

Case Study: The IQ Framework



The Challenge

NAVSEA is the largest of the Navy commands and is responsible for building U. S. Navy ships and foreign military sales. It provides support for its products and combat systems as well. NAVSEA accounts for approximately 20% of the Navy's \$100B budget and employs more than 50,000 people at its headquarters (Arlington, VA), four naval shipyards, nine supervisors at commercial shipyards and various undersea and surface warfare centers.

A key component to any organization's success is access to assimilated information (or an Information Quotient - IQ) that is created for a business function or role. It does not matter if that organization is a corporation in support of selling products/services or if that organization is our military in support of our warfighters. What does matter is the imperative for the right information/IQ to be presented to the right people (secure), when and where they need it (high or low-bandwidth environment), in an appropriate format (rich or text), and in consideration of costs and efficiencies. At NAVSEA, a transformation from traditional processes and systems is required to more effectively equip our warfighters. Progressing technological capabilities can provide warfighters timely access to intelligence analysis or even information from radar sensors to articulate effective strikes. The needs of the Navy-Marine Corps to support warfare in defense of our nation epitomize how information /IQ can be used as a critical resource for a competitive advantage.

The need for information and the sheer amount that exists can be overwhelming. This really raises the priority to organize and manage processes for information access, creation, and workflow. There are a plethora of technologies and applications that add additional levels of complexity and increase the risk of these investments. It is imperative to have a strategic plan for how IT investments will be made and how technologies will be used to create and disseminate information.

The Solution

The IAM Company is comprised of “Business-Technology Strategy” consultants that focused on assimilating various complex needs of the Navy to provide strategies for addressing them. We provided a sound business case for the use of an Enterprise Application Portal (EAP) as a platform to provide IQ solutions. We also provided a very pragmatic approach to enterprise deployment that phased in the implementation of various EAP functions and IQ as solution components in support of targeted business processes.

In alignment with the IQ Framework, we worked with stakeholders to engage a top-down approach to understand the business needs. This required analysis of current and future initiatives to understand information management requirements. It also included an analysis of Activity Based Costing (ABC) study results to determine cost savings. Using the results of this analysis helped to determine which business processes were the best targets for improvements and to intellectualize a Return on Investment (ROI). ROI was based on efficiencies (labor reductions) to be gained from recommendations of a Communities of Practice (COP) based approach to Knowledge Management (KM). Additional cost savings and structures for data/information management were to be gained from the results of production server (database, web, and application) consolidation. Within this context, an EAP was determined to be a very compelling platform to reduce operational costs, integrate information solutions, and extend new IQ solution components throughout the enterprise.

We also addressed their technological requirements for security, content management, web-services, and an Internet-work architecture. The architectural recommendations consisted of several models aimed at mitigating latency through an improved enterprise workflow solution, a web-services model for secure internal/external collaboration with various enterprise resources (ERP, Help Desk, etc.), and a flexible conceptual solution architecture using IBM Application and Microsoft Enterprise Solutions frameworks to provide expandability for future needs. The architecture was designed to be agnostic of technology though it regards current and emerging technology standards (Java, web-services, .Net, XML, etc.). It also included consideration for a pervasive portal interface, high survivability (network and data), security and intrusion detection, performance, and scalability to meet the demands of a mission-critical military environment.