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

Mark Jenkins

Enterprise Sales Executive, Americas at Lumivero

Project Controls EXPO — London, UK

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 👋

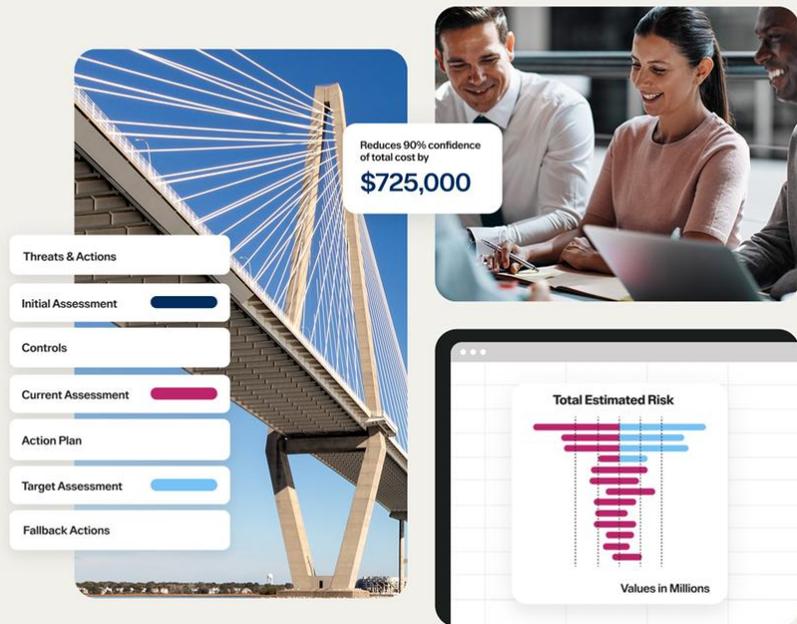## This is my first Project Controls Expo UK

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.
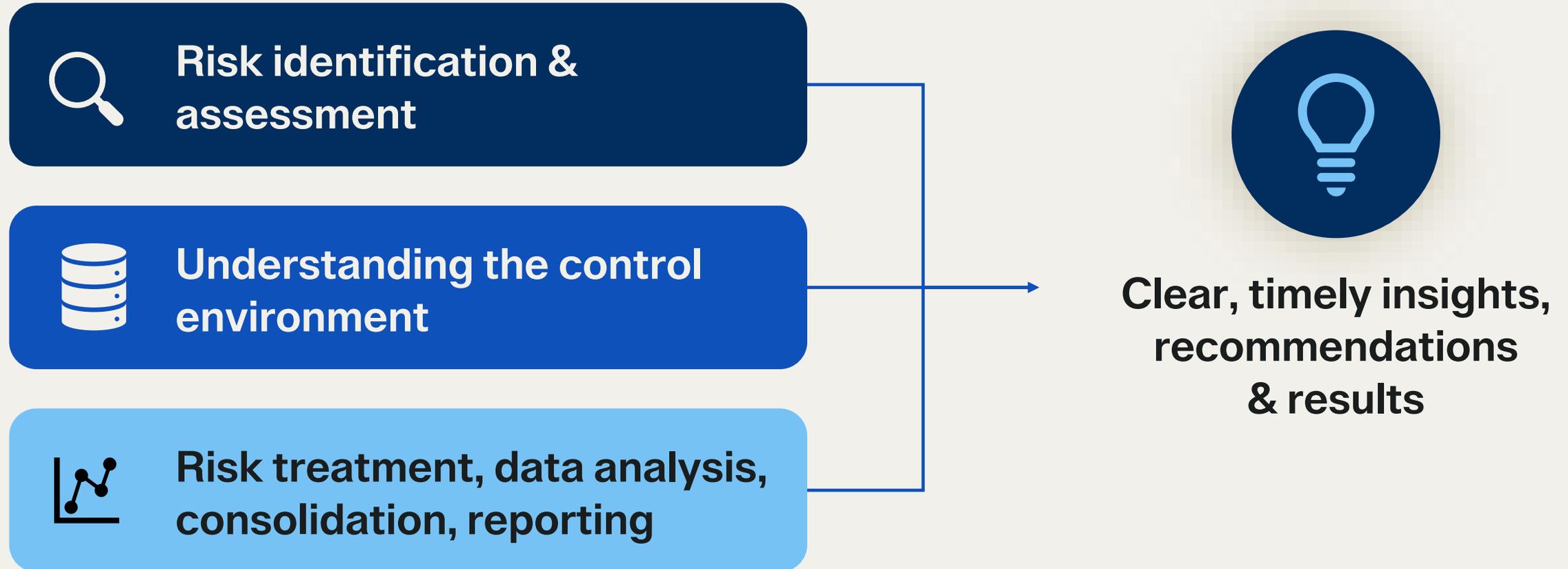

