

CASE STUDIES

# Complex, Multi-Stakeholder Initiatives

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# Case studies

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***These are some of our clients' success stories, including their perspective on what was really important to them and the results they achieved. Some client and organization names are withheld for reasons of confidentiality.***

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# Continuous Improvement Project Management Office

We helped a client implement a PMO and framework for making continuous improvements to key business processes and supporting systems.



## Client

Our client is a leading North American integrated construction solutions partner.

## Situation

The SVP of Shared Services wanted a way to more effectively gain agreement between corporate shared services and operating groups on the best way to improve core business processes such as those supported by enterprise applications such as SAP. This was felt to be a key enabler of the next phase of growth for the \$2B / year company.

## Approach

Under the sponsorship of the executive steering committee, Key Process Councils and a Continuous Improvement Initiative life-cycle were designed and implemented within six months by a small Project Management Office (PMO) team. Key Process Councils were formed with leaders from operating divisions and shared services. With facilitation assistance from the PMO and support of Business Analysts from Enterprise Applications,

Process Councils identified the results required from improvements, set priorities and sponsored specific initiatives. Initiatives with higher potential business value are approved by the steering committee and funded by a “Presidential fund” provided by the CEO. Implementation of improvements is supported by an integrated team of Enterprise Application and Change Management professionals working with key business stakeholders. The PMO acts as an overall coordinator and is accountable to the executive steering committee.

### Results

The biggest improvement was a better working relationship, collaboration and alignment between the operating groups and shared services. Real progress was made to identify what improvements should be made and when. There was less waste as lower perceived value initiatives were not allowed to progress and priorities were clearer. Re-work was reduced and a greater emphasis was placed on effective change management, which helped adoption of new practices. The executive steering committee can rely more on the PMO and Process Councils to set direction for improvements, thus freeing up their own capacity to focus on other strategic aspects of the business.

### Stakeholder Feedback

*The main benefit from this work was that Process Council participants now have a high level understanding and agreement on key processes and dependencies. The broad based approach started the discussion with stakeholders about differences and consistency and a collaborative approach to resolution. Richards & Associates delivered what was required.* — Brian Janzen, VP Finance

*Richards & Associates gets great results with a very usable framework and tools that can be applied to many business and/or people situations...and provides tremendous value.* — Byron Meger, Director, Continuous Improvement PMO

***Richards & Associates was responsible for helping to plan and deliver a corporate Project Management Office – a critical strategic objective for the organization – and subsequently facilitated the establishment of a comprehensive Continuous Improvement framework, which included several Key Process Councils together with a robust initiative lifecycle.***

**— Kim Johnson, Chief Strategy Officer and SVP,  
Buildings & Shared Services**

# IT insourcing and ServiceNow implementation

We provided leadership for two streams on one of the fastest insourcing and ServiceNow programs in North America.



## Client

The client is a global upstream oil and gas company headquartered in Calgary focused on value creation for shareholders.

## Situation

The client had decided to insource all its IT operations from a third-party provider and implement best in class IT service management processes, tools and capabilities. This was an ambitious project with significant scope, a large project team, aggressive timelines, and high expectations of improving operating performance and reducing costs.

### Approach

Working through a leading Western Canadian IT and business solutions provider, we provided a senior project manager to work as the Program Lead responsible for implementation of ServiceNow Knowledge Management and Reporting modules, and production of all knowledge artifacts to support all insourced IT operations and service desk teams. Reporting to the overall Program Manager, responsibilities included leading a team of 10 to 15 business analysts, documentation specialists, and operations analysts working with other functional, technical, change management, and training specialists.

### Results

The Program scope for initial go-live operations was completed on time and on budget. The client took over all IT services, including help desk functionality, and provided improved quality levels of service from day one. The project was recognized as one of the fastest insourcing and ServiceNow programs in North America.

***Mark Richards from Richards & Associates led two challenging streams on the ServiceNow implementation (Knowledge Management and Service Level Management / Reporting). He demonstrated his ability to maintain a positive attitude despite very challenging client expectations and aggressive timelines. Mark is a very professional, senior consultant who manages pressure very well and was able to drive the team to deliver on objectives to meet project milestones. I would definitely work with Mark again in the future as I value his leadership, calm approach, and focus on key outcomes and objectives.***

**- Anna Loomis, ServiceNow Program Manager**



# Integrating wind into the Alberta electricity market

We provided program management and stakeholder facilitation of AESO's wind integration initiative.



## Client

The Alberta Electric System Operator (AESO) is responsible for the safe, reliable and economic planning and operation of Alberta's competitive wholesale electricity market.

## Situation

The Operations and Reliability Group had an ambitious plan to integrate further wind generation into the Alberta energy market. The VP and his program team recognized they needed additional assistance to keep the initiative moving forward and meet the expectations of stakeholders.

### Approach

We provided an experienced program manager to guide and mentor the client's team, as well as a senior advisor to assist with the completion of the wind power forecasting RFP. We worked closely with the AESO's Wind Integration Program Director, many departments, external market stakeholders and industry associations. A collaborative and facilitative approach was taken to leverage the skills and capabilities of the entire group, thus developing alignment and commitment across the organization on the next phase of wind integration efforts.

### Results

Within 90 days, a comprehensive response to stakeholders was issued, a wind forecasting RFP was completed and issued to the market; IT business cases were developed; project charters and implementation plans were developed; and a program office was put into place. The AESO is continuing its leadership of integrating greater wind generation in concert with initiatives to build out transmission capacity, implement wind power forecasting, and develop new market services and solutions.

***Richards & Associates provided us the program management expertise at our critical time of need and facilitated business outcomes that became the strong building blocks for our wind integration program.***

**— Anita Lee - Wind Integration Program Director - AESO**