LEADING PRACTICE SERVICE REFERENCE FRAMEWORK

A reference framework around Service Architecture and Service Modelling

LEAD OBJECTIVES

In the LEAD object modelling principles, a LEAD object refers to a specific, specialized object that is used by the Decomposition & Composition Framework to describe the Service Architecture. The LEAD Object Model is a set of LEAD objects that describe the entities of the LEAD Way of Working using the LEAD objects, the classification of any of the LEAD objects is categorized in the following 17 areas/subjects and entities:

- Actors & Goal
- Services
- Plan
- Objective
- Channel
- Business Capability
- Object
- Measurement
- Infrastructure
- Rules
- Process
- Owner
- Application
- Media
- Data
- Competence

The purpose of LEAD object modelling is to:

- Describe the different types of objects that are used, that should and needs to be modelled, and then compose the objects entities before building them (through mapping, simulation and scenarios).
- Visualize and clarify object relationships with the LEAD artifacts by using maps, matrices and models (alternative representation of information).
- Reduce and/or embrace complexity overview.
- Communicate with customers.

As for the LEAD Way of Modelling with the LEAD objects, the purpose is to identify the three main properties characterizing the LEAD object modelling principles:

1) Attribute: describes the purpose of the LEAD object that distinguishes it from other areas of the objects.
2) Table: describes the purpose of the composed objects.
3) Behaviour: describes how the decomposed or composed object can be used as well as how it can be used with other LEAD objects in a process or in a sub-process (process composition and decomposition).

The LEAD objects and BPE (Business Innovation & Transformation Enablement) objects are common, and therefore the objects can be used for:

1) BPE modelling principles, and thereby architected and layered architectural modelling:
2) BPE modelling, and thereby innovation (renewal, remodel), modernization and advancement) as well as transformation (alteration, change, optimization, renovation and makeover). This allows for the possibility of interlinking between the BPE and LEAD frameworks, as well as allowing for the possibility to innovate and transform using architectural disciplines, and vice versa.

THE WAY OF THINKING

The LEADing Practice Way of Thinking, the so-called "work anchoring", is the essential starting point that creates the guiding principles, Providing a structured concept around strategic definition (e.g. wants, needs, direction, issues and problems). The way of thinking is a prerequisite for the LEAD way of Working, the way of Governance and the way of Modelling, and it provides a structure on objects and on artifacts (data, design, plan, scheme and structure in order to understand the underlying thought, view, vision an intent behind the business or organization.

LEADING PRACTICE MAPS

A LEAD Map is an accurate list and representation of the decomposed and/or composed LEAD Objects. A LEAD Map is often in the form of a table, matrix, or model. The purpose of a LEAD Map is to provide a structure for the LEAD objects, and the objects that are to be either decomposed and/or composed in the different LEAD Layers (business, application and technology).

LEADING PRACTICE FRAMEWORKS

The purpose of an enterprise architecture framework is to define how to organize and structure the viewpoints and aspects around the business, and how to describe, model, and visualize the various aspects of the business in a way that supports understanding, predicting, analyzing and using architecture frameworks within a particular domain and/or layers of an enterprise or an organization. A framework is a theory based on a set of principles linked together to serve as a guideline with reference documentation. LEAD Practice Frameworks consists of the following: LEAD Practice Frameworks, Reference Frameworks, Models, and with and supporting maps, matrices and models. The LEADing Practice Frameworks consists of the following:

- Business Model/Competency Reference Framework
- Business Process Framework
- Cloud Reference Framework
- Application Reference Framework
- Process Reference Framework
- Information Reference Framework
- Data Reference Framework
- Infrastructure Reference Framework

They LEADing Practice frameworks has proven to help companies with some of the more common and complex advanced modeling principles, dilemmas and challenges that companies has to confront today. This includes, but is not limited to:

- Mapping of Business Model domains.
- Capture Service Model.
- Capture Business Model and activities.
- Identification of value and performance drivers.
- Capture the many diverse and different workflows such as e.g. business workflow, service workflows, process flows, application workflows, data flows, and technology workflows.
- Model value and performance aspects, recognize and categorize measurements and reporting.
- All aspects of information architecture in terms of information object modelling, information measurements and reporting, etc.
- Capture and model the various rules, such as business rules, process rules, application rules, information rules, data rules, services, flows, events, measurements and reporting as well as application standardization and integration.
- Capture and model the various aspects around data management, such as master data management, reference data management, data entities, data services, data flows, measurements, and data reporting as well as data harmonization and consolidation.
- Capture, standardization and integration (application, data, platform and infrastructure).
- Cost modelling.
- Introduction of new solutions (BPM, SOA, Cloud, etc.).
- Business Innovation & Transformation Enablement (BITE).

