



# Customer Stories

*“Decision Lens is helping us make smarter decisions by improving our ability to prioritize across a wide range of marketing programs. Its streamlined process allows us to evaluate many key factors and focus on areas that we believe will deliver the most value.”*

Vice President of Marketing, EBAY MARKETPLACES

# Commercial Clients



*"Applying Decision Lens's innovative process for decision making enabled our Technical Evaluation Committees (TEC) to focus on key business and technical drivers in evaluating vendor proposals. The committees were able to quickly and effectively discern major strengths and weaknesses in vendor proposals and consistently apply their logic in selecting the best vendor."*

SENIOR DIRECTOR,  
On Board Systems

## Amtrak

### *Capital Planning, Product Design and Vendor Selection*

Amtrak uses Decision Lens to drive their capital planning decision making process across the organization. Decision Lens enables Amtrak to clearly prioritize business objectives, assess the value of existing capital assets against their business priorities, and allocate funds to the highest value investments.

Additionally, Amtrak is using Decision Lens to improve the experience for Amtrak riders. Called the "Point of Service" system, Amtrak used Decision Lens to define their Point of Service priorities, and then to select a new software/hardware platform that best aligns with their priorities in order to fundamentally redesign the way that they offer services to customers on board the trains.

In the area of vendor selection, Amtrak's On Board Systems Group is performing a "Best Value" source selection for the Amtrak Train Data Communications System. Amtrak is using Decision Lens software to select vendors to implement a series of strategic initiatives to improve customer service and operational efficiencies across the National Railroad Passenger System. The Train Data Communications system will provide a key capabilities to improve service quality by minimizing delays, improve system operations capabilities by enabling communications with trains on a more consistent and reliable basis, and reduce wasted operating expense by taking advantage of proactive fuel conservation compliance capabilities and limiting correctable line-of road engine failures.



## Clorox

### *Strategic Planning, Budgeting and Resource Allocation*

Clorox is using Decision Lens to prioritize major corporate strategic imperatives and allocate resources to the highest value activities in support of business objectives. Decision Lens is being used for both corporate strategy alignment among executives and resource allocation decision making.



## Corporate Executive Board (CEB)

### *Corporate Strategy Board, Division Finance Forum, CFO Executive Board, Procurement Strategy Counsel, Real Estate Executive Board and Government Finance Roundtable*

CEB has expanded its partnership with Decision Lens to offer the powerful collaboration, prioritization and resource allocation capabilities to 6 practice areas totaling thousands of member organizations. Decision Lens has been selected as a best practice by the Corporate Executive Board for strategic, financial, procurement, and business planning decisions. Decision Lens is used to assist CEB members in applying frameworks to improve organizational decision making processes and results. CEB members are able to incorporate all key factors and input from decision makers across an organization for applications such as prioritizing growth investments, selecting new vendors, and planning strategic initiatives.



## eBay

### *Marketing Planning and Budget Allocation*

eBay is a global online marketplace. US eBay Marketplaces, with net revenues totaling \$1.5 billion, uses Decision Lens to define their strategic objectives and allocate funding to all marketing programs. eBay uses Decision Lens to determine market potential, evaluate target audiences, and select those marketing initiatives that provide the best performance for the organization. eBay Marketplaces has been able to determine which initiatives best meet the goals of eBay Auctions and eBay Motors, and is recognized by senior management as a strategic asset.



## Education Management Corporation (EDMC)

### *Business Planning*

EDMC, one of the largest providers of post-secondary education in North America, is the parent company for The Art Institutes, Browne Mackie College, Argosy University, and South University. EDMC is using Decision Lens to determine the best initiatives to support continued business growth and profitability.



## Johnson & Johnson, LifeScan

### *Strategic and Operations Planning*

LifeScan, Inc., a Johnson & Johnson company and the leading maker of blood glucose monitoring products for people with diabetes, uses Decision Lens to streamline their strategic and business planning, resource allocation and budgeting. This enhances the mission of LifeScan, Inc., which is to improve the quality of life for people with diabetes. Decision Lens has worked with LifeScan to develop a customized plan to make strategic business decisions and allocate resources and funds in a more succinct and efficient manner. This solution allowed LifeScan to make crucial trade-offs, using the intelligence of its key decision makers, and to allocate available financial resources to make sound strategic business decisions.



