

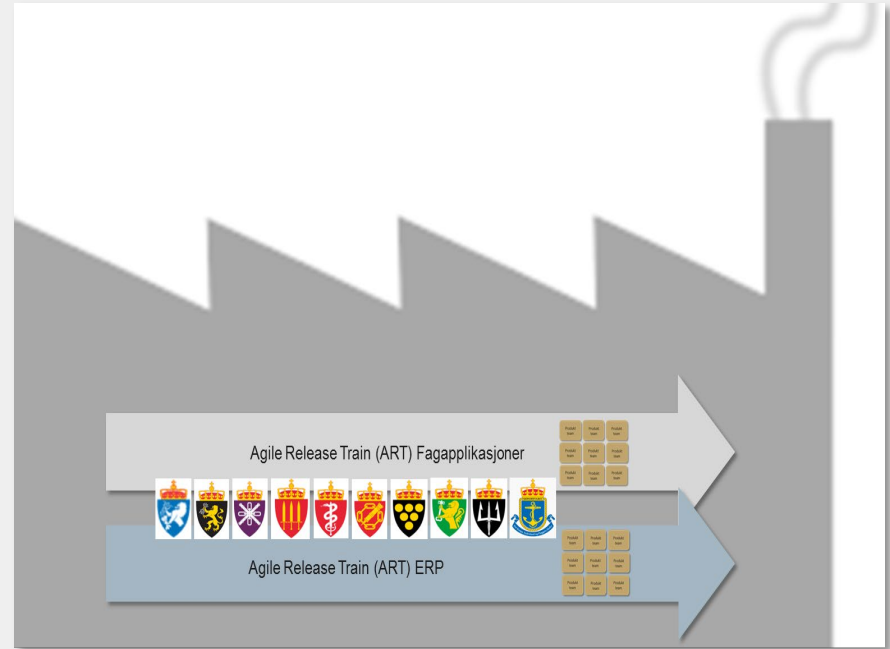


Cyber Defence Digitalisation Unit (CDU)

