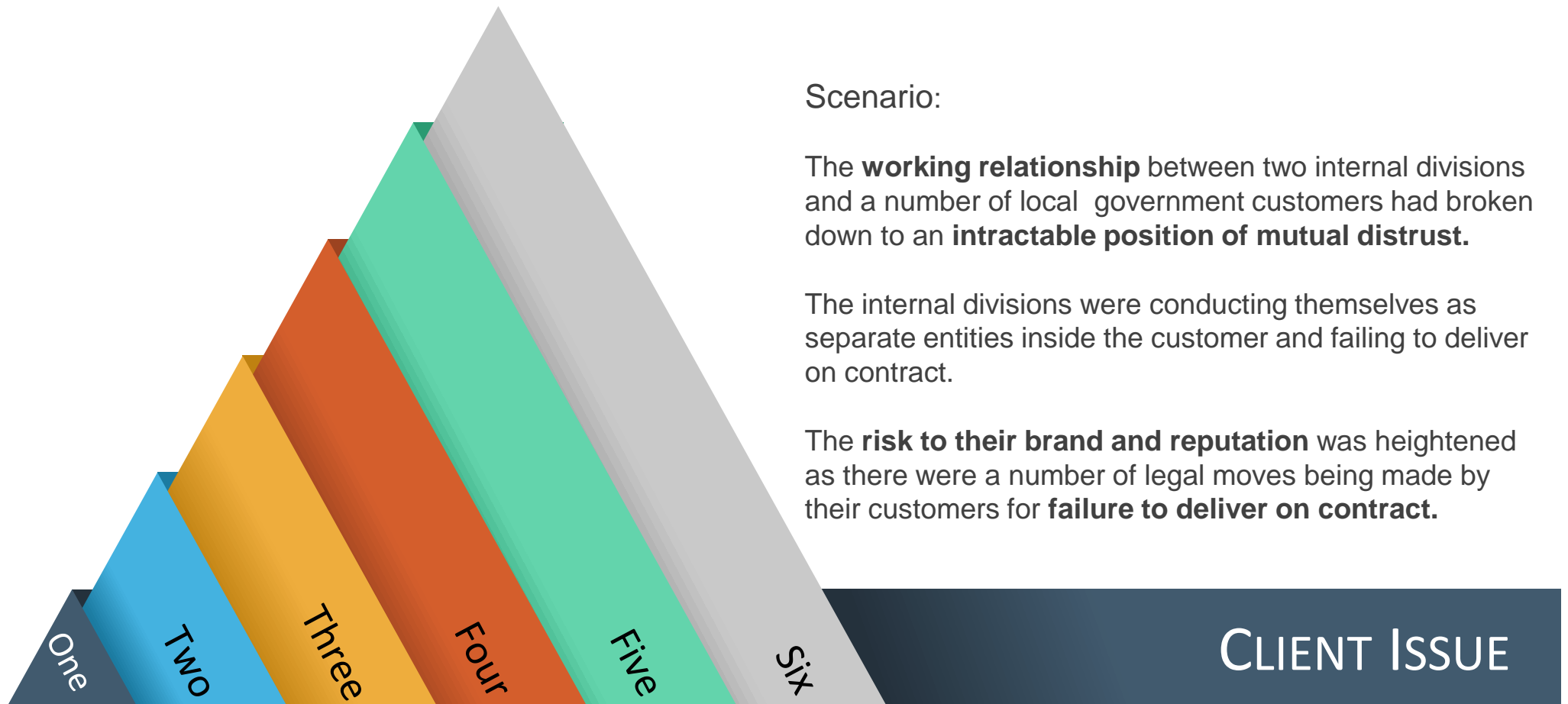




CASE STUDY – STAKEHOLDER ENGAGEMENT DYSFUNCTION

STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY

Client / Vendor Engagement Breakdown

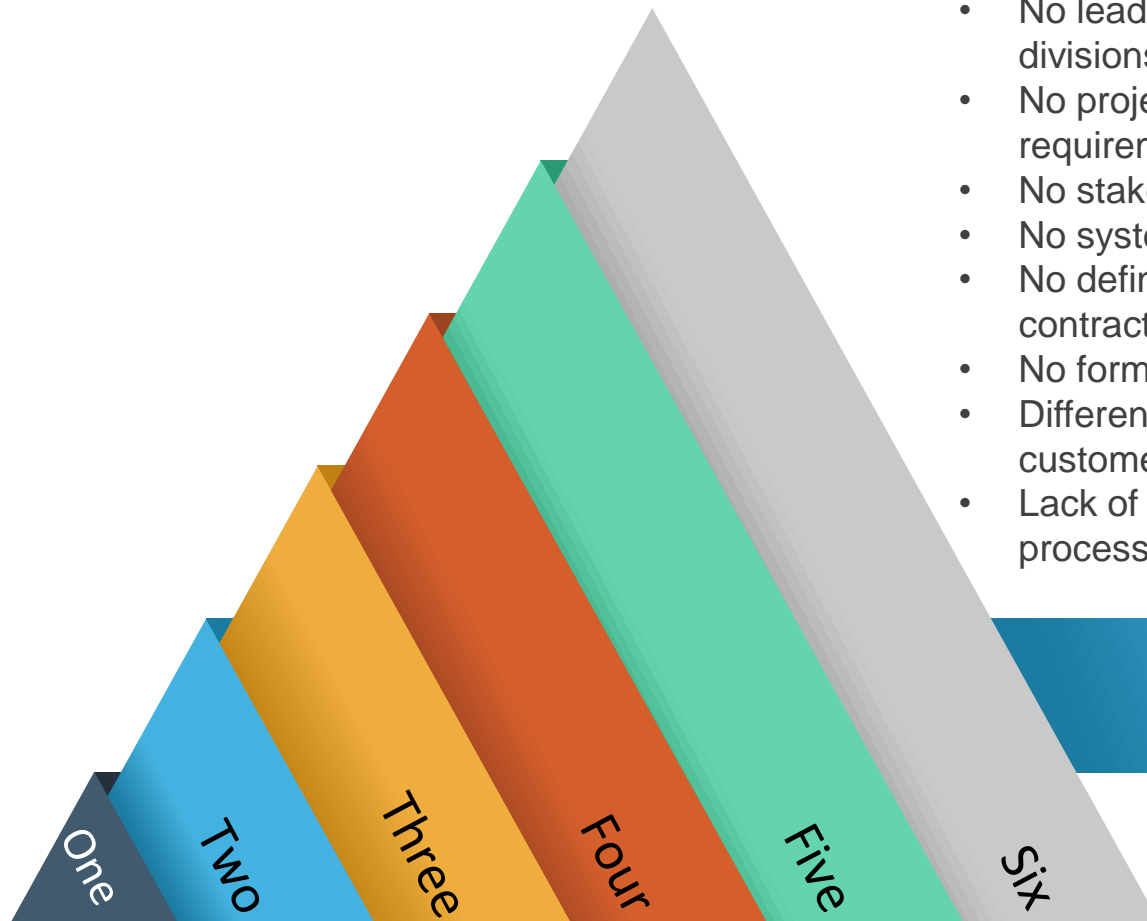


STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY

Process and Cultural Alignment Required

Our client had undertaken a number of projects for delivery of services. We discovered major gaps in process and culture both internally and externally with their customers, these included:

- No leadership governance framework for the internal divisions to partner on the contracted projects
- No project performance structure to deal with the contract requirements
- No stakeholder risk analysis done
- No systemised engagement process for all stakeholders
- No defined and shared project process to complete contracts
- No formal contract management process or systems
- Different divisions had different cultural approaches to customer complaints and issues
- Lack of formalised internal and external communication process



GAP ANALYSIS

STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY

Performance Improvement on Contracts

A **stakeholder change management program** was developed and implemented for both divisions. We applied our **stakeholder methodology** across three key components of the client/vendor engagement process.

We **established a Steering Committee** for the purpose of implementing the program, provide governance and mitigate risk. We had a range of internal stakeholders who included communication & PR, legal counsel, project directors, general managers and key project team members.

