next
level consulting

Project Management Institute Association Thailand

Managing Large-Scale Projects and Programs

Wednesday, January 19, 2022 (6:00 pm - 8:30 pm)

Abstract

There is much more to large-scale projects and programs than to a single large project. In this presentation, the speaker will share how to reach strategic goals, how to professionally manage a number of parallel-running projects, how to manage the requirements of all stakeholders and how to maintain an overall view while taking into consideration intercultural change management methods. The knowledge, examples, and experience shared in this presentation are derived from an actual 3-year program he delivered during his tenure at one of the largest telecommunications organizations.

Walter Sedlacek

- Managing Director next level consulting APAC, Senior Consultant, MSc, MBA, PMP, ACP, PSM
- Professional experience (selection):
  - Global implementation of a **Cyber Security framework for DTAG/T-Systems** for 45 000 employees
  - Professionalizing of **Project Management in London for DTAG/T-Systems as Head of Projects**
  - Introducing and building-up **Cloud Computing in regional data-center** for DTAG/T-Systems in Singapore as VP
  - Implementing a data-center for a **Manufacturing Execution System for General Motors as CIO**
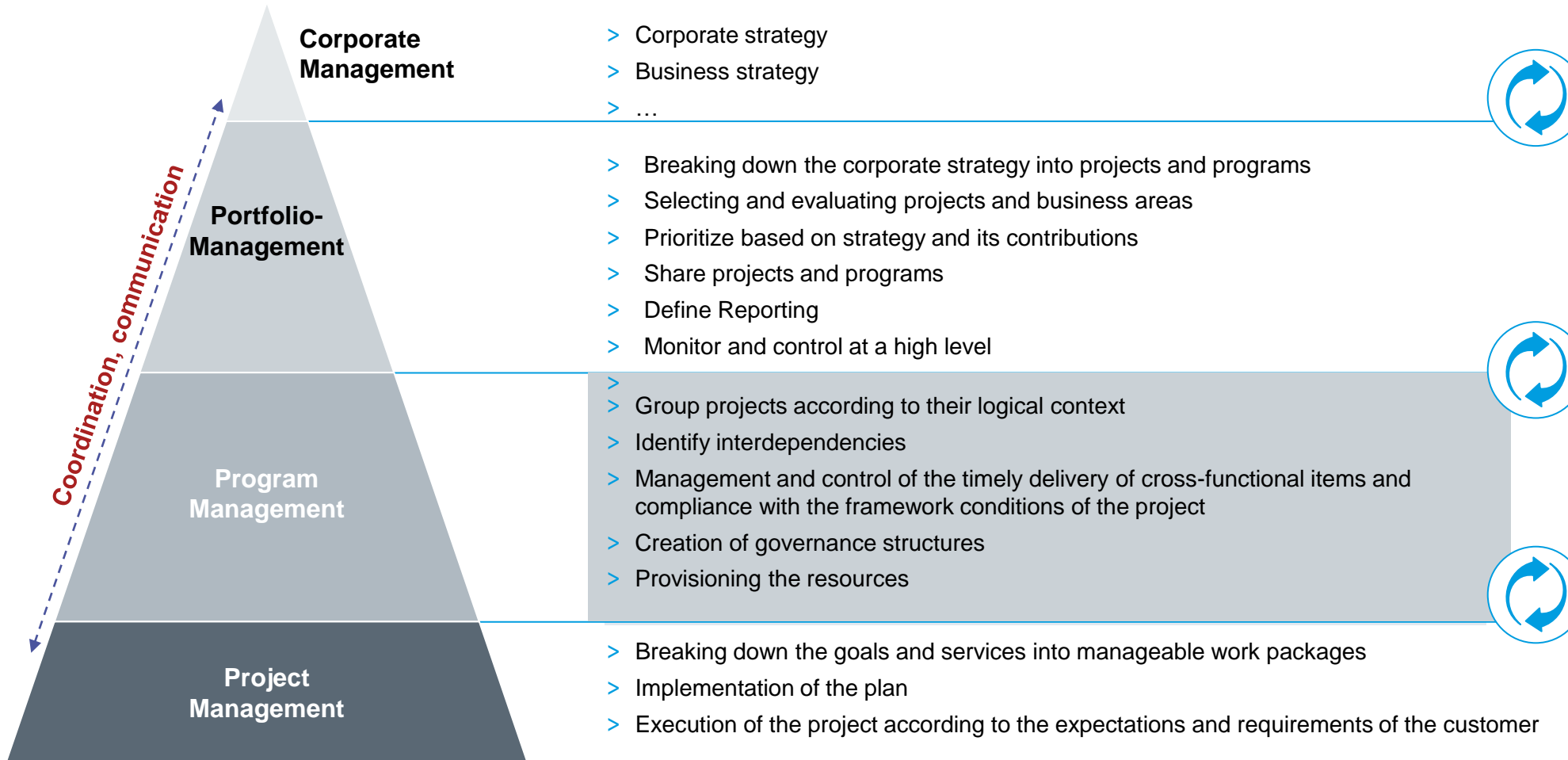
Program Management - Generics

The relation between Corporate, Portfolio, Program and Project Management

Corporate Management
> Corporate strategy
> Business strategy
> …

Portfolio-Management
> Breaking down the corporate strategy into projects and programs
> Selecting and evaluating projects and business areas
> Prioritize based on strategy and its contributions
> Share projects and programs
> Define Reporting
> Monitor and control at a high level

Program Management
>
> Group projects according to their logical context
> Identify interdependencies
> Management and control of the timely delivery of cross-functional items and compliance with the framework conditions of the project
> Creation of governance structures
> Provisioning the resources

Project Management
> Breaking down the goals and services into manageable work packages
> Implementation of the plan
> Execution of the project according to the expectations and requirements of the customer

Coordination, communication

Example of a generic Program Organization Chart
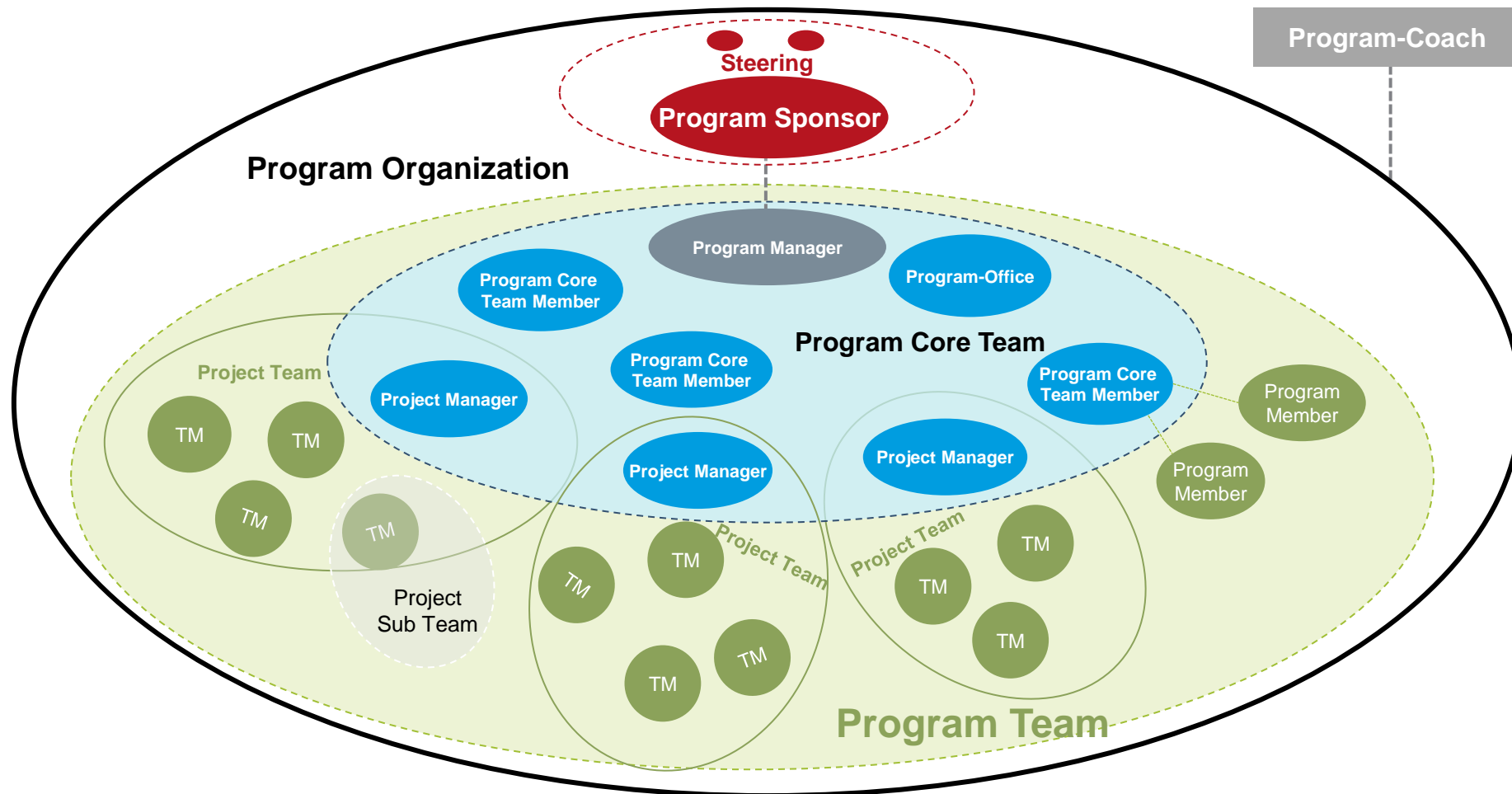
Requirements for Program Management

Social Competences

"know how with whom"

SME

"know how"

Methodological competences

"know how"

Project

Social Competences

"know how with whom"

Methodological competences

"know how"

