



serco



Getting closer to understanding and satisfying the customer's needs

Docklands Light Railway (DLR) needs to spend £800m on projects and infrastructure improvements ahead of the 2012 Olympics. Serco Docklands Ltd staffs and runs the DLR and is one of the contractors bidding for projects undertaken for this £800m budget.

Serco and DLR share premises on the same site in Poplar, East London.

Background

Staius had previously been appointed by Gareth Hopkins, Director of the Project Division of Serco Docklands Ltd, to review existing practices, processes and procedures and to implement new ones. As a result of this the Company gained certification to the prestigious and internationally recognised quality management system ISO 9000 and Gareth proclaimed himself as an "ISO junkie"!

The Objective

However, not content to rest on his laurels, Gareth wanted to use the ISO 9000 foundation to continually improve the organisation's processes. Gareth asked Staius to review the relationship with DLR thus enabling Serco to get closer to and satisfy the customer's needs.

The objective was to understand:

- the customer/supplier expectations between Serco Docklands Projects and DLR Projects;
- how Serco Docklands Projects could deliver better value; and
- how well Serco Docklands Projects and DLR Projects manage change.

The Process

Staius then led Serco and DLR through the following steps

- The identification of the key issues to be explored.
- The development of a focused interview questionnaire to explore the customer's requirements in depth.
- Carrying out in-depth focused interviews with staff of both companies to solicit their views.
- Analysis of the results.
- Presenting a plan of action for both parties.

The Results

Some 28 staff, approximately 80% of the key decision makers, across both companies were interviewed on a range of issues, for instance the understanding of the contractual relationship that existed, company culture, change management, the project management processes, how value was created and perceived and how Serco's performance compared to that of its competitors.

The Benefits

The final presentation was made to an audience of Serco and DLR staff culminating with a comment from Gareth "This has confirmed some things I knew, and that was useful; some things I didn't and that too was useful. However, most importantly, I guess we all felt a bit uncomfortable at times but now we have an improved plan to go forward with."

Serco and DLR fully bought into the plan and the recommendations and are now working on implementing them.

Contact

For a consultative meeting or additional information, please contact Mark Woods on 07976 426 286 or email him at mwoods@staius.uk.com.