

Case Study - Mobilising an In-Service Support Contract (Defence)

The mobilisation of an In-Service Support (ISS) contract within a Defence environment is far more than a contractual transition. It represents the establishment of an integrated sustainment capability that must align people, processes, systems, governance, and commercial arrangements around a common objective: maintaining operational readiness and capability throughout the asset lifecycle. When supporting the mobilisation of the sustainment arrangements for the Royal Australian Navy's Hobart-class destroyers, Structured Change recognised that technical excellence alone would not guarantee success. Sustainable outcomes required a coordinated approach that connected strategic intent, operational delivery, and long-term asset stewardship.



A key challenge during the mobilisation was helping stakeholders shift their perspective from the traditional "management of assets" mindset towards a broader and more strategic Asset Management approach. While maintenance execution, engineering support, logistics, and contractual performance remained important, the real objective was to optimise value, manage risk, and sustain capability over the entire lifecycle of the fleet. Drawing on the principles of ISO 55001 Asset Management and ISO 44001 Collaborative Business Relationship Management, Structured Change facilitated alignment between Defence stakeholders, industry partners, and the Capability Acquisition and Sustainment Group (CASG), creating a shared understanding of how individual activities contributed to overall capability outcomes.

Central to the success of the program was the development of an enterprise-wide view of sustainment. Structured Change mapped the relationships between desired outcomes, strategic and operational risks, critical assets, support systems, and contractual deliverables. This enterprise mapping approach provided stakeholders with a clear line of sight from Defence capability objectives through to day-to-day sustainment activities, creating a practical roadmap for mobilisation and implementation. The result was a more collaborative, risk-informed, and capability-focused support environment that positioned the program for long-term success and continuous improvement.

The Strategic Challenge

Mobilising a New Sustainment Environment

The Royal Australian Navy required a successful transition into a new In-Service Support (ISS) environment for the Hobart-class destroyers one of Australia's most capable and strategically significant naval assets. The challenge extended well beyond the mechanics of contract mobilisation. It demanded coherent alignment across a complex, multi-party sustainment ecosystem operating under real operational pressures and high capability expectations.

Success required coordination and commitment across a broad range of stakeholders, each with distinct mandates, priorities, and risk tolerances. Navy stakeholders, the Capability Acquisition and Sustainment Group (CASG), industry partners, engineering authorities, supply chain providers, and operational and maintenance teams all needed to operate as a unified enterprise rather than as isolated functional entities.

Management of Assets

The instinctive focus of many stakeholders centred on transactional activity management:

- Maintenance activities and work orders
- Defect resolution and repair
- Spare parts provisioning
- Engineering services delivery

Asset Management > The Required Shift

Mobilisation success demanded a fundamentally different orientation one focused on enduring value and capability:

- Value realisation across the asset lifecycle
- Risk-informed lifecycle decision making
- Capability outcomes and fleet readiness
- Long-term sustainment effectiveness

i The critical insight: the gap between **managing maintenance activities** and **managing the capability delivered by assets** was the defining challenge of the mobilisation.

Structured Change Approach

Building the Foundations for Success

Structured Change was engaged to support the mobilisation through an integrated methodology that combined Asset Management, Collaborative Relationship Management, and Organisational Change Management. Rather than treating these as separate workstreams, the approach recognised their interdependence each framework reinforcing the others to create a coherent mobilisation foundation.

The methodology was deliberately designed to go beyond compliance and process. It focused on shifting the culture, governance, and decision-making architecture of the sustainment enterprise ensuring that people, not just systems, were equipped and motivated to deliver capability outcomes over the long term.

