



Air
Land
Sea
Space
Cyberspace

Innovation. In all domains.

NDIA IPMD

Ed Miyashiro

**Raytheon Company Vice President
Raytheon Company Evaluation Team (RCET)**

27 January 2015

Agenda

- **Raytheon Overview**
- **What we've found to be the reasons programs succeed and fail**
- **The importance of integrated program management**
- **What does a successful PM look like?**
- **What we might do to increase the probability of program success for our customers**
- **Industry challenges**

Raytheon ... Who We Are

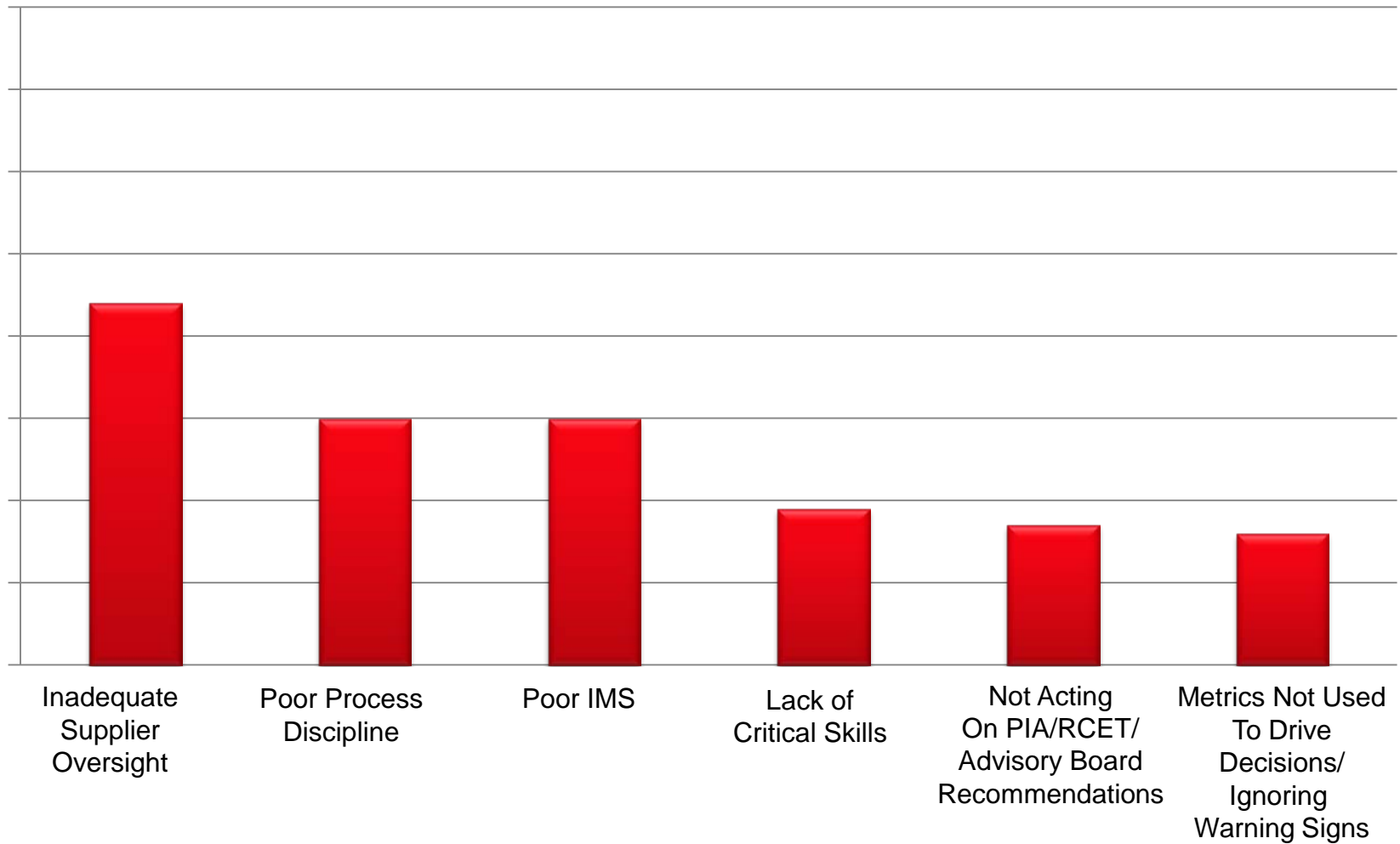


- **We are** ...A technology leader specializing in defense, homeland security and other government markets throughout the world.
- 2013 Sales: \$24 Billion
- Employees worldwide: 63,000
- Headquarters: Waltham, Massachusetts
- Our **2014** Vision: *To be the most admired defense and aerospace systems company through our world-class people, innovation and technology.*



