

# **GSA MOBIS: Description and Methodology**

## **SERVICE DESCRIPTION**

### **IBM Government Systems Consulting A Guide to Your Questions**

#### **What is the IBM Consulting Group?**

The IBM Consulting Group provides management and information technology (I/T) consulting services to public and private sector organizations world-wide. The Group has more than 4000 professionals in 30 countries. Its practitioners focus on developing and delivering implementable solutions that help transform their clients' business to operate more effectively in today's dynamic and highly competitive world.

Consulting is aligned with industries, and there is a group dedicated to state, local and federal clients. The Government Consulting Group is committed to helping public sector clients in all aspects of business and technology transformation. This includes developing a business and information technology (I/T) strategy, reengineering processes, redesigning I/T systems, making the business case for change, and managing the organizational impacts that accompany radical change.

By tapping IBM's extensive internal experience with business transformation, its technology resources, and its comprehensive intellectual capital database, IBM Consultants bring their clients a wealth of knowledge and expertise in managing the process, organization, and technology issues necessary to achieve strategic and quality goals.

#### **What background does IBM bring to Management, Organizational and Business Improvement Consulting?**

- Our corporation has undergone extensive quality management and reengineering over the last several years to improve the efficiency and quality of our processes as well as increase our focus on our customer needs. IBM has received several awards for its achievements in quality and reengineering - highlighted on the next page. IBM is a large, multi-functional, long-established business which is similar in many regards to the Federal government. IBM's experience in business process reengineering helps government agencies who are undergoing their own improvement efforts. Several IBM employees already serve on the President's Council and State Council Boards in assessing and encouraging government efforts in reengineering and quality management.
- IBM has a wide base of professionals with expertise in multiple areas. Our consultants have deep bases of experiences in organizational assessment, change management, process reengineering, process improvement, financial analysis, facilitation, team building, and, of course, the ways to integrate work groups and technology to meet business needs. Expertise developed in the diverse worlds of product development laboratories,

manufacturing facilities, field customer service, and customer support communications is leveraged to complement our business transformation clients experience.

### **What special expertise does IBM have in government?**

IBM Government Systems is comprised of hundreds of individuals dedicated to applying consulting services, implementation services, and automation to government clients throughout the world. We have customer relationships with major government agencies at the Federal, State, and local government levels. For decades, government clients have come to IBM to help them define their efficiency, service delivery, and quality problems. Our consulting offerings complement the business problem solving which IBM has always offered to its clients. Chances are that your organization now (or in the recent past) has benefited from a close relationship with the IBM Government Industry organization.

### **IBM Consulting Services**

IBM has a very broad range of improvement services that can be effectively utilized to support the needs of the various Federal Government agencies. This section identifies those services and gives a brief account of IBM's approach.

Business Process Reengineering (BPR) - The IBM approach to BPR starts with our overall business transformation methodology shown below and is built around facilitating client teams through our four modules of reengineering -- Energize, Focus, Invent and Launch. This facilitated approach helps our clients fully and effectively exploit the extensive process knowledge of its employees and helps to create buy-in throughout the organization.

The Business Transformation Methodology also incorporates several other IBM services such as, benchmarking, cycle time analysis, and performance measurement.

Benchmarking is the process of measuring, analyzing, and comparing any particular business process within an agency against similar processes from world-class practitioners of that process. Benchmarking is usually conducted in the first phase of the BT Methodology during the Best Practices step.

Cycle Time Analysis is the study of time delays in work flows. The time difference between an input to the process, like receiving an order, and an output of the process, like filling the order, is the cycle time for the process. Cycle time analysis is part of the Process Baseline activities in the first phase of the BT Methodology.

Performance Measurement is the process of establishing a process metric for a given business process, gathering data to support a calculation of a measure of that metric, calculating that measure, and reporting and tracking the measure. Performance measurement is an important and pervasive part of IBM's BT Methodology.

Information Technology Strategy (ITS) Methodology - IBM's Information Technology Strategy differentiates itself by providing clients with a high level management oriented view of how and

where I/T can be deployed to support and reinforce overall business strategy. Essentially, IBM's ITS methodology looks at an organization through the "structural" lens to identify business imperatives and key business drivers. ITS focuses on ensuring consistency between the I/T and business strategies, while building a consistent set of underlying I/T and organizational processes at the same time. A graphic overview of IBM's ITS Methodology is shown below.

**Business Case Methodology** - IBM has developed a business case methodology which includes risk management planning. The Business Case methodology, which is consistent with the requirements of the Information Technology Management Reform Act, includes four major steps: defining business needs, defining technical alternatives, cost/benefit assessment, and risk identification and assessment. Two of the four major steps are heavily dependent on financial analysis which involves determining the actual dollar consequences of implementing a proposed change. A thorough analysis requires estimating investment costs and operating costs and benefits, timespread over the planning horizon, for both the existing process and the to-be process. The Business Case methodology is outlined below.

**Customer Value Management** - The objective of Customer Value Management is to determine the client's customers' (or constituents') wants and needs and the capabilities that must be present in the client's business to address those needs. A key goal is to ensure that customer needs, wants, and priorities are used to drive business decisions. CVM can be executed in conjunction with a transformation project or independently. A model of CVM and its elements is included below.

**Change Management** - Change Management is an organized approach to managing change within an organization. The major elements of change management include identifying stakeholders, assessing areas of potential resistance to change, understanding the causes of resistance, developing a vision that is understood and shared by all individuals affected by the change, developing a strategy to accommodating or otherwise overcoming resistance, developing a change management plan or blueprint, and championing change to the organization as a whole.

Change Management efforts are heavily dependent on organizational assessment and organizational design efforts.

Organizational Assessment develops a framework for understanding an organization, as well as providing a guide to plan and manage organizational change. It results in an assessment of the organization's readiness for change. Because successful change usually requires the participation and cooperation of employees across the organization, Organizational Assessment is critical to any significant organizational change effort. It can be performed as a separate analysis but it is more generally performed as a critical early step in the Change Management process of a major change effort like reengineering.

Organizational Design deals with the affect of formal organizational structure on performance. Even an organization that has a clear vision, quality people, and adequate resources can fail if the organization retains a dysfunctional structure. Any Change Management effort could fail if the organizational structure is not appropriate.

For major change efforts, like reengineering, IBM's approach is to establish a separate Change Management Team that endures for the life of the project and is composed of senior members of the organizations most likely to be significantly affected by the contemplated change.

Other consulting services provided by IBM include:

#### Facilitation -

The role of a facilitator is to make a group function more effectively together, whether for an individual meeting or for a long-term project like reengineering. IBM regards facilitation as a necessary part of any engagement and it is considered an integral part of all services offered. IBM has highly capable facilitators available for both meeting and project facilitation, including electronic meeting facilitation.

#### Surveys -

Surveys are typically an important part of the information gathering requirements of Business Process Reengineering, Organizational Assessment, and Customer Value Management. A survey is a tool for gathering information from a large group of people. IBM's approach is to develop a clear understanding of the information to be gathered, carefully design and develop the survey, ensure appropriate and effective administration, and interpret the results in a way that is meaningful to the project.