

Transports Publics Genevois Use Case

Strategic deployment and integrated
management system (IMS) ISO 9001 and 14001

The logo for Transports Publics Genevois (TPG), consisting of a stylized orange Greek letter sigma followed by the lowercase letters 'tpg' in a bold, sans-serif font.

 **smart cockpit**
read and lead your enterprise

SUCCESS STORY

σ tpg transports publics genevois

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• SUCCESS STORY

The Transports Publics Genevois (TPG) have been serving mobility in the Geneva region for over 40 years. However, its long history does not reflect its operation. This data-driven company has a very modern and dynamic steering system.

Stefan Kehrlı , head of business management unit and risk manager at TPG, describes his unique experience as a smartcockpit user through a key success: achieving ISO 9001:2015 and 14001:2015 certification without any non-conformances.

This great success has impressed the SQS auditors. Indeed, the TPG presented the functioning of their IMS on an extremely advanced smartcockpit tool, which is able to show the "life of the company" through information exchanges.

You would like to reach this level of maturity and efficiently deploy smartcockpit within your organization? Discover how TPG has become one of our greatest success stories with over 50 cockpits fully leveraging the power of digital governance!



Stefan KEHRLI

Head of business management unit and risk manager at TPG



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• AN HISTORIC UNDERTAKING IN GENEVA

Everyone in the Greater Geneva area knows the acronym TPG. Transports Publics Genevois is not a new company. Before its acquisition by the State in 1977, we referred to the Compagnie Genevoise des Tramways Électriques (CGTE), a company founded in 1889.

And since their creation, TPG has not stopped **innovating**. The arrival of the TOSA electric bus in 2017 and automated vehicles in 2018 are noteworthy. In 2019, the arrival of the Léman express implies an adjustment of TPG offer and a tramway to France (Annemasse) was put into service

Their latest achievement is the commissioning of a new maintenance centre in Meyrin in 2020.

Experience this success story from the inside by entering the **Integrated Management System** of the TPG through Stefan Kehrl's unit which, as the General Manager's staff, includes the following themes:

risks, occupational health and safety, security, environment, project management office (PMO), quality and document management.

• NEED FOR A MULTIFACETED STEERING SYSTEM

Due to its growing size and scope, the TPG have progressively developed their need for **steering**. TPG in a few figures:

95

Lines between Switzerland and France

873

Stops

478

Vehicles

+ 700K

rides per day on weekdays

2210

Employees



1 Head office and its staff,
3 Maintenance centres, **3** Agencies,
125 Sales outlets



6 strategic business areas

- Operation
- Technique
- Finance and management
- Marketing, Sales and Communication
- Human resources
- IT



4 objective families in the service agreement with the State of Geneva:

- Improve transport offer and ridership
- Ensure the quality of customer services
- Ensure the financial matrix
- Eliminate environmental impacts

• RISK MANAGEMENT, A MAJOR CHALLENGE

In 2015, TPG's top management provided a new vision that came with a new awareness.

Risks then emerged as a key element in the operational and strategic management of the company. It was therefore necessary to share this general risk management culture at all levels of the company.

However, at that time the TPG still had a vertical approach, with very technical and relatively large quarterly reports (70 pages, 650 Excel lines). And the role of the risk manager was driving. He characterised the attributes and issues, broke down the operational risks with the experts, identified those responsible for the measures, carried out the ratings, suggested actions and much more.

Although this was a very common way of doing things, a new approach had to be developed by TPG in order to have a global Risk Management policy with a cross-cutting approach and the implementation of a common tool.

Objective: to get an overview of the exposure to major risks, to implement and monitor risk identification and mitigation measures and to develop a high level of risk awareness among employees.

A new internal organisation was then required for this company. Indeed, matrix operation has become one of its new strengths. This means that the TPG are now organised with different theme managers who are linked in a functional rather than hierarchical manner.



“8 people in the General Manager's staff will coordinate approximately 200 people across the company. The role of the respondent is to share information between management and the business.”

For example, there is a safety manager and a network safety manager. And so on for other business units such as health and safety with three managers: one for technical safety, one for IT and one for operations. one for technical safety, one for IT and one for operations.

