



Highlights

- Provide analysis of present and future scenarios for deployment and capability planning
 - Identify critical insight into logistics processes, inventory, supply chain and maintenance material movement
 - Streamline planning, forecasting, analysis and reporting functionality
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In the U.S. Army, performance matters

*Generating forces. Maintaining installations.
Delivering readiness.*

To fight and win our nation's wars, the U.S. Army must ensure soldiers are well-trained, well-equipped and adequately funded to support their mission end-to-end. Accomplishing this mission requires effective information sharing across the full range of military operations and institutional organizations.

Sharing information across this institutional and operational breadth is a mammoth undertaking. It requires accessing large volumes of disparate data, all of which are collected and managed by different organizations. Training, equipment and medical care, for example are three separate disciplines handled within different commands.

To ensure successful operations, individual organizations — whether a squad on the ground or a regional medical command back home — must be able to share information with and leverage information from other parts of the larger organization.

IBM® Cognos® provides an integrated, best-in-class software platform for operational performance management. With integrated plans, business intelligence and performance metrics, you can easily leverage data from other organizations across the U.S. Army to get a more complete picture of the U.S. Army's current state of readiness. This visibility also helps improve your ability to make timely, informed decisions in all areas: operations, budgets, personnel and logistics.



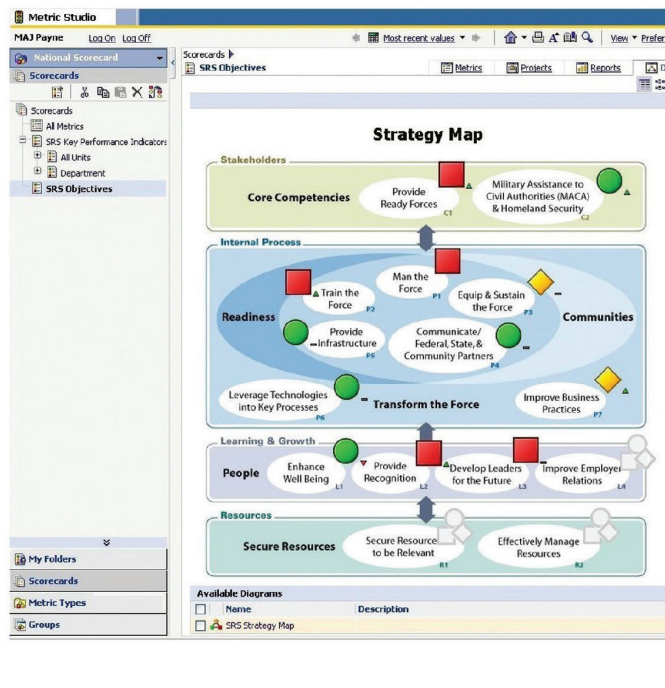


Figure 1: An U.S. Army strategy map emphasizes readiness and the leading (green) and trailing (red) factors influencing it: training, staffing, equipping, sustaining and providing infrastructure. You can drill down from this map into a scorecard and more detailed reports and analyses on any of these factors.

Accessing and using the data

Complete operational performance management for defense is built on a common understanding of performance, ensuring accountable decisions and actions and achieving a high degree of readiness. Scorecards and dashboards let you measure and monitor your performance and track your key metrics. Reporting and analysis let you see the “why” behind the data, gain context, understand trends and spot anomalies. Planning, budgets and forecasts let you set a course that your entire organization can follow.

Scorecards and dashboards

IBM Cognos scorecards use baseline metrics to directly match program objectives against performance and cost metrics. Built from organizational strategy maps, scorecards foster integration among disparate groups. IBM Cognos dashboards combine and distill graphical information for immediate, at-a-glance understanding of performance.

While scorecards and dashboards are used in many ways throughout the U.S. Army, a good example is the end strength scorecard. With this scorecard, users have a holistic picture of end strength. From the top-level view of deployability, users can drill down from a brigade to a company level, on down to the individual soldier. So, if a particular company receives a “red” mark on their scorecard, they can pinpoint the exact problem. While all of this data already existed; Cognos software provided the U.S. Army with the means of accessing and analyzing it.

