



Eurostar

Keeping the trains running



Eurostar is the only high speed train that directly links the UK to France and Belgium via the Channel Tunnel. Eurostar (rail service) has revolutionised the way in which people travel between Brussels, London and Paris. Prior to a planned move of their maintenance operation to a new depot near London, Eurostar management had concerns about their current performance, and approached Renoir Consulting, seeking help to better prepare for the move and a new way of working.

ANALYSIS

Renoir's Analysis 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.

Importantly it was discovered that within the 'Service Shed', existing systems were not being used to identify opportunities for improvement and drive performance. Although this had not yet impacted 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.

PROJECT APPROACH

As this was not a typical Renoir Project with specific and quantifiable deliverables, it was even more important to ensure understanding, buy-in and ownership from the employee group. And, given the suspicious nature of the group, it would not be easy.

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 and engaged them in an open, straightforward manner.

"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". — Service Delivery Manager

IMPLEMENTATION

The 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

"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

Key Results

Revision of the Management Control System

Review and overhaul of processes

Review and revision of roles & responsibilities

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weekly review meeting to allow them to concentrate on the identification of the problem root causes and develop plans for elimination. The weekly review allowed the 'Shed' manager to confirm the volume of work done during the course of the week, identify where there were major problems and to focus his team on specific priorities for the coming weeks. This review also included the volume of work that was deferred and the reasons for it. Focus was now placed not just upon what had been done but also what had not been done.

Review of service shed management roles and responsibilities

There was general consensus about how the team leaders should spend their days, however there were a variety of perceptions as to why this was not possible under the existing 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 began to focus on finding the solutions to the problems identified at the weekly review meeting, the team leaders and service delivery managers were able to concentrate on the removal of problems on the shop floor. This reduced the amount of lost time and reduced the amount of deferred work.

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 GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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