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# ITSI at *Rabobank*

## Securing sustainability of competitive business services with ITSI

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Danny Bos | VP, Manager Monitoring Services Rabobank

27 September 2017 | Washington, DC

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# Agenda

1. Who are we?
2. Our case
3. Our results
4. Our journey
5. Looking back

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# Rabobank IT Continuity & Security Services

## Introduction

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# Who Are We?

## Eduard Lekanne

- BSM, CMDB ITOA Senior Consultant at UMBRiO
- Splunk Architect for 2+ years
- Working with ITSI for one+ year

## Danny Bos

- VP, Manager Monitoring Services at Rabobank
- 18 years within Rabobank IT
- Master in Buss Process Mgt & IT

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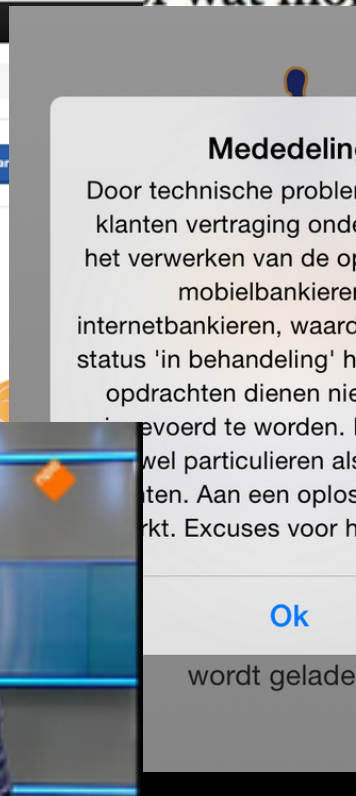
# The Urgency of the Situation...

2014



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# Already A Lot In Place…

System Monitoring

Log Management

Synthetic Monitoring

Performance Monitoring

Business Process Monitoring

Event Management

Social Media Monitoring

Security Monitoring

Real User Monitoring

Application Monitoring

Network Monitoring

Transaction Monitoring

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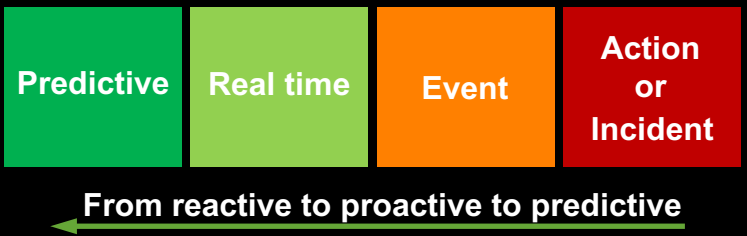
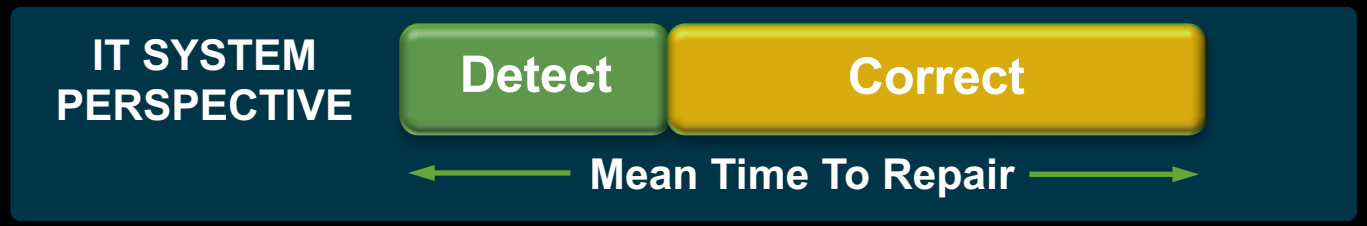
# The Challenge of Monitoring...



***Preventive / predictive*** → **IT Operations Data *Analytics***

**We needed an approach which is:**

- User Centric, impact on user experience
- Based on Business Risk Appetite
- More End2End, holistic chain perspective
- Both Inside Out & Outside In
- Fast Root Cause & Impact Analysis
- Fast remediation
- Extra benefit = effect of change management

