

Reorganisation of central service and administration units and setting up of a management holding

Scope	Approach	Results
<ul style="list-style-type: none">■ Integrated refinery, chemicals, petrol stations and trading businesses with high general & admin cost burden■ Project to improve service level and reduce cost■ 8 consultants working for three months to define the new organisation; 9 months to elaborate details, push implementation and introduce balanced scorecards	<ul style="list-style-type: none">■ Analyses and benchmarking of processes, tasks and cost■ Feedback from customers and users on service level and effectiveness■ Zero-base planning including divisions and top management■ Clarification of roles and leadership structure in workshops■ New distribution of tasks and definition of cost savings potential■ Introduction of Balanced Scorecards	<ul style="list-style-type: none">■ Benchmarking of effectiveness and efficiency of all admin and service units■ Established management holding, divisions and service centres■ Detailed organisation and personnel structure for central and decentral units■ Outsourcing and cost savings defined, implementation procedure in place■ Performance-Management-System