THE WAY OF WORKING

The LEADing Practice Way of Working is critical discipline of translating both strategic planning and effective execution. Structure the arrangement of effort and work, by translating the "Way of Thinking" into a structural approach of working.

The Way of Working organizes, classifies, aligns, arranges, quantifies, recommends and selects objects and or artifacts in the systematic and categorized way they need to be decomposed or composed together.

LEADING PRACTICE MATRICES

A LEAD Matrix is a representation that accurately shows the relationship between specific decomposed and composed LEAD Objects. The core idea of a matrix is that it typically consists of aspects of one idea each in a list of one, another idea a a set of elements each in a list of another, and then putting a checkmark in the intersection of each pair of ideas. The purpose of a LEAD Matrix is to show the familiar objects in the different layers (composition) usually through the form of a dropper, a table or a chart (e.g. rows and columns), thereby outlining direct connection points and showing a common pattern of the LEAD Objects.

LEADING PRACTICE METHODS

The Way of Working is where one defines the best suitable method that will help the practitioner to ensure integrity, accuracy and completeness of each particular task. The LEADing Practice methods are therefore a series of phases with a collection of activities that the user of the methods needs to follow and undertake in order to reach a specific goal. There can be multiple methods applied to one Way of Thinking.

At LEADing Practice method structures the practitioner's way of working within a specific area with supporting techniques, tools, principles, rules, procedures and practices.

THE WAY OF GOVERNANCE

The LEADing Practice Way of Service Governance, derived from the Greek verb: [kubernao], which means to steer, is essentially the act of governing what already exists, or is in the process of getting developed/implemented.

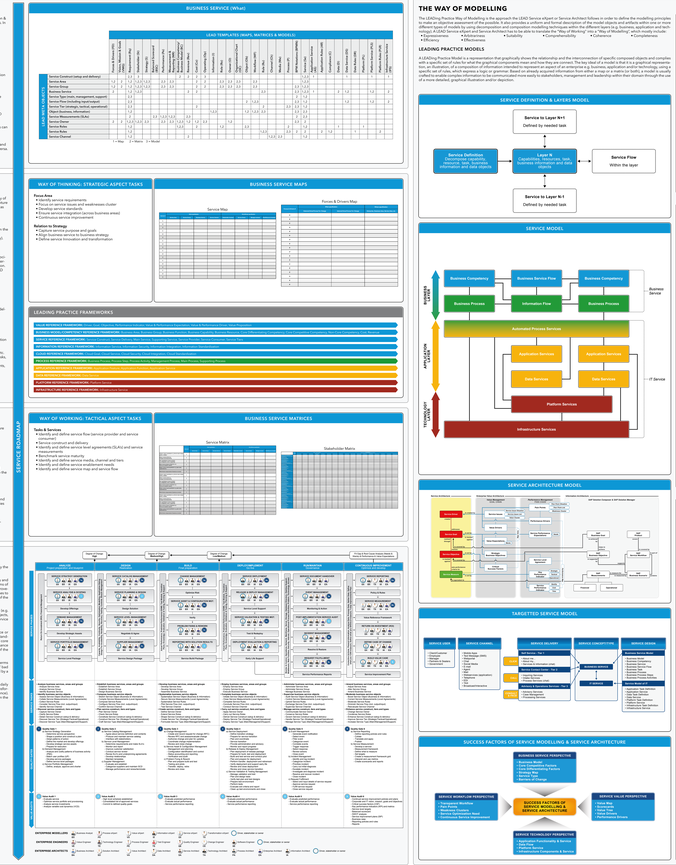
The Way of Service Governance relates to decisions and guidance that define expectations and direction, given power, or verify and measure performance, usefulness, and value of the service being delivered and supported by the business. The purpose of the way of service analysis, service design, service implementation and run and monitor ones service as well as the continuous service improvement discipline. The Way of Service Governance also includes the relationships among the many players in the mentioned phases to ensure that each phase and task enable the specific value identification, creation and realization in achieving the outlined goals of the Service Lifecycle.

