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TAXATION AND CUSTOMS UNION DG
ITSM

SUBJECT:

FQP - Annex 25: Business Perspective

FRAMEWORK CONTRACT # TAXUD/2007/CC/088

DOCUMENT HISTORY

Edi.	Rev.	Date	Description	Action (*)	Pages
0	01	06/07/2007	First Draft	I	All
0	02	05/10/2007	Further implementation	I/R	As req.
0	03	08/10/2007	Further implementation	I/R	As req.
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0	09	07/07/2008	Consolidation after intermediate deliveries of processes outside of the scope of the FQP document	I/R	As req.
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1	03	05/02/2010	Re-sent for review to DG TAXUD	I/R	As req.
1	04	22/03/2010	Delivered for acceptance to DG TAXUD.	I/R	As req.

(*) Action: I = Insert R = Replace

Table of Contents

List of Tables

List of Figures

1.   Introduction

This document is an annex to the Framework Quality Plan, deliverable DLV 0.1.1 requested in Specific Contract 04 [A2] under Framework Contract (IT Service Management for DG TAXUD) [A1], Work Package WP.0.1.

This document presents the Level 1, 2 and 3 of the ITSM process FQP - Annex 25: Business Perspective.

2. Reference and Applicable Documents

This chapter presents two lists of relevant programme related documents. They are divided into reference and applicable documents.

2.1 Reference Documents

Id	Reference	Title	Date	Version
R1	ITS-IFQP-SC04-Framework Quality Plan	Framework Quality Plan	22/03/2010	1.04
R2	ITS-IFQP-SC04-Annex 9	ITSM Glossary	22/03/2010	1.13
R3	ITS-IFQP-SC04-Annex 26	ITSM Demand Management	22/03/2010	1.00

Table 1 – Reference documents

2.2 Applicable Documents

An applicable document is a document which content is binding for a contractor no matter what is mentioned in this FQP.

Id	Reference	Title	Date	Version
A1	TAXUD/2007/CC/088	Framework Contract	04/05/2007	N/A
A2	TAXUD/2008/DE/114	Specific Contract 04	30/06/2008	N/A
A3	QAC-SC01-FQP_TEM	Framework Quality Plan Template	N/A	1.01

Table 2 – Applicable documents

3.   Terminology

3.1   Abbreviations and Acronyms

A list of the abbreviations and acronyms used in the context of the ITSM Programme, and more specifically for this document is provided in Annex 9 ITSM Glossary [R2].

3.2   Interface with DG TAXUD

Where there is a non-specific reference to DG TAXUD, Directorate Generale Taxation and Customs Union DG or other similar descriptions, it means that the interface can be with any one of the following business threads of DG TAXUD:

- DG TAXUD A4/CPT;

- DG TAXUD A4/ISD;

- DG TAXUD A4/APM;

- DG TAXUD A3/TAX;

- DG TAXUD A3/EXC;

- DG TAXUD A3/CUST;

- DG TAXUD A3/LISO.

Where it is intended that a reference is to a specific business thread, one of the business threads above shall be stated.

4. TSM Process model

4.1 Level 0: Process flows

Figure 4-1: ITSM Process Model

4.2 Level 1: Business Perspective

Deviation from formalism

Normally activities executed by others than ITSM Stakeholders e.g. an NA or DG TAXUD A4/CPT would not be described. However, to be able to ensure the Business Perspective/Business Thread Manager have a complete control of activities related to Business Perspective some of these activities are described in this document e.g. BP 5.3 Collaborate via Workshops.

The following figure illustrates (in a chronological order) the steps that need to be taken by the different parties involved in the Business Perspective Life Cycle. The process should be considered as having an iterative life cycle instead of a linear one.
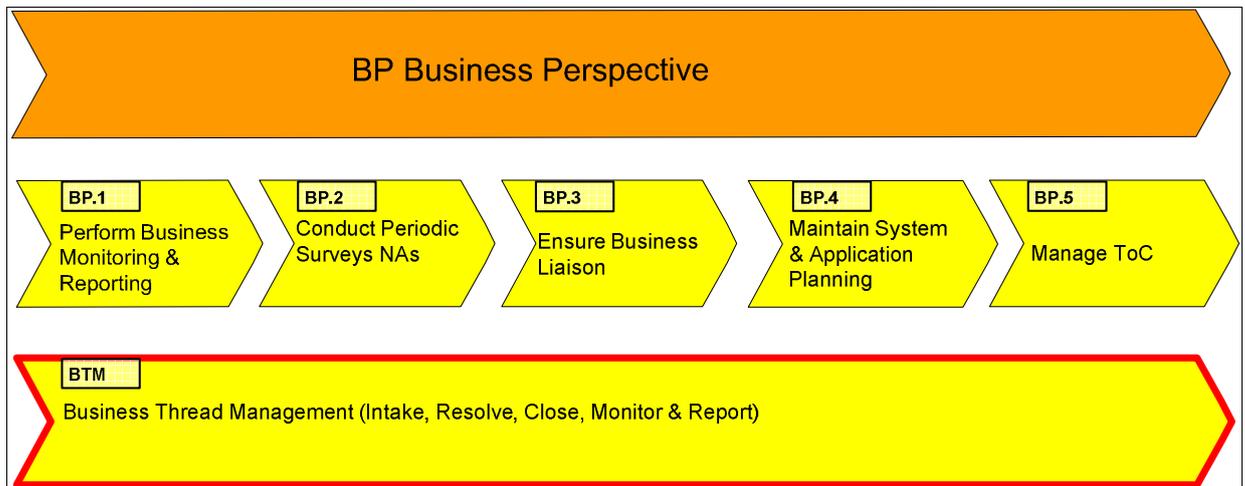
Figure 4-2: BP sub-process

