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Is Partnering the Solution?”**

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NiTEWORKS

A Novel Approach to Partnering before Competition

Presentation to the Society for Cost Analysis & Forecasting

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Collaborate Innovate Accelerate

Abstract

Delivering optimal solutions to satisfy UK Defence's complex needs at pace has always been a challenge, and is arguably getting harder as; budgets are squeezed, our adversaries are less clearly defined both in terms of identity and tactics and our acquisition lifecycles remain stubbornly long. Niteworks is one of the mechanisms the MOD has that can help optimise existing capabilities and enhance the MOD's ability to contract intelligently for new requirements. Niteworks does this through a fresh approach to partnering which, amongst other things, protects and shares intellectual property. This presentation will outline the methodology Niteworks adopts, explain through example how optimum solutions can be delivered, whilst preserving the benefits of competition to MOD and will offer observations for the future.

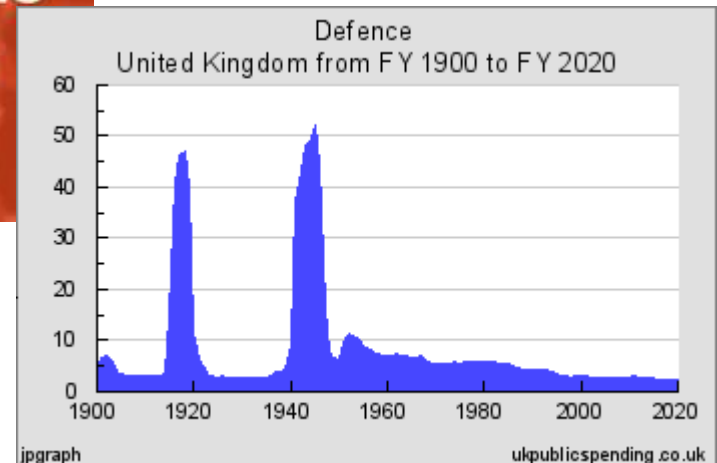
Defence Landscape



Threats and Challenges



Recognising the
terrorist threat



Project Lifecycles



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Improving capability to meet new challenges

- ▼ Optimisation
 - ▼ Defence Lines of Development

Defence Lines of Development

- DLODs
 - Training
 - Equipment
 - Personnel
 - Information
 - Doctrine & Concepts
 - Organisation
 - Infrastructure
 - Logistics (ie Sustainability)