ISO 55001 Asset Management

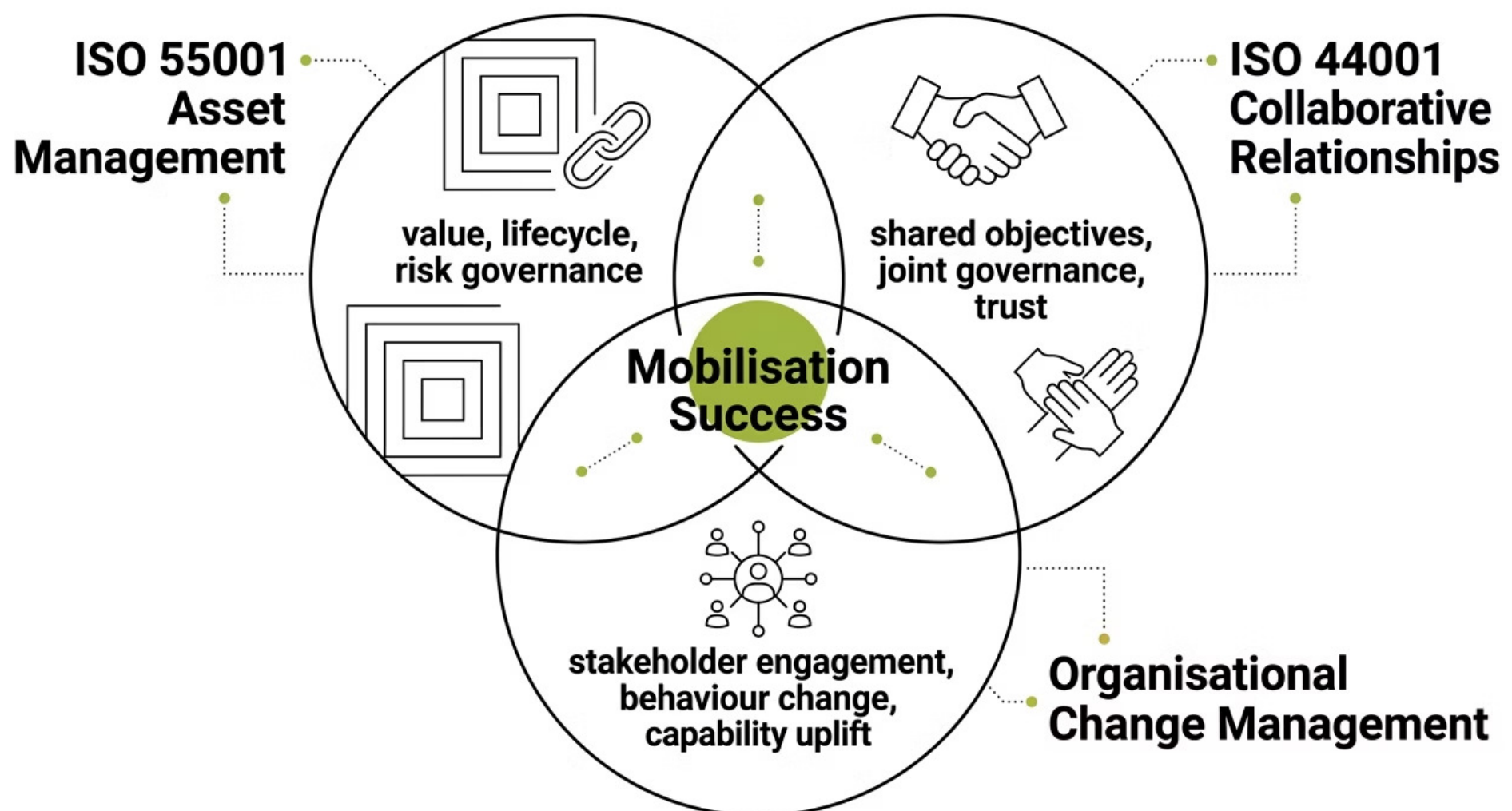
- Value creation framework
- Lifecycle management principles
- Risk-based decision making
- Governance and strategic alignment
- Performance measurement

ISO 44001 Collaborative Relationships

- Shared objectives and vision
- Collaborative governance structures
- Joint decision-making processes
- Mutual success measures
- Relationship maturity development

Organisational Change Management

- Stakeholder engagement strategy
- Role clarity and accountability
- Behaviour change programs
- Capability uplift initiatives
- Adoption and sustainability planning

