



**32**<sup>nd</sup> Annual **INCOSE**  
international symposium  
hybrid event

Detroit, MI, USA  
June 25 - 30, 2022

# **Using Model Based Systems Engineering Technical Reviews for Complex System of Systems**

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# Introductions



**Devon Clark**  
Digital Engineering  
Specialist Leader

Devon is a Systems Engineer at Deloitte with 20 years of experience in Systems Engineering, Integration, and Test supporting government agencies in (primarily) DS&J sector to solve their System of Systems problems by connecting data. He currently leads our Model-Based Systems Engineering (MBSE) capability for GPS as part of our investment into Digital Engineering and Digital Transformation.



**Travis Goodwyn**  
Digital Engineering  
Specialist Master

Travis is a Systems Engineer with 6 years of prior experience as a government civilian supporting the Missile Defense Agency Advanced Technology Program Office where he earned his Masters Degree in Systems Engineering from the Naval Postgraduate School in 2018. He has spent the last 2 years as a Deloitte Consultant focusing on Digital Engineering



**Kasey Hill**  
Digital Engineering  
Senior Consultant

Kasey is a Systems Engineer with over 7 years of experience working in the defense industry. She has proven success in leading systems engineering and test teams to solve problems and achieve operational mission success.





# Laying the Foundation



## What is a model?

A formal representation of our understanding of a thing

- Models define **key parameters** of the system
- Models allow you to change those parameters to **analyze relationships and effects**
- Models enable you to **identify key relationships** before you produce a solution
- Better models lead to **better solutions**

## What is a technical review?

A process approach by which stakeholders assess solutions against a collective set of values

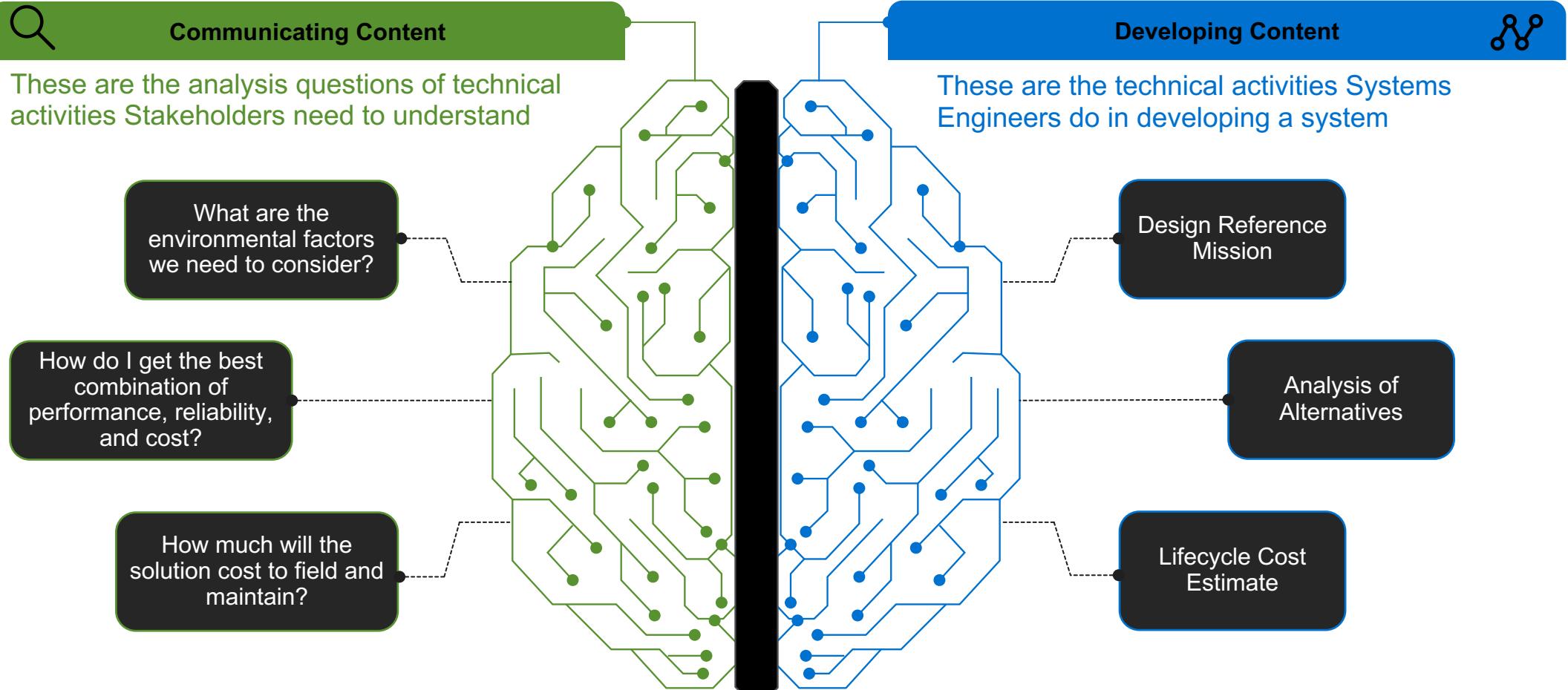
- Technical reviews **define key parameters** for solution success
- Technical reviews **assess current baselines** against those parameters for success
- Technical reviews enable organizations to **identify key (missing) relationships** before the solution is produced
- Better technical reviews lead to **better systems**

**Model-Based Technical Reviews** produce greater understanding and better solutions

- Models provide **technical content**
- Technical Reviews provide **understanding of technical content**
- Therefore, a technical review model must balance **development of content** with **understanding of content**

Model-Based Technical Reviews can Streamline Engineering, Increase Quality and System Design, and Increase Stakeholder Buy-in

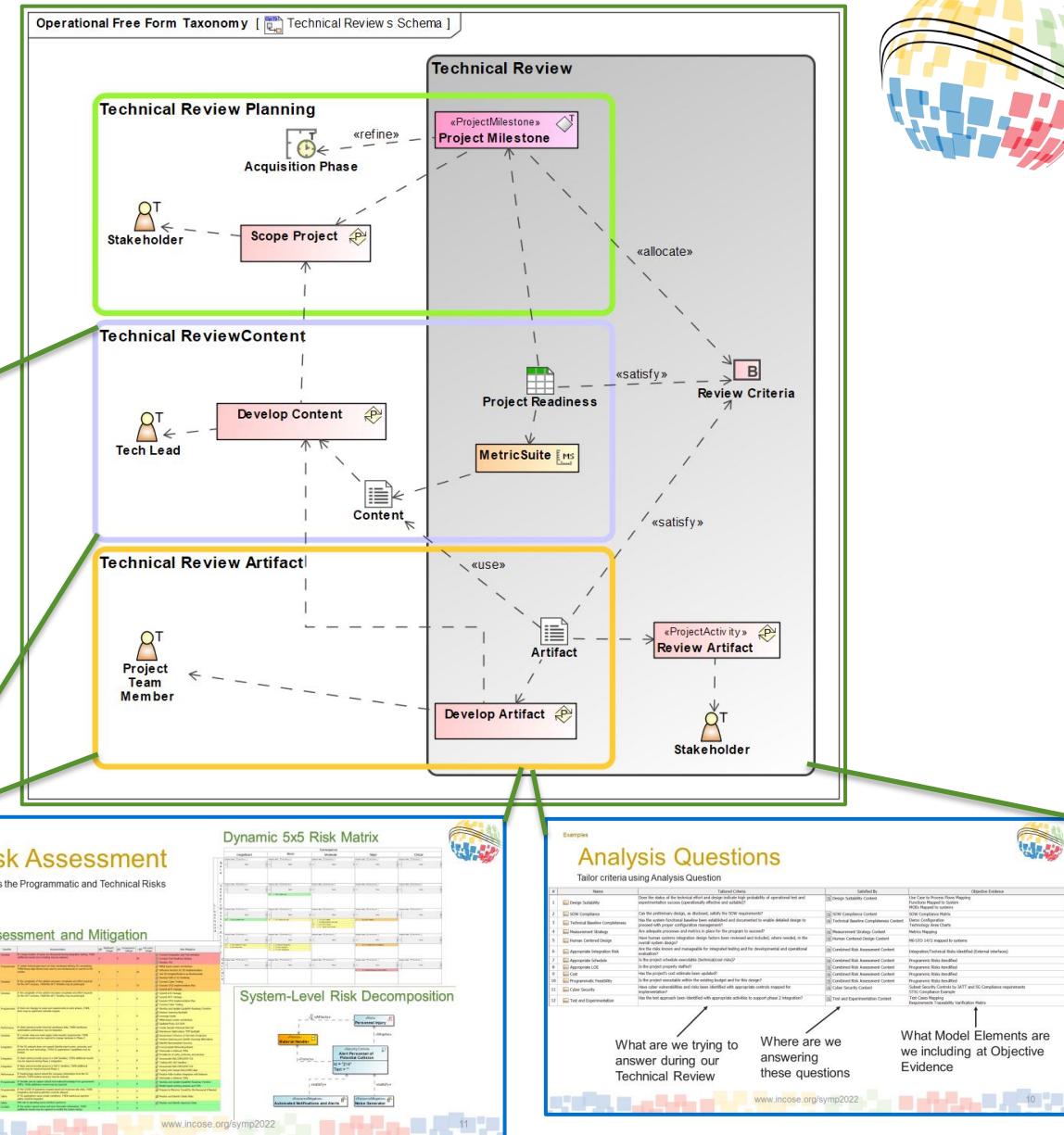
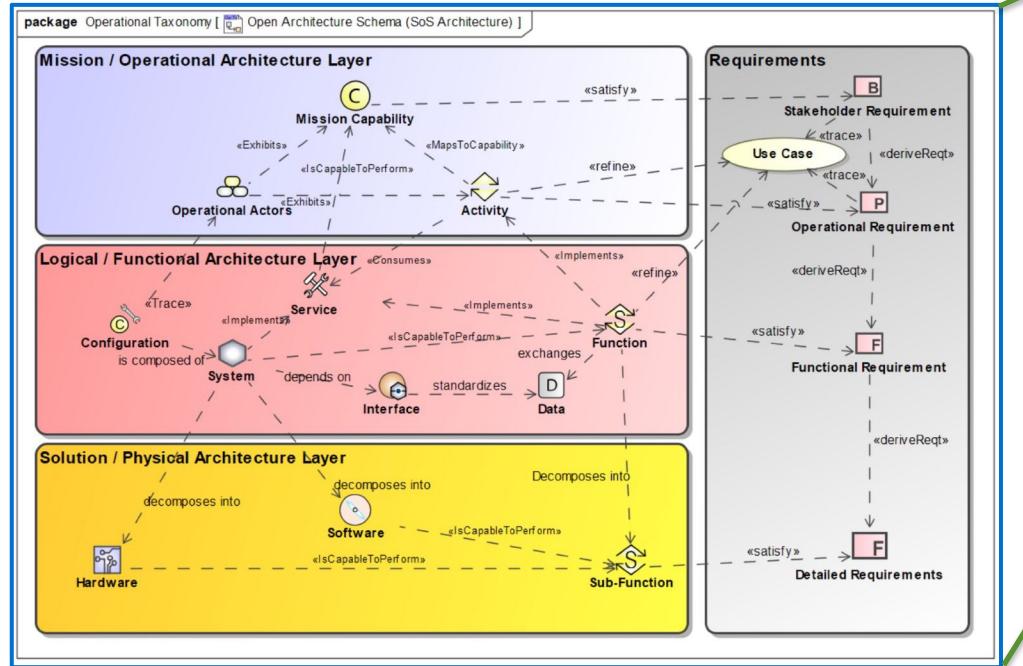
# Communication of Content vs. Development of Content



