

Australian Power Utility: Transition from Project Online to Altus

A deadline-driven transition from Project Online to Altus, delivered in phases to stabilise core PPM ways of working first and enable continuous improvement afterwards.

EXECUTIVE SUMMARY

A large government-owned Australian energy distributor needed to transition from Project Online to a new project and portfolio management (PPM) platform within a strict timeframe. To meet this need, Sensei delivered a structured move to Altus, a modern, Microsoft 365 enterprise PPM solution. Starting with detailed discovery and alignment and needs prioritisation, Sensei progressed through sprint-based delivery, user testing, secure data migration, and a supported go-live with hypercare. By prioritising stability and core PPM capabilities first, the organisation could maintain project and work continuity, set clear expectations through outcomes testing, and shape a backlog of enhancements to revisit for implementation as needs evolved.

AT A GLANCE

CHALLENGE: Replace Project Online, including its key reporting dependency, within a strict timeframe while keeping core delivery processes running and migrating key data.

APPROACH: Detailed discovery to confirm key requirements and data, core capabilities delivered in manageable sprints with detailed UAT, secure, staged data migration, and hypercare to embed the new solution.

BENEFIT: A low-risk, managed move to a modern, stable PPM solution to ensure data and business continuity, with a prioritised backlog to support ongoing requirements over time.

CLIENT CONTEXT

Due to Microsoft changes affecting Project Online's SharePoint Reporting dependency, creating a non-negotiable deadline, an Australian government-owned electricity infrastructure company needed a practical transition that protected project delivery continuity, access to historical data and maintained access to the information teams relied on day to day:

- **Maintain core PPM ways of working first:** match essential functionality in Altus for a stable cutover, then improve iteratively.
- **Preserve operational visibility:** ensure existing project and portfolio data was migrated safely so teams could operate and report from Altus immediately post-go-live.
- **Minimise disruption to delivery:** transition without interrupting active programs or day-to-day operations.

As a utility delivering major transition programs and operational work in parallel, the organisation relied on consistent project controls and a platform that could support teams as priorities shifted. The transition to Altus was therefore delivered in phases to ensure business continuity: stabilise core functionality, migrate essential project data to maintain operational visibility, and progressively enhance capabilities without disrupting live delivery. Any reporting enhancements beyond continuity needs were then able to be managed internally by the client.



APPROACH

Sensei used its well-tested Proven Process to drive the transition. The structured phases of the process, coupled with experienced, dedicated delivery teams on both sides, ensured the time-bound transition could be achieved successfully.

Phase 1: Discover and align

Phase 1 focused on establishing a shared understanding of deliverables, clear priorities, and the foundations required for a stable transition off Project Online and its SharePoint Reporting dependency. In practice, this involved:

- Alignment between Sensei and the client on delivery rhythm, governance, and the essentials for a stable first release.
- Confirmed requirements through focused workshops covering request intake, prioritisation, resourcing, and reporting, while validating access and security needs early.
- Identified which project data and related information needed to be migrated to support continuity and auditability post-cutover.

The Discover and Align phase focused on what the organisation needed most to maintain project and work continuity ahead of the SharePoint Reporting retirement deadline. Core capabilities were prioritised for the initial release, with remaining enhancements retained in backlog for later phases, to be further refined based on testing and early solution use. A key enabler was a small, empowered, core client team of around 4–5 people. They acted as a single point of contact, filtered broader stakeholder input, and helped keep prioritisation and decisions moving at pace.

Phase 2: Embed and enhance

Phase 2 focused on embedding the new platform, delivering key capabilities via progressive sprints, managing data migration and transition risk, and supporting teams through comprehensive user acceptance testing to ensure key transition requirements were met:

- Deploying the Altus platform securely into the client's Microsoft 365 tenant.
- Delivering prioritised capabilities through sprints with iterative UAT to validate what was essential for go-live.
- Executing staged data migration with dry runs and validation to protect data integrity and reduce cutover risk.
- Ensuring continuity of core information needs through data migration validation and post-cutover support, so teams could operate confidently from day one in Altus.

Phases 3 & 4: Adopt & Embrace, Nurture & Thrive

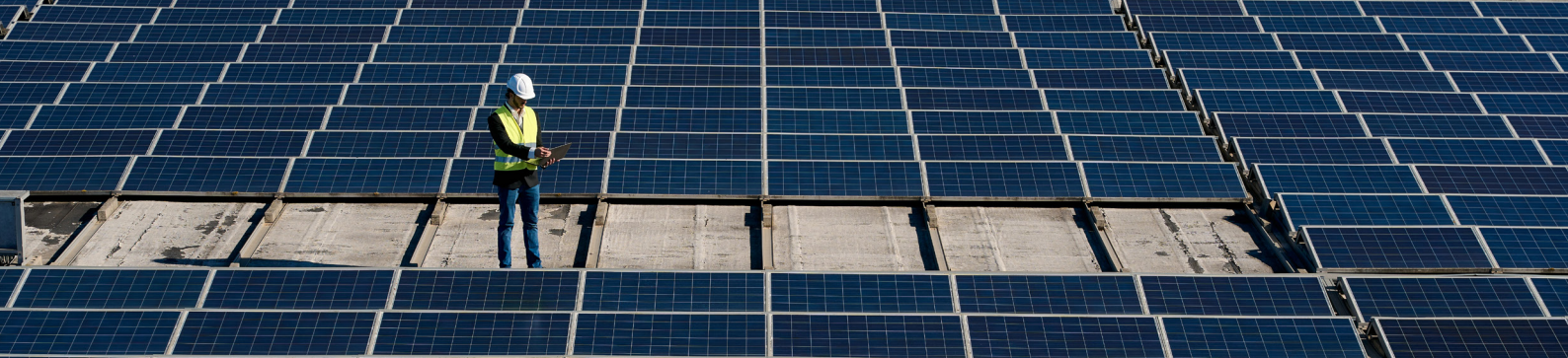
In Phase 3, go-live for the new solution was completed, along with training and support to embed the new way of working:

- Digital adoption training for identified Subject Matter Experts who would conduct further internal user training and support users after go-live.
- Structured hypercare from Sensei to stabilise the platform and help SMEs embed the change.
- Quick fixes for minor bugs and adjustments to processes and supporting artefacts.

