

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

TA
DOWNLOAD

FREIGHT

Black Americans lament the toll of two viruses

BY HOLEY BARRER, ANNE GURKEN, VANESSA WILLIAMS AND JOSE A. DIAZ REAL

MINNEAPOLIS — The whole city still smelled like gun, but Vanessa Freeman wanted to survey the damage wrought by days of riotous protests. In the street beside their 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 Freeman, 40, pushing down her mask as she walked a little further. "And now it's this."

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

But as for Black people living in America in 2020, they understood the anger that led to this. This is what they agreed on. They were scared. They were mad. They were outraged.

"This isn't just about George Floyd," said Freeman. "It's about years and years of being told we're not human."

Trump blames 'radical left' for violent protests

BY MATT ZAPROWSKY

UKRAINE CRISIS

SUPPLY CHAIN PRESSURES

Conflict in Ukraine adds pressure to global supply chains

BREAKING NEWS

INFLATION HOTTEST SINCE 1982
FUTURES TUMBLE ON NEW DATA

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

BY SCOTT DANCE AND KASHA PATEL

As 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 crushing 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 raged across



Residents 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 Hemmings-Falk, Brittany Shannon, Lori Rouse, Kirtin Brindall and Reis Thoburn.

FORT MYERS BEACH, Fla. — Emergency crews and search teams deployed across the land-battered 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, howling winds and downpours inundated roads, flipped boats, unmoored houses from their foundations and destroyed

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.

MOVING OUT OF VIETNAM

Steve Madden shifted 50% of manufacturing to Mexico, Brazil

NAVIGATE COMPLEX ISSUES



mountains as His Canvas

For Biden's Act Marked by

A satellite view of Earth from space, showing a large hurricane with a clear eye. The Earth's horizon is visible as a curved line, and the background is a deep blue space filled with stars. The text "Are you ready for the next storm?" is overlaid in white.

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

U.S. WAR SE WORLD ON EDGE

Ukraine attack: Russia warns other countries not to interfere

THE TIMES

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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 barking. 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 seemed to be a last-minute shellfire.



LUKASZ KUCHARSKI/REUTERS

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That's Fit to Print"

The New York Times

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NEW YORK, SUNDAY, MARCH 6, 2022

\$6.00

Late Edition

Today, breezy, a few early showers, record warmth, high of 76. Tonight, partly cloudy with light rain, low of 56. Tomorrow, still warm, a lot of rain, high of 64. Weather map is on Page 22.

ATTACKS HALT EVACUATION; PUTIN ISSUES THREAT



Likens Sanctions by the West to a War Declaration

This article is by Michael Schwartz, Andrew R. Kremer, and Michael Levenson.

ODESSA, Ukraine — President Vladimir V. Putin warned on Saturday that any escalation of the conflict that might lead to a declaration of war would be "a declaration of war" on the Russian military, and continued shelling near the first protected civilian targets, and continued shelling near the first protected civilian targets, and continued shelling near the first protected civilian targets.

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 Zelenskyy 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 41 million people that declared its independence 30 years ago.

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

of Kyiv, are targeted by shells on a road that is the only way out after the railway was destroyed

nations about 100 miles from Kyiv, are targeted by shells on a road that is the only way out after the railway was destroyed

Golf soared along the empty highway, a huge crack across its windshield 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 scenes were among the closest that ground fighting has come to the capital since Ukrainian forces repelled an airborne raid by Russian paratroopers at the airport in Hostomel, a town 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 advance with the help of foreign-supplied weapons including American Javelin and British N-Law anti-tank missiles. Ukrainian soldiers have mocked the Russian Soviet-style large machine gun 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 lead 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 the 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 Ukrainian resistance.

A breathless visitor in Irpin said: "Hostomel and Bucha are blocked now. Russian tanks tried to surround Irpin but they were destroyed. But there are saboteurs inside now, it's not

Continued on page 2, col 1

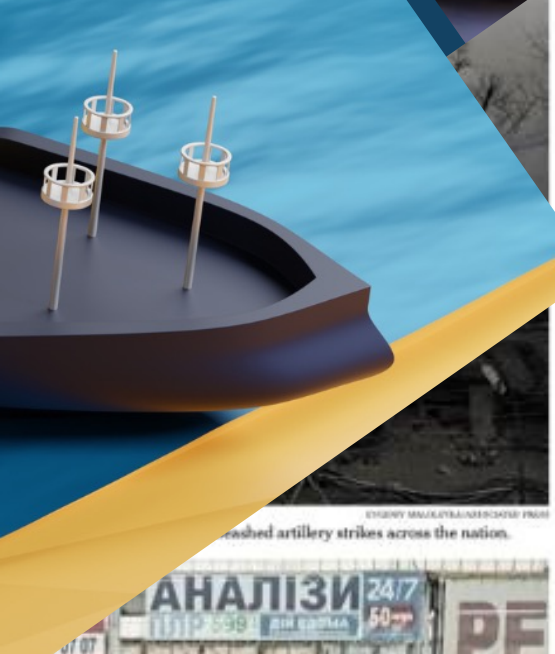
This Schwartz, MacFarquhar SLOVYANSK...
...continued
...Ukraine early Friday
...ter it invaded the coast
...sea and air, killing many
...Ukrainian soldiers and
...and ominously touching
...pitched battle at the highly
...active area around the Chernobyl
...nuclear reactor that melted down in 1986.

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.

