RSA Ground: the subsidiary of Rising Sun Airlines

Servicing Rising Sun Airlines planes at airports across Japan

Rising Sun now fuller and more frequent for air travel passenger

Ken: president of RSA Ground

Daishi Isharu: Rising Sun’s CEO

HOS: Head of staff

Toshi: a young crew member who worked here a month ago, plan to leave this j ob

Manager: Lady, manager of the crew member

Lady Stopwatch: the people who oversees another crew

Nobuo-san: gray-haired man, the expert, with a lot of experiences who can clean the bathroom in 8 minutes

Mari Kata: HR chief, hiring lots of temporary and part-time workers

CFO

Company’s CFO

Mayuka Mori: Company’s COO

Yoshiyuki Taniguchi: Company’s CTO

Turn times- how long it took RSA Ground’s crew to clean, check, restock and refuel the planes

Task of Ken:

1. To reduce the turn times from 20 minutes to 12 minutes (10mintues cleaning and 2 minutes for inspection)
   1. Cleaning seat pockets
   2. Wiping food trays
   3. Vacuuming seats
2. To write the proposal to meet the need from Dashi Isharu

Cleaning Policy: 6 cleaners for one aircraft, one was responsible for half the economy seats in B787(58 seats)

First try of Ken: 18 minutes

Problem: staff attrition rates spiked in the past years, lots of experienced staffs left

Task of Daishi Isharu: support Ken’s research

What Daishi Isharu need: A proposal from Ken for how to make turn-times get back to 12 minutes

Task of manager: Give the cleaner their assignment

Problem: missed after assigning the task

Task of Stopwatch: help crew member keep pace by shouting and inspiring

Inspect the plane and point to the cleaner who deserves praise, mostly elder workers

Suggestion from Toshi: bigger crew team

7 for 787

10 for a 747

Toshi cannot find another job in Tokyo.

Suggestion from Mari

1. Invest in our personnel (around 20% increase) by hiring more crew members
2. Give the crew members better training and higher wages
3. Make sure the newcomers learn the ropes quickly
4. Make sure the experienced guys stick with company

Viewpoint from CFO: reject the plans by Mari-san in order to improve margins

Ken, the president need to push very hard to just win approval for only 10% increase

Viewpoint from Nobuo-san: people could go faster with more experiences; some tricks are not on the manual but in the experienced works’ mind. The manager need to document these tricks so that newcomers can enter this filed more quickly and efficiently.

Problem from HR: temporary and part-time stayed on their position to be the experienced worker because of the difficult and stressful work, less prestigious job nature and low salary.

COO’s idea: using stronger oversight and tighter controls with current staff. Improve the efficiency by means of managers to make workers fully coordinated.

CTO’s idea: use technology to replace the position of Lady Stopwatches

Input: onetime investment including wearable tracking devices

Output: Monitoring employee performance (individual turn times, team turn times, quality of the work) no salary for Lady Stopwatches

What HOS do: assign Ken to various teams as a “temporary worker”

RSA Ground: to do more work with the same number of employees

Objective of the executive committee: reduce turn-times, near-immediate return

Constraints of Ken: Money/Salary put on for the staff, 10% budget increase from management/shareholders

Constraints/bottleneck of turn-times: cleaning of planes