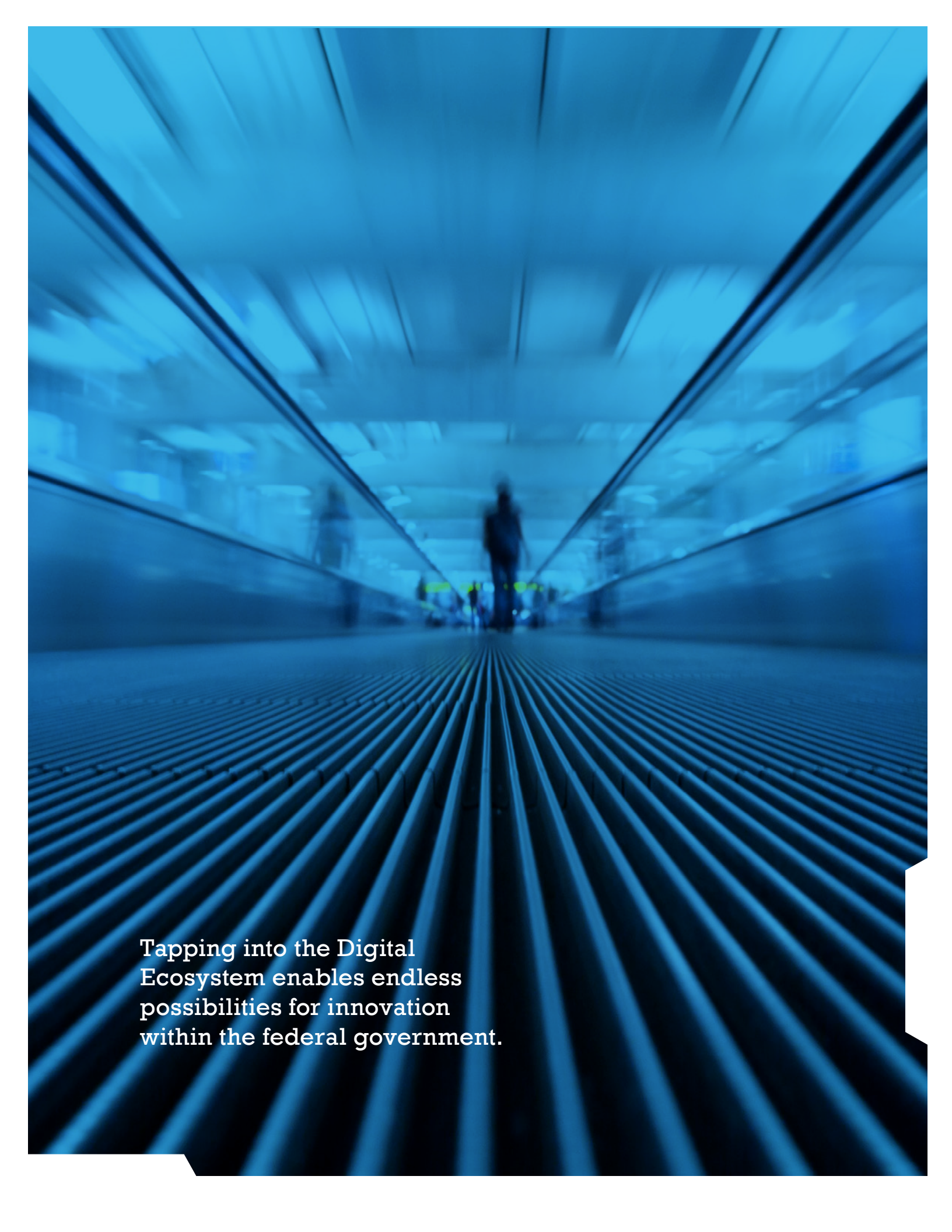


||||||| | **The Digital Enterprise**

Connecting Our Citizens, Warriors, and Workforce



A blue-tinted, motion-blurred photograph of a long, empty hallway. The floor is a grid pattern that recedes into the distance. A person is walking away from the camera in the center of the hallway. The ceiling has recessed lighting. The overall mood is futuristic and digital.

Tapping into the Digital
Ecosystem enables endless
possibilities for innovation
within the federal government.

