



**U.S. Department of the Army**

# **ARMY BUSINESS STRATEGY 2017-2021**



**INFORMATION COMPILED BY:  
The Office of Business Transformation**

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## FOREWORD

As members of the Army Team, it is our duty to ensure that every Soldier is properly manned, trained, and equipped to fight and win our Nation's wars and to keep our families safe at home. Each Soldier must have the tactical and technical advantage to ensure they are never in a fair fight.

For the Army to win decisively we must collaborate as members of a team to generate the combat power that has kept America safe for the past two hundred and forty-one years. Leaders at all echelons must show initiative to improve the Army every day. Our adversaries spend their days devising ways to compete with us. To compete with them we must continue improving our efficiency and effectiveness as an organization.

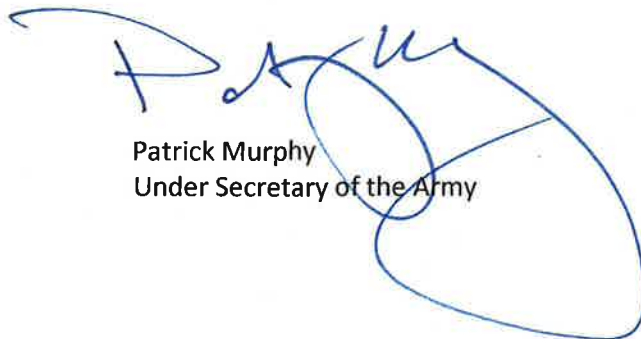
One of the principal ways we will do so is via Army business operations – the systems and processes that allow us to fulfill our Army's functions. Army business operations play a pivotal role in ensuring readiness at best value to the Nation. Enclosed you will find the 2017-2021 Army Business Strategy (ABS). Its goals and objectives will focus business leaders on process improvement, performance assessment, training and education, and information technology portfolio management.

Achieving this strategy's objectives will result in improved leadership and management of the Army Business Mission Area, fact-based decision-making that enables cost savings, alignment of resources with the priorities of the Army, business process management that allows for rapid adaptability to warfighter requirements, and the ability to correlate business process performance with readiness. The ABS also includes performance measures and indicators that will act as a framework to assess our progress in achieving our objectives and inform us in making business decisions.

These objectives reinforce our priority of providing ready forces to meet the demands placed on our Army. Army business operations are vital to preserving our Soldiers' tactical and technical advantage. Dollars wasted in inefficient operations are dollars that do not equip our Soldiers, or fund training events during which our Soldiers and their units become more lethal. As a team of Soldiers and Civilians, we must fight to ensure the Army Business Mission Area operates as efficiently and effectively as possible. To preserve the lethality and effectiveness of our fighting formations, we should seek to adopt best practices for our business operations. We cannot afford to waste dollars that could be dedicated to supporting America's Varsity Team!

Working together as faithful stewards of our Nation's resources, we will continue to field an Army that is second to none, that is ready to meet today's missions and rise to meet tomorrow's challenges.

Army Strong and Soldier for Life!

A large, stylized handwritten signature in blue ink, appearing to read 'P. Murphy', is written over the printed name and title.

Patrick Murphy  
Under Secretary of the Army

## **I. Purpose**

The purpose of the Army Business Strategy (ABS) 2017-2021 is to provide a strategic foundation upon which the Army can apply enterprise approaches for the improvement of business operations to generate and sustain readiness.

## **II. Strategic Intent**

The Army continues to operate in a complex strategic environment that requires unprecedented versatility, flexibility and interoperability. Competitive advantage on the battlefield rests squarely on our business processes' ability to meet warfighters' resource requirements (manpower, materiel, services) with the same quality, timeliness, agility, and adaptability that the Army must be capable of, winning our Nation's wars and keeping our families safe at home. At the same time, we face significant budgetary pressures that pose considerable challenges in achieving and advancing this capability. To remain a competent and agile force, we cannot allow resourcing decisions to be driven by how much readiness we can afford. Instead, we must continuously improve our ability to generate readiness at best value, with refined business processes and innovative management practices that reduce costs while allowing us to meet or exceed the quality, quantity, and timeliness of global mission requirements now and in the future.

This strategy details the business challenges facing the Army and how the Army will address these challenges in the areas of process improvement, performance assessment, training and education, and information technology (IT) portfolio management so that the Army's business process performance will be optimized. It is an enabling strategy, directly aligned with and fully supportive of the Army's Strategic Plan. The ABS identifies strategic goals and the objectives that inform development of the Program Objective Memorandum (POM). It establishes a framework for both qualitative and quantitative assessment of progress in the achievement of these objectives and describes the broader governance structure that provides oversight and advocacy for the strategy.

With the publication of this document, the 2013 Army Business Management Strategy is rescinded.

## **III. Strategic Narrative**

To address evolving challenges in both fiscal and mission environments, Army business operations combine continuously improved business processes, supported with best-in-class business system IT, to generate trained and ready forces, and provide those forces whenever and wherever needed. To accomplish this, leaders and managers at all echelons must gain and maintain awareness of fully burdened process costs and process performance, and relentlessly drive efficiency gains into business operations. They must systematically measure progress through aggressive performance assessment linked directly to desired outcomes, and tailor supporting IT to aid process performance while eliminating unneeded or redundant IT expenditures. They must develop and sustain leader and manager training and education programs with a particular focus on innovative business management approaches and techniques to capitalize on established private and public sector best practices.

