



U.S. Army
Logistics Innovation Agency
(USALIA)

**Logistics Domain
Business Intelligence
(BI) Strategy
(April 2016)**

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Executive Summary

The Army Logistics Domain is shifting away from an inflexible, information technology (IT)-led reporting concept to a process-focused performance model providing self-service analytics, which support Army End-to-End (E2E) business processes. Army leaders and logisticians need effective business intelligence (BI) tools that integrate information across business processes to effectively manage capabilities, exploit resources, maximize efficiencies, and capitalize on opportunities. This strategy is intended to assist business process owners, data stewards, system owners, and architects in supporting a concept which provides self-service analytics for the Army Logistics Domain's E2E processes that supports decision-making at all levels. The strategy reinforces a needed cultural shift from the traditional and somewhat inflexible "canned reports" model towards self-service performance-based analytics. All agencies or entities which have a role in providing or supporting data-driven analytics should adhere to the tenets outlined in this strategy.

This document describes the framework and methodology for providing logistic capabilities from the tactical, operational, and strategic perspectives across the Army business processes. The approach is a fundamental shift towards building a stronger data driven culture enabling organizations to develop performance metrics via a self-service approach and is complementary to the implementation strategy for the Army Centralized Business Analytics (ACBA). The goal is to provide trusted predictions of information based on collection and aggregation of data from past and present. The strategy is consistent with, and incorporates guidance from, both Department of Defense (DoD) and Army, prescribed processes such as the DoD Business Enterprise Architecture (DoD BEA), Army Business Enterprise Architecture (A-BEA), and Army Strategic Readiness Assessment (ASRA). The result will enable development of pro-active management tools to rapidly exploit resources and provide best value readiness.

Business intelligence (BI) encompasses a variety of tools, applications and methodologies that enable organizations to create reports, dashboards and data visualizations to make analytical results available to strategic, operational and tactical decision-makers. To have effective BI, an organization defines who needs information from each process or event.

Managing performance by process requires integration of both Warfighter Mission Area (WMA) capabilities with Business Mission Area (BMA) processes. The implementation of BI in the Army requires a paradigm shift from managing by discreet capabilities and classes of supply to managing by the Army's business processes. Joint Publication 4-0 (JP 4-0), Joint Logistics, defines the core logistics capabilities for integrating strategic, operational, and tactical efforts while scheduling the mobilization and movement of forces and material to support the warfighter. The Army's Office of Business Transformation (OBT) has implemented and is using the A-BEA as a means to organize operations and technology environments to maximize institutional mission performance and outcomes. The strategy uses the Joint Logistics capabilities as the function of what needs to be measured and the E2E processes for performance measures.

1 Background

Army strategic objectives are achieved through successful management of business operations and resources. Successful management also improves strategic planning, improves performance, and enables effective and efficient execution of Title 10, United States Code (USC) responsibilities throughout the Army. Logisticians are not only stewards of resources, but also responsible for evolving capabilities to manage and execute in a dynamic environment to ensure the warfighter has advantage and opportunity to neutralize threats.

Data collection, storage, and processing within the Logistics Domain is expected to increase exponentially with the implementation of Condition-Based Maintenance Plus (CBM+) data and non-CBM+ related sensor-based data (Logistics Big Data), and present opportunities for Business Intelligence(BI). Enterprise architecture is a discipline to align processes and the identification of information exchanges enabling the creation of metrics-that-matter and input to performance-based analytics.

The Logistic Domain's existing portfolio of disparate systems, data stores, and business processes creates a disjointed view of the enterprise and hampers its ability to aggregate information for management and decision making. While BI and analytical IT solutions exist to meet specific functional elements of the logistics enterprise, most data assets are commodity- or command-centric and partially leverage the capability of enterprise resource planning (ERP) tools and methodologies. This challenge will increase as the Army implements better networking technologies and Satellite Communications. Managing assets by process, to reduce or eliminate variation within a business process, is necessary to improve efficiencies, take advantage of the ERPs, and provide better information to determine financial compliance. Currently, commodities are managed discretely, by class of supply, which does not provide logisticians and decision-makers with a common operating picture. This has resulted in leadership placing increasing reliance on their intuition and experience to make decisions as opposed to relying on decision analytics.

Army leaders and logisticians need effective BI tools that integrate information across business processes to effectively manage capabilities and exploit resources maximizing efficiencies and capitalizing on opportunities. A culture shift to managing assets by process is necessary to take advantage of the ERPs.



I am an American Soldier and a logistician.

I am the heir of Quartermaster, Ordnance, and Transportation Soldiers who have served our Nation in war and peace since 1775.

I provide the Nation's warfighters of all services what they need, when they need it, where they need it.

I anticipate the warfighter's need for sustainment in all situations, at all times, under all conditions.

I integrate logistics into the commander's plans and decisions.

I ensure continuity of support to sustain the momentum of the force.

I respond rapidly to the ever-changing needs of the warfighter.

I improvise to sustain the force with innovation and ingenuity.

I live by the Army values and the Soldier's Creed.

I lead by example.

I am true to the motto of the Logistics Corps, "Sustinendum Victoriam"—"Sustaining Victory!"

