

# Operational improvement that shows up in the numbers

Aviation and defence results demonstrate a repeatable route to lower cost, faster flow and stronger operational readiness.

**> GBP 1.4bn**

documented savings

**30-66%**

typical flow and turnaround reductions

**100%**

engine availability achieved in one programme

**2x**

sortie generation demonstrated

## What the evidence says

The strongest programmes did more than reduce waste. They redesigned the operating system around flow, visible control, frontline problem-solving and leadership at the point of work.

## What this means for clients

A focused improvement programme can begin with one high-value operational challenge and build a credible case for wider transformation through measurable early results.

# Military MRO: lower cost, faster turnaround, more availability

National Audit Office-reported results show the scale of improvement achieved across maintenance and repair.

**36%**

maintenance spend reduction

**40%**

cost per flying hour reduction

**66%**

engine turnaround reduction

**52%**

minor service time reduction

## Additional programme evidence

- Aircraft maintenance spend reduced by GBP 1.3bn
- Engine maintenance spend reduced by GBP 60m
- Aircraft repair turnaround time reduced by 37%

**GBP 1.64bn**

cumulative savings reported

Source: National Audit Office report, July 2007, as cited in the supplied results deck.

# Civil MRO: a sharper turnaround proposition

Two years of focused improvement across Boeing and Airbus product families produced a cleaner, faster operating model.

**30%**

reduction in turnaround time

**35%**

reduction in manual cycle time

**35%**

reduction in cost

## Lufthansa Technic MRO

The results were supported by pulse-line design, visual workplaces, organised tools and materials at point of use.

## Interiors improvement

A separate interiors programme reduced elapsed time by 50%, from 10 days to 5 days, while maintenance hours fell by 40-46%.

**A sales-ready proof point: better customer responsiveness and lower cost can be delivered together.**

# Engine and component flow: release capacity without adding complexity

Programmes consistently converted fragmented work into visible, controlled flow.

**300%**

productivity increase: Harrier Pegasus

**94 to 30**

flow days: Harrier Pegasus

**172%**

capacity increase: RTM engine hub

**70%**

cycle-time reduction: RAF Marham

## Consolidate the work

Harrier Pegasus moved from three sites to one, released 40,000 sq ft and delivered GBP 9m annual savings.

## Control work in progress

Gnome engine work reduced WIP from GBP 9.5m to GBP 3.8m while reducing engine cost by 55%.

## Build sustainable flow

RTM engine work introduced an engine flow line, increased capacity from 40 to 109 and reduced manpower.

# Operational readiness: improvement reaches beyond the maintenance bay

The same operating principles have delivered measurable gains in sortie generation, flying rate and mission support.

**2x**

sortie generation: HMS  
Illustrious

**80%**

increase in weapons delivery  
rate

**22%**

increase in flying rate: RAF  
Chinook

**USD 178m**

saving and cost avoidance:  
Aviano

## Leadership matters

Successful programmes combined mission-focused flow, frontline problem-solving, visual control and daily performance management.

## A practical starting point

Start with one strategically important operational value stream where readiness, capacity or customer delivery is visibly constrained.

# Supply chain: convert delay and inventory into flow

Portuguese Air Force F16 programmes show how point-of-use control and standard work can transform responsiveness.



## Inventory opportunity

USD 70m of spares identified for sale, with USD 27m intended for reinvestment in high-demand items.

## Commercial message

The operating model is simple to understand: remove unnecessary movement, establish standard work, control replenishment visually and focus teams on end-to-end delivery.

# A focused route from operational challenge to measurable value

Show ME Improvement helps leadership teams expose the real constraint, redesign the work and build capability that lasts.

## 1. Diagnose

Map the end-to-end flow, identify delay and dependency, and quantify the operational and commercial impact.

## 2. Prove

Transform one high-value operational stream and deliver visible, measurable improvement with the frontline team.

## 3. Scale

Embed leadership routines, visual control and capability-building so results spread through the organisation.

### The conversation to start:

**Where is avoidable delay, cost or lost capacity having the greatest impact on your operation today?**