## **IV. Planning Cycles and Strategic Alignment**

As an enabling strategy to the Army Strategic Plan, the ABS is aligned to, and synchronized with, other Army functional strategies such as the Army Data and the Cloud Computing Strategies. The Army Office of Business Transformation (OBT) is responsible for development and coordination of the ABS and oversees the assessment of performance related to the accomplishment of its objectives. Progress in the achievement of ABS goals and objectives is reviewed through the Two and Three Star Army Business Council (ABC) meetings and updates are

provided as appropriate to the Army Management Action Group (AMAG), chaired by the Vice Chief of Staff of the Army (VCSA) and the Under Secretary of the Army (USA). While the primary purpose for the review is to monitor progress, it is also intended to engage the Army's senior business leaders in overcoming obstacles or necessary decision-making in the achievement of ABS goals. The strategy has a 5 year planning horizon and is reviewed and updated bi-annually to ensure continued responsiveness to evolving challenges in the business environment. The Army will publish updates to the ABS during the first quarter of the fiscal year for business domain leads' use in preparing supporting action plans.

Strategic goals and objectives are operationalized through the annual development of action plans. The OBT and business domain leads are responsible for developing these plans that identify specific actions to take during a 1 year horizon in support of the longer range strategic objectives. They will specify necessary resources, targeted performance, and time horizons for accomplishing the plans. Business domain leads will be prepared to provide quarterly updates as well as qualitative and quantitative assessments reflective of action plan accomplishment during ABC meetings and in other related forums. Leads will also conduct annual, formal reviews for the purpose of updating action plans by the end of the second quarter of the fiscal year (figure 1).

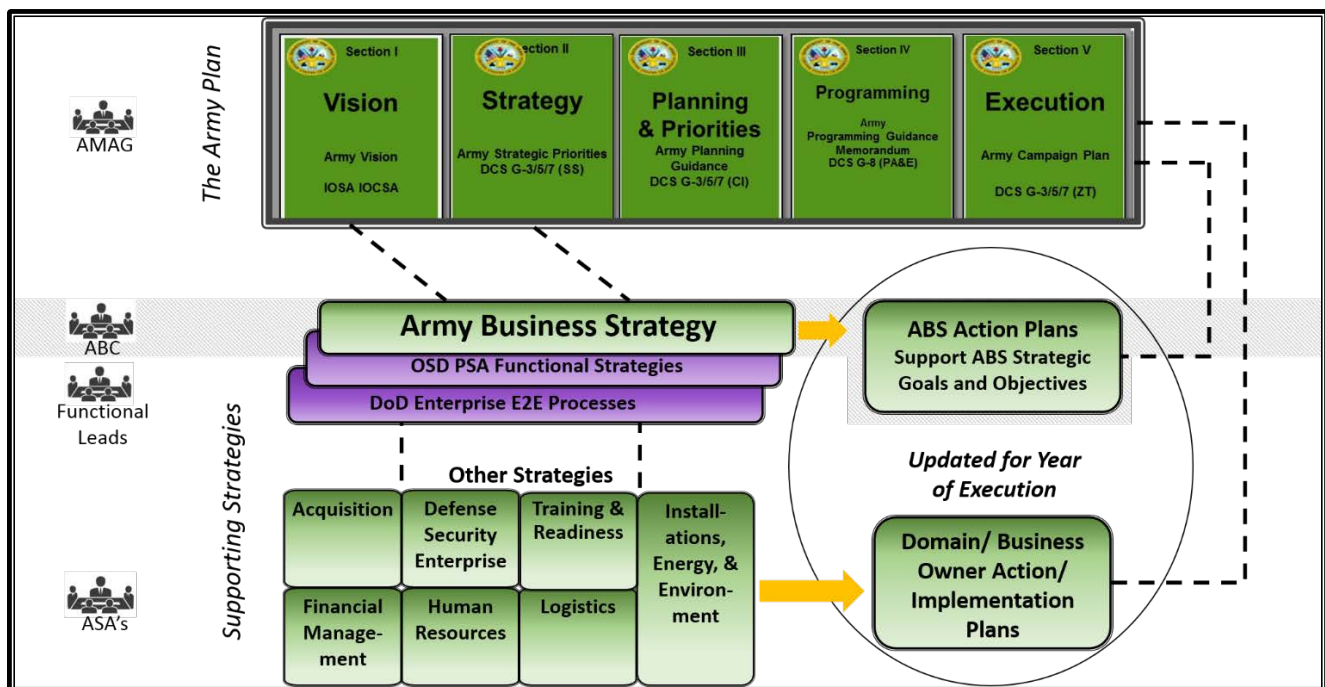


Figure 1. ABS Planning Hierarchy and Governance

## V. Governance and Assessment

The ABS establishes strategic direction for the business operations of the Army enabling the Army to execute its Title 10, United States Code, functions to organize, train, equip, and sustain forces for the conduct of prompt and sustained land operations.

The USA, as the Chief Management Officer (CMO), presides over the business operations of the Army, serving as the senior advisor to the Secretary of the Army (SECARMY) on all business operations and business transformation matters. As such, the CMO oversees the development of formal business transformation plans to include the ABS and provides guidance on issues, problems, and equities in the accomplishment of related objectives through ABC meetings.

The OBT, in executing the SECARMY's business transformation initiatives, publishes bi-annual updates to the ABS during the first quarter of the fiscal year. As co-chair of the ABC, and in coordination with business domain leads, the Director, OBT provides quarterly updates on performance related to the achievement of strategic objectives to enable decision-making for senior leaders and to engage them in overcoming significant obstacles to the strategy.

