

COHESIVE
solutions

The Importance of Phase Zero

5 essential considerations before beginning your next
distribution work management system implementation





Moderator

Matt Logsdon

Executive Vice President



Matt Logsdon has been providing work and asset management services and software to asset-intensive companies for more than 30 years. Matt has helped organizations pursue their operational excellence journey, assisting with technology, people and process guidance.

Cohesive Solutions – About Us

Who We Are? – For more than 20 years Cohesive Solutions has enabled organizations to optimize their asset, work, and supply chain management programs.

Our Experience – Executive team with more than 150 years of combined first-hand experience supporting the Enterprise Asset and Work Management market across the wide range of industries.

Our Methodology – We work side by side with leaders to help them reach optimized levels of performance bringing subject matter expertise and industry leading practices. Our six-phase methodology is proven to mitigate the risks associated with large scale technology projects and *transformational* initiatives.

Cohesive Solutions



Presenters



Lance Morris
*Co-Founder & Principal Business
Process Consultant*



Stephen Miller, CRL
*O&G Practice Lead/Industry
SME*

Contributors



Dianne DePuy
*Strategic Accounts Executive
Transmission and Distribution*



Richard Pike
*Consulting Practice Leader - Transmission
& Distribution Services*

What is Phase Zero?

- Effective Project Execution requires upfront planning
- Understand where you are, where you want to go and how to get there
- Avoid Ready, Fire, Aim
- Six key steps with continuous feedback
- Kitchen Remodel Example

- 1. Formulating a Vision**
- 2. Assessing Current State**
- 3. Business Requirements**
- 4. Project Work Scope**
- 5. Methodology**
- 6. Preliminary Project Planning**

What is Phase Zero?



Formulating a Vision

- Define Goals and Objectives
- Define Success Factors
- Expected Benefits
- Project Success Statement

Results

- Understand the Purpose
- Understand Priorities
- Start of the Business Case
- Limit Scope Creep



Assessing Current State

- Understand Existing Resources
- Understand what can be leveraged
- Understand what has to be built
- Start Scope Definition
- Understand Barriers

Results

- Is Success Achievable
- Develop a High Level Plan
- Identify Gaps to be Filled
- Understand the magnitude for budget

What is Phase Zero?

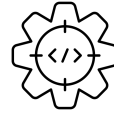


Business Requirements

- Further Definition of Success Factors
- Establish minimum Standards
- Define Project Completion
- Define Change Impacts

Results

- Traceability to Goals and Objectives
- Further defines Scope
- Validate Project Execution
- Identify Key Stakeholders



Project Work Scope

- Accurately defines work to be accomplished
- Defines Roles and Responsibilities
- Defines Resource Requirements

Results

- Allows competitive Bids
- Framework for Contract
- Validates Budget

What is Phase Zero?

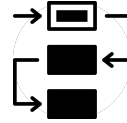
Methodology



- Project Governance
- Issue/Conflict Resolution
- Change Management Strategy
- Incorporating Lessons Learned

Results

- Initial SOW development
- Process definition ahead of occurrence
- Change Network/Communications



Preliminary Project Planning

- Define Scope and Schedule
- May require external advice
- Understand Deliverables and Tracking

Results

- Bids can be compared apple to apple
- Validate Plan can be achieved
- Progress Reporting

Pause and Consider...

Recap: Elements of Phase Zero

1. Formulating a Vision
2. Assessing Current State
3. Business Requirements
4. Project Work Scope
5. Methodology
6. Preliminary Project Planning

Questions to Ask Yourself:

feel free to type your answers into the Q&A box, they will not be read aloud

- In what areas of Phase Zero is your organization lacking?
- Think about your previous projects. What did you do well? What did you not do well? What were the consequences?
- What are you doing differently because of this?

