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INTERNAL USE ONLY

Service Management Training Material

Service Design

Global IS Shared Services

Objectives for Service Management Training

Delivering service successfully depends on GIS members involved in Service Management having the appropriate education, training, skills and experience. This training aims to supplement the current knowledge of GIS members in the area of Service Management to enable them to work efficiently and effectively in their specific roles.

By the end of the session, the training will help GIS members:

- ✓ To be aware of the role GIS plays to enable desired business objectives in the area of Service Strategy, Design, Transition and Operation.
- ✓ Have the competence, knowledge and information necessary for their role in Service Management

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2. Service Design Processes:
   A. Service Level Management
   B. Design Coordination
   C. IT Service Continuity Management
   D. Information Security Management
   E. Supplier Management
3. Service Design Roles
4. Service Design Deliverables
5. Appendices
   A. Service Level Agreement (SLA)
   B. Service Design Package (SDP)

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Service Design Stage Map View

Service Management Map View

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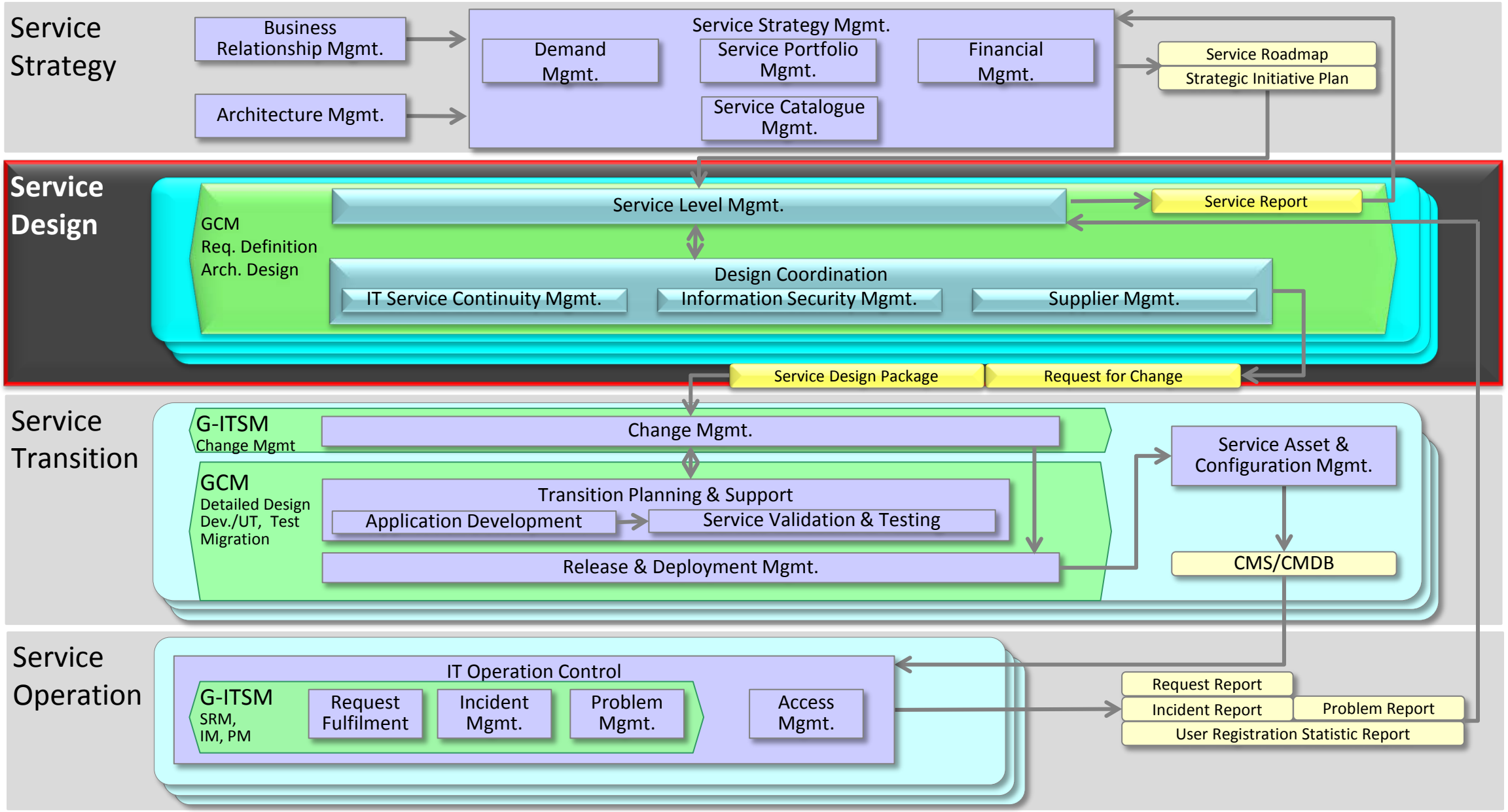

Service Management Map View

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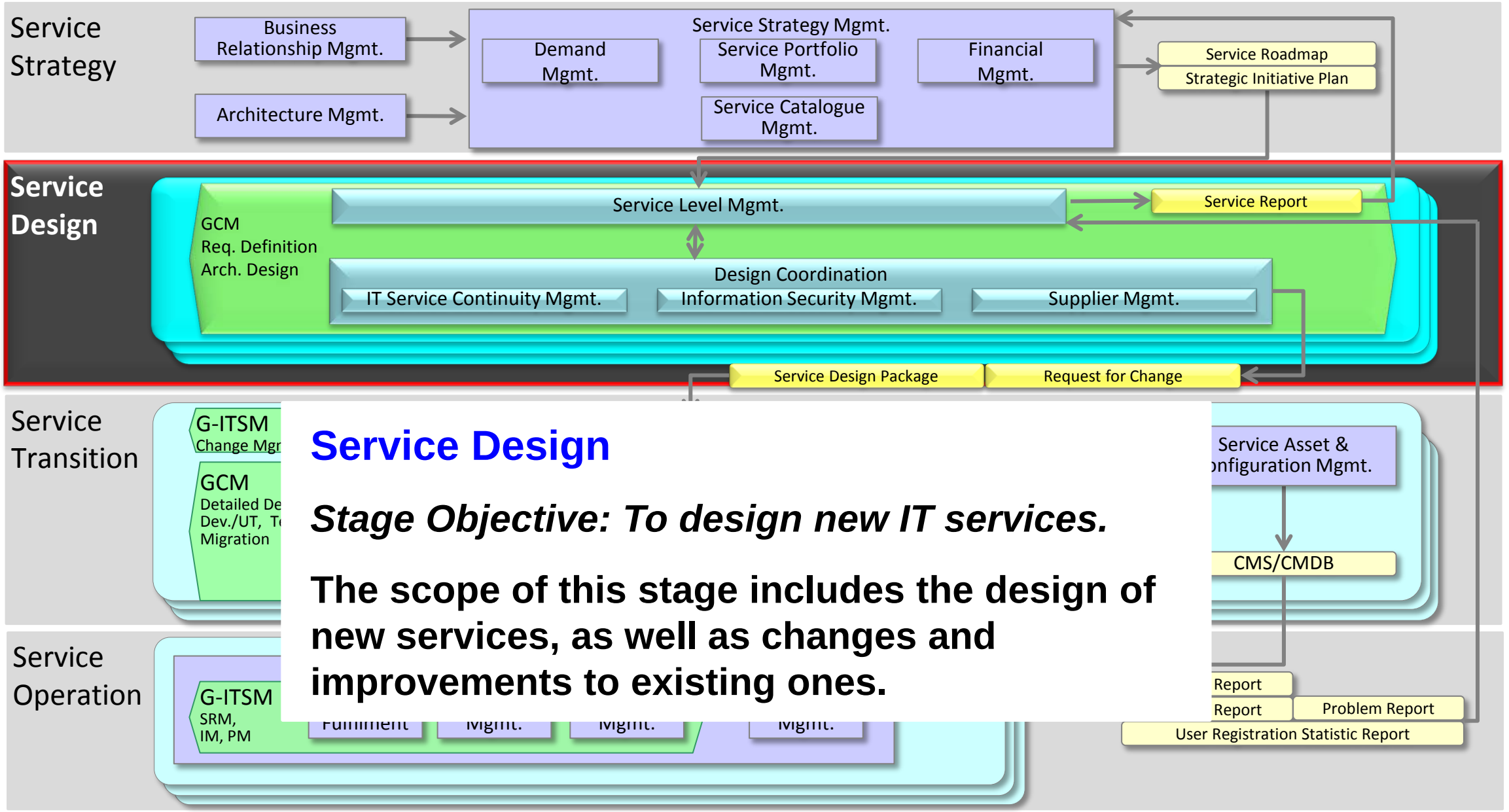
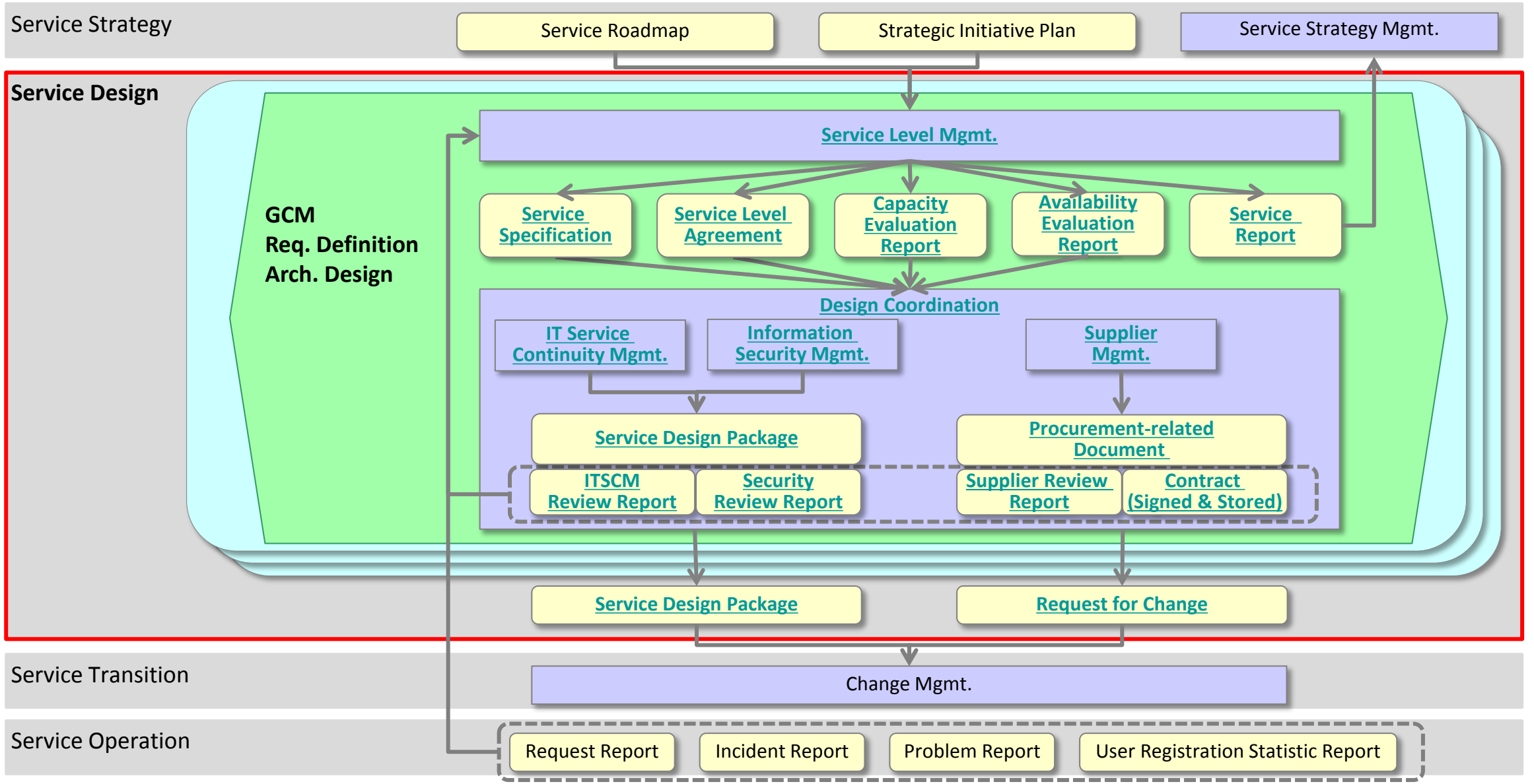


Service Design

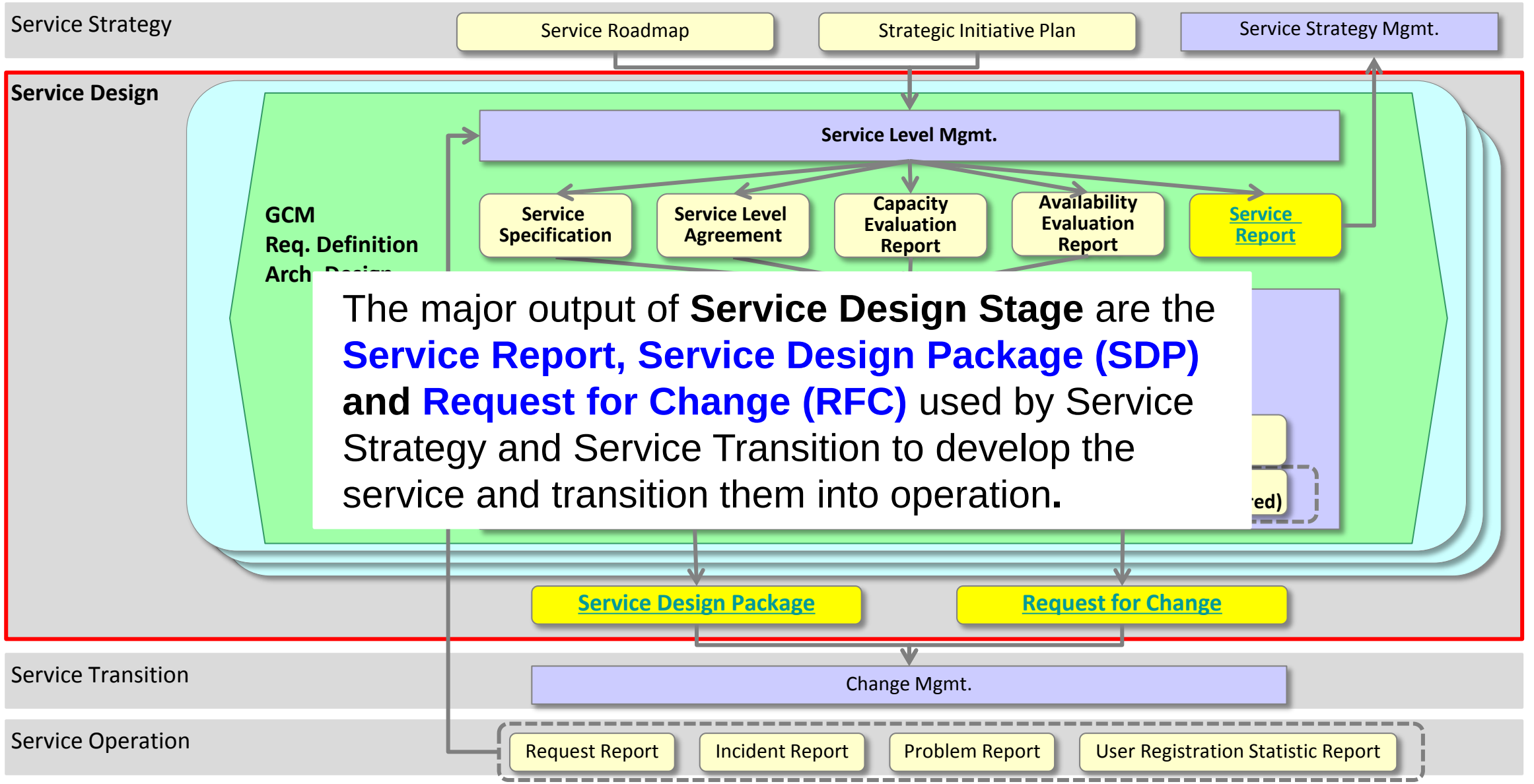
Stage Objective: To design new IT services.

The scope of this stage includes the design of new services, as well as changes and improvements to existing ones.

