Service Design

HP University Electives

Service Design

Key concepts

- Four Ps
- Service Design Package
- Aspects of Service Design
- Delivery Model options

Processes

- Service Catalog Management
- Service Level Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management
- Supplier Management

"The common mistake that people make when trying to design something completely foolproof is to underestimate the ingenuity of complete fools."
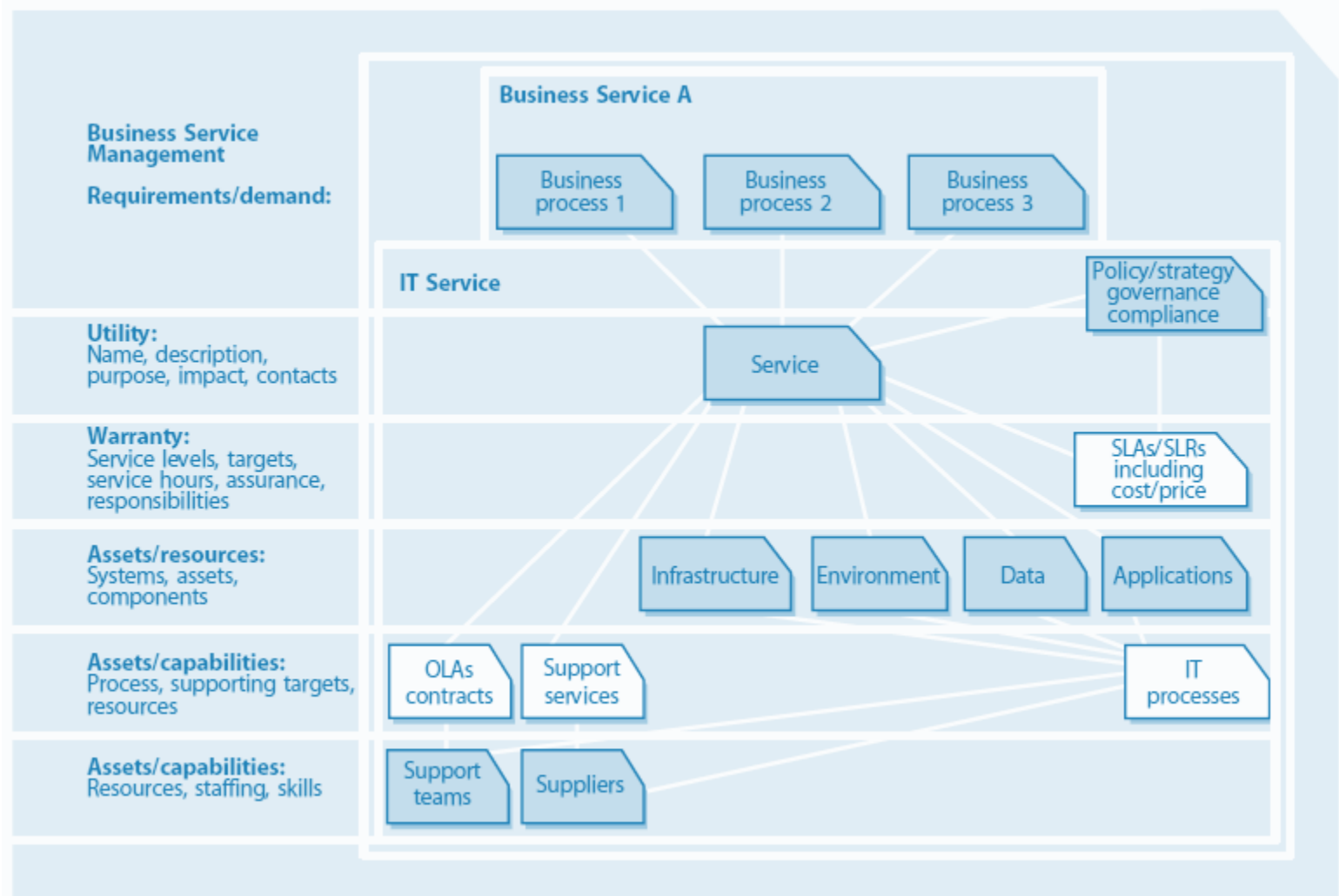
– Douglas Adams

