

The RSAF crest is a heraldic emblem. It features a red shield with a white star and a scroll at the bottom. The shield is supported by a lion on the left and a tiger on the right. Below the shield is a scroll with the letters 'RSAF'. The entire crest is encircled by a wreath of golden leaves.

RAiD:

The RSAF Tech Startup Story

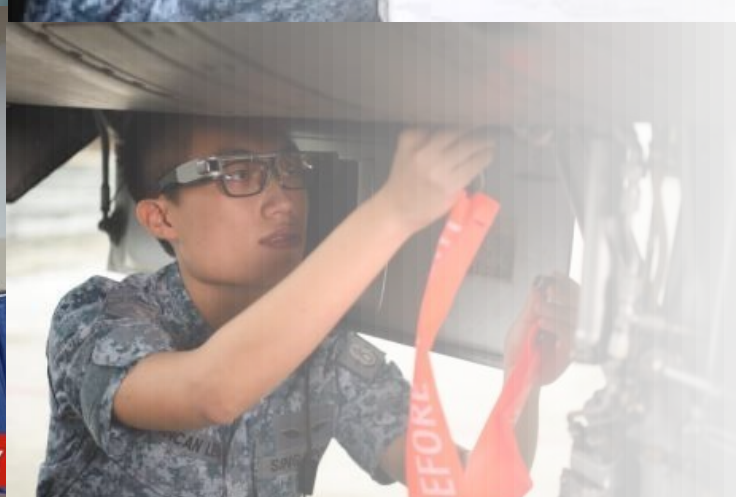
Tay Gek Peng

*Chief Data Officer, RSAF |
Founder, RAiD*

WHY RAiD?

