



Case Study

National Express Group

National Express Group (a leading international public transport group, listed on the London Stock Exchange with 43,000 employees) is committed to improving the safety, quality and value for money of all its services. National Express Group serves more than one billion passengers a year worldwide on its bus, train, light rail and express coach and airport operations. It has leading positions in each of its markets - the United Kingdom and North America—with over 25% of its operations being in international markets.



What challenges did National Express face?

National Express commissioned a number of research studies across 10,000 customers to find out what they wanted and their current level of satisfaction with what the company currently offered. The research findings identified critical areas to focus on in order to improve customers' perception of its services.

These findings were formed into a customer service programme by David Bird, Group Customer Service Director. The programme contained 10 key projects across the operating divisions (buses, coaches and trains).

How Red Ant Consulting assisted National Express Group

Red Ant Consulting was commissioned by David Bird to help structure the 10 projects into an overall change programme. This involved careful stakeholder management, action-focused workshops and practical project frameworks to make sure the programme moved forward and was appropriately monitored.

This resulted in a consistent approach being adopted across the 10 projects and across the different operating companies. The Board remained informed and was supportively involved throughout, Red Ant's flexible approach meant that it worked at both the programme-structuring level and the more pragmatic project delivery level. This was seen to greatly help maintain momentum on the programme, despite the implementation covering a range of initiatives across many operating companies.

How National Express Group benefited from our support

David Bird sums up the benefits: "Red Ant worked very well with everyone at all levels in National Express Group." "Red Ant have a very flexible approach and understood the company culture and operating style. They managed relationships well, knowing when to push and when to back off. They helped structure the key areas of the programme and kept me informed of key areas to address."

David also recognised that Red Ant Consulting were "very active and responsive to development of requirements" and believes he got good value for money