

# MATERNA MONITOR



Service Automation

## High quality by automating services

Automation of business processes is an important evolutionary step in IT service management

### IT Service Management

ALD Automotive Finland manages car lifecycle in one uniform system

### IT Service Management

E.ON relies on central service processes

### Case Administration

SKAT organises case administration better, faster and cheaper



Dear Reader

One of the much discussed evolutionary steps in IT service management (ITSM) at the moment is the automation of business processes. It offers a lot of potential for reducing costs and simultaneously improving service quality. Please read more about it on page 6.

On pages 10 to 23 we report on current IT projects, e.g.: E.ON implemented a new IT service management solution for the European locations. Vattenfall

introduced a virtual Service Desk with a uniform, Europe-wide service request and incident management. The Finnish fleet management company ALD Automotive manages the car lifecycle in one uniform Remedy-based system. By combining Remedy with their existing intranet solution the Administrative Centre for the Danish Ministry of Taxation can now offer a uniform and consistent level of service for their case administration.

If you have any questions, comments or wishes, you are very welcome to contact us by email at [marketing@materna.com](mailto:marketing@materna.com).

Dr. Winfried Materna  
Managing Director and Partner

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## Service Excellence 3.0: Evolution in consulting methodology

Service Excellence, the modular consulting methodology for IT service management (ITSM), is now available in a newly structured version. With Service Excellence version 3.0 MATERNA is providing for the anticipated spread of ITIL® version 3.

The targets of this methodological approach are still as clearly defined as ever and have not been changed in the new version: Service Excellence serves the customised professionalisation of IT organisations and is – if so wished by the customer – the ideal accompaniment to structured preparation for ISO 20000 certification. The consulting method continues to consistently take the three central perspectives of people, processes and technologies into consideration.

Service Excellence is based on a five step concept. This is derived directly from implementation success achieved in reference projects and from the results of the annual MATERNA ITSM survey.



In version 3 MATERNA has restructured the methodology. The five steps concept is now mapped directly to the core publications of ITIL v3. This is also mirrored in the designations of the steps: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.

This is an evolution of the previous version. MATERNA still defines three tried and proven maturity levels for each step and derives the requirements for these from the successful reference projects and the results of the annual surveys. ■

### Events in Finland 2009

[info-fi@materna.com](mailto:info-fi@materna.com) • [www.materna.com/fi/events](http://www.materna.com/fi/events)



<b>Service Excellence Seminar</b>	March 11	Espoo
Structure and content of the new official ITIL v3 courses, free half-day seminar		
Roles according to ITIL v3 in practice, free half-day seminar	March 26	Espoo
Service request fulfilment: Service request and change management optimisation, free half-day seminar	April 2	Espoo
<b>CIO Airport Simulation</b>	April 16	Helsinki

### Trainings in Finland 2009

[info-fi@materna.com](mailto:info-fi@materna.com) • [www.materna.com/fi/events](http://www.materna.com/fi/events)



<b>BMC Remedy Service Desk &amp; BMC Remedy Change Management 7.x: Administering</b>	March 17 – 20	Helsinki
<b>BMC Identity Management: Administering – Part 1</b>	March 24 – 27	Espoo
<b>BMC Atrium CMDB 2.x: Administering – Part 2</b>	March 30 – April 3	Helsinki
<b>BMC Performance Manager Portal 2.x: Administering &amp; Developing</b>	April 20 – 24	Helsinki
<b>BMC Remedy AR System 7.x: Administering – Part 2</b>	April 20 – 24	Helsinki
<b>BMC Service Impact Manager 7.x: Administering</b>	May 5 – 7	Helsinki
<b>BMC Remedy Asset Management 7.x: Administering</b>	May 12 – 14	Helsinki
<b>BMC Identity Management: Administering – Part 2</b>	May 16 – 19	Espoo
<b>BMC CONTROL-M/Enterprise Manager 6.3: Scheduling – Part 2</b>	June 2 – 5	Helsinki
<b>BMC Atrium CMDB 2.x: Administering – Part 2</b>	June 29 – July 3	Helsinki
<b>ITIL Manager version 2 to version 3 upgrade/bridge</b>	February 9 – 13	Helsinki
<b>ITIL Foundation v3</b>	March 4 – 6	Helsinki
<b>ITIL v3 Intermediate: Operational Support &amp; Analysis</b>	March 16 – 20	Helsinki
<b>ITIL v3 Foundation Bridge</b>	April 7 – 8	Helsinki
<b>ITIL v3 Intermediate: Release, Control &amp; Validation</b>	April 20 – 24	Helsinki
<b>ITIL Foundation v3</b>	May 4 – 6	Helsinki
<b>ITIL Foundation version 2 to version 3 upgrade/bridge</b>	May 13 – 14	Helsinki
<b>ITIL Manager version 2 to version 3 upgrade/bridge</b>	May 25 – 29	Helsinki
<b>ITIL Foundation v3</b>	June 8 – 10	Helsinki
<b>ITIL Foundation version 2 to version 3 upgrade/bridge</b>	June 11 – 12	Helsinki
<b>ITIL v3 Intermediate: Operational Support &amp; Analysis</b>	June 22 – 26	Helsinki

## Denmark and Czech Republic: New IBM Premier Business Partners

In August 2008 MATERNA Denmark was awarded the highest partner status of "IBM Premier Business Partner". At the beginning of 2009 MATERNA Czech Republic followed. To become an IBM Premier Business Partner companies need to invest quite extensively in IBM products and technologies with certified staff, revenues and mutual marketing plans. The partnership is characterised by common marketing plans and very close cooperation for the development of success-oriented business plans. In contrast, IBM assists with comprehensive marketing, sales and technical support. MATERNA customers benefit from the partnership above all through the broader range of software and



hardware solutions. This enables MATERNA to respond to a wider range of customer demands and implement the most suitable products and solutions in customer projects, for example, in the fields of IT service management and ITIL. ■

### Events in Denmark 2009

[info@materna.dk](mailto:info@materna.dk) • [www.materna.dk/events](http://www.materna.dk/events)



