

Exploiting the ITIL processes to achieve Service Excellence

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My Background

- A programme manager who extended responsibility of post go-live support into business as usual support.
- Held a number of business transformation roles with both project and service responsibility.
- Joined Siemens plc in July 2004; to transform the UK SAP Practice ready for Shared Service implementation.
- Promoted to Global Shared Services in October 2005
 - designed and implemented the service management tools and processes for Global Shared Services
 - Service Excellence Manager - North West Europe.

Why do ITIL processes need to be exploited?

- Good things do not happen by accident!
- SM processes and tools need to be **actively** matured
- Fine tuning for closer organisational fit
- **How well do we really understand our customers' business and their needs?**

Every customer is unique!



ITIL V3 describes customer needs...

- **Customers do not buy 20mm drill bits ...**



- **...they buy 20mm holes!**
- **The outcome is what they desire.**

Service Excellence is an attitude...

- Break down functional silo's
- Get people talking
- Communication
- Customer focussed rather than technology focussed
- “Uncommon Sense”
- **ITIL is all about Service! The tools, technology & processes are simply a means to this end!**

Orientating Standards

- SLA's. A target or a limit?
- Our choice of description can be a constraint...!
- ...or a liberation from old attitudes.

..there will always be RISK!



Set realistic goals

- Don't aim to fail!
- Don't be too target-orientated - often leaves no reserves for
 - Changing resources
 - Service transitions
 - Changes

“The **greatest** danger for most of us

is not that our aim is **too high** and we miss it,

but that it is **too low** and **we reach it**”

