

# MoD works with IBM to enable agility and flexibility for the 21st century

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## Overview

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### ■ Business challenge

Effective military command and control requires flexible access to timely, accurate information. To enable UK armed forces, coalition forces and civilian organisations to liaise effectively on a global stage, the MoD needs to manage information efficiently and cost-effectively and to collaborate across organisational boundaries.

### ■ Solution

To integrate information and help optimise military effectiveness, IBM designed and developed a prototype solution based on a Service Oriented Approach (SOA) that will expose and manage complexity, integrate information and enable seamless interoperability for joint and coalition forces.

### ■ Key benefits

- Improved visibility of vital information, enabling enhanced operational effectiveness
- Increased agility and ability to implement new functionality
- Ability to share value from legacy systems
- Establishment of an enterprise-wide SOA methodology and technology demonstrator, de-risking service creation
- Cross-departmental information-integration efficiencies.



In December 2003, the Government white paper “Delivering Security in a Changing World” detailed the importance of Network Enabled Capability (NEC) in delivering increased military effectiveness. By bringing together previously unconnected areas and entities it can improve the visibility and availability of vital information. Following publication of this white paper, it became clear that the Service Oriented Approach (SOA) had a central role in transforming currently “stove piped”, legacy information systems. However, it was also clear that if SOA were deployed without the correct governance and management in place, it would not deliver the required benefits. In the current environment of a stringent efficiency programme, a service-oriented approach was also likely to be the most cost effective.

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– Phil Rutland, the Project Leader at the MoD

## Enhancing operational effectiveness'

### Business benefits

- Improved visibility of vital information, enabling enhanced operational effectiveness
- Establishment of an enterprise-wide SOA methodology and a technology demonstrator that de-risks service identification and creation
- Improved operational effectiveness through the integration of operational services that facilitate shared situational awareness
- Potential savings of £50 – £100m across the department from integration efficiencies
- Removal of vendor lock-in due to the creation of an open middleware architecture

Working with the MoD and other third party consultants, IBM has helped create both an SOA method and a technical solution that translates the NEC vision for the enablement of operational services within the armed forces into reality.

### Initial proof of concept

IBM was invited to show how its Core Services could support vendor-specific applications and business processes. Using the IBM WebSphere® suite, IBM was able to provide an agile service repository that could be federated to multiple communities. The success of this demonstration led to IBM being selected to help deliver an SOA Logistics pilot that would de-risk SOA for the MoD and demonstrate clear benefits.

Logistics is the lifeblood of successful operations. The Defence Equipment & Support organization employs around 29,000 people and has an annual budget of £16billion. The support chain involves 180 significant applications and 80 major sites in a multi-vendor environment that contains many different infrastructures and divergent data sets.

Cdr Howard Tweedie RN, from the MoD core project team, highlights the potential impact of effective SOA in Logistics: "During any military engagement it is critical that we are agile enough to get the right kit, to the right place, at the right time. Currently we are in danger of losing product in the logistics chain so we have to over buy to compensate."

With the strap line, "accurate, timely, relevant information to the commander", the Logistics pilot set out to develop greater visibility of what is available in the supply chain, where it is located and how long it will take to deliver it to the commander who sees it as a critical asset for his operation.

### Determining the ground rules

Phil Rutland, the Project Leader at the MoD says: "The pilot was designed to help us establish end-to-end methods and de-risk both the technology and our approach. We also wanted to show the rest of the organisation the benefit that could be achieved and demonstrate how to realise that benefit."

*"IBM doesn't just talk the talk of SOA, it walks the walk. It has helped us towards a new way of working both internally and with our commercial partners and has ensured we've delivered solutions that are driven by the true requirements of our business."*

– Cdr Howard Tweedie RN, from the MoD core project team

IBM collaborated closely with the MoD and other third party consultants on a scoping study for the pilot to understand and define all the requirements. Rutland says: "The MoD has always operated in distinct operational areas. For the first time we're taking a holistic view of our organisation in order to move to an enterprise-wide information infrastructure. IBM's experience, particularly of component business modelling, was invaluable in helping us through this new terrain."

### **Business-driven approach**

The IBM team made the SOA demonstrator pilot come to life by structuring the services around business scenarios illustrative of the activities performed by the various actors across the organization – planner, technician, field officer. These people interact with the services through a role-based portal.

"IBM doesn't just talk the talk of SOA, it walks the walk," says Cdr. Howard Tweedie, "It has helped us towards a new way of working both internally and with our commercial partners and has ensured we've delivered solutions that are driven by the true requirements of our business."

### **Edging towards Nirvana**

The journey has only just begun. Cdr Tweedie says: "One of our key challenges moving forward is to engage with the rest of our organisation. Working in a more open, collaborative way doesn't always fit the military mindset, so winning people's hearts and minds will take some effort."

Cdr Tweedie concludes: "We're well aware that we're still in the early stages of reaching our NEC Nirvana, but we're confident it's achievable. We've not tapped the depth of IBM's expertise in this area yet and, with the commitment the organisation has demonstrated to date, I know we have a trusted partner that can work collaboratively with all the stakeholders – the Logistics pilot proved that in spades."

### **For more information**

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### **Key components**

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#### *Software*

- IBM WebSphere suite (Business Modeller, Integration Developer, Application Server, Process Server, ESB, Portal)

#### *IBM Services*

- IBM Global Business Services
  - Consulting and Systems Integration
  - Human Capital Management, Knowledge and Collaboration
  - Application Services
- IBM Software Group Services

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### **Transformation at a glance**

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*UK military forces are called upon to support the UK government in various roles. Effective response demands efficient access to information at all levels and integration with coalition forces and civilian agencies. The UK MoD has identified Network Enabled Capability as a key vision for increased military effectiveness. With increasing pressure on Defence budgets, this transformation has to be achieved cost effectively. IBM helped create an SOA method and approach that supports the NEC vision. Following a successful six-month SOA pilot in Logistics, the MoD has a technical solution and an enterprise-wide methodology that have been cleared to move to production.*



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