4.3   Level 2: Business Perspective

BP.1 Perform Business Monitoring & Reporting

ITSM monitors the business usage of all the trans-European systems and of DG
TAXUD IT services in the scope of the contract (e.g. number & nature of the business
transactions on DG TAXUD applications and across the trans-European systems,
number of messages, of hits, connected users, volumes exchanged, load profile,
compliance of the users activity with expectation and agreed plans…).
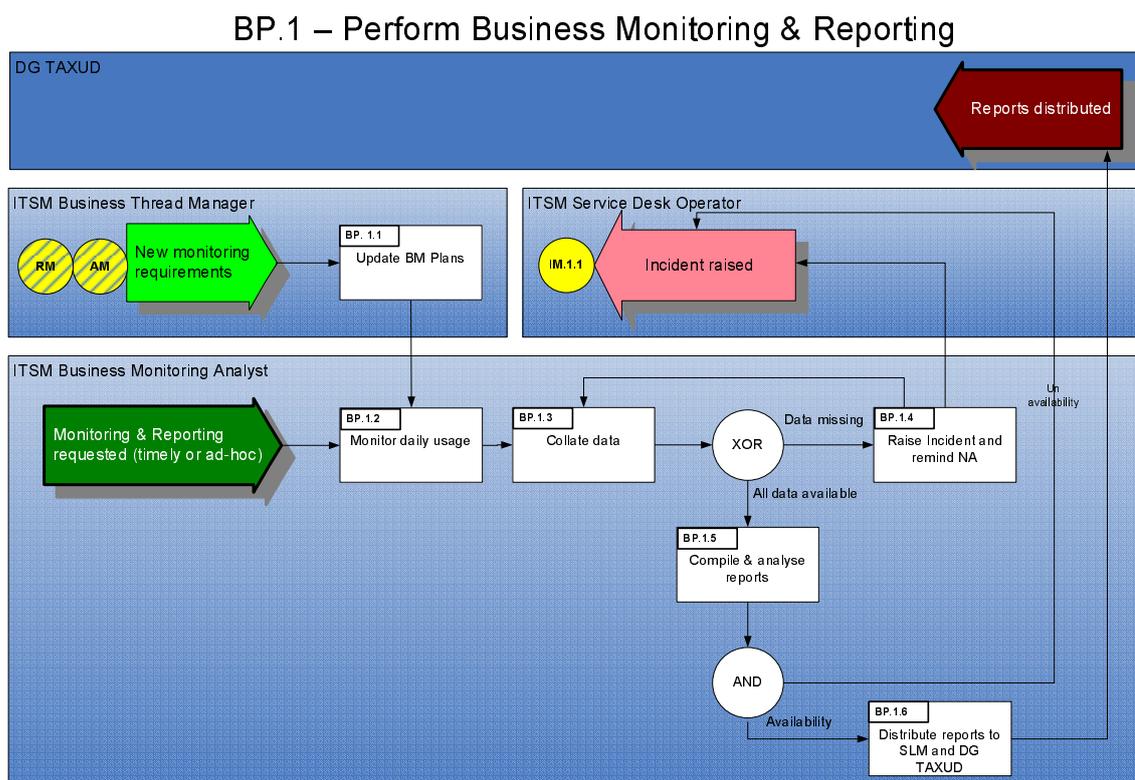
Figure 4-3: BP.1 – Perform Business Monitoring & Reporting

BP.2 Conduct Periodic Surveys NAs

In this procedure ITSM contacts orally each NA representative for each of the trans-European Systems at least on a yearly basis to collect feedback, enquires about future NAs plans and perceived risks, gets lessons learned, ensure mutual understanding of current situation and clarifies outstanding issues if any, conveys key tactical/operational messages. ITSM also makes user satisfaction surveys per customer/user community.
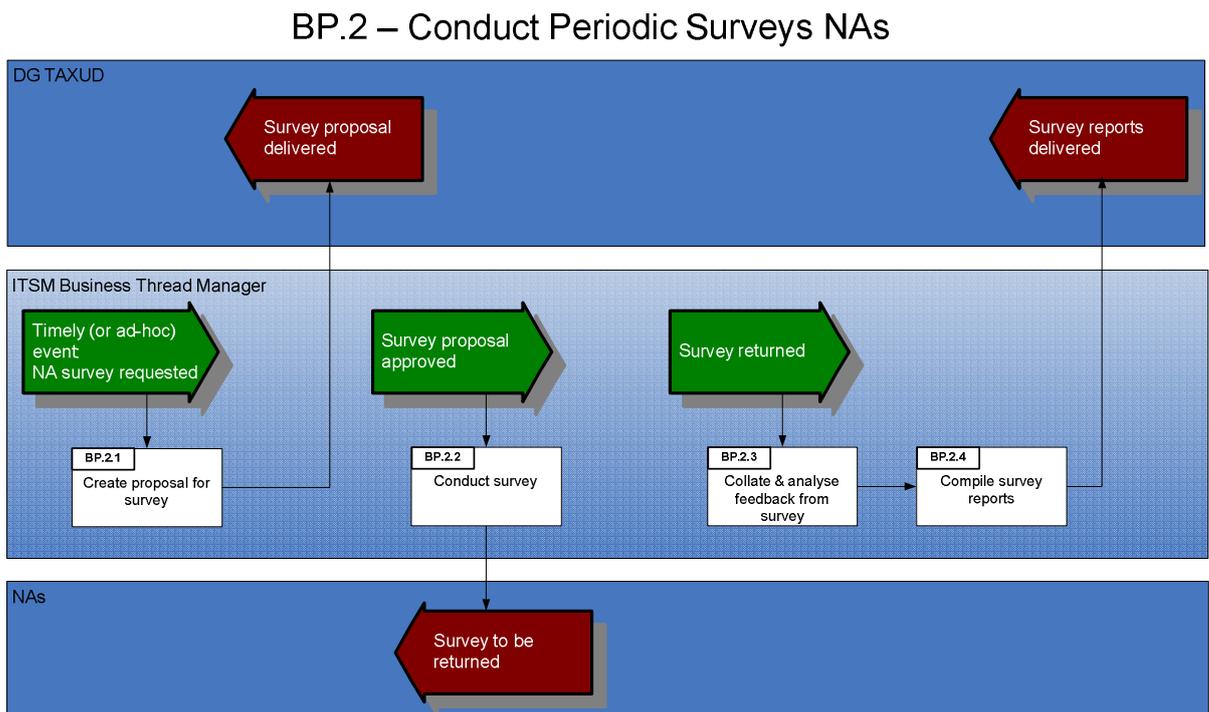
Figure 4-4: BP.2 – Conduct Periodic Surveys NAs

