



CASE STUDY

Sapere has a 15-year relationship working with a large public utility in the United States, consulting on projects across a number of the utility's departments. The utility produces and delivers services through a number of large projects across the region. Ultimately, it pursues projects that allow it to serve its customers in an environmentally responsible way while increasing economic value, financial stability and operational safety and security for its ratepayers.

One reason the relationship has lasted so long? "Whether they have a contract with us or not, they will take the time whenever they're in the area to pick up the phone and call us about getting together for a face-to-face," a senior manager explained. "They're always fostering that relationship."

When asked whether he would recommend Sapere to other companies, he replied, "Absolutely." According to him, Sapere is one of the easiest companies to work with when it comes to getting a contract signed and implemented, allowing them to start work as quickly as possible. And, he added, whenever they embark on a project together, "We end up thinking about things differently, and we end up with a better solution as a result."

Sapere's relationship with the utility began helping them design a solution to a complex, multi-faceted regulatory problem related to balancing natural resources with the ability to continue to generate power. Sapere immediately made its mission not just to figure out how best address the technical issues themselves, but to better understand the utility company itself and the way it did business. Throughout the process, Sapere helped its client see more than just the problem at hand, but focus on the bigger picture. Asking

questions like "What are you really trying to accomplish here?" and, "Do you want us to just help you fix this problem, or do you want us to explore the root cause of the problem and help you understand how you can better perform these tasks?" Sapere helped the utility change their mode of thinking to search for a more comprehensive solution.

Armed with the answers to these queries, Sapere produced a model of the factors that would impact the decisions the utility needed to make, expanding its clients view to think about more than just the natural resource, but about the complete operation of the dam. Considering everything from how they spilled and passed water through to how they managed their natural resources, the utility came up with a solution that ultimately allowed them to better manage their water while limiting their disturbance of the resource. While working with Sapere, the utility company was impressed with the consultants' ability to help them look at the problem from a new angle. "They were a key player in helping us think about the big picture," the project lead said.

