

Lucid IT

Service Model: A War Story

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The Business Context

A Managed Service Provider

Grown rapidly through a number of acquisitions

We had:

- Delivery people who could deliver
- Sales people who could sell

....So what's the problem?

The Business Problem

Salespersons sold what they could sell ...

- ...tin
- ...and couldn't or didn't know how to sell solutions

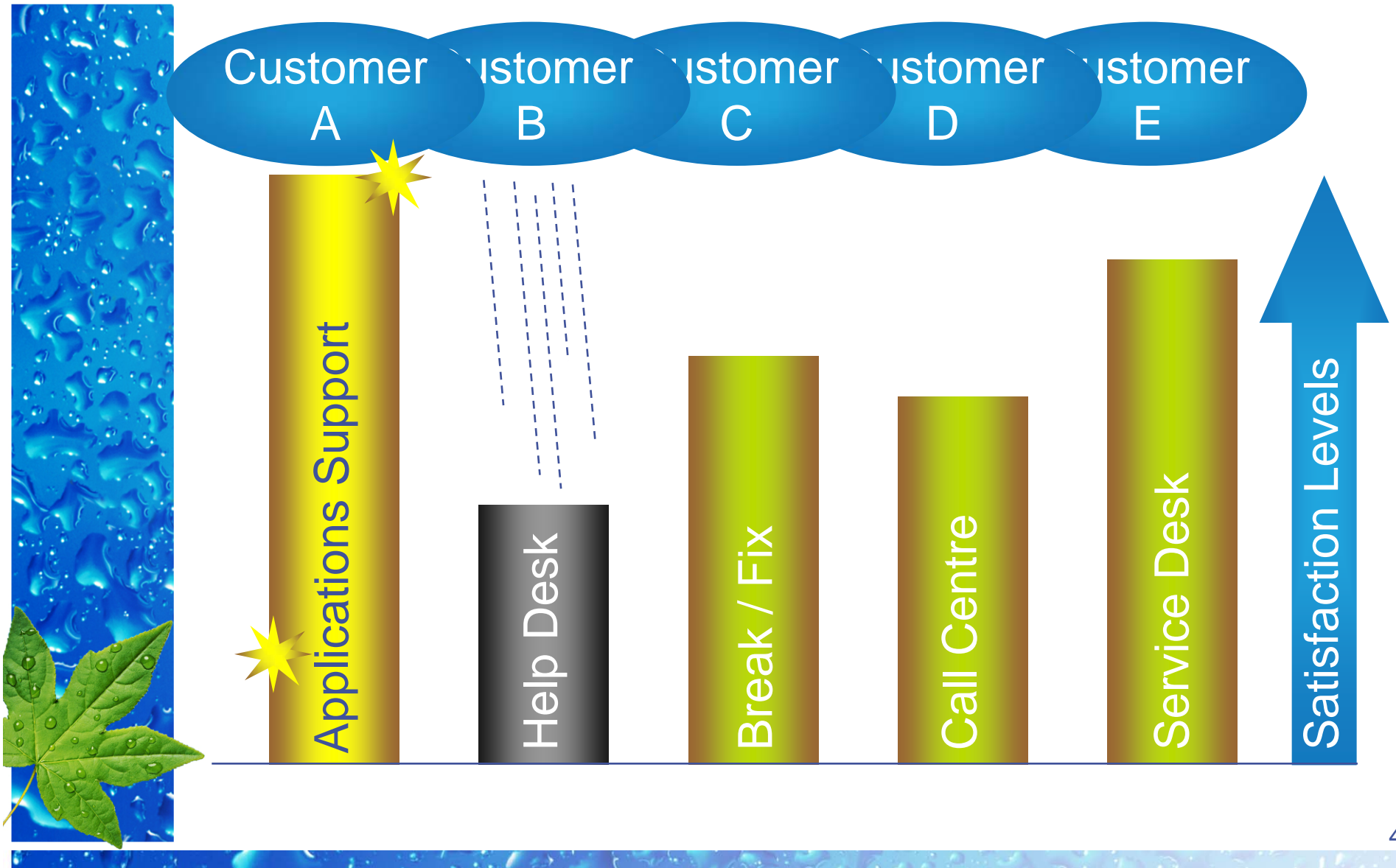
Silo'd delivery units...

