ITSI at Rabobank

Securing sustainability of competitive business services with ITSI

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Agenda

1. Who are we?
2. Our case
3. Our results
4. Our journey
5. Looking back
Rabobank IT Continuity & Security Services

Introduction

IT Continuity & Security Services

Rock-solid services
for continuous and secure banking

Rabobank
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
The Urgency of the Situation...
Already A Lot In Place…
The Challenge of Monitoring...

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
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
Rabobank Splunk Environment
Data-driven service monitoring and analytics

SPLUNK IT SERVICE INTELLIGENCE

splunk®
PLATFORM FOR MACHINE DATA
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!
Monitoring processes
- Splunk, Dynatrace, BPM, RUM, etc.

Correlation tool
- OMI

Incident process tool
- Service Management

CMDB
- Configuration management database

Dashboard and alerts
- E-mail and / or SMS

Incident workflow

Above this line: End-user functionality layer

Below this line: Technical business stream monitoring layer

Configuration item (CI)*

Below this line: Configuration management as a prerequisite

* Can be any level in LDM, i.e., business stream, channel or application
iDeal Chain Dashboard (Splunk ITSI Glass Table)

Customer Perspective
Outside In: Fast Root Cause Analysis & Remediation

Customer Perspective
Inside Out: Fast Impact Analysis on customer service

Business Perspective
Actual view if within Buss Risk Appetite

Operational Perspective
Actual overview of business process

Maintenance Perspective
Deep insight into important metrics
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.
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
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.
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.
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.
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.
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!
Looking Back

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Key Take Aways

- Think outside in: measure what matters to your customers
- Think also from a business perspective: measure what 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
Thank You

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