

# **ITSM-KNOWLEDGE AS CRITICAL SUCESS FACTOR FOR SME**

**itSMF Magyarország 7. Konferenciája**

March 2011

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# Facts

- Duration

April 2010 - March 2013

- EU programme

INTERREG IVB CENTRAL  
EUROPE

- Project budget

1,96 Mio. EURO

- Project lead

MFG Baden-Württemberg mbH  
Public Innovation Agency for  
ICT and Media



This project is implemented through the  
CENTRAL EUROPE Programme co-financed by the ERDF.

# Project partner

**MFG** Innovationsagentur für IT und Medien

**Beatrix Lang GmbH**  
 Organisations- & Personalentwicklung

**FFN**  
 HOCHSCHULE HEILBRONN  
 HEILBRONN UNIVERSITY

**DKE** universität wien

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 Wien  
 Bratislava  
 Krakau  
 Budapest

**innova**  
 Észak-Alföld



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# agenda

- 01** Small and Medium-Sized Enterprises in Central Europe
- 02** IT Service Management - Just a Buzzword for SME?
- 03** Drivers and Barriers for ITSM in SME
- 04** INNOTRAIN IT Approach
- 05** Trainings to foster ITSM in SME
- 06** Questions and Answers



# 01

## Small and Medium-Sized Enterprises in Central Europe

# 01 sme - definition

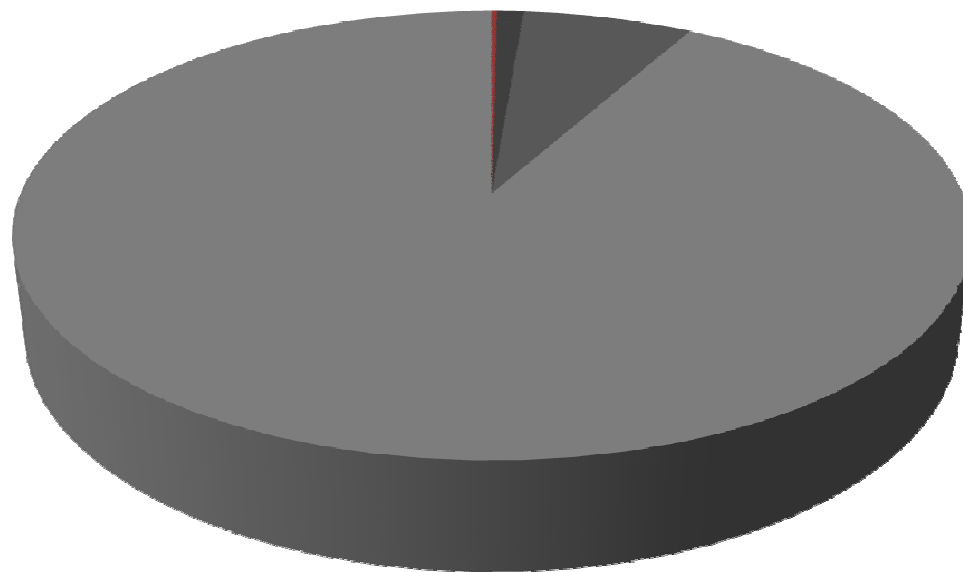
- Many different definitions use indicators like monetary resources, degree of internationalization and the kind of ownership.
- The European Union defines SME using economical indicators:

Enterprise category	Headcount	Turnover	or	Balance sheet total
medium-sized	< 250	≤ € 50 million		≤ € 43 million
small	< 50	≤ € 10 million		≤ € 10 million
micro	< 10	≤ € 2 million		≤ € 2 million

- INNOTRAIN IT considers also the number of IT-supported workplaces.

# 01 sme - relevance

Within the European Union over 20 million enterprises run their business ... **but only 43.000 are large enterprises!**



- Large (0,2 %)
- Medium (1,1 %)
- Small (6,8 %)
- Micro (91,9 %)

**SME**  
**99,8 %**

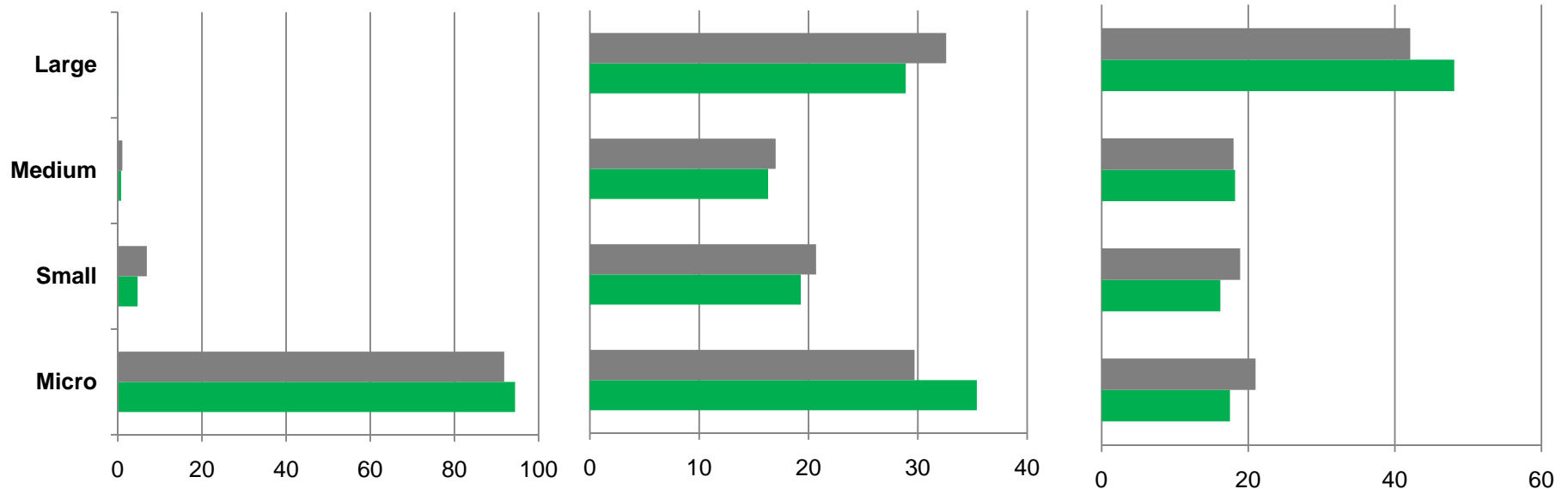
Source: EU27, 2007 on the basis of Eurostat

