



IX[®] Case Study

Transforming Operations with a Tailored Management Operating System

Implementation Engineers Partners with a Global Aerospace and Defense Manufacturer to Deploy a Unified Production System Across Four Sites



IMPLEMENTATION
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BEYOND CONSULTING

4
sites

Leadership
engagement

Meeting efficiency



A global aerospace and defense manufacturer, with annual revenues of \$500 million and ambitions to reach \$1 billion, operates multiple facilities across the United States and the United Kingdom. Specializing in managing product lines acquired from other manufacturers, the company delivers high-value solutions to its customers. However, rapid growth and a historically flat organizational structure had led to operational inconsistencies and a lack of standardized processes. With two UK sites piloting an early-stage management operating system (MOS) and two US sites operating without a formal system, the client recognized the need for a cohesive, scalable solution to maintain control and support future expansion.

The Challenge

In discussions with Implementation Engineers, the client outlined a clear goal: establish a unified “Production System” to standardize operations across all four sites while preserving each site’s unique characteristics. The UK sites had begun implementing a tiered meeting structure—branded with aviation-themed names like Takeoff, Climb, and Altitude—but the approach was still in its infancy. Meanwhile, the US sites relied on informal communication with limited follow-up. Key challenges included:



Inconsistent Processes

The UK sites had a basic tiered system, but the US sites depended on ad-hoc leadership engagement without a structured framework



Cross-Functional Gaps

Functions like Quality and Purchasing were excluded from existing processes, creating operational disconnects



Growth Risks

Without a structured MOS, the company risked losing control as it pursued its \$1 billion revenue target

The Solution

Our client sought a standardized yet flexible system that reduced complexity, integrated critical functions, and retained the company’s aviation-inspired branding. Implementation Engineers collaborated with the manufacturer to design and implement a tailored Management Operating System—the “Production System”—across two US sites and two UK sites. Building on the client’s insights and the UK’s early framework, the solution included:

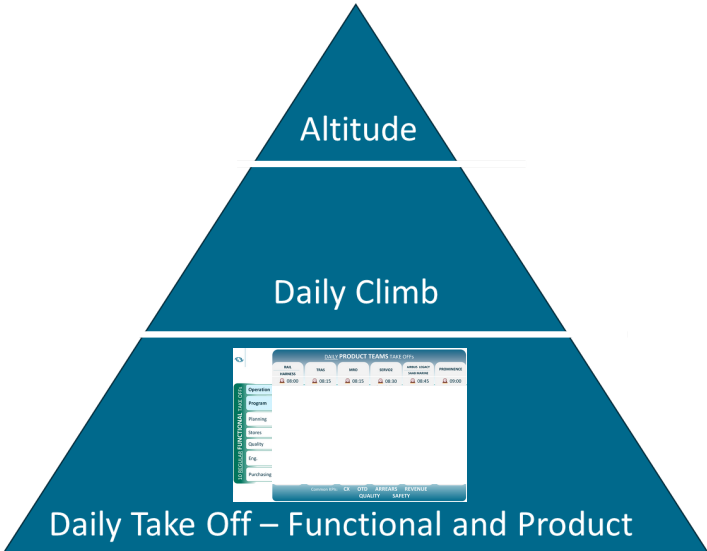
- **Tiered Meeting Structure:** Standardized daily Takeoff (cell-level), Climb (mid-tier), and Altitude (senior-level) meetings, with escalation to a constraints-focused leadership meeting
- **Visual Management:** Deployed digital visual boards powered by business intelligence tools, integrating defined KPIs for real-time visibility
- **Problem Solving & Action Tracking:** Established triggers, criteria, and digital dashboards to escalate and resolve issues efficiently
- **Gemba Walk Program:** Formalized leadership standard work (LSW) and Gemba walks to enhance accountability and engagement
- **Meeting Effectiveness:** Introduced governance protocols and a meeting reduction initiative to streamline communication
- **Coaching & Feedback:** Delivered hands-on coaching to embed the system into daily operations
- **MOS Audit Process:** Implemented audits to ensure system integrity and drive continuous improvement

Implementation Engineers facilitated a collaborative design process, including a leadership alignment session with General Managers to define a standard yet adaptable framework. The resulting Production System balanced consistency with site-specific needs, incorporating the company’s existing tools and branding.

