PROMS-G
Project Management
Specialist Group

Service Management &
IT Asset Management

SPRING SCHOOL 2022
Project Managers & Service Managers
- enemies or close friends?

Week 3 – 23 March 2022
Service Management and Project Management
A Synchronised Dance

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Building a Home?

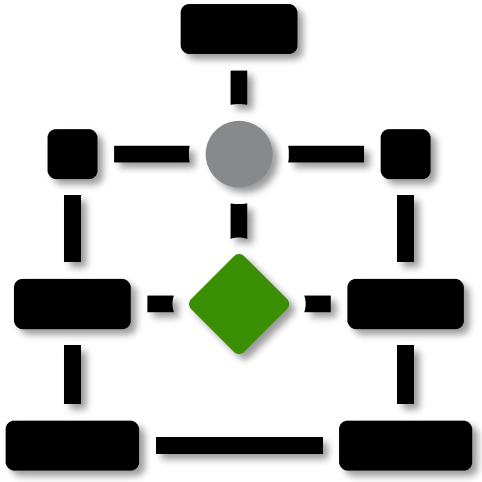
Initial Build

- *Complex and long*
- *Requires lost of different skilled trades people*
- *Compliance criteria and permissions*

Renovations and Maintenance

- *Relatively smaller and lesser complexity*
- *May require specialist skilled tradesman*
- *Maintain compliance, most don't require permissions*

Spacious
Safe
Warm
Amenities
Privacy



Service Management is similar!

Initial Design and Implementation

- *Complex and long*
- *Requires lost of different skilled resources (Process design, modelling, technology implementation, training, documentation, etc)*
- *Compliance criteria and agreements*

Operations - Continuous Improvement and adapting to Change

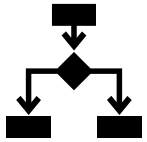
- *Relatively smaller and lesser complexity*
- *May require specialist skilled resources*
- *Maintain compliance*

Service Management & Project Management

Initial Design and Implementation | **Operations**

Project Manager

- *A PM will manage the initial 'project' to design, implement the service management process, Service Management System (SMS), training and operationalisation*
- *A PM will manage "projects" during the operations stage, depending on complexity and scope*



Service Management Consultant(s) | Practitioners

Process Design	*Process Flows* *Policies & Principles* *Roles and Responsibilities* *Escalation Matrices*
Systems	*Organisation & supplier tools* *Functional specifications for SMS*
Performance Methodology	*KPI's* *SLA's* *OLA's* *Reports, analytics and dashboards*
Governance	*Forums* *Participants* *Frequency*

Service Managers

Process	*Process owners, process managers* *Guidance & training* *CSI*
Systems	*Onboarding/offboarding* *Improvements*
Performance Methodology	*Trending and analysis* *KPI's* *SLA's* *OLA's* *Reports, analytics and dashboards*
Governance	*Run governance* *Track actions/outputs*

Building a house - Stages

Pre-Construction – Due Diligence	Base Stage	Frame, Lockup	Fixing, Fit-Off	Practical Completion Inspection	Handover	Insurance
• Soil test • Engineering drawing • Home plan feasibility • Legal • Permits • Finance	• Excavating • Underground connections • Concrete slab	• House frame • Walls, roof trusses, window and door frames • Guttering, roof cover, brickwork and walls,	• Plaster, skirting board • Alliances, cabinets • Kitchen • Electrical equipment	• Inspection • Fixing issues • Final validation	• Key collection • Legal handover	• 3 months inspection • 7 to 12 yrs warranty

Wait a moment, what happens **if** ?

If the council doesn't approve the architecture drawings

What if the workers arrive at site but the building material hasn't been delivered

What if while setting the flooring you realise the roof is leaking

What if you need to move into the house earlier but it is not ready yet

If the windows arrive, but the structure is not ready for them to be fit in

What if the appliances don't fit into the kitchen cabinets?

What if you want to make some changes to your layout but its too late

What if after moving in the house you realise that water is leaking under the sink, door doesn't lock properly

Building a house is a "project" involving different processes over a period before you realise the value and benefits of living in the house

Service Management Projects

Due Diligence	Planning	Architect & Design	Define & Build	Implementation	Hyper Care	Closure
• Conduct due diligence • Submit report and recommendations	• Define objective • Define scope • Timelines • Acceptance criteria • Business case • Identify stakeholders and participants	• Model processes • Develop architectural roadmap • Develop solution design	• Requirement gathering & analysis • Feasibility study prioritization • Develop process & systems • Perform unit testing	• Perform UAT • Train the users • Train support team • Deploy • Go-live	• Provide early life support • Monitor & solve bugs • Handover to support	• Sign off and close the project

Wait a moment, what happens **if** ?