# 01 sme – hu & eu

Enterprises

Employees

Value Added



**SME 99,8% / 99,8%**

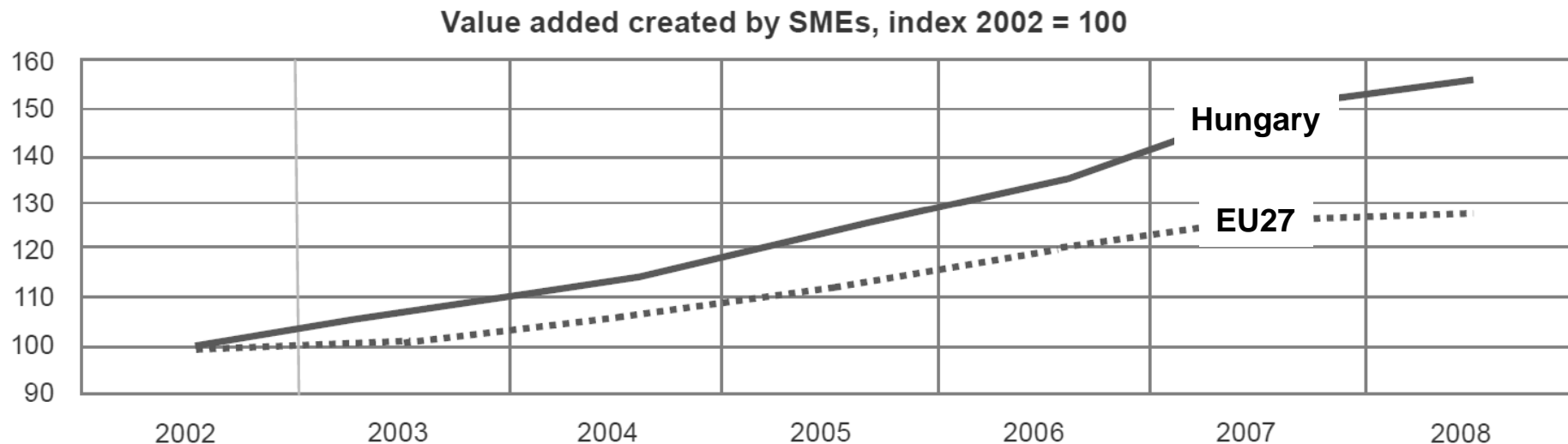
**71,1% / 67,4%**

**61,9% / 57,9%**

Source: European Commission, SBA Factsheet Hungary 09

# 01 sme - trend

The number of SME's in Hungary and the employment is more or less stable, but contrary the **value added grew substantially with 55 %** (EU27 28%).



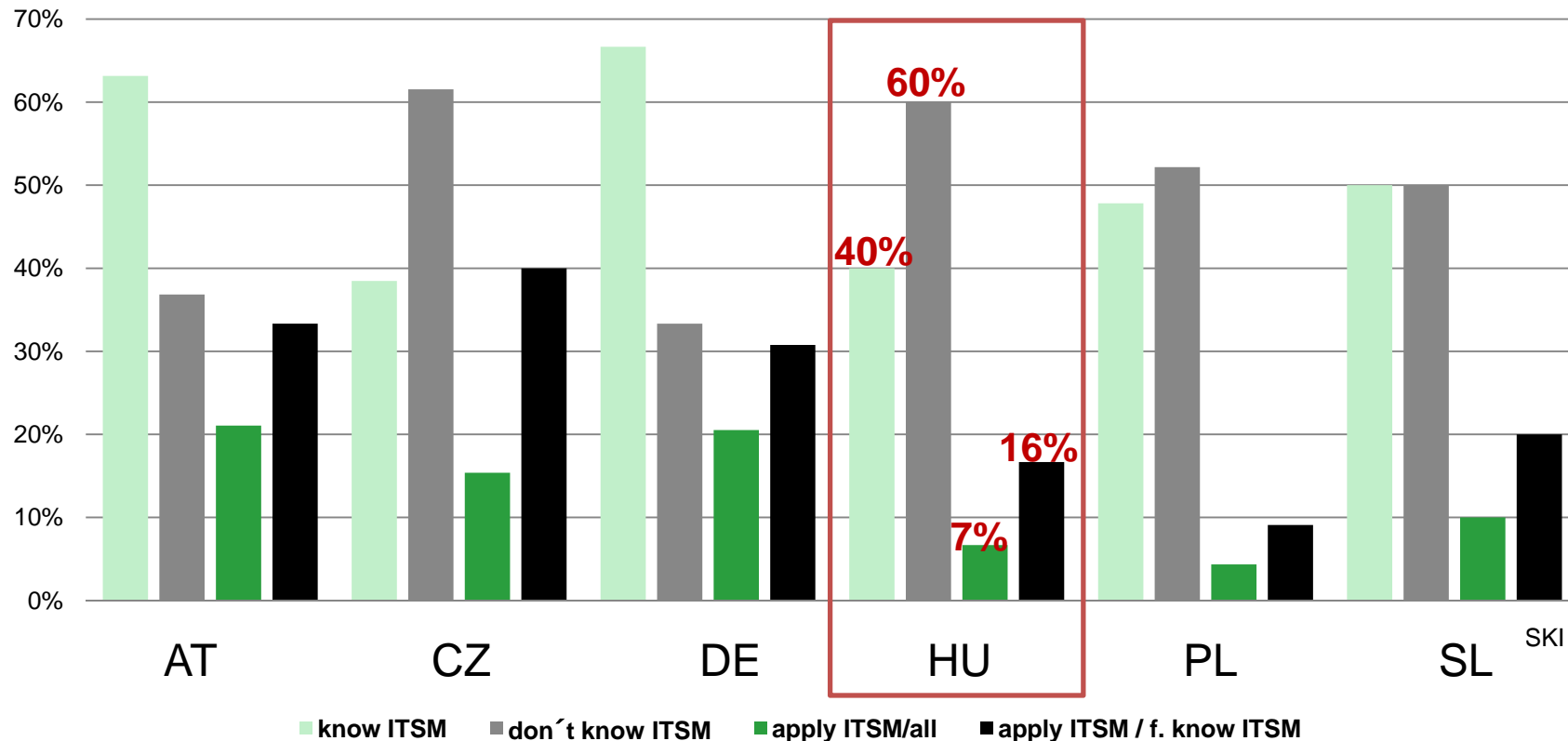
Source: European Commission, SBA Factsheet Hungary 09

