

People Process Technology Strategy for Enterprise 2.0

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Introduction

Most people think of Enterprise 2.0 or Enterprise Collaboration as a particular set of technologies, such as blogs, wikis, and profiles. Others describe it as simply the ability to share information or knowledge within the enterprise. However, these definitions are inadequate—Enterprise 2.0 is the ability to leverage business and IT strategy together to increase the effectiveness and efficiency of technology initiatives. Therefore, to establish Enterprise 2.0 means organizations must choose and measure IT projects on the basis of three criteria: 1) does it increase revenue, 2) does it cut costs, and/or 3) does it increase performance. Enterprise 2.0 is not simply a series of technology tools, but a transformation of the enterprise mindset to build strategy to address business requirements that realize cost savings, performance improvement, and if possible, new innovative sources of revenue.

The keys to unlocking the benefits of Enterprise 2.0 are focusing on the organization’s mission and the initiatives that are truly required to achieve that mission, and defining the metrics to measure success in both the short and long term. The building blocks of this potential enterprise success are in the people, processes, and technology that make up the organization. By making the people and processing more efficient, and then investing in technology to make them more effective, organizations can achieve their missions measurably, more effectively, and at a lower cost over time. In the continuing environment of decreased funding and increased accountability, a combined business and IT strategy for Enterprise 2.0 enables more informed, and often faster, decision-making across the organization while staying within the parameters of this new environment.

Current Market Needs

Over the last two decades, the Federal Government has gone through periods of dramatic change in both temporary and permanent staffing. For example, the Bureau of Labor Statistics chart presented in Exhibit 1 shows a large dip in employment in the late 1990s

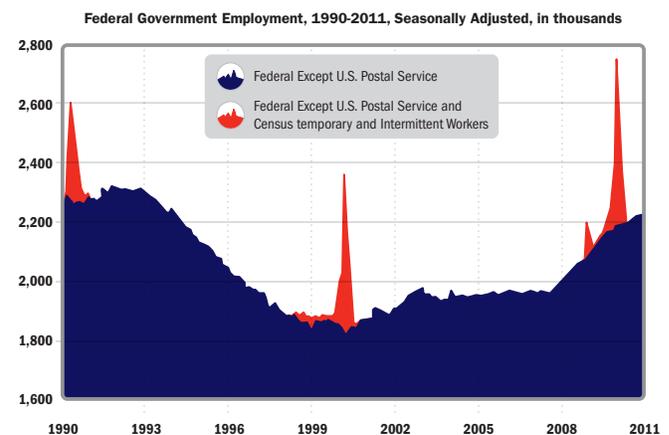
into the early 2000s. The spikes in temporary staff also indicate a massive expertise “slippage.” How much knowledge and information is lost as long-term employees leave the Federal Government? There can be a two-fold loss. Departing employees have deep domain knowledge and understand the undocumented functions of government—information that can be lost—but, in addition, the mere existence of those same undocumented processes makes doing the job much harder for new employees.

Over the last few years, as agencies and corporations have sought to solve this problem of knowledge loss, Enterprise 2.0 showed much promise to help them capture information from staff, management, and interconnected systems. However, as with most technological changes, Enterprise 2.0 suffered from too much focus on tools and technologies, and not enough on the processes, people, and strategies needed to drive success in the long term.

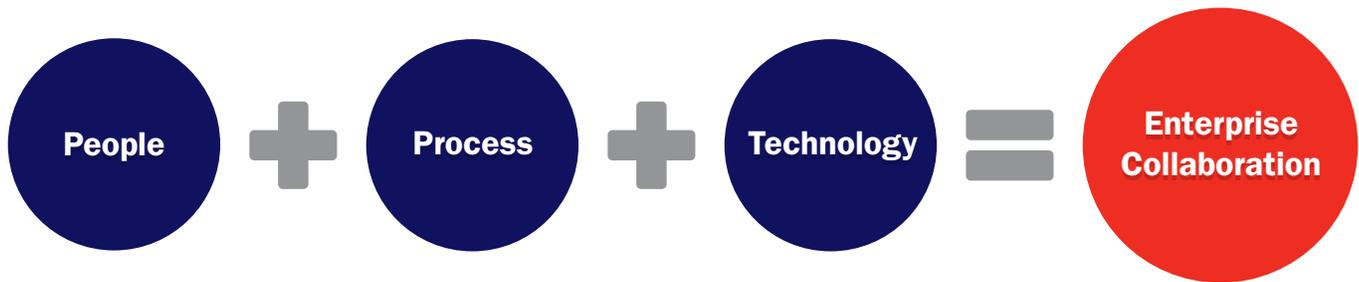
The People, Processes, & Technology Strategy

