

SALAMANDER: SOLUTIONS FOR THE AGILE ENTERPRISE

insight

Winter 2008



BAE Systems - building military capability



Lockheed Martin - control over complex programmes



EDS/Vistorm - managing information security



MOD - better results from change



GMAC - business performance optimisation

NATS - keeping the airways safe

Agility is vital in an uncertain world

The ERP of change

Salamander's award-winning Mood software platform and solutions provide a compelling 'flight deck' for the business from which decisions can be made, opportunities for improvement can be identified, and real, tangible business results can be seen.

The underlying Mood business model creates a common and consistent platform for taking control of business operations, managing change and improving business performance.

A proven approach that is delivering results in a range of challenging markets, the software provides the ability to capture the complex and changing interdependencies across the business. It delivers a single point of reference for understanding the business impact of change, activities at any given point, and delivering an efficient and very powerful decision making environment.

2008 has seen unprecedented turbulence in world financial markets and the global economy.

As respected names in business and commerce disappear from the marketplace, it would be a bold claim for Salamander to say "we hold the secret for how organizations can survive in uncertain times". But that is what Salamander is focused on: enabling organizations to **succeed** - to keep in touch with the key performance indicators that drive their business and be sufficiently **agile** to transform to meet the new reality. Ground-breaking ideas, skills and technology are our trademark. In a complex world we develop the simple solutions that make a difference.

Our deep insight and **experience** with complex organizations' challenges has enabled us and our partners to develop a number of pre-configured enterprise solutions in the areas of: Through Life Capability Management, Business Performance Optimisation, Service Portfolio Management and Enterprise Architecture.

Configured with interactive components, and integrated with operational data and tools, a pre-configured Mood enterprise application for change can underpin much more effective processes to help organizations **respond, change and develop**.

Each of these solutions is leading the field and enabling businesses to exploit Mood's functionality to swiftly achieve activities needed for rapid change and development.

In this issue of *Insight* we focus on case studies in two areas where Mood is enabling organizations to adapt and survive: **Controlling and Managing Change** and **Achieving Optimal Performance**.

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Produced by The Salamander Organization for its customers, partners and suppliers.

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How will recent world financial events impact your business?

The outcome is still uncertain. But, in an increasingly challenging operating environment this inevitably means an even greater need to further improve efficiency and achieve faster, pragmatic changes. Never has there been such a need to be in control, and deliver swift, tangible improvements.

MooD is a fundamental component to deliver robust, architecture-led business control and change. Programmes of change that are tested against their ability to deliver tangible outcomes. Change that delivers tangible results.

Read the opinion of others and some of our case studies here ...

National Air Traffic Services: critical support for modernisation

With safety a top priority, NATS is focused on effectively managing its complex systems and process requirements with the help of Salamander.



'Using Mood has taken us much further than expected in the time frame'

Flly over the UK and your aircraft will be receiving its air traffic control service from NATS (formally National Air Traffic Services). In 2008 NATS will handle more than two million flights carrying over 220 million passengers. Safety is paramount and the work is complex and critical.

In addition to tower and approach airport traffic services at 15 of the UK's major airports, NATS provides en route air traffic control for the skies above the UK from three main air traffic control centres at Swanwick, Manchester and Prestwick.

Consistency across the operation's systems is increasingly important and a major modernisation programme is underway. Salamander is now working with NATS on a project using Mood to capture the complex systems and process requirements of the current and future National Air Traffic environment.

NATS set out to build a comprehensive enterprise architecture, plotting the current and future landscape - linking systems with risks and processes and so allowing business leaders to plan future migration and operational strategy.

Says Virginia Hodge, NATS enterprise architect: "We looked to MODAF as it provides the best framework with the right balance of operational, technical and business data. Following on from an initial pilot using other tools, we looked for a single flexible tool to

reflect the data and replicate the different views; we chose Mood. We have gone on to develop the live version which is enabling us to focus on common effective systems across our operation."

Says Bob Eyre, Salamander consultant: "NATS is an excellent example of how to build an enterprise architecture properly. The team involved the whole organization and got buy-in from the start, aligning business needs to systems."

NATS is now building on the work and focusing on performance improvements and how to manage the implementation of the proposed architecture. Virginia adds: "As Mood provides a relational database, we have been able to improve the fidelity of the original model.

"Using Mood has taken us much further than expected in the time frame. We now have a clearer picture of how our systems will change to meet our long term goals and are able to carry out 'what if' analysis for our customers on demand. Overall we are better able to support the business - better data means better quality of decisions."

Infopoint

NATS provides air traffic control services at 15 of the UK's biggest airports, and en-route air traffic services for aircraft flying through UK airspace. NATS is leading the industry in terms of technological and business development and sells a range of product and consultancy services.

→ www.nats.co.uk

Enabling Enterprise Architecture - through TOGAF and Mood

In today's economic climate, enterprises are forced to struggle with ever more complicated and shifting markets. This means an enterprise's agility, and understanding of its organization and the market, has shifted from being a differentiating factor to a matter of survival.

Enterprise Architecture is about formalising the structure of an enterprise and enabling more efficient management. TOGAF™ (The Open Group Architecture Framework) is rated as the most mature and complete Enterprise Architecture framework by companies and analysts such as Gartner. Using models and techniques - such as Business Architecture, Principles and the Architecture Development Process in Enterprise Architecture, and TOGAF - an enterprise is able to ensure a significantly better chance of understanding and controlling its organization and environment through mitigating the risk involved with change, as well as optimising existing business as usual practices.

MooD as a tool provides critical support to the Enterprise Architecture process by providing the business with the ability to model, analyse and communicate its architecture internally as well as in a consistent manner to selected partners. Through MooD's Business Enterprise Model - and its encapsulated Take Control, Transform and Optimise philosophy - Enterprise Architecture is enabled in a manner that business people can understand and capitalise on. Communication of processes and the assets involved between business and technical sections of an enterprise is vital to ensure that all stakeholders have the most up-to-date information on which to make business decisions.

At EA Global we see demonstrated, time and time again, that those enterprises that are able to successfully engage the business in capturing business processes and their enterprise into a dynamic

and formalised tool and repository, achieve significant gains in both agility and management of complex environments.

Both business and technical aspects of enterprises have seen the sense in following the principles of SOA, Object Orientation, Agile and a number of other common-sense methods for a number of years now. But it is only in recent years, with more structured tools and the engagement of the business in the process, that it is becoming possible to capitalise on them. Through this formalisation, it is also possible to ensure that governance is practically applied in the enterprise, ensuring measure and control in more mature ways than previously possible while minimising the effect of governance on agility.

It is only through the combination of mature framework and business aware tools that Enterprise Architecture can deliver the benefits that are required by enterprises today.



Tony Burton,
CEO & Managing Director EA Global



About the author

Tony Burton is CEO & Managing Director of EA Global (EAG) a UK based company, with alliances around the world. EAG and its collaborators have the highly specialised skills necessary to satisfy clients' Enterprise and IT

architecture requirements. Tony Burton has engaged a large number of companies and organizations worldwide to deliver Enterprise Architecture requirements, predominantly TOGAF™ certification training, awareness and general Enterprise Architecture communications training.

www.eaglobals.com

Leading Danish IT company uses Mood to develop business

Internal and external projects with Mood are helping leading Danish IT provider KMD grow its business.

