



Success with service management

**Budapest
April, 2016**

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Agenda

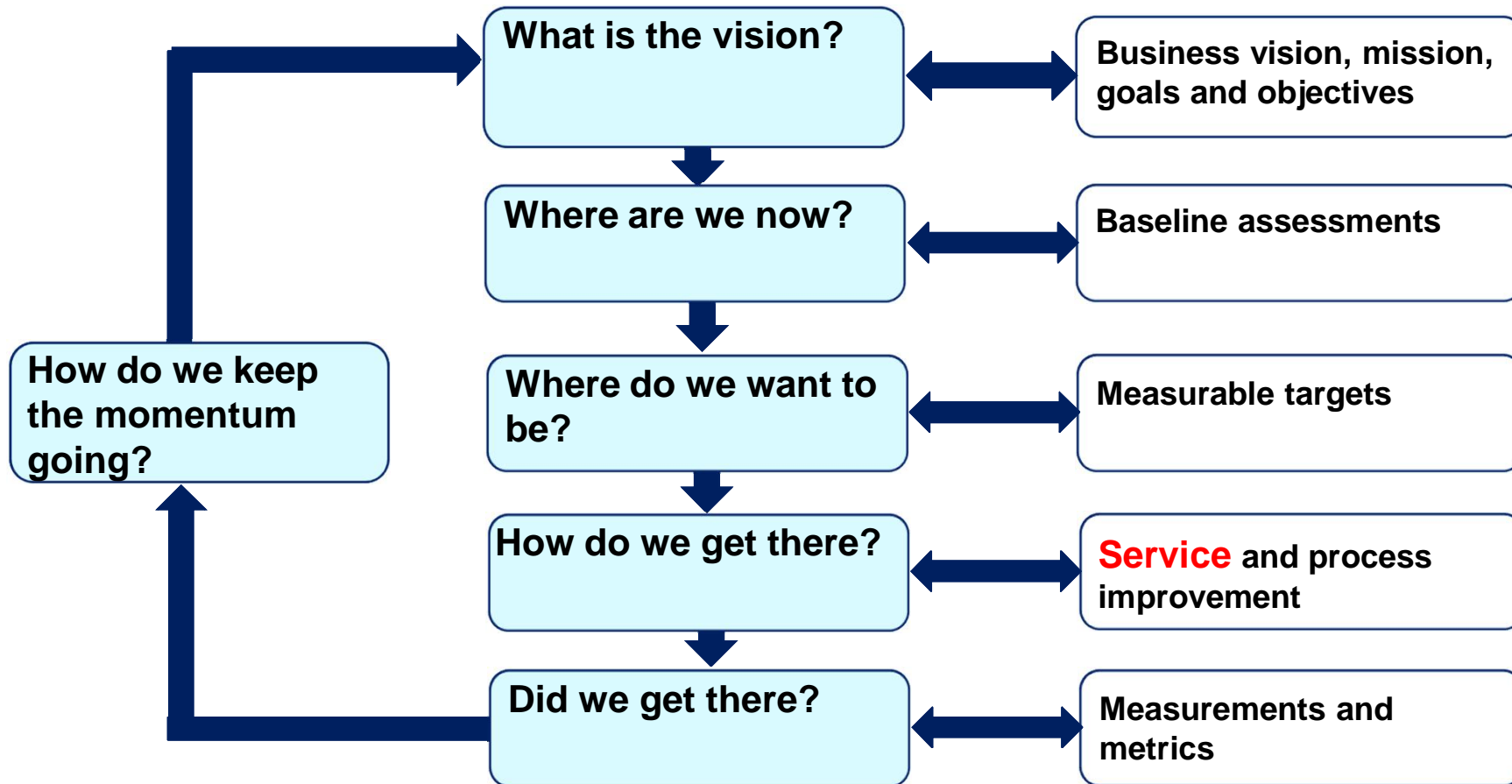
- *The main causes of failure*
- *What are you trying to achieve?*
- *Managing improvement, governance and value*
- *Organisation and a Target Operating Model (TOM)*
- *Sourcing and management*
- *Summary and conclusions*