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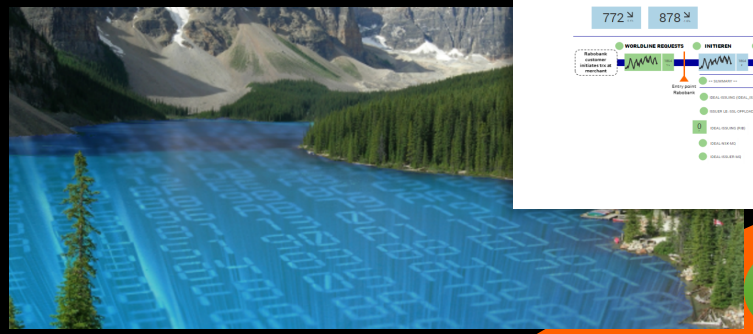
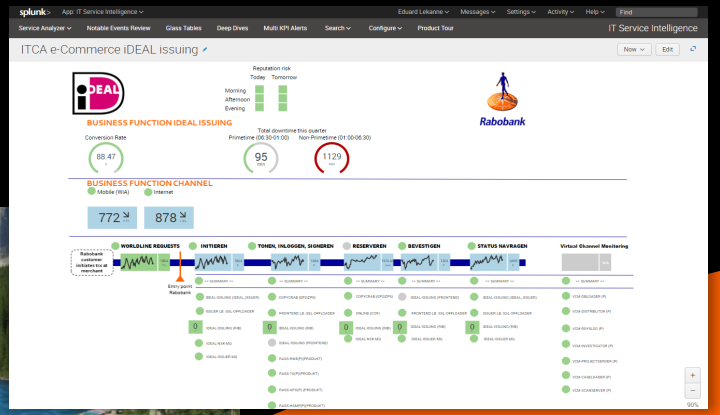
# Why Splunk and ITSI at Rabobank





2014:

Log file Management: Splunk was a fact

2015:

Vision on data: Collect once, store once, use many. Splunk as data lake

2016

Searching for a more holistic approach

Splunk glass table session was a success. Business wants ITSI

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# Rabobank Splunk Environment

## Data-driven service monitoring and analytics

4500+ hosts

100000 searches

8 connected tools

>1300

200 source types

220 KPI's

1.6 TB data

**SPLUNK IT SERVICE INTELLIGENCE**

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**PLATFORM FOR MACHINE DATA**

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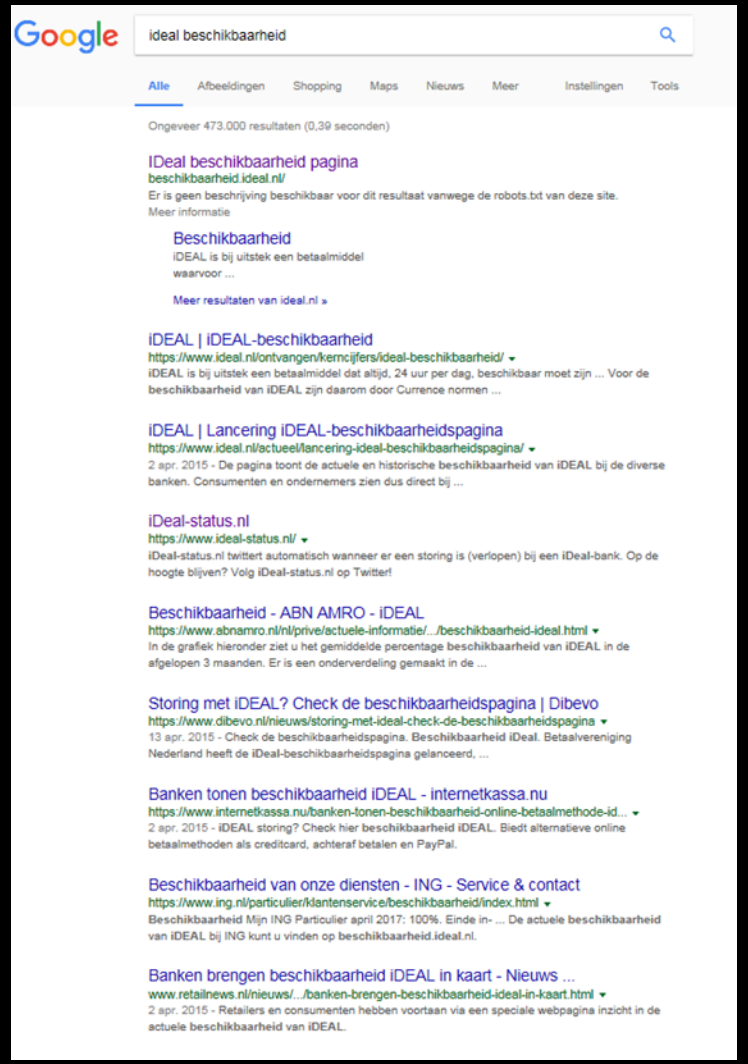
# Rabobank Started with the iDeal Case…

## iDEAL

- Introduced in 2005
- Most important e-commerce payment system in the Netherlands, based on online banking.
- Allows customers to buy on the Internet using direct online transfers from their bank account. (Like PayPal)
- 9.5M iDeal transactions per month




- BIA → Business Risk Appetite
- Max. 240 minutes downtime in prime time every quarter (2017)
- Planned & unplanned together!

