Building digital Services with
Service Building Blocks and Blueprints

Dr. Helmut Steigele

Who should attend this training

- Persons who want to create services and service process flows
- Which want to solve «wicked problems»
- And are offered as a service on a digital channel
- Want to learn about Design Thinking and Architectural Work within Service Design

What is a wicked problem

- The Problem is difficult to define
- Each wicked problem is essentially unique
- Multi-causal
- May itself contain problems
- No rules or markers for where to stop
- Attempts to address may open cause unforeseen consequences
- No or limited opportunity for trial and error learning with immunity
- The planner is held accountable for result, efficiency and effectivity of the problem solution

Fields where wicked problems can be found

- Simplifying Business Transactions
- Inventing new Business- and Service Models
- Optimizing, Improving and Redesigning Processes

Agenda

- **Servicedesign Thinking and Blueprint Approach**
- The Service Development Cycle and it's Building blocks
- Blueprints stored in Repositories as Success Factor in Service Realization

# What is Service Design Thinking

- A skill that allows a designer to align what people want with what can be done, and produce a viable business strategy that creates customer service value and market opportunity
- A Method of focusing innovation on people and designing based on:
  - What people need and want
  - What people like or dislike
    - In regards to provisioning, marketing, support, or all of them

The central Blueprint of Service-Design-Thinking

Is a Service-Model that **defines and describes how an organisation needs to operate in the future** to meet specific needs of all service consumers across and within a business domain

- So it is about creating
    - Value Proposition
    - Value Chains
    - Capabilities
    - Resources
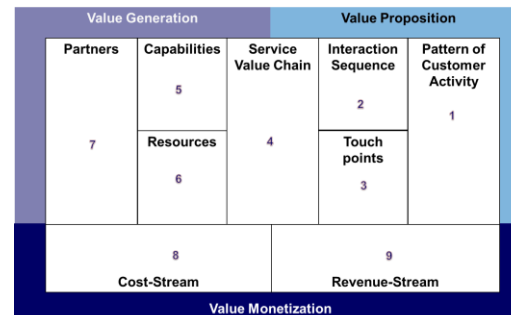
What if you realize

- that Servicedesign and Service-Improvement are based on
  - incremental building blocks
  - Which can be
    - Captured from a repository
    - For Re-use
    - And Production of new increments and service-artefacts

- Examples of such «building blocks»
  - Patterns of user activity
  - Gain-Pain-Demand-Diagrammes for Demand Profiling
  - Business and Service-Model Canvas
  - Policies, Processes and Procedure-Templates
  - Service-Feature-Catalogues
  - Configuration Models etc.

Benefits of this approach

- Desirable, feasible and viable services

- Shorter service development cycles

- Better integration of different services and underlying processes in an overall organisation

- Transparency within the Servicegovernance and Servicemanagement

- It considers Customers perception as well as effectivity and efficiency of provisioning process

desirable

Services

feasible

viable

Relationship Service Model / Operation-Model
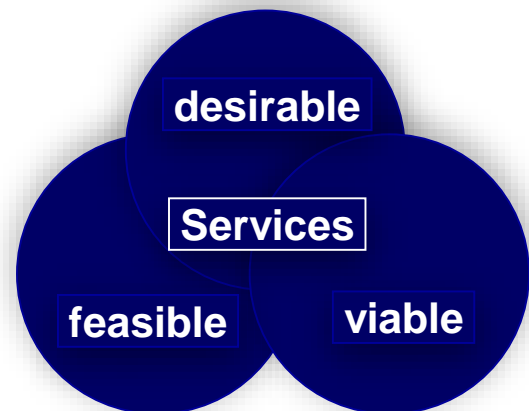
Definition Service Model:

An abstract representation of a service be it conceptual, textual, and/or graphical, of all core interrelated architectural, co-operational, and financial arrangements designed and developed by an organization presently and in the future, as well as **all service features the organization offers, or will offer, based on these arrangements that are needed to achieve its strategic goals and objectives.**

An operation model is therefore an aspect of the service model

The Demand Response Cycle and it's consequences
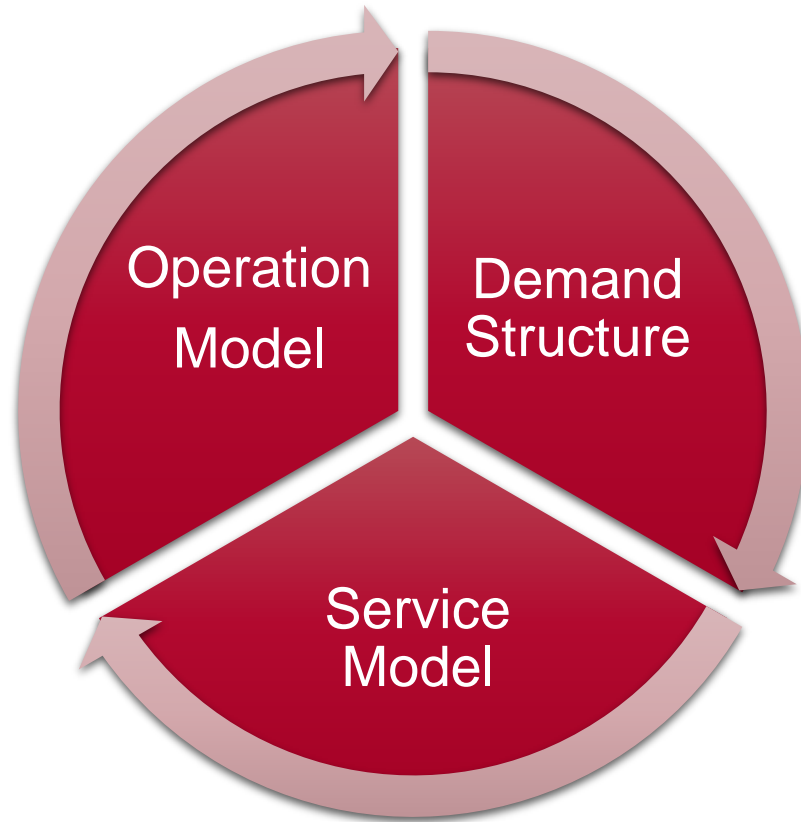
You have to satisfy customers demand by the proper business model and assure your efficiency with your operating model to maintain value in this cycle

Agenda

- Servicedesign Thinking and Blueprint Approach
- **The Service Development Cycle and it's building blocks**
- Blueprints stored in Repositories as success factor in Service realization

Comments on the Cycle

- As a lot of services are nowadays related with specific information technology building blocks and as there is the need for designing sustainable services

- The best practice approach of enterprise architecture (TOGAF) was taken as baseline for

  – Defining a consistent sequence (from idea to operations of a service) of design tasks

  – Assuring seamless information flow and interoperability of developped service building blocks

  – Integrating those building blocks later on in best practice servicemanagement frameworks like ITIL®

The Service Design Cycle

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Preliminary Phase - Objective

- Undertake the preparation and initiation activities required to meet the business directive for a new target service, including the definition of an Service-Specific Architecture framework and tools, and the definition of principles.
- The Preliminary Phase is about defining "where, what, why, who, and how we do service-architecture" in the enterprise concerned.
- This means
  - Defining the extent of the "Service" behind the operation model
  - Identifying key drivers and elements in the organizational context.
  - Defining the requirements for architecture work.
  - Defining the architecture principles that will inform any architecture work.
  - Defining the framework to be used
  - Defining the relationships between management frameworks
  - Evaluating the maturity of the referred organisation in architectural work

Phase 1 - Input Objects

Preliminary Phase

- Business Model and Business Strategy
- Business Principles, Governance- and Legal Frameworks
- Initial Stakeholder-Lists
- Organisational Model for Servicedesign-Project
- Existing Architecture Framework
- Service Architecture Governance Strategy
- Initial Content (Blueprints) of Service-Architecture Repository
- Existing Catalogue on Services and related Business Processes

Phase 2 - Process Steps

Preliminary Phase

1. **Scope the Enterprise Organizations Impacted**

2. **Confirm Governance and Support Frameworks**

3. **Define and Establish Project Team and Organization**

4. **Identify and Establish Architecture Principles**

5. **Tailor Servicedesign-Framework and, if any, other selected Architecture Framework(s)**

6. **Implement Architecture Tools**

Phase 3 – Output - Objects

Preliminary Phase

- Scoping Statement
- Architectural Principles
- Project Organisation Model for Service
- Service Architecture Repository

Objectives of Requirements Management

- Ensure that the Requirements Management process is sustained and operates for all relevant Development phases

- Manage requirements identified during any execution of the Development cycle or a phase

- Ensure that relevant requirements are available for use by each phase as the phase is executed

- Classifying captured Requirement for following structurization and prioritization

Steps of Requirements Engineering

In each relevant phase of the Project the Team should identify types of requirement that must be met by the architecture, including applicable:

• Functional requirements
• Non-functional requirements

When defining requirements following points should be taken into account:

