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RETAIL SHOWCASE

Reducing risk?
Start with your IT Service Catalogue

17 October 2023

10:10 – 10:55

Agenda

1	Introductions | Challenge & approach
2	Reducing risk | Summary
3	Most effective steps to risk management and reduction
4	Video: Retail showcase
5	Summary & close

Introduction

Chris Good

Chris is a hands-on IT & change leader with extensive commercial experience across multiple industries.

He is a specialist in designing and implementing optimal multi-sourced operating models founded in his broad understanding of service management and project and portfolio management practices.

Challenge

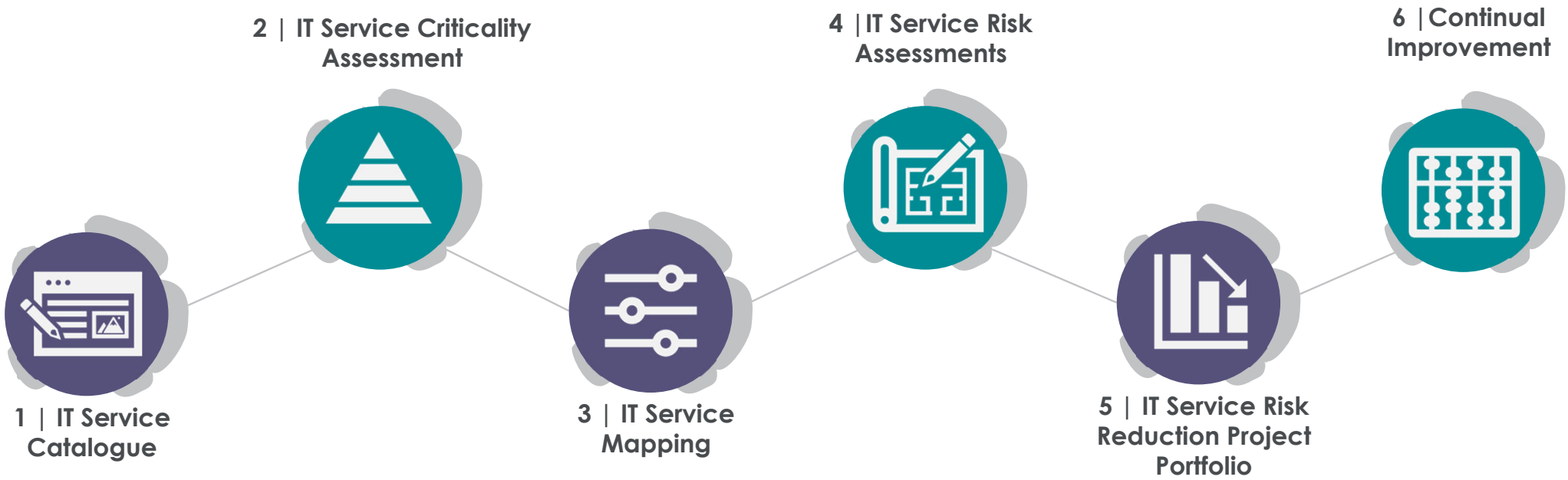
The **UK's leading pet care business** experienced rapid growth during and post-Covid through acquisition, joint-ventures, and condensed sales growth. This led to an increasingly **complex technology landscape** with an amplified reliance on technology.

Our client had a heightened focus on **reducing technical debt and improving resiliency**.

The following **methodology** was used to help address this challenge:

To **accelerate delivery and enable self-sufficiency**, we take the following four-step approach:

Approach


1 | IT Service Catalogue
2 | IT Service Criticality Assessment
3 | IT Service Mapping
4 | IT Service Risk Assessments
5 | IT Service Risk Reduction Project Portfolio
6 | Continual Improvement

1 | IT Service Catalogue

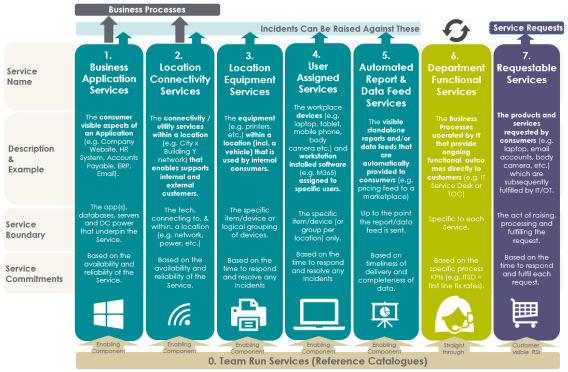
Approach

To understand an organisation's IT Service risk, there must first be a clear grasp of the IT Services provided and their business purpose.

