



LEI Transformation Summit

Phillip Coley



FedEx Express is the Airline within FedEx



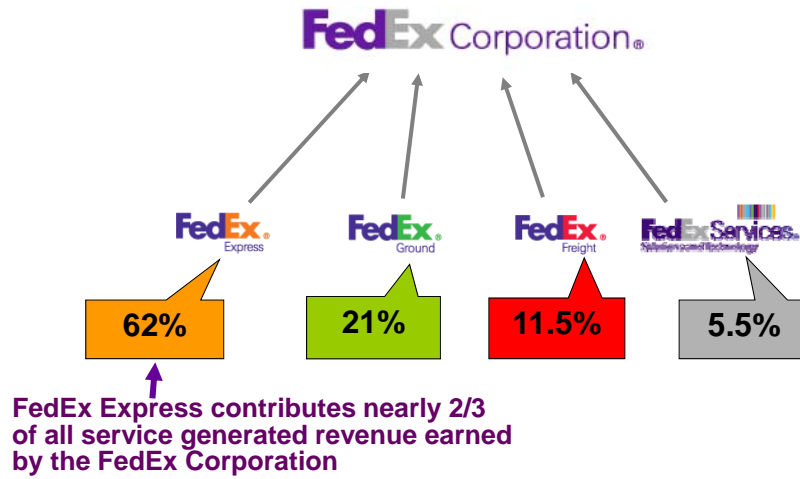
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FedEx Corporation, Revenue by Segment



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We Deliver!



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FedEx Express A.O.D Aircraft Fleet

February 2010*

<u>Fleet Type</u>		<u>Count</u>	<u>Max Payload (MORP)</u>
777F		4	173,000
MD-11F		59	164,000
MD/DC-10F*/-30F		58/18	113,000/141,000
A300-600F		71	86,000
A310-200F/-300F		34/17	62,000
757-200F		18	46,000
727-200F**		77	38,000
Total		356	



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“Lean Thinking” in Aircraft Maintenance

*Leadership
Attributes*

*Management
Process*

*Strategic
Thinking*

*People
Development*

Emotional Intelligence



**Evaluate,
Observe &
Seek Balance &
Predictability**



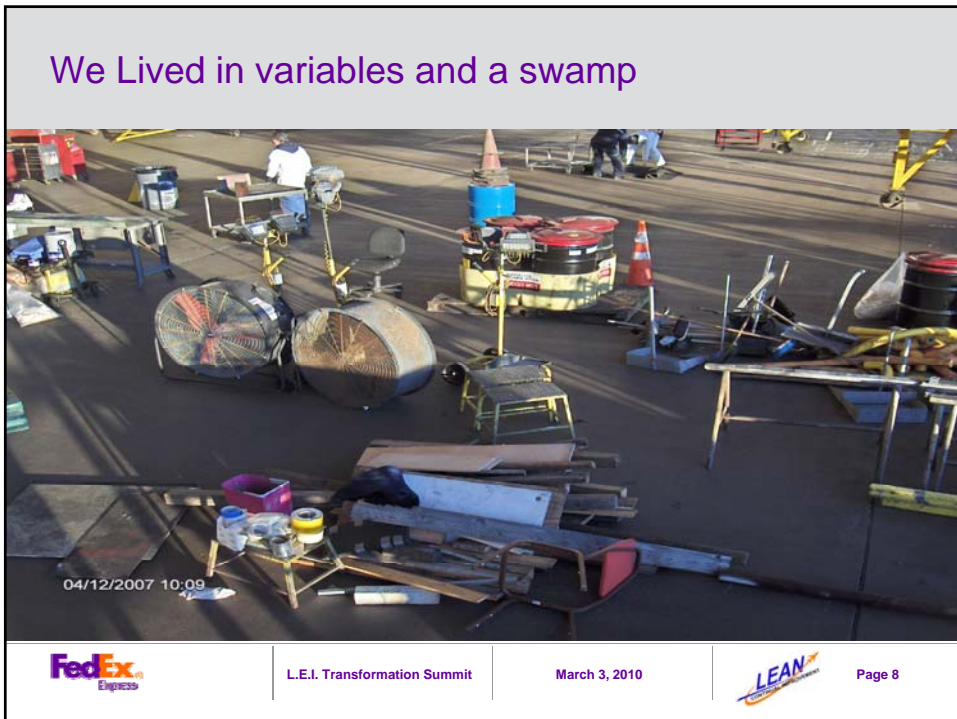
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Variables
Will Happen!
How do we
best prepare?



What has Lean Done for FedEx Express?

