

Service Excellence

The way to strategically positioned and value-adding IT





MATERNA is one of the leading independent IT consulting and service providers in Europe. The company provides customised consulting services, manufacturer-independent concepts and innovative products which are applied as complete solutions or solution's modules in companies and in the public sector. The focus is on the benefit the IT provides for the customer's business as well as on optimising processes on the basis of professional and integrated IT solutions.

Founded in 1980, the company now employs more than 1,300 staff. MATERNA will continue to focus on dynamic growth in the coming years.

Companies need IT strategies oriented to adding value, practical concepts and innovative solutions – because strategies and concepts have to be implemented successfully before they can have an impact. Reliable, secure and professional – we provide you with consulting services and solutions of the highest quality, from the IT strategy and concept right through to implementation. The main focus is on consistent orientation to the IT's contribution to adding value. MATERNA is the experienced partner at your side providing you with the support you need to create an excellent set up for your IT service management strategy.



„Service Excellence“ – Consulting and solutions for a value-adding IT organisation

Today's IT organisations are usually seen as a cost factor. In this position the IT faces ever increasing pressure to justify themselves. This is normally combined with the desire to increase performance and quality. In order to deal positively with these challenges it is necessary to see the IT as a strategic partner for the business. In this partnership the IT does not only react flexibly to the demands coming from the business side but also increasingly contributes proactively to adding value to the business. IT organisations therefore have to develop from being a technically-oriented cost factor to becoming a value-adding business innovator. MATERNA rises to this challenge with its "Service Excellence" consulting method.

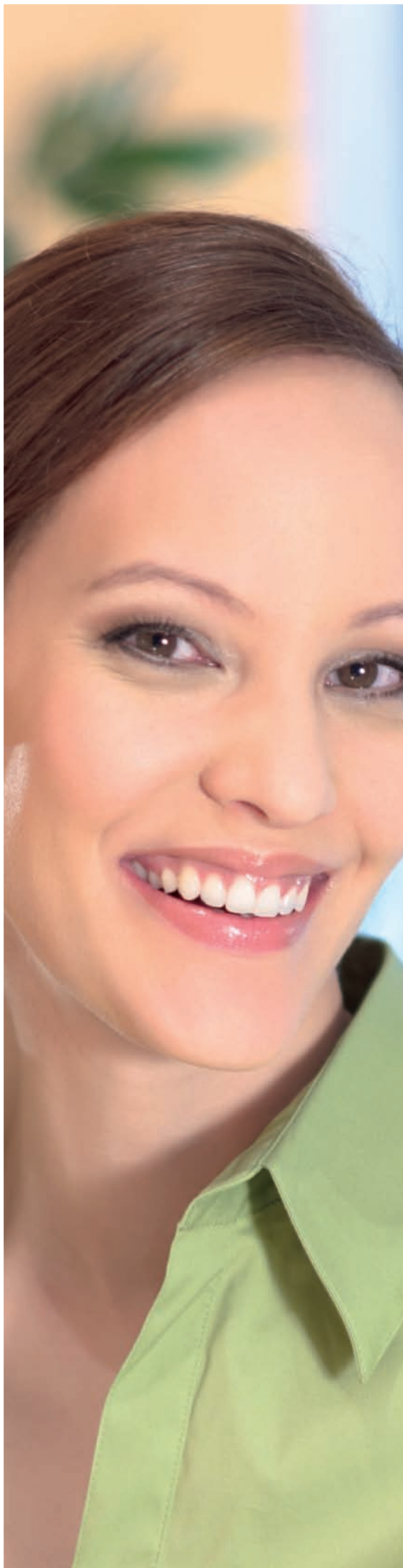
The target – IT in the strategic partner role

