



When a major energy wholesaler needed help to roll out a large scale advanced metering infrastructure

We helped manage the implementation program and supported their vendor selection and integration management activities

The challenge

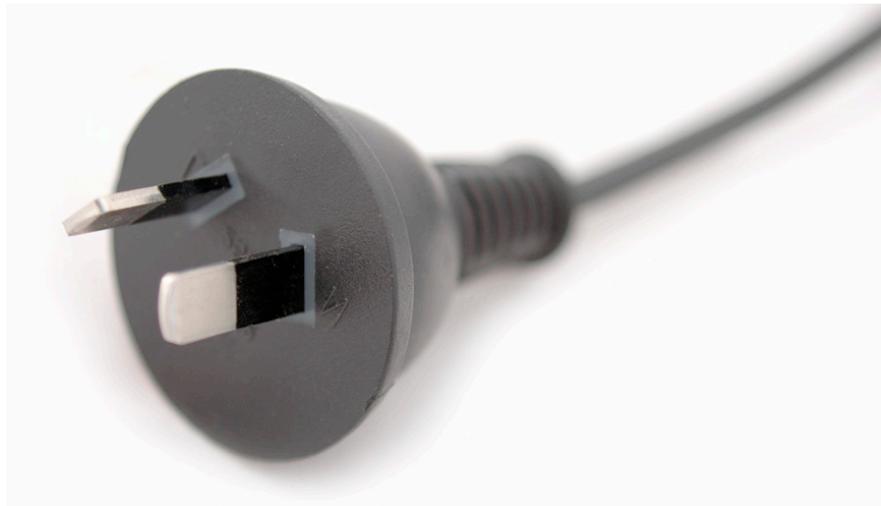
The rollout of Advanced Metering Infrastructure (AMI) was mandated by the state government. Our client, an energy wholesaler, was accountable for the installation of meters, a supporting wireless communications network, deployment of new systems, and integration of existing systems and processes along with the requisite change management to transform and support the business.

How we helped

Deloitte was engaged to support our client in the AMI implementation in a range of areas, which included program management, vendor selection and the integration management services.

Deloitte was engaged to address deficiencies with the existing Program Management Office (PMO) and establish a new intelligent PMO function. Using Deloitte's Program Leadership methodologies, the new PMO was established to manage the entire program with a budget over AU\$500 million. This included development of program schedules, risk issue and change management registers, as well as financial and quality management tools. Deloitte was later engaged to manage the PMO, whilst transitioning to permanent client staff over the next four months.

During the AMI implementation, the client needed to select appropriate vendors for its communications network and its meter installation program. Due to government requirements, this was to be undertaken in an aggressive timeframe. Deloitte was engaged to design and facilitate a robust vendor selection process in conjunction with the client stakeholders. Deloitte assisted the client in developing a commercial schedule for the agreement.



Deloitte also provided integration management services to the client. This included assistance with the development of the AMI solution architecture, including reviewing and challenging the AMI design and team deliverables, resolution of key program issues, and establishment and management of the requirements traceability matrix.

In addition, Deloitte also provided the internal communications strategy and initial development of communications materials, as well as coordination of recruitment activities. Deloitte's role also included representation on Victorian industry bodies, a permanent seat on AMI Steering Committee and liaison with tender management activities.

Value delivered

Our support in PMO provided the client with more rigour around the program, where we challenged and provided insight at AMI Steering Committee level, and addressed internal audit concerns around certain aspects of program management. The client greatly appreciated not only the maturity of the initial setup of PMO and the ongoing program management, but also the depth of experience and capability of the team.

Our support in vendor selection enabled the client to determine the vendor most likely to provide the services to meet the client's requirements. In addition, we also provided the client with a set of practical and actionable recommendations for undertaking subsequent project steps.

Our provision of integration management services were highly valued by the AMI Steering Committee and Program Director. The integration management team was able to resolve numerous complex integration issues and provide a sounding board to the client regarding design and program management issues.

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