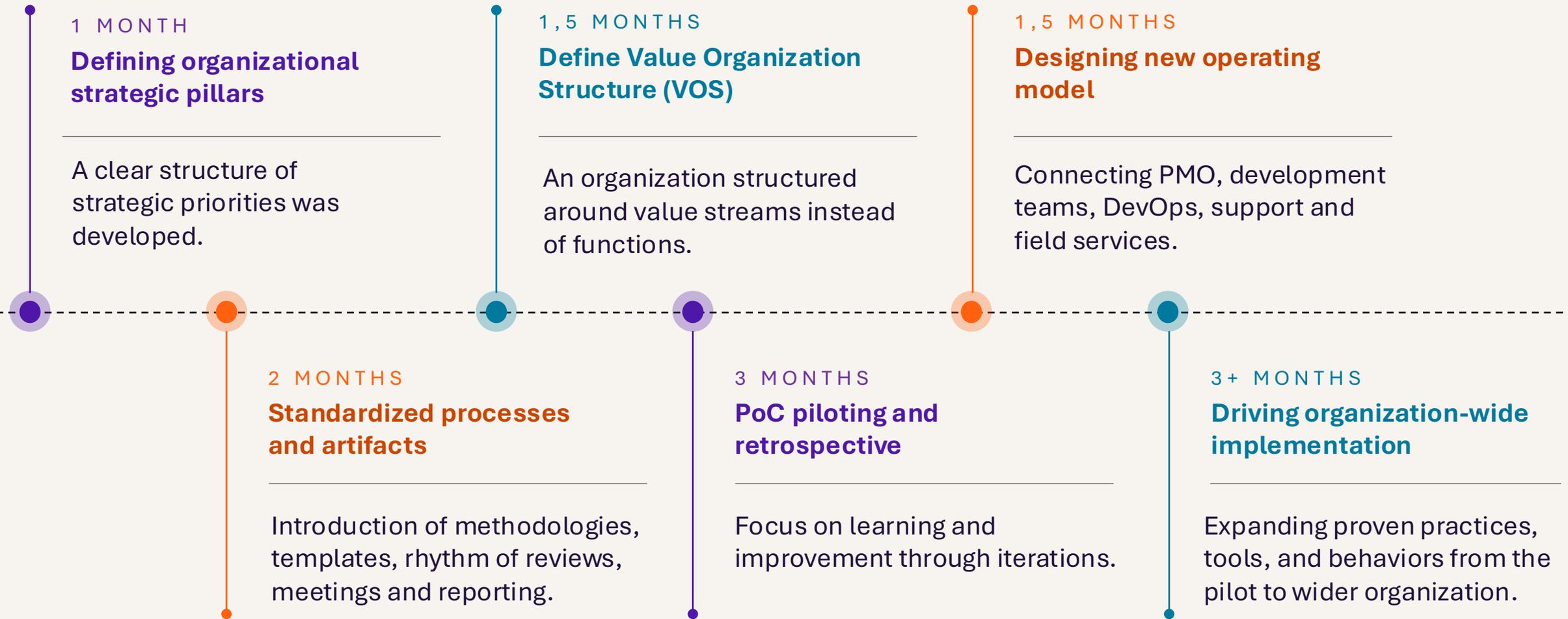
Ensures consistent and effective **implementation and adoption.**

Ensures strategic **learning and continuous improvement.**

PERO Model integrates the best of three worlds: Change Management (adoption and behaviors), PMI standards (structure & management) and Disciplined Agile (context and flexibility).

