



Turning **VISION** into **ACTION**®

## CHAIRMAN'S NOTE

Dear Friends:

We hope everyone and their families are doing well this difficult time with the COVID-10 pandemic upon us. During this period, we have learned how truly dependent we are on each other and how increasingly important it is to staying connected and support each other. Leveraging technology has helped us stay connected with a constant pulse on the Missions we support. Our ActioNet Innovation Center (AIC) has been enhanced to help with digital transformation and keeping us ever connected with our customers and employees. Thank you for your support to help make ActioNet a Top Workplace for the Seventh Year in a Row. Please stay safe, healthy and connected!

**Ashley W. Chen**  
Chairman & CEO

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## The ActioNet Innovation Center Reimagined: Delivering Mission at the Speed of Innovation

By Reuben Maher, Chief Innovation Officer & SVP

### DISRUPT OR BE DISRUPTED.

Time and again, history has shown us the inevitability of this phrase. When you look at the fate of relic companies like Kodak or Blockbuster, you realize how important it is to be on the correct end of the disruption curve. On the other end of the spectrum are well-known innovators like Uber, Amazon, Facebook, or Airbnb (to name a few) which have taken traditional business models – and entire industries! – and turned them on their head by rejecting the status quo, leveraging evolving technologies, and creating new value.

We are experiencing in real-time significant transformational changes where emerging technologies are enabling things around us to communicate, learn, interact, and automate. This Internet of Everything is changing tomorrow's version of the world – the way we work won't look the same and the skills we need to be successful will evolve. Consider the following data points for a moment:

- IDC projects that by 2025 there will be nearly 42 billion connected devices generating almost 80 zettabytes (ZB) of data
- Statistics MRC reported the global cybersecurity market was valued at approximately \$153 billion in 2018 and is estimated to burgeon to over \$430 billion by 2027 — a CAGR of more than 12% during this period
- Polling some of the largest technology and consulting firms in the world, Reports and Data's research estimates emerging technologies like AI/ML, cloud services, Internet of Things (IoT), cybersecurity, and predictive maintenance will propel expansion of the digital transformation market from \$262 billion in 2018 to more than \$1 trillion by 2026

**“At ActioNet, we have the unique perspective of being agile and unencumbered by layers of bureaucracy while maintaining a laser focus on our clients' missions.”**

The ActioNet Innovation Center (AIC) is our innovation and transformation catalyst for succeeding in an accelerating digital environment and our strategy for harnessing emerging capabilities to deliver solutions at the intersection of mission and technology. We are partnering with our clients to solve their toughest mission challenges and deliver solutions with impact. The AIC takes a data-driven approach by focusing on how data is:

- **Collected and secured:** a solution has to consider how data is gathered and then where it is securely stored – whether on premises, in the cloud, or some hybrid alternative; without confidence that the data is secure, there is immediate disintegration of the value chain and inability to trust the data for informed decisions
- **Transformed into actionable intelligence:** data on its own is essentially of no value; however, by applying advanced



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**“The AIC reaches across ActioNet’s diverse workforce and encompasses the entirety of talent and expertise brought to bear by nearly 1,000 professionals who live and breathe their clients’ missions.”**

# The ActioNet Innovation Center Reimagined: Delivering Mission at the Speed of Innovation

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analytic techniques including artificial intelligence (AI) and machine learning (ML) capabilities, the data suddenly become invaluable, thus converting information into insights

- **Enhancing operational intelligence:** as we deliver solutions that matter, we inherently help clients realize enhancements to their operational environments, whether that be from more informed decision-making to lower costs to greater efficiencies to providing a greater customer experience (in line with our ActioNet Customer Experience – or ACX – focus)

**“If You Have Always Done It That Way, It Is Probably Wrong”**

This quote by famed inventor and businessman Charles Kettering sets the tone for why the AIC serves such a strategic function for ActioNet – with so much change all around us, we cannot expect to do the same things and get different results. Simply put, we must challenge the status quo and look through a different lens at the world around us, particularly regarding our clients’ challenges. At ActioNet, we have the unique perspective of being agile and unencumbered by layers of bureaucracy while maintaining a laser focus on our clients’ missions. But this is not enough. We have to provide differentiated and innovative solutions that set us apart from our competition throughout the entire lifecycle of our partnership with each of our customers.

To do this, we have to propel teams of “big idea” thinkers who are not afraid to take big swings, and sometimes fail, but who then quickly learn and are able to rapidly and intelligently pivot towards solutions that have actual mission impact by leveraging our AIC.

