



PMI Honolulu Hawai'i Chapter 2018 Annual Awards



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ERP/EAM

Enterprise Resource Planning/ Enterprise Asset Management



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PRIMARY PROJECT OBJECTIVES

- Address **Legacy System and Vendor Risk**
- Create an **integrated system** of record for our resources (e.g. people and money), work and our assets
- Leverage that integrated system of record to **improve business process efficiency and planning**

PROJECT FACTS

- Budget = \$82.4
- Duration = 24 months
- Team = at max ~120 FTEs onsite/off-shore/near-shore
- Scope – Integrated SAP Platform
 - Finance/Budget/Property Accounting/Tax
 - Regulatory conversion to FERC
 - Human Capital Mgmt
 - Supply Chain Mgmt
 - Work Mgmt / Mobility
 - Asset Management
 - Governance, Regulatory & Compliance
 - Business Intelligence
 - Re-platform existing Customer Information System

PROJECT RESULTS

- On-time, On-budget, On-scope and quality

PROJECT PARTNERS



UTILITIES
International

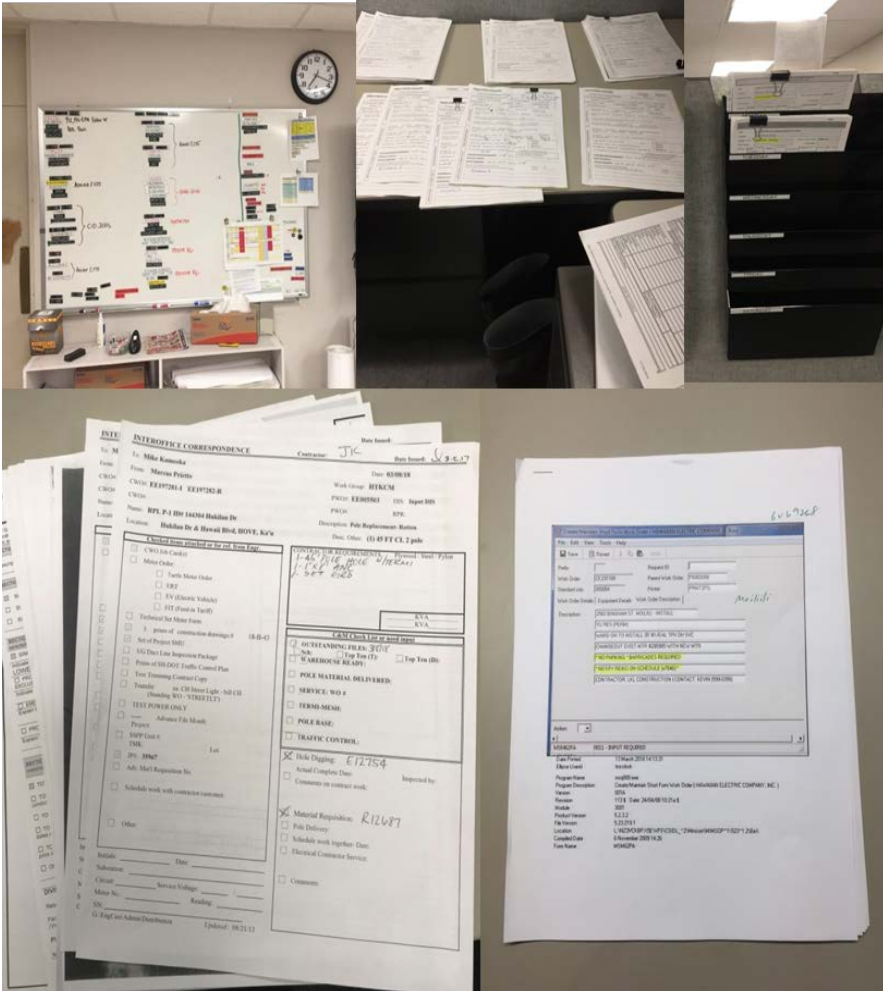
HCL



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Work and Asset Mgmt

The screenshot displays the 'Display Equipment : General Data' window in SAP. The main data fields include:

- Equipment: E10192390
- Description: BOOTH RD (LOWER) Pole 7
- Status: INST
- Valid From: 09/30/2018
- Class: ED_OH_STR_CLASS (Overhead Structure Class)
- Object type: ED_POLES (Pole)
- Weight: 0.000
- Inventory no.:
- Acquistn Value: 0.00
- Manufacturer: EDI (EDISON INDUSTRIES, INC.)
- Model number: 675

On the right side, a 'Work Orders' panel shows a list of orders for 'INSTALL - POLES, TOWERS AND FIXTURES'. The 'HE WKM Manager' window is also visible at the top right.



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Challenges

- Huge change management – people project versus technology project
- Budget capped by the Hawaii Public Commission
- 200+ silo systems migrated to an integrated platform
- Coordination to re-platform with existing live Customer Information System
- One of the broadest implementation scope in a single go-live
- Hybrid Cloud and On-premise architecture
- Hurricane Lane
- Enable realization of \$244 million over 12 years
- Long hours and late nights – sustaining the team for a 24 month marathon
- Setting up the support organization beyond the project – business journey has just begun
- The organization's expectation that must get everything now, else we will never get it here after.
- Analysis paralysis – making decisions

Lessons Learned

- Organization Change Management is not easy nor fast – be aligned and persistent
- Have firm executive sponsorship and open honest dialog with mid management
- Have great partners – give and take
- Handle teaming issues quickly and respectfully
- Create an environment for learning and not blaming – fail fast
- Dedicate resources – pick your best & brightest; it should be painful to the base business
- Fly by instrument – use measurements to focus
- Have humor – gut busting laughter
- Have food – feed the soul especially when stressed out
- Enjoy the diversity
- Communicate, communicate, communicate – multi-channel and timely
- Hypercare period is critical – send project folks to the frontline