

Embedding Project Management as an Organisational Practice at Certa



Establishing a robust PMO with strategic alignment for improved execution of IT transformation projects, consolidation of operational initiatives, resource efficiencies and enhanced visibility.

Certa has a proud legacy in the energy sector, servicing Commercial, Industrial, Residential and Mobility sectors with fuel, lubricants, and renewable energy for over 40 years.

Certa employ almost 400 colleagues across 25 locations in Ireland and is part of DCC plc

CLIENT CHALLENGE: Managing Transformation Amid Rapid Growth

Certa, one of Ireland's largest energy companies, was undergoing significant transformation, merging several successful energy brands into a unified identity while diversifying their product offerings. This growth brought an influx of strategic projects and operational initiatives, putting pressure on the organisation's ability to manage them effectively. The company faced challenges such as lack of visibility into resource capacity, inconsistent project execution processes, and limited project management skills. These issues led to misaligned priorities, ineffective planning, and reduced control over projects critical to Certa's ongoing transformation and success.

CLIENT NEED: Leading Expertise in Complex Project Management Integration

Saros Consulting was chosen for our expertise in embedding project management practices within complex organisations. We understood that to manage Certa's rapid growth and evolving strategic objectives, they needed a structured project management framework tailored to their unique organisational characteristics. Our proven ability to develop project management capabilities from the ground up, combined with a track record of aligning projects with corporate strategy, positioned us as the ideal partner for this transformation.

SAROS CONSULTING APPROACH: Tailored Project Management Solutions for Organisational Alignment

Saros Consulting adopted a comprehensive approach to embed project management within Certa. We began by assessing the maturity of their existing practices and worked collaboratively with the leadership team to design a fit-for-purpose project management framework. This framework provided a structured approach to project prioritisation, planning, and execution. Throughout the engagement, we focused on building project management skills across the organisation, ensuring sustainability and continuous improvement.

Saros Consulting Delivery

Following a thorough maturity assessment, Saros Consulting established a Project Management Office (PMO) within Certa to oversee processes and tools, ensuring consistency across all projects. Additionally, we introduced a project governance structure, enabling the leadership team to make informed decisions and maintain visibility into the project portfolio.

Project Management Framework: Created a tailored framework to guide project decisions, enabling consistent prioritisation, planning, and execution.

Project Management Office (PMO): Established a PMO to manage project processes, tools, and templates, providing ongoing support to governance structures.

Project Governance Structure: Introduced governance to ensure clear project visibility, decision-making, and regular reviews.

Project Prioritisation: Aligned and prioritised projects to strategic objectives, ensuring focus on initiatives that advanced Certa's transformation.

Project Management Tool: Implemented a tracking and reporting tool to monitor project progress and improve decision-making.

Skills Development: Introduced initiatives to enhance project management competence across the business.

THE OUTCOME:

Greater Visibility, Improved Execution, and Strategic Alignment for Successful Delivery of Post-Merger Integration Projects

The project led to a significant improvement in Certa's project management capabilities. By implementing a structured framework and governance model, Certa gained enhanced visibility into their project portfolio, allowing for better capacity and demand planning. The establishment of a PMO ensured consistent project execution, while the introduction of a project management tool improved tracking and reporting across all initiatives. As a result, the company successfully delivered several key post-merger integration projects, and project management knowledge increased across the organisation, leading to more effective planning and execution.

Saros Consulting Capabilities

- **Project Management & PMO Expertise:** Expertise in developing tailored frameworks and establishing PMOs for structured project execution.
- **Governance Expertise:** Expertise in implementing governance models that provide visibility, control, and informed decision-making.
- **Guidance in Project Management Tools:** Expertise in implementing tools for improved project tracking and reporting with impartial and vendor-agnostic approach to ensure client-fit.
- **Skills & Training Capabilities:** Experience in delivering tailored initiatives to build project management expertise across organisations.

This project highlights Saros Consulting's ability to embed project management practices that align with an organisation's strategic objectives, enabling effective execution and long-term success.

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