

AMIDA TRANSITION SUPPORT FINAL REPORT

**Defense Logistics Agency
R&D Weapons System Sustainment Program
October 2020**

SP4709-20-F-0034



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EXECUTIVE SUMMARY

Background & Project Overview

Market Intelligence (MI) can be broadly defined as the continuous process of gathering, analyzing, and acting upon relevant industry, supplier, and pricing data to optimize spending strategies and business outcomes. This continuous, standardized approach to data collection and analysis can mitigate the information imbalance that typically favors suppliers, thereby driving increased business value and/or decreased supply chain risk through strategic decision making and increased negotiation power. Consequently, MI is an essential component of both Category Management (CM) and Supply Chain Risk Management (SCRM).

The DLA Acquisition Directorate (J7) is responsible for providing strategic acquisition guidance, policy, and oversight for the Agency.¹ As such, J7 recognized not only the value in developing an organizational MI capability, but also the importance of building the capability's core components – Data, People, Process, and Technology – in a deliberate, incremental fashion across each of DLA's unique supply chains.

The subsequent initiative, Applied Market Intelligence for Defense Acquisitions (AMIDA), has represented a close collaboration between DLA J7, DLA J6, DLA R&D, and Accenture Federal Services. AMIDA began with the acknowledgement that MI is not plug-and-play software; it is a strategic mindset that is empowered by the combination of comprehensive data, standardized processes, and enabling technology. The first tactical AMIDA Pilot, completed with DLA Subsistence in 2019, focused on identifying relevant data sources, understanding existing MI processes, and initiating high-level visual analytics prototyping – all designed around end user needs.

The follow-on AMIDA Transition Support project described in this Final Report represents the next incremental phase of MI mindset development by placing a heavy emphasis on training DLA Subsistence personnel.² Using its 19+ years of experience as DLA's Technology Innovation partner, combined with its in-house Market Intelligence and Human Capital expertise, the Accenture team built on the assets it developed within the Pilot to provide a customized, comprehensive introductory training curriculum for eight DLA end users that covered MI best practices in data collection, analysis, acquisition strategy formulation, and intelligence dissemination.

In parallel, the Accenture team provided ad hoc MI research and analysis to DLA Troop Support stakeholders, including both Subsistence and Medical – who faced unprecedented supply disruption with the arrival of the global COVID-19 pandemic.

This Final Report presents task-level scope and accomplishments for the AMIDA Transition Support Project. It also provides DLA Stakeholders with an overview of the deliverables and work products that Accenture created to continue DLA on the path to Agency-wide MI, along with recommended next steps.

¹ <https://www.dla.mil/HQ/Acquisition/>

² A central tenet of the Change Management Plan introduced in the original MI Pilot.

TASK 1: PROJECT MANAGEMENT

JETS Task Order Project Management Support Services

Scope

1. **Contract Kick-Off:** The Contractor shall prepare and present a project plan within 14 calendar days of contract start date. The project plan will demonstrate the contractor's plans to manage scope, schedule, and cost for the contract. Contractor shall introduce key personnel to DLA J62LB management and plans for sustaining and if required replacing these key personnel. The contractor shall also meet with the designated DLA Technical Working Group during this time to discuss expectations and details of contract execution. Non-Disclosure Agreements shall be submitted for all Contractor personnel within 5 business days of starting on the Task Order.
2. **Project Plan Development:** The Contractor shall develop a project plan to accomplish the requirements of this PWS to include, but not limited to, detailing how they will manage the transition activities to include proposed travel plans with estimated cost, training schedules, and SOP development plan. The plan will include a project schedule and financial spend plan. Any changes to proposed travel must be approved in advance by the COR.
3. **IPRs:** The contractor shall conduct monthly status updates / In-Process Reviews (IPRs) to provide an update on tasks progress and contract status. IPRs shall provide for an interchange between the Government and contractor during the execution of the task order. Milestones and deliverables will be discussed along with performance to cost and schedule.

The COR/COTR has the responsibility to monitor the progress of the work of the Contractor personnel assigned to the task. Additionally, in the absence of other agreements negotiated with respect to time provided for government review, standards and actions shall be inspected and the contractor notified of the COR's findings within 5 workdays of normally scheduled review.

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4. **The Monthly Status Report** shall include, but not be limited to:
 - a. Contract number
 - b. Brief task description
 - c. A review of project plans including work accomplished during the reporting period and/or significant events
 - d. Deliverable progress
 - e. Problem areas
 - f. Anticipated activity for the next reporting period
 - g. Description of any travel or unique services provided and presentation of trip reports if travel occurred.

- h. Funds expended / remaining for labor, travel and other direct expenses. Total monthly expenses that are more than +/-20% of the planned expenses must include an explanation.
5. **The Final Report** shall summarize the project and include requirements listed in other tasks along with observations / recommendations.

Accomplishments

The Accenture team delivered the scope of the AMIDA Transition Support Project on time and on budget. While the onset of the coronavirus pandemic created immediate travel restrictions, the team was still able to provide value through thorough research and analysis, as requested by DLA Stakeholders (Task 2), FactSet liaison support (Task 3), and a comprehensive, virtual, MI training curriculum (Task 4).

- **Project Plan & Kickoff**

After the official project start on April 15, 2020, Non-Disclosure Agreements were submitted by all team members on April 21, 2020. The Accenture AMIDA team then prepared and presented a Project Plan within its Kickoff Meeting held on April 28, 2020. During the Kickoff Meeting, Accenture introduced its key personnel to DLA stakeholders and reviewed the Project Plan schedule for Task delivery and milestones, initial training pathways & engagement strategy, as well as an initial risk assessment and financial plan.

- **Monthly Status Reports**

The Accenture team provided monthly administrative status updates to the DLA R&D COR, which focused on the status of, and updates to, Project Plan progress. Roadblocks were identified, new and existing risks were discussed, and financial and CAC reports were reviewed.

- **Technical Work Group IPRs & Project Plan Development**

In addition to administrative status reports, the Accenture team held monthly In-Process Reviews (IPRs) with members of the Technical Working Group, which consisted of representation from DLA J7, DLA Subsistence, and DLA R&D. In addition to task progress, TWG status reports included updated delivery constraints, risks, and recommended mitigation strategies.

Deliverables Created

- Non-Disclosure Agreements (4/21/20)
- Kick-off Meeting / Project Schedule (4/28/20)
- Quality Control Plan (4/29/20; revised copy submitted 7/19/20)
- Monthly Administrative Updates, including CAC Report³
- TWG Status Updates / IPRs⁴
- Final Report (this document)

³ Delivered throughout the period of performance

⁴ Delivered throughout the period of performance

TASK 2: MI ANALYSIS SUPPORT

JETS Technology Services

Scope

1. The contractor shall support acquisition processes by obtaining data that requires extensive resources and time to obtain. This includes data that is not available through internet searches or FactSet data, examples include collusive business practices, potential fraudulent pricing, hidden transportation costs. Actionable MI data will include market data and analysis, supplier data and analysis, and pricing data and analysis. The contractor will assist in development of actionable data for the following:
 - a. New vendors
 - b. Proposed awardees who are unknown
 - c. Proposed awardees with key employees with previous government experience
 - d. Proposed awardees who have been the subject of legal action by the courts or DoD (e.g. risk of CAGE-hopping).
2. Data extraction and analysis will be limited to four (4) acquisition to include assisting FactSet license holders with data research and accumulation for DLA product lines. Assist with deep dive analyses of up to twelve (12) vendors gathering all pertinent information as required by DLA Troop Support Management. The contractor will deliver all data and analytics to Subsistence with proper documentation of data source, data element descriptions, and other descriptors as defined by the DLA Technical Working Group. Summary descriptions of data and data analytics provided will be included in the final report.

Accomplishments

Accenture leveraged its market intelligence expertise to support DLA Subsistence Stakeholders in acquiring hard-to-find data and providing analyses where needed. The cap of four Market/Industry analyses was reached; however, only 11 vendor deep-dive analyses were requested over the course of the period of performance, as reflected in the listed Deliverables, below.

- **Refined MI Objectives with Subsistence Stakeholders**

MI is a continuous process comprised of smaller, well-defined projects. An essential first step to any such project is clear understanding of the business problem and MI objective across all stakeholders. For each acquisition support request and supplier deep-dive request, the Accenture team worked with DLA Stakeholders to identify the business need, project scope, objective, and constraints. This practice was also discussed in depth with trainees during Module 4 – Problem Definition (see Table 3 under Task 4).