HQDA Principal Officials as defined by General Order 2012-01, exercise authority, direction, and control over organizations tasked with action plans within their scope of responsibility, developing and supervising the application of qualitative and quantitative measures for assessing progress in their accomplishment.

The ABC serves as the primary review forum for the quarterly assessment of performance related to the ABS, using results of these assessments to provide guidance and assistance in the accomplishment of goals, objectives, and action plans. A full, formal review of progress in the achievement of ABS objectives and action plans will be conducted annually. Quarterly reviews provide leaders with a less formal, recurring opportunity to update and engage the ABC on progress, issues, or necessary decisions related to the ABS goals and objectives. In addition to these assessments, the ABC Three-Star Review Group recommends business policy and strategy to the AMAG and approves business initiatives. The ABC Two-Star Working Group reviews and collaborates on business policy, strategy, and procedures nominated by the business domain leads. This group also recommends business strategy changes to the ABC Three-Star Review Group as necessary.

The Army's Strategic Management System (SMS) is the enterprise tool used to manage Army and organizational strategy execution, to include the ABS. The SMS facilitates measurement of progress against strategic objectives and allows organization leaders to communicate strategy, demonstrate strategic alignment, build goals, objectives, action plans, measures, and targets, and assess performance in their accomplishment.

## **VI. Strategic Challenges and Goals**

Goals and objectives contained in the ABS are responsive to key strategic challenges facing the Army business environment as identified by cross-functional teams comprised of business area leaders, subject matter experts, and other stakeholders from across the Army Commands. With key challenges identified, focus shifts to the development of strategic goals and objectives that will effectively address these challenges and provide direction in overcoming them.

### **A. Improvement and Assessment of Business Process Performance**

i. *Challenge:* Effective and efficient Army business processes are a combat multiplier, enabling readiness and adaptability to the rapidly evolving strategic environment. *However, Army business processes lack an assessment framework for correlating business process performance with readiness and other mission-related outcomes.* This prevents the fact-based, systematic evaluation, and improvement of business processes responsible for the allocation of resources that support the warfighting mission, and in doing so, sub-optimizes the Army's potential to deliver readiness at best value.

ii. *Goal 1:* Business process performance related to readiness and other operational outcomes is objectively assessed, and fact-based conclusions are drawn to systematically improve the Army's capability to deliver readiness at best value.

### **B. Developing Leaders and Managers**

i. *Challenge:* Experience has shown that senior leaders must be just as adept at managing the Army enterprise as they are at leading actual military operations. *However, the Army lacks institutional, systematic approaches to developing the culture and human capital that will cultivate, actuate, and sustain enterprise-*



*wide business acumen related to leadership and management, process improvement, and resource-informed decision-making across the operating and generating forces.* Leaders in new and complex business-oriented assignments often rely on “on-the-job training,” precluding their ability to understand and implement the full range of business solutions available to them. This challenge constrains the Army’s ability to lead and manage change within an uncertain and ambiguous geopolitical landscape, to ensure the design and delivery of Title 10 functions remain responsive to the needs of the operational Army, and to optimize the use of available resources in an increasingly resource-constrained environment.

ii. *Goal 2:* The Army embodies the culture and develops the human capital capabilities to cultivate, actuate, and sustain enterprise-wide business acumen related to leadership and management, process improvement, and resource-informed decision-making among all operating and generating force leaders.

### **C. Enabling Resource Informed Decision-Making**

i. *Challenge:* Fact-based management is the cornerstone of effective planning and provides the foundation for aligning the Army’s business processes with strategic goals. *However, today’s enterprise approaches to the collection, aggregation, analysis, and reporting of financial data do not support resource-informed decision-making.* This poses a significant obstacle to delivering readiness at best value and prevents the timely alignment of resources with the priorities of the Army as it plans for and responds to rapidly evolving national security threats.

ii. *Goal 3:* Enterprise approaches to the collection, aggregation, analysis, and reporting of financial data are improved, enabling timely, accurate, fact-based, and resource-informed decision-making.

### **D. Information Technology Portfolio Management**

i. *Challenge:* Systematic IT portfolio management enables measurement and objective evaluation of investments, ensuring that they support strategic direction of the Army, return value to the enterprise, and minimize waste related to system redundancy. The Army’s current business IT portfolio consists of a wide variety of applications. Some incorporate state-of-the art technology, optimized for today’s needs while others date back to the advent of computing, having endured years of patches and updates to allow them to continue to function, albeit sub-optimally. *Because previous portfolio management efforts focused on functional or geographic stovepipes, the Army frequently misses opportunities to reduce IT-related costs and improve process performance, planning, decision-making, resource management, and performance measurement are sub-optimized, and IT investments do not consistently deliver to business goals.*

ii. *Goal 4:* Enterprise approaches to portfolio management, investment, system development and governance are improved to support and strengthen planning, decision-making, resource management, process performance, and performance measurement across the Business Mission Area (BMA).

## **VII. Strategic Objectives**

Strategic objectives as used in this strategy detail specific ways to overcome challenges in the achievement of stated strategic goals and reflect a desired outcome or impact. They express more specifically the results or direction of Army business and what in broad terms must be done to make progress. For this reason, strategic objectives are the primary unit for analysis and decision-making. Table 1 is a summary of the ABS strategic objectives and the goals they support.