BP.3 Ensure Business Liaison

In view of the high number of NAs and service providers involved in ITSM, it is important to secure an efficient technical coordination amongst all parties in order to avoid delay, lack of synchronisation and duplication of resources.
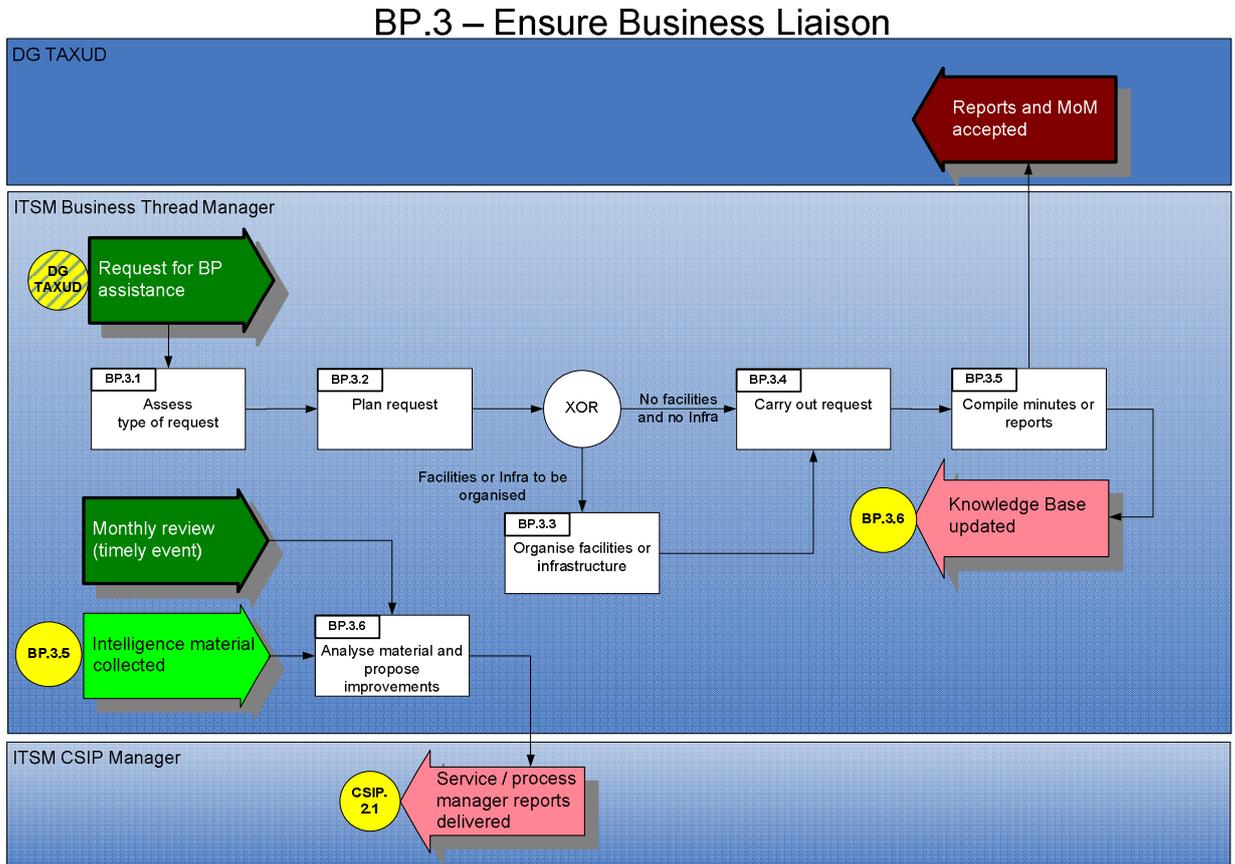
Figure 4-5: BP.3 – Ensure Business Liaison

BP.4 Maintain Systems & Application planning

The scope of this planning covers all the Business Threads (including their trans-European systems, all DG TAXUD applications) and all ITSM services falling within the scope of the contract, the planning of which is essential for assuring the synchronisation between all the stakeholders.
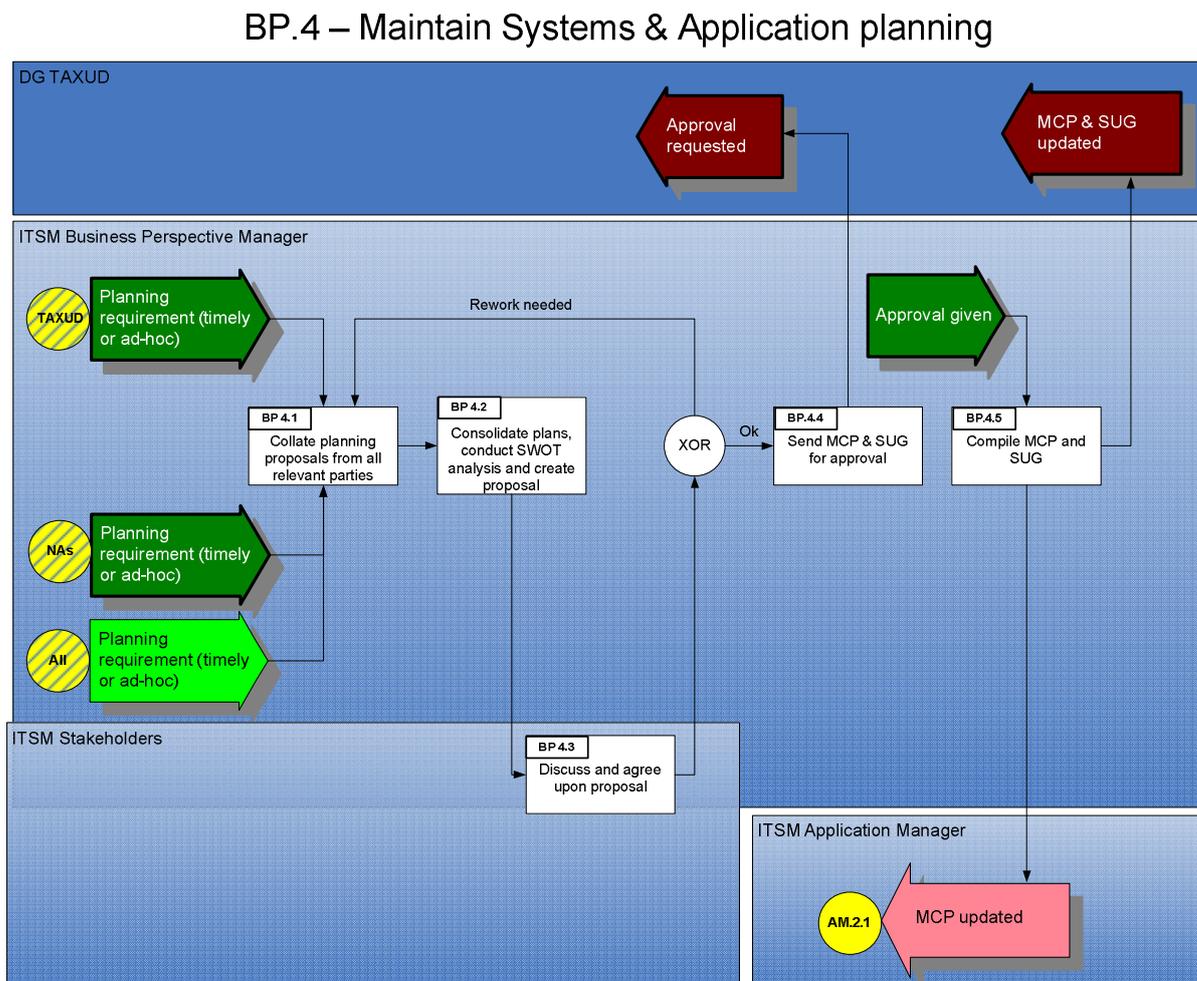
Figure 4-6: BP.4 – Maintain Systems & Application planning

