

ITIL Implementation SiNSYS' Experience

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Agenda

- SiNSYS & the Context
- SiNSYS Operating Model Project
 - Project
 - Service Management Organization
 - Benefits and lessons learned



SiNSYS & the Context



SiNSYS' Mission

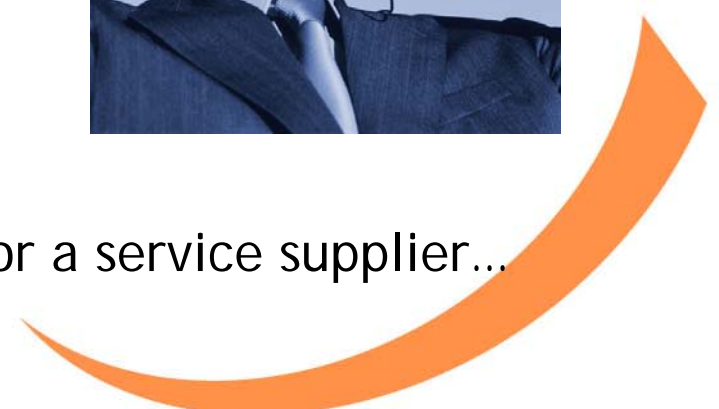
To be the leading European payment card service provider by creating added value for our customers via long term partnerships.

We want to differentiate by providing:

- Rich functionality
- Flexibility, by tailor-made solutions
- Short time to market for new products
- Consultancy, based on European expertise
- Continuous service delivery improvements
- Economy of scale



Service Management is key for a service supplier...



Facts

- First consolidating initiative in the European card payments processing sector
- One single integrated IT-platform for issuing and acquiring processing
- More than 200 highly skilled specialists
- Access to a network of more than 1.000 experts in cards processing
- A European company operating from multiple locations with local expertise



The Operating model has to work for all SINSYS teams in different countries....



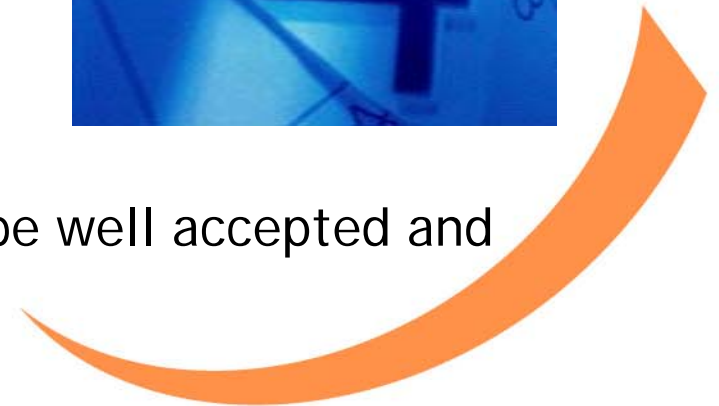
Figures

- 21 million cards
- 700,000 merchants
- 1 billion transactions

- 10 leading European banks as customer
- 5 top providers in payments services as partner
- Present in 9 European countries



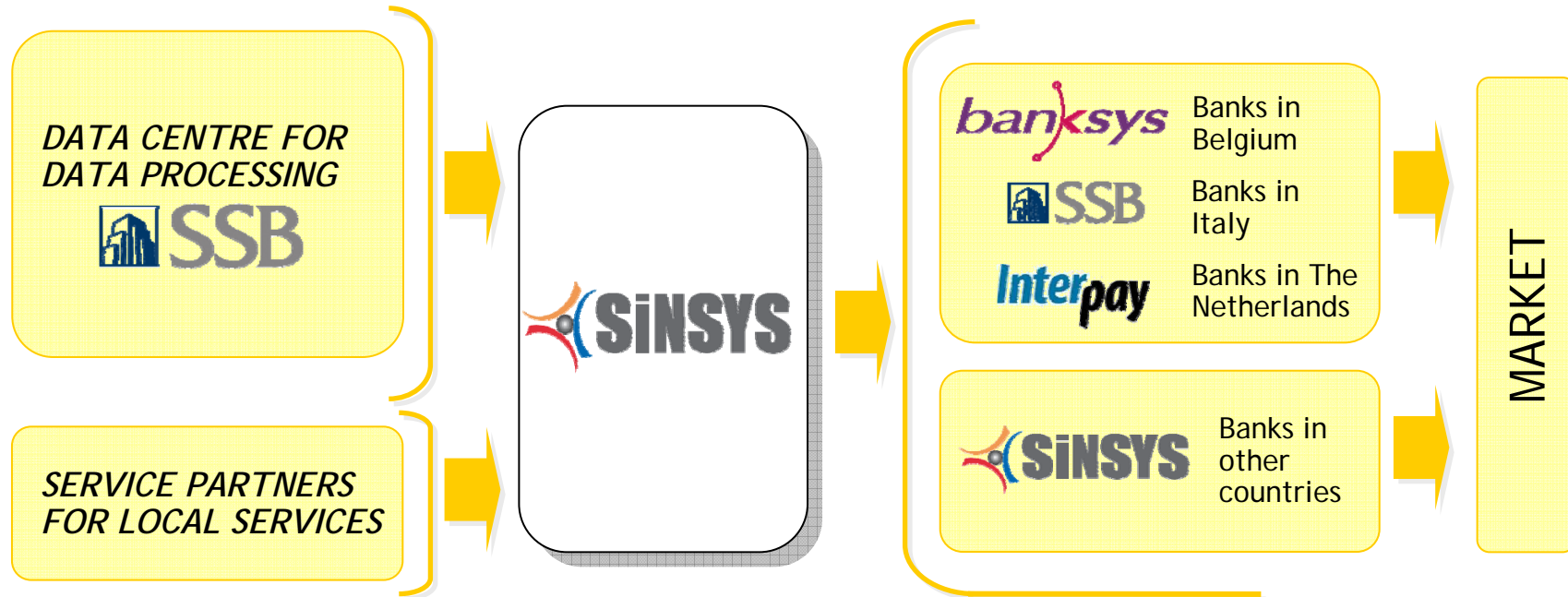
The operating model has to be well accepted and appreciated across Europe...