- working independently
- delivering many different flavours of the same service

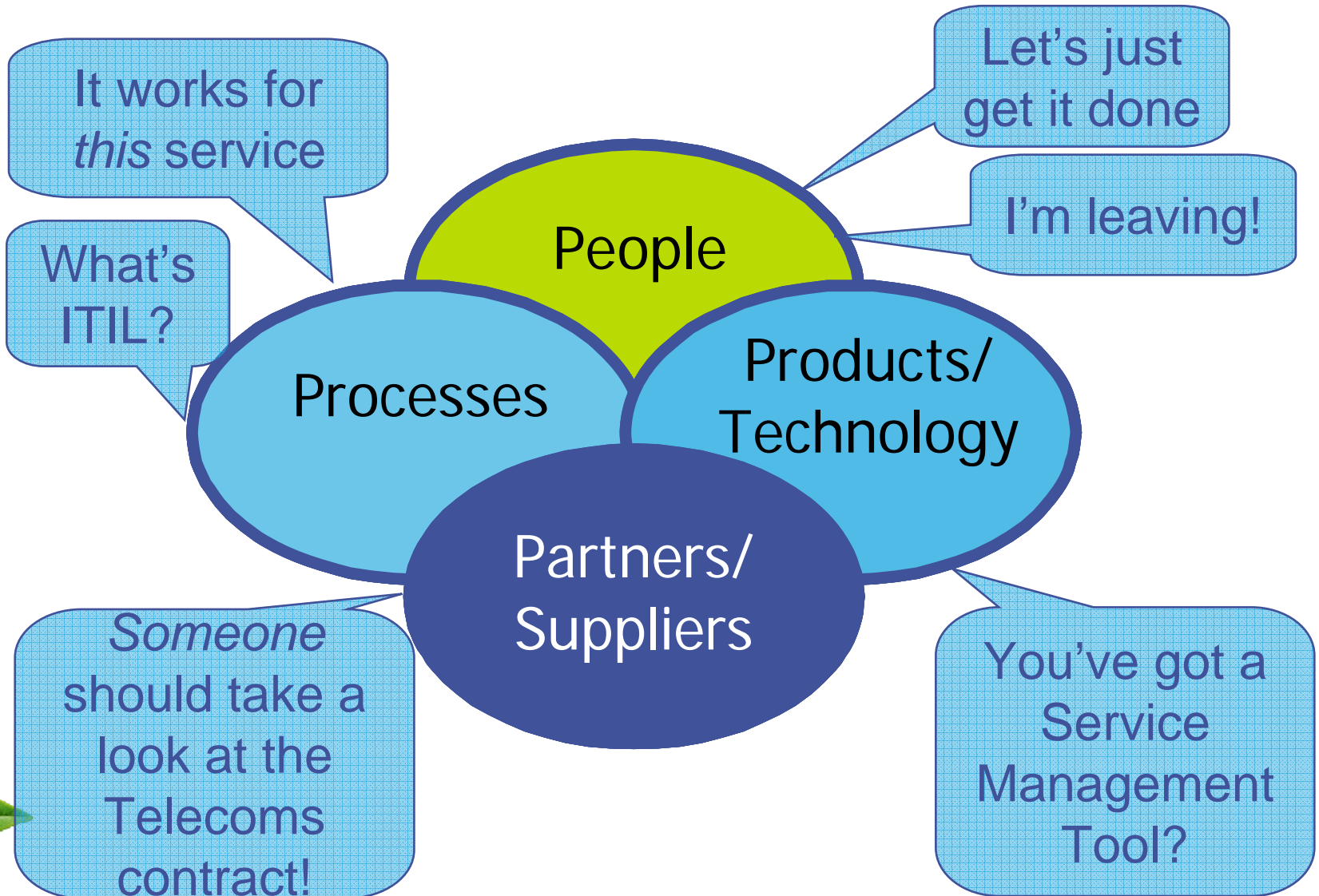
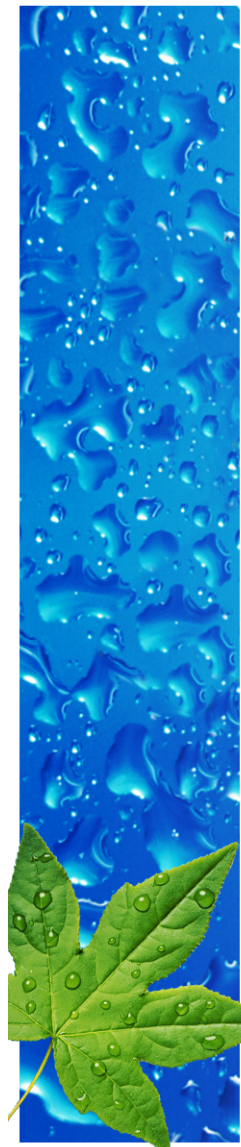
No Product / Service Management



Silo'd Services x 50



The 4 Ps



Senior Management Appoints a Product Manager

Hey DLJ ...
How much
for a Help
Desk?!

So you are
writing all the
proposals
now?

So, you're the guy
who's going to
improve the service
levels

So ...
how do
we do it?

... and when
are we going
to see the
benefits



Senior Management Appoints a Product Manager



Managed Services Model: Customer Perspective

End User Community

Strategy & Design

Service Portfolio
Demand
Financial

Service Levels
Catalogue
Availability
Security
Capacity
Continuity
Suppliers

Application

Business Software

Management

Infrastructure

Client

Network

Server

Management

Transition & Operations

Release
Change
Configuration
Knowledge

Access
Events
Incidents
Problems
Requests

Data Centre and Facilities



What does the good book say?

7.2.1 Service models

- Service models codify the service strategy for a market space. They are blueprints for service management processes and functions to communicate and collaborate on value creation. Service Models describe how service assets interact with customer assets and create value for a given portfolio of contracts (Figure 7.6). Interaction means demand connects with the capacity to serve. Service agreements specify the terms and conditions in which such interaction occurs with commitments and expectations on each side. The outcomes define the value to be created for the customer, which itself rests on the utility provided to customers and the warranty.
- Service models codify the structure and dynamics of services. The structure and dynamics are influenced by factors of utility and warranty to be delivered to customers (Figure 5.29). The structure and dynamics have consequences for Service Operations, which are evaluated by Service Transition (Figure 7.7).



Service Models

Service models are blueprints for service management processes and functions to communicate and collaborate on value creation

