

Service Portfolio

Preparing for the Future of
your Organization



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What we want to learn today...

- Develop a clear understanding of the Service Portfolio and its value to the business and IT
- Understand the link between correctly defined services and a successful Service Portfolio
- Understand the Implementation cycle for the Service Portfolio
- Comprehend the Service Portfolio Management process and the Service Portfolio Lifecycle

Service Portfolio

If only the White Star Line had used Portfolio Management with the Titanic...



A Service Portfolio is the complete set of services managed by a service provider

- Describes services in terms of business value
- Articulates business needs and the provider's response
- Provides a way to compare service competitiveness
- Clarifies strategic questions
 - Why do we exist?
 - What do we do?
 - Why should customers buy these services?
 - Why should they buy services from us?
 - What are our strengths, weaknesses, opportunities and threats?
 - How should resources and capabilities be allocated?

Service Portfolio Management articulates how the perspective, position, plan and patterns will be translated into actual services.

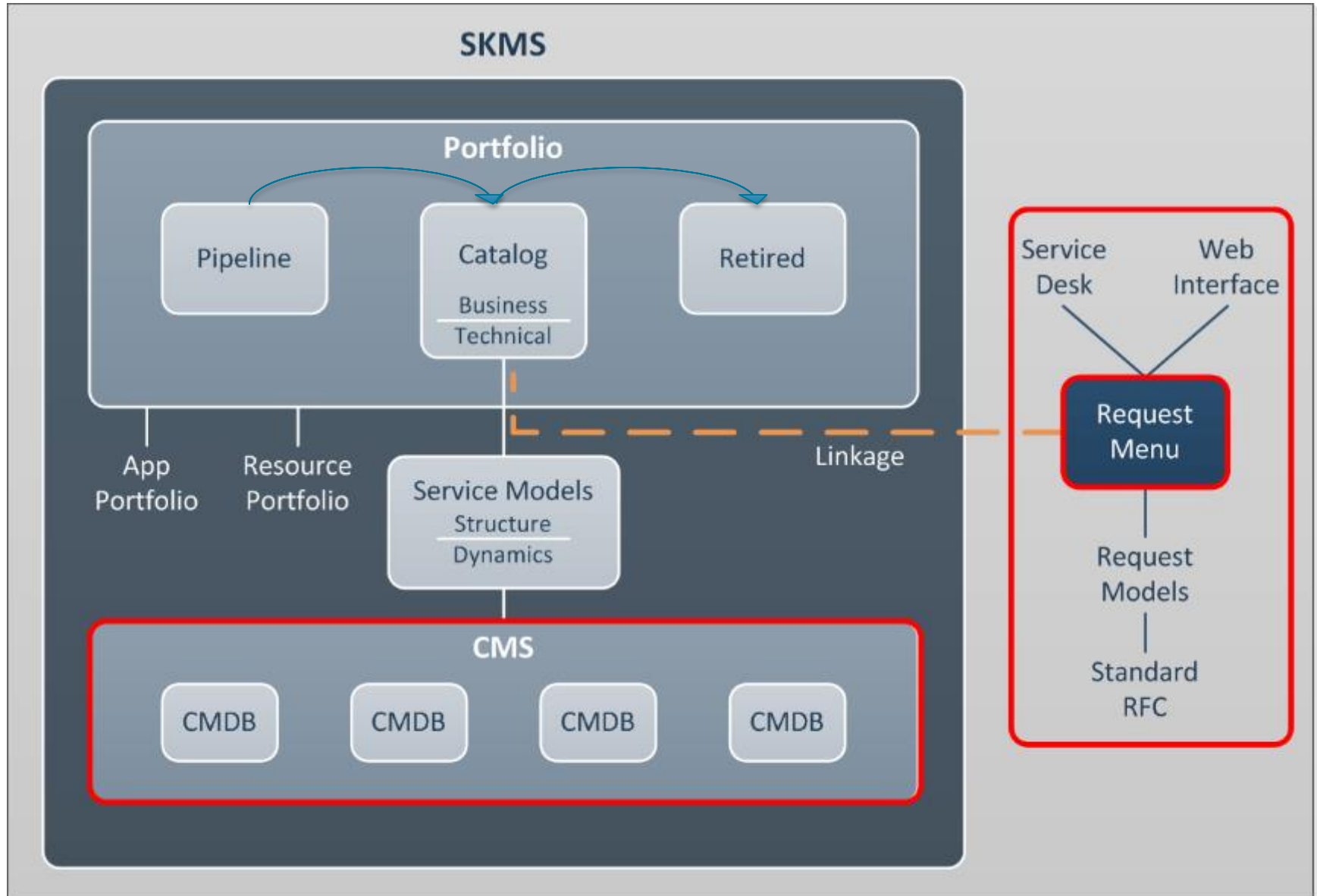
- Represents all of a service provider's commitments and investment across all customers and market spaces
 - Present contractual commitments
 - New service development
 - Ongoing service improvement plans (SIPs)
 - Third-party services
- Represents all resources presently engaged or being release across the service lifecycle
- Includes service in a conceptual stage
- Facilitates understanding of the opportunity costs of the existing portfolio and better fiscal discipline

