Knowledge for an industrialized IT

Dr. Helmut Steigele

BUZZWORD BINGO

Cloud	GRC	Cutting-edge	Virtualiza-tion	BYOD
Endpoint	Mobile	SaaS	Cloud	"The new Twitter"
Breach	"Occupy RSA!"	ITIL	Social Networks	Hacktivist
Collabora-tion	Innovation	Cyber	IPv6	Cloud
Breach	Cloud	eDiscovery	Big Data	PaaS

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- An informational event how
  - Directors and Managers within IT
  - Can use dedicated best practice
  - To simplify their life

  in an industrialized context of IT-Serviceproviding

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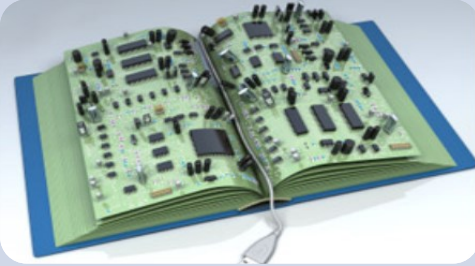
How to survive…

Cascade IT

- Who we are
- Hypercompetition – Industrialization – Change - best Practice
- Industrialization and IT - Impacts
- Value of best practice in this world
- Acquisition of best practice
- Operationalization of best practice
  - Setup and adaptation of service offering
  - Stabilizing organisations after restructuration
  - Management as taks itself
  - Sourcing Governance and Vendor-Management
- Best Practice and education within UBS

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Knowledge Libraries	Knowledge Transfer	Knowledge Operationalization

For best practices in Governance-, Servicemanagement- and Sourcing-Field

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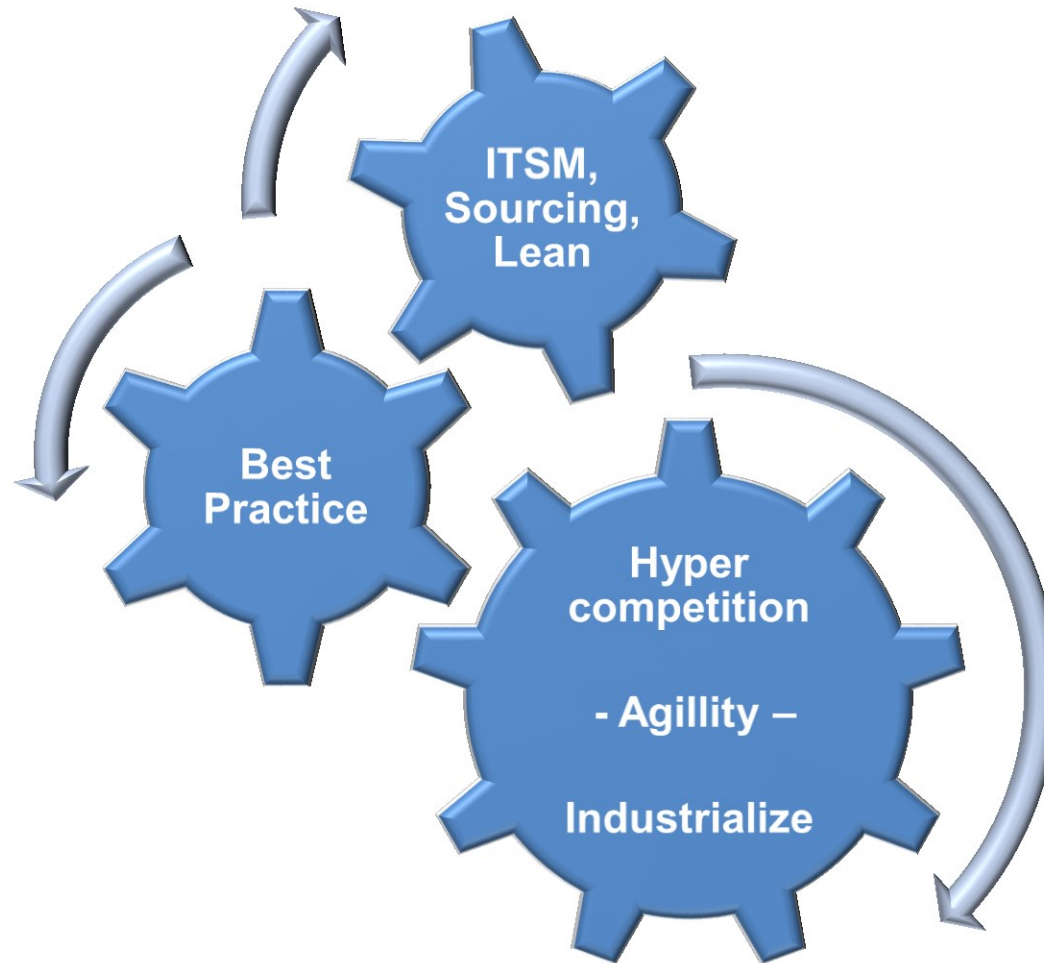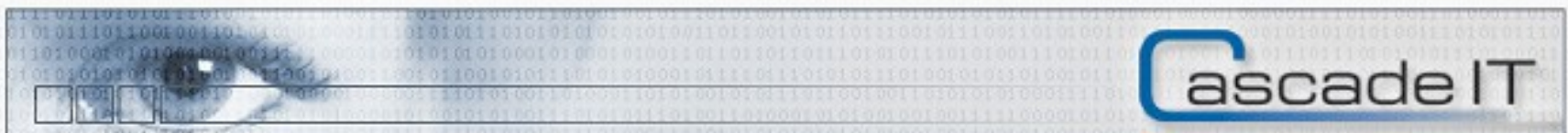
- Change in Customer Expectations

  - Changing from Non-IT towards but mass-customization conditioned digital natives

- Corporate governance and Business Transformation
  - Pressure within compliance and legal issues
  - Along the whole process and value chain

- Outsourcing of Resources [Human&Non-human]