The Digital Ecosystem Unlocks Rich New Customer Experiences

THE RISE OF AN INTERCONNECTED SET OF SOCIAL, MOBILE, ANALYTICS, AND CLOUD-BASED SERVICES—COLLECTIVELY REFERRED TO AS THE DIGITAL ECOSYSTEM—HAS BEEN DRIVING RAPID CHANGE IN THE PRIVATE AND PUBLIC SECTORS.

This digital ecosystem consists of ready-made capabilities that are widely accessible and constantly evolving through new innovations occurring every day. As a result, organizations are discovering the potential for new value in the form of enhanced experiences for customers who interact with this ecosystem.

Booz Allen’s perspective is that these interactions and experiences are at the heart of what it means to be digital in the future. Core attributes of a digital experience include the following:

- + **Smart** – Contextually aware and anticipatory
- + **Personal** – Tailored for the customer as an individual
- + **Convenient** – Delivered and formatted for whatever channel is at your fingertips
- + **Efficient** – Saves time, money, effort
- + **Relevant** – Right information at just the right time

Organizations that maximize the value derived from the digital ecosystem to create and deliver interactive experiences for their customers will be the most successful in achieving their vision. To enable this, organizations must reconsider traditional operating models and explore transforming nearly all aspects of their business.

In today’s fiscal environment, with declining budgets, federal agencies are increasing asked to deliver better services to their customers in support of mission and business requirements. In response, government leaders are looking for digital solutions to increase efficiency, improve agility, and enable innovation. The federal government has been implementing strategies, policies and programs in support of this shift—through initiatives such as Cloud First, Federal Risk and Authorization Management Program (FedRAMP), the Digital Government Strategy, and pending legislation in the form of the Federal Information Technology Acquisition Reform Act (FITARA). In turn, federal agencies are increasingly identifying digital leadership roles, creating and implementing digital strategies, and moving towards “everything as a service” (XaaS) models and solutions.

Organizations that maximize the value derived from the digital ecosystem to create and deliver interactive experiences for their customers will be the most successful in achieving their vision.

Reimagine New Digital Experiences

TAPPING INTO THE DIGITAL ECOSYSTEM ENABLES ENDLESS POSSIBILITIES FOR INNOVATION WITHIN THE FEDERAL GOVERNMENT. IT IS NOW POSSIBLE TO REIMAGINE NEW DIGITAL EXPERIENCES IN AN ENTERPRISE THAT SEAMLESSLY INTEGRATES BUSINESS DEMANDS, CUSTOMER BEHAVIOR, INTERACTIVE TECHNOLOGY, AND DYNAMIC INFRASTRUCTURE.

The Digital Citizen

ENABLING MODERN, DIGITAL GOVERNMENT SERVICES FOR CITIZENS AND BUSINESSES

Citizens rely on public services, benefits, and assistance for security, finance, health, and social well-being. In addition, government-to-business interactions maintain the pace of commerce and keep the economy stable.



A citizen requires access to a health benefit (e.g., Medicare) while traveling. The person uses a smart phone with GPS to identify the nearest service center (e.g., doctor's office) and pre-register for an appointment via an interactive app.

The Digital Warrior

CONNECTING WARRIORS WITH REAL-TIME COMMUNICATION AND COORDINATION

Warriors rely on tools and techniques for unit coordination, enemy detection, and response; however, these tools are often not accessible for real-time computations that enable mission guidance.



A military convoy is going to deliver supplies to a unit located in a region with adversaries. Analytics and smart sensors work together to calculate a safe route that is displayed on the unit's mobile devices (e.g., patterns, historical data).

The Digital Worker

EXTENDING THE GOVERNMENT WORKFORCE BEYOND THE OFFICE

Government workers are technically savvy and expect access to data and resources on-demand and in the field; however, they often rely on antiquated processes and technologies to perform their duties.



A food surveillance inspector receives online notifications from a domestic food distributor that indicate potential violations of US food safety standards. The inspector reviews the notifications, logs the issue using a standard workflow, and initially traces the violation to a single domestic port.