SME

"know how"
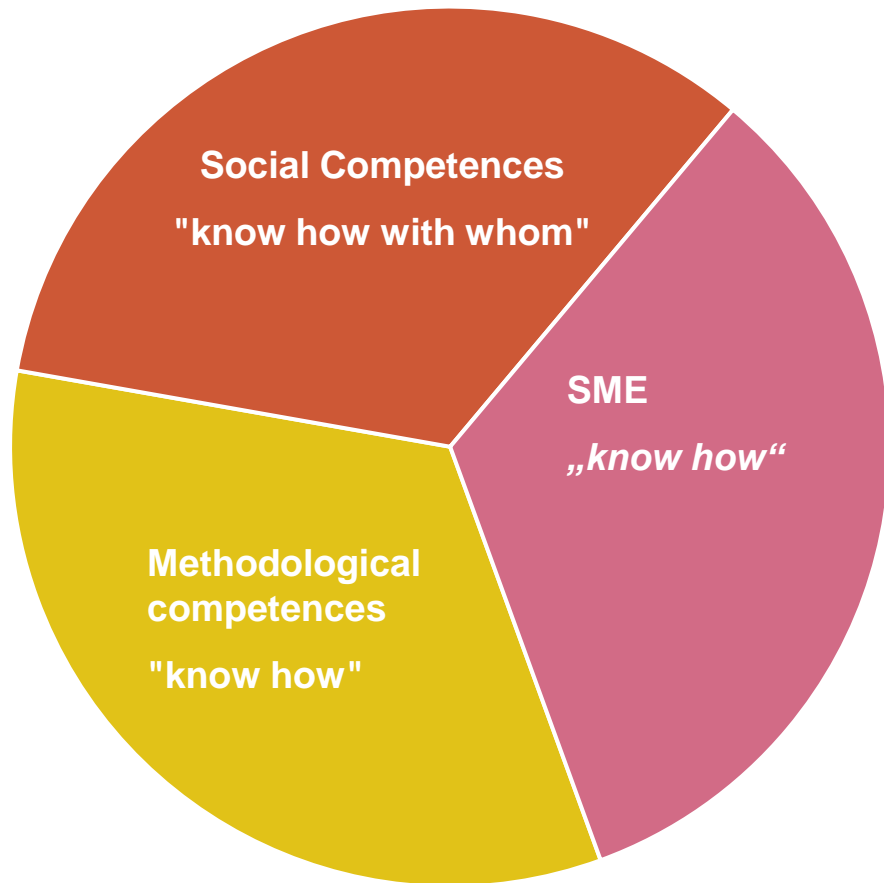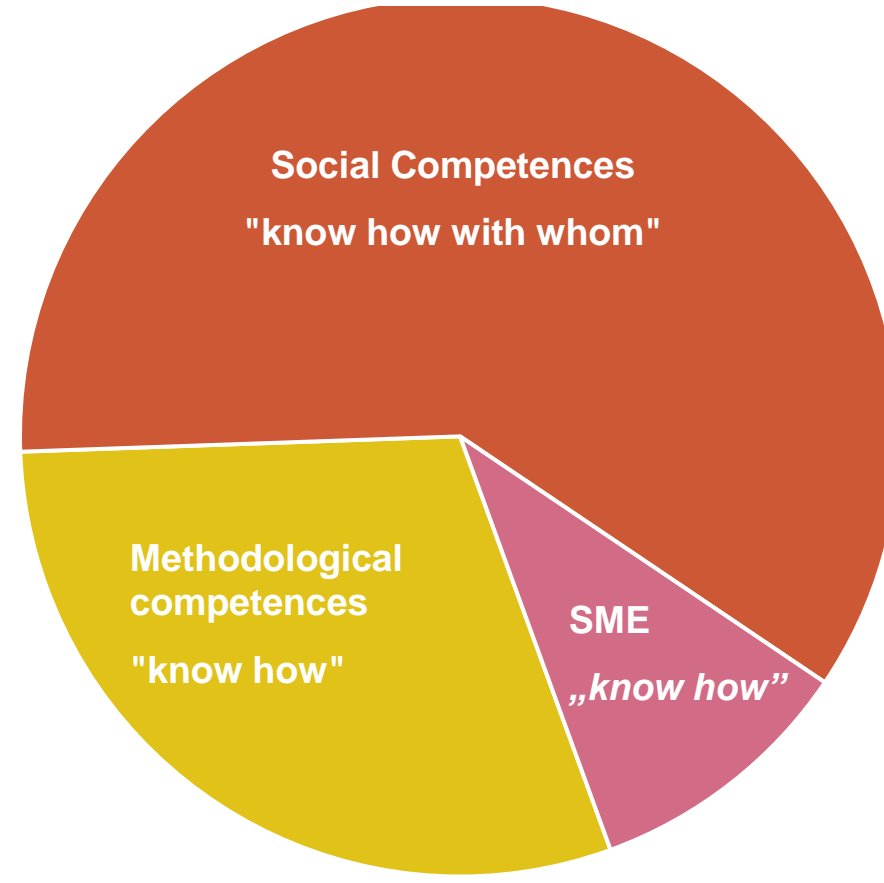
Program

Case Study: 3-year Cyber Security program

→ **Challenges**
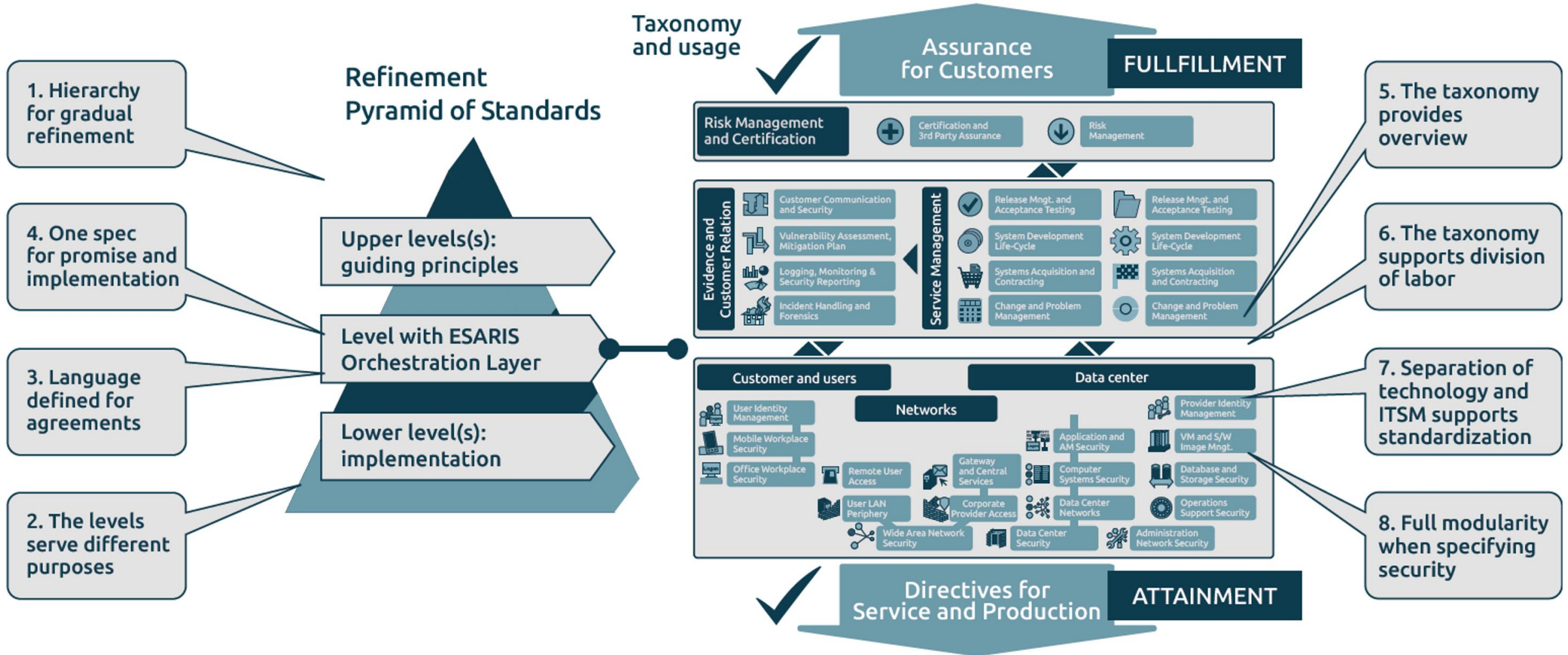→ **Discussions**
→ **Solutions**

The Mission

➢ IT Outsourcer is represented in 52 countries.

➢ Customers are served very individually.

➢ Main customer wants to extend his contract for 10 years.

➢ Order volume is €1 billion.

➢ Contract renewal depends to 70% on a uniformly implemented a concept for IT security.

➢ The new concept to be created must be more precise and transparent than industry's state of the art.

➢ The new concept to be created must be implemented worldwide and includes:

➢ Adjustments in the organization, both in the HQ and in the national units

➢ Adjustments in technology for all customers

➢ Adjustments in the processes for all customers

➢ The new standard to be created in this way must also be established in the industry.

➢ Synergy effects within the legal units must be considered.
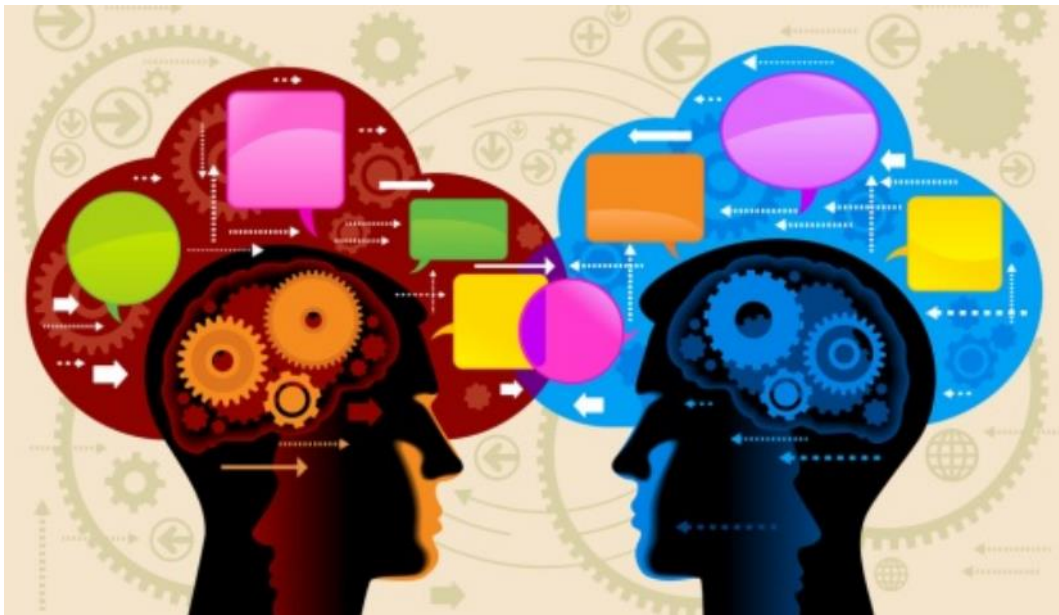
The scenery – my personal Experiences

➢ In 2013, I had already been in Singapore two years, headed up a data center, and worked in various management and project management positions at T-Systems since 2006.

➢ I had already gained experience in project management in the setting up of PMOs, e.g., in the UK or in other extensive projects, such as the building up of cloud platforms or establishing decentralized international development centers on the subject of virtualization.

➢ Moreover, I was familiar with the IT-outsourcing world on the customer-side as well, being CIO of General Motors in Vienna — from my work-experience period before my career at T-Systems commenced.

➢ I thus seemed to possess the tools and credentials required to resolve the task assigned to me: the transformation of an entire enterprise in order that the created IT Security Framework ESARIS be inherently incorporated into all (!) existing processes, organizations and products.

➢ With joyful anticipation, I agreed and started to delve deeply into learning the subject matter and comprehending the security architecture. I planned the project the way one is taught to, like I had done so many times before, and how I usually pass it on according to the PMI's instructions.

➢ However, I noticed more and more in talks with fellow workmates that this usual approach would not work. The project was too big to be put into practice with the methods of project and program management alone. Much more, it turned out to be a so-called Cultural Change Program, and this, in several dimensions: functional, territorial, cultural.

The Target Structure

Discussion

➢ How would you approach the topic and structure the program?

➢ Start, Controlling, Reporting, Closing, etc.?

