

PROCESS IMPROVEMENT CONSULTING

Transforming *LAX operations* from reactive chaos into a streamlined, scalable machine.

How Brewster Consulting Group delivered end-to-end **Process Improvement Consulting** — Six Sigma-led workflow redesign, digital transformation, and role optimization — to a national rental car provider at LAX CONRAC.

CLIENT

National Rental
Car Provider

ENGAGEMENT

Process Improvement
& Transformation

METHODOLOGY

Six Sigma
Black Belt

PRACTICE

Process Improvement
Consulting

01 — THE CHALLENGE

A new facility, a shared space,
and complexity at every turn.

Process Improvement Consulting was the only way forward.

When a leading national rental car provider transitioned into the newly opened Los Angeles Consolidated Rent-A-Car (LAX CONRAC) facility, it marked a significant milestone for their West Coast operations. However, moving into a shared, high-traffic environment with competitors like Sixt and Avis introduced unforeseen complexity. Excessive manual processes, disjointed communication, and overlapping workflows were causing delays, costly missteps, and inefficiencies at nearly every touchpoint. They needed Process Improvement Consulting grounded in data and scalable system design.

WHERE THE OPERATIONS WERE BREAKING DOWN

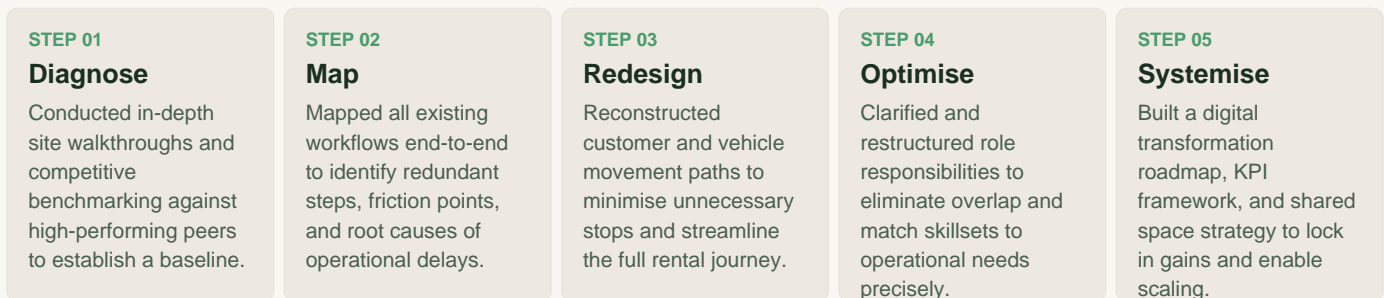
- 01 Facility transition hurdles**
The scale and shared nature of LAX CONRAC introduced immediate challenges in staff coordination, vehicle staging, and customer wayfinding across a vast new layout.
 - 02 Workflow inefficiencies throughout**
Outdated, paper-heavy processes and unnecessarily long walking routes led to wasted time and decreased staff productivity at every shift.
 - 03 Customer experience breakdowns**
Multiple manual checkpoints and outdated queuing systems resulted in long wait times and an inconsistent rental experience that hurt satisfaction scores.
 - 04 Fleet utilization issues**
Misaligned vehicle classification and staging led to costly free upgrades and suboptimal fleet usage — a direct hit to revenue and profitability.
 - 05 Shared space friction with competitors**
Overlapping check-in zones with other providers created congestion and confusion for both staff and customers, compounding every other inefficiency.
 - 06 Maintenance workflow disruptions**
Poor vehicle staging practices — including those from competitor operations — periodically reduced the availability of ready-to-rent cars at peak times.
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02 — OUR APPROACH

Data-driven Process Improvement Consulting — grounded in Six Sigma, built for operational scale.

To drive transformational change, Brewster Consulting Group deployed a team led by a certified Six Sigma Black Belt. The Process Improvement Consulting approach was holistic, data-informed, and highly collaborative — designed to streamline operations and optimise both the employee and customer experience from the ground up.

