

Service Lifecycle and Process Map: Lifesavers in Process Jungle

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Agenda

- Introduction
- Service Lifecycle
- Process Map
- Conclusions

Where do we come from?

... – Business and IT alignment

 **2008-...** – Alignment of Swedish and Baltic operations, incl. IT

2002-2008 – Strong business growth, IT cost reduction

1998-2002 – mergers and migrations

 **1992-1998** – IT as part of business units



... – Central Process Management

2010 Central Process Management in Group IT

2007 Central Process Management in IT

2004 Dedicated process initiatives in IT Operations

2000.. IT split: Development and Operations; one-off processes

ITIL; CMMI-DEV

Swedbank: Home Markets

Sweden

Population	9.2 m
Employees	8 480
Private customers	4.1 m
<i>of which Internet customers</i>	2.7 m
Corporate customers	285 000
<i>out of which Internet customers</i>	258 000
Organizations	115 000
Branches	381
ATMs	802
Cards	3.7 m

Latvia

Population	2.3 m
Employees	1 846
Private customers	0.9 m
<i>of which Internet customers</i>	0.8 m
Corporate customers	60 000
Branches	59
ATMs	369
Cards	0.9 m

Estonia

Population	1.3 m
Employees	2 619
Private customers	1.2 m
<i>of which Internet customers</i>	0.9 m
Corporate customers	99 000
Branches	68
ATMs	556
Cards	1.2 m

Lithuania

Population	3.4 m
Employees	2 485
Private customers	3.2 m
<i>of which Internet customers</i>	1.2 m
Corporate customers	90 000
Branches	99
ATMs	444
Cards	1.7 m



Challenge: Process Jungle

Process	Source/Reference
Service Level Management	ITIL
Change Management	ITIL
Project Portfolio Management	Gartner one-off definition
Project Management	CMMI; PMI PMBOK
Requirements Engineering	CMMI
Enterprise Architecture	The Open Group Architecture Framework
Development	CMMI
...	



[Bird in jungle from 4freephotos.com](http://4freephotos.com)

- 40+ processes identified
- Many roles from different processes applied to one person
- Different frameworks and principles
- Conflicting definitions

How did we get into the jungle?

- Process “organization” spread across units, resulting in continuous search for local optimums
- “Bottom-bottom” model in process development until 2007
- Targets for the IT Development and IT Operations were explicitly based on the responsibilities

change the bank
(~ time to market)



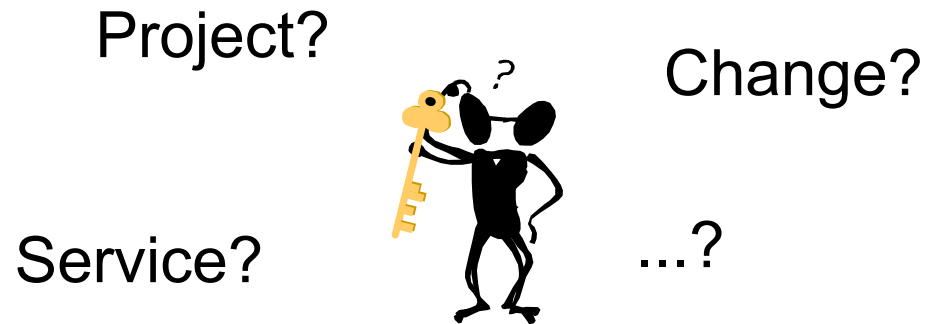
run the bank
(~ availability)

Conflicting interests

Service Lifecycle

Why Service Lifecycle?

Need for process backbone and common denominator!



Service

- Consolidates value, created by IT organisation
- Constitutes agreement between IT and business
- Persistent