SPEED & AGILITY | MISSION USABILITY





Vibrant Grassroot, Challenges Abound

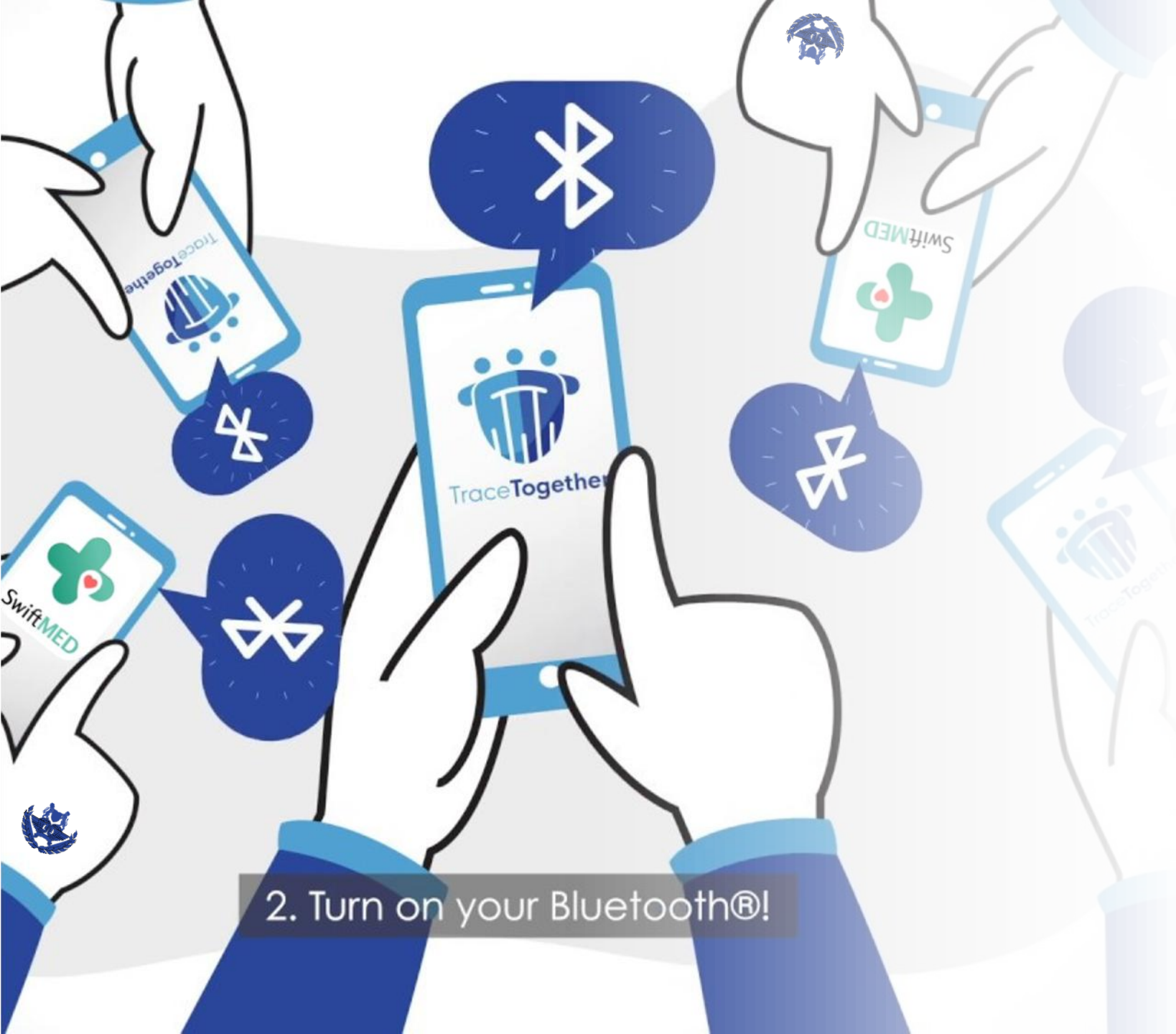
2019 – RSAF Data Blueprint





The Valley of Death is REAL

2019 to 2020



Then came COVID-19

*2020 – SwiftMED, the
RSAF's "TraceTogether"*

2. Turn on your Bluetooth®!

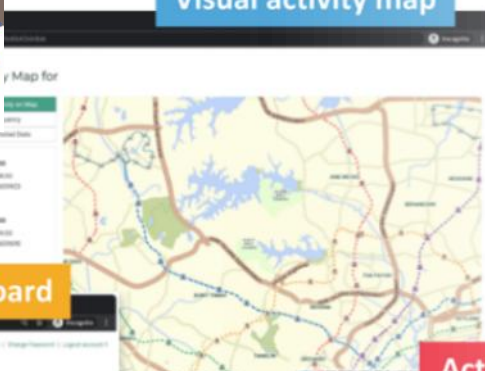
Dare To Do Award

Accelerated Contact Tracing - SwiftCobra

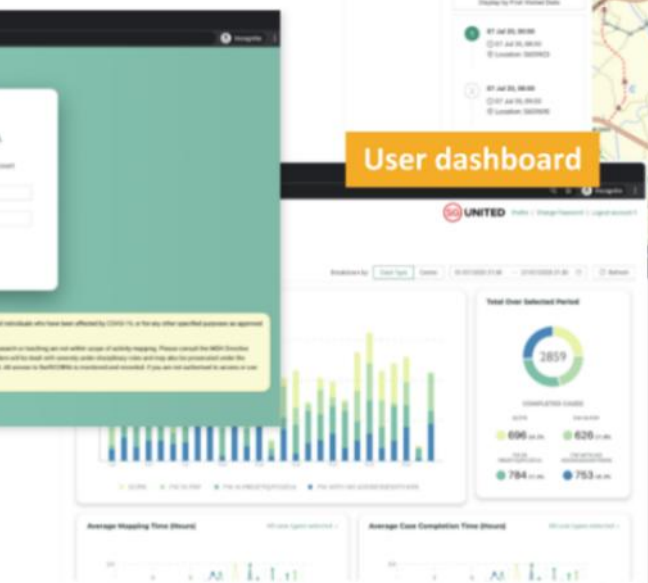
Singapore Armed Forces
Defence Science and Technology Agency



Visual activity map



User dashboard



Activity tables

A screenshot of the SwiftCobra Activity tables interface. It displays a table with multiple columns containing activity data. The table is titled 'Activity Map for:' and includes a search bar and various filters. The data rows include details like location, time, and activity type.

