

ANALYTICS:

Certainty in Uncertain Times



Leaders: Coronavirus risk 'remains low' here

Staten Island plunge to honor local teen. A2

Trump declares virus a national emergency

COVID-19 case. A2

"All the News That's Fit to Print"

The New York Times

BROKEN SUPPLY CHAIN

TIME TO FINAL DESTINATION

SEPT. 2019 | 40 DAYS

SEPT. 2021 | 73 DAYS

LONG BEACH

DOWNLOAD

FREIGHT



recession?

Black Americans lament the toll of 'two viruses'

BY HALEY BARKER, ANNE GURWEN, VANESSA WILLIAMS AND JOEL A. DIAZ BLANCO

MINNEAPOLIS — The whole city still smelled like fire, but Vanessa Fausmon wanted to survey the damage wrought by days of riotous protests. In the shared house, three neighbors in South Minneapolis, all of them Black, all of them trying to process what had happened the past few days, and months, and years.

"First, we had the coronavirus, which is wiping us out," said Fausmon, 65, pushing down her dark hair as she looked at a little table "I'd just set up."

The neighbors debated the insularity of the protests, which left a trail of wreckage in this rough neighborhood of Lake Street. Had it gone too far? Small markets and convenience stores had been looted and destroyed, taking away a crucial source of fresh produce. The Walgreens was destroyed, the post office, too.

But as Black people living in America in 2020, they understood the anger that led to looting and burning.

This is what they agreed on. They were scared. They were mad. They were exhausted.

"This isn't just about George Floyd," said Fausmon. "This is about years and years of being told we're not here."



Trump blames 'radical left' for violent protests

BY MARY ZAPOROVSKY

UKRAINE CRISIS

SUPPLY CHAIN PRESSURES

Conflict in Ukraine adds pressure to global supply chains

Rescuers deploy amid destruction

Ian ravages Florida from west to east, then gains strength over Atlantic as it heads for S.C.



The hurricane left damaged homes and debris in its wake across Fort Myers, Fla. More than 2.5 million Floridians remained without power in a region where storm surge, winds and downpours inundated roads, flipped boats, unmoored houses from foundations, and made rescue missions slow and challenging in hard-hit coastal communities.

As waters warm, 7 super storms have lashed the U.S. since 2017

BY SCOTT DANCE AND KASHA PATEL

A hurricane Ian barreled toward Florida this week, it did what six other storms did over the past six years as they approached the United States: It intensified, quickly.

A few factors help account for the shift, including the warming waters — fueled by climate change — that give hurricanes more energy to release through crashing winds and pounding waves. Climate scientists suspect the slow movement of storms like Ian also stems from global warming, giving them a greater opportunity to strengthen and destroy as long as day-to-day conditions remain ripe.

Since 2017, an unprecedented number of storms roared Category



Accidents are rescued from floodwaters in Orlando. The central Florida city, home to Walt Disney World, set a 24-hour rainfall record with 12.49 inches — roughly twice its monthly average.

Storm 'changed the character' of much of state, DeSantis says

This article is by Molly Hemingway Fiske, Brittany Shawman, Lori Rosen, Kirtin Brindhart and Reis Thibault.

FORT MYERS BEACH, Fla. — Emergency crews and search teams deployed across the inundated flood zones of southwest Florida on Thursday, hunting for survivors and the missing while only beginning to measure the massive scope of destruction wrought the day before by one of the most powerful hurricanes ever to hit the United States.

More than 2.5 million Floridians remained without power Thursday night in a region where a three-pronged punch of storm surge, ferocious winds and downpours inundated roads, flipped boats, unmoored houses from their foundations and destroyed

BREAKING NEWS

INFLATION HOTTEST SINCE 1982 FUTURES TUMBLE ON NEW DATA



MOVING OUT OF VIETNAM

- Steve Madden shifted 50% of manufacturing to Mexico, Brazil

NAVIGATE COMPLEX FINANCIAL ISSUES



Trump Offers As Tumult Rages

WASHINGTON — Inadequate

White House, the mood of protesters were gathering outside the gates, showing care for the death of a Black man, power that the president to the underdog

Next to her was another sign: "Respect my existence or expect my resistance."

"I just don't think that's how change happens," Mr. Moore said of voting. "They've been telling us

For Biden's Act Marked by



Welcome to the Space Station

A Football Family Reunion

His Own Worst Enemy

Rescued Yeshiva University

Janelle Bouvier



Are you ready for
the **next storm?**

What would you do
differently?



OODA LOOP

Decision Making - **FASTER**



3 – 5 Days

DECISIVE DECISION-MAKING IN UKRAINE

Ukraine attack: Russia warns other countries not to interfere



AY
FEBRUARY 25-27, 2022

6
COV

Find sp
compre

Ukraine's War Set World on Edge



THE TIMES
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 (based on 7 Day Print Pack)

Families flee for their lives

Russians advancing on Kyiv rain shellfire on civilians as they try to escape, writes Catherine Philp in Irpin



"Incoming, incoming," the cry went up along the road towards Irpin smashed and buckled bridge. Civilians on foot threw aside their suitcases and plastic bags and dived under the trees for cover as the Russian mortar landed. Behind them, a family of four were caught in the open as the shells fell, square in the middle of a street full of fleeing civilians. Soldiers rushed to pick them up, but the mother and two children were already dead, blood running across the woman's face. Their luggage was scattered around them, including a green pet carrier inside which a small dog was still harking.

These were the scenes yesterday around the town of Irpin, just outside the city limits of Kyiv, as residents tried to flee the advance of Russian forces from the north, only to be caught in what was still harking.

Golf roared along the empty highway, a huge crack across its windscreen and its other windows shattered. At the staging post, men helped to pull a wounded volunteer from the car and move him towards paramedics who had set up camp with their ambulance. They laid him on a concrete block and ripped open his trousers, finding a shrapnel wound on his thigh and applying a thick bandage before sending him on to a hospital in central Kyiv.

The scores were among the closest that ground fighting has come to the capital since Ukraine's forces repelled an airborne raid by Russian paratroopers that, along with Irpin and Bucha, has taken the brunt of the Russian bombardment as the invaders have tried to carve a road into the capital.

Ukrainian forces have held off the response to the help of foreign-supplied weapons including American Javelin and British Law and tank missiles. Ukrainian soldiers have mocked the Russians' Soviet-style marching tactics, which leave them vulnerable to the nimble Ukrainian forces operating

in small reconnaissance units moving under cover of darkness with the help of night-vision equipment that the Russians lack.