Very often, organizations apply technology to solve complex challenges only to find that the technology multiplies the impact and visibility of the problem. This

Exhibit 1 | Federal Government Employment, 1990–2011



Source: US Bureau of Labor Statistics

Exhibit 2 | People, Processes, & Technology Strategy (PPTS)

Source: Booz Allen Hamilton

“technology-first” mindset is a tactic that provides only a temporary fix in an increasingly complex operating environment. Exhibit 2 illustrates the People, Processes, & Technology Strategy (PPTS), developed by Booz Allen Hamilton, a leading technology and consulting firm, to increase the efficiency and effectiveness in meeting mission goals.

PPTS incorporates some valuable lessons Booz Allen has learned, through internal and external client collaboration initiatives, that are applicable to both public and private organizations:

People and Processes

1. Establish partnerships with clients to identify root challenges
2. Analyze the organization’s mission(s) so it is well understood and articulated
3. Review short-term and long-term goals and strategy
4. Assess processes for efficiency and effectiveness toward achieving the organization’s mission(s)
5. Streamline and validate the collection and dissemination of data
6. Identify stakeholders, champions, and potential opposition
7. Ensure continued stakeholder management, flexibility, and adaptability to changing needs

Technology

1. Define the objective(s) of the technology initiative
2. Define the benefits of the technology initiative to the organization in quantifiable terms
3. Define metrics to measure process and technology success criteria
4. Assess the current technology environment to determine whether viable alternatives exist
5. Define technology strategy surrounding people and process to support goals
6. Evaluate metrics to continuously improve the ability to meet mission objectives

The goal of PPTS is to define a “to-be” environment by first making the people and processes within the organization more efficient, and then giving them the tools and technology to make them more effective. This strategy, when implemented correctly, can fundamentally transform the way an organization does business. By building efficient processes, and streamlining and validating the collection and dissemination of data, the organization will have the necessary information to support short-, mid- and long-term goals; stakeholders will have the information necessary to implement a mission-oriented strategy; and staff will have the information, processes, and technology to perform critical tasks that directly affect the organizational objectives.

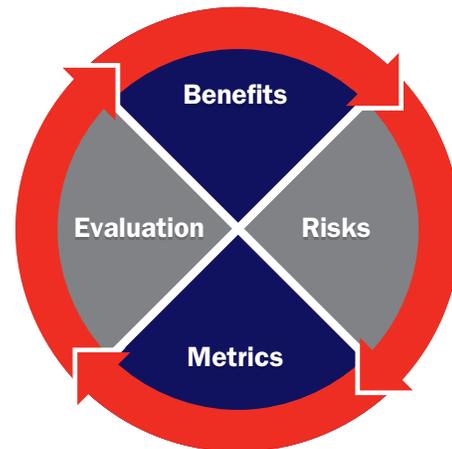
Measuring Success

Now, more than ever, constant evaluation of performance across the organization is necessary to meet increasingly complex organizational objectives, regulatory compliance, and reporting requirements. Traditional IT performance metrics, such as number of visitors, system uptime and database usage, and number of members, do nothing to provide insight into these ever-changing factors or how well the people, technologies, and processes are helping the organization achieve its mission. As complexity, need for compliance, and reporting increase each year, the resources to respond are decreasing. With budget cuts projected to continue for the foreseeable future, no organization can risk wasting budgets, manpower, or time on underperforming initiatives or processes. To minimize this risk, PPTS seeks to define measurement criteria at the beginning of the process, as shown in Exhibit 3.

