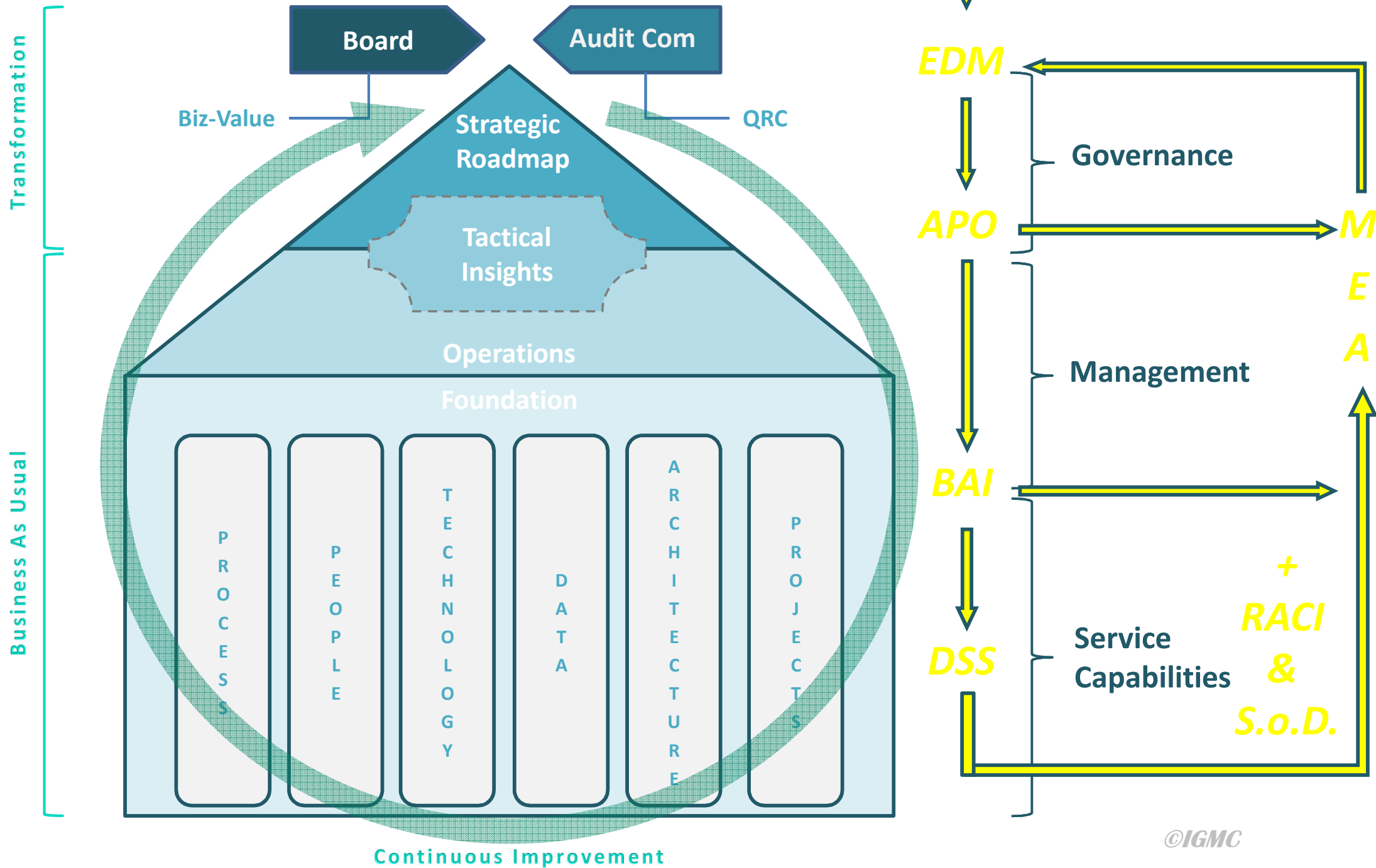
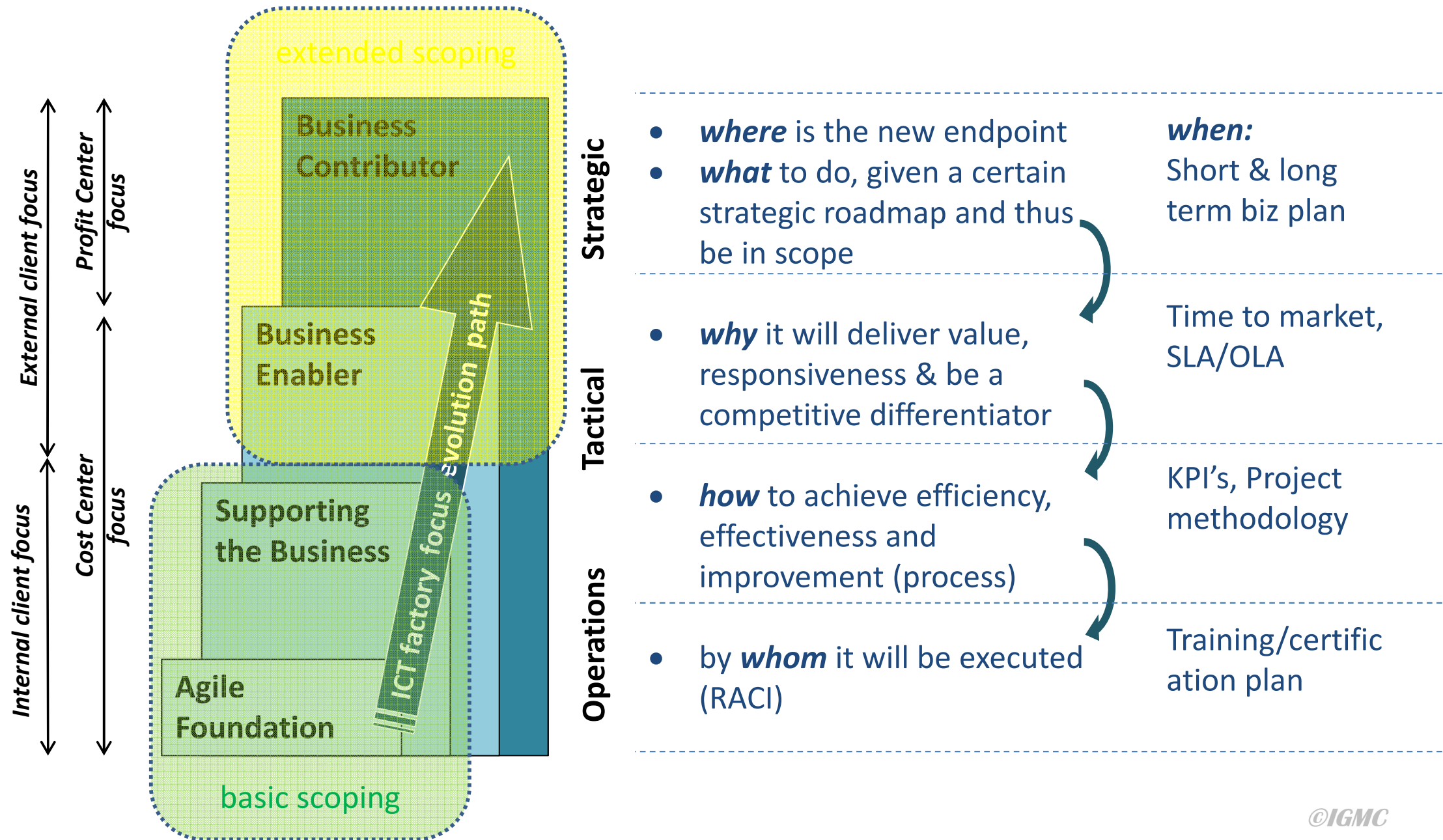


Strategic Alignment of ICT Services

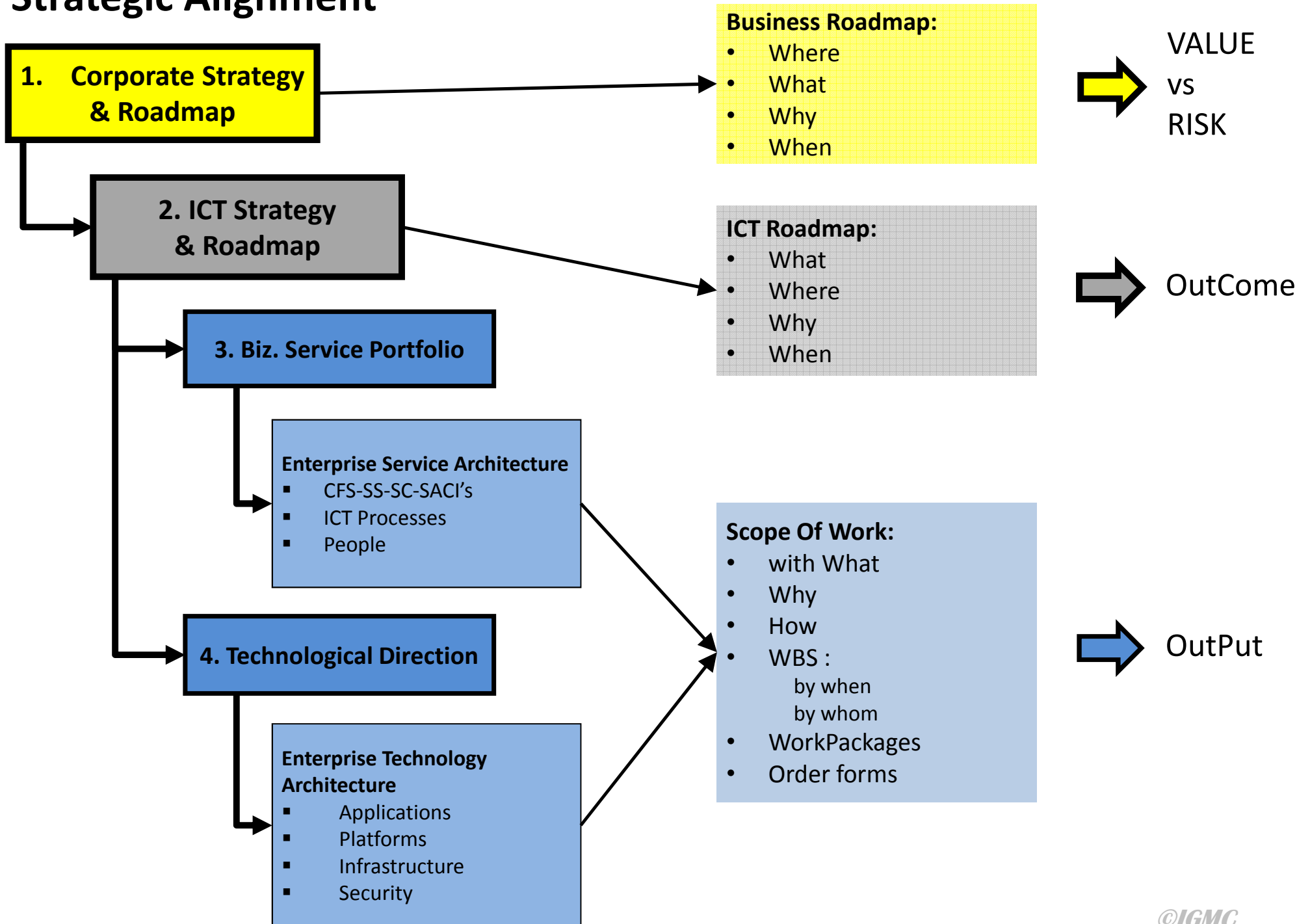
Service Landscape *According to CobIT*



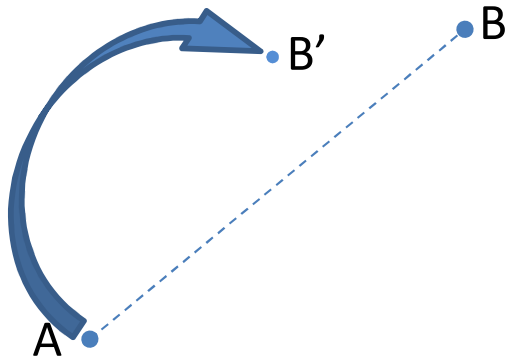
Strategic Alignment : Biz 2 ICT



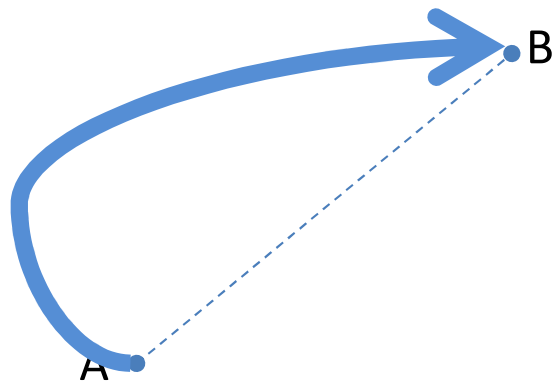
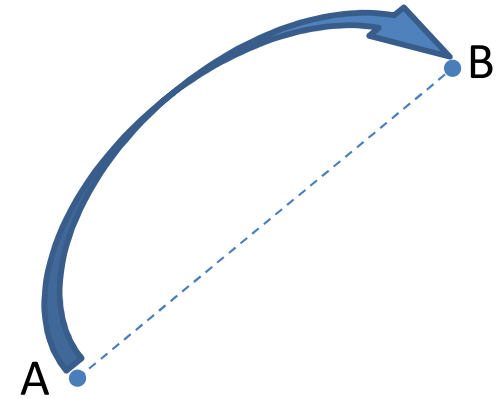
Strategic Alignment



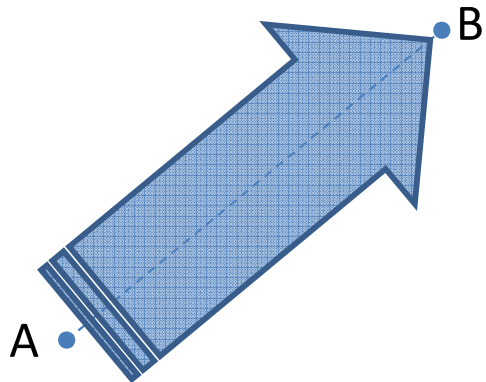
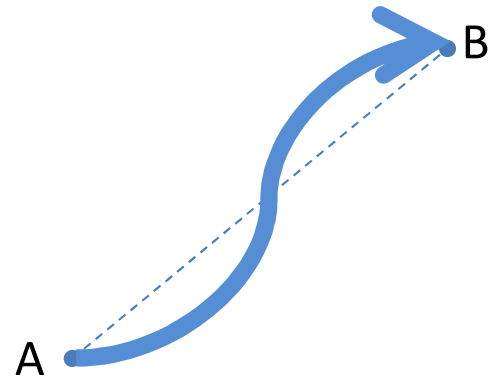
EEE-principle on strategic roadmap from point A to point B



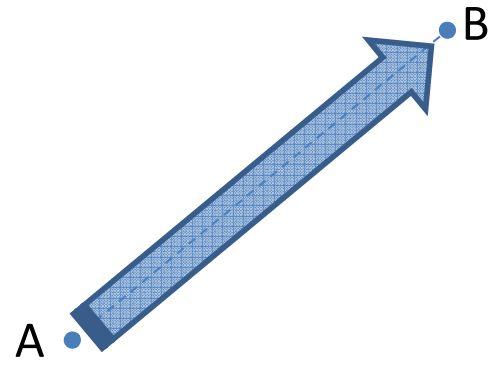
EFFECTIVE



EFFICIENT

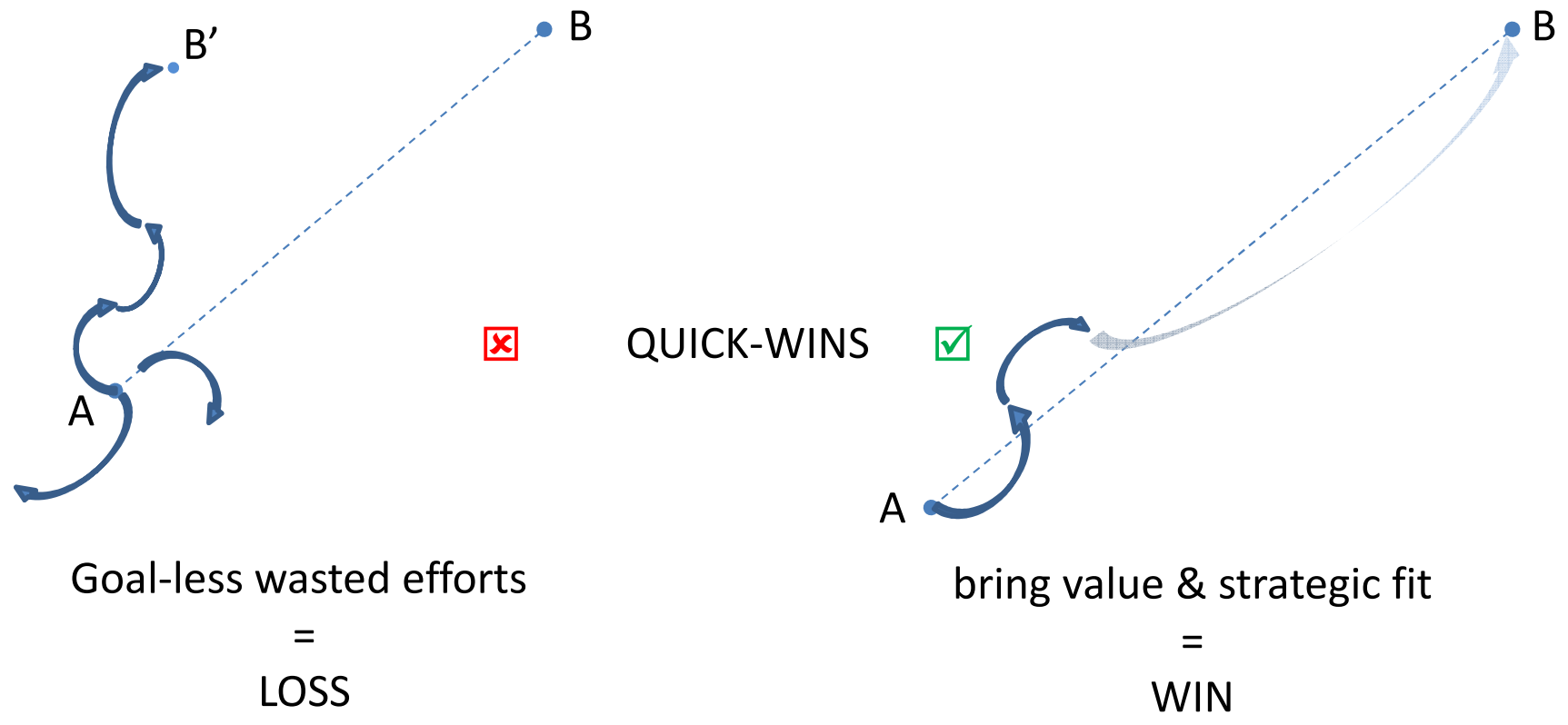


ECONOMICAL

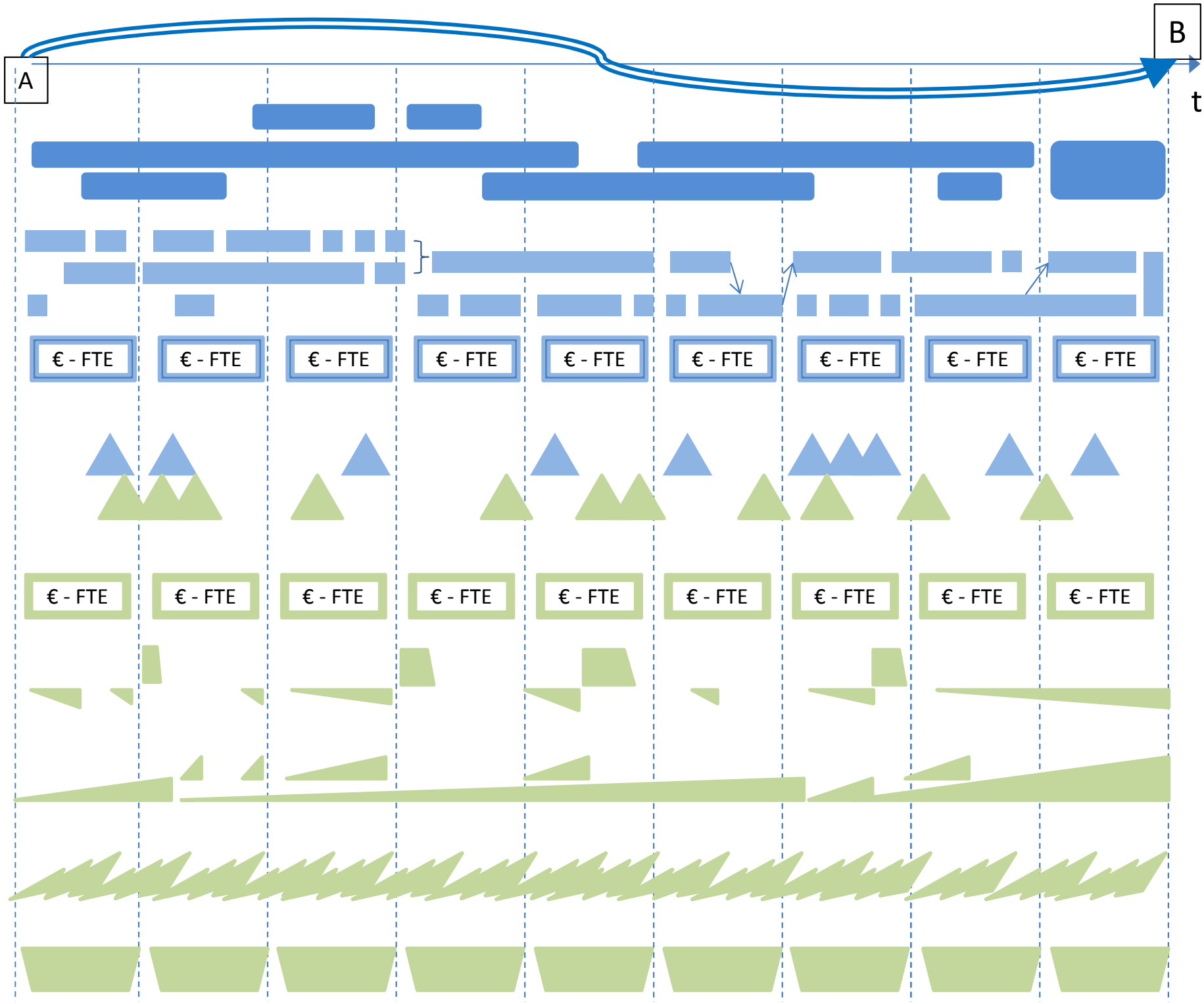


EEE-principle on transition projects from point A to point B

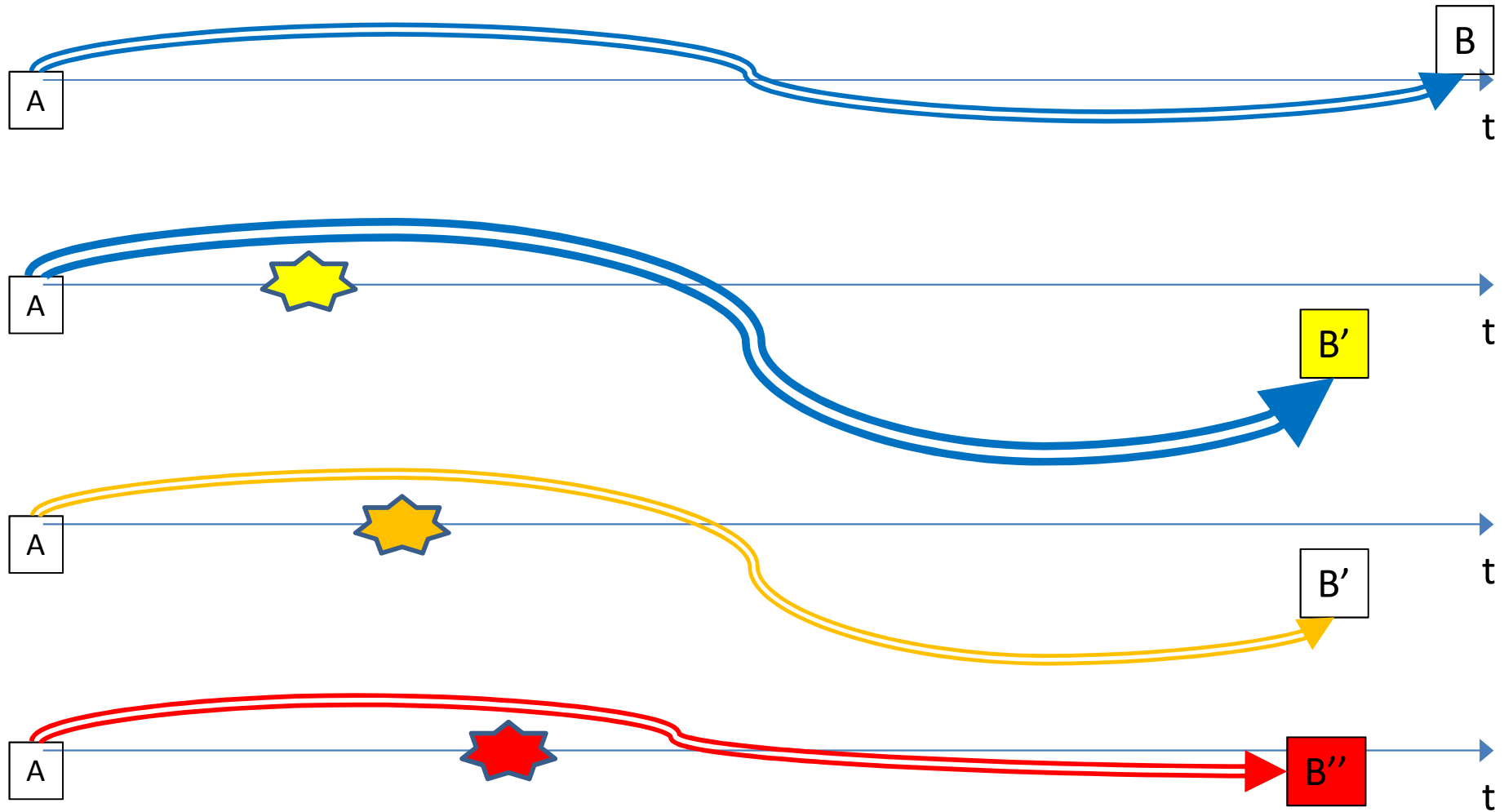
Quick-Win vs. Slow-Loss



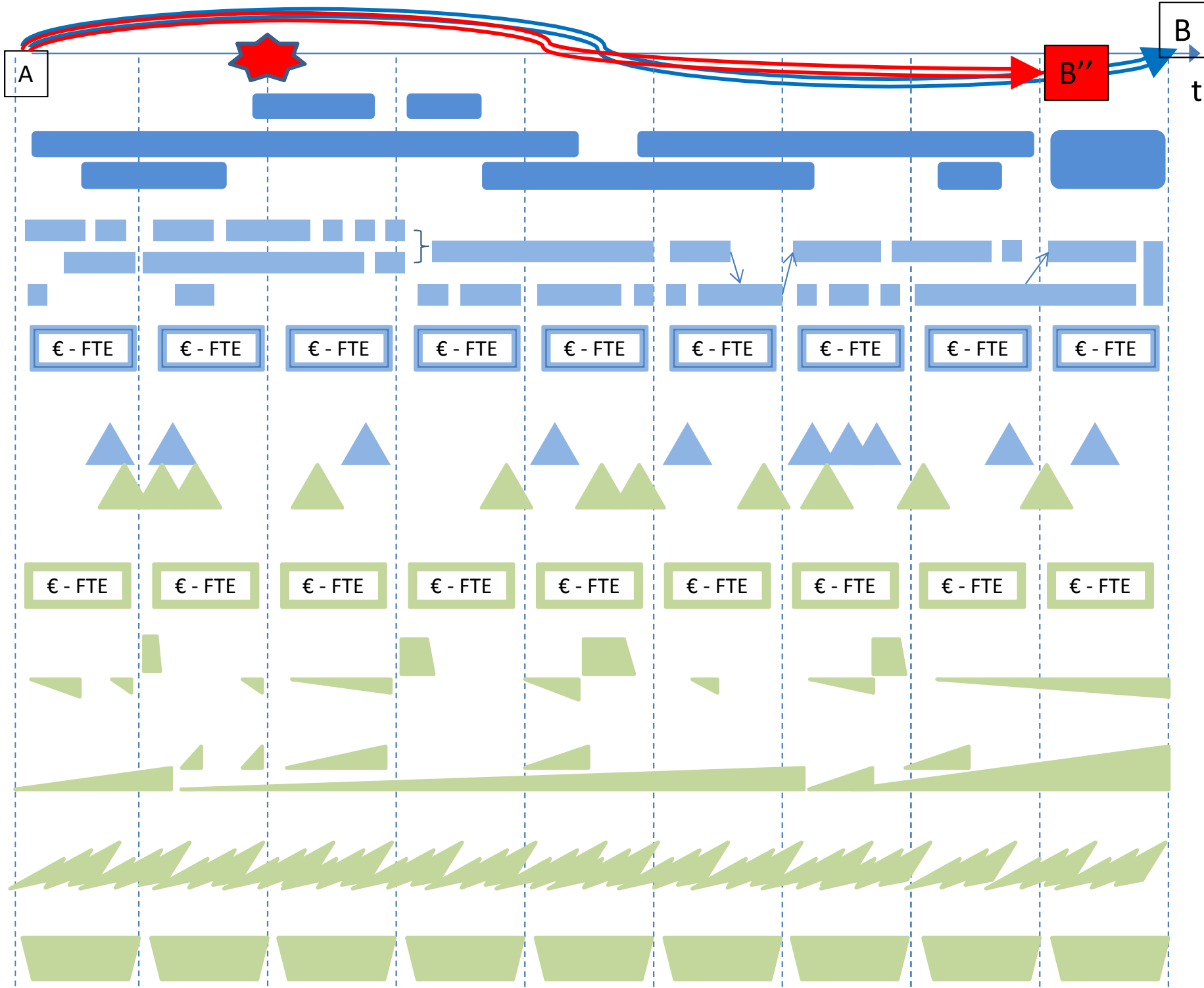
Strategic Roadmap1



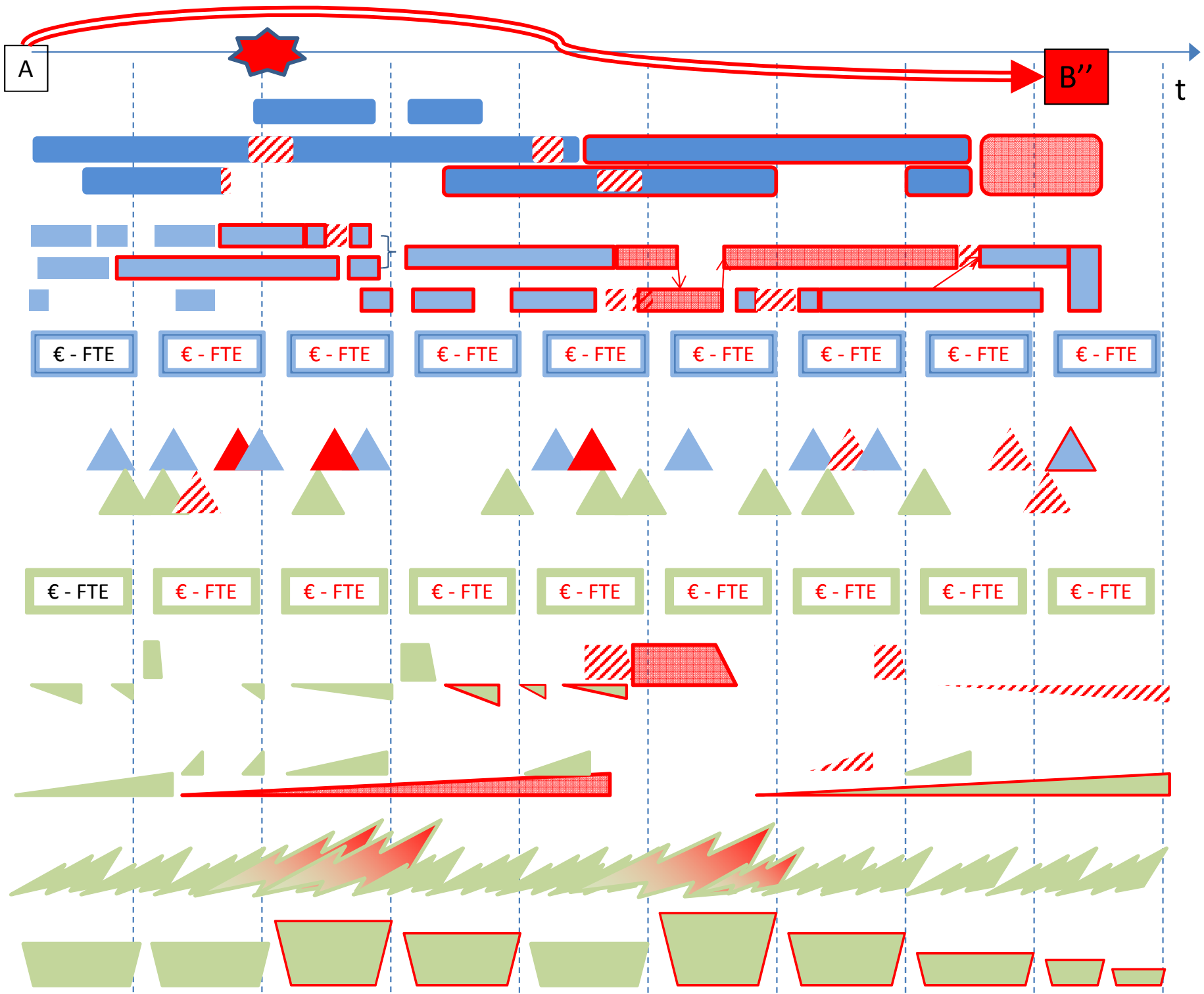
Tactical Insights & Decisions altering the Strategic Roadmap