KMMD, the largest Danish owned IT company, has recently started using Mood both internally to develop its own business and with its own customers on a range of projects.

Internally KMD has been using Mood on a business development project. Peter Kristensen, KMD enterprise architect, explains: “We have developed a complete coherent concept for Application Management that covers all the services we offer and captured this in Mood to get a complete picture of what we are offering. This has enabled us to identify a gap in what we offer which we plan to address.”

KMD is now using the model to demonstrate its capabilities to customers. Says Peter: “When we take the customers through the views typically we get a ‘wow’, particularly when customers ask questions and we can deviate and drill down to explore underneath.

“The model always impresses customers, particularly spotlight mode. Models produced in Mood are very presentable and don’t look too technical, which helps us get our point across to the customer. And Mood’s flexibility means it can do exactly what we want.”

KMD is intensely focused on creating real value for the customer and Peter believes that Mood can help KMD do this. “In our company we look to develop long term relationships with customers and to work in partnership with them,” he says. “We’ve started to capture information from customers in Mood and to build specific models as we get to know their business.”

“I’ve seen one customer’s eyes sparkle as we playback information about their business in a structured manner. Over the long term relationship, we can continually improve the model and use it on projects and to give them feedback to help develop their business.”

Specific KMD customer projects using Mood to date have included a SOA analysis, where a customer wanted to align the technical IT architecture with business processes; mapping a complete IT



Peter Kristensen: “Mood is extremely versatile”

landscape, prior to work on IT strategy development; and creating an Enterprise Architecture for a long standing client.

Peter adds: “Mood is extremely versatile. We have only started using it this year but already I can see that it offers great potential to expand our business.”

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With around 3,000 employees and a turnover of DKK 3 bn, KMD is the largest Danish owned IT company. It is KMD’s strategic goal to remain one of the top three IT service providers in Denmark in the years to come. KMD provides IT and consultancy services to the public and private markets.

→ www.kmd.dk

Salamander's involvement in a change programme for a vital part of the MOD has led to developing a management information system to provide control and optimise performance.

MOD: better results from change



The vision for the new Basil Hill site, Corsham

Information Systems and Services (ISS), part of Defence Equipment and Support (DE&S) provides a vital role of communications support for operations and business across the MOD. As part of a major change programme - which includes consolidation of ISS from four sites onto a single site at Basil Hill, Corsham, a new organizational structure, new ways of delivering outputs and a reduction in people - Salamander is supporting ISS in realising its ambitions for the future.



'Salamander has helped define key information needs to control and optimise the business'

Building on the ISS Blueprint for change - a comprehensive future vision of the organization encompassing people, processes, information systems, facilities and data requirements - ISS is now focused on four key areas for change which are defined in its Four Block Model: customer management, internal services, ISS solutions and service management.

It is a complex programme and Salamander is helping ISS focus and deliver the required change in a number of key areas:

- Continuing to develop a Blueprint for the business architecture to understand and direct work around process capability requirements and information needs
- Supporting change management across ISS with an outcome-based approach to ensure effort is focused in the right areas to achieve the vision
- Developing a performance / knowledge management tool (Business Information Automation system - BIA) for the

solutions area to ensure a single source of access for information, including performance dashboards for key metrics.

Developing the BIA has involved Salamander in working closely with the organization and 1star Director Solutions to define key information needs to control and optimise the business. The BIA portal now provides access to the status of the key areas of performance measurement allowing immediate access to the current position on outcomes, people, programmes, governance and capability. This enables at a glance understanding of the status of the whole organization and provides control to those who need it.

Says Air Commodore Tony Boyle, ISS Director Solutions: “Working with the Salamander team has allowed us to make significant progress with our complex programmes. I cannot over emphasise the importance of obtaining situational awareness of the many moving parts via a consolidated, business-focused dashboard. Our recent engagement with Salamander has been extremely beneficial as we try to meet the ever-more demanding targets being set.”

‘Working with Salamander has allowed us to make significant progress with our complex programmes. I cannot over emphasise the importance of obtaining situational awareness of the many moving parts via a consolidated, business-focused dashboard’

Mark Atkinson, Salamander team leader within this MOD project, adds: “To ensure the change meets the need of the organization and those of the MOD’s industry partners, key business stakeholders have been involved. They bring best practice and a depth of knowledge and Salamander is working alongside them to ensure the change is relevant to equip the organization for the future.”



MooD enabling change in Learning and Skills Council

Salamander is supporting England's Learning and Skills Council on a project which has progressed from constructing a basic Enterprise Architecture model to enabling the business to better manage change.

The LSC is a non-departmental public body, with an annual budget of over £10 bn, and is responsible for planning and funding high quality education for everyone over 16 in England other than those in university.

With the delivery and operation of its Information Services outsourced, the LSC identified a critical need to take a more systematic approach to managing its Enterprise Architecture. The creation of an Enterprise Architecture framework was seen as key to helping manage suppliers and particularly to help improve the way IS delivered systems and services to the business.

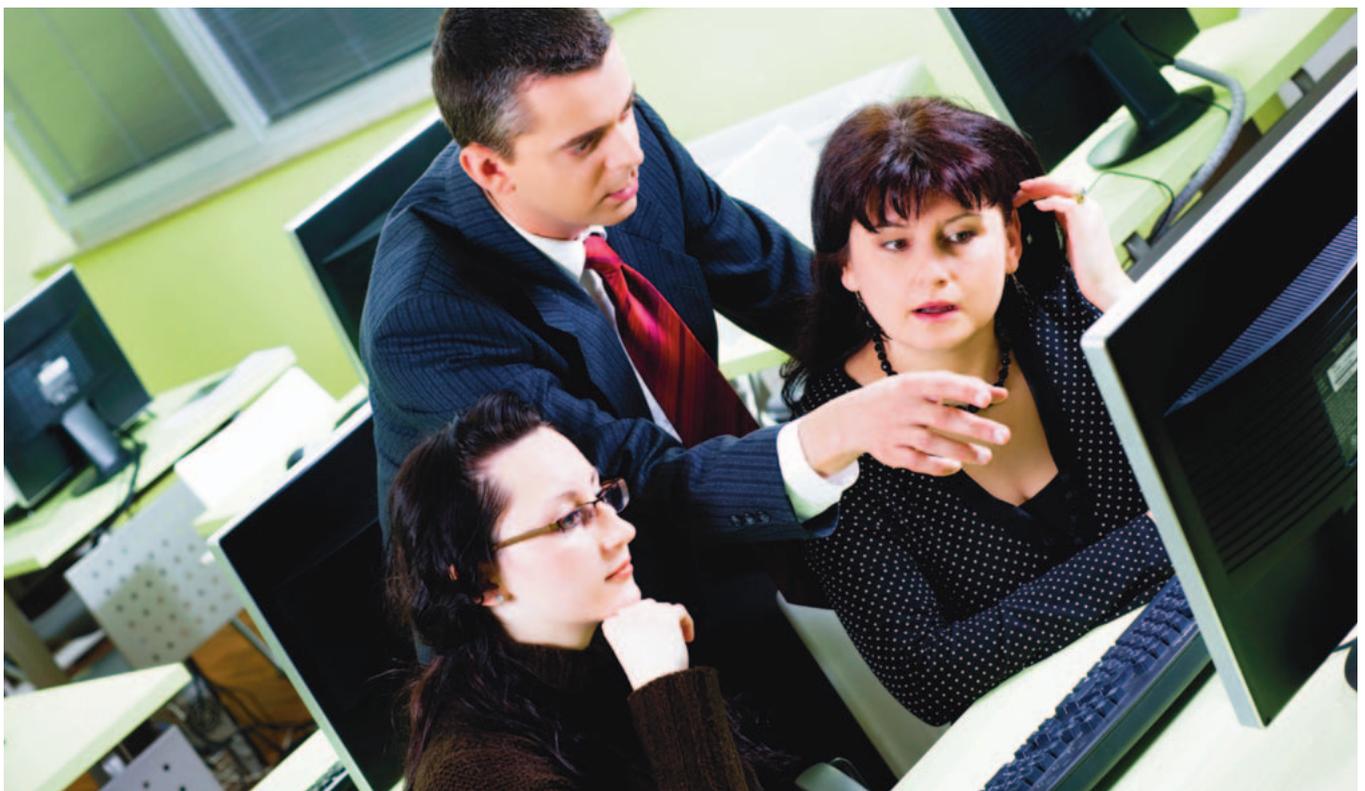
LSC chief architect Jason Bryant, responsible for managing the architectures delivered by outsourced suppliers, explains: "We have 142 different systems that support a range of business activities with diverse technologies and lots of integration. We realised that we needed a tool to capture and managed the architecture of these systems and support a wider architecture framework for the LSC."

