

Mikko Ahonen

SIMPLE
USM



SIMPLE **USM**

Written by

Mikko Ahonen

With copious help from

Jan van Bon

Illustrations by

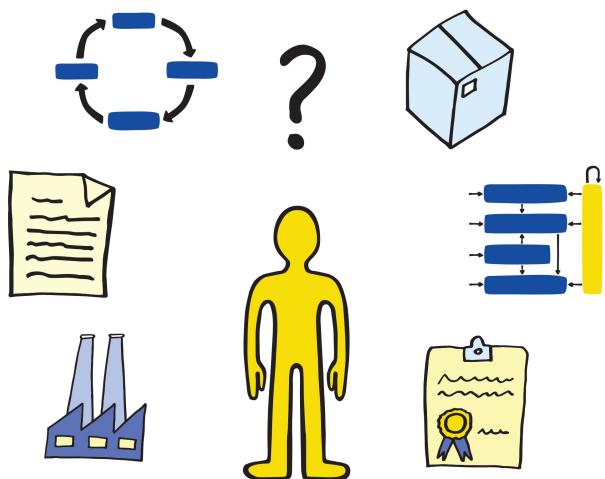
Kalle Ahonen



<http://usm.coach>

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Introduction

About This E-Book

This is an introductory e-book about Unified Service Management Method, USM. It is targeted towards people who want to understand the basics of USM, for example for deploying USM with the help of a coach or to participate in a USM deployment project.

It explains the core ideas of the USM method in a simple, condensed format. If you wish to gain deeper understanding of the USM Method, for example to deploy USM without the help of a coach, you should participate in the USM Foundation course and then read the book "The USM Method".

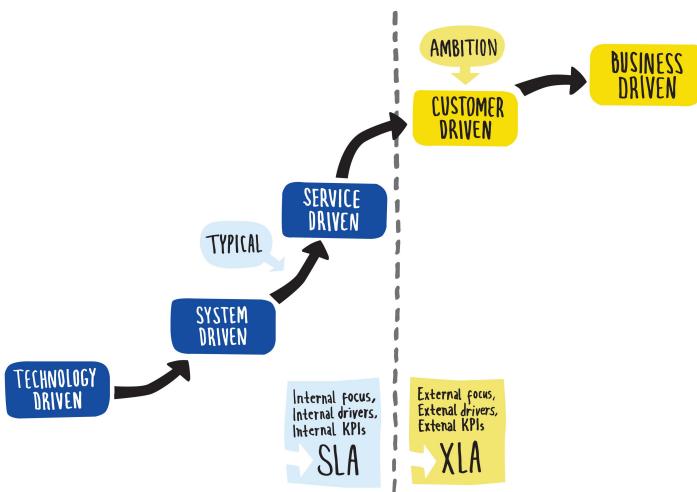
This e-book does not explain all the details of the USM Method. Specifically, we avoid some concepts that are not necessary for understanding the basics. Therefore, your coach might use slightly different terminology or way of deploying USM while still conforming to the USM Method.

From Production to Marketing Orientation, From Goods to Services

During the last 150 years, the thinking how companies achieve success has evolved through several stages:

- Production Orientation - Through production efficiency
- Product Orientation - Through superior products
- Sales Orientation - Persuading people to buy goods
- Marketing Orientation - Identifying the needs of the customer
- Societal Marketing Orientation - Responsibility for the needs of the society as a whole