<b>Remedy User Group Meeting</b>	April 29	Roskilde	<a href="http://www.remedyusergroup.dk">www.remedyusergroup.dk</a>
<b>itSMF Spring Conference</b>	May 5	Copenhagen	<a href="http://www.itsmf.dk">www.itsmf.dk</a>
<b>Remedy User Group Meeting</b>	June 10	Roskilde	<a href="http://www.remedyusergroup.dk">www.remedyusergroup.dk</a>
<b>Remedy User Group Meeting</b>	September 23	Roskilde	<a href="http://www.remedyusergroup.dk">www.remedyusergroup.dk</a>
<b>Remedy User Group Meeting</b>	December 9	Roskilde	<a href="http://www.remedyusergroup.dk">www.remedyusergroup.dk</a>

### Trainings in Denmark 2009

[info@materna.dk](mailto:info@materna.dk) • [www.materna.dk/events](http://www.materna.dk/events)



<b>BMC Atrium CMDB 2.x: Administering – Part 2</b>	March 9 – 13 November 16 – 20	Roskilde Roskilde	
<b>BMC Atrium CMDB 2.x: Administering – Part 3</b>	May 25 – 29 October 5 – 9	Roskilde Roskilde	
<b>BMC Remedy AR System 7.x: Administering – Part 2</b>	March 23 – 27 August 24 – 28 October 26 – 30	Roskilde Roskilde Roskilde	
<b>BMC Remedy AR System 7.x: Administering – Part 3</b>	April 20 – 24 September 14 – 18	Roskilde Roskilde	
<b>BMC Remedy Service Desk &amp; BMC Change Management 7.x: Administering</b>	May 4 – 7 August 17 – 20 November 9 – 12	Roskilde Roskilde Roskilde	
<b>BMC Service Request Management 2.x: Administering &amp; Configuring</b>	April 14 – 17 May 12 – 15 September 7 – 10 November 24 – 27	Roskilde Roskilde Roskilde Roskilde	
<b>ITIL Simulation Seminar</b>	Contact us for dates: <a href="http://www.materna.dk/kurser">www.materna.dk/kurser</a>		

### Events in Slovenia 2009

[info-si@materna.com](mailto:info-si@materna.com)



<b>CIO Forum</b>	March 24	Ljubljana
<b>IBM Forum</b>	April 1 – 2	Portorož
<b>Change and Configuration Management</b>	June 2	Ljubljana

**Events in Sweden 2009**[info@materna.se](mailto:info@materna.se) • [www.materna.se/seminarier](http://www.materna.se/seminarier)

Service Excellence Seminar	March 12	Stockholm
MATERNA Day	May 12	Stockholm

**Trainings in Sweden 2009**[utbildning@materna.se](mailto:utbildning@materna.se) • [www.materna.se/utbildning](http://www.materna.se/utbildning)

BMC Remedy AR System 7.x: Administering – Part 2	May 4 – 8	Stockholm
BMC Remedy AR System 7.x: Administering – Part 3	May 25 – 29	Stockholm
ITIL Foundation v3	April 27-29	Stockholm
ITIL Foundation v3	June 8 – 10	Stockholm

**Express way to ITIL expert**

ITIL Service Support v 2	May 4 – 8	Stockholm
ITIL Service Delivery v 2	May 25 – 29	Stockholm
ITIL Re-cap Day	June 9	Stockholm
ITIL Service Manager Exam v 2	June 16 –17	Stockholm
ITIL Manager Bridge	August 31 – September 3	Stockholm
ITIL Manager Bridge Exam	September 10	Stockholm

**Events in the Czech Republic 2009**[info-cz@materna.com](mailto:info-cz@materna.com)

ISM ITIL Simulation	April/May	Prague
Information and Communication Technology Management (Conference)	May 13	Prague
Systémová integrace (System Integration Conference)	June 8 – 9	Prague
Conference for Government sector (Infocom)	June 11 – 12	Olomouc

**Trainings in the Czech Republic 2009**[info-cz@materna.com](mailto:info-cz@materna.com)

ITIL Overview v3	May 14	Prague
ITIL Foundation Bridge	May 22	Prague
ITIL Overview v3	June 4	Prague
ITIL Foundation v3	June 22 – 24	Prague
ITIL Foundation Bridge	June 25	Prague

**Events in Slovakia 2009**[info-sk@materna.com](mailto:info-sk@materna.com)

itSMF SK Conference	March 26	Bratislava
Change and Configuration Management Seminar	April 28	Bratislava
ISM ITIL Simulation	May/June	Bratislava

**Trainings in Slovakia 2009**[info-sk@materna.com](mailto:info-sk@materna.com)

ITIL Overview v3	May 25	Bratislava
ITIL Foundation Bridge	May 26	Bratislava
ITIL Overview v3	June 16	Bratislava
ITIL Foundation v3	June 17 – 19	Bratislava



## Service Automation

# High quality by automating services

One of the much discussed evolutionary steps in IT service management (ITSM) at the moment is the automation of business processes. It offers a lot of potential for reducing costs and simultaneously improving service quality.

These difficult economic times are also leaving their mark on IT. The budgets, which have always been quite tight, are unlikely to rise in most companies in the foreseeable future. In fact, operating costs will have to be reduced across the board. At the same time the tense market situation demands even faster reactions and even better services from the IT. This can only be achieved if the IT takes on tried and tested approaches from the manufacturing industry and automates its processes accordingly.

This topic of automating IT has given rise to various, imprecise terms such as data centre automation, business process automation, IT process automation or service automation. It is difficult to distinguish between these terms as they are used by different market participants. One possible differentiation could be to view provisioning or inventorying above all as part of data centre automation, whereas business process automation mainly deals with mapping business processes with IT. But even this boundary is not static: automating settlement runs in SAP definitely has an influence on business processes too. Without appropriate provisioning in the data centre this cannot be put into practice. It therefore makes sense for automation to concentrate on the core services provided by IT, i.e. on service automation. This is defined as the automation of repeated activities – formerly carried out manually – which are required for operating complex IT environments. In this way error situations are systematically eliminated and constant high quality is ensured for the process results.

### Automatic compliance

Both aspects are indispensable for satisfying compliance requirements – and this need is clear: methodological approaches in process management, complete and meaningful documentation on the basis of worldwide accepted standards and processes which have been automated as much as possible are critical factors of success for fulfilling

compliance requirements. The more the topic of compliance is anchored in the company, the higher the demands are on the IT service management (ITSM). There are hardly any business processes which run without IT today, which means auditors – and in extreme cases the district prosecutors – pay a lot of attention to this. That is why the IT compliance management must be able to prove that the IT fulfils all regulatory demands as regards security and operational readiness. IT service providers are under more and more pressure to make compliance with legal regulations measurable for their customers. And that does not just apply to IT service providers themselves – the services of suppliers are also increasingly under scrutiny. The basis for this kind of assessment is formed by clearly defined processes furnished with central key indicators: this framework can be supplied by standards such as ISO 27001, ISO 20000 or Cobit.