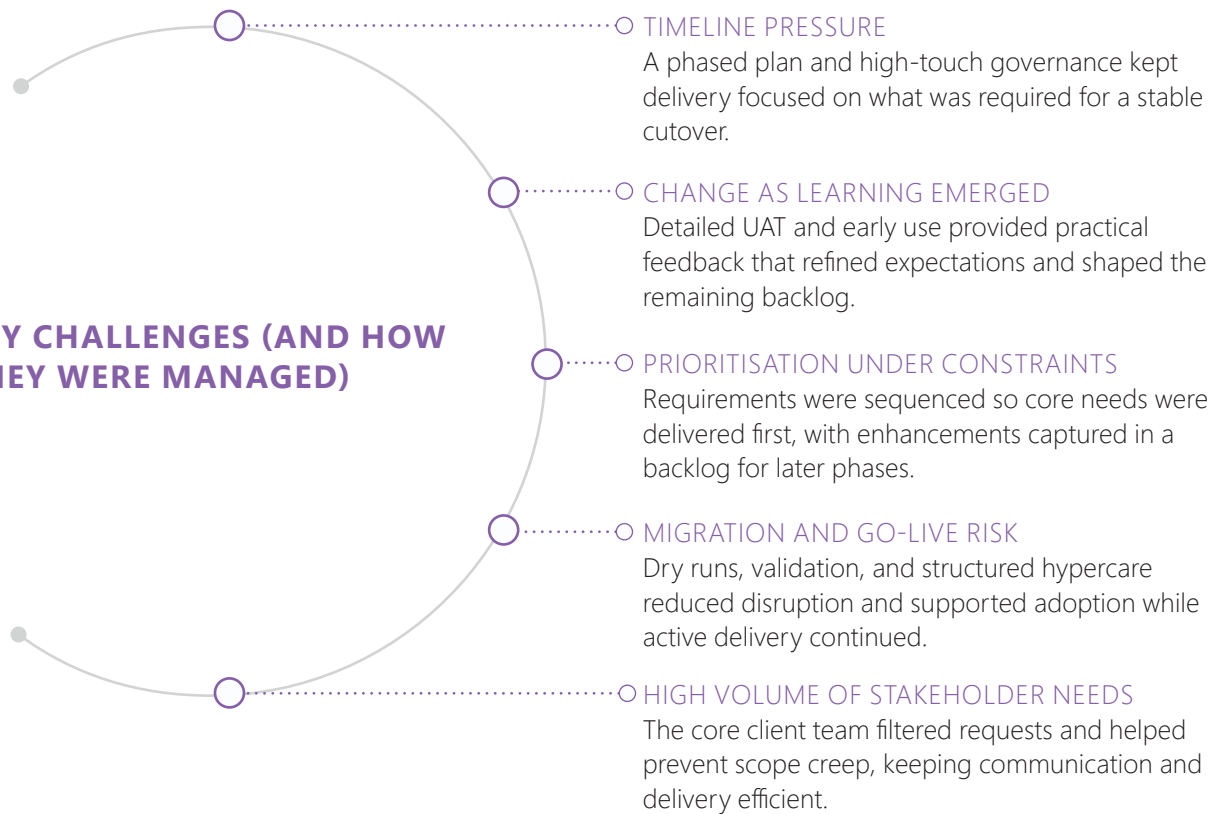
Phase 4 involved support from a dedicated account manager and planning for subsequent implementation of backlog items.

WHAT WAS DELIVERED

Altus was established as the primary platform to replace Project Online, with core PPM capabilities prioritised and delivered in sprints as the initial release scope. Data migration was completed in stages, including dry runs and validation ahead of production cutover, to reduce transition risk and support continuity after cutover. Go-live was supported with structured hypercare to embed the change and close out remaining actions.



KEY CHALLENGES (AND HOW THEY WERE MANAGED)



OUTCOMES AND BENEFITS

CONTINUITY AND OPERATIONAL VISIBILITY: Altus was deployed smoothly, supported by validated data migration and cutover planning so teams could keep delivering work and maintain oversight through the transition, as well as preserving key historical data.

CLEARER PRIORITIES AND EXPECTATIONS: Prioritisation and testing confirmed what was essential for go-live and what could be implemented later.

DEDICATED TEAMS: The client and Sensei teams created a strong, trusted partnership with a shared vision for transition success.

DISCIPLINED DELIVERY AND A PATHWAY FORWARD: A small core team, tight governance, and rigorous user acceptance testing kept decisions moving, while a managed backlog provided a roadmap for ongoing improvement.

ABOUT SENSEI AND ALTUS

Sensei partners with organisations to implement Altus, a modern project and portfolio management platform built securely on Microsoft 365, in a way that elevates how they plan, govern, align, and report on work. For this client, that meant a structured transition plan, clear prioritisation, and hands-on support throughout the process, including go-live. The approach established a sound baseline in Altus while keeping a practical pathway open for ongoing enhancement as needs evolved.

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