



Support Strategy A Prime Contractor Perspective

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Introduction

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Leveraging the best of technology to ensure the products and services we deliver fit the need of the entire industry eco-system – internal BAE, suppliers, customers, end users.



Key Strategic Objectives:

- Improving Digital Ways of Working
- Making Better use of Data
- Cyber Resilience

Background:

- CIO at BAE Systems since Dec 2018
- Former CIO at GKN PLC
- Former Deloitte & PwC Management Consultant working with some of the worlds largest industrial organisations in the Aerospace, Oil & Gas, Heavy Industry & Manufacturing Sectors
- MBA, B.Eng(hons)

Introduction

- We welcome the new Support Strategy
- The strategy further emphasises the importance of leveraging data & information technology enablement in the pursuit of Support Optimisation
- The Strategy will help guide us as we work on how technology will be fully utilised in our next generation platforms, products and services
- The concept of design for full through-life support is present in our product portfolio today and this is being constantly enhanced as technology evolves with the goal of achieving the Strategic Outcomes laid out in The Support Strategy

Strategic Outcomes of New Support Strategy

Strategic Outcome 1:

Capable and Resilient Defence Support Enterprise

Strategic Outcome 2:

Enhanced Decision Making Across the Defence Support Enterprise

Strategic Outcome 3:

Effective delivery of Defence Support

Strategic Outcome 4:

Step change in Support Force Development and experimentation

Strategic Outcome 5:

Defence Support people enable future performance

In the following slides we explore some of the key questions that have been raised by the CDLS Team....

Strategic Outcome 1: Capable and Resilient Defence Support Enterprise

Q: What could MOD do more of by way of Partnership with Industry in maintaining a capable and resilient Support Enterprise?

Today's Challenges

- Legacy contracts that may at times inhibit partnership in the supply chain
- Significant Data, Integration and Security issues that lead to interoperability challenges

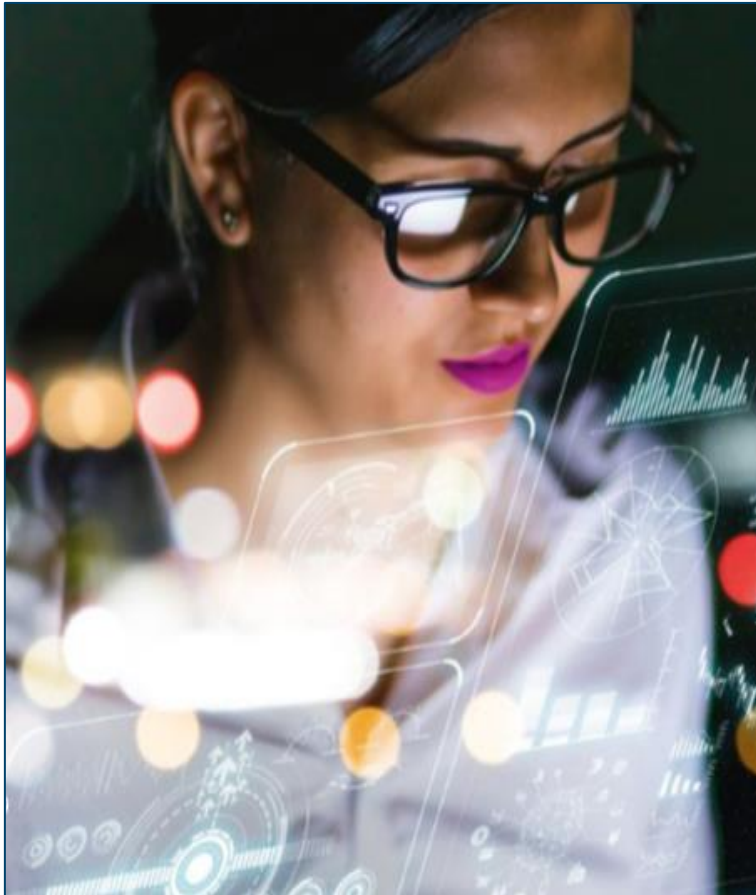
Future Opportunities

- A new spirit of collaboration across the industry, including the MOD-Supplier interface and Supplier to Supplier aligned around the intent of the support strategy
- New levels of data/information led transformation and technology enablement that work to promote the concept of resilience and eco-system collaboration