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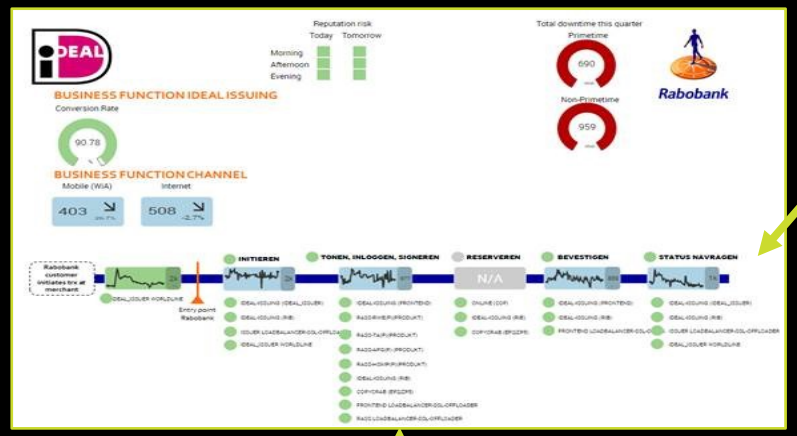
# ITCSS Chain Monitoring




Down-drill screens

**Dashboard and alerts**

E-mail and / or SMS

E-mail and / or SMS

**Above this line:** End-user functionality layer

**Below this line:** Technical business stream monitoring layer

Monitoring tool

Correlation tool

Incident process tool

**Monitoring processes**

Splunk, Dynatrace, BPM, RUM, etc.

OMI

Service Management

**Business stream**

Configuration item (CI)*

Event

Incident

Incident workflow

**Below this line:** Configuration management as a prerequisite

**CMDB**

**CMDB**

Configuration management database

Can be any level in LDM, i.e. business stream, channel or application

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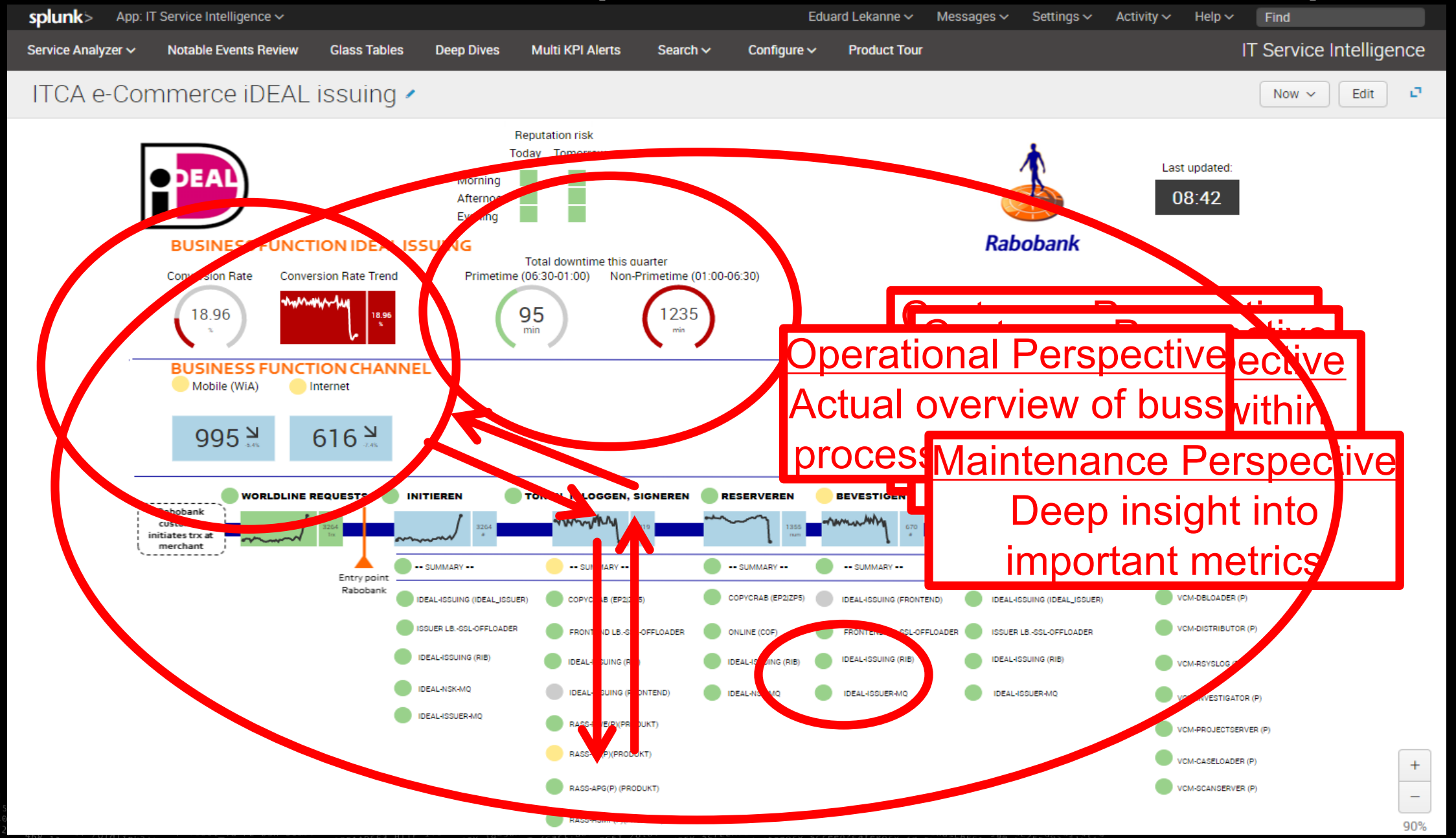
# iDeal Chain Dashboard (Splunk ITSI Glass Table)



