



CIS Procurement Options



Introduction

If you're a Utility that is considering going down the Customer Information System (CIS) replacement path, have either already started on this journey, or have finished your project and are now looking back at it, then the following CIS Series is for you.

CIS projects are a considerable investment in time, money and effort. Using best practices, industry knowledge and insights found in the pages ahead will set you up for success, save you time and money during your process, and reduce your risk by using insights and learnings of others in the Utility industry.

Throughout this series, we'll provide insights to Utilities and open up a discussion and debate forum, where you can discover key aspects to consider when planning or delivering your CIS project.

Kaihen has worked on many CIS projects in Canada, and we will share our learnings and points-of-view, as well as the experiences of our Canadian clients to help you during your CIS journey.

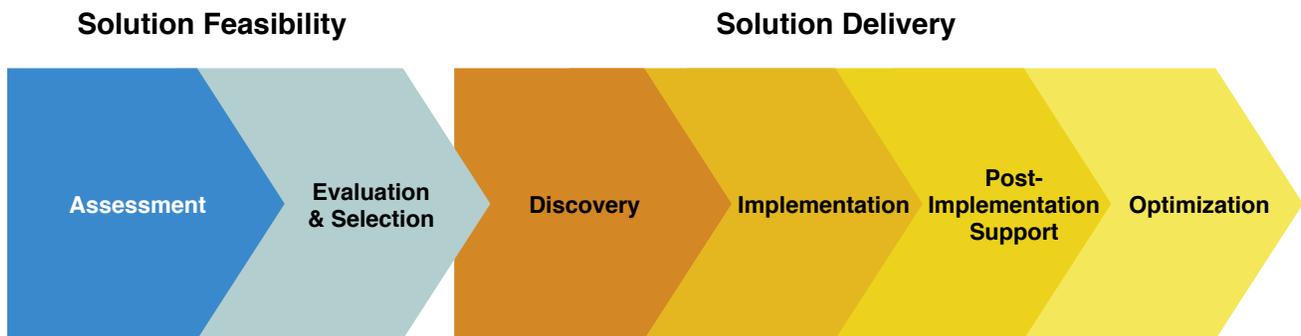
Please join us in the CIS Series.

Contents

Introduction	1
CIS Procurement Options Overview	3
CIS Procurement Options In-Depth	4
1) Procure for CIS Software first or at the same time as choosing a System Integrator?	4
2) Procure for a Discovery Phase only to start, or for the entire implementation?.....	6
3) When do you decide about going Cloud vs. On-Premise?	9
4) Do you go Fixed Price or Time & Materials?	10
5) What's the right division of project responsibilities between the Utility, SI and the other partners?	11
CIS Procurement Options: Key Takeaways.....	12
Unique CIS Procurement Factors	13
About Kaihen	14

CIS Procurement Options Overview

Let's start by looking at the CIS Procurement Options, which takes place during the Evaluation & Selection Phase of a CIS Implementation. At this point, the Utility has already done their assessment and decided to move forward with a new CIS.



It should be noted that there are many activities that a Utility needs to engage in during the Evaluation & Selection Phase. This paper is focusing on the procurement options that a Utility has to choose from, but the Utility needs to develop their CIS RFPs, including business and technical requirements, as well as any IT architecture planning to prepare for the project. Some Utilities also take this opportunity to document their As-Is business processes, so that they can be used to define their To-Be business processes and identify organizational impacts resulting from the project.

Once your Utility has made the decision to upgrade or replace its existing CIS, and after you've prepared a business case, have gone through the appropriate internal and Regulatory approvals to move forward, and have set-up the initial internal governance model to manage the initiative, it's time for the next step in the Evaluation & Selection Phase: Going to the market.

The procurement process allows the Utility to assess which CIS application provides the required functionality, which System Integrator (SI) best fits with the organization's requirements and which combination(s) fit within the Utility's budget.

Before preparing a Request for Information (RFI) or Request for Proposal (RFP), your Utility should assess its procurement options and decide on your initial path forward.

