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# FCG OIL Industry Engagement Strategy

28 July 21

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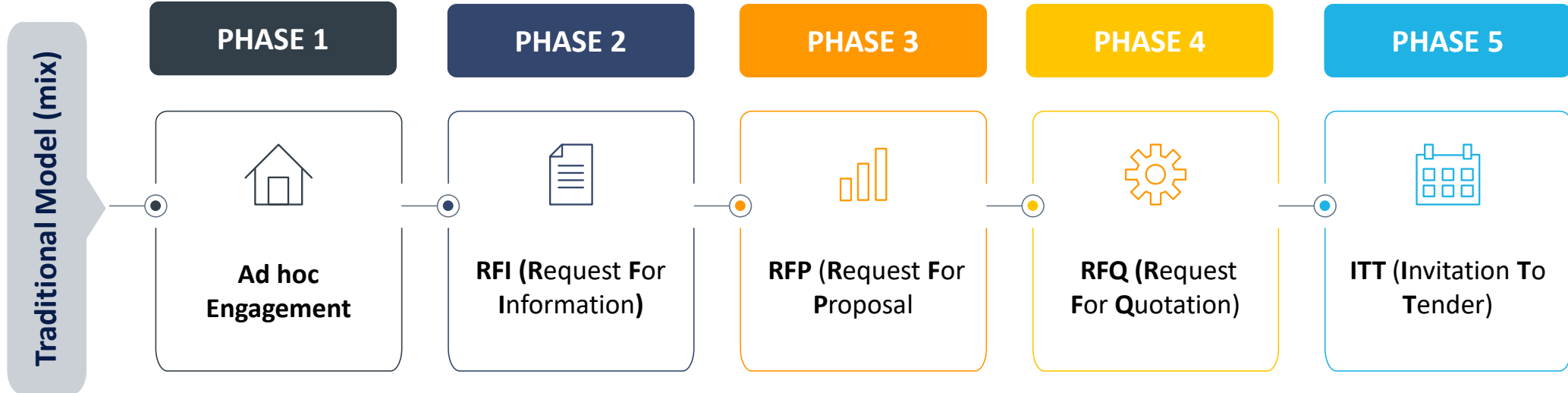
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TEAM  
DEFENCE  
INFORMATION  
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# MOD Industry Engagement – Traditional Customer Journey Roadmap



**2/ RFI (Request For Information)** - Process to collect written information about the capabilities of various suppliers. Normally it follows a format that can be used for comparative purposes. An RFI is primarily used to gather information to help decide on what steps to take next. RFIs are therefore seldom the final stage

**3/ RFP (Request For Proposal)** A document that announces a project, describes it, and solicits bids from qualified contractors to complete it

**4/ RFQ (Request For Quotation)** Process requesting a quote from a supplier for the purchase of specific products or services

**5/ ITT (Invitation To Tender)** Otherwise known as a call for bids or a request for tender is a formal, structured procedure for generating competing offers from different potential suppliers or contractors looking to obtain an award of business activity in works, supply, or service

