

AVIATION WEEK

Program Excellence Awards 2022

November 2, 2022

The Watergate Hotel • Washington, DC

Nomination Form

INTELLECTUAL PROPERTY

(This section must be signed)

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Thank you for participating,



Gregory Hamilton
President
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Acknowledged, agreed, and submitted by



Nominee's Signature

May 16, 2022
Date

Nominee's Name (please print): Oscar De La Barcena

Title (please print): Director – PrSM Program Execution

Company (please print): Lockheed Martin Missiles and Fire Control

NOMINATION FORM

Name of Program: Precision Strike Missile (PrSM) Program

Name of Program Leader: Oscar De La Barcena

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Postal Address: P.O. Box 65003, Dallas, TX 75265 M/S: MC-100

☒ Customer Approved

- Date: April 15, 2022
- Customer Contact (name/title/organization/phone): Craig Berquist, Product Director STORM Project Office/(256)763-1611

☐ Supplier Approved (if named in this nomination form)

- Date: _____
- Supplier Contact (name/title/organization/phone): _____

PLEASE REFER TO PROGRAM EXCELLENCE DIRECTIONS
AS YOU COMPLETE THIS FORM.

EXECUTIVE SUMMARY: Make the Case for Excellence (Value: 10 pts)

What is the vision for this program/project? What unique characteristics and properties qualify this program for consideration?

(12 pt. Times New Roman) LIMIT YOUR NARRATIVE TO THIS PAGE.

As the next-generation Long-Range Precision Fires munition, the Precision Strike Missile (PrSM) is critical to the warfighter's success on today's and tomorrow's battlefield.

The U.S. Army identified the need to establish a long-range Precision Strike Missile (PrSM) to be designed, tested, and fielded by 2023 as a top national security priority. PrSM is a part of the U.S. Army's top modernization priorities, Long Range Precision Fires (LRPF), and will be a crucial component for our warfighters to maintain an advantage on the future battlefield. Lockheed Martin is working alongside the U.S. Army to optimize this next-generation system for the future. Accepting the challenge for a highly accelerated development effort, Lockheed Martin led an industry team, leveraging the Other Transactional Authority (OTA) process and using digital transformation technology to quickly develop and produce a new, long-range precision fires capability with a state-of-the-art surface-to-surface missile. Overcoming several technical challenges associated with going further and flying faster in a form-factor half the size of existing munitions, the team leveraged advanced simulation tools, design expertise and teamwork to achieve all program milestones. The team executed various flawless flight tests – with a record-setting [499km+ shot](#) – and is poised to deliver early operational assets in 2023. “The PrSM program is on track to deliver the first 26 missiles to combat units in 2023 as planned, a key element of [the Army's overhaul of its long-neglected artillery](#),” said General John Murray.

Leveraging 40 years of Field Artillery Missile Domain knowledge and the success of the design and demonstration in the initial phase, the PrSM development team focused on performance excellence, implemented digital transformation tools and processes, and promoted a collaborative customer relationship in the Enhanced Technical Maturation and Risk Reduction (E-TMRR) phase of the program to achieve all major program milestones in 2021. These milestones included a record-breaking 400km flight test within 17 months of contract award, a follow-on record-setting 499km+ flight test at Vandenberg Space Force Base (VSBF), a successful flight test as part of the Army's Project Convergence 2021 exercise and conduct of a system Critical Design Review (CDR).

To meet PrSM's aggressive schedule, the team used Digital Transformation (DX) to increase speed, agility, and efficiency. Implementing digital tools including augmented reality, advanced modeling and simulation, machine learning/data analytics, and software factory to streamline efforts has enabled PrSM's development program to advance quickly and effectively. In addition, these technologies optimized and validated our designs while maturing our rapid prototyping approach. The innovative approach eliminated typically time-intensive processes and delivered valuable tools to help build a collaborative environment to stimulate effective work-from-home teamwork to overcome COVID-19 impacts.

PrSM is critical to the warfighter's success on today's and tomorrow's battlefield. As the next-generation LRPF munition, it will provide the Army with a deep attack missile capable of destroying, neutralizing, and suppressing a wide variety of targets. Its rapid development responded to the customer's accelerated timeline and is indicative of the critical need for its capability.

The development speed and complete success of the program, along with readiness for fielding to support critical missions by next year make the PrSM program worthy of consideration for this award.

