

# Con Edison: Process Improvement Leads to Greater Employee Engagement



## THE CHALLENGE

With its rates capped by government regulators and facing a tight economy, Consolidated Edison Company of New York, Inc. (Con Edison) embarked upon a program to find cost savings through a deep analysis of its internal processes. Discovering all variables affecting workplace process flow would enable targeted, specific, problem-solving improvements to be quickly devised and implemented. The objective was to capture and document all these elements.

Using Mindjet mapping software to create a Zero-Based Budgeting (ZBB) toolkit was the project management solution. All participants, from on-the-ground employees to department managers and IT engineers would interact and collaborate—producing a visual map of Con Edison’s specific process that detailed all variables and how the variables interacted.

## THE SOLUTION

The Mindjet/ZBB toolkit facilitated discovery of how and why a specific process worked, with all touch points and elements included in a visual map: procedural tasks, administrative requirements, production processes, employee engagement. Participant knowledge, factual and intuitive, was quickly discovered, with both existing process

documentation and new ideas collected. Across sections and departments, union and management, “mapping enabled the teams to literally ‘see’ their problem-solving efforts come together in real time to form actionable plans,” notes Al Homyk, General Manager of Operations Services in Con Edison’s Bronx/Westchester Electric Operations Department.



Con Edison is a subsidiary of Consolidated Edison, Inc., one of the nation’s largest investor-owned energy companies, with approximately \$10 billion in annual revenues and \$21 billion in assets. The utility provides electric, gas and steam service to more than three million customers in New York City and Westchester County, New York.

### CHALLENGE

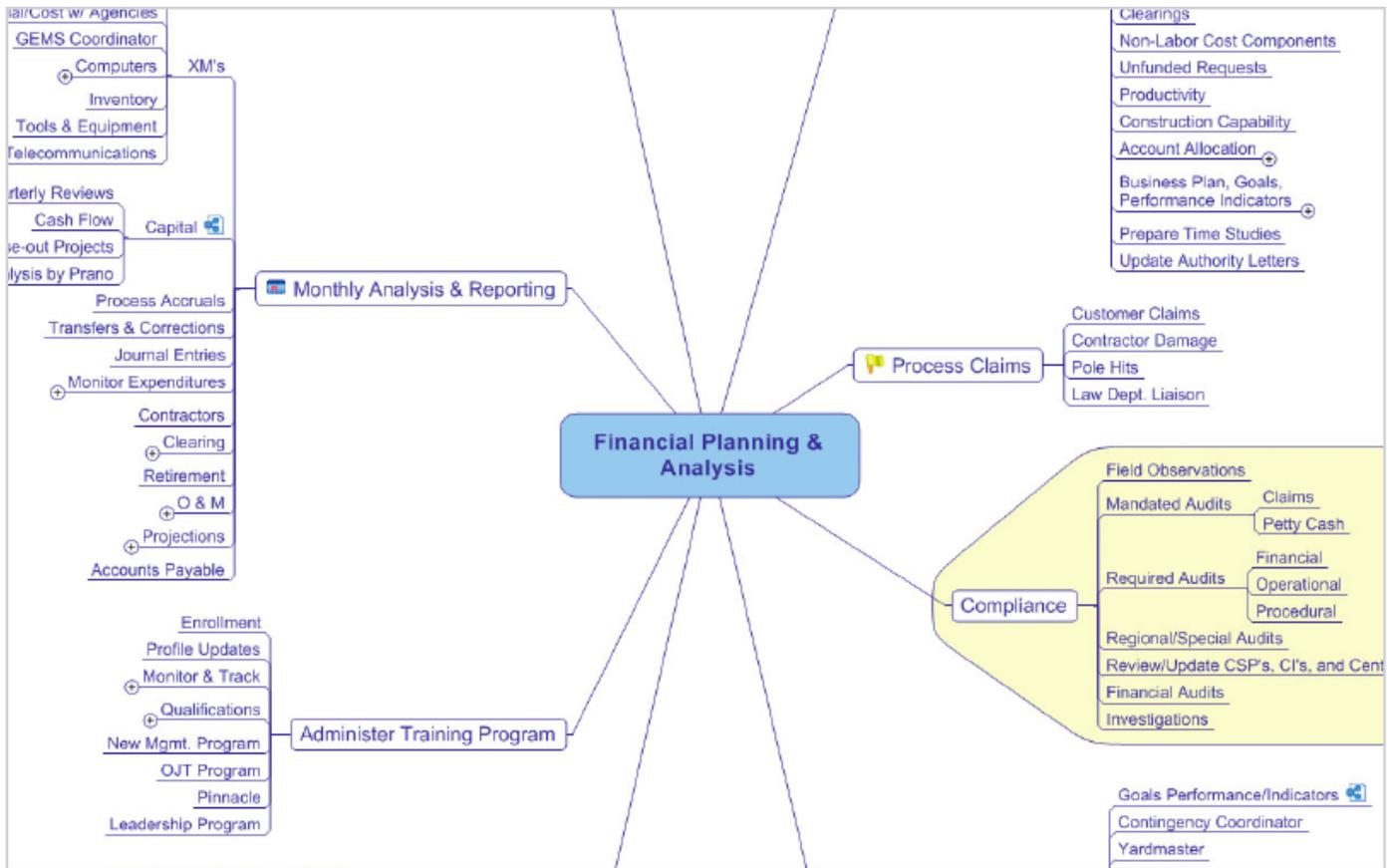
Use Zero-Based Budgeting (ZBB) analysis to increase savings and productivity.  
Capture and analyze work process flow to pinpoint and solve inefficiencies.

### SOLUTION

Create integrated Mindjet/ZBB toolkit to facilitate comprehensive process understanding and improvement.  
Collaborate across departments and management to target and mitigate process inefficiencies.

### RESULT

Identified more than \$600,000 in annual savings from increased efficiencies, with millions more in annual savings anticipated.  
With Mindjet technology, Con Edison’s ZBB mapping analysis has generated greater employee creativity, communication and motivation for refining workplace efficiency.



**Zero-based budgeting with Mindjet**

**THE RESULTS**

After Mindjet/ZBB analysis of activities representing just 15% of its total operations and maintenance budget, Con Edison realized more than \$600,000 in savings; additional savings are expected to be in the millions.

Beyond these tangible gains, Mindjet/ZBB mapping has also yielded high value, intangible benefits, primarily in Con Edison's corporate culture. This approach to process analysis and evaluation engages participants throughout the organization—valuing their input, stimulating creative problem solving and motivating a proactive mindset. Employees are now empowered as stakeholders in their workplace environment, resulting in significant competitive advantage for Con Edison.

“The mapping approach increased participation and excitement around process improvement, and made these meetings highly productive.”

**Al Homyk**, General Manager of Operations Services,  
Con Edison Bronx/Westchester Electric Operations Department

**MINDJET** | 1160 Battery Street, 4th Floor, San Francisco, CA 94111 USA  
Toll Free: +1 877.646.3538 | Phone: +1 415.229.4200 | Fax: +1 415.229.4201  
sales@mindjet.com | www.mindjet.com