

DEMAND MANAGEMENT PROCESS

PROCESS DESCRIPTION DOCUMENT

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Version control and sign-off

Date	Version	Change initiator	Change description	Status
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1. Purpose

The purpose of this document is to describe the eu-LISA BRMS Demand Management Process and its specific activities, workflow, roles and interfaces.

The Demand Management Process aims at ensuring that stakeholders' requests are recorded, assessed and, if approved, converted into requirements to be further handled with a controlled product, program or project management process at eu-LISA.

2. Audience

This document is intended to be used by all stakeholders involved in the Demand Lifecycle.

Among others, the main stakeholders are:

- Product Management Sector;
- Program and Project Management Sector;
- Business Relations Management Sector;
- Stakeholder Management Sector;
- Capability Building Sector;
- Liaison Office.

3. Scope

At the time of writing of this process, the following demand trigger is identified:

- Core Business Systems and their subsystems
 - SIS, SireneMail, VIS, VISMail, Eurodac and DubliNet;
- Future systems, after their entry into operations and the associated FSA – Final System Acceptance in production¹:
 - EES, ETIAS, ECRIS-TCN and RI, sBMS, CRRS, Web Services, ESP, CIR, MID, SIS Recast, VIS Recast, Eurodac Recast;
- New Initiatives (e.g. Artificial Intelligence, requests triggered by Article 16 of eu-LISA's Establishing Regulation)
- Infrastructure, Network
- Agency's stakeholders tools, such as SharePoint or Service Manager.

¹ Until the FSA is granted, changes / demand is managed by the Change Management Process within the associated projects.

4. Terminology

Acronym	Definition
BABOK	Business Analysis Body of Knowledge v3
BR	Business Requirement High-level requirements capturing business motivation (why do we want it?) BABOKv3: Statements of goals, objectives, and outcomes that describe why a change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
BRM	Business Relationship Management
BRMS	Business Relation Management Sector
EC	European Commission
ITSM	IT Service management
ITIL	ITIL V3
PMB	Project Management Board
MB	Management Board
MS	Member State
RACI	Responsible Accountable Consulted Informed
SHR	Stakeholder Requirement Requirements that identify the needs of stakeholders' groups (what do we need?) BABOKv3: Requirements that describe the needs of stakeholders that must be met in order to achieve the business requirements. They may serve as a bridge between business and solution requirements
FSA	Final System Acceptance

Table 1 Acronyms

Term	Definition
Business Problem	An issue of strategic or tactical importance preventing an enterprise or organization from achieving its goals. (see BABOKv3)
BRMS Stakeholders	eu-LISA's Management Board, Advisory Groups, Program Management Boards, EU Member States, Associated Countries, Third Countries, Agencies (EU, international), Business Industry (Carriers), European and International Institutions and their Committees or Working Groups/Parties.
Customer	The customer of an IT service provider is the body (institution or an individual representing a formation) which defines and agrees the service level targets.

Customer Portfolio	A centralised means of gathering information about eu-LISA's customers, the services they consume from the Agency, business contact points and eventually also the demands originated by the said customer. It could be a database on its own or part of an ITSM Tool.
Demand Management	(ITIL Service Strategy) Demand management is the process that seeks to understand, anticipate and influence customer demand for services and the provision of capacity to meet these demands.
Need	A business need, problem or an opportunity to be addressed (see BABOK).
Requirement	A usable representation of a need. Requirements focus on understanding what kind of value could be delivered if a requirement is fulfilled.
Stakeholder	A group or an individual with a relationship to the change, the need, or the solution (see BABOK).

Table 2 Terms

5. Process Definition

5.1 Triggers, Inputs and Outputs

The following **triggers** are necessary to activate this process:

- ➔ Legal base (new, changed or amended);
- ➔ Stakeholder's new demand identified.