Do not exceed 10 pages in responding to the following four descriptions; allocate these 10 pages as you deem appropriate, but it is important that you respond to all four sections. DO NOT REMOVE THE GUIDANCE PROVIDED FOR EACH SECTION.

VALUE CREATION (Value: 15 pts)

Please respond to the following prompt:

- Clearly define the value of this program/project for the corporation
- Clearly define the value of this program/project to your customer
- Clearly define the value of this program/project to members of your team
- Clearly define the contribution of this program/project to the greater good (society, security, etc.)

(12 pt. Times Roman)

The PrSM program consistently exemplifies significant value to Lockheed Martin, our customers, and our team, while contributing to the security of the U.S. and allied nations by providing unmatched precision firepower in contested environments.

Value to the Corporation: The PrSM Program not only provided a new franchise program for the corporation, but it also served as a pilot program for Digital Transformation initiatives. Because of its blank sheet design nature, PrSM afforded the company an invaluable opportunity for the next generation of missile engineers to gain tremendous experience in all aspects of system design, integration and test.

Lockheed Martin selected PrSM as its pilot program to roll out Digital Transformation initiatives to meet customer needs, shorten the development cycle, and field needed capabilities on compressed timelines. Under Digital Transformation, the team created the *Model Based Enterprise*, where the team develops the product model from requirements with connectivity to designs and simulations, then consumes this single-source-of-truth model in production and sustainment. Under advanced modeling and simulation, LM is developing capabilities to enhance performance prediction. The Digital Transformation implementation approach focused on the deployment of model-based tools and processes on PrSM during program execution to help refine the Lockheed Martin approach and create quick-start adaptation kits, or “playbooks” to guide other programs in the subsequent company-wide roll-out of transformation initiatives.

The engineering challenges associated with precision guidance, maneuverability, survivability, compactness, and hypersonic thermal management features of PrSM pushed the envelope of engineering know-how and the expertise gained by the engineering staff will serve as a platform for many successful future programs. Additionally, PrSM’s state-of-the-art modular architecture delivers an ideal platform for new transformational technologies such as advanced sensors for continued capability enhancement to stay ahead of evolving threats.

Value to the Customer: PrSM is a part of the U.S. Army’s top modernization priority, Long Range Precision Fires (LRPF), and will be a crucial component for our warfighters to maintain an advantage on the future battlefield. Because of the significance of the PrSM program, the Army Futures Command Cross-Functional Team (CFT) is directly partnered with PEO Missiles and Space via the Strategic and Operational Rockets and Missiles (STORM) Project Office. Lockheed Martin has been working alongside the user-representative and acquisition branches to ensure we fully understand the operational requirements and provide a product that offers maximum capability and flexibility to evolve with emerging threats.

Thanks to numerous successes, the PrSM program has become a poster child of Acquisition strategy success by leveraging the OTA process to expedite system development timelines via competition and fast technology maturation and demonstrations.

Value to the Team: The PrSM Program not only provides decades of steady employment for team members across Engineering, Procurement, and Manufacturing functions, it affords the opportunity to be part of a highly accelerated and technically challenging program and gain valuable experience in taking a product from blank sheet design to production. As part of Lockheed Martin's digital transformation pilot program, team members were the first to implement many of the tools and processes associated with model-based design and manufacturing and have become highly sought company experts enabling career advancement. Additionally, the team consistently expresses a sense of patriotism knowing they are contributing to providing a much-needed capability to the U.S. Army and are honored to have the opportunity. Finally, every single team member is proud of their contributions and of the product being delivered to our customers, knowing that the program advanced at a fast pace and will be in the field soon and for a very long time providing the technological edge needed by the user.

Value to Security: The PrSM Program provides a state-of-the-art field artillery surface-to-surface missile with almost twice the range and twice the load out for increased firepower. The missile is designed to operate in a highly contested environment thanks to its maneuverability, high speed impact and survivability. PrSM provides the U.S. Army and allied nations with overmatch capability, high reliability and effectiveness to engage various target sets, serving as a deterrent. PrSM leverages Lockheed Martin's 40 years of field artillery expertise and like its predecessors (GMLRS and ATACMS), it is designed to give field commanders the confidence that if used in battle, it will be highly reliable and effective.



