# Service Management Healthcheck

## Enabling effective multi-supplier collaboration and building the foundation for business-outcome-based services

Many companies today are implementing Governance and Service Management frameworks based upon global best practices, such as ITIL and COBIT. Yet, some of the most sophisticated IT organizations continue to experience challenges with the implementation of industry-standard processes that are proven to be efficient and to provide the requisite business support. Mere deployment does not yield automatic adherence to best practice; the key is in the utilization and management of those processes, tools and frameworks.

These challenges have driven business to focus on the resolution of problems associated with the delivery of basic IT services and preclude the pursuit of value-add opportunities that exploit new technologies, drive new business models, and save money. Thus, instead of being a lever for effective collaboration, consistency of services, risk

mitigation and outcome driven performance, Governance and Service Management frameworks seem simply budget-draining and unresponsive to changing supplier and organizational needs.

Capgemini's Service Management Healthcheck is a rapid diagnosis and assessment of tools, processes and practices which yields a value-focused and practical plan to optimizing IT Governance, i.e. the framework within which Service Management operates. Importantly, our Healthcheck is equally relevant to the management of outsourced IT services and to those delivered in-house.

With a view to your business and operational specificity, Capgemini maps out how you can improve alignment of IT and business goals.
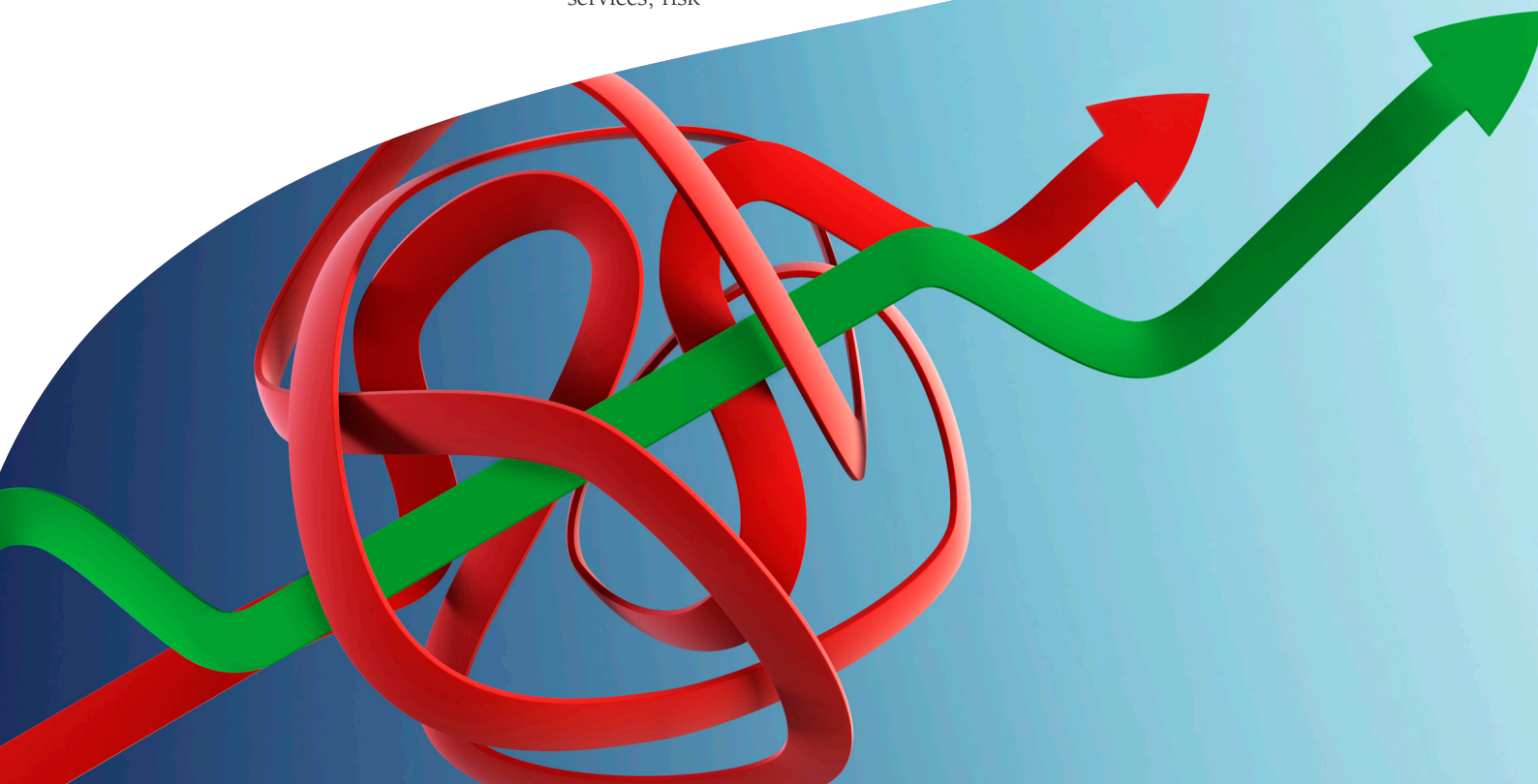
## Are you getting the most out of your Service Management?