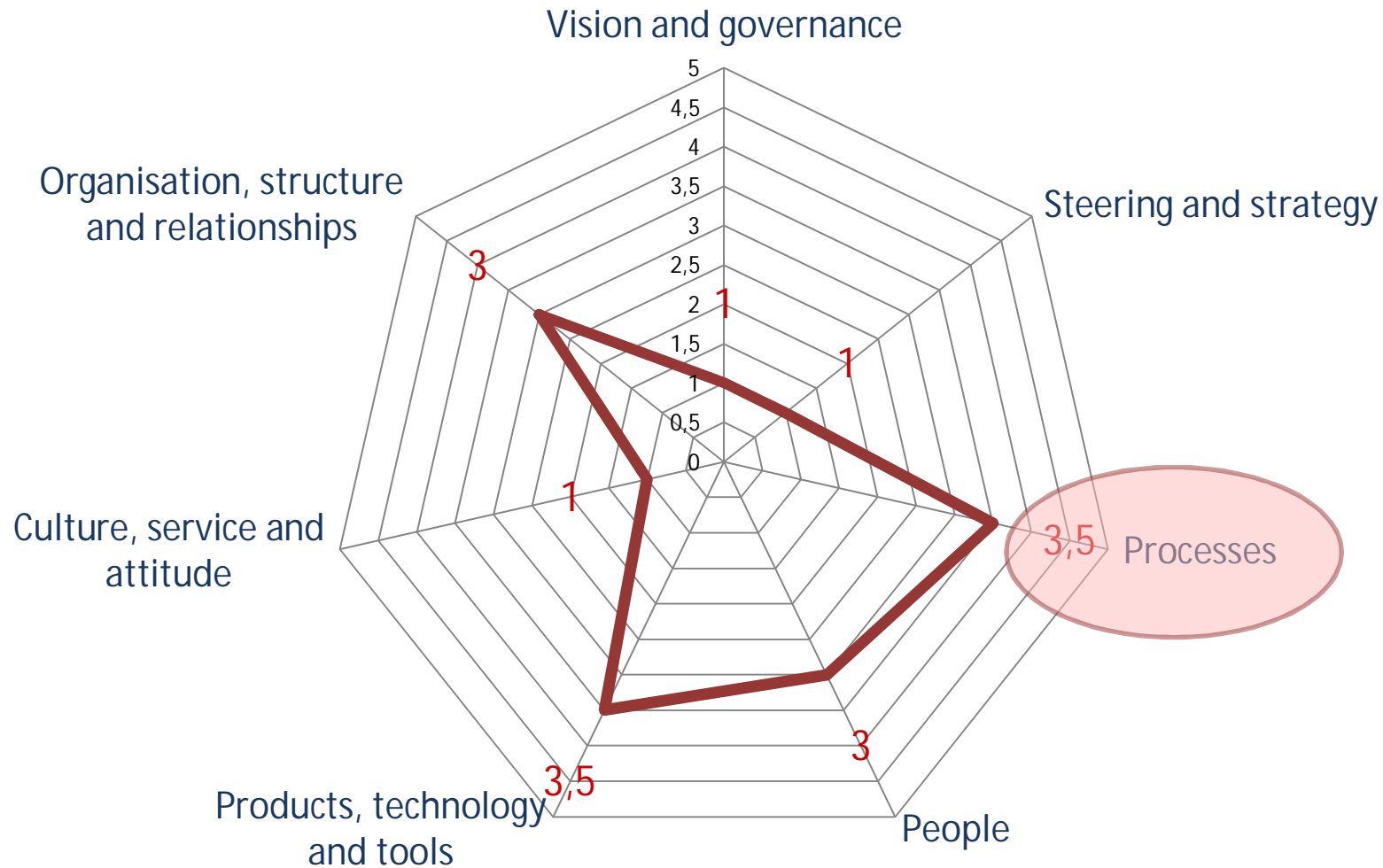
The main causes of failure

- *Lack of leadership, strategy and vision and poor or non-existing governance*
- *Lack of ownership and accountability*
- *Poor information and communication*
- *Focus on costs and processes and not on business, customer, outcomes, value and/or service*
- *Little focus on people issues*
- *Poor culture, a lack of knowledge and information sharing and poor collaboration*
- *Over engineered, inflexible processes (too complex and/or bureaucratic, one size fits all)*

Adopt a CSI approach

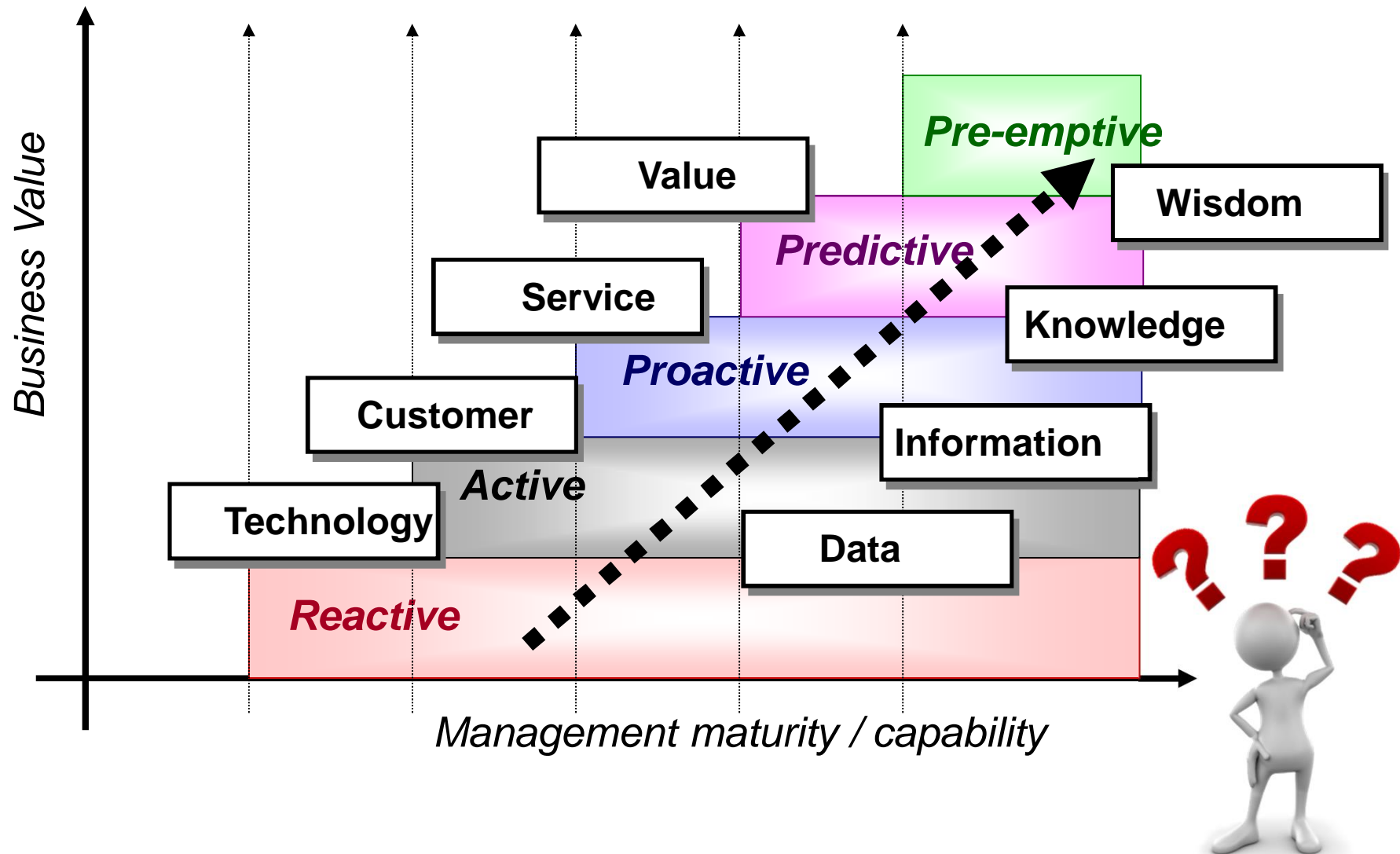


Understand 'where you are now?'

