

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.**

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.

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.



Figure 1—Schematic of approach taken

For more information, please contact: