Survey conducted Jan-Feb 2012
358 Responses

The recent Business Transformation survey asked:
• The top 3 changes in the aviation industry in last 5 years
• How best to manage change projects: internally or externally
• Top 3 components for successful change
• Top 3 aviation challenges in next 5-10 years
• Where the biggest threat from emerging markets coming from
• Top 3 aspects for change in their current environment
Survey responses from these sectors

- Aircraft Operator
- Airline
- Consultant
- Independent MRO Facility
- IT Vendor
- Manufacturer (OEM)
- Military
- Not Specified
- Parts Supplier
Please indicate what sector you are in:

- Aircraft Operator: 9.2%
- Airline: 61.5%
- Consultant: 4.7%
- Independent MRO Facility: 3.1%
- IT Vendor: 0.6%
- Manufacturer (OEM): 0.3%
- Military: 0.6%
- Not Specified: 15.4%
- Parts Supplier: 0.6%

Total No. of responses = 358
Question 1

What are the biggest changes in the way you’ve done business over the past 5 years? Please choose the top 3 in priority order:

– Outsourcing
– Consolidation
– Maximising the use of business data
– Partnerships and B2B relationships/links
– Diversification – such as adding CAMO services to your portfolio or other value added services
– Streamlining resources and maximising personnel utilisation
– Leveraging the usage of new technology (e.g. web services, new data formats)
What are the top 3 biggest changes?

• Top change in business
  – 30% indicated *streamlining resources and personnel utilisation* was top of the list
  – Followed by 25% indicating leveraging new technology was top for them

• Second change
  – Reinforcing the top change, 23% responded *streamlining*, and 20% again the new technology

• Third change
  – Again reinforcing previous choices, *new technology was chosen by 23%, and use of business data and streamlining were tied at 20%*
Biggest changes in last 5 years

What are the biggest changes in the way you’ve done business over the past 5 years?

Top ranked change:
- Consolidation
- Diversification - such as adding CAMO services to your portfolio or other value added services
- Leveraging the usage of new technology (e.g. web services new data formats)
- Maximising the use of business data
- Outsourcing
- Partnerships and B2B relationships/links
- Streamlining resources and maximising personnel utilisation

Second ranked change:
- Consolidation
- Diversification - such as adding CAMO services to your portfolio or other value added services
- Leveraging the usage of new technology (e.g. web services new data formats)
- Maximising the use of business data
- Outsourcing
- Partnerships and B2B relationships/links
- Streamlining resources and maximising personnel utilisation

Third ranked change:
- Consolidation
- Diversification - such as adding CAMO services to your portfolio or other value added services
- Leveraging the usage of new technology (e.g. web services new data formats)
- Maximising the use of business data
- Outsourcing
- Partnerships and B2B relationships/links
- Streamlining resources and maximising personnel utilisation
Biggest changes in last 5 years

What are the biggest changes in the way you’ve done business over the past 5 years?

Top ranked change:

- Consolidation
- Diversification - such as adding CAMO services to your portfolio or other value added services
- Leveraging the usage of new technology (e.g. web services new data formats)
- Maximising the use of business data
- Outsourcing
- Partnerships and B2B relationships/links
- Streamlining resources and maximising personnel utilisation

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Biggest changes in last 5 years

What are the biggest changes in the way you’ve done business over the past 5 years?
Second ranked change:

- Consolidation 16%
- Diversification - such as adding CAMO services to your portfolio or other value added services 8%
- Leveraging the usage of new technology (e.g. web services new data formats) 20%
- Maximising the use of business data 23%
- Outsourcing 6%
- Partnerships and B2B relationships/links 9%
- Streamlining resources and maximising personnel utilisation 18%
Biggest changes in last 5 years

What are the biggest changes in the way you’ve done business over the past 5 years?

