



# Twin Data Centers

How to blend IT lifecycle management with LEAN

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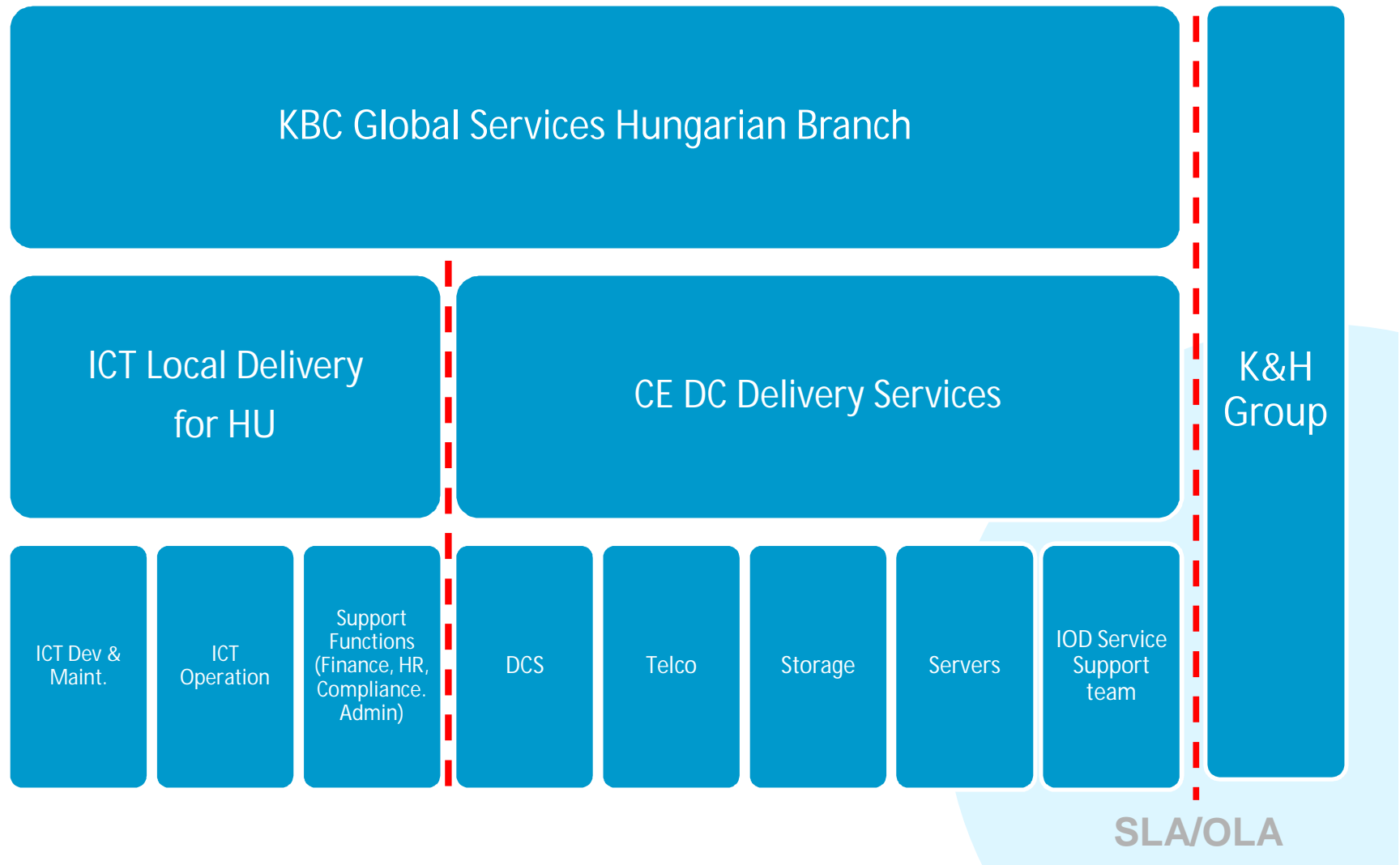
- The Client and context
  - K&H Group / KBC Bank – green-field infrastructural investment
- Reality vs. perception
  - Classic ITIL issues: from lack of integrated management strategy to an inadequate mixture of processes, tools and people
- Strategy and model to resolve issues and move forward
  - ITIL = fix the basics
  - LEAN = challenge staff to improve
  - COBIT5 = drive framework to common strategy
- Conclusion: creation of value?
  - Engaged teams
  - Integrated approach to handle dynamic environment



