

## Case Study: Heathrow Express



### Situation

At deregulation of the Rail Industry in the UK, the Major Projects Division (MPD) became responsible for a number of critical and politically visible projects. One of these projects was the Heathrow Express linking Paddington Station to Heathrow. This project required upgrading of the existing track and the construction of a new spur line into the Airport. Over the transition to privatisation, the project had stalled and was the subject of adverse criticism in the press. INDECO was requested to review the situation of the project and propose a recovery plan.

### Approach

Using their Cold Eyes Review (CER) methodology, INDECO reviewed the project and concluded that it was totally undermanaged and that the schedules and budget were unrealistic. INDECO proposed a new project organization and a revised budget and schedule. This was accepted by the client. An INDECO Senior Consultant took over as Project Director and duly implemented the new organization which was required and managed the project to completion.

### Impact

The project was completed to the revised budget and schedule and has been operating successfully ever since.