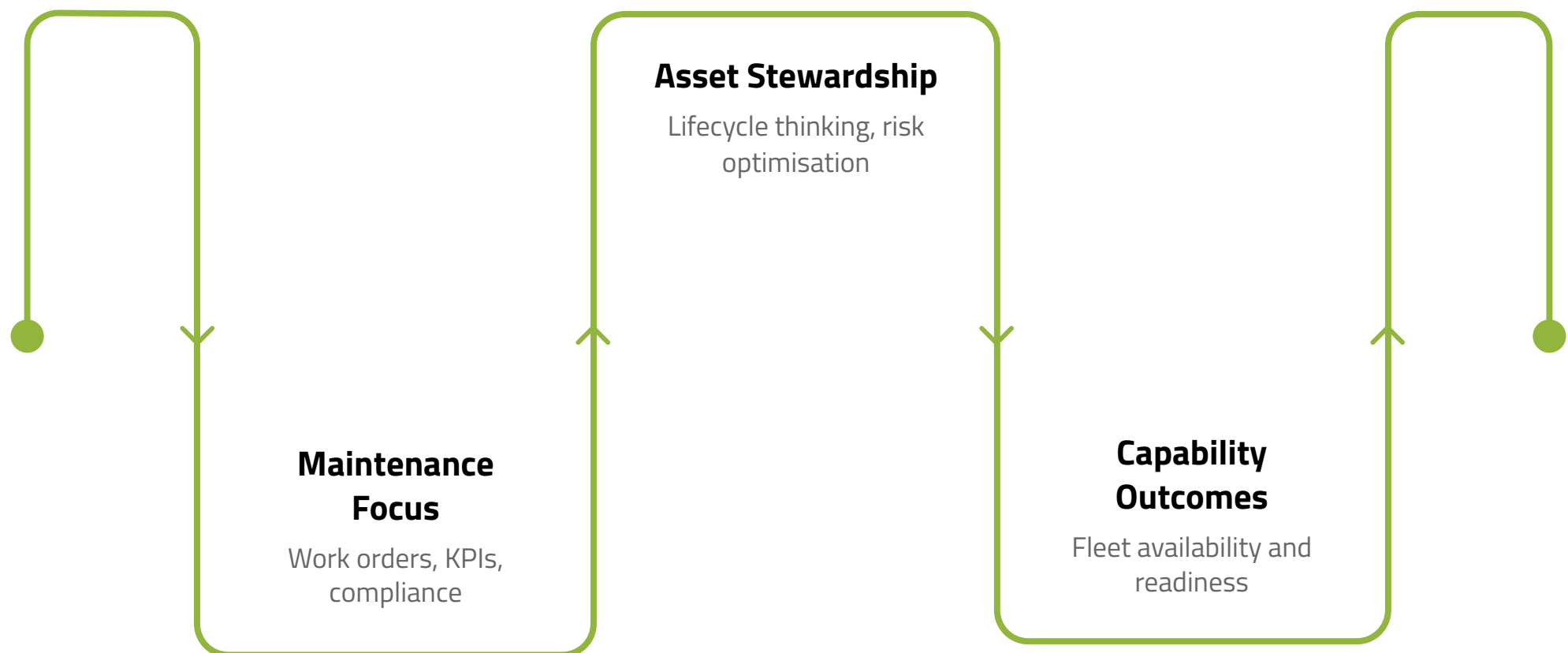


From Contract Mobilisation to Capability Mobilisation

Changing the Conversation

One of the most strategically important mobilisation activities undertaken by Structured Change involved reframing the fundamental conversation across the sustainment enterprise. In complex defence programmes, the instinctive tendency is to define success in terms of contract deliverables work orders completed, KPIs met, compliance obligations satisfied. While these remain necessary, they are insufficient as a basis for capability-focused sustainment.

Structured Change facilitated targeted workshops and leadership engagement sessions that helped stakeholders at all levels understand and internalise the critical distinction between managing maintenance activities and managing the capability delivered by the assets. This required both conceptual reorientation and practical tools to make the shift tangible and actionable.



This reframing became a critical enabler of mobilisation success transforming the conversation from transactional contract management into strategic asset stewardship aligned with Defence's operational imperatives.