Setup of the Program: Program Charter

Time / Budget		Content	
Event of start :	Kickoff and GF signs ESARIS Directive *ESARIS Directive*	**Goals** ESARIS standardized, harmonized and improved the technical and procedural measures for the protection of our ICT services. An industry-standard level of ICT security is achieved.	**Activities per Wave** • Gathering information and contact persons in order to transform Entities and ICT Services. • Define sequence of transformations . • Define trainings for the transformation of Organizations and ICT Services to ESARIS Maturity and Attainment Levels. • Provide and coordinate knowledge of experts during transformation phase. • Communicate Status to Steering and Stakeholders • Perform Escalation and Risk Management.
Event of end:	Maturity Level 4 reached and Att. Level 4 reached for 80% of all new ICT Services by Q4 2016		
Duration:	30 months	**Objectives** • Improved collaboration between territorial and functional TSY entities due to improved security organizations and thorough trainings. • Improved procedural interface to customers. • Avoidance of additional audits and penalties. • Sustainable insurance of competiveness advantage due to holistic Security framework. • Defined Level 5 documents are available.	

Resource

Sponsor: Heike Bayerl (VP Process & Quality Management)

Project manager: Walter Sedlacek (ESARIS Global Transf. Man.)

Steering Committee: (equals Steering of ESARIS Program)
- Sebastian Winterstein (VP, Data & IT Security)
- Stefan Kasulke (SVP, Global Quality, Processes & Tool Management)
- Heike Bayerl (VP Process & Quality Management)
- Franz Grohs (SVP, Cyber Security Unit)
- Jörn Kellermann (SVP CSS) - extended member
- R. J. Müller-Bruverios (Global Accounts) - extended member

Project Budget: 2014: 499 000 € (allocated 700 000 €)
                             2015: 646 000 €
                             2016: 649 000 €

Type

Classification: A   Risk to fail [H/M/L]: Medium

Type [internal, external]: Internal

Main activities
- Transforming Wave 0 to Maturity Level 2: focus Security Org., Shell, GDU CES (until Q2 2014)
- Transforming Wave 1 to Maturity Level 3: focus Shell and PoP MY (until Q3 2014)
- Transforming Wave 1 to Attainment Level 3 : SharePoint, SAP HANA, DCS 3.0 (until Q2 2015)
- Defining &Transforming Wave 2: focus APAC part of customers BAT, KONE; focus LBU South Africa; (until Q3 2015)
- Defining & Transforming Wave 3: focus Germany
- Collecting and re-writing Level 5 documentation for all Service Lines

Scope
- Entities/LBUs are transformed to Maturity Level 4: "integration into processes (bid, transition, transformation, operations, portfolio management); day-to-day use"
- 80% of all new ICT Services transformed to Attainment Level 4: "part of the ICT service description provided by the Delivery"
- ESARIS as defined in Q4 2013

Out of scope
- Certification process of Organization or ICT Services
- Communication outside this project

Dependencies to other projects
- ESARIS Program (Certification, Training, ISMS)
- Transformations within Service Lines and Service

Affected areas: T-Systems Delivery & Portfolio

Setup of the Program:
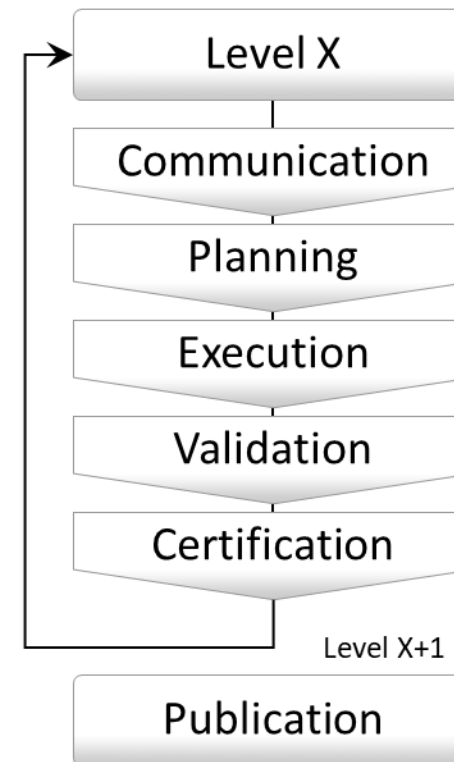# Organizational Change Progress

ESARIS Maturity Level

"A unit (LBU etc.) is capable of producing ICT services that are ESARIS compliant."

This is measured.
The unit is certified.

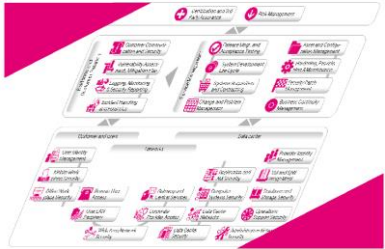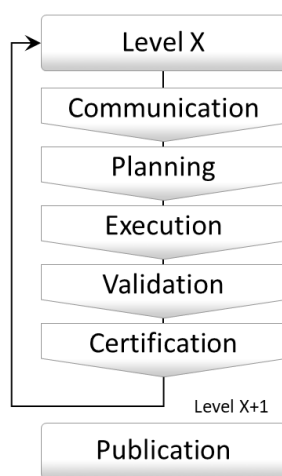| ESARIS Maturity Level	Description (measurement will go deeper as level increases)
"Started" ①	initial activities such as overall trainings; management attention; identification of roles and responsibilities
"Prepared" ②	business-related trainings; assignment of roles and responsibilities; integration with ISMS and ICT business
"Managed" ③	role-related education; use in most businesses; continuous steering still necessary
"Established" ④	integration into processes (bid, transition, transformation, operations, portfolio management); day-to-day use
"Controlled" ⑤	as "established" but continuously measured and improved; active participation in development of ESARIS as standard

"roll-out process"

Level X

↓

Communication

↓

Planning

↓

Execution

↓

Validation

↓

Certification

↓

Level X+1

Publication

December 2013

Setup of the Program:
Organizational Change Progress

next level consulting

ESARIS

- Detailed plan with actions
- Certification after completio[n]
- All five levels are covered

ESARIS - G6 | Internal

ESARIS Transformation Master Plan – (ETMP)

Activity number and name	Goal, scope	Description of activity
S1.2: Create conditions	Before starting the transformation you must define the scope (the unit with its business that start the process) and the people who must make their contribution (sponsor, security management, business units or teams).	▪ define scope (unit, business) ▪ set-up *ESARIS Transformation Core Team (ECT)* ▪ name program sponsor (one person from senior management) ▪ identify major roles and responsibilities in this process; identify other stakeholders; define who has to be actively involved or consulted only ▪ consult the *Security Management Delivery* in Germany (more specifically the *ESARIS Program Management*)
Further remarks Don't make the unit too big. It may be helpful to split larger organization into small parts which run their own program. In later maturity levels these can be reunited.	**Unit specifics**	**Roles and responsibilities**
Starting date and due date	**Progress indicator**	**Current status**

Activity number and name	Goal, scope	Description of activity
S1.3: Planning	The main content of this activity is project or program management. These are basics which are not very specific to ESARIS transformation.	▪ elaborate the *ESARIS Transformation Plan (ETP)* in a first version by making unit specific adaptations of the ETMP; set milestones, identify supporting factors and obstacles as well as strategic success factors ▪ verify resources ▪ schedule achievement of *ESARIS Maturity Level* "Started"
Further remarks It is strongly recommended to view this activity as an strategic one. Hence, you are requested to identify supporting factors as well as possible obstacle etc.	**Unit specifics**	**Roles and responsibilities**

Version 0.92 | Final draft | 14.10.2013   T-Systems   23

ESARIS Maturity Level

"A unit (LBU etc.) is capable of producing ICT services that are ESARIS compliant."	This is measured. The unit is certified.

"roll-out process"

ESARIS Maturity Level	Description (measurement will go deeper as level increases)
"Started" ①	initial activities such as overall trainings; management attention; identification of roles and responsibilities
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Level X
Communication
Planning
Execution
Validation
Certification
Level X+1
Publication

December 2013

Setup of the Program: Technical Progress

ESARIS Attainment Level

"An ICT service is produced according to ESARIS; relevant security measures are put in place."

This is evaluated; the result is documented.

"process"

no extra process is put in place; standard business processes are used

ESARIS Attainment Level		Description	
"technologically complete"	1	ready for ICT implementation: the ICT components can be provided with security measures defined in ESARIS	engineering and implementation
"operations ready"	2	ready to deliver; this means that the service and security management processes can be provided as defined in ESARIS	engineering and implementation
"successfully delivered"	3	this means that the ICT service has at least once been provided to a customer with security measures as defined in ESARIS	engineering and implementation
"integrated into delivery portfolio"	4	this means that ESARIS is part of the ICT service description provided by the Delivery	portfolio design and integration
"integrated into sales portfolio"	5	this means that ESARIS is part of the ICT service description provided to customers	portfolio design and integration