If parts of the organisation use different processes?

If the chosen technology requires customisation to meet the business needs?

If language becomes an issue in a global organisation?

The project is delayed? Costs over run

If the agreed SLA's do not align with all support teams and/or suppliers

If team resources are unavailable?

If there are external suppliers in the value chain, and they use their own processes and tools?

The requirements change?

The Typical Team

Typical Roles in a Service Management project

Service Architects

Business Analyst

Process Consultants

Technical Developers

Trainers

Manage Change

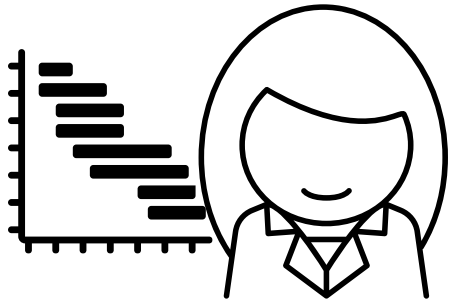
....

Stakeholders / users / other participants

Service Management Implementations – are also “Projects” and managed by a Project Manager

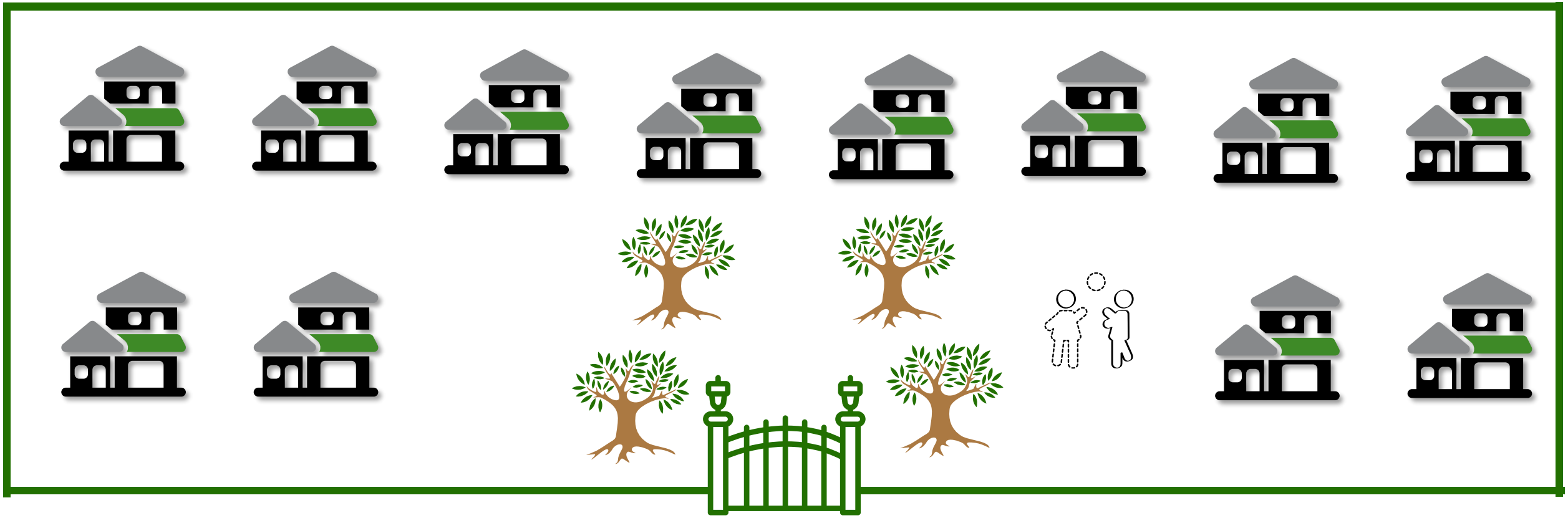
Create and manage the plan
Governance
Stakeholder management
Requirements agreement
Obtain necessary sign-off at each stage
Risk management

Track and report on progress
Budget planning & control
Resource utilisation & management
Manage project change requests
Communications
Eliminate project blockers

