

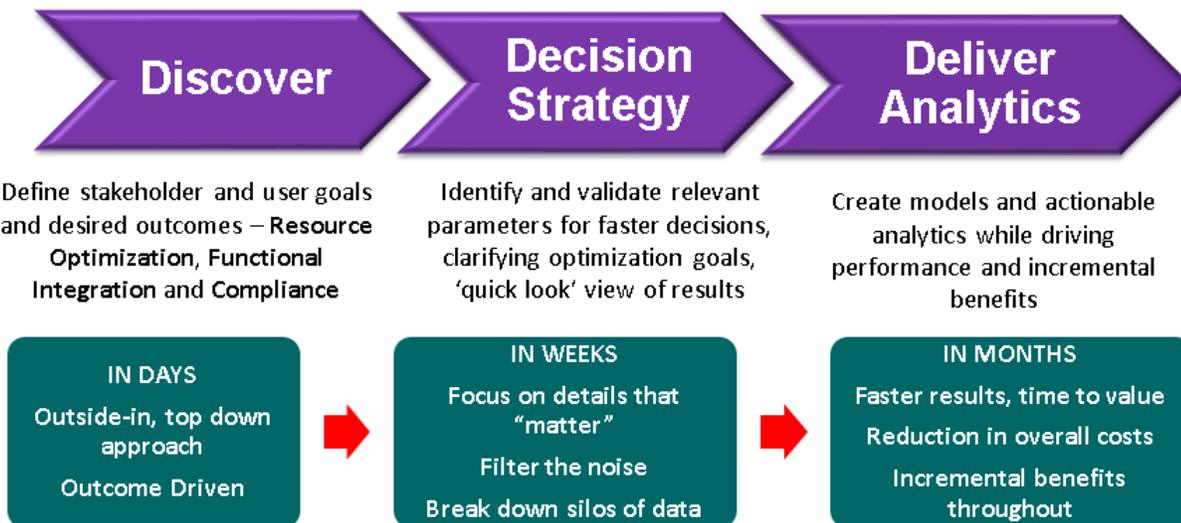
## An Outcome Driven Enterprise Approach™

Binary Group's **Outcome Driven Enterprise Approach™ (ODEA™)** enables agencies to quickly determine the technology, information, process and organizational structure needed to perform their mission and to respond to changes in the mission. Binary applies this unique and proven methodology to every consulting project, training or workshop program, or IT solution delivered.

“Outcome driven” means getting to what’s relevant fast, allowing agencies to respond rapidly. Organizations are able to optimize human, physical, and financial assets, reduce costs, and become more effective, efficient, agile, and durable.

Our Enterprise Architecture approach is Outcome Driven, defining and delivering outcomes through an outside-in, top down method that addresses user needs and organization requirements across the enterprise. Organizations urgently need to get a rapid handle on their diverse portfolio and identify resource optimizations and cost efficiencies in order to successfully accomplish their missions. They also need to make the right decisions that ‘move the needle’ on large-scale programs and initiatives, while reducing risks.

Binary applies our **Outcome Driven Enterprise Approach™** across practice areas and capabilities to generate results quickly and cost effectively, allowing leaders and program managers to make better decisions and ensure mission success.



**Binary can deliver architectures and strategies for decision support that:**

- Focus on critical mission outcomes
- Can rapidly respond to disruptions to stay on track
- Generate incremental results that are practical and affordable
- Are understandable in decision maker terms
- Use data analytics and BI dashboards for insights and analysis comparisons

## Case Study: Doing More with Less Resources through an Outcome Driven Enterprise Approach to EA

### US Army's Chemical, Biological, Radiological, Nuclear and High-Yield Explosives (CBRNE) HQ, 20th Support Command, Aberdeen Proving Ground, MD

#### CHALLENGE

The Army's 20<sup>th</sup> Support Command (20<sup>th</sup> SUPCOM) was a relatively newly established command with a defined Joint mission to respond to chemical, biological, radiological, nuclear and high-yield explosives (CBRNE) events world-wide within 24 hours and swiftly address response, cleanup and safety restoration. The 20<sup>th</sup> SUPCOM had to transform from a two-conflict support scenario to multiple conflicts, while maintaining readiness and without additional funding.