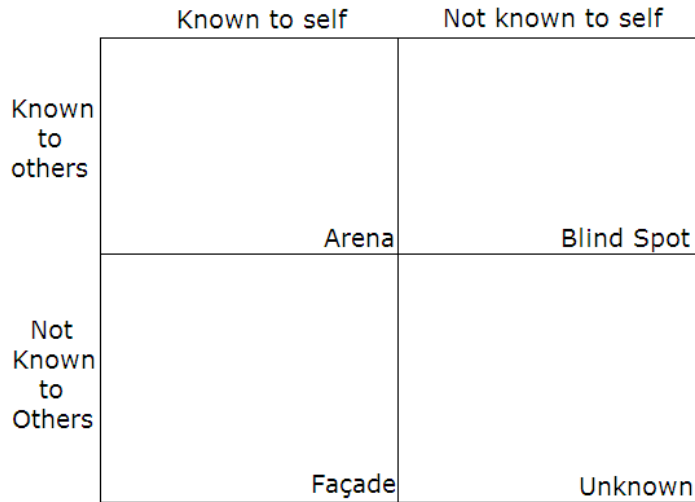


# 'New Model' Engagement with pre-RFI wider industry roadmap 'Menu'

- Initial engagement with the relevant FCG Programme Manager and Team Defence Re; the command requirement at the earliest stage is critical for successful scoping, refining, framing the question and providing evidence for buy in, going straight to RFI can stifle and limit true visibility to a solution too early (from a closed/funnel not open question) and one player may not have a complete solution
- Team Defence can then help the FCG Programme Manager with a new, structured, custom-made connection and facilitation plan from an agreed 'menu' to target relevant TRL 5-9 businesses who can deliver the FCG 'Explore – Exploit' objectives
- For FCG to get from wider, non-traditional defence industry the best caliber, choice, relevance, capabilities and ultimate customer satisfaction they need to 'see': It's got an owner and is a real problem that need a solution, its funded appropriately and what the activity requirements timeline/funding gateways look like (for resource commitment), Team Defence understand these factors and can assist the FCG Programme Manager in including this as part of the engagement plan
- When signed off by FCG the individual engagement plan be implemented to conclusion fully supported and coordinated by Team Defence and its partner organisations/networks

# Defence 'Johari Window'

What MOD might be missing and how we can plug the gap (2 steps – forward to reveal)

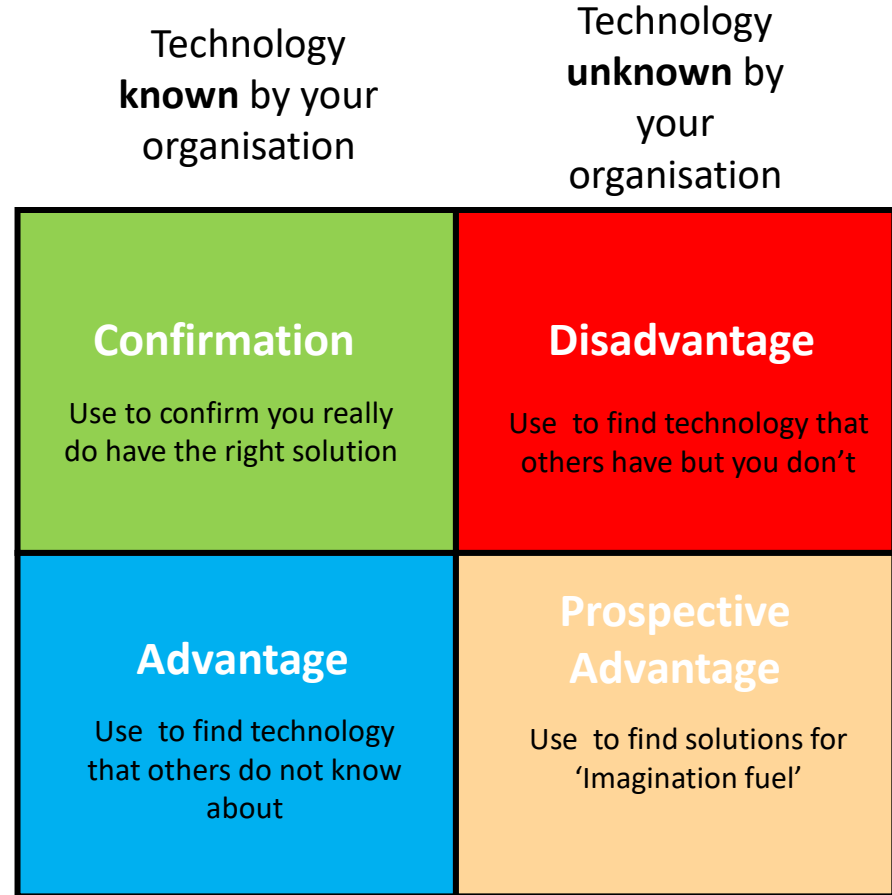


Johari Window (luft and Igham)



