



# SOLE France Letter



the International Society of Logistics – Europe – French District

## March 2002

Logistic Engineer Certification Policy  
Belfort : Service Support for Customer Benefits  
Lyon : RAMS and Supportability  
Thessaloniki: Follow-up  
Munich, October 6-9 2002  
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Support SOLE 2002

## Logistic Engineer Certification Policy: Ensure Out-sourced Services on the Life-cycle

### INTRODUCTION

The purpose of the paper is to show how a Logistic Engineer Certification policy is a major lever to promote the offer and ensure the quality of relative services all along the product life for both industrial and military customers. More, the international approach of the Certification policy should re-enforce the European impact of the policy.

### NEED STATEMENT

A total system approach, including the relative services, is more and more often required by customers for complex systems.

Logistics is a multi-functional technical management discipline (methods and tools) associated with all the phases (design, definition,...) of cost effective systems that achieve the user's readiness and effectiveness requirements. Future of Logistics will no longer be the simple obligation to provide some means and calculations, but the obligation to serve and support the performances of the systems on the life-cycle.

The capability to provide the service support is a major factor of the international industrial competition today. Companies must have at their disposal high level manpower trained for logistic disciplines in particular for space, nuclear industry, energy networks, oil industry (off-shore), aeronautics, telecommunications, air traffic control, transportation systems, production systems, just to name the most important markets.

An essential point is that providers and customers be able to speak the same language internationally all along the lives of the systems they are implied with. Therefore they have to share a common reference and understanding on the competencies required by the new skills. The Logistic Engineer Certification policy will bring to them this common standard.

### THE CONTEXT:

The context of the repositioning of Logistics on the support of the systems performance (readiness/effectiveness), is characterized by the following major elements:

- major military and civil programs are realized though international co-operations;

- the application of dual technologies is becoming widespread, facilitating the actors to exchange information increasingly;
- the work methods of project managers as well as of prime-contractors are converging into a common approach as much for the acquisition of knowledge (training) as for the development of skills (competencies).

### THE RESPONSE :

Customers are more and more multinational and they are more and more demanding: they want more than the simple deliveries of products. They want integrated and total systems solutions

Build and provide these solutions requires the involvement of various competencies we have to identify, calibrate, evaluate and validate to obtain and guarantee high level quality of service.

**Firstly**, major programs have several common characteristics that can be summarized as follows:

- complex systems that include multiple high-technologies,
- a growing number of business partners (co-contractors, sub-contractors,...) calling for a complex industrial organization which can evolve easily;
- the necessity to take greater risks in order to successfully deal with increasingly fierce competition.

A careful analysis of these factors and their integration during the design and definition of these systems requires special attention to take into account at this stage all the elements which would allow the conception of an appropriate total response.

For example, an airline company specifies the general availability of its fleet, and not just this or that type of maintenance. It is up to manufacturers to design and provide the support system that responds to the requirement.

Thus, to better define customer requirements and respond in an efficient manner, it is necessary that international co-operations be built upon compliant principles, techniques, knowledge, know-hows, all recognized between the actors (*skill architecture*). Thus entails a capability maturity model be built by the different actors and certification levels be defined to qualify the current application of the model.

**Secondly**, the implementation of dual technologies is a major advantage in the production of systems whose cost becomes a major competitive factor. Using dual technologies has two effects:

#### Groupe de travail ingénieur logisticien certifié

Les membres qui souhaitent participer au projet de Sole France pour la Certification professionnelle de l'ingénieur logisticien en Europe doivent prendre contact avec le président ([dir.france@soleurope.org](mailto:dir.france@soleurope.org)).

La langue de travail du groupe est le français mais les documents produits seront en anglais et en français..

Sylvain NOËL, président de Sole France

18<sup>th</sup> International Logistics Congress  
Munich October 6-9

ILC 2002  
18. International Logistikkongress  
München 6.-9. Oktober

XVIII<sup>e</sup> Congrès Logistique International  
Munich 6-9 octobre

- Motivation of buyers to adjust their needs along with the evolution of promising technologies
- Encouragement of manufacturers to augment the level of synergy in their approach to technical solutions responding both to military and civil sector needs

Here again, the cooperation between the Academic and Industrial communities plays an important role. It must permit the selection and teaching of subjects relevant to emerging dual technologies in such a way that favors an approach to services that is well adapted to different kinds of needs.