Twenty thousand international volunteers have travelled to join the fight, Ukrainian officials have said. The defenders' Turkish-made armed Bayraktar drone has become the signature weapon of the conflict. Russia's land forces have been "decimated" and it is not inevitable that it will succeed in taking over Ukraine, according to Admiral Sir Tony Radakin, the UK's chief of defence staff. He said that Russian soldiers' morale had been so damaged that some had abandoned the convoy destined for Kyiv to camp in a forest.

Radakin warned, however, that Russia could "turn up the violence" with "more indiscriminate killing and more indiscriminate violence" in response to the help of foreign-supplied weapons including American Javelin and British Law and tank missiles. Ukrainian soldiers have mocked the Russians' Soviet-style marching tactics, which leave them vulnerable to the nimble Ukrainian forces operating

Continued on page 2, col 1

The Schwirtz, Macfarquhar...
 SLOVYANSK...
 Ukraine early Friday...
 sea and air, killing...
 Ukrainian soldiers...
 and ominously touch...
 pitched battle at the highly...
 active area around the Chern...
 nuclear reactor that melted...
 1986.

ideos verified by The New...
 York Times showed a large explosion...
 in the sky over the outskirts...
 of southern Kyiv, the capital...
 around 4.20 a.m. Friday. Witnesses...
 filmed fiery debris falling...
 over parts of the city, and videos...
 appeared to show at least two...
 surface-to-air missiles being fired...
 from Kyiv before the explosion...

On Thursday, Day 1 of the first...
 major land war in Europe in...
 decades, the Russian military...
 began its attack before sunrise...
 with the terrifying thud of...
 artillery strikes on airports...
 and military installations...
 all over Ukraine. A senior...
 Continued on Page...

Russians Wake Up to Discover They Didn't Really Know Putin

"All the News That's Fit to Print" **The New York Times** Late Edition
 Today, breezy, a few early showers, record warmth, high of 76. Tonight, overcast, mostly cloudy, high of 66. Tomorrow, mild, high of 66. Weather map is on Page 22.

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ATTACKS HALT EVACUATION; PUTIN ISSUES THREAT



Likens Sanctions by the West to a War Declaration

This article is by Michael Schwartz, Andrew E. Kramer and Michael Levinson.

ODESSA, Ukraine — President Vladimir V. Putin warned on Saturday that any economic sanctions imposed by the West were "akin to a declaration of war," the Russian military pummeled civilian targets and commenced shelling near the first protected Russian interests in Ukraine as the Ukrainians flee, apparently violating a cease-fire that had been agreed to only hours earlier.

As fighting raged across Ukraine, Israel's prime minister, Naftali Bennett, on Saturday became the first international leader to meet with Mr. Putin in Moscow since the start of the fighting. No details emerged from their discussion, but a spokeswoman for Mr. Bennett said that he had also spoken with President Volodymyr Zelensky of Ukraine after his meeting with Mr. Putin.

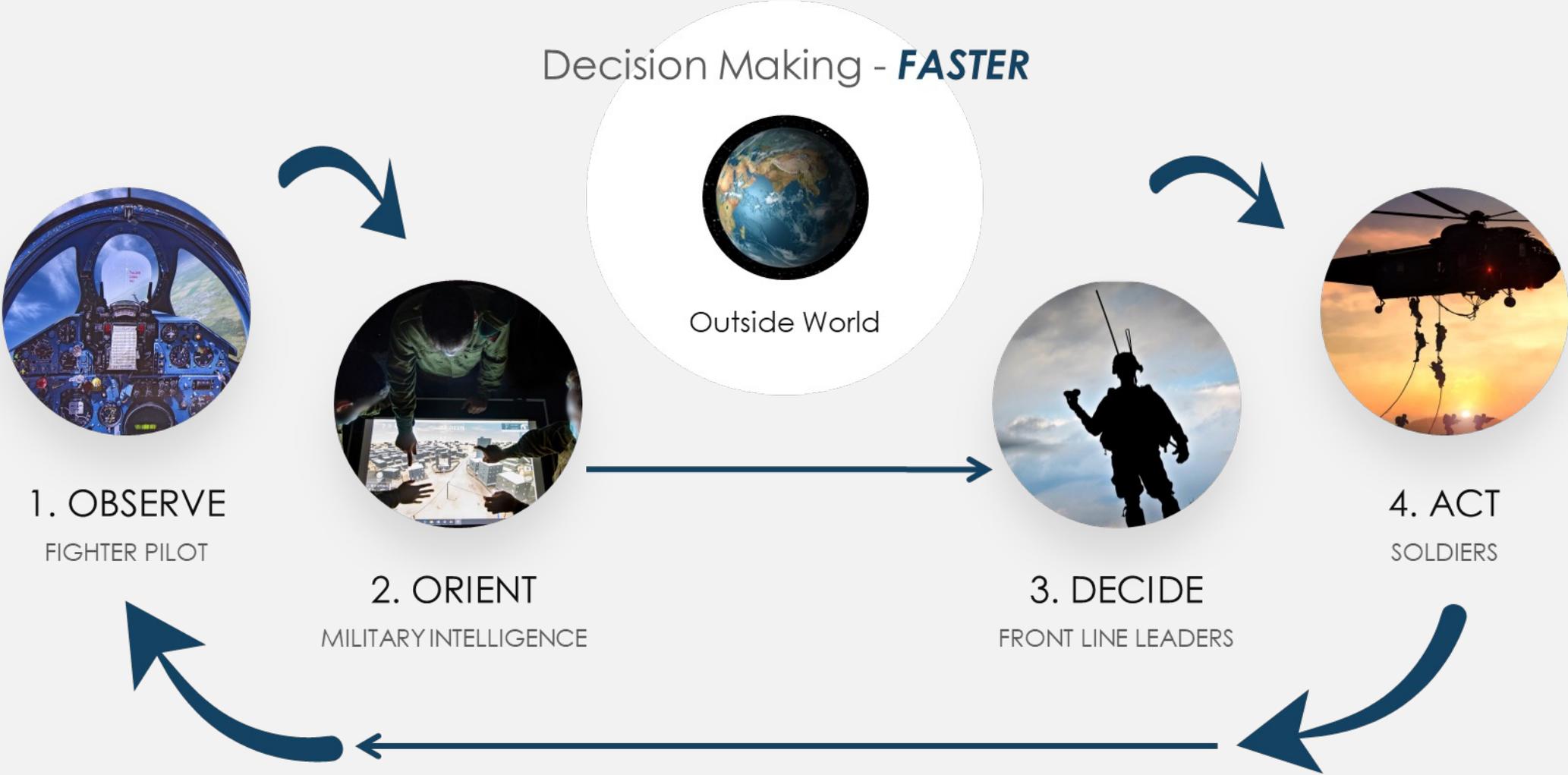
Mr. Putin, in his first extended remarks since the start of the war, threatened to fully absorb Ukraine, the former Soviet republic of nearly 44 million people that declared its independence 26 years ago.