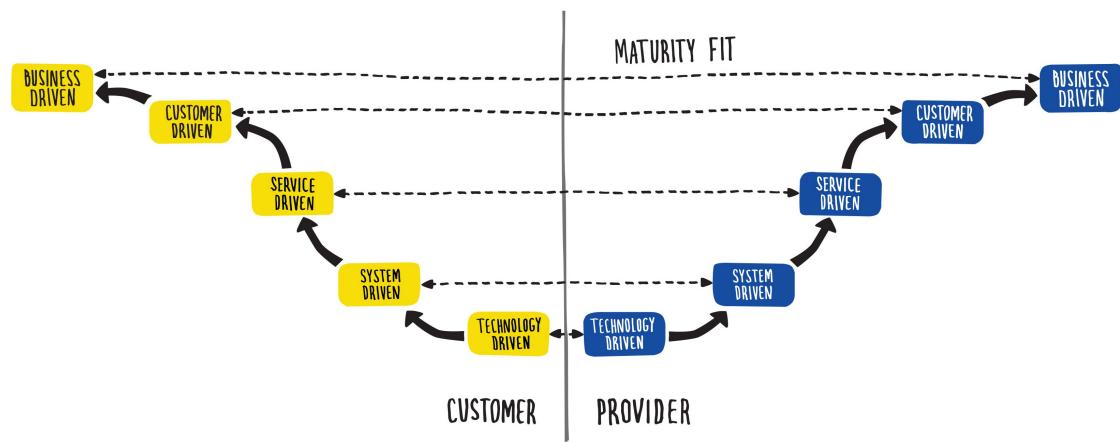
Recently, there has been another similar change in thinking, this time from goods towards services. Today all businesses are service businesses. Even if you just sell potatoes, you must legally provide a support for returning the bad ones.



For many companies it is not enough to just provide the basic service. They see the need to become *customer-driven* in order to survive in competitive markets. To become customer-driven, you need to focus on the

long-term relationship with the customer, instead of focusing on individual transactions. How you manage your services needs new thinking as well.

We can categorize service *management maturity* of the service provider. We can also categorize the maturity of the customer using the service. Successful relationships require a fit between the provider and customer maturities.



Why USM?

Unified Service Management (USM) is a method for defining your services in a structured way.

Defining your services becomes simple, because USM guides you through the necessary steps that your service becomes well-defined.

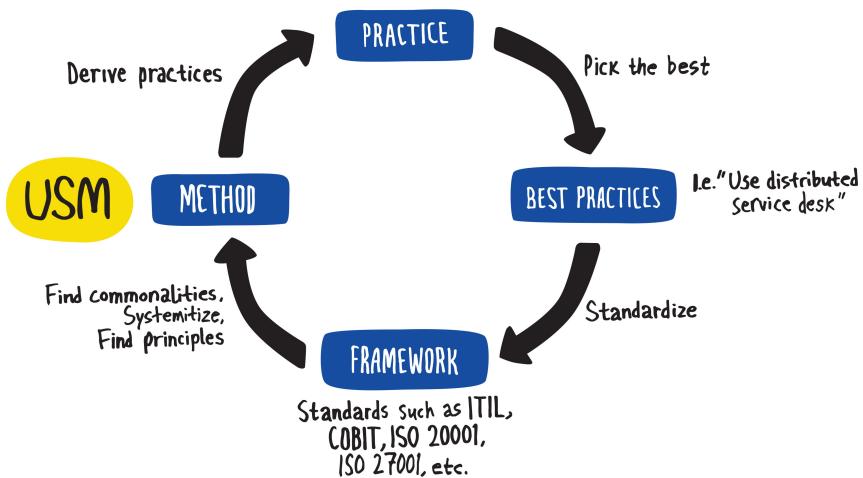
If your tool has native support for USM (such as usm.tools), your service definitions become data. This in turn makes it possible to view your services from multiple perspectives. The manager sees overview of the services. The customer sees the Service Agreement and accesses the services service catalog. An employee participating gets context on

what they are doing and how. Internal stakeholders may review services through Service Specification. An auditor can review the evidence of the compliance to various standards. All these views are always in sync.

USM is:

- *Universal*, you can use it to manage any service
- *Unified*, allowing harmonious co-operation even in complex service provider networks that cross organization boundaries.
- *Learnable*, based on some key principles instead of hundreds of conflicting practices
- *Simple*, anybody can learn it and become self-sufficient
- *Inexpensive*, no royalties for using USM. no audits, or certifications are needed. No dependence on consultants.
- *Non-redundant*, with a minimal useful set of concepts, you avoid repeating same patterns when defining your services.
- *Open*, fostering a culture of sharing of ideas and practices

Frameworks and standards, such as ISO 9000, COBIT, or ITIL, are collections of best practices. USM is built by distilling principles that are shared by these practices. Thus USM is complementary to any such collection of practices.