**Model-Based Technical Reviews Balance Content Development with Stakeholder Understanding**

# Review Schema

The Stakeholder defined Project Scope will drive **Content Development** to describe the system.  
 The Review Criteria will drive what artifacts are used to build content to **Communicate the Content** to the Stakeholder

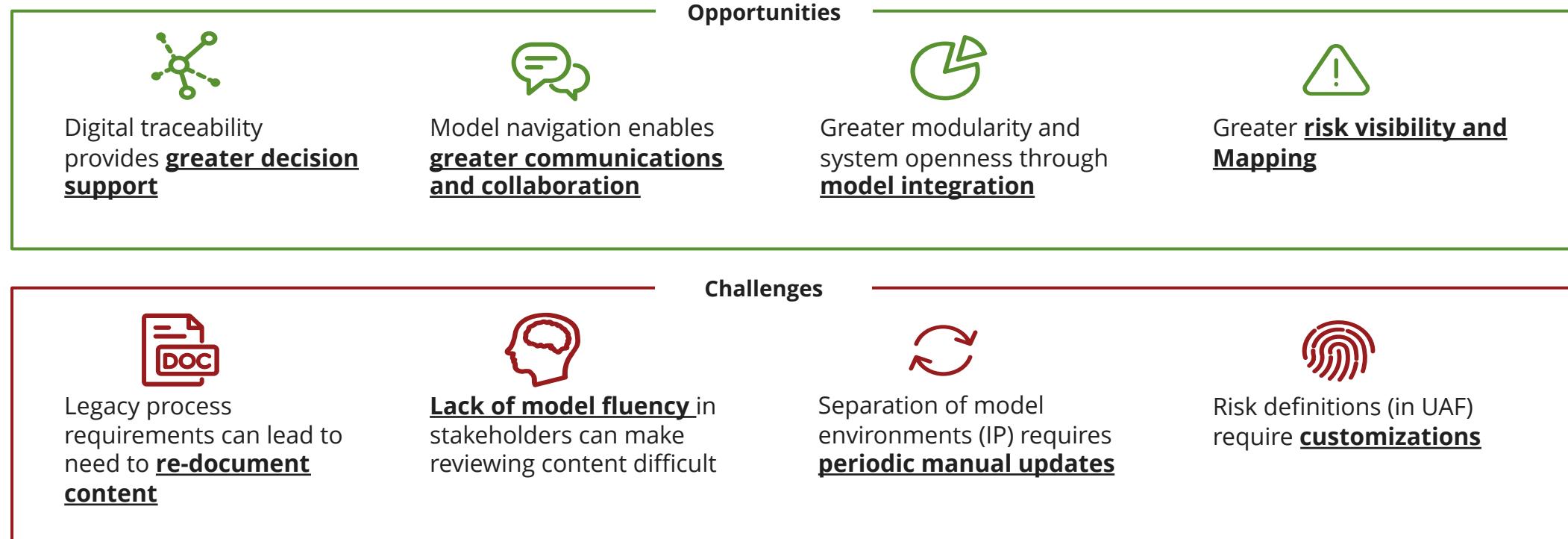


The System Schema Ensures a Complete System Definition  
 The Technical Review Schema Ensures a Complete Engineering and Communication of a System

# Model-Based Technical Reviews and the Future of Collaboration



Through integrated System of Systems (SoS) models and technical reviews, IPTs can achieve major gains in historically large cost drivers, such as documentation, configuration management, integration, and risk management.





# 5G Smart Warehouse

By implementing an MBSE approach and model-based technical reviews, Deloitte developed a 5G smart warehouse prototype in under 12 months, culminating in a live client demonstration.

## Time Savings

### Accelerated Design Process

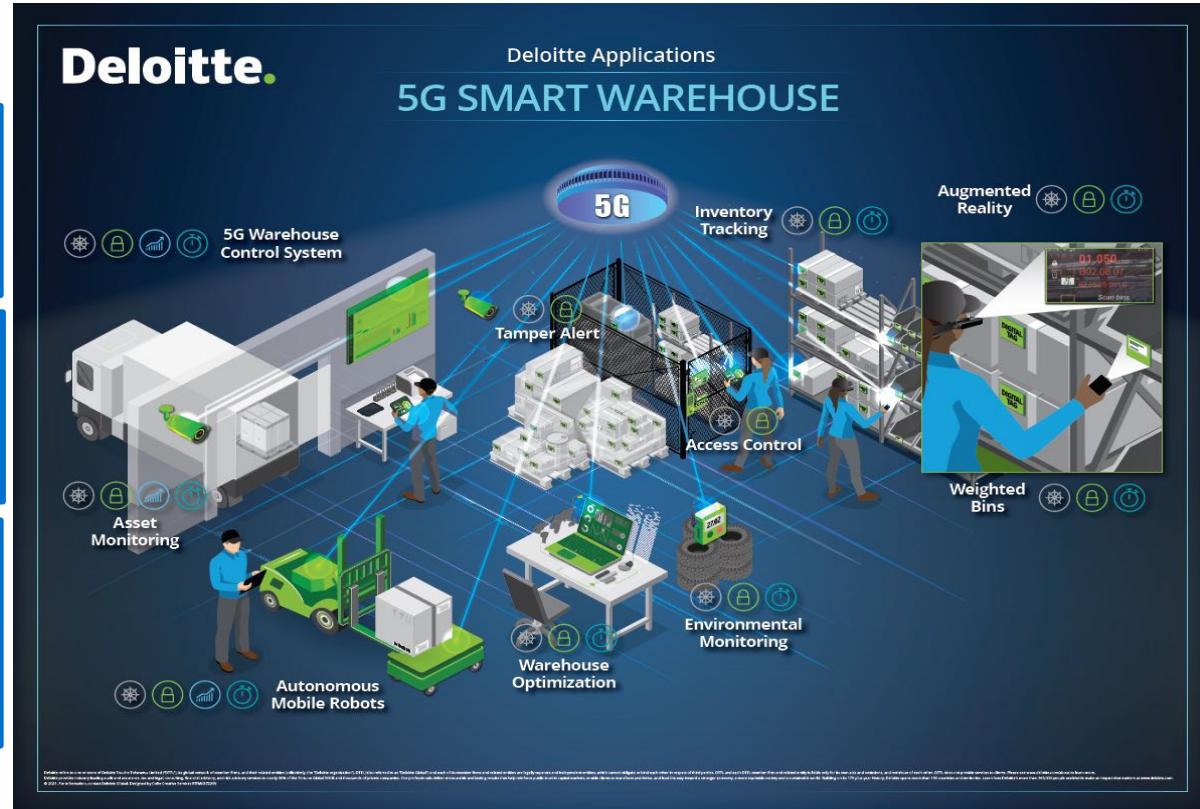
6 months from project start to PDR;  
6 months from PDR to CDR

### Rapid Integration and Test

<1 year from project start to integrated technology demo

### Minimized Documentation Time

Model-Based technical reviews enabled more time for design, integration, and test



## Model Confidence

### Agile and Flexible Model

Technology agnostic model ready to incorporate new 5G technologies as they are released

### Authoritative Source of Truth

Configuration control and changes captured in the model

### Stakeholder Confidence

During technical reviews, questions were answered on-the-spot by navigating in the model

Project Start

PDR

CDR

Tech Demo

2021

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

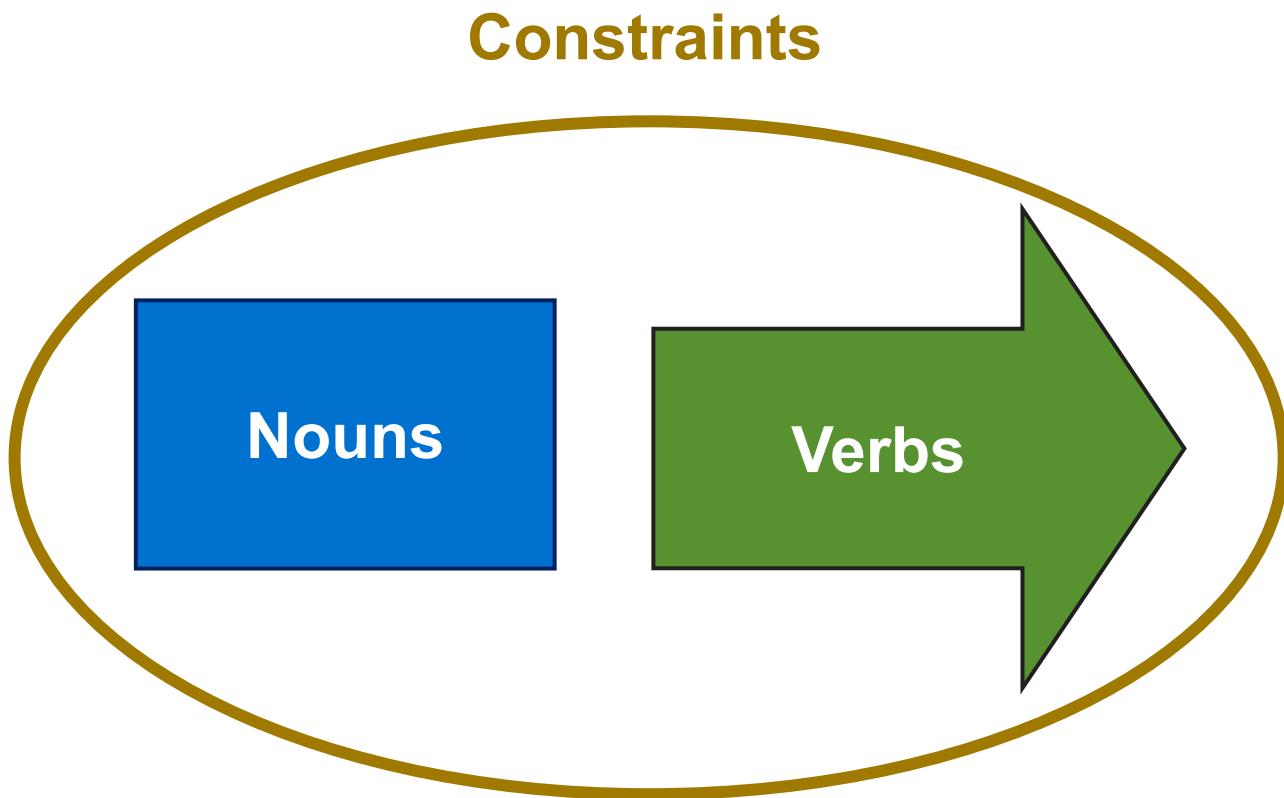
Nov

Dec



# From System Model to Technical Review Model

System Models in their simplest form are a collection of nouns and verbs that are wrapped in constraints

