

In this case study, we discuss the benefits of addressing process improvement and communication in complex programs with a tailored approach. Naval Air Systems Command (NAVAIR) leveraged the strengths of ITC Defense, to provide support that is both customized and process focused for the complex requirements of a Supply Chain Management (SCM) and Integrated Logistics Program.

CHALLENGE:

- NAVAIR required contractor support to improve the entire life-cycle of a NATO partner's SCM Program including inventory, warehouse and asset management, IT modernization, and embedded contractor logistics.
- Incumbent Contractor (OEM) based communication on its own structure, rather than creating a communication plan to fit the unique challenge of multiple stakeholders and geographic locations.
- Key personnel assignments were based on company structure and seniority rather than customer need, resulting in inventory and warehouse management inefficiencies and errors.
- Processes were not documented and standardized; No formal training was provided to ensure consistency.
- Customer was unable to track inventory condition to its fullest benefit due to program inefficiencies.

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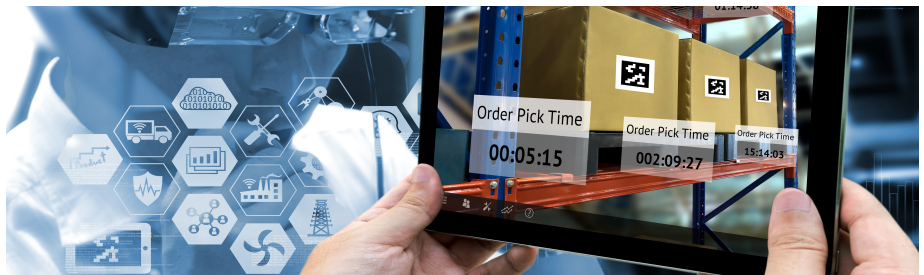
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SOLUTION:

As a result of the challenges, the customer was operating in a sub-optimal state of readiness. ITC's solution is built on four principles: Relationships, Communication, Attention to Detail and Technical Quality. To execute those principles ITC:

- Embedded a Program Manager and Deputy Program Manager at two locations (USG PMO and in-country) establishing a better bridge between USG and Foreign Partner.
- Created a Communication Plan with each government's PMO, using the DPM as a focal point, to ensure consistent communication actions involving all stakeholders.
- Implemented a communication channel to encourage adhoc interactions where pop up needs and questions could be addressed and issues could be identified for action in the regularly scheduled meetings.
- Leveraged ITC's agile size and lean management structure to obtain and immediately implement feedback on key hires, ensuring they were the best fit for the program; increased number of Inventory Control Location managers.
- Conserved resources by utilizing Large Business subcontractors for key roles only, so that higher rates were applied only as needed for niche requirements, rather than applied across the program.
- Is implementing Care of Supply in Storage (COSIS) practices and procedures.
- Hired a full time, in-country trainer to provide formal training, required at regular intervals.
- Creating standardized documentation of all program processes, based on DoD policies and industry best practices.



BENEFITS:

- Improved communication leading to faster approval and implementation of any needed upgrades and program modifications.
- Improved customer return on investment, including additional and better qualified key personnel and process owners.
- Process documentation, standardization, formally required training, and COSIS will improve inventory and warehouse accuracy, leading to timely ordering, improved management of repair-ables, and deployment of assets.
- Improved foreign partner and USG relationships.
- Improved operational readiness for the NATO partner and the USG.