▪ Good Old Days

- C-5, C-7 Checks
- C-Check Labor Unit Rate
- B-Checks
- Carbon Brake Modification
- Variables
- Engine Changes

Span Time 42 to 48 Days
 24,000 to 32,000 MH
 48 to 72 hours
 Span Time 16 to 18 Days
 Get 'er Done
 36 to 48 hours

▪ Current Step One CI

- C-5, C-7 Checks
- C-Check Labor Unit Rate
- B-Checks
- Carbon Brake Modification
- Variables
- Aircraft Engine Changes

Span Time 25 to 34 Days
 19,000 to 25,000 MH
 24 to 30 hours
 Span Time 7 to 8 Days
 Standardize, PDCA & Mitigate
 6 to 14 hours



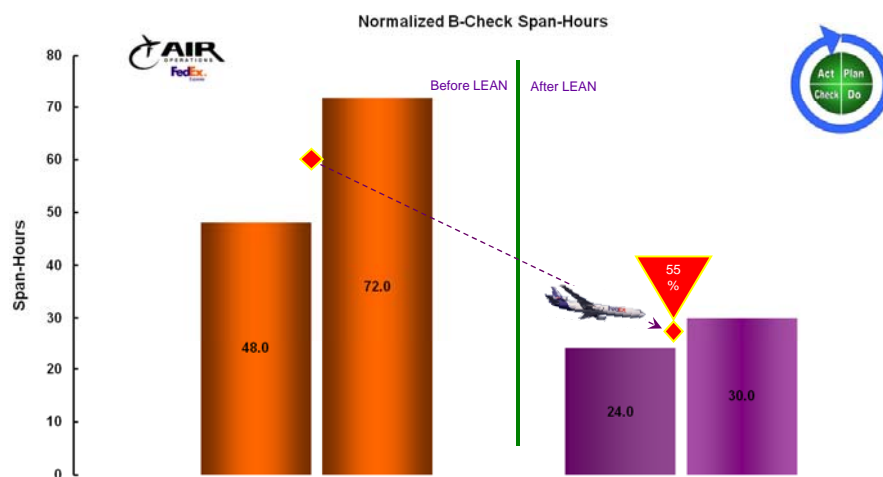
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What has Lean Done for FedEx Express?



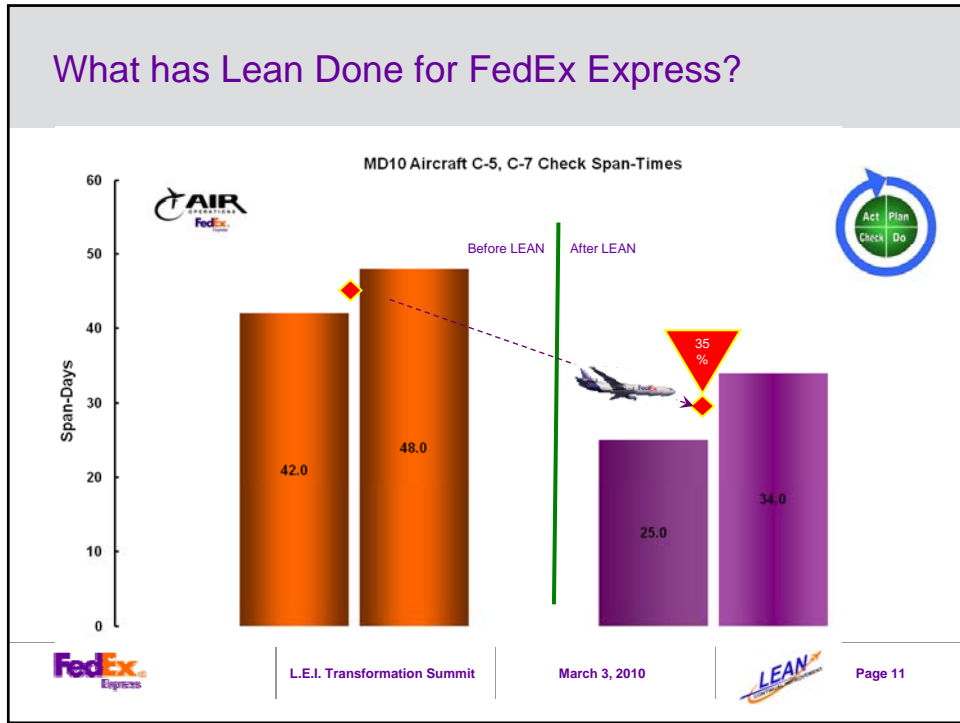
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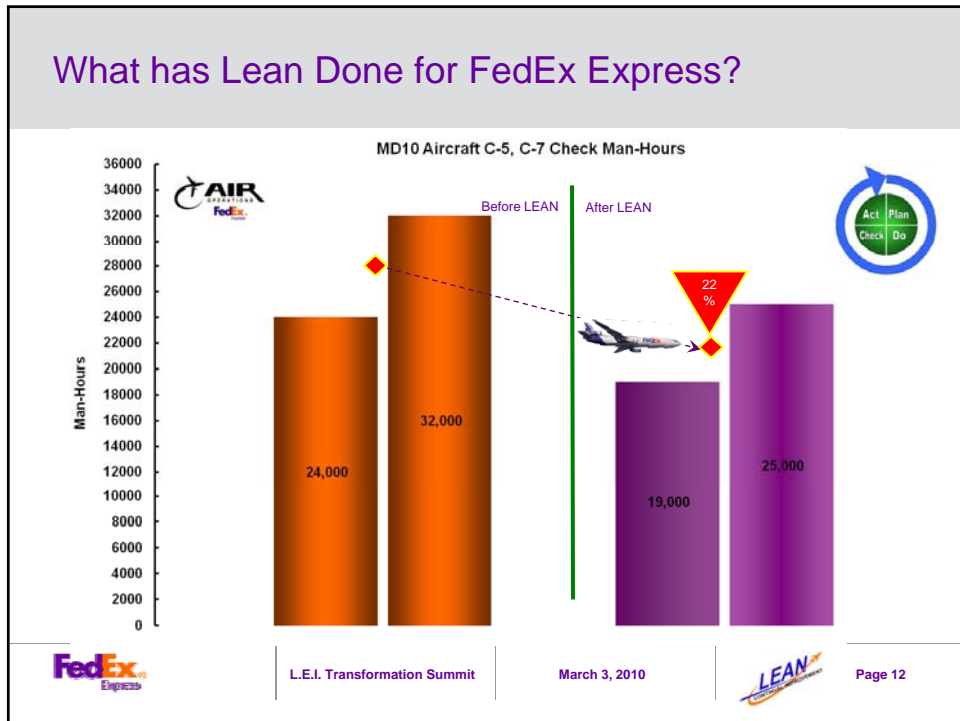