Power BI Supporting Dashboards for Meeting Structure



Tiered Meeting Structure



The Production System delivered significant improvements across all four sites within months, enhancing efficiency, throughput, and cost savings. Key outcomes include:

- **Site 1:**
 - 20% increase in throughput for a key product line, reaching an all-time high
 - \$500,000 sustained reduction in repair and inspection backlog
 - 238% improvement in units to stock, optimizing production flow
- **Site 2:**
 - 42% improvement in units to stock, improving inventory readiness.
- **Operational Enhancements:**
 - Launched 14 digital visual boards with integrated KPIs
 - Defined and embedded KPIs into tiered operating reviews
 - Initiated Tier 2 value stream and functional meetings with coaching support

- **Site 1:** Achieved a 38% reduction in meeting time, redirecting effort to value-added tasks
- **Site 2:** Saved 100 people-hours per week through meeting optimization, boosting productivity

- **Process**
 - **Standardization:** Both sites fully adopted the Production System, enhancing their early MOS efforts with digital dashboards and Gemba walk processes

Name of Meeting	Employee Hours per Week	Meeting Type (Func/PG/Tier/Leadership)
Weekly Safety Meeting	100	Functional
All Hands	100	Functional
CCB	60	Functional
Spares AM Sheet	52	Program
DOA	44	Program
BU Flash	42	Program
Engineering Dept.	40	Functional
PM Flash	39	Program
Gov't AM Meeting	34	Program
MRB Disposition	32	Functional
Hit List Review	30	Functional
Chats BU Flash	29	Program
Critical Fab Shortage	29	Functional
Tier 0 Take Off	28	Tier
SMT	26	Functional

WEEKLY MEETING AGENDA

	Monday	Tuesday	Wednesday	Thursday	Friday
	5	6	7	8	9
07:00	Shores	Shores	Shores	Shores	Shores
	Quality H	Quality H	Quality H	Quality H	Quality H
08:00	Ball + Harness Climbing Quality	Ball + Harness MRO TRAN	Ball + Harness MRO TRAN	Ball + Harness MRO TRAN	Ball + Harness MRO TRAN
	ARRBUS + LEGACY + SAAB SERVIC	ARRBUS + LEGACY + SAAB SERVIC	ARRBUS + LEGACY + SAAB SERVIC	ARRBUS + LEGACY + SAAB SERVIC	ARRBUS + LEGACY + SAAB SERVIC
09:00	Quality MRO	Quality MRO	Quality MRO	Quality MRO	Quality MRO
10:00	CLIMB	CLIMB	CLIMB	CLIMB	CLIMB
11:00				Planning	
12:00					TEST Programmes Insitu Chan Mechanical Eng.
13:00					Attitude

