



Global Support Solutions

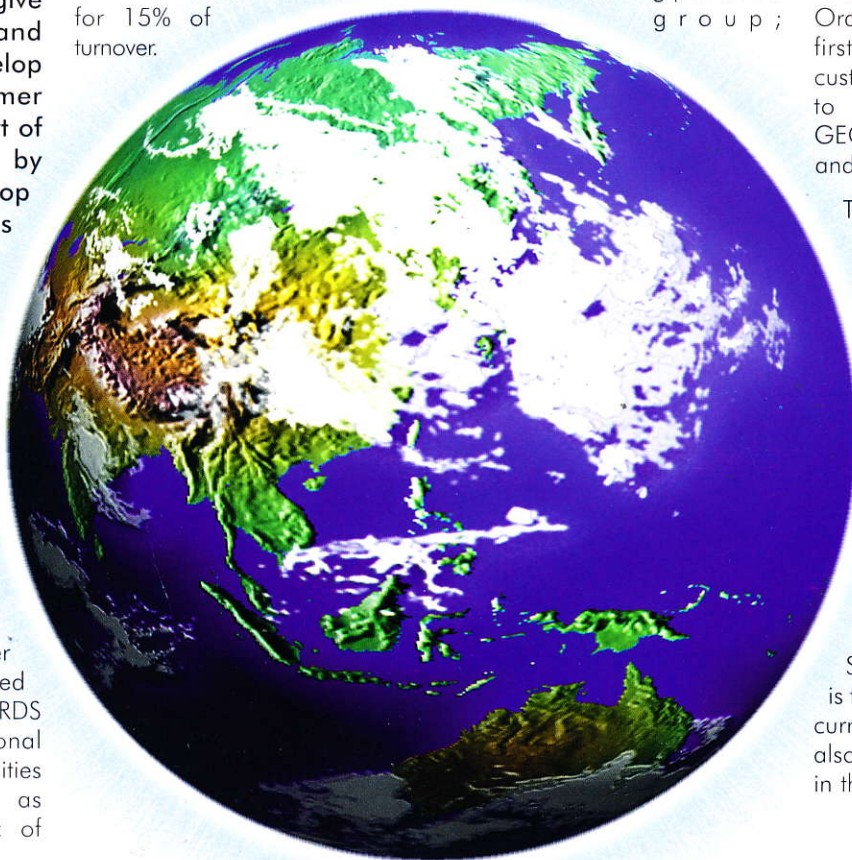
Customer services organisations were once the Cinderellas of our companies but now they're having a ball as we give them the resources and encouragement to develop and grow our customer relations. This is all part of a larger initiative by GEC-Marconi to develop customer support as a means of retaining existing customers and seizing new opportunities brought about by privatisation and strategic partnership schemes.

Within GMRDS we have significant support organisations in Radar, CIS, Underwater Weapons and S&T with smaller service groups in the other businesses. The combined support resources of GMRDS provide an international network with staff and facilities in countries as diverse as Malaysia, Chile, Republic of

Korea, Oman, Brunei, UAE, Thailand, Australia, Canada, Saudi Arabia, Singapore and Brazil. Support activities in GMRDS account for 15% of turnover.

The GMRDS focus on customer support began in the Radar company by recognising its customer services team as a leading part of the group;

appointing a new fully incentivised sales team; releasing investment for more tools and test equipment; and refurbishing its premises. Orders rose dramatically in the first year and increased customer satisfaction is helping to raise the profile of GEC-Marconi and its products and systems.



This successful blueprint is not only available to other support organisations within GMRDS but we are actively exchanging views and ideas with sister organisations in Marine and Avionics and we look forward to being a significant contributor at the GEC-Marconi Customer Support Seminar on 18 November 1997.

The message is clear. Successful customer support is the key not only to sustaining current levels of business but also to developing new markets in the future.

Richard Kozak
Group Marketing
Director GMRDS

Defence Control Systems

In Fiscal Year 1996/97 Defence Control Systems attained orders for their Customer Support business in excess of £5M.



As well as supporting our traditional land forces and naval customers both at home and overseas with spares, repairs and engineering services DCSD also supply long-term maintenance support to civil programmes including mobilisation and management information systems which handle one in three 999 fire calls throughout England for seven County Fire Brigades.

In another area DCSD is negotiating a support contract for the longest combined road and rail bridge in Europe. The bridge across the Great Belt in Denmark is already protected by a Vessel Traffic Management System from DCSD.

DCSD is constantly looking at ways to expand its support business with new and existing Customers in both the military and civil markets.

