



Business Capability Lifecycle (BCL)

<https://www.milsuite.mil/book/groups/business-capability-lifecycle-bcl>

June 28, 2012

The Business Enterprise Architecture (BEA) and End-to-Ends (E2E)

Overview

The BEA is the enterprise architecture for all DoD business systems and capabilities and reflects DoD business transformation priorities; the business capabilities required to support those priorities; and the combinations of enterprise systems and initiatives that enable those capabilities. It also supports use of this information within an E2E framework. BCL decisions require the cross-cutting perspective provided by the E2Es to compare investment opportunities across the Department and to allow effective portfolio management of DBS. The 15 E2Es that comprise the Department's E2E framework play a critical role in how DoD builds business capabilities, as business processes actually span, rather than operate within, functional areas. Each E2E represents the life-cycle of business processes that are executed in order to fulfill a business need / requirement:

Acquire-to-Retire (A2R)	Concept-to-Product (C2P)	Deployment-to-Redeployment/ Retrograde (D2RR)	Hire-to-Retire (H2R)
Budget-to-Report (B2R)	Cost Management (CM)	Environmental Liabilities (EL)	Service-to-Satisfaction (S2S)
Market-to-Prospect (M2P)	Plan-to-Stock (P2S)	Proposal-to-Reward (P2R)	Procure-to-Pay (P2P)
Prospect-to-Order (P2O)		Service Request-to-Resolution (SR2R)	

In order to achieve business process optimization, organizations need to identify and decompose E2Es across the functional silos of an organization. Decomposing the E2Es first requires identification of which E2Es are applicable. Next, the organization breaks down the E2E into a representation of the specific business processes they perform, identifies business process inefficiencies both within and across functional silos, and optimizes the organization's E2Es accordingly. In BCL, this activity is linked to Business Process Reengineering (BPR), which begins in the Business Capability Definition (BCD) Phase of BCL, and becomes more detailed and defined in scope throughout the process as a solution is selected, systems engineering and tradeoffs are conducted, and the capability is refined for implementation.

Additional Information

- Access to the BEA's contents is provided by ODCMO through its public webpage: <http://dcmo.defense.gov/products-and-services/business-enterprise-architecture/9.0/index.htm>
- Any potential solution being considered for implementation must have the ability to become BEA compliant.
- For more BCL information, including more BCL fact sheets, please visit, <http://dcmo.defense.gov/products-and-services/business-capability-lifecycle/> or <https://www.milsuite.mil/book/groups/business-capability-lifecycle-bcl>