1.1 Purpose

The purpose of this strategy is to provide guidance on shifting the Army Logistics Domain business intelligence focus from IT-produced analytics to performance-based process enabled analytics. This document provides an overview of DoD and Army concepts that are foundational to the Army Logistics Domain Business Intelligence (BI) Strategy, enabling identification of key decision points in the process that the Army should manage and measure in order to achieve DoD Agency Strategic Plan (ASP) and Logistics Domain strategic objectives. This strategy is consistent with and incorporates guidance from DoD and Army prescribed processes, resulting in a capability to exploit resources with pro-active management and provide readiness at best value to the Nation.

1.2 Scope

Business intelligence requires involvement of business process owners, data stewards, system owners, and architects to standardize Army Business Enterprise Architecture (A-BEA) end-to-end (E2E) business processes across Army Logistics, validate Logistics IT that support the business processes, and enable actionable BI for senior leader decision-makers.

1.3 Vision

To provide decision-makers with trusted and timely information from the Army Centralized Business Analytics (ACBA) and other business intelligence tools based on the A-BEA E2E processes for pro-active management of resources and provide best value readiness.

1.4 Mission

Provide logisticians with BI tools that integrate information across business processes to effectively manage capabilities, exploit resources maximizing efficiencies, and capitalize on opportunities to ensure the warfighter advantage and opportunity to neutralize threats.

1.5 Goals and Objectives

This strategy was developed to support the DoD Agency Strategic Plan (ASP) Fiscal Years 2015-2018. Additional goals were obtained from HQDA G-4 POM Off-site. Identified goals and objectives are listed in Table 1 - Strategic Goals and Objectives.

Table 1 - Strategic Goals and Objectives

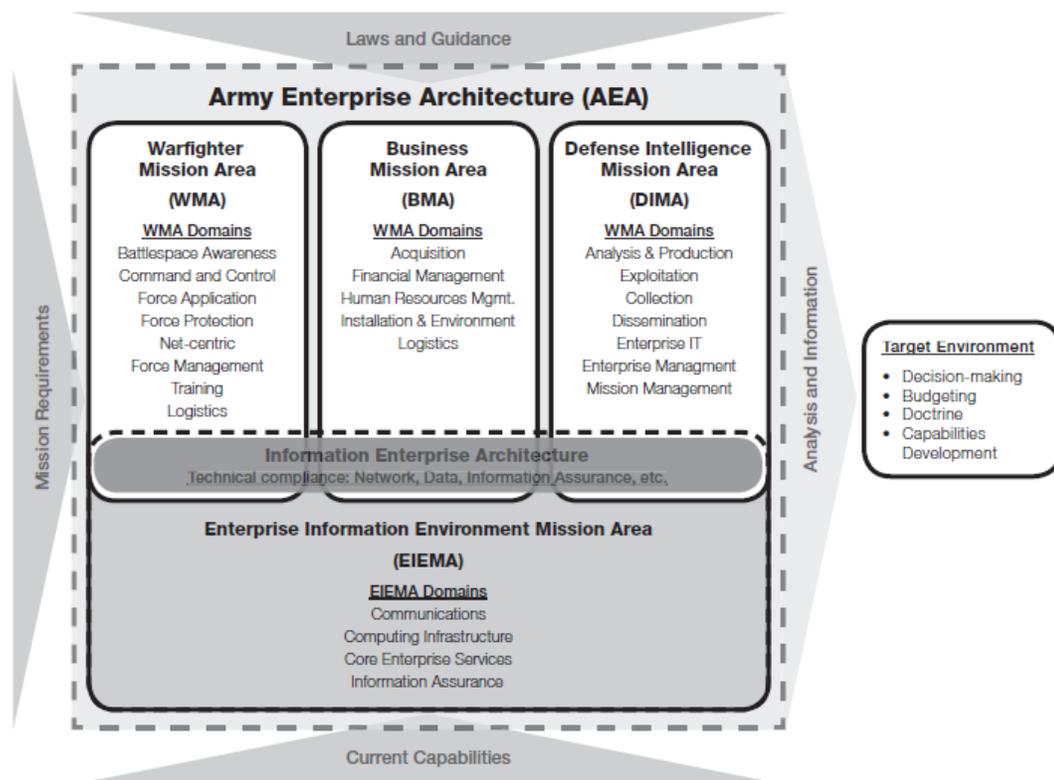
Strategic Goal	Strategic Objective	Performance Goal (PG), Agency Priority Goal (APG) or Cross-Agency Priority Goal (CAP)
ASP Strategic Goal 2. Sustain a Ready Force to Meet Mission Needs	2.2 Deliver, position, and sustain forces from any point of origin to any point of employment	<p>PG 2.2.1: DoD will maintain the Army's customer wait time at or below 15 days.</p> <p>PG 2.2.4: by FY2016, DoD will reduce and maintain the percentage of excess on-hand secondary inventory to eight percent of total on-hand secondary items.</p> <p>PG 2.2.5: By FY 2016, DoD will reduce and maintain the percentage of secondary item excess on-order inventory to four percent of total on-order secondary item inventory.</p>
ASP Strategic Goal 5. Reform and Reshape the Defense Institution	5.1 Achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.	CAP Shared Services: Strategically expand high-quality, high value shared services to improve performance and efficiency throughout government.
	5.2 Improve financial processes, controls, and information via audit readiness.	APG FY14-15 5.2.1: By FY 2015, DoD will validate 83 percent of its mission critical assets for existence and completeness; validate audit readiness for 99 percent of the Funds Balance with Treasury for DoD components finance with General Funds; and validate audit readiness for all material Schedules of Budgetary Activity (SBA) for DoD components finance with General Funds.
	5.3 Establish and enterprise framework for valuation and accountability of results, outcomes, cost, and risk.	CAP Benchmark: Improve administrative efficiency and increase the adoption of effective management practices by establishing cost and quality benchmarks of mission-support operations and giving agency decision-makers better data to compare option, allocate resources and improve processes. Focus Areas: Contracting, Financial Management, Human Capital, Information Technology, and Real property.
POM: Optimize software to enhance readiness	Logistics Automation: Provide a materiel readiness Common Operating Picture, with real time actionable data and metrics, to enable mission command	PG: Sunset legacy log IT tools & capabilities; migrate personnel to BI Enterprise and develop personnel capability for an ERP environment.