Your Utility must assess if/how you:

1. Procure for CIS Software first, or procure the CIS software and a System Integrator at the same time?
2. Procure for a Discovery Phase only to start, or for the whole implementation?
3. Decide about going Cloud vs. On-Premise - now or later?
4. Go with a Fixed Price or Time & Materials agreements with your chosen System Integrator?
5. Divide project responsibilities between the Utility, SI and other partners?

CIS Procurement Options In-Depth

This section provides you with some guidance, supported by compelling insights that shed some light on how these items have affected other Utilities.

1) Procure for CIS Software first or at the same time as choosing a System Integrator?

This is one of the first questions to be answered when assessing your CIS procurement options.

“Working with our clients we’ve seen 60% of Utilities procure the software first, then choose an SI afterwards; a decision that holds a lot of significance, as it triggers your communication to the vendor marketplace.” – Jonathan Minsky, President at Kaihen

In speaking with Kaihen’s client, Linas Medelis, Acting VP Customer Service at Alectra Utilities, he summarized their approach.

“Decoupling the decisions related to software and system integrator is important in order to facilitate the recruitment of vendor partners with integration specialties that are specific to the software of choice.” – Linas Medelis, Acting VP Customer Service at Alectra Utilities

If your organization has already decided to upgrade its existing CIS software by using the same CIS software currently in place, then obviously, you can skip this decision and go straight to an SI RFP. If, however, your Utility wants to do some more due diligence before making this decision, you can do a CIS Market Scan or release a CIS RFI to learn more about other current CIS options in the marketplace.

CIS Market Scan

A great way to get an initial view of CIS options is to start by inviting CIS software vendors to demo their software. A CIS Market Scan can prove to be a good way to assess your software options, based on market analysis, research, and vendor questionnaires.

NOTE: As part of this process ensure that you are assessing the software against your Utility’s specific requirements instead of generic requirements from the marketplace as a whole.

CIS RFI

As the needs of Utilities differ, so do the starting points for each Utility’s process. Some may have decided to start with an RFI for the CIS software, which follows a more formal procurement process than a Market Scan. Because of this, an RFI will have a formal submission, deadlines and refers to the Utility’s CIS software requirements, at least at a high-level. This could mean that starting with an RFI could take more time to prepare, but it does prove to be a worthwhile process if:

- Too many potential CIS vendors exist, and the Utility needs to reduce the number of proponents before the RFP process;
- The Utility has very specific and unique requirements;
- The Utility is unaware of potential CIS software vendors;
- High-level costing is required by the Utility before moving forward with an RFP;
- The Utility wants inputs or feedback from the vendors for an RFP.

It’s important to note that an RFI is not a formal ‘proposal’, and because its purpose is to provide a Utility with baseline information, there’s less of a commitment from the Utility to move forward with a CIS initiative. That’s why, as a result, software vendors tend to spend more time on a concrete RFP response, rather than an RFI, and any pricing provided in an RFI response would be indicative only.

CIS RFP

The argument could be made that the CIS marketplace, especially in Canada, is fairly well-defined. With a little bit of research, talking to industry experts, or even attending a relevant conference, a Utility could come up with a relatively short list of potential CIS software vendors for its RFP.

So, back to the question: **Do you procure for the CIS software first or in conjunction with the System Integrator?**

Time Savings by doing a CIS Software + System Integration RFP

Well, if a Utility decides to procure for both at the same time, there will ultimately be just one procurement process, and as a result, you'll see significant savings in time. But this isn't the only benefit of procuring together; the Utility may also get a better upfront view of the total solution to be deployed, and the total price of the initiative.

Considerations for doing your CIS Software RFP first

The CIS software decision-making process has a lot of contributing factors and therefore takes a lot of analysis. Because of this, many Utilities find that focusing on both the CIS software decision and the System Integrator decision at the same time can be somewhat overwhelming. As you may come to discover yourself, a Utility's Evaluation Committee will be more focused on the CIS software decision due to its paramount importance. If this is the case there is less scrutiny used for choosing the SI, and the main focus will be on determining whether the software fits with the Utility's requirements.

