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# APPLICATION OF THE STRATEGIC ALIGNMENT MODEL AND INFORMATION TECHNOLOGY GOVERNANCE CONCEPTS TO SUPPORT NETWORK CENTRIC WARFARE



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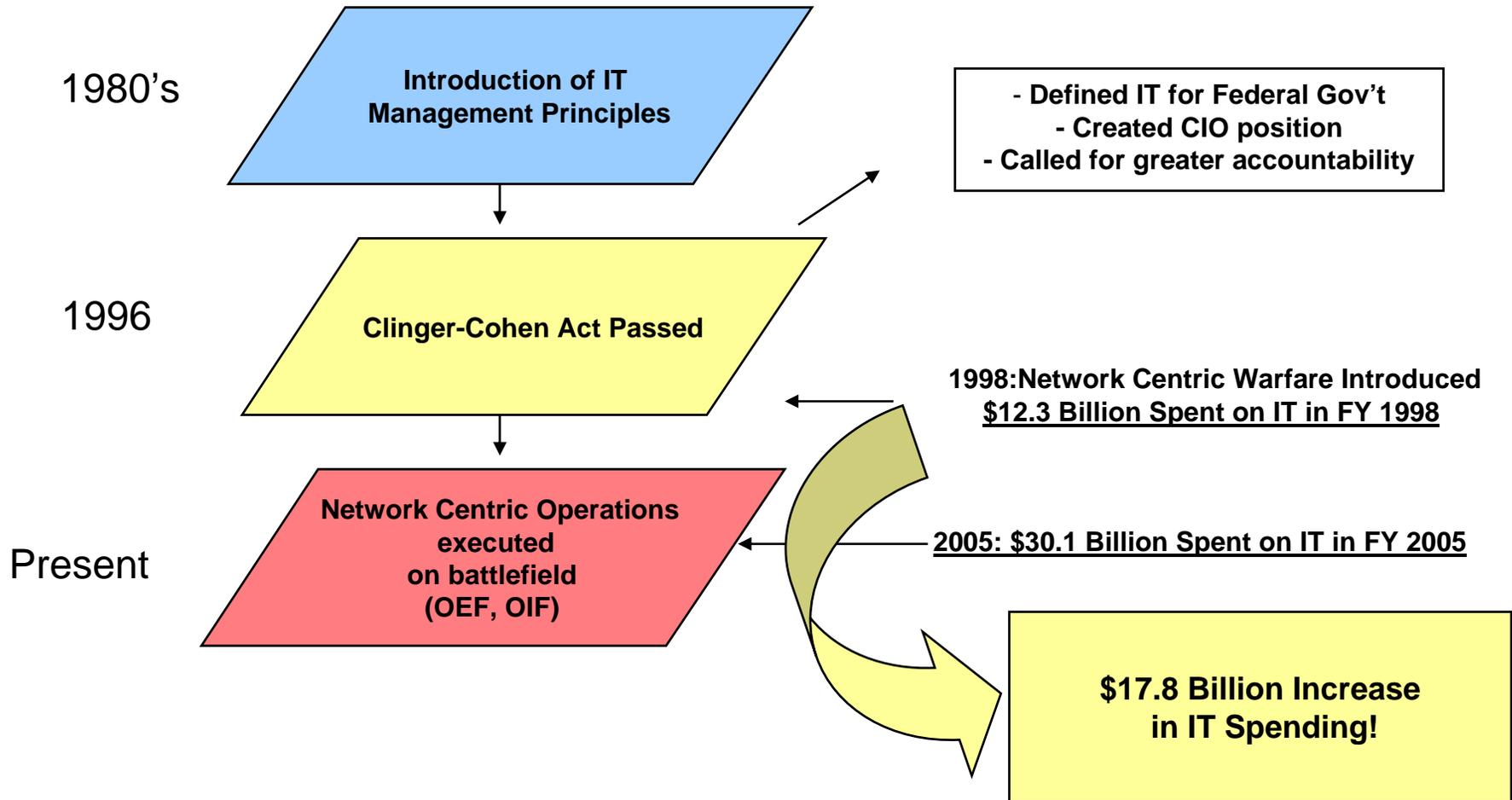
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# Overview

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- Introduction
- Background
- Overall Findings
- Recommendations
  - Application of Strategic Alignment Model
- Conclusion

