

Messier-Buggati-Dowty BTS Optimization Project

Executive Summary

Messier-Buggati-Dowty (MBD) works in the aerospace industry as a leading designer of aircraft landing gear systems. In order to manufacture some of the parts for the landing gear system, MBD initiates Build-to-Specification (BTS) projects, where after receiving their contract, MBD will outsource the design and manufacture of the landing gear part to a supplier. This process consists of three phases: Supplier Selection, Product Development and Production & Ramp-up.

Our team was consulted to give our advice regarding two areas of the BTS process; developing the RACI (Roles and Responsibility Charting) and BTS Communication Matrix. In addition to this, we were also asked to give our input regarding how or what methods should be used to optimize the BTS process.

We conducted several interviews with key members of the BTS project team to gain a better understanding of their perspective of their role in the BTS process and their input on any shortcomings that they perceived in the BTS process.

From this data we were able to create a Fishbone and a Gap analysis to narrow down root causes for problems in the BTS. The key findings from these assessments are that during the BTS process there is lack of inter departmental communication, BTS roles and responsibilities are not clearly defined and the BTS process lacks a lead coordinator or project manager for the length of the BTS process.

Based on these findings we recommend that a Project Management Office (PMO) be implemented to help mitigate and manage the BTS process. The Project Manager will have the responsibility of developing or modifying the base RACI chart and facilitating communication within the BTS project team. The PMO will serve as support to the project managers to help them with training, mentorship, assistance with troubled projects etc. This document details how to implement a PMO, how to set up the PMO support services and how the PMO will function within the MBD structure.

Our key deliverables for this project was to create a BTS RACI and Communication Matrix. We created a RACI and Communication matrix for major milestones in the BTS process. These matrices are to be used as part of BTS process streamline and do show how roles, responsibilities and communication should occur in the BTS process. However, not all BTS projects will be exact in nature, therefore, it is up to the BTS project manager to tailor these tools as he or she sees fit in order to execute the BTS project successfully.