- Steady Raise of Service Requests

- Restructuring and Consolidations

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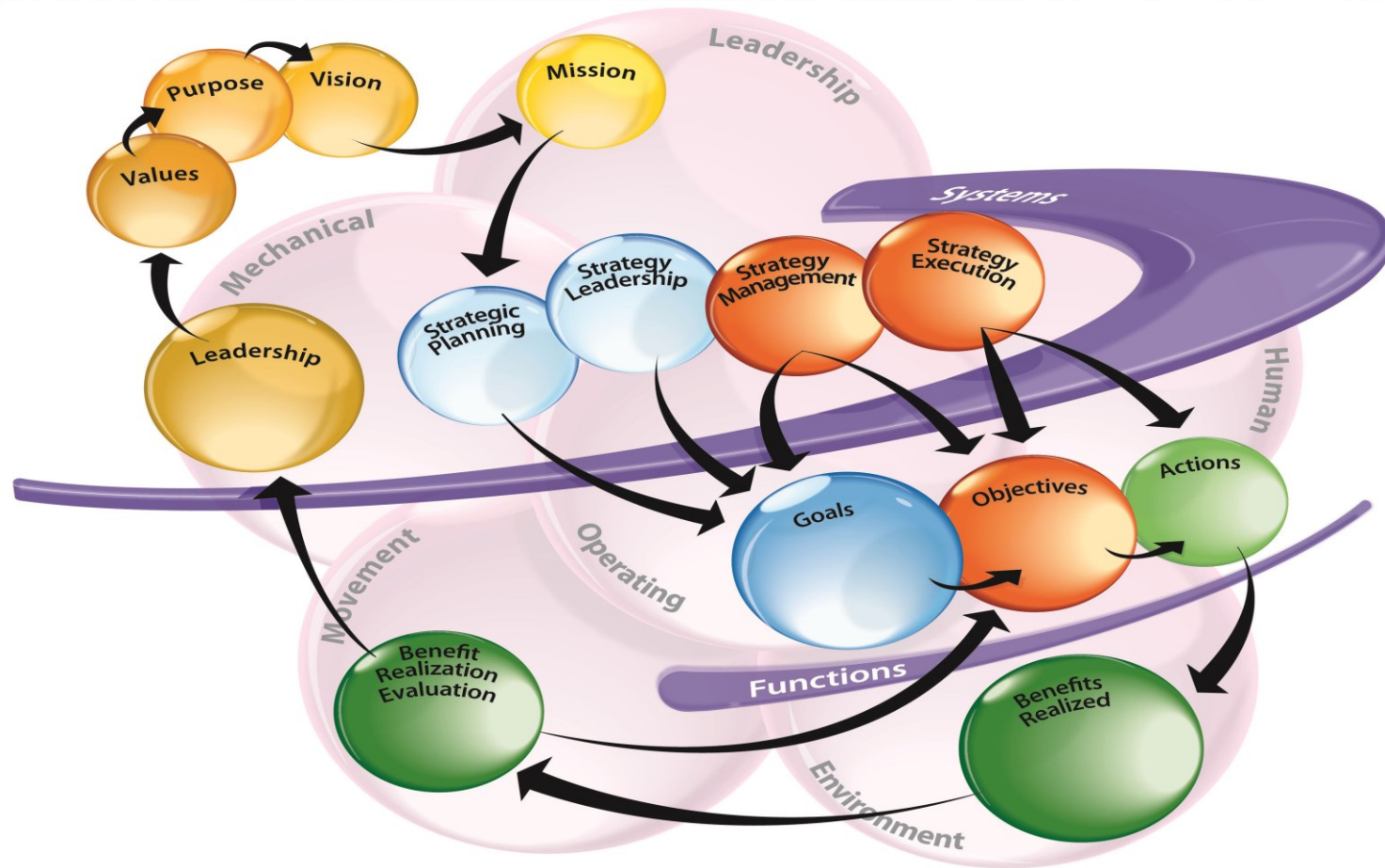
The ways the business wants to go

- Anywhere Anytime Anyplace Access
- Timeless and Placeless Job Execution
- Working at Convenience
- Dismantling of Physical Structure

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Volatile Markets

Cannibalisation

Restructurization

Innovation Pressure

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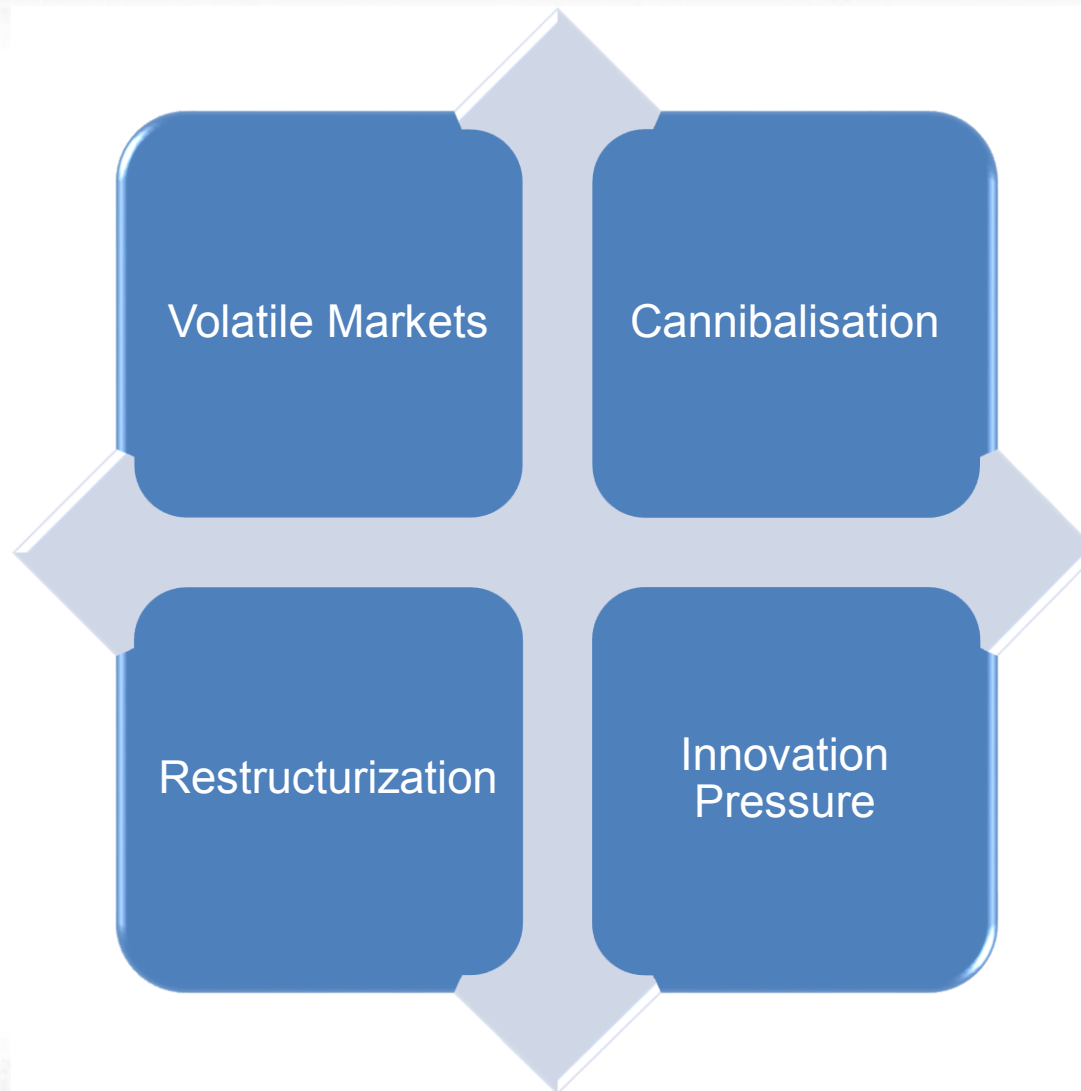
Disruptive Technologies