It is important for the competitiveness of an organisation to have highly available and high performance IT. Stable, high performance IT environments with low downtimes increasingly determine the efficiency and quality of business and administration processes. Providing IT services of high quality which are also oriented to business needs, requires effective and efficient IT service management processes. MATERNA has been investigating the significance of these processes since 2003 in their annual IT Service Management (ITSM) Executive Survey. In answer to the question as to what are the benefits from establishing ITSM processes, we hear the following statements again and again:

- Thinking in terms of comprehensive processes instead of internal/department silos.
- The services provided and the costs connected with them become transparent.
- Monitoring and control mechanisms are established in the IT.
- Risks in the IT and caused by IT become more calculable and avoidable.
- Foundations laid for fulfilling compliance requirements.
- Decisions regarding IT portfolio and sourcing questions are simplified.

Survey results as well as experience gained in projects over the years show that competitive advantages become apparent as soon as the IT is positioned as a strategic partner. This target is achieved when the IT strategy has become a solid component of the business strategy and the IT organisation works proactively towards adding value for the business.

The development and spread of internationally recognised standards confirm what MATERNA has recognised and experienced. The IT Infrastructure Library® (ITIL®), for example, is a framework which describes concepts and proven approaches for IT service management processes. In addition to processes for provisioning and operating IT services, ITIL® also includes processes for continuously monitoring and optimising the IT services. As a whole, ITIL® aims at reducing costs, increasing quality and raising customer satisfaction on the business side.



Establishing ITSM processes is essential for a management system which fulfils two things: monitoring and controlling the IT costs on the one hand and the IT performance, quality and value adding contribution on the other hand. This management system also includes effective risk management that fulfils compliance and audit requirements. Guidelines such as SOX, BASEL II, CobiT, ISO 20000 and ISO 27001 provide support here. The ISO 20000 norm, for example, defines criteria which can be used to check the introduction of IT service management processes and management systems. Independent and accredited certification institutions then carry out the tests according to ISO 20000. For the customers, this internationally recognised standard is a neutral seal of approval and thus an objective proof of the quality of an IT organisation.

Standards such as ITIL®, CobiT or ISO 20000 describe processes on a general or abstract level or name fundamental criteria which are tested as part of certification. However, standards do not give sufficient details as to how the required structures in an individual organisation should be optimally implemented. MATERNA supplies its customers with this contribution to added value with its "Service Excellence" consulting method.



MATERNA is your partner for strategic, business-oriented IT service management. We provide you with IT management consulting services as well as the implementation of the appropriate IT solutions.

Achieving “Service Excellence” with technologies and consulting services

MATERNA supports IT organisations on their way towards setting up strategic and value adding IT. MATERNA’s consulting services also include setting up and extending system solutions for carrying out and automating ITSM processes efficiently.

The consulting services include developing and validating IT strategies as well as working out customised procedures for establishing IT service management processes in organisations. Management consultants with many years of experience and ITIL® certification are at hand to implement these processes. ISO 20000 certified consultants accompany IT organisations from the start of the project right through to attaining successful certification from official and independent test institutions. In addition to providing advice on procedural and set-up questions, our consultants work out the requirements for suitable system support and map these onto architecture proposals. In agreement with the customer, MATERNA also checks whether system resources can be virtualised and whether the level of automation can be increased with a view to improving efficiency.

In addition to their manufacturer-neutral consulting services, MATERNA provides solutions for system-side implementation of service management initiatives as well as for service automation. For monitoring and controlling network, system and application components, they provide system management solutions which implement functions for end to end monitoring, performance management and business impact management.

Customers can order consulting services and system solutions independently of each other and as modules or receive packages for individual customer scenarios. In order to be able to master the complex topic of ITSM and to achieve the desired results quickly, it is necessary to have a structured methodological procedure – for consulting as well as for introducing a system. This methodological procedure is based on the extensive experience from numerous, successfully implemented IT service management projects which MATERNA has brought together in its “Service Excellence” consulting method.