Service Design Stage Map View



Service Design Stage Deliverables



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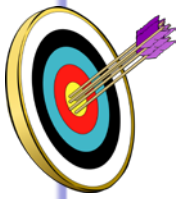
Service Design Processes

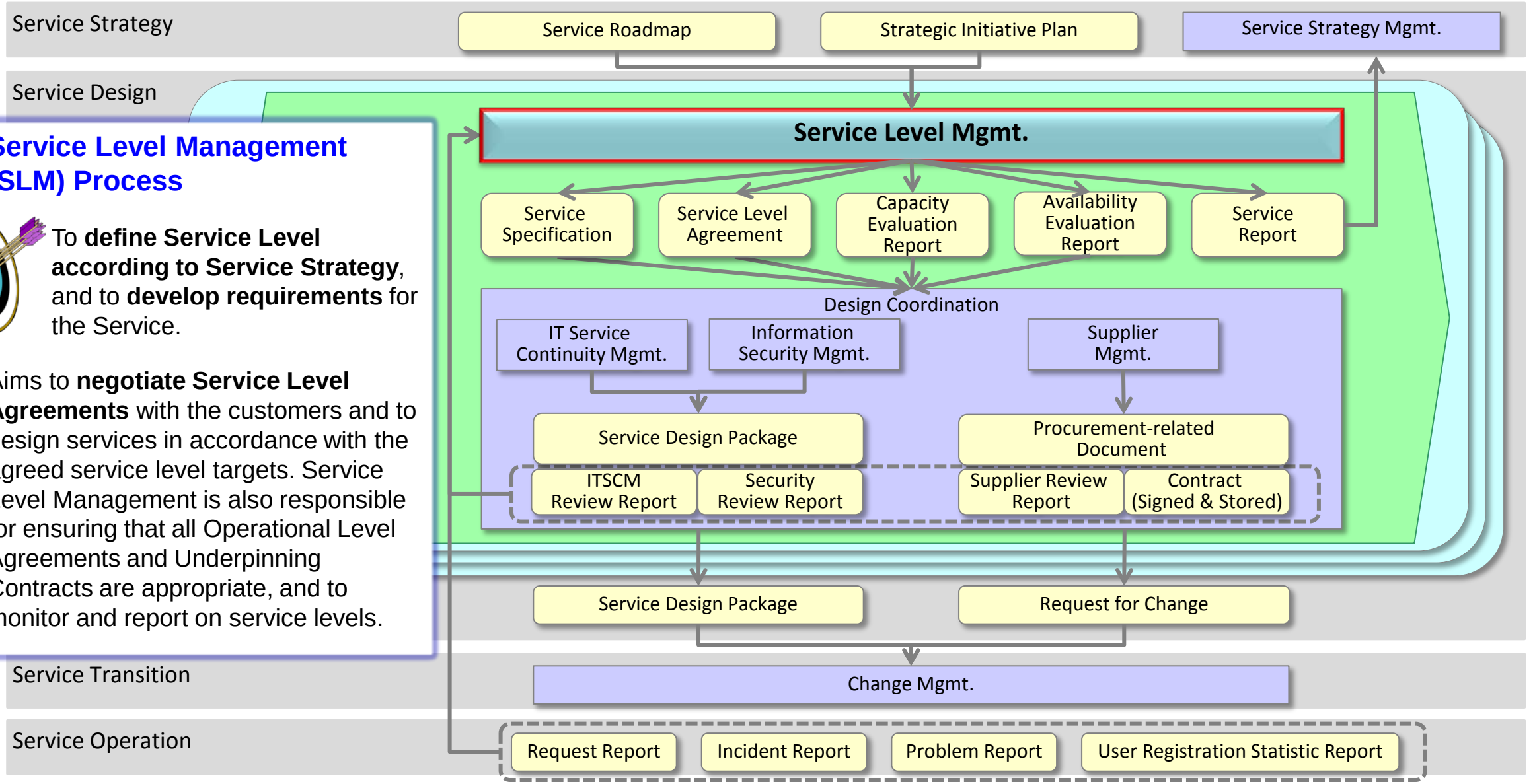
Service Level Management

Service Level Management (SLM) Process



To **define Service Level according to Service Strategy**, and to **develop requirements** for the Service.

Aims to **negotiate Service Level Agreements** with the customers and to design services in accordance with the agreed service level targets. Service Level Management is also responsible for ensuring that all Operational Level Agreements and Underpinning Contracts are appropriate, and to monitor and report on service levels.

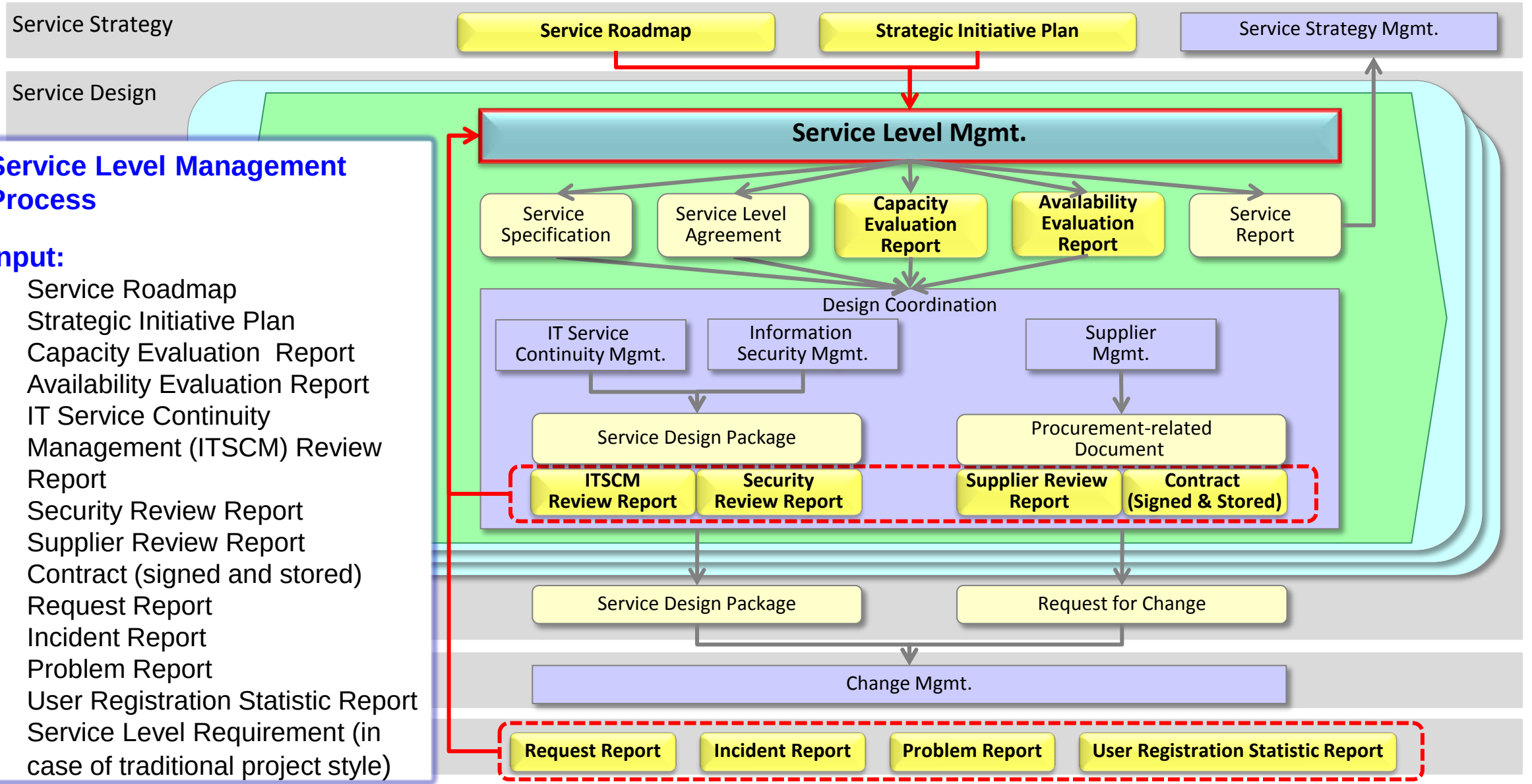


Service Level Management

Service Level Management Process

Input:

- Service Roadmap
- Strategic Initiative Plan
- Capacity Evaluation Report
- Availability Evaluation Report
- IT Service Continuity Management (ITSCM) Review Report
- Security Review Report
- Supplier Review Report
- Contract (signed and stored)
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Service Level Requirement (in case of traditional project style)

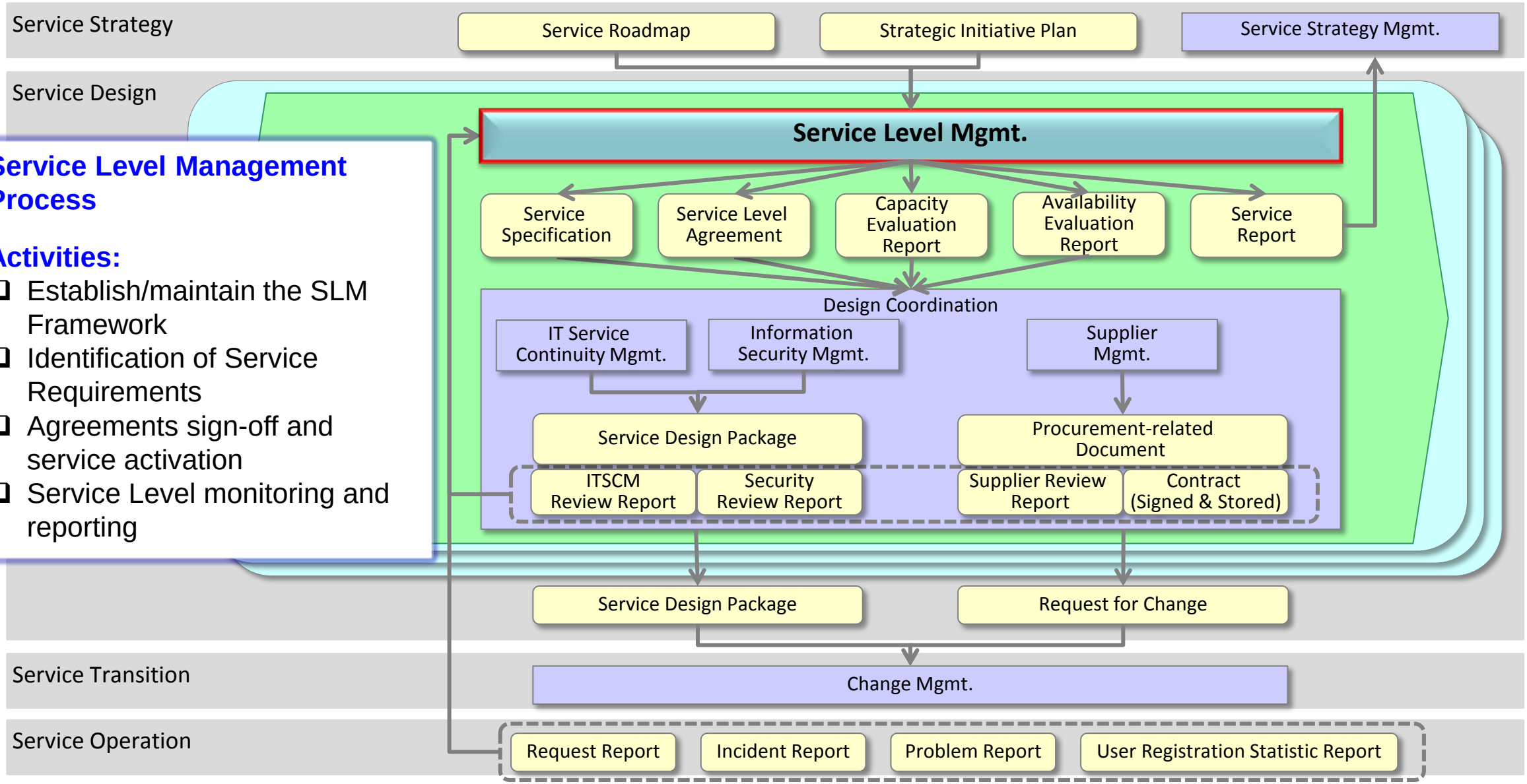


Service Level Management

Service Level Management Process

Activities:

- ❑ Establish/maintain the SLM Framework
- ❑ Identification of Service Requirements
- ❑ Agreements sign-off and service activation
- ❑ Service Level monitoring and reporting

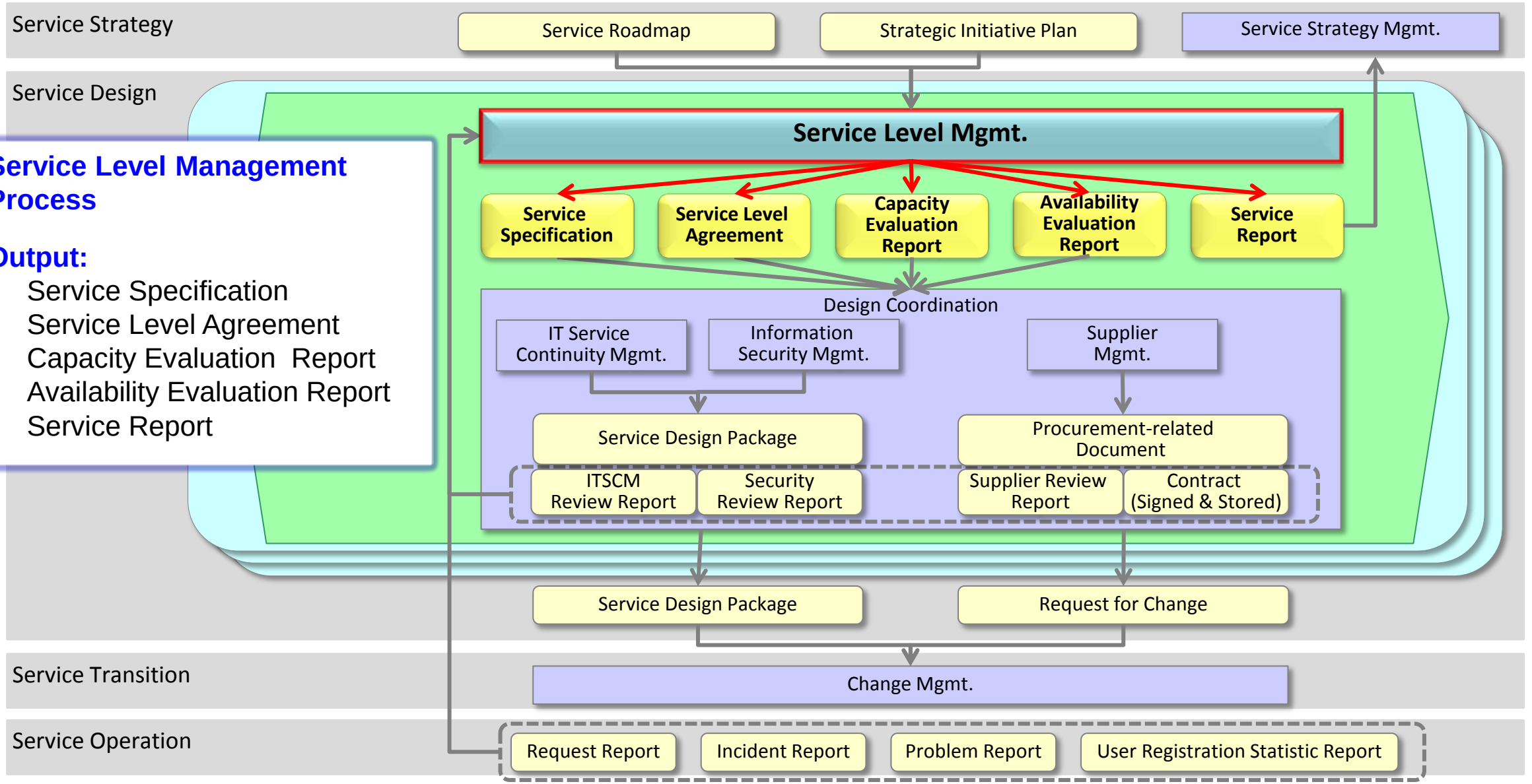


Service Level Management

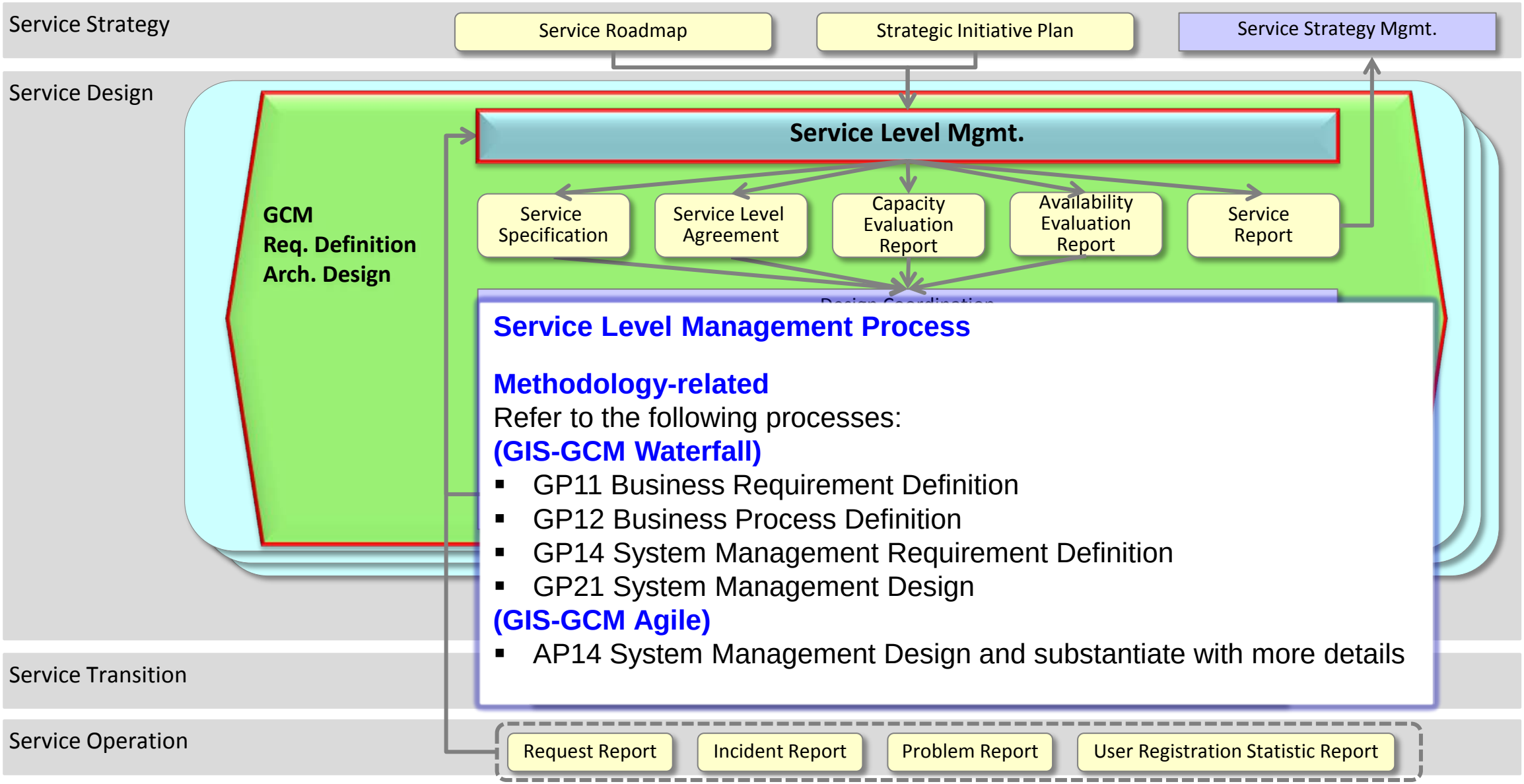
Service Level Management Process

Output:

- Service Specification
- Service Level Agreement
- Capacity Evaluation Report
- Availability Evaluation Report
- Service Report

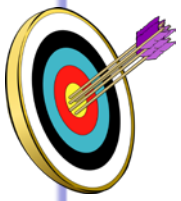


Service Level Management



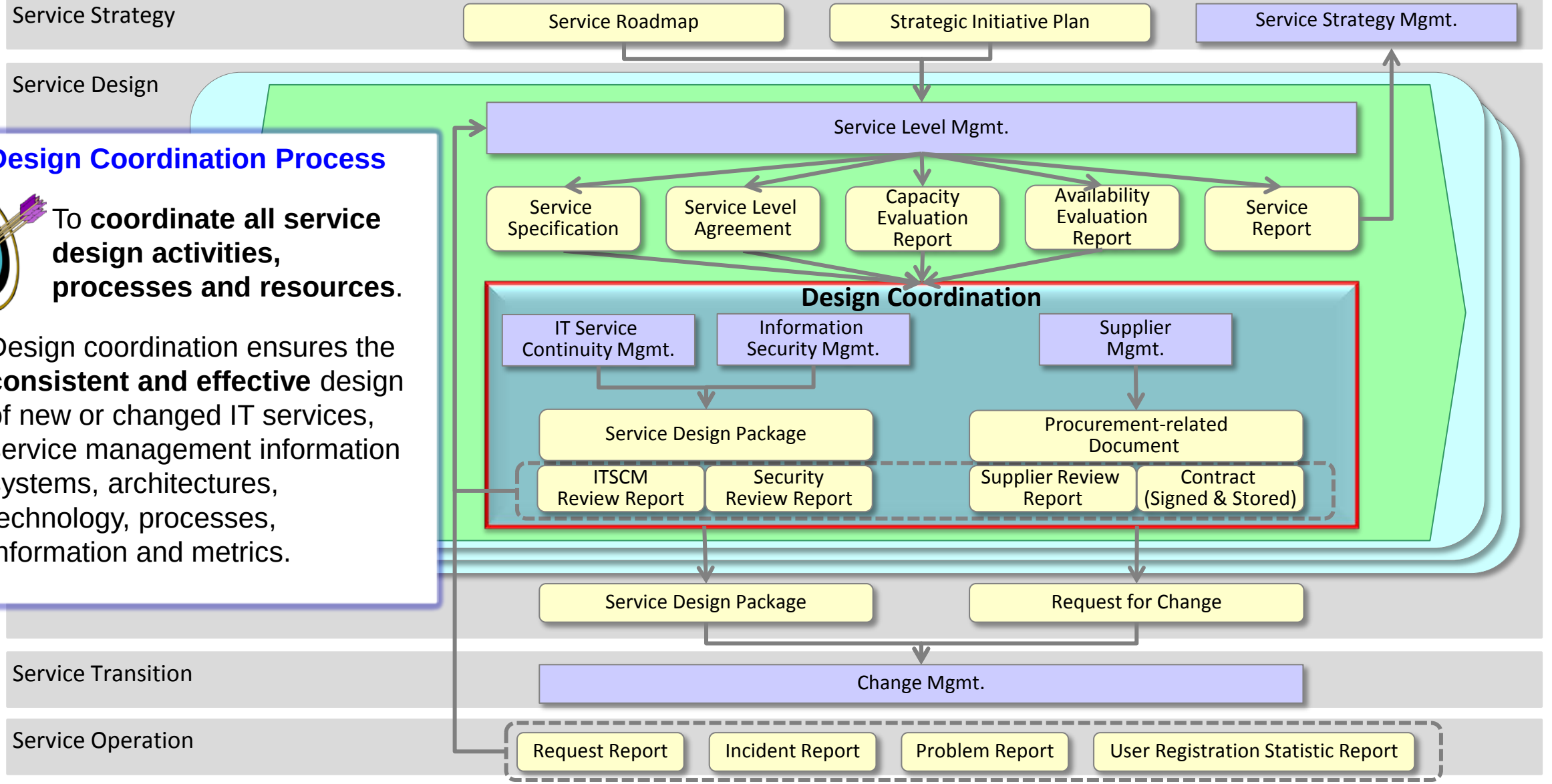
Design Coordination

Design Coordination Process



To **coordinate all service design activities, processes and resources**.

Design coordination ensures the **consistent and effective** design of new or changed IT services, service management information systems, architectures, technology, processes, information and metrics.

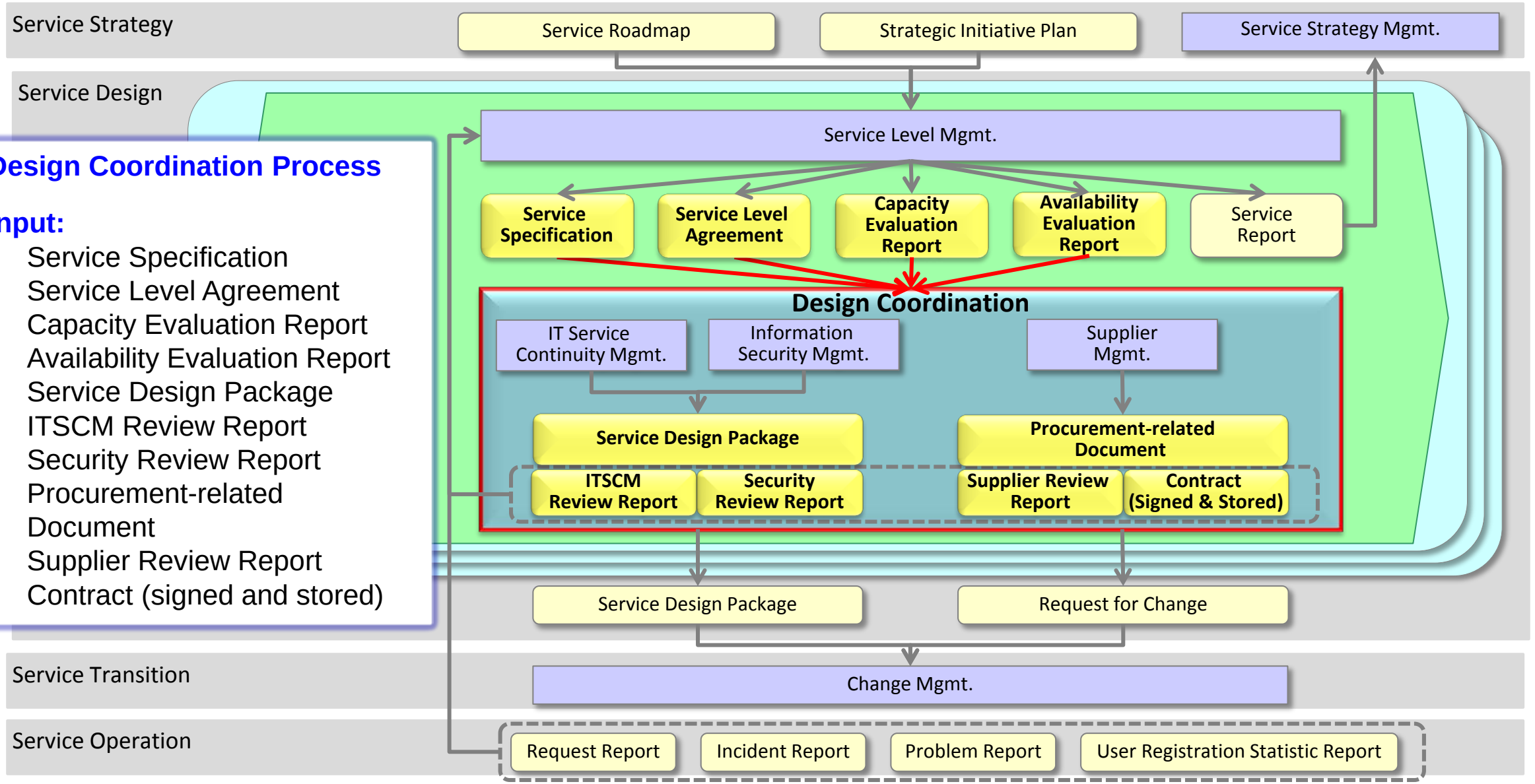


Design Coordination

Design Coordination Process

Input:

- Service Specification
- Service Level Agreement
- Capacity Evaluation Report
- Availability Evaluation Report
- Service Design Package
- ITSCM Review Report
- Security Review Report
- Procurement-related Document
- Supplier Review Report
- Contract (signed and stored)

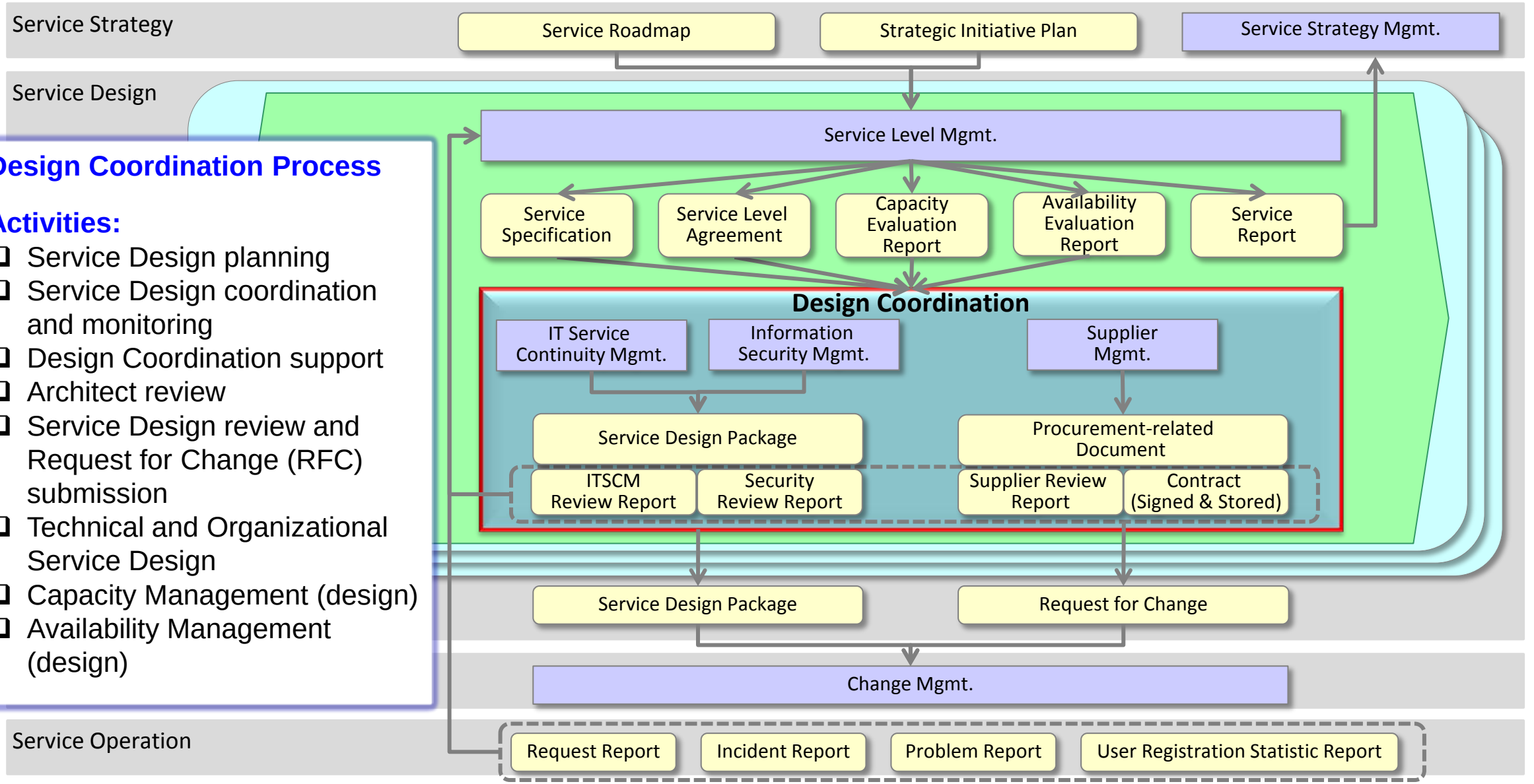


Design Coordination

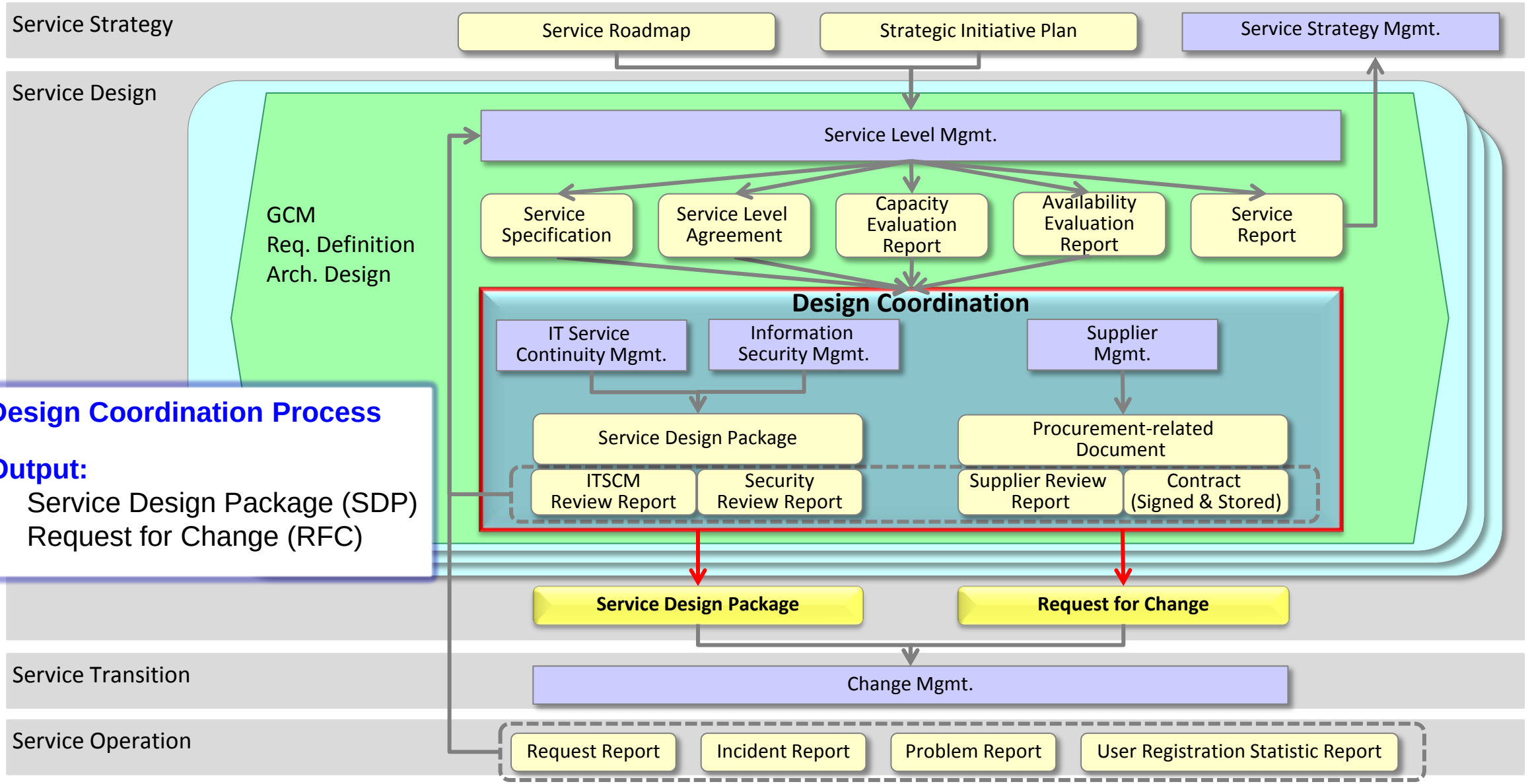
Design Coordination Process

Activities:

- ❑ Service Design planning
- ❑ Service Design coordination and monitoring
- ❑ Design Coordination support
- ❑ Architect review
- ❑ Service Design review and Request for Change (RFC) submission
- ❑ Technical and Organizational Service Design
- ❑ Capacity Management (design)
- ❑ Availability Management (design)



Design Coordination

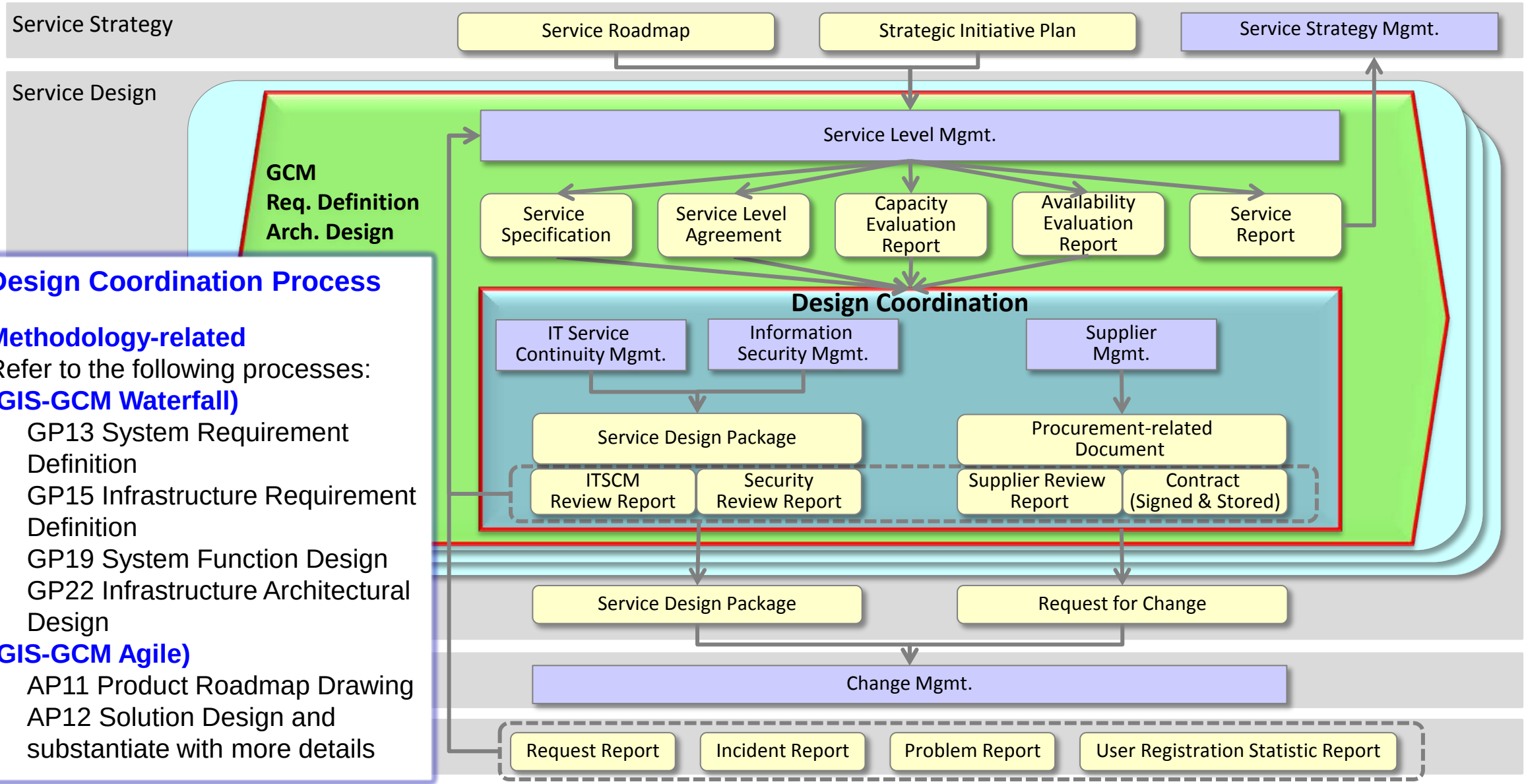


Design Coordination Process

Output:

- Service Design Package (SDP)
- Request for Change (RFC)

Design Coordination



Design Coordination Process

Methodology-related

Refer to the following processes:

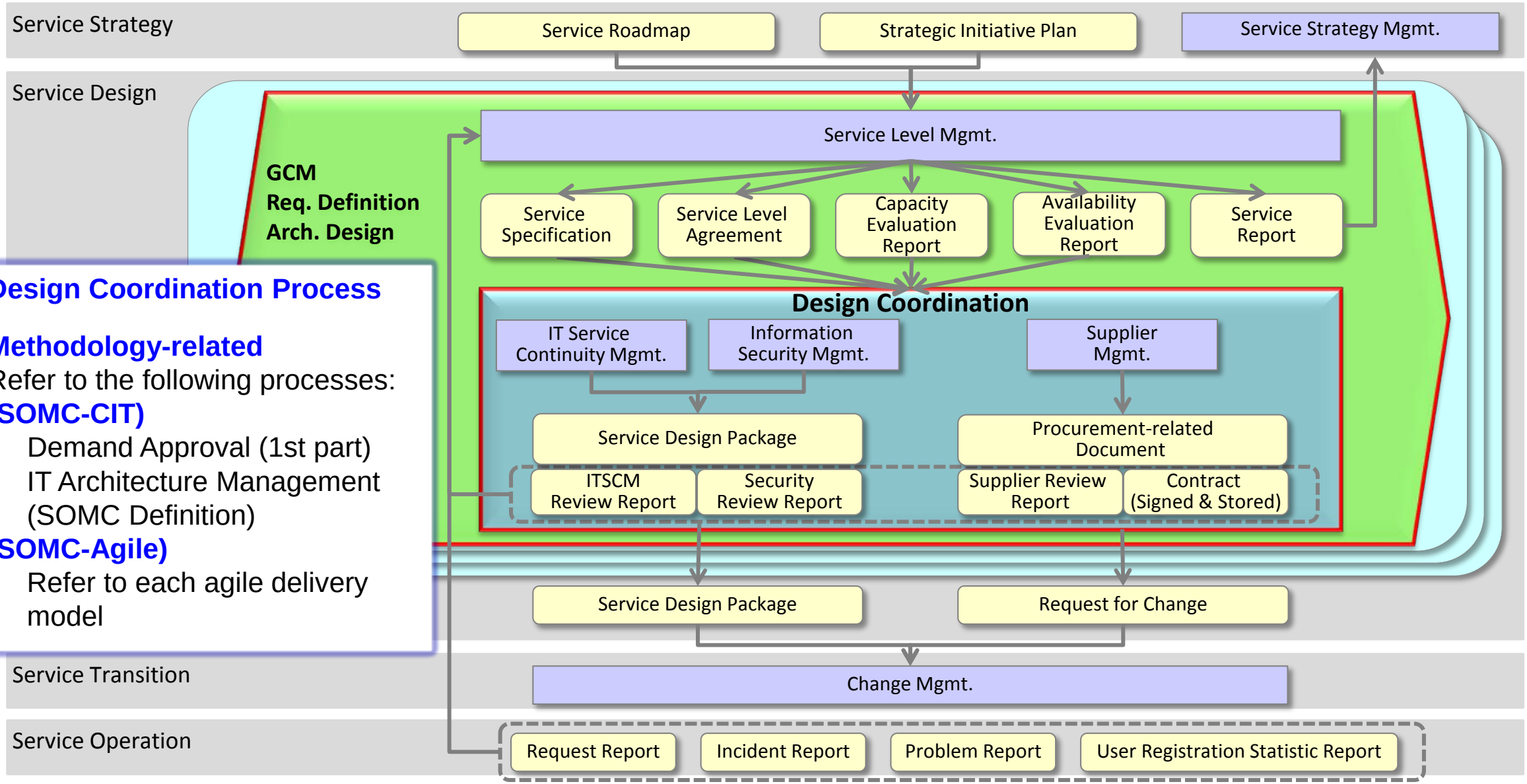
(GIS-GCM Waterfall)

- GP13 System Requirement Definition
- GP15 Infrastructure Requirement Definition
- GP19 System Function Design
- GP22 Infrastructure Architectural Design

(GIS-GCM Agile)

- AP11 Product Roadmap Drawing
- AP12 Solution Design and substantiate with more details

Design Coordination



Design Coordination Process

Methodology-related

Refer to the following processes:

(SOMC-CIT)

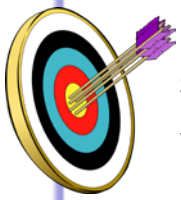
- Demand Approval (1st part)
- IT Architecture Management (SOMC Definition)

(SOMC-Agile)

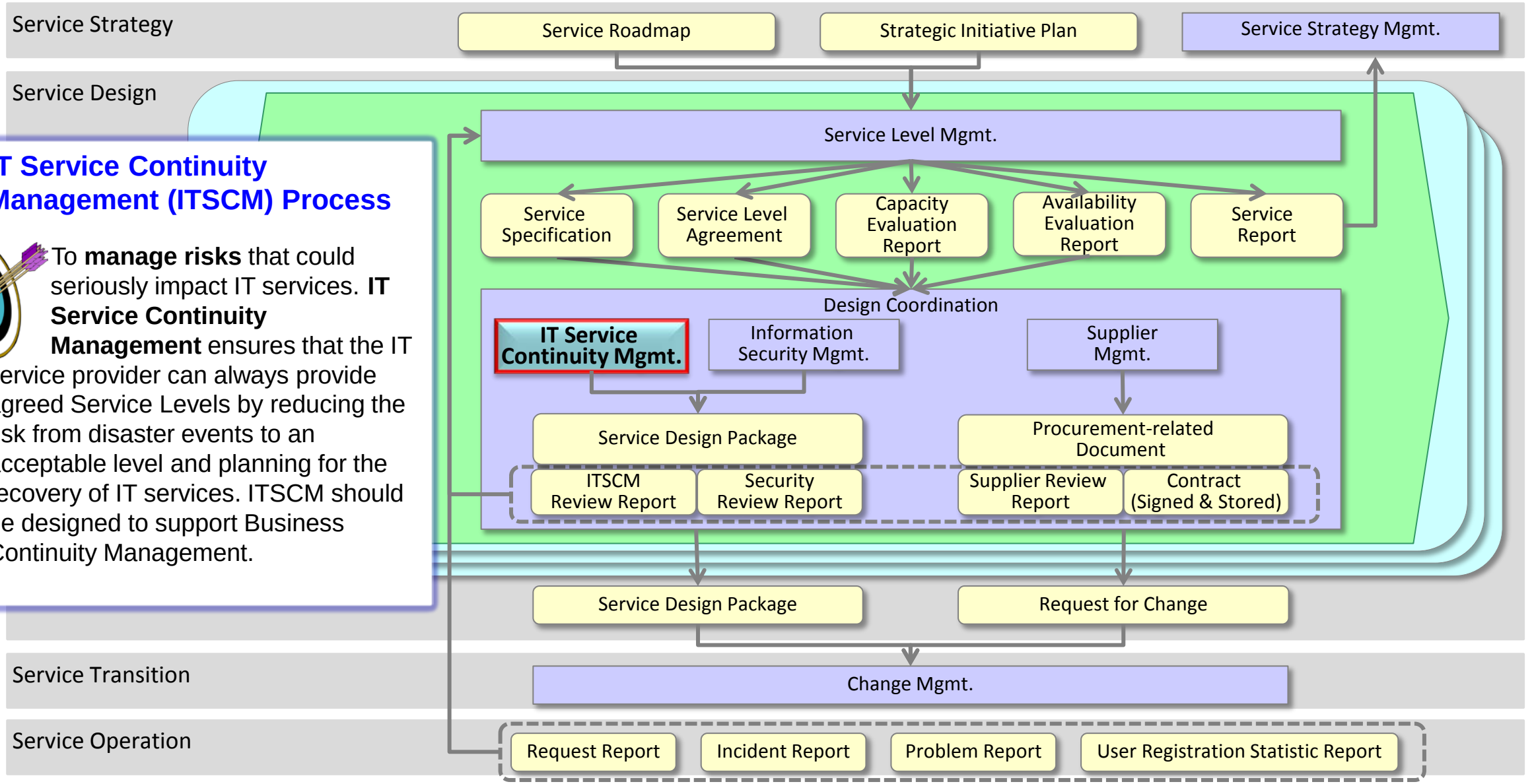
- Refer to each agile delivery model

IT Service Continuity Management

IT Service Continuity Management (ITSCM) Process



To **manage risks** that could seriously impact IT services. **IT Service Continuity Management** ensures that the IT service provider can always provide agreed Service Levels by reducing the risk from disaster events to an acceptable level and planning for the recovery of IT services. ITSCM should be designed to support Business Continuity Management.



IT Service Continuity Management

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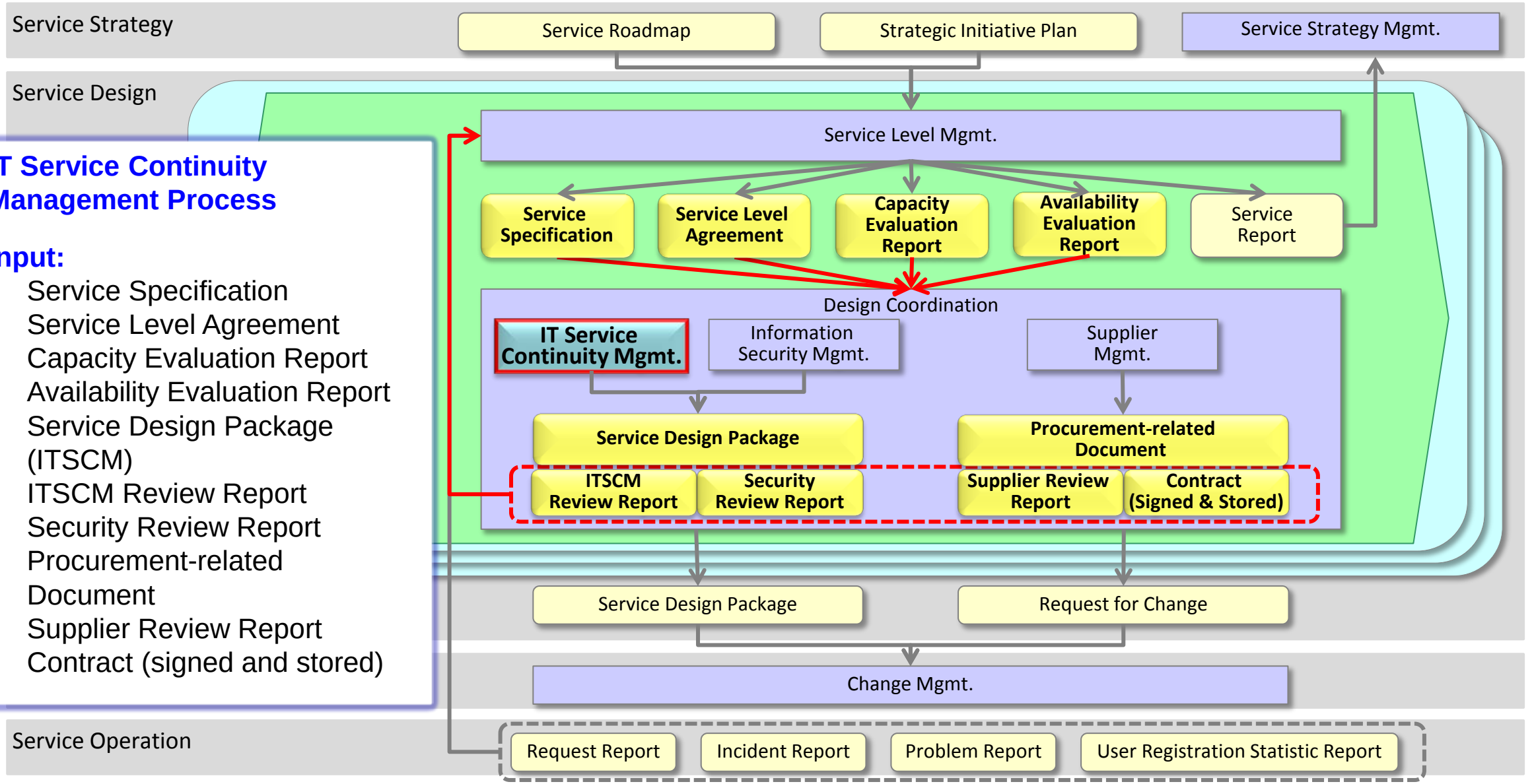
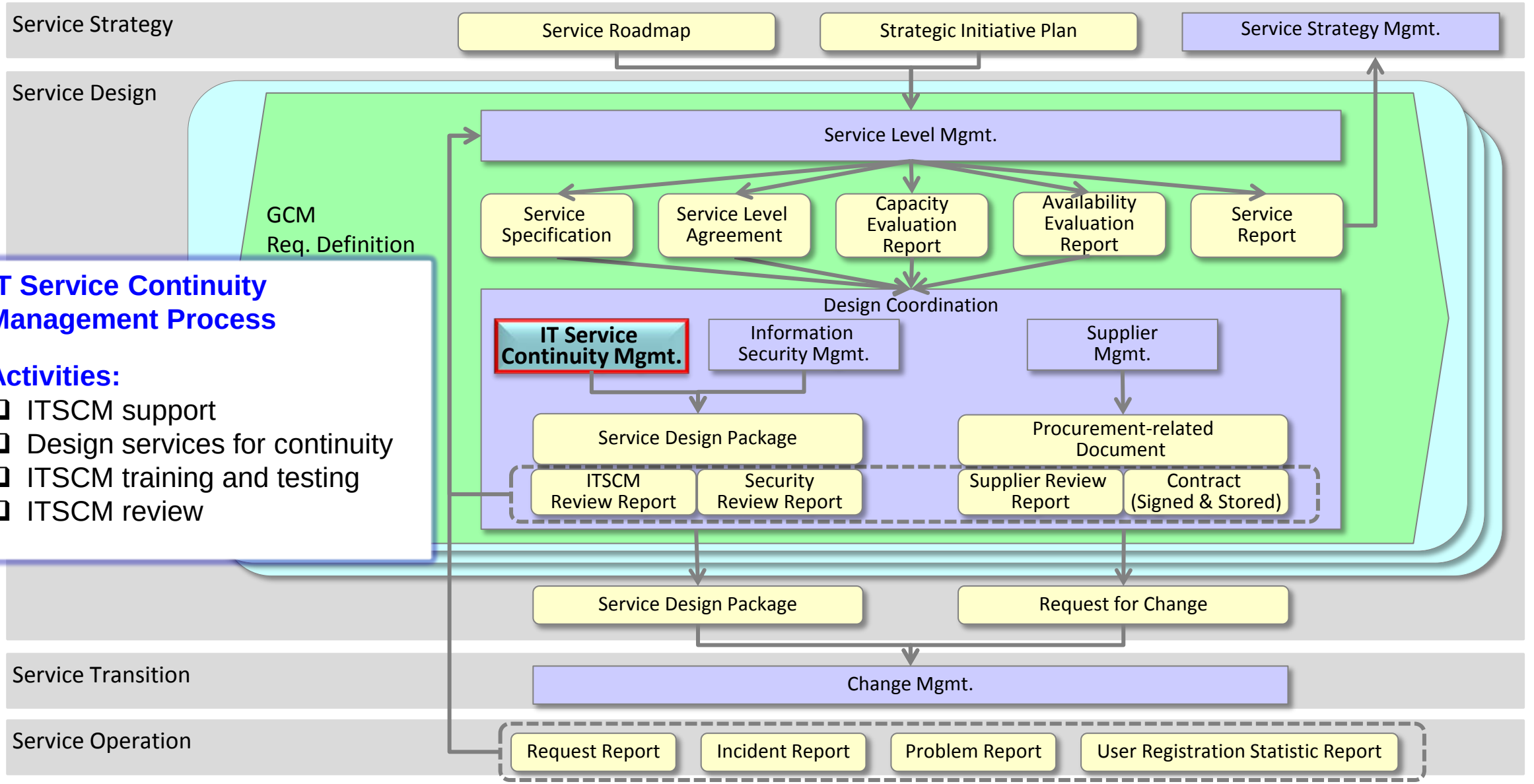
IT Service Continuity Management Process