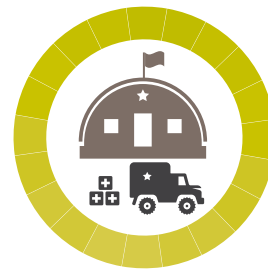
The citizen arrives at a healthcare facility that is expecting them and signs in at a kiosk. They receive a smart bracelet that measures and provides the facility with basic vital information (e.g., temperature, pulse)—which is processed via a big data algorithm and cross-checked with other relevant data (e.g., recent patients with similar symptoms/data in similar geographies for patterns such as outbreaks or pandemics (from CDC shared data).



The citizen receives care from a doctor who securely accesses and updates the citizen's medical records securely via the cloud—which automatically triggers a set of financial and benefits-related transactions through other agencies (e.g., CMS, VA). On the way out, the citizen posts a review of the facility and the service on a social app for other citizens to be able to access as they choose facilities for their needs.



Another unit passing through minutes before the convoy on another mission uploads a picture of a newly collapsed bridge via their mobile devices. This information is added to a collaboration site and the metadata (e.g., longitude and latitude coordinates, date/time) is verified and added to the systems of record.



Real-time updates are processed and the unit receives an alert that the current route is compromised. They are provided with step-by-step directions for the alternate route via their mobile devices.



The violation report is then processed via big data algorithms and cross-checked with other relevant data (e.g., historical risk about facilities/ports, reported illness/outbreaks, social network data). Results highlight similar reports across multiple domestic ports and pinpoint a particular country as the potential source of origin.



The food surveillance inspector relies on virtual collaboration tools to automatically warn colleagues, domestic food distributors, and ports to stop delivery of the compromised goods and prevent widespread access to citizens. The foreign food inspector stationed in the country of origin is immediately alerted to launch a formal investigation.

The Digital Enterprise Defined

A Digital Enterprise is an enterprise that creates and maximizes value to its mission through the delivery of an integrated set of digital technologies. This includes digital technologies spanning the entire ecosystem with the intention that their integration will provide additional business value in the form of customer-centricity, increased efficiency, enhanced agility, and ongoing innovation.

In the Digital Enterprise model, the customers—our citizens, businesses, warriors, and workforce—are at the center and are offered an integrated, seamless experience to government information and services through a variety of channels (e.g., mobile devices, Internet, in-person). The core business represents an agency's mission and business operations, technologies, management, and organizational processes. In-house IT represents an agency's on premise technology assets (e.g., devices, data centers, servers, networking equipment, storage appliances)

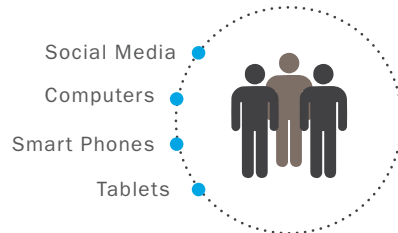
used to support mission and business requirements. In a digital enterprise, these assets don't necessarily go away, but are strategically reduced and complemented by digital technologies that can derive greater business value. In a digital enterprise, the lines between an organization and the partners, suppliers, and vendors that develop and deliver services in support of an agency's core business can blur because they may leverage components of the ecosystem for critical portions of their solutions (e.g., cloud hosting). The services and solutions offered by partners may even leverage a hybrid approach and integrate with existing IT assets to meet mission requirements around data security, for example. While the digital ecosystem is available to every organization, the assembly, integration, and use of the various components is a key differentiator in the marketplace. Thus, the formation of strategic partnerships can be a competitive advantage for mission and business needs today.



Smart | Relevant | Efficient | Convenient | Personal

CHANNELS

The mechanisms or interfaces through which customers access, procure, and use products and services provided by the core business. Content and services are delivered to customers in a manner that is optimized for every channel that may be accessed.

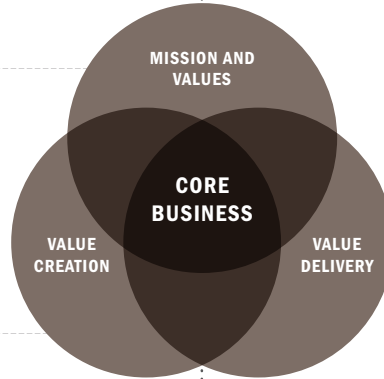


CUSTOMERS

Consumers, citizens, warriors, and the workforce that consume products and services developed and packaged by the core business. Customers experience smart, relevant, efficient, personalized, and convenient services through multiple channels.

