

## Assignment for a Global Truck Rental Client

### Introduction and background to the assignment



Our client, one of the world's largest companies involved in truck rental, distribution, maintenance and leasing; operating over 30 service workshops in the UK.

Dissatisfied with the levels of productivity achieved at some sites, it was decided that a productivity audit needed to be conducted at sample depots to identify local working practices.

### Our task

Touchstone Renard's role was to measure the activities of service managers, workshop supervisors, store people and clerks.

The focus would be to identify the potential elimination of unnecessary activities, define who should do what under a new fleet management system (FMS) scheduled to be introduced across Europe, quantify the workload of activities appropriate to the FMS and identify any other areas for improvement. We had consultants available with the right skills for the job and soon got to work.

### How we went about it

Touchstone Renard's people undertook an initial pilot review of activities at a typical workshop to determine the study methods to be used, the activities to be measured and the key issues to be examined, before implementing the main study across 5 workshops. The process included staff briefings and regular reporting to management.

We found vast differences in operating procedures at different depots, variation in profit levels and approach to customer management, all having a direct influence on productivity. Geographical location and historic influences as well as staff attitude were factors that also contributed to these findings.

Arising from this work, we identified a range of issues that needed attention. These included further examination of productivity and utilisation, best practice dissemination, depot management structure and business planning.

### What we achieved and our thoughts on the assignment

Having created a benchmark for further studies, we were able to highlight many areas for improvement which were incorporated into the new FMS and subsequently "rolled out" across the company.

Phil Austin, Managing Director of Touchstone Renard, reflects: 'For this assignment, as with many others, it was so important to select consultants with the right people skills who were able to forge a good working relationship with our client's teams. I am sure that the approach of our consultants was a key factor in the successful outcome of this project.'