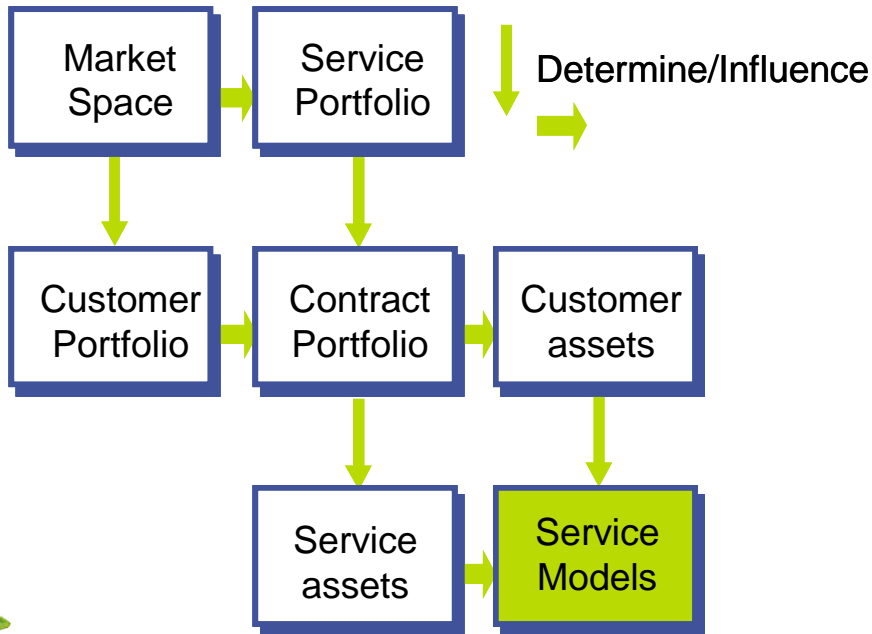


Figure 7.6

Figure 5.29

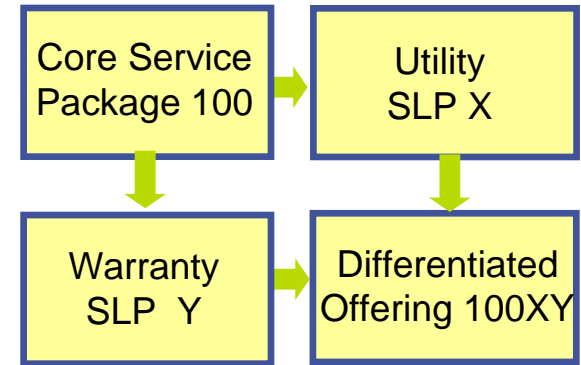
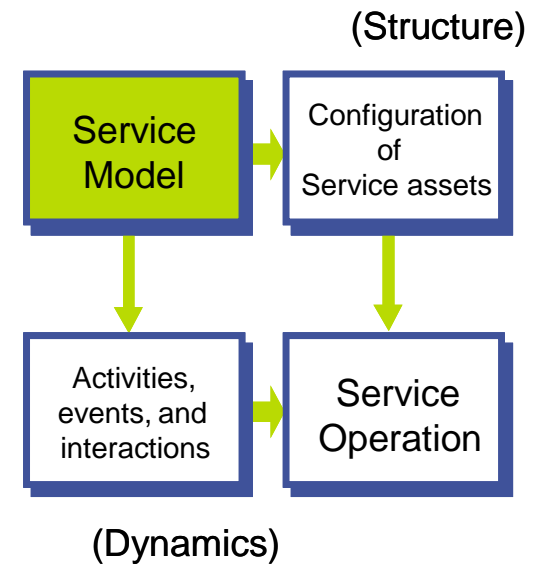


Figure 7.7



Put simply

From the black hole of managed services
To.....

