

Driving Innovation to Form An Enterprise WG

Considerations for innovation in a stand-alone or vertically integrated “stovepipe” system can be much different than innovation in an existing enterprise or innovation to drive a collection of stovepipes towards becoming an enterprise. This should come as no surprise because the considerations driving organizations toward a horizontally integrated enterprise (potential economies of scale, data & resource sharing, improved situational awareness, etc.) are not usually innovation considerations individual stovepipes are interested in because they are, to a large degree, vertically integrated. For standalone stovepipe systems, architecture and design implementation decisions are solely governed by imagination, mission needs and budgetary constraints of the given mission. On the other hand, organizations that are forming an enterprise or integrating into an existing one must balance mission optimization with enterprise requirements which will constrain some the innovation design space. This leads to a few questions:

- What areas are being innovated in to help form or foster an enterprise? Where is the commercial world going?
- What types of organizational, governance, process and/or funding changes need to be in place to form and sustain a successful enterprise?
- At what level should standardization occur to allow some freedom to achieve mission design optimization and still achieve enterprise goals? Is there an area of maximal return?

This workshop will have several panelists representing both commercial and government groups that either have or are migrating toward an enterprise. They will also present challenges in sustaining or migrating toward an enterprise. The workshop participants will then have the opportunity to ask questions and apply their collective experience to the issues cited.