In fact, if you need to certify your business against any such standard, USM is the fastest, least expensive, least risky, and even the most useful way to do it. After deploying USM, you can demonstrate compliancy to the auditors by using cross-references between USM and various frameworks. With a proper tool, this can even be highly automated.

About USM

The USM Method was authored by USM Chief Architect Jan van Bon.

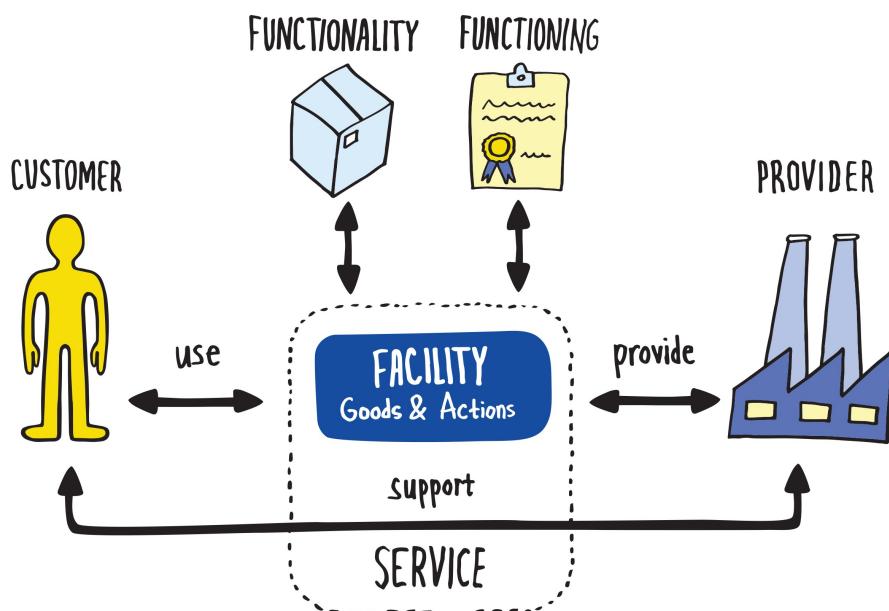
Jan has extensive experience in Service Management, including being a member of the ITIL v3 guidance team between 2006-2007. He has published over a hundred books on ITIL. When working with ITIL, he became increasingly frustrated with the complexity of the popular frameworks, including ITIL and various ISO standards. Jan started developing a more simplified method for service management, based on principles, with a team of like-minded people. USM is the result of that work.

The USM Method is owned and managed by the SURVUZ Foundation in the Netherlands.

USM Core Concepts

Services and Resources

In USM, a service is a *supported facility*. A facility consists of *actions* (such as a haircut) and *goods* (such as potatoes). *Support* is needed to maintain the relationship with the customer, and help the customer when using the facility. An example of support would be *IT Support*.



The service delivery needs resources. There are three types of resources:

- *processes* - the WHAT
- *people* - the WHO

- *technology* - the HOW

Some resources are tracked, while others are not. For example, organizations typically record who has been assigned a laptop, whereas computer mice might not be tracked. In IT, tracking typically happens in CMDB (Configuration Management Database), but some resources, such as employees or risks, are often tracked in dedicated Systems of Record.

In USM, if a resource is tracked, it is said to be *managed*. *Virtual Managed Infrastructure Register* (vMIR) refers to a virtual view over all the Systems of Record in the company that are relevant for service delivery.

In addition to the facilities available to the customer, vMIR also covers all the internal resources in terms of the people, processes, and technology that are needed to deliver the service.

In addition to internal resources, vMIR also includes artifacts that are delivered to the customer, such as Service Agreements (SA).

In USM, if a resource is not managed, it is a *commodity*. Commodities do not have individual trackability. For example, you can check how many computer mice were given out during a time period via inventory, but you cannot know who got each individual mouse.

What is a process?

A process is a series of activities that interact to produce a result.

While this is a nearly universal definition, there is a wide variance what this means in practice.

A customer-driven service organization is not only interested in the output of the processes, but also in the outcome -- customer experience over time.

