Energy Point Consulting

CLARITY
OUT OF CHAOS

SLOWING DOWN TO SPEED UP

COMPLETED	FINISHED	ACHIEVED	DELIVERED
1 mo	$10K	80%	$210K
ahead of schedule	under budget	adoption rate at go-live	in annual savings

The conventional wisdom on technology initiatives is that speed matters. Get to go-live. Hit the date. Show results. Every delay is a cost, every deliberate pause is a risk, and the pressure to move is constant.

We want to challenge that. Not with theory, but with a real project, one where we deliberately slowed down at the start and everything moved faster because of it.

TWO PROJECTS, TWO VERY DIFFERENT OUTCOMES

First, a story that will sound familiar. We worked on a project that lasted more than three years. The original timeline was 18 months. There were multiple scope changes, repeated budget increases, and a go-live that was delayed twice. When we examined why, the answer was not a technical failure, a vendor problem, or a resourcing gap. The foundational work had been skipped: no clear impact assessment, no confirmed resource alignment, no defined ownership of key decisions. The work the team skipped didn't go away...it came back as rework, and it cost far more the second time.

Now, a second and very different story. In early 2025, a change management analysis was completed for an organization evaluating a significant land data project. The analysis surfaced what it consistently surfaces: stakeholder misalignment on objectives, resource gaps that would create downstream risk, and a set of process dependencies that hadn't been mapped. The recommendation was to delay the project start until that work was complete. That recommendation was accepted. The project was proposed, scoped, and approved in April 2025 with the foundational alignment in place. It launched in September 2025 with a budget of $110,000 and a four-month timeline.

It finished in November 2025. One month ahead of schedule. Ten thousand dollars under budget. Eighty percent adoption at go-live. Two hundred and ten thousand dollars in annual savings realized.

Holly Frankenfield & Britanni Rutledge
Chief Transformation Officer & Chief Analytics Officer · Energy Point Consulting
HF BR

WITHOUT FOUNDATION

1,976%

budget increase over original estimate

- Original timeline: 18 months; actual 3+ years
- Multiple scope changes, repeated budget increases
- No clear impact assessment at start
- No confirmed resource alignment
- Rework cost far more the second time

WITH FOUNDATION

91%

net return on a $110K investment

- Launched Sept 2025; Finished Nov 2025
- One month early, $10K under budget
- Change management analysis before launch
- Stakeholder alignment confirmed upfront
- 80% adoption at go-live, $210K annual savings

> ***"That's the difference VOICE makes."***

WHAT THE PAUSE DID

The deliberate delay before project launch accomplished four things that made everything else possible:

01

Resolved stakeholder misalignment before it became a scope dispute

The change management analysis identified where Land, Operations, and Accounting had different expectations. Those differences were resolved in planning, not in configuration.

02

Ensured the right resources were available when the project started

One of the most common implementation killers is the key subject matter expert who is 20% available when the plan assumed 80%. The delay allowed competing priorities to resolve.

03

Allowed the foundational data work to happen before configuration began

Data was profiled. Standards were defined. Migration strategy was established. When the configuration team started, they were building on a solid foundation rather than discovering problems mid-build.

04

Created the conditions for real adoption at go-live

Because stakeholders were engaged from the beginning, the why was clear, and concerns were addressed early, the organization arrived at go-live ready, not resistant.

THE MATH BEHIND THE OUTCOMES

Eighty percent adoption at go-live is not typical. Most enterprise system implementations track adoption rates in the 30–50% range in the first 90 days. The difference in this project was the investment in change management before launch, not as a concurrent activity or a post-go-live remediation effort.

The $10,000 in budget savings is a smaller number, but it reflects something important: when the foundational work is done, implementation teams spend less time on rework, scope dispute resolution, and emergency data remediation. The project runs cleaner because the surprises were addressed before they became surprises.

7X more likely to achieve intended outcomes with excellent change management. On this project, that translated to $210,000 in annual savings from a $110,000 investment, a return that would not have been possible without the adoption rate that made the savings real.

Prosci (Herrera, 2024)

WHAT THIS MEANS FOR YOUR NEXT PROJECT

We are not arguing for delay as a principle. We are arguing for foundation as a prerequisite.

The projects that get delayed without benefit are the ones that pause without purpose, waiting for budget approval or executive availability without using that time to do the alignment and preparation work that determines whether the project will succeed. The projects that benefit from deliberate, purposeful pause are the ones where the team uses that time to complete the Vision and Objective work in VOICE before moving to Implementation. Where change management analysis happens before configuration begins. Where resource alignment is confirmed, not assumed.

That work takes time. But it takes far less time and money than rework. And it produces outcomes (adoption, savings, on-time delivery) that cannot be achieved by moving faster through a foundation that isn't there.

THE BOTTOM LINE

Six articles. One framework. The argument has been the same throughout: technology initiatives fail not because of the technology, but because of everything around it. The vision that wasn't aligned. The objectives that weren't shared. The data that wasn't ready. The adoption that was treated as a training event. The governance that was never built. Each element of VOICE addresses one of those failure points. Not one of them was skipped on the project that delivered $210K in annual savings. That is not a coincidence.

The organizations that get it right don't move faster. They move with more intention. They do the foundational work that most teams skip. That's the only thing that separates the two projects in this article.

We built VOICE from every project that went sideways before it started. Let's make sure yours doesn't.

THREE QUESTIONS WORTH ASKING RIGHT NOW

As you evaluate your next technology project, or assess the one you're currently in, these questions are worth honest consideration:

- Has a change management analysis been completed, one that has influenced the project plan and timeline, not just been filed away?
- Do the people who will use the system understand why it's changing and what is expected of them? Or is that conversation scheduled for the training session before go-live?
- Are the right resources confirmed and available for the full project duration? Or has that assumption been made without verification?

If the answers give you pause, the deliberate slow-down might be the fastest path to the result you're trying to achieve.

ABOUT THE AUTHORS

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A results-driven leader with 25 years in Oil & Gas, Holly has led small to large-scale system and data implementations as well as business transformation efforts across Anadarko Petroleum, Chesapeake Energy, Equinor, and Vital Energy. She brings the change management depth and operational credibility that turns ambitious digital initiatives into measurable business outcomes.

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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.

Learn more at www.energypointllc.com

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