

# MINISTRY OF DEFENCE



**“WE HAVE LAID THE FOUNDATION FOR MORE EFFICIENT OPERATIONS AND MAKE BETTER TARGETED DECISIONS.”**

**- HENK VAN TIGCHELHOVEN, POLICY STAFF MEMBER, EQUIPMENT DIVISION**

The Equipment Division not only purchases equipment for the Royal Army, but also has to ensure that this material is used as efficiently as possible. Corrupt and fragmented information makes it difficult to perform this task. Now, a new information system provides the insight required and the basis for making sound management decisions.

## **THE CHALLENGE**

- Complex organization
- Fragmented and corrupt information
- Lack of insight
- No structured reporting

Maintaining equipment is a complex process. The Equipment Division is responsible for organizing this task, but not implementing it. This is done by the users in the field: the 1st Division and the National Command. They log all maintenance activities in the databases of some seventy different Business Operating Systems (BOS). A few years ago, the Equipment Division decided to introduce system management: when equipment has been purchased by a project manager, responsibility for arranging the maintenance is passed on to a system manager.

However, there was a problem with the provision of information. “After purchase, the system managers had to ensure that the equipment continued to operate as efficiently as possible,” says Henk van Tigchelhoven, who works on this topic at the division's Policy Support and Planning Department. “This was a difficult task because they did not have sufficient insight into the situation. The information they needed was located in various parts of the organization and worse still each person involved had their own definitions. There was no structured reporting either, except when a problem arose.”

## **THE APPROACH**

- Information translated into performance indicators
- Introduction of Cognos software for coordination and analysis
- Construction of data warehouses

The Equipment Division opted to set up a new information system. Working with TNO and all of the system, project and other managers involved, it began by defining the information requirements. This ultimately resulted in 28 performance indicators for assisting system managers and maintenance workers to improve their processes.

- **CONSISTENT INFORMATION**
- **FAST ANALYSIS OF TRENDS**
- **MORE EFFICIENT PROCESSES**

All performance indicators related to the properties of the equipment, such as the MTBF, or Mean Time Between Failure, maintenance and the provision and use of spare parts. Two aspects were of paramount importance: costs and performance. Examples of the indicators used include breakdown and maintenance action, the top ten spare parts and the number of key hours. Supported by Cognos, the Equipment Division then developed the C&A, a coordination and analysis system that provides access to the required information. It also makes clear reporting and analysis possible. The underlying data sources were the seventy BOSs, which were fed into a specially written application, the BRAINS fuel information system used by the Royal Army, and Excel spreadsheets produced by the system managers. Mr van Tigcheloven is still a vital link in making the data accessible. However, this will no longer be the case when the two datawarehouses that the Royal Army is currently in the process of building have been completed. One of them combines all of the data from the BOSs and the other coordinates all of the BRAINS data and items such as the personnel and organization system.

#### **THE RESULT**

- Insight into costs and performance
- Greater efficiency
- More reliable information
- The basis for better decision-making

The new information system is now ready to be used by the system managers. "We have laid the foundation for more efficient operations and we will be able to make better targeted decisions," says Mr van Tigcheloven. "We can analyze trends, for example by putting preventative and corrective maintenance alongside one another and seeing how a change in the way the equipment is used has an effect on maintenance. It is also possible to compare the maintenance schedule with the actual situation and obtain a better insight into total maintenance costs and the availability of equipment. Because we have looked through all of the databases, we are now able to adhere to a system in the best possible way. From the twelve types of jeeps that we use, we can determine from a licence number point of view how much maintenance has been carried out on them and what stage their availability is at. This sort of information enables us to better plan the maintenance. You can also check information put out by the manufacturer for accuracy and revisit this during the warranty period. And if you have to decide what equipment to get rid of, you can make the best choice, based on hard facts. The introduction of the new system enables us to see exactly where the input is inconsistent and what data is corrupt. This means that the information on which we base ourselves is now becoming increasingly reliable."

#### **WHY COGNOS?**

Cognos offers a comprehensive range of integrated, scalable software solutions for Business Intelligence, Planning and Scorecarding - Corporate Performance Management, in fact. Cognos products put organizations in a position to perform to the best of their ability. Enterprise Planning enables companies to plan and budget activities across their entire organization. With Scorecarding, they can monitor performance closely, while reporting and analysis based on Business Intelligence provide businesses with the insight they need. Cognos was founded in 1969 and has over 20,000 customers in more than 135 countries.

EDISONBAAN 14K  
POSTBUS 1499  
3430 BL NIEUWEGEIN  
THE NETHERLANDS

TEL.: +31 (0)30 602 88 00  
FAX: +31 (0)30 603 53 94  
HOLLAND@COGNOS.COM  
WWW.COGNOS.NL