



Project Management

CASE STUDY

Client

The client is a leading Utilities provider in the US with significant presence in south east US. The client serves more than 5 million customers and holds power generation assets in more than 20 US states.

Problem Statement

The client was migrating from conventional meters to smart meters. The introduction of smart meters provided the ability to record data on hourly and daily basis. The client wanted to improve the experience of their customers by providing means to view their utility consumption and estimate charges thru a visually rich application.

Program Goals

The client launched a program called Advanced Metering Infrastructure with the following goals:

- ➔ Provide more visibility of energy usage and related patterns to customers. This helps to improve energy efficiency and save money for smart meter customers
- ➔ Improve customer experience by redesigning Energy Consumption section of the Portal and providing them access to consumption data from mobile devices
- ➔ Provide collaboration features to their customers that allow them to share their experience & learn from experience of other customers

The client entrusted us with the responsibility of delivering this program end-to-end including managing third party integration.

Our Solution Strategy

- ➔ Discussed with key stakeholders and established critical success factors for the Program
- ➔ Established overall program scope, drafted high level requirements, estimated the overall effort and resources required to implement the program
- ➔ Divided the overall program into 3 releases to be executed over a period of 18 months, identified dependencies, prepared overall budget for the program and created a business case. Presented the business case to key stakeholders and secured the necessary funding to implement the program
- ➔ Set-up a project management office to manage overall schedule, critical dependencies, risks & mitigation, third party management and deliver program per schedule

Our Solution Details

- ➔ We have finalized requirements and architected a solution that is based on Java EE/Liferay Portal/Spring/RESTful web services/Fusion Charts/Hibernate/Oracle Database. We took care of integration with a hosted third party smart energy network for Energy consumption
- ➔ We have used Agile methodology for each release; continuous integration mechanism was implemented using Maven, Jenkins and Selenium so we "test early and test often"
- ➔ Critical project management activities undertaken:
 - During Planning – established RACI matrix, project governance & communication mechanism, prepared detailed project plan with all dependencies, identified risks & prepared mitigation plan, defined key metrics to be tracked
 - During Execution – identified tasks on critical path and allocated resources accordingly, tight control on scope, regularly tracked project against schedule & budget and invoked change control where needed

IT People Value Add

- ➔ Conducted 3-level governance meetings (weekly at project manager level; monthly at business owner level; quarterly at Executive Sponsor level) and ensured key stakeholders are up-to-date on execution status, risk management, change control and key gating decisions
- ➔ End-to-end implementation partner for the Client with full ownership from business case finalization to production roll-out
- ➔ Implemented the program with an average onsite-offshore ratio of 25%-75%

Business Impact

- ➔ The overall project was delivered within stipulated timelines & budget thus enabling our client to drive up adoption of smart meters amongst its customers
- ➔ We helped our client deliver an intuitive platform to their customers with smart meter data and drill down capabilities
- ➔ Since the project was delivered using onsite-offshore model, it resulted in significant cost saving to the client

FOR MORE INFORMATION

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