



Harmonizing Ways of Working

Change Marketing™
at work



The Challenge

How can we ensuring visibility into resources and dependencies across a siloed family of brands and functions, while driving more efficient project management?



Our Audience

100's of Program and Project Managers across Callaway's six brands and their functions



Key Insight

Working in silos results in inconsistent project management practices and a lack of shared information, hindering the effective management and prioritization of projects.



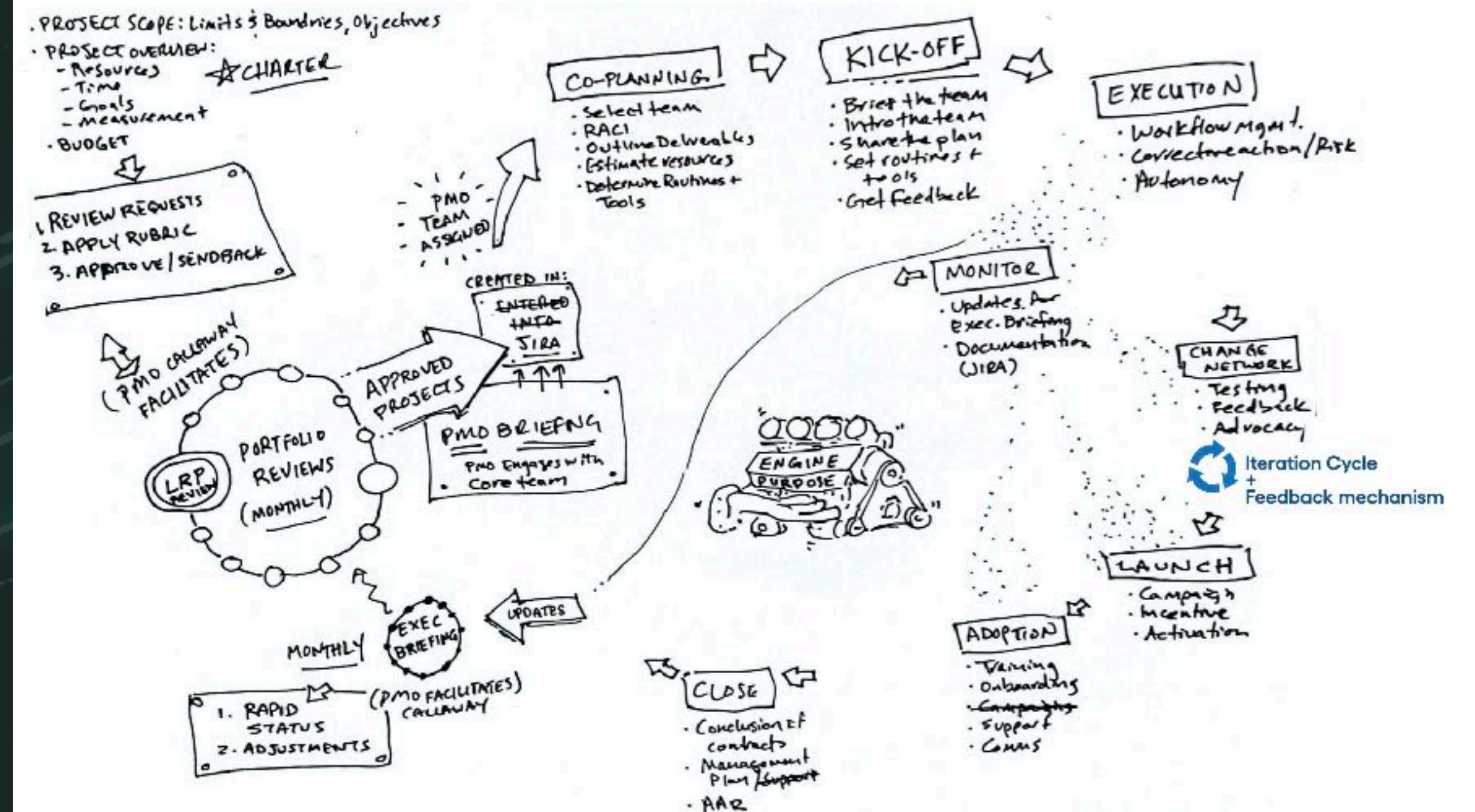
Our Story

Standardizing ways of operating and communicating across programs will drive better results across the business.



