



Establishing Frameworks for IT Service Management

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The Nature of a Service Industry

■ A Framework for Service Development

◆ A Framework for Service Quality

■ A Framework for Service Control

■ A Framework for Service Analysis

◆ Conclusions

Properties of a Service

- The service is intangible
- Ownership is not generally transferred
- The product cannot be resold
- The product cannot be effectively demonstrated
- The product cannot be stored
- Production and consumption generally coincide
- Production, consumption and even selling are spatially united.
- The product cannot be transported
- The customer takes part in the production
- Direct contact is necessary
- The service cannot be exported.

Some problems for IT

- Quality can only be experienced

- Users have difficulty understanding intangible service offerings

- Services are inseparable

- Services are heterogeneous

IT Services dilemma:

- Providing an efficient standardised service at some acceptable level of quality, while simultaneously attempting to treat each user as a unique individual



A Framework for Service Development

Concepts of Service Management

The Market segment

The Service Concept

Deliverables

Vision

Mission statement

The Service Delivery system

People

Customers

Technology

The Image

IT Services Culture

Culture - the pattern of basic assumptions.

Values reinforced by formal policies, informal ritual and jargon.

Values - expressed in rewards and expectations

Norms - policy, practice and procedure

Meanings - interpretation, rhetoric, symbols

Visible culture

Deep culture

It is unrealistic to expect cultural consensus across the whole IT function.

The presence of subcultures and dissension will contribute to variety and creativity.

There should be IT service consensus on some issues e.g.. customer orientation.

There will be subculture consensus on other issues.

Cultural consensus is encouraged by clear roles, clear expectations by senior management and limited ambiguity

What do IT service staff care about?

What are they *saying* and *doing*?



Planning Customer Involvement

Task Interdependency

Location

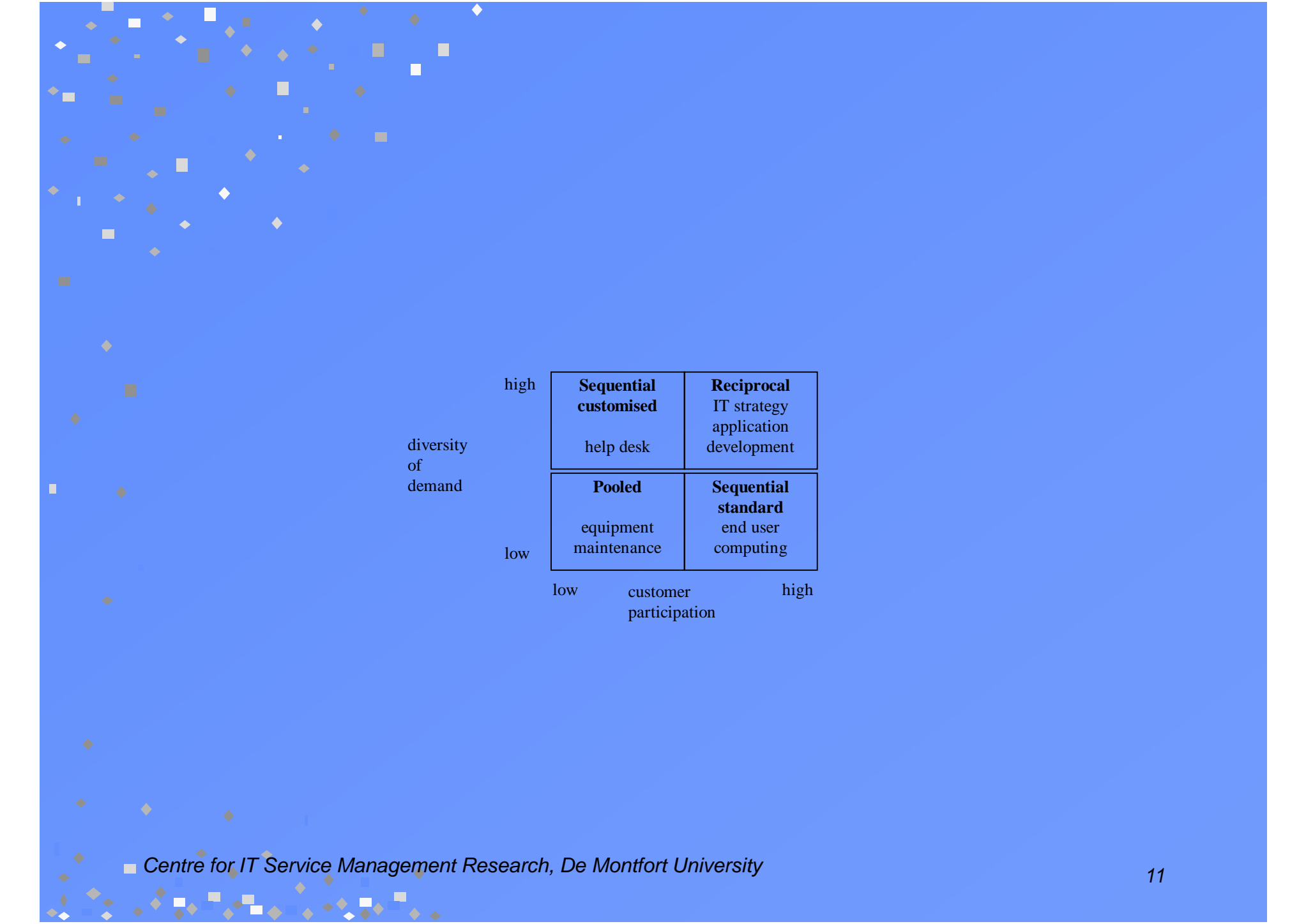
Relieving or enabling services

Controlling diversity of demand.

diversity of demand

high	Sequential customised car repair gardening	Reciprocal higher education medical
low	Pooled banks / airlines	Sequential standard laundromat car hire
	low	high

customer participation



diversity of demand	high	Sequential customised help desk	Reciprocal IT strategy application development
	low	Pooled equipment maintenance	Sequential standard end user computing
		low	high

customer participation

Service Components

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graph TD; A[Service Components] --> B[Physical]; A --> C[Functional];
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Physical

Functional



Technology substitutes

Front Office

Back Office

Increased task interdependency



The Problem of User Alienation

Caused by: Increasing levels of management
Deskilling
Economies of Scale

Solutions:

Retaining personal links
Process Redesign
Customer Focus



Supplier

Prestige, supply and demand

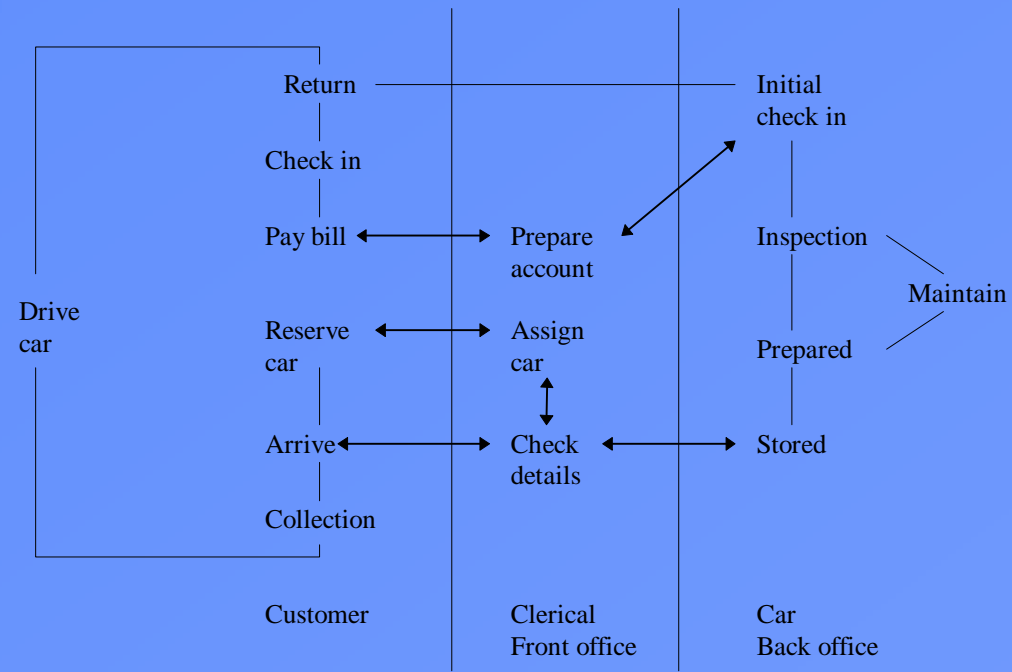


Power Balance

Customer

Competition for business

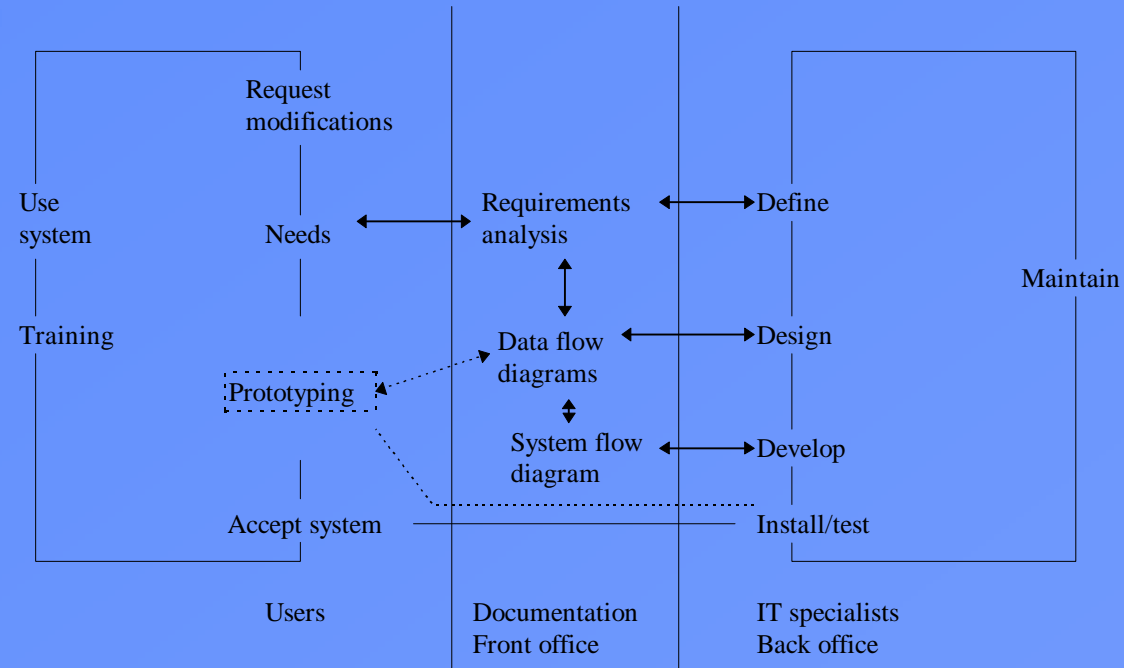
Car Hire



— process flow

↔ data flow

Application development service flow chart



— process flow

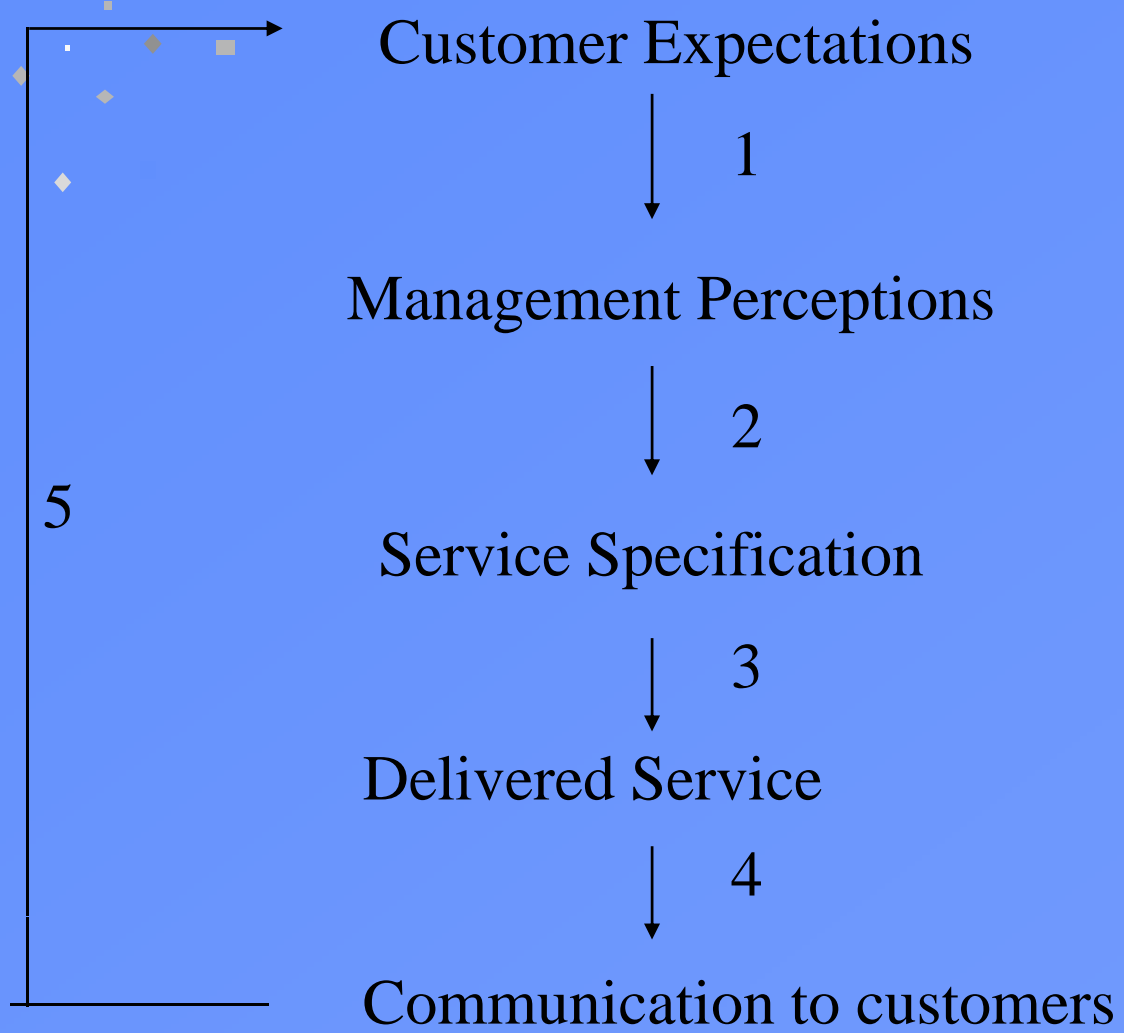
↔ data flow



A Framework for Service Quality

Gaps Model of Service Quality

Service quality as perceived by a user depends on the size and direction of the gap between the expected service and the perceived service, which, in turn, depends on the nature of the gaps on the service provider's size, associated with the design, marketing and delivery of the services





Five Dimensions of Service Quality

Tangibles

Reliability

Responsiveness

Assurance

Empathy

Measuring the IT service gap

For each gap:

- Survey the perceptions of each party using, for example, the SERVQUAL Questionnaire.
- Calculate the difference between the parties for each question.
- Average the gaps for each dimension.
- Average the overall gap score.

Accuracy	Degree to which data provides a true picture of business.
Business Alignment	Degree to which information systems meet business objectives.
Competence	Degree to which information services staff possess the required skills and knowledge.
Simplicity	Degree to which systems and procedures are clear and straightforward..
Control (1)	Degree to which information systems provide checks and constraints on data and the procedures s surrounding the data.
Control (2)	Degree to which good project management techniques are applied to keep projects on schedule and control resources efficiently.
Direction	Degree to which standards and policies are correctly established enforced and maintained.
Documentation	Degree to which systems procedures and training are supported by good clear documentation which reflects the users needs and starts at their point of understanding.
Effectiveness	Degree to which resources are used in a way that is productive and useful in providing benefits to the organisation.
Friendliness	Degree to which systems are easy to use and the entire information services function is user friendly both technically and socially.
Front Office	Degree to which contact with internal customers is well-managed and provides for quality interaction.
Integration	Degree to which the services fit together: systems link and there are no blocks in the information flow.
Marketing	Degree to which the services are adequately package, promoted and communicated to users.
Necessity	Degree to which systems and services are core to the organisation are supporting core competencies and re not trivial, non essential support activities.
a	
Reliability	Degree to which systems and personnel have the ability to perform the promised service dependably and accurately.
Reporting	Degree to which communication channels with users and senior executive are well maintained including regular reporting of activities, progress, success and problems.
Responsiveness	Degree to which information services staff are willing to help users and provide a prompt service.
Specification	The degree to which services and systems are well-designed and accurate.
Training.	Degree to which training is timely accurate and meets user educational needs.
Understanding	Degree to which information services staff understand the business its goals, culture and politics and make an effort to know the users.
Upkeep.	Degree to which systems, services and technologies are maintained enhanced and generally kept up to date.
User Involvement	Degree to which users participate in all aspects of the service including strategy formulation design and delivery.

Generic causes of IT service quality gaps

Management gaps

Gap 1

- Lack of market research orientation
- Inadequate management communication
- Too many levels of management.

Gap 2

- Lack of commitment to IS service quality by senior executives
- Perception of infeasibility
- Inadequate task standardisation
- Absence of goal setting - or wrong goals

Generic causes of IT service quality gaps

First line IS customer contact personnel

Gap 3

- Role ambiguity
- Role conflict
- Poor employee-technology-job fit
- Lack of perceived control
- Lack of teamwork

Gap 4

- Inadequate horizontal communication
- A propensity to over-promise

The Moment of Truth

The Internal Service Encounter:

When the customer meets the producer

Adapting behaviour style to the audience

Mannerisms

Vocabulary

Speed of talking

Personality style

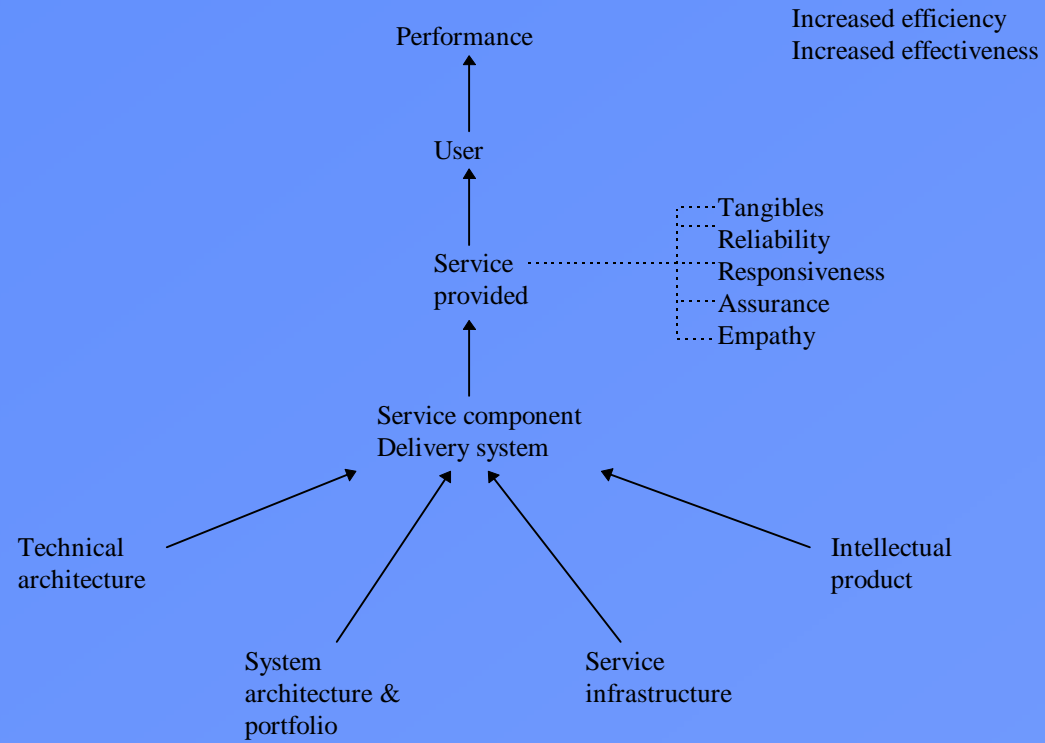
Tone of Voice

Ability to recover from errors.