2 Logistics Operating Environment

The DoD is a performance-based organization, as defined by the Office of Management and Budget’s (OMB) Circular A-11, codified in the Government Performance and Results Act (GPRA) of 1993 and updated in GPRA Modernization Act of 2010. The Presidential budget and Congress provide finite resources to ensure the DoD can perform its mission. As such, the DoD is committed to managing towards specific, measurable goals derived from a defined mission, using performance data to continually improve operations. Per DoD Agency Strategic Plan Fiscal Years 2015-2018, the DoD is holding itself accountable through a transparent framework of performance goals, measure and targets. As a performance-based organization, the DoD is dedicated to results driven management focused on optimizing value to the American public.

The landscape for Army Enterprise Architecture (AEA) is described in Army Regulation (AR) 5-1, Management of Army Business Operations, and depicted in Figure 1 – Army Mission Areas and their domains. The AEA is the organizing logic for processes and IT infrastructure, reflecting the integration and standardization requirements of the Army’s operating model. The Army, through implementation of ERPs, has adopted a de-facto operating model of high process standardization and integration. GAO reports the hallmark of successful organizations is having operational and technology environments that maximize institutional mission performance and outcomes, resulting from an effective architecture. The AEA provides the graphical representation of the Army’s policies and illustrates key processes and events that would benefit through proactive management with BI tools.

Figure 1 - Army Mission Areas and their domains



Mission areas represent major capability areas of the Department of the Army and integrate with DoD mission areas. They are the Warfighter mission area (WMA), the DoD portion of the Intelligence Mission Area (DIMA), the Enterprise Information Environment Mission Area (EIEMA), and the Business Mission Area (BMA). The Army aligns and integrates mission area capabilities along with their supporting processes and systems through architecture. The AEA is a strategic capability that organizational leaders use for enterprise planning, resource investment, decision-making, and process execution. The HQDA develops architectures in segments aligned with WMA, DIMA, EIEMA, and BMA. Logistics is performed in both WMA and BMA. Execution of logistics processes have no clear delineation between WMA and BMA, therefore, this strategy will consider both perspectives.

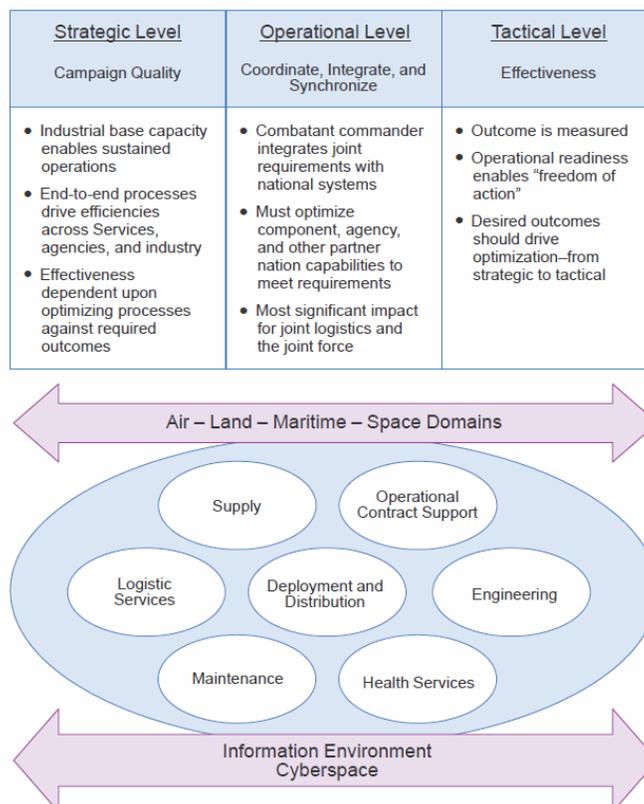
2.1 Warfighter Mission Area (WMA)

This section provides an overview of two foundational concepts from the WMA – Joint Logistics and Army Strategic Readiness.