## Client and the context

# Organisation scheme

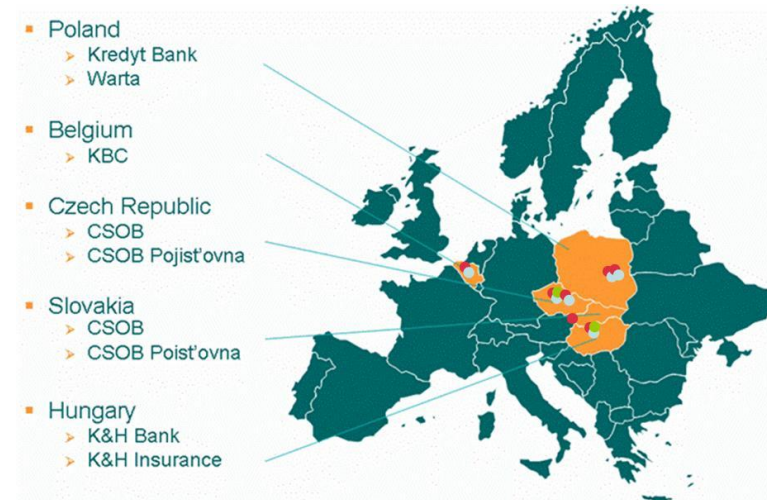
## K&H – KBC – CE DC in Hungary



## Business Challenge

Previous – current Data Centre Infrastructure in CEE


- 23 data rooms in 18 office buildings
- Facility Resilience Level varies from TIER 1 to TIER 3
  - facility downtime between 29 & 1,6 hrs



- A programme was created to build the organisation:
  - over 100 services and 30 processes were implemented in 15 months across 5-countries
  - Majority of staff were newly hired to the DC: no “joint” history
  - Documentation and common understanding due to distance were key
  - Due to ongoing consolidation immature organisation meets with dynamically changing environment
  - Result: SME size and flexibility organisation with multi-national company background

# KBC data center @Baracska





## Reality vs. perception

- Exceptional situation: regional infrastructure consolidation creates challenges the entire KBC-Group (daughter company knowledge transfer -> HQ)
- Not infrastructural question, but cultural change management
- Growing operational responsibility and scope
  - Handle / sell over-capacity due to reduced demand
  - move BE-capacities to CE
- Fundamentally changed business and external environment
  - CE DC offers niche services to external customers
  - Alignment between CE DC and BE DC-s
  - Service evolution (platform as a service)
- Implementation of performance culture / LEAN across all KBC business and IT units
  - CE DC Operative level objectives met with KBC Group-level objectives