Setup of the Program: Technical Progress

- In line with standard development/design/deployment processes
- ESARIS attainment statement is part of service specification and passed on accordingly
- Attainment is based upon written confirmation
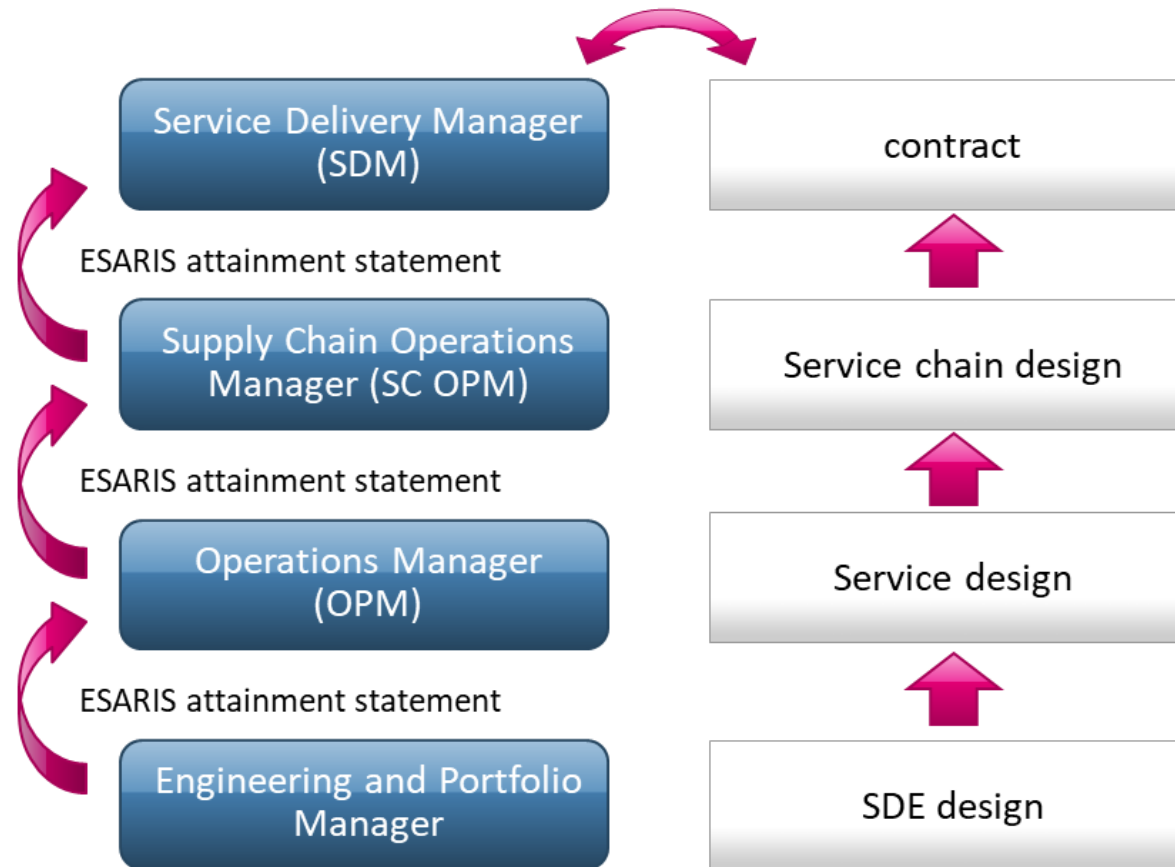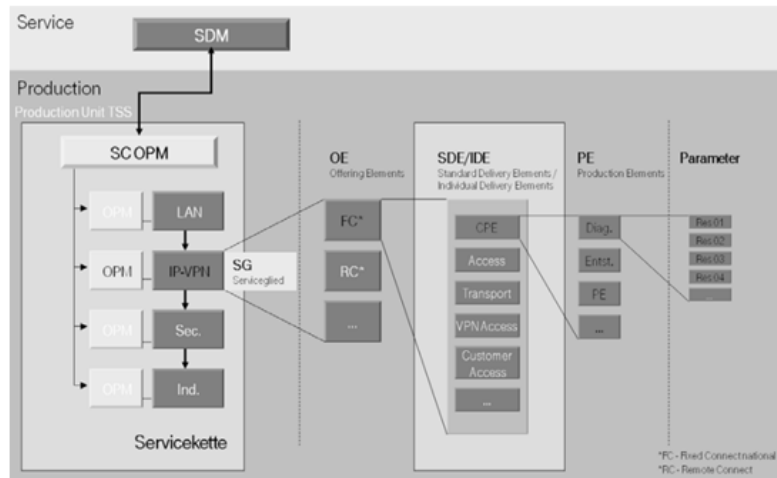
Setup of the Program: Dashboard
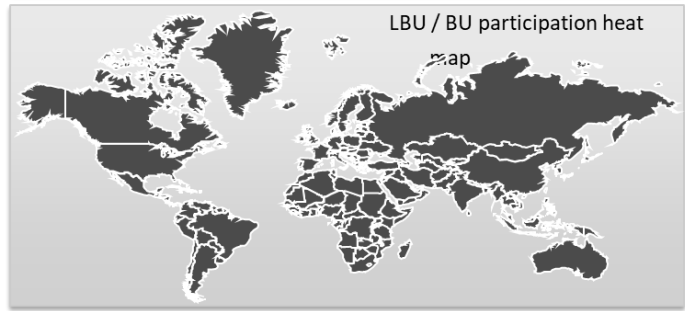
ESARIS Transformation Program Status: ●
(Time: ●   Quality: ●   Budget: ●)

Operationalisierung der globalen ESARIS- Programmstrukturen und Bereitstellung Training u.a.

Anpassung des Security Control Frameworks hinsichtlich ESARIS Anforderungen Vermessung ESARIS Program

ESARIS standardized, harmonized and improved the technical and procedural measures for the protection of our ICT services.
An industry-standard level of ICT security is achieved.

Tasks	Status	Task	Status
Adhoc Program Support für Shell integration	◑	Aufsetzen adhoc vermesung manuell	
Ausetzen der Pilottransformation	◑		
Aufsetzen der Programmstruktur	◑	Impl. der Vermessung des ESARIS Reifegrads einer OrgE	
Programmfortschritt ist i.S. eines „Barometers" im Intranet.		Programmfortschritt ist i.S. eines „Barometers" im Intranet.	
Trainingsunterlagen und Hilfsmittel sind bereitgestellt		Globale ESARIS Reifegrad Report liegt vor	
ESARIS Zertifizierungen werden angeboten		Operat. des ESARIS Vermessungskonz. auf Service Ebene	
Integration ESARIS Controls in TS Sec. Control Framework		Integration ESARIS Controls in TS Sec. Control Framework	
SecM TS hat ESARIS Level 2 erreicht.		Impl.ESARIS Compliance Vermessung bzg. auf IT Serv./Ket	

LBU / BU participation heat map

ISH maturity tracker

Training acceptance check (tbd)

○ no progress ◔ 15 % progress ◑ 45 % progress ● everything finished

13 / 12 / 2013

Setup of the Program: Status Report

ESARIS Transformation Program Status: ●
(Time: ● **Quality:** ● **Budget:** ● **)**

| Effort Planning | Develop Transf. Plan | Execute Transf. | Handover Operations | Conduct Lessons Learned | Run Phase |

ESARIS standardized, harmonized and improved the technical and procedural measures for the protection of our ICT services. An industry-standard level of ICT security is achieved.

Tasks	Status	Status	Status	Status	Status	Status
Sign-Off Project Charter	✔	n/a	n/a	n/a	n/a	n/a
Establish Communication Plan within Project and to Stakeholder	✔	n/a	n/a	n/a	n/a	n/a
Implement Project repository on SharePoint	●	n/a	○	○	n/a	n/a
Requirement Listing of to be trained entities	○	n/a	n/a	n/a	n/a	n/a
Prerequisite L5 Documents	✔	n/a	n/a	○	●	○
Wave 0 Start Candidates	✔	●	○	○	○	○
Wave 1 Focusing Shell	●	●	○	○	○	○
Wave 2 Focusing APAC & SA	○	○	○	○	○	○
Wave 3 Core Entities	○	○	○	○	○	○
Closing Lessons Learned	○	n/a	n/a	○	n/a	n/a

○ ... not planned yet ● ... in plan ✔ ... completed ● ... late n/a ... not applicable

KPI	Target	Achieved	%
L5 Documents	98 + 17 + TSS	36	31,3 (excl. TSS)
# Wave 0 (ML/AL)	5/0	0/0	0/100
# Wave 1 (ML/AL)	13/3	0/0	0/0
# Wave 2 (ML/AL)	TBD/TBD	TBD/TBD	TBD/TBD
# Wave 3 (ML/AL)	TBD/TBD	TBD/TBD	TBD/TBD

Major Milestones	Forecast	Status
Sign Off Project Charter	Jan 1, 2013	done
80% of all L5 are in Doc Lib	Feb 1, 2014	in progress
Wave 0	May 31, 2014	Start Jan 1, 2014
Wave 1	April 30, 2015	Start Feb1, 2014
Wave 2	July 31, 2015	Start July 1, 2014
Wave 3	TBD	TBD

Next Major Step	Owner	Due Date
Finish Project Planning	Walter Sedlacek	Dec 31, 2013
80% of defined L5 are in Doc Lib	Feb 1, 2014	in progress

Risk	Mitigation	To be decided by

13 / 12 / 2013

Setup of the Program: Rollout in Phases

ESARIS Transformation Project
High-level plan for Wave 0 and 1

Wave 0 – friendly user group

Security Management Delivery (prerequisite)	DE
Security Management T-IT (prerequisite)	DE, HU
GDU CES - *Product Design and Orchestration Services*	DE
Security and Compliance Shell	MY, DE, CH, NL, US
GCU Shell Business Operations	MY, DE, SK

1.1.2014 — 31.05.2014
2014 — 2015 — 2016 — July 2016

Transformation of organisations to Maturity level 2

Wave 1 – focus on Shell
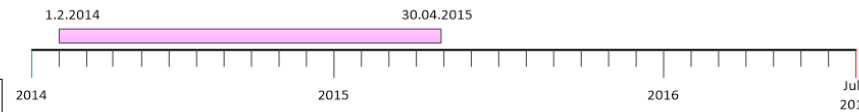
Additionally to Organisations in Wave 0	
Architecture SGA Shell	DE, US, NL, MY,HU
GCU Service Engineering SGA Shell	MY, NL, US
Service GCDM	NL, UK
Production Malaysia Shell	
GDU SAP	MY
GDU DPS	MY
GDU CES (MY - Sharepoint only)	MY
LBUs in EMEA	
LBU AT	AT
LBU CH	CH

1.2.2014 — 30.04.2015
2014 — 2015 — 2016 — July 2016

Transformation to Maturity level 3

Transformation to Attainment level 3

Sharepoint (without Cognizant)	MY
SAP HANA	MY
Appcom (DCS 3.0)	MY

Wave 2 – Maturity Level 4

1.7.2014 — 31.07.2015
2014 — 2015 — 2016 — July 2016
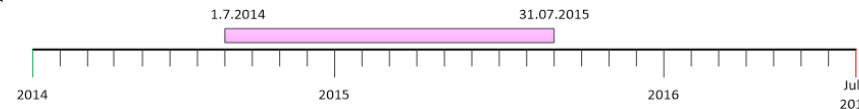
Transformation of above named organizations to Maturity Level4
Transformation of named services to Attainment Level 4
TBD Entities / LBUs

Additionally defined customer organisations
focus APAC part of customers BAT, KONE
focus LBU South Africa

Setup of the Program: Rollout in Phases

ESARIS Transformation Project details: Wave 0

ESARIS

Project Management Institute® Association Thailand

1.1.2014   31.05.2014

2014   2015   2016   July 2016

Transformation will be done in a friendly user group to Maturity Level 2.

Goals:

- Test of trainings and certifications material upfront of main transformation.
- Gain Lessons learned for further rollouts.
- Address urgent pain points in Shell Security organization and mitigate with ESARIS implementation.

	employees	countries	scope	accountable	Rollout Start	Level 1 certified	Level 2 certified
Security Management Delivery (prerequisite)	15	DE	whole team	Thomas Ade	01.01.2014	28.02.2014	30.04.2014
Security Management T-IT (prerequisite)	33	DE, HU	whole team	Thomas Speichert	01.01.2014	28.02.2014	30.04.2014
GDU CES - *Product Design and Orchestration Services*	234	DE	whole team	Martin Bruns	01.01.2014	31.03.2014	31.05.2014
Security and Compliance Shell	27	MY, DE, CH, NL, US	whole team	Martin Hauser	01.01.2014	28.02.2014	30.04.2014
GCU Shell Business Operations	45	MY, DE, SK	whole team	Jörn Ohlmeier	01.01.2014	28.02.2014	30.04.2014
Security and Compliance	20	MY	whole team	Asmah Othman	01.01.2014	28.02.2014	30.04.2014
Lead Incident Management	8	SK, MY	whole team	Beata Basarova	01.01.2014	28.02.2014	30.04.2014
Buiness Operations	17	SK, MY	whole team	Jörn Ohlmeier	01.01.2014	28.02.2014	30.04.2014

Painpoints to be adressed:
improve comunication, empowerment
Benefits from ESARIS rollout:
ESARIS provides hierarchy, structure, modularity and concrete procedural and technical standards. It provides better and more direct response to customers during operations.