27,000+
customers worldwide across 120 countries

90%
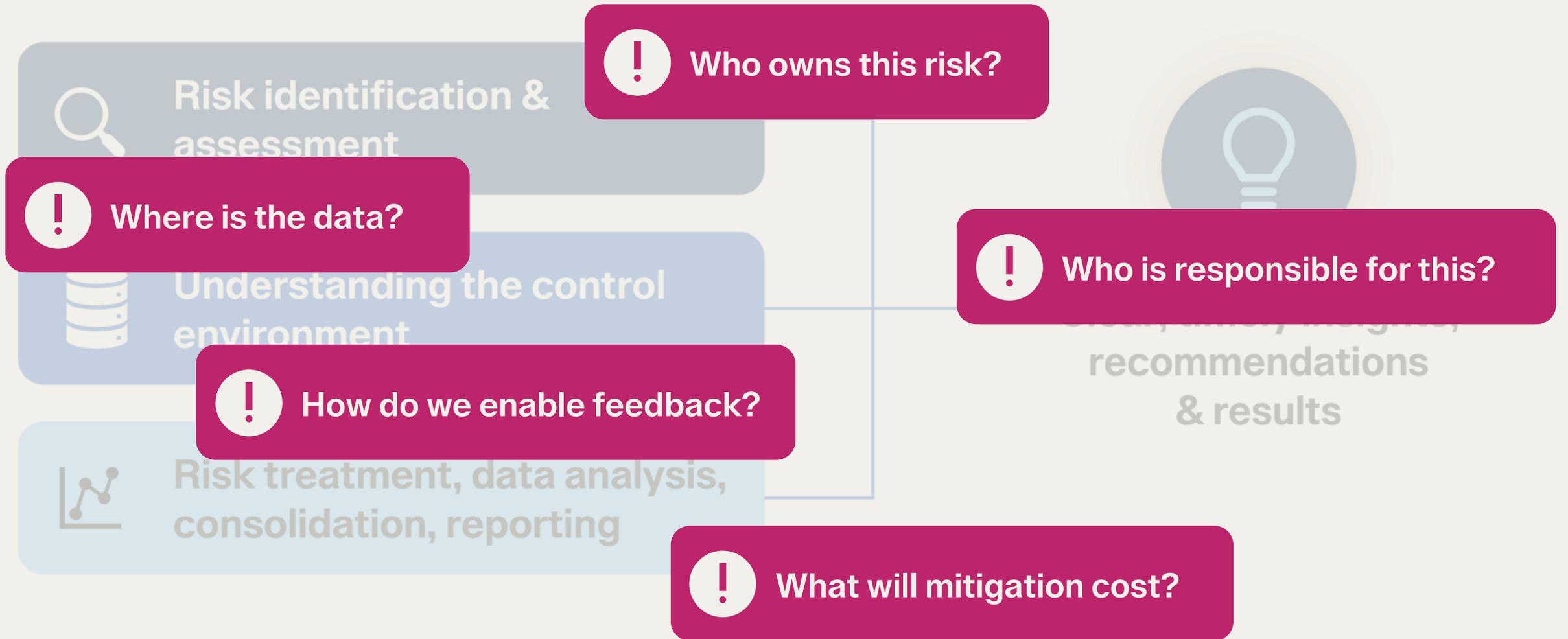of Fortune 100 companies trust our solutions

#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

Risk identification & assessment

Understanding the control environment

Risk treatment, data analysis, consolidation, reporting

Clear, timely insights, recommendations & results

In reality, it's **not that simple**

Who owns this risk?