- **Supported Acquisition Processes by Providing Research, Analysis, and Recommendations**

Accenture supported acquisition processes by providing relevant market research, analysis, and recommendations for four different industries: Personal Protective Equipment (PPE), European Alternative Packaging, US Produce, and the Foodservice

Distribution Industry. An additional request, European Dairy Farms research, was started but not completed due to a shift in Subsistence's priorities.

- **Provided All Requested Supplier Deep-Dive Research & Analysis**

Accenture completed 11 supplier deep dive reports, including: Theodor Willie Intertrade (international supply chain management), Ebrex (transportation and logistics), Coastal Pacific Food Distributors (military food services), Airgas (CO₂ canisters), Carb CO₂Ltd (CO₂ canisters), NuCO₂ (CO₂ canisters), Zephyr Solutions (CO₂ canisters), Core-Mark (convenience stores), Eby-Brown (convenience stores), Farner-Bocken (convenience stores), H.T. Hackney (convenience stores).

Deliverables & Work Products Created

- Market / Industry Reports
 1. Personal Protective Equipment (PPE) Market Analysis
 2. European Dairy Farms & Fortified Milk (*partial*)
 3. US Produce Industry
 4. European Alternative Packaging
 5. Food Service Industry
- Supplier Profiles
 1. Theodor Willie Intertrade
 2. Ebrex
 3. Coastal Pacific
 4. Airgas
 5. Carb CO₂ Ltd
 6. NuCO₂
 7. Zephyr Solutions
 8. Core-Mark
 9. Eby-Brown
 10. Farner-Bocken
 11. H.T. Hackney

TASK 3: FACTSET LIAISON & SUPPORT

JETS Defense Business Systems (DBS) Life Cycle Management: Acquisition, Sustainment, Maintenance and Technical Support

Scope

1. The contractor shall act as a liaison between DLA Stakeholders and FactSet.
 - a. Purchase eleven (11) FactSet licenses for a period of twelve (12) months
 - i. Eight (8) licenses for DLA employees
 - ii. Three (3) licenses for the contractor providing support
 - iii. Provide documentation for the FactSet license purchases in the Final Report.
 - iv. The Contractor will deliver all licenses to the Government at the end of the task order period of performance.
 - b. Ask questions / resolve issues. Questions / issues will be documented and included in the final report.

Accomplishments

The Accenture team acted as liaison support between DLA Stakeholders and FactSet throughout the period of performance.

- **Purchased Eleven (11), 12-month FactSet Licenses**

Eleven, 12-month FactSet licenses were procured: eight delivered immediately to DLA employees and three used by Accenture team members over the life of the Transition Support Project. (The remaining three were turned over to DLA at the end of the task order period of performance: October 14, 2020). Licenses were activated on April 1, 2020 and expire March 31, 2021. While the contract documentation between FactSet and Accenture Federal Services is a protected license agreement, the relevant terms of the agreement are shown in Figure 1. In addition, the invoice from FactSet to Accenture has been included in Appendix A.

FactSet® License Agreement Schedule A

Licensee Company Name & Address:	Accenture Federal Services 800 N. Glebe Road #300 Arlington, Virginia 22203			Licensee Contact:	Alan Wright 5714144411 c.alan.wright@accenturefederaldefense.com		
Authorized Affiliates (include departments if relevant):	DLA			Authorized Locations:	Arlington, Virginia [1525620]; 700 Robbins St Philadelphia, PA 19111		
Initial Term begins on:	01 Apr 2020	and ends on:	31 Mar 2021	Invoice Frequency:	Monthly in Advance	fdsCRM ID:	1525620
Cancellation Terms:	You or FactSet may cancel this License or a portion of it effective at the end of the Initial Term or the end of any renewal term by giving at least three full months' written notice in advance.						

Products:

Description	Qty	Annual Unit Price	Price Start Date	Price End Date	Currency	Annual Subtotal
Mgmt Consulting Workstation (includes 11 workstations)	1	66,000	01 Apr 2020	31 Mar 2021	USD	66,000

Annual Service Fees:

April 01, 2020 to March 31, 2021 Service Fees: 66,000 USD

Figure 1 - Relevant information from FactSet License purchase documentation.

- Resolved Technical and Security Questions on FactSet**

Within the liaison role, the Accenture team continued to support J7's effort to get J6 approval for the FactSet Workstation Desktop software that is included with the 12-month licenses. At time of writing, provisional approval has been granted, but the process for downloading FactSet Desktop software on DLA GFEs has not been established.⁵ Key questions that arose during the J6 Front Door approval process are provided in Table 1, along with their corresponding answers.

⁵ As discussed in the MI Subsistence Pilot Final Report, DLA FactSet users currently access FactSet data via the web.

Table 1 - FactSet Log of Questions/Issues

FactSet Log		
Question/Issue	Answer/Resolution	Date
FactSet web login two-factor authentication (TFA) is not received prior to the login attempt timing out, preventing DLA users from accessing FactSet data via the web.	DLA's email network has shown improvements over the project period of performance, to the point where the TFA issue has not created significant impacts to data access for DLA users.	5/19/2020
Does FactSet access any DLA data?	No, DLA users do not export DLA data to FactSet, they only access data <i>from</i> FactSet.	7/14/2020
Can FactSet support personnel remotely access data on an end-user's computer? If yes, how is it initiated?	FactSet Support can utilize client-initiated screenshare via 3rd party support-platforms such as Webex and Go2Assist	8/12/2020
Is it possible to complete disable remote support in the software?	N/A, as no support software is bundled with the installed application	8/12/2020
What, if any, data is sent from the end user's system to FactSet servers?	FactSet collects standard telemetry of systems the Workstation is installed on machine specifications, installed applications, and local configurations. The files are human readable and located in the %localappdata\factset\cache\FDSDiagnosis directory	8/12/2020

- **Coordinated FactSet Help Desk Support**

The Accenture team worked directly with FactSet POCs to ensure that help desk support would continue beyond the project period of performance through the term of the purchased licenses (12 months ending 3/31/2021). Contact information for the primary FactSet POC is as follows:

Stephanie Zimmerman
 Vice President, Strategic Partnerships & Alliances
szimmerman@factset.com

Deliverables & Work Products Created

- Eleven (11) FactSet Licenses
- FactSet License Purchase Documentation (Appendix A, as well as Figure 1)
- FactSet Log (Table 1)

TASK 4: TRAINING & KNOWLEDGE MANAGEMENT

JETS Defense Business Systems (DBS) Life Cycle Management: Acquisition, Sustainment, Maintenance and Technical Support

Scope

1. The contractor shall provide an on-site transition team to assist Subsistence personnel from DLA. This will include a minimum of one full time, market-specific subject matter expert, with MI expertise to lead the transition efforts. The team will be on-site a minimum six (6) weeks over the course of the project.
2. The contractor shall develop standard operating procedures for essential market intelligence activities as the AMIDA capability matures and additional knowledge it gained through daily usage of FactSet.
3. The contractor shall develop and conduct a train-the-trainer concept with Subsistence personnel that were selected for roles in AMIDA. The contractor shall work with the DLA Technical Working Group to develop a survey to determine trained employees' level of confidence / proficiency with incorporating AMIDA into their work process. The contractor will provide additional training as indicated by the survey. A summary of training activities and surveys will be included in the final report.

Accomplishments

Central to all effective transition support initiatives are the People who are assuming responsibility for execution. End user training must be tailored and focused on essential knowledge areas to not only empower trainees directly, but to enable a train-the-trainer concept that provides long-term value to DLA.

To this end, the Accenture team leveraged its MI and Human Capital subject matter expertise to (1) develop and conduct an MI Proficiency Survey, (2) develop and deliver a custom, in-depth Market Intelligence Training Curriculum for DLA end users, (3) provide specific, standardized SOP templates that facilitate the progression of an MI project from idea to strategic action, and (4) hold office hours and individual training sessions to assist Subsistence personnel through the learning process, as needed.⁶ Details of these accomplishments are provided below.

