

# From Projects to Portfolios: Practical Steps to Scale Your Risk Management

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Enterprise Sales Executive, Americas at Lumivero



**LUMIVERO**



# Today's discussion

1. What makes managing risk so difficult?
2. 3 fundamental problems for scale
3. Solutions from top risk programs



# Hello! I'm Mark 🖐️

This is my first Project Controls Expo UK

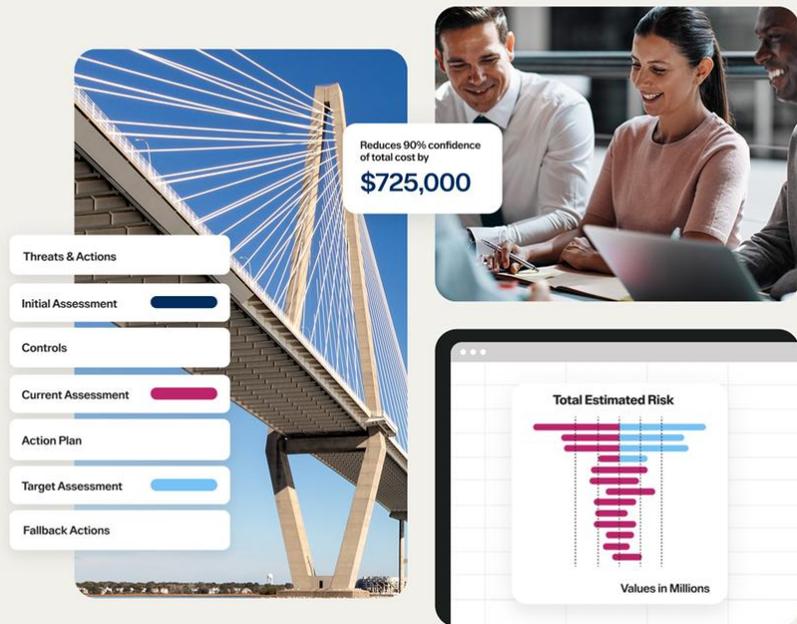
Come meet the Lumivero team at **table #26!**

**Mark Jenkins**  
Enterprise Sales Executive  
Lumivero



## Who we are

At Lumivero, we empower organizations to make faster, more confident decisions by **unifying portfolio project risk management, predictive modeling, and scenario planning** into one comprehensive solution.



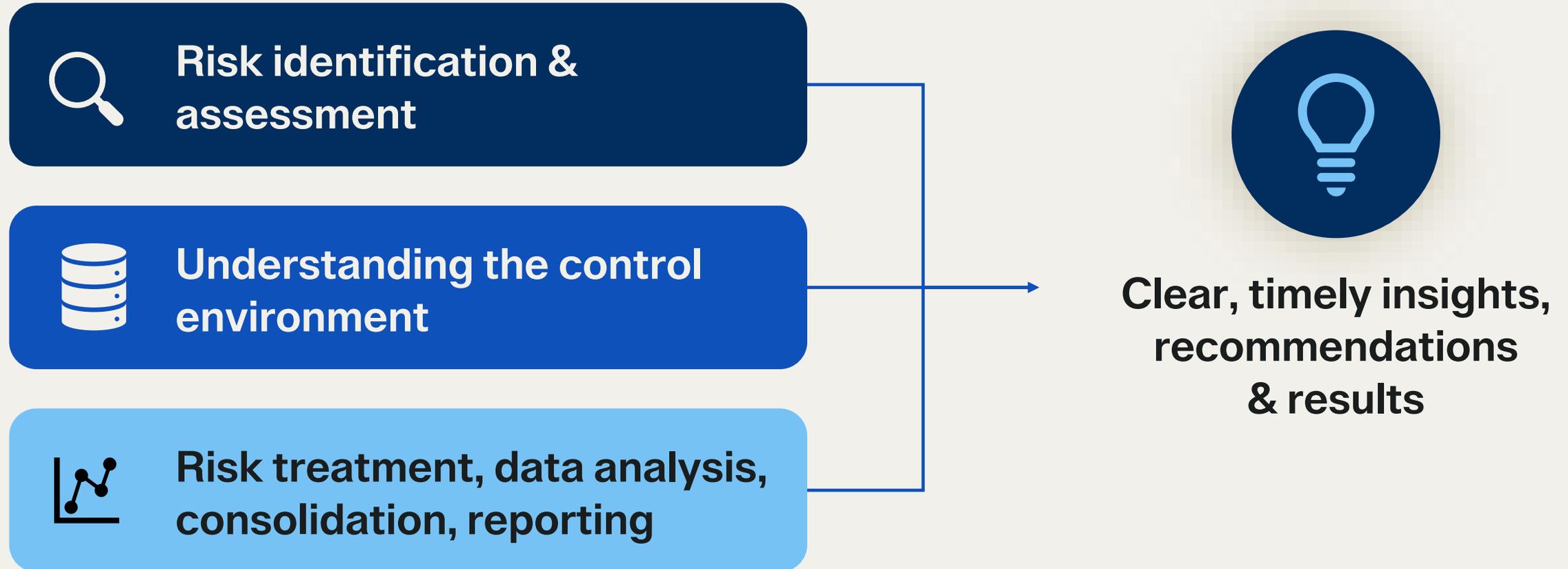
**27,000+**  
customers worldwide across 120 countries