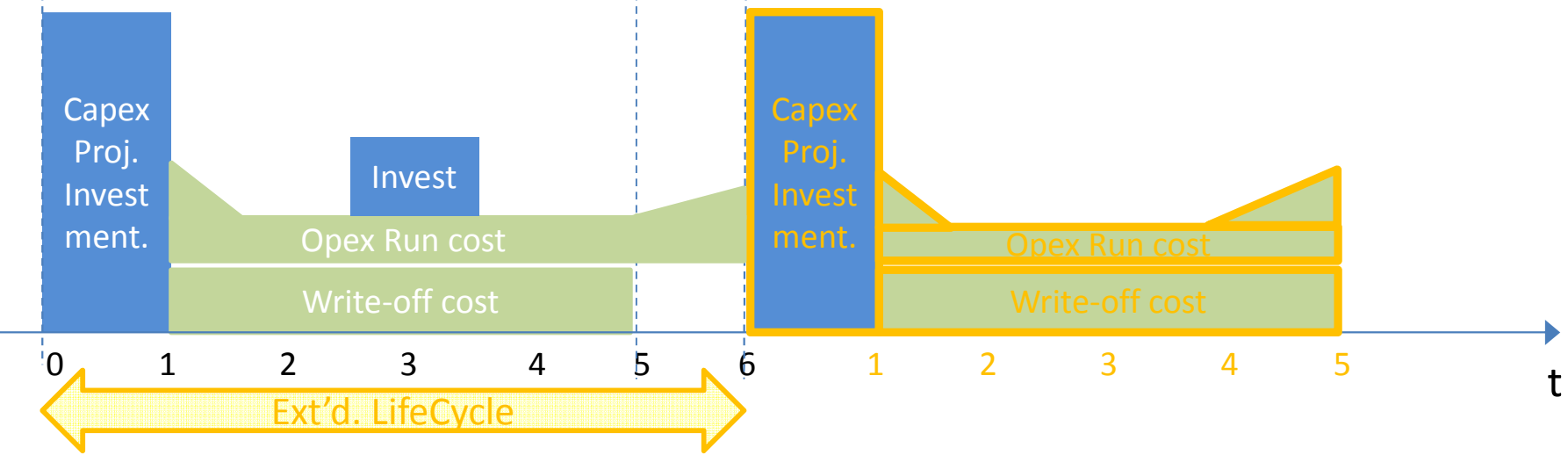
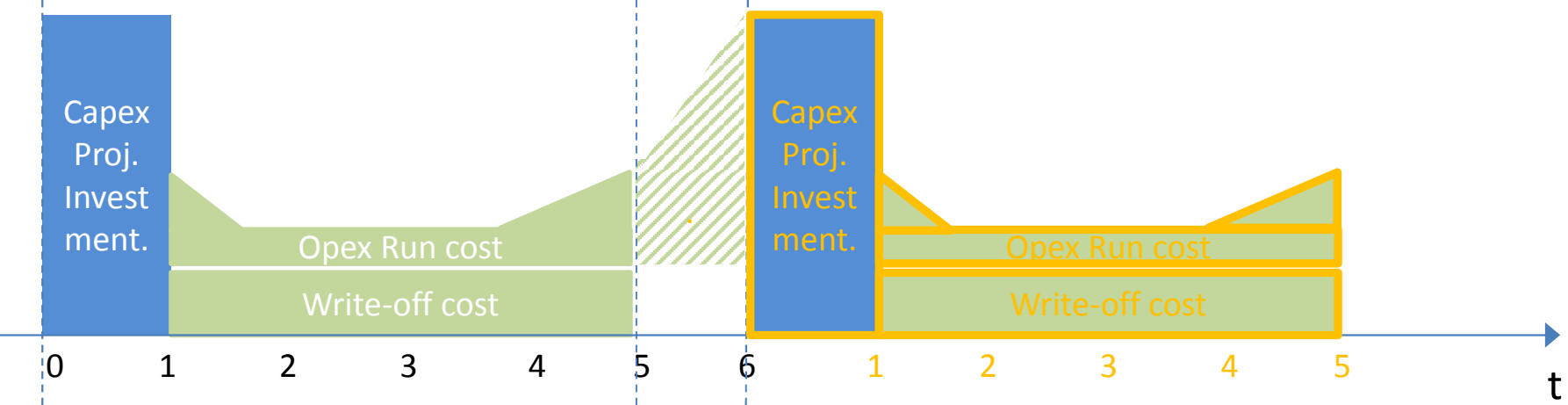
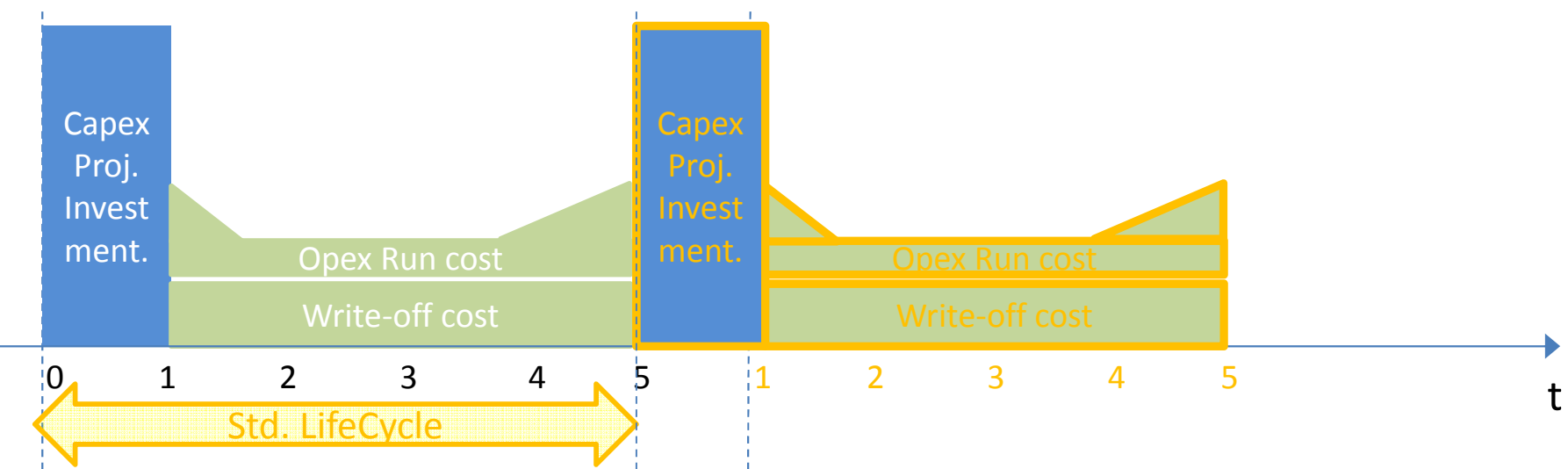


Strategic Roadmap 1>2



Strategic Roadmap2



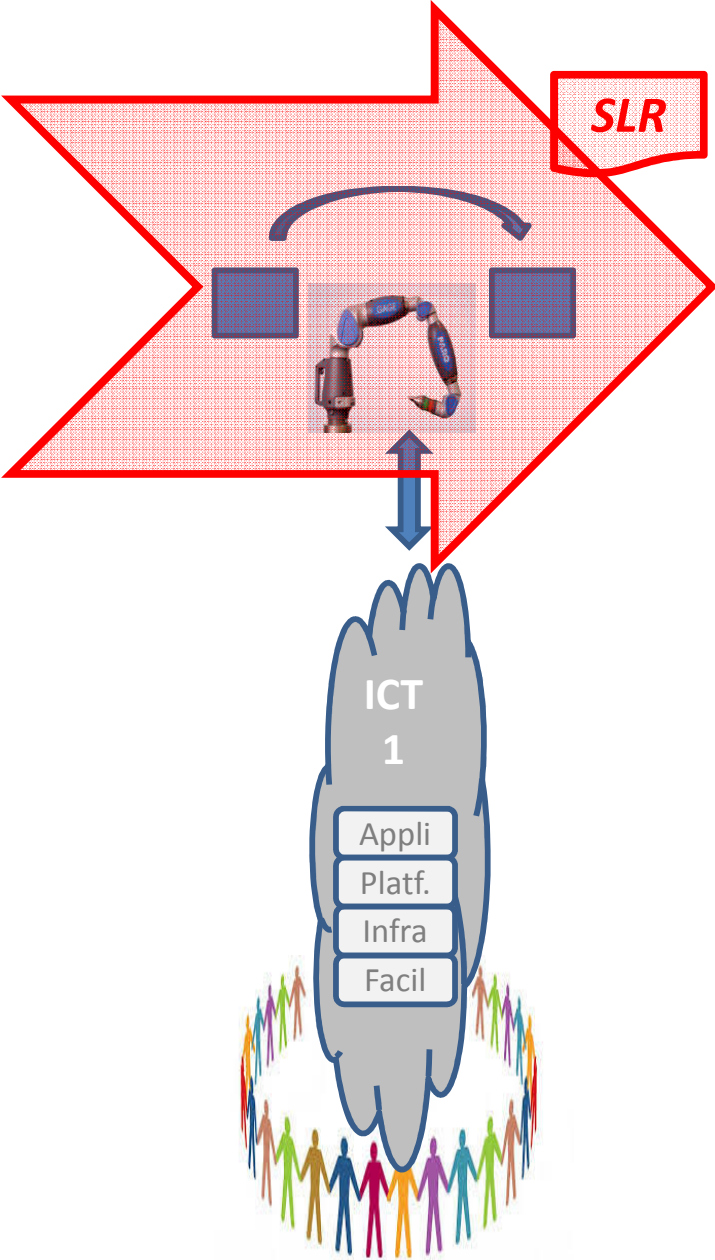


XaaS

INput

Core Biz Process

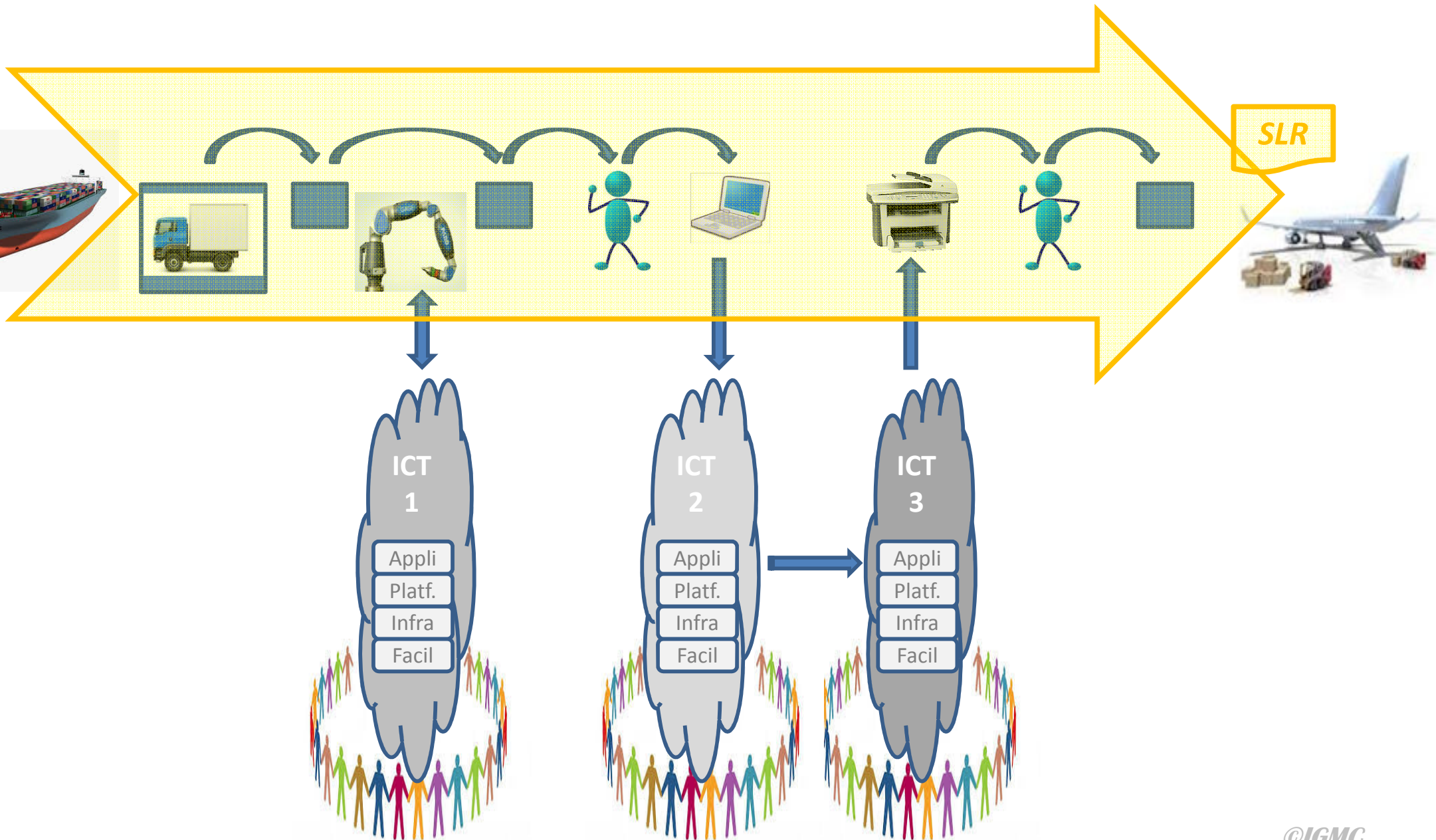
OUTput



INput

Extended E2E Biz Process

OUTput



ICT integrated E2E Biz Process

INput

LOG

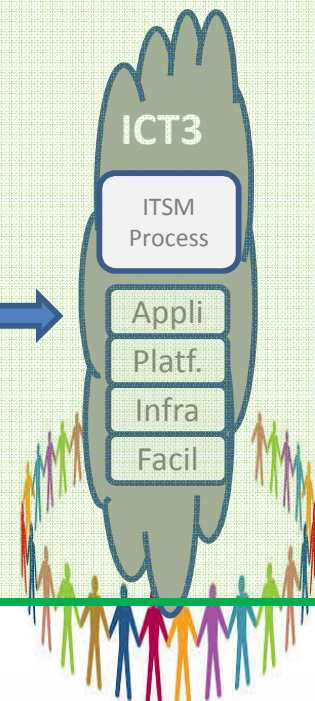
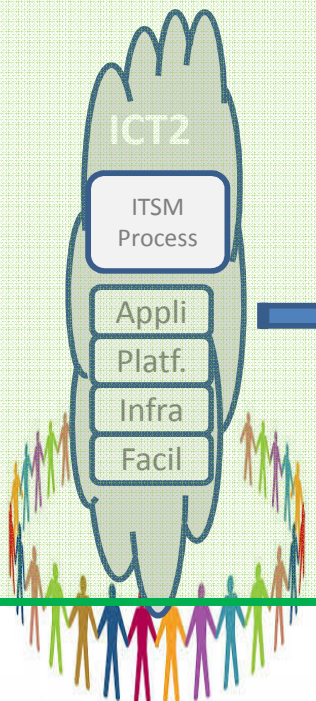
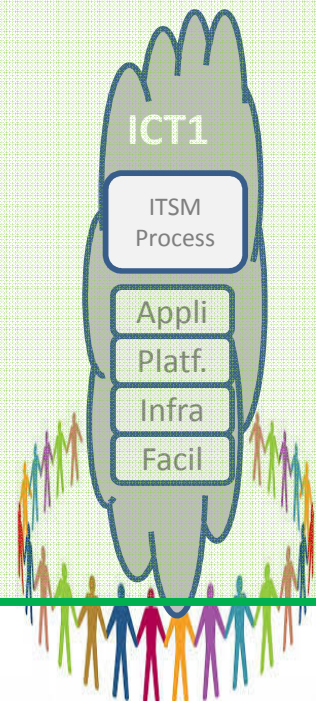
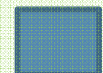
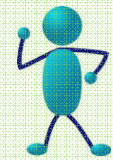
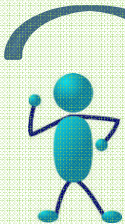
FAC