The purpose of service portfolio management is to ensure that the service provider has the right mix of services to balance the investment in IT with the ability to meet business outcomes.

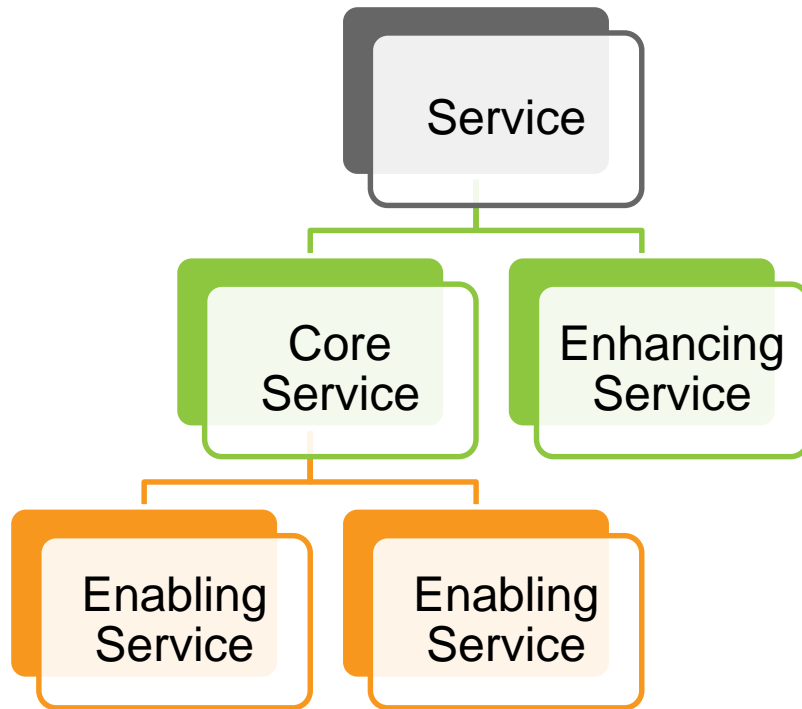
- SPM ensures that before making tactical plans for how to manage services, the service provider understands
 - All services it provides
 - The investments in those services
 - The strategy and objectives of each service
- This approach
 - Prevents missteps such as
 - Performing organizational design before determining services
 - Performing a tool selection before optimizing processes
 - Ensures continuity between the high-level intent and the detailed execution

Portfolios instill the financial discipline needed to ensure investments yield value