Goals	Objectives
<b>1: Business process performance related to readiness and other operational outcomes is objectively assessed, and fact-based conclusions are drawn to systematically improve the Army's capability to deliver readiness at best value.</b>	<b>1.1:</b> Implement approaches to Master Data Management that provide formal processes for the collection, aggregation, consolidation, accuracy, reliability, security of data across Army business to ensure consistency and control in the application and use of this information in assessing business process performance and enabling effective decision-making related to this performance.
	<b>1.2:</b> Design, develop, and manage an enterprise performance measurement system that systematically selects, collects, aligns, integrates, analyzes, and uses data and information to comprehensively assess end-to-end (E2E) business process performance and its correlation to readiness-related outcomes and to identify opportunities for improvement and innovation.
	<b>1.3:</b> Mature the Army Business Enterprise Architecture (ABEA) into an integrated enterprise architecture capable of supporting the full spectrum of business transformation analysis.
<b>2: The Army embodies the culture and develops the human capital capabilities to cultivate, actuate, and sustain enterprise-wide business acumen related to leadership and management, process improvement, and resource-informed decision-making among all operating and generating force leaders.</b>	<b>2.1:</b> Create a culture that recognizes and advocates the value of effectively leading, managing, and improving the delivery of Title 10 functions in delivering readiness to the Nation.
	<b>2.2:</b> Cultivate the knowledge, skills, and expertise necessary to lead, manage, and improve Army business across the enterprise.
	<b>2.3:</b> Improve the Army's ability to see itself in terms of its effectiveness in managing Army business, holding leaders accountable for meeting related standards, improving business performance, and achieving business goals.
	<b>2.4:</b> Develop and institutionalize the Army's approach to Business Process Reengineering (BPR) and Continuous Process Improvement (CPI) to optimize cost savings and to improve the Army's ability to deliver readiness at best value with the highest possible product and service quality, on-time, every time, anywhere.
	<b>2.5:</b> Develop and institutionalize approaches for innovation impacting the BMA.
<b>Goal 3: Enterprise approaches to the collection, aggregation, analysis, and reporting of financial data are improved, enabling timely, accurate, fact-based, and resource-informed decision-making.</b>	<b>3.1:</b> Establish a federated Enterprise Resource Planning (ERP) environment, supporting specific lines of business while enhancing overall enterprise agility, performance assessment, accountability, decision-making, and overall effectiveness in an increasingly resource constrained environment.
	<b>3.2:</b> Develop and implement an enterprise-wide, scalable decision analytics capability to enable quantitatively based, qualitatively better decision-making, improve total resource cost visibility, and promote transparency of Army enterprise operations.
	<b>3.3:</b> Advance the Army Enterprise Knowledge Repository (EKR) to final operational capability to ensure business and technical data required at enterprise level are organized and harmonized across all E2E business processes and maintained in a single authoritative repository.
	<b>3.4:</b> Execute the Army Financial Management Optimization (AFMO) Campaign Plan to effectively integrate efforts toward meeting auditability goals and improve effective use of limited resources to Army priorities.
<b>4: Enterprise approaches to portfolio management, investment, system development, and governance are improved to support and strengthen planning, decision-making, resource management, process performance, and performance measurement across the BMA.</b>	<b>4.1:</b> Establish the Army BMA business system information technology model (figure 4) with major emphasis on the unification quadrant as approved by the ABC in FY15. Define and develop incremental ERP capabilities as a means to move functional portfolios from their 'as is' to their 'to be' states in supporting specific lines of business while enhancing overall enterprise agility, performance assessment, accountability, decision-making, and overall effectiveness in an increasingly resource constrained environment.
	<b>4.2:</b> Continue to rationalize the portfolio through active portfolio management with particular emphasis on eliminating system redundancies, reducing investment in legacy systems, reducing costs, and achieving accountability of systems while ensuring efficient support to business processes and effective integration across all core mission areas.
	<b>4.3:</b> Revise Army Business Mission Area Management Responsibilities Policy in accordance with evolving statutory requirements. Enforce compliance with its mandates to conduct CPI/BPR for the business processes in functional domains; rationalize detailed capability documents with the Department of Defense (DoD), Army, and domain investment strategies; develop and maintain data standards for the functional data that supports operational activities; and to coordinate with other domains to address cross-domain and cross-process issues affecting business processes.
	<b>4.4:</b> Prevent unauthorized disclosure of national security information that results from aggregated data in enterprise business systems.

Table 1. ABS Goals and Objectives Summary



**A. Objective 1.1:** Implement approaches to Master Data Management that provide formal processes for the collection, aggregation, consolidation, accuracy, reliability, and security of data across Army business to ensure consistency and control in the application and use of this information in assessing business process performance and enabling effective decision-making related to this performance.

i. *Performance Indicator 1.1a:* The BMA is aligned to and compliant with the Army Data Board Charter and the framework in table 2 which defines roles and responsibilities in the effective management of master data. Target: End of FY16.

Critical Task	Functional Master Data Owners*	BMA Functional User Community**	ABS Programs/Materiel Developer	OBT/Enterprise Coordinator	Army Data Board
Master Data Functional Owners Defined	Responsible	Consulted	Consulted	Accountable/Responsible	Consulted
Army Master Data Strategy	Responsible	Responsible	Consulted	Accountable/Responsible	Responsible
Functional Master Data Strategy	Accountable/Responsible	Consulted	Consulted	Responsible	Consulted
Strategic Cross-Functional Issue Resolution	Responsible	Responsible	Consulted	Accountable/Responsible	Responsible/Consulted
ABS System Issue Resolution	Accountable/Responsible	Consulted	Responsible	Consulted	Consulted
Data Entity Relationship and Data Exchange Issue Resolution	Accountable	Consulted	Consulted	Consulted	Consulted
* <b>Master Data Owner:</b> Those individuals within the business process owner organization responsible for defining, maintaining, and integrating functional master data standards (e.g., financial management master data) required for use within, between, and across business processes.					
** <b>BMA Functional User Community:</b> The collective group of business process owners and supporting IT system owners and IT system users responsible for planning, preparing, executing, and improving business processes to generate and support Army forces and the Institutional Army.					