"The current leadership needs to understand that if they continue doing what they are doing, they risk the future of Ukrainian statehood," he said. Mr. Putin added



OODA LOOP

Decision Making - **FASTER**



A photograph of a severely damaged concrete building, likely a residential structure, with significant structural damage and debris scattered around. A Ukrainian flag (yellow and blue) is hanging from a window. In the foreground, a man in a blue jacket and cap is carrying a child on his shoulders, looking towards the destroyed building. The scene is set against a cloudy sky.

We are living in
different times now.

Chaos is the
new normal.

MIKOYAN-GUREVICH MIG-15

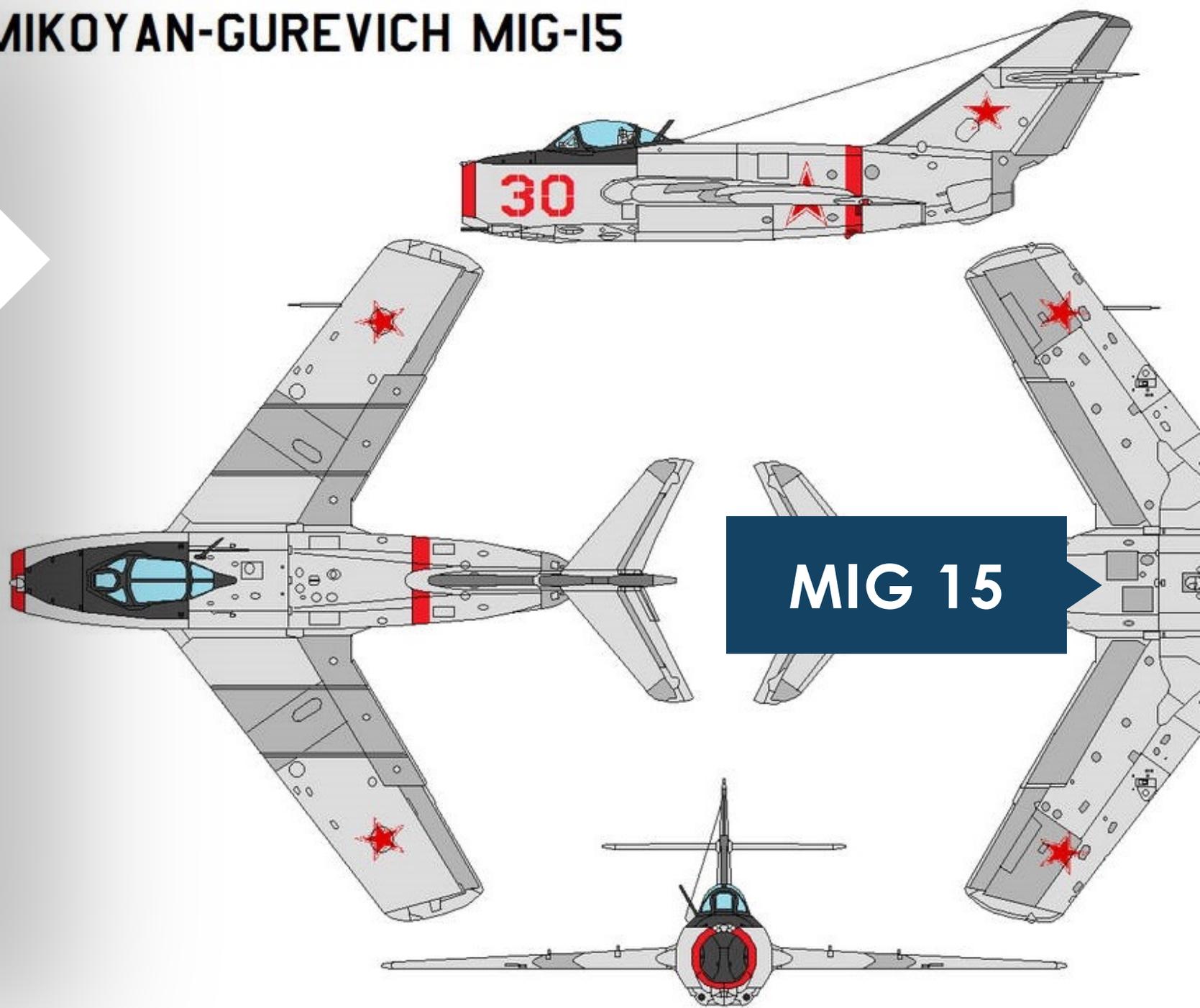
WHO WINS?

Dogfighting in Korea

ADVANTAGES

MODERN SUPERIORITY

- ▶ CLIMBS FASTER
- ▶ TURNS TIGHTER
- ▶ HIGHER CEILING
- ▶ ADV. CANNONS



NORTH AMERICAN AVIATION F-86

WHO WINS?