Third ranked change:

- Consolidation
- Diversification - such as adding CAMO services to your portfolio or other value added services
- Leveraging the usage of new technology (e.g. web services new data formats)
- Maximising the use of business data
- Outsourcing
- Partnerships and B2B relationships/links
- Streamlining resources and maximising personnel utilisation
Biggest changes in last 5 years

What are the biggest changes in the way you’ve done business over the past 5 years?
Summary-all rankings

- Consolidation: 24%
- Diversification - such as adding CAMO services to your portfolio or other value added services: 14%
- Leveraging the usage of new technology (e.g. web services new data formats): 6%
- Maximising the use of business data: 23%
- Outsourcing: 7%
- Partnerships and B2B relationships/links: 9%
- Streamlining resources and maximising personnel utilisation: 17%
Question 2

Consolidation in the aviation industry is driving a need for business transformation. Enabling change means taking an end-to-end view, but focusing effort on critical issues. How do you feel that merging procedures, infrastructure and resolving critical issues should be handled?

– In-house: our team has the skills to manage this
– We prefer to work with an impartial, skilled, external organisation
  • 100% of the time
  • Over 50% of the time
  • Only when faced with a scenario we have never managed
How should change projects be managed: internally or externally?

• The top response was to outsource only if the task was one never encountered, with 36% responding to this effect, but nearly the same number (33%) felt that they had the skills in-house.

• Interestingly, 27% indicated that they use external resources over 50% of the time, indicating perhaps they are encountering more and more instances where they don’t have the internal skills, or their resources are otherwise committed or they are needing to minimise risk.
How best to manage change projects?

How do you manage change projects?

In-house: our team has the skills to manage this
OR
We prefer to work with an impartial, skilled, external organisation
i) 100% of the time   ii) Over 50% of the time   iii) Only when faced with a scenario we have never managed
Central to business transformation is the combination of software as a vehicle for effective orchestration of change and people skills. In your experience, please choose the top 3 elements you think are important for successful change:

- Ability to integrate skills training into personnel development systems
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Reporting flexibility to enable measuring the effectiveness of new processes
- Real-time data at every stage to manage risk as implementation progresses
- Intuitive systems that operators can easily understand, use, and develop their own expertise
- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
What are the top 3 requirements for successful business transformation projects?

• Equally ranked at 41% is the ability to integrate skills training into personnel development and flexible software tools for rapid implementation were the top responses for successful change projects.

• Second choice was real time data to manage risk (23%), with flexible software next at 22%, and change governance and intuitive systems equally third at 18%.

• Third for success was a software vendor who responds quickly (41%), intuitive systems (30%) and real time data (17%).
What’s important for change projects to be successful?

What are the Top 3 requirements for successful business transformation projects?

Top Answer
- Ability to integrate skills training into personnel development systems
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
- No Answer Given

Second Requirement
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand use and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
- No Answer Given

Third Requirement
- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand use and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
- No Answer Given
What’s important for change projects to be successful?

What are the Top 3 requirements for successful business transformation projects?

- Ability to integrate skills training into personnel development systems (41%)
- Flexible software tools to rapidly implement process and cost changes (10%)
- Governance of change as it’s implemented with the ability to adjust processes if necessary (4%)
- Real-time data at every stage to manage risk as implementation progresses (3%)
- Reporting flexibility to enable measuring the effectiveness of new processes (4%)
- No Answer Given (1%)

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What’s important for change projects to be successful?

What are the Top 3 requirements for successful business transformation projects?

Second Requirement

- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand use and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
- No Answer Given
What’s important for change projects to be successful?

What are the Top 3 requirements for successful business transformation projects?

Third Requirement

- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand use and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
- No Answer Given
Question 4

What do you consider to be the biggest challenges facing aviation over the next 5-10 years? Please rank the top 3 in priority order:

– Increasing environmental accountability
– A shift from the traditional established suppliers to emerging suppliers from the CIS and China
– Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
– Population trends shifting traffic demands away from current markets
– Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost, and increasing taxes squeezing competitive margin)
– Finding and retaining experienced trained staff (engineers, etc.)
– Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (please fill in)__________
What are the top 3 challenges in the next 5-10 years?

- 45% responded that the top challenge was driving internal cost control due to external cost increases, followed by environmental accountability (15%) and both at 14%, was competitive market situation (risk aversion) and lack of experienced/trained staff.
- Second top challenge was:
  - Cost control (31%)
  - Lack of experienced/trained staff (19%)
  - Competitive market/risk aversion (15%)
- Third challenge:
  - Environmental accountability (26%)
  - Competitive market/risk aversion (18%)
  - Lack of experienced/trained staff (17%)
What are the top 3 challenges in the next 5-10 years?

