iBASEt

EXCELERATE '22

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Genba Voices from the Shop Floor select iBASEt at GE Edison Works

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Today's Agenda

- Drivers for Change
- Researching the Landscape
- Defining the Need
- Selecting the Solution
- Structuring the Delivery

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0:02

Every 2 seconds an aircraft with GE engine technology* is taking off somewhere in the world

2,200+

of these aircraft are in-flight, carrying between 50 and 500 passengers

300,000+

people in the air right now depending on our engines

*Includes joint venture engines built by CFM and EA
CFM International is a 50/50 JV between GE and Safran Engines
EA is a 50/50 JV between GE and PW

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2/3

fighters in the U.S. fleet are powered by GE Aviation

2/3

helicopters in the US fleet are powered by GE

1/2

of the bombers in the Air Force fleet are powered by GE Aviation

3/4

gas turbine powered combat surface vessels within global Navy fleet

*Includes joint venture engines built by CFM
CFM International is a 50/50 JV between GE and Safran Engines

We were driven to change by our Market

Production demand is rapidly increasing

The authorization of $782 billion in defense funding on March 15, 2022, signals the start of significant production demands on our business.

Competition for talent is tight

14% of active engineering openings in the US are in A&D. To attract and upskill the best talent, we must equip them with the tools to be successful.

The DoD requires us to be faster & smarter

The DoD Software Modernization Strategy released on February 2, 2022, lays out expectations of mission partners, including in harnessing the Cloud.

Corporate Cyber Security is National Security

Our customer has renewed their risk focus, current events are driving more cyber attacks, and our supply chain is now being asked to do more than ever before.

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More importantly…

…we were driven to change by our Genba

“Go to Where the Work is Done”

In Japanese, Genba means “the actual place”

In business, Genba is where value is created

In manufacturing, the Genba is the shop floor

Meet Bryan – our first Genba who helped shape our requirements, selection, and solution

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Working with Gartner, we researched the landscape

- Better defined Manufacturing Operations Management (MOM)
- Learned about the top solutions and capabilities
- Connected with A&D industry peers
- Short-listed suitable options to consider
- **Listened to our Genba throughout the process**

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Working with Accenture, we articulated what the Genba needs

It's not What you Say – It's How you Say It

Key to successfully aligning our Genba's needs with our potential solution options was a willingness
to change how we present the needs

Accenture's perspectives and formats were easier to digest for RFP respondents, driving a more robust discussion
with fewer "gotchas" buried in paragraphs

Simplicity and clarity were key to our RFP. And to our Genba.

To break down our needs, **Archetypes were defined** at the cross-sections of Product Type and manufacturing Lifecycle Stage

These helped prioritize our MOM journey - through capability definition, business architecture, template definition, and deployment planning

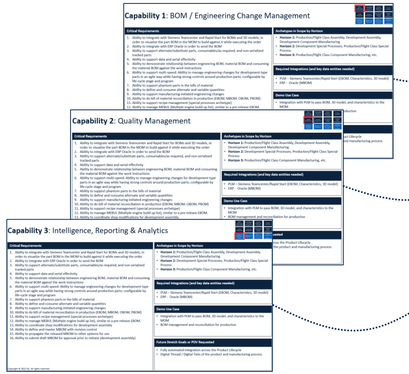
Type of Product	Lifecycle Phase: Development	Flight Class / Production	MRO / Spares
Special Processes	2	2	3
Component Manufacturing	1	2	3
System	3	3	3
Assembly	1	0	3
Test	3	3	3

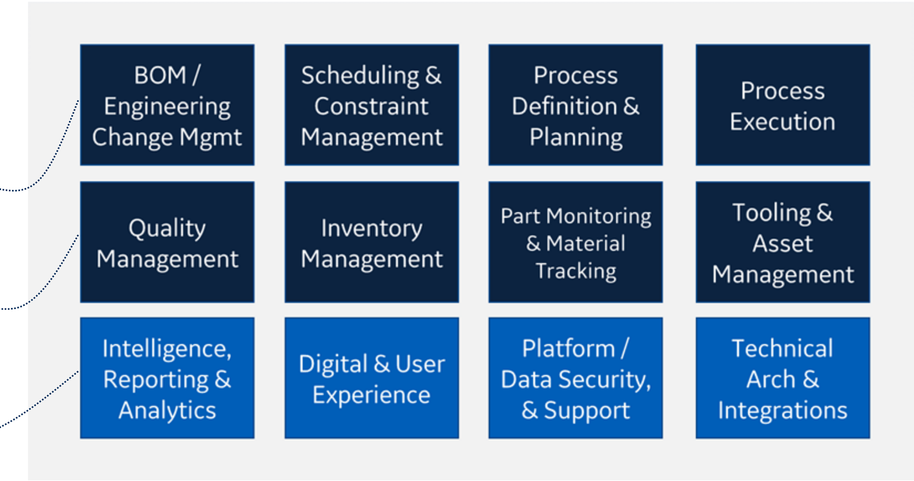
Key:
0 – Immediate
1 – Horizon 1
2 – Horizon 2
3 – Horizon 3

Simplicity and clarity were key to our RFP. And to our Genba.