Technology **known** to others

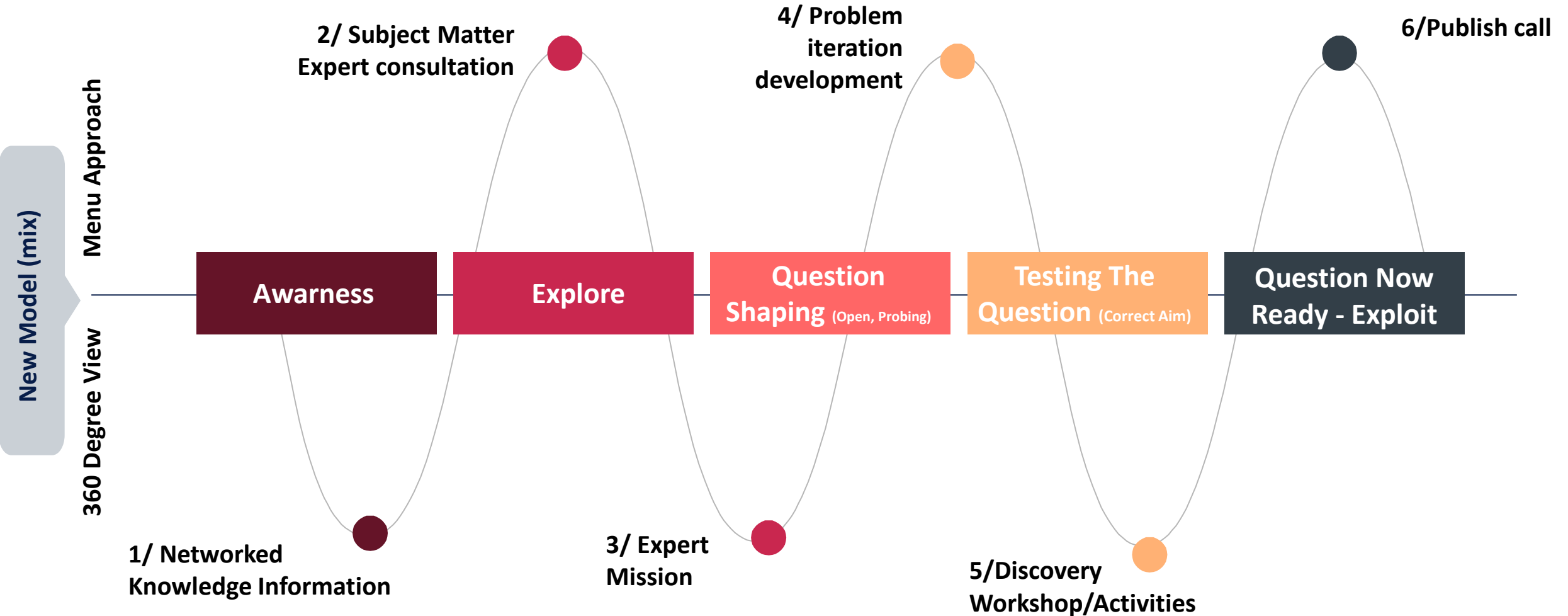
Technology **unknown** to others



Johari Technology Window (KTN)

# Engagement - Customer Journey Roadmap 'Menu'

speed, agility, consortia, best fit, success



# What does this new approach deliver?

FCG/Command Key Benefit	Explore (improve problem understanding)	Question Shaping (greater breadth of potential solutions)	Testing the Question (allows robust, considered 360-degree review)	Question ready – Exploit (best option based on enhanced confidence)
Accessibility	Much wider enterprise involved with higher TRL	Expert knowledge base dial-in	'Off the shelf' evidence based insight and analysis	Solid, relevant viewpoint received
Critical Intelligence	Fresh not duplicated or repurposed	Full, multifaceted understanding	Exploration leading to exploitation recommendations	Ready to communicate
Formative – Modelling, Defining, Know-How	Holistic view of task	What is possible	Affordable, achievable, realistic timeframes	Confidence in delivery
Demand Imperatives	Wider organisational decisions	Range of perspectives	Evidence gathering	Value added to decision
Capability Effectiveness	Other industry solutions to inspire	Compare and contrast	Pick the best match	'New to Defence' innovation opportunities