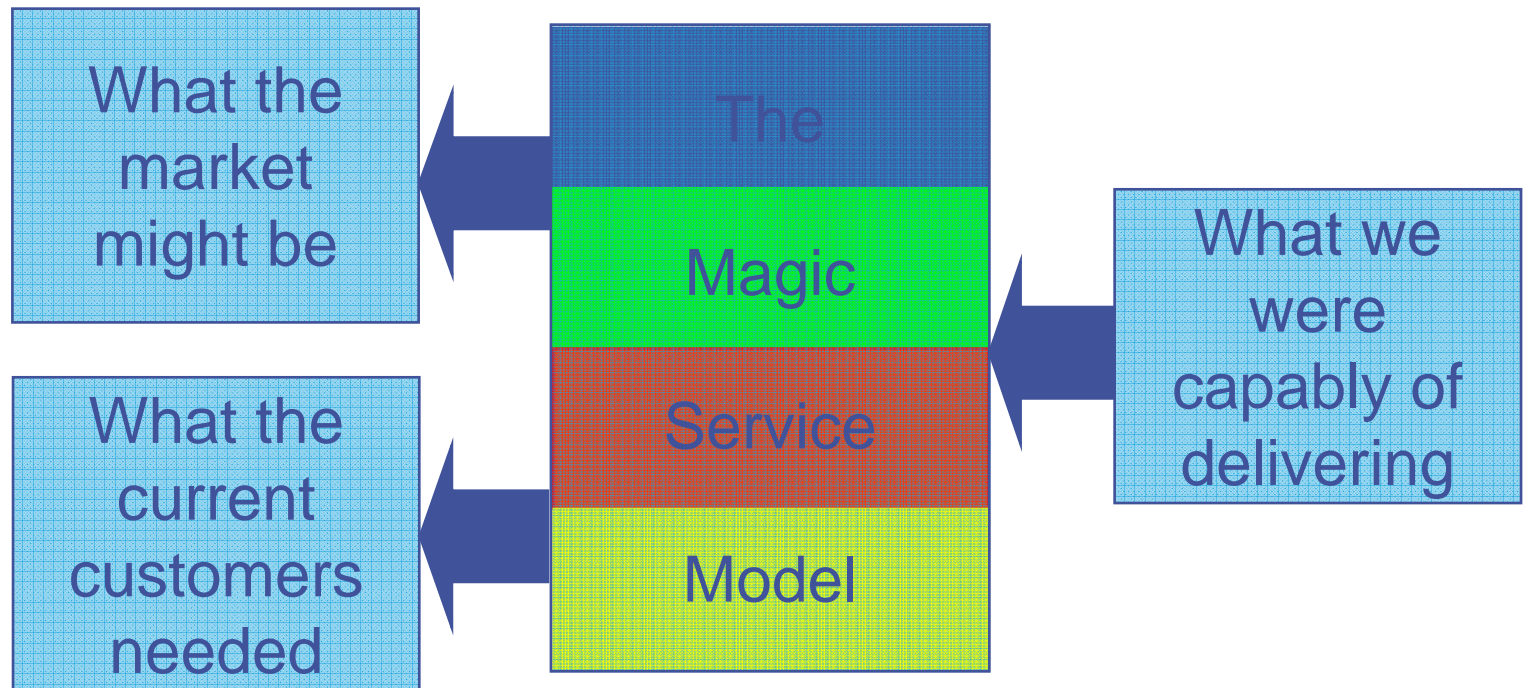
What the market might be

What the current customers needed

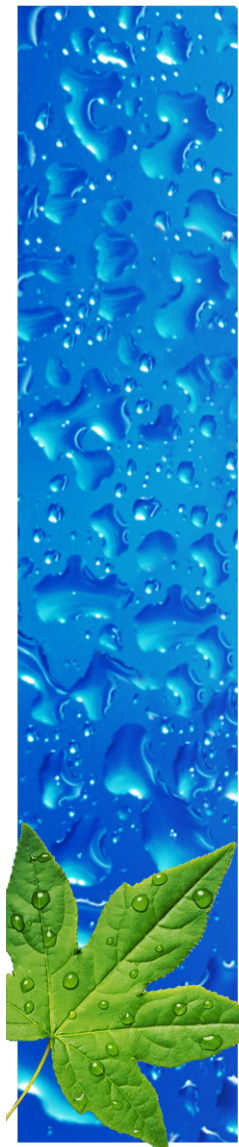
What we were capably of delivering



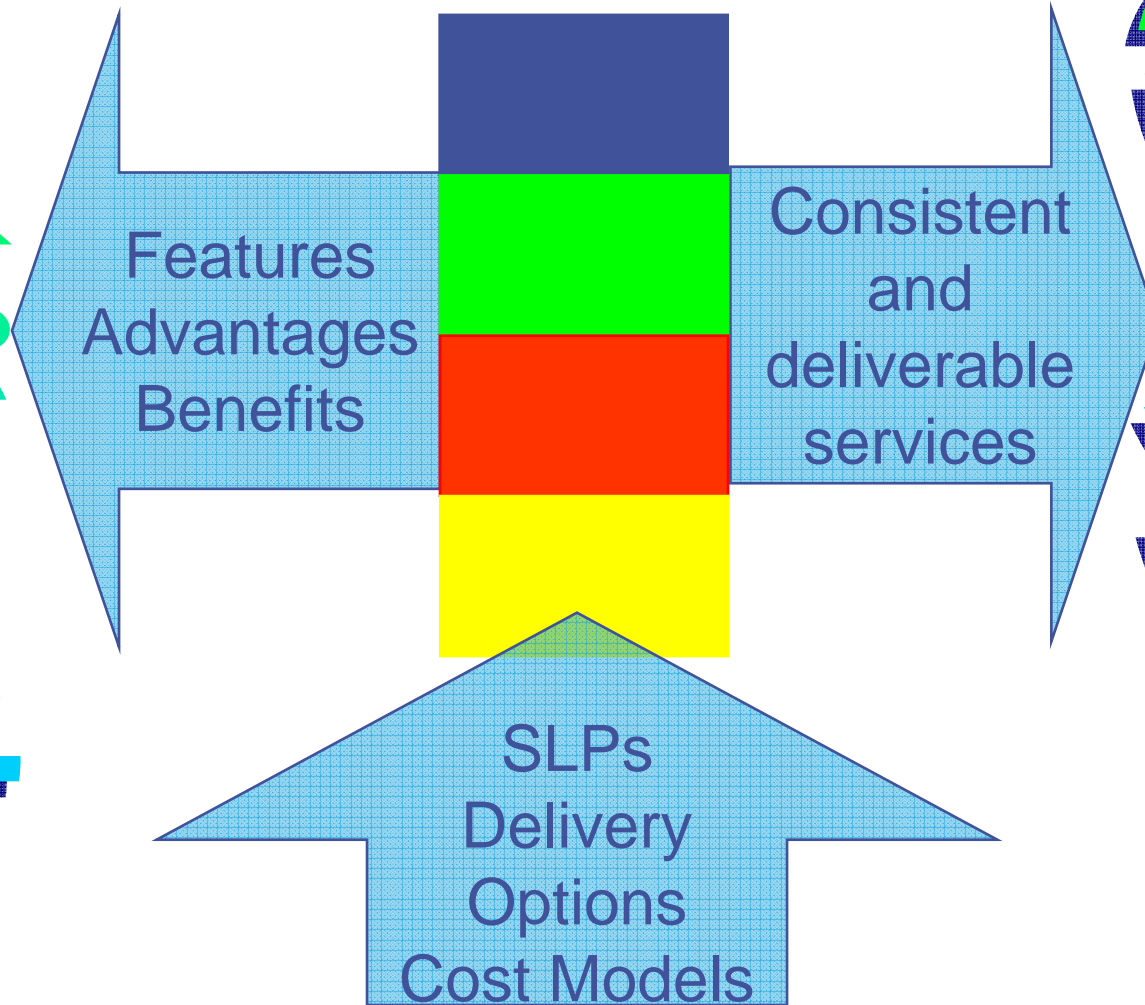
Put simply