BP.5 Manage Terms of Collaboration

As the citizens and users of the trans-European systems increasingly expect to see them as one, while their components are operated and managed under the subsidiary rule by the NAs and DG TAXUD, DG TAXUD is responsible to take the necessary steps to ensure that a unique system emerges from the combination of national and community components. The actual monitoring and reporting is taking place within Service Level Management while the "management" is with Business Perspective.
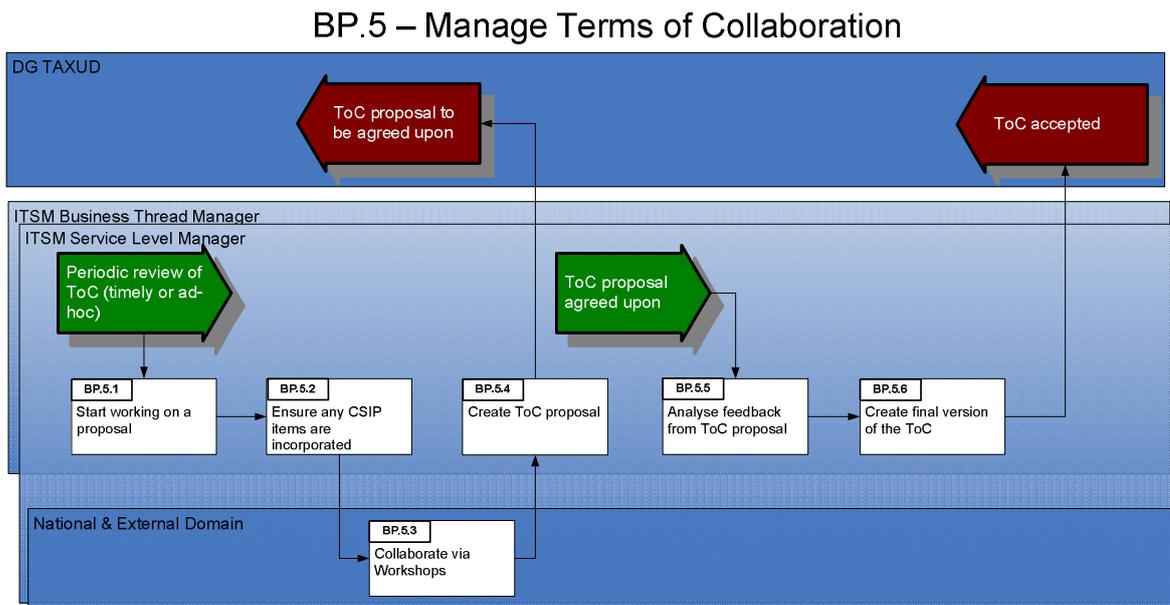
Figure 4-7: BP.5 – Manage Terms of Collaboration

RACI table for BP

Activity	ITSM Business Perspective Manager	ITSM Business Thread Managers	ITSM Application Manager	ITSM Service Desk Operator	ITSM Business Monitoring Analyst	ITSM Stakeholders	DG TAXUD A3/Tax/Exc/Cust	ITSM Availability Manager
BP.1.1 Update BM plans	I	RA	C		I	C		I
BP.1.2 Monitor daily usage	I	I			RA			C
BP.1.3 Collate data	I	I			RA			C
BP.1.4 Raise incident and remind NA	I	I		C	RA	I	I	
BP.1.5 Compile and analyse reports	I	C			RA	I	I	
BP.1.6 Distribute report to SLM and DG TAXUD A3/Tax/Exc/Cust	I	I			RA	I	I	
BP.2.1 Create proposal for survey	A	R	C		C	C	C	
BP.2.2 Conduct Survey	A	R						RC
BP.2.3 Collate & analyse feedback from survey	A	R	C	C	C	C	C	C
BP.2.4 Compile survey reports	A	R	I		C	I	I	I
BP.3.1 Assess type of request	A	R					C	
BP.3.2 Plan request	A	R				C	C	C
BP.3.3 Organise facilities or infrastructure	A	R				C	C	C
BP.3.4 Carry out request	A	R	I	I	I	I	I	I
BP.3.5 Compile reports and/or minutes	A	R	I		C	C	C	C
BP.3.6 Analyse Material and propose improvements	A	R				C	C	C
BP.4.1 Collate planning proposals from all relevant parties	RA	C				C	C	C