Input:

- Service Specification
- Service Level Agreement
- Capacity Evaluation Report
- Availability Evaluation Report
- Service Design Package (ITSCM)
- ITSCM Review Report
- Security Review Report
- Procurement-related Document
- Supplier Review Report
- Contract (signed and stored)



IT Service Continuity Management



IT Service Continuity Management Process

Activities:

- ❑ ITSCM support
- ❑ Design services for continuity
- ❑ ITSCM training and testing
- ❑ ITSCM review

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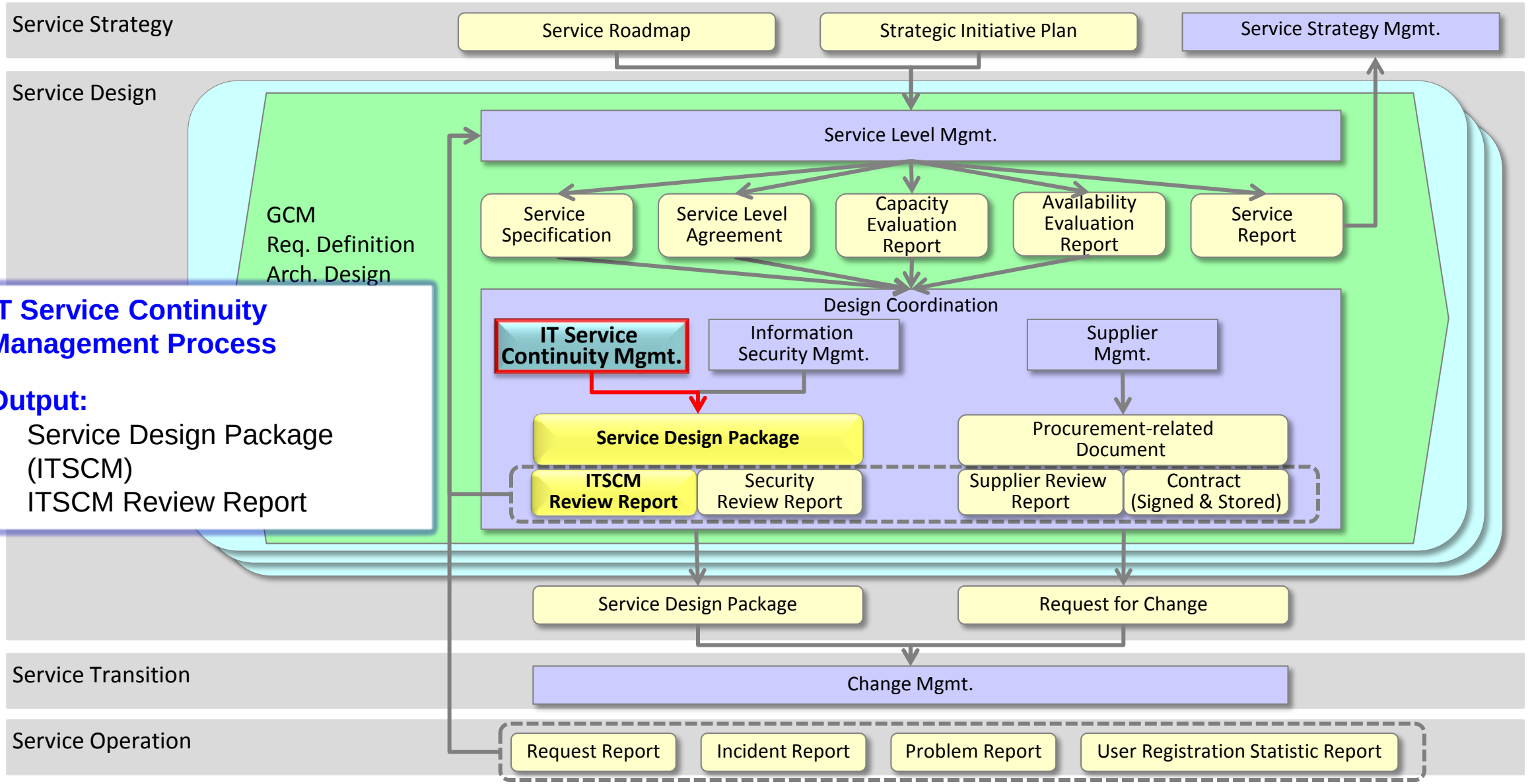
IT Service Continuity Management

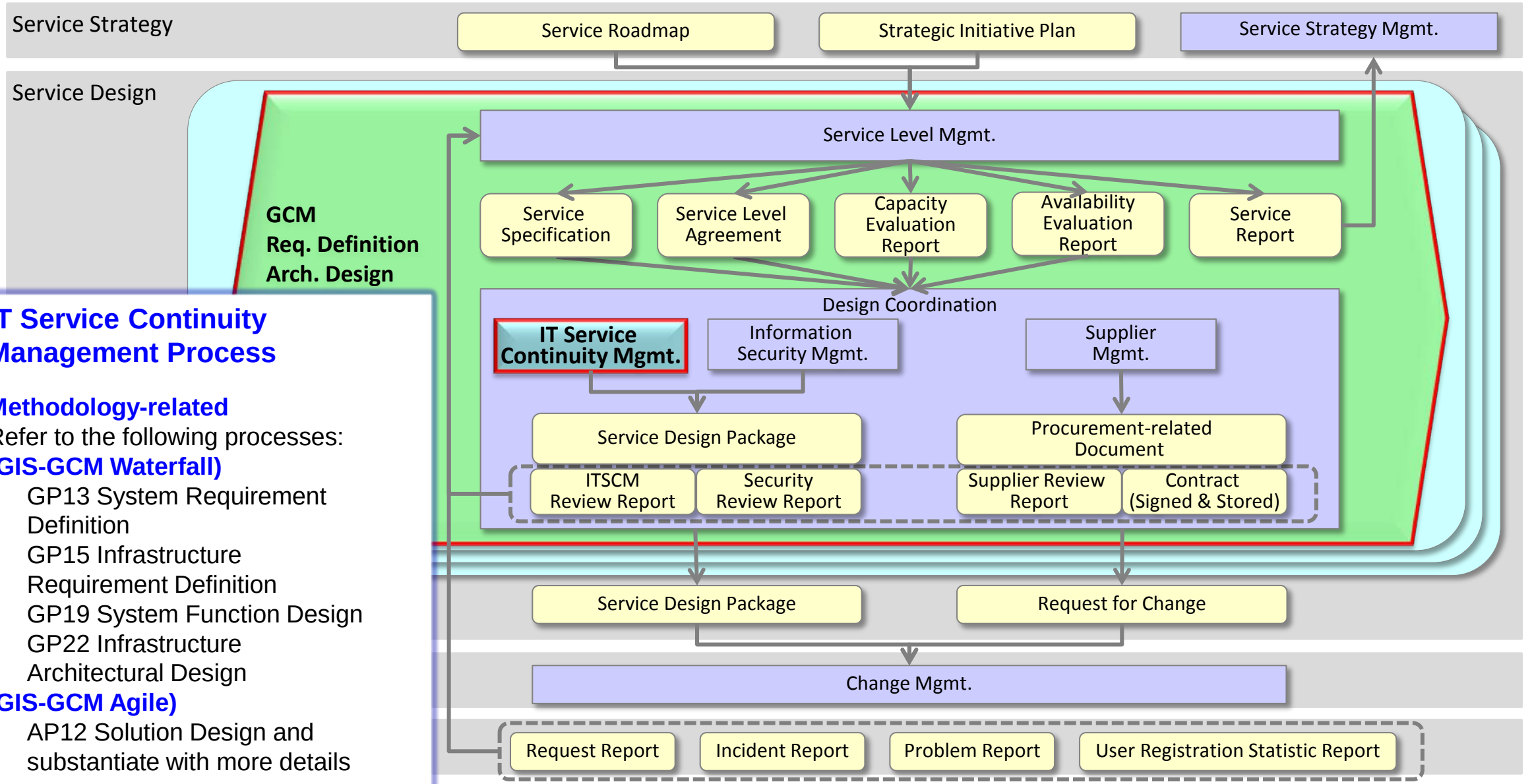


IT Service Continuity Management Process

Output:

- Service Design Package (ITSCM)
- ITSCM Review Report

IT Service Continuity Management



IT Service Continuity Management Process

Methodology-related

Refer to the following processes:

(GIS-GCM Waterfall)

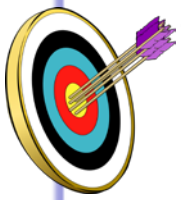
- GP13 System Requirement Definition
- GP15 Infrastructure
- Requirement Definition
- GP19 System Function Design
- GP22 Infrastructure
- Architectural Design

(GIS-GCM Agile)

- AP12 Solution Design and substantiate with more details

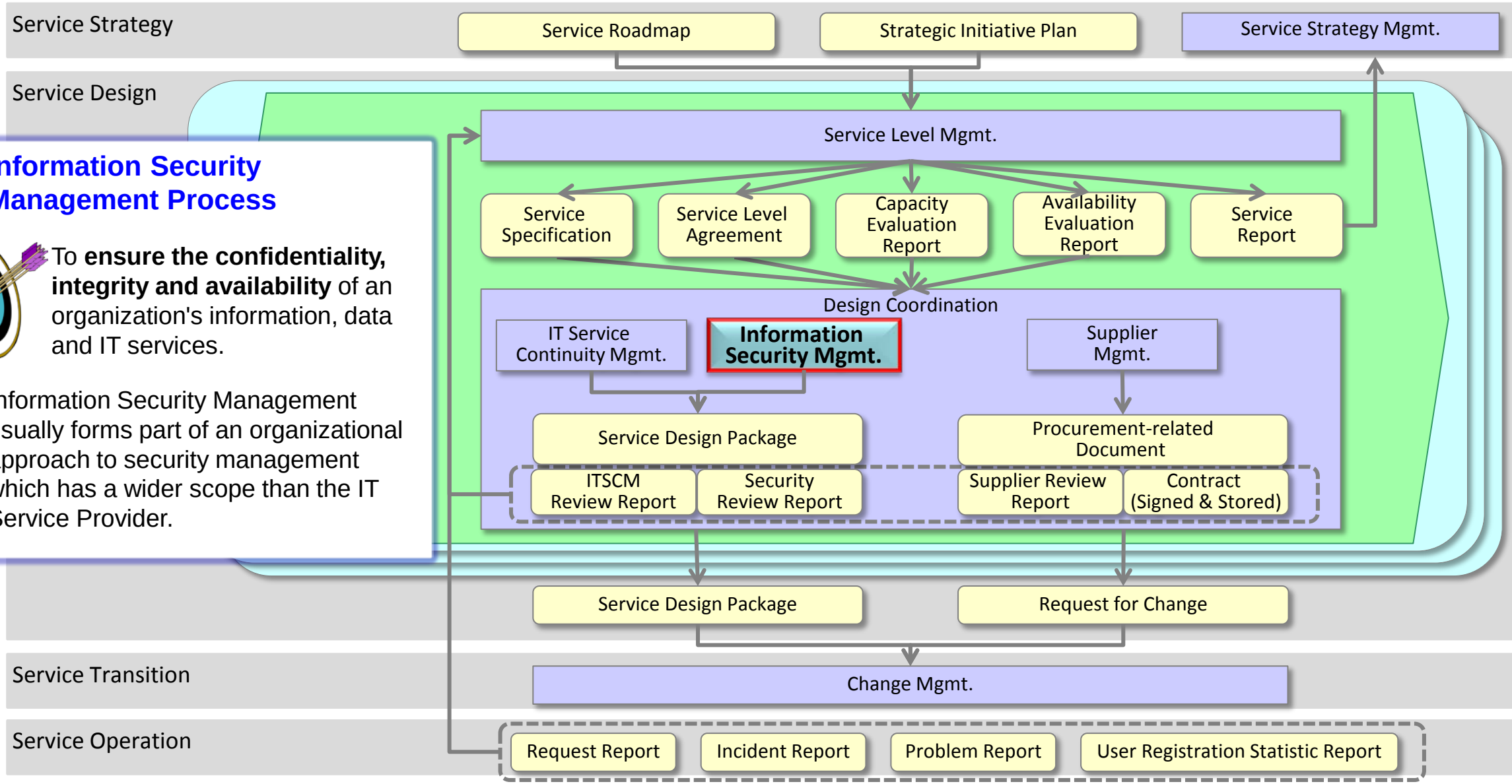
Information Security Management

Information Security Management Process



To **ensure the confidentiality, integrity and availability** of an organization's information, data and IT services.

Information Security Management usually forms part of an organizational approach to security management which has a wider scope than the IT Service Provider.

