

TransBus

Surpassing estimates

With the increasing competitiveness and openness of the European Union, two major British bus manufacturers decided it was time to throw “business as usual” out the door. Mayflower Corporation, makers of Dennis and Walter Alexander buses and Henlys, owner of Plaxton buses brought in Renoir Consulting to see if a new way of thinking and collaboration, might result in a win:win for Mayflower and Henlys.

The two companies were manufacturing buses on six sites in the UK: Guildford (chassis), Falkirk, Wigan, Belfast, Manchester and Scarborough. Independently, the sites ran well and efficiently. The question, however, was whether or not there could be a much better consolidated operation, a tricky question, given that this would be a joint venture - not a merger or buyout.

“Having worked with Renoir on almost a dozen projects over the past 5 years, we were confident that they would once again, deliver what they promised. And, despite some initial reservations by our colleagues at Henlys, they did just that, far surpassing our initial estimates of the benefits, and with fewer complications than we predicted.”

John Fleming
Chairman TransBus

Key Results

Reduced manufacturing sites from 5 to 3

Dramatically improved productivity & reduced costs

No negative impact

ANALYSIS

Mayflower and Renoir were no strangers, as the two companies had worked together on a dozen prior projects. This relationship led to a quick and easy level of trust, a critical situation given the high degree of sensitivity amongst the disparate workforces.

Renoir and Henlys however had no history and going in to the initial Analysis phase, there were signs that the Plaxton sites could become problems through workforce insecurities. In addition, Henly's management team was also wary about potential favoritism, given the existing relationship between Mayflower and Renoir. These apprehensions quickly dissolved as Renoir's open approach created trust all around, giving way to excellent buy-in and ownership by both sides.

The Analysis offered a startling and mouthwatering opportunity. The same number of buses could be made on 3 sites (plus the Dennis chassis site) achieving dramatic cost reductions across both direct and indirect functions.

PROJECT

As Mayflower knew and Henlys would find out, Renoir's Analysis process is highly accurate and predictable. Through Renoir's vaunted Focus Process™, the buy in process of making the plan work, began, with teams from both companies working along with Renoir to effect the operational changes envisaged during the Analysis. Two sites were closed and production shifted to the remaining three. And in the process, not one bus was adversely affected by the changes and not one work action from the highly organized labour force occurred.

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.