



**Enclosure C3 – Table
5 Industry Performance
Measurements
for Statement of Need
(SoN):
Enterprise Business
Systems-Convergence
(EBS-C) Prototype**



ENTERPRISE BUSINESS SYSTEMS
CONVERGENCE

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Army Contracting Command – Rock
Island (CCRI)
ATTN: Ms. Elizabeth W.
Zaharopoulos, Agreements Officer
Strategic IT & Cyber Directorate,
Branch TFD 3055 Rodman Avenue,
Rock Island, IL 61299-8000

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DEPARTMENT OF ARMY

Statement of Need (Son)
Enterprise Business System – Convergence (EBS-C)

Enclosure C CRD Part 2-3 Table 5 Industry Performance Measurements

High Level Objectives	Outcomes	Operational Indicator	Key Performance Indicator
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Effective Supply Chain Support to Readiness	Customer Wait Times (CWT) Variance
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Effective Supply Chain Support to Readiness	Requisition Wait Times (RWT)
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Effective Supply Chain Support to Readiness	Backorders Linked to Workorders Rate (%)
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Cost of Poor Quality	% of Rework or errors
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Cost of Poor Quality	% required data missing or mismatched
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Reconcile APRs (Accounting Property System of Record) to financial system, Customer Satisfaction Achievement	% of Found On Post industry equivalent
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Cost of Poor Quality	hours required to perform goods receipt
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	Full-Mission Capable Rate - Manned Aircraft
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	Full-Mission Capable Rate - Ground
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	% Not Mission Capable due to Maintenance (NMCM)
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	% Not Mission Capable due to Supply (NMCS)
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	Backorders Linked to Work Orders Rate
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	Total Non-Mission Capable - Supply (NMCS) Backorders
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	Materiel Readiness (Mission Capable Rates)	Total Backorders as a % of Demand
HLO 1: Improve Readiness	Improved rapid identification and resolution of readiness friction points	OIB Support to Readiness	Repair Cycle Time
HLO 2: Improve ROI and TCO	Increased ROI	Automation Efficiencies	Number or previously manual processes converted to automated
HLO 2: Improve ROI and TCO	Increased ROI	Automation Efficiencies	Number of automation opportunities identified
HLO 2: Improve ROI and TCO	Increased ROI	Return on Investment	Benefit Cost Ratio
HLO 2: Improve ROI and TCO	Increased ROI	Return on Investment	Return on Investment Ratio
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Total IT Spending	Capital Spend
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Total IT Spending	Operational Spend
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	External Services (Traditional Outsourcing)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	External Services (PaaS/Other Public Cloud)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	External Services (IaaS)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	External Services (Transport)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	Personnel (Contractor)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	Personnel (Employee)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	Software (SaaS)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	Software (On-Premise)
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy IT Resource (Asset) Spending	Hardware
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Total IT Spending	Legacy Total IT Spending
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Compliance
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Compute
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Storage
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Data
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Maintenance
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost of Support
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	Annual Handled Contacts per IT Service Desk FTE
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	Hardware
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	Software
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	Personnel
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	External Services
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	IT Service Desk Spending as a Percent of Total IT Spending
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Annual IT Service Desk Cost	Annual IT Service Desk Cost per Agent Handled Contact
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Cost per Invoice
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Ratio FM Systems Spend to Total IT Spend
HLO 2: Improve ROI and TCO	Reduced TCO	Legacy Platform Costs	Ratio Spend from Procurement to [Operating Expenses]
HLO 2: Improve ROI and TCO	Reduced TCO	Financial Benefit of Business Efficiencies	Inventory Costs
HLO 2: Improve ROI and TCO	Reduced TCO	Financial Benefit of Business Efficiencies	Accounting & Administrative Costs
HLO 2: Improve ROI and TCO	Reduced TCO	Financial Benefit of Business Efficiencies	Within-budget Delivery
HLO 2: Improve ROI and TCO	Reduced TCO	Financial Benefit of Business Efficiencies	Cost to dispose product.
HLO 3: Compliant, Effective, and Efficient Processes	Flexible/adaptable risk-based management system postured to integrate future technological capabilities	E2E Efficiencies	Percent Manual SSA Order Reconciliations
HLO 3: Compliant, Effective, and Efficient Processes	Flexible/adaptable risk-based management system postured to integrate future technological capabilities	E2E Efficiencies	Percentage of applications deployed on the cloud
HLO 3: Compliant, Effective, and Efficient Processes	Flexible/adaptable risk-based management system postured to integrate future technological capabilities	E2E Efficiencies	Percentage of new business applications that use cognitive solutions or technologies
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Resource Management	Inventory Carrying Costs as a % of Total Inventory
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Resource Management	% Required Data Missing or Mismatched
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Resource Management	% of Rework of Errors
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Resource Management	Prior Year De-Obligations
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Order Fulfillment Cycle Time
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Perfect Order Fill Rate
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Percent of Orders with On-Time Delivery
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Percent of Orders Sent with Correct Documentation
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Overaged Invoices
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Improper Payments