THE PROCESS IMPROVEMENT CONSULTING FRAMEWORK WE APPLIED



WHAT THE ENGAGEMENT INCLUDED

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| <p>→ Site analysis & competitive benchmarking</p> <p>In-depth operational walkthrough comparing client practices against best-in-class peers to identify immediate Process Improvement Consulting opportunities.</p> | <p>→ Digital transformation roadmap</p> <p>A phased plan to move from paper-based to fully digital workflows — including iPad inspections and electronic rental agreements across all touchpoints.</p> |
| <p>→ Workflow mapping & friction identification</p> <p>End-to-end process analysis uncovering redundant steps, excessive walking routes, and handoff failures that compounded delays across every shift.</p> | <p>→ KPI framework design</p> <p>Custom performance metrics introduced to monitor operational health in real time — giving managers the data to drive continuous Process Improvement Consulting.</p> |
| <p>→ Customer & vehicle flow redesign</p> <p>Movement paths reconstructed to eliminate unnecessary stops, enable stall-based routing, and create a seamless experience from check-in to vehicle handoff.</p> | <p>→ Shared space & competitor strategy</p> <p>Actionable recommendations on space utilisation and staging practices to reduce congestion in zones co-managed with Sixt, Avis, and other providers.</p> |

PROCESS IMPROVEMENT CONSULTING

SIX SIGMA

WORKFLOW REDESIGN

DIGITAL TRANSFORMATION

"Each inefficiency compounded the next — the client needed Process Improvement Consulting that could redesign the entire operation, not just patch symptoms."

03 — RESULTS & IMPACT

A Process Improvement Consulting solution that pays for itself every time a car moves faster.

Brewster's Process Improvement Consulting engagement delivered a comprehensive, prioritised solution roadmap with both immediate quick wins and long-term structural improvements. The client now operates with real-time visibility, streamlined workflows, and a scalable blueprint they can replicate across future facility expansions.

3CLEARLY DEFINED
STAFF ROLES**100%**PAPERLESS
RENTAL PROCESS**∞**SCALABLE ACROSS
ALL FUTURE SITES

WHAT CHANGED FOR THE CLIENT

- ✓ **Intelligent vehicle classification system**
Cars now staged by type — SUVs, hybrids, luxury — in clearly defined lanes, reducing turnaround times and eliminating costly unnecessary upgrades.
- ✓ **Full paperless transformation achieved**
The operation transitioned to iPads for inspections and digital rental agreements, enabling real-time damage documentation and removing paper dependency entirely.
- ✓ **Stall-based routing eliminated service booth bottlenecks**
Customers now go straight from check-in to their assigned vehicle — bypassing traditional service booths entirely and dramatically cutting wait times.
- ✓ **Workforce restructured into three optimised roles**
Staging agents, drivers, and service agents each received streamlined responsibilities through Process Improvement Consulting, improving accountability and operational flow.
- ✓ **Real-time communication across the full facility**
Staff equipped with Motorola walkie-talkies to support live coordination across the expansive LAX CONRAC site — minimising delays and miscommunication at scale.

The client now has a scalable blueprint for operational excellence — built through Process Improvement Consulting that transformed chaos into a repeatable system.

LET'S TRANSFORM YOUR OPERATIONS

Looking for Process Improvement Consulting that turns operational complexity into a competitive edge?

Brewster Consulting Group empowers organizations through comprehensive Process Improvement Consulting, data management, and project management. Whether you're navigating a facility transition, streamlining multi-site operations, or rebuilding workflows from the ground up, our Six Sigma-certified team delivers tailored, end-to-end solutions.

Will Oyarzabal

OPERATIONS & DATA ADVISOR

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Three ways our Process Improvement Consulting services help

STAND UP

Build a process improvement foundation from scratch — workflow mapping, KPIs, and governance.

SCALE UP

Take fragmented, site-specific processes and standardise them for multi-location operational excellence.

TUNE UP

Audit, optimise, and harden existing workflows so your operation runs leaner, faster, and more profitably.