The “Service Excellence” consulting approach

Abstract descriptions of existing norms and best practice guidelines are not enough to achieve implementation in a customer scenario. Individually tailored customer adaptations and consolidated compliance with norms and guidelines are needed, which is just what MATERNA implements using “Service Excellence”.

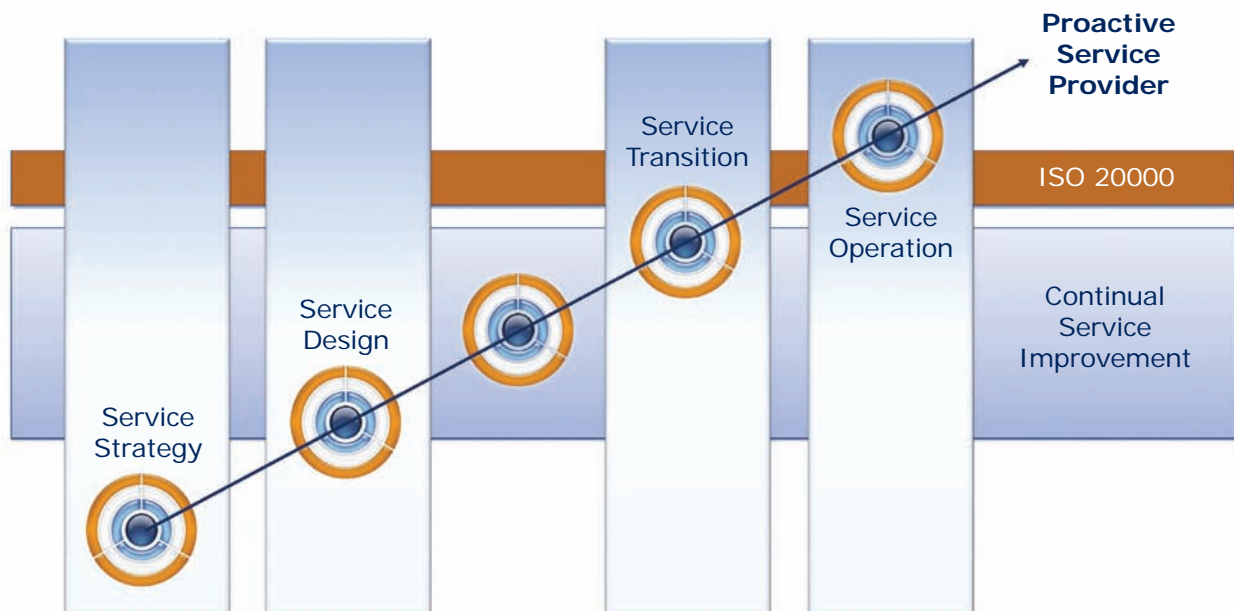
Phases – the transparent way with defined milestones

On the way to achieving a strategically positioned and value adding IT, MATERNA follows a phase-oriented procedure. The services MATERNA provides can be organised in the following phases:

- In the **strategy** phase, MATERNA advises the customers on defining the higher level aims of the IT as well as with the development and/or validation of an ITSM strategy. Starting from an overall big picture, a roadmap for implementing the ITSM strategy is worked out with the customer.
- In the **assessment** phase, MATERNA supports the analysis and evaluation of the customer’s situation with regard to the defined IT aims. Improvement measures for identified deficits are decided on, prioritised and initiated together with the customer.
- In the **design** phase, process models, organisation structures and system architectures are developed. In order to check whether the structures and solutions which have been created are sustainable, MATERNA designs an accompanying key performance indicator system. The models, structures and architectures serve as a concept for the implementation to follow.

- In the **establishing** phase, MATERNA supports the organisational and the system-technology implementation. Organisational structures are rebuilt to suit the requirements, and people are placed in responsible roles in the context of the defined processes.
- In the **evaluation** phase, MATERNA advises on defining the system requirements as well as with carrying out bidding processes consisting of Request for Proposal (RfP) and Proof of Concept (PoC). Bids received are analysed and assessed according to agreed criteria.
- MATERNA also provides services relevant **across all phases** including coaching for programme leaders and project leaders as well as specialist training for staff in the IT organisation.