FIN

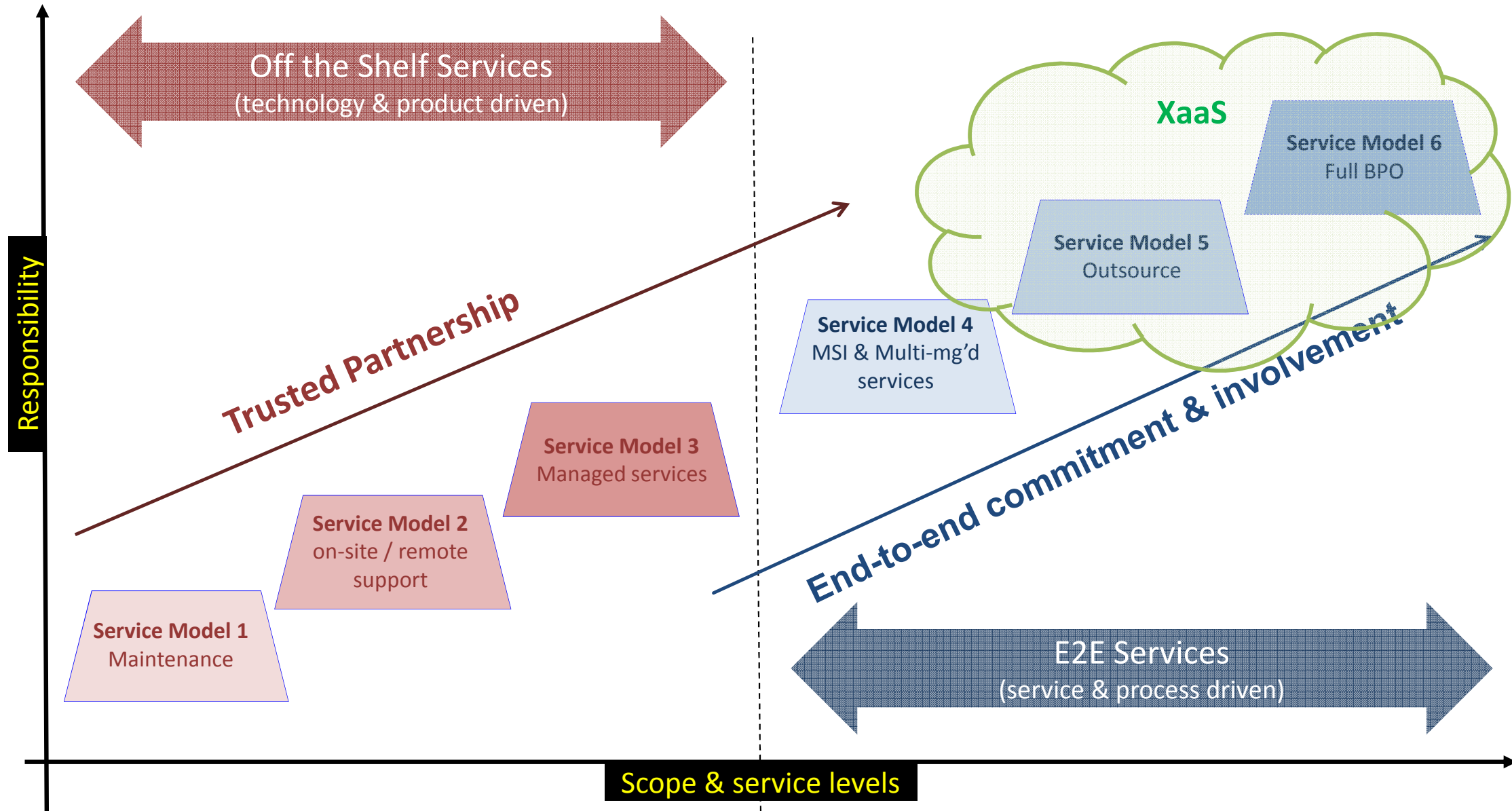
OUTput

SLR

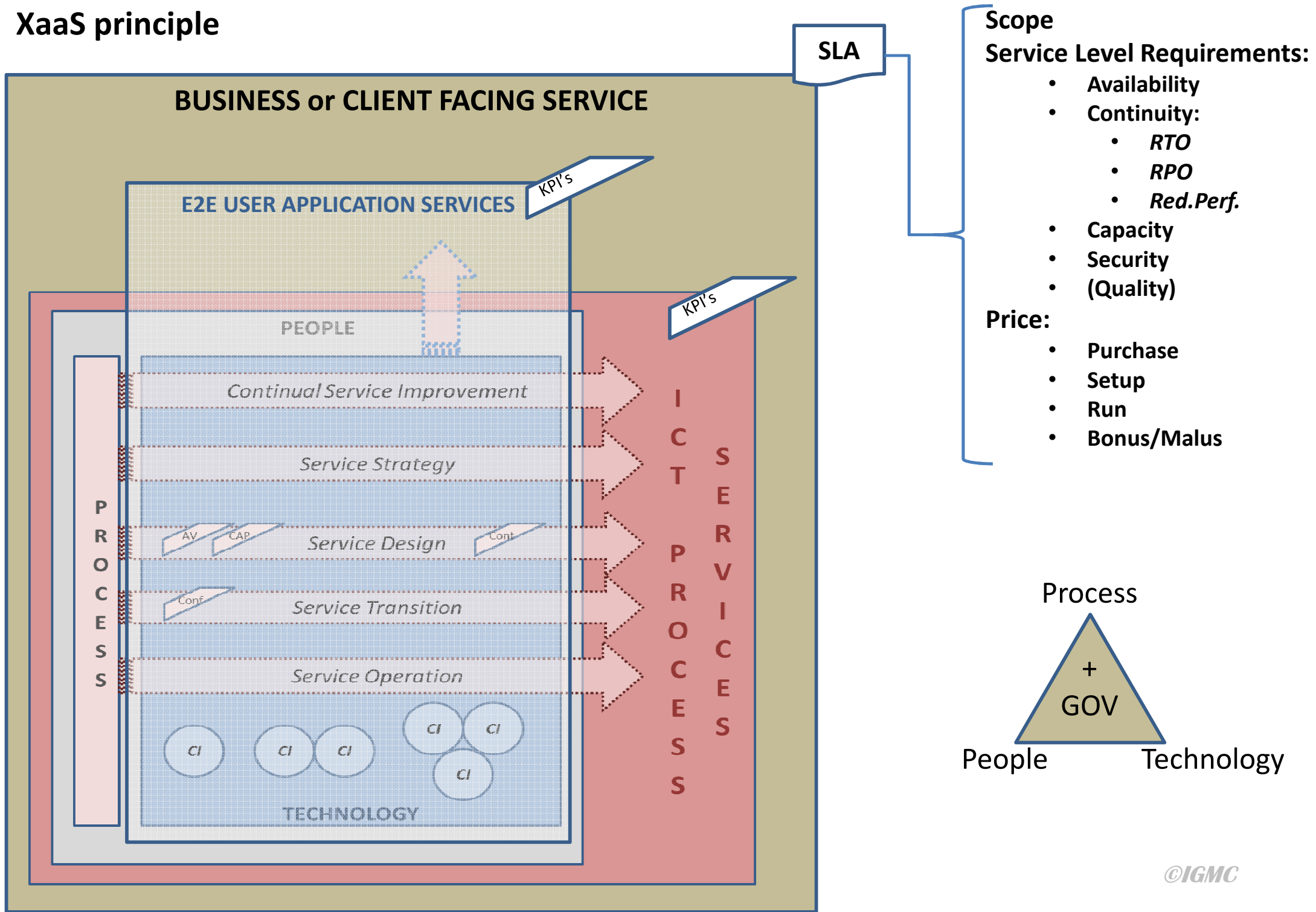
LOG



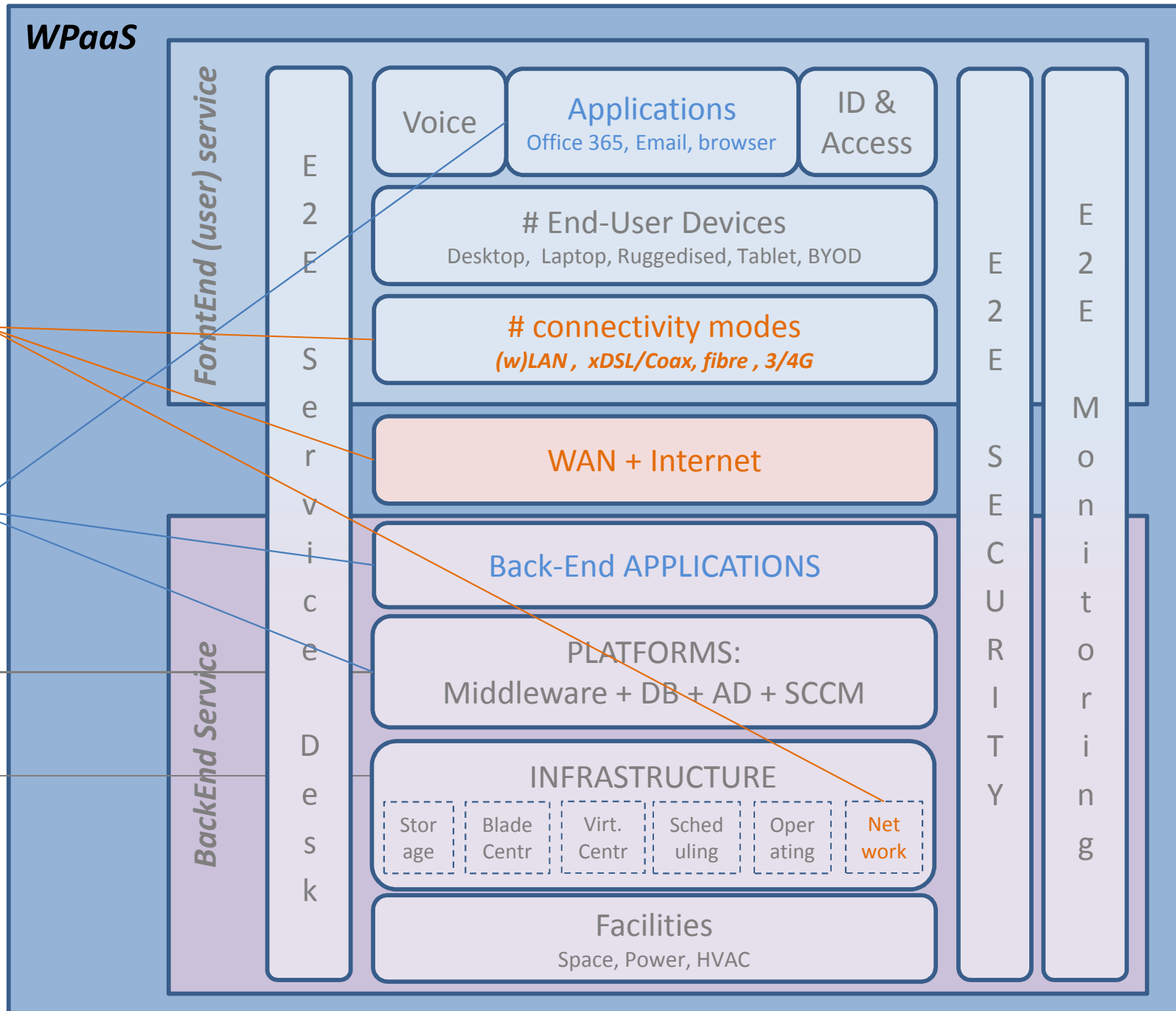
Service Models



XaaS principle



XaaS E2E Services - People, Process, Technology mix



⇒ Differentiating factors in the device layer

⇒ Differentiating factors in the connectivity layer

Classic

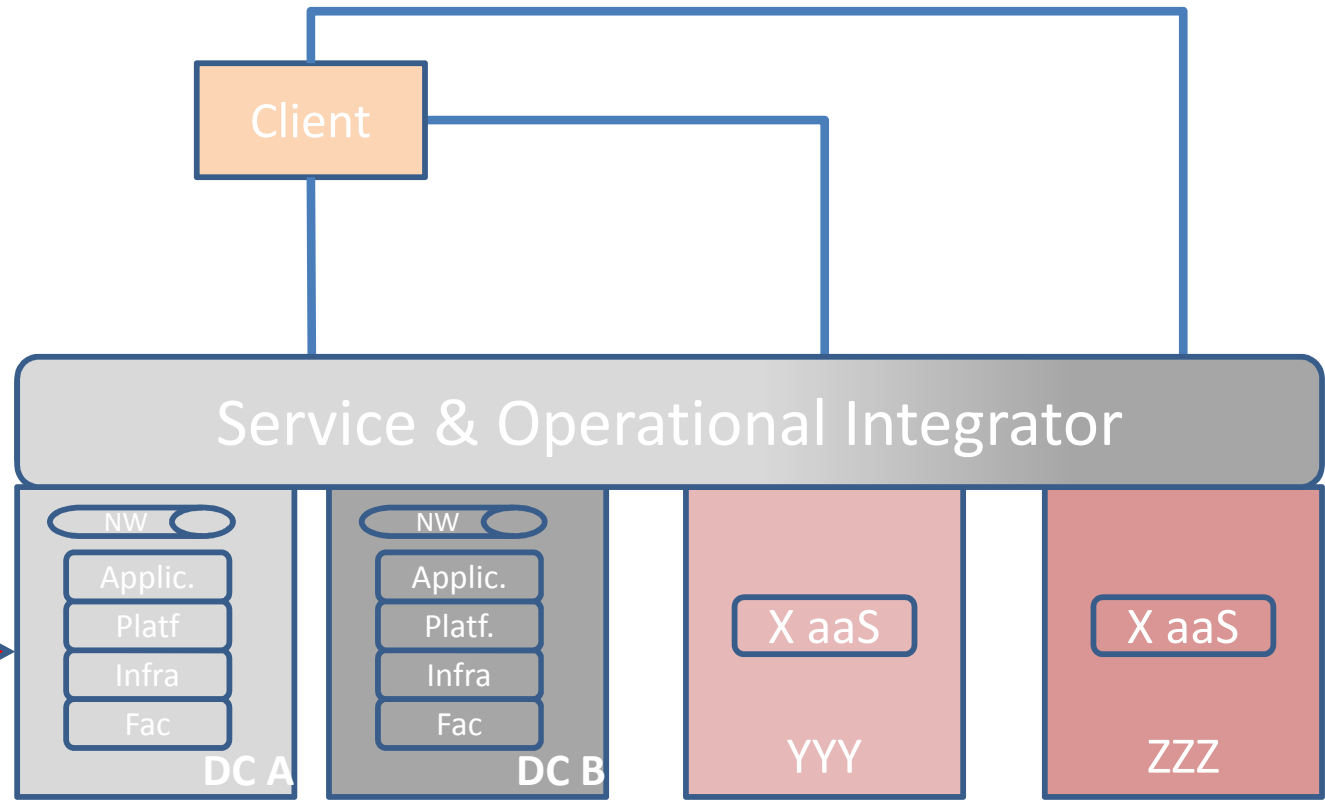
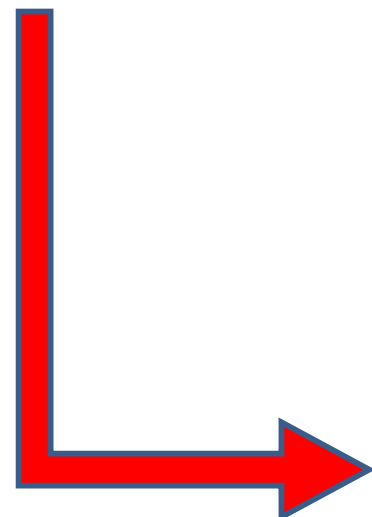
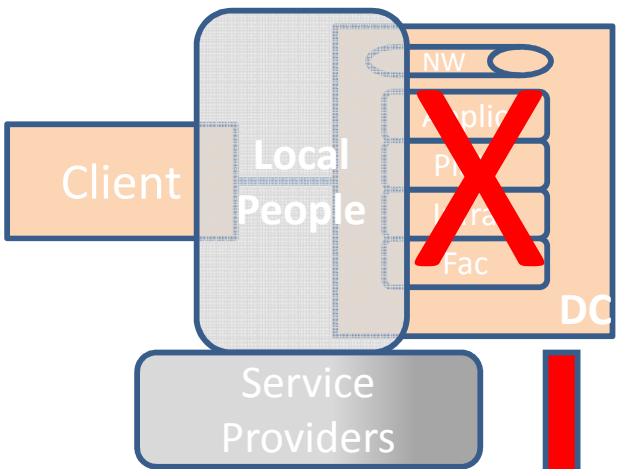
ICT=property of Client
Capex & Opex

vs.

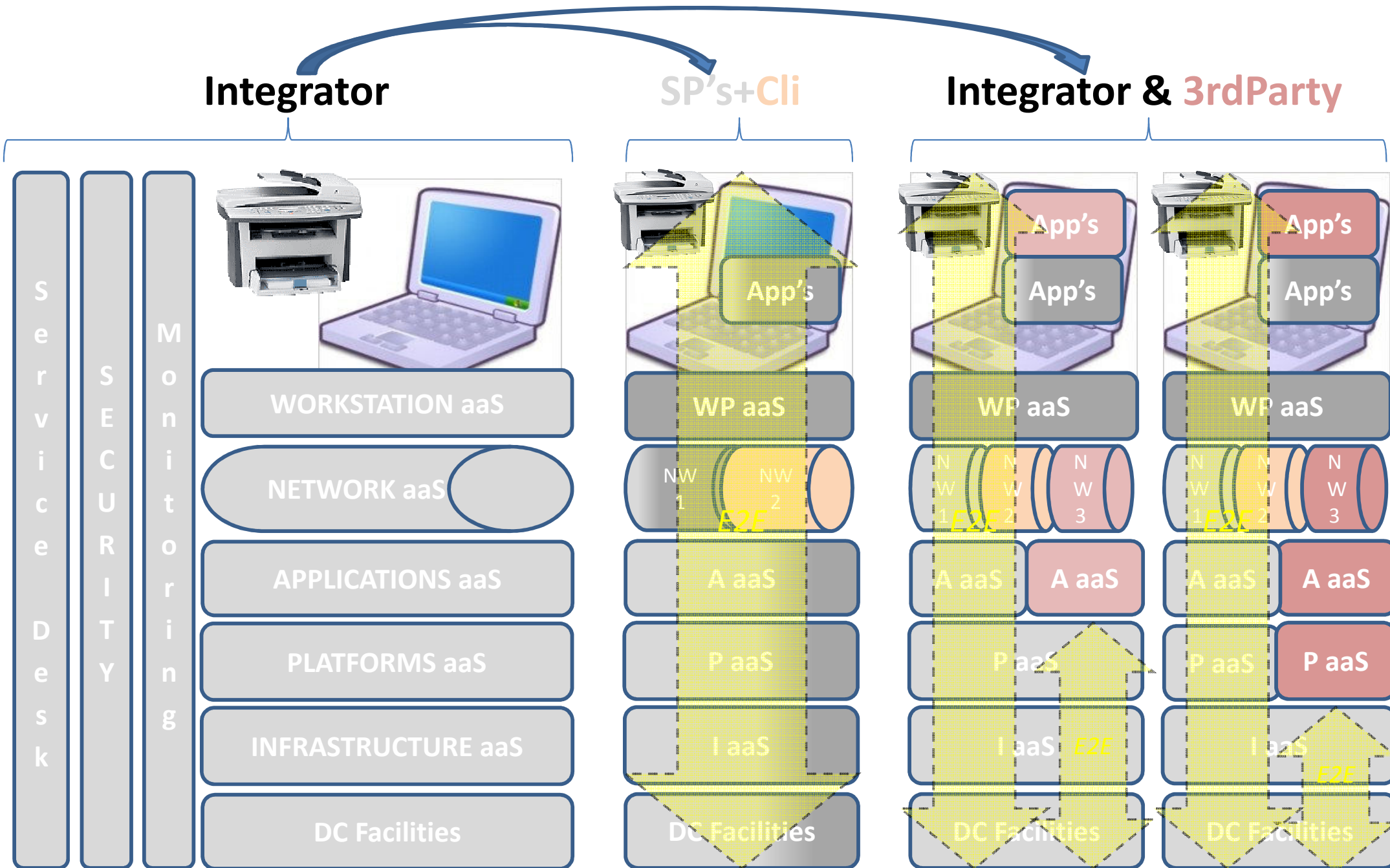
XaaS (cloud)

ICT=property of Service Providers
Opex only

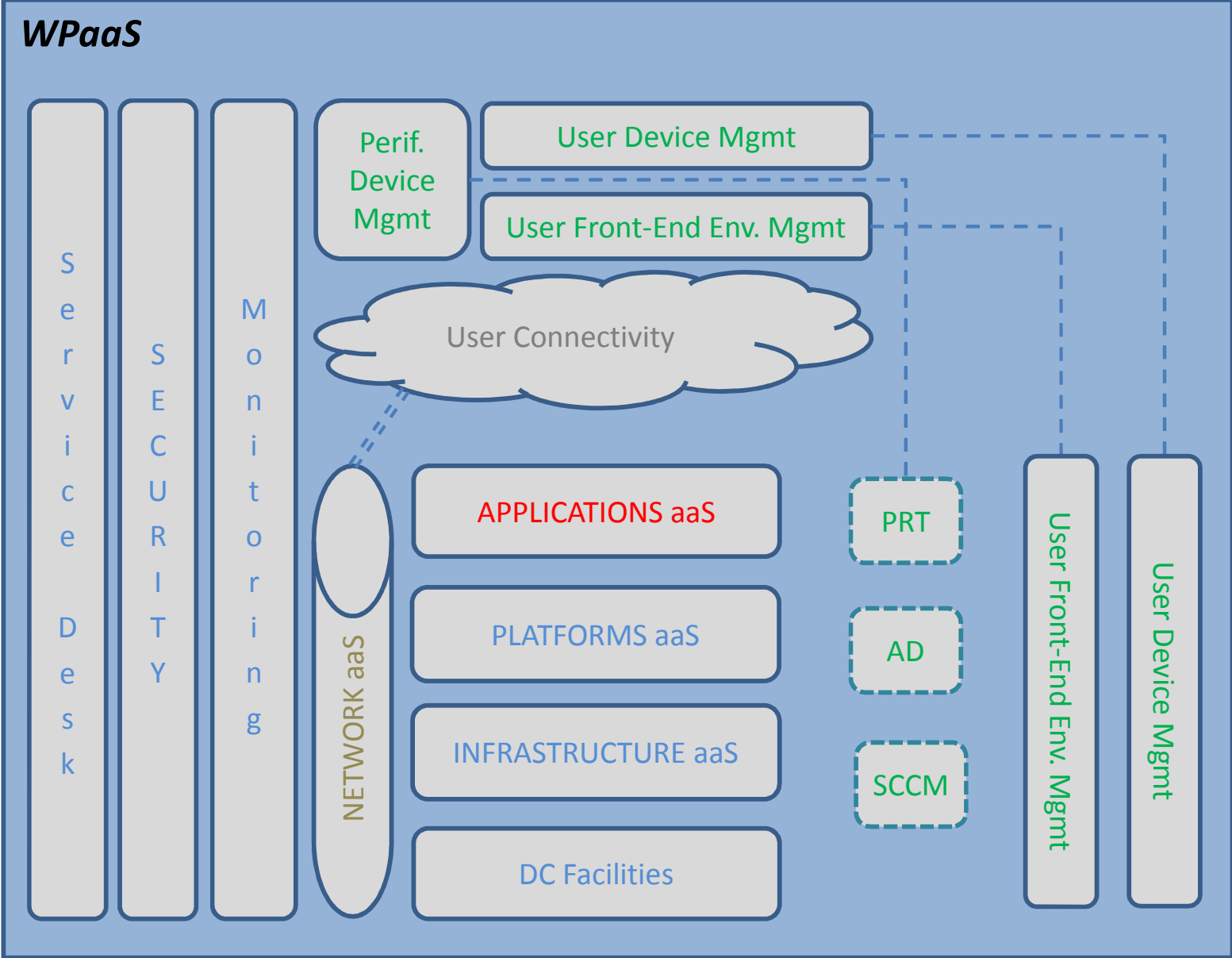
- XaaS examples:
- company car leasing
 - 240V commodity
 - airport



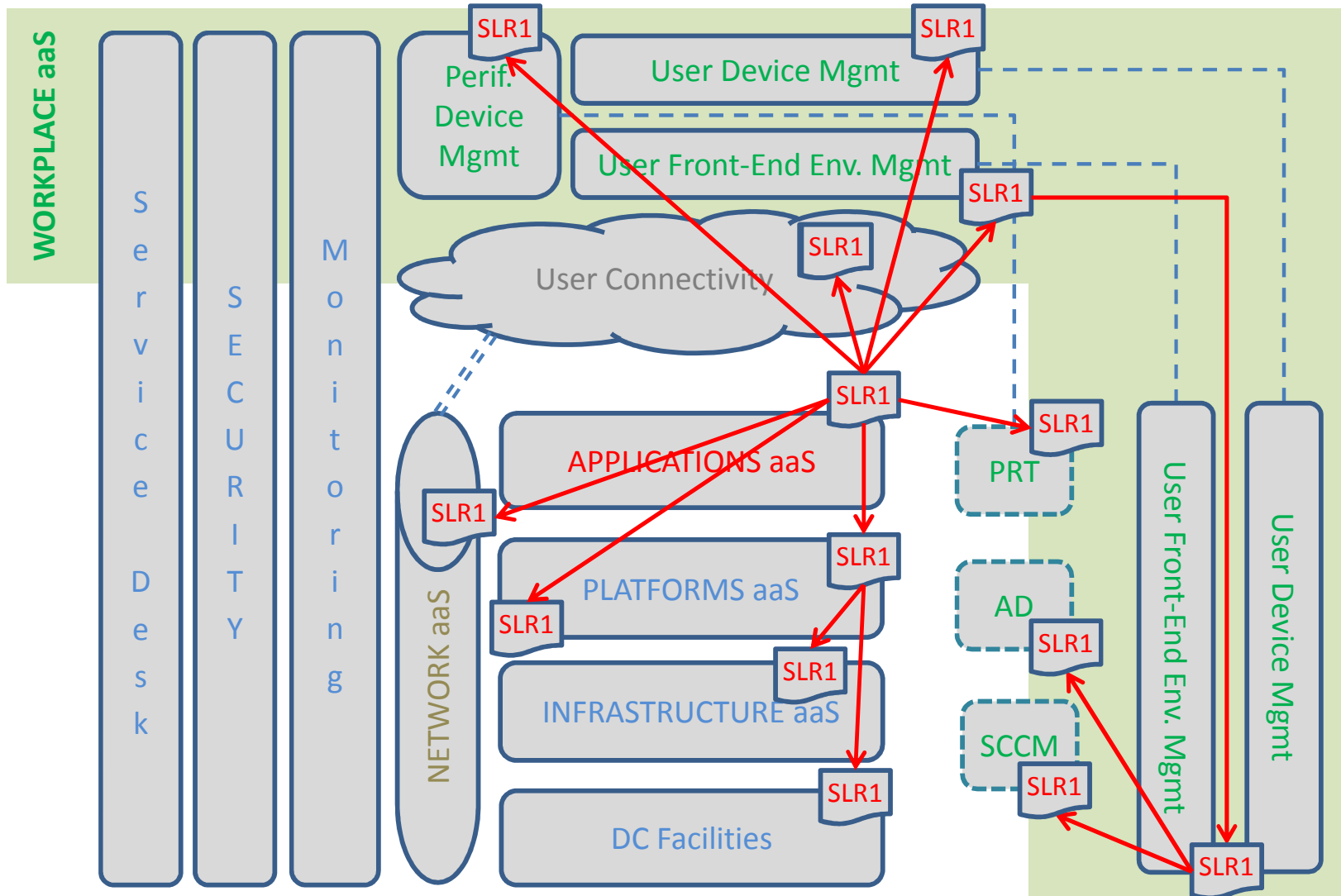
Service Integration vs. **granulaire/modulaire** afname



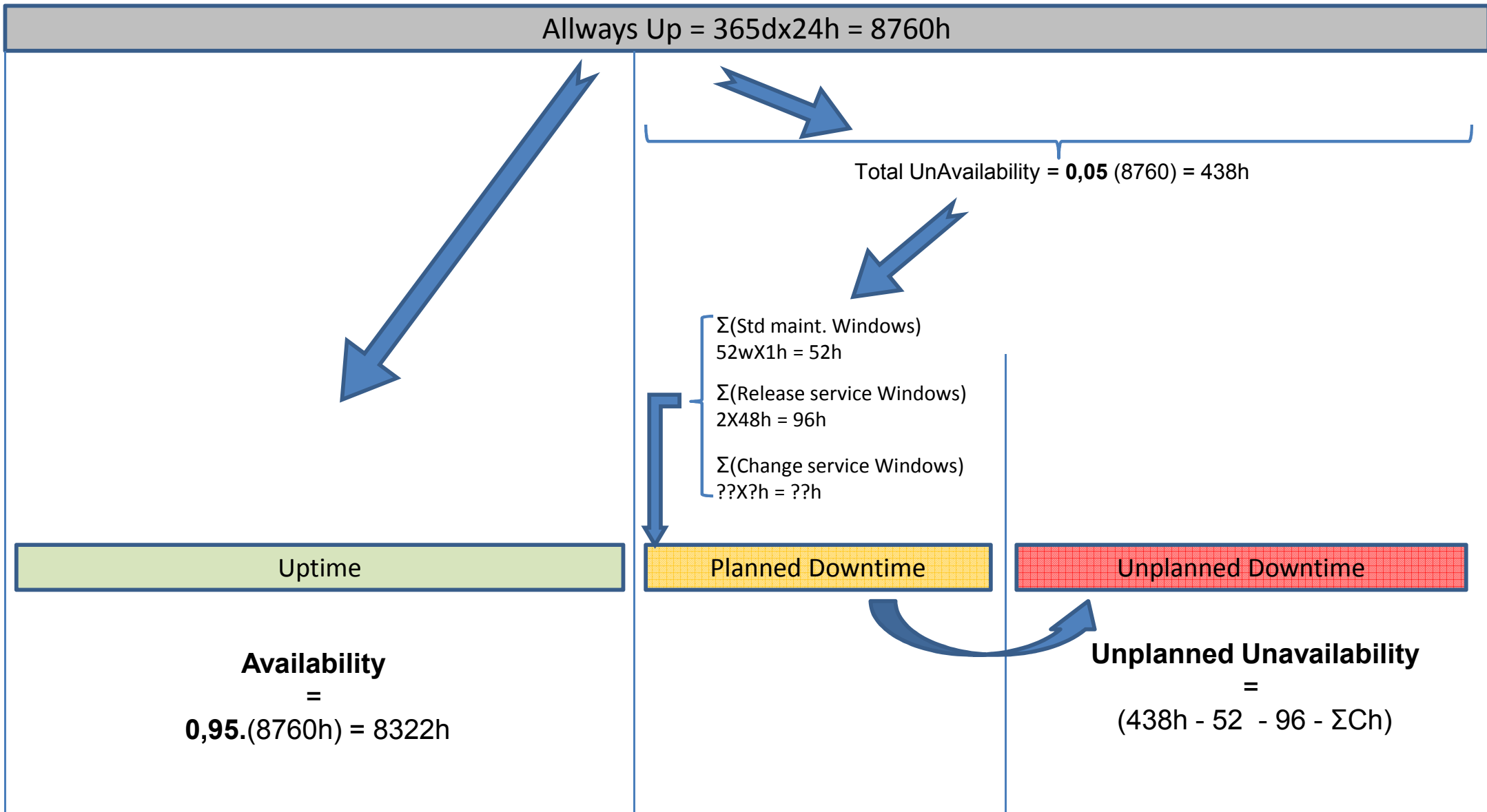
WPaaS details : UDM view



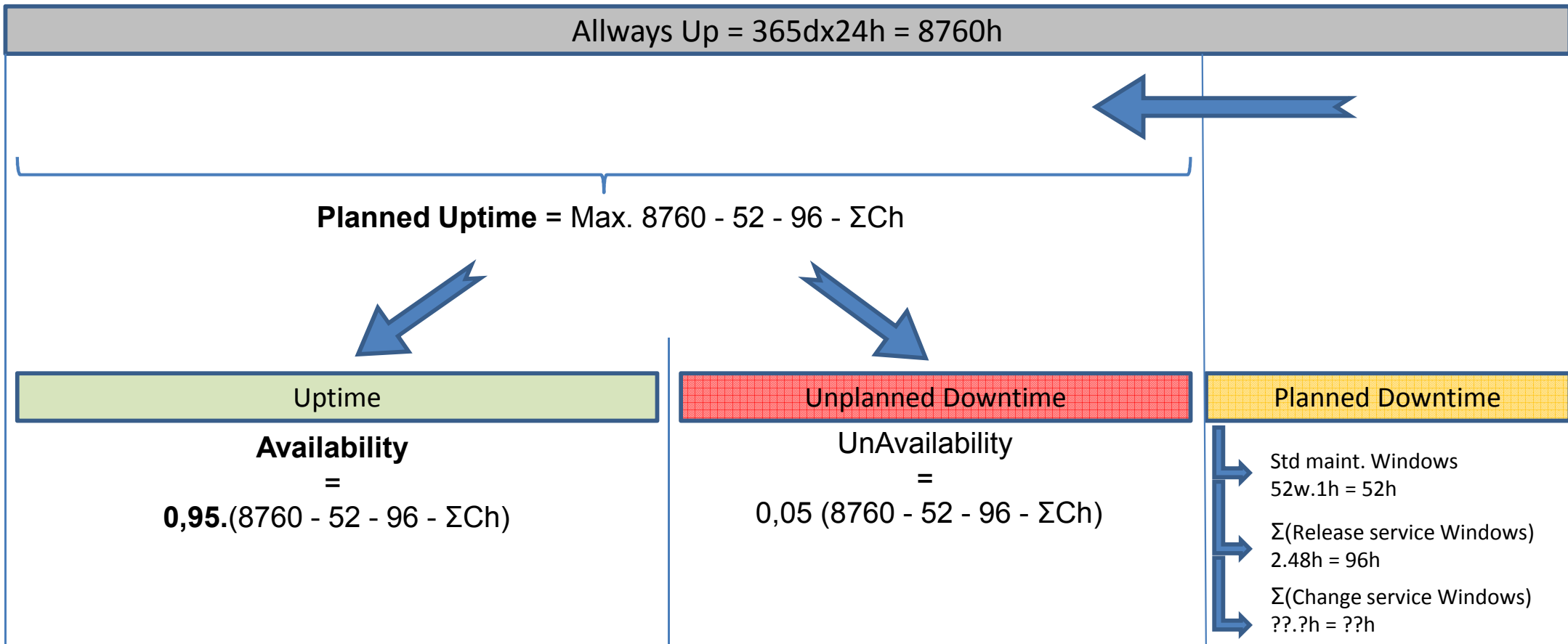
WPaaS as E2E SLR Convergence driver



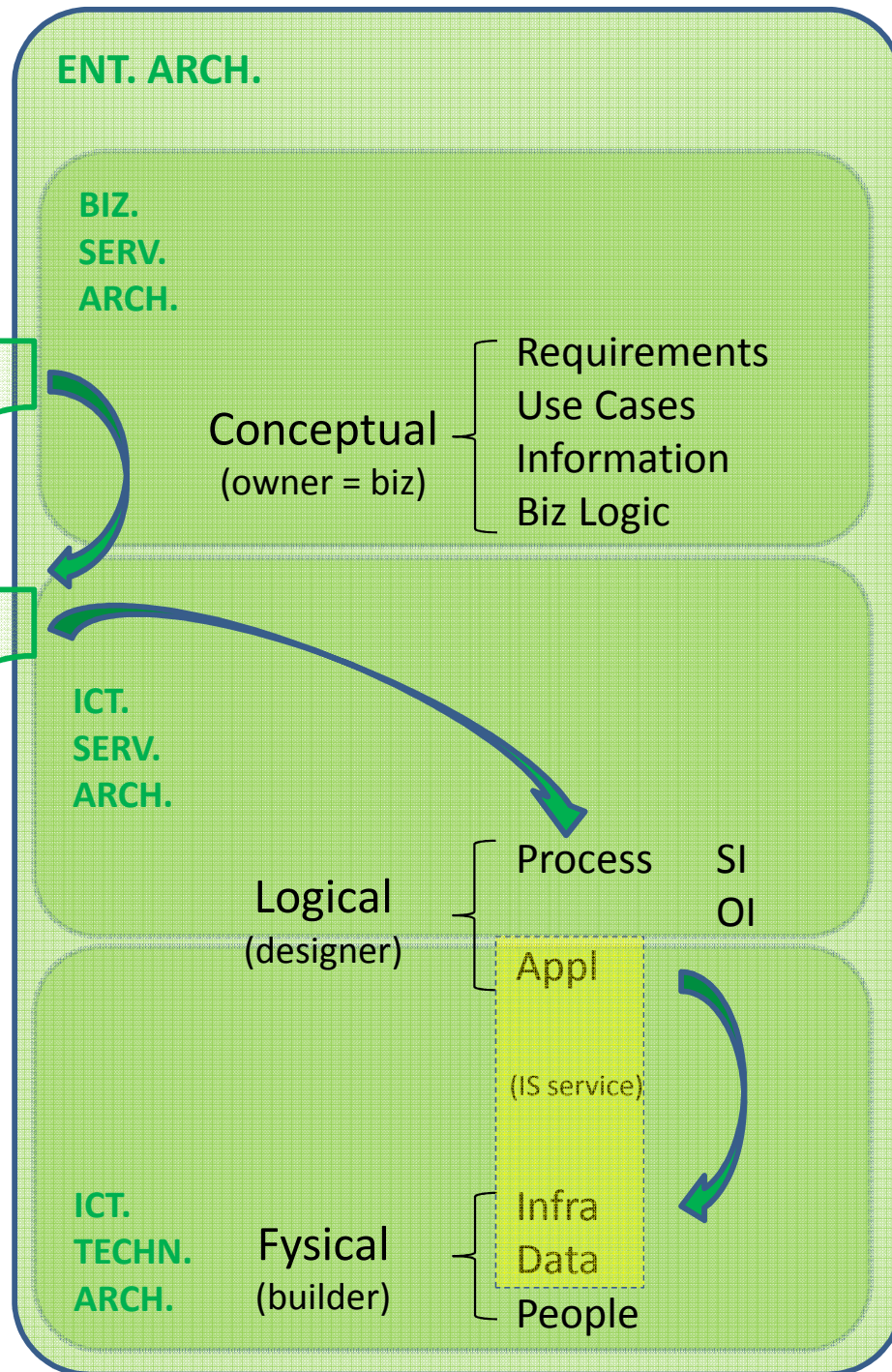
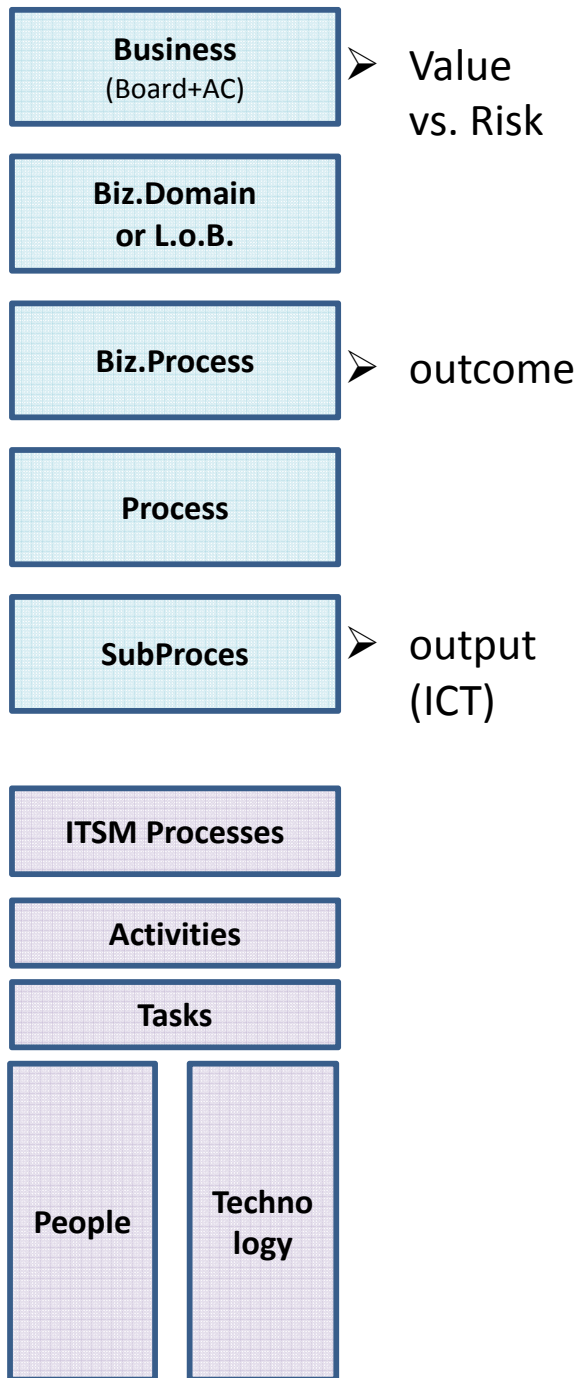
Standard 95% availability calculation



Retroactive 95% availability calculation



**Enterprise
Service & Technology
Architecture**



Business (RvB+AC) > Corporate Strategy

L
O
B
1

L
O
B
2

L
O
B
3

Enterprise
Portfolio
Mgmt

Proces
Info Org
Biz
Service 1

Proces
Info Org
Biz
Service 2

Proces
Info Org
Biz
Service 3

Enterprise
Service
Architecture

Σ & Δ

F	L	F	H
A	O	O	I
C	G	N	R
ICT		ICT	
I	I	I	I
C	C	C	C
T'	T'	T'	T'

F	L	F	H
A	O	O	I
C	G	N	R
ICT		ICT	
I	I	I	I
C	C	C	C
T'	T'	T'	T'

F	L	F	H
A	O	O	I
C	G	N	R
ICT		ICT	
I	I	I	I
C	C	C	C
T'	T'	T'	T'

