



## A global leader in Utilities Hit The 'On' Switch

## Case Study Utilities

# Delivering a smooth Shutdown to keep up electricity supply

**Company:** N/A

**Country:** France

**Sector:** Utilities

**Function:** Production

**Business Challenges:**

Production units are ranked by economic efficiency, so they need to be permanently available to produce electricity and fulfil network needs.

**Consulting Services:**

Strategic Operations, Performance Improvement, Change Management.

**Capabilities:** Asset

Management, Organisation Effectiveness.

**Client Quote:**

*“Celerant helped us to design and implement an optimised organisation for turnaround projects, making us more confident in the success of future turnarounds.”* Plant Director

### Situation

Annual Shutdowns at this client's coal, gas and fuel power plants can last anything from 10 to 100 days, so the challenge is to complete all planned activity within the agreed timeframe, without any accidents. Preparation is key and needs to be anticipated up to 18 months in advance.

Celerant Consulting had previously worked with the client and the quality of its work meant it was now selected to structure the organisation and manage change to secure these Shutdowns. Celerant's Closework® hands on approach was key to the project's success and it is now rolling out Shutdown Methodology to most client power plants – adapting the methodology to each new site and supporting installation to ensure sustainability.

### Approach & Delivery

The project's goal is to secure Shutdowns in 2010 -11 through a sustainable Shutdown organisation. Shutdowns have 2 distinct phases, preparation and execution, so we developed a comprehensive Management Control and Reporting System (MCRS®) to link both phases and structure and channel all information and interactions between plant turnaround team members. Stage gates helped the team to define the exact sequence of activities that needed to be carried out during the preparation and execution phases and the MCRS® was organised around this planning,

allowing the team to monitor all turnaround activity. Specific tools and processes were designed to define Shutdown perimeter, risk analysis, purchases and planning and Celerant's Closework® approach enabled the client team to develop solutions to many of these issues by themselves.

### Results

On site, the 3 months, half Shutdown was carried out on time, within the agreed budget and all planned activities have been completed.

Improved processes to deliver an efficient and predictable shutdown have been created and installed, including a comprehensive MCRS® with KPIs providing process visibility, and stakeholders have been formally integrated into the shutdown process.

Detailed planning of the preparation phase has provided the visibility to secure each preparation stage and detailed planning of the execution phase has been used to support the decision making process.

### Client Satisfaction

Celerant's structured, hands-on approach is key to the sustainability of how we are now doing Shutdowns. The optimised Shutdown organisation allows us to be proactive rather than reactive and the Shutdown MCRS® gives the Shutdown Project Manager much better visibility and control.