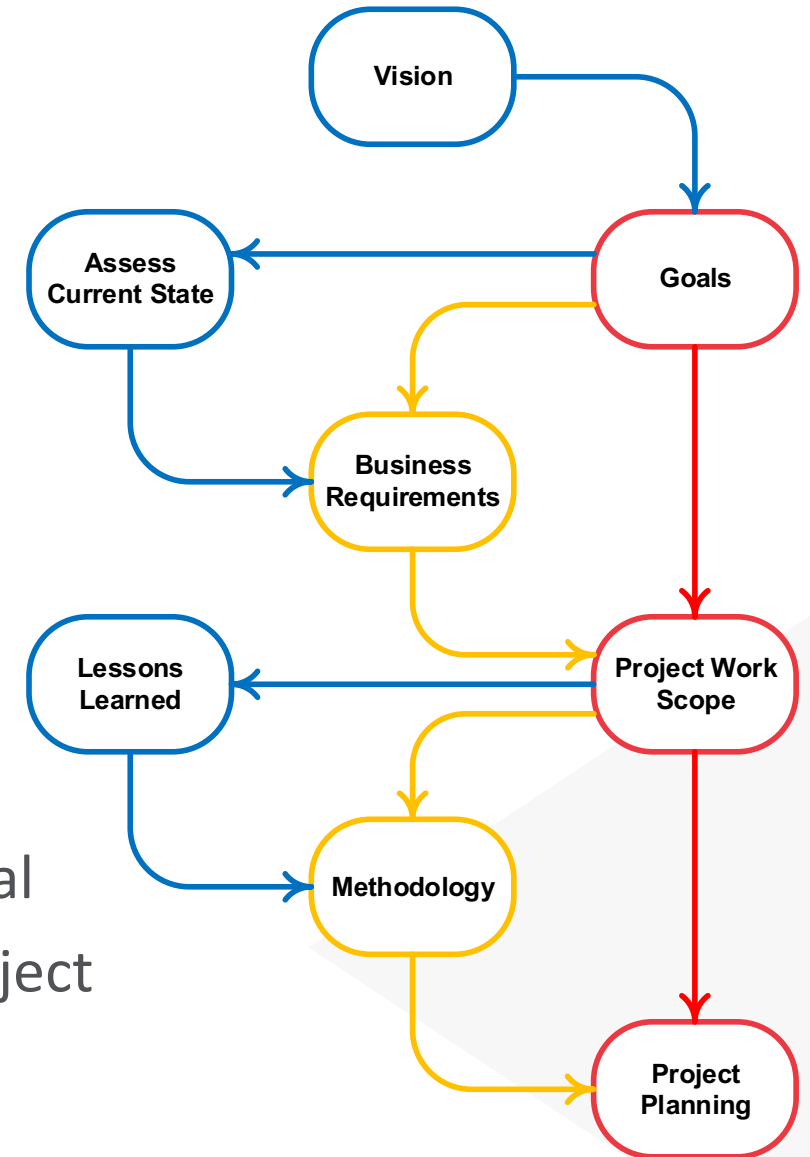
What does Phase Zero Look like?

Explore some Examples

- Company A – Poor
- Company B – Average
- Company C – Great

Keep in mind the point of Phase Zero

- A systematic approach to preparing for a project
- Value add for doing it right – know how to meet your goal
- Establishing the Governance – A foundation for your project
- Ensure project success from the start!