Then, when we go one step down, there is a "risk responder", i.e. an expert in charge of the risk management tool, the follow-up of actions and measures, and who brings it all back to Stefan Kehrlı to condense it into a report.

• SMARTCOCKPIT, THE PREFERRED SOLUTION

A time-consuming task

Before using smartcockpit, the TPG performed long reviews at executive meetings, analysing all areas of the company's operations step by step, based on detailed technical reports.

Now, they have a cockpit dedicated to the management committee that offers an overall view of the TPG's activities. They also apply the smartcockpit methodology by prioritising information according to their objectives. Stefan Kehrlı explains that they spend only 20 minutes on the alarming indicators and discuss the situation with the relevant managers.

Thus, steering in smartcockpit allows them to move forward more quickly in making strategic decisions and implementing actions.

The choice of a collaborative tool to maintain collective intelligence

smartcockpit was implemented at TPG before the appointment of Stefan Kehrlı in 2016. It was mainly the IT department that used this solution and was able to introduce Stefan internally. He quickly understood the potential of smartcockpit and, as an early adopter, the TPGs have benefited from strong support and proximity with our team.

We have enhanced our solution to meet their needs by deploying more than **50 cockpits** that allow them to be much more dynamic internally. In this way, smartcockpit acts as a collaboration platform. It maintains a collective awareness and improves the design and quality of reports.

The information is interpreted and displayed in such a way that it can be discussed with non-specialists. In addition, the solution provides an overview of the indicators. It allows the aggregation and the combination of operational indicators to obtain a strategic steering level. Everyone become involved in this steering.