Statement of Need (Son)
Enterprise Business System – Convergence (EBS-C)

Enclosure C CRD Part 2-3 Table 5 Industry Performance Measurements

High Level Objectives	Outcomes	Operational Indicator	Key Performance Indicator
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Vendor Management	Interest Penalties per Million
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Timeliness of FM Data	Overaged In-Transits
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Timeliness of FM Data	Percent of Contracts Closed On-Time
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Timeliness of FM Data	Time from Contract Award to Obligation Posting
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Timeliness of FM Data	Time to Create Consolidated Budget and Expenditure Reports
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Timeliness of FM Data	Overaged Unmatched Transactions
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Accuracy of FM Data	% Reduction of Unsupported JVs
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Accuracy of FM Data	Match Rates with Funds Balance with Treasury
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Accuracy of FM Data	Abnormal Balances
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Sustainable Audit Compliance	# of NFRs
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Sustainable Audit Compliance	# of CAPS
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Weapon & Equipment Management	Work Order Aging
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Weapon & Equipment Management	First Time Fix Rate
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Efficiency of Resource Planning	Inventory Turns
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Weapon & Equipment Management	Disposal Schedule Adherence
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Responsiveness	Army Terms - Order Fulfillment Cycle Time
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Flexibility	Industry - Total Order Cycle Time
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Responsiveness	Logistics Response Time (LRT)
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Supply Chain Efficiency	Backorders as a Percent of Total Lines
HLO 3: Compliant, Effective, and Efficient Processes	Integrated finance, supply, maintenance, transportation, and property	Supply Chain Efficiency	Inventory Segmentation of No Demand Items
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Planning and Precision	Excess On-Hand
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Planning and Precision	Procurement Lead Time (PLT) Variance
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Planning and Precision	Forecast Error
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Reliability	Projected Inventory Efficiency
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Reliability	Inventory Days of Supply
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Responsiveness	Inventory Accuracy
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Responsiveness	Supplier On-Time Delivery
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Supply Availability	Required Delivery Date
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Supply Availability	Percentage Excess Turn-ins Reordered within 30/60/90 Days
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Supply Availability	Percentage Excess Inventory
HLO 3: Compliant, Effective, and Efficient Processes	Improved supply chain (e.g., availability, forecast accuracy)	Supply Chain Supply Availability	Spares Inventory
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Common master data and transactional data (Visible, Accurate, Understandable, Trusted, Interoperable, and Secure)	TBD	Data Compliance
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Operate disconnected on the battlefield in all operating environments	TBD	DISCOPS Compliance
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Single logistics inventory management	TBD	TBD
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Single business planning calculation	TBD	Network Compliance
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Strategic asset (data) is protected appropriately	TBD	Cloud Compliance
HLO 4: Timely, Secure, Protected, Accurate, & Available Data	Controlled data access, and active spillage prevention	TBD	ICAM Compliance
HLO 5: Improve User Experience (UX)	Incorporate simpler, user-informed, warfighter centric user-interface	Productivity through Enhanced UX	TBD
HLO 5: Improve User Experience (UX)	Incorporate simpler, user-informed, warfighter centric user-interface	User Satisfaction	User Satisfaction Rates
HLO 5: Improve User Experience (UX)	Reduce Customization and configuration of the transactional core	Reduced Military Uniqueness	Volume of military unique interfaces
HLO 5: Improve User Experience (UX)	Reduce Customization and configuration of the transactional core	Reduced Military Uniqueness	# of COTS interfaces adopted
HLO 5: Improve User Experience (UX)	Incorporate simpler, user-informed, warfighter centric user-interface	Legacy Platform User Interaction	First Contact Resolution Rate
HLO 5: Improve User Experience (UX)	Incorporate simpler, user-informed, warfighter centric user-interface	Legacy Platform User Interaction	Annual Handled Contacts per End-User
HLO 5: Improve User Experience (UX)	Decision at the point of need	Legacy Platform User Interaction	Speed to Answer
HLO 5: Improve User Experience (UX)	Decision at the point of need	Improved Education & Training	TBD
HLO 5: Improve User Experience (UX)	Decision at the point of need	Tier 1 Help Desk tickets	Average # of tier 1 tickets
HLO 5: Improve User Experience (UX)	Decision at the point of need	Reduced Military Uniqueness	Number of bots implemented
HLO 5: Improve User Experience (UX)	Decision at the point of need	Reduced Military Uniqueness	Number of automation opportunities identified
HLO 5: Improve User Experience (UX)	Decision at the point of need	Reduced Military Uniqueness	Number of Full Time Employees impacted
HLO 5: Improve User Experience (UX)	Decision at the point of need	Reduced Military Uniqueness	Number of E2E integration points identified
HLO 5: Improve User Experience (UX)	Responsive and resilient	TBD	TBD

