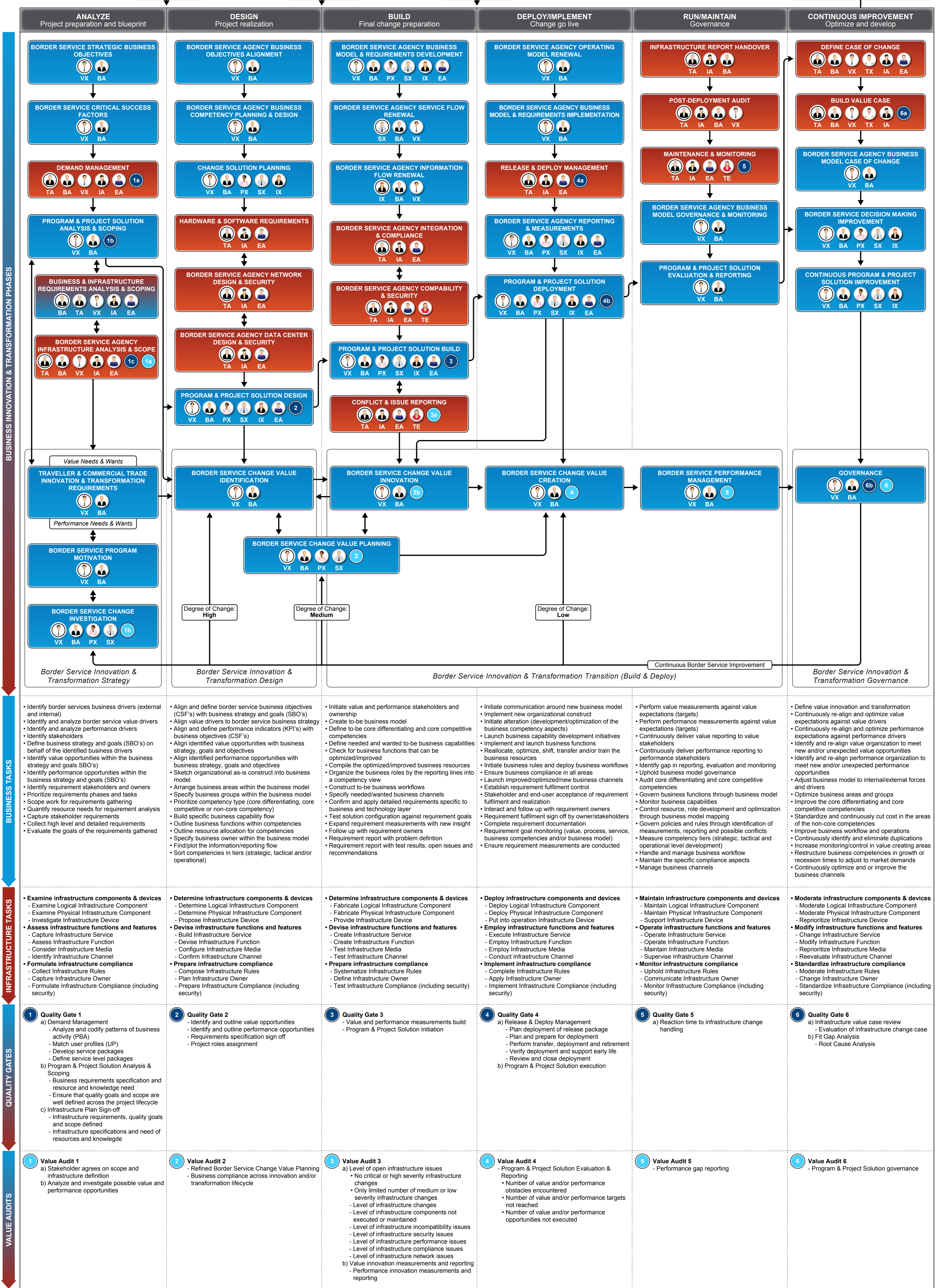
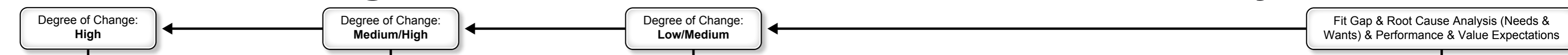