Risk identification & assessment

Where is the data?

Understanding the control environment

Who is responsible for this?

How do we enable feedback?

recommendations & results

Risk treatment, data analysis, consolidation, reporting

What will mitigation cost?

"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

1 Collecting good data

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

The approach	Factors to consider
Send the risk register	❌ Too complex for non-risk users ❌ Lack of guidance and direction needed to get the right input
Perform risk workshops	❌ Travel is costly and time-consuming ❌ Individuals may hesitate to identify risks in their functional area
Individual risk interviews	✅ Best chance at quality data ❌ Does **not** scale

1 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

@RISK
Excel-based risk analysis

Predict!
Centralized risk registers

LUMIVERO

Unified risk & decision intelligence solution

1 A **structured** forum for high-resolution risk information

1
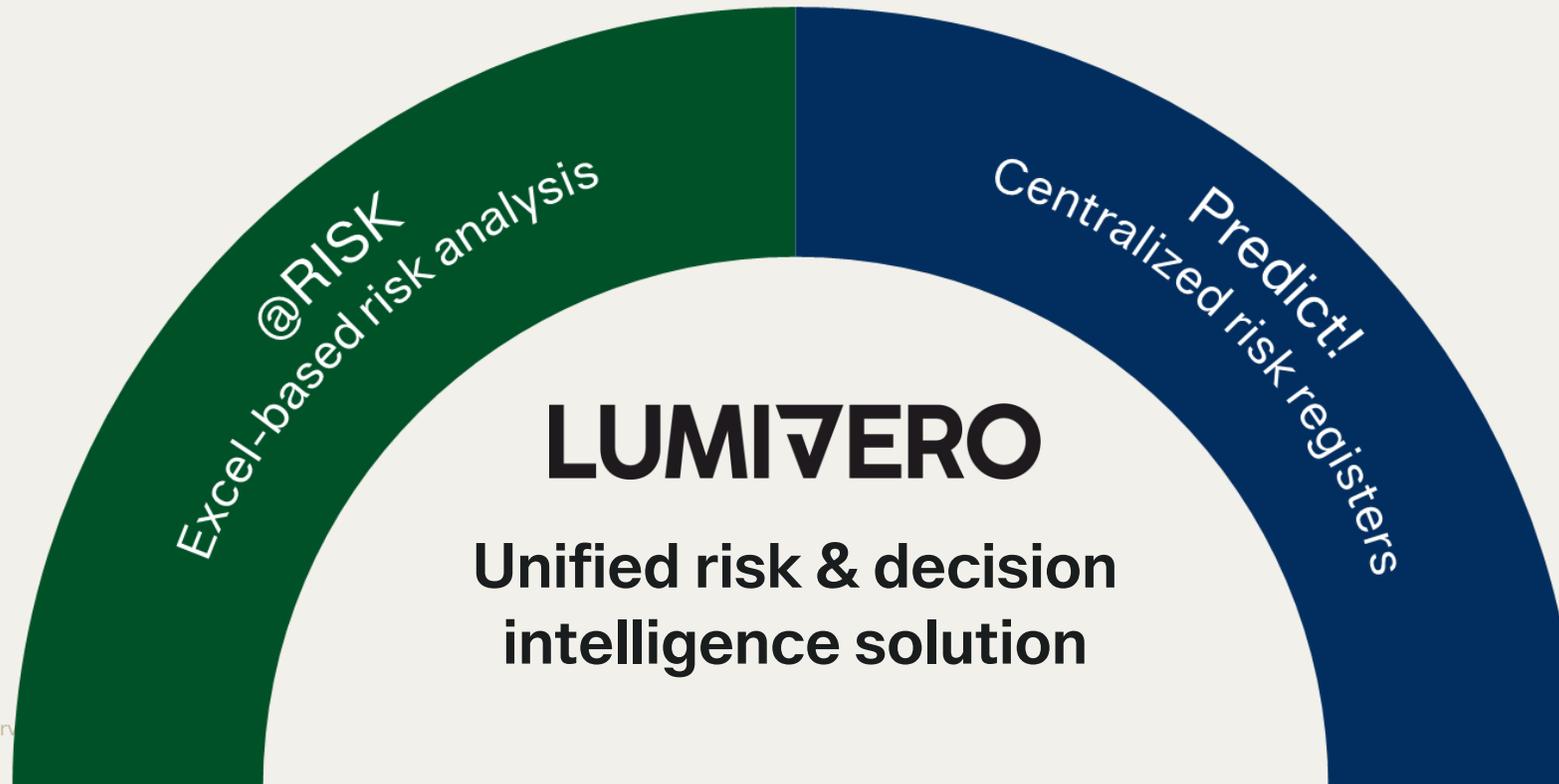
A **structured** forum for high-resolution risk information