# 02 IT Service Management - Just a Buzzword for SME?



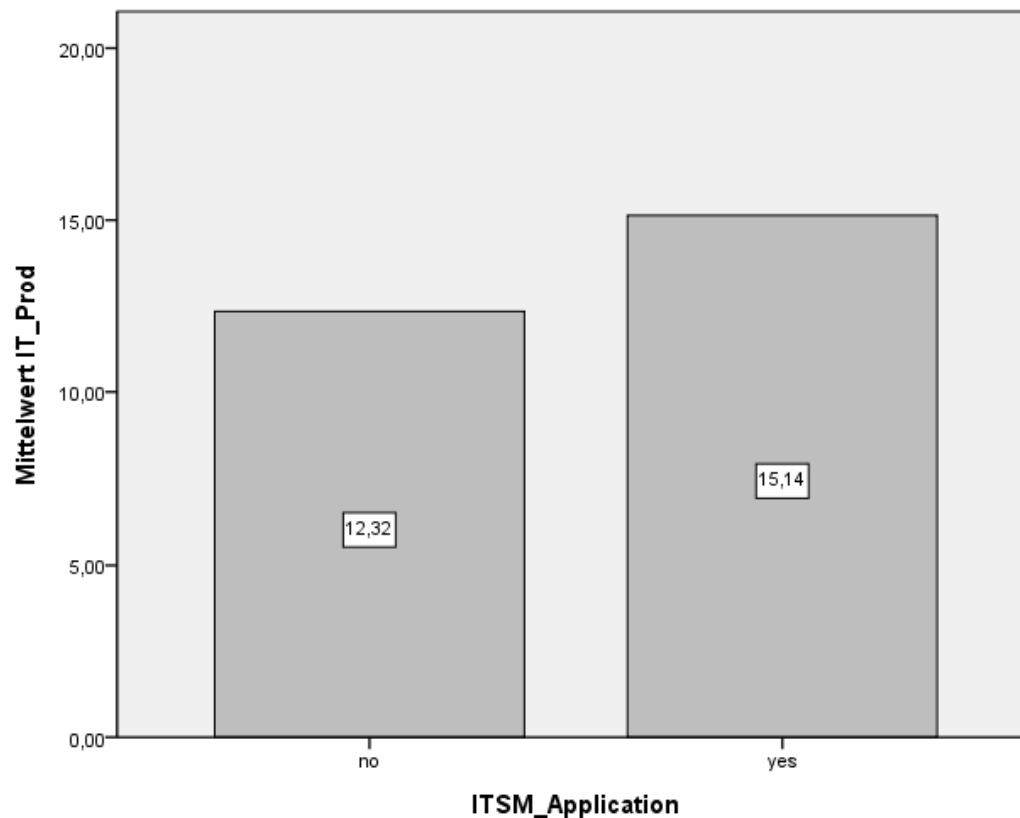
# 02 itsm – only a buzzword?

## Distribution of knowledge about ITSM in CE SME



# 02 itsm – only a buzzword?

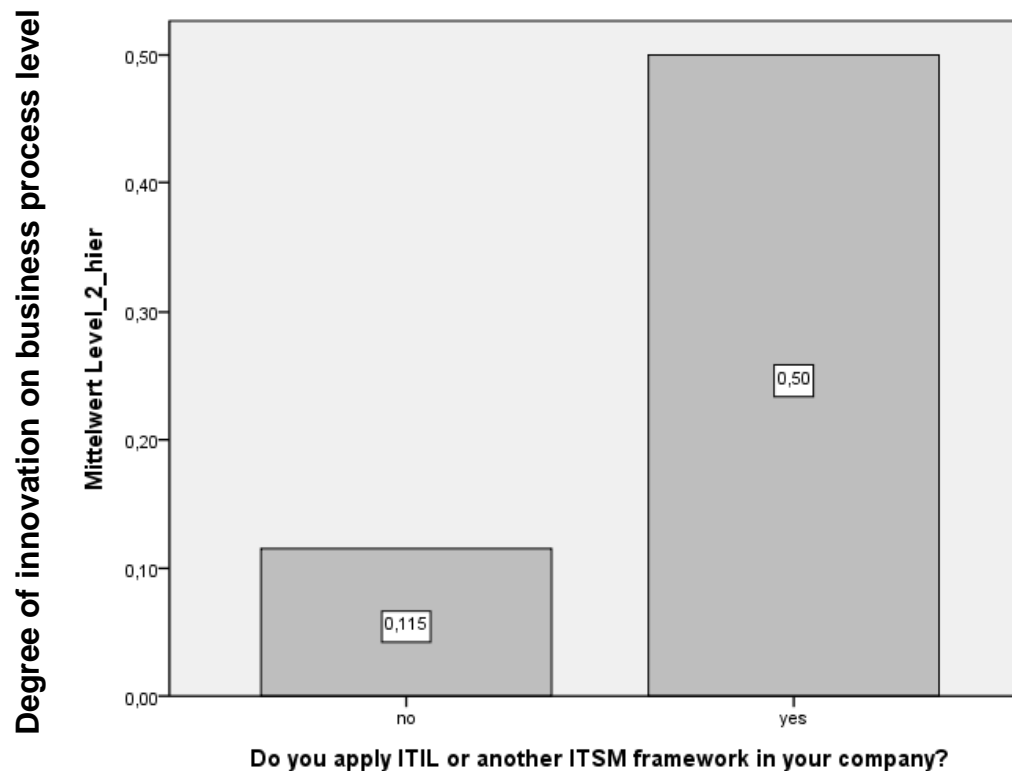
## Are SMEs that practice ITSM more efficient?



**Yes! up to 20%** - depending on the ratio of IT workplaces to IT staff members

# 02 itsm – only a buzzword?

Are SMEs that practices ITSM more innovative on the level of business processes than others?



