

## What if you could...

deliver a 15% improvement in both Cycle Time and Productivity within 12 months and reflect it in your budget?

## With Proudfoot, you can.

The Head of Aircraft Maintenance of a major seasonal airline needed to transform their UK based operations to remain competitive, reduce turnaround time to absorb previously outsourced aircraft C-Checks, while maintaining high levels of service. An internal initiative was launched to introduce critical path scheduling and daily progress monitoring. However, he soon realised the initiative was facing shop floor resistance and that effective change leadership was required along with gaining the hearts & minds of the lead engineers.

**Teaming up with Proudfoot for a rapid assessment, the potential for cycle time compression, productivity improvement and the supportive transformation roadmap were defined and agreed within three weeks.**

"You have confirmed the opportunities we thought we had and have established a platform for change with support from all the people you have engaged with. The management Team is committed to deliver a 15% improvement"

**– Head of Commercial, Supply Chain and Engineering**



### A TRANSFORMATIONAL APPROACH

- 1 Scope and scale** – covering Hangar Base maintenance, planning, supply chain, NRC predictability, labor and material across **4 Bays, 140 employees and 40 contractors.**
- 2 Assessment** - Applied rapid rigor to analyses, focusing on dynamic critical path scheduling, risk prediction and response standardization, synchronization and coordination of supply chain, real time performance control, advance planning and outsourcing optimization, managerial capabilities, proactive behavior and change management with the **aim to reduce costs & TAT, optimize planning and improved safety.**
- 3 Findings** – Previous attempts to schedule and provide transparency on daily status had failed. Supervisors needed to be upskilled and equipped with the right tools to **move to a planned approach** rather than a "independent /self organized" work force. The lack of effective critical path scheduling and short interval controls lead to significant amount of non value added time, up to 40%. No effective Performance Management was in place, standards were lacking including Safety practices.
- 4** An Implementation plan based on planned input was developed and agreed. A robust communication and engagement approach was part of the Solution Design, with the required education, training, and coaching to build new skills and behaviors, and **engage employees in clean processes, procedures, and reporting practices.**

### REMARKABLE RESULTS

The Management Team committed to the CFO to deliver a 15% improvement in both Cycle Time and Productivity within 12 months. This was reflected in the budget.

<b>15-20%</b>	Reduction in Manhours & TAT required Base Maintenance operations
<b>3-5</b>	Additional Aircraft re-insourced during winter seasons 7% throughput
<b>60%</b>	Reduction in overtime
<b>35%</b>	Reduction in contractors
<b>15%</b>	Improvement in pro-active buying

"Further opportunities through improved NRC predictability will be quantified as Supply Chain will be in a position to reduce reactive sourcing"

# Proudfoot