

BOC Partner Meeting

How we use the IT4IT process Value Chain with ADONIS



Content / topics

1 Introduction & background

4 Adonis & IT4IT value chain

2 Why IT4IT

5 Benefits & next steps

3 Introducing IT4IT for AZTEC

Who are we?

Peter Skarp



Nationality: Swedish

Background:

Studies Business Administration + Informatics
Consulting (IBM/Capgemini), Mobile Solutions,
Process Management

Current Position:

Enterprise Architect – Global Process Management
Working for Allianz Technology since 2008

Ville Niemi



Nationality: Finnish

Background:

Studies Financial Management and Accounting
Started as trainee (Allianz Technology, Org. Mgmt.)

Current Position:

Business Analyst – Global Process Management
Working for Allianz Technology since 2019

Allianz Technology

What do we do:

- Shaping the IT agenda of Allianz
- Providing IT solutions to the complete Global Allianz Group
- More than 10.000 employees worldwide
- Present in 52 countries
- Over 800 global and local services in different areas
 - Workplace
 - Infrastructure
 - Applications

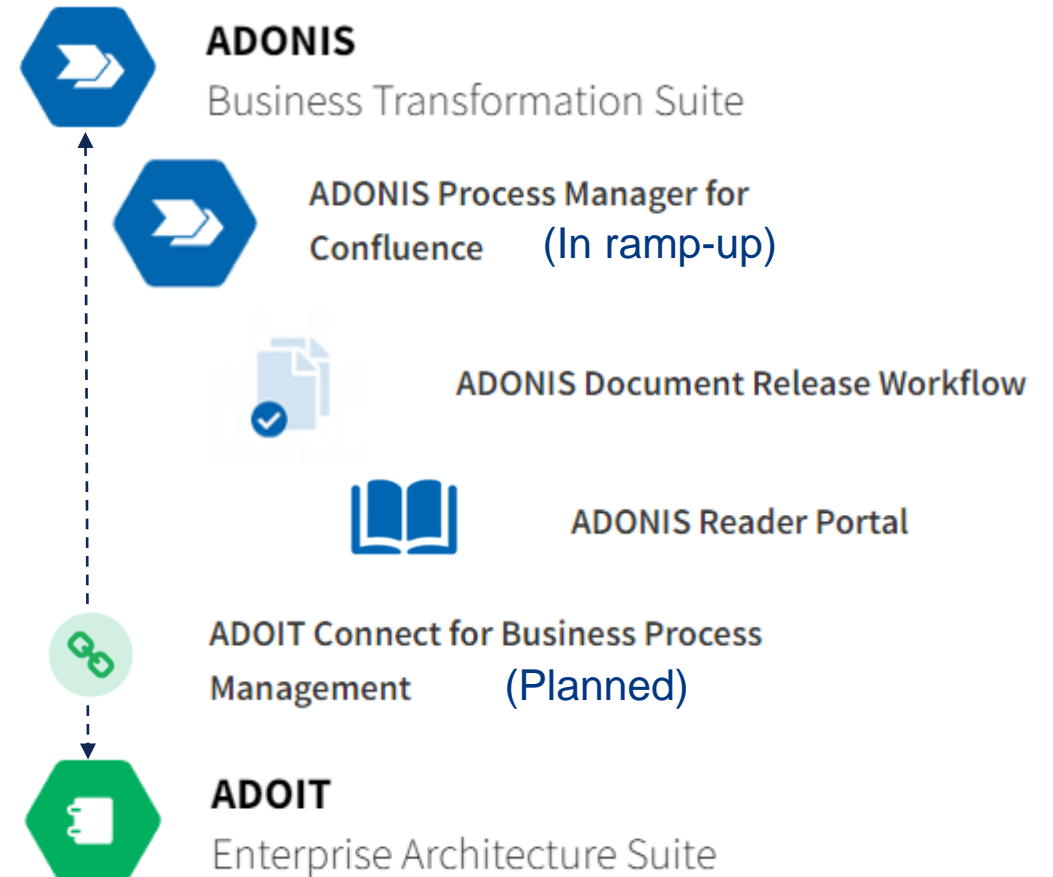


Process Management @ Allianz Technology

Processes Mgmt. @ Allianz Technology:

- Owning the Global Process Landscape
- Steering alignment with AZ Group processes
- Managing the global Process platform
 - ADONIS (Process Modeling and governance)
 - Atlassian Confluence (Front interface for process descriptions and further content)
- Setting standards around Process Mgmt.
- Approving function for processes
- Steering the connection between Processes and Capability Model

Currently used BOC products



Content / topics

1 Introduction & background

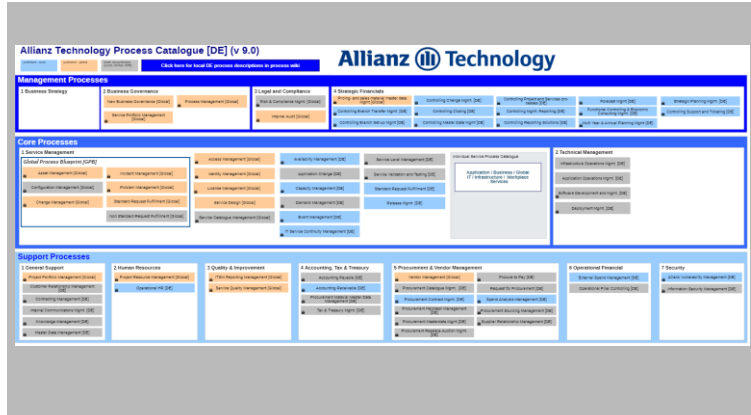
2 Why IT4IT

3 Introducing IT4IT for AZTEC

4 Adonis & IT4IT value chain

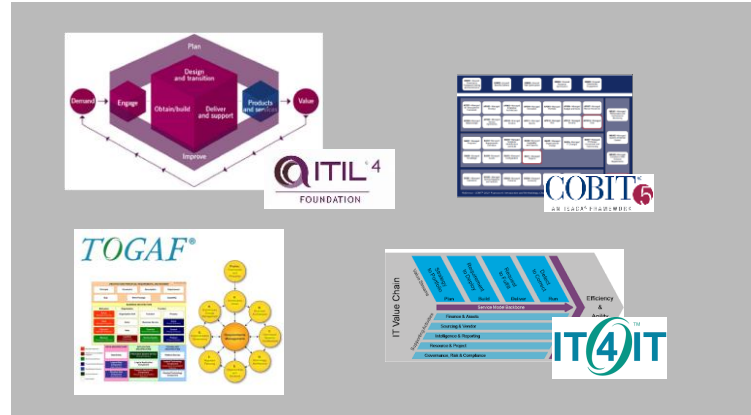
5 Benefits & next steps

How did we end up with IT4IT?



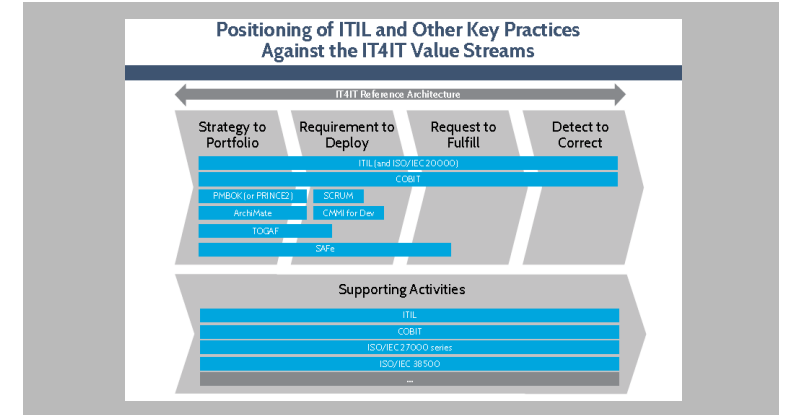
Issue:

- **No clear end-to-end visualization**
- **Low understanding on**
 - “how the engine works”
 - Needs and wants of surrounding processes
- **Connected process inefficiencies**
 - Demand Mgmt. (unclear handovers)
 - Portfolio Mgmt. (complicated setup)