• Assumptions for requirements
• Constraints for requirements
• Domain-specific principles that drive requirements
• Policies affecting requirements
• Standards that requirements must meet
• Organization guidelines for requirements
• Specifications for requirements

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Requirements Impact Assessment

- Reference to specific requirements
- Stakeholder priority of the requirements to date
- Phases to be revisited
- Phase to lead on requirements prioritization
- Results of phase investigations and revised priorities
- Recommendations on management of requirements
- Repository reference number

Requirements - Examples

- Requirements which are service outcome related
    - Requirements which are related with Customer «pain-experience»
    - Requirements which are related with Customer «gain-expectation»
    - Requirements which are related with «availability, security, continuity and performance»
- Architecture requirements
- Business service contracts
- Application service contracts
- Implementation guidelines
- Implementation specifications
- Implementation standards
- Interoperability requirements
- IT Service Management requirements
- Constraints
- Assumptions

Phase 1 - Input Objects

Requirements

- Inputs from Preliminary Phase
- Initially captured Requirements
- Stakeholder Lists
- Template of Requirements Impact Assessment

Phase 2 - Process Steps

Requirements

1. **Ensure that architecture lifecycle is maintained**

2. **Capture Requirements**

3. **Assess Requirements**

4. **Manage Requirements**

5. **Assure Requirements Fulfilment**

5. **Assure Requirements Actualization within SDM-Cycle**

Phase 3 – Output - Objects

Requirements

- Consolidated Requirements List
- Requirements Impact Assessment Results
- Requirements Status
- Requirements Management Log

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Preliminary Phase

Vision / Strategy
3

Learn and Improve

Org-Structures

Deploy Service

Process-Framework

Reguirements

Build Service

Service-Features

Plan Service

Application Landscape

Suppliers

Technology

Results Repository (Target)

Baseline Repository

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Vision

- The Service-Vision describes how the new capabilities of the referenced service will support Customer goals and strategic objectives and address the stakeholder concerns when implemented

- It provides a first-cut, high-level description of the Baseline and Service Architectures, covering the Governance, Service, Process, Organisation, Data, Application, Technology and Provider domains (Service Model)

- Business scenarios (Patterns of Business Activity) are an appropriate and useful technique to discover and document business requirements, and to articulate an Architecture Vision that responds to those requirements.

Structure of Service Model

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Pattern of Customer Activity**
	5		2	
7		4		1
	Resources		**Touch points**	
	6		3	
Cost-Stream		Revenue-Stream		
8		9		

Value Monetization

Phase 1 - Input Objects

Vision

Problem Description

Drivers, Principles, Strategic Goals and Constraints

Stakeholders and their Requirements

Service Operating Capabilities Assessment

Demand Scenarios and Customers Patterns of Business Activity

Phase 2 - Process Steps

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Vision

1. Establish the Design Project

2. Identify Stakeholders, Concerns, and Business Requirements

3. Confirm and Elaborate Business Goals, Business Drivers, and Constraints

4. Evaluate Customer Tasks which should to be supported

5. Assess Readiness for Service Provisioning

6. Define Scope

7. Confirm and Elaborate Operational and architectural Principles for the Service

8. Develop Service Vision

9. Define the Target Value Propositions and Service KPIs

10. Identify the Risks and Mitigation Activities

11. Develop Statement of Service Architecture Work; Secure Approval

Phase 3 – Output - Objects

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Vision

- **Pattern of Business Activity – Critical to Quality – Feature-List (Why)**
- **Service Proposition e. g. Servicelevelpackages (What will be offered)**
- **Service Interaction Channels and Delivery Structures (Where will service happen)**
- **Operation Principles (How)**
- **Stakeholder Map (Who)**

All Outputs will be parts of the «Highlevel Service Model»

Pattern of Customer Activity (PCA)
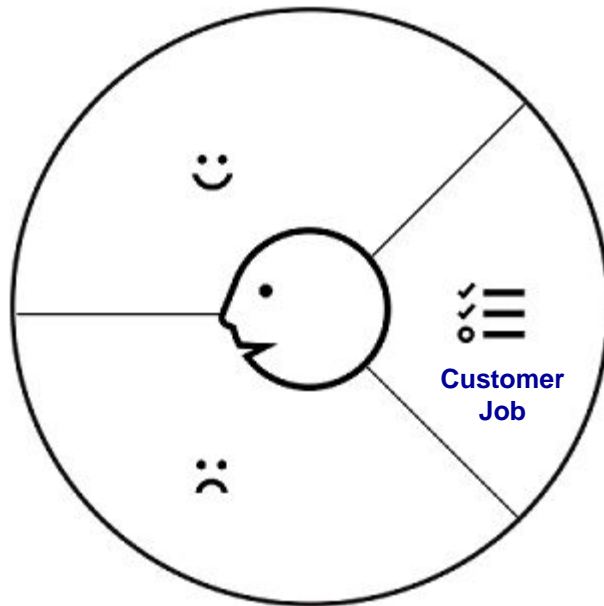
Customer Job

☺	**Gains** describe the outcomes customers want to achieve or the concrete benefits they are seeking.
☹	**Pains** describe bad outcomes, risks, and obstacles related to customer jobs.
☰	**Customer Jobs** describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

Service Value Map
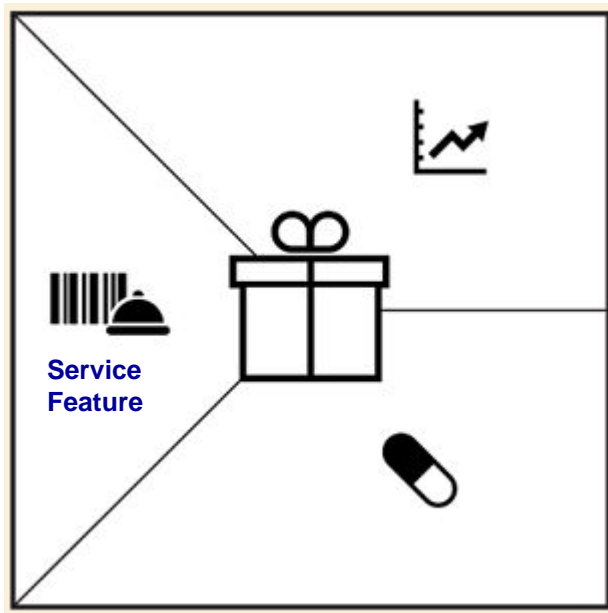
📈	**Gain Creators** describe how your products and services create customer gains.
💊	**Pain Relievers** describe how your products and services alleviate customer pains.
📊	This is a list of all the **Products and Services** a value proposition is built around.

Matching PCA with Value Map – Describe Demand Scenario

Requirement

Customer Job
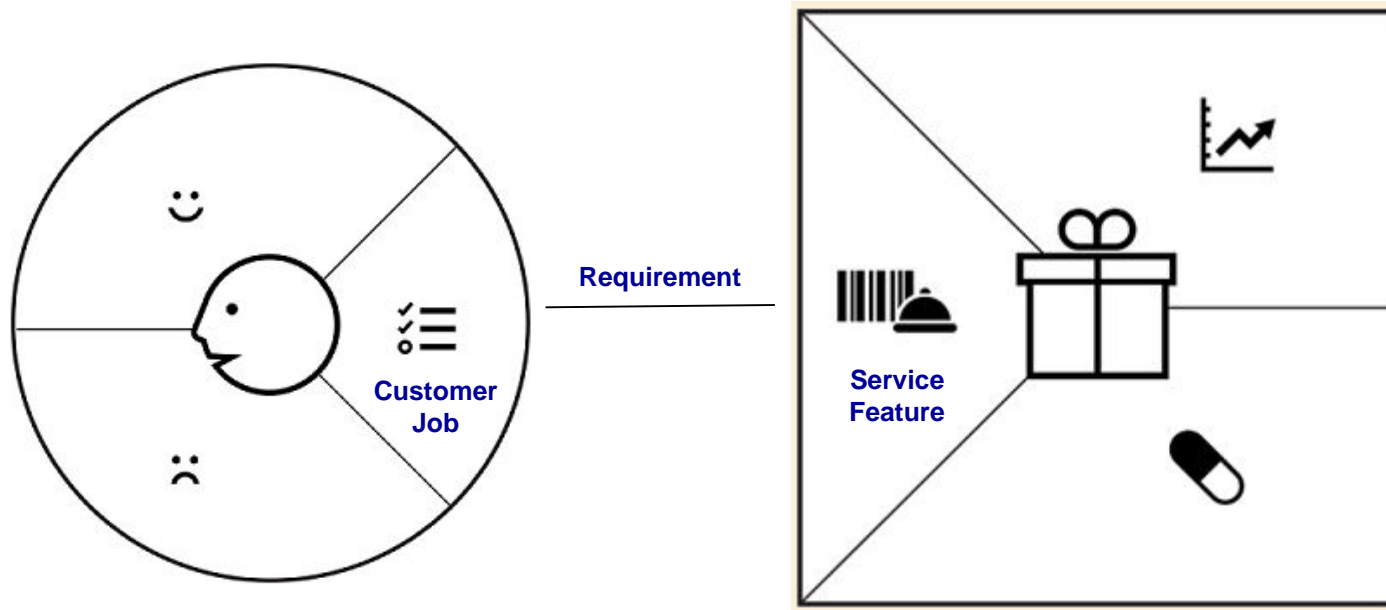
Service Feature

So for each pattern of Customer activity (or task) describe on high level feature candidates which generate gain and releave pain and set service objectives for them!