- **Developed and Conducted an MI Proficiency Survey**

Accenture created an MI Proficiency Survey in coordination with DLA Subsistence Leadership and the Troop Support Employee Union. The survey was approved and conducted anonymously prior to the delivery of any training modules to baseline end users' understanding of MI concepts and to quantify their self-assessed skill levels. The survey was then conducted again after completion of all training modules to gauge the efficacy of the training curriculum. All survey responses were anonymous to alleviate any

⁶ Because the coronavirus pandemic precluded on-site support, all training activities were redesigned to be conducted virtually. The coronavirus travel risks, and the corresponding virtual training mitigation plan were discussed with and approved by the DLA COR and project stakeholders.

potential concerns about job performance impacts, so only aggregate level proficiency metrics were calculated.

The survey consisted of 14 questions with a mixture of answer formats: both multiple choice and discrete rating scales. The questions were grouped into three focus areas to gauge the efficacy of the training, with varying levels of expected impact: **Individual MI Proficiency** (highest expected impact from training), the applicability to **DLA's Organizational MI Capability** (moderate expected impact), and the relevance to the trainees' **MI Product Development Capabilities** (low expected impact). In other words, because the training curriculum was designed to teach MI research and analysis, the team expected the largest measurable impacts to be within individual MI proficiency measures. Abbreviated versions of the questions are included in Table 2, while the full questions are available in Appendix B.

As shown in Table 2, answers to multiple choice questions were summarized by percentage of total responses, while answers to rating scale questions were averaged to provide a single value. For example, to the multiple-choice question "how many supplier profiles do you typically create in a month," 50% of respondents answered 0-1 in both the baseline and final surveys.

Of the eight trainees, six responses were received for the Baseline survey, while all eight participants responded to the Final Survey. An analysis of the responses measured on a 0-10 scale consistently shows a positive impact from the training curriculum, particularly within the **Individual MI Proficiency** focus area, as expected.

Table 2 - MI Proficiency Survey Questions & Results. Answers shown as a single number are the average of a discrete 0 (low) – 10 (high) rating scale. Multiple choice answers are provided as a percentage of the total responses.

MI Proficiency Survey Summary				
Question Category	Abbreviated Question	Baseline Answer	Final Answer	Training Impact
Individual MI Proficiency	Knowledge of MI concepts	6.33	8.25	30% increase
	Comfort level incorporating MI concepts	6.33	7.63	21% increase
	Confidence in navigating and drawing insights from data sources	6.5	8.36	29% increase
	Projected benefit from MI application	7.33	9	23% increase
Organizational MI Capability	Frequency of MI usage to support procurement actions	16.67% responded weekly/daily	50% weekly/daily	1 of 6 increased to 4 of 8
	Types of MI data sources used	66.67% denoted FactSet	87.5% denoted FactSet	4 of 6 increased to 7 of 8
	Availability of MI resources	6.33	7.88	24% increase

	Standardization of end-to-end process for using MI to drive business actions	6.17	7.25	18% increase
MI Product Development Capability	Number of Supplier Profiles created per month	0-1: 50% 2-3: 33.33% 4+: 16.67%	0-1: 50% 2-3: 50% 4+: 0%	See Footnote ⁷
	Approx. time to create a Supplier Profile	1 week+: 0% 1-3 days: 66.67% <1 day: 16.67% N/A: 16.67%	1 week+: 12.5% 1-3 days: 50% <1 day: 0% N/A: 37.5%	
	Number of price reasonableness assessments performed per month	0-1: 100% 2-3: 0% 4+: 0%	0-1: 75% 2-3: 12.5% 4+: 12.5%	
	Approx. time to conduct price reasonableness assessment	1 week+: 0% 1-3 days: 0% <1 day: 16.67% N/A: 83.33%	1 week+: 12.5% 1-3 days: 25% <1 day: 0% N/A: 62.5%	
	Number of Industry Reports created per month	0-1: 33.33% 2-3: 33.33% 4+: 33.33%	0-1: 50% 2-3: 50% 4+: 0%	
	Approx. time to create an Industry Report	1 week+: 33.33% 1-3 days: 33.33% <1 day: 0% N/A: 33.33%	1 week+: 37.5% 1-3 days: 25% <1 day: 0% N/A: 37.5%	

- **Developed and Delivered a New, In-Depth MI Training Curriculum**

The Accenture team leveraged its original MI Pilot training content combined with Pilot participant feedback and lessons learned to develop **11 new, custom training modules**, as shown in Training Log provided in Table 3.

The modules were delivered to trainees on a weekly cadence and covered the four primary phases of the continuous MI development process, as shown in Figure 2. Because training was required to be virtual, two knowledge checkpoints were conducted via Mentimeter poll⁸ throughout the training curriculum.⁹ The first was conducted at the completion of the Research phase and the second at the completion of the Analyze as these two modules contained the largest percentage of complex concepts and activities covered. In addition, Mentimeter was used to conduct anonymous feedback polls at the end of each training session to provide trainees the opportunity to highlight strengths/weaknesses of the material, as well as guide the direction of the topics covered.

A train-the-trainer mentality was employed in the design of each module, such that the curriculum is both comprehensive and re-usable across the Agency.

⁷ Questions within the MI Product Development Capability focus were meant to gauge training module relevance. The training curriculum was not expected to impact these survey responses, with the potential exception of “approx. time to complete” metrics. However, the wide range of MI analysis complexity makes it difficult to draw firm conclusions from the small sample size of respondents.

⁸ <https://www.mentimeter.com/>

⁹ Knowledge Checkpoints were in addition to the Baseline and Final Proficiency Surveys

- **Created SOP Templates for Essential MI Activities**

The custom MI Training Curriculum also included **19 frameworks/templates¹⁰** for standard MI operating procedures across the core domains, as well as examples for how to leverage the templates in practice. Figure 3 depicts all the MI SOP templates delivered in relationship to the four phases of MI development (Figure 3, top) as well as the core domains (Figure 3, left). Screenshots of the templates are also provided in Appendix C.

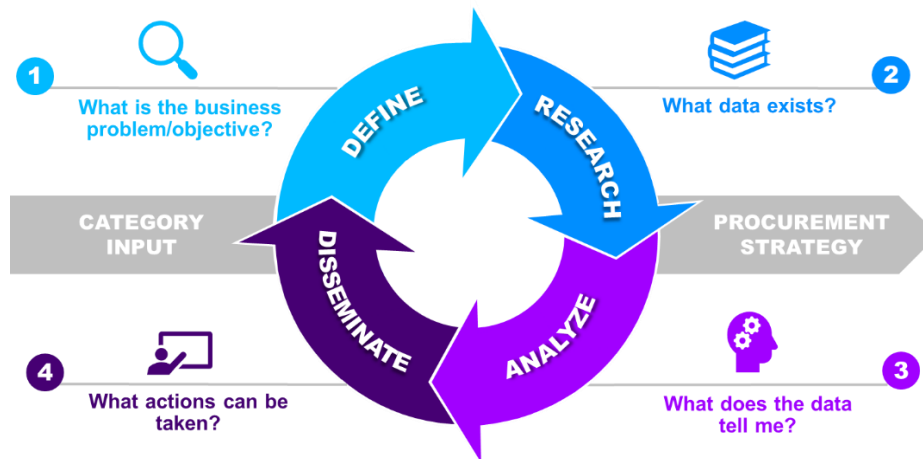


Figure 2 - The development of market intelligence is a continuous process that occurs over four primary phases.

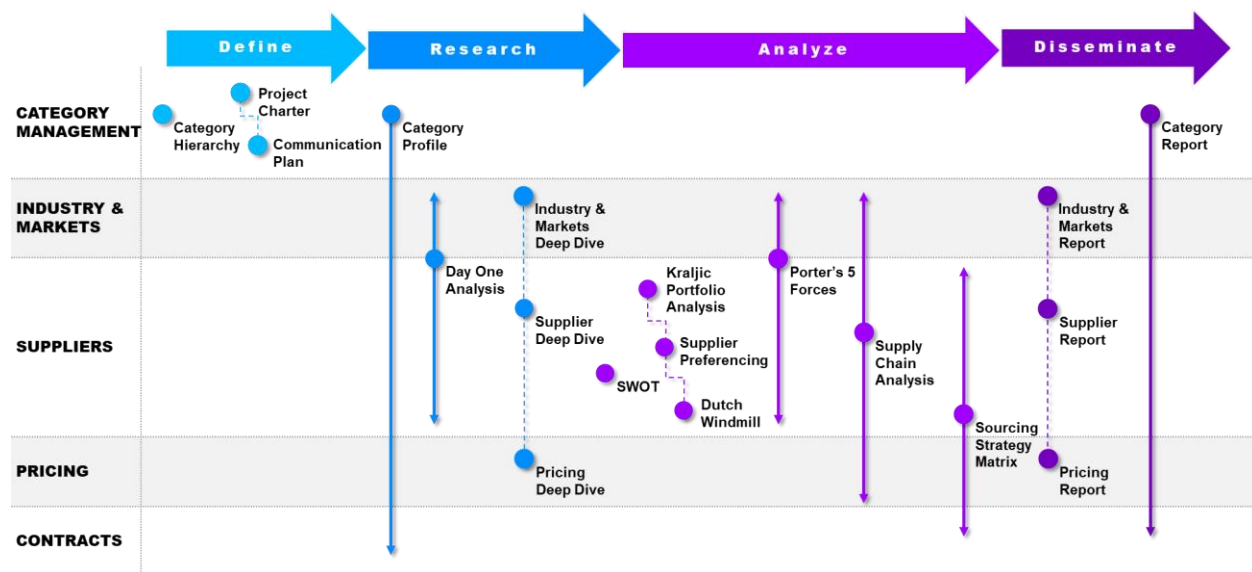


Figure 3 - The 19 MI SOP templates delivered spanned the four phases of continuous MI development (shown across the top) across all domains (shown vertically on the left). See Appendix C for template screenshots.