BP.4.2 Consolidate plans, conduct SWOT analysis and create proposal	RA	C						
BP.4.3 Discuss and seek acceptance	RA	C				C	I	I
BP.4.4 Send MCP & SUG for approval	RA	C				I	C	I
BP.4.5 Publish MCP & SUG	RA	I				I	I	I
BP.5.1 Start working on a proposal	I	RA	R			C	C	C
BP.5.2 Ensure any CSIP items are incorporated	I	RA	R			C	I	I
BP.5.3 Collaborate via workshops	I	RA	R			C		RC
BP.5.4 Create ToC proposal	I	RA	R			C	C	C
BP.5.5 Analyse feedback from ToC proposal	I	RA	R			C	C	C
BP.5.6 Create final version of the ToC	I	RA	R			C	C	C

Table 4-1: BP RACI Table

Communication interfaces with DG TAXUD Sectors

Interface description communication with DG TAXUD Sectors	Direction	Format
BP 1.2 Monitor daily usage		
Monitoring and reporting requested	Incoming	E-mail, phone, portal
BP 1.6 Distribute report to SLM		
Reports distributed	Outgoing	E-mail, portal
BP 2.1 Create proposal for survey		
Periodic NA survey requested	Incoming	E-mail, phone, portal
BP 2.2 Conduct Survey		
Approval requested	Outgoing	E-mail
Approval given	Incoming	E-mail, phone
BP 2.4 Compile survey reports		
Surveys delivered	Outgoing	E-mail, portal
BP 3.1 Assess type of request		
Request for BP assistance	Incoming	E-mail, phone, portal
BP 3.5 Compile reports or minutes		
Reports and MoM delivered	Outgoing	E-mail, portal
BP 4.1 Collate planning proposal from all relevant parties		
Planning requirements	Incoming	E-mail, phone, portal
BP 4.4 Send MCP & SUG for approval		
Approval requested of MCP and SUG	Outgoing	E-mail, portal
BP 4.5 Compile MCP & SUG		
Publish MCP and SUG after approval	Incoming	E-mail, phone, portal
MCP and SUG updated	Outgoing	E-mail, portal
BP 5.1 Start working on a proposal		

Periodic review of ToC	Incoming	E-mail, phone, portal
BP 5.4 Create ToC proposal		
Request approval of ToC proposal	Outgoing	E-mail, portal
BP 5.5 Analyse feedback from proposal		
Approval given to ToC proposal including comments	Incoming	E-mail, phone, portal
BP 5.6 Create final version of the ToC		
ToC delivered	Outgoing	E-mail, portal

Table 4-2: BP Communication interfaces with DG TAXUD

4.4 Level 3: Business Perspective

Procedure	
	BP.1 Perform Business Monitoring & Reporting ... has to monitor the business usage of all the trans-European systems and of DG TAXUD IT services in the scope of the contract (e.g. number & nature of the business transactions on DG TAXUD applications and across the trans-European systems, number of messages, of hits, connected users, volumes exchanged, load profile, compliance of the users activity with expectation and agreed plans…). ... is monitoring the IT services provided by each application and trans-European systems as well as the monitoring information and services provided by CCN. It is important that ... assigns business conscious staff to this activity. The reporting will take place on a daily/weekly/monthly basis, with business usage statistics and analysis of abnormal business trends.
BP.1.1 Update BM Plans	**BP.1.1 Update BM plans** When a new application is deployed, or new monitoring requirements come from DG TAXUD Sectors, Application Management notifies the Business Thread Manager about the new monitoring requirements and related actions. The Business Thread Manager updates the current Business Monitoring plan (which is an internal document), and notifies the Business Monitoring Analyst.
BP.1.2 Monitor daily usage	**BP.1.2 Monitor daily usage** On a timely and ad hoc basis, the Business Monitoring Analyst, and if necessary in conjunction with Availability Management/ICT Infrastructure, monitors business data according to the Business Monitoring plan.
BP.1.3 Collate data	**BP.1.3 Collate data** All monitoring data needs to be collected on a daily basis. If any data is missing or corrupted, the Business Monitoring Analyst needs to raise an incident with the ITSM Service Desk (BP 1.4).
BP.1.4 Raise Incident and remind NA	**BP.1.4 Raise Incident and remind NA** If data is missing and/or corrupted in any way, the Business

	Monitoring Analyst will raise an incident with the ITSM Service Desk and notify the NA(s) that is affected by the incident. It is then the responsibility of the NA to provide the missing and/or corrupted data. Once the data is in place and picked up by the Business Monitoring Analyst, the incident will be closed by the ITSM Service Desk.
BP.1.5 Compile & analyse reports	## BP.1.5 Compile & analyse reports The Business Monitoring Analyst will analyse the data collected according to agreed procedures and patterns. Once the analysis is done and the reports compiled they will be sent to SLM for inclusion in the MPR/MSR. If the pattern of the data shows any sign of NA unavailability, the Business Monitoring Analyst will raise an incident with the ITSM Service Desk.
BP.1.6 Distribute reports to SLM and DG TAXUD A3/Tax/Exc/	## BP.1.6 Distribute reports to SLM and DG TAXUD A3/Tax/Exc/Cust Once the analysis is done and the reports compiled, they will be sent to SLM for inclusion in the MPR/MSR. Some reports e.g. Daily Report will go directly to DG TAXUD A3/Tax/Exc/Cust. Separate daily/weekly reports will be generated and published as well by Business Monitoring Analyst.
	## BP.2 Conduct periodic surveys NAs In this procedure ITSM Business Perspective has to: • Contact orally each NA representative for each of the trans-European Systems at least on a yearly basis to collect feedback, enquire about future NAs plans and perceived risks, get lessons learned, ensure mutual understanding of current situation and clarify outstanding issues if any, convey key tactical/operational messages. ITSM Business Perspective must produce a summary report for each contact made and send it to DG TAXUD A3/Tax/Exc/Cust; • Follow-up any issue arising from these contacts; • Report to DG TAXUD A3/Tax/Exc/Cust via the MPR/MSR; • Conduct yearly user satisfaction surveys per customer/user community. The survey material must be approved by DG TAXUD A3/Tax/Exc/Cust before the survey is launched. ITSM Business Perspective will report to DG TAXUD A3/Tax/Exc/Cust on the result and propose follow-up actions to be undertaken in response to findings. ITSM Business Perspective will use the outcome of the survey as input for corrective actions to its activities or as input to the