Traditional Focus

- Contract deliverables and work orders
- Maintenance execution and compliance
- KPI reporting and obligations
- Functional performance metrics

New Focus > Capability Outcomes

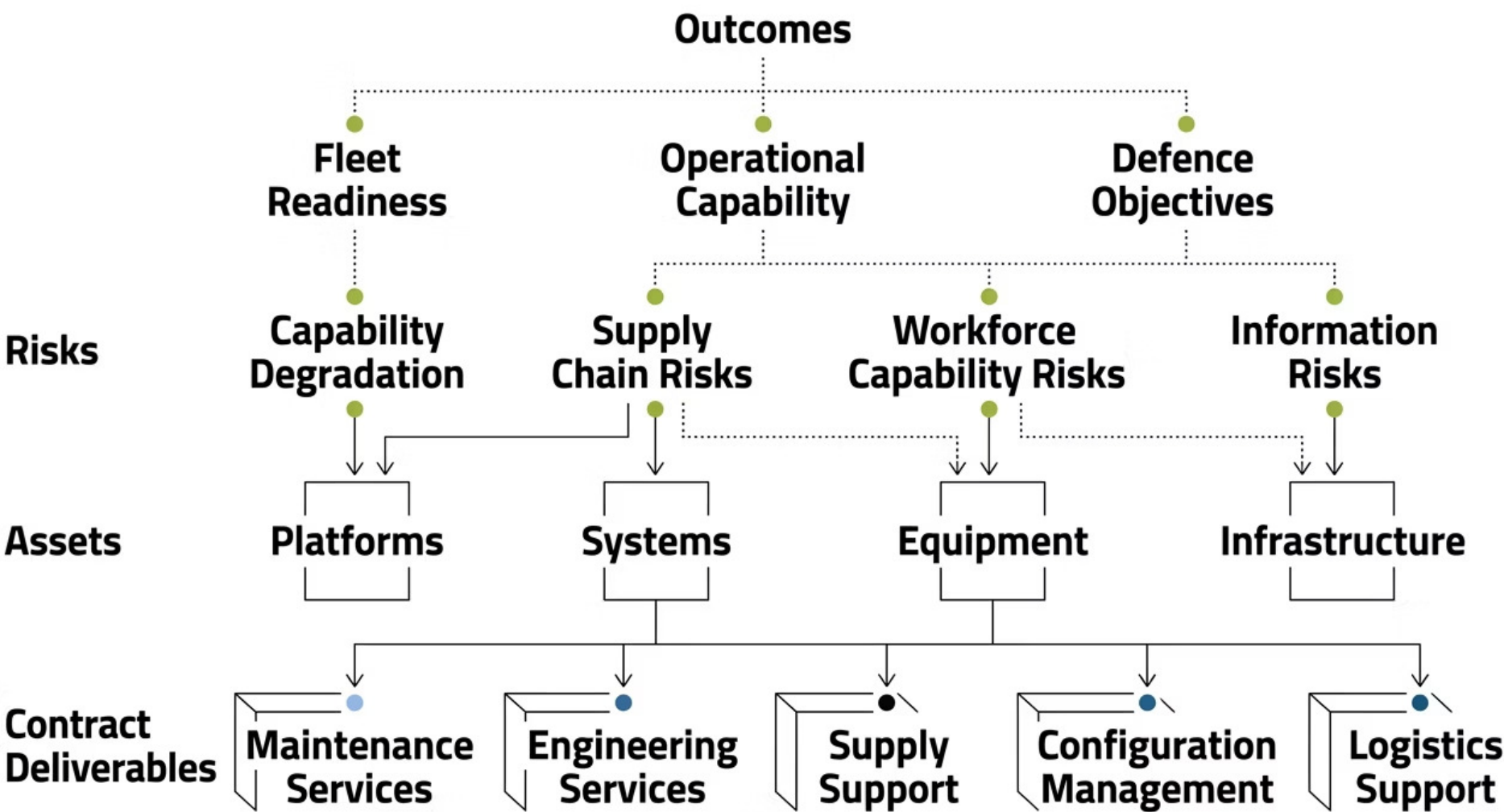
- Fleet availability and operational readiness
- Whole-of-life value realisation
- Risk optimisation across the lifecycle
- Strategic asset stewardship

Enterprise Mapping the Sustainment Environment

Creating a Single Source of Truth

A major component of the mobilisation programme was the development of enterprise-level mapping a structured methodology for making the relationships between strategic outcomes, operational risks, physical assets, and contract deliverables visible, shared, and actionable. Prior to this work, these linkages existed informally at best, creating gaps in accountability, planning coherence, and decision-making quality.

