

World-Class Maintenance, Repair & Overhaul (MRO)



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Afinitus consultants are TOCICO certified



... a step ahead

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Reducing MRO cycle time- Why it's crucial:

Every day a commercial jetliner is out of service, every day a ship is in the shipyard, a jet fighter is in the depot,, an M1A1 tank is in repair—is a day it's not helping meet the goal of the organization.

In the commercial world this means lost profit. In national defense, it means a lower level of readiness than might otherwise be possible.

First and foremost, truly effective MRO Operations provide the asset owner a minimum amount of down-time: the time it takes to take the asset from service, disassemble,, repair, reassemble, and return it to service.

Cutting MRO time for commercial jets means fewer airplanes are required to carry the same number of passengers. In the military it's like adding ships and submarines to the Navy, fighters to the Air Force, tanks to the Army — increasing the size of the

fleet — without spending a dime on new assets!

Overhead costs also fall with shorter cycle times. Fewer assets in the repair system means less space is needed for storage, fewer transportation resources are required, etc. etc. etc.

Finally, shorter cycle times mean higher quality. When parts sit, the opportunity for loss or damage increases.

Simply stated, cutting MRO time saves tremendous amounts of money for the asset owner — whether it be shareholders or the taxpayer.

Given its bottom-line benefits, cutting cycle time should be a top priority of the entire organization, not just the MRO division.



The Challenge

With the soaring costs of acquiring new assets, the MRO industry is booming. But to remain a viable option to new purchase, and to effectively extend the life of assets already in service, the MRO industry itself is faced with the challenge of providing better service in the form of quicker cycle times and lower costs.

MRO is uniquely complex in that one often doesn't know the amount of work to be performed until the asset is taken out of service and disassembled. This uncertainty, combined with the fact that MRO involves aspects of project management, production operations and supply chain management, makes the MRO business difficult indeed.



Achieving world-class effectiveness is a prize well worth pursuing. Choose a partner who understands your business and knows how to improve it. At Afinitus Group, LLC, we can help your organization reach that goal.

Our Approach

Systemic

Afinitus takes a systemic view to improvement. Local improvements are desirable only in regard to their contribution to the success of the organization as a whole.

Every change must lead directly to achieving more of the organization's goal.

For commercial MRO this means change must lead to higher profit and greater shareholder value. For the military, to increased readiness and better support of the fleet and the war fighter.

Systematic

The systemic view leads to a *systematic* approach. We find the leverage points in the system—and systematically work through them—removing the constraints to improvement in order from the greatest to the least. We might start with project management—the actual disassembly and reassembly of the asset, or with the back shops, or we might start with a leverage point in the supply chain. Your situation, and the amount of improvement which can be gained, determines the order of implementation and change. Each step leads to greater and greater levels of improvement.

Synchronized

Schedules are synchronized as the changes are implemented across the organization. Project schedules are synchronized with customer demand. Back shop schedules are synchronized with project reassembly schedules. Purchased or manufactured parts schedules are synchronized with the project or back shop schedules. Work-In-Progress (WIP) is minimized and flow time

through both the back shops and the projects dramatically decreases—lower WIP leads directly to increased speed through the repair process.

In addition, all schedules are buffered and protected against disruption, greatly increasing the probability that everything will be in the right place at the right time, in spite of the fact we are doing things much faster.



Synergistic

Our approach using Theory of Constraints principles is completely compatible with Lean and Six Sigma methodologies. In fact, we can and do contribute to the success of other improvement initiatives, identifying the leverage points where lean tools or reduction in variability will provide the most “bang for the buck.” We can work as stand-alone, in concert with Lean or Six Sigma offices, or under the auspices of Lean / Six Sigma leadership.

Sustainable

Our solution has been proven to be sustainable over many years—in fact not only maintaining earlier gains, but fostering continuing improvement as time goes on. Last but not least, Afinitus consultants have the know-how to work with MRP II, ERP or even home-grown systems to help effect and institutionalize much of the change.

Afinitus—MRO Specialists

Afinitus consultants have extensive experience in both commercial aviation and defense. Two of our principals began their careers as engineers with Boeing. In addition, we have more military MRO experience than anyone in the TOC consulting community—working with wheeled and track vehicles at the Marine Corps, helicopters and jet aircraft at NAVAIR, submarines at NAVSEA in all four of its shipyards, and with helicopter repair and overhaul at Sikorsky aircraft.

For just one example of our work, see the remarkable story of the Marine Corps Maintenance Center at Albany, Georgia at www.afinitus.com/success.

When it comes to improving MRO Operations, Afinitus is, without a doubt ... *a step ahead.*



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