

**Aviation Support Company**

**Mission Model Assessment**

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## **Aviation Support Company Mission Model Assessment**

The following assessment provides reviews, diagnoses, and improvement recommendations of 601ST Aviation Support Company (ASC). The ASC provides field maintenance support to four Aviation Maintenance Company's (AMC) battalions and one government contractor (Amentum) in the 1ST Combat Aviation Brigade (CAB). Maintenance includes higher level repairs on three types of rotary winged aircraft (helicopter) airframes, armament systems, components, avionics, and parts. As the ASC does not own any helicopters, it promotes mission readiness through an established and professional customer service environment focusing on management and teamwork to provide the required support to the CAB. The four battalions and Amentum rely upon the ASC to provide larger maintenance functions due to ACS's greater number of soldiers along with tools and equipment that support higher levels of maintenance repairs.

The ASC operates like civilian organizations. They have customers, partners, resources, activities, budgets, and the ASC is challenged with internal and external relationships, missions, deployments, and revenue streams. They are team-oriented with a hierarchical style structure with orders given through a senior to junior leadership chain-of-command style management. While adhering strictly to rules and regulations, the ASC is emboldened in an environment of change and mission impacts. The following assessment utilizes a Mission Model Canvas to evaluate, diagnose, modify, and provide improvement recommendations. The research and processes of creating the ASC's mission model canvas involved assessing operation procedures, manuals, regulations, and through interviews and experiences. First, a breakdown of the mission model canvas will provide a description and layout of all the aspects involved in the mission and operations of the ASC.

## **Mission Model Canvas**

The ASC's Mission Model Canvas reflects the Army's doctrinal publications and an interview on the layout, hierarchy, and missions it supports. See Figure 1 for the Mission Model Canvas. These publications include 601ST ASC's standard operating procedures for Army aviation maintenance operations, the Department of the Army publication, ATP 3-04.7, Army Aviation Maintenance, and an interview with ASC's Production Control Officer in Charge, CW3 Aaron Van Alstine. The ASC's hangar operations are strategically centered amongst four battalion beneficiaries of the CAB that includes the hangars of 1-1 AB, 1-6 CAV, 2-1 GSAB, and 3-1 AHB. See Figure 1 for ASC's Mission Model Canvas along with the description of these battalion's acronyms.

As previously mentioned, and in Figure 1, the beneficiaries, or ASC's customers, are the sole justification for the ASC's presence and mission. The value the ASC delivers to their beneficiaries include aircraft phase maintenance, system repairs, subsystems, components, and aviation life support systems (ALSE). They also support their beneficiaries with Field Maintenance Teams, and Downed Aircraft Recovery (DART) Teams. Their deployment, or channels rely immensely on the communication of the AMC and Amentum maintenance requests, removable media, aircraft, component, systems transports, and the complete and successful repairs of maintenance requests. The buy-in and support requires a professional relationship that follows Army regulations between the beneficiaries and the ASC. The integrated relationships are among the Maintenance Test Pilots, Military Occupational Specialty coordination, allocation of tools and equipment, parts requisitions between technical supplies, and the Command Team's recurring Brigade Aviation Maintenance Meetings (601ST Aviation

Support Company, 2022). The ASC would not be successful without their key resources, activities, and partners.

The brigade's resources, activities, and partners are the bond that holds the ASC together. The key resources utilized include hangar operations, training doctrines, soldier's experience, tools, equipment, and publications. The ASC supports and sustains their beneficiaries through key activities that include FMT's and DART missions, scheduled and unscheduled ACFT maintenance, and the repairs on parts, systems, devices, and ALSE equipment (Department of the Army, 2020). The ASC partners with outside agencies that support ACFT brand, electronics, weapon systems, parts manufacturers, and logistics. These agency's include the U.S. Army Aviation and Missile Command (AMCOM), U.S. Army Tank-Automotive and Armaments Command (TACOM), U.S. Army Communications-Electronic Command (CECOM), Boeing, Lockheed Martin, Defense Logistical Agency (DLA), Supply Support Activity (SSA), and the Logistics Readiness Center (LRC) (Department of the Army, 2020). The last two sections of ASC's Mission Model Canvas encompass their budget and revenue streams.