Working closely with IT services company Steria, LSC reviewed suitable tools and selected MooD from Salamander as they were searching for a tool to:

- capture the LSC's enterprise architecture
- enable IS to "visually engage all stakeholders" - enabling technical information to be presented to project teams, architects and business people, in a compelling visual format
- allow IS to plan and manage change from the business perspective - matching business requirements to information systems.

According to Jason "MooD satisfied these requirements" and has been the key tool in supporting LSC in capturing and managing its enterprise architecture.

Mark Dickson, enterprise architecture consultant, Steria, comments: "The rich visual capabilities of MooD have enabled us to present Enterprise Architecture information to non technical people. It may look like PowerPoint but has the power of the database underneath it.





Key change programmes

Examples of change programmes where Mood is currently supporting LSC include:

- LSC is shortly to launch an apprenticeship service - the National Apprenticeship Vacancies Matching System - and needs to match opportunities with 45,000 employers with individual applications. As several million individuals in the UK want to improve their skills it is a big programme - both in terms of the number of citizens and scale of engagement. Mood is being used to ensure the business processes around the system are robust and well documented, even down to producing a process 'handbook'. Mood has also enabled the team to run simulations 'in lab conditions' ready for when the service goes live. Jason states: "This is not just about modelling. It is about leveraging that simulation to put the processes on the desk top and to accommodate change going forward."
- LSC manages vast amounts of individuals' personal data collected from 5000 different learning institutions across England. It is vital that all its systems are safe and secure. Mood is enabling LSC to capture all its systems and attributes. Says Jason: "It is helping us define how we use information assets and ensure the right amount of security is in place for all information systems. We are aware that we hold sensitive information and we need to be able to demonstrate it is secure and are managing change in a secure manner. We have to be able to respond fast and in confidence to mitigate risks in holding personal data."
- LSC is now using Mood to improve its maturity in delivering business aligned and well integrated information systems. The LSC has an IT strategy but as a static document it has not been used effectively to inform change programmes. The IT strategy is now being captured in Mood and presented as a set of views / models on the information. "These will be contextual to different stakeholders. Project managers will be able to use these views to see the enterprise and strategic context in which the systems they are creating or changing fit," explains Jason. "The set of views will act as toolkits to better plan and impact changes to be delivered through projects."

"When LSC changed its key IS provider earlier this year to Cap Gemini, the Enterprise Architecture framework proved invaluable in enabling that change and provided the contextual information for the new community of architects."

LSC is continually taking the project forward and using the Enterprise Architecture to improve many aspects of IS such as the governance process. An Enterprise Architecture Quality Plan, for example, ensures that all projects consider and plan in strategic and enterprise architecture requirements.

Says Jason: "We are now building on the work of the last 12 months. Having built a model of systems, applications, technologies and links, we now have business teams using the tool to directly model and simulate new business processes."

Using the function's KPIs, for example, they have used Mood to produce a strategy / architecture dashboard to provide performance measurement and monitoring. This dashboarding work has also been extended to build a prototype for business change programmes managed by LSC's Programme Management Office.

LSC makes significant investment in its systems each year and Mood is enabling LSC to optimise its architecture - to ensure all IS changes are better value and designed to meet business needs.

"We are now planning to extend the use of Mood to support systematically planning and managing business change programmes and are looking at future uses such as building roadmaps / blue prints for change. This is not just about doing things around IS but achieving things for business."

Mark Dickson concludes: "The LSC, Steria and Salamander have worked together to implement an enterprise architecture framework that has real value to the organization."

"Mood has not only provided a focal point on this project but has captured people's imagination to get the work done in the Enterprise Architecture space. In addition, Salamander has provided skilled resource, as needed, to deliver results in a short time frame."

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The Learning and Skills Council (LSC) exists to make England better skilled and more competitive. LSC is responsible for ensuring the availability of high-quality education and training for everyone. It has a single goal: to improve the skills of England's young people and adults to world class standards. Its vision is for young people and adults in England to have knowledge and skills matching the best in the world and to be part of a truly competitive workforce. The LSC works nationally, regionally and locally to deliver this ambition on behalf of learners and employers.

www.lsc.gov.uk

MooD is now being used by the South African Department of Defence to deliver an Enterprise Architecture.

Salamander breaks new ground with MooD in South Africa

With partner Agile Knowledge Systems, an information and knowledge management consultancy based in Cape Town, Salamander is implementing an Integrated Enterprise Architecture Solution for the South African Department of Defence (DOD).

The South African DOD, like the US DOD and UK MOD, recognized the need for an architectural approach to support the cost effective acquisition of information and communication systems in support of its business and military activities.

Working closely with the South African DOD architecture team, Salamander configured a MooD blueprint to realise the required architecture. This builds on MODAF principles and is called IDEA - Integrated Defence Enterprise Architecture.

Much work has gone into defining IDEA. For

'MooD is the key to the success of this project'

example, prospective user communities were identified and approached to ensure the architecture is able to represent and / or support their area of business. Says Salamander consultant Toby Sumpter: "Great care has gone into encouraging user communities to embrace an architectural approach, which is very new for the wider DOD community in South Africa."

The Enterprise Architecture Solution with IDEA at its heart is being successfully employed in a significant organizational restructuring project and is now entering the roll-out phase to the rest of the department.