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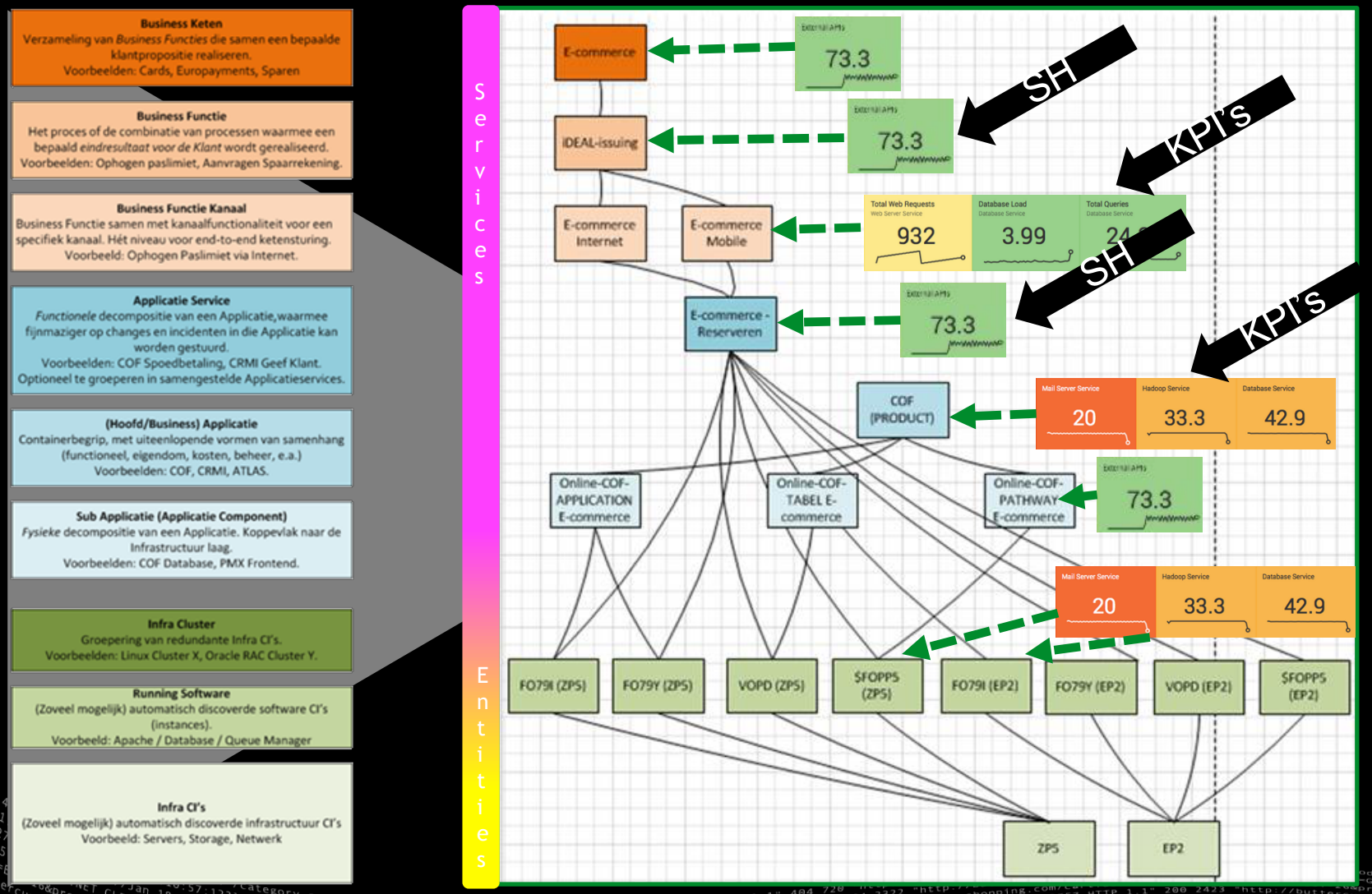
# Step 1: CMDB Data Model to Splunk ITSI




