



## MoD Logistics. Transforming logistics for networked enabled capability.

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## Abstract

The vision for UK Defence Logistics is the transformation of the current complex web of processes and systems into a streamlined, optimised, agile and effective 'end to end' logistics support chain fully integrated with the front line and industry.

## Vision

UK Defence Equipment and Support will rationalise the logistics business processes across Defence. A key element of this rationalisation programme is the Logistics Networked Enabled Capability (Log NEC) programme which, amongst other initiatives, seeks to appoint a single Delivery Partner for the provision of end-to-end Logistic Information Services (via the Future Logistics Information Services (FLIS) Delivery Partner (DP) project).

It is the objective of the Logistics Network Enabled Capability Programme to achieve its vision by delivering a logistics transformation programme in discrete but complementary stages.

As part of this step change transformation programme there is a need to develop a Defence Logistics Network Enabled Capability Enterprise Architecture (Log NEC EA) to provide the framework and governance processes for aligning and evolving both the business and technology in order to meet the overarching business goal of improving the operation of the Logistics Support Chain and improving the operational effectiveness of the UK.

Glue Reply was therefore contracted by the UK MoD to create that Log NEC EA to underpin the transformation of UK Defence Logistics. Moreover, Glue Reply, in collaboration with MoD and other partners will develop and, define a UK MoD Logistics Enterprise Architecture to provide support to Network Enabled Logistics Information Services.

## Scenario

UK MoD Logistics is a £4.6bn logistics business supporting £40bn of assets and equipment. The organisation manages 200 million item demands per annum, from over 11,000 end user locations and 100,000 personnel. The organisation supports 8 million codified products in over 150 product categories from 'boots to bullet's' and 'food to weapons'. A complex web of fixed and mobile locations demands a 'global to global' and 'local to global' delivery capability, which is flexible enough to be able to respond to operational changes as they occur.

The incoherent and complex nature of the current supply chain for the delivery of Log IS is inefficient, costly and creates a significant inhibitor to transformation of Logistic business processes. Business change can only be successfully achieved when it is undertaken at the same time as changes made to the underpinning Information Services. There is, therefore, a need for a framework to ensure that all the diverse pieces fit together both now and in the future; that framework is the Log NEC Enterprise Architecture.

## The need

The MoD needs an Enterprise Architecture to support Defence Logistics that will ensure that the network enabled transformation is delivered successfully and that the business processes and the technical impacts of business and IT changes are fully understood and are both coordinated and coherent. Additionally, there is a need to ensure that the solution design has the flexibility to cope with future changes to business processes) in an agile and cost effective manner.

## Enterprise architecture

The goal of Log NEC EA must be able to support and enhance the transition to the future Network Enabled state by:

- Reducing the risk of outsourcing delivery to the Future Logistics Information Services (FLIS) delivery partner through a populated EA framework
- Putting the Log NEC Programme organisation into a position whereby transformation can be delivered
- Providing the Log NEC Programme organisation with the known and documented current state to de-risk the delivery of future change programme
- Providing the architecture blueprint for the future state Log NEC organisation
- Informing a transition plan and roadmap for the Log NEC Programme transformation

The introduction of a Future Logistics Information Services (FLIS) Delivery Partner, coupled with the amalgamation of a number of current organisation capabilities, will be key to the future state organisation. The mechanism of enabling the organisational change is to:

- Provide an architecture of the appropriate maturity
- Provide solution architecture envelopes against which the future change programmes must deliver to provide sufficient information to enable rationalisation of the Log NEC IS Portfolio implementation through consolidation and de-duplication

The Log NEC EA is organised by taxonomy at each level (Contextual, Conceptual, Logical & Physical) and for each domain (Enterprise, Business, Information, Functional & Technical) (see below).