2.1.1 Joint Logistics

JP 4-0, Joint Logistics, defines the core logistics functions for integrating strategic, operational, and tactical efforts while scheduling the mobilization and movement of forces and material to support the warfighter. Figure 2 - Joint Logistics Environment Operating Framework depicts the core functions via ovals, and the three required levels of support. Army logisticsians perform five of the seven core functions (less health services and engineering) within each level. Note that the WMA uses two terms for the same concept. In JP 4.0, these are called core functions, while in Joint Capabilities Integration and Development System it is referred to as the Joint Capability Areas (JCA). For purposes of this strategy, the WMA core functions will be referred to as capabilities after this section.

Figure 2 - Joint Logistics Environment Operating Framework



2.1.2 Army Strategic Readiness

The Army provides additional guidance for developing the strategic level perspective in AR 525-30, Army Strategic Readiness and Department of the Army Pamphlet (DA Pam 525-30), Army Strategic Readiness Assessment Procedures (ASRA). AR 525-30 prescribes the methodology to assess strategic readiness, but relies on the strategic readiness tenet proponents to develop indicators and measures. Army logisticians have the primary responsibility for the sustaining tenet and support the equipping tenet as depicted in Figure 3 - Army Strategy Readiness Measured Indicators.

Figure 3 - Army Strategy Readiness Measured Indicators

CRITERIA	HOW THE ARMY MEASURES EACH CRITERIA						Criteria Assessment	Army Readiness Assessment (RA) Level
MANDATORY JOINT STAFF CRITERIA								
Joint Capability Areas (JCA)	Army JCA Assessments						RA Level	RA LEVEL
Plan Assessment	Joint Combat Capability Assessment Plan Assessments (JCCA-PAs)	TPFDD Readiness Analysis	Apportionment Table Readiness Analysis	ASCC Mission Essential Task Assessments			RA Level	
Readiness Deficiencies	Army Readiness Deficiencies						RA Level	
ARMY CRITERIA								
Strategic Readiness Tenet Assessment	Manning	Equipping	Sustaining	Training	Installations	Capacity & Capability	RA Level	
Army Measured Indicators	 Man the Force	Equipment On Hand	Maintenance	Operational Training	Installation Services	Capacity	<div style="border: 1px solid black; padding: 5px;"> Strategic Readiness Tenet Proponents Manning G-1 Training G-3/5/7 (DAMO-TR) Capacities and Capabilities G-3/5/7 (DAMO-ODR DAMO-SS DAMO-FM) Equipping G-8 Sustaining G-4 Installations ACSIM </div>	
		Equipment Modernization	Strategic Mobility	Institutional Training	Infrastructure			
	Health of the Force	Critical Materiel Availability	Munitions	Training Support	Natural Infrastructure	Capacity		
			Army Pre-positioned Stocks (APS)		Army Energy and Water Program			
Criteria Assessment	RA-Level	RA-Level	RA-Level	RA-Level	RA-Level	RA-Level		

Impacts to sustainment readiness are effected through adjustments of depot workloads, war reserves stock, ammunition program and organic industrial base. Equally important are the impacts to equipment readiness via Army modernization and equipment distribution strategies, strategic mobility enabling programs, and fleet management program. Additional actions include equipment shelf life extensions, equipment redistributions, and programmed replacements. To enable predictability, the logistician at the strategic level requires aggregation of information from transactions and trends (indicators) from the tactical and operational levels, from each capability area of supply, maintenance, logistics services, deployment and distribution, and operational contract support to fulfill the requirements from ASRA.

2.2 Business Mission Area (BMA)

AR 5-1, Management of Army Business Operations, is the guiding regulation for the Army BMA. OBT has implemented and is using the A-BEA as a means to organize operations and technology environments to maximize institutional mission performance and outcomes. This includes realizing cost savings through consolidation and reuse of shared services and elimination of antiquated and redundant mission operations, enhancing information sharing through data standardization and system integration and optimizing service delivery through streamlining and normalization of business process and mission operations. It is imperative that the Army shift its perspective to define its business intelligence strategy within the defined Army business processes (aka end-to-ends) and not only by commodity or by piecing together information based on data availability.

2.2.1 Army Business Mission Area (BMA) Domains and Capabilities

The BMA has five designated business areas as depicted in Figure 1 - Army Mission Areas and their domain. The business areas are Human Resources Management (HRM), Finance (FIN), Acquisition (ACQ), Logistics (LOG), and Installation Energy and Environment (IE&E). The Army Business Strategy has designated an additional area that serves as a bridging mechanism to the WMA architecture: Training and Readiness (T&R). Each domain has identified a set of resources to perform a task or an activity in an integrative manner called capabilities. LOG has defined eight capabilities based on JP 4.0, Joint Logistics and AR 25-1, Information Management, depicted in Table 2 - Army Business Mission Area Logistics Capabilities Alignment to Joint Logistics.

