

# INTERVIEW

RICK YUSE

PRESIDENT OF RAYTHEON TECHNICAL SERVICES COMPANY

**W**hile Raytheon would not necessarily feature in a cursory look at the global training and simulation industry, a more in-depth examination reveals a company that is a significant force in the market and integral to a number of key training programmes.

Rick Yuse, president of Raytheon subsidiary Raytheon Technical Services Company (RTSC), spoke to *Jane's* about the importance of training to the division and its approach in providing effective solutions for its customers.

Yuse said perhaps one reason Raytheon is not as well known as other companies in the sector is that, unlike many contemporaries, it does not primarily focus on developing simulation hardware and other such systems.

"We view ourselves as a mission systems integrator for training – we come in and do evaluations of the programmes in place, suggest areas for improvement, adjust curricula and then follow on with delivery systems or whatever suits the customer's needs," Yuse said.

The company is quick to highlight that, despite its relatively low profile in the industry, Raytheon has been active in training since the 1930s, when it began working with the US military and postal service.

Since then the company has been engaged in a number of programmes, ranging from the design of training solutions for NASA's manned spaceflight programme from the 1960s onwards to being the principal trainer of technicians for General Motors.

In 2007 a Raytheon-led team was awarded one of the most significant training contracts to date: the US Army's Warfighter Field Operations Customer Support (FOCUS) programme, which is valued at USD11.2 billion over a series of 10 one-year contracts.

Led by Raytheon and co-partner CSC, the Warrior Training Alliance (WTA) consists of around 100 subcontractors, including Boeing, CAE, Cubic and L-3 Link. Yuse says the large number of subcontractors and open business model are factors in the ability to provide value to the customer.

"[The subcontractors] were all very carefully selected; these have multiple different capabilities so we can easily and quickly provide the expertise that our customers need on a short notice. Because we have so many we can make sure we are always getting for our customers the best value for money."

Furthermore, Yuse believes that Raytheon has an advantage over many of its rivals due to its experience in commercial, government and military training programmes.

"We have taken a blend of our commercial training capabilities and some of the techniques we have developed there to allow us to efficiently architect courses and combined that with what we are doing in the military environment [to] provide ... a unique capability that allows us to architect efficient solutions, which deliver both improved performance and reduced cost," said Yuse.



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**'We're seeing a tremendous amount of interest in training internationally'**

Regarding Warfighter FOCUS he said: "We've taken the three basic training venues of live, virtual and constructive training and brought those all together under one contract vehicle so they can be managed as a system of training.

"That allows us to tailor very carefully how the warfighter is trained in a variety of different situations – whether as a single soldier or at the battlefield level – and get through the coursework in a realistic manner that gives him real world experience in a training environment. ... We want the deployed warfighter to be able to stand up and say 'I've seen this all before in training'. That's our goal; that's the highest compliment we can be paid."

Yuse points to the Air Traffic Control Optimum Training Solution, which it provides for the US Federal Aviation Authority, as an example of the company's ability to reduce costs in its provision of training. The programme saw a 15 per cent cost reduction over the first six months of Raytheon's management of the programme.

Yuse believes that similar savings can be achieved on its military programmes, but this would be on a situational basis. "It depends on how the training was constructed in the first place and the levels of

complexity. What factors into it a fair amount is the user's ability to accept and manage change," he said.

Other notable programmes include the company's role within the Metrix Consortium for the UK Ministry of Defence's Defence Training Review.

"We've been working on this and have been delivering coursework which the users are evaluating. We've taken the techniques directly out of commercial industry in terms of streamlining coursework ... and achieved what we refer to as a compression rate; we achieved some very significant compression rates to date in the courses that we've done and are projecting to be able to do that for the entire programme."

Looking forward, Yuse pointed to a number of opportunities, saying that the company was entering discussions with the UK Royal Navy and the governments of Saudi Arabia and Australia.

Regarding the current global financial downturn and the possibility for cutbacks in spending on training, Yuse remained upbeat: "We're seeing a tremendous amount of interest in training internationally. We do expect to see the training market to continue to grow and, based on our performance, we expect to outperform that market.

"As far as Technical Services is concerned, I think we are well positioned in this current environment. As we move forward we of course need to watch the events very closely, but training is certainly a key factor in our growth and we are confident that's going to continue."

**Huw Williams** is Co-ordinating Editor of *Jane's Simulation and Training Systems*, based in London