Plymouth Navy Days

RSD Customer Services took part in the Royal Navy's Plymouth Navy Days over the Bank Holiday weekend, 23rd - 25th August.

Days through sponsorship and using them as a recruitment vehicle.

The RN opened its Devonport Naval Base to the public and invited other organisations with whom it has associations, including ourselves, to participate. Many military and industrial organisations were represented.

Chris Drewer and Ailsa Nicolson from RSD Customer Services and colleagues from GEC Marine 'bugged' 1000 member of the public with furry GEC-Marconi bugs and parted with 2000 prints showing GEC-Marconi built frigates. Overall attendance was in excess of 55,000. It is suggested that we could in future make more of Navy



Dynamics Division is producing the Brimstone weapon system to meet the new RAF requirement for an Advanced Anti-Armour Weapon. The expected high reliability of Brimstone has given confidence that the weapon system will require minimal maintenance in-service, resulting in a "Wooden Round, 1A/4BCD" support policy. This philosophy gives the RAF a simplified first line maintenance task with all other support maintenance being undertaken by industry. This simple in-service policy is complemented by a limited support and test equipment requirement tailored to match current and forecast RAF skills and facilities. As a result the RAF's need for spares, training and technical publications will also be tailored to a very cost effective package, with post delivery support included in the original



Support Philosophy for Brimstone

contract. Dynamics is confident that, with Brimstone, this new approach to the support of a major weapon system will set a trend for future military/contractor relations.

Command and Information Systems

GEC-Marconi Command and Information Systems (GMCIS) has formed a Customer Support group to improve service to existing customers. GMCIS probably sports the largest variety of mature and legacy products of any division within GEC-Marconi.

training. A prompt spares and repairs service and repeat orders form the backbone of our support business.

GMCIS has evolved over the years from a succession of takeovers, mergers and re-organisations resulting in a huge portfolio of legacy products from past Marconi organisations, Plessey, McMichael and several Ferranti businesses. Consequently we support mature (10 years old) and some extremely mature (20-30 years old) equipment in service around the world.

The quality and effectiveness of our in-service customer support ultimately contributes to our long term credibility and the reputation of GMCIS in the world market place. The Customer Support group will have a big influence on our ability to win new orders for GMCIS systems and solutions.

Our customers expect to use this equipment to its full capability, and demand highly professional and effective support on technical matters, solving in-service operational problems, developing enhancements, customising, and providing



Customer Support Director: Chris Plumb

Sales Manager: Brian Dobson

Lifetime support for the world's leading radar systems

The Customer Services group of Radar Systems Division won orders worth £53M in 1996/7, for business in 13 countries. This year the group is targeting business in

19 countries with plans for 25 in the following year. This growth is the product of many initiatives within the business, including the development of a marketing database which contains essential equipment and customer details.



The drive for orders is led by a dedicated sales team who have responsibilities for specific customers and territories. The sales staff are fully equipped with a range of new corporate style brochures, presentation packs, including CD-ROMs, and the full-time support of a dedicated bids and proposals team.

Multi-functional and multi-disciplined teams have been set up with the objective of being able to process enquiries through to delivery of the service. These "virtual" teams consist of engineers, spares/repairs specialists, project managers, finance, and commercial staff, and are led by a Service

Manager. The Service Managers are able to act as a single point of contact for nominated customers, and provide the necessary co-ordination within the business of the many services customers buy. The drive to improve standards of service within

the group is supported by Process Improvement Teams and professional training in both improvement techniques and customer service. Currently, over 50 major improvement activities are underway, many of which link into GEC-Marconi and GMRDS initiatives such as the Enterprise Resource Plan (ERP). In the case of ERP, Customer Services committed one of its staff to work as part of the ERP project for a year, so that it was able to take full advantage of the resultant tools and processes.

To help evaluate the effectiveness of the many initiatives underway, Customer Services entered the Service Excellence Award (SEA) competition which is run by Unisys and "Management Today" magazine. Through the SEA it has been possible to benchmark the performance of the business against organisations that are industry leaders at serving customers in order that improvement activities can be focused. The SEA

satisfies approximately 80% of the requirements of the Business Excellence Model, which is one of the GMRDS' Mission '97 objectives.

Customer Services operates from 3 main sites in Chelmsford, Frimley and

Leicester with staff located on a long term basis on customer sites throughout the world supporting military and civil installations in countries such as Brazil, Greece, Oman, Malaysia and the UK. Overall, Customer Services supports an installed base of more than 650 radars through-out the world, with the oldest fully operational system being an S264 ATC radar installed in 1960; 37 years ago!