## Johnson & Johnson, McNeil Nutritionals

### *Business Planning and Global Investment Selection*

McNeil Nutritionals, makers of popular brands such as Splenda and Lactaid, is using Decision Lens to decide which investments in key new technologies and brands best meet the company's strategic goals as set forth by their global management board. McNeil Nutritionals is using Decision Lens to prioritize and optimize their global investment alternatives across the entire company, including international regions and multiple brand groups. Additionally, McNeil Nutritionals is using the outputs from Decision Lens as part of their portfolio management and production scheduling efforts.

*"People really don't understand how their investments affect the future. Decision Lens puts it all in one place. This is a much-needed tool in corporate America."*

CFO, McNeil Nutritionals



## National Football League (NFL)

### *Player Selection and Business Planning*

NFL teams are using Decision Lens for player selection and business planning. With the ability to combine tangible factors such as physical capabilities and play statistics with intangible factors such as leadership, fit with the team and others, they have significantly advanced their scouting process and capabilities, focusing on those player candidates that will deliver the most capability to the team. Additionally, the corporate office uses Decision Lens for applications in business planning and marketing.



## National Grid

### *Vendor Selection*

National Grid, an international energy delivery company with over 3 million electrical power customers in the U.S., uses Decision Lens proven technology and process to guide investments in new power transmission and delivery systems. Decision Lens “acquisition planning” framework combines the needs of multiple stakeholders into one comprehensive evaluation model with criteria, and using the judgments of the team, prioritizes the importance of each objective in selecting the vendor. Those priorities are used to evaluate the vendors, with specific comments provisioned as relative “strengths” or “weaknesses” of each vendor against each criterion. The final result was a quantified “best value” score among the vendors, with “what-if” analyses that were performed to ensure the team had made the right decision.



## Petrobras

### *R&D Project Prioritization*

Petrobras is the largest energy company in Brazil. The CENPES division of Petrobras is responsible for R&D investments, and is renowned worldwide for developing the expertise to execute deep-water oil extraction. CENPES has selected Decision Lens to drive their R&D project prioritization and investments, enabling them to select those projects that align best to Petrobras’ strategic priorities, and evaluating which R&D investments deliver the “best value” based on a variety of factors.



## Spirit AeroSystems

### *Engineering Trade Studies and R&D Project Prioritization*

Spirit AeroSystems is the world’s largest first-tier aero-structures manufacturer. The company builds several important pieces of Boeing aircraft, including the fuselage of the 737, portions of the 787 fuselage, and the cockpit of nearly all of its airliners. Effective systems engineering systematically builds decisions upon a solid foundation of knowledge of project goals, objectives and relevant information. Spirit AeroSystems uses Decision Lens to develop their next-generation products.



## Walgreens

### *IT Portfolio Prioritization*

Walgreens uses Decision Lens to prioritize all IT projects and allocate resources to those technology activities that have the highest value to the Rx (Pharmacy) organization. As Walgreens continues to grow and innovate, it is critical to have a rigorous approach towards the direction and spending of IT investment dollars across the organization.

# Government Clients



*"At the end of the day, we got a credible result that was more analytically sound in less than half the time."*

COMPTROLLER, Joint Staff

## Department of Defense, Joint Staff (JS)

### *Budget Allocation, Capabilities Planning, IT Selection, and Source Selection*

The JS uses Decision Lens for decision processes across and within the staff components. The Comptroller is using the Decision Lens solution to prioritize initiatives and allocate available funding for those projects deemed to provide the most value to the organization. This provides the Comptroller with an explicit and rational process for budget decisions that build consensus among representatives from each of the Joint Staff offices. Additionally, various staff sections are using Decision Lens internally for budget allocation. The Force Structure, Resources, and Assessment Directorate, J-8, is using the solution for capabilities-based planning in order to prioritize military capabilities and capability gaps within the various DoD commands. The Office of the CIO is utilizing the solution for target architecture, portfolio management, and procurement related decision-making. The Logistics Directorate, J-4, is using the Decision Lens Suite to prioritize key tasks and allocate human capital resources to those areas that the solution has helped identify as the most critical.



*"This new process ensures projects of the highest relative merit are consistently programmed, budgeted, and executed first."*

NAVY SURGEON GENERAL

## Department of Defense, Military Health System (MHS) – TriCare

### *Facility Planning and Budget Allocation*

MHS is using the Decision Lens solution to prioritize all major facilities renovations for global military healthcare. Due to changing mission requirements and ongoing Base Reduction and Closing (BRAC) initiatives, MHS found that making facility decisions was complex and difficult. MHS was also looking for a more consistent and reliable long term planning solution. Through periodic decision making sessions, MHS is using the Decision Lens solution to allocate over \$1B to renovation projects.