Creative Craft

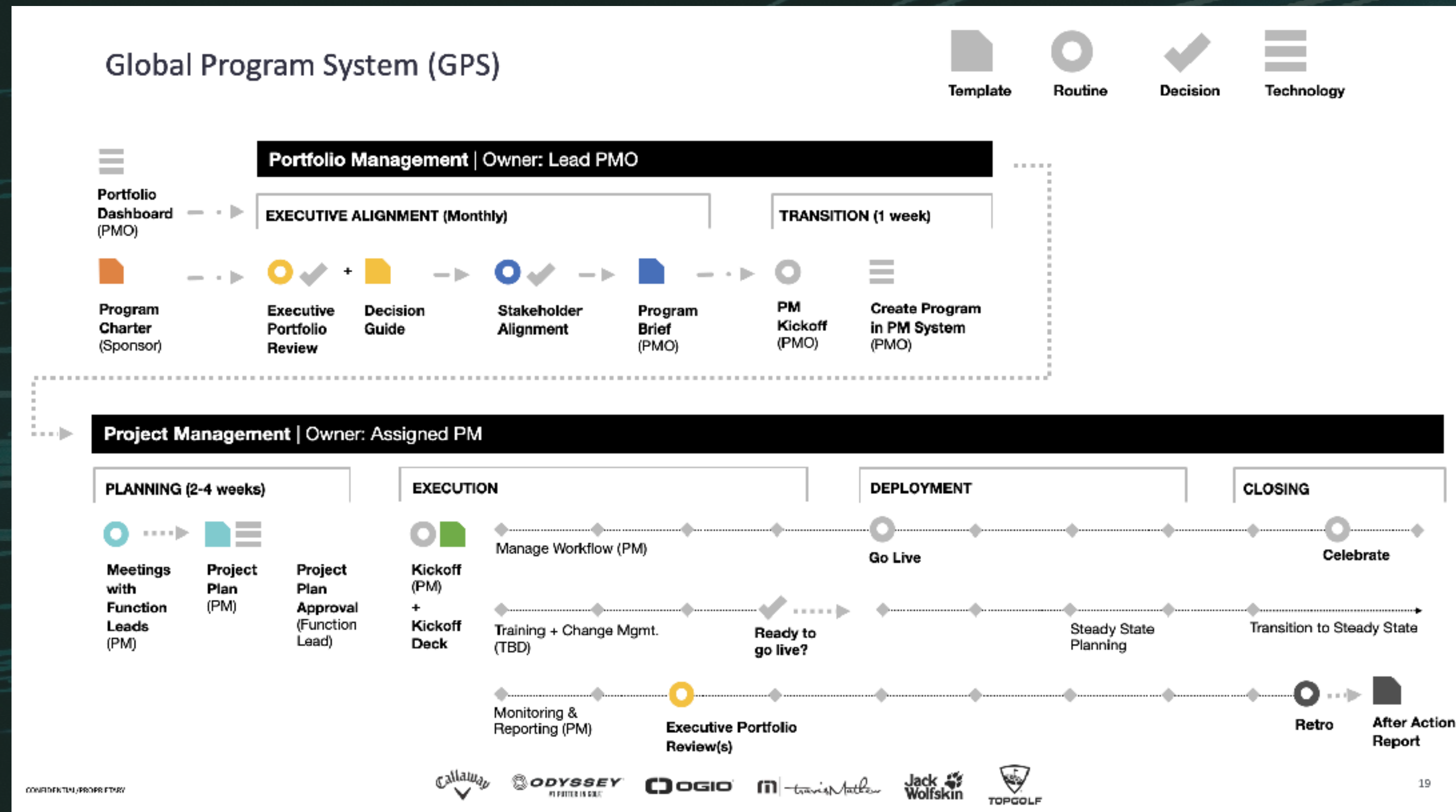
The Global Program System defines the value exchange between project teams, communication routines, and templates to create speed, efficiency, and consistency.