Dogfighting in Korea

ADVANTAGES

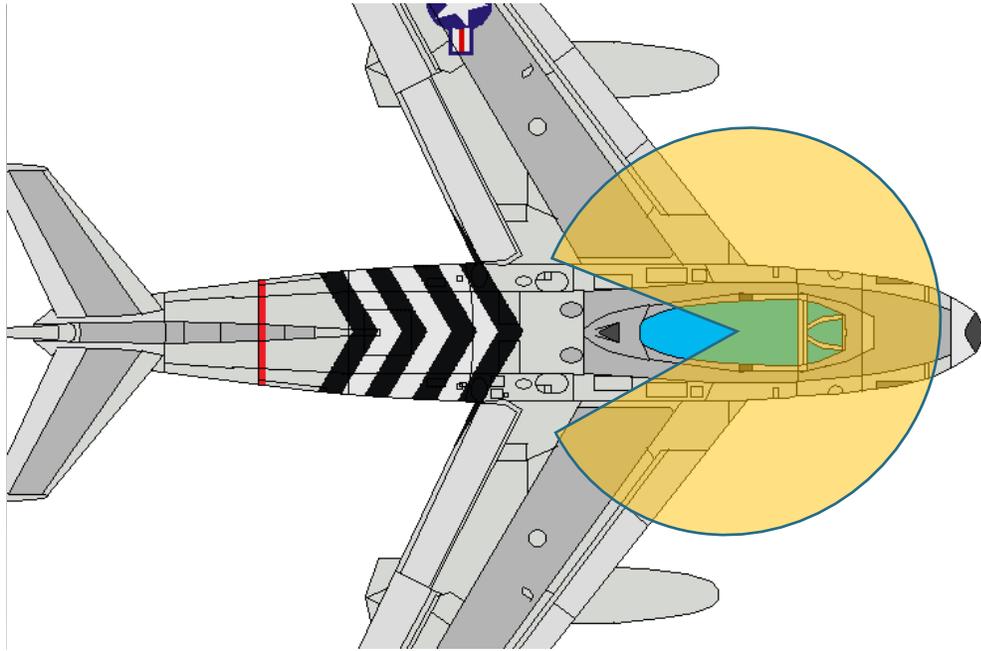
PILOT EMPOWERMENT

- ▶ BUBBLE CANOPY
- ▶ POWER-ASSISTED CONTROLS

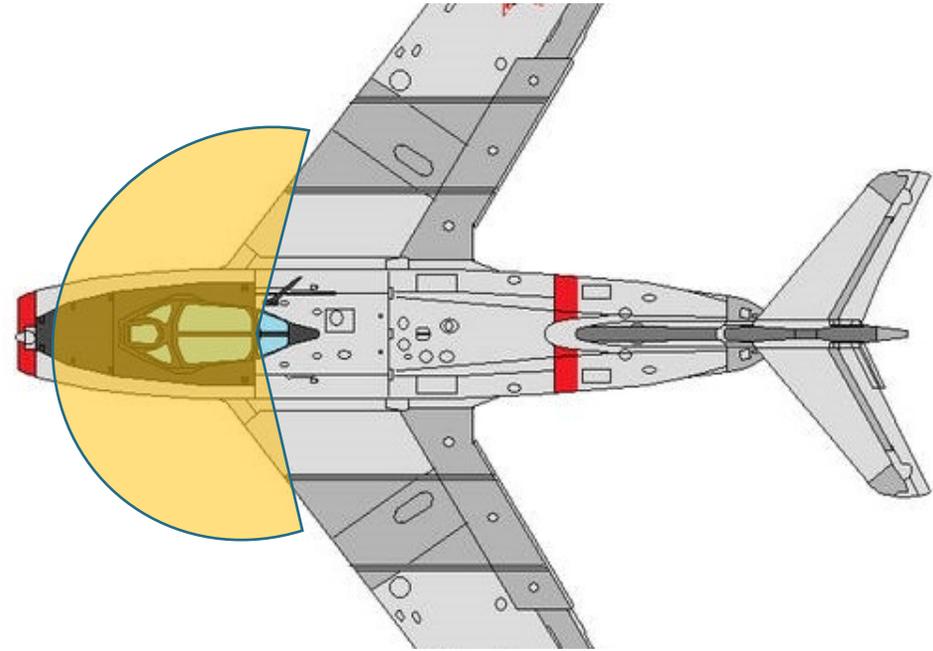


WHO WINS?

Dogfighting in Korea



F-86 SABRE



MIG15





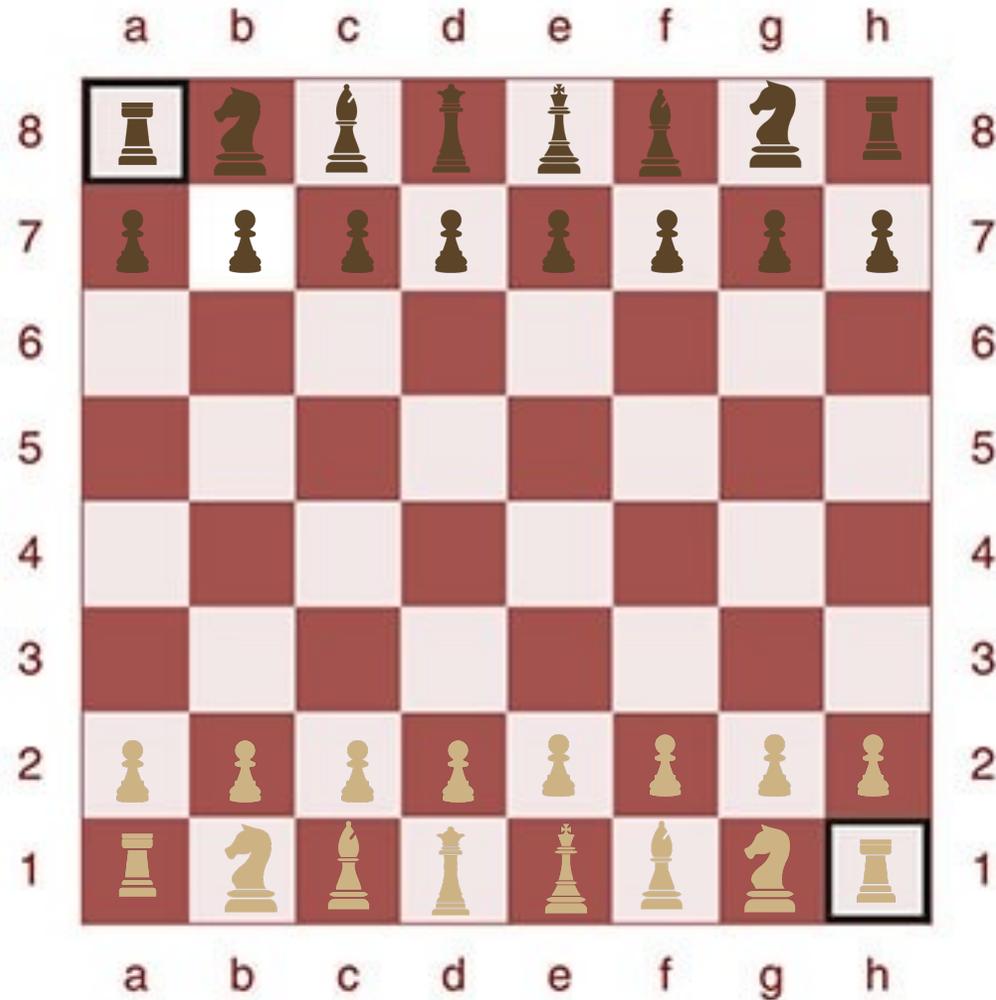
10 to 1

Who **WINS** during
chaotic
times?