# Evolution of IT in US Gov't



# E-Business vs. Network Centric Warfare

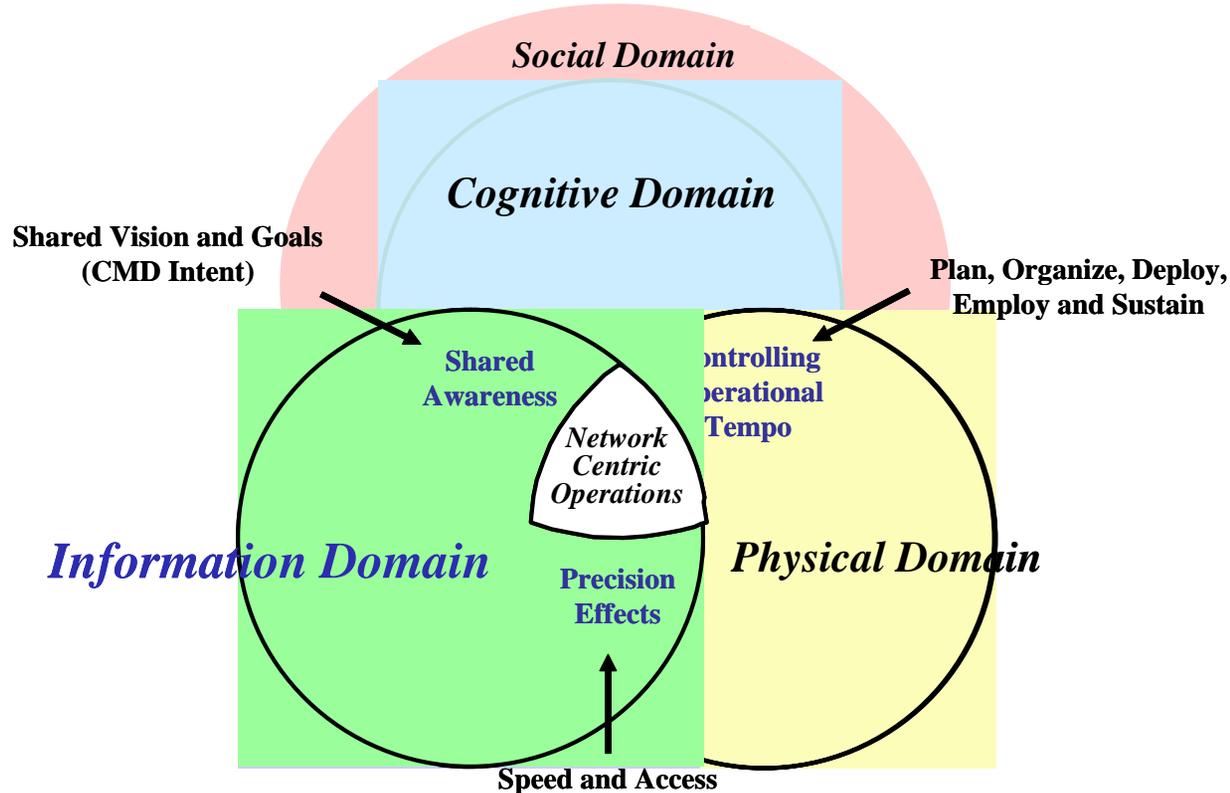
“...the terms “network-centric operations” and “network-centric warfare” are used to describe various types of military operations in the same way that the terms “e-business” and “e-commerce” are used to describe a broad class of business activities that are enabled by the Internet...”

-- Assistant Secretary of Defense for Command, Control, Communications and Intelligence,  
Mr. Arthur Money in a 2001 Report to Congress



