



CASE STUDY • IT DEMAND & PLANNING

From saying yes to everything, to delivering what matters

How a national energy company's IT function saw where it was overcommitting – and built the discipline to size, weigh and sequence the business's requests.



BEFORE

AFTER

on-time delivery of IT project milestones

SWIPE →



THE SITUATION

Where demand outpaced the ability to assess it

- Requests arrived from every part of the business, each reasonable on its own terms – there was no shared way to weigh one against another.
- Most requests were approved without a real check on how complex they were – so both IT and the business only discovered the true size of the work once it was already under way, and by then there was no way back.
- A prioritisation step existed on paper, but with no consistent assessment behind it, there was little real information to prioritise on – so sequencing defaulted to who asked, and when.
- The business, in turn, had limited visibility into what a request actually demanded of IT – so requests kept arriving at a pace the function had no way to filter.

WHAT GOOD PRIORITISATION REQUIRES

A consistent check on complexity at the start · criteria the whole business understands, applied the same way every time · the ability to delay a request when something else matters more, without it being treated as a failure.

~85%+

of projects landed late, over budget, or with scope changes after commitment

1 in 7

initiatives turned out to overlap with work already under way elsewhere



THE RESULT

~92%

of IT project milestones now
delivered on time

BEFORE

~58%

AFTER

~92%

Baseline

58%

Diagnostic

71%

Pilot

84%

Embedded

92%

TARGET - 90%

on-time delivery of IT project milestones — by project phase



THE APPROACH

Three of the changes that mattered most

01

Real engagement, from the first conversation

Instead of taking a request at face value, IT and the business now sit down early to genuinely understand **what's being asked and why it matters** – so complexity and value are both understood from the outset, not discovered halfway through delivery.

02

Prioritisation against what the business needs most, not who asked first

Requests are weighed against **enterprise-wide value**, so effort concentrates on what matters most overall – **without that being seen as a setback**.

03

IT built real relationships with the business it serves

A named contact in each function means IT comes to know that part of the business well – its pressures, its **ambitions**, what it's really trying to achieve – so IT can engage with **what's truly needed**, and help shape it, long before a date is on the table.



WHAT IT TAUGHT

The plan isn't the achievement

Knowing what's worth doing, not just what can be done, is

Once IT and the business genuinely understood what a request was worth and what **it would really take to deliver**, prioritising it stopped being the hard part – it became the obvious next step. The harder, more valuable work was getting there: understanding the request's **true value and fit for the business**, agreeing on criteria the business could see and trust, and building a plan around that shared understanding.

*That's also why it held. The business didn't just receive a plan – it understood the decisions behind it, because **the criteria were transparent** and the conversation happened together. **A plan people understand** is a plan people **stay behind**.*

IF THIS RESONATED

- A function spending its effort on the wrong things, for the right reasons? **Let's talk.**
- Follow **Anna Plekhanova** for more case studies.
- **Save** for your next CI conversation.