Business Process Change
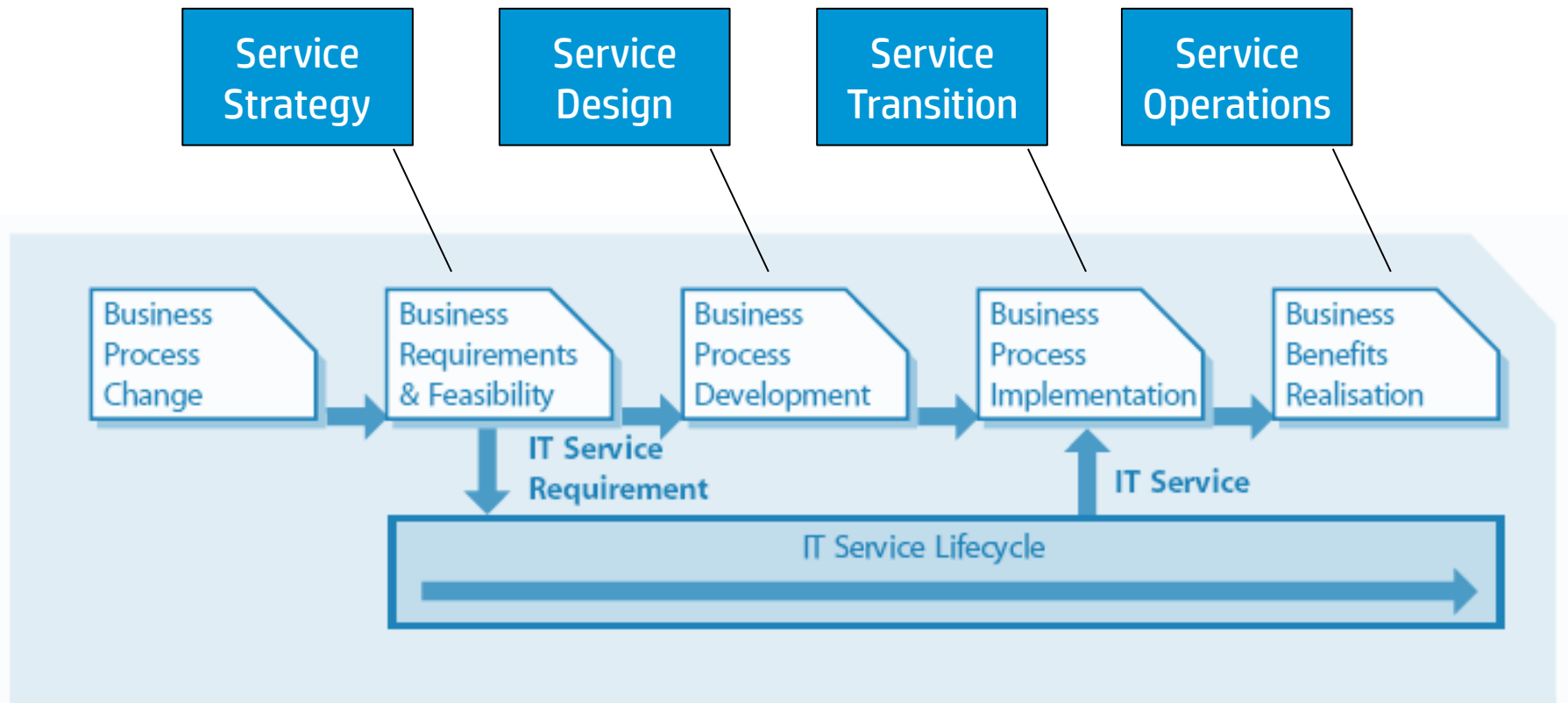
Service Design – Purpose/Goal/Objective

