



Case study

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## ASC Submarine Maintenance Improvement

ASC build and maintain Australia's frontline naval defence capabilities. From their Osborne facility in South Australia, they provide the full cycle docking maintenance and repair services for the Collins Class fleet of submarines for the Royal Australian Navy.



### Challenge

Re-define the full cycle docking maintenance processes to transform the amount of time the submarines are out of service, enabling greater fleet availability while improving productivity and delivery certainty.

### Solution

Apply 'Smart Factory®' process planning methodology to ensure optimisation of the maintenance processes, the workshop and boat access layout, processes to increase flexibility, reduce lead time, and to reduce capital cost and ongoing operational output and costs.

### Result

Significant improvements were achieved in safety, productivity and maintenance durations, facilitating greater fleet availability with lower maintenance costs.

## The project scope

In 2013, ASC committed to a major process change, investing more than \$15 million in developing an enhanced maintenance facility at its Osborne site.

ASC required a 'significant transformation' from current practices in order to significantly reduce maintenance cycles. The change needed was multi-disciplinary, integrating enhancements in the design, boat access, process, facility, systems and supply chain.

ASC engaged Advanced Focus for independent, experienced input, analysis and justification of the necessary changes to realise the objectives of the submarine enterprise. There was strong commercial pressure on maximising the value

of any investments taken while minimising implementation risk.

Advanced Focus's team of expert process, technical and managerial resources worked with the ASC project team and their construction partner to understand the potential business opportunities and to determine the optimal process outcomes.

This included customised submarine workshop facilities, new process technologies and processes that provided a safer, more efficient, and cost effective flexible solution. The detailed planning and analysis was documented to ensure ASC had a 'master blueprint' of their revised operational systems.

## Client comment

**“Advanced Focus partnered with ASC to drive major improvements to cost, schedule, quality and safety performance right across the maintenance organisation. Advanced Focus was an enabler for success, ensuring a value for money focus on facilities, capabilities, people and processes. Working together, the team delivered lasting and effective change – a major improvement over the traditional consultant/customer model. The Advanced Focus team provided the additional capacity, experience and momentum necessary to deliver this comprehensive improvement to our business.”**

Stuart Whiley, ASC Interim Chief Executive Officer

## Project benchmarks

### Operational safety



### Productivity - on boat tool time



### Duration of maintenance activity



All major projects were delivered on time and on budget, meeting or exceeding functional goals

## Service checklist

The services indicated below were utilised in this project.

### Knowledge

- Skills planning and development
- Management and workforce training
- Coaching and mentoring

### Insights

- Strategy, innovation and change management
- Auditing and benchmarking
- Productivity identification and planning

### Solutions

- Smart Factory® planning
- Project management and productivity intervention
- Direct management or technical resource (supply)

