



Malaysian Airlines

Tools with a difference

Malaysian Airlines System (MAS) has long been considered one of the top airline companies in the world. As with many leading performers, being the best is the best place from which to strive for being even better, and given the challenges of the industry, MAS Engineering & Maintenance engaged the services of Renoir to implement improvements in the operations of the Planning, Materials and Production areas.

MAS cited as the main difference between Renoir and previous consultants that the Renoir team would not only develop tools that were conceptually sound, but ensure that they were effectively implemented and sustained by MAS staff at all levels of the organisation.

Key Results

20% improvement in hangar productivity

2.25 million RM reduction in AOG purchases

36 million RM annualized benefit

4.4:1 ROI

PROJECT

The original project duration was six months, with the option to extend to further areas within the organization. Renoir has now completed three projects at MAS.

The scope of Project One included implementation of productivity tools and skills within the main engineering hangars at Subang. This was coupled with work in planning, including the implementation of a gated system to ensure compliance to critical planning activity SLAs.

Project Two saw the team implement productivity tools and practices in the Subang component and support workshops. Work was extended in the planning departments, to include a complete review of the resource requirements included on MAS's 14,400 task cards, as well as the development of strategic maintenance tools to minimize variance in the planning process. The team also worked in the Materials department, reducing emergency material requisitions and identifying surplus stock levels for sell off.

Project Three involved working at the secondary engineering site at KLIA. The productivity model installed at Subang has been rolled out at the KLIA site in all direct staffing areas. This now provides management with daily performance indicators for all direct staff at both sites. Renoir is assisting the management teams in not only adopting these tools, but developing the required skills to drive performance improvements.

INTERIM RESULTS

Hangar Productivity

Significant benefits were derived from completing the same aircraft checks with less expenditure on man-hours. In MAS's case, their objective was to free manhour capacity so it could be employed on third party airframe checks.

Materials Benefits

The implementation of tools and practices to reduce and avoid emergency (AOG) requisition of materials saw significant cost savings. Avoidance of this expensive type of requisition realised annualised benefits of 2.26 Million RM.

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.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.