"The design of appropriate and innovative IT services, including their architectures, processes, policies and documentation, to meet current and future agreed business requirements."
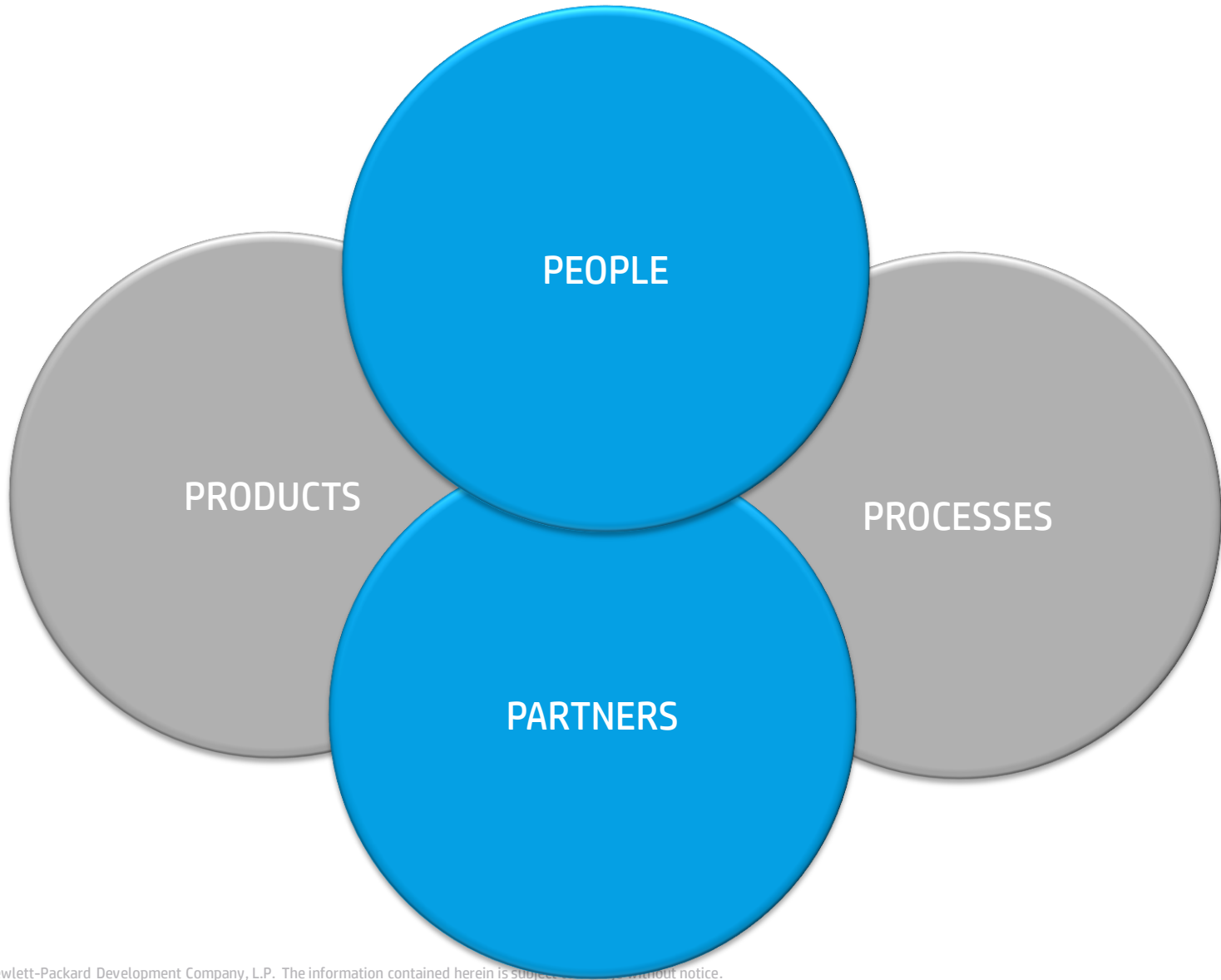
Service Composition

Aspects to Consider when designing service solutions
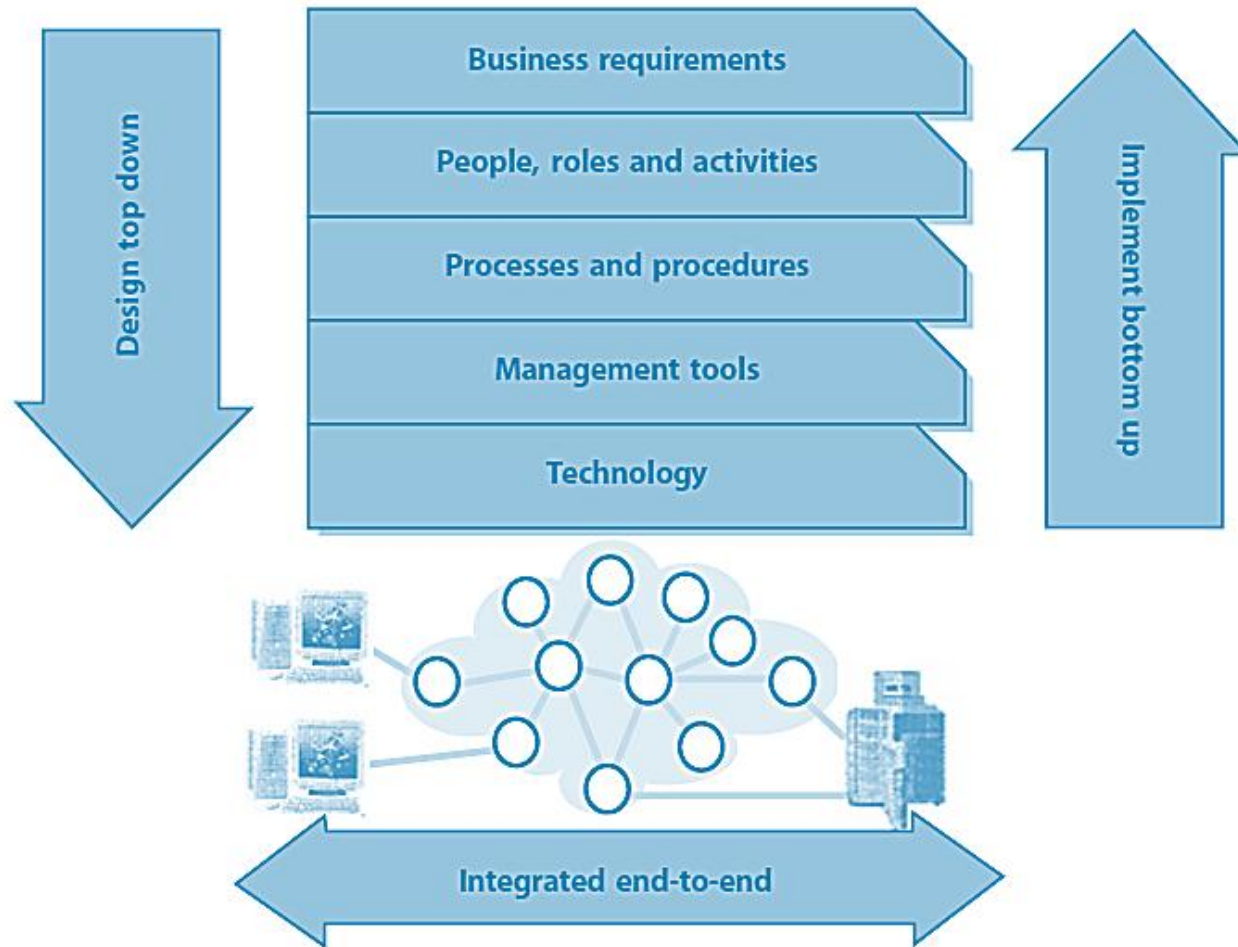
- **Business process**
- **Service**
- **Service Level Agreements and Service Level Requirements (SLA, SLR)**
- **Infrastructure**
- **Environment**
- **Data**
- **Applications**
- **Support Services**
- **Operational Level Agreements (OLAs) and contracts**
- **Support Teams**
- **Suppliers**

Scope of Service Design — "The Four Ps"

PEOPLE

PRODUCTS

PROCESSES

PARTNERS

Scope of Service Design – 5 Management Areas

Design top down

- Business requirements
- People, roles and activities
- Processes and procedures
- Management tools
- Technology

**Implement bottom up**

Integrated end-to-end

Management architectures need to be "… business aligned, NOT technology driven'.

5 major aspects of Service Design

- **Service Solutions**
  - Including functional requirements, resources and capabilities

- **Service management systems and tools**
  - Especially the Service Portfolio

- **Technical and management architectures**
  - And supporting tools

- **Measurement systems and metrics**

- **ITSM Processes**

Balanced Design
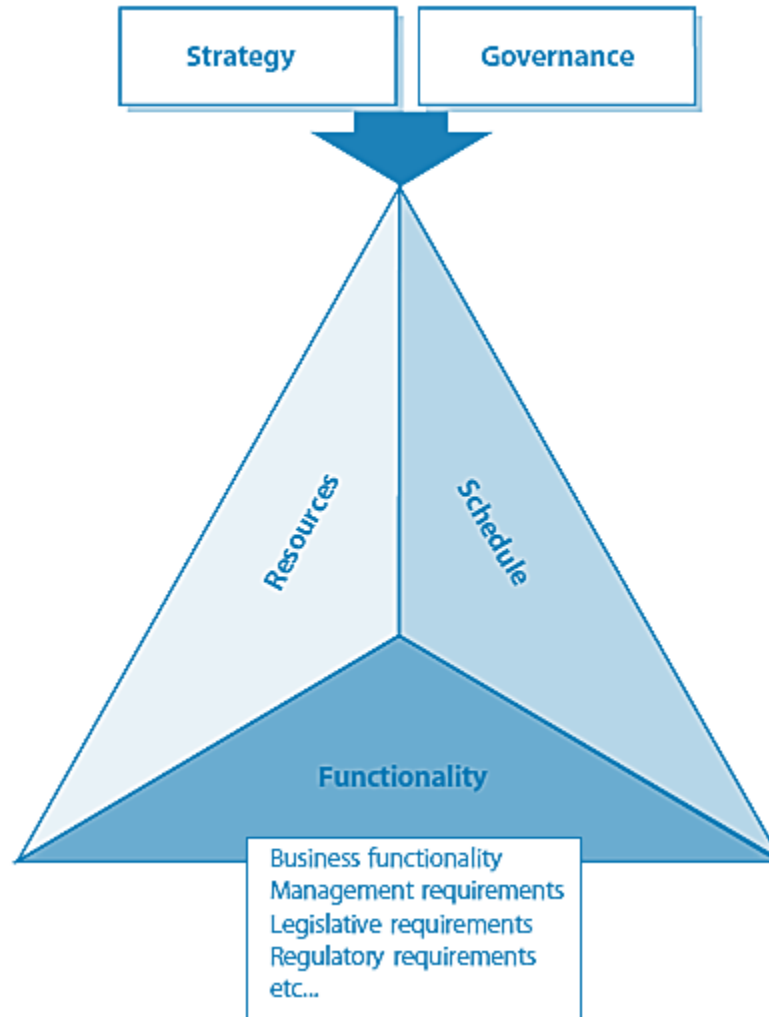
Service Design Package (SDP)