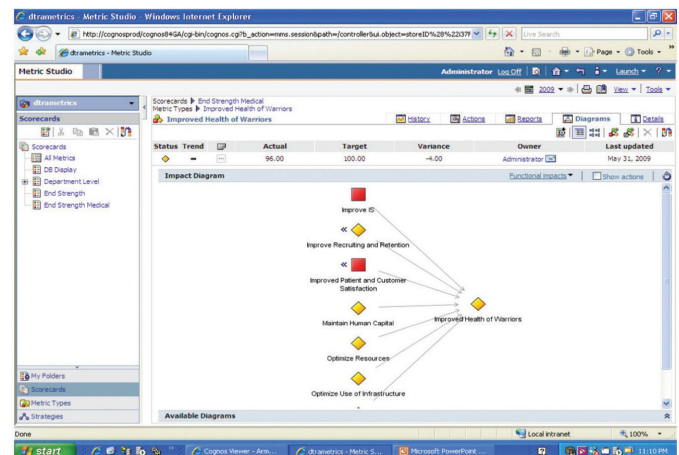


Figure 2: The scorecard above shows the impact that each department has on soldiers’ health.

The U.S. Army uses IBM Cognos scorecards and dashboards to:

- Align operational decisions with strategy
- Track operational efficiency
- Know the exact state of readiness at any time
- Match training costs to performance outcomes

Reporting and analysis

With IBM Cognos analysis you can quickly access and distill vast amounts of disparate data. Communicating this insight through detailed reporting provides more informed decisions and better performance throughout the U.S. Army.

The U.S. Army is currently putting this technology to work using online analytical processing to determine which units they send in response to requests for armed forces around the globe. This enables them to quickly wade through the immense amount of data that resides in multiple systems—reducing the cycle time between a request and deployment from weeks to hours. Sophisticated reporting and analysis allows the U.S. Army to:

- Manage personnel skills requirements and inventories to effectively deploy resources, identify critical skills gaps, and anticipate when to acquire outsourced services
- Provide timely reports on the status of all troops and assets
- Maintain accountability reports to track what decisions have been made and when

Planning and budgeting

IBM Cognos planning provides a collaborative environment that delivers real-time insight into cross-organizational performance on a single platform. IBM Cognos planning lets you define goals and turn them into discrete plans and budgets for the entire organization.

Base realignment and coordination, for example, requires careful planning. Does the base have the facilities needed to care for a soldier's family while deployed? How many people will this base need to host at one time? Are there adequate medical and educational facilities? Today, the U.S. Army uses IBM Cognos planning to answer questions like these so that they can cost-effectively meet the needs of personnel and their families on base. Cognos planning software allows U.S. Army decision makers to:

- Transform strategy into specific and measurable goals
- Manage and rapidly reallocate resources, including personnel and supplies
- Use unit demand forecasts and supply schedules to plan storage capacity, labor requirements, and transportation
- Conduct “what-if” scenarios for different strategies and tactics

Readiness delivered

The U.S. Army must be highly responsive, agile and sustainable to fulfill its mission. They must be ready and able to deploy forces anywhere in the world—at any and all times.

Effective management depends on having access to accurate, current information you can act on quickly. Whether you have to manage personnel, allocate resources or deliver goods and services in a mobile operation, Cognos software defense performance solutions deliver the insight you need. Our decision-making platform can help you leverage your data and resources—to ensure everyone in your organization is trained, informed, equipped and mission-ready.

About IBM Business Analytics

IBM Business Analytics software delivers data-driven insights that help organizations work smarter and outperform their peers. This comprehensive portfolio includes solutions for business intelligence, predictive analytics and decision management, performance management and risk management.

Business Analytics solutions enable companies to identify and visualize trends and patterns in areas, such as customer analytics, that can have a profound effect on business performance. They can compare scenarios, anticipate potential threats and opportunities, better plan, budget and forecast resources, balance risks against expected returns and work to meet regulatory requirements. By making analytics widely available, organizations can align tactical and strategic decision-making to achieve business goals. For further information please visit ibm.com/business-analytics.

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Produced in the United States of America
December 2012

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