

A large, abstract graphic on the left side of the page, composed of several overlapping triangles in shades of green and yellow, pointing towards the right.

## Three Steps to Delivering Successful Enterprise Modernization

Enterprise Delivery provides a proven, adaptive, results-driven approach to achieving an organization's strategic goals.

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System modernization is inherently challenging as it encompasses technological, operational, and cultural change. While IT environments have continued to become more complex, they are also becoming more agile and dynamic and thus able to adapt quickly to changing business demands. Successful modernization requires programs to provide more holistic, integrated management in order to achieve strategic outcomes and lasting organizational change.

Many organizations have engaged in modernization efforts that do not successfully deliver desired benefits. Poorly planned and designed modernization efforts, like “Big Bang”, and other improvement initiatives get derailed by scope reductions due to risk, schedule, cost, and functionality.

The traditional siloed responsibilities of independent program management, business analysis, enterprise architecture and systems delivery can create fragmentation, lack of cooperation and uninformed decision-making planning. This fractured program undertaking can make tracking and measuring organization-wide impact and outcomes difficult.

While program and project management capabilities are critical to IT Management, those capabilities are not enough by themselves to achieve successful business outcomes from IT modernization or new system development.

Combining separate entities like program management, business analysis, enterprise architecture, systems delivery, and change management into a consistent Enterprise Delivery methodology is better suited to achieve an organization’s modernization goals. Enterprise Delivery provides 3 core steps that will lead to a successful transformation effort:

1. **A holistic project approach** streamlines control reducing risks and increasing communication,
2. **Adapt** to rapidly evolving technology and business needs, and
3. **Focus on Value** – create results-driven, meaningful, measurable ways to track success.

## 1. A holistic approach to program delivery streamlines control, reducing risks and increasing communication

### *Establishing a multidisciplinary program team improves control & coordination.*

Fragmented projects lead to miscommunications, deliverables not in scope or that do not meet changing requirements, or a lack of understanding of the solution’s purpose related to business needs. The first step to a holistic approach that combats these disadvantages is creating a multidisciplinary team. An inclusive approach to enterprise delivery is comprised of five core components: Program Management, Business Analysis, Enterprise Architecture, System Delivery, and Change Management.

This methodology includes a variety of roles, responsibilities, and disciplines, from different individuals who are integrated onto one enterprise delivery team. A standard team can be made up of program and project managers, business analysts, enterprise architects, and solution delivery experts such as Agile product owners, scrum masters, release engineers, and coaches. The size of the team is customizable and can vary depending on the scale of modernization and

the phase of work. It can also expand to include Agile development teams, IT infrastructure and cybersecurity specialists, testers and Quality Assurance, and change management experts.

Each member has an important role, working together to make sure the solution or service provides an exceptional outcome for the client. A Program Management Office (PMO) provides critical structure to standardize PM practices, facilitate IT project portfolio management, and determine methodologies for repeatable processes improving project success rates and increasing efficiency and productivity.

The PMO is responsible for making sure the project activities are managed and working toward the goal while ensuring the proper allocation of funding and resources so that organizational strategic outcomes are achieved. The Business Analyst (BA) has the responsibility for eliciting, verifying, validating, and managing requirements to successfully understand business and strategic goals, while corroborating requirements and deliverables are aligned with established objectives. The Enterprise Architect (EA) is responsible for carrying over the requirements to the design and technology solution of the system to create the best result that improves business processes.



While these practices are separate and distinct in their areas of expertise, an integrated, collaborative approach combines individual roles into a holistic team with a wide range of capabilities increasing communication and limiting silos. Streamlining control and integrating a variety of specialties helps combat project challenges, decrease risk, and provide the best possible solution that brings value to the customer.

***A streamlined programmatic approach helps mitigate organizational silos.***

In a complex modernization effort, it is imperative there is increased communication and knowledge sharing within the team allowing for well-informed decision making and prioritizing activities. Enterprise delivery allows for a unified approach where all members are clear on the objectives, requirements, and deliverables related to the modernization effort.

Collaboration decreases project risk and the need for rework, minimizing errors and delays caused by traditional siloed processes. In siloed approaches, it is easy for individuals to not share information and details, only worrying about their immediate task at hand within their specialty which can cause issues within the team and delays in the project.