¹⁰ Kraljic Portfolio Analysis, Supplier Preferencing, and the Dutch Windmill analyses are coupled, so their SOP templates were combined into a single file for ease of use.

Table 3 – Training Log: the 12 custom training modules developed spanned the entire MI development process.

MI TRAINING LOG				
Module	Title	Date	Participant Count	Core Content
1	MI Approach Overview	7/8	6/8	MI definition, development process, and domains
2	Data Sources I	7/15	7/8	FactSet Navigation and Use
3	Data Sources II	7/22	7/8	Google Alerts and RSS feeds Setup
4	Problem Definition	7/29	5/8	Category Hierarchy, Project Charter, Communications Plan
5	Research I	8/5	8/8	Internal vs. External research, Category Profile, Day One Analysis
6	Research II	8/12	7/8	Industry and Market Deep Dive, Supplier Deep Dive
7	Research III	8/19	5/8	Pricing Deep Dive
8	Analysis I	9/2	6/8	SWOT Analysis, Kraljic Portfolio Analysis, Supplier Preferencing, Dutch Windmill Analysis
9	Analysis II	9/9	5/8	Porter's 5 Forces, Supply Chain Analysis
10	Analysis III	9/16	7/8	Sourcing Strategy Matrix
11	Dissemination	9/16	7/8	MI domain reports, Category report

- Held Office Hours and Individual Training Support Sessions**

The virtual training environment necessitated by the coronavirus pandemic required deliberate steps to increase end user engagement. In addition to the weekly, scheduled group training delivery, the Accenture team held virtual office hours via Microsoft Teams that were open to all participants to join on a non-mandatory basis. Additionally, individual training sessions were scheduled on an ad hoc basis to provide one-on-one support to Subsistence stakeholders.

- **Actively Tracked Trainee Feedback Through Anonymous Polling**

The team provided an open Mentimeter survey at the end of each training session to capture anonymous trainee feedback, suggestions, and questions. Quoted participant feedback received:

Module: MI Approach Overview

- ✓ “This was excellent MI training. I will definitely be using it in my work”
- ✓ “The training session provided me with a good overview”

Module: Data Sources II

- ✓ “This was awesome. I'm excited about using RSS Feed and the Data Source Repository. It's great to know the repository has a conventional naming rule, as previous repositories that I used were inconsistent naming.”

Module: Problem Definition

- ✓ “I found this module to be interesting and exciting. I did my first project charter for DLA in 2010. It was a huge undertaking because I had to keep up with my workload, while working on the charter to get my greenbelt in Six Sigma.”

Module 4: Research II

- ✓ “As always, it was very informative”
- ✓ “The training is great. The examples are excellent”

Module 5: Analyze I

- ✓ “I think this may be the most interesting and beneficial training for me-at least with the project that I am working on. I like the usage of the supplier preference template for use in capturing the most important data to highlight.”

Module 6: Disseminate

- ✓ “Subsistence lacks the tools that Accenture utilizes for their Subsistence research. We need access to those same tools so that we can provide as much information as possible when required.”
- ✓ “The use of MI, as presented in the training, within DLA, is extremely limited, as it only works for certain commercial buys.”

Deliverables & Work Products Created

- MI Proficiency surveys: baseline, midpoint, final
- 11 Training Modules (see Table 3)
- 19 MI SOP Templates (see Appendix C)
- Training Log (Table 3)

RECOMMENDED NEXT STEPS

DLA has now successfully executed two tactical phases of the AMIDA initiative that have addressed the core components of an MI capability (Data, People, Process, Technology) within the Subsistence supply chain; however, some components have been addressed more thoroughly than others:

- 1. Original MI Pilot | Emphasis: Data, People, Process**

The original pilot project identified relevant data sources, delivered preliminary training to a small group of end users (three), and examined existing MI business processes and provided recommendations. While the early stages of prototyping an MI visual analytics capability were begun, Technology was not a primary emphasis.

- 2. AMIDA Transition Support | Emphasis: People, Process**

This project correctly placed its emphasis on People and led to the development and delivery of a customized, end-to-end MI Training Curriculum with a high potential for re-use at DLA's remaining Commercial supply chains. While industry best practices within MI processes were covered, integration into DLA's day-to-day operations will need to be addressed as the capability matures across the Enterprise.

To continue the successful growth and adoption of AMIDA, Accenture recommends the following:

- Continue Strengthening AMIDA at DLA Subsistence**

While the recommendations that follow are concentrated on the growth of AMIDA across the DLA Organization, it is important that AMIDA Leadership does not lose sight of the burgeoning capability within DLA Subsistence. Direct Help Desk support from FactSet will remain available through the duration of the 12-month license period, which expires March 31, 2021. FactSet has become a vital data source to Subsistence, so license renewal or the selection of an alternative data source should be pursued. Additionally, AMIDA Leadership should stay engaged with Subsistence MI personnel as new data sources are identified that may require approval and/or funding to procure.

Finally, one or more trainees from the Transition Support stakeholder group should be selected to administer the repository of MI training, SOP templates, and artifacts developed over the course of MI project execution. One or more trainees should also be selected as MI superusers, who should continue their own education and remain engaged with AMIDA expansion projects with additional supply chains. This will lay the foundation at Subsistence for eventual integration into a larger DLA-wide MI Organizational structure, and will also lay the groundwork for collaboration between MI Specialists / Category Managers across the Agency, as discussed in more detail below.

- Continue Training Market Intelligence Specialists / Category Managers**

The MI training curriculum delivered within Task 4 was designed to be comprehensive and reusable. As AMIDA expands to additional supply chains, DLA should focus on the development of dedicated Market Intelligence Specialists and/or Category Managers (related recommendation, below). The number and depth of expertise for these roles will depend on the product categories selected and prioritized for management within a given supply chain.

- **Focus on Technology**

As the AMIDA mindset grows throughout DLA, enabling Technology will need to be put into place to combine disparate data sources and centralize intelligence gathering and analysis. Technology will need to include data storage, analytics, and visualization layers. DLA has already invested in these IT categories, and those existing systems should be evaluated as potential solutions; however, there is high potential value in a data “sandbox” or “proving ground” that sits outside of DLA’s production firewall. Such a system would enable rapid evaluation and analytics prototyping of new, open source / external datasets prior to submitting them for approval through the J6 Front Door.

- **Increase Collaboration Between Supply Chains**

Growth in the number of trained MI Specialists / Category Managers should empower collaboration between DLA’s supply chains, as well as with other business units such as the DLA Pricing Office and HQ-based Strategic Materials Sourcing Groups. Data sources, research methods, analysis techniques, and contract/negotiation strategies should be shared, and a cooperative environment should be cultivated.

- **Encourage Curiosity**

The market intelligence mindset is founded in curiosity – MI-based business problems often do not come with easy answers, so inquisitiveness is a trait that should be cultivated in MI practitioners. DLA should look for ways to encourage curiosity among the AMIDA user base to drive engagement in both short-term training and long-term MI execution.

- **Broaden and/or Integrate AMIDA into Category Management (CM) and Supply Chain Risk Management (SCRM) Initiatives**

As mentioned in the Executive Summary, MI is a key element of CM and can also enhance SCRM. The evolution of AMIDA into broader Category Management must begin with the development of category hierarchies within each supply chain, which will enable the selection and prioritization of product categories for management. Category Management practices are already known to be underway within the Clothing & Textiles supply chain. This model should be emulated where possible.

