

The Information Agenda Guide for Government

Accelerate your Information-Led Transformation



Trusted information is a strategic asset

Leaders from around the world are focused more than ever on the economic, social and environmental implications of global integration, where free trade agreements, the Internet and globalization are making the world simultaneously smaller, flatter and smarter. The systems and processes that enable goods to be developed, manufactured, bought and sold, services that deliver everything from electricity, financial transactions and efficient healthcare systems to name a few, are driving us towards becoming a smarter planet.

What all of this means is that for the first time in history, almost anything can become digitally aware and interconnected; bringing major implications for the value that can be derived from such systems. With so much technology and networking abundantly available at such low cost, what wouldn't you put smart technology into? What service wouldn't you provide a customer, citizen, student or patient? What wouldn't you connect? What information wouldn't you mine for insight?

The foremost issues facing enterprises today are the waste, inaccuracy and volume of missed opportunities that stem from the single root cause of information raging out of control. This information explosion is creating challenges, but forward-thinking organizations are turning it into an opportunity. They are leveraging information to identify opportunities for profitable growth, cost take-out, and proactive risk management. They are pursuing an information-led transformation to help them make better informed, real-time decisions as

they turn their information into a strategic driver to accelerate innovation, business optimization and sustained competitive differentiation.

When built on a foundation of trusted information that can be shared, re-used and applied as a strategic asset, an information-led transformation allows organizations to optimize every transaction, process and decision at the point of greatest impact. In doing so, they can move analysis from a back office operation limited to business analyst experts to an approach that enables everyone to optimize their decisions based on real-time, predictive analytics. It can deliver immediate and cumulative value with each step, resulting in sustainable practices and processes that create a smarter organization; one that can make better informed decisions ranging from everyday moves to major strategic bets.

And this thought is not lost with federal, state and local governments. In the past, we had to make trade-offs between the imperatives of energy, transportation, infrastructure, security, commerce, the environment and more. But in an ever-more interconnected world, these vast, complex systems are no longer separate from one another. They are now interwoven and interdependent, which is good news—because the solutions we develop for one system will ripple across many others. Those solutions are possible because we now have the tools to literally change the way the world works.

Trusted information is a strategic asset

There is unprecedented change taking place in the government today. Consumer and regulatory pressures are driving more and more industry innovations, including consolidation and, green energy initiatives. Agencies are struggling with replacing an aging infrastructure, installing an intelligent transportation grid, broadening access to the Internet, and spurring necessary job creation, all while satisfying an increasing demand for better end user services. In addition, customers continue to look to the government to take a lead role in environmental issues.

The key to managing these activities is successfully managing all of the information. Successful government agencies will be those that find a way to make their information work as a strategic resource. Those that don't have a plan will be frustrated and overwhelmed with increasing volumes of information.

Governments are investing in point solutions to improve individual aspects of the business. However, new initiatives must go beyond efficiency improvements, focusing instead on better understanding of the business, optimizing assets, involving the constituents, improving financial performance and managing regulatory interactions.

In a recent survey it was recognized that significant change is inevitable, even desirable. Having an Information Agenda™ creates an enterprise-wide vision that will allow the government to execute and manage that change with the desired result in mind.

As a result, governments are launching new initiatives designed to drive new intelligence, business optimization and ongoing competitive advantage through increased consumer involvement, smart grid network management and intelligent utility systems – and these initiatives all depend on information.

Information is at the core of government

Government agencies are facing unprecedented challenges. Despite shrinking tax and revenue bases, citizens expect more and better services, and a consistent, streamlined experience similar to the one they expect from the private sector. And like businesses in other industries, government agencies are seeking to adopt best practices to modernize their systems and enhance their capability to protect private data, comply with regulations and manage employee productivity.

More than ever, effective information management is the key to innovation in government. Organizations at all levels of government are seeking to innovate by identifying new business opportunities, leveraging existing business processes, exploring new business models and utilizing their unique assets.

