

Sustainability with Energy

Successful process management by a utility service provider

Company Profile

Energie Wasser Bern (ewb) is an energy provider in the opening markets of the city of Bern. As an autonomous public company, ewb is bound to the targets defined by the city of Bern. In addition to electricity, water, natural gas and district heating supplies, ewb also provides services and products in the telecommunication and recycling service sectors. ewb is the point of reference for any questions related to energy for approximately 80,000 customers.

Initial Position

Based on the company's strategy for 2009 - 2020, a sustainable management system has been initiated, based on three pillars of sustainability: economics, ecology and the social environment.

The process landscape and process control models provided the framework for this management system. In order to tackle the main issues, an ISO-9001 (Quality management) and an ISO-14001 (Environmental management) certificates were set as targets, while the project 'PROewb' was initiated.

« We inspire clients – sustainable & networked. »

(Vision of Energie Wasser Bern)



Facts and figures:

Company name

Energie Wasser Bern

Headquarters

Bern, Switzerland

Employees

620

Industry

Energy Service Provider

Website

www.ewb.ch

The Challenge

Within 20 months a certified management system had to be created to meet the objectives set for process optimisation, implementation of a continuous improvement process and for a reduction of the environmental effects.

Topics such as the structuring of the process landscape, the illustration of detailed procedures and the use of process hierarchies were discussed at the start of the project. Hence PROewb could finally be started. Based on the discussions, two iterations of process workshops (modelling and optimisation) were realised.

In the next phase, the defined processes were implemented in appropriate organisational units. In the final phase, at the end of the second quarter of 2011, internal audits followed by the realisation of possible business optimisation measures were implemented before the actual certification audits..

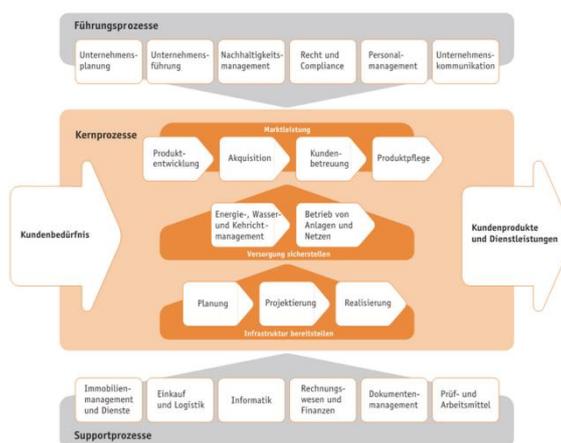
Results

During the PROewb project, a management system was created which was divided into the classic process categories of management, core and support processes. The value chain was characterised by processes, market performance and the securing of supply and infrastructure. The value chain was also clearly defined using detailed processes.

Using a mixture of centralised and decentralised procedures, the possibly wide range of utilisation was realised and all process models were created. This approach also guaranteed well detailed and high quality documentation. Using this method, detailed sequences were collected by business departments. The highest level of the process hierarchy, 'pool elements', e.g., roles, responsibilities and IT-systems, as well as quality assurance and the lifecycle management of models, were centrally administered and defined.

Optimised Process Operation

Along with the business driven implementation of the processes the task was to identify the recurring operating expenses and to reduce them as much as possible. The cycles for the updating of the process documentation as well as the back-up of the ADONIS model repository were automated and parts of the process based reporting system were improved.



Conclusion

The definition and maintenance of a consistent project approach, the use of an established process management tool as well as the adaptation of BOC service modules to ewb-specifications, are some of the beneficial results of the successful completion of the PROewb project. The ISO-9001 and ISO-14001 certification are evidence of the good work of the project and the successful cooperation between business, methodology and tool support.

All in all, the key success factors can be summarised as follows:

- Simple set-up of the process management system.
- Decentralised analysis of detailed processes.
- Central administration of roles and IT-systems.
- Process modelling according to corporate standards and corporate identity.
- Automation of publishing and back-up procedures.

ewb Bern

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Imprint: publisher and manufacturer: BOC Products & Services AG, place of publishing and manufacturing: Vienna, Austria; <https://www.boc-group.com/imprint>

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