

'one' Rail

Changing one's culture

'one' is one of seven Train Operating Companies (TOCs) within the transport group, National Express (NX), in the United Kingdom. one was awarded a franchise license, permitting NX to operate services previously known as Anglia Railways, First Great Eastern and West Anglia Great Northern. The company wished to undertake a performance excellence project within its Revenue Protection, Train Conductor Departments, and Train Maintenance to improve customer service levels, reduce fare evasion, and increase revenue, productivity and fleet utilisation.

"You have helped us to develop systems that will allow me to create deployment plans robust enough to achieve one's targets for ticketless travel"

Paul Noble
*Revenue protection
team manager*

Key Results

£2.6 million overall savings

Equivalent gain of 2 units

Productivity increase of 22%

Ticketless travel
reduction of 17%

ANALYSIS

Renoir Consulting (UK) Limited conducted a 3 week analysis of the company, identifying several opportunities to reduce the level of ticketless travel through better planning, improved productivity and better management control. In addition, opportunities were identified to improve productivity and fleet utilisation. Following the Analysis, Renoir was invited to work with the "one" staff to implement the improvements identified including:

- Demonstrating a reduction in Ticketless Travel by 10%
- Realising an increase in revenue on Conductor routes
- Implementation of uniform management control systems across the revenue protection department
- Better fleet utilisation to add 1 unit
- Staff productivity improvement of 20%
- £748,000 overall goal

PROJECT

To achieve the objectives, it was necessary for Renoir to stimulate a cultural and behavioural change in the way that the revenue protection resource was assigned and managed. Working with the management team, Renoir defined the key issues that were restricting the effectiveness of the revenue protection department, developed the appropriate planning and management tools and supported and encouraged the managers throughout the implementation phase of the project.

Key Project Elements included:

- Development & Implementation of a Closed-Loop Management Control System
- Identification & implementation of best working practice
- Development & implementation of a robust duty planning system
- Improving Conductor and Revenue Protection Inspector productivity
- Development of a sustainable performance monitoring system
- Improvement of the existing reporting systems

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Upon completion of the project, the Renoir-one Team had successfully achieved all of the project expectations. Fare evasion and Ticketless Travel rates were reduced beyond the target levels and revenue at risk calculations showed a corresponding reduction. RPI productivity was improved with greater train coverage and better working practices. A robust and sustainable management control system and co-ordinated duty planning system were successfully implemented. Systems and procedures to manage the ongoing improvement of the Train Conductors were agreed and an implementation timetable put in place.

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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