Streamlining requires identifying and utilizing faster and more simple methods so the team is not only more efficient and effective but also increases the flow of information across team members. Communication is the foundation to a streamlined approach by avoiding misunderstandings and clarifying roles, responsibilities, activities, deliverables, and desired

outcomes. Cooperation is even more crucial in a modernization effort with many different team members and increased numbers of deliverables and requirements.

A holistic, multidisciplinary team streamlines efforts in order to be efficient, comprehensive, and detailed in understanding and creating a solution that helps the client be more successful without increasing time, money, or risk associated with the project. The flexibility in governance of enterprise delivery methodology ensures the project can be kept on schedule and on budget while providing a holistic approach to the modernization effort where everyone on the team understands and uses their strengths to find solutions to business needs from program manager to developer.

For more details about the importance of communication in agile methodologies with multidisciplinary teams, visit [this blog](#).

***Apply best practices and scaled teams to match each organizational groups’ needs and Statement of Work.***

Each member of the multidisciplinary team uses industry best practices. For example, [RG’s LINKProcess™](#), is a tried and tested method used by our BAs for comprehensively eliciting and gathering requirements, representing them through visual models, and making

**How We Can Help**

LINKProcess™ is RG’s proven methodology for managing requirements throughout the lifecycle of a program.

- **Reduced program risk** – requirements can be traced from strategic intent to expected outcomes, mitigating execution risks associated with business change.
- **Improved business agility** – Fast, comprehensive organizational assessments provide strategic leaders with tools to capitalize on environment threats and market opportunities.
- **Sustainable change** – LINKProcess™ provides a holistic perspective of how changes need to be made and how they should be managed to deliver sustained value.
- **Improved project delivery** – LINKProcess™ uses architectural models as visual tools to uncover the true business need early in the project lifecycle, saving valuable time while improving outcomes for each project in the program portfolio.

sure they align with business goals. Using a proven methodology ensures the requirements are all gathered and verified consistently with stakeholders, avoiding misunderstandings that can delay a project and harm working relationships.

LINKProcess™ best practice includes creating a centralized requirements repository where team members and stakeholders can access and trace up-to-date business requirements. A repository of live documents increases the communication and information sharing within the team and with stakeholders.

The PM should utilize the established PMI Project Management Body of

Knowledge (PMBOK®), which is a collection of processes, practices, terminologies, and guidelines. Creating a program roadmap is also a best practice performed by the PMO to keep activities on track and organized, avoiding unnecessary delays.

The right people using the right tools is a recipe for a successful, functional modernization effort that creates the best outcome in a complex IT environment.

## 2. Adapt to rapidly evolving technology and business needs

***An Agile approach versus “Big Bang” allows for more flexibility and customer satisfaction.***

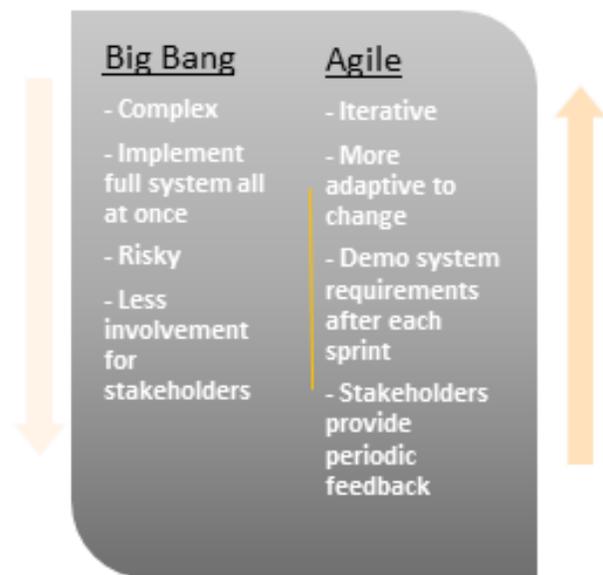
A historically popular method to modernization efforts would be “Big Bang” programs; they are more complex, time-consuming, expensive, and often struggle to adapt to changing conditions during the project lifecycle. The goal of “Big Bang” is to fully implement a new system to all users at one time with less interim planning, testing, or requirements clarification.