**Top Challenge**
- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets

**Second Challenge**
- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability

**Third Challenge**
- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets
Top 3 challenges for aviation in next 5-10 years

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability

- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets
Top 3 challenges for aviation in next 5-10 years

Second Challenge

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets
Top 3 challenges for aviation in next 5-10 years

Third Challenge

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets
Biggest emerging market threat

- Was overwhelmingly China, followed by India
- Europe (unspecified) was 3rd
Where is the biggest threat from emerging service suppliers?
Question 5

In assessing change requirements in your current environment, please choose the top 3 that are the most important:

- Better maintenance cost control
- Better forecasting (cost/scheduling, etc)
- Better methods for utilising data from fixed and rotary wing aircraft
- Better visibility of information
- Better on time deliveries, or advanced warning of delivery impacts
- Reduction in duplication of information to streamline receipt and delivery of parts
- Flexibility to customise systems easily and quickly
- Ease of integration for new systems with legacy business applications
Looking at your current environment, what are the most important changes you need to make?

• The top answer for 54% of respondents was **better maintenance cost control**. Better forecasting came in at 28%

• The second change indicated was **better forecasting** (29%) with better visibility of information at 21%

• Third was **ease of integration with legacy systems** at 43%, followed by flexibility to customise systems easily and quickly at 20%
Top 3 Changes for Your Organisation

Top 3 Change Requirements in Current Environment

- Better forecasting (cost/scheduling etc)
- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information

Second Requirement

- Better forecasting (cost/scheduling etc)
- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information
- Ease of integration for new systems with legacy business applications
- Flexibility to customise systems easily and quickly
- Reduction in duplication of information to streamline receipt and delivery of parts

Third Requirement

- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information
- Ease of integration for new systems with legacy business applications
- Flexibility to customise systems easily and quickly
- Reduction in duplication of information to streamline receipt and delivery of parts
- No Answer Given
Top 3 Changes for Your Organisation

Top 3 Change Requirements in Current Environment

Top Answer

- Better forecasting (cost/scheduling etc) - 28%
- Better maintenance cost control - 54%
- Better methods for utilising data from fixed and rotary wing aircraft - 4%
- Better on time deliveries or advanced warning of delivery impacts - 11%
- Better visibility of information - 3%
Top 3 Change Requirements in Current Environment

- Better forecasting (cost/scheduling etc) - 29%
- Better methods for utilising data from fixed and rotary wing aircraft - 18%
- Better on time deliveries or advanced warning of delivery impacts - 15%
- Better visibility of information - 7%
- Ease of integration for new systems with legacy business applications - 9%
- Flexibility to customise systems easily and quickly - 21%
- Reduction in duplication of information to streamline receipt and delivery of parts - 1%
Top 3 Change Requirements in Current Environment

- Better methods for utilising data from fixed and rotary wing aircraft (43%)
- Better on time deliveries or advanced warning of delivery impacts (12%)
- Better visibility of information (11%)
- Ease of integration for new systems with legacy business applications (10%)
- Flexibility to customise systems easily and quickly (2%)
- Reduction in duplication of information to streamline receipt and delivery of parts (2%)
- No Answer Given (2%)

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MRO AND AIRLINE COMPARISON
Question 1

What are the biggest changes in the way you’ve done business over the past 5 years? Please choose the top 3 in priority order:

– Outsourcing
– Consolidation
– Maximising the use of business data
– Partnerships and B2B relationships/links
– Diversification – such as adding CAMO services to your portfolio or other value added services
– Streamlining resources and maximising personnel utilisation
– Leveraging the usage of new technology (e.g. web services, new data formats)
What are the top 3 biggest changes?

