



Proudfoot

AEROSPACE
PROOFPOINT

What if you could...

increase cargo
facility capacity
by 30-40%?

With Proudfoot, you can.

A Canadian international flag carrier had one of those “good problems to have.” Significant growth at its main Cargo Hub found them needing to ship 1+ million kilos per day through a facility designed to handle less than half that capacity. And even further growth was projected on the horizon.

Having added 200 people over the last few years, management was concerned that processes were too unstable and that simply adding resources would not enable additional growth due to lack of standardization. Maintaining excellent customer service levels was imperative for the growth to materialize, and leadership had an eye on future transformations, so sustainability was key.

Hence, Proudfoot was engaged to Aerial Map across the Hub Enterprise to see where processes would bend/break under the pressures of higher volumes. Working with 500+ employees on the floor, Proudfoot mapped 44 processes as well as their interfaces, and identified over 400 improvement opportunities.

Transformational Approach

- The first step was to conduct a Rapid Analytics Phase with Aerial Mapping of the current processes across Import, Export, and Transit cargo. This was initially done on “brown papers,” which were reviewed and critiqued on the shop floor, and later created in Visio. Working with Proudfoot, the team observed and standardized these processes.
 - A Future State workshop was conducted to define the implementation imperatives, such as great customer experience, a lean culture of continuous improvement, clean processes, active management, increased customer and employee retention, and an operating system fit for growth.
 - The next step was to design and implement a Management Operating System (MOS) that provides management with the information necessary to control and manage the processes and achieve the uplift in volume.
 - Additionally, visual boards were prepared for implementation across the shop for instant visibility over key production parameters like dwell time.
- Finally, managers were trained in active supervision, problem solving, coaching, and giving feedback to ensure the long term sustainability of results.

Remarkable Results

Proudfoot helped the internal Transformation Group compress 12 months of process mapping into 6 weeks, defined the Future State, and built an actionable Implementation Roadmap to deliver rapid results!

44

Processes fully mapped and documented in 6 weeks

15-18%

increase in productivity identified

432

Specific improvement opportunities identified

1

Aligned and agreed upon Implementation Roadmap