bmi Engineering
Smooth take-off for re-structuring

‘bmi Engineering’ is a subsidiary of the bmi aviation Group, providing bmi Mainline, bmi Baby and 3rd Party operators with fleet maintenance and engineering services.

bmi Engineering had decided to outsource heavy maintenance and to implement an equalised maintenance strategy that would improve customer service levels, reduce engineering costs and foster a continuous improvement structure and management control system. Renoir Consulting was asked to carry out an Assessment that would assist bmi with these changes.

ANALYSIS
Following a three-week analysis of the operation, reviewing systems and processes across the organization, the investigation highlighted and confirmed several key areas that were critical for the success of the implementation that would save £8 million:

- Outsource Strategy and New Legislation Procedure
- Equalisation Programme
- Process Improvement & Re-engineering
- Management Controls & Productivity
- LHR re-structuring

PROJECT
To achieve the objectives, the bmi Engineering/Renoir Team needed to stimulate, within the existing management structure, a cultural and behavioural change in the way that resources were assigned and managed. They led the management teams in each of the business areas to define the key issues that were restricting effectiveness, develop the appropriate structures and management tools and then support and encourage the managers, getting buy-in & ownership.

Outsource Strategy & New Legislation
Development & Implementation:
- of a Maintenance Providers Project Plan to install short & long term supplier requirements
- of new (CAMEO) work process procedures, terms of reference and interface documents for the new legislation
- of hyperlinked CAMEO to track procedure amendments as a tool to present and acquire approval from the Civil Aviation Authority

Equalisation Programme
Develop & Implement:
- a detailed project plan
- all packaged tasks into the AMP for equalisation into the line
- a spares requirements matrix for the equalisation programme
- a forecast and plan for all blocked maintenance to be incorporated into the equalisation programme

Key Results
- Exceeded £8 million goal
- Continuous improvement
- Reduction of processes from 830 to 163
- Positive cultural change
- Business transformed
- More competitive

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“With the help of the Renoir Team, bmi Engineering has already achieved substantial bottom line benefits for the group.”

Ian Davies
Engineering Director
THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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RENOIR CONSULTING CASE STUDY: BMI ENGINEERING

- workflow, benefits and possible troubleshooting scenarios for all stakeholders to get buy in from operations and work teams
- dry run equalisation programme at LHR to highlight future implementation problems
- wet runs during shifts at LHR and develop further action logs for implementation due date
- training programmes for the equalised maintenance programme.

Process Re-engineering

- Develop a permanent Business Improvement Team Structure focused on process re-engineering to improve and enhance the new processes and future requirements
- Develop & implement a Business Improvement Process & System

Management Control & Productivity

- Define, develop & implement new Management Reports across all departments, affording management the opportunity to address issues in a structured way
- Develop & implement new Management Action Planning

LHR Restructuring

- Develop & Implement a detailed project plan
- Communicate all changes to respective unions and staff to ensure minimal risk to operation
- Develop & implement new job descriptions & terms of reference