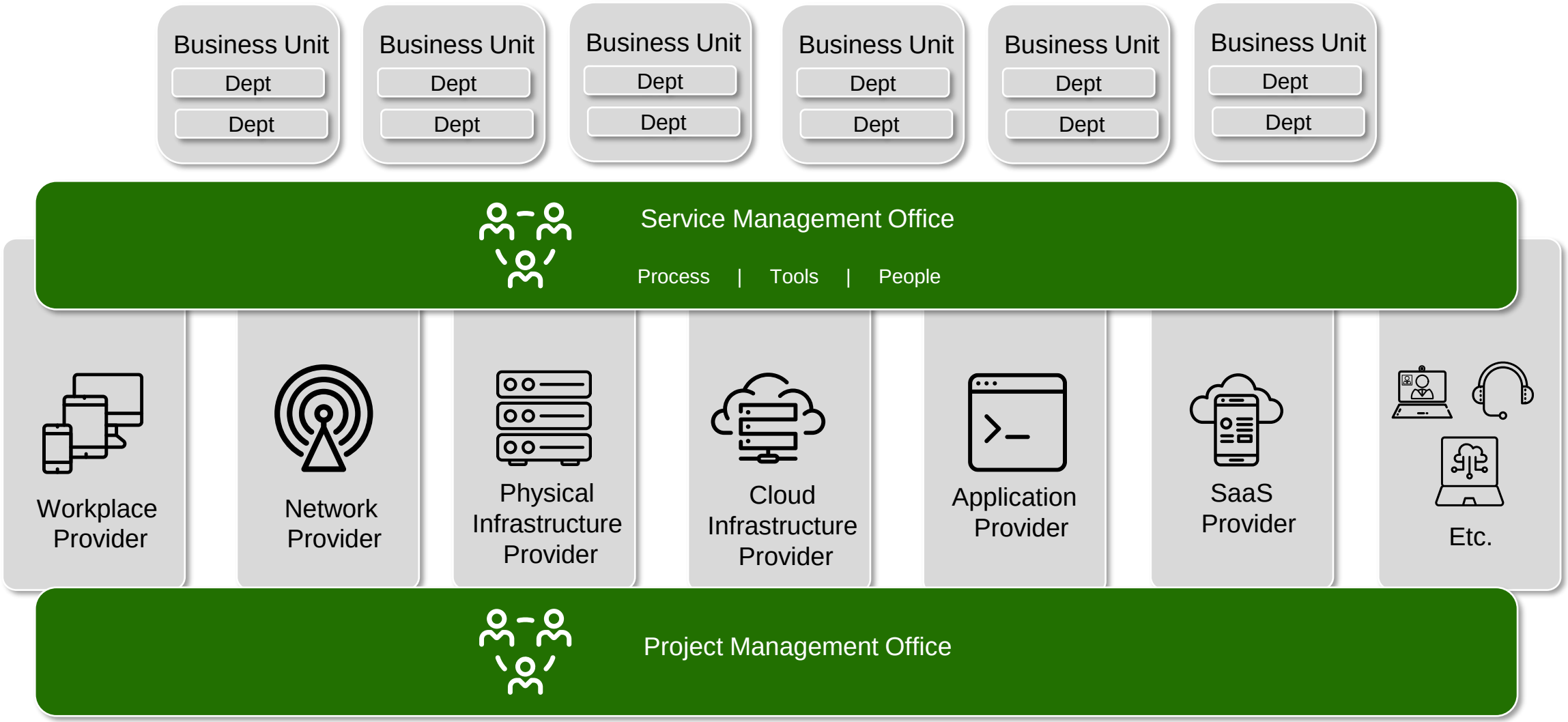


The Project Manager !

