



STRATEGIC PLAN

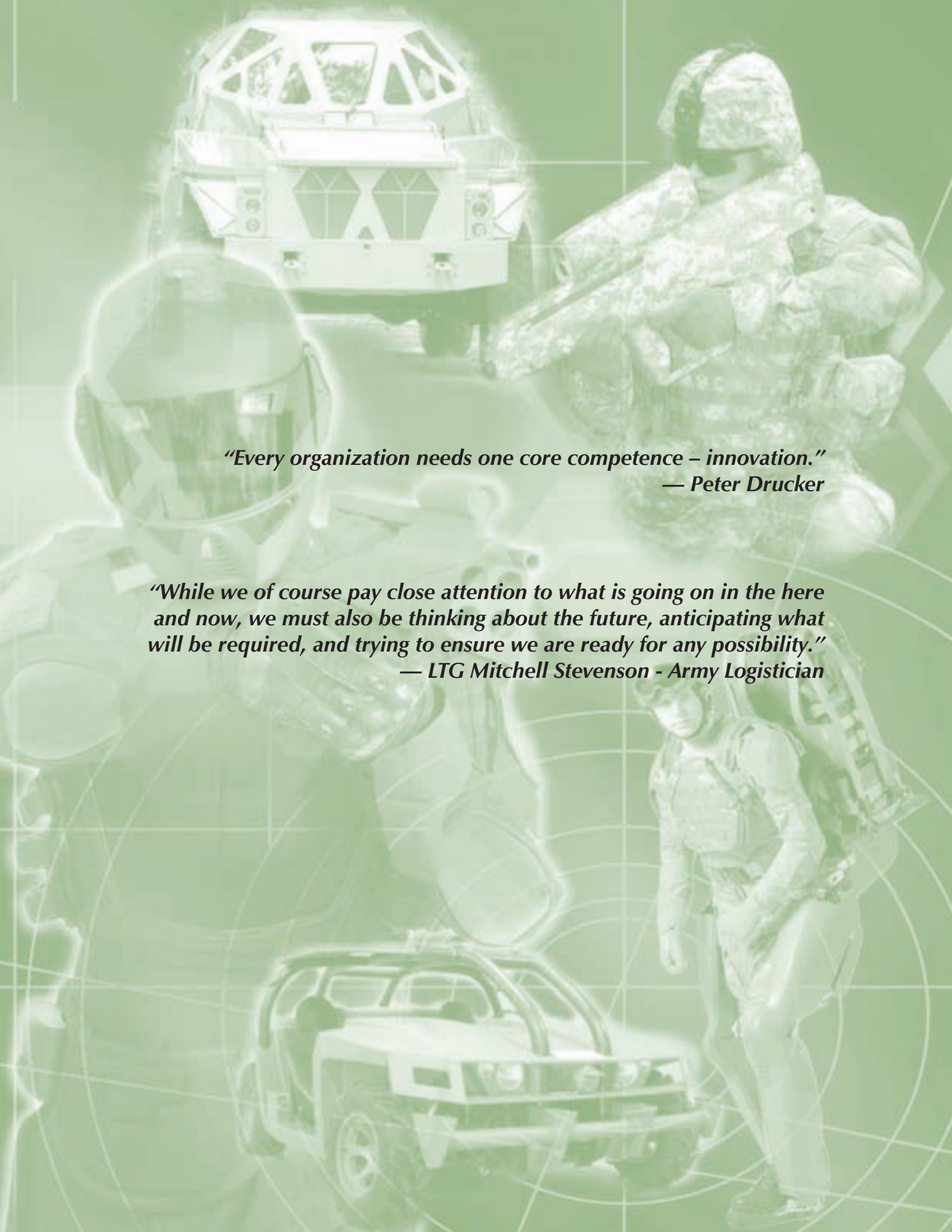
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U.S. ARMY

LOGISTICS INNOVATION AGENCY



*“Every organization needs one core competence – innovation.”
— Peter Drucker*

*“While we of course pay close attention to what is going on in the here and now, we must also be thinking about the future, anticipating what will be required, and trying to ensure we are ready for any possibility.”
— LTG Mitchell Stevenson - Army Logistician*



FOREWORD

The U.S. Army Logistics Innovation Agency's (LIA) mission is to provide innovative solutions for improved logistics readiness. This strategic plan describes our path to achieving a vision to be the logistics innovation leader. Through well-defined processes of discovery, exploration, and demonstration, we will provide our Soldiers with logistics solutions that help to prepare the Army for uncertain and complex future operating environments.