A major driver across all DLODs is **COST**

TEPID OIL

[dstl] UNCLASSIFIED

- ▼ New equipment capability



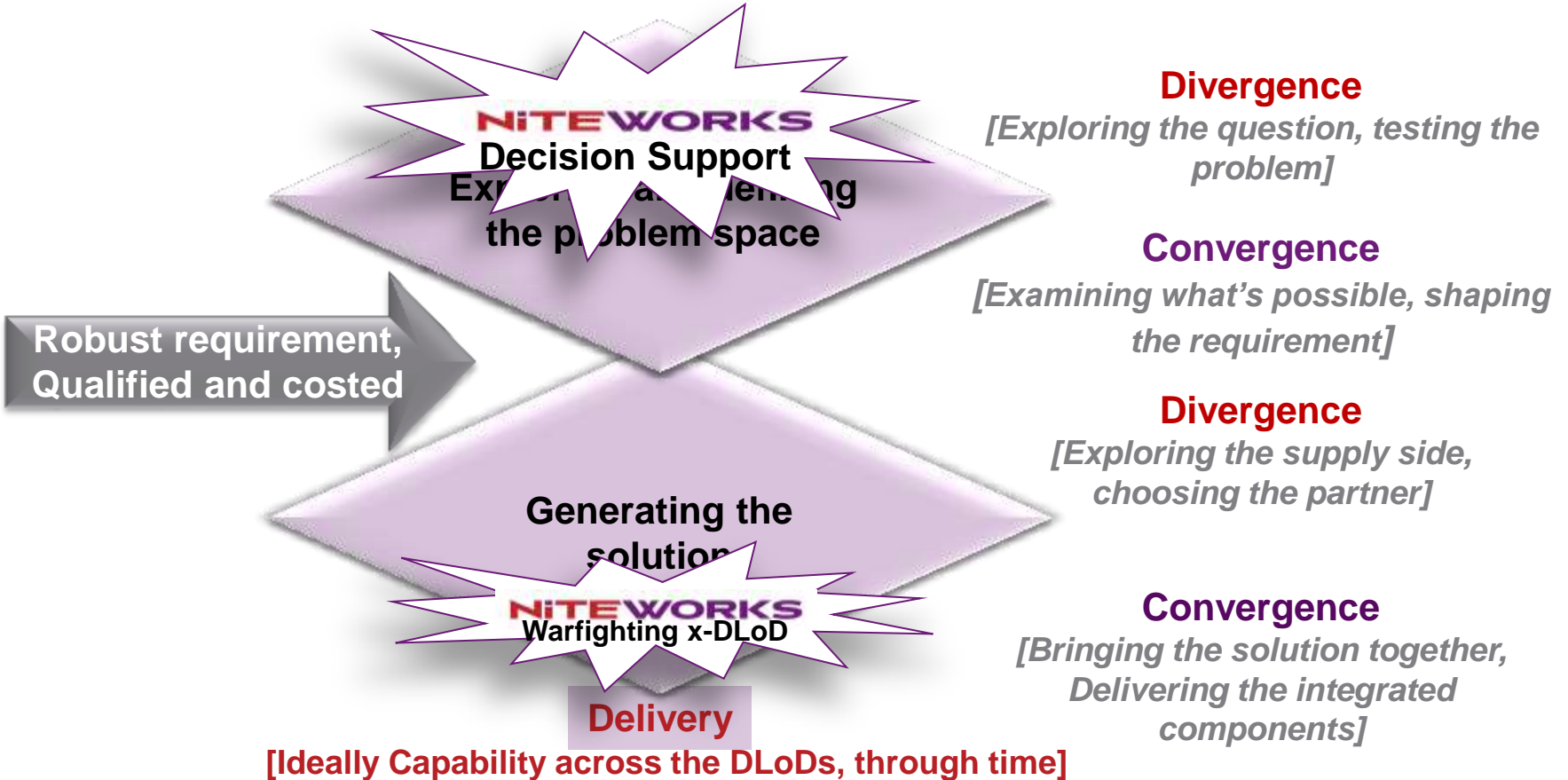
A novel approach to partnering?

- ▼ Common goals
 - ▼ Joint teams
 - ▼ Gain and risk share
 - ▼ But what about:
 - ▼ Working with IP
 - ▼ The benefits of disruptive stimuli
 - ▼ A broader base
- } All accepted as good practice