The RFP was broken up into 12 distinct capabilities,
both functional and non-functional

From these, story boards outlined
critical functions and "stretch" goals
for a potential partner





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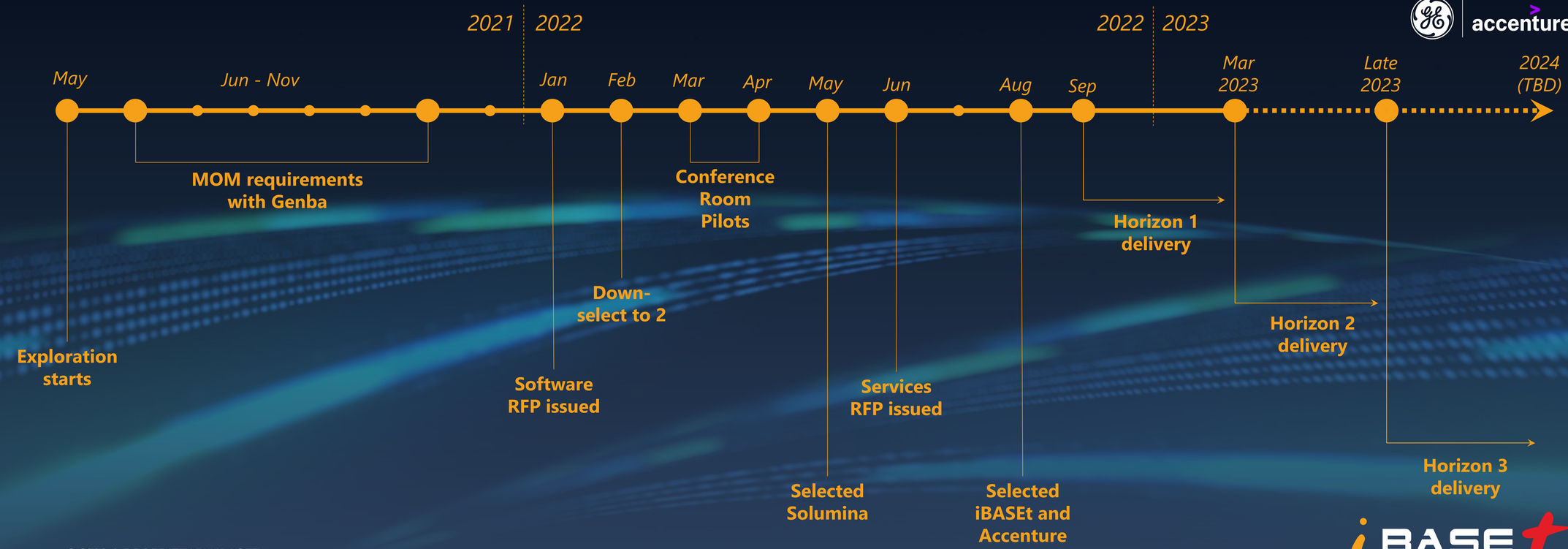

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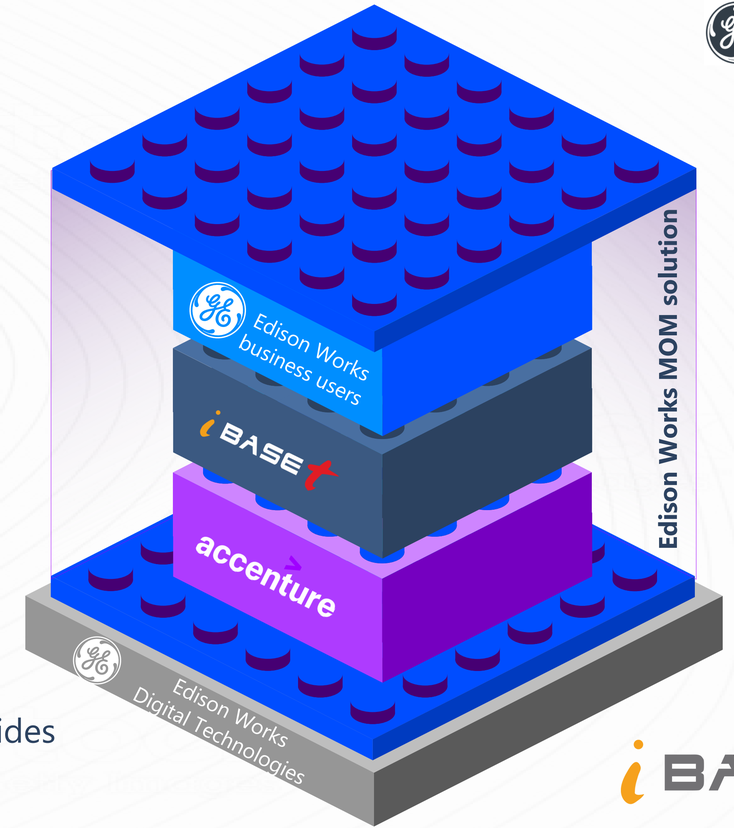
Our Solumina MOM implementation snaps together four major building blocks…

Process
Our Genba knows their process and requirements

Product
iBASEt brings industry best practice capabilities

People
Accenture enables change across the organization

Platform
EW Digital Technologies provides the technical foundation



...Strengthened by what each partner does best

Edison Works + iBASEt + accenture

- Navigation of market forces
- Classified product development
- Emphasis/knowledge of Lean

- A&D best practices, user stories
- Complex, discrete specialization
- Comprehensive product, OOtB

- Broad A&D process expertise
- Change enablement practices
- Systems integration architecture

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Key Takeaways

- Focus on your Genba. They have all the answers. Go listen.
- Be humble. Respect that you can't DIY all of it.
- The right formula combines user stories and change enablement.
- Solid product management wins over fancy customizations.
- The worst state of your process is the current state.

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THANK YOU

QUESTIONS?