



RENOIR CONSULTING CASE STUDY

Northern Spirit Rail

In 1993, The Railways Act in the UK called for British Rail to be broken up into smaller privatised units. One unit, Northern Spirit Rail, a “train operating company” (TOC), found itself struggling to maintain good service levels over its challenging, hilly terrain in the North between York and Leeds.

OVERVIEW

Northern Spirit Rail was a train operating company (TOC) of MTL. Under the Railways Act of 1993, TOC's were required to maintain good customer service levels. Failures could lead to fines or even loss of an operating license.

Northern Spirit employed 2400 staff and operated 1500 trains per day over 1275 route miles. They carried approximately 83,000 customers per day.

THE ASSESSMENT

An initial 3 week Assessment by Renoir Consulting (UK) Limited revealed that significant opportunities existed in Northern Spirit's operating performance. There were issues with their management systems, their operating and maintenance processes and especially with staff behaviour.

Effectively addressing these issues would improve their fleet utilisation dramatically, but getting buy-in and ownership from the old-style British Rail staff mentality would be the biggest challenge.

FOCUS PROCESS™ & IMPLEMENTATION

The Renoir team, complemented by a Northern Spirit Task Force began the process to improve the reliability, reduce delay times and reduce the time taken to do “B” service exams.

Specifically their challenge was to develop and implement systems to forecast, plan and manage the workload to:

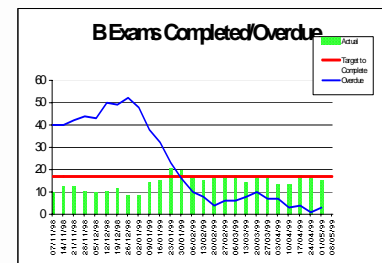
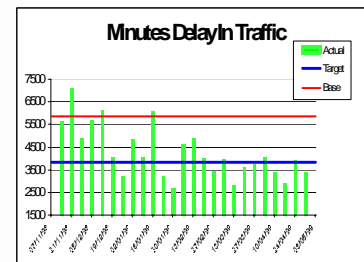
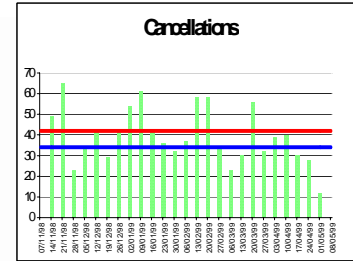
- Reduce the B service backlog
- Improve part availability
- Improve work planning
- Improve interdepartmental communication

In addition, work methods were studied and improved and staff accountability and expectations were set and agreed.

Employing Renoir's Focus Process™, the Team successfully engaged the workforce with dramatic results:

Key Results

- 38.5% reduction in cancellations
- 43.1% reduction in minutes delay in traffic
- 98% reduction in overdue B-Exams
- £1.68m annualised savings
- Greatly improved staff morale & behaviour



THE CAPACITY TO SEE
THE POWER TO CHANGE

Shortly after the project, MTL successfully sold Northern Spirit to Arriva, a major UK transportation company.