**90%**  
of Fortune 100 companies trust our solutions

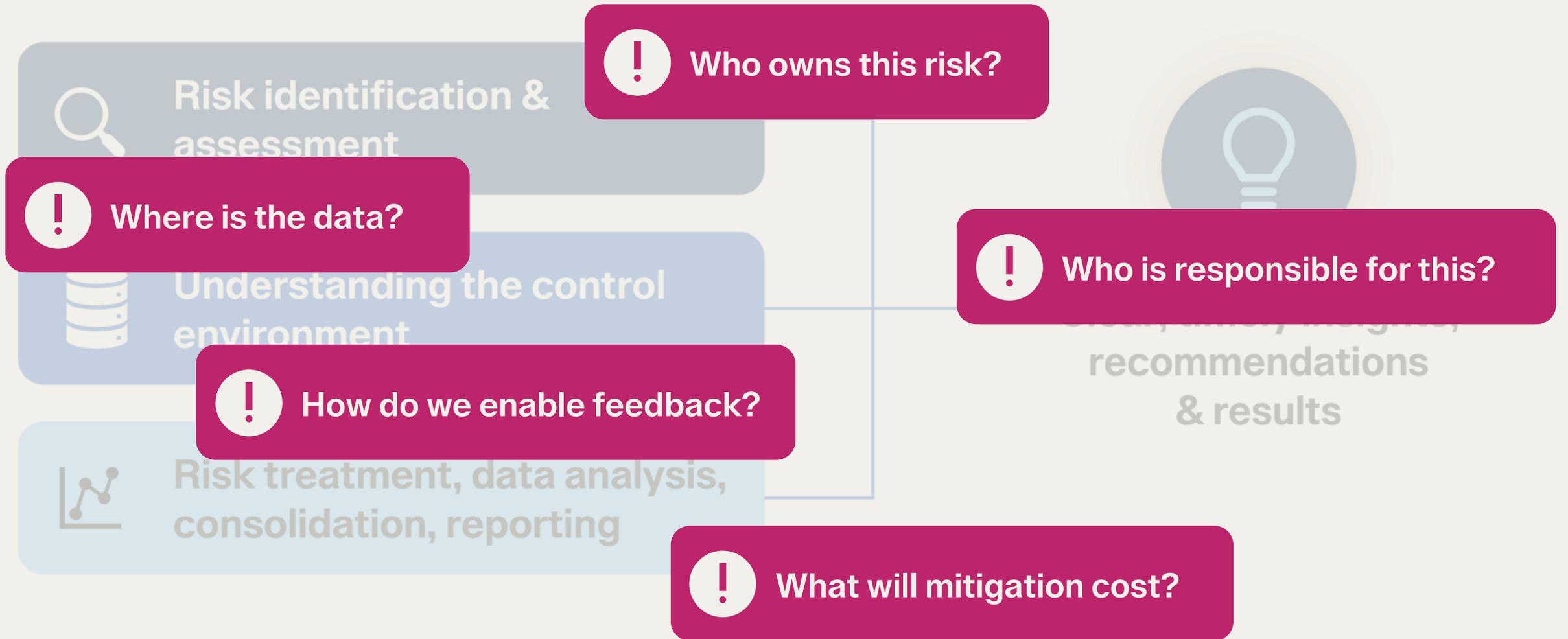
**#1**  
leader in risk and decision solutions for capital projects

**Built for scale**  
supporting multi-million and billion-dollar programmes

# Risk management **seems** straight forward



# In reality, it's not that simple



“ Providing **consolidated risk reporting** in a multi-stakeholder environment

“ Presenting **negative outlook data** to exec stakeholders

“ Producing **simple, yet information-dense** reports.