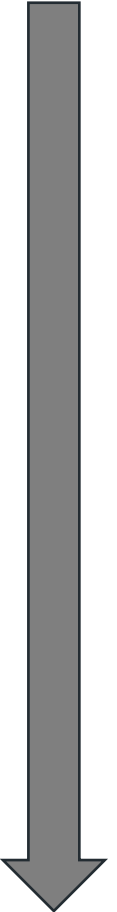
# Engagement Customer Journey Roadmap 'Menu'

speed, agility, consortia, best fit, success

Options will vary and need to be part of the agreed custom-made engagement plan depending on size (scope and budget), complexity, subject matter (wide or niche), timelines or roadmap requirements but as generic examples (can be actual events, virtual or hybrid) they comprise of:

- 1. Networked knowledge information management**
- 2. Subject Matter Expertise consultation**
- 3. Expert Mission (visit to site or visits to view alternate sector exemplars)**
- 4. Problem statement development/iteration workshop**
  - Lightning pitches
  - Consortia development
  - Developing competition scope
  - Gap analysis of proposed competition scope

Details of each of the 4 follow...





# 1. Networked Knowledge Information Management Service

**Provides** - Leveraging an unparalleled network of networks to gain ‘bigger picture’ insight and information to support successful FCG delivery

## Application:

- Development of high-quality underpinning relevant knowledge

## Use cases:

- Horizon scanning service to support future focus
- Identification of emerging and enabling technologies, development timelines/market readiness levels
- High quality alternative to market engagement surveys across a wider network including non-traditional defence sectors
- Delivers high level and current information on technologies, maturity levels, industries and companies/academic leads
- Where UK capabilities are based geographically or where UK capabilities need investment or development
- Supports ‘Johari window’ approach to MOD current knowledge base





## 2. Subject Matter Expert Consultation

**Provides** - Provision of subject matter expertise with specific technology/sector focus to inform FCG programme delivery

### **Application:**

- Requirement to engage ‘Honest Broker’ working independently of own organisational objectives and for the benefit of quality MOD outcomes

### **Use cases:**

- Provides market information and insight required to scope programme deliverables
- Expertise/knowledge base outside of traditional MOD/Defence interactions can be accessed
- Leading markets or key players within/outside of traditional defence pipeline are identified
- Support to developing non-defence common language in communications to achieve maximum results
- 360-degree market snapshot



### 3. Expert Mission (utilising subject matter experts)

**Provides** - Subject Matter Expert/s 'line walk' the challenge environment and/or the FCG Programme Manager/Command sponsor 'line walks' an exemplar industry example

#### **Application:**

- Requirement to solicit independent expertise to develop knowledge and understanding of technology applications, pain points, technology integration experience and potential or actioned solutions

#### **Use cases:**

- Introduction of deep expertise from technology specialists/alternate sector champions to visualise MOD challenges and offer solutions
- In-depth opportunity to examine both challenge and host environment to fully appreciate working challenges in the application of any solutions
- Gain knowledge and good practice from others with a similar challenge or that have solution to similar/same challenge
- Potential future collaboration partners/MOD non-traditional defence suppliers identified
- Open and honest beneficial conversations are held

## 4. Problem Iteration Development

**Provides** - A highly successful model to address a specific problem statement and seek solutions involving communities who would seek to provide solutions

### **Application:**

- Scoping and framing high quality problem statement
- Use in early stages prior to any release of innovation competition, grant funding, etc.

### **Use Cases:**

- High quality solution providers and consortia development (if required) identified
- Barriers to successful delivery identified and mitigated against early in programme
- Gap analysis identification of solution providers and where effort needs to be placed
- Clarity around any future call description proposed from those who would seek to apply
- Community engagement to achieve successful outcomes



# Workshop elements



**Problem Statement Issued**

- Solution providers complete a Quad with:
- Organisation details
- Which part of challenge statement are you addressing
- How will you address this?
- What are your timelines?

**Discovery Workshop**

- Developing consortia members
- Gap analysis/partner search
- Identification of additional challenges to successful delivery by participants
- what else is required for successful delivery? (Legislative change, access to certain data etc.)
- Who else should we engage with that is not represented here?

