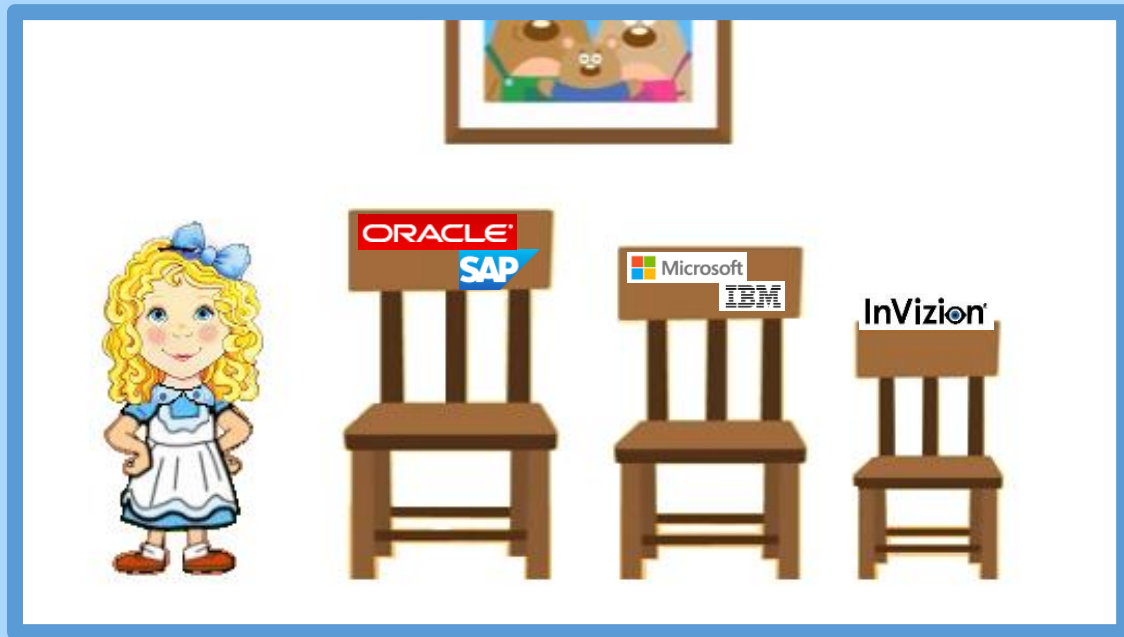


The Story of Goldilocks For Planning and Managing Engineering Budgets in Utilities



Once upon a time, there was a Director of Engineering at a Utility named, ...er, let's just call this person Goldilocks. She has a big responsibility to manage her department's budget – not just all the capital projects but also the operational expenses. For months, she is busy with the annual budgeting process that involves top-down guidance and aggregating requests from the bottom-up. She needs to review and prioritize and project requests, then get all the requests consolidated for approvals.

To be credible, Goldilocks needs to make data-driven decisions. She created some templates and spreadsheets to collect all the project details and translate them into line items that the Corporate system can understand. Before long, the spreadsheets grew with more tabs that can be displayed at once. She spends way too time validating formulas and chasing linked cells across all tabs on her spreadsheet, with too little time left for real analysis to make good decisions.

Goldilocks tries to use the Enterprise Budgeting software to translate the bottom up requests into some high level requests, but at that level with the account codes, there is not enough detail to analyze trade-offs and evaluate impacts of project performance variances. "This system is too disjointed from my operational reality!" she exclaimed.

Next, Goldilocks tries to use Work Order / Project Management software to make more credible trade-off decisions, by analyzing projects a lower level of details. She quickly realizes that she can be buried in too much detail from too many projects. "This system makes me lose sight of the big picture," she sighed.

Finally, she uses InVizion software. She is able to plan and track all the expenses and summarized project plans at a manageable level of detail, without losing sight of their inter-dependencies and key milestones. After some meaningful analysis in InVizion she feeds her consolidated results to the corporate system. "Ahhh, InVizion is just right," she said happily.

With InVizion, Goldilocks is finally able to say good-bye to her time-consuming and error-prone spreadsheets. She is now the role model for all her peers at other operating units at the Utility, earning a reputation for making credible, data-driven decisions to manage her department's budget.

And she lived happily ever after. THE END.