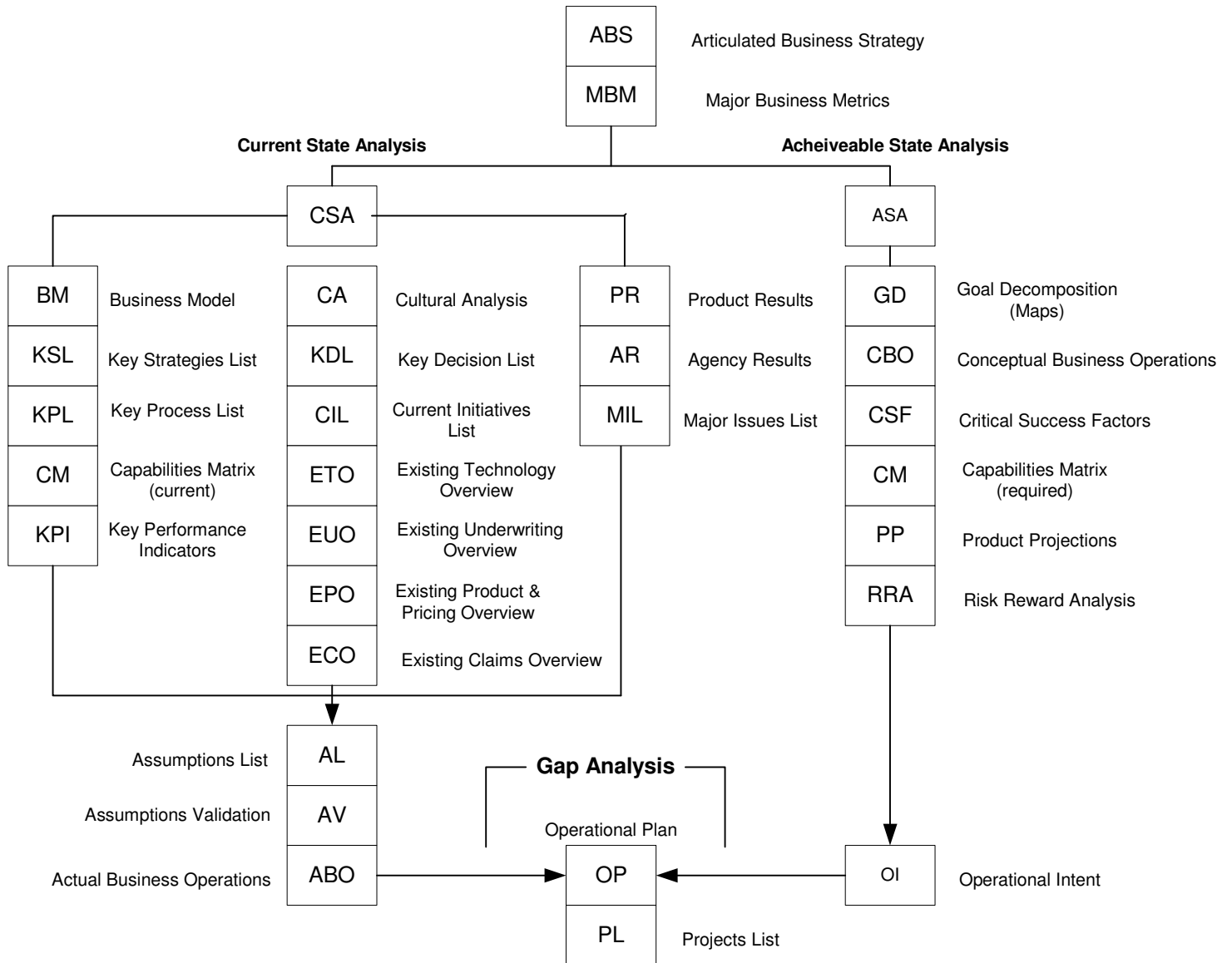


Planning Component Architecture



Optional Components

- DMP – Decision Making Processes
- GS – Governance Structure
- GTP – Geographic Territory Projections
- OAD – Opportunities Assessment Document
- OS – Optimization Scenarios

Component Descriptions

ABO	Actual Business Operations	External view documentation of business operations and practices
ABS	Articulated Business Strategy	Overview of all strategy statements (what & how) as evidenced by management interviews
ASA	Achievable State Analysis	Analysis of intentions against capabilities based on timescale and resource allocation
AV	Assumption Validation	Analysis of documented assumptions regarding actions or results
BM	Business Model	Descriptions of Products, Key Process, Distribution and Technology
CA	Cultural Analysis	Description of the culture (politics, risk-taking, work ethic, leadership styles)
CBO	Conceptual Business Operations	Documentation of ideal business state and practices
CIL	Current Initiatives List	Listing of all departmental and corporate initiatives (completed, current, pending)
CM	Competencies Matrix	Definition of key activities and ability to execute to accomplish goals (evaluate people, process, technology) to identify those to be maintained or improved
CSA	Current State Analysis	Documentation of current situation (corporate or departmental)
CSF	Critical Success Factors	Key operational processes and activities impacting goals or objectives
DMP	Decision Making Processes	Goals & Objectives, Products & Pricing, Budget, Agency Review
ETO	Existing Technology Overview	Summary of current IT assets
GD	Goal Decomposition	Identify and weight all factors related to a corporate goal (e.g. growth = IT, Marketing, Underwriting, Products & Pricing)
GS	Governance Structure	Description of the ways corporate/departmental policy or projects are made
GTP	Geographic Territory Projections	Product DWP (policies x avg prem) and profitability (L/R x DWP) projections by marketing territory
KPI	Key Performance Indicator	Objective metric identifying performance direction (improvement or deterioration)
KPL	Key Business Process List	Listing of all critical/key processes (transactional and decisional)
MBM	Major Business Metrics	Top 10 metrics used at corporate level to identify corporate results
MIL	Major Issues List	Listing of all identified issues relative to goal, function and/or process
OAD	Opportunities Assessment Document	Document describing and analyzing specific results improvement opportunities
OCI	Operations Control Issues	Identified issues of conflict or failure to perform
OI	Operational Intent	Functional area activities mapped to departmental objectives and related corporate results
OP	Operational Plan	Documentation of plans and supporting rationale
OS	Optimization Scenarios	Corporate diagram highlighted by improvement areas (departmental, product, system)
PI	Present Initiatives	All current corporate projects and research areas
PL	Project List	Inventory of all completed, in-process and backlogged projects
PP	Product Projections	DWP and L/R projections by line of business
RRA	Risk Reward Analysis	Individual action assessment (risk/return: low/low, high/high, low/high)