



# Service Offering Canvas

## Your guide to digitally transform public services

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DIGIT  
Directorate-General for Informatics

DG CONNECT  
Directorate-General for Communications Networks,  
Content and Technology





This document was elaborated by DIGIT and DG CONNECT.

The Directorate-General for Informatics (DIGIT) is the Commission department responsible for providing digital services that support other Commission departments and EU institutions in their daily work and that help public administrations in EU member countries work better together.

The Directorate-General for Communications Networks, Content and Technology (DG CONNECT) is the Commission department responsible for developing a digital single market to generate smart, sustainable and inclusive growth in Europe.

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## Dear Reader

Citizens and businesses are getting used to fast, user-friendly and globally accessible digital services in the private sector, and increasingly, they expect the same from the public sector. They now want to file taxes, register a business and apply for social benefits in their preferred language without having to deal with the various tokens and access cards currently needed to communicate with authorities. Public authorities not only need to digitise existing processes, they also need to strategically leverage new technologies and find new models of working to reap the benefits of digital transformation: improved efficiency, reduced risks and costs, and enhanced customer satisfaction. To seize these opportunities, we are already seeing a wave of digital transformation on all levels of government. On national level, there is an emergence of centralised digital agencies to maximise cross-sector collaboration and innovation, such as the Agency for Public Management and eGovernment (Difi) in Norway, the Agency for Digital Italy (AgID), and the Agency for Digitisation (Digst) in Denmark. On EU level, the Commission has set up initiatives, programmes and priorities, such as the the Digital Single Market (DSM) to remove barriers to online goods and services, and the Connecting Europe Facility (CEF) programme to connect Europe with borderless digital services using digital building blocks.

While digital technologies bring great opportunities, they also present great challenges. Digital transformation for IT solution providers – usually the public authority’s internal “digital agency” – is a complex and time-consuming task that involves a large number of stakeholders in a fast-changing environment. The truth is, digital agencies can no longer plan their projects 10 years at a time. With our experience in the field, we realised that we need to approach digital transformation from a service-oriented angle that is agile and responsive to evolving needs.

That is why we developed the Service Offering Canvas (SOC) – a visual tool to help digital agencies articulate and plan value propositions for politically important digital themes, such as electronic identification or digital messaging. In essence, SOC works by making its user, the digital agency, actively think about what it does, why and for whom. By explicitly mapping services and stakeholders onto the canvas, the user is channelled into a service mindset that ensures that stakeholders’ needs are appropriately anticipated and met. When used on a continuous basis, SOC provides a way to keep one’s finger on the pulse of their value proposition. It enables digital agencies to identify what they should start doing or stop doing as stakeholders come and go and political focuses shift. SOC also helps to structure dialogue and facilitate discussion when validating value propositions and priorities, which is instrumental in closing the gap between political intent and their execution in real-life. Most importantly, SOC takes a lightweight approach with a one-page template that is easy to adapt when needs change.

This Playbook introduces SOC and its operating model with a pragmatic, hands-on approach and real-life examples that can be customised to your needs. It is easier than you think to get started!

We hope you enjoy the read.

DIGIT & DG CONNECT

# Introduction



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# Introduction

## Who are we?

The Service Offering Canvas was created by DG CONNECT and DIGIT. DG CONNECT is the Commission department responsible for developing policy to drive Europe's digital transformation. DIGIT is the Commission's department responsible for providing digital services that support other Commission departments and EU institutions in their daily work.

We created and tested SOC in an initiative to develop digital solutions as part of the European Commission's Connecting Europe Facility (CEF) programme. We built generic, reusable digital building blocks of basic capabilities in order to ease and speed up the process of developing high-quality digital services across Europe - and we believe that what we learned is well worth sharing. By sharing the SOC, our mission is to improve Europe's competitiveness by ensuring that digital transformation is service oriented.

## What is the SOC?

SOC is a one-page template for digital agencies to visually map their services and stakeholders to clarify their value propositions. By filling out the template, digital agencies are channeled into a service mindset, where they are prompted to identify all stakeholders, understand their roles and needs, and define the most important set of services to fulfil these needs. When used on a continuous basis, it brings clarity to multi-stakeholder environments and helps agencies identify what they should start doing or stop doing as stakeholders come and go and political focuses shift.

It also helps digital agencies to ensure that their value propositions appropriately anticipate and meet stakeholder needs - which is the very definition of service orientation. The template is simple, yet it provides a visually powerful tool to structure dialogue and link political intent with their execution. SOC can be used to articulate and design value propositions for new digital themes, or to challenge and improve customer orientation of existing ones. The more stakeholders are involved, the more value SOC can offer by bringing clarity.

## Who is the SOC for?

SOC is a tool for all IT solution providers carrying out digital transformation in the public sector at any level, from local to European. IT solution providers are often the public authority's own internal digital agency, but they can also be private sector platform providers or centralised digital agencies. Due to the cross-sector nature of many new digital services currently in focus, we have seen an emergence of national, centralised digital agencies. Examples of such are the Agency for Public Management and eGovernment (Difi) in Norway, the Agency for Digital Italy (AgID), and the Agency for Digitisation (Digst) in Denmark. These agencies carry out digital transformation and innovation across sectors and policy areas by supporting other authorities and collaborating with them, sometimes even internationally. No matter what type of digital agency you are, the SOC can help.

## What are the benefits of using SOC?

- 1 Promotes service-oriented thinking
- 2 Helps clarify value propositions and priorities
- 3 Ensures that stakeholder needs are anticipated and met
- 4 Supports collaboration in multi-stakeholder ecosystems
- 5 Structures dialogue and facilitates discussions about value propositions
- 6 Links political intent to their execution
- 7 Promotes standards and legislation for interoperability

## How does SOC work?

What makes SOC so good at fostering digital transformation? The secret is in the SOC's foundation in ITIL and its ability to promote service orientation, collaboration between stakeholders and understanding of stakeholder needs.

### Foundation in ITIL

The structure of the SOC template is based on ITIL v3, the framework that defines a set of service practices that IT organisation should have in place. For SOC, we selected a set of ITIL services to help digital agencies be mindful of the type of support that is usually needed to create an efficient and fully-functional digital offering. SOC can be used as an independent framework, or be integrated with your existing processes and practices around PM<sup>2</sup>, COBIT or ITIL. SOC can also be used as a foundation for creating user journeys, service blueprints and other communication material. Most importantly, you can customise SOC to fit your needs.

### Service orientation

SOC helps digital agencies ensure that their value propositions appropriately anticipate and meet stakeholder needs - which is the very definition of service orientation. SOC is also service oriented towards its own users, the digital agencies, since it is flexible and easy to adapt to changes in stakeholder needs and political intentions.

### Ecosystem thinking

In multi-stakeholder ecosystems, each stakeholder has an important role to play in order to successfully reach a common goal. This collaborative approach between stakeholders is referred to as "ecosystem thinking". SOC helps stakeholders understand each other's roles in complex multi-stakeholder ecosystems by explicitly mapping stakeholders to their relevant services, making it easier for stakeholder to identify each other and collaborate.



## Get to know your audience

Over the years, we have spoken to many digital agencies and noticed that in complex stakeholder environments, many struggle to pinpoint what stakeholder needs are fulfilled by which services. Without this understanding, it's difficult to make your stakeholders happy and to actualise the full potential of digital transformation. The key is to get to know the audience - your stakeholders. SOC helps digital agencies keep tabs on stakeholder needs and update services as needs evolve.

## CEF as basis for examples

As you now know, SOC was created based on our own experiences in developing digital solutions for the European Commission's CEF programme. But what is CEF? The digital arm of CEF aims to connect Europe with borderless digital services so that European public administrations, businesses and citizens can enjoy the free flow of information. To achieve this, CEF Digital offers eight digital components, called building blocks, that are ready to be implemented as part of any digital service. The digital building blocks provide the most commonly needed functionalities, such as exchanging messages, archiving documents, and electronically identifying users, so that digital agencies don't have to reinvent the wheel. By spreading the use of these digital building blocks based on European legislation and open standards, the result is an EU wide digital service network that is cohesive, cost-effective and secure. There are eight CEF building blocks to date:

- **Big Data Test Infrastructure** • Experiment and innovate new ways to unleash the power of big data
- **Context Broker** • Make data-driven decisions in real time, at the right time
- **eArchiving** • Store and preserve data cost-efficiently over the long term
- **eDelivery** • Exchange digital data and documents securely and reliably
- **eID** • Offer digital services requiring electronic identification of users all across Europe
- **eInvoicing** • Send and receive electronic invoices in line with the European directive and standard
- **eSignature** • Create and verify electronic signatures in line with European standards
- **eTranslate** • Enable multilingual public services and communication

Not only was SOC invented as part of CEF, but its ability to support customer-oriented digital transformation was also successfully proven during the project. Therefore, we will make use of CEF eDelivery throughout this Playbook to provide examples of SOC's use in real life.

