Continual Service Improvement (CSI)

(Better, cheaper, faster)

Budapest - April 2013

Colin Rudd FSM, FBCS, CITP, CEng, FLPI

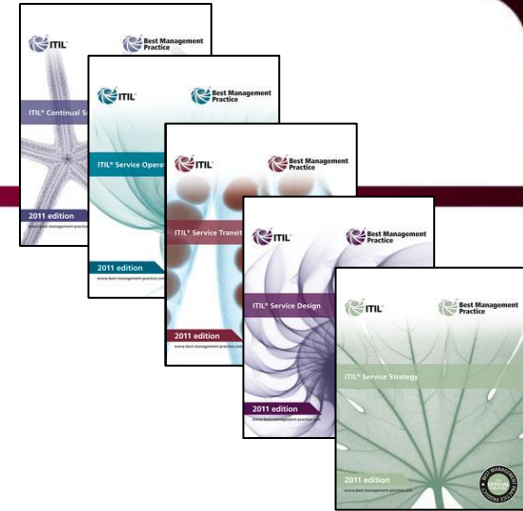*Chairman itSMF UK*
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Agenda

- Services, improvements and value

- Establishing an improvement programme

- Implementing improvements in practice

- Developing a CSI culture and environment

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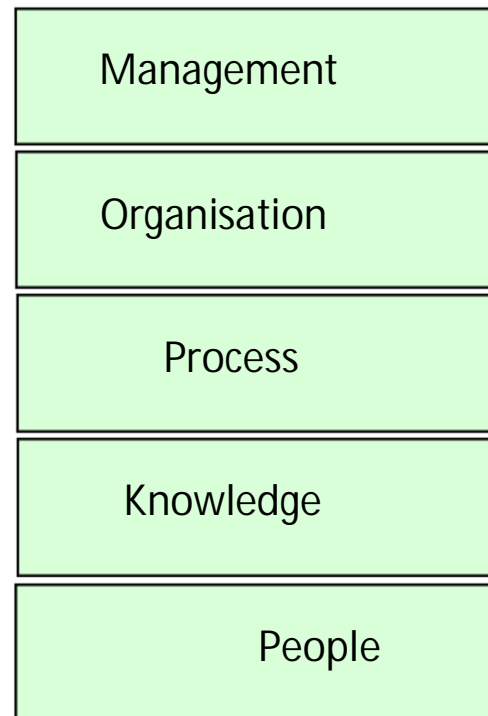*The IT Service Management Forum*

Service definitions

A 'service' is a means of delivering _value_ to customers by facilitating _outcomes_ customers want to achieve without the ownership of specific _costs_ and _risks_

A 'service improvement' is a means of delivering _increased value_ to customers by facilitating _better outcomes_ at _lower cost_ or _risk_

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Service assets

Capabilities	Resources
Management	Financial Capital
Organisation	Infrastructure
Process	Applications
Knowledge	Information
People	People
(Experience, skills, and relationships)	*(Numbers of employees)*