Business & IT Alignment of Customs & Border Services Lifecycle



BUSINESS INNOVATION & TRANSFORMATION PHASES

BUSINESS TASKS

INFRASTRUCTURE TASKS

QUALITY GATES

VALUE AUDITS

- Identify border services business drivers (external and internal)
- Identify and analyze border service value drivers
- Identify and analyze performance drivers
- Identify stakeholders
- Define business strategy and goals (SBO's) on behalf of the identified business drivers
- Identify value opportunities within the business strategy and goals (SBO's)
- Identify performance opportunities within the business strategy and goals (SBO's)
- Identify requirement stakeholders and owners
- Prioritize requirements phases and tasks
- Scope work for requirements gathering
- Quantify resource needs for requirement analysis
- Capture stakeholder requirements
- Collect high level and detailed requirements
- Evaluate the goals of the requirements gathered

- Align and define border service business objectives (CSF's) with business strategy and goals (SBO's)
- Align value drivers to border service business strategy
- Align and define performance indicators (KPI's) with business objectives (CSF's)
- Align identified value opportunities with business strategy, goals and objectives
- Align identified performance opportunities with business strategy, goals and objectives
- Sketch organizational as-is construct into business model
- Arrange business areas within the business model
- Specify business groups within the business model
- Prioritize competency type (core differentiating, core competitive or non-core competency)
- Build specific business capability flow
- Outline resource allocation for competencies
- Specify business owner within the business model
- Find/plot the information/reporting flow
- Sort competencies in tiers (strategic, tactical and/or operational)

- Initiate value and performance stakeholders and ownership
- Create to-be business model
- Define to-be core differentiating and core competitive competencies
- Define needed and wanted to-be business capabilities
- Check for business functions that can be optimized/improved
- Compile the optimized/improved business resources
- Organize the business roles by the reporting lines into a competency view
- Construct to-be business workflows
- Specify needed/wanted business channels
- Confirm and apply detailed requirements specific to business and technology layer
- Test solution configuration against requirement goals
- Expand requirement measurements with new insight
- Follow up with requirement owners
- Requirement report with problem definition
- Requirement report with test results, open issues and recommendations

- Initiate communication around new business model
- Implement new organizational construct
- Initiate alteration (development/optimization of the business competency aspects)
- Launch business capability development initiatives
- Implement and launch business functions
- Reallocate, optimize, shift, transfer and/or train the business resources
- Initiate business rules and deploy business workflows
- Ensure business compliance in all areas
- Launch improved/optimized/new business channels
- Establish requirement fulfillment control
- Stakeholder and end-user acceptance of requirement fulfillment and realization
- Interact and follow up with requirement owners
- Requirement fulfillment sign off by owner/stakeholders
- Complete requirement documentation
- Requirement goal monitoring (value, process, service, business competencies and/or business model)
- Ensure requirement measurements are conducted

- Perform value measurements against value expectations (targets)
- Perform performance measurements against value expectations (targets)
- Continuously deliver value reporting to value stakeholders
- Continuously deliver performance reporting to performance stakeholders
- Identify gap in reporting, evaluation and monitoring through business model governance
- Audit core differentiating and core competitive competencies
- Govern business functions through business model
- Monitor business capabilities
- Control resource, role development and optimization through business model mapping
- Govern policies and rules through identification of measurements, reporting and possible conflicts
- Measure competency tiers (strategic, tactical and operational level development)
- Handle and manage business workflow
- Maintain the specific compliance aspects
- Manage business channels

- Define value innovation and transformation expectations against value drivers
- Continuously re-align and optimize performance expectations against performance drivers
- Identify and re-align value organization to meet new and/or unexpected value opportunities
- Identify and re-align performance organization to meet new and/or unexpected performance opportunities
- Adjust business model to internal/external forces and drivers
- Optimize business areas and groups
- Improve the core differentiating and core competitive competencies
- Standardize and continuously cut cost in the areas of the non-core competencies
- Improve business workflow and operations
- Continuously identify and eliminate duplications
- Increase monitoring/control in value creating areas
- Restructure business competencies in growth or recession times to adjust to market demands
- Continuously optimize and or improve the business channels

- Examine infrastructure components & devices
 - Examine Logical Infrastructure Component
 - Examine Physical Infrastructure Component
 - Investigate Infrastructure Device
- Assess infrastructure functions and features
 - Capture Infrastructure Service
 - Assess Infrastructure Function
 - Consider Infrastructure Media
 - Identify Infrastructure Channel
- Formulate infrastructure compliance
 - Collect Infrastructure Rules
 - Capture Infrastructure Owner
 - Formulate Infrastructure Compliance (including security)

- Determine infrastructure components & devices
 - Determine Logical Infrastructure Component
 - Determine Physical Infrastructure Component
 - Provide Infrastructure Device
- Devise infrastructure functions and features
 - Build Infrastructure Service
 - Devise Infrastructure Function
 - Configure Infrastructure Media
 - Confirm Infrastructure Channel
- Prepare infrastructure compliance
 - Compose Infrastructure Rules
 - Plan Infrastructure Owner
 - Prepare Infrastructure Compliance (including security)