METRICS (Value: 15 pts)

Please respond to the following prompt:

- What are your predictive metrics?
- How did you perform against these metrics?
- How do your predictive metrics drive action toward program excellence? Please provide examples.

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The PrSM program implemented an optimized set of standard metrics and new custom metrics to help guide the program team to success during execution.

As a Corporate Focus program, PrSM implemented a set of standard program performance metrics focusing on Cost, Schedule, Technical, Risk Management and Supply Chain performance – all of which were tracked weekly and reported monthly. Additionally, the program implemented several predictive measures to include:

- Schedule task start and finish Baseline Execution Index (BEI)
- Continuous Schedule Risk Assessment and Schedule Mitigation Tiger Team reviews addressed schedule task delays and prompt mitigation

- The staffing plan, critical skill identification and personnel assignment correlated to Schedule and Cost Performance
- Requirements volatility and tracking via joint customer and Lockheed Martin Requirements Working Group
- Model-based design and manufacturing consumption enhance Engineering/Manufacturing communication and improve delivery times by increasing first pass yields
- Incremental Design Verification Testing (DVT) and associated risk burn-down
- Rigorous identification and mitigation of First Time Events (FTE) as part of the overall risk management and mission success framework
- Model-based sub-system and system simulation to include Flight Performance predictions and Hardware-In-The-Loop (HWIL) verification
- Hardware discrepancy count and aging via Corrective Action Board (CAB) dashboard and analytics

The PrSM Program used these metrics to identify and resolve issues early on and maintained an overall “GREEN” status throughout execution. All major program milestones were achieved on time and within cost thanks to the meticulous focus on a balanced set of program performance predictive measures.

DEALING WITH PROGRAM COMPLEXITY (VOLATILITY, UNCERTAINTY, COMPLEXITY, AMBIGUITY, OR VUCA) (Value: 25 pts)

Please respond to the following prompts:

➤ 10 pts: Describe areas of VUCA faced by your program and why.

➤ 15 pts: Explain how your team responded to these challenges.

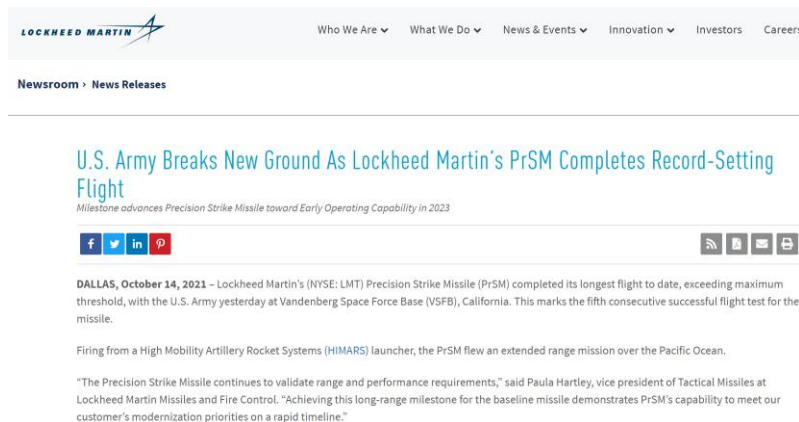
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The PrSM program faced many challenges regarding Volatility, Uncertainty, Complexity and Ambiguity (VUCA) most notably with COVID impacts, learning how to work as a team when working remotely, aggressive schedule and pressures, Supply Chain disruptions, conducting a maximum-range flight test at a new Test Range, Long-Range Flight Test technical challenges and engineering staffing. However, the PrSM program approach to solving VUCA challenges has a common theme of open communications, teamwork and trust. This creates an environment of dedication and drive, thus unleashing the power of ingenuity of all team-members to overcome roadblocks to successfully deliver PrSM advanced capability to the Warfighter with unprecedented speed.