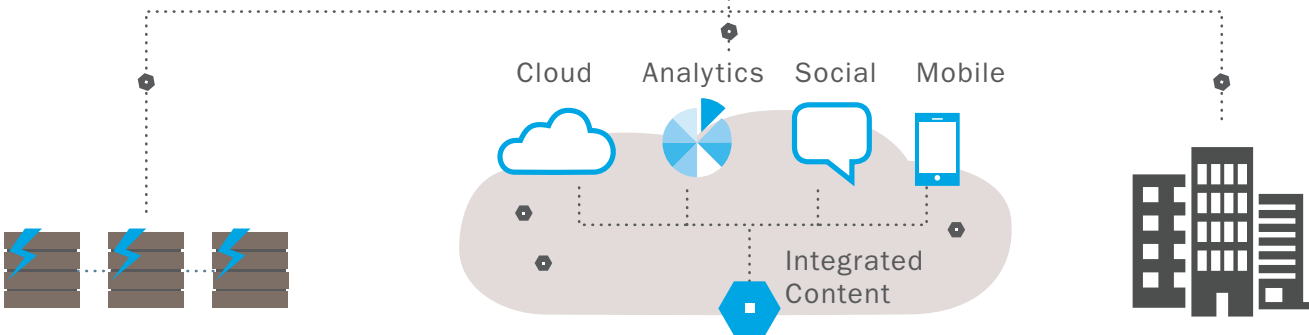
CORE BUSINESS

An agency's mission and vision, the value it creates for its customers, and how it chooses to deliver that value to customers. Core business uses strategic combinations of In-House IT, Digital Ecosystem services, and Partners/Suppliers/Vendors to add value to services.



ENABLERS

Resources that collectively enable a strategic advantage for the core businesses.



IN-HOUSE IT

Internal IT assets (e.g., data centers, servers, networking equipment, storage appliances) used to support mission and business requirements.

DIGITAL ECOSYSTEM

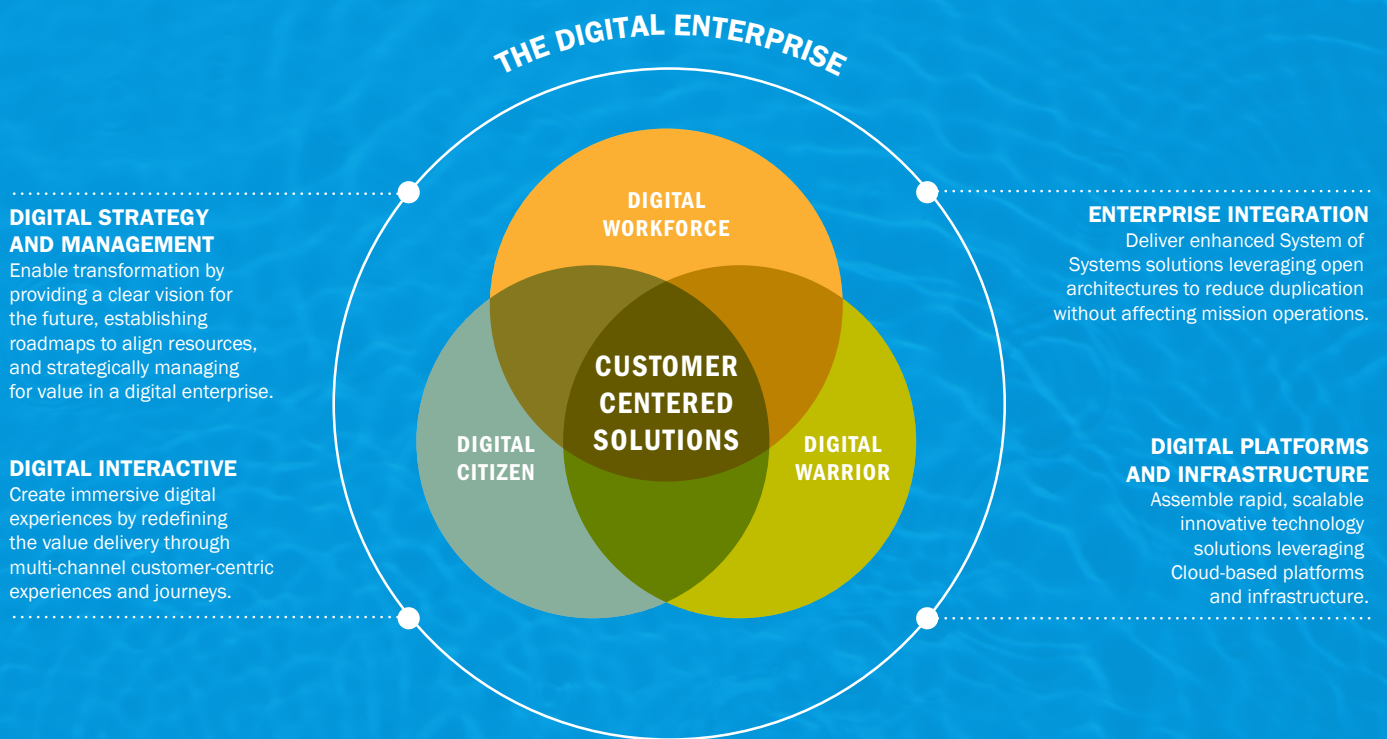
Dynamic market of available services and solutions that can be leveraged to support mission and business requirements.