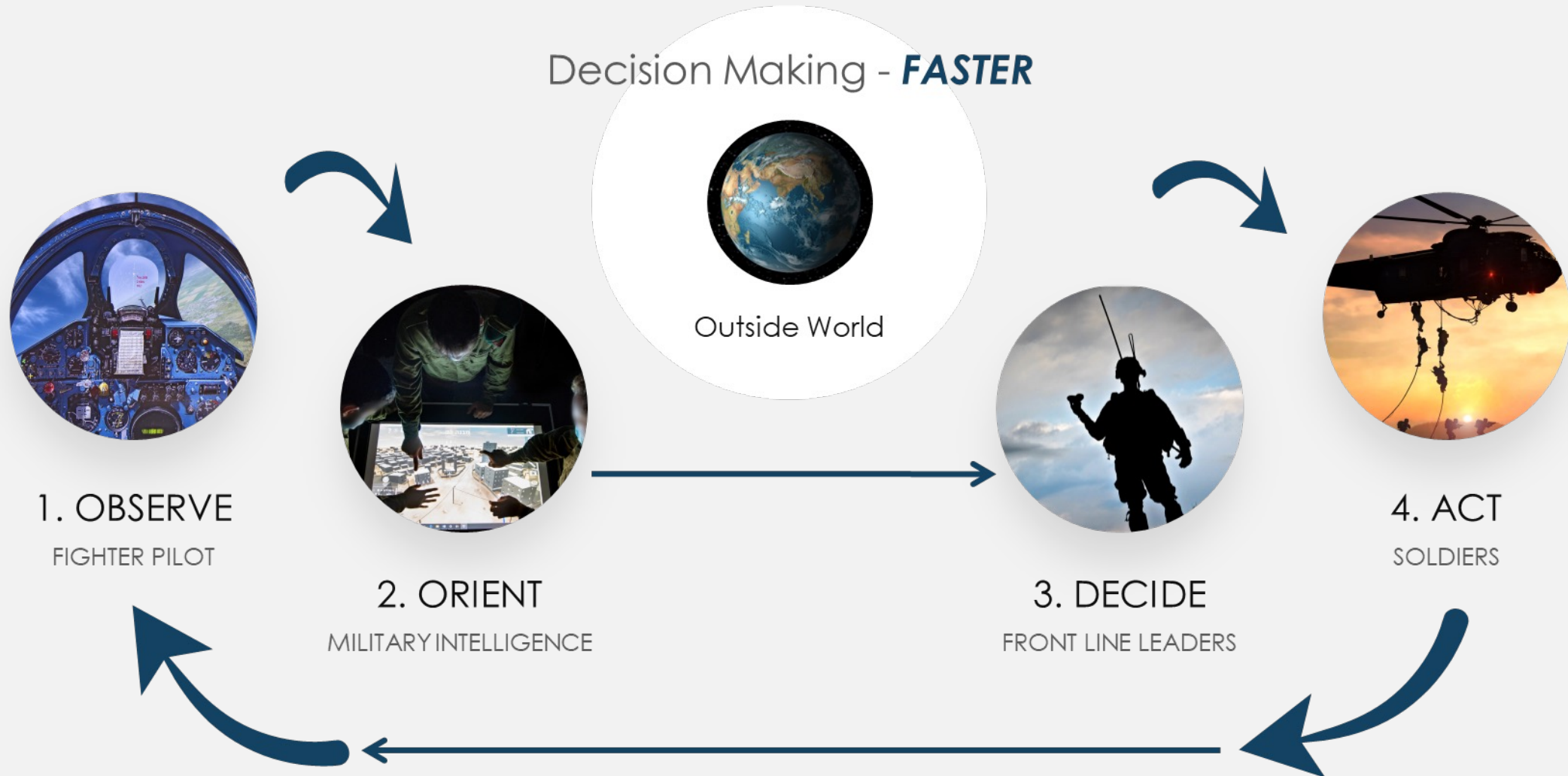
On Thursday, Day 1 of the first major land war in Europe in decades, the Russian military began its attack before sunrise with the terrifying thud of artillery strikes on airports and military installations all over Ukraine. A senior

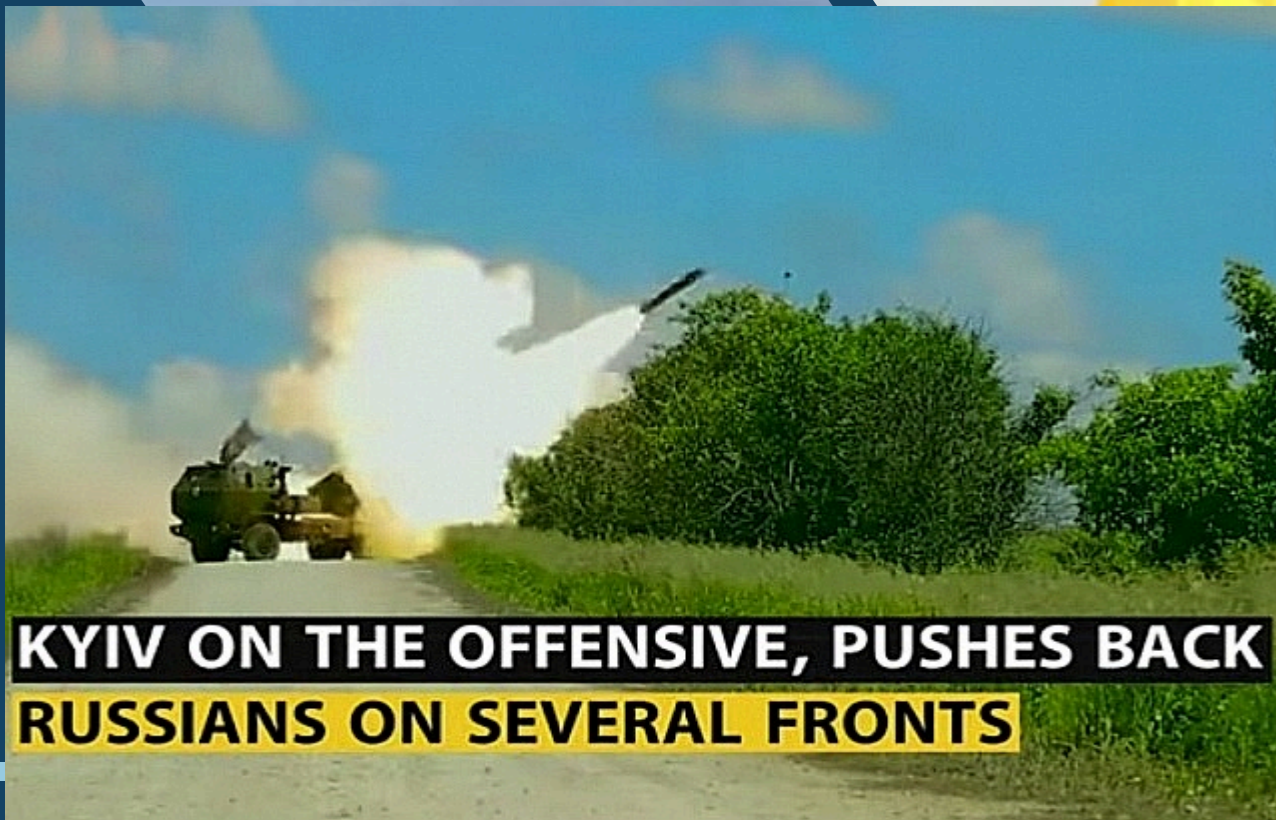
Peace lines...
...tary forces...
...toward Kyiv...
...heading south...
...ward Kyiv...
...Kharkiv, in the north...
...and a third toward...
...south, near Crimea...
...were using missile...
...range artillery, the...
...By Thursday's end...
...Continued on Page 2

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



OODA LOOP





KYIV ON THE OFFENSIVE, PUSHES BACK RUSSIANS ON SEVERAL FRONTS

3 – 5 Days

DECISIVE DECISION-MAKING IN UKR

THE WALL STREET JOURNAL.