Because of the complexity of the kinds of disasters the command might face and the evolving science involved in response efforts, 20<sup>th</sup> SUPCOM needed to connect with and interact in real-time with a wide range of experts and organizations. The mission demanded the most challenging kinds of virtual tele-science, complex communications support, and detailed disaster response training.

The Army distributed a number of CBRNE responsibilities to different commands including several components to the Army's Training and Doctrine Command (TRADOC) responsible for mission advocacy, doctrine, training and operational architecture and HQ staff organizations that were responsible for information technology and communications (HQDA CIO/G-6), as well as planning, programming and budgeting (HQDA G-8).

One issue facing 20<sup>th</sup> SUPCOM was those that were involved in planning, engineering and budgeting for the mission did not fully understand the requirements, including the complex demand of the mission's satellite communication (SATCOM) bandwidth needs, or the implications to the mission if bandwidth availability was not met. The communication needs of the CBRNE mission differed dramatically from Army doctrine for an operational unit of their size.

Simultaneously, shifting needs across DoD to support different force structures and mission scenarios were causing budgeting constraints that dictated reevaluation of SATCOM expenditures. The 20<sup>th</sup> SUPCOM communications needs were being met by using the same kinds of very expensive communications assets applied to highly dynamic and extremely time-sensitive Special Forces operations. Adding to the expense was the fact that these assets needed to be dedicated to the CBRNE mission, and couldn't be shared by other missions. In the Army's new budget context, that wouldn't affordably scale to meet an expanded Joint mission.

#### ARCHITECTURAL ANALYSIS SOLUTION

Binary's Enterprise Architecture team was engaged by the Army and managed by the CIO/G-6. Using an Outcome Driven Enterprise Approach™ to the project, the team set out to quickly understand the needs of the mission as well as each stakeholders and end user outcomes required at each organization, and articulate these needs to gain the trust of the organization leaders. The Binary team discovered conflicting stakeholder and end user defined outcomes and expectations. Once trust was gained and the leaders could see that the team was clearly focused on delivering best value for the Army, a couple of key Government leaders championed the effort and the Binary team was able to quickly determine the relevant and realistic requirements needed for mission success.

Next, the Binary team was able to focus on the architectural task at hand – discovering the real, authoritative mission requirements involving operations, personnel and equipment across the enterprise, and documenting and articulating these clearly enough that all the stakeholders were able to understand the problem and work together to come up with the best overall solutions. Some of the architectural steps taken to gain clarity of the challenges and needs included:

- The team quickly analyzed the mission impact of having satellite communications capacity able to meet the real-time reach-back from soldiers assessing a CBRNE incident in the field to the scientific experts and analysts back home and convert that to requirements.
- The team developed traceability from mission requirements and documentation established in doctrine and by the mission proponent to the systems and communications gear authorized and allocated to satisfy those requirements.
- The team performed a detailed bandwidth consumption analysis to show the impact of communications latency on both mission effectiveness and its timeline.
- The team then performed modeling and simulation to illustrate the impact of degraded SATCOM capabilities, and how the impacts would only grow as the 20<sup>th</sup> SUPCOM continued to take on responsibility for more kinds of CBRNE analysis over time.

Based on this analysis, the TRADOC stakeholders could clearly see the disconnect between existing doctrine, the assigned mission and operational scenarios, as well as the equipment that had been allocated to the 20<sup>th</sup> SUPCOM. The G-8 could understand the out-year planning and budgeting implications, and the CIO/G-6 could recognize these analyses were grounded in an integrated architecture. A laser focus effort on meeting the mission needs of every organization, while addressing key outcomes of the involved stakeholders and end users provided the “guard rails” to deliver the analysis in time for decision makers to implement, and on budget.

