PMI Honolulu Hawai‘i Chapter
2018 Annual Awards
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/offshore/near-shore
• Scope – Integrated SAP Platform
  o Finance/Budget/Property Accounting/Tax
  o Regulatory conversion to FERC
  o Human Capital Mgmt
  o Supply Chain Mgmt
  o Work Mgmt / Mobility
  o Asset Management
  o Governance, Regulatory & Compliance
  o Business Intelligence
  o Re-platform existing Customer Information System

PROJECT RESULTS
• On-time, On-budget, On-scope and quality

PROJECT PARTNERS

[Images of company logos: KPIT, Utilities International, SAP, HCL, EY, POWERPLAN]
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