



# Global leader in transportation

## Getting 2 work as 1

## Case Study Transportation

### Delivering software on time in full

**Company Name:** n/a

**Location:** Germany, Nordic

**Sector:** Transportation

**Function:** Engineering

**Business Challenges:**

Regain the competitive edge that was being lost through delayed project delivery and rework.

**Consulting Services:** R&D

Optimization, Change Management

**Capabilities:** Innovation,

Engineering (product development)

**Client Quote:**

*"We still face the same technical issues as before this initiative; but the main difference now is that we can see and address them early in the process - not just at the end when the rail vehicle is already assembled and the software doesn't work." Client's project leader*

#### Situation

As a global leader in rail technology our client knew that developing and delivering train control systems required close cooperation between 2 divisions - software and hardware. But collaboration was characterised by a lack of communication and trust, resulting in frequent project overruns and late reworks because of faulty or unclear specifications.

#### Approach & Delivery

Celerant analysed that the main problems were unclear roles and responsibilities,

absent or inaccurate plans and unreliable management visibility of project performance. So real behavioural change was needed.

To improve the management and communication of the divisional interfaces throughout the software development process the Celerant-Client Taskforce developed a Shared Gate review system and a robust customer requirements and change management process. This was then implemented in a pilot project.

To ensure information was shared, both within and across the 2 divisions, a multi-site, multi-division project management system MCRS® was then developed to leverage existing tools and past work and establish an optimal working environment for software engineering. To support this, a simplified MS Project Plan was also developed, replacing the multitude of

existing project plans. It contained a work breakdown structure that followed the V-Cycle concept of software development and is a template for future projects.

#### Results

In few months, the initiative delivered a "shared gate" review process that is documented and supported by terms of reference, checklists and a roles/responsibilities matrix for each development phase.

A pilot project MCRS®, with support tools for new projects, and a pilot project planning process, with a Project Plan that is the template for new projects, have been implemented.

A detailed roll-out plan across all locations in both divisions, with fully trained local teams, has also been created.

#### Client Satisfaction

Through newly defined processes and the implementation of an integrated project management system, projects are now controlled by clearly defined interfaces and robust planning and decision making criteria at every stage in both divisions involved in the initiative.

