

Your Capability Partner



“Rotary Wing modifications are now executed with a combined MoD/Industry Team using a common process”

Business Transformation of a Modifications Programme

A major prime contractor had recognised that the delivery of equipment modifications across a fleet of military platforms was not providing maximum benefit to the MoD.

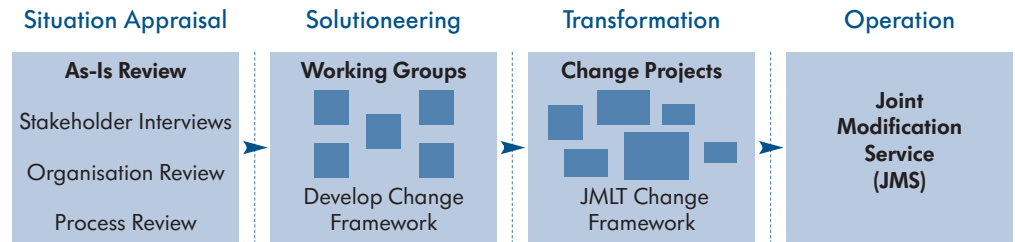
- Each affected MoD IPT operated independently with differing processes and interfaced into different programme departments within the Contractor, who in turn operated different process from other internal programme departments
- There was no synergy in the management of Capability and Sustainability modifications across the platforms being undertaken by different programme departments
- The Contractor’s capacity planning for modification activity was limited as a result of little or no future planning and demand information relating to modifications from the MoD DEC and IPTs
- Support products were at times not available due to fragmented contracting between the MoD and the Contractor

Underlying the challenge was the complexity and multi-faceted nature of modifications. The route for a modification began in the MoD DEC or support organisation, was passed through to the equipment IPT and then into the Contractor. Within the company it was managed by a programme department but undertaken by multiple other departments and in turn placed into the organisation’s supply chain.

Defining and Implementing Change across the Programme

Harmonic were approached by the Contractor to define the change strategy, orchestrate the overall change programme, facilitate the change and provide business and process analysts.

The change strategy was developed in conjunction with both our client and MoD senior managers. The strategy evolved over time as the impetus of the change and the realisable benefits were communicated across the two organisations.



Harmonic undertook the initial situation appraisal activity which reviewed current organisation and processes that were delivering the existing modification business. This led to a top level as-is modifications process map annotated with the underlying issues. Root cause analysis was undertaken on this information which led to the formation of five working groups covering strategy, requirements capture and definition, design and manufacture, supply chain and fleet embodiment. The working groups were made up of five to ten senior staff from the impacted Client departments. These working groups, facilitated by Harmonic, looked at potential solutions to the problem space and developed outline solutions.

As part of the evolving strategy Harmonic suggested the formation of a joint transformation team between MoD and the Client, co-led by a Client and MoD senior manager. Harmonic provided the chief change analyst and a number of business analysts into this team. This team were charged with the design of the new business including the organisation, process, commercial frameworks and supply chain.

Harmonic developed the roll-out plan that transitioned into the new modification business unit.

Harmonic supported the transition and roll-out over a further ten month period providing guidance and support but most importantly transferring their skills into the core team.

The Benefits

- A single joint organisation consisting of both MoD and client personnel dedicated to the delivery of modifications
- A single gated process adopted for all modifications being delivered by the new business unit
- A single contracting framework undertaken by the MoD commercial officers located within the new organisation
- A single view of all modifications current and future to support the client’s capacity planning
- All aspects of the modification considered from day one leading to a sustainable entry into service of the modification across the required aircraft within the fleet
- The removal of non value-adding activities leading to a more efficient and effective delivery of modifications

For more information about how Harmonic can assist across the programme lifestyle contact: Harmonic Limited, The Hatchery, Eaglewood Park, Ilminster, Somerset TA19 9DQ Tel: 01460 256 500 Email: enquiries@harmonicltd.co.uk www.harmonic.co.uk