ICT Service
Portfolio
Mgmt

Σ & Δ

ITSM
Proces
Data People (org)
Techno
logy

ITSM
Proces
Data People (org)
Techno
logy

ITSM
Proces
Data People (org)
Techno
logy

ICT
Service
Architecture

ICT Service & Technology Architecture

- Service Catalog
- Product Catalog
 - SACI db

"E2E" application service example

e.g.: 98,5% Availability of
- MailBox
- Calendar
- AddressBooks
on any device
(thru any connectivity)

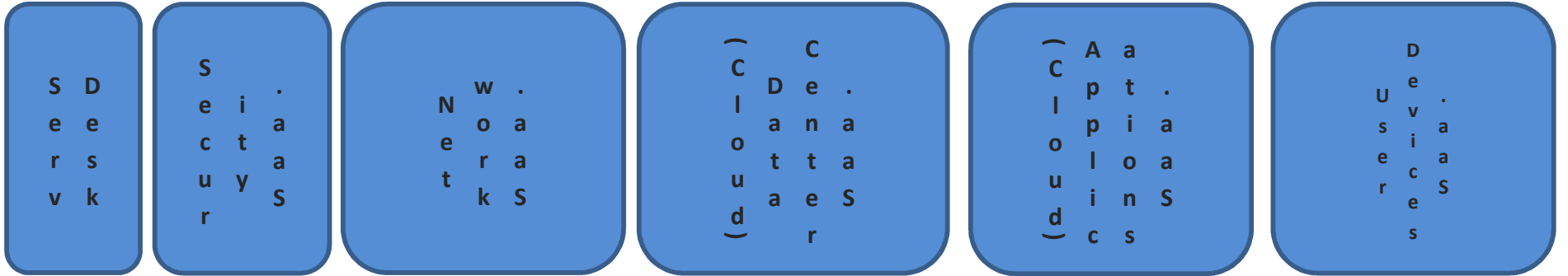
End-User eMail service

	Responsibility
pda/Dtop/Ltop.....	SRC1
↳ AD (local SAM)	SRC2
↳ Identity & Access validation	SRC2
↳ security – vpn	SRC2+ SRC1
↳ WAN 1	SRC1
↳ WAN2	3 rd P
↳ security	SRC2+ SRC1
↳ LAN (dc)	SRC1
↳ CITRIX	SRC1
↳ AD (core)	SRC2
↳ SCCM	SRC1
↳ OS	SRC1 +SRC2
↳ Exchange	SRC1
↳ DB	SRC1
↳ storage	SRC1 +SRC2
↳ backup	SRC1 +SRC2

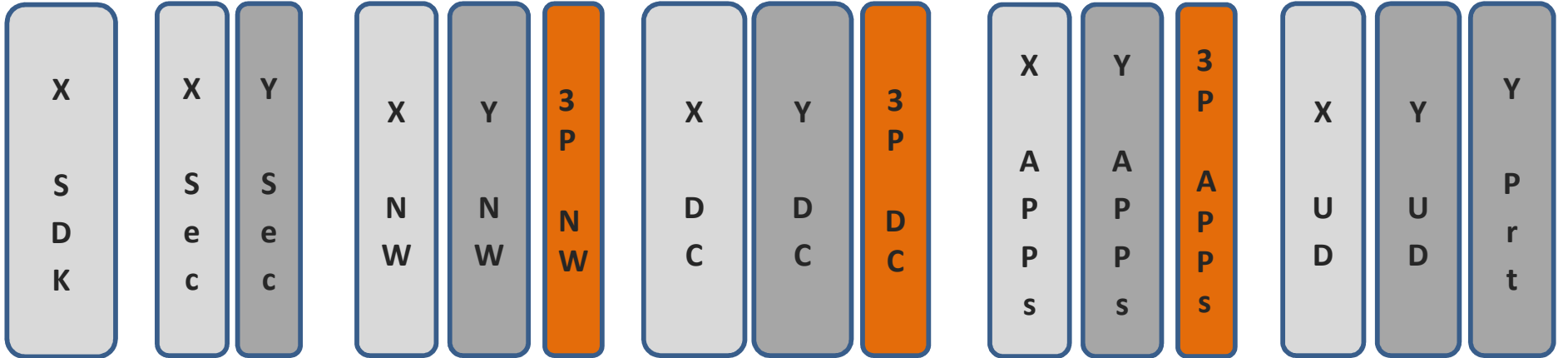
Client Facing Services



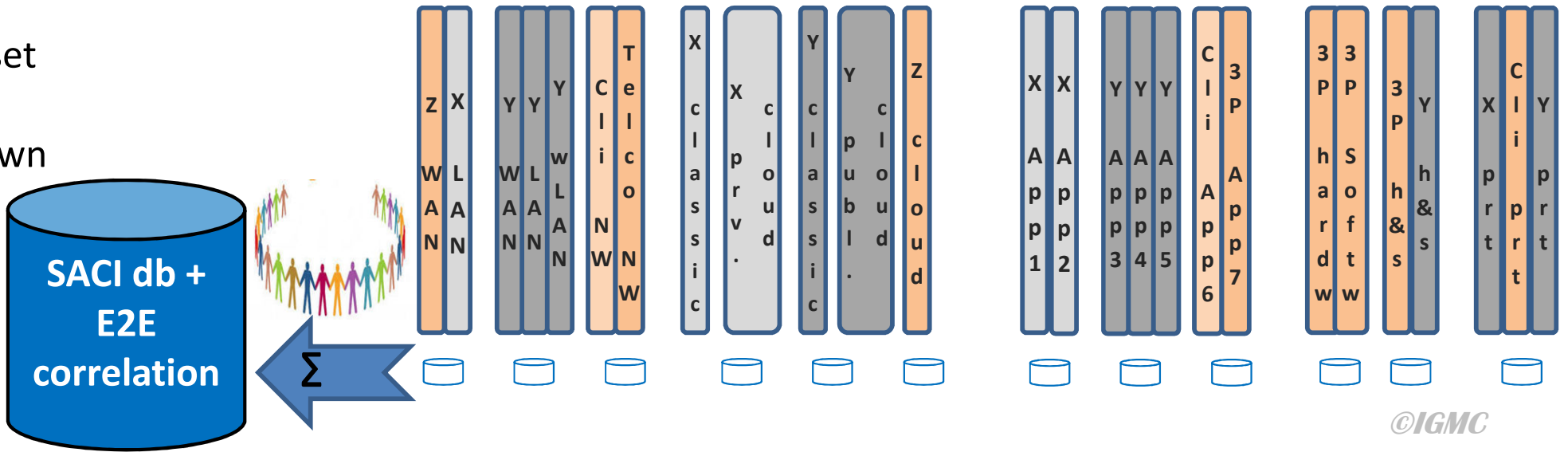
Supporting Services

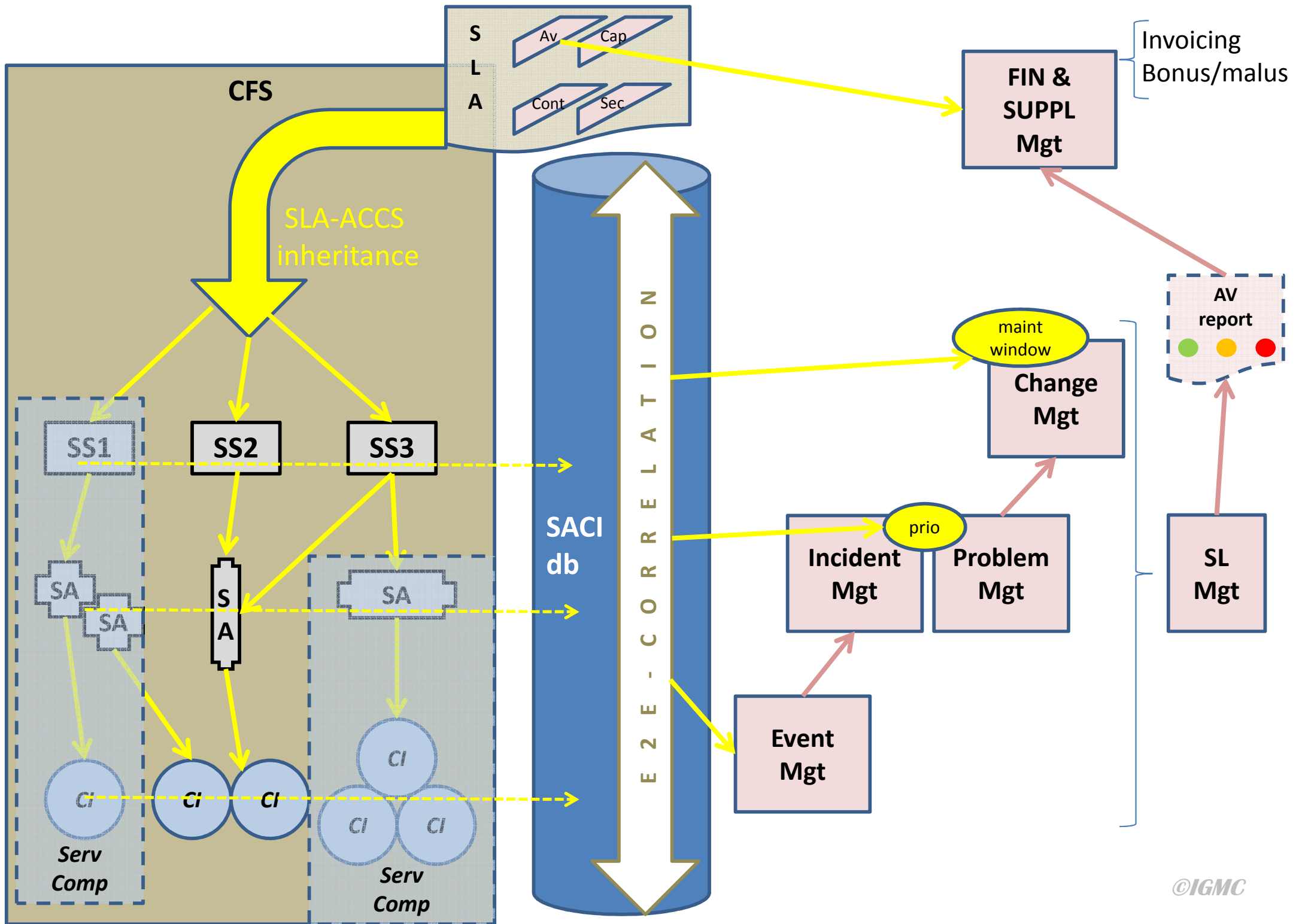


Multi Sourcing Integration Breakdown



Service Asset & CI Breakdown



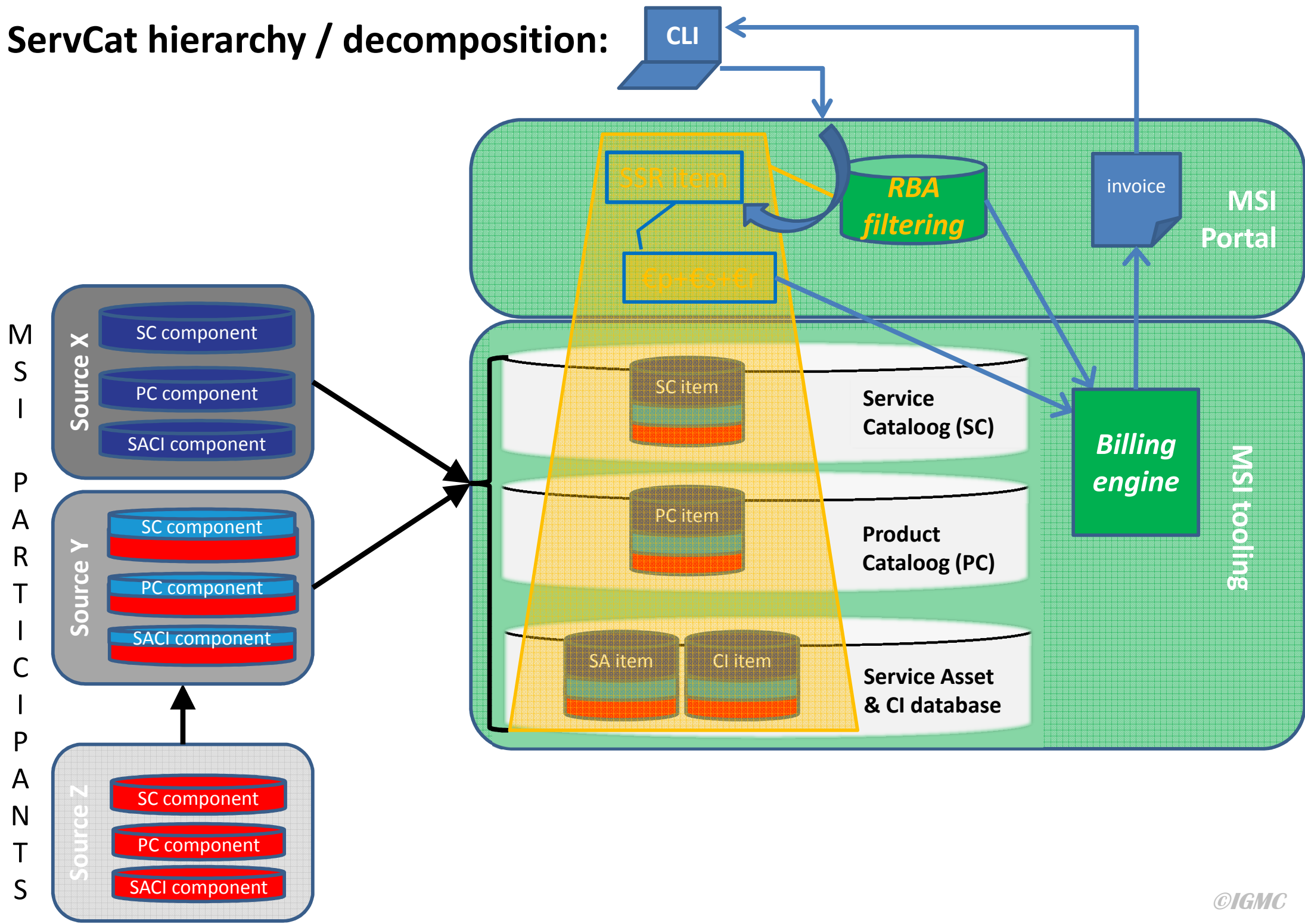


Service Catalog > technology breakdown > SL(A) inheritance on SACI's

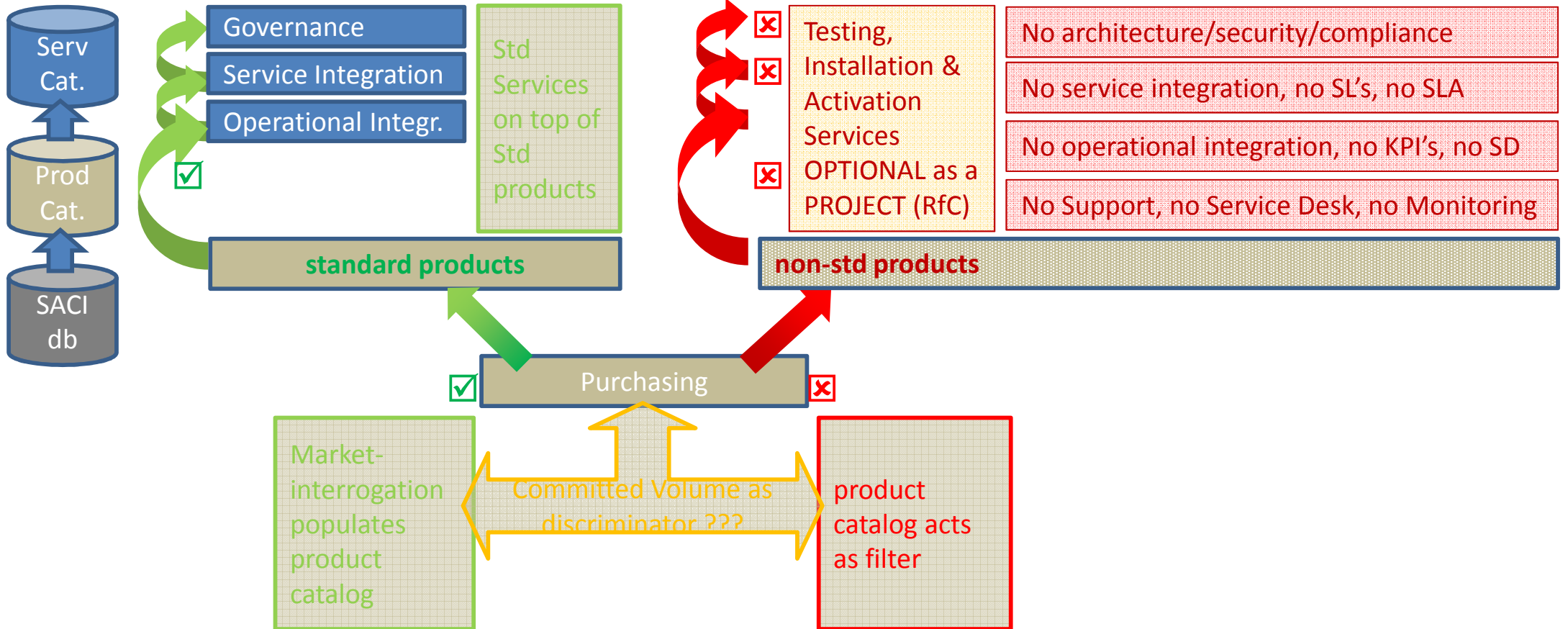
apps2infra-matrix v4 [Compatibility Mode] - Microsoft Excel

BUSINESS SERVICE LEVELS										SERVICE TECHNOLOGICAL BREAKDOWN																																											
		CONTINUITY		AV	CAP	SEC	Technological Awareness					Application Srv (Group)					Platforms/SrvGroup						Infrastructure systems (sequence from 1 to -)																														
E2E biz service	End-User Service / Application	RTO	RPO	Degraded Mode % tolerance			Source	Virtualization	Redundancy	Client Mode	Port	Intranet	internet	app1	app2	app3	app4	app5	Port	Intranet	groupw	file&prin	do/AD/DHCP/DNS	email	shpt	DW/H	DE	BizTalk/EAI	DM/Z	Back up	SRV 1	SRV 2	SRV 3	SRV 4	VLAN	LAN	DLA	CLAN	WAN	CACHE	F												
		uur	uur																																																		
WPaaS DTS	Win7x32 Office std Adobe Java PrimoPDF AY Biz App 1 Biz App 2	4	12				Local DC	VDI VAp	stand-alone high-av cluster	fat cli light cli thin cli browser srv	1	1							1	1						1	1																										
WPaaS DT M	Win7x64 Office pro Adobe Java PrimoPDF AV Biz App 1 Biz App 2 Biz App 3																																																				
WPaaS DTL		48	120																																																		
WPaaS LTS																																																					
WPaaS LTM																																																					
WPaaS LTL																																																					
WPaaS DEV PRT																																																					
WPaaS DC PRT																																																					
WPaaS DEV vNW																																																					
WPaaS WLAN																																																					
WPaaS DEV IMV																																																					
WPaaS LAN access																																																					
WPaaS LAN distrib																																																					
WPaaS LAN core																																																					
WPaaS WAN (vlg)																																																					
WPaaS WAN (bgc)																																																					
WPaaS WAN (hp)																																																					
WPaaS WAN (dialin/home)																																																					
WPaaS WAN (mobile)																																																					
WPaaS SEC vpn																																																					
WPaaS SEC thw																																																					
WPaaS SEC proxy																																																					
WPaaS AD																																																					
WPaaS IAM																																																					
WPaaS E2E																																																					
WPaaS E2E SEC																																																					

ServCat hierarchy / decomposition:



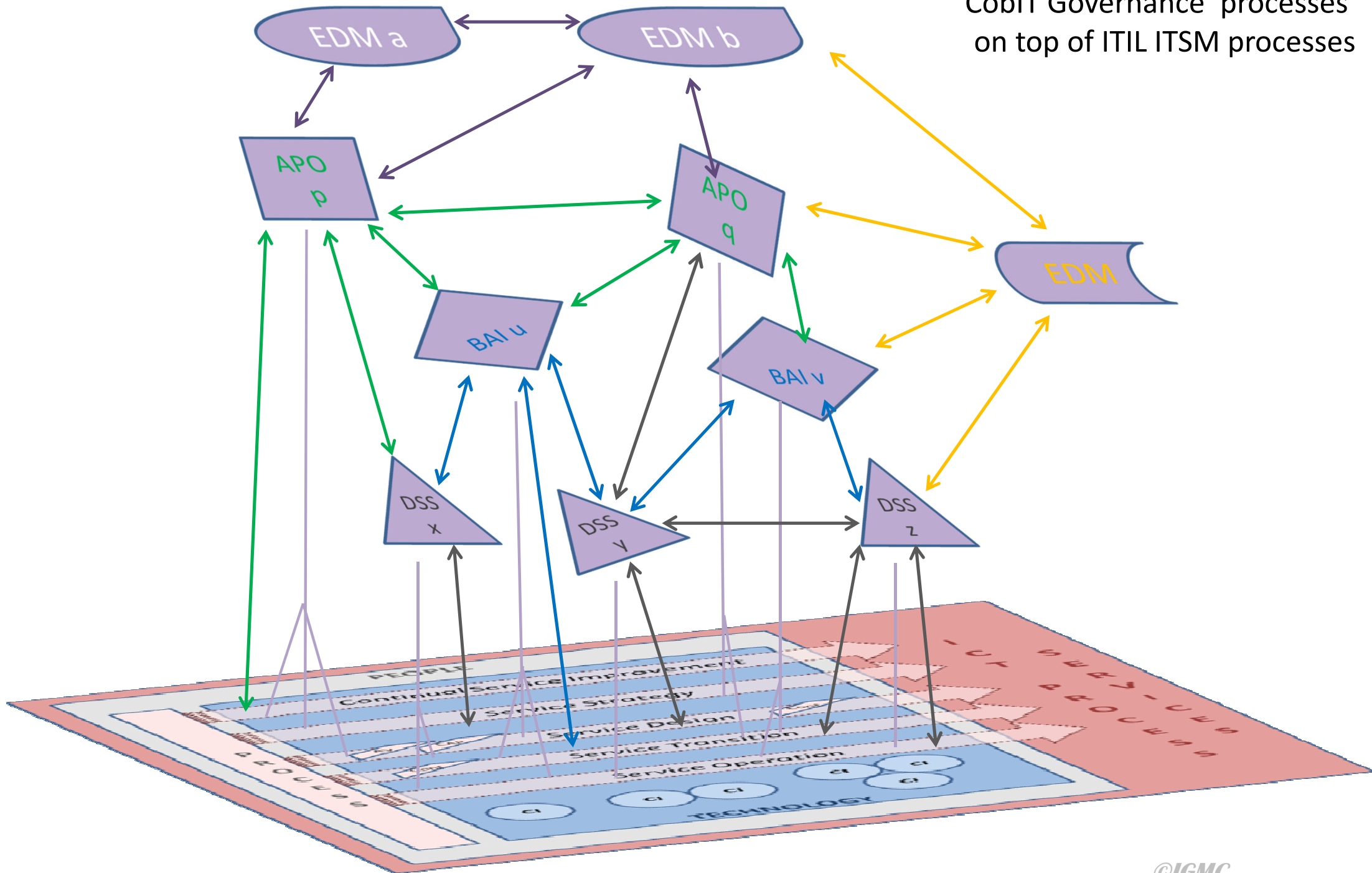
Service & Product Catalog development & update process



