

~~UNCLASSIFIED//FOUO~~

Long Range Strategy v3.2

5/2 ID (SBCT) OEF 2009-2010

Headquarters, 5/2 ID (SBCT), Kandahar Airfield, Afghanistan, APO AE 09355

01/12/2010

This is the long range strategy for 5th Brigade, 2nd Infantry Division (Stryker Brigade Combat Team) during its deployment to Operation Enduring Freedom 2009-2010. The classification level of this report is ~~UNCLASSIFIED//FOUO~~.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 12 JAN 2010		2. REPORT TYPE		3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE Long Range Strategy v3.2				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Headquarters, 5/2 ID (SBCT), Kandahar Airfield, Afghanistan, APO AE 09355, , ,				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 26	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

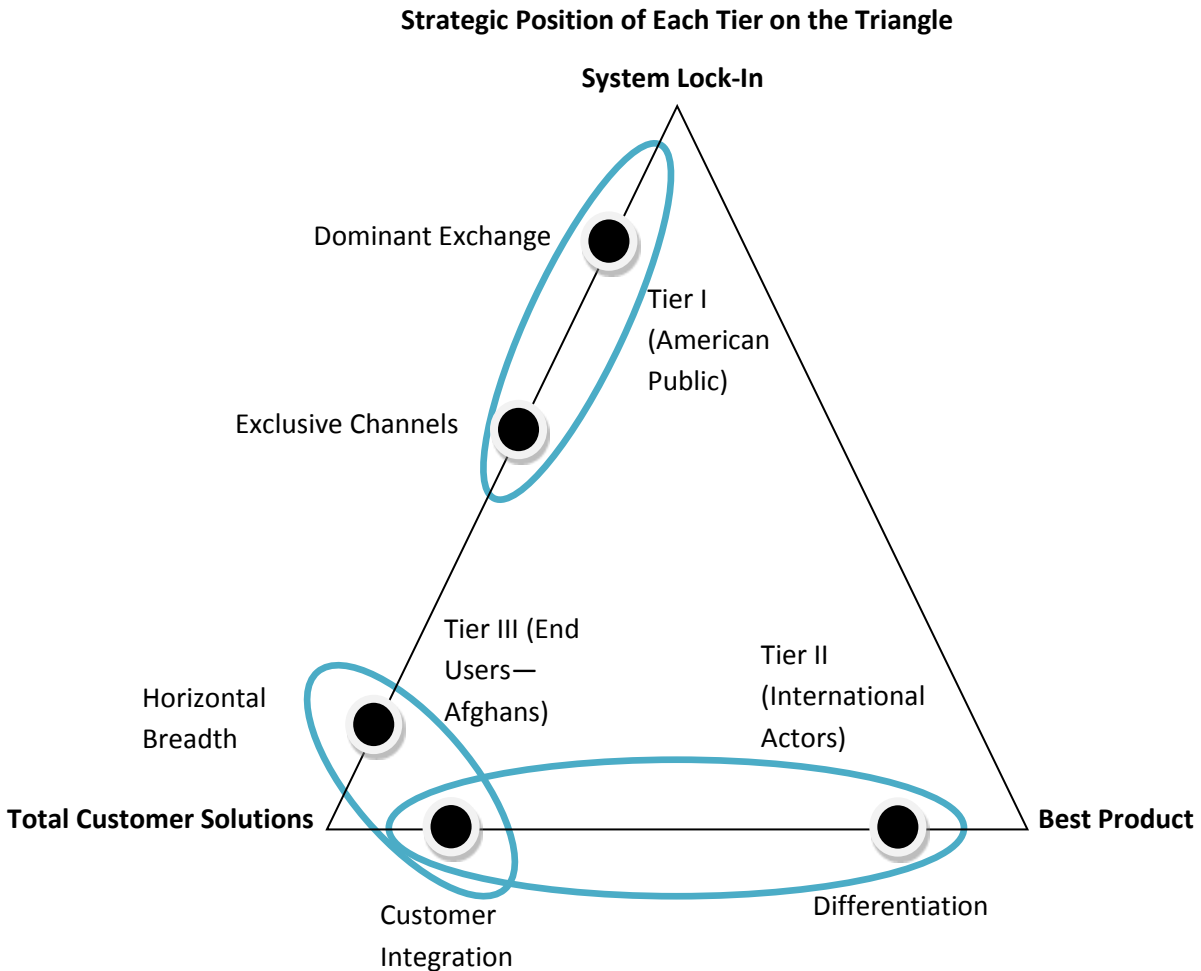
This is the long range strategy for 5/2 ID (SBCT) during its deployment to OEF 2009-2010. The paper is in six sections. Section one is customer segmentation and value proposition; section two is existing and desired competencies; section three is the mission statement; section four is the strategic agenda; section five defines the metrics to monitor execution; and section six is an appendix with definitions. The MIT Delta model is the framework for strategy development.

Section I:

This section describes customer segmentation for the brigade while in Afghanistan. Customer segmentation is divided into tiers with a description of products and services. The location of each tier on the delta model triangle follows the matrix.

Customer Tier	Products	Services
Tier I: The American Public --Congress --American Media --Other Military and USG Elements	Security, reconnaissance, mobility, integration with/of other forces, integration of other capabilities, collaboration, network/networking, sustained offensive operations (long term)	Tactical victory in our AO; innovation; protect the force/minimize American casualties
Tier II: International Actors --NATO --ANA/ANP/ABP --International Media	Coordination, training, planning, IT, cultural analysis, development integration/planning, partnering/mentoring	Responsiveness; confidence
Tier III: End Users (Afghans) --Provincial Government --District Government --Local Governments --Informal Local Leaders --Local Populations --Local Media	Life sustaining essential services (medical, focused humanitarian assistance), analysis of needs (vice fulfilling wants), focused short term offensive operations, education (to sustain life sustaining essential services), infrastructure (to sustain life sustaining essential services), threat/area analysis, minimum collateral damage	Personal/group security; stability (opportunities for growth)

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3



Section I concludes with the description of the customer valuation proposition for each tier. The description outlines the experiences the brigade provides, the value delivery systems that are needed, and the value appropriation for all parties.