Cultural Change

Globalization

Ubiquitious Information
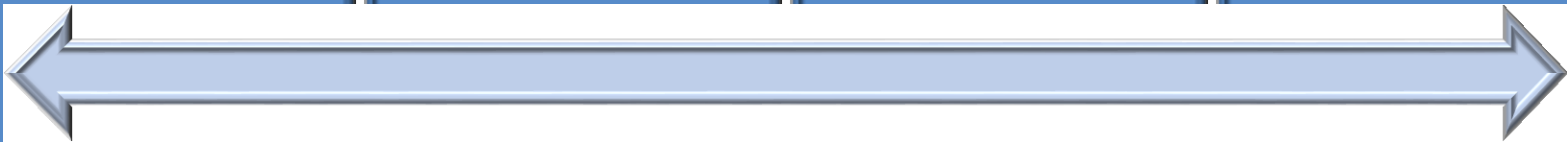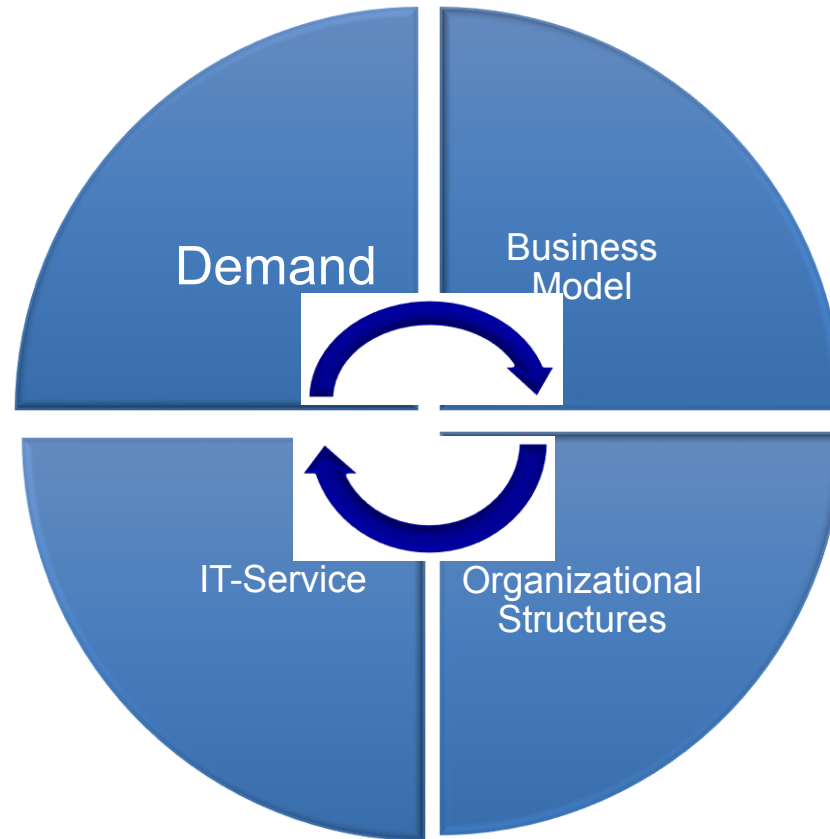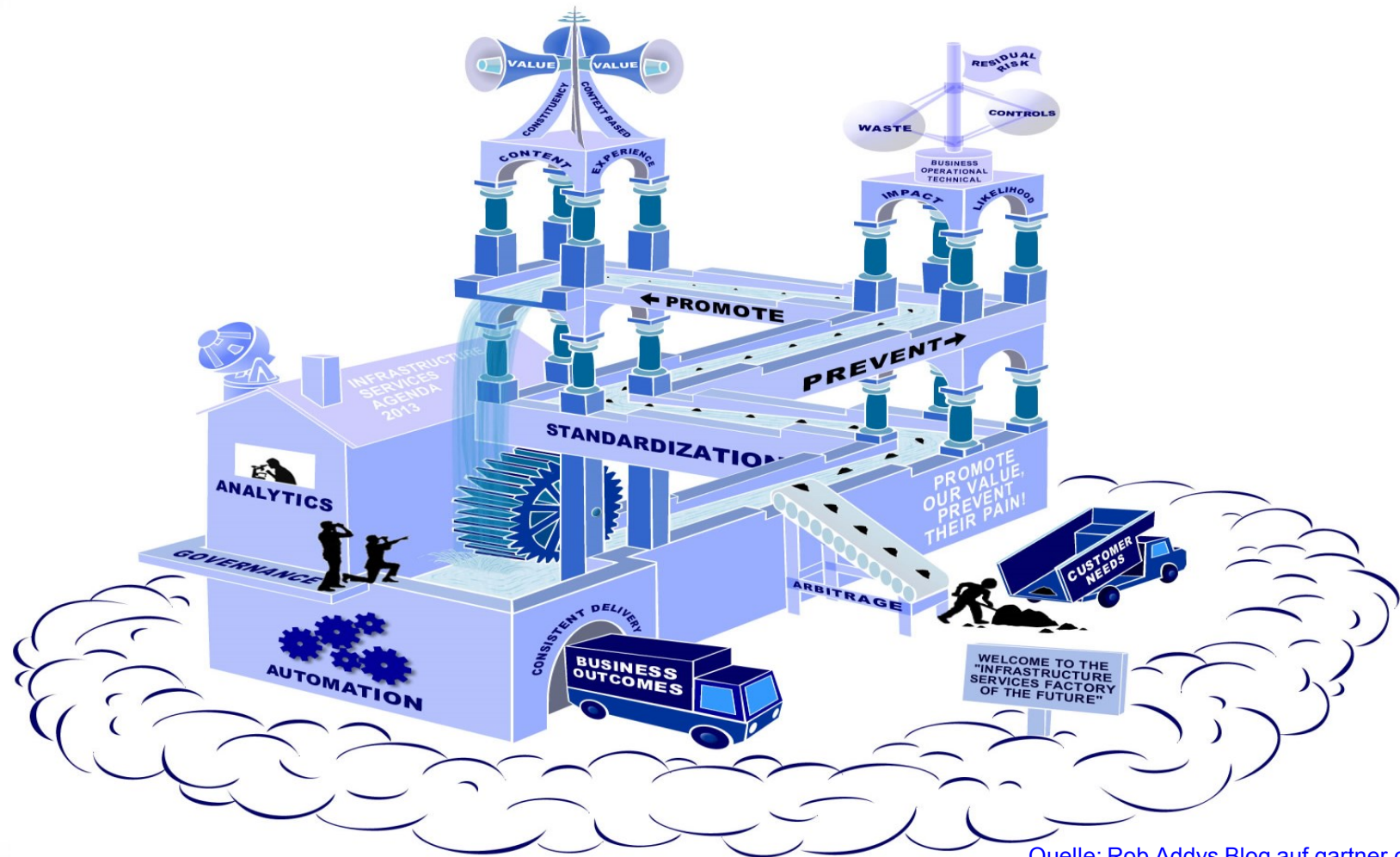
Quelle: Rob Addys Blog auf gartner.com

Adequate
Knowhow on howto
use resources
(Cababilities)