Governments have spent the past 25 years investing in automation to drive efficiency and reduce costs. However, new initiatives go beyond efficiency improvements, focusing instead on doing more with less: optimizing processes and accelerating the desired geopolitical and economic outcomes. Local and federal agencies and authorities are now implementing strategies to better understand the citizen, improve services, eliminate the digital divide, create new economic opportunities and attain greater return on existing investments.

Information On Demand

Information On Demand is a comprehensive vision for unlocking the business value of information for competitive advantage, by enabling organizations to establish and leverage trusted information to optimize business performance. Governments can optimize business performance through Information On Demand which results in improvements in operations, efficiency, reliability and service.

Information On Demand is required to optimize business and asset performance through the strategic use of information. Information On Demand is a comprehensive vision for unlocking the business value of information as a strategic asset by enabling organizations to establish and leverage trusted information.

It is critical to be able to access, analyze and control information, within time frames that are required for a government to manage and operate in real-time. Governments can use information to:

- Better operate and maintain their assets
- Improve worker productivity
- Gain insight into their constituents
- Improve the quality and results of their regulatory interactions
- Improve customer service

This level of challenge and coordination can only be achieved through a common information management strategy.

Building an information agenda

For governments that want to get started on the path to Information On Demand and establish a foundation for new intelligence but do not know where to begin, an Information Agenda is needed. An Information Agenda is a comprehensive, enterprise-wide plan that explains how to take the information being generated across, and even outside of, the organization and put it to use to better run the business. In establishing an Information Agenda for the organization, the CIO, working with line of business colleagues, puts information to work to achieve both short-term and long-term strategic changes.

An effective Information Agenda helps organizations achieve several key objectives:

- Identify data and content that are vital to the organization
- Identify how, when and where information should be made available
- Determine data management processes and governance practices
- Identify and prioritize the information projects that deliver the most return
- Align the use of information to match the organization's business strategy
- Create and deploy an information infrastructure that meets both immediate and future needs

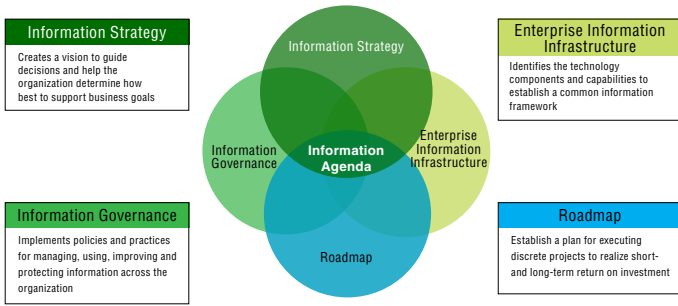


Figure 1: An effective information agenda provides a strategic vision and a phased plan that helps align the use of information with an organization's business strategy.

The Information Agenda Guide for Government

IBM helps accelerate the process and minimize the risk of creating information agenda through industry-specific Information Agenda Guides. The IBM Information Agenda Guide for Government is a practical, approach for turning a client's Information On Demand vision and strategy into reality.

CIOs, working with their line of business colleagues, can build a best-in-class information management vision for their organization and create a detailed roadmap realize it. The goal is to transform the organization to unlock the value of information, enabling the delivery of trusted, accurate information optimize business performance.

The IBM Information Agenda Guide for Government can help agencies as they develop their own information agenda in a matter through IBM Information Agenda workshops. It addresses the four components of an information agenda and ensures that they work conjunction to deliver Information On Demand (see Figure 1).

- **Information strategy:** The vision that guides decisions and helps the organization determine how best to support business goals
- **Information infrastructure:** The technology components and capabilities needed to establish a common information framework
- **Information governance:** The policies and practices that facilitate the management, usage, improvement and protection of information across lines of business
- **Roadmap:** A phased execution plan for transforming the organization

As figure 1 indicates, the Information Agenda for Government identifies crucial IT projects that establish the necessary information infrastructure and then leverage that infrastructure to help produce measurable business results identified by the business objective. Depending on an organization's existing information architecture, and the objectives that are of most importance to the business, an organization's final information agenda roadmap can contain some or all of these projects.

