

City of Zürich

„Sewage (waste water) sludge affair“ - successful accomplishment

The sewage disposal of the city of Zürich consists of a sewer system (1000 km; value 5 billion Swiss Francs) and a very modern sewage works (a company with 250 employees). Because of corruption of one individual, in 1995 a parliamentary fact-finding commission was convened to come to terms with outstanding legal issues. Uncertainty, rumours, and accusations were creating a low-trust and explosive atmosphere.

The city council charged the consulting team of ARCOM with the development of the most appropriate process to implement the necessary changes:

- to ease the tensions
- to develop a new mission statement as well as an appropriate organisation structure
- to support the cultural change in the direction of a consolidation

After two years time, the assignment was successfully completed. Expectations were exceeded. As a side benefit, a potential for cost reduction of 100 millions Swiss Francs emerged which resulted in a reduction of fees.

[ARCOM Unternehmensberatung]

In very difficult situations - such as the public being suspicious of criminal activity in an entire department – it is important not only to come to terms with the past but also to maximize its focus on the future and potential. The project continues to be successful because the ARCOM consultants paid equal attention to the aspects of business administration as well as psychological and political ones.

Kathrin Martelli, City Councillor of Zürich (2005)



ARCOM Management Consulting

Witikonstrasse 80

CH - 8032 Zürich

Switzerland

Phone (+41) 44 383 99 66

wohlgemuth@arcom.ch

www.arcom.ch