Tier I (The American Public) Customer Value Proposition	
Set of experiences 5/2 ID (SBCT) provides the customer	--Consistent victories at the tactical level of war throughout our AO --Consistently conduct ethical operations that minimize American casualties --Incorporate a culture of innovation that leads to tactical success
Set of value delivery systems needed to provide these	--Mobility, armored protection, speed of action, revision of TTPs, sustained high level of training

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Tier I (The American Public) Customer Value Proposition	
experiences	--Initiative of leaders and discipline of personnel --Battle staffs capable of realistic concept development and C2 --Systems that gather feedback from Tier III customers (end users) --Systems to analyze day-to-day performance --Systems to test innovative ideas before implementation --Systems to support rapid analysis in the networked IT-unique environment
Value appropriation	Value Gained By The Customer: --American interests protected --Minimal disruption to American resources Value Gained By The SBCT: --Survival for people, equipment, and resources --Satisfaction of honorable performance of duty (long term) Value Gained By Both: --Continued prosperity of the US and global leadership

Tier II (International Actors) Customer Value Proposition	
Set of experiences 5/2 ID (SBCT) provides the customer	--Adherence to relevant international agreements --Adherence to relevant military agreements --Adherence to important political agreements --Understanding important local customs, traditions, politics --Values --Chain of Command --Leader Development

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Tier II (International Actors) Customer Value Proposition	
Set of value delivery systems needed to provide these experiences	--Combined operations and increased combat power --Access to robust innovative analytical systems and processes --Rapid capability to conduct operations --Sustained system of feedback between 5/2 ID (SBCT) and relevant international actors --Improved intelligence
Value appropriation	Value Gained By The Customer: --Belief in the ethical sound conduct of US forces --Access to materials, services, and analysis authorized by agreements Value Gained By The SBCT: --Freedom to conduct operations that support the objectives of the Tier I customer --Gain complementors to our operations Value Gained By Both: --Uphold international agreements --Increased potential for future shared events/operations

Tier III (End User—Afghans) Customer Value Proposition	
Set of experiences 5/2 ID (SBCT) provides the customer	--Life sustaining essential services (Geneva IV) --A quality of life that allows activities of daily life without intimidation --Prohibit them from behaviors that compromise military operations
Set of value delivery systems needed to provide these experiences	--Ability to assess life sustaining essential services --Ability to provide the infrastructure for life sustaining essential services --Mobility in extremely rugged terrain --Interdict, defeat, or destroy enemy that has the potential/ability to disrupt the activities of daily life of the population

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Tier III (End User—Afghans) Customer Value Proposition	
	--Prevent malicious (or perceived malicious) conduct by Americans --Punish inappropriate conduct and reward appropriate conduct
Value appropriation	Value Gained By The Customer: --No degradation in quality of life --Potential to improve quality of life Value Gained By The SBCT: --Freedom to conduct operations that support the Tier I customer --Gain complementors to our operations Value Gained By Both: --Area security

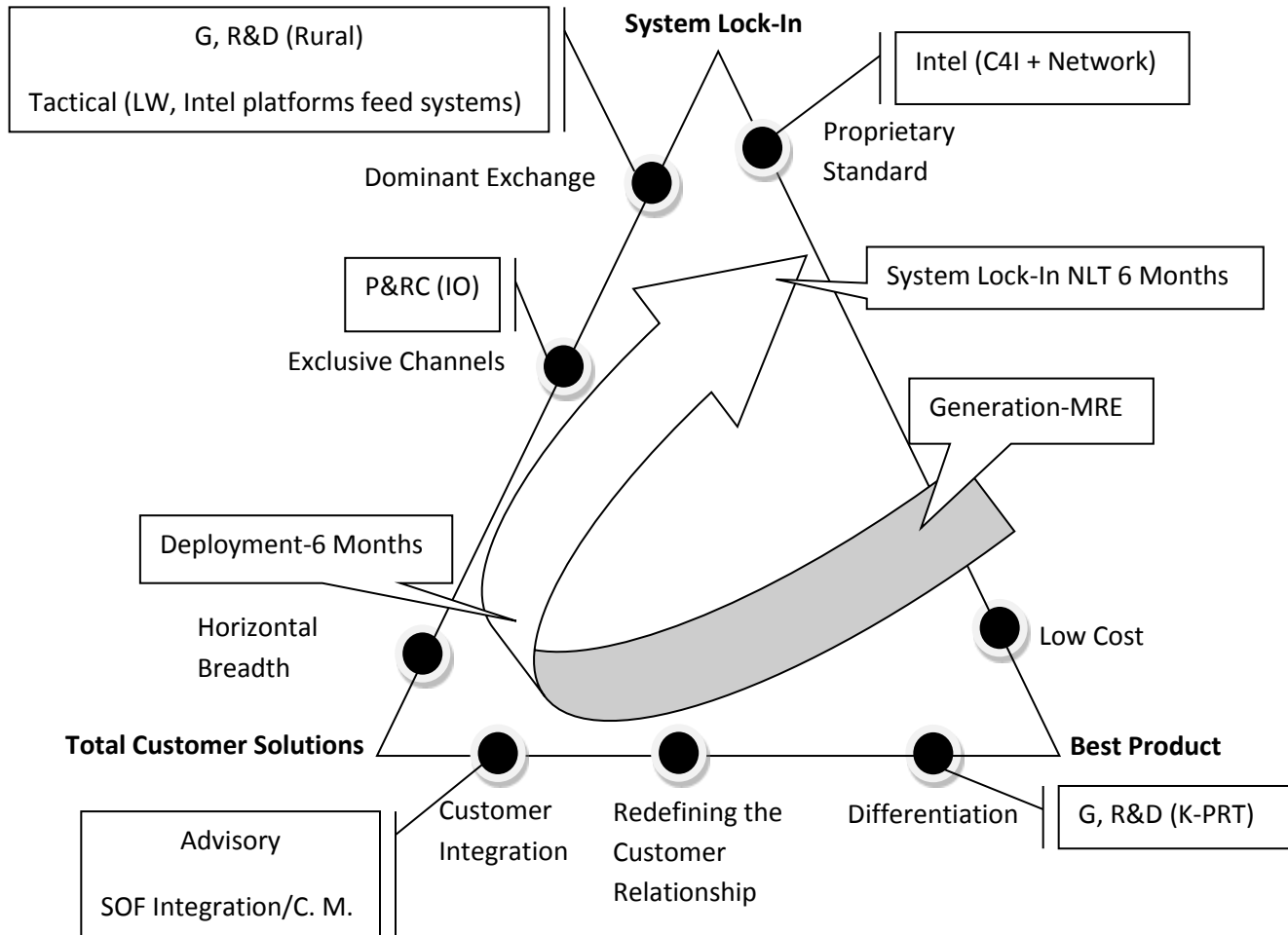
Section II:

Section two focuses on the existing and desired competencies of the brigade. The brigade, deployed into sector for 30 days, is developing concepts of services that will rapidly position it on the Total Customer Solutions part of the triangle. The objective of the brigade strategy is to achieve System Lock-In by February 2010, once the brigade's network has been established and had time to mature.