Those who can **SEE** &
REACT QUICKEST to
new information



WHO WINS?

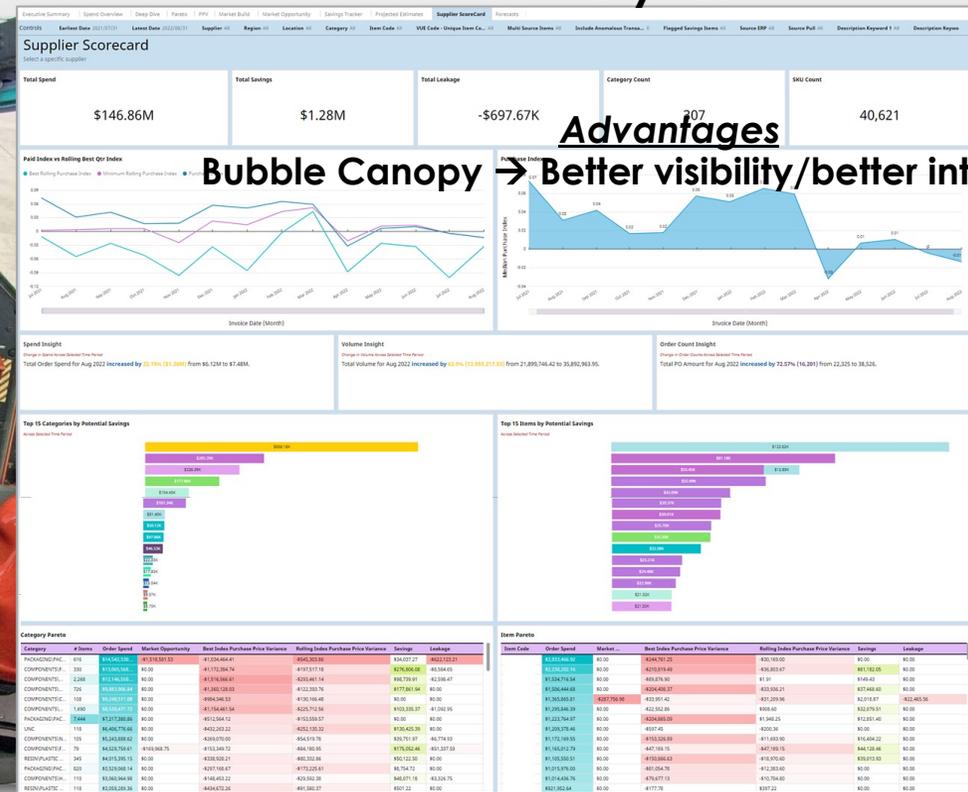


10 to 1

F-35 Cockpit



Embedded Analytics



10 to 1

Fighter Pilot



Empowered Analyst



Advantages

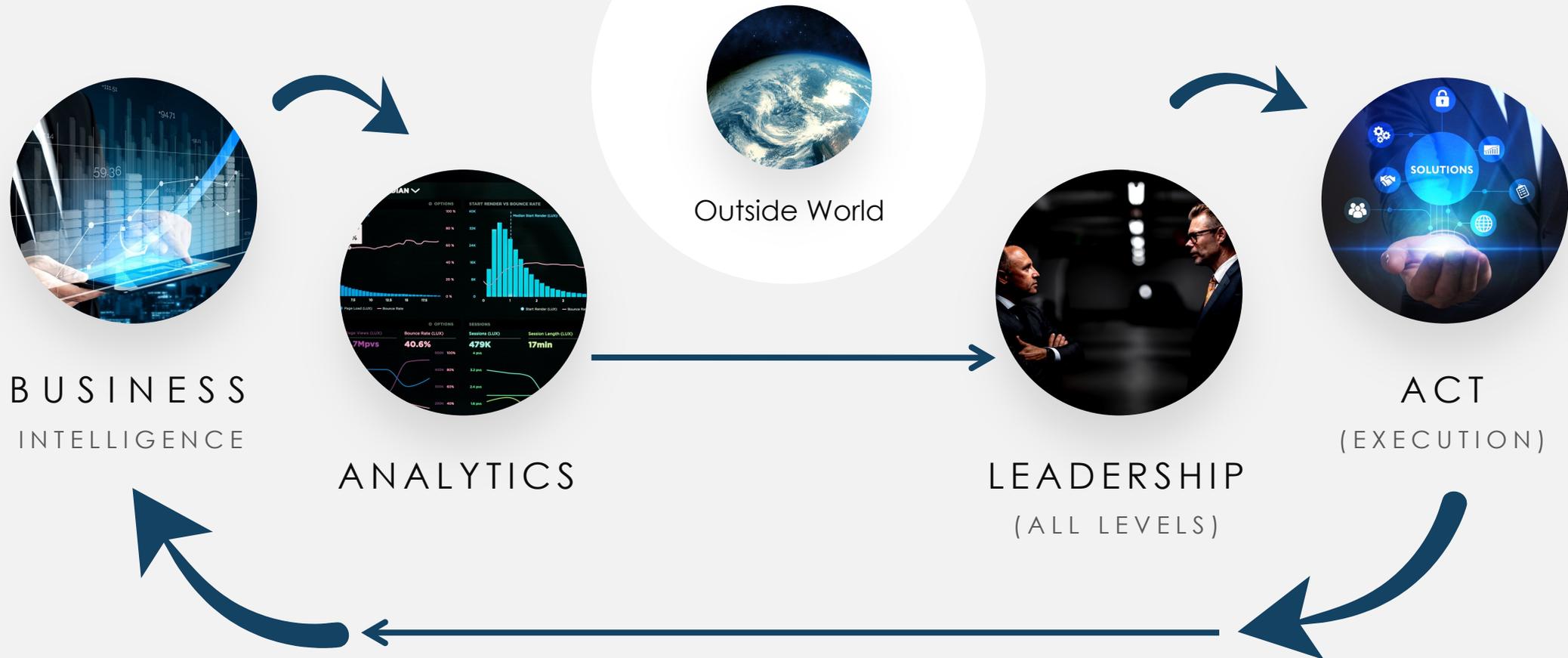
- Bubble Canopy → Better visibility/better intelligence
- Power-assisted controls → Ability to react at the speed of change