Outputs and their place in the servicemodel

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Value Generation			Value Proposition	
Partners 7	**Capabilities** 5	**Service Value Chain** 4	**Interaction Sequence** 2	**Demand Scenarios** 1
	Resources 6		**Touch points** 3	
Cost-Stream 8		**Revenue-Stream** 9		
Value Monetization				
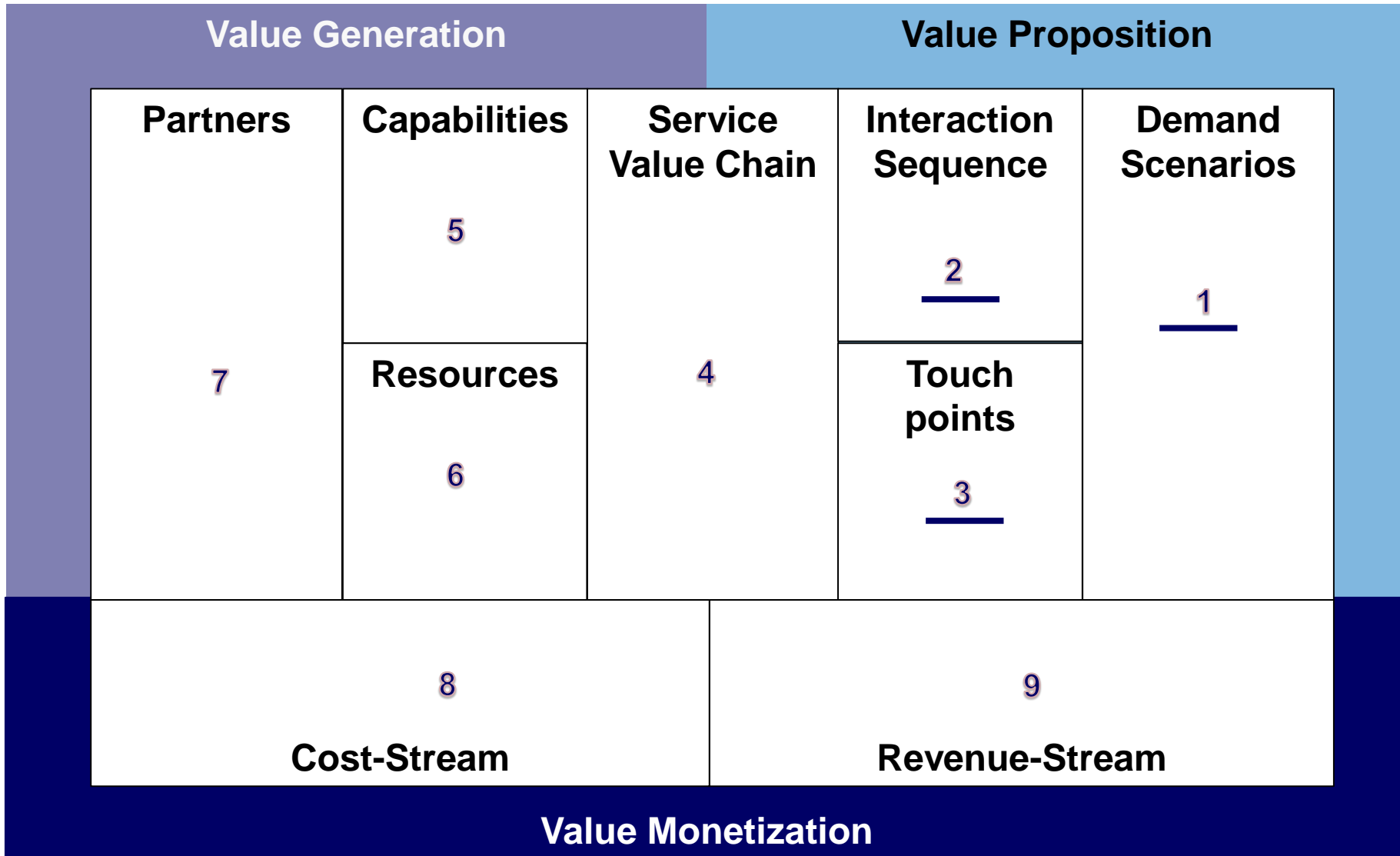
Generating Value – The basic principle

Gain created?

Pain relieved?

UTILITY

Fit for Purpose?

Available enough?

Performant enough?

Continuous enough?

Secure enough?

WARRANTY

Fit for use?

Value

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Preliminary Phase

Vision / Strategy

Learn and Improve

Org-Structures

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Deploy Service

Process-Framework

Build Service

Reguirements

Service-Features

Plan Service

Application Landscape

Suppliers

Technology

Results Repository (Target)

Baseline Repository

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Organisational Structures within Service

- Objective 1:
  - Develop those service model parts that describes how the service needs to operate to achieve the business goals, and respond to the strategic drivers set out in the Architecture Vision, in a way that addresses the Service-Project-Objectives and the Stakeholder concerns
- Objective 2:
  - Identify candidate service architecture roadmap components based upon gaps between the Baseline and Target Business Architectures

Which organisational units and roles will cover which capability within servicedelivery?

All Outputs will be parts of the «Highlevel Service Model»

Phase 1 - Input Objects

Org-Structures

- Results from the Vision-Phase
- Baseline Governance Documents for Roles, Policies and Responsibilities within the service
- Baseline Skill-Documentation for service delivery
- Baseline Org-Structures
- Baseline Functional Capabilities Allocation for Service-Org

Phase 2 - Process Steps

Org-Structures

1. Select reference models, viewpoints, and tools

2. Develop Baseline Functional Architecture Description

3. Develop Target Functional Architecture Description

4. Perform gap analysis

5. Define roadmap components

6. Resolve impacts across the Architecture Landscape

7. Conduct formal stakeholder review

8. Finalize the Functional Architecture

9. Create Architecture Definition Document

Phase 3 – Output

Org-Structures

Governance Structures

Target Documentation Roles , Policies and Responsibilities

Skills Framework

Organisational Functions

Baseline Org-Structures – Target Org-Structures

Business Capability - Functional Capabilities - Map

Isolated Gaps between Baseline and Target Landscape

Solution Architecture

Outputs and their place in the servicemodel

CascadeIT

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
7	5	4	2	1
	Resources		**Touch points**	
	6		3	

8	9
Cost-Stream	**Revenue-Stream**

Value Monetization

Process Architecture within Service Value Chain

- Objective 1:
  - Develop the Target Process Framework that describes how the enterprise needs to operate to achieve the functional goals
  - Target Process Modell consists of:
    - Governance Structures for Services, Roles and Responsibilities for Service-Processes
      - Process Definitions for service features
      - Process Definitions for service management processes

- Objective 2:
  - Identify candidate process components to be adapted based upon gaps between the Baseline and Target Process Architectures

  Which processes should be considered for Service Value Generation?

Phase 1 - Input Objects

Process-Framework

- Results from the Pre-Phases
- Baseline Service Objectives
- Baseline Process-Framework
- Baseline Process Definitions
- Baseline Process Outcome Definitions