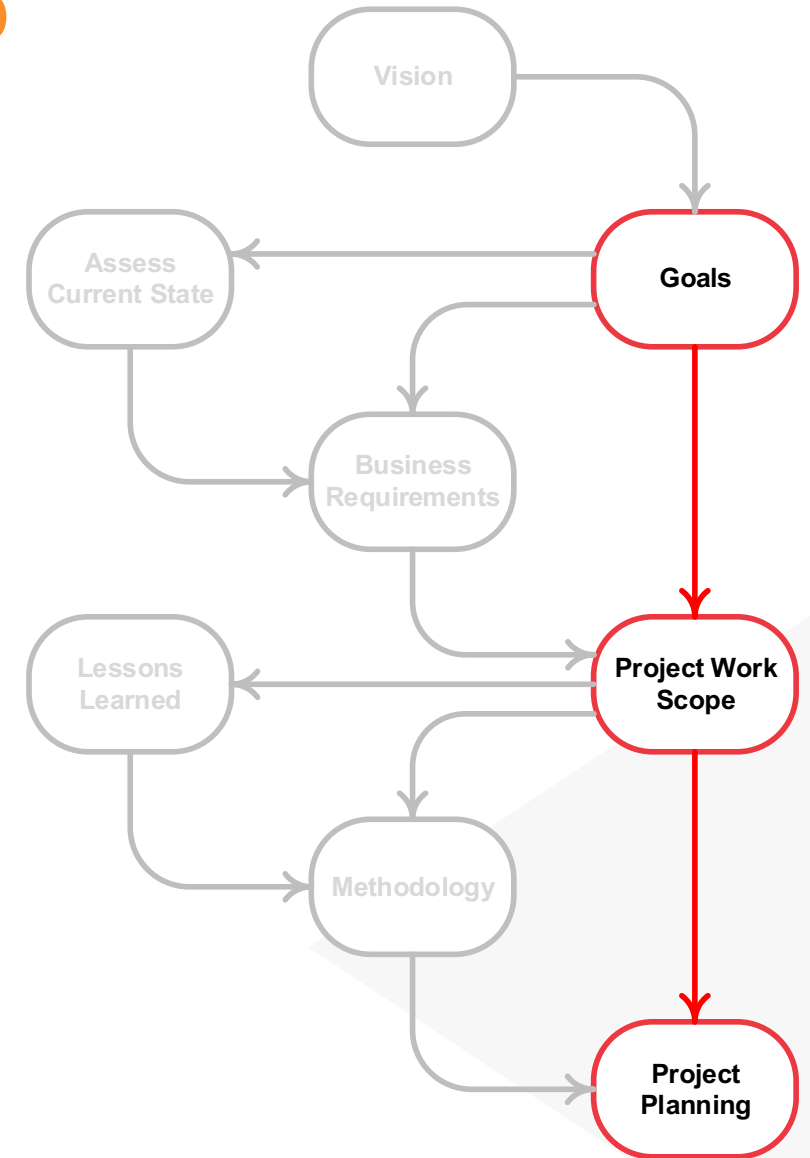
Explore Company A – Poor Phase Zero

Profile:

- Energy Company supplying energy to more than 1.6 million customers
- 29,000 miles of power lines and 700,000 utility poles
- One-page RFP had overall objective with no business requirements, current state assessment, etc.

Key Takeaways:

- Near impossible to provide a responsible and accurate proposal
- Not enough detail given for providers to accurately scope
- Project typically takes more time and money than anticipated