This method is attractive because it implies a full-scale modernization without having to spend time continuously testing or working with the contracting team, avoiding interruptions in processes until full deployment. In the worst cases, these programs deliver technology that is obsolete before it is deployed or unchecked bugs crash the system.

Taking an Agile, phased approach to transformation enables modernization programs to adapt to changing technology, market expectations, or needs of the organization. This mitigates the risks of traditional techniques enabling organizations to maintain necessary control of their transformation initiatives while incrementally delivering benefits and change.

An Agile or iterative approach has many releases, or demonstrations, that help test the code and aspects of the system for compatibility and functionality with business needs. It can adapt to improvements in technology or methodology through continuing modernization processes over the lifecycle of the project. This method also adheres to the changing needs or requirements of the business over time, where the system may need aspects to change in order to better the business process.

The overall result is a better product of modernization that is more closely aligned with the requirements of stakeholders and delivers incremental value as opposed to a “Big Bang” result which can be released years after initiation and fail to capture the changing needs of the business or expectations of the marketplace.



***Program planning sets achievable project milestones, show consistent progress, and flags delays.***

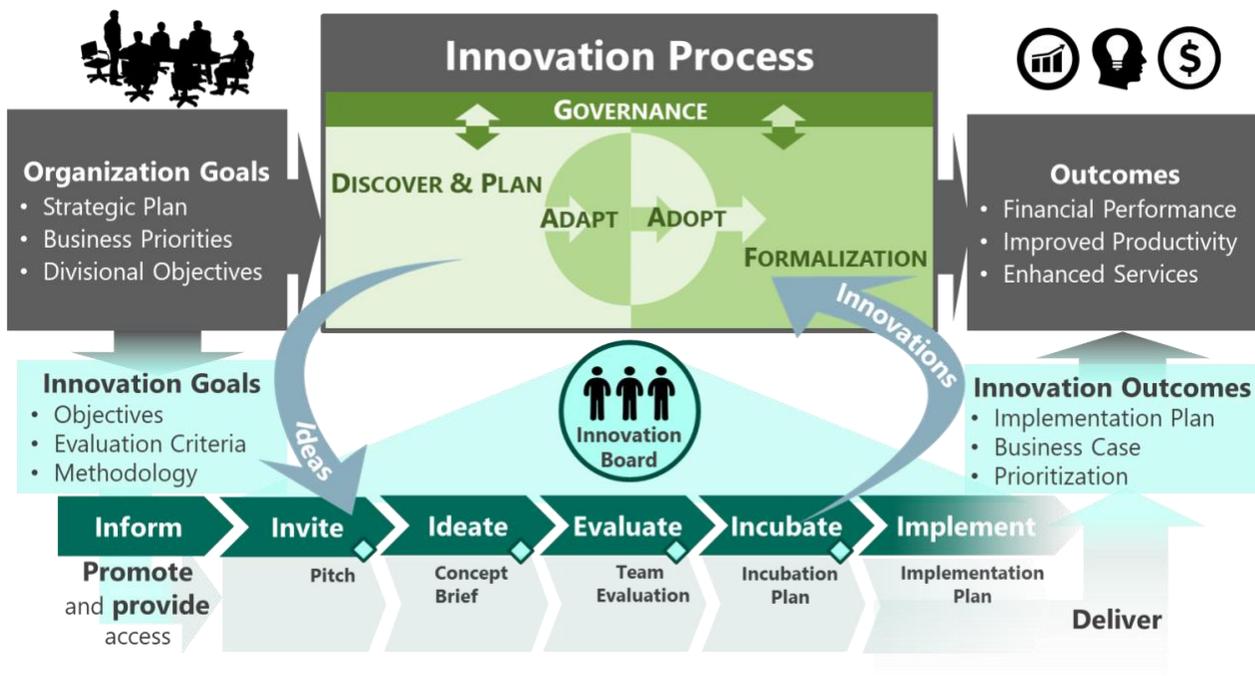
Another benefit of a flexible, Agile approach to modernization a proactive, iterative planning process that gives leadership visibility and traceability throughout the program. The ability to plan phases that set achievable milestones shows leadership consistent progress and benefit realization through iterative releases that can be traced to organizational goals and relayed to stakeholders. Project and Program Managers can also use the planning process to flag potential delays or risks and then adapt and communicate them according to established processes.