Michaelangelo

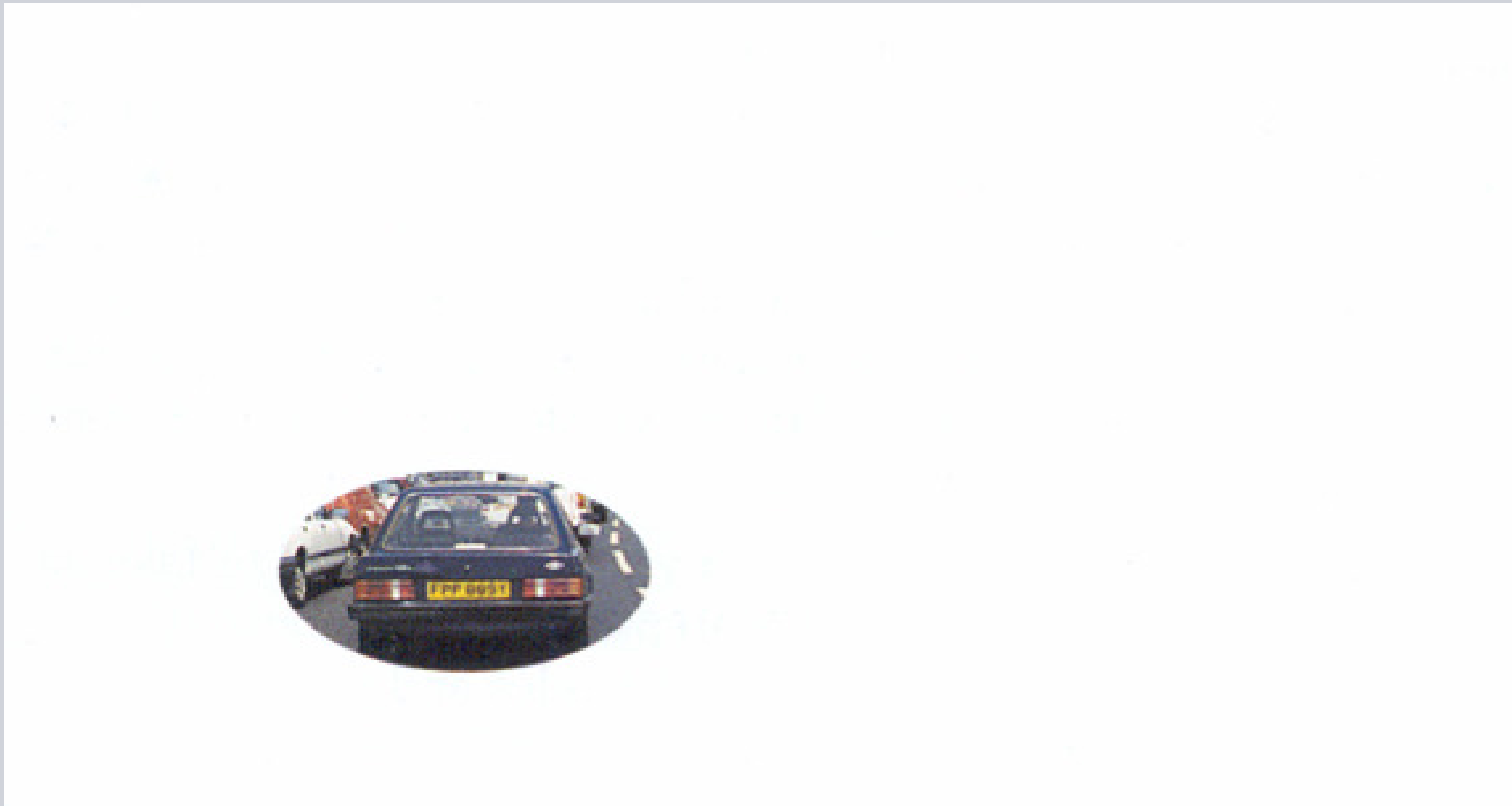
Operational Excellence

- Systems processes and tools that are measurable, predictable and 100% repeatable
- Reliability and predictability of a utility – When you flip the switch, the lights go on
- A crisis is not the time to discover gaps
- Perceptions are based on how such a crisis is handled

Service Excellence

- Raises the bar ever higher ...
- How?
- Personal experiences have demonstrated the critical role reporting plays
- **Reporting** is the oil in the ITIL engine
- Reporting is often overlooked

KPI view!



Dashboard view...



... more is needed

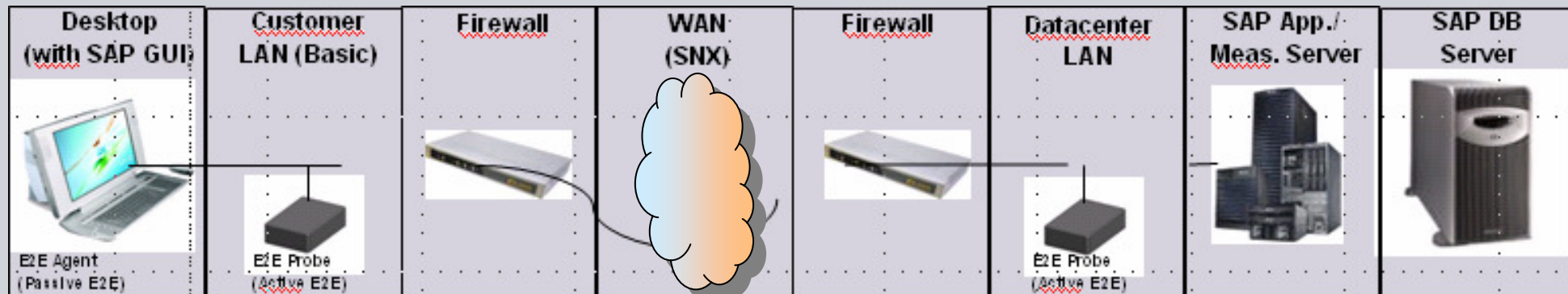


...for the service excellence view!



Service Chains

- The customer experience is keyboard to screen.
- They are not interested in the links...
- Can the chain take the strain?



And more...

- End to End Reporting
- Near-time Reporting
- Essential to drive improvements.
- More metrics ... better metrics ...?
- If you cannot measure it, you cannot manage it
- Increasing measurements... Increased control?

You can't fool the Business!

