

United Airlines

Results of Utilizing the *XPD™* Approach

UNITED AIRLINES SAN FRANCISCO MAINTENANCE CENTER

The United Airlines San Francisco Maintenance Center consists of approximately 5 million square feet of office space, 135 acres of land, seven hangars, and various other buildings. This facility operates 24 hours a day, all year long.



UNITED

LOW QUALITY WORK

The SF Maintenance Center had traditionally awarded projects and services based on the “lowest” price. This had resulted in poor quality of work, change orders, project delays, no accountability, and an increased cost of maintenance. (Pictures below illustrate poor quality prep work and repair)



IMPACTS AND ACHIEVEMENTS OF THE *XPD™* PROCESS

United Airlines implemented the *XPD™* approach on construction and facility management projects at the SF Maintenance Center. This included general construction projects, roofing, painting, floor coating, elevator maintenance, and specialty projects (high speed doors, storage tanks, pumps, abatement, etc.). The results of the *XPD™* effort exceeded all internal expectations. 32 projects were procured and awarded using the *XPD™* approach. United documented the following achievements of the *XPD™* approach:

- **100%** of projects were completed without ANY change order costs
- **98%** of projects were completed without ANY delays
- **98%** Owner (United Facility Manager) satisfaction with awarded contractors
- **75%** reduction in Owner management and inspection requirements
- **Best** contractors that had every performed work at United in the past 20-years