Find CEF interesting? Read more at (<https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL>).



## Political backdrop

By helping digital agencies successfully carry out digital transformation, SOC helps achieve higher level digitalisation goals set by the European Commission and Member States.

### Digital Single Market

One of the Commission's top priorities is the implementation of the Digital Single Market (DSM), which aims to give citizens, businesses and public administrations the means to exploit the opportunities of digital technologies by removing digital incompatibility barriers and supporting digital infrastructure development. In essence, this is to be achieved by tearing down existing regulatory walls, designing new rules to fit the digital age, strengthening EU cybersecurity and enhancing digital skills in Europe. According to estimates, DSM can contribute €415 billion per year to European GDP and create new jobs<sup>1</sup>. SOC promotes DSM by supporting multi-stakeholder, service-oriented digital transformation suitable for the digital age.

### Tallinn Declaration

The Tallinn Declaration on eGovernment was signed by Member States and EFTA countries in 2017 to reiterate the importance of having efficient and secure digital public services in order to achieve the full potential of the DSM. The Tallinn Declaration defined a set of policy action lines, which were guided by the following seven principles, previously laid out in the eGovernment Action Plan 2016–2020:

- 1 Digital-by-default
- 2 Once-only<sup>2</sup>
- 3 Inclusiveness & accessibility
- 4 Trustworthiness and security
- 5 Openness and transparency
- 6 Interoperability by default
- 7 Cross-order by default

Here again we see the importance of collaboration. Principles, such as “once-only” and “cross-border by default”, will require stakeholders across countries and sectors to sit together and agree on a common approach. SOC can help stakeholders collaborate by increasing transparency on roles and responsibilities and by facilitating dialogue for validating value propositions and priorities.

1. COMMISSION STAFF WORKING DOCUMENT, A Digital Single Market Strategy for Europe – Analysis and Evidence” [COM(2015) 192 final].

2. Public administrations should try to reuse data internally as much as possible, if permitted by data protection rules, so that no burden of supplying data more than once would fall on citizens or businesses.

# Service Offering Canvas



# Service Offering Canvas

And here is what the SOC looks like. Services are divided into three high-level service areas and lower-level service categories before getting to the actual services. The given service areas and categories are based on ITIL v3 to help digital agencies get started in planning their services.

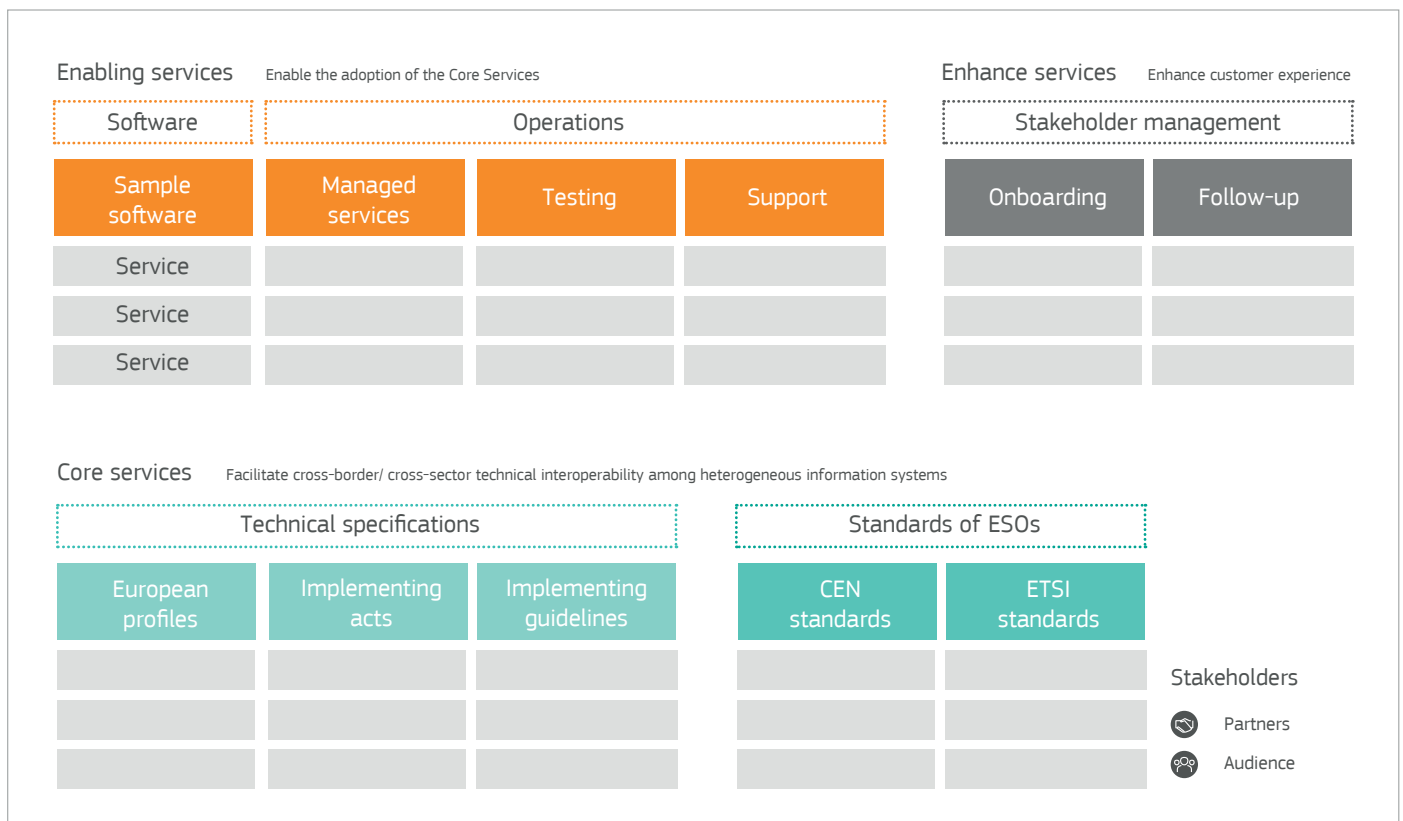
## Service areas

The layout of SOC is divided into three service areas - core, enabling and enhancing. This service classification is based on ITIL v3. Digital themes ideally feature services in all three areas.

**Core services** • Most digital public services are based on open standards, technical specifications or protocols. That's why these are called core services. They are important because they facilitate the cross-border and cross-sector technical interoperability between information systems.

**Enabling services** • Services that enable the adoption of core services, in other words, standards and technical specifications. These can range from sample software to training services.

**Enhancing services** • Services that further accelerate the adoption of core services by enhancing customer experience. They mainly relate to stakeholder onboarding and follow-up.



## Service categories

Services areas are broken down into lower-level service categories. Core services, for example, are first divided into technical specifications and standards. Technical specifications are then further divided into European profiles, implementing acts and implementing guidelines.

## Services

Services are the actual, individual services to be provided and they are illustrated by the grey boxes. Their nature differ depending on the service category. For example, services under software might be reference implementations, while services under technical specifications might be European profiles.

## Stakeholders

Once all services are identified, it's time to map all relevant stakeholders to each service.

**Audience** • Target group of your service

**Partners** • Experts, technical sub-groups and standardisation bodies that shape services

It is important to consider the needs of the audience and the capabilities of the partners to make sure that the value proposition is a good fit with everyone involved.

## Core services

The purpose of core services is to guide digital agencies in developing services that are aligned with legislation and standards with as little legwork and pain as possible. Once they are implemented in public authorities' digital platforms, they enable technical interoperability across borders and sectors. Therefore, it is important to identify and document all relevant standards and pieces of legislation on all levels, European, regional and national.

**Technical specifications** • In general, technical specifications detail requirements or best practices. Look for relevant technical specifications in the form of European profiles, implementation acts and implementing guidelines.

**Standards of ESOs** • These are often provided and maintained by European Standardisation Organisations (ESOs), such as the European Committee for Standardization (CEN) or the European Telecommunications Standards Institute (ETSI). These type of documents also specify technical requirements for a service to be compliant with a given standard.

**Specifications and standards** • List of all individual technical specifications and standards relevant for a digital theme.

Below are more detailed descriptions of core service categories.