"Says Colonel Johan van der Colff: "MooD is the key to the success of the Integrated Enterprise Architecture Solution project in the

SA National Defence Force. It was selected ahead of some strong competition after a rigorous assessment and our decision has been reaffirmed regularly since that time.

"Without its range of capabilities and flexibility, coupled with the outstanding support we have received, we would not have been able to cope so readily with the architectural challenges of this complex project. MooD is amazing."

Single source of truth

Key to the success of an architecture is the maintenance of the single source of truth. The overriding factor in achieving this is a having a coherent and integrated information repository. The DOD has achieved this by mandating MooD as the single architecting tool to be employed in support of IDEA.

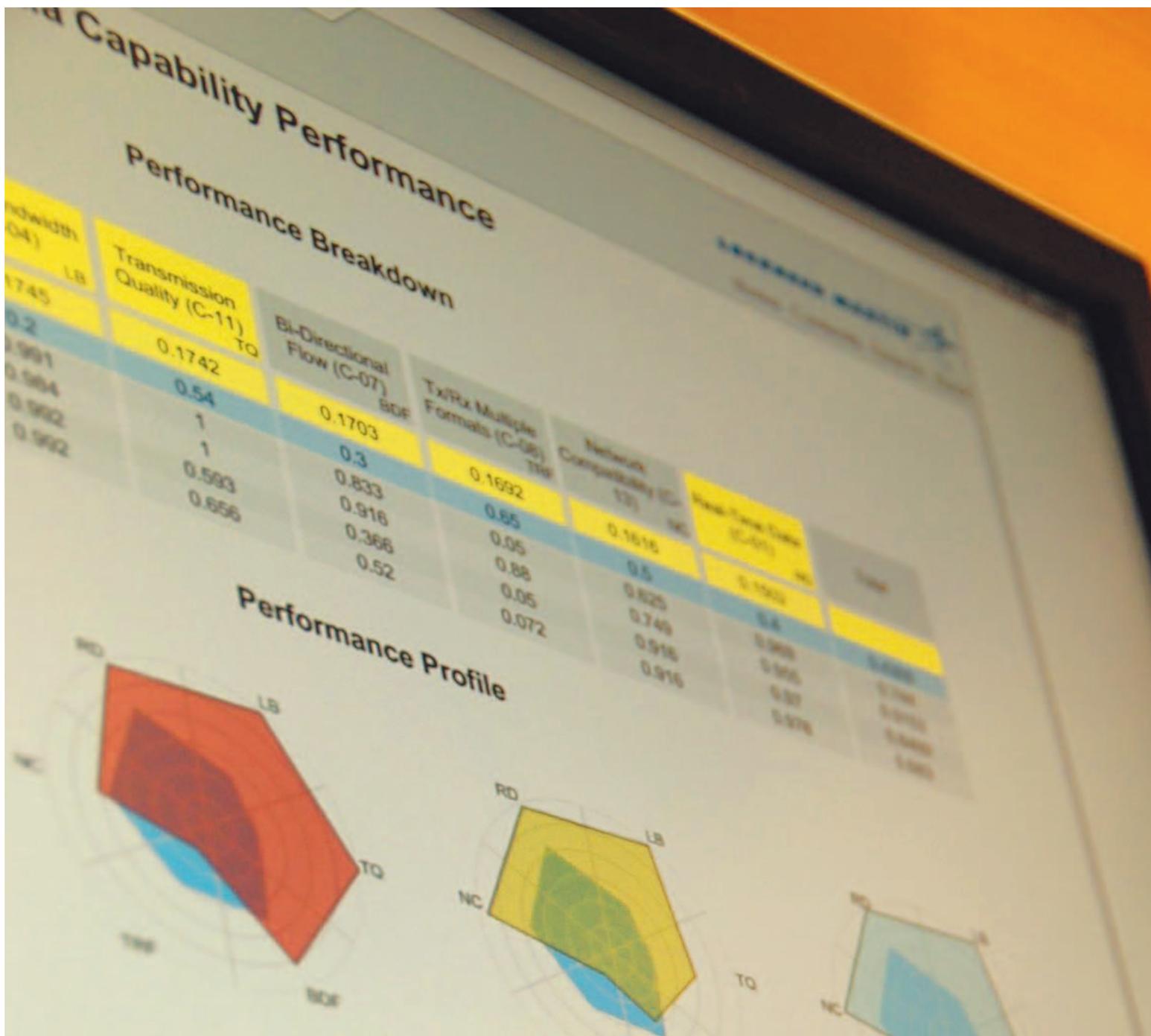


Credit crunch. Financial melt down. Wall Street woes.

The headlines of recent months have made world business reel. Never has there been a more important time to identify and manage organizational priorities.

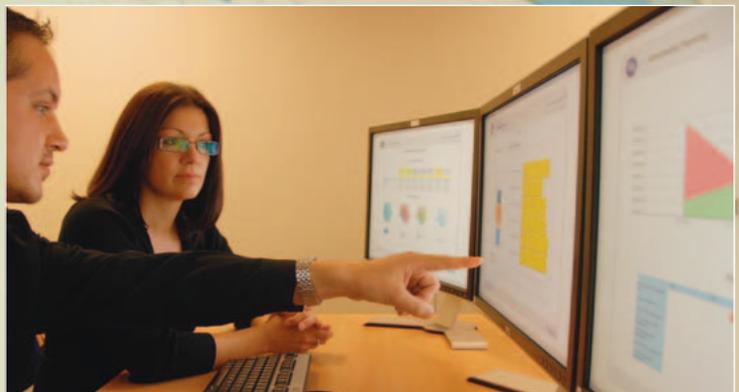
MooD enables organizations to create a clear picture of their enterprise, to cut through complexity and focus on business priorities - enabling real-time performance information at a click to facilitate fast but rigorous decision making and pragmatic resource allocation.

Read our case studies here ...



Focused on energy

Drawing on MooD's proven capability in the natural resources sector, with companies such as Shell, Salamander is teaming with Lockheed Martin to develop and deliver a Control Room capability for the Energy Market. The project is currently in development and is to be demonstrated in the US later in the year with a plan to exploit energy market opportunities in North America and Europe in 2009.



Unclassified

Lockheed Martin adopts Mood for Control Room offering

Leading Systems Integrator, Lockheed Martin, is using Mood's unique data integration and visualisation capability to take its Control Room concept to market. The Control Room provides a collaborative environment where different stakeholders - particularly in organizations with large and complex resources, programmes and infrastructures - are given access to the right data and tools, to support key decision making.

With worldwide sales of more than \$41 bn, and individual programmes running to millions of dollars over their lifetime, Lockheed Martin has a wealth of experience in the research, design, development, manufacture and integration of advanced technology systems, products and services, with major customers in defence and security sectors, particularly in the US. Using its OMEGA® Services framework, Lockheed Martin Integrated Systems and Global Solutions (IS&GS) offers its customers a range of Systems Engineering and Integration (SE&I) services - strategic planning, capability analysis, life-cycle engineering and integration, portfolio management and enterprise integration. The Control Room is a concept that integrates information and systems across this end-to-end lifecycle to support key stakeholder decision making. And now Lockheed Martin has adopted Mood as an enabling platform for this offering.