We workshopped a **range of internal change projects** based on a **completed stakeholder risk analysis**. We worked with the Steering Committee in developing and implementing 14 projects to improve the cultural realignment and process improvement.



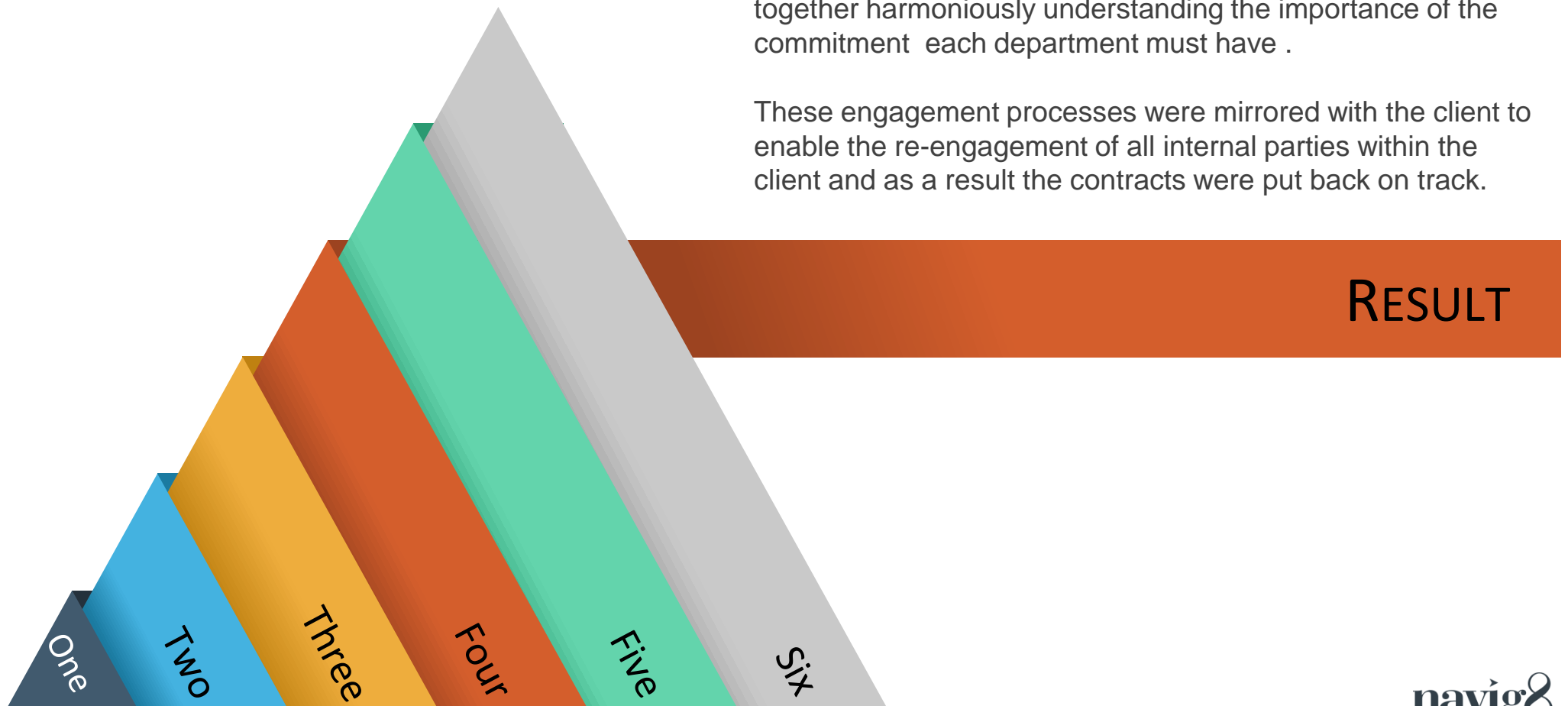
STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY

Re-engagement of Stakeholders

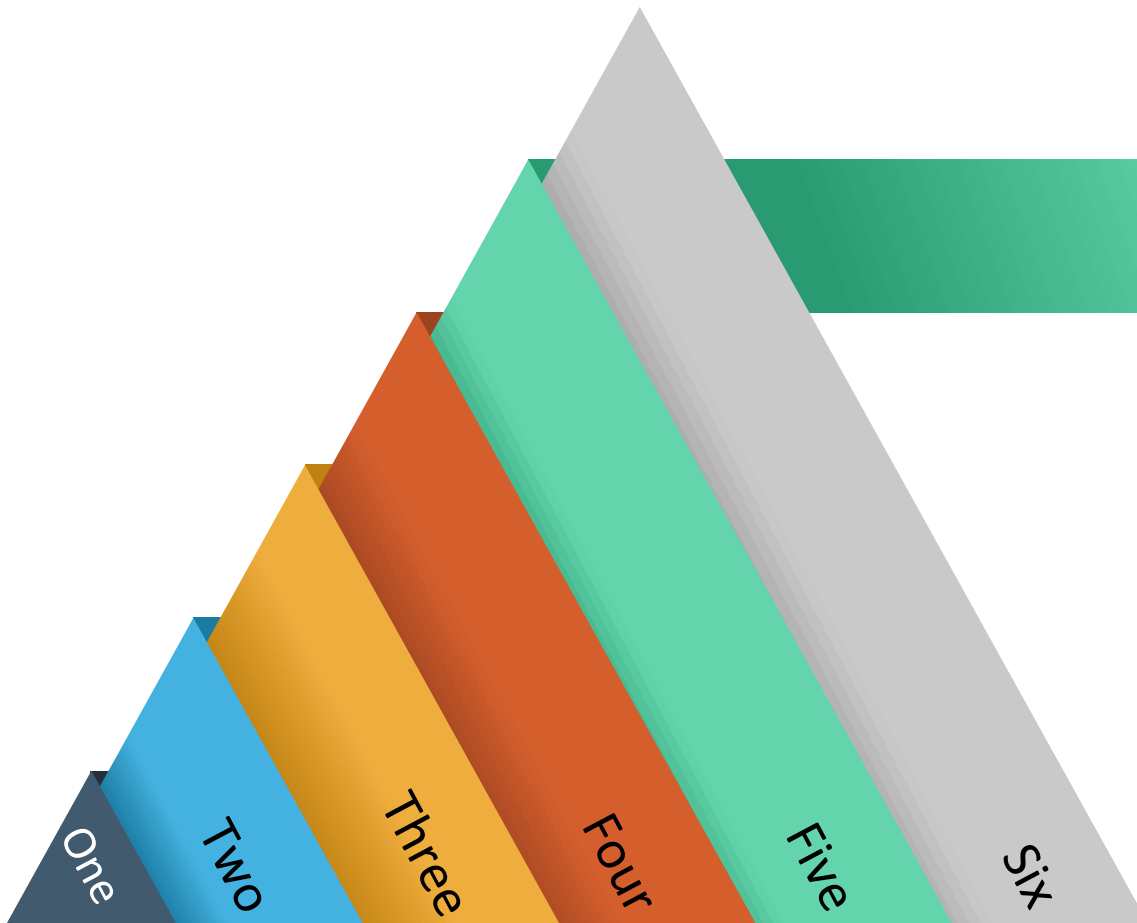
We delivered 14 projects across the three key components contained within the change management program.

Navig8 also successfully implemented a range of stakeholder engagement processes which enabled the divisions to work together harmoniously understanding the importance of the commitment each department must have .

These engagement processes were mirrored with the client to enable the re-engagement of all internal parties within the client and as a result the contracts were put back on track.



STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY



CLIENT TESTIMONIAL

Ben Connell, SUEZ

“At the time of engaging the Navig8 team, SITA’s relationship with our customer was dysfunctional and at risk of disintegrating into a contractual war. The Navig8 team was briefed to facilitate a relationship review with three parties; two internal and our customer.

SITA has been particularly pleased with the team’s ability to quickly mobilize and execute the brief. The project timeline has been met and the level of expert advice provided by the Navig8 team has been exceptional.