Technical specifications			Standards of ESOs	
European profiles	Implementing acts	Implementing guidelines	CEN standards	ETSI standards
<b>Description</b> Technical requirements to be fulfilled by a system, defined by a European programme and based on a subset of an existing technical specification or standard.	<b>Description</b> Technical requirements to be fulfilled by a system, usually with a legislative basis.	<b>Description</b> Technical documentation, describing best practices for implementing a system.	<b>Description</b> Technical requirements to be fulfilled by a system, recognised as a standard by the CEN standardisation organisation.	<b>Description</b> Technical requirements to be fulfilled by a system, recognized as a standard by the ETSI standardisation organisation.

### CEF example: eDelivery core services

CEF eDelivery is a reusable digital building block that helps European public administrations exchange electronic data and documents with other public administrations, businesses and citizens securely and reliably. As recommended by SOC, eDelivery is based on global standards and technical specifications to safeguard the solution's interoperability across borders and sectors.

We identified three applicable open standards by the global, non-profit standards consortium OASIS. We tweaked these standards to write European Profiles, which are technical specifications to fit the needs of European public authorities. As you can see from the illustration of eDelivery core services, these profiles are called Access Point specifications, Service Metadata Publisher (SMP) specifications and Service Metadata Location (SML) specifications. They define how data is exchanged from access point to access point over a web service platform, what the service discovery methods are, and how to register as a participant to sending and receiving messages.

For security controls guidance, we decided to reuse requirements from the EU Regulation on Electronic Identification and Trust Services or Electronic Transactions (also known as eIDAS). And for connector specifications, we reused the Registered Electronic Mail (REM) specifications of a former Commission project on Electronic Simple European Networked Services (e-SENS), based on the REM standard of the European Telecommunications Standards Institute (ETSI).

All of these specifications and standards were noted down under core services to guide us in developing our offering. We used as many existing standards and specifications as possible to save time and resources, and to ensure interoperability with existing solutions. Finally, we added stakeholders to the canvas to show who is expected to use which standards and specifications, and to keep track of their needs. In the next section you'll see how core services will serve as input to defining the rest of eDelivery's services in SOC.

## eDelivery core services

Technical specifications			Standards of ESOs	
European profiles	Implementing acts	Implementing guidelines	CEN standards	ETSI standards
Service Metadata Publisher (SMP)	—	Security controls guidance	—	Connector specifications
SMP specifications	—	—	—	—
SMP specifications	—	—	—	—

● Cross-border projects - public sector entities
 ● Software
 ● Cross-border projects - private sector entities

## Enabling services

Enabling services are designed to facilitate the implementation of the technical specifications and standards of core services. They are grouped into two main categories, software and operational services.

**Software** • Any software, such as sample software or reference implementations, that implements the standards and technical specifications of core services.

**Operations services** • These include, for example, managed services, testing services and other support services that further enable the implementation and running of the software.

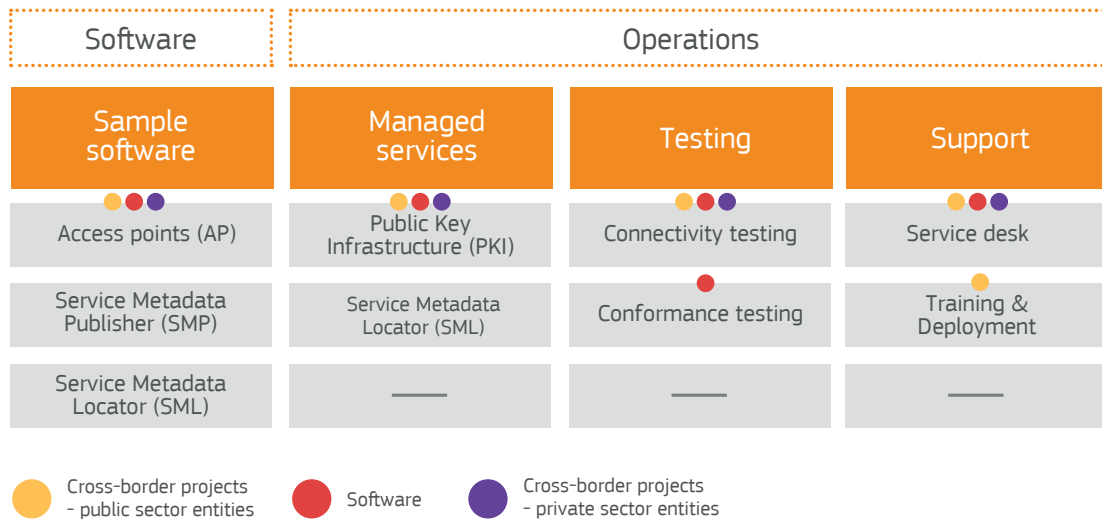
Software	Operations		
Sample software	Managed services	Testing services	Supporting services
<b>Description</b> Development, maintenance and evolution of highly modular and reusable pieces of software implementing the standards and technical specifications	<b>Description</b> Operational management of software in runtime	<b>Description</b> Test the implementation of standards and technical specifications	<b>Description</b> Support during the implementation and operation of the standards, technical specifications and sample implementations

## CEF example: eDelivery enabling services

In the case of eDelivery, we decided to help digital agencies wanting to build an eDelivery solution by providing standards and specifications compliant sample software. Therefore, for each European profile under core services, we provided a sample software with the same name. For example, the eDelivery access point is an implementation of the Access Point Specification based on the AS4 protocol by OASIS. The sample software may be used to get familiar with the profile in a test environment, or be adopted as such for production, depending on needs.

We also identified other services that were needed in addition to software. For example, digital agencies may need help in determining whether their access point and SMP conforms to relevant eDelivery specifications, or they might want training on the specifications underpinning the components of eDelivery. These support services require ongoing, daily operations from our part and require careful planning. We grouped these additional services under managed services, testing and support. SOC made it easy to visualise the service categories and to identify and plan the needed services according to stakeholder needs.

### eDelivery enabling services



## Enhancing services

Enhancing services are designed to support stakeholders and enhance the experience of using core and enabling services. They do not directly contribute to the implementation of technical specifications and standards, but they indirectly facilitate their adoption.

**Stakeholder management** • This service category describes services crucial for engaging, supporting, and building relationships with stakeholders. Examples include services in onboarding and follow-up, but each digital agency is encouraged to define a set of service categories and services suitable for them.





Below are more detailed descriptions of the types of enhancing services, which are usually related to stakeholder management, such as onboarding and follow-up.




Stakeholder management	
Onboarding	Follow-up
<p><b>Description</b></p> <p>Activities related to creating awareness within the ecosystem and facilitating the onboarding of new stakeholders</p>	<p><b>Description</b></p> <p>All activities related to building relationships and sharing information within the ecosystem</p>

### CEF example: eDelivery enhancing services

eDelivery’s onboarding services include a cost model tool that quantifies the expected benefits of using eDelivery and serves as a decision-making tool for digital agencies considering to adopt eDelivery. Under follow-up services, we decided to build a community, which is an open source environment to serve developers and users by providing shared resources to grow the eDelivery user base.

#### eDelivery enhancing services

Stakeholder management	
Onboarding	Follow-up
 <p>Self-assessment</p>	 <p>Developers community</p>
<p>Onboarding &amp; stakeholder follow-up</p>	<p>—</p>
<p>Cost estimation tool</p>	<p>—</p>

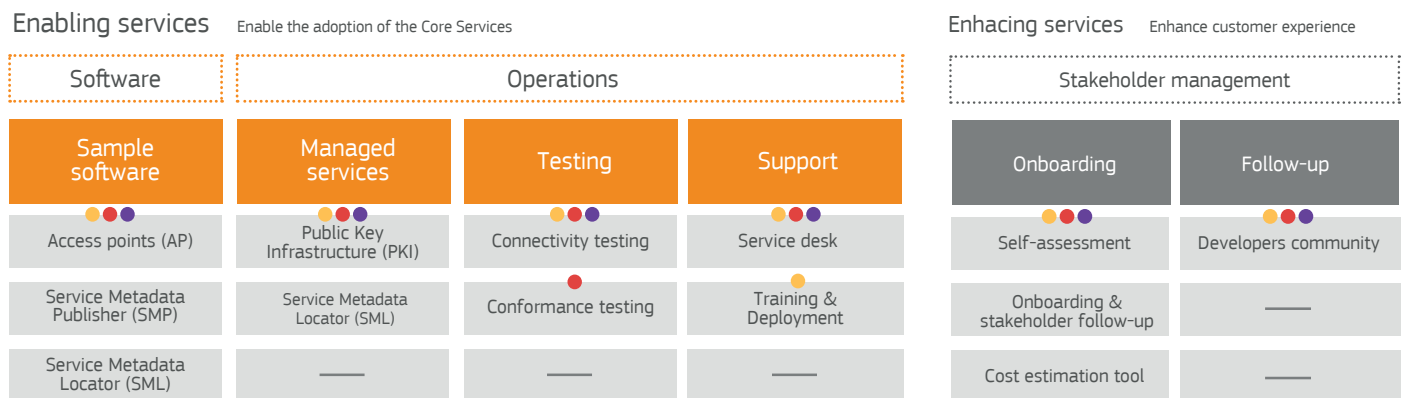
-  Cross-border projects - public sector entities
-  Software
-  Cross-border projects - private sector entities

## Benefits of SOC in eDelivery

SOC helped us to visualise the big picture of eDelivery and to design the needed services based on each service's stakeholders and the underlying standards and specifications. We have enhanced interoperability across borders and sectors by using as many open specifications, standards and components as possible. eDelivery now provides comprehensive services to three stakeholder groups including public sector entities, private sector entities and software vendors. Our offering is both comprehensive and service oriented, and we have successfully helped more than 40 projects implement a secure message exchange system based on eDelivery.