PARTNERS/SUPPLIERS/VENDORS

Partners, suppliers, and vendors that develop and deliver services in support of mission and business requirements.

Booz Allen's Digital Services

BOOZ ALLEN IS A SMART ASSEMBLER OF DIGITAL SOLUTIONS AND PROVIDES A HOLISTIC, CUSTOMER-CENTRIC APPROACH TO EVERY ENGAGEMENT—LEVERAGING MISSION UNDERSTANDING AND PLATFORM EXPERTISE TO CREATE TAILORED SOLUTIONS. BOOZ ALLEN'S DIGITAL TEAM IS EQUIPPED TO ASSIST FEDERAL GOVERNMENT AGENCIES ACROSS ALL FACETS OF A DIGITAL ENTERPRISE.



Digital Strategy and Management

Booz Allen takes a holistic approach to understanding agency needs and builds forward-looking solutions affecting the entire business model. This includes envisioning the future, defining a digital strategy and roadmap, and optimizing management practices to support the path forward.

- + **Strategy:** Identify and roadmap holistic end-to-end digital solutions, versus piecemeal fixes, that consider internal and external processes
- + **Management:** Recommend and implement changes to core management functions in support of digital integration (e.g., economics, governance, organizational model)
- + **Culture:** Enable cultural change for leaders and staff to think about customers differently and adjust management practices in support of digital change
- + **Smart Assembly:** Blend mission understanding and digital ecosystem expertise to recommend the optimal assembly of digital technologies to derive business value
- + **Service Design:** Employ innovative approaches to improve the quality and interaction between services and customers

Digital Interactive

Booz Allen fuses user design and technology disciplines to create immersive digital engagements and experiences by redefining the value proposition through multi-channel customer-centric experiences and journeys.

- + **User Experience/User Interface (UX/UI):** Customize tools or solutions to optimize the customer/citizen experience
- + **Social Engagement:** Engage users via social platforms in support of mission goals
- + **Marketing:** Create plans to communicate the value of services to increase recognition or other mission goals

- + **Applications:** Launch digital offerings for mobile customers based on mission needs
- + **User Analytics:** Inform decision making with real-time data collected through digital deployments

Digital Platforms and Infrastructure (DPI)

Booz Allen assembles rapid, innovative end-to-end solutions that take advantage of the digital ecosystem by delivering commercial off-the-shelf, custom software and tools that are readily integrated extensions of existing systems.

- + **Custom Development:** Customize software and tools in support of mission and business requirements
- + **Software as a Service (SaaS):** Integrate and customize SaaS solutions that are cloud-based applications, software, and databases
- + **Platform as a Service (PaaS):** Integrate and manage PaaS solutions that are virtual operating system in the cloud
- + **Infrastructure as a Service (IaaS):** Integrate and manage IaaS solutions that are virtual servers and storage in the cloud
- + **Security:** Customize software and tools for sensitive mission systems and data
- + **Hosting:** Provide and configure Internet servers, both virtual and physical, for agencies to run existing and new operations

Enterprise Integration

Booz Allen uses differentiated approaches to developing open architecture blueprints for successful IT systems integration across hosting models.