Harmonizing Ways of Working

Change Marketing™
at work



9PS PROGRAM CHARTER

PROGRAM NAME: _____
Program sub-head: _____

REQUEST DATE	PROJECT SPONSOR	LEAD PMO
MM/DD/YYYY	Sponsor Name	Communicates or leads: Scheduling, Executive Portfolio Review, Cross-department integration, Pacing of major dependencies, brand requirements, bandwidth/capacity requirements.
EST. START DATE	TARGET COMPLETION DATE	
MM/DD/YYYY	MM/DD/YYYY	Name/Title (Global Business, IT, Brand)

EXECUTIVE SUMMARY	STAKEHOLDERS	MILESTONES	
- One undeniable truth - One big provocative question (What if...) - The big idea - Why they should tell us now with idea (impact to customer) - The ask	- Name/Title - Name/Title - Name/Title - Name/Title	Planning	MM/YYYY
		Execution	MM/YYYY
		Ready to go live	MM/YYYY
		Deployment	MM/YYYY
		Close	MM/YYYY

PROGRAM OBJECTIVE	ALIGNMENT TO BUSINESS OBJECTIVES
State the purposes of the program and how it fits into the business, and how it impacts the business objectives.	Clarify the high-level purpose of the program and how it aligns with business objectives. Define the program's scope and how it will be measured. Define the program's impact on the business and how it will be measured.
Program objective 1	Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N)
Program objective 2	Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N)
Program objective 3	Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N) Impact? (Y/N)

VALUE TYPE (Primary)	TURNOVER IMPACT	HIGH-LEVEL BUDGET RANGE	KEY KPIs
- Cost savings, etc. - Revenue enhancing, etc. - Cost of doing business	Level of positive revenue/turnover impact for the current fiscal year	\$\$\$	- Measurable goal 1 - Measurable goal 2 - Measurable goal 3

Callaway ODYSSEY OGIO M-train Matthew Jack Wolfskin TOPGOLF

1

Global Program System

A new operating system for portfolio management, providing a holistic view of the business and project management creating consistent structures and processes

Templates

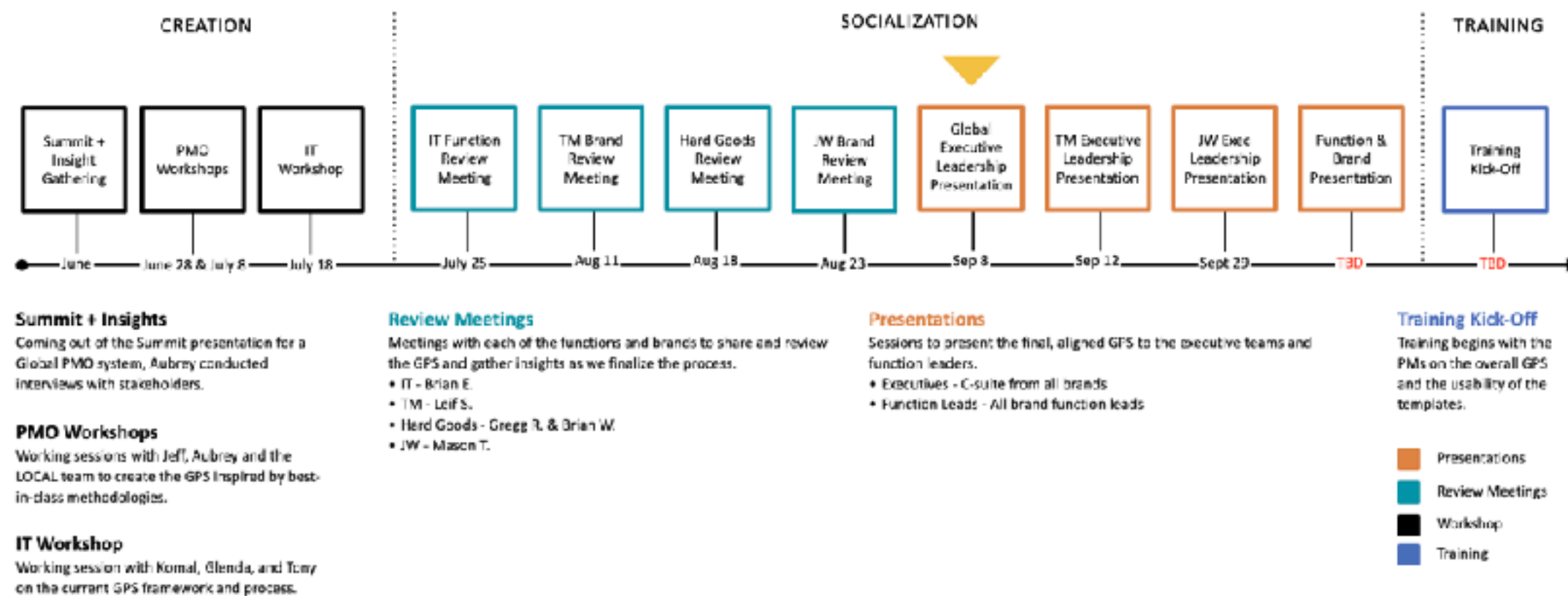
Project management templates to streamline processes, save time, and make it easier to track and report progress.