- Which layer and which relation types has to go to ITSI?
- Which CI's are ITSI Entities and which are ITSI Services?
- Where to put the KPI's?
- We started with the top-down CI's that are close to business and customers: this creates buy-in.

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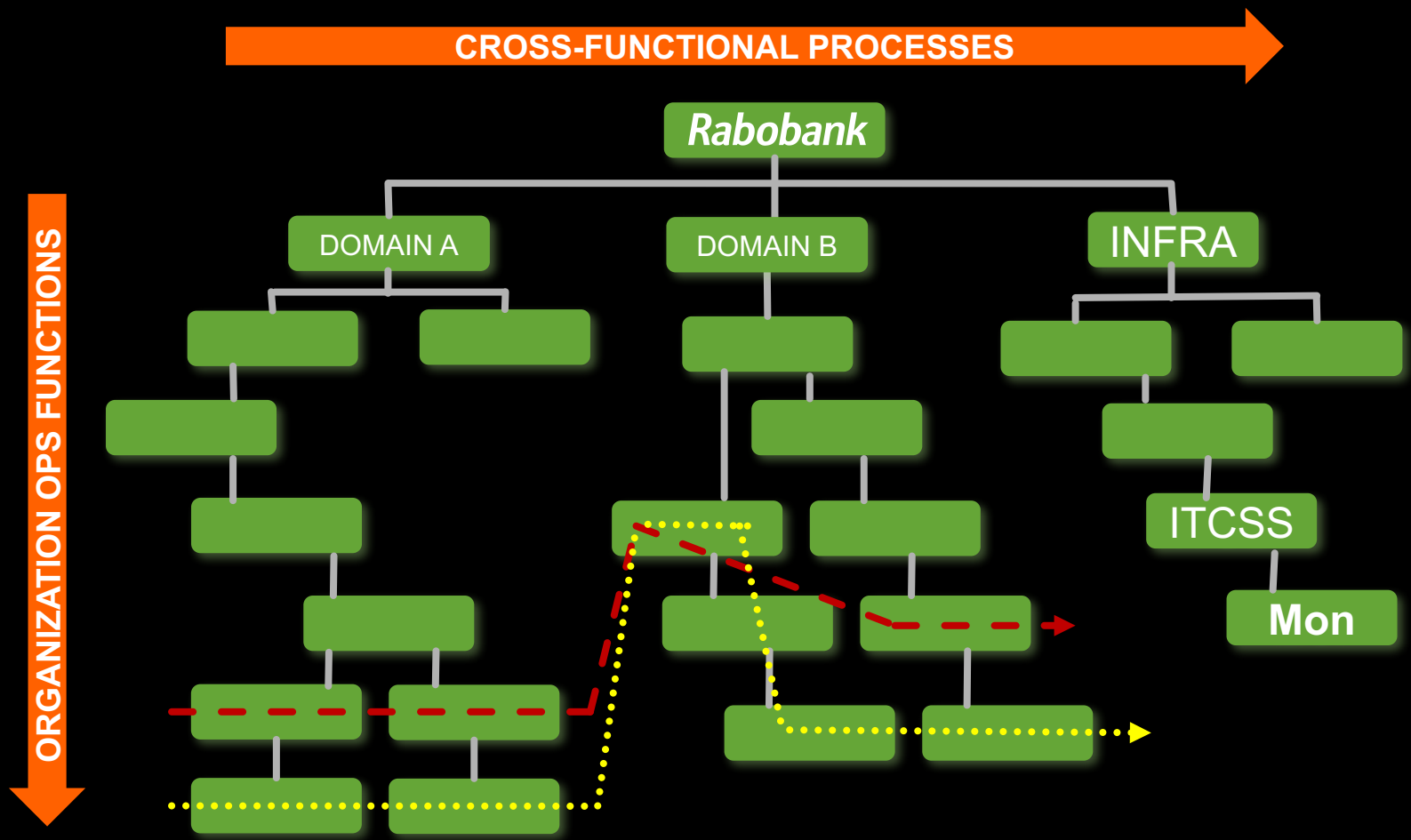
# Step 2: What Type of Monitoring?