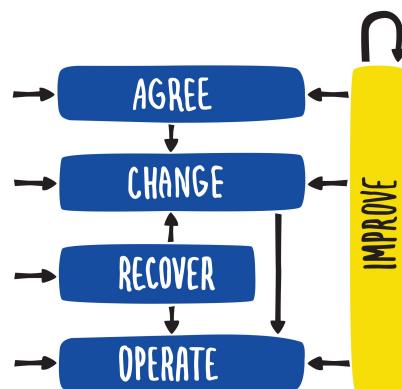
The USM Processes And The Paths Through Them

According to USM, anything a service organization does can be described with one of five processes.

This often surprises people new to the USM. However this set of five processes have been distilled from hundreds of best practices across multiple frameworks and standards, and later also verified experimentally via deployments.

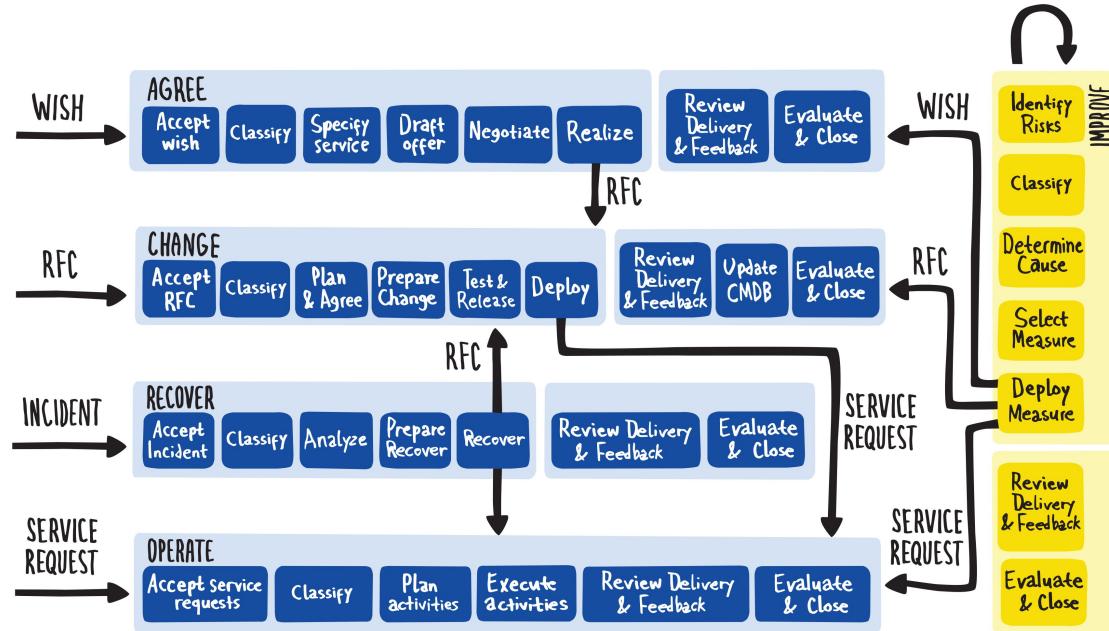
The five USM processes are:

- *Agree* - Managing the relationship with the customer via Service Agreements
- *Change* - Changes to the managed resources
- *Recover* - Recovering from service failures
- *Operate* - The actual operational work
- *Improve* - Managing risks (both threats and opportunities)



USM processes are interconnected through subprocess calls to other processes. For example, Recover goes to Change if a change to a managed resource is needed, or directly to Operate if such changes are not

needed. After the subprocess is finished, it returns, and the calling process continues where it left off.