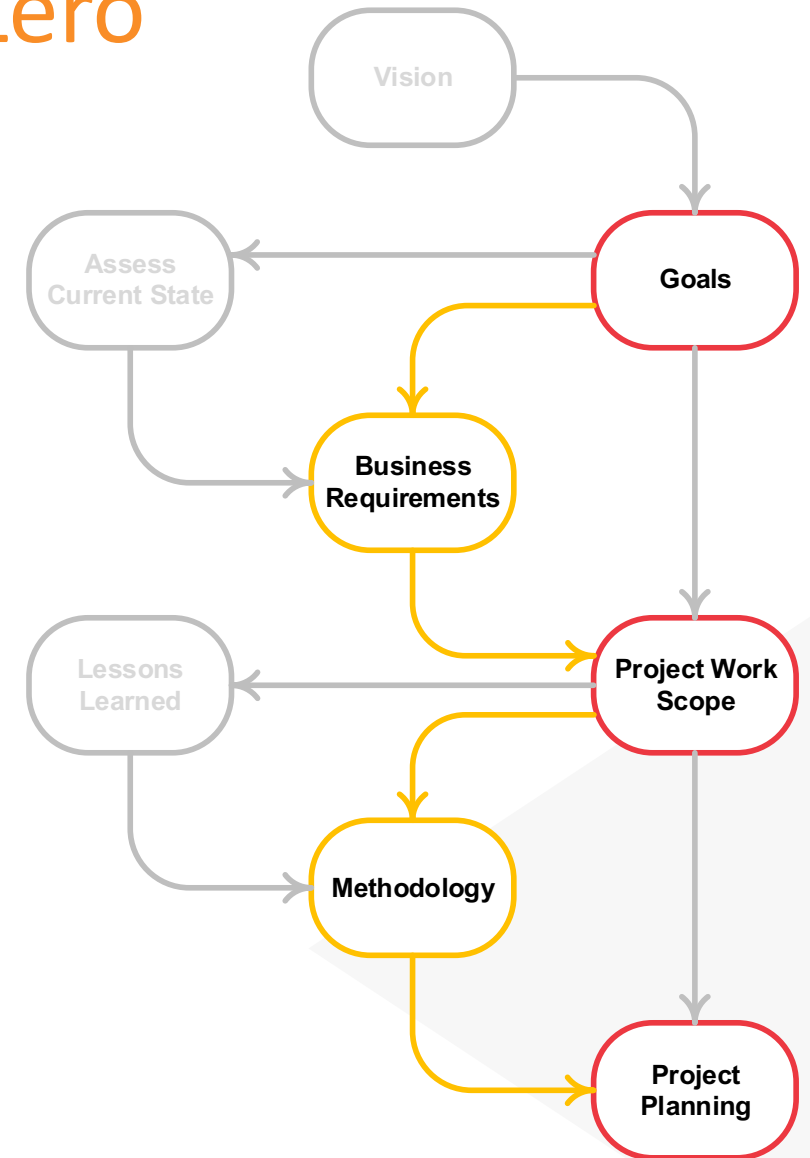
Explore Company B – Average Phase Zero

Profile:

- Large electric utility
- Serves 1M+ customers
- Could not identify their core problem in RFP, but knew there was room for improvement somewhere

Key Takeaways:

- Scope was left to interpretation
- Underestimated the level of effort required
- Bids misaligned with budget and/or effort required
- Unable to objectively evaluate partners



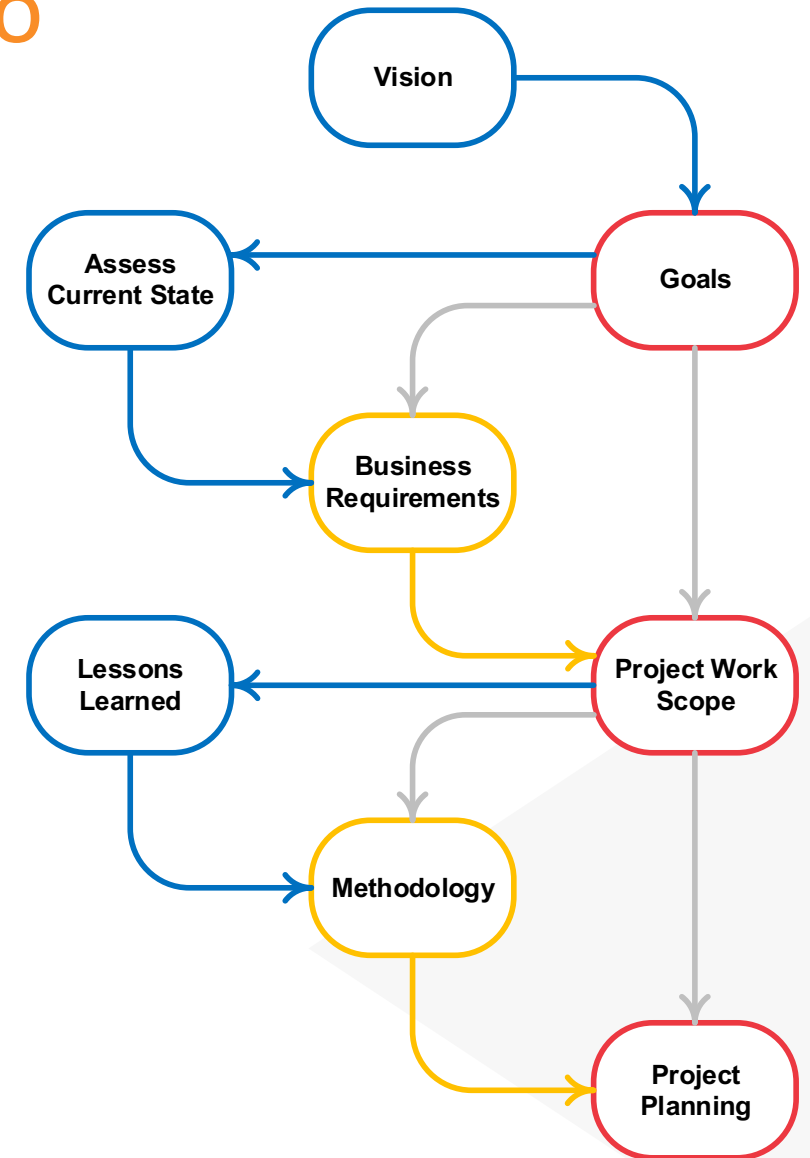
Explore Company C – Great Phase Zero

Profile:

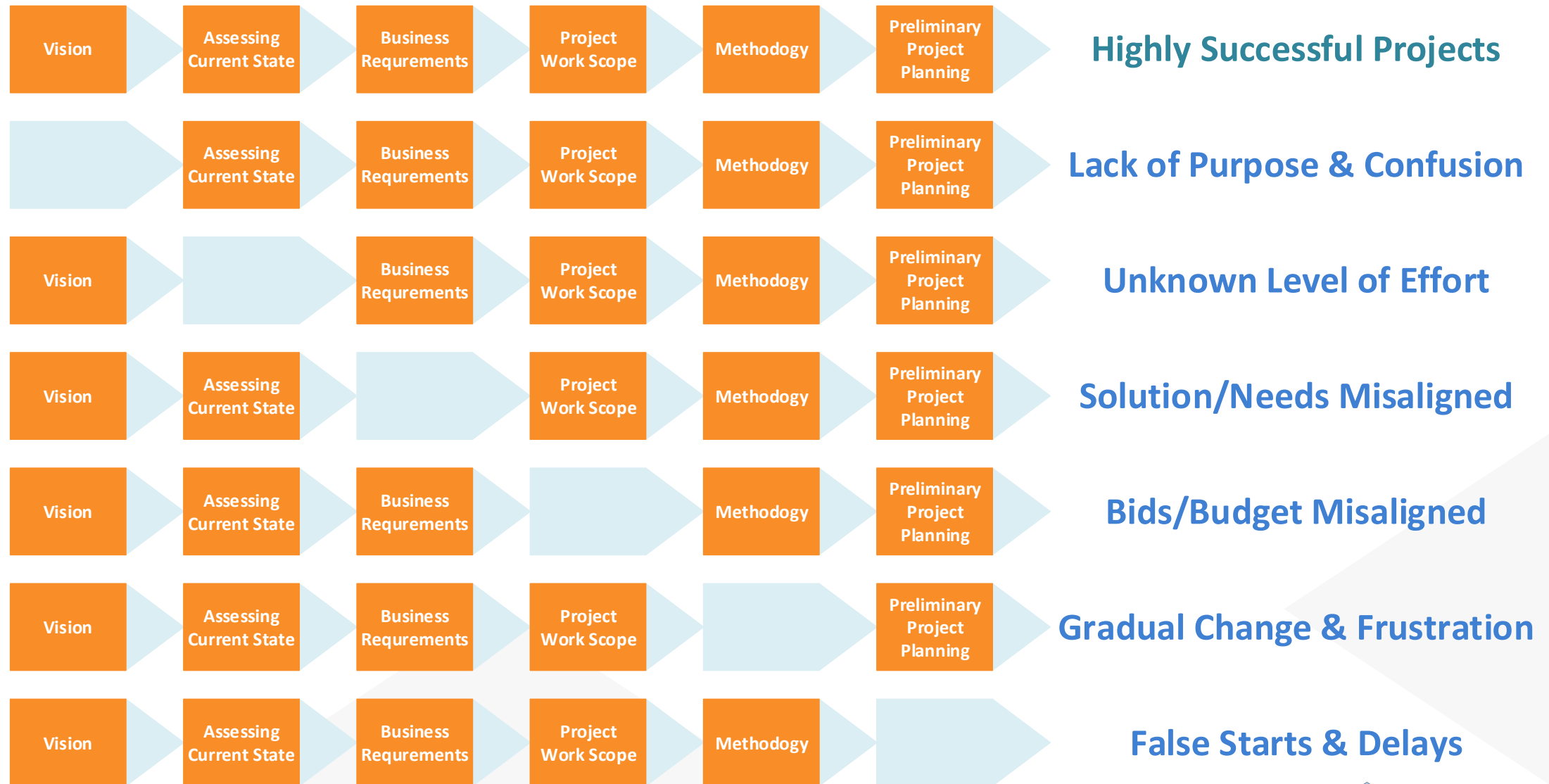
- Largest electric company in Midwest
- Owns and operates more than 12,000+ miles of transmission lines and 50,000+ miles of distribution lines
- Serves more than 1,000,000 residential, commercial, and industrial customers
- RFP was clear and concise, adequate detail to provide a responsible proposal

Key Takeaways:

- Clear objective with clear scope
- Solicitation that would result in quality responses
- A methodology for success
- Enables organization to objectively evaluate partners



What's the impact of Phase Zero?



Where to start – What can you do now?

Pick a Project...

- What problem are you trying to fix?
- What would that look like?
- Where does that fit in your Organizations Long term Vision?

