

Achieving High Performance Through Process-Centric Collaboration

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The intelligence community still struggles to get the right information to the right person at the right time.

The United States defense community fulfills the tremendous duty of deterring war and defending the country's security. While imminent danger may often seem ubiquitous to those on the front lines, the lack of coordinated intelligence is quickly becoming public enemy number one for intelligence analysts.

Accenture has deep experience in both the defense and the commercial sectors and its professionals work alongside the intelligence community affected by isolated information. Through extensive research and after witnessing these formidable challenges first-hand, Accenture has developed an informed perspective on how intelligence professionals can band together to share information and disseminate crucial intelligence that will help defense agencies to fulfill their high-stakes mission and achieve high performance.

Accenture envisions a future of process-centric collaboration that will bring innovation and cross-agency synergy to the intelligence community.

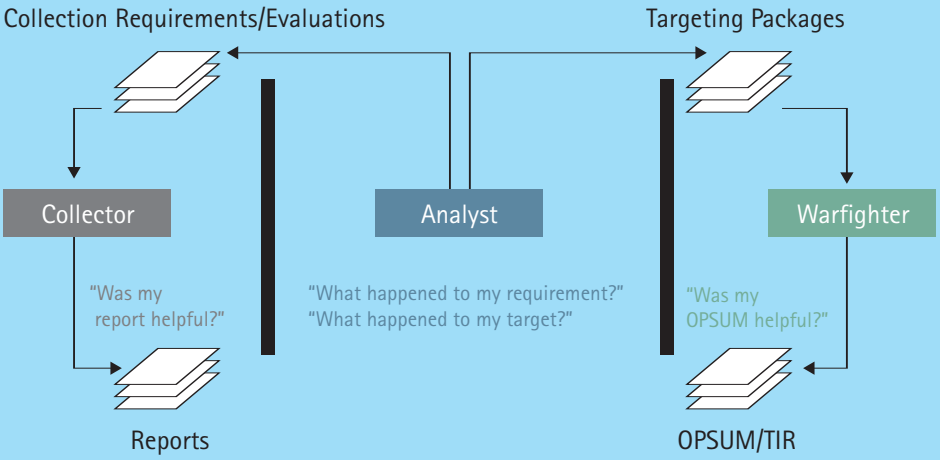
Removing the roadblocks to superior intelligence

The intelligence community faces sizable, but surmountable obstacles. Agency processes are inconsistent and collaboration channels are siloed. Additionally, shrinking resources, diminishing response times and expeditious operational tempos only underscore the considerable need for a distinctive collaboration platform in the defense environment.

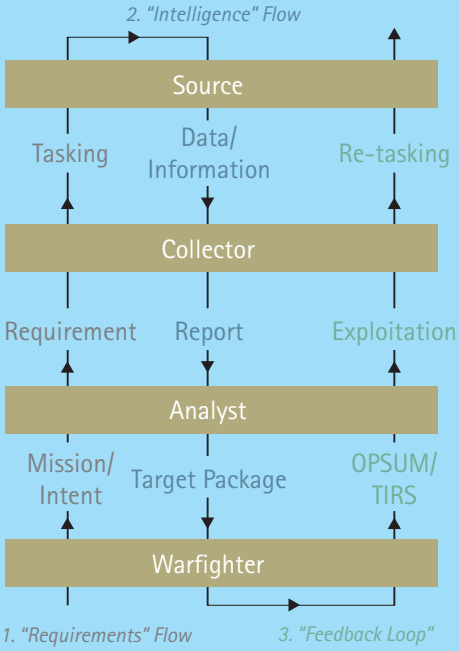
Accenture has an arsenal of tools and technologies in place to collaboratively address the many challenges that the intelligence community faces in its day-to-day operations.

• Consulting • Technology • Outsourcing

Current Collaboration Environment
Example: High Value Individual (HVI) Targeting



Process-Centric Collaboration Platform



The intelligence community can develop a workflow that facilitates clear communication and analytical effectiveness and also yields a critical "feedback loop."

The challenge

The first step in collaboration is to address the following five inefficiencies and build the groundwork for high-performance intelligence gathering.

1. Information isolation
For the typical all-source intelligence analyst, data are disparate and there is no industrial ability to gather, sort and share raw intelligence to formulate compelling analyses. Finding one file or one small, but critical data point is like finding a needle in a haystack when vital information is hidden within the walls of myriad intelligence agencies. Although it is often necessary to protect sources and methods, restricting the dissemination of intelligence poses a threat, as the lifeline of information is cut off from mission commanders and operators who must be readily equipped with new and accurate data to make crucial decisions.

2. Redundancy of effort
It is common for analysts to have identical sets of responsibilities, duplicative tasks and similar proficiencies. Individual high-performer analysts are a tremendous asset to a single agency, but without collaboration, the collective brainpower of these functional experts cannot be leveraged.

3. Diminished accuracy of intelligence
The quality and accuracy of intelligence suffer because the lack of sharing prohibits the crucial exchange of ideas from analyst peers who have unique information derived from agency-specific collection methods. The current workflow structure among intelligence agencies does not facilitate effective communication between collectors and analysts or analysts and operators. Analytical effectiveness is greatly diminished in the absence of this critical "feedback loop."

4. Lack of best practices
Analysts are deprived of best practices that can be built into processes and applications to ensure continuity and the sharing of vital information, and as a result, lessons learned are often lost in the transition of duties.

For example, tracking a suspect would greatly benefit from knowing and directing assets to collect information that has been proven useful in pursuing terrorists in the past, such as hometown and immediate family members. Today's intelligence system and workflow is not supported with a platform that allows such best practices to be industrialized into the application and process.