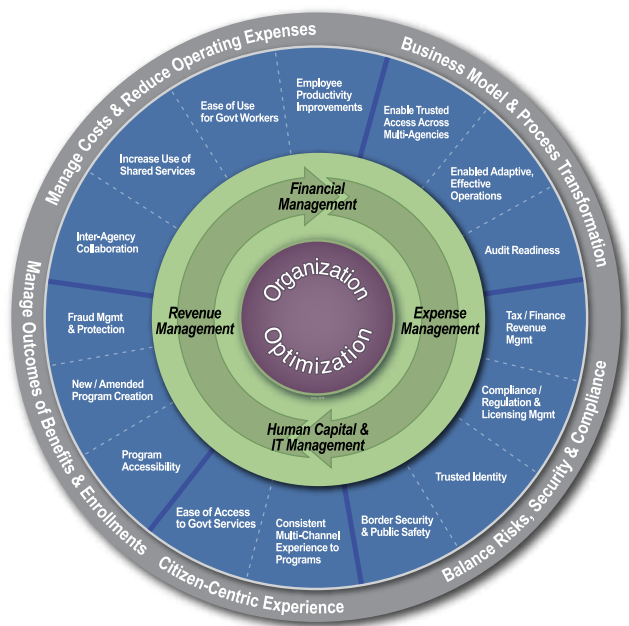


Figure 2: The Information Agenda Guide for Government is a proven approach for turning IOD vision and strategy into reality.

Information strategy: Recognizing the big picture

At its highest level, the IBM Information Agenda Guide for Government incorporates industry best practices to help identify the primary information centric business imperatives that drive virtually every business decision. The outer ring of Figure 2 reflects the industry imperatives that government agencies must undertake to optimize their business.

The next ring details the specific business optimization objectives associated with individual business imperatives. For example, identity management at ports and borders can be a critical tool for balancing risks, security and compliance.

At the center of the Information Agenda Guide are a set of performance management activities and application areas that are common across all industries. These capabilities are required to run your business, but alone are not sufficient to drive competitive advantage in today's business environment.

The business imperatives and business optimization objectives are the **foundational** components used to help set the vision and strategy for a government's information agenda. This approach ensures that you have a well-established bridge between IT objectives and overall corporate objectives. It also provides line of business and IT colleagues with a common language to communicate about all projects and plans.

Information Governance: Enhancing information quality, availability and integrity

As a crucial component of the Information Agenda Guide, information governance assists government agencies in establishing standards for data quality, management processes and accountability. These standards help to improve business performance via standard definitions and processes that establish a more disciplined approach to managing data and information across the organization.

The Information Agenda Guide for Government applies best practices for creating information governance policies, based upon IBM's extensive experience in the government sector. It leverages existing policies and procedures to create an environment that can consistently and confidently manage information, thereby obtaining maximum value from these assets to support strategic imperatives.