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Service value

Increased value and ROV

Performance of customer assets

Increase performance

Reduce risk

Service

Capabilities

Coordinate, control and deploy

Resources

Management

Organisation

Processes

Knowledge

People

Information

Applications

Infrastructure

Financial capital

Asset types
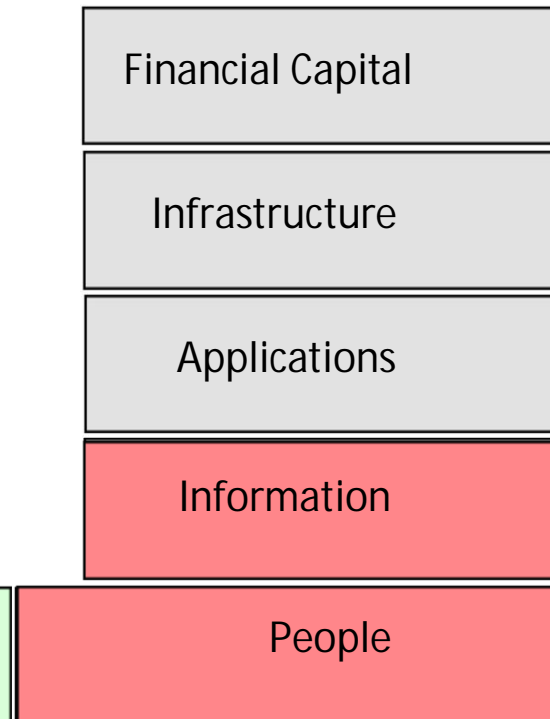
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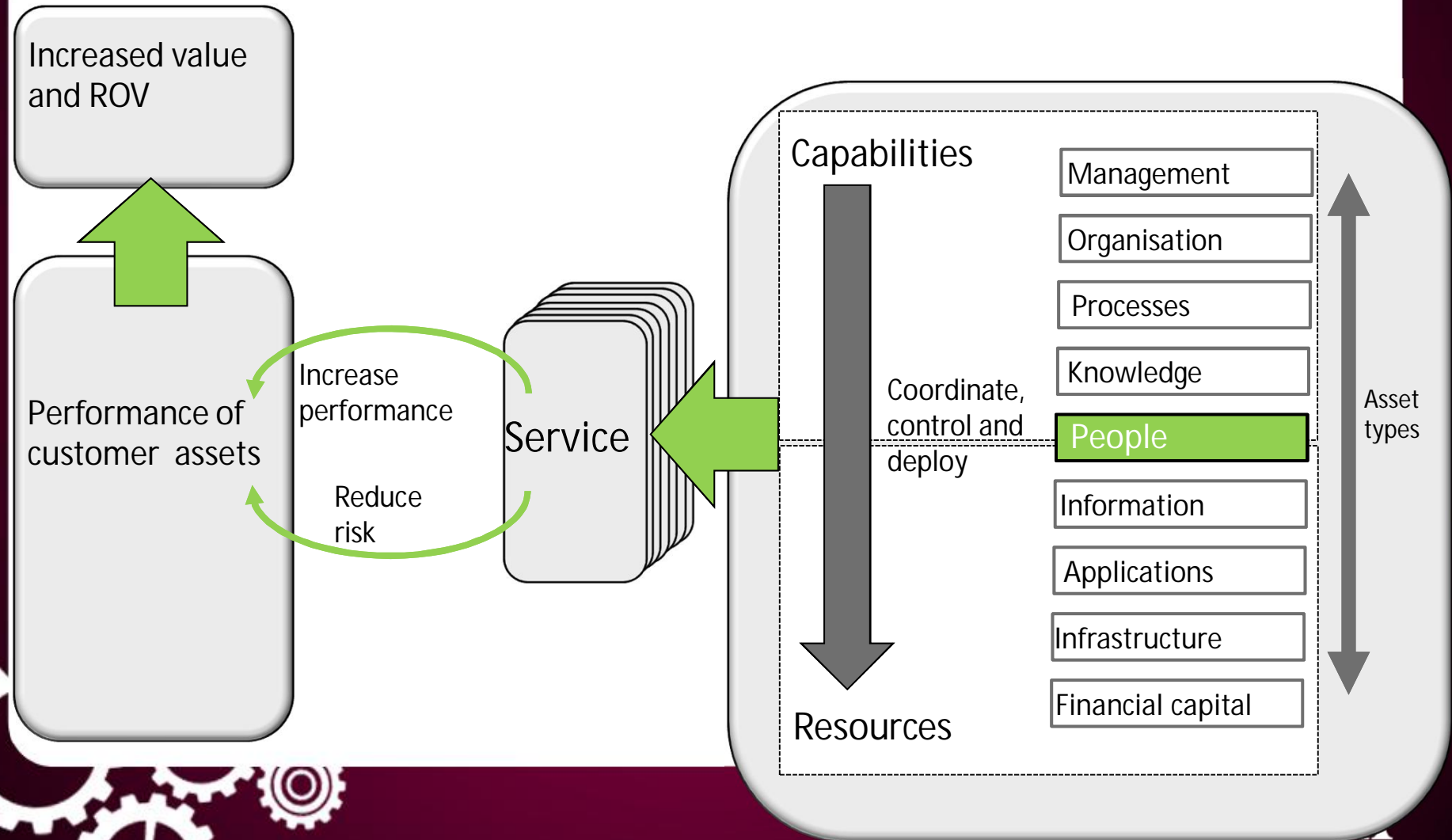
Senior management commitment

Customer service

Advocate Customers

Level 5	**Customer experience culture**
Service Excellence	• the focus is on "business value and customer delight" and continual improvement of all aspects of the quality of services, products & customer experiences, are an inherent part of the organisation, culture & employees

Delighted Customers

Level 4	**Quality culture**
Legendary Service	• service and product quality is continually measured and improved • service and product targets are driven by quality • customer experience drives continual improvement

Loyal Customers

Level 3	**Customer service culture**
Superior Service	• service and product quality is measured and improved • service and product targets are negotiated and defined • customer feedback and satisfaction drive improvements