Additionally, MI can enhance SCRM. For example, knowledge of industry geographies/supplier locations, distribution hubs, and transportation routes can all help mitigate potential supply disruptions in the event of natural disasters, civil unrest, pandemics, etc. While supply chain risks can take many forms, market intelligence may partially address some of them.

The completion of the AMIDA Pilot and AMIDA Transition Support project have left DLA with numerous assets, training materials, and recommendations for capability growth. Accenture believes that AMIDA Leadership is on the correct strategic path in their decision to expand market intelligence incrementally and looks forward to the opportunity to continue its partnership in Enterprise MI development.

APPENDIX A: FACTSET PURCHASE DOCUMENTATION

FactSet has not permitted Accenture to share the full contract terms document for the eleven workstation licenses. However, the invoice of services has been copied, below.¹¹

FactSet Research Systems Inc.
45 Glover Avenue
7th Floor
Norwalk, CT 06850

203.810.1000
203.810.1001 Fax

FACTSET
Page 1 of 1

INVOICE OF SERVICES

ACCENTURE FEDERAL SERVICES
800 N. GLEBE ROAD #300
ARLINGTON, VA 22203

ATTN: ALAN WRIGHT

INVOICE# 9Q432005A
INVOICE DATE June 15, 2020
ACCOUNT # 9Q43

SERVICES DETAIL - MAY 1, 2020 - APRIL 30, 2021			
ID DESCRIPTION	QTY	UNIT PRICE	SUBTOTAL
Base Fees			
4210 FactSet Base Fee - Strategic Partnerships and Alliances - North America	1.00	\$ 66,000.00	\$ 66,000.00
SERVICES DETAIL SUBTOTAL			\$ 66,000.00
INVOICE 9Q432005A SUBTOTAL			\$ 66,000.00
INVOICE 9Q432005A TOTAL			\$ 66,000.00

NOTES:

PAYMENT TERMS: DUE UPON RECEIPT

PO# 7500026479

PAYMENTS

Wire Instructions:
Bank of America
1 Fleet Way
Scranton, PA 18507
ABA# 026009593
Swift Code# BOFAUS3N
A/C# 003851259588
Reference# 9Q432005A

ACH Instructions:
Bank of America
Elm Place
1401 Elm Street
Dallas, Texas 75202
ABA# 011000224
A/C# 003851259588
Reference# 9Q432005A

Mail:
FactSet Research Systems Inc.
PO Box 414756
Boston, MA 02241-4756
Reference# 9Q432005A

CUSTOMER SERVICE AND BILLING INQUIRIES

+1 888.215.5271 (toll-free)
+1 203.810.1600
+1 203.810.3070 (fax)
invoices@factset.com

Please include invoice# 9Q432005A with your payment to ensure proper payment application.

We Do Not Accept Credit Cards

FactSet Research Systems Inc. is an EEO Employer M/F/D/V

9Q432005A
1

¹¹ Note that the "Services Detail" pictured here are incorrect. The current 12-month license term expires on March 31, 2021 (as reflected in the license terms in Figure 1).

APPENDIX B: MI PROFICIENCY SURVEY QUESTIONS

The questions below were given to DLA MI trainees both before and after the training delivery. The corresponding Rubric category and Objective were not provided within the surveys.

RUBRIC	QUESTION	OBJECTIVE
Individual MI Proficiency	1. How would you rate your current knowledge of Market Intelligence (MI) concepts? 1 10 No knowledge Advanced knowledge	Increase user's MI competency
	2. How would you rate your current comfort level in using or incorporating MI concepts into your work? 1 10 Not comfortable Highly comfortable	Increase user's MI competency
	3. How would you rate your current confidence level in your ability to navigate and draw insights from complex data sources? 1 10 No confidence High confidence	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	4. Based on your current understanding of MI, how beneficial do you see MI being in your daily tasks? 1 10 No benefit High benefit	Increase user's MI competency
Organizational MI Capability	5. How often do you use MI to support procurement tasks? • Never • Occasionally • Monthly • Weekly • Daily	Enable a user to integrate MI practices into procurement tasks
	6. What types of MI data sources do you currently use, if any? Select all that apply. • Currently N/A • Google/the web • FactSet • Urner Barry • DLA ordering history • Other [Please List]: _____	Enable a user to integrate MI practices into procurement tasks
	7. How would you rate the availability of resources to conduct MI analyses? 1 10 No availability High availability	

	8. Rate the current end-to-end process for use MI to drive business action/recommendations? 1 Not standardized 10 Highly standardized	
MI Product Development Capability	9. On average, how many supplier profiles do you currently create in a month? • 0 - 1 • 2 - 3 • 4 - 5 • 6+	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	10. On average, how long does it currently take you to pull together a supplier profile? • Less than 1 day • 1-3 days • ~1 week • More than 1 week • Currently N/A	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	11. On average, how many price reasonableness assessments do you currently create in a month? • 0 - 1 • 2 - 3 • 4 - 5 • 6+	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	12. On average, how long does it currently take you to conduct price reasonableness for a single item? • Less than 1 day • 1-3 days • ~1 week • More than 1 week • Currently N/A	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	13. On average, how many <u>industry</u> reports do you currently create in a month? • 0 - 1 • 2 - 3 • 4 - 5 • 6+	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports
	14. On average, how long does it currently take you to create an industry report? • Less than 1 day • 1-3 days • ~1 week • More than 1 week • Currently N/A	Increase user proficiency in utilizing MI best practices/complex data sources to produce industry leading reports

APPENDIX C: SOP TEMPLATES

To complement the MI research and analysis activities that were taught throughout the training curriculum (see Figure 3), framework templates were provided to act as a standard operating procedure (SOP) guides. The complete SOP templates have been uploaded to the following DLA SharePoint location:

<https://dlamil.dps.mil/teams/C36/N8/Documents/Forms/AllItems.aspx?viewid=6a8a29cf%2D1fec%2D4cfe%2Da329%2Dd016427ef73c&id=%2Fteams%2FC36%2FN8%2FDocuments%2FTraining>

In addition, screenshots for each have been provided below:

Date	Resource Type	Description	Source
6/22/2020	Industry report	US Poultry and Egg is the world's largest and most active poultry organization. Members include poultry producers and processors as well as affiliated companies.	US Poultry & Egg Association
6/30/2020	Industry article	Meat and Poultry publishes articles covering events and trends in the food industry.	Meat & Poultry Magazine
7/7/2020	Government report	NASS conducts hundreds of yearly surveys to gather data on US agriculture.	USDA National Agricultural Statistics Service (NASS)
7/11/2020	FactSet	Tyson's performance relative to industry trends.	Tyson Foods FY18 Earnings Call Transcript
7/15/2020	Trade report	The NCC is a national, non-profit trade association and advocate for broiler chicken producers.	National Chicken Council
7/21/2020	Consumer report	KFC, the world's largest chicken purchaser, is continuing to grow and open new locations.	The Unstoppable Rise of KFC

Figure 4 - Data Sources Repository Template (MS Excel). The template includes completed examples for the types of data sources that MI resources should track in a centralized location.

MI Project Charter	
Problem Statement	Objectives
Constraints	Project Scope
	In Scope:
	Out of Scope:
Stakeholders	

Figure 5 - MI Project Charter Template (MS Excel). This template acts as a starting point guide for any MI-focused project undertaken within the supply chain and ensures that all project stakeholders are aligned on the objectives.

Communication Plan	
Owner	
Method	
Frequency	
Stakeholders	Communication

Figure 6 - Communication Plan Template (MS Excel). Closely related to the Project Charter, a Communication Plan is essential to ensuring that the correct stakeholders and decision-makers are updated at an agreed upon frequency.

Category Profile Template			
Research Area	Research Questions	Key Takeaways	Source Link
Organizational Spend	•What is the spend history by category and subcategories? •What is the forecasted spend?	Summary of major points	Link to article / report or FS report name
Price History	•What is the unit price? •What is the price history? •What are the price drivers? •What is the unit price variability?		
Supplier & Customer Bases	•How many suppliers are used? •What is the spend by supplier? •Top 3 suppliers by category/sub-category? •Supplier pareto analysis		
Historical Demand	• What is the average monthly demand (AMD)? • What is the Mean, Std. Variation, Min, Max, CoV? • How many months of history are available?		
Existing Contracts	• How long is the contract duration(s)? • What are the volume commitments? • Are there termination provisions? • Are there any other restrictions?		
Additional Considerations	• Compliance to standards • Compliance to regulations • Specific customer requirements • Organizational boundaries • Product specifications		

Figure 7 - Category Profile Template (MS Excel). Standard operating procedure for targeted market intelligence development includes guiding research questions to form an as-is picture of the relevant product category.

