

What if you could...

take actions to realize a 40% reduction in engine TAT, adding over \$20M in net profit in less than 90 days?

With Proudfoot, you can.

"Unlike other 'outsiders,' Proudfoot made the effort to align with our culture and to learn our language."

-SITE HR LEADER

One of North America's pre-eminent jet engine and aircraft systems manufacturers was facing significant delays at one of their primary engine overhaul sites. With the entire aviation supply chain under pressure, and management setting ambitious goals to beat the curve, Turnaround Times (TAT) for two key engine types were well beyond target, putting plans, profitability, and customer satisfaction at risk.

Having recently completed a successful operational transformation at one of the OEM's other manufacturing sites – where Proudfoot was able to cut production time by 60% – we were called in by the Business Leader to identify bottlenecks, free up space, drive a continuous improvement culture, and reduce TATs by 20 days.

With a team of 6 operations experts on the ground, we achieved a 21 day TAT reduction, beating our target, while identifying an additional 17 days of reduction to be achieved within 3 months of project completion. And, by making noticeable change happen in only 3 weeks, we energized the business with rapid results, enabling our broader objectives of operational transformation by week 12.

Transformational Approach

The project was designed in two phases, with a 3-week analytics phase followed by a 9-week rapid implementation.

- The team launched an Aerial Mapping™ exercise to create an analog, highly-visible, broad-based gap analysis of current processes and interfaces
- Through direct observations and data analytics, we assessed planning, shop floor activities, and the client's Management Operating System to determine root causes and identify long and short-term wins
- We found quick wins by removing unnecessary process steps in materials management and by redeploying manhours to shorten cycle times

We also accelerated implementation in key areas determined to have the highest leverage against wasted cycle time

- The team standardized work processes across gates to reduce inconsistencies causing delays in shipping and receiving
- Our experts redesigned approaches to vendor management and scrap replacement to recapture lost time

- We implemented a custom TAT tracker to provide operational visibility into all works in progress
- We developed an Electronic Bill of Materials for the entire engine and a Supplier Portal to embed into the site's MOS
- We developed KPIs to measure shipping throughput and root causes of delays

Remarkable Results

In only 12 weeks, Proudfoot delivered a 22:1 ROI of financial benefits vs project cost, while enabling the client to keep driving down TATs on their own upon project completion.

21 Days of TAT reduction

\$27M additional net profit through TAT reduction

50+ additional engines through the plant in 1 year