The current competencies of the brigade are centered on tactical operations and staff processes. There is innovation that occurs with the high level of tactical proficiency, enabling the EPLRS network, and improved battle command. The MRE demonstrated that these types of products and services are often not understood outside of the SBCT, may intimidate Tier II personnel, and do not create bonding with the Tier III end users. Therefore, the brigade must design a plan to implement a Total Customer Solutions strategy as soon as operations in Afghanistan begin.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Positioning SBCT Battle Staff Working Groups on the Triangle



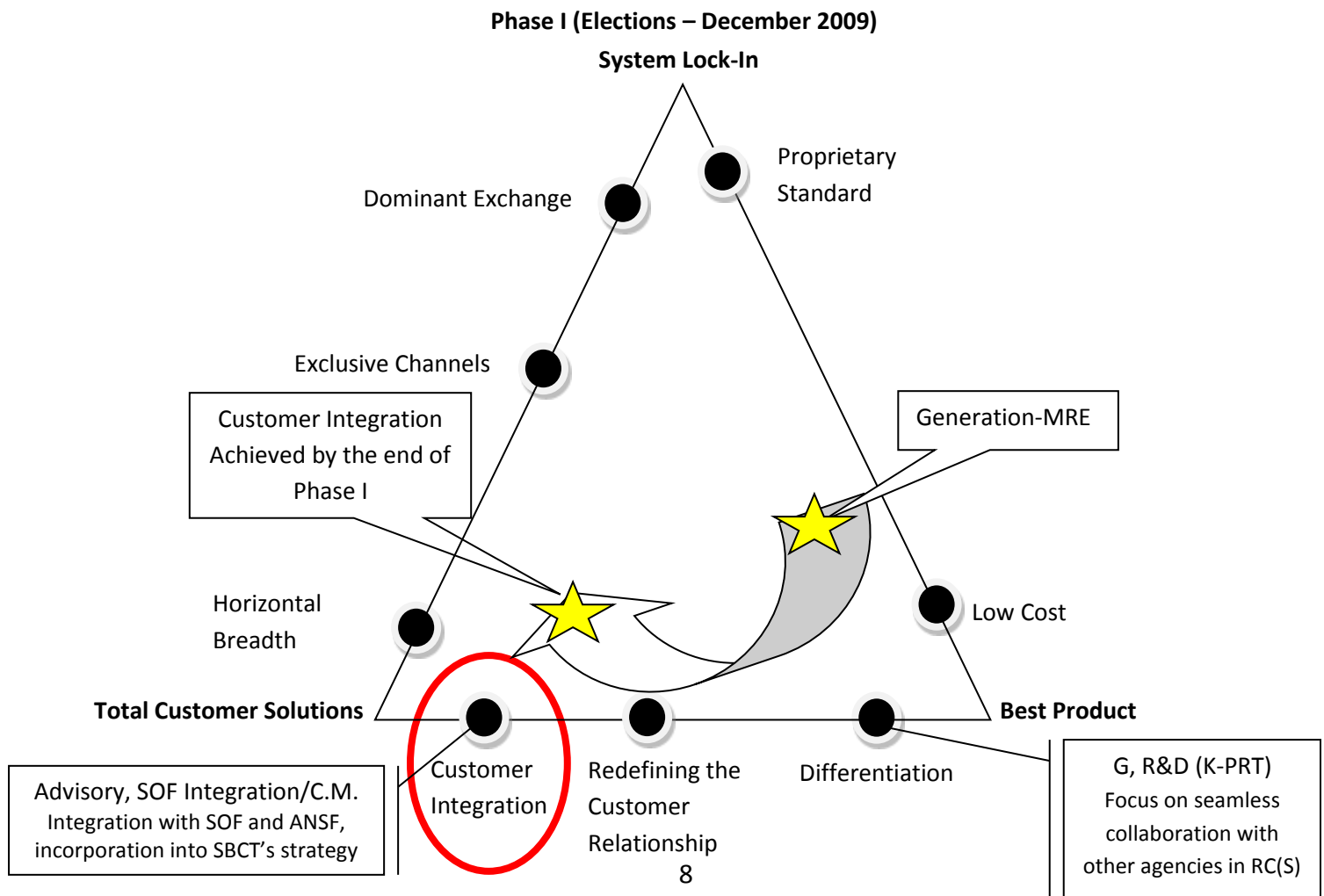
The SBCT will execute its long range strategy in four phases. During each phase, the SBCT will focus on specific actions to achieve System Lock-In with all of the SBCT's customers.

Phase I (Elections to December 2009). There are two immediate priorities upon arrival in RC (S): security operations in support of the election and assuming a Customer Integration position on the triangle. The Advisory and SOF Integration/Consequence Management Working Groups have lead responsibility for designing operations to support this positioning. The Advisory Working Group effort is to develop ANA/ANP/ABP in ways that enable SBCT operations and serve as combat multipliers. At the same time they will develop strategic thrusts to ensure that SBCT development of the ANA/ANP/ABP makes them capable of succeeding in the long term after the SBCT has redeployed. The SOF Integration/Consequence Management Working Group focus is to quickly integrate SOF elements that have been working in the area before our

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

arrival, get their knowledge and expertise into the network, and ensure that their operations support the SBCT strategy. The consequence management undertaking is to mitigate any potential negative feedback due to SOF and SBCT military operations in an area. The consequence management enterprise will also identify potential “good consequences” of military operations that can be turned over to Information Operations (IO) for further development.

One aspect of Best Product that will be apparent as soon as the brigade deploys is the unique planning capability presented in the Governance, Reconstruction, and Development Working Group. This element, substantially different from the planning capability of other BCTs with tools such as the Purdue Project and the Tactical Conflict Assessment and Planning Framework, makes it easy for the SBCT to seamlessly collaborate with similar planning cells that already exist in RC (S), particularly the Canadian PRT in Kandahar (K-PRT). Once the capability of the Governance, Reconstruction, and Development Working Group is understood others will seek to work with it.