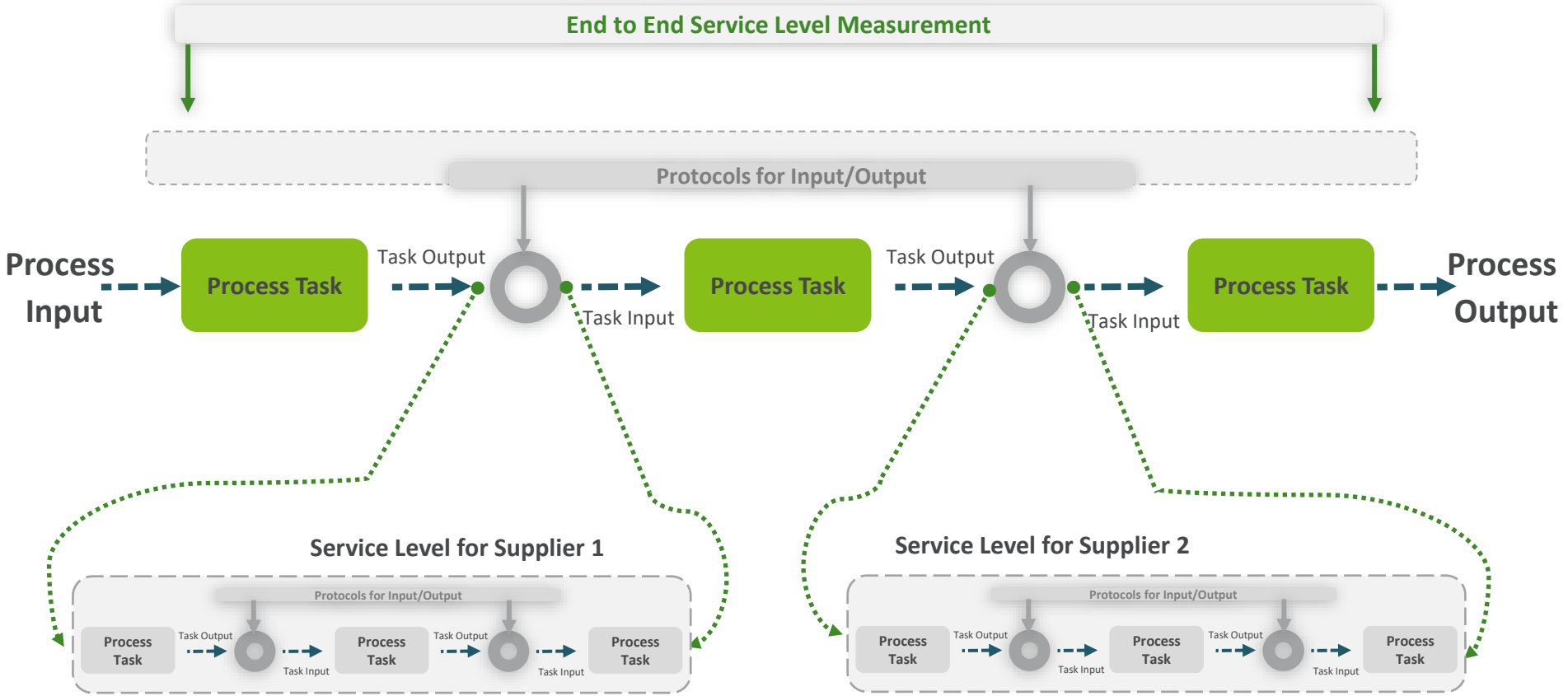
How about building a gated compound with houses?



Large Organisations are no different



Service Management in a multi-supplier environment



Multiple process frameworks in large organisations

ITIL 4 is an adaptable framework for managing services within the digital era. Through our best practice modules, ITIL 4 helps to optimize digital technologies to co-create value with consumers, drive business strategy, and embrace digital transformation.

https://www.axelos.com/certifications/itil-service-management/what-is-itil

Reference Architecture standard to manage the business of IT, enable business insight across the IT value chain, increase focus on business outcomes, and improve agility.

https://www.opengroup.org/it4it

SIAM is a management methodology that can be applied in an environment that includes services sourced from a number of service providers.

https://www.scopism.com/what-is-service-integration-and-management-siam/

A lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems
https://www.scrum.org/about

DevOps - A set of practices intended to reduce the time between committing a change to a system and the change being placed into normal production, while ensuring high quality

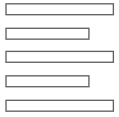
Alignment between ITSM / PM is critical

WHO

(Audiences)

Who are the key stakeholders?

Who are our change agents?



HOW

(Strategy)

Big Bang vs Phased

Parallel Run

WHEN

(Plan)

Process Design

SMS Implementation

Training

Operational Testing

WHAT

(Processes)

Which Processes

SMS Solution

Integrations

WHY

(Purpose)

Why change processes?

Why integrate?

Why the deadlines?