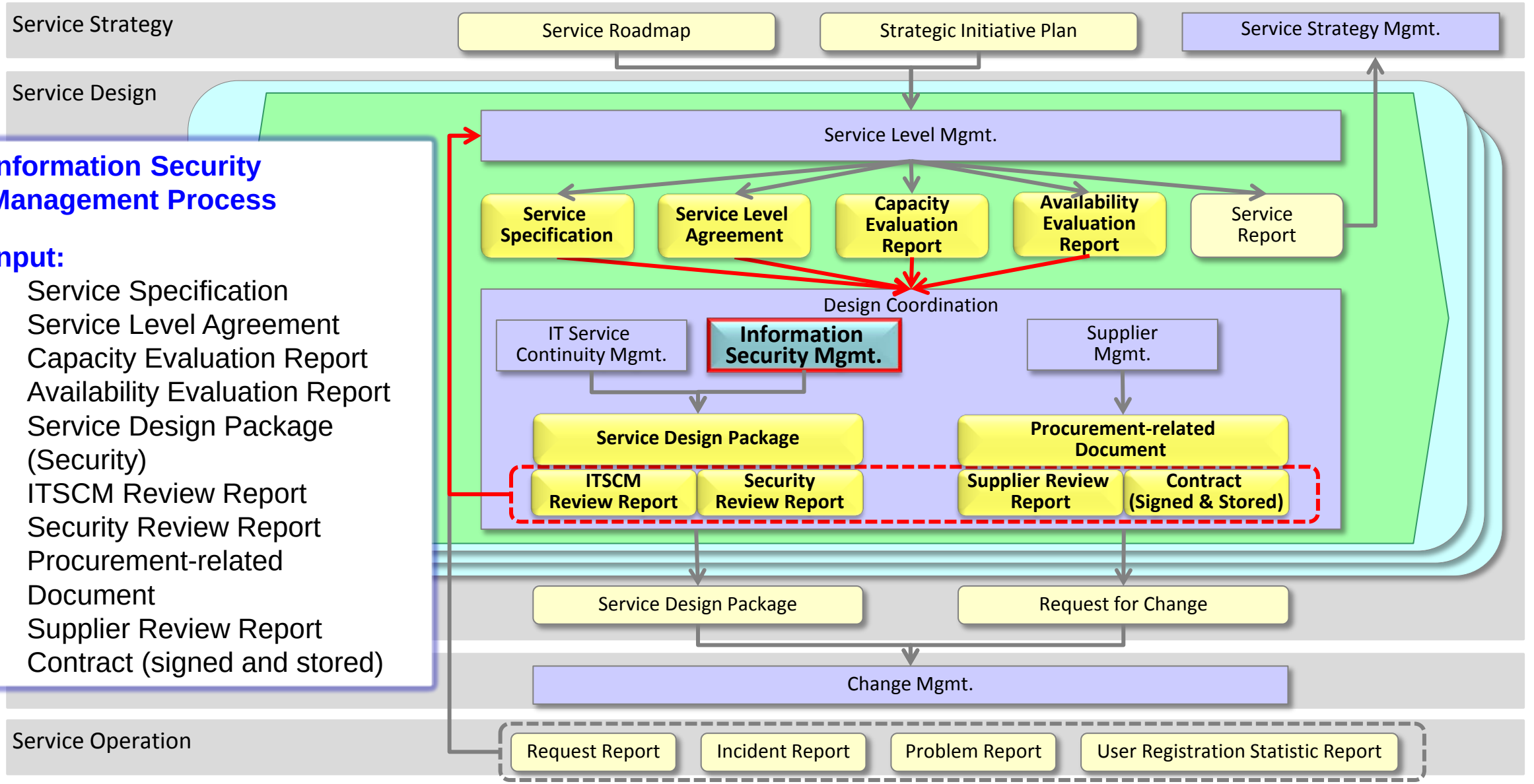


Information Security Management

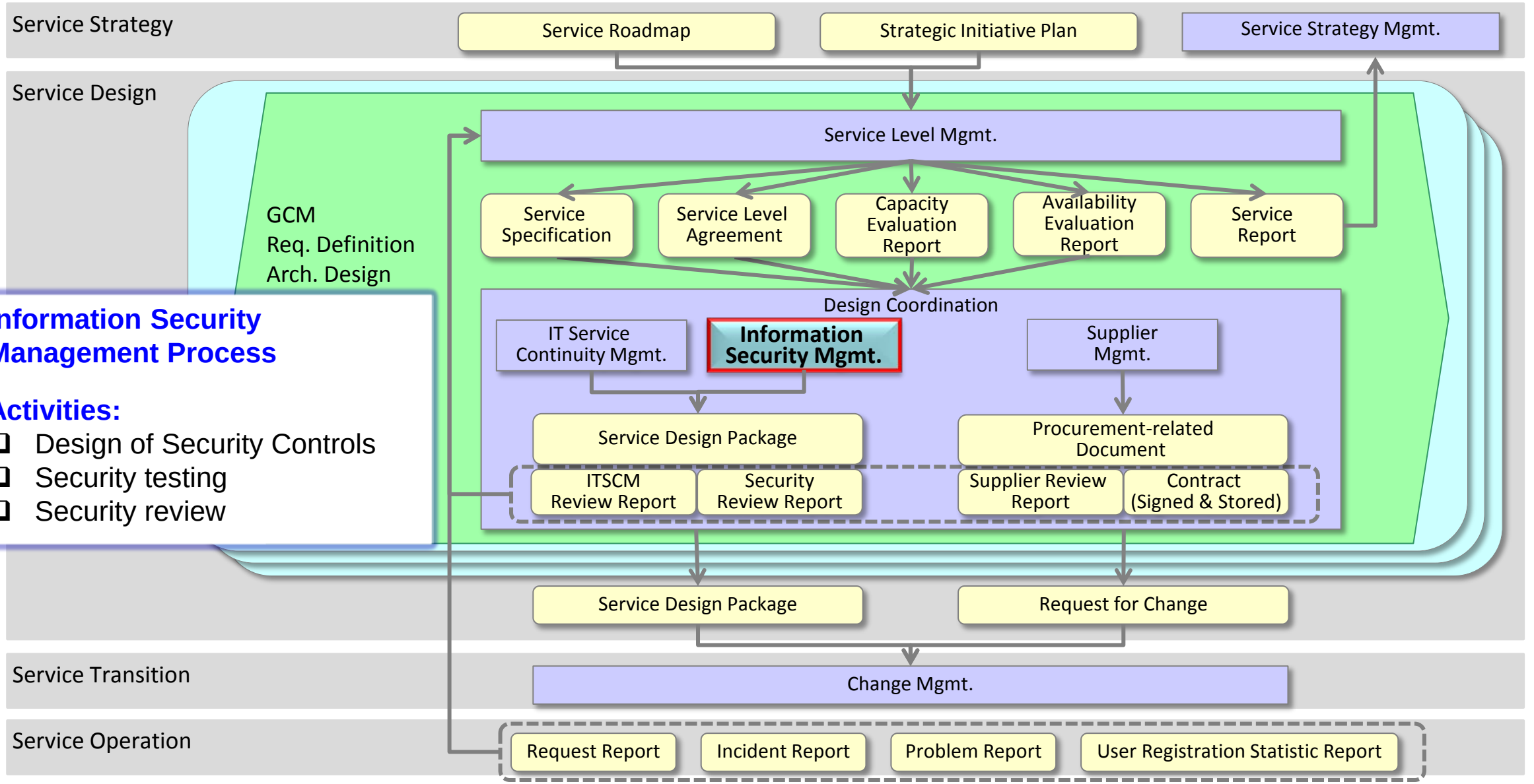
Information Security Management Process

Input:

- Service Specification
- Service Level Agreement
- Capacity Evaluation Report
- Availability Evaluation Report
- Service Design Package (Security)
- ITSCM Review Report
- Security Review Report
- Procurement-related Document
- Supplier Review Report
- Contract (signed and stored)



Information Security Management

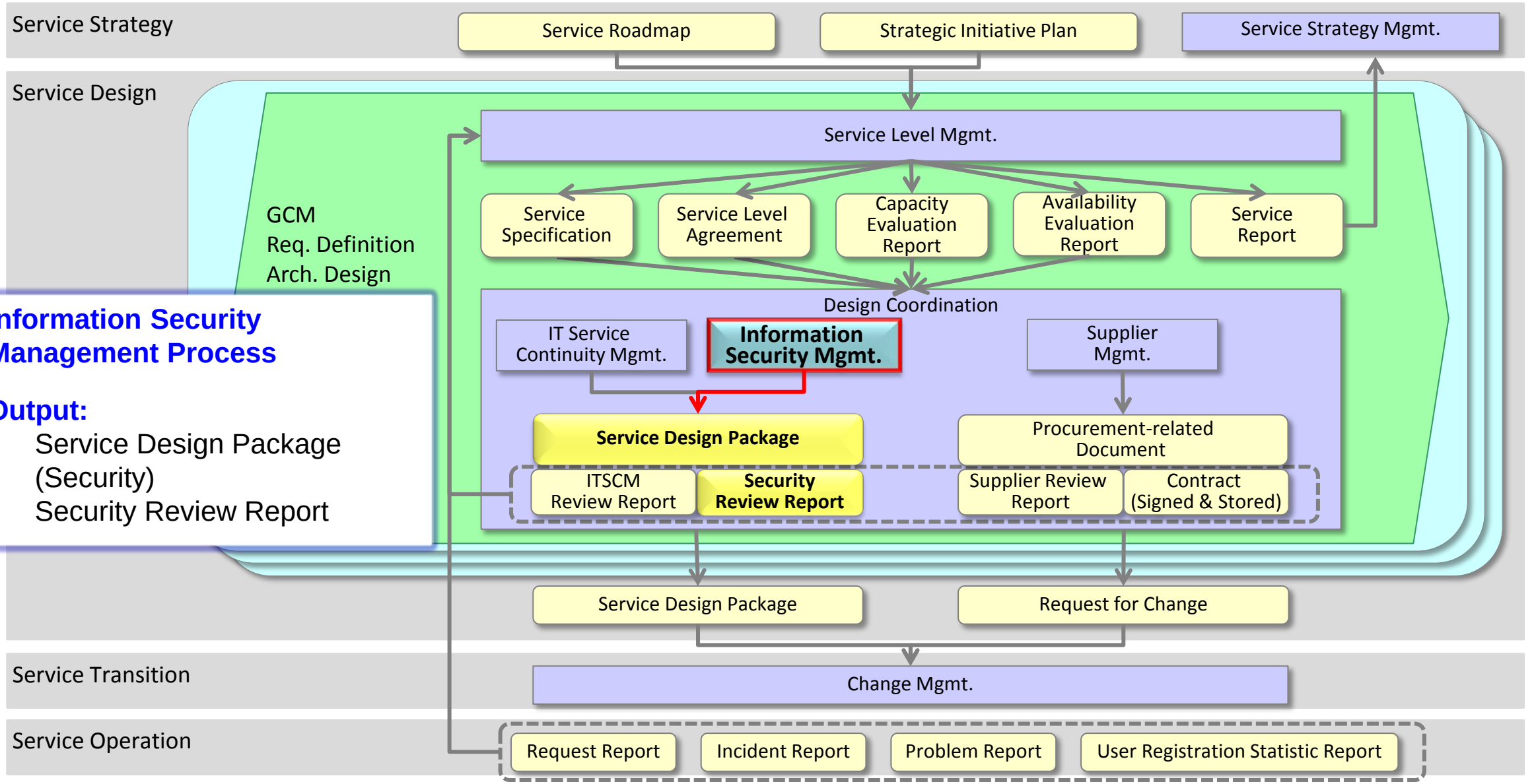


Information Security Management Process

Activities:

- ❑ Design of Security Controls
- ❑ Security testing
- ❑ Security review

Information Security Management

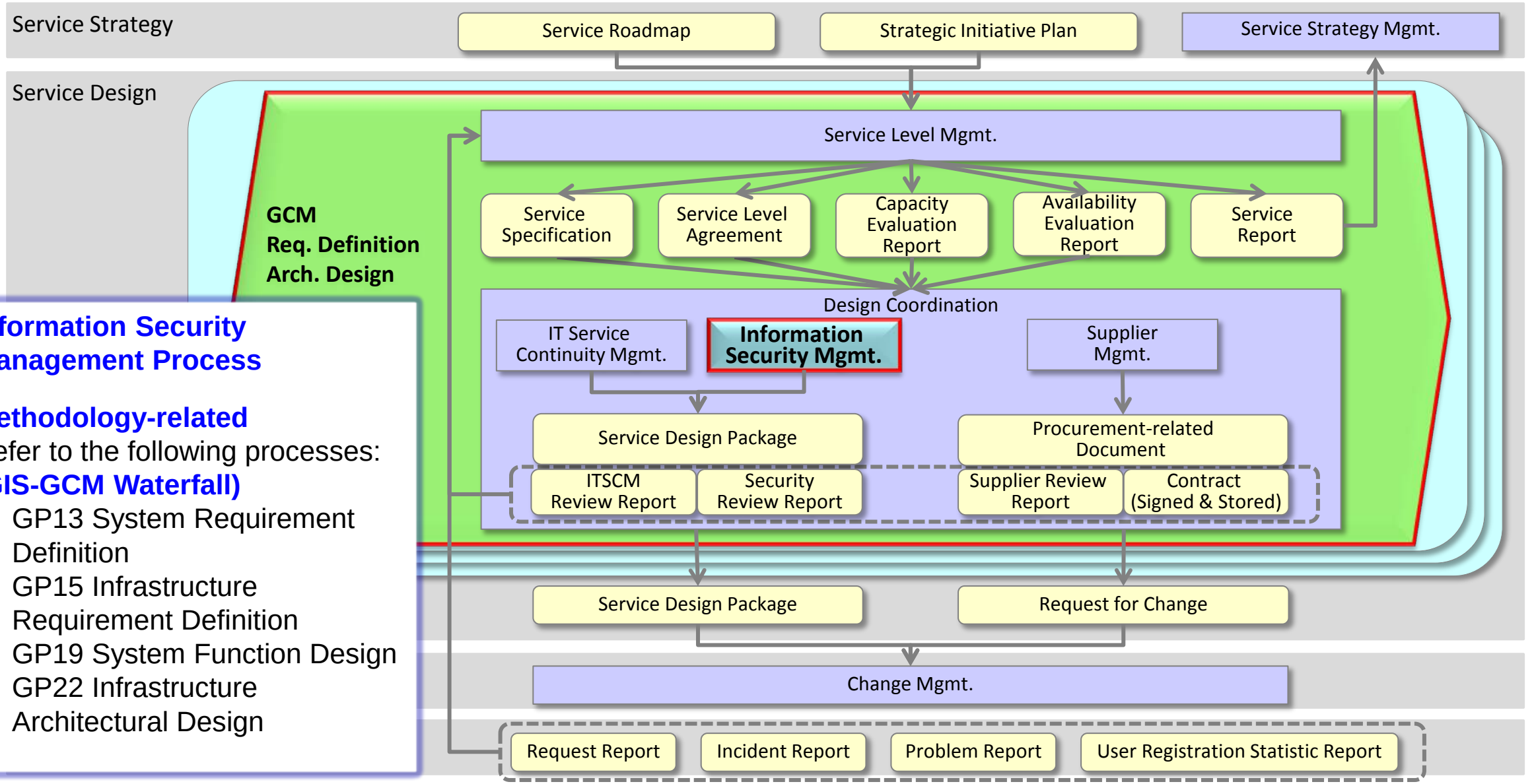


Information Security Management Process

Output:

- Service Design Package (Security)
- Security Review Report

Information Security Management



Information Security Management Process

Methodology-related

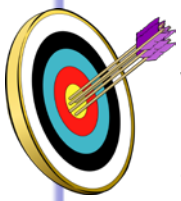
Refer to the following processes:

(GIS-GCM Waterfall)

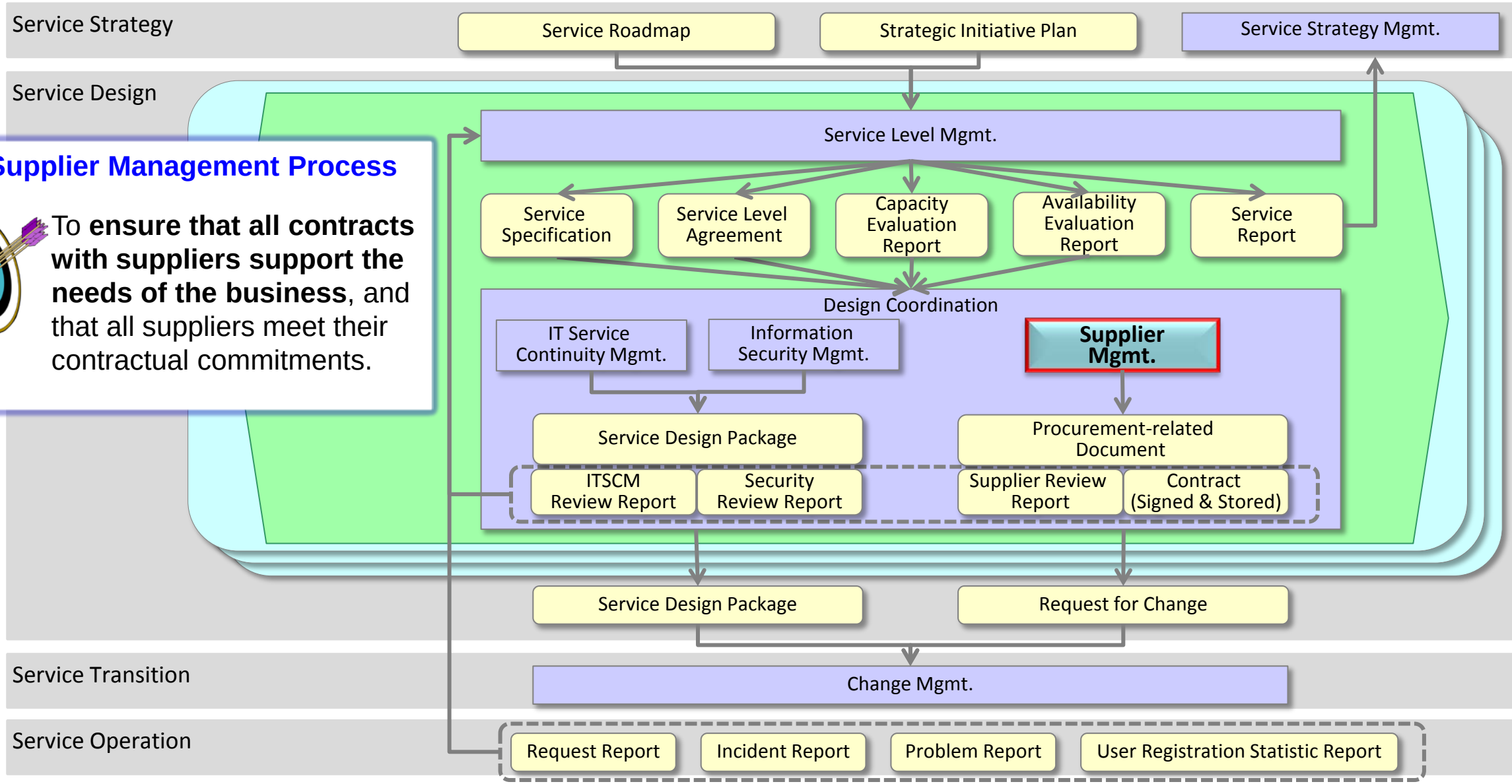
- GP13 System Requirement Definition
- GP15 Infrastructure Requirement Definition
- GP19 System Function Design
- GP22 Infrastructure
- Architectural Design

Supplier Management

Supplier Management Process



To **ensure that all contracts with suppliers support the needs of the business**, and that all suppliers meet their contractual commitments.