The Answer: Create a Service Model



**M
A
R
K
E
T**



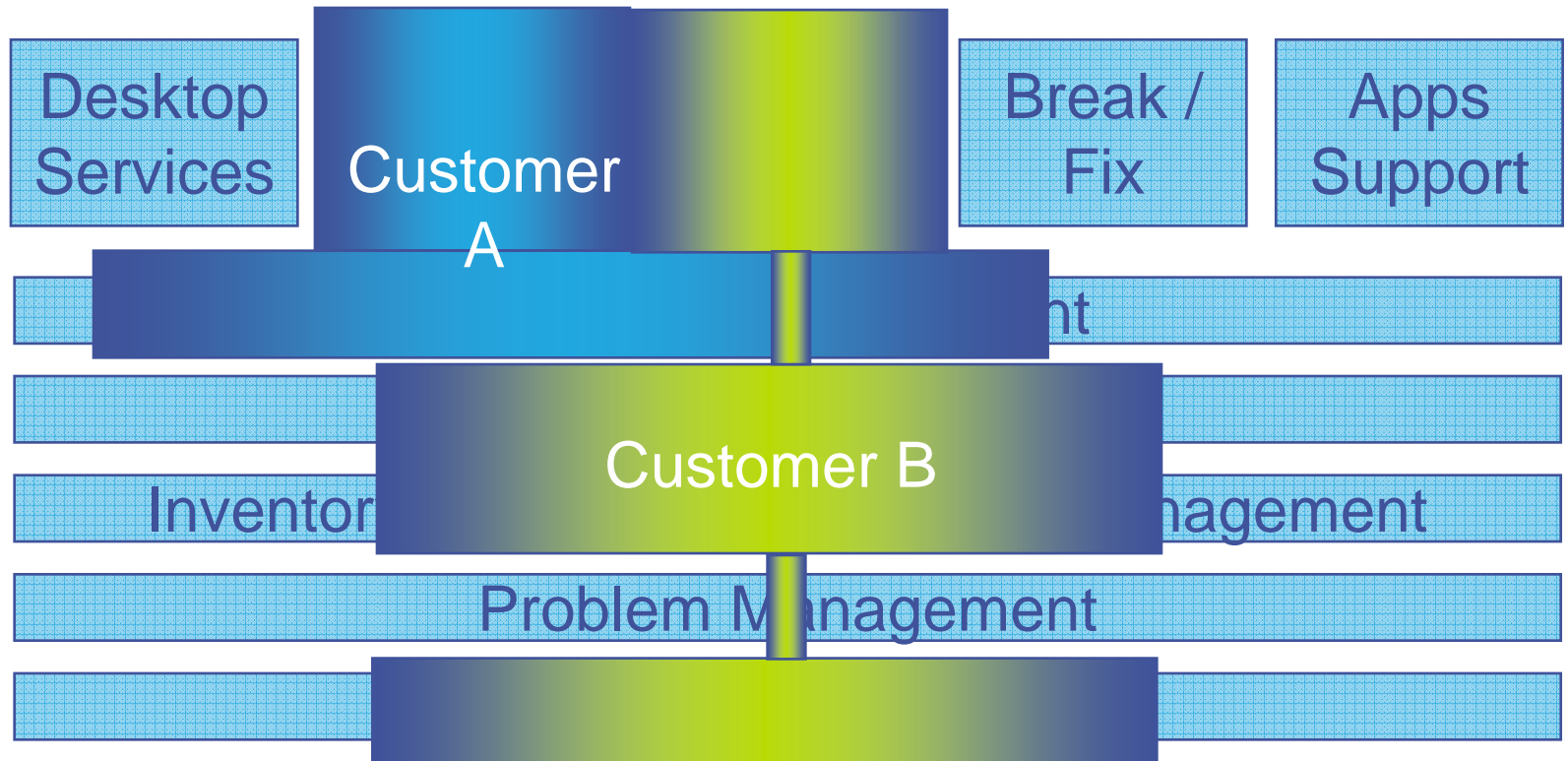
**D
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L
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V
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Y**

