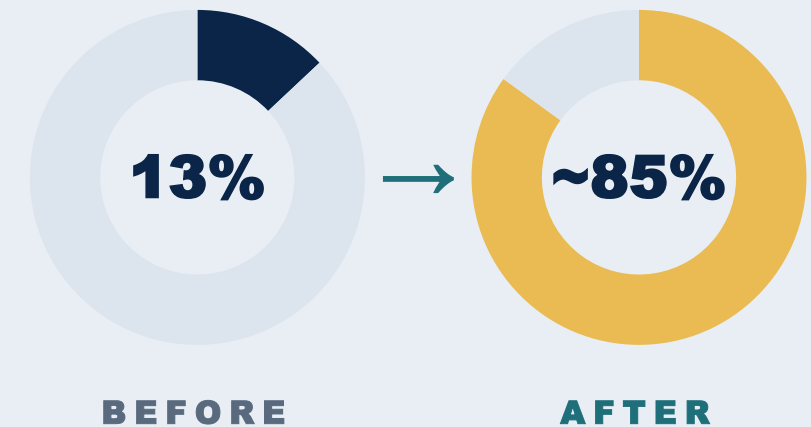




CASE STUDY • PLANNING COMPLIANCE

When planning slips, the business pays

How a national energy company lifted readiness for execution of major maintenance jobs from 13% to ~85% – by maturing the plan early, as decisions, information and solutions came together.



major jobs ready for execution, on time

SWIPE →



THE SITUATION

Where major-job planning breaks down

- Maintenance attention sat on the two-week look-ahead. The 90-day-plus plan – where major jobs live – was repeatedly postponed and rarely visible.
- A major job needs alignment across engineering, operations, safety, maintenance and finance, then agreement to proceed. On a short horizon, there was no time for that.
- Mid- and long-term reviews were required by procedure, but regular scope and progress reviews kept losing to more urgent work – and that missing discipline drove the delays.
- So, spares, contractors and supporting services were hard to synchronise in time. Ad-hoc meetings – up to 8 a month – filled the gap, rarely with enough preparation.

WHAT "READY FOR EXECUTION" MEANS

Scope frozen and agreed · spares and equipment secured · contractors and supporting services synchronised – all timed so nothing waits on anything else.

13%

of major jobs were ready for execution on time

Up to 6x

scope changes per job while being prepared



THE RESULT

~85%

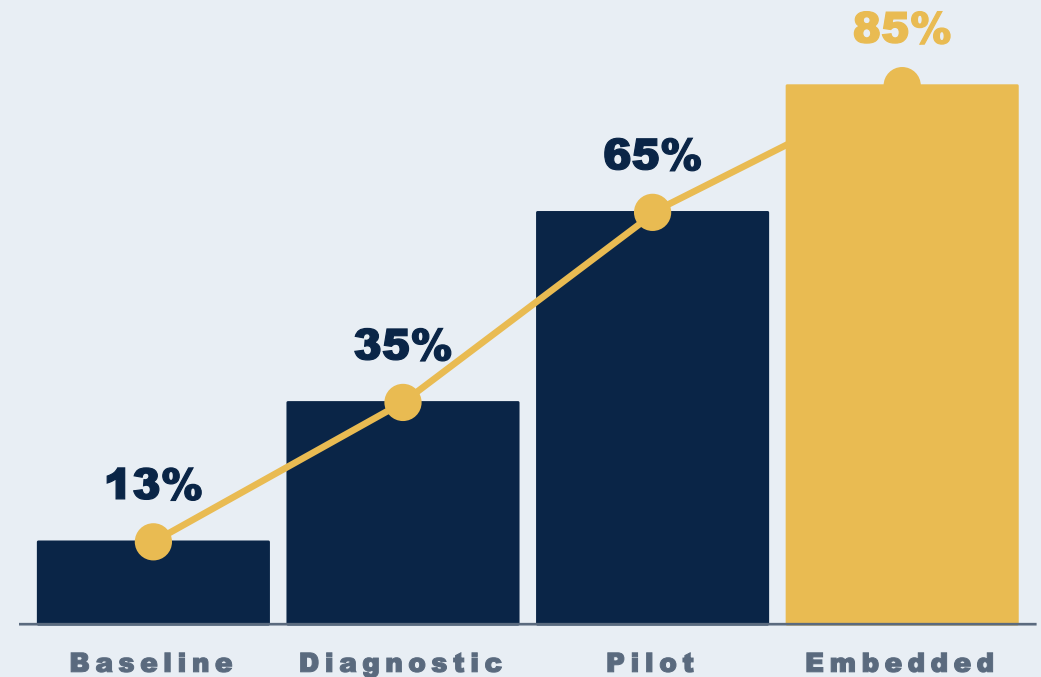
of major jobs now ready
on time, on plan

BEFORE

13%

AFTER

~85%



on-time readiness of major jobs — by project phase



THE APPROACH

Three of the changes that mattered most

01

A shared definition of a major job

Agreed criteria that separated major jobs from medium and smaller scopes – so the heavier cross-functional effort, and the **cost that comes with it**, was reserved for the jobs that genuinely needed engineering, alignment and synchronised execution.

02

Critical milestones, aligned across functions

The **decisions** every major job must pass – design, review, cost, agreement, then a frozen scope ready for procurement and mobilisation – were **built into the plan** and made visible, so each function could see what it owed and when.

03

One disciplined forum, not eight ad-hoc ones

A single recurring review, with a standard agenda focused on decisions and deviations, replaced the scramble of ad-hoc meetings – the place where functions aligned, compromises were settled, and **progress** stayed **visible** to everyone.



WHAT IT TAUGHT

A plan isn't a plan until the business runs on it

Planning's job is the framework – a visible, logical, predictable structure, and the cadence for the **conversations that matter, managed well** by the planning function.

*Everyone else has a job too: commit to **deadlines** and take them seriously, **replace opinions with information**, come ready on time and **prepared** to be challenged. Every delay and misalignment **carries a cost** – and the business pays it.*

IF THIS RESONATED

- A complex, cross-functional process that won't hold together? **Let's talk.**
- Follow **Anna Plekhanova** for more case studies.
- **Save** for your next CI conversation.