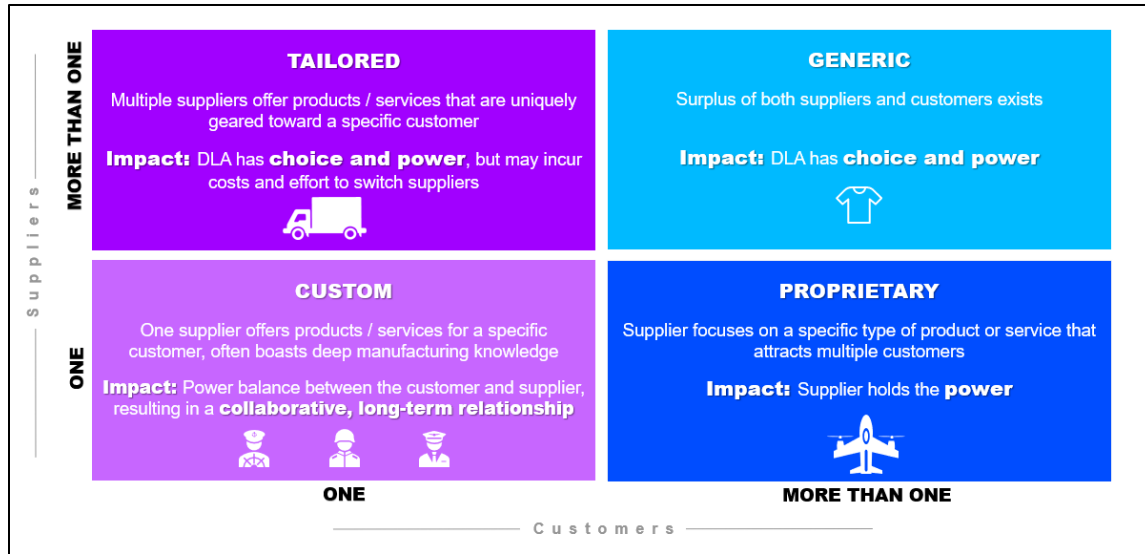


Figure 8 - Day One Analysis Template (MS Word). The Day One analysis is a quad chart framework for quickly identifying the high-level supply/demand characteristics of an item.

Industry & Market Deep Dive			
Research Category	Research Questions	Key Takeaways	Source Link
Insights	<u>Domestic</u> - What is the industry supply chain structure? - What are the primary production inputs? - How volatile are input prices? Do they move with the commodity? - What does the competitive landscape look like? - Is domestic demand increasing or decreasing? - Are there any risk factors that could impact domestic supply or demand?	Summary of major points	Link to article / report or FS report name
	<u>Global</u> - Is global demand increasing or decreasing? - Are there any risk factors that could impact supply or demand? - What are the primary production inputs? - How volatile are input prices? Do they move with the commodity?		
Consumption	- Is consumption expected to increase or decrease in the future? - What consumer trends are driving changes in consumption? - Are any markets major consumers? - Is there high expected consumption growth in any markets?		
Production	- Is production expected to increase or decrease in the future? - Are there any states or regions where production is concentrated? - Are any markets major producers? - Is there high expected production growth in any markets?		
Drivers and Constraints	- What geographic regions are major importers/exporters? - Are tariffs or trade disputes impacting the industry?		

Figure 9 - Industry & Market Deep Dive Template (MS Excel). The research questions provided for the Industry & Market Deep Dive Template guide users through the SOP for its incorporating into MI development.

Supplier Deep Dive Template			
Research Area	Research Questions	Key Takeaways	Source Link
Business Overview	- What is the overall business description, history, and mission of the company? - Where is the company located?	Summary of major points	Link to article / report or FS report name
Organizational Structure	- What is the organizational structure of the company and its parent / child company counterparts? - Who are the principal officers of the company and what business relationships do they possess, if any?		
Capacity	- What is the company's production process? - What is the maximum output the company can sustain to deliver its product?		
Financials	What are the company's financial KPIs (i.e. revenue, net profit, gross profit, operational cash flow, etc.)?		
Performance	- What are the company's overall KPIs (i.e. number and dollar value of new contracts / customers)? - What do the financial KPIs reveal about the company's performance? - What is the company's employee / customer satisfaction?		
Market Positioning	- What is the company's brand? - Who are the company's top competitors? - Does the company have an advantage over its competitors (i.e. characteristics, price, quality, etc.)?		
Sustainability	How is the company managing sustainability efforts to create stakeholder value (i.e. environmental, governance, and social issues)?		
Motivation	Why would / wouldn't the company want to do business with my organization?		

Figure 10 - Supplier Deep Dive Template (MS Excel). Like the Industry & Market Deep Dive Template, the Supplier Deep Dive Template provides guiding questions that users should answer as part of the SOP.

Pricing Deep Dive Template			
Research Area	Research Questions	Key Takeaways	Source Link
Material Cost	- What are the direct materials used to manufacture this product or provide this service? - What factors impact the cost of the materials? - What is the cost of each of these materials? Fixed vs. Variable Costs *Exclude indirect materials (cleaning supplies, etc.)	Summary of major points	Link to article / report or FS report name
Labor Cost	- What factors impact the cost of labor? - Are there any external factors affecting labor availability? - What is the total sum of wages paid to employees? - What are the costs associated with employee benefits? Payroll taxes? Fixed vs. Variable Costs		
Production Cost	- What equipment / machinery is necessary to produce this good or service? - What factors impact the cost of procuring or operating the equipment? - What is the cost of procuring this equipment?		
Logistics Cost	- How is this product / service stored or transported from one location to another? - What factors impact the cost of transportation / storage (i.e. distance)? - What is the cost of transporting / storing this product / service?		
Overhead Cost	- What additional costs are incurred throughout the supply chain (i.e. marketing, insurance, rent)? - What factors impact the cost of these overhead expenses? - What are the costs to maintain these services?		
Profit	- How profitable is this industry (i.e. profit margin, trends)? - How do the different cost buckets impact profitability?		

Figure 11 - Pricing Deep Dive Template (MS Excel). Analogous to the Market & Industry and Supplier Deep Dive Templates, above.



Figure 12 - SWOT Template (MS Excel). The Strengths, Weaknesses, Opportunities, Threats (SWOT) template enables the evaluation of existing and potential suppliers to provide perspective on DLA's leverage/negotiating position.

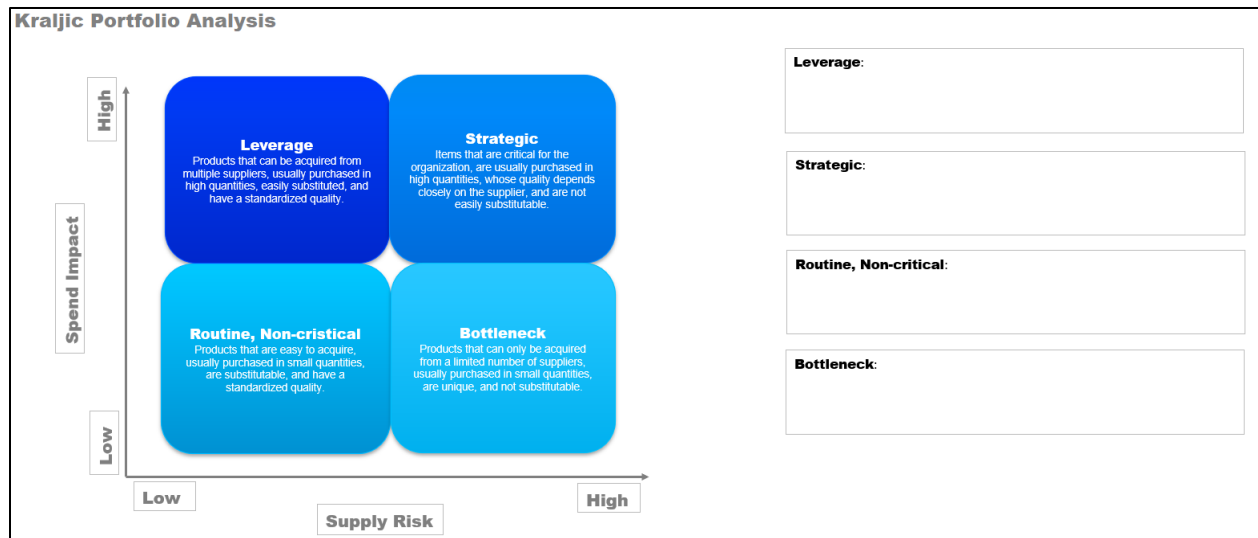


Figure 13 - Kraljic Portfolio Analysis Template (MS Excel). Kraljic Portfolio Analysis helps buyers understand a product's importance based on its criticality to DLA and the underlying risks to its supply.