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	Expiry date
2 Sept 2024	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   —

International good news story
National good news story
Regional good news story
Positive portrayal on local media
Positive feedback from stakeholders
Improved project morale
Negative morale in the project
Negative feedback from stakeholders
Local negative media impact
Regional negative media impact
National scandal

Time   —

Assumptions

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

Fallback plan

Review and amend original design to correct the p

ply   Cancel

2 Analysing and consolidating data

2 Disconnected analysis **delays decisions**

Disconnected data, inconsistent sources

Project A

Business unit risk sheet

Controls tracker

Mitigation log

Manual consolidation eats time and confidence

12+ hours/quarter
wasted on report building due to a lack of a single-source of truth

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
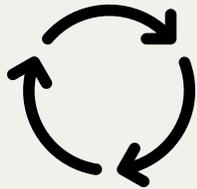
Unify analysis

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.

Description ✎

Risk reference
Air Proj A__1T

Folder
Offshore Patrol Vessel Program (OPVP)

Description
A Planning Application has been lodged with the Local Authority and preliminary discussions have been held. However,

Causes [New Cause]

> Inadequate Human Resources ✎

> Incomplete Preparation ✎

> Significant Opposition ✎

Consequences [New Consequence]

∨ **Building Work Delayed** ✎

Description
Building work may not commence until well into quarter 3

Associated controls
D-20: Enviro: Ground water quality monitoring

Associated impacts
Health & Safety
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.

