

## What if you could...

...optimise newly set-up teams to rationalise and harmonise working practices, improve resource utilisation, and reduce overall operating costs?

## With Proudfoot, you can.

A major actor in French water sector, with a turbulent M&A past, was struggling to improve operational efficiency in network maintenance and renewal operations. The business was characterised by different operational practices across the organisation and a lack of effective management control.

Proudfoot was brought in to instil rigour and consistency to ways of working, to maximise the potential of newly set-up regional operational performance centres and to support the delivery of an agreed 3 year cost base reduction.

**The company's revised standards and identified best practices were implemented across all regions along with a robust management operating system:**

- **Delivering consistent ways of working**
- **Driving a performance culture**
- **Securing the sustainability of performance improvement**
- **Underpinning operational performance targets and potential for 2018-2020**

"We now have a common language across the business, and common ways of doing things."



# Proudfoot PROOF POINTS

Utilities

### A TRANSFORMATIONAL APPROACH

- 1 Review standard times and frequencies** to rationalise and harmonise the content, time and frequency of tasks, and promote good practice across functions and regions
- 2 Harmonise and optimise planning and scheduling methods and controls** to ensure the optimisation of resource utilisation
- 3 Instil a performance management culture** with a robust, tiered MOS\* to facilitate ownership of key indicators and performance management, supported by active supervisory behaviours
- 4 Develop active management and supervisory skills**, helping supervisors supervise, managers manage and leaders lead
- 5 Strengthen support services** to better serve operations by leaning out and planning the digitisation processes in preparation for an ERP implementation
- 6 Develop an internal team of performance and continuous improvement experts** to secure sustainable performance improvement

\*Management Operating System

### REMARKABLE RESULTS

Proudfoot helped the client accelerate the leaning out of their operations, and boost their operational performance to deliver benefits in excess of those required to secure the company's next development phase.

**30+**

Individual initiatives managed through the PMO

**€10m+**

Staff cost reduction delivered within the lifetime of the projects

**€4m**

Additional benefits identified and being delivered

"Through the programme we have identified and implemented further opportunities, both in France and abroad, around capital optimisation, logistics rationalisation and digitalisation and further optimisation of operational responsiveness for service continuity."

# Proudfoot