

A large, abstract graphic on the left side of the page consists of several overlapping triangles in shades of green and yellow, pointing towards the right. The top triangle is light yellow, the middle one is a medium green, and the bottom one is a dark green.

Managed Services for Enterprise Modernization

RG's Managed Services provide tailored solutions which enable transformation by creating a trusted partnership that aligns organizational goals with outcomes to bring the highest level of service to end users.

Contents

- The Challenge of Modernizing the Enterprise.....1
- Defining the Managed Services Environment2
 - What Does Managed Services Look Like?2
- A Partnership Between Customer, Service Provider, and End User2
- Applying Best Practices to Enable Successful Transformation3
 - Seek Enterprise Program Management Excellence.....3
 - Apply Expertise in Solution Delivery4
 - Define Service Levels Linked to Strategic Goals.....5
- Enabling Continuous Benefits Realization Through Enterprise Delivery5
 - Achieving Benefits Realization.....6
 - RG’s Approach to Managed Services6
- Conclusion.....7

Managed Services for Enterprise Modernization

RG's Managed Services provide tailored solutions that enable transformation by creating a trusted partnership that aligns with organizational goals, providing a tailorable service model supported by expert Program Management, and continuously delivering benefits by tracking outcomes to bring the highest level of service to end users.

- RG's Managed Service solution is built on our Enterprise Delivery expertise that brings a proactive, solution-oriented, and solution-agnostic mindset to any type of modernization effort.
- Managed Services is not just "butts in seats". We enable transformation by creating a trusting partnership where experts align and track project objectives with strategic program goals by providing a tailorable services model supported by a customized Service Level Agreement.
- Managed Services realize benefits like reducing risk for the customer, maximizing investment, accelerating solution delivery, and delivering continuous benefits and value realized for all stakeholders.

The Challenge of Modernizing the Enterprise

Organizations often have one core mission with supporting capabilities and specific business strengths and may be hesitant to spend resources on a modernization effort that is necessary but complimentary to the main business function. If an enterprise is not prepared to fully allocate necessary resources and oversight to the transformation, the effort may fail to deliver benefits and wasting valuable company resources.

Modernization initiatives may be stifled by lack of oversight, management, or tracking causing wasted assets and solutions that rapidly become out-of-date. In technology, these initiatives can be motivated by a "Break-Fix Mentality" which is reactionary to the now environment and leads to temporary fixes where full benefits are not delivered and projects end up costing more resources in the long run, delivering a disappointing solution that is unable to support core business initiatives.

A successful modernization effort must have:

- Clear project definition
- Expert program management
- Continuous stakeholder engagement
- Proactive problem-solving
- Established metrics to measure success

This white paper will explain why Robbins-Gioia, LLC (RG) believes Managed Services is a viable option for federal agencies and service organizations to achieve their transformation goals and deliver value to the end users on both a local and national scale.

Defining the Managed Services Environment

Companies may not truly understand the scope of a Managed Service Agreement, or in some cases a Public Private Partnership, including the range of benefits it may have to offer. The misconceptions about the typical Managed Services environment may cause confusion or bring on a negative connotation which can distract executives from exploring options that could help modernize their business processes or tools. Managed Services best practices have evolved over time to enable many types of transformation efforts.

What Does Managed Services Look Like?

Managed Services is a portfolio of capabilities which provide proactive, tailored solutions that enable transformation by creating a trusted partnership that aligns with organizational goals, providing a tailorable service model supported by expert Program Management, and continuously delivering benefits by tracking outcomes to bring the highest level of service to end users.