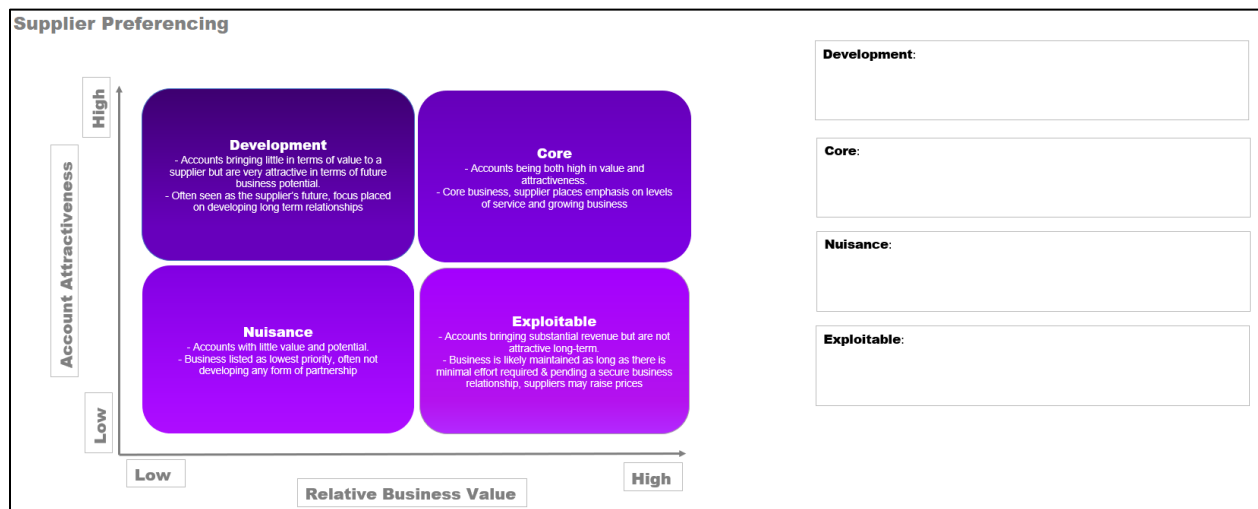


Figure 14 - Supplier Preferencing Template (MS Excel). Supplier Preferencing enables procurement organizations to understand how a supplier might value conducting business with them, i.e., it acts as a counter perspective to Kraljic.

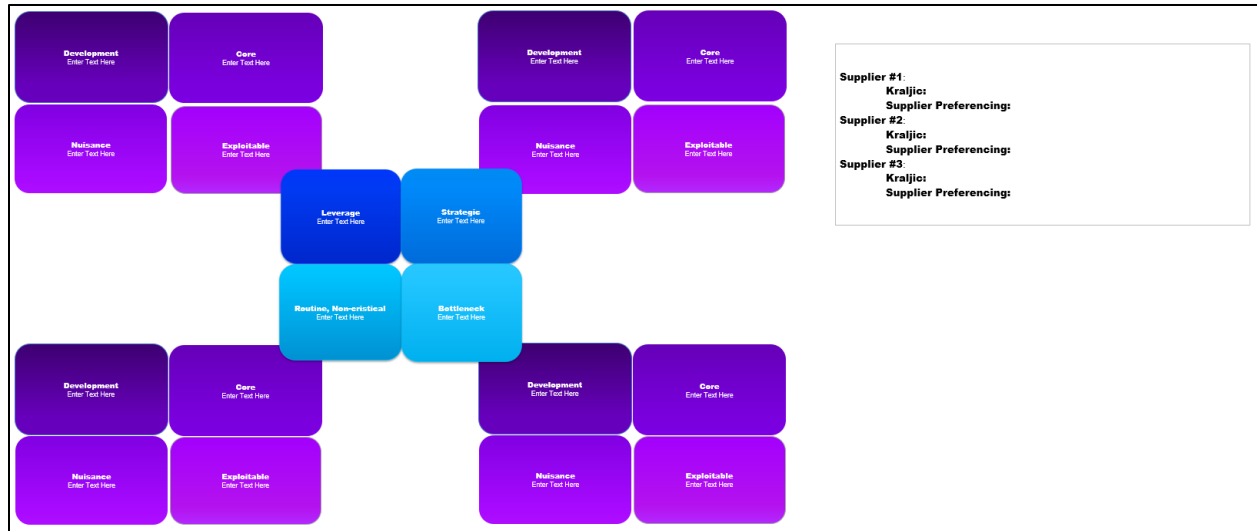


Figure 15 - Dutch Windmill Template (MS Excel). Combines the Kraljic Portfolio and Supplier Preferencing analyses to assess buyer-supplier interdependencies and the impact that they have on procurement strategy.

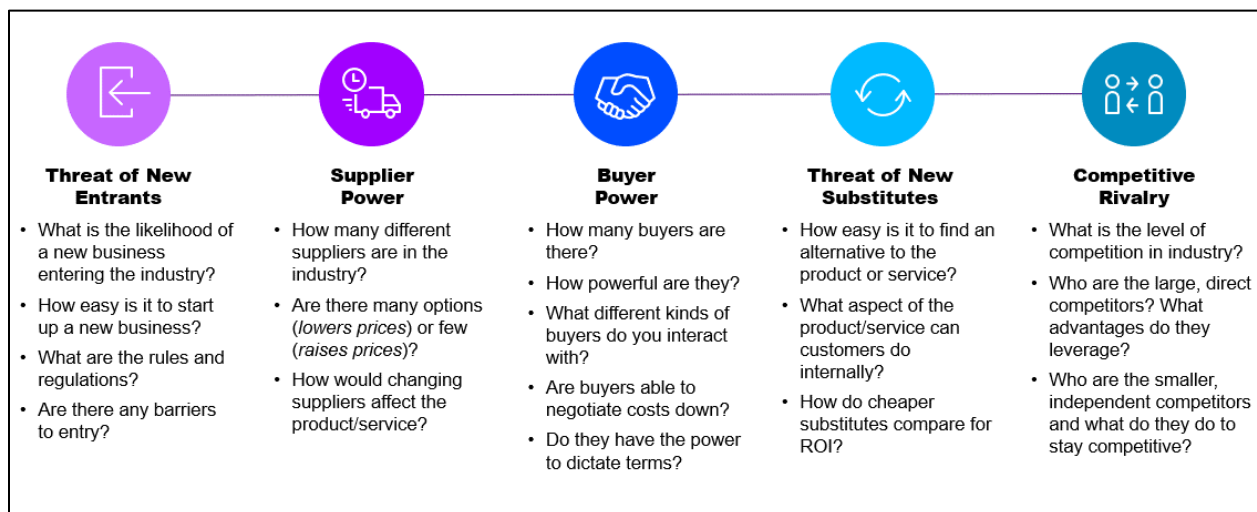


Figure 16 - Porter's Five Forces Template (MS Word). Identifies and assesses the level of competitive pressures that shape an industry.

Supply Chain										
Cost Inputs										
Material Cost	Material Cost	Material Cost	Material Cost							
Labor Cost	Labor Cost	Labor Cost	Labor Cost							
Production Cost	Production Cost	Production Cost	Production Cost	...	...	...	...	...	...	...
Logistics Cost	Logistics Cost	Logistics Cost	Logistics Cost							
Overhead Cost	Overhead Cost	Overhead Cost	Overhead Cost							
Cost Drivers										

Figure 17 - Supply Chain Analysis Template (MS Excel). Facilitates the systematic breakdown of the primary supply chain in order to identify and mitigate risks.