We’re focused on building and showcasing solutions in the AIC that are bigger than just the technology. True digital transformation occurs when there is a holistic change of business strategy, processes, talent, culture, and yes... technology... to meet evolving market demands and better achieve mission success. **Our clients speak mission, so should our solutions.**

**AIC’S HOLISTIC VALUE TO OUR CLIENTS**

As ActioNet is doubling down on its innovation imperative, it is incumbent that we correlate the AIC’s functions to actual value throughout our various clients’ mission environments. The below table identifies a number of ways the AIC will be leveraged to drive digital transformation and delivery excellence as well as serve as a benchmark for innovation leadership in the marketplace.

AIC FUNCTIONS	BENEFITS TO OUR CLIENTS
<b>Digital Solutions</b> – We bring SMEs with direct mission knowledge as well as industry-leading innovation and engineering expertise throughout the solutions lifecycle	<ul style="list-style-type: none"> <li>➤ Enhanced focus on bringing innovation earlier into our solutioning process</li> <li>➤ Greater solution alignment with mission requirements</li> <li>➤ Secure solutions that get ATO’d and work in an actual production environment</li> </ul>
<b>Operational Support</b> – Technical and solution support; SME augmentation at client sites; talent management support; identify and drive innovation initiatives which deliver strategic value	<ul style="list-style-type: none"> <li>➤ Increased customer satisfaction and engagement</li> <li>➤ Assistance in screening potential candidates</li> <li>➤ Help clients develop and/or achieve their innovation roadmap</li> <li>➤ Closer alignment with clients on identifying and executing new innovation opportunities</li> </ul>
<b>Executive Briefing and Showcase Center</b> – Showcase & demo solutions to our clients; physical & virtual collaboration space; host our COEs	<ul style="list-style-type: none"> <li>➤ Stimulates “big idea” thinking</li> <li>➤ Transforms “art of the possible” ideas into tangible demos to clients</li> <li>➤ Leverage in recruiting and increasing market mindshare</li> <li>➤ Central collaboration space for enhanced ideation/solutioning</li> </ul>
<b>Technology Strategy, Partnerships and R&amp;D</b> – Infusion of current trends and hands on experience with emerging technologies; establishment and maturation of strategic technology partnerships; analysis of alternatives and prototyping; strategic military and university partnerships	<ul style="list-style-type: none"> <li>➤ Greater and more rapid access to emerging technologies and IP</li> <li>➤ Accelerates solutions from initial ideation concept to market-ready capability by leveraging strategic alliances and their platforms</li> <li>➤ Competitive edge within the marketplace</li> <li>➤ Increased employee opportunities through innovation engagement</li> </ul>
<b>Professional Development</b> – Employee upskilling; continuing professional education; training; brownbag sessions; certifications; knowledge sharing; Innovation Champions	<ul style="list-style-type: none"> <li>➤ More effective employee attraction, recruitment, and retention</li> <li>➤ Promotes more purposeful innovation</li> <li>➤ Provide clients with highly skilled workforce with latest relevant certifications and training</li> <li>➤ Increased customer satisfaction</li> </ul>

AIC FUNCTIONS	BENEFITS TO OUR CLIENTS
<b>Thought Leadership and Marketing</b> – Technology showcasing; brand management; technical demonstrations and presentations; white paper development; lean processes; hackathons	<ul style="list-style-type: none"> <li>➤ Demonstrates ActioNet's thought leadership and holistic value propositions to our clients</li> <li>➤ More effective collaboration and knowledge sharing</li> <li>➤ Greater efficiencies through IP reuse and economies of scale</li> <li>➤ Process and performance acceleration/improvement</li> </ul>

**DISCIPLINE: DELIVERING INNOVATION WITH IMPACT**

To realize this full value across ActioNet and our entire client community, and to help our clients maximize their investments, we apply a focused strategy internally to ensure we get the biggest bang for the dollars we are applying towards innovation initiatives. To be effective, we simply cannot pursue every “cool” technology that comes across our screens. Instead, we are taking a measured approach to innovation and to what we decide to pursue. We are looking at every innovation opportunity through three distinct lenses:

1. **Customer Desirability:** Do customers need it?
2. **Technical Feasibility:** Is it a core capability?
3. **Business Viability:** Will our investment return value?

Only by being purpose-driven will we maximize our investments and our clients realize actual value in the innovations we are delivering.

