



CLIENT SITUATION

Our client, a wholesale electricity provider, wanted to sell its carbon-free power into an energy imbalance market.

An energy imbalance market is a collective energy market that balances supply and demand in near real-time, delivering the lowest cost power automatically. As part of a broader grid modernization initiative, the move would help the utilities provider unlock beneficial pricing opportunities, serve customers more efficiently, and provide environmentally friendly power. And first, breaking into the new market would require a fundamental transformation in operations and ways of working. To that end, the client needed to deploy a robust portfolio of interrelated projects, but it lacked the existing in-house capacity and capability. Historically, the organization had struggled to bring in outside talent due to inefficiencies in recruiting and onboarding processes. This client engaged North Highland to bring domain and industry expertise, in the form of a Managed Service, to deliver its projects—all with the highest standards of quality and value.

LOOKING FOR GROWTH IN THE ENERGY IMBALANCE MARKET,

a wholesale electricity provider selected North Highland's Managed Services solution to drive a range of related projects and programs needed to break into and succeed in the energy imbalance market. With this solution, we brought expertise across multiple functions to make transformation possible. Now, the client's future is bright: it enjoys promising growth prospects with access to a new customer base, sharpened internal skillsets, and faster speed-to-value in the recruitment and onboarding process. Today, the provider is ready to pioneer the next frontier of growth in the utilities industry.

OUR APPROACH

Our Managed Services solution brought best-in-class talent and expertise to position the provider for success in the imbalance market. We fully managed end-to-end recruiting, onboarding, and ongoing workforce management functions that had historically been an obstacle. With a particular emphasis on practitioner management and value management, we ensured quality outcomes throughout the engagement. Our teams brought blended expertise, including project management, organizational change management, business analysis, IT skills, and utilities industry experience. Our people were also adaptive, flexing different skills for a varied set of needs and situations. In one instance, our client—accustomed to Waterfall practices—engaged with a vendor delivering in the Agile methodology. Our project manager, skilled in Agile and Waterfall methods, seamlessly connected the client and its vendor.

We applied a strategic perspective across the business yet were also responsive to each PMO's respective philosophies. We managed essential projects in the client's strategy. Every initiative was entwined, requiring integration across people, processes, and technology. Take, for example, our work on outage management. Taking down voltage lines required a mission-critical system infrastructure. Similarly, serving the energy imbalance market required a reduction in scheduling time, from one hour to five minutes. We had to ensure effective systems were in place before the client could capitalize on the market opportunity before it.

By fostering a strong community within the Managed Services team, we promoted the development and individual resiliency of team members—in turn, continuously strengthening expertise and raising the bar on quality and value.



MANAGED SERVICES CASE STUDY



VALUE DELIVERED

Managed Services propelled the client's transformation, helping it break into a new market. With a presence in the energy imbalance market, the utility provider can expand its customer base and serve them in new ways. We've also made a lasting impact on its workforce by embedding new processes, tools, and expertise within PMOs; for instance, we trained the client on Agile ways of working and recommended best practices for requirements tracking that in-house employees can carry forward. Finally, we drove additional value in the form of increased efficiency, reducing the recruiting and onboarding timeline by 50 percent. Not only did we eliminate the opportunity costs associated with inefficient talent processes (e.g., ramp-up time), but our turnover rates were also below the industry average. Overall, this acceleration helped the client maximize value with teams pre-wired to hit the ground running.

PIONEERING THE NEXT FRONTIER OF GROWTH WITH MANAGED SERVICES

ABOUT US

NORTH HIGHLAND MAKES CHANGE HAPPEN, HELPING BUSINESSES TRANSFORM

by placing people at the heart of every decision. It's how lasting progress is made. With our blend of workforce, customer and operational expertise, we're the world's leading transformation consultancy. We break new ground today, so tomorrow is easier to navigate.

Founded in 1992, North Highland is an employee-owned firm—regularly named one of the best places to work. We have more than 5,000 consultants worldwide and 65+ offices around the globe. Meanwhile, we're a proud member of Cordence Worldwide (www.cordence.com), an international consulting alliance.

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