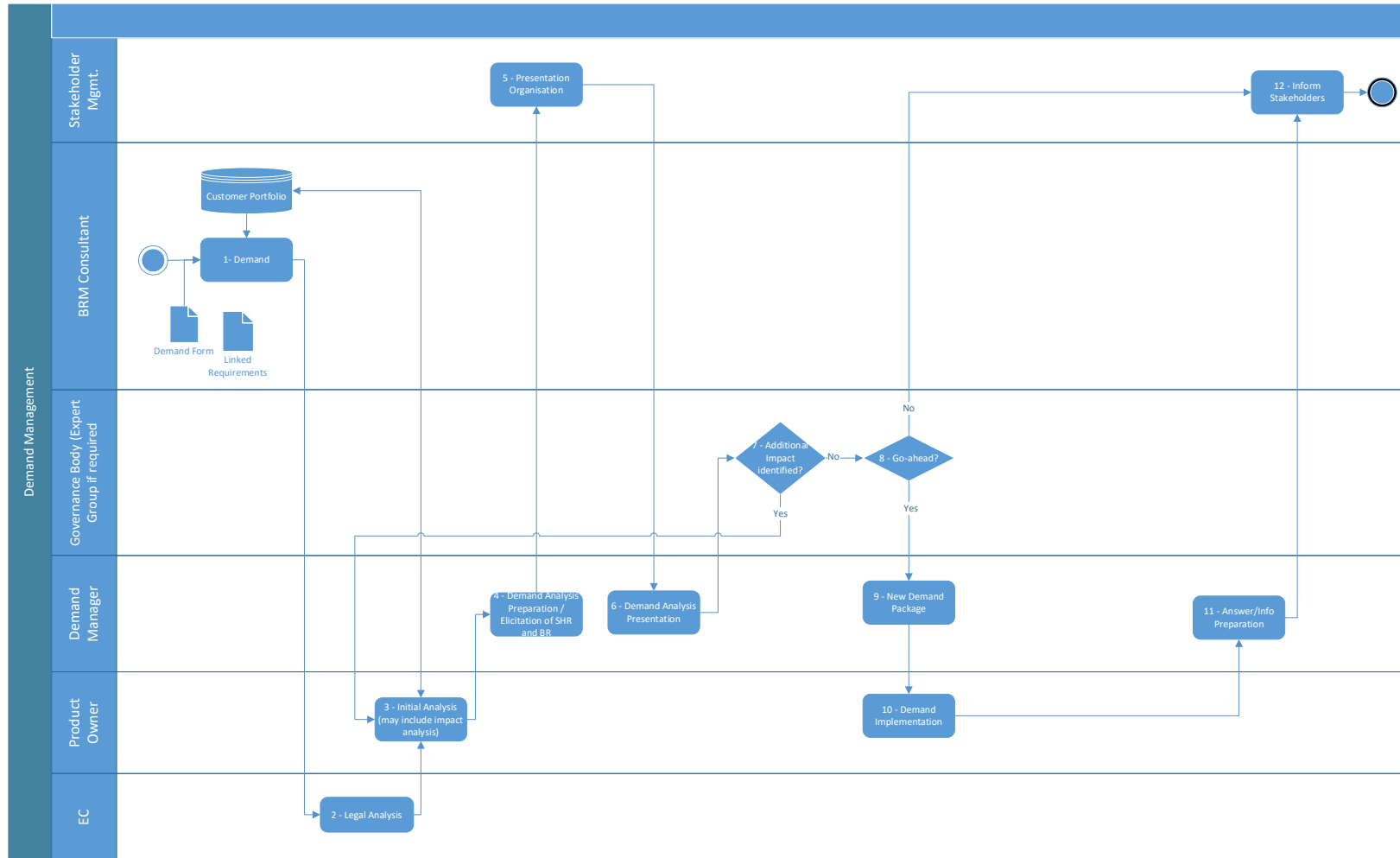
The following **inputs** are necessary to activate this process:

- ➔ Legal base changes;
- ➔ Stakeholders new demand identified in Demand Form, for example:
 - Stakeholder initiative for a new service
 - Service improvement opportunities
- ➔ (If applicable) Existing Requirements
- ➔ (If applicable) Customer Information from Customer Portfolio

The following **outputs** derive from the execution of this process:

- ➔ Initial Business (BR) and Stakeholder Requirements (SHR)
- ➔ Demand Package

5.2 Process Workflow



5.3 Process Description

Activity	DESCRIPTION		
1 - New Demand	The Process is triggered when a stakeholder submits a request that is processed by the BRM process and classified as a (potential) Demand. The BRM will consolidate the filled-in Demand Form including the high level business case, any existing linked requirements related to this Demand and, if applicable, the applicable customer information present in the Customer Portfolio and submit for legal assessment to the EC and/or the Liaison Office.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Form • (if applicable) Linked Requirements • (if applicable) Customer Information related to the Demand 	<ul style="list-style-type: none"> • Initial Demand Package 	<ul style="list-style-type: none"> • BRM Consultant
Activity	DESCRIPTION		
2 – Legal Analysis	The EC contact point will perform an initial legal assessment of the demand and its impact. They could also trigger the process in case of changes to the Legal Base. The outcome of this assessment is attached to the Demand Package		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Initial Demand Package • Legal base changes 	<ul style="list-style-type: none"> • Demand Package updated with Legal Analysis 	<ul style="list-style-type: none"> • EC
Activity	DESCRIPTION		
3 – Initial Analysis	Based on the elements present in the Demand Package, the Product Owner will conduct an initial analysis (including, if necessary, consultation of other eu-LISA teams or external contractors) that will assess the potential impact of this demand on the eu-LISA ecosystem. The outcome of this analysis is submitted to and discussed with the Demand Manager. Should any clarification be needed, both roles will liaise with the BRM Consultant in order to ensure that the final analysis can be conducted by the Demand Manager upon a clear request.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Package 	<ul style="list-style-type: none"> • Updated Demand Package with PO/PM analysis and impact assessment 	<ul style="list-style-type: none"> • Product Owner
Activity	DESCRIPTION		
4 – Demand Analysis Preparation / Elicitation SHR and BR	The Demand Manager will then conduct his own assessment from a process point of view as well as proceed to the elicitation of the Stakeholder (SHR) and Business Requirements (BR). The result of this exercise is a complete Demand Package that will be submitted for discussion and approval by the relevant body.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Package 	<ul style="list-style-type: none"> • Updated Demand Package with DM Assessment • (initial) Stakeholder Requirements • (initial) Business Requirements 	<ul style="list-style-type: none"> • Demand Manager
Activity	DESCRIPTION		

5 – Presentation Organisation	The Demand Package is submitted by the Stakeholder Management team to the business stakeholders (Governance Body)		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Package • List of Stakeholder and Business Requirements 	<ul style="list-style-type: none"> • Presentation Package sent to stakeholders 	<ul style="list-style-type: none"> • Stakeholder Management Sector
Activity	DESCRIPTION		
6 – Demand Analysis Presentation	The Demand Manager presents in detail the contents of the Demand to Governance body		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Presentation Package 	<ul style="list-style-type: none"> • Presentation in relevant forum 	<ul style="list-style-type: none"> • Demand Manager
Activity	DESCRIPTION		
7 – Additional Impact Identified	Should the stakeholders require additional information, clarification or analysis, the Demand is sent back for completion to the respective Product Owner (Activity 3 of this flow); if required, the involvement of the Expert Group can be requested by the Governance Body.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Presentation Package 	<ul style="list-style-type: none"> • Request for additional analysis by the Expert Group (where required) • Demand Package ready for approval or rejection by the Governance Body 	<ul style="list-style-type: none"> • Expert Group • Governance Body
Activity	DESCRIPTION		
8 – Go/No-Go	Based on the elements presented, the Stakeholders decide on whether to approve the new demand or reject it.		
	If the demand is approved, it is sent to the Demand Manager to organise within eu-LISA the next steps (prepare a complete package describing the demand and grouping the linked artefacts, liaise with and providing knowledge transfer on demand related elements to the Product/Program/Project Teams).		
	If the demand is rejected, the Stakeholder Management sector is asked to inform the demand initiator and any relevant stakeholders. The Demand Manager archives the demand, which is made available for future consultation.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Package 	<ul style="list-style-type: none"> • Demand Approved or Rejected 	<ul style="list-style-type: none"> • Governance Body
Activity	DESCRIPTION		
9 – New Demand Package	Upon approval, the Demand Manager will organise a handover session with the Product Owner in order to explain in details the final contents of the demand package, including a clear explanation of the Stakeholder and Business Requirements.		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Approved Demand Package 	<ul style="list-style-type: none"> • Handover of Demand 	<ul style="list-style-type: none"> • Demand Manager
Activity	DESCRIPTION		
10 - Demand Implementation	Receiving input from other processes (e.g. activity prioritised and present in the draft programming document), the Product Owner will proceed to the implementation of the approved Demand as per the standard eu-LISA processes and interactions		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> • Demand Package 	<ul style="list-style-type: none"> • Implemented Demand 	<ul style="list-style-type: none"> • Product Owner
Activity	DESCRIPTION		

