

# MANUFACTURING

Spectacular results increase on time delivery from zero to 89%



One of only two aircraft manufacturers in the market for large commercial airliners, the organization worked with Alexander Proudfoot on two different projects aimed at raising productivity and decreasing cycle times. The first project came about as a result of the organization experiencing significant staff turnover. With a full order book for the coming 6 years, the organization was concerned that the inexperienced staff, 50% of whom had been with the organization less than 2 years, could deliver to customer expectations. Later, post September 11, Proudfoot was brought in to help reduce costs and reallocate production.

## INITIAL FINDINGS AND WHAT WE DID

Proudfoot was tasked with increasing productivity by 25%, increasing the level of quality and the On Time in Full Deliveries (OTD). New management behavior from fire fighting to proactivity was required to drive up quality and

production. Proudfoot spent time with the organization undertaking team building and coaching sessions. Management tools were developed to help middle management and supervisors control and manage production and work was realigned to save on subcontractor costs.

## RESULTS

In the words of the client, the results were 'spectacular'. 'The level of productivity is far beyond what we are used to generating on a yearly basis.' Productivity increased by 25% and the OTD increased dramatically from 0% to 89%. It is the best performing final assembly line across the Group.

## POST SEPTEMBER 11

After the events of September 11, the order book dropped by 38% and the organization needed to prepare for a downturn by meeting all financial targets, delivering aircraft on time and improving the service level for customers.

Following a short business review, Proudfoot pinpointed a particular bottle neck in the Cabin Furnishing area. In this area, rework was 20% and supervisors were not actively involved in the delivery process, present on the aircraft only 15% to 20% of the time. This area represented the organization's greatest opportunity for savings.

Proudfoot worked with the department and its major interfaces to streamline

communications, plan production and implement a new management system which gave better visibility for the management on the aircraft. It reviewed and improved warehouse processes and the supply chain organization to enable them to support a significant increase in production.

## MORE RESULTS

As with the original project, the results were spectacular. Production time for the department was drastically reduced by 25%. As this department was on the critical path for the final assembly, this outcome helped the organization secure deliveries on time in full. Longer term coaching ensured sustainability of these results through a difficult period for the airline industry.

**Percentage of work completed on time and in full**