	CSIP (WP.8.7 Planning to implement service management).
BP.2.1 Create proposal for survey	## BP.2.1 Create proposal for survey This activity consists of two different surveys: contact with each NA orally (at least yearly) and a yearly user satisfaction surveys per customer/user community. The surveys can take place either via a plan or by a request coming from DG TAXUD A3/Tax/Exc/Cust. The Business Thread Manager creates a proposal to the survey based upon: • Survey templates; • CSIP items; • Previous survey results and enquire about future NAs plans and perceived risks The proposal needs to be approved by DG TAXUD A3/Tax/Exc/Cust before being utilised. Therefore, it is delivered for formal review to DG TAXUD A3/Tax/Exc/Cust after internal QC.
BP.2.2 Conduct survey	## BP.2.2 Conduct survey This activity consists of two different surveys: contact with each NA orally (at least yearly) and a yearly user satisfaction surveys per customer/user community. After the survey questionnaire has been approved by DG TAXUD Sectors, the Business Thread Manager, together with each NA/user community, conducts and agrees upon the survey and potential items that need to be followed up.
BP.2.3 Collate & analyse feedback from survey	## BP.2.3 Collate & analyse feedback from survey Before the Summary Report (based upon survey results) can be written, all the necessary material and feedback needs to be collated. The ITSM Business Thread Manager gets lessons learned from delivered services, ensures mutual understanding of current situation and clarifies outstanding issues if any and conveys key tactical/operational messages.
BP.2.4 Compile survey reports	## BP.2.4 Compile survey reports Based upon the survey and agreement with the NA, a Summary Report is created and sent to DG TAXUD A3/Tax/Exc/Cust for formal approval (after internal QC) and before being distributed to the various stakeholders and to provide SLM with data for the monthly MPR/MSR. Any issue agreed with the NA will either

be actioned directly or sent to CSIP for incorporation in the CSIP plan.

BP.3 Ensure Business Liaison

In view of the high number of NAs and service providers involved in ITSM, it is important to secure an efficient technical coordination amongst all parties in order to avoid delay, lack of synchronisation and duplication of resources. The coordination will rely on the following liaison mechanisms:

- Working group meetings (and sub-groups) with National Administrations and in some cases with trader representatives,

- Service Monthly Meetings (SMM);

- Technical Meetings with DG TAXUD A3/Tax/Exc/Cust and/or other 3rd parties involved in ITSM (to the exclusion of any bilateral technical meeting between ITSM Business Perspective and DG TAXUD A3/Tax/Exc/Cust as these have to be imbedded in the activities ITSM Business Perspective);

- Missions (coordination missions);

- Training, workshops;

- Demonstrations.

For each of the above events, DG TAXUD A3/Tax/Exc/Cust may ask ... to carry out all or part of the following activities:

- Performance:
    - o Preparation of performance material;
    - o Performance during the event:
        - presentation, answers to question from participants;

- Attendance;

- Hosting and infrastructure;

- Support to the organisation:
    - o Prepare the draft agenda and the internal briefing for the event;
    - o Produce the Summary Record as well as the minutes of the event;

- Reporting:
    - o Summary report;
    - o Participants' evaluation.

The following can act as guidelines for the planning:

National Administrations Working Groups Meetings and their related sub-groups

Those meetings are attended by 10 to 100 delegates of the NAs. DG TAXUD A3/Tax/Exc/Cust chairs most of the meetings. The meetings span over 1 to 2 days and take place in most cases in DG TAXUD premises in Brussels and occasionally in the NAs.

Technical Meetings with DG TAXUD and/or other 3rd parties involved in ITSM

The meetings are called by DG TAXUD, unless otherwise agreed. The meetings are attended by delegates from ITSM Business Perspective, the suppliers from DG TAXUD A3/Tax/Exc/Cust in the scope of ITSM and when required from some NAs. The meetings last for ½ to 1 day and are held in the premises of one of the participating parties.

Service Monthly Meetings (SMM)

DG TAXUD A3/Tax/Exc/Cust calls Service Monthly Meetings on a monthly basis for each Business Thread (10 meetings/year/Business Thread) to ensure periodic synchronisation amongst all the involved contractors and DG TAXUD A3/Tax/Exc/Cust may in addition call similar meetings involving all Business Threads to address ITSM issues common to all Business Threads. The meetings are held in the Commission's premises in Brussels. The meetings last ½ day.

Coordination of Missions

DG TAXUD A3/Tax/Exc/Cust will invite ... to participate in official coordination missions to the NAs and to any 3rd party as required. ... will provide expertise in the area of planning & service coordination, Terms of Collaboration. ... will present the status of the collaboration with the visited organisation, address the technical questions raised, collect information and feedback, and ensure the follow-up of any actions which fall under the remit of ....

Training, workshop

The training and workshops will be attended by 10 to 40 delegates from the NAs, suppliers from DG TAXUD or from any 3rd party designated by DG TAXUD. A training/workshop

session could have duration of 1 to 3 days. The training/workshops will take place at a location specified by DG TAXUD, which can be in the ...'s premises.

Demonstration

The demonstration will be attended by any party invited by DG TAXUD. The attendance may range from 1 to 100 participants. A demonstration lasts for ½ to 1 day.

Based upon previous month's MoMs and Reports, the ITSM Business Thread\Manager(s) hold(s) a review meeting to build up the understanding of the various challenges and/or issues that have been raised. The ITSM Business Thread Managers(s), in conjunction with ITSM Business Perspective Manager and CSIP Manager, evaluate(s) and propose(s) potential areas/actions for improvements. These improvements will be rolled-up in the CSIP plan.

BP.3.1

Assess type of request

BP.3.1 Assess type of request

From Business Thread Management, a formal request will be raised stating the type of request coming from DG TAXUD A3/Tax/Exc/Cust. The request can be one of the following: working group meeting, service monthly meeting, technical meeting, mission, training, workshop or demonstration.

BP.3.2

Plan request

BP.3.2 Plan request

Once the type of request is known, a plan needs to be created to ensure the request can be carried out. The planning consists of ensuring everyone affected (ITSM, DG TAXUD A3/Tax/Exc/Cust, NA, 3rd party …) by the request is aware and available. For the request, a plan, invitation, agenda and a briefing must be produced. Among other checks, ensure requested language (English, French or German) are catered for.

