

Case Study: Lockheed Martin

Lockheed Martin adopts new process-led culture with control-ES

Client Overview

Lockheed Martin is a leading systems integrator and aerospace technology firm with well-established positions in defence and civil Governments worldwide. Their strategic focus is on core markets in defence, homeland security, and government information technology and services.

Established in 1991 with the highly successful Merlin helicopter programme, Lockheed Martin UK Ltd - Integrated Systems became recognised as a leader in design, and they now develop and integrate complex systems for commercial, civil and defence markets.

They employ professionals in technology, engineering and programme management, who work on programmes across the UK including Network Rail, Royal Mail, MoD, Metropolitan Police and London Underground.

Scenario and Challenges

Lockheed Martin launched their Business Management System (BMS) in 2000 to deliver clear and effective processes descriptions. Prior to this, their processes had been held in paper-based procedures. Changes to business processes were a 'bureaucratic nightmare' that could take up to six months. Departments worked in isolation and one person wrote procedures.

BMS was developed to replace the traditional quality manual. It needed to define the organisational structure, processes, procedures and resources to implement a comprehensive control assurance system to provide best practice, best quality and repeatable customer satisfaction. This approach was also required to facilitate ISO9000:2000 accreditation.

Solution

Central to the BMS was the process management software. After reviewing a significant number of different systems, *control* was chosen because;

- it excluded all the unwanted features common in such tools
- it is highly intuitive and simple for Process Authors to use
- the price was right
- it automates the necessary authorisation and change recording tasks leaving Process Authors free to innovate
- it encourages a clear and simple approach to process documentation
- "a picture is worth a thousand words"

Because of its ease of use, members representing all of the departments were trained to map their processes with the aim of making their department more efficient.

Immediately the culture within the organisation changed to a much more process-focused approach. Similarities in processes across departments became apparent giving the opportunity to reduce duplication, dramatically cut errors, identify and therefore rectify where the interfaces do and do not work. The benefits became even greater once Lockheed Martin upgraded from *control* (4.4) to control-ES.

Benefits of control-ES

- Where previously they had to manually publish HTML versions of the process maps, control-ES publishes the maps dynamically, therefore automatically reducing a day's delay into a matter of seconds and saving Lockheed Martin two to three man weeks a year in administration overhead. This also means that process users can see the updated maps immediately, which in itself has led to improved collaboration and process involvement.
- control-ES delivers information via the universal business tools – email and the web. Lockheed Martins' staff productivity increased by hundreds of man days that were previously wasted finding information, or worse inventing processes to get jobs done.
- The web interface enables managers to review and authorise processes wherever they are in the world. As well as saving time and speeding up what are often vital change management requirements, as control-ES automates these functions, the business improvement and quality staff are able to free-up time to devote to business improvement projects.
- control-ES enables rapid deployment of enterprise excellence initiatives (such as Lean and Six Sigma), saving valuable management time and therefore delivering a significant return on investment.
- Owing to the nature of Lockheed Martin's projects, security has always been a major issue. The control-ES web based platform simplifies the management of access.
- Lockheed Martins' ISO auditors consider the Business Management System to be a 'best of breed' example of an electronic quality system.



Future

There are plans to extend the roll-out to all employees at some point in the future. The discipline that control-ES gives in managing change forces them to qualify how they work together.

"Since we started using control-ES, the enthusiasm and activity levels in process improvement have increased dramatically."

Mike Bygrave, Lockheed Martin

"In a major organisation it is often difficult to align department processes; this is especially the case when there is major change. control-ES provides us with not just the tools but the flexible bridge to ensure that crucial communications paths are not lost because one or more key elements have changed. control-ES has developed into a critical part of our Business Management System."

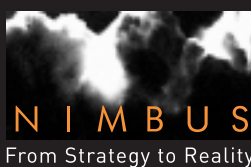
Brian Bunyan, Quality Engineer, Lockheed Martin

"In today's business environment which evaluates a company's processes as much as its products, control-ES gives us a crucial business edge."

Jeremy Greaves, Director of PR, Lockheed Martin

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