Details all aspects of a service and provides requirements through all subsequent stages of its lifecycle

The SDP is created in Service Design and passed to Service Transition for implementation

SERVICE DESIGN

SDP
- Requirements
- Service Design details
- Organizational Readiness
- Service Lifecycle Plan

SERVICE TRANSITION
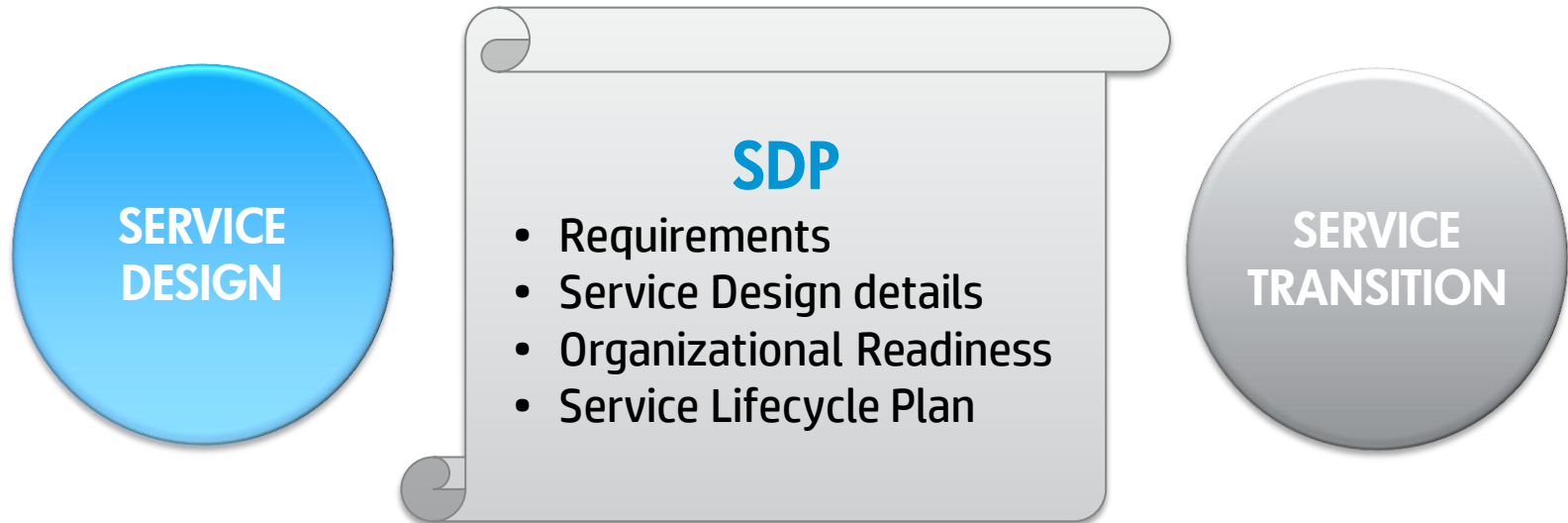
Delivery Model options

Delivery Strategy	Description
Insourcing	Utilizing internal organizational resources for all stages in the lifecycle
Outsourcing	Utilizing the resources of an external organization or organizations
Co-sourcing	The combination of Insourcing and Outsourcing to co-source key elements within the lifecycle
Partnership or Multi-sourcing	Formal arrangement between 2 or more organizations to work together. Focus on strategic partnerships to leverage expertise or market opportunities
Business Process Outsourcing (BPO)	Formal arrangement between two organizations to relocate and manage an entire business function (for example payroll, call-centre) from a low-cost location
Application Service Provision	Formal agreement with an Application Service Provider (ASP) to provide shared computer based services over a network (sometimes called 'on-demand' software/applications)
Knowledge Process Outsourcing (KPO)	Provision of domain based processes and business expertise requiring advanced analytical and specialist skills from the outsourcer