Phase 2 - Process Steps

Cascade IT

Process-Framework

1. Select reference models, viewpoints, and tools

2. Develop Baseline Process Definitions

3. Develop Target Definitions

4. Perform gap analysis

5. Define roadmap components

6. Resolve impacts across the Process-Framework

7. Conduct first Customer Journey

8. Finalize the Process-Framework

9. Create Target Process Definitions and overall Process-Framework

Phase 3 – Output

Process-Framework

- Target Process-Framework
- Target Process Definitions
- Target Process Outcome Definitions
- Service Goal – Service-Process-Map
- Baseline Process-Framework – Target Process-Framework
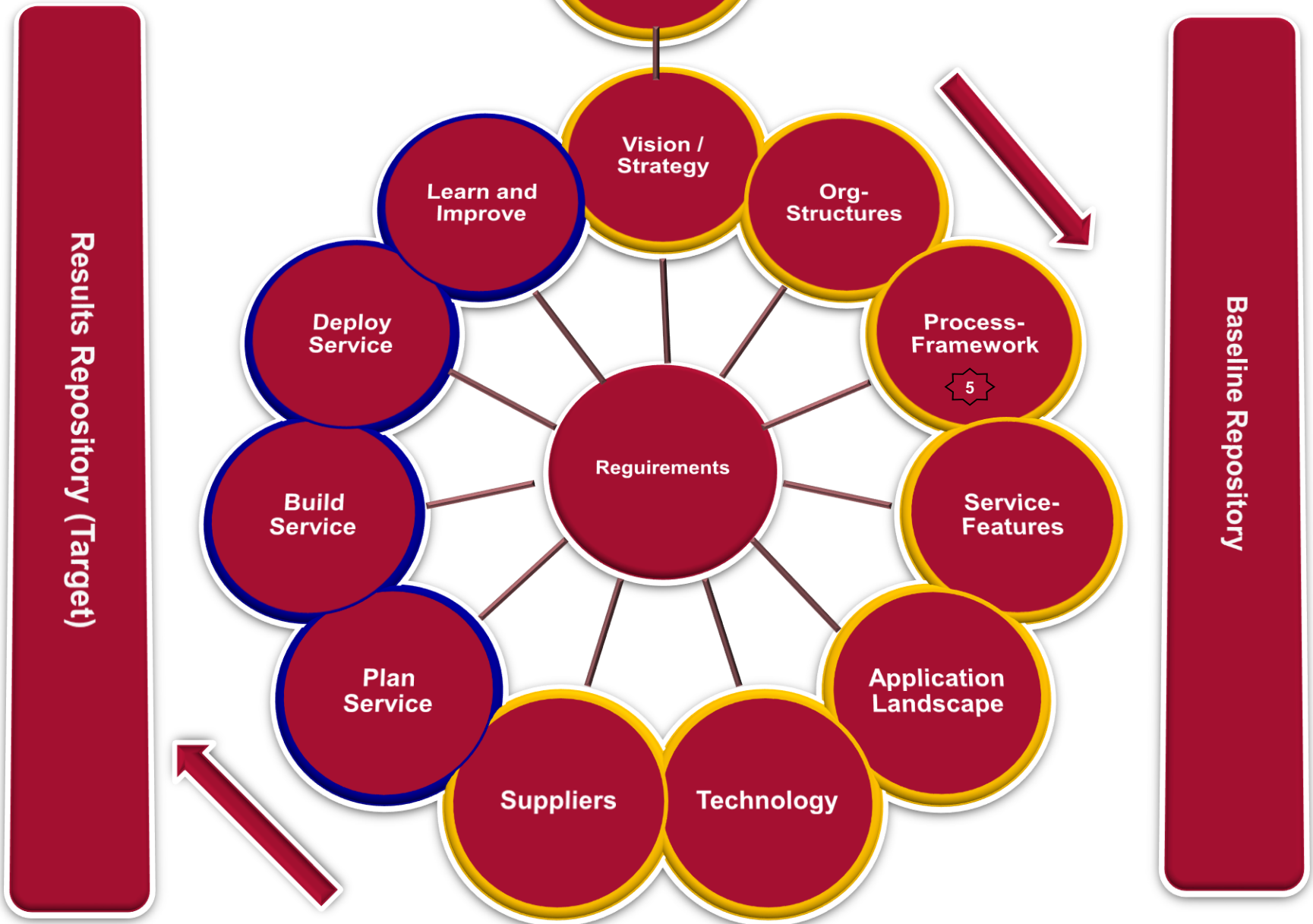- Isolated Gaps between Baseline and Target Process Landscape
- Solution Architecture

Outputs and their place in the servicemodel

CascadeIT

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
7	5	4	2	1
	Resources 6		**Touch points** 3	
Cost-Stream 8		**Revenue-Stream** 9		

Value Monetization

What is a Customer Journey

- A process designed to allow you to think as your customer.

- It allows to track all your customer or service user experiences and their responses

- It prevents design work, which is not valued at the end

Journey steps

- Decide on your journey

- Identify who your customer is e.g

- Use captured patterns of customer activity Note each part of the journey.

- What are the major journey steps, reconstruct the journey

- Identify key touchpoints in interaction between service customer and you

- Isolate "hot spots" or "moments of truth"

- Learn and handover journey experience to all other design activities

Customer Journey Results Consolidation (Example)

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Touchpoint	Providers Viewpoint	Customer Viewpoint	Opportunity for improvement?
Researching			
Registration			
Initial interaction			
Performing Transaction			
Reporting			
Billing			
Complaint			
Changes			
Etc.			

Feature Landscape and Service Value Proposition

- Objective 1:
  - Develop the Target Procedures and Service Features that describe how the service needs to operate to achieve the Customer goals
- Objective 2:
  - Identify candidate processes to be adapted, based upon gaps between the Baseline and Target Service Architecture
- Objective 3:
  - Identify candidate supportive services to be adapted, based upon gaps between the Baseline and the Target Service Architecture

Which service feature supports in which form specific service objectives?

Phase 1 - Input Objects

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Service-Features

Results from the Pre-Phases

Baseline Service Portfolio (incl. Servicecatalogue)

Baseline Service Definition

Baseline Service Requirements

Baseline Service Models

Phase 2 - Process Steps

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Service-Features

1. **Select reference models, viewpoints, and tools**

2. **Develop Baseline Service Definitions**

3. **Develop Target Service Definitions**

4. **Perform gap analysis**

5. **Define roadmap components**

6. **Resolve impacts**

7. **Conduct Customer Journey**

8. **Finalize the Service Features and Relations (eg. Serviceportfolio)**

9. **Create Target Feature Definitions and overall Servicelevel-Package**

Phase 3 – Output

Service-Features

- Target Service Features and Relations
- Target Service Definitions in Serviceportfolio
- Target Servicelevel Packages
- Target Servicedefinitions
- Target Process-Framework – Target Service Features and Relations - Map
- Isolated Gaps between Baseline and Target Landscape
- Solution Architecture

Matching PCA with Value Map – Describe Service Features in Detail – Define Value Proposition
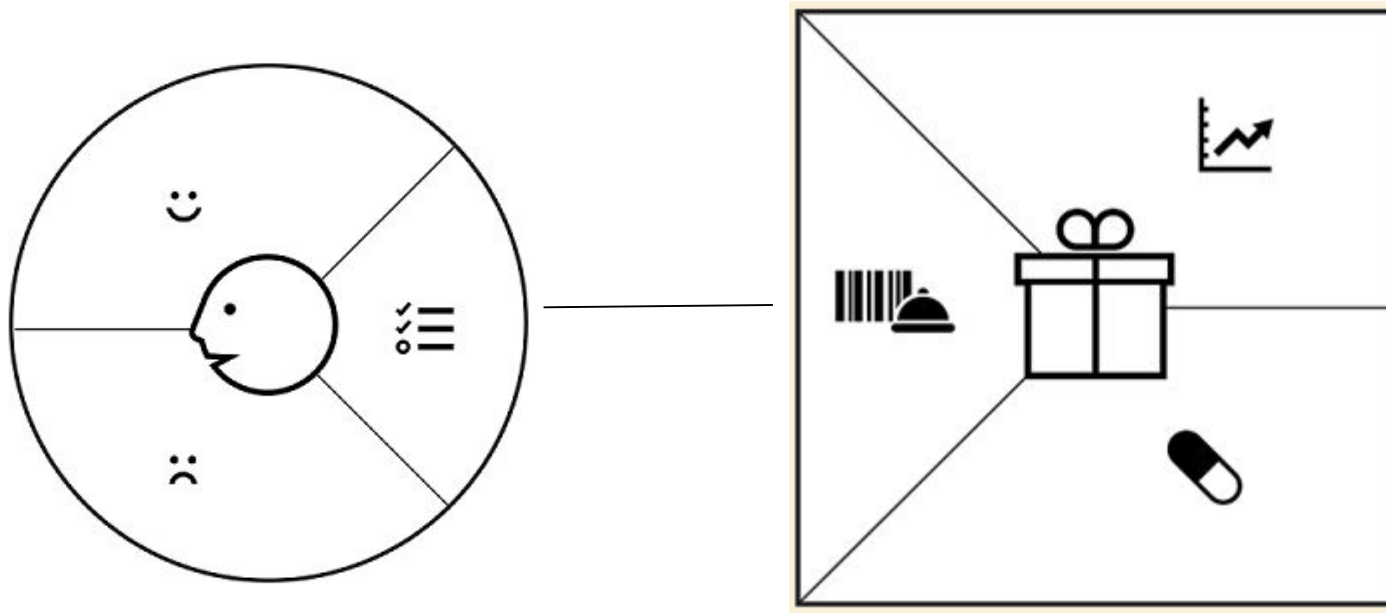
So for each pattern of Customer activity (or task) describe on detailed level feature candidates which generate gain and releave pain, set priorities and create servicelevel packages!