Customers



Business Model



The Operating Model has to integrate several services along the value chain
SiNSYS is integrating several components into a single service model...

SiNSYS Operating Model Project



Project definition (from original formulation 2 years ago)

- Objective
 - The objective of the project is “to define, implement and document SiNSYS Operating Model”.
 - SiNSYS and its DataCenter (run by SSB) to produce one version for each company, however the processes will be synchronized.
 - The approach will be to define a robust overall framework, and to implement by priority the required process.
- Benefits
 - An Operating Model is fundamental for ensuing quality service delivery and support, providing agreed service levels, monitoring production, achieving continuous improvement, controlling costs.
- Scope
 - The scope of this activity is Service Management within the company operations.
 - The processes will be designed both for Issuing and Acquiring.
 - The processes will be designed both for Customers and Suppliers.



A Standard Framework Preferred as Starting Point (from original formulation 2 years ago)

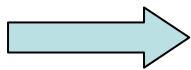
■ Pros

- Based on best-practice
- Complete and robust
- Possibility to reuse work already available and concentrate on implementation
- Common understood language and terms with suppliers and clients
- Easier to explain to clients
- Better fit for internal quality control
- Easier to go through an auditing process

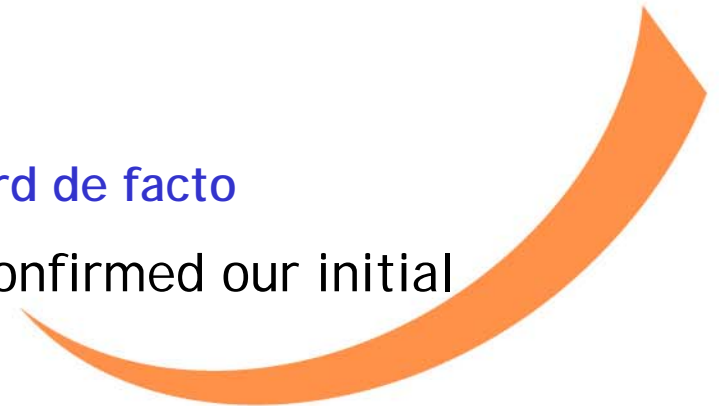
■ Cons

- Risk to “overdo”
- Risk to be too much “theoretical”

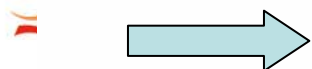
ITIL is considered the standard de facto



After two years, experience confirmed our initial understanding



The IT Infrastructure Library (ITIL) framework



We did not include in the scope a couple of processes

Breakdown of work and priorities (from original formulation 2 years ago)

- For the definition of the model and its implementation, it is important to phase the project by processes priority. The following criteria have been used:
 - Importance of the process Vs client relationship
 - Importance of the process for operations quality and control
 - Dependencies among the process (e.g. Configuration Management is required for several other processes)
- In addition, activities can be grouped by logical area in order to optimize the definition effort.

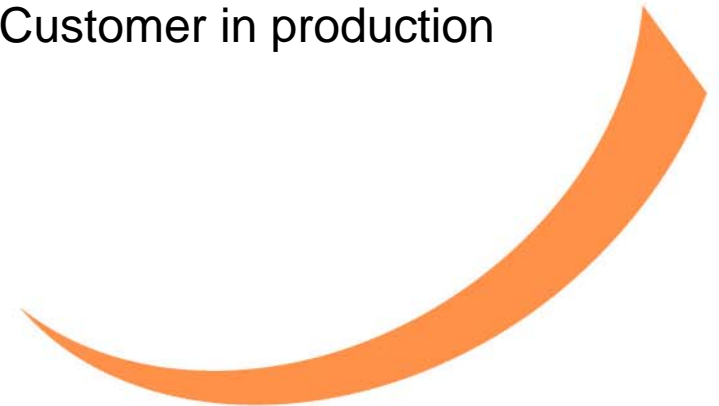


Gradual approach was KEY for the success of the project



Major Events & Activities that Impacted the Operating Model

- Organization
 - New COO
 - New Service Manager
- Process: Operating Model
 - Project Definition
 - ITIL documentation ongoing
 - Project Kick-Off and Organization
 - Incident Management Workshops
 - SLA & Incident: first preliminary reports to Customer in production