Over the next five years, unconventional external and internal forces will transform our Army. This, in turn, challenges LIA to find more effective and efficient ways to rapidly develop innovative solutions with consideration on what return on investment provided. Whether it is through innovative concept exploration, technology demonstrations, analytical expertise, or enhanced logistics business processes, we must position ourselves for mission success in this era of rapid change.

LIA's strategic plan incorporates strategies to enhance organizational processes (financial, learning and growth, outreach and internal) and serves as the foundation for a knowledge-based system to improve our performance and competitiveness. This foundation, combined with a leadership focus on our customers, will ensure that LIA remains an adaptable, flexible and agile provider of logistics innovation. LIA will provide responsive prototyping of innovative solutions and rapidly transition them to the appropriate organization for implementation.

This strategic plan aligns our innovation priorities through an enterprise construct to support both the operating and generating forces. In an era of new security challenges, it fosters the attainment of logistics advantages by balancing near-, mid-, and longer-term requirements and by proactively reshaping policies and practices. The objectives, strategies, and ideas outlined in this plan set the stage for recognition of LIA as a leader in discovering, adapting, and applying innovative solutions to future logistics readiness and sustainment challenges.

Dr. Vic Ramdass
Director, US Army Logistics Innovation Agency



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BACKGROUND

The United States Army Logistics Innovation Agency (LIA) is the Field Operating Agency (FOA) of the Deputy Chief of Staff (DCS), G-4. LIA is primarily focused on exploring new logistics technologies and bringing logistics advancements to the Soldier. Under the direction of a Senior Executive Service Director, the organization leverages small, innovative teams to collaborate and improve logistics operations through cutting edge technology.

LIA regularly demonstrates and assesses emerging technologies to prove their value to the logistics enterprise and transitions those solutions that have been successfully demonstrated to other organizations that have a mandate to institutionalize logistics improvements Army-wide. LIA is a key player in investigating the development of decision support capabilities that anticipate logistics requirements and operational solutions and also works toward providing Soldiers situational awareness within a common operating picture. Additionally, in an effort to propose policy and process improvements and changes, the Agency uses business process modernization methods and data mining tools to quantitatively and qualitatively synthesize and analyze logistics data and performance history.

Through research, development, exploration, testing and demonstration, LIA works with the logistics community to effect change and to rapidly address the current and future needs of the Soldier. This includes leveraging academic, commercial, and governmental science and technology developments to mitigate risk and exploit opportunities for the Future Force and hedge against unexpected contingencies.



LIA 2014: MISSION, STRATEGY, AND OUTCOMES

Our Mission:

TO PROVIDE INNOVATIVE SOLUTIONS FOR IMPROVED LOGISTICS READINESS.

Our Customers:

ODCS G-4, PMs, CASCOM

Our Stakeholders:

TRADOC, PEOs, ASA (ALT), AMC, COCOMs, REF, ATEC, UARCs, other Services, national labs

Our Strategy:

LIA uses an adaptive organizational environment to identify, demonstrate, and assess logistics solutions that address emerging and future needs. To achieve this goal, LIA combines premier processes and robust analytical test beds to explore and analyze new concepts and technologies through a team-based approach that leverages human capital and project management expertise. By fostering a culture of innovation, and encouraging individual members to seek innovative approaches that provide a return on investment, LIA sees beyond the limitations of today's processes and supporting systems and reaches into the future to explore the potential of rapidly accelerating technological change.