5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

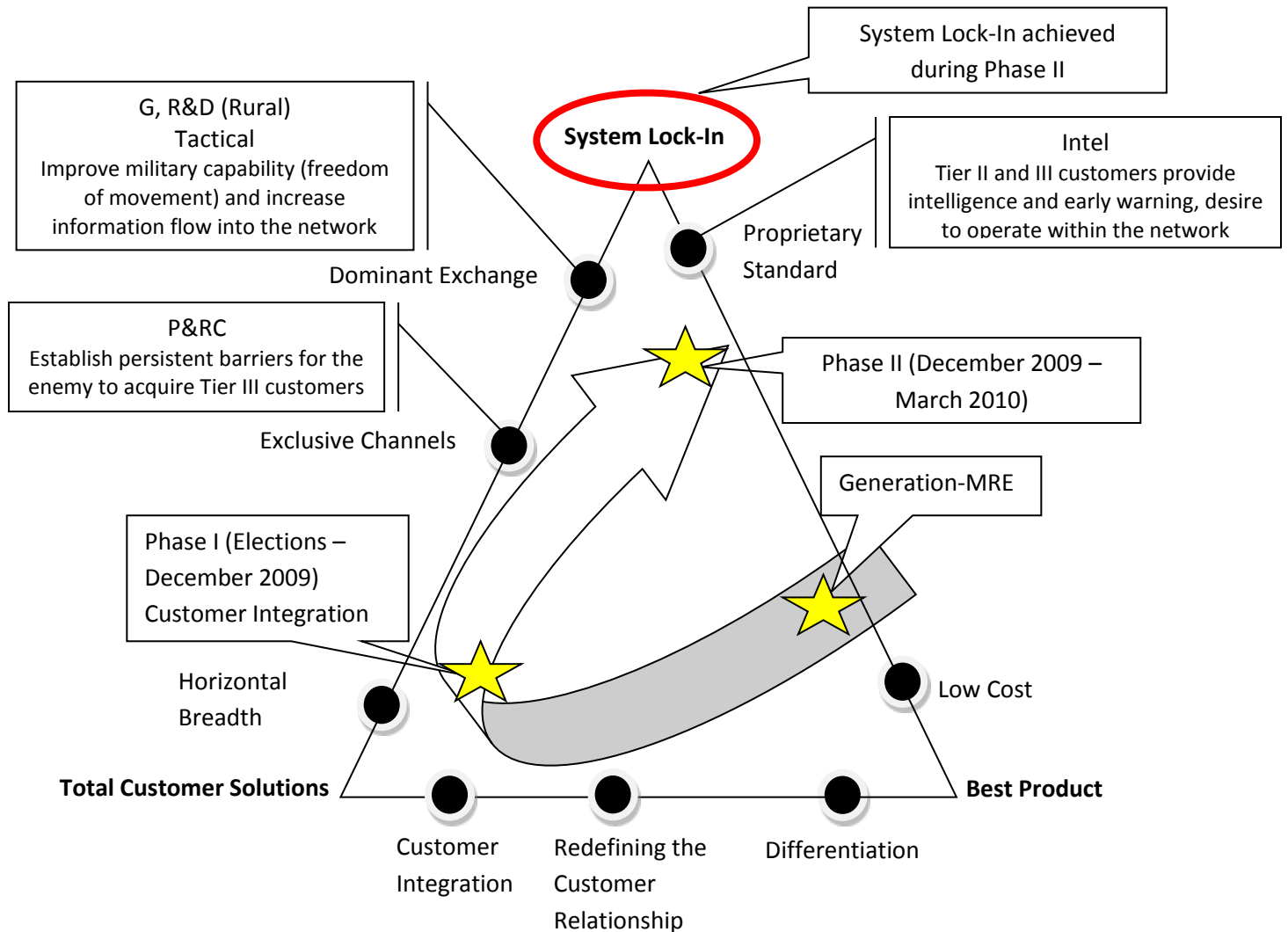
Phase II (Fall Fighting Season, December 2009 – March 2010)

System Lock-In occurs once the SBCT's network is established and matures. This will likely occur during Phase II, after the SBCT has conducted initial security operations and developed enduring relationships with all of the SBCT's customers. The concept for this particular network extends beyond mere EPLRS/C4ISR capability and includes the human dimension of battle command so that all aspects of the "See First, Understand First, Act First, Engage Decisively, Re-Engage at Will" paradigm are in action. Initially the only thing that will set the brigade apart to Tier II observers will be the large numbers of maneuver units and the disciplined offensive capability that a well-trained formation presents. Our willingness to operate at night may be a discriminator to the enemy which may help the bonding process with the Tier III end user due to a perceived increase in security. However, none of these aspects will create bonding with Tier II and Tier III elements; therefore, it is essential that the brigade progresses to Total Customer Solutions immediately.

Governance, Reconstruction, and Development in rural areas, such as Arghandab, designed to improve military capability—freedom of movement—as well as increase information flow into the network will focus brigade operations and be the start of System Lock-In. Leveraging the tremendous resources of the USG into areas that the brigade operates will also facilitate System Lock-In. System Lock-In occurs when information flows in and out of the brigade network rapidly and in an organized manner that complements decision-making. (This includes IO messages to the Tier III end user.) Tier III end users become complementors as they provide information, early warning, and accountability of indigenous community members. Other services and components become complementors once they realize the capability of the network and seek to participate in it. (For example SADL equipped aircraft or SOF who become embedded into the SOF Integration/Consequence Management Working Group.) There is the potential for ANA/ANP/ABP to become complementors if we can devise a manner, consistent with OPSEC, to include them as associates in the network (biometrics, special analytical tools, etc.)