**Develop Brief**

- Proposed draft challenge statement shared for 10-minutes
- How does it read/language changes
- Will we get outcomes required in timeframes set
- Anything missing/need clarity

**Outcomes Delivered**

- Good quality consortia built
- Identification of gaps to successful delivery
- Clarity around call wording/competition brief
- Community engagement to successful outcomes



# Summary

## New approach, fresh results

- Unique, engagement steps with built in flexible ‘Mix-and Match Menu’ upstream of traditional RFI (but designed to support and enhance it) to shape better outcomes by reviewing the original question with a 360 Degree reshaping/adjustment as and when required
- Unrivalled access to 50,000+ unique organisations (vast majority ‘new to defence’ SMEs from other industry sectors)
- Exposure to off-the shelf, ‘spin-in’ technology (developed, funded and matured for in other sectors that can be readily repurposed for Defence), particularly valuable for higher TRL requirements
- Consortia approach included – A complete solution may need to be integrated or blended to deliver total success
- Consolidated approach – Clear line of communication to build and develop a wider knowledge base and experience skill-set within FCG
- Early visibility of demand signal to industry for effective spiral development (cyclic, concurrent, growing a system via risk-driven experimentation and elaboration to lower development cost by early elimination of nonviable alternatives and rework avoidance) to fully harness the benefits and agility of ‘Buy and Try at Scale Operational’ (BATSO)

# FCG OIL Industry Engagement Strategy

Additional Supporting Information

**Your Key Team Defence Contacts:**



**Steve Green** – FCG Industry Liaison (and Research Technology & Innovation Lead at Team Defence Information)



**Darin Tudor** - FCG Industry Liaison

# FCG Industry Engagement Strategy

Use of Team Defence Information to providing a coherent focal point for Industry engagement providing consistent messaging and communication across industry sectors to enable collaboration and derive value for money for Defence

## **What will we collaborate and communicate about**

- Command focused and sponsored problems/opportunities that are outcome focused to enable exploitation and acquisition of products, upgrades, and services.

## **Why will we engage**

- Collaborative cross sector interactions bringing diversity of thought, divergent and convergent thinking to create new capabilities that enable Defence to Do Different Things, Do Things Differently or Do Better. Collaborations will enable adaption/adoption (remove blockers) to commercialize solutions (cross valley of death)

## **Who will we collaborate with**

- MOD problem owners and funders
- Defence Primes and OEMs
- Established tier suppliers
- Solution architects and systems integrators
- Other sector supply chain
- SMEs
- Academia

## **How will we target engagements**

- Exploitation of TDInfo and KTN network of networks to utilize most appropriate existing working group or community and inject new ideas and collaborators