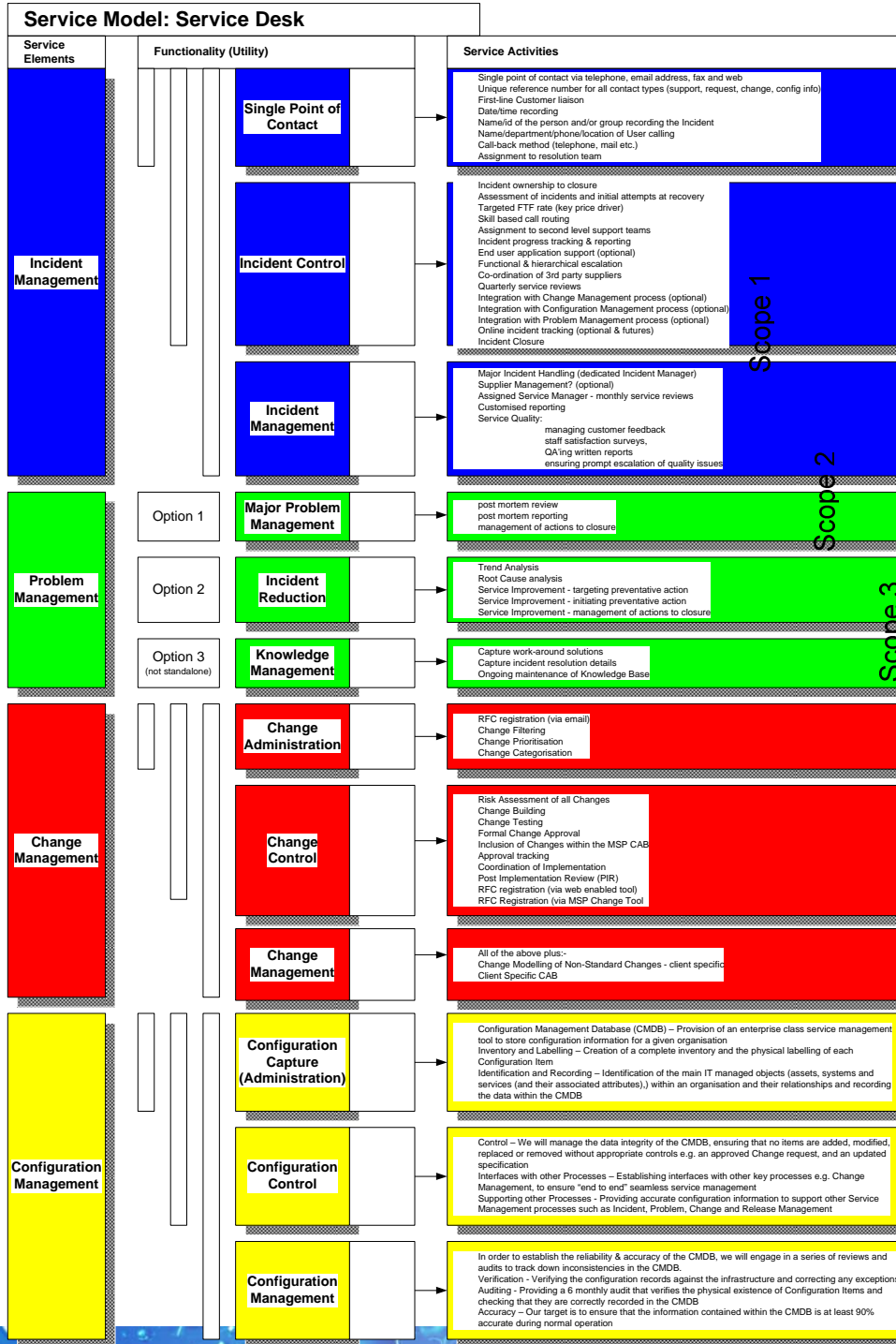
Analysis

- What should we take to market?
- How much do Sales need to know?
- What warranty levels can we offer?
- So ... What **IS** the Service Model?
- What warranty levels can we achieve?
- What utility can we offer?
- How many different service flavours (utility) are there now?
- What do the contracts actually commit us to?