## RESULTS

As a result of using an Outcome Driven Enterprise Approach™, while leveraging the sound analytical foundation of an integrated architecture, Binary helped the 20<sup>th</sup> SUPCOM to quickly determine relevant and realistic outcomes needed, requirements from stakeholders and end users across organizations, and the analysis needed to implement a cost-effective solution and optimize existing resources. The stakeholders were able to identify that by allocating a small portion of already existing military SATCOM (MILSATCOM) bandwidth dedicated to mission and command exigencies, the 20<sup>th</sup> SUPCOM could satisfy the surge and downtime needs, versus using the costly dedicated bandwidth. The MILSATCOM they used was planned as a shared service, and the utilization could be scheduled to meet the dynamic needs of Joint missions, which was consequently much less expensive.

**The result was a \$12 million reduction in SATCOM fees in year one, and a cost avoidance of \$48 million over the 5-year planning period, with absolutely no reduction in either mission effectiveness or communications capabilities.** Furthermore, there was enough capacity to allow the solution to scale to meet the expanding technical reach-back needs of the CBRNE Joint Task Force mission.

## Case Study: An End-to-End Business Process Success for the Army's Procure to Pay (P2P) System

### CHALLENGES

Procure to Pay (P2P) is one of 15 Army initiatives that had development progress reported quarterly to Congress. Changing the Army business environment was required to provide the expected business and operational outcomes of the GFEBS SAP-based system. Changing the end-to-end business process was necessary because an ERP is a standard system that includes standard integrated business processes. There were many remaining opportunities to drive operational improvements through the system, including assisting in implementing P2P changes. P2P was designed to move the Army from a stove-piped business processes (many of which were built on 1980's or earlier technology platforms that were costly to maintain), to enterprise level, end-to-end business processes that truly leveraged the new ERP capabilities and modern technology capabilities, reducing cost of ownership.

The goal of improving Army business processes was to ensure our Army in transition continued to provide effectively trained and ready forces at the best value to the Nation. Binary established a framework for mapping and improving Army components of the 15 Department of Defense (DoD) Business Enterprise Architecture End-to-End (E2E) processes.

The Procure-to-Pay (P2P) Pilot tested the ability of an ERP system to conduct the entire E2E P2P process internally. The Army's current ERP implementations required interfaces to numerous legacy systems, many of which were DoD-wide systems that optimized a sub-element or organization but hindered the effectiveness of the overall business process. Army P2P Pilot was designed to eliminate the need for custom interfaces to and from the Standard Procurement System and Automated Disbursing System.

Army was unclear on specific, prioritized capabilities needed to "prove" the solution and overcome deficiencies of embedded System of Record. There was no pre-validation of supplier-provided information, resulting in incorrect and untimely payments being made from the P2P system. The current solution was manually-driven to resolve errors (as high as 50%), which decreased productivity of personnel greatly.

### SOLUTION

Since 2006 and the inception of the General Funds Enterprise Business System (GFEBS) program, Binary was an integral part of the Army GFEBS implementation success, providing program management support and business process improvements due to our function knowledge of the financial management life cycle and technical expertise with GFEBS. GFEBS was the Army's new enterprise-level system that linked financial accounting, funds control, asset accounting and cost accounting under one system. GFEBS was being fielded in waves throughout the Army, and in advance of each wave, training was conducted to ensure new users are able to use the complete range of GFEBS functionality for both fiduciary and cost accounting, and Binary provided training for many organizations on the resource management and finance operations areas.

Binary's experience supporting GFEBS deployment and training to numerous Army commands and agencies, including US Army Forces, US Central Command (ARCENT) and Defense Finance and Accounting Service (DFAS), and our team of highly experienced key personnel and Subject Matter Experts (SMEs) with in-depth experience of Enterprise Resource Planning (ERP) systems (GFEBS and other ERP systems) and financial management functional knowledge ensured success.

