

PROJECT 7
EVOLVE TO SURVIVE

# A global rail manufacturer
# 3P Diagnostic
# From evidence to action

Three European hubs. One improvement roadmap.
People + Process = Performance

## Background

Our client's Vehicle Engineering function was moving from site-based operations towards a global organisation. Acquisitions had brought different operating systems, performance measures and management routines. The challenge was to align people and processes around shared priorities.

In 2018, Project7 conducted a 3P Diagnostic across Derby in the UK, Crespin in France and Hennigsdorf in Germany. The work examined performance from global engineering through to project level, with Vehicle Engineering as the pilot area.

Over 12 working days, the team combined data analysis, direct observation and interviews to identify what was limiting performance and define a practical route to improvement.

## A roadmap to operational excellence

Performance gaps made visible. Improvement opportunities prioritised. A clear sequence for action.

The recommendations went on to inform a substantial part of the global improvement roadmap.



# Challenges

## A global engineering function. A consistent way to perform.

**WHERE THE DIAGNOSTIC FOCUSED**

**€8.2m**

**69% of recorded non-conformance costs at Derby were attributed to design.**

2017 baseline cost pool for investigation—not a forecast or realised saving.

### Connect strategy to daily delivery

Global engineering KPIs did not cascade consistently to functions and projects. Teams needed a clearer link between business priorities, measures and daily action.

### Turn procedures into working standards

Processes were not consistently understood, applied or confirmed. The opportunity was to strengthen standards and address root causes behind recurring issues.

### Strengthen leadership and governance

Interviews and observation highlighted opportunities to clarify accountability, improve information flow and establish regular performance dialogue and coaching.



# Solutions

Project7's 3P Diagnostic followed the evidence from business performance into the systems, processes and behaviours behind it.

**THE PROJECT7 DIAGNOSTIC APPROACH**

| | |
|---|---|
| **Pre-diagnostic data gathering** | **KPI & metrics analysis**<br>**Safety · Quality · Delivery · People · Cost** |

**BROAD & SHALLOW | Identify performance gaps**

**DEEP & NARROW**

| **Technical operating system** | **Management infrastructure** | **Mindsets, capabilities & behaviours** |
|---|---|---|
| Assets, resources and processes | Structures, routines and governance | How people think, feel and act |

**OPPORTUNITY → VALUE → IMPROVEMENT ROADMAP**

## Test the reality behind the measures

Eight process assessments and seven management criteria aligned to AES 2.0 were supported by data analysis, Go Look See and process mapping.

## Turn insight into a sequence for action

Twenty-five formal interviews across five organisational levels informed priorities for KPIs, governance, process standards and leadership development, with a proposed pilot sequence for implementation.

People + Process = Performance

The diagnostic gave the client a clear view of the gaps to operational excellence and the opportunities to improve engineering performance. It connected fragmented data, process findings and leadership insights into a single set of priorities.

Following the senior stakeholder briefing, the recommendations formed a substantial part of the global improvement roadmap. The plan was designed for delivery through existing internal improvement capability with coaching support.

The value lay in establishing a common evidence base, prioritising opportunities and creating a sequenced roadmap for action. These are diagnostic and planning outcomes; realised savings and financial return on investment were not measured in this case study.

# Value of the Diagnostic

**3** **European hubs**
Derby, Crespin and Hennigsdorf

**25** **formal interviews**
Five organisational levels, N-2 to N-6

**12** **working days**
A focused diagnostic across three locations

→ **Roadmap adopted**
Recommendations informed the global improvement plan