MATERNA accompanies organisations throughout all phases, from the initial strategy definition through to the operative implementation of the strategy. The consulting services can also be used for each phase as required, depending on the phase the customer is currently going through on their way to becoming a proactive service provider or according to the individual aims of the customer. When supporting a particular phase, MATERNA also investigates how far the necessary prerequisites for carrying out that phase have already been fulfilled.



The way to "Service Excellence" includes five disciplines and different levels of maturity. These disciplines are conform to ITIL® V3.



Disciplines – the definitive sequence for process implementation

When determining how to proceed, MATERNA is oriented to established standards for structuring the ITSM processes and tasks. MATERNA always follows a comprehensive approach to get the big picture as is required by ISO 20000. When implementing the big picture, best practices are taken into consideration along the whole of the service lifecycle, as documented in ITIL® V3. In addition to the service lifecycle, “Service Excellence” also addresses the issue of continual improvement processes.

All in all, together with service lifecycle and continual improvement, “Service Excellence” covers two key concepts from ITIL® V3 and is based on the contents of the five core publications from ITIL® V3:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

MATERNA creates a step-by-step plan for the implementation which incorporates their many years of experience gained in numerous projects together with the results of market surveys. This step-by-step plan describes the sequence for introducing the individual IT service management disciplines in a project in a well-proven way. As the individual disciplines are closely interlinked and are partly dependent on each other, a detailed implementation sequence is essential for the success of the project.

With this procedure the customer can gradually develop from being a passive IT organisation which only reacts to becoming a proactive service provider. When this highest level has been reached, the service provider can work closely with the business itself and generate added value for the company.

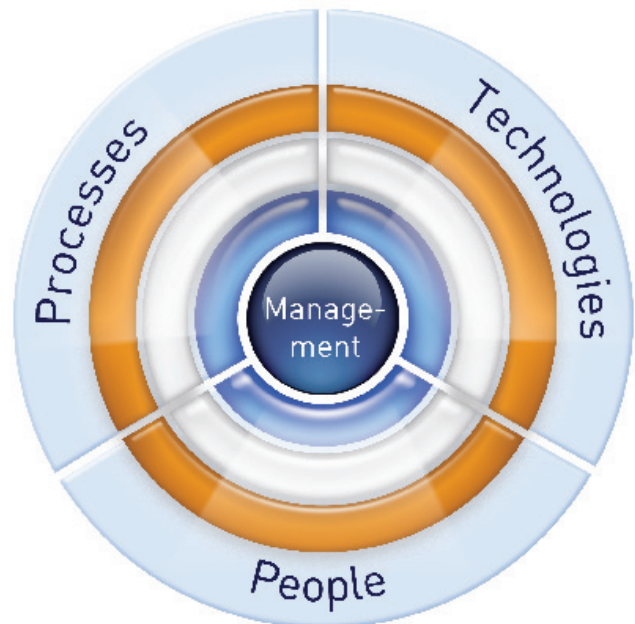
Dimensions – uniting processes, organisation and technologies

“Service Excellence” considers all the elements of an IT organisation which have to be tuned to each other and interact in order to provide excellent IT service quality. As these elements have to be considered and function integratively, they are called dimensions:

- The **processes** structure tasks in order to reach planned targets. In the context of processes, roles are defined to determine which areas of responsibility handle certain tasks.
- The **organisation** structures the staff so that they are employed effectively in the processes and that resources are administered efficiently. It is the staff in the IT organisation who first bring the processes to life.
- The **technologies** of the systems used, enable the processes to be executed efficiently thus relieving pressure on the staff in the organisation. In many cases the systems also form the basis for a management system which conserves resources.