Mike Gordon, UK OMEGA Technical Lead, Lockheed Martin, explains: "Using the Control Room capability to deliver tailored OMEGA Services is a major differentiator for Lockheed Martin that has a number of commercial benefits. Through partnership with Salamander we can now offer and deliver innovation and significant cost savings and efficiencies to customers with the Control Room, using Mood as the delivery platform.

"Delivering OMEGA Services through the Control Room concept, using the excellent integration and visualisation features of Mood, provides a powerful and practical solution to customers looking to plan, implement and manage their enterprise capability."

Over recent months Control Room demonstrations and presentations, to US and UK customers, have confirmed a strong business need and opportunity for a solution which supports organizations to better plan, manage and optimise their resources. This need is particularly strong in markets which involve complex infrastructure and capital intensive physical resources such as natural resources, defence, intelligence and transport.

"Control Room simplifies and integrates stovepipe data within an enterprise, enabling critical decision making in the management of complex activities such as corporate portfolio management and the procurement and implementation of information system solutions with legacy capabilities," says Mike. "At key decision gates, the Control Room provides a collaborative environment where objective decisions can be made based on the layered visualisation of quantifiable data and metrics."

What is Control Room?

Control Room provides a single practical solution for customers looking to manage their enterprise - particularly where complex and major resources are involved, such as in defence or energy. Whether displayed on a laptop or on screens in a conference room, the Control Room creates a collaborative decision making environment to pull together all the complex information in a business. This quantifiable information, based on key metrics, can be used to monitor and analyse the performance, cost, risk and schedule of complex programmes and portfolios. Mood provides an integrated delivery platform enabling, for example, real time information access, integration and visualisation of information from other supporting tools and a 'sandbox' what-if planning capability.

Mike adds: "Mood now has a key part to play in the success of the Control Room. OMEGA Services is a strong SE&I brand and Mood, as an established enterprise solution application, is enabling the practical delivery of OMEGA Services and the implementation of Control Room. Lockheed Martin has identified a number of significant opportunities both in the UK and the US to use this powerful capability."

The idea of a Control Room solution for the customer, using Lockheed Martin's strong technical competency and analytical capabilities with Mood as an enabling platform, is seen as a leading technology solution in Lockheed Martin with the opportunity for it to be showcased at its Centre for Innovation in Virginia, called the 'Lighthouse', in the near future.

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OMEGA® is registered trademark of Lockheed Martin with the US patent office and is a brand for its Systems Engineering and Integration services and methodology. Headquartered in Maryland, USA, Lockheed Martin employs around 140,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2007 sales of \$41.9 billion.

→ www.lockheedmartin.com

Barnardo's: ensuring excellent IT operations and services

Salamander is working with Barnardo's on a new initiative to build its Enterprise Architecture using Mood to ensure excellent value IT operations and services.

One of the UK's leading children's charities, Barnardo's manages all its Information Services (IS) internally. Efficient and effective use of systems is paramount to ensure that its charitable funds are put to best use - for every £1 a person donates to Barnardo's, 94p goes directly to helping vulnerable children, young people and their families.

"The successful running of Information Services is critical to Barnardo's," explains Richard Booth, application architect, Barnardo's Information Services. "We configure and deliver the necessary hardware and enterprise application systems, for example, and maintain all data storage in-house. Our users totally rely on us. We are continually looking for better ways to use our systems to benefit the charitable work of the whole organization."

'The successful running of Information Services is critical to Barnardo's. We are continually looking for better ways to use our systems to benefit the charitable work of the whole organization.'

Barnardo's recognises the significant benefits of modelling the applications and technology platforms that support its business community. This led the charity to enlist Salamander for software plus education/training and associated best practices. The project involves building Barnardo's enterprise architecture using Mood, with the objective of supporting the future IS mission. The work started with mapping the applications landscape and is now including processes and organizational infrastructure that support the applications - and will progress to future scenario planning.

Anita Styles, assistant director for applications, Barnardo's Information Services, says: "Our key objective is to create a robust enterprise architecture which will support us in sourcing and delivering excellent-value IT operations and services for the charity. The project is helping us to understand the needs of the business and in partnership deliver appropriate business solutions to meet the charity's objectives."

Richard adds: "MooD is intuitive - certainly better than other tools we have worked with before. While it is business-user friendly,



underneath it has the technical capability and flexibility to enable a robust model. Salamander has provided good support and we have developed a valuable relationship."

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Barnardo's works with more than 100,000 children, young people and their families each year, through 383 specialised projects in local communities across the UK. The charity supports children affected by today's most urgent issues, including poverty, homelessness, disability, bereavement and abuse. Barnardo's believes in the potential of every child and young person, no matter who they are, what they have done or what they have been through. Barnardo's will support them, stand up for them and bring out the best in each and every child.

www.barnardos.org.uk

Shell global investment project delivering value

Shell's PROMiS system, which uses Mood, is now live and helping to optimise the company's entire portfolio of exploration projects for its Exploration and Production team.

Shell has been finding and producing oil and gas around the world for more than a century. Today, Shell is getting to grips with the challenge of managing large capital intensive projects across more than 39 countries with its next generation PROMiS (Project Management Information System) system.

Shell Exploration & Production's projects team is responsible for managing and tracking performance of Shell's capital projects. This portfolio is made up of some 1200 exploration and development projects globally, with a combined value of more than \$100 billion. To manage this portfolio, Shell has developed a project reporting application to incorporate both data collection and reporting in a single tool called the PROMiS System. Mood software was chosen by Shell as the front end of the system (reporting) to optimise access, interpretation and visualization of the data.



'Mood software was chosen by Shell as the front end of the PROMiS system'

The PROMiS system will enable the business to assure project delivery and maximise value from annual CAPEX spend across exploration and production. It's also flexible, enabling tailored reports and views across the information, and of sufficient scale to incorporate other metrics as Shell's business needs change and develop.

After more than 18 months of development effort, the current PROMiS system is being deployed and adopted by a wide user base across Shell Exploration and Production. Many senior users are accessing the system, using it to understand how their asset portfolio is performing, including Malcolm Brinded (RDS board member and Executive Director Exploration & Production) who is using the application in his quarterly performance reviews with his direct reports.

This, and the fact that Salamander is continuing to add innovative new functionality to the application, is creating a greater pull from across Shell for this solution and broadening the reach of the application across the Exploration & Production lifecycle - from early exploration (a geological / subsurface focus) through project development (ie drilling wells and building the physical infrastructure to extract oil or gas) and through to production (operational performance).

Salamander is now working with Shell to further improve the PROMiS system and extend the number of users across Shell to 2000, with the prospect of extending the project further to encompass a new cross Exploration & Production SAP application.

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Shell is a global group of energy and petrochemicals companies. With 104,000 employees in more than 110 countries, the company plays a key role in helping to meet the world's growing demand for energy in economically, environmentally and socially responsible ways.

www.shell.com



Dashboards help optimise performance at GMAC

Using Business Performance Optimisation, with visually compelling performance dashboards, is positioning financial services company GMAC to drive improved business performance across its European operation.

