



# Centre for Strategic Relationships



## The complexities of multi-stakeholder projects

Capital acquisitions, infrastructure projects, business transformations and new business partnerships are all examples of complex multi-stakeholder undertakings or projects that require significant collaboration, cooperation and teamwork between all parties, including between the public and private sector.

By opting into a partnership, a complex project can benefit from many synergies throughout its life-cycle. However, while partnerships can lead to great results, they can also be stubborn, multifarious and require constant attention. External factors such as advancements in technology, corporate or public strategy shifts, social pressures, and simply an evolving project team often lead to a dynamic landscape. Operating in this type of environment is challenging and can lead to unmet expectations which may have long term consequences on a partnership, project and stakeholders if not managed properly.

## What is the root of the challenge?

In most cases, contracts governing the relationship between stakeholders are rigid and managed as static deals and cannot adapt to meet the evolving needs of the project or undertaking they are intended to serve. The lack of flexibility often results in frustration, missed deadlines, cost overruns and missed opportunities.

## The KPMG solution:

KPMG and Strategic Relationships Solutions (SRS) Inc. have partnered to create the **Centre for Strategic Relationships**. This Centre is dedicated to providing training, advisory services, and thought leadership for relationship management, relational contracting, and collaborative working.

The Centre for Strategic Relationships uses The Relational Business Model™, which incorporates **relational contracting**, **relationship management** and **collaborative working** into a cohesive operational framework to achieve optimum “relationship” performance.

Stakeholder relationship is a key element of contract performance and of the successful delivery of any project. By adopting adaptive business partnerships, managers of complex projects can change and respond to the evolving environment and therefore reduce risks while achieving success for all parties involved.



### Relational Contracting

An industry engagement, partner selection and a contractual framework to ensure alignment with overarching program objectives. Relational Contracting recognizes that an entire agreement is not fully complete at the onset, as it will be influenced and affected by the relation of the parties over time. Therefore, flexibility is required to evolve and adapt the business arrangement to align with the interests and priorities of all stakeholders on an ongoing basis.



### Relationship Management

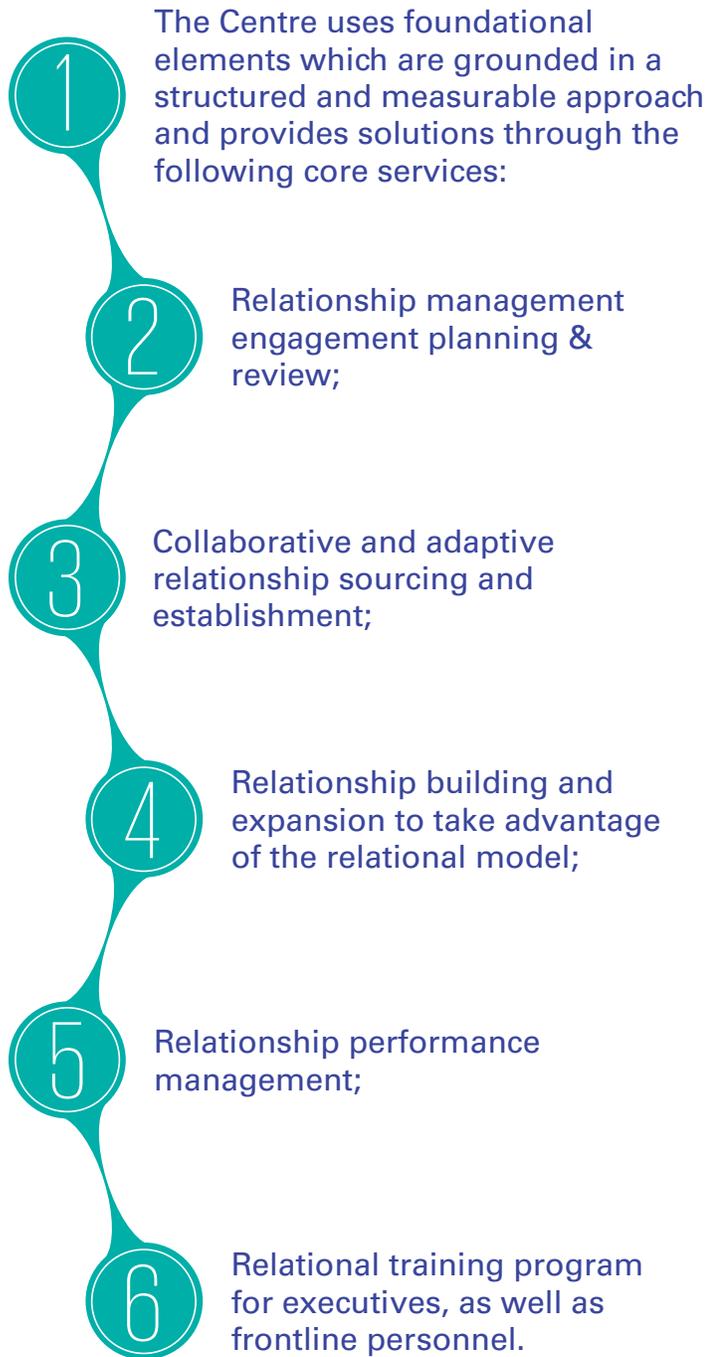
Managing stakeholder engagement and communications by expanding communication from one-to-one conversations to a system of coordinated interactions encompassing decisions making, delivery management and oversight processes.



### Collaborative Working

Having the systems, disciplines, and competencies needed to facilitate collaboration and working in teams, over time.

# The Centre for Strategic Relationships



This one-of-a-kind model has helped many partnerships and projects achieve success:

- Supporting the Canadian Government’s successful delivery of a multi-billion-dollar life extension program to upgrade the **CP-140 Aurora Patrol Aircraft** fleet and increase surveillance capabilities.
- Improving contract performance for the **Ontario Ministry of Transportation**, enabling the ministry to source and operationalize a series of relationships totaling more than \$1B in contract value.
- **Bringing TransAlta and Digital-HP** together to provide IT infrastructure and business process management services in support of TransAlta’s power generation and distribution capacity in Alberta, Canada as well as in its New Zealand operations.

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