ESARIS Transformation Project details: Wave 1


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1.2.2014                    30.04.2015

2014              2015              2016        July
                                                2016
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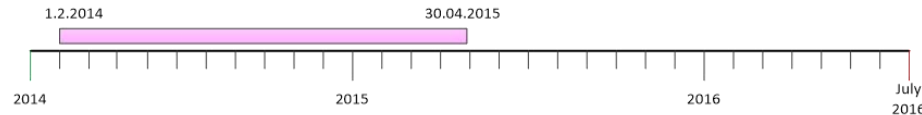
Transformation will be done with focus on Shell and specific LBU´s to Maturity Level 3.
Transformation will be done for ICT Service to Attainment Level 3.
Goals:

Transformation Maturity Level

Wave 1 - Security Organisationen SGA /GCU Shell	employees	countries	scope	accountable	Rollout Start	Level 1 certified	Level 2 certified	Level 3 certified
Security Management Delivery	15	DE	whole team	Thomas Ade	Wave 0			31.08.2014
Security Management T-IT	33	DE, HU	whole team	Thomas Speichert	Wave 0			31.08.2014
GDU CES - Product Design and Orchestration Services	234	DE	whole team	Martin Bruns	Wave 0			30.09.2014
Security and Compliance	27	MY, DE, CH, NL, US	whole team	tbd	Wave 0			31.08.2014
GCU Shell Business Operations	45	MY, DE, SK	whole team	N/A	Wave 0	to be done in Wave 0		31.08.2014
Security and Compliance	20	MY	whole team	Asmah Othman	Wave 0			31.08.2014
Lead Incident Management	8	SK, MY	whole team	Beata Basarova	Wave 0			31.08.2014
Buiness Operations	17	SK, MY	whole team	Jörn Ohlmeier	Wave 0			31.08.2014
Architecture	17	DE, US, NL, MY,HU	whole team	tbd	01.02.2014	30.04.2014	31.07.2014	31.10.2014
GCU Service Engineering	16	MY, NL, US	whole team	Eric Woerdeman	01.02.2014	30.04.2014	31.07.2014	31.10.2014
Wave 1 - LBU´s								
LBU AT	758	AT	whole LBU	tbd	01.02.2014	30.06.2014	31.10.2014	31.12.2014
LBU CH	1238	CH	whole LBU	tbd	01.02.2014	30.06.2014	31.10.2014	31.12.2014
Wave 1 - Production Malaysia for Shell								
GDU SAP	160	MY	focusing Shell	Mrs Kirby Mangala	01.02.2014	30.04.2014	31.07.2014	31.10.2014
GDU DPS	300	MY	focusing Shell	Ms Lee Yuet yean	01.02.2014	30.04.2014	31.07.2014	31.10.2014
GDU CES (MY - Sharepoint only)	75	MY	focusing Shell	TBD by Wai-Meng	01.02.2014	31.03.2014	30.06.2014	30.09.2014
Wave 1 - Service Management SGA Shell								
Service GCDM	11	NL, UK	whole team	tbd	01.02.2014	31.03.2014	30.06.2014	30.09.2014

Attainment Level
(to be started after adequate organisations have reached maturity level 2)

Wave 1 - Service Offerings SGA Shell in Malaysia	employees	countries	scope	accountable	Rollout Start	Level 1 certified	Level 2 certified	Level 3 certified
Sharepoint (without Cognizant)	45	MY	focusing Shell	TBD by Wai-Meng	01.08.2014	31.10.2014	31.01.2015	30.04.2015
SAP HANA	38	MY	focusing Shell	Mrs Kirby Mangala	01.08.2014	31.10.2014	31.01.2015	30.04.2015
Appcom (DCS 3.0)	100	MY	focusing Shell	Ms Lee Yuet yean	01.08.2014	31.10.2014	31.01.2015	30.04.2015

ACHIVEMENTS

✓ All ESARIS Trainings are now fully integrate into the in the Quality Academy

✓ Over 100 Services are ESARIS certified

✓ Customers and potential customers utilize ESARIS, e.g. Shell, ThyssenKrupp, DPDHL, BP, Linde, Heineken

✓ ESARIS is well known and continuous communication is ensured via newsletter, intranet, YAM, etc.

Wintel and Glux
ITSH Project Management - Risk Management (P
Dynamic Services for Collaboration Release 4.2
SGA Access Management (internal and custome
Transition Process Management Support
Security Patch Management
Support Services for Integrated Management Sy
DCP Switch Fabric TCP
Blueprint: DWP - File-Service
Blueprint: DWP - FollowMe-Data
Blueprint: DWP - Hyper-V Hosts
Blueprint: DWP - SCVMM
Blueprint: DWP - Savvy-Suite
Blueprint: DWP - Blackberry10
Blueprint: DWP - AdminServer
Blueprint: DWP - Citrix LicenseServer
Blueprint: DWP - Citrix NetScaler
Blueprint: DWP - Citrix Provisioning
Blueprint: DWP - Citrix XenApp
Blueprint: DWP - CloudCockpit Logon-BackEnd
Blueprint: DWP - CloudCockpit Logon-FrontEnd
Blueprint: DWP - CloudCockpit StoreFront
Blueprint: DWP - CustomerService Area
Blueprint: DWP - FollowMe-Print
Blueprint: DWP - Managed FAT Client
Blueprint: DWP - OnPremise
Blueprint: DWP - Print
Blueprint: DWP - Processes
Blueprint: DWP - ProfileManagement
Blueprint: DWP - SQL-Server
Blueprint: DWP - ThinClient-Management
Blueprint: DWP - XD-DeliveryController
JetCloud
Blueprint: IBM WebSphere AS Container
Blueprint: DWP - Advanced Client Management
Blueprint: DWP - MobileIron
Blueprint - IBM MQ 8 Container
MCOS Access Gateways
MCOS Instance Linux
MCOS Instance Windows
MCOS Internal Firewall
MCOS Logging Monitoring
MCOS Patching ACE
MCOS Patching MCOS
MCOS Transfer Networks CMZ-FW
MCOS VPN Gateway
AO MariaDB Container (Blueprint)
VPO - Virtualize Platform Operation
VSO - Virtualization Server Operations
DC Dynamic Services for Communication and Collaboration PHS

vCloud @ AT and sub-services
Exchange@AT
Datacenter China
Asset and Configuration Management@AT
Incident Management / SM9
Wintel APAC
Asset & Configuration Management APAC
Linux APAC
VMWare APAC
SAP Reporting
SAP Monitoring
SGA GCDM - EXA DATA
Service Asset & Configuration Management
SGA GCDM - Classic Storage
SGA GCDM - Oracle
Storage & Backup Operations
SGA GCDM - Secure cell
Business Operations
Security Operations
Active Directory
Backup
Domain Hosting
Monitoring
Security
SGA GCDM - Sharepoint
Admin LAN Germany
Sharepoint@AT Service, Version 1.0, 15.10.2015
Dynamic Cloud Services (DCS) 3.0
Dynamic Services for Infrastructure with vCloud (DSI vCloud 2.1)
Blueprint: DWP - Customer Application Provisioning
Blueprint: DWP - Adminserver International Service Desk (iSD)
LCM Log Centralization & Management
Blueprint: DWP - Delegated Admin Service Portal
Datacenter Germany
Open Telekom Cloud
AVERT
Operation, Release and acceptance testing Service for myMDS 4.0 V0.1 - 2015.12
Remote User Access (VPN into Corporate Network)
Jet Cloud: Asset & Configuration
Dynamic Services for Collaboration Release 4.2 - Cloud Control Center
Dynamic Services for Collaboration Release 4.2 - Exchange
Dynamic Services for Collaboration Release 4.2 - Lync
Dynamic Services for Collaboration Release 4.2 - Network
Dynamic Services for Collaboration Release 4.2 - Office Web Apps
Dynamic Services for Collaboration Release 4.2 - SCCM
Dynamic Services for Collaboration Release 4.2 - SCDPM
Dynamic Services for Collaboration Release 4.2 - Active Directory
Dynamic Services for Collaboration Release 4.2 - SCOM
Dynamic Services for Collaboration Release 4.2 - SharePoint
Jet Cloud: Change & Problem Management
Jet Cloud: Networks
Jet Cloud: Risk Management
Jet Cloud: Storage
Jet Cloud: Vulnerability Assessment
Jet Cloud: Windows
Jet Cloud: Incident Management
Banking Services software management release and acceptance testing
ITSH TSS GCS BP LAN 2nd level support 01.00

examples

Setup of the Program: Status Reports

Barometer
37426 employees addressed

Legend: ■ Contributing to ML1 ■ Contributing to ML2 ■ Contributing to ML3 ■ Contributing to ML4 ■ Contributing to ML5
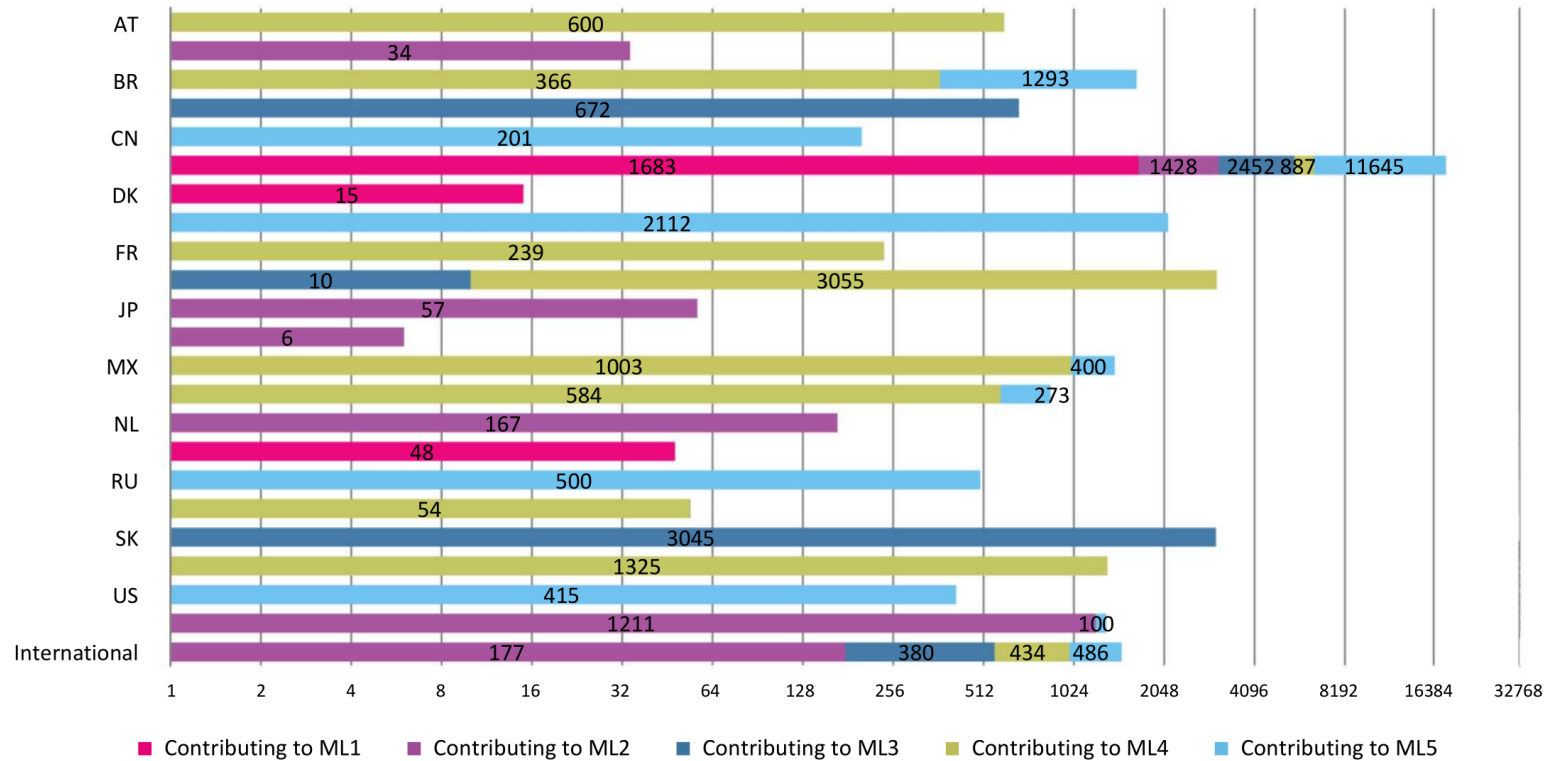
* Japan was participating in the ESARIS Transformation but they are out of scope for 2015

