DEMAND MANAGEMENT PROCESS

PROCESS DESCRIPTION DOCUMENT
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## Version control and sign-off

<table>
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<th>Version</th>
<th>Change initiator</th>
<th>Change description</th>
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<td>2021-342</td>
<td>BRMS</td>
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</tr>
</tbody>
</table>
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, VISMai, 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.

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

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>BABOK</td>
<td>Business Analysis Body of Knowledge v3</td>
</tr>
</tbody>
</table>
| 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**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Problem</td>
<td>An issue of strategic or tactical importance preventing an enterprise or organization from achieving its goals. (see BABOKv3)</td>
</tr>
<tr>
<td>BRMS Stakeholders</td>
<td>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.</td>
</tr>
<tr>
<td>Customer</td>
<td>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.</td>
</tr>
</tbody>
</table>
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

- **Stakeholder:**
  - Initial Analysis (may include impact analysis)
  - Legal Analysis

- **Governance Body (Expert Group if required):**
  - Demand Form
  - Linked Requirements

- **EC Consultant:**
  - Initial Analysis (may include impact analysis)

- **Demand Manager:**
  - Initial Analysis (may include impact analysis)
  - Demand Analysis Presentation

- **Product Owner:**
  - Initial Analysis (may include impact analysis)

- **Implementation:**
  - New Demand Package

- **Presentation Organisation:**
  - Initial Analysis (may include impact analysis)

- **Customer Portfolio:**
  - Initial Analysis (may include impact analysis)

- **External Evaluation:**
  - Impacts Evaluation

- **Additional Impact Identified?**
  - No
  - Yes

- **Go ahead?**
  - No
  - Yes

- **Inform Stakeholders:**
  - New Demand Package

- **Decision:**
  - Initial Analysis (may include impact analysis)
## 5.3 Process Description

<table>
<thead>
<tr>
<th>Activity</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 - New Demand</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demand Form</td>
<td>• Initial Demand Package</td>
<td>• BRM Consultant</td>
</tr>
<tr>
<td>• (if applicable) Linked Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• (if applicable) Customer Information related to the Demand</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2 – Legal Analysis</strong></td>
<td>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</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initial Demand Package</td>
<td>• Demand Package updated with Legal Analysis</td>
<td>• EC</td>
</tr>
<tr>
<td>• Legal base changes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3 – Initial Analysis</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demand Package</td>
<td>• Updated Demand Package with PO/PM analysis and impact assessment</td>
<td>• Product Owner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4 – Demand Analysis Preparation / Elicitation SHR and BR</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demand Package</td>
<td>• Updated Demand Package with DM Assessment</td>
<td>• Demand Manager</td>
</tr>
<tr>
<td></td>
<td>• (initial) Stakeholder Requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• (initial) Business Requirements</td>
<td></td>
</tr>
</tbody>
</table>
The Demand Package is submitted by the Stakeholder Management team to the business stakeholders (Governance Body).

<table>
<thead>
<tr>
<th>Activity</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 – Presentation Organisation</td>
<td>The Demand Manager presents in detail the contents of the Demand to Governance body.</td>
</tr>
<tr>
<td>6 – Demand Analysis Presentation</td>
<td>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.</td>
</tr>
<tr>
<td>7 – Additional Impact Identified</td>
<td>Based on the elements presented, the Stakeholders decide on whether to approve the new demand or reject it.</td>
</tr>
<tr>
<td>8 – Go/No-Go</td>
<td>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.</td>
</tr>
</tbody>
</table>

**INPUTS** | **OUTPUTS** | **ROLES** |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Package</td>
<td>Presentation Package sent to stakeholders</td>
<td>Stakeholder Management Sector</td>
</tr>
<tr>
<td>List of Stakeholder and Business Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demand Presentation Package</td>
<td>Presentation in relevant forum</td>
<td>Demand Manager</td>
</tr>
<tr>
<td>Demand Presentation Package</td>
<td>Request for additional analysis by the Expert Group (where required)</td>
<td>Expert Group</td>
</tr>
<tr>
<td></td>
<td>Demand Package ready for approval or rejection by the Governance Body</td>
<td>Governance Body</td>
</tr>
<tr>
<td>Demand Package</td>
<td>Demand Approved or Rejected</td>
<td>Governance Body</td>
</tr>
<tr>
<td>Approved Demand Package</td>
<td>Handover of Demand</td>
<td>Demand Manager</td>
</tr>
<tr>
<td>Demand Package</td>
<td>Implemented Demand</td>
<td>Product Owner</td>
</tr>
</tbody>
</table>
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.

**Activity**

**11 – Answer/Info Preparation**

**INPUTS**
- Feedback from Product Owner on demand implementation

**OUTPUTS**
- Demand Status Report

**ROLES**
- Demand Manager

**DESCRIPTION**

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**
- Demand Status Report

**OUTPUTS**
- Demand Status Report submitted to stakeholders

**ROLES**
- 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
PUBLIC

➤ 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:

<table>
<thead>
<tr>
<th>Nº</th>
<th>Activity</th>
<th>Demand Manager</th>
<th>Business Relationship Management Consultant</th>
<th>Product Owner</th>
<th>EC</th>
<th>Governance Body</th>
<th>Expert Group</th>
<th>Stakeholder Management Sector</th>
<th>Operational Planning Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New Demand</td>
<td>I</td>
<td>RA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Legal Analysis</td>
<td>A</td>
<td>R</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Initial Analysis</td>
<td>AC</td>
<td>C</td>
<td>R</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Demand Analysis Preparation /Elicitation of SHR and BR</td>
<td>RA</td>
<td>C</td>
<td>C</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Presentation Organisation</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>RA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Demand Analysis Presentation</td>
<td>RA</td>
<td>I</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Additional Impact identified.</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>RA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Go-ahead?</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>RA</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>New Demand Package</td>
<td>RA</td>
<td>I</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Demand Implementation</td>
<td>A</td>
<td></td>
<td>R</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Answer/Info Preparation</td>
<td>RA</td>
<td>R</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Inform Stakeholders</td>
<td>I</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>RA</td>
<td></td>
</tr>
</tbody>
</table>

### 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.