Structured Change worked collaboratively with stakeholders across Navy, CASG, and industry to establish and validate these relationships. The process itself was as valuable as the artefact it produced bringing diverse stakeholders into a shared analytical framework and building a common language for sustainment decision making.



The resulting enterprise model created a shared understanding of how individual activities contributed to strategic outcomes providing the sustainment enterprise with a single source of truth that could inform governance, planning, risk management, and performance reporting. This was not merely a documentation exercise; it became the analytical backbone of the mobilisation effort.

Leveraging CASG and Integrated Logistics Support

Aligning Sustainment Across Defence

The mobilisation recognised from the outset that success could not be achieved within the boundaries of the support contract alone. It required close integration with the Capability Acquisition and Sustainment Group (CASG) and alignment with the established principles of Integrated Logistics Support (ILS) the framework through which Defence ensures that sustainment activities are systematically connected to capability delivery.

Structured Change assisted stakeholders in mapping sustainment activities against the ILS framework, identifying gaps, overlaps, and opportunities for greater coherence. This was not a compliance exercise but a capability-building one helping sustainment teams understand how their work contributed to a larger system of support designed to keep the Hobart-class destroyers mission-ready across their operational life.



Reliability & Maintainability

Embedding reliability-centred maintenance principles to optimise availability and reduce unplanned downtime.



Configuration Management

Ensuring accurate configuration baselines and change control to maintain technical data integrity across the fleet.



Supply Support

Aligning spare parts provisioning, inventory management, and supply chain performance to operational demand.



Technical Data Management

Establishing governance over technical publications, drawings, and engineering data to support informed decision making.



Training & Competency

Connecting workforce development programs to ILS requirements and operational capability expectations.



Obsolescence Management

Proactively identifying and managing obsolescence risks to protect long-term capability and reduce lifecycle costs.

- ✓ Rather than operating as isolated contract functions, sustainment activities became integrated contributors to capability delivery aligned with Defence's ILS framework and CASG's governance requirements.

Governance and Collaborative Relationships

Applying ISO 44001 Principles

Mobilisation success depended on more than well-designed processes and robust systems. It required the establishment of effective, trust-based relationships across the sustainment enterprise between Navy, CASG, and industry partners who each brought different organisational cultures, incentive structures, and risk appetites to the programme.

Structured Change drew on the ISO 44001 Collaborative Business Relationship Management standard to design and implement governance structures that went beyond contractual compliance. The goal was to create a collaboration model capable of sustaining high performance across the lifecycle of the contract including through the inevitable periods of operational pressure, technical challenge, and strategic change.

Joint Governance Structures

Structured governance forums were established at executive, operational, and technical levels providing clear escalation pathways, decision-making accountability, and strategic visibility across the sustainment enterprise.

- Executive governance forums
- Operational governance forums
- Technical governance forums

Collaborative Behaviours

Beyond structural governance, the model embedded specific collaborative behaviours creating a cultural foundation for partnership rather than transactional contract management.

- Shared accountability frameworks
- Joint risk identification and management
- Transparency and open communication
- Trust-building and long-term partnership

Shared Success Measures

Aligning success metrics across all parties ensured that performance management reinforced collaboration rather than creating adversarial dynamics between contract parties.

- Fleet availability and reliability
- Sustainment performance outcomes
- Relationship effectiveness indicators

The result was a mobilisation model built on collaboration rather than transactional contract management one in which Navy, CASG, and industry partners were genuinely invested in each other's success.

Change Management as the Critical Success Factor

Enabling People to Think Differently

Mobilisation required significant and deliberate behavioural change. The technical frameworks, governance structures, and enterprise models developed during mobilisation could only deliver value if the people responsible for using them genuinely understood, accepted, and adopted the new ways of working. In complex defence sustainment environments, this is rarely guaranteed and it can rarely be mandated.