By simultaneously procuring the software decision and the SI decision, there's another potential barrier that Utilities may face: - more proposals that will have to be evaluated, creating more work for the Utility. There are lots of SIs in the marketplace that focus on only one software platform, so if the software isn't specific in the RFP, there will likely be many more proposals. From the CIS SI perspective, it is more efficient if they know what CIS has been chosen before preparing their proposal, and they can prepare a more accurate and targeted proposal.

Some of the larger System Integrators (such as Accenture, IBM, PwC, Deloitte, etc.) have practice areas for different CIS software platforms and need to decide which platform they should propose. They may even look at preparing bids for more than one CIS software platform.

In addition to these factors, if the CIS software selection criteria is part of the SI RFP, every SI will be assessing the fit of the CIS software to the Utility's requirements. Arguably, that fit assessment only needs to be done once, preferably by the CIS software vendor.

Another factor to note is that not every CIS application requires System Integrators. While the larger CIS application vendors (such as Oracle and SAP) typically require an integrator to lead the project, some of the other CIS applications can be implemented directly by the CIS software vendor itself.

Recommendations

Let's review what we've covered so far:

Utilities have several options to choose from when it comes to how to procure for their CIS software and their System Integrator.

At Kaihen, we recommend that, if time permits, a Utility should first choose its CIS software, with an RFP focused on the Utility's specific software requirements, and well-defined software demo scripts.

The Utility will then be in a good position to prepare its CIS SI RFP and focus on that important selection with the vendors that specialize in the chosen software.

Now, let's look at the second assessment factor.

2) Procure for a Discovery Phase only to start, or for the entire implementation?

Once your Utility has decided how it will procure for its CIS software and SI, the next procurement decision is whether to start with just a Discovery phase or commit to the entire implementation. In recent years, this trend has started to change.

“Based on our client experience, historically approximately 80% of Utilities procure for the entire implementation upfront, but that thinking is starting to shift.” – Pat Bright, Director at Kaihen

Clients are starting to procure for Discovery and Implementation separately.

“We chose our SI after first conducting a Discovery phase. By leveraging the Discovery phase outputs and conducting multiple day workshops as part of the SI selection process, we position ourselves with the best opportunity for focused bids with the minimal amount of risk for Change Orders throughout the project.” – Linas Medelis, Acting VP Customer Service at Alectra Utilities

“With such a large-scale implementation we were looking for ways to mitigate implementation risks such as budget overruns and scope expansion. Our approach therefore was to split the project into two phases – mainly a design/architecture phase and a build/implementation phase. Our analogy for the approach is similar to a building construction project – we wanted to ensure we had all requirements correctly architected in the solution and we can make scope changes early on rather than in later phases. Similar to a construction project, it is easier with minimal cost to move a wall on paper than it is during construction. Once we had our Design done we tendered the specifications for the implementation phase to the system integrators.” – Kevin Neild, VP Customer Operations at Enercare Connections

The Discovery Phase is a crucial starting point for the project. The Discovery Phase enables the SI to learn about the ins and outs of the Utility’s business so that they’re better set up to start developing initial strategies and designs for the project.

It’s also important to mention that the objective of a Discovery Phase is to determine if there is a strategic fit for the full implementation, by getting a better understanding of the System Integrator’s values, strategy, capabilities, system expertise, geographic presence and costs, while also taking into consideration the Utility’s scope of work.



There are a few different types of Discovery Phase outputs, which may include:

Business Discovery

- Detailed Functional Requirements based on the requirements presented in the RFP
- Functional Fit-Gap Analysis with the chosen CIS software
- Detailed Functional Design Documents
- Level 2 To-Be Business Process Designs
- High-level Training Strategy
- High-level Change Management Strategy



Technical Discovery

- Detailed Technical Requirements based on the requirements presented in the RFP
- Configuration Strategy
- Data Conversion Strategy
- Testing Strategy
- Environment Strategy
- Interface Plan
- Proof-of-Concept CIS with conceptual design



Implementation Phase Planning

- Implementation Phase Project Plan
- Implementation Phase Cost estimate
- Implementation Phase Resource Plan (for Utility & System Integrator staffing)
- Implementation Phase Risk Register



Dividing a CIS project into two separate phases (Discovery and Implementation) offers the Utility the option to perform a separate procurement for the Implementation SI.