- + **Enterprise Design:** Execute the enterprise architecture strategy
- + **Application Rationalization:** Apply panoramic view of IT landscape to create leaner and more efficient IT systems
- + **Mission Integration:** Enable joint-mission collaboration to tackle challenges in creating holistic digital solutions

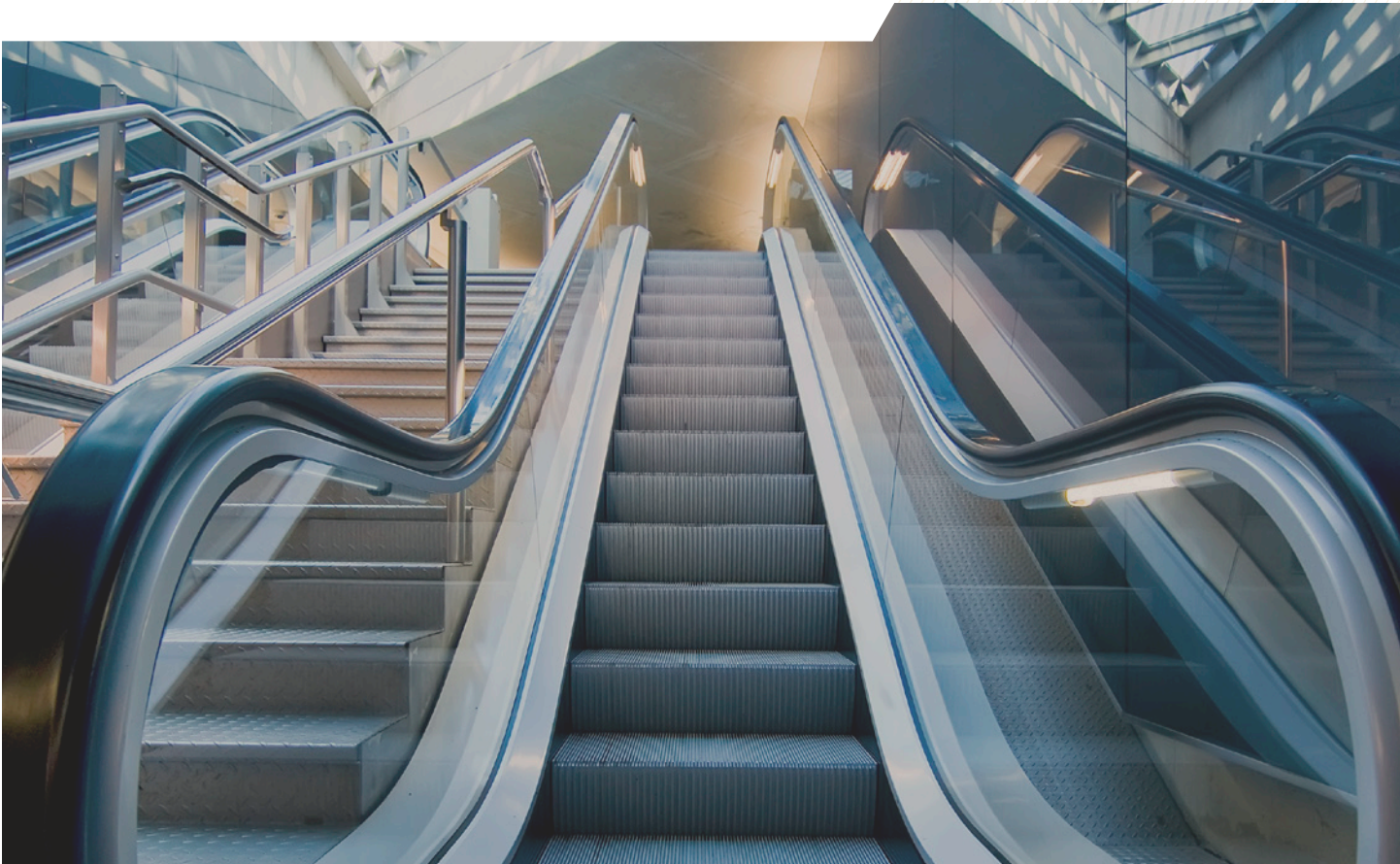
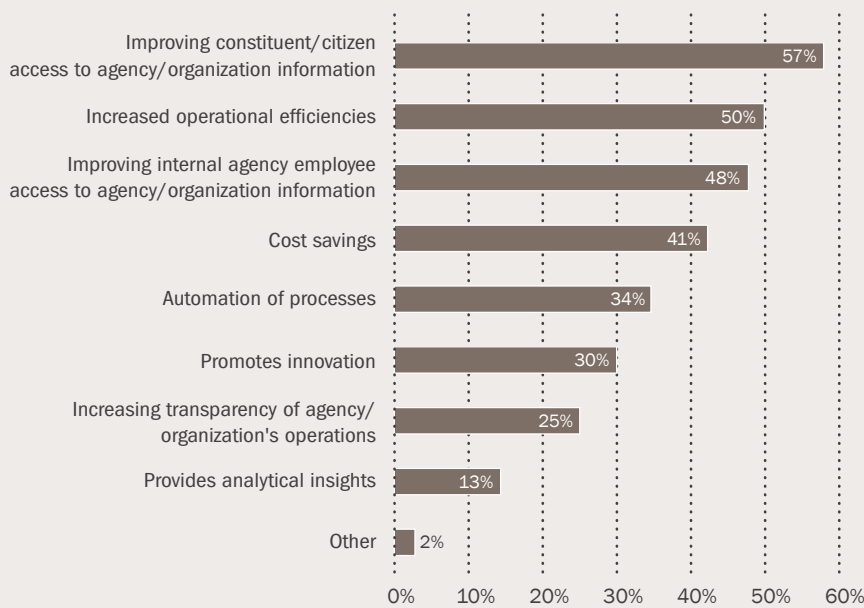


