



Looking Toward the Up-cycle
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Looking Toward the Up-cycle

Is it too soon to start thinking about coming out of the recession leaner, stronger, and structured to win more market share and earn better profit margins?

Smart companies, amid the panic and chaos prevalent today, will be looking toward the future even as they go into survival mode in the present. Many aerospace companies today are laying off workers and reducing production rates. The question is—are these companies slashing in a panic, or are they taking the opportunity to look at every facet of the business to achieve greater efficiency and productivity? If they do, they may find they can save money and retain more employees for the eventual upturn.

We help organizations, large and small, find efficiencies and put them into practice. Our work over an eleven-year period for the Department of Defense (DoD), primarily with the US Navy, is a case in point. What matters most to the DoD is Warfighter Readiness and Effectiveness. DoD is effective, but it is not always efficient. Many silos existed when we first started advising DoD. We showed how to align them around critical processes that produce readiness. We then helped the Navy integrate these processes into corporate-like enterprise governance structures that owned all the costs associated with producing readiness.

As many of our clients, we did not work with the Navy to teach them Six Sigma principles. But we did conduct analyses of process effectiveness and of the change-management tools in use. Working in collaboration with the Navy, we applied our own change management experience and analytical tools to drive fundamental change from a consumption culture to a “Cost -Wise Readiness” culture. Our contribution was to help the Navy select the correct management tools, install the best governance methodology, and use the right process metrics to drive change. Over a five-year period, aviation readiness improved markedly, ship maintenance costs decreased, and the Navy as a whole


obtained a financial improvement equivalent to the purchase price of a new aircraft carrier.

Can this experience translate into the corporate world? Of course it can. In our experience, the sheer number of black belts directed at a problem is not an indicator of success. Often the wrong tools are employed in the improvement process, and sometimes the right tools fail when applied only to a single functional silo within a complex organization. Indeed, 42 percent of business leaders in the US and Europe have said that their change management programs in the past five years have failed.

Now may be the best of all times to implement change. It is in the middle of crisis that barriers can be eliminated more easily. When the alternative is adapt or go onto the shop floor and hand out pink slips, managers will come around to new ways of thinking. That is why the consultant’s role is highly relevant now and why, as a first step, we recommend to clients applying our maturity model to determine the extent to which Lean and Six Sigma processes are truly embraced across the company. Our assessment tool consists of 25 maturity elements to identify key improvement levers. To deliver results, we use our own PI Max proprietary continuous improvement process—a blend of

Lean, Six Sigma, and other best practices.

The consultants role, however, is not simply to impose narrow disciplines on a client’s organization. It is to take a holistic view of the business—from segmentation strategies to sales, planning, forecasting, margin management, and operations—and help all disciplines coalesce on common objectives.

Growth hides a multitude of sins. Inefficiencies and unnecessary turf battles become much more glaring in a period of contraction. That is why our message to corporate leaders is simple—seize this opportunity to make your organizations leaner and stronger (as opposed to thinner and weaker) and better geared for the opportunities to come. 



Mark Ozenick

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Mark Ozenick is responsible for leading the Company's efforts in developing and providing client solutions for Thomas Group clientele in the Aerospace and Defense and Private Equity markets. Ozenick is an accomplished senior executive and leader possessing a diverse and multi-disciplined background in general management, operations, sales and marketing. His experience spans 30 years in start-up, existing enterprise, pre & post merger/acquisition and turnaround operations in the business aviation flight services and aerospace manufacturing sectors.

During his career, Ozenick has increased shareholder value through his leadership style planning, and implementing operations management solutions to remove barriers, increase productivity, and improve cultures that ultimately improved enterprise performance.

Most recently, Ozenick was Chief Operating Officer of Los Angeles – based Elite Aviation, a provider of private jet management and charter services to high net worth individuals. Of note, Ozenick was Founder, President and CEO of HeliFlite Shares, the nation's first successful helicopter fractional ownership and management company. Ozenick has held executive management positions with American Eurocopter, Dyncorp International, Lucas Industries PLC, and LTV Aerospace and Defense Company.

Ozenick is a graduate of The American University, Washington, D.C., holds an Airman's Certificate (private pilot, SEL), is Chairman Emeritus of The Montessori Academy, Arlington, Texas, and is a member of the board of directors for the North Texas Commission (NTC). Ozenick is a member of numerous industry associations, including the National Business Aviation Association, International Flight Services Association (IFSA), Association of Corporate Growth, and NATA. 