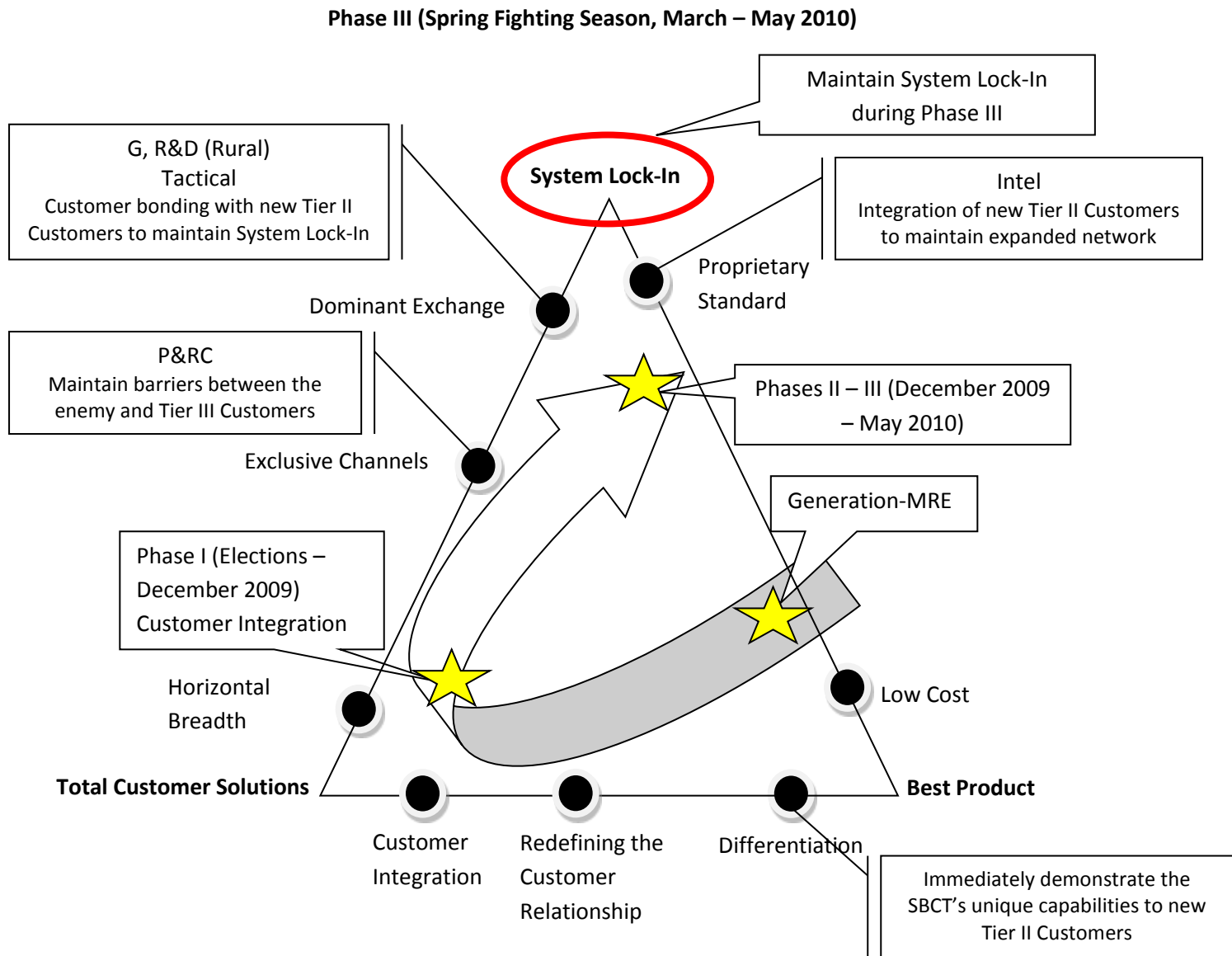
5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Phase II (Fall Fighting Season, December 2009 – March 2010)



Phase III (Spring Fighting Season, March 2010 – May 2010). At the beginning of the Spring fighting season, the SBCT will have established System Lock-In with all customers. The brigade's operations will capitalize on the expanded network created, and the SBCT will focus on maintaining this network. As new Tier II customers rotate into the area, the SBCT will conduct customer bonding to ensure that they are aware of the SBCT's unique capabilities and are willing to continue System Lock-In.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