React before it
becomes a **problem**



OODA LOOP

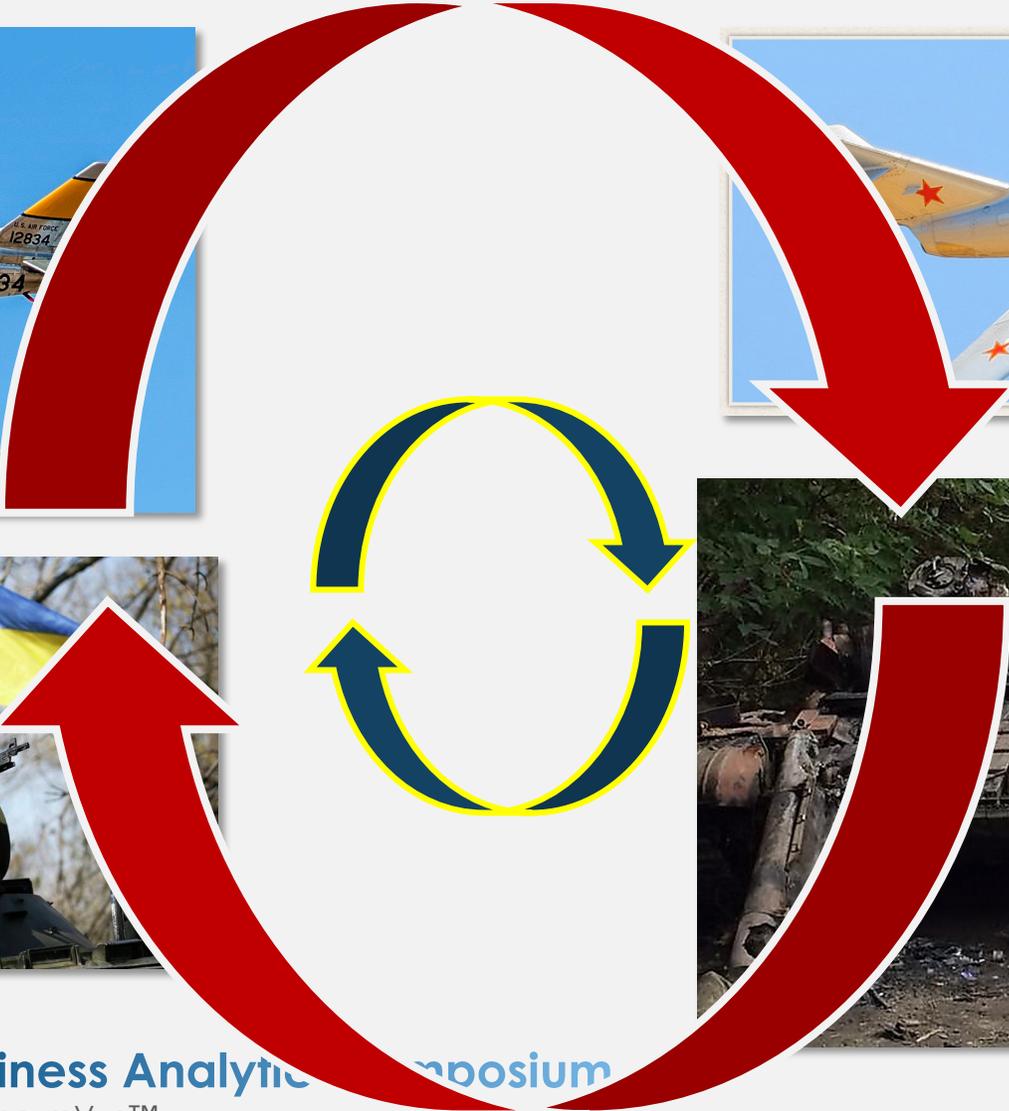
Decision Making - **FASTER**



Decision Making - **FASTER**



Decision Making - **FASTER**





VISUALIZE

"The purpose of visualization is insight not pictures"
– Ben Shneiderman

Data by itself in a file on a computer hard drive, is invisible.

Visualization is critical to analysis; it reveals intricate structures in data that cannot be consumed in any other way.

ProcureVue™ helps discover unimagined effects, and challenge existing paradigms



UTILIZE

"If you don't know how to ask the right questions you discover nothing"
– W. Edward Deming

In the fast-paced business landscape, success hinges on better collaboration and better access to data.

ProcureVue™ along with our seasoned industry experts, help strategize and utilize new information to realize untapped opportunities