In contrast to partial automation of selected process parts, service automation covers much more extensive process chains ranging from the initial enquiry to providing the services. This includes services such as integrating a server in an existing cluster or special customer self services in first level support. Increasingly, the quasi standard ITIL® (IT Infrastructure Library®) is the fundamental framework here and it is already anchored in most companies. According to the latest MATERNA survey on IT service management from autumn 2008, 75 percent of the participating IT decision-makers in Germany and Austria use ITIL to design their ITSM processes. And it is in fact service automation which many respondents see as an important instrument: around 60 percent have plans to implement individual service automation topics. Results from other European countries are similar. Automated server and application provisioning, automated inventorying as well as task and process automation for system management activities are all widespread. The plans include automated application release management and compliance topics at the top of the list.

## Isolated solutions not the best way

This means that companies are heading in the right direction but still have one weakness: islands are often created during automation. Individual areas and individual procedures are automated but the IT as a whole is slightly lost from sight. It is essential to achieve an overall view of the different ITSM disciplines: “Today’s approaches to service automation usually look at individual aspects such as providing resources. Companies have to stop thinking in terms of silos and follow a comprehensive strategy with comprehensive responsibilities,” explains Per Kall, Team Manager Consulting at MATERNA. In order to achieve an overall view the automation of services must be based on a concerted and above all management driven approach. A company’s attitude to service automation must be part of the documented IT strategy. The CIO or head of the IT service management should drive it ahead constantly. Even more so because the automation of standard procedures raises business and legal questions.

ITIL version 3 also suggests a comprehensive, strategic superstructure. In the “service strategy” book, ITIL looks explicitly at the automation of processes: “Automation in particular can have a significant influence on the performance of service components such as management, organisation, people, processes, knowledge and information.” That means: by automating service processes in a suitable way for the individual situation, quality can be increased and costs and risks can also be reduced.

## Don’t only look at the costs

But companies should not only look at the costs. The quality of services and thus customer satisfaction is too quickly sacrificed in the name of cost cutting. Successful IT service management is dependent on people – IT staff and the users – as well as on the technologies and the supporting applications. The more complex a task is and the greater the manual part is, the more the solution quality can vary. That is not in the interests of the IT service provider or in the interests of the user, because ITSM must constantly deliver a reliable quality level and it must be within fixed timeframes. It is important to get things in the right proportion here – in a suitable relationship between

quality and costs. Mechanisms from the manufacturing industry can be used to get cost and quality in the right balance. Industrialising the IT can do justice to both requirements. Costs can be reduced by reducing the manual proportion the activities and by standardising procedures. Valuable resources are freed up – for example for innovative solutions to problems linking IT with business processes. Simultaneously, the quality and reproducibility of the automated services rises as potential sources of error are eliminated and the total result of the processes is easier to calculate.

Automation is however not only a part of service strategy. Essentially it also includes all the new ITIL version topics: service design, service transition and in particular the areas of service operation and continual service improvement. Even if service automation is not deemed mandatory in ITIL, it is the logical consequence of the emphasis on continual improvement of service quality in version 3 of this quasi standard. The focus on service alone, making ITIL v3 stand out from its previous version – often misunderstood as being process-oriented – shows: the automation of technological silos cannot be the target. This is also made clear in the chapter about service automation in the “service strategy” publication: “If automation is introduced indiscriminately, new problems can arise or existing ones can be compounded.”

## Standards versus complexity

According to ITIL, automation begins by evaluating the existing processes of the services in terms of the service lifecycle and above all to simplify them. The latter should begin with standardisation in operational ITSM: “Company-wide control and standardisation of the tools being used is absolutely essential for service automation,” Per Kall explains. “Service automation is the comprehensive clip holding the organisation-wide ITSM tools and operative activities together.” Normed procedures help to identify potentials for automation. However, this does require a certain level of maturity for the complete process architecture. “Automation can only be of long-term use as an evolution of the processes,” Per Kall states. “The processes can only be automated appropriately and gradually if they already run smoothly in a clearly defined form, i.e. if they are “lived” within the organisation as intended. Automated chaos would not be very helpful.” Accordingly the tools used must also have a certain level of technological maturity which allows them to be controlled automatically.

There are numerous suitable ITSM solutions available on the market. The big ITSM providers are particularly active here. For example, in 2007 Hewlett-Packard took over the company Opsware which is specialised in data centre automation. BMC extended its know-how in this field in 2007 as well by buying RealOps, a provider focussed on business service automation, and last year by acquiring the data centre automater

## Definition of service automation

Service automation is defined as the automation of repeated activities – formerly carried out manually – which are required for operating complex IT environments. In this way error situations are systematically eliminated and constantly high quality is ensured for process results.

“Today’s approaches to service automation are generally concerned with individual aspects such as providing resources. Companies have to stop thinking in terms of silos and follow a comprehensive strategy with overall responsibilities.”

Per Kall, Team Manager Consulting, MATERNA



BladeLogic. Both companies are among the market leaders for ITSM solutions and work towards integrating automation tools in the established product suites. This is a necessary step towards standardising the tool side and is also in the interests of the users, because it avoids technological islands being created. Isolated solutions complicate the successive establishment of service automation and the more there are, the more they limit individual design possibilities.

IBM focuses their strategy in this market on the topic of Dynamic Infrastructure. This new concept is based on consolidated experiences in the field and comprises innovations for the operation of hard- and software as well as services. At Big Blue automation will play a strategic role in future.

### Long-term planning, short-term targets

Successful service automation needs to follow a central red thread within the ITSM: a roadmap for the short, medium and long term planning, as demanded by worldwide established standards such as ISO 20000. The responsibility of this road map should be established at as high a level in

the hierarchy as possible. ISO 20000 suggests the “senior responsible”, who should be established at management level. This makes it possible to ensure that legal requirements (compliance) are fulfilled long-term too. For this reason it is necessary to record existing processes and to evaluate them according to their maturity. At the same time the procedures which can profit most from automation must be identified – with regard to cost, quality improvements and compliance. In addition to a long term, sustainable strategy, those responsible should determine sub-targets and results to be achieved in the short term – so-called quick-wins. If no successes can be shown quickly, there is a risk that individual company areas lose sight of the overall target and work with their own IT silos. That means, while they implement concrete automation along individual processes and services from the service portfolio, those responsible must continuously keep an eye on all processes and the complete service portfolio. Only then can synergies between processes be identified and used. At the same time, potentials for consolidation in the tool landscape remain in focus – a good starting point for reducing effort and costs without cutting quality. ■



Faster reactions and even better services from the IT can only be achieved if the IT takes on tried and tested approaches from the manufacturing industry and automates its processes accordingly.