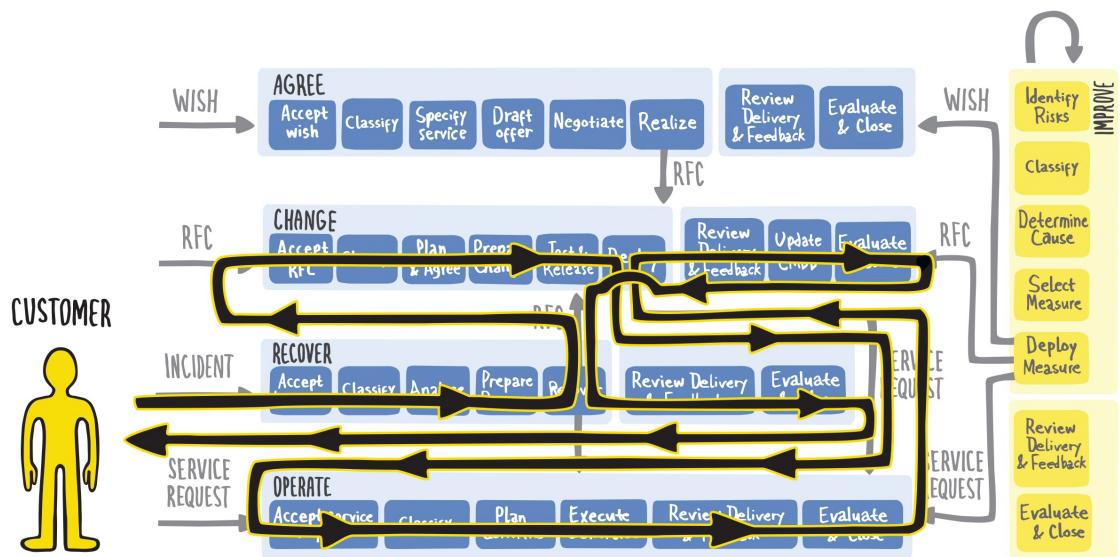


There are only eight possible paths through those five processes:

- Changes to agreements
- Changes to managed resources
- Incidents with changes to managed resources
- Incidents without changes to managed resources
- Operations
- Risks with changes to agreements
- Risks with changes to managed resources
- Risks without changes to managed resources

The steps along the path define *WHAT* needs to be done.

Below is an example of one of the paths, starting with the Recover process.



Each step consists of activities. The activities describe the *WHAT* in more detail.

While this process model may seem complex on the surface, the end result is a straightforward and comprehensive way to structure the work that needs to be done.

Organizational Hierarchy, Profiles and Contributions

Organizations have a hierarchy, and positions within that hierarchy. Employees hold these positions.

Human Resources Management (HRM) has two schools of thinking regarding organization of work: work is either assigned based on roles or based on functions. USM supports both approaches. USM uses the term *profile*, which may refer to any combination of roles and functions.

One way to classify the relationship between the organizational structure and the activities is the RASCI model:

- R - *Responsible*. Profile is responsible for carrying out the activity. Responsibility may be delegated, and there also may be multiple people carrying out the activity. There should be only one responsible profile.
- A - *Accountable*. The profile is ultimately responsible for the activity. There must be exactly one accountable profile.
- C - *Consulted*. The profiles that should be consulted before carrying out the activity.
- S - *Supporting*. The profiles that support in carryout out the activity.
- I - *Informed*. The profiles that should be informed about the activity.

The WHO is the profile that contributes to the activity.

