

A multi-partner programme to restore competitiveness to the Dutch Rail

Company Name: ProRail

Location: Netherlands

Sector: Transportation

Function: Maintenance

Business Challenges: An urgent priority to improve the rail network to attract new customers

Consulting Services: Performance Improvement, Change Management

Capabilities: Process Excellence, Asset Management

Client Quote:

“Celerant Consulting has had a special added value in the OPC+ Programme. The action, passion, empathy with our culture - and how Celerant could handle the sometimes conflicting interests within the consortium - has helped us step by step towards our goals. I wholeheartedly recommend Celerant.”

ProRail Top Management

Situation

ProRail, the state-owned company responsible for managing Dutch national rail infrastructure (6,500km of track, stations, points, bridges, level crossings and all related rail infrastructure) knew that becoming more competitive meant greater punctuality and reliability. To achieve this, it must collaborate effectively with the 3 contractors (PCAs) responsible for day-to-day rail maintenance. ‘Business as usual’ was not acceptable, so it launched the OPC+ Programme to define and implement new performance standards.

Approach & Delivery

Celerant Consulting implemented an overall MCRS® and helped teams of experts from ProRail and the PCAs in devising new maintenance management processes and a suite of jointly-agreed KPIs. The priority was to build a business case with targets that would challenge and motivate everyone involved. This meant a shift from historical “hands-on” maintenance to broad-based asset management new “eyes on”.

We then worked sessions with 40 top managers from ProRail and the PCAs, who agreed a Change Management programme that would result in a 24% reduction in failures and over €40m savings. Celerant then worked alongside Client taskforces to oversee implementation.

Celerant Consulting also worked with Managers involved in the programme, helping them formulate a joint vision for OPC+ that eliminated obstacles to performance improvement and consolidated mutual trust.

We continue to support sustainable success by ensuring knowledge transfer and the sharing of best-practice methodologies across the partnership.

Results

In 2 years, failures affecting the service have been cut by one fourth, thanks to the OPC+ Programme’s focus on service failures and the implementation of Celerant’s MCRS®.

Around €43.5m in efficiency improvements have been achieved.

Client Satisfaction

After an intensive design and implementation period we can now say Right First Time is firmly embedded in the business. The newly learned and practiced tools, methods and behaviours are lived and the client is confident by leveraging the competences of the internal coaches that it can go on to deliver an improved customer experience, every time.