



Energy Point
Consulting

CLARITY
OUT OF CHAOS

GO-LIVE IS THE STARTING LINE, NOT THE FINISH LINE

There is a moment on every technology initiative when the energy in the room shifts. The go-live date has passed. The system is live. The project team is exhausted, the steering committee is pleased, and the general sentiment is: we did it.

And then, slowly, things start to slip.

A user finds a workaround that's faster than the system process. A data entry inconsistency goes unresolved because no one knows who owns it. A month-end report gets questioned because the numbers don't match what the old system used to produce. The project team has disbanded. The documentation lives in a SharePoint folder no one opens.

This is more the norm than the exception. And it happens because most organizations plan intensively for go-live and almost not at all for what comes after.

"If you don't build endurance into your system, you're not implementing a solution. You're creating a future problem."

WHY IMPLEMENTATIONS DEGRADE

The degradation of a technology implementation is rarely dramatic. It's incremental... small inconsistencies, one-off workarounds, manual fixes that get applied outside the system and never corrected inside it. Each one is minor. Collectively, they erode the data quality and process integrity the implementation was supposed to establish.

12%

of total project investment is lost to poor performance and rework, on average. For a \$2 million technology initiative, that's \$240,000 at risk, not during the project, but after it ends, as the value of the investment quietly leaks away.

Project Management Institute

The root cause is almost always the same: the organization treated go-live as the finish line. The project budget was spent. The team moved on. And no one was left with clear accountability for what happens to the data, the processes, and the standards the project was supposed to establish.

WHAT ENDURANCE REQUIRES

Endurance in the VOICE framework means building a structure that outlives the project. That structure has three components:

1 Data Ownership That’s Defined

Not ‘the system owns the data’, but actual people with clear accountability for data accuracy within their domain. Who owns ownership records? Who owns well data? Who is responsible for catching and correcting errors before they compound?

2 A Practical Governance Structure That’s Used

Not a committee that meets quarterly to review a dashboard no one prepared for. A lightweight, functional structure with clear escalation paths, regular data quality reviews, and decision rights that don’t require a steering committee to exercise.

3 Monitoring and Reporting That’s Ongoing

Issues caught at 30 days cost a fraction of issues caught at 6 months. Regular reporting on data quality metrics, adoption rates, and process adherence surfaces problems early when they’re still addressable without a rework project.

THE BUSINESS STAKES OF ENDURANCE

For any organizations, the cost of failing to sustain implementation value is not abstract. It shows up in operational degradation: data quality erosion, manual workarounds that harden into habits, and governance gaps that compound over time. These aren’t hypothetical. They’re patterns we see repeatedly in organizations that invested in a solid implementation and then let governance lapse.

WHAT GOOD ENDURANCE LOOKS LIKE

THE ORGANIZATIONS THAT SUSTAIN IMPLEMENTATION VALUE DO THESE THINGS CONSISTENTLY

- **They define data stewardship before go-live.** Every major data domain has a named owner with clear expectations, a business person with domain expertise and accountability for accuracy...not a system administrator.
- **They build the governance model as part of the project, not as an afterthought.** The governance structure is documented, tested, and handed off...not assembled after the project team is gone.
- **They track adoption metrics past go-live.** Usage data, process compliance rates, and data quality scores are monitored for at least six months post-launch...and someone investigates if they fall.
- **They plan explicitly for transitions.** What happens when a key user leaves? When an acquisition requires rapid data integration? When a regulatory change requires a process update? Systems without plans for these moments degrade under pressure.

BUILDING ENDURANCE INTO THE PROJECT PLAN

Endurance cannot be retrofitted. It must be designed into the project from the beginning otherwise by the time you think about it, the team is already disbanding and the budget is already spent. That means three things in practice: budgeting for post-go-live support that includes governance enablement not just technical hypercare; assigning data ownership as part of the implementation design not as an administrative task at the end; and building monitoring and reporting into the system itself, so the information needed to sustain value is visible without someone having to go looking for it.

The implementations that hold their value six months, a year, and three years after go-live are not the ones with the most sophisticated systems. They’re the ones where someone, a named person with real accountability, still owns the outcomes.

THE BOTTOM LINE

Go-live readiness and post-go-live sustainability are two different disciplines. Most organizations are reasonably good at the first. Almost none plan deliberately for the second. The investment you made in getting to go-live (the configuration, the data migration, the training, the stakeholder engagement) doesn't protect itself. Without governance, without named ownership, without ongoing monitoring, the value of that investment begins to erode the moment the project team walks out the door.

Endurance isn't a phase that happens after the project. It's a design decision that has to happen during it.

THREE QUESTIONS WORTH ASKING RIGHT NOW

If you're heading into an implementation, or if you're already past go-live and value is starting to feel uncertain, these three questions are worth an honest look:

- Does every major data domain in your implementation have a named owner - a business person with clear accountability for accuracy or is data ownership assumed to belong to the system or the IT team?
- Is your governance structure documented, tested, and ready to hand off before the project team disbands or will it be assembled after the fact, once problems have already started to surface?
- Is there a plan for monitoring adoption and data quality for at least six months after go-live with a named person responsible for investigating if the numbers fall or does accountability end when the project budget closes?

If any of those answers give you pause, the endurance work isn't done yet. And the sooner that gap is addressed, the less expensive it is to close.

ABOUT THE AUTHORS



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A forward-thinking analytics leader, Britanni has driven transformational impact in the energy sector by leading multi-billion-dollar data conversion initiatives, building scalable analytics frameworks, and delivering data-driven strategies that improve decision-making, reduce risk, and create measurable operational and financial efficiencies.

ABOUT ENERGY POINT CONSULTING

Energy Point Consulting empowers organizations across industries to accelerate digital transformation: selecting and implementing the right software, automating workflows, and embedding best practices. Through organizational change management and business transformation services, we ensure technology investments are adopted, trusted, and sustained. By building and leveraging scalable, integrated systems and data-driven visibility, we deliver process efficiency, compliance readiness, and real-time insights that enable strategic decision-making and sustainable performance.

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REFERENCES