

The Company

Australian owned multi location, in-flight airline catering operation.

Background / Issue

Although the fundamental process was the same in each plant, there were significant differences to the cost base of each operation; and, due to a lack of detail it was impossible to accurately cost the delivery of each catering option.

This lack of detail was largely due to there being no integrated ERP system, with the business relying on a variety of legacy systems in each port, which resulted in some services being delivered at a loss. This was compounded by a lack of detailed managements systems required to identify waste within the operation and so support a focus on costs and waste elimination and a culture of continuous improvement.

Solution

Through the development and training of an internal team in Lean Methodologies Strathdon Consulting led this team in the development of a comprehensive definition and list of activities, down to seven levels of detail in some cases, to an agreed standard protocol, and the subsequent agreement of standards for these activities.

The development of MS based scheduling tools which utilised these standards for each section of the catering process which balanced the workforce according to aircraft, carts, meal type and shift.

The development of a simple closed loop management system based on the planning tools incorporating waste identification and elimination procedures.

Results

1. A comprehensive set of labour standards was developed along with a management system that would promote the identification and elimination of waste.
2. The standards have now been rolled out across the country and are currently being used to benchmark each location and improve the processes where variations exist.
3. There is now a functional National Team that manages this aspect of the business, and who will maintain and update the standards as and when required.
4. Each service can now be effectively costed so making it easier to negotiate new prices and new contracts.

Quote

"... this is one of the most important projects the division has underway at the moment..." - General Manager

"... without having undertaken this project we would not be where we are today ..." - National Operations Manager