Table 2. Master Data Management Framework

ii. *Performance Measure 1.1b:* BMA self-assessment scores for ability to E2E process performance and facilitate effective decision-making. Target: Pending baseline data.

**B. Objective 1.2:** Design, develop, and manage an enterprise performance measurement system that systematically selects, collects, aligns, integrates, analyzes, and uses data and information to comprehensively assess E2E business process performance and its relation to readiness outcomes and to identify opportunities for improvement and innovation.

i. *Performance Measure 1.2a:* Percentage of directed E2E business processes whose outcome-based performance is effectively assessed from FY15 baseline of 0%. Target: 100% by FY18.

ii. *Performance Measure 1.2b:* Percentage of directed E2E business processes whose process costs are fully defined from FY15 baseline of 0%. Target: 100% by FY18.

**C. Objective 1.3:** Mature the Army Business Enterprise Architecture (ABEA) into an integrated enterprise architecture capable of supporting the full spectrum of business transformation analysis.

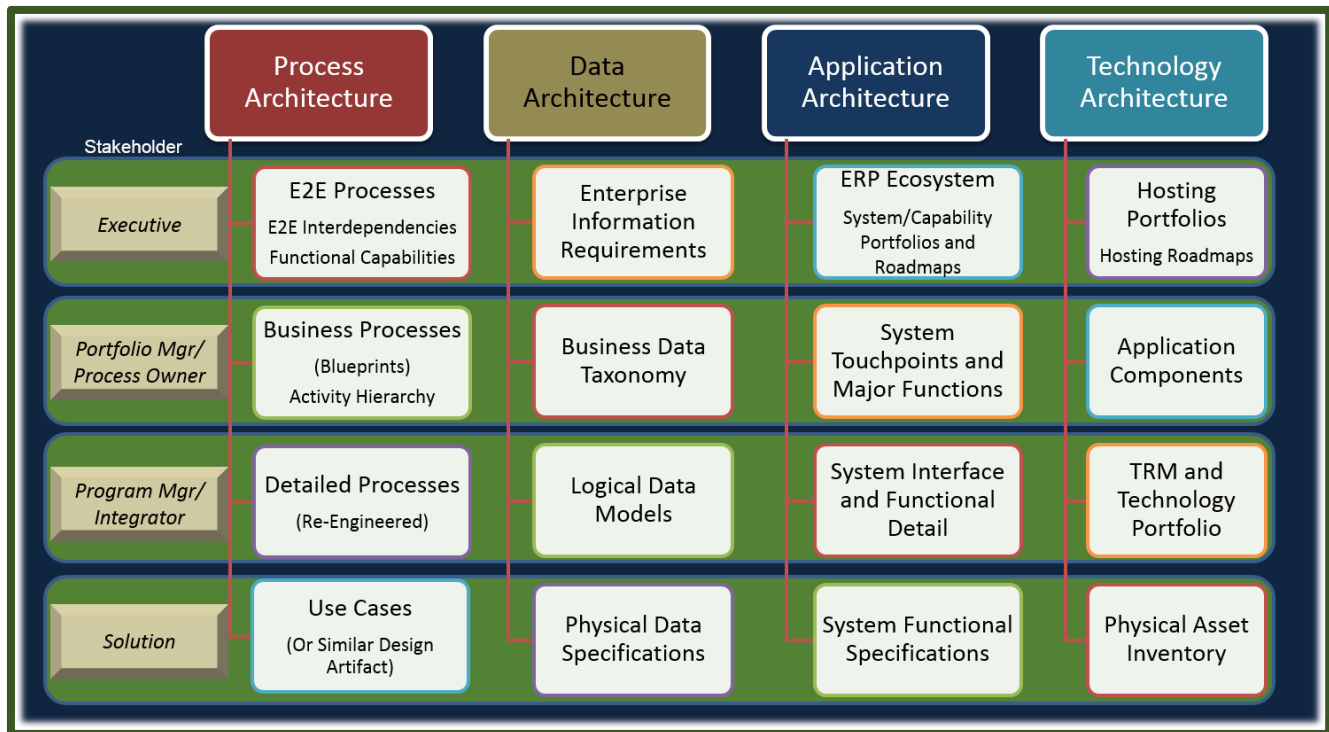


Figure 2. Army Business Enterprise Architecture Taxonomy

i. *Performance Indicator 1.3a*: The ABEA Taxonomy (figure 2), approved by the ABC in FY15 is implemented across the Army BMA. Target: No later than (NLT) the end of FY16.

ii. *Performance Measure 1.3b*: ABEA Year 1 Objectives (figure 3) approved by the ABC in FY15 are achieved. Target: 100% NLT the end of the second quarter FY17.