Our strategy entails achieving a balance between near-term solutions (1-2 years) that satisfy pressing operational demands and longer-term (3-5 years) innovative solutions that may fundamentally change how the Army executes selected logistics processes. LIA strives to meet near-term challenges by exploring and assessing potential science and technology enablers through research, business case analyses, and demonstrations.

Desired Outcomes:

At LIA, innovation means making value-added change to improve products, processes, or organizational effectiveness and to create or add value for our stakeholders. Innovation involves the pursuit of a technology or an idea that is either new or improved in its proposed application. Successful innovation will yield breakthrough change in results, products, or processes that enhance logistics readiness.



OUR VALUES

“It’s not hard to make a decision when you know what your values are.” Roy Disney

An organization’s values are the traits and qualities that reflect and form the cornerstone of how the organization carries out its duties and responsibilities. They also reflect how the organization treats its employees and how the employees interface with and treat their customers. As a benchmark organization, LIA is committed to a clear, productive, and mutually respectful relationship amongst staff and leadership and a shared sense of organizational purpose, values and priorities. Our goal is a clear understanding and agreement between internal LIA staff and external stakeholders on what is important to LIA and its success. The following is a list of LIA’s values.

Integrity:

LIA’s employees will always act in the nation’s best interest. This is carried out most effectively by their actions in a moral and ethical manner.

Teamwork:

LIA is composed of individuals working, sharing, growing and developing as one cohesive unit. Through teamwork, LIA transforms innovative solutions into tangible outcomes, working as an adaptive organization.

Initiative:

LIA’s culture rewards individual initiative, risk taking, resourcefulness and applied professional curiosity. The organization’s mission requires these qualities to be nurtured and demonstrated by the staff in the execution of their responsibilities.

Customer Focus:

LIA is a customer-focused organization, deeply connected to the Soldier, culture, and military community that it serves. As a leader in the exploration, development and transition of innovative logistics solutions, LIA continually maintains its focus on the Soldier to deliver world-class logistics products and services.

Determination and Commitment:

Innovation is difficult. LIA’s employees combine a conviction for the positive potential of their projects; an understanding of the technical, organizational or process components of advancement; and explain, advocate and ultimately persevere in building organizational consensus.

Continuous Learning:

With the world in constant transformation, the most important investment LIA can make is providing the opportunity for continual development of its people. LIA builds a culture of learning to stimulate, guide and promote the development of its employees.



CORE COMPETENCIES

Core competencies are key areas of expertise that enable LIA to create and deliver value to the Army and are critical to our success. LIA's future success requires that we acquire, maintain and develop technical expertise and management proficiency in multiple areas.

Project Management

LIA institutionalized project management into its culture when it shifted to a project-based, matrix organization. Through the employment of project charters, the Agency ensures that all project managers put rigor into the project planning process. Periodic reviews with the LIA Board of Directors (BOD) enable project leaders to present how the project is progressing along dimensions of performance, time, and resources and provides a forum to assess the relevancy of project objectives over time and adjust as required.

Logistics Functional Knowledge

A strong foundation in logistics functional knowledge is critical for LIA's success. This expertise helps the Agency identify opportunities to define "to be" capabilities that would improve Army logistics readiness and determine how to implement such solutions. This competency is a key ingredient in other Agency capabilities (e.g. logistics assessments, logistics demonstrations, etc.). LIA maintains logistics functional knowledge through its hiring and training practices.

Logistics Assessments and Analysis

LIA employs assessment and analysis techniques to evaluate current and future Army logistics operations. LIA employs techniques such as Lean Six Sigma, process mapping and business case analysis to assess proposed system, technology, and policy changes through the lens of the logistics enterprise processes.

Architecture Design and Development

Through architecture design and development, LIA helps the Army understand and manage the complexity involved in integrating new logistics capabilities into current and planned Army logistics architectures. This includes direct assistance in the documentation of operational, technical, and system architectures required for Army acquisition programs.

Technology Exploration and Demonstration

LIA identifies and matures high impact technologies through its technology exploration and demonstration expertise. Conducting demonstrations in relevant environments with Army and Joint partners enables LIA to assess a technology's readiness for application and inform potential implementation investments.