11 – Answer/Info Preparation	All feedback relating to the status of the demand implementation (Planning, issues during implementation, confirmation of implementation, etc.) are transmitted to the Demand Manager for preparation of feedback to the relevant stakeholders		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> Feedback from Product Owner on demand implementation 	<ul style="list-style-type: none"> Demand Status Report 	<ul style="list-style-type: none"> Demand Manager
Activity	DESCRIPTION		
12 – Inform Stakeholders	Based upon the status reports submitted by the Demand Manager, the Stakeholder Management sector will liaise and communicate with the Demand Initiator and any relevant stakeholders		
	INPUTS	OUTPUTS	ROLES
	<ul style="list-style-type: none"> Demand Status Report 	<ul style="list-style-type: none"> Demand Status Report submitted to stakeholders 	<ul style="list-style-type: none"> Stakeholder Management Sector

5.4 Interfaces with other Processes

Business Relationship Management

The BRM process will provide to DM the following elements:

- ➔ User' and Stakeholders new demand identified in Demand Form, for, among others:
 - User initiative to create a new service
 - Service improvement opportunities
 - User service request for a capacity
- ➔ (If applicable) Existing Requirements
- ➔ (If applicable) Customer Information from Customer Portfolio

Product Management

The Product Management will provide to the DM the following elements:

- ➔ Initial Demand Analysis report
- ➔ Demand Intermediate Implementation status
- ➔ Demand Post Implementation report

The Product Management will receive from the DM the following elements:

- ← Initial Demand Package for initial assessment;
- ← Approved Demand Package;

6. Roles and Responsibilities

The execution of the Process requires a set of roles as highlighted in the process definition

Demand Manager

- ➔ Follows the Demand end to end;
- ➔ Elicits the Stakeholders and Business Requirements
- ➔ Prepares the demand package that will be submitted for review by the relevant bodies

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- Presents and aims to obtain approval of the Demand by the relevant bodies
- Performs Demand handover to Product Owners or Project Managers in order to ensure a clear understanding of the demand
- Provides feedback on the status of the demand implementation

Business Relationship Management Consultant

- Supports new demand identification with external Stakeholders
- Provides the Initial Demand Package

Product Owner

- Provides Initial Assessment on the Demand presented by the Demand Manager
- Accepts new approved Demand
- Implements Demand with the appropriate level of quality
- Provides Intermediate Implementation Reports
- Provides Post Implementation Report

European Commission

- Provides Legal Assessment on the Demand
- Triggers the associated Committee procedure

Expert Group (under the umbrella of the Governance Body – AG)

- Provides expert knowledge if requested and where required
- Provides, if applicable, further clarifications and analysis on the demand
- The Expert Group will function under the umbrella of the associated Governance Body (AG); its composition will be defined by that Governance Body.

Stakeholder Management Sector

- Ensures administrative support for the Expert Group or the Governance Body
- Ensures communication with Demand Initiator and other relevant stakeholders upon request of the Demand Manager
- Ensures follow-up / continuation of the approval process with the responsible Governance body (AG, MB, Committee)

Governance Body

- Calls on an Expert Group for further clarifications and analysis on the demand
- Approve or reject new Demand

6.1 Process RACI Matrix

The RACI Matrix for the process is presented below:

N°	Activity	Demand Manager	Business Relationship Management Consultant	Product Owner	EC	Governance Body	Expert Group	Stakeholder Management Sector	Operational Planning Sector
1	New Demand	I	RA						
2	Legal Analysis	A			R				
3	Initial Analysis	AC	C	R					I
4	Demand Analysis Preparation /Elicitation of SHR and BR	RA	C	C				I	
5	Presentation Organisation	C						RA	
6	Demand Analysis Presentation	RA	I					I	
7	Additional Impact identified.	C					RA		
8	Go-ahead?	I	I	I		RA		I	
9	New Demand Package	RA	I	I					I
10	Demand Implementation	A		R					
11	Answer/Info Preparation	RA		R				I	
12	Inform Stakeholders	I	I					RA	

7. KPIs and CSFs

KPIs and CSFs are set to measure the efficiency and effectiveness of the Process. KPIs and CSFs allow further improvements through the eu-LISA Continuous Service Improvement Process.

CSF and KPI can be found in Annex – 2

8. Annexes

8.1 Annex 1 – Demand Management Procedure

This annex (Demand Management Procedures) includes, besides the procedures description, also a Quick Reference Card and Use Case examples.

8.2 Annex 2 – CSF and KPI Agreements

This annex details the CSF and KPIs agreed with the Process Owner for Demand Management, as well as its calculation method and reporting thereof.

8.3 Annex 3 – Demand Form

The eu-LISA Demand Request (DR) form is a document to be used as a template to submit the requests, where the Demand Initiator fills in the first part and the eu-LISA Demand Manager fills in the second part. It is a “living” document, subject to reviews and changes to accommodate future needs.