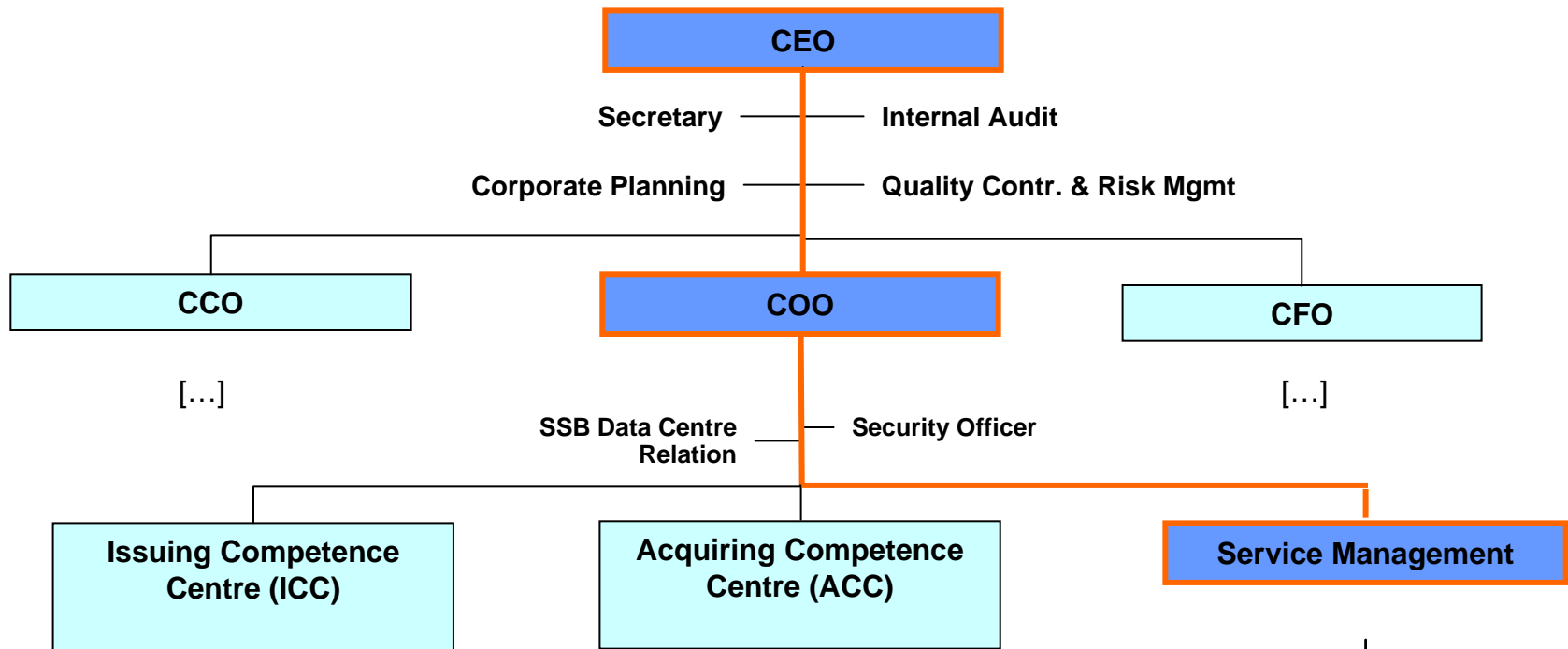


Main Initial Project Steps

- Distribute ITIL knowledge
- Understand the starting point (maturity and current processes or “habits”)
- Activity Plan for each work-stream, assign owners
- Define recurring project check-points SiNSYS-SSB
- Contract and activate external expertise
- ...

A calendar grid for the year 2004, with a green header and a grid of dates. The year '2004' is printed at the top center of the grid.

Service Management Organization



- Service Delivery
- Availability management
 - IT Service Continuity management
 - Service Level management
 - Capacity management
- Service Support
- Problem Management
 - Change Management
 - Release Management
 - Incident Management
 - Configuration Management (Service Desk)

Other organizational challenges

- Needed to organize also the operational level along the objectives and processes: in SiNSYS we created the Customer Support teams
- Needed to clarify and assign some key roles, Incident Manager(s), Change Manager(s), etc.
- Need to control...
 - Internal: key performance indicators and formal meetings
 - External: link to SLA and contractual meetings
- ...



Current Point - The Update

- Implemented!
- A number of external and internal Audits have formally recognized and confirmed the actual improvement on most processes. (done also through maturity assessment)
- SiNSYS Customers have appreciated the effort and results in setting up and running an Operating Model based on ITIL. Often we drive the customer on how to operate (not vice-versa)
- It is a continuous process, if you leave a procedure without improvements and updates, it will die....



Thank you for your
Attention



ITIL Reference Material