Volatility: A perfect example of volatility on the PrSM program occurred soon after the contract award when it was determined that the planned maximum range flight test could not be conducted at the traditional test range of White Sands Missile Range (WSMR) and instead had to be conducted at Vandenberg Space Force Base (VSFB). Neither the customer nor the Lockheed Martin Precision Fires team had any experience working with VSFB, nor the Range Safety requirements or Range flight test support infrastructure fully understood. The PrSM program established a recurring Test Working Group (TWG) meeting with the customer, VSFB personnel, and Lockheed Martin representatives a year ahead of the flight test. The continuous communications enabled the team to refine all requirements, flight test plan implementation, roles and responsibilities and help set a schedule of milestones leading up to the flight test. Close coordination with the VSFB Range Safety Officer (RSO) allowed the PrSM program to adapt our Telemetry and Flight Termination System (TM/FTS) qualification approach to meet stringent VSFB requirements. In addition to site surveys and test planning coordination, VSFB personnel were invited to witness an initial flight test at WSMR to enhance their understanding of the system and flight

test approach and environment. This extensive coordination proved crucial in setting up a successful first-time event at VSBF. Thanks to the teamwork approach, the PrSM maximum range flight test was a complete success and the program was able to verify “Objective” range performance. Although not the only case of volatility on the program, this example epitomizes the openness and trust approach to teamwork that has helped make the PrSM program successful.

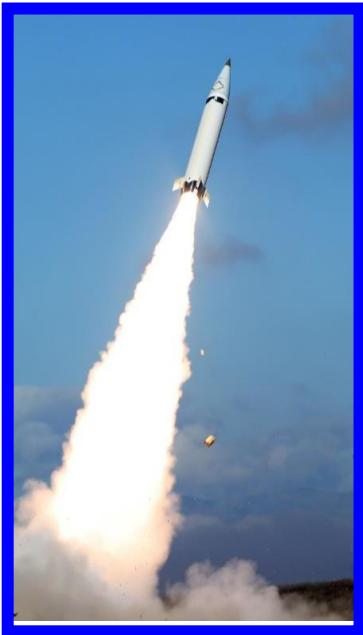
Complexity: PrSM is a new surface to surface missile whose range, speed, and trajectory profile have never been achieved with any other field artillery missile. For the maximum-range flight test, the missile trajectory included a long portion of flight in the thermosphere, where the PrSM team had no actual flight test data to augment missile performance predictions. To address the uncertainty of airframe stability, radiation/ionic and thermal effects, PrSM took advantage of its highly sophisticated modeling and simulation tools set to include a high fidelity 6 degrees of freedom (6DOF) flight simulation model to help understand expected performance. Thousands of Monte Carlo runs, including various stress cases, were executed and an intensive data analysis was conducted to ensure the missile would function correctly during the long-range test. As a result of our extensive use of modeling and simulation, the PrSM max-range flight test was a complete success. In the control room at VSBF, Lockheed Martin and customer representatives observed the real-time trajectory overlaid with the 6-DOF nominal prediction and they matched perfectly, thus validating the accuracy and fidelity of our PrSM modeling and simulation.



Uncertainty: Like many other DoD programs, PrSM experienced various challenges and uncertainty due to COVID-19 impacts. The majority of the team worked remotely during the pandemic and the PrSM program had to adapt to maintain performance and schedule without the benefit of on-site collaboration and supply chain engagements that have proven successful in the past. To address this uncertainty, the PrSM program took advantage of digital collaboration tools to maintain cross-functional communications, develop and maintain program data in common, remotely accessible databases and repositories, and to engage our global supply chain partners in driving the program to meet all schedule and performance objectives. Video conferences replaced in-person meetings and new tools, such as Confluence and Slack, were adopted to enhance data exchange and collaboration. Additionally, daily “water cooler” information sharing open-forum discussions were established to allow team leads to raise any issue or challenge so that the program could implement a resolution. Similarly, with our supply chain, the role of our Subcontractor Management Teams (SMT) became critical in tracking supply chain status and addressing delivery matters early on while there was time to recover. Continued success required a new level of trust and openness to ensure a team approach to issue resolution rather than a heavy-handed punitive approach to drive suppliers to deliver on-time to meet program needs. This collaborative approach resulted in all parts being delivered in time to support all Engineering DVTs, as well as test article missile build-up in time for all scheduled flight tests. Additionally, due to the proactive

implementation of “new way of doing business” processes and leveraging digital communication and data exchange tools, the PrSM program met all program critical milestones moving to the final phase of System Qualification and Production.

