

Airbus A350

Airbus Project & Program Center of Competence (P&PM CoC) turned to Mi-GSO PMO managed service to supplement internal program management capabilities.

The Client

The Airbus A350 XWB (“Xtra Wide Body”) is a medium to long-haul jetliner that took seven years to move from concept through production. At its peak, that effort encompassed an overall project team of 12,000 people in four countries and 12 locations. It has been no small task to coordinate and manage that program to get all of the pieces in the right place at the right time.

Business Challenges

The airline industry as a whole faces multiple challenges:

- ▶ Reducing cost per seat while increasing passenger comfort, especially on medium and long-haul flights. They want wider seats, wider windows, roomier interiors, bigger overhead bins, the latest in-flight entertainment systems and common areas such as lounges.
- ▶ Optimizing operational costs with a consistent fleet allowing flexibility and efficiency. Having fewer aircraft types in inventory reduces costs through commonality and synergy, including increased efficiency in maintenance, reduced stocks of spare parts and streamlined training (crewmembers can easily fly different versions with little additional training).
- ▶ Given the versatility of barrel price, the fuel consumption ratio per passenger has become a critical issue.

As a major provider of the largest jetliners in the world, Airbus itself faced its own unique challenges in getting its Airbus A350 XWB “off the ground”:

- ▶ Because this was a brand new aircraft, the program started almost from scratch.
- ▶ The project would run between 7 and 10 years, requiring build-up of a huge organization.
- ▶ The program would introduce numerous innovations and brand new technology.

Mi-GSO

Engagement delivered by Mi-GSO
(Pcubed’s parent company) in
France, Germany, Spain and the UK.

The Mi-GSO Solution

Instead of hiring project experts under a standard time-and-material arrangement, the Airbus P&PM Center of Competence contracted with Mi-GSO to supplement internal capabilities and provide valuable PMO expertise as managed service.

What began as a team of about 25 people eventually grew to a corps of nearly 120, embedded into the numerous parts of the organization and covering a wide spectrum of operations:

- ▶ Set up and management of project plans and activities
- ▶ Facilitate animation and coordination of all stakeholders (internal & external).
- ▶ Support client project leader in their TCQP accountability (Time, Cost, Quality, Performance)
- ▶ Monitor and control project performance, actions, risks and earned value.
- ▶ Ensure lessons learned and best practice capitalization.

Key Benefits

The managed services approach delivered significant benefits to Airbus, among them:

- ▶ The structure serves as a catalyst for on-time and on-budget performance. As a matter of course, Mi-GSO were able to bring innovative practices.
- ▶ There's a reduced procurement effort on the part of the client, which doesn't have to manage individual PM contractors. Airbus had to deal with only a single company rather than 120 contractors.
- ▶ Coupled with a delivery-based engagement model it generates productivity gain of about 20% compared to standard time-and-material engagement model.
- ▶ PMO staff size can be rapidly mobilized to mirror the ramp-up in the client organization.
- ▶ Mi-GSO maintain a stable workforce with access to a community of experts and know-how (cross industry insight, best practice benchmark, methodologies, tools and training) as well as an emphasis on continuous improvement.



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