Buy a Vauxhall, Chevrolet or Saab car on finance and the credit deal is likely to be arranged through GMAC Automotive Finance (AF), one of the world's largest financial companies. Today GMAC AF has operations in more than 40 countries across the globe and Salamander is working with the company's European Management team on a project to drive optimised business performance across Europe.

GMAC Financial Services (FS) operates in 20 European countries and the aim is to share best practice and achieve economies of scale, allowing for cultural differences and local practices, across the European operation. Key performance indicators (KPIs) have been set and, using Mood, Salamander has developed a series of performance dashboards that will enable the European Management team to quickly and easily assess the performance of any country against these KPIs.

Paul Johnson, European CIO, GMAC AF explains: "As part of our Business and IT Blueprint initiative, Salamander has worked with GMAC AF to develop and implement a series of managerial operational dashboards, underpinned by GMAC's business architecture. These dashboards assist us in identifying and assessing which business processes are best in class across our 20 operating countries - and the reasons why. With the inclusion of best practice industry standards, this is enabling us to define and continually evolve our European operational blueprint and supporting technology."

Differences in country performance can be analysed using links to processes and other modeled business components, to explore why different countries perform differently. Variants are used to bring out these differences which may, for example, be down to different legal frameworks in a selected country, productivity, or system configurations. Regardless, the executive can then begin to look at necessary or possible changes necessary to bring a country up to the standards set by the model country.

"The Salamander tool assists us in defining how to close each gap, optimising efficiency in each process area," states Paul. "During technical and operational changes we can visually see, and quantifiably measure, the benefits that those changes have had on the results of the business."

This project is a key step in giving GMAC's European Management a tool and method to manage consistent processes and bring performance across the whole European operation up to a higher standard. Once established in Europe, the system has the potential to be rolled out in other regions.

'the project is a key step in bringing performance across the whole European operation up to a higher standard'

Automotive-style dashboards

The dashboards, which have an automotive theme, use Mood Performance Activation to compare actual performance against target performance for the model country (which may be best of the best, or executive set goals).



Car dashboards have provided an automotive theme for Mood performance dashboards

Infopoint

GMAC Automotive Finance is one of the world's largest financial services companies, with business lines in automotive finance, commercial and residential mortgages, and insurance. GMAC has operations in over 40 countries. Since its inception in 1919, it has extended more than US\$1.4 trillion in credit to help finance more than 162 million vehicles worldwide.

→ www.gmacfs.co.uk

Ground-breaking planning initiative in Ministry of Defence

An adaptive methodology and toolset, agile Campaign Planner™, powered by Mood, is to be used in the MOD as part of a major deal with Salamander partner Agile Ideas.

Salamander partner Agile Ideas has achieved a major contract with the UK Ministry of Defence (MOD) for a ground-breaking planning and decision support system. The system, agile Campaign Planner™, provides a highly adaptive, collaborative planning environment that is required by today's decision-makers and planners when addressing complex conflicts and confrontations.

Strategy focused on outcomes

agile Campaign Planner (aCP) addresses today's uncertainty. aCP has been specifically developed to assist commanders and staff in turning strategic direction into desired outcomes, by modelling uncertainties. aCPTM enables organizations to focus on understanding the problem and provides support through conceptualization and analysis of issues, plan design and visualisation, optimisation and management of execution.

More than software, aCP is a planning and decision support system which enables highly effective decision making. How? aCP creates a collaborative, distributed and dynamic planning environment where people can capture, connect and exploit information - and only the mundane is automated.

aCP exploits networked information sources offering clarity and transparency in the management of complex planning factors. Exploiting its graphical planning language, the toolset allows rapid generation and sharing of planning products, enhanced visualisation of outcomes and improved analytical capabilities.



In a contract worth circa £4 million over three and half years, Agile Ideas is supplying its agile Campaign Planner (aCP), powered by Mood, to the MOD as part of the capability enhancement project of the Joint Command and Control Support Programme. Agile Ideas is single-source supplier on this important project offering a comprehensive planning support system.

Says Steve Arrowsmith, chief executive officer, Agile Ideas: "We are delighted that Agile Ideas has been selected to work closely with the MOD. This project will see our people and solution working alongside military commanders and staff in new ways. For Agile Ideas it represents a significant milestone in our growth. This is a clear endorsement of our credibility and potential in the defence space and more widely."

Eamon Ross, chief strategy officer, Agile Ideas, adds: "We have specifically developed aCP to be an adaptive system that assists commanders and staff in turning strategic direction into desired outcomes. It provides an adaptable, visual and intuitive solution to the highly complex planning requirements of

military operations and can be widely exploited into other sectors."

Agility is increasingly viewed as a competitive advantage in today's operating environment - be it military or business. aCP helps organizations achieve this by bringing together the art and science of planning into a highly adaptive architecture that supports situational awareness and decision-making.

Dick Whittington, chief technology officer, Salamander, concludes: "We are delighted that Agile Ideas has achieved such a significant order for aCP. For Salamander, this is further recognition of Mood as a robust platform for building and deploying strong architecture-driven business applications."

Infopoint

aCP, powered by Mood, is available from British consulting and solutions company Agile Ideas, which offers a mix of innovative services and solutions to public and private sector clients.

→ www.agileideas.co.uk

Salamander is supporting a key team in the MOD which is focused on achieving a new coherent defence-wide individual training management information system.

MooD helps raise the bar for training in the MOD

A key part of military strategy and planning is the vast task of training people across all three services: Army, Royal Navy and Royal Air Force. As the MOD employs around 174,000 military staff (August 2008), with a large number of new recruits each year, it is a vital function.

Salamander is working with a team in the MOD on a programme called Defence & Individual Training Management (DITM), which is an IS-enabled change programme aimed at harmonising and managing the existing three forces' regular and reserve individual training business processes. The result will be coherent defence-wide individual training management information system which will enable the delivery of trained personnel to the front line command in an efficient, effective and timely manner.

Lieutenant Colonel John Dowsett, programme sponsor, explains: "To date there have been number of different management information systems supporting individual training. The aim is to provide one system to replace the legacy, stove-piped systems and which will

integrate and interface with retained systems to maximise capability. We brought MooD into the project at an early stage to help understand the existing systems and life cycle of training activities and to map these against future requirements."

One of the key challenges has been the use of different language across the three services to describe the same or similar training activities. Wing Commander Kevin Erwich, programme manager, explains: "Building visual models in MooD to capture the understanding of the training life cycle overcame the problem of language. It is a complex project with diverse stakeholders but people can easily see the three distinct areas of target setting, analysis of training needs and delivery of training.

"Being able to use MooD to demonstrate this high level thinking and then drill into the detail helped people overcome the complexity and visualise what we are trying to achieve."

The project reached the initial stage gate in April this year and is on course to achieve the

'MooD has been invaluable in helping us develop understanding and build a common repository'

main gate in November 2009. With the team being spread over three sites the use of MooD as a common tool has been a key enabler.

John says: "We are a small team and have had to move fast in a short time span on what is a huge project. MooD has been invaluable in helping us develop understanding and build a common repository. With their deep commercial understanding and knowledge of the sector, particularly MODAF, the Salamander team has played an important role."

