Ready for what’s next.

Enterprise 2.0
The US Federal Government faces many of the same information sharing challenges as private industry as well as challenges that are unique to its role in this country and around the world.

- The U.S Federal Government has 15 executive departments, each with multiple agencies, bureaus, commissions, committees, over 4 million employees and offices all over the globe.
- Each department, agency, division, and branch has their own unique culture, policies, technology, and processes.
- Information sharing and collaboration at both the intra-agency and inter-agency levels need to be improved.
Former Director of National Intelligence, Mike McConnell, said that understanding how to use blogs and wikis is a “matter of survival”

“I am an early addict and an early convert. More than half of the intelligence community today came in since 2001...they’re making it a condition of continued employment with the government. This is not a trend, it’s not something that’s being forced. We have to go there. And when we do go there, we’re incredibly more effective.”

- Former DNI McConnell, responding to a question from the Council on Foreign Relations about how much faith he has in blogs and wikis making a difference to the Intelligence Community
Enterprise 2.0 is not just a new set of tools… it represents the start of a new culture, a new way of doing business

- Awareness and embracing a new approach
- Social doesn’t equal slacking
- Open doesn’t equal insecure
- Security, governance, and compliance
- Publish then perfect can work in a professional culture
- “Authoritative” content is not the only kind that offers value

The more effectively agencies and departments can share collective knowledge, the more powerful the government can become as a collective organization
The use of Enterprise 2.0 can have an *unexpectedly large* impact on an organization’s ability to:

- Decrease cycle time for decision making through more efficient information gathering
- Timely access to relevant information in support of business functions and missions
- Increase diversity of thought and improved relationships between workers fostering innovation
- Persistent intellectual capital with content actively being contributed and updated by all workers
- Transparent and flatter organizations through less burdensome and bureaucratic processes for common business practices
- Better positioning for a distributed workforce to include remote and 'telework' staff
Enterprise 2.0 – the intersection of technology, social interaction, and content development/management to improve an organization’s business processes

The Booz Allen viewpoint of Enterprise 2.0 capabilities captures the characteristics industry agree are required for an Enterprise 2.0 environment, and organizes them into five capability areas.

Enterprise 2.0 describes the application of traditional IT and emergent technologies within an organization. It includes institutionalizing modern collaboration capabilities into the fabric of an organization’s workers, processes, culture, and toolsets.
### Enterprise 2.0’s relationship to other “buzz words”

<table>
<thead>
<tr>
<th>Web 2.0</th>
<th>Social Media</th>
<th>Government 2.0</th>
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<tbody>
<tr>
<td><strong>Definition:</strong></td>
<td><strong>Definition:</strong> The application of Web 2.0 technologies to facilitate social interactions via online means</td>
<td><strong>Definition:</strong> The strategic use of Web 2.0 and social media technologies to transform our government into a platform that is participatory, collaborative, and transparent.</td>
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<tr>
<td>Web applications that facilitate interactive information sharing, interoperability, user-centered design and collaboration on the World Wide Web</td>
<td><strong>Enterprise 2.0 Relationship:</strong> Supports the outreach/culture change needed to implement Enterprise 2.0. Also, some Enterprise 2.0 processes directly support outreach and strategic communications.</td>
<td><strong>Enterprise 2.0 Relationship:</strong> Enterprise 2.0 is the application of technology to facilitate information sharing and collaboration specifically within government organizations</td>
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<tr>
<td><strong>Enterprise 2.0 Relationship:</strong> Used to describe the technologies that underlie Enterprise 2.0 processes</td>
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Why do we need a structured Enterprise 2.0 approach?

• “Build it and they will come” does not often work
• Enterprise 2.0 impacts the organization holistically with implications across policy, governance, resources, and culture. Implementing Enterprise 2.0 requires considerations and impacts across change management, systems engineering, technical development, cyber security, risk management, and mission assurance.
• Obtaining critical mass requires a little help…in this case, in the shape of a formal approach

Booz Allen developed two complimentary and integrated service offerings to enable organizations to quickly and successfully deploy Enterprise 2.0 capabilities
The Booz Allen Enterprise 2.0 Adoption Framework is a simple, but effective approach to help the government improve business processes and collaboration capabilities using a blend of traditional and Web 2.0 tools and processes.

- **Answers the question**, “So you’ve bought all these new information management and collaboration capabilities, ‘what are you going to do with them?’, and ‘how are you going to get your staff to use it?’”
- **Addresses ‘Today’s’ World**: organization’s younger/new workforce embrace Enterprise 2.0 processes; aligns an organization to the current Presidential administration’s IT priorities (e.g. Gov2.0, transparency, etc)
Enterprise 2.0 Adoption Framework - Phase Overview

Booz Allen’s Enterprise 2.0 Adoption Framework steps an organization through four phases that introduce E2.0 capabilities into the most relevant areas of business.

- **Baseline Analysis**: Captures current collaboration processes and defines objectives for improvement.
- **Pilot Planning**: Prioritizes E2.0 capabilities for adoption and defines training, piloting and institutionalization POA&M.
- **Training & Piloting**: Trains workforce on initial new capabilities and pilots capabilities within select business processes.
- **Institutionalizing**: Collects metrics, modifies processes as necessary and integrates into standard operating procedures.