Service Portfolio Structure



A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

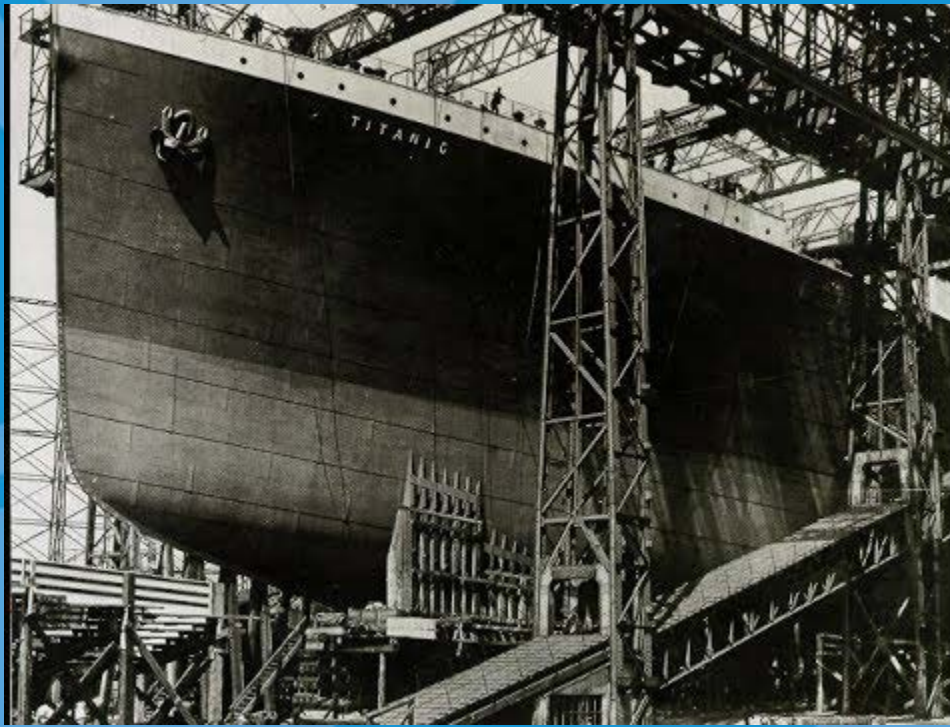