Service design processes

Service Design Processes
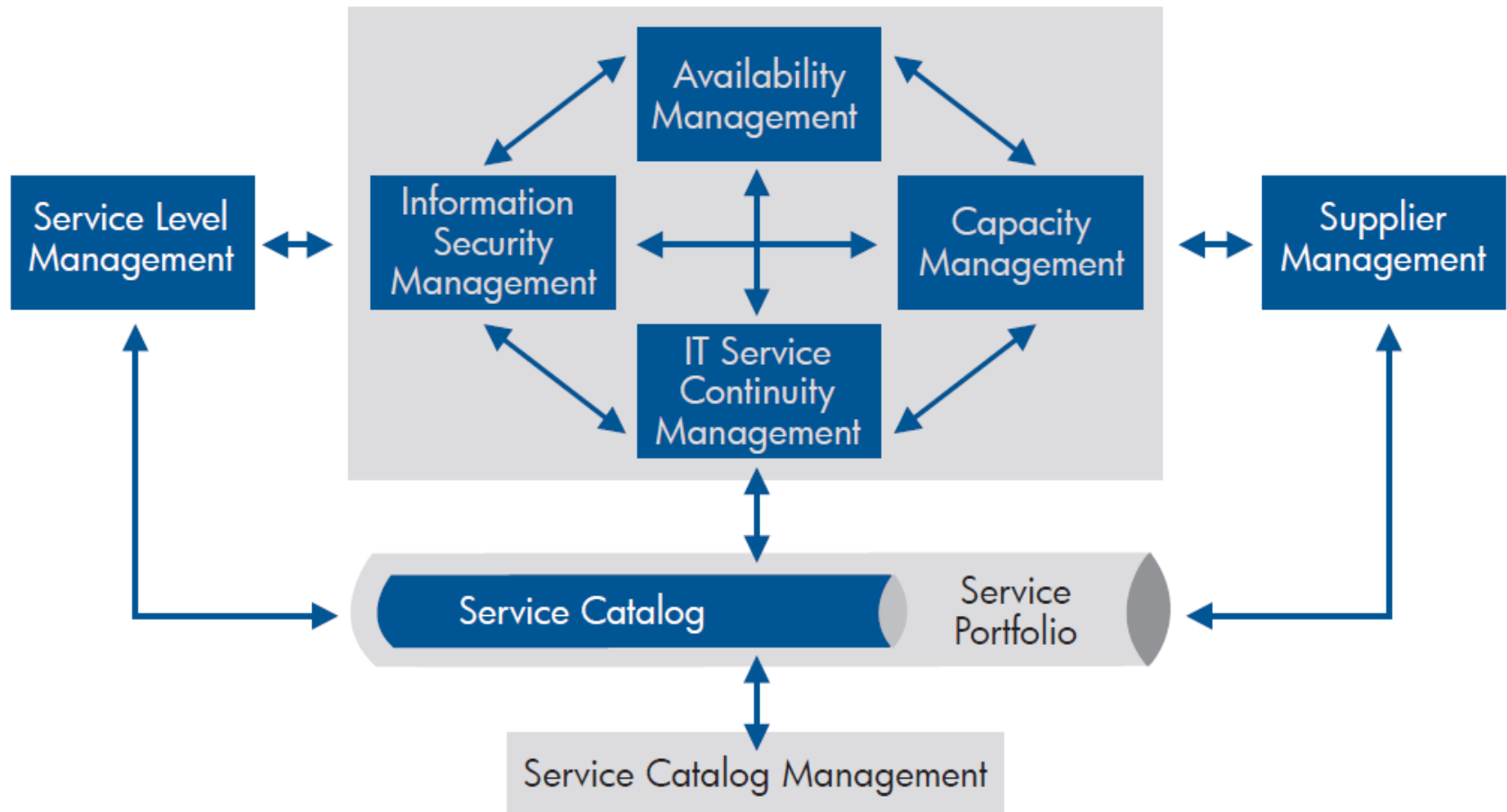
Service Catalog Management