The mission budget, or cost structure is cost and value driven. The ASC's costs include the parts, tools, and equipment while the value structure is the experience and training. The budget is only possible through budget allocations derived from the mission achievement, or the impact factors of the ASC's revenue streams. These impacts include a positive and successful Flying Hour Program, swift return on maintenance and repairs, quality checks for failure prevention, maintenance test flights, and invaluable Soldier training and experience (Alstine, 2025). The value-driven cost structure is possible through the ASC's investment in time and resources to advance the soldier's training and provide experience opportunities. The return on their value-driven investment results in more efficient maintenance, faster return on repairs, and

less safety related accidents. The ASC's pattern, design, and strategy will be discussed next in relation to their chain-of-command style management.

### **Pattern – Design – Strategy**

The ASC's mission is to repair and maintain rotary winged ACFT and related aviation parts for their beneficiaries. The ASC's patterns (structure), designs (principles), and strategies (frames) embolden the overall organizational structure. As a customer-based and team-oriented organization, the ASC's pattern supports a hierarchical organizational structure with duties appointed through chain-of-command logic (Department of the Army, 2020). Leadership command begins with senior ranking officials, but for this assessment, the hierarchical structural is set into motion with the Battalion Commander giving authority to the Production Control Officer in Charge (PCOIC). The PCOIC delegates to the maintenance and support sections that perform the maintenance requirements for the beneficiaries.

The design, or guiding principles of the ASC, reflect their mission, vision, and core values. Managers who intend to modify and improve their organizations must follow guiding principles (Malsam, 2022). The ASC's guiding principles include maintenance operations, training, supply parts and logistics, and the principle of accountability. These guiding principles will be discussed later in this analysis in relation to the ASC's major strengths and weaknesses. The frame, or strategy, which distinguishes the ASC is the structure frame which includes the vertical and lateral forms of coordination.

The ASC operational work environment is structured on their adherence to regulations and training to the highest standards. The structural frame exhibits confidence in appointing tasks and assignments which results in decreasing interference and increasing production (Bolman & Deal, 2008). The ASC groups their maintenance sections according to their military occupational

specialty with the leadership of these sections engaging their authority through vertical and lateral coordination. Vertical coordination supports the hierarchical approach, and lateral coordination is the informal approach (Bolman & Deal, 2008). For the ASC, the vertical coordination's are the orders from the section leaders with the lateral coordination being performed within the sections themselves. This leads to the type of organizational perspective, or metaphor that the ASC is based on.

### **Organizational Perspective (Metaphor)**

Organizations use metaphors as a tool to describe an organization's figure of speech. The ASC's metaphors closely resemble transformative organizations and psychic prisons.

Transformative Organization metaphor is when an organization changes in relation to its environment (Jermier & Forbes, 2016). The ASC's environment, Army Aviation, is constantly changing through technical advances, weather disturbances, missions, logistical constraints, maintenance experience, personnel changing, and safety. These changes directly affect the day-to-day management of the ASC. The leadership must stay within their regulations and rules but can enact changes as appropriate to the shifting environment. As the leadership has the affluence of enacting change, the junior leadership usually does not have the authority to make changes. This leads to the second metaphor, psychic prisons, which encompasses the ASC.

The ASC's management can authorize changes while the soldiers are constrained to accept rules and regulations. Constraints place the soldiers into the psychic prison metaphor. Psychic prisons occur when an organization limits their employees' ability to change and control their work environment (Francisca Lies Ambarwati et al., 2023). The ASC's management implements the psychic prison metaphor towards the soldiers while the leadership functions on the transformative organizational metaphor. These two metaphors encompass how the changing

environment can lead to the freedom and constraints of leadership and junior leadership of the ASC. This indicates the type of theoretical and behavioral trends the ASC incurs as a result of the two previously discussed metaphors.

