



A defense department government agency clarifies its objectives with Decision Integration's expert strategic planning advice.

## Situation

Several years ago, a defense department government agency that provides enterprise-level IT support wanted help in regard to strategic planning and program office augmentation.

"As a program office, you spend an awful lot of time in the now—you're wrestling with that alligator closest to the boat," said the agency's Program Manager (PM). "The whole purpose of strategic planning is to kind of determine the overall vector of the organization and the work that we're trying to accomplish."

The agency sought a contractor who could provide specific support in the realm of strategic planning and help the agency understand its role, opportunities, and ways it could improve.

"That's where Douglas [Brown of Decision Integration] comes in," said the PM.

## Solution

During the first year of its multi-year engagement with the defense department government agency, Decision Integration created a hybrid of different industry and internal assessment frameworks with input from a panel of senior agency experts. In the following two years, Decision Integration and the agency built a custom maturity model and began to pursue that model's strategic initiatives. The culminating event was the agency's development of a strategic business plan. This strategic analysis not only helped the agency identify its client base, but the agency can also now more easily describe, measure, and improve the services it provides.

## Product Lines and Value Streams



Decision Integration performed value stream mapping with the defense department government agency and studied, end-to-end, how the agency produces value. According to the PM, the value stream mapping resulted in two key outcomes.





“One, it really helped us understand the end-to-end activities necessary to provide products to our customers,” said the PM. “Two, it surprisingly aided in determining how to assess ‘the customers of our customer’ and showing how that much larger scope is impacted by our product development efforts. As a result, we have found new ways to interact with our primary customer to improve the quality and speed of delivery.”

Through it all, Decision Integration provided the agency with support and in-depth analysis. This helped the agency reorient how, and to whom, it was delivering value and clarify internal beliefs about what the agency actually does.

“Douglas is a very good skeptic,” said the PM. “Doug was more interested in getting it right than making me happy with his questions. I couldn't just say, ‘That's not important, let's move on.’ He'd say, ‘That's very interesting, let's explore that why for a little bit.’ Sometimes it was a little uncomfortable, but I think being able to unequivocally state why we believe what we believe made the process better. As a skeptic, Doug sorted through a lot of that with me. It kind of helped us understand who we really were, the essence of what the organization was about, and our customer base.”

## Results



**Clear, focused**  
business objectives  
and goals



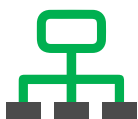
**Expert** strategic  
planning advice  
and analysis



**Customer service**  
improvements by  
10% to 15%



**Data collection** and  
writing support for  
strategic business plan



**Provision of linkage**  
to lower-unit value  
streams



**Better understanding**  
of downstream customer  
needs and expectations

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It's hard to find partners that are willing to remain honest and focused on the tasks that we originally started. There are plenty of companies out there that would love to upsell or that would accept ‘good enough’ for an answer, but it's that continual drive for excellence and for getting to the real answer—the core-of-the-problem type answer—that really sets Douglas Brown of Decision Integration apart.

*Program Manager*

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