**And finally**, the work methods of prime-contractors and program managers must become standardized and integrated in order to promote better information flow between the various program participants. The examples are numerous looking not only at common databases but also data processing techniques and decision-making aids.

This new approach will need to be taught at two levels :

- New standards (civil and military) for the choice, quality and level of detail of data to take into account
- Methods of analysis, transfer, management, operations, and decision-making concerning the logistical information flow necessary for the provisioning of a coherent customer/supplier service support going from the first needs statement all the way through servicing of systems/goods in actual use.

The new approach implies knowledge and know-hows be constantly revised and up-dated. Again, a certification mechanism appears as a necessity.

Therefore, the context underline the diversity of all the actors who have to be implied in the implementation of international certification mechanisms in Europe :

- the program managers or the customers,
- the prime-contractors,
- the furnishers,
- the standardization bodies,
- the training organisms,

just to name a few.

### **CONTINUING EVOLUTION:**

The level of system complexity implies a permanent adaptation of business processes, and therefore that the skills of the industrial actors must be continuously updated and revalidated. A certification mechanisms will guarantee the continuing validation of competencies.

**Firstly**, the total performance approach has revolutionized the way systems are developed... in order to have shorter development cycles, and then to integrate the notion of service from the first expression of needs. This revolution is realized by the application of Concurrent Engineering.

Secondly, the methods and tools for upstream specification are enriched thanks to better information management made possible by IT.

And finally, the methods of integration, validation and qualification have evolved towards better coherence and more accurate risk analysis to reduce costs.

Collectively, the ensemble of these evolutions have been synthesized and defined by capability maturity models of which the most used at an international level are for equipment, software, system engineering, and, at the most developed level, the Integrated Model taking into account overall program

management. To a certain extent, certification mechanisms should be built with the same state-of-mind

Industrially speaking, with the aim of being consistent with capability maturity models, individual certification, based on standardized training and evaluation, allows regular validation of individual skills

### **CONCLUSION**

The implementation of certification mechanisms within the field of a customer-oriented service support requires the three following steps:

1. defining the capability maturity model within a steering committee where all the necessary experts should be represented
2. experimenting the model in different countries to stabilize the model;
3. correlating individual certification mechanisms to the reference to the other existing capability models (CMM) in order to evaluate and qualify collective competencies within a specific domain.

Such is the challenge we have to respond on the two next years within SOLE.

**Gilles DENIS.**

*Gilles Denis is a telecommunication engineer and a graduate of Ecole de l'Air. Presently he is a program director at THALES University and the general secretary of SOLE France*

### **Follow-up of the International Logistic Congress of Thessaloniki**

The 17<sup>th</sup> International Logistic Congress held in Thessaloniki on last October 19-20 was a triple success: Greek, international, technical.

#### **AN HELLENIC SUCCESS:**

Naturally, firstly based on the quality of the organization through the involvement of the officers of the four Greek chapters in Thessaloniki and Athens (a fifth chapter is being created in Corfu, the Nausicaa island).

Based also on the interest for the 'Logistic Science' demonstrated by the large Greek attendance, and very attentive to the tutorials preceding the congress, the plenaries and the technical sessions. An interesting proportion of Greek students from the specialized logistics courses were present: Greece is the only district that has student chapters (University of Macedonia and City Liberal Studies all from Thessaloniki).

More specific, the true involvement and support of the Greek government in developing and diffusing the logistic science.

The point clearly appeared when the European Union Commission representative precisely talked of the place of Thessaloniki and the land around within the communication and transport European schemes.

The involvement was directly demonstrated

- by the Greek ministry of Defense that honored the Congress of his presence and expressed his personal interest on the logistics of the Greek forces with a very modern inter-service approach;
- by the Minister of Agriculture, which the event was under the patronage of, considering very attentively the application of the logistic science on the organization of the agricultural product lines and on the land management (including the specific issue of the Greek islands).

**AN INTERNATIONAL SUCCESS:**

More than one hundred international delegates were attending.

Although Greek communications (or with a Greek participation) were, slightly, the majority, papers from international sources represented a diversity of countries and continents, including North America despite the circumstances. Practically all the European countries, in the largest understanding, were represented.

Note that some communications were multinational, which underlines, if needed, the universality of the logistic science.

**A TECHNICAL SUCCESS :**

The technical success comes firstly from the quality of the selected papers as it can be seen within the Congress proceedings.