PROCESSES

- Governance
- ITSM
- MSI

CobIT Governance processes
on top of ITIL ITSM processes

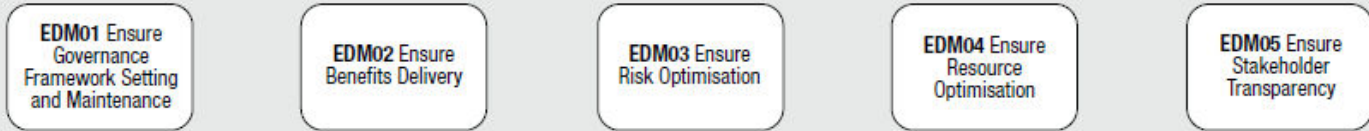


Implementing Governance & Strategic Alignment Processes

Figure 10—COBIT 5 Process Reference Model

Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor



Align, Plan and Organise



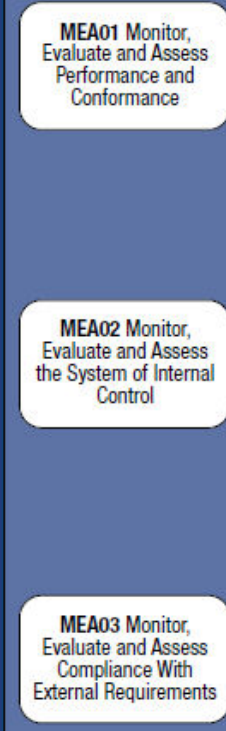
Build, Acquire and Implement



Deliver, Service and Support

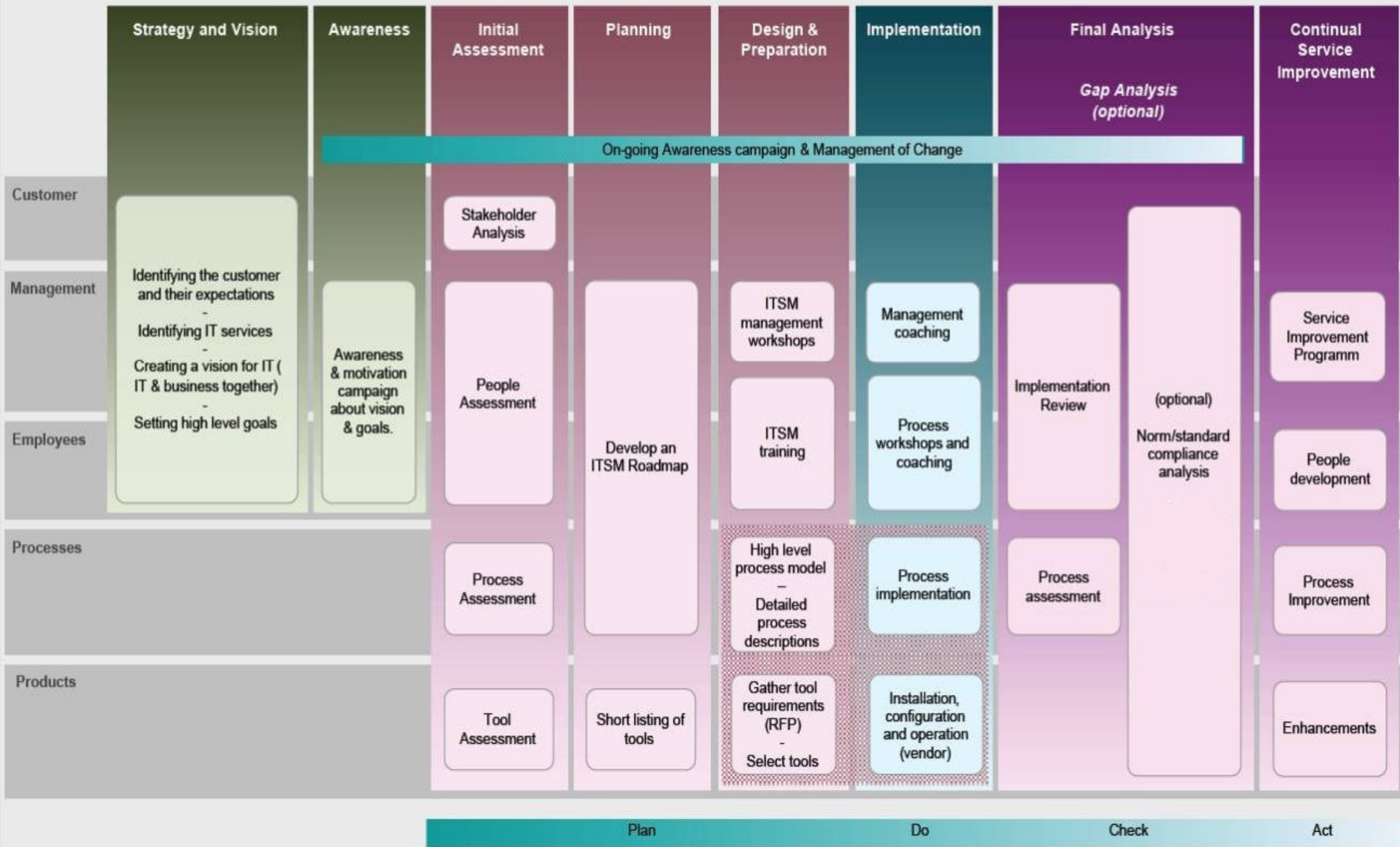


Monitor, Evaluate and Assess

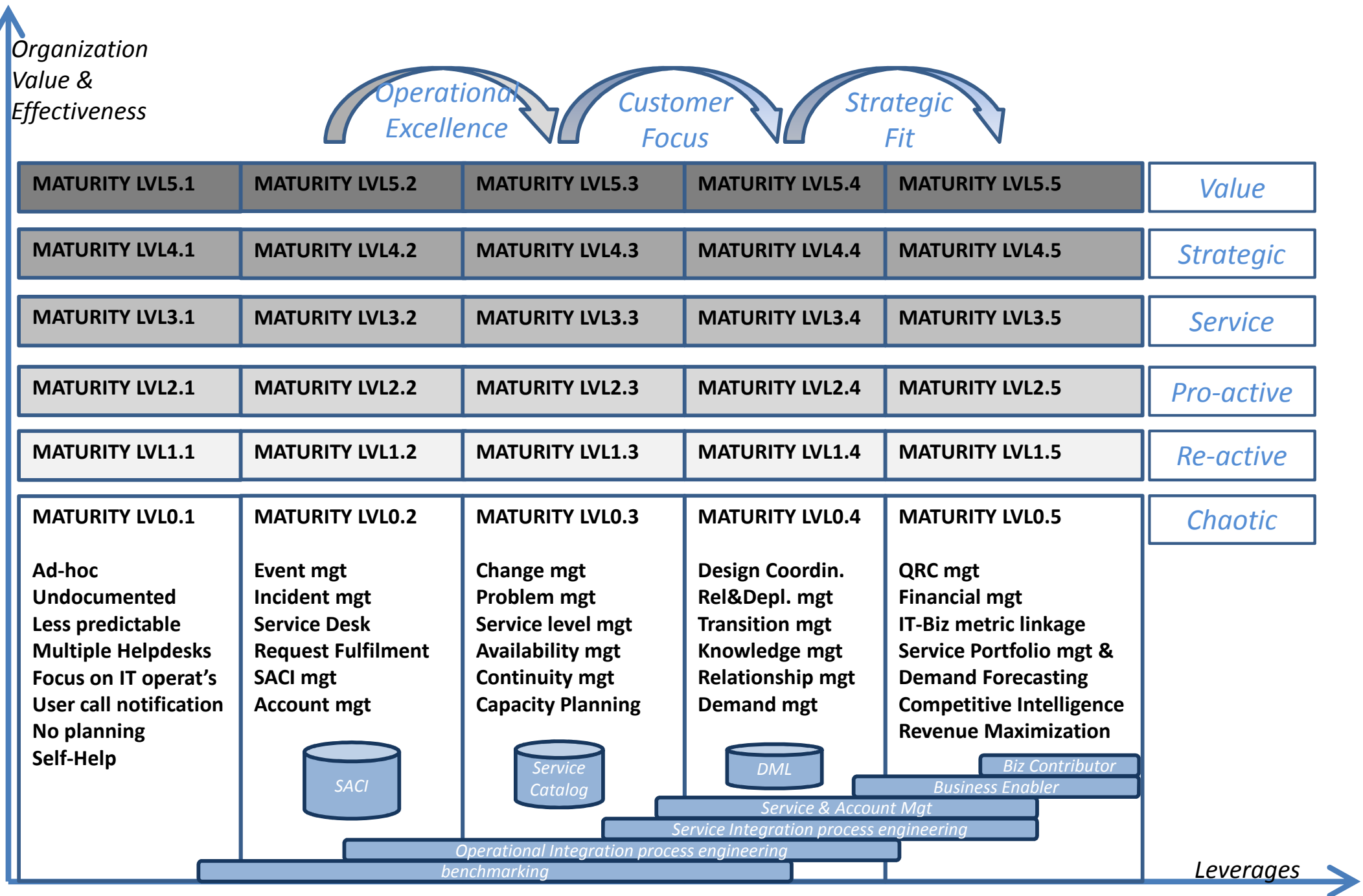


Processes for Management of Enterprise IT

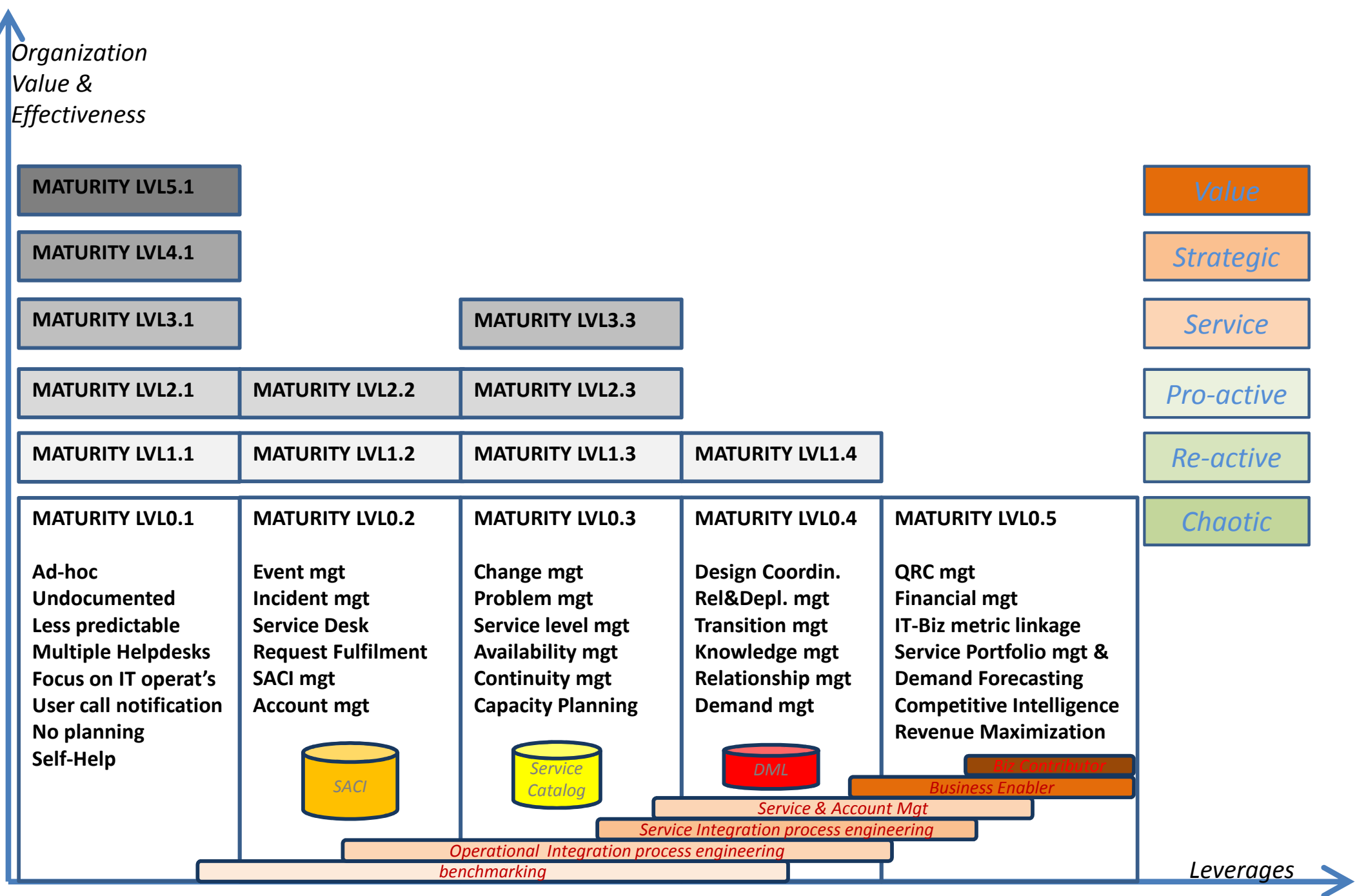
Implementing IT Service Management



Correct way of Implementing ITSM Processes & their maturity



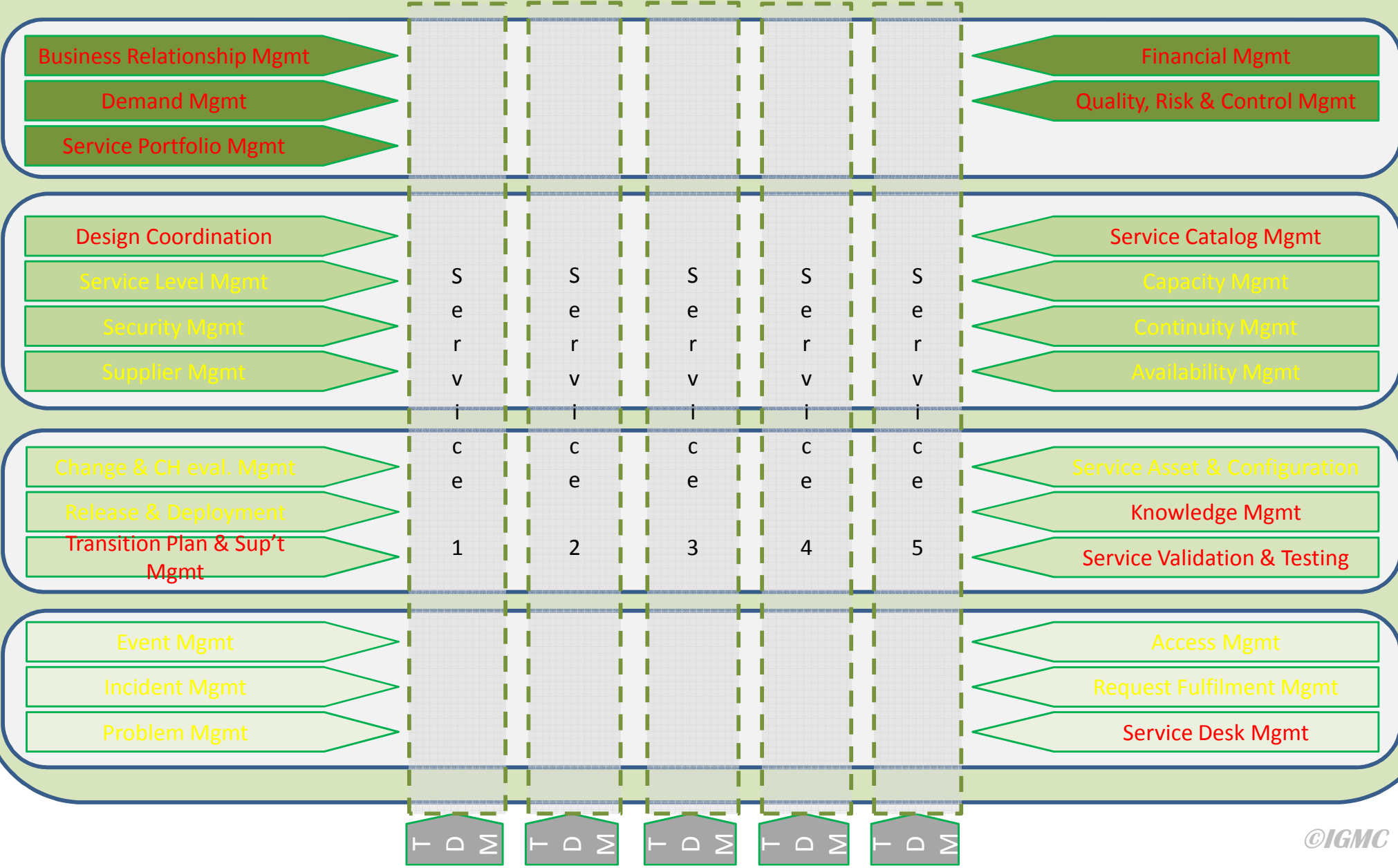
Wrong way of Implementing ITSM Processes & their maturity



ITSM processes cf. ITIL v3-2011 std lifecycle, process & roles stack

CSI
STRATEGY
DESIGN
TRANSITION
OPERATION

Continual Service Improvement Mgmt



P
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o
n

Lvl1 – CHOOSE REFERENCE(s) :
ITILv3-2011, Cobit, CMMI, PMP, PRINCE2, TOGAF, ...

Lvl2 – WHAT & HOW TO IMPLEMENT:
Client Constellation, Sourcing/Supplier constellation, (ITSM & Gov) Tooling, Processes, ...

Lvl3 – APPLIED PROCESSES & GOVERNANCE:
RACI, process flow, tooling interfacing & case exchange, Distribution & Consolidation

**Alignment of Process
Implementation**

T
r
a
n
s
i
t
i
o
n

Lvl4 – TOUCHPOINTS of MSI vs. Client & Supplier sides :
*Service & product catalog, process & tooling workflow, special
service/SLA/OLA/UC agreements, ...*

Lvl5 – WORK INSTRUCTIONS:
*Service desk scripts, Support Org. & Process Interactions, Reporting,
Work Orders, Procedures, ...*

TOOLING:

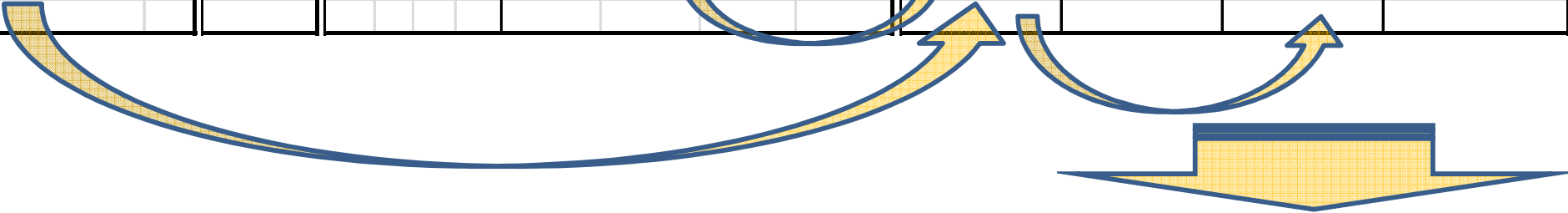
- Automation
- Interfaces
- Data
- Case Exchange
- Swivel Chair

R
E
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G

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G



REFERENCE				ADD	APPLY to MSI constellation								DESCRIBE in detail							
					RACI setup				Flow Swimlane setup + TouchPoints				Activities/MSI		TouchPoints		Sub-Act/MSI		MSI Case Exchange	
					Biz	S.I.	O.I.	OSP	Biz	S.I.	O.I.	OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	
ITILv3-2011.INC	Flow.INC	Activity.INC1	-	RACI	R	A	C	I	INC1a	INC1b	INC1c	INC1d								
	Flow.INC	Activity.INC2	-	RACI	C	I	R	A	INC2a	INC2b	INC2c	INC2d							<i>automated</i>	
	Flow.INC	Activity.INC3	-	RACI	I	R	A	C	INC1a	INC1b	INC1c	INC1d							<i>manual</i>	
COBIT5.APO01	-	Activity.APO01.1	RACI	Flow.APO01	R	A	C	I	APO01.1a	APO01.1b	APO01.1c	APO01.1d								
	-	Activity.APO01.2	RACI	Flow.APO01	I	R	A	C	APO01.2a	APO01.2b	APO01.2c	APO01.2d								
	-	Activity.APO01.3	RACI	Flow.APO01	C	I	R	A	APO01.3a	APO01.3b	APO01.3c	APO01.3d								
Gov.Body.Forums		OPS		Act.O1	I	C	R	A											<i>reporting</i>	
		TACT		Act.T2	I	C	A	R											<i>reporting</i>	
		STRAT		Act.S3	A	R	I	C											<i>reporting</i>	



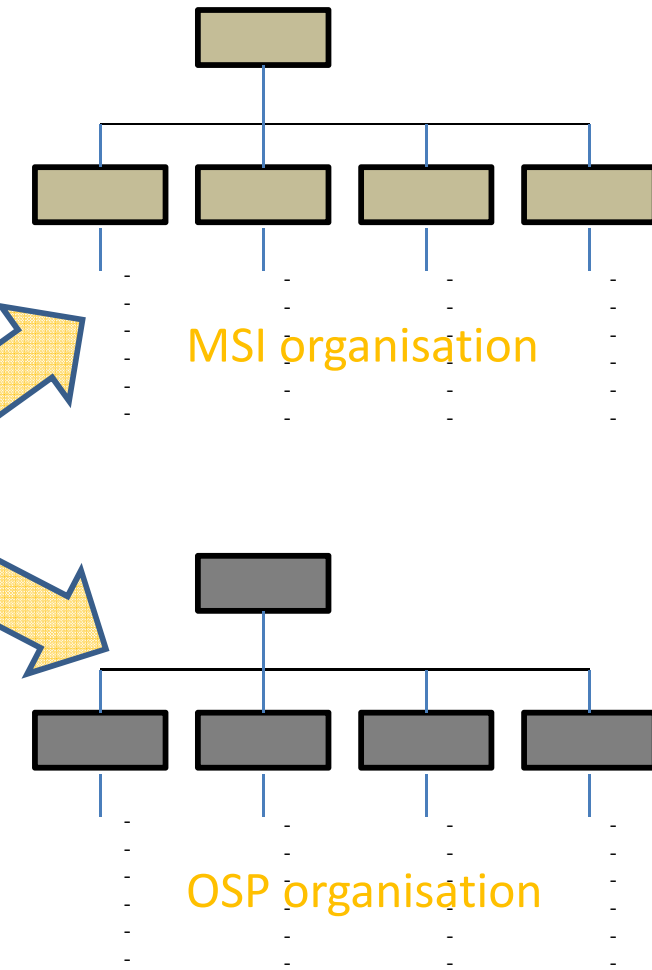
SETUP/AUTOMATE			
WorkInstructions	WorkFlow Orchestration	Tooling	Data
Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	Biz S.I. O.I. OSP	
		<i>automated</i>	
		<i>manual</i>	

Proc + Gov Act WL > Org

WORKLOAD DISTRIBUTION												
	Rol A	Rol B	Rol C	Rol D	Rol E	Rol F	Rol G	Rol F	Rol H	Rol I	Rol J	Rol K
Activities/MSI												
Act1												
Act2												
Act3												
Sub-Act/MSI												
Act4												
Act5												
MSI Case Exchange												
Act6												
Act7												
Forum Participation/MSI												
Act8												
Act9												
...												

RACI filtering	R	A	C	I	C	I	R	A	I	R	A	C
----------------	---	---	---	---	---	---	---	---	---	---	---	---

WORKLOAD / ROL / MSI												
Biz	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ
S.I.	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ
O.I.	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ
OSP1	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ
OSP2	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ
3rdP	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ	Σ



TOUCHPOINTS

L3

>

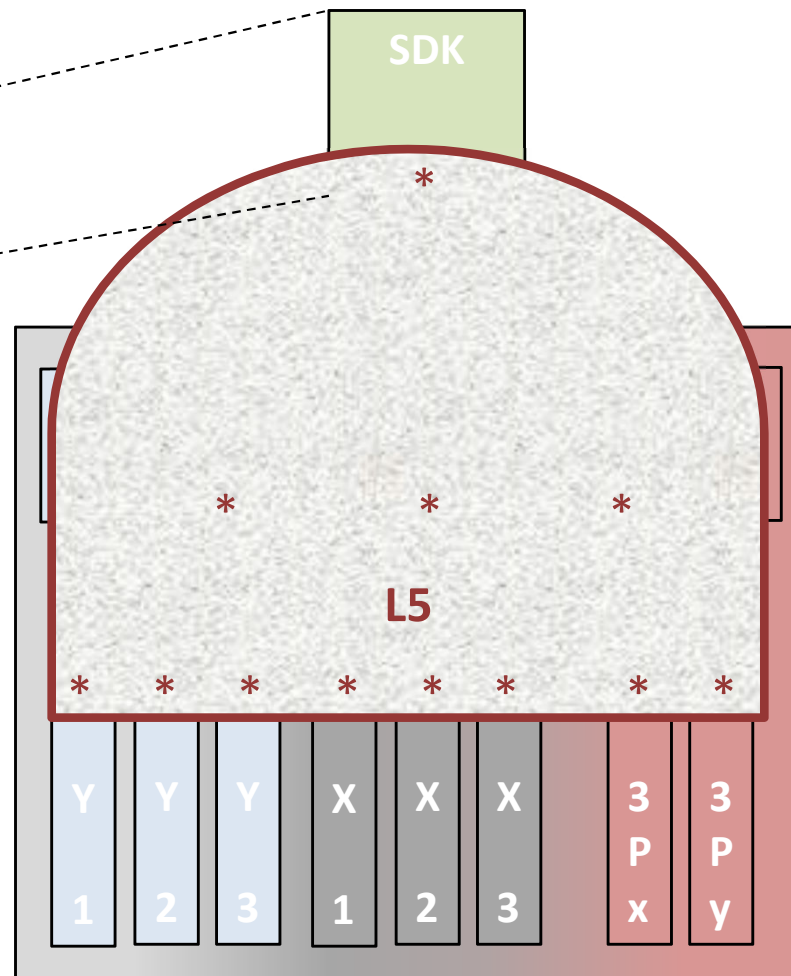
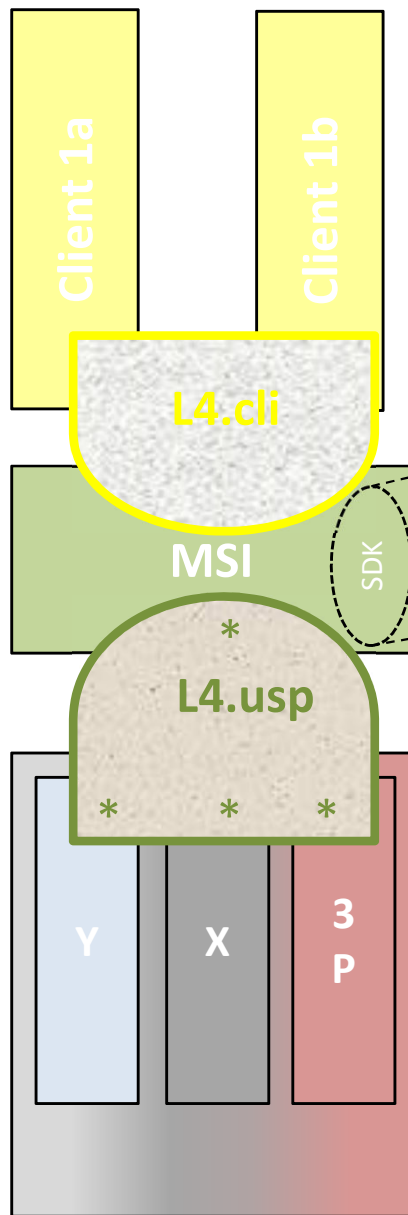
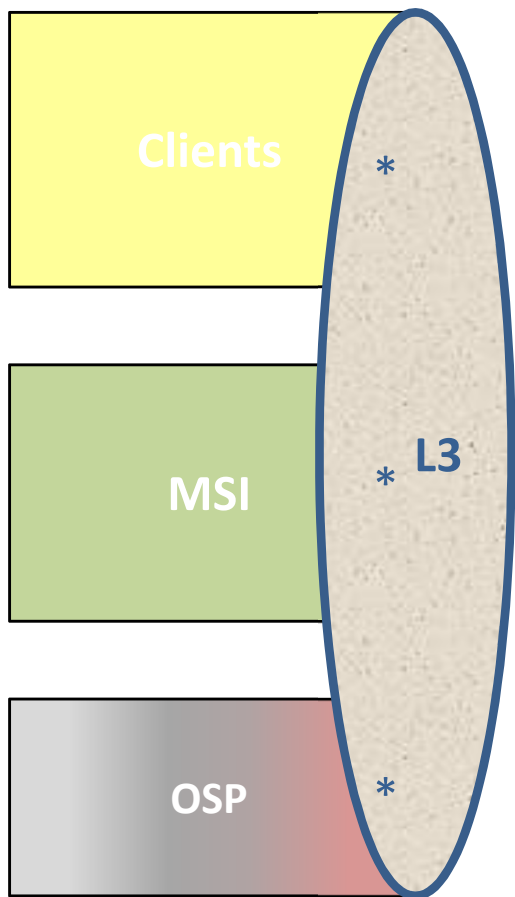
L4.cli

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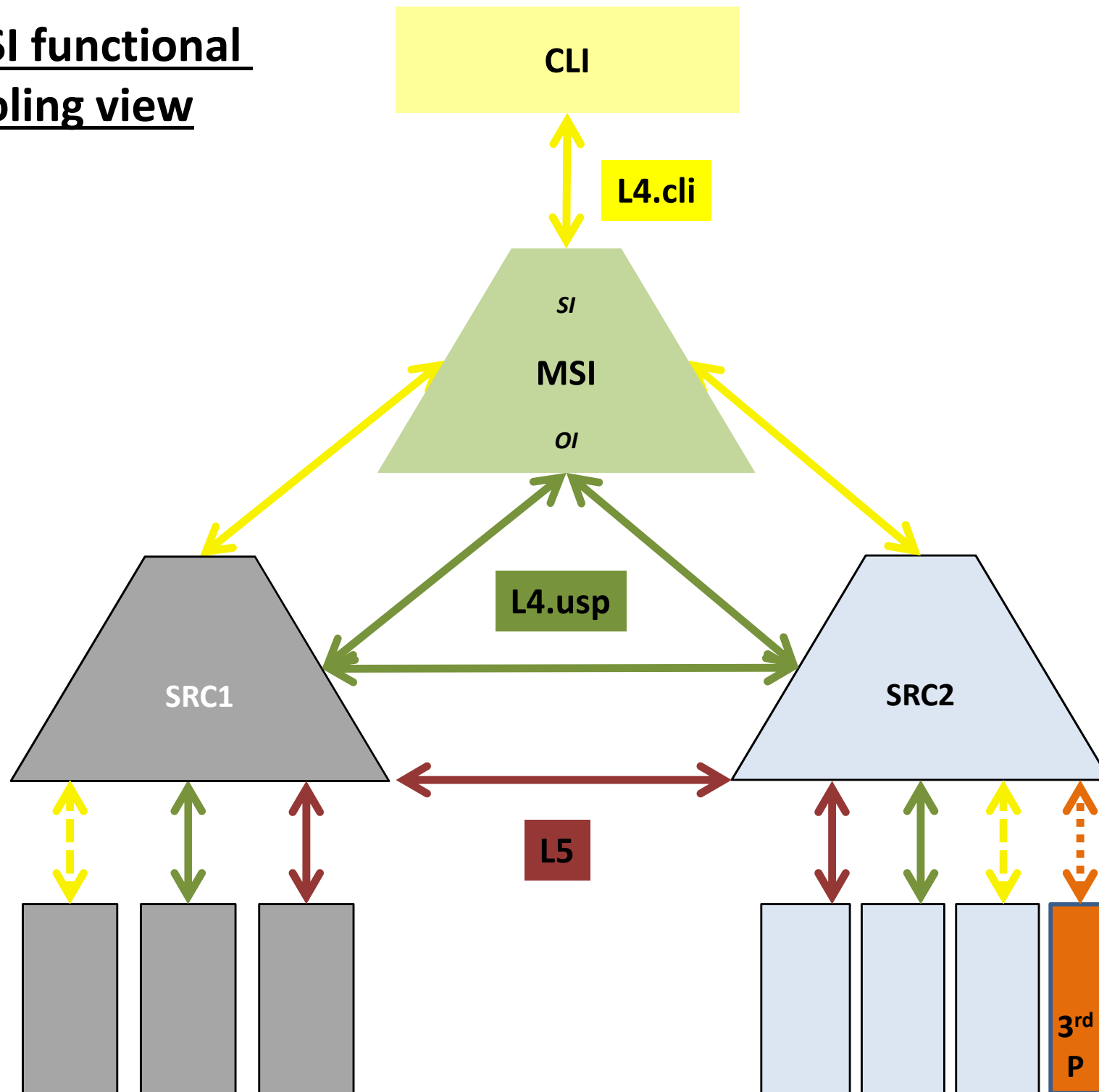
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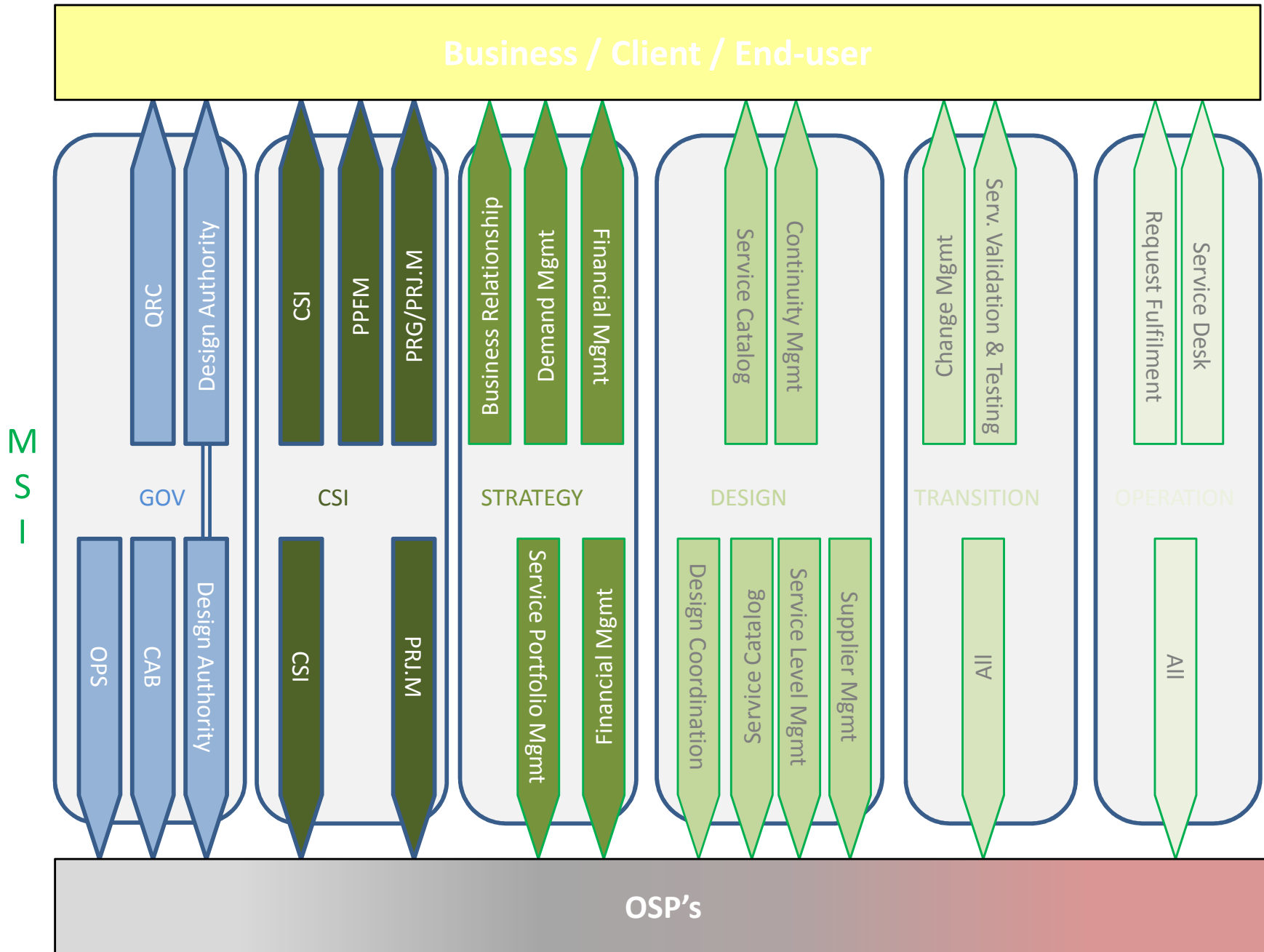
L5