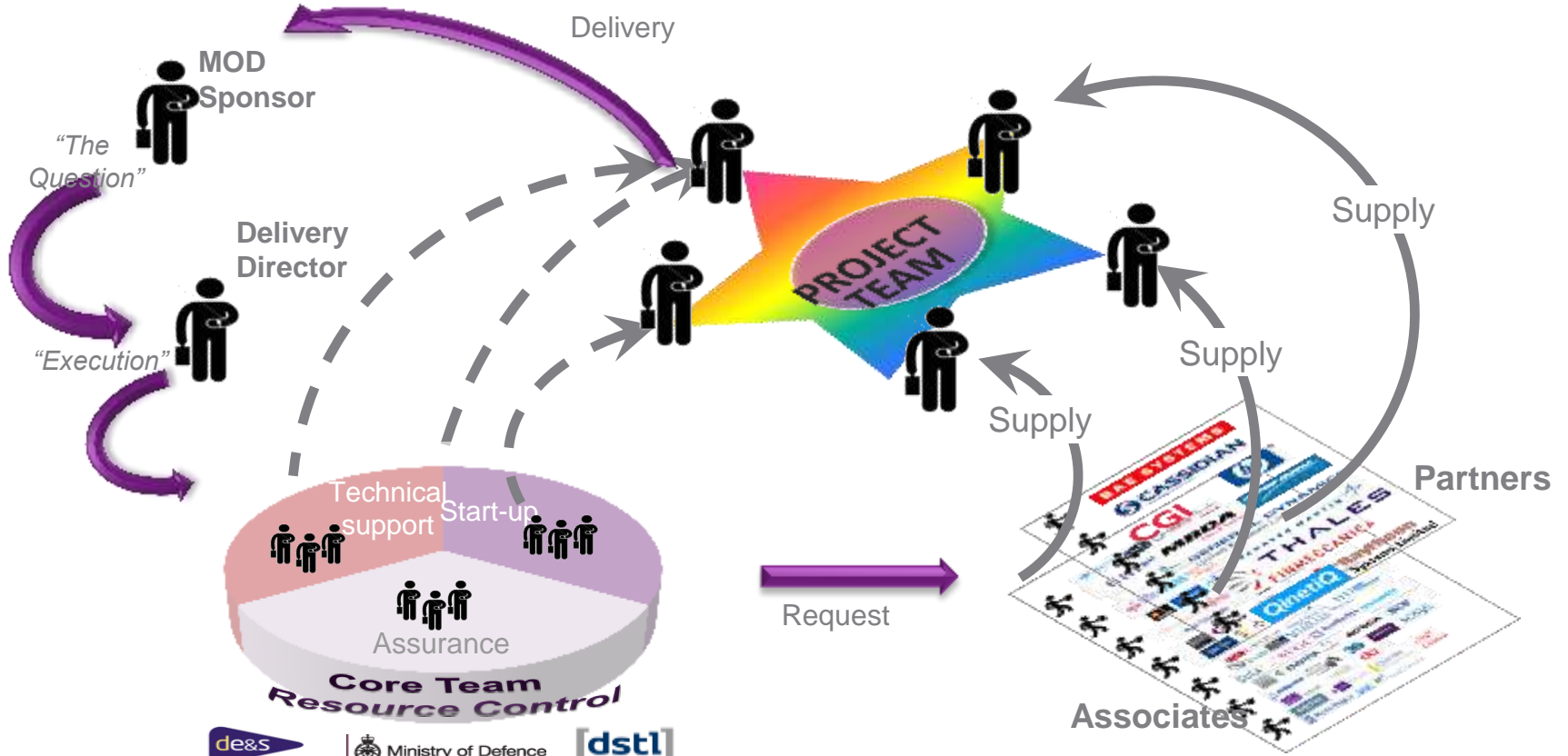
What is Niteworks?

- ▼ Niteworks is an MOD and Industry partnership
- ▼ It is designed to conduct multi-industry experiments and decision support activities, before the competitive process starts
- ▼ It benefits from a *unique* intellectual property model
- ▼ It reaches out to the widest practical industrial base
- ▼ It aims to benefit both the MOD and Industry
- ▼ It is considered *part of the MOD*