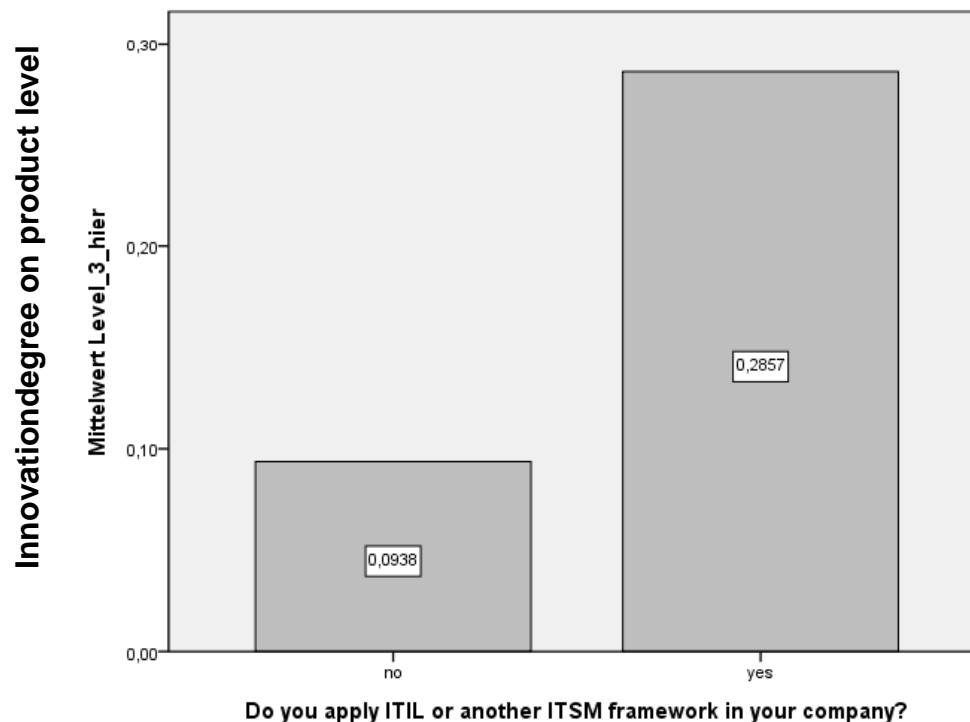
As far as **5 times more** innovative on a business process innovation level



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# 02 itsm – only a buzzword?

Are SMEs that practices ITSM more innovative on the level of products than others?



Up to  
**250% more  
innovative**

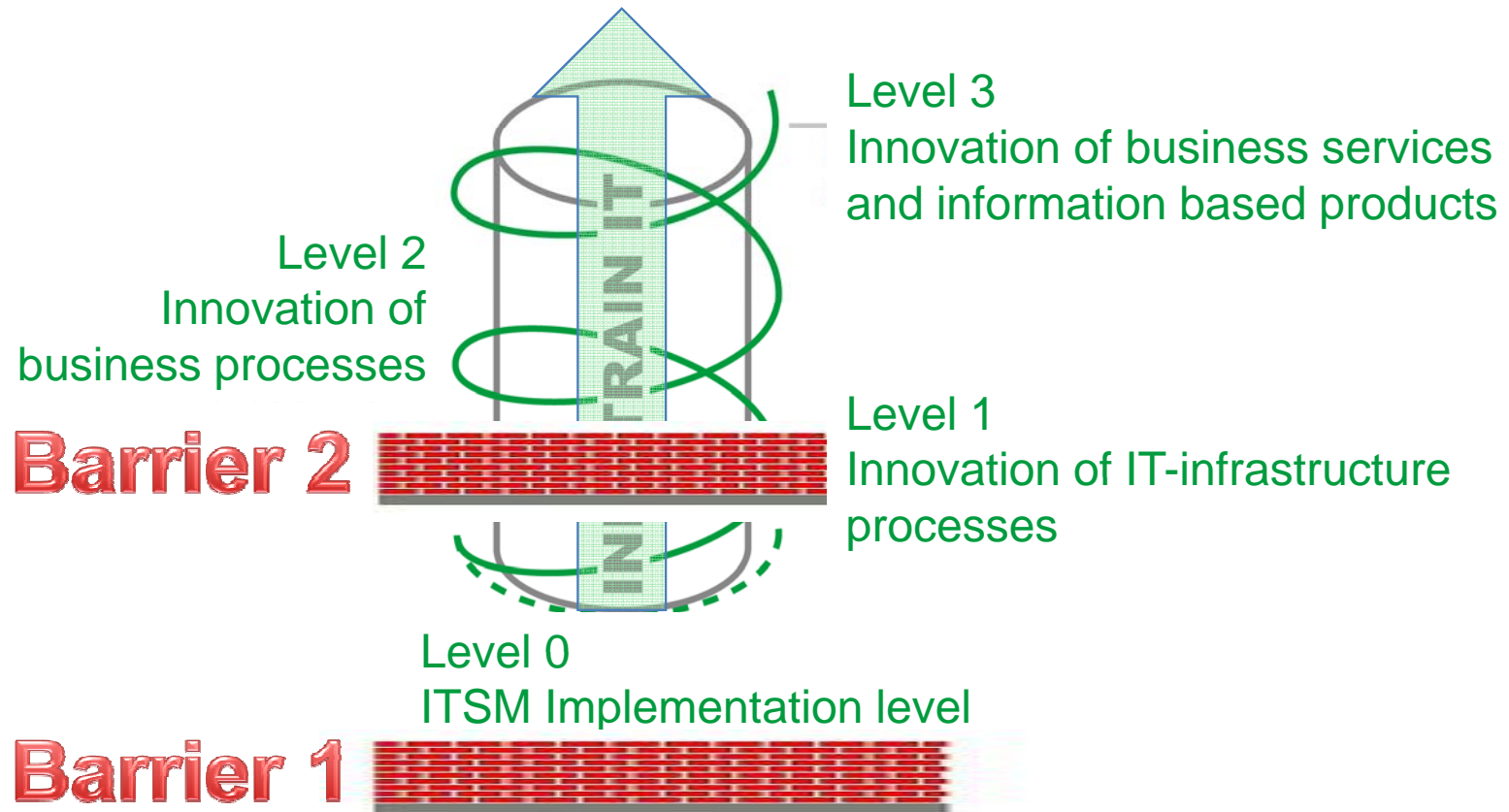
## 02 itsm – only a buzzword?