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Enclosure C CRD Part 2-3 Table 5 Industry Performance Measurements

Strategic									
Strategic	Readiness (Planned)	Readiness (Achieved)	Surge	Performance to Promise	Revenue	Carryover	Expenses	Efficiency	Churn
	Readiness (Planned)	Readiness (Achieved)							Churn Index
	Readiness Workload	Readiness P2P	Surge	P2P	Revenue	Allowable Carryover Ratio	Expenses	Efficiency	Command Schedule Churn
Operational	Readiness Workload	Readiness Completion to Promise	Capacity Requirements Planning	Allowable Carryover Ratio	Backlog	Unfilled Orders Actual vs. Planned	Cost of Goods Sold	Capacity Requirements Planning	Command Schedule Churn
	Critical Readiness Workload	Readiness P2P	Completion to Promise	Completion to Promise	Revenue From Carryover	Revenue from Carryover	Direct Cost Ratio	First Pass Yield	Quantity Change
		Readiness Revenue Achieved	Critical Skills Fill Ratio	Planned Consumption Error	Unfunded Programs (Dollars)	Planned Carryover Workload	Base Support Expenses	Production Inventory Turns	Dollarized Quantity Change
		Readiness Unfilled Orders	Floor Space Availability	First Pass Yield	Readiness Revenue Achieved	Readiness Unfilled Orders	Material to Labor Cost Ratio	Productive Yield	Dollarized Program Quantity Change
				Repair Bill of Materials Error				Throughput	Program Quantity Change
				Repair Cycle Time Adherence					
				Route Accuracy					
				Command Schedule Churn					
				Supply Plan Error					
				Unfunded Programs					
Tactical			Assets Available for Induction	Aggregate Supply Plan Performance	Revenue by Customer	Carried-In Workload	Cost of Cancelled Programs	Production Excess Inventory	
			Repair Cycle Time Adherence	Days Late for Completion	Revenue per DLH	Enduring Carryover	Cost of Poor Quality	Rework Hours	
			Supplier Performance	Manual Orders		New Orders	Rework Cost	Rework Rate	
			Workcenter Capacity Detail	Planning Factor Accuracy			Direct Labor Hours	Unplanned Workcenter Downtime	
			Workcenter Constraint Type	Rework Hours					
			Unplanned Workcenter Downtime	Rework Rate (Cost)					
			Workcenter Maximum Capacity by Type	Number of Projects open 90 days after Completion					
			Direct Labor Hours						