- Determine infrastructure components & devices
 - Fabricate Logical Infrastructure Component
 - Fabricate Physical Infrastructure Component
 - Provide Infrastructure Device
- Devise infrastructure functions and features
 - Create Infrastructure Service
 - Create Infrastructure Function
 - Configure Infrastructure Media
 - Test Infrastructure Channel
- Prepare infrastructure compliance
 - Systematize Infrastructure Rules
 - Define Infrastructure Owner
 - Test Infrastructure Compliance (including security)

- Deploy infrastructure components and devices
 - Deploy Logical Infrastructure Component
 - Deploy Physical Infrastructure Component
 - Put into operation Infrastructure Device
- Employ infrastructure functions and features
 - Execute Infrastructure Service
 - Employ Infrastructure Function
 - Employ Infrastructure Media
 - Conduct Infrastructure Channel
- Implement infrastructure compliance
 - Complete Infrastructure Rules
 - Apply Infrastructure Owner
 - Implement Infrastructure Compliance (including security)

- Maintain infrastructure components and devices
 - Maintain Logical Infrastructure Component
 - Maintain Physical Infrastructure Component
 - Support Infrastructure Device
- Operate infrastructure functions and features
 - Operate Infrastructure Service
 - Operate Infrastructure Function
 - Maintain Infrastructure Media
 - Supervise Infrastructure Channel
- Monitor infrastructure compliance
 - Uphold Infrastructure Rules
 - Communicate Infrastructure Owner
 - Monitor Infrastructure Compliance (including security)

- Moderate infrastructure components & devices
 - Moderate Logical Infrastructure Component
 - Moderate Physical Infrastructure Component
 - Reprioritize Infrastructure Device
- Modify infrastructure functions and features
 - Change Infrastructure Service
 - Modify Infrastructure Function
 - Reprioritize Infrastructure Media
 - Reevaluate Infrastructure Channel
- Standardize infrastructure compliance
 - Moderate Infrastructure Rules
 - Change Infrastructure Owner
 - Standardize Infrastructure Compliance (including security)

- 1 Quality Gate 1**
- Demand Management
 - Analyze and codify patterns of business activity (PBA)
 - Match user profiles (UP)
 - Develop service packages
 - Define service level packages
 - Program & Project Solution Analysis & Scoping
 - Business requirements specification and resource and knowledge need
 - Ensure that quality goals and scope are well defined across the project lifecycle
 - Infrastructure Plan Sign-off
 - Infrastructure requirements, quality goals and scope defined
 - Infrastructure specifications and need of resources and knowledge

- 2 Quality Gate 2**
- Identify and outline value opportunities
 - Identify and outline performance opportunities
 - Requirements specification sign off
 - Project roles assignment

- 3 Quality Gate 3**
- Value and performance measurements build
 - Program & Project Solution initiation

- 4 Quality Gate 4**
- Release & Deploy Management
 - Plan deployment of release package
 - Plan and prepare for deployment
 - Perform transfer, deployment and retirement
 - Verify deployment and support early life
 - Review and close deployment
 - Program & Project Solution execution

- 5 Quality Gate 5**
- Reaction time to infrastructure change handling

- 6 Quality Gate 6**
- Infrastructure value case review
 - Evaluation of infrastructure change case
 - Fit Gap Analysis
 - Root Cause Analysis

- 1 Value Audit 1**
- Stakeholder agrees on scope and infrastructure definition
 - Analyze and investigate possible value and performance opportunities

- 2 Value Audit 2**
- Refined Border Service Change Value Planning
 - Business compliance across innovation and/or transformation lifecycle

- 3 Value Audit 3**
- Level of open infrastructure issues
 - No critical or high severity infrastructure changes
 - Only limited number of medium or low severity infrastructure changes
 - Level of infrastructure changes
 - Level of infrastructure components not executed or maintained
 - Level of infrastructure incompatibility issues
 - Level of infrastructure security issues
 - Level of infrastructure performance issues
 - Level of infrastructure compliance issues
 - Level of infrastructure network issues
 - Value innovation measurements and reporting
 - Performance innovation measurements and reporting

- 4 Value Audit 4**
- Program & Project Solution Evaluation & Reporting
 - Number of value and/or performance obstacles encountered
 - Number of value and/or performance targets not reached
 - Number of value and/or performance opportunities not executed

- 5 Value Audit 5**
- Performance gap reporting

- 6 Value Audit 6**
- Program & Project Solution governance