As is often the case on complex projects, the needs of the customer and their requirements from MooD evolve. Salamander's development team is able to respond and improve MooD to match that need. In the case of the DITM project, the team identified a requirement for better document control and the Salamander development team responded "in a helpful way", according to Kevin, with the addition of the document builder feature.

Salamander is now supporting the DITM team in taking the project further. Using MooD, the team has been able to develop a SOA road map to assess the value of adopting a SOA approach for the individual training system requirement, which will support the dialogue with selected potential industry suppliers.

Following this, the programme intends to use the Control Room concept, developed by Salamander with Lockheed Martin, to support and manage the performance, time, cost information required for the main gate submission.



TRAIiDE: Mood at heart of BAE Systems' approach to TLCM

Salamander is partnering with BAE Systems to create a leading edge TLCM environment for the defence sector, based on Mood.

In the MOD, Through Life Capability Management (TLCM) is an approach which looks at the through life provision of Military Capability where whole-life costs are understood right at the beginning and decisions made on that basis.

In order to make decisions on a through life basis, and consider the essential 'trades' which balance all elements of capability, there is a need to structure the right information. This information needs to be analysed in a coherent way and the outputs need to be visualised in suitable formats to enable decisions to be made.

BAE Systems and Salamander have jointly conceived and developed TRAIiDETM (TLCM Robust Acquisition inclusive Decision Environment) to provide a means to support trades and decision making, both within and between capabilities.

'TRAIiDE combines BAE Systems' broad defence industry knowledge and Salamander's proven Mood software'

Bob Barton, director of capability development, BAE Systems, explains: "At the heart of TRAIiDE is the principle of information management as a key enabler to TLCM. TRAIiDE combines BAE Systems' broad defence industry knowledge and Salamander's proven Mood software to deliver solutions convergent with the MODAF principles and structures."



Bob Barton

TRAIiDE enables information to be drawn from disparate sources and given clear context, removing inconsistencies and thus providing a structured data set for analysis and visualisation. Change impacts can be viewed quickly at different levels, but - most importantly - coherently at each level of the governance structure, as well as across the timeframes being considered. The results are then visualised in a consistent and intuitive way.

David Simpson, capability development chief systems engineer, BAE Systems, adds: "TRAIiDE supports innovative thinking by providing a connected and continuous trade-off process, focused across the air, land, sea and joint domains. Importantly, TRAIiDE delivers reliable information which is consistent at source, consistent at point of change, easily manipulated and intuitively presented to support decision making in achievement of a balanced portfolio of military capability."

TRAIiDE is being used internally in BAE Systems and is being tested in conjunction with the MOD on a number of Salamander / BAE Systems joint projects, which includes a project for complex modelling of Fleet Management options in the Air domain.

What is TRAIiDE?

TRAIiDE is an "environment" - it is not a tool. TRAIiDE is a combination of processes, people and techniques. The purpose of TRAIiDE is to support better, coherent decision making, by providing structured, evidenced information from a core data set that is captured and utilised through a central information manager. TRAIiDE has four key components:

- Data Capture - TRAIiDE is MODAF convergent and data can be entered manually or imported and linked to / from a variety of media, and is accessed through a central Information Manager.
- Information Management - TRAIiDE is based on a core set of information, captured in Mood from a variety of sources (as above). This supports a 'capture once, use many times' philosophy.
- Data Modelling & Manipulation - TRAIiDE is capable of carrying out data modelling and manipulation using the inherent strengths of Mood and can be linked to a variety of extant and emerging modelling and manipulation tools. Examples include activity and cost models. Once data has been modified, if necessary, updated data can be returned to the Information Manager.
- Data Visualisation - A key facet of TRAIiDE is the ability to create intuitive visualisations. While it can support exporting to external tools for visualisations, Mood has a number of customer visualisations that have been developed specifically to support decision making.

Infopoint

BAE Systems is a global company engaged in the development, delivery and support of advanced defence and aerospace systems in the air, on land and at sea.

→ www.baesystems.com



Managing an enterprise encompasses intangible assets such as information capital. Today Mood Business Performance Optimisation (BPO) is providing the solution to enable Vistorm to deliver vital data and information security services for its clients.

EDS Vistorm: Data and information security solutions with Mood

Vistorm, an EDS Company, is a data and information security services company delivering industry leading security solutions, particularly for the governance of data and information security services into large enterprises. Vistorm's understanding of securing client sites, secure mobile working and secure application infrastructures, combined with its expertise in the management of security information, enables organizations to gain competitive advantage, whilst their information capital remains secure and compliant. Vistorm has chosen the Mood BPO Solution as one of the cornerstones for delivering these services into key clients.

The need for information security has never been more important. Several high profile events have highlighted the need for absolute assurance that information can remain secure, whilst being auditable, up to date and accurate and equally important, accessible to those that need it.

In order to manage the plethora of modern IT systems, those involved in managing systems must have clear and precise information available that enables them to make the right decisions at the right time. Few applications are able to sit across diverse systems, capture this information and present it in a style



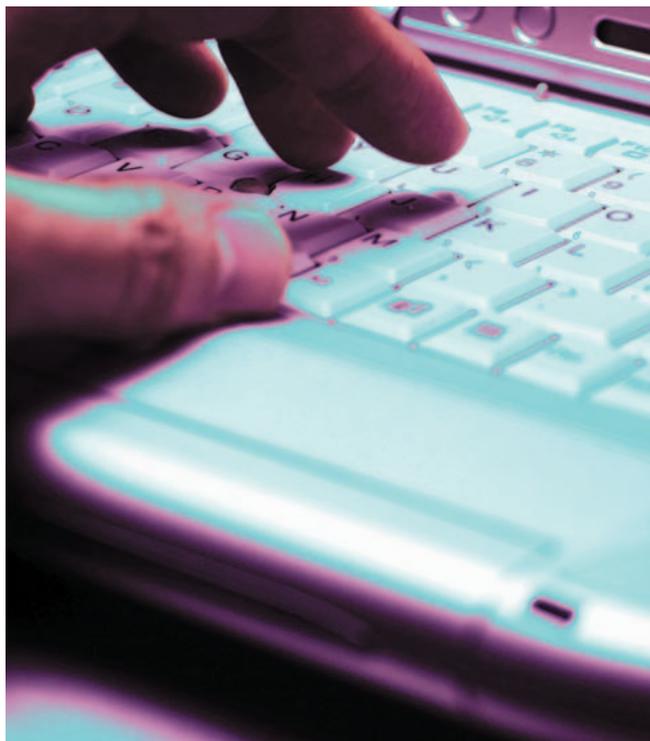
that will empower the security manager. The Mood BPO solution satisfies and exceeds all these requirements.

The Vistorm governance solution, which it is successfully using in confidential assignments with its clients, is designed to empower the security function of an organization in carrying out their vital daily role. The key areas of focus are as follows:

- Showing key risks, how they are being mitigated and controlled and how effectively
- Providing information on Service Level Agreements and how effectively these are being met by each supplier
- Providing information on key projects, their progress, risk and upcoming milestones
- An overview of budgetary information with performance against target
- An overview of training within the organization and personnel capability.

By viewing the information contained within the database through several innovative tiered visual dashboards, this complex array of potentially overwhelming data can be moulded into a powerful management tool.