Best achieved by having a robust and well architected **IT Service Catalogue** taking into consideration the **different types of IT Service.**

Tip - ensure every IT Service aligns to the definition of an IT Service.

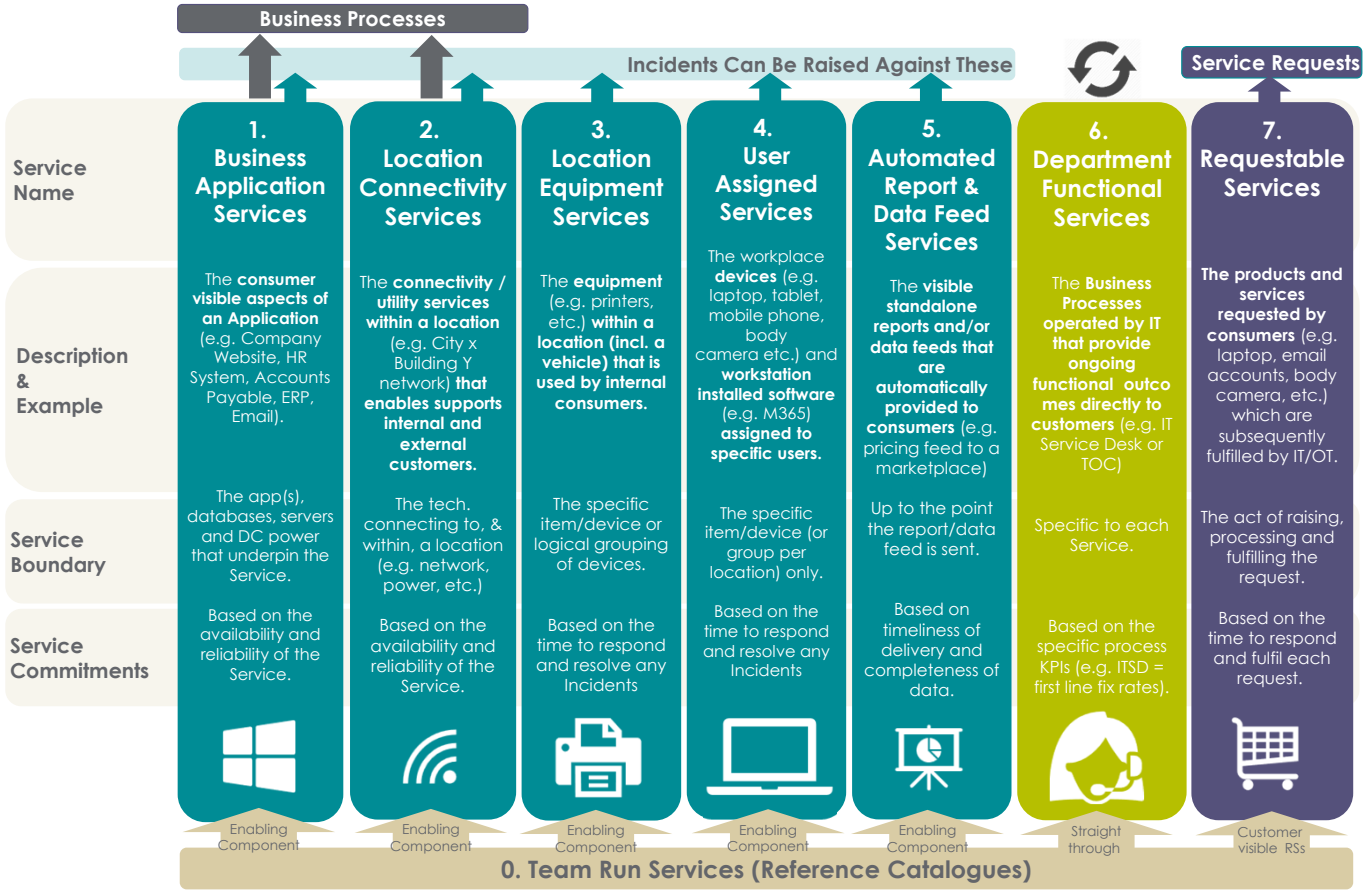
Best practice blueprints



IT Service Offering Name	Alias	Type Of Service	Purpose (This Service enables the consumer to do y)
Both	Both	Both	Both
Free format	Free format	Drop down options (see Twelve Non-tables)	Free format
Yes	No	No	Yes
Immediately	No	Immediately	Immediately
		Business Application	
		Business Application	
		Business Application	
x		Business Application	
		Business Application	
		Business Application	
Desktop Computing Hardware Device (Laptop, Desktop, Tablet, etc.) (User Assig		Workplace User Assigned	
Desktop Computing Hardware Peripheral (Monitor, Mouse, Keyboard, etc.) (Use		Workplace User Assigned	
Desktop Computing Software (Office, Adobe, etc.) (User Assigned)		Workplace User Assigned	
Mobile Phone Device		Workplace User Assigned	
Desktop Computing Hardware Device (Laptop, Desktop, Tablet, etc.) (Shared)		Location Equipment	
Desktop Computing Hardware Peripheral (Monitor, Mouse, Keyboard, etc.) (Sha		Location Equipment	
Meeting Room Audio Visual Equipment		Location Equipment	
Printing / Printer and Scanning		Location Equipment	
Desktop Computing Software (Shared)		Location Equipment	
Network Connectivity Wired		Location Connectivity	
Network Connectivity Wireless / WiFi		Location Connectivity	
Mobile Phone Network		Location Connectivity	

The seven IT Service categories

1 |
IT Service Catalogue



2 |
IT Service Criticality Assessment

Approach

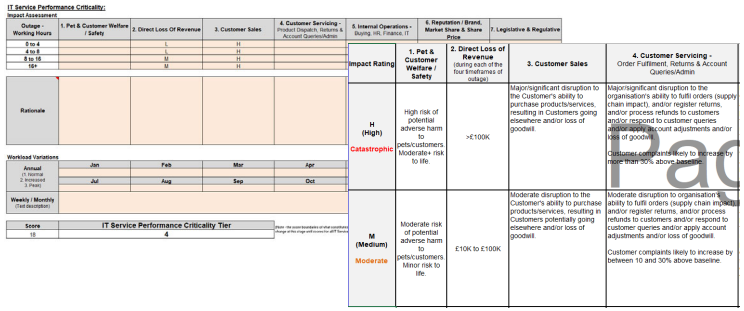
Define **criteria and scoring mechanism** to objectively quantify the importance of each IT Service to the business.

Apply a **tiering system** to group and prioritise services accordingly.

Each tier will result in different service design, cost and management approach.

Now **focus on the most critical IT Services**

Best practice blueprints



IT Service Performance Criticality:

Impact Assessment

Outage - Working Hours	1. Pet & Customer Welfare / Safety	2. Direct Loss Of Revenue	3. Customer Sales	4. Customer Servicing - Product Dispatch, Returns & Account Queries/Admin	5. Internal Operations - Buying, HR, Finance, IT	6. Reputation / Brand, Market Share & Share Price	7. Legislative & Regulative
0 to 4		L	H				
4 to 8		L	H				
8 to 16		M	H				
16+		M	H				
Rationale							

Workload Variations

Annual (1 Intense, 2 Increased, 3 Peak)	Jan	Feb	Mar	Apr
	Jul	Aug	Sep	Oct
Weekly / Monthly (Text description)				

Score	IT Service Performance Criticality Tier
18	4

Note: the score boundaries of what constitutes change of this stage will cause for JIFF Service

Impact Rating	1. Pet & Customer Welfare / Safety	2. Direct Loss of Revenue (during each of the four timeframes of outage)	3. Customer Sales	4. Customer Servicing - Order Fulfilment, Returns & Account Queries/Admin
H (High) Catastrophic	High risk of potential adverse harm to pets/customers. Moderate+ risk to life.	>£100K	Major/significant disruption to the Customer's ability to purchase products/services, resulting in Customers going elsewhere and/or loss of goodwill.	Major/significant disruption to the organisation's ability to fulfil orders (supply chain impact), and/or register returns, and/or process refunds to customers and/or respond to customer queries and/or apply account adjustments and/or loss of goodwill. Customer complaints likely to increase by more than 50% above baseline.
M (Medium) Moderate	Moderate risk of potential adverse harm to pets/customers. Minor risk to life.	£10K to £100K	Moderate disruption to the Customer's ability to purchase products/services, resulting in Customers potentially going elsewhere and/or loss of goodwill.	Moderate disruption to organisation's ability to fulfil orders (supply chain impact), and/or register returns, and/or process refunds to customers and/or respond to customer queries and/or apply account adjustments and/or loss of goodwill. Customer complaints likely to increase by between 10 and 30% above baseline.