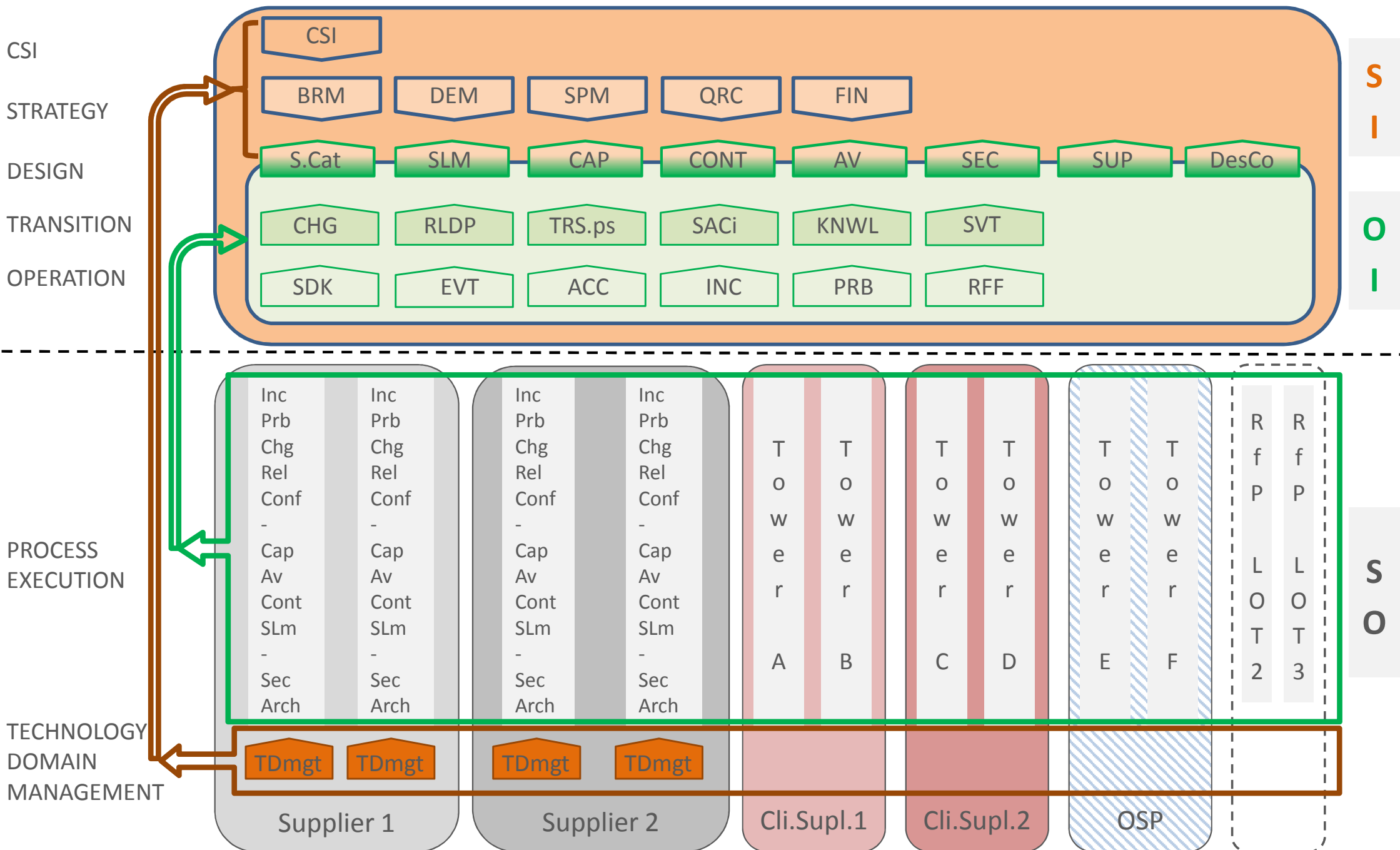
MSI functional tooling view



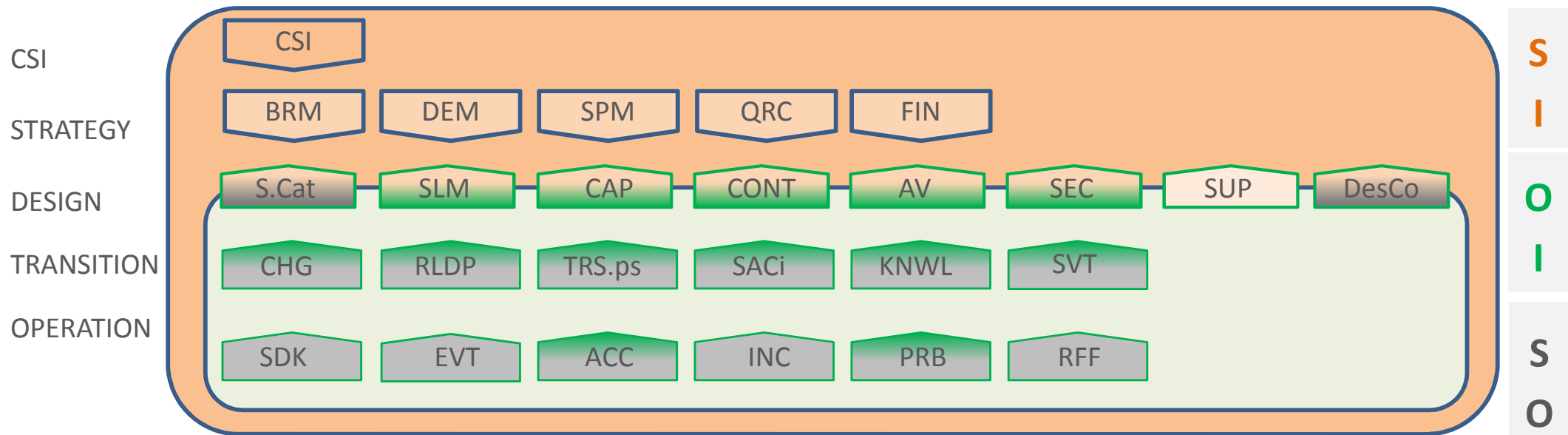
MSI Client-Supplier Process Interactivity



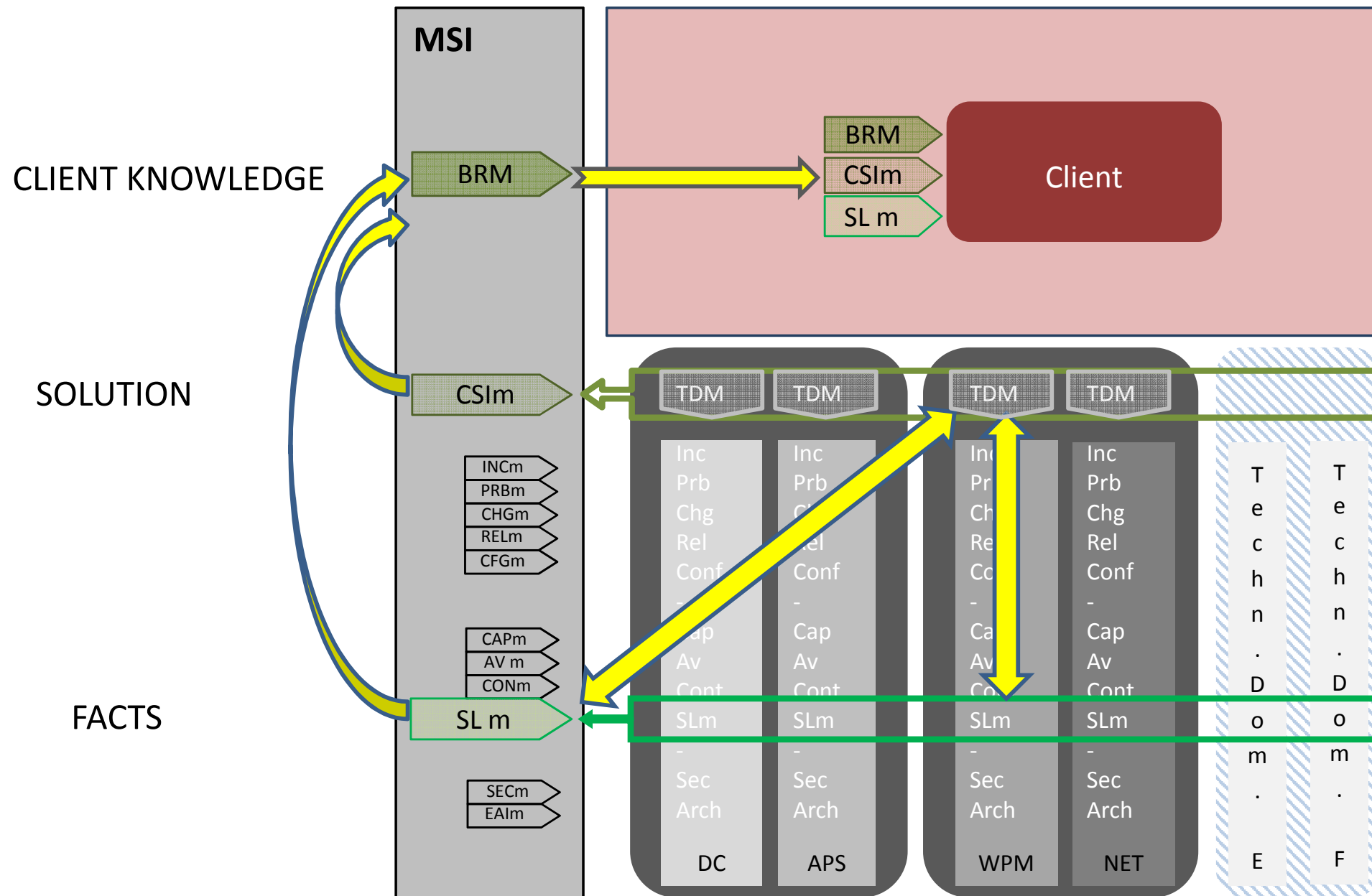
MSI SI-OI-SO Process Interactivity



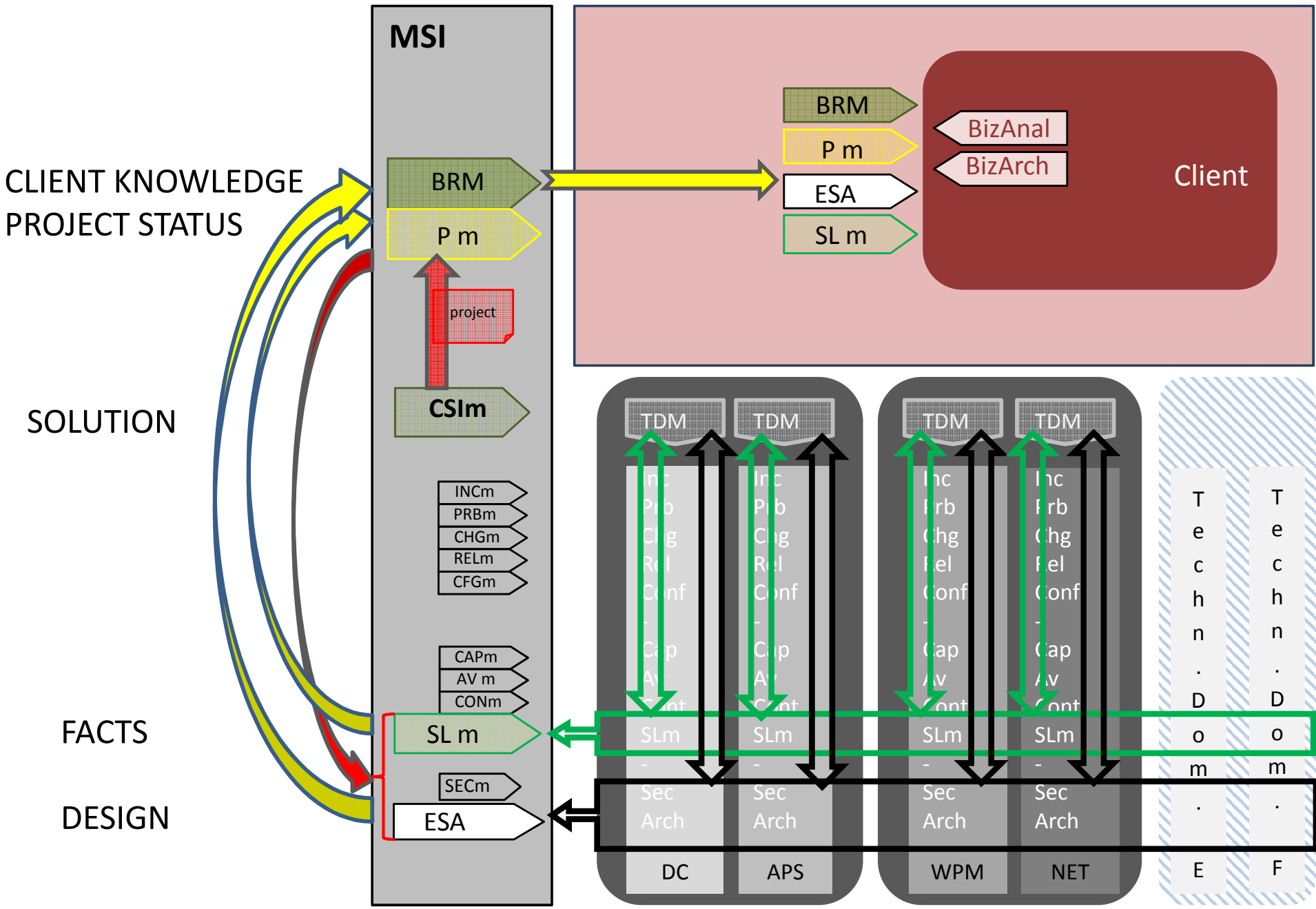
MSI SI-OI-OSP Process Interactivity (max OSP responsibility)



BRM Interactivity for ServiceLevel mgmt, BRM, Quality mgmt & Continual Improvement



BRM Interactivity for (CSI) Project Design & Execution



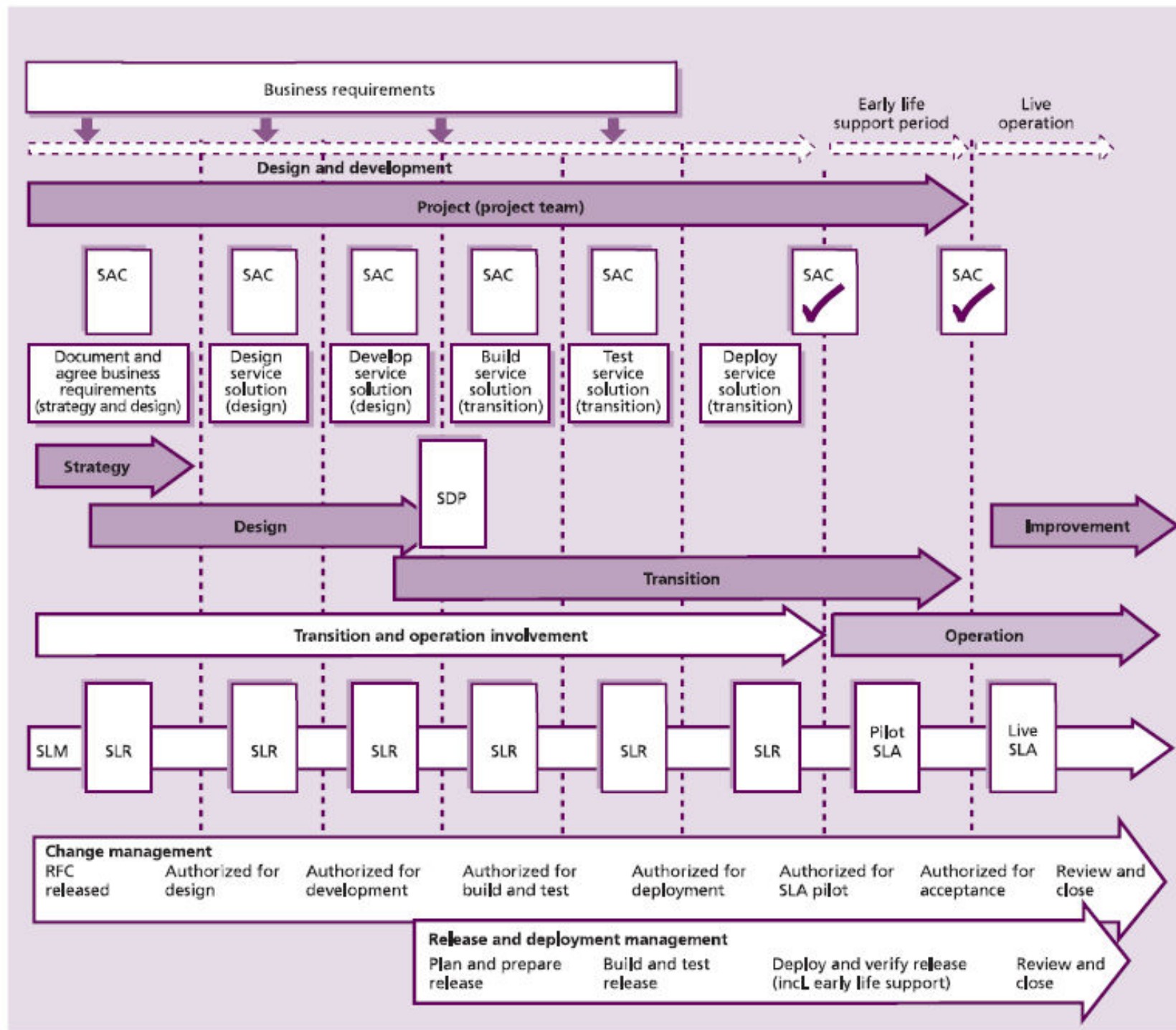


Figure 3.8 Aligning new services to business requirements

Service Design

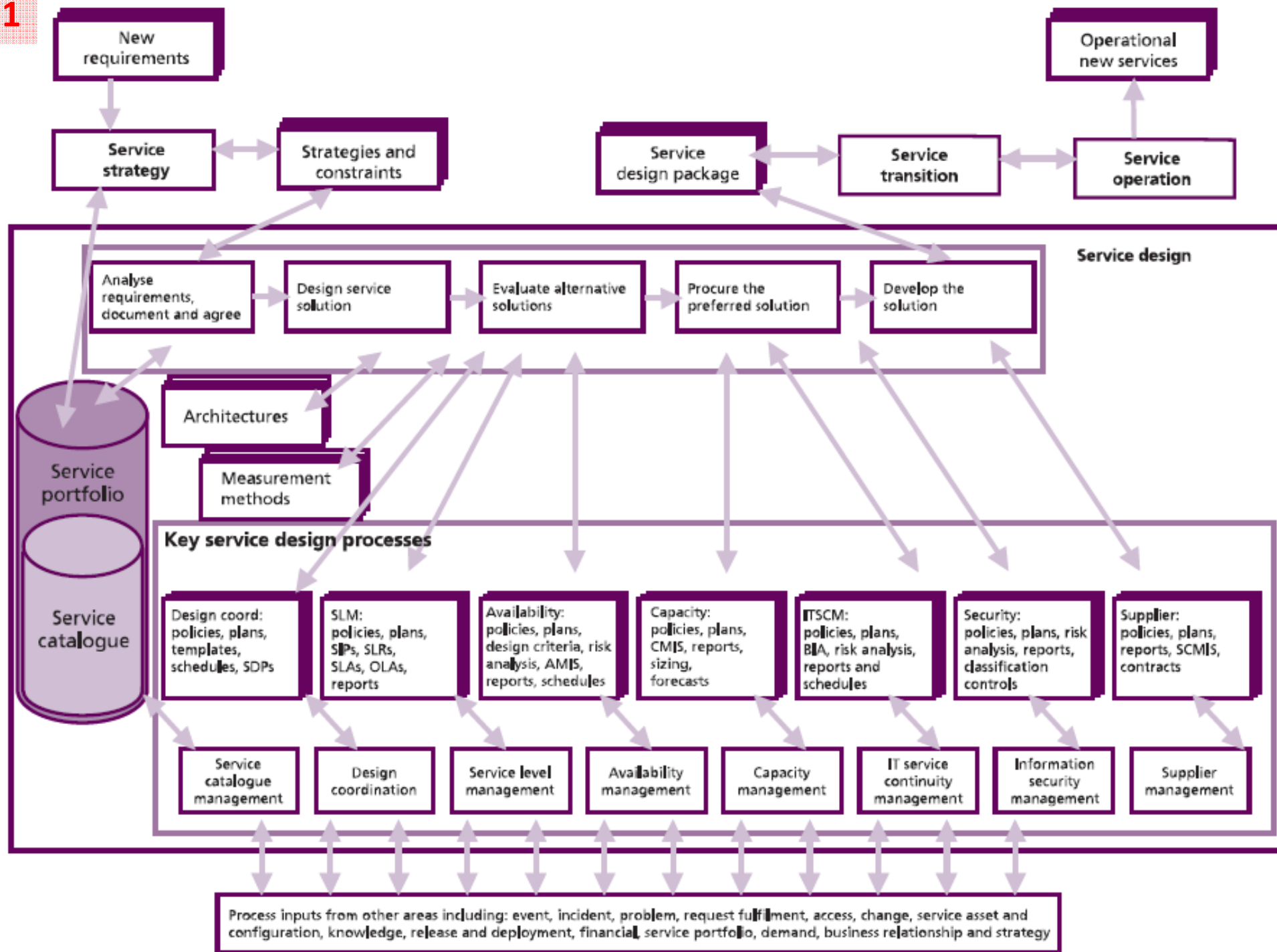
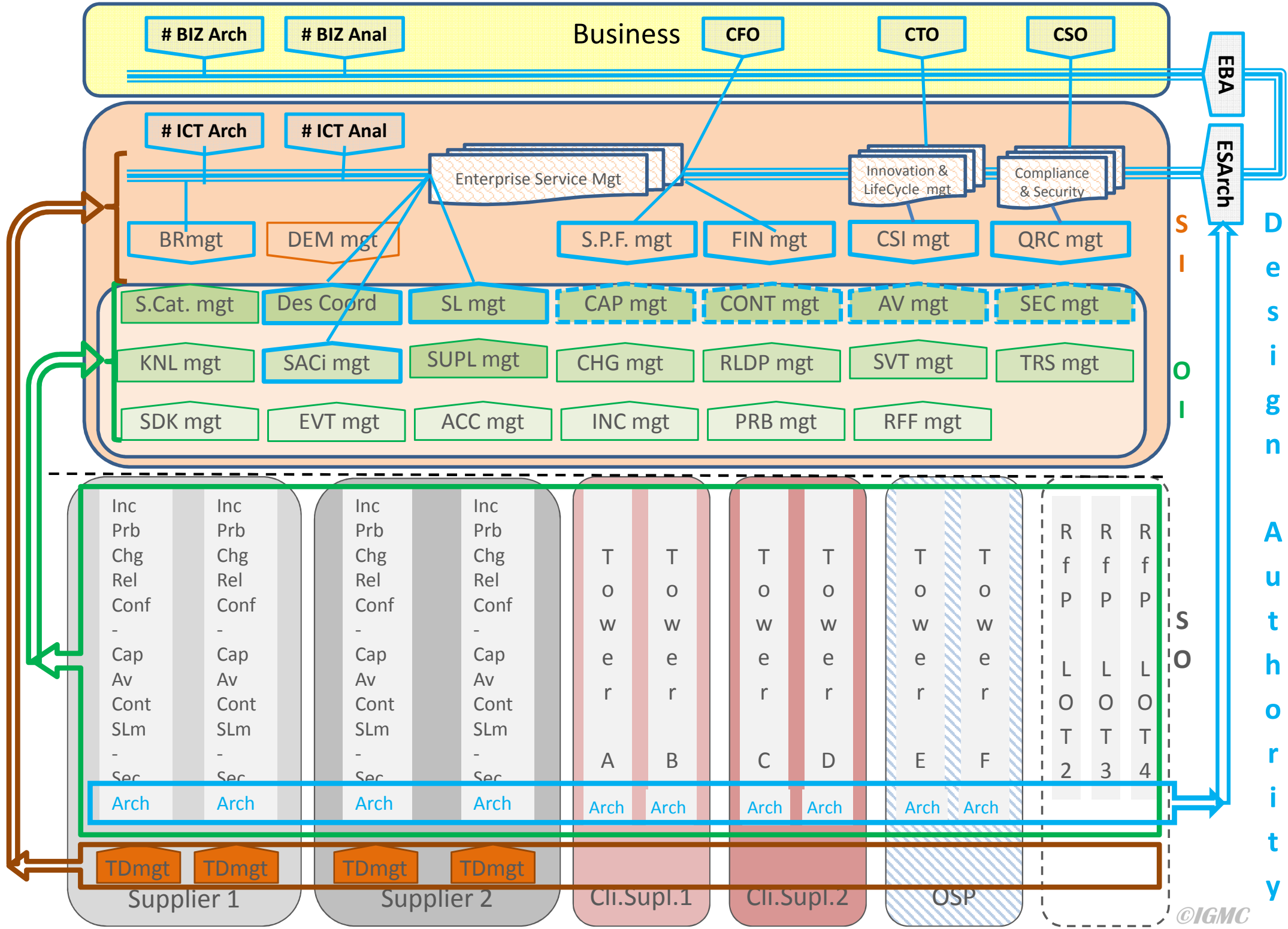
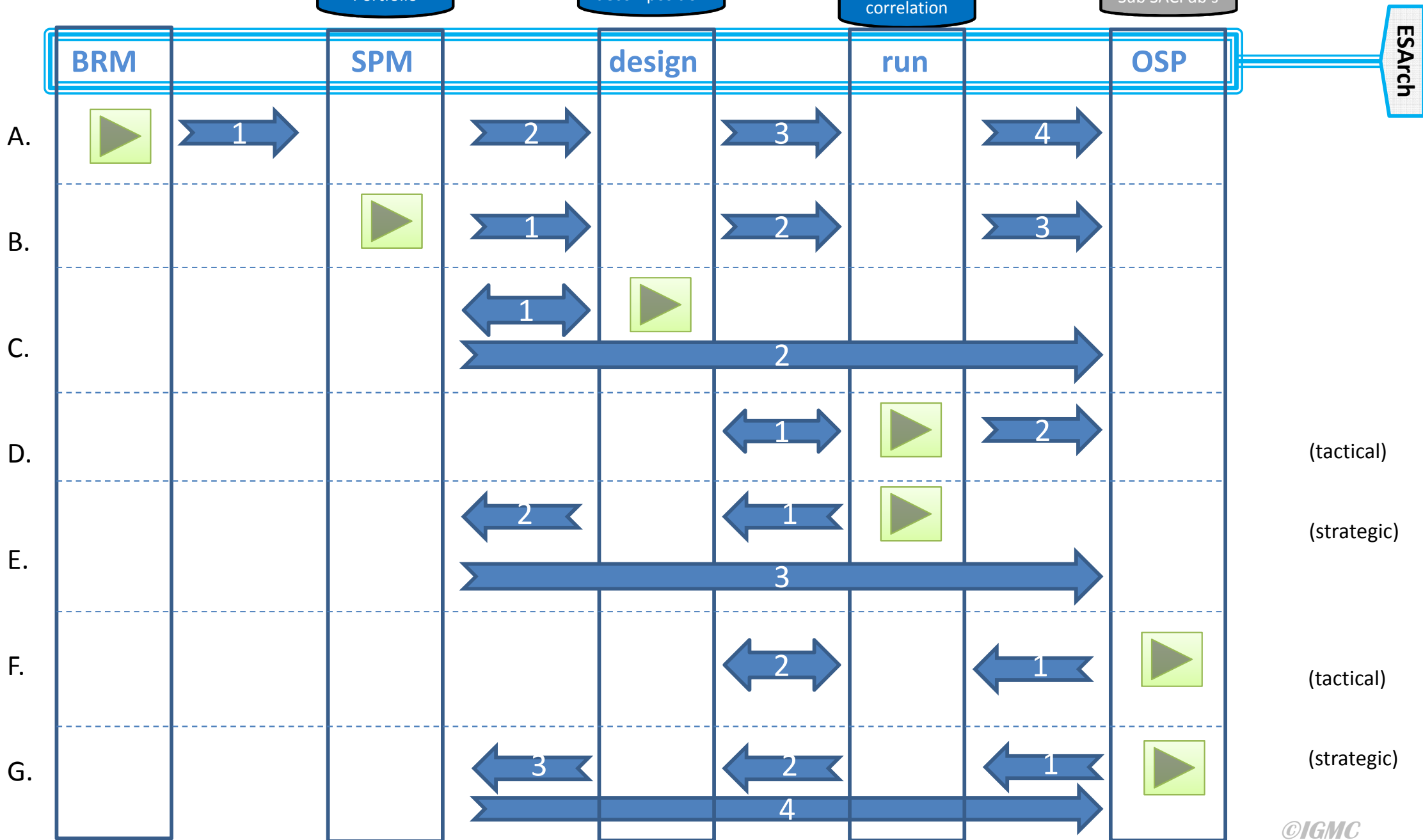
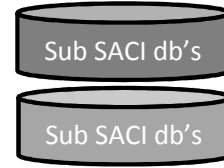
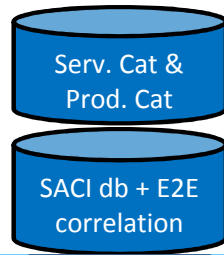
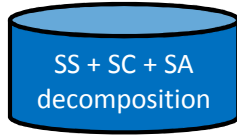
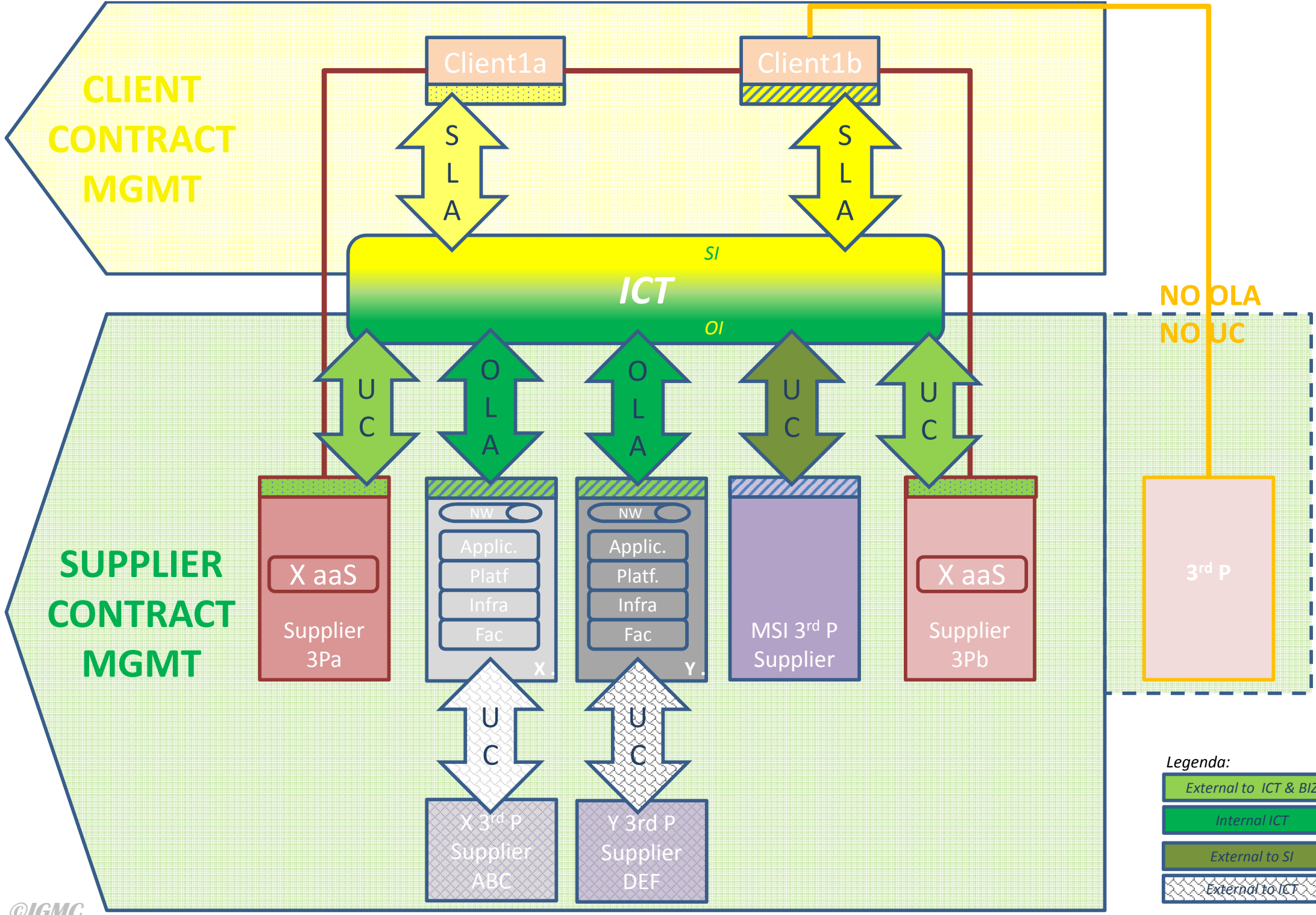


