TRANFORMATION AND NEW MODEL OF MANAGEMENT


Lt. General Juan Manuel García Montaño
National Armament Director
TO UPGRADE THE ARMAMENT AND MATERIEL

A HUGE INVESTMENT EFFORT

TRANSFORMING THE DEFENSE INDUSTRIAL STRUCTURE

MAIN CONTRACTOR

MINISTRIES OF INDUSTRY ECONOMY DEFENSE

ARMAMENT SPECIAL PROGRAMS

MODERNIZATION OF ARMED FORCES

RENEWING & RESCHEDULING PROCESS

1990's

2008
ECONOMIC CRISIS

BUDGET RESTRICTIONS

FOREIGN MARKETS

COMPANIES
MINISTERIO DE DEFENSA

DIRECCIÓN GENERAL DE ARMAMENTO Y MATERIAL

CENTRALIZED DIRECTION & DESCENTRALIZED EXECUTION MODEL

THE ECONOMIC SITUATION

THE LEGAL BACKGROUND

ORGANIZATION, EFFICIENCY & EFFECTIVENESS

CONCENTRATING POWERS
CENTRALIZING MANAGEMENT BODIES
RATIONALIZING & STANDARDIZING

IN CHARGE OF RUNNING, FOLLOWING UP & CONTROLLING ALL ARMAMENT & MATERIEL PROGRAMS, COMMON ACQUISITIONS, MODERNIZATION & MAINTENANCE PROGRAMS, AS WELL AS R&D+i

PROGRAMS FOR SPECIFIC MAINTENANCE AND PERMANENT NEEDS ACQUISITION

DIRECTORS OF LOGISTIC SUPPORT OF THE MILITARY SERVICES

GENERAL DIRECTORATE FOR ARMAMENT AND MATERIEL

EXHAUSTED
-To use the synergies of its ruling bodies.

-To improve coordination regarding international programs, common acquisitions, modernization and maintenance programs and associated R&D&I programs.

-To have just one interlocutor with the industry.

-To improve the integration of the acquisitions and planning within the defense industrial policy.

-To unify criteria & gain agility & uniformity regarding decision making.

-A global vision of the situation of the programs & become more efficient.
RESEARCH & DEVELOPMENT

TO JOIN EFFORTS AND OBTAIN SYNERGIES

A&M POLICIES OF THE R&D&I

COMPANIES

UNIVERSITIES

ADMINISTRATION

THE R&D&i OF DEFENSE IS BASED ON THE NATIONAL TECHNOLOGICAL AND INDUSTRIAL CAPACITY
THE STRATEGIC INDUSTRIAL CAPACITIES FOR DEFENSE

THE RELATED ASSETS OF OUR INDUSTRY

THE ECONOMICAL, TECHNOLOGICAL & INDUSTRIAL DEVELOPMENT

TO PROMOTE & STRENGTHEN

TO STRENGTHEN THE SPANISH INDUSTRIAL & TECHNOLOGICAL BASIS RELATED TO DEFENSE

A NEW DEFENSE INDUSTRIAL POLICY

THE DEFENSE INDUSTRIAL STRATEGY

THE DEFENSE TECHNOLOGY & INNOVATION STRATEGY

THE INDUSTRIAL CAPACITIES

THE DEFENSE AND TECHNOLOGY OF OUR NATION
WE NEED TO HAVE QUALIFIED PROFESSIONALS WITH THE PROPER TRAINING

TO FOSTER THE SPECIALIZATION AND PROFESSIONALIZATION OF OUR HUMAN RESOURCES

- THE MAIN REFERENCE IN TERMS OF KNOW-HOW.
- EXPERIENCE AND INFORMATION REGARDING MANAGEMENT, PLANNING AND DEVELOPMENT OF THE ARMAMENT AND MATERIEL POLICY.
- EVERYTHING RELATED TO PROGRAM MANAGEMENT AND CONTRACTING TECHNIQUES.

OUR AIM

TO DESIGN A NEW UNIVERSITY MASTER´S DEGREE PROGRAM
We are attempting to develop major new systems with 10-year technology, 8-year programs, a 5-year plan, 3-year people, and 1-year dollars.”

Norman R. Augustine
FIR**ST**: “A RIGOROUS EXPENDITURE OF THE RESOURCES AT OUR DISPOSAL, RENOUNCING EVERYTHING THAT IS NOT ABSOLUTELY NECESSARY”.

SE**CON**D: “INCREASING EFFICIENCY IN THE USE OF THE EXISTING MEANS. MAXIMIZING THOSE THAT WE ALREADY HAVE”.

THIR**D**: “SEEKING CERTAIN STABILITY AND FORECAST, ALLOWING US TO ALWAYS BE AWARE OF THE AVAILABLE RESOURCES WE CAN COUNT ON”.
A RADICAL CHANGE OF ITS MANAGEMENT SYSTEM.

IT HAS ADAPTED AND MODIFIED ITS ORGANIC STRUCTURE.

TO CONSOLIDATE A NEW MODEL OF ACQUISITION MANAGEMENT.

"Creativity is thinking up new things.
Innovation is doing new things".

Theodore Levitt
Harvard Business School
(Cambridge, Massachusetts)

2014: OFFICIAL TRANSFORMATION.

2015: CONSOLIDATION AND REINFORCEMENT

A MORE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE AVAILABLE RESOURCES AS WELL AS CONSOLIDATING THE DEFENSE INDUSTRIAL SECTOR
TRANFORMATION AND NEW MODEL OF MANAGEMENT

Spanish-US Defense Industry Day 2015,
Washington DC, May 18th

Lt. General Juan Manuel García Montaño
National Armament Director