Case Study 1: Global marketer of prestige skincare

About the Client & their Environment

- The company owns a diverse portfolio of labels (29 Brands)
- 56 countries, 3000+ locations, retail, office & supply chain
- Multi-lingual
- 40,000+ end users, 1000+ applications, 1200+ IT support staff
- 3500 servers, 4500 network and security devices
- 7 key external providers for IT services

Service Management Challenges

- No process standardisation, multiple SMS (service management solutions) in each region (Costly and poor user experience)
- New incoming IT provider
- Team service levels are met but poor customer satisfaction
- Fragmented operating model resulting in inconsistent quality and agility

Project Scope

- Standard global process
- Implementation of a new SMS solution
- Design and align to new operating model (product & platform based)
- Automation - support rapid business growth, agility, transformation and digitalisation
- Phased roll out

What worked well

- Managing the change: 4200+ hours of training, 40+ awareness workshops globally
- Managing interdependencies - external providers to align to new processes, governance framework and business targets
- Managing expectations and short-term outcomes: "*it will get worse before it gets better*"

What didn't work well

- The 'custom' requirements for each region/country/business unit were not scoped in at the start, leading to scope change, delays and complexity
- Disagreements between the stakeholders on a common global process framework
- 'non-ITSM' Project Manager was ineffective, didn't anticipate risks, reduced to getting updates and burden increased on ITSM team

Key Learning: Democracy is a not always a good thing with Service Management projects, get top-down mandate!

Case Study 2: Global leader in mining and exploration

About the Client & their Environment

- The company deals in base metal mining and maintains various mining sites across Americas, Africa and Asia Pacific
- 6 countries, 16+ sites
- 3500+ end users, 300+ IT support staff, Multi-lingual
- 1000+ servers, 2500 network and security devices
- 4 key external providers for IT services

Service Management Challenges

- Lack of standard processes across different regions and multiple disjointed SMS (service management solutions) in each region
- Change in IT service landscape with focus on cloud adaption
- IT not supporting business objectives leading to poor customer experience
- Adaption of multi-supplier SMS operating model across all regions

Project Scope

- Common global policies and processes
- Implementation of a new SMS solution
- Design and align to new operating model including multiple suppliers
- Integration of SMS solution across suppliers
- Phased rollout of global SMS solution across regions and suppliers
- Change adaption and awareness with language support

What worked well

- Managing the change: Persistent efforts from SMS team to drive the change with OCM function
- Managing interdependencies: SMS Team with adequate project management skills helped manage risk and interdependencies
- Managing expectations: Good stakeholder management and communication across multiple regions

What didn't work well

- Supplier plans/resources not aligned – cost impact and delay
- Lack of awareness around project objectives and multi-supplier operating model
- Lack of sponsorship to align stakeholders to a common vision
- Lack of understanding of the SMS solution by Project Managers (external contractor from the client) leading to frequent fire-fighting situations

Key Learning: Over invest in communication, awareness and factor in limitations of other parties

Case Study 3: German Re-Insurance firm (global operations)

About the Client & their Environment

- A global company providing risk solutions: primary insurance, reinsurance, healthcare
- 40 countries, 49 locations
- 30,000 end users, 600+ IT support staff, 4 languages
- 5 key external providers for IT services

Service Management Challenges

- The company was moving from traditional IT to cloud and everything as a service/digital services model
- SMS solution evolved over many years, highly customised, unable to upgrade or leverage new capability
- All external providers on client's SMS solution, dependency on the client to fulfil supplier's obligations

Project Scope

- Process re-engineering to accommodate digital transformation
- New SMS solution to serve as a single source of truth
- Integration with external providers SMS solutions

What worked well

- Stakeholder and service owner support to drive change awareness
- Managing technology complexity: SMS and technology team worked together to build a cohesive and unified solution
- Strong governance

What didn't work well

- Lack of willingness to change and enforcing old ways of working
- Change program heavily focussed on technology adaption rather behavioural change
- Changing requirements and project timelines resulting in lack of motivation & synergy to meet project objectives

Key Learning: Do not underestimate the importance of managing change and behaviour

Case Study 4: French multinational manufacturer - Railways

About the Client & their Environment

- The company's product portfolio includes high-speed trains, metros, monorail and trams to integrated systems, infrastructure, signaling and digital mobility solutions
- 50 countries, 250 sites, retail, office & supply chain
- 35,000+ end users, 600+ IT support staff, Multi-lingual
- 3000 servers, 30,000 network and security devices
- 6 key external providers for IT services

Service Management Challenges

- "Carve out" from parent company, new setup of all IT services
- A year and a half long transient phase with co-existence of old SMS and the newly setup SMS (service management solution)
- 6 incoming suppliers, with varied service readiness timelines and disjointed plans
- A mix of project managers, service managers, process managers from suppliers and client organisation

Project Scope

- Standard global process (including alignment with 6 suppliers)
- Implementation of a new SMS solution
- Design a new operating model incorporating multiple suppliers
- Single source of truth for performance measurement of IT
- Gradual phased rollout including transient processes