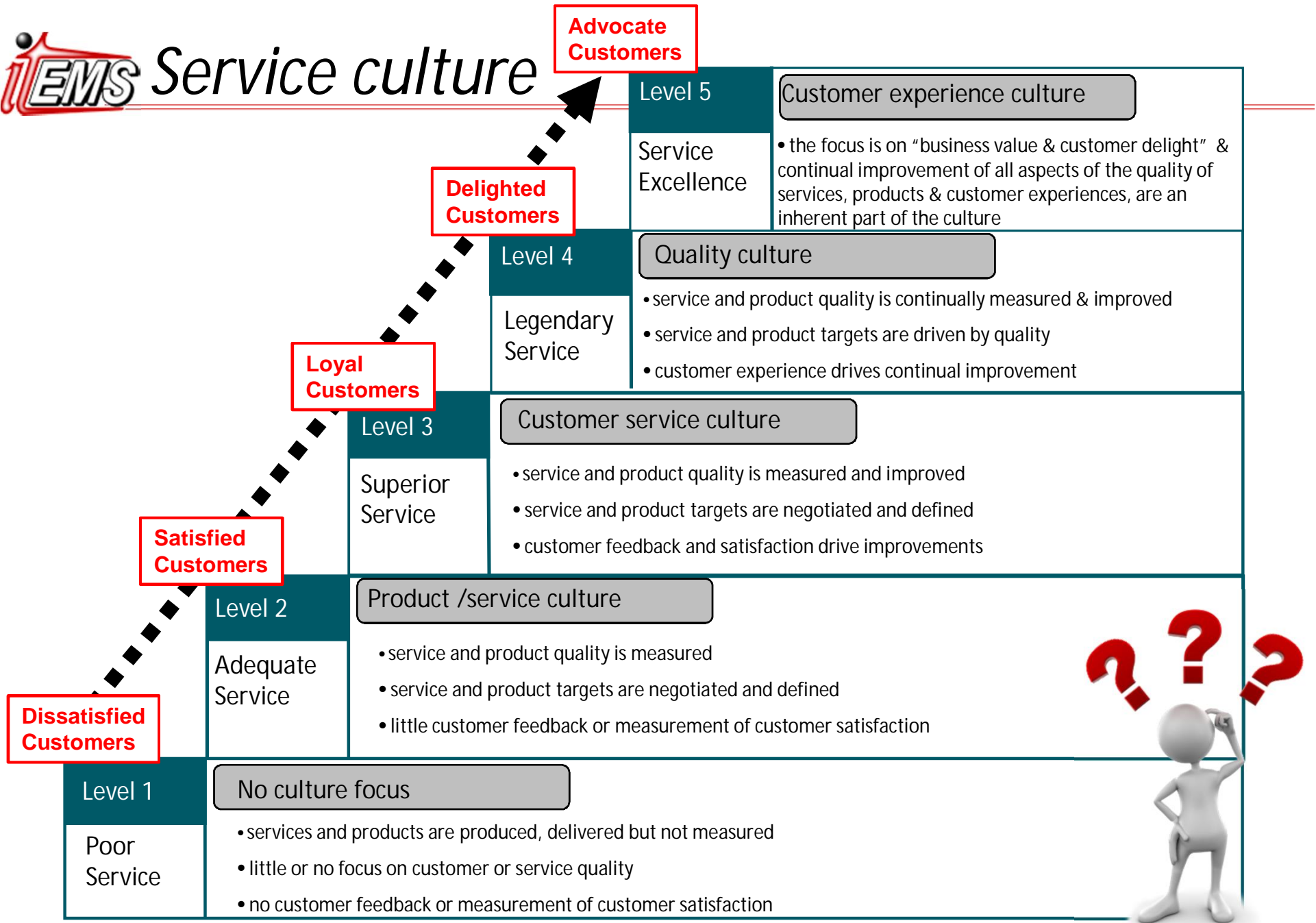




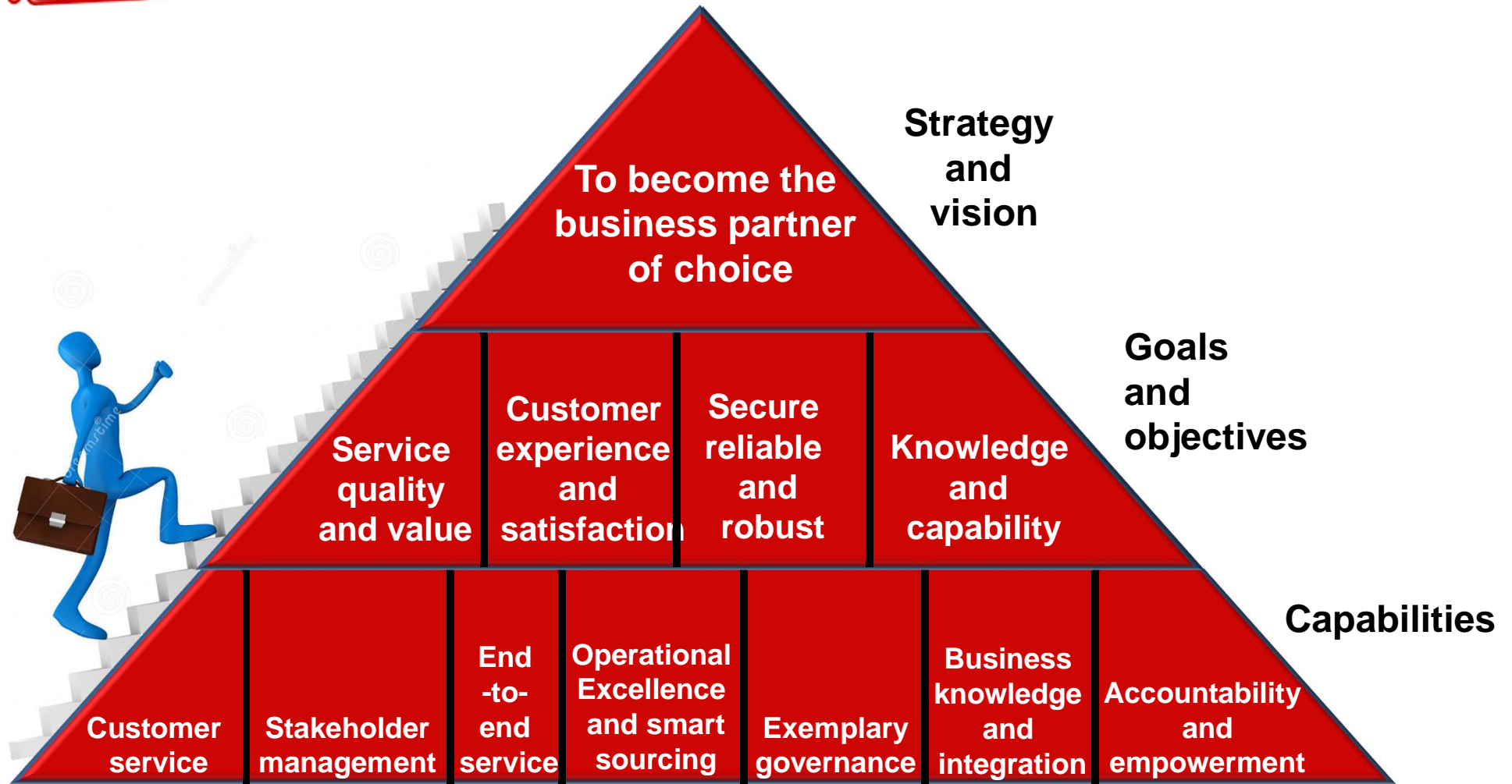
Building, capability and knowledge



ITEMS Service culture



ITEMS Guiding framework



Infrastructure: A supported set of infrastructure and applications, consistent with the enterprise architecture

Organisation: Lean, agile and business focussed, using smart sourcing of appropriate partners

Culture: Customer and service centric, delivering increasing business value, continual improvement and learning



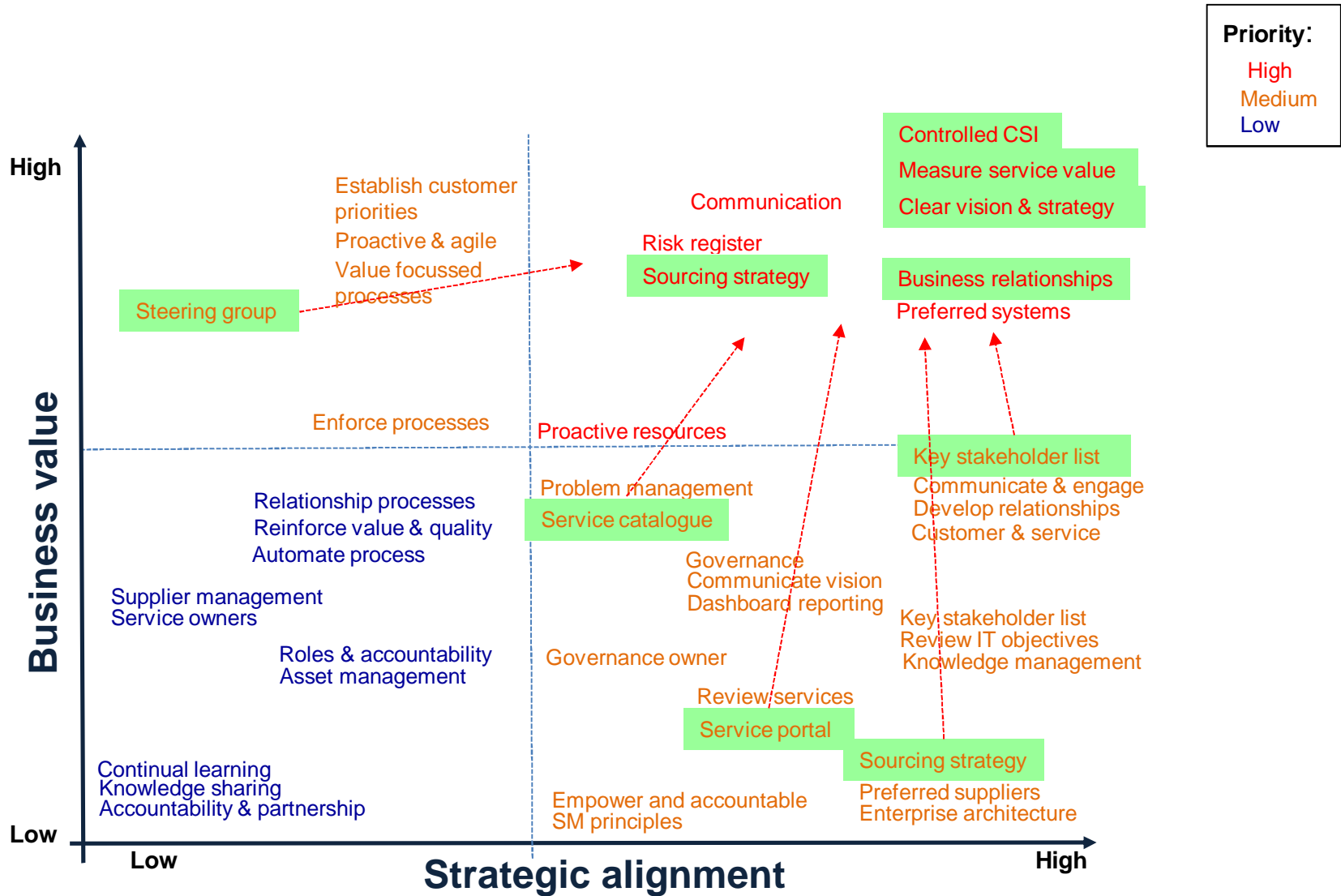
Improvement register

| Improvement | Cost | Business value | IT value | Total | Status | Dependency |
|---------------------------------------|------|----------------|----------|-------|--------|------------|
| 1. Problem management | M | 1 | 2 | 2 | | |
| 2. Develop business relationships | M | 2 | 2 | 4 | | 3, 10, 22 |
| 3. Implement a service catalogue | M | 1 | 2 | 2 | | |
| 4. Define and measure service value | H | 2 | 2 | 4 | | 3, 9, 10 |
| 5. Define and agree sourcing strategy | M | 2 | 2 | 4 | | 3, 9 |
| 6. Steering group | L | 2 | 1 | 2 | | 10 |
| 7. Establish service portal | M | 1 | 2 | 2 | | 3, 9 |
| 8. Service owners | M | 1 | 1 | 1 | | 3, 10 |
| 9. Develop a vision and strategy | M | 2 | 2 | 4 | | |
| 10. Controlled CSI | L | 2 | 2 | 4 | | |
| 11. | | | | | | |

