



Reference Case



About Sibelga:

Sibelga is the only distribution network operator for electricity and natural gas in the Brussels-Capital Region. The management of the distribution networks involves the following main activities: the electricity and gas networks financing, conception and construction, the networks access management, and the meter information processing management.

Past Situation:

When in 2003, European directives governed the re-organization of the energy market, Sibelga was created in order to simplify and optimize network management in Brussels. Accordingly, its IT Department was meant to be up and running in record times! The main objective was to enable it to respond to business demands which were, before the introduction of PlanView, not managed through a project management discipline. Demands were followed in an "ad-hoc" fashion and resources were allocated without forecasting their capacity. Furthermore, there was no mean to have a systematic control of work performed by IT external suppliers, implying substantial rework for invoice corrections and leading to delays in invoice approval.

Challenges:

Sibelga was looking after a Project Portfolio Management application in order to (I) ensure transparency in the follow-up of the business demands treated by the IT Department, (II) support resource management for project related work, and (III) control the performance of external providers to IT. This is where PlanView was implemented in a progressive way, taking into consideration the current company maturity in project management.

Solution:

- I. When work on a request is allowed to start, it is converted into a project in PlanView. Lighter requests are converted into support tickets where work due date and workload only are followed. Each business department accesses PlanView to report on the up-to-date status of its demands.
- II. Project and ticket actuals are recorded in PlanView. It is approved either by the Project Managers or Service Delivery Managers. The reported work is cumulated on the project budget or the maintenance envelopes. A report, produced each month, informs the external providers on what work can be invoiced.
- III. PlanView is used to support the resource allocation to projects by capturing the amount of time devoted to projects and BASU activities. This information is used to confirm, or infirm, the assumptions on project time availability of the key resources. It is used on an operational level to pilot ongoing projects, and on a tactical level to evaluate the feasibility of the project portfolio.

Main Benefits:

All demands from business to IT are recorded in PlanView, either as "Requests" (if more than 3 man*days estimated workload) or as "Support Tickets". All work performed by IT external providers (ASP/ISP) is recorded in PlanView on their related projects or support tickets. Sibelga now identifies which shared resources (internally called "key resources") are the main blocking factors to project progression by planning resource capacity at portfolio level.