Service Lifecycle

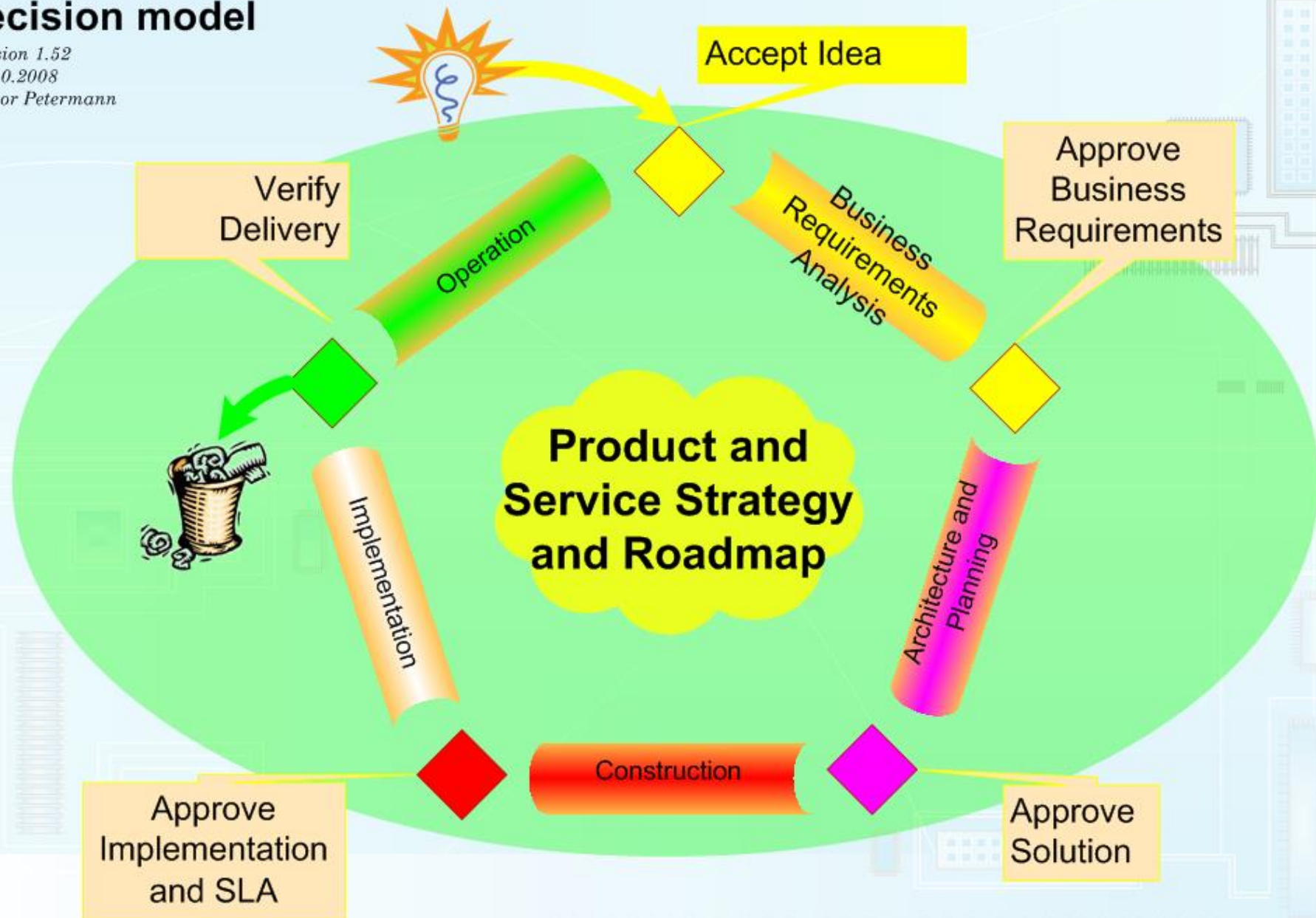
- Description of main phases and decisions needed to create, maintain and improve the IT service in order to provide business value.
- Main principles
 - Every change in service functionality requires similar main activities and decisions
 - To streamline the processes, decision authorities must be
 - clearly defined
 - delegated as low as possible