Structured Change implemented a targeted change management programme designed to support stakeholders at all levels of the sustainment enterprise in transitioning from existing mindsets to the future-state behaviours required for sustained capability delivery. This required sensitivity to organisational context, credibility with technical and operational audiences, and a practical focus on adoption rather than awareness.

Existing Mindsets to Transition From

- Contract management and compliance focus
- Maintenance delivery as primary objective
- Functional optimisation within silos
- Reactive, transactional decision making

Future-State Mindsets to Develop

- Asset stewardship and lifecycle thinking
- Capability outcomes as the primary lens
- Enterprise-level, value-driven decisions
- Collaborative, proactive problem solving

Change initiatives were implemented across six key dimensions: leadership engagement to build executive sponsorship and visible commitment; stakeholder analysis to identify influence, readiness, and resistance; communication planning to ensure consistent and credible messaging; capability development through targeted education and coaching; governance coaching to embed new behaviours within forums and decision structures; and change impact assessment to monitor adoption and address emerging barriers in real time.

Outcomes Achieved

Mobilisation Results

The mobilisation programme delivered a strong and durable foundation for long-term sustainment success. Outcomes were realised across technical, governance, relational, and capability dimensions reflecting the integrated nature of the methodology and the commitment of stakeholders across Navy, CASG, and industry to the shared goals of the programme.



Shared Understanding

Common understanding of Asset Management principles established across all key stakeholder groups.



Enterprise Alignment

Clear alignment between outcomes, risks, assets, and contract deliverables visible and agreed across the enterprise.



Stronger Collaboration

Improved collaboration and trust between Navy, CASG, and industry partners built on ISO 44001 principles.



Improved Governance

Effective joint governance structures and decision-making frameworks established and operational.



Lifecycle Risk Visibility

Greater visibility of lifecycle risks enabling proactive, risk-informed sustainment planning and resourcing.



Continuous Improvement Roadmap

A structured roadmap supporting ongoing capability growth and contract performance improvement over the lifecycle.



Result: The mobilisation established an enhanced sustainment planning capability and increased organisational readiness for ongoing contract delivery with a clear trajectory for continuous improvement and capability growth.

Key Lessons for Defence Sustainment

Asset Management Enables Capability

This mobilisation demonstrated clearly that successful defence sustainment is not achieved through maintenance activities alone. The Hobart-class destroyer programme illustrated how a structured, integrated approach combining ISO 55001 Asset Management, ISO 44001 Collaborative Relationship Management, and effective Organisational Change Management could transform a complex contract mobilisation into a genuine capability-building exercise.



Integrated Logistics Support

Connecting sustainment activities into a coherent, capability-aligned system ensures that every function from supply chain to engineering contributes purposefully to operational readiness.



Organisational Change Management

Technology and process alone cannot deliver transformation. Helping people adopt new ways of thinking and working is the critical success factor that determines whether frameworks become operational reality.



Collaborative Relationships

Creating trust-based partnerships across Defence and industry governed by ISO 44001 principles builds the resilience and shared accountability required for long-term sustainment performance.



Strategic Asset Management

Aligning every sustainment decision with capability outcomes rather than contract deliverables is the defining characteristic of a mature, value-focused sustainment enterprise.

By combining the principles of ISO 55001 Asset Management, ISO 44001 Collaborative Relationship Management, and effective Organisational Change Management, Structured Change helped establish the foundations for a sustainable, capability-focused support environment for one of Australia's most important naval assets.

Structured Change Pty Ltd

Turning Asset Management into Organisational Capability

Structured Change helps defence, government and asset-intensive organisations turn strategy into capability through Asset Management, Organisational Change Management, and Integrated Management Systems. Our approach is evidence-based, standards-aligned, and outcomes-focused designed to deliver enduring value across the full asset lifecycle.

Value

Connecting every decision to capability outcomes and whole-of-life value realisation.

Influence

Driving the cultural and behavioural change that transforms strategy into sustained performance.

Assurance

Providing governance, standards alignment, and risk-informed frameworks that build confidence and accountability.

Value. Influence. Assurance.