- **SMEs with innovations on the infrastructure level are more efficient**

- **SMEs on level 1 of the innovation spiral are splitted in those, which want to save IT-costs and others, which use this efficiency for innovations**

- **There are still barriers that hinder SMEs to go into the topic of ITSM and to use the potential for innovation**

# 02 itsm – only a buzzword?



**INNOTRAIN IT innovation spiral**



# 03 Drivers & Barriers for ITSM in SME

# 03 drivers & barriers

**SMEs using ITSM are more effective and innovative!**  
**Why are not all SMEs applying ITSM?**

- Enhancement of business service quality
- Risk reduction
- Business competition
- Compliance and regulations
- Cost reduction
- Reduction of workload
- New product development
- Introduction of standards



- Missing ITSM awareness
- Complexity of existing frameworks
- Lack of skills
- Lack of right resources
- Work overload
- General reluctance

# 04

## INNOTRAIN IT Approach

# 04 approach

## Aims

Reduction of existing barriers, which hinder SMEs to establish ITSM

Empower SMEs to use ITSM

Improvement of innovation conditions & national competitiveness

## Approach

Innovative and simplified ITSM method

Regional training events

Online training platform

1.000 trained European SMEs and 800 initiated innovation processes



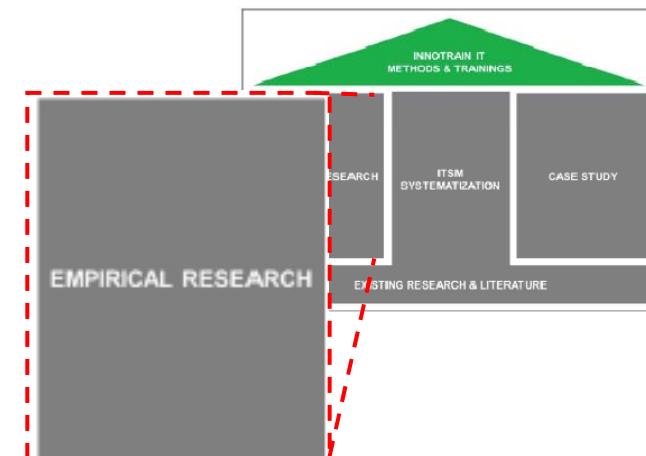
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# 04 approach - survey

**Interviewed companies** 215  
**SMEs (based on EU definition)** 160

## Research questions

- Distribution of knowledge on ITSM?
- Application of ITSM in CE SMEs?
- Who is introducing ITSM in SMEs?
- Are SMEs with ITSM more productive?
- Are SMEs with ITSM more innovative?



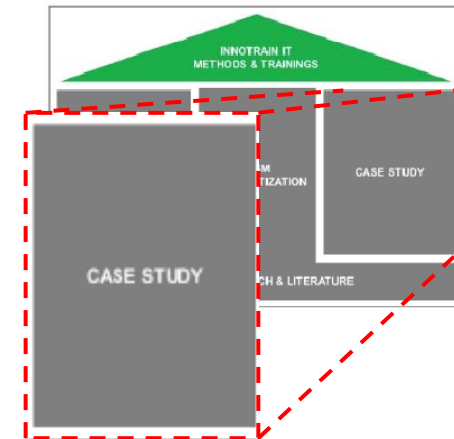
# 04 approach - case studies

## Structure and Aim

Distributed experience reports on IT Service Management in the field  
4 Case Studies per Region  
A total of 24 Cases

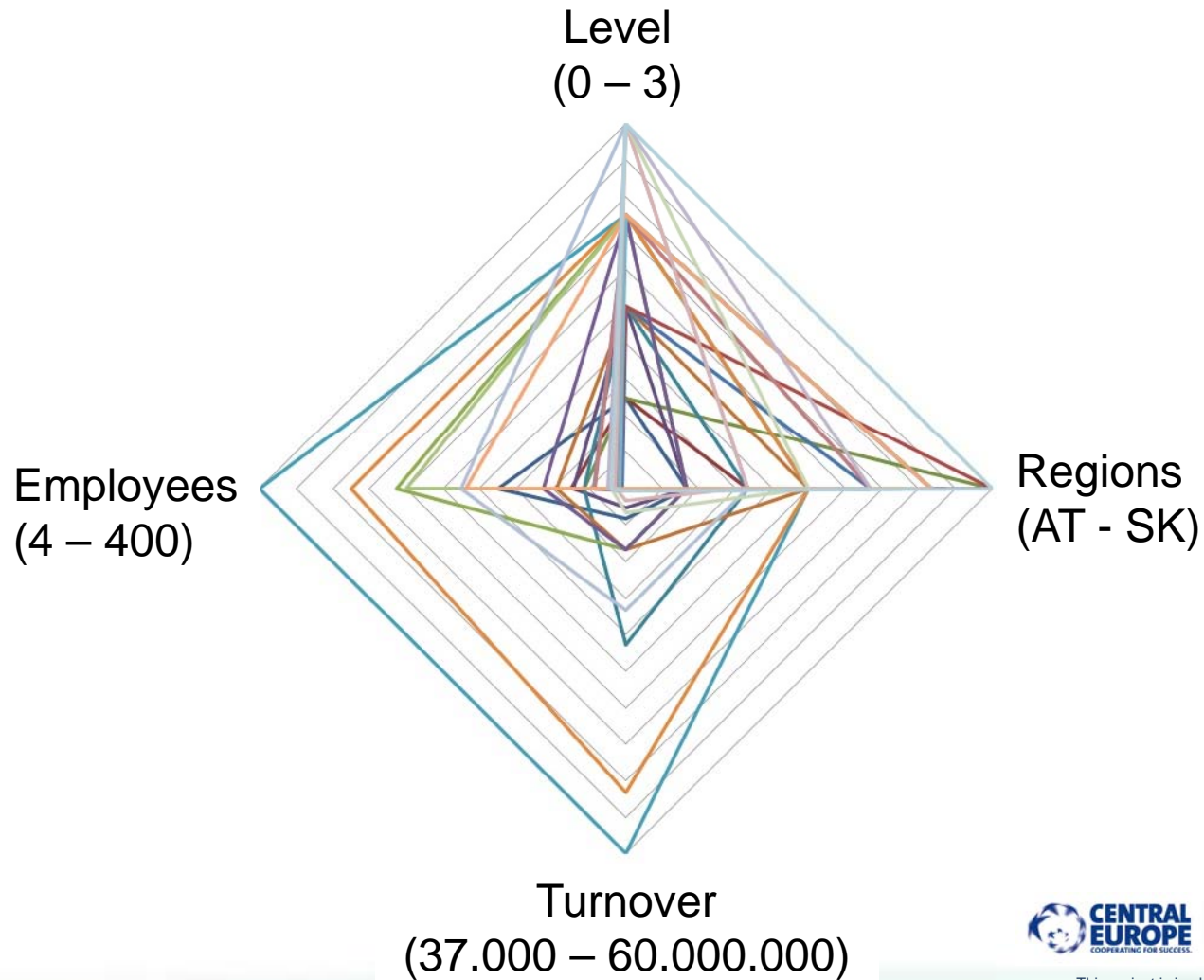
### Classification on:

Implementation Level  
Infrastructure Level  
Process Innovation Level  
Product & Service Innovation Level





# 04 approach - case studies



# 04 approach - example

## Situation

- Traffic technology company
- Product: Traffic signs

## Problem/Analysis

- Personal-intensive sales of standarsized cheap products lead to high costs
- Numerous versions of traffic signs

