



Success Story

From Spreadsheets to Scale: A Water Infrastructure Project Controls Transformation

Through its extensive dam and pipeline projects, an Australia-based water infrastructure company has been serving thousands of commercial customers for more than 75 years across a variety of sectors, including mining, agriculture and government. Water infrastructure needs across these sectors have grown alongside them, a trend that continues to shape capital delivery for organizations like this one.

In 2022, the company began looking into how to strategically improve its approach to megaproject delivery and move beyond the SAP-supported spreadsheets on which it had been heavily dependent. That would mean building the systems, processes and controls to support a much larger project volume. It looked to several past megaprojects as models for how project controls should work across the board, particularly as it prepared to handle its expanding portfolio, scaling from several hundred million dollars annually to almost \$1 billion.

The Challenges

Using spreadsheets and SAP to manage project controls came with consequences familiar to many organizations. Teams spent considerable time preparing, validating and reconciling information before they could confidently report on project performance. Manual effort crept into contractor-related activities and procurement workflows too, adding to an already heavy workload.

Cost and schedule data lived in separate systems, and project controls processes varied from one project to the next. That made it difficult to track how the budget

At a Glance

A major Australian water service provider delivering and managing a significant capital works portfolio.

Industry: Water

Location: Australia

Results:

- Fully integrated cost and schedule data into a single source of truth
- Opened up visibility into project and program performance
- Reduced manual data preparation and reconciliation for faster, more accurate reporting

“After approximately two years as a Contruent client, they recently told our leadership that they are happy with the solution and the relationship.”

Iulia Amariei
Senior Sales Director
Contruent

Contruent

and projected final cost shifted from one reporting period to the next. Teams could see when a number had changed. They just couldn't always say why.

The cost showed up in how people spent their time. Instead of performance analysis, proactive decision-making, governance and corrective action, much of that effort went into verifying data. And as the company's portfolio grew, its existing processes weren't built to scale with it.

The Solution

The company wanted to migrate to a cloud-based enterprise project controls platform, one that could bring cost management, schedule management and change management together under a single system. That platform also needed to talk to two existing systems: SAP for actuals and commitments, and Primavera P6.

Its chosen solution would have to support:

- A single source of truth for reporting, performance monitoring and analysis
- Consistent project management structures
- Better forecasting
- Timelier reporting
- Improved governance and auditability
- Stronger visibility across budget, actuals, commitments, forecasts, estimate to complete (ETC)/ estimate at completion (EAC) and change

Contruent Enterprise aligned with what the company needed most: a more disciplined foundation for project and program controls. The solution checked the boxes that mattered:

- Ability to fully integrate cost and schedule data
- Through that integration, visibility into how budget and EAC figures were tracking and changing
- Less manual reconciliation eating into valuable time
- Dashboards and reporting built for different stakeholder groups
- More consistent data, backed by governance, audit trail and workflow capabilities

The Results

Discovery workshops to learn about the company's current project controls environment



took place in early 2023. Implementation, integration, training and adoption followed throughout 2023 and 2024.

Today, Contruent is being used for major infrastructure projects and executive dashboard inputs. It has delivered on the improvements the company identified as must-haves, including:

- Lessened dependency on spreadsheets for day-to-day project controls
- Reduced manual reconciliation effort across cost and schedule reporting
- Stronger integration between cost and schedule data
- Improved reporting speed and consistency across stakeholder groups
- Enhanced period-to-period traceability of budget changes and EAC shifts, which support better governance and performance tracking consistency
- More confidence overall in project information

“Contruent has helped the company create a stronger foundation for managing capital project controls, with improved visibility, consistency and governance across their project environment.”

Iulia Amariei
Senior Sales Director
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There's more than technology behind this success. There's the people side, too. The company and Contruent have approached the work as true partners, in an ongoing relationship since 2022.

What began with discovery workshops has continued with tailored training to build confidence across technical and non-technical stakeholders alike, recurring monthly check-ins, user and license support, and executive-level engagement.

The momentum hasn't slowed. Opportunities are being identified for refresher training, workflow automation and making fuller use of field management and engineering capabilities. The company has also expressed interest in exploring additional modules, including contracts and invoicing, contractor portal and procurement workflows, a sign that this relationship extends well beyond the initial implementation.

ARES PRISM Becomes Contruent

In 2023, ARES PRISM was reborn as Contruent, launching a new name with an industry-leading new product, Contruent Enterprise. Contruent Enterprise is a culmination of our award-winning project controls software, full of industry best practices built in, with the innovation and world-class capabilities of a capital project management software.

Building on its 25-year history, Contruent is the premier capital project management software that is faster to deliver across the entire project lifecycle for complex, mega-construction projects.

Contruent

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