Setup of the Program: Status Reports

Barometer
maturity levels figure

Year End targets 2016:
- ✓ 30 ML1 Certifications
- ✓ 50 ML2 Certifications
- ✓ 40 ML3 Certifications
- ✓ 20 ML4 Certifications

- Maturity Level 1 "Started"
- Maturity Level 2 "Prepared"
- Maturity Level 3 "Managed"
- Maturity Level 4 "Established"

- ML1, ML2 and ML4 targets will be reached
- ML3 Certification: 7 missing until YE, will be achieved

Maturity Level Certifications
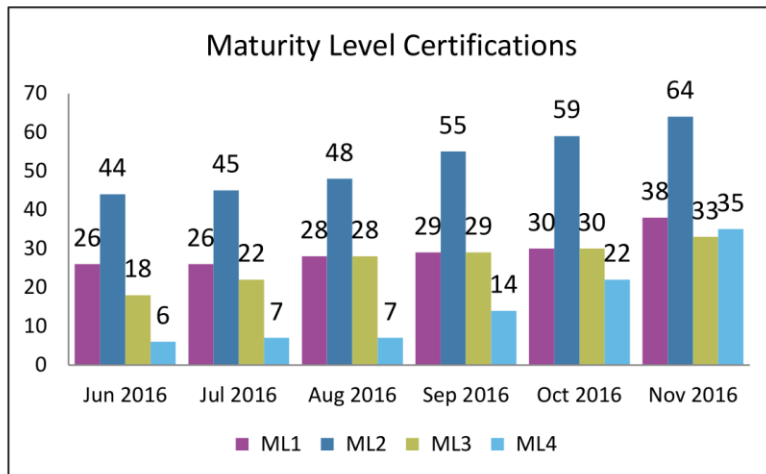
Barometer
Employees in maturity levels – NOVEMBER 30

70%; Target = 80% YE
80% achievable with PoP SK,
GCU Automotive & Finance, PSS, SeM Germany

47% - 17425
23% - 8547
18% - 6559
8% - 3080
5% - 1746

Employees contributing to ML1 Employees contributing to ML2 Employees contributing to ML3 Employees contributing to ML4 Employees contributing to ML5
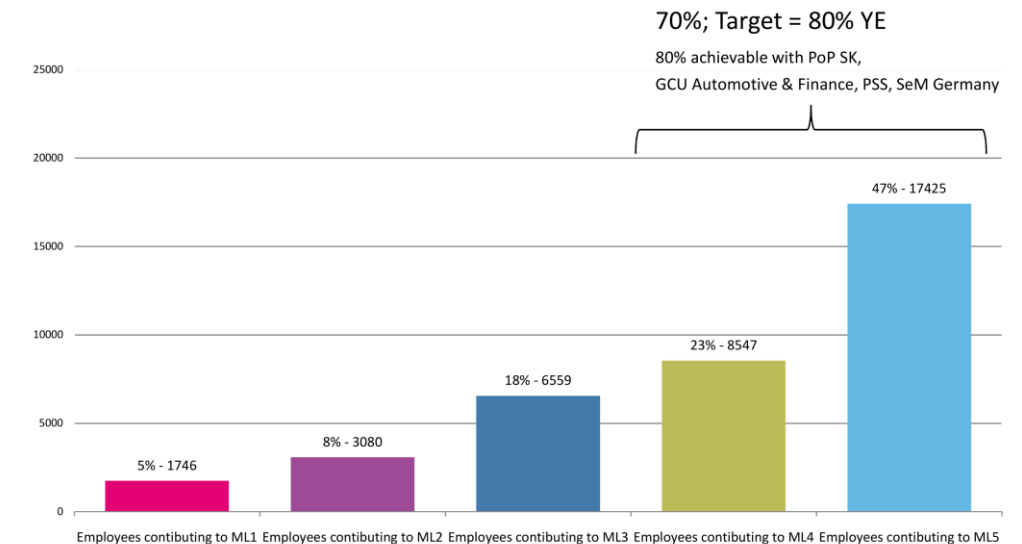
Setup of the Program: Status Reports

Attainment
Well accepted and implemented method

- ✓ Targets reached and overachieved
- ✓ Focus on new Services and Cloud Services
- ✓ Includes Core Business as DSI vCloud, MCOS, OTC, DCP, DWP, VSO (Virtual Systems operations)

Legend: ■ Attainment Letters ■ Target

Month	Attainment Letters	Target
Jan 2016	26	2
Feb 2016	26	5
Mar 2016	26	7
Apr 2016	26	11
May 2016	26	16
Jun 2016	27	20
Jul 2016	51	25
Aug 2016	52	29
Sep 2016	55	34
Oct 2016	56	38
Nov 2016	66	43
Dec 2016		45
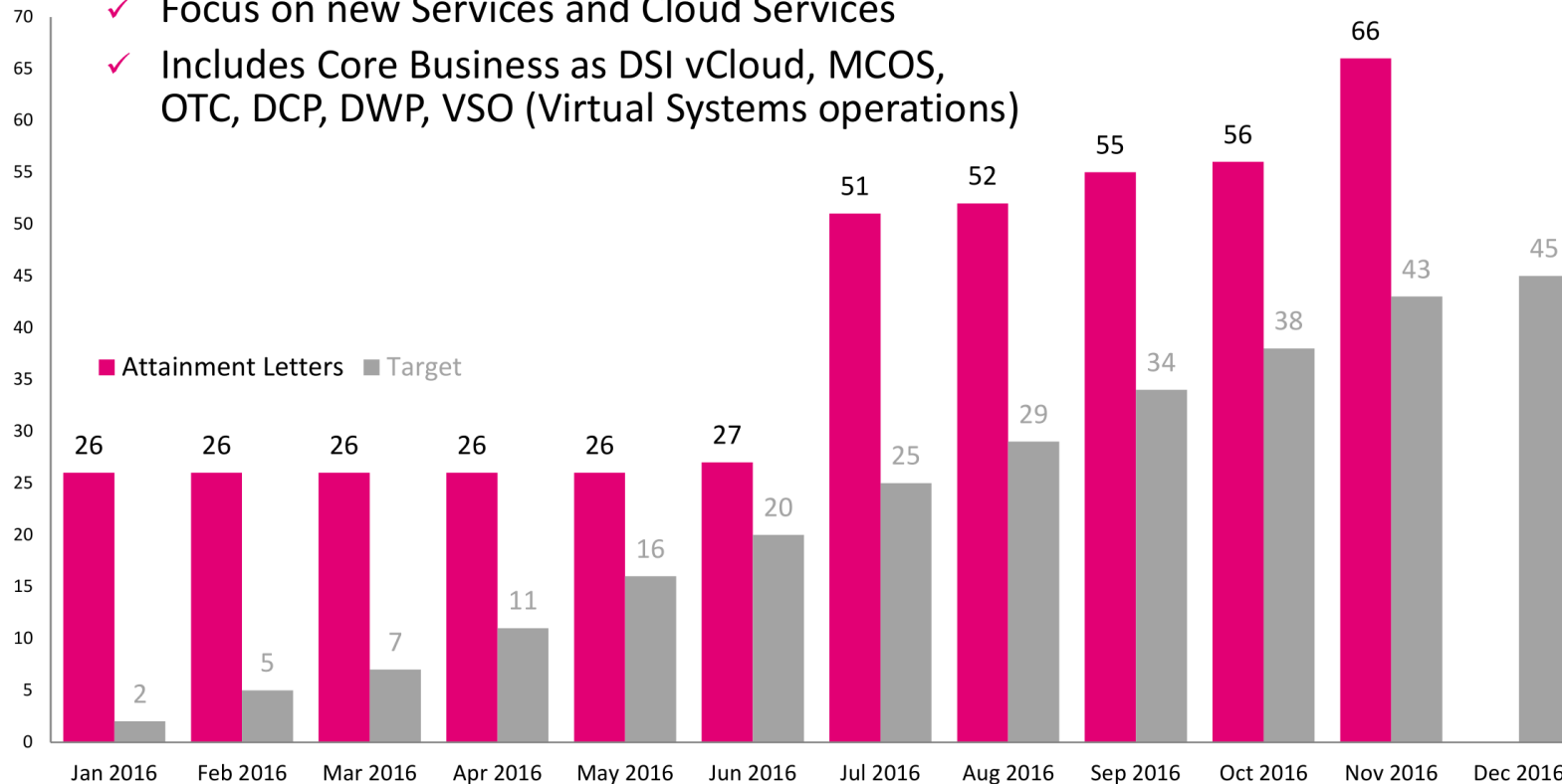
Setup of the Program: Status Reports – Only one, finally

Status – Green: All KPIs will be achieved!

ESARIS Global Transformation

Time	● ● ●
Budget	● ● ●
Quality	● ● ●

High Lights

- All KPI show green.
- KPIs will be reached YE based on forecast.
- Many entities already in ML4.
- Some entities are in ML5
- ZO Industry Standard in Release 1 successfully done in November.

Risks

- New DocLib shows weak results: usability, search functions; this is already addressed to responsible project team.
- The acceptance of ESARIS is therefore at risk.
- This needs to be fixed; it is already addressed.