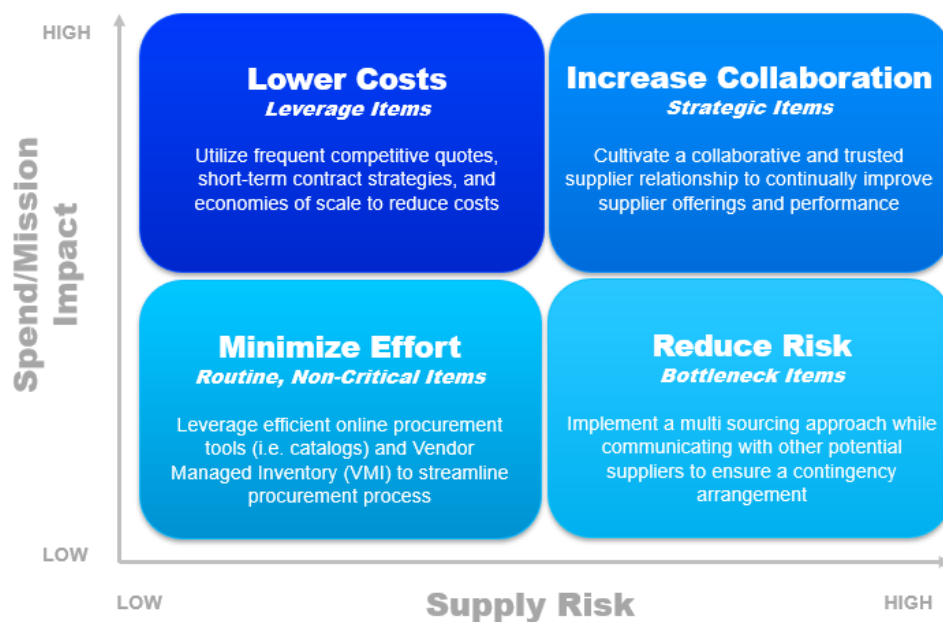


Figure 18 - Sourcing Strategy Matrix Template (MS Word). Builds on the Kraljic Portfolio Analysis to identify actionable, high-level procurement strategies.

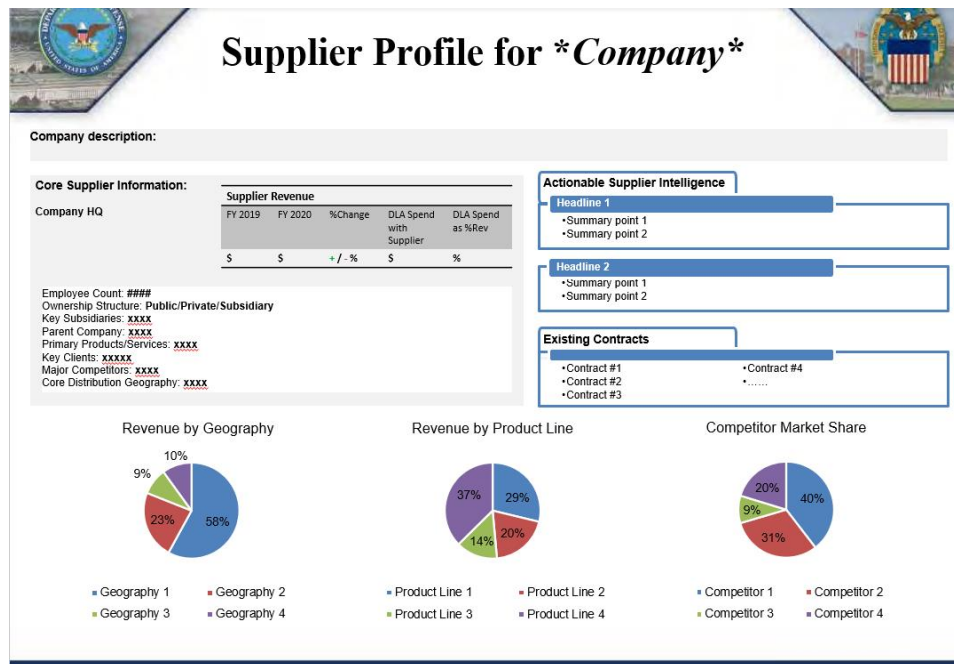


Figure 19 - Supplier Profile Report Template (MS PowerPoint). Standardized template for capturing key supplier data and intelligence.

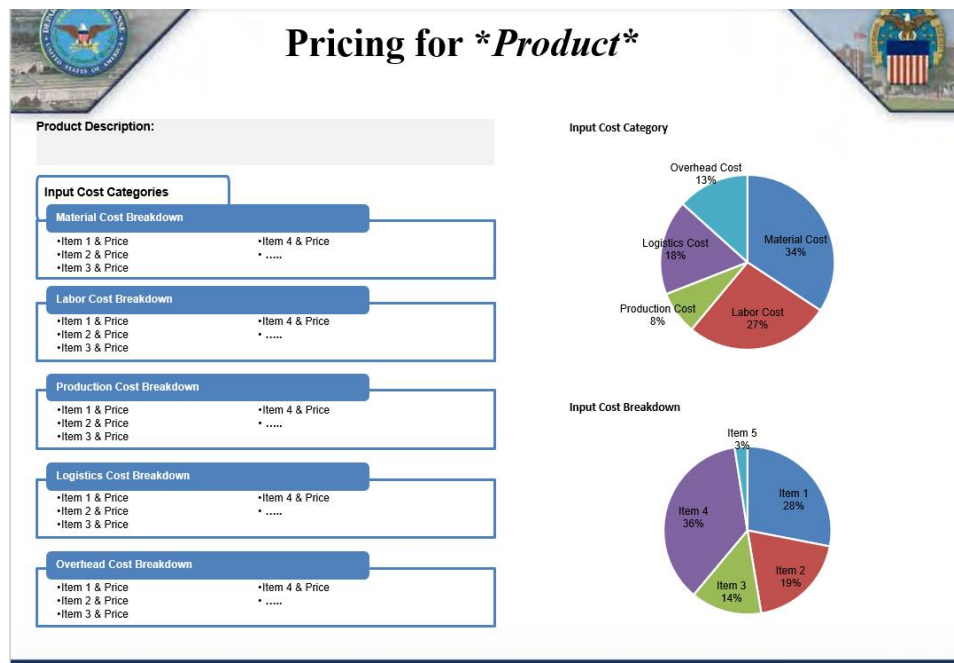


Figure 20 - Pricing Report Template (MS PowerPoint). Standardized template for capturing key cost inputs and price drivers for a given item or item category.



Figure 21 - Industry & Market Report Template (MS PowerPoint). Standardized template for capturing key industry & market data, drivers, and intelligence.

CATEGORY REPORT

SUCCESSFULLY COMMUNICATE KEY INFORMATION COMPILED THROUGHOUT THE DIFFERENT PHASES OF THE MI DEVELOPMENT PROCESS.

The following high-level outline provides a starting point to developing a comprehensive report:

Project Objective

- Includes business case, value proposition, and project objectives defined in the Project Charter during the Define Phase

Key Insights

- Summarizes relevant Industry & Market, Supplier, and Pricing information gathered and analyzed during the Research and Analyze Phases

Potential Risks and Mitigation Plans

- Highlights high-likelihood, high-impact supply chain risks identified during the Analyze Phase
- Includes corresponding mitigation plans to address, minimize, or eliminate such risks

Strategic Options

- Details potential procurement strategies developed during the Analyze Phase

References

- Lists research and data sources

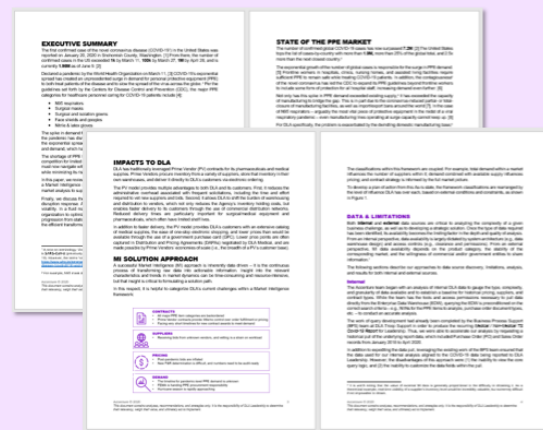


Figure 22 - Category Report Template (MS Word). Standardized template for aggregating market intelligence across the various domains (industry/supplier/pricing/contracts).