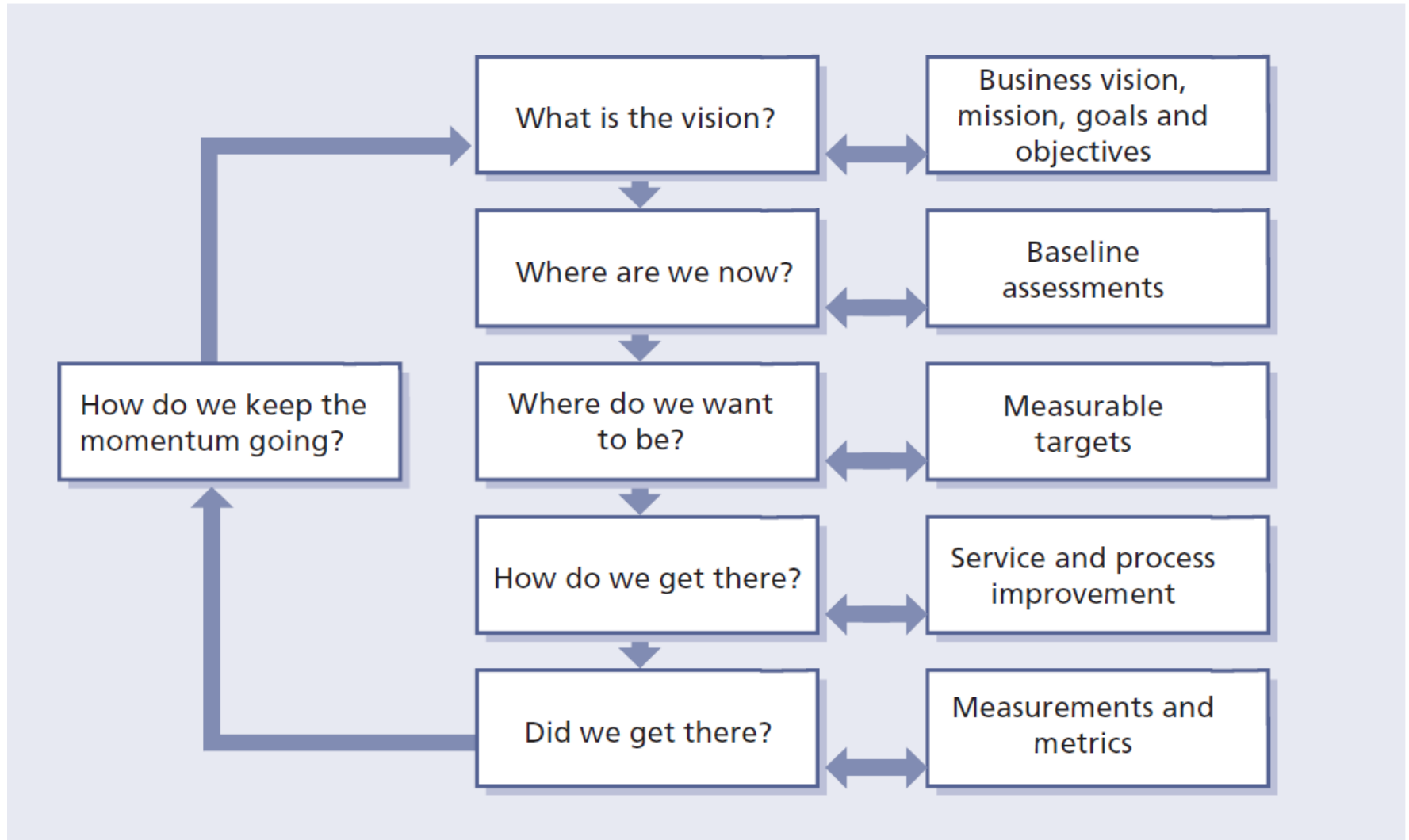
- Core – basic outcomes
- Enabling – needed to deliver a core service
- Enhancing – make a core service more exciting