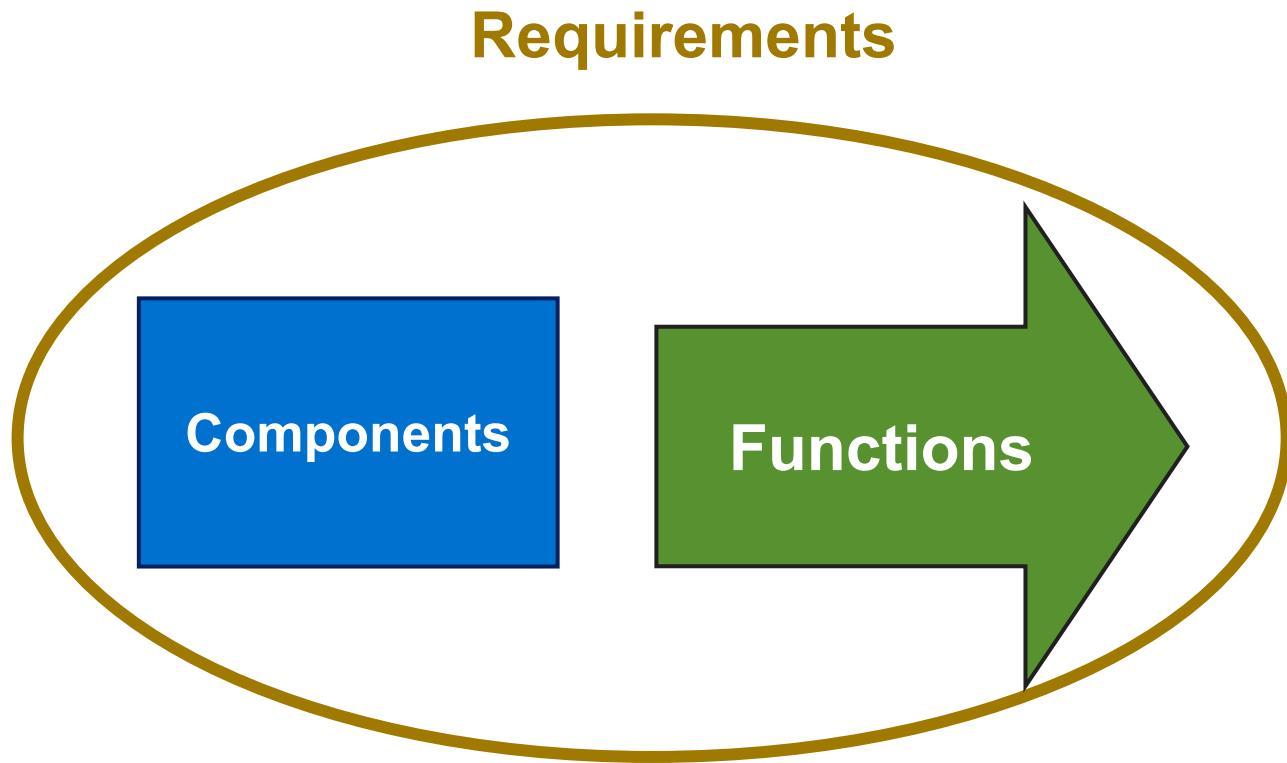




# From System Model to Technical Review Model

System Models in their simplest form are a collection of nouns and verbs that are wrapped in constraints

These equate to System Components and Functions wrapped in requirements



Applying Model-Based Approaches to System Design can Lead to Cost and Schedule Efficiencies in System Development



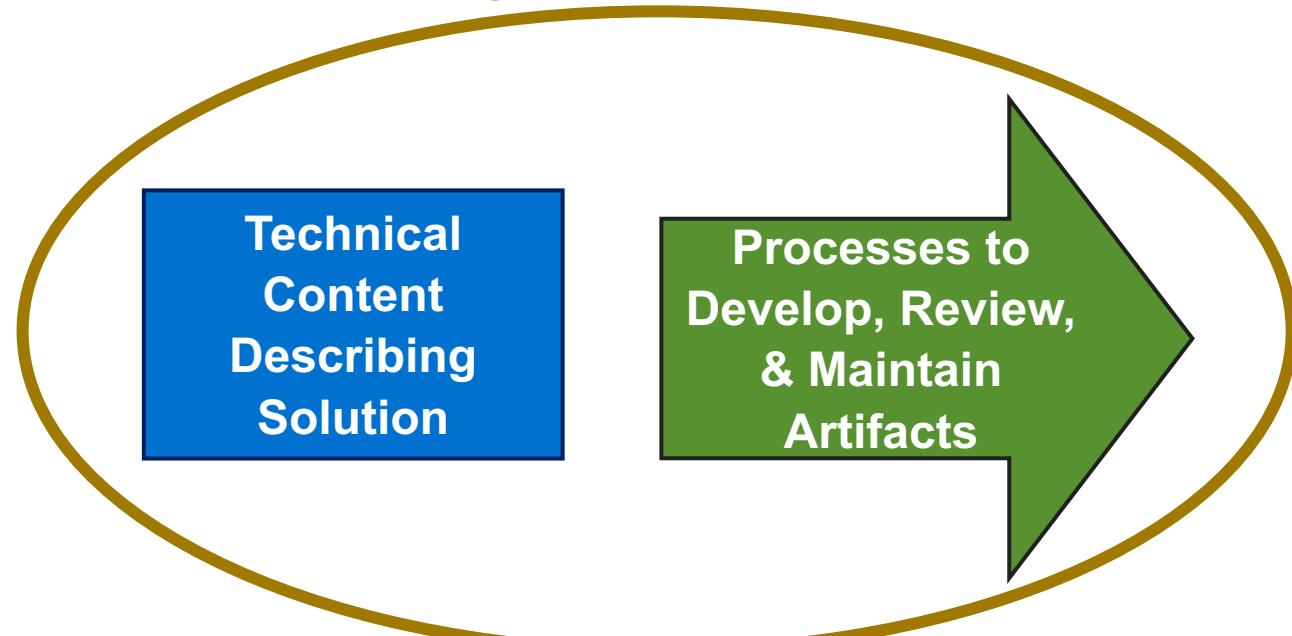
# From System Model to Technical Review Model

System Models in their simplest form are a collection of nouns and verbs that are wrapped in constraints

These equate to System Components and Functions wrapped in requirements

A Technical Review follows a similar structure

## Criteria and Analysis Questions



Applying Similar Model-Based Approaches to Technical Reviews can Lead to Cost and Schedule Efficiencies in Systems Engineering Lifecycle



# Objective of the Model-Based Technical Review

Communication of the Architecture, System (or System of Systems) Design, Risks, Analysis and Progress are critical parts of a Technical Review.

## 1 Tailor Criteria to Stakeholder Objectives

- Start from a Common Definition of Technical Review Objectives and refine objectives to a specific project
- Establish analysis questions (e.g. Technical Review Criteria) that will address each Objective
- Focus on development of specific model that answers each question

## 2 Automate Assessment and Monitoring of Readiness

- Maintain an Event-Driven Technical Review
- Show value-added metrics that establish readiness or completeness of content that answers each Review Criteria
- Show progress of those metrics to give confidence to Stakeholders that the team is ready to execute a successful review

## 3 Identify and Track Risk

- What are the critical risks to the program?
- What are the impacts, trade-offs, and mitigations of each risk?
- Using a model as the objective evidence provides opportunity to deep dive on content in real-time

Systems Engineers can Enhance Technical Reviews by Ensuring Traceability from Artifact to Stakeholder Need in an Authoritative Source of Truth



# Analysis Questions

Tailor criteria using Analysis Question

#	Name	Tailored Criteria	Satisfied By	Objective Evidence
1	Design Suitability	Does the status of the technical effort and design indicate high probability of operational test and experimentation success (operationally effective and suitable)?	Design Suitability Content	Use Case to Process Flows Mapping Functions Mapped to System MOEs Mapped to systems
2	SOW Compliance	Can the preliminary design, as disclosed, satisfy the SOW requirements?	SOW Compliance Content	SOW Compliance Matrix
3	Technical Baseline Completeness	Has the system functional baseline been established and documented to enable detailed design to proceed with proper configuration management?	Technical Baseline Completeness Content	Demo Configuration Technology Area Charts
4	Measurement Strategy	Are adequate processes and metrics in place for the program to succeed?	Measurement Strategy Content	Metrics Mapping
5	Human Centered Design	Have human systems integration design factors been reviewed and included, where needed, in the overall system design?	Human Centered Design Content	Mil-STD 1472 mapped to systems
6	Appropriate Integration Risk	Are the risks known and manageable for integrated testing and for developmental and operational evaluation?	Combined Risk Assessment Content	Integration/Technical Risks identified (External interfaces)
7	Appropriate Schedule	Is the project schedule executable (technical/cost risks)?	Combined Risk Assessment Content	Programmatic Risks Identified
8	Appropriate LOE	Is the project properly staffed?	Combined Risk Assessment Content	Programmatic Risks Identified
9	Cost	Has the project's cost estimate been updated?	Combined Risk Assessment Content	Programmatic Risks Identified
10	Programmatic Feasibility	Is the project executable within the existing budget and for this design?	Combined Risk Assessment Content	Programmatic Risks Identified
11	Cyber Security	Have cyber vulnerabilities and risks been identified with appropriate controls mapped for implementation?	Cyber Security Content	Subset Security Controls by IATT and 5G Compliance requirements STIG Compliance Example
12	Test and Experimentation	Has the test approach been identified with appropriate activities to support phase 2 integration?	Test and Experimentation Content	Test Cases Mapping Requirements Traceability Verification Matrix

What are we trying to answer during our Technical Review?

Where are we answering these questions?