**Our Practice Areas Ensure A Focused Approach To Innovation**

Using this disciplined approach to innovation, we have identified three initial practice areas based on our significant experience as well as the addressable market in these areas.

1. **Cybersecurity:** Our Cybersecurity practice understands the vital importance to national security that a strong cyber posture represents. We are looking to extend our capabilities across the cyber lifecycle including, but not limited to: security operations; information assurance (IA) and risk management; governance and policy management; security protection, detection, response, and recovery; and IT and OT security.
2. **Agile Engineering:** Our Agile Engineering practice has a focus on agile development and DevSecOps throughout the entire systems development lifecycle; software development and integration; documenting processes and creating tools/templates for use across the company.
3. **Shared Services:** With significant experience on various infrastructure

engineering and managed services offerings, our Shared Services practice is focused on building out our capabilities in areas including: IT Service Management (ITSM); managed services offerings; help desk operations; IaaS implementations; and cloud migrations.

For each of the above practice areas, and in line with our Core Values to “*drive to success and innovate*” and “*partnership for success*”, we are actively evaluating when to build a capability versus when it’s smarter and faster to leverage our strategic technology partners such as ServiceNow, AWS, Oracle, and others. Value is often measured in speed to market – or, more appropriately for our clients, speed to mission – and our alliance partners have technical platforms that enable us to rapidly spin up world-class capabilities and get a solution into a client space significantly faster than reinventing the wheel on our own.

Additionally, to propel innovation success within our practice areas, we are prepared to underlay core enabling capabilities and technologies such as DevSecOps, data analytics (including AI/ML), our proven ActioNet Customer Experience (ACX) approach, cloud computing, IOT, and capability-specific training across the AIC. As we support increasingly data-driven missions, we are committed to incorporating mature data ingest, exploration, and discovery tools combined with hybrid infrastructure environments, visually engaging user interfaces, and focused journey mapping processes as part of our ACX approach to ensure we are rapidly delivering the highest quality and value to our customers and positioning our practice areas – and ultimately, our programs – for greater success.

**“CULTURE EATS STRATEGY FOR BREAKFAST”**

This famous quote attributed to legendary management consultant and author Peter Drucker reinforces his strong assertion that strategy is superseded by culture in overall importance in order for an organization to achieve success of its key initiatives and priorities. As further evidence of this, I recently polled a group of executive and senior leaders within ActioNet and asked them what they viewed as the most challenging facet of digital transformation within an organization. They overwhelmingly selected culture over technology and talent over process and funding.

Don’t get me wrong, technology is typically a vital component of digital transformation, but any successful effort involves top-down leadership understanding and winning the “hearts and minds” of their employees. Leaders set the tone and have to clearly – and regularly – communicate, setting expectations while balancing an innovation mindset and stimulating a (calculated) risk-taking culture.

Digital transformation, however, is not easy. In a recent Gartner survey, 67% of government respondents indicated they are pursuing transformation, but only 5% have scaled or realized their digital transformation goals. Though ambition for digital government is

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**Caring and Sharing from Home While Planning a Safe Return to Work**

By Lina Jimenez, Director, Human Resources

With the Coronavirus impacting businesses and communities around the world, ActioNet has taken several steps to support our employees. It is important to do our part to support containment through preventative measures like social distancing. Effective March 16th, ActioNet implemented telework and safety policies at its corporate and satellite offices. All corporate business travel has been suspended until further notice. Essential employees working at government sites were instructed to follow the instructions provided by their client. Additionally, ActioNet provided enhancements to our healthcare benefits program, 401K Plan, flexible spending accounts, and addressed employee challenges at home.

As a result of the required isolation during this pandemic, we leveraged technology to stay connected and to try to restore a degree of normality in our routines. Leveraging tools such as Skype, Teams, WebEx and Zoom, we celebrated “Staying Fit While working from Home” and “Take Your Kids to Work Day...from Home” in April. Due to health concerns, the majority of ActioNet employees are teleworking, and we know that doing so while caring for our families has presented challenges. We asked ActioNeters to send us pictures of them working with their kids at home. We received many heartwarming pictures and shared these with our fellow ActioNeters via video. ActioNet knows that our children are

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## Caring and Sharing From Home While Planning a Safe Return to Work

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tomorrow's workforce, and we are dedicated to making them the best they can be, whatever path they choose.