Correct mix on
available
ressources

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Resources	Capabilities
Capital	Management
Infrastructure	Organisation
Applications	Process
Information	Knowledge
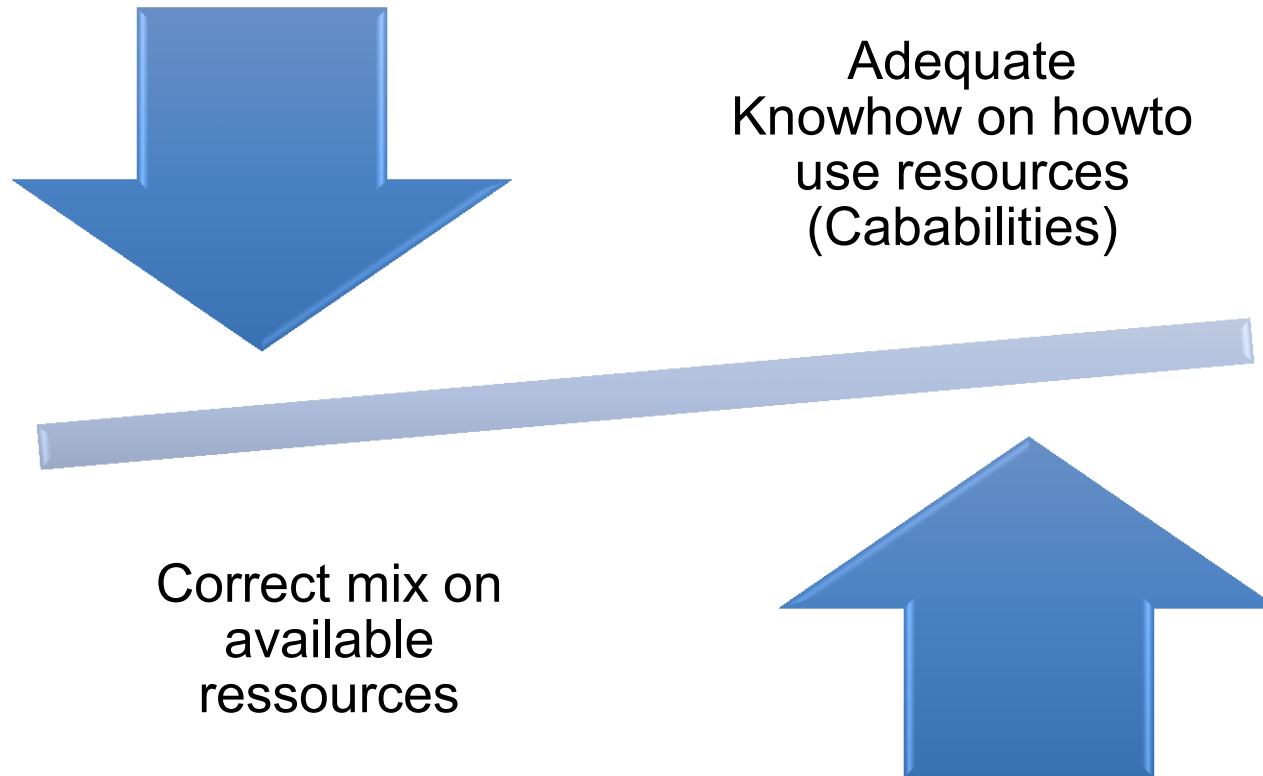
People
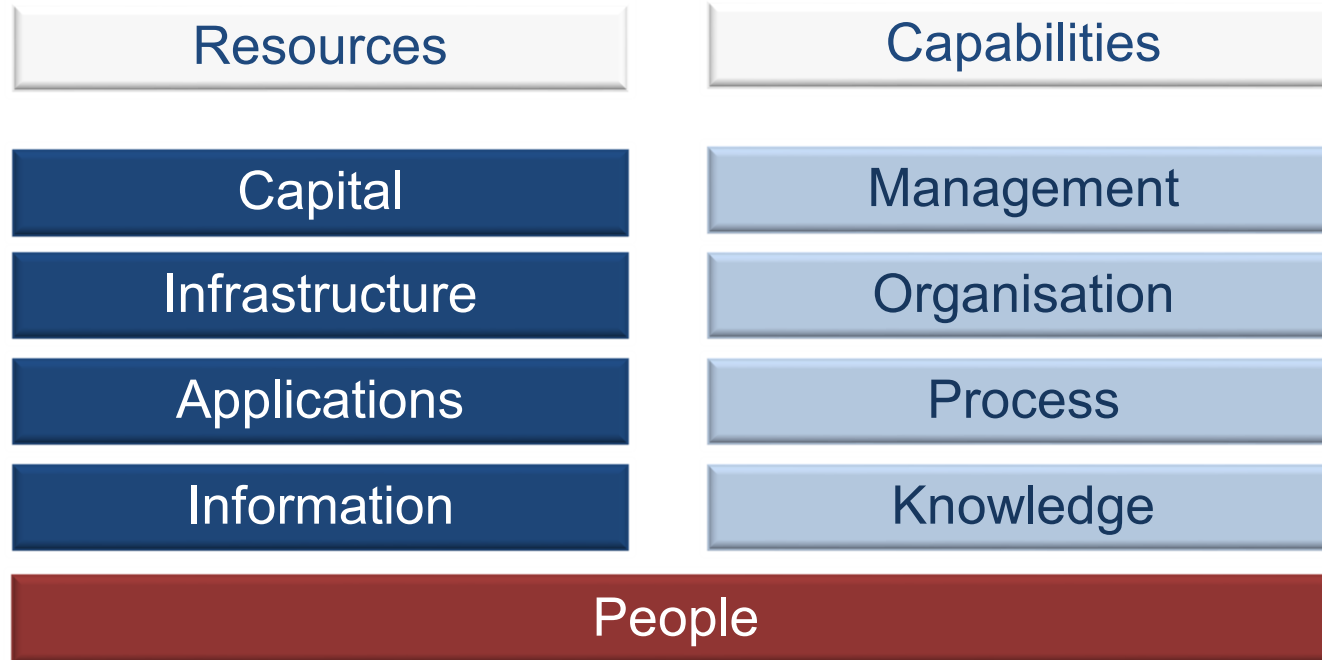
Resources never can replace capabilities!
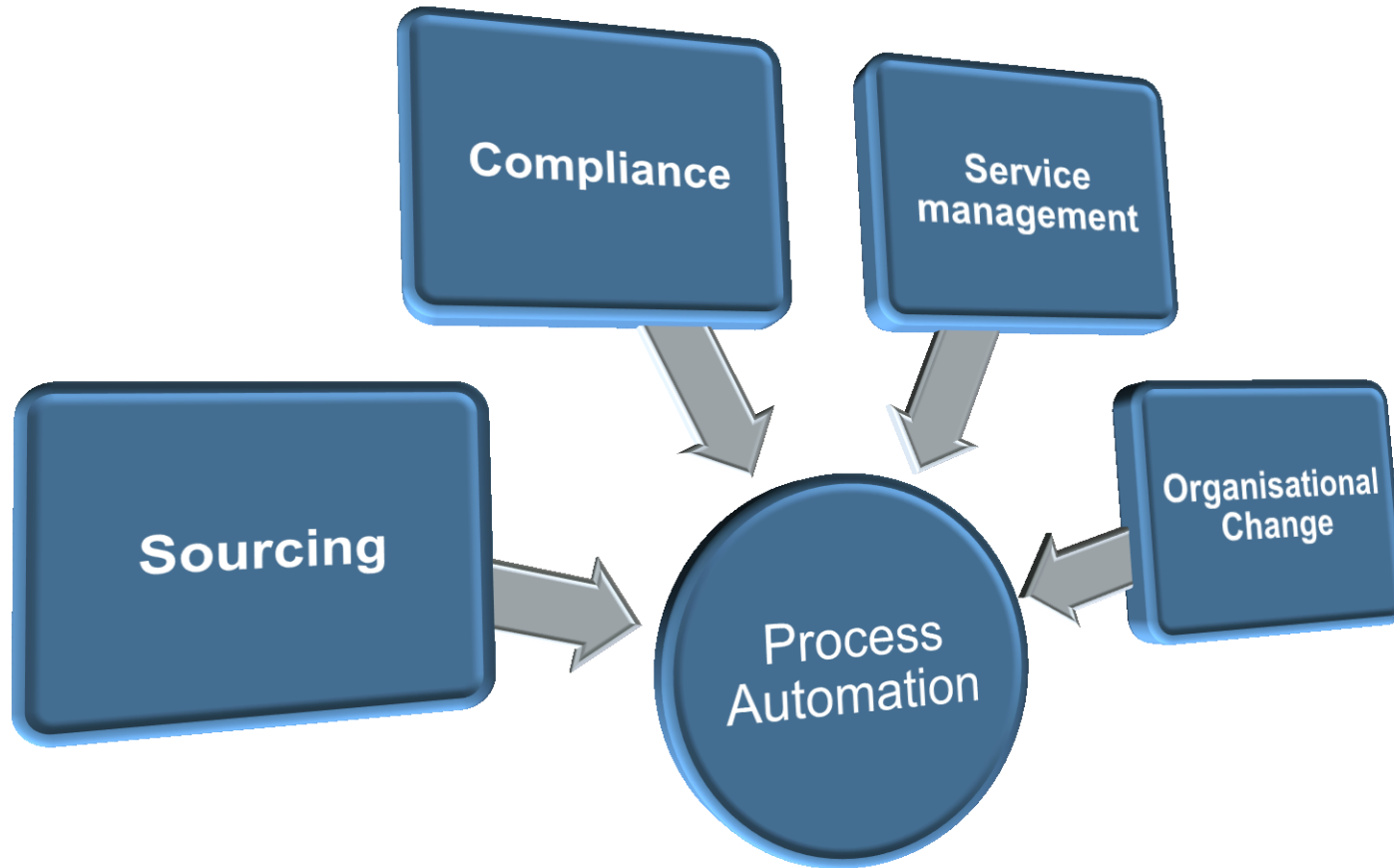
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- Within a permanent changing environment
- Simple, manageable, measurable activity patterns (e. g. practice)
- Give clear outcome and stability
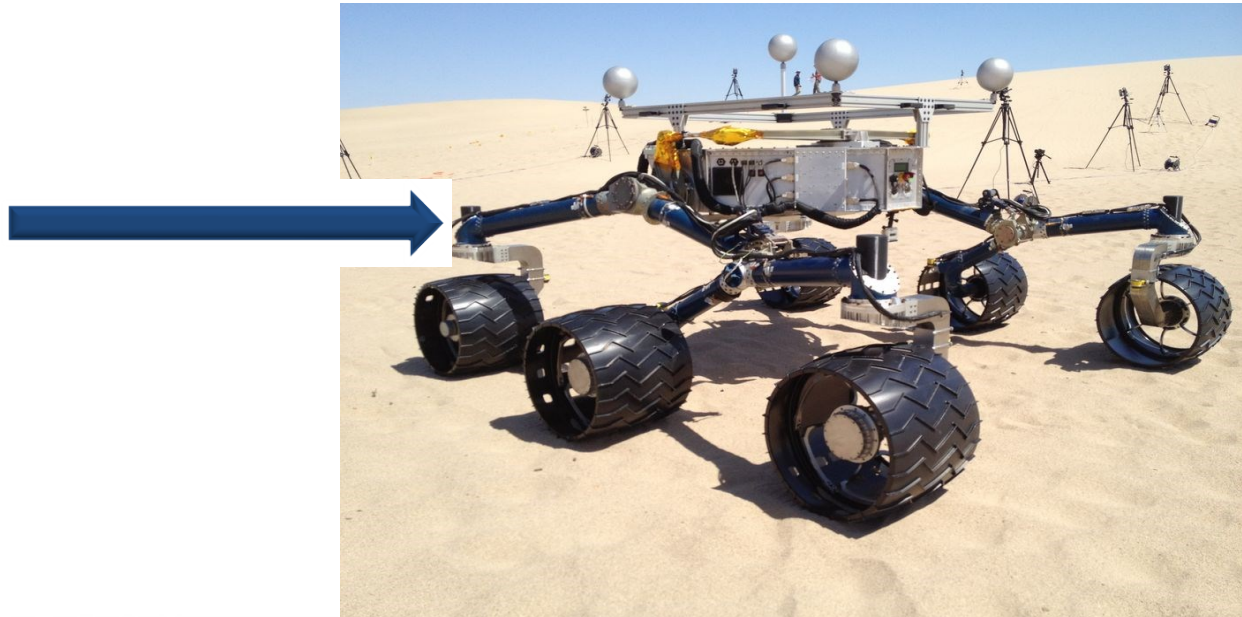
approved