Getting **accurate, consolidated, and actionable risk data** is a challenge everywhere for risk managers.

“ Extracting **data** from the line of business

“ Providing the right recommendations and having the **data to back it up**.

“ I need to become a **generalist and SME** simultaneously

# 3 foundational problems preventing scale

**1**

**Collecting good data**

**2**

**Analysing and  
consolidating it**

**3**

**Turning that analysis  
into meaningful action**





# Collecting good data



# Seeking, collecting, and uncovering good data is **difficult**

The approach	Factors to consider
 <b>Send the risk register</b>	<ul style="list-style-type: none"><li>✗ Too complex for non-risk users</li><li>✗ Lack of guidance and direction needed to get the right input</li></ul>
 <b>Perform risk workshops</b>	<ul style="list-style-type: none"><li>✗ Travel is costly and time-consuming</li><li>✗ Individuals may hesitate to identify risks in their functional area</li></ul>
 <b>Individual risk interviews</b>	<ul style="list-style-type: none"><li>✓ Best chance at quality data</li><li>✗ Does <b>not</b> scale</li></ul>



Seeking, collecting, and uncovering good data is **difficult**

**50%**

of Risk Managers' time is spent on manual, repetitive tasks

**80%**

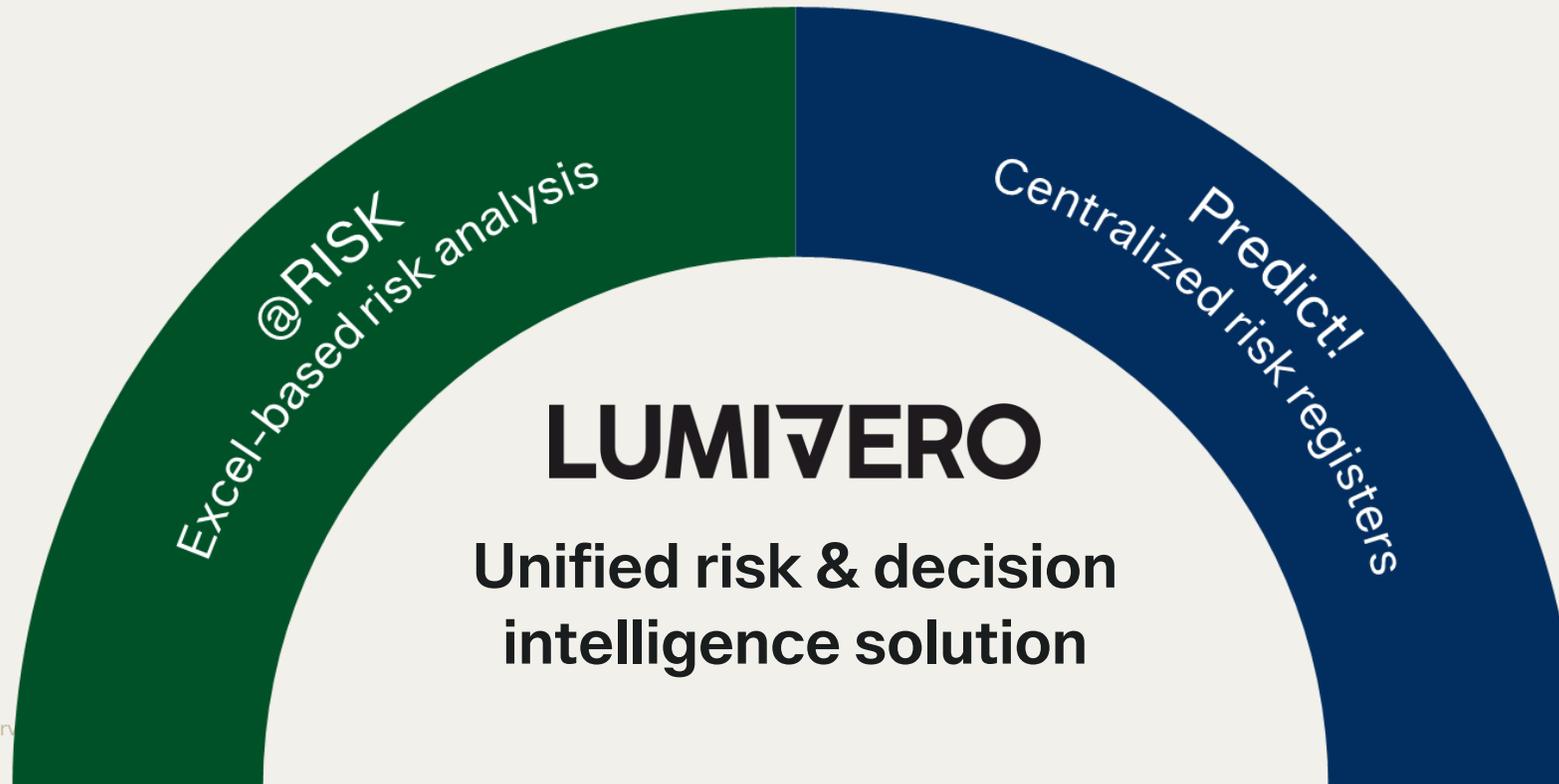
have to perform rework due to poor data quality