Satisfied Customers

Level 2	**Product /service culture**
Adequate Service	• service and product quality is measured • service and product targets are negotiated and defined • little customer feedback or measurement of customer satisfaction

Dissatisfied Customers

Level 1	**No culture focus**
Poor Service	• services and products are produced, delivered but not measured • little or no focus on customer or service quality • no customer feedback or measurement of customer satisfaction

Demming

PLAN

ACT

DO

CHECK

Effective quality improvement

Consolidation of the level achieved

Maturity

Time

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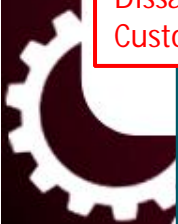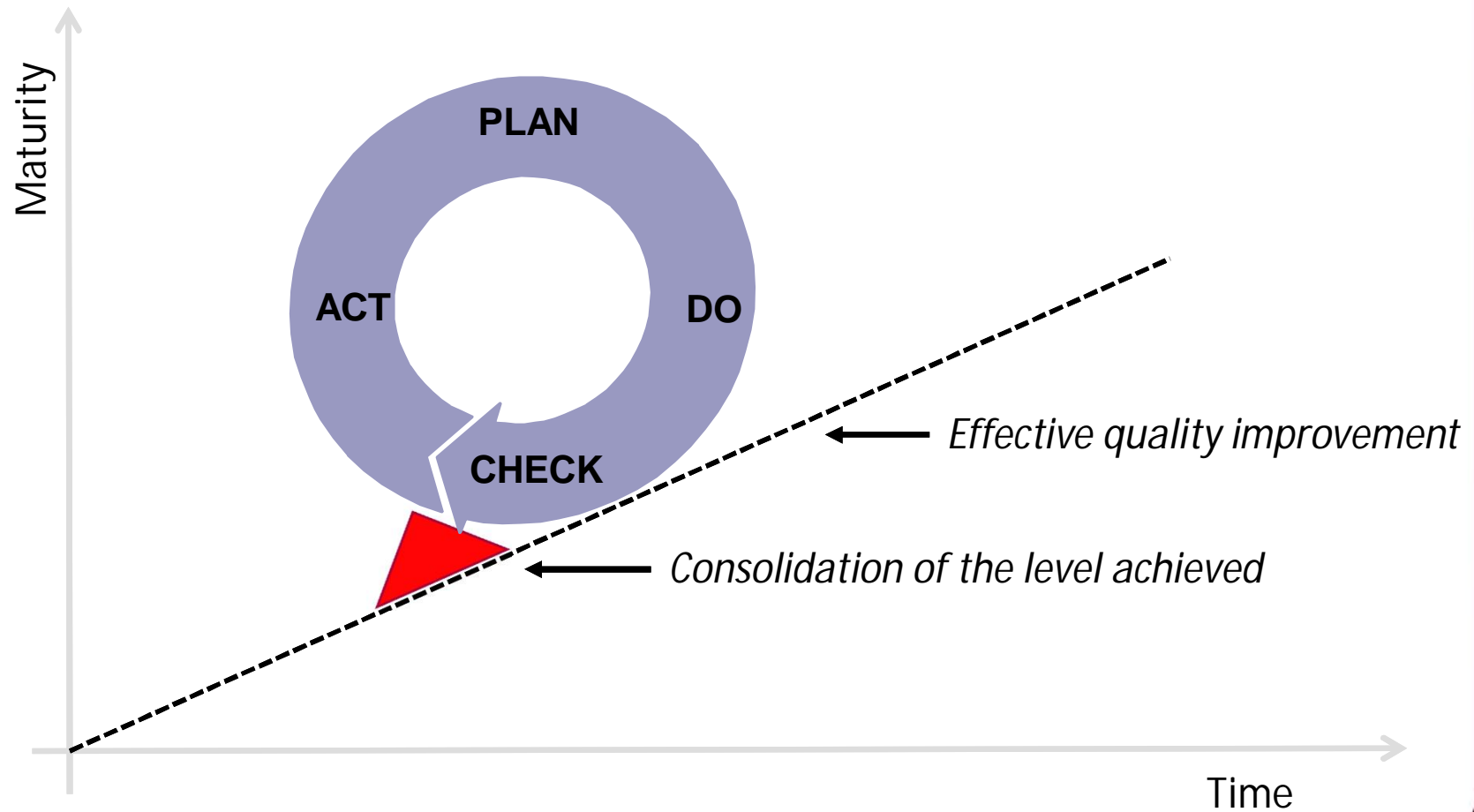
ISO/IEC 2000 continual improvement (PDCA)