A Managed Services Practice should be:

- **Service and solution agnostic:** Selecting a provider that has the freedom to find and create customized solutions that combine the three key elements for any successful transformation, People, Processes, and Technology, means the customer will get the highest value solution that supports their specific modernization effort.
- **Proactive, solution-oriented, and outcome-focused:** This attitude enables practices that bring continuous operational improvement, drive efficiencies, and track benefits throughout the full term of solution delivery
- **Defined by Service Level Agreements (SLAs):** SLAs can be customized to establish monitoring and evaluation processes to track outcomes and benefits that tie directly to organizational objectives to maximize customer investment.
- **Built on Relationships:** At the foundation of Managed Services should be a strong partnership between provider, client, and end users that is based on communication and trust. Experts in Enterprise Delivery need to focus on understanding the whole program, organizational mission, and goals to deliver solutions and outcomes to make organization more successful and accept the project risk.

Managed Services are not:

- Separate from an organization's goals and strategy
- Simply "butts in seats" or outsourcing of non-critical jobs
- Just a way to offset costs
- Only for large waterfall or "Big Bang" projects.

A Partnership Between Customer, Service Provider, and End User

The foundation of a successful Managed Service engagement is based on creating a relationship with stakeholders. Focusing on building trust through communication by routine meetings, understanding stakeholder preferences, and working to understand the end user's goals and the customer's core mission will create a foundation for a successful effort.

A relationship is built by creating an environment of transparency and visibility to strategic objectives so the provider can align service level objectives with high level organization goals and then communicate and verify realistic and agreed upon expectations through reporting, metrics, and Key Performance Indicators (KPI) through preset methods and intervals.

To realize maximum value and benefits from a transformation effort, it's important to discover

Aligning Goals and Governance

Organization Alpha, a state government agency, has selected Beta Company to lead their modernization effort. To achieve best results and avoid unnecessary conflict and delays, Alpha and Beta must build a foundation of communication and trust by conducting introductory meetings and workshops and setting up routine check-ins throughout the effort. Beta needs to understand the values and mission of Alpha to best meet their needs and deliver desired benefits which are traceable back to Alpha's long-term goals and strategy.

and integrate the needs of the end user. With organizations providing services to the public, the end goal between all parties must be the interests of the end user and creating a system or service model that helps them realize the full benefits from modernization.

Utilizing a Managed Service for enterprise modernization allows substantial risk to be allocated from the organization to the service provider. The service provider takes charge of the modernization effort through oversight and project management to deliver the solution.

There is a substantial financial risk involved in a transformation effort based on the effort being completed on time and within budget while realizing desired value and benefits. Based on the Service Level Agreement, the enterprise can hold the service provider accountable for pre-established set outcomes and benefits measured by agreed upon metrics.

For tips on partnering for success, see [this blog](#) on our website.

Applying Best Practices to Enable Successful Transformation

Managed Services brings critical skills, expertise, and best practices in program management, solution delivery, and creating customized Service Level Agreements (SLA) to enable successful and effective organizational transformation efforts.

Seek Enterprise Program Management Excellence

With a large-scale enterprise modernization effort, understanding and creating best practices in resource allocation, project budgeting, establishing and achieving milestones, and setting and communicating project roadmaps is vital to success. A Managed Service supplies experts in Program Management that are experienced in understanding the wholistic view of the program, managing risk, and delivering results that tie to project specific outcomes.



A key best practice for Program Management is communication and oversight that aligns organizational objectives throughout projects or initiatives and sets relevant project specific goals that can be traced to strategic objectives for a transformation. The stakeholders, client organization, and service provider should have a clear communication plan that allows for the collection of all requirements, understanding change control, and setting or coordinating expectations with project schedule and delivery.

Apply Expertise in Solution Delivery

Managed Services is a solution agnostic approach which can be applied to maximize investment value, realize benefits, and deliver an improve experience to end users. Managed Services should be based on creating and delivering a customized solution to the customer and end users. Including experts in Enterprise Architecture and project road-mapping help to create a solution package that fits the customer’s need though rigorous evaluation of alternatives and analysis of requirements.

A best practice for Managed Services is to reject straight “out of the box” offers and instead tailor solutions to fit the customer’s needs. Once a solution is identified or created, best in breed tools, technologies, and methodologies should be used to enable solution delivery.