The general performance comes from a pertinent balance (as in fact already predicted by the jingle of the congress: **Logistics form Alpha to Omega**) between various approaches with each its own points of views: models and mathematical tools development; economical approaches and behavioral studies; organization and optimization of the chain of operations (global supply chain management); time factor and life-cycle within the company strategies (systemic approach); weight of technology and methodology within co-operations (Internetworking and IT).

Postcard from Thessaloniki



**Famous Autochrome Lumière of Thessaloniki viewed from the sea (or the pier) in 1913, by Auguste Leon. The White Tower is in the background**

*In the north-east of Chalkidike, Thessaloniki, from the name of the sister of Alexander the Great, is at the opening of the great way to Central Europe through the Vardar, the Bulgarian Morava and the Danube rivers.*

*The political importance of Thessaloniki from Antiquity to nowadays comes from this strategic position.*

*Thus, the town was very logically the basis for the Allied operations within the Balkan theater during the war of 1914-1918*

*After the great fire of August 1917, parts of the town destroyed or touched were re-built with the participation of the architect (and photographer) Ernest Hébrard.*

*Today more than ever, Thessaloniki is an active harbor between Europe and Asia, recognized within the European Union schemes, and a great academic town : a City of culture and commerce, a window onto Universality.*

**TWO COMMUNICATIONS:****Thierry Sauvage.**

The researches of Thierry Sauvage, teaching at CRET-LOG (Aix-Marseille 2 University), are principally focused on the outsourcing of logistic activities and on the modeling of relational inertia and logistic performances. The theme of his presentation at Thessaloniki was on the power practicing within business relationship.

The thesis is that the management of economic dependence factors, in particular in the case of a logistic provider, is an element of competitiveness when logistic is outsourced.

After a bibliographic review on the concepts of power and economic dependence, significant variables were identified and concepts statistically tested on a sample of 99 logistic providers.

Research results establish that the partners of an out-sourced logistic process manage the economic dependence relationship either as co-operation or as a conflict.

The sharing of logistic services through third party logistic providers is a factor of improvement of the social total performance of Logistics and a significant step towards the relational and rational use of Information Technology.

**Danielle Boudier-Pailler**

The Nantes-Atlantique Center of Research on Logistic (CRGNA-CERL, University of Nantes) is working on the modeling of logistic organizations and strategies, whatever the branch of business of the companies might be. Two major and original characteristics: a) the feed-back on the factual and human reality b) the integration of the time factor within the process analysis and engineering.

The point of view of Danielle Boudier-Pailler is the company policy. Working at the operative level, she studies the place and role of the supply chain management in the application of strategies that include the time factor. The purchase policy is impacted by the choice of the most dynamic solutions for the supply chain implementation, depending on the possible production techniques, to get the optimal responsiveness.

Chantiers de l'Atlantique French shipyard is one of the practical cases that support the study (the other one being textile industry). The choice is not only a proximity choice [*the shipyard is at Saint-Nazaire, near-by Nantes*]. The company is known for the importance of logistics within the internal policy as a key of its current success, based on this major factor of productivity in the competitive markets, from methane-gas-transport to cruisers and liners; and for the remarkable work done to implement systematically an optimized but classical logistic model of the building of complex ships. Two communications were already given at the Versailles congress on that specific topic. And the newspaper Les Echos has just recently put on again the themes within special pages on Logistics (March 4 issue) as it is true the question is crucial for the effectiveness of the company organization, finally implying all functions and all levels.

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## SPONSORING

**the 18<sup>th</sup> Industrial Conference at Belfort:  
Service Support to Customer Benefits  
March 21 et 22, 2002 Sevenans**

The organization of the Annual Industrial Conference in Belfort is voluntarily ensured by the board of the students of the Technological University of Belfort-Montbéliard. The event usually receives about four hundred industrials and presents about twenty exhibition stands.

The 18<sup>th</sup> issue, that will be held on next March 21 and 22, 2002, will be focused on Logistics, with the jingle: **Service Support for Customer Benefits**. Sign of the times!

During these two days, from 8:30 to 18:30 (welcome from 8:00), the conferences will present Logistics under the points of views both of the industrial manager (from the furnisher to the customer) and of the product manager (from design to disposal through the end-user).

The schedule will alternate perspective presentations and case stories illustrating the best current state-of-the-art

The detailed program and all the information are on the specific congress website:

<http://lecongres.free.fr/index2.php3>

To receive a personalized invitation, contact the SOLE France Office ([france@soleurope.org](mailto:france@soleurope.org)) some days before

## SOLE FRANCE IS PRESENT

**ESREL 2002 et λμ13  
19 et 20 mars, Lyon**

Within the frame of their annual meeting λμ13, our Colleagues of ISDF, the French Safety and Reliability Association host this year the 13<sup>th</sup> European Conference on System Dependability and Safety, ESREL 2002, sponsored by ESRA, the European Safety and Reliability Association.