Objectives

Basic concepts

Roles

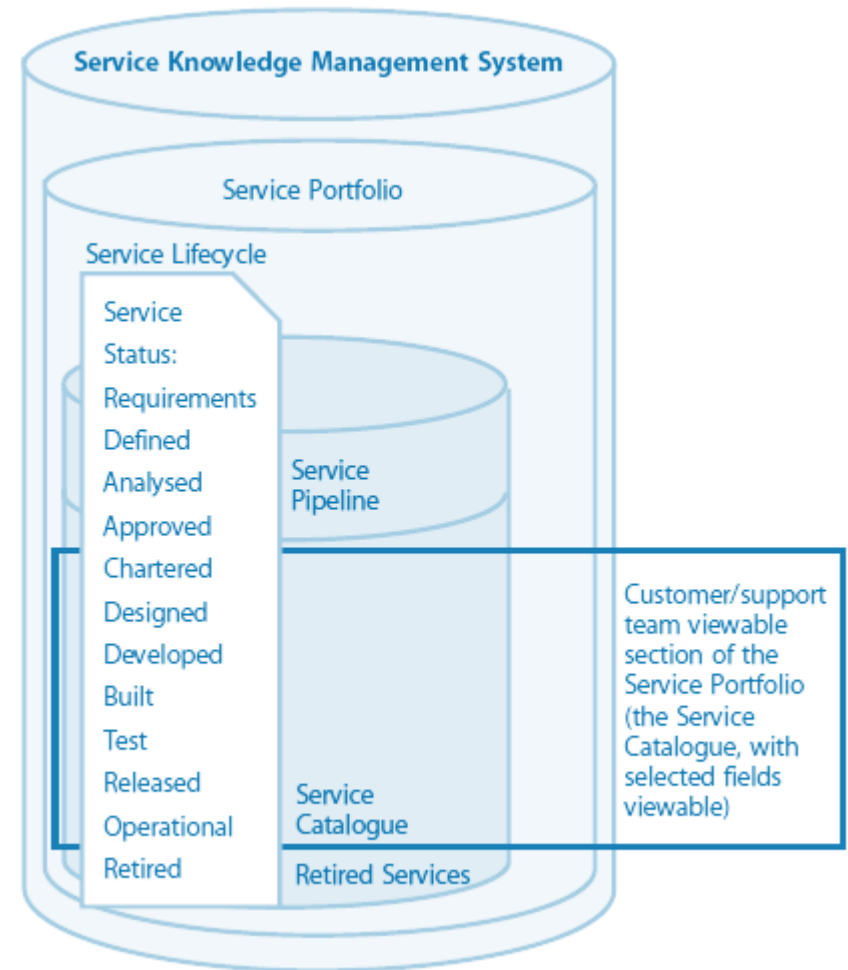# Service Catalog Management — Objectives

Create and manage an accurate Service Catalog

• A single source of information on all services

Service Portfolio

- the most critical management system used to support all processes

- describes a provider's services in terms of business value.

- It articulates business needs and the provider's response to those needs.

Service Knowledge Management System

Service Portfolio

Service Lifecycle

Service
Status:
Requirements
Defined
Analysed
Approved
Chartered
Designed
Developed
Built
Test
Released
Operational
Retired

Service Pipeline

Service Catalogue

Retired Services

Customer/support team viewable section of the Service Portfolio (the Service Catalogue, with selected fields viewable)

1

Service Catalog Management — Basic concepts

The Service Catalog

- Part of the Service Portfolio

- Details of all operational services and those being prepared for transition

- Business Service Catalog
  - Details of all of the IT services delivered to customers
  - Visible to the customers

- Technical Service Catalog
  - Details of all supporting services
  - Not usually visible to customers

Service Knowledge Management System

Service Portfolio

Service Lifecycle

Service Status:
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Service Pipeline

Service Catalogue

Retired Services

Customer/support team viewable section of the Service Portfolio (the Service Catalogue, with selected fields viewable)

Service Catalog Management — Roles

Service Catalog Manager

- Produce and maintain the Service Catalog

- Ensure all operational services and those being prepared for operational running are recorded

- Ensure all information in the Service Catalog is accurate and up to date

- Ensure all information is consistent with the information in the Service Portfolio

- Ensure all information is adequately protected and backed-up

Service Level Management

- Objectives

- Scope

- Basic value

- Business concepts

- Activities

- Key metrics

- Roles

- Challenges

- Interfaces

Service Level Management — Objectives

- Negotiate, agree and document service levels
- Measure, report and improve service levels
- Communicate with business and customers

Service Level Management — Scope

Ensure quality of service matches expectations

- Existing services

- Requirements for new or changed services.