Transition Planning

LIA transfers products of significant use to other organizations for continued maturation or adoption/fielding. Elements of transition planning include identifying potential partners, specifying capability thresholds for transition, resource planning, and formalization of expectations in a transition agreement.



EXTERNAL ENVIRONMENT

The future is filled with uncertainty, complexity and rapid change. The pace of technological advancements is increasing at an exponential rate. Multiple factors are creating a challenge to the established order all over the world, affecting Army logistics. Increases in technology, for example, can be disruptive by improving products in unexpected ways or by posing unexpected threats to established organizational processes. Useful technologies quickly become obsolete, creating turbulence and disconnects in Army processes and software systems. User requirements are becoming more uncertain, unpredictable, and urgent. This introduces volatility and uncertainty into the future acquisition of logistics technologies.

Energy security will continue to grow in importance for U.S. political and senior military leaders. Global economic conditions, resource scarcity, and operational constraints are already accelerating the search for solutions to our energy challenges. Increasingly, the Department of Defense (DOD) and the Army are taking major steps to “untether” U.S. military forces from their reliance on foreign sources of fossil fuels. In response to these factors, it is reasonable to anticipate that how the Army fights and how it is sustained by its logisticians will change dramatically in the years ahead. The demand for innovative energy solutions will play a key role in defining the environment in which LIA performs its mission.

Due to the critical importance of the current and future Information Technology (IT) environment, the DOD needs to carefully understand the basis and technologies underlying “Net-Centric Warfare.” The information infrastructure, the business processes and the operating modalities we have in place today are structured for the past industrial era. There needs to be an adoption of information age operational principals to replace those of the outdated industrial age. Achieving success in the future will depend on providing seamless logistics support to the Soldier and maintaining an organization which can sense and respond to the chaotic, changing environment in a timely fashion. This will require a service-oriented alliance, employment of Joint forces and other governmental entities, and a strengthened and increasingly strategic partnership among academia and industry. This will be required in an environment of increasing budget constraints, which will compel us to more effectively use resources, become more critical of costs and search for innovative, synergistic ways to accomplish our mission.

It is reasonable to expect that the traditional, hierarchical organizational structure will transform into a new, more nimble, flatter organizational model to survive and thrive in “The Age of Turbulence.” Future organizations will need to be flexible and adaptive; sharing the same decision making context, spontaneously collaborating to quickly and easily reconfigure to meet future threats. By transforming our organizational structure and internal work processes into a more protean or versatile form, we will be better positioned to not only address future vulnerabilities and threats, but to also identify and take advantage of potential opportunities which will allow future success.



VISION & OBJECTIVES

VISION:

To Be The Logistics Innovation Leader

OBJECTIVES:

Innovative Solutions...

Demonstrate, assess and transition innovative solutions to address logistics gaps

Exploration & Discovery...

Explore new and emerging technologies to improve logistics responsiveness

Enabling Innovation...

Optimize resources, people and processes to enable logistics innovation

OBJECTIVE 1: INNOVATIVE SOLUTIONS

Demonstrate, assess and transition innovative solutions to address logistics gaps

Strategies:

- **Logistics data visibility, synchronization and interoperability** – Develop the means to monitor and share visibility of the status of the logistics domain, including Soldiers, platforms, and the supply chain.
- **Decision support and knowledge management** – Create net-centric, seamless and fully integrated decision support capabilities that provide the ability to rapidly act on logistics domain knowledge.
- **Logistics process assessment** – Develop actionable recommendations on the cost-benefit impact of implementing process improvements and innovative system-technology enablers in Army logistics operations.
- **Technology transition** – Transition concept-based solutions produced in coordination with stakeholders and successfully demonstrated to prove their value to the logistics enterprise.

Measuring Progress:

- Adaptations of commercial, government or DoD technologies and processes
- Number of business process assessment recommendations executed
- Number of applications and services developed and transitioned

Outcome:

- Compelling, effective and demonstrated executable solutions that address logistics deficiencies.