Discovery Phase System Integrator RFP

The purpose of the first SI RFP would be to focus on, and ultimately select, a single Discovery Phase System Integrator. Within their proposal, SIs should be asked to provide an indicative price for the Implementation Phase.

From here, the SI selected for the Discovery Phase should not be prevented from bidding on the Implementation phase, and it's important for the SI to note that, even though selected as the Discovery Phase SI, they may not necessarily be selected as the Implementation SI.

NOTE: Since the Discovery Phase deliverables may be used in the Implementation RFP, the Utility must retain full ownership of any Discovery documentation, in order to release them as part of the Implementation RFP.

The table below is designed to help provide a better understanding of the pros and cons of either approach.

One SI RFP	
Pros	Cons
<ul style="list-style-type: none"> ■ Single SI across all project phases should bring consistency in delivery and control to the project. ■ Time, cost and effort will be saved by avoiding separate procurement processes for Discovery & Implementation. 	<ul style="list-style-type: none"> ■ Higher financial risk by committing to the SI for the entire project scope because the SI will likely need to add more contingency to its initial price (if a fixed price). ■ Committing to a single vendor without thoroughly understanding their capability and cultural fit. ■ Difficulty in changing SIs during the course of the project if needed.

Discovery and Implementation Phase SI RFPs

Pros	Cons
<ul style="list-style-type: none"> ■ Reduces financial risk by not committing to the SI for the entire project scope. ■ Provides opportunity to understand SI's capability through the Discovery Phase engagement. ■ Provides ability to change SI for the subsequent phase if not satisfied. ■ The Discovery Phase deliverables will provide more clarity of the project requirements and scope. A revised project estimate at the end of the Discovery Phase should result in; fewer Change Orders and reduced risk of cost overrun. 	<ul style="list-style-type: none"> ■ If the Utility determines they require a different SI for the following phases, additional time, cost and administrative effort will be required by the Utility to conduct separate procurement processes corresponding to each phase. ■ Some loss of momentum with the project team after Discovery Phase. ■ A new SI for the Implementation phase is highly likely to ask for additional lead time (and budget) for understanding the Discovery artifacts produced by another SI. ■ Different SIs for each phase may lead to a higher number of Change Orders, as the Implementation SI may point fingers at a poor or incomplete Discovery transferred from the Discovery SI.



Recommendations

Kaihen recommends, if time permits, to start by procuring for a Discovery Phase SI, and keeping the following items in mind:

1. Allow the Utility to change SIs or re-assess options after the Discovery Phase is complete;
2. Assess the SI's ability to implement as well, in case the Utility decides to move forward with the SI chosen for the Discovery Phase;
3. Clearly outline the whole procurement approach and timeline in the Discovery Phase RFP, so that it is clear when/how the Utility will assess if it is issuing another RFP for the Implementation Phase; and,
4. Ensure the System Integrator provides separate estimates for Discovery only and for Implementation up front. If the Utility decides to move forward with the SI, the price of the Implementation Phase should only change at the end of Discovery, if there are changes to the original scope, timeline and/or assumptions.

3) When do you decide about going Cloud vs. On-Premise?

Over the last couple of years, as technology has evolved, some CIS applications have been offered through different operating models, such as Software-as-a-Service (SaaS) or Platform-as-a-Service (PaaS). As the Cloud market continues to expand and advance, in the coming years, the market will inevitably grow from its infancy, and Cloud CIS will become commonplace.

So, with this in mind, another big decision is whether or not a Utility wants to stay On-Premise or go with a CIS application vendor's Cloud offering.

Utilities essentially have three choices of when to make their Cloud vs. On-Premise decision:

1. Decide before procuring for the CIS software.
2. Decide during the CIS software procurement process.
3. Decide during the Discovery Phase of the project.

