

# Informing high level trades - some novel techniques

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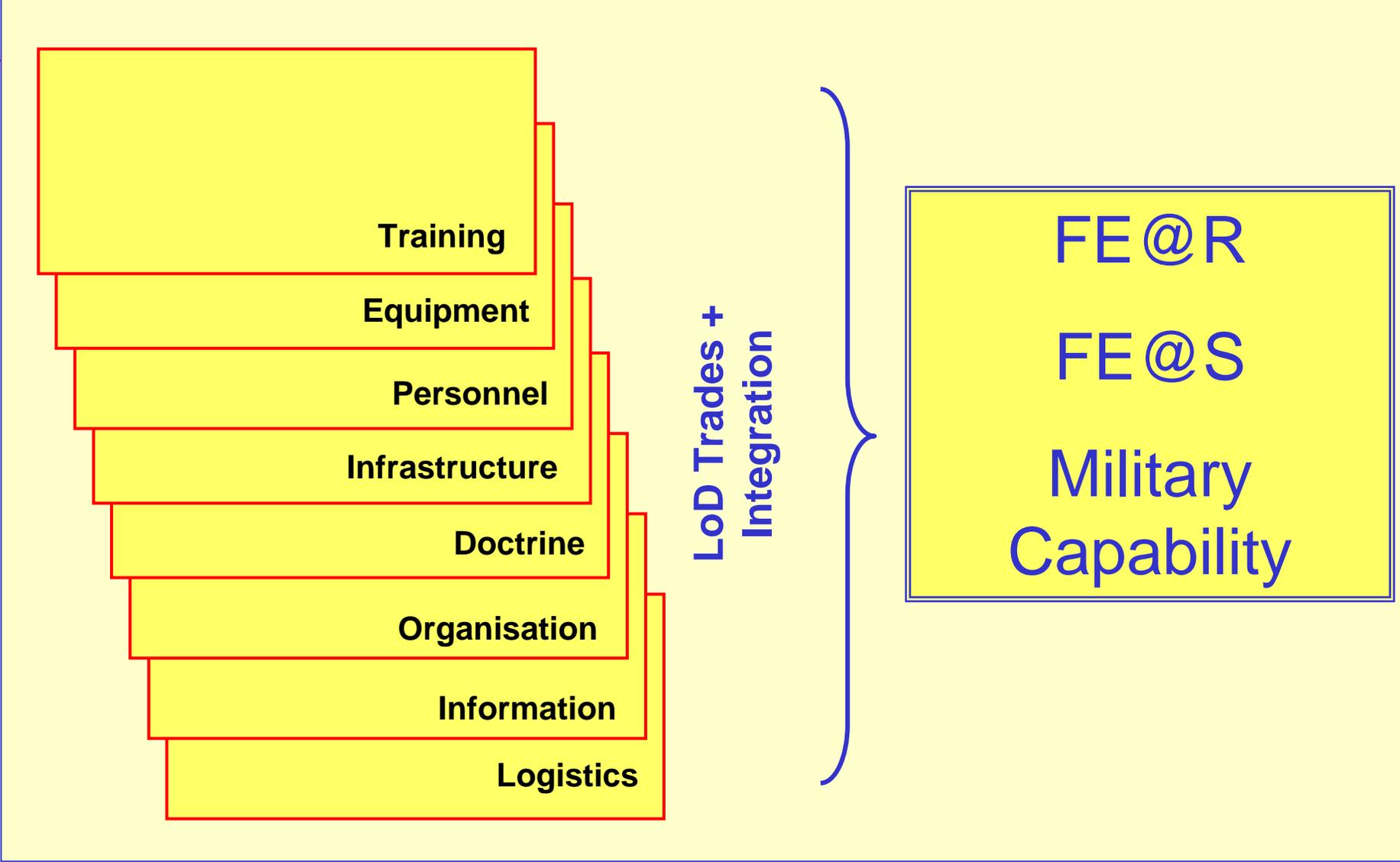
# What is Through Life Capability Management (TLCM)?

*TLCM is an approach which translates the requirements of Defence Policy into an approved programme that delivers the required capabilities, through life, across all Defence Lines of Development (DLODs).*

Why TLCM?

