

case study

Enabling efficient delivery of an innovative aircraft support service through implementation of a performance management capability

Implementing a business intelligence capability

the Challenge

Our client had contracted with the UK MOD to provide aircraft support on an availability basis rather than simply provide spare and repairs on-demand. This was a pioneering change requiring our client to take real risk for delivery of the outcome: a guaranteed number of flying hours / month available to the armed forces.

The client's existing IT platform (legacy SAP) was sufficient to run internal business operations. It could not however provide the level of performance insight required to efficiently deliver the service outcomes. Additionally, the lack of accurate and timely performance information led to MOD and our client having different views of service performance which resulted in an additional administration overhead.

The IT department and some functional departments were wedded to their existing ways of working and associated, often unsupported, IT systems and were resistant to any change being demanded by the Service Director.

the Harmonic impact

The client realised that they needed an external change agent who understood the business environment and had a reputation for rapid and effective delivery. Based on our serial track record of IT and engineering delivery with this client and the MOD, Harmonic was contracted to form and lead a joint client-Harmonic team to:

- Create the requirement and business case for change, then manage the change activity to ensure user adoption
- Identify and evaluate potential Business Intelligence solutions
- Integrate the chosen solution (Cognos) with remaining systems
- Migrate data from the ERP system. Define and agree with MOD the provision of data from MOD owned operational systems. This involved forming an industry alliance with BAE Systems and Rolls Royce to establish a common requirement
- Define and produce role-oriented reports and dashboards using Agile techniques

the Outcome

- The new MIS was rolled out on time and to budget, and subsequently adopted for all aircraft fleets
- All planned legacy IT systems were retired
- MOD and the client gained trust in the MIS and used it as the single version of the truth for service performance
- The service was better optimised, providing a more reliable delivery at lower cost.