Plan

Service
management
system

Service
management
processes

Act

Do

Services

Check

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1. Identify:
   - Vision, business need
   - Strategy
   - Tactical Goals
   - Operational Goals

2. Define what you will measure.

3. Gather the data. Who? How? When? Integrity of data

4. Process the data Frequency? Format? System? Accuracy?

5. Analyse the information and data. Relations? Trends? Targets met? Improvements required?

6. Present and use the information, assessment summary, action, plans, etc.

7. Implement improvement

PLAN

DO

CHECK

ACT

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ITIL CSI approach


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                    ┌─────────────────────┐        ┌─────────────────────────┐
          ┌────────▶│ What is the vision? │◀──────▶│ Business vision, mission,│
          │         └─────────────────────┘        │ goals and objectives     │
          │                   │                     └─────────────────────────┘
          │                   ▼
          │         ┌─────────────────────┐        ┌─────────────────────────┐
          │         │ Where are we now?   │◀──────▶│ Baseline assessments     │
          │         └─────────────────────┘        └─────────────────────────┘
┌──────────────────┐        │
│ How do we keep the│        ▼
│ momentum going?   │ ┌─────────────────────┐      ┌─────────────────────────┐
└──────────────────┘ │ Where do we want to │◀────▶│ Measurable targets       │
          ▲          │ be?                 │      └─────────────────────────┘
          │          └─────────────────────┘
          │                   │
          │                   ▼
          │          ┌─────────────────────┐       ┌─────────────────────────┐
          │          │ How do we get there?│◀─────▶│ Service and process      │
          │          └─────────────────────┘       │ improvement              │
          │                   │                     └─────────────────────────┘
          │                   ▼
          │          ┌─────────────────────┐        ┌─────────────────────────┐
          └──────────│ Did we get there?   │◀──────▶│ Measurements and metrics │
                     └─────────────────────┘        └─────────────────────────┘
```

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Governance and culture

ICT Governance

CSI improvement

Services

Value network

Business and customer service value

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Governance

Business pressures

Corporate governance of ICT

Business needs