## Department of Education

### *Procurement*

The Department of Education's Office of Federal Student Aid (FSA) uses Decision Lens to support improvements within their acquisition function. FSA provides financial assistance to eligible students continuing their education into post-secondary school. With Decision Lens' repeatable and consistent processes, FSA continues to improve the quality of their procurement decisions for purchases that support the administration of US government funded student loans.



## Intelligence Community, 6 Major Intelligence Agencies

### *Capital Planning, IT Portfolio Prioritization, Business Planning and Analysis*

Six of the nation's top intelligence agencies are employing Decision Lens' innovative decision-making software to guide their planning capabilities. These intelligence agencies use Decision Lens to enhance their mission of protecting America's freedom from our world's greatest threats. Using the Decision Lens software platform, the intelligence community carries out activities necessary for the conduct of foreign relations and the protection of United States national security in a rigorous, disciplined, and accountable manner.



*“Decision Lens provides us with an innovative, streamlined approach that takes advantage of our managers’ diverse knowledge of our needs and provides a platform for them to participate in a meaningful way.”*

HENRY KAY, MTA Deputy Administrator  
for Planning and Engineering

## Maryland Transit Administration (MTA)

### *Capital Planning Program for All MTA Projects*

The Maryland Transit Administration has selected Decision Lens as the platform to run their capital planning process through 2014. Decision Lens is being used to define transit administrative objectives across all of their modes of transportation, including MARC trains, Metro, Light Rail, Busing, Mobility, Police Operations and others. Capital Programs are evaluated against the objectives, and resources optimized for the greatest return to the MTA customers. Over \$2.6B is allocated to MTA programs with Decision Lens.



## National Aeronautics and Space Administration (NASA) – Office of Space Communications

### *Equipment Selection and Trade Study*

NASA is using Decision Lens to perform a trade study decision to select a new antenna system to use to communicate with future space missions. Due to the complexity of the new missions and the distance involved, the trade study is being used to select among several options for upgrading or replacing current antenna systems to meet emerging mission requirements.



## National Archives and Records Administration (NARA)

### *Vendor Selection and Procurement*

Decision Lens is being used to improve their vendor selection and acquisition process. This support will assist and enhance the NARA mission of safeguarding and preserving the records of our Government and making those documents widely accessible to the public. The software is helping NARA to assess proposals and to automate the consolidation of the data at the end of the evaluation. The software then presents data in a clear and concise format that allows NARA decision makers to select the best value support for the agency.



## National Geospatial Intelligence Agency (NGA)

### *Budget Allocation, IT, Human Resources and Intelligence Analysis*

NGA is utilizing Decision Lens for multiple decision processes throughout the organization. They have used Decision Lens to prioritize staffing requests and determine human capital focus areas. The solution has also enabled NGA to focus operational geospatial intelligence efforts and assess confidence levels in analysis assessments. Executives at the highest levels of the agency used the software to generate high level strategic guidance for resource allocation. In an environment of changing mission requirements and ongoing funding cuts, the organization is instantiating a rigorous methodology to compare budget requirements and allocate resources in the most effective manner with Decision Lens.



## National Institutes of Health (NIH), National Cancer Institute

### *R&D Prioritization*

The National Institutes of Health National Cancer Institute (NCI) uses Decision Lens to identify specific cancer vaccine target antigens for accelerated research. Using Decision Lens software, NCI developed a list of “ideal” cancer antigen criteria/ characteristics and evaluated numerous representative antigens against those criteria for potential accelerated funding. Decision Lens enabled NCI to capture input from academia, industry and government in an un-biased and structured way, enabling NCI to devote critical resources towards the research that is most likely to succeed.



## Nuclear Regulatory Commission (NRC)

### *Business Process and IT Planning*

The NRC is using Decision Lens for business process and IT planning. They prioritized all of their IT work efforts within a \$100M+ portfolio to determine where to focus resources in order to gain maximum value to their organization. NRC’s challenge to date has been difficulty with prioritizing so many competing requirements for IT work efforts as well as getting their 35+ members decision-making group to achieve consensus. Decision Lens not only helped allocate NRC’s IT resources, but also reduced the amount of decision time from about 15-20 meetings down to just a few.