### **Theoretical and Behavioral Trends**

Theoretical and behavioral trends assist organizations to explain why or how behaviors change. The Contingency Theory fits the ASC's organization fittingly, which concludes that there is not a single best way to manage the processes of organizing, decision-making, and leadership in a changing environment (Grotsch et al., 2013). The ASC, as discussed, is in constant change due to their environment or missions they encounter. These changes result in the ASC operating on a proactive basis in preparations, and a reactive basis during a controlled environment (Alstine, 2025). As internal organizational impacts can be anticipated with a reactive plan by management, the external impacts will have less control from the management. Contingency plans, or pursued outcomes, should be planned for the instances that are out of control. This is accomplished through the ASC's recurring reviews of past actions that have had a negative impact on their mission successes. The Contingency theory can be applied to employee behavioral trends resulting from evolving employee issues.

The ASC's morality can either help or hurt their daily productivity expectations from management. When their soldiers are dissatisfied with their organization, the decrease in production will follow. The ASC employs the Two-Factor Theory, which hypothesized that there are two different sets of factors governing job satisfaction and dissatisfaction: "hygiene factor," or extrinsic motivators and "motivation factors," or intrinsic motivators (Williams, 2025). The extrinsic motivators cover the ASC's job security, rank status, and benefits. The ASC's intrinsic motivators embrace the emotional needs category. These motivators include recognition, growth

potential, relationships, and work challenges. The next several topics will evaluate, diagnose, and recommend modifications to ASC's strengths, weaknesses, opportunities, and threats.

### **Evaluation and Diagnosis**

To evaluate the internal and external factors of the ASC, a SWOT (strengths, weaknesses, opportunities, and threats) analysis will be used. A SWOT analysis is designed to assist in a reasonable and fact-based look at the strengths and weaknesses of an organization (Kenton, 2024). In Figure 2, a SWOT analysis lists ASC's findings in their appropriate categories. The ASC has many strengths with their top three being communications, professionalism, and leadership. From the interview with the PCOIC, Aaron Van Alstine, he explained that consistent communication through many avenues, being professional in every interaction with positive leadership practices, was key to their success (Alstine, 2025). Furthermore, he explained that their weaknesses included integrated relationships, inexperience, and tool availability.

The second half of the SWOT analysis, opportunities and threats, cover their external threats. The opportunities the ASC provides are experience and training, rank advancements, and certifications and college. These are opportunities that aid the soldiers in their climb to success. Every organization has threats, and the ASC is not different. The major threats that hinder or limit the ASC to provide maintenance repairs include weather, part assets availability, and funding cuts. These threats can become severe enough to stop production. Now that the SWOT analysis has been identified, modification and sustainment considerations will provide recommendations for the ASC to either change their processes or preserve what is currently successful.

## **Modification and Sustainment**

Businesses must continuously evolve and modify to meet challenges. They are faced with constituting decisions due to changes from technology, competition, laws, regulations, or economic trends (Miller, 2020). This logic also applies to the military sector. The military does not change the overall structure of their business model regularly, but like the business sector's CEO's, the highest-ranking officers have to change their business models several times over the course of their careers (Kaplan, 2012). The ASC's SWOT tool evaluation and diagnosis resulted in the modification and sustainment of their mission model canvas. The four analyses of SWOT outlined in Figure 2 are divided into modifications (weaknesses and threats) and sustainment's (strengths and opportunities).

Let's begin with sustainment due to these processes requiring little change. The ASC is performing well in communications, professionalism, and positive leadership. They communicate thoroughly using email, regulatory forms, daily meetings, and update their beneficiaries on a scheduled basis. The ASC maintains excellent professionalism as this coincides with their creeds and core values. Their leadership is primarily positive provided there is always higher leadership oversight (Alstine, 2025). They lead by example, give clear and concise orders, and work in a team environment.

There are many opportunities to sustain the ASC that includes experience and training, rank advancement, college and certifications, and family supported organizations. Recognizable changes or upgrades to these sustainment's include more advance communication technology, increase professional courses for the junior leaders, more team building exercises, and to allow the soldiers time to work on college and certifications. These changes will help the ASC sustain their operations, which are currently successful.