5. Process inefficiencies
In addition to classic information challenges such as information overload, unstructured text and disparate data, analysts face process challenges that hinder high performance. Lack of standardization, inability to replicate best-of-breed procedures and the absence of process measurement tools put the intelligence community at a disadvantage.

Accenture sees an emerging opportunity for process-centric collaboration. With the help of Accenture's tools, technologies and commercial best practices, intelligence analysts will get the right information to the right people at the right time.

Combining the best of the law enforcement and the intelligence community

Accenture delivers a process-centric collaboration platform that provides an ideal balance between the law enforcement and the intelligence communities' legacy methodologies, leveraging the strengths and curtailing the weaknesses of each.

Law enforcement: case files
Law enforcement relies on case files, (hard copy and/or digitized sets of documents) which promote a streamlined collection process and the inclusion of specific source content. However, case files are organizationally limited due to:

- Inefficient retrieval of information due to excessive unstructured text.
- No ability to drive collection of Essential Elements of Information (EEI) due to lack of structured fields.
- No ability to run automated advanced operational analytics or link/pattern analysis due to lack of structured data.

Intelligence community: database records
On the opposite end of the spectrum, the intelligence community depends on maintaining database records to store information. That approach results in the accumulation of structured data, allowing for analytics, link and pattern analyses as well as the ability to build best practices and conduct field-level searches.

Nevertheless, creating and maintaining database records:

- Is extremely time-intensive, proving the overlying process to be relatively unrealistic in an operational setting.
- Restricts adequate storage of source content, causing inefficiencies in retrieving the original context of the information of interest.



The vision

Collaboration is the best weapon against information breakdown

The intelligence cycle is a "dialogue" between multiple participants, including intelligence, operations and even sources and sensors. As for any team, an effective dialogue requires clear, timely and ongoing communication.

Accenture has found that recent efforts in the intelligence community have focused on delivering collaborative channels such as e-mail, instant messaging, VoIP, desktop VTC and virtual black boarding, as well as file-sharing methods including Sharepoint and document management. Putting into place these collaborative channels is a helpful first step, but only a first step. The value of such efforts will be realized and maximized after analysts begin to properly share information across channels through process-centric collaboration.

Through its work in the defense industry, Accenture has learned that historically collaboration has been a procedure separate from the organization's core mission applications. To achieve true high performance, collaboration must be built into day-to-day processes, applications and procedures. Accenture is not suggesting an alteration of the current collaboration process, but rather an extension that incorporates leading-edge technology to help analysts achieve better outcomes.

Closing the gap through business process orchestration

Now that the promise of business process orchestration is becoming a reality with the emergence of service-oriented architectures (SOA), Accenture has a vision that agencies will achieve high performance through a return to business process reengineering that builds collaboration into daily processes. Supporting these reengineered methods is a best-of-breed, commercial-off-the-shelf (COTS) technology platform.

Right now, there is no method in place to automatically route accurate information to the proper analysts at the correct time. Also, information is restricted to only pieces traveling to analysts in segments, rather than comprehensive packages of intelligence.

Accenture's business process orchestration, enabled by an SOA and through the management of shared work objects, establishes an invaluable design to

The tools for superior intelligence and improved case management

- **Shared work objects** are a shared repository of artifacts that enable analysts to quickly access new and historical information.
- **Business process orchestration** routes information and triggers handoffs to appropriate people.
- **Service-oriented architecture** connects disparate proprietary applications and legacy architectures.

continually monitor associated information for a given problem set and coordinate essential collaboration. All artifacts related to a specific intelligence problem—text reporting, multimedia, map overlays, reference database records—can be organized and integrated into shared work objects where they are readily available and easily retrieved by the intelligence analyst. The days of using a series of file folders on your hard drive to manage this data are over.



Accenture brings commercial best practices to bear for the intelligence community

Accenture is the world's leading system integrator and is committed to delivering solutions that use proven technologies and that make effective collaboration a reality for intelligence analysts. Accenture is partnering with leading vendors in the marketplace to alleviate the inefficient process and collaboration issues that many intelligence analysts presently encounter. By leveraging proven, scalable, industrial strength, Web-based, COTS platforms, the intelligence community can achieve high performance. Leveraging best practices garnered from years in the private and the public sectors, Accenture is developing an original approach to instilling a standardized method throughout the intelligence community—one that encourages effective collaboration. Thus far, this approach has primarily been executed within the areas of customer relationship management (CRM), supply chain management and financial services/ anti-fraud investigative applications.

CRM — Software application vendors are beginning to recognize that there are embedded customer-supplier relationships within the intelligence cycle—e.g. the operator is the "consumer" of an intelligence analyst's analysis and production. Traditional CRM applications are beginning to be adapted into investigative case management solutions.

Supply chain management — Vendors who have produced product lifecycle management (PLM) solutions are beginning to recognize that their solutions can go beyond development of new cell phones, airplanes and automobiles. They can also support production of mission-critical intelligence.

Financial services (anti-fraud) — There are many lessons learned and shared applications between investigating perpetrators of fraud and terrorists, insurgents and criminal suspects.

Accenture is working with emerging COTS vendors to adapt these solutions to deliver process-centric collaboration to the intelligence community.

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Delivering accurate intelligence when and where it matters most

Accenture believes that a process-centric collaboration platform has the potential to transform the intelligence community. Analysts will be readily equipped to deliver more accurate intelligence to commanders, operators and other key decision makers in a fraction of the time. And through vertical and horizontal integration of information and processes, intelligence analysts at all levels will be empowered to support the defense agencies that protect the country during the most tenuous times.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With more than 152,000 people in 49 countries, the company generated net revenues of US$16.65 billion for the fiscal year ended Aug. 31, 2006. Its home page is www.accenture.com.

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