Table 2 - Army Business Mission Area Logistics Capabilities Alignment to Joint Logistics

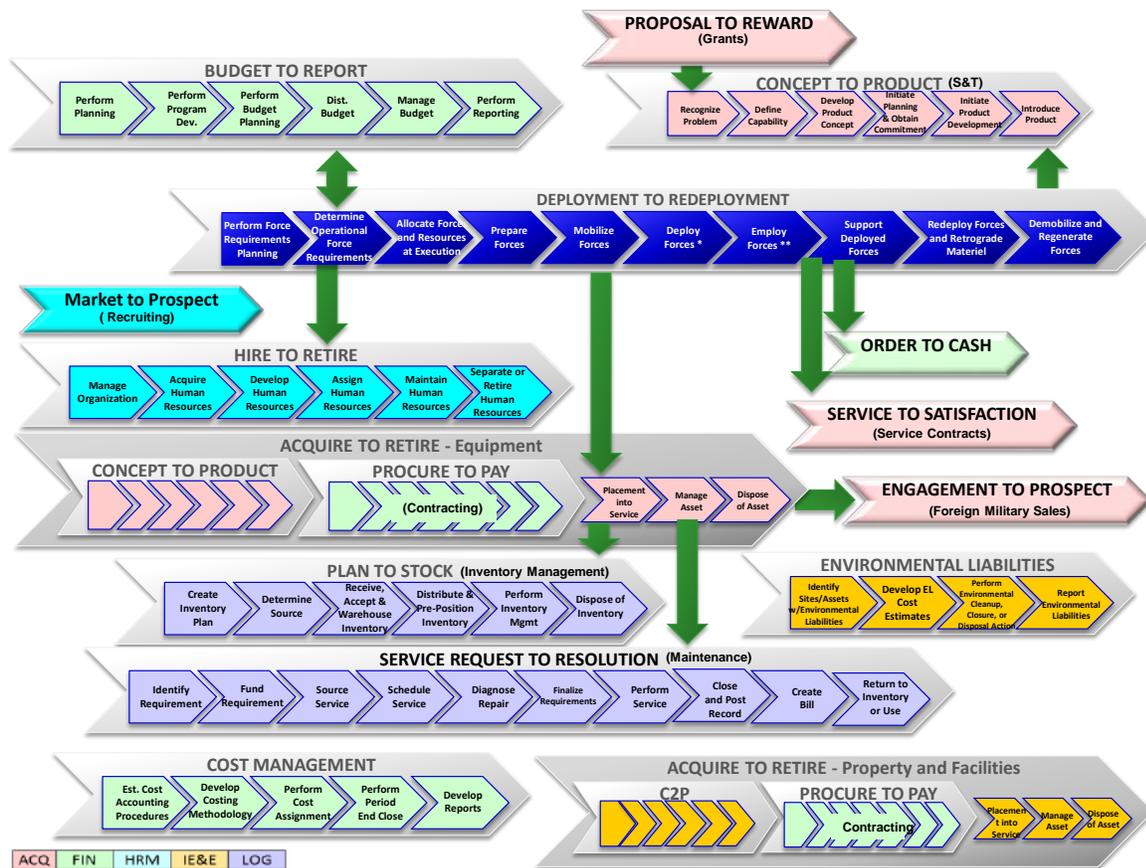
Army LOG Business Capability	Description	DoD Core Logistics Function (Joint Capability Area)
Field Maintenance	The capability to retain or restore materiel of "on systems" in a serviceable condition (repair, and return to user) by operator and/or crew (adopted from AR 750-1)	Maintenance
Field Services	The capability to provide services and functions essential to the technical management and support of the joint force including food service, water/ice, hygiene services, mortuary affairs support. (JP 4-0)	Logistics Services
Logistics Lifecycle & Operational Data	The capability to manage data as an asset after placement into service or upon receipt as logistics processes are performed. This includes master data, bills of materials, "as-maintained" equipment, distribution information (aka in-transit visibility) at a minimum.	N/A (required per AR 25-1)
Materiel	The capability to manage supplies to maintain, operate, and support military activities. Supplies may be used for administrative, combat, or general plant purposes. Supplies include food, clothing, ammunition, and fuel materials.	Supply
Operational Contracting Support	The capability to plan for and obtain supplies, services, and construction from commercial sources in support of joint operations along with the associated contract support, integration, contracting support, and management functions (2014 JCA 4.5 Operational Contract Support)	Operational Contract Support
Property	The capability to manage assets issued under an MTOE or deployable TDA authorization document to include mission-related CTA items of equipment (AR 710-2) to equip, maintain, and support military activities. Property includes equipment, arms, and machinery of all kinds. (Adopted from JCA 2014 and AR 710-2)	Supply
Sustainment Maintenance	The capability to perform "off system" repair, manufacture, restore, and return to stock and depot maintenance operations in a secure environment. (Adopted from AR 750-1)	Maintenance
Transportation/ Distribution	The capability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations. Deployment and distribution includes the ability to strategically and operationally move forces and sustainment to the point of need (based on JCA 2014)	Deployment and Distribution

2.2.2 Army End-to-End Business Processes

As a means to understand and compare systems and processes across the DoD, the Office of the Deputy Chief Management Officer (DCMO) provides the top-down, broad framework for business processes via DoD BEA E2E processes. The Army adds additional details to better define and standardize Army business processes as prescribed in policy and regulations. The FY16 baseline of capabilities for all domains within the BMA is found in the Enterprise Knowledge Repository (EKR). The EKR hosts and manages the baseline of the A-BEA and is the authoritative source for each BMA's architectural products. The A-BEA E2E processes are the starting points to identify key events and activities where information is needed to make a decisions and align authoritative data sources from IT systems to support those processes.

