

# Participants' experiences

## MPWiK Wrocław

### Benchmarking as a Tool for Improvement



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The origins of Municipal Water and Sewage Company S.A. in Wrocław (MPWiK Wrocław) date back to the end of the 19th century. In line with Polish legislation, the company is a sole supplier of water and provider of sewage services in Wrocław, the capital city for the region of Lower Silesia.

In the era of economic transformations and being perceived by customers through the prism of commercial market, the company considers it essential to change its philosophy in the area of company management. Because of this, for some time now, the company has been undertaking activities aimed at creating a leading company in the sector and regional economy. These activities, being carried out on several levels, include in their scope, among others, the organisational structure as well as technical- and customer service areas.

However, in order to define the strategy, it is necessary to identify the market position of the company and areas for improvement. This is only possible by comparing the company with other utilities. Due to rather limited possibilities of carrying out benchmarking with other Polish utilities, it was decided to do so with other European utilities. That is why MPWiK Wrocław joined the EBC programme in 2013.

Based on the 2013 EBC report (with data from 2012), three technical areas, where MPWiK Wrocław's overall results were below average, were selected. These areas included the following: number of network blockages, water losses and energy consumption in water and

sewage treatment processes. In order to improve performance results in these areas, three remedial projects have been launched. Called 'The Priorities', the projects are aimed at diagnosing the causes behind unsatisfactory results as well as working out and implementing counter activities. Indicators derived from EBC reports were used to measure achieved results. After analysing the indicators from the following 2014 EBC report, it turned out that all the work within the framework of 'The Priorities' resulted in expected effects and the results achieved are significantly above the European average. The next stage was to indicate areas where the performance results were significantly higher than the European average. On the basis of the 2014 EBC report, seven technical areas were selected and it was decided to undertake actions aimed at achieving a leading position among European utilities. To achieve that, seven improvement projects, called 'The Best', were established. The main goal of all the projects was to work out and implement activities making it possible to achieve a set goal. The annual EBC assessment reports are a tool used at MPWiK Wroclaw for continuous improvement of the company. Indicators included in the reports enable the company to set goals and monitor progress in reaching them.