The Current Building Blocks





Scope 1

Scope 2

Scope 3

Dedicated or Shared

Dedicated or Shared

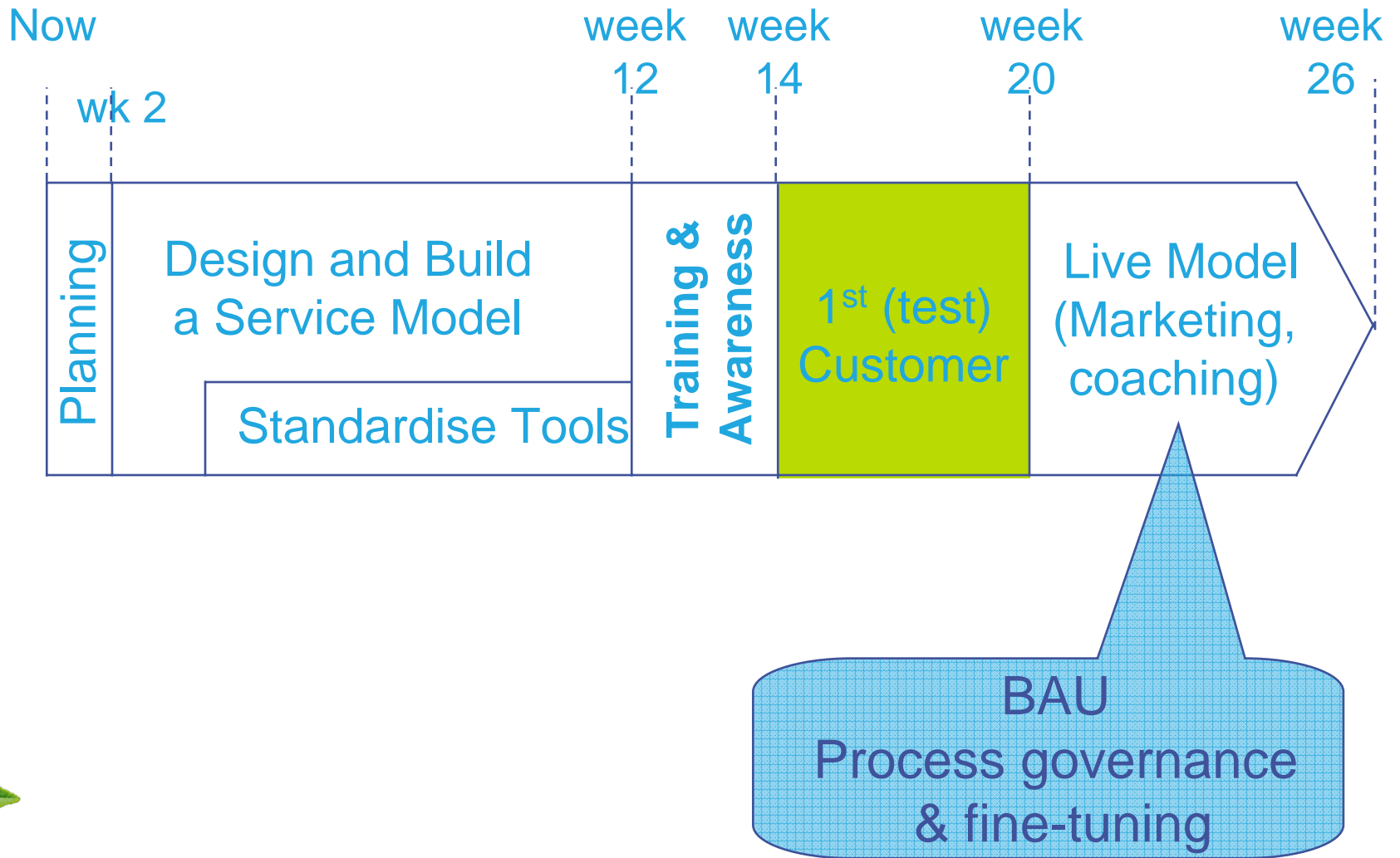
Dedicated

D or S

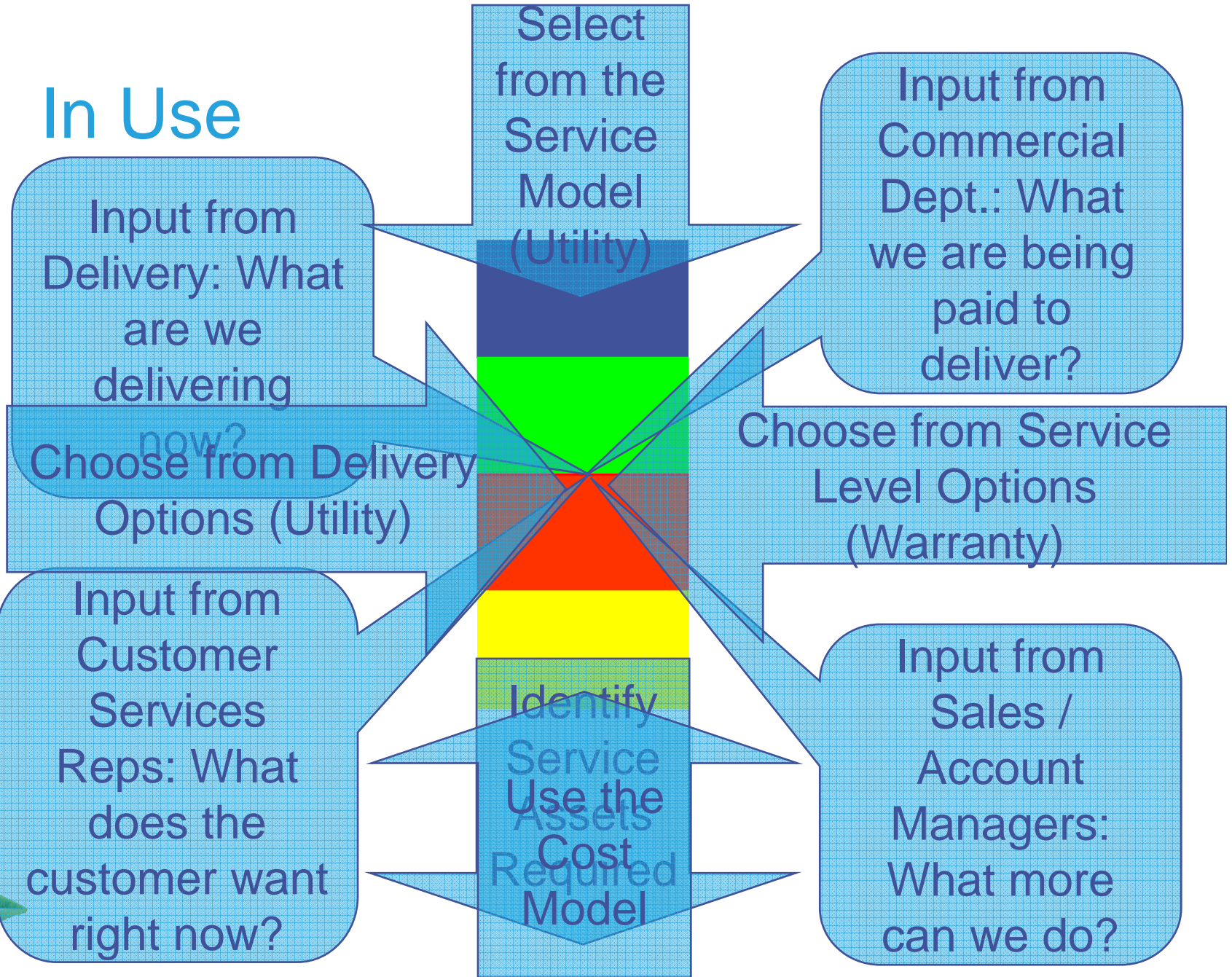
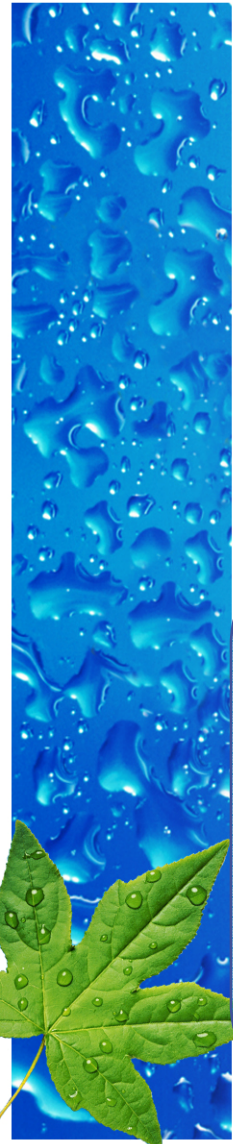
D or S

