



## FNSS

### FNSS Design Forward

FNSS designs, develops, produces and supports tailored, reliable and affordable land combat system solutions for domestic and international customers. The company is a joint venture between Nurol Holding of Turkey and BAE Systems (US). FNSS has a full family of Tracked Armoured Combat Vehicles, designed with the necessary mounting provisions to transform vehicles into various configurations based on user requirements. Wheel type combat vehicles are also within FNSS product portfolio. The FNSS vision is to become “number one supplier of land combat system solutions for the Turkish Armed Forces and preferred local supplier around

“As a direct result of this project, I was impressed to see FNSS personnel understanding the opportunity for improvement in the way we develop products, and taking active roles in the deployment of such improvements”

**Nail Kurt,**  
**FNSS CEO Steering Committee**  
**Chairman**

### ANALYSIS

FNSS initially engaged Renoir Consulting to identify opportunities for improvement, and to establish that FNSS and Renoir could work together to deliver benefits based on findings. Following a 3-week analysis, FNSS engaged Renoir for a further period of 7 months to work on identified opportunities within the Product Design & Development field (R&D Directorate). The objective was to “Deploy necessary systems, processes & tools in order to improve product design & development as an imperative for FNSS’ growth & competitiveness”.

### PROJECT APPROACH:

Renoir Consultants spent the first 2 weeks of the project selecting and training the right people within the FNSS R&D organisation, to join them full-time as taskforce members, while making “communication” of the project progress to the wider organisation, a top-priority.

Following the bringing on board of the FNSS team members, the “Define” phase of Renoir’s Focus Process™ began with a deeper dive into the opportunities revealed during the Analysis. The project team used both analytical tools, coming from exhaustive data-sets,

and subject matter experts’ (senior R&D staff) input, through interviews during the “Define” phase.

Based on these findings, the team presented the “Current State Gate Review”, which finalised all root cause analyses, and improvement ideas-generation Workshops & exercises. The team received support from FNSS senior executives to focus on 2 important fields:

- Standard Design & Development Process
- Engineering Management Control Systems

The “Development” phase started with designing the ‘to-be’ state for those two fields, crucial for the effective management of the engineering function. Joint Renoir and FNSS taskforce team members then re-engaged the subject matter experts to help identify the ‘to-be’ processes.

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## Key Results

Improved standard process for product development addressing activities, responsibilities, ownership pre-set targets and success criteria

A 'design & development' organisational structure that is aligned with developed solutions, and a set of good practices, shared by the entire business

Throughout this phase, Renoir utilised prior experience in developing and improving business processes, and facilitating workshops, focused not only on identifying correct processes that would fix the problems on paper, but also defining processes correctly, with sufficient backbone detail; inputs/outputs, supplier-customer relationships and responsible-accountable parties for each activity. While the end-to-end design & development process was under way, the project team also designed 'to-be' management control systems, which was the second area of focus.

While the Development phase progressed, full-steam ahead, and new processes and systems were being defined, it became apparent that the existing organisational structures would not support the 'to-be' state. Therefore, FNSS senior executives asked Renoir to commence a new 'analysis/strategy' work stream to recommend the best organisational structure scenarios, considering the newly-developed processes and systems. Renoir spent 8 weeks in order to stratify the organisational re-design prior to its adoption by FNSS senior management. This was achieved at the same time that the "Development" phase was finalised. Wrapping up that phase, a "Future State Gate Review" meeting was held, followed by a Strategic Integration meeting, whereby FNSS management endorsed the developed solutions.

The Implementation phase provided the opportunity to deploy control system elements at lower/ operational staff level within R&D function. These control system solutions, fully visible in the new, current state R&D work space, are expected to help R&D functions achieve superior results for current and future development projects. Anticipated improvements around budget and schedule adherence of FNSS projects will be ultimately measured when a critical number of projects complete their typical project life cycles.

During the whole journey, an important challenge was to ensure understanding and full acceptance

of the changes proposed by the project. Key people, consisting of, indisputably the best engineers in Turkey, would accept nothing but solutions based on sound analytical findings and quantitative evidence. In order to overcome a natural NIH (Not Invented Here!) push-back, the project team has taken two strategic approaches through the process; involving these key people in the development workshops with thorough coaching, and demonstrating evidence/ benchmarks to support proposed solutions. The two strategic approaches were supported by diplomacy and relationship management, which helped the change management engines work.

## ACHIEVEMENT

Today, FNSS design & development functions can refer to a standard process for product development, which addresses not only the set of activities that need to be followed but also the responsibilities and ownership for each activity with pre-set targets and success criteria. Perhaps, more importantly, the 'design & development' organisational structure is aligned with developed solutions, and the set of good practices is shared with wider functions in the business, which made the project a part of a company-wide improvement initiative, rather than a learning for "engineering-only" functions.

## THE RENOIR GROUP

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