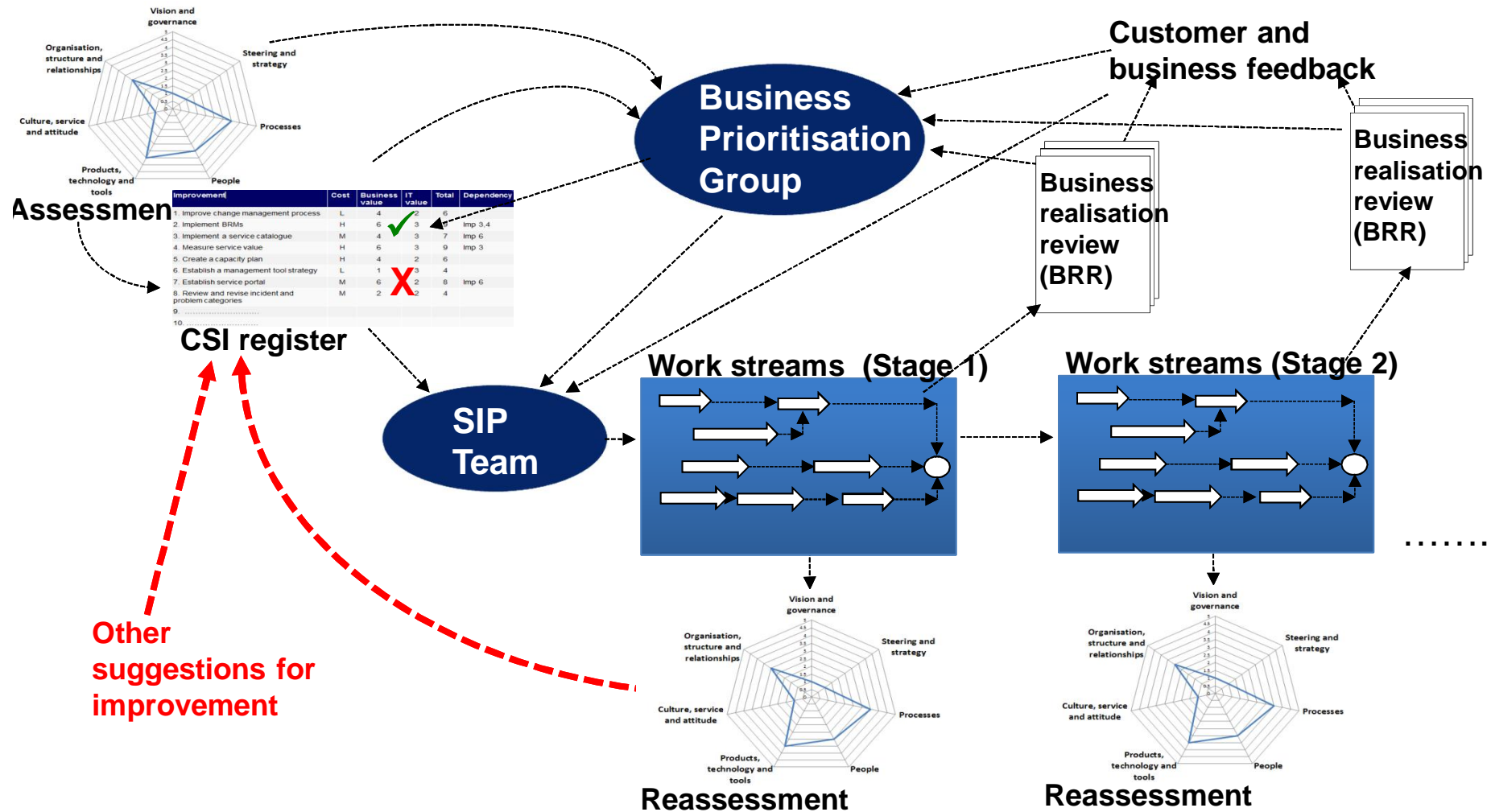
Also consider:

- Resources
- Capability

ITEMS Prioritising improvements

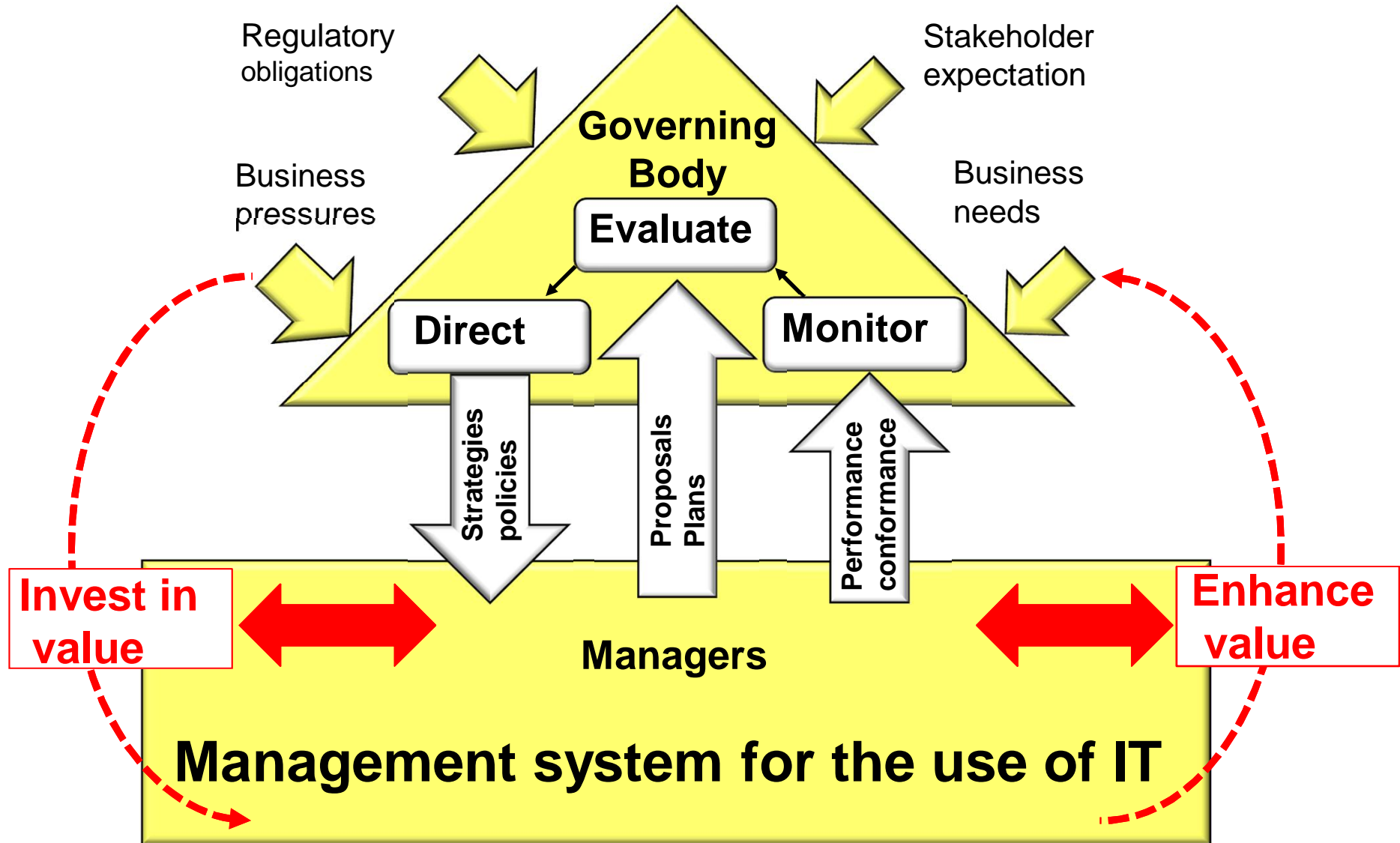


ITEMS Implementation – Agile CSI in practice





Value driven IT Governance

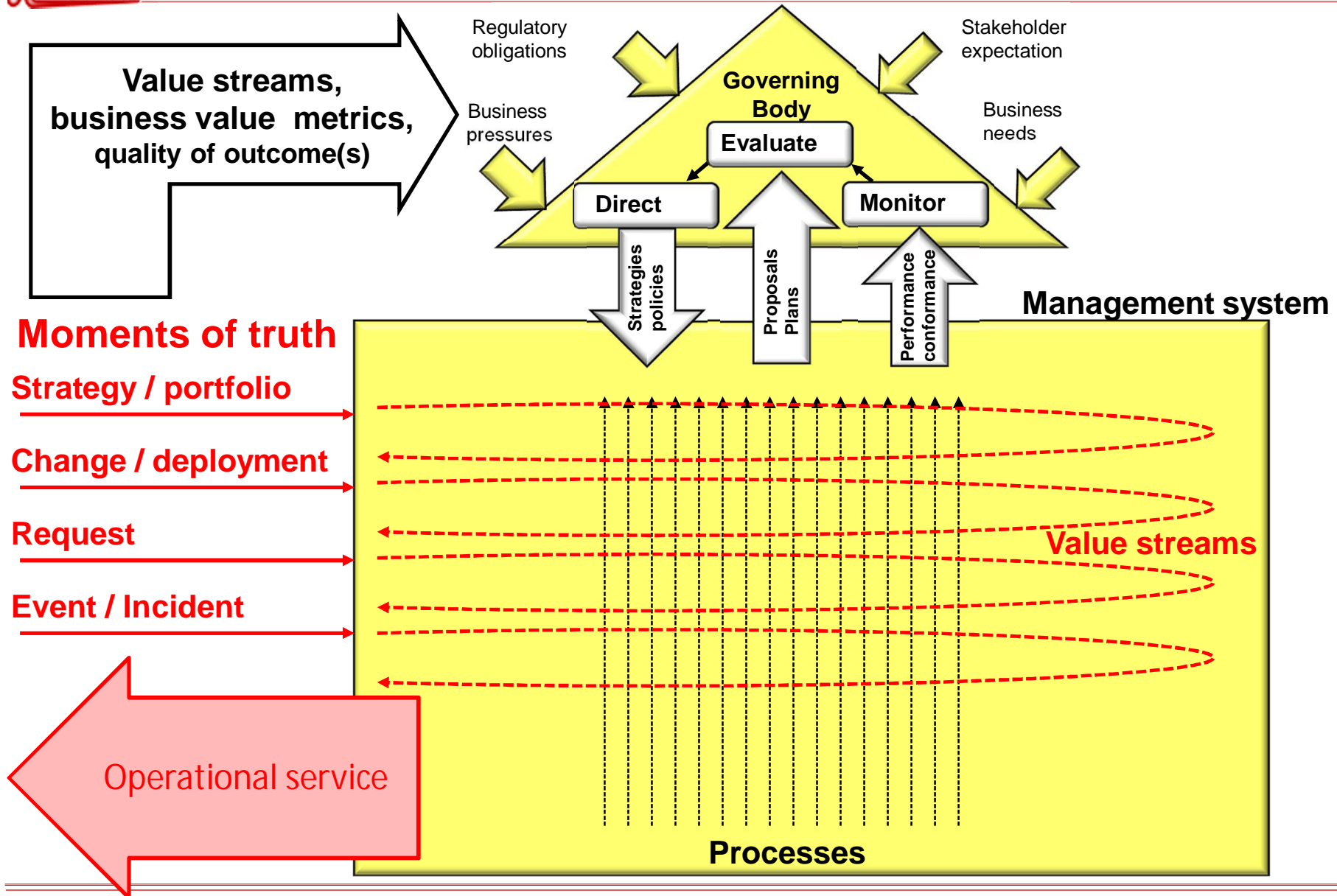


Note: diagram based on ISO/IEC 38500

Value driven improvement:

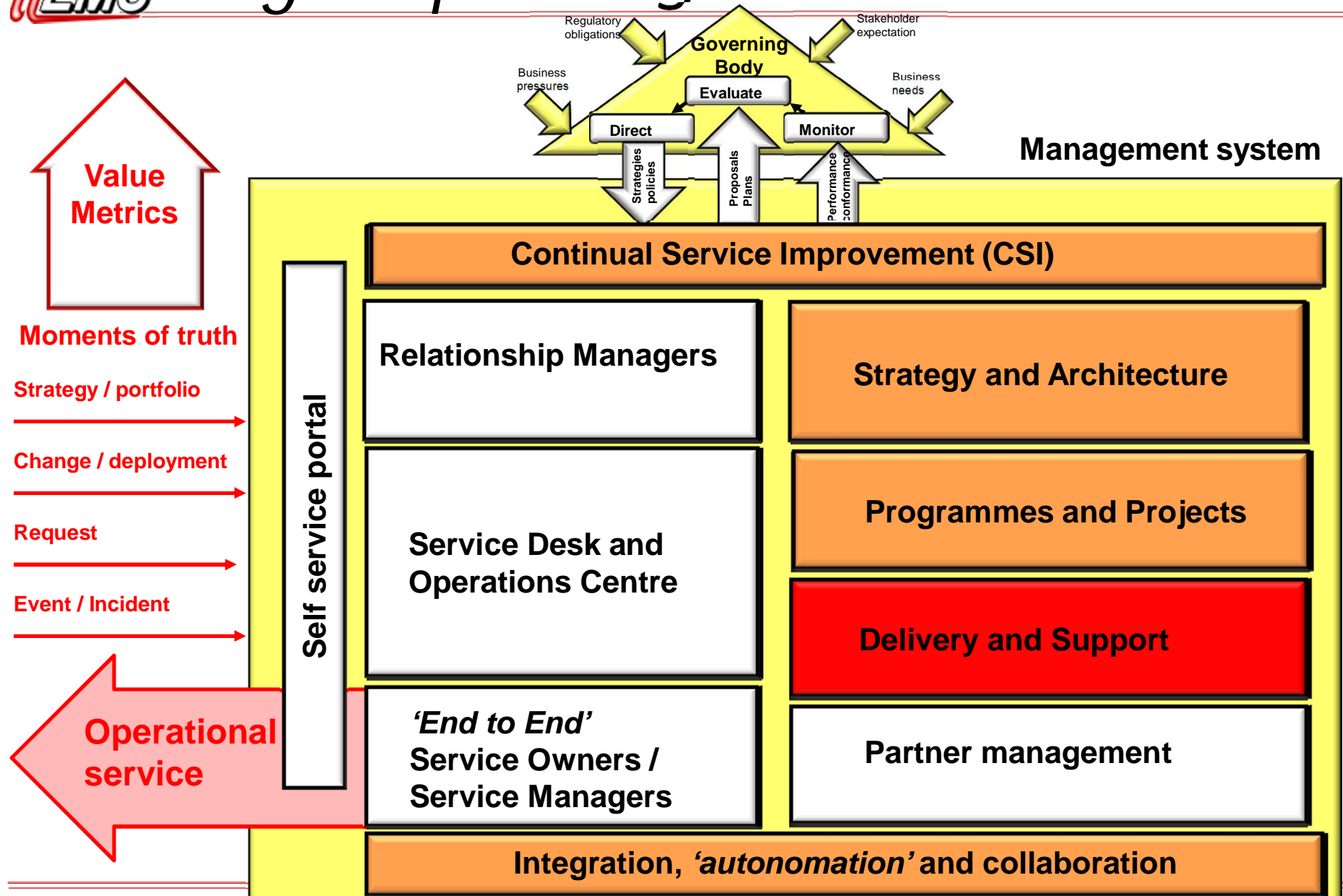


Moments of truth, value streams and outcomes:

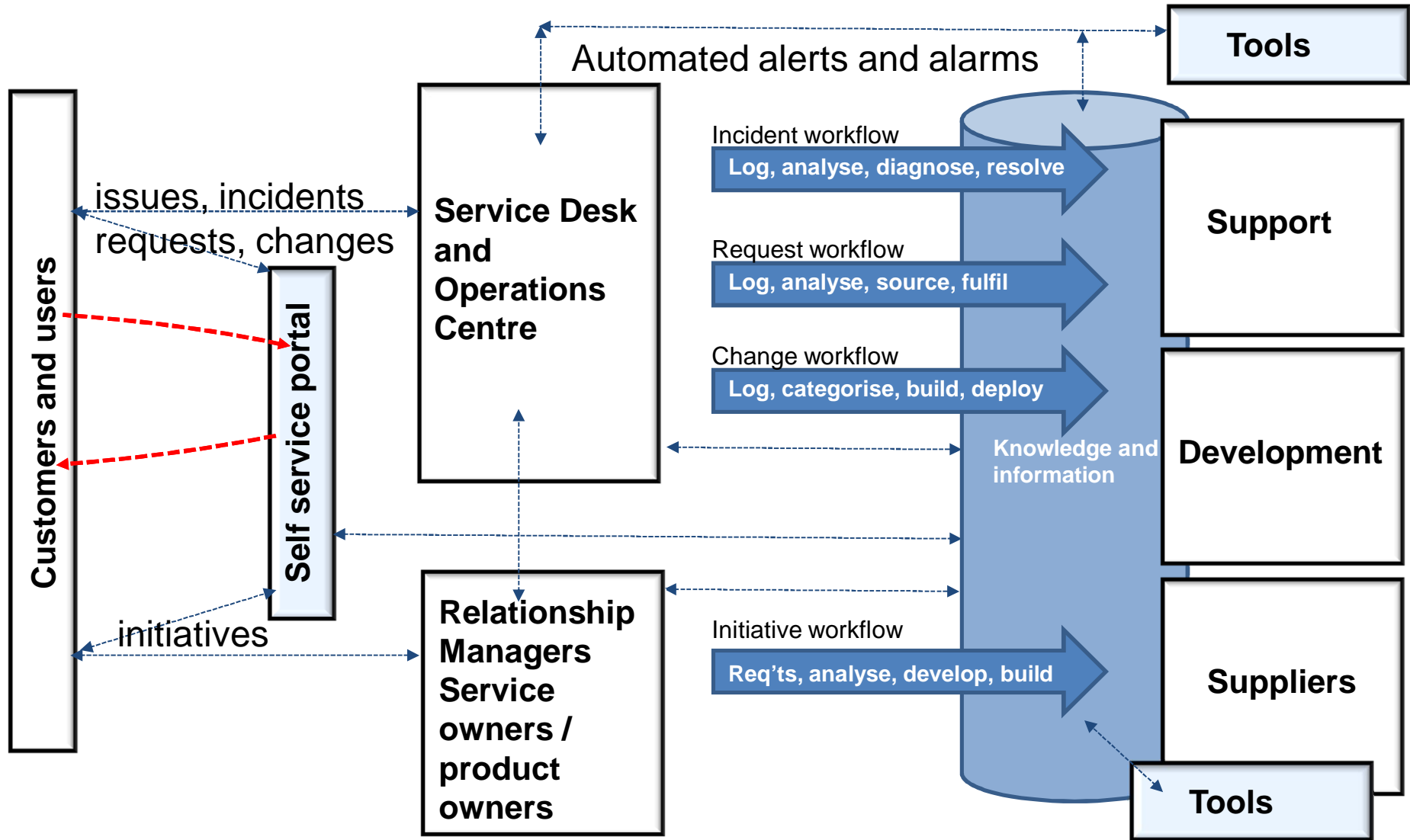


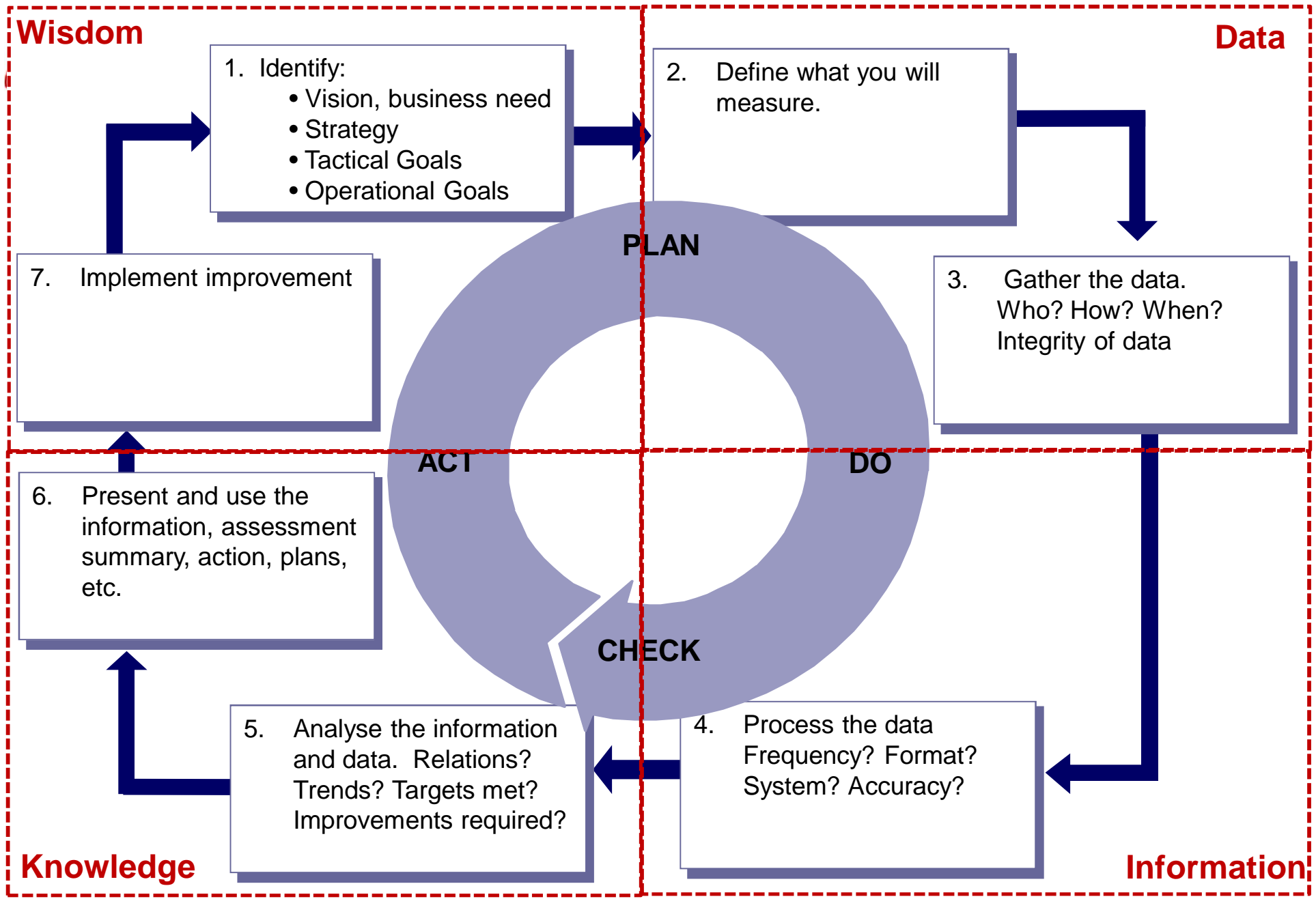


Target Operating Model - Where do we want to be?



ITEMS Future: Touchpoints, value streams and workflow





Summary

- *Other frameworks: such as Lean, COBIT, ISO-IEC 20000, Six Sigma, SIAM, Agile, Taking Service Forward,*
- *Senior management governance, leadership and steering is essential from the top*
- *Service delivery and improvement should be focussed on customer and business value*
- *Not just process improvement, consider all areas, especially people, relationships, communication, culture and organisation*
- *KIS - keep it simple, but remember it's not "one size fits all"*
- *Make it sustainable; consolidate into everyone's everyday job. It just becomes the way we do things **and***
- ***Don't forget continual improvement of CSI***



Any questions

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