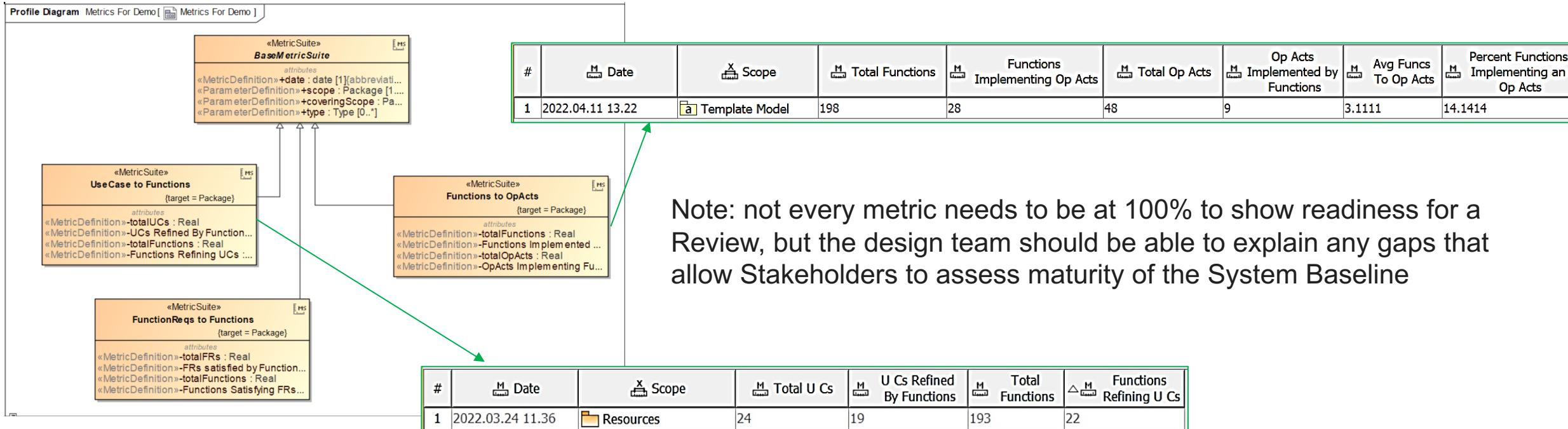
What Model Elements are we including in the Objective Evidence?

A Model-Based Approach allows for Persistent Correlation Between Objective Evidence and Criteria and Communication to the Stakeholder

# Automated Assessment and Monitoring of Readiness



Build Metrics into the model that can track progress toward the SETR and provide a reason for known modeling gaps.



Metrics allow for Automation and Tracking of Readiness for a Technical Review

# Risk Assessment

Assess the Programmatic and Technical Risks

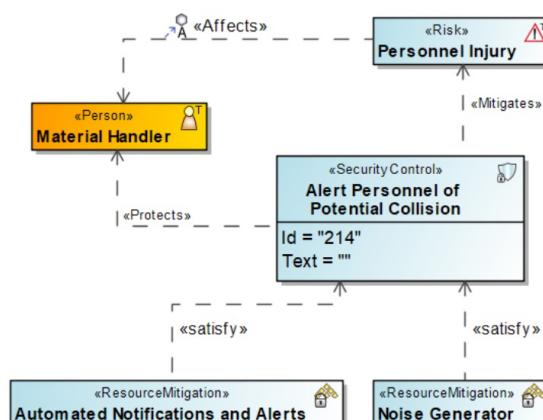
## Risk Assessment and Mitigation

Risk Category:		Extreme	High	Medium	Low		
#	Name	Classifier	Documentation	likelihood : Integer	consequence : Integer	risk score : Integer	Risk Mitigation
1	R1. Excessive Discovery During Testing	Schedule	IF a large number of issues are discovered during integration testing, THEN additional rework and re-testing may be required.	4	5	20	<ul style="list-style-type: none"> <li>Conduct Integration and Test Activities</li> <li>Conduct Test Readiness Review</li> <li>Develop TES</li> </ul>
2	R2. 5G Enabled Device Availability	Programmatic	IF certain technologies have not been developed utilizing 5G connectivity, THEN those edge devices may need to use workarounds to connect to the system.	4	4	16	<ul style="list-style-type: none"> <li>MBSE-based system architecture</li> <li>Influence Vendors for 5G Implementation</li> <li>Use 5G Dongles/Modems as Workarounds</li> <li>Develop Path to 5G Roadmap</li> </ul>
3	R3. IATT Timeline	Schedule	IF the complexity of the solution increases complexity and effort required for the IATT process, THEN the IATT timeline may be prolonged.	4	3	12	<ul style="list-style-type: none"> <li>Conduct Cyber Testing</li> <li>Execute STIG Implementation Plan</li> <li>Submit IATT Package</li> </ul>
4	R10. ATO Timeline	Schedule	IF the complexity of the solution increases complexity and effort required for the IATT process, THEN the IATT timeline may be prolonged.	3	3	9	<ul style="list-style-type: none"> <li>Submit ATO Package</li> <li>Submit IATT Package</li> <li>Execute STIG Implementation Plan</li> <li>Conduct Cyber Testing</li> </ul>
5	R4. Scope Stability	Programmatic	IF there are changes to scope and requirements in early phases, THEN there may be significant schedule impacts	3	3	9	<ul style="list-style-type: none"> <li>Develop and Update Capability Roadmap Timeline</li> <li>Horizon Scanning Spotlight</li> <li>Leverage Doode</li> <li>MBSE-based system architecture</li> <li>Updated Phase 2/3 SOW</li> </ul>
6	R9. Historical Warehouse Data	Performance	IF client cannot provide historical warehouse data, THEN warehouse optimization performance may be impacted.	3	3	9	<ul style="list-style-type: none"> <li>Create Sample Historical Data Set</li> <li>Warehouse Optimization TEM Spotlight</li> </ul>
7	R11. Supply Chain Security	Schedule	IF a vendor does not meet supply chain security requirements, THEN additional rework may be required to change hardware in Phase 2	3	3	9	<ul style="list-style-type: none"> <li>Government Influence of Domestic Production</li> <li>Horizon Scanning and Identify Sourcing Alternatives</li> <li>Identify Noncompliant Sourcing</li> </ul>
8	R5. Network Integration	Integration	IF the 5G network does not support Deloitte team's ports, protocols, and services for each technology, THEN 5G applications' capabilities may be limited.	2	4	8	<ul style="list-style-type: none"> <li>Communicate Networking Needs</li> <li>Participate in Network TEMs</li> <li>Provide list of ports, protocols, and services</li> </ul>
9	R6. SAP Integration	Integration	IF client cannot provide access to a SAP Sandbox, THEN additional rework may be required during Phase 2 Integration.	2	4	8	<ul style="list-style-type: none"> <li>Incorporate NALCOMIS/ERP ICA</li> <li>Testing with SAP Sandbox</li> </ul>
10	R7. SAP 2 Integration	Integration	IF Navy cannot access to a SAP 2 Sandbox, THEN additional rework may be required beyond Phase 2.	2	4	8	<ul style="list-style-type: none"> <li>Incorporate NALCOMIS/ERP ICA</li> <li>Testing with Sample NALCOMIS data</li> </ul>
11	R8. Location Accuracy	Performance	IF tracking tags cannot extract the necessary information from the 5G network, THEN location accuracy may be reduced.	2	3	6	<ul style="list-style-type: none"> <li>Finalize Polte location integration with Network</li> <li>Participate in Network TEMs</li> </ul>
12	R12. Collaboration	Programmatic	IF Deloitte cannot capture critical information/knowledge from government SME's, THEN additional rework may be required.	2	2	4	<ul style="list-style-type: none"> <li>Develop and Update Capability Roadmap Timeline</li> <li>Model-based working sessions and TMs</li> </ul>
13	R13. COVID-19 Impact	Programmatic	IF the COVID-19 pandemic impacts travel and in-person site visits, THEN integration and testing activities could be delayed.	1	4	4	<ul style="list-style-type: none"> <li>Prepare to Minimize Travel/On Site Personnel if Needed</li> </ul>
14	R14. Safety Risk	Safety	IF 5G applications cause unsafe conditions, THEN warehouse operator safety could be impacted.	1	4	4	<ul style="list-style-type: none"> <li>Monitor and Identify Safety Risks</li> </ul>
15	R15. Spectrum Risk	Safety	EMI risk of operating across wireless spectrums	1	3	3	<ul style="list-style-type: none"> <li>Monitor and Identify Spectrum Risks</li> </ul>
16	R16. Biometric Data Security (CLOSED)	CLOSED	IF the system cannot access and store biometric information, THEN additional rework may be required to modify the system design.	0	0	0	

## Dynamic 5x5 Risk Matrix

		Consequence				
		Insignificant	Minor	Moderate	Major	Critical
Likelihood	Rare	Instance Table [Rox Block11]	Instance Table [Rox Block21]	Instance Table [Rox Block31]	Instance Table [Rox Block41]	Instance Table [Rox Block51]
	Unlikely	Instance Table [Rox Block12]	Instance Table [Rox Block22]	Instance Table [Rox Block32]	Instance Table [Rox Block42]	Instance Table [Rox Block52]
	Possible	Instance Table [Rox Block13]	Instance Table [Rox Block23]	Instance Table [Rox Block33]	Instance Table [Rox Block43]	Instance Table [Rox Block53]
	Likely	Instance Table [Rox Block14]	Instance Table [Rox Block24]	Instance Table [Rox Block34]	Instance Table [Rox Block44]	Instance Table [Rox Block54]
	Certain	Instance Table [Rox Block15]	Instance Table [Rox Block25]	Instance Table [Rox Block35]	Instance Table [Rox Block45]	Instance Table [Rox Block55]
	R12. Collaboration	12	R12. Collaboration			
	R15. Spectrum Risk	15	R15. Spectrum Risk	R8. Location Accuracy	3	R3. IATT Timeline
	R13. COVID-19 Impact	13	R13. COVID-19 Impact	R1. Excessive Discovery During Testing	2	R2. 5G Enabled Device Availability
	R14. Safety Risk	14	R14. Safety Risk	R5. Network Integration	6	R6. SAP Integration
	R16. Biometric Data Security (CLOSED)	16	R16. Biometric Data Security (CLOSED)	R7. SAP 2 Integration	7	R8. Location Accuracy

## System-Level Risk Decomposition



A Model-Based Approach Integrates Risk Assessment in every Facet of System Development





# Model Walkthrough

File Edit View Layout Diagrams Options Tools Analyze Collaborate Window Help

Perspective: UAF Architect Create Diagram

**PDR Dashboard [Read-Only] X**

Containment

Selection

Diagram name: \_PDR Dashboard  
Author: tgoodwyn  
Creation date: 8/15/21 5:07 PM  
Modification date: 4/13/22 11:29 AM

Tools

Common

Note  
Text Box  
Anchor  
Contai...  
Depende...  
Image S...  
Diagram...  
Legend  
Constr...  
Horizo...  
Content Dia...  
Content ...  
Package  
Create D...