Ambiguity: To combat ambiguity, the PrSM program leadership established regular communications meetings to ensure Program vision, roadmap, status and performance, mission success events and employee recognition is constantly communicated to the entire team. This helps provide clarity to the team and maintain positive engagement on the program with the goal to make PrSM the program everyone wants to work on. Staff meetings begin with announcing “PrSM victories” and recognizing personnel contributing to those victories. These “PrSM victories” are collected and published once a month and presented at our monthly “all-hands” video conferences. Also, during our “all-hands” get-togethers, the PrSM program presents test event videos such as warhead arena tests, rocket motor firing, missile DVTs and flight tests. This provides an opportunity to thank all the team members and recognize that each employee is a pivotal contributor to program success. Team meetings are also a venue to discuss upcoming program events and readiness for success, which helps keep the team focused on all aspects of the program and sets clear expectations for everyone to prevent ambiguity. Additionally, the PrSM program conducts various “Lunch-and-Learn” sessions to give all team members a broad view of the PrSM program and overall program vision. As a result, our vision and mission are continuously reinforced so that the team has complete clarity of their role and responsibility in achieving all program goals. A similar approach is implemented on customer engagements at all levels and functions. This open and transparent atmosphere helps build trust, fosters teamwork and assigns clarity in expectations and accountability to maintain focus on program performance and successful execution.



PrSM – Precise, Lethal, Reliable, and Adaptable Long-Range Fire Power for the U.S. Army and our Allies

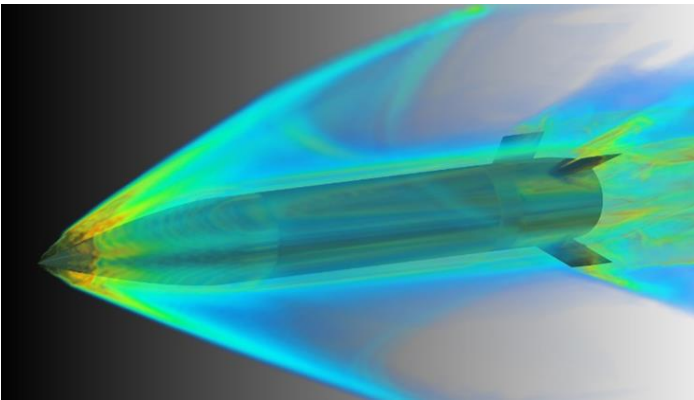
ORGANIZATIONAL BEST PRACTICES AND TEAM LEADERSHIP (Value: 35 pts)

Please respond to the following prompts

- 15 pts: Describe the innovative tools and systems used by your team
- 10 pts: Define how you developed, led and managed people
- 10 pts: How did you leverage skills and technologies of your suppliers?

(12 pt. Times Roman)

To meet the demands of providing an advanced capability missile on a compressed timeline, the PrSM program has been on the leading edge of implementing innovative processes and tools and executing best practice leadership approaches to drive innovation and program performance excellence.



Innovative Tools and Systems - Digital Transformation

Lockheed Martin launched a Digital Transformation (DX) initiative and selected PrSM as the pilot program to implement DX tools and processes. The purpose is to shorten development cycle times and increase affordability. The PrSM program implemented digital process for model-based execution of a program, which supports the entire program lifecycle. The digital process utilizes tools and technologies to create a single source of data starting with Systems Engineering flowing

through product design, modeling and simulation, production and manufacturing, and sustainment. All phases are digitally connected through our digital thread integration that enables cross-functional efficiencies, eliminates errors and significantly accelerates the development cycle. This model-based approach was applied to the entire lifecycle of PrSM including circuit card assemblies, harnesses and mechanical structures. The models were used to develop manufacturing tooling and component build and inspection.

Model Based Enterprise

An Enterprise Collaborative Environment and connected Digital Thread powering "Authoritative Source of Truth" and Digital Twin to enable design insights, speed up development cycle, increase agility and affordability.



The PrSM program team adopted multiple capabilities and process updates across the product development to improve efficiency and speed to delivery. This includes implementation of Software factory, Advanced Modeling and Simulations, Model Based System Requirements, Model-Based Design/Test, Intelligent Factory and Model-Based Sustainment. Model-Based Design conversion of the PrSM Pod, Navigation Signal Splitter (NSS) circuit card, Harnesses, and proving out

the design enabling more efficient consumption of design data in several production processes such as circuit card fabrication/assembly, CMM and FAI. In addition, several PrSM manufacturing centers in Dallas, Lufkin and Camden have been digitally connected to support real-time manufacturing data analysis.