Each domain has been designated as primary champion for selected E2E processes and is responsible to understand and document the processes, cross-domain interactions, and enable alignment of supporting IT systems. By graphically depicting capabilities and regulations, using enterprise architecture discipline, variations in the process and policy can be identified as well as opportunities for improving efficiency and effectiveness. The anchor E2E is Deployment-to-Redeployment (D2R). The remaining E2E processes support the ability for the Army to successfully perform D2R. Figure 4 - Army End-to-End Processes, depicts the high-level relationship of each of the Army E2Es and identifies the BMA process champion.

Figure 4 - Army End-to-End Processes

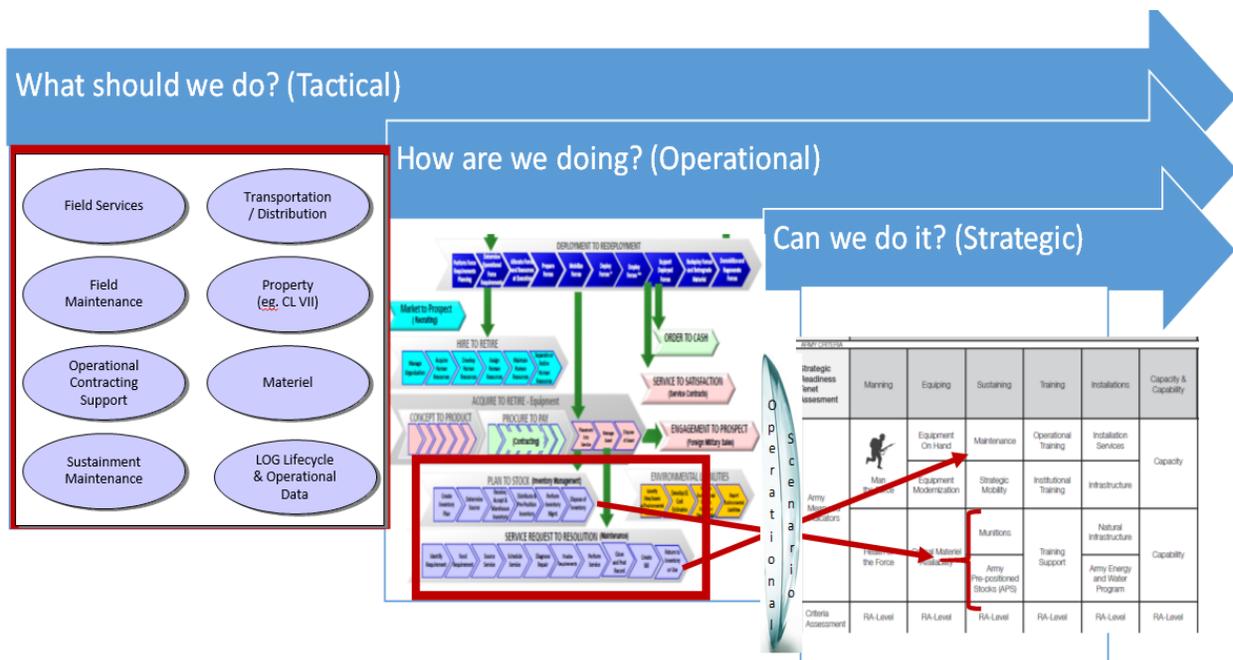


3 Business Intelligence Strategy

The Army Logistics Domain is shifting away from an inflexible IT-led reporting concept to a process-focused performance model providing self-service analytics, which support Army End-to-End (E2E) business processes. This section describes the framework and methodology for providing logistics capabilities from the tactical, operational, and strategic perspectives across the Army business processes. The approach is a fundamental shift towards building a stronger data driven culture enabling organizations to develop performance metrics via a self-service approach and is complementary to the implementation strategy for the ACBA. Information management techniques are applied at each level – tactical, operational, and strategic. It is not possible to provide trusted predictions of information if data collection and aggregation is not deliberate. This approach requires the use of enterprise architecture discipline, in coordination with subject matter experts on policy, to accurately reflect how activities and tasks should be accomplished without technology limitation. Once the baseline of processes are established in the A-BEA E2E processes, identification of important events or key questions can then be captured.

Figure 5 - Logistics Domain Performance Analysis Framework, depicts the three basic questions a performance based organization evaluates to improve performance. An explanation of tactical, operational, and strategic management techniques follows.

Figure 5 - Logistics Domain Performance Analysis Framework



3.1 Tactical

JP 4-0 describes the logistics capability areas requiring resources of assets and individual skills. The Army further clarifies supply as materiel and property (not real [e.g., land, buildings]), and maintenance as sustainment and field capabilities. The Army added Logistics and Operational Data capability to comply with the AR 25-1 requirement to handle data as an asset.