Figure 1: Benefits of a Digital Enterprise among Federal Decision Makers



Benefits of a Digital Enterprise

A recent Booz Allen survey (see Figure 1) of federal government decision makers across 33 civilian and defense agencies indicated that organizational leaders believe they can achieve a number of benefits by transforming their organizations into a digital enterprise.

Aligning and optimizing the various components and their interactions within a digital enterprise is imperative for organizations to successfully transform their organizations and achieve the intended benefits. The Digital team at Booz Allen has extensive experience in partnering and providing services to organizations to achieve these transformations.

Getting Started on the Digital Journey

AS FEDERAL GOVERNMENT AGENCIES EVOLVE INTO DIGITAL ENTERPRISES, THEY HAVE THE OPPORTUNITY TO FUNDAMENTALLY CHANGE THE WAY THEY MANAGE AND OPERATE TO ACHIEVE MISSION SUCCESS.

Regardless of where an agency may be in their digital journey, there are multiple starting points available from developing strategic plans and roadmaps, imagining new customer experiences and interactions, rationalizing existing application portfolios, or modernizing IT infrastructure and platforms. If approached strategically, federal agencies have the potential to realize value in the form of customer-centricity, efficiency

gains, enhanced agility, and ongoing innovation. Understanding the underlying business, engagement, technology, and integration considerations for this shift are important so that agencies employ strategies that provide a return on their digital investments. As a trusted partner for more than 100 years—Booz Allen stands ready to digitally transform our government together.



ABOUT BOOZ ALLEN

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 100 years. Today, the firm provides services primarily to the US government in defense, intelligence, and civil markets, and to major corporations, institutions, and not-for-profit organizations. Booz Allen offers clients deep functional knowledge spanning consulting, analytics, mission operations, technology, and engineering—which it combines with specialized expertise in clients' mission and domain areas to help solve their toughest problems.

Booz Allen is headquartered in McLean, Virginia, employs nearly 23,000 people, and had revenue of \$5.48 billion for the 12 months ended March 31, 2014. In 2014, Booz Allen celebrates its 100th anniversary year. To learn more, visit www.boozallen.com. (NYSE: BAH)

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DSI-140729-002-1

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