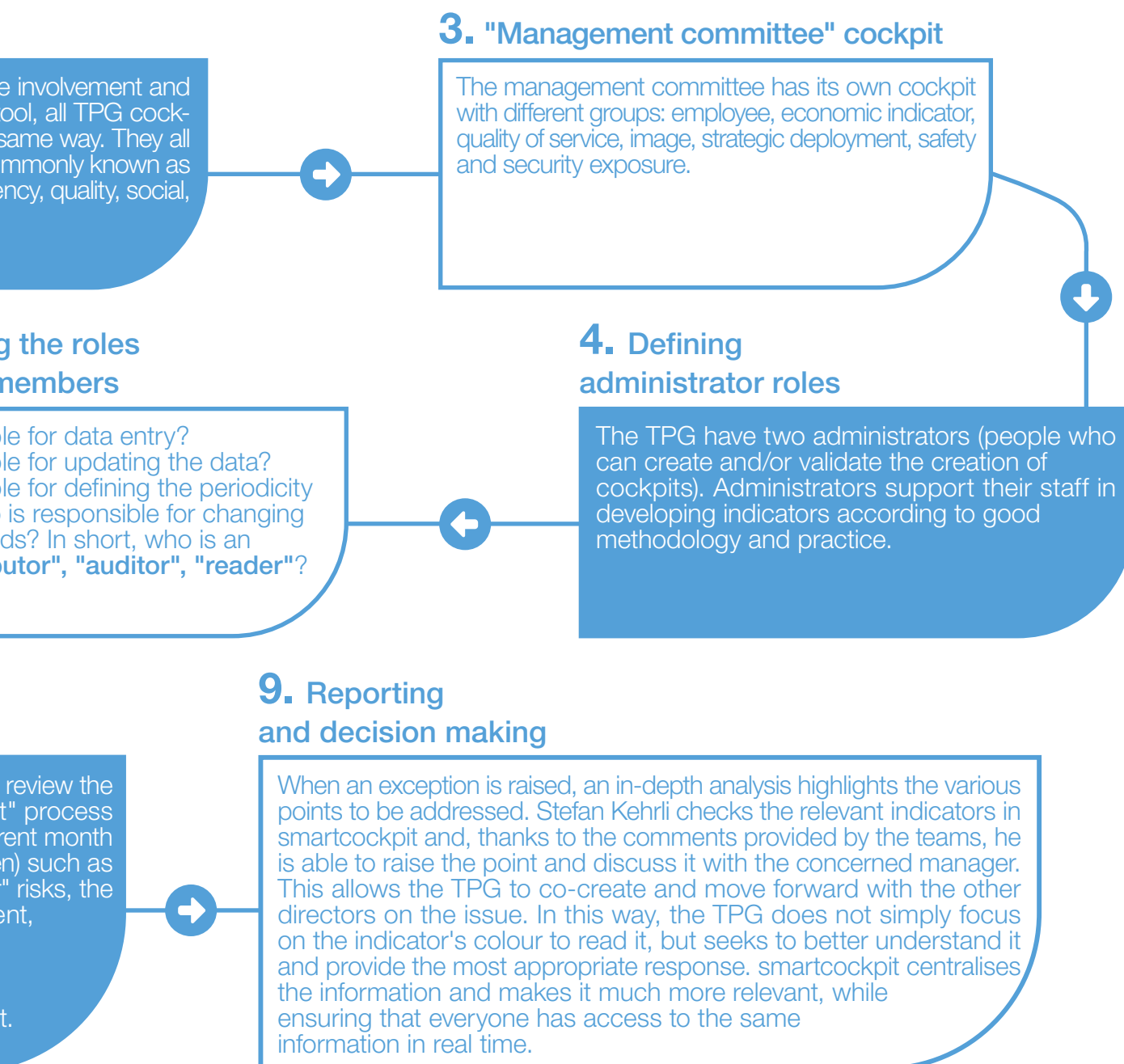


“The software is easy to learn. As an administrator and with simple smartcockpit training, I have built many cockpits and indicators myself.”

smartcockpit software is user-friendly and intuitive, but you need to have a clear idea of your objectives and the indicators you want to monitor before starting to build them. The creation of the first cockpit can be more or less challenging depending on the company's maturity level.

smartcockpit provides its customers with an **online Wiki** and a **general user guide**.

In order to harmonise practices and limit errors, the TPG have created their own guide for building cockpits. It starts by explaining the quality management, the missions and the vision of the TPG. Then, the TPG performance model based on 6 key dials (smartItems groups) is explained and different types of indicators and examples are given.



• THE SOLUTION THAT BREAKS DOWN SILOS

A solution that promotes employee success

TPG has decided to gradually implement smartcockpit. So, Cockpits were created in the different units to improve involvement. It started with the units where there was a proven steering need. The teams gradually understood that this was a new way to communicate with the intra-unit manager. Then, this information continued to be shared more widely internally.

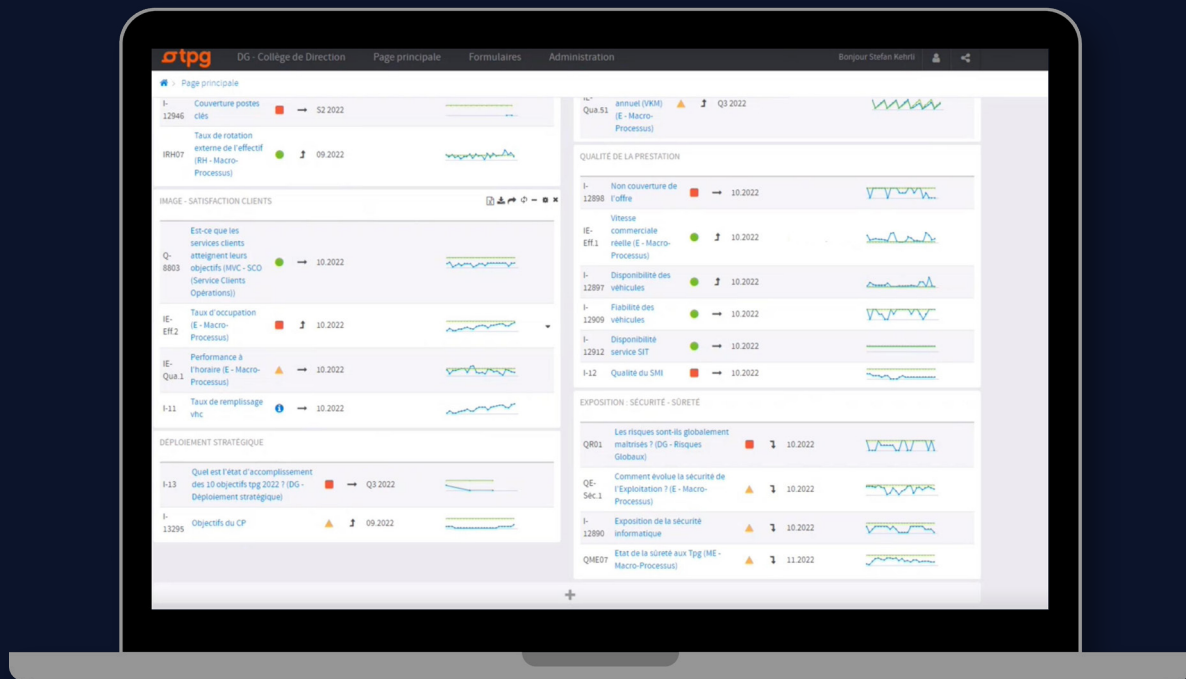
A tool for monitoring objectives and adjusting actions