Character of Service-Features

- Solve specific Customer pains
- Create specific Customer gains
- Will be performed at specific «points of service»
- Will adress provider specific capabilities
    - Serviceprocedures
    - Servicemanagement-Processes
    - Organisational Structures
    - Service Skills
- Will use provider specific resources
    - Applications
    - Technology
    - Headcount
    - Providers

Outputs and their place in the servicemodel

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
	5		2	
				1
7	**Resources**	4	**Touch points**	
	6		3	

Cost-Stream	Revenue-Stream
8	9

Value Monetization
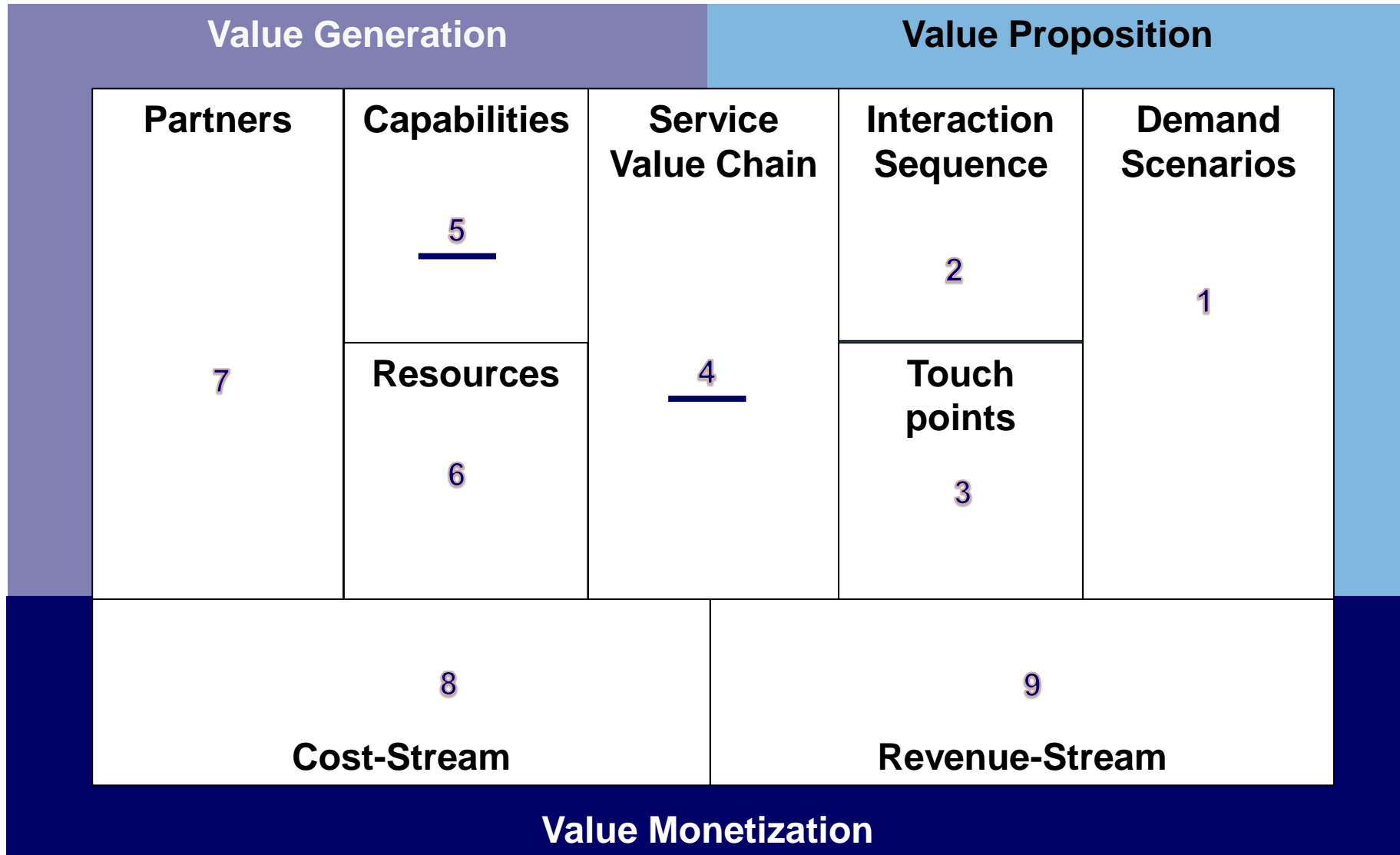
Application Architecture within a Service

- Objective 1:
  - Describing how the the referred application will enable the service vision, in a way that it addresses the service objectives and stakeholder concerns.

- Objective 2:
  - Identify candidate Application Architecture Roadmap components based upon gaps between the Baseline and Target Information Systems (Data and Application) Architectures.

Which application and application feature supports which service-to-Customer-activity-context?

Phase 1 - Input Objects

Application Landscape

- Results from the Pre-Phases
- Baseline Application Portfolio
- Baseline Mapping between Applications, Services and Processes
- Baseline Data Structures and Requirements
- Configuration Model – Layer Application

Phase 2 - Process Steps

Application Landscape

1. Select reference models, viewpoints, and tools

2. Develop Baseline Application Architecture Description

3. Develop Target Application Architecture Description

4. Perform gap analysis

5. Define roadmap components

6. Resolve impacts

7. Conduct Customer Journey

8. Finalize the Application Architecture

9. Create Architecture Definition Document

Phase 3 – Output

Application Landscape

- Target Applications
- Process - Service – Application Map
- Target Information Building Blocks and Usecases by Application
- Business Rules and Information Building Blocks by Applicaton
- Target Service Features and Relations – Target Applications - Map
- Isolated Gaps between Baseline and Target Landscape
- Applicaton related Performance Design
- Solution Architecture

Outputs and their place in the servicemodel

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
	5		2	
7		4		1
	Resources		**Touch points**	
	6		3	

Cost-Stream	Revenue-Stream
8	9

Value Monetization

Technology Landscape within Service

- Objective 1:
  - Develop the Target Technology Landscape that enables the physical components addressing the Service objectives and stakeholder concerns.

- Objective 2:
  - Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Landscape

Which Technology Elements are supporting which service-to-Customer-activity-context

Phase 1 - Input Objects

Technology Landscape

- Results from the Pre-Phases
- Technology Baseline
- Baseline Mapping between Technology and Services
- Baseline Technology Requirements
- Baseline Configuration Models

Phase 2 - Process Steps

Technology Landscape

1. Select reference models, viewpoints, and tools

2. Develop Baseline Technology Landscape Description

3. Develop Target Technology Landscape Description

4. Perform gap analysis

5. Define roadmap components

6. Resolve impacts

7. Conduct Customer Journey

8. Finalize the Technology Landscape

9. Create Landscape Definition Document

Phase 3 – Output

TechnologyL andscape

Target Technology Landscape

Process - Service – Technology Map

Target Technology Building Blocks

Technology Building Blocks by Service

Target Technology Landscape – Target Process-Framework - Map

Isolated Gaps between Baseline and Target Landscape

Component related Availability Design

Component related Capacity Design

Solution Architecture

Outputs and their place in the servicemodel

Value Generation			Value Proposition	
Partners	**Capabilities** 5	**Service Value Chain** 4	**Interaction Sequence** 2	**Demand Scenarios** 1
7	**Resources** 6		**Touch points** 3	

Cost-Stream 8	**Revenue-Stream** 9

Value Monetization

Preliminary Phase

Vision / Strategy

Learn and Improve

Org-Structures

Deploy Service

Process-Framework

Build Service

Reguirements

Service-Features

Plan Service

Application Landscape

Suppliers

Technology

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Results Repository (Target)

Baseline Repository

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Provider Landscape - Objectives

Objective 1:

– Develop the Target Provider Landscape that enables the operational
 support of the service
  • Defining Target Provider Landscape
  • Defining Provider Interfaces for Service
  • Define Provider Governance Structures for Service
  • Define Underpinning Contacts
  • Align Underpinning Contracts with your Service Value Proposition

Objective 2:
  – Identify Roadmap candidates based upon gaps between the
   Baseline and Target Provider Landscape

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Phase 1 - Input Objects

Provider Landscape

- Sourcing Strategy Part from Business Strategy
- All other Gaps and Roadmaps from former phases
- Baseline Mapping between Providers and Services
- Baseline Provider Requirements
- Baseline Provider- and Contract Policies

Phase 2 - Process Steps

Provider Landscape

1. Select reference models, viewpoints, and tools

2. Develop Baseline Provider Landscape Description

3. Develop Target Provider Landscape Description

4. Perform gap analysis

5. Define roadmap components

6. Resolve impacts

7. Conduct formal stakeholder review

8. Finalize the Provider Landscape

9. Create Landscape Definition Document

Phase 3 – Output

Provider Landscape

Target Provider Landscape

Provider - Service – Map

Target Sourcing Building Blocks

Sourcing Building Blocks by Service

Target Provider Landscape – Target Service Features and Relations - Map

Isolated Gaps between Baseline and Target Landscape

Solution Architecture

Outputs and their place in the servicemodel

Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
	5		2	1
7	**Resources**	4	**Touchpoints**	
	6		3	
8		9		
Cost-Stream		**Revenue-Stream**		

Value Monetization

Plan Service-Development

- Generate the initial complete version of the Servicedesign Package and the realization roadmap based upon the gap analysis and the service components
- Determine whether an incremental approach is required, and if so identify Transition candidates that will deliver continuous business value.
- Confirm the enterprise's capability for undergoing change.
- Generate and gain consensus on an outline Implementation and Migration Strategy.

