Technology Business Management (TBM)

REI Systems Overview

Founded in 1989, REI Systems (REI) provides reliable, effective, and innovative technology and consulting solutions to more than 25 government agencies. We take a Mindful Modernization® approach in delivering our Application Modernization, Grants Management Systems, Government Data Analytics, and Advisory Services.

Our Advisory Services consulting practice offers expertise in:

→ Technology Business Management

→ FinOps

→ Strategy and Business Transformation

→ Organizational Change Management (OCM)

→ Organizational Design and Strategic Communications

→ Organization/Performance Management

25+ agencies supported

Technology Business Management (TBM)

CONNECT IT TO MISSION VALUE

The federal government spends over $1.9B on technology, services, and staff. Yet numerous technology investments have failed or incurred significant cost overruns while contributing little to the business of the mission. Aging systems that are costly to maintain and secure compound the IT spending problem. In response, the Office of Management and Budget (OMB) called on all agencies in 2017 to begin adopting TBM and committed to leading the charge, along with the General Services Administration (GSA).

Since 2017, REI has been at the center of TBM in the federal government, developing TBM policy and guidance, providing thought leadership for federal Communities of Practice (CoPs) and industry organizations, and advising federal decision-makers on how to advance TBM at their agencies to connect technology spending to mission impact.

We leverage advanced technology like artificial intelligence to help agencies better categorize and understand their IT spending faster and more easily.

Why Partner with REI on Your TBM Journey

Through our industry involvement, direct consulting support, and TBM implementations, we have developed a unique perspective and gained insight into strategies, pain points, lessons learned, tools, and best practices across federal agencies of the most efficient way to implement TBM to connect IT to mission value.

ADVANCE TBM EXCELLENCE IN GOVERNMENT

→ Consult OMB and the Federal TBM Program Management Office (PMO) on governmentwide TBM strategy

→ Advise federal agencies through the TBM Council

→ Develop government-wide Agency TBM Implementation Guidance and Checklist

→ Establish the Federal TBM Maturity Model (in partnership with ACT-IAC)

→ Build OCM Guide and Toolkit for the Federal TBM community

→ Provide dozens of TBM training sessions and facilitate working groups to help federal practitioners advance TBM within their agencies

DEEP FEDERAL EXPERIENCE IMPLEMENTING TBM

→ Support full TBM implementations at the Department of Commerce (DOC) and the Department of Agriculture (USDA)

→ Lead 3-agency FinOps pilots

→ Manage 4-agency TBM pilots chartered by the Federal CIO Council

→ Provide TBM pilot and strategic planning at the Consumer Financial Protection Bureau

ACCREDITED TBM CONSULTING EXPERTS

→ Certified TBM Executives

→ Certified TBM Course Instructors

→ Project Management Professional (PMP)

→ Financial Operations (FinOps) Certified Practitioner

→ Certified Public Accountant (CPA)

TBM Client Success Stories

We have significant experience working with federal agencies implementing end-to-end TBM solutions. A few client success stories include:

THE DEPARTMENT OF COMMERCE (DOC)

REI Systems provides strategic and business planning as part of the DOC's effort to define, design, and employ TBM across the agency and its bureaus. As part of this initiative, REI provides TBM, organizational change management, strategic planning, business process reengineering, data analytics, strategic communications, and training support. Several examples of our work include the following:

→ Creating an agency-wide strategic plan for the implementation and sustainment of TBM across OSEC and bureaus

→ Reviewing/categorizing line-item descriptions for over 200 contracts to clarify the dollars spent for goods and services purchased resulting in enhanced budget formulation, better allocation of funds, advanced data quality and insights, and improved budget decisions

→ Building cost models to understand total cost of ownership for services, applications, and investments that help provide maximum value at the right price

→ Establishing business rules and streamlining methodologies for allocating costs allowing DOC to demonstrate transparency around their spending

→ Determining qualitative and quantitative measures that foster consistent performance measurements which provided insight into expenditures that required further analysis

DEPARTMENT OF AGRICULTURE (USDA)

REI provides TBM consulting services to the USDA's Office of the Chief Information Officer (OCIO) on the agency's TBM implementation. REI helped develop guidance for all bureaus within the USDA and consolidated efforts at the department level to enable decision-making based on consistent and cohesive results. Several examples of our work include the following:

→ Creating a strategic TBM roadmap and milestones with key tasks, deliverables, timelines, and dependencies; roll-out plan; and communications strategy

→ Conducting an assessment of USDA's current state, from budgeting through execution, and a proposed future-state with TBM in place

→ Mapping Cost Pools at the department-level and comparing against a large bureau to reconcile differences and developing a consistent approach with reusable templates and processes for consistent data collection, aggregation, and reporting

→ Assisting clients with establishing necessary business rules and methodology options for allocating costs to better explain the associated costs to USDA's clients, allowing them to demonstrate transparency around their IT spending

→ Identifying and implementing qualitative and quantitative measures that enable consistent performance measurement and detection where attention needs to be focused

REI TBM Approach

Our Advisory Services team of TBM consultants offers a holistic approach to supporting our Federal customers that focuses on technology, people, culture, finance, data, processes, and systems.

INSTITUTING A TBM MINDSET WITH ORGANIZATIONAL CHANGE MANAGEMENT (OCM)

To truly operationalize TBM and ensure long-term adoption across an agency or organization, it is critical to account for the people and cultural components. REI heavily emphasizes OCM by utilizing our proven TBM OCM Guide and Toolkit developed for the Federal TBM PMO.

EXTENDING BEYOND THE CIO

Our TBM approach and methodology extend beyond the technical implementation of a cost model and the TBM framework. It factors in other key areas, including acquisitions/procurement, finance, human capital, enterprise architecture, cloud, and service owners.

LEVERAGING THE RIGHT TBM SOFTWARE AND TOOLS

We have found the most success in leveraging tools and software already in use in our customers' environments. If available, we also use Tableau and Power BI for more robust data analytics to create data visualizations and dashboards. During our "Roadmapping" phase, we will recommend the appropriate TBM tools for our clients.

We use a machine learning (ML) model called BERT (Bidirectional Encoder Representations from Transformers) to capture the context in IT procurement data effectively and rapidly. REI's TBM BERT model can correctly classify $15B worth of IT spend data in minutes versus weeks.

METHODOLOGY AND TOOLS FOR TBM IMPLEMENTATION

For each of our federal customers, our team employs a tailored approach for TBM implementation. Our methodology involves a combination of the following phased activities:

PLAN
→ Perform a TBM readiness assessment with environmental scan and initial discovery of data / documentation and interviews
→ Understand our customers' challenges, goals, and strategic objectives and define all stakeholders' value propositions
→ Conduct a visioning session with key stakeholders to develop strategy and key theme creation

ROADMAP
→ Facilitate strategic planning sessions and develop a TBM roadmap (often aligned with agency strategic objectives or an IT/modernization roadmap)
→ Identify authoritative and standard data sources
→ Analyze current-state and develop future-state process flows
→ Conduct TBM maturity assessment to establish a baseline
→ Design and initiate first phase TBM models for irritative feedback
→ Work with stakeholders to adjust and refine TBM data, standards, and processes
→ Initiate Organizational Change Management (OCM) processes
→ Identify quick wins and an initial set of benefits/opportunities
→ Define TBM goals and key performance indicators (KPIs)

IMPLEMENT
→ Generate an IT towers implementation and an IT services/solutions implementation
→ Conduct a business units and capabilities implementation
→ Implement automation and REI's AI BERT model for mapping
→ Perform a cost pool implementation and a data gap analysis
→ Perform a TBM tools assessment or analysis of alternatives (AoA)
→ Work with stakeholders to finalize and implement all standards and processes
→ Conduct training sessions with all stakeholders

OPTIMIZE
→ Run reports and refine as needed
→ Analyze the processes, standards, codes, data and organization and refine as needed
→ Implement final TBM model, benchmarking, training and OCM initiatives
→ Establish final O&M TBM tools for continued use

THE BENEFIT OF OUR APPROACH

→ Operate and run IT like a business

→ Drive innovation and business transformation

→ Improve services to customers and stakeholders

→ Increase cost transparency

→ Increase overall accountability

Ready to connect your IT investments to your mission impact, contact us today at info@reisystems.com to speak to one of our TBM experts.