## Office of Secretary of Defense, Joint Improvised Explosive Device Defeat Organization (JIEDDO)

### *Weapons and Technology Selection*

JIEDDO uses Decision Lens to drive their prioritization of investments that will counter the weapon of choice for insurgents and terrorists, the improvised explosive device (IED). JIEDDO utilizes Decision Lens within and across their three mission areas (disrupting the IED network, defeat the IED devices, and train the force on counter-IED measures) to select which solutions can be quickly deployed to save lives as well as protect the long-term strategic interests of the United States and our allies.



## Pennsylvania Department of Transportation (PennDOT)

### *Capital Planning and Asset Management*

PennDOT uses Decision Lens for all capital planning and asset management decisions across the state of Pennsylvania including interstates, bridges, and IT investments among others. PennDOT’s use of Decision Lens ensures that the limited budgets available are directed to the highest value projects, enabling them to focus on those that will have the most impact in the shortest time-frames. Additionally, PennDOT currently serves as the head of the American Association of State Highway and Transportation Officials, and in this capacity serves as a leader and role model to state DOT’s across the country, bringing them best practice processes and new capabilities to transform the transportation organization for the twenty first century.



## US Army Special Operations Command (USASOC)

### *Strategic Planning and Budget Allocation*

USASOC commands both active-duty and Army Reserve special operations forces. They use Decision Lens for budgeting, planning and operations activities. These activities are to be completed through interaction and feedback within and between groups of decision makers that are spread in multiple headquarters throughout the Continental United States (CONUS). USASOC will be able to evaluate numerous competing resource alternatives among participants. This will result in the ability to tie resource decisions to actual dollars in multiple major force programs and budget lines.



## United States Department of Agriculture (USDA) Rural Development

### *Strategic Plan Prioritization, IT Portfolio Prioritization and Business Component Prioritization*

USDA Rural Development uses Decision Lens for strategic plan prioritization, IT portfolio prioritization, and enterprise architecture business component prioritization.



## US Navy — Commander Navy Installations Command (CNIC)

### *Facility Planning and Budget Allocation*

The Commander Navy Installations Command (CNIC) has selected Decision Lens as its decision making and budget allocation software application for enterprise alignment of shore installation support for all Navy Installations globally. CNIC is using Decision Lens to prioritize all military construction projects and base of service activities to align investments and budget requests to strategic priorities and capabilities in support of all Navy operations. This is a \$7B decision and resource allocation effort.



## US Navy N6 — SPAWAR — NETWARCOM — PEO C4I (“The NNFE”)

### *IT Capital Planning and Portfolio Management*

The United States Navy’s NETWAR FORCEnet Enterprise (NNFE), which is primarily comprised of OPNAV N6, SPAWAR, NETWARCOM, and PEO C4I, has selected Decision Lens to enhance their IT capital planning and portfolio management efforts. The NNFE collectively develops collaborative processes and metrics across the Enterprise to align functional commands, improve readiness, and make better decisions regarding how to apply critical financial and manpower resources. To date, the NNFE has used Decision Lens with their senior military and civilian leadership to establish their investment evaluation model and prioritize over 100 IT programs worth billions of dollars from across this enterprise. The NNFE also used Decision Lens to conduct cost-benefit analysis to support budget decisions. Decision Lens, in combination with other capabilities, will continue to be a key factor within the NNFE for their investment and other related decision-making processes.

## US Navy N8 – Deputy Chief of Naval Operations for Integration of Capabilities and Resources

### *Planning and Budget Allocation*

Navy N8 applies Decision Lens to planning and prioritization for the allocation of resources to warfare programs. They are integrating Decision Lens results into the Program Budget Information System (PBIS) and the Program Management Decision Support System (PMDSS) which captures capability-related data. Decision Lens will be used to determine “puts” and “takes” in terms of Navy capabilities versus resources.



## Washington Metropolitan Area Transit Authority (WMATA)

### *Capital Planning*

WMATA faces the challenge of having limited resources to address the hundreds of capital project requests each year. This solution allows WMATA to make crucial trade-offs, using the intelligence of its decision makers, and to allocate the available financial resources to yield the greatest return to its customers across Washington DC, Maryland, and Virginia.

WMATA capital projects include bus and rail vehicle purchases, rail stations and transit centers, maintenance facilities, technology infrastructure, planning studies and other enhancements to improve service quality, working conditions, and the customer experience.

*“At the end of the day, we got a credible result that was more analytically sound in less than half the time.”*

Comptroller, JOINT STAFF



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