

Unlocking £1.2 billion of opportunity.



Boxwood designed and led an efficiency programme that delivered 20% cost efficiencies in an existing contract thereby securing a further £1.2 billion eight-year contract.

Summary

When National Grid challenged their supply chain partners to make a step change in performance by radically cutting costs in an already efficient operation, Balfour Beatty Utility Solutions engaged Boxwood to help. Boxwood led a joint team to design a programme around the necessary changes and ensured successful implementation of these. National Grid and Balfour Beatty staff were coached, supported and challenged to take real ownership and work collaboratively to find solutions that they would go on to deliver together. The efficiency challenge was met. More importantly, the success of the programme became a key factor in winning a tender for significant additional work with National Grid. The result was a combined total of £1.2 billion in revenue for Balfour Beatty over the next eight years.

“Our work with Boxwood not only helped us secure more work with National Grid, we have also introduced the innovations across other contracts – benefitting our clients and making us a more competitive organisation.”

Colin Kelly, Managing Director

What we found

When National Grid went to the markets to secure £3 billion of funding for new gas and electricity construction projects, they knew they had to offer exceptional returns to investors. That meant getting their supply chain partners to make a step change in performance by radically cutting costs in an already efficient operation.

For Balfour Beatty Utility Solutions, the power behind the North West Gas Alliance, the choice was simple. Failure would put renewal of their existing contract at risk. Success meant not only retaining that business, but the potential to win significantly more.

With so much at stake, Balfour Beatty engaged Boxwood to help. It was clear that achieving savings on that scale required a fundamental change in mindset. It also required complete commitment from the entire workforce – the people who knew best how the business operated.

What we did

Boxwood led a joint team to identify and prioritise the areas with the most potential and design a programme to deliver the necessary changes.

More importantly, we empowered Alliance staff to think in new ways. The programme created an environment where both National Grid and Balfour

Beatty staff took real ownership and worked collaboratively to find solutions.

From the outset, Boxwood's role was one of coaching, training, supporting and facilitating staff who themselves delivered the required changes, learning and taking on new skills along the way.

What we achieved

Balfour Beatty succeeded in meeting their client's highly demanding challenge. But more importantly, their success convinced National Grid of Balfour Beatty's ability to deliver business change – a key factor in them winning a tender for significant additional work in another area.

The result was a combined total of £1.2 billion in revenue for Balfour Beatty over the next eight years – a wonderful example of what can be achieved when an entire organisation is united behind a single goal.