



Military Trading - A Personal Perspective (Paper No. 45)

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2009

UK Changing Approach to Capability and Capability Trading

Maximising Benefit from Defence Research

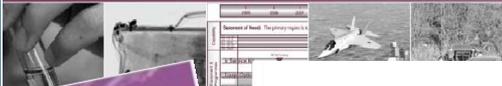
A review of defence research and technology for alignment, quality and exploitation



 **science | innovation | technology**

Maximising Defence Capability Through R&D

A review of defence research and development



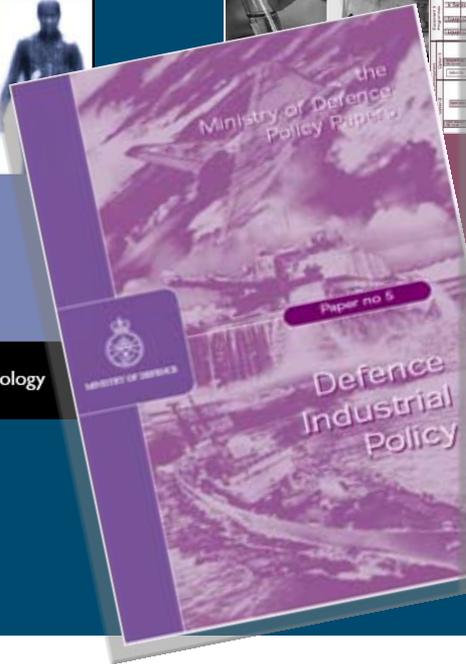

Ministry of Defence

Innovation Strategy
Creating a new environment for innovation within the defence supply chain

the Ministry of Defence Policy Papers

Paper no 5

Defence Industrial Policy





Defence Industrial Strategy
Defence White Paper

Presented to Parliament by
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ENABLING ACQUISITION CHANGE

An examination of the Ministry of Defence's ability to undertake Through Life Capability Management



June 2008
A report by the Enabling Acquisition Change Team Leader

What are we trading? Inside a programme .. and between programmes



UK Defence Lines of Development – Core plus Contextual

<http://www.aof.mod.uk/aofcontent/tactical/tlcm/content/introductiontotlcm.htm>

Methodology

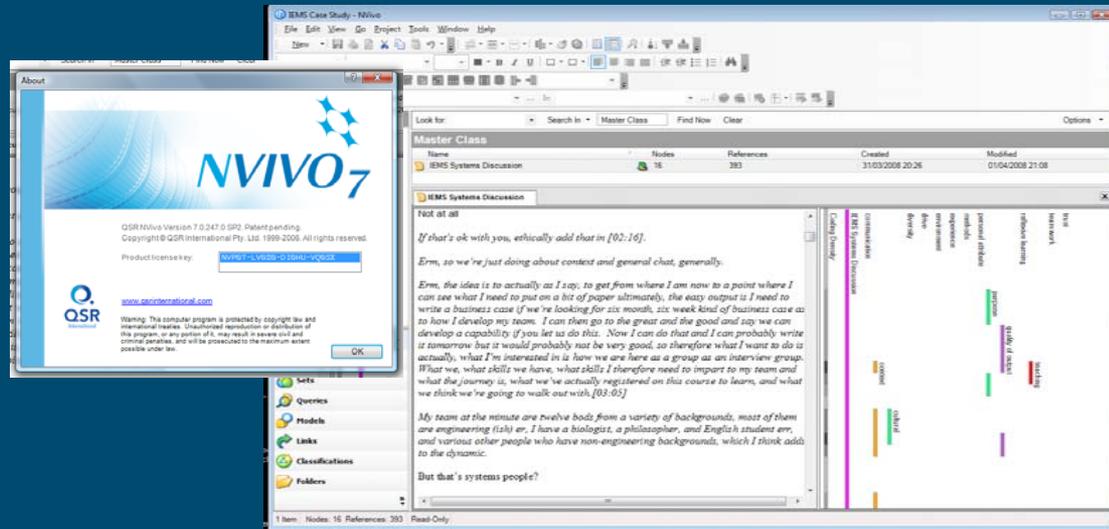
Normative	Interpretative	Critical
Society, social systems	The Individual	Societies, groups, individuals
'Objectivity', conducted from the outside	'Subjectivity', personal involvement	Critiquing the specific, participant researcher
Explain behaviour, seeking causes	Understanding actions and meanings	Critiquing, transforming actions
Medium, large scale research	Small scale research	Small scale research
"Structuralists"	"Phenomenologists" "Ethnomethodologists"	"Action researcher" "Critical theorists"



