

Team-2 Safran Landing Systems (Team-6 In-class)

Context:

- ❖ Safran Landing Systems factory site at Ajax, Ontario
 - Final Assembly of Landing gears and Testing before shipping
 - Top tier company in the competitive market, needs to advance with the newer technologies
- ❖ Factory of the Future is the focus area for Team 2
 - Factory4Future program launched at Ajax site to revolutionize plant and move towards advancing technologies
 - Team 2's major task is to devise a methodology to reduce resistance in the introduction of new technology and to increase its adaptiveness in the working environment.

Problems faced:

- ❖ Resistance towards Change
 - The average age of the workforce is over 50 years which is why they are resistive towards any new change in technology and are comfortable with the old working methodologies.
- ❖ New Recruitment
 - As the highly skilled and experienced workforce retires, there is a demand for recruitment of new employees with the same high skillset. This void is hard to fill.
- ❖ Factory4Future initialization
 - Because of the above reasons, it is difficult to introduce any new technology at Safran which is necessary to be in the competition.

Approach:

- ❖ Various case studies were carried out of companies facing similar issues and their solution methodologies were taken into consideration.
- ❖ Technology Lifecycle Management was laid as the base for the project.
- ❖ It was kept in mind before developing a roadmap that inputs had to be taken from both the high-level authorities and the affected employees in any department.

Findings:

- ❖ Change in the working environment was tough to implement.
- ❖ An effective introduction of the new technology was difficult as the employees do not show interest in the change.
- ❖ Factory4Future had to be focused on the five ongoing technologies:
 - IoT, AI, Advanced Robotics, Augmented and Virtual Reality, 3D printing.
- ❖ The resistance to change starts with the higher authorities and goes to the shop floor workers.

Solutions:

- ❖ A framework was designed in order to systematically introduce any new technology into the working environment.
- ❖ The framework shows the roadmap for each of the following divisions:
 - Planning, Visioning, Development, and Implementation.
- ❖ It is very important to involve higher authorities very early in the change process, i.e. in the planning stage.
- ❖ Constant feedback from the affected working department is also very important.
- ❖ Replanning plays a big role where the new change is not at par with the desired conditions.
- ❖ Whatever technology is introduced faces least resistance when it adds value to:
 - Individual, Society, Industry, Firm, Factory