replicable

Activity Pattern

measurable

adaptable

27.01.2014

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Stable Outcome

Simple to manage

Best Practice

Traceability in Result and Decisions

Less „Firefighting"

* On the Search of Excellence

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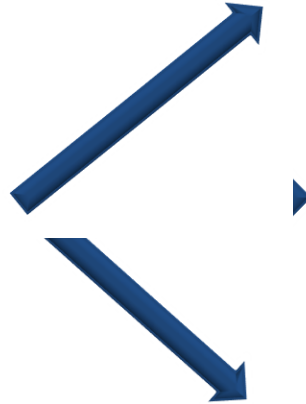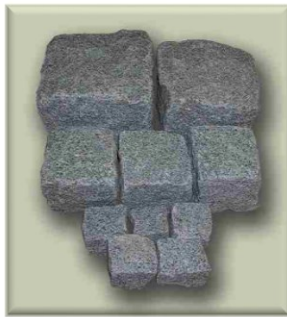
- Quality Assurance
  - APMG, TÜV, ISO
- Professional Organisations
  - ITSMF (Servicemanagement)
  - OMG (Enterprise Architecture)
  - IAOP (Outsourcing)
- Via Knowledge Service Providers
- Research Networks and Academic Institutes
  - Sofware Engineering Institute
  - MIT
- Your employees and collegues!

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Simulations

Training

Best Practice

Onsite-Shadowing

Solution Libraries on (what and how)

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- Practice covers guidance and execution
- No best practice without the knowledge of