# The solution: Project-level analysis meets portfolio-wide governance

Moving from fragmentation to portfolio visibility in one comprehensive suite







# A structured forum for high-resolution risk information

**Predict!** provides guided risk assessments and automated notifications that help users supply complete, high-quality data – without workshops or travel.

**Consistent structure** ensures everyone works from the same model and timeline.

**Current assessment**

**Earliest date** 2 Sept 2024 **Expiry date** 15 Oct 2026

**Velocity** Medium (1-6 months)

**Probability** High (≥ 30%)

**Impacts**

Cost	Triangula	750	1,250	1,500	\$K	-	+
Health & Safety	Major incident resulting in injuries to one or more members of the public						-
Reputation	National scandal						-
Time	---						-

**Assumptions**

- Cost - Architect fees for new plans.
- Time - Monthly planning meetings will take 6 weeks
- Performance - Probable need to downgrade features

**Fallback plan**

Review and amend original design to correct the p...

Apply Cancel





# Analysing and consolidating data

# 2

## Disconnected analysis **delays decisions**

Disconnected data,  
inconsistent sources

Manual consolidation eats  
time and confidence

Slow, incomplete insight



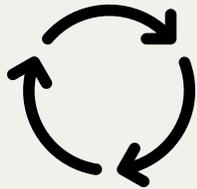
! Reports delayed

! Data out of sync

! Hard to run what-if's

# 2

## Unify your risk data to see the full picture



### Unify analysis

Combine project data in one system of record



### Visualise relationships

Link causes, controls, and consequences



### Quantify outcomes

Run @RISK Monte Carlo simulations and feed results back into Predict!

# 2

## See every risk in context – from cause to consequence

**Predict!** links each risk to its underlying causes and potential consequences, giving you a clear view of what drives exposure and what's at stake.

The screenshot displays a software interface for risk management. At the top, a blue header bar contains a dropdown menu labeled 'Description' and an edit icon. Below this, the 'Risk reference' is 'Air Proj A\_1T' and the 'Folder' is 'Offshore Patrol Vessel Program (OPVP)'. The 'Description' field contains the text: 'A Planning Application has been lodged with the Local Authority and preliminary discussions have been held. However,'. Below the description are two main sections: 'Causes' and 'Consequences'. The 'Causes' section has a 'New Cause' button and lists three items: 'Inadequate Human Resources', 'Incomplete Preparation', and 'Significant Opposition', each with a right-pointing chevron and an edit icon. The 'Consequences' section has a 'New Consequence' button and lists one item: 'Building Work Delayed', also with a chevron and edit icon. Underneath 'Building Work Delayed', there are three sub-sections: 'Description' with the text 'Building work may not commence until well into quarter 3', 'Associated controls' with 'D-20: Enviro: Ground water quality monitoring', and 'Associated impacts' with 'Health & Safety' and 'Time'.