- Organization is hierarchical and matrix
- Transaction/processes flow through this
- Start with delivering minimal viable product to business domain: this creates buy-in
- To guarantee availability each individual customer focused transaction/process is important. Measure from Start to Finish

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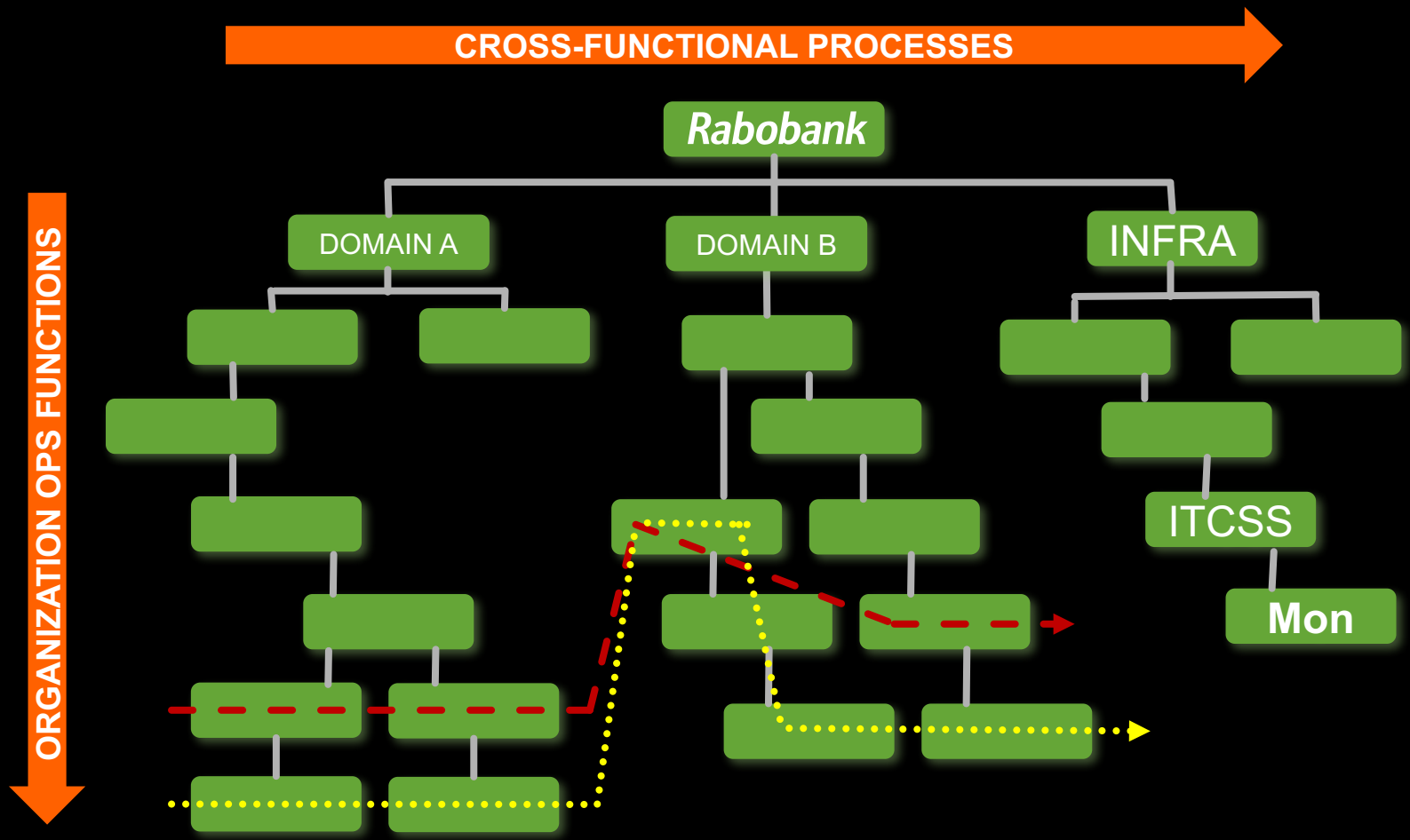
# Step 3: How to do Monitoring (1 of 2)




