

What if you could...

engage the staff in the journey to digitization and create a positive change culture for the launch and accelerated adoption of new technology?

With Proudfoot, you can.

A premium airline brand was launching a major digital transformation in their engineering company. The objective was to turn both their line maintenance and heavy maintenance operations into paperless processes.

Proudfoot was brought in to lead a critical Change Management Workstream with the objective to re-imagine their legacy maintenance processes and working practices in order to provide state of the art innovative ideas together with the staff, at an operational level to enable fully digital operations.

Within a 20-week period, Proudfoot reviewed and redesigned all critical processes in the line and heavy maintenance functions. We then interfaced with the chosen, pre-assigned technology partner.

A major concern and key consideration was given to the impact of the new technology on roles and accountabilities. Proudfoot actively engaged the management and staff in identifying the future organization requirements and behavior models that would be necessary for effective usage of the new digital workplace.

Transformational Approach

Scope and approach

Proudfoot was tasked to focus on two priority functions of Heavy Base Maintenance and Line Maintenance; the initial requirement was to confirm that everyone must be clear on the final objective. Guiding principles were to be developed before any re-engineering efforts began to ensure any process designs / changes aligned with the requirements and priorities of the business strategy, the corporate values and the practical working environment.

Rapid Assessment

Using our proprietary Aerial Mapping techniques, we conducted a 1 months detailed rapid assessment which included:

- Detailed business process re-engineering plan timeline
- Business requirements prioritization
- Aviation MRO industry best practices and benchmarks

Area of Assessment included:

- Process Capabilities
- Productivity and efficiency constraints
- Organization structure
- System utilization
- Interface and infrastructure
- People, skills and culture

Change Management

Proudfoot was retained to jumpstart and engage the people journey and concurrently make paper-based legacy processes 'digital-ready'. The entire transformation journey was delivered with the engagement of the client's workforce to ensure alignment to the new future models.

Future Digital State design

Based on an achievable "Perfect World", we jointly designed the Future State White Paper for the End-to-End Process with the ideal Management Operating System and Organization Structure for performance management. Using all the input from the 'current state' assessment, observation and analysis, we compiled a detailed root-cause report that identified the best solutions to achieve the desired future state.

Fully digital-ready processes would not only provide an efficient paperless operating environment, but also dramatically increase operational efficiency to enable faster turnaround time, higher productivity and dispatch reliability.