As a result, PrSM was able to implement design updates to various components in record time and able to meet delivery in time to support critical flight tests. An example of this was the ability to redesign, produce and deliver the NSS CCA in less than 6 months in support of the successful EDT-3 flight test. The success of the DX effort on PrSM has been captured as a best practice across the company and is currently being implemented on future Increments of PrSM and other programs across the corporation.

Streamlined Change Management – In addition to leveraging Digital Transformation initiatives, the PrSM program also implemented a streamlined change management process to expedite design updates,

documentation, and transition to manufacturing to help maintain overall program schedule. Instead of going through the long process of updating drawings and following standard Change Control Board (CCB) processes that, although very thorough, can be extremely time-consuming, the PrSM program empowered the design engineer to “redline” design changes and receive release authority with a simple 3-vote review and approval by Engineering, QA and Manufacturing leads. As the product matures on a development program, there are many design updates and DVT, or formal testing, informs the design and optimization needed. This can drive design update cycle times if normal drawing release and CCB process is used, so a streamlined approach was implemented to provide the agility needed to meet aggressive program schedules. This process was not aimed at cutting corners or bypassing engineering due diligence, but rather to take advantage of the expertise of the PrSM program lead engineers and Production Operations leads. A collaborative culture resulted in expediting the approval process while empowering them to determine when a change required additional analysis or impact assessment so that it could be completed at their direct request in an expedited manner.

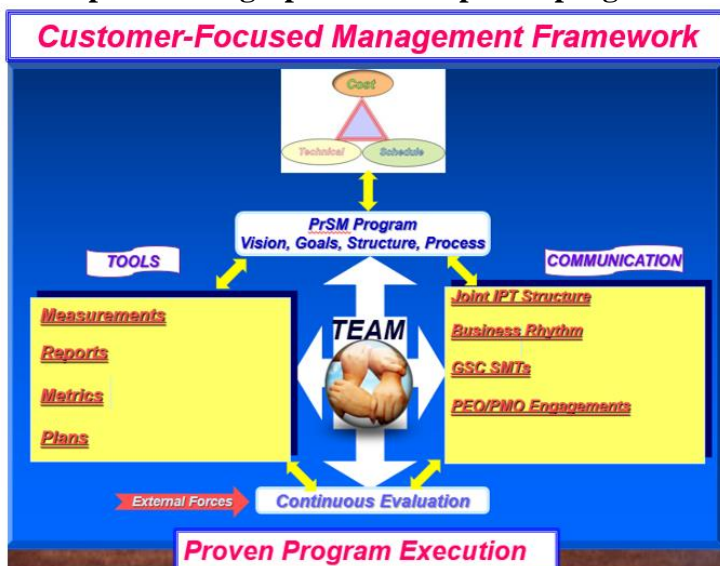
Leadership, Personnel Development and Engagement – PrSM program success is directly the result of individual team member contributions. PrSM has established a nurturing leadership approach to create a positive atmosphere where everyone feels safe taking risks and endeavoring innovative ways to do things better and more efficiently. Constant team member recognition had a very positive effect on morale and provided a great playbook of performance excellence examples to aid in personnel and leadership development. The resulting mission first, people always culture has led to incredible teamwork and unleashed the full potential of each contributor. Several processes on PrSM cultivate this mindset of complete dedication to the product and our mission.

Culture Optimization – To help promote an inclusive environment, the PrSM program leadership established a program specific culture optimization program to enhance employee engagement and promote an atmosphere of employee satisfaction and sense of belonging to the PrSM team. To that end, the program created a Culture Optimization Ambassador program whose charter is to provide junior employees from various functional disciplines a project lead role and partner with program leadership on initiatives across all pillars of Performance, Leadership, and People. The program’s goals include various actions focused on improving the employee experience, quality of leadership, promoting a teaching culture and performance affordability, agility, and innovation. The team decomposes company-wide employee surveys to focus on PrSM specific feedback and suggestions to develop a yearly culture optimization plan for continuous improvement on the program. Small, simple improvements were implemented as soon as possible. For larger, more ambitious projects and changes to work schedule and

processes, the team set-up and ran temporary experimental trials then reviewed progress, adjusted based on feedback and lessons-learned, then made successful permanent changes to the program’s business rhythm. Response to PrSM’s implementation of the plan has been extremely positive and yielded several improvements in program awareness, process improvements, and social and recognition events to boost morale. Employee satisfaction is paramount to program performance and PrSM’s Culture Optimization initiatives, led by our PrSM Culture Optimization ambassadors, have yielded great results for the program and, more importantly, the individuals on the program by providing career-advancing networking opportunities and a forum to express and exchange ideas to continue to improve the program’s work environment.