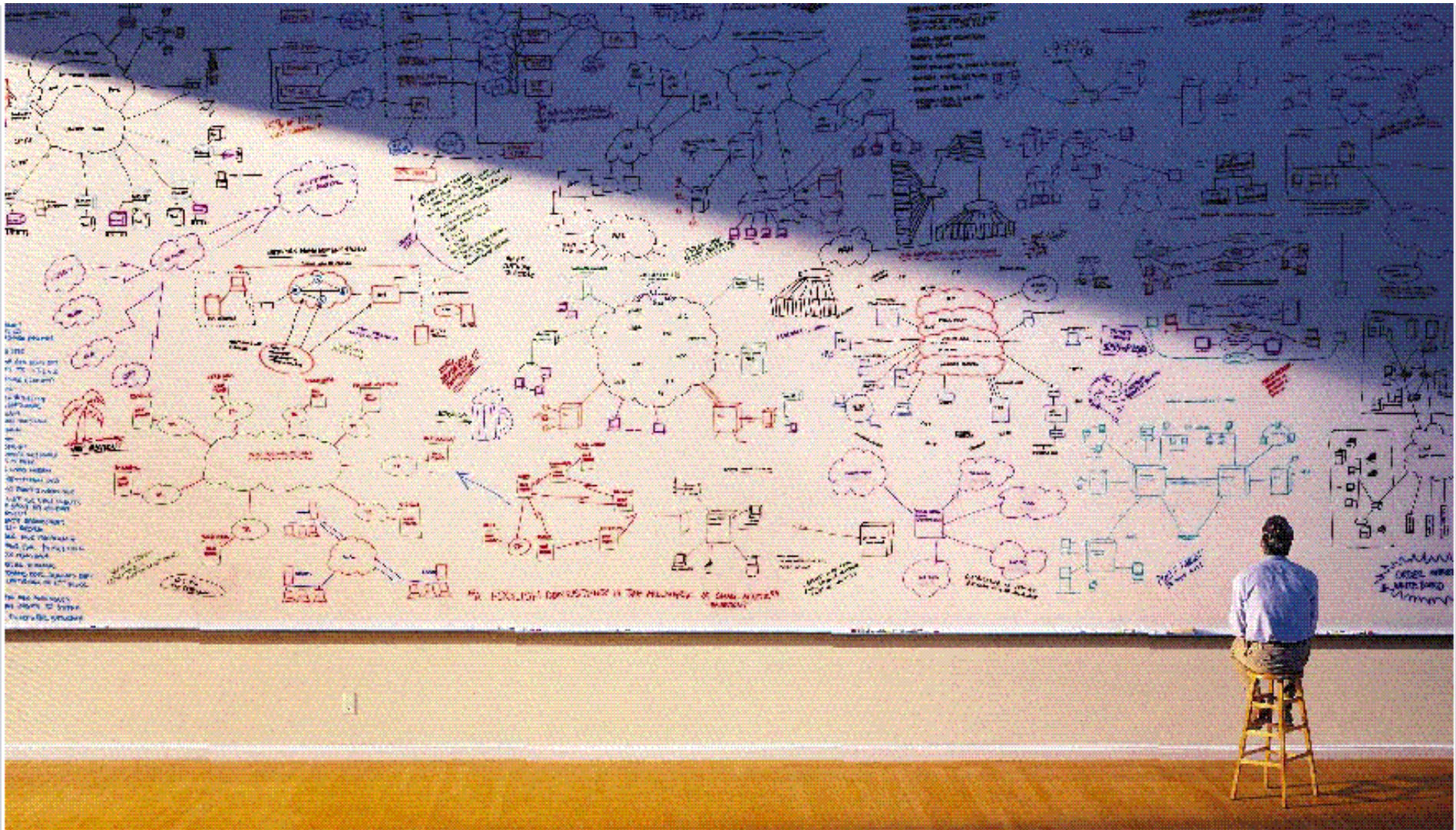
- Align your reporting to their business needs

Measurement Method & Result	Desktop	Customer LAN	Firewall	WAN (SNX)	Firewall	Datacenter LAN	App.Server	DB Server
SLA/KPI Reporting								
Result:	all Service Levels are kept (according to the contract)							
Dashboard						← Measuring section →		
Result:	no Problems found							
Dashboard						← Measuring section →		
Result:	no Problems found							
End to End						← Measuring section →		
Result:	Problems found in Customer LAN: during the same time Exchange Archiving takes place							

