

case study

Creating value: delivering £multi million savings from a Rotary wing modifications transformation programme

realising benefits of business transformation

the challenge

A major defence company believed that their customer, the UK MOD, was not receiving value from their investment in military helicopter modification and that their share of the modifications business was below business expectations. They recognised that a potential 'win-win' could be realised through a joint transformation of the modifications process with the MOD, but did not have the full in-house capability to establish and implement the transformation programme.

As an existing successful business partner, Harmonic were approached to define the transformation strategy, orchestrate and facilitate the overall transformation programme and provide business and process analysis.

the Harmonic impact

Harmonic quickly identified that the main weakness within the modifications enterprise was that different parties were operating independently with differing processes and interfaces; there was no synergy in the management of capability and sustainability modifications. Furthermore, capacity planning was limited as a result of little or no future planning and demand information.

Leading a joint MOD—client team over a two year period to address these critical issues, Harmonic:

- Provided an initial situation appraisal to review current organisation and process
- Developed a top level as-is modifications map and resulting issues
- Undertook a Root Cause Analysis leading to the formation and facilitation of 5 working groups, covering strategy, requirements capture and definition, design and manufacture
- Formed the transformation team between the MOD and client to design the new joint business including organisation, process, commercial frameworks and supply chain
- Developed the roll-out plan to transition to the new modifications business unit.

We subsequently supported the transition and roll-out over a further 10 month period, providing guidance and transferring key skills into the joint team.

the outcome

A single joint service organisation operated by both MOD and client personnel was established that saved the MOD millions of pounds. At the same time, our client achieved their objective by increasing significantly their volume of modification work.