Routines

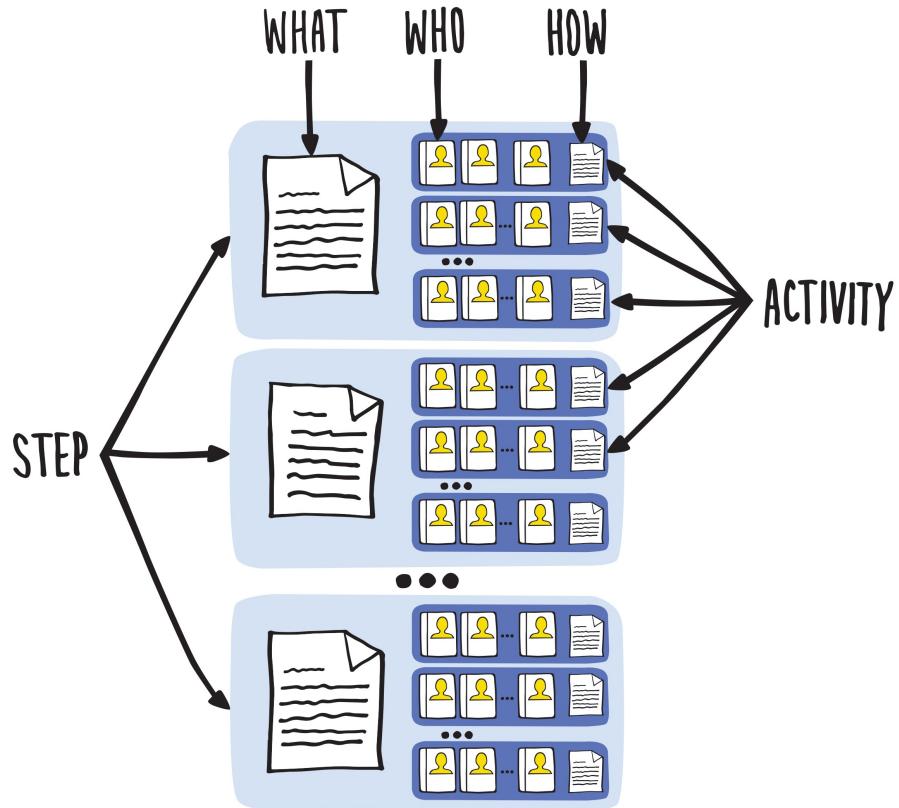
To define *HOW* these profiles (WHO) accomplish the work (WHAT):

- Give it a descriptive name
- Choose which of the eight paths through the processes is most suitable (the WHAT)
- Define the profiles that participate in the action (the WHO)
- For each step in the path, define the actions needed to carry out the step (the HOW)
- For each action, assign the responsibilities (using the RASCI model) to the profiles

The end result is the definition of a *routine*.

The USM provides the structure (predefined steps and activities), which guides you on defining the routines. This helps to keep the routines both comprehensive (nothing if left out) as well as standardized (all similar routines follow the same structure).

However, ultimately the routine is defined by the actions and responsibilities. Without any actions the routine is empty. Unless actions are assigned to somebody, nothing gets done.



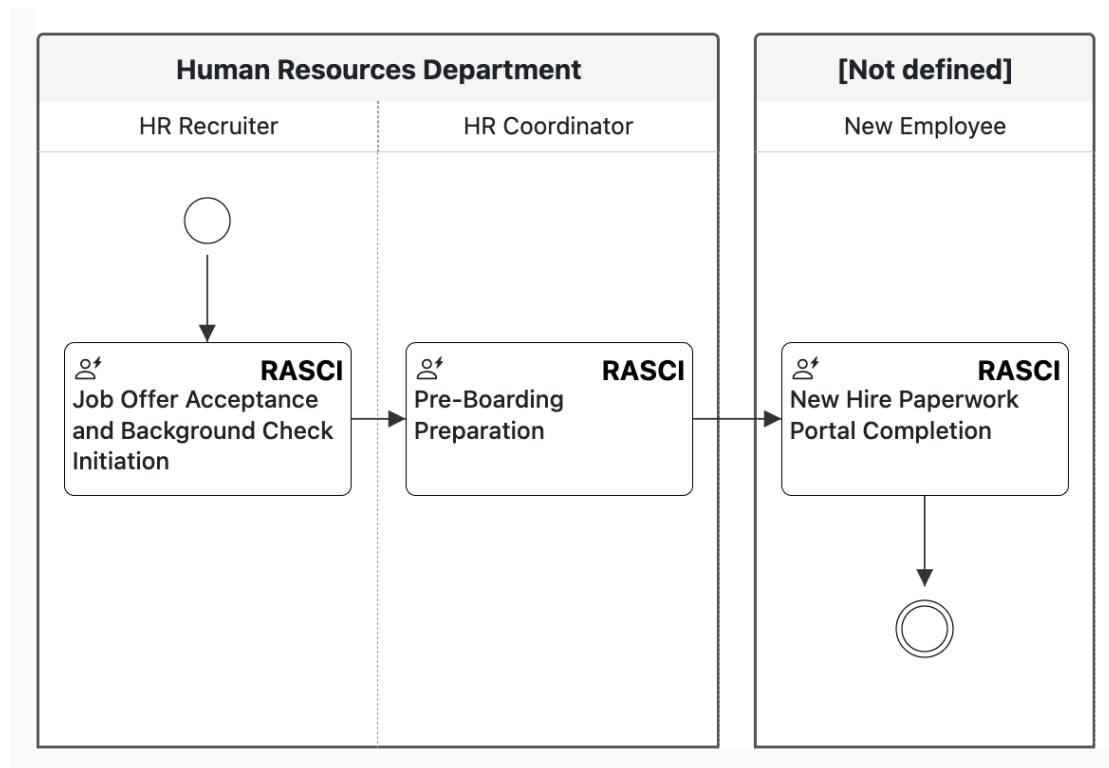
To simplify defining a routine, a *workflow template* is used. In USM, eight workflow templates correspond to the eight paths through the processes. Once you choose the template, the *WHAT* is already known. Tool that is based on the USM method (such as usm.tools) creates the structure for you to fill.