- **Top ranked change in business**
  - Airline/Aircraft Operators:
    - 30% indicated *streamlining resources and personnel utilisation* was top of the list
    - Followed by 27% indicating leveraging new technology
  - MROs
    - 33% indicated *streamlining resources and personnel utilisation* was top of the list
    - Followed by 16% indicating leveraging new technology

- **Second ranked change**
  - Airline/Aircraft Operators:
    - 24% indicated *streamlining resources and personnel utilisation* was second
    - Followed by 22% indicating leveraging new technology
  - MROs
    - 22% indicated *streamlining resources and personnel utilisation* was second
    - Followed by 20% indicating diversification of services

- **Third ranked change**
  - Airline/Aircraft Operators:
    - 22% indicated *leveraging new technology* was third
    - Followed equally at 21% for leveraging new technology, streamlining resources and personnel utilisation and maximising business data
  - MROs
    - 24% indicated was third *leveraging new technology*
    - Followed by 20% indicating streamlining resources and personnel utilisation
Biggest changes in last 5 years

**Airlines & Operators**
Top Ranked Change

- Consolidation: 30%
- Diversification - such as adding CAMO services to your portfolio or other value added services: 14%
- Leveraging the usage of new technology (e.g. web services new data formats): 3%
- Maximising the use of business data: 27%
- Outsourcing: 11%
- Partnerships and B2B relationships/links: 13%
- Streamlining resources and maximising personnel utilisation: 2%

**Independent MRO Facility**
Top Ranked Change

- Consolidation: 33%
- Diversification - such as adding CAMO services to your portfolio or other value added services: 13%
- Leveraging the usage of new technology (e.g. web services new data formats): 9%
- Maximising the use of business data: 16%
- Outsourcing: 11%
- Partnerships and B2B relationships/links: 13%
Biggest changes in last 5 years

Airlines & Operators
Second Ranked Change
- Consolidation: 24%
- Diversification - such as adding CAMO services to your portfolio or other value added services: 16%
- Leveraging the usage of new technology (e.g. web services new data formats): 6%
- Maximising the use of business data: 22%
- Outsourcing: 19%
- Partnerships and B2B relationships/links: 7%
- Streamlining resources and maximising personnel utilisation: 6%

Independent MRO Facility
Second Ranked Change
- Consolidation: 22%
- Diversification - such as adding CAMO services to your portfolio or other value added services: 18%
- Leveraging the usage of new technology (e.g. web services new data formats): 16%
- Maximising the use of business data: 9%
- Outsourcing: 20%
- Partnerships and B2B relationships/links: 6%
- Streamlining resources and maximising personnel utilisation: 9%
Question 2

Consolidation in the aviation industry is driving a need for business transformation. Enabling change means taking an end-to-end view, but focusing effort on critical issues. How do you feel that merging procedures, infrastructure and resolving critical issues should be handled?

– In-house: our team has the skills to manage this
– We prefer to work with an impartial, skilled, external organisation
  • 100% of the time
  • Over 50% of the time
  • Only when faced with a scenario we have never managed
How should change projects be managed: internally or externally?

– Airline/Aircraft Operators:
  • 38% indicated they use external skills only when faced with a new scenario
  • With 34% indicating they have the internal skills to manage projects
  • And 24% use external resources over 50% of the time

– MROs
  • 41% indicated they have the internal skills to manage projects
  • Followed by 31% indicating they use external skills when faced with a new scenario
  • 28% use external resources over 50% of the time
How best to manage change projects?

**Airlines & Operators**
How do you manage change projects?

- In-house: our team has the skills to manage this
- 100% of the time
- Only when faced with a scenario we have never managed
- Over 50% of the time
- We prefer to work with an impartial, skilled, external organisation
- 100% of the time
- Over 50% of the time
- Only when faced with a scenario we have never managed

**Independent MRO Facility**
How do you manage change projects?

- In-house: our team has the skills to manage this
- 100% of the time
- Only when faced with a scenario we have never managed
- Over 50% of the time
- We prefer to work with an impartial, skilled, external organisation
- 100% of the time
- Over 50% of the time
- Only when faced with a scenario we have never managed
Question 3

Central to business transformation is the combination of software as a vehicle for effective orchestration of change and people skills. In your experience, please choose the top 3 elements you think are important for successful change:

- Ability to integrate skills training into personnel development systems
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Reporting flexibility to enable measuring the effectiveness of new processes
- Real-time data at every stage to manage risk as implementation progresses
- Intuitive systems that operators can easily understand, use, and develop their own expertise
- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
What are the top 3 requirements for successful business transformation projects?