## Process and Workflow Management

# Remedy manages car lifecycle in one uniform system

The Finnish fleet management company ALD Automotive has implemented a new tool that covers the whole lifecycle of a car – from the customer order and delivery, through to the contract and car return process. Now, all the information about a vehicle's complete lifecycle is in one system. MATERNA implemented the solution based on Remedy Action Request System from BMC.

ALD Automotive is the leading full service leasing company in Finland offering all car makes and models. Almost 23,000 satisfied car drivers use the company's vehicles in Finland. They have been operating since 1979, have a group turnover of 226 million Euro and employ 125 staff in Finland. ALD Automotive operates in 39 countries worldwide and is one of the leading leasing companies in Europe. The car fleet comprises more than 750,000 vehicles.

The company has to deal with more than 7,000 vehicle leases per year. In the past, every time a customer called the dealer

asking for details concerning his car, the dealer called ALD Automotive to get this information. This led to thousands of time-consuming phone calls. Dealers were only able to use uploaded data from the core leasing system and inform the customer by email for some lifecycle cases.

"To solve this problem we thought of having a solution to link customers, dealers and our sales people together," says Olli Hakala, Business Development Director with ALD Automotive. Dealers should have access to the existing information on their own as well. A web based solution seemed



Almost 2,000 Finnish companies are already using ALD Automotive's services. ALD Automotive customers benefit from the expert consultancy services, provided by skilled staff, for all car related issues from taxation to compiling a car policy.

to be a very useful alternative for this. At first it was planned to use it only to improve the communication between ALD Automotive, suppliers and customers in the delivery process of vehicles. So ALD Automotive was simply looking for a connecting tool to enable dealers to track information.

During the evaluation process the leasing company also came across the workflow tool Remedy Action Request System from BMC which they knew from other projects. "Remedy offers us a lot more than simply connections with dealers. It is a tool to control processes and communication," says Olli Hakala. For that reason ALD decided to use this solution for the whole car leasing lifecycle. "With MATERNA Finland we found a professional implementation partner who explained the various advantages and how we can utilise them," says Hakala. MATERNA offered the best solution for controlling the processes and also has comprehensive experience with similar challenges and customer projects.

### Different modules cover the complete lifecycle

Today, Remedy is used as the basic system for the whole car lifecycle: from delivery and contracts right through to the return procedure for cars. So the solution is divided into the three parts of delivery, lifecycle and return. The delivery component is intended for the communication with dealers. Here, information is provided about vehicles ALD Automotive has ordered for its customers. The lifecycle part is used for communication with users throughout the whole lifecycle of the leasing contract. With the return component ALD Automotive controls the processes after the contract ends and before a car is ready to be resold.

All main vehicle suppliers, the internal delivery, sales and marketing departments and the suppliers in the return process are integrated in the system. The system was implemented step by step. In 2003/2004 they started with the delivery processes. 2005 they went live with order delivery. Two years later the lifecycle process was introduced to the system. And in 2008 they went live with the return process.

### Closer to the customers and the suppliers

In the delivery module, the leasing company can monitor the suppliers' work and remind them to carry out orders. The system automatically sends out reminders to dealers, for example, about delivery dates or ordering winter tyres and fuel cards. This saves a lot of time. Before using Remedy, ALD Automotive had to call the dealers and ask for the delivery times. Now, dealers update this information in the Remedy system where it is documented and the sales people can then access it. In future, it is also planned that customers will be able to check delivery dates on the internet.



The life cycle part of the Remedy-based system leads to improved customer satisfaction by contacting customers automatically and regularly throughout the period of their contract which is normally signed for three years. This means, for example, that the system informs the customer directly via email when the contract is going to end within six months. Customer notifications including marketing information are sent during the whole lifecycle of the contract. Furthermore, sales is automatically informed in advance when contracts are about to end, so negotiations about new contracts with the customer can start early. In this way Remedy helps ALD Automotive to keep in very close contact with the customers.

When a contract ends, the vehicle goes back to the outlet. It goes through an inspection process before it can be sold or leased again. The "return" part of the Remedy-based system works like a request management application where tickets are assigned to certain groups. The cleaning and body repair companies, for example, open a ticket in Remedy to register the way they have to handle the car. With the return part ALD Automotive can monitor suppliers and accelerate the process of car return. They can also track how long each supplier needs to do their part of the work before the vehicle is ready to be sold. Suppliers include, for example, companies for inspection, maintenance, body repair, painting, washing and cleaning the cars. The Remedy system gives valuable input to contract management, so that ALD Automotive can end the contracts properly and take care of extra charges for any damage to the car found during inspection.

### Advantages of the solution

- Information distributed to everybody involved in good time
- Automation of processes
- No delays in the registration process leading to no interest charges from delayed payments
- Common processes with supporting solutions
- Enhanced efficiency and more satisfied customers

One further big value added is that ALD Automotive was able to drop many “old” paper based processes. Sometimes it took days to transfer information to another department. Now the system sends this information via email, for example, to inform the invoicing department that a vehicle has been returned. They also use the Remedy application and can see a clear display of all returned vehicles that have not yet been charged for ready for the final invoice. This shortens the process and makes it much quicker.

Now ALD Automotive always knows where the car is. Before introducing the Remedy system the most “painful” part of this process was the so-called “lost” cars. These are cars, for example, that have been returned in service somewhere and then have remained there for a few months without anybody taking notice of them. These cars caused ALD Automotive to lose money because cars that are not “known” to have been returned cannot be resold. The Remedy system is now ensuring that no cars are forgotten once they have been returned.

“This case is a very good example of the power of the Remedy system and where simple innovation can lead us. This project takes bits and pieces from more familiar areas, like for example, ITSM asset lifecycle management and fits them into a completely different and new area with good results.

The Remedy system can provide a tool to “support” a customer’s business process, but it can also become a part of it,” says Juha Laine, Senior Consultant with MATERNA Finland.