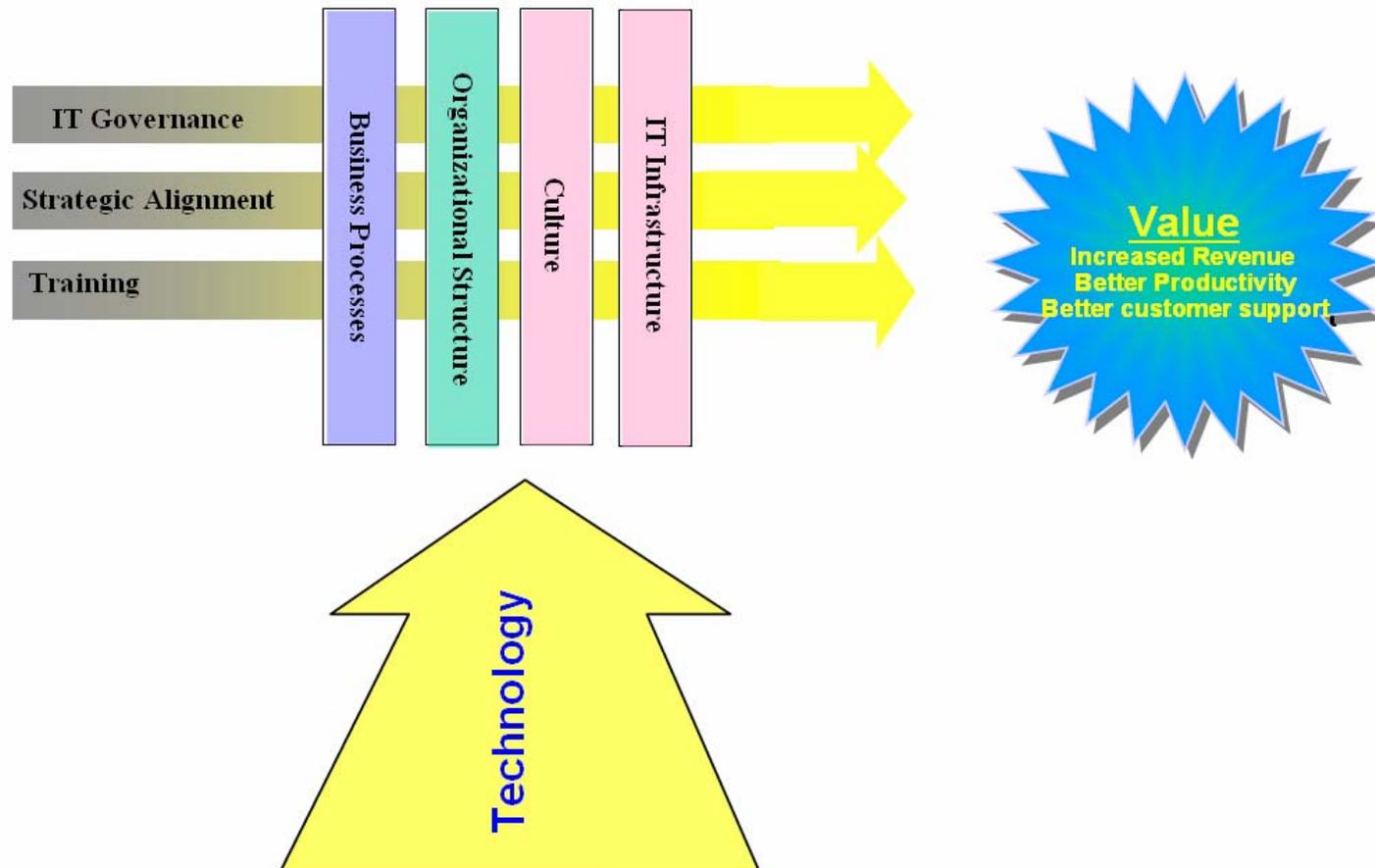
# Network Centric Warfare

- Military's response to Information Age
  - Employment of new technologies to expand richness and reach of information to the war fighter



# E-Business

- A business that has aligned their IT objectives with their business objectives through IT Governance practices, cultural change and adoption of a strategic alignment framework