  - Governing
  - Controlling
  - Operationalization
  - Limits
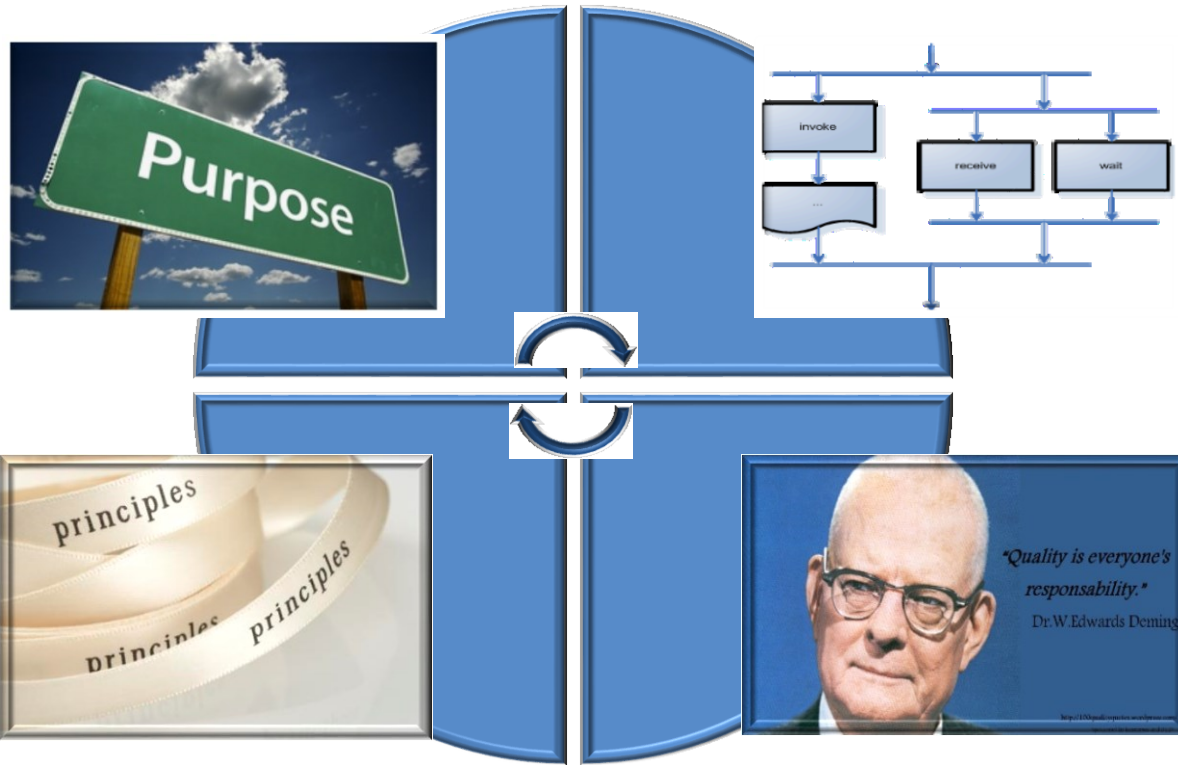
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Service-Architecture and Compliance

Serviceofferings and Servicemanagement

Transition Management and Operations

Sourcing and Vendormanagement

One Picture on the Plan, Build, Integrate, Run - Paradigm

Stakeholder Requests

Service Consumer

Plan
- Strategic Investments
- Base budget
-> Businesses Cases

Build / Buy
- IT build / buy costs
- Sourcing costs
-> Project contract

Integrate
- IT integration costs
- QA costs (eg. regression testing)
-> Project contract

Run
- IT run cost
- SLA / OLA / UC
-> KTLO

Change Demand

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Service

$

Enterprise Architecture

Enterprise. Architect

Product Sales & Strategy

IT Unit CIO

Proc. Center CIO

SW Product Catalogue
SW producer view

Strategic Portfolio Mgr / KAM

Product Architect

Product Owner / Manager

Implementation
(E2E program / project view changing multiple products)

SDU Head (Leading view)

Delivery Portfolio Mgr

E2E Program & Project Mgmt

Integration
Processing-center-integration-view (=> integrating multiple projects with multiple product changes)

Processing Center Quality Manager

Change Quality

Processing Center
SW / service consumer view

SDU Head (+ ISL & TPS)

IT Operation Responsible

Solution Domain Mgr

Service Quality Cost & Risk

Business Analyst

Quality Manager

Software Architect

Application	1
Software Component	1 1..*
Software Sub-Component	1 1..*

1
1..*

Appl. dependencies: e.g. JDBC, Servlets 2.1

Program/Project

Steering Committee

PL

Business Analyst

Software Architect

SDLC

Developer

Tester

Program/Project

Steering Committee

PL

Business Analyst

Integration Architect

Developer / Integrator

Tester

ISL

ISL

1..*

Runtime dependencies e.g. Oracle, tomcat 6.0

ITIL

Governance Methods · Standards Alignment · Continual Service Improvement · Service Design · Case Studies · Knowledge & Skills · Speciality Topics · Service Strategies · Templates · Continual Service Improvement · Service Operation · Service Transition · Scalability · Continual Service Improvement · Executive Introduction · Study Aids · Qualifications · Quick Wins · Continual Service Improvement

Product Platform Services (product specific)

Development Platform Services (project specific)

Integration Platform Services (proc. center specific)

Production Platform Services

Cascade IT

What could be applied to this big picture

Plan
- Strategic Investments
- Base budget
- -> Businesses Cases

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- IT integration costs
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TOGAF® Version 9.1

THE Open GROUP

Stakeholder Requests

Change Demand

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Service Consumer

Service

$

Outsourcing Professional Body of Knowledge: Templates

Van Haren

IAOP

Enterprise. Architect

Product Sales & Strategy

IT Unit CIO

SW Product Catalogue
SW producer view

Strategic Portfolio Mgr / KAM

Product Architect

Product Owner / Manager

Business Analyst

Quality Manager

Implementation
(E2E program / project view of multiple p...)

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Integration Architect

Tester

Application Instance

1..*

1

1..*

Service Manager

Service Delivery Specialist

Application Bundle Instance

Processing Center Architect

Application

1

1

1..*

Software Component

1

1..*

Software Sub-...ponent

*

Appl. dependencies: e.g. JDBC, Servlets 2.1

ISL

Product Platform Services (product specific)

Development Platform Services (project specific)

Integration Platform Services (proc. center specific)

Production Platform Services

ISL

Runtime depe... e.g. Oracle, te...

1

1..*

ITIL — Continual Service Improvement — Service Design — Service Strategies — Service Transition — Service Operation

- ITIL gives recommendations on the what and the different possibilities on
  - Setting up services and service organisations
  - Organisational Setup
  - Processmanagement within IT
  - Introduction of services
  - Handover of services to external partners
  - Operationalization of services
  - Improvement of Services
- Considers Applications as core element within a service
  - Is therefore aligned and sometimes identical to SDLC-patterns
  - But has ist abstraction layer on the whole service