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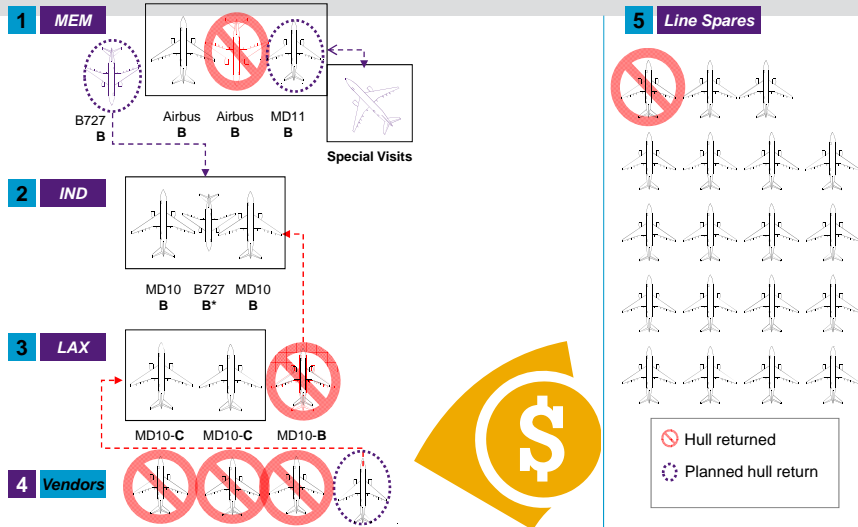
What has Lean Done for FedEx Express?



What has Lean Done for FedEx Express?



Span Time & Capacity Reduces Allocation



Our Lesson...

In General, How and What did we do?

- Start with 5S for Visual Impact & Positive Touch Experience
- Focused on Aircraft Mechanic utilization & waste (Shadow Studies)
- Focused on visit “C Check Flow” & that helped decrease Span Time
- Flow Reviews ID'd Special Work now assigned to many Line Stations
- Focused on Special Visit & Line Task Span Time
- Bring more work “In-House” & directly reduces external spend
- Lean Flow Engine Change Span Time & avoid Allocations
- Lean Flow Decrease B Check Span Times & avoid Allocations
- Share Lessons, Practices with Associates, Departments & Vendors

How... Aircraft Maintenance Lean Mission

The "Purple Team" will continuously learn & grow in Lean so we can align, support & enable each other to better serve our customers. We will work together to identify and eliminate waste, improve processes & quality while efficiently utilizing the great resources & talent within FedEx!

