

ASK THE EXPERT



GLEN GREENBERG
President/Chief Executive Officer
Turbine Controls

TC MRO has been a leader in commercial, military and industrial MRO for over 36 years; performing maintenance on jet engine components and accessories for customers world-wide. Glen Greenberg is the Owner, President and Chief Executive Officer of Turbine Controls, Inc. in Connecticut since 1979 and Turbine Controls LLC in Miramar, FL since 2013. With the expansion of the Miramar facility, TC MRO's capabilities also include servicing airframe components and accessories. TC MRO has achieved worldwide quality approvals in both facilities.

Glen was a board member of Connecticut Children's Medical Center for 16 years and a member of CCMC's Executive and Quality Committees. He was also the Chairman of the Brighter Hope Campaign; a US \$5 million dollar campaign for the Clinical Care Center for cancer and blood disorders at CCMC. In addition, Glen holds a B.S. degree in Business Administration from Syracuse University.

Below Glen describes how TC MRO's worldwide reputation has been achieved with his experienced staff and his passion for providing customers with the highest level of quality and support.

Q. On Turbine Controls' 40th anniversary, what would you consider to be the milestones along the way which didn't just move the company forward, but elevated it to another level?

A. The main priorities over these past 40 years at Turbine Controls have been quality and customer service. During those years, Turbine Controls has added "in-house" capabilities, training and expert staffing to meet these priorities.

A key moment came in 2009 when we entered the Supplier Gold Program, a continuous improvement initiative that was mandatory for working with United Technologies. It's similar to the Six Sigma business process tools that GE and Honeywell use. We gave our version a generic name and called it TCI –

Total Continuous Improvement, because it all has to do with ongoing efficiency and lean operations.

Total Continuous Improvement advanced our culture in all aspects of the business including staffing, facilities, equipment and training. Factory floors were refurbished with a new epoxy process defining the work areas and isles, factory lighting was enhanced, street signs were placed through the facility that outlined processes and staff responsibilities. Additionally, a brand-new gantry system was installed throughout the building to handle the heavier items serviced. Of course, the culture initiated a series of action workouts which determined the most efficient ways to service customer products.

We really changed the culture around that time and became a much better business.

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Q. TC MRO has learned some of its best practices and work flow by going outside the aerospace industry. Can you tell us a little bit about that?

A. There are several customers we deal with who require industrial gas turbine component MRO. We meet with them and introduce them to how we run our aerospace business. Industrial gas turbine products that require servicing are similar to jet engine components. At the same time, during these meetings, they introduce us to creative ideas that they use. As a result, information flows in both directions. Being in aerospace for all of these years, I have learned to look outside of our own industry to improve upon our facilities and capabilities.

Q. How might customers observe the way TC MRO has adopted best practices?

A. As a private business, we can make quick decisions. If there's a capability or process that we need to bring in, and it makes business sense, we'll go out and bring it into our facilities.

Again, being private and nimble, we can offer a quote package to customers that delivers a much better solution cost-wise than our competitors, even though they may be bigger businesses.

Each of these points makes TC MRO more competitive in the market place through operational excellence. Furthermore, we've added a building at our Connecticut site and expanded space at the Florida facility. The added space is making the repair flow throughout the facilities much more efficient. Utilizing the tools from our continuous improvement team, the company has rearranged the business to be as effective as possible.

All of this is transparent for customers to see.

Q. Staff attrition at TC MRO is low. What do you do in terms of training and empowerment of personnel to enable that?

A. We have an excellent training program that covers all areas of the company. Our management team is aware of the training requirements for each of their staffs and makes sure training is up to date.

A big point here is that we delegate responsibility to our management teams. We allow our teams to run their departments autonomously. That's an inspirational way for people to work – they make the decisions and know what their responsibilities are. They know they're not micromanaged.

Q. TC MRO prides itself on customer service. How is that structured and delivered both over the term of a project as well as on a day-to-day basis?

A. We trust our teams at Turbine Controls. They are the ones that deliver quality products with dependable TAT at a fair price to our customers on a day-to-day basis.

Our priorities of quality and continuous improvement need to be earned every day. In our ever-changing industry, TC MRO is committed to be at the forefront of these priorities.



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