# 2

## Strengthen governance with structured controls

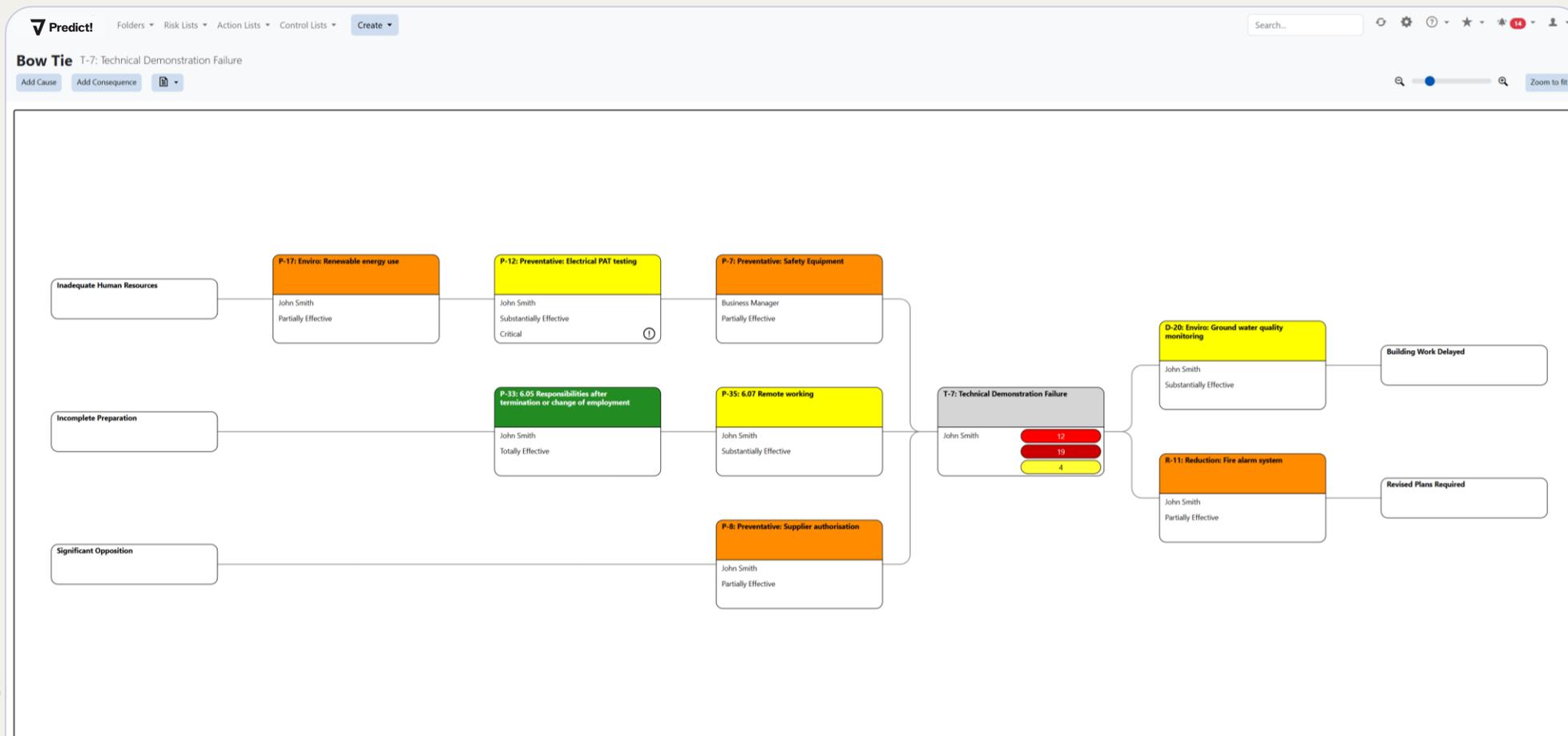
**Predict!** organizes controls into clear categories – preventative, detective, and reactive – showing how each mitigates risk and where gaps exist.

Threat and actions assessment	
> Initial assessment	High (12)
▼ Controls	11
Linked controls	Effectiveness
Preventive	
> P-7: Preventative: Safety Equipment	Partially Effective
> P-8: Preventative: Supplier authorisation	Partially Effective
> P-12: Preventative: Electrical PAT testing	Substantially Effective
> P-16: Enviro: Air conditioners and fans	Partially Effective
> P-17: Enviro: Renewable energy use	Partially Effective
> P-19: Enviro: Proactive maintenance	Ineffective
> P-33: 6.05 Responsibilities after termination or change of employment	Totally Effective
> P-35: 6.07 Remote working	Substantially Effective
Detective	
> D-20: Enviro: Ground water quality monitoring	Substantially Effective
Reactive	
> R-11: Reduction: Fire alarm system	Partially Effective
> R-21: H&S: Spillage containment	Substantially Effective

# 2

## Visualise risk relationships at scale with **bow-tie views**

The bow-tie diagram brings everything together — causes on the left, controls in the center, consequences on the right — creating a complete, auditable picture of how risk is managed.



# 2

## Centralize every project's risk data in one connected system

Predict! consolidates all project-level risk registers into a single, governed repository – giving you visibility across programmes, business units, and portfolios.

