

# Integrated facility design is key to consolidating operations into a single site.



## The Challenge

An extensive aerospace maintenance, repair, and overhaul (MRO) company needed to consolidate three sites into one. The MRO saw the move as an opportunity to streamline, document, and implement an improved operation in the new site.

Even though the company planned to reduce overall square footage, an optimized flow would enable faster, higher-quality delivery to minimize delays and damaged parts. The overhaul required a fresh, experienced perspective to ensure the facility design supported maximum productivity, throughput, and employee satisfaction.

## Transformation

The new facility was an existing building that would repurpose 13 MRO shops in one advanced facility. Consolidating would enable the company to solve issues in several performance areas.



**Delivery:** The existing sites weren't optimized for efficiency, which extended the time it took to manufacture products and deliver them to customers.



**Quality:** Delicate aircraft parts traveled excessively among the existing sites, increasing the risk of damage during handling and transport.



**Financial:** Delivery and quality issues affected the customer experience and limited the company's ability to maximize revenue.

The MRO company turned to Simpler because of its domain expertise and ability to achieve results quickly. From their experience working with other aerospace companies, the Simpler team knew the MRO could enhance delivery, quality, and financial performance with a fully functional facility design.

Integrated facility design (IFD) is a methodology that looks specifically at workflow — all the people, information, and product flows — and optimizes a facility to support highly efficient operations. Simpler has validated its robust, proprietary, industry-leading IFD methodology in aerospace and defense as well as other industries.

Simpler's approach focuses on people, backed by the notion that employees who do the work should have a say in the design of their work process. For the MRO, Simpler led a series of workshops in which they engaged employees at all levels of the organization. The workshops differed from employees' past experiences, because the Simpler team coached and encouraged employees to share insights and ideas they hadn't previously implemented.

For example, employees related that they would often need to leave their work area to look for parts, materials, instructions, or tools. The people who do the work knew the process wasn't efficient, but they couldn't change it. IFD for the new, optimized site enabled them to decide where to locate those items. The change will improve productivity by eliminating the time the employees spend searching for items they need to perform their jobs.

Once they'd mapped out the new facility, Simpler organized rapid improvement events where small teams of multi-functional employees tested and validated the enhanced product flows. Simpler's coaching helped the teams calibrate and fine-tune the enhanced processes for the new facility, which moved the MRO further toward an optimal design that the employees supported.

The Simpler approach instilled a lasting culture of continuous improvement where people are more inclined to improve their work. Having contributed to the design and improvement of their working environment and taken ownership of it, employees have an intrinsic desire to improve their work. What's more, Simpler helped give them a clear understanding of how their daily work contributes to the company's bottom line.

*“Getting buy-in from the teams was critical. The integrated design events helped everyone in the company understand how they personally contribute to the overarching business strategy and how an individual's day-to-day work directly impacts the success of that strategy. For representatives of the facilities, the prospect of designing workspaces specifically configured to help them do their jobs better generated much enthusiasm.”*

— Vice president, MRO company



## Results

In less than nine months, Simpler's approach optimized flow and increased quality and productivity, which can improve on-time delivery by 15%. The consolidated facility design prepared the overall operation to produce the same amount of work within 38% less floor space.

Optimized flow results in faster delivery, better customer experience, and improved financial performance. Simpler designed a program to obtain these results by taking a structured approach that ensures shop-floor goals align with those at the corporate executive level.

The people-focused Simpler approach enables employees to translate corporate financial requirements into daily units or parts produced — a metric that resonates with employees. This new perspective helps employees draw a direct line from their work to company revenue.

It's just one example of how Simpler created an environment of continuous improvement where employees unite and strive for even greater efficiencies every day.

Instead of a rigid, prescriptive, one-size-fits-all approach, Simpler collaborated to meet the organization where they were. The new facility's leadership and employees all benefited from the Simpler team's ability to adjust and address their unique needs.

*"The Simpler approach helped us create one team, one company, and one process."*

— MRO company vice president

### Identified results at a glance

- **38% reduction** in footprint (193,000 sq. ft. to 120,000 sq. ft.)
- **15% improvement** in on-time delivery
- **Increased** employee engagement
- **Improved** quality
- **Raised** productivity
- **Optimized** workflows
- **Eliminated** redundant tasks
- **Streamlined** processes for the new site
- **Created a culture of continuous improvement**

## About Simpler

Simpler's experts bring you real-world experience and flexibility. We walk you through the whole process — because we've been there.

Think of it this way: When you're looking to improve, most consulting firms tell you to drive west. But what if you don't know what to do to get there? Simpler helps you figure out what kind of car is right for you, how to start it, the best route, and more. Rather than tell you to go to your destination, we guide you through your entire transformation journey.

Simpler is part of IBM® Consulting Services. For nearly 30 years, the Simpler team has collaborated with clients to enable them to achieve rapid improvement across financial and non-financial performance indicators. Simpler's value lies in its ability to work with clients to develop a business system and implement systematic improvements that facilitate long-term performance and sustainable growth.

Contact us today to see how we can help you succeed:

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