

ERP Turnaround and Business Transformation for Aviation MRO and Spare Parts Provider

The Client

A provider of aircraft sales and maintenance and spare parts to the aviation industry across South East Asia.

The Challenge

The client had been implementing a comprehensive Business Transformation for its operations across South East Asia for over 2 years. The program had faltered and was in danger of failing altogether. Our consultant, the fifth Program Director, was mandated to turn around and deliver the program successfully. The program comprised 60 team members including six Project Managers reporting to the Program Director.

The Approach

Our consultant's mandate was to first determine whether the program should continue and, if so, execute an emergency turnaround. An initial health check indicated that the program was capable of being salvaged if a series of rigorous initiatives were implemented. Turnaround initiatives included the refocussing of the solution around the business processes, restructuring of the program, replacement of under-performing project staff and the reworking of the data migration and change management teams. Deep modifications to the software led to numerous defects which had spiralled out of control.

Restructuring the Program Team

The program team was restructured around a matrix that separated the roles of the project managers from the owners of the business knowledge. Subject matter experts were then able to be made available as required by the project managers. Rigorous project management disciplines were introduced to control scope creep, manage risk and budget.

Movement to a Process-Centric Model

A critical change was the redefinition of the program from being a traditional IT program to that of a process-centric business transformation. The process model was defined and physically signed off by all key stakeholders to establish a firm baseline. From the process model were derived all components that are critical to such a business transformation: procedures, training materials, end-to-end test scripts, role and job definitions etc.

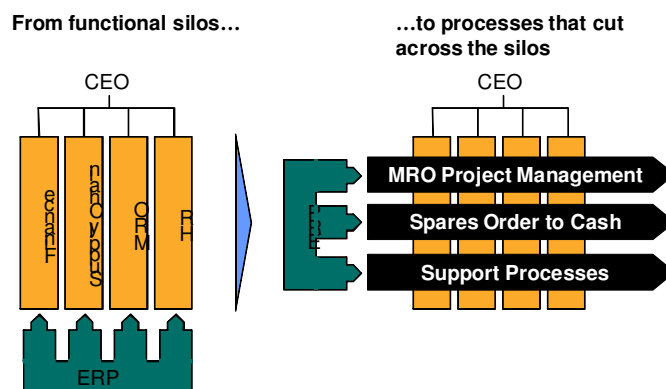
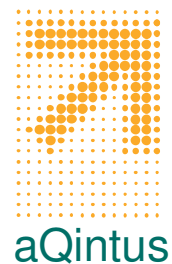


Figure 1. The refocussing of the program from a functional-centric to process-centric model



Excellence in Change Management

Our consultant reconfigured the training, communications and change management functions. An impact analysis revealed that many of the sites were openly hostile to the new operational model and many had indicated that they would resist its introduction into their workplaces. An ongoing process of direct engagement with the sites was introduced to demonstrate to the organisation the benefits of the solution to them at a personal level. Training materials were developed using new interactive software that simplified delivery of the training. Ongoing communications supported all deployment activities and prepared the workforce for the coming transition.

Tight Focus of Deployment Management

Deployment of the solution was scheduled for New Zealand, Singapore and a number of sites around Australia. The Australian deployment was particularly complex due to the fragmented user-base around the country. Each deployment event was carefully rehearsed and a number of contingency plans were developed. A newly established application support team worked closely with the local Key Business Users at each site. A Deployment Manager was recruited to coordinate the complex interrelationships between the business units, IT and the software vendor.

The Outcome

The program succeeded in deploying the business solution despite nearly cancelling the program 2 years earlier. The program was delivered on budget and on time and placed the company in a superior strategic position in relation to its competitors who were then faced with “catch-up”. The process model was used as the basis for future continuous improvement activities. The training infrastructure can now be used for induction and refresher courses.

For further information about this case study and how we helped this client call us on 02 9439 7908 or email us at enquiries@aqintus.com