Each capability area of supply, maintenance, logistics services, transportation/distribution, and operational contracting support have numerous industry measurements for transactions and trend analysis. Logisticians have been very resourceful and successful, at this level, because the basic information for performing transactions (e.g., work orders, request for transportation and supplies, lateral transfers, asset turn-ins, and disposition requests) are well-known and captured in current systems. Many logisticians know from what systems to obtain the information and manually form a coherent picture.

Figure 6 - Example Measurement by Army LOG Capability

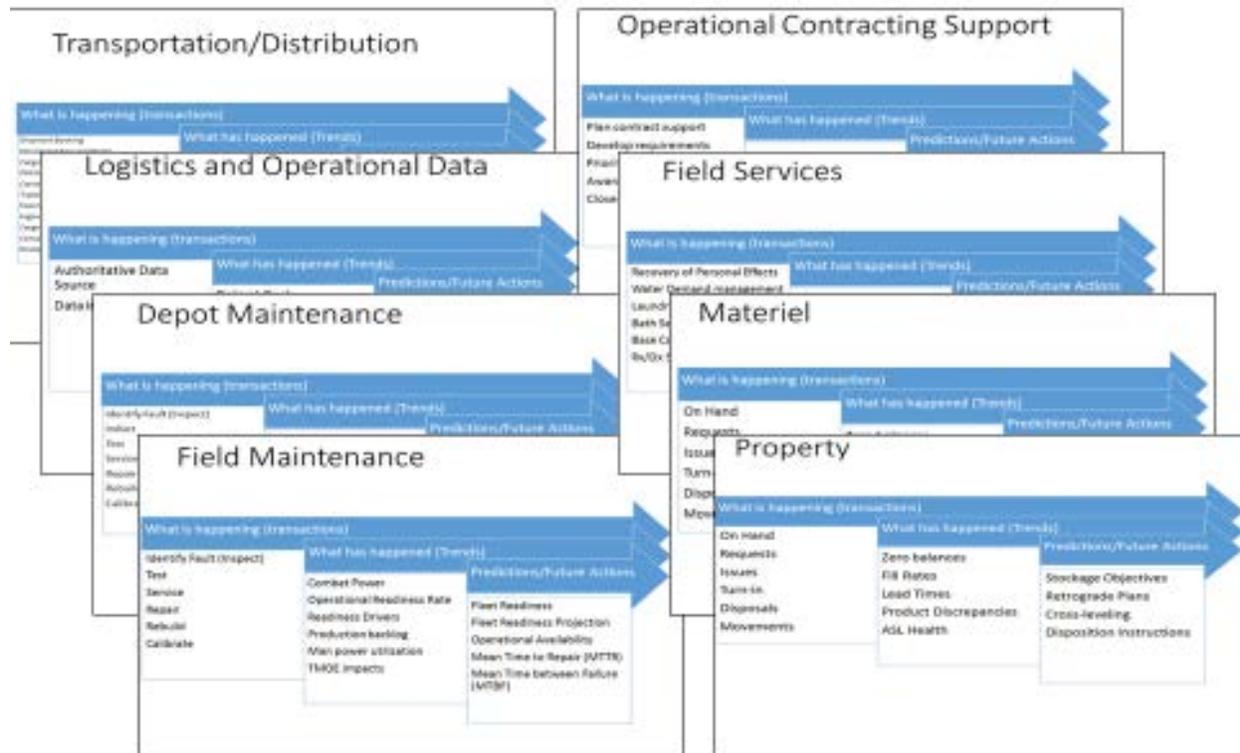


Figure 6 - Example Measurement by Army LOG Capability, provides examples of discreet measurements for each capability and considering time factors (what is happening, what has happened, and what should happen). These three levels of information forms the bases to enable historical trend analysis and develop courses of actions (e.g., stockage levels, transportation requests, or demand for repairs). It is important to note that the ERPs do not measure by class of supply, but rather by process (e.g., receive, store, issue, repair, distribute, and dispose). The challenge is identifying the right combination of measures and indicators to recommend as ASRA measures and implementing them into the ACBA.

The ERPs provide a means to aggregate the information in ways not before possible, but must be done consistently by process with an understanding of cross-process touch points (e.g., acquisition, maintenance, finance, and supply). The next section, “Operational,” describes how logisticians execute logistics functions and discusses the Army perspective on how to begin assembling metrics into valuable performance assessment information for strategic use.