BP.3.3

Organise facilities or infrastructure

BP.3.3 Organise facilities or Infrastructure

If required, ensure to cater for e.g. material move and set up for hosting training/workshops/demonstrations, and providing the facilities required. This includes, amongst others, meeting rooms (capacity up to 40 people), training rooms, PCs (minimum one per two participants) and beamers.

BP.3.4

Carry out request

BP.3.4 Carry out request

Once it is time, carry out the request as planned. The previously created agenda and briefing are used for the meeting and notes will be taken during the meeting as well as distributing and collating evaluation forms amongst the participants.

BP.3.5 Compile minutes and/or reports	## BP.3.5 Compile minutes and/or reports After the event the following must be produced: summary report, minutes of meeting and participants evaluations. After review and approval by DG TAXUD A3/Tax/Exc/Cust, adequate reports, minutes etc (depending on request) are made available. This activity also includes storing all MoM's and Reports in the ITSM Collaborative Tool.
BP.3.6 Analyse material and propose improvements	## BP.3.6 Analyse material and propose improvements On a monthly basis, the ITSM Business Thread Manager(s), in conjunction with ITSM Business Perspective Manager and CSIP Manager, evaluate(s) and propose(s) potential areas/actions for improvements. The material used is what has been stored in the ITSM Collaborative Tool from meetings, missions… Any improvement areas found will be rolled-up in the CSIP plan.

	## BP.4 Maintain Systems & Application Planning
	
	 The scope of this Work Package covers all the Business Threads (including their trans-European systems, all DG TAXUD applications) and all ITSM services falling within the scope of the contract, the planning of which is essential for assuring the synchronisation between all the stakeholders. This Work Package is made up of two main activities: Planning Maintenance and Reporting.
	
	 Planning Maintenance
	
	 ... maintains the Monthly Consolidated Plan (MCP) with a line of sight of 1 to 2 years for tactical actions and more years as relevant for strategic actions. ... is responsible to:
	
	 • Gather regularly all the planning information coming from:
	     o The NAs, using National Project Plan templates, which are produced/maintained by .... The collection of the National Project Plans is particularly important during the period of deployment of trans-European Systems and in particular during the Conformance Testing;
	     o DG TAXUD A3/Tax/Exc/Cust, and/or 3rd parties nominated by it;
	
	 • Consolidate and analyse them, including from a risk and opportunity perspective (SWOT analysis). Identify ways to shorten the project planning, to resolve scheduling conflicts, to decrease risks;
	
	 • Deliver the MCP for review on a monthly basis. The MCP must include the following planning information:

     o   The Strategic Time Plan (alias Master Plan);

     o   The Tactical planning (alias Rolling Plan);

     o   The consolidated NA plans.

The MCP must be segmented per Business Thread and ITSM Thread, highlighting dependencies across the Business Threads. ... will publish the MCP and operational planning once accepted by DG TAXUD A3/Tax/Exc/Cust.

Progress and Status reporting

... will have to produce Progress & Status reports for:

- The SMM;

- The meetings with the NAs;

- Or any other events on request of DG TAXUD A3/Tax/Exc/Cust.

In most cases, each report will address a specific Business Thread, or a customer/user community within a Business Thread, plus the common elements with other Business Threads that are applicable to the targeted audience of the report.

The SUG is understood to be a presentation of the corresponding trans-European systems' operational plan for the attention of the MSAs. This is already the case for the Excise MCPP.

The intention is to streamline the MCP itself to tactical and strategic information so that it becomes more manageable in size and, unencumbered by operational details, provides a better basis for analysis.

The SWOT will take place as a risk/opportunity analysis based on the information in the planning. It would primarily review the amount of slack available in the plan for meeting business milestones and the distribution of effort required by all the key players in the plan.

The current level of detail in the MCP will be converted to operational plans per thread and systems. These plans will provide a more detailed view of the "rollout" of trans-European systems and applications deployments for the purpose of stakeholder coordination and basis for the SUG documents submitted to the MSAs.

BP.4.1 Collate planning proposals from all relevant parties	## BP.4.1 Collate planning proposals from all relevant parties All relevant plans i.e. contractual OLA, last month's MCP and NPPs are collated by the ITSM Business Perspective Manager. A first draft of the updated MCP will be created.
BP.4.2 Consolidate plans, conduct SWOT analysis and create proposal	## BP.4.2 Consolidate plans, conduct SWOT analysis and create proposal Based upon the collated plans, a planning session will be carried out where the plans are scrutinised and streamlined. Potentially a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis will be carried out to ensure efficiency in the planning.
BP.4.3 Discuss and seek acceptance	## BP.4.3 Discuss and seek acceptance Once the draft MCP and SUG are created, all relevant stakeholders needs to be consulted. This includes ITSM, NAs, DG TAXUD Sectors, …
BP.4.4 Send MCP & Start Up Guides (SUG) for approval	## BP.4.4 Send MCP & Start Up Guides (SUG) for approval When all stakeholders have been consulted the final proposal on MCP and SUG is sent to DG TAXUD A3/Tax/Exc/Cust for approval after internal QC.
BP.4.5 Publish MCP and SUG	## BP.4.5 Publish MCP and SUG Once the MCP and SUG are approved by DG TAXUD, they get published and communicated on CIRCA.
	## BP.5 Manage Terms of Collaboration (ToC) Under this Work Package, ... will manage, produce and maintain the Terms of Collaboration and the common recommendations to the NAs. As the citizens and users of the trans-European systems increasingly expect to see them as one, while their components are operated and managed under the subsidiary rule by the NAs and DG TAXUD, DG TAXUD A3/Tax/Exc/Cust is responsible to take the necessary steps to ensure that a unique system emerges from the combination of national and community components. The key elements to achieve this system emergence, its sustainability and resilience are for DG TAXUD A3/Tax/Exc/Cust to deliver: **For the Common Domain:**

- Common specifications of ITSM processes (and supporting tools) between the NAs and Commission;

- Common specifications of Service Catalogues, SLAs, OLAs;

- Common capacity/continuity/availability/security plans.