Possibilities and choice

- **Use available models from used frameworks**
 - Focus on individual areas
 - No good “e2e” visualizations
 - Focusing only on own framework and content.
- Try to find a **model compatible with several standard frameworks.**



Why IT4IT

- International **known** (Open Group)
- **Aligned** with already used frameworks (ITIL, COBIT, TOGAF)
- **Easy to understand E2E model**
- **Combines** business relevant interactions, systems and data
- **Captures** supporting areas outside of e.g. ITIL

The benefit with using internationally known frameworks is that you do not have to explain “why”

Basics of IT4IT

- Open-source Reference Architecture.
- Designed (and used) by a consortium of large global corporations (Over 500 member organizations)
- Focuses on the "Value Chain"
- Describes the ecosystem of IT (Capabilities, processes, tools , data and collaboration with internal and external stakeholders)
- Closes the gap between Processes, Architecture, and Data flow
- Suitable for usage with Agile Work methods AND classic Waterfall ways of working
- Is aligned with current methodologies such as Cloud Brokering, DevOps, Bimodal IT, Agile and Lean IT (TPS)
- Combines and complements existing frameworks and methodologies such as ITIL, Togaf, Cobit



Content / topics

1 Introduction & background

2 Why IT4IT

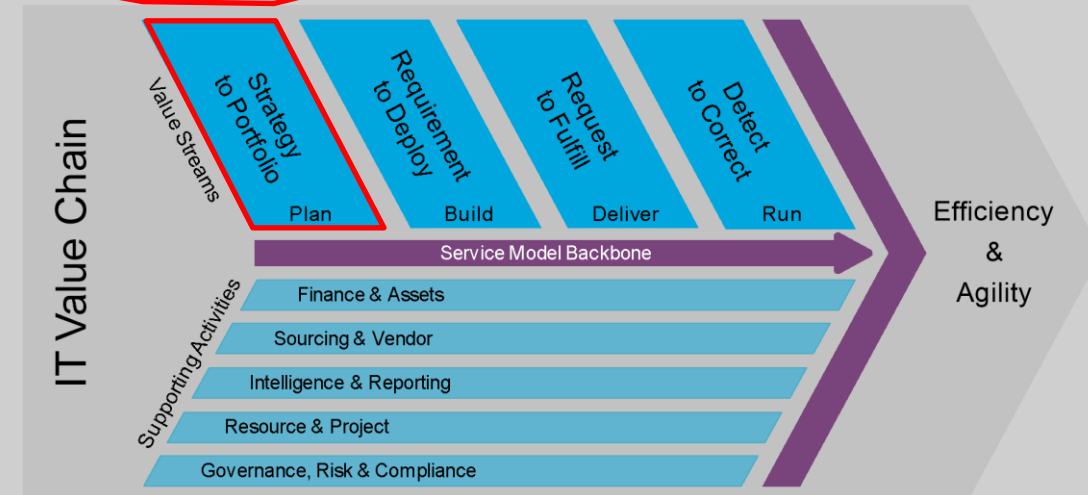
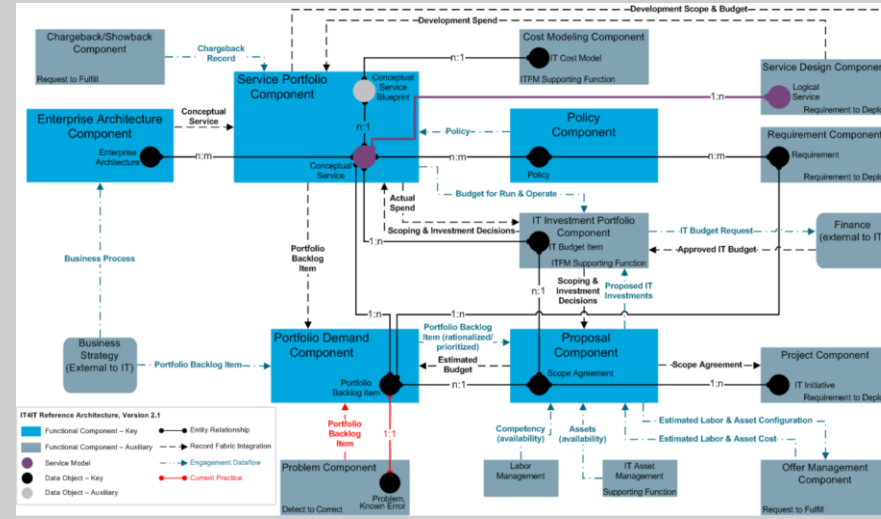
3 Introducing IT4IT for AZTEC