Adapted from Cohen, Manion and Morrison, 2007:42, and Clough and Nutbrown, 2002:17

Methodology Application

Semi structured interviews were carried out with trading practitioners who have “made choices”



Interviews were transcribed and coded using Discourse Analysis (DA) techniques

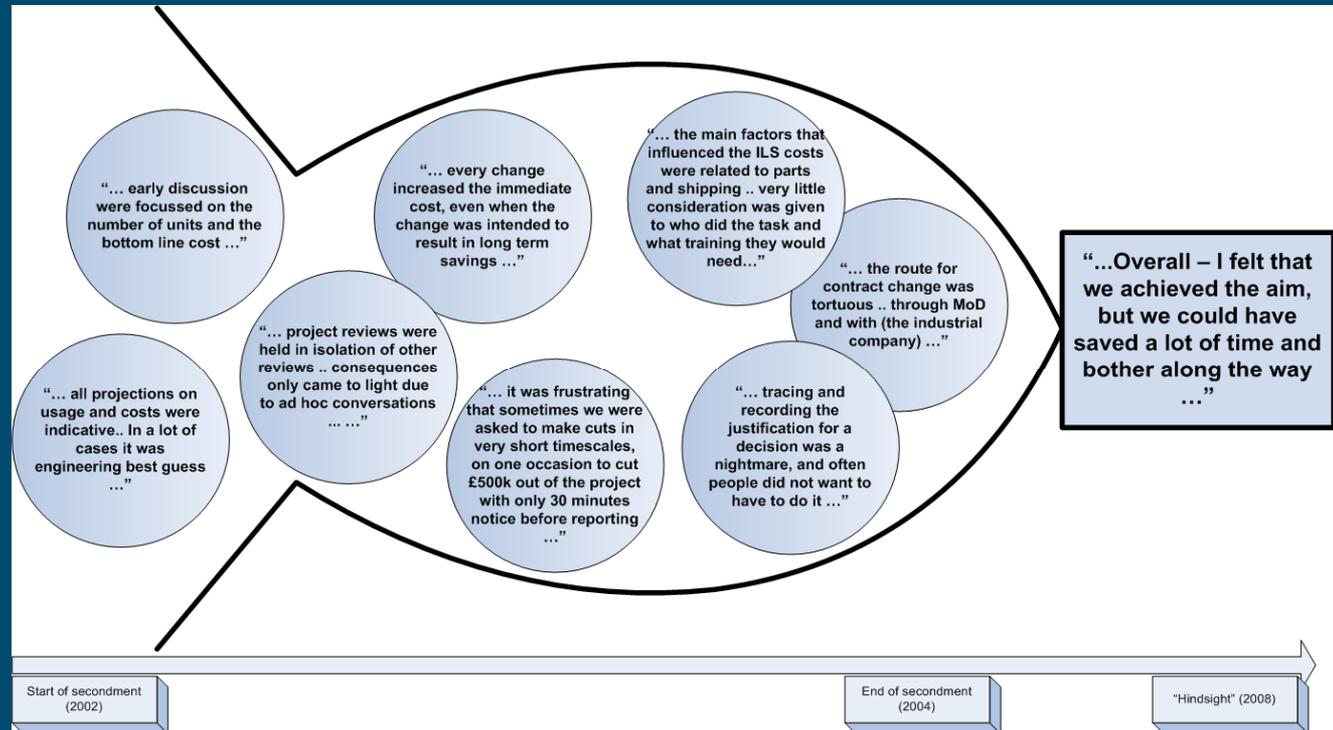
Themes and model fundamentals were developed and are being evolved