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33.27 2.7% NASDAQ 12112.31 ▲ 4.1% STXX600 420.37 ▲ 1.1% 10-YR. TREASURY ▼ 1 2/32, yield 3.321% OIL \$86.79 ▼ \$0.08 EURO \$1.0047 YEN 142.58

Nation Remembers 9/11, Honors Victims

New York

Ukraine Makes More Gains as Russians Flee

By DANIEL MICHAELS AND JAMES MASON

Ukraine seized the initiative in its war against Russia, claiming to have recaptured more than 1,000 square miles in the northeastern Kharkiv region over recent days as it handed Moscow one of its biggest setbacks since Russian troops invaded more than six months ago.

Ukraine's military said Sunday it was recapturing villages in the area around Kupiansk and Izium, two cities that Russian forces fled Saturday as Ukrainian troops advanced on them. Those two cities had been central to a key war goal.

of Russian President Vladimir Putin: to seize full control of Ukraine's eastern Donetsk and Luhansk regions, together known as Donbas. Russian forces have used Izium as a base to strike other towns in the area.

Gen. Valeriy Zaluzhny, commander in chief of the Armed Forces of Ukraine, said the military had pushed Russian forces from around 1,150 square miles of territory—around the size of Rhode Island—to the east of Kharkiv, Ukraine's second-largest city.

Please turn to page A8

Europe's Industry Reels at Gas Shutoff

European industry thrived as it inched toward the brink of recession

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European industry thrived as it inched toward the brink of recession

The New York Times

VOL. CLXXI ... No. 59,545 © 2022 The New York Times Company NEW YORK, TUESDAY, SEPTEMBER 13, 2022 \$3.00

"All the News That's Fit to Print"

Late Edition Today, mostly cloudy, showers, some clearing late, high 82. Tonight, partly cloudy early, then clear, low 63. Tomorrow, mostly sunny, breezy, high 80. Weather map, Page A24.

amid geopolitical



Russians Start A Blame Game As Losses Rise

Critics Strike at Putin Despite Dangers

By ANTON TROIANOVSKI

More than 40 local elected officials across Russia signed a two-sentence petition on Monday that ended with: "We demand the resignation of Vladimir Putin from the post of president of the Russian Federation!"

The petition, pushed by opponents of the Ukraine invasion, had no practical impact, and it was


AFTER BIG GAINS, UKRAINIANS FACE CRITICAL CHOICES

NEXT STAGE OF ATTACKS

Commanders Weigh Risk of Pushing Too Far in a Reshaped War

By THOMAS GIBBONS-NEFF

DNIPROPETROVSK REGION, Ukraine — After Ukraine's stunning offensive in its northeast

A photograph of a heavily damaged concrete building, likely a residential structure, with significant structural damage and debris. A Ukrainian flag (yellow and blue) is hanging from one of the windows. In the foreground, a man in a blue jacket and cap is carrying a child on his shoulders, looking towards the damaged building. The ground is covered in rubble and debris. The sky is overcast.

We are living in
different times now.

Chaos is the
new normal.

MIKOYAN-GUREVICH MIG-15

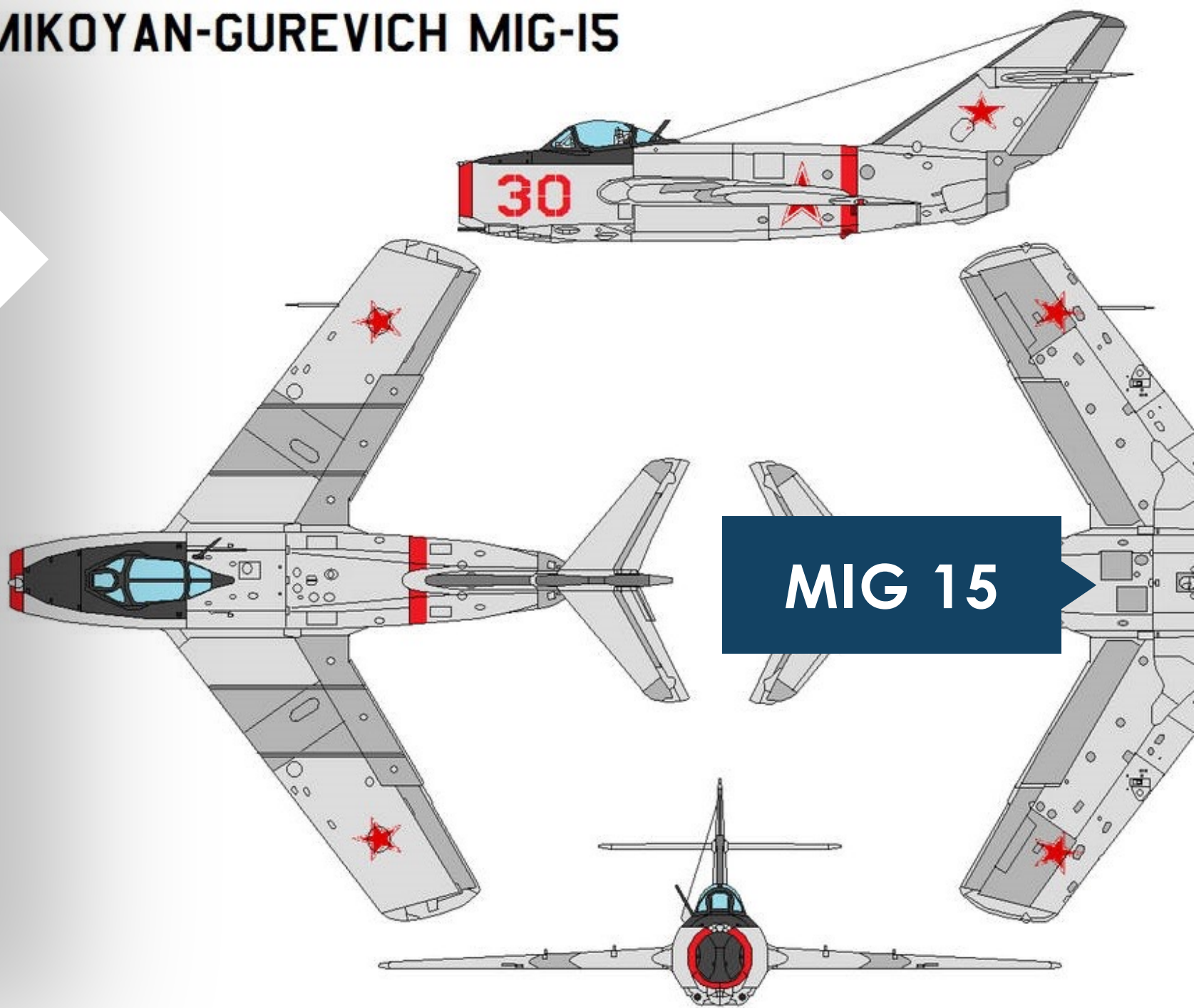
WHO WINS?