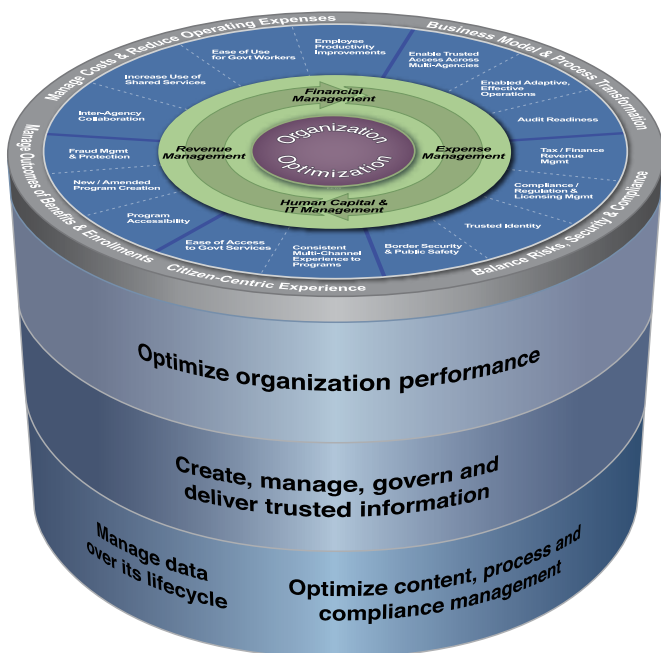


Figure 3: The IBM Information Agenda Guide for Government addresses common key information requirements

Information Infrastructure: Creating, managing and delivering trusted information

All initiatives and business optimization objectives depend upon a common information infrastructure that enables a government agency to more effectively create, capture, manage and utilize information associated with citizens, services, products and market strategy. As shown in Figure 3, an effective information infrastructure allows governments to:

1. **Manage information over its lifetime** — Reducing the costs associated with managing information while controlling access, expanding retention and increasing compliance.

2. **Optimize content, process, and compliance management** — Better tuning system performance and improving decision-making by injecting timely, trusted information into business operations.

3. **Establish an accurate, trusted view of information over time** — A flexible architecture can leverage existing IT investments to produce accurate and trusted information that is consistent across sources, facilitating better analytics and sound business decisions.

4. **Plan, understand and optimize business performance** — Leveraging trusted information to build plans, understand how business is performing and focus on optimizing performance across the enterprise.

5. **Provide solutions that drive operational efficiency** — Information infrastructure solutions focus on information compliance, security, availability, and retention, providing an infrastructure environment that is highly scalable, standards-based, flexible and essential to handling today's most information intensive business challenges.

As the journey towards Information On Demand evolves, guiding principles will be applied to leverage existing assets and IT purchase decisions with these key common information requirements in mind. The journey will include looking for opportunities to use existing IT assets as common components for other projects, and will provide guidelines that help ensure new technology and software investments can accommodate both short- and long-term objectives.

Roadmap – bringing it all together with a step-by-step execution plan for creating an information agenda

The roadmap gives information management and integration efforts direction and cohesion. It spells out the priority, order and timeframe of IT projects necessary to achieve the organization’s crucial information-enabled business optimization objectives. The first step in creating the roadmap is identifying and prioritizing the underlying IT projects—usually combinations of software and services—that can help achieve each business imperative.

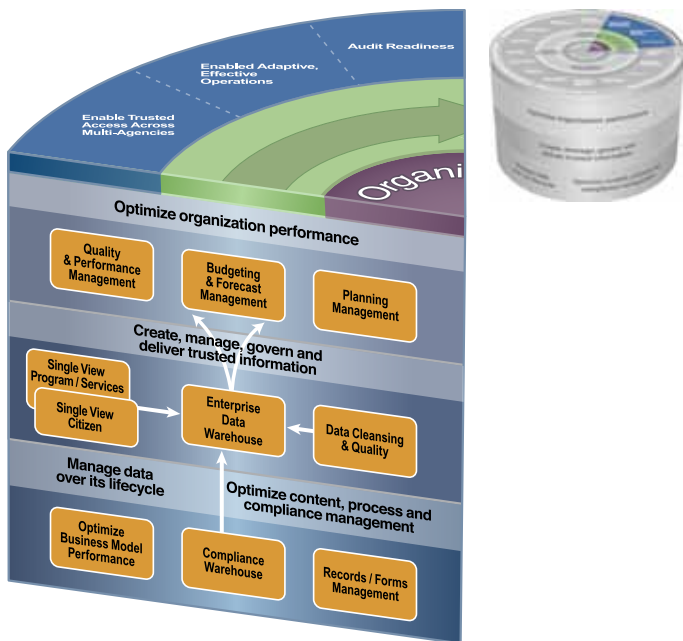


Figure 4: An example prescriptive roadmap of IT projects to help better manage outcomes of benefits and enrollments includes creating a single view of the citizen and managing fraud.