Supplier Management

Supplier Management Process

Input:

- Service Specification
- Service Level Agreement
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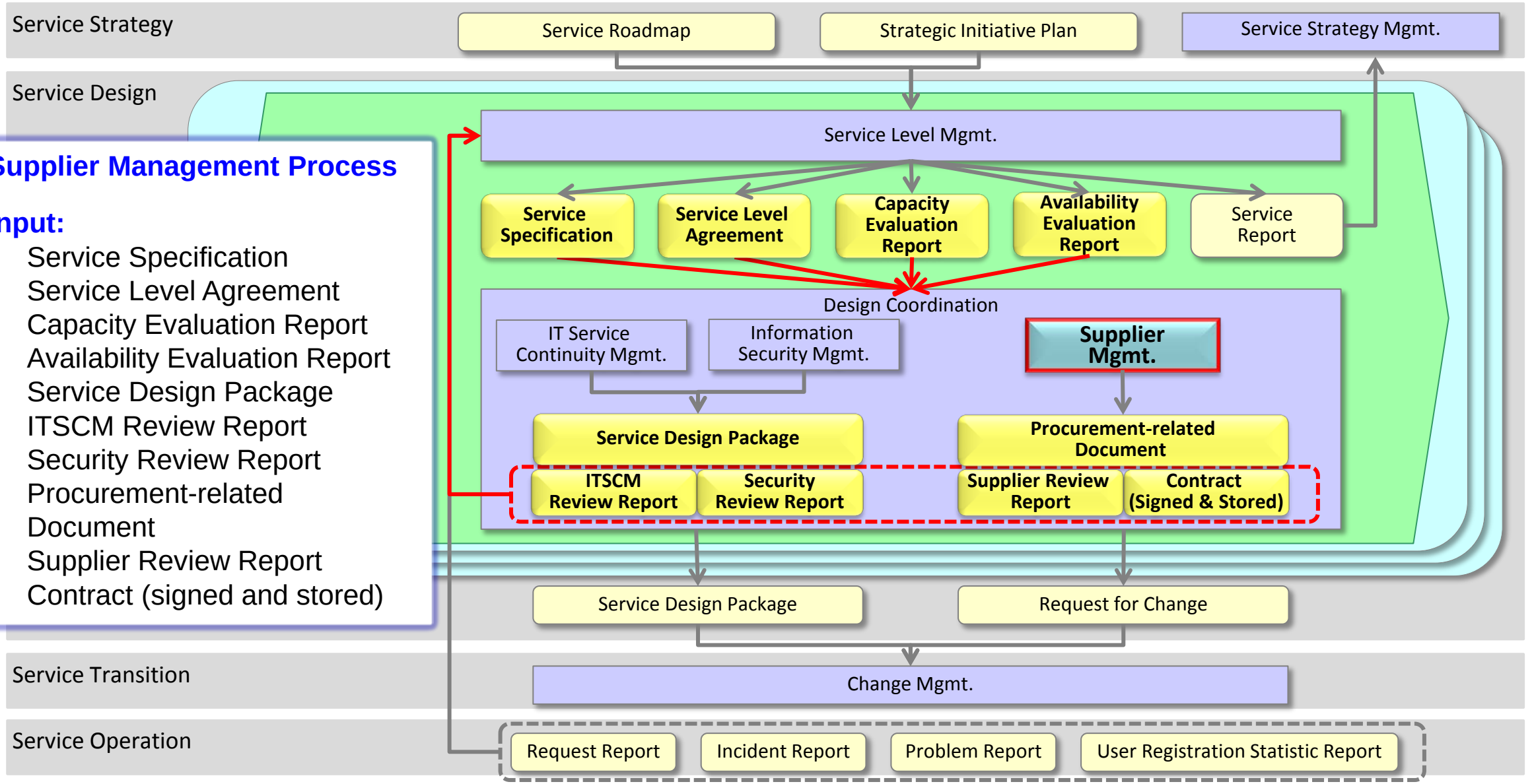
- Availability Evaluation Report
- Service Design Package
- ITSCM Review Report
- Security Review Report
- Procurement-related Document
- Supplier Review Report
- Contract (signed and stored)

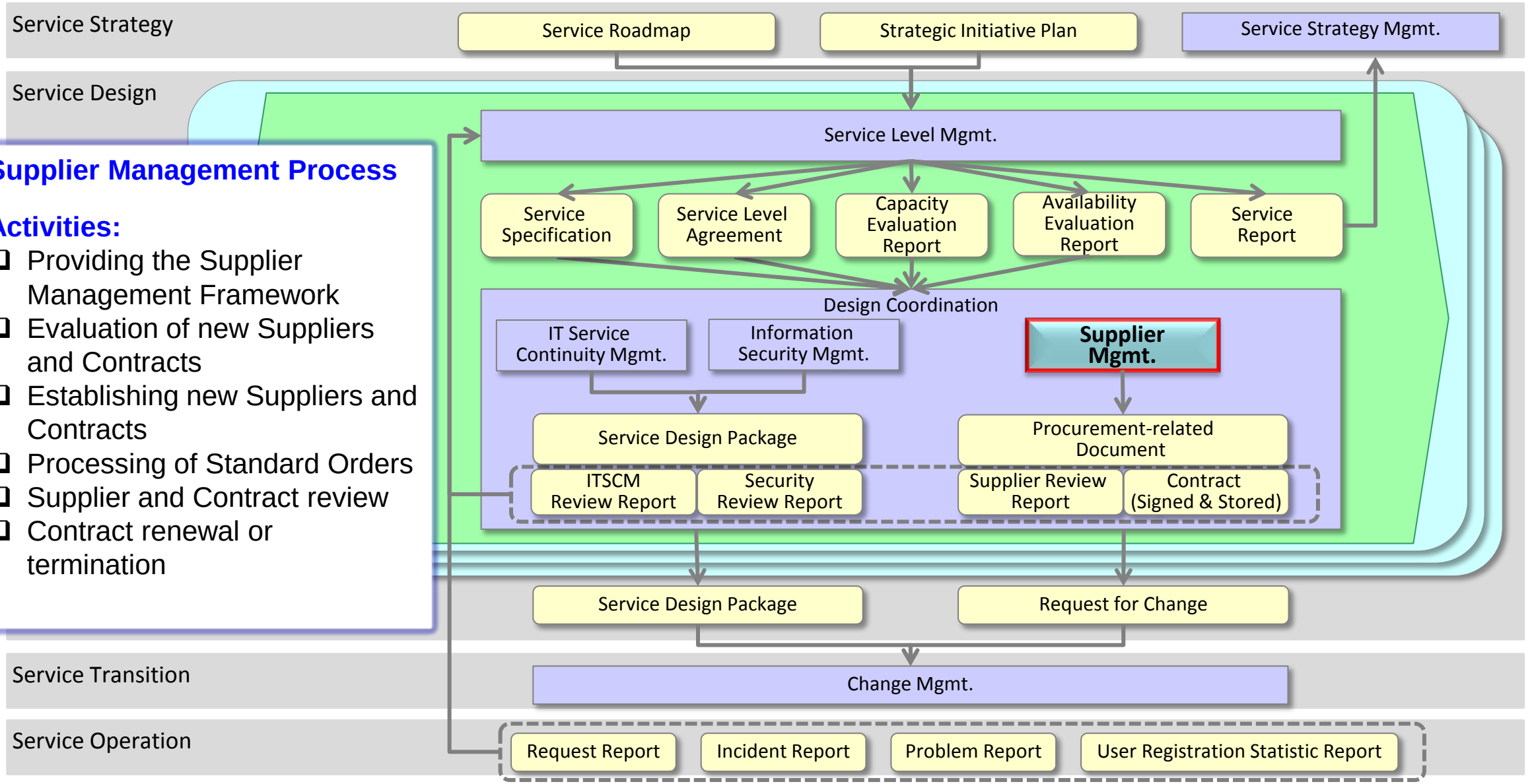


Supplier Management

Supplier Management Process

Activities:

- ❑ Providing the Supplier Management Framework
- ❑ Evaluation of new Suppliers and Contracts
- ❑ Establishing new Suppliers and Contracts
- ❑ Processing of Standard Orders
- ❑ Supplier and Contract review
- ❑ Contract renewal or termination

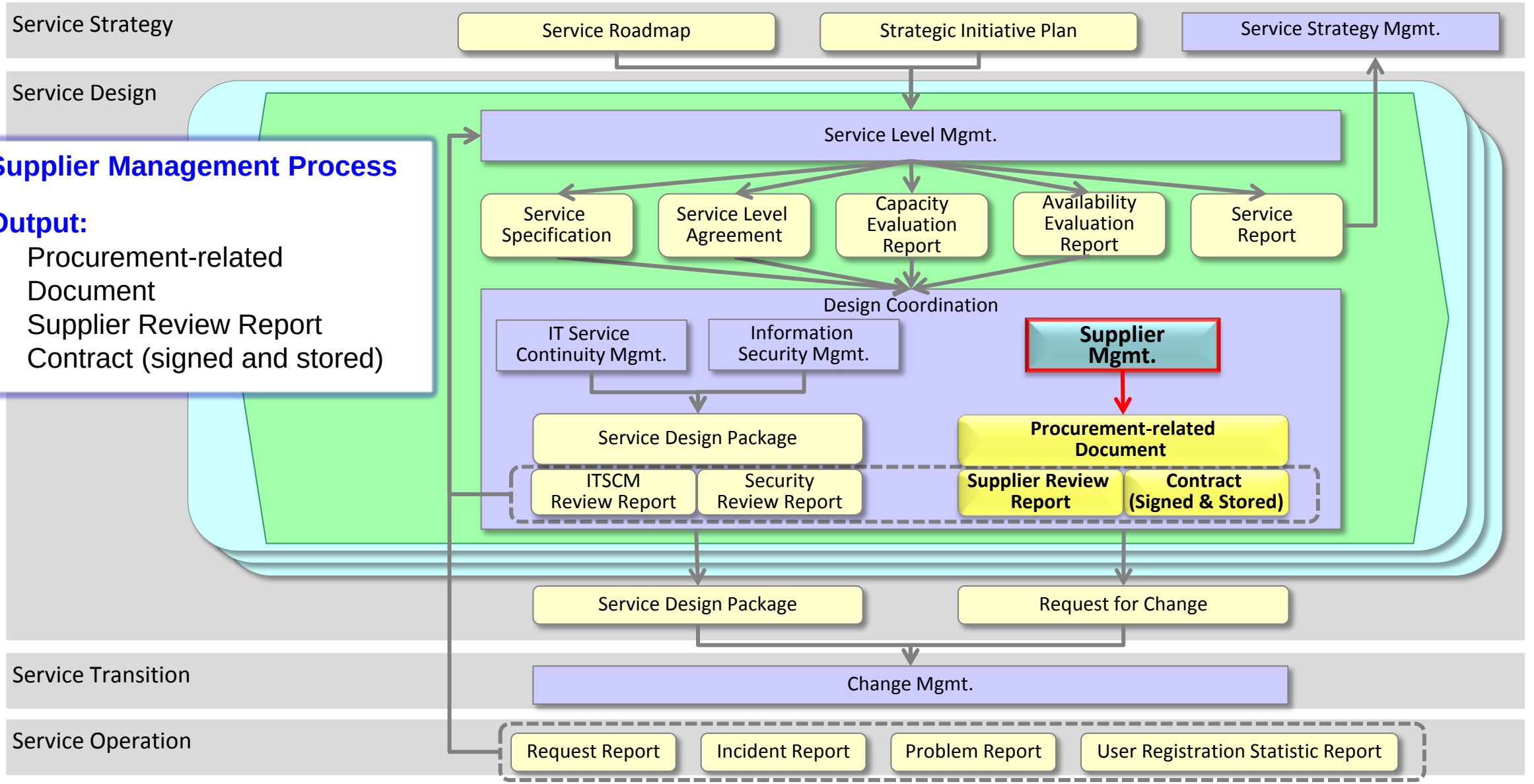


Supplier Management

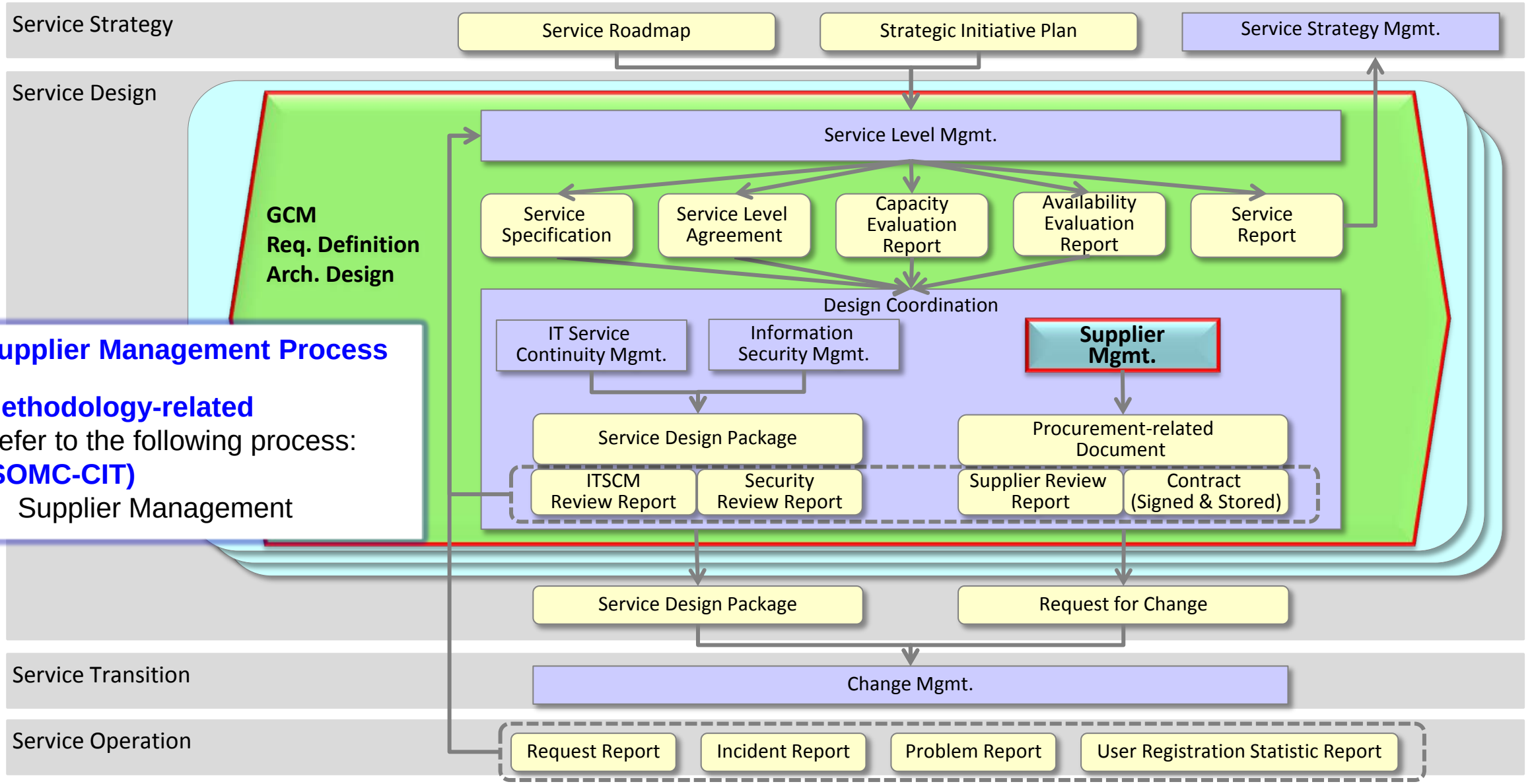
Supplier Management Process

Output:

- Procurement-related Document
- Supplier Review Report
- Contract (signed and stored)



Supplier Management



Supplier Management Process

Methodology-related
Refer to the following process:
(SOMC-CIT)

- Supplier Management

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Service Design Roles

Service Design Roles

Role	Description
Service Level Manager	The Service Level Manager is responsible for negotiating Service Level Agreements and ensuring that these are met. He makes sure that all IT Service Management processes, Operational Level Agreements and Underpinning Contracts are appropriate for the agreed service level targets. The Service Level Manager also monitors and reports on service levels.
Service Design Manager	The Service Design Manager is responsible for producing quality, secure and resilient designs for new or improved services. This includes producing and maintaining all design documentation.
IT Service Continuity Manager	The IT Service Continuity Manager is responsible for managing risks that could seriously impact IT services. He ensures that the IT service provider can provide minimum agreed service levels in cases of disaster, by reducing the risk to an acceptable level and planning for the recovery of IT services.
Information Security Manager	The Information Security Manager is responsible for ensuring the confidentiality, integrity and availability of an organization's assets, information, data and IT services. He is usually involved in an organizational approach to Security Management which has a wider scope than the IT service provider, and includes handling of paper, building access, phone calls etc., for the entire organization.
Supplier Manager	The Supplier Manager is responsible for ensuring that value for money is obtained from all suppliers. He makes sure that contracts with suppliers support the needs of the business, and that all suppliers meet their contractual commitments.

