

# POWERFUL PROGRAM MANAGEMENT

Energy and Utilities Case Study

## THE CLIENT CHALLENGE

The benefits of domestically-produced renewable energy are obvious. **But determining how to create the infrastructure needed to deliver a federal utility's new 20-year, \$35 million power sales program was far from clear.**

Contracts had been signed by the company and its customer utilities, and were slated to go into effect in less than three years. Finalizing these contracts took years of intensive work with external constituents.

Now that they were final, the federal utility had the daunting task of figuring out how to implement the contracts and assess what the operational impacts would be. Under the direction of the utility's COO and CIO, North Highland was enlisted to develop a plan of action and then to manage the key projects that would bring the plan to life.

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## THE SOLUTION

Working closely with key stakeholders, North Highland led the client team through the planning and project definition effort, eventually structuring the program within 13 key projects, allocating leadership roles out amongst North Highland and the client organization.

North Highland then assisted in the development and management of the operational structure, including the reporting approach, sponsor teams, timelines and critical milestones. Along the way, North Highland managed critical program functions, including process mapping, testing and software development.

## THE VALUE

The end result was an extremely well-structured, highly functional program. To get there, North Highland delivered the structure, program management oversight and discipline, while also managing four of the five “critical path” projects which were directly tied to contractual obligations or were otherwise deemed necessary to implement the contracts.

In a truly unique partnership, North Highland’s own internal QA processes and knowledge sharing practices resulted in a well-coordinated effort, which set the utility up to effectively and efficiently deliver excellence over the next 20 years.

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## ABOUT NORTH HIGHLAND

North Highland is a global management consulting firm that delivers unique value, relevant big ideas and strategic business capabilities to clients around the world. The firm solves complex business problems for clients in multiple industries through an integrated approach and offers specialty services via its Data and Analytics, Managed Services, and Sparks Grove divisions. North Highland is an employee-owned firm that has been named as a “Best Firm to Work For” every year since 2007 by Consulting Magazine. The firm is a member of Cordence Worldwide ([www.cordenceworldwide.com](http://www.cordenceworldwide.com)), a global management consulting alliance. For more information, visit [northhighland.com](http://northhighland.com) and connect with us on [LinkedIn](#), [Twitter](#) and [Facebook](#).

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