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.
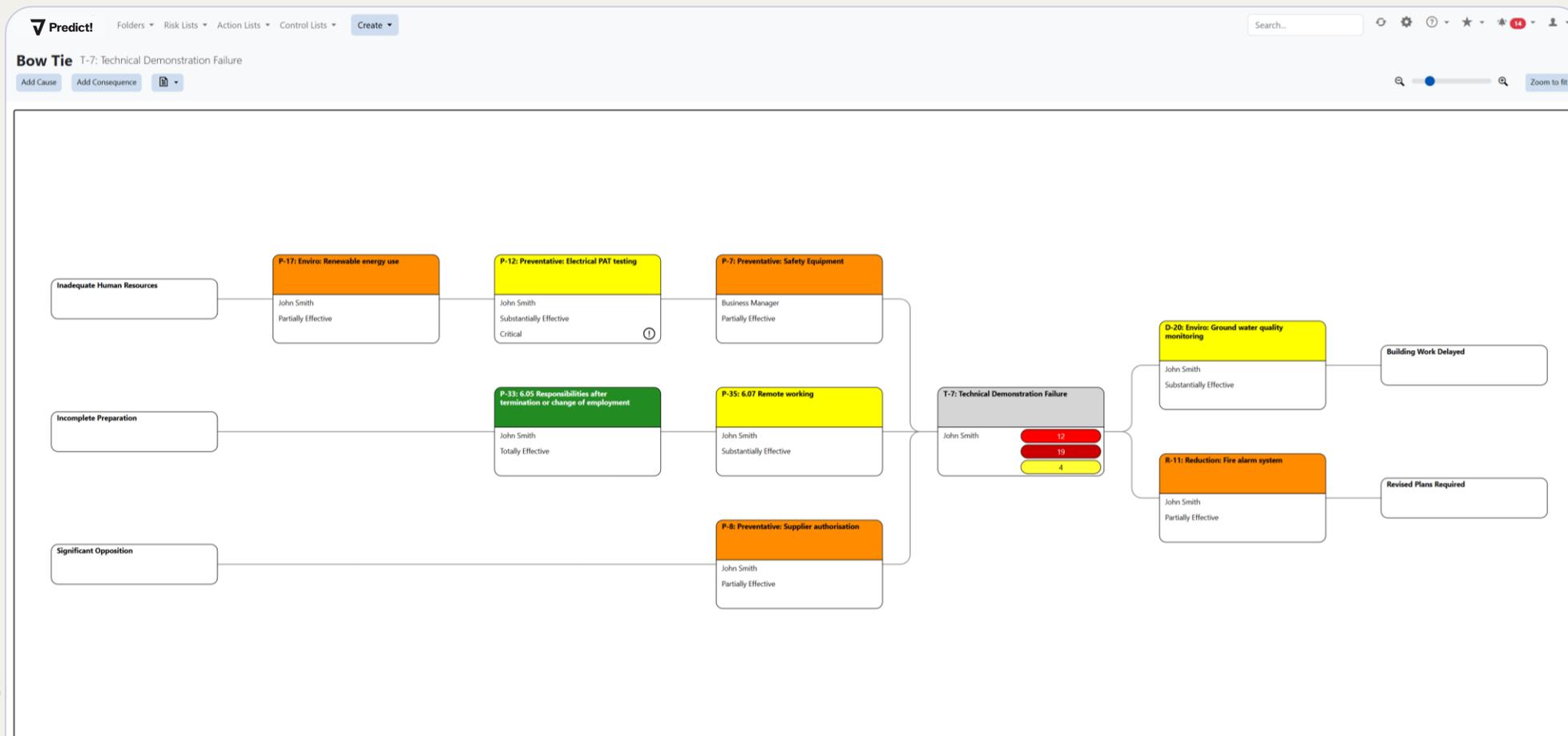
2 Centralize every project's risk data in **one connected system**

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

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)

Risks by Functional Area

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

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.
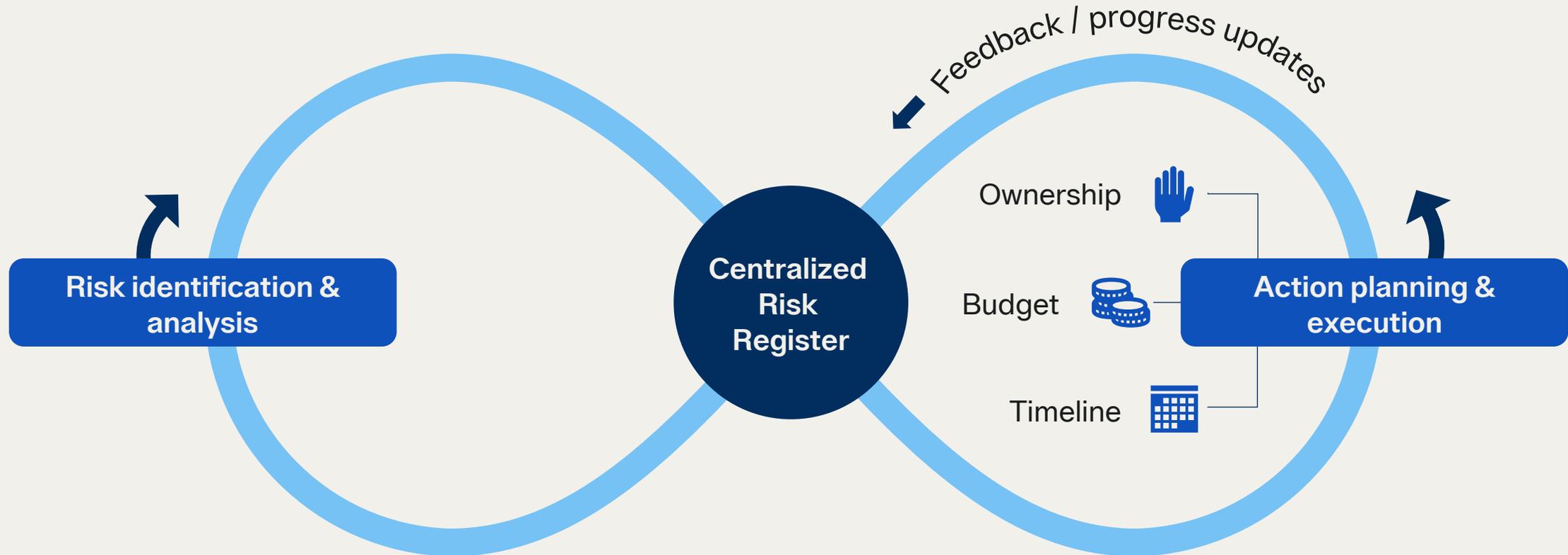
3 Turning analysis into meaningful action

