

The Challenge

Ameo was appointed by an established energy provider to help one of its subsidiaries migrate its systems in readiness for smart metering. The two companies had only recently linked up, so our team had to find ways to deliver results in two largely separate business cultures.

Our team was tasked with mapping the process of customer migration, while ensuring that our partner's bespoke, internal systems were able to move customers to smart meters effectively.

The Outcome

Ameo presented a package of measures to ease the migration process.

At the heart of our package was a requirement traceability matrix. This allowed our partner to keep track of its needs as the migration progressed

Alongside the matrix, we provided:

- business migration scenarios
- journey maps showing the end-to-end process
- a framework for governance arrangements
- a RAID log (a record of risks, assumptions, issues and dependencies)

These were approved by the directors, giving the company the confidence to proceed at pace.

The Engagement

From the start, it was clear that stakeholders across the business would have to buy in to the process if the migration was to work. We identified four principal stakeholders and engaged them from the outset. Each week began with a briefing for these four stakeholders. Our core engagement ran for eight weeks, with two team members deployed one month ahead of this to complete the necessary scoping phase.

We used a number of tools and techniques to produce our deliverables, most notably the requirement traceability matrix, which was produced using the MoSCoW method. This is a prioritisation tool which rates requirements according to their expected impact, and we used it to instil a sense of urgency into our recommendations.

Towards the end of our involvement, our team members asked the stakeholders to nominate company directors to take part in the final evaluation. We presented our findings and recommendations to this senior group, ensuring they understood the need for change. The directors' buy-in gave our recommendations the clout they needed within the organisation. As well as charting a path for the migration, we were also able to advise our partner on potential impacts on its systems and operations.