Project Usages  
Code Engineering Sets

Properties

Element Symbol Tags Mac

Content Diagram

Name: \_PDR Dashboard  
Owner: a PDR Example  
Applied Stereo... <>> DiagramInfo [ ]  
To Do  
Context

(Name)  
(Description)

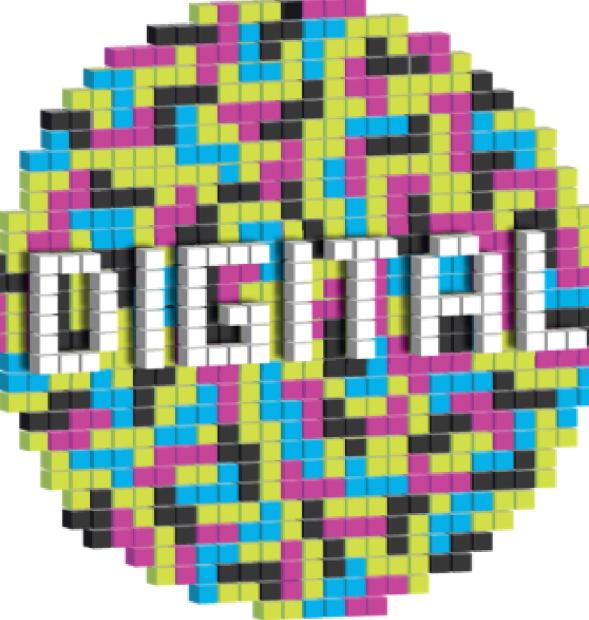
**Deloitte.**  
**PDR Dashboard**

Briefer: Devon Clark, Deloitte

Navigation Assistant

- \_PDR Dashboard
- Design Suitability Content
- SOW Compliance Content
- Technical Baseline Completeness Content
- Measurement Strategy Content
- Test and Experimentation Content
- Human Centered Design Content
- Cyber Security Content
- Combined Risk Assessment Content

**Deloitte.**

A large, pixelated version of the Deloitte logo, featuring a stylized 'D' composed of various colored pixels (blue, yellow, red, green) on a white background.

SETR Title Page

SETR TEMPLATE MODEL

Perspective: UAF Architect

Create Diagram

**PDR Dashboard X**

Containment

Selection

Tools

Common

Note

abc Text Box

Anchor

Contain...

Depend...

Image S...

Diagram...

Legend

Constr...

Horizo...

Content Dia...

Content ...

Package

Create D...

Properties

Element

Symbol

Tags

Standard

Content Diagram

Name \_PDR Dashboard

Owner PDR Example

Applied Stereo... <>> DiagramInfo

To Do

Context

(Name)  
(Description)

«DiagramTableMapToDataSource»

Generic Table [ PDR Criteria ]

#	Name	Tailored Criteria	Satisfied By
1	Design Suitability	Does the status of the technical effort and design indicate high probability of operational test and experimentation success (operationally effective and suitable)?	Design Suitability Content
2	SOW Compliance	Can the preliminary design, as disclosed, satisfy the SOW requirements?	SOW Compliance Content
3	Technical Baseline Completeness	Has the system functional baseline been established and documented to enable detailed design to proceed with proper configuration management?	Technical Baseline Completeness Content
4	Measurement Strategy	Are adequate processes and metrics in place for the program to succeed?	Measurement Strategy Content
5	Human Centered Design	Have human systems integration design factors been reviewed and included, where needed, in the overall system design?	Human Centered Design Content
6	Appropriate Integration Risk	Are the risks known and manageable for integrated testing and for developmental and operational evaluation?	Combined Risk
7	Appropriate Schedule	Is the project schedule executable (technical/cost risks)?	
8	Appropriate LOE	Is the project properly staffed?	
9	Cost	Has the project's cost estimate been updated?	
10	Programmatic Feasibility	Is the project executable within the existing budget and for this design?	
11	Cyber Security	Have cyber vulnerabilities and risks been identified with appropriate controls mapped for implementation?	
12	Test and Experimentation	Has the test approach been identified with appropriate activities to support phase 2 integration?	

«Metric Table [ Func Req to Funcs ]»

#	Date	Scope	Total F Rs	F Rs satisfied by Functions	Total Functions	Functions Satisfying F Rs	Avg F Rto Funcs	Percent FR Has a Func
1	2022.04.11 13:21	Model Exam	96	85	198	39	2.1795	88.5417

«Metric Table [ Func to OpAct ]»

#	Date	Scope	Total Functions	Functions Implemented Op Acts	Total Op Acts	Op Act Implemented by Func	Avg Funcs To Op Acts	Percent Function Implemented an Op Act
1	2022.04.11 13:21	Model Exam	198	28	48	9	3.1111	14.1414

«Metric Table [ HWSW to Behavior ]»

#	Date	Scope	Total HWSW	Total HWSW Performed a Function	Total HWSW Missing a Function	Percent HWSW Performed a Func
1	2022.04.11 13:21	Deloitte SG Applicat	42	16	26	38.0952

«Metric Table [ UC to Funcs ]»

#	Date	Scope	Total UCs	UCs Refined	Total Functions	Avg Funcs To UCs	Percent UC Refined by Function	
1	2022.04.11 13:21	Resources	24	19	193	22	3.1579	79.1667

«SETR Criteria»  
Design Suitability

Artifacts = "Use Case to Process Flows Mapping"  
Functions Mapped to System  
MOEs Mapped to systems"  
Text = "Does the status of the technical effort and design indicate high probability of operational test and experimentation success (operationally effective and suitable)?"

«satisfy»