Service Lifecycle Decision model

Version 1.52

17.10.2008

Viktor Petermann



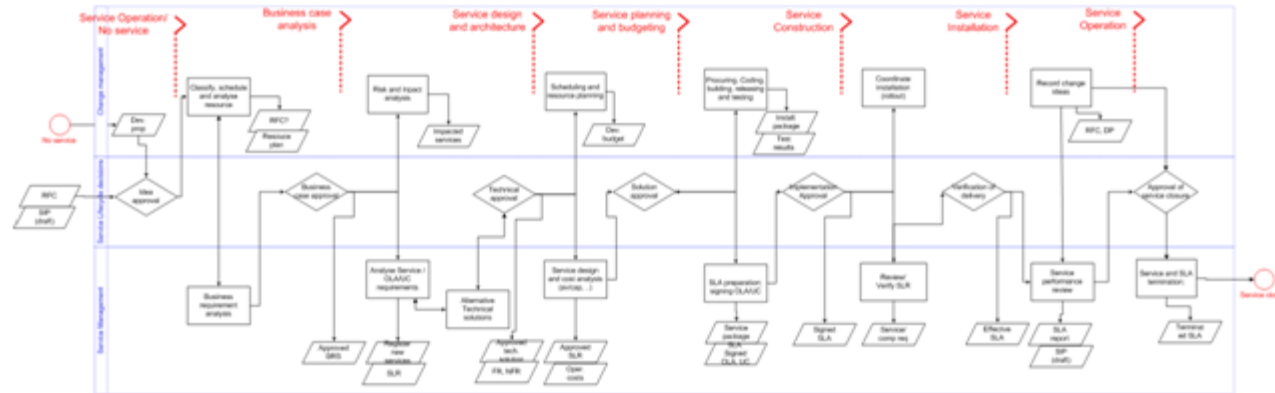
Effects

- Clear connection between activities in Development and Operations
- Emphasis on service, service requirements and quality
- Process improvements utilising Service Lifecycle as shared concept
- Communication tool:
 - How IT works?
 - What's my impact?
- Driver for overall organisational improvement!

Process Map (Map of Processes)

Still confused in the jungle: who eats whom?

- How are processes really connected?
 - Tryout to visualise process connections by lifecycle phases



- Sample definition: *Change*
 - Modification, addition or removal of any CI or CI configuration in IT (software, hardware or network) – *Change Management Principles*
 - Any modification of approved, supported or base lined hardware, network, software, application, environment, system, desktop build or associated documentation – *Configuration Management Procedure*
 - and 4 more interpretations

"Any intelligent fool can make things bigger, more complex, and more violent. It takes a touch of genius -- and a lot of courage -- to move in the opposite direction."

E. F. Schumacher

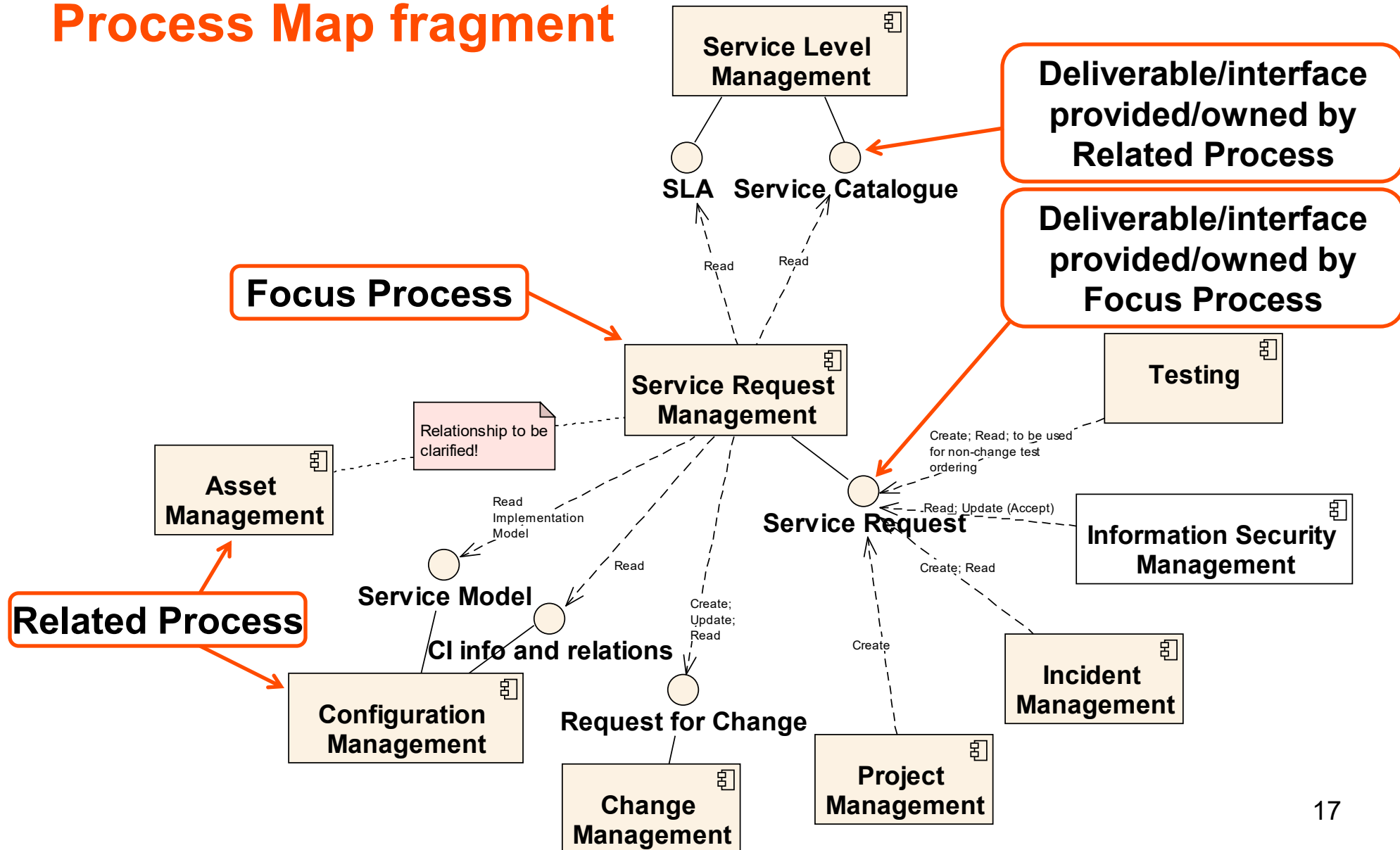
How to simplify process cooperation?

