



# Business Capability Lifecycle (BCL)

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

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## The Problem Statement

### Overview

In BCL, a Problem Statement is the output of analysis conducted after a perceived business problem, capability gap, and / or opportunity (hereafter referred as a “business need”) is identified. A “business need” can be identified by anyone in an organization, and may in fact be cross-organizational or even enterprise-wide. The Problem Statement, and the analysis supporting it, is perhaps the single most important informational product developed during BCL off of which all future analyses are based. The fundamental decision is whether the Department should take further action to solve the problem. A Problem Statement culminates from analysis and must include:

Explanation of context (such as the organization’s operating environment and mission)	Explanation of the “to-be” business process that will address the business need and create efficiencies
The business need, stated and defined within the context	The operational improvement(s) and measurable outcomes derived from addressing the business need
The root cause of the business need	Constraints and assumptions affecting any solution to the business need
Business need boundaries (organizational, functional, infrastructure)	Recommended potential solutions for future investigation
Results of a DOTMLPF-P <sup>1</sup> analysis and impact on the status quo	Rough order of magnitude (ROM) cost estimate for any potential solution that entails a materiel component

### Key Points

- Occurs during the Business Capability Definition (BCD) Phase of BCL
- Led by a Functional Sponsor, who will represent the end-user’s needs throughout BCL and has the authority to advocate for and seek funding for a solution
- Is not time constrained (whereas other BCL phases or processes are)
- Must be reviewed by an Investment Review Board (IRB) and approved by an IRB Chair
- Guidance on developing a Problem Statement can be found in the front sections of the Business Case Template: <http://dcmo.defense.gov/products-and-services/business-capability-lifecycle/>
- 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>

<sup>1</sup> Doctrine, organization, training and education, materiel, logistics, personnel, facilities and policy