Low Lights
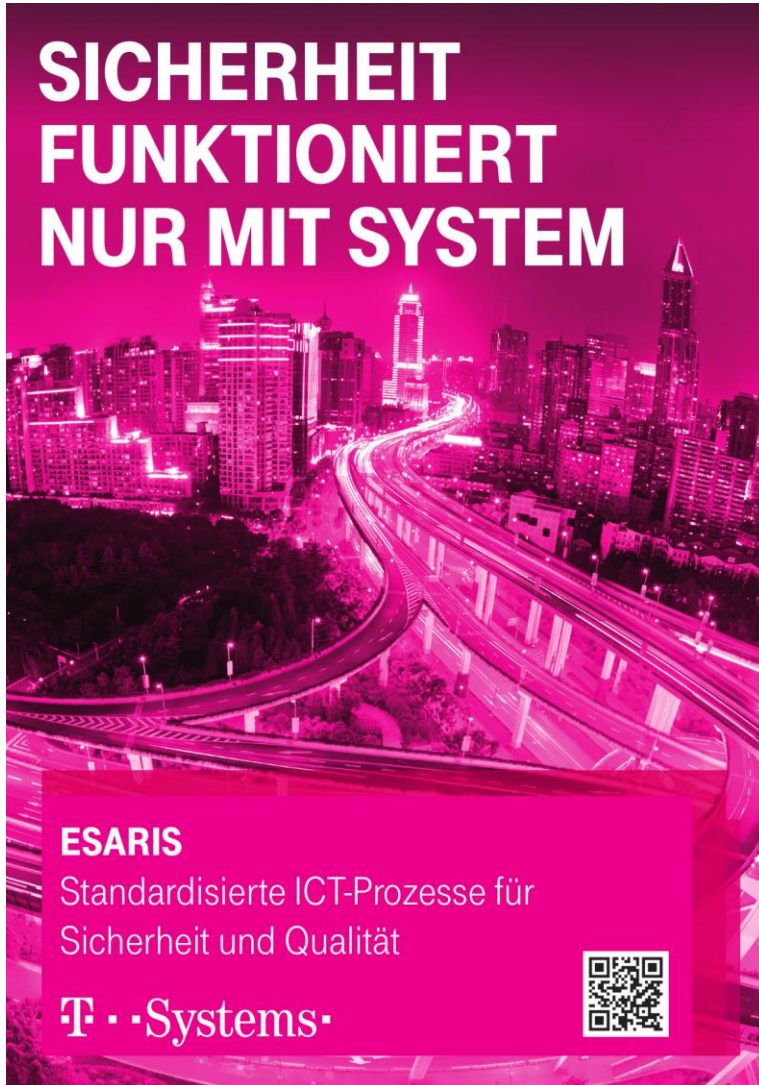
- N/A

Management Support

- N/A
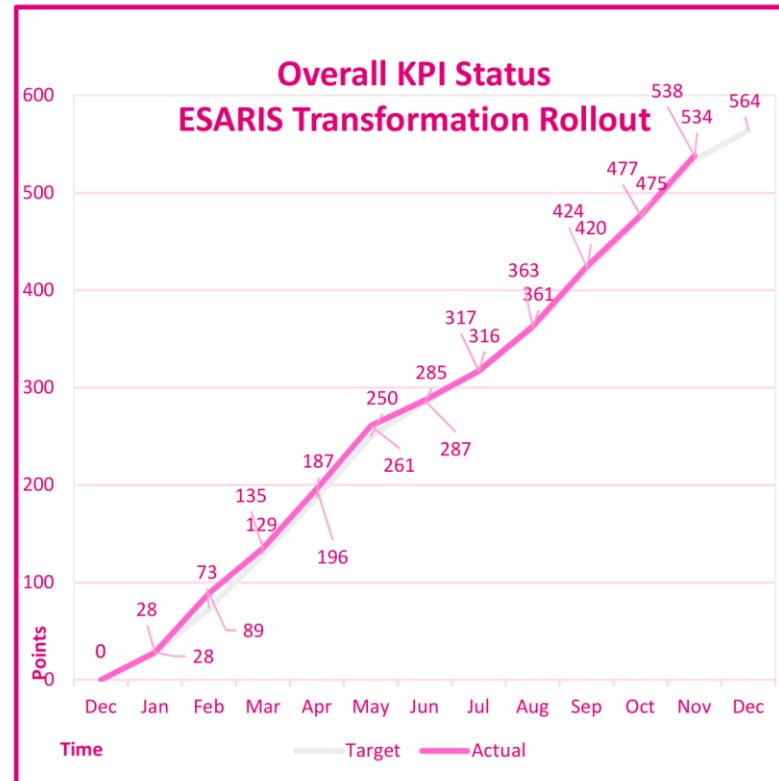
Overall KPI Status ESARIS Transformation Rollout

Points vs Time (Dec–Dec). Target and Actual.
Values: 0, 28, 28, 73, 89, 135, 129, 187, 196, 250, 261, 285, 287, 317, 316, 363, 361, 424, 420, 477, 475, 538, 534, 564

Setup of the Program: Marketing

Setup of the Program: Marketing (not approved)

Setup of the Program: Marketing

Setup of the Program: Marketing

Setup of the Program: Marketing

Setup of the Program: Marketing

Customer Feedback Highlights

With ESARIS as a reference standard of or IT security we could convey the professionalism of the IT security of T-Systems effectively in the negotiations with the customer ThyssenKrupp. ESARIS was essential for the identification and definition of the interfaces in the IT Security. Customer: ThyssenKrupp

ESARIS played a big role. Shell is an internationally recognized pioneer in the Security and Safety and attested T-Systems a mediocre maturity in terms of their control framework, which goes in detail far beyond ISO27001. ESARIS demonstrated a maturity Shell jump at T-Systems in terms of Secure Service Delivery. Customer: Shell

"ESARIS is leading into the right direction to improve
IRM (Information Risk Management) to the next level."
- Ed Whelan, IRM Program Manager, Shell

Nachdem ich das ESARIS-Konzept Bereich für Bereich meinen Produktionsteam gezeigt hatte, haben wir dem Konzept alle zugestimmt. Für mich als Auditor gibt mir dieses Konzept die Werkzeuge in die Hand, um meine Audits zu verbessern und das Team zu einem gemeinsamen Ziel zu leiten.

Der Kunde wollte ein aufwändiges Sicherheitskonzept. Hierfür war weder Zeit und Geld vorhanden. Die Abnahme durch den Kunden wurde nur dadurch ermöglicht, dass er durch Sichtung von ESARIS-Standards Vertrauen in den sicheren IT-Betrieb bei T-Systems gewonnen hat. Damit wurde auch ein Zahlungsmeilenstein erreicht.

Kunde: BP (GES-Projekt)

ESARIS spielte eine große Rolle in Lenimentus. Shell ist weltweit anerkannter Vorreiter in Sachen Security and Safety und attestierte T-Systems eine mittelmäßige Reife in Bezug auf ihr Control-Framework, welches im Detaillie-rungsgrad weit über ISO27001 hinausgeht. ESARIS demonstrierte Shell ein Reifesprung bei T-Systems, was Secure Service Delivery angeht.

Kunde: Shell

Hi my name is Kim Kingsley. I am the Cyber Defense Manager for T-Systems supporting the Shell Global Account. As the first implementer from a global enterprise perspective, we had an immense improvement in our T-Systems security stance since the introduction of ESARIS. We have achieved ESARIS Level 4 maturity. The customer confidence level has improved significantly regarding our ability to address security topics. Our customers expect T-Systems has more than just best practices. Now that we have the ESARIS Library, we have the ability to demonstrate our security standards are integrated into our IT Service Management thus giving us a competitive edge.

Linde hat den Ansatz von ESARIS übernommen, Sicherheitsprozesse und IT-Kernprozesse zu ver-schmelzen anstatt Security parallel zu bearbeiten. Die gleichartige Behandlung aller Incidents in einem Prozess stellt sicher, dass Sicherheitsvorfälle mit gleichem Nachdruck verfolgt werden wie z.B. normale Ausfälle von Systemen und dass ein übergreifendes Lagebild entsteht und kommuniziert werden kann.

Kunde: Linde

Wir sind daran sehr interessiert, ESARIS intern und ggf. auch im Verband der europäischen Zentralbanken einzusetzen. Hier wird ein allgemeiner Standard benötigt.
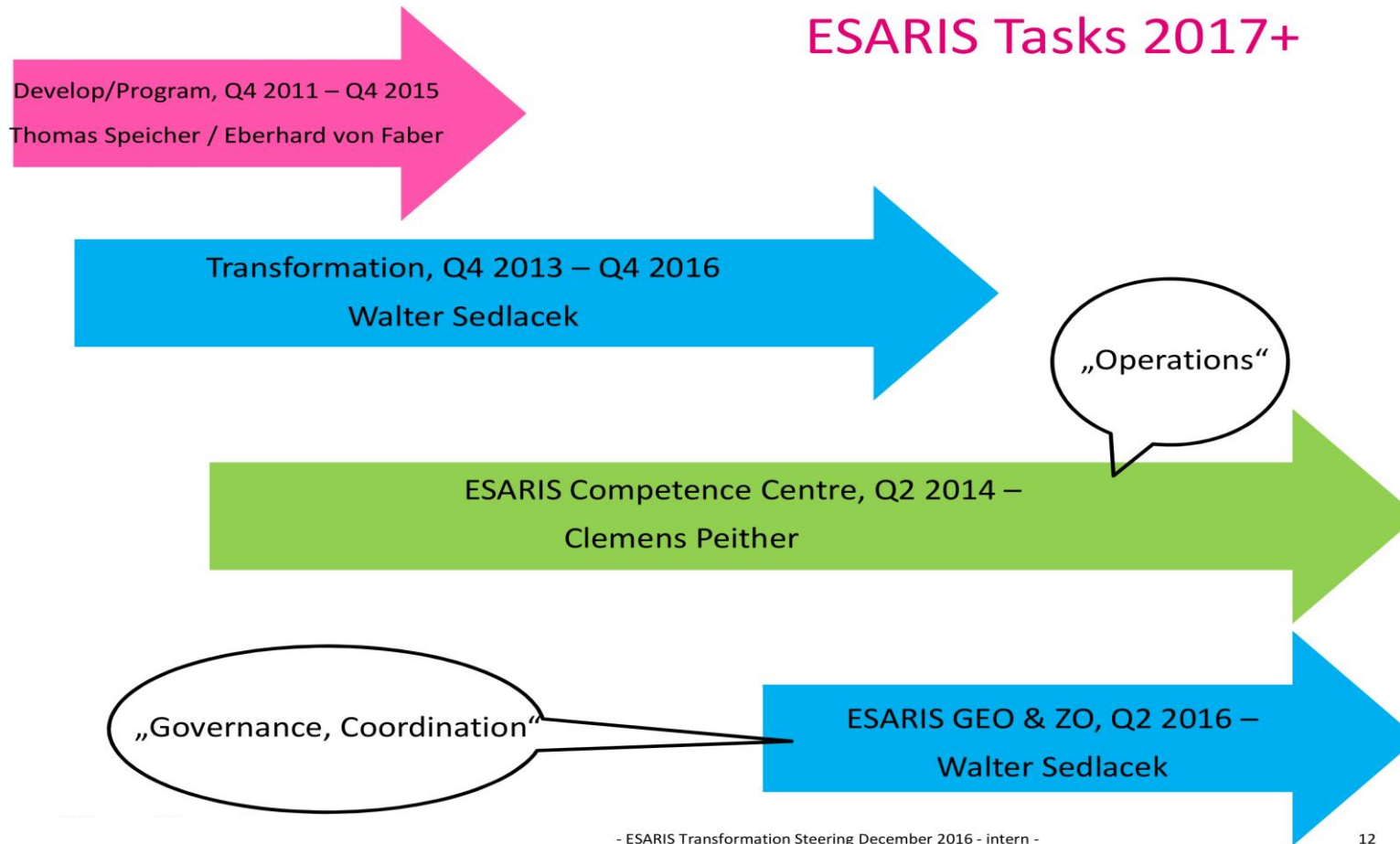
Bundesbank

Setup of the Program: Closing

ESARIS Tasks 2017+

Develop/Program, Q4 2011 – Q4 2015

Thomas Speicher / Eberhard von Faber

Transformation, Q4 2013 – Q4 2016

Walter Sedlacek

„Operations"

ESARIS Competence Centre, Q2 2014 –

Clemens Peither

„Governance, Coordination"

ESARIS GEO & ZO, Q2 2016 –

Walter Sedlacek

- ESARIS Transformation Steering December 2016 - intern -

12

Setup of the Program: Closing

ESARIS GEO Tasks Overview as of 12/2016

Governance, enhancement and operations of ESARIS

to ensure customer delight

through global standardization of ICT Security

is accomplished and supported

by an internationally distributed team

which is steered by

Security Compliance and Quality Management.