Figure 4.1 Service design – the big picture



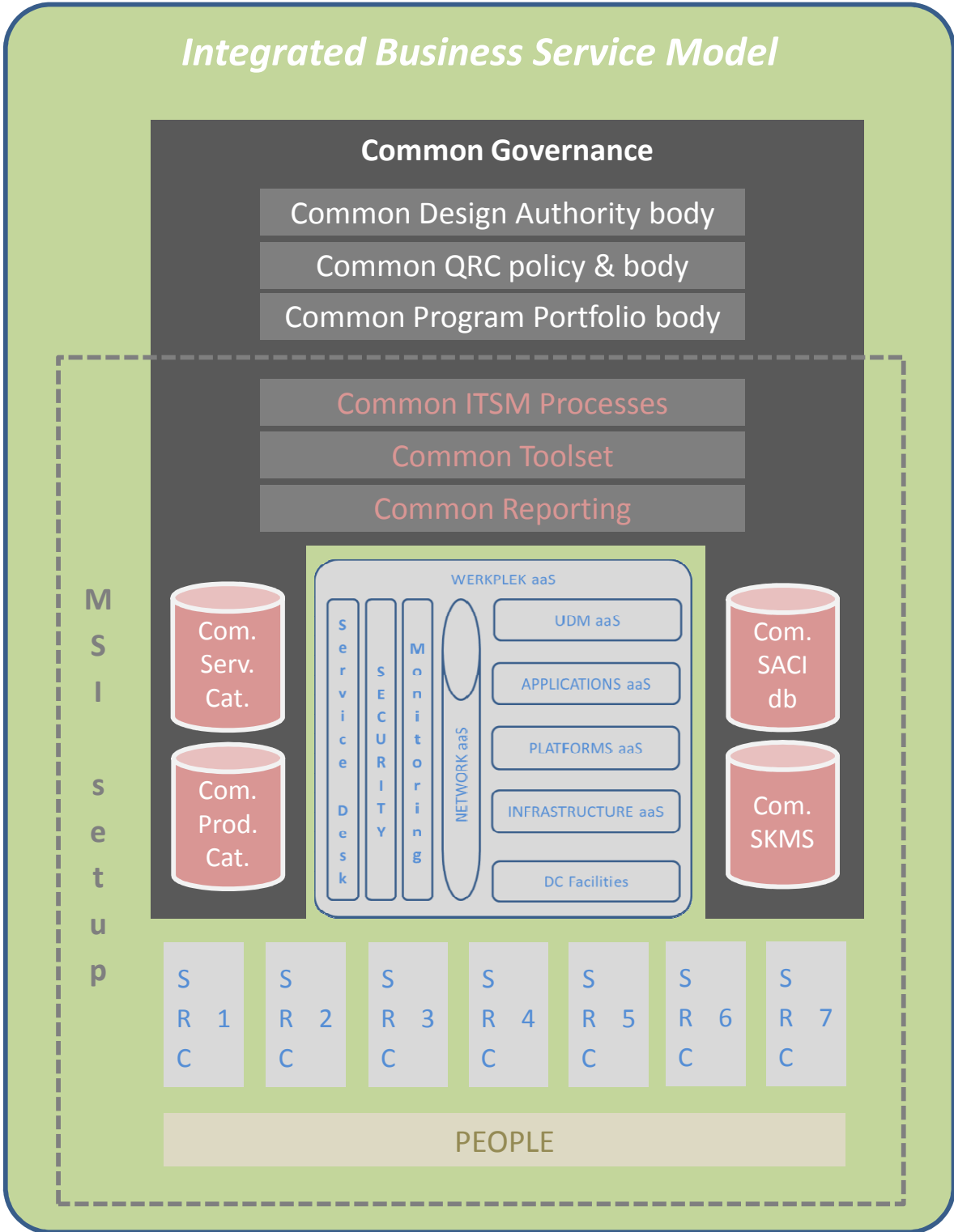
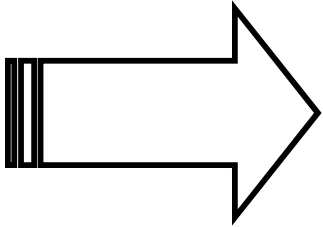
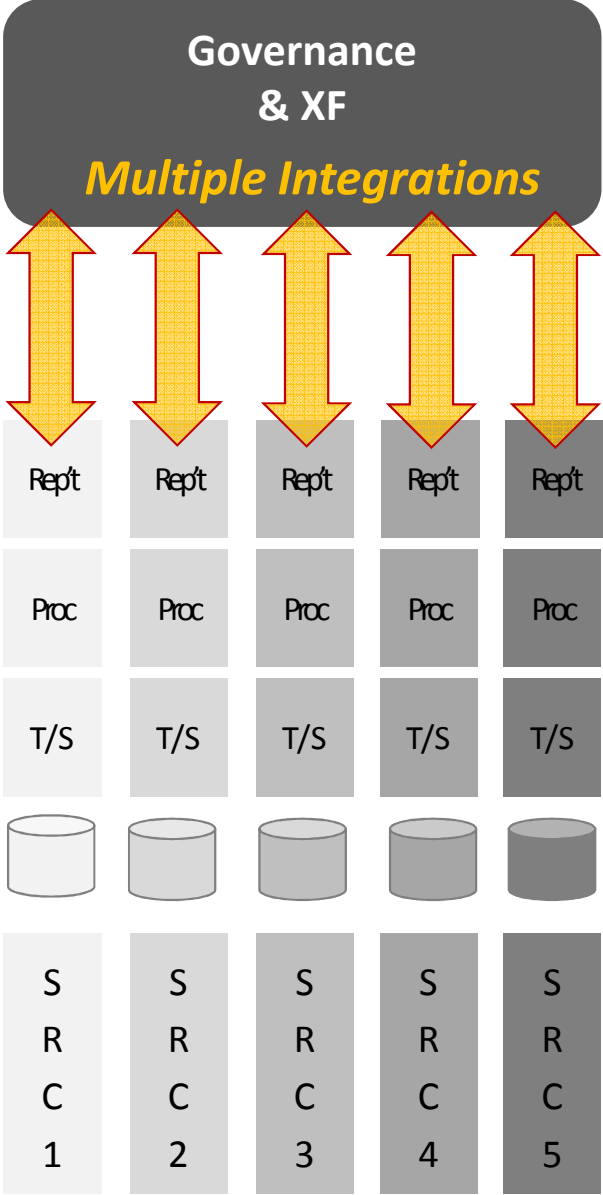
Design Authority Triggers & Decision Cycles



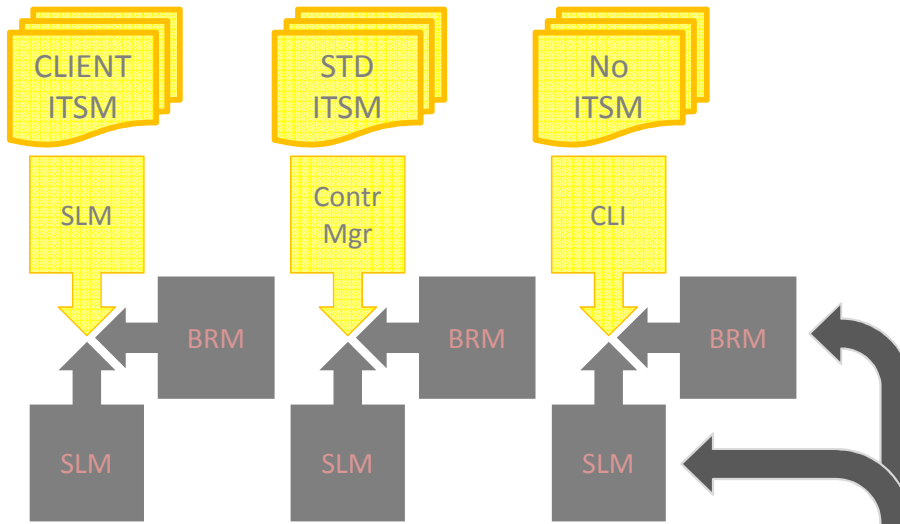


Integrated ITSM & GOVERNANCE

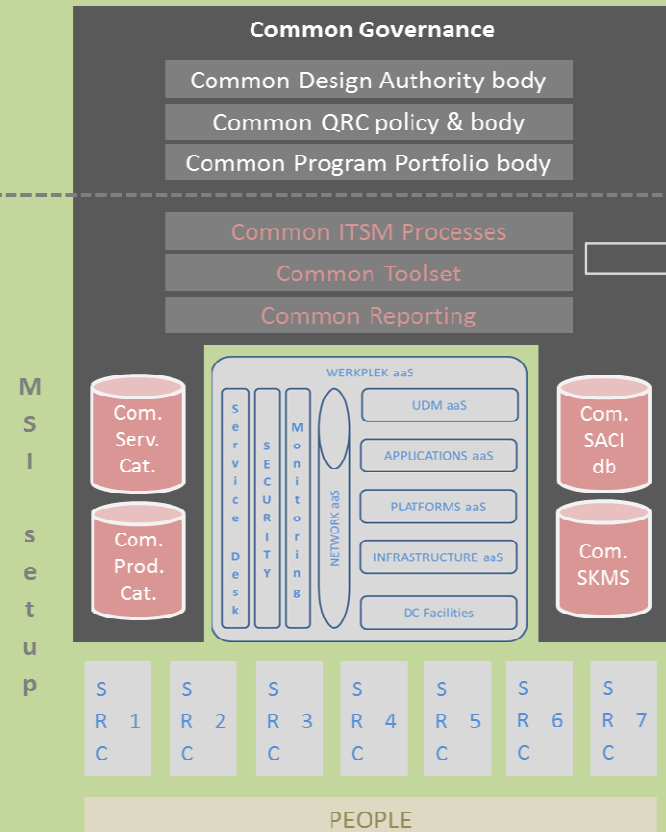
Common cross tower governance & service layer

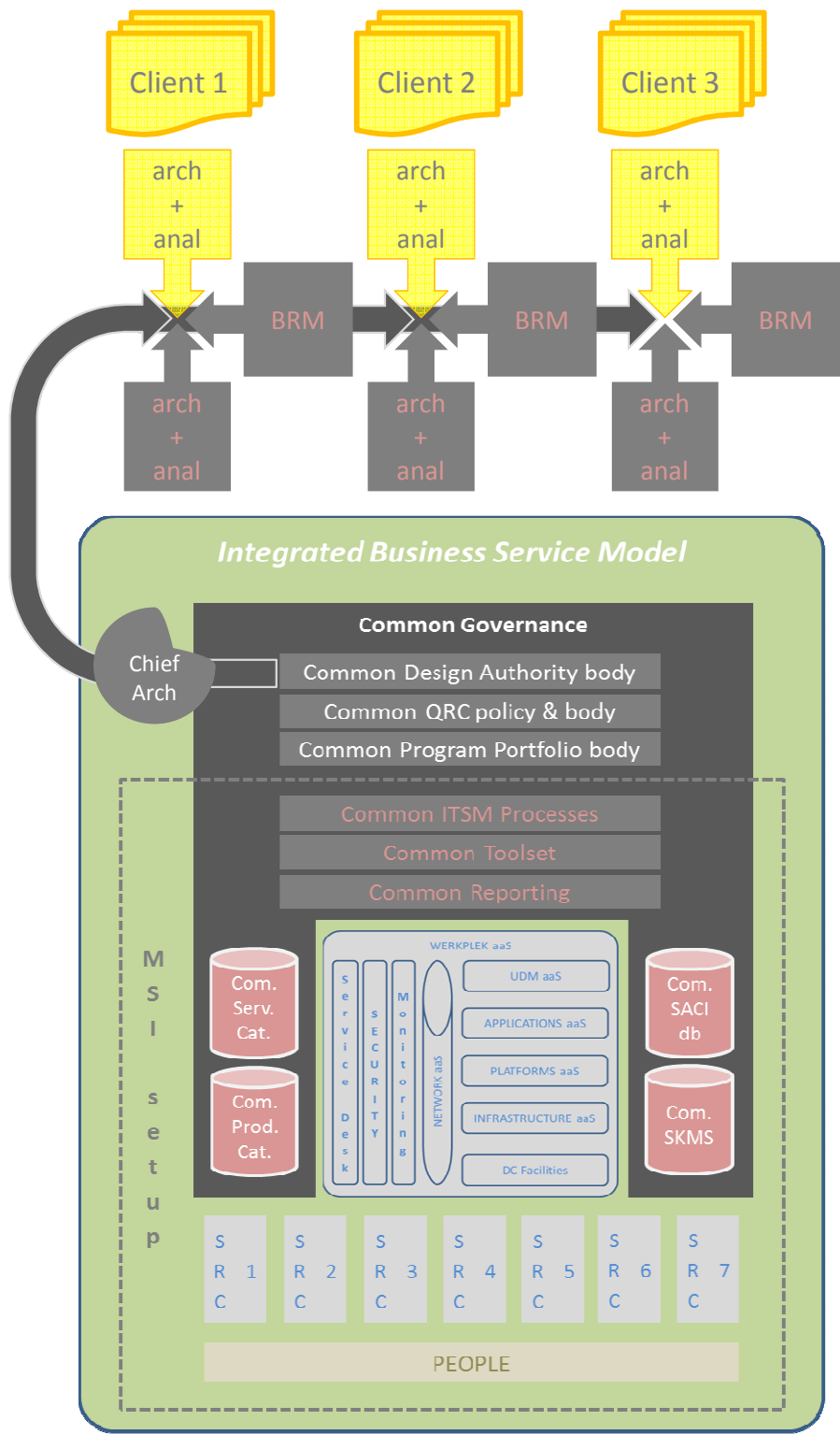


Clients

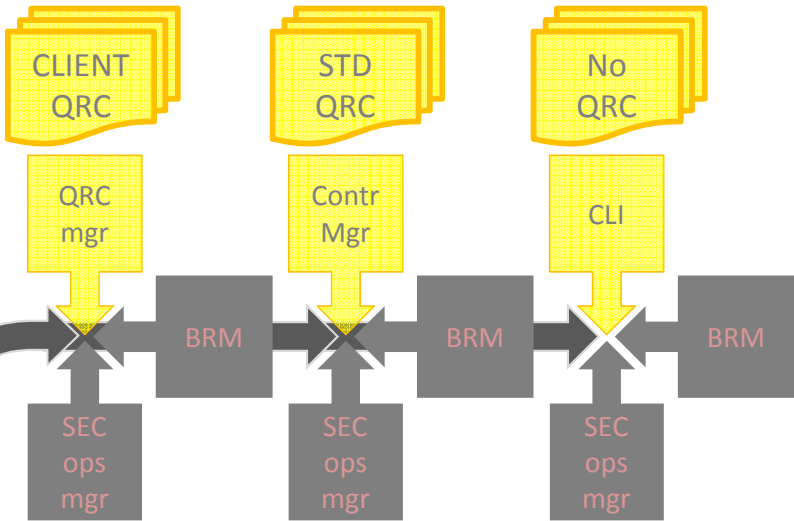


Integrated Business Service Model

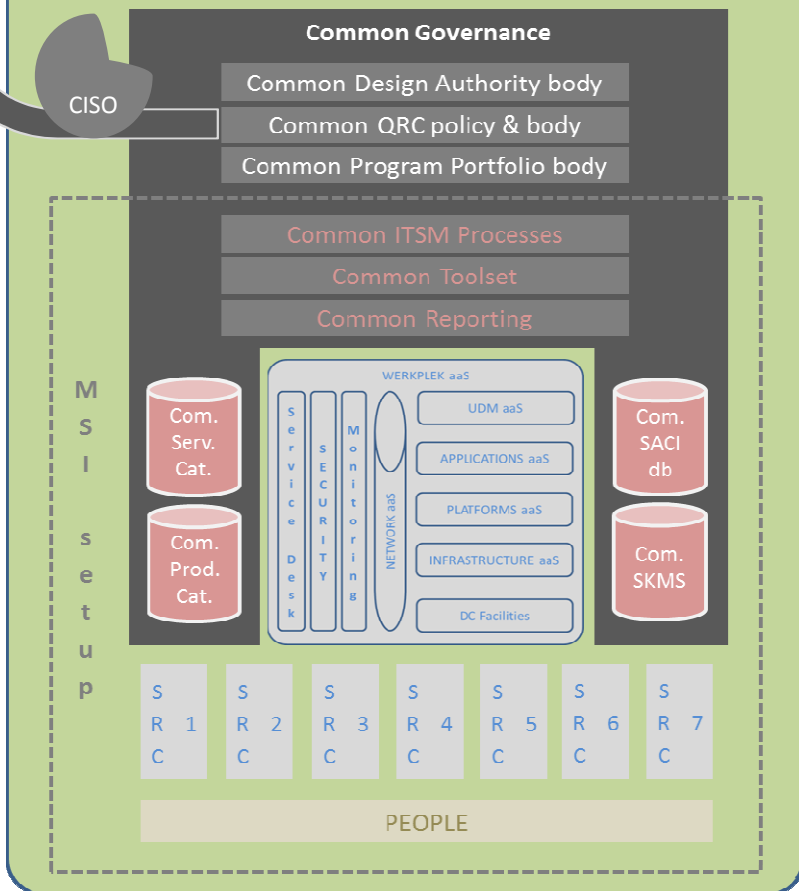




Clients



Integrated Business Service Model



RELEASE MGMT

WHAT:

Release management is trailing to the change management process and pursues the grouping and/or separation of executional changes or change packages;

based on aspects of timing, commercial, financial, political, technical, organisational, resource related, ... nature;

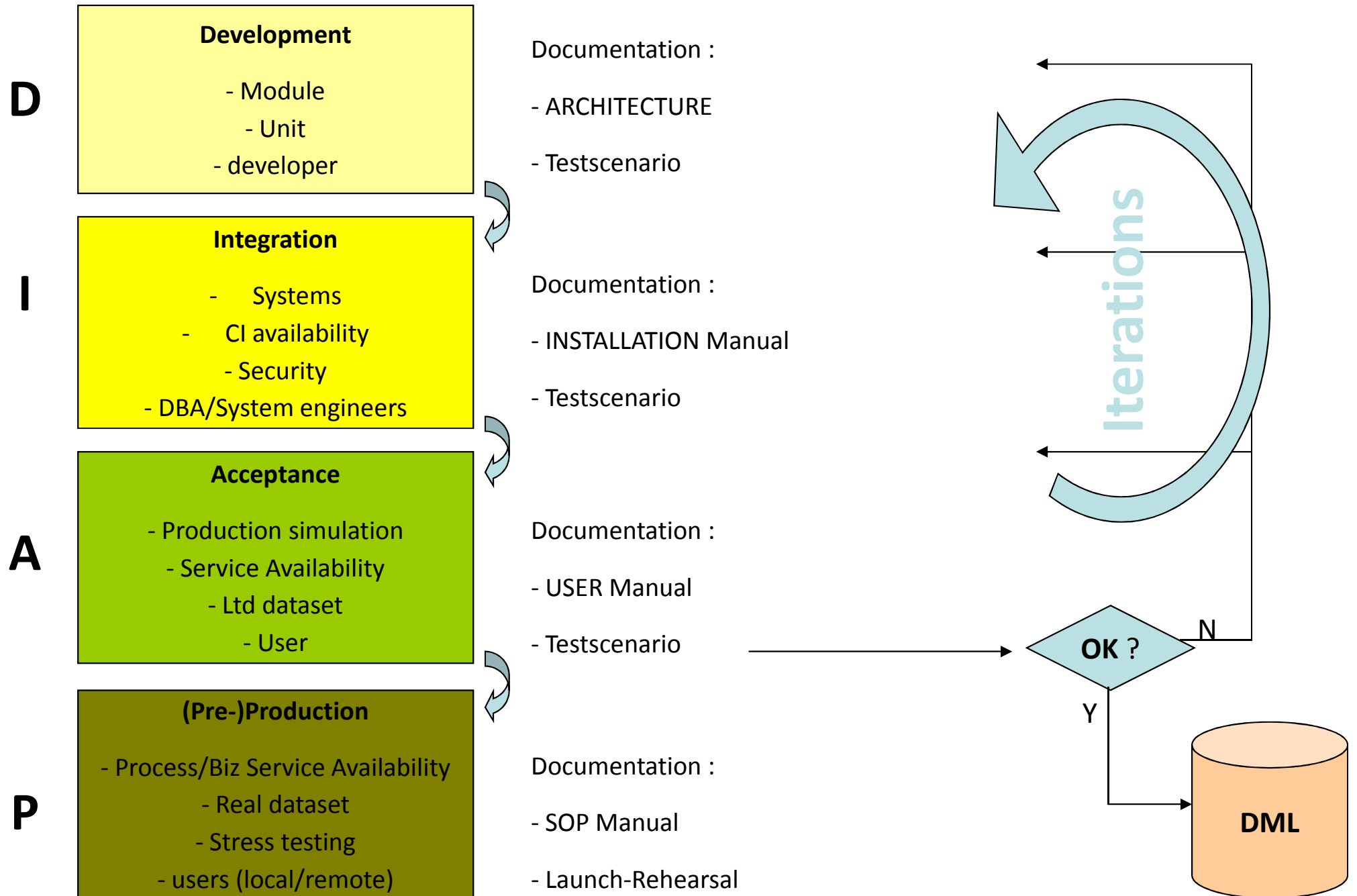
into a fixed yearly calendar with predefined larger maintenance windows throughout the entire DIAPP cycle/environments.

REM:

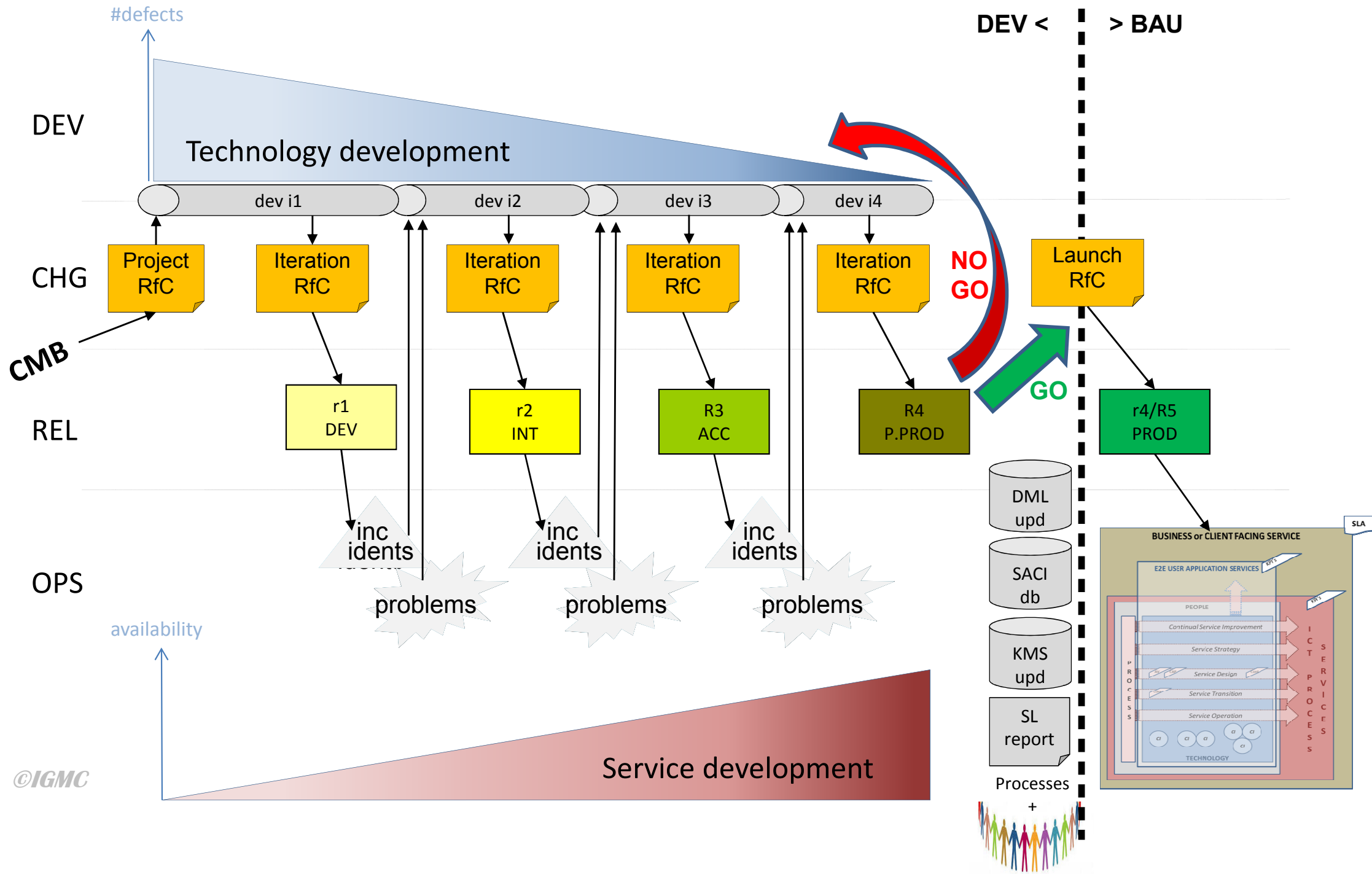
Release =/= version management

 =/= portfolio/program/project management

DIAPP model



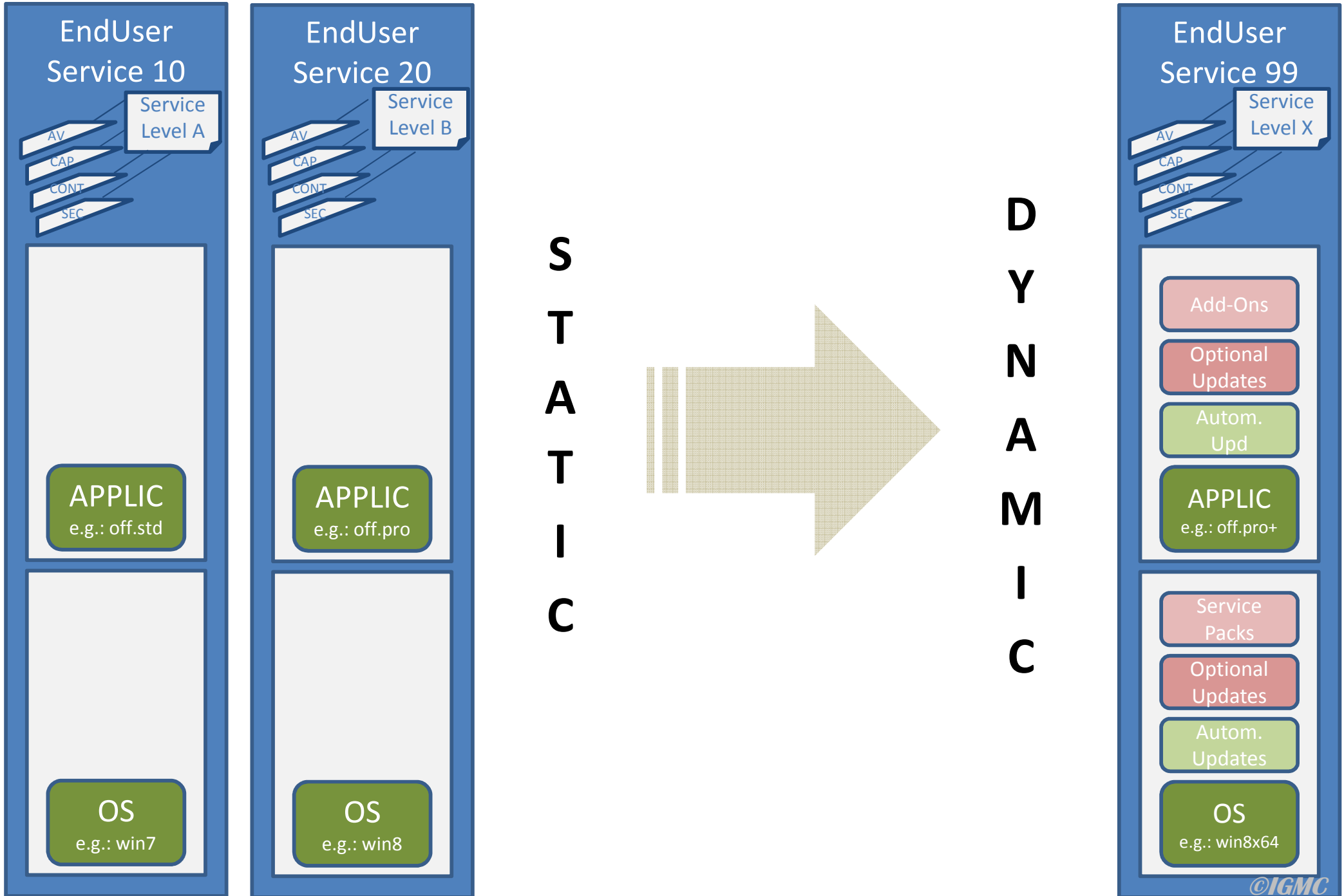
Service Design & Transition: DIAPP vs. BAU operaties



Service Evolution:

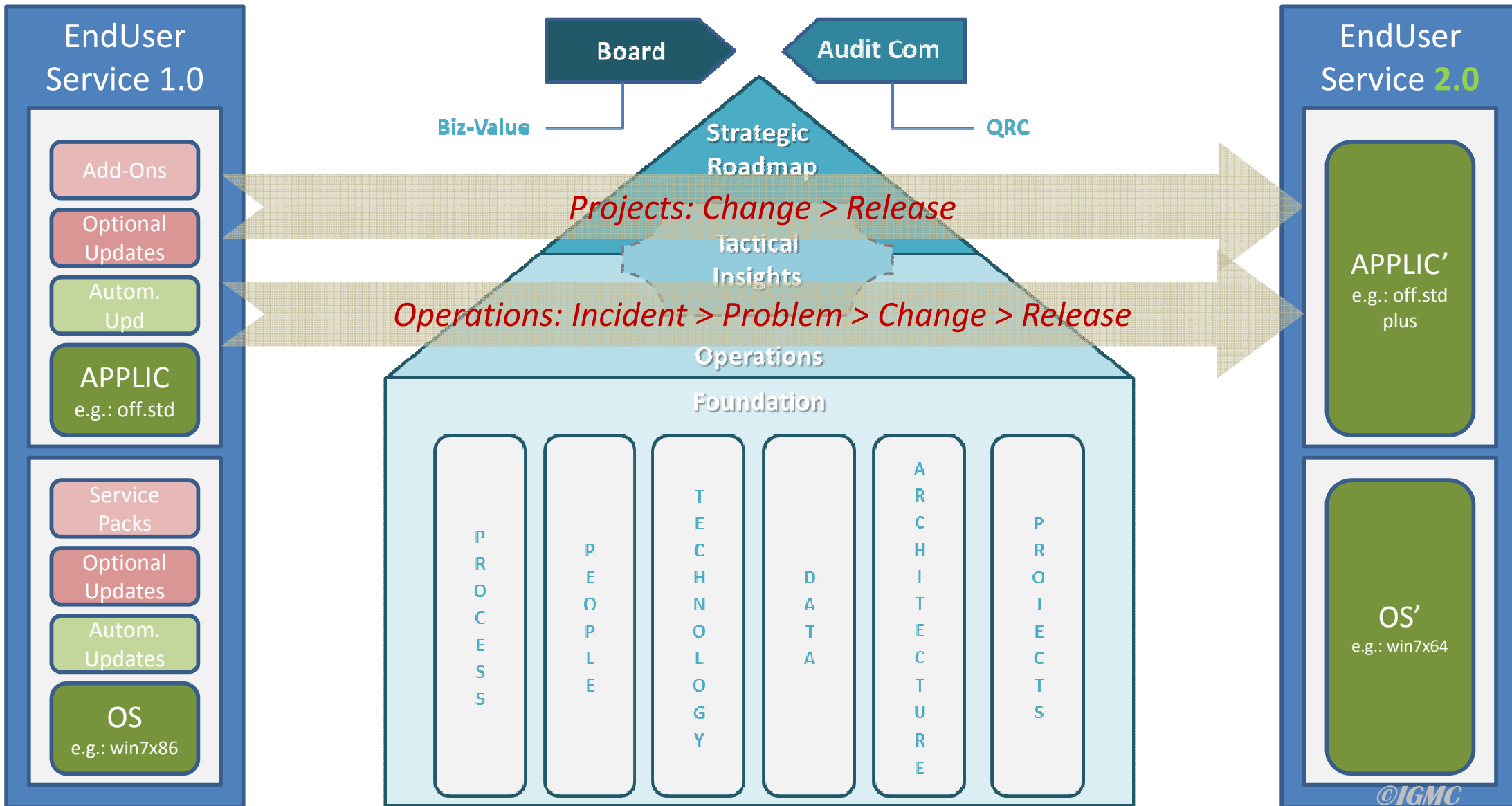
Continuous – Continual
Strategy – Service Portfolio

Voorbeeld Service & Product Catalog entries

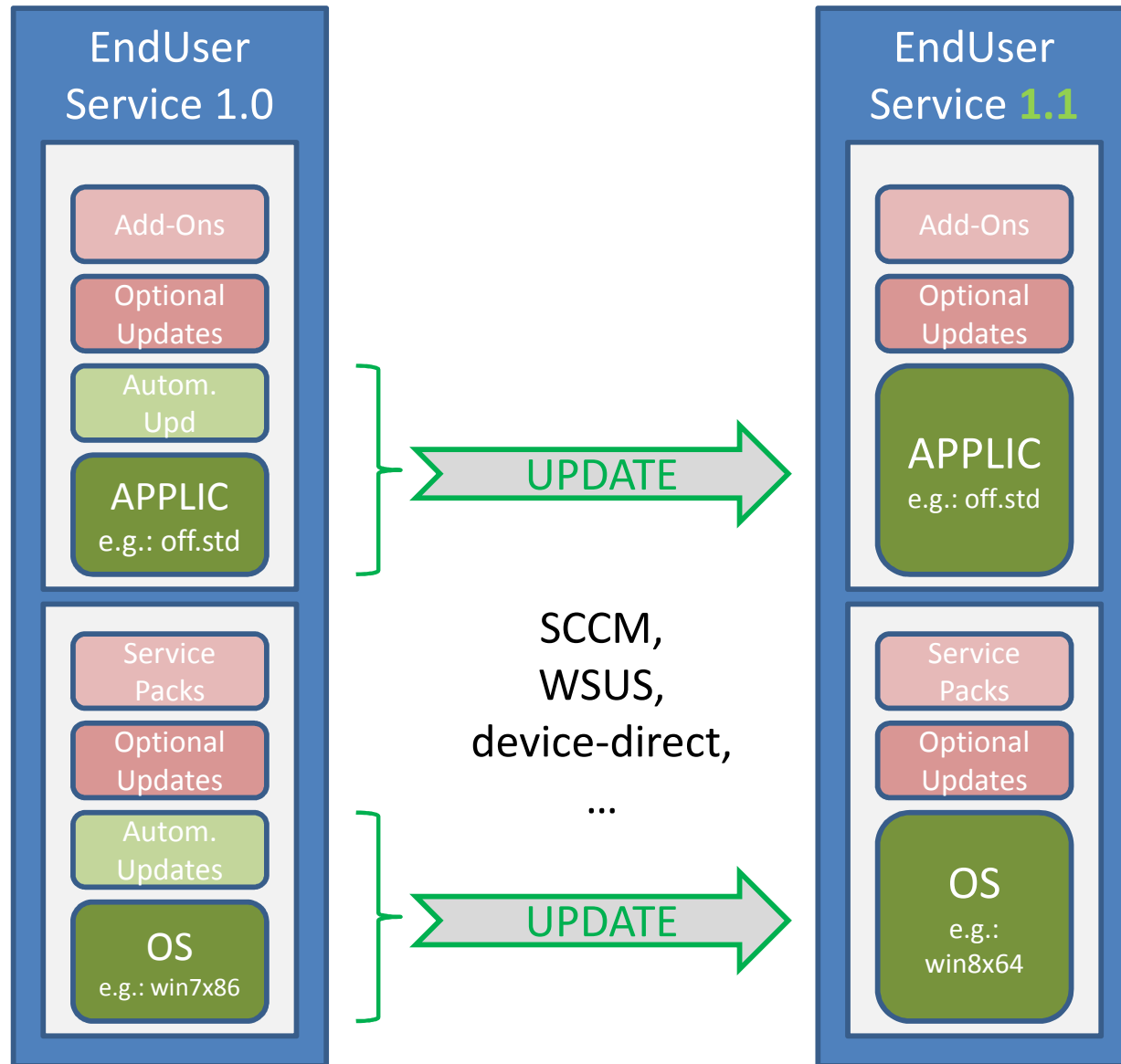


Overall Service Portfolio Management process

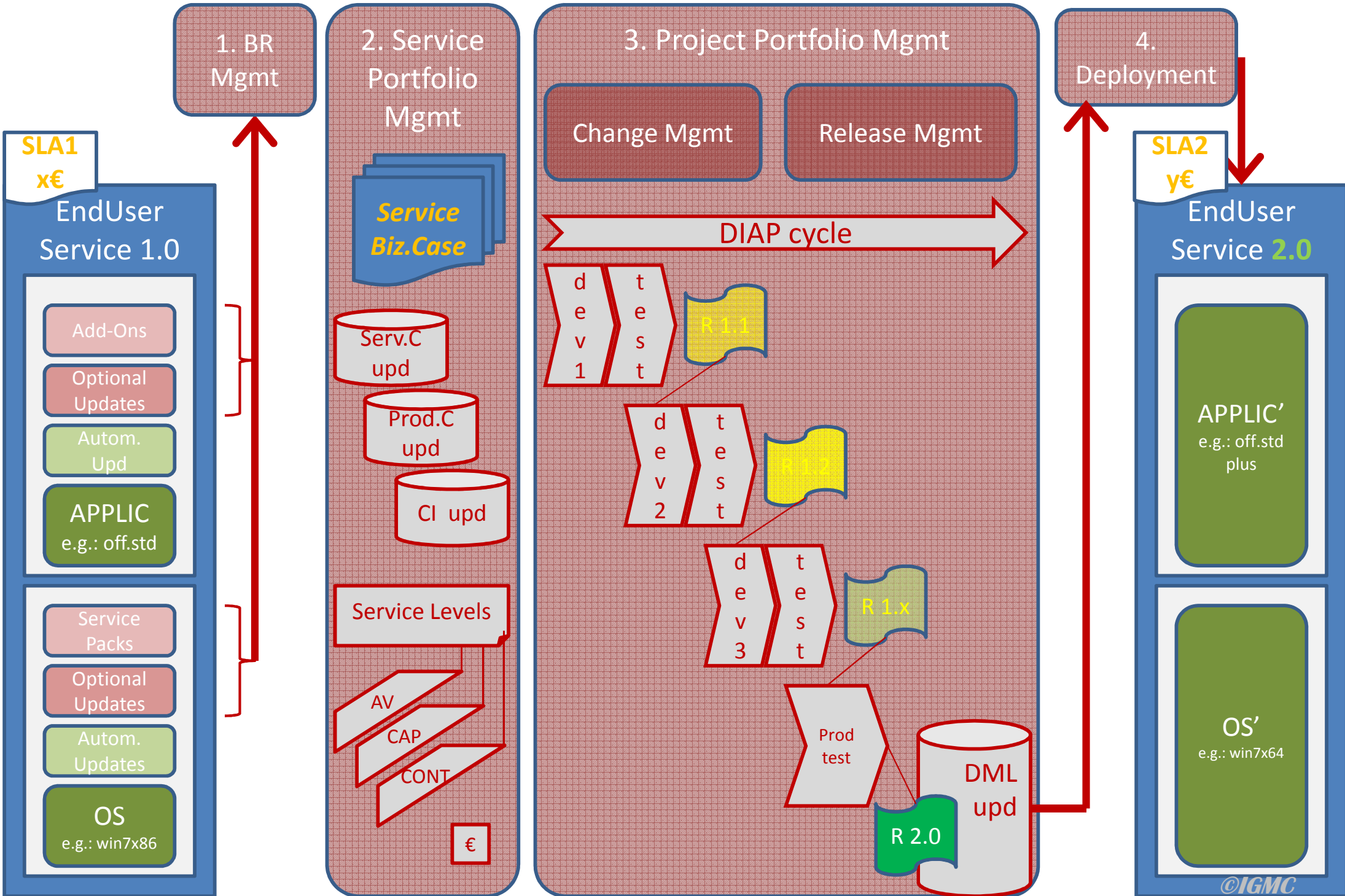
Standaard ITIL cycle



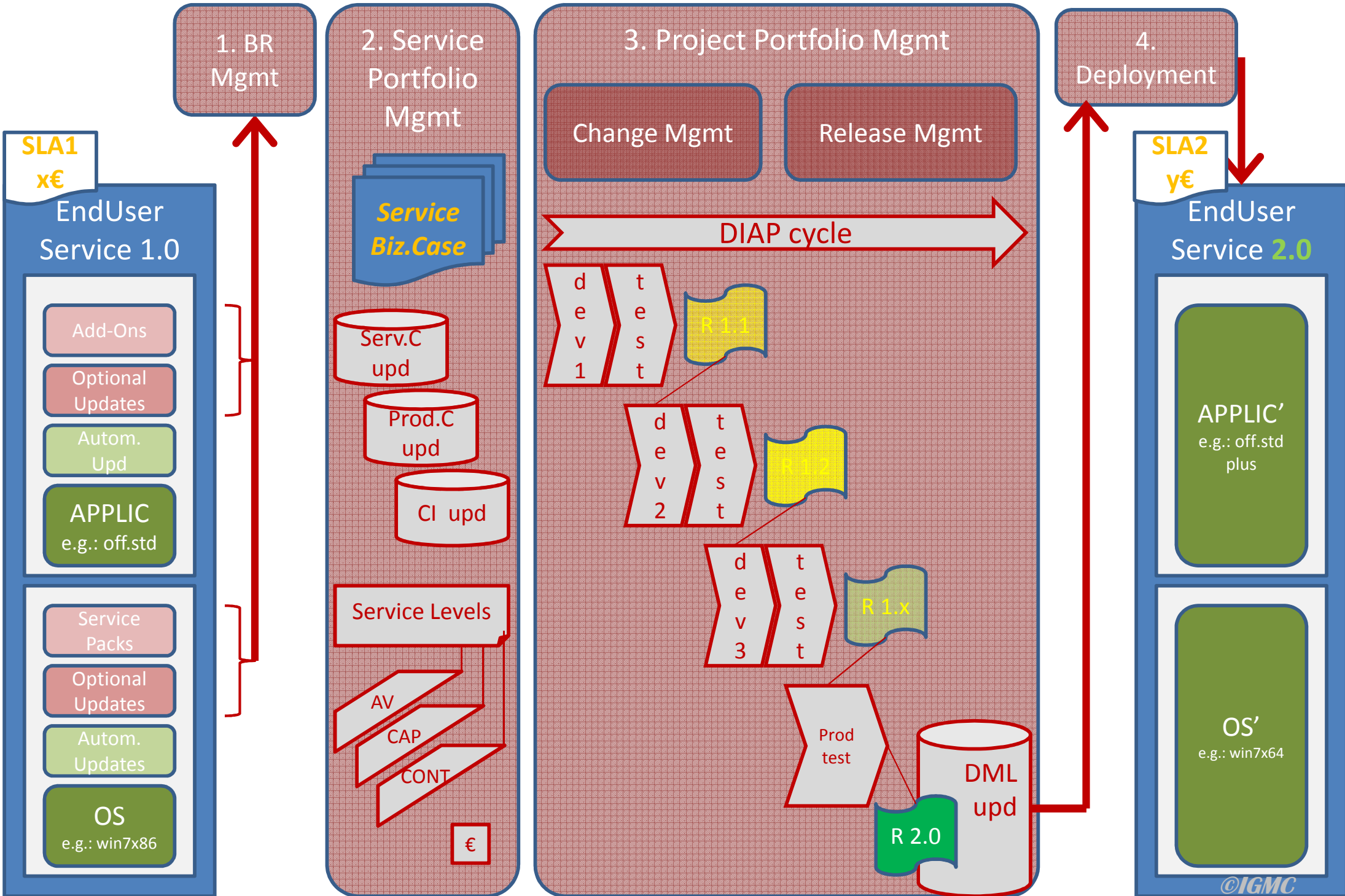
Voorbeeld technologie **UPDATE** process



Voorbeeld technology **UPGRADE** process



Voorbeeld technology **UPGRADE** process



Overall Service Portfolio Management process

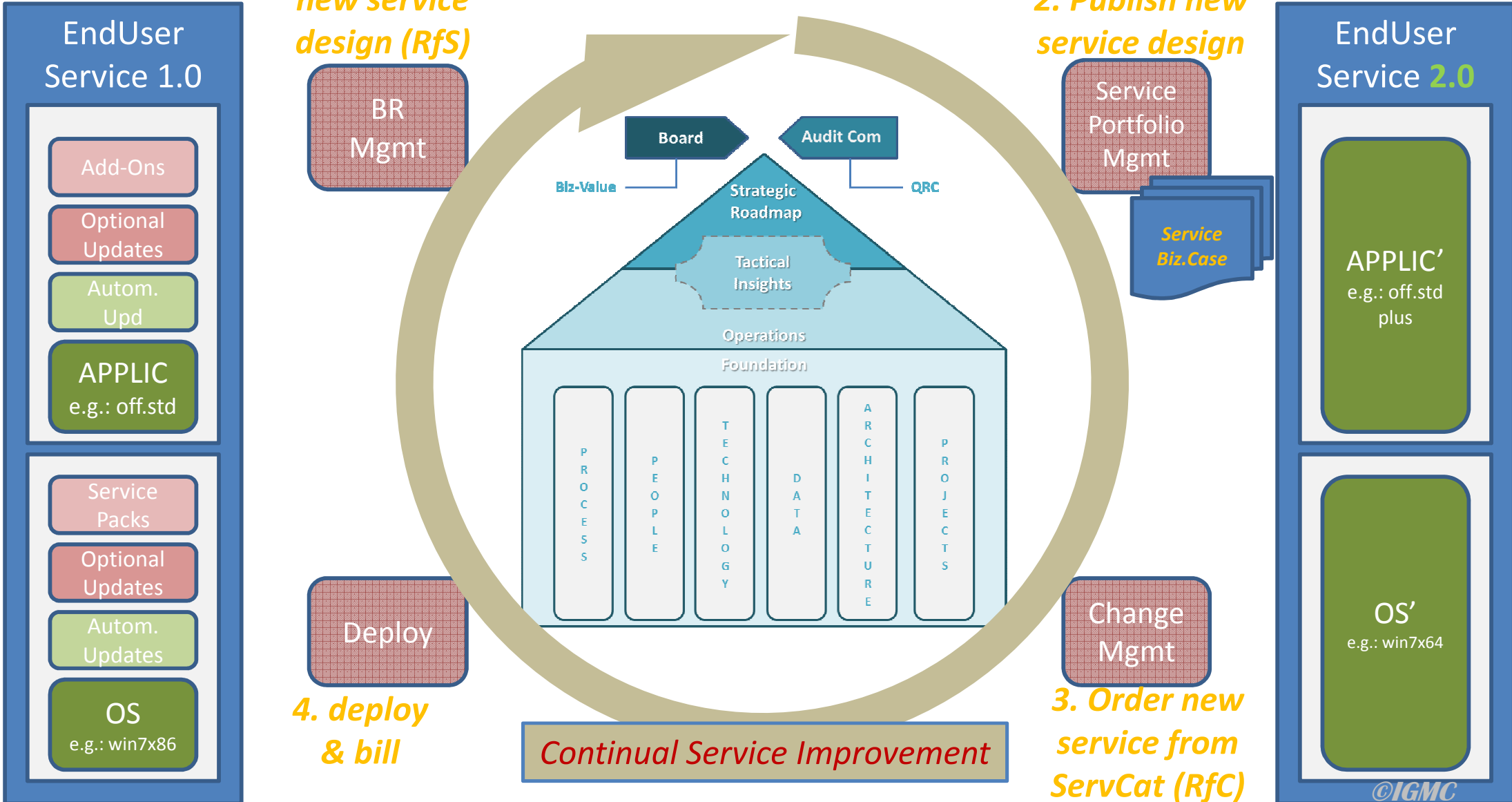
CSI + STRATEGY

1. Order of a new service design (RfS)

2. Publish new service design

4. deploy & bill

3. Order new service from ServCat (RfC)



E2E Service 1.0

SLA1
x€

AV
CAP
CONT
SEC

C
L
I
E
N
T

- SP & Add-ons
- Optional Updates
- Autom. Updates
- OS+APPLIC
e.g.: win7x86
+ off.std.

B
A
C
K
E
N
D

- netwerk
- SP & Updates
- XaaS

CSI

Service Strategy

BR
Mgmt

Service
Portfolio
Mgmt

Service Design

Service
Catalog
Mgmt

Service
Asset &
Config
Mgmt

Service Transition

Change
Mgmt

Release &
Deploym
ent

Service
Biz.Case

Service
Catalog

Product
Catalog

SACI
db

Serv
Portf db

E2E Service 2.0

SLA2
y€

AV
CAP
CONT
SEC

E
N
D

t
o

E
N
D

- OS
- + Applic
- + HardWare
- + NetW
- + SaaS
- + PaaS
- + IaaS

Outsourcing RfP's

Typical focus points per phase during outsourcing tracks

	Rfi	RfP	QnA	BAFO (RfP bis)	TRS/TRF
S T R A T E G Y	<p><i>Strategic Direction</i></p> <p><i>RoI & TCO Reduction</i></p>	<p><i>RoI & TCO Reduction</i></p> <p><i>SI-OI-SO</i></p> <p><i>E2E services</i></p>	<p><i>SI-OI-SO</i></p> <p><i>Process</i></p> <p><i>Governance</i></p> <p><i>Tooling</i></p>	<p><i>RoI & TCO Reduction</i></p> <p><i>SI-OI-SO</i></p> <p><i>New Benchmark /Baseline</i></p>	<p><i>SLA</i></p> <p><i>Governance</i></p>
	<p><i>Service Models</i></p>	<p><i>TRS/TRF cost</i></p>	<p><i>TRS/TRF plan</i></p> <p><i>People</i></p>	<p><i>TRS/TRF cost over time</i></p> <p><i>UC's</i></p>	<p><i>SLO</i></p> <p><i>Process</i></p> <p><i>TRS/TRF plan</i></p> <p><i>People</i></p> <p><i>Technology</i></p>

Transition & Transformation

Presignature

- Contract fit for signature and signature process completed
- SLAs agreed
- Operational processes developed
- Transitioning phase service and payment terms
- Operational team in place, clearly articulated relationships and interfaces
- Transition and transformation plans complete
- Codified success, bonuses and penalties
- Consensus on defined responsibilities
- Continual assessment of performance and style of outsource supplier

Transition

- Staff transitioned
- Key knowledge and skills retained/acquired
- Move to service management complete
- Services paid for under contract terms
- Services being delivered to new SLAs/OLAs
- Framework in place for monitoring outcomes
- Continuous improvement programme in place
- Review and renewal procedures in place

Transformation

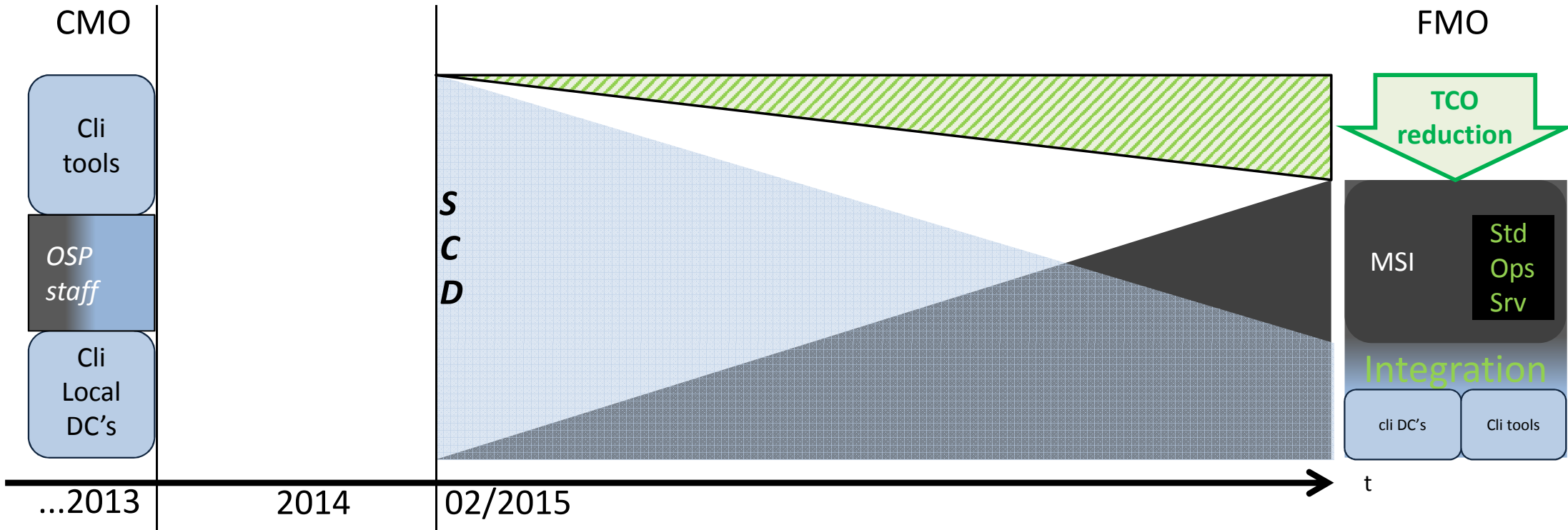
- Governance activities embedded
- Services launched, operated and reported upon
- Benchmarking established
- Project costs measured over implementation
- Benefits managed
- Assets in line with requirements
- Change and environment management successful

Quick Wins

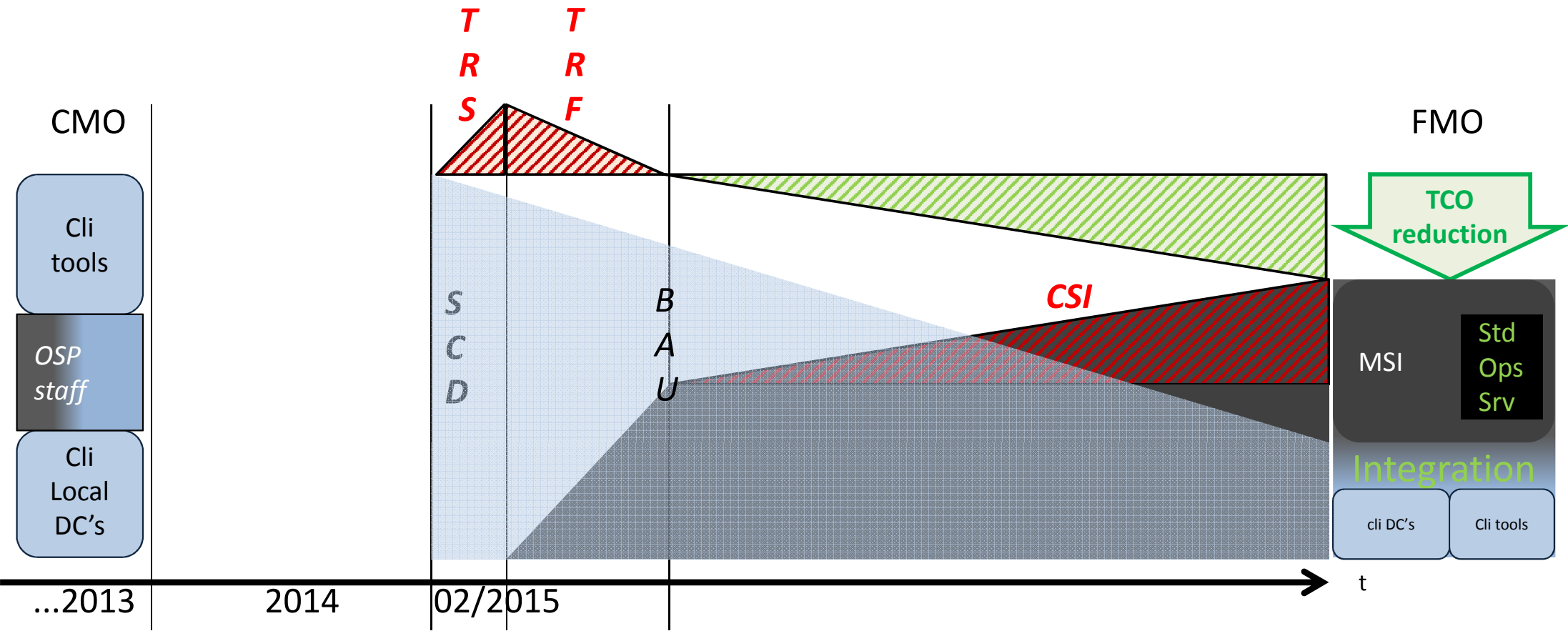
Steady State

- Contract expires
- Benchmarking shows lack of competitiveness
- Breach of contract
- Relationship unworkable

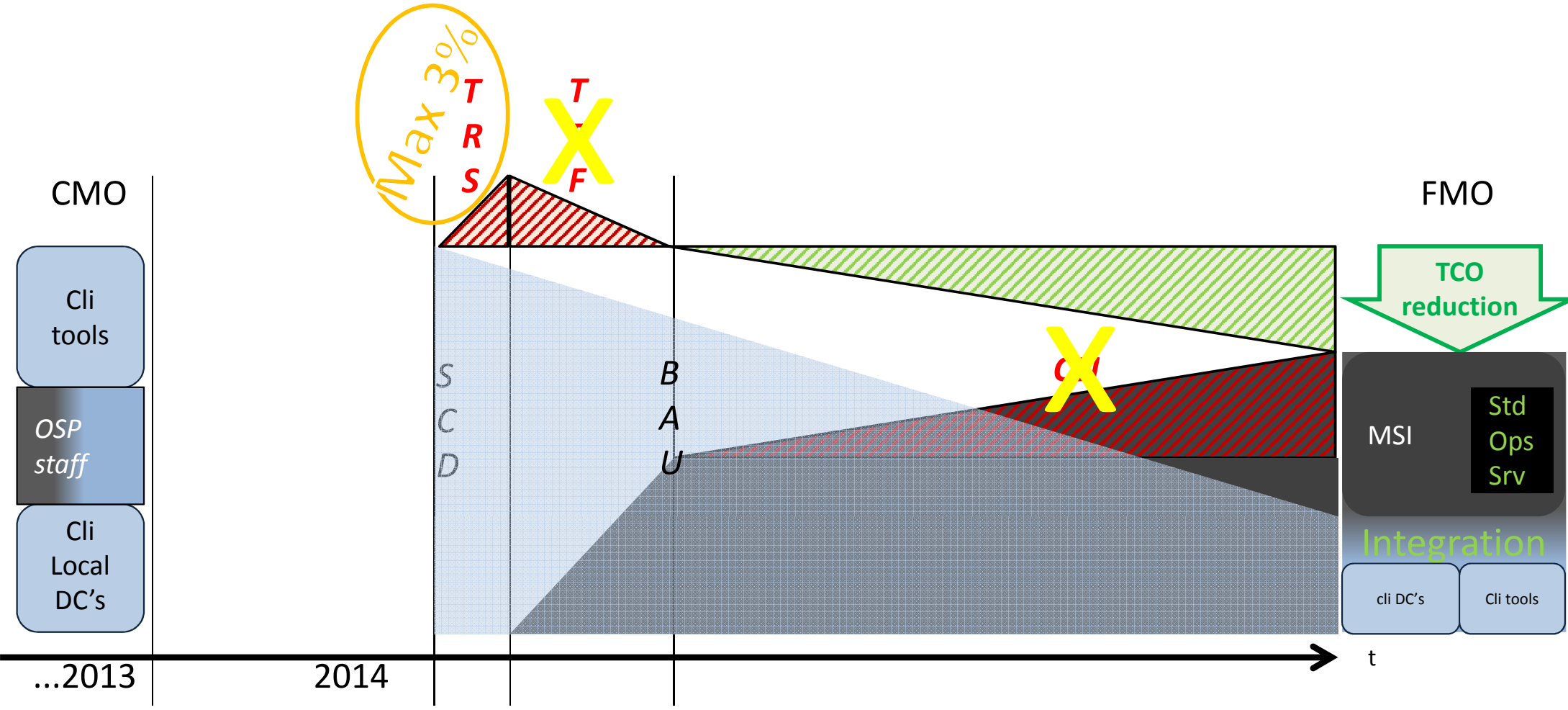
Standard TCO reduction approach w/o T&T



Standard TCO reduction approach with T&T



Special approach for TCO reduction w/ ltd TRS and w/o TRF & CSI



Special approach for TCO reduction w/ ltd & spread TRS and w/o TRF & CSI

