

CASE STUDY

Marshall Aerospace & Defence Group, (MADG) is an aircraft maintenance, modification, and design company based in Cambridge, UK.

MADG were appointed by the Ministry of Defence and the Dutch Military to deliver large scale Capital Projects for military equipment.

THE CHALLENGE

Blueprint Project Solutions were engaged to support the Project Management and Controls, (PM&C) function with improvement activities to ensure the end client requirements were met. The challenges faced by the client included:

- Application of robust Earned Value Management was inconsistent across the Portfolio
- Forecasting accuracy was relatively low in areas of the Portfolio
- Monthly reporting data was not consistent or to a drumbeat
- The maturity of Schedules was relatively low
- The application of Risk Management was inconsistent
- The application of Change Control was inconsistent

Marshall Aerospace & Defence Group (Defence)



PROCESS



SYSTEMS



PEOPLE



TRAINING

Our challenge was to understand the issues faced by the client, agree this with the leadership team and then develop a series of targeted improvements.

THE SOLUTION

Blueprint rapidly deployed a Project Controls Manager to conduct an independent review of the Programme, then shared the outputs with the leadership team and delivered a focussed set of improvements.

These included:

- Supported PM&C roll out of a new suite of Project Controls procedures
- Delivered Planning workshops and rebuilt the schedules
- Implemented Earned Value Management and training
- Implemented a standard Monthly

- Reporting cycle & suite of Reports
- Established a Risk & Opportunity Management process
- Implemented a Change Control process
- Drove the integration of all Project Controls functions
- Delivered Work Package Manager Training on key principles
- Established Key Performance Indicators, (KPI's)

THE RESULT

The key benefits realised were as follows:

- Early stakeholder engagement was key to implementing a successful solution
- They were able to meet the contractual requirements with the end client
- The culture changed to be more "Project Delivery" focussed
- The schedules were being used as a tool to drive successful delivery
- Monthly reports & a drumbeat helped drive a robust Accountability process
- Roles & Responsibilities were clear across the teams
- KPI's drove continuous improvement and forecasting accuracy improved
- Objectivity was driven into schedule progress assessments which improved data quality
- Risk Management became more proactive and owners were held to account
- A robust Change Process ensured a Baseline was maintained to measure performance against
- Through better integration between disciplines the duplication of effort reduced
- The improvements have been shared across the wider MADG group as "Best in Class" practice