Phase 1 - Input Objects

Plan Service

- Results from Gap - Analysis
- All other Solution Architectures from former phases
- Inputs from Outside-Project Context
- Service-Readyness-Assessment
- Programme- and Project-Management-Guidelines

Phase 2 - Process Steps

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Plan Service

1. Determine/Confirm Key Change Attributes in Service

2. Determine Business Constraints for Implementation

3. Review and Consolidate Gap Analysis Results from former Phases

4. Review Consolidated Requirements Across Related Service Features and Objectives

5. Consolidate and Reconcile Supporting Services

6. Refine and Validate Dependencies

7. Calculate Businesscase based on Cost- and Revenue-Streams

8. Decide on Service Realization

9. Confirm Readiness and Risk for Service Design

8. Formulate Implementation and Transition Strategy

9. Identify and Group Major Work Packages

10. Identify Transition Landscapes

11. Create the Service Architecture Roadmap & Implementation and Migration Plan

Phase 3 – Output

Plan Service

- Service Business Case
- Revenue- and Cost-Streams per Service
- Servicedesign Package
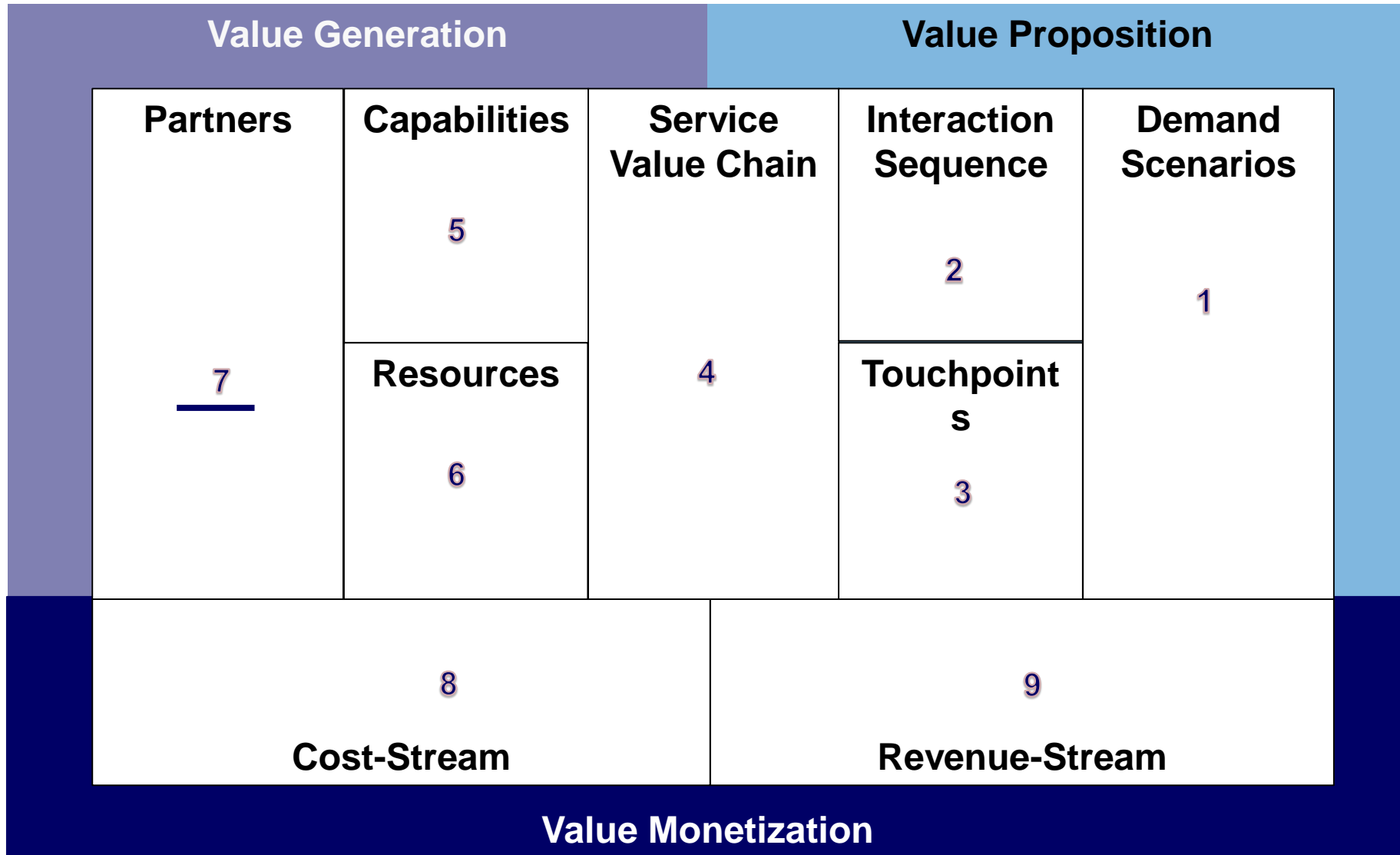- Project Charter – Work Packages
- Communication Plan
- Service Acceptance Criteria

Outputs and their place in the servicemodel

Cascade IT

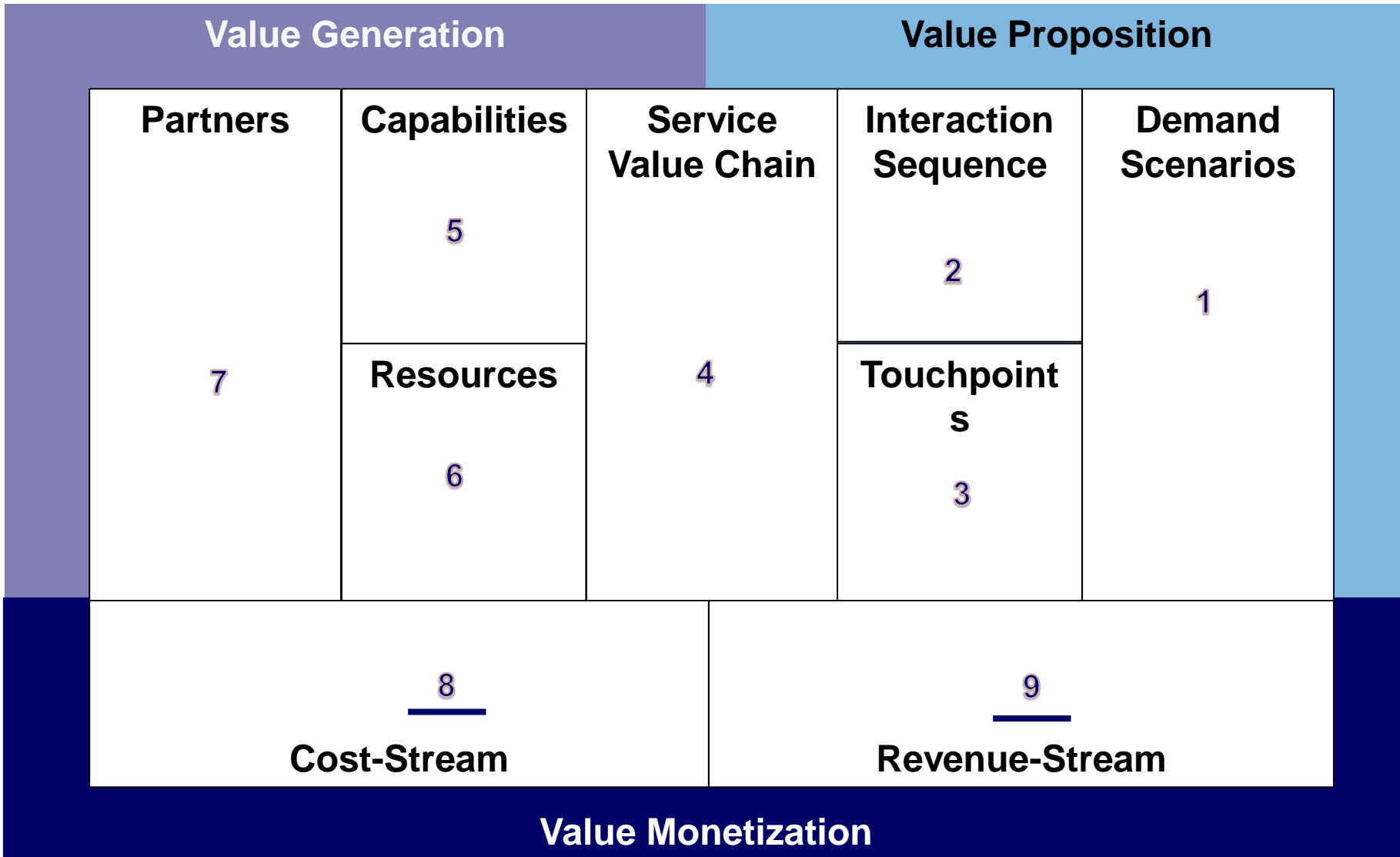| Value Generation			Value Proposition	
Partners	**Capabilities**	**Service Value Chain**	**Interaction Sequence**	**Demand Scenarios**
	5		2	
				1
7	**Resources**	4	**Touchpoints**	
	6		3	

8	9
Cost-Stream	**Revenue-Stream**

Value Monetization

Cascade IT

Results Repository (Target)

Baseline Repository

Preliminary Phase

Vision / Strategy

Learn and Improve

Org-Structures

Deploy Service

Process-Framework

Build Service

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Reguirements

Service-Features

Plan Service

Application Landscape

Suppliers

Technology

- Develop Service-Components
  - Governance Structures
  - Organisational Structures (Roles, Responsibilities, Functions)
  - Policies and Processes
  - Servicedescriptions, Servicelevel-Agreements
  - Service-Procedures
  - Skillbase for operating the Service
  - Headcount for operating the Service
  - Application-Landscape
  - Technology-Landscape
  - Provider-Landscape

- Ensure that the implementation roadmap conforms the Servicedesign package

Approach

The overall approach is to:

- Establish a project that will enable the delivery of service components agreed for implementation during the Planning Phase

- Adopt a phased deployment schedule that reflects the business priorities embodied in the Project Roadmap.