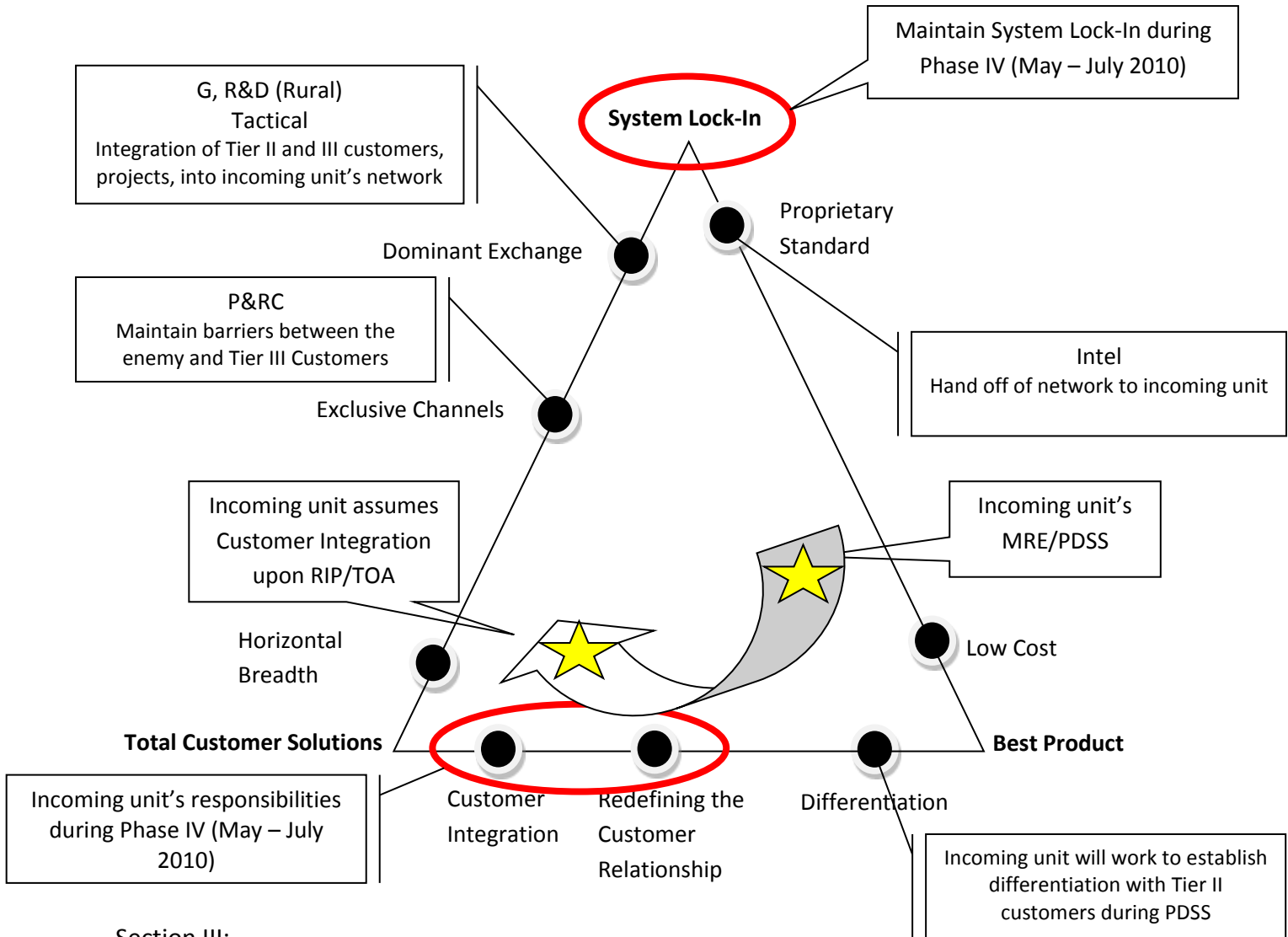


Phase IV (Relief in Place/Transfer of Authority, May 2010 – July 2010). In order to maintain System Lock-In and ensure effective integration of the SBCT's replacement, the fusion cells and members of the SBCT staff will enable customer bonding with all of the SBCT's customers and the incoming unit. The Brigade will maintain System Lock-In during Phase IV, but the incoming unit will work to redefine the customer relationship and differentiation with Tier II customers during pre-deployment site surveys. Through the conduct of left seat/right seat rides and KLEs

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

with local leaders during the RIP/TOA process, the incoming unit will achieve Customer Integration upon assuming responsibility.

Phase IV (RIP/TOA, May – July 2010)



Section III:

Long range planning mission statement for 5/2 ID (SBCT) during OEF 2009-2010:

5/2 ID (SBCT) will be recognized as the most reliable combat formation in RC (S). We will do this through the disciplined ethical conduct of combat operations in our Areas of Operation that achieve tactical victory in our areas for the American public, create confidence for our international partners, and produce opportunities for growth in a secure environment for local populations.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

5/2 ID (SBCT) will accomplish this by operating as a network-enabled Infantry-centric combat formation employing the “See First, Understand First, Act First, Engage Decisively, Re-Engage at Will” paradigm that:

- Routinely collaborates with indigenous military and police formations and integrates them into operations in a way to take advantage of their current capability and develop their potential for long term independent operations;
- Conducts seamless operations with SOF to include anticipation of consequence management actions when appropriate;
- Puts into practice a network design that enables tactical, G, R&D, P&RC, and Intelligence operations.

The objectives of the long range plan are to:

- Gain and maintain freedom of movement along Lines of Communication (LOCs) for ISAF and the local population;
- Deny enemy access to the indigenous population throughout our Areas of Operation;
- Create “breathing space” in partnership with the ANA so that the ANP can successfully conduct traditional policing operations;
- Create opportunity in partnership with the ANA for the ABP to successfully secure international borders;
- Ensure long term success after we redeploy by leaving behind an indigenous capability that physically secures the area and collaborates with local governments and populations to ensure that the enemy does not re-infiltrate;
- Ensure that members of the SBCT redeploy with a sense of honor and the understanding that they have accomplished a military objective in support of the American people.

Section IV:

Section four is the strategic agenda for the deployment. The purpose of the agenda is to relate strategic positioning to understandable, feasible tasks that can be used to guide the planning of each working group. The strategic agenda also assigns responsibility to a leader for monitoring and driving specific portions of the strategic agenda. The agenda is not fixed for the duration of the deployment. There will be changes in the operational environment due to our own

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

activities, activities of outside influences, and the enemy. A critical part of innovation is to monitor current processes, continually seek feedback, design and test new strategies, and implement solutions in a timely manner so that we retain the initiative.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

5/2 (SBCT) Strategic Agenda for OEF 2009-2010				
STRATEGIC THRUSTS			PERFORMANCE MEASURES	Remarks
1	Build	Maintain Value Proposition with Tier I and II	Weekly Media Trend Assessment	
			CODEL/Visitor Input	
			Monthly ETT/PTT feedback on ANSF perceptions	
2	Shape	Create Value Proposition with Tier III	Weekly perception questions per patrol; debrief feedback and tracker	Feed into TIGR
			NGO Surveys	Feed into Purdue Project
			KLE debrief/post-engagement perception tracker	Feed into Palantir
			Increased intelligence from Population	Feed into Palantir
3	Shape	Define and Identify the Enemy	OOB, DOCTEMP, SITTEMP, created and validated	All assets input intel into Palantir to ID the enemy; prioritize: 1) Zabul, 2) Kandahar; sub-prioritize districts within each
			ANSF integrated into S2 intel process	
			Infil/Exfil routes (rat lines) identified and confirmed	
			SOF SR incorporated into intel development	
			Operational and Seasonal Timelines identified	
4	Shape/ Hold	Establish Domain Knowledge of Tier III	Composite needs analysis/assessment for each village	ID vulnerable points that INS will target
			Composite needs analysis/assessment for each tribe	
			Key Leader 360 assessment (needs, interests, connections)	
5	Shape/ Build	Establish Sensing Network	UAV network established for BDE OE	At every layer and level, connected from sensor to C2/executor
			SIGINT network established for BDE OE	
			SOF Integrated in Kandahar and Zabul	
			Functional SADL/EPLRs Link	
			Sources obtained in each district	
6	Hold	Establish and Enhance Tier II (ANSF) and Tier III Customer Integration	ETT/PTT and ANSF integration into BDE processes	
			Combined operations tracker	
			Post-Op perception analysis and tracker	
			FDD completed	
			Mentoring and specialized training from SOF	
7	Clear/ Hold	Develop and Maintain Operational Mobility	Event tracker for MSR/ASRs; weekly trend analysis	Feed into Purdue Project
			Road Construction and status	
			Bridges, culvert protection	
8	Clear/ Hold	Deny Enemy Sanctuary	Intel Assessment	
			Post-Op consequence management actions	
			Source and TIPs input; quantity and quality	
			ANSF Intel Assessment	