Service Design Roles

Role	Description
Service Owner	The Service Owner is responsible for delivering a particular service within the agreed service levels. Typically, he acts as the counterpart of the Service Level Manager when negotiating Operational Level Agreements (OLAs). Often, the Service Owner will lead a team of technical specialists or an internal support unit.
Applications Analyst	The Application Analyst is an Application Management role which manages applications throughout their lifecycle. There is typically one Application Analyst or team of analysts for every key application. This role plays an important part in the application-related aspects of designing, testing, operating and improving IT services. He is also responsible for developing the skills required to operate the applications required to deliver IT services.
Technical Analyst	The Technical Analyst is a Technical Management role which provides technical expertise and support for the management of the IT infrastructure. There is typically one Technical Analyst or team of analysts for every key technology area. This role plays an important part in the technical aspects of designing, testing, operating and improving IT services. He is also responsible for developing the skills required to operate the IT infrastructure.
Capacity Manager	The Capacity Manager is responsible for ensuring that services and infrastructure are able to deliver the agreed capacity and performance targets in a cost effective and timely manner. He considers all resources required to deliver the service, and plans for short, medium and long term business requirements.
Availability Manager	The Availability Manager is responsible for defining, analyzing, planning, measuring and improving all aspects of the availability of IT services. He is responsible for ensuring that all IT infrastructure, processes, tools, roles etc. are appropriate for the agreed service level targets for availability.

Service Design Deliverables

Service Specification

Outline

Process Name: Service Level Management

The desired outcome of a service, stated in terms of required service functionality (utility) and service levels (warranty). Based on this information, detailed service requirements are specified during the Service Design stage.

Composing Elements

- Service Name
- Service description
  1. Short description of service
  2. Users of the IT service on the client-side
  3. Services offered
     a. Handling of service interruptions (example: by telephone, by remote access, on site)
     b. User services (example: user administration, installation, etc.)
  4. Service quality
     a. Availability
        - Service operation timing
        - Number of interruptions allowed
        - Availability thresholds (xx,xx %)
        - Downtimes for maintenance (number of allowed downtimes, pre-notification periods)
        - Procedure for announcing interruptions to the service (planned/ unplanned)

     b. Performance
        - Capacity (lower/upper limit) for the service
        - Workload/usage of the service
        - Response times of applications
        - Reaction and resolution times according to priorities as defined in the classification of Incidents

     c. Restoration of the service in the event of a disaster

Service Level Agreement

Outline

Process Name: Service Level Management

An agreement between an IT service provider and a customer. The SLA describes the IT service, documents service level targets, and specifies the responsibilities of the IT service provider and the customer.

Composing Elements

(See Appendix A –Service Level Agreement)

Capacity Evaluation Report

SONY

Outline

Process Name: Capacity Management

A document that provides other Service Management processes and IT Management with information related to service and resource utilization and performance.

Composing Elements

- Details of Service capacities
  1. Agreed capacities
  2. Measured capacity usage
- Details of performance
  1. Agreed performance
  2. Measured performance
- Trend analysis
  1. Expected increase/decrease in the demand for service capacities
  2. Threshold values, whose attainment trigger the start of measures for the expansion of service capacities
- Incidents leading to reduced service capacities or performance (prolonged service failures, etc.)
  1. Type of the incident
  2. Causes
  3. Counter-measures for the elimination of the failure
  4. Measures for the future avoidance of similar failures
- Analysis of the effects upon IT capacities by
  1. Changes/additions/cancellations of IT Services
  2. Forthcoming Changes
  3. New technologies
  4. External changes (example: judicial type)
- Implement planned measures for the increase of service capacities or performance

Availability Evaluation Report

SONY

Outline

Process Name: Availability Management

A document that provides other Service Management processes and IT Management with information related to service and infrastructure component availability.

Composing Elements

- Details of the Availability
  1. Agreed Availability
  2. Attained/measured Availability
- Trend analysis
- Incidents leading to reduced Service Availability (prolonged Service failures, etc.)
  1. Type of the incident
  2. Causes
  3. Counter-measures for the elimination of the failure
  4. Measures for the future avoidance of similar failures
- Implemented planned measures for Availability improvement

Service Report

Outline

Process Name: Service Level Management

The Service Report gives insight into a service provider's ability to deliver the agreed service quality. To this purpose, it compares the agreed and actually achieved service levels, and also includes information on the usage of services, ongoing measures for service improvement, and any exceptional events. A Service Report is issued by the service provider for its customers, IT management and other Service Management processes. A similar report is also created by an external service supplier to document its achieved service performance.

Composing Elements

- Recipients
- Measurements pertaining to client satisfaction
- Details of service usage
  1. Volume details
  2. Resource usage
- Agreed service levels
- Attained services levels
- Trend analyses
- Special occurrences (prolonged service failures, etc.)
  1. Type of occurrence
  2. Causes
  3. Counter-measures for the elimination of the failure
  4. Measures for the future avoidance of similar failures
- Complaints overview
  1. Status
  2. Measures
- Important measures for the enhancement of the service quality

Service Design Package (ITSCM)

Outline

Process Name: IT Service Continuity Management

A component of Service Design Package with availability-related content

Composing Elements

(See "Composing Elements" of Service Design Package)

Service Design Package (Security)

Outline

Process Name: Information Security Management

A component of Service Design Package with security-related content

Composing Elements

(See "Composing Elements" of Service Design Package)

Service Design Package (Capacity)

Outline

Process Name: Capacity Management

A component of Service Design Package with capacity-related content.

Composing Elements

(See "Composing Elements" of Service Design Package)

Service Design Package (Availability)

Outline

Process Name: Availability Management

A component of Service Design Package with availability-related content

Composing Elements

(See "Composing Elements" of Service Design Package)

ITSCM Review Report

Outline

Process Name: IT Service Continuity Management

Consistency review result of disaster prevention measures with risk perceptions from the business side, and verification result that continuity measures and procedures are regularly maintained and tested.

Composing Elements

- Risk assessment result
- Review result of consistency between risk perception and current disaster prevention measures
- Actual report of maintenance of continuity measures and procedures
- Testing report of continuity measures and procedures

Security Review Report

Outline

Process Name: Information Security Management

Consistency review result of security measures and procedures with risk perceptions from the business side, and verification result that those measures and procedures are regularly maintained and tested.

Composing Elements

- Risk assessment result
- Review result of consistency between risk perception current security measures and procedures
- Actual report of maintenance of measures and procedures
- Testing report of measures and procedures

Procurement-related Document

Outline

Process Name: Supplier Management

Document about procurement-related and contracts with suppliers.

Composing Elements

- Request for proposal (RFP)
- Evaluation list for selecting suppliers
- Plans related to supplier agreement management
- Documents of contract

Note: Same content as [GPD54.2] "Procurement-related Document" of GCM

Supplier Review Report

Outline

Process Name: Supplier Management

Document that describes achieved vs. agreed supplier performance, any identified supplier weaknesses and problems, as well as suggestions on how the situation could be improved.

Composing Elements

- Actual delivery of contractually agreed performance
- Improvement measures (if required)
- Cost Analysis
- Competence Analysis

Contract (Signed & Stored)

Outline

Process Name: Supplier Management

Signed and securely stored Vendor/supplier/partner contracts.

Composing Elements

- Vendor/supplier/partner contracts
- Appendixes to contracts

Service Design Package (SDP)

Outline

Process Name: Design Coordination

The Service Design Package builds upon the Service Level Requirements (SLR). It further specifies the requirements from the viewpoint of the client and defines how these are actually fulfilled from a technical and organizational point of view.

Composing Elements

(See Appendix B – Service Design Package)

Request For Change (RFC)

Outline

Process Name: Design Coordination

A formal request for a Change to be implemented. This can be also raised in case of new service development. A request for a Change specifies the details of the proposed Change

Composing Elements

- Unique ID
- Date of submission
- Change Owner
- Initiator of the RFC (if not identical with Change Owner)
- Proposed Change priority (example: "Very High (Emergency Change)", "High", "Normal", "Low" - may be overruled by Change Management during Change assessment)
- Reference to Change Proposal (if the Change is related to a Change Proposal submitted at an earlier stage)
- Description of the Change being applied for
  1. Summary description
  2. Business case
     a. Reason for the Change to be implemented
     b. Costs
     c. Benefits
     d. Consequences if the Change is not implemented
     e. References (example: to a Problem Record triggering this RFC)
  3. Business areas on the client-side affected by the Change
  4. Services affected by the Change
  5. IT infrastructure components (CIs) affected by the Change
  6. Technology aspects (is a new technology being introduced?)
- Risks (Risks during the implementation of the Change)
  1. Identified risks
  2. Counter-measures (example: reversion procedure)
  3. Back-out strategy for the case of a failed Change implementation
- Time schedule
  1. Predicted/suggested time schedule for the implementation)
- Estimate of resources for the implementation
  1. Required personnel resources (from which areas)
  2. Estimated work effort for the required personnel resources
  3. Cost estimate (itemized for bigger Changes)
- Budget
  1. Statement as to whether a budget is allocated and cleared for this Change
- Additional supporting documents (example: index of additional supporting documents (if applicable), the Service Design Package for major additions or modifications to services)
- Approval or rejection
  1. Date
  2. Person/body in charge of the approval (Change Manager/CAB/ ECAB)
  3. Change reviewers
  4. Priority assigned by Change Management
  5. Restrictions
  6. Reasons for rejecting the RFC

Appendix A – Service Level Agreement

Service Level Agreement (1of 2)

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Composing Elements

- **Service Name**

- **Contract duration**
  1. Start and end dates
  2. Rules regarding renewal and termination of the agreement (rules regarding early termination of the agreement, if applicable)

- **Description/desired customer outcome**
  1. Business justification and benefits
  2. Business processes/activities on the customer side supported by the service
  3. Desired outcome in terms of utility (example: "Field staff can access enterprise applications xxx and yyy without being constrained by location or time")
  4. Desired outcome in terms of warranty (example: "High availability required during office hours in locations …")

- **Communication between customer and service provider**
  1. Responsible contact person on customer side with contact details
  2. Designated Business Relationship Manager on service provider side with contact details
  3. Service Reporting (contents and intervals of service reports to be produced by the service provider)
  4. Procedure for handling exceptions and complaints (example: details to be included in formal complaints, agreed response times, escalation procedure)
  5. Satisfaction surveys (description of the procedure for measuring customer satisfaction on a regular basis)
  6. Service Reviews (description of the procedure for reviewing the service with the customer on a regular basis)

- **Availability**
  1. Times when the service is required to be available
  2. Exceptions (example: weekends, public holidays)

- **Types and levels of support**
  1. On-site support
     a. Area/locations
     b. Types of users
     c. Types of infrastructure to be supported
     d. Reaction and resolution times according to priorities as defined by the classification of Incidents
  2. Remote support
     a. Area/locations
     b. Types of users (user groups granted access to the service)
     c. Types of infrastructure to be supported
     d. Reaction and resolution times according to priorities as defined by the classification of Incidents

- **Service level requirements/targets**
  1. Availability targets and commitments
     a. Conditions under which the service is considered to be unavailable (example: if the service is offered at several locations)
     b. Availability targets (exact definition of how the agreed availability levels will be calculated, based on agreed service time and downtime)
     c. Reliability targets (required by some customers, usually defined as Mean Time Between Failures (MTBF) or Mean Time Between Service Incidents (MTBSI))

Service Level Agreement (2of 2)

SONY

Composing Elements

d. Maintainability targets (required by some customers, usually defined as Mean Time to Restore Service (MTRS))
e. Down times for maintenance (number of allowed down times, pre-notification periods)
f. Restrictions on maintenance (example: allowed maintenance windows, seasonal restrictions on maintenance, and procedures to announce planned service interruptions)
g. Definitions of Major Incidents as well as Emergency Changes and Releases to resolve urgent issues, including procedures to announce unplanned service interruptions
h. Requirements regarding availability reporting

2. Capacity/performance targets and commitments
   a. Required capacity (lower/upper limit) for the service (example: Numbers and types of transactions, Numbers and types of users, Business cycles (daily, weekly) and seasonal variations
   b. Response times from applications
   c. Requirements for scalability (assumptions for the medium and long-term increase in workload and service utilization)
   d. Requirements regarding capacity and performance reporting
3. Service continuity commitments (availability of the service in the event of a disaster)
   a. Time within which a defined level of service must be re-established
   b. Time within which normal service levels must be restored

- **Responsibilities**
  1. Duties of the service provider
  2. Duties of the customer (contract partner for the service)
  3. Responsibilities of service users (example: with respect to IT security)
  4. IT security aspects to be observed when using the service (refer to relevant IT Security Policies, if applicable)

- **Pricing model**
  1. Cost for the service provision
  2. Rules for penalties/charge backs

- **Change history**

- **List of annexes and references** (example: to higher-level SLAs on the corporate or customer level which also apply to this agreement)

- **Glossary** (if applicable)

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Appendix B –
Service Design Package

Service Design Package (1of 2)

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Composing Elements

Part I: Header

This part describes the header data contained in a Service Design Package.

- Service Name
- Service Owner responsible for delivering the service

Part II: Detailed Requirements Specification as a Basis for Service Transition

This part builds upon the Service Level Requirements (SLR) and specifies in more detail what conditions the new service and its underlying applications and infrastructure must fulfill, providing all information which is needed for building the new service.

- Service level requirements
  (refer to the Service Level Agreement (SLA) where service level requirements are defined)
- Functional requirements
  (the SLA contains a summary description of the desired customer outcome; however, functional requirements may need to be specified in greater detail, especially if new applications/systems are to be developed)
- Information security requirements
  (Information security requirements which are relevant for the service)
- Compliance requirements
  (Compliance requirements which are relevant for the service)
- Architectural constraints
  (example: specific technology or vendors)
- Interface requirements
  (example: if a new system needs to communicate with other systems)
- Migration requirements
  (example: if data are to be migrated from an existing to a new application)
- Operational requirements
  (example: requirements for backup and restore mechanisms, compatibility with existing system monitoring tools)
- Required access rights
  (example: which users or user groups will require access to the service, and what levels of access must be provided)

Part III: Service Operation and Improvement Concepts

This part details how the service will be operated and continually improved, including the associated responsibilities, and what is required.

- Service Operation
  1. Approach to managing risks and issues
  2. Required monitoring, measuring and reporting
  3. Requirements with regard to operational functions procedures and activities required on operational level to operate the service
  4. Required operational and end-user documentation
  5. Human resources as well as skills required to operate the service
- Continual Service Improvement
  1. Approach and mechanisms to continually improve the service
  2. Human resources as well as skills required to improve the service

Service Design Package (2 of 2)

SONY

Composing Elements

Part IV: Technical and Organizational Implementation Blueprint

This part details what must be done during Service Transition to meet the specified requirements.

- Decomposition of the business service into infrastructure services
  1. Internal infrastructure services on which this service is based
     a. Names of the infrastructure services
     b. Service providers (responsible Service Owners)
     c. References to Operational Level Agreements (OLAs)
     d. Required changes to OLAs, if existing OLAs are not sufficient for the service to be established
  2. Externally supplied Supporting Services on which this service is based
     a. Names of the external services
     b. Name of the supplier
     c. Responsible Supplier Manager
     d. References to Underpinning Contracts (UCs)
     e. Required changes to UCs, if existing UCs do not support the introduction of the new service
- Transition strategy
  (a brief outline of the selected approach to implementing the new service)
  1. Testing strategy
  2. Deployment strategy
  3. Migration concept
  4. Back-out strategy in the case of a failed deployment
  5. Integration with other service transition projects
- Details on technical changes
  1. Details on technical changes required to build, test, deploy and operate the service.
  2. Development/customization of base applications for the service (example: if the service to be introduced is based on the SAP system or a custom application)
  3. Supporting tools
     a. Development/customization of migration tools
     b. Development/customization of testing tools
     c. Development/customization of deployment tools
     d. Development/customization of back-out tools in the case of a failed release deployment

Part V: Transition Planning Information

This part sets an intended time frame for the service implementation and estimates the required resources; this information may be updated later by Change Management, Release Management or Project Management.

- Preliminary Service Transition plan
  1. Major project phases and milestones
  2. Intended time schedule
  3. Required staff resources

Revision History

SONY

Rev. date	Version	Revision	Description
2017/01	1.00		Newly released.