- “Raw material”
 - Process list
 - Existing process documentation
 - Process owners and their knowledge
- Step forward
 - Interfaces between individual processes
 - Owners for deliverables/interfaces
 - Definitions revisited
 - Technical aid: shared repository

Process Map: Main principles

- All relations between processes are taking place via certain Deliverables (a.k.a. Interfaces)
- Each Interface is provided and owned by one and only Process
- Each Interface might be used by many Processes in different ways and for different purposes
- If process change has impact on deliverables or related definitions, Process Map change must be agreed before releasing process change

Process Map fragment



Effects

- Same understanding about interrelations/interfaces
 - External context across processes identified, agreed and centrally managed
 - Unified definitions
- Shared environment for process improvement
 - Map updates agreed before changes in individual processes
 - Place to record concerns and suggestions by process owners

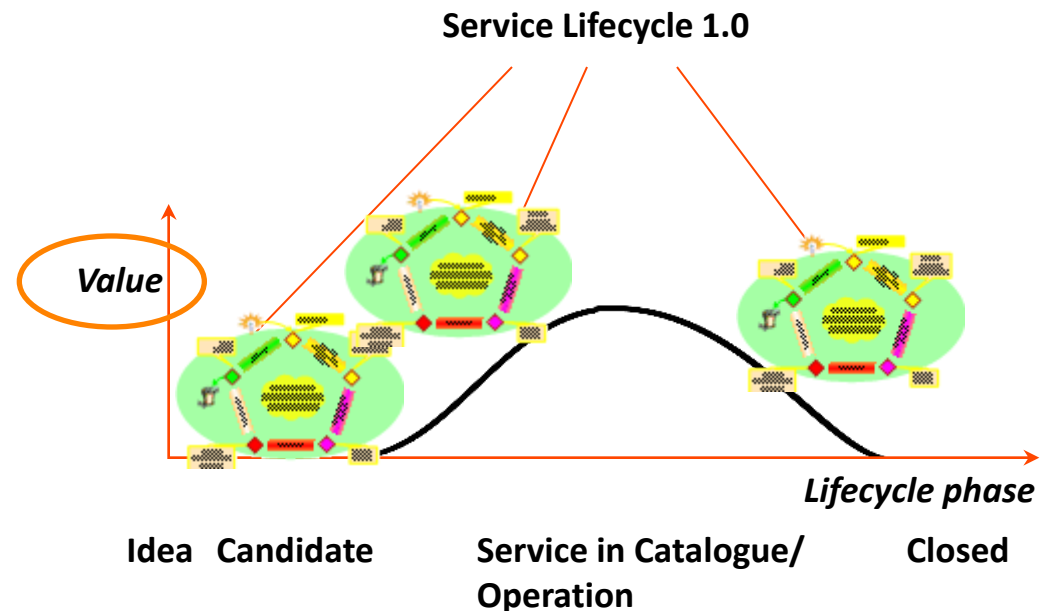
Σ Thinner processes

Σ Increased efficiency

Σ Increased internal customer satisfaction

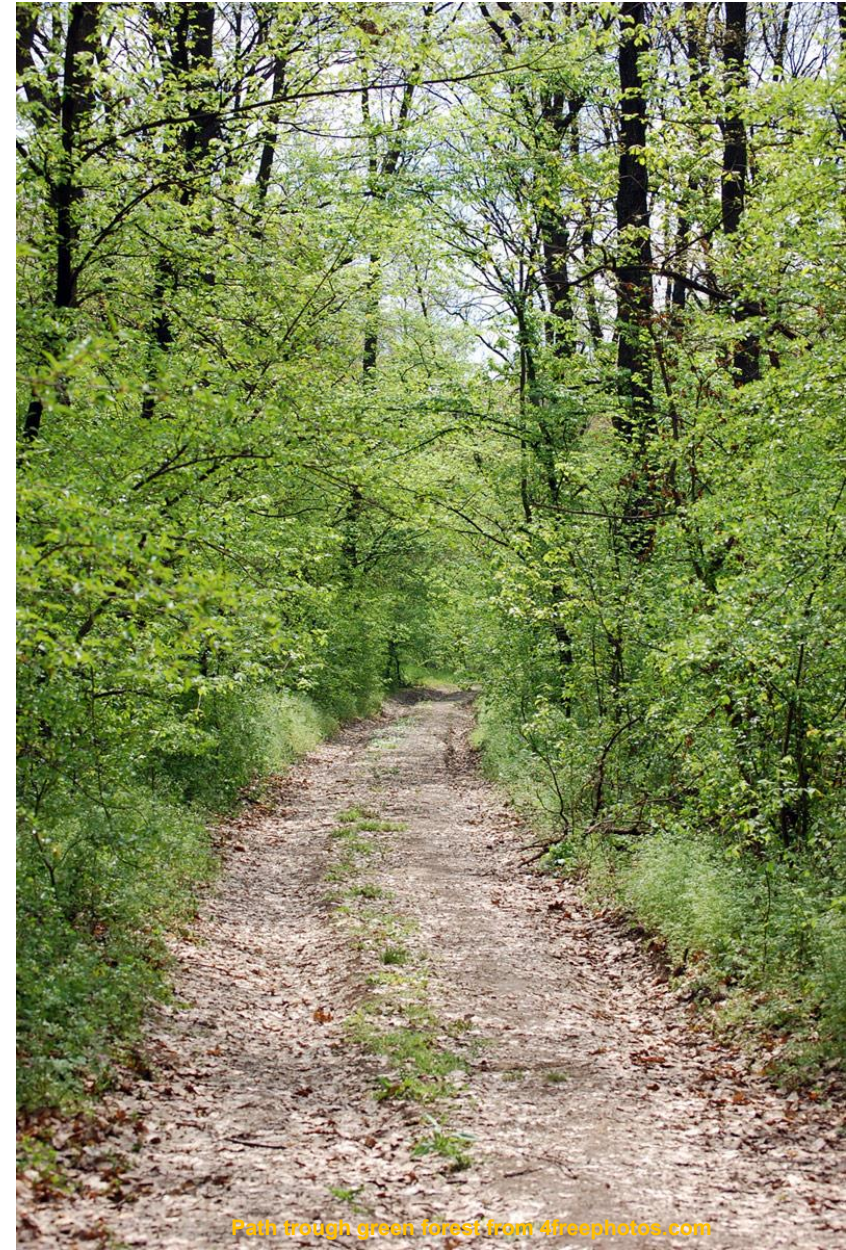
Ongoing challenges

- Baltic and Swedish IT organisations united since 2010, process harmonisation as important value creation opportunity
 - 60+ traces to “legacy processes”
- Service Lifecycle 2.0
 - Service value dimension
 - Expanding concept outside process world



Conclusions

- Pick solid best practices for mashup and solution validation. Mashup!
- Align processes around one main deliverable – so all processes are not created equal
- Understanding about process interactions triumphs over “perfect” individual processes



Thank you!