Cloud Decision-Making Options

1. Before The Procurement Process:



Let's say you decide before the CIS software procurement process. In this scenario, your Utility will be able to do their due diligence to vet the various Cloud options, regardless of the application, while also giving you time to look introspectively.

In this scenario, you can also use the time to assess your Utility's own Cloud readiness based on your IT Roadmap, your business and operational Cloud readiness, and the constraints that are unique to your specific jurisdiction.

If the decision is made before procurement, it allows your Utility to focus its evaluation efforts on the CIS software itself and/or SI, and also allows for CIS software vendors and System Integrators to focus their proposals on the chosen operating model.

As always, there are pros and cons to every approach. In this case, knowing that some CIS applications may fit better with the Utility's chosen operating model(s) may result in other applications not being considered altogether.

2. During The Procurement Process:



Making the Cloud decision during the CIS procurement process allows for software vendors to provide multiple bids outlining the advantages and disadvantages of their Cloud vs. On-Premise solutions, including the relative pricing of the options. On top of this, it also allows your Utility to manage all procurement related decisions at the same time, which ultimately saves you time.

It's also important to consider though that choosing software, choosing an SI and making the Cloud decision all during the procurement process may detract from the overall decision-making process. There are more decisions to make at one time.

3. During The Discovery Phase:



If, instead, your Utility elects to make its Cloud decision during the Discovery Phase of the project, it should include a new RFP scope item for the System Integrator, an assessment of whether the chosen CIS software should be SaaS, PaaS or On-Premise. This decision should be made as early in the Discovery Phase as possible, so that the SI can tailor their design work to the chosen operating model. Enercare made their Cloud decision during the Discovery Phase.

Recommendations

Kaihen recommends making your CIS Cloud decision as early in the process as possible so that your Utility can then focus on your other critical CIS decisions and design your solution to the chosen operating model.

4) Do you go Fixed Price or Time & Materials?

The Cloud decision is a relatively new procurement option for Utilities. Conversely, the decision for Utilities to choose between a fixed price or time & materials (T&M) contract with an SI has existed for a long time. Utilities have the choice of requesting a fixed price (meaning that the price, scope and payment schedule is defined in the SI contract before the project begins), or going with a T&M contract, which means that the System Integrator will provide a monthly invoice based on their consultants hours multiplied by their rates.

“Over 80% of the Utilities we have worked with have fixed price contracts with their SI’s, but there are options that fall somewhere in the middle, as well.” – Ralph Gardiner, Advisor at Kaihen

For example, both Enercare Connections and Alectra Utilities decided to go with fixed price contracts and saw the benefits firsthand.

“We chose a fixed price approach which lined up nicely to how the project was divided into two phases. Fixed pricing allowed us to contain the costs and also institute discipline in our own scope changes that were not in the original tender and forced us to do a robust cost/benefit for all additional enhancements.” – Kevin Neild, VP Customer Operations at Enercare Connections

“We leverage Fixed Price contracting for two reasons; to set the SI up for success and to ensure cost certainty for Alectra. By the time we conclude contracting with the SI we make sure we’ve engaged meaningfully to drive out as much information as possible to enable them to make an accurate and fair bid. It is important both parties succeed together.” Linas Medelis, Acting VP Customer Service at Alectra Utilities

A hybrid option could look like a fixed price for the Discovery Phase and then later switching to T&M for the implementation, or going with a T&M contract, but with an identified cap or upper limit.

Here is a summary of the advantages for fixed price and T&M SI contracts:

Advantages of Fixed Price SI Contract	Advantages of Time & Material SI Contract
<ul style="list-style-type: none"> ■ Price certainty, reduced danger of a cost runaway. ■ Instills more urgency to meet deadlines. ■ More incentive on the SI to resource the project with higher skilled people. ■ Results in better scope definition upfront and management throughout the project. 	<ul style="list-style-type: none"> ■ Client has more control over/flexibility with resourcing. ■ Less contract confrontations, more of a partnership. ■ Will cost less if the project comes in exactly as estimated (i.e. no risk uplift). ■ The quality of the end product tends to be higher, albeit likely over a longer duration. ■ Less upfront work to define detailed scope, and less work managing contract.