Achieving Excellence

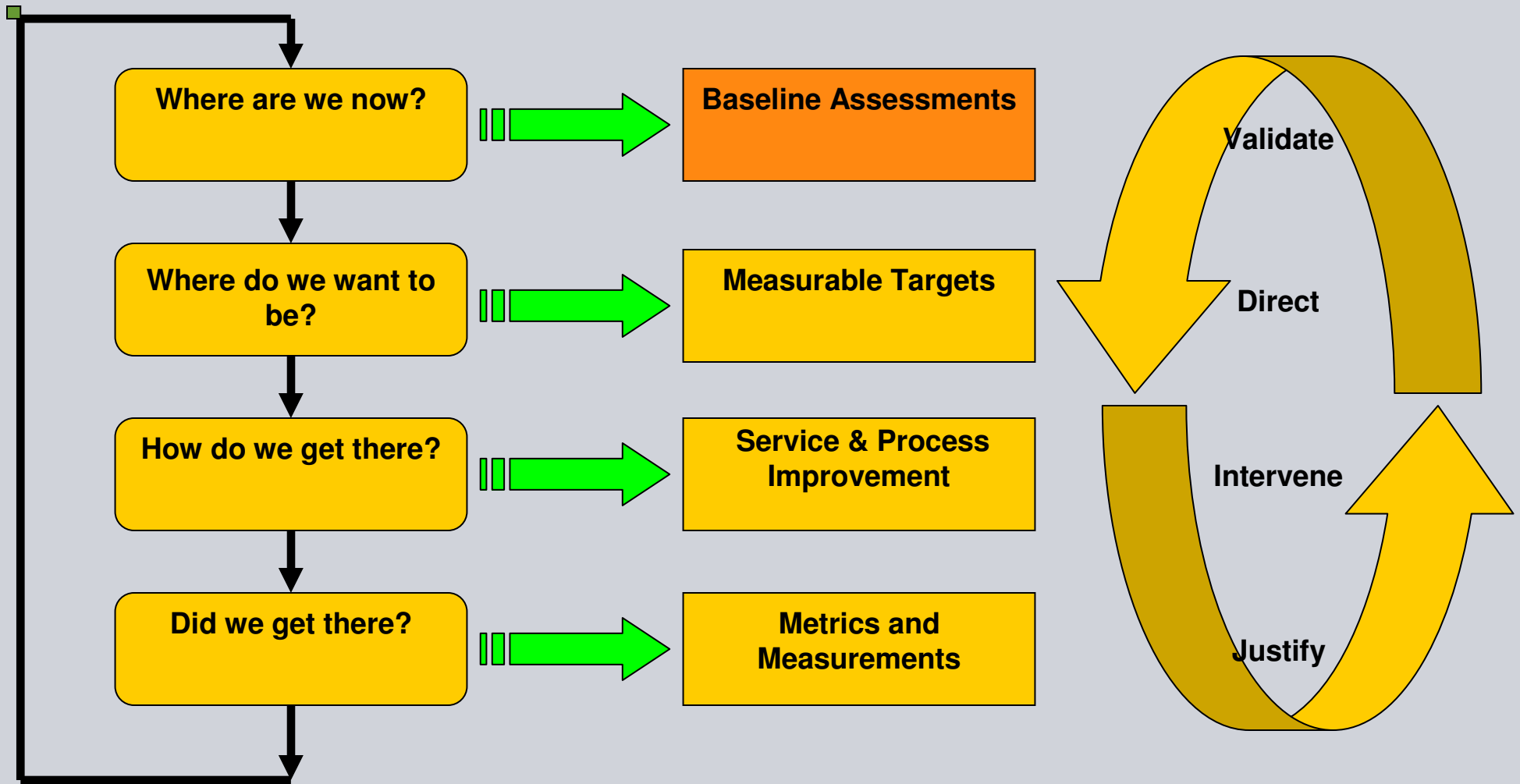
- Processes must be measurable
- Auditable
- Improve your processes and tools as well as service levels
- Above all; Keep them **simple**

Good Practice?



Global Shared Services – creating value for business

ITIL Continual Service Improvement



Continual Service Improvement – a starting point

- Demands processes and procedures which are measurable, predictable and 100% repeatable
- Reliability and predictability of ITIL service management – A consistent approach
- MUST also include the processes and tools.