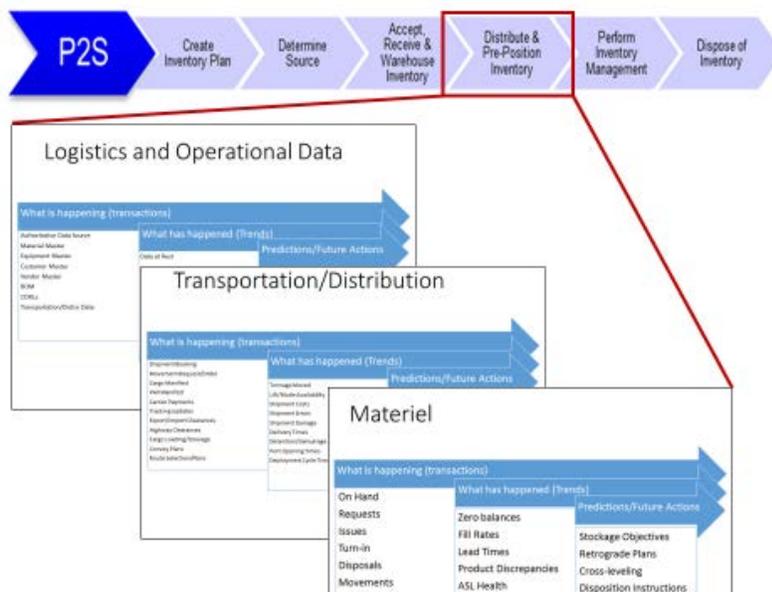
3.2 Operational

The EKR hosts and manages the baseline of the A-BEA which is the authoritative source for BMA E2Es. The E2E models how the Army performs its business as a graphical depiction of its regulations (e.g., provides the map for the map recon).

As a member of a performance based organization, the Army logistician should be able to ascertain how well they are performing each mission. They will need to know what is happening, what has happened, and anticipate what should happen for each capability within the context of the overall processes. The E2Es provide the context necessary to aggregate the tactical metrics to determine how well the Army is performing the entire process not just accomplishing the discreet capabilities

Figure 7- Example for Aggregating Metrics using E2E Context, identifies the “family of logistics metrics” to consider in determining performance of Plan-to-Stock. Non-Logistics metrics could be similarly obtained from the EKR (e.g., financial). These metrics, in conjunction with the process, could then provide the foundation for determining if the right information is being collected from the right tools to assess the current performance or anticipate the future performance of the process given a specific scenario. In other words, are we collecting the right information to support the strategic objective to “achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.”

Figure 7- Example for Aggregating Metrics using E2E Context



3.3 Strategic

AR 525-30, Army Strategic Readiness, focuses on the readiness of the Army as an institution to provide sufficient, capable units to support the National Military Strategy. Army senior leaders obtain an integrated view of current and future strategic readiness, by creating a process to assess the status of the strategic readiness tenets (SRTs); review the leading indicators that drive particular trends in readiness; and, ultimately, provide a strategic level assessment of the Army's near-term (0–2 years) and future readiness (2–6 years). HQDA proponents are responsible to identify key measures and indicators, determining the effects on the overall readiness of the Army and developing an analysis of those impacts from the perspective of their tenet.

These assessments allow the Army to report on strategic readiness and provide information to Army senior leaders to inform critical resource decisions necessary to address and mitigate shortfalls in Army readiness. Army readiness assessments consider readiness trends and the analysis of the impacts of events and decisions on current and future readiness.

3.4 Conclusion

The Logistics BI Strategy shifts focus from IT-centric analytics to performance-based, process-enabled analytics and introduces awareness of innovations that drive metrics opportunities and enhance performance-based analytics. As the Army implements innovations in IT networking technologies and Satellite Communications, expect a boost to data transmission abilities across the Logistics Domain. Data collection, storage (warehousing), and processing within the Logistics Domain is expected to increase exponentially given the advent of Condition-Based Maintenance Plus (CBM+) data and non-CBM+ related sensor-based data (Logistics Big Data), and present opportunities for Business Intelligence. Innovations aligned to A-BEA E2E processes and the identification of information exchanges within the BMA are visible to decision-makers through architecture, and drive the creation of metrics-that-matter and input to performance-based, process-enabled analytics. The challenge of analysis and presentation of Logistics Big Data is guided by the Logistics BI Strategy with a primary goal of processing data that is based on trusted data collection and aggregation and utilizes the A-BEA to facilitate the analysis and visualization of Logistics Big Data.

Appendix A - Acronym List

Acronym	Meaning
A2R	Acquire-to-Retire
A-BEA	Army Business Enterprise Architecture
ACBA	Army Centralized Business Analytics
B2R	Budget-to-Report
BEA	Business Enterprise Architecture
BMA	Business Mission Area
BSA	Business System Architecture
C2P	Concept-to-Product
CBM+	Condition-Based Maintenance Plus
D2R	Deploy-to-Redeploy
D-BEA	DoD Business Enterprise Architecture
DoD	Department of Defense
E2E	End-to-End
EKR	Enterprise Knowledge Repository
ERP	Enterprise Resource Planning
FIN	Finance
H2R	Hire-to-Retire
HQDA	Headquarters, Department of the Army
HRM	Human Resource Management
IT	Information Technology
LIA	Logistics Innovation Agency
LOG	Logistics
M2P	Market-to-Prospect
NMS	National Military Strategy
O2C	Order-to-Cash
OA	Operational Activity
OBT	Office of Business Transformation
OMB	Office of Management and Budget
P2P	Procure-to-Pay
P2R	Proposal-to-Reward
P2S	Plan-to-Stock
PM	Program Manager
POAM	Plan of Actions and Milestones
POM	Program Objective Memorandum
S2S	Service-to-Satisfaction
SME	Subject Matter Expert
SR2R	Service Request-to-Resolution
SRT	Strategic Readiness Tenet

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