

CASE STUDY

WASTE MANAGEMENT



**BUSINESS
AUTOMATION**



**BUSINESS
INTELLIGENCE**



**PEOPLE,
CHANGE & 7Rs**

THE CHALLENGE

The Company manages over \$30M in Capital Improvement Programs (CIP) including a mix of projects from new facility, retrofit, overhaul and expansion. After years of manual tracking of budgets vs cost and endless spreadsheets and teams working in silos, the Company invested in a Program Management Information System (PMIS). Soon after implementation, the Company realized departments falling back into their old ways of manual tracking and not sharing data. This was due to lack of adoption and user confidence in how to successfully navigate the new system. Stakeholders were getting frustrated as they were not seeing any return on investment.

ONINDUS SOLUTION

The OnIndus team, based on their agile methods and vast knowledge of the sector and capital improvement technology, was selected. The objective was to drive adoption of the system and allow the Company to realize the return on investment of the PMIS and engage a cross functional organization to a new system and new ways of running programs. The first step was to understand where the Company wanted to be in the next year, three years and five years, so they could develop a plan of action that scaled with the goals of the organization. Next, they evaluated each team's understanding of the PMIS and devised a training program specific for each department, with an understanding of how cross functional teams will interact in the system.

The trainings were focused on:

- forms,
- processes,
- workflow reporting and data
- submittals,
- and bidding

Lastly, the OnIndus team developed and implemented a similar program for vendors that included invoicing, submittals and that enabled process compliance and auditing.

RESULTS

With the entire Company now engaged and feeling empowered with the new system, adoption skyrocketed and critical project data was being tracked, updated and shared in one system and executive level dashboards were being delivered to key stakeholders.

In addition:

- real time tracking of budget vs actual vs projections was in place,
- active process instances grew 400% over 6 months,
- active projects grew from 4 to 28 over 6 months,
- redundant communication via email with external vendors was eliminated,
- and a high degree of compliance led to trust in tool and partnership.