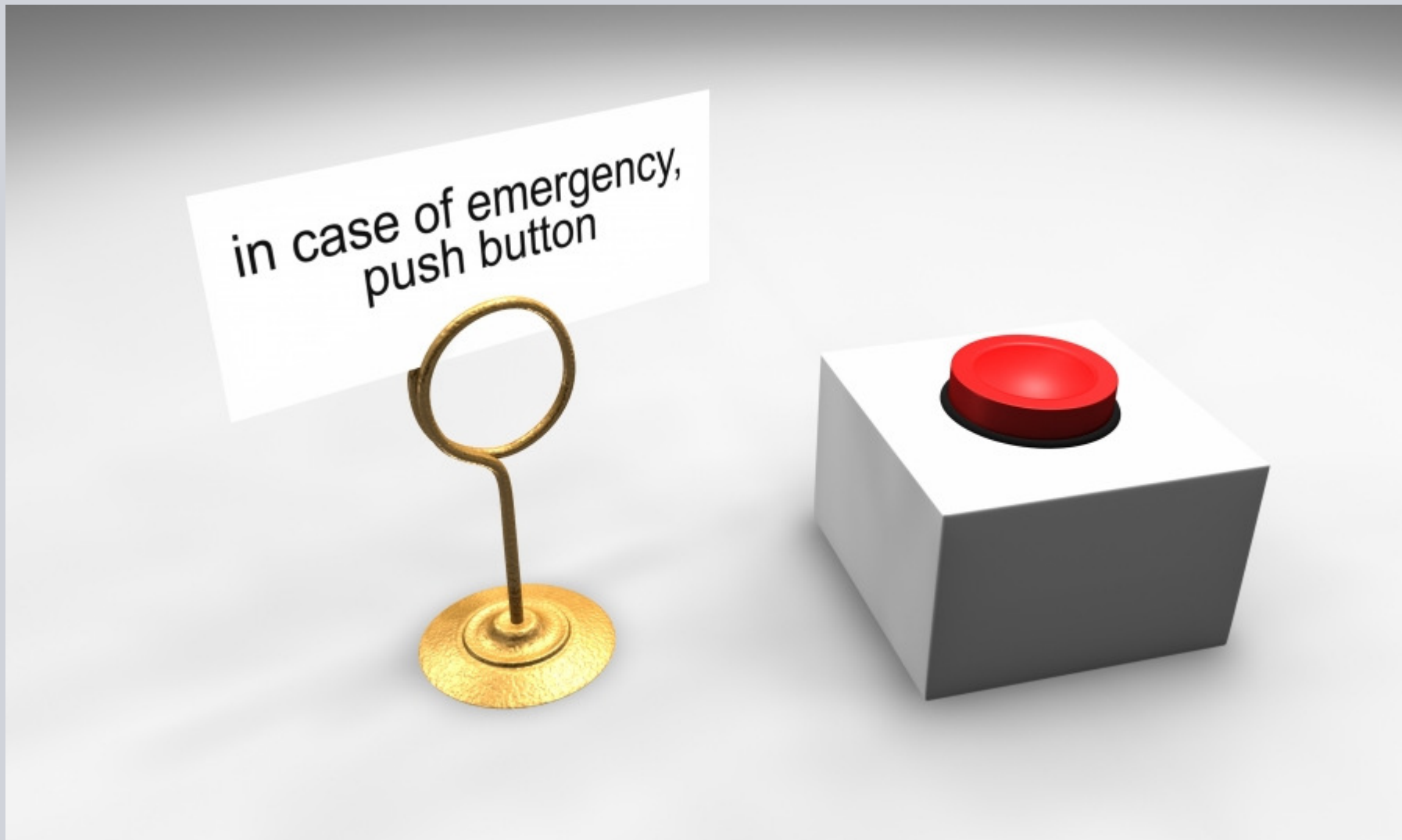
Eliminate waste

- “... the cost of services are inflated by 30-80% waste”
- Michael L. George – CEO George Group
- *Source: Lean Six Sigma for Service*

What is waste?

- “... processes are riddled with activities that add no value from the perspective of the customer” – Michael L. George
- Anything that our customers would not pay us to do
- **Highly inefficient to operate?**
- **Will result in a poorer service**
- **Don't make it harder than it should be, retain flexibility and allow knowledge & experience to have a role.**

When things go wrong...



Escalation

- Often misunderstood
- Escalation is a process NOT a punishment
- Should be well understood by all stakeholders – Who! When! Why!
- It should never be “How?”
- Should be viewed positively as an accelerator bringing greater resources to bear.
- Earlier the better, avoid the temptation to use as the last resort.

In conclusion

- Implementing ITIL is only the start...
- ...ITIL Exploitation is key for the business
- Keep raising your own standards; never stop looking for opportunities
- Stay with your customer
- CSI - 360 view
- Positive contributions to service design
- ... influencing future service strategy...

Service Management versus Service Excellence

Service Delivery

- Target driven
- Service orientated
- Service improvement

Service Excellence

- Limit driven
- Customer orientated
- SM process improvement

Service Excellence ... stands out!

