

A LEAN Programme to help create a leading European gas network

Company: GRTgaz

Country: France

Sector: Utilities

Function: Transmission

Business Challenges:

Become a leading European gas network

Consulting Services:

Performance Improvement, Change Management

Capabilities: Asset

Management, Integrated Supply Chain, Process Excellence (maintenance, sourcing)

Client Quote: *"It gives me a lot of energy! We feel the whole organisation is moving forward."* Philippe Boucly, CEO

"It is remarkable that it has been done much quicker than with our traditional GRTgaz working methods. This is Perf Op strength!" Jean-François Lechat, COO

Situation

GRTgaz is organised into multiple zones and agencies across France, each working independently and with diverging standards. If the company was to successfully transform itself into a leading European gas network, it would have to improve its operational management competencies, reinforce the network and workers safety and achieve significant savings - all in a specific social context. Celerant Consulting is highly experienced in both the Utilities sector and Change Management programmes, so it was appointed to help launch a major LEAN programme focused on asset management, an integrated supply chain, process excellence and real behavioural change.

Approach & Delivery

Working closely with the client team, Celerant Consulting's experts quickly developed and deployed a robust improvement programme:

- **Button 1:** Celerant's experts undertook a comprehensive analysis of the main workstreams across the organisation such as Purchasing, and Energy Management and put a particular focus on Maintenance - which represents 50% of the business case and thousands of employees across France. This led to a validation of the business case for significant change and the enthusiastic on-boarding of top management.
- **Button 2:** Each region was put in charge of a specific workstream so that it could develop and test the proposed improvements. Regular

benchmark sessions were also organised with all regions to identify gaps and create a culture of Continuous Improvement.

- **Button 3:** Solutions should not be imposed, so auto-diagnosis was completed for each workstream in each region, allowing GRTgaz to capture best practice, focus on weak points and on-board all the key players in the organisation.

Results

- Improved Operational performance has increased productivity through an injection of new added value activities for maintenance teams, supply chain optimisation, improved Purchase performance through a re-negotiation of the contracts framework and better 'Quality of Service'.
- Improved maintenance organisation has boosted load-capacity.
- Significant qualitative gains have also been achieved by installing a culture of measurement and performance, enhancing cooperation between business units and professionalising the managerial line.

Client satisfaction

The whole management was involved in the project which demonstrates its strong mobilisation capacity. A "Perf Op way" is emerging, avoiding classical silo effects. It accelerates actions and makes collaboration between regions and national functions possible.