Dogfighting in Korea

ADVANTAGES

MODERN SUPERIORITY

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



NORTH AMERICAN AVIATION F-86

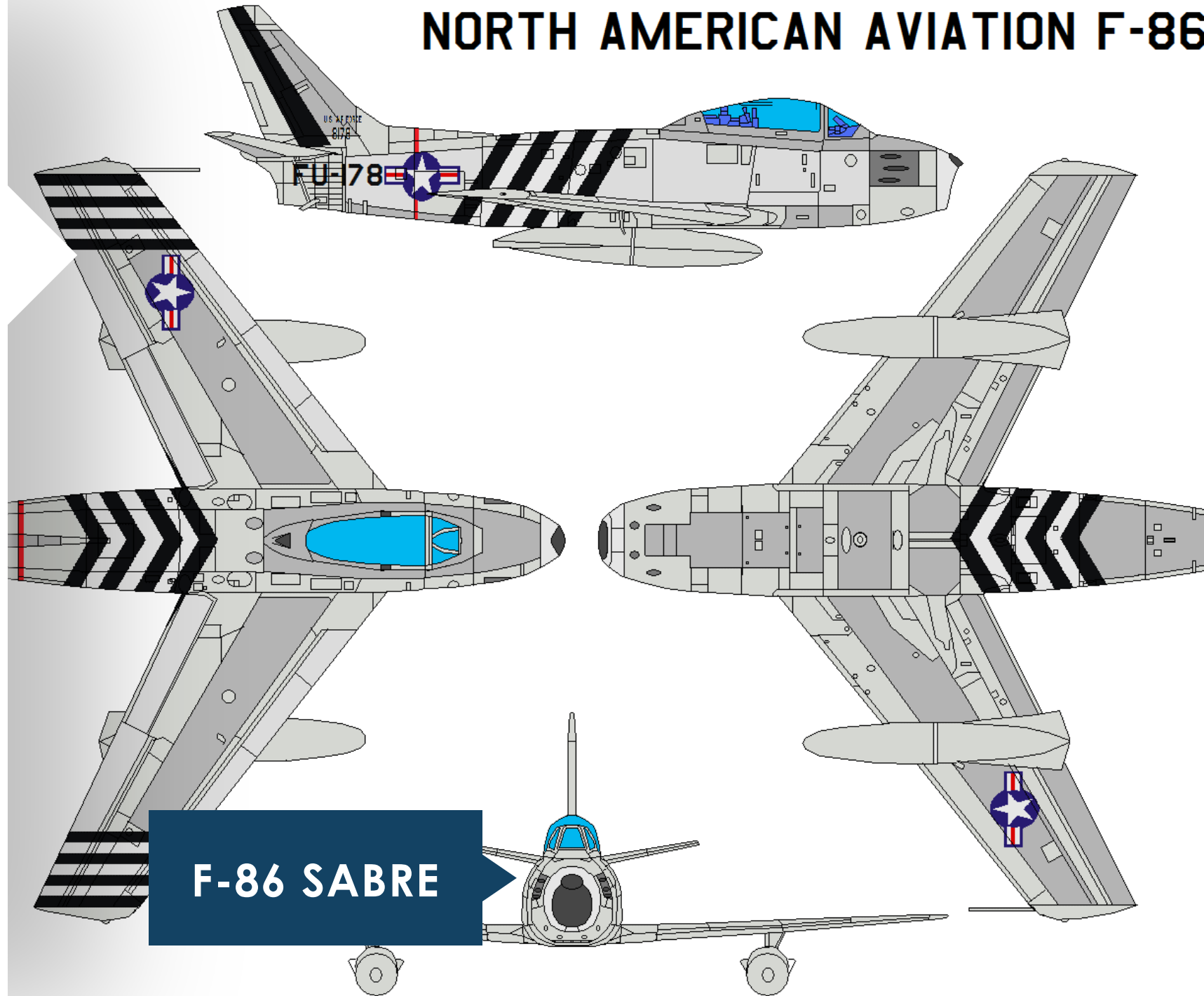
WHO WINS?

Dogfighting in Korea

ADVANTAGES

PILOT EMPOWERMENT

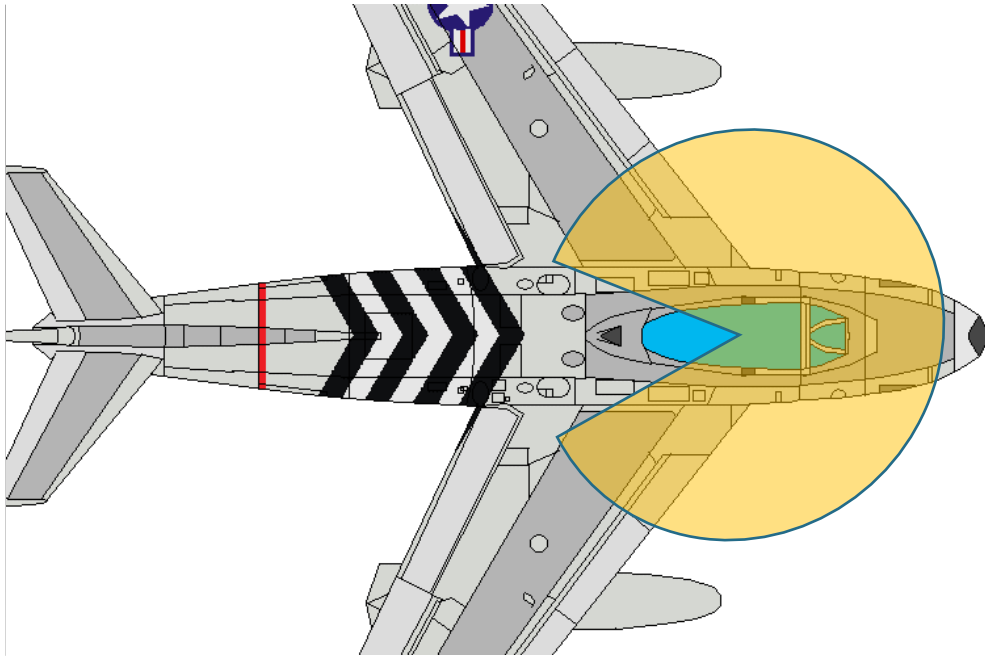
- ▶ BUBBLE CANOPY
- ▶ POWER-ASSISTED CONTROLS



