IT Service Management

Managing Operations Effectively in the delivery of Customer Service

Reliable, cost effective, fit for purpose IT and network services are at the heart of the every successful business. They underpin business strategy and support the organisation in achievement of business goals and objectives. Enterprise level packages, e-business, e-government and many other critical business initiatives are forcing an even greater emphasis on end-to-end customer service. IT departments are being compelled to respond to more demanding requirements for service quality from the business – whether it be for internal support, or support in an outsourcing arrangement.

Effective IT Service Management focuses on customer satisfaction through efficient delivery of high levels of services designed to support business objective. This involves greater flexibility and faster response to changing requirements whilst facilitating cost control. As Business continues to demand more value and efficiency from IT, services provided to the business must be continually enhanced. IT departments and their many service suppliers often struggle to meet these needs, and, in many instances fail to meet the mark. This often due to inexperience, process issues, inefficiencies and culture.

Experienced leadership and support for obtaining results

Cornerstone fields a team of seasoned consultants and specialists professionals with real-life, hands-on experience in the service management disciplines. Cornerstone provides more than just theory or process knowledge – rather, our approach is based upon leading by example using industry best practice, coupled, with the skills and knowledge gained in real operational environments. We use ITIL as a reference for best practice guidance for IT Service Management, providing a ready-made and practical source of guidance to enable an organisation to move quickly towards implementation and the ensuing benefit. Our consultants pair this with BS/15000, which provides a complete set of service management criteria (mapped to ITIL) for certification and audit.

Cornerstone service management consultancy addresses the following areas:

- Assessment;
- Strategy and Service Model Development;
- Process / Procedure / Cultural Integration;
- Implementation support; and
- Interim management, Coaching and Guidance
Experienced Cornerstone service management practitioners bring both the best practice methodology and hands-on know-how to help our customers fill the gap. Our consultants are well versed in the IT Infrastructure Library (ITIL) - the most widely accepted approach for IT Service Management that has become the de facto standard worldwide – and, BS 15000 / ISO 20000 bringing to the table years of best practice expertise learned in the field.

Best practice IT Service Management is business focused and customer-facing. It seeks to:

- Deliver services that support the business strategy;
- Achieve customer satisfaction with the delivered services;
- Ensure resilience, reliability and security;
- Optimise service delivery costs; and,
- Respond rapidly to changing business needs

Service delivery and service support

Created originally as the result of a UK government initiative, ITIL has now become the global de facto best practice guidance for IT Service Management. Developed and enhanced by skilled and experienced representatives from many industries, it documents industry best practice guidance. It offers a ready-made and practical source of guidance to enable an organisation to move quickly towards implementation and the ensuing benefits.

Industry best practice in IT Service Management is designed to ensure that all resources are targeted efficiently and effectively. It recognises that change in business and technology is continual and must be well planned and managed.

The ITIL philosophy adopts a process driven approach that is scaleable to fit both large and small organisations. It considers Service Management to consist of a number of closely related and highly integrated processes.

Providing a standard for measurement

The world's first formal standard for IT Service Management, BS15000, and now ISO 20000 are in use with a certification scheme. The BS/ and ISO publications on IT Service Management share the same structure as ITIL - together they form an integrated approach, and ‘Cobit’ provides a readily applicable audit methodology.

- BS15000 and ISO 20000 set the standards that Service Management processes should aim for, and, which Cornerstone applies;
- ITIL sets out the proven best practices that, if adopted, assist an organisation to achieve the quality criteria required by BS 15000;
- ItSMF is the user group for ITIL and is also owner of the independent BS 15000 and ISO 20000 standards.
A legacy based upon successful achievement

The Cornerstone consultancy team has a proven track record in providing IT service management consultancy to major organisations with a focus on mission critical requirements and solutions. Some examples of our past efforts include:

- For SBS at the VDAB, Cornerstone carried out an audit of the Service Management operation in order to clearly identify areas requiring improvement. The audit was commissioned as part of a change in the SBS on-site management, and aimed to define a detailed Service Improvement Plan that incoming SBS management could readily implement. The audit took its structure from the ITIL model, examining current SBS practise in each of the constituent ITIL processes, and resulted in a series of recommendations. In addition, a set of identified risks requiring immediate SBS attention was drawn up and presented to SBS senior management.