COVID-19 tipped the balance

*2020 – SwiftCobra, the
national contract tracing
data platform*

The background of the slide features a complex network of white icons and dotted lines on a dark blue background with bokeh light effects. The icons include a large central circle with a circular arrow and the word 'AGILE', a gear with code symbols '</>', a rocket, a clock, and various arrows and squares. The text is positioned on the right side of the slide.

The RSAF needs an in- house tech unit that operates very differently

*Nov 2021 – RAiD was
founded as a startup*

What's the strategy?

PEOPLE | CULTURE | STRUCTURE



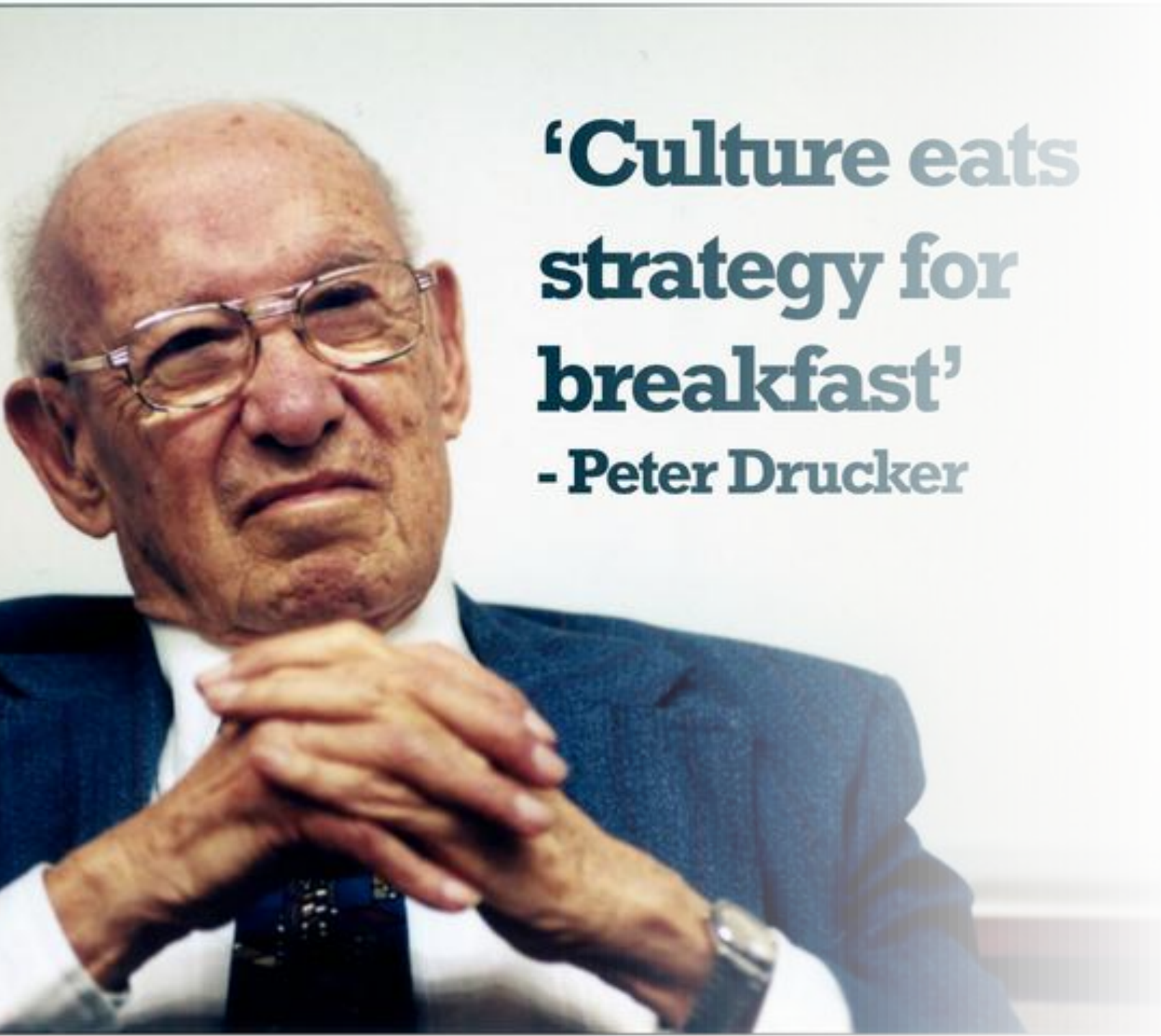
**You bet
on people,
not on
strategies.**

–Lawrence Bossidy



People

They make things happen ...



