

# Paull: Support will give us the edge



## Brendan Gallagher

Honeywell VP customer and product support Adrian Paull is the man charged with executing the customer-centric strategy first ordained by company chief executive Rob Gillette.

And he believes the change is under way: "In the past the aerospace industry has been dominated by engineers focused on design and development, and with less interest in support. At Honeywell we are aiming to differentiate ourselves through our great customer and product support."

Paull is full of praise for Gillette's approach: "Not long after his appointment he saw we were too complex, too difficult to do business with," Paull says. The resulting reorganisation started at the begin-

ning of last year and went operational 12 months ago.

As well as putting in place a range of customer support tools, the new approach aims to correct a key aerospace industry shortcoming, says Paull. "In the past too little thought was given to things like reliability, maintainability and repairability," he says. "But our products typically operate for 25 years or more, so you miss a huge opportunity if don't make something that's inherently supportable."

Honeywell's answer is a formal process of phase-gate reviews at every stage in the development of a new product. "Each time the development team has to show that it's thought through the supportability implications of what it's doing," says Paull.

The Phoenix-based company is also investing to the tune of several

million dollars in developing training packages and a range of new customer support tools.

The Honeywell customer support organisation receives an average of 50,000 phone calls and 100,000 emails per month, according to Paull. Until recently they were all processed in the same way, regardless of the complexity of the enquiry and the number of units involved. Now calls are prioritised into three categories, ranging from low-complexity/high-volume at one end to high-complexity/low volume at the other.

Backing up the customer agents is a new call-monitoring system designed to allow Honeywell to act in real time on instructions phoned in by customers. "Until recently we were constrained by the legal demand for written instructions," Paull says. "Now voice instructions

can be recorded and used as a legal record."

Paull and other senior managers have access to the system, allowing them to hear customer support agents in action and view the screens they are working with. "It's a very rich experience for someone in my position," he says. "The lessons we learn flow into our process of continuous improvement."

Honeywell is also consolidating its existing constellation of 60 separate customer support Websites into a single rationalised portal designed to offer an alternative to direct phone contact with customer support agents. Offering new functions to be introduced over the next 12-18 months, the portal will provide quick and easy access to technical publications, the status of repairs, parts prices and stocks, and other functions demanded by customers.

## Eaton's ambition to be partner of choice

### Alan MacAskill

Eaton Technologies (Hall 4, F12) has substantially increased the size of its business in a bid to become the aerospace industry's component partner of choice. In order to achieve this it has grown by 40% over the last 12 months.

Einar Johnson, vice-president sales and marketing, says this growth has been driven by two major acquisitions. "We made two strategic acquisitions in the fourth quarter of 2005. In particular, the purchase of HiTEMP from Cobham has made us a global leader in fluid fuel systems," says Johnson.

"Our business philos-



*Einar Johnson: "We know what areas we need to invest in."*

ophy is to remain a specialist components manufacturer of excellence but to fill in those areas where we have missing elements."

Johnson likened Eaton's product and service portfolio to a jigsaw, with only a couple of pieces missing. "We

know exactly what technology areas we need to invest in, in order to get the full picture. In a set period of time - by 2010 - I believe we will have made further significant acquisitions and even by the next Farnborough, we'll have even more to show on the stand."

Johnson says the bulking up of the product offering is due to airframers, both civil and military, demanding fewer direct suppliers and the need to implement more involved partnerships.

"A key segment of our work is helping customers find solutions, such as providing components that use less power, less fuel and at the lowest cost. Such an example is Boeing's [787]

Dreamliner and Lockheed Martin's F-35 [Joint Strike Fighter]."

Eaton was selected by Lockheed Martin as one of three key suppliers to test the F-35 JSF programme's approach to performance-based logistics (PBL) during the first phase of Low Rate Initial Production (LRIP) for the aircraft.

"We are now a partner and a benchmark to which other companies will be compared," he says. "PBL is a management approach that assigns roles and responsibilities to ensure there is a clear allocation of accountability for total system performance."

Eaton's other goal is building components that are virtually repair-free. "The military and

civil aviation businesses are looking for their suppliers to guarantee that components don't fail; that their aircraft don't break down. We are now working towards greater predictability about servicing requirements and component life.

"We don't want to make a part that fails a month after the warranty runs out.

"I believe the aviation industry is moving towards conditioned maintenance and allowing suppliers to guarantee their parts for the full life-cycle of the aircraft. We already guarantee all our component parts for their lifetime with one major American airline. I can see the trend continuing."

### Aviall to double warehouse and HQ

Aviall (Hall 4, G19) announced plans to double the size of its central warehouse and headquarters in Dallas. Construction work starts later this month.

The company will build a new 75,000ft<sup>2</sup> building north of its current location at 2750 Regent Blvd. and also add about 250,000ft<sup>2</sup> of space to its existing warehouse and distribution facilities. The company plans to complete the construction by January 2007.

The company also announced that it will open a new branch in Amsterdam, near Schiphol, next month, which will serve as Aviall's regional HQ for Europe, Africa and Israel.

Dan Komnenovich, president and COO for Aviall Services, said six consecutive years of record sales have created the need for the expansion.

### Top toolmaker Rojac flying high

Total engineering specialist Rojac comes to Farnborough buoyed by a major accolade - it was named the best toolmaker at this year's Metalworking Production Awards.

The bi-annual award programme recognises new ideas, products and techniques that have been introduced, taken root and have started to deliver benefits.

UK-based Rojac (Hall 1, C11), which specialises in the design and manufacture of mould tooling for a wide range of applications, makes extensive use of web-based project management. Its own, in-house developed system, which allows secure 24/7 customer access, includes online CAD viewers, live web cams, timing plans, photos and documents.

### Marshall keeps watch on UAV

Marshall SV (Specialist Vehicles), part of Marshall Aerospace (Hall 4, A12), has been selected to provide ground station shelters for the Thales UK/Elbit joint venture Watchkeeper UAV programme.

Marshall SV chairman Robert Marshall says: "We are delighted to be part of this very prestigious programme. It is an important strategic step in growing our military capabilities in the ISTAR [Intelligence, Surveillance, Target Acquisition and Reconnaissance] domain."