



## Case Study:

# Steady and Substantial Growth Through Operational Excellence

Company:  
Able Aerospace  
Services

Industry:  
Aerospace  
(Service and  
Maintenance)

Employees:  
550+

Revenue:  
Approx. \$100M

### Situation:

Able Aerospace Services, a wholly-owned subsidiary of Textron, was built on a simple mission: to safely reduce aircraft operating costs by providing resourceful component repair, overhaul and approved replacement parts solutions. As the company continued to grow and expand its service-lines, a greater need for clear accountability and overall strategic and cultural alignment was present. With 550+ employees, this is not something that can simply be managed with a spreadsheet. Able needed something scalable—a platform to streamline and connect employee performance to the bigger-picture company goals and values.

Through engaging ETW, the organization accomplished:

- Five consecutive years of 20%+ compounded annual growth
- An intentional culture built on clear, observable behaviors



## Implementation:

ETW provided a platform to track and connect high-level company strategy to the day-to-day operations for all levels of Able employees. Everyone from the CEO to the janitorial staff was connected to strategy and culture in a way that had never before been possible. Employees became increasingly more engaged as the implementation progressed.

To begin creating an intentional culture, ETW administered a “Winning Behaviors” survey to all 550+ employees. This would help develop and discover what actionable behaviors everyone viewed as the most important to Able. The survey essentially established a benchmark for culture. Employees can now be held accountable not only for performance metrics, but also their alignment to the company culture.

With the ETW system in place, Able continues to see steady growth, smooth operations, and employee performance at an all-time high.

**The following page highlights the results of the implementation process.**

By using the ETW system, which allows for consistent focus on goals and strategies that are key to the success of the business, Able improved the following areas:

- Quality
- Profitability
- Waste Management
- On-time delivery
- Cost Reduction

Able saw a 50% reduction in turnaround times, and a 70% reduction in time to quote as a result of cascading goals throughout the entire organization.

By focusing on the most important outcomes, the gross margin of several core products improved by 150%.

Employees have helped to position business to grow Able in size

5X

In one fiscal year, Able set out to uncover an additional 25% capacity. The goal was implemented in ETW, and ended up uncovering an additional 40% capacity. This saved Able from hiring 100 unnecessary employees.

"It was clear that in order to profitably grow the business beyond where we were at, we needed to better align all of our employees to strategy and culture"

Lee Benson  
CEO, Able Aerospace Services



# Align Engage Perform

## About ETW

ETW provides a platform to track, evaluate and measure employee performance against the major objectives of the organization. Easily execute and translate long-term strategy into clear, actionable goals. With ETW you can effectively communicate the company's roadmap to success and engage everyone throughout the organization with that roadmap. Using ETW your organization can connect employees to strategy and culture to drive sustainable winning results.

**For more information or to achieve similar results in your organization please visit [www.etw.com](http://www.etw.com)**