The **management** system holds these dimensions together. It determines the strategy (cf. Service Strategy discipline) and ensures the controlling for the structures and solutions which have been established. Potentials for improvement which have been identified are taken up and improvement measures are aligned to achieve the targets (cf. Continual Service Improvement discipline).

When the dimensions are optimally aligned to each other and have reached a certain level of maturity, the disciplines can be established successfully and create a sustainable impact.



“Service Excellence” is not just a technology-oriented approach. “Service Excellence” considers all the elements which are necessary to achieve high service quality: processes, organisation and technologies.



Maturity levels – the status of the IT organisation's development

The maturity level describes how far an IT organisation is already prepared to act as a proactive partner for the business. As in ISO 20000 – “Service Excellence” differentiates between the current and the targeted maturity levels, with which the individual disciplines are already anchored, or are intended to be established, in the company. MATERNA determines the current maturity levels in an assessment. Then, together with the customer, they define the target maturity level and the measures needed to extend the maturity level in the desired direction.

“Service Excellence” uses “Basic”, “Managed” and “Best Practice” to denote the different levels. These three maturity levels build upon each other and thus show the stringent development of an IT organisation:

- The **Basic** maturity level shows that basic processes, roles and responsibilities have been defined and are established. The organisational structure is, for the most part, aligned to the processes. Participants and relevant staff know the processes. The individual members of staff have been trained in using the central and supporting technologies and can act according to the process definitions. The technologies which have been introduced fulfil the most important requirements of the established processes.
- The **Managed** maturity level completes the processes already introduced and adds further supporting processes. The processes are interlinked via interfaces and have an overall impact on the participating and affected areas of the organisation. Staff in the different areas and departments have well-founded understanding of the interconnecting impacts and act consciously according to the process definitions. In most parts of the organisation technologies have been introduced to support the staff. An established management system monitors the processes and the organisation.

- The **Best Practice** maturity level defines the development stage of a proactive service provider. In addition to the operative processes, processes have been established which tune the IT strategy to the business strategy. A continual improvement process has been set up for improvements to the IT and the business. The structural organisation and all IT staff are aligned to proactive IT service management in order to achieve the optimum in terms of the business. The management monitors and controls the processes and the organisation in order to achieve the business-optimum. The technologies being used are integrated with each other so that processes can be carried out efficiently and can work together.

When developing the maturity level it is extremely important to take each individual step at the right time. Only when an organisation has achieved a defined maturity level in all dimensions (processes, organisation and technologies), does it make sense to move them up to the next development stage. This makes it possible to avoid tying up resources in too many projects in IT service management that could be needed elsewhere and thus risking the overall success of this scheme.



The “Service Excellence” technologies

Technical systems support for the processes is needed to carry out processes effectively and efficiently. To achieve this MATERNA provides support during the introduction and development of technology solutions in the three segments of service management, service automation and system management. The technologies MATERNA offers are described in the following sections:

Service management – solutions for efficient ITSM processes

The IT service management provides tools and mechanisms to achieve the following targets: they improve the quality of the IT services provided and optimise the processes for provisioning IT services and for running the IT. In addition to this, the IT service management reduces the long term costs of IT operations, for example, with proactive problem management, automatically implemented changes and by integrating system management in the business processes. If, for example, complicated manual administration activities can be automated in change processes, then expensive misconfigurations are avoided and the services are provided for the business within a very short time. Business alignment also ensures that business-critical applications are constantly available by coupling business processes and IT services. In this way the IT service management creates transparency in the cost benefit relation and is a most significant discipline towards achieving efficient IT operations.

MATERNA has been successfully implementing ITIL®-based IT service management solutions for many years now. The result is deep, cross-sector know-how in optimising IT-supported business processes. MATERNA provides a comprehensive portfolio of services in the field of implementing and optimising IT service management solutions. Consultancy services are provided in the form of workshops, coaching and “Service Excellence” assessments. MATERNA also gives support during design and implementation and also offers a comprehensive range of training all from one source. Standardised, well-proven procedural models are available for this. With more than 500 successfully implemented projects to their name, MATERNA has taken up a market-leading position in this segment.