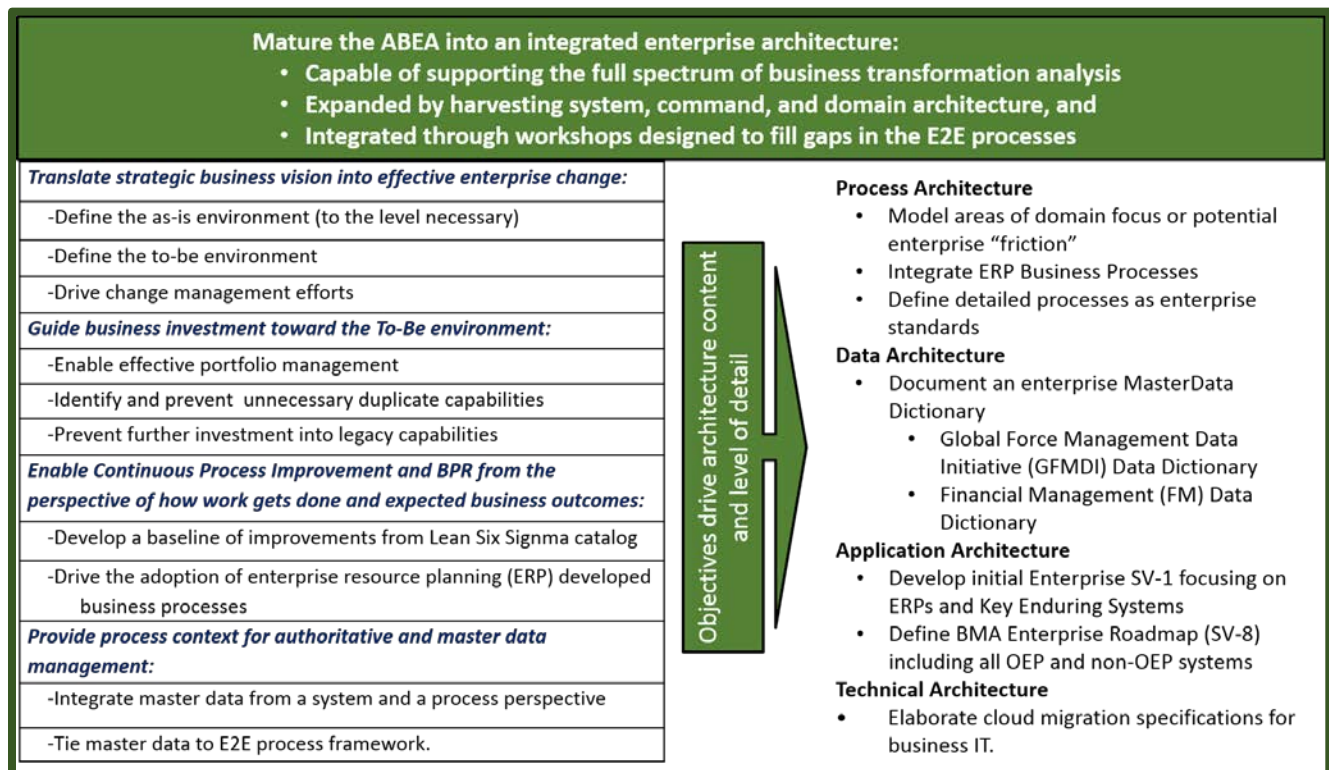


Figure 3. ABEA Objectives

**D. Objective 2.1:** Create a culture that recognizes and advocates the value of effectively leading, managing, and improving the delivery of Title 10 functions in delivering readiness to the Nation.

i. *Performance Measure 2.1a:* BMA self-assessment scores for effective leadership and management of Army business. Target: Pending baseline data.

ii. *Performance Measure 2.1b:* BMA self-assessment scores for cultural change. Target: Pending baseline data.

**E. Objective 2.2:** Cultivate the knowledge, skills, and expertise necessary to lead, manage, and improve Army business across the enterprise.

i. *Performance Measure 2.2a:* General Officer and Senior Executive Service member training and development programs include business management related curricula content. Target: 100% NLT the end of FY17.

ii. *Performance Measure 2.2b:* Intermediate Level Education (ILE), Civilian Education System (CES) Advanced Course, and Senior Service College curricula offer business management related elective programs. Target: 100% NLT the end of FY17.

**F. Objective 2.3:** Improve the Army's ability to see itself in terms of its effectiveness in managing Army business, holding leaders accountable for meeting related standards, improving business performance, and achieving business goals.

i. *Performance Measure 2.3a:* BMA self-assessment scores for managing Army business. Target: Pending baseline data.

ii. *Performance Measure 2.3b:* BMA self-assessment scores for improving business performance and achieving business goals. Target: Pending baseline data.

**G. Objective 2.4:** Develop and institutionalize the Army's approach to Business Process Reengineering (BPR) and Continuous Process Improvement (CPI) to optimize cost savings and to improve the Army's ability to deliver readiness at best value with the highest possible product and service quality, on-time, every time, anywhere.

i. *Performance Indicator 2.4a:* BPR curriculum is developed, center of excellence is established and a cadre of trained BPR specialists is assigned to Army E2E process owners. Target: End of FY18.

ii. *Performance Measure 2.4b:* CPI efforts result in direct cost savings or cost avoidance achieved from FY15 baseline. Target: 5% increase annually.

**H. Objective 2.5:** Develop and institutionalize approaches for innovation impacting the BMA.

i. *Performance indicator 2.5a:* Army suggestion program is established. Target: Second quarter FY17.

**I. Objective 3.1:** Establish a federated ERP environment supporting specific lines of business while enhancing overall enterprise agility, performance assessment, accountability, decision-making, and overall effectiveness in an increasingly resource constrained environment.

i. *Performance Indicator 3.1a:* Percentage of ERP capability development initiatives and fielding meeting cost, schedule, and performance objectives across the Future Years Defense Program (FYDP). Target: 100%.

ii. *Performance Measure 3.1b*: The federated enterprise resource planning (ERP) environment enclave is established and functioning within hosted Defense Information Systems Agency (DISA) Defense Enterprise Computing Center (DECC). Target: NLT the end of FY18.