**It is a necessity**

# Delivering Military Capability



# National views of Lines of Development



Naming	DLODs	DOTMLPF	Fundamental inputs to capability (FIC)		
	Training	Training	Collective Training	Training	?
	Equipment	Material	Major Systems	Material	?
	Personnel	Personnel	Personnel	People	?
	Information			Information	?
	Doctrine	Doctrine		Doctrine	?
	Organisation	Organisation	Organisation	Organisation	?
	Infrastructure	Facilities	Facilities	Infrastructure	?
	Logistics	Logistics	Support	Logistics	?
		Leadership	Command & management		
			Suppliers		

# Capability

What we mean:

*The ability to achieve a desired effect under specified standards and conditions through combinations of ways and means to perform a set of tasks*

There are **two** genuine 'capabilities' that are important:

*Military Capability*, i.e. the means to generate Military effect including its sustainment and enhancement as an enduring capability.

*Business Capability*, i.e. the ability to conceive, produce, deliver and sustain contributions to Military Capability, whilst enhancing shareholder value.

NB:

*"Equipment" or "software"* does not have 'capability'; it only has *performance*

In the context of "through life" capability is "enduring" products are "lived"

# It's all about language

- Through Life Capability Management is about pan-Defence Line of Development (DLoD) cross-platform strategies that seek to achieve better capability at the front line and better value for money through effecting changes in one or more of the DLoDs and/or exploiting synergies across similar platform types.
- Through Life Management is about equipment based strategies that seek to achieve better availability or performance at the front line and better value for money through improved support solutions and a more integrated approach to technology insertion, updates and upgrades through life.

The key issue is they have a common point of impact  
...the front line

# Introducing operational imperative into acquisition

- Getting to grips with acquisition means tightening the cycle time of the loop to match the rate of change of the environment

- Across and within the capability value chain

- Instil confidence and commitment to drive the right activity to deliver capability required –

- ❑ FE@R

- ❑ Capability Based task groups

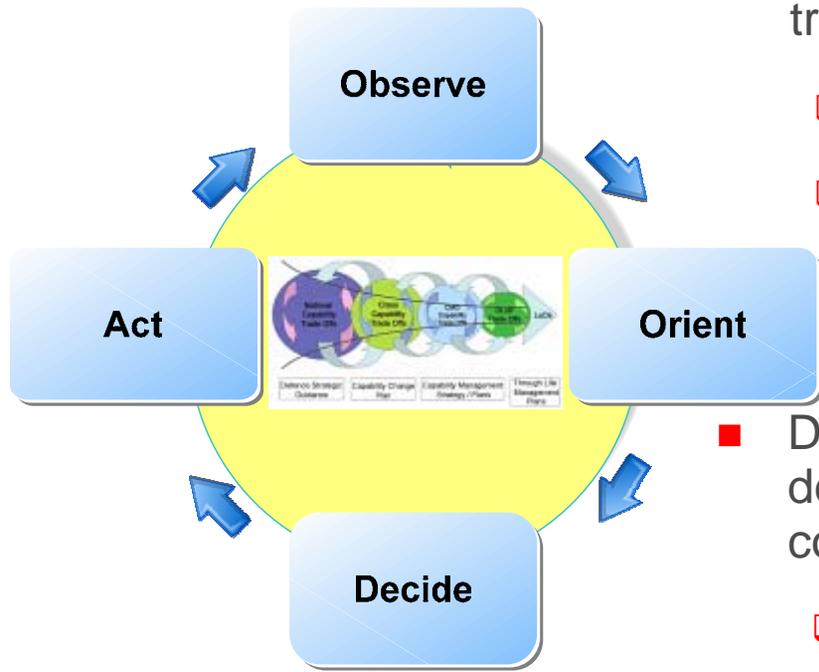
- Understand the 'capability truth' by –