Adaptability to customer's changing needs

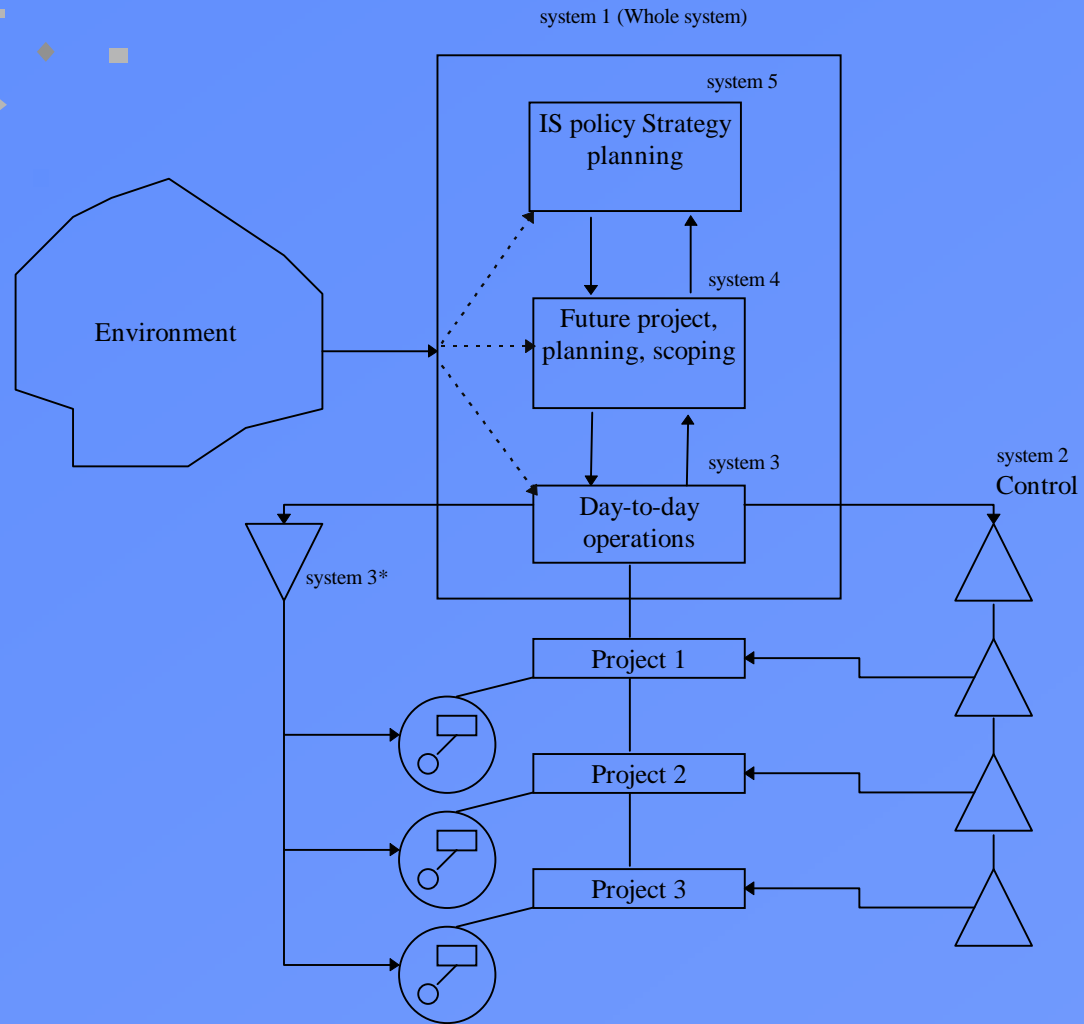
Spontaneity

Flow of IT service delivery





A Framework for Service Control





A Framework for Service Analysis

Content

- What is the organisation about ?
- What IS does it have ?
- What IS does it need ?
- How does it use IS ?
- What technology is available?
- What technological changes are needed?

Social Context

- ◆ What is the history of IT within the organisation?
- ◆ How has the organisation invested in IT in the past?
- ◆ What are the external and internal pressures exerted on the information services department?
- ◆ What are the social relations between managers and between IT staff and user like?
- ◆ What is the skills level like?
- ◆ Is there a commitment to using and IT and gaining new skills?

Social Process

- ◆ What subcultures exist within the organisation and how do they interact?
- How do these different groups respond to information services?
- ◆ Is the information provided to these groups being used to exert control over staff or increase their autonomy?
- To what extent are the managers within the organisation aware of the need for organisational change?
- ◆ What is the perception for each group of the value and purpose of information services?

Power, Rules and Rhetoric

- ◆ What are the organisational norms for information delivery?
- ◆ Do the existing information systems reflect current organisational norms?
- ◆ What critical measurements of business processes are required?
- ◆ Who sets the norms?
- ◆ To what extent will the provision of information enable managers to intervene in the activities of the employees and to what extent is this desirable?
- ◆ How can we represent different viewpoints, different interpretations of information within an IS?
- ◆ What is the managers interpretation of the role of information services?
- ◆ Who is encouraging change and why?
- ◆ What is the nature of the structures through which individuals dominate within the organisation?
- ◆ What are the key assumptions, the interpretive scheme that underlying people's use of information and attitude to information systems?
- ◆ What modes of decision-making are used with regards to the definition of IS strategy?
Participation or dictation?
- ◆ What norms are associated with systems development?
- ◆ Who has power over the IT budget?
- ◆ What is the relationship between IT and the senior executive?
- ◆ Does IT have representation on the board?

Conclusions (1)

IT service frameworks focus on the **internal customer**.

A Service-oriented culture

Internal customer market research

Internal service satisfaction measurement

Internal customer needs.

Internal customer relationship management

Understand, research, act on.

Conclusions (2)

- Culture and politics play a key role in the IS service

- ◆ Structure and standards cannot be implemented and practiced without social awareness.

- Frameworks provide 'sensitizing' devices.
 - ◆ Scaffolding, not tram lines

- ◆ The Power of the arational pool of knowledge

 - Opinion

 - Perception

 - Values

 - World view

Conclusions (3)

Providing a service oriented IT department involves:

- ◆ Dealing with the new, unforeseen and awkward;
- Dealing with the non-standardisable and unpredictable;
- ◆ Adapting to changing internal customer needs;
- Adapting or modifying services;
- ◆ Customising services;
- Granting special requests.

Service-orientation requires that staff have the **freedom to adapt**.

How do we square that with the need for economies of scale, consistency and efficiency?

Questions