### Automation saves time and resources

Processes have improved a lot with the Remedy tool. Remedy can manage the scheduling and calculate the whole process through to reselling cars. Processes are triggered automatically, e.g. customers and sales people are all informed. This saves a lot of time and resources, especially in the return process. They know the exact time from the end of a contract up to when the car is back in the outlet and can be resold again.

“We are very satisfied with MATERNA. They know their business and have also helped us to improve our business,” says Olli Hakala. “Next on our agenda is to completely integrate the used car sales process into the system to monitor the time a vehicle is on sale in the used car outlet. When we have implemented the missing fourth part we can follow and monitor the vehicle’s whole lifecycle from the initial order through to when it is resold.” ALD Automotive plans to have accomplished this sales component by the second quarter of 2009. ■



ALD Automotive is the leading full service leasing company in Finland offering all car makes and models. Almost 23,000 satisfied car drivers use the company’s vehicles in Finland.

## IT Service Management

## E.ON IS relies on central service processes

Together with MATERNA, E.ON IS, the IT service provider for the energy company E.ON, has introduced a new IT service management solution for the European locations. The roll-out is now complete and the solution is up and running.

Providing a harmonised and standardised IT infrastructure for the whole E.ON group is one of the aims of the E.ON IS company. That is why the company started their project OneIT three years ago. An important part of this was to implement a standardised IT service management solution so as to centralise the service desk structure across Europe. "We wanted to provide the same service right throughout the whole group and therefore introduced a virtual service desk," explains Michael Klimke, head of service desk E.ON IS.

In the meantime the international roll-out of the IT service management solution at E.ON has been completed. A new central web application which is multilingual and maps

standardised processes for all locations forms the core of the solution. Other advantages are the high level of transparency, avoidance of media-changes as well as improved controlling for service desk activities. E.ON IS implemented the roll-out together with MATERNA.

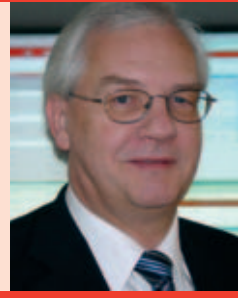
E.ON IS is the IT service provider for the E.ON group. As a full service IT provider E.ON IS designs and implements IT solutions and is also responsible for running and servicing them. Over 3,200 staff provide IT services in ten European countries and, among other things, are responsible for around 66,000 workplace PCs, 5,000 servers and 30,000 SAP users. The group's parent company E.ON AG is



E.ON is a world-leading electricity and gas company operating at all value adding levels from the production and supply through to distribution. The picture shows a transformer station within the electricity transmission.

“We wanted to provide the same service throughout the whole group and therefore introduced a virtual service desk.”

Michael Klimke, Head of Service Desk, E.ON IS GmbH



a world-leading electricity and gas company operating at all value adding levels from the production and supply through to distribution.

All of E.ON IS services are subject to high quality standards. Optimal customer orientation, efficient process management as well as continuous improvement and weak-point analyses of their own services are crucial factors for the IT managers in the company.

### Central IT and uniform processes

E.ON IS aims to standardise the service management landscape. To this end a central user-helpdesk for Germany was set up a few years ago in Würzburg – once again with MATERNA as the implementation partner. At that time it was left open as to how the different solutions at the foreign sites could be integrated in this concept. “With the OneIT initiative we have now solved this challenge,” reports Klimke.

In the evaluation phase E.ON IS and MATERNA tested and analysed which IT service management solution was most suitable. Various systems were in use in the different subsidiaries. In some of them the group had already had good experience with the product suite Remedy from BMC. In the year 2006 it was decided to use Remedy ITSM Suite 7.0 as the relevant know-how was already there in the company. E.ON IS could also take over the existing licences. The solution was particularly well advanced technologically as regards the ITIL® (IT Infrastructure Library®) framework. As the basis for the service desk, E.ON IS and MATERNA chose to implement the disciplines of incident, change and problem management. The central platform is at the corporate headquarters in Hanover, Germany. There are also country specific service desks for each language.

On the basis of the requirements as specified, the project leaders developed the incident, change and problem management processes – partly together with the subsidiaries. As part of the process definitions E.ON IS created a manual which describes the processes, functions and architecture of the service desk. Together with MATERNA they clarified the question as to how far the technology selected should support the defined processes. One of the requirements was, for example, that 2,000 users could work with the solution

concurrently. Incident, problem and change management should also be operable in parallel in some situations.

MATERNA estimated the cost and effort for the desired functions, supported the adaptations to the system and provided support during the implementation phase. “The MATERNA experts have many years of process know-how in implementing ITIL-based IT service management projects and also have well-founded knowledge of working with the Remedy system,” says Michael Klimke. MATERNA also takes care of maintaining the Remedy platform. E.ON IS has decided on the Premium Support maintenance package.

### International roll-out

In August 2008 things got exciting: the roll-out for Germany, United Kingdom, Sweden, Slovakia, the Czech Republic and Hungary was completed and the solution went live. For each subsidiary the roll-out was carried out as its own sub-project after the required functions and architecture had been defined. Now each country has got its own service desk to serve the staff in their own language and to take local conditions into consideration. But behind it all there is the standardised virtual service desk. The important difference between the different countries is that the disciplines of incident, change and problem management vary in extent. In Germany, for example, the incident management is additionally linked with an order and asset management. The application for order and asset management from the previous system was integrated in the new ITSM Suite 7.0 – a challenge handled by the MATERNA technicians.

One important component of the solution is the service level management, developed by E.ON IS on the basis of Remedy. Over 1,000 service level agreements (SLAs) have to be administered. There are, for example, various SLAs for services provided in the fields of network, PCs, printers and SAP. The information in the SLAs is described in a granular manner and mapped in the service level management. Billing is done by taking over parts of the Remedy application in the separate billing database. “We make high demands on our service level management. To ensure we can provide optimum service we have set up a very finely tuned service level architecture. In this way we guarantee short response times,” says Michael Klimke.



## Rising to the challenge

The roll-out also presented E.ON IS and MATERNA with a cultural challenge. The approach to work in each country and the way the subsidiaries deal with ITIL guidelines is different in each case. "In order to get this under control we had to communicate intensively with our colleagues and to integrate them in the procedure," explains Michael Klimke.

Another challenge was the many languages. For example the eastern European character sets had to be taken into consideration. This means that the application has to be unicode capable. The solution for this was to change from a client solution to a web application. The downstream systems – for example there are interfaces to authentication systems – have to be able to process international character sets.