4 Adonis & IT4IT value chain

5 Benefits & next steps

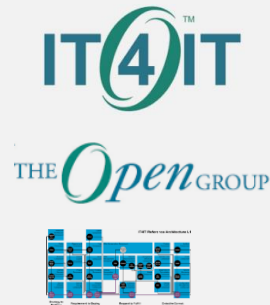
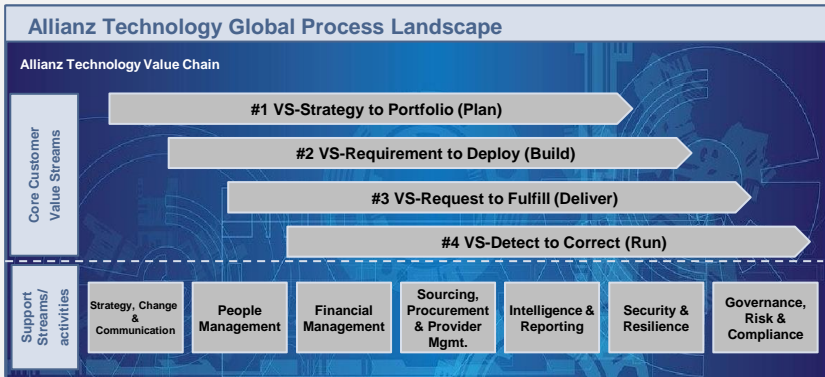
IT4IT simplifies

- Connects to the well known "Plan, Build, Deliver, Run". Known by board level
- No "Rocket Science"
- Do not reinvent the wheel. Start with a toolbox full of ready to use architectures
- Connect what you have already
- Builds a bridge to
 - Collaboration with EAM
 - Connect with capability thinking



Stick to standards....

Used Industry Standards @ Allianz Technology



Allianz Technology Value Chain:

The Allianz Technology Value Chain is based on the “IT Value Chain” reference architecture of the IT4IT Framework

The IT4IT framework is owned by “The Open Group” global consortium www.opengroup.org

Stack of Processes:

The core **processes used** in the Core Value Streams are **based on the ITIL* process framework**

The setup at Allianz Technology started already in 2010. The current stack is based on ITIL v3/4

The ITIL framework is owned by “[AXELOS](http://www.axelos.com)” www.axelos.com



Challenges with introducing a Value Chain

- Always difficult to introduce something new but it is easier if more of your kind have classified it as “the way to go”.
- New language: If the new language speaks for itself, then the adoption is easy.
- Cultural change: Try to catch the momentum and include as a part in larger “digitalization” activities
- Re-modeling (or new design) of Landscape structure: If your company is using ITIL already, then you have the base. If not, there might be more work waiting.
- Silo thinking: Preach to look (very far) over the fence



Content / topics

1 Introduction & background

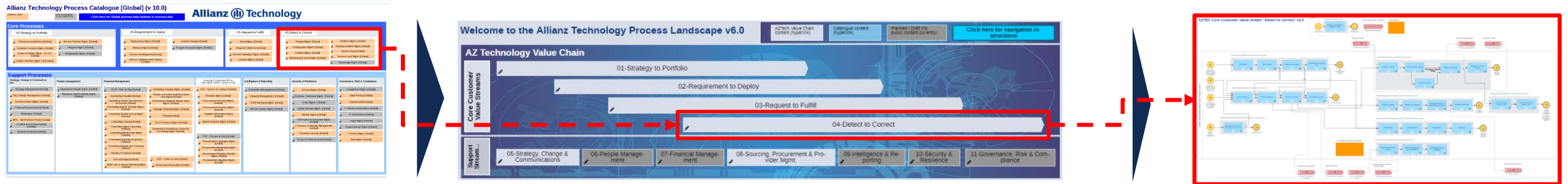
2 Why IT4IT

3 Introducing IT4IT for AZTEC

4 Adonis & IT4IT value chain

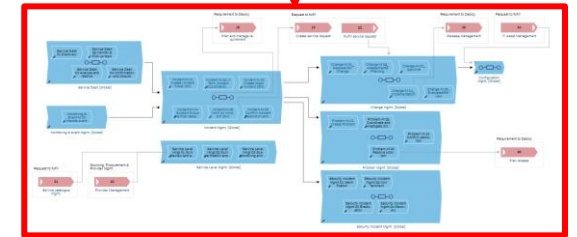
5 Benefits & next steps

We moved from a list of single processes to a multi usable end to end process model



How we designed it (Modeling basics for value streams)

- Initial drafts of value streams were modeled with Business Process Diagram for stakeholder alignment
- Second step; Switch to process landscapes for streams. This enables:
 - Dependency mapping and analysis showing:
 - Importance of processes in value chain
 - Single points of failure
 - Stakeholder analysis: Internal / Business stakeholders plus interaction points
 - Base for process lists (report) if using Process Manager in Confluence
 - Connection to Enterprise Architecture (ADOIT MOI) (Needs repository objects)



Supporting functionalities of BOC products

Release Workflow: Making sure that processes are approved in line with policies supporting compliance plus internal and external audits

Repository Objects: Snap-shot of high-level information on process including dependencies and used for process analysis

Synchronization of Business Process Diagram to Process Objects (Repository objects). Available since ~R14



Process Manager (Confluence) Lowering effort for documentation. We now document in one location only

Process Manager (Confluence) Makes navigation easier though value stream. Pop-up functionality with configurable information blocks

Search functionality: (Query etc.): Configurable lists based on value chain content (Status, completeness, responsibilities, risks, interactions, dependencies etc.)

Content / topics

1 Introduction & background

2 Why IT4IT

3 Introducing IT4IT for AZTEC

4 Adonis & IT4IT value chain

5 Benefits & next steps

Benefits with using a Value Chain approach when designing Process Landscape.....

- “Go with the flow”: The value stream shows the “happy path”
- Makes people look at things with new goggles. Focus on customer value.
- Using a reference model makes you focus on important stuff. Don't try to name the animals (again). Start with 80%
- Bring the focus away from one process onto a chain of activities improves understanding of needs of others
- Still open areas in Process Landscape are made more visual



Future expected gains with having a Value Chain (extract)



Customer dimension

- Clear interaction points
- Focus on customer value
- Correct measuring of quality of service



Organisation dimension

- Less silo thinking
- Better allocation of skills and manpower along the value chain



Data dimension

- Clear handover points and responsibilities
- Focus on data quality of in-/output



Application dimension

- Standardization of applications and tools along value chain
- Support for process mining activities

Last words and questions

Next steps for Allianz Technology in the frame of the Value Chain:

- Improve metrics and reporting showing the “hot-spots”
- “ADOIT connect for BPM“ to ensure data quality and improved analysis possibilities
- Fill still open gaps in process landscape (shown by Value Chain and Streams)

Questions?

Additional slides

A References

References

Van Haren Publishing. (2016). It4it for managing the business of it: A management guide.

IT4IT reference architecture, version 2.1. (n.d.). The Open Group Publications Catalog. <https://pubs.opengroup.org/it4it/refarch21/IT4ITv2.1.html>

(n.d.). Powering Best Practice | ITIL®, PRINCE2® and MSP® | Axelos. <https://www.axelos.com/>

TOGAF. (2022, May 12). The Open Group Website. <https://www.opengroup.org/togaf>

(n.d.). ISACA. <https://www.isaca.org/>

Startpage. (2022, July 5). www.boc-group.com. <https://www.boc-group.com/en/>