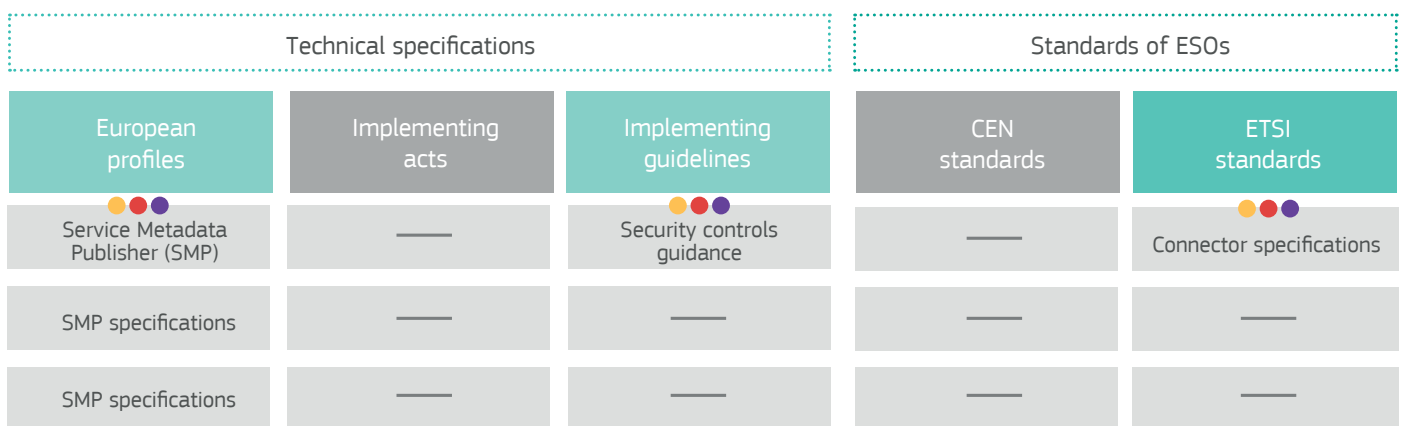
For example, we provided support in implementing the Business Register Interconnection System (BRIS) by providing training, support and test services to 31 participating countries, helping the project meet its legal deadline. The eDelivery team has also provided conformance testing to nearly 20 organisation, ensuring that their solution conforms to European standards.

### Complete eDelivery Service Offering Canvas



### Core services

Facilitate cross-border/ cross-sector technical interoperability among heterogeneous information systems

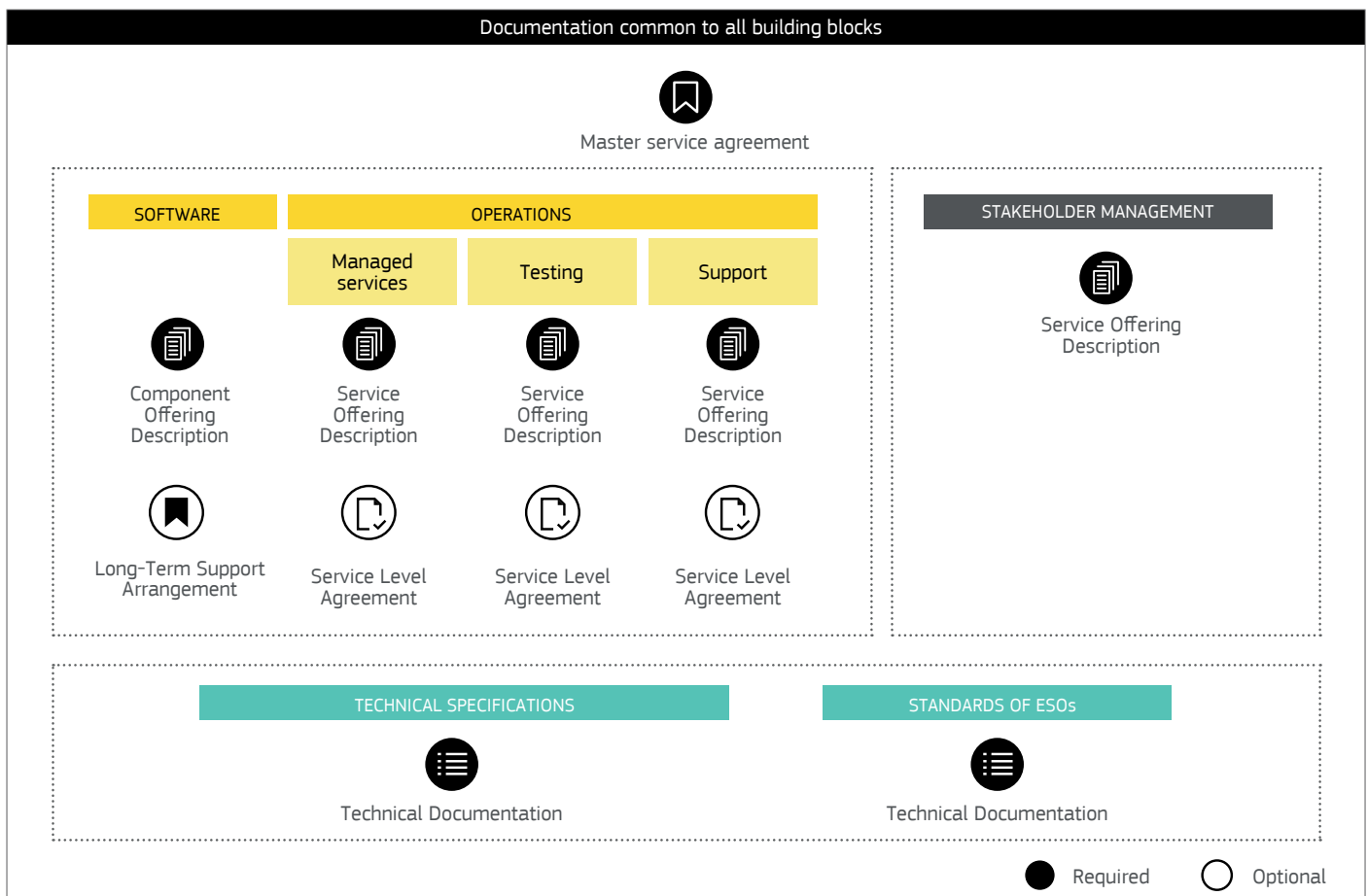


- Cross-border projects - public sector entities
- Software
- Cross-border projects - private sector entities

## Service definition documents

You can optionally enhance your SOC with supplementary documentation further defining services. Examples of documentation common to digital services are presented below.

- Master service agreement** • An agreement between the digital agency and a public authority containing generic terms and conditions for future service contracts. Master service agreements save time by avoiding lengthy negotiating processes each time services are bought or ordered.
- Service level agreement** • An agreement between the digital agency and a public authority detailing service guarantees, such as quality and availability, for an individual service.
- Component offering description** • Technical specifications and configuration examples of a digital component.
- Master Service Offering description** • The services to be expected, how they can be accessed and used.
- Long-term support agreement** • An agreement to support an earlier version of a digital system in terms of security, performance and bug fixing.
- Technical documentation** • An explanation of the functionality and architecture of a technical product, such as user manuals for different user personas.



