



THE TIMES 100

Edition 14

RWE npower: Developing people through decision-making

Answer sheet

1. In 2007, how many residential and business consumers did RWE npower supply?
40000 businesses and over 6 million residential customers.
2. What percentage of electricity does RWE npower supply in England and Wales?
Over 10%.
3. What do B2B and B2C stand for?
Business to business and business to private customers i.e. homes.
4. Who makes the strategic, tactical and operational decisions in RWE npower?
Strategic decisions are made by the directors; Tactical decisions are made by the middle management and Operational decisions are made by lower management.
5. What are the corporate values and therefore aims of RWE npower?
Trust; reliability; customer focus; performance; forward thinking.
6. What are the differences between strategic, tactical and operational decision making?
Strategic decision making is done by the directors for the overall direction of the company. Tactical decisions are made by middle management which are generally medium term and are made to ensure that the company reaches the overall goals. Operational decisions are made on a day-to-day basis by low level management which ensure that the business is functional.
7. What is the difference between an organisational structure and a matrix structure?
An organisational structure is the traditional structure whereby the departments work independently and there are specific chains of command and channels of communication. Matrix structures are made up of groups of people from different areas of the business. This means that there are representatives from each department, resulting in barriers to communication being eradicated.
8. What is the purpose of lean production and how will it benefit RWE npower?
Lean production is there to improve efficiency, increase productivity, reduce wastage and ultimately increase profit margins.