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

STRATEGIC THRUSTS			PERFORMANCE MEASURES	Remarks
9	Clear/ Hold	Reduce Enemy Freedom of Movement and Infiltration	Enemy cross-border routes confirmed and influenced	
			Border procedures (customs) enforced	
			Echeloned/tiered reconnaissance: traditional, SOF SR, UGS, UAS, etc.	
			Attack trends against civilians on MSR/ASR	Subsequently assess impact on #2 and #11
			Intel Assessment	
10	Hold/ Build	Integrate into and enhance government and development process	Weekly integrated GR&D events with partners, PRT, NGOs; mutually reviewed	
			Project Tracker and results assessment	
			KLE debrief/post-engagement perception tracker	
11	Hold/ Build	Secure the Population	Weekly perception questions per patrol; debrief feedback and tracker	(i.e. child interaction during patrol, elder interaction)
			Afghan willingness to participate (engagement, effects, dialogue, assistance)	
			NGO Surveys	Feed into Purdue Project
12	Clear	Clear Enemy	ISAF able to introduce functional ANSF long-term post operations	
			Enable specific capacity directed by ISAF	
			Destroy enemy remnants in specified areas (See Strategic Thrust #14)	
13	Clear	Defeat the Enemy in Specified Areas	Lacks C2 in the operational area	
			Unwilling to re-establish C2	
			Shadow government disbands or departs the area	
			Lacks capacity for offensive operation	
14	Clear	Destroy Remnants in Specified Areas	Track Incidents, enemy actions	
			Shadow government requires reconstitution	
			Increased friendly freedom of maneuver throughout province	
			Weekly perception questions per patrol; debrief feedback and tracker	
15	Hold	Prevent Re-establishment of Sanctuary	Sensing Network, UGS, TTL	From patrol debriefs, KLE, surveys, etc
			Negative changes to populace perceptions and engagement	
			Increase in contacts; intel tracking and assessment	
16	Build	Identify area for future long-term development	Completed Enemy Assessment	Purdue University Project Feedback
			Determine enemy relationship to the population	
			Identify strategies to separate enemy from population	
			Conduct holistic development assessment	
			Execute short, easy projects that support assessment	

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

5/2 ID (SBCT) Strategic Agenda for OEF 2009-2010

Strategic Thrusts	CDR	DCO	XO	KM/CG	Intel	P&RC	G,R&D	SOF/CM	Tactical	Advisory	Performance Measures
1: Maintain Value Proposition with Tier I and II	①	2	2							1	- Military objectives in support of the American people successfully executed - ANP conducting traditional policing operations - ABP secures international border
2: Create Value Proposition with Tier III	2	①				1	1	2	2		- Indigenous population working with GIRoA as the legitimate representative government - Enemy denied access to indigenous population
3: Define and Identify the Enemy	①	1			1	2		2	2	2	- Enemy actions determined and effectively countered
4: Establish Domain Knowledge of Tier III				2		1	①			2	- Indigenous population mobilized and motivated to provide its own security - Routine collaboration between the ANP and civilians to counter enemy actions
5: Establish Sensing Network	2	2	1	1	①	2	2	1	2	2	- Intelligence linked at every layer and level from sensor to C2 to the executor
6: Est. and Enhance Tier II (ANSF) and Tier III Customer Integration	2	①		1		2	2	2		1	- Routine collaborations with ANSF partners and integrations onto SBCT operations
7: Develop and Maintain Operational Mobility	1	1	1		1	2	2	2	①	2	- Maintain Lines of Communication for ISAF and the local population
8: Deny Enemy Sanctuary	①	1	1		1	2	2	2	1	2	- Local population unwilling to support enemy
1—Key role in formulation and implementation; 2—Important role of support and concurrence; ①—Takes leadership of the strategic thrust											

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

5/2 ID (SBCT) Strategic Agenda for OEF 2009-2010												
Strategic Thrusts	CDR	DCO	XO	KM/CG	Intel	P&RC	G,R&D	SOF/CM	Tactical	Advisory	Performance Measures	
9: Reduce Enemy Freedom of Movement and Infiltration	①	1	1		1	2	2	2	1	1	- ABP able to secure international border - Enemy has lost momentum, ISAF has the initiative	
10: Integrate into and Enhance Govt and Development Process	2	2				1	①			1	- GIRoA working with the local population to develop long-term development capability	
11: Secure the Population	1	1			2	①	1		2		- Local population willing to work with ANSF to deny enemy influence	
12: Clear Enemy	①	1			1			2	1	2	- ANSF conducting independent long-term post operations	
13: Defeat the Enemy in Specified Areas	①	1			1	2		2	1	2	- Moral of enemy degraded - Enemy C2 and shadow governments leave the area	
14: Destroy the Enemy in Specified Areas	①	1			1			2	1	2	- Enemy unable to re-establish C2 or shadow governments without reconstitution	
15: Prevent Re-establishment of Sanctuary			①		2	1	1	1	2	2	- Local population has confidence in GIRoA and ANSF - Local population unwilling to provide support to the enemy	
16: Identify Areas for Future Long-Term Development			①		2	1	1			2	- GIRoA takes the lead on long-term development - GIRoA provides basic services - Local population motivated to provide self security	
1—Key role in formulation and implementation; 2—Important role of support and concurrence; ①—Takes leadership of the strategic thrust												

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Assignment of Priorities to Strategic Thrusts for 5/2 ID (SBCT) OEF 2009-2010				
Strategic Thrusts	A	B	C	Weight
1: Maintain Value Proposition with Tier I and II	X			1
2: Create Value Proposition with Tier III	X			4
3: Define and Identify the Enemy	X			2
4: Establish Domain Knowledge of Tier III			X	12
5: Establish Sensing Network		X		9
6: Est. and Enhance Tier II (ANSF) and Tier III Customer Integration		X		10
7: Develop and Maintain Operational Mobility	X			3
8: Deny Enemy Sanctuary			X	16
9: Reduce Enemy Freedom of Movement and Infiltration	X			8
10: Integrate into and Enhance Govt and Development Process			X	14
11: Secure the Population	X			7
12: Clear Enemy	X			5
13: Defeat the Enemy in Specified Areas	X			6
14: Destroy the Enemy in Specified Areas		X		11
15: Prevent Re-establishment of Sanctuary			X	13
16: Identify Areas for Future Long-Term Development			X	15
A—Absolute first priority (postponement will hurt strategic position significantly); B—Highly desirable (postponement has an adverse effect on strategic position); C—Desirable (If capability exists to do it, strategic position will be enhanced)				

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Section V:

The strategic planning document for 5/2 ID (SBCT) concludes with a standard of metrics that are necessary to assess execution. There are two sets of metrics that are important to monitoring execution of the strategic agenda. The first is to measure the performance of each working group in the categories of Shape, Clear, Hold, Build, and Transfer of Authority (TOA). Before one can gain useful feedback one must have a set of standards with which to evaluate the mass of information that will flow into the SBCT's networked structure. Even though each working group contributes differently, it is important to have an idea of the overall performance of each one of them.