- Phased approach maintains traceability to leadership goals.
- Uses metrics to track adoption and value.
- Required training phases helps workforce find value in and effectively use new capabilities.
- Utilizes pilots that fit non-disruptively into existing business practices.
- Enables organizations to selectively introduce E2.0 capabilities with the greatest potential value.
- Accounts for existing tools, capabilities, and policies.
- Addresses policy, tools, culture, training, budget.
Enterprise 2.0 Adoption Framework - Phase Detail

<table>
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<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
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<tr>
<td>Baseline Analysis</td>
<td>Pilot Planning</td>
<td>Training &amp; Piloting</td>
<td>Institutionalize</td>
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</table>

### Key Tasks

- **Phase 1**
  - Interview leadership & staff
  - Capture current IT collaboration tools and processes
  - Analyze interview data and identify enterprise 2.0 processes applicable to your business priorities

- **Phase 2**
  - Identification of enterprise 2.0 processes that align to your priorities
  - Master Pilot Plan
  - Individual Pilot executions plans

- **Phase 3**
  - Introductory training on wikis, blogs and other capabilities
  - Training tailored to using your organization’s toolset
  - Pilots that integrate E2.0 tools/processes into your organizations key activities

- **Phase 4**
  - Lessons-learned from pilots/training
  - Analysis of other areas of your business where E2.0 tools/processes can be leveraged
  - Recommended policy/process adjustments

### Outcomes

- **Baseline Analysis Report**
- **Execute Dashboard** – staff’s current use of collaboration tools, areas for improvement

- **A set of pilots that will train and prepare staff to improve the way they use modern IT to accomplish their tasks**

- **Staff trained on how to apply/use modern IT collaboration tools in their daily tasks**
- **Improved business processes that leverage modern IT**

- **“Onboarding E2.0 Guide” to assist future/new staff on your SOPs around using E2.0 tools**
- **Roadmap for future process improvement**
Key Framework Pieces: Interview Guide & Assessment Dashboard

- **Interview Guide**: Provides a way to capture leadership priorities and staff activities that relate to information sharing and collaboration. Also gives insight to staff’s familiarity and use of collaboration tools.

- **Dashboard**: Presents a summary of results based on the Enterprise 2.0 Current Collaboration Interview Guide and the Enterprise 2.0 Capabilities Matrix in a clear and concise manner and identifies areas where enterprise 2.0 tools and best practices could be applied to the organization’s priorities.
Key Framework Piece: Web 2.0 Capability Training

- Training plays a critical role in the successful organizational adoption of Enterprise 2.0
- Web 2.0 capabilities play a critical role in enabling Enterprise 2.0 capabilities
- “Fundamentals of Web 2.0” introduces the concept of Web 2.0 and provides a basic overview of common Web 2.0 capabilities

- Provides an introductory understanding of Web 2.0 and Enterprise 2.0 concepts
- Provides an overview of the fundamental skills required for using common Web 2.0 capabilities
  - Wiki, Blog/Microblog, Social Networking, Social Bookmarking, etc.
- Provides basic knowledge in applying Web 2.0 capabilities to improve common business processes
Through the integration of tools like social networking, blogs, tagging and wikis, an organization can facilitate a culture of communication and collaboration.
Booz Allen’s Enterprise 2.0 Solutions Architecture ensure that all aspects pertinent to mission success are addressed.

**Change Management**
- Assess user readiness for change and develop strategies to increase and maintain user adoption
- Identify and empower community managers

**Systems Engineering**
- Integrate new technology with existing architecture
- Minimize risk and cost, while maximizing user experience by leveraging existing authoritative sources

**Technical Development**
- Technology-agnostic approach that ensures the right technology at the right price

**Cyber Security**
- Risk mitigation, not risk avoidance
- We understand the need for organizations to be transparent, while still being protected

**Risk Management**
- Understand the mission – maintain operational functionality and security
- Proactive strategies for handling data spills

**Mission Assurance**
- Ensure redundancy throughout implementation of any new technology
- Conscious consistent evaluation metrics that advance the mission

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**Enterprise 2.0 Solutions Architecture**

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**Ready for what’s next.**

Booz | Allen | Hamilton
Our path to be more collaborative and transparent started with the need for improved information sharing within our firm...

The Problem

- More than 20,000 staff located around the world
- Matching needed skill sets to staff was becoming more and more difficult
- Staff were feeling increasingly disconnected from their colleagues
- Valuable information was scattered across hundreds of organizational silos

The Solution

- We launched hello.bah.com, an award-winning Enterprise 2.0 platform containing blogs, wikis, social networking, forums, and tagging
- Since August 2008, more than 84% of the firm has logged into and more than 54% of the firm has contributed original content
- Created an integrated team consisting of IT, change management, communications, security, and privacy professionals
...and expanded into developing solutions for clients, such as information sharing communities for effective crisis response

- **US Pacific Command - Asia Pacific Area Network (APAN):** Facilitating joint organization responses to crisis situations (such as Haiti), joint exercises, and other situations

- **Department of Defense - Real Warriors Campaign:** A public awareness campaign and online forum to combat stigma associated with service members seeking care for psychological health issues such as PTSD and traumatic brain injury (TBI)

- **Department of Homeland Security - First Responders.gov:** A portal enabling federal, tribal, state, and local first responders to easily access and leverage federal Web services, information on resources, products, standards, testing and evaluation, and best practices, in a collaborative environment
Booz Allen’s experience in implementing Enterprise 2.0 solutions has revealed several critical success factors:

- Obtain leadership buy-in
- Bring the right people together
- Develop a shared understanding of the problem
- Understand the operating environment
- Develop a customized solution
- Actively and continuously promote adoption with Change Management
- Build communities
- Evaluate and improve
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