Service automation – solutions for mass and routine processes

Service automation transforms isolated automations into uniform, automated provision of IT services. In almost every computer centre and most customer environments, isolated automation “islands” have existed for a long time, running tedious routine activities without any manual intervention. Compared with the way cars are manufactured, information technology continues to integrate standard components in laborious customised processes. As far as quality, quantity and optimised – and therefore automated – production are concerned, many IT service providers are still a long way from modern production line principles.

So, service automation really means “automating IT-supporting processes to a large extent”. This does not just mean creating more isolated automation “islands” as far as the IT is concerned. It is much more about recognising and describing business processes and IT services and automating them sensibly so that quality increases and the company remains agile while simultaneously reducing costs. Typically, service automation should start with the service management’s known parameters. Breaches in service levels, serious incidents and mass-errors, known problems, capacity bottlenecks and ponderous or error-prone changes are all good indicators and starting points for service automation.

Automatable processes have to be described and implemented well beyond the limitations of silos. One requirement for achieving fast success with service automation is to have experienced consultants who can contribute their extensive knowledge. Using suitable tools, they can transmit the company’s business process requirements directly into the automation.

System management – solutions for controlling the technical basis

In terms of a comprehensive approach, system management contributes significantly towards maintaining high levels of availability, security and performance for the IT as the basis for services. System management is one of the major components of modern company-IT. Coordinating business processes and IT is one of the essential challenges that has to be faced. It is important to find out the following, for example:

- Does the IT know the impact infrastructure errors have on critical business processes (impact management, i.e. an understanding of cause and effect)?
- Do the needs of the business correspond to the (IT) capacity planning and which indicators define the quality of the service agreements?
- Are service agreements measured objectively and understandably and are they recorded?
- How up-to-date and suitable are the figures on which planning decisions are based?

The MATERNA experts design and implement solutions which help organisations to keep the performance and capacities of their hardware, software and network components under control. This results in the customer receiving a customised architecture for the management of their heterogeneous IT landscape.

The MATERNA portfolio includes their methodological and technology know-how, tools from market-leading manufacturers and open-source tools as well as their own products. MATERNA also provides special solutions for integrating Siemens HiPath TC systems in higher level IT management platforms as well as MATERNA system management solutions.

Key topics include event management, impact management, system availability, network management as well as integration in ITIL®-based service management.

Advantages of “Service Excellence”

IT Management from one source

MATERNA offers non-product-based consulting, individual concept design and skilled implementation of IT service management solutions all from one source. We take care of the customer from the process consulting stage right through to the successfully implemented IT strategy for organisations. Customers receive a full service package which is oriented to individual requirements.

Together we work out your IT service management strategy and accompany you through the optimisation of selected processes. Our extensive IT process knowledge and many years of experience have made us one of the market leading companies in Europe in this segment. Our service management architects and experienced project leaders are there to help you face these challenges. Over 70 of our employees have an ITIL® service manager certificate and more than 20 already have ISO 20000 accreditation. Another 250 members of staff have successfully completed ITIL® foundation training.

Because operating IT service management efficiently and effectively also requires well-trained staff in the IT departments, MATERNA offers a full range of training programmes. These include ITIL® trainings and simulations as well as tool-specific training programmes. If required, we can package all training programmes especially for your organisation and carry them out for you on site.

Enjoy the convenience of using a full service provider and benefit from the consulting and implementation, support and training which we provide. We put your requirements into practice on the basis of standardised, proven procedural methods. MATERNA puts the focus on the people behind the IT service management processes – the indicator which we use to measure the success of our projects. This is confirmed by more than 90 percent of MATERNA customers who took part in previous support surveys. Individual projects can be carried out effectively and efficiently by dividing them into clear and thus optimally manageable sub-steps.