Service governance involves setting standards and priorities for the various relevant innovation and/or transformation efforts (e.g. ITIL, COBIT, BPM, etc.). A part of this is identifying service governance leaders and defining service experts within the various projects, all to improve the service innovation and transformation strategies. The ultimate goal of both business governance and service governance is to control and support an organization's defined strategies and goals.

As a part of the continuous improvement concept the service governance steps includes the establishment of internal service or business standards, service measurements and metrics, service reporting, service reviews, and service improvement opportunities and work, being supplied best practices in non-value creating areas and leading practice in the areas that are core differentiating and core value creating. The Way of Service Governance also includes the relationships among the many players in the mentioned phases and also works on monitoring and documenting both the successes and shortcomings of an organization's operational execution of the service drivers defined in core organization.

In Value Management an additional purpose of service governance is to ensure that value expectations (on behalf of others in terms of benefits, risks, and resources) are established, and that value is being realized, and that it is being realized in the most efficient and effective circumstances. Therefore, the service governance and continuous improvement process and practices are typically administrated by a value audit and service governance gates throughout the service lifecycle.

Too oadly, we often see that service governance is overseen by teams made up of both business and IT professionals. The daily service governance within projects should consist of assuring, on behalf of those governed, the desired business innovation, transformation, and value realization. Service governance should also include the ability to ensure that the service design and service governance within a project should also consist of the set of governance gates and these gates should ensure value architectures within the lifecycle that ensures quality and value aspects within the various phases and the associated tasks.



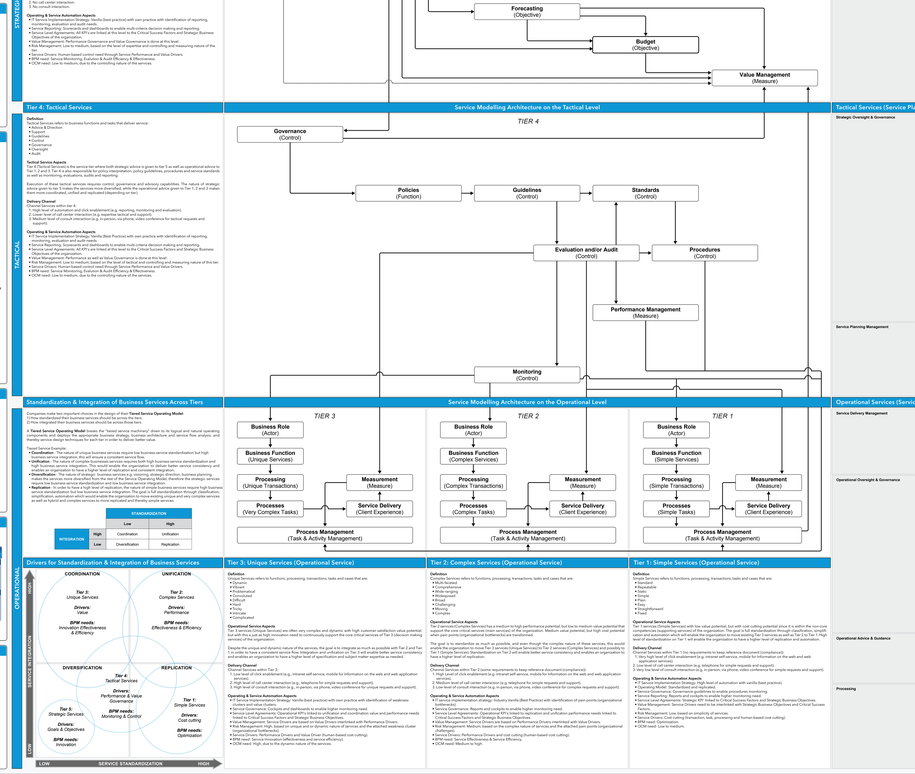
THE WAY OF MODELLING

The LEADing Practice Way of Modelling is the approach the LEAD Service eXpert or Service Architect follows in order to define the modelling principles and the modelling techniques that are required to capture the business requirements and to define the business architecture across the different layers of models by using decomposition and composition modelling techniques within the different layers (e.g. business, application and technology). A LEAD Service eXpert and Service Architect has to be able to translate the "Way of Working" into a "Way of Modelling", which mostly include:

- Business Requirements
- Efficiency
- Flexibility
- Complexity/Simplicity
- Effectiveness
- Criticality
- Value

LEADING PRACTICE MODELS

A LEADing Practice Model is a representation that graphically shows the relationship and the interconnection of specific composed objects and complex objects. The purpose of a model is to provide a structure around complex objects and to provide a way to see how the various objects are related to one, an illustration, of a composition of information intended to represent an aspect of an enterprise, e.g. business, application and/or technology, using a set of related diagrams. The purpose of a model is to provide a structure around complex objects and to provide a way to see how the various objects are related to one, crafted to enable complex information to be communicated more easily to stakeholders, management and leadership within their domain through the use of a more detailed, graphical illustration and description.



SERVICE DECOMPOSITION & COMPOSITION

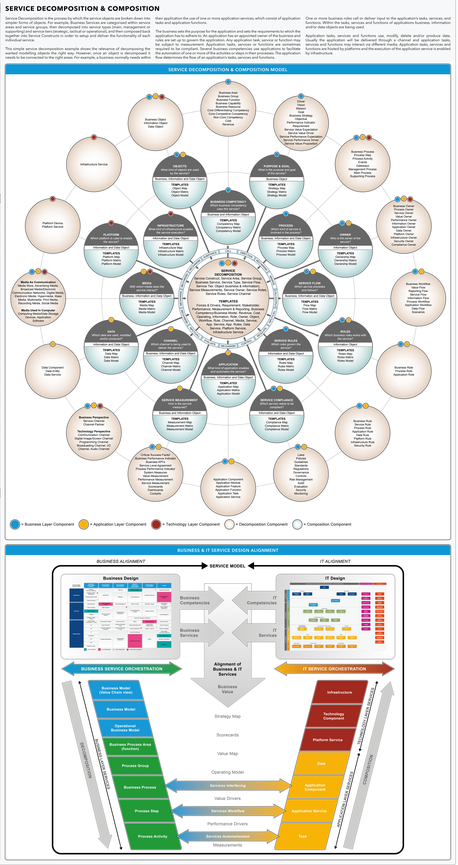
Service Decomposition is the process by which the service objects are broken down into smaller and more detailed objects. The service objects are broken down into several areas and service groups, then decomposed into service types (main, management or supporting) and service tiers (strategic, tactical or operational), and then composed back together in the Service Constructs in order to setup and deliver the functionality of each individual service.

This simple service decomposition example shows the relevance of decomposing the overall modeling objects into the right way. However, once an object is decomposed it needs to be connected to the right areas. For example, a business normally needs within their application the use of one or more application services, which consist of application roles and application functions.

The business sets the purpose for the application and sets the requirements to which the application should be developed. The business requirements are then translated into application roles and set up to govern the application. Any application task, service or function may be subject to measurement. Application tasks, services or functions are sometimes subject to rules and/or measurements and reporting requirements. Application roles, the automation of one or more of the activities or steps in their processes. The application roles are set up to govern the application. Any application task, service or function may be subject to measurement. Application tasks, services or functions are sometimes subject to rules and/or measurements and reporting requirements. Application roles, the automation of one or more of the activities or steps in their processes. The application roles are set up to govern the application. Any application task, service or function may

One or more business roles call or deliver input to the application's tasks, services, and functions. Business roles are the actors and functions of applications, business, information and/or data objects are being used.

Application tasks, services and functions use, modify, delete and/or produce data. Usually the application will be delivered through a shared and application tasks, services and functions may interact via different media. Application tasks, services and functions are controlled by platforms and the execution of the application service is enabled by infrastructure.



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