- 1 Define the market and identify customers
 - 2 Understand the customer and their needs
 - 3 Quantify the outcomes
 - 4 Classify and visualize the service
 - 5 Understand the opportunities (market spaces)
 - 6 Define services based on outcomes
 - 7 Define Service Models
 - 8 Define service units and packages
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Implementation

If you build it, will it float?



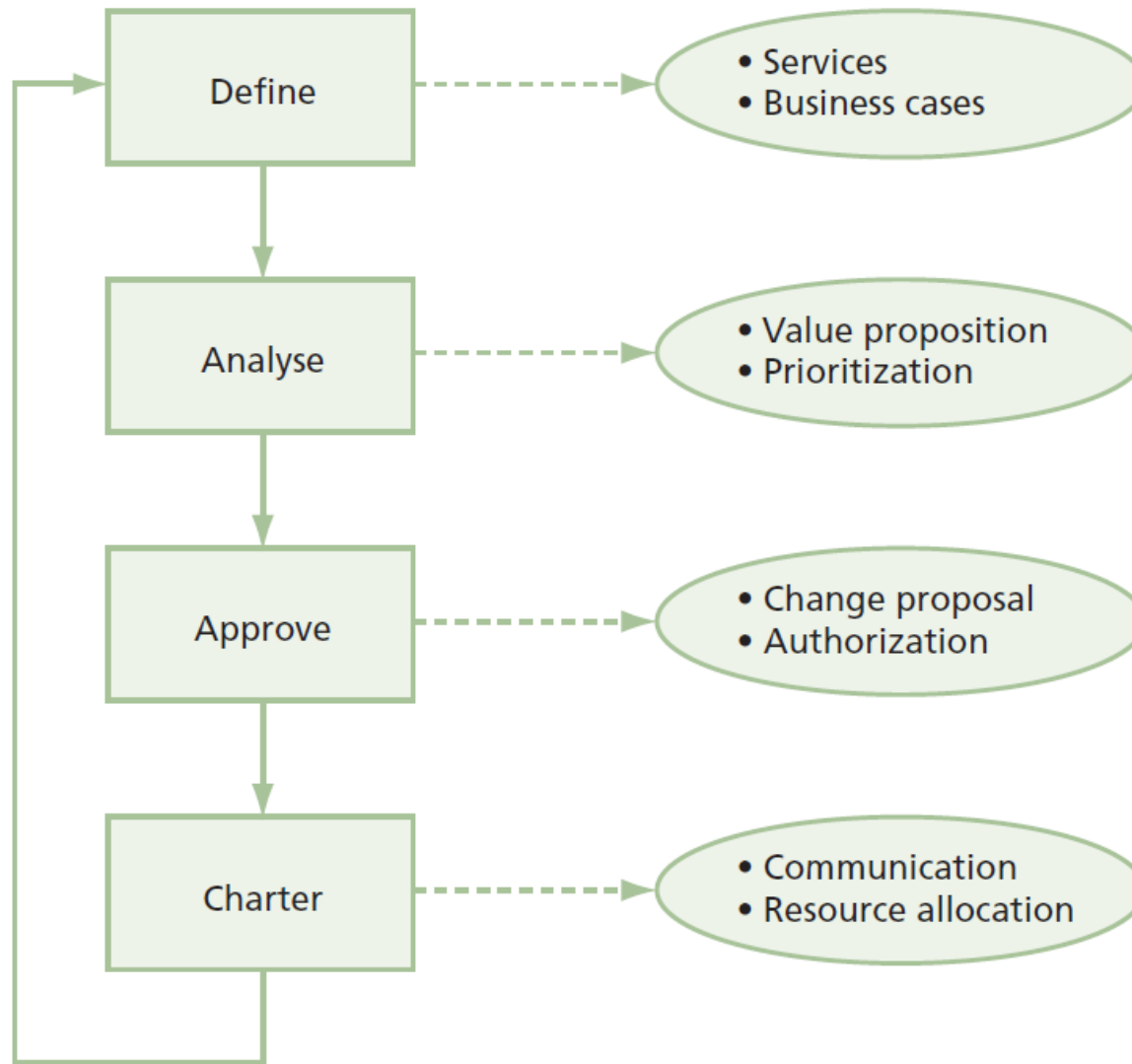


Service Portfolio Management

What is your destination?



SPM Process (High Level)



SPM Process Manager

- Carries out the generic Process Manager role
- Manages and maintains the Service Portfolio
- Keeps the portfolio up to date and attractive to customers
- Markets the portfolio and Service Catalog so that customers and potential customers are aware of available services
- Helps formulate service packages and options

