

License to operate, the smart way

BEFORE A COMPANY CAN START BUILDING A PLANT OR MAKING CHANGES TO EXISTING FACILITIES, THERE ARE LICENSE TO OBTAIN AND REGULATIONS TO COMPLY WITH. BRINGING TOGETHER THE EXPERTISE OF ALL RELEVANT DISCIPLINES AND INTRODUCING SCRUM, TEBODIN DEVELOPED AN EFFICIENT AND RAPID SERVICE OF SECURING INDUSTRIAL CLIENTS' LICENSE TO OPERATE.

Tebodin has been servicing clients in licensing processes for a long time. 'These processes are the most dreaded phases in projects – they frequently tend to consume more time and money than planned, and do not always lead to the desired outcome. In short, in licensing is a lot to gain', explains Geoffrey van Elderen, Director Consultancy North West Europe.

'We brought together consultancy specialists with a background in external safety, fire safety, soil, air, noise and water and consultants with a strong track record in project management. This way, we created a team which has best of both worlds: strong analytical skills and expertise in mitigating effects of a company's activities on its surroundings, as well as ample experience in stakeholder management regarding competent authorities', Geoffrey adds.

First success

Responsible for Tebodins new license to operate practice is Mr. Ad Broeren: 'Being effective in this approach became instantly visible in a recently completed project in the Netherlands. 'A client, wishing to set up a new facility, was faced with licensing procedures taking up to 46 weeks. We were able to reduce that by 22 weeks. For three reasons: first, all relevant expertise was readily available within the Tebodins network. Secondly, the license to operate team seamlessly

interacted with the Tebodins engineering team simultaneously preparing the construction of the plant, gaining time. And finally, knowing our counterparts at the competent authorities, we were able to convince them to use this project as a pilot for a new and faster licensing process of the Dutch government'.



Mr. Ad Broeren

Introducing Scrum

Furthermore, a recently completed Environmental Impact Assessment (EIA) illustrates the impact our licensing approach can make. 'Our client needed to use the outcome of the EIA as input for a go-no go decision regarding a change in their production process.' explains Ms. Monique Overbosch, Business Manager Performance and Compliance Management. 'To cater to this need, we introduced Scrum; a

process management tool frequently used in IT'. Like in rugby the team, including the client, 'scrums' on a very regular basis, making processes more targeted, controllable and flexible.



Ms. Monique Overbosch

'We broke up the project scope into short 'sprints', each with their own deliverables, to make the decision-making process transparent and short-looped on feedback, giving the client a strong position in negotiations with their clients. You could say that we not only helped our client with obtaining their license, we also assisted in creating their best business case', concludes Monique. ■