At the beginning of the year, the General Director of TPG selects strategic objectives which are monitored and revised throughout the year. Thus, each unit manager should record the rate of progress. This fuels the discussions in management meetings, just as it is easier for TPG to revisit strategic decisions by being agile and continuously adjusting the actions taken. A target can then be carried forward to the next quarter or lowered in order to reallocate resources in an optimal way.

“In the end, smartcockpit quickly became a tool for sharing our successes and achievements.”

A dynamic real-time communication platform

In addition, smartcockpit is a communication channel TPG, a way to report information such as tram failures. The risk management culture is well established at TPG. The idea is to share information to move towards this widely shared awareness and increased transparency.



“It is a tool for transferring information to find solutions and implement actions that are not necessarily our responsibility.”

In addition, TPG also uses smartcockpit for internal and external reporting. The DG-environment cockpit will correspond to the ISO 14001 certification. The idea is to monitor everything that can be expected at the environmental level. The technical managers fill in the information each month to obtain an annual report on CO2 emissions, for example. And this is what is presented to the auditors, directly via smartcockpit.

The generation of reports with the MS Office plug-in is interesting for the board of directors, but the use of smartcockpit is more dynamic and interactive. The information is shared and updated in real time, the big data is fed by the TPG teams, which makes it possible to adapt supply and demand in real time.

• A STORY MADE TO LAST THANKS TO AUTOMATION

TPG intend to further develop the use of smartcockpit. Automation is one of Stefan Kehrli's priorities.

Indeed, TPG believe they have reached a sufficient level of maturity and knowledge of smartcockpit.

They would like to automate data entry, something that has not been done until now. This applies in particular to the selection and monitoring of objectives.

Currently, the annual objectives of each director are entered into Excel tables which have to be filled in manually and then discussed with the board.

During the year, the rate of achievement of these objectives is then entered with a comment if necessary. This information is pasted into smartcockpit. From this table, the TPG's management committee outlines the 10 strategic priority objectives which will then be monitored in a dedicated cockpit.



“My goal is to ensure that long-term objectives are fed by short-term objectives directly into smartcockpit.”

In the future, TPG would like to rebuild this target monitoring system directly into smartcockpit and use the native action plans to achieve these targets. Indeed, this is something already in place within the IT department of TPG and it works very well according to Stefan Kehrli.

In practical terms, this would mean feeding the long-term objectives (defined as a priority by the management committee) with the short-term objectives by making a push from the cockpits of the directors -

No need to search for the relevant information in the various Excel tables.

The same applies to the implementation of the smartcockpit forms already underway within TPG. Previously, project managers reported their progress quarterly in an Excel file.

The idea is therefore to create forms directly integrated into smartcockpit so that project managers only have to fill in 3 or 4 criteria online, making it easier to feed the cockpit.

• CONCLUSION AND TESTIMONY



“It's a tool that positions TPG as a reference. We may appear as an outdated company, but when we show our driving style and dynamism... Our interlocutors are impressed! smartcockpit allows us to highlight the modernity of our company as well as its ability to react.”

Does the case of TPG resonate with you?

We would be delighted to discuss the challenges you are facing within your organization.



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