

## CASE STUDY FOR CHANGE MANAGEMENT

### How 'SPRINT'ing with apt "changed" team effectiveness, released growth potential and improved customer service.

This case study shows how members of the training team from Advantage Performance Training Ltd helped a newly formed airline company improve on their time performance and use of assets.

#### Situation

With the 'open sky' policy of deregulation within Europe, many new airlines have set up to attack the new 'budget' travel market. A number have failed! This is because they carried on doing things the way they always did using the "norms" and processes within the industry.

A new budget airline was created to capitalize on the low cost inter European travel market. In order to offer low fares, low cost airlines have to keep their aircraft in the air. The key to success is the use of the 'assets' namely the airplane.

#### Problem

The normal time within the industry for turnaround on the ground was 45 minutes; however the business model required a maximum 20 minutes. The senior executives of the airline recognised that major change was needed in processes and the way staff operated together as a team.

The 20 minute scheduled take off is critical. The aircraft has to make its 'take off' slot or it can wait 30 minutes - 1 hour for a 'gap' for runway availability.

apt were asked for their advice and ideas.



#### Research

Members of the apt team spent time with various management and operational teams both within the airline itself and with service suppliers. The processes and systems being used were looked at in detail as were the people, their skills and methods of working.

#### Initiative

From discussions with various constituents of the company, apt decided that there had to be changes to the way people worked as a team, their understanding of each others roles and work the interrelationship between job processes. The motivation and attitudes of the various people involved in the aircraft turnaround also needed to change.

apt planned to involve all the many job roles / people in a problem solving "change" event. This was a unique approach within the industry.

People involved:	Aircraft	- Flight Captain - Flight Engineer - Chief Steward - Cabin Crew
	Fuel supply	- Browser Driver
	Passenger check in	- Check in Agents
	Ground handling	- Dispatcher for the aircraft - Passenger Terminal staff
	Baggage crew	- Driver and 2

Previously all the people involved in the turnaround (some 20+) worked totally independently. No one appreciated that their delay could lead to other delays. The key was to get the team working together:

### **Training**

A series of challenging 2-day training programmes entitled 'PITSTOP 20' were specifically designed to effect the changes required to achieve the clients brief.

Based on the fast safe turnaround achieved by pit crews in formula one motor racing, the theme was Safety, Speed and the Team goal '20', the training was carried out throughout the UK and European airport bases.

Delegates were asked to solve problems from their own experience by being honest and open about why problems occurred by undertaking a number of specially designed exercises, trying new methods and generating their own ideas.

'PITSTOP 20' enabled delegates in each turnaround team to:

1. Understand others job and key problems
2. See how their role affected their colleagues
3. Adopt new working practices which were more flexible

The event used special caps, sweaters and jackets for all involved both to motivate and identify the team in the busy airport operational areas within which the training took place.

Prizes were awarded to teams providing the best ideas and actually achieving the best turnaround using real aircraft (and live passengers!)

### **So what did the airline get from their SPRINT with apt?**

Turnaround was reduced to 16-19 minutes

The airline now advertises that its on time record is better than British Airways and KLM.

The results were far greater than expected and had wider reaches as not only was everyone involved more highly motivated, but they went back into their companies and motivated their work colleagues. Relationships between service providers improved and efficiencies in related areas were gained.

The airline is now one of the major European carriers.

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