- ❑ managing complexity

- ❑ visualising the situation to orientate, focus and prioritise

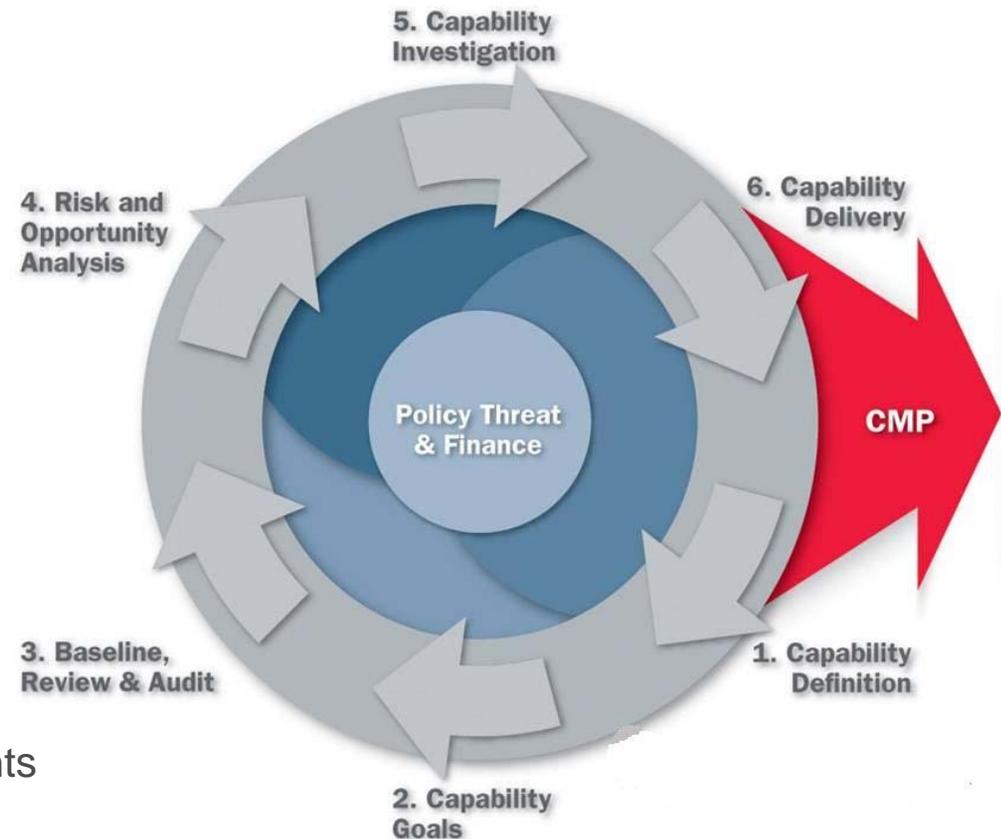
- Drive effective / innovative decision making in a complex environment –

- ❑ across competing DLoDs



# Connecting the key elements of the solution

- Providing a common currency for analysis and evaluation by exploiting existing investment in MODAF and Architectures
- Providing a recognised picture of the whole situation and the options, for
  - understanding, communicating
  - option examination
  - informed decision making
- Builds on substantial prior investments
- Connecting the threads and the levels to create a single view of the “capability truth”
  - driving coherence, informing and enabling better decisions

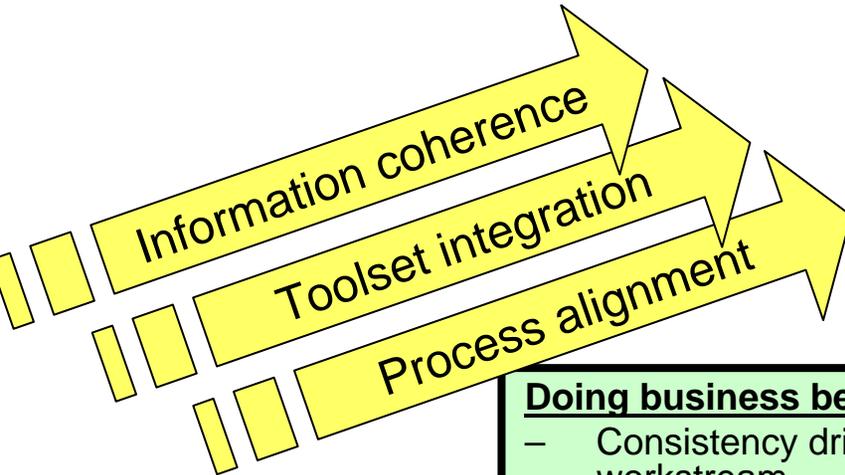


# Feedback on TRAiDE

*.....(your people) have formulated a ground breaking methodology by which we can test various procurement options for applicability against endorsed MOD capability requirements. This will allow us to develop much more rigorous and compelling gap and overlap analysis. (You have)... also developed the model into a comprehensive campaign plan for my Air and Littoral Manoeuvre business area that is seen now as best practice and as a key component of MoD's Through Life Capability Management initiative.....*