- For the RKW, Belgian’s Child Support Agency, the Cornerstone team performed an ITIL based audit of IT support and delivery services, provided by the internal ICT department. Audit findings were then input to a service strategy for service model development, covering recommendations for future organisation, processes and tools. Budgets were then approved based on this strategy, and, the change programme was launched to implement the recommendations.

- Cornerstone consultants assisted SBS to implement the Help Desk organisation and ITIL based processes (change and release management) in the context of the ICT outsource contract from the “Ministerie van de Vlaamse Gemeenschap” (MVG). Consultancy was provided to define Key Performance Indicators and Service Levels.

- Also for SBS at the MVG, Cornerstone staffed the key role of Service Delivery Manager and provided key interim management staff, coaching and support, to the Service Manager responsible for Server and Infrastructure support, and, developed and implemented a successful approach for test and release management.

- Cornerstone consultants supported a financial organisation to set up and negotiate Service Level Agreements for application management services provided by an external supplier. This included the definition of metrics, standard reporting and the ongoing monitoring process.

- Service Management Strategy and best practice consultancy was delivered by Cornerstone experts to a major bank in the Netherlands. This included situation assessment, strategy and model development (a “Federal model” was developed), application of best practice in a pilot project, and implementation support for key processes. A Business Solution Group was defined to govern alignment of the model to the business and manage relationships with key stakeholders. A Service Catalogue was created, underpinned with a framework of SLA’s between Business and Service Delivery & Support departments.
Cornerstone delivered management consultancy in ITIL IT Service Management for the leading Internet Service Provider in Turkey. Here, the formal processes for Incident, Problem and Change Management for infrastructure and end-user support were defined, agreed, set-up and put into functional operation. Reviews, training, process development and coaching quickly delivered an ‘Operational Service Desk’, that after a short trial period far exceeded initial targets and management expectations.

For Federal Overheidsdienst ICT (Fedict) the Belgian federal institution responsible for ICT and e-government, Cornerstone was selected by DG Service Management to provide essential advice on Service Management strategy and practice. This included development of a White Paper to create awareness and promote a culture of service management within the federal government administration. The strategy defined a high level Service Model with focus on governance and monitoring of IT services within an e-government context. Cornerstone further refined the high level model and introduced the concept of an Operational Service Centre. This concept was elaborated in a number of workgroups with representatives of various government departments, to define the Service Level Framework, and, the Service Gateway, including project and service life cycles, tools for service desk, network monitoring, statistics and performance management.

Cornerstone is an IT and business consultancy company, offering high-end consultancy services in governance, business change, architecture, service management, financial payment systems and strategy, and, the programme and project management disciplines.

Through its consultants, Cornerstone brings to the table a wide range of knowledge and expertise and also incorporates skills and experience in Business Process Outsourcing (BPO) and Strategic Sourcing to offer a complete consultancy services mix.

Cornerstone applies a partnership model in building long-term relationships with its clients and prides itself in our approach to delivering real business value.

Our focus is on deriving business benefit in merging people, process and technology, through our experience, knowledge, and expertise and the application of best practice.

Cornerstone is part of the ‘Cornerstone’ companies which provides a complementary mix of outsourcing delivery services and support, marshalling over 1000 people in Continental Europe. Through this relationship with our sister company, we also offer comprehensive services in HR, Legal, Finance, Procurement, Marketing, Training and Knowledge Management.

For further information on our capabilities and our Service Management approach, visit our website at www.cornerstone-bts.com, or, contact us:

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