

Prepared for the future

Massively extended freedom of action and alliance capability thanks to autonomy.



The liberalisation of the Swiss energy markets presents public energy providers with new strategic and business challenges. New orientation and flexibility are called for in order to face a limited capacity to act and sluggish decision making processes in the political environment.

The Client

- ewl energy water lucerne, Switzerland
- City energy supply provider; end-of-line distributor in Switzerland
- Turnover: approx. CHF 150 million
- Number of employees: approx. 240

The Objective

- Legal autonomy of the Lucerne Municipal Works with the objective of attaining a greater degree of freedom to act in business matters
- Identify cooperation potentials to increase efficiency and achieve synergies

The Solution

- Develop a corporate strategy focusing on cooperation agreements in the final distribution market
- Develop a suitable business model and derive the requirements for the business processes
- Redesign the core business processes
- Design the holding company structure and those of the corresponding subsidiaries, while observing the strict unbundling regulations
- Define the financial and value added flows
- Provide support in setting up the marketing and sales competencies

The Client Benefit

- Autonomy was approved by the parliament and voters of the City of Lucerne.
- The business has been established as a legally independent Holding company.
- Ability to form alliances is strengthened.
- Sales and marketing are established as core competencies.
- The prerequisites for sustainable success in an opening energy market have been created.