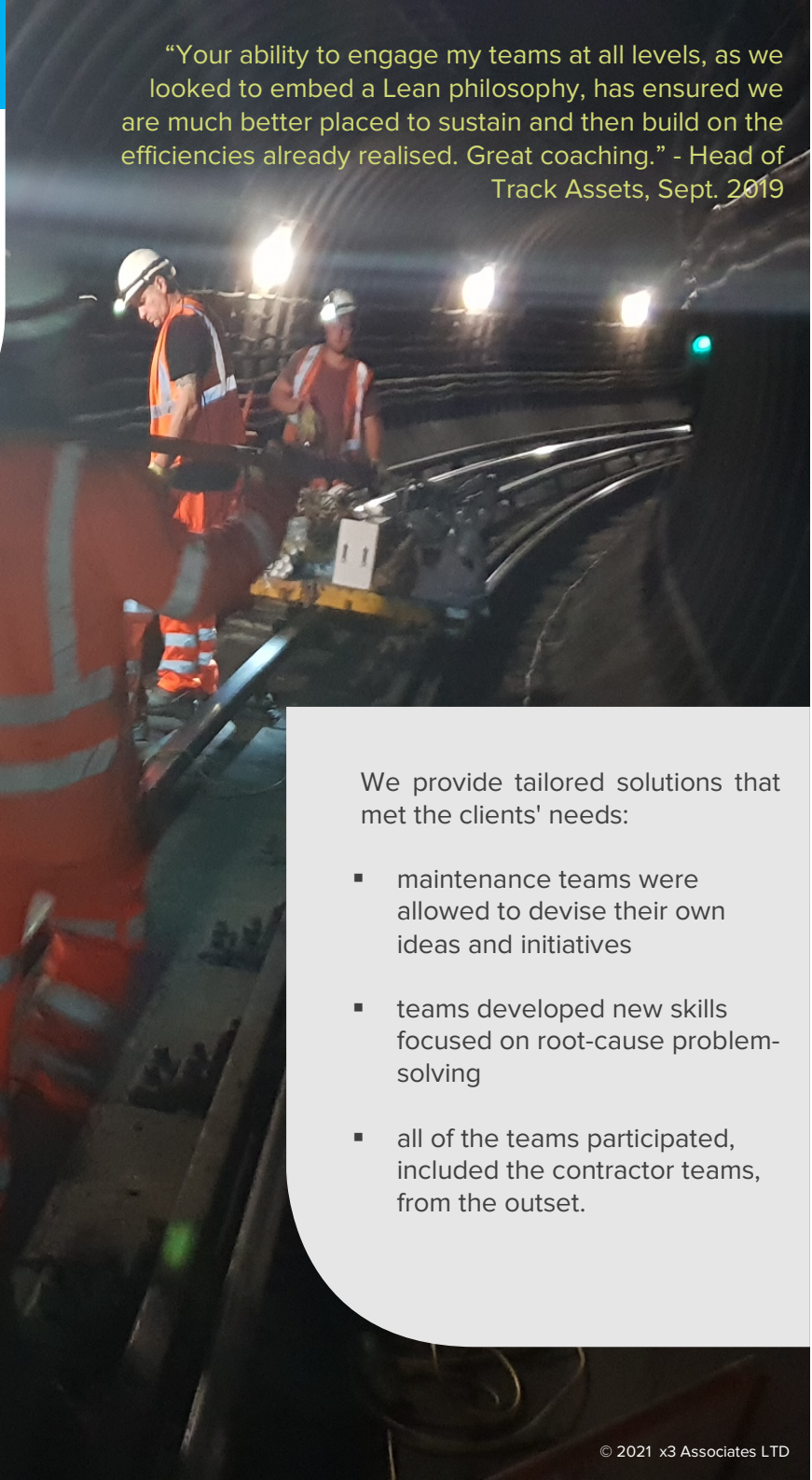
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CASE STUDY

Delivery of over £7M savings across a large infrastructure maintenance provider in less than 15 months - through the creation of a bottom-up approach



"Your ability to engage my teams at all levels, as we looked to embed a Lean philosophy, has ensured we are much better placed to sustain and then build on the efficiencies already realised. Great coaching." - Head of Track Assets, Sept. 2019

"The best two consultants I have ever worked with." - Head of Stations and Facilities

A UK-based passenger transport provider was looking for major cost savings across its network, due to declining passenger revenues, long delays in large-scale projects, some of which were suspended due to escalating costs, and cuts in UK government grants. A rapid cost-saving programme was urgently needed.

Taking a different approach from other consultancy organisations, which had previously attempted to solve problems remotely and disengaged delivery teams, we decided to tackle this challenge directly.

We conducted over 300 'go sees,' predominantly at night, to engage directly with frontline delivery experts, understand the real issues, and have the best ideas.

This successful bottom-up approach involved establishing daily performance reviews across all delivery teams and equipping them with new Lean tools:

- visual management for 'status at a glance'
- value stream mapping
- problem-solving.

Empowered teams drove improvements, fostering greater trust and benefiting both the businesses and the teams involved.

We provide tailored solutions that met the clients' needs:

- maintenance teams were allowed to devise their own ideas and initiatives
- teams developed new skills focused on root-cause problem-solving
- all of the teams participated, included the contractor teams, from the outset.

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