D or S

Implementation Timeline

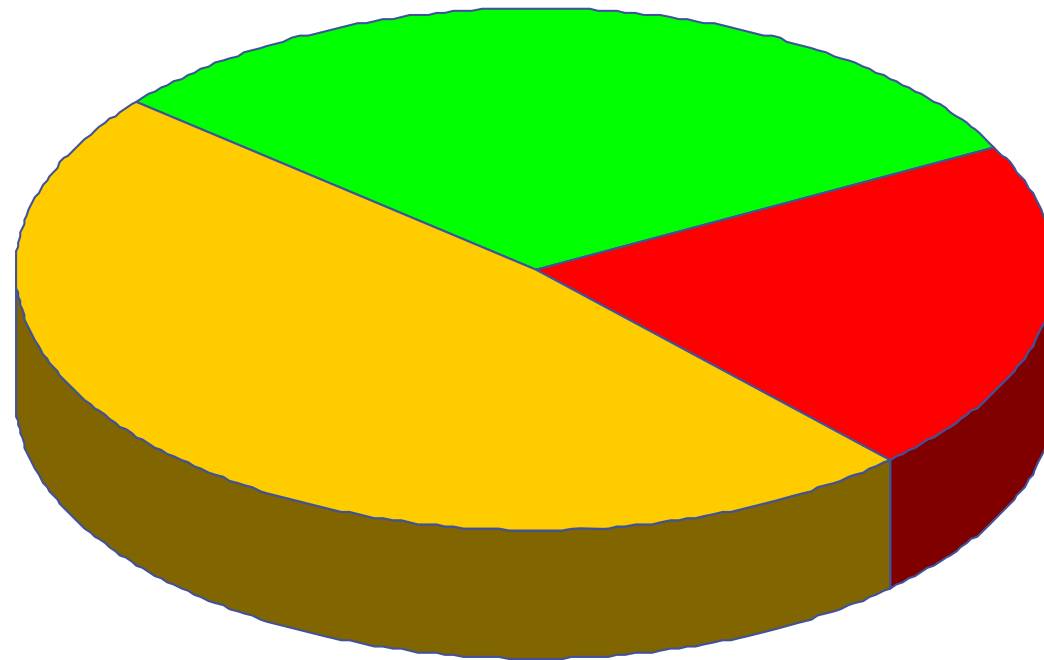


In Use



Results

Compared to the Service Model

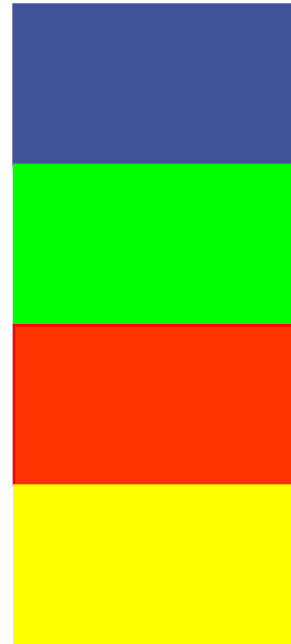


■ To contract **■ Under** **■ Over**

What we now had...

For Sales

- Service portfolio
- Market analysis
- Competitor analysis
- Briefing material
- Marketing Material
- Price models



For Delivery

- Aligned tools
- Cost Models
- Service Catalogue
- SLAs
- Aligned OLAs
- Aligned UCs

For Transition

- SLA templates
- Proposal templates
- Defined Service Assets

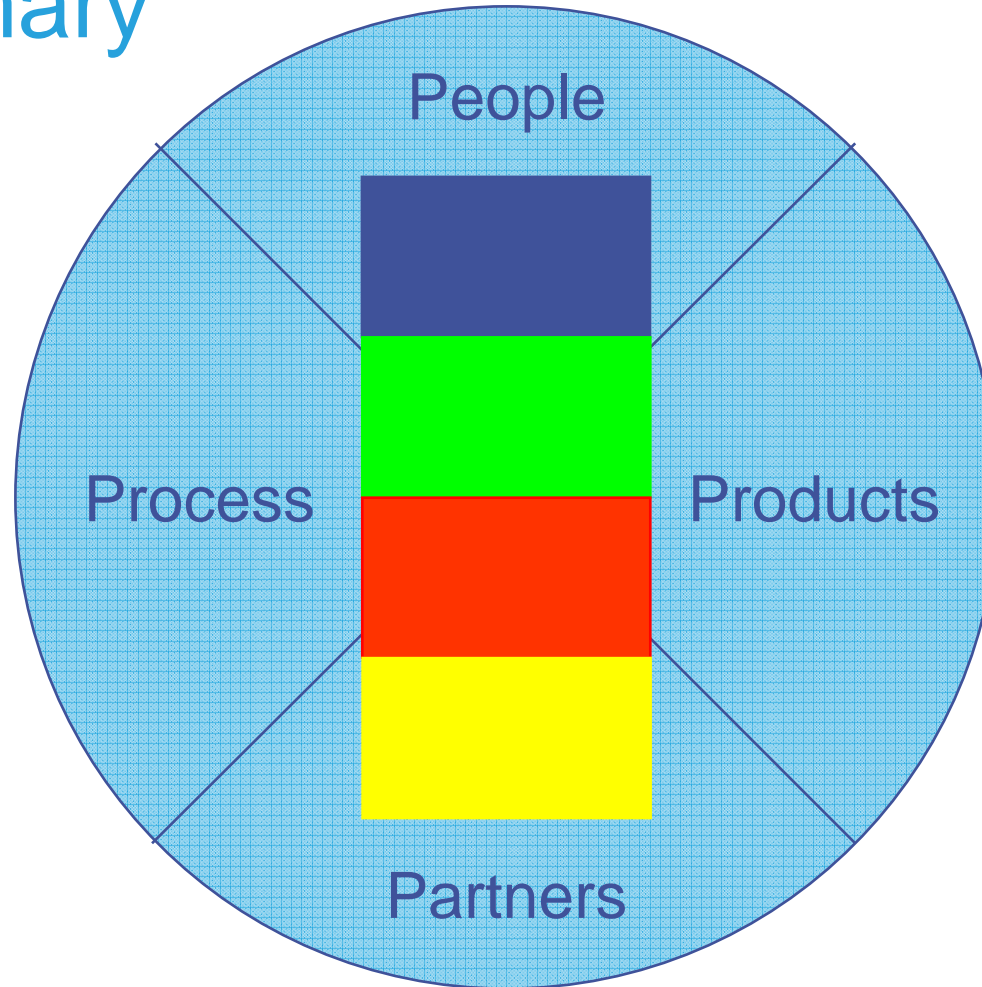


Results

- Alignment of Sales and Delivery
- For Sales:
 - Educated to speak the customers' language
- For Delivery:
 - A Baseline service
 - Quick reference card for alignment to contract
- For the company:
 - Managed Resource
 - Managed Risk
 - Proof that Value was being delivered
 - Measurable performance
- ... and happier people



Summary



After all, the Service Model was just a picture;
just the building blocks.

We had clarity but it took real resolve to make it happen 23