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ITIL Foundations

Sourcing Governance

Service Offerings and Agreements

SDLC

Best Practice for IT-Management

Operational Support and Analysis

Planning, Performance and Optimization

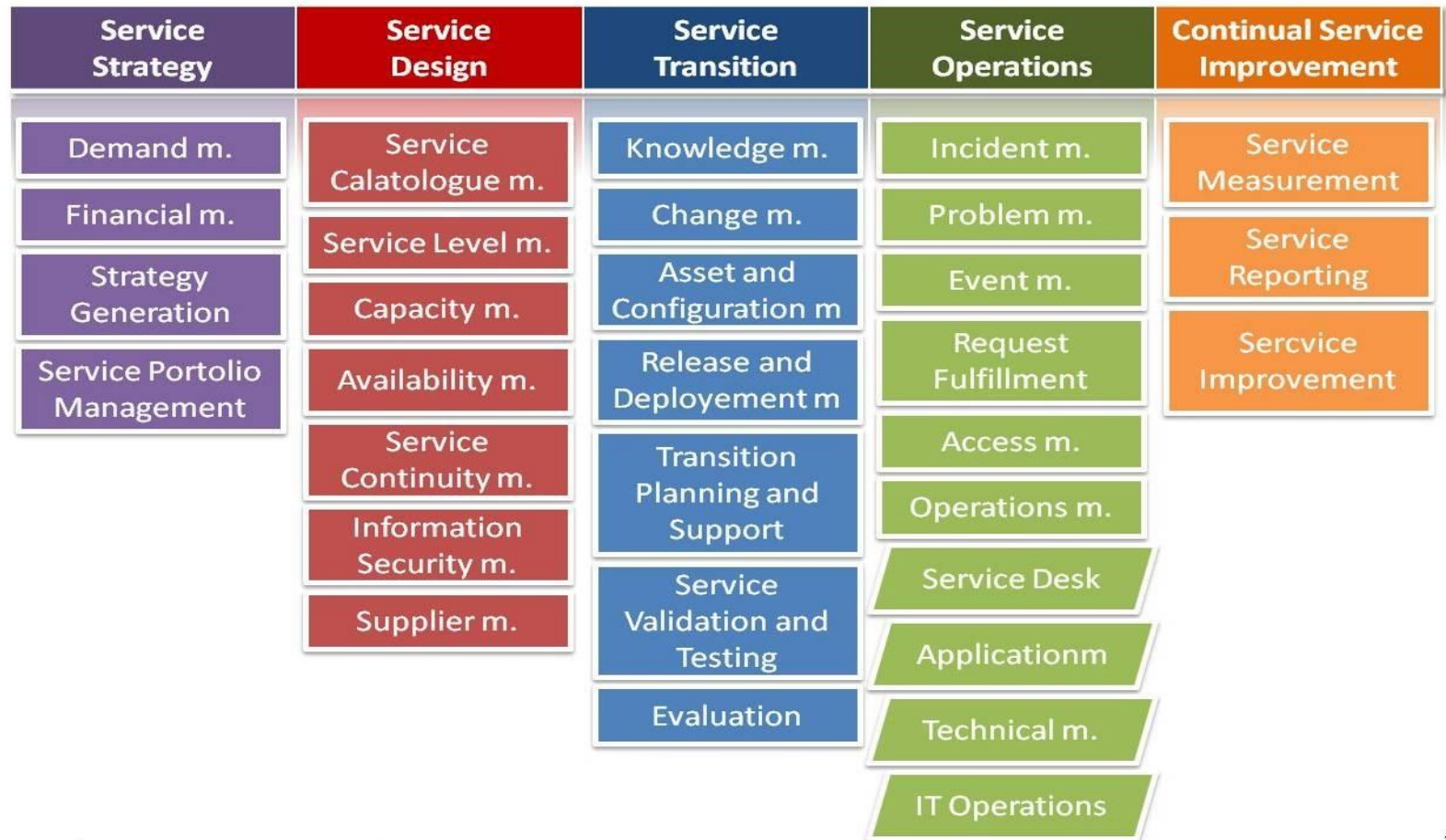Release Control and Validation

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- What
  - Should be done
  - Why
  - With which impact
  - Which control or decision points
  - What is the value for IT and for business
- On the how
  - A practice is normally performed
  - With wich triggers, in which situations and under which context
  - Case studies, solution libraries, real life examples

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Service Strategy	Service Design	Service Transition	Service Operations	Continual Service Improvement
Demand m.	Service Calatologue m.	Knowledge m.	Incident m.	Service Measurement
Financial m.	Service Level m.	Change m.	Problem m.	Service Reporting
Strategy Generation	Capacity m.	Asset and Configuration m	Event m.	Sercvice Improvement
Service Portolio Management	Availability m.	Release and Deployement m	Request Fulfillment	
	Service Continuity m.	Transition Planning and Support	Access m.	
	Information Security m.		Operations m.	
	Supplier m.	Service Validation and Testing	Service Desk	
			Applicationm	
		Evaluation	Technical m.	
			IT Operations	

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Service Offering

- Objective, content and details "from service idea to service description in the service catalog"?

- Governance, prerequisites for success, critical success factors, risk of implementing for each process?

- Applying detailed process designs, implementation, and control steps?

- Organisational Setup, Policy Creation and Process-Design

- Technology Issues

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- Objectives, Content and Details „from Servicedescription to Servicedesign - Package

- Governance, prerequisites for success, implementation risk and measures for all design processes

- Detailed process and pattern descriptions and scenarios, control steps and implementation guidelines

- Show-Cases and Scenarios

- Technology and Serviceprocess-Automation

Cascade IT

- Targets, Details and Principles from realized servicedesign package to the deployed service
- Governance, prerequisites for success, implementation risk and measures for all design processes
- Detailed process and pattern descriptions and scenarios, control steps and implementation guidelines
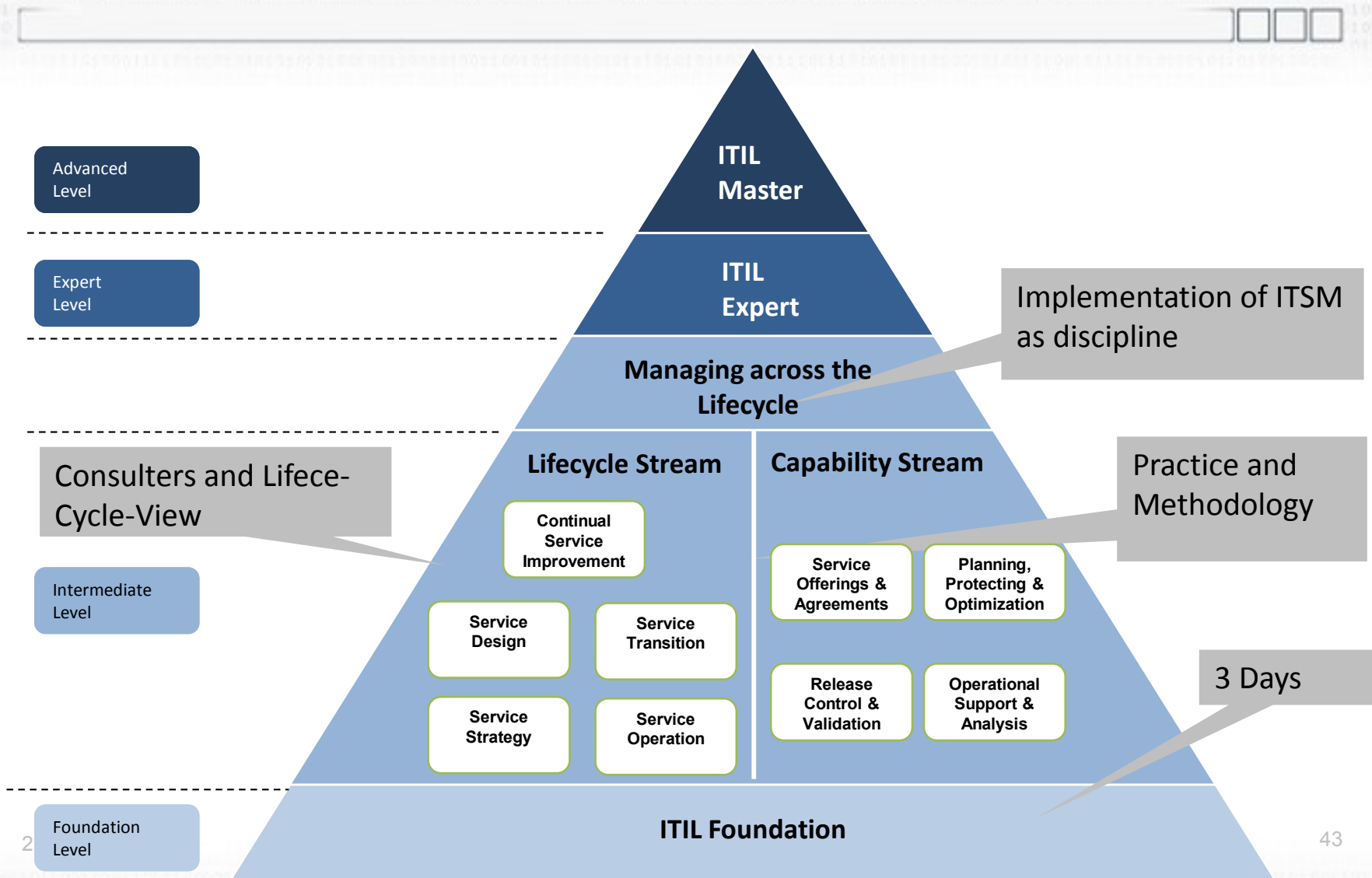- Cases and Scenarios
- Technology and Serviceprocess-Automation