Recommendations

Going with a fixed price SI contract will give you the most price certainty, which is a big reason why Kaihen recommends entering into a Fixed Price Contract with the SI, that you very clearly articulate what is in and out of scope, along with having a clear, defined process to identify, manage and approve change orders. We also advise to use milestone payments with tangible deliverables for all contract types.

5) What's the right division of project responsibilities between the Utility, SI and the other partners?

In this section, our aim is to provide some clarity around how the project responsibilities should be divided, and how settling clear, definitive guidelines between the action items of the Utility and those of the SI and/or other vendors supporting the project during the SI RFP preparation stage can help streamline the whole process.

Kevin Neild at Enercare's point-of-view is: "I like to go with the 'single entity accountability' approach, therefore we ensured our RACI had clear accountabilities with minimal to no overlap of accountabilities."

As a starting point, if your Utility chooses to identify a section of the project's scope that is more important for your Utility to take on, then your Utility can staff those roles on the project either internally, or with third party specialists. By doing so, it allows for the SI to focus on their strengths and lessens your Utility's reliance on the System Integrator for all aspects of the project. The scope items that your Utility may decide to lead could be:

- Organizational Change Management,
- Business Process Design,
- End User Training and/or;
- User Acceptance Testing.

If your Utility is implementing more than one technology product, you must also decide whether the SI should be responsible for all product providers or if the Utility wants to have direct implementation contracts with those vendors. The Region of Durham's approach was to use the main SI for all product providers, plus a third-party to support their project responsibilities.

Keep in mind, however, that if you limit the scope too much the chosen SI may not have the appropriate authority over your Utility's resources to ensure success of the whole project, and as a result, may lead to project change requests if your Utility does not complete its scope successfully and on time.

Another option is to include all project scope items in the RFP and allow SIs to only respond to the portions of the RFP that they feel comfortable leading.

By stipulating that each proposal addresses the entire scope means the System Integrators should have the opportunity to partner with other firms to deliver the project. With this approach, it may be difficult to assess how the chosen SIs will work together, but it does provide the benefit of enabling SIs to focus on their core competencies, with one of them being the lead or prime.

In this case, if the partners have a past working relationship between each other, it would have its own benefits, as your Utility would gain confidence knowing that there's compatibility between them and their ability to effectively work together. You may also want to reserve the right to ask the prime System Integrator to substitute one of their partners, if your Utility deems necessary.

Recommendations

Kaihen recommends that Utilities realistically identify what responsibilities it can lead on its own (or with the help of a third party) before identifying the SI RFP scope. In addition, Utilities should allow SIs to partner in their RFP responses to bring the most qualified team possible to the project. We also suggest that Utilities define a governance structure that enables and promotes all members of the team to work together to achieve a common goal.

CIS Procurement Options: Key Takeaways

As a Utility who is considering going down the Customer Information System (CIS) implementation path, you have several procurement options to consider. Each Utility has their own unique factors to consider when structuring their CIS procurement route. Kaihen has put together a quick summary of recommended guidelines to follow, as appropriate for your situation:

1 If time permits, a Utility should first choose its CIS software, with an RFP focused on the Utility's specific software requirements. This will put the Utility in a good position to prepare its CIS SI RFP for the vendors that specialize in that chosen software.

2 Again, if time permits, a Utility should start by procuring for a Discovery Phase SI first, with the option to procure for an Implementation Phase SI if necessary;

3 Make your CIS Cloud decision as early in the process as possible to allow your Utility to focus on other critical CIS decisions and design your solution to the chosen operating model.

4 Use a fixed price SI contract, because it offers the most price certainty; and

5 Realistically identify what responsibilities your Utility can lead on its own (or with the help of a third party) before identifying the SI RFP scope. In addition, when it comes to preparing RFP responses, Utilities should also allow SIs to partner, in order to bring together the most qualified team possible to the project. We also suggest that Utilities define a governance structure that enables and promotes all members of the team to work together to achieve a common goal.