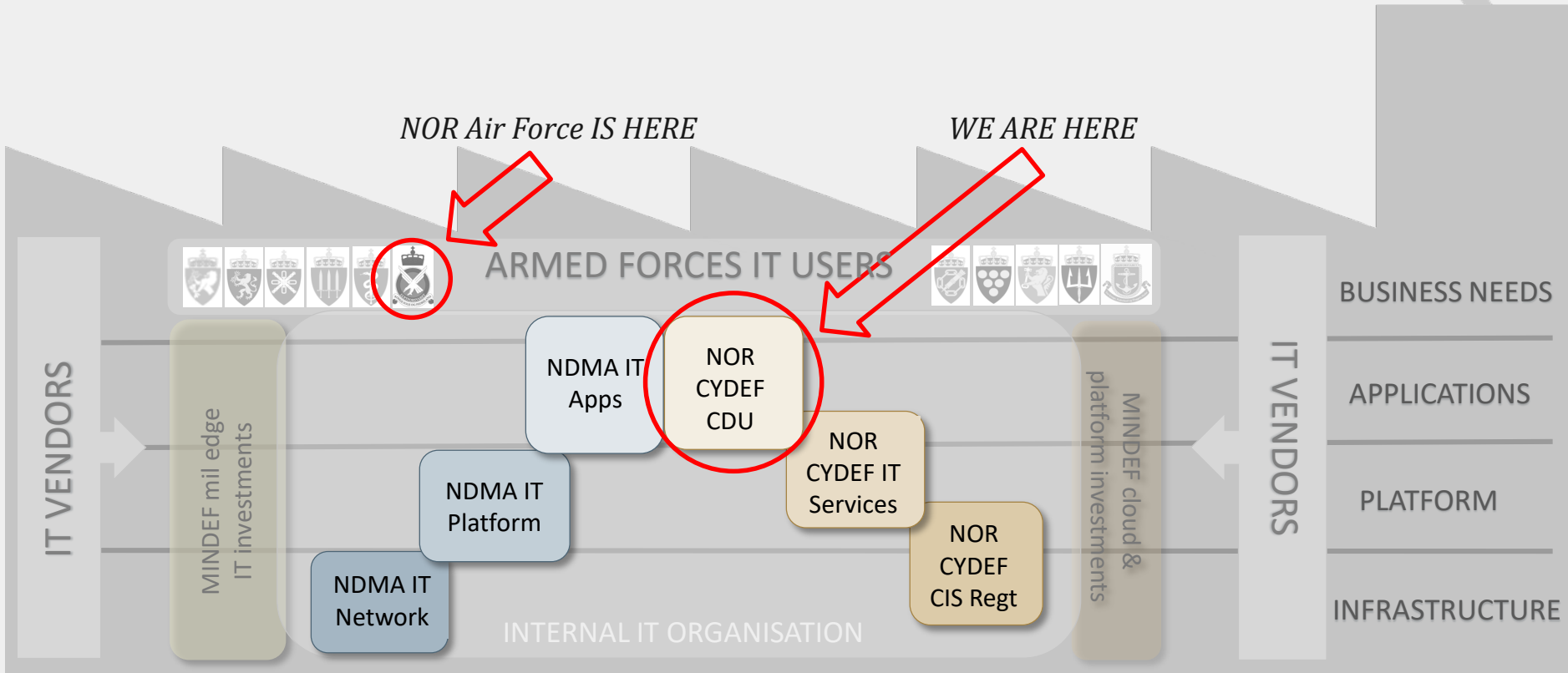
Halmstad, SWE 23-25 April

An Introduction

The Digitalisation Factory



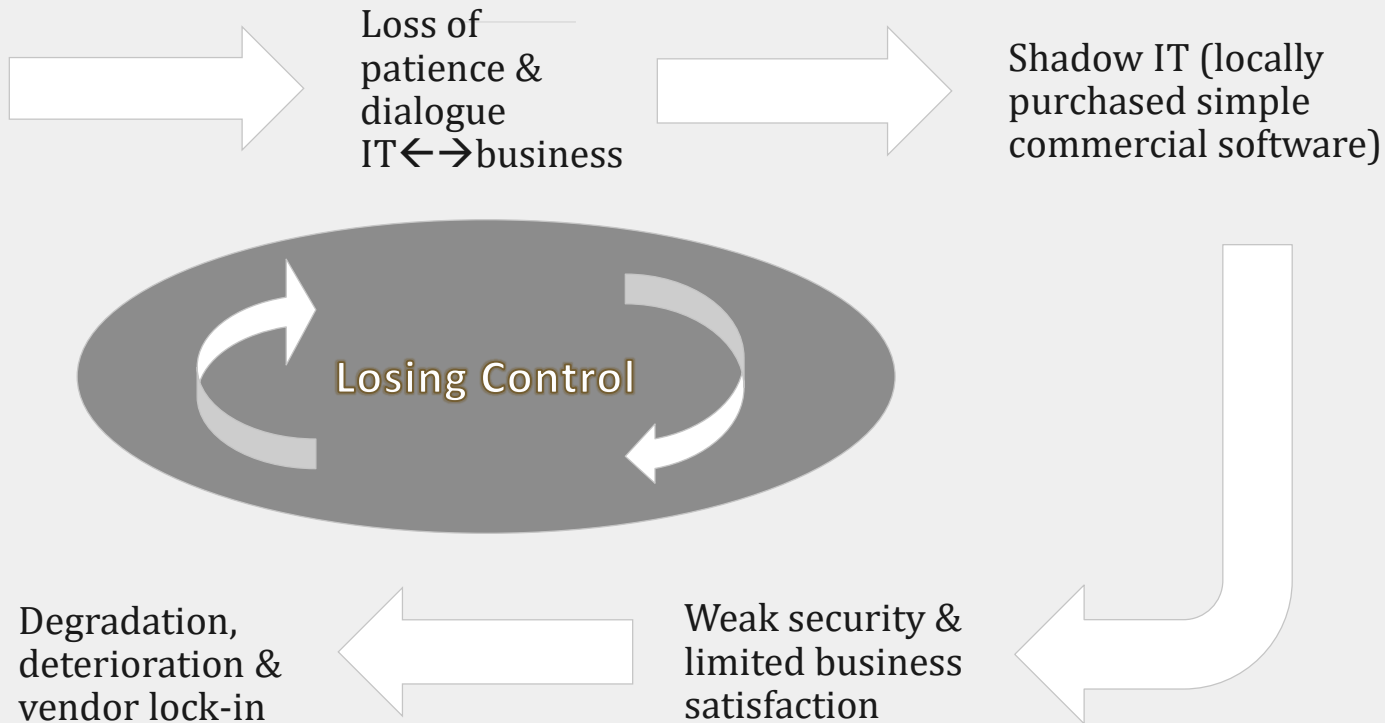
«Digitalisation factory», simplified landscape



Military IT development history 1990-2019

Status IT development

- Too little
- Too late
- Too expensive
- Too fragmented



«Digitalisation factory» foundation

Main problems, broken down:

1. Business needs constrained by IT budgets & IT centric technology roadmaps



2. Evolving business needs are not timely absorbed by IT



3. Business pressures IT on technology choices influenced by sunk cost & incumbent vendors



2020 analysis recommendations:

Radically and systematically shift power and responsibility for budgeting & resource allocation from IT → military business actors



Frequent & transparent power brokering across multiple organizational levels & business areas facilitated by IT (CYDEF) w/Scaled Agile approach



Stricter dichotomy:

1. Decisions regarding «**WHAT?**» → **Business**
2. Decisions regarding «**HOW?**» → **IT**



«Digitalisation factory» A Scaled Agile method

2021-24 New Business Processes:

Military business actors were brought into TEAMS with those IT people who provide their applications, information, data and integration



Military business actors are met, all together, four times a year to prioritise and synchronise their development needs, driven by military needs. The business narratives compete for limited resources



Feasibility, cost, cybersecurity, IT architecture and integrity are GUARDRAILS. But the military actor can mostly do what they want after conferring with the TEAM. TEAM composition is adapted to changing needs and technology, under IT management



2021-2024 Outcome:

The military actors increase focus on IT and capability development

Frequent & transparent power brokering across multiple organizational levels & business areas facilitated by IT (focusing on the personnel systems operator/owner) w/Scaled Agile approach

Strict separation of perspectives:

1. The military actor doesn't ask for specific software but explains what needs to be done
2. IT doesn't overinterpret business needs to fit to one traditional application suite.





«Digitalisation is about to change society radically. In order to continue to solve our mission in society, we need to adapt to our environment. (...) I believe it is important to recognise that digitalisation equally addresses how we work and organise ourselves, and development of new technologies».

*Source: CHOD Gen Kristoffersen
Digitalisation Strategy document*