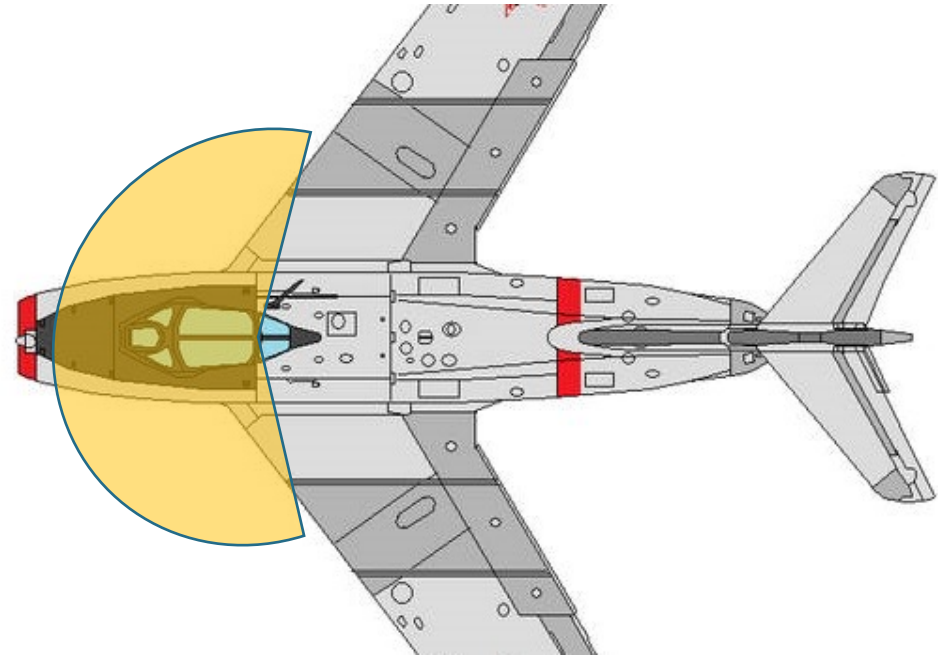
F-86 SABRE

WHO WINS?

Dogfighting in Korea



F-86 SABRE



MIG15



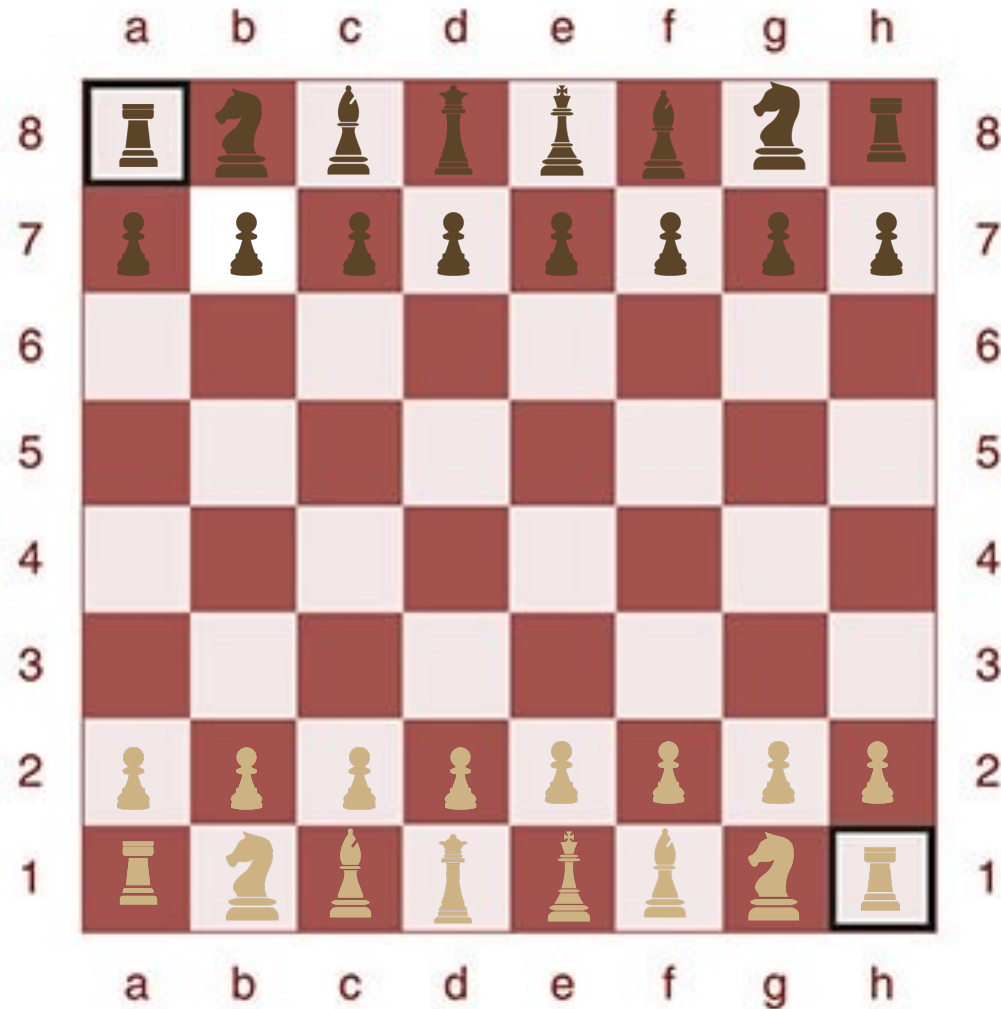
10 to 1

Who **WINS** during
chaotic
times?

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



WHO WINS?