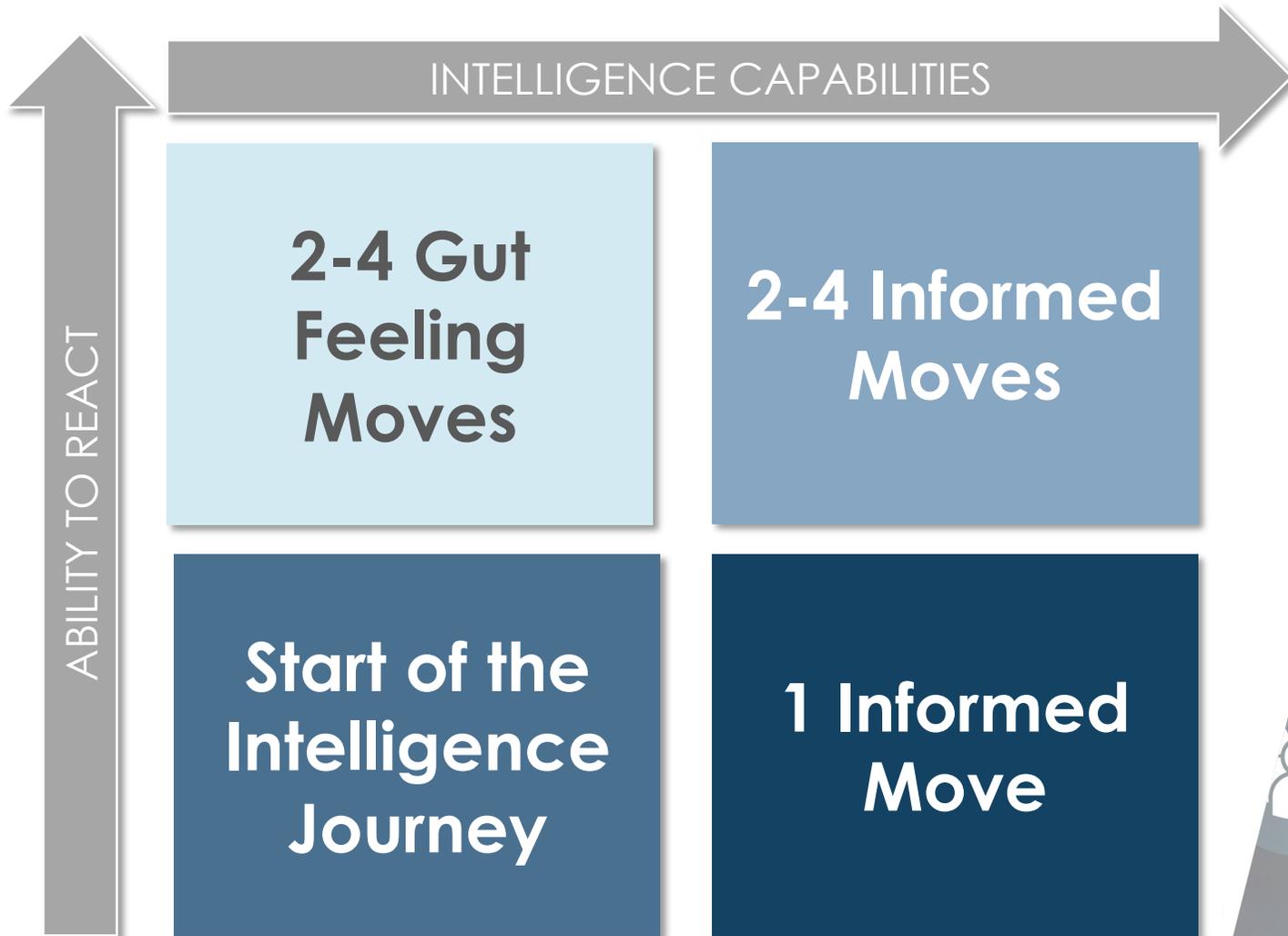
EXECUTE

"Ideas are worth nothing unless executed"
– Steve Jobs

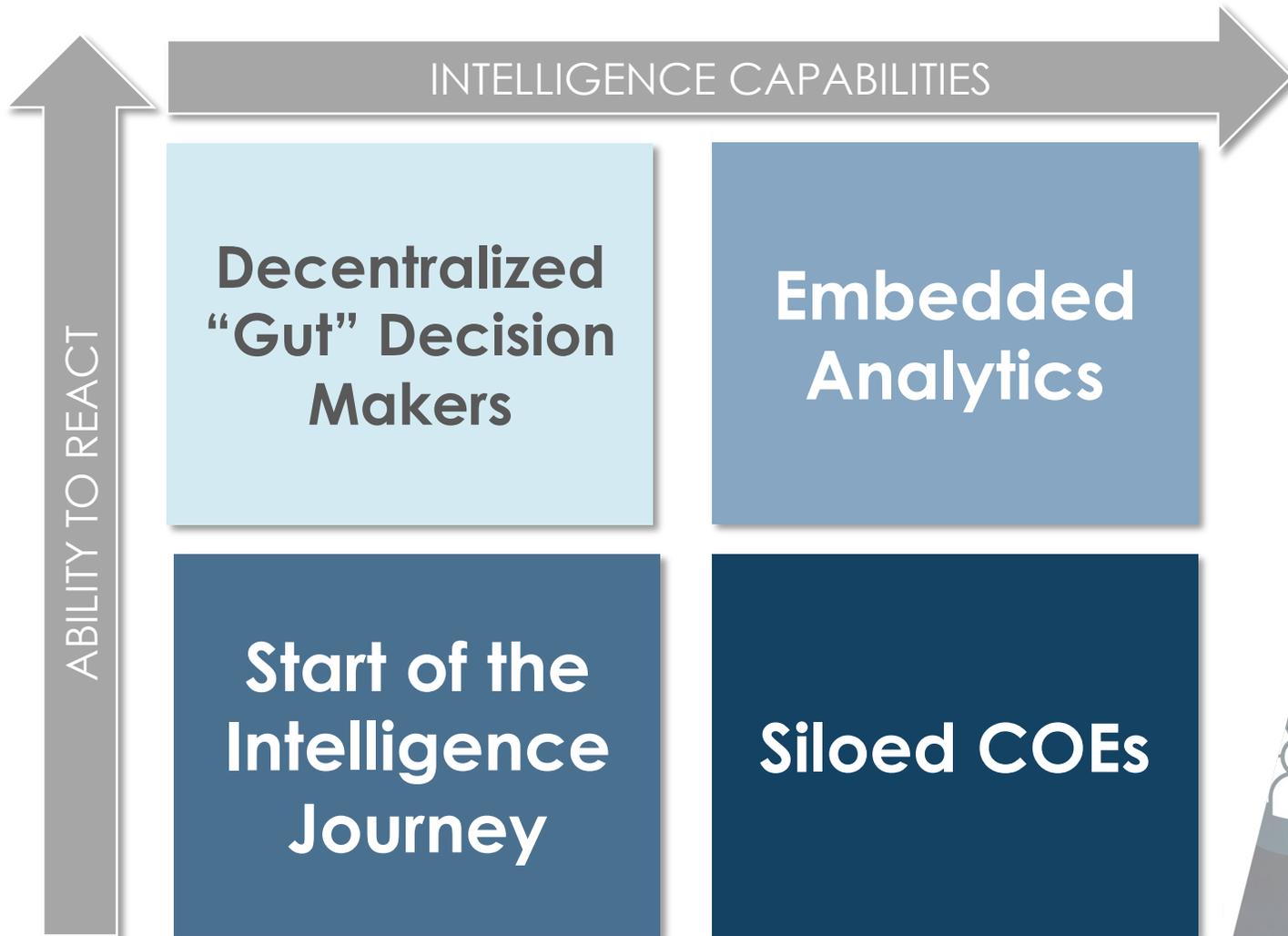
Once the strategies have been developed and the project plans are in place how do you know the project was a success?