Once the picture of overall performance is developed a more detailed set of metrics—granular metrics—are used. Granular metrics identify a few critical drivers for detailed examination. The full variability of outcomes associated with the driver is assessed, the sources of that variability are identified, and feedback mechanisms are developed. A cause-effect diagram is developed to identify performance drivers for an indicator. Feedback mechanisms are developed so that the current performance can be assessed relative to the intended performance. If a correction is needed then a test is designed to determine if the correction is likely to yield the intended result.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Overall Performance Metrics for 5/2 ID (SBCT) OEF 2009-2010						
	Intel	P&RC	G,R&D	SOF/CM	Tactical	Advisory
Shape	ISR, NAIs, & TAIs complementary with other TFs in RC(S)	KLEs assist in identifying composition, disposition and strength of INS formations Reduce INS influence on populace. INS are psychologically isolated from the populace	Support for 5/2 ID (SBCT) Ops from GIRoA Other orgs request to partner w/ 5/2 ID (SBCT) on projects TCAPF assessments conducted	Target networks/personalities to facilitate 5/2 operations SOF organizations request to conduct operations that compliment BDE and BN Level 1 and 2 CONOPs	Defeat of enemy counter mobility strategy	Requests ANSF to partner w/ 5/2 ID (SBCT)
Clear	Accurate estimate of enemy defensive dispositions	P&RC measures are effective in physically isolating the INS from the populace and resources Tactical situation generates support with the Tier II and III customers	Effectiveness of Cons. Management Continued GIRoA support	Defeat enemy C2 and support functions	Freedom of maneuver for ISAF forces	Tactical momentum maintained ANSF requests/uses 5/2 ID (SBCT) TSE Capability

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Overall Performance Metrics for 5/2 ID (SBCT) OEF 2009-2010						
	Intel	P&RC	G,R&D	SOF/CM	Tactical	Advisory
Hold	Accurate estimate of enemy offensive operations	Tier II customer capabilities are able to provide civil security and civil control to Tier III customers Tier II customers are increasingly perceived as legitimate by the Tier III customers	Establishment of Legit GIRoA authority Increase in Pop support for GIRoA. (TCAPF)	Coordinate and enable SOF strikes to defeat enemy C2 and support functions Effects of SOF operations anticipated and CM plan developed prior to strikes	Ability to control sufficient terrain and population centers to prevent enemy re-infiltration	ANSF partnership w/ 5/2 ID (SBCT) includes hold force ANSF corruption Pop support for ANP (TCAPF)
Build	Accurate estimate of enemy IO strategy	Security increases capacity for projects to positively reinforce desired behavior Decrease in tribal conflict because Tier III customers are identifying and solving their own problems and issues	Decreased Instability (TCAPF) Line Ministries effective at district level	SOF hands off personality targeting functions to ASNF IOT enable ANSF to sustain security ANSF works with Tier III customers on CM in response to security operations in Hold areas	ANSF able to sustain security with limited 5/2 ID (SBCT) support	ANSF requests for 5/2 ID (SBCT) support for ops ANSF presence in focus districts

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Overall Performance Metrics for 5/2 ID (SBCT) OEF 2009-2010						
	Intel	P&RC	G,R&D	SOF/CM	Tactical	Advisory
TOA	Timely handoff of assessments, databases, & networks	Incoming unit able to establish and maintain effective relationships with Tier II and III customers	Projects “databased” Project/Key Leader hand-off TCAPF Handoff	Facilitate introductions of SOF units, and facilitate the start of strong relations with incoming unit	Incoming unit able to occupy operational areas without disruption Enemy OOB & TTPs properly databased	ANSF partnership handoff

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Appendix (Definitions):

Customer Bonding: a state characterized by an unbreakable link, deep knowledge, and close relationship established directly with a customer or indirectly through the complementors that the customer wants to access. (The opposite of this--delivering a certain product to a customer because that is all that you produce, and regardless of whether or not that product meets the customer's need--is treating the customer as a commodity or "commoditizing the customer.")

Customer Integration: provide full support to customers' activities by transferring knowledge to improve their performance. It involves a high degree of outsourcing, which develops a complex way of connections with customers that enhance their ability to do business and use the product.

Customer Targeting: the process that addresses the business-to-customer interface; the activities intended to attract, satisfy, retain customers, and ensure that customer relationships are maintained effectively.

Disruptive Technologies: a technology that performs worse than the established technology initially but has a completely different value proposition because of different features, form, or functionality that leads to its establishment as the dominant technology.

Differentiation: the focus is on the development of features and functionalities that make the product unique and allows one to demand a price premium from the customer.

Dominant Exchange: providing an interface between buyers and sellers that is very hard to displace once it achieves critical mass.

Exclusive Channel: significant barriers are in place that makes it difficult for the acquisition of customers (e.g., it is too hard for competitors to even compete for customers).

Granular Metrics: a process to discover performance drivers that can lead to a customized response at a customer and complementor specific level and contribute to secure customer bonding.

Horizontal Breadth: The customer is provided with a customized solution involving a complete set of products and services: "One-stop shopping for a unique solution."

Innovation: the process of ensuring a continuous stream of new products and services to maintain the future viability of the business; the sources of innovation are not strictly internal but should be extended to include suppliers, customers, and key complementors.

5/2 ID (SBCT) Long Range Strategy for OEF 2009-2010 – v3

Low Cost: the focus is on being the lowest cost provider in an undifferentiated product category.

Operational Effectiveness: the process responsible for the delivery of products and services to the customer; it includes all elements of the internal supply chain.

Proprietary Standard: the customer is drawn to the product because of the extensive network of third party complementors that are designed to work with our product.

Redefining Customer Relationships: the focus is placed on considering the full experience of the customer from the point of acquisition through the complete lifecycle of ownership of the product.

Sustaining Technologies: new technologies that lead to immediate and incremental improvement in performance.