- **Top ranked requirement**
  - **Airline/Aircraft Operators:**
    - 42% indicated the ability to integrate skills training was top of the list
    - Followed by 41% indicating flexible software tools was important
  - **MROs**
    - 42% indicated the ability to integrate skills training was top of the list
    - Followed by 40% indicating flexible software tools is key

- **Second ranked requirement**
  - **Airline/Aircraft Operators:**
    - 24% indicated flexible software tools was second
    - Followed by 21% indicating real-time data at every stage was key
  - **MROs**
    - 31% indicated real-time data at every stage was second
    - Followed by 24% indicating governance of change was important

- **Third ranked requirement**
  - **Airline/Aircraft Operators:**
    - 43% indicated software vendor response was third
    - Followed by 28% indicating intuitive systems was important
  - **MROs**
    - Equal at 33% was software vendor response and intuitive systems
    - Followed by reporting flexibility at 15%
What’s important for change projects to be successful?

Airlines & Operators
What are the top 3 requirements for successful business transformation projects?

- Ability to integrate skills training into personnel development systems
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes

Top Answer

Independent MRO Facility
What are the top 3 requirements for successful business transformation projects?

- Ability to integrate skills training into personnel development systems
- Flexible software tools to rapidly implement process and cost changes
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
What’s important for change projects to be successful?

Airlines & Operators
What are the top 3 requirements for successful business transformation projects?
Second Ranked

- 24%: Flexible software tools to rapidly implement process and cost changes
- 20%: Governance of change as it’s implemented with the ability to adjust processes if necessary
- 18%: Intuitive systems that operators can easily understand and develop their own expertise
- 17%: Real-time data at every stage to manage risk as implementation progresses
- 11%: Reporting flexibility to enable measuring the effectiveness of new processes

Independent MRO Facility
What are the top 3 requirements for successful business transformation projects?
Second Ranked

- 23%: Flexible software tools to rapidly implement process and cost changes
- 24%: Governance of change as it’s implemented with the ability to adjust processes if necessary
- 11%: Intuitive systems that operators can easily understand and develop their own expertise
- 9%: Real-time data at every stage to manage risk as implementation progresses
- 2%: Reporting flexibility to enable measuring the effectiveness of new processes
- 2%: Ability to integrate skills training into personnel development systems

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What’s important for change projects to be successful?

**Airlines & Operators**
What are the top 3 requirements for successful business transformation projects?

- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes

**Independent MRO Facility**
What are the top 3 requirements for successful business transformation projects?

- Ability of software vendor to respond quickly to your changing needs (e.g. new supplier or industry requirements)
- Governance of change as it’s implemented with the ability to adjust processes if necessary
- Intuitive systems that operators can easily understand and develop their own expertise
- Real-time data at every stage to manage risk as implementation progresses
- Reporting flexibility to enable measuring the effectiveness of new processes
Question 4

What do you consider to be the biggest challenges facing aviation over the next 5-10 years? Please rank the top 3 in priority order:

- Increasing environmental accountability
- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Population trends shifting traffic demands away from current markets
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost, and increasing taxes squeezing competitive margin)
- Finding and retaining experienced trained staff (engineers, etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (please fill in)____________
What are the top 3 challenges in the next 5-10 years?

- **Top ranked challenge in business**
  - **Airline/Aircraft Operators:**
    - 52% indicated *increasing external costs effecting internal controllable costs* was top of the list
    - Followed by 16% indicating increasing environmental accountability
  - **MROs**
    - 31% indicated *increasing external costs effecting internal controllable costs* was top of the list
    - Followed equally at 22% with risk aversion and finding and retaining staff

- **Second ranked challenge**
  - **Airline/Aircraft Operators:**
    - 28% indicated with *risk aversion* was second
    - Followed by 21% indicating finding and retaining staff was next
  - **MROs**
    - 42% indicated *increasing external costs effecting internal controllable costs* was second
    - Followed by 18% indicating risk aversion

- **Third ranked challenge**
  - **Airline/Aircraft Operators:**
    - 28% indicated *increasing environmental accountability* was third
    - With 18% indication risk aversion
  - **MROs**
    - 22% indicated *finding and retaining staff* was third
    - Followed by 18% indicating increasing environmental accountability
What are the top 3 challenges in the next 5-10 years?