The bundle of these deliverables constitutes the Terms of Collaboration in the Common Domain.

For the national and external domains of the NAs:

- Common recommendations for the ITSM processes within an NA and between the NAs and the citizens;

- Common recommendations of Service Catalogues, SLAs and OLAs within an NA and between the NAs and the citizens;

- Common recommendations for the capacity/continuity/ availability/security plans to the NAs.

All these recommendations must be compliant with the Terms of Collaboration.

For DG TAXUD domain (the equivalent for DG TAXUD of the "national & external domains" for the NAs):

- Operational ITSM processes (and supporting tools) orchestrating the interaction of all the stakeholders in the provision and consumption of the IT services provided by DG TAXUD;

- Operational IT services, regulated by Service Catalogues, SLAs and OLAs;

- Operational capacity/continuity/availability/security plans.

The Commission operations must comply with the Terms of Collaboration. This is enforced by ensuring all relevant OLAs, SLAs and ToC are aligned and followed up on a monthly basis. Any deviations have to be escalated to DG TAXUD A3/Tax/Exc/Cust.

The deliverables related to the Common Domain and the National and External Domains will need to be developed and maintained in close collaboration with DG TAXUD A3/Tax/Exc/Cust and the NAs via workshops or bilateral contacts. This type of workshops and/or contacts wills due to practical issues primarily be done using remote facilitation e.g.

telephone, video conferencing etc. when it comes to the NAs involvement. In case the deliverables relates to e.g. capacity or availability these ITSM process areas needs to be involved in the creation and maintenance of the plans.

These deliverables will be subject to a review and acceptance cycle both with the NAs as well as with the Commission.

This activity is owned by Business Thread Manager(s) but primarily executed by the ITSM Service Level Manager.

BP.5.1 Start working on a proposal	**BP.5.1 Start working on a proposal** Based upon existing ToC, templates from TEMPO, existing recommendations and system descriptions, an initial proposal is drafted. For the NAs, a proposal to Common recommendations will be created. The content of ToC and Common recommendations is basically the same however to the NAs only proposals/recommendations can be delivered – not enforced.
BP.5.2 Ensure any CSIP items are incorporated	**BP.5.2 Ensure any CSIP items are incorporated** Ensure that any CSIP item that exists for ToC and/or Common recommendations, are considered when updates are taking place anyway. Please revisit the CSIP Activity Log (CAL) containing all items agreed to be improved and related to Business Perspective.
BP.5.3 Collaborate via Workshops	**BP.5.3 Collaborate via Workshops** The deliverables related to the Common Domain and the National and External Domains (ToC and Common recommendations NAs) are developed and maintained in close collaboration with DG TAXUD A3/Tax/Exc/Cust and the NAs via workshops or bilateral contacts. These types of workshops and/or contacts will, due to practical issues, primarily be done using remote facilitation e.g. telephone, video conferencing etc. when it comes to the NAs involvement.
BP.5.4 Create ToC proposal	**BP.5.4 Create ToC proposal** A final proposal of the ToC and/or Common recommendations is created based upon the outcome from the workshops and discussions.
BP.5.5 Analyse feedback from ToC proposal	**BP.5.5 Analyse feedback from ToC proposal** Analyse the comments provided with the approved proposal and make adjustments if requested or save the comments for next review cycle.

| BP.5.6 Create final version of the ToC	**BP.5.6 Create final version of the ToC** Based upon the approved proposal and attached comments the final version of the ToC and/or Common recommendations can now be created and published on CIRCA.

4.5   Business Thread Management

<u>Deviations from formalism</u>

This process description contains no separate deliverables since it forms a sub-set of the overall Business Perspective process. Any deliverables related to this sub-set are described in the Business Perspective process.

The following figure illustrates (in a chronological order) the steps that need to be taken by the different parties involved in the **Business Thread Management Life Cycle**. The process should be considered as having an iterative life cycle instead of a linear one.
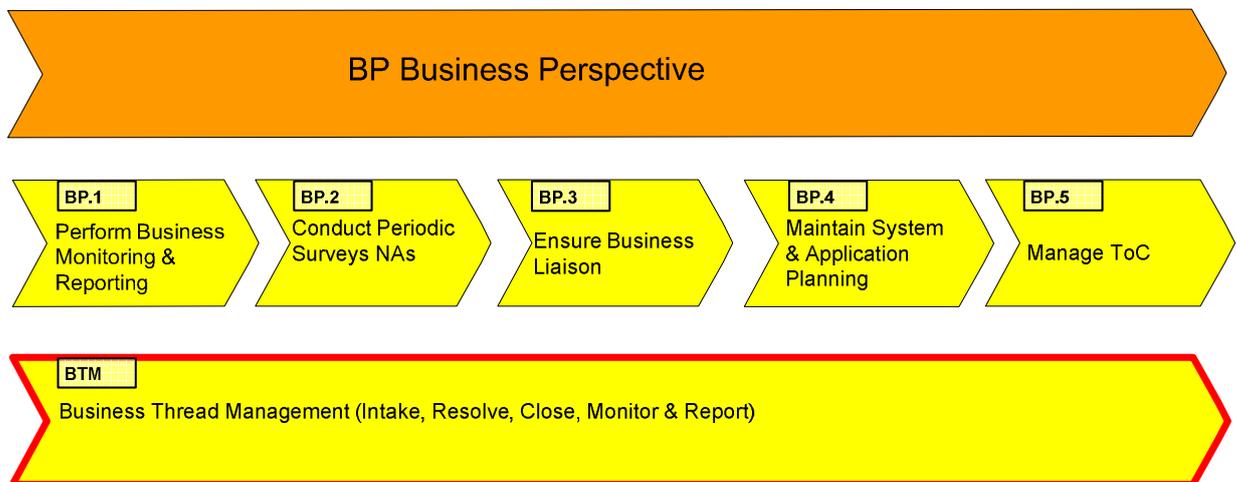
The Business Thread Management entails the responsibility for the operation of the demand management process. This process is described in the annex 26 "ITSM Demand Management" [R3].

The operational ownership of the Demand Management process is in the hands of the Business Thread Managers. The role of the BTMs in the context of Demand Management is detailed in the Demand Management process description.