OBJECTIVE 2: EXPLORATION AND DISCOVERY

Aggressively explore new and emerging technologies to improve logistics responsiveness

Strategies:

- **Conduct operational sensing** – Proactively collect and synthesize qualitative and quantitative logistics information to identify problematic and emerging enterprise logistics issues.
- **Research and evaluate leading-edge science and technologies** – Aggressively research and evaluate innovative technologies, which have the potential to offer significant military advantages in improving logistics products, services, and capabilities across the spectrum of operations for both the operating and generating forces.
- **Research and apply innovative business processes** – Actively apply continuous process improvement, quantitative and cost-benefit analysis techniques to identify and assess process changes and system-technology enablers within the context of the end-to-end logistics processes they support.
- **Conduct high quality demonstrations** – Demonstrate new and emerging technological advancements and capabilities that may bring about fundamental improvements to logistics processes.

Measuring Progress:

- Number of new technology or process applications identified
- Number of analytical requests supported
- Number, scope, and ROI of demonstrations
- Number of issues identified using sensing services

Outcome:

- Identification, demonstration, assessment and transition of technologies and processes that have potential for logistics application.

OBJECTIVE 3: ENABLING INNOVATION

Optimize resources, people and processes to enable logistics innovation

Strategies:

- **Financial Ingenuity** – Refine internal programming, planning and budget executing processes to more efficiently provide financial resource requirements. Develop a diverse and robust funding portfolio to more effectively resource the Agency's innovation mission in an ever-changing and constrained resource environment.
 - **Streamlined budget planning and execution processes** – Refine internal programming, planning and budget execution processes to more efficiently and promptly respond to and provide for the Agency's financial resource requirements.
 - **Diversified funding strategy** – Develop a diversified and robust funding portfolio to more effectively resource the Agency's innovation mission in an ever-changing and constrained resource environment.



- **Internal Processes**
 - **Optimize the Portfolio Management Process** – Proactively manage a project portfolio based on a documented, repeatable, and measurable process that maximizes the benefit to the Soldier with limited available manpower and funding.
 - **Enhance analytical capacity and capabilities** – Create a unique and sustainable analytical capability via workforce training and talent acquisition while leveraging state-of-the-art technologies such as business intelligence, data mining, decision support, and analysis tools.
 - **Enhance information and knowledge management** – Leverage high-tech commercial sector advances in information discovery, knowledge utilization, visualization and collaboration to ensure the availability and quality of needed information to enhance insight and innovation.
 - **Maintain effective and efficient business processes** – Fully leverage opportunities to adopt enterprise best business practices that complement DOD and Army initiatives and further enhance the Agency’s ability to perform its mission.
- **Learning and Growth**
 - **Attract and develop a high quality workforce** – Improve internal recruitment processes by implementing a comprehensive strategic workforce development program to optimize the Agency’s human capital.
 - **Foster a culture of innovation and creativity** – Create a culture that nurtures innovation and responds to dynamic warfighting needs on a sustained basis.
 - **Provide education and training opportunities** – Actively market and implement a strategic workforce development program to include academic opportunities, and continuously adjust the program to ensure relevancy to the workforce and the Agency’s mission.
 - **Develop project management and action officer skills** – Develop a highly proficient cadre of professionals that can lead logistics innovation projects in a technically dynamic and functionally complex environment.
- **Continual Outreach**
 - **Execute effective strategic communications** – Employ a holistic approach to clearly articulate the relevance and value of LIA’s projects in the context of their benefit to the individual Soldier, current Army and Joint operations and future initiatives.
 - **Build, maintain and leverage strategic partners** – Conduct continuous collaboration and outreach with academia, industry and strategic partners in all technology focus areas to capitalize on promising technologies, processes and products.

