

# **Targeting Technical Effort**

## **Business Challenge**

A leading aerospace manufacturing business found that due to poor quality and operational issues their engineers were constantly fire-fighting. This caused problems with:

- Late product.
- Demotivated Technical and Quality Team.
- Fire Fighting and not moving working on development and new products.
- Operations team feeling unsupported.
- Customers feeling frustrated.

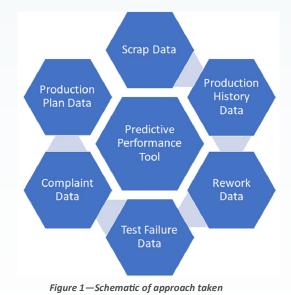
They needed to find a way to make it happen, better.

#### **Solution**

- Developed a data analysis tool to predict future performance based on current performance—allowing the correct interventions to be targeted properly.
- Created a routine of technical production review of the upcoming production plan, fixing problems before they occurred.
- Put in place the organisational structures and disciplines to make the system work.
- Trained and mentored a team of process and quality engineers to the new way of working.

# Approach

- Look at the past—identify the relevant data sets (in this case scrap, rework, test failures).
- Look ahead to the future (orderbook)—if we do nothing, what's going to be the biggest problem?
- Get the protagonists on board— work with the supervisors so they know what's coming and how it benefits them.
- **Coach and mentor engineers**—a new approach may need time and patience to yield lasting results.
- **Create Technical Dashboard** one-stop shop for product information, allowing rapid analysis of data.
- Hold firm—listening to the data is nearly always the right thing to do. Don't expect results tomorrow when you have a multi-week lead-time.



### Results

- Switched from retrospective (scrap and rework) metrics, to in line (Right First Time).
- Improved RFT from ~60% to >90%, with acclaim from customers.
- Dropped production scrap to below 1%.
- Delivered a powerful **predictive product data analysis tool** that allowed the company to complete individual product performance that previously took hours per product in seconds.

#### For more information, please contact:

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