ITSM report

The Garden Group case

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Version 1

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# **Chapter 1: Introduction**

This advisory report is written for our client The Garden Group and serves to give insights to the client on the advantages and disadvantages on adapting the newer version of ITIL. This report will try to advise our client to adapt the newer version of ITIL(ITIL 3) from the version they are currently using which is the ITIL version 2. The report begins with going deeper into the history of The Garden Group including where it began and how it uses and deploys various IT services.It also explains how the company changed over the years both in terms of scale and how they dealt with the increase in this increase of scale using ITILv2.The report will go over the many aspects of ITILv3 processes and how we advise them to implement the said process coming from ITILv2. This includes starting from the beginning and explaining what is ITSM and will answer questions like:

How to compile a Service Catalogue?

How to draw a Service Level Agreement?

How to implement Service Asset & Configuration Management?

How to implement the different operational processes like Incident Management,Request fulfillment,etc.

How to prepare a Service Level Agreement?

How to write vacancies for the positions that the new ITIL version will bring?

All of this and more will be answered and the client will be guided through each and every process of ITILv3 and will be advised on what changes the new version of ITIL brings and how it can benefit The Garden Group as a company and how these can be implemented.

# **Chapter 2 : Professionalization of Garden Group IT**

## 2.1 - Garden Group History

IT developments within the franchise group “The Garden Group” of the recent years

* Point of sale (POS) is installed for each intratuin location.
* Virtual private network connection setup.
* In 2008, the garden group entered into a contract with Fujitsu services for hardware
  + POS5000
  + Primercy service
  + Scenise workstations
  + In 2010, criminals broke in and skimming devices were found which resulted fujitsu to replace all the payment terminals with new models
* In 2010, all the POS system was replaced with fujitsu’s POS700.
* The communication between branches is connected by using a VPN via a ADSL line with a minimum speed of 60 megabits per second.
* In 2008, the I.T. department decided to change the automatic system. Where all the systems were migrated to windows.
  + That allowed them to create a structure workspace for the head offices and branches to use.
  + Windows Vista was replaced with windows 8.1 then to windows 10. Due to the changes of OS the staff started working and using Microsoft’s cloud application office 365.
* In 2013, the organization made an agreement with Hosting XL to host all the applications used by the group. Hosting XL also provides an IaaS infrastructure. The garden group entered a contract with KPN for a better internet connection using VPN.
* In 2011, the IT department picked the business software package MS dynamics AX which supported the business process.
* The garden uses a fully automated retail system, which processes all the sales of branches.
* After struggling with organizing the bookkeeping section of the organization, the garden decided to implement UNIT4-Multivers, which allows the group to be organized for incoming profit and payments to the suppliers.
* In early 2012, the group started using AFAS software to keep track of staff’s working hours, absence and payroll records. In 2018, the garden group upgraded to the cloud version of the program and made a contract with AFAS Netherlands for maintenance and updating the server.
* Since the ERP package is unsuitable for storing data, they have been forced to adapt to product data management. They also have a back office application for their website.
* In 2012, the garden group implemented biztalk to exchange information between the employees and branches.
* In 2015 to 2016, they released a mobile application where customers can see the opening times and general information about the intratuin centers. These apps were developed by GO4Apps.
* In 2018, the garden group opened a webshop to sell their product from the central distribution warehouse. Although there was discussion for the pros and cons of the decided to for a ‘ship-from-store’ formula.
* In 2019, starting using a Business Intelligence software system MS BI4Dynamics.

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## Chapter 2.2 – The implementation of ITIL

### The consequences for the help desk

The help and service desk of The Garden Group already has most of the important bases covered, with a team for general answers, and a team of specialists to cover more in depth questions the general team is unable to answer. The most important thing is whether or not the proper hierarchy is set up with, the service desk manager, service desk supervisor, service desk analyst, and the super user(s). Calculating and keeping the correct number of personnel for all the roles, not to mention creating schedules for when the service desk (and potentially setting up a second / backup service desk in case the first one main one goes down) are all aspects that need to be kept into account by The Garden Group for the service desk to run smoothly. Finally, it’s also very important to establish metrics in order to evaluate the performance of the service desk at regular intervals. The metrics must be chosen carefully and realistically in order to have the service desk run smoothly and properly. Understating the metrics would mean the service desk is not performing its tasks as well as it should, while overstating the metrics would mean the employees would get overworked fast and the service desk as its whole wouldn’t be able to keep up with its set goals.

### Why would you implement ITIL?

ITIL, which was formerly known as Information Technology Infrastructure Library, is a practice of IT Service Management which helps a business align their needs with IT services. The processes, tasks, checklists and procedures ITIL describes aren’t Organization- nor technology-specific, but help with maintaining competency, strategy, and maintaining value for The Garden Group. ITIL has time and time proven itself in practice, and it can, and will help improve IT services.

### Profits and success

There’s quite a few profits The Garden Group would attain from implementing ITIL. Below we’ve listed a few of the most important ones.

* There will be more control for the IT organization over services and infrastructure, not to mention that changes will be easier to manage.
* The services for The Garden Group will be described better and in more detail, meaning the customers will be able to find what they’re looking for more easily.
* There will be more efficiency for the It organization, clearer structures will be developed and there will be a bigger focus on the corporate objective.
* An effective process structure provides framework for the effective outsourcing of elements of the IT services.
* There will be an improvement in the management of service quality, service costs, availability, and reliability.
* The available IT services of The Garden Group become more customer-focused and the relationship will be improved with agreements about service quality.
* Frameworks can provide coherent frames of reference for internal communication and communication with suppliers, and for the standardization and identification of procedures.