Overall Steering (Walter Sedlacek)

- ESARIS Library (Antal Futo)
- ESARIS Lead Advisor and QBase Maintenance (Eberhard von Faber)
- Development of ESARIS Training (Eberhard von Faber)
- Model for managing partners and suppliers (Eberhard von Faber)
- ESARIS Community and International Advisory Network (Clemens Peither)
- Communication / Marketing (Clemens Peither)
- ESARIS as a service: Customer Delight (Walter Sedlacek)
- Interface to Major internal Projects / Portfolio Initiatives (Walter Sedlacek)
- Interface to Big Deals / T&T Projects (Eberhard von Faber)
- Interface to Cyber Security (TC) (Walter Sedlacek)
- Certification (Thomas Speichert)
- Maturity Level Quality Review (Balazs)
- Interface to Remediation Management (Ralph Luger)
- Interface to Risk Management (Andreas Meneder)
- Reporting (Edit Toth)
- Attainment Improvement & Quality Assurance (Edit Toth)
- Attainment Push (Walter Sedlacek)
- Maturity Level Push (Clemens Peither)
- Competence Center Lead (Clemens Peither)
- Improved and Enforce Security Organization Policy (TBD)

Setup of the Program: Closing

Project Goal ESARIS

ESARIS standardized, harmonized and improved the technical and procedural measures for the protection of our ICT services. An industry-standard level of ICT security is achieved.

Project Objectives ESARIS

- ✓ Improved collaboration between territorial and functional TSI entities due to improved security organizations and thorough trainings.
- ✓ Improved procedural interface to customers.
- ✓ Avoidance of additional audits and penalties.
- ✓ Sustainable insurance of competiveness advantage due to holistic Security framework.

Lessons learned / underestimated topics (Top 3)

- ✓ Complexity of T-Systems organization; e.g. territorial, functional, account-focused; lack of role-based working
- ✓ Importance of Face-to-Face meetings; "energy" in project team depends on personal interaction
- ✓ Lack of standardization; e.g. DSI vCloud Version in Singapore different to Mexico, no central repository of service catalogues

Setup of the Program: Closing

SELECTED ACHIVEMENTS

With ESARIS as a reference standard of or IT security we could convey the professionalism of the IT security of T-Systems effectively in the negotiations with the customer ThyssenKrupp. ESARIS was essential for the identification and definition of the interfaces in the IT Security. Customer: ThyssenKrupp

well structured content in Q-Base

"ESARIS is leading into the right direction to improve IRM (Information Risk Management) to the next level."

- Ed Whelan, IRM Program Manager, Shell

ESARIS played a big role. Shell is an internationally recognized pioneer in the Security and Safety and attested T-Systems a mediocre maturity in terms of their control framework, which goes in detail far beyond ISO27001. ESARIS demonstrated a maturity Shell jump at T-Systems in terms of Secure Service Delivery.
Customer: Shell

Setup of the Program: Closing

page 38

ACCEPTING ESARIS OUTSIDE DTAG
ZERO OUTAG INDUTRY STANDARD

PEOPLE
- All participating parties commit to do the Zero Outage Certification (INM, PRM, CHM)
- Integrators also hold product certified employees.

PROCESSES
- Incident Management using Standard Red Phone with 20 minutes response time
- Verification of complex changes by related suppliers
- 24/7 Problem Management after serious incidents

PLATFORMS
- Manufacturing of Zero Outage components (robust design / architecture)
- Components must be proven in critical production environment for 6 months+
- Only 1 release per year except Security fixes

SECURITY

Defined minimum standard based on ESARIS

WE CAN PRODUCE TRUE ZERO OUTAGE SOLUTIONS FOR CRITICAL USAGE

QUALITY STANDARD
Zero Outage Industry Standard, future is now!

The Zero Outage initiative provides a first outline of its future work in four areas, in particular as regards security, processes, platforms and people

"We will use ESARIS as starting point for further discussion with security specialists and develop it further. ", ZERO OUTAGE ASSOCIATION

SAP
EMC²
DELL
JUNIPER NETWORKS
T··Systems·
Hitachi Data Systems
BROCADE
SUSE
NetApp
itSMF IT Service Management Forum Deutschland e.V.
CISCO

https://www.zero-outage.com/

Setup of the Program: Closing

Zero Outage Industry Standard – Executive Summit London

http://summit-zois.com

Setup of the Program: Closing

Project Objectives Results and Handover to operation *release of project organization requested from Steering*

ESARIS Project Objectives	ESARIS Governance, Enhancement and Operation
Q4 2013 – Q4 2016	*2017+*

ESARIS Project Objectives — *Q4 2013 – Q4 2016*

- ✓ T-Systems Employees are trained and certified; 80% are in ML4/ML5.
- ✓ Attainment methods are developed and applied to all new Portfolio Elements, Services and the main Cloud platforms; Fulfillment is standard in most complex deals.
- ✓ Collaboration between territorial and functional TSI entities is established due to built-up ESARIS network.
- ✓ ESARIS operational model is defined, e.g. interfaces to Portfolio, Deal Management and Suppliers management.
- ✓ ESARIS Competence Centre is set-up internationally to support ESARIS operations after the project.

ESARIS Governance, Enhancement and Operation — *2017+*

- ✓ ESARIS Competence Centre will finish-up all ML certification in 2017.
- ✓ ESARIS Competence Centre will continue to maintain ESARIS network.
- ✓ ESARIS Competence Centre will support all operational entities with ESARIS know-how and actions.
- ✓ ESARIS operations model will be enforced.
- ✓ Support for Attainments & Fulfillments is given.
- ✓ ESARIS methodology will be developed further.
- ✓ ESARIS will be introduced further in Zero Outage Industry Standard association.
- ✓ Trainings will be developed further.

Discussion

➢ Did you find some Take-Aways?

➢ What would you have done differently?
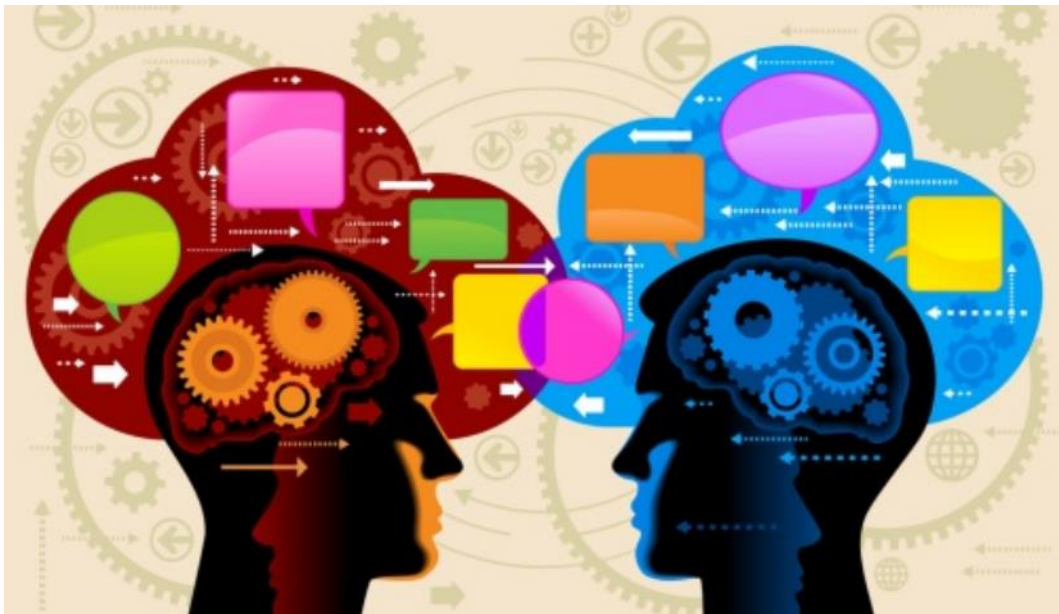
My personal Experiences on a Global Change Program

Cultural Change Program - Viewpoints

How to find allies –
my personal Experiences

➢ In order to work out this transformation, the change itself, indeed the **culture shock**, which was to affect the 45,000 employees, the **change would have to take place in the organization through cascades**.

➢ Several **colleagues** occupying various positions and hierarchies were to **spread the spirit of change**. These fellow campaigners in the organization were then to be found. There was still one other issue to solve: I was in Asia; the headquarters, in Germany. I was supposed to then manage the project from Asia, since an important customer had been promised to start the transformation with them; and this one was managed from Kuala Lumpur, not too far from Singapore.

➢ In order to **win over these fellow campaigners** in a structured manner and motivate them, I considered the following strategies and applied them:

Emotional Motivation	**Learning-Oriented Competence**	**People-Oriented Interests**	**Organizational Energy**
Everybody "wants" to be motivated differently. Empathy is called for here, but also being aware that one method alone does not apply for all.	The already existent comprehensive learning program had to, predominantly in the light of varying cultures, be adjusted and further developed.	Change is a power game. Here, experience in managing people is key: Often it is necessary to give people the feeling they are in "the lead" and are the ones making the changes.	Here it is imperative to know the organization and its past. Possessing such know-how helps discuss concretely about how particulars can strengthen and sustain their position within the company.

Strategy for the Change – my personal Experiences

➤ Neurologists have determined that work routines leave traces behind in the human brain. One who repeats and practices actions, links nerve cells in the brain; he or she builds quasi-data highways. To change these patterns of conduct—to "rebuild" highways—triggers discomfort and is distressing. This phenomenon is also known as "***leaving one's comfort zone***".

➤ ***So, how is the change actually realized?*** The following strategies helped me

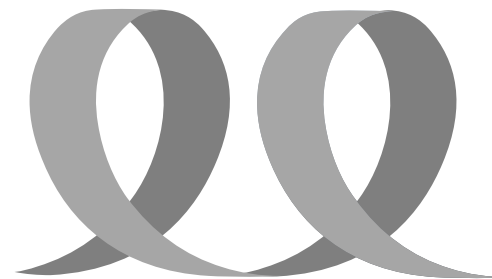| Clarify the objectives	Stakeholder Management	Don't plan in detail too early	Convince with "quick wins"
"Why is there a need for changes just in our department? And why right now?" Employees and the management want to understand the background behind the new work processes. For me, this meant: I had to know the subject matter of the Security Framework from the bottom up.	Like it is in every project, and particularly in Cultural Change projects, the success of it significantly lies in the thoroughness of the preparation. I sought these individuals systematically and contacted them in a well thought-out manner. The talks with them lead to further allies. "ADKAR"-Principle: awareness, desire, knowledge, abilities, reinforcement	The standard PLAN-DO-CHECK-ACT cycle in project management has to be applied here. Thus, every step has to be examined along the way, and, if necessary, also repeated in a transformed manner.	Quick single victories with the change give impetus to the atmosphere in an enterprise. These successes don't have to be drastic. This reinforced the credibility of my case. Soon the obstacles were overcome and the project reaped benefits.

Open Questions - Discussion

next level consulting – get connected