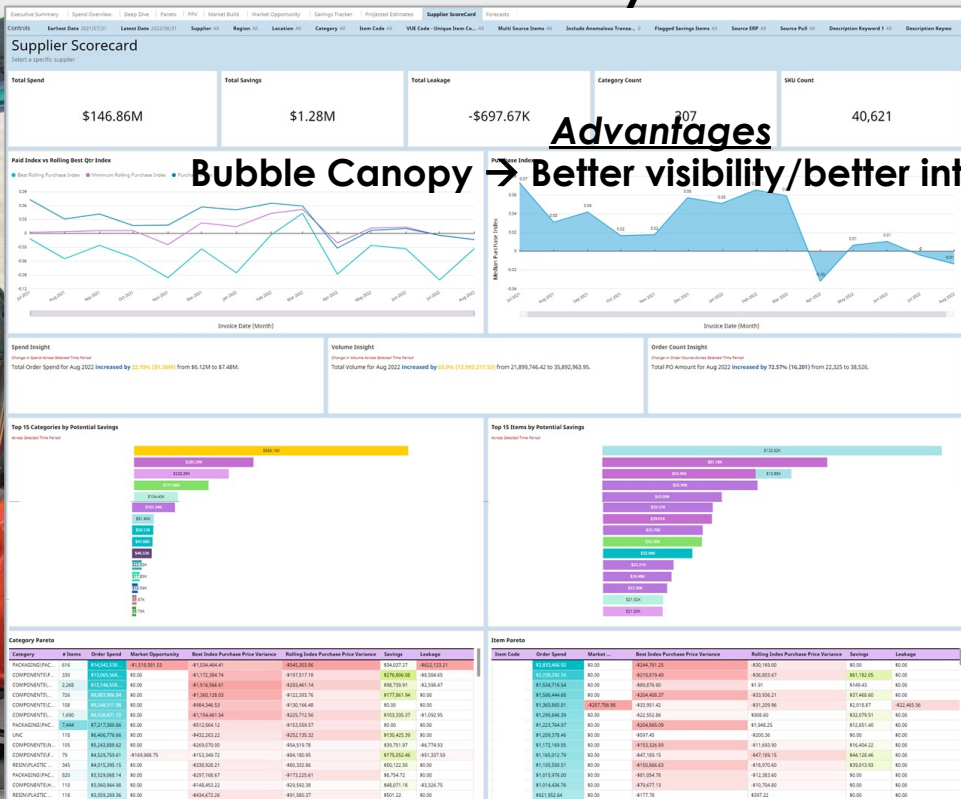


10 to 1

F-35 Cockpit



Embedded Analytics



10 to 1

Fighter Pilot



Empowered Analyst



Advantages

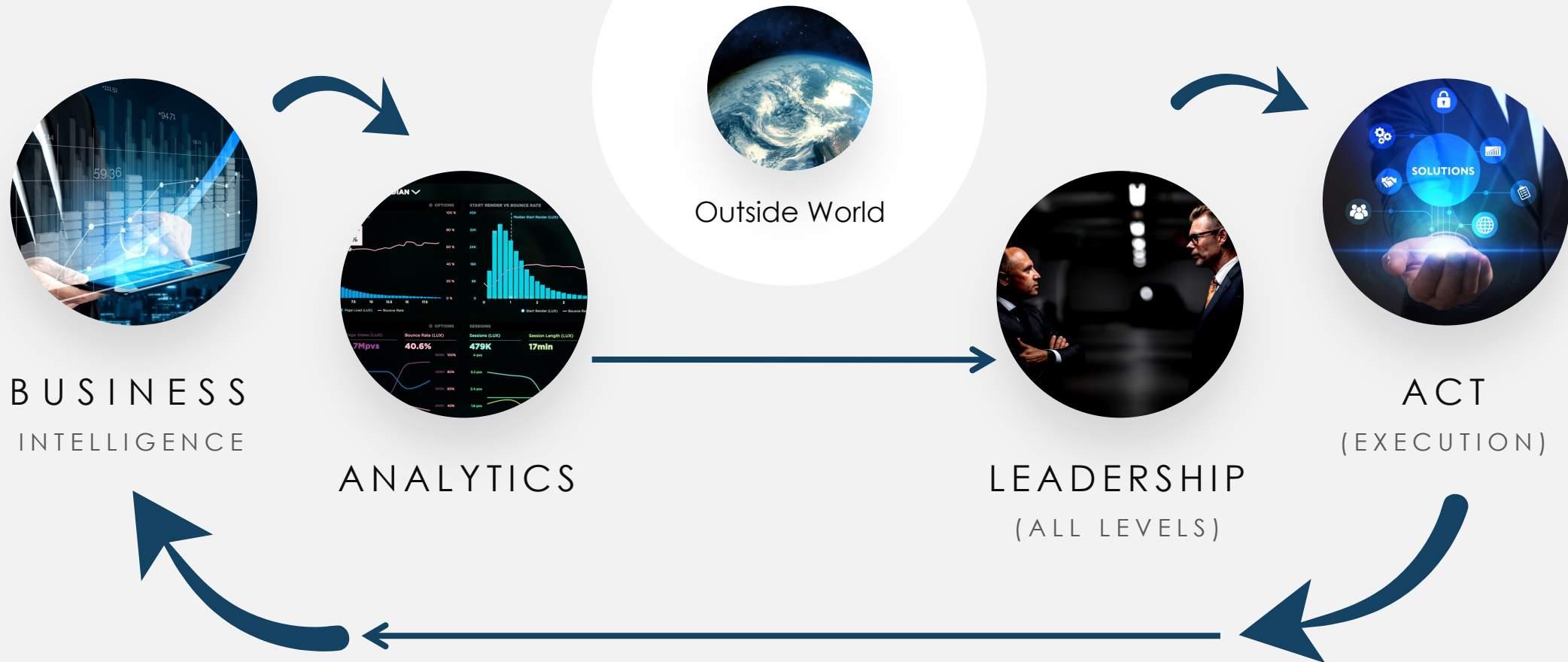
Bubble Canopy → Better visibility/better intelligence
Power-assisted controls → Ability to react at the speed of change

