

Transforming the business to deliver energy plants and build other projects in parallel

Company Name: n/a

Location: France

Sector: Energy

Function: General Management

Business Challenges: Align the organisation to new strategic objectives

Consulting Services: Strategic Operations, Change Management

Capabilities: Organisational Effectiveness, Programme Management Office

Client Quote:

"You can be proud of the amazing job that has been done. First, you achieved the results assigned. Second, Celerant people found the right position within the organisation and provided the right level of support to our teams. Your Change expertise was key."
Client's top management.

Situation

This client is a global leader in the energy industry, with a unique, integrated offering that covers every stage of the fuel cycle, reactor design, construction and related services. It has over thousands employees in more than 100 countries, with a consolidated turnover of billions euros. To maintain its position, it wanted to implement a major Plants Transformation Programme - and create a new R&S Business Group.

Approach & Delivery

Celerant was brought in to help implement the Programme Management Office for the Plants Transformation Programme and to help design the organisational structure for the new R&S Business Group. The objective was to ensure that the client could deliver several energy plants building projects in parallel. Celerant designed a customised Change Programme to prioritise and pilot the 12 transformation initiatives that would cover the Plants sector till 5 years. The team also supported the Change Management Officer to set up the Programme Management Office (PMO), motivate the transformation network of key project and business leaders and help provide an operational focus on key initiatives to accelerate results. The creation of the new R&S Business Group required a smooth transition between 2 different organisations that employed thousands people in 3 countries.

During the transition phase, the Celerant team managed the PMO and key activities such as organisational design and position allocation..

Results

Plants Transformation Programme: a clear Plants sector vision, with an understanding of how each initiative contributed to overall success, was defined.

A simplified programme structure was created around the 12 initiatives and 5 key axes and common governance rules and management tools were established.

A MCRS® programme for better control, visibility and communication and an industrialised PMO that's a real decision making tool for the Executive were both implemented.

R&S Business Group: a smooth, monitored transition has now taken place, with Business Unit Managers supportive of the new ways of working and excellent interface management and consistency at Business Group level.

Client Satisfaction

Celerant was a key partner in helping the company manage its transformation programme and implement its new organisation.

The Celerant Change Management approach has been recognised in both the Plants sector and at Group level.