## GLUE ENTERPRISE ARCHITECTURE REFERENCE MODEL

### ENTERPRISE ARCHITECTURE OPERATING MODEL

#### ORGANISATION & ENVIRONMENT

|                          |                            |                    |                     |         |                    |
|--------------------------|----------------------------|--------------------|---------------------|---------|--------------------|
| EA Strategy & Objectives | EA Value Case              | Comm & Engage Plan | Maturity Assessment | Roadmap | Method             |
| Taxonomy                 | EA Charter/ Execution Plan | EA Principles      | EA Capability Model | Tools   | Alignment Approach |

#### IMPLEMENTATION

|           |          |            |           |            |            |
|-----------|----------|------------|-----------|------------|------------|
| Processes | Policies | Guidelines | Standards | Procedures | Transition |
|-----------|----------|------------|-----------|------------|------------|

#### GOVERNANCE

|                     |           |          |                     |                     |                       |
|---------------------|-----------|----------|---------------------|---------------------|-----------------------|
| Processes, Policies | Functions | Measures | Strategic Alignment | EA Design Authority | Transition Management |
|---------------------|-----------|----------|---------------------|---------------------|-----------------------|

### ENTERPRISE ARCHITECTURE FRAMEWORK

#### BUSINESS CONTEXT

|                             |                    |                             |
|-----------------------------|--------------------|-----------------------------|
| Strategic Bus. Requirements | Domain Definitions | Business Vision             |
| Federated Model             | EA Principles      | Strategic Ent. Capabilities |

#### IT CONTEXT

|             |                    |               |
|-------------|--------------------|---------------|
| IT Strategy | IT Landscape       | Alignment     |
| IT Vision   | Domain Definitions | IT Principles |

#### ENTERPRISE BUSINESS ARCHITECTURE

|                     |                       |                               |
|---------------------|-----------------------|-------------------------------|
| Strategic Alignment | Method                | EA Sub-Architecture Alignment |
|                     | Mobilisation          |                               |
|                     | Context               |                               |
|                     | Conceptual Design     |                               |
|                     | Logical Architecture  |                               |
|                     | Physical Architecture |                               |
|                     | Roadmaps              |                               |
|                     | Transition Approach   |                               |

#### ENTERPRISE INFORMATION ARCHITECTURE

|                     |                       |                               |
|---------------------|-----------------------|-------------------------------|
| Strategic Alignment | Method                | EA Sub-Architecture Alignment |
|                     | Mobilisation          |                               |
|                     | Context               |                               |
|                     | Conceptual Design     |                               |
|                     | Logical Architecture  |                               |
|                     | Physical Architecture |                               |
|                     | Roadmaps              |                               |
|                     | Transition Approach   |                               |

#### ENTERPRISE FUNCTIONAL ARCHITECTURE

|                     |                       |                               |
|---------------------|-----------------------|-------------------------------|
| Strategic Alignment | Method                | EA Sub-Architecture Alignment |
|                     | Mobilisation          |                               |
|                     | Context               |                               |
|                     | Conceptual Design     |                               |
|                     | Logical Architecture  |                               |
|                     | Physical Architecture |                               |
|                     | Roadmaps              |                               |
|                     | Transition Approach   |                               |

#### ENTERPRISE TECHNICAL ARCHITECTURE

|                     |                       |                               |
|---------------------|-----------------------|-------------------------------|
| Strategic Alignment | Method                | EA Sub-Architecture Alignment |
|                     | Mobilisation          |                               |
|                     | Context               |                               |
|                     | Conceptual Design     |                               |
|                     | Logical Architecture  |                               |
|                     | Physical Architecture |                               |
|                     | Roadmaps              |                               |
|                     | Transition Approach   |                               |

## Reply value

Glue Reply leveraged its Enterprise Architecture Methodology and tooling to provide the framework and techniques that have allowed the UK MoD to understand and describe the business space in a way that supported both the IT and Business communities. The framework organises and categorises the resources and assets of the business and technical environments and provides the vehicle to create a blueprint of the future state. The vision of the Logistics enterprise is supported by an overarching roadmap to achieve business and technical transformation, in order to improve Defence Logistics Capability.

Glue Reply is UK's leading consulting services organisation focused exclusively on optimising IT/Business alignment and minimising the cost of business and IT technology change. Our core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice:

- Enterprise architecture and business/technology change management processes, roadmaps and competencies;
- Business design and process management initiatives;
- SOA, integration and data management platforms.

For further information: [www.gluereply.eu](http://www.gluereply.eu)

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