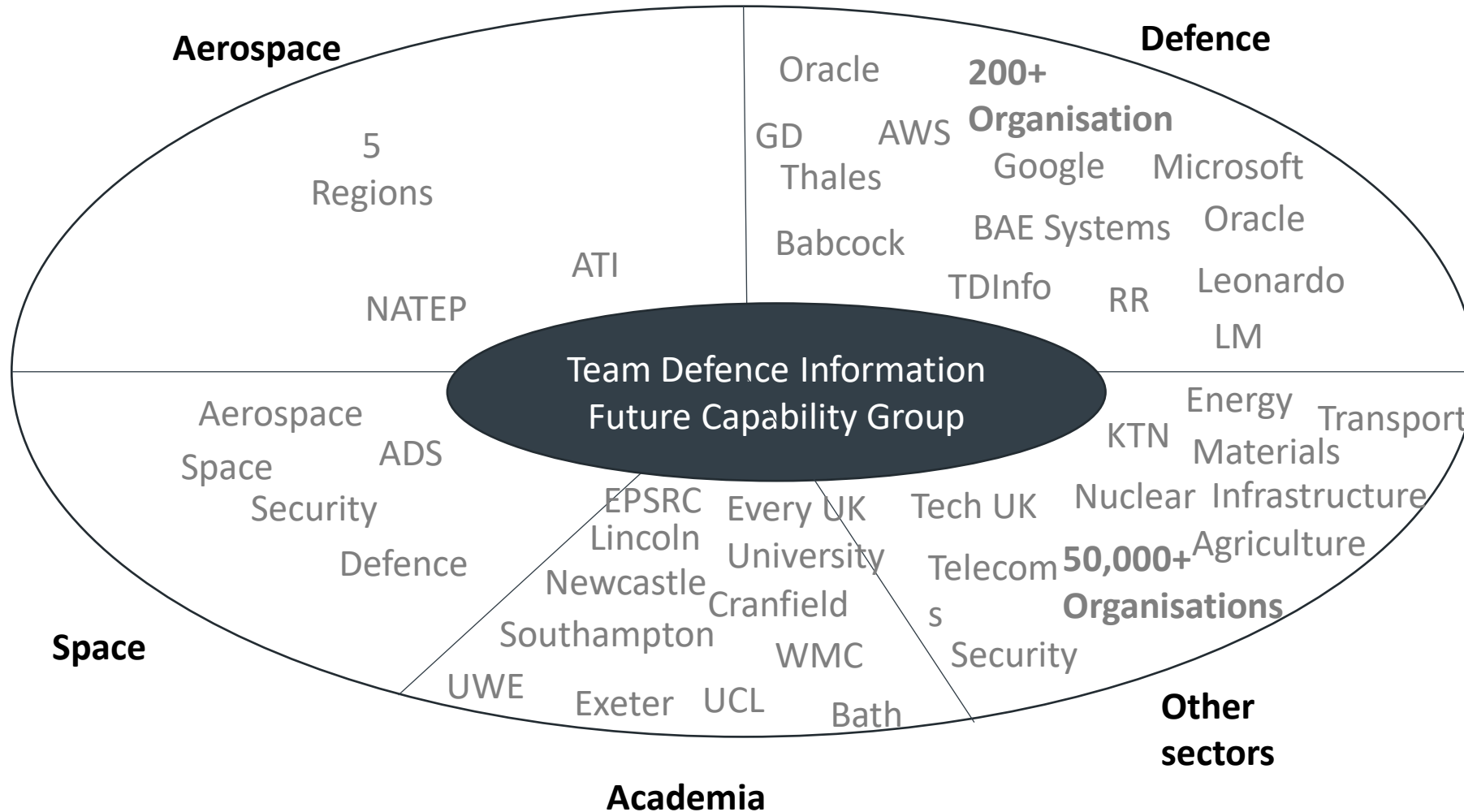
## **Where will we engage**

- Innovation bridge – bringing people to you
- Industry innovation centers - taking you to industry

## **When will we engage**

- Early in the Procurement life cycle and responsive to MOD timelines to align with commercially exploitive routes to contract

# Stakeholder Segmentation and Engagement







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# Relevant TDInfo Groups



- Def Sp Distribution – A DSFDB SWG previously **Robotic & Autonomous Systems**
- Def Sp Data – A DSFDB SWG previously **Artificial Intelligence**
- **Sustainable** Def Sp – A DSFDB SWG
- Def Sp **Digital Twin** COI
- **MDI** WG



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# Battle Rhythm



- **Quarterly**
  - Steve, Darin, KTN plus FCG SLT
- **Monthly OIL Steering Group**
  - Darin, Steve, Dan, Alex
- **As required**
  - Steve, Darin plus relevant leads with FCG desk officer leads



# New Commercial Roadmap

## Buy and Try at Scale Operational (BATSO)

An agile end to end commercial model that enables rapid spirals to develop understanding of how to exploit a mid/high maturity technology with a route to scaling and future procurement if funded.

FCG built on the Buy and Try at Scale (BATS) model which was piloted 2 years ago and helped the customer to define their requirement at pace through exploration spirals whilst benefitting from technology upgrades but there was no route to scale (new procurement timeline negated the benefits of BATS).

BATSO is being piloted on a few projects to prove the end-to-end exploitation route using one commercial mechanism rather than splitting up (R&D/exploration/procurement).

The gates will depend on the funding and approval profile for the project, but FCG are using the principle of incremental assurance to progress through to exploitation and the hooks will be in the contract to enable this from the outset.

The assurance piece is critical to gain maximum benefit from the commercial model and AATP are working hard on this piece of the technology exploitation puzzle.



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# Commercial Roadmap Overview



## Buy and Try at Scale Operational (BATSO) Overview

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### Buy & Try at Scale Operational (BATSO)

- End to end commercial models to pull through mid/high maturity technology
- Agile & flexible, fail fast or route to scaling from outset
- Enables faster technology exploitation – Baseline Operational Capability
- Improved demand signals to industry, industry inclusive (novel supplier selection)
- Leverage private sector technology investment – opportunity to develop MOTS prototypes