Developing a Model Based Enterprise (MBE) Strategy within Army Organizations

Dr. Gregory Harris, P.E.
Associate Professor
Industrial & Systems Engineering Department
Auburn University
Director, Southern Alliance for Advanced Vehicle Manufacturing Center

Model Based Enterprise Summit
April 5, 2017
The Question

Is the DoD/Government going to be involved in Defense System Design, Development, Realization, Use, Sustainment, and Disposal in the future?

• If the answer is no then we will simply contract out all system development and sustainment functions.

• But, if the answer is yes, then we must prepare for the tsunami of 3D data and digitalized technical and business processes coming.
The Current State of MBE Capabilities

• A focus on geometric related information with no associativity.

• Multiple CAD/CAM environments in the supply chain.

• Lack of Interoperability among different systems.

• Most operations are in different degrees of ‘silhouette’ effect.

• Supply chain collaboration is manual at best.

• There is a lack of in-depth model exchange validation capability.
Future State of MBE Capability

• More than just replacing drawing type information exchange to include design intent and context.

• Robust interoperability among disciplines and organizations.

• Responsive and adaptive to the changing market place and technology.

• Improved product life cycle time and costs.

• A building block for accelerating the maturation of the full MBD schema and communications across silos.
Key factors required to implement MBE

- A functioning enterprise Product Data Management (ePDM) system.
- Documented business processes to guide MBE tool selection and configuration.
- Policy regarding the acquisition, contracting and use of 3D MBD.
- Consistent leadership emphasis to affect cultural change, and digital product data management (including fully annotated 3D models).
- MBE tools and processes must be common, but can be tailored to each organization and site based on mission.
- This will not be achieved through chance and random application, it will take a strategic plan to guide and manage the initiative and subsequent culture change.

- Reality
  - MBE has not achieved the level of urgency of other activities and issues within Program Management functions.
  - A concerted effort must be brought to bear on this issue to continue to provide superior service to customers.
  - Even if the PMO wanted to implement MBE they don’t have the personnel or skill sets.
Project Approach

• Develop the vision of MBE for a typical Program Management Office and the Army support organizations engaged with a weapon system.
• Document the data processes within a PMO and the support functions that support the PMO.
• Develop a scenario of a typical PMO with MBE capability.
• Create the Business Case for the implementation of MBE at a typical PMO.
• Establish a framework for the implementation of MBE capability.

Additionally,
• Develop requirements for an Army Organic Industrial Base (OIB) MBE solution.
• Coordinate and demonstrate alignment of the Army OIB MBE requirements with the Lifecycle Product Data Management requirements.
• Identify and catalog standards related to Model Based Enterprise.
“For RDECOM overall, we must have a robust PLM/PDM to help us with more than just manufacturing. We need to tie into the logistics and provisioning folks also.”

• Current efforts have not actually identified the complete pool of stakeholders in the MBE/Digital technology arena.
• Items we need from the complete (or almost complete) list of stakeholders (in simple terms):
  - What product/process data do you touch?
  - How do you touch it?
  - What systems do you touch it with now?
  - Are there ways in which you wish you could touch the data that would improve your efficiency, quality, costs, etc.?
• From this we will build the requirements document which is the first deliverable, the requirements document.
SE Approach to MBE Capability

• Document and Understand Current State

• Clearly Stated Problem Definition
  - Document and Describe Concept of Operations

• Identify ALL stakeholders
  - Identify Stakeholder Needs and System Desires

• Develop a set of Requirements

• Identify Gaps between Current Capability and System Requirements
• We are in the System Definition phase of the Army Strategy for MBE

• System Definition can come from many directions:
  - Analysis of the Current System
  - Threats
  - Performance Gaps
  - Technical Contacts
  - Projected capabilities
  - Deficiencies

• There are different operating scenarios for management of the information networks within Army
  - Vacated ownership
  - Internally Managed
  - Others?

• It is vital that the IPT understand how the systems are managed and used under each scenario
  - Policy
  - Management
  - Data Flow
    ▪ Charted with explanations

• It is imperative that the team find and document all stakeholders
  - Create a list of Stakeholders in the demonstration system
  - Determine the salience of each stakeholder by understanding and documenting the stakeholder in terms of power, legitimacy and urgency
  - Identify and document Stakeholder needs and desires
Stakeholder Classification and Salience

Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts

Author(s): Ronald K. Mitchell, Bradley R. Agle, Donna J. Wood


Published by: Academy of Management

Stable URL: http://www.jstor.org/stable/259247
• We develop a strategy and framework for implementation of MBE capability in Program Management Offices and the Organic Industrial Base of the Army.

• How do we actually implement?

• How do you provide the skill sets?
Model Based Enterprise Capability Center

**PM/Government**
- Point Solutions
- Solving Today’s Problem Focus
- Process Based

**Institutes**
DMDII/Centers of Excellence
- Industry, Academia, Government, Working Together
- Enterprise Level Solutions
- Technology Based

**Foundational Standards**
- Focus on Users and the Processes in Government PM Shops
- Overcome Culture
- Feedback Loop from Institute Developments in the Digital Thread
- Improve MB Capability in Government Organizations

Model Based Enterprise Capability Center (MBECC)

- Model Based Engineering
- Model Based Manufacturing
- Model Based Sustainment/Logistics
- Model Based Systems Engineering

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Model Based Enterprise Capability Center

- Model Based Engineering
  - Design
  - Planning
  - Virtual Evaluation
  - Prototype
  - Tests
  - Simulation
  + MB Definition for Design and Development

- Model Based Manufacturing

- Model Based Sustainment/Logistics

- Model Based Systems Engineering

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Model Based Enterprise Capability Center (MBECC)

Model Based Engineering

Model Based Sustainment/Logistics

Model Based Systems Engineering

Model Based Manufacturing
- Execution
- Realization Process
- User Model Data
- Creator of Systems Documentation
- Realization (Materials, processes, worker, test, certifications, etc.)
+MB Definition for Realization

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Model Based Manufacturing

Model Based Systems Engineering

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Model Based Sustainment/Logistics
- Model Surrogate
- Creator of System History Documentation
- System User Training
- Obsolescence
+ MB Definition for System Employment, Use and Support

National Standards
Incorporation in Government PM Shops

Institute Developments in the Digital Thread
Utility in Government Organizations

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Industrial & Systems Engineering Department
Model Based Enterprise Capability Center

What Would We Need?

• Authority and approval to establish a center that consists of:
  - Government and Contract Subject Matter Experts
  - Model Based Engineering
  - Digital Manufacturing and Design
  - Verification and Validation
  - Testing
  - Training

• Funding for Support

• Chartered to Assist PMs with Becoming MB Capable
Questions?