You need to list all the actions for each of the activities in the structure, as well as assign the responsibilities to the correct profiles responsible for carrying out that action.

If an error occurs in the execution of the routine, it should be either corrected by repeating the routine from the failed (and now correct) activity, or aborting the routine.

Flows

A *Flow* is a representation of your routine in BPMN notation -- also known as the swimlane diagram. In swimlane diagram, other responsibilities than *R* (responsible) are typically left out. The BPMN also does not include the context -- the *WHAT*. Therefore BPMN is useful but limited perspective for your routine.



Implicitly, each routine has a default flow, where all the actions are

linked sequentially, and placed on the swimlane corresponding to the profile. Swimlanes are in turn placed on the pool representing the organization of the profile.

If your tool supports it, you can clarify your diagrams by grouping related actions into tasks, or add more detail to your flows, such as parallel execution of steps.

Calls

Routines are triggered by *calls*. Calls can come in from internal or external users, or they may be initiated by some internal stakeholder. Calls might be phone calls, but may also come through forms, emails, text messages etc.

Incoming calls are handled in priority order. *Priority* depends on *impact* and *urgency*.

Impact is the extent to which the underlying issue affects customer activities. It may be classified into high, medium, low, and nil. High impact might involve physical harm, high reputation damage, financial impact, large number of customers etc. Impact is nil if there is no anticipated impact.

Urgency is the extent to which the activity can tolerate delay before it should be handled. It is classified into high, medium and low. The urgency may be high for example if damage increases rapidly and action can prevent increase in the effect, or the issue prevents time-sensitive work being done.

Priority is defined as the cross-table between impact and urgency.

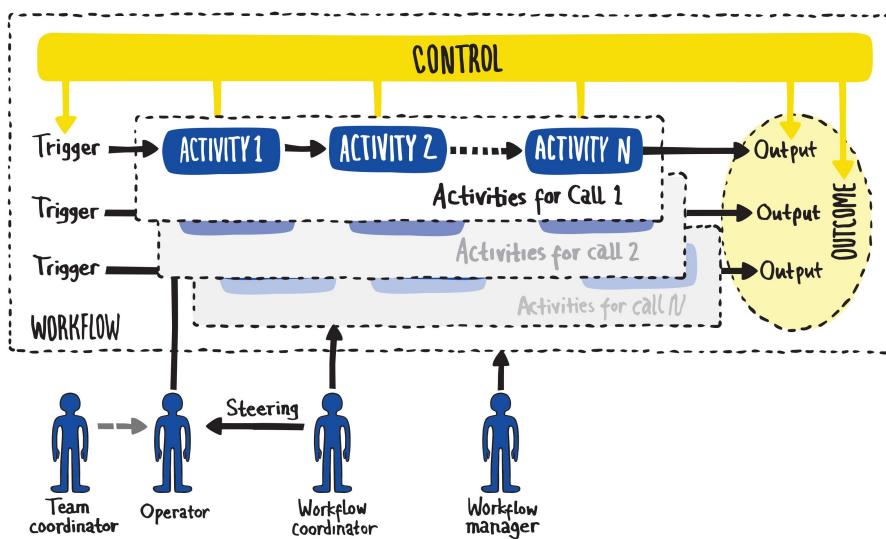
Impact, urgency and priority classes depend on the organization, but it is often useful to harmonize the priorities across all activities.

