



# 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



*“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



# Commercial Clients



*"Applying Decision Lens' 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 across the organization. Decision Lens enables Amtrak to prioritize business objectives, assess the value of existing capital assets against their business priorities, and allocate funds to the highest value investments.

Amtrak is also 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.

Amtrak is performing a "Best Value" source selection for their Train Data Communications System. The vendors will 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 key capabilities to improve service quality by minimizing delays, by enabling communications with trains on a more consistent and reliable basis.



## Boeing

### *Prioritization and Business Planning*

Boeing, the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined is using Decision Lens for prioritization and business planning. Boeing designs and manufactures rotorcraft, electronic and defense systems, missiles, satellites, and communication systems. With Decision Lens, Boeing can continue to efficiently and effectively expand the product lines and services that deliver the greatest value to its customers.



## Career Education Corporation (CEC)

### *Site Selection, Prioritization, and Vendor Selection*

Career Education Corporation (CEC) offers high-quality education to a diverse student population across the world in a variety of career-oriented disciplines. CEC is an industry leader whose brands are recognized globally. Those brands include, among others, Brooks Institute; INSEEC Schools and Le Cordon Bleu North America. With Decision Lens, CEC is able to prioritize site and vendor selection decisions, to deliver the greatest value to their clients.



## Corporate Executive Board (CEB)

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

Decision Lens has been selected as a best practice by the Corporate Executive Board for strategic, financial, procurement, and business planning decisions. CEB members are applying Decision Lens frameworks to improve organizational decision making 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, used Decision Lens to define their strategic objectives and allocate funding to all marketing programs. eBay used 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.



## freecreditreport.com

### *IT Prioritization of Marketing Portfolio*

Freecreditreport.com (FCR), a Web site owned by ConsumerInfo.com, Inc., an Experian™ company, provides consumers with instant access to their individual credit report and score, giving them the opportunity to assess their financial situation in an easy-to-read format. FCR uses Decision Lens to identify the mix of resources to apply against the company's consumer product portfolio, and to support the prioritization of IT requests related to marketing analysis. FCR's Evaluation and Prioritization Teams are using Decision Lens to set strategic criteria to evaluate and prioritize existing and new product enhancements on a monthly basis.



## GlaxoSmithKline R&D IT

### *Prioritization & Resource Allocation*

GlaxoSmithKline's (GSK) R&D IT organization is using Decision Lens for a number of challenging prioritization and resource allocation decisions including best value sourcing. With Decision Lens, GSK is able to conduct trade off analysis as well as prioritize multiple criteria to select the partners that are most closely aligned with their corporate goals and strategies.

## Honeywell

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### *Vendor & Technology Evaluation*

Honeywell Technology Solutions Incorporated (HTSI) has provided space operations services to NASA and other government agencies for more than 50 years. They use Decision Lens for enterprise resource allocation and planning, to facilitate evaluation of vendors and technology trade studies. HTSI will be able to maintain its impeccably high level of service, selecting the combination of vendors and technologies that best suits the needs of its clients, in the area of space systems.



## Horizon Power

### *Capital Investments*

Based in Australia, Horizon Power is using Decision Lens for a variety of decisions related to their "Green strategy." Horizon recognizes that they need to look at capital investment decisions from many different angles and take a variety of criteria into account. The majority of their criteria revolve around the environment and Horizon's efforts to function as a "Green organization." Decision Lens is helping Horizon balance the need to be safe, profitable, and environmentally friendly.



## 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.



## Kraft

### *Portfolio Prioritization*

Decision Lens is assisting Kraft with their Gum and Candy portfolio decisions. Kraft/Cadbury is resource constrained and must prioritize a large set of potential Gum and Candy technology investments. Most of these investments are multi-year in nature, are difficult to quantify, and involve a diverse group of stakeholders (Finance, Technology, Product, etc) from across the organization. With Decision Lens, Kraft will establish a more efficient and effective decision making process through increased structure, transparency, and collaboration.