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.

Feedback / progress updates

Risk identification & analysis

Centralized Risk Register

Ownership

Budget

Timeline

Action planning & execution

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.

Risk identification & analysis

Action planning & execution

Budget

Ownership
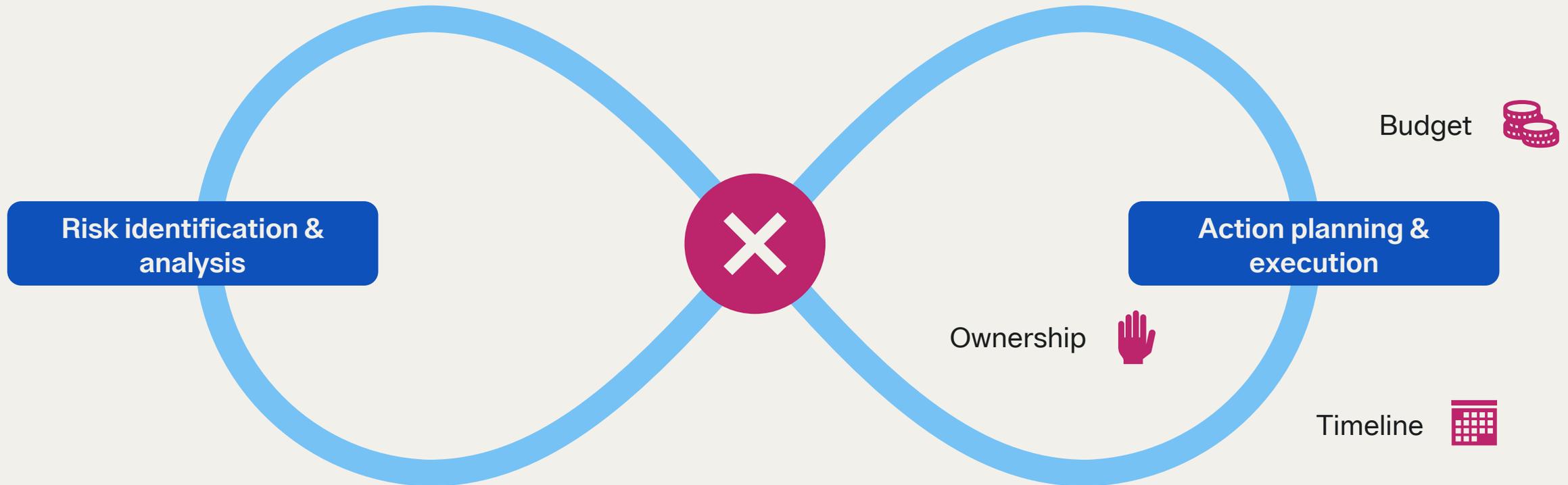
Timeline

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.

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

LUMIVERO

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.

@RISK

Predict!