case study

Growing client profitability: Delivering a complex disaggregation programme

high impact delivery

the challenge

Our client, Serco, was the incumbent provider and operator of the high-profile London Cycle Hire Scheme to TfL. This operation was approaching the end of its contract term.

TfL, in line with good procurement practice and their strategic operating model, disaggregated the service to achieve economies of scale across other TfL contracts. This disaggregation required the future operator to deliver new technologies and a new operating model.

Serco's winning bid relied on real time data management between TfL's systems and Serco's new operating solution. Serco's solution included implementing a cloud based asset management solution (Maximo), an optimisation capability, a task management offering (Cognito) and a new service management solution without disrupting the scheme's members and users' ability to hire a bike. Achievement of an uninterrupted service would build confidence in Serco's delivery capabilities with TfL and in the wider market.

The programme was subject to challenging time pressures against a fixed end date and significant failure penalties. Delivery needed to be achieved by working with multiple stakeholders and managing dependencies across multiple organisations. Serco sought a pragmatic, experienced team who would achieve their outcomes by delivering to time and budget whilst enhancing Serco's reputation for programme delivery.

the Harmonic impact

Working closely with stakeholders across our client's business and their supply chain partners, Harmonic delivered the following:

- Efficiency savings – Rescheduled delivery of the new bikes to 12 months meeting the contractual requirement instead of the originally planned 13 months

- Delivery to scope and budget – Proactively led Serco and TfL to baseline 12 requirements to agreed timescales ensuring all 8 contractual milestones were achieved

- Technology enabled performance compliance – the technology was delivered to meet the operational needs, mitigating KPI failure

- Thought leadership – Constructively challenged and advised on pragmatic approaches to managing risks and installing a new cloud SaaS based Asset Management solution

- Stakeholder management - Successfully managed four suppliers to improve their effectiveness, incident management and review of costs on behalf of the client

the outcome

All Serco's objectives were achieved or exceeded, including

- All 8 contractual payment milestones delivered on time and under budget

- 100% of the on-time milestone payments received from TfL

- Avoidance of £2.5m late delivery costs (predicted with their historic performance)

- 400 new bikes delivered through close collaboration with TfL and over the next 10 years Serco plans to replace the existing 12,000 bikes with the new bike.

- Achievement of Serco's mobilisation and service profit targets

- Compliance with all key performance indicators through the successful implementation of technology and operational processes from the service commencement date

- Serco's programme delivery reputation enhanced, positioning them for future service transformation.

- Strong, positive feedback by the Serco operational team on how well the system worked from day one is also a key indicator of the success of the programme and mobilisation

"This was a text book delivery of a complex and high risk programme made all the better for achieving cost, quality and timeliness. A very rare occurrence." Andrew Hill, Serco SRO for the rebid and programme.