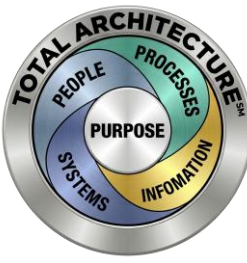


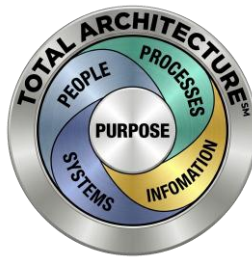
Total ArchitectureSM Business Initiative Methodology Executive Overview

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October 23, 2026



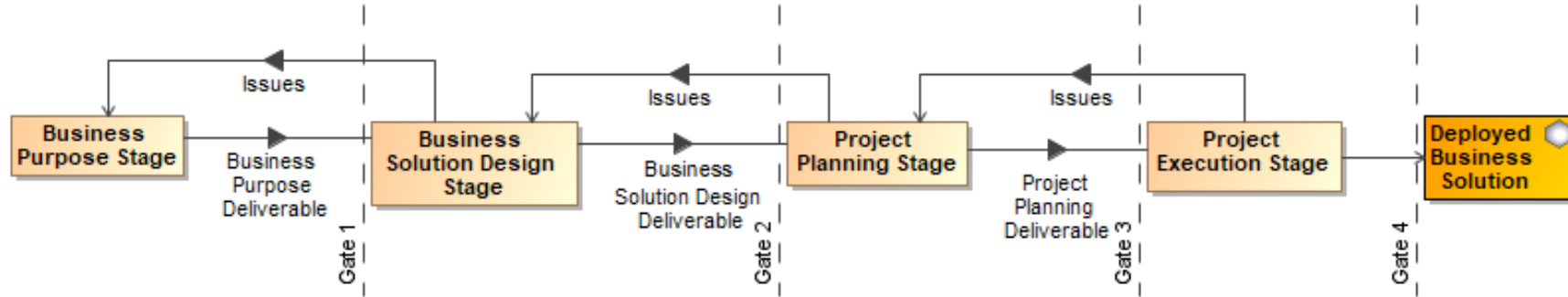
Business Initiative Methodology Motivation

- Designing a system without first designing the solution it lives in has consequences
 - 50% risk of cost and schedule overruns, inadequate functionality
 - 30% risk of initiative cancellation
- These risks can be mitigated with a 5-15% upfront investment in the design of the solution surrounding the system
 - The Total Architecture Business Initiative Methodology shows how
- This approach will yield a 25% reduction in initiative duration

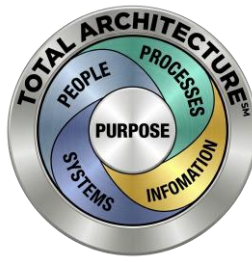


Total ArchitectureSM Methodology

- Four stages with governance gates

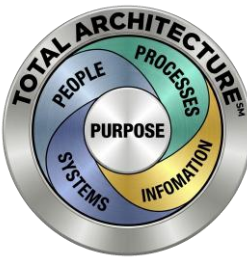


- Business Purpose Stage
 - Establish the business expectations
- Business Solution Design Stage
 - Show how the solution will meet the business expectations
- Project Planning Stage
 - Organize *all* the required work (not just the systems projects)
- Project Execution Stage
 - Coordinate the projects to put the solution into production



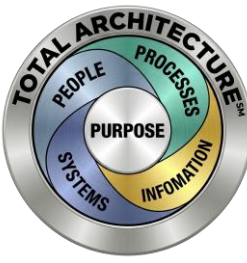
Business Purpose Stage

- Establish initiative goals and objectives
 - Define measurable improvements to enterprise capabilities
- Identify all impacted capabilities
 - Which capabilities will be enhanced or altered by the initiative
- Identify the drivers
 - What is motivating this initiative
- Identify the challenges
 - The obstacles that need to be overcome
- Identify the perceived opportunities
 - Approaches that appear to be capable of achieving the objectives
- Define success criteria
 - Be explicit about how success will be objectively measured
- Phase plan (optional)
 - For large initiatives, the capability improvements to be rolled out in each phase



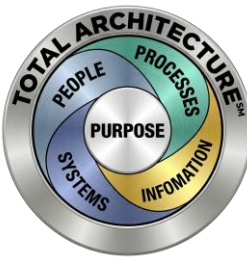
Business Solution Design Stage

- Model as-is business process
 - How does it work today, highlighting the issues with current design
- Design the to-be business process
 - How the new solution will work, highlighting how it meets business objectives
- Identify all the operational performers
 - The people and systems involved, both internal and external
- Identify all operational information and work products
 - Where they are produced and consumed in the business process
- Specify the required solution validation measurements
 - The data to be collected to establish that the objectives have been met



Project Planning Stage

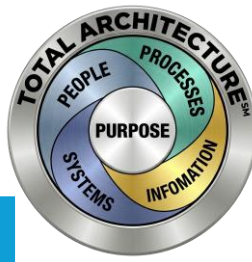
- Organize all the work required to put the solution into production
 - Includes policy updates and organizational change management
- Structure the work into projects
 - Define the required sequencing between the projects
- Define the requirements for each project
 - Primarily derived from the solution design
 - Includes enterprise standards and externally imposed requirements
- Establish ownership for each project including vendor engagement
 - The party responsible for executing each project
- Identify all required execution environments for production and test
 - Support unit, integration, system, and user acceptance testing
- Define required tests for each type of test
 - Establish that the produced components correctly support the solution design



Project Execution Stage

- Traditional project management including their coordination
- The Total ArchitectureSM Methodology has nothing to add

Governance and Leadership



Role	Responsibility
Business Process Owner	- Identify pain points and other initiative drivers - Establish measurable improvement goals - Identify perceived challenges and opportunities for improvement - Validate that initiative has achieved its goals
Solution Architecture Lead	- Conduct design workshops with Business Process Owners and relevant stakeholders - Model as-is business processes and representative scenarios - Model as-is solution architecture relevant to the impacted business processes - Design to-be business processes illustrated with representative scenarios - Design the information and action coordination required by the to-be business processes - Define the infrastructure changes required to support the to-be design
Executive Steering Committee	- Ensure strategic alignment: validate the strategic drivers and perceived challenges and opportunities - Enforce KPI Accountability: demand measurements of quantified capability improvements - Risk Mitigation: oversee risk mitigation plans
Project Management Lead	- Determine required project structure including organizational change management and initiative achievement verification - Requirements Translation: ensure requirements for projects are well-defined and strictly based on the to-be business process design and documented constraints - Vendor/ITS Contract Management - Manage projects during execution