## One for all

The service desk is the first point of call for all users and guarantees professional and reliable emergency aid. Almost half of all enquiries are solved immediately by one of the approximately 200 agents in first level support, who often give advice as well. Another 2,000 staff work in second level support. The system is set up so that breakdowns in applications and systems are recognised quickly. This is done by connecting the service desk solution to the system management: events from the system management are logged directly in Remedy. In the current version 3 of the ITIL framework event management is given its own discipline. "We are striving to put the disciplines from ITIL v3 into practice as soon as possible," explains the head of the service desk.

The virtual service desk ensures standardised processes. In the past when tickets from a subsidiary, for example, had to be transferred to the second level support at the headquarters this was done by email. This meant having to change between media and processing was delayed. Today these requests are simply routed via the web application to the relevant group. Local tickets are still answered locally. This has accelerated the whole process. Another advantage of the central solution is the more simple control of the service desk: today all processes are transparent which simplifies controlling. Whereas the old system was a very elaborate and thus also

individualised solution, the new solution is highly standardised. This guarantees release-capability for new extensions.

The former user helpdesk at E.ON IS has been extended over the last two years to become a service desk. In addition to receiving and solving incidents, other tasks have also been taken on: change requests are processed, a knowledge database has been set up and user account management is now provided, in particular user and rights management. All in all, the service desk provides excellent service. ■

## Advantages of the solution

- Single contact partner for all service matters
- Fast, standardised processing of service requests
- Standardised service processes
- Proactive handling of service incidents
- Need to change between media avoided
- High transparency
- Comprehensive controlling possible
- Multi-language service desk (Unicode)

## Technology

- Application: Remedy ITSM Suite 7.0 and Action Request System 7.01
- Server operating system: SuSE Linux Enterprise Server 9 for Action Request System Server and web server (several servers operating in parallel in each case)
- Database: Oracle 10g R2 on IBM AIX (p-series server) with Oracle RAC and Oracle DataGuard
- Web access: several Apache web and Tomcat web application servers operating in parallel secured by SSL certificates
- Load balancer: existing load balancer infrastructure (F5 Big-IP)

## IT Service Management

# Customised service process with IBM Tivoli

A trouble ticketing system is a vital tool for a service-oriented company like the Finnish IT service provider Cygate Oy. With the newly introduced service desk solution IBM Tivoli Service Request Management (TSRM), the efficiency of the frontline processes at the Cygate Service Desk has improved significantly. Furthermore, it supports all the ITIL®-based service processes at Cygate.

Cygate is a Nordic independent system integrator specialised in IT infrastructure solutions based on products from leading vendors. They create solutions for internet service providers, telecoms, government authorities, banks, financial institutes, internet companies and the manufacturing industry. Group-wide more than 400 employees have acquired extensive technical knowledge of IT infrastructures. Cygate was founded more than 30 years ago and their most recent acquisitions are the Nordic IT companies Måldata and Bravida Telekom. Cygate is represented in both Sweden and Finland. Their customers include AstraZeneca, Cap Gemini, Deloitte & Touche, Finnet, Nokia, Posten, Volvo and Volkswagen.

The Cygate service desk in Finland is in operation 24 hours a day, 7 days a week. Regardless of the problem or service level, the service desk ensures efficient and personal service from qualified and dedicated personnel. Support includes help

with warranty claims, telephone support, on-site service, 24x7 service, license management and monitoring of IT infrastructures. The service desk also coordinates communication between technicians and vendors. Customers use a direct online portal to access the ticketing system. Dozens of professionals at each level of support deal with incidents and service requests. The service processes utilise the system frequently. "At the moment we resolve hundreds of trouble tickets per month with a growing trend as new customers take up the service. Our high service standards require a stable, secure and reliable service desk platform. As the previous system no longer fulfilled our increasing needs, we were looking for a new service desk system last year," explains Ilkka Äyräväinen, CEO at Cygate Oy. The new solution had to be very flexible. Changes should be possible to make to the system easily and conveniently. The



"MATERNA carried out the project on a tight schedule and very successfully."

Ilkka Äyräväinen, CEO, Cygate Oy

"The biggest advantage for us is being able to customise the system. This includes, for example, making changes to the user interface, changes to the database schema and adding or modifying some functions."

Matti Pärssinen, Director, High Availability Services, Cygate Oy





ITIL guidelines are also very important and the tool had to support all the ITIL-based processes Cygate uses. Until then only incident management had been supported. Above and beyond that, reporting plays an important role for Cygate as customers receive regular dispatches of reports and statistics. Therefore, several service level indicators had to be reported and analysed to constantly improve service quality. Reports also had to be customisable to comply with the requirements of different customers.

### Flexible and customisable

Cygate decided on IBM Tivoli Service Request Management. IBM selected MATERNA for the implementation as they had no resources of their own with TSRM skills in Finland. "MATERNA carried out the project on a tight schedule and very successfully," says Ilkka Äyräväinen. MATERNA used its Quick Results standard delivery model to implement the project. The IBM TSRM features are numerous but can only be used after the configuration of the application has been carried out. Therefore, the Quick Results implementation provides the basic data for the application to function ensuring that it can be used as-is and that all functions based exclusively on the data provided will work. The new system has been successfully in use since spring 2008.

The choice of Tivoli was made as IBM's comprehensive service management suite fulfils Cygate's requirements. Tivoli supports Cygate's service processes for incident, problem, change, service request and service level management. It also provides extensive support for the different workflow management tasks within a service desk. The workflows capture and track relationships in a seamless and integrated fashion, from the initiation of the incident to problem correlation, through knowledge entry creation, change request and verification, and finally, to permanent fix and resolution. This has already led to improved efficiency for the frontline process at the Cygate Service Desk because several tasks can be carried out more easily or can even be automated.

"The biggest advantage for us is being able to customise the system. This includes, for example, making changes to the user interface, changes to the database schema and adding or modifying some functions. This was important because we already knew that we would have to do some customisation whatever system we bought," Matti Pärssinen, Director, High Availability Services at Cygate, continues. Cygate is now able to do the necessary customisations when workflows have to be adjusted and customer requirements change, for example,

database fields or tables have to be added and the screen has to be customised.