“People-Service-Profit”



Our Lesson...

In Heavy Visits, How and What did we do?

- Invest in Training, Coaching & Mentoring for Lean & CI
- Focused on “Hero” Culture evolution and Process Changes
- Created Advanced Pre-Induction Reviews and Enhanced Planning
- Created Milestone Plans to focus on Goals, Standards & Span Time
- Established & Evolved “C” Check Milestone reviews 2x / Week
- Milestones helped build location, shift and individual expectations
- Variances will occur in Milestones but those are documented for communication, cause evaluation, mitigation & avoidance in future
- Post Check or Visit reviews for Continuous Improvement PDCA



Lean Leadership is also Fun 😊

GEMBA = MBWA

- Help the Leaders out of the Office! Hit the floor, observe
- Leaders engage & seek “touch” solutions from the floor
- Assess utilization, wastes, tools, and supply chain
- Build communication & listen more as that will build momentum & long term Lean - CI

Gemba opens the doors !



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Lean Lesson



Involve Everyone

Lean Business is all about capturing intellect & creativity from every person

The way to engender enthusiasm is to allow employees far more creative freedom & clarify standard processes

All people are individuals so use value added tools and see how it fits with individuals and teams



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LEAN WAY



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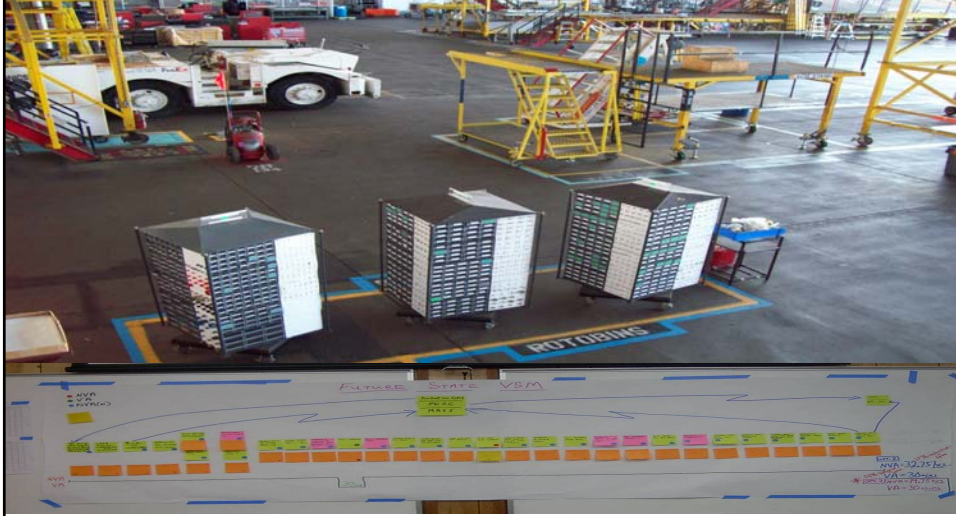
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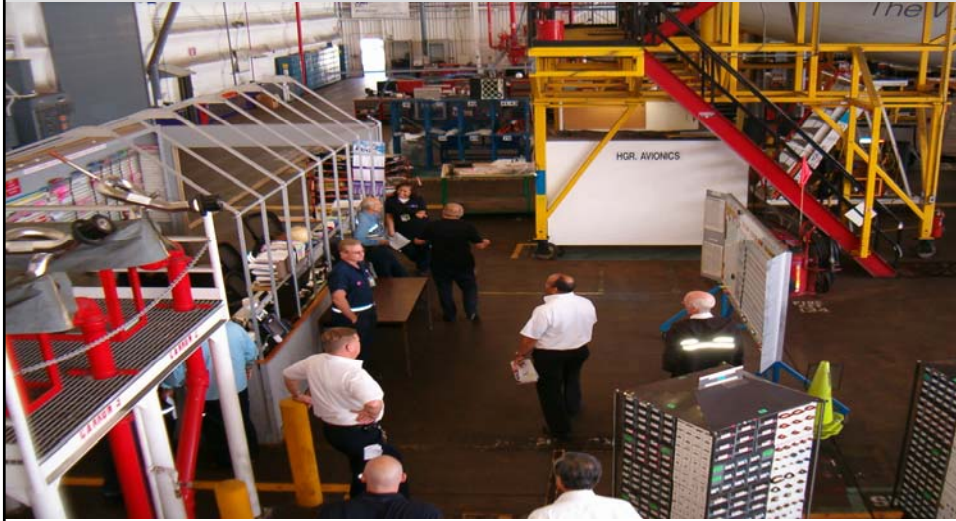
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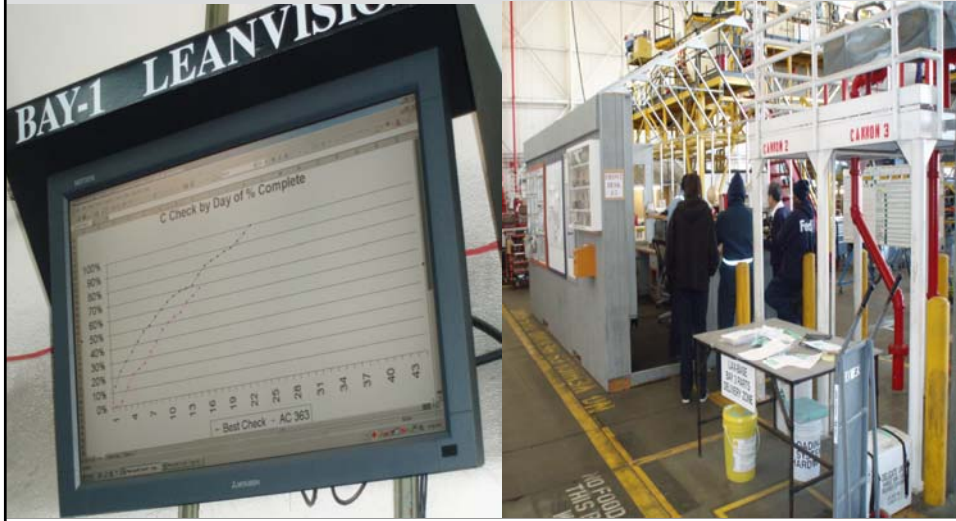
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Long Term Vision
Excellence
Advance Planning
Determination & Drive
Enthusiasm
Responsibility
Sacrifice
Humility
Influence
Perseverance

