

CASE STUDY

Getting Production Back on Track with Precision and Pace

FourCentric

Outcomes are **Everything™**

IN BRIEF



Increased weekly output by more than 50%



Reduced inventory levels by 50%



Reduced missing parts by over 90%



Shortlisted for a CIPS Award

Demonstrating the power of the FourCentric house of brands to **drive rapid recovery** and **lasting transformation** in rail manufacturing.

BACKGROUND

Our client is a rolling stock original equipment manufacturer (OEM) with a global footprint and a significant presence in the UK. The company was dealing with multiple underperforming projects and significant operational challenges, particularly in supply chain performance.

As a result, our client was facing critical delivery issues, driven by persistent supply chain failures. Production targets were not being met, and the business was incurring heavy financial losses. The company brought in Procure4 for external support. This opened the door to a collaborative intervention across the FourCentric group of companies.

CHALLENGES

Chronic supply shortages: A UK factory was unable to meet its target output and was constantly experiencing line stoppages. Initially, the problem was thought to be a lack of materials, but deeper issues in supply chain operations and planning were later identified.

Poor process governance: The end-to-end supply chain processes were fragmented and ineffective, from forecasting and supplier engagement to parts delivery and warehouse management.

Low visibility and data quality: Inaccurate reporting and a lack of actionable data limited the ability to address material shortfalls.

Organisational instability: The supply chain function had experienced multiple leadership changes in 18 months, creating a culture of uncertainty and low morale.

Matrix management complexities: Local initiatives lacked alignment with global functions, creating delays and tension between the UK and central teams.



SOLUTIONS

Our approach combined rapid execution with structural improvements, allowing for both immediate gains and long-term capability building.

4C Associates

- Led the overall engagement and coordinated the delivery team of ten consultants.
- Took responsibility for stakeholder engagement with both UK and global supply chain leadership.
- Defined the operating model and performance KPIs for the operational supply chain.
- Drove the day-to-day transformation on the ground, including process redesign, supplier engagement routines, and internal performance cadences.
- Developed the “Red Book”, a simplified but authoritative playbook that documented core processes and KPIs, ensuring consistency and accountability across teams.
- and overall relationship support with the client sponsor
- Supported the programme with four consultants, who worked alongside 4C’s team.
- Focused on aligning procurement strategy with the new supply chain operating model.
- Helped strengthen supplier relationships and implemented the weekly supplier engagement cadence with all Tier 1 vendors.

Anvil Analytical

- Designed and implemented a custom analytics tool branded internally as the “Control Tower”, giving live visibility into parts shortages across suppliers, categories, and train projects.
- Produced custom dashboards to replace unreliable legacy reports, enabling real-time, data-driven decision making.
- Supported identification of missing

parts, root cause diagnosis, and mitigation planning.

- Coined and implemented the principle “an action for every part”, creating accountability across the value chain for resolving material issues.

The joint team adapted quickly to the political and operational complexities of a matrixed organisation under intense scrutiny. By balancing quick wins with long-term fixes, they rebuilt confidence in the factory’s performance and restored a sense of control across the supply chain.

Procure4

- Provided project quality assurance

OUTCOMES

OUTPUT INCREASE

Raised weekly production, improving throughput by over 50%

INVENTORY REDUCTION

Cut inventory value by nearly 50%, from £140M to £70–80M, freeing up working capital

DELIVERY RELIABILITY

Eliminated over 90% of missing parts, enabling more consistent delivery performance

GOVERNANCE & CULTURE

Established new ways of working that improved morale, alignment, and resilience

INDUSTRY RECOGNITION

Shortlisted for a CIPS Award

KEY TAKEAWAYS

- Defining a clear operational remit enables faster alignment and measurable impact
- Collaborating across specialist teams creates momentum and sustained performance improvement
- Developing tailored analytics tools provides the visibility needed to act with precision
- Setting clear, standardised expectations delivers clarity and consistency across complex operations



Our planning is much more effective

We have not experienced any production line stoppages for many weeks now, and our material availability forecast has improved massively. Our planning is much more effective, and we are excited to continue building on this momentum to further improve our operations.

Managing Director – UK



We were able to mitigate these risks

At the outset of this project, we faced significant challenges related to material availability, which made ramping up production impossible. By implementing a robust risk management approach, we were able to mitigate these risks and achieve unprecedented success.

Managing Director – UK

Discover how **FourCentric's** group of specialist companies can unlock the hidden opportunities across your supply chain, operations and procurement and drive change that sticks.

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