What worked well

- Formal "Organisational Change Management" (OCM) office: drive awareness via roadshows, "*what's in it for me*" communication
- Managing interdependencies within a core team – Central PMO and solution experts to understand, agree and manage interdependencies along with technical architecture and roadmap
- Managing expectations & adaption: Process champions across transient and service readiness phase
- SM team core part of the OCM Office to collaboratively develop awareness content
- The PM and solutions team went through series of workshops to understand the solution, define and agree ways of working, methods & tools to be used for project delivery (meetings, project tracking, templates)

Key Learning: Culture and mindset are critical components of a successful Service Management project

Why we need to understand each other's domain and roles

IT Service Management

- ITSM is about "defining" processes (related technology, SLA's/KPI's, etc.), but without strong project management practices, ITSM projects fail
- ITSM projects always introduce a change in the way of working and adoption of new practices (could also include new technology). This requires good stakeholder management, requirements/scope management, communication and strong governance
- ITSM Projects involve several different parties and support teams, collaboration is key to success. Project Management skills to promote a cohesive team (reward/recognise/etc.)

Project Management

- If the ITSM domain is not known by a PM, they are not as effective at doing their jobs. The burden falls on the ITSM architects (who may also not understand the project management needs and methodology)
- A PM must understand the dependencies (and the 'why') as well as how an issue may impact the project. The ITSM team may not always understand the impact on the larger project (cost/time)
- Understanding ITSM will enable a PM to better plan/manage resources `

Skill Overlap

Source: SFIA — The global skills and competency framework for the digital world

Service management role family

Service strategy and architecture practitioners	Roles for architecting and designing the different elements that make up how and organisation manages and operates its services and ensuring alignment with corporate strategies, business goals and technology strategies and plans.
Example job titles	
•Service Architect •Service Designer •Service Introduction Manager •Service Tooling Architect •Service Modeler •Service Process Manager	• Availability management • Capacity management • Portfolio management • Service catalogue management • Portfolio, programme and project support • Requirements definition and management • Service level management • Business process improvement • Enterprise and business architecture • Methods and tools • Stakeholder relationship management • Service acceptance • Solution architecture • Business situation analysis • Quality management • Organisational capability development • Strategic planning • Business intelligence • Application support • Business modelling • Organisational change management • Emerging technology monitoring • Innovation • Specialist advice TECH

Project delivery role family

Project delivery practitioners	Roles responsible for the delivery of projects, programmes and portfolios.
Example job titles	
•Programme Manager •Programme Director •Portfolio Manager •Project Manager •Project Analyst •Project Office Manager •Project Office Analyst	• Portfolio management • Programme management • Project management • Portfolio, programme and project support • Benefits management • Stakeholder relationship management • Methods and tools • Demand management • Information systems coordination • Measurement • Organisational change management • Investment appraisal • Financial management

Trends impacting Service Management projects

95% of CIOs expect their jobs to change or be remixed due to digitalisation.

Source: Gartner

"X" as a Service

- The "Everything as a Service" (XaaS) delivery model has gained traction in most large enterprises. Focus on business outcomes from the ecosystem rather than "task delivery"
- Traditional service management processes need to be adapted to incorporate this operating model
- Huge shift from '*managing process executed by people*' to '*orchestrating services*'

By 2024, 80% of ITSM teams that have not adopted an agile approach will find that their ITSM practices are ignored or bypassed.

Source: Gartner

AI, Automation & Agile

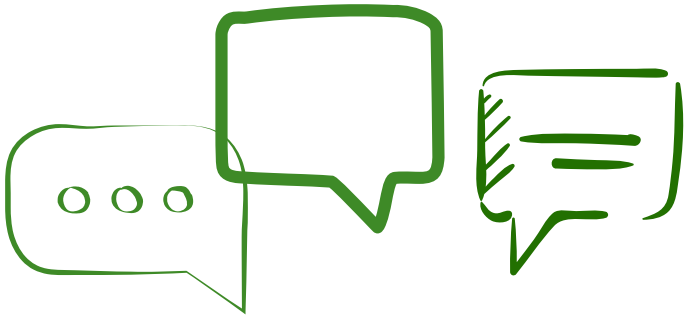
- AI-powered service management
- Chatbots replacing the service desk
- Proactive prevention
- Faster restoration of services

Introduction of AI has made the ESM platforms more intelligent as well, with request, incident, change, and knowledge all benefitting from these enhancements.

Source: Forrester

Enterprise Service Management

- Enterprise service management (ESM) takes the best practices of ITSM and applies them to the entire company
- ITSM practitioners must understand other domains



Questions?