Functional Take Off

Product Take Off

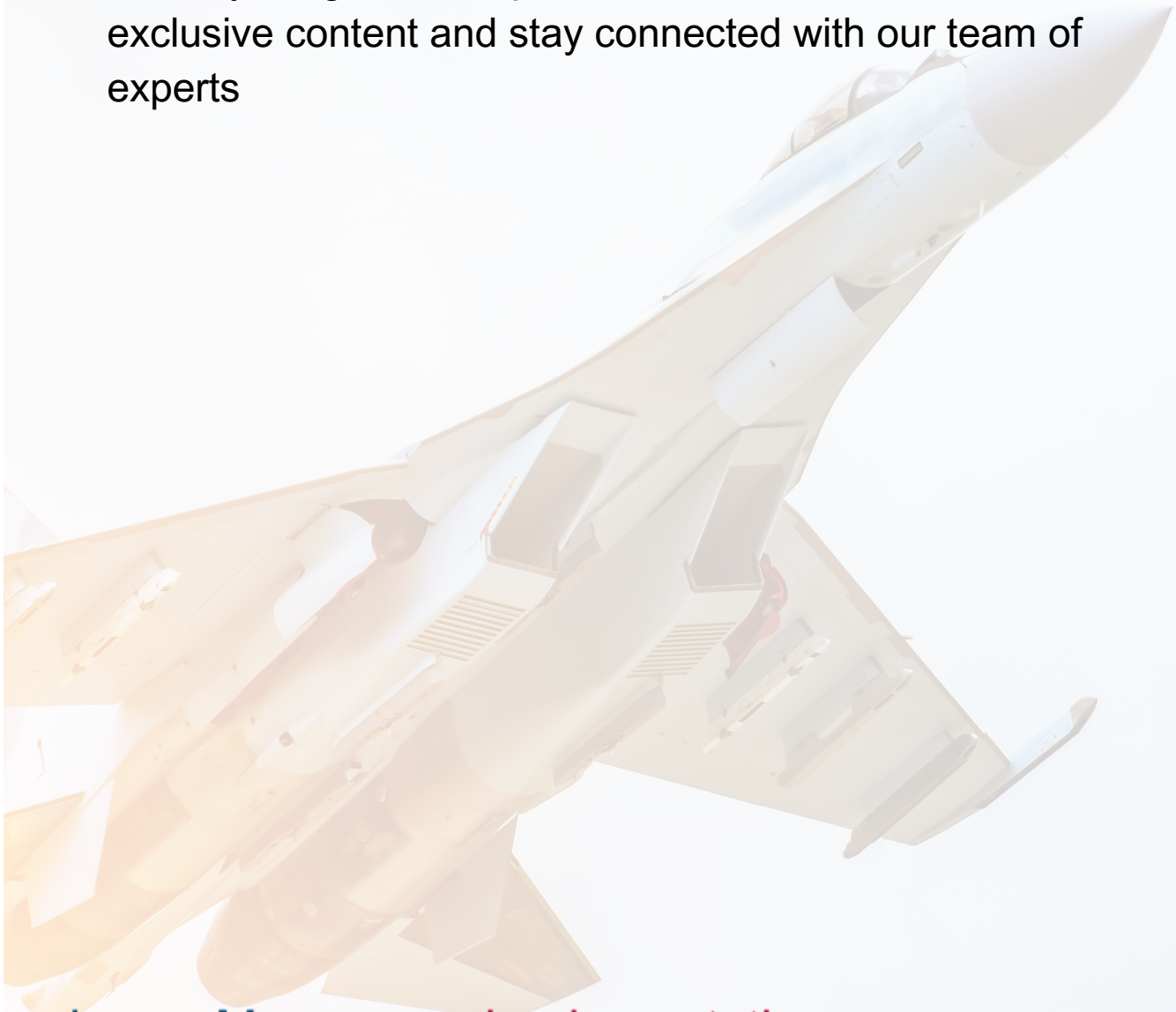
Climb

To be defined

By partnering with Implementation Engineers, the aerospace and defense manufacturer transformed its operations from a mix of informal practices and early-stage systems into a unified, high-performing Production System. The solution addressed immediate operational needs while establishing a foundation for sustainable growth, delivering measurable results and strategic value. For a company aiming to double its revenue and ensure long-term success, the Production System provided the structure, adaptability, and impact needed to excel in a competitive industry.

Let's Get Started

- Schedule a meeting with our team to discuss how Implementation Execution (IX®) can help your organization achieve its goals. Submit an IX® request on our website at www.implementation.com
- Visit www.implementation.com to read more about IX® and how we have helped our clients create sustainable results
- Follow us on LinkedIn to stay up to date with the latest industry insights and updates. Join our network to access exclusive content and stay connected with our team of experts



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