Continual Service Improvement (CSI)

(Better, cheaper, faster)

Budapest - April 2013

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Agenda

- Services, improvements and value
- Establishing an improvement programme
- Implementing improvements in practice
- Developing a CSI culture and environment
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**
Service assets

Capabilities
- Management
- Organisation
- Process
- Knowledge
- People

(Experience, skills, and relationships)

Resources
- Financial Capital
- Infrastructure
- Applications
- Information
- People

(Numbers of employees)
Service value

- Increased value and ROV
- Performance of customer assets
  - Increase performance
  - Reduce risk

Service

Capabilities
- Management
- Organisation
- Processes
- Knowledge
- People
- Information
- Applications
- Infrastructure
- Financial capital

Resources

- Coordinate, control and deploy

Asset types
Senior management commitment

You have my full commitment.....
Apart from money, time resources and attention and just so long as I don't have to be involved.
Customer service

Level 1
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

Level 2
Adequate Service
- service and product quality is measured
- service and product targets are negotiated and defined
- little customer feedback or measurement of customer satisfaction

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

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

Level 5
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

No culture focus

Customer service culture
- service and product quality is measured and improved
- service and product targets are negotiated and defined
- customer feedback and satisfaction drive improvements

Quality culture
- service and product quality is continually measured and improved
- service and product targets are driven by quality
- customer experience drives continual improvement

Customer experience culture
- 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

Advocate Customers
Delighted Customers
Loyal Customers
Satisfied Customers
Dissatisfied Customers
Demming

Time

Maturity

PLAN

DO

ACT

CHECK

Effective quality improvement

Consolidation of the level achieved

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ISO/IEC 2000 continual improvement (PDCA)

Plan
Service management system
Service management processes

Act
Services

Check

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

2. Define what you will measure.


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
ITIL CSI approach

- How do we keep the momentum going?
  - What is the vision?
    - Business vision, mission, goals and objectives
    - Business vision, mission, goals and objectives

- Where are we now?
  - Baseline assessments
    - Baseline assessments

- Where do we want to be?
  - Measurable targets
    - Measurable targets

- How do we get there?
  - Service and process improvement
    - Service and process improvement

- Did we get there?
  - Measurements and metrics
    - Measurements and metrics
Governance and culture

ICT Governance

CSI improvement

Value network

Business and customer service value
Governance

Business pressures

Corporate governance of ICT

Evaluate

Direct

Monitor

Invest in value

Measure value

Performance conformance

Enhance value

Business demand

Project delivery and improvement

Service delivery

Note: diagram based on ISO/IEC 38500
Assess the current environment
### Improvement register (CSI register)

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Cost</th>
<th>Business value</th>
<th>IT value</th>
<th>Total</th>
<th>Dependency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve change management process</td>
<td>L</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>Imp 3,4</td>
</tr>
<tr>
<td>2. Implement business relationships</td>
<td>H</td>
<td>6</td>
<td>3</td>
<td>9</td>
<td>Imp 3,4</td>
</tr>
<tr>
<td>3. Implement a service catalogue</td>
<td>M</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>Imp 6</td>
</tr>
<tr>
<td>4. Measure service value</td>
<td>H</td>
<td>6</td>
<td>3</td>
<td>9</td>
<td>Imp 3</td>
</tr>
<tr>
<td>5. Create a capacity plan</td>
<td>H</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>6. Establish a management tool strategy</td>
<td>L</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>7. Establish service portal</td>
<td>M</td>
<td>6</td>
<td>2</td>
<td>8</td>
<td>Imp 6</td>
</tr>
<tr>
<td>8. Revise incident and problem categories</td>
<td>M</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>9. ..........................................................</td>
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<td>10. .................................</td>
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</tbody>
</table>
The process in practice

Assessment

CSI register

SIP Team

Business Prioritisation Group

Work streams

Customer and business feedback

Other suggestions for improvement

Business realisation review (BRR)

Reassessment

Vision and governance

Steering and strategy

Process

People

Products, technology and tools

Cultures, service and attitude

Organisation, structure and relationships
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
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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