New Zealand Electricity Network Operator — Enterprise Asset Management Programme Review & Recovery

Role: Independent Programme Review Lead

A New Zealand electricity network operator engaged me to conduct an independent review of a major Enterprise Asset Management (EAM) transformation programme that had been established to modernise asset management processes, replace legacy systems, and improve operational, regulatory, and capital planning capabilities across the organisation.

After an extended implementation period, the programme had lost momentum. Delivery timelines had slipped, critical technical and organisational dependencies remained unresolved, and confidence among executive leadership and the board had diminished. Before committing further investment, the organisation required an objective assessment of programme status, delivery risks, and the options available for successful completion.

Working closely with senior stakeholders, programme leadership, and implementation partners, I conducted a comprehensive programme health check covering governance, delivery performance, vendor arrangements, programme dependencies, and overall implementation readiness.

Key areas of focus included:

- Programme governance and decision-making effectiveness
- Delivery performance and implementation readiness
- Vendor and implementation partner arrangements
- Critical technical and organisational dependencies
- Scope alignment and business case integrity
- Programme recovery and remobilisation options

The review involved detailed analysis of programme documentation, stakeholder interviews, delivery plans, governance structures, vendor performance, and implementation risks. Particular attention was given to identifying the root causes of programme delays and assessing whether the existing delivery model was capable of achieving the intended business outcomes.

The assessment concluded that the programme required a structured reset before proceeding. The review identified a number of unresolved dependencies, governance weaknesses, and delivery risks that needed to be addressed to improve the likelihood of success. A series of recommendations was developed covering programme structure, governance, vendor arrangements, delivery sequencing, and implementation planning.

The findings provided executive leadership and the board with an independent, evidence-based view of programme status and a clear pathway for recovery.

Following acceptance of the recommendations, the organisation approved a formal programme reset and adopted a revised implementation approach. I subsequently developed the remobilisation strategy and supporting investment case, including a phased delivery roadmap, governance framework, resource model, and implementation plan designed to address the root causes identified during the review.

The engagement enabled the board to make an informed investment decision, restore confidence in the programme, and establish a realistic pathway for delivering the intended business and operational benefits from its enterprise asset management transformation.

For more information about this case or to discuss how similar programme reviews and transformation recovery initiatives could be applied in your organisation, please contact me at marco@marcociobo.com or visit www.marcociobo.com.