At the time of writing, SITA has reorganized and is progressing well in the reparation of our previously damaged relationship and is enjoying a strengthened “partnership” approach to the contract management process. “

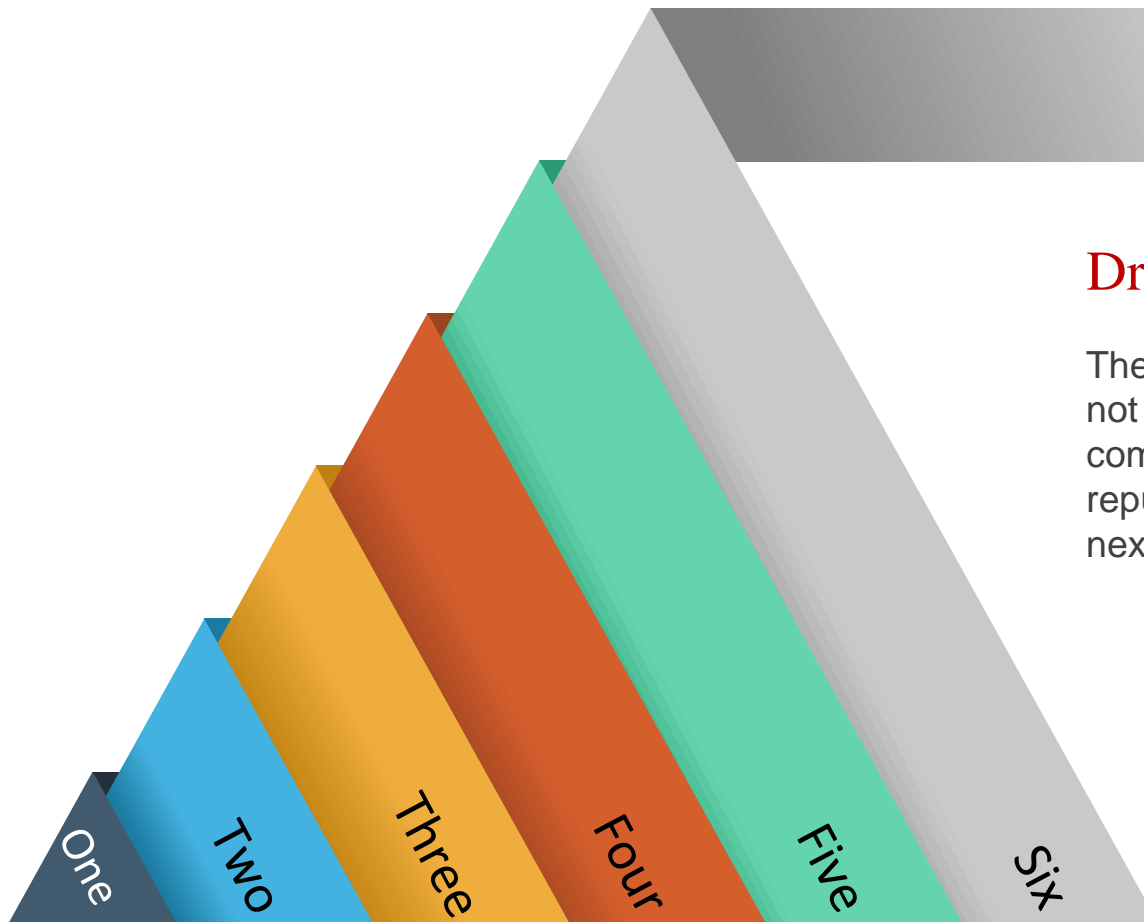
STAKEHOLDER ENGAGEMENT DYSFUNCTIONALITY

FOOD FOR THOUGHT

Driving New Behaviours in Projects

The project landscape is littered with failures. The risk of not managing the change and stakeholder engagement component significantly damages brand and erodes reputation. Some interesting statistics to consider on your next complex stakeholder project

The major cost components of large projects are:
50% - Reorganisation
30% - Management
20% - R&D



Top 3 reasons for project failure

1 **58%**
FAIL TO SHIFT
MINDSETS & ATTITUDES

2 **49%**
FAIL TO SHIFT
CULTURE

3 **32%**
LACK LEADERSHIP
SUPPORT



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