



A Journey of Change in the Aircraft Industry

A book about how Saab developed into one of the world's leading manufacturers of military aircraft

A Journey of Change in the Aircraft Industry focuses on military aviation and the Gripen fighter aircraft system, as well as operations at the Saab Aeronautics business area.

It is a description of what Saab has done during the past decades to develop unique organisational capabilities with the purpose of becoming world leading in the development and production of weapon systems for military fighter aircraft. During the years 2000 to 2015, Saab systematically and increasingly utilised change management to adapt the company to rapid and fundamental changes. In parallel, the company also worked to ensure its survival in an increasingly globalised and competitive market.

Journey of Change in the Aircraft Industry provides a comprehensive, all-encompassing description of Saab's journey of change. It is comprised of an executive summary and five chapters with in-depth descriptions of selected parts of the journey. The various chapters address how benefits are provided to customers and how low product life-cycle costs are achieved.

The primary target groups for the book are customers, governments, armed forces, politicians, government agencies, industries, partners, suppliers, research institutes and academia. With this book Saab wishes to inspire others to initiate and conduct change management, regardless of organisational type.

A Journey of Change in the Aircraft Industry illustrates and provides examples of Saab's core capabilities constituted by *adaptability*, *system thinking* and *innovation capability*.

Saab's military aviation operations has been highly dependent on the security policy development both in the vicinity of Sweden and abroad. During more than 70 years, the company has had a close co-operation with the Swedish government, the Swedish customer (FMV) and the Swedish Air Force.

A constant factor during Saab's journey of change is the company's ability to deal with new realities produced by changes in the security policy environment.

Since the mid-1990s, Saab has successfully expanded its offering in the export market. As a relatively small company in the military aerospace industry, Saab has developed unique industrial capabilities in all fields of technology required to be a complete military aircraft provider.

Through close collaboration with international industrial partners, Saab has continuously both been able to raise its own ability but also able to contribute to the capability development of its partners.

Saab has been able to provide added value to society in terms of technology spin-offs, which has led to the creation of new companies. Saab has also been able to increase the technical capacity in Sweden through innovations in technology and working methods. It has been achieved through innovation and by introducing and using modern ways of working.

Saab's Core Capabilities in Short

Adaptability: Developments in international security play a decisive role for Saab's operations. In terms of both the state's need for operational capability in fighter aircraft and the export opportunities this offers Sweden as a nation. There are, however, limitations as the market is restricted for many different reasons.

Moreover, Saab must adapt its operations to the rules that the state defines for pursuing the development and production of advanced military materiel and the specific customer requirements of an armed force.

System thinking represents the fundamental areas of expertise required by a company that develops advanced products. Understanding a customer's true needs requires cooperation with the customer and thorough concept work.

To then transform this knowledge into a practical operational solution requires broad expertise and extensive practical experience. Here we also present how technical development has progressed in one of the most difficult areas, namely control systems for fighter aircraft.

Moreover, we describe ways of working with standards, which is essential to running effective operations in aviation development.

Innovation capability explains how it has been possible to develop model-based working procedures that have simplified and rationalised the work to create design and production documentation, which has dramatically altered the working methodology.

This chapter presents how future development will take place as regards model-based working procedures, as well as how future development could result in new advanced systems and products. Moreover, one section shows ways to achieve cost-effective solutions for customers.

Reader Instructions

A Journey of Change in the Aircraft Industry is launched in a digital edition that can be accessed for free via the web portal www.saabaircraftindustry.com.

The portal has been designed so that the reader should be able to choose to read the texts that are most interesting to the reader, regardless if you only want to read short passages or read several sections that are linked to each other.

There are summary descriptions of the various parts of the book and the different sections. The author also provides the reader brief summary descriptions of the key statements in the texts. These summaries are called author's reflections and are highlighted in the portal.