

## 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.

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

**Ian Davies**  
*Engineering Director*

#### Key Results

Exceeded £8 million goal

Continuous improvement

Reduction of processes  
from 830 to 163

Positive cultural change

Business transformed

More competitive

#### 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

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- 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

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