

Entrepreneurial performance of public administrations

Towards which criteria are service portfolios and processes to be oriented?
How customers and stakeholders can influence them.



In recent years, a number of different projects have brought about the reorganisation of the Civil Engineering and Disposal Department of the City of Zurich. The sector of value maintenance was also affected. Both the services portfolio and the processes themselves demonstrated contradictions and duplications of effort. The objective was to eliminate them.

The Client

- Zurich City Civil Engineering Department, Value Maintenance Division
- Value maintenance of infrastructures valued at approx. CHF 3.5 billion. (740 km of roads, 1'400 construction objects such as bridges, public stairways etc.).
- Infrastructure: 4 municipal workshops and 5 storage areas; around 100 employees.

The Objective

- Sustainable improvement of process efficiencies.
- Ensure a high and consistent quality of services.
- Define and implement process support aids.

The Solution

- New orientation of services towards customer and stakeholder needs.
- Adapt the essential processes to the new customer groups.
- Spin off the sector "Facilities" (vehicle and equipment maintenance) and integrate it into the department "Disposal & Recycling Zurich"
- More flexible and better employee assignment planning.
- More flexible and efficient assignment of vehicles and equipment, with partial pooling.
- Establish defined services and costs for vehicle and equipment maintenance through service level agreements (SLA).
- Liquidate the central inventory of certain article groups and decentralised storage of the same at the municipal workshops. Centralisation of procurement and inventory management.
- IT adaptations/extensions for capacity planning, fleet management, procurement and inventory management to support essential processes.

The Client Benefit

- Reduced friction in collaboration with other departments.
- Sustainable improvement of process efficiencies through elimination of movement times, better scheduling of resources (employees, vehicles, finances) and increased productivity.
- Direct and rapid impact on costs through SLA.
- Reduction of inventory footprint by 25% internally and 66% externally.

Case_ZurichCity_CivilEngineeringDep_eng.pdf

Zürich Düsseldorf Warwick

Inova Management Ltd
Innovation Centre
Warwick Technology Park
Gallows Hill
Warwick CV34 6UW
United Kingdom

Tel.: +44 (0) 1926 623 410
Fax: +44 (0) 1926 623 411
Web: www.inova-group.com
E-Mail: info@inova-uk.com
Company Reg. No. 4300699
VAT No. 790 9184 91