



Airline Improves Productivity

A global airline that prides itself on safety and on-time departures needed to increase turn-around time for maintenance work on aircraft in hangars. The client's Hangar & Terminal Maintenance Operations was suffering from low productivity causing elevated overtime costs from its union member employees. DB&A helped the management team identify barriers to getting additional work completed. The changes implemented improved productivity and reduced overtime costs.



DB&A Analysis

DB&A worked with the airline management team for two weeks to identify barriers to getting work completed, with a focus on reducing overtime.

DB&A consultants performed work studies with the management team to observe:

- Existing processes
- Equipment
- Materials
- People
- Cycle times



The DB&A Difference

Analysis Financial Proposal

- Proposed Project Cost: \$1,711,252
- Guaranteed Savings Rate: \$5,133,756
- Guaranteed ROI: 3:1

Actual Financial Results

- Actual Project Cost: \$1,711,252
- Annualized Savings Rate: \$11,145,620
- ROI: 6.5:1

Project Results

- Increased supervisor interaction
- Reduced overtime 56%
- Broken work reduction 40%
- Deferred maintenance reduction 53%

The DB&A team also observed intangibles such as:

- Business culture
- Organizational strengths
- Service level

DB&A discovered that supervisors spent less than 5% of their time engaging with their workforce. As a result, craftsmen experienced 50% daily idle time. This was driven by a lack of clear expectations, limited guidance, and non-existent follow up from management. The overall opportunity uncovered was a 20% increase in productivity by focusing on daily proactive management.

Implementation Actions

DB&A focused on the areas of Hangar & Terminal Maintenance Operations. Our approach to management consulting is 85% one-on-one coaching, working side-by-side with supervisors to engage with their employees on the shop floor.

This provides a platform for hands-on learning and development of front-line managers to better understand their roles and responsibilities and those of their employees.

We delivered customized leadership workshops to further increase the managers' understanding of general leadership principles. We developed an orderly process to execute daily initiatives.

Managers were coached to improve their knowledge and skillsets through the utilization of metrics. Client leadership was taught to proactively identify improvement opportunities in order to develop and implement effective solutions.

“ We now plan the work that is coming in overnight better to tie work to time available. We get the aircraft started earlier in second shift and we look ahead to assess if we are able to pull in work that can be completed without negatively affecting STAR departures.”

- Manager

Our results:

- Improved management culture, placing more accountability at front-line supervisory level
- Improved operational effectiveness of supervisors and managers by 571%
- Utilized KPI Dashboards to evaluate performance and develop plans to resolve issues on the floor
- Empowered supervisors to proactively affect change within and outside of the boundaries of their departments
- Improved efficiency of maintenance work completed and reduction of deferring work to other hubs
 1. Reduced overtime by 56%
 2. Broken work reduction by 40%
 3. Deferred Maintenance Reduction by 53%



Since 1987 DB&A has provided cross-industry management consulting delivering 15-20% in operational and financial improvements to our clients with a financial guarantee. We deliver customized solutions that maximize existing resources to increase efficiency, capacity, and productivity. Our approach is to work with all levels of management to transform management culture in order to drive accountability where it matters most: the front-lines. For more information visit www.dbaresults.com or email contact@dbaresults.com