Cascade IT

- Targets, Details and Principles of operating efficient and effective IT-Services"
- Governance, prerequisites for success, implementation risk and measures for all design processes
- Detailed process and pattern descriptions and scenarios, control steps and implementation guidelines
- Cases and Scenarios
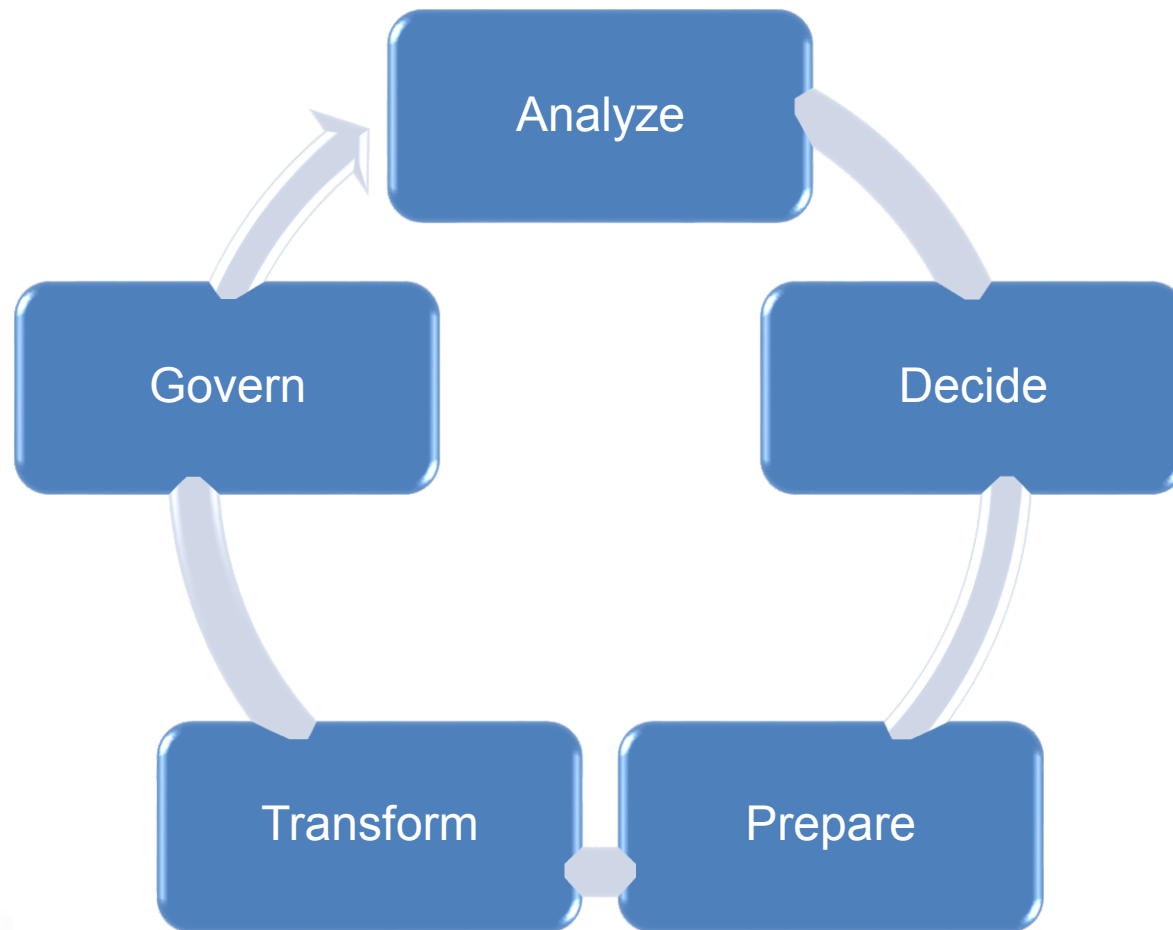- Technology and Serviceprocess-Automation

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- Implementation of Servicemanagement as practice, organisational transformation, service governance, linking all ITIL processes together, ITIL and beyond

- Governance, prerequisites for success, implementation risk and measures for all design processes

- Detailed process and pattern descriptions and scenarios, control steps and implementation guidelines

- Cases and Scenarios

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ITIL – Education Streams – the difference

Advanced Level

Expert Level

Intermediate Level

Foundation Level

ITIL Master

ITIL Expert

Managing across the Lifecycle

Implementation of ITSM as discipline

Lifecycle Stream

Capability Stream

Consulters and Lifece-Cycle-View

Practice and Methodology

Continual Service Improvement

Service Design

Service Transition

Service Strategy

Service Operation

Service Offerings & Agreements

Planning, Protecting & Optimization

Release Control & Validation

Operational Support & Analysis

3 Days

ITIL Foundation

43

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- In a dynymic world, business critical outcomes should be assured via best practice

- Those best practices will simplify the almost complicate life of managers and practitionners

- Most of those practices are described in

  - IT-Infrastructure Library (ITIL)
  - Outsourcing Professional Body of Knowledge
  - RUP-SDLC

- Can be learned via UBS University

Cascade IT

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www.cascadeit.ch

www.4whatitis.ch

www.4servicemanagement.com

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- Peters, 2012, Spitzenleistungen in chaotischen Zeiten
- Richard D'aveni (Hypercompetion) and Eisenhardt and Brown (Competing on the Edge)
- Luftman, 2004, Competing in the Information Age
- Luftman, 2010, Managing the Information Technology Resource
- Steigele, 2013, Hemmschuh Informatik ?
- Steigele, 2012, Was tun mit der Informatik ?

- ITIL Lifecycle Publications Suite

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Sourcing

- [Outsourcing Professional Body of Knowledge (OPBOK)](#)
- [Quint; Das Demand-Supply-Governance Framework](#)
- [Publikationen der International Association of Outsourcing Professionals](#)
- [Steigele, Professionelle IT-Ressourcenbeschaffung – Eine Guideline für IT-Procurement-Verantwortliche](#)

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- Control Objectives of Information and Related Technologies (CobIT 5)
- Charles Edward Deming – für das Total Quality Management
- Peters und Waterman – In Search of Excellence – für das Performance Management
- http://www.coso.org/ (Internal Controls)
- http://www.isaca.org   (IT-Compliance)

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- [Henry Mintzberg – on Management](#)
- [Enterprise Architecture Frameworks](#)

  - [Zachman](#), [EEAF](#), [TOGAF](#)