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What does relationship excellence mean to Righton Blackburns and why is it so fundamental to how we can successfully operate?

Irrespective of how we operate in business, we cannot achieve anything without relationship and collaboration –

No one person, country or organisation can thrive as an island



Relationships that are not collaborative or progressive and operate on a transactional basis will fail and not give mutual benefit in terms of performance or sustainability.



Failing relationships result in-

Disagreement, lack of dialogue, give resourcing issues,
poor production planning, transactional behaviours

= Firefighting

= Failure to meet targets

= At worse loss of business

Reactive relationships exhibit a number of the traits of a failing relationship but can show:-

Some positive individual behaviours, with some targets achieved, with limited changes planned

But with no strategy and everything transacted on a task by task basis

Performing relationships show signs of a move towards a more Co-operative environment and can show:-

Positive team behaviours, with some strategy defined, along with OTIF/QA/Contract targets being met or near met, with an improving relationship environment at most levels, however still shy of a co-operative business relationship.



Co-operative relationships show real evidence of working together with agreed single strategies and objectives.

Targets are hit consistently, and there is growing evidence of joint development and adoption of business improvement opportunities.



Collaborative relationships are the most mature and give the most value add in terms of performance gains and reductions in Total cost of acquisition.

Collaborative relationships give amongst a host of other soft benefits

- Improvement in OTIF/QA
- Improved utilisation of time in tendering, process/capacity planning along with investment against a background of assured business and cash flow, by simply working jointly across parallel activities
- Improved customer and supply chain satisfaction
- Programme risks and failures can be mitigated or saved through joint working activity
- Inventory can be reduced through accurate demand forecasting as a result of open and shared planning – A major problem in Aerospace
- Capacity and skills training are targeted to meet future supply chain demands – pro-active not reactive



In conclusion I can say that irrespective of the internal business and mind set improvements SC21 has given us, the most important aspect of SC21 is Supply Chain relationship as:-

- Supply Chain Partnerships can be open and engaging with shared aims and ambitions
- Relationships can promote mutual trust and respect throughout the supply chain
- Risk & Opportunity can be shared in a co-ordinated manner for mutual benefit
- Best practice can be shared in a collaborative fashion to share ideas, knowledge and potential business improvements ideas in both an internal & external sense – My favourite saying is knowledge is King/Queen
- Above all great collaborative working relationships, give honesty and transparency at all levels of business

The building blocks to value adding relationships



AWARENESS

Vision, Values, Objectives



KNOWLEDGE

Strategy, Outcomes, Plan



INTERNAL ASSESSMENT

Policies, People, Skills, Maturity



CHANGES IN RELATIONSHIP

Changes, Triggers & Processes

8 Stages for successful implementation of RelEx
COLLABORATIVE BUSINESS RELATIONSHIP STRATEGY



PARTNER SELECTION

Capability, Roles & Responsibilities



STAYING TOGETHER

Team management, monitoring & behaviours



VALUE CREATION

Continual Improvement



WORKING TOGETHER

Joint management systems & goals



I leave you with a couple of quotes from people who are far better qualified to make comment than me:-

“Talent wins games, but teamwork and intelligence win championships”

Michael Jordan

“It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed”

Charles Darwin

Thank You