Increased global competitive and economic pressures are requiring IT to optimize spending by getting the most out of existing capabilities through process improvements as well as by outsourcing and offshoring, often to multiple internal and external providers. The resulting complex IT environment cannot be successful without core Service Management processes linking the disparate activities together, to drive consistency across the entire IT operations. Furthermore, without ongoing and mature Governance, problem areas and inefficiencies will continue to exist.

Capgemini believes effective and efficient Service Management comprises a lever for higher profitability and moving IT up the value chain.

Capgemini's Service Management Healthcheck provides a means to assess and measure the Service Management function using a combination of industry standard frameworks and Capgemini's expertise. As a diagnostic tool, that integrates IT process and business process perspectives, the Healthcheck provides a multi-dimensional view of the IT environment.

COBIT analysis gives a governance and audit perspective as to what should be measured while our ITIL review assesses IT operations from the perspective of Best Practice and outlines how processes are implemented and executed. By identifying the gaps and evaluating the maturity level of current process performance on an objective scale, we help to define the starting point for process improvement.

*"The Healthcheck can with accuracy identify Service Management and Governance problem areas and gaps as well as critical success factors,"* George Assenheimer, Global Lead for Service Management, explains. *"Leveraging what we know of the client's business, this information is used to draw a roadmap for transforming the client's IT operations into a value-adding partner to the business."*

Following completion of the service improvement initiatives, other benefits typically seen include the reduction of non-discretionary spending and improvement in service delivery metrics including response time, resolution time, application/system availability, etc. The reduction in non-discretionary expenditure can subsequently be rolled into "value add" programs that drive new business models and strategies.

### Are any of these problems putting a strain on your organization?

Performance data fails to provide value and management information

Costs are not managed or transparent

Infrastructure costs are high in relation to industry benchmarks

Process performance consistently falls below KPI targets

Projects do not progress or perform to expectations

Lack of information and visibility to act proactively and intervene
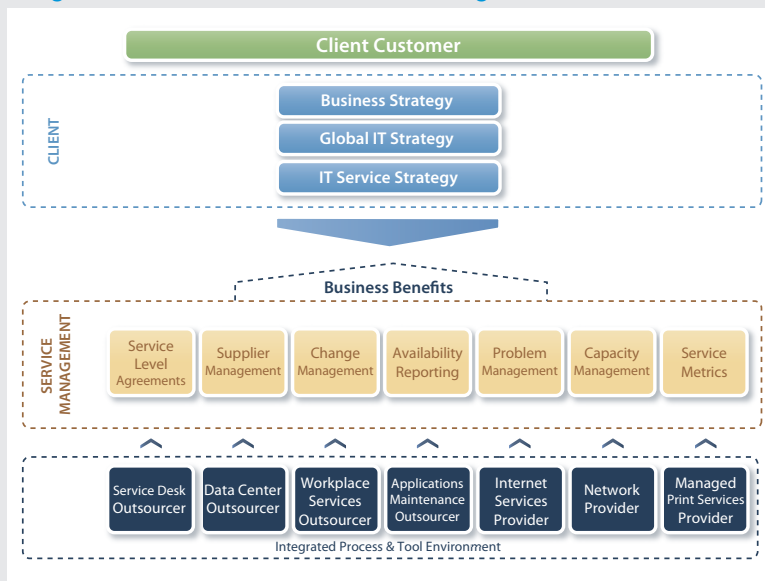
Lack of metrics and proper process controls