Next, modifications must be made to combat the ASC's weaknesses and threats. From the SWOT analysis, the most necessary modifications for the weakness analysis include integrated relationships, inexperience, and tool availability. Examples of how these weaknesses could be reduced include leadership interactions that improve the soldier's attitudes and behaviors, increase on-the-job training with periodic task changes, and better oversight on broken tools and equipment. The threats the ASC encounters are mainly due to weather, part asset availability, and funding cuts. These threats are difficult to modify due to them being out of control of management change authority. The only modifications could include better weather preparation, forecasting parts earlier, and informing higher-ranking officers when funding of parts, tools, and equipment are constricted. These modifications will be discussed further during the Improvement Recommendations section of this assessment. Next, conflicting ideas in the ASC can be both constructive and discouraging towards this aviation maintenance asset.

### **Conflicting Ideas**

The hierarchical management style of the ASC invokes conflicting ideas from the senior management to the junior leadership. As previously discussed during this assessment's 'Pattern-Design-Strategy' section, the ASC's structural frame resembles vertical and lateral forms of communications. Recall, that vertical coordination are orders from top-down management while lateral coordination's are orders from within their own sections. The SWOT analysis in Figure 2 establishes that vertical coordination is a strength, and lateral coordination is a weakness. This results from the rank structure of organizations, or the military for this assessment. Vertical coordination is often efficient if employees are submissive to their directives while lateral coordination can undermine these directives due to personal and political agendas (Bolman & Deal, 2008). The rank structure will support and aid vertical coordination due to position statuses

and general rules to follow higher ranking orders. Lateral coordination involves discussion and mission tasks with the same rank status and oftentimes results in conflicting views and opinions. An assessment could not be complete without a discussion on improvement recommendations for the ASC.

### **Improvement Recommendations**

The ASC operates as a professional and mission-led maintenance organization. They have daily meetings that sustain and modify their time-sensitive tasks to meet their beneficiary's maintenance requirements. The success of the ASC is primarily positive, but there are some improvement recommendations vital to their success. Most of these improvement recommendations were discussed during the threat and weakness modifications from the SWOT analysis. The recommendations for threats and weakness included better leadership interactions, increased training, and early reporting of funding frictions. To improve these modifications, it is recommended that the ASC enact changes.

The ASC should change or adjust their processes when friction points cause negative feedback from their soldiers and beneficiaries. These changes include adaptive and transformational changes. Adaptive changes are small, steady changes to positively develop an organization's business while transformational change is a greater and more dramatic change that provides a larger shift in missions and strategies (Miller, 2020). The ASC should utilize adaptive changes for their short-term planning changes which include changing the frequency of their meetings or incorporating more diverse maintenance training to improve their soldier's expertise. For the larger transformational change, the ASC should improve upon their tool and equipment mission readiness. Recommendations for this could include a weeklong tool and equipment

layouts that pause maintenance tasks and focus on tool and equipment repairs. These adaptive and transformational improvements would enhance the ASC's mission readiness.

### **Reflection**

The ASC's maintenance support of four AMC's and Amentum requires high level professional management communications and business processes. The Mission Model Canvas, as seen in Figure 1, provided an excellent tool to support the diagnosis and improvement recommendations for this assessment. With being the largest helicopter battalion in the CAB, the ASC's professional team-oriented and hierarchical style management structure completes the AMC's maintenance and support of mission requirements. Through abiding by SOP's, rules, regulations, and higher command guidance, the ASC successfully completes their mission objectives.