Airlines & Operators

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability

Independent MRO Facility

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
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- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margins)
- Population trends shifting traffic demands away from current markets
What are the top 3 challenges in the next 5-10 years?

Airlines & Operators
Second Ranked Challenge

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets

Independent MRO Facility
Second Ranked Challenge

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
- Increased competition from emerging market service suppliers: what country do you see as the biggest threat? (enter details below)
- Increasing environmental accountability
- Increasing external costs effecting need for driving internal controllable costs (e.g. rising fuel cost and increasing taxes squeezing competitive margin)
- Population trends shifting traffic demands away from current markets
What are the top 3 challenges in the next 5-10 years?

**Airlines & Operators**

*Third Ranked Challenge*

- A shift from the traditional established suppliers to emerging suppliers from the CIS and China
- Companies becoming more risk averse in the economic climate in the West as opposed to those in the East and its potential effect on the competitive global market
- Finding and retaining experienced trained staff (engineers etc.)
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**Independent MRO Facility**

*Third Ranked Challenge*

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Question 5

In assessing change requirements in your current environment, please choose the top 3 that are the most important:

– Better maintenance cost control
– Better forecasting (cost/scheduling, etc)
– Better methods for utilising data from fixed and rotary wing aircraft
– Better visibility of information
– Better on time deliveries, or advanced warning of delivery impacts
– Reduction in duplication of information to streamline receipt and delivery of parts
– Flexibility to customise systems easily and quickly
– Ease of integration for new systems with legacy business applications
Looking at your current environment, what are the most important changes you need to make?

- **Top ranked change**
  - **Airline/Aircraft Operators:**
    - 52% indicated *increasing external costs effecting internal controllable costs* was top of the list
    - Followed by 16% indicating increasing environmental accountability
  - **MROs**
    - 31% indicated *increasing external costs effecting internal controllable costs* was top of the list
    - Followed equally at 22% with risk aversion and finding and retaining staff

- **Second ranked change**
  - **Airline/Aircraft Operators:**
    - 28% indicated with *risk aversion* was second
    - Followed by 21% indicating finding and retaining staff was next
  - **MROs**
    - 42% indicated *increasing external costs effecting internal controllable costs* was second
    - Followed by 18% indicating risk aversion

- **Third ranked change**
  - **Airline/Aircraft Operators:**
    - 28% indicated *increasing environmental accountability* was third
    - With 18% indication risk aversion
  - **MROs**
    - 22% indicated *finding and retaining staff* was third
    - Followed by 18% indicating increasing environmental accountability
Top 3 Changes for Your Organisation

**Airlines & Operators**
Top 3 change requirements in current environment
Top Change

- Better forecasting (cost/scheduling etc)
- Better maintenance cost control
- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information
- Reduction in duplication of information to streamline receipt and delivery of parts

**Independent MRO Facility**
Top 3 change requirements in current environment
Top Change

- Better forecasting (cost/scheduling etc)
- Better maintenance cost control
- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information
- Reduction in duplication of information to streamline receipt and delivery of parts
Top 3 Changes for Your Organisation

Airlines & Operators
Top 3 change requirements in current environment
Second Change

- Better forecasting (cost/scheduling etc)
- Better methods for utilising data from fixed and rotary wing aircraft
- Better on time deliveries or advanced warning of delivery impacts
- Better visibility of information
- Ease of integration for new systems with legacy business applications
- Flexibility to customise systems easily and quickly
- Reduction in duplication of information to streamline receipt and delivery of parts

Independent MRO Facility
Top 3 change requirements in current environment
Second Change

- Better forecasting (cost/scheduling etc)
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Top 3 Changes for Your Organisation

Airlines & Operators
Top 3 change requirements in current environment
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Independent MRO Facility
Top 3 change requirements in current environment
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To talk about how Rusada can address your business transformation needs email us at:

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