For each benefit (or value) identified, accompanying mission-specific metric(s) must be defined. If a new system is required to enable collaboration across multiple divisions, the benefits or success criteria of the system must be fully documented. For example, one success criterion may be decreased time to find a specific intelligence report. Unfortunately, in many technology initiatives, planning stops here. PPTS continues by defining metrics on the initiative's impact on the organization and how well it is contributing to the overall mission and strategy. In our example, the metric might be that the search component of the platform must return the required intelligence report on the first page of search results. The key point is that the defined benefits and associated metrics should be directly related to the organization's mission goals and strategy. This ensures that stakeholders have the flexibility and insight to properly evaluate the strategic benefits of the initiative and make decisions based on quantitative information.

Once the organization has identified and quantified the benefits and risks, and determined the metrics for the project, alternative solutions must be evaluated and reviewed against the proposed solution. This step is

Exhibit 3 | Requirements to Measure Success



Source: Booz Allen Hamilton

critical to ensure that duplicate efforts and initiatives are avoided, saving the organization financial, time, and human resources that are better spent elsewhere. During this era of fiscal accountability, thorough due diligence is key to making sound IT investment decisions while delivering the systems and information that staff and other stakeholders need to perform their jobs efficiently and effectively. In addition, with this information now gathered, true total cost of ownership analysis can be performed, enabling an “apples-to-apples” comparison of potential IT alternatives.

Stakeholders must continuously monitor and review metrics to identify trends and “calibrate” business and IT strategy. This enables a more nimble organization that can adjust to changes in priorities and operational landscape. Metrics are a necessary tool to both management and the organization as a whole, combining quantifiable data with operational experience. The institutionalization of new processes—through change management, communications and outreach, an integral part of building the to-be organization—is about creating a group of strong supporters and getting stakeholder input and buy-in from the start.

Conclusion

A people-and-process-first strategy is key to unlocking the benefits of Enterprise 2.0 technologies and must include a focus on the organization's mission, the initiatives that are truly required to achieve the mission, and defining the metrics to measure success in both the short and long term. The building blocks of the organization—people, processes, and technology—must be evaluated and incorporated into the Enterprise 2.0 planning process. By first making people and processing more efficient and then investing in the technology to make them more effective, organizations can achieve their missions measurably, more effectively, and at a lower cost over time. One of the main thrusts of PPTS is to separate activities related to efficiency (maximum productivity) from those related to effectiveness (maximum capability). Well-planned organizational objectives and strategies, standardized project and program management, and streamlined processes are tools that enterprises can use to focus on increasing revenue, decreasing costs, and increasing performance across the organization.

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About Booz Allen

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for nearly a century. Today, Booz Allen is a leading provider of management and technology consulting services to the US government in defense, intelligence, and civil markets, and to major corporations, institutions, and not-for-profit organizations. In the commercial sector, the firm focuses on leveraging its existing expertise for clients in the financial services, healthcare, and energy markets, and to international clients in the Middle East. Booz Allen offers clients deep functional knowledge spanning strategy and organization, engineering and operations, technology, and analytics—which it combines with specialized expertise in clients' mission and domain areas to help solve their toughest problems.

The firm's management consulting heritage is the basis for its unique collaborative culture and operating model, enabling Booz Allen to anticipate needs and opportunities, rapidly deploy talent and resources, and

deliver enduring results. By combining a consultant's problem-solving orientation with deep technical knowledge and strong execution, Booz Allen helps clients achieve success in their most critical missions—as evidenced by the firm's many client relationships that span decades. Booz Allen helps shape thinking and prepare for future developments in areas of national importance, including cybersecurity, homeland security, healthcare, and information technology.

Booz Allen is headquartered in McLean, Virginia, employs more than 25,000 people, and had revenue of \$5.59 billion for the 12 months ended March 31, 2011. *Fortune* has named Booz Allen one of its "100 Best Companies to Work For" for seven consecutive years. *Working Mother* has ranked the firm among its "100 Best Companies for Working Mothers" annually since 1999. More information is available at www.boozallen.com. (NYSE: BAH)

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