The volume and variety of work associated with supporting so many customers and such a range of equipments is a challenge which requires constant evaluation and the best possible use of I.T. The Spares and Repairs operation alone handles in excess of 25,000 spares of more than 2,000 different types, and 4,000 repairs annually. To handle this volume of business, IT systems have been developed which are used to manage initial enquiries through to final deliveries. These systems are accessed and used by staff at

Scudamore Road Leicester and Broad Oak so that there is a minimum of delay and maximum visibility for the manufacturing organisations, which are a vital link in the supply chain.

To effectively address life-cycle support, it is essential to work closely with prime equipment developers, and carefully manage the transition from initial supply to support. The Customer Services and Major Projects groups within RSD are working together to develop common tools, processes and data sets, to help ensure that skills are portable. The rotation of staff through both organisations is also seen as an important element in the development of staff who deal with customers that are increasingly aware of life-cycle issues and costs.

We operate in an increasingly competitive market place with Customers demanding better value for through life support. Our response to this challenge is to develop long term partnerships with both our customers and suppliers, backed by a service culture worthy of a world class organisation.



Front Line Fleet Support

The business activity at GMRDS Underwater Weapons, Waterlooville, embraces the wide range of responsibilities attached to its Prime Contractor roles for the Design, Development, Production and, of course, In-Service Support, of the Torpedo product range, viz Tigerfish heavyweight, Sting Ray Lightweight and the new heavyweight, Spearfish. In respect of customer support the Company has earned a pivotal position in supporting all operational activities of its user community.

In terms of hands-on support involvement, a feature that marks the torpedo out from other 'missile' technology is the ability it gives the user to both fire and recover the hardware intact for later analysis and operational evaluation. This involves company teams working in support of the RAF and the RN, in locations from the North of Scotland in mid-winter to the perhaps less gruelling prospect of spring in the Bahamas. This aspect of our customer relationship has enabled us to build high levels of trust with the service user, as well as share the occasional gloom as life throws up its realities! Our mix of design and tactical is also applied to the tasks of operational assessment, with torpedo tactics nowadays being software-controlled and the warstock being available for upgrade 'through the skin'.

Away from the 'glamour' of trials support, Waterlooville's service role has, of course, also included the traditional responsibility for ensuring effective 'spares and repairs' backup to the Royal Naval Depots to enable them to maintain front-line strategic supply of weapons to meet the outload

needs of submarines, ships and aircraft. Without such Depot support, not only would the trials programme suffer but front-line defence would be jeopardised.

The purpose of this article is to highlight the key change in our Customer Support involvement with Waterlooville's move from just supporting the Depot into a position where we take overall responsibility for the Depot's performance and support to the Fleet itself.

With the placing of the Spearfish Main Production and In-Service Support contract at the end of 1994, the Company took a major step upwards in terms of its responsibilities for customer support. Under this new contract the Company is not only responsible for delivering new production Spearfish torpedoes, and maintaining the design performance of all torpedoes delivered and those already in the Fleet, but has also taken on direct responsibility for meeting submarine torpedo outload requirements. To carry out this part of its contract obligation Waterlooville now operates through the Spearfish Business Unit (SBU) which is made up of MoD staff operating as a team within the Beith Depot, under a fixed price contract between Waterlooville and the SBU. The SBU team, with a small Waterlooville presence in the Depot, carry out all the activities involved with both exercise and warshot torpedoes, but with a significant difference. Any failure of the SBU to meet the Fleet's requirement is now, under this contract, a failure of the Prime Contractor at Waterlooville. It is therefore vital for Waterlooville to



ensure that its sub contractor, the SBU, is supplied with all the support it needs to resolve any product questions, and to maintain its support equipment infrastructure.

Not only was taking Beith 'under our wing' a new step in terms of responsibility and contracting, it was also an opportunity to develop new working relationships in what had often previously seemed a 'them and us' situation. We were therefore delighted some 10 months into the contract to see the corporate magazine of Directorate General Naval Bases and Supply describing in an article entitled Life Under Contract -

using direct quotes from MoD staff, such as '...it just speeds everything up', '...gives you someone to deal with who actually knows the project inside out', '...good rapport with the design authority ... both share a commitment to providing a quality product to cost and time' - how well things were going. Now some 32 months into the contract, relationships have continued to prosper in a productive teamwork environment. Needless to say, the Prime Contractor and his contractor have continued to meet the Fleet's outload programme.

This is an excellent basis for Waterlooville and Beith to prepare for the next stage when Beith - for the first time - become part of the production process under an arrangement whereby new production torpedoes will be assembled and tested by the SBU when main production hardware starts coming off the line in 1998. All of which signals proof of our wish to continue to change and improve to meet future challenges with ever-better levels of service to our customer.

