



Lean Flight Initiative Kaizen Blitz

Agenda

- Introduction Steve Hardgrave
- Background
 Sponsor: Boeing Sue Larson
- Benefits
 Host: Shannon Aerospace Tom Caffrey
 Host: Alaska Airlines Valerie Muller
 Participant: Finnair Nina Laapas
 Participant: Austrian Airlines
- Lessons Learned Sue, Tom,
Valerie & Nina
- Summary Steve Hardgrave

Lean Flight Initiative Kaizen Blitz

- Genchi Genbutsu
 - Go and see the actual place and understand the real situation through direct observation
 - Go see and get your hands dirty
- Medical Teaching Model
 - See one
 - Do one
 - Teach one

What is a kaizen event?

- A rapid, learn/do, rigorous and disciplined workshop
- Requires detailed planning
- Requires a commitment to action
- Involves the people who do the work
- Results in dramatic reduction in cost and flow time

What is a LFI Kaizen Blitz?

- A 5-day highly focused event with multiple teams working simultaneously to make rapid process improvements
- A host site is responsible for event planning and conducting the multiple kaizen event
- Attended by people from other companies invited to participate; typically from the same industry
- Boeing Lean consultants provided for the event

Background

- 2 LFI Kaizen Blitz Events
 - Alaska Airlines, September 26-29
 - 7 LFI Participants (Opportunity for 15 to 18)
 - Shannon Aerospace, March 26-30
 - 6 LFI Participants (Opportunity for 12)
 - Open to all LFI members

Why are these types of activities important?

- The best way to learn is by getting your hands dirty
- By sharing ideas and experience, everyone learns and improves at a faster rate of speed
- Strengthens the health of the industry

What does the hosting site gain?

- Outside eyes from within the industry
- Energy and momentum to remove waste and make improvements
- Free Boeing consultation for the event
- Boeing sponsorship and sharing of the expenses (host a dinner and provide daily transportation to/from hotel and event)

Why did Shannon Aerospace host the March LFI Kaizen Blitz?

- As part of LFI, we believe in the Blitz as an excellent ‘Learning by Doing’ medium for mutual sharing of Lean experience with other members, in the most PRACTICAL way possible
- This was an excellent opportunity to have Boeing Lean Consultants work with / coach our In-house Lean Facilitators
- We ALWAYS invite ‘Wild-Cards’ to events to provide objectivity and to help us to “Learn to see”
- March events spanned ‘Company’ boundaries and we actively sought Enterprise Partner input (Airline – MRO – OEM)

What benefits did Shannon Aerospace gain from the experience?

- Confidence that the issues which hamper our transformation have affected others,..... temporarily
- Excellent Insights about our Business, our Lean Processes (Morale Charts!) and our People from participants
- Over-whelming response from our own people based on having Customers / Suppliers “Working for Us” on our site
- A new perspective of our own Company ‘through the eyes of Industry experts’
- Advice, honest feedback and contribution to Event Outcomes (Waste out, Value in)
- Fun, friendship and offers of support in the future

Why did Alaska Airlines host the September LFI Kaizen Blitz?

- Provide learning and participation opportunities to employees
 - Workshop participation
 - Facilitator certification
- Provide forum for leaders to demonstrate sponsorship
- Partner with other airlines and Boeing for broader learning
- Focus and energy for key business issues

What benefits did Alaska Airlines gain from the experience?

- Positive workshop results for three business processes
- Broad learning (business processes and lean methods)
- Exchange of methods and ideas with other airlines and Boeing
- AIW certification, or experience towards certification
- Additional momentum and support for our lean journey

What benefits did the LFI participants gain from the experience?

Baggage Upload

- Hands-on -workshop of business process development focusing in doing
- Mutual understanding about process flow through different organizations: airline → check in services → airport → aviation authorities → ground handling – relay race
- People from all process phases should participate in the event
- Every working group should have a nominated team leader
- New contacts

How will LFI participants apply what they learned?

- Walk the process
- Listen and understand what others have to say – especially those who work daily in the process
- Test the new process with ‘acid test’ before implementation to see how it flows
- Understand the big picture – where process really starts and ends

What benefits did the LFI participants gain from the experience?

AUA, Engineering Query
Response Time Reduction

- Being new to Lean, got a very good understanding of Lean process and methods
- Enjoyed meeting Industry partners and working with them
- Amazed at how 'Open' the process was and how well people from different backgrounds could integrate together.
- Our input was taken on-board and this was good
- The work was serious and important (especially the Engineering Query Response Time Reduction) yet there was a lot of fun

How will LFI participants apply what they learned?

AUA, Engineering Query
Response Time Reduction

- There is a strong indication that Austrian Airlines may consider the deployment of Lean. Now it will be easy to support this drive
- Confidence that Lean is an excellent approach to dealing with major transformations and difficult issues
- Working so closely with Boeing, will consider involving Boeing when difficulties arise with other Manufacturers (Engine / Components etc)

Lessons Learned

Boeing

- Improve the promotion/communication of the event to increase attendance of LFI members
- Provide in advance to the LFI participants:
 - Logistics & event information
 - Workshop Charters
 - Hotel and Logistic Information
 - Agenda
 - Contact information
 - LFI participant information
 - LFI Participant name
 - Current job assignment
 - Work history
 - Lean experience
 - Recent photo



Lessons Learned

Boeing, continued

- Improve engagement of LFI participants
 - Provide workshop charters in advance
- Connect the LFI Kaizen Blitz and the LFI conference
 - Out briefs from LFI kaizen blitz participants
- Provide lean overview training to level set LFI participants on their understanding of lean principles and tools
- Meeting on Sunday evening with LFI participants was a good way to meet everyone before the Blitz

Lessons Learned

Shannon Aerospace

- Team Briefing (always have Dell Staff with you!)
- Make more space for the Blitz, to avail of the many Benefits, Engagement and Learning that DOES accompany the event
- Coaching from Boeing extended beyond Kaizen Team. Great!
- Familiarisation for Participants with Company, Operation and Facility (Maps, Layouts, Organisation)
- Encourage earlier participant-confirmation (many uncertain then late cancellations)
- Copy Out-briefs for participants on departure
- Distributed Kaizen has great value and has captured interest beyond participants

Lessons Learned Alaska Airlines

- Logistics for presentations (Kaizen Blitz)
 - Audio
 - Visual
- Logistics for workshops (security, access to facilities)
- Additional airline participants
- More time/analysis to prepare, including potential process identification
- Additional time and participation in pre-work (especially for the facilitators)
- Ability to meet and ‘get to know’ all team members (hosts and guests)
- Strong sponsorship (QX FAB) - Everything the team recommended has been implemented

Lessons Learned LFI Participants

AUA, Engineering Query
Response Time Reduction

- Transformations, and Lean, need support from the highest level in an Organisation.
- Companies considering Lean must be prepared to invest capacity (% of Employees) and capital

Lessons Learned LFI Participants

- Every airline has the same problems
- Old business does not mean there are no new, simple and better ways of doing
- Network with other airlines working with Lean
- Great new contacts

Summary

- 2 LFI Kaizen Blitz Events
- Limited interest from LFI members
- Should we continue?