

# CASE STUDY

## VT GROUP

**VT Group is a leading defence and support services company. The business delivers essential services to customers operating in the defence, security, emergency services, broadcast, education, training, nuclear and waste sectors.**

PAS 11000 is a new management system standard which provides a framework for collaborative business relationships. Since partnering with customers and suppliers is at the heart of VT's culture, the organisation willingly engaged as an active participant in the pilot for the development of the PAS 11000 certification programme. The company's recent certification to this standard demonstrates VT's best practice approach to collaborative working and reinforces VT's admirable reputation and capability in partnering.

### Client objectives

- Common language and independent definition of best practice collaboration
- Standardised approach for partnerships across the organisation
- Foundation for building robust contracts that promote flexibility and reduce risk

### Business achievements

- Consistent approach to collaborative relationships ensuring they are effective, optimised and delivering maximum benefit
- Improved understanding of individual's and organisations' roles and responsibilities across all programme participants
- Improved market reputation and trusted partnering approach recognised by industry



“Partnering is essential to VT's business and is fundamental to the way we manage our relationships with customers and suppliers. Government departments, which form a large part of our customer base, are already placing considerable value on the PAS11000 certification.”

**Tony Narbey, Head of Alliances and Collaboration, VT Group**

### Why PAS 11000?

PAS 11000 is the world's first collaborative relationship standard and provides a multi-stage approach to help organisations work more effectively together. VT set out to achieve certification to PAS 11000 in respect to its collaboration with AirTanker Services and its supply chain partner, Interserve, on the Future Strategic Tanker Aircraft (FSTA) programme. The FSTA programme is a significant project which aims to provide the Royal Air Force with a safe, reliable and efficient air transport and air-to-air refuelling service for 24 years.

With a strong history of partnering, VT implemented PAS 11000 to bring greater consistency and robustness to its partnering process and to foster resilient relationships with customers and suppliers. The management system approach has helped ensure successful delivery of the early part of the contract and provides a best practice framework for the project moving forwards.

## Benefits from implementation

To create an effective partnering culture and to ensure the highest probability of programme success, a defined plan and programme of activities was developed in conjunction with all stakeholders to gain trust between all participants and establish a way of working together to mutual benefit.

In order to maximise the potential value from the partnership, a number of compliance gap analyses and partnering workshops were held in order to create an environment where those involved could contribute new ideas or alternative approaches for consideration. VT also introduced 'relationship management measurement models' to identify performance behaviours and ensure continuous improvement throughout the team.

Regular meetings with VT Group's key supply chain partners (AirTanker Services and their customer, the MoD), continue to be held on a regular basis. This level of openness and transparency means that updates are heard by everybody at the same time, ensuring there is a consistent message across the working groups. Ongoing regular communication means that any deviations to the project can be identified in advance and impacts and interdependencies on the project can then be controlled and mitigated early without referring back to contractual agreements or incurring delays.

"The results to date have been excellent with demonstrable improvements in relationships," says Dave Mitchard, Managing Director for AirTanker Services. "There is clear evidence that issues are being resolved at the working level rather than becoming contractual, and there is a much clearer understanding of individual and organisational roles and responsibilities across all programme participants."

"There is no question that to manage programmes in this way requires a significant investment in time and energy and that senior management commitment is vital. However from our perspective the results have been excellent. I would most certainly do this again and would encourage other major programmes and businesses to adopt this approach, particularly those just starting out."

## BSI's role

"Our business is about doing," says Tony Narbey, Head of Alliances and Collaboration, VT Group. "We live our management system, rather than keep it documented in a folder on a shelf, so initially to adhere to a strict certification model was a challenge. The benefits of certification though are clearly evident and we have developed a good working relationship with BSI. PAS 11000 provides a single consistent independent definition and verification of best practice collaborative working and therefore a clear opportunity to establish the right sort of partnering behaviours and culture from the outset."

For further information about how a management system for collaborative working relations can benefit your business, call **0845 080 9000** or visit [www.bsigroup.co.uk/improve](http://www.bsigroup.co.uk/improve)

### BSI

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