



Delivering Effective Service Management - Again and Again

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PulseANZ2010

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advance your infrastructure



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'Global Technology Services' problem.....

- How do you organise 100,000 odd people in the largest IT Service Management organisation in outsourcing, to carry out repeatable, quality service around the globe?

The GTS Way

GTS Way Strategy

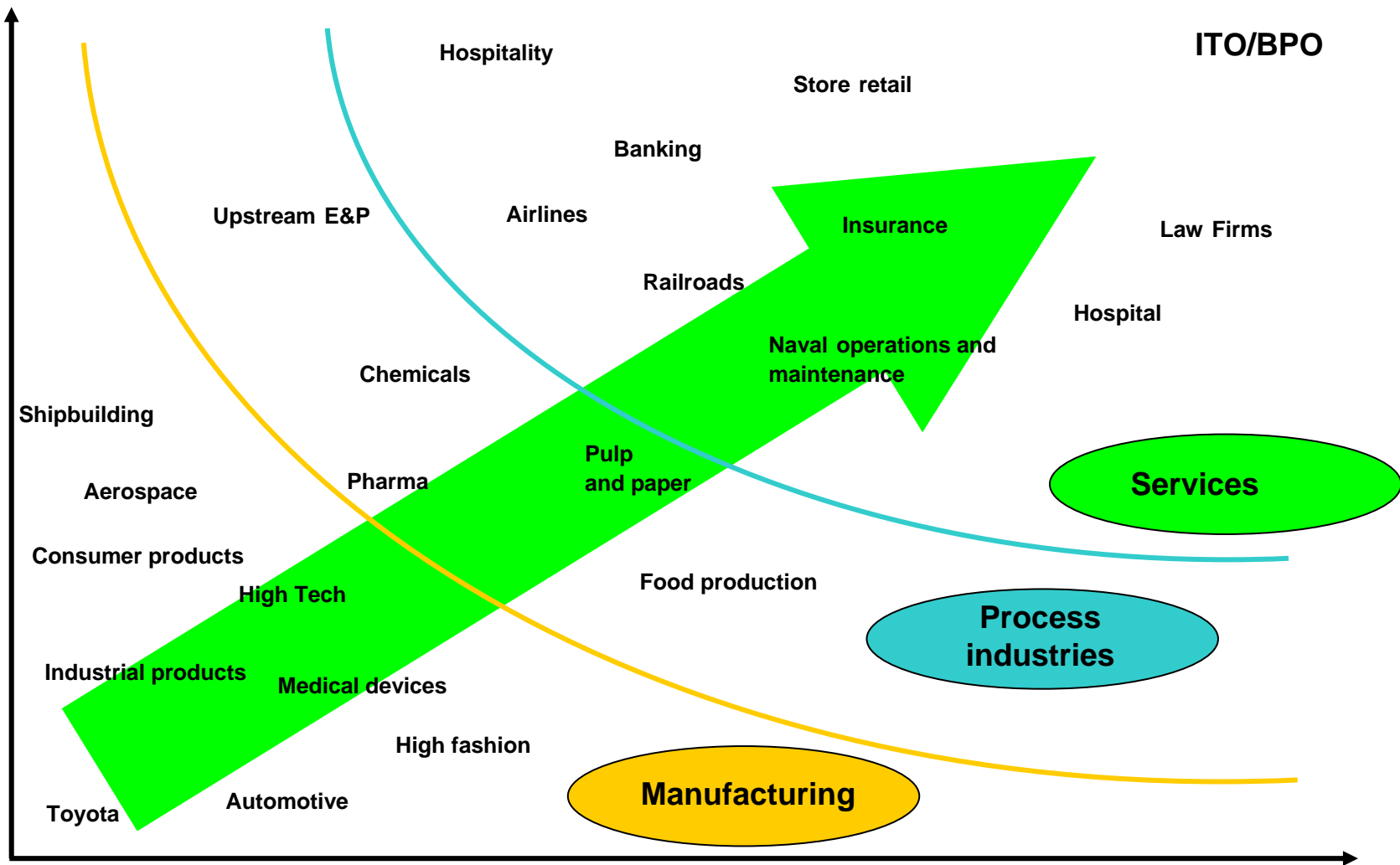
To serve our clients, GTS will be the world's premier IT services provider by delivering the *highest quality* solutions at the *most competitive prices*

2006

Dec. 2007

2008 & forward

- The journey started with improvements in productivity, quality, and responsiveness brought about by our Lean Initiative
- Mike Daniels convenes the top 60 managers and leaders from GTS in Lexington, Kentucky to better understand how Toyota excels in the high competitive auto industry
- As a result, the Toyota Production System has guided our **GTS Way** implementation



GDF Timeline and Milestones

The GDF is an evolving standard – we will add to it continually as we learn and expand the scope of our recommended solutions

Initial GDF document drafts created and circulated

Aug/Sept 2008

GDF v 2.0 development and drafts available

4Q 08 & 1Q 09

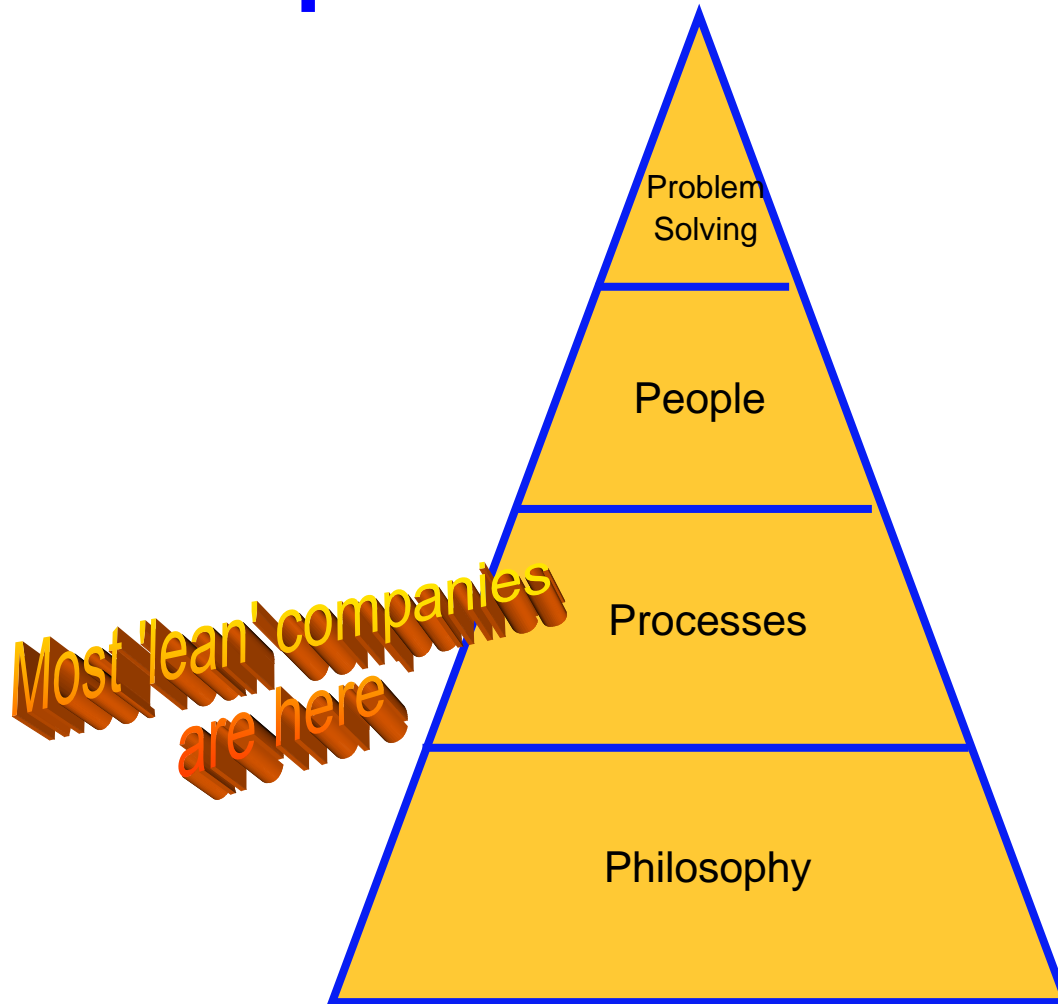
Oct. 2008

GDF v 1.0 design document available for implementation: October 2008

1Q 09

GDF v 2.0 available for implementation

Liker's Simple 4 P model



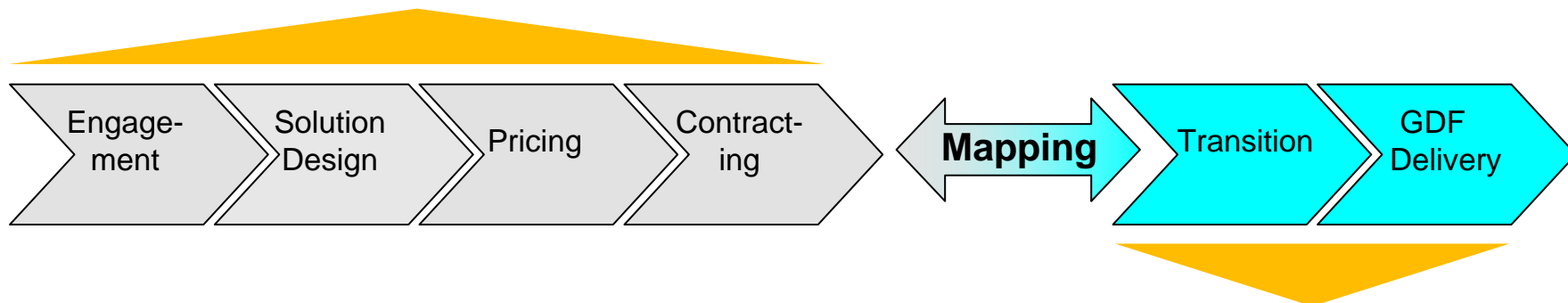
What did we do prior to GDF?

- The Global Delivery Architecture (GDA) is GTS's enterprise architecture for outsourcing services. It provides a technology-independent framework to guide cross-service integration, and account solution design. It can also be viewed as a top-level map, or blueprint, of the standard solution information in GSAR

What is the goal?

The GDF Services Catalog component will document all of the individual services that ITDelivery provides at GDF locations and will align (map) those to the Framework Blue Services Catalog

Framework Blue Services Catalog Domain



Global Delivery Framework Delivery Catalog Domain

Now.....

Global Delivery Framework

- The Global Delivery Framework (GDF) is a set of delivery practices based on Lean principles that enables consistent global delivery excellence

How does this relate to 74 clients in A/NZ?

Approx 150 Systems Management professionals in:

- Performance & Capacity Management
- Enterprise Automation – Tivoli & Mainframe

Owner of 3 ITIL V3 services

- Configuration Management
- Event Management
- Capacity Management

8

Intellect: Not using employees full intellectual contribution

- Lack of best practice sharing across accounts and SAs
- Tasks requiring lower skills assigned to higher skilled SAs

7

Over-processing: Adding excess value when the customer does not require it

- Too many cross checks to ensure information consistency
- Excessive documentation

6

Rework: Reprocessing, or correcting work

- Fixing over/underpayments due to errors in payroll
- Inadequate testing before supporting new client transactions or software

1

Overproduction: Producing more than the customer needs

- Routinely exceeding customer needs ("goldplating")
- Exceeding scope of contract



Waste

5

Inventory: Building / storing extra services / products the customer has not ordered

- Each account running different software (PeopleSoft, SAP, etc)
- Low terminal/server utilization leads to unneeded resources

2

Waiting: Employees waiting for another process or a machine/tool

- Delay in assignment of resources to a task
- Idle time during automated program runs

3

Motion: Extra physical / mental motion that doesn't add value

- Lack/sub-optimal of Standard Operating Procedures (SOP)
- Lacking appropriate time saving tools/automation

4

Transport : Moving product from one place to another

- Unnecessary movement of resources from site to site
- Excessive mailing of documents

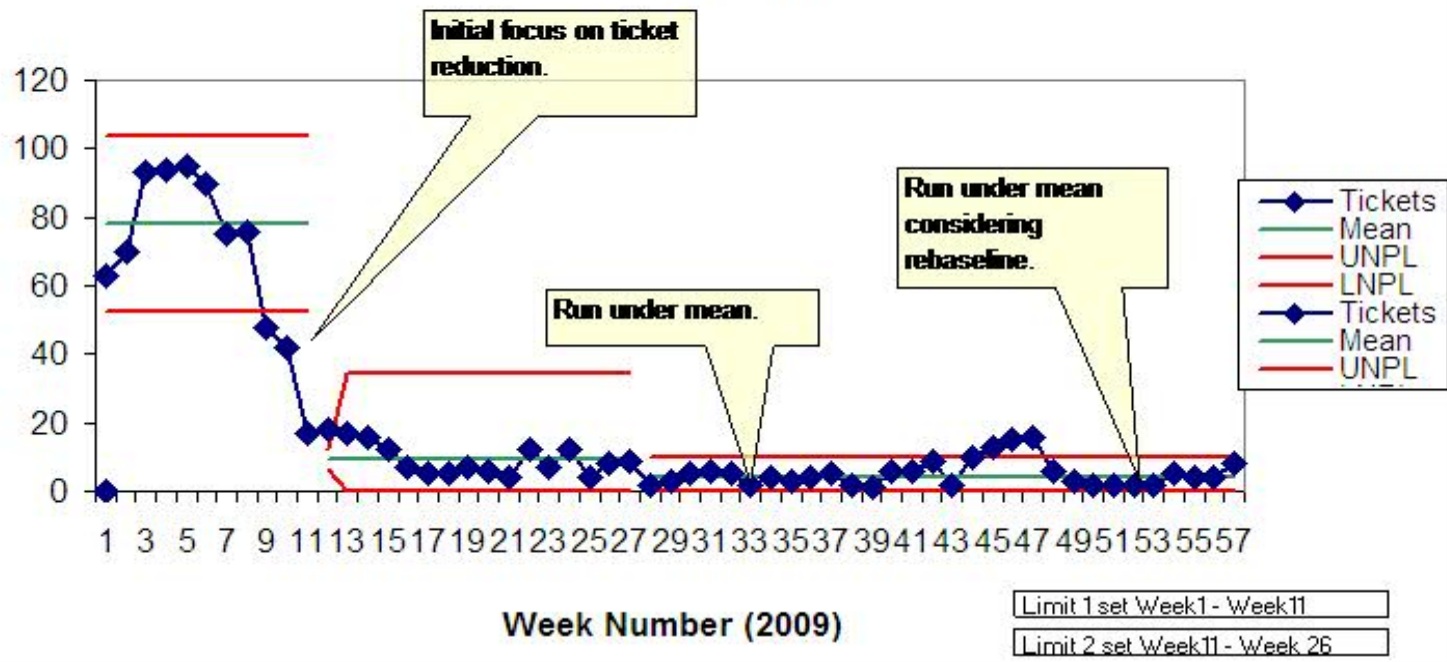
3 Pillars of GDF

		Operating System	Management Systems	Mindsets, Behaviors & Capabilities
GDF v 2.1	New	<ul style="list-style-type: none"> Privileged Access Management 		<ul style="list-style-type: none"> Continual Improvement
	GDF v 1.0 Components	<ul style="list-style-type: none"> Delivery Catalog (+) Advanced Pooling (+) IP&C Dispatching Project Dispatching (+) Defect Prevention Fragmentation Analysis (+) 	<ul style="list-style-type: none"> Performance Mgmt. & Metrics (+) Enhanced Visual Management Quality Teams Process Behavior PRISM GDF Maximo Dispatch 	<ul style="list-style-type: none"> GDF Education & Training Problem Solving (+) Certification Achievement & Collaboration
	Traditional Lean	<ul style="list-style-type: none"> Waste Identification & Elimination Lean Levers 	<ul style="list-style-type: none"> Metrics Visual Management Performance Dialogs 	<ul style="list-style-type: none"> 4-Part Influence Model Surveys/Actions Skills Matrix Cross Training

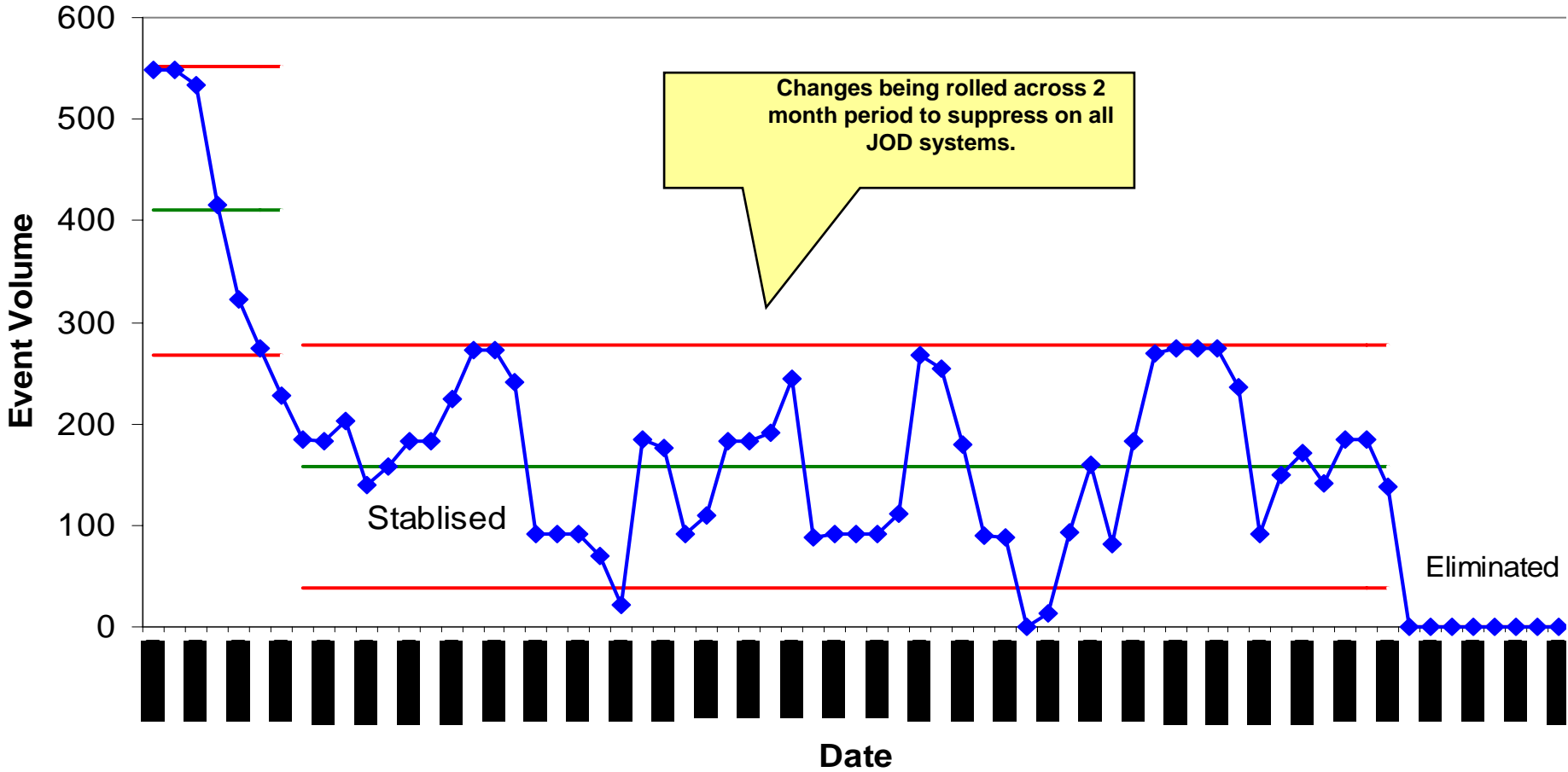
Continual Improvement

- Metrics will be presented in PBA where possible to display the process behaviour of what is being measured
- We only want to look at exceptions and not chase noise – all processes have noise.

System Management Infrastructure - Aged Tickets 60+ Days Old

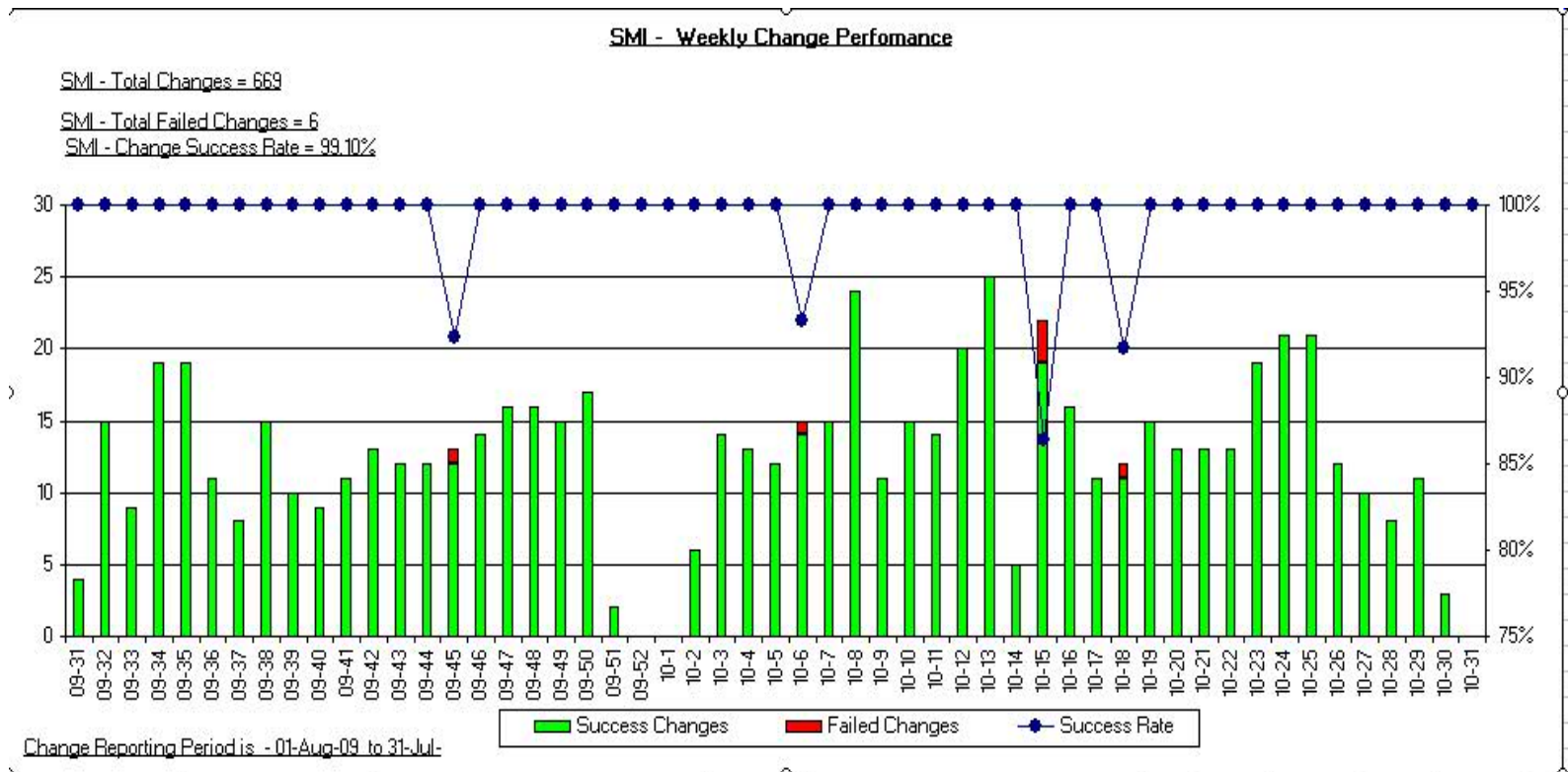


PBA - OS390 Contentions -



UNPL — Target — LNPL — Mean

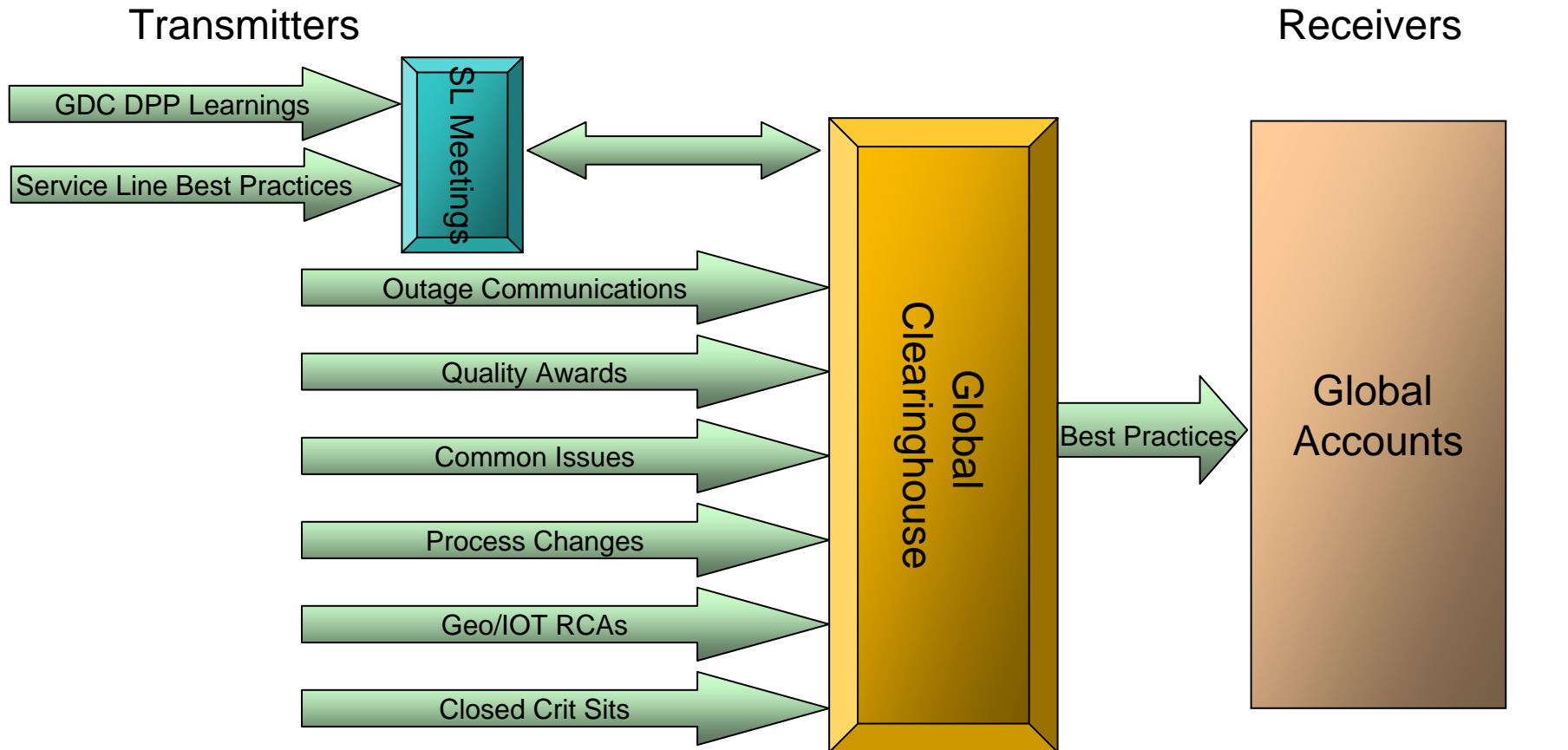
Metrics – New Views due to GDF assisting in improvement



- Metrics are drilling down to the macro level. Previously we were looking at metrics at service line (made up of multiple pools)
- New focus is to go to the specific Pool within service line.
- Above data is change performance for service line over last 12 months.
- Those 6 unsuccessful changes were related to on Pool within service line. Ability to focus and implement rectification procedures.

Global Clearinghouse Process

Objective: Establish cross GTS communication system to deploy and communicate best practices globally.



Consistent Format for inputs

Single Database –
Leverage existing tool to
simplify communication

Consistent Format for output

...Mindsets, Behaviours & Capabilities

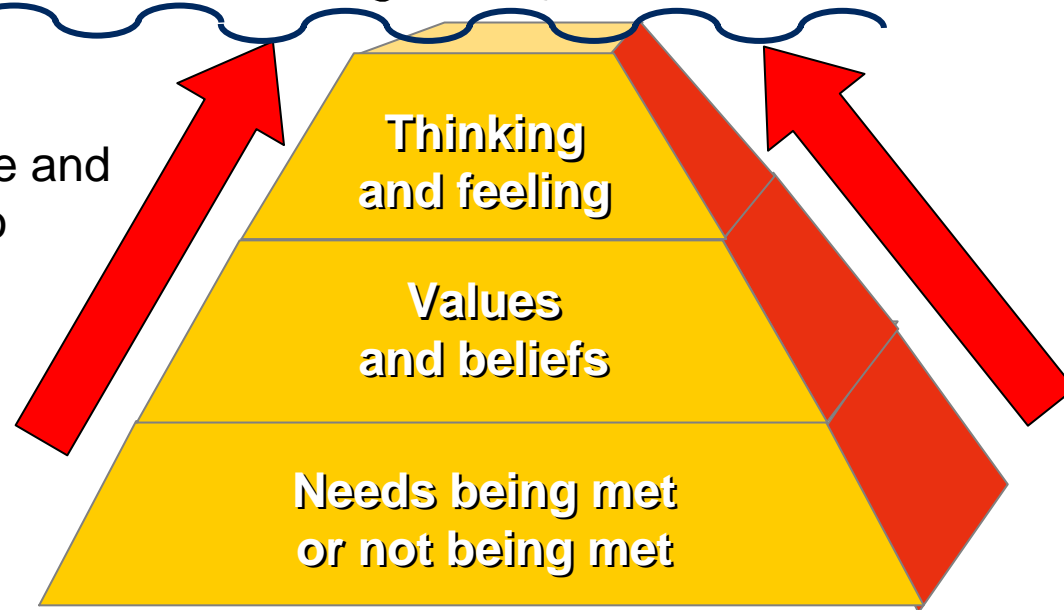
Visible –

What we see
and attempt to address



Invisible –

What we don't see and
don't know how to
address



Source: McKinsey



How do we Deliver Effective Service Management - Again and Again



IBM GDF