

TATA Power

Powering productivity

TATA Power is the largest private sector power utility in India. Operating coal, oil and gas fired thermal generation plants, and hydro electric facilities, they generate and distribute power to a metropolitan population in excess of 12 million people.

Although considerably more efficient than its public sector competition, and operating in a regulated market, our client recognized that the energy environment was changing and that they were not as efficient as they should be. They wanted to prepare for the future.

ANALYSIS

Renoir carried out a preliminary survey that revealed an organization structure which was excessively hierarchical, making decision taking difficult. This inflexibility, was reflected in poor intra company communications, and lack of inter departmental co-operation.

A lack of effective management control systems, a passive management style, and rigid working attitudes led to poor labour control and low productivity.

Finally, a lack of effective preventative maintenance systems caused unnecessary plant down-time and contributed to excessive spares holdings and obsolete stock.

PROJECT

The project covered the whole scope of the generating units and relevant corporate functions. Key to effecting a solution was a redesign the organisation structures to reflect the primary mission of the operational units. This involved removal of surplus layers, creation of multi-function teams, and the installation of an effective unit wide communications system. The driver behind this remodelling was the need to create a results orientated system with the flexibility to react faster to operational demands.

The second strand in our integrated solution was the design and installation of appropriate management reporting and control systems. These presented management at all levels, firstly with clear, real time information, secondly provided easily used decision making tools to enable timely and accurate action to be taken in response to information. Training in the use of these tools was a powerful vehicle for prompting the shift to a results orientated working attitude.

With these fundamentals in place we were able to develop specific tools to address critical operational needs:

- Realistic work to time relationships were established.
- Preventative maintenance systems and a planning & control maintenance system were designed and installed to reduce downtime and outages.

Key Results

25% improved productivity

3% improved fuel efficiency

10% reduction in tax

7% reduction in outages

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- Stock requirement and control tools were developed.

This major change in management style was complemented by appropriate management training. In parallel medium and long term planning initiatives were prompted, which were given appropriate support.

The project resulted in considerable changes in management style, and in working attitudes. A more flexible, results orientated, organization started to address future plans with greater clarity, and more appropriate tools.

THE RENOIR GROUP

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