IT projects for managing outcomes of benefits and enrollments

Service accessibility, fraud reduction and program creation and administration are top concerns for virtually every government agency. In particular, social benefits programs are struggling to ensure that they deliver the right benefits to the right citizens at the right time—often in life-or-death situations. But with literally millions of beneficiaries to track, that can be a complex task.

Identity management is the key to optimizing benefits programs. By creating a single view of each citizen that can be shared securely across multiple agencies, governments can identify and prevent fraud more easily, as well as ensure that they are providing the proper benefits to each individual (see Figure 4). Program reports and scorecards can be compiled accurately and quickly because they draw on a single source of real-time information. Master data management, data warehousing and data cleansing, enterprise content management and entity analytics platforms from IBM can assist government organizations in supporting strong identity management.

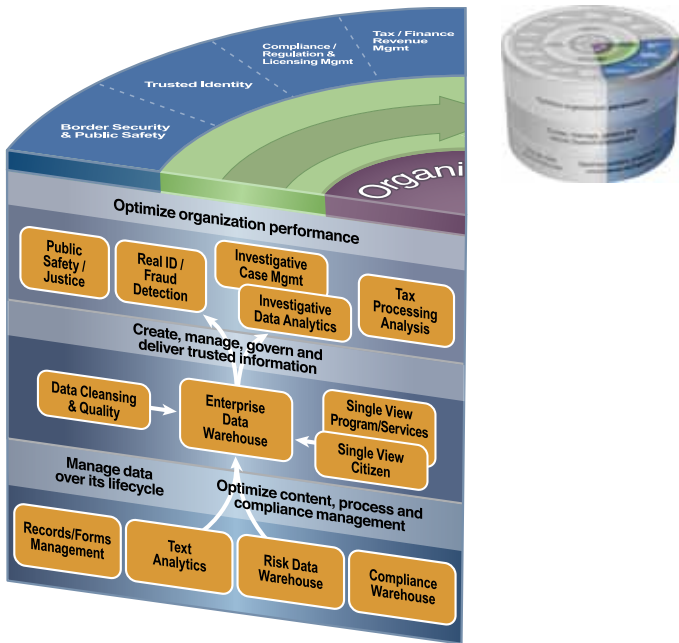


Figure 5: An example prescriptive roadmap of IT projects to help manage costs and reduce operating expenses includes records management and quality and performance management

IT projects for managing costs and reducing operating expenses

Much of the cost associated with running a government can be attributed to inefficient processes and information duplication. Without a single view of each citizen and a centralized clearinghouse of data about programs and benefits, agencies can waste significant time and money on duplicated efforts and manual processing.

Metrics, reporting and analysis are critical in helping government organizations identify and eliminate these inefficiencies. Aggregating the data from multiple agencies within a single data warehouse encourages cross agency information sharing and promotes collaboration, especially when operating globally. Automated forms management can help reduce paper consumption and enhance productivity, while business intelligence and performance management platforms can improve planning, budgeting and forecasting (see Figure 5).

The Information Agenda Guide for Government identifies crucial IT projects that establish the necessary information infrastructure and then leverage that infrastructure to help produce measurable business results identified by the business objective. Depending on an organization's existing information architecture and its most important business objectives, a final Information Agenda roadmap can contain some or all of these projects.

The Power of An Information Agenda Approach

With an Information Agenda for Government in place, CIOs have many of the tools needed to make the essential transition from simply supporting the business to making a measurable, sustainable contribution to the business' bottom line. The Information Agenda Guide for Government supplies the integrated vision needed to help achieve the business

goals and objectives of a converged business model — and deliver better business outcomes. These outcomes can range from improving the availability of revenue producing assets, reducing maintenance costs, demonstrating compliance and improving customer satisfaction, to demonstrating leadership in corporate social responsibility programs.