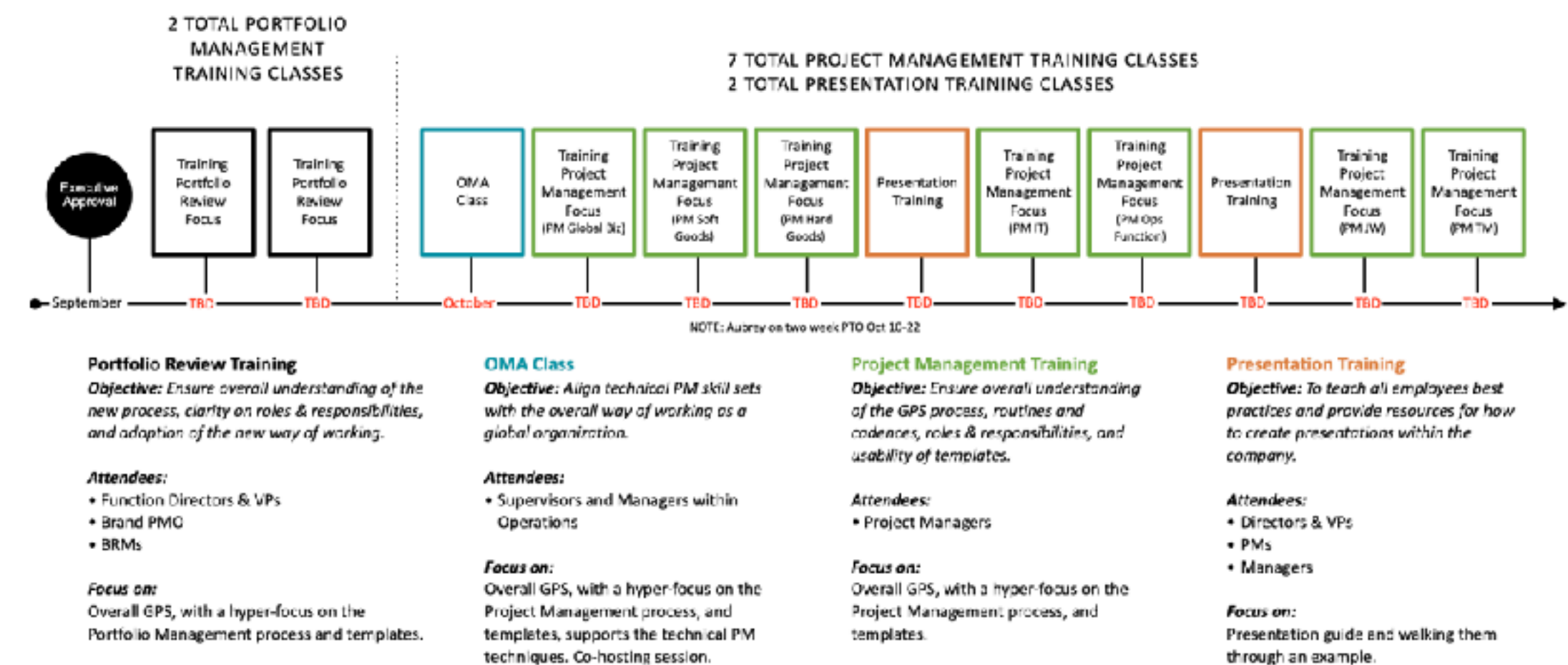
Harmonizing Ways of Working

Change Marketing™
at work

Socialization Roadmap



Training Roadmap



Socialization

Getting feedback from and creating alignment among executive teams on new methodology and the path ahead.

Training

Training program and project leads across the Callaway business portfolio to ensure swift adoption and seamless alignment.