



Case Study: How A Train Operating Company Gained Clarity On Post-Merger Challenges



What The Client Said:

“Clearsight are true partners and work at pace but make sure the right groundwork is completed for sustainable improvement.”

Managing Director

In this case study, MYP was brought in by another consultancy firm to run the process improvement phase of the project.

Due to the vast range of purposes that process mapping can be undertaken for, most process mapping cases will present different challenges and look to deliver different outcomes. As such, this document should be treated as an example of the work and outcomes that have been achieved in the past and not as a standard approach. Whenever we are engaged on a new piece of work, we will take time to understand the specific requirements of the client to ensure we design a bespoke approach.

Background

- A train operating company had been through a number of changes including merger with another provider.
- This had led to a hybrid of processes within its rail replacement team that were not always compatible, resulting in a high level of ad-hoc working practices, as well as a lack of clarity around dealing with the unexpected.
- The company wanted to move to a new target operating model but could not do so until current processes were stabilised.

Requirement

- By engaging outside assistance, the end client wanted to understand the current ways of working, where unmitigated risks existed and gather proposed solutions to the key issues that were identified.

Approach - Documentation

- Processes were documented through interviewing all members of the team with all variations captured.
- Due to lack of clarity, processes were also observed with further variations and additional steps added to the maps.
- Significant time was spent on the handover points between teams to identify where there were mismatches in expectation and requirements.
- All processes were reviewed with the department head, with any further additions to the maps added.

Case Study By:

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Map Your Process

About Map Your Process

Map Your Process provides a range of process management services to small and medium-sized businesses across various sectors. This can range from focused process mapping, to process re-engineering, to an outsourced process management solution.

Our solutions can help to drive cost savings, achieve greater efficiencies, improve regulatory compliance and the eliminate key person dependency.

Strong process documentation can also provide a foundation for automation, improved project success and ISO accreditation.

Our team brings significant experience from both a project and process improvement background from companies such as JPMorgan, Ernst and Young, Siemens and Royal Bank of Canada.

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Approach - Analysis

- Due to the lack of agreement on how and when tasks should be performed, additional proof was sought around key controls to evidence whether they were taking place.
- All gaps documented along with an analysis of the potential outcomes to unmitigated risk.
- Tasks were reviewed to assess whether the capacity to perform them existed.
- Teams who either received or provided information from/to the rail replacement team were interviewed for additional assessment of the challenges.
- Created a skills matrix to highlight where knowledge gaps existed and the level of risk being created.

What We Delivered

- Twenty one processes documented across the operations and finance teams.
- Nineteen areas of improvement identified within in excess of fifty individual opportunities underneath.
- Identified significant risk issues due to lack of controls around critical processes.
- Recommendations made for short term fixes to address most serious of failures.
- Training on mapping software and techniques provided to selected members of the team.
- All findings presented to senior management and handed over for action.