

Yarra Trams, 'Tram Hub' Visualisation Room

The Challenge

Yarra Trams operates the tram network across greater Melbourne comprising of over 460 trams running on 250km of double track, providing some 3.5million passenger journeys per day, by an organisation of 2,100 people.

Yarra Trams' have 6 corporate objectives that are aligned to 25 measures which are monitored regularly by the executive team, but the team felt this process could be improved using visualisation. The imminent move to a new head office building presented an opportunity for a dedicated visualisation room for this purpose, with the aim to cascade this model throughout the business. Visualisation had been trialed a number of times before at Executive level but had not become an embedded practice, therefore a sustainable long term solution was required.

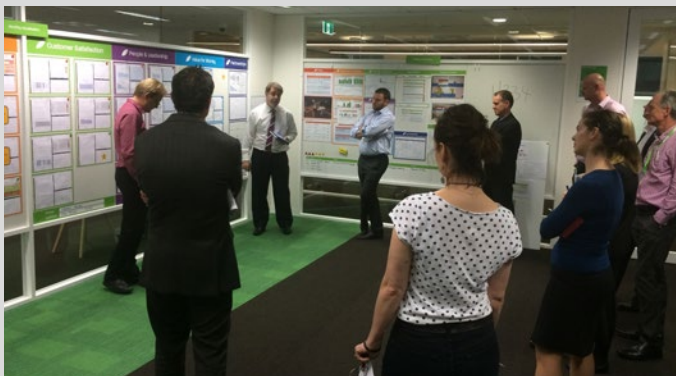
Unipart Expert Practices were chosen to help Yarra Trams achieve this.

The Solution

A number of workshops were conducted to understand the current business, the corporate objectives and vision for the organisation. This allowed Unipart Expert Practices to define a future state solution to fully meet Yarra Tram's requirements and then work closely with all the stakeholders to implement the necessary processes. The solution was developed, tested and further refined to ensure an agreed standard, alignment of the metrics, and that the data was presented appropriately at the right level to enable issues to be identified and actions agreed, in line with the principle of *'ensuring standards and actual conditions are highly visible in the workplace, to enable timely decisions to be made'*. This ensured that the executive team gained the maximum benefit at their executive meeting; real focus on identifying the main issues for the organisation, reporting progress on actions and reviewing the effectiveness of these actions in delivering the anticipated results.

The Result

Yarra Trams have achieved their aim of implementing a Visualisation Centre within the 'Tram Hub' to support the management of the operation.



The visualisation solution enables;

- **Customer alignment** – where each area can understand its overall contribution to delivering value for the customer
- **Measures that are aligned** across the business to achieving the business objectives
- Improvement in the **cross functional management**
- **Clear focus on the customer requirements**, and actively seeking out issues impeding delivery
- **Monitoring performance across the organisation** with a line of sight to the executive Corporate Objectives
- Internal capability in visualisation methodology that underpins the key principles of the Yarra Trams 'Leadership Framework'

"Yarra Trams engaged Unipart to assist in the development of a Corporate Visual Management room at the new integrated head office. The Unipart team worked collaboratively with a large number of internal stakeholders, including the CEO, directors and key management staff to develop the room, the processes and to provide training in effective visual management techniques. Unipart has helped Yarra Trams build a room with the "wow" factor; but more importantly have built the capability within our leadership group."

Rochelle Boland, Manager Business Planning & Reporting, Yarra Trams

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