Binary's **Outcome Driven Enterprise Approach™** quickly identified nine (9) critical requirements needed for functionality (out of possible hundreds) of the P2P system, greatly reducing the development life cycle of the pilot. Binary also provided data cleansing and data validation services for pre-and-post information migration.

Binary personnel were currently providing project management support, essential SAP Procurement for Public Sector (PPS) and Supplier Self Service (SUS) support and had the required technical skills and knowledge of the entire process. Binary also provided a critical advisory role to the PMO GFEBs leadership on how to engage with the Army contracting community.

Binary provided advice, assistance and IPT support to develop the GFEBs System Development Life Cycle (SDLC). Binary brought expertise in design, requirements, architecture, configuration, quality assurance, integration, validation and verification, training, deployment, compliance, operations, and sustainment and related documentation creation.

Binary also ensured the GFEBs implementation activities complied with Business Process Reengineering (BPR) changes, Operations and Sustainment (O&S) patches, technical architecture, user requirements, related documents, and support integration with required legacy systems, P2P and GFEBs Sensitive Activities (SA).

Our SMEs understood the legacy environment and had collectively been involved in the development of over 30 Army legacy systems, enabling them to fully understand the need for improved efficient operations needed.

## RESULTS

**Binary ensured a successful pilot that reduced transactional errors and manual intervention significantly, leading to a large reduction in interest penalties paid to contractors and improved accuracy and timeliness of financial reporting.**

Binary continued to make recommendations to the Government on ongoing business process improvement techniques that supported GFEBs implementation. Our approach was innovative and included the establishment of review sessions structured around sound strategic planning and agile best practices, while ensuring the regulatory and business needs of the Army were not compromised.

## Case Study: Successful transformation of Army's Defense Chemical, Biological, Radiological, Nuclear and high- yield Explosives (CBRNE) Response Force (DCRF)

### CHALLENGE

DCRF needed to transform from a strategic focus to an operational focus, developing the model for self-contained battalion-sized Response Task Forces (RTF) to enhance mission effectiveness and reduce casualties.

### SOLUTION

Binary applied their Outcome Driven Enterprise Approach™ to deliver incremental "quick strike" results that accelerated progress towards the customer's goal via the development of

- Optimized training plans and products

- Funding plans
- Equipment acquisition plans
- Organizational change metrics

## **BENEFITS**

Binary improved mission readiness and reduced “flash to bang” time, enabling DCRF and the RTFs to effectively save lives, prevent further injury, and provide critical support to enable community recovery.

## **ODEA™ Works:**

- Clarifies and aligns specific business outcomes and results that are required from these goals
- Agile approach that can be quickly adjusted to handle disruptions
- Demonstrates tangible business value rapidly
- Maximum reuse as deployment expands through spiral approach
- Adaptive change mechanism and systemic feedback
- Benefits and value provided throughout program
- Surgical approach vs. across the board actions
- Utilizes consistent methodologies and virtual “connected” platforms that maximize reusability, allows work anywhere yet enables rapid collaboration, and is secure

Binary Group is a leader in transformational initiatives, **delivering high-impact results fast**. Government decision makers turn to Binary to help them optimize resources and achieve transformational change and results. Each of our solutions is a ‘quick strike’ capability, enabling customers to make relevant decisions quickly and confidently, and demonstrate measurable results. Binary has 20+ years of experience and proven track record of accelerating time to value and producing outcomes rapidly, and we measure our success by the results we deliver to our customers.

Founded in 1996, Binary is a Woman-Owned Small Business (WOSB) with expertise and capabilities in Asset Management (PP&E) & Logistics, ERP / Business Systems, CIO Advisory, and Data Analytics & Business Intelligence areas. We apply our **Outcome Driven Enterprise Approach™ (ODEA™)**, an agile planning and service delivery methodology, to every project or program, accelerating time to value and mission success.

For more information on Binary Group's Outcome Driven Enterprise Approach™ and our capabilities, visit [www.binarygroup.com](http://www.binarygroup.com).

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