Establishing Trust with Expertise

Organization Gamma, a large financial institution, wants Delta Company to lead their modernization effort. Gamma has little experience modernizing processes and tools within their organization. Delta has been selected due to their successful modernization efforts with similar projects. Gamma needs to trust Delta to be experts in program management and bring best practices in solution delivery to successfully deliver incremental value. Delta will engage Gamma stakeholders to ensure they have confidence in the achieving their strategic outcomes through modernization.

Best practices include:

- A **proactive** vs. break-fix mentality and for ongoing enhancement and sustainment.
- Selecting a **methodology** appropriate for the project goals and situation. If applicable, practicing effective Agile that reaches initial operating capability as fast as possible and fully understands requirements. See this [Practitioners Guide](#) for practicing effective Agile.
- Creating a **roadmap** for People, Process, and Technology (PPT) that continuously supports the solution over the course of the contract and beyond.

Define Service Levels Linked to Strategic Goals

Managed Services uses Service Level Agreements (SLA) to create cost effective, customized, scaled services to support the customer and maximize investment. Establishing SLAs scaled to the needs of the project allow the customer to only pay for services and solutions they need and be confident the service provider is utilizing resources to deliver results.

SLAs define the terms of the engagement and help to clearly tie services to modernization outcomes and strategic objectives. One aspect of the SLA should be to include measurable metrics that enable the service provider to show continuous improvements over the life of the contract that tie the modernization effort with company's goals while transferring project responsibilities and risk to the contracted organization.

If an SLA is defined well, it should establish foundation for a successful transformation that clearly defines the engagement and provides the measurements of benefit realization. Done poorly, they can introduce contradictory incentives that undermine long term viability of services and solution delivery.

For more about SLAs and Public-Private Partnerships, see [this blog](#) on our website.

Defining Service Levels

Organization Epsilon, a department of a federal agency, has chosen Zeta Company to lead their modernization effort. Zeta will work with Epsilon to determine how to measure the success of the project and what type of value is most important to Epsilon and their users. Zeta will help define good service levels that are specific, measurable, relevant, outcome based, and largely independent of tools, technology, and processes. The complete set of service levels should comprehensively cover the scope of the Managed Service.

Enabling Continuous Benefits Realization Through Enterprise Delivery

With a Managed Service, the sustainment and maintenance of system or program should be a component of the SLA. This allows the service provider to stay up to date with the latest developments and trends, continuously improving the program over the course of the engagement and delivering best-in-class service to end users.

Achieving Benefits Realization

A Managed Service should utilize the SLA to establish metrics and Key Performance Indicators (KPIs) to include established Monitoring & Evaluation best practices. Agreed upon KPIs enable Monitoring & Evaluation to track, measure, and show benefit realization, delivery of outcomes, and continuous performance improvement over time.

These processes allow the organization visibility and input into how performance will be measured and how benefits will be realized rather than the SLA only stating terms and contractor duties. The organization can hold service providers accountable for solution delivery and benefits realization that were initially established in the SLA and can more easily evaluate performance throughout the contract.



