## SERVICE PORTFOLIO MANAGEMENT PROCESS

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Comment [BV2]: The document coding system should be in line with the organization’s existing system for document coding; in case such a system is not in place, this line may be deleted.
1. Purpose, scope and users

The aim of this document is to define the purpose, scope, principles and activities of the Service Portfolio Management process.

This document is applied to the entire IT Service Management (ITSM) organization.

Users of this document are all employees of [organization name], as well as all external parties who have a role in ITSM.

2. Reference documents

- Service Catalogue Management Process
- Change Management Process
- Strategy Management for IT Services
- Financial Management Process
- Demand Management Process
- Capacity Management Process
- Business Relationship Management Process
- Service Level Management Process
- IT Service Continuity Management Process
- Information Security Management Process
- Service Asset and Configuration Management Process
- Service Validation and Testing Process
- Knowledge Management Process
- Continual Service Improvement Process

3. Policy

The Service Portfolio Management process manages

The scope of Service Portfolio Management covers:

- Service pipeline
- Internal services
- Third-party services

3.1 The service portfolio

The service portfolio includes all services that are managed by [organization name] [role description] is responsible to ensure that the Service Portfolio List (see Appendix) is current.

3.2 Service Pipeline
The service portfolio encompasses all services that are under consideration or development by [organization name] and form a part of the Service Portfolio (see Service Portfolio List in Appendix). [role description] is responsible to:

- Keep the data about services in the pipeline up to date
- Authorize customer access to the service pipeline

3.3 Service Catalogue

Services which are live in an operational environment, as well as those ready for deployment, form a service catalogue (see Service Portfolio List in Appendix). [role description] is responsible for:

- Defining content of the Service Catalogue (see Appendix of Service Catalogue Management Process)
- Maintaining the content of the service catalogue
- Defining third-party services in the service catalogue
- Inclusion of third-party services in the service catalogue

3.4 Retired Services

[role description] is responsible for services moved from the service catalogue into the retired services catalogue (see Service Portfolio List in Appendix). [Service Portfolio Management] decides when the retired services will be removed from the retired services catalogue.

4. Process activities
4.1 Process initiation

[organization name] uses the following sources for services (new ones or changes to existing services) which enter the service portfolio:

Figure: Service Portfolio Management process activities
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4.2 Define

During this stage, services will be defined. Service Portfolio Manager is responsible to coordinate all activities.

4.2.1. Definition of service suggestion

Definition of service follows through:
- Strategic initiative – [IT Strategy Manager] delivers Strategic Plans, identifies market spaces and priorities.
- Service management - [Service Relationship Manager] is the primary source of information for detailed requirement description. The department is responsible to document that every required requirement and change is informed.
- Service improvement plan – [CSI Manager] delivers all improvement opportunities.
- Service suggestion – [Service Portfolio Manager] defines financial threshold above which change or existing services will be submitted. Service Portfolio Manager handles accordingly.

[Service Portfolio Manager] communicates threshold to [Change Manager].

[Service Portfolio Manager] is the customer regarding future treatments of the suggested service, i.e. as a new or as an existing service.

4.2.2. Definition of services, customers, business outcomes, service model

The service model describes the structure of a service as well as dynamic flow of resources of the service. [Service Portfolio Manager] is responsible to define the service in non-technical terms.

4.2.3. Definition of impact on service portfolio and service model

[Service Portfolio Manager] assesses influence of existing services on the service portfolio as well as on the service model.

4.3 Analyze

4.3.1. Service portfolio review

[Service Portfolio Manager] is responsible to review existing services inside the service portfolio to confirm that they meet strategic objectives (as described in Service Charter, see Appendix) and that they are aligned with the strategy of [organization name].

4.3.2. Analysis of investments, value and priorities

[Service Portfolio Manager] is responsible to:
- Perform, i.e. ensure that financial and value analysis for the services is performed
- Make decisions about priority for the introduction of the services
- Decide about category of the services and respective subcategories
4.3.3. **Articulate value proposition**
Analysis ends with creation of a Business Case (see Appendix) for the service, which is prepared by [Service Portfolio Management].

4.4 **Approve**

[Service Level Manager] gains authorization for service (new or changed) introduction. [Service Level Manager] is focused to introduce a service which is not feasible or for which no adequate funding exists.

4.4.1 **Change proposal**

[Service Portfolio Manager] is responsible to:
- Create a change proposal (see Appendix) for a service which should enter the service portfolio
- Create a request for change for services which should be retired

4.4.2 **Change management authorization**

[Service Level Manager] is responsible to submit a change proposal to the change management process and:
- If positive feedback is received -> to draft a Service Charter (See chapter “Service charter” and Appendix)
- If negative feedback is received -> to inform all interested parties about decision

4.5 **Service charter**

[Service Level Manager] is responsible to:
- Create the Service Charter (see Appendix) as a basis for service implementation
- Monitor implementation progress
- Inform all interested parties about the progress of the project of service implementation
- Monitor the service after implementation to justify whether the service is successful in an operational environment

4.6 **Retiring services**

[Service Portfolio Manager] is responsible for decisions about and retirement of the services. [Service Portfolio Manager] communicates retirement of the service to [Service Catalogue Manager], who is responsible to remove the service from the Service Catalogue into the Retired Services Catalogue (see Appendix).
5. Roles and responsibilities

5.1. Service Portfolio Manager

[role title] assigns the Service Portfolio Manager role.

Responsibilities of Service Portfolio Manager:
- Overall responsibility for carrying out activities within the scope of Service Portfolio Management
- Coordinates with other Service Management roles
- Plans and manages tasks needed to support Service Portfolio Management processes
- Responsible for communication with management and other stakeholders
- Manages work of service portfolio staff
- Manages and maintains service portfolio
- Maintains the portfolio, particularly Service Catalogue
- Helps to determine service packages

6. Critical Success Factors (CSF) and Key Performance Indicators (KPI)

[role description] is responsible to define CSFs and respective KPIs. Achievements against KPIs are monitored and evaluated by [role description].

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<tr>
<th>Critical Success Factor</th>
<th>Key Performance Indicator</th>
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<td>There is a formal process in place to decide which services will be provided.</td>
<td>A formal process exists with defined responsible person / process owner</td>
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7. Managing records kept on the basis of this document

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8. Validity and document management

This document is valid as of [date].

Owner of this document is [job title], who must check and, if necessary, update the document at least once a year.

9. Appendices

- Appendix 1: Service Portfolio List
- Appendix 2: Business Case
- Appendix 3: Change Proposal
- Appendix 4: Service Charter

[job title]

[name]

[signature]

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