- Follow the organization's standard for corporate, IT, and architecture governance.

- Use the organization's established portfolio/program management approach, where this exists.

- Define an operations framework to ensure the effective long life of the deployed solution.

Phase 1 - Input Objects

Build Service

Service Project Charter

Servicedesign Package

Requirements List

Building Blocks from Baseline Repository

Service Acceptance Criteria

Phase 2 - Process Steps

Build Service

1. **Confirm Scope and Priorities for Build**

2. **Identify required Capabilities and Resources**

3. **Guide Development of Solutions Deployment**

4. **Perform Acceptance Criteria Reviews**

5. **Start and Coordinate Sub-Cycles on Process-, Service-, Application-, Technology- and Provider-Layers**

6. **Perform Post-Implementation Review and Close the Implementation**

Phase 3 – Output

Build Service

- Service Transition Packages
- Components of Servicedesignpackage
- Policies, Processes, Organisational Structures and Procedures
- Skillbase and Staffing
- Servicelevel Agreements
- Service Report Structures and Service Monitoring
- Drafted Transition Plan and Test-Scenarios

Cascade IT

Preliminary Phase

Vision / Strategy

Learn and Improve

Org-Structures

Deploy Service

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Process-Framework

Build Service

Requirements

Service-Features

Plan Service

Application Landscape

Suppliers

Technology

Results Repository (Target)

Baseline Repository

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Deploy Service

Objective 1:
- Develop the Target Provider Landscape that enables the operational support of Service.
  - Defining Resource-Categories for Service
  - Defining Provider Classifications for Service
  - Defining Provider- and Contractmanagement Policies and Processes
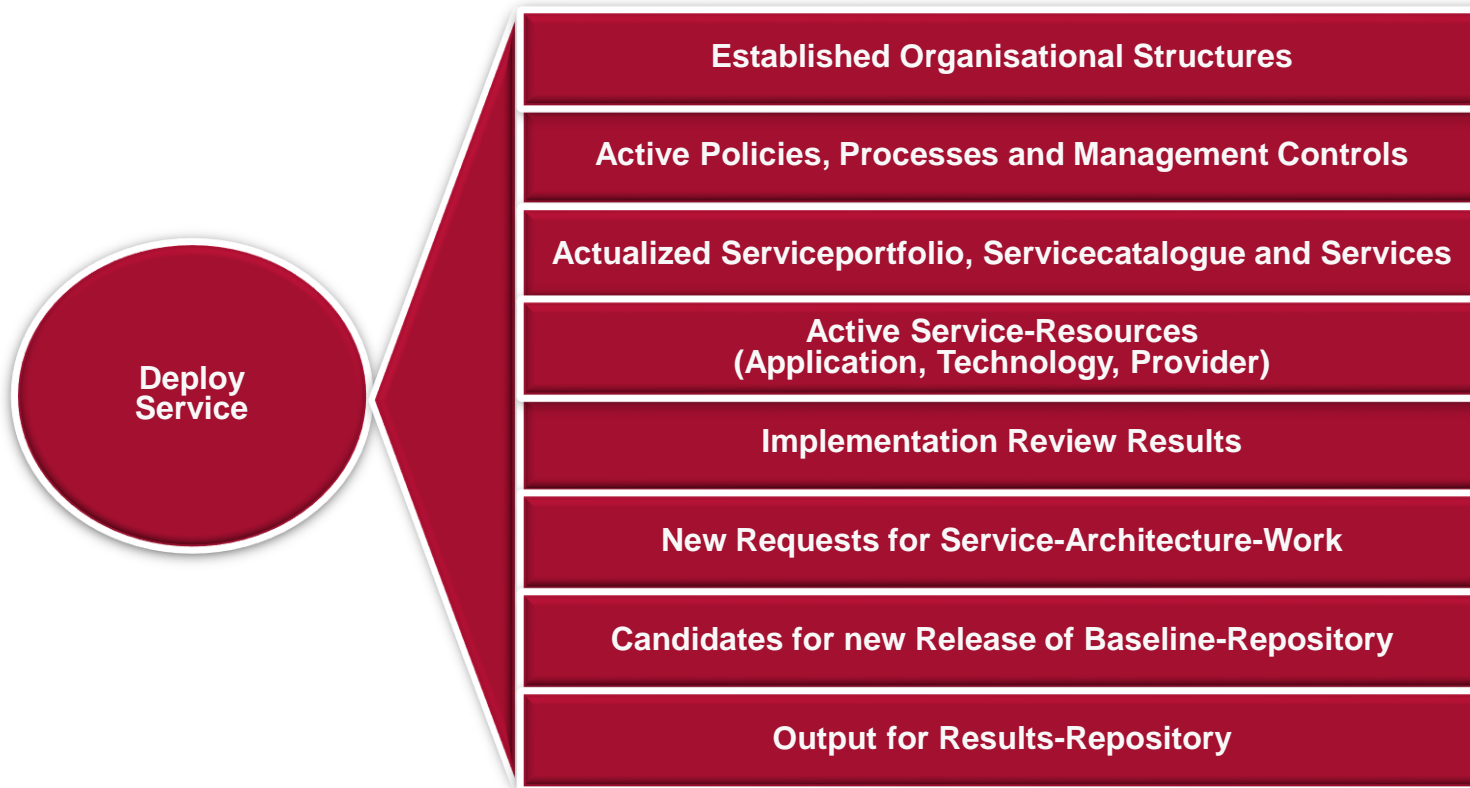 - Defining Target Provider Landscape

Objective 2:
  - Identify Roadmap candidates based upon gaps between the Baseline and Target Provider Landscape

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Phase 1 - Input Objects

Cascade IT

Deploy Service

Transition Packages from Build

Requirements – now used for Test and Signoff

Communication Plan

Transition- and Test-Plan

Operational Readyness Assessments

Phase 2 - Process Steps

Cascade IT

Provider Landscape

1. **Confirm Scope and Priorities for Deployment**

2. **Define Deployment Scenarios and Sequences**

3. **Identify Deployment Resources and Skills**

4. **Coordinate final Customer Journeys and Acceptance Tests**

5. **Coordinate Validations and Expectation Management**

6. **Coordinate and Authorize Deployments**

7. **Establish Early Life Support for Service**

8. **Manage Transition between Baseline Mode and Target Mode of Operation**

9. **Establish operational Change Management for Service – Invoke new Development Cycles**

10. **Perform Post-Implementation Review and Close the Implementation**

Phase 3 – Output

Deploy Service

- Established Organisational Structures
- Active Policies, Processes and Management Controls
- Actualized Serviceportfolio, Servicecatalogue and Services
- Active Service-Resources (Application, Technology, Provider)
- Implementation Review Results
- New Requests for Service-Architecture-Work
- Candidates for new Release of Baseline-Repository
- Output for Results-Repository