The screenshot displays the Predict! risk management interface. On the left, a 'Risk folders' sidebar shows a hierarchical tree structure:

- Enterprise (High Level Roll-up)
  - Strategy (1)
  - Functions
  - Internal Controls (2)
  - Capital Projects (1)
    - Geo Groups
      - European Union
      - North America
        - Marine Systems (4)
          - Offshore Patrol Vessel Program (OPVP) (14)
          - LNG Cargo Carriers (7)
          - Fleet Support and Replenishment Vessels (FSRV) (7)
          - Hybrid & Research Vessels (HRVs) (4)

Offshore Patrol Vessel Program (OPVP): 14 items visible

Risk ID	Risk name	Owner	Review Due	Score - Current	Score - Target	Last changed
T-7	Technical Demonstration Failure	John Smith	5 Feb 2026	Very High (19)	Low (4)	11:53
T-8	Radar Interface Incompatibility	John Smith	28 Nov 2025	High (12)	Low (5)	14 Oct 2025
T-18	Key Supplier Bankruptcy	Business Manager	3 Dec 2025	High (11)	Low (4)	14 Oct 2025
T-166	Conflict between Contractors	John Smith	14 Nov 2025	High (11)	Low (4)	7 Sept 2025
I-269	Training Curriculum Discrepancy	John Smith	18 Dec 2025	High (11)	Low (4)	22 Oct 2025
T-267	Quality Audit Failure	John Smith	12 Mar 2026	Medium (9)	Low (-1)	22 Oct 2025
T-82	Extreme Weather Event	Trevor Jay	8 Apr 2027	Medium (8)	High (11)	14 Oct 2025
T-270	FX Volatility Disrupts Supply Chain Ops	John Smith	21 Oct 2025	Medium (8)	Low (4)	22 Oct 2025
T-20	Financing Delayed	John Smith	26 Sept 2025	Medium (7)	Low (3)	7 Sept 2025
I-128	Timeline Estimate Assumptions are Incorrect	John Smith	11 Dec 2025	Medium (7)	Low (4)	7 Sept 2025
T-17	Site Flood During Excavation	John Smith	13 Dec 2025	Medium (6)	Low (4)	7 Sept 2025
T-248	Scheduling Issue Causes Delays	Ryan Gilmour	13 Nov 2025	Medium (6)	Low (3)	22 Oct 2025
O-21	Tax Break	John Smith	7 Jan 2026	Low (-5)	Medium (-8)	7 Sept 2025
T-268	Public Demonstration Disrupts Operations	John Smith	1 Jan 2026	Low (4)	Low (4)	22 Oct 2025

# 2

## Generate real-time, board-ready reports

With fully automated reporting, **Predict!** turns live risk data into executive dashboards and stakeholder summaries with a single click.

- Analysis Trend
- Extended Summary
- Performance Dashboard
- Risk Dashboard
- Risk Detail
- Risk Expiry Forecast
- Risk Overview
- Risk Profile
- Risk Trend
- Summary

### Risk Dashboard

Risks within Folder: Offshore Patrol Vessel Program (OPVP)

Probability

Impact

Risks by Functional Area

- Operations - 1
- IT - 1
- Finance - 3
- Engineering - 3
- N/A - 6

Based on current score							
Name	Description	Functional Area	Owner	Review	Current Score	Target Score	
ical Demonstration Failure	A Planning Application has been lodged with the Local Authority and preliminary discussions have been held. However,	Engineering	Smith, John	Feb 5, 2026	Very High (19)	Low (4)	
Interface Incompatibility	There is a risk that foundation work will uncover existing services	Engineering	Smith, John	Nov 28, 2025	High (12)	Low (5)	
upplier Bankruptcy	There is a risk that the chosen (lowest cost) supplier has financial problems resulting in an inability to deliver key services.	Finance	Manager, Business	Dec 3, 2025	High (11)	Low (4)	
ct between Contractors	Legal issue between co-suppliers results in a delay or complete halt of service delivery.	Engineering	Smith, John	Nov 14, 2025	High (11)	Low (4)	
ng Curriculum Discrepancy	---	N/A	Smith, John	Dec 18, 2025	High (11)	Low (4)	

Smith on 23 Oct 2025 Page 1 of 1



# 2

## Quantify uncertainty with powerful simulation and scenario tools

Predict! integrates seamlessly with @RISK to analyse cost and schedule impacts, model mitigation effectiveness, and bring quantitative rigor to your decision-making process.