- Be the chain monitoring specialist that understands the business priorities and perspectives but also understands the technical side of it.
- Work close with the SME's on every level of the organization that is needed for getting the chain monitoring done.

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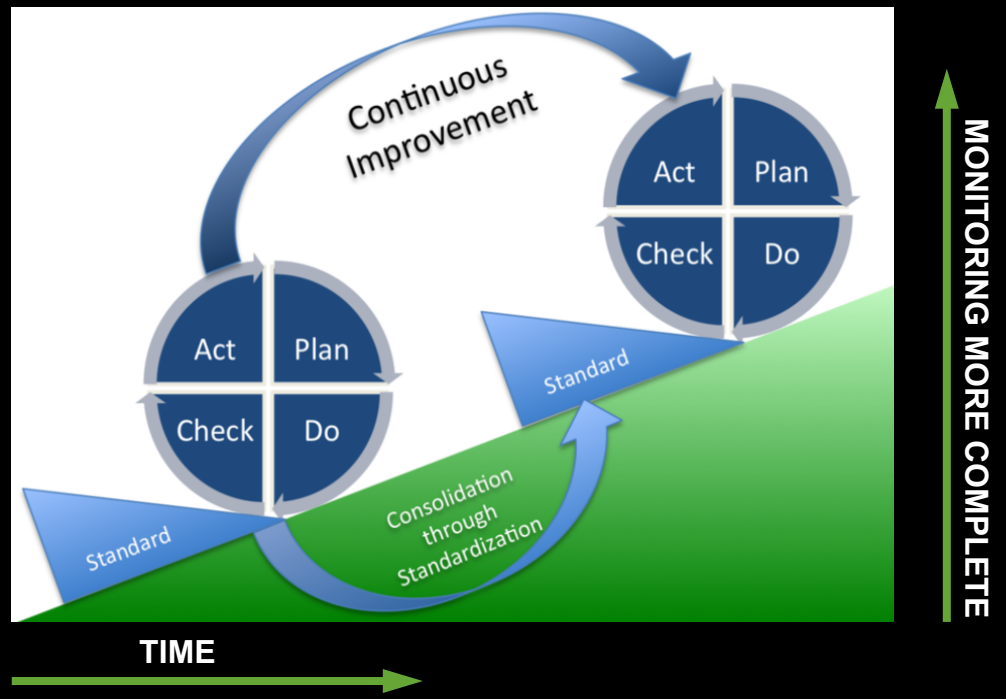
# Step 3: Short Cyclic “Glass Table Sessions” (2 of 2)




- ✓ We learned from Splunk sales methodology
- ✓ Every session demonstrates the results from previous session
- ✓ New topics will be addressed and build/executed before next session
- ✓ We build the process chain monitoring iterative, top-down and short cyclic with eye for result and deposit in the process chain
- ✓ All activities in Jira and documentation digital on Confluence
- ✓ Deliver each 2 to 3 days results
- ✓ Work close with the Business and SME’s.