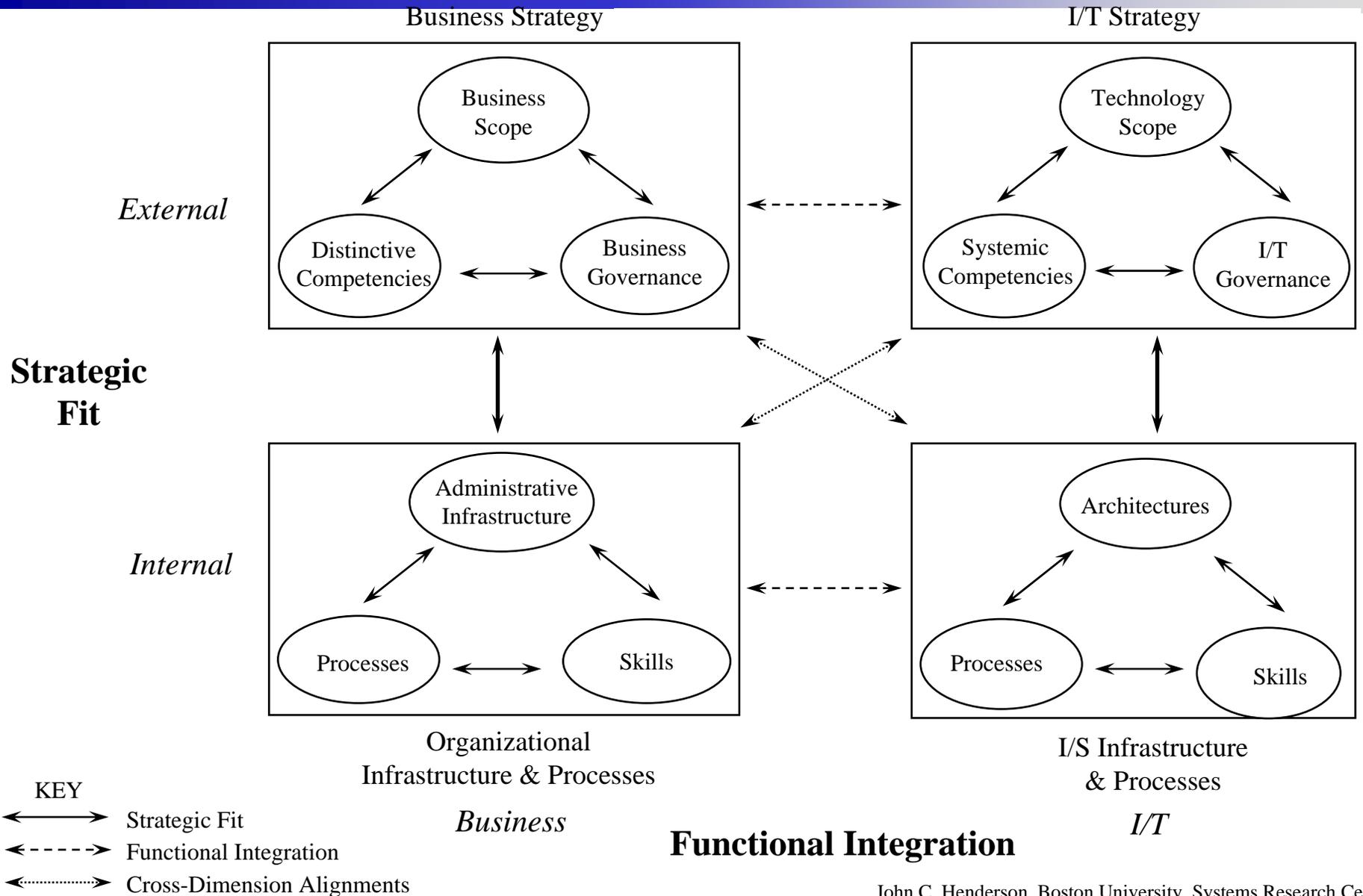


# Background Information

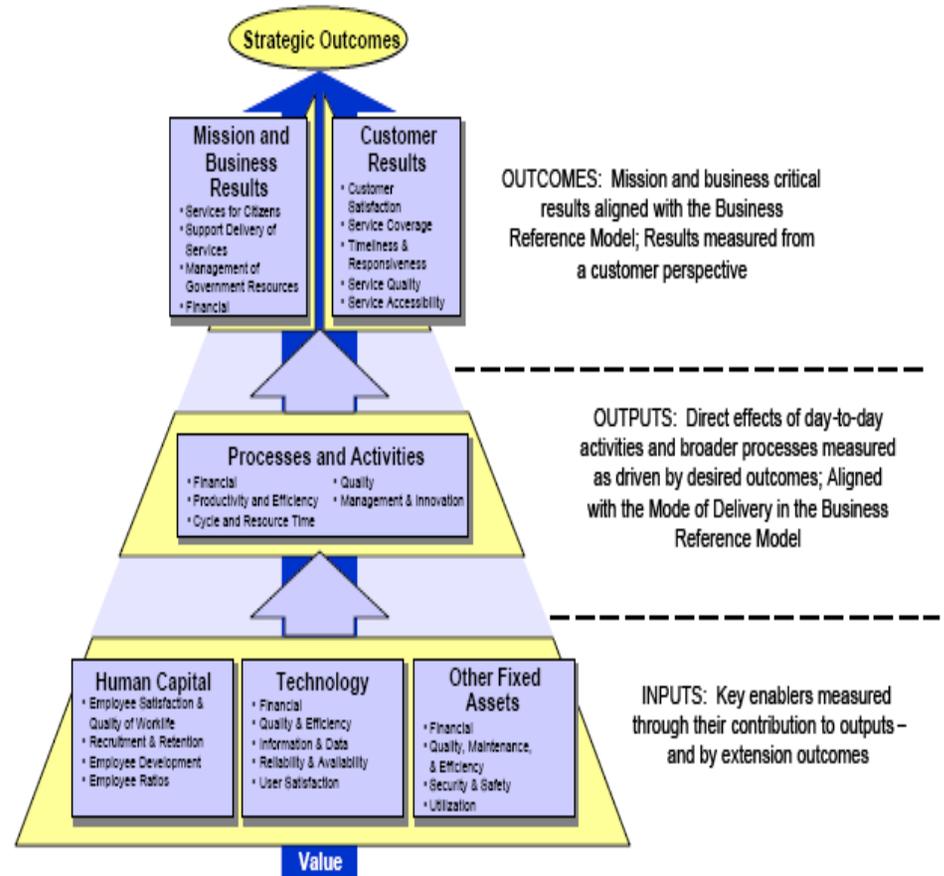
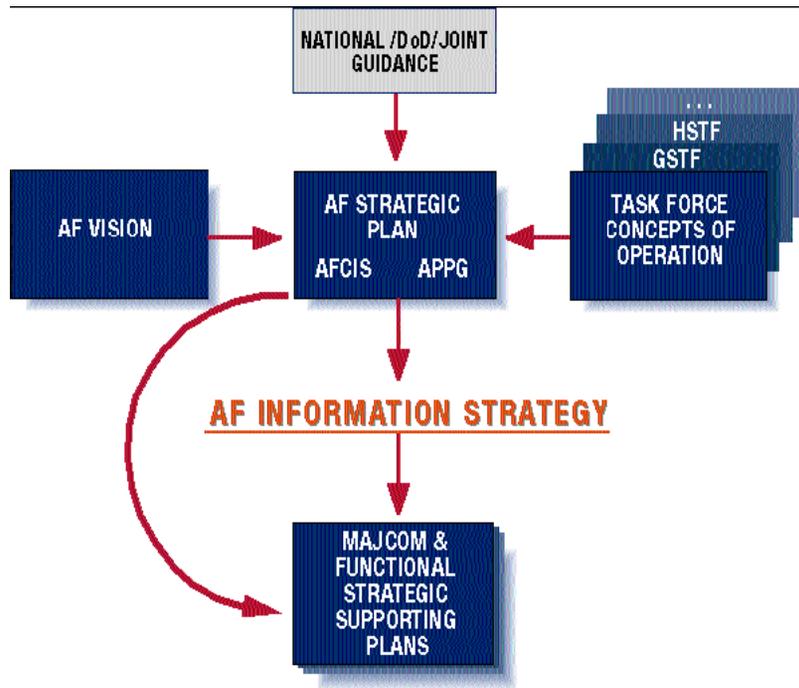
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- IT Governance
  - The leadership, structure and processes that ensure IT extends the organization's strategy and objectives
- Strategic Alignment
  - Applying IT in an appropriate and timely way and in harmony with business strategies
  - How is the IT aligned with the business objectives?
  - Strategic Alignment Model

# Strategic Alignment Model



# Alignment Frameworks



How are the IT and mission related?  
 How are external and internal threats identified and neutralized?  
 How can these objectives be applied to all levels?  
 How is value assessed?

