

## WHITE PAPER

# TECHNOLOGY BUSINESS MANAGEMENT AS A SERVICE

DISCOVER **THE VALUE**  
OF YOUR IT PORTFOLIO

## Background

Technology Business Management (TBM) is a concept widely used within corporate information technology (IT) departments. Over the years, it has proven to be a key contributor in identifying the value behind all IT assets and associated services. "TBM is a value-management framework instituted by CIOs, CTOs, and other technology leaders. Founded on transparency of costs, consumption, and performance, TBM gives technology leaders and their business partners the facts they need to collaborate on business-aligned decisions." (Tucker, 2016)

However, while corporate IT departments have successfully leveraged TBM to drive increased value across their organizations, government agencies have been slow to adopt the framework.

Historically, government agencies have struggled to manage their IT portfolios. The government budgeting cycle and procurement processes work against having a true understanding of the value and health of an agency's IT portfolio. Government IT leaders have also often taken a "spend it all" approach to their budgets with little reward for actually identifying savings. This has led to an oversized IT portfolio disconnected from the business or mission value it provides.

Despite the TBM framework being very business focused in language and examples, the practicality of extracting the value for government agencies is very real. In fact, the Office of Management and Budget (OMB) has recently identified the roadmap to TBM adoption and compliance for government agencies in the coming years (View figure below).

**OMB FY19 IT Budget  
Guidance TBM Reporting  
Phase IN Schedule**

[VIEW GRAPHIC](#)

## Approaching TBM

When it comes to TBM, there are two main approaches to implementation: a traditional approach and **TBM as a Service**.

With the traditional approach, an agency would put together an acquisition package with well-defined requirements and timelines, release it for competition, chose a winner and then work over the life of the contract to move towards its TBM goals. However, this approach can feature long lead times and complex processes for acquisition.

The other approach is TBM as Service (TBMAaaS). TBMAaaS, like other cloud-based offerings, allows agencies to pay “by the drink” for TBM services and take advantage of outside expertise to drive efficiency and increased adoption.

## Akima TBMAaaS: The Path to Widespread Government Adoption

Based on the guidelines set forth by OMB, Akima has developed an approach to TBMAaaS that offers various levels of service. The level of engagement depends on an agency's specific goals and budget related to TBM.

For example, from 2019 – 2021 OMB has outlined both mandatory reporting and optional/phased roll out reporting for Cost Pools and IT Towers. Agencies that wish to not only be in compliance, but also achieve value from TBM can leverage Akima Rapid Compliance or TBM Compliance+. Agencies that choose to comply only with mandatory requirements can select a lower level of service, such as Akima TBM Basic Compliance, and those that wish to go at it alone can internally manage their TBM efforts.

Agency Provides <span></span> Akima Provides <span></span>									
INTERNALLY MANAGED									
Data Identification	Data Access	Data Mapping	Platform Development	Data Connect	TBM Expertise	Data Model	Analyze & Validate Data	Reporting & Insights	
BASIC COMPLIANCE									
Data Identification	Data Access	Data Mapping	Platform Development	Data Connect	TBM Expertise	Data Model	Analyze & Validate Data	Reporting & Insights	
RAPID COMPLIANCE									
Data Identification	Data Access	Data Mapping	Platform Development	Data Connect	TBM Expertise	Data Model	Analyze & Validate Data	Reporting & Insights	
TBM COMPLIANCE+									
Data Identification	Data Access	Data Mapping	Platform Development	Data Connect	TBM Expertise	Data Model	Analyze & Validate Data	Reporting & Insights	

### Akima's TBMAaaS levels of service are as follows:

**Internally Managed** – The agency is responsible for all activities required to comply with OMB guidance to include the necessary TBM education. There is no Akima involvement at this level of service.

**Basic Compliance** – The agency is responsible as the internal knowledge agent, but Akima will provide necessary SME support as well as technical competence to complete many of the TBM activities. The development or acquisition of the TBM platform is the responsibility of the agency.

**Rapid Compliance** – The agency is responsible to provide SME support to identify data sources and facilitate data access needs. Akima will supply all needed platforms, data expertise, and TBM expertise to achieve the desired compliance level.

**TBM Compliance+** - The agency facilitates necessary PMO functions to support Akima; however, Akima handles the rest of the services. Akima provides SME support to identify data sources and facilitate data access as well as supplies all needed platforms, data expertise, and TBM expertise to achieve the desired compliance level. Akima will leverage the TBM framework to identify efficiencies and area of improvement identified through the system

## The Benefits of TBM

TBM has clear value for agencies. It fosters a mission culture within agency IT departments, helps develop sound fiscal disciplines, and enables the right value conversations.

By 2021, OMB will require basic compliance. However, by leveraging the true value **TBM agencies are able to:**

- ⊕ **Position themselves for value** – Define what you deliver in terms of business capabilities that are understood and valued by your business unit partners, so you can work together to improve business outcomes.
- ⊕ **Continuously improve** – Execute a strategic roadmap for TBM maturity by integrating TBM into your day-to-day processes and thinking, so that TBM drives every value conversation with your peers.
- ⊕ **Be transparent** – Translate your spending, consumption, and capacity into meaningful perspectives for technology and business decision-makers.
- ⊕ **Act as a driving force for mission/business demand** – Communicate costs and consumption to mission/business units to drive informed trade-off decisions and better consumption behavior.
- ⊕ **Deliver value for money** – Maximize value and demonstrate industry-comparable cost-effectiveness for services and innovation you provide.
- ⊕ **Plan and govern** – Collaborate to align your annual budget and resource plans to strategic business priorities and manage to the plan.
- ⊕ **Deliver cost for performance** – Deliver technology, services, and projects efficiently to the business.
- ⊕ **Align mission/business to the portfolio** – Optimize portfolios to deliver the most value for the level of spending.
- ⊕ **Invest in innovation** – Allocate adequate resources on new and enhanced services and on business innovation.
- ⊕ **Be agile** – Help your agency respond quickly to market opportunities or threats.



### About Akima

Akima, LLC supports a diverse portfolio of operating companies with one strategic goal: enabling superior outcomes for our customers' missions. Together with its operating companies, Akima represents an uncommonly broad array of specialized talents, technologies, domain expertise, and proven program success at some of the most visible and demanding implementations across all of government and industry.

Akima is an enterprise with 30 years of federal contracting experience and over 6,500 employees supporting more than 14,000 Iñupiat shareholders in the NANA region of Alaska. Akima provides the backbone infrastructure to support more than 40 socio-economically disadvantaged small businesses (SDBs) with mature business processes and shared back-office support services normally only found in a Fortune 500 defense contractor.

We leverage this infrastructure and the shared experiences of our operating companies to bring world-class solutions to U.S. Department of Defense, intelligence community, and civilian organizations in 46 states and 12 countries.

To learn more about Akima's TBMAaaS solution as well as our direct award capabilities

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