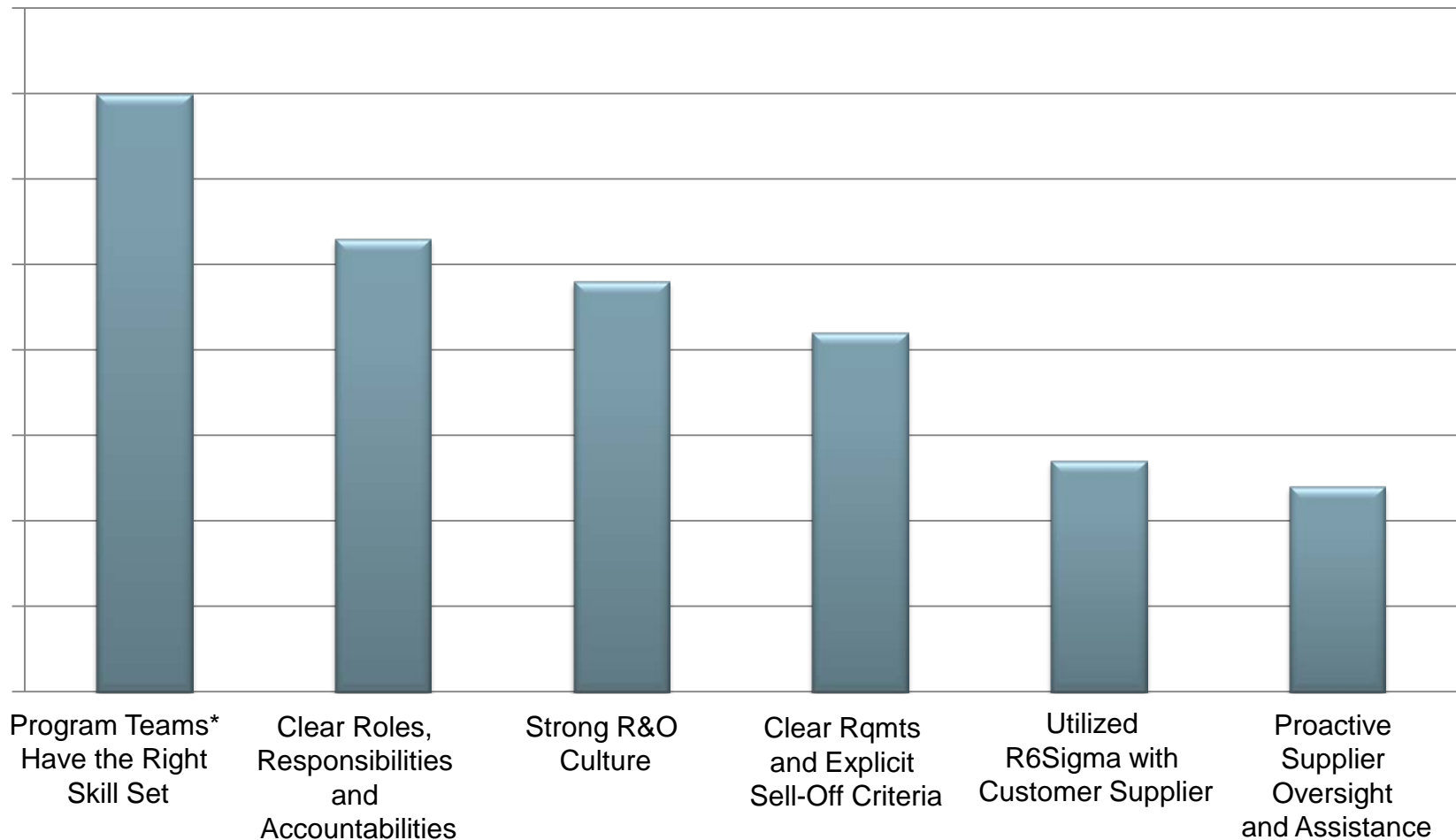
Global leader in technology and innovation

Top Reasons Why Programs Fail



**No Surprises Here
Pro-active Program Leadership Required**

Top Reasons Why Programs Succeed



* Program Teams refers to the program leadership team and not just the program manager

Program Leaders Must Drive Vision, Goals, Behavior and Partnerships for Success

Importance of Integrated Program Management (IPM)

- **IPM aligns all functions of the program team to a holistic execution plan that encompasses schedule, cost, R/Os, and resources – resulting in:**
 - **Proactive resource allocation on the critical items that are driving the program**
 - **Improved program execution on the technical, cost, schedule requirements**
 - **Meeting commitments ⇒ Happy Customer ⇒ Business Growth**

Right Process Also Needs Right People and a Proactive Management of Suppliers and R&Os ⇒⇒ Leads to Success

Attributes of a Successful “Expert” Program Manager

- **“Master Strategist”** – Ensures program survival and future growth (capable of new business creation)
- **“Disciplined Manager”** – Executes contracts under cost, ahead of schedule with technical excellence
- **“Shrewd Business Person”** – Maximizes financial objectives and minimizes risk
- **“Engaged Leader”** – Leads for success up, down and outside the organization
- **“Relationship Cultivator”** – Maintains and grows relationships across the broad global customer and business communities

What the Community Could Do To Increase Program Success For Customers

- **Improving Program Start-Up**
- **Establishing Schedule Margin & MR Up-front**
- **Change Management**
- **Realistic Insertion of New Technology and Manufacturing Processes**
- **Partnering with Supply Base**
- **Committing the Right Leaders to the Program**
- **Utilizing Predictive Measures to ID Stress Points AND Developing Action Plans**
- **Pro-active Management of Risks and Opportunities**
- **Partnering with Customers**
- **Timely Corrective Action on Issues**

Industry Challenges

- **Program Planning in a Constrained Environment ⇒ Performance and Execution Issues**
- **Declining Defense Budget Impacts on Sub-Tiers**
- **FPIF – Business Models and Investment Impacts**
- **Increasing Investment Demands for R&D and Demos**
- **LPTA ⇒⇒ Evolving into CP Scope Creep**
- **Exportability**
- **Doing Business in a Global Market**
- **Top Line Growth**
- **Limited new starts**
- **Increasing Competition**
- **Protests – Business as Usual**

No Shortage Of Opportunities For Improvement

Questions / Discussion