### Reports and integrations

In addition, the database schema is understandable and logical which makes it possible to create individual reports easily. "We create reports with the Crystal Reports reporting software by directly accessing the database of the trouble ticketing system," says Matti Pärssinen. The trouble ticket reporting has improved a lot. Many key performance indicators can now be reported automatically that could not be reported before, for example, ticket history trends and SLA parameters.

IBM Tivoli Service Request Manager can easily be integrated with other IT systems. Cygate has implemented a loose integration with the IBM Tivoli Netcool OMNIBus event management system. They also have plans to upgrade from version 6.2 to version 7. In that case they can use IBM's integration component. "With our in-house CMDB (configuration management database) development we import data to the trouble ticketing system from the CMDB," Matti Pärssinen explains some technical details. The system is very stable and can also be operated on a virtual platform. Cygate uses VMware's virtual platform. ■

### Advantages of the solution

- ITIL-based service desk platform
- Implementation with Quick Results
- Improved efficiency of service desk processes
- High flexibility allows individual customisations and reporting
- Integration of several other operative IT systems
- Open interfaces to database
- Stable system

### Technology

- Service management application: IBM Tivoli Service Request Manager 6.2.1
- Server operating system: RedHat Linux
- Database: Oracle
- System management: IBM Netcool
- Virtual platform: VMware

# Virtual Service Desk with uniform, Europe-wide Service Request and Incident Management

The first milestone in the consolidation project for European-wide harmonised IT service management at Vattenfall has been reached. A uniform incident management process based on the Remedy ITSM Suite 7.0 is now ready. In Germany the solution went live in February 2009 and other European locations will follow in the coming weeks.

Two years ago, the energy group Vattenfall focussed on establishing a common layer of technology across the European countries where Vattenfall is located: Germany, Poland and the Nordic countries Sweden, Denmark and Finland. The common international IT infrastructure will be completed by 2010. The overall goal is to increase the operational stability of the infrastructure and to improve cost efficiency.

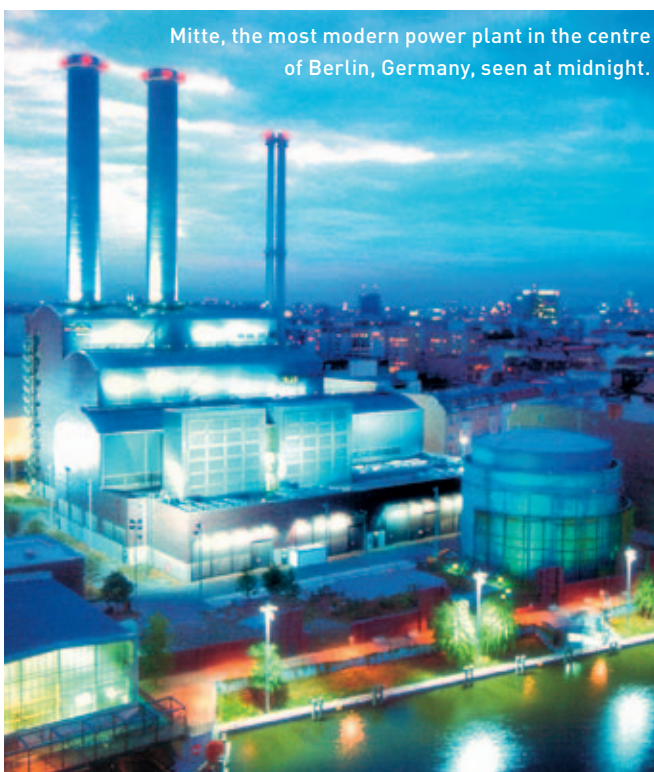
One important part of the company's IT strategy is to have a harmonised IT service management with uniform processes.

The basis for this is formed by a common trouble ticket system. Within the Vattenfall group a total of approximately 37,000 end users in Germany, the Nordic countries and Poland get support when they have problems with their PCs or the IT infrastructure. Previously, the three country regions used different tools and also had different processes for handling incoming incidents and service requests. Every month, first and second level support have had to handle approximately 25,000 tickets indicating there was a lot of scope for optimisations. It became clear that replacing the old solutions and introducing one uniform ticket system would improve efficiency and thus optimise quality, availability, reliability and cost of IT services. It would also enable tickets to be answered on a Europe-wide scale and deliver a standardised 'one company' approach for all business units Europe-wide.

## Harmonised processes and a uniform platform

In August 2008, Vattenfall set up a project to establish a common service request and incident management process (SIM) and to introduce a Europe-wide trouble ticket system. They chose MATERNA as consulting and implementation partner and decided on BMC's Remedy ITSM Suite 7.0 with Service Desk and Incident Management as the initial modules to be implemented. The German and Nordic service desk teams, for example, had already had good experience with BMC, whereas the Polish colleagues had used HP's service desk platform until then.

The service request and incident management process was designed and developed by Vattenfall. MATERNA transferred the process into the ITSM Suite and verified whether customising was necessary. "This was quite a challenging job as we had to consider cultures and different methods of operation, too. MATERNA helped us with consulting



Mitte, the most modern power plant in the centre of Berlin, Germany, seen at midnight.

services to accomplish this complex task,” says Michael Dietz, Head of the Client Services Organisation at Vattenfall Europe Information Services.

Now, the first milestone has been reached and the uniform Remedy service desk platform went live in Germany in February 2009 meaning that all tickets from Germany will be handled in the new system. Implementation and customising of the selected software solution was completed and processes were drafted and mapped. The roll-out of the trouble ticket system for Sweden, Finland and Denmark will follow by the end of March, Poland by the end of April. When the roll-out is finished it will be possible to route tickets between all countries. This was not possible with the previously used solutions which prevented a smooth exchange of tickets.

In addition, cross-national teams have been set up to staff the second level support units. They handle and solve tickets jointly on specific topics meaning that existing know-how and knowledge can be used for all countries. This speeds up the time for solving incidents and dealing with service requests. The service desk is located in Stockholm, Cottbus and Gliwice with 400 concurrent users. Supported languages are thus English, German, Polish and Swedish. The system is designed to be used in the national languages so that local tickets can be answered in the local language. But if required, overlapping tickets can be exchanged between the ‘competence teams’, primarily in the English language. This milestone is the first step towards international handling of trouble tickets within the Vattenfall group.

Up to 30 colleagues from Vattenfall were involved in the project. In addition, the MATERNA team provided project management as well as consulting, implementation, installation and integration services. MATERNA applied its standard delivery model Quick Results as a starting module, which contains a standardised best practice consultancy package to implement the BMC Remedy Service Desk.