		IMPACT			
		HIGH	MEDIUM	LOW	NIL
URGENCY	HIGH	Critical	High	Medium	Low
	MEDIUM	High	Medium	Low	Lowest
	LOW	Medium	Low	Lowest	None

Profiles Specific to USM

The following profiles are specific to USM:

- *Workflow manager* makes sure that the routines are agreed on, and that the required resources are available and improvements are managed. He might also be the owner of the outcome of the workflow.
- *Workflow coordinator* coordinates the handling of calls, and owns the output of the workflow.
- *Operator* carries out the actual work.
- *Team coordinator* acts as the line manager for the operator.



This means that both the workflow coordinator and the team coordinator will steer the operator, so there is a potential systemic organizational conflict, and co-operation rules need to be set.

A process-driven organization should prevent this conflict by giving higher authority to the workflow coordinator. The team coordinator must then escalate the issue if necessary necessary.

Service Definition

Service can be described by defining:

- Owner
- Customers
- Provider
- Users
- Partners
- Suppliers
- Facilities - Goods and actions provided by this service
 - Functionality - Goods/actions
 - Functioning - The quality
- Supports (generic and facility-specific)
 - Functionality
 - Functioning
- Experience
- Reports
- Meetings
- Standardized Calls (incidents, service requests etc. that are either generic or specific)

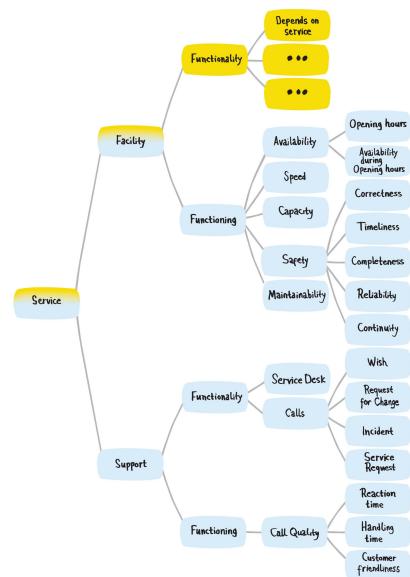
Overview of the service can be presented in form of a USM Service Model Canvas.

Services can also form a service tree, which is a hierarchy.

Service Agreement, Service Catalog and Performance Measurement

The Service Agreement (SA) specifies what services are agreed with the customer, and their expected quality. As the service is defined as a supported facility, this gives a clear structure for the SA.

In the structure, only the section on the functionality of the facility varies, indicated with yellow in the diagram below.



The rest of the SA structure can be standardized, even across various fields:

- Functioning of the facility
- Functionality and functioning of the support

The offered services are listed in the Service Catalog. We can think it as the "Menu" of the service.

To guarantee that the customer receives the agreed service level, activities need to be measured. One key measurement is the time between the notification of service failure and the moment the service was confirmed to be resumed by the customer.

What Next?

To really benefit from USM, your organization needs to learn how to deploy it. There are a few ways how you can proceed with the deployment:

- Learn to do it yourself, by reading the book "The USM Method", and start deploying it yourself. You can buy the book from the USM Portal.
- Request a free trial access to usm.tools at <http://usm.tools>. usm.tools is an unique set of tools tailored for easy USM deployments. Getting hands-on experience with usm.tools allows you to learn USM quickly.
- Participate in USM Foundation training to learn to deploy USM yourself. This will teach you the fundamental principles USM is based on. When your employees have taken the USM training, they can get access to USM resources that enable them to deploy USM themselves. This will also allow them to collaborate with and learn from other USM users in the USM community.
- You may also need external resources. A USM coach can help your organization in the adoption of the USM. However, The USM coach is not a consultant that will do the USM deployment for you. Instead, the coach will guide your organization in learning how to deploy USM yourself, making your organization self-sufficient. USM coaches have additional USM artifacts at their disposal, including an extensive set of project support tools and templates for deploying the USM.