Measuring Progress:

- Business development opportunities identified
- Number of initiatives undertaken to improve internal processes
- Number of employees completing at least 80 hours of training per year
- Number of information exchanges, to include conferences, published articles, and information briefings with other organizations

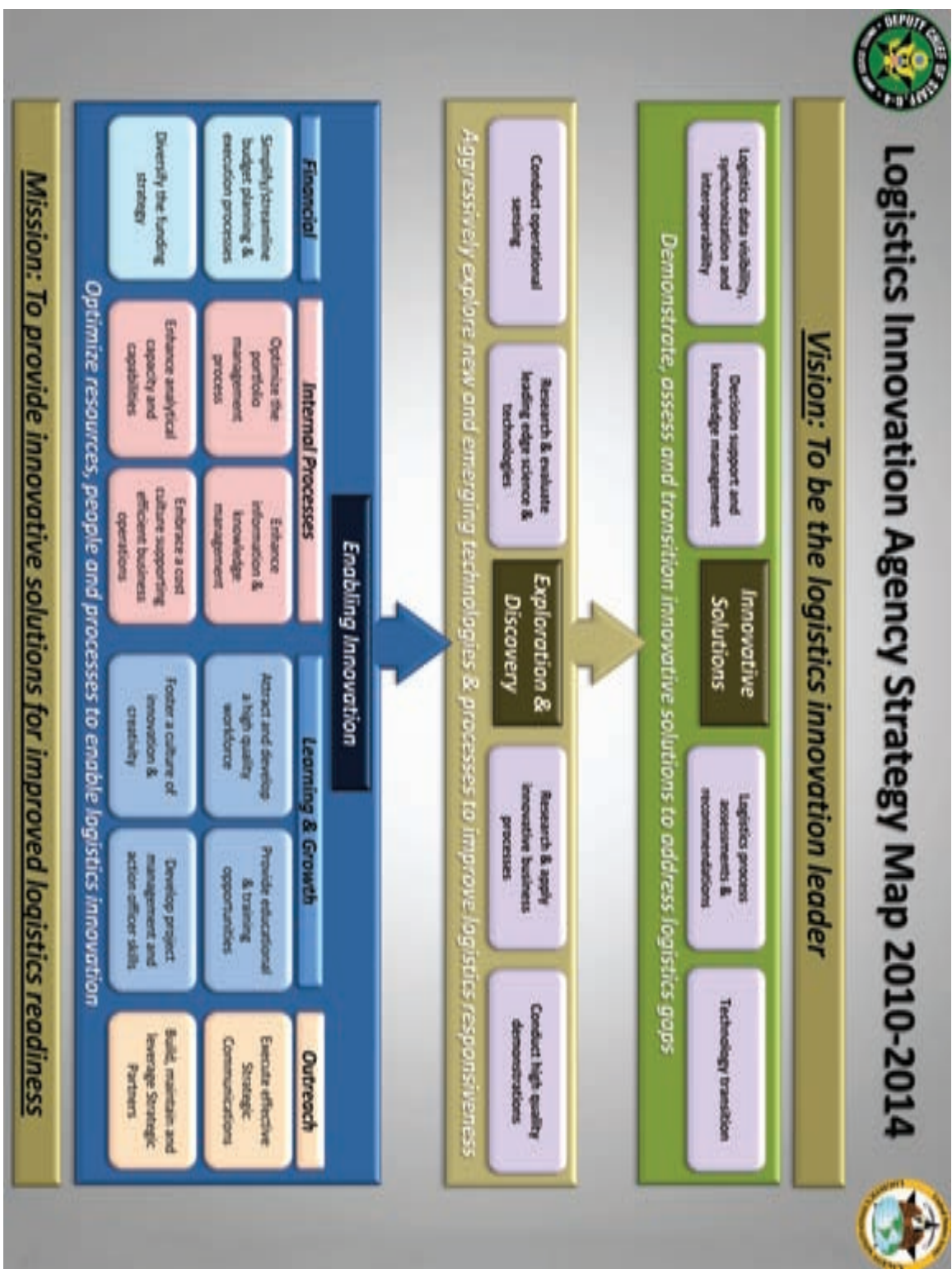
Outcome:

Engaged employees who actively advance our innovation mission in an environment which provides continuous learning and the best organization support.