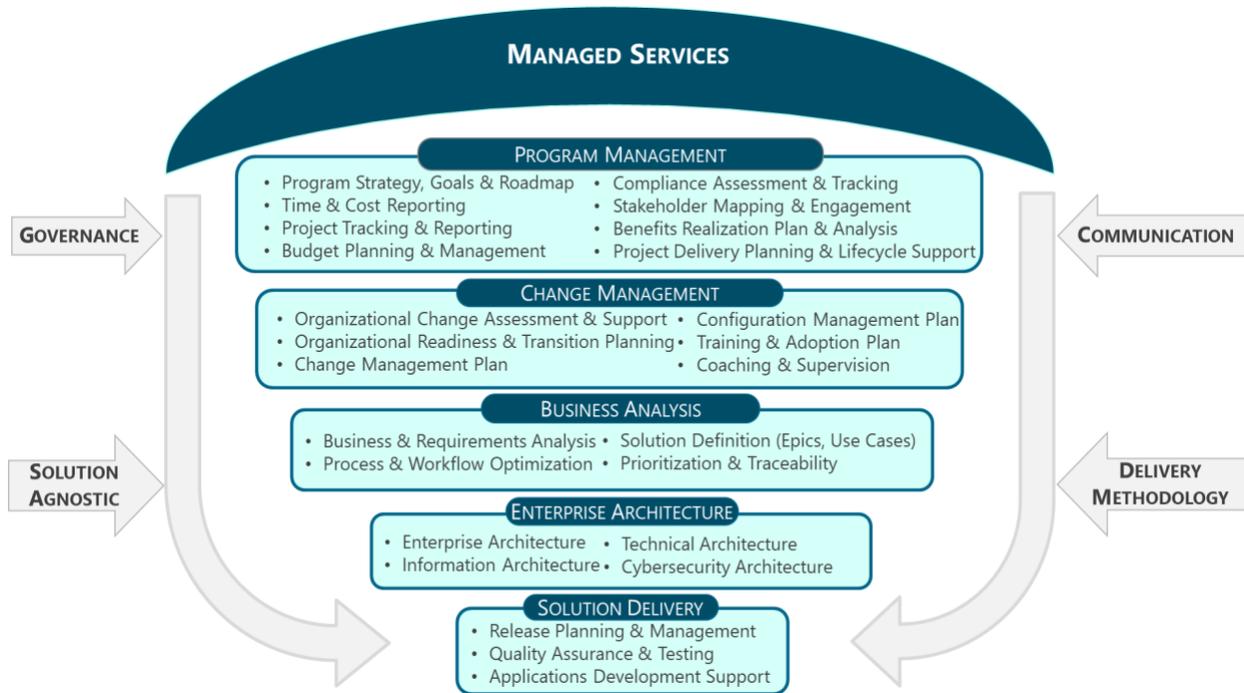
Monitoring & Evaluation practices should help show continuous benefits realization for the customer, but also benefits that reach the end users. End users should be considered and included in establishing metrics and KPIs within the SLA so that the organization can track the value related to all stakeholders impacted by the transformation effort.

RG’s Approach to Managed Services

The first step in our approach to Managed Services is establishing clear project definition at the initiation of any transformation effort. Creating a roadmap and stakeholder engagement plan allows for the right methodology and delivery approach to be selected so there are clear expectations and no misconceptions regarding popular methodology (e.g. Agile). Throughout the project, Managed Services utilizes our Enterprise Delivery capabilities to deliver services through a holistic organizational approach that focuses on organizational outcomes and continuous benefit realization

Enterprise Delivery grew from our expertise and experience with Enterprise Program Management Office (EPMO) operations for large scale Federal IT implementations. Complex, enterprise modernization projects require skill and expertise that encompasses business analysis, enterprise architecture, and change management as well as program management.

These core capabilities in addition to proper governance compliance, strong communication, customized solution, and delivery methodology enables modernization efforts to transform the efficiency of processes and services to bring maximum value to the public. The figure below shows how Managed Services encompasses Enterprise Delivery capabilities.



To learn more about Enterprise Delivery, check out [this whitepaper](#).

Conclusion

Modernizing an enterprise comes with many challenges. A customized SLA with a Managed Service brings in a provider with expert in program management and solution delivery practices that continuously deliver benefits, accepting the risk of the effort and allowing you to focus on your organization’s core business functions and mission.

A Managed Services engagement should not be just “butts in seats” or “one size fits all.” It should be built on a relationship between customer, end user, and service provider where trust and communication are key. RG’s core capabilities and experience make us uniquely suited to offer an expert, tailored Managed Service solution that transforms processes, aligns project goals with strategic goals, and sets measurable objectives to maximize benefits in a modernization effort.

If you are interested in learning more about a Managed Service solution, contact us at contact@teamrg.com or visit our website at www.teamrg.com.

Contact Us

Robbins-Gioia, LLC
 99 Canal Center Plaza, Suite 300
 Alexandria, VA 22314
 703.548.7006

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.