



Interview with Patrick Lagrange, Director of Operations and Céline Louis Eugène dit Picard, Quality Manager (Gardner Aerospace)

***A profound transformation for GARDNER AEROSPACE by virtue of an improvement program conducted in 2018
- From Problem Solving to Operational Excellence -
- Carefree manufacturing -***

On 23 May 2019, during the *SPACE Members day* at Ratier-Figeac, SPACE Aero awarded the Trophy "**Best Improver 2019**" to **Gardner Aerospace's - Mazerès facility**, where they specialize in the manufacture of aerospace parts and equipment.



F.Bertrand (SPACE President) - S.Hollard (Airbus) - C.Louis Eugène dit Picard (Gardner), P. Lagrange (Gardner), L. Dupré (Airbus)

The improvement project carried out in 2018 at the Mazères site, initially to reduce non-quality, has in fact brought the Ariège-based company much further: with an OTD almost at its maximum the figures are certainly encouraging, but above all the company is now committed to an operational excellence approach that ensures smooth, carefree manufacturing

" We have undergone a profound change, from dealing with non-quality to operational excellence," says Patrick Lagrange.

How do things stand today?

The OTD hovered around 99% in 2018, the cost of non-quality has been divided by 2 as well as the number of rejected pieces.

The creation of the brand new Centre of Excellence, active in the two branches of the plant - Assembly and Boilermaking - today reflects the profound change that has taken place.



OTD 99%



**Non-compliance
divided by 2**



Carefree manufacturing

What was the method?

First, a strong commitment from the management, then assistance from a specialized firm and a motivated team.

The key factors of success:

- A multi-skilled team favourably located at the heart of the workshop (3 people in pilot phase).
- Successful change management within a 10-month pilot project period
- The large-scale involvement of staff

Thanks to everyone's support and an ongoing dynamic, inspired by the method of John Kotter¹, a profound change in the company organization emerged naturally out of the actions on the ground.



What is the role of the Centre of Excellence?

The Centre of Excellence, located at the heart of the workshop, combines both operational and quality functions.

First, it deals with non-compliance issues as they arise: extremely reactive, the action to be taken is decided within **15 minutes**. In the longer term, it can initiate training programs, investments, and influence manufacturing operations. It also brings maturity to the analysis of customer feedback.

"There is no longer any mistrust between Quality and Production," says Céline Louis Eugène dit Picard, there is on the contrary a synergy driving all those who work together.

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¹ "The 8-step process of leading change" by John Kotter