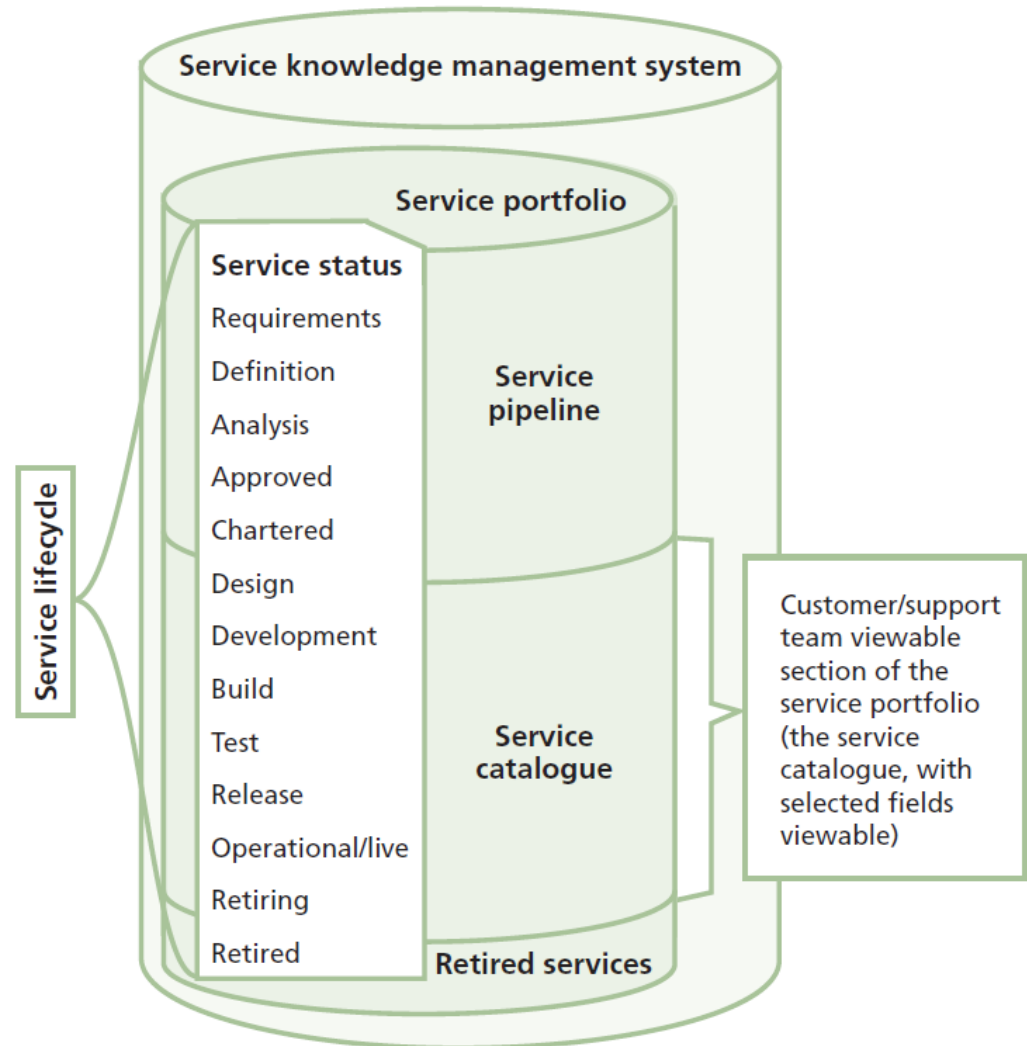
The SPM Process Owner carries out the generic Process Owner role and works with the other process owners to ensure an integrated approach to the design and implementation of the PSM process.