**J. Objective 3.2:** Develop and implement an enterprise-wide, scalable decision analytics capability to enable quantitatively based, qualitatively better decision-making, improve total resource cost visibility, and promote transparency of Army enterprise operations.

i. *Performance Indicator 3.2a*: Enterprise decision analytics (EDA) problem statement is approved, study guidance is prepared and fulfilled, and results are presented for Army Acquisition Executive Materiel Development Decision (MDD). Target: NLT the end of FY16.

ii. *Performance Indicator 3.2b*: EDA and functional proponent ERP business information/business warehouse capabilities are fielded in support of resource informed decision-making. Target: NLT the end of FY20.

**K. Objective 3.3:** Advance the Army Enterprise Knowledge Repository (EKR) to final operational capability to ensure business and technical data required at enterprise level are organized and harmonized across all E2E business processes and maintained in a single authoritative repository.

i. *Performance Measure 3.3a*: EKR user base expansion. Target: 10% annually from FY16 (2500 by FY21).

ii. *Performance Measure 3.3b*: Army BMA technical architecture established and contained within the EKR. Target: NLT the end of FY17.

**L. Objective 3.4:** Execute the Army Financial Management Optimization (AFMO) Campaign Plan to effectively integrate efforts toward meeting auditability goals and improve effective use of limited resources to Army priorities.

i. *Performance Measure 3.4a*: All performance measures associated with this objective are managed and reported under the direction of Assistant Secretary of the Army (Financial Management & Comptroller).

**M. Objective 4.1:** Establish the Army BMA business system information technology model (figure 4) with major emphasis on the unification quadrant as approved by the ABC in FY15. Define and develop incremental ERP capabilities as a means to move functional portfolios from their 'as is' to their 'to be' states in supporting specific lines of business while enhancing overall enterprise agility, performance assessment, accountability, decision-making, and overall effectiveness in an increasingly resource constrained environment.

i. *Performance Indicator 4.1a*: Army enterprise business system IT model is instituted as a guide for portfolio management decisions. Target: End of FY16.

ii. *Performance Indicator 4.1b*: ERP incremental capabilities are defined and resourced. Defined end of FY16, resourced NLT POM 19-23.

iii. *Performance Measure 4.1c*: Planned legacy system retirements accomplished on time. Target: 95%.

**N. Objective 4.2:** Continue to rationalize the portfolio through active portfolio management with particular emphasis on eliminating system redundancies, reducing investment in legacy systems, reducing costs, and achieving accountability of systems while ensuring efficient support to business processes and effective integration across all core mission areas.

i. *Performance Measure 4.2a*: BMA Domains complete Gartner *Tolerate, Invest, Migrate, Eliminate* (TIME) portfolio analysis and use analysis to make resource informed portfolio management decisions to inform Organization Execution Plan (OEP) submissions across the FYDP from the FY17 OEP submission. Target: 100%.

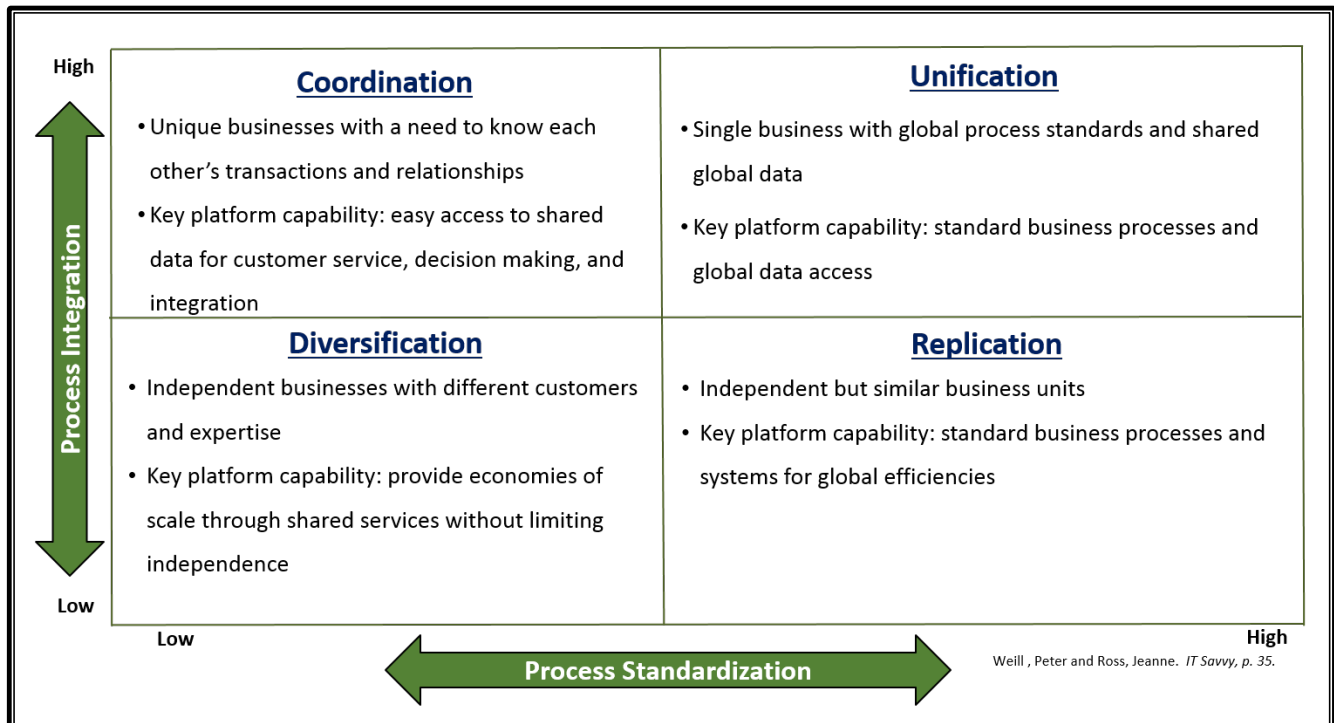


Figure 4. Business System IT Model

ii. *Performance Measure 4.2b*: Development and Modernization (DevMod) funding for target computing environment business systems annual increases from FY16 baseline. Target: Minimum of 5% increase annually through 2025.

