

Transport

national express

Intercity coach operator providing services throughout England, Scotland and Wales



Objectives

The company's maintenance operating costs were 30% too high.

The managing director needed to improve operational excellence such that he could reduce his fleet to cut depreciation costs.



Tools

- Proudfoot established a pilot across three depots, using a bottom-up approach to involve staff
- Joint teams implemented multiple small improvements to drive the necessary uplift in operational efficiency
- With Proudfoot's support, new management tools were introduced to provide visibility and control over the business, particularly spare parts management and overtime control
- Alongside this, skills training boosted capabilities and management behavior



Outcomes/ Deliverables

- The pilot was a success; the workforce became more productive and effective and operational performance improved
- This boosted team morale as staff efficiency moved from good to excellent
- By operating more efficiently, the team took two coaches out of circulation, cutting depreciation costs dramatically as a result

Proudfoot