

## What if you could...

...advance your existing cost reduction effort, maximize the utilization of resources and reduce the need for additional capital expenditures?

**With Proudfoot, you can.**

A global airline wanted increased certainty of aircraft turnaround time during light checks while also avoiding AOG incidences. The airline was particularly concerned about delays over 60 minutes and the knock-on disruption i.e. forced crew and plane changes, catering changes, hotel bills and reputational damage.

**A clear target was to reduce manhour costs by 15% and total time (hangar time plus after hangar time) by 2 hours.**

Much of the work was poorly planned. Cycle times were not properly controlled, large degrees of variance experienced and little monitoring or root causing to eliminate the variance.

The work that was planned was not undertaken to requirements, with bay supervisors using their own discretion. Spare parts were not available for many of the unplanned tasks causing further slippages and delays.

Additionally, was the complexity of the outsourcing of checks to a 3<sup>rd</sup> party MRO provider, and therefore solutions needed to be a joint effort between airline and MRO provider.



## Proudfoot PROOF POINTS

Airline & MRO Provider

### A TRANSFORMATIONAL APPROACH

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**Scope and approach:** Proudfoot educated and coached our clients' improvement teams (airline and MRO) in people led transformation, bringing our own Lean Forward Transformation Model; a combination of behaviour based change, SMED tools and Lean methodologies into use, and built a joint transformation team tasked with analysing and developing the following:

2

**Rapid Assessment:**

- Cycle time variances: Achieving their task milestones without delays or added resources
- Planning for unplanned checks: Productivity & throughput
- Task scheduling: Improved schedule stability
- Management system: Developing a holistic management system with the right information flow from both the airline and the MRO planners through to the engineers working on the planes.

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**Implementation**

The approach was built on the fundamental principles that any change is about people working differently but with ownership and belief. Underpinning this was a consistent change management approach and training programme:

Operators' use of processes and KPIs

- Supervisors' coaching and management skills
- Middle and senior management use of Management Operating Systems
- Improvement Team skills development in change management methodologies

### REMARKABLE RESULTS

The engineers and supervisors worked as a change management task force to identify and quantify the areas for reducing the aircraft lead time to execute checks. In doing so, they also identified areas for reducing direct labour costs

15%

Reduction in Manhours & TAT required Base Maintenance operations

2hrs

Reduced lead time

20%

Improvement in On Time Performance

Proudfoot