**Confidence results**

Confidences (%)	10	90
10 %	\$ 147,306.58	\$ -128,920.55
50 %	\$ 1,351,985.17	\$ 0
90 %	\$ 2,761,904.35	\$ 184,324.55
Mean	\$ 1,355,641.82	\$ 34,257.99

**Risk provision**

	Cost	Time
Units	\$K	Days
Specific	---	---
Non specific	---	---
Used	5.0	---
Planned spend	110.03	---



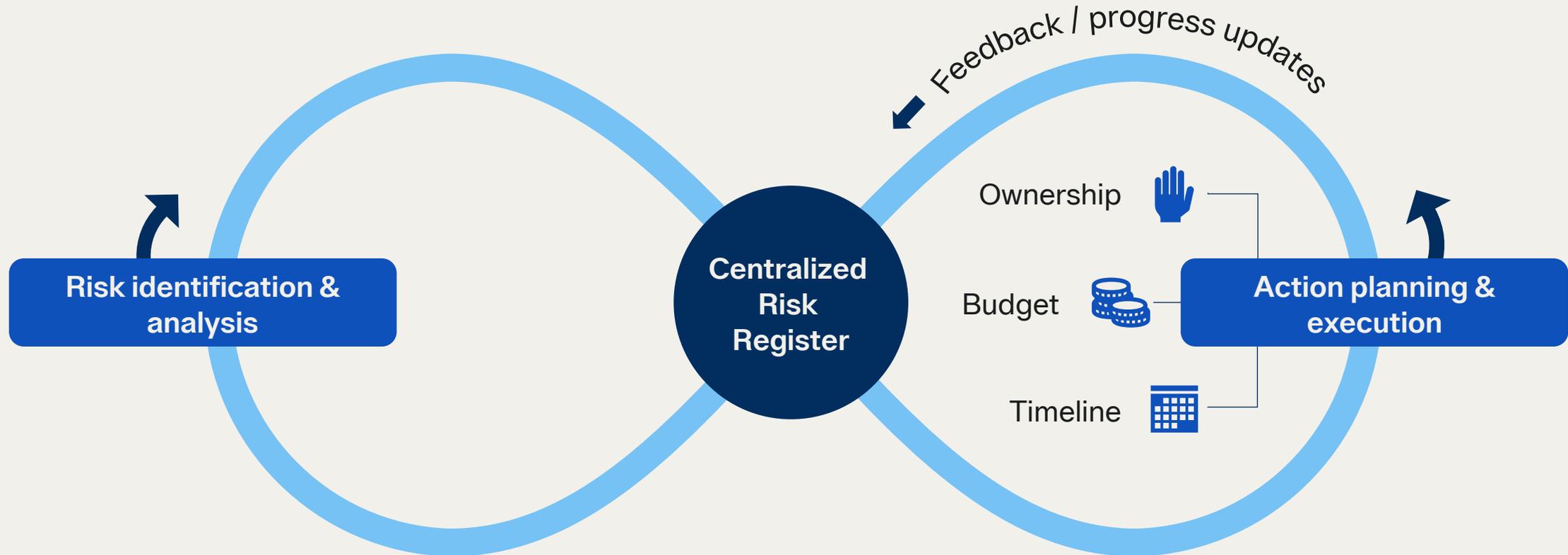


# Turning analysis into meaningful action

# 3

## Following through on risk treatment is hard without central planning and updates

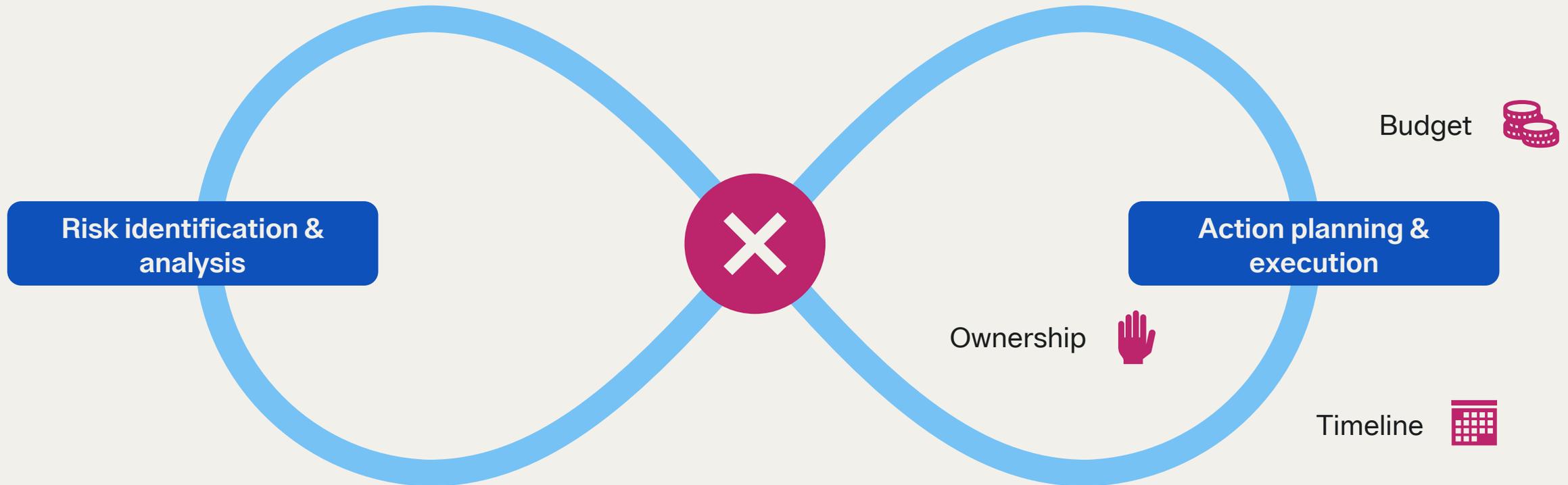
Effective risk management depends on teams taking action, tracking progress, and keeping those updates connected to the same system.



3

# Without a central system, progress and accountability **disappear**

When action plans live in spreadsheets or emails, updates go missing, ownership fades, and teams lose sight of what's been done — or if it worked.



# 3

# Close the loop by turning action plans into measurable progress

**Predict!** connects every mitigation directly to its parent risk—creating a living system of record where ownership, budgets, and timelines are always clear.

The screenshot displays the Predict! software interface. The main window shows an 'Action Detail Report' for 'M-7: Lobby Local Councillors'. The report is divided into several sections:

- Description:** Includes fields for Action type (Mitigation), Status (Active), Life cycle (Live), Start (15 Jan 2025), Review Due (18 Sept 2025), Budget (\$35K), Completion (29 Nov 2026), Owner (John Smith), and Duration (3 Years). A description states: 'Architect and Finance manager will lobby local councillors through personal contacts.'
- Action assessment:** Shows a 'Medium (6)' rating.
- Implementation notes:** Includes Velocity (Not assessed), Probability (Low), and Cost (\$ 500 K).
- Risk Information:** Links to 'T-7: Technical Demonstration Failure'. The description states: 'A Planning Application has been lodged with the Local Authority and preliminary discussions have been held. However, ...'. It lists Owner (John Smith), Leader (Project Manager), Shadow owner, Shadow leader (Program Director), and Customer reference.