We also honored all the Mothers with a Mother's Day Video contest. Given this year's unique circumstances, we celebrated this special day at home. Many of us find ourselves far from the women that we love most. ActioNeters were encouraged to submit videos of their celebrations—whether it was a special dinner for their mother at home, a homemade craft sent to a grandmother, a video call with a close aunt, or something else entirely different. We wanted to see how our employees celebrated this special day from a safe and healthy distance while staying close as a family. To honor the special women in our lives, ActioNet offered a \$100 Amazon gift card to the winner of our contest.

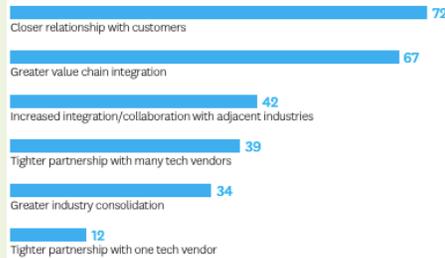
Our employees' health and well-being is ActioNet's top priority. We will continue to monitor the States and CDC guidelines and work on a plan to bring our employees back to work in a slow and safe manner, as our people always have been and always will be our greatest asset.



high, delivery of digital business at scale remains rare, with government lagging behind all other industries. Yet data from the Harvard Business Review reinforces the fact that a focused transition toward more enhanced digital capabilities results in a stronger relationship with clients.

### FIRMS AGREE ON DIGITAL SHIFT'S MAIN EFFECTS

Percentage of respondents who cite how the shift to digital will affect their company or industry



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, DECEMBER 2016

That is why ActioNet is committed to leveraging our strong digital solutions expertise to create an amazing overall customer experience (CX). Transformation starts with us and we have defined, built, and adopted a CX culture that yields results. We are aligned with federal mandates to provide structure and consistency, identify accountability and governance, and ensure high-impact agencies are maturing through government-wide comparative assessments.

The AIC is the embodiment of our plan to inspire a culture of innovation and digital transformation that embraces the highly complex challenges our clients face and leverages emerging technologies and world-class processes to partner with them to develop and deliver results that matter. Consider the last half of our corporate Mission Statement: "We work collaboratively with our customers and partners to effect NextGen Technology solutions to support the Nation's most critical missions." Our broad collection of subject matter experts with deep domain and client expertise are the lifeblood of everything we do. Combine that with our Core Value commitment of "compassion for others, society, community and world" and we have a compelling foundation with a focus on excellence in everything we do for both our clients and our employees.

### INNOVATION IS A STRATEGIC FORCE MULTIPLIER

The AIC reaches across ActioNet's diverse workforce and encompasses the entirety of talent and expertise brought to bear by nearly 1,000 professionals who live and breathe their clients' missions. The AIC will not play a theoretical or academic role in innovation, concocting and moving forward with ideas in a vacuum. Instead, we will leverage our employees' connective tissue to our customers and the challenges they

face to identify, prioritize, and invest in the highest-impact innovation initiatives.

Additionally, we will soon be rolling out a more formal program where we recognize functional leaders across the organization to serve as innovation champions and help drive potential ideas from concept to Minimum Viable Solution (MVS) all the way through to a fielded and marketable ActioNet capability. These innovation leaders will build expertise in lean innovation techniques and learn how to guide others in the organization on how to unearth and drive innovation opportunities with impact in customer environments.

In addition to our incredible people, the AIC brings together our proven capabilities built and successfully deployed over the past two decades as well as our suite of processes, tools, and accelerators we've developed based on industry standards such as CMMI and ISO. We are building and assimilating a collection of white papers, blog posts, and documented best practices for reuse on our client programs.

The most dramatic and visible change this coming year, however, is the transformation planned to our current AIC room at headquarters which we are expanding into a dynamic physical showcase and executive briefing center across a significant portion of the 6th floor. This physical AIC showcase will provide a much more modern and highly interactive space where we bring both our teams as well as our clients to:

- Collaborate and ideate on "art of the possible" ideas,
- Transform these concepts into proof of concepts,
- Stage and demo our solutions, and
- Turn **VISION** into **ACTION!**

### THE AIC AND YOU

We are committed to continuing to inspire and reignite an innovation culture at ActioNet. I recognize that success will be realized through concerted and active engagement with YOU, our ActioNet community. Your energy and passion are the fuel we need to help drive greater innovation momentum both across the company as well as in our client spaces. For more information on our AIC, please contact [AIC@actionet.com](mailto:AIC@actionet.com) to learn more about our innovation journey. We look forward to working with each of you to tackle your toughest mission challenges together.