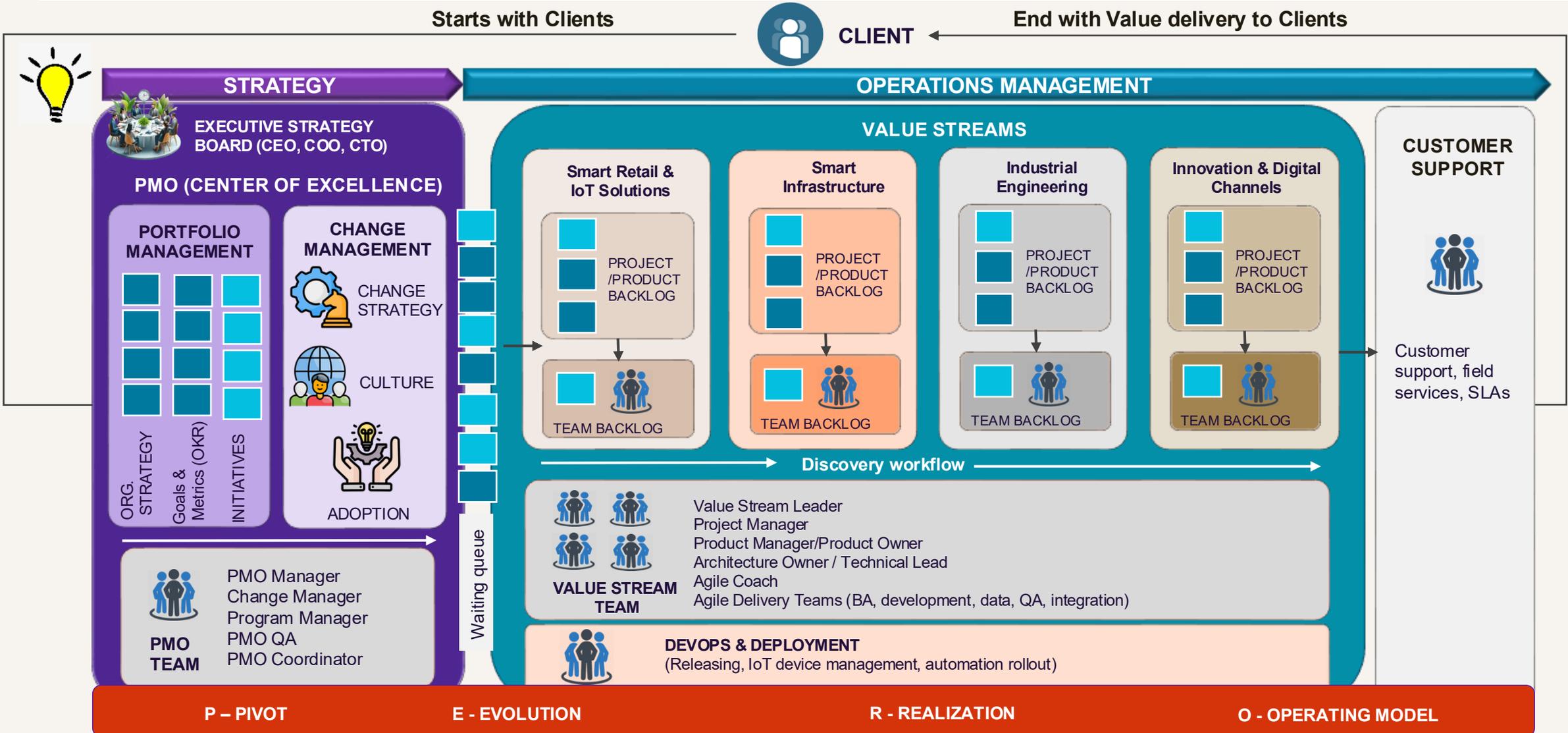
# Implementation Timeline for Company X

The Roadmap for Shaping the Company's Future Structure



# Implemented PERO Model™ for Company X

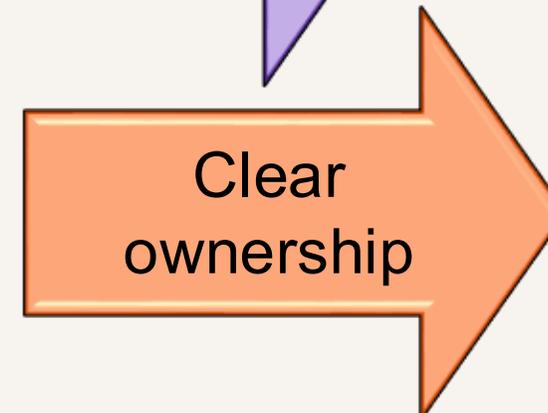
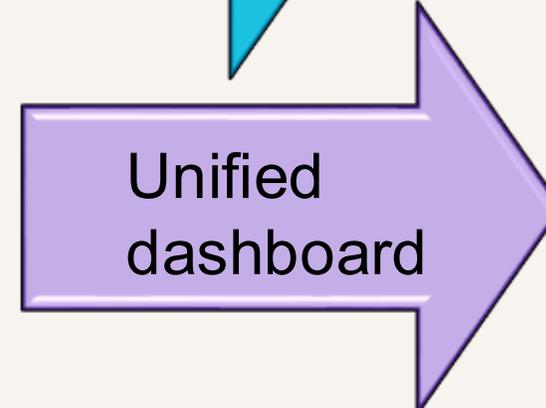
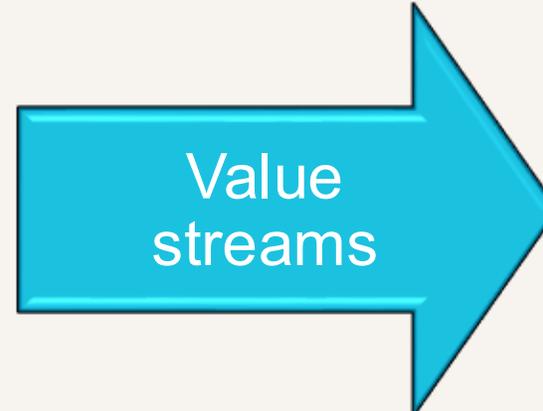
Transforming Ways of Working With the PERO Model™



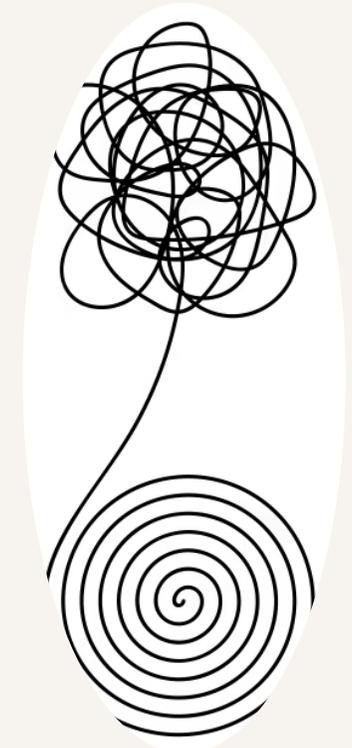
# What changed for Company X?

