

# Major Energy Company Project Risk Assessment

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## Situation

- Our client, the distribution business unit of a major energy company, had been working jointly with a software vendor to develop and replace two of their mission critical systems, their outage management and SCADA systems
- The project was over a year late and millions of dollars over budget, with many perceived failures along the way
- The rollouts of both systems were rapidly approaching, but business executives and users were skeptical of readiness
- New executive sponsors had taken over the project and wanted an independent assessment of the project risks of delivery and the business readiness for the new systems

## Solution

- We interviewed business sponsors, project leadership and external vendors, and reviewed project management documents
- Our final report included a description of the issues and risks identified as well as a plan of action to address them
- Our recommendations included:
  - Adjusting the rollout schedule to mitigate resource loading risks
  - Increasing the rigor by which they managed their software vendor
  - Adding additional change management and training needed to address users concerns

## Benefits

- The roll-outs completed to date have gone smoothly
- Going forward, the executives had a risk management framework and metrics to evaluate project progress and business readiness