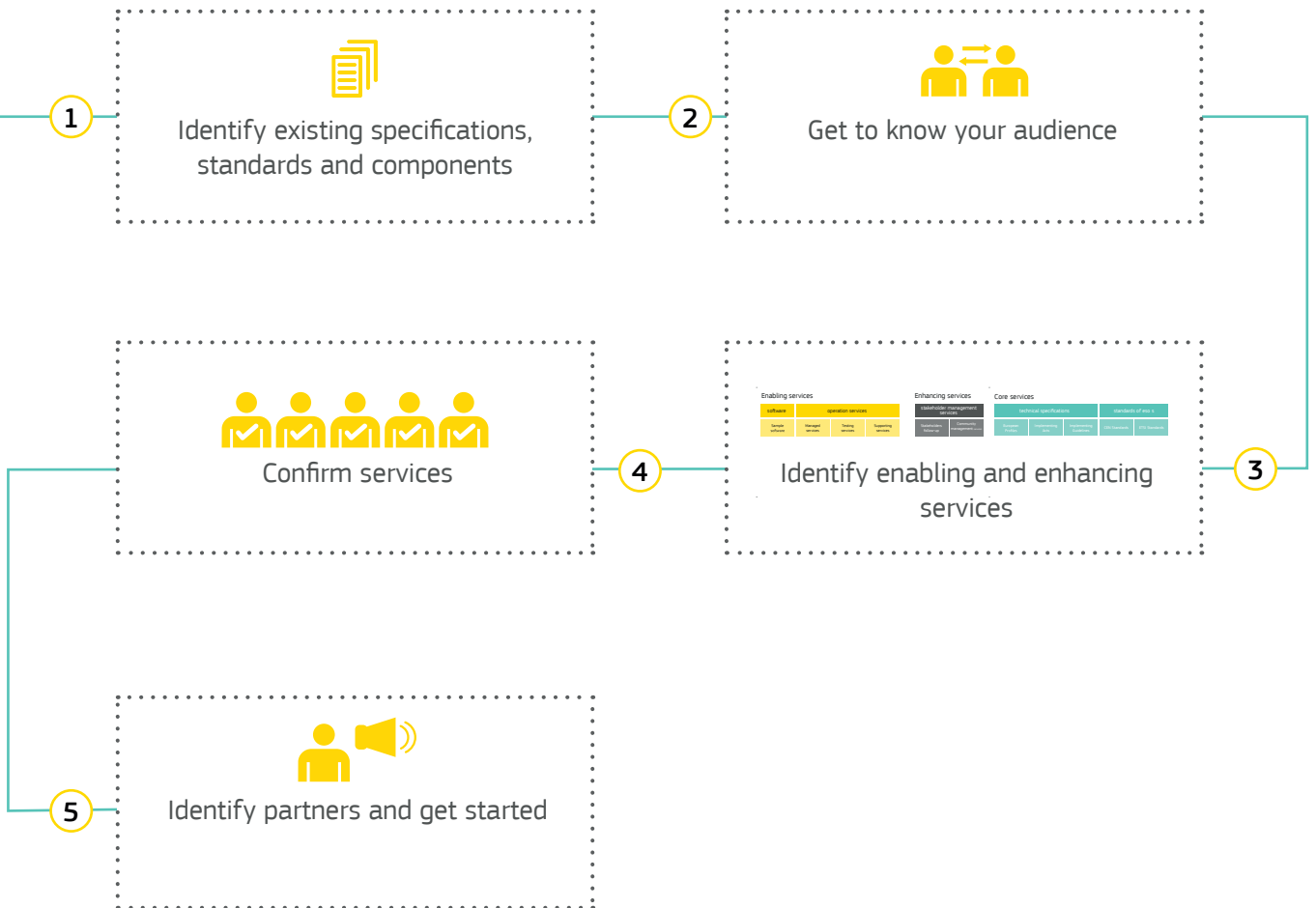
# Create your SOC in 5 Steps



## Create your SOC in 5 steps

Now that we have established how SOC enables service-oriented digital transformation, you're probably eager to get started. Remember it might take a few iterations to get to a really good value proposition where the service offering is perfectly aligned with stakeholder needs.

- 1 Identify existing specifications, standards and components** • Start with policy objectives and requirements. Identify all applicable standards, specifications and components that might already exist out there, because they can save you time and effort. Plus, they can ensure that your system will work across borders and sectors in an interoperable manner.
- 2 Get to know your audience** • Next you need to identify your stakeholders. Talk with potential users and make notes of their needs.
- 3 Identify enabling and enhancing services** • Now that you have a good understanding of the requirements and needs, jot down the enabling and enhancing services that fulfil these needs.
- 4 Confirm services** • Share your plans to provide services with your stakeholders and confirm that the foreseen services fulfil their needs.
- 5 Identify partners and get started** • Once your services are defined, identify partners and get started. Partners can be a standardisation committee's working group, financial sponsors, technical experts etc.



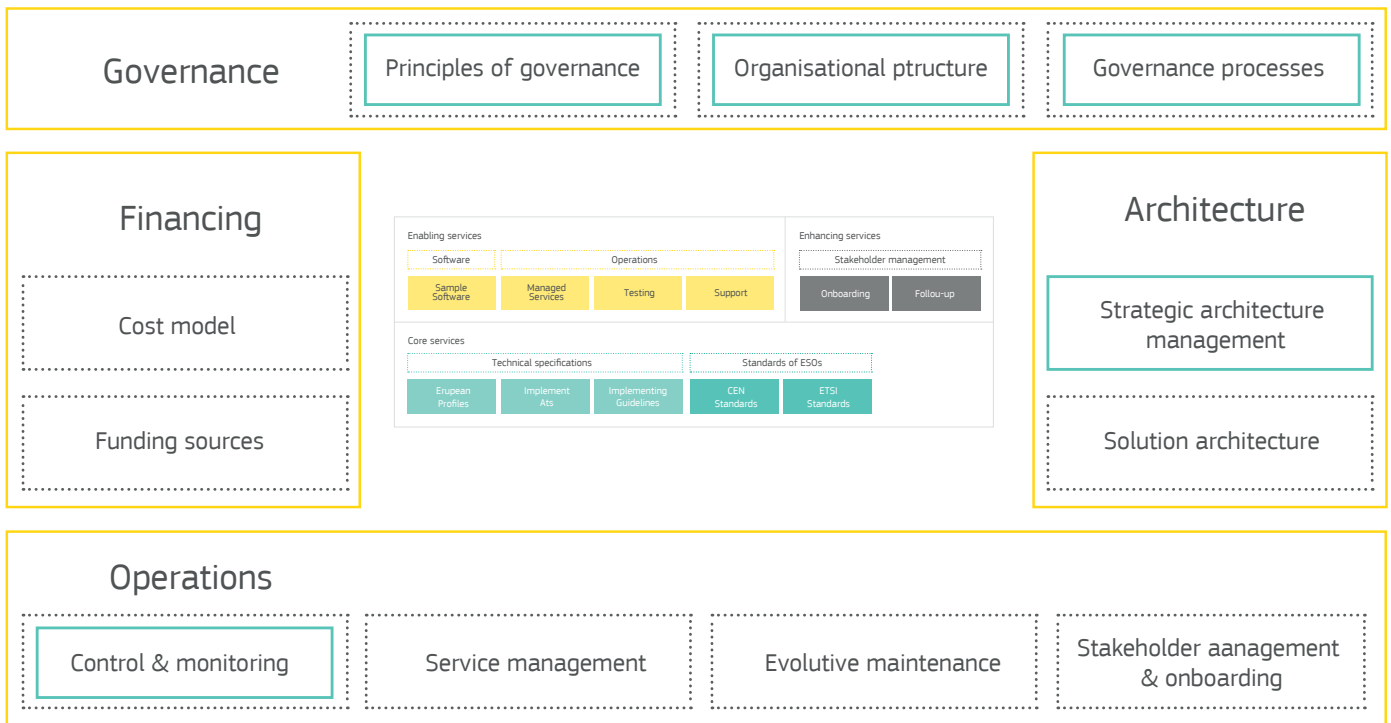
# Manage and maintain SOC



# Manage and maintain SOC

Now you know how to make your own SOC, but the SOC isn't a one-off exercise. What if stakeholders' needs change? How do you know if your services are still relevant? The appropriate governance and management structures ensure that your value proposition evolves with changing needs. We created the GOFA model to define the operating model for SOC in terms of Governance, Operations, Financing and Architecture (GOFA), and will now introduce GOFA to you as an example of how you too could manage the services defining your digital value proposition. Each dimension of the GOFA model is broken down into further sub-dimensions.

