

# case study

Assuring delivery of challenging rail rolling stock programmes and delivering a performance platform for independent future growth

## Driving growth and profitability

### the Challenge

Our client was seeking to grow its business through a focus on rolling stock modification and upgrade in addition to its core maintenance and overhaul activities. The client's modification and upgrade programmes are characterised by aggressive timescales to meet Train Operating Company franchising commitments and are typically delivered late, resulting in significant financial penalties for the supply chain. Our Client wanted to change the status quo to grow their modification and upgrade business and enhance its profitability but did not possess the in-house capability to deliver the required step change in performance.

Each individual modification and upgrade programme was challenging due to short timescales complex technology requirements, and multiple suppliers to manage. Complexity was increased due to each programme developing bespoke solutions for each customer, and interfaces and dependencies between different suppliers.

The client selected Harmonic in preference to a global engineering and management organisation due to our approach that combines:

- A partnered way of working, integrated within their existing structures and processes
- An integrated programme, engineering, and supply chain management approach
- A confidence in the outcome that linked our reward to a share of the delivered savings.

### the Harmonic impact

Working within the Clients organisation, focusing on customer, supplier and internal departments to deliver the Programme, Harmonic:

- Supported the winning of deliverable and profitable work through establishing credible solutions earlier in the lifecycle
- Established an effective and cost efficient Programme governance and controls structure that focused on realising the required outcomes
- Took responsibility for the delivery of the programme
- Increased the performance of the Supply Chain to ensure delivery to the requirements and schedule
- Leveraged our toolkit to establish common and repeatable programme components to drive enduring efficiencies and future client delivery independence.

### the Outcome

To date, all required outcomes have been achieved or exceeded:

- Multiple Modification Programmes being delivered to Plan saving the client c£2.5M in liquidated damages within the first year; a RoI in excess of 320%
- Credibility in delivery performance enhancing prospects for future business acquisition.

The client is now seeking to work with Harmonic to replicate this success in other business areas.