Traffic sign price:	25 Euro
Process costs:	27 Euro
<b>Result:</b>	<b>-2 Euro</b>

Negative figures

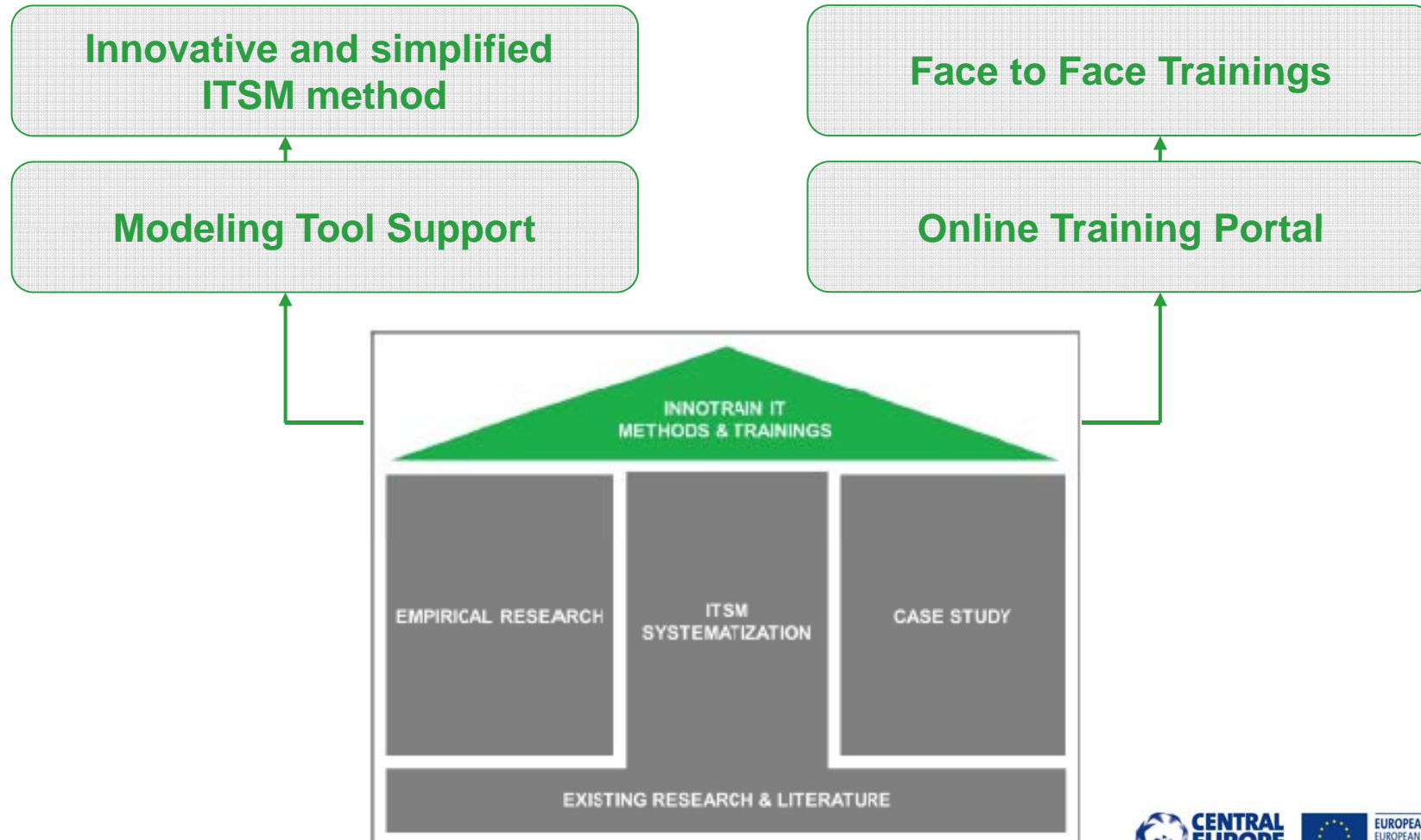
## Innovation

### Implementation of a web shop solution

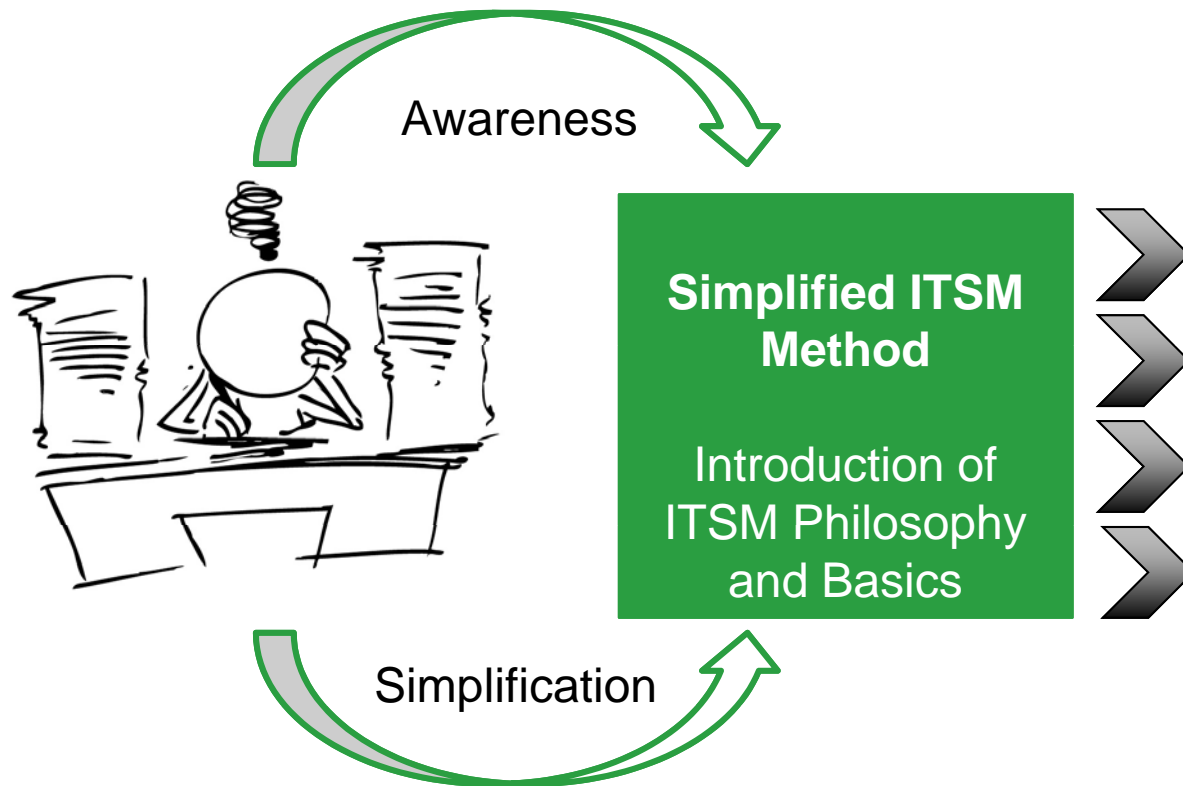
#### Win-win situation for customers and the company

