

## **THE BOEING COMPANY – DELIVERY**

Standardizing Decorative Paint Operations at the Everett Delivery Center

### **STUDENT TEAM:**

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**The Boeing Company**, a \$117B multinational corporation, is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space, and security systems. Boeing's Commercial Airplane (BCA) unit is responsible for the design and development of airliner, transport, and refueling aircraft, and, within BCA, the Everett Delivery Center (EDC) is responsible for painting and delivering wide-body aircraft (747, 767, 777, and 787) orders.

The painting process is an opportunity to improve the flow of Boeing's widebody production and delivery schedule. To increase operational efficiency, the EDC's Decorative Paint Operations Department has started to shift towards standardizing the paint process. The Tauber team was specifically tasked to standardize the most variable decorative livery application within the paint process, where different techniques can result in drastically varied process times and quality.

To standardize the decorative livery process, the Tauber team followed a bottom-up approach, learning about the painting process through hangar observations, interviews, data analysis, and Boeing's painter skill improvement class. As a result of these experiences, the team delivered tools to standardize the decorative paint processes around best practices, which were also tailored to the stakeholders that would use them. Using Boeing-wide standardization documents, Standardized Worksheets (SWS) and Step Details, the Tauber team developed the first baseline sequence of steps needed to paint the 787 Turkish Airlines decorative livery. Further, the team created a user-friendly, automated SWS generation tool that reduces document development time by 75% and ensures consistent nomenclature across different users. Finally, the team conducted the first statistical analysis on different practices used to paint the 767 FedEx decorative livery, to help identify best practices for faster, higher quality results.

As a result of their position between management and front-line staff, the Tauber team was able to observe and report on the effectiveness of incentive programs, organizational transparency, and communication streams at the EDC. The team also provided recommendations to management on improving the EDC Decorative Paint Operations' data collection methods. This recommendation will lead to additional analysis to continue the process improvement by identifying and standardizing around best practices. The Tauber team's work on standardization, data collection and analysis, and communication between management and painters will allow the EDC Decorative Paint Operations to standardize paint operations across best practices and, consequently, increase capacity and operational cost savings.