

Improvement of product development processes for a rolling stock manufacturer

CUSTOMER BENEFITS

60+

stakeholders, from 5 functions, aligned on non-performance root causes

-20%

projected lead-time

-10%

projected cost

+30%

delivery rate improvement

CHALLENGES



As sometimes experienced by companies when developing complex products, an international rolling stock manufacturer was dealing with some performance issues. On some strategic projects, they were experiencing up to a **40% gap with the initial project schedule** and up to a **20% gap with the initial project cost** baseline.

They needed support in understanding the **performance deterioration root causes**, identifying **improvement levers**, and defining a realistic **implementation roadmap** and delivery targets.

SOLUTIONS



To secure improvements, a **5 steps approach** was set up:

1. Implement a **multi-project procurement policy**
2. Overhaul the **development process**, including the parallelization and frontloading of tasks
3. Review the configuration management process evaluation criteria for **prioritizing changes**
4. Implement an **extended enterprise concept** including co-engineering sequences with suppliers
5. Animate of **hothousing sequences** and design war-rooms

KEY DELIVERABLES



Projects' performance baseline



Product development process overhaul



Resources efficiency analysis



Performance improvement roadmap