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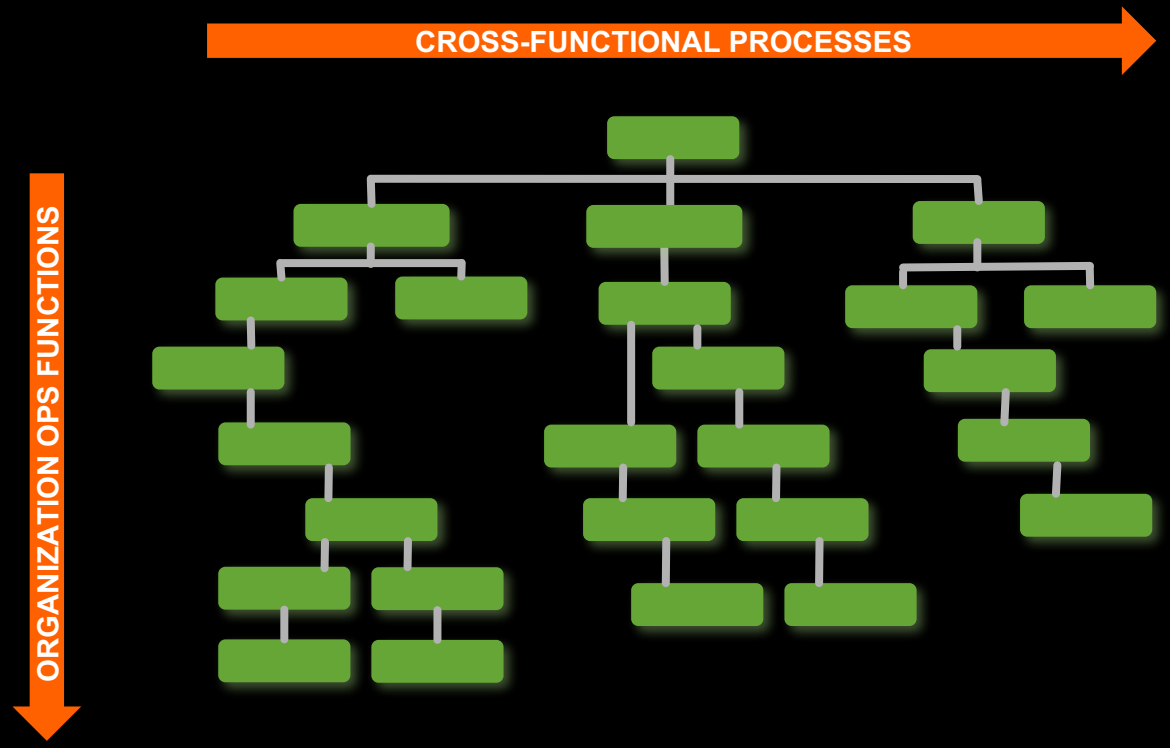
# Step 4: ITSI Self Service?




- One invalid KPI or threshold can break the trust by the business in this solution.
- Knowledge of the complete chain is fragmented throughout the organization so you have to be the intermediary or even the chain monitoring analyst.
- Many people can look into ITSI but only a limited central team will be creating/editing ITSI.

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# Step 5: ITSI Maintenance

From a data and functional perspective

- Data management:
  - The timeliness of the data used is very important (time lag on KPI level)
  - The completeness of the data used is also very important (change management)
- Functional management:
  - (bi-)weekly meetings with the business operational teams to discuss disturbances
  - Have glass-tables for the application teams so they feel the “pain” if not complete or not working
  - If started with transaction/flow/process monitoring one is less dependent of fast changing infrastructure.

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# SUCCESS!

## Rabobank got a seat

- Rabobank ITCSS got a permanent seat at the bi-weekly Operational Meeting for the particular business process.
- Business is impressed that they now have visibility into their process and transactions
- Business is internally doing marketing against peers that they are now in control
- They continuously watch the iDeal dashboard
- They want more!

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# Looking Back

## We needed an approach which is:

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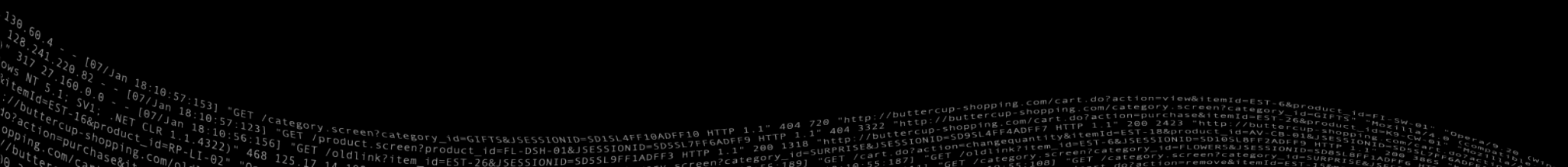
# Key Take Aways

- Think outside in: measure what matters to your customers
- Think also from a business perspective: measure wat matters to the business
- Do start with transaction/process monitoring
- Use your CMDB: Often there is real valuable CI data in there
- Deliver in short cycles of say 2-3 days, start with a glass table session to get into the flow of possibilities
- Organize the ITSI Dashboard/KPI maintenance
- Start small, end big



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