



**Proudfoot**

**AEROSPACE  
PROOFPOINT**

### What if you could...

reduce your reliance on contingent labour, improve your on-time-to-promise rate by 13% and create £6M in financial benefits

### With Proudfoot, you can.

**An aviation technology company had established a global leadership position, producing many of the world's top air-to-air refuelling systems, weapons carriage and release platforms, and other products.**

Their great work and innovations were being overshadowed by struggling to meet delivery dates. In this highly demanding sector, on-time, in-full delivery is critical to client satisfaction—at least as important as the quality of your products.

Senior leadership had identified an overreliance on contingent labour as the primary barrier to improving their on-time-to-promise rate. Internal change efforts had not yielded the results they needed, so in mid-2018, the CEO engaged Proudfoot to help make rapid, enduring changes.

### Transformational Approach

- Focused work streams into a series of “sprints” that energised the business, and cultivated behaviours that would improve on-time-to-promise delivery.
- Implemented a new Management Operating System to manage variance to targets out of the business, kept focus on priority tasks and included tiered visual boards for triaging issues.
- Developed ‘HeadsUp’ leadership by coaching Active Management Behaviours at all levels, garnering the buy-in and ownership that make for lasting change.
- Aligned job roles, developed skills matrices, and clarified accountability for teams and individuals.
- Improved managers’ ability to track resources.
- Improved planning and scheduling through data-driven resource/requirement forecasting, better bid accuracy, and improved resourcing to balance demand and supply. Managers not only became more effective at meeting deadlines, but also at setting them.
- Fostered greater customer focus at every level and in every area.
- Increased employee communication and engagement through surveys, coaching and other tools.

“Proudfoot helped us with processes, predictability, structure, and discipline. And they made sure we had a governance process in place that standardizes these improvements as the new business-as-usual. I’m confident now that we have a sustainable model.”

**CLIENT’S SENIOR VICE  
PRESIDENT AND GENERAL  
MANAGER**

### Remarkable Results

With Proudfoot’s help the company saw major gains in productivity, efficiency and resource allocation which helped reduce the company’s reliance on contingent labour. The company realized £6M in financial benefits became more effective at a customer-focused culture among its workforce. The skills and leadership behaviours developed through Proudfoot People Solutions™ built more effective work practices across all work areas and projects. This included key metrics and reporting which now inform management decisions and help focus planning and actions.

**66%** increase in on-time promise rate

**↑59%** employee morale increase (self-assessed)

**£5.9m** financial benefit to company