## Lockheed Martin

### *Prioritization and Vendor Selection*

Lockheed Martin employs Decision Lens to prioritize projects and evaluate vendors in their Aeronautics division. Specific products include tactical aircrafts, airlift and aeronautical research and development lines of business. Lockheed Martin is principally engaged in the research, design, development, manufacture integration and sustainment of advanced technology systems, products and services.



## Major League Baseball (MLB)

### *Player Selection and Business Planning*

Major League Baseball teams have a diverse pool of candidates, from high school through college, to evaluate during the draft process. MLB teams now have the ability to combine quantitative statistics with qualitative factors, such as teachability and attitude, by using Decision Lens. This approach brings transparency and repeatability to the player selection methods.



## 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, IT Project Selection*

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. Additionally, Petrobras' Downstream IT division uses Decision Lens to ensure they select the highest value IT projects to invest in.



## Pfizer

### *Portfolio Prioritization*

Pfizer is utilizing Decision Lens to drive their Process Excellence portfolio decision making process. Like many organizations, Pfizer's Process Excellence team must prioritize limited resources to meet the demands of the business. Decision Lens provides a collaborative, transparent, and structured mechanism for prioritizing and allocating their team's resources. The ultimate goal of the Process Excellence organization is to make sure they are well aligned with Pfizer's overarching corporate strategy and are continuously supporting the business as effectively and efficiently as possible.



## Rockwell Collins

### *Prioritization*

For over 70 years, Rockwell Collins has been recognized as a leader in the design, production, and support of communication and aviation electronics for customers worldwide. Rockwell Collins is a global company that operates from more than 60 locations in 27 countries. Rockwell Collins will apply Decision Lens to project and design prioritizations to maximize the return for its clients and stakeholders.



## Siemens

### *Strategic Planning and Project Prioritization*

Siemens AG uses Decision Lens to assess the infrastructure needs of international metropolitan areas to drive the company's development of technology solutions derived from those assessments. With Decision Lens, Siemens AG continues to provide the best solutions to improve sustainability and mobility to existing and future physical and telecommunications infrastructure investments.



## 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.



## Suzano

### *Project Prioritization*

Based in Brazil, Suzano Group operates globally in roughly 80 countries. They use Decision Lens to facilitate and guide their innovation process focusing on the development and implementation of current and future projects. They will be able to effectively manage all ventures in their Paper and Pulp section, one of the largest in Latin America. In 2009, Suzano was the winner of the Award of National Quality which is the Brazilian equivalent of the Malcolm Baldrige Award.



## Walgreens Specialty Pharmacy

### *Resource Allocation and 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.



## Wells Dairy

### *Business Planning and Prioritization*

Wells Dairy applies Decision Lens to their business planning efforts surrounding their Blue Bunny brand. Prioritizing initiatives allows Wells Dairy to stay ahead of the competition and adapt quickly as technologies are advancing in the industry.

# Government Clients



## Defense Logistics Agency (DLA)

### *Resource Allocation and Trade Studies*

Defense Logistics Agency (DLA), the Department of Defense's largest combat support agency, uses Decision Lens in support of its Performance, Planning, Program and Budget Execution (PPBE) for logistics, readiness and sustainment of America's warfighters. It will enable them to achieve their objectives by facilitating trade-off decisions across various supply chains, energy needs, and DLA's internal business and finance systems. In addition to its PPBE activities, DLA will use Decision Lens to prioritize resource allocation for Stewardship Excellence and Workforce Development, as well as allocation of funds and prioritization of programs for its force structure, resource and assessment directorate (J8).



## 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.

*"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



*"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 \$5B to renovation projects.



## Department of Defense, Operationally Responsive Space (ORS)

### *Vendor & Source Selection*

The Department of Defense (DoD) Office of Operationally Responsive Space (ORS) employs Decision Lens to support selection of vendors and sources for mission-critical equipment. The ORS Office is responsible for integrating joint ORS capabilities and applying ORS resources to the development, acquisition and demonstration of capabilities to meet specific responsive space needs. With Decision Lens, ORS will be able to balance stakeholder needs against vendor capabilities, to ensure that equipment vital to the mission of ORS can be procured cost-effectively through the most capable vendors.