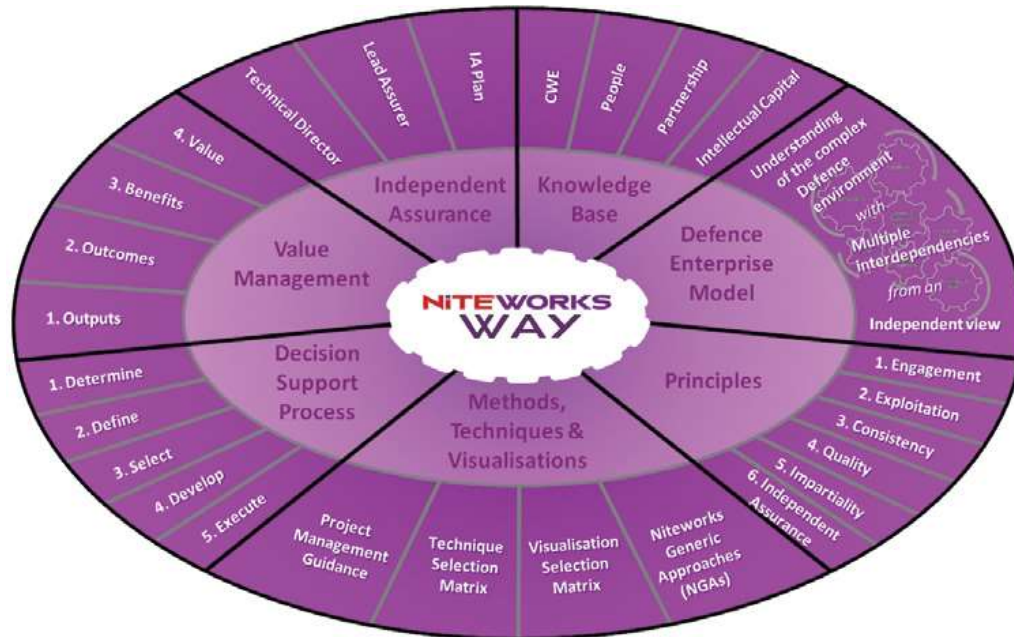
Where does Niteworks fit?



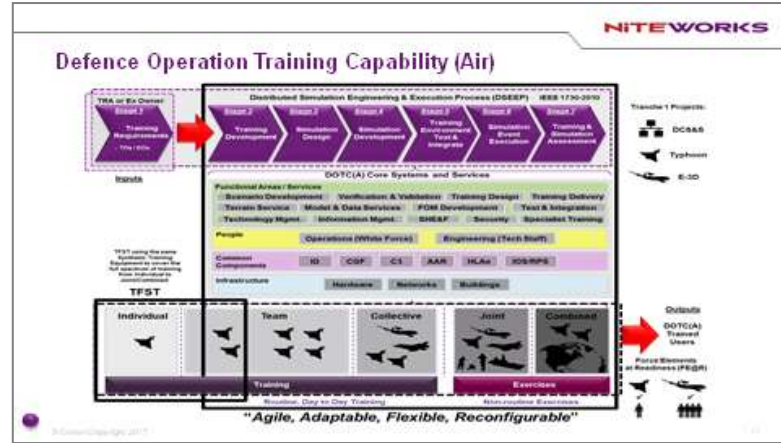
How does Niteworks work?



A Repeatable Methodology



Support to Complex Acquisitions



Air C2ISR & Project Athena

Background

Niteworks was tasked with providing industry interest and researched 'business support' to the Pj ATHENA proposal phase. This included defining the business, identifying options for the ISTAN Force Operating Model (FOM) with the addition of a White Forces Approach (WFA) to training, support and sustainably, personnel and infrastructure as well as advice on potential commercial contracts.

Action

A benefits-led Outcome Placeholder Model (OPM) was used to capture the programme, inform and align this with the required Defence outcomes. These outcomes were articulated in this context of a dual, year and strategic context.

Result

New Potential Projects were identified and refined, that would potentially transform the Force within the 2025 timeframe.

From ISTAN Force options went out forward to further emerge as a complex within an enterprise approach.

The Niteworks team concluded that it is needed to deliver an enterprise approach with an integrated ISTAN Force operating model that:

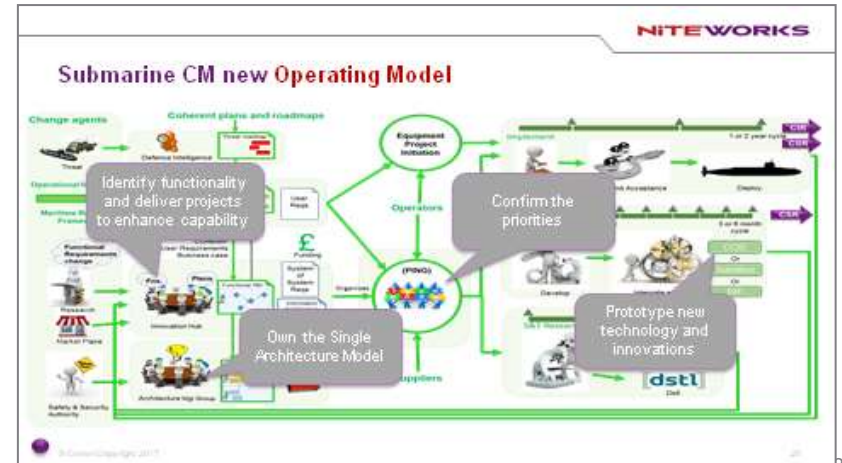
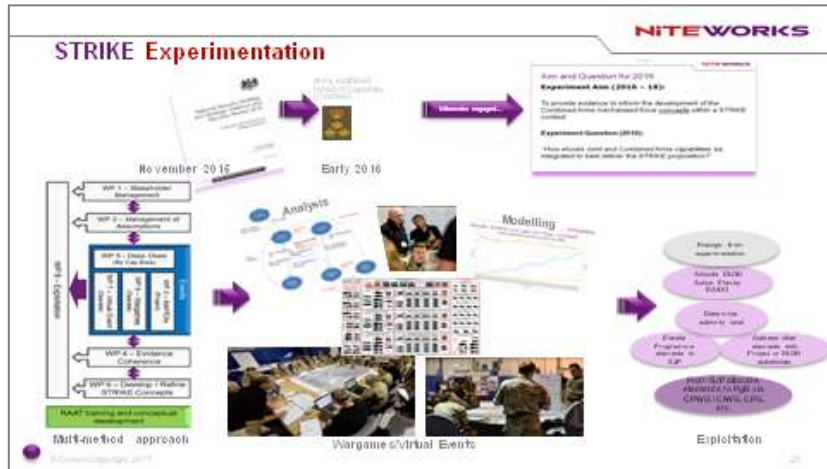
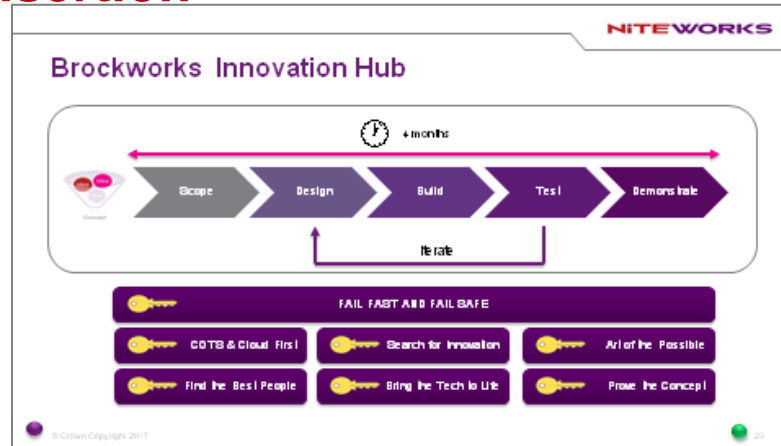
- enables the Pj ATHENA dual Athena Benefits
- meets the 2025 timeframe
- states the enterprise ability challenge with a White Forces Approach
- is able to be affordable within Defence Air ISTAN process

Potential Benefits

- increased operational effectiveness and efficiency with reduced operational risk
- Agile, evidenced support and sustainably, whole team approach
- Potential Projects allow the benefits in the dual Pj ATHENA, members to be realised
- A more efficient and attractive ISTAN Force Operating Model



Rapid Capability Insertion



Personal Observations



“Now that we have run out of money we have to think.”

– Winston S. Churchill



- ▼ The perils of relying on innovation
- ▼ Removing duplication in decision support, yes but...
- ▼ Whatever your political views, or how you view the future turning out, cost will remain king but VFM is more than this
- ▼ The Niteworks partnering model has utility to be used more widely



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