Meurig Jones, general manager, professional services, Vistorm, says: "Vistorm is working very closely with Salamander to



provide an operational governance solution for outsourced services. Together we are working on a number of key customers, with the first major customer going live over the next few months. The combination of Vistorm's client and domain specific security knowledge and Salamander's flexible solution platform means that we can deliver tangible, operational benefit very quickly in what is a hugely important area for all companies at this time."

Key benefits

- One view of the truth - data only need be entered or refreshed once and the entire model is updated
- Drill down capability - high level managers can discover the root causes of issues and lower level managers can justify their mitigation actions - this benefits both up and down the chain
- Decision making support tool with an intuitive interface - the information is presented in a style which allows rapid assimilation of key issues - vital to time constrained managers who are consequently more likely to make the right decisions

Infopoint

Vistorm, with annual revenues of approximately \$100 million, offers a complete portfolio of information security services, including professional services and managed security services. The company has 220 employees and associates in the UK and serves a broad base of UK clients in a range of industries. Vistorm was recently acquired by leading global technology services company EDS.

→ www.vistorm.com

Cogitamus launches stakeholder solution powered by Mood

MAGIC, a new innovative stakeholder management solution, is helping organizations create their own relevant view of the world.

A new innovative, web-based stakeholder management solution is one of the latest applications of Mood. Developed with Salamander partner Cogitamus, a leading public affairs company, MAGIC (Mapped Access to Government and Industry Contacts) is enabling organizations to identify and manage stakeholders to help achieve their business goals.

MAGIC is a web-based solution that enables organizations to create a unique, tailored view of their internal and external worlds by identifying company-relevant stakeholders, policy makers, regulators and influencers who are vital to achieving the organization's business goals. These might be MPs, MEPs, senior civil servants, local council leaders or national and local journalists.

Joe McCrea, associate director Cogitamus, explains: "We have built an extensive database of government, press and industry contacts. Mood's innovative and powerful optimisation capabilities enable MAGIC to tailor this vast amount of information to build a securely

managed, visually engaging, stakeholder management solution tightly targeted around an organization's specific needs."

MAGIC has already been used successfully by a number of organizations and household names, including a major environmental campaigning organization and a leading national rail provider.

Stakeholder information in MAGIC is held in one central repository so it is easily updated - even overnight to take account of local by-elections or general elections. McCrea adds: "The power of MAGIC is that it provides a simple, yet effective, solution for organizations in an increasingly complex world."

Infopoint

MAGIC is available from Cogitamus, a public affairs and communications company specialising in transport, logistics, environmental, infrastructure and construction fields.

→ www.cogitamus.co.uk



London Midland is using MAGIC, powered by Mood

London Midland's win-win

London Midland operates train services through the heart of England, connecting London, the Midlands and the North West. The company runs over 1,200 services a day, manages 149 stations and over 45 million journeys will be taken on its services this year.

Earlier this year, the company went live with MAGIC, powered by Mood. Rachel Webster, head of communications at GoVia London Midland says: "I've been involved in public sector communications for 20 years and this is what I have always wanted. I can honestly say - hand on heart - that I've never seen anything like it before and my team certainly wouldn't be without it. I'm a huge fan."

London Midland staff now use their own familiar route maps to instantly identify both local external stakeholders and internal London Midland staff specific to any station.

Rachel says: "MAGIC is unique in that it brings the vast amount of knowledge available into one place and then homes in on London Midland's priorities and its view of the world. It puts our specific world in the palm of our managers' hands."

Giving something back

Beyond the desk, laptop and mobile phone, many Salamander employees spend time involved in community projects and raising funds for good causes.

One big cause supported by the company is an orphanage in Kiambu, Kenya, where more than £35,000 - raised through several events, including CEO Bernard Edwards being sponsored to climb Mount Kilimanjaro - has recently funded new accommodation blocks and a new school bus. Says Bernard: "We believe we've made a real difference. The 52-seater bus is now used to ferry the children to and from their schools - an impossible task without it.



Kenya: Salamander raised funds for a new orphanage bus



Kenya: the dormitories are nearly complete

Paul goes green

Office accessories - ink cartridges, paper, computers and mobile phones - all get recycled from the York office. And now support analyst Paul Robinson is driving a green initiative in the kitchen area. As well as encouraging recycling of many items - plastic, paper, glass and aluminium/steel - and taking them to various recycling sites in the city, Paul is happy to advise on recycling matters. One of his more unusual initiatives is the introduction of a box for green waste for his ever hungry domestic compost heap. Says Paul: "Each month I collect more than 15 kg of compostable waste for my garden which would otherwise go to landfill. I also encourage everyone to turn off computers, monitors and printers at night which goes a long way to saving energy."

The new dormitories, which are almost complete, will accommodate 125 children with extra space for an additional 40. And attached to the new block will be a clinic to provide medical facilities for the children and the wider community." The company is planning to raise further funds through various activities, including a fund raising dinner, in 2009.

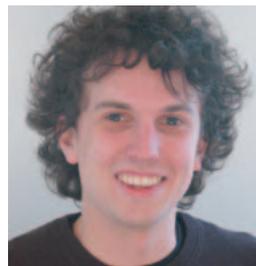
Closer to home, a Salamander team recently attempted to Race the Sun, taking part in a unique charity event in the Lake District, and raising funds for Action Medical Research. A team of four - consultants Jim Bennett, Rob Bowles and Carl Buffery with HR manager Sarah Morris - set off at sunrise in unrelenting rain to cycle, climb and canoe sections of the event and finish before sunset. The aim was to cycle 50 miles, hike to the summit of England's second highest mountain, Helvellyn, and canoe a 5km course on Lake Thirlmere. Team Salamander were the fastest mixed team back over the finishing line, despite torrential rain and wind which saw many teams abandoning the course.



Left to right: Carl, Jim, Sarah and Rob successfully raced the sun

Fundraising ventures from the York office in recent months have included a fancy dress day (including Austin Powers, doctors and nurses, and Dr Zoidberg) to raise money for BBC's Children in Need and commercial manager Nikki Anderson's efforts to complete a 10K challenge at Castle Howard to raise more than £1000 for cancer research.

Focus on learning



Sam Crang

intricacies of Mood he says he has been amazed at the "wide variety of uses for the software".

Salamander has always had strong links with York University and the latest student placement is 20-year old Sam Crang. Sam is studying for a Computer Science degree and will spend a year with Salamander as part of his three year course. His initial focus has been on software testing ready for the new Mood release. After getting to grips with understanding the

About Salamander

Over 12 years, Salamander has grown into one of the most respected and successful companies in its field. A world class team, award-winning software, innovative solutions for exceptional results, a formidable partner and a tough competitor - these distinguish Salamander in the marketplace. The company's sole focus is on helping companies become more agile so they are better able to control and shape their future.

Today, Salamander is providing global companies and government agencies with ground-breaking ideas, skills and tools to help them build a successful enterprise.

www.tsorg.com

About Mood

MooD is the architecture based software for tackling complexity, managing change and delivering through-life performance. Its SOA capabilities fill a crucial role in helping the business orchestrate new futures and stay in control of the downstream systems.

www.mood.co.uk

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