Cross-Functional and Cross-Organizational Coordination Challenges in Providing Service Support
Understanding our Aviation Customers’ Business

**Commercial**

► **Drivers**
  - High cost of fuel & labor
  - Increased competition
  - Financial instability

► **Expectations**
  - Lower overall cost
  - Aircraft dispatch reliability
  - Satisfy all regulatory requirements
  - Visibility across entire supply chain

**Defense**

► **Drivers**
  - Threat Nature
  - Fund Allocations
  - Acquisition directives

► **Expectations**
  - Readiness & system availability
  - Lower cost and logistics footprint
  - Conform to all program requirements
  - Visibility across entire supply chain

Maximum capability for each dollar spent.
Cross-Organizational Challenges

► Presenting multiple businesses as a single Company to a diverse customer base

► Transitioning from an individual business unit mentality to a cross-organizational model
  > How opportunities are identified
  > How solutions are developed
  > How programs are implemented and operated
  > How costs, revenues and incentives are handled

► Shifting focus from methodologies to outcomes
  > Within your own organization
  > Across the program team
  > Within the customers’ organizations
Cross-Organizational Challenges

► Leverage technology best practices for systems integration, organization applications, web visibility and staffing across the enterprise

► Provide common portal application across all business units
  > Performance Information
  > Management Controls
  > Leading Indicators

► Implement best-value solutions that use both existing tools and new applications when appropriate
Cross-Organizational Challenges

- Each program is a multi-business “start-up”
  - Not filling existing positions
  - Stand up the program in complete view of the customers

- Finding the right people
  - Find the right Program Manager — *nothing is more critical*
  - Program Managers and HR Professionals must team together to recruit, train and retain the team

- Execute within an aggressive, yet reasonable, transition period

- Constantly work to prevent organizational regression driven by silo-based culture – *This is a responsibility that only Senior Leadership can fulfill*