### Potential bottlenecks

Of course, nothing is perfect. Even ITIL can have a few problems and mistakes that could potentially be associated with it. Once again, we’ve listed some of these below.

* The commitment of personnel on *all* levels of the organization is required for a successful implementation of ITIL
* There has to be sufficient investments into aspects like support tools and appropriate training. Without it the services and processes will not be improved.
* Implementing ITIL and ITSM into a business can take a long time and might require a change in culture in the organization, however, implementing things too quickly or too ambitiously could disturb The Garden Group and the employees associated with it.
* There is no improvement in basic IT services. This has to do with understanding of how processes can be controlled, what appropriate performance indicators are, and a fundamental lack of understanding about what the relevant processes should provide.
* If process structures become an objective in themselves, the service quality may be adversely affected.
* Because of the fact baseline data was not available for comparison and/ or the wrong targets were identified, improvements in the provision of services and cost reductions could be insufficiently visible.

# Part B

# **Annex 1**

## Vacancies Examples:

Following are some of the examples of vacancies that will be created with the implementation of the newer ITIL version 3. The vacancies along with the job descriptions and job requirements are detailed below.

Asset & Configuration Manager

Company: TMC Netherlands

Job description:

As a software configuration manager you play a crucial role in our clients’ business? You operate in a dynamic and international environment at the heart of the software department. In the role of software configuration manager you will work in dedicated customer teams to support the design and implementation of our clients software. Mainly this will be high-tech multidisciplinary companies.

In your software configuration manager role you are also responsible for the design, implementation and maintenance of the configuration management environment. You will elect meaningful tools and define protocols and procedures. Your main work area will be the high tech industry around Eindhoven. You are able to solve complex customer issues both in a team and by yourself. Our assignments vary from long term on-site placements to shorter assignments that can take anywhere from days to months.

Job Requirements:

* You have a bachelor's degree in Embedded Systems, Computer Sciences, Information Technology or a similar education;
* You have experience in software engineering such as Unix, Windows, C, C++ and/or C#;
* You have decent knowledge of software configuration management tools like: JIRA, Bitbucket, Confluence, Bamboo, Git, CollabNet, Jenkins, TFS, Rational Clearcase, Artifactory, Docker, UCM and/or ClearQuest;
* You are willing to get to know everything about the present and future ways of working and trends such as CI/CD and Agile.
* You are an enthusiastic teammate with good social skills who speaks both Dutch and English.
* Change Manager

Company: Fource Holding Netherlands

Job description:

LKQ is recruiting an Organization Change Manager with an international track record in implementing large scale programs with the aim to deliver strategic capabilities across Europe. Within LKQ, Organizational change management (OCM) is positioned as managing the change impact of new organization and business processes with the objective that employees take ownership for their new roles and responsibilities and business stakeholders and customers are well prepared. The Change Manager has full responsibility for: organizational change, change readiness, engaging change sponsors, guiding individual change, overcoming change resistance.

What is your challenge as a Change Manager at LKQ?

* Build bridges across different cultures to deliver benefits for the pan European organization.
* Work proactively with business stakeholders across Europe as well as with third parties and customers to successfully deploy the outputs of change programs.
* Identify and manage resistance. Encourage vigorous dialog on whatever issues the group is most concerned with.

Job Requirements:

For this position of Change Manager we are looking for a senior professional who is result driven and makes sure changes are successfully implemented. You will be working closely together with the business and program manager and together you will deliver the expected output. You have the experience with international large-scale organization change, mobilizing and leading international teams is in your DNA.

Do you also have the following characteristics?

* Experience with complex Organizational and (HR) change processes, in- and outsourcing, the implementation of new and changed processes, digitization, organizational changes, process optimization programs.
* 10+ years’ experience of working within customer centric programs and customer journey/ change management positions within Digital.
* Demonstrated leadership qualities such as conflict and issue resolution, with highly developed influencing skills.
* The following overarching qualities: team player, innovative - can do approach, passion for digital innovation/transformation, interest in automotive/car parts a bonus.

Service Level Manager

Company: The Boeing Company

Job description:

For this position we are looking for a candidate to strengthen our Customer Success team. This position allows you to be the point of contact for the customers who are assigned to you. You approach your customers proactively to ensure that the software is used as effectively as possible. You ensure that when the client raises issues or software requirements, all relevant information is gathered, so that the issue can be solved and the progress can be communicated to the customer; managing the expectations. It is important to gain a reasonable understanding of the clients Service Level Agreement in order to handle issues in a timely manner, and to know what obligations are towards the client. In addition, you answer inbound questions. If you are looking for an interesting and promising position in the aviation industry and you like to work within Customer Success, this might be the ideal position for you.

Responsibilities:

* Learn products and customer specific installation.
* Engage with customers and receive information on new and current issues.
* Solve basic issues, and medium complexity issues.
* Understand SLA and ensure handling of clients is aligned.
* Begin to build a network across departments in house in order to facilitate handling of client issues.
* Manage the customers’ expectations.
* Provide customer services on pre and post software implementation.
* Proactively improve processes where required.

Job Requirements:

* Completed a bachelor degree in a related field of study.
* Customer and service oriented.
* Commitment for a long time.
* Enthusiastic, proactive and can work independently.
* Result Oriented and high sense of responsibility.
* Finance administration and aircraft leasing experience are not required, but certainly an advantage.
* Has experience in a previous role with managing customer queries and customer expectations.
* Fluent in English (Verbal and writing).

# Appendix 2

The current services the garden group

* Marketing
* Purchasing
* Logistics
* Finance
* I.T.

Every centers carry out the following services

* sale of gardening products
* Selling of gardening accessories
* Sales of seasonal products

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