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MRO

Management



Industry voices

Why 2021 could see an MRO recovery

End of life solutions

Should an aircraft be parked, stored or recycled?

Software for MRO

Covid crisis drives demand for greater functionality

Sustainable fuel

Scaling up production and driving down costs



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Complex Supply Chain?

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AJW Group is a world-leading, independent component parts, repair and supply chain solution provider, transforming efficiency in **commercial**, **business** and **defence** aviation

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A year of challenge and change

AJW Group chief executive officer *Sajedah Rustom* explains how the company turned a potential Covid-19 crisis into an opportunity to evolve and re-focus for the future



As the aviation sector continues to fight against the pandemic's impact, few have been immune to the economic downturn. We, along with many others, have had to adapt accordingly; stabilising and optimising our business whilst continuing to play to our strengths.

As an independent business we were quick to act as the world entered lockdown. We proactively worked with our contracted customers to understand their short-term operational needs by adjusting minimum contracted hours. We created agile solutions to help mitigate the effects of the crisis all whilst guaranteeing the continuation of negotiated levels of support.

We evolved nearly all our services and designed new tailored solutions to serve our customers and meet their changing needs. We launched a successful streamlined lease solution with built-in repair costs which helps customers

reduce and limit their operating costs with no upfront lump sum or costly part depreciation.

We also worked closely with our MRO customers to ensure repair requirements were met on a 'just in time' basis and offered flexible cost-saving solutions to enable customers to conserve cashflow. For example, AJW Technique launched a 'Quote and Hold' programme, allowing us to hold components in-house after conducting a thorough evaluation and providing a detailed quote to let customers plan their financial exposure and smartly position their unserviceable components in the right place.

Outstanding teamwork, flexibility and the AJW 'can do' attitude ensured that we continuously delivered our expert-led customer service from home or from socially distanced working environments at our global facilities 24/7/365.

90

For AJW, we hope to look back over our 90 years of business and see this as a pivotal period where we took the opportunity to evolve and re-focus our business ready for the next 90 years



Despite the restrictions, we successfully renewed a seven-year complete supply chain solution contract with EasyJet, which included the creation of a new EU-hub in Malpensa, Italy. We also completed the purchase of three ex-Thomas Cook A330 aircraft and initiated teardown on-site at Manchester Airport to increase the levels of component availability.

We were quick off the blocks to accelerate our digital transformation plans. Covid-19 sparked an accelerated need for digital innovation within all industries to eliminate administrative work through automation and to elevate the workforce into more strategic functions for reduced cost and increased efficiencies.

We pushed digital solutions for increased productivity with an immense emphasis on better management of our



Clockwise from left: AJW adapted quickly to the crisis to ensure parts moved efficiently; CEO Sajedah Rustom led efforts to evolve the company in a “pivotal” period; an A330 teardown



We were quick off the blocks to accelerate our digital transformation

supply chain and labour capacity in line with rapidly changing demands. We have dedicated a considerable amount of manpower and focus on building the right digital tools and dashboards to closely monitor the industry and fleet recoveries by customer and platform. This ensures that our customer service operations are in line with projected demand.

We also accelerated projects for activity trackers, purchase order dashboards, turnaround time alerts, automated notifications, credit control automation, piece parts provisioning, automated quoting and pricing models and launched an e-commerce platform. In it, our heavily discounted surplus Airbus and Boeing inventory can be viewed and purchased online at the click of a button.

We also launched a new customer portal which offers immediate access and complete transparency for quotes, orders and tracking. All the digital developments will provide a further increase in the support and customer experience required for the future.

2020 will always be remembered as the year that saw the world forced to stop by the hand of a virus. But, for AJW, we hope to look back over our 90 years of business and see this as a pivotal period where we took the opportunity to evolve and re-focus our business ready for the next 90 years. **M**