



Train Upgrade Concern Management

Client

Asset Manufacturing Company

Background & Challenge

Rolling Stock replacement and improvement is a major part of the end customer's corporate investment strategy. The refurbishment of the 25 year old fleet to improve passenger comfort and safety was a major part of the investment plan. The project involved refurbishment of all 75 trains within four years.

The first train was scheduled to enter service in the autumn of 2004, but was months behind schedule mainly due to communication breakdown between the Train Manufacturer (client) and the Train Maintainer (customer).

This led to the first two refurbished trains being supplied with a number of faults and being rejected by the customer.

Solution

Spitfire Consultancy were appointed to lead the "Product Introduction Team" (PI Team) on behalf of the client and work closely with the customer in order to ensure that the new trains were accepted into service.

It was agreed that the PI Team would be based at the customer's depot, to give a single point of contact for concerns and issues.

Implementation

At the request of the client, Spitfire had already established a Visual Management Centre to control all aspects of the refurbishment process. For the specific issues on the first trains supplied, additional actions and information were added to ensure all parties were fully aware of the issues and solutions.

The following actions were also implemented:

- Confirmation of all concerns with client / customer (tolerances of condition agreed, where missing from original specifications)
- Agreement between Engineering and supplier for timing of new parts
- Master schedule developed, complete with real time status display
- Reviews arranged and agreement gained with the customer to confirm acceptable solutions
- Twice weekly conference call with all stake holders to monitor status of the master schedule timing and escalate where necessary
- Depot trail activities to sign off solutions arranged
- Supply and fit of final parts ensured
- Solutions fed back to manufacturing department to agree and ensure future best practice



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Case Study - S058



Spitfire_project management

Results

On successful completion of the master schedule:

- All highlighted concerns had been counter-measured
- First trains available for service to the revised schedule
- Solutions fed into the manufacturing process to improve condition of future trains
- PI Team responsibilities handed back to the client, enabling all trains to be refurbished **11 months ahead of schedule and under budget**

Original Master Schedule Produced



Final Result - Customer Publication



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