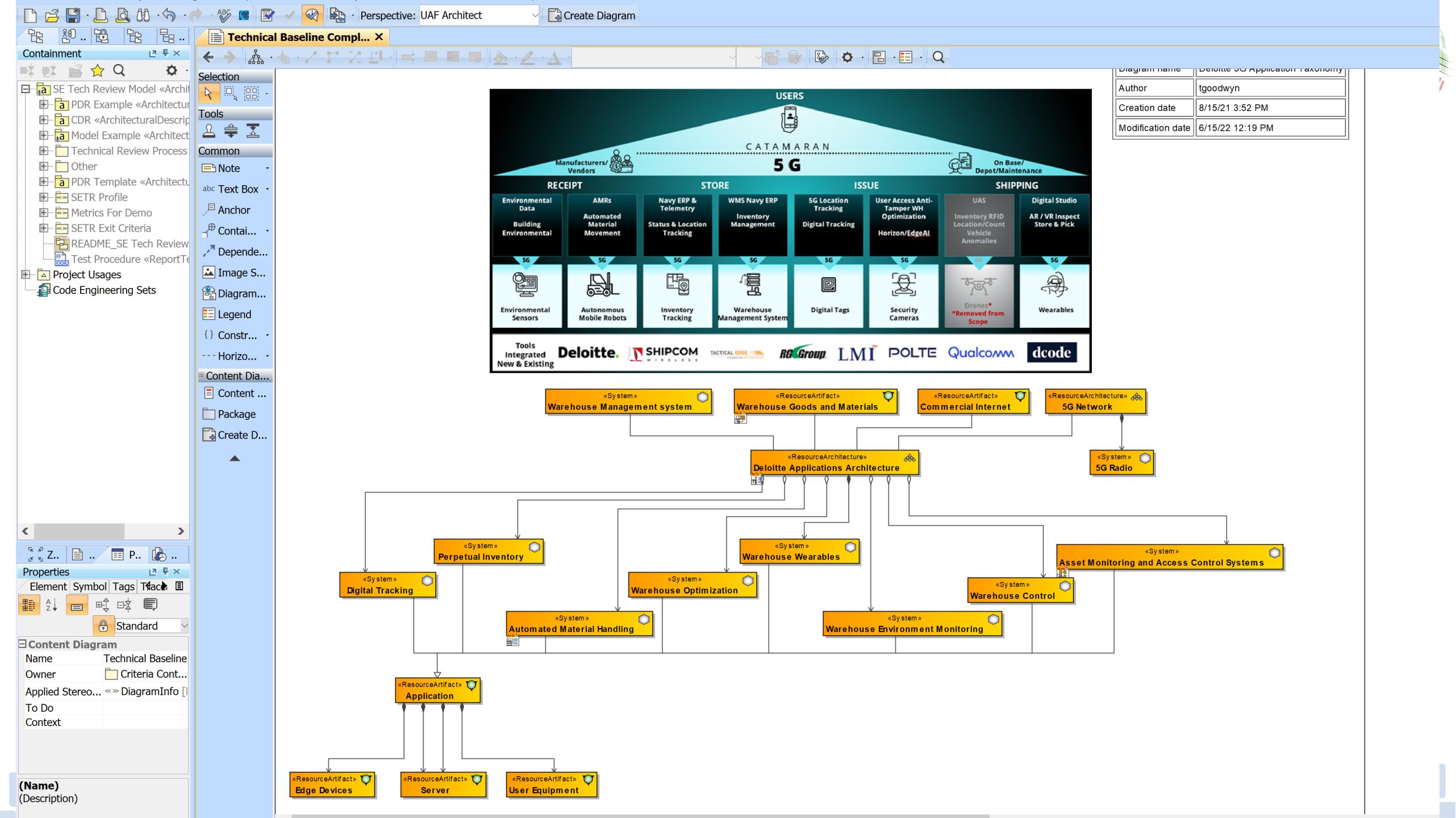
Design Suitability Content

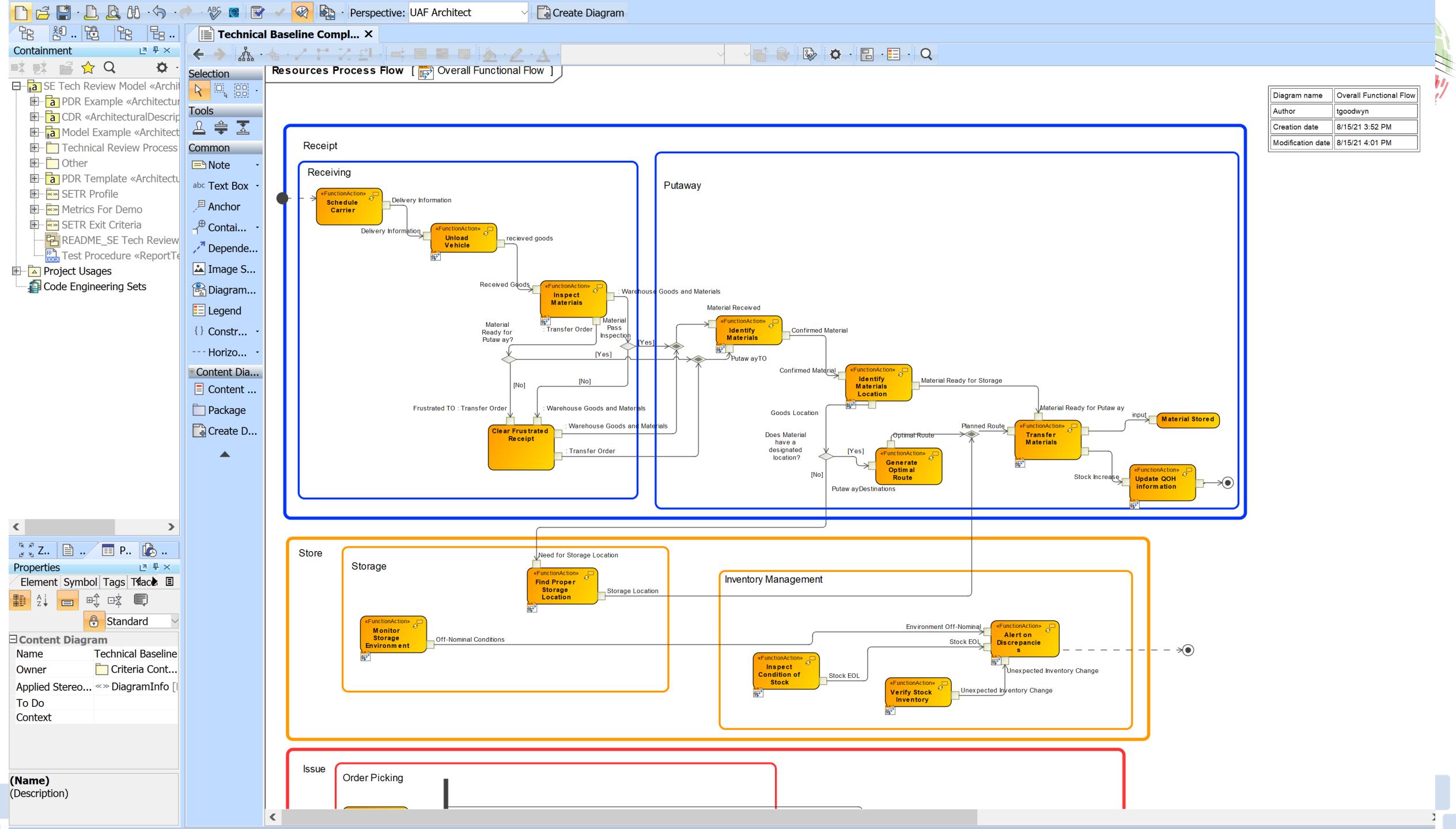
«SETR Criteria»  
SOW Compliance

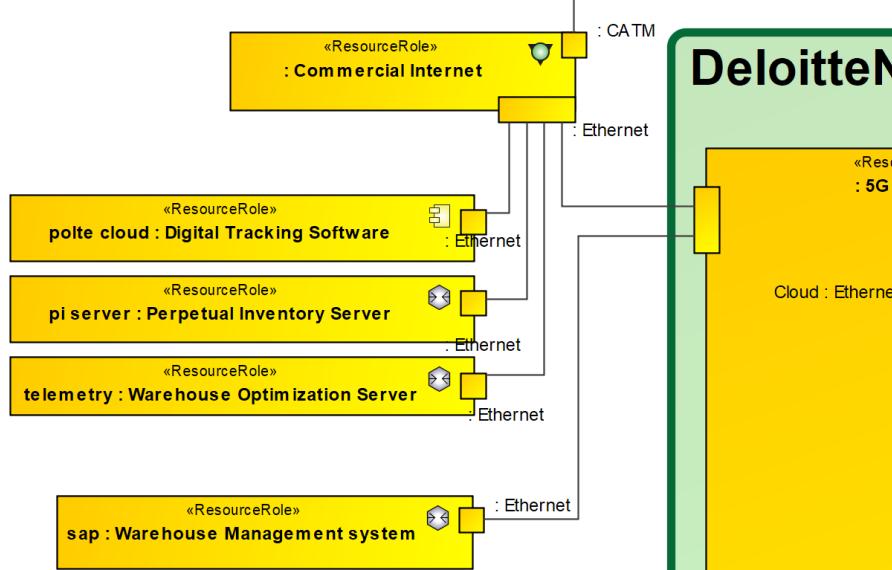
Artifacts = "SOW Compliance Matrix"

«satisfy»

17



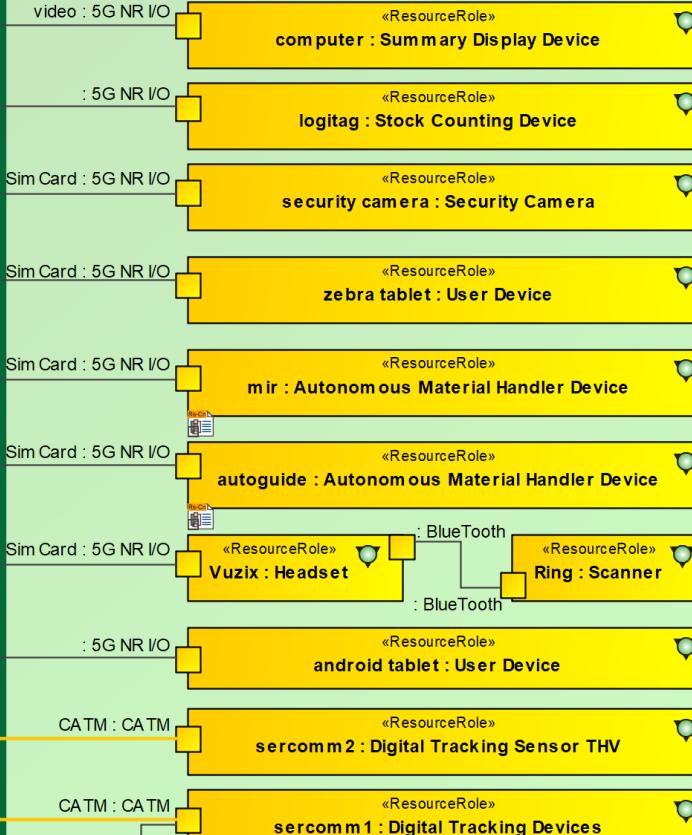




## DeloitteNet

## Deloitte User Equipment

## Mobile Edge Compute (MEC) App Server



Internal Ethernet : Ethernet





## Containment

- SE Tech Review Model «Architectural Review»
- PDR Example «Architectural Description»
- CDR «Architectural Description»
- Model Example «Architectural Model»
- Technical Review Process
- Other
- PDR Template «Architectural Review»
- SETR Profile
- Metrics For Demo
- SETR Exit Criteria
- README\_SE Tech Review
- Test Procedure «Report Template»

## Project Usages

## Code Engineering Sets

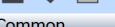
## Technical Baseline Compl... X



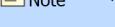
## Selection



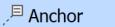
## Tools



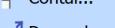
## Common



## Note



## Text Box



## Anchor



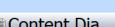
## Contain...



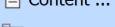
## Depende...



## Image S...



## Diagram...



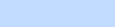
## Legend



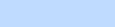
## Constr...



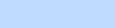
## Horizo...



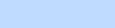
## Content Dia...



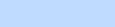
## Content ...



## Package



## Create D...



## Properties



## Element



## Symbol



## Tags



## Trace



## Standard



## Content Diagram

Name Technical Baseline

Owner Criteria Cont...

Applied Stereo... &lt;&gt;&gt; DiagramInfo [1]

To Do

Context

(Name)

(Description)

Perspective: UAF Architect

Create Diagram

Technical Baseline Compl... X

Selection

Tools

Common

Note

Text Box

Anchor

Contain...

Depende...

Image S...

Diagram...

Legend

Constr...

Horizo...

Content Dia...

Content ...

Package

Create D...

Properties

Element

Symbol

Tags

Trace

Standard

Containment

Selection

Tools

Common

Note

Text Box

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Contain...

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Legend

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Content Dia...

Content ...