The Dynamic Inter-relationship between Chaos and Order

**BEFORE**



**AFTER**





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At the heart of the **PERO Model™** is one principle: Align people, processes, and tools around value delivery.

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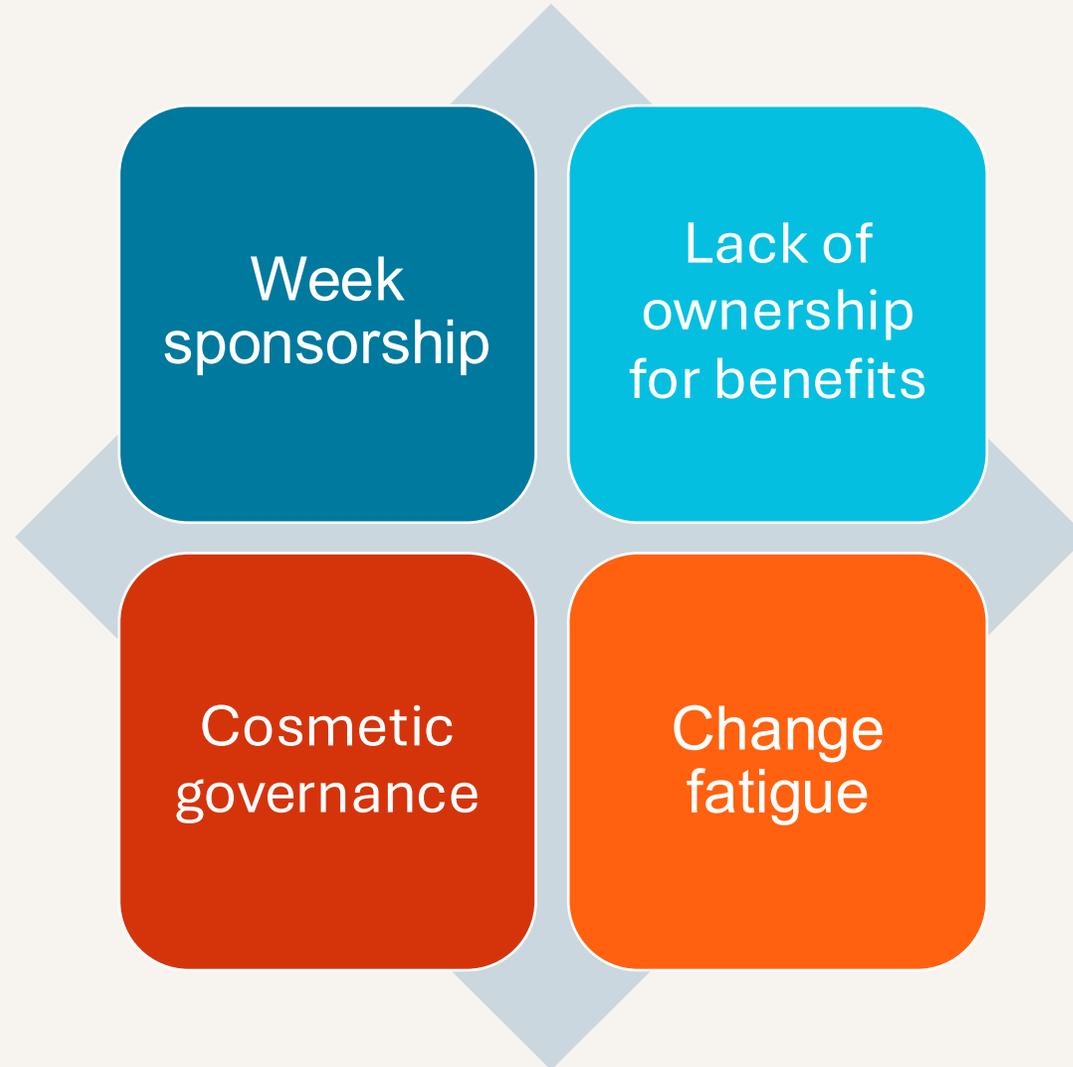
# PART 3: RETROSPECTIVE





# The Silent Killers of Transformation

The Obstacles You Can Expect Along the Way



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In a modern organization,  
change never stops.

That's why the **PMO**  
becomes the compass  
needle that always points  
to value.

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TATJANA KOTARSKI



**From change to value - your feedback is part of the value.**

**Scan to evaluate this session.**



# Thank you!

Tatjana Kotarski, Founder @pm4you

