RENOIR CONSULTING
CASE STUDY

Eurostar, London

Eurostar (rail service) has revolutionised the way in which people travel between Brussels, London and Paris. In November 2007 they will be moving the maintenance operation to a new depot at Temple Mills, a new £402 ($745) million maintenance depot, near London, for all Eurostar trains in the UK. Concerns about the varying levels of performance within the current depot led the management to approach Renoir.

OVERVIEW

Renoir's preliminary survey reviewed every area of the maintenance operation; IT systems, supply chain & material availability, behaviour & culture of the organisation, from top management through to team technicians.

THE ASSESSMENT

Specifically they found that in the 'Service Shed', existing systems were not being used to identify opportunities for improvement and drive performance. Although this had not yet impacted upon service delivery, large volumes of planned work were being deferred and key modifications for customer comfort and marketing were not being completed to plan. Additionally, the volume of paperwork assigned to team leaders and service delivery managers prevented them from giving the working teams the focused follow up and support that was required to improve the situation. Based on this Assessment, Eurostar management invited Renoir to carry out a 20 week problem definition and solution development project within the depot service shed.

FOCUS PROCESS™ & IMPLEMENTATION

A twelve-week Focus Process™ involving key managers in the service shed (Shed) resulted in a clearly defined action plan to deal with the identified problems.

Weekly review and deferred work

Although the 'Shed' held a daily performance review, there was no process in place to draw the daily reports together. This made the analysis of reoccurring problems very difficult and in some areas, particularly for stores, delays and non-availability were accepted as normal. Renoir helped the 'Shed' management develop a process whereby the reporting of delays was more easily collated and triggered a weekly review meeting to allow them to concentrate on the identification of the problem root causes and develop plans for elimination. The weekly review allows the 'Shed' manager to confirm the volume of work done during the course of the week, identify where there have been major problems and to focus his team on specific priorities for the coming weeks. This review also includes the volume of work that has been deferred and the reasons for it. Focus is now being placed not just upon what has been done but also what has not been done.

Review of service shed management roles and responsibilities

Although there was general consensus about how the team leaders should be spending their days, there were a variety of perceptions as to why this was not possible under the present system. Working with 'Shed' management, Renoir helped to identify where there were genuine opportunities for improvement in terms of on-the-floor follow up and support. As the management team begins to focus on finding the solutions to problems identified at the weekly review meeting, the team leaders and service delivery managers will be able to concentrate on the removal of problems on the shop floor. This will reduce the amount of lost time and reduce the amount of work that is deferred out of the 'Shed'. Renoir also helped provide practical tools to identify performance levels and record causes of delays, summarising information that was contained in different management control systems.

> *" The Renoir team have helped us to focus on what we must do in order to continue to improve. It is now up to us to ensure we reap the benefits." David Bailey – Head of Engineering Production*

> *" This was the first time that consultants have worked with us to produce solutions rather than spying on us and reporting back to senior management". Pat McNamara – Service Delivery Manager*

THE CAPACITY TO SEE
THE POWER TO CHANGE

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