Evaluate

Direct

Monitor

Invest in value

Plans policies

Measure value

Performance conformance

Enhance value

Business demand

Project delivery and improvement

Service delivery

Note: diagram based on ISO/IEC 38500

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Assess the current environment

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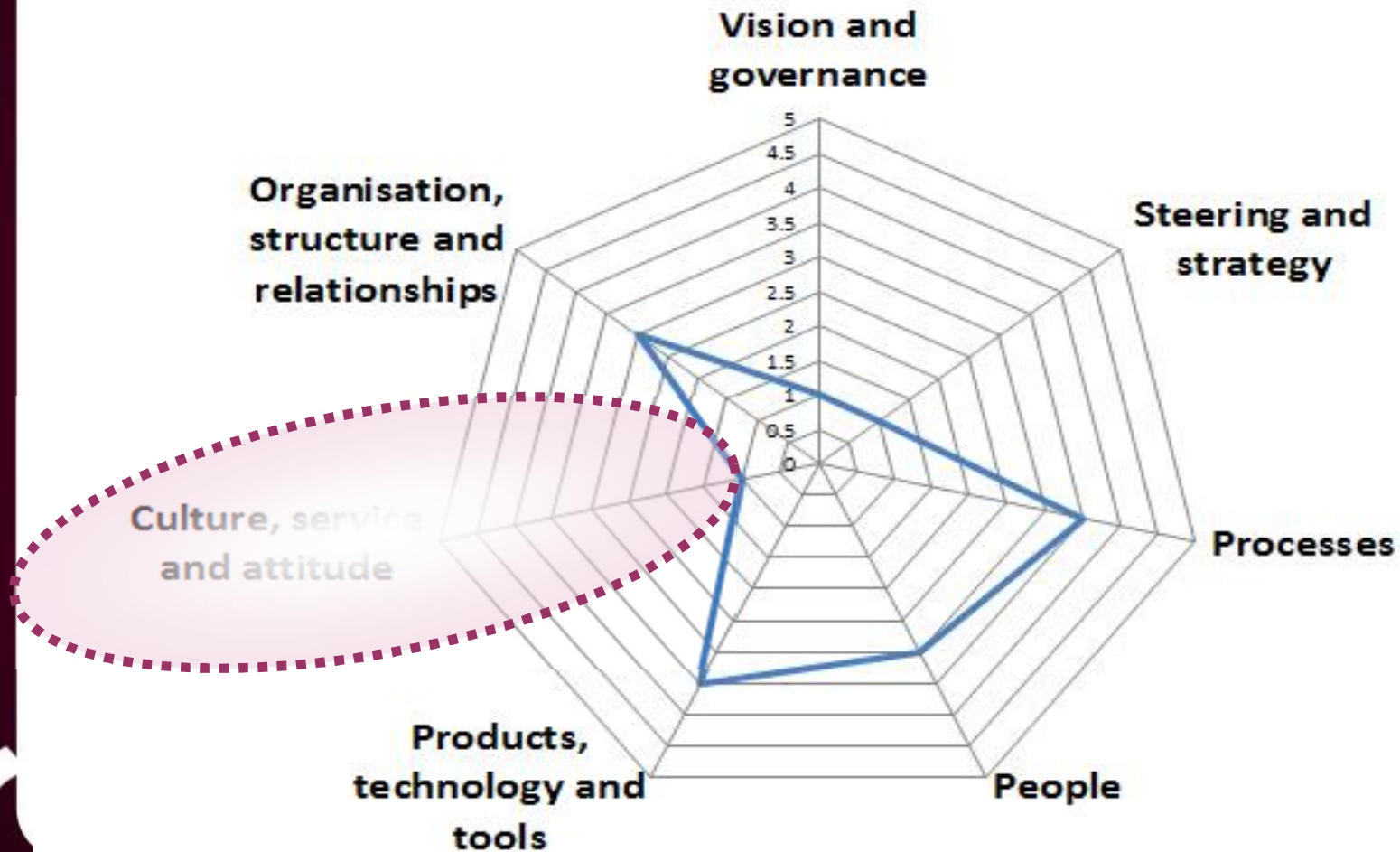
Improvement register (CSI register)

Improvement	Cost	Business value	IT value	Total	Dependency
1. Improve change management process	L	4	2	6	
2. Implement business relationships	H	6	3	9	Imp 3,4
3. Implement a service catalogue	M	4	3	7	Imp 6
4. Measure service value	H	6	3	9	Imp 3
5. Create a capacity plan	H	4	2	6	
6. Establish a management tool strategy	L	1	3	4	
7. Establish service portal	M	6	2	8	Imp 6
8. Revise incident and problem categories	M	2	2	4	
9. ………………………..					
10. …………………………					

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The process in practice

Assessment

CSI register

Improvement	Cost	Business value	IT value	Total	Dependency
1. Improve change management process	L	4	2	6	
2. Implement BRMs	H	6	3		Imp 3,4
3. Implement a service catalogue	M	4	3	7	Imp 6
4. Measure service value	H	6	3	9	Imp 3
5. Create a capacity plan	H	4	2	6	
6. Establish a management tool strategy	L	1	3	4	
7. Establish service portal	M	6	2	8	Imp 6
8. Review and revise incident and problem categories	M	2	2	4	
9.					
10.					

Other suggestions for improvement

Business Prioritisation Group

Customer and business feedback

SIP Team

Work streams

Reassessment

Business realisation review (BRR)

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Other complimentary CSI techniques

- **Lean:** reduce process waste and increase flow and value

- **Other frameworks:** such as COBIT / ISO/IEC 20000

- **Six Sigma:** reduce process variation

- **Value networking:** transactions and relationships

- **Voice of the customer:** customer experiences and expectations

- **Agile disciplines:** dedicated team and storyboards

- **Panning for gold:** focus on requirements definition and the achievement of outcomes

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Summary CSI

- Senior management governance and steering is essential from the top

- Service delivery and improvement should be focussed on customer and business value

- Not just process improvement

- Not "one size fits all"

- Culture and organisation crucial

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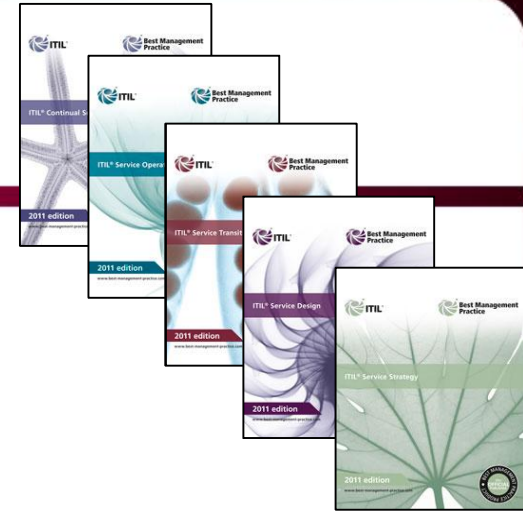## Colin Rudd FSM, FBCS, CITP, CEng, FLPI

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