

Teneo Emergency Toolkit: Running a Recovery Function

Key recovery considerations for transport operators during the global crisis

Transport operators may have stabilised operations during the first few weeks of the crisis, but as it becomes clearer that the COVID-19 pandemic will have huge impacts on our economic and social future, so transport operators need to create the right structures to respond to these changes and remain relevant and sustainable in the post COVID world

The Challenge:



The COVID-19 crisis will have long term impacts far beyond the initial lockdown period. Transport operators need to ensure they have plans in place for the duration of the crisis

Short-term: 1-3 months

✓ Implemented emergency plan

- Protect front line employees and passengers
- Maximise remote working
- Implement crisis response and business continuity plans

Medium to long-term: 3-18 months and beyond

▲ Now operators need to focus on managing over the medium-term and planning for recovery

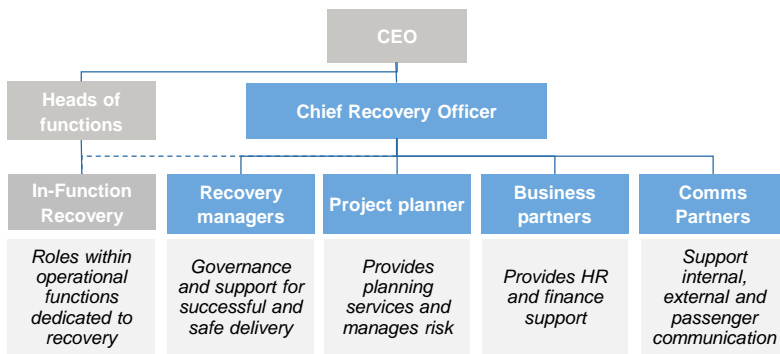
- Make significant **changes to operational plans** to reflect continued suppression of demand and maintain additional resilience in operation
- **Streamline organisational structure** to reflect lower demand and revenue base, whilst building a more flexible business structure
- Plan for the future, **using the disruption to expedite change** such as the adoption of data driven decision making to improve services and more flexible service provision to better align with changes in demand

The Solution:



To respond to long term challenges and plan for recovery, operators should mobilise a dedicated recovery function to lead the transformation of the business to reflect the changes in travel patterns which the COVID-19 crisis will cause

Creating a Remote Recovery Function



Ensure the success of that function

- 1 Ensure **necessary management time and focus**, with a dedicated Chief Recovery Officer reporting directly to the CEO
- 2 Create a clear project **prioritisation and evaluation framework** that reflects the realities of the post crisis world
- 3 Create a **data driven insight** function to inform prioritisation, gaining an immediate understanding on how the short-term crisis will drive long term behavioural change
- 4 Recognise the communications challenges of remote working in the current crisis, and **embed communication support** in the Recovery Team

Do's and Don'ts of a successful remote Agile function

- ✓ Develop specific communication approaches which are built around the requirements of remote working
- ✓ Ensure proactive reach out and engagement to external stakeholders, including government partners, Trade Unions and major suppliers
- ✗ Do not simply translate traditional "in person" communication approaches to a digital approach
- ✗ Do not operate in isolation from the operational functions of the business; looking to secure buy in and a gradual transformation to new ways of working

How Teneo can help

- Teneo's global transport practice comprises recognised industry experts who understand the strategic, commercial, and operational principles relevant to transport operators, and who provide support to CEOs and business leaders on understanding and responding to crisis
- We have unique expertise working with public operators and government bodies as well as private technology-centric mobility companies, providing us with insight on all stakeholders to deliver impactful CEO-level support during crises and service recovery
- We have extensive experience working with organisations setting-up and running functions focussed on undertaking large-scale transformation, similar to what is needed during this crisis. We have a track-record of successfully implementing and running functions that operate remotely



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