

THE BOEING COMPANY – GLOBAL SERVICES

Standardizing Operations for Maintenance and Modification

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Boeing is the world's largest aerospace company, competing in several segments of the industry. Boeing's commercial arm is structured into three commercial divisions: Boeing Commercial Aircraft (BCA), Boeing Defense Services (BDS), and Boeing Global Services (BGS). These divisions provide aircraft and services to both government and non-government entities across the globe. Within the aerospace industry, Boeing can compete with offerings for any customer's needs.

Within BGS, the Maintenance, Repair, and Overhaul (MRO) organization provides maintenance and modification services to its customers. MRO consists of several programs with specific responsibility for supporting an aircraft product line at sites across the United States. These programs were brought together under the unified leadership of MRO from both BCA and BDS divisions. Despite being organized under MRO, each program maintained their own processes and standards. This creates a challenge when developing visualization tools and implementing new procedures across the organization.

To address this opportunity, the Tauber team created process maps for several critical processes and identified key features to add to visualization dashboards. The team started by interview manufacturing managers across multiple programs to understand the current state. They identified the similarities across programs, best practices, and critical gaps. Next the team analyzed data inputs into BGS' systems and found several instances where data entry could be simplified and mistake-proofed. These findings led the team to develop business process maps that standardize operations across all of MRO, for both production operations and data entry.

These changes are designed to create a foundation for future software implementations and strategic changes. By standardizing processes across programs, MRO can scale operations with increasing demand. Using this foundation, metric reporting in dashboards can be automated and lead to a 25% efficiency gain in production.