Preliminary Phase

Vision / Strategy

Learn and Improve
13

Org-Structures

Deploy Service

Process-Framework

Requirements

Service-Features

Build Service

Plan Service

Application Landscape

Suppliers

Technology

Results Repository (Target)
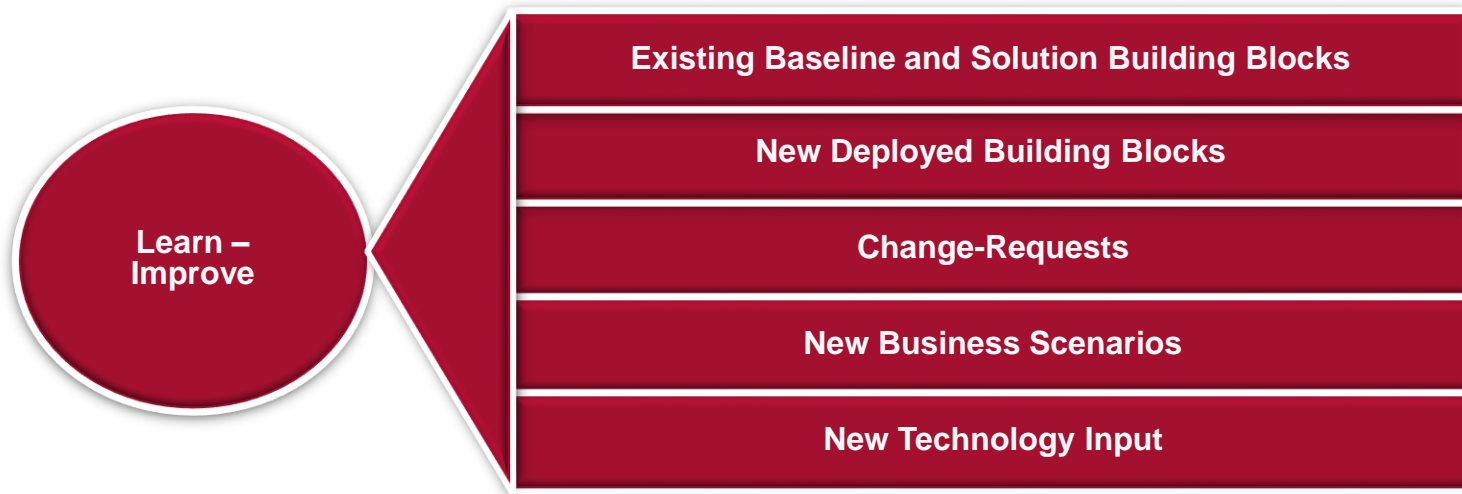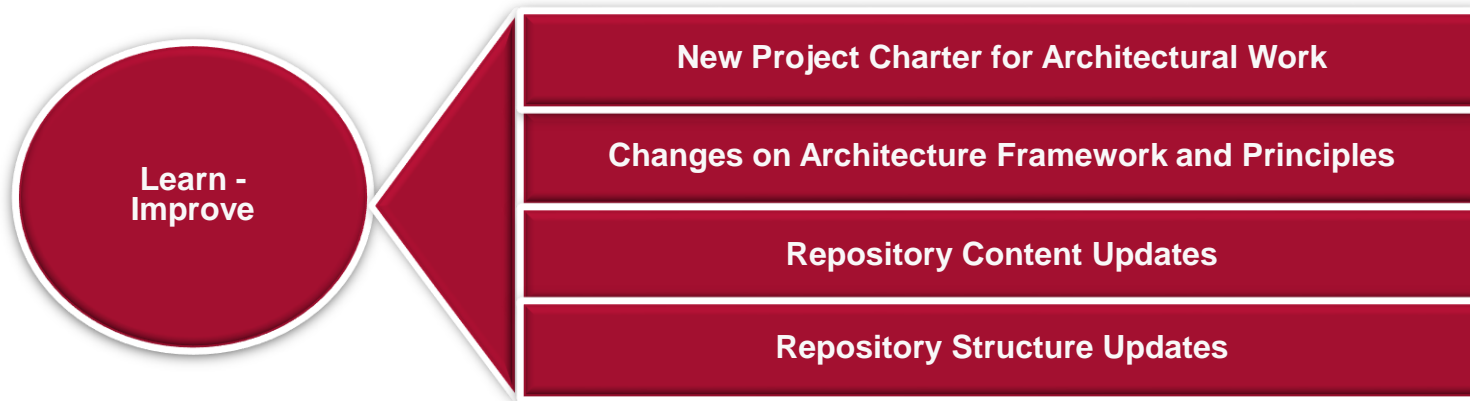
Baseline Repository

CascadeIT

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Learn and Improve - Objectives

- Providing continual monitoring and a change management process to ensure that the architecture responds to the needs of the enterprise and maximizes the value of the architecture to the business.

- Preventing "creeping elegance" whilst changing the architecture building blocks within established Service

- Validation of opportunities in adapting

    - Existing Architecture Building Blocks in the Repositories
        - Policies, Processes
        - Serviceportfolio and Servicecatalogue
        - Technologies (Application, Technology)
        - Providers

- Invoking Improvements within Service-Context or Service-Development-Cycle itself
- Keeping Repository-Content actual, complete, accurate and accessable

Phase 1 - Input Objects

Learn – Improve

Existing Baseline and Solution Building Blocks

New Deployed Building Blocks

Change-Requests

New Business Scenarios

New Technology Input

Phase 2 - Process Steps

Learn - Improve

1. Establish Value Realization Process

2. Deploy Monitoring Tools

3. Review new deployed building blocks

4. Provide Analysis for Architecture Change Management

5. Develop Change Requirements to meet Performance Targets

6. Manage Governance Process for Repositories and Architecture Building Blocks in Service

6. Activate the Process to Implement Change (for Starting new Cycle)

Phase 3 – Output

Learn - Improve

New Project Charter for Architectural Work

Changes on Architecture Framework and Principles

Repository Content Updates

Repository Structure Updates

Agenda

- Servicedesign Thinking and Blueprint Approach
- The Service Development Cycle and it's building blocks
- **Blueprints stored in Repositories as success factor in Service realization**

What means Repository Approach

- Work with the principle of Building Blocks
- Use a Repository for your those
- Follow the principle of Re-Useability
- Classify along Evolution History of Building Block
  - Requirements capturing from (pre-phase)
  - Baseline Architecture
  - Target Architecture
  - Solution Architecture
- Solution Building Blocks always have
  - Input- and Output Parameters (often described in Lists)
  - Relationships or Interfaces (often described in a Matrix)
  - Activity or Status Flow (often described in Diagrammes)
  - Are saved and baselined in Repositories
- Consolidate recurring Relationships of Building Blocks in a Blueprint
- Store Building Blocks and Blueprints in a Baseline Repository

Working with Building Blocks and Repositories means
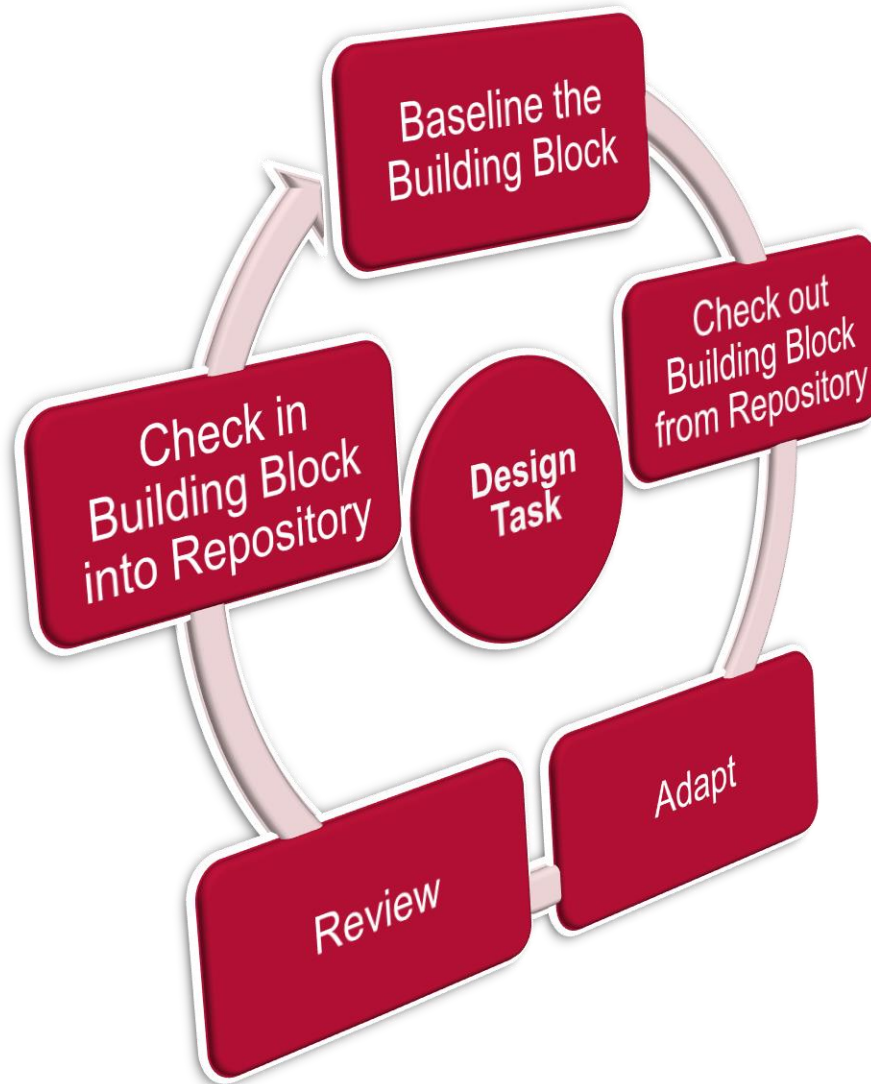
Consequences

- Higher frequence in solution deploys
- Consistency within developped solutions
- Higher degree of interoperability within Target Organisations
- Lower Cost of Operation
- Higher responsibility to changes at business level

Training-Session with

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