

SECTOR

# Transport

## The balancing act

Delivering complex change that impacts infrastructure and people whilst maintaining operational integrity is a challenge all transport providers face. The combination of aged assets, budget constraints, a multi-faceted supply chain and overstretched internal capability hinders strategic thinking and creates a culture based on “crisis management as the norm”.

The Transport Authorities face their own challenges in regulating a sector with variations of devolved power and competing objectives between Operating Companies and Infrastructure Operators. The task of developing schemes future proofed to ensure that they are still relevant 10 – 20 years later, upon actual implementation, is not easy either.

Common sources of change in Transport are: regulatory reforms, strategic infrastructure programmes, tactical approaches to address capacity constraints, and organisational changes such as Franchise renewals. External Agencies and the travelling public are all scrutinising every move made by Transport Providers.

The environment in which change is being delivered is presents its own challenges.

## Right business sponsorship

Change Initiatives that are aligned with Organisational Strategy and as such fully endorsed by an informed and engaged Executive typically bring success. It is important to identify strong senior Sponsorship to advocate the change and make it happen.

With a focus on short and medium terms goals, due to operational pressures, finding the right availability and energy to focus on long term goals can be challenging for Sponsors.

## Right requirements

The pressures of keeping passengers moving can often result in a prioritisation of short term goals. The early stages are the most critical in delivering change although they can often appear least urgent and this can be reflected in time and resource allocation.

*“Most organisations face a balancing act in delivering change whilst maintaining operational delivery. In the mass transportation sector, this is particularly acute due to the immediate and personal impact of disruption on the travelling public.”*

*“We have a track record in working with client teams to deliver complex change in a manner that helps them balance the urgent and the important.”*

**Jonathan Kennedy**  
Partner



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Laying strong foundations can benefit Sponsors where operational pressures can result in a returning focus to short and medium term goals.

### Right capability

Investment in key skills for managing change often takes lower priority than developing operational skills. Franchising can compound these issues due to the prioritisation of near term

goals over medium to long term benefit.

Internal Change and Programme Management teams are often over stretched in terms of capability and capacity. This creates a reliance on finding the right external providers and establishing commercial relationships to drive the right behaviours. A short term focus can lead to under investment in supplier relationships that deliver the required capability and the right behaviours.

## How we can help

We have a strong track record of delivering complex change in regulated environments (e.g. Health, Financial Regulation, Transportation) with constraints on funding and capability.

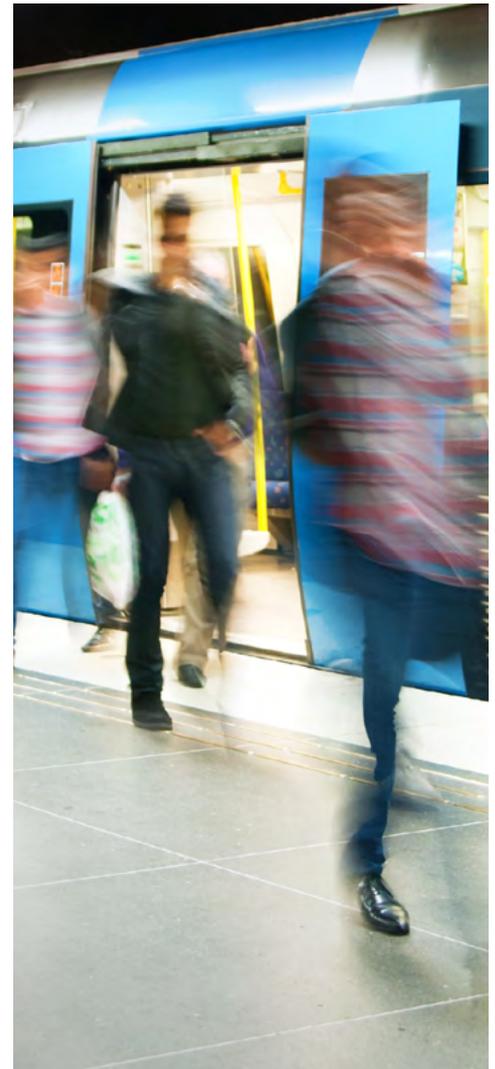
We have seen first -hand, that Portfolio Management and effective Business Planning greatly improve the ability of transport providers to identify and deliver critical change initiatives whilst protecting operational performance.

We bring a 'client-side' approach where we will support the leaders of your organisation to provide the 'Right Business Sponsorship', establish the 'Right Requirements' and build the 'Right Capability'.

### We are often asked to:

- Set executable Finance, HR, IT, Digital and Business Strategies.
- Lead Finance, HR, IT, Digital Transformation.
- Make your technology work for you through maximising use of Big Data and Analytics, Leveraging the Cloud and Implementing Major Technology Programmes.
- Facilitate transformation through delivery, mobilisation, turn-around, Change Management, Portfolio Management and selecting the right suppliers.
- Maximise business performance through developing and embedding Business and Financial Modelling, Target Operating Models and post-merger Integration.
- Lay the right foundation for success through Investment Appraisal, Operational Due Diligence and Programme Assurance Reviews.
- Get the most out of your people through Coaching.

The full range of our services can be found on the [website](#).



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## Our experience

We have worked on key projects in the Transport sector. Here are some examples of the work we have done in Aviation and Rail:

- **Cathay Pacific Airways** is an international airline registered and based in Hong Kong offering scheduled cargo and passenger services to more than 110 destinations around the world.

Berkeley End to End support in shaping and delivering the Cathay Pacific Passenger Service Support (PSS) programme. Bringing expertise in Change Management and Programme Delivery Berkeley was appointed in key roles critical to delivery acting as Interim Programme Director, Change Manager and Testing and Cut-Over. The Programme represented a major transformation of business processes and technology platforms and was a key enabler in achieving the carriers strategic goals.

- **Go-Ahead** is the leading provider of passenger transport in the UK and delivers over one billion journeys a year on its bus and train services with annual revenues of c£2.7bn. One of the recent rail acquisitions, Govia Thameslink Railway (GTR), is the biggest train operator in the UK covering 26% of passenger journeys in the country.

Berkeley have undertaken a number of advisory and delivery roles for Go-Ahead Group and GTR:

- Working with the Group Executive and leadership from individual operating companies we have identified opportunities for collaboration between group companies.
- We led a review into the IT organisation and estate issues and gained endorsement for a set of organisational and estate interventions which would be delivered over three years.
- We led a programme to migrate the heritage a to the new integrated operating model.

*“Berkeley provided high quality end-to-end delivery. I didn’t need to babysit the engagement, yet I felt sufficiently in control of the overall direction. They very quickly tuned-in to the corporate culture and tailored the product in a way that gave it the best chance of gaining traction in the business.”*

Charlie Hodgson – Managing Director, Rail Development, Go-Ahead Group

*“Berkeley were an integral part of our Executive Team during the critical early stages of the franchise. They worked seamlessly alongside us, providing leadership, drive and integration expertise while ensuring that we still felt in overall control. From the start, there was a strong emphasis on embedding ownership for the new operating model within the GTR team. It didn’t feel like working with consultants.”*

Charles Horton, CEO, GTR