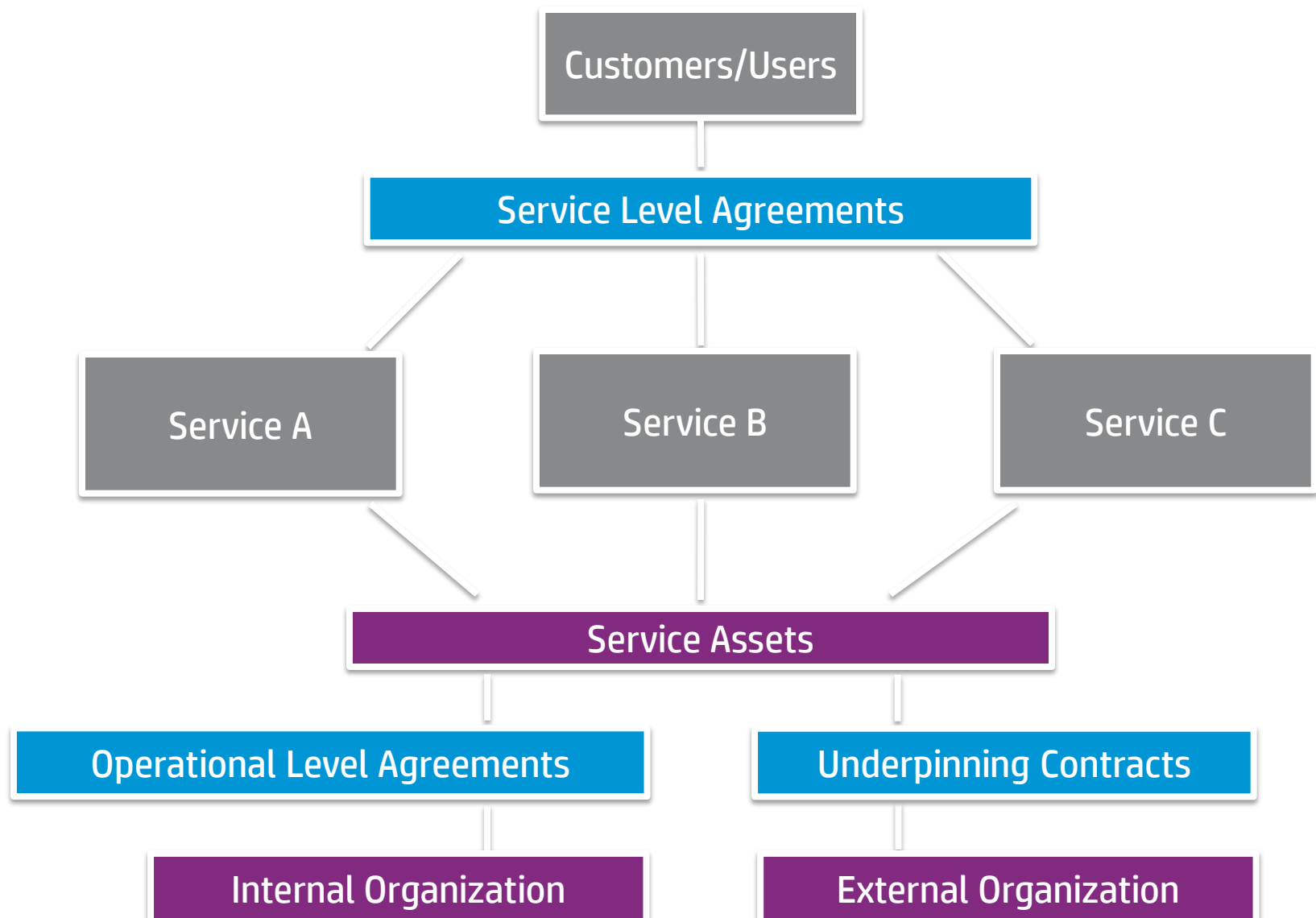- Expectation and perception of the business, customers and users

Service Level Management — Business value

- Consistent interface to the business for all IT service related issues

- Feedback on service failures or breaches & resolution actions taken

- Reliable communications channel and trusted relationship

Service Level Management — Basic concepts

Customers/Users

Service Level Agreements

Service A

Service B

Service C

Service Assets

Operational Level Agreements

Underpinning Contracts

Internal Organization

External Organization

Service Level Management — Activities

- Design SLA frameworks
- Identify Service Level Requirements (SLRs)
- Agree and document Service Level Agreements (SLAs)
- Negotiate and document Operational Level Agreements (OLAs)
- Monitor service performance against SLA
- Measure and improve Customer Satisfaction
- Produce service reports
- Conduct service reviews and instigate improvements
- Review and revise SLAs, OLAs and UCs
- Develop contacts and relationships
- Manage complaints and compliments

SLA Frameworks

- *Service-based SLA*: SLA covers one service, for all the customers of that service

- *Customer-based SLA*: an agreement with an individual customer group, covering all the services they use

- *Multi-level SLAs*: SLAs set at different levels to cover different scenarios

Service Level Management — Key metrics

Number and % of targets being met

Number and severity of service breaches

Number and % of up to date SLAs

Number of services with timely reports and service reviews

Improvements in Customer Satisfaction

Service Level Management — Roles

Service Level Manager

- Process Owner
- Understand Customers
- Create and Maintain SLAs and OLAs
- Review and Reporting
- Ensure that Changes are assessed for impact on service levels

Service Level Management — Challenges

- Identifying appropriate customer/business representatives
- Overcoming 'current issues'
- Differing requirements at different levels within the customer community
- Achieving accurate monitoring of service achievements
- Getting SLAs signed at the appropriate level

Service Level Management — Interfaces

- Service Portfolio Management
- Service Catalog Management
- Supplier Management
- Availability Management, Capacity Management and ITSCM
  - To understand risks, options and BIA
- Service Knowledge Management System
- Continual Service Improvement
- All other service management processes
  - To agree and document required customer outcomes