Package

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Element

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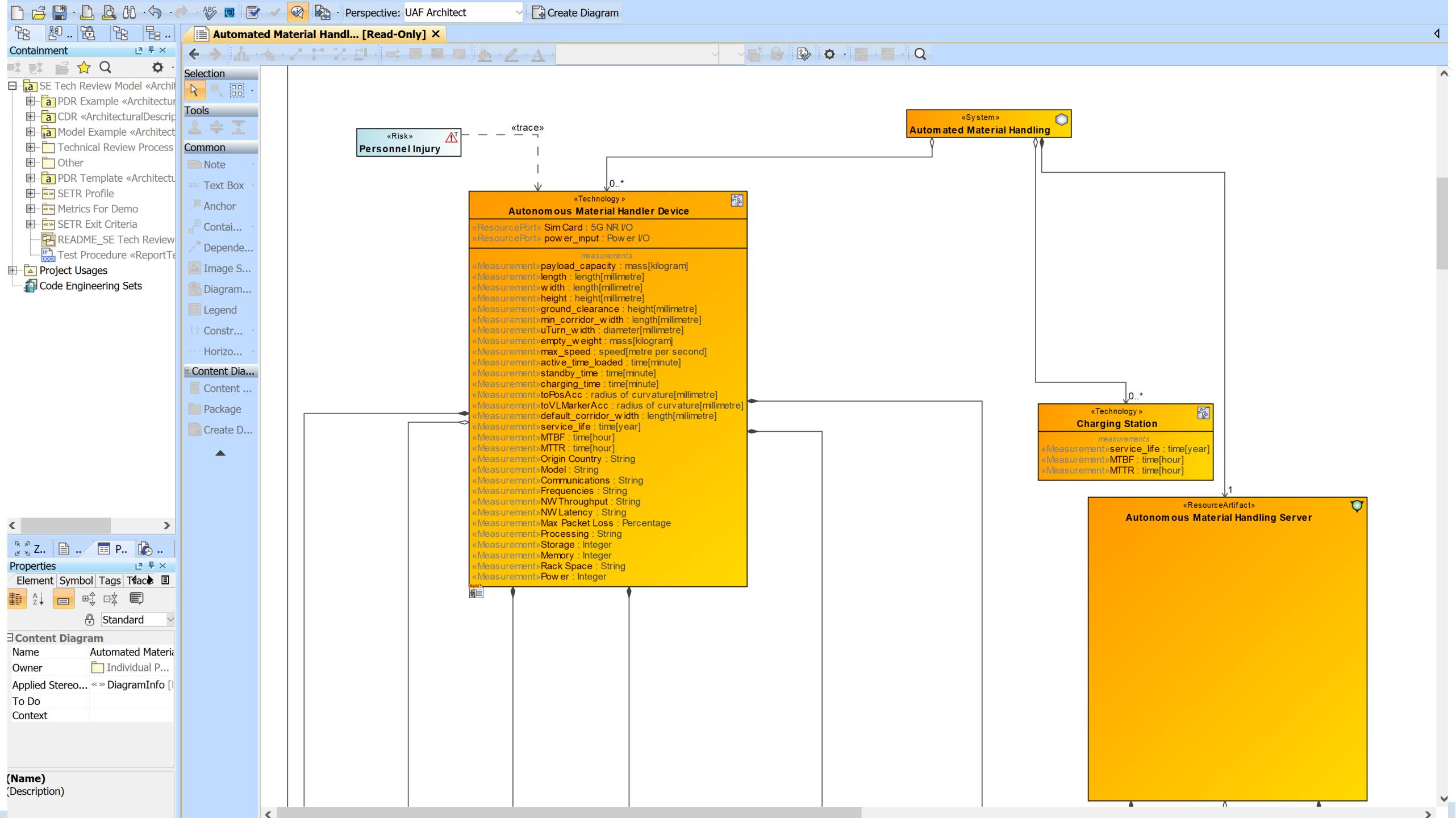
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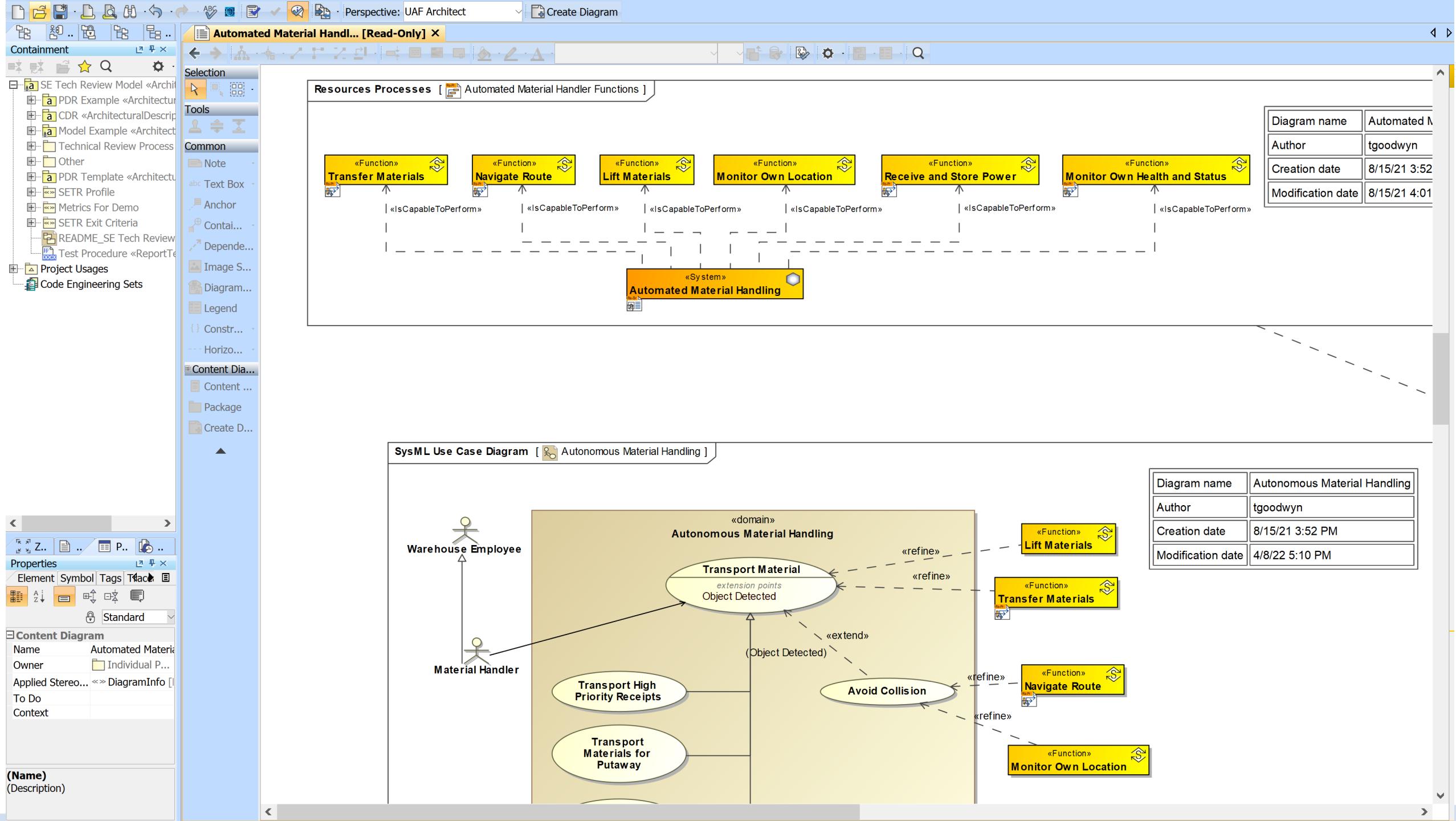
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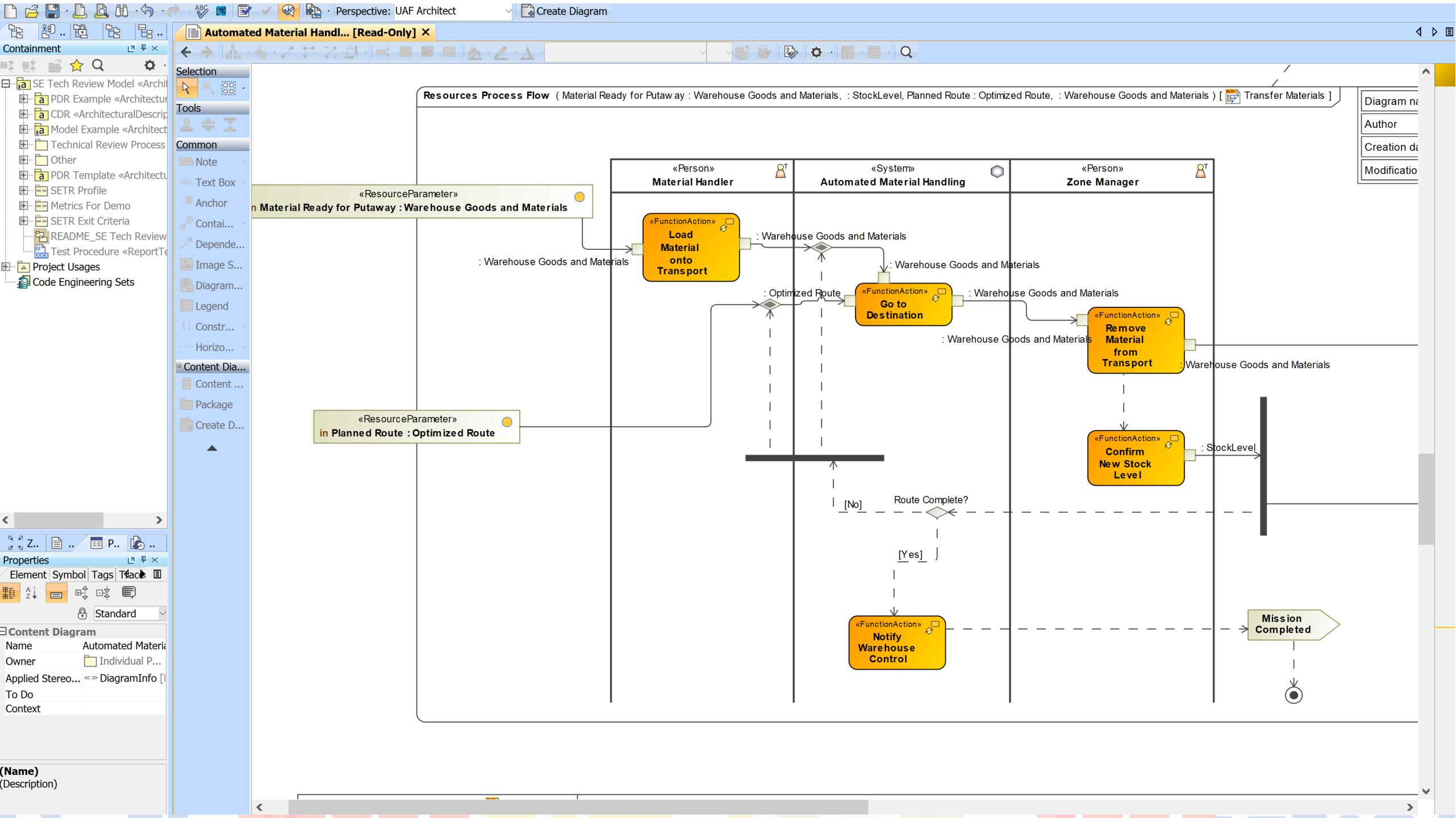
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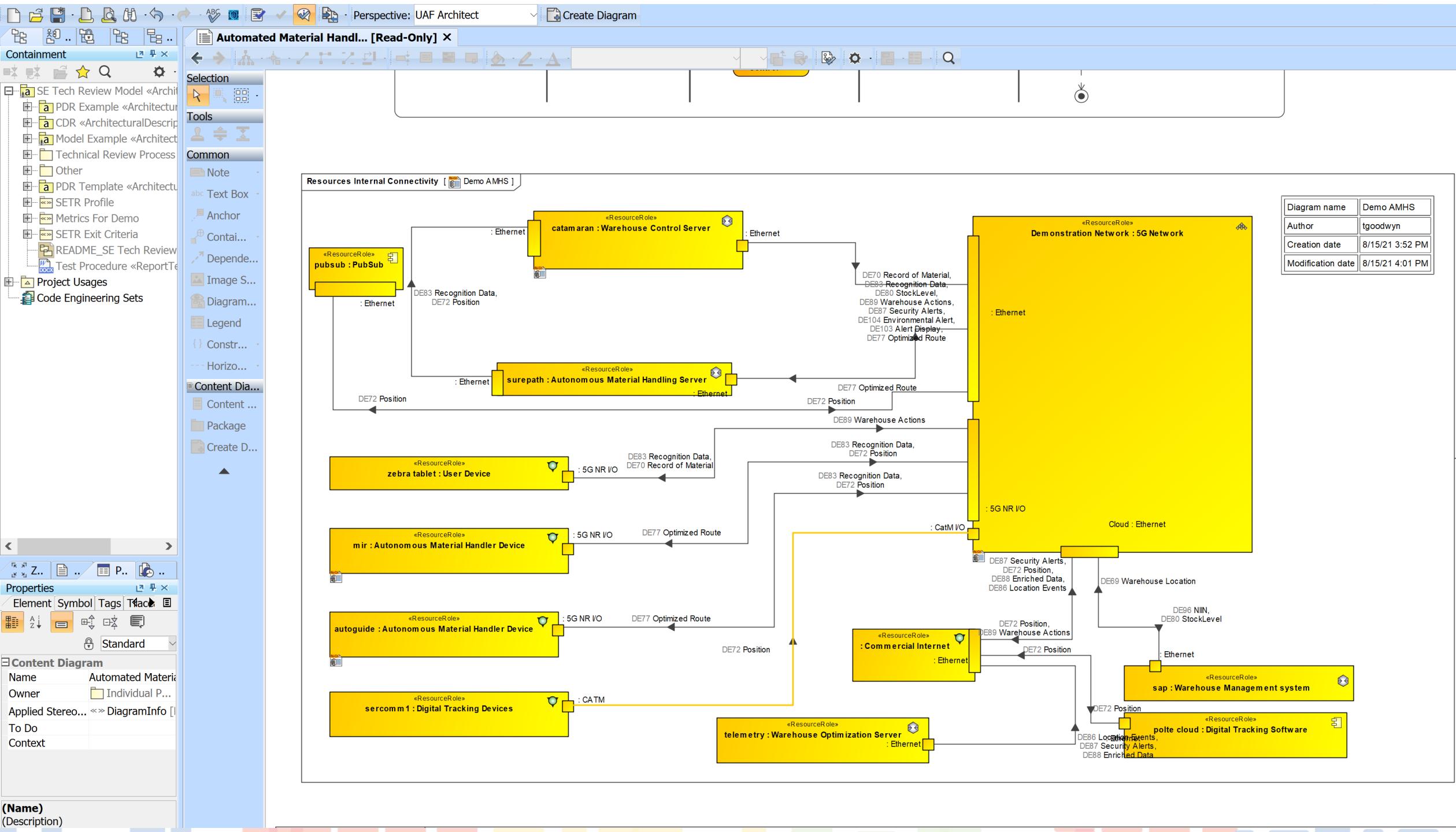
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«DiagramTableMapToDataSource»

