Vision Realization Office (VRO) Operating Model and Vision 2030 Strategy Execution in Saudi Arabia

2 – 6 August 2027
Paris - Right Bank business hotel



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Technical depth: Conceptual · **Practical mode:** Case study

Introduction

In Saudi Arabia, every ministry and major government entity must turn Vision 2030 objectives into delivered initiatives and measurable results, and the Vision Realization Office VRO is where that translation succeeds or stalls. Many VROs drift into producing reports while strategy, projects and performance data sit in separate units. This Core Concept course equips senior leaders to design and run a VRO that links entity strategy, Vision Realization Programs and delivery, drawing on international programme and portfolio standards. Participants test each design choice on cases and leave with a VRO Operating Model Blueprint for their entity.

Course Objectives

- Explain how Vision 2030 objectives, Vision Realization Programs and entity strategies connect through CEDA, the Strategic Management Office and Adaa
- Define a VRO mandate, structure and reporting line that fit the entity's size and Vision 2030 commitments
- Design governance forums, delivery routines and decision rights using ISO 21503, ISO 21504 and delivery-unit practice
- Direct a performance cycle in which initiative progress and KPI results reach leadership and Adaa on time and on one evidence base
- Oversee the delivery risks, benefits shortfalls and capability gaps that cause Vision initiatives to stall
- Present a VRO Operating Model Blueprint for approval by the entity's leadership

Target Audience

- Executives heading or sponsoring a Vision Realization Office
- Senior leaders of strategy, PMO and performance management units in government entities
- Leaders accountable for their entity's Vision 2030 commitments and initiative portfolio
- Executives of government-owned companies and programmes that report into Vision Realization Programs
- Senior transformation and institutional excellence leaders redesigning entity operating models
- Executive advisers supporting leadership on strategy execution and national reporting

Course Outline

Day 1: The Saudi National Delivery System and the VRO Mandate

- Vision 2030 Architecture: Themes, Level 1 to Level 3 Objectives and Vision Realization Programs
- National Governance Chain: CEDA, the Strategic Management Office and Adaa
- VRO Mandate, Scope and Reporting Line to the Entity Head
- VRO Maturity Assessment Against ISO 21504 Portfolio Management Guidance
- Current-State Diagnosis of Strategy, PMO and Performance Units

Day 2: Operating Model Frameworks and Standards

- Operating Model Canvas: Processes, Organisation, Locations, Information, Suppliers and Management System
- Programme Governance Under ISO 21503 and the PMI Standard for Program Management
- Delivery Unit Approach: Deliverology Routines, Trajectories and Stocktakes
- P3O Model for Structuring Portfolio, Programme and Project Offices
- Governance of Portfolios Under ISO 21505 and ISO 37000 Principles

Day 3: Running Strategy Execution Through the VRO

- Translating Entity Strategy and VRP Commitments Into an Initiative Portfolio
- Initiative Charter and Delivery Plan Standards With Milestones and Benefits
- Performance Cycle: KPI Cards, Baselines and Targets Aligned to Adaa Reporting
- Executive Steering Committee and Delivery Review Cadence Design
- Cross-Entity Dependency Management With VRPs and Partner Entities

Day 4: Delivery Risks, Bottlenecks and VRO Optimisation

- Delivery Risk and Issue Escalation Framework Under ISO 31000
- Benefits Realisation Tracking and Initiative Stop-or-Continue Decisions
- Single Source of Truth and Data Quality Rules for Performance Reporting
- Change Management and Capability Building for Initiative Owners
- Common VRO Failure Modes: Reporting Overload, Siloed PMOs and Weak Mandate

Day 5: Case Work and the VRO Operating Model Blueprint

- Service Ministry Case Study: Redesigning a Stalled VRO
- Economic Authority Case Study: Linking Strategy, Projects and Adaa KPIs
- VRO Operating Model Canvas Build for an Own Entity
- VRO Operating Model Blueprint Drafting
- Executive Panel Review and Blueprint Defence

Skills You Will Gain

- National Delivery System Literacy
- Operating Model Design
- Portfolio Governance
- Delivery Routine Design
- Performance Oversight
- Benefits Realisation Oversight
- Executive Sponsorship

Why Attend This Course

- Leave with a VRO Operating Model Blueprint for your entity, challenged by an executive panel
- Shift VRO effort from producing reports towards resolving delivery problems
- Speak the same language as the Strategic Management Office, VRP teams and Adaa when commitments are reviewed
- Compare VRO designs with leaders from ministries, authorities and government-owned companies

Conclusion

Vision 2030 commitments are delivered entity by entity, and the VRO decides whether strategy becomes results or remains a document. This course moves from the national delivery system and the VRO mandate, through international operating model, programme and portfolio standards, to the performance cycle and the risks that stall delivery. The final day brings these elements together in a VRO Operating Model Blueprint that participants take back to their leadership, giving them a clear design for the office that carries their entity's Vision 2030 commitments.