

The following is a typical comment:

'The airlines and the MRO organisations are not experts in the IT field or maybe are not enough sufficiently familiar with the lean philosophy. In any case, the participation of consultants mainly during the induction phase, supposes an aid of great value for management and training.'

Finally, the focus group reinforced believe that lean is a viable philosophy for aviation MRO organizations but not sufficient by itself to achieve all the strategic goals of an aviation organisation. A point noted by other researchers (Ayeni et al., 2011). To achieve the desired leverage, the focus group went further by emphasising the need for stakeholders to understand the clear shift of emphasis in the critical success factors when implementing lean in a cloud-based MRO setting. These findings may be contingent on the characteristics of each aviation company and without accounting for the identified factor especially on a case-by-case basis, implementation may face difficulties, stressful, and fraught with significant uncertainty making key stakeholders such as suppliers, customers, or investors experience negative outcomes.

5. Conclusions and Future Work

Effective lean waste reduction with the benefits of increased resource utilisation and productivity is achievable in aviation MRO services. Technological advances such as cloud-based systems should in principle help leverage the gains of lean in MRO services. There is however important critical success factors to be aware of when implementing lean in MRO organisations. This paper presented an analysis of the critical factors using results obtained from a focus group. Based on the analysis and discussion of the results it is concluded that there are differences in the significance of some of the critical success factors for effectiveness of lean implementations in traditional aviation MRO organisations compared to a cloud-based aviation MRO organisations. Monitoring and evaluation of performance, technical competence, consultant participation, user appreciation, and supplier management are emphasised more for lean implementation effectiveness in cloud-based MRO organisations. Project management, organisational infrastructure, and education and training are also important critical success factors for lean implementation in both traditional and cloud-based aviation MRO organisations. Management, non-technological, and technical groups considerations are found to be significant when considering the implementation effectiveness of lean in MRO services. The emphasis placed on how these groupings will affect the effectiveness of lean implementation differs in traditional and cloud-based MRO settings. More emphasis is on the technological factor grouping for lean implementation in the cloud-based MRO services. Future work could focus on how these results can be embedded in the processes for lean implementation processes for MRO services in the aviation sector.

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Biography

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