Insufficient flexibility to respond to business changes

User perception of IT services is poor

**✕ Ailing Governance and Service Management Framework**

### Integration is at the core of Service Management



Capgemini's Service Management Healthcheck is a product of our experience of managing IT services across multi- and single-source outsourcing contracts and providing Service Management Integration (SMI) services globally. SMI is the glue that enables the successful management of the IT enterprise. It is the critical component that orchestrates the delivery of consistent, quality IT service in today's globalized outsourcing model. The SMI capability integrates all aspects of service delivery, coordinates the supplier base, and provides the information necessary to enable business to make the right decisions at the right times.

For more information on Service Management Integration and on its IT service quality and business advantages, go to www.capgemini.com/insights-and-resources/by-publication/it-service-management-healthcheck/ and download "Service Management Integration is the Answer", a white paper written by David Faltot, head of Capgemini's Service Management Offer Development.

## Benefits of Capgemini's Service Management Healthcheck

Provides a business-centric perspective and drives business-IT alignment

Improves cost effectiveness & financial performance

Pinpoints service maturity levels and deficiencies and highlights optimization opportunities

Measures performance against clear targets and goals

Mitigates risk

Enhances flexibility

Drives better user experience

✓ **Optimized Governance and Service Management Framework**

## An enabler of practical improvements and value creation: A Case in Point

After the Gobierno de Aragón, a regional government entity in Spain, outsourced IT support for around 5,000 users operating from 3 main office sites in Northern Spain. As part of a modernization agenda, the authority wanted to introduce the full suite of ITIL2 processes. The processes had to be implemented within two years and the implementation had to go hand-in-hand with the establishment of a retained IT Service Management function that would manage consistent service delivery across the different service providers.

The authority commissioned Capgemini to put in place a multi-disciplinary team, including Capgemini's Service Management Consulting (SMC) experts, to review and analyze its plans and processes and to deliver independent feedback on the direction of the authority's plan and on the maturity of the implemented processes.

The Capgemini team's feedback led to enhancements to the original plan which ensured that Gobierno de Aragón's investment was protected and generated business value. Capgemini's recommendations aimed to:

- Generate reliable reports to allow Gobierno de Aragón to establish strategic KPIs and a Best Practice process to enable the achievement of the authority's business strategy;
- Optimize service processes to allow better service quality;
- Measure performance to drive continuous improvement;
- Implement higher control of operations, with outsourced functions, to better budget for resources;
- Improve operations for better service perception through a more professional Demand Management process, including the first steps towards the implementation of a Service Catalogue – to ensure higher accuracy and reliability of service commitments.

For a more detailed description of our Healthcheck, please visit www.capgemini.com/insights-and-resources/by-publication/service-management-integration-is-the-answer/ and download "IT Service Management Healthcheck", a white paper written by David Greenway and George Assenheimer.