Reliability and Safety characteristics are some of the basic elements of the analysis of the supportability and of the design of the support systems in response of the mission need statement.

Our colleague Jean Lafont, a member of the board of SOLE France, will animate a workshop on the integration of the support systems design within the development process : benefits for user and providers, advantages and limits. A real case-story will be presented with numerical evaluation of benefits. (Wednesday 20, 18:00)

***the International Society of Logistics in the US*  
SOLE 2002  
37<sup>th</sup> International Logistic Symposium  
Phoenix, August 11-15, 2002**

The annual Symposium of SOLE International in the United States will be held this year at Phoenix, AZ from August 11 to August 15, 2002 on the federating theme: **21<sup>st</sup> Century Logistics: the Global Bridge**.

Thanks to SOLE France members [*and others*] to give to SOLE International HQ, the names of their representatives and correspondents who should be interested in supporting the event or participating to the exhibition. Representatives and correspondents can contact with René Smith, vice-president

Administration, [smithrene@home.com](mailto:smithrene@home.com) ou [solehq@sole.org](mailto:solehq@sole.org) directly.

**the 18<sup>th</sup> International Logistics Congress  
Munich October 6-9, 2002**

The 18<sup>th</sup> International Logistics Congress will be organized in Munich from October 6 to October 9, 2002 with the jingle: **Outsourcing Life-cycle Support, Sharing the Risks, Sharing the Opportunities**.

The congress will present the state-of -the-art from the points of views of academics, operators and industrial; it will underline the impact of Logistics under all its aspects on the society, as a common factor of the worldwide economic progress shared by all industrial actors through the sharing of services and the re-enforcement of core-business.

Pre-announcement (and **call for papers**) can be consulted on [www.soleurope.org/munich-flyer.htm](http://www.soleurope.org/munich-flyer.htm) or downloaded on [www.sole-muc.de/ILC2002.pdf](http://www.sole-muc.de/ILC2002.pdf).

To follow the organization of the Congress as information is available on the Internet, you can use the permanent link [www.soleurope.org/ilc2002.htm](http://www.soleurope.org/ilc2002.htm).

Tutorials will be on October 6 afternoon and October 9 morning. The conference itself and the relative exhibition will be on October 7 and 8.

To exhibit, please contact the Congress secretary, Mrs. Jelke Jaskiola, [sole@i-plan.de](mailto:sole@i-plan.de).

**News from Luxembourg, Athens and Ankara**

Having served SOLEUROPE for long years, **Klaus Broecker** resigned his function of Executive Director; remaining a member of the Luxembourg district. Aside his wife, his third career will be devoted to the betterment of the canine species. SOLE France joins its thanks for the work done to those from all other members of SOLEUROPE and expresses a special gratitude for the involvement within the preparation of the Versailles Congress.

The executive (or operational) office of SOLEUROPE (still governed by the Luxembourg law) is now in Athens, near-by president John Soukiouroglou.

The transfer is effective since some weeks

The partial time secretariat is held by Anna-Maria Hadjicharalampous (επίτα - ἱάμβά ×άόαεç-ἀñάεÜñδῖοδ) within the office hosting the Greek district of SOLEUROPE :

c/o Unicon 14, Democracy avenue, 15121 Pefki, Athens,

Phone: + 30 1 61 20 679, Fax: + 30 1 80 52 874

The new organization will re-enforce SOLEUROPE cohesiveness and enlarge the participation of the districts in the administration.

The new Turkish district and the Ankara chapter (already about 30 members) have just been created by our colleague Adem "ahin Çetin. The decision was taken during the workshop given by our colleague John Langford (GWAC Chapter) **Basics of Logistics Engineering**, which the program of can be found on [www.soleurope.org/workshop-ankara.htm](http://www.soleurope.org/workshop-ankara.htm)

SOLE France welcomes our new colleagues from Ankara within the International Society of Logistics-Europe.

*That is the tentative translation in English by SOLE France of 'la Lettre de Sole France', issued in French. Original:*  
[www.soleurope.org/servicesupport/pages/2002-03-LSF.pdf](http://www.soleurope.org/servicesupport/pages/2002-03-LSF.pdf)