Case Study Selection Criteria

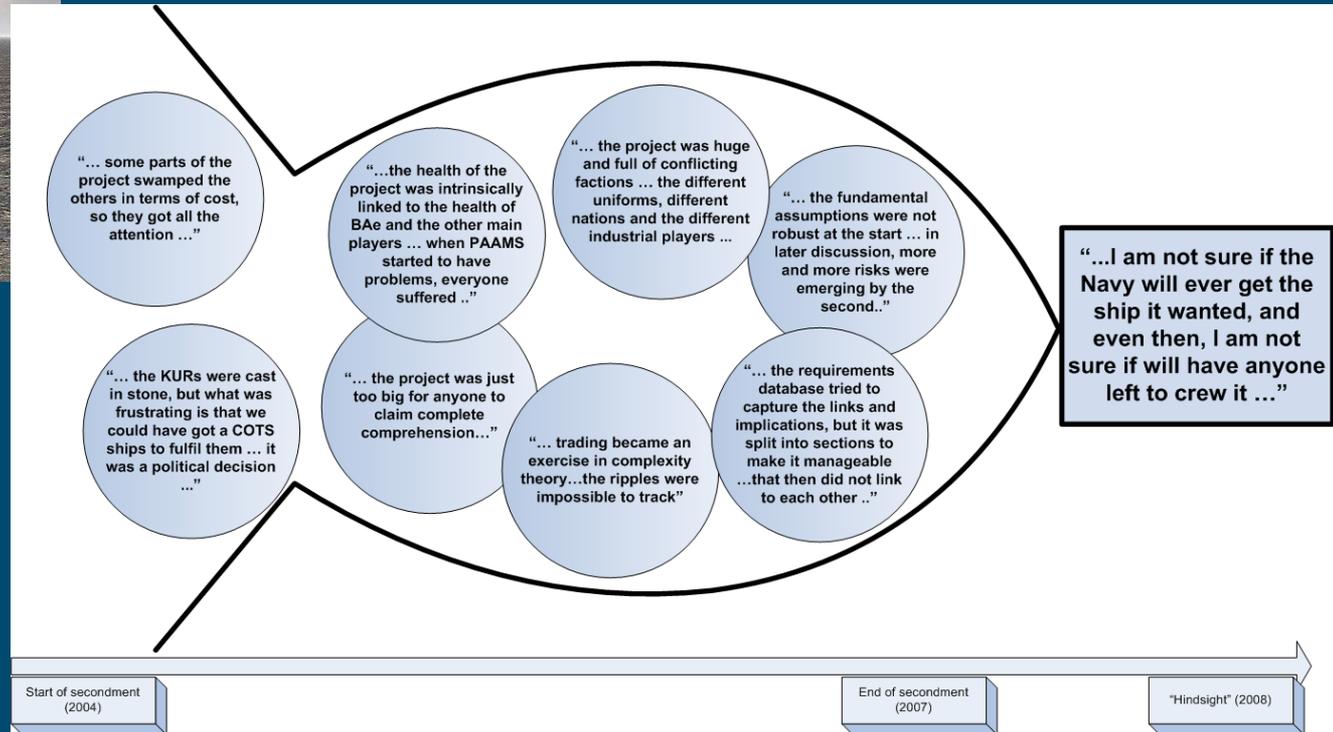
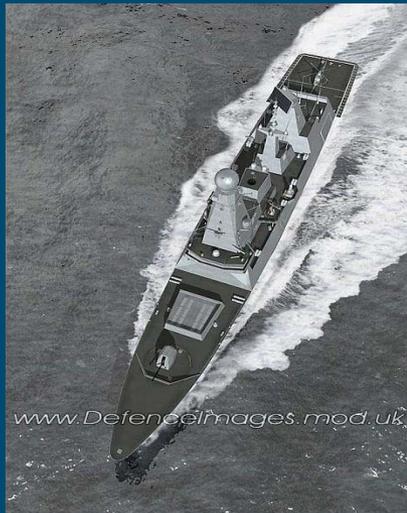
- Did the interviewee have direct first hand control over a trading decision?
- During their term in office, had the interviewee made a decision that remains in place since their leaving (if appropriate)?
- Could the interviewee provide first-hand experiential details of the trading process, including the information on which the trading decision was made and the trading outcome?
- Was the project reviewed by the UK National Audit Office Major Project Reports process?



Case Study One - Guided Multiple Launch Rocket System (GMLRS)



Case Study Two - Type 45 Destroyer



Case Study One (GLMRS)

- Accountability for trading decisions was not desired by the participants
- The trading process was inherently narrow and incomplete
- The trading decisions were made at very short notice
- Short term costs rose despite long term projected savings
- The MoD planning schedule was the key trading driver, not programmed project decision points
- The trading process was biased by directed area of consideration

Case Study Two (Type 45)

- The project trading decisions were well documented but not well understood
- Trading took place in groups and “factions”
- The complex implications of trading were too vast to appreciate
- Short term benefits took precedence over long term benefits
- Ownership of the trading decisions was not down to a singular sustained individual

Validated trading findings to date

- Validated evidence and reinforcement of the need for consistent taxonomy
- Validated evidence of the impact of departmental structures and military boundaries

Factors that need to be included in the evolving “Trading Model” are:-

- Layered trading effects – global, customer, supplier and partner
- The associated timeline effect of each layer





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