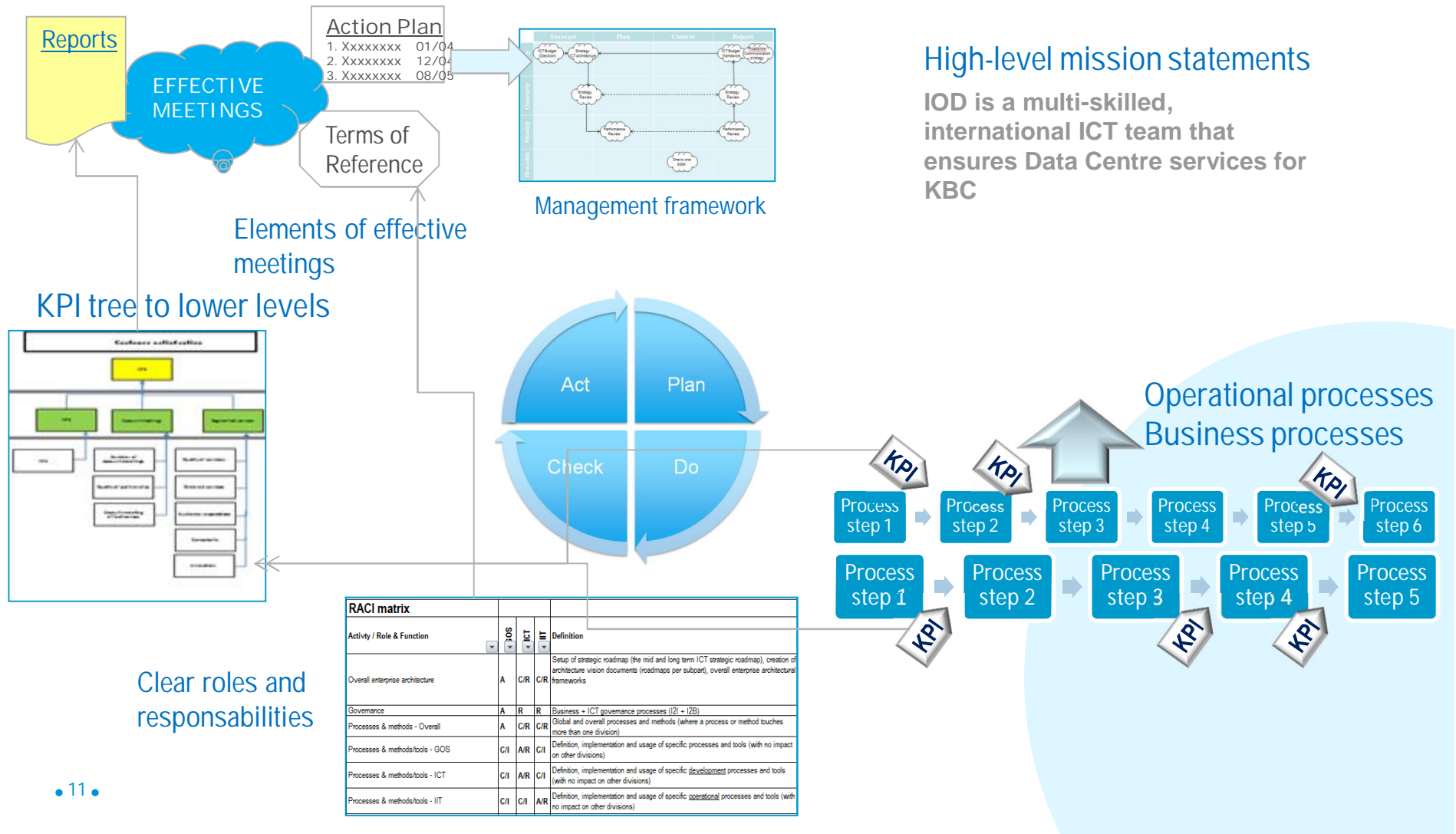


Strategy and model to resolve issues and drive forward

## Create an approach for multi-level improvement intervention

- Daily operational pressure on CE DC
  - Introduce separate change management process (involve internal clients input in process design)
  - Selected (!) steering of operation based on KPI's
  - Bottom-up approach: changes impacting multiple players within the Group, were (are) tackled at service design-level: DRP, vendor management, financial management
- Conscious effort on staff and management development
  - Reflecting service improvement also on staff level
  - Staff and management are expected to be not just „ICT Operation“ guys, but staff with pre-sales skills
  - Understanding or performing your activity was not enough, staff and management was expected to understand the entire value chain
  - Culture shock of being from the „cool new guys on the block“ to facing challenges and cuts
- Provide framework for the various change initiatives
  - Ensure that CE DC strategy corresponds with other entities and business“ strategy