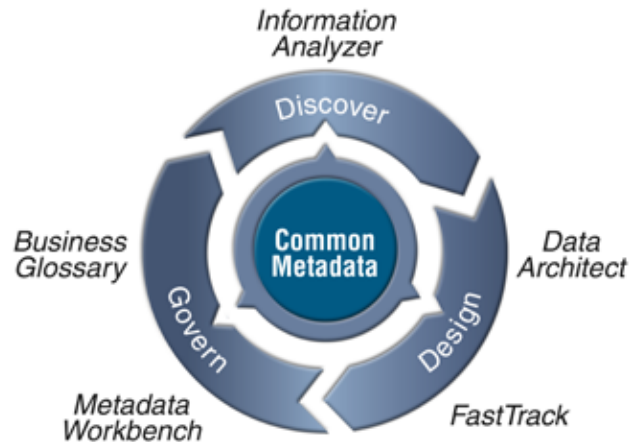
The benefits — competitive advantage through business optimization With an Information Agenda Guide for Government in place, CIOs and senior IT managers have many of the tools needed to make the essential transition from simply supporting the business to making a measurable, sustainable contribution to the business' bottom line.

The Information Agenda Guide for Government supplies the integrated vision needed to help achieve the business goals and objectives of energy and utilities companies — and deliver better business outcomes. These outcomes can range from increased customer involvement to smarter energy grids.

An IBM Information Agenda Guide can help government organizations:

- Manage costs and reduce operating expenses
- Introduce new services quickly
- Streamline and automate business processes for greater efficiency
- Increase flexibility to support existing and new services
- Support new strategic initiatives with an integrated information framework
- Proactively uncover and mitigate fraud risks

Most importantly, consistently delivering trusted information to the right people at the right time gives organizations the ability to use that information in entirely new ways to better serve the needs of citizens and constituents.



Why IBM is the right transformation partner

As Figure 8 indicates, IBM's unparalleled combination of pure science, deep industry knowledge and technology expertise makes it uniquely qualified to help business discover a new kind of intelligence. Only IBM offers the industry accelerators, enabling technologies and deep expertise with a proven approach necessary to do so.

The Information Agenda Guide for Government is a practical, accelerated approach developed by IBM after years of working with leading global organizations. It is a cross-IBM program composed of a proven, prescriptive methodology and mature government assets, delivered by IBM practitioners with deep industry expertise.

IBM Information On Demand and Information Infrastructure solutions offer end-to-end information infrastructure capabilities for executing your information agenda. Information On Demand and Information Infrastructure offerings are specifically designed to address virtually every aspect of an organization's trusted information needs. Based on open standards and reflecting an investment of more than US\$10 billion in the last three years, Information On Demand and Information Infrastructure offerings are among the industry's most comprehensive.

IBM's Business Analytics and Optimization leverages the unique capabilities of IBM Research, which, when combined with our world-class software solutions, foundational business intelligence, performance management and advanced analytics, accelerate client time-to-value. Business Analytics and Optimization helps businesses make better decisions faster while optimizing operations, either by eliminating costs or transforming business processes. Ultimately, Business Analytics and Optimization helps predict outcomes with greater certainty and uncover opportunities that were once unknown and unattainable.

CIOs and senior IT managers ready to jump-start their organization's Information Agenda efforts should consider a hosted IBM Information Agenda workshop. This workshop leverages IBM's expertise to guide CIOs, senior IT managers and LOB stakeholders quickly through the process of building a cohesive information agenda with an actionable set of projects. A hosted workshop can result in faster execution and realization of return on investment.

For more information

To learn more about the IBM Information Agenda Guide for Government and BM IOD solutions, contact your IBM sales representative or visit:

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- ibm.com/ideasfromibm/us/smartplanet/topics/intelligence
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