**‘Culture eats
strategy for
breakfast’
- Peter Drucker**

Culture

... in the right ways ...

“



Culture eats
strategy for
breakfast.
Structure eats
culture for
lunch.

SAFI BAHCALL

”

Structures

... that are repeatable.



Deliver Solveware that brings Smarts & Smiles with ...



**Speed &
Agility**

**Mission-
Usability**

Serving the Underserved Needs

*Internal perspective -
RAiD's identified
competitive advantages*





**Tech is
advancing
rapidly**

**Tech
industry
is leading
the pack**



**Speed &
Agility**



**Mission-
Usability**

**Mapping
mission onto a
different
terrain**

*External perspective –
Digital technology
landscape*

Tech is advancing rapidly



People

- Recruit the self-directed learners
- Make it easy to learn new tech that pops up



Culture

- Continuous learning
- Collaboration with fast adopters
- Safe environment to explore



Structure

- AETHER – research lab with academia & industry
- 20% time to work on anything interesting

Tech industry is leading the pack



People

- Recruit the self-directed learners
- Design engaging avenues for learning



Culture

- Continuous learning
- Collaboration with tech industry



Structure

- Co-develop products with experienced dev from industry

Speed & Agility



People

- Cultural fit assessment for hiring
- Leadership onboarding



Culture

- Mission obsession
- Safe environment to make decisions



Structure

- Small squads, high autonomy
- Policy-Products integration
- RAPTOR Squad

Mission-Usability



People

- Recruit internal career switchers
- Recruit those aligned to the cause



Culture

- Mission obsession
- Collaboration with users
- Collaboration with foreign militaries



Structure

- Mission-centric data teams
- Decentralise for proximity to mission owners



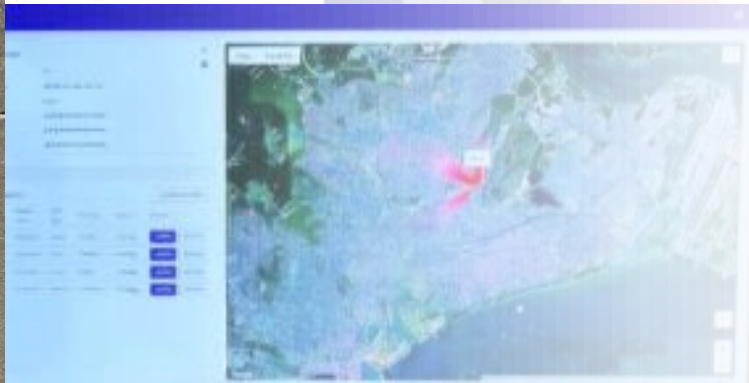
Statistics

Month: January 2023

SQN/Count	1	2	3
3	0	3	4
18	0	3	4
69	0	3	4
HQ	0	4	0

*Does not include standby duties

MEMBERS	SQN	G4 COMD Week...	G4 COMD Week...	G4 Weekday	G4 Weekend	Total Weekday	Total Weekend	Count
Arcwind	69	3	0	0	0	3	0	3
Bentah	HQ	0	0	1	1	1	1	2
Bon	69	0	0	0	0	0	0	0
Chen/Yong	18	2	1	0	0	2	1	3
Choi	18	0	0	2	1	2	1	3



Delivering “Solveware” that brings data-driven decisions

2022-24 – Bringing cognitive superiority to RSAF operations





RAiD's values eventually recognized

*4 May 2024 – RAiD was
established as the RSAF's
Tech Dept*



How does the story end?

IT'S JUST THE BEGINNING!





The Valley of Death is **STILL THERE**

Despite RAI D!





**... but RAiD is
there with our
airmen and
airwomen**

*Building bridges, ladders,
doors and knocking walls!*



Learn more about RAiD!



CHANGE | LEADERSHIP | INNOVATION | DIGITALISATION





Sleep tight!