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

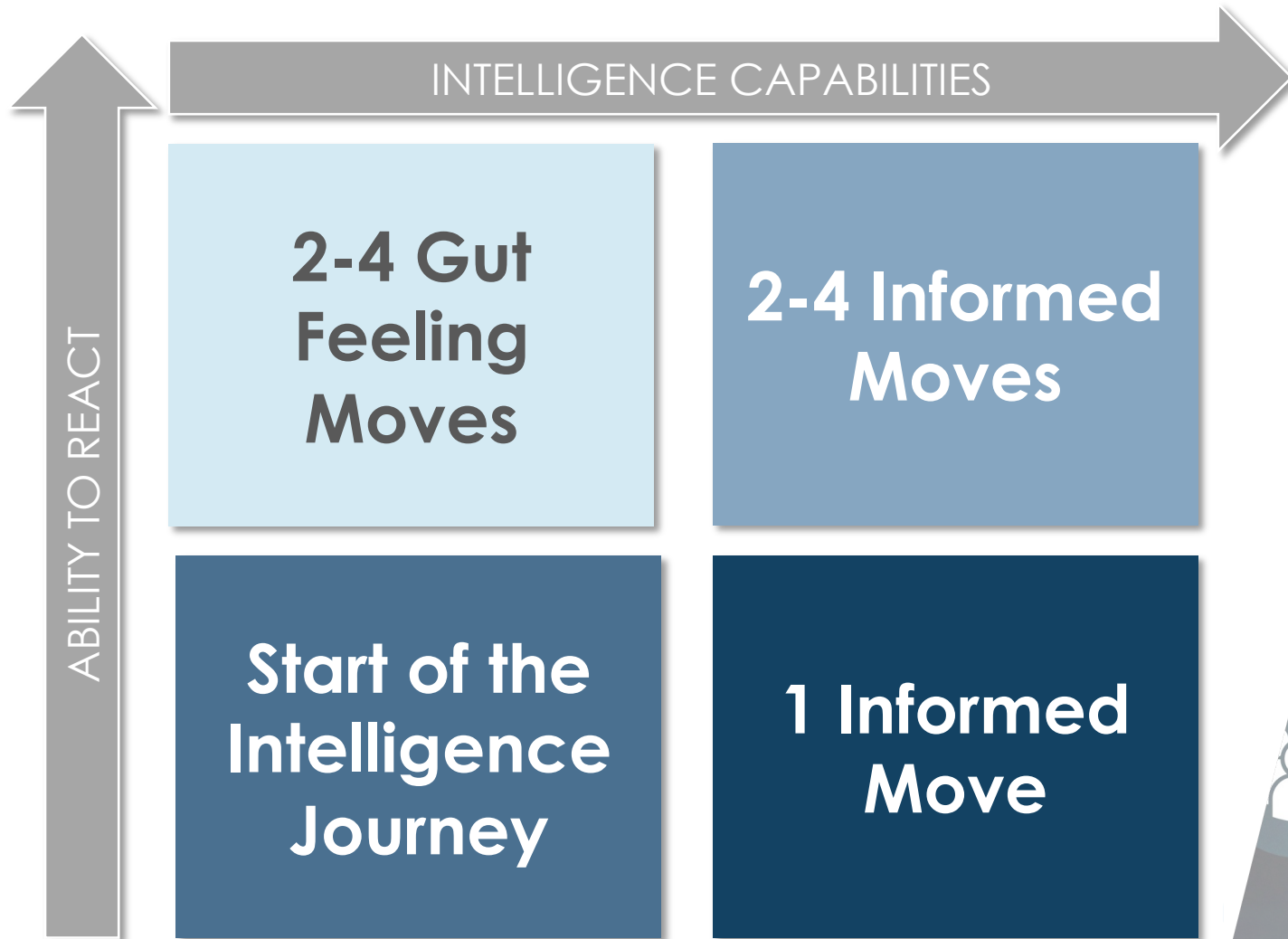
"Ideas are worth nothing unless executed"

– Steve Jobs

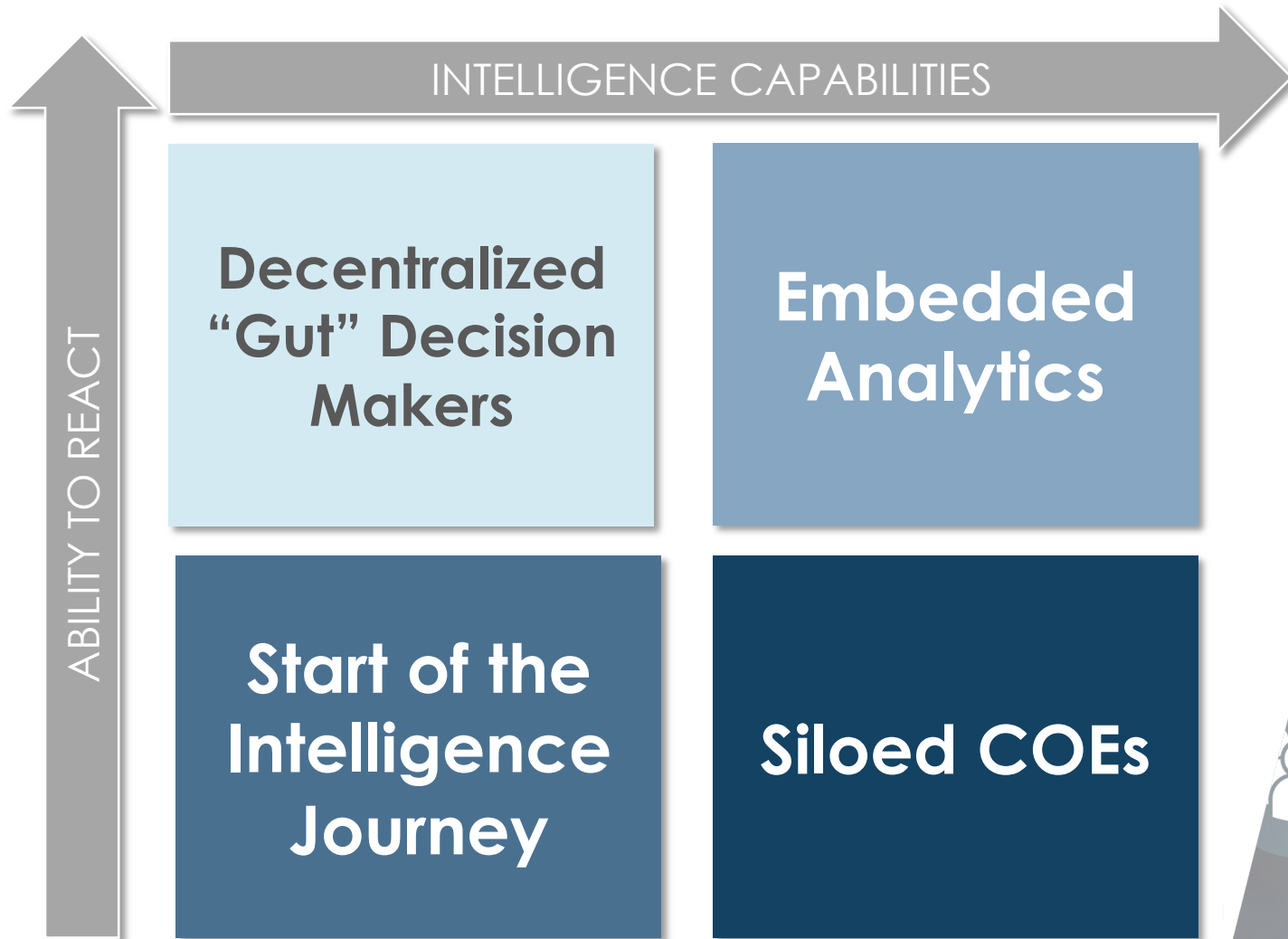
Once the strategies have been developed and the project plans are in place how do you know the project was a success?