**Enterprise delivery allows for innovation during the project lifecycle.**

Because an Agile approach through enterprise delivery can adapt while maintaining progress and strategic goals, it allows for the opportunity to identify and harness innovation throughout the project lifecycle. True innovations drive value and improve outcomes during all phases in a project. Taking advantage of ideas that can improve the modernization effort in real time is critical when replacing or overhauling old systems in a constantly changing IT environment.

Including an innovation avenue to capture new ideas during the modernization effort takes into account the close connection users in the organization have with the system, giving them a sense of ownership and association with the modernization effort. This connection will help create a successful, functional implementation of the solution and establish better user receptiveness at the end of the project.

ViRGIL™, RG’s virtual innovation lab, is one example of a tool that helps clients develop promising ideas for innovation that arise during the normal course of business analysis and project delivery. ViRGIL™ helps to capture and evaluate ideas without disrupting the normal flow of work, then integrates them into roadmap and helps demonstrate effectiveness.



**3. Focus on value – be a results-driven team by creating meaningful, measurable ways to track success**

**Enterprise delivery begins with the end in mind.**

Enterprise delivery is an implementation approach that begins with the end result in mind. Practitioners work with stakeholders to define a vision of the potential end-state and look at the solution from the perspective of how to achieve the desired outcomes. Enterprise delivery works

with clients to implement tailored, low-risk, outcome-driven solution that supports their business and strategic objectives.

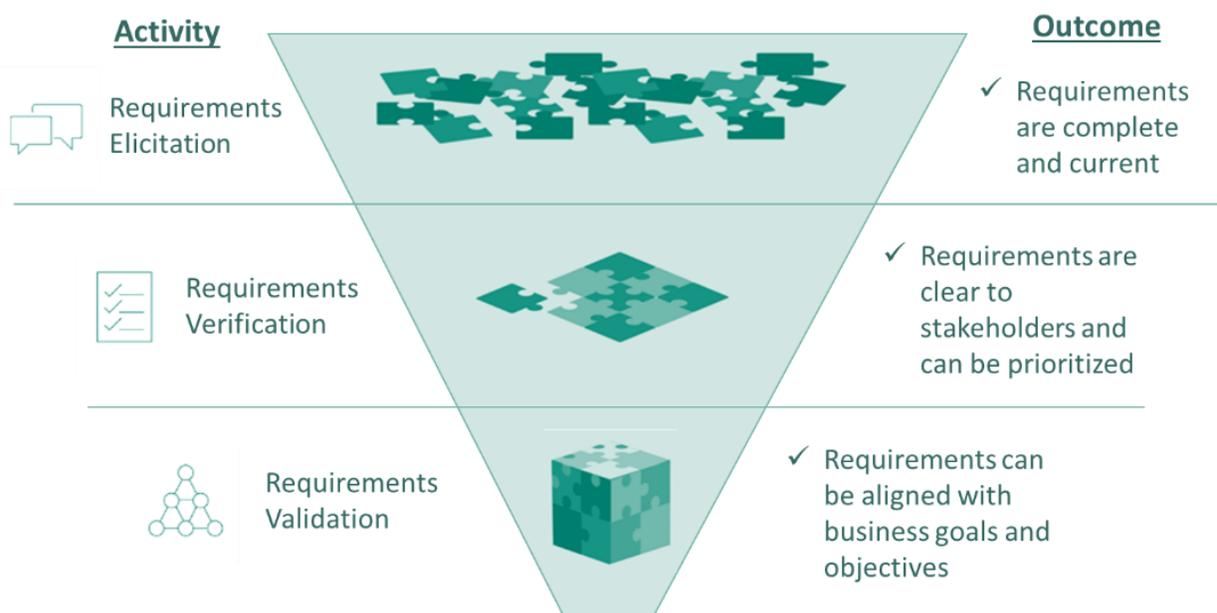
Starting with outcomes in mind and implementing Agile methodology helps to drive real transformation in a relevant time frame without wasting valuable time and resources over-assessing and excessively documenting the current state. Understanding the stakeholders' vision of the end result will help to decrease rework and maximize the usefulness of the solution and user satisfaction.