MoD Director of Equipment Capability

# Towards the vision



**Doing better business**

- Decision making through evidenced information to inform military judgement
- Managing a balanced portfolio of capability
  - Informed capability trading at all levels
  - Informed measurement of operational risk
  - Visualisation and analysis of trade options
  - Ability to take the long view in context
- Documented, consistent, coherent measurement of contributions to military capability
- Working from single coherent taxonomy

**Doing business better**

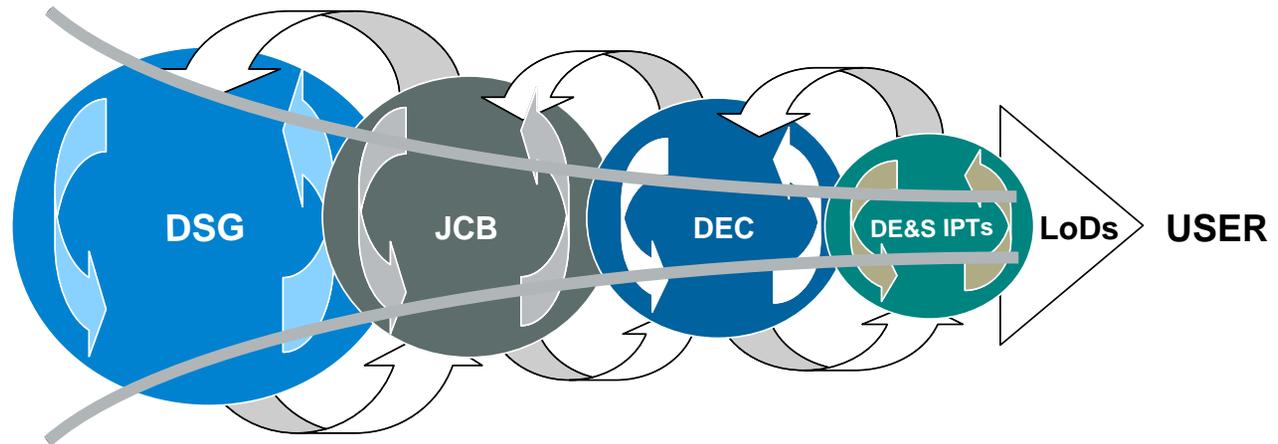
- Consistency driven through TLCM workstream
- Capability Management viewpoints and Campaign Plans
- Visualising option impacts for DP08
- Capability Management Plans
- Coherent use of existing toolsets and models through common Information Manager

**Doing business as usual**

- Reacting to funding reductions or urgent political needs
- Inconsistencies of practices and quality of data
- Multiple taxonomies
- Lack of evidence to inform decision making



# Where next?



- Extending trades across the full spectrum
- Increasing parameters – eg cost, more DLoDs
- Building on the inclusivity of toolsets
- Establishing broad access to data sets
- Increasing the power of the visualisations
- Providing a common user “window”
- Consistency at all levels

# TLCM in practice

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- TLCM is not new – its just common sense
- It is difficult to achieve in practice – in a “brown field” situation
- Pragmatism rules – and techniques must embrace the *status quo*
- *Trades are at the heart of TLCM, the challenge is making them practical*
- *The change will not be easy*
- *Managing the change has to begin with the planners*
- *It's not about IT, its about people, culture and behaviours*  
*.....establishing a trading mentality*
- *TRAiDE provides structure, consistency and data management*

# Summing up

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- A great deal has been done to develop *Architectural views*
  - Supporting Capability management
- Making the most of *past investments and experience*
  - Joining up, exploiting what we have
- MoD and Industry – partnering and sharing - *trading*
  - *We are in this together*
  
- We must achieve coherence across
  - The structural boundaries
  - The communities of interest
  - The environment for trading
  
- Building an *inclusive* trading environment  
.....putting effective *Information Management* at the core

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## Questions?

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