Unique CIS Procurement Factors

Every Utility is different, including yours. This means each Utility has their own unique factors to consider during the process of replacing an existing CIS.

Take, for example, the procurement policies specific to your Utility, or the filing and approval processes set out by your local Regulator.

1. Utility Size:

Larger Utilities may have more internal capacity for resources, and therefore a wider breadth of capabilities that allow them to take on more project responsibilities themselves than a smaller Utility could.

2. Starting Point:

Each Utility's starting point in this journey - the type of system they're working with - is different as well. Some companies may be currently working with a custom-built, internally maintained, 25+ year-old legacy CIS; while others may have implemented a new CIS just 4-5 years ago and are looking to upgrade their software. Whatever the case may be, the size and cost of those projects, and the impacts on the internal IT and business will be profoundly different.

3. Timelines:

Timelines play a big role in the process, and many factors can influence the timelines in which a Utility works within. Things such as software vendor or Regulated requirements can define or shape the time frame for a Utilities CIS procurement and implementation process.

4. Your Lessons Learned:

Other large IT initiatives in the past can also heavily influence the planning process for another large IT initiative, like replacing a CIS or upgrading software. Lessons learned from your previous integrations can help you factor this information into your project scope.

The bottom line is that Utilities need to take into account their own unique factors when deciding on their CIS procurement path.



About Kaihen

Kaihen helps electric, gas and water utilities prepare for the kinds of fundamental business changes that improve operations and customer service.

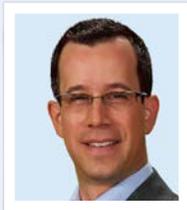
Our name is a word meaning change, or innovation, or transformation. It embodies everything we do for our clients.

Our core competency is business readiness—ensuring that our clients’ people, processes and systems are well-prepared to adopt the change we help to implement. And we do so by managing projects, designing and improving business processes, training users, solution testing, and implementing powerful change management initiatives.

As a proudly Canadian consulting firm, our service offerings revolve around five key business functions of our clients’ businesses: Customer Operations, Smart Metering, Outage Management, Utility Data & Analytics, and Asset & Work Management.

Authors

JONATHAN MINSKY, President, Kaihen



Co-founder and President at Kaihen, Jonathan has approximately 25 years of experience in the Energy and Utilities Industry and has

been extensively involved with clients regarding their CIS initiatives, Smart Metering, Meter Data Management and Time-of-Use readiness activities, including project management, business process design, testing, training, customer communications and cutover. Jonathan has an in-depth understanding of the Canadian electricity market and CIS marketplace and deep Utility customer operations and meter-to-cash experience. He has strong expertise in change and project management and possesses a unique ability to work closely with all types of business stakeholders.

RALPH GARDINER, Advisor, Kaihen



Ralph has over 40 years of consulting experience and 25+ years dedicated to the Utilities sector. He has gained a strong knowledge

of the Utilities marketplace and possesses a deep understanding of the Canadian CIS landscape, including the capabilities of the leading CIS product vendors, System Integrators and Outsourcing Providers in the market. With his strong Project Management background, Ralph has overseen and provided Advisory services to the delivery of numerous system implementation projects.

Prior to joining Kaihen, Ralph was the Partner in charge of the Canadian Energy & Utilities practice at IBM and prior to that at PwC. He provided consulting services to Utility clients in all functional areas with particular attention on CIS, Enterprise Asset Management and Smart Metering.

PATRICK BRIGHT, Director Western Canada, Kaihen



Pat is responsible for business development and delivery for Kaihen in Western Canada. A proven leader with 30 years

experience in business and IT roles, including 25 years in the Energy industry and 4 years with a major consulting firm. Significant experience and success in senior leadership roles and building, motivating, and leading teams to success. Strong experience and a very successful track record in project management and human change management. Pat uses a wide base of knowledge and experience to understand the needs of business partners and deliver the solutions and value they require.

For Information Contact:
Pat Leahey, Director of Business Development

+1-416-710-4551
pleahey@kaihen.ca