This assessment delved into the ASC's relationships and processes with their beneficiaries and their internal operations. Their two metaphors, transformative organization and psychic prisons reflect them to be a company that encounters changes and an internal lower ranking soldier's feeling of constraints to rules and regulations. Through the SWOT analysis in Figure 2, the ASC has proven to be a high output and an overall morally sound company that adapts well to changes due to their essential contingency theoretical trend. It is recommended that their management assesses and provides improvement ideas to amend their weaknesses and threats. The most notable adaptive and transformational improvement recommendations include the ASC should report frictions early, increase training, and encourage their leadership to increase soldier interactions. There will be conflicting ideas during these interactions, but conflicting ideas are important for the ASC to bring about innovative ideas that support the modification and sustainment topics during mission planning. With good leadership guidance

from the senior leadership vertical coordination relationships and the improvement of section-level lateral coordination, the ASC will continue to meet their beneficiary's maintenance support requirements while sustaining their budget and mission requirements.

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**Figure 1**  
*AVIATION SUPPORT COMPANY (ASC)*  
*MISSION MODEL CANVAS*

<p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>• AMCOM (US Army Aviation and Missile Command)</li> <li>• TACOM (US Army Tank-Automotive and Armaments Command)</li> <li>• CECOM (US Army Communications-Electronic Command)</li> <li>• Boeing</li> <li>• Lockheed Martin</li> <li>• DLA (Defense Logistical Agency)</li> <li>• Aviation Support Battalion (ASB) Supply Support Activity (SSA)</li> <li>• Logistics Readiness Center (LRC)</li> </ul>	<p><b>KEY ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Scheduled and unscheduled maintenance</li> <li>• Maintenance on systems, subsystems, components, and airframes</li> <li>• DART missions</li> <li>• Repair ALSE</li> </ul>	<p><b>VALUE PROPOSITIONS</b></p> <ul style="list-style-type: none"> <li>• Aircraft phase maintenance</li> <li>• Repair systems, subsystems, components, and airframes</li> <li>• Field Maintenance Teams</li> <li>• Downed Aircraft Recovery (DART) Teams</li> <li>• Repair aviation life support (ALSE) systems</li> </ul>	<p><b>BUY-IN SUPPORT</b></p> <ul style="list-style-type: none"> <li>• Professional relationships</li> <li>• Adherence to Army regulations</li> <li>• Integrated Relationships</li> </ul>	<p><b>BENEFICIARIES</b></p> <ul style="list-style-type: none"> <li>• 1ST Attack Battalion (1-1 AB)</li> <li>• 1ST Squadron 6TH Cavalry Regiment (1-6 CAV)</li> <li>• 2ND General Support Aviation Battalion (2-1 GSAB)</li> <li>• 3RD Assault Helicopter Battalion (3-1 AHB)</li> <li>• Amentum Services, Inc.</li> </ul>
<p><b>MISSION BUDGET / COST STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Aircraft parts are the most important cost factors</li> <li>• Tools</li> <li>• Equipment</li> <li>• Cost-driven based on budget allocations</li> <li>• Value -driven – experience and training</li> </ul>		<p><b>MISSION ACHIEVEMENT / IMPACT FACTORS (REVENUE STREAMS)</b></p> <ul style="list-style-type: none"> <li>• Contribution to meet the Flying Hour Program</li> <li>• Time sensitive return on repairs</li> <li>• Quality checks for prevention of failure</li> <li>• Successful Maintenance Test Flights</li> <li>• Invaluable Soldier training and experience</li> </ul>		

*Note:* This figure displays the Aviation Support Company's Mission Model Canvas.

**Figure 2**  
*AVIATION SUPPORT COMPANY (ASC)*  
*SWOT ANALYSIS*

<p><b>STRENGTHS</b></p> <p>communications, professional, relationships, training, leadership, value return, vertical coordination, positive moral, military benefits</p>	<p><b>WEAKNESSES</b></p> <p>integrated relationships, inexperience, supply of tools and equipment, talent management, parts funding and requisitions, negative moral, psychic prisons, lateral coordination</p>
<p><b>OPPORTUNITIES</b></p> <p>experience and training, schools, industry support, position advancements, certifications, and college</p>	<p><b>THREATS</b></p> <p>weather, part assets availability, funding cuts, unit taskings, civilian job opportunities, cuts in military benefits</p>

*NOTE:* This figure lists the most prominent topics in each category.