## Processes are aligned to ITIL

The new ticketing system has been implemented according to the ITIL® (IT Infrastructure Library®) framework, the international standard for professional IT service management. The ITIL approach is already being followed in the country regions at different maturity levels. The BMC Atrium Configuration Management Database (CMDB) and service level management have already been implemented too. So far only the end user (clients) information needed for the service request and incident management processes has been integrated. In the following phases problem, asset and change management processes as well as monitoring and event management for servers and the network will also be implemented. In addition, the functions concerning billing and accounting were mapped from the previous ticketing systems. In future, Vattenfall plans to connect IT service management and monitoring via an integrated CMDB to achieve intelligent ticketing.



Since February 2009, the virtual service desk is supporting uniform processes. “Now we can develop, for example, cross-national key performance indicators and reports,” says Michael Dietz. In addition, processes and workflows are automated comprehensively. For example, end users can submit tickets via a web interface, a CTI integration links the service desk with the telecommunications system and end user master data is imported automatically. There are also interfaces to several other IT tools, e.g. asset management, SAP as well as system and network management, varying in the different country regions. All this leads to more efficient and more effective service desk activities within the Vattenfall group. ■

## Advantages of the solution

- Virtual, central service desk with local functions
- Cross-national, uniform and harmonised processes
- Cross-national handling of incidents and service requests
- Building of cross-national support teams using existing knowledge
- Automation of standardised processes
- Multi-tenancy capable system

## The Vattenfall group

The Vattenfall group generates, distributes and sells electricity and heat on the European energy market – both to private households and industrial customers. The group also trades electricity and energy-related raw materials. More than 32,000 people work for the group in Germany, Poland, Denmark, Sweden and Finland. The Vattenfall group runs more than 700 different and sometimes very complex applications. The IT at Vattenfall is split into different legal organisational units and is represented at several locations in the Nordic countries (Vattenfall Business Services Nordic – VBSN), Germany (Vattenfall Europe Information Services – VEIS) and Poland (Vattenfall Business Services Poland – VBSP). Infrastructure Services are delivered by an organisation spanning these three legal entities (Vattenfall IT Infrastructure Services – VIS).

## IT Service Management

# Better, faster and cheaper case administration

As a result of a comprehensive administrative reform, the Administrative Centre for the Danish Ministry of Taxation needed to centralise its comprehensive knowledge. By combining Remedy with their existing intranet solution the authority can now offer a uniform and consistent level of service for their case administration.

The most important goal for the Administrative Centre for the Danish Ministry of Taxation (SAC, Skatteministeriets Administrative Center) is not only to process all incidents quickly and efficiently, but to avoid them turning into real cases. Employees (customers) can find the answer to all their questions using self-help on the intranet. "But if they cannot find help there, they create an incident, which our case workers have to solve quickly and professionally. For this task, our Remedy-based solution is just the right tool," says Susan Kastrup, Information Manager with SAC in Copenhagen. She has been one of the key figures in this large and ambitious project to establish the centre.

## Triggered by tax reform

SAC went live on 1 January 2008 as a result of a comprehensive administrative reform of the Danish customs and tax authorities. Prior to January 2008, each of Denmark's 80 tax and customs centres handled their own administrative tasks, including the administration of salaries, human resources, holiday applications, education, logistics, mail etc. Since it was impossible for all centres to have complete knowledge of all administrative laws and rules, case administration across the country was of erratic quality and duration.

The reform meant centralising all administrative tasks in one central administration. The goal was to profit from the advantages of large-scale operations and to provide a uniform and consistent level of service throughout the entire country. For this purpose, in collaboration with MATERNA, SKAT, the Danish Tax Administration, chose to build their own application – named SAC solution. SAC employs 200 case workers in SKAT's headquarters in Copenhagen. From here, they handle almost all administrative tasks for about 10,000 SKAT employees in the entire SKAT-organisation.

## A solution in three layers

The SAC solution consists of three main components:

- A large self-service solution on SKAT's intranet that includes comprehensive information on more than 300 different administrative tasks such as rules for reimbursement of travel expenses, applications for course participation etc.
- Remedy from BMC is the central service management tool for customers to create cases and incidents, if they cannot find a solution in self-help. 200 case workers in SKAT use Remedy to further process all received cases and incidents.
- Microsoft Sharepoint is integrated in Remedy. All guides on how to solve incoming cases and incidents are available in Microsoft Sharepoint.

According to Susan Kastrup MATERNA has played a crucial role in developing this complex customised solution: "We had very specific demands for what the system should be able to achieve. Based on these, MATERNA's consultant designed a prototype in just 10 days using Remedy as the central development tool. He has had the overall responsibility for designing the final solution, and the help we have had from MATERNA has been indispensable."

## Advantages of large-scale operations

According to Susan Kastrup, the goal of a uniform and consistent level of service throughout the entire country has been accomplished: "In the small local units it was impossible to know everything about all administrative tasks and rules, which meant that case administration was of erratic quality and duration. But this is no longer the case, because now all customers can read the rules in the self-help. And when they do send a case to SAC, it is handled like any other incident

in Remedy with fixed deadlines, a uniform result, and maybe most importantly, by a case worker who knows “everything” there is to know in the relevant field.”

The quality of the case administration is now ensured in two ways: every type of incident and all rules are now documented, and every incident is now processed by case workers who are specialised in one or several fields. Furthermore, all incidents are now saved in Sharepoint’s built-in knowledge database, which includes typical precedents described by the specialists. Case workers can benefit from each other’s knowledge, which enables them to make better decisions.

### Remedy and service level agreements

The quality of case administration is documented by using the latest technology: “We have signed several service level agreements with our customers, for instance with regard to deadlines for processing different kinds of incidents. Furthermore, we use data from the SAC application in Remedy to measure how we meet these SLAs, by calculating a set of different key performance indicators (KPIs),” says Susan Kastrup.

Now, all incidents of the same type are assigned the same priority and treatment. Susan Kastrup adds: “All incidents are registered electronically in Remedy. Cases no longer disappear or are forgotten. Via intranet customers can access Remedy and view the status of their incidents. Our work has become much more visible and transparent than before. Finally, we now have the opportunity to optimise our efforts even more, since we can see, “where the shoe pinches” and consequently alter priorities.”

### Good experience with Remedy

In mid 2007, when SKAT decided to create the SAC solution, they