## Department of Defense, United States Central Command (CENTCOM)

### *Resource Allocation and Program Prioritization*

The United States Central Command (CENTCOM) uses Decision Lens to support the allocation of funds and prioritization of programs for its force structure, resource and assessment directorate (J8). CENTCOM, along with national and international partners, promotes cooperation among nations, responds to crises, and deters or defeats state and non-state aggression. With Decision Lens, increased visibility is achieved to support the development and — when necessary — reconstruction to establish the conditions for regional security, stability, and prosperity.



## Department of Homeland Security, Science & Technology (DHS/S&T)

### *R&D and Project Prioritization*

The mission of DHS/S&T is to improve and increase the nation's preparedness for and response to natural and man-made threats through superior situational awareness, emergency response capabilities, and critical infrastructure protection. With Decision Lens' transparent process, DHS/S&T is able to define and pursue the highest value research and development to advance its mission. Research includes improving pre-construction design, materials, construction, operations, maintenance and rehabilitation and ultimately disposal across all of the several critical infrastructures. With a limited budget across a broad and diverse number of projects, prioritization and selection efforts are simplified with the Decision Lens process.



## 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.



## 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 2016. 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.



## Minnesota Department of Transportation (Mn/DOT)

### *Prioritization and Resource Allocation*

Minnesota Department of Transportation (Mn/DOT) is the state's principal agency to develop, implement, administer, consolidate and coordinate state transportation policies, plans and programs for aeronautics, highways, motor carriers, ports, public transit and railroads. With Decision Lens they are able to prioritize and guide investments across various districts that meet the needs of their customer's today and in the future. This new framework aligns with Minnesota's goal of achieving greater transparency into the spending of public funds on their transportation systems.



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

### *Equipment Selection and Trade Study*

NASA used 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 was used to select among several options for upgrading or replacing current antenna systems to meet emerging mission requirements.



## National Defense University (NDU)

### *Strategic Planning and Prioritization*

NDU is the pre-eminent institution for education, research, and outreach in national and international security. Its mission is to prepare military and civilian leaders from the United States and other countries to evaluate national and international security challenges through multi-disciplinary educational and research programs, professional exchanges, and outreach. With Decision Lens NDU leaders will be able to leverage information technology for strategic advantage and make better decisions faster.



## 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.



## 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, and IT Project Selection*

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.



## San Francisco Municipal Transit Agency (SFMTA)

### *Capital Planning*

San Francisco Municipal Transit Agency (SFMTA) uses Decision Lens to drive capital planning decisions. The SFMTA's Muni is one of America's oldest public transit agencies, the largest in the Bay Area and seventh largest system in the United States. It currently carries more than 200 million riders annually. Operating historic streetcars, modern light rail vehicles, diesel buses, alternative fuel vehicles, electric trolley coaches and the world famous cable cars, Muni's fleet is among the most diverse in the world. Through the collaborative prioritization process, SFMTA can ensure that everyone's needs are met to deliver the greatest return to its customers and stakeholders.



## 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.



## United States Navy

*Command Operations Testing and Evaluation Force (COMOPTEVFOR)* uses Decision Lens for product planning and selection to improve ground and air fleets.

*Naval Sea Systems Command Program Executive Office for Integrated Warfare Systems (NAVSEA PEO-IWS)* uses Decision Lens to support long-range planning efforts.

*Naval Sea Systems Command (NAVSEA) Program Executive Office-Littoral and Mine Warfare (PEO-LMW)* uses Decision Lens to manage budgeting and planning decisions for a diverse portfolio of more than 200 products and services.

*The Commander Navy Installations Command (CNIC)* employs Decision Lens to allocate \$7B worth of resources towards their projects.

*Navy N8* uses Decision Lens for prioritizing their warfare programs through their budget and management decision systems.



## 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.

These are an elite group of individuals, companies and organizations that have committed themselves to establishing a structured and collaborative decision making process.



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