ProcureVue™ ensures clear and tangible benefits are tracked to the bottom-line. Active monitoring enables cross-functional alignment from operations to finance through our one source of truth

Decision Making - MATRIX



Decision Making - MATRIX



SUCCESSFUL ANALYSTS

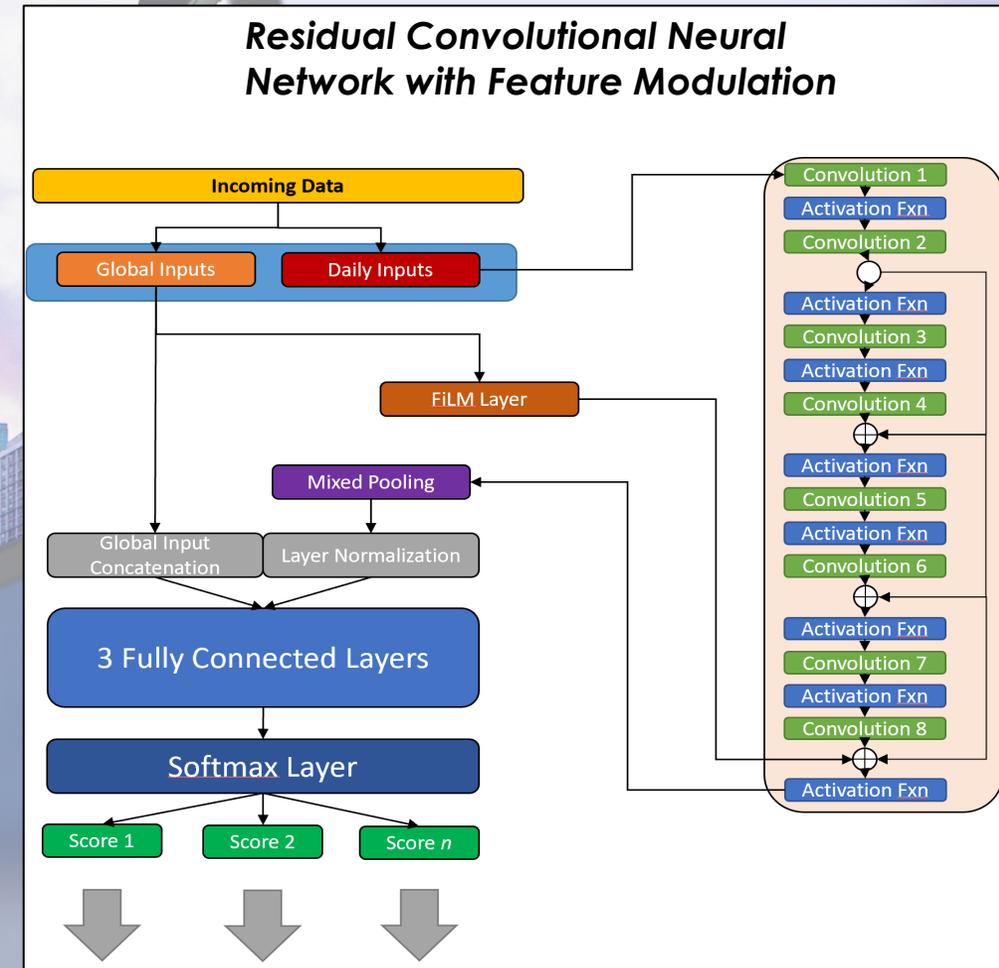
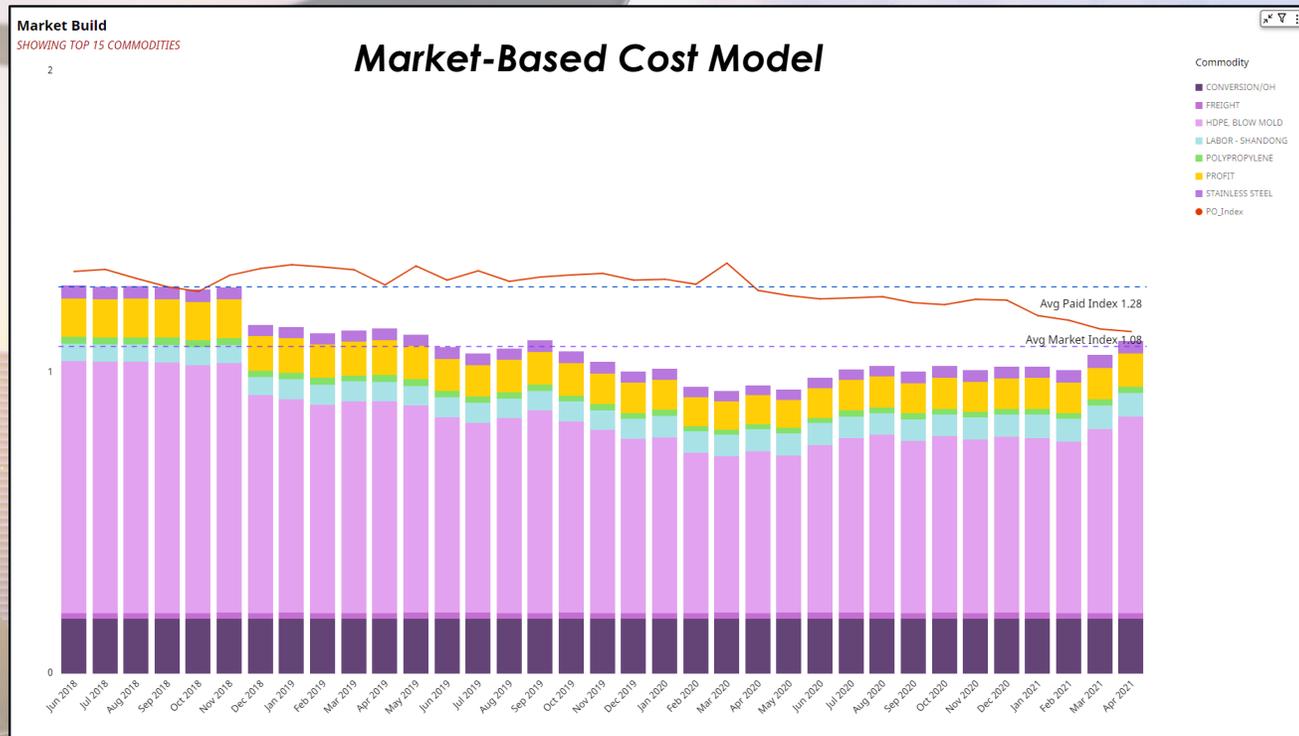
How to succeed from entry-level to management in Analytics

Create processes, tools, and models that provide decision-makers with **new information and insights** enabling them to make **better business decisions.**

Focus on the Business

How to succeed from entry-level to management in Analytics

Depending on the business:





- Speed is of the essence – with clear strategic intent.
- Technology is a strong enable for change, but it's all about the business.
- Opportunities are found at organizational boundaries; you must partner with senior leaders.
- Minimize the decision maker's risk.
- If you can't sell a model in 5 slides, you're not ready.
- Be sensitive to unspoken concerns.
- Be aware of false precision and false confidence.
- Ask what happened before the "since" or "between", time periods can skew the truth.

What are you going to do
to give **your business** the

10 to 1
ADVANTAGE?