Do you know the Answers?

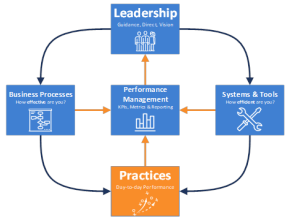
YES! – Great! – Make sure you....

- Maintain Line-of-Sight
- Have a clear Success statement and use it!
- Constantly reevaluate where you're at

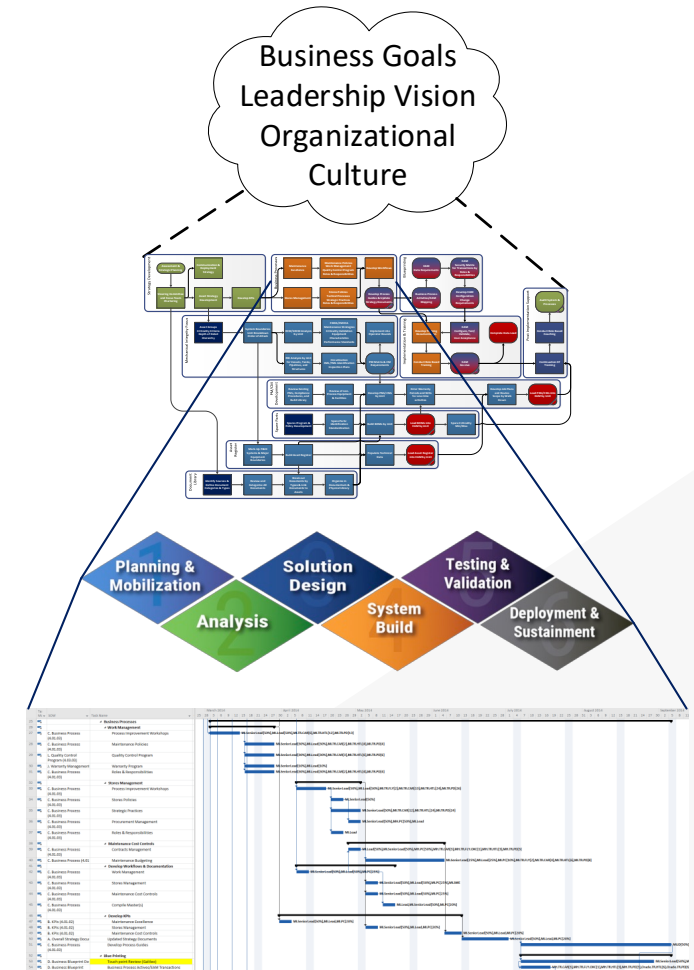
No? – Pause & Take a step back...

- What's missing?
- Vision? Current State? Methodology?
- What's the plan for success?

What you can do now – EAM Maturity Assessment



- What does good look like? Establish your **Vision & Goals**
- Reconcile – your **Current State** to your Vision
 - Gaps & Improvements – What should be better?
 - **Business Requirements** – to achieve your goals
- Build a **Strategic Roadmap**
 - What are realistic **Work Scopes** to tackle?
 - What's an effective order of Attack?
 - What **Methodology** will you use to rollout?
- Follow your Path – **Project Planning**
 - Define Success & Establish Line-of-Sight
 - How will you measure success?

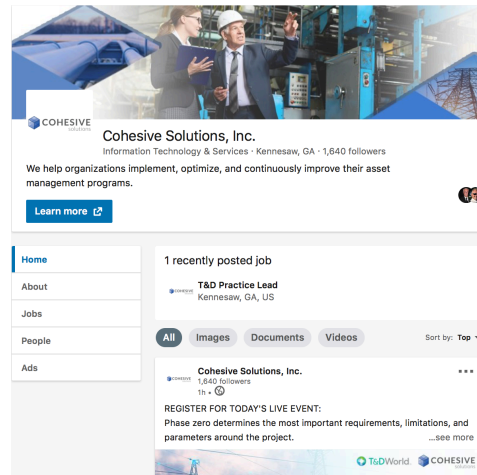


Thank you & Questions?

Resources for you:

- Blogs
- Webinars
- Social Media Updates

Find us at: www.cohesivesolutions.com



- Lance Morris, 256-651-8051
lmorris@cohesivesolutions.com
- Stephen Miller, 919-815-2878
smiller@cohesivesolutions.com