As we developed GOFA in the context of CEF, some aspects of governance apply to managing individual digital building blocks, or solutions. Others apply to the level of the common digital platform - a network of building blocks implemented across public authorities. We will now go through this model in more detail.



— Common digital platform level    •••• Reusable solutions level

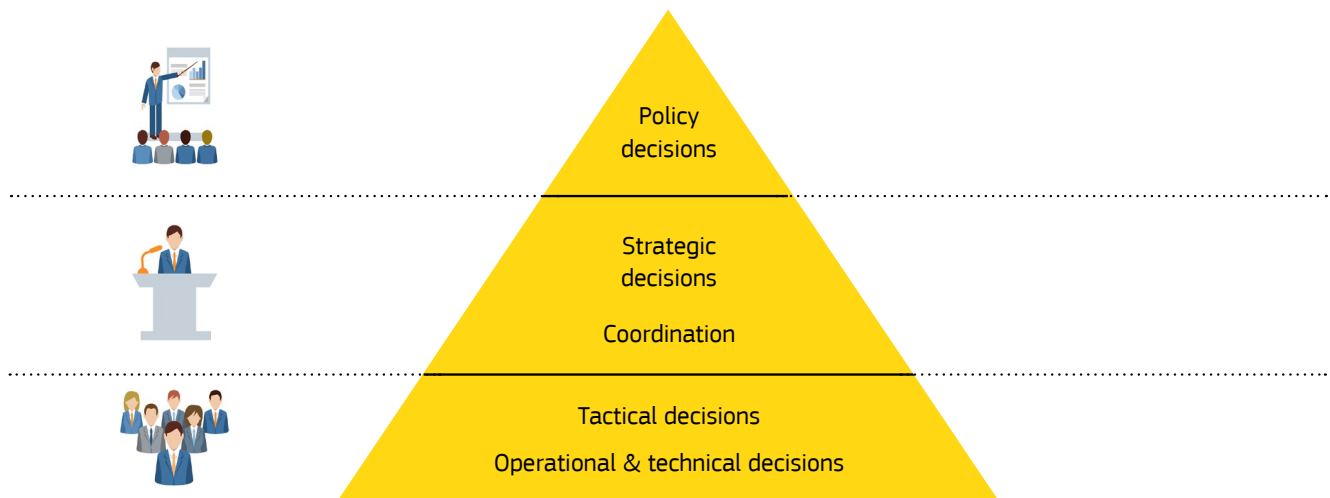
## G for Governance

A clear governance model is essential to effective service delivery. The governance model lays down the principles, organisational structures and decision making processes that guide the creation and management of an individual digital service, as well as the whole set of services.

The three key aspects of governance to consider are:

Principles of governance	High-level “rules” that shape the design of organisational structures and governance processes.
Organisational structure	Define roles and responsibilities of governance bodies, as well as who participates in them and who influences them.
Governance processes	Define the set of activities (including inputs and outputs) of each governance body. In other words, what they do and how they interact.

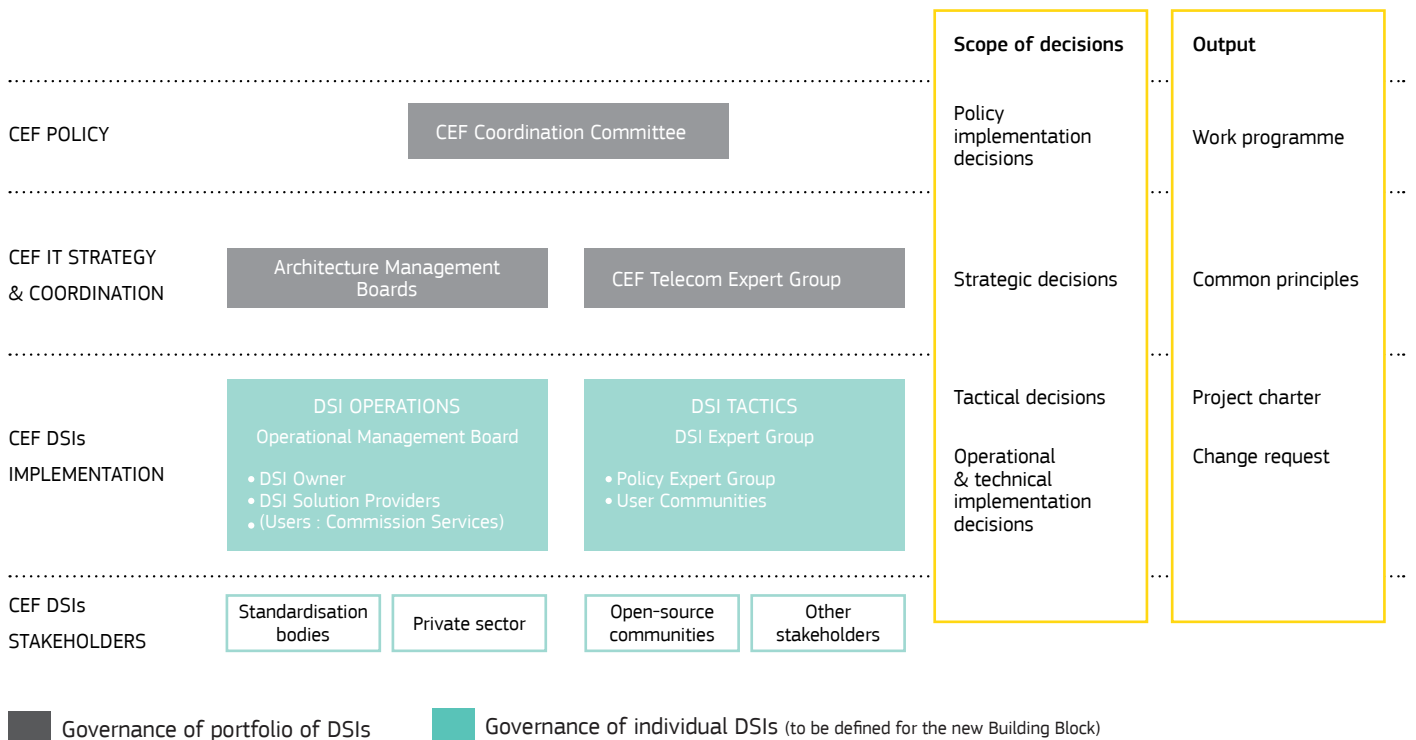
An important part of governance is defining what types of decisions can be made by which governance body. The impact and importance of a decision determines which governance body is fit for calling the shots. High-level policy decisions are the tip of the pyramid. They set the overall direction and trickle down to impact any subsequent strategic, tactical, operational or technical decisions. Policy decisions are made seldom, while lower-level decisions are made frequently to guide daily work.



## CEF Example: Governance

The CEF Programme developed a governance structure, which balances the need for higher-level coordination and solution-specific decision making. On one hand, a number of common bodies facilitate the coordination between building block teams at policy and strategy level. These bodies ensure alignment, the exchange of valuable lessons learned, and a common vision for all building blocks that are part of the CEF programme. On the other hand, building block owners are responsible for managing their own operations. CEF expects each building block to have one governance body in charge of its operations, and an expert group that is consulted for advice on specific issues.





Higher-level decisions related to policy, strategy and coordination are made by common bodies that manage entire portfolios of building blocks. Their outputs are work programmes and common principles. As you can see in the figure, the day-to-day management of individual building blocks is performed by an Operational Management Board and an Expert Group, and result in project charters and change requests. Finally, each individual building block has its own stakeholders, which are identified and mapped to the last layer of the governance model.