### How is Service Management Healthcheck done - a comprehensive, scalable and innovative framework
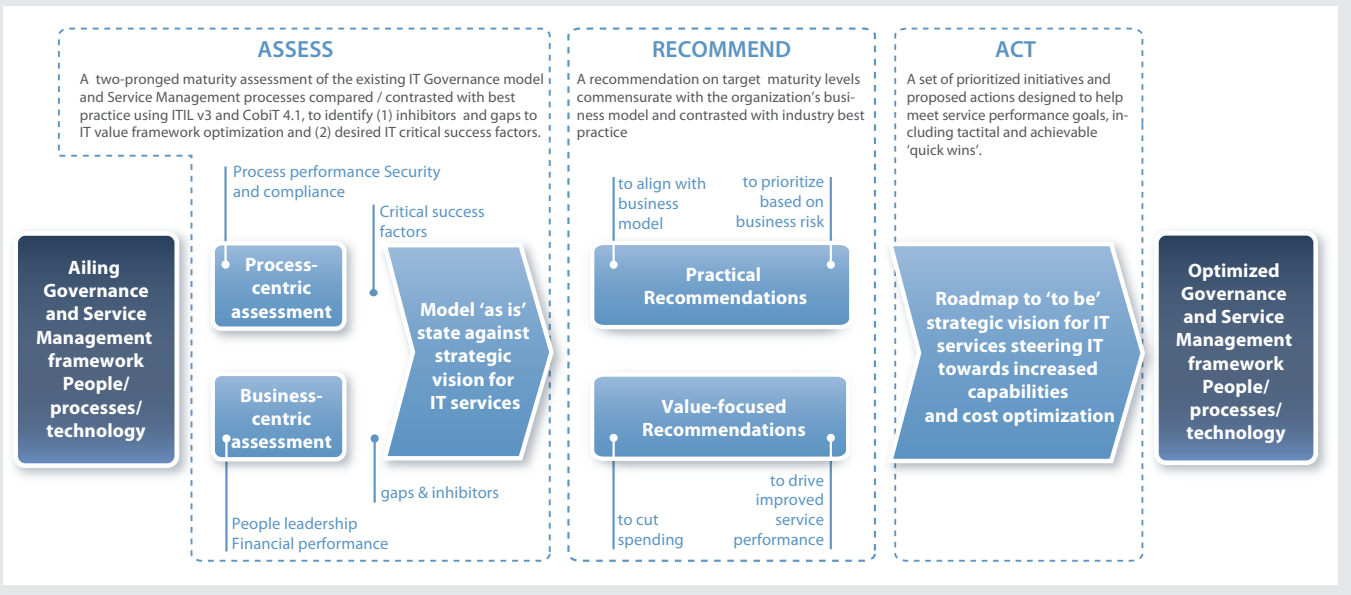
## Market Trends

Industry today is evolving toward selecting best-of-breed providers which leverage globally distributed workforces. As a result, the IT environment has become significantly more complex and difficult to manage. Without a common way of doing IT, new problems will supplant any benefits.

*"IT service management (ITSM) has made its way onto the agendas of both global businesses and large and medium enterprises. Yet there are many companies that don't fully understand what service management involves and what it can deliver to your entire company (including IT). There are also many organizations that think they have implemented ITSM, when in reality all they have done is implemented a service desk. Others have adopted additional best practices from the Information Technology Infrastructure Library (ITIL) foundation and are well on their way to the journey of service management. Unfortunately, too few companies fall into the latter category, leaving a great deal of confusion still surrounding ITSM."*

Forrester Research Inc, "Why IT Service Management Should Matter To You", Evelyn Hubbert, 16 September 2008

## Why Capgemini?

When selecting a partner to work with to ensure that IT is delivering value to the business, it is imperative to find a vendor with a strong pedigree in the management of IT services and a deep understanding of globally deployed standards and their potential to benefit the business.

With our global delivery capability, strong transition track record, and a comprehensive service portfolio (multi-tower and discipline), Capgemini is among the world's leading outsourcing service providers with deep technology and industry expertise and sound knowledge bases in ITIL, COBIT and other processes that have been implemented on a global basis across many industries. Underpinned by flexibility and innovation, our approach is simple, effective and quantitative in nature... and executed in collaboration with the business.

### About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™.

The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 90,000 people worldwide.

More information is available at: **www.capgemini.com**

To organize a Service Management Healthcheck for your company, please contact:

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