Modernization is complex, with many subprograms and projects across multiple areas of business operations that can be affected by a new system. These subprograms may have additional or different needs within the system that were not considered at initiation. A results-driven approach considers modernization from all divisions in an organization that could be affected by the change to avoid any incompatibilities or unintended process impacts and can help the solution create advantages for the whole organization.

Enterprise delivery utilizes mechanisms that can track and measure the changes, successes, or improvements made in each subprogram within the organization to ensure compatibility with the end result. The continuous modernization of the software allows for incremental benefits and changes to be traced back to the desired outcome of the end result while maintaining necessary control.

***Enterprise delivery allows for a consistent view across all modernization efforts with prioritization methods.***

All members of the enterprise delivery team have tools and practices to track the modernization effort and prioritize their activities. The difference between a generic project management effort and enterprise delivery is that all members are all on the same page with the strategic goals and outcomes of the project by prioritizing requirements and deliverables according to value and risk.



The BAs are responsible for a full elicitation and verification of requirements coupled with a comprehensive understanding of business goals and strategic objectives which lead to the prioritization of deliverables and tasks. Prioritization that aligns with outcome focused goals can then be viewed and understood consistently across all team members and stakeholders.

The Integrated Master Plan is an example of an event-based plan that can be used to establish and track completion of events and show satisfaction levels with stakeholders. It utilizes the creation of baselines, or agreed upon scope, schedule and cost ranges, used to assess progress and achievements.

It's important to work with stakeholders before project kickoff to establish a Definition of Done (DxD) which determines what is considered acceptable for each phase or iteration to be considered complete. All team members have a consistent understanding of the DxD and how to work with the product owner to prioritize activities within the phase.

A focus on actionable, living roadmaps, updated iteratively as progress is made and desired outcomes evolve is an adaptable way to manage activities and schedules, so roadmaps do not become outdated. A living repository contains roadmaps, notes, drafts, models, and other related information for the traceability and management of activities. This creates a consistent view of project details and related documents for team members to identify and review. It can be refined at any time for the sake of product or process improvement.

### ***Consistent communications and engagement with stakeholders through and beyond the end of the lifecycle.***

Enterprise delivery prioritizes keeping stakeholders informed and engaged throughout the whole project or program lifecycle. Involved and interested stakeholders can have a serious effect on direction, progress, and accuracy of the modernization efforts with the organization's strategic goals.

A critical and often overlooked aspect of system modernization is Change Management. Change Management helps ensure benefits and value are fully realized in an organization. It is comprised of two main components: Organizational Readiness and Organizational Change Management. Accounting for the readiness of people, processes, and technology accompanied by training procedures ensures the organization is prepared for deployment and operation of each system release.

Through stakeholder engagement during the lifecycle, we can ensure the stakeholders are completely satisfied and knowledgeable about the product or system being released and that it brings true value according to their individual requirements.

Visit [this blog](#) for more thoughts on the importance of communication with stakeholders.

## Conclusion

The continually changing technology and economic environment throughout the world has created drivers for organizations, government or non-government, to modernize their technology systems.

Due to the complexity and constantly improving nature of the environment, program management strategies alone are insufficient, siloed approaches to teamwork can be lethal to the project, and “big bang” methodologies are inadequate for delivering change that meets strategic objectives.

How can organizations looking to successfully modernize and achieve strategic business outcomes overcome the inherent challenges in technological complexity and traditional siloed execution of program functions? By implementing an enterprise delivery approach that follows three core steps:

1. Creating a holistic, multidisciplinary team which is needed to ensure streamlined cooperation, communication, and consistency will help reduce risks and produce the best solution
2. Adopting a flexible, Agile methodology will help the team adapt to changing business needs or innovations in technology that will create a relevant solutions stakeholders want.
3. Keep the end in mind with a results-focused outlook and measurable ways to track success to continuously deliver maximum value.

Using an enterprise delivery approach allows modernization efforts to be truly effective and valuable by combining long-term program management techniques with consistent, iterative delivery models and increased communication in a diverse team. Using these methods can help organizations overcome operational challenges in a globally evolving information technology environment and achieve strategic outcomes.

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### About RG

RG partners with clients to test and refine every solution to meet their exact needs. We take pride in tackling complex management challenges with fresh and innovative insights and in transforming our clients' vision into reality.