

The Global Service: the experience of Centostazioni

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Centostazioni S.p.A. (Ferrovie dello Stato Group)

Responsible for Business Unit Services-Facility Management

Mission – Strategic guidelines

Centostazioni is the company formed by Ferrovie dello Stato and Archimede 1 - SAVE Group (a private limited company responsible for the strategic, industrial and business plan) committed in the refurbishment, improvement and management of 103 stations located on the whole national territory. The restructuring national plan has reached the 87%

1. REFURBISHMENT



- ❑ New layouts and innovatory vision of the spaces
- ❑ Increase of the surfaces dedicated to the passengers' facilities
- ❑ Strategy of the flows and reduction of the architectural barriers
- ❑ Innovative lighting and use of suitable materials

2. VALORIZATION



- ❑ Development of diversified commercial activities and services
- ❑ New Merchandising Mix
- ❑ Events in station
- ❑ Communication/Advertisement
- ❑ Use of strategies of multi-target and multi-channel communications

3. MANAGEMENT



- ❑ Decorum and Safety
- ❑ Innovatory management of Cleaning and Maintenance Services (Global Service)
- ❑ Regular Customer Satisfaction and qualitative standards surveys

A complex system

The network of Centostazioni is extremely wide and structured for the:

- **Number of the station buildings** (103), belonging to 15 FS Compartments: at first in a state of maintenance and of a rather critical conservation;
- **Territorial scattering** (we are in the whole national territory – the northernmost station is Bolzano, the southernmost is Catania);
- **Organizational and managing complexity**
- **Huge number of requests of intervention** equal to 10.000 /12.000 per year. The amount of the services adds up to some 30 million euros per year.

The intervention concerns **complex structures** with the need to respect the functionality and the regular service. It is necessary to work by interacting with the different realities of reference in the station (Trenitalia, RFI, Polfer, commercial partners, tenants, travellers, visitors...). The railway areas fit in an extremely demanding urban context: the Provincial Administration, the Municipality, the Town Planning Department, Commerce, Transports, Welfare Services, Culture, Citizenship



The choice of Global Service, main results

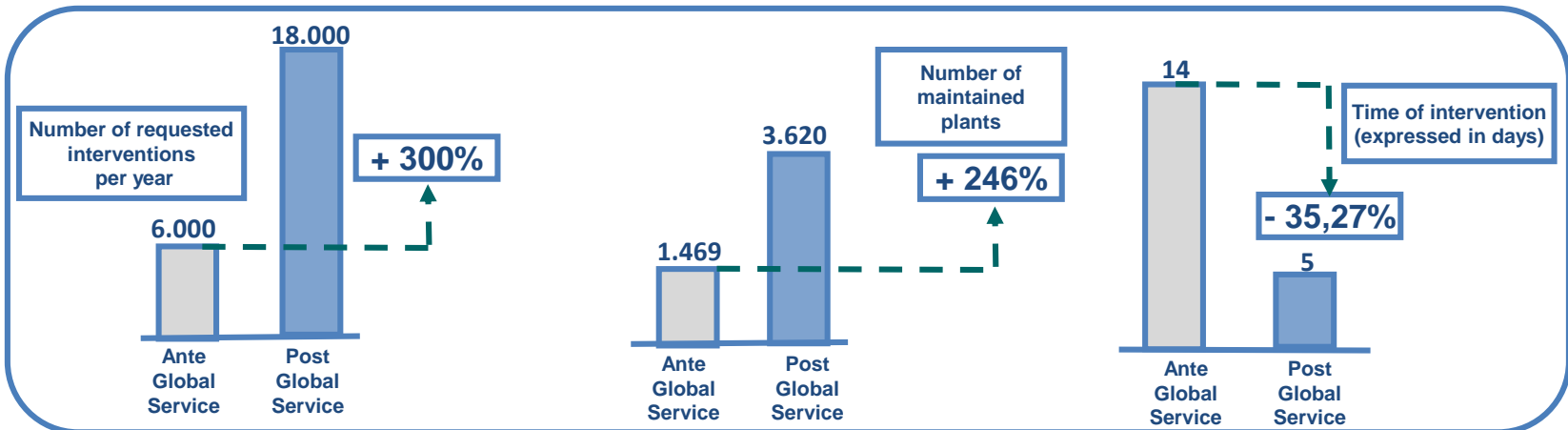
- Need of pouring the resources of Centostazioni into the actual *core business*;
- Need of managing, in the sense of: refurbishing, improving, maintaining, running;
- Need of uniforming and raising the quality standards and the reliability of the services provided;
- Need of optimizing the economic management of the services, even with the cost planning;

Management of the services for the station buildings and plants :

- ✓ in outsourcing
- ✓ in an integrated way
- ✓ with a focus on the achievement and not on the performance

GLOBAL SERVICE

MAIN RESULTS:



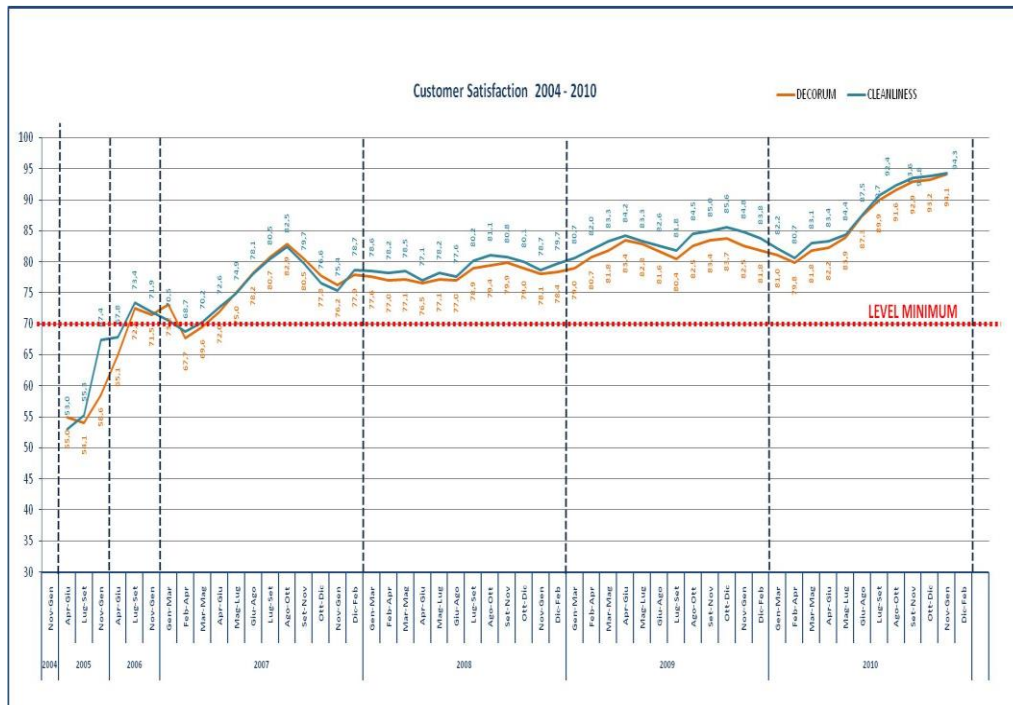
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Customer Satisfaction: Ante/Post Global Service performance

(Total Network Data)



Cleanliness		Decorum		Safety	
53 %	94,3 %	55 %	94,1 %	70%	91,6%
2004	2010	2004	2010	2004	2010



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