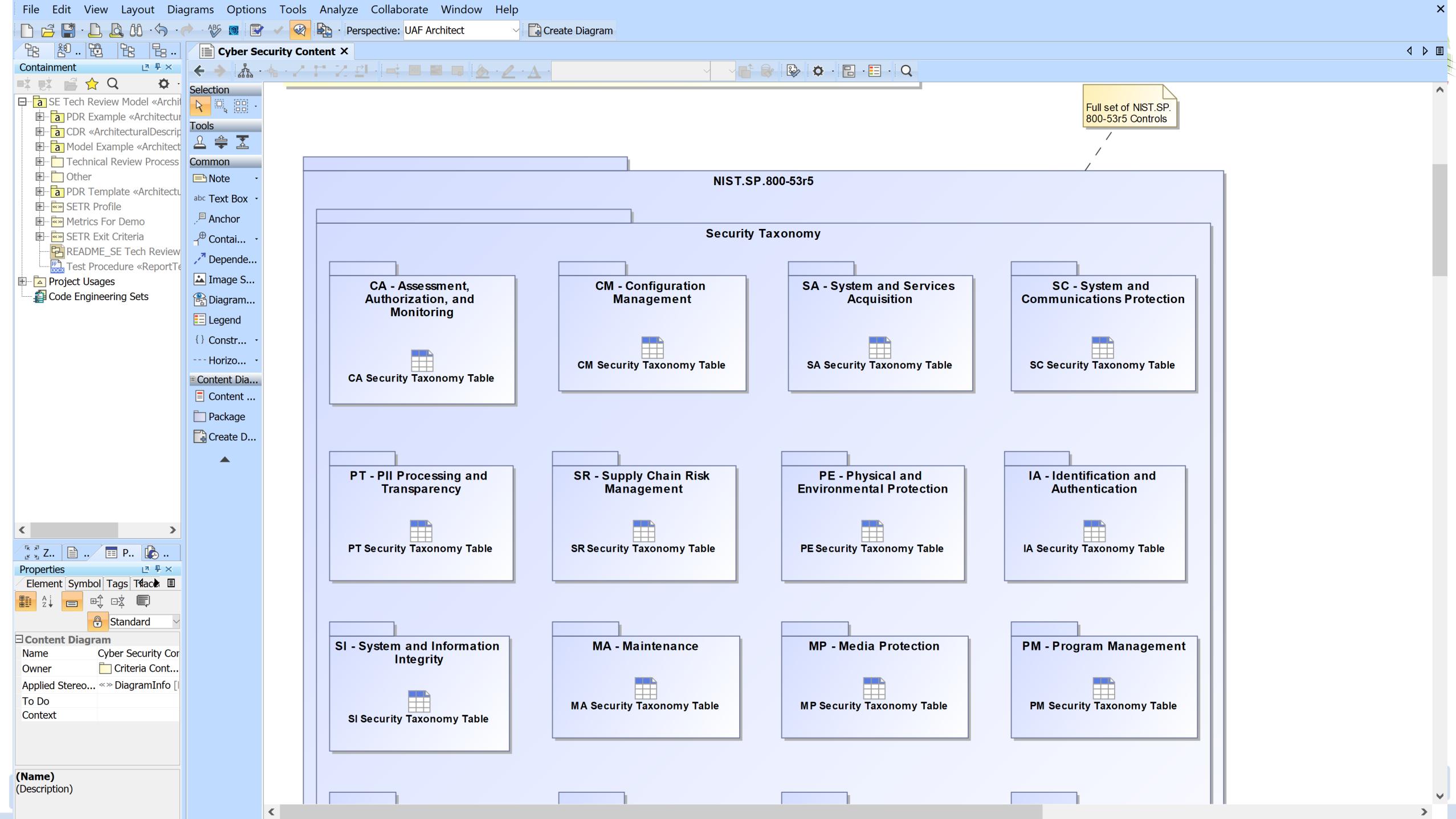
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3	generic_mir250	MiR25	250	800	580	300	25	1000	1500	83	2	17.4	22	70	20	3	intel_Rea	1350	nuc	linux	mir_plc : F	
4	generic_mir500	MiR50	500	1350	910	320	40	2100		226	2	15	26	60	20	3	intel_Rea	2200	nuc	linux	mir_plc : F	
5	generic_mir100	MiR10	1000	1350	910	320	40			231	1.2	15	26	60			intel_Rea	2100	nuc	linux	mir_plc : F	

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Next Topic



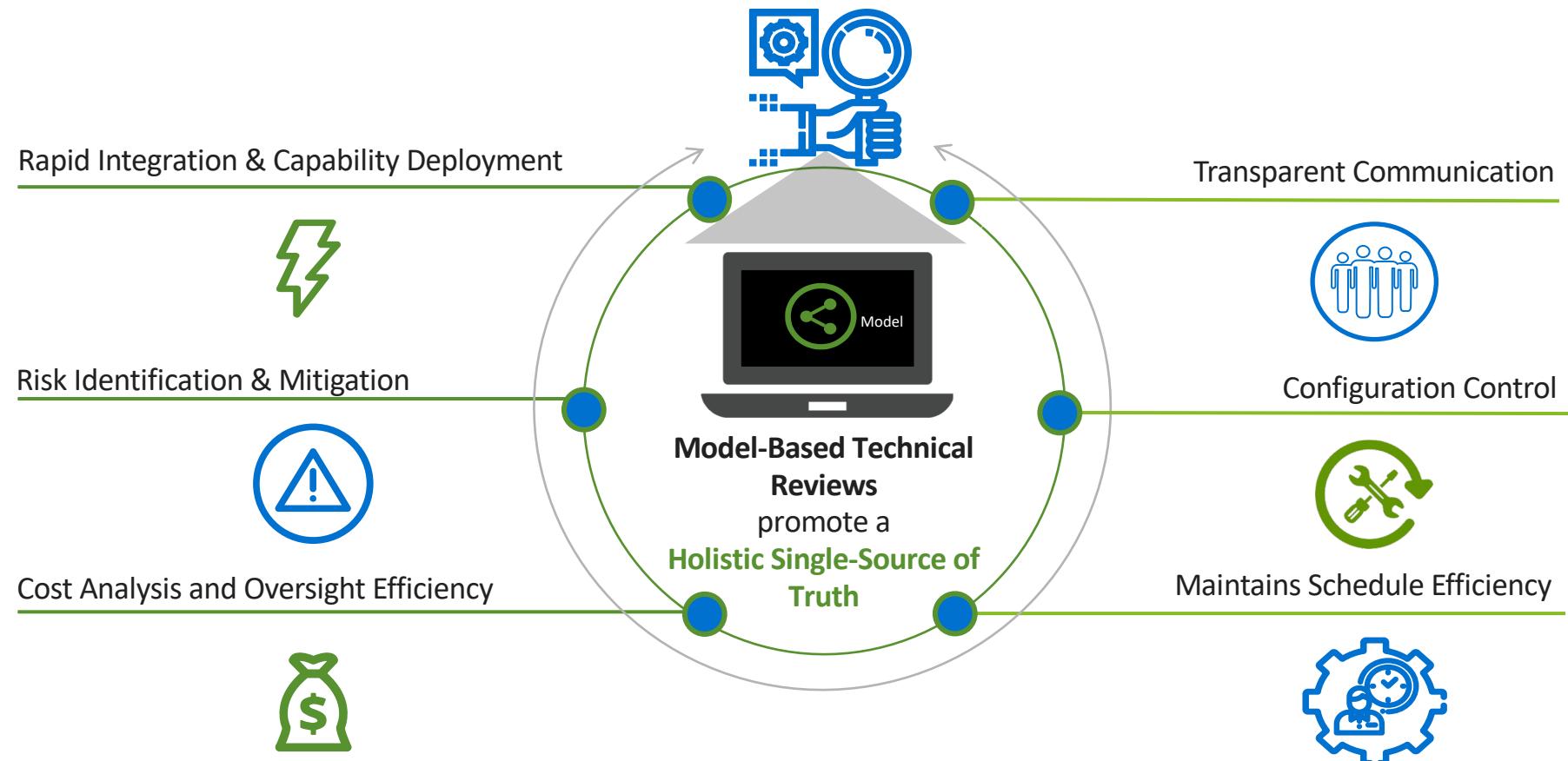
Presented By:





# Providing Stakeholders with Visibility into Key Activities

By delivering Technical Reviews digitally, the team can answer questions in real time by navigating within the model, which helps to reduce actions and establishes Stakeholder confidence that answers can be found in the model.



**Model-Based Technical Reviews Increase Overall Quality while Ensuring Consistency and Repeatability**

# Summary



## COMMUNICATION VS DEVELOPMENT

Model development is about representing a system and its performance while the Technical Reviews should be about communicating that system design effectively

## IT IS A PROCESS

The challenges to executing a Technical Review with a Model-Based Approach are not trivial, but the opportunities have greater value across the system lifecycle

## SYSTEM MODEL VS TECHNICAL REVIEW MODEL

These models have the same structure but with a distinct focus for different purposes

## VALUE TO THE STAKEHOLDER

Using an MBSE approach to the system design as well as technical reviews saves resources by reviewing, and updating content directly from the authoritative source of truth



# Deloitte.



**Devon Clark**  
Digital Engineering  
Specialist Leader



**Kasey Hill**  
Digital Engineering  
Senior Consultant



**Travis Goodwyn**  
Digital Engineering  
Specialist Master

# Thank you.

## Lee Wilbur

Managing Director, Deloitte Consulting LLP  
**Contact:** lewilbur@deloitte.com

## Travis Goodwyn

Specialist Master, Deloitte Consulting LLP  
**Contact:** tgoodwyn@deloitte.com

## Devon Clark

Specialist Leader, Deloitte Consulting LLP  
**Contact:** devclark@deloitte.com

## Kasey Hill

Senior Consultant, Deloitte Consulting LLP  
**Contact:** kashill@deloitte.com

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