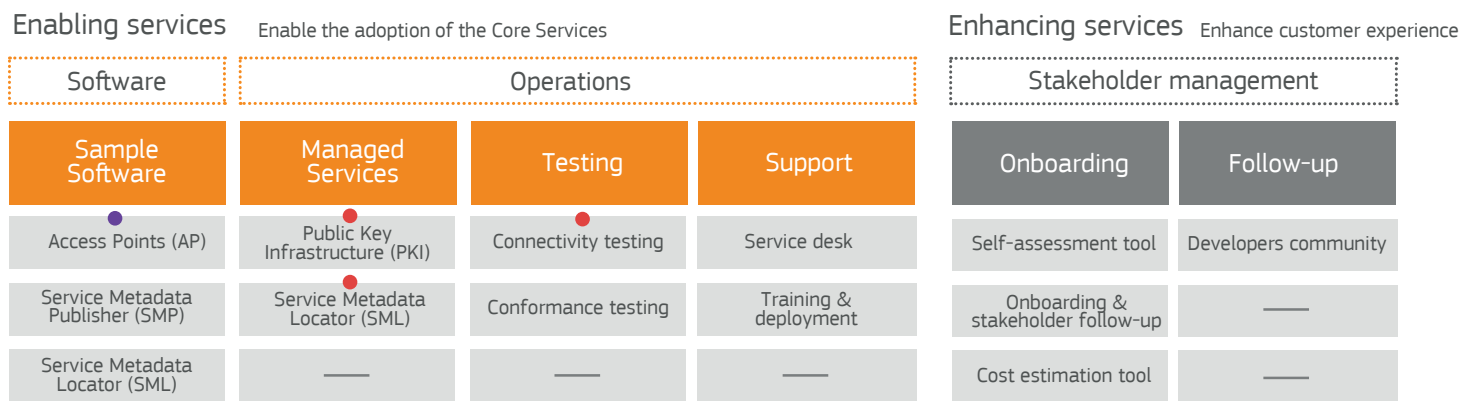
## O for Operations

The operational dimension of GOFA concerns the day-to-day provision of services described in the SOC. Operations include all processes necessary to guarantee high-quality service delivery. To ensure optimal service delivery, three key aspects should be defined and monitored:

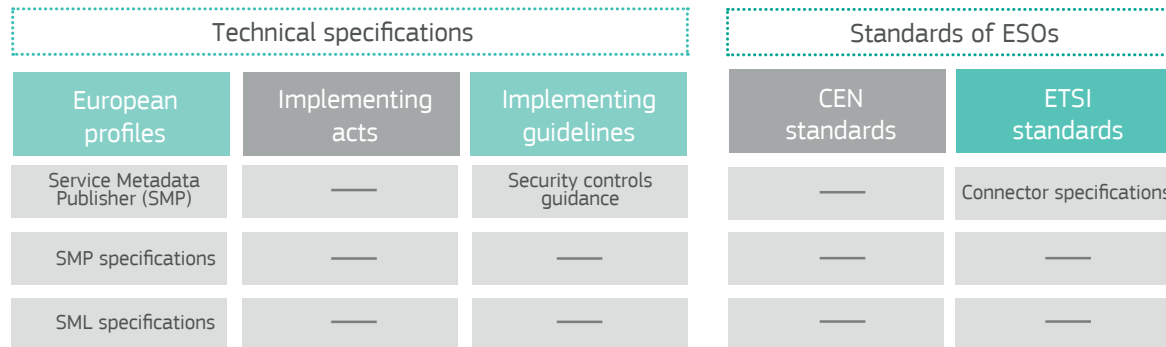
- **Service management** • Describes how services are provided to customers in terms of processes and defines expected levels of service, usually in the form of Service Level Agreements (SLAs).
- **Evolutive maintenance** • Ensures that improvement opportunities are identified and rolled out in a structured way. Improvement opportunities can be identified, for instance, through customer and stakeholder feedback or quality monitoring.
- **Control and monitoring** • Measures quality, performance and potential risks related to the service offering. Actual results are often compared to agreed levels of service, as defined in SLAs, in order to ensure compliance and identify improvement opportunities.

## CEF Example: Service-Level Agreements

The services offered by CEF eDelivery are illustrated in the SOC below. Generic terms and conditions that apply to all services offered by CEF building blocks are defined in the Master Service Arrangement (MSA), while specific Service Level Agreements (SLAs) apply to individual services. The MSA and SLAs allow for monitoring service performance and, together with input from eDelivery’s stakeholder community, enable continuous improvement of its service offering. To capture input from its user community, eDelivery communicates and interacts via designated bodies, as defined in the CEF governance model. It also relies on the CEF stakeholder management office to help with increasing awareness, onboarding and follow-up.



**Core services** Facilitate cross-border/ cross-sector technical interoperability among heterogeneous information systems



Type of agreement:

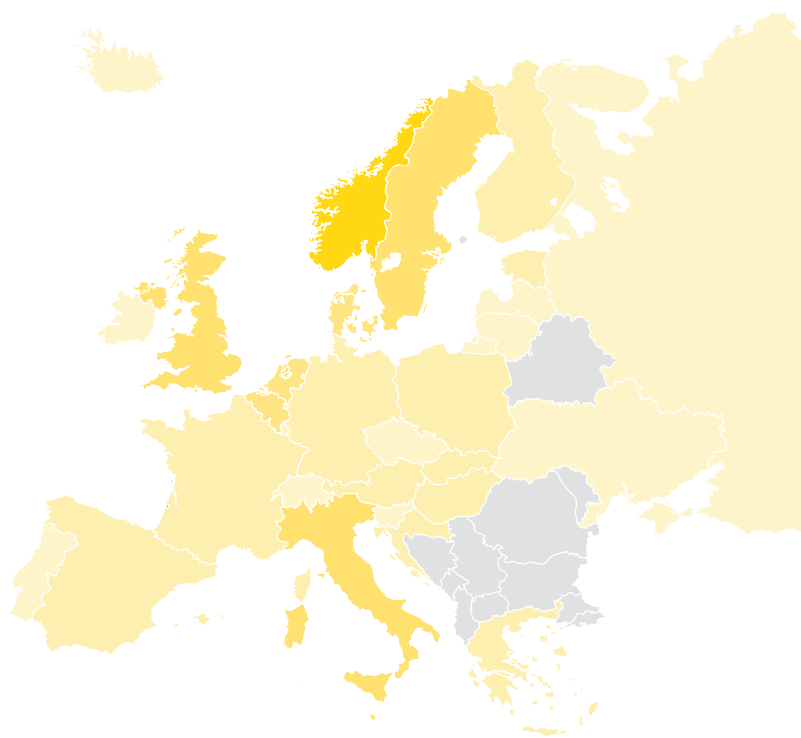
- Long-term support arrangement (Domibus software)
- SLA

## CEF Example: CEF Dashboard

In CEF, a monitoring office was established to work closely with each of the building block teams to capture key information about its operations on a regular basis. The CEF Dashboard provides an overview of the uptake, quality,

progress and reuse of each CEF building block. CEF Dashboard is published online for transparency and to showcase the success of each building block to the stakeholder community.

More information on the dashboards can be found here: (<https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL/Monitoring+dashboard>).



#### Uptake

View per DSI

View per domain

View per country

#### Quality

Quality

Uptime

#### Project

Progress and Milestones

Financial Management

Change requests

#### Reuse

Reuse : view per CEF DSIs

Reuse : view per other projects

Reuse : view per domain

1  50

## F for Financing

This GOFA dimension concerns the financing of all GOFA dimensions. During the set-up and first years of operations, digital solutions might need funding to create and deliver the services defined in the SOC. Over time, each solution is encouraged to develop a self-sustainable funding model. There are two key aspects that should be defined and monitored in the financial management of a digital solution:

**Cost Model** • Understand the costs involved in setting up and maintaining digital services, as well as the possible cost savings that reusing a solution could bring.

**Funding Model** • Make sure sufficient funding and / or a steady revenue stream exists for the set-up and provision of services.

## Cost Model

There are two options for cost modelling. Total Cost of Ownership (TCO) can be used when setting up a new solution to calculate the total direct and indirect costs of owning a new solution. It takes both the initial investment and recurring operational expenses into consideration and it is often used to back the business case. You can pair TCO with SOC by breaking down the cost of each service in the SOC into a set of cost drivers (human resources, hosting costs, licensing costs, etc.). Not only does such a model provide transparency, but it also offers opportunities to identify areas of cost optimisation during the lifetime of the services offered.