PRINCESS ELETTRA OPENS CUSTOMER SERVICES HQ

RSD is spending several million pounds on refurbishing Elettra House, headquarters of its Customer Services support organisation. The first stage of this was completed in time for an official opening by Marconi's daughter, Princess Elettra on 19 July. The Princess unveiled a plaque in the totally remodelled reception area before going to the building's second floor. There she was able to see the pleasant working environment that has been created for the staff. She was also able to view the web site set up for the centennial of Marconi's founding of the

Company. Whilst taking refreshments with members of staff the Princess presented Barrie Keeble, Project Manager for the refurbishment, with an ICAS award and was herself presented with an engraved crystal bowl to commemorate her visit.



GEC-Marconi Systems Pty Limited (GMS) Support & Logistics

The Support & Logistics Division of GEC-Marconi Systems (GMS) Pty. Limited covers three main areas:

Integrated Logistics Support

where the skills base has been created through the development of logistics products and services for the Australian Defence Force. Defence contracts invariably include an ILS component, in addition to the supply of hardware and software, as well as subsequent long term through-life support. Demanding programs such as the Minehunter Coastal (MHC) for the RAN and the Air Operations Communication System (AOCS) for the RAAF have been implemented to reflect the requirements of MIL-STD-1388-1A and MIL-STD-1388-2B using the skills, tools and models resident in the ILS Department.

Automated Test Equipment (ATE) Test Program Sets (TPS)

for both hardware and software, and provided engineering support services for the ADF over the past decade. Significant programs include TPS development for RAAF F/A-18 systems, Army Blackhawk Helicopter, RAN S-70B Seahawk Helicopter,

RAN Minehunter Coastal vessels and engineering support for military ATE systems including the RAAF/RAN family of expanded Litton Automated Test Set (ELATS) ATE.

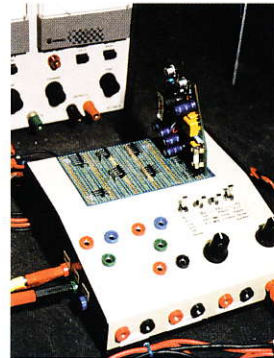
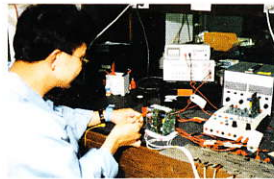
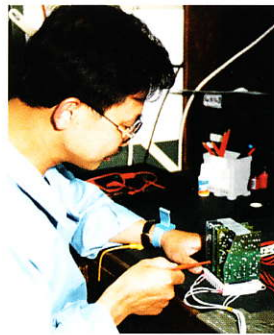
GMS has a number of ATE Systems on site in Newcastle, including a TERADYNE combinational tester. This is state-of-the-art equipment for rapid and cost effective TPS development. The system is fully compatible with the Consolidated Automated Support System (CASS).

The GMS Post Design Support (PDS) Group

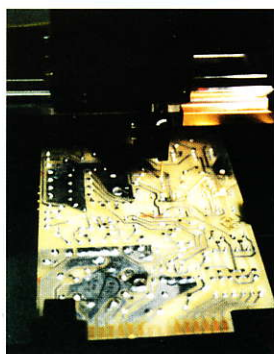
has been developed to provide an in country support capability to meet the needs of the Australian Defence Forces (ADF), and other commercial customers. The PDS group, not only supports in-country manufactured equipment, but are the central point of contact for the ADF in sourcing spares and repairs from companies world wide. The demand for these services has expanded significantly over the last few years and GMS support not only their own products, but also have the skills and capability to support many other systems and equipment.

In the accompanying photographs, GMS staff are shown:

a) repairing and testing transducer assemblies



b) using the Huntron testing machine



c) repairing a naval chart plotter



d) repairing the HIPOINT /MEDPORT communications shelter



Some new projects within the Support & Logistics Division

Hydrographic Ship

GEC Alstom (GECA) has a contract to supply the propulsion, electrical generation and distribution and Integrated Control System for the RAN's new Hydrographic Ships. Naturally, there is also a requirement to develop an ILS package for the ship and GECA has engaged the GMS ILS Group as consultants. This is an excellent outcome as it reflects a growing acknowledgment of our expertise in the discipline.

Titan Linkabit

GMS has been successful in winning another contract for the P3C upgrade.