- Cost reduction
- Freeing up resources
- Costumers find products more quickly (search engines)
- Purchasing is easier and time-independent

# 04 approach

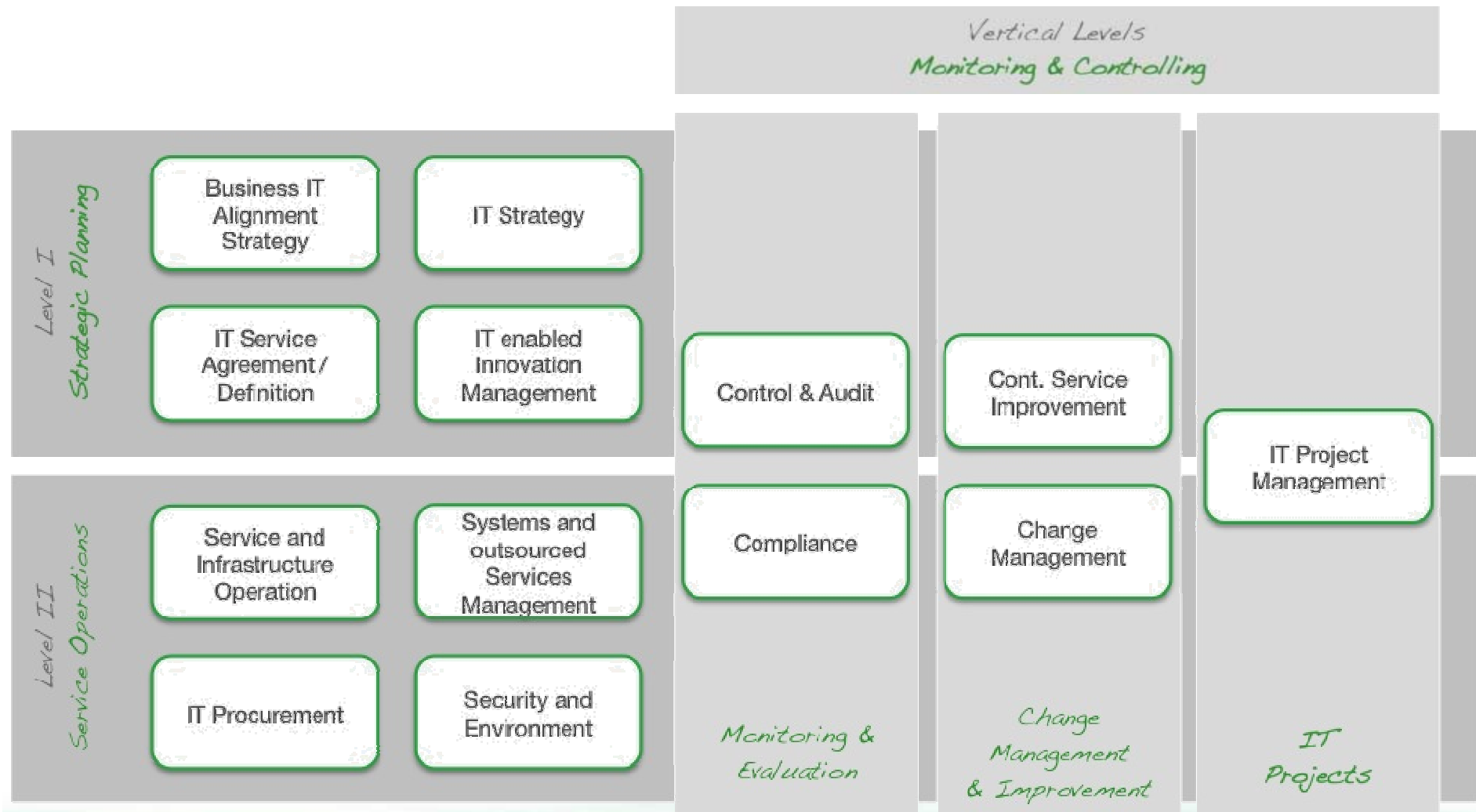


# 04 simplified itsm method



- Val IT
- CobiT
- eTOM
- MOF
- Risk IT
- ITIL**
- CMMI
- TOGAF
- SPICE
- ISO 20000
- Etc.

# 04 approach - itsm method

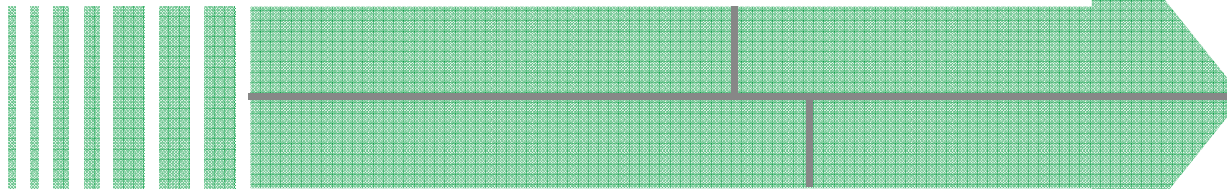


# 04 approach – further steps

**Simplified ITSM method + tool**

**Training Sessions 2011 - 2012**

**February 2011**  
**First Version of the ITSM method**



**December 2012**  
**Final Method**

**Proof of Concept and Evaluation in Expert Workshops, 2011**

**Pilot Projects 2012**



# 05

## Trainings to foster ITSM in SME

# 05 training

Regional training events

Online  
training platform

Pilot Projects

**1.000 trained European SMEs and 800 initiated innovation processes**

# 05 training - structure

Face-to-Face	Training platform	Face-to-Face
<p><b>Module 1 – Basics: ITSM – Potentials for your business</b></p> <ul style="list-style-type: none"> <li>&gt; ITSM in SMEs</li> <li>&gt; Simplify the IT and raise the effectiveness with ITSM</li> <li>&gt; Workshops: Modeling and optimising business processes</li> <li>&gt; Best Practices: How do other SMEs use ITSM?</li> </ul>	<p><b>eLearning: ITSM – Fields of application in detail</b></p> <ul style="list-style-type: none"> <li>&gt; Location- and time-independent online-trainings</li> <li>&gt; Individual consolidation of the topics of module 1 and 2</li> <li>&gt; Self-Assessment</li> <li>&gt; Exchange with trainees and trainers</li> <li>&gt; Further best practices and reference processes</li> </ul>	<p><b>Module 2 – Advanced: Implementation of ITSM and innovations</b></p> <ul style="list-style-type: none"> <li>&gt; Technical implementation of ITSM</li> <li>&gt; Successfully mastering of change management</li> <li>&gt; Workshops: Modeling and discussing change management processes</li> <li>&gt; Best Practices: How do other SMEs implement ITSM?</li> </ul>

