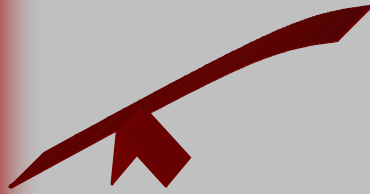


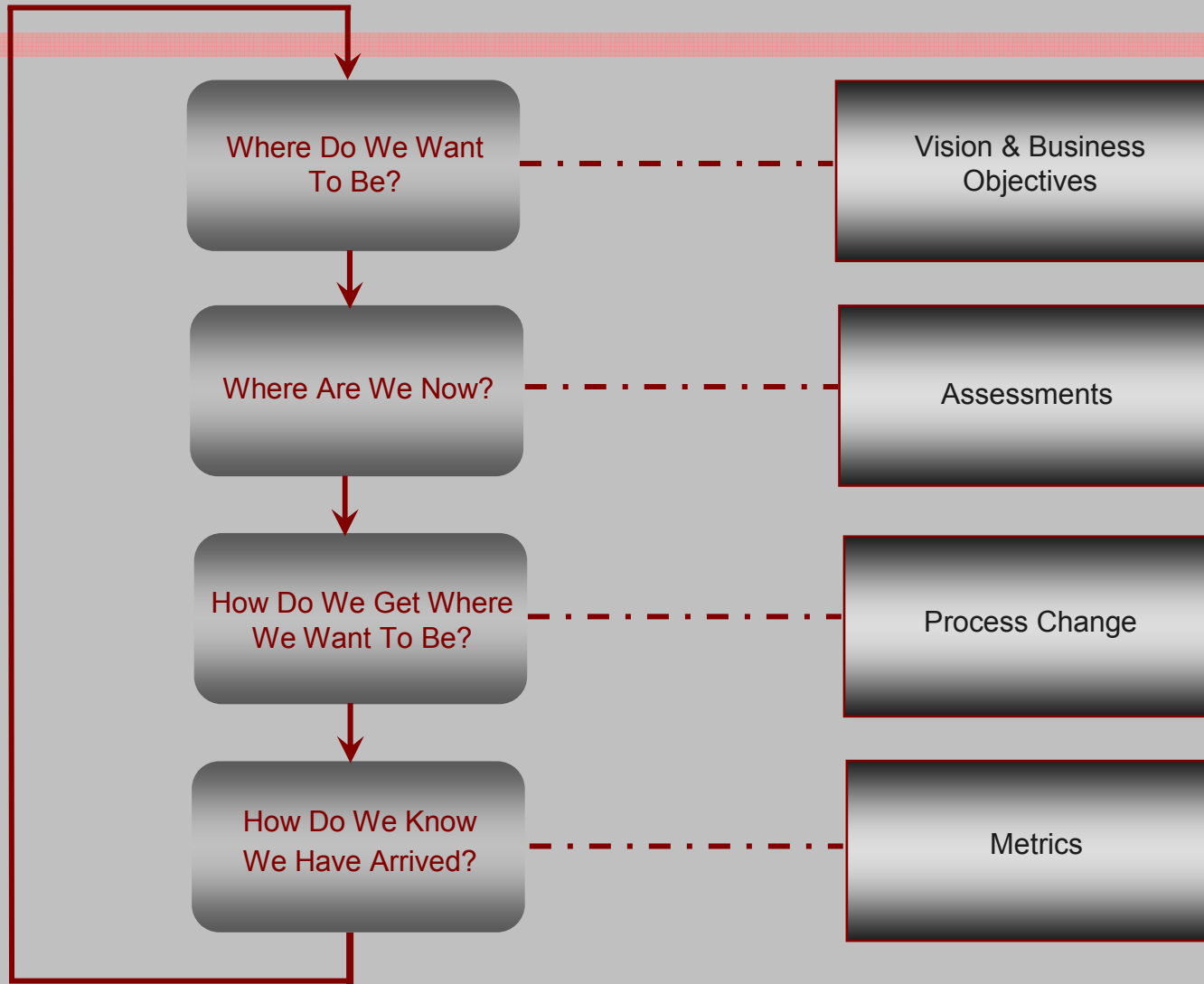
Service Management “A Process Led Approach”



Service Management Benefits

- ◆ Service Management benefits include:
 - ◆ Improved quality of service – more reliable business support
 - ◆ Clearer view of current IT capability
 - ◆ Better information on current services (and possibly on where Changes would bring most benefits)
 - ◆ More motivated staff; improved job satisfaction through better understanding of capability and better management of expectations
 - ◆ Enhanced Customer satisfaction as service providers know and deliver what is expected of them
 - ◆ System-led benefits, e.g. improvements in security, accuracy, speed, availability as required for the required level of service
 - ◆ Improved cycle time for Changes and greater success rate.

A Process Improvement Model





Management Commitment

- ◆ Management commitment is about motivating and leading by example.
 - ◇ Managers must support the use of best practice openly and demonstrably,
 - ◇ Without full management commitment to change and innovation the staff cannot be expected to improve themselves, Service Management processes or service to Customers.
- ◆ A **total quality approach to leadership** is required from managers. The different aspects of management commitment can be found in commonly used Total Quality Models such as the EFQM (in Europe) or Baldrige (in North America)



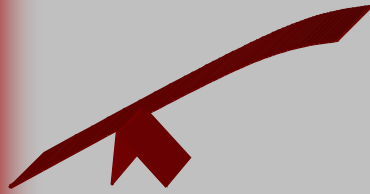
Management Commitment - 2

◆ Why do implementations fail?

- ◆ It is not enough for management to provide the funds for the implementation process and then sit back expecting everything to work → Management must be committed during the entire '*plan-do-check-act*' cycle

◆ Common reasons for failure include:

- ◆ Lack of staff commitment and understanding (GP 2.1)
- ◆ Lack of training (GP 2.5, OT)
- ◆ Staff given the responsibility for implementation but not given sufficient authority to make the required decisions (GP 2.4)
- ◆ Lack of the Service Management 'champion' (the person driving the implementation) (OPF)
- ◆ Lack of initial funding and lack of quantifiable long term cost benefits (GP 2.3)
- ◆ Overly ambitious expectations of immediate benefits or try to do everything at once
- ◆ Unrealistic implementation timetable (PP)
- ◆ Difficulties of changing the culture of the organisation
- ◆ Tools unable to support the process (GP 2.3)



Cultural Aspects

- ◆ In order to prosper, a business organisation **should have Customer satisfaction as its prime objective**
- ◆ The provision of quality IT services with high levels of availability and performance can be achieved with the correct hardware, software and underlying support disciplines.
 - ◆ This level of service may satisfy, but may not delight, the Customer!
 - ◆ Customer delight will only be achieved if the people involved are responsive to their Customers' needs, are attentive, reliable, and courteous, delivering the service in the way they themselves would like to receive it
 - ◆ Customer service therefore is concerned with performing acts that will benefit the Customer in a way that will encourage him to purchase service again and again
 - ◆ This can only be achieved if the organisation's culture demands it