CASE STUDIES

Proven delivery from assessment to adoption.

DeannaMichel Inc. (DMI) delivers complex technology initiatives for enterprise and government. These engagements show how we govern programs, hold partners accountable and prepare organizations for change.

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Client names are withheld. References are available on request.

Ready to discuss your initiative?

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CASE STUDY 01 · MUNICIPAL UTILITY

Municipal Water Utility Customer Portal

Taking over governance of a customer self-service portal, bringing it to launch, and setting up a steady release rhythm afterward.

The Challenge

The utility's new customer portal was being built by a systems integrator, with third-party vendors handling notifications and payments. Ownership of development and test environments was disputed, and open cybersecurity findings had to be resolved before a go-live decision.

Our Approach

- **Clear accountability:** resolved the environment dispute with a governance matrix: the integrator owns development and QA; the utility owns user acceptance testing and production.
- **Release management:** set up a defined workflow from backlog through business review, development, QA, UAT and production sign-off.
- **Security before launch:** tracked penetration-test remediation to closure with a checklist tied to the Go/No-Go decision.
- **Structured launch decision:** ran a formal readiness review that fed steering committee Go/No-Go decisions.
- **Financial oversight:** forecast spend across the engagement's purchase orders.

At a Glance

CLIENT
Municipal water utility

ENGAGEMENT
Customer self-service portal

OUR ROLE
Full project governance and recovery across all workstreams

Go-live
Delivered

Hypercare
Completed

SERVICE LINES

- Program & Portfolio Management
- Organizational Change Management
- Digital Transformation & Customer Experience

Results

- The portal went live and completed hypercare.
- Post-launch enhancements are planned in a date-fixed release, with fast-follow releases behind it.
- Vendor-specific work was split into its own release so it finishes before vendor resources roll off.
- Standard story-point sizing and design documents for large items make future releases more predictable.

CASE STUDY 02 · MUNICIPAL GOVERNMENT

Municipal Workday ERP Implementation

Leading a $31M HR and Finance transformation for a major U.S. municipality, from planning through both go-lives.

The Challenge

The city was replacing its legacy HR and financial systems with Workday. The work spanned several years and many departments, and it ran alongside the city's systems integrator. Leaders needed one accountable delivery lead on the city's side to keep the program on course through two separate go-lives.

Our Approach

- **Program governance:** set up the governance structure and steering cadence that gave city leadership a clear view of status, risks and decisions.
- **Integrator coordination:** worked side by side with the systems integrator to align delivery with city requirements, quality standards and timelines.
- **Change management:** engaged stakeholders across city departments and supported adoption through communications and training.
- **Risk management:** identified and escalated risks early so they were resolved before they affected the schedule.
- **Phased delivery:** led an HR go-live first, then Financials, carrying lessons from the first release into the second.

At a Glance

CLIENT
Major U.S. municipality

ENGAGEMENT
Workday HR (HCM) and Financials

OUR ROLE
Engagement & Delivery Lead through all phases

$31M
Program value

2
Go-lives delivered

SERVICE LINES

- ERP Modernization
- Program & Portfolio Management
- Organizational Change Management

Results

- Workday HR went live first.
- Workday Financials followed, completing the program.
- More than three years of continuous delivery, from planning through the final go-live.

CASE STUDY 03 · HEALTHCARE

Healthcare System Implementation

Leading a system implementation, process redesign and PMO for a national healthcare services organization that serves community health centers.

The Challenge

The organization helps community health centers plan for growth, access capital and strengthen their operations. It needed to implement a new system and update the processes around it, with clear project leadership from start to finish.

Our Approach

- **PMO:** set up and ran the project management office: planning, scheduling, status reporting, and risk and issue management.
- **System implementation:** led the implementation through go-live.
- **Process redesign:** reworked the affected processes so staff could adopt the new system.
- **Stakeholder coordination:** kept leadership and staff aligned across the organization and its affiliate.

At a Glance

CLIENT
National healthcare services organization serving community health centers

ENGAGEMENT
System implementation, process redesign and PMO

OUR ROLE
Prime contractor

SERVICE LINES

- Program & Portfolio Management
- Organizational Change Management
- AI Strategy & Governance

Results

- Delivered the system implementation, process redesign and PMO as prime contractor.
- Gave staff updated processes built around the new system.

CASE STUDY 04 · ENVIRONMENTAL SERVICES

Customer Service Digitization

Standing up the PMO for a $250M customer service digitization program at a national environmental services company.

The Challenge

The company described this program as one of the largest, fastest and most transformative in its history. It launched mid-year, during COVID, and had to reach customers quickly. Internal teams and two global consulting firms needed one delivery rhythm from the start.

Our Approach

- **PMO stand-up:** built and ran the program management office that coordinated every workstream.
- **Partner coordination:** aligned two global consulting firms with the company's internal teams.
- **Rapid ramp-up:** supported an accelerated launch and growth to an extended team of nearly 500 people.

At a Glance

CLIENT
National environmental services company

ENGAGEMENT
Custom enterprise cloud solution for customer service

OUR ROLE
Program Manager; stood up and ran the PMO across workstreams

$250M
Program value

~500
Extended team

SERVICE LINES

Program & Portfolio Management

Digital Transformation & Customer Experience

Results

- Accelerated the program's mid-year launch.
- Delivered automated route insertion and sequencing, which required standardizing setup across operating areas.
- Enabled fast delivery of online service changes for customers.
- Launched a customer alerts center tied to smart-truck technology for real-time updates, and laid the groundwork for the next phase.

CASE STUDY 05 · ENERGY

Margin Optimization & Hydrocarbon Accounting

Delivering margin optimization and hydrocarbon accounting applications for a global integrated energy company's chemicals and products business.

The Challenge

The business needed margin optimization and hydrocarbon and energy accounting applications delivered within the company's standards and controls framework, with clear business value and a clean handoff to day-to-day operations.

Our Approach

- **Structured delivery:** managed software development projects through the company's Project Delivery Framework.
- **Proof of concept:** validated solutions through proofs of concept before full delivery.
- **Vendor evaluation:** ran software vendor RFI and RFP evaluations.
- **Business value:** kept deliverables tied to agreed time, cost, quality, risk and benefit targets.

At a Glance

CLIENT
Global integrated energy company, Chemicals & Products

ENGAGEMENT
Margin optimization and hydrocarbon and energy accounting applications

OUR ROLE
IT Project Manager

SERVICE LINES

Program & Portfolio Management

Results

- Delivered applications through the company's Project Delivery Framework.
- Transitioned deliverables to support and business-as-usual operations.
- Completed proof-of-concept and vendor evaluations to inform technology decisions.