**Start of the trainings: Summer 2011**

**Training events in your region: [www.innotrain-it.eu](http://www.innotrain-it.eu)**



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# 05 training - online platform

Innovation Training IT Central Europe  
**INNOTRAIN** 








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**March 22, 2011**

S	M	T	W	T	F	S
27	28	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

**7th ITSM Conference**

The Forum is holding its 7th conference between 24-25 March 2011. They have just submitted their request for the possible presentations of performers. Their motto is "Value creation is in the focus" and they expect 40-minute presentations (including Q&A). >> [Read More...](#)

## Face to Face Trainings



## Online Trainings



## Best Practices



## Optimization and IT Service Management



## Innovation and Organizational Change



## Library



# 05 training - online path

## Innovation with IT Service Management

IT Innovation Levels in SMEs

Innovation Processes with ITSM in SMEs

## IT Service Management: Introduction and Philosophy

Philosophy

Basics, Terminology

## IT Service Management Method

IT Coordination

Change Management and Improvement

## IT Service Process Modelling

Modelling Tool ADOit

Modelling Cases

## Organisational Change Management

Principles of Change Management Concepts

Success Factors of Change Processes for Innovation with ITSM

Dealing with Emotions in Change Processes

Communication in Change Processes for Innovation with ITSM

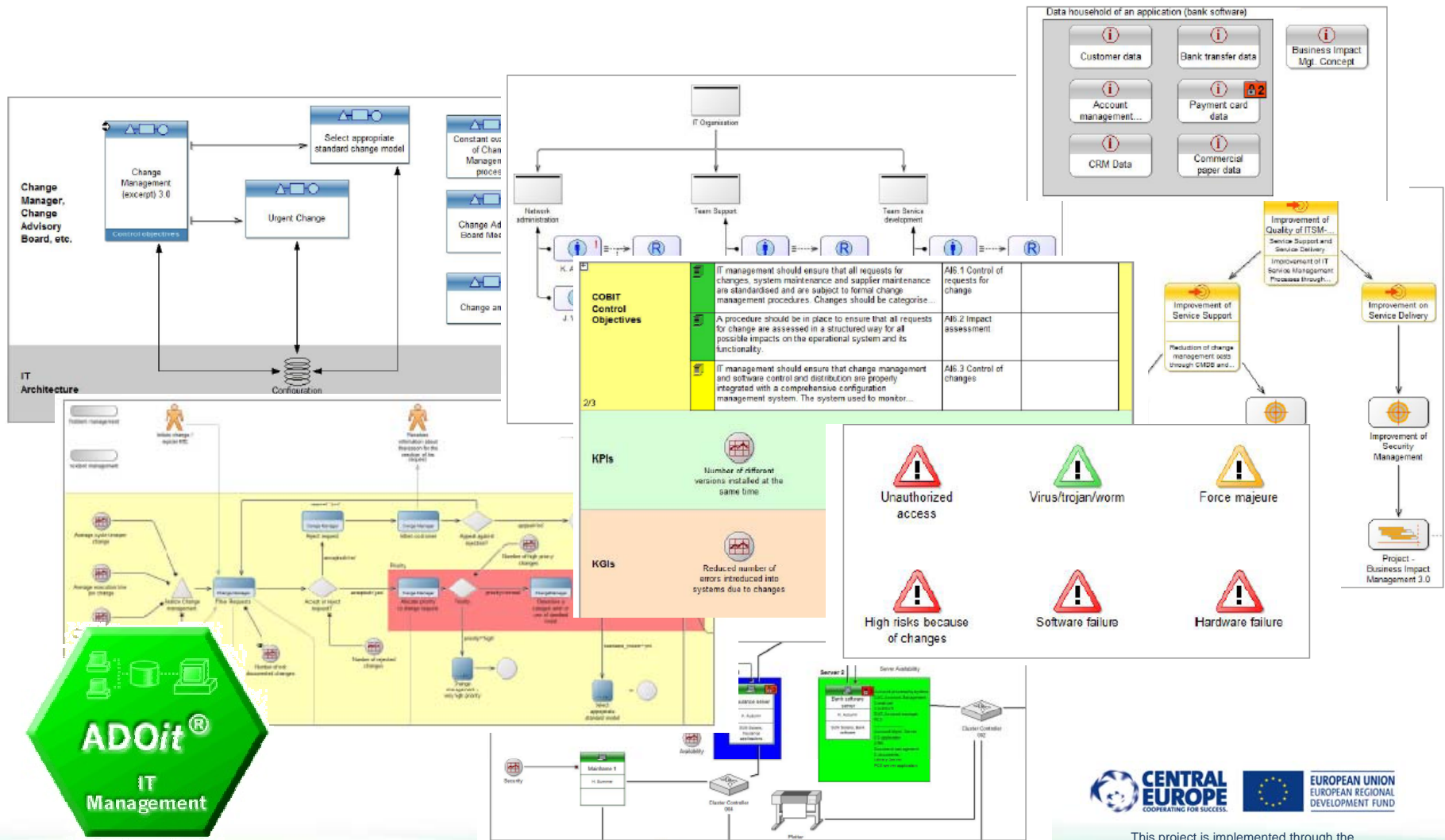
Case Study Change Management for Innovation with ITSM

Checklist for Innovation with ITSM

## Structure

- > Video tutorials for each topic
- > Additional reading materials
- > Online exercises (modeling as well as theoretical)
- > Case Studies
- > Self-Assessments

# 05 training – modeling tool





# 06

## Questions + Answers



## Project partners:

Lead Partner



[www.innotrain-it.eu](http://www.innotrain-it.eu)  
[info@innotrain-it.eu](mailto:info@innotrain-it.eu)

### Presentation

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**Philipp Küller**  
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