Individually customisable – as all parts are modular

With “Service Excellence”, MATERNA has an instrument based on experience gained in well over 500 successfully implemented ITSM projects and which is consistently oriented to adding value for the customer. The consultancy services are independent of individual technologies or manufacturers and are oriented towards internationally recognised standards and guidelines. “Service Excellence” also provides a series of system solutions which can be adapted to individual customer scenarios: Using the current status of an IT organisation as a starting point, “Service Excellence” establishes a target status. The individual steps towards this goal are pre-configured by MATERNA’s best practices and are then prioritised according to the customer’s needs. In this way it can be ensured that all individual ITSM disciplines can build up on each other and that no further silos are created.

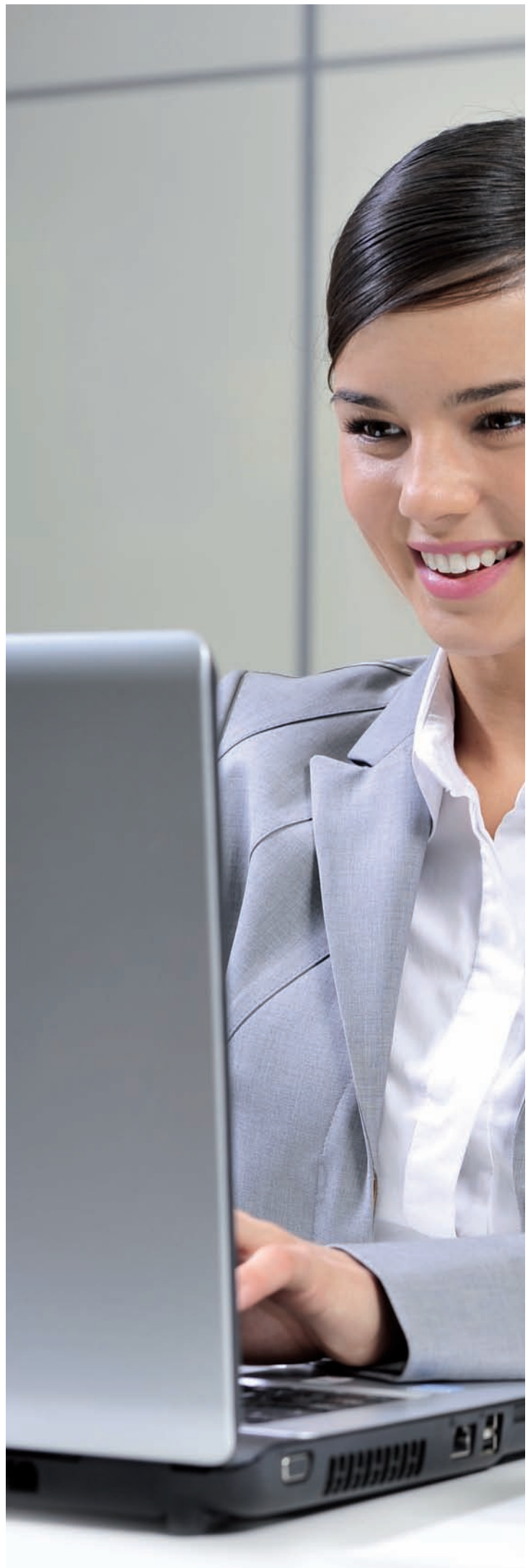


MATERNA has succeeded in industrialising IT service management in the best possible sense – with service packages which build upon each other, proven methods and a coordinated delivery model. “Service Excellence” makes it easy for IT organisations to optimise their IT service management with a view to the future and to align it to their company and IT strategies – culminating in certification according to ISO 20000.

Services at a glance

- IT strategy
- Business service management / Business-IT alignment
- ITIL® (IT Infrastructure Library®)
- ISO 20000
- IT service management consulting methodology
- Courses and training

www.materna.com



MATERNA

Information & Communications

marketing@materna.com
www.materna.com