Titan Linkabit is the US company responsible for the SATCOM upgrade. Roger Reeder, who is currently working with Palomar in the US, recognised an opportunity for GMS as an Australian partner for Titan. As a result of his perseverance, Titan visited GMS and subsequently awarded an order to manufacture 18 Dual Tray Modem Racks.

MHC In Service Support

Discussions on In Service Support for the Minehunter Coastal have commenced with ADI and the Commonwealth. GMS is the Design Authority for the Tactical Data System and Variable Depth Sonar supplies and as such will play a vital role in the development and implementation of the Logistic Support Infrastructure for the Combat System hardware and software.

Praise All Round from the Brazilian Navy



A recent visit to the Brazilian Navy by John Larkin, Sales and Marketing Manager for Radar Systems Division Customer Services, resulted in praise for GMRDS and Customer Services in particular for its understanding and quick response to technical, financial and programme requirements.

Following the sale of four Type 22 frigates by the UK MoD to Brazil, GMRDS divisions have been responding collectively to the support requirements.

RSD Customer Services has especially enjoyed an increase in business due to the strong strategic relationship that it has formed with the Brazilian Navy. Since the first ship was commissioned in 1995 orders for Spares, Repairs, Training, test equipment and Resident Maintenance Engineers (RME's) have increased by 600%. Further prospects amount to another £3million.

Four conventional Seawolf systems are being supported. They depend heavily on Marconi Type 910 fire control systems and Types 967 and 968 surveillance radars for their performance since the missile has no autonomous guidance system. Seawolf is designed to be an automatic system.

Once switched on it will automatically keep a look out for potential threats; assess any that may arise; and launch and guide the missiles to take out confirmed targets without human intervention. As it is such an advanced and complex system it needs specialist support, which Customer Services provides.

Recently two RMEs were relocated to Brazil for a year to help maintain the equipment. Customer Services is currently busy preparing a Mobile Alignment Facility which is due to be delivered to the Brazilians in December.

As we work hard to keep customer confidence high within the Brazilian Navy the future looks bright for all of GMRDS' support businesses. *Let's continue to work together to maintain this strong relationship.*

Simulation and Training

Support Operations within the Simulation and Training division are managed from Donibristle. The department is structured to present its wide customer base with an integrated, harmonised support focus for all the Simulation and Training businesses located at Donibristle, Cheadle, Cwmbran and Frimley.

The primary function is to support the systems which are delivered by Simulation and Training such as the Bridge and Blind Pilotage Simulator recently delivered to the Royal Navy at HMS Dryad, the AS1107

Minehunter Simulator or AS1082 Submarine Command Team Trainer. Additional support may also be required on an emergency call-out basis or on obsolescence issues. An obsolescence example would be work required on a twenty year old trainer supplied by the ex Ferranti or Solartron organisations which are now Simulation and Training Division. These trainers have been supplied to countries such as UAE, Saudi Arabia, Brazil and Germany, presenting a wide and varied support challenge!!

Support Operations has approximately 160 staff of which 45% are permanently located at customer sites throughout the UK such as HMS Dryad and HMS Dolphin at Portsmouth; Clyde Submarine Base at Faslane; VSEL at Barrow; DERA at the Missile Test Range in Aberporth, and many others. The remaining staff are located at Donibristle and Cwmbran.

Support Operations are responsible for:

- ◆ Core Service activity such as management, liaison, documentation etc.
- ◆ Warrantee issues
- ◆ Customer observation clearance following acceptance
- ◆ Post Design Services, modifications, upgrades, obsolescence
- ◆ Planned and corrective maintenance
- ◆ Engineering support and investigations
- ◆ Trials and surveys
- ◆ Spares and Repairs
- ◆ Emergency callouts
- ◆ Telephone help line

Teams based on customer sites are responsible for ensuring that the training system and simulators are presented to the customer in a suitable condition and to an agreed level of availability. Such is the dedication of these teams, that they often work late nights, weekends or shifts in order to meet service training schedules.

In addition, Support Operations' activities include the development and support of both Guided Weapon Systems (GWS) for the Royal Navy as well as Strategic Weapon System programmes.

Support Operations is able to exploit one-off, niche market opportunities by calling upon the experience and skills developed in a wide scope of support activities. Significant successes include the Protection Training Unit, part of the NBCD School for the Royal Navy at Whale Island at Portsmouth and the Ptarmigan Relocation programme for the Army. Support Operations also acted as the prime contractor in the highly successful turnkey programme for the Trident Training Facility at HMS Neptune.

Support Operations are first and foremost committed to developing long-term relationships with customers and are at the forefront of Simulation and Training's drive to introduce a "customer focused culture".



Locked On!

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