- History & Comments:** A table showing changes:
 

Changes	Date	Changed by	Comments
Edit	23 Oct 2025	John Smith	
Edit	16 Oct 2025	John Smith	

The right-hand pane shows a 'Threat and actions assessment' with sections for Initial assessment (High (12)), Controls (11), Current assessment (Very High (19)), and Action plan. The Action plan section includes an 'Action strategy' (We'll address this - with the right mitigations we can materially reduce the likelihood of occurrence.) and a 'Response type' (Treat). Below this, a table lists related actions:

Status	Owner	Velocity
Active	John Smith	---

At the bottom, a 'Target assessment' shows 'Low (4)' and a 'Fallback Action' (F-50: Fallback Action) in 'Draft' status.



# In summary

Process	Current reality	What leading teams are doing	The result?
Risk data management	Data lives in spreadsheets and emails	Standardized, structured collection across teams	Consistent, real-time visibility into risk exposure
Risk analysis & reporting	Reports built manually, often outdated	Automated and integrated one-click reporting	Faster insight and more time for strategic analysis
Mitigation tracking	Progress lost between workshops of emails	Clear ownership, timelines, and updates tied to each action	Continuous accountability and confidence in outcomes



# Turn these results into reality with Lumivero's risk management solutions

LUMI<sup>7</sup>ERO

Connect your risk data, actions, and analysis for confident, **portfolio-wide project control**

- **Centralize** risks, actions, and controls across portfolios for a single source of truth.
- **Simulate** cost and schedule uncertainty to understand potential outcomes before they happen.
- **Track** ownership, budgets, and progress to ensure accountability and timely updates.
- **Visualize** portfolio impact through automated dashboards and scenario reporting.



Visit us at **Lumivero Booth #26** to learn more.



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