For additional information, please submit an email to LIA: LOIA-ZXI.NCLT@conus.army.mil



APPENDIX A: STRATEGY MAP





EXTERNAL		INTERNAL	
Innovative Solutions:		Enabling Innovation:	
Demonstrate, assess and transition innovative solutions to address logistics gaps.		Optimize resources, people and processes to enable logistics innovation.	
Logistics data visibility, synchronization & interoperability	Develop the means to monitor and share visibility of the status of the logistics domain, including Soldiers, platforms, and the supply chain.	Financial	Simplify/broaden budget planning & execution processes
Decision support and knowledge management	Create net-centric, seamless and fully integrated decision support capabilities that provide the ability to rapidly act on logistics domain knowledge.	Diversify the funding strategy	Refine internal programming, planning and budget execution processes to more efficiently and promptly respond to and provide for Agency financial resource requirements.
Logistics process assessments & recommendations	Develop actionable recommendations on the cost/benefit impact of implementing process improvements, innovative technology enablers in Army logistics operations, and key tasks, concepts and ideas related to the development and adaptation of future Army and joint logistics capabilities.	Optimize the Portfolio Management Process	Develop a diversified and robust funding portfolio to more effectively resource the Agency innovation mission in an ever-changing and constrained resource environment.
Technology transition	Transition concept-based solutions produced in coordination with stakeholders and successfully demonstrated to prove their value to the logistics enterprise.	Enhance analytical capacity and capabilities	Proactively manage a project portfolio based on a documented, repeatable, and measurable process that maximizes the benefit to the Soldier with limited available manpower and funding.
Exploration & Discovery:		Internal Processes	
Aggressively explore new & emerging technologies to improve logistics responsiveness		Enhance Information & Knowledge Management	Leverage high-tech commercial sector advances in information discovery, knowledge utilization, visualization and collaboration to ensure the availability and quality of needed information to enhance insight and innovation.
Conduct operational sensing	Proactively collect and synthesize qualitative & quantitative logistics information to identify problematic and emerging enterprise logistics issues.	Embrace a cost culture supporting efficient business operations	Fully leverage opportunities to adopt a cost culture and enterprise best business practices that complement DOD and Army initiatives and further enhance the Agency ability to perform its mission.
Research & evaluate leading edge science & technologies	Aggressively research and evaluate leading-edge technologies which have the potential to offer significant military advantages in improving logistics products, services, and capabilities across the spectrum of operations for both the operating and generating forces.	Attract and develop a high quality workforce	Improve internal recruitment processes and build/implement a comprehensive strategic workforce development program to optimize Agency human capital.
Research & apply innovative business processes	Actively apply continuous process improvement, quantitative, and cost/benefit analysis techniques to identify and assess process changes and system/technology enablers within the context of the end to end logistics processes they support.	Foster a culture of innovation & creativity	Create a culture that nurtures innovation and is capable of rapidly responding to dynamic, warfighting needs on a sustained basis.
Conduct high quality demonstrations	Demonstrate new and emerging technological advancements and capabilities that may bring about fundamental improvements to logistics processes.	Provide educational & training opportunities	Actively market and implement an Agency strategic workforce development program to include academic opportunities, and continuously re-evaluated program to ensure relevancy to the workforce and Agency mission.
		Develop project management and action officer skills	Develop a highly proficient cadre of professionals that can lead logistics innovation activities in a technically dynamic and functionally complex environment.
		Execute effective Strategic Communications	Employ a holistic approach to clearly articulate the relevance and value of UJA's projects in the context of their benefit to the individual Soldier, current Army and joint operations and future initiatives.
		Build, sustain and leverage Strategic Partners	Conduct continuous collaboration and outreach with academia, industry and strategic partners in all technology focus area endeavors to capitalize on promising technologies, processes and products.
Outreach		Learnine & Growth	



FOR MORE INFORMATION CONTACT:

UNITED STATES ARMY LOGISTICS INNOVATION AGENCY

5870 21ST STREET

BUILDING 212

FORT BELVOIR, VIRGINIA 22060-5941

LOIA-ZXI.NCLT@CONUS.ARMY.MIL

[HTTPS://LIA.ARMY.MIL](https://lia.army.mil)