iii. *Performance Measure 4.2c*: The BMA achieves Gartner Enterprise Maturity Level 3 (figure 5). Target: Maturity Level achieved as measured annually by the Gartner Enterprise and Chief Information Officer (CIO) BMA survey results NLT FY18.

**O. Objective 4.3:** Revise Army BMA Management Responsibilities Policy in accordance with evolving statutory requirements. Enforce compliance with its mandates to conduct CPI/BPR for the business processes in functional Domains; rationalize detailed capability documents with the Department of Defense (DoD), Army, and domain investment strategies; develop and maintain data standards for the functional data that supports operational activities; and to coordinate with other domains to address cross-domain and cross-process issues affecting business processes.

i. *Performance Measure 4.3a*: Required policy in place and used to effectively manage BMA activities. Target: 100%, end of FY16.

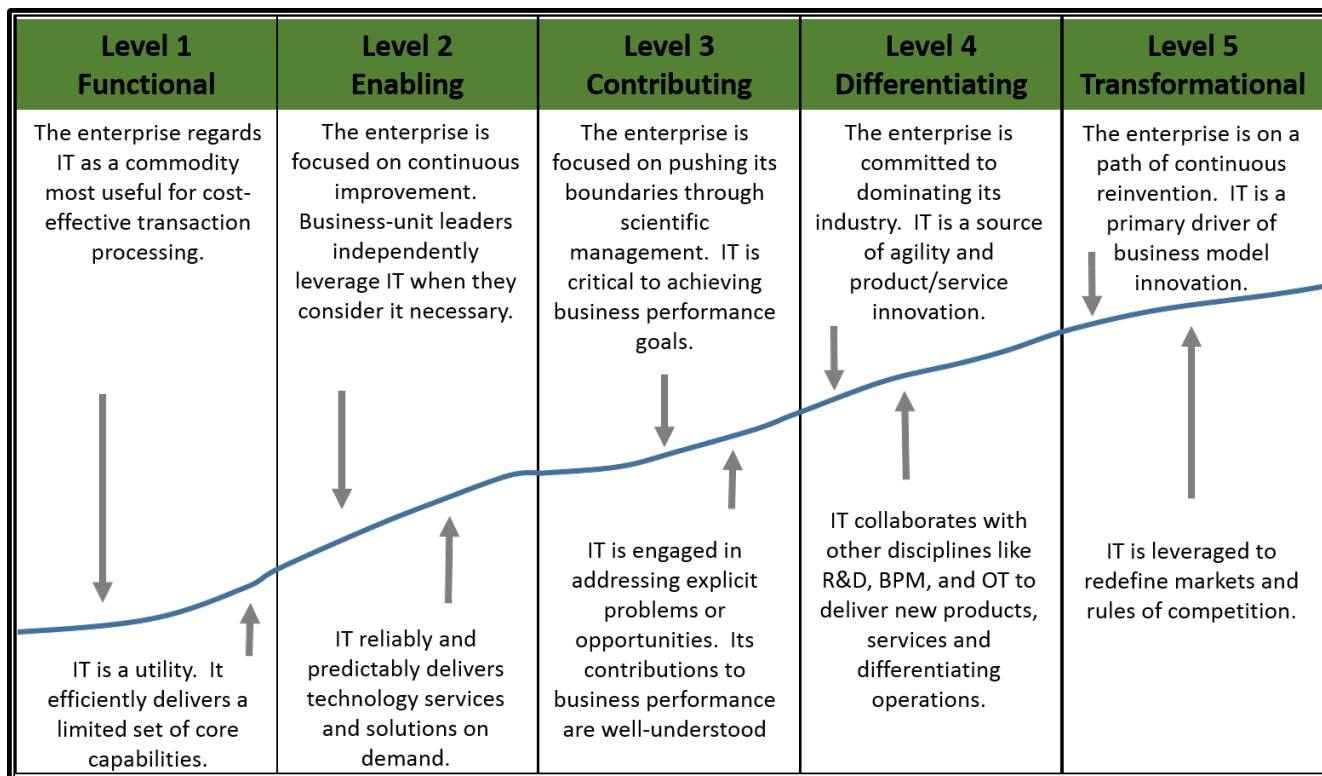


Figure 5. Gartner Enterprise Maturity Model

ii. *Performance Indicator 4.3b*: BMA, functional, and Army Command BMA governance forums are operating to improve efficiency of Army processes and to raise and solve cross-process and cross-Domain BMA challenges. Target: End of FY17.

**P. Objective 4.4:** Prevent unauthorized disclosure of national security information that results from aggregated data in enterprise business systems.

i. *Performance Measure 4.4a*: : Percentage of Army business systems that have standard authorization to operate without conditions. Target: 100%, end of FY182019.



## APPENDIX

### ***References:***

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# **THE ARMY**

## **BUSINESS STRATEGY**

2017-2021