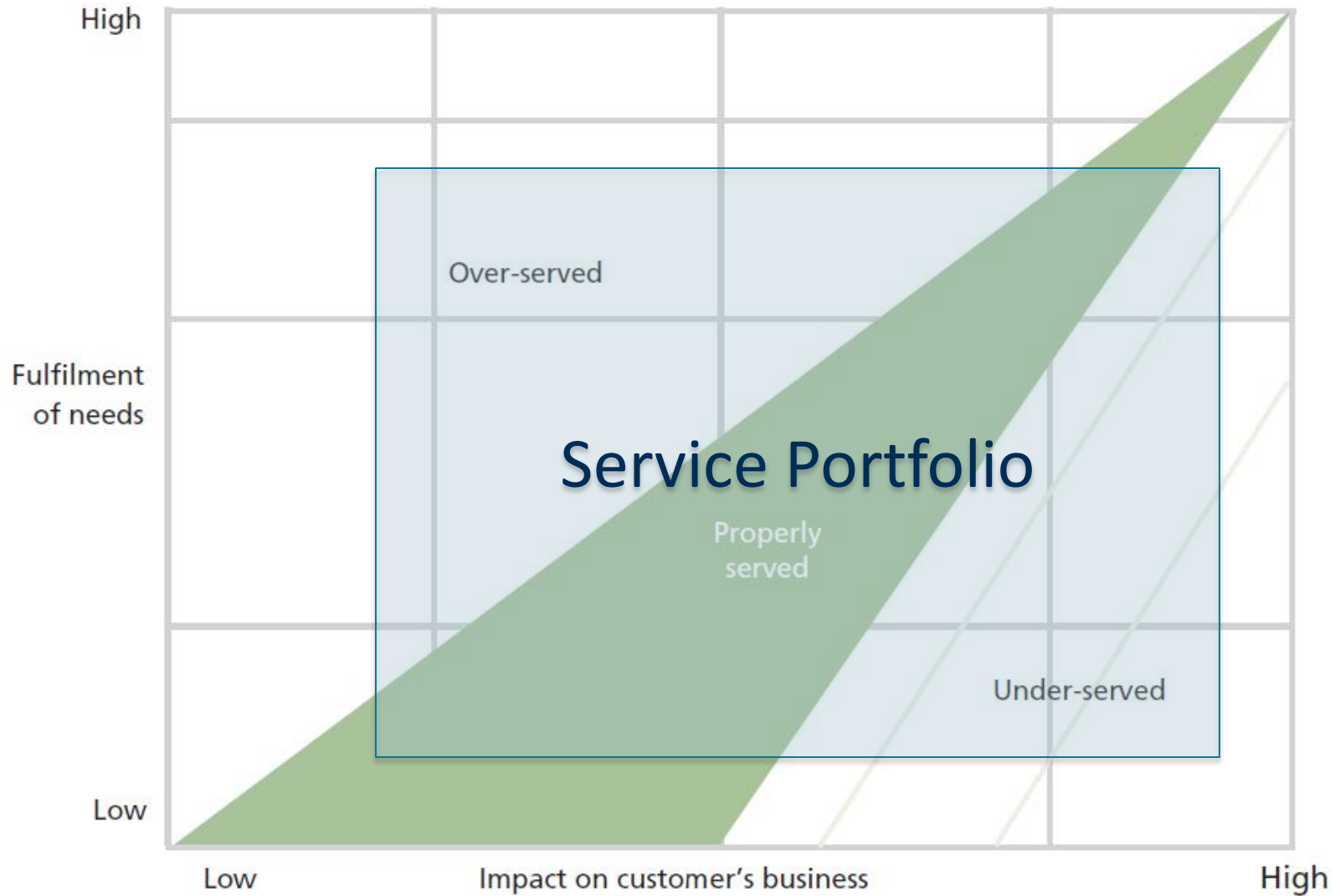
Portfolio Lifecycle

Manning the Watch...



The Service Portfolio serves as the conduit for services throughout their lifecycle





- Each version of a service should be assigned a number or other unique identifier to assist in clearly monitoring the progress of that version of the service throughout its lifecycle.
- It is preferable that each particular version of a service should only exist in one section of the portfolio at a time, be it service pipeline, service catalogue or retired services.
- Newer versions of a service may be in the pipeline while the current version is in the catalog, or in the catalog while an older version is in the retired services.
- If an organization identifies any circumstances in which two different service versions might appropriately exist in the same section of the portfolio simultaneously, the organization should carefully define the rules governing such circumstances
- Organizations should define clear and unambiguous policies regarding what conditions are required for each defined service status to be achieved.
- From the 'requirements' status to the 'chartered' status, a service should appear in the service pipeline.

- Once a service achieves the 'operational' status in the live environment, it should appear in the service catalog
 - Between 'chartered' and 'operational' each organization should make clear and unambiguous policies regarding when a service will move from pipeline to catalogue, based on the organization's desired goals, objectives and uses for the pipeline and catalog
 - Between 'operational' and 'retired', each organization should have clear and unambiguous policies regarding when a service will move from catalogue to retired services, based on the organization's desired goals, objectives and uses for the catalogue and retired services
 - There should be clear designation of responsibility and accountability for all aspects of a service as it progresses through its lifecycle. It should be clearly defined which person or role has accountability for each version.
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- Do not make promises...anticipate and prepare for the future by analyzing the present and the past
- Use the data, information and knowledge available, or go find it
- Once developed the Service Portfolio should be the core of your SKMS
- A Service Portfolio is planned, design, built, operated and improved using the Service Management lifecycle
- Services in the portfolio are defined, analyzed, approved and chartered using the Service Portfolio Management process
- A Service Portfolio is a dynamic and living document used to manage the path into the future

Questions





Thank you

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