Strategic Outcome 2: Enhanced Decision Making Across the Defence Support Enterprise

Q: Fragmented and incomplete data compromises effective asset management and therein effective Through Life Capability Management; what steps does Industry need to take to remove such constraints and create value for both parties?



Today's Challenges

- Lack of consistent, quality, timely data availability across the support eco-system
- Historical low maturity in terms of the recognition of data as a strategic asset in the past
- Availability of data skills
- Protection of IPR

Future Opportunities

- A Data Driven approach to partnership & collaboration
- Maximise the opportunity to turn data into information and then into strategic insight – fully leveraging the opportunity to optimise the decision making process delivering support advantage
- Via new levels of platform and support service data availability
- Leveraging technology to protect IPR & access management (eg: blockchain, IdAM, etc)

Strategic Outcome 3: Effective delivery of Defence Support, integrated and secured across the military-industrial complex

Q: How do the emerging imperatives for Sustainable Support change this calculus?

Today's Challenges

- An installed base that was largely designed and commissioned during a period when sustainability was not considered
- Heavy dependency on fossil fuels

Future Opportunities

- The defence support strategy offers the opportunity to apply the vision of sustainable support operations at the design phase and throughout the operational lifecycle
- Maximising the use of training in synthetic environments
- New levels of data exploitation will increasingly allow the tracking of sustainability initiatives and provide confirmation that they are indeed contributing to the sustainment goals
- Alignment with the UN's Sustainable Development Goals



Strategic Outcome 4: Step change in Support Force Development and experimentation

Q: What are the key technologies which are most likely to accelerate the delivery of a paradigm shift in platform availability and environmentally sustainable logistic services in the next 5 years?



Today's Challenges

- Cross supplier data integration issues lead to multiple inefficiencies in the supply chain leads to logistic inefficiencies
- Demand and supply accuracy issues result in excess inventories / non productive stock –impacting the efficiency of logistics, impacting cost of operations and further impact on the ability to deliver environmentally friendly solutions

Future Opportunities

- Maximising the use of data, ML / AI techniques and synthetic approaches to perform scenario based simulations and 'predictive' analytics and help optimise such things as maintenance schedules and forecasting capability
- Product design and technology that minimise the reliance on long logistics chains – ie: in situ additive manufacturing
- Improved asset condition monitoring & predictive techniques – further minimising the dependency on parts availability

Strategic Outcome 5: Defence Support people enable future performance

Q: Where do you see scope to exploit the MOD's Enterprise Approach and STEM Future Programme to better share Engineering and Logistic Support skills across our respective boundaries?

Today's Challenges

- A silo mentality to skills retention across the industry inhibits career progression and detracts from the interoperability / collaboration required to drive an effective, efficient environment for support
- Improving efficiency & effectiveness of ILS is a major operational value generator – however the potential benefits are not always recognised leading to under investment in skills

Future Opportunities

- Career pathways aligned to related industry sectors and underpinned by industry recognised professional qualifications – fully acknowledging the Data & Tech skills that are critical
- Creation of a Support Eco-System Culture that enables long term career goals for our professionals that provides opportunities for military, industry and academia a common learning framework
- Ensuring that the smartest, tech savvy professionals are targeted and retained in the Support disciplines



Support Strategy

A Prime Contractor Perspective



- A warm welcome for the new Support Strategy
- A fantastic opportunity to gain new levels of collaboration throughout Defence Support
- Driving substantial benefit across the entire Support Network
- Information led and enabled by the best technology & digital ways of working



Thank you

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