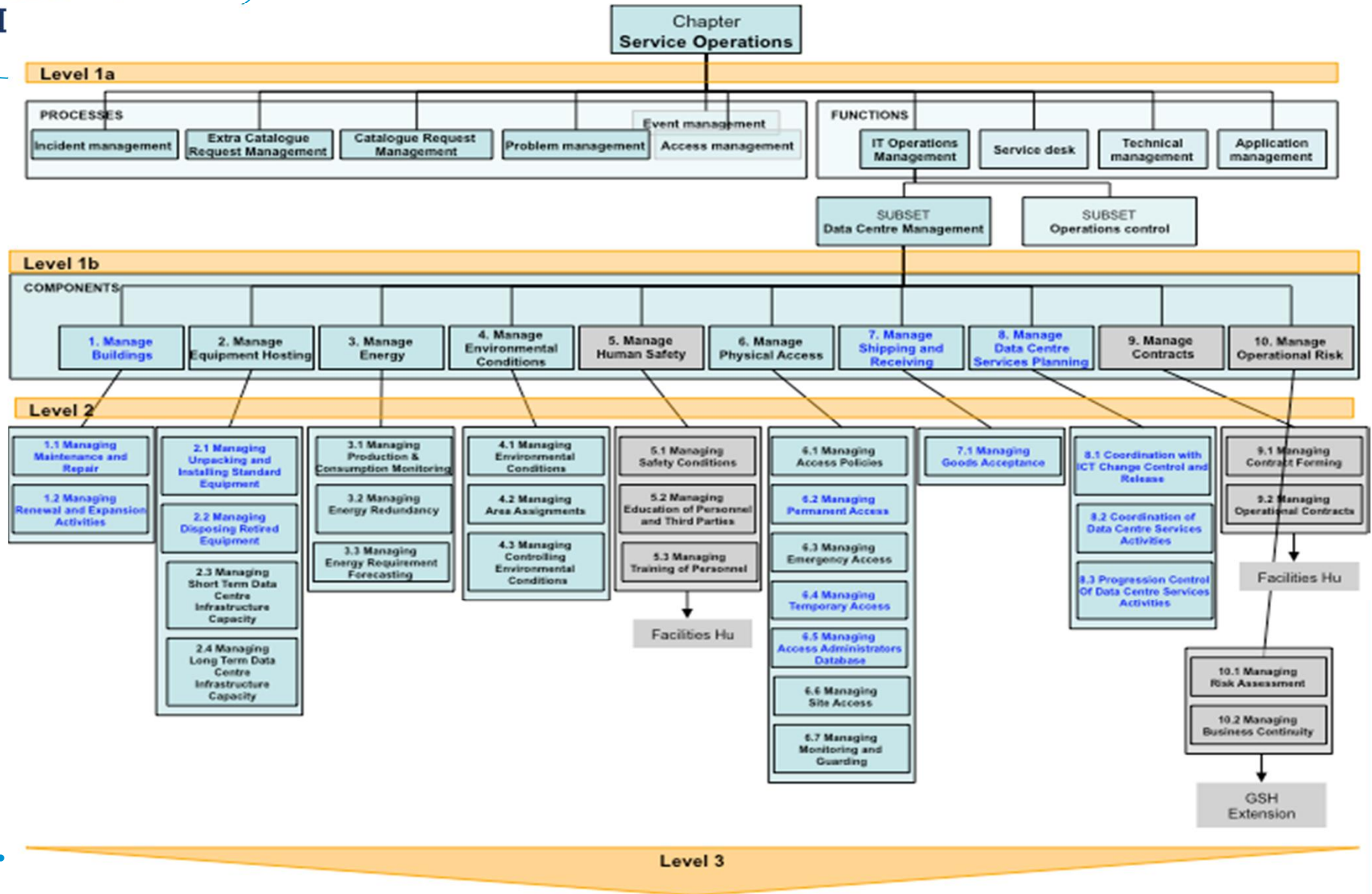
# A Target Operating Model





# Processes mapped to Data Centre management example

I



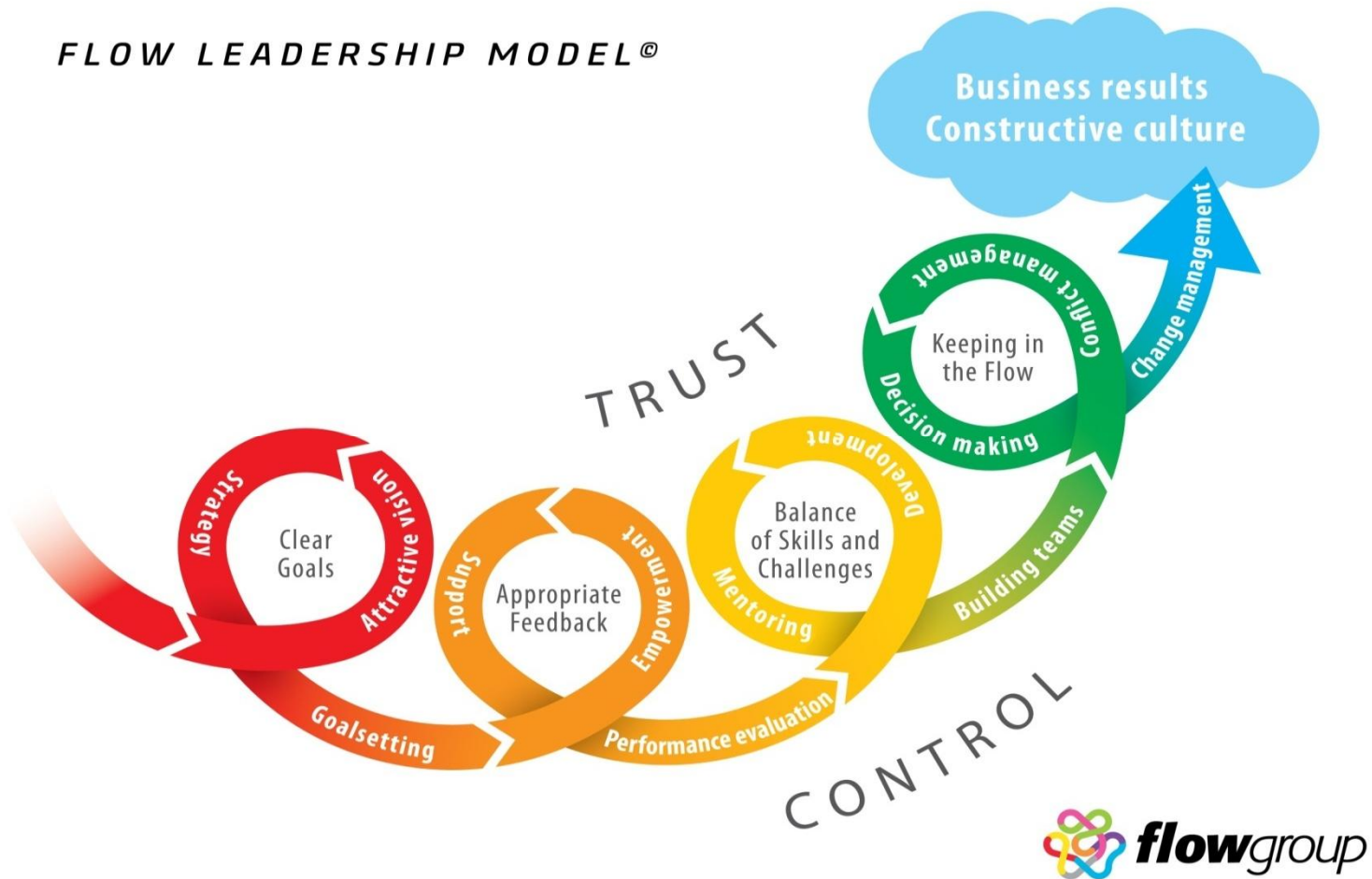


## Integrated approach to value creation

- Improvement scope is wider than processes or services
- You train your staff and improve their competences
- Link it to HR-targets and strategy goals
- You convince your customers and staff that you're improving
- KPI structure provides a „common language“: ICT Operation is understandable (-> transparent) to senior management and business executives
- Create an integrated E2E structure:
  - Make sure it makes sense to you
  - Make sure you like it
  - Be able to answer the question: what's in it for me?

# Flow leadership model

*FLOW LEADERSHIP MODEL®*





Member of the KBC group ● Société du groupe KBC ● Een onderneming van de KBC-groep ● Ein Unternehmen des KBC-Konzerns