Team Communications – As already mentioned, the PrSM program embraces open and continuous communications across all team members to promote an atmosphere of teamwork with a clear vision and purpose. As a result of this communication strategy, individuals on the program have become aware of additional growth opportunities and the ability to volunteer for stretch assignments. On a related note, the program’s “PrSM Victories” campaign does not only instill a sense of pride and accomplishment amongst team-members, but it also serves to highlight all the hard work and dedication it takes to reach those accomplishments and provide a guide to “what good looks like” so that all employees can emulate on their individual and team assignments.

Customer Engagement/Relations – A key aspect of PrSM success has been our **Customer-Focused Culture and Open Communications and Team approach to meeting the challenges of such a complex and high-paced development program.**



A customer-focused approach is critical to understanding customer point of view, requirements, and challenges to drive a team-oriented relationship and enable focus on the best joint approach to successfully meet PrSM program requirements. A joint Integrated Product Team (IPT) structure with continuous communication across all disciplines allowed the program to identify and resolve issues early and quickly to ensure a world-class and highly capable new long-range missile technical design while maintaining schedule including successful flight tests. In addition to joint IPTs, the program also established joint Risk Review Boards, Supplier Management Teams (SMTs) Development, Test, and Integration Working

Groups, as well as executive engagements across Department of Defense entities. This Government/Industry partnership approach continues to drive Program Performance Excellence and Mission Success.

Leveraging Supply Chain Capabilities and Technologies – To augment our partnership approach to supply chain management, the PrSM program has leveraged extensive communications and team approaches to help our supply chain teammates successfully meet the demands of the fast-paced PrSM program. Through numerous supplier engagements, LM always re-enforces the theme of partnership and mutual collaboration to make the program successful. Each supplier understands they are a key member of the team and that program success depends on their success, which allows LM to drive our supply

chain to high performance and joint, expeditious resolution of any challenges to help the PrSM program be successful.

Communication: An essential aspect of successful Global Supply Chain (GSC) management is communication and teamwork. To create a collaborative environment our GSC team established supplier “IPTs” known as Supplier Management Teams (SMT) to meet with each supplier on a regular basis to track supplier status, identify issues and jointly build recovery plans and exchange ideas on product improvements including capability enhancements, cost reductions, manufacturing improvements and lead-time reduction initiatives. The SMT is led by our GSC subcontract administrator and supported by engineering, quality, master planning, and our customer. In addition to SMTs, the program has regular Supplier Summits where all suppliers attend a program-led discussion on program status and achievements, focus items and upcoming events such as proposals, future contracts, program milestones, and significant test events. The event presents an opportunity to gather all supply chain partners and discuss common goals, challenges, and opportunities. Executive leadership provides opening remarks from Lockheed Martin and the STORM Project Office. PrSM also takes the opportunity to share flight test video footage and thank our supply chain teammates for their significant contributions to PrSM success and supplier feedback is always positive.

Technologies: Our supply chain partners were selected in the previous phase of the program based on their technological capabilities and past performance on other programs. We leveraged technology already proven on other Precision Fires products such as ATACMS and GMLRS and performed extensive research on new technologies needed to meet the performance requirements of PrSM. As a result, we assembled a world-class supply chain team and leveraged their subsystem expertise to provide the most capable and high-quality long-range fires missile. The open communication and established relationship with our supply chain teammates has enabled us to take advantage of their expertise and technologies to meet PrSM demands. Specific examples of leveraging supplier skills and technology include 1) working with our solid rocket motor supplier to optimize motor performance characteristics to maximize missile range; 2) leveraging our antenna supplier expertise on high temperature materials, and 3) working with our warhead supplier to maximize lethality while minimizing warhead mass to meet PrSM’s stringent key performance characteristics.

PrSM’s partnership approach to supply chain management has created a strong base of partners and teammates willing to do whatever it takes to make the program successful.