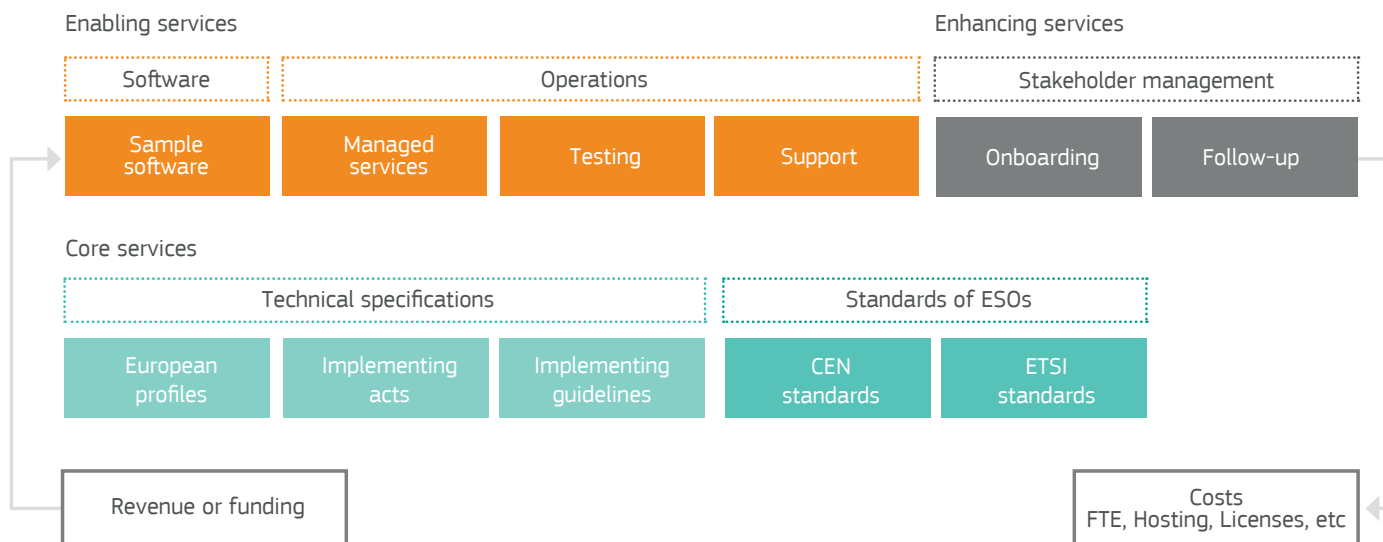
The other option is Activity-Based Costing (ABC). For each of the services in SOC, an ABC model can be developed by defining and interlinking the cost drivers, activities and resources required for the delivery of the service. The ABC is very useful when allocating intangible overhead costs to tangible outputs. We recommend using ABC when a service is already operational to help calculate how much service providers should charge for a service.

## Funding Model

In addition to providing an easy and transparent cost model for expense optimisation, SOC also facilitates the development of a funding model for covering operational costs. This means that different sources of funding and financing should be considered to ensure long-term self-sustainability. A service provider can look into the following sources of funding:

- **Consumer funding** • Services are financed with revenue generated from charging users for the services.
- **Public funding** • Services are financed with public money or funding from the stakeholder community in order to provide services free of charge.
- **Hybrid model** • Services are financed in part by both consumer funding and public funding.

In the hybrid model, the digital agency could, for instance, provide services for free for those stakeholders that are committed to promoting and supporting the adoption and usage of common technical specifications and open standards, while providing paid services to others based on these specifications and standards. Sources of revenue and funding must cover the costs and expenses of providing a service.

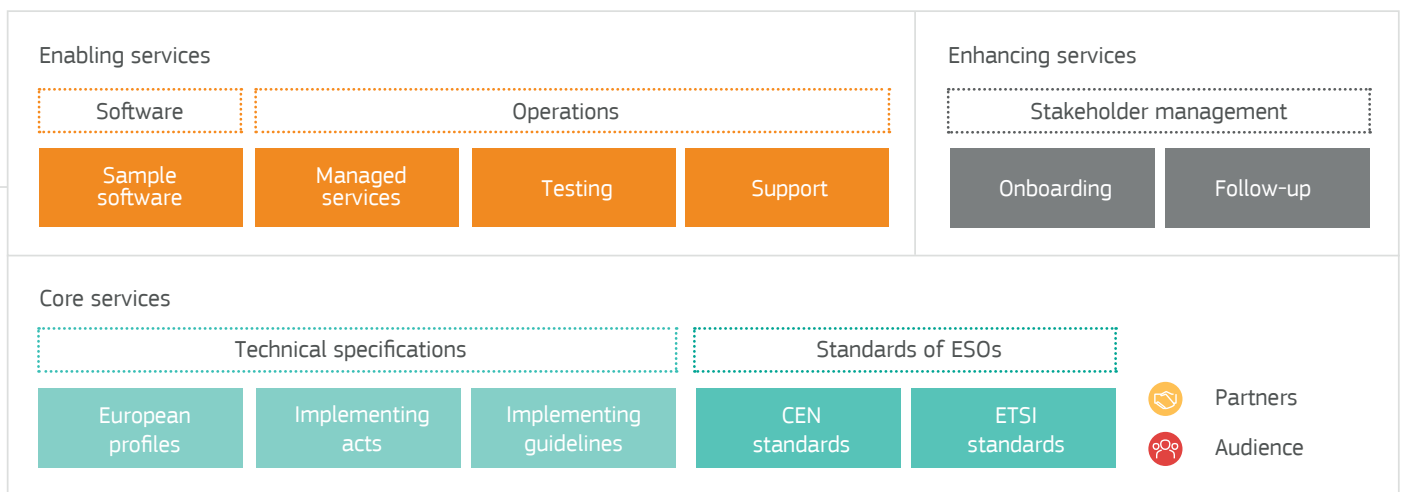


## CEF Example: Financing

In the specific context of the CEF building blocks, public funding is provided through the CEF programme itself. This funding provides the building blocks with the means to develop the service offering, establish the required governance and management structure, and grow their user base. Over time, each building block is encouraged to develop a self-sustainable funding model.

We developed a cost model based on ABC for CEF eDelivery. It quantifies the expected benefits of using eDelivery and serves as a decision-making tool for digital agencies when deciding whether to adopt eDelivery.

More information is available here: <https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL/Financing>.



For each service in the canvas, a cost model should be developed. It is recommended to use Activity Based Costing to do so. The model will ensure cost linked to each service can be calculated, the sum of which will be the cost of the building block as a whole.

The building block needs funding. Based on the output of the Activity Based Costing exercise, a chargeback or funding model can be developed that answers the needs of the cost model.

## A for Architecture

The architecture dimension is essential to ensure strategic alignment and interoperability between the different digital building blocks that make up a common digital platform.

There are two key aspects in the architecture dimension of the GOFA model that should be considered:

**Strategic Architecture** • Provides a formal description of the common digital platform, how its services can be (re) used and the specifications guiding its design and evolution. This is done through the definition of an architecture meta-model, common standards, guidelines and principles.

**Solution Architecture** • For each digital building block of the common digital platform, guidelines ensure that the solutions and processes comply with the architectural standards and principles defined at the level of the common digital platform.

Architecture is key to ensuring that the different digital building blocks of the common digital platform are created and maintained in-line with the common (and evolving) needs of its users. An overarching governance structure should ensure sufficient collaboration and interaction between the different parties involved. To ensure interoperability and the sharing of data between common digital platforms, they must be built around commonly adopted open standards and technical specifications; and they must take into account the interoperability principles defined in the European Interoperability Framework.

## CEF Example: Architecture principles

The mission of CEF's digital building blocks is to connect Europe with borderless digital public services across borders and sectors. To do so, the building blocks must facilitate interoperability and the free flow of data between the systems using them.

Therefore, the CEF building blocks follow the CEF principles, as well as the interoperability principles defined in the European Interoperability Framework.

### CEF Principles

- 1 Cross-border use
- 2 Delivery Services by digital means
- 3 Sufficiently mature
- 4 Plan long-term sustainability
- 5 Contribute to EU policies
- 6 Based on market-driven open standards
- 7 Be reusable in different domain and sectors
- 8 Be reusable by other Digital Service Infrastructures

The solutions and services offered by the CEF building blocks are built on open standards and technical specifications. Because open standards and technical specifications are developed and maintained via a collaborative and consensus-driven process, they are intended for widespread adoption to facilitate of interoperability and data exchange among different digital solutions or services.

# Conclusion



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## Conclusion

The SOC Playbook shares our experiences and recommendations in achieving service-oriented digital transformation in an agile and responsive manner. The core concepts can be reused and customised by any digital agency looking for new and innovative ways design and deliver value.

We believe that SOC can help Europe realise the objectives set in the Tallinn Declaration on eGovernment and Digital Single Market by providing a tool that supports digital agencies in digital transformation. We have experienced the benefits first-hand in projects, such as CEF eDelivery, where SOC helped us achieve our mission by putting together an attractive and service-oriented value proposition. It allowed us to keep track of all project elements – stakeholders, services and the underlying legislative specifications and standards.

In fact, the benefits of SOC went beyond improving service orientation. SOC helped us promote eDelivery by structuring and facilitating discussion, which contributed to the uptake of eDelivery by further public authorities. Promotion is important in getting as many public authorities as possible to adopt eDelivery, because only then will we be able to ensure long-term interoperability and the free flow of information all across Europe.

We hope you found some of the concepts useful. For more information about the SOC and the CEF Digital Programme, visit us at CEF Digital <https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL>.







