REDESIGNING CRITICAL OPERATIONAL PROCESSES

ENERGY CASE STUDY

Keywords: process redesign; process mapping; operational excellence; system architecture; requirements framework; business process management (BPM); governance model; target system architecture;

Near Partner x galp

OVERVIEW

One of the leading integrated energy companies in Europe, headquartered in Portugal and active across the full energy value chain, from production to refining, distribution, and renewable energy solutions.

CHALLENGE

Running an energy company of Galp's scale means managing a nationwide network of **EV charging points and fuel and LPG stations, interconnected systems and a demanding regulatory framework.**

Over time, processes had evolved differently across business units. Teams weren't always able to share relevant information quickly, as it was spread across systems that didn't fully communicate, and data often required manual reconciliation.

With new technology on the horizon, Galp wanted to fix the processes first, so the new systems would not inherit their inefficiencies.

It needed a partner capable of stepping back, understanding the operational landscape as a whole, and bringing clarity to it.

IMPACT

- **3 months from kick-off to final delivery**
- **15 business processes mapped across 7 teams**
- **10 to-be process models with defined ownership and decision flows**
- **Target architecture covering 4 core system integrations (ERP, document management, inventory and e-mobility)**
- **430+ requirements structured for the RFP, which lowers risk and ambiguity**
- **Business areas covered: construction and maintenance of e-mobility infrastructure, fuel stations and LPG (2 business domains, 3 operational areas)**

THE SOLUTION

Near Partner followed a simple principle: **before improving systems, improve the processes behind them.**

In 3 months, through 15 workshops and process-mapping sessions with stakeholders across 7 teams, the team mapped core processes. This revealed inefficiencies, overlapping responsibilities and opportunities for alignment.

Working closely with Galp's teams, Near Partner then redesigned key workflows into 10 to-be process model, clarifying ownership, simplifying decision paths and defining KPIs.

The work progressed through a structured governance model of stakeholder workshops, cross-department alignment sessions and iterative validation cycles.

The redesigned processes laid the foundation for a future-state system architecture and a detailed requirements framework of 430+ functional and technical requirements, ready to support future technology procurement.

KEY DELIVERABLES

- As-is and to-be process models with defined roles and KPIs (10 process models);
- Future-state system architecture (4 core integrations);
- Requirements framework for RFPs (430+ requirements across 10 key areas);

For Galp, selecting the right partner meant finding a team capable of combining structured thinking with practical execution. Near Partner brought both, with requirements written by a team that implements field operations platforms and knows what they can actually deliver.

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