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

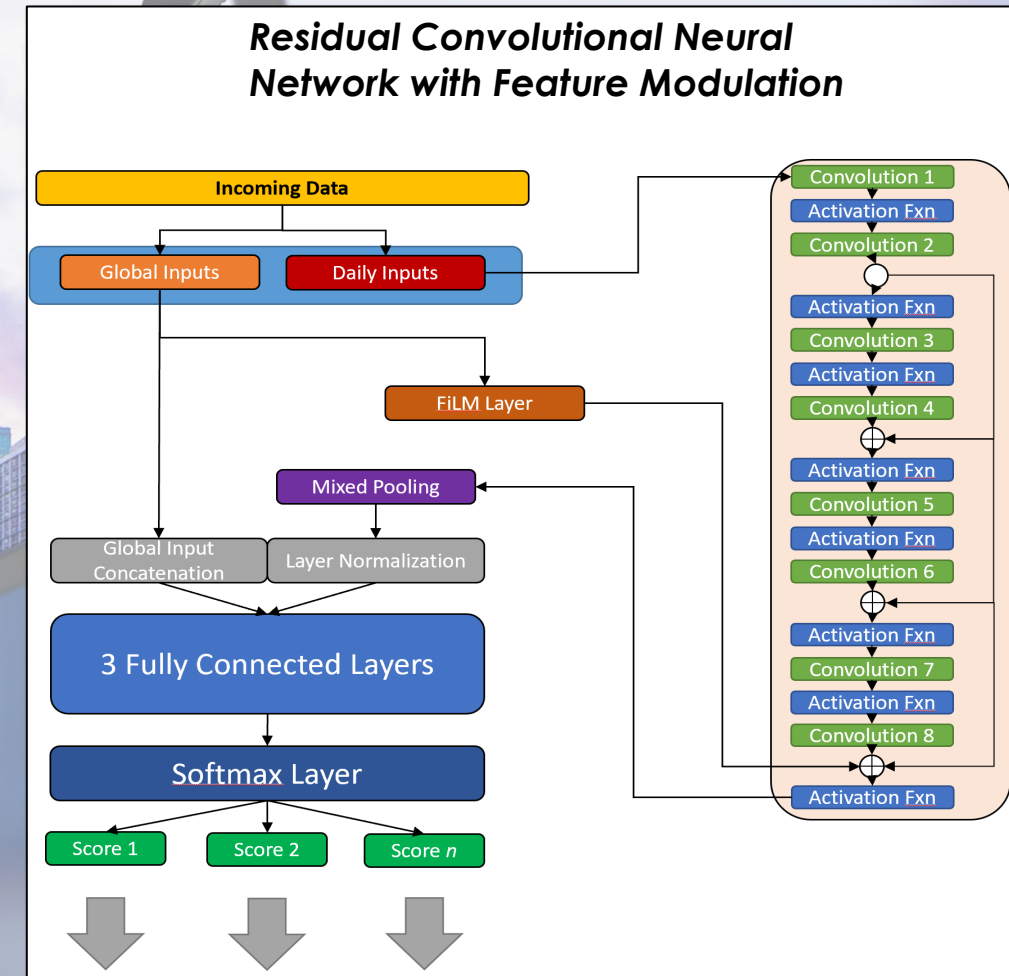
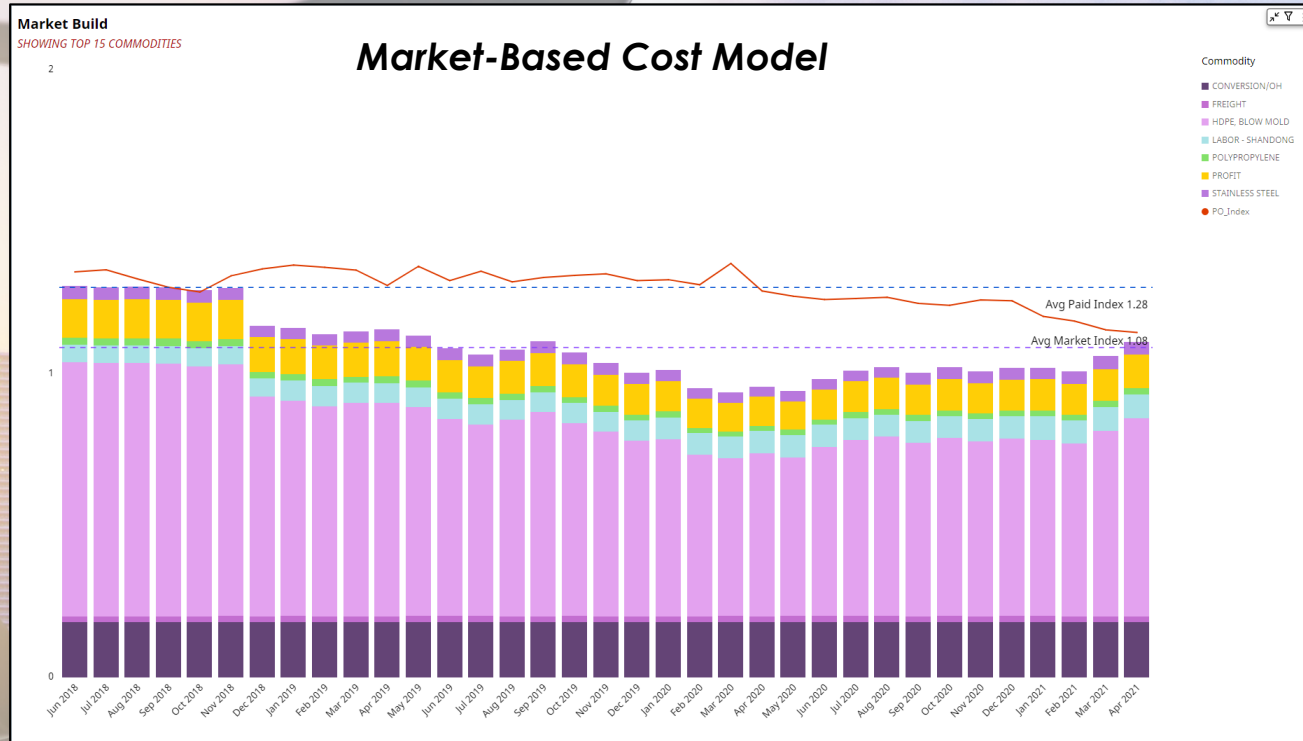
How to succeed from entry-level to management in Analytics

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?

