

zb Zentralbahn Site evaluation for Maintenance shops



Factsheet FS9.00048

Detailed Information

Information on the Project

- Customer: zb Zentralbahn AG, Stansstad
- Project schedule: June 2009 - January 2010

Development of the following basis for decision-making

- Definition of the optimum combination of maintenance sites
- Verification of the business models for both the daily and the large maintenance in the years 2020 / 2040
- Description of the first step of realization

Project Responsibility

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Customer Requirement

zb Zentralbahn is currently performing their maintenance at the sites of Stansstad and Meiringen. Both sites require major refitting and optimization programs to be done. At the same time the question of who is preferably doing these maintenance jobs (make or buy) arose mainly with regard to the overall renewal of the fleet of vehicles until 2025.

The following questions had therefore to be answered:

- What is the optimum combination of maintenance sites out of four possible locations
- Which business model is the most efficient for zb within the timeframe of 2020 / 2040
- What could a possible first step of realization look like?

Realization

The existing maintenance strategy and the scheduled fleet of vehicles for the years 2020 and 2040 were the basics for this study. From there the quantity structure for the maintenance could be derived.

The possible locations Stansstad, Meiringen (both already existing), Luzern and Giswil (both new) were taken into account. Mostly determining elements for the assessment were the necessary investments for renovations, renewal or new buildings, operational expenses, the political circumstances and the aspects of the regional possibilities of employment.

Four versions of business models were assessed. They reach from "mini" (zb is no longer performing any maintenance, everything is done by external partners) over "lean" (only the daily maintenance is done by zb) to "as today" (unchanged situation) up to "enlarged" (zb also does maintenance works for third parties).

The evaluation took into account all investments, divestments as well as cost of opportunities, costs of maintenance of the various combinations in accordance with the methods of Net Present Value calculation in relation to the benefits and risks of each version.

The version having the best cost-benefit-ratio was recommended to zb for further consideration. At the same time PROSE elaborated proposals for the optimization of the maintenance and the first step of realization.

Customer Advantage

Thanks to the independent and neutral consulting by PROSE, zb had various solutions with respect to locations and business models at their disposal to implement their strategy for maintenance.

Based on these recommendations zb initialized their program "Fitness 2011" in order to optimize the maintenance shops in the light of the needs of the years 2020 to 2040.

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