LEAN
Thinking is
LEADERSHIP



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Lean Teams Pack Punch



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Lean Teams Pack Punch

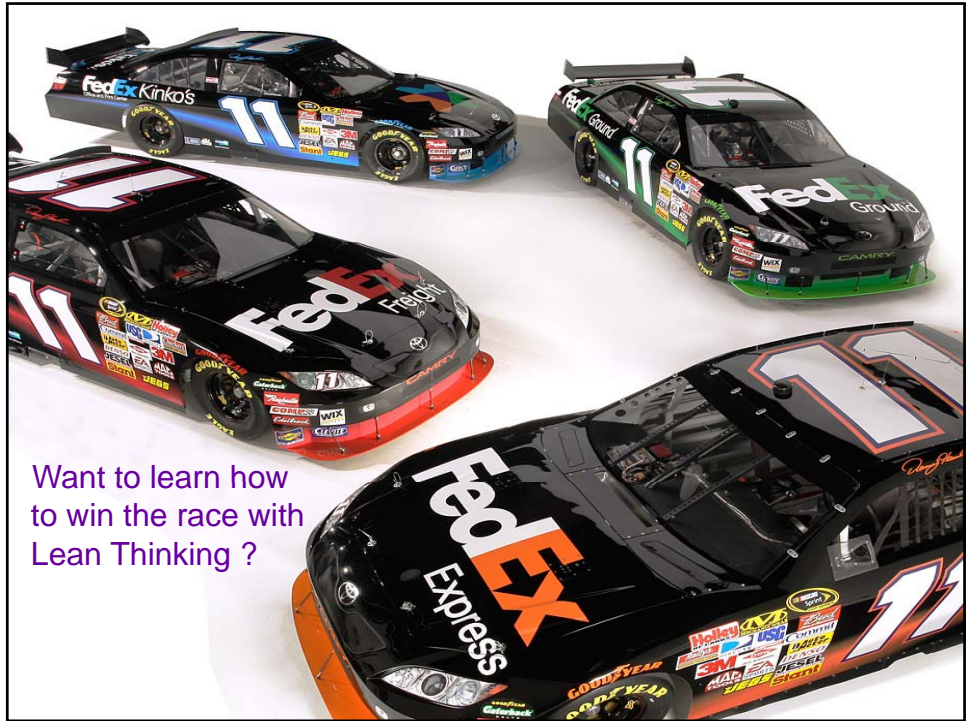


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It is a "Race" to deliver, how can You deliver better?

Come to our Breakout session ☺



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Thank You For Being Part Of Lean



**Serve from
the Heart!**



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