# Overall Findings

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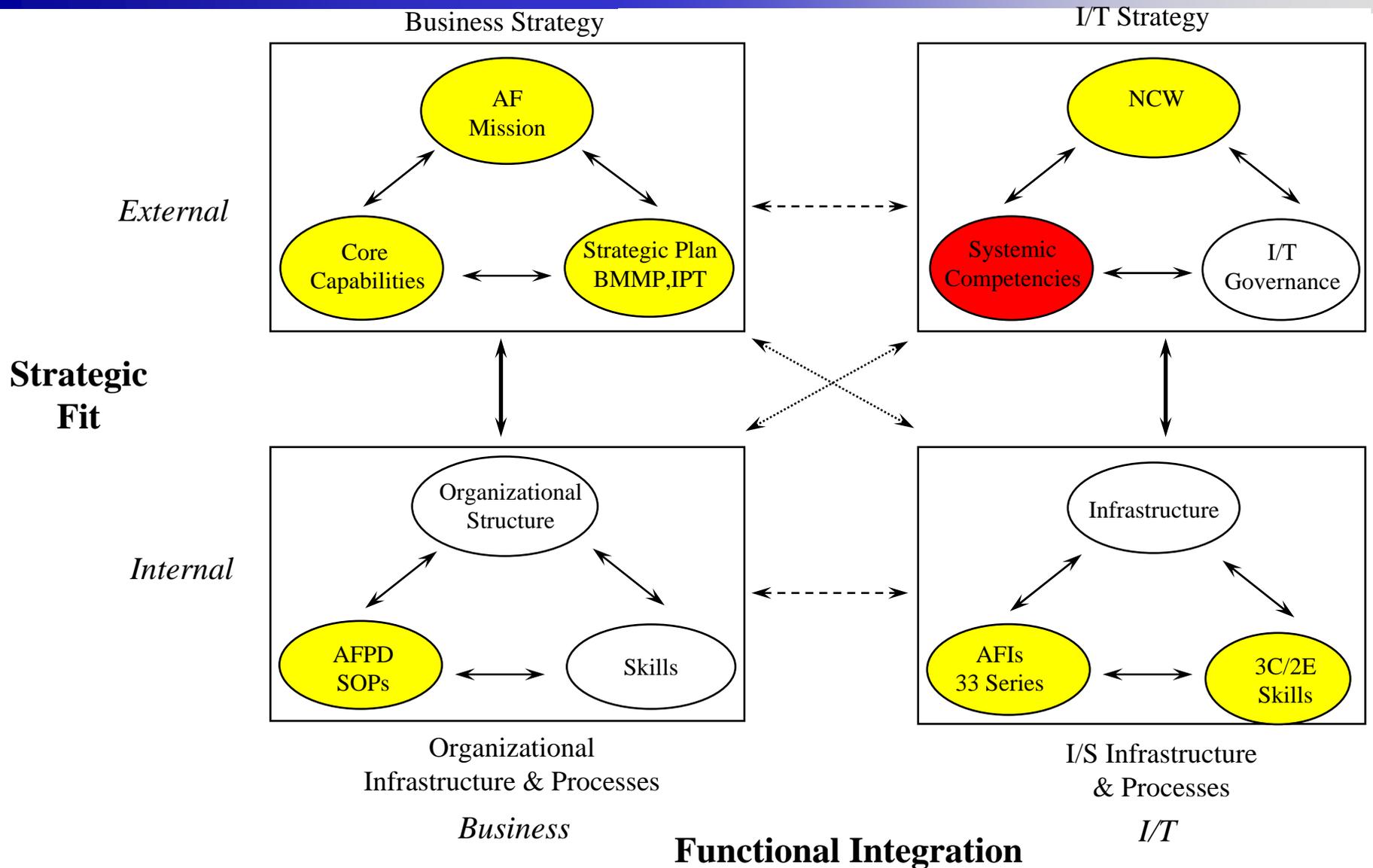
- AF focus is on IT Management not IT Governance
- Network Centric Warfare is too focused on the application of technologies
  - Training is focused on understanding technology
  - Focus should be on culture change for all career field
- Transformation Efforts are being focused at strategic levels
  - It is essential for tactical and operational levels to understand Strategic Alignment concepts

# Recommendations

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- Assign value to IT infrastructure and services
  - Correlate IT outages to effects on mission
  - Implement ITIL initiatives (CMDB, best practices, etc...)
  - How do we measure the success rate of an IT system?
- Strategically aligning operations and IT mission will bridge the gap that currently exists between IT and non-IT personnel
  - Adapting the Strategic Alignment Model and applying to Air Force operations
  - Applied at all levels of the Air Force

# Strategic Alignment Model- Adapted for Air Force



# Conclusion

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- Technology will continue to evolve faster than any organization
  - IT Governance and alignment are essential
- Asymmetric Warfare will continue to challenge senior leadership
- Air Force must evolve their doctrine and policies in order to truly achieve and sustain Information Superiority
- A Strategic Alignment Framework will help facilitate the creation of a NCW culture
  - Capitalize on the value added by IT
  - Provide mission correlations to network outages
  - Build stronger relationships between personnel

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**Questions?**