Criticality Assessment

Service Hours Availability	a) 24 x 7 x 52	b) 03:00 to 22:00 x 365	c) Mon-Fri: 08:00 to 22:00 Sat-Sun: 08:00 to 18:00	d) Mon-Fri: 08:00 to 18:00
1. 99.99%	1a 0.14 mins	1b 0.11 mins	1c 0.08 mins (avg)	1d 0.06 mins
2. 99%	2a 14.4 mins	2b 11.4 mins	2c 7.7 mins (avg)	2d 6 mins
3. 98%	3a 28.8 mins	3b 22.8 mins	3c 15.4 mins (avg)	3d 12 mins
4. 95%	4a 72 mins	4b 57 mins	4c 38.5 mins (avg)	4d 30 mins

3 |
IT Service Mapping

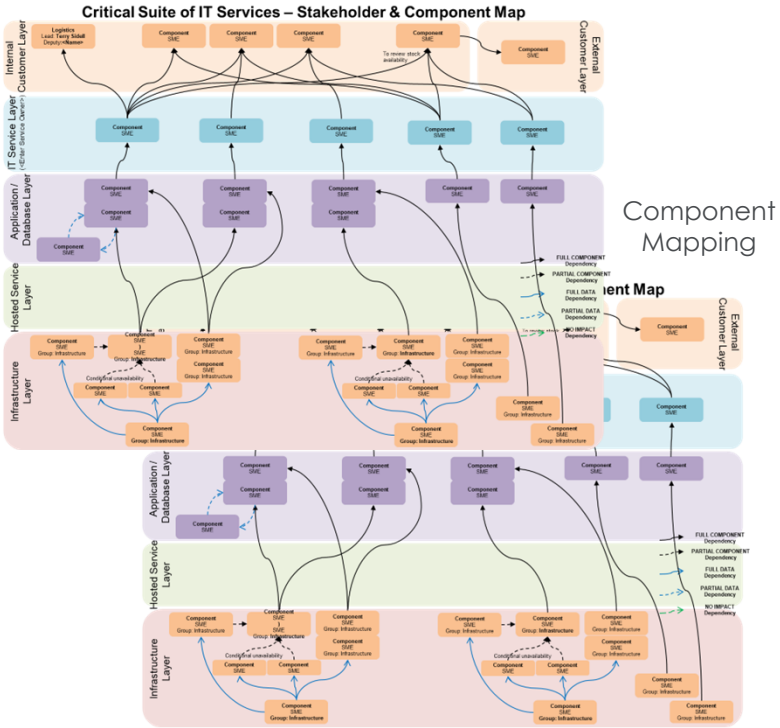
Approach

For each critical IT Service, complete a **Service Mapping**, showing all components that underpin an IT Service.

Achieved through physical and virtual data discoveries, resulting in a visualisation of the **configuration items** making up that service.

Tip – add output to your CMDB and place under change control as part of your Change Enablement Practice and automated discovery procedures.

Best practice blueprints



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4 | IT Service Risk Assessments

Approach

With a clear view of what underpins an IT Service, **effective service risk assessments** can be completed.

Assess each component in relation to key criteria:

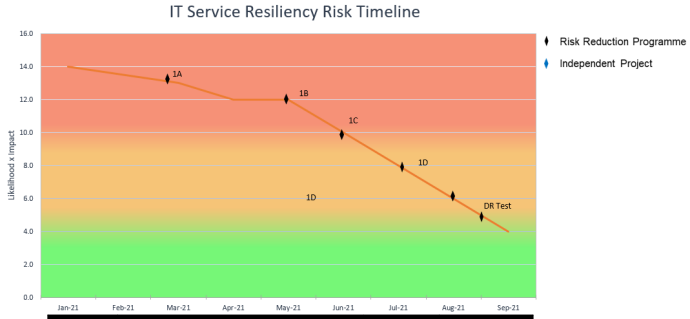
1. technical and data resiliency,
2. monitoring and alerting capability,
3. support structure effectiveness and
4. service continuity/disaster recovery capability.

Results should align to a **holistic view of risk for each IT Service** with weaknesses quantified, improvements identified, and opportunities categorised by priority.

Best practice blueprints

Risk assessment criteria

Background Details					Risk Description			Business Units Affected							
#	Risk Title	Top Level Risk Category	Date Raised	Risk Owner	Risk Cause (as a result of..)	Risk Event (the following may happen)	Risk Effect (resulting in)	a	b	c	d	Facilities	IT	HR	Finance
		Consumbale IT Service Availability													
		Consumbale IT Service Availability													
		Consumbale IT Service Availability													



Milestone	Activity	Plan	Delivery
12th March	1A	-	Complete
16th May	1B	Yes	In Progress
End of May	1C	In Progress	In Progress
End of June	1D	In Progress	In Progress
End of July	1D	In Progress	In Progress
August	DR Test	Yes	Not Started

5 |
IT Service Risk Reduction Portfolio

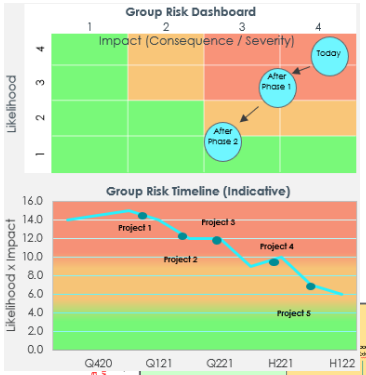
Approach

Size each prioritised risk reduction / improvement opportunity to create a **portfolio of recommended risk reduction projects.**

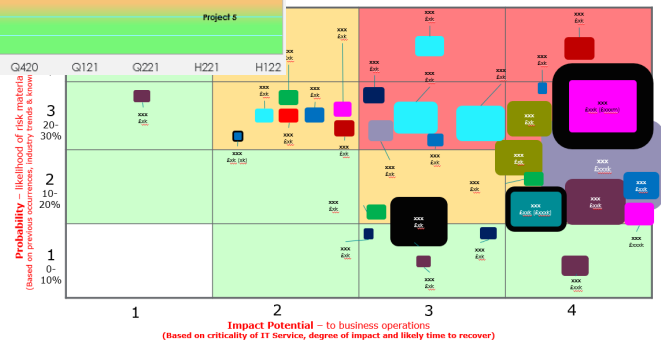
Each project had a clear **business case**, with an underlying risk-centric view to inform IT requirements and strategy.

Ensured finite resources were focused on highest value projects (critical IT Services), all aimed at **improving the organisation's risk posture and improve resiliency.**

Best practice blueprints



Risk Dashboard
&
Risk Initiative
Portfolio



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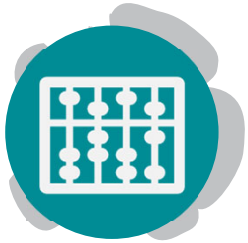

6 | Continual Improvement

Approach

To help embed these practices into everyday procedures, review the **IT Operating Model** with a risk lens in mind.

This enables the identification of key IT Service Management Practice gaps to be addressed to optimise ways of working and further **maximise risk reduction as part of everyday delivery.**

Best practice blueprints

Background Details					Risk Description			Business Units Affected							
#	Risk Title	Top Level Risk Category	Date Raised	Risk Owner	Risk Cause (as a result of..)	Risk Event (the following may happen)	Risk Effect (resulting in)	a	b	c	d	Facilities	IT	HR	Finance
		Consumable IT Service Availability													
		Consumable IT Service Availability													
		Consumable IT Service Availability													

Ongoing Risk Management
In place of tooling

Impact (to profit)		Probability			
		4. Very Unlikely (1-3%) Has never occurred and is extremely unlikely within next 5 years.	3. Unlikely (4-24%) Has never occurred and not likely within next 5 years.	2. Possible (25-74%) Either a) Has never occurred but is likely within next 2-5 years, or b) Has occurred before and is likely to do so again within next 2-5 years	1. Very Likely (75%-99%) Either a) Has never occurred but is likely within next 2 years, or b) Has occurred before and is likely to do so again within next 2 years
		4	3	2	1
1. Critical (>£1m)	1	Medium	High	Critical	Critical
2. Serious (£0.5-£1m)	2	Medium	Medium	High	Critical
3. Moderate (£0.1m-£0.5m)	3	Low	Low	Medium	High
4. Negligable (<£0.1m)	4	Low	Low	Low	Medium

Video: Retail showcase

Video Duration: 02:11

Summary – Reducing Risk? Start with your IT Service Catalogue

A clear and well-maintained IT Service Catalogue is the key starting point when assessing IT Service risk (as well as all aspects of managing IT Services)

Ensuring all (or at minimum, critical) services have the appropriate Service Mapping enables a fact-based risk assessment to be completed for each underpinning component

Executing the identified risk reduction initiatives will address those risks at a point in time. Embedding effective risk management into every day operations ensures IT service risk remains within an organisation's risk appetite.

Although tooling, including discovery and service mapping, can help maintain or reduce risk positions, they are not fundamental to make a meaningful start to increasing your service resiliency profiles

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bcs The Chartered Institute for IT

Conference App:

Agenda, Q&A, Polls, Feedback

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