

**CASE STUDY** | *Alcoa Aerospace Delivers On-Time & Builds Employee Flexibility*

Alcoa, Inc. is an \$18.4 Billion (U.S.) Global Enterprise and the world leader in the production and manufacture of primary and fabricated aluminum and alumina. Alcoa operations include mining, smelting, fabrication and recycling.

Alcoa operates at more than 200 locations with 59,00 employees worldwide. In its 67 U.S. facilities, Alcoa partners with United Steelworkers, the IBEW, and other unions to deliver performance excellence to its customers, who range from consumers to airplane manufacturers. In 2010, Alcoa was identified as one of the World’s Most Admired Companies by *Fortune* magazine. Additionally, the company is a member of the Dow Jones Sustainability Index.

One of its largest operations in the U.S. is an integrated aluminum manufacturing plant that produces both Aerospace components as well as Sheet/Plate for the Construction and Automotive markets. This site houses more than 130 acres of high-tech manufacturing under one roof. It employs 2,000 salaried and hourly workers and is the flagship plant of Global Rolled Products Business Unit.



In 2002, this plant was disappointing customers with delivery performance below expectations. The company had known, since 1998 at least, that it needed to expand to 24/7/365 operations to address the increasing customer demands for faster delivery cycles. However, the aerospace business is cyclical, so there were some concerns among leaders about making a permanent change from a “24/5+Overtime” Business Model to a “24/7/365” Business Model. Additionally, there were concerns about alienating the labor force at a time of strong booked business.

**Industries:**

*Primary Metals  
Fabricated Metals*

**Company Status:**

*#314 in Global 500  
#90 in Fortune 100*

**Critical Business Challenge:**

*Enable “On-Time Delivery Performance” and Flexibility of Personnel while Avoiding Strike by Union Employees.*



**Solutions:**

**The Marketplace & Strategic Scheduling Leadership Seminar**

**Business Requirements (Demands & Process) Analysis**

**Strategic Scheduling Process Consultation**

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24



## CASE STUDY | Alcoa Aerospace Delivers On-Time & Builds Employee Flexibility

RoundTheClock Resources began this business redesign effort at this flagship plant with the conduct of its Leadership Seminar, *Marketplace Demands & Strategic Scheduling* for both business and labor leaders. This Seminar enabled all leaders to build common knowledge, common language and a common purpose in leading this complex and emotional organizational change effort.

With this groundwork in place, RoundTheClock Resources utilized its highly-effective *Business Requirements Analysis* and its proven five-phase *Strategic Scheduling Process Consultation* to enable Alcoa leaders at this plant to design and implement the expansion to a 24/7/365 Model. The first change effort took place in the Ingot Department in 2002, followed by the Plate Department in 2003. Through 2007, RoundTheClock Resources facilitated changes in 13 production and service departments across this plant, including all Maintenance Departments and Quality Labs.

The Internal Change Manager for this Alcoa Operation described the outcome of the site's partnering with RoundTheClock Resources as follows:

*We used a traditional, overtime-dependent work system until RoundTheClock Resources helped us install a more time-driven organization across our flagship plant. It became the foundation for the business model for the plant. It changed everything...cut down on delivery time, yielded significant cost savings, improved customer satisfaction and increased our productivity index. Now, we deliver on-time and on-cost with positive employee endorsement of their chosen 24/7 work schedules.*

*Ron Snider  
Industrial Relations Superintendent*

### Results:

*Created significant increase in capacity-yield across site. Increased On-Time Delivery, resulting in breakthrough improvements in customer satisfaction and the ability both to retain customers and to gain new business.*

*Generated workforce engagement and endorsement of this change in work-hours capacity; avoided any union action, including strike.*

*Enabled "100% On-Time Delivery" capability, resulting in breakthrough improvements in customer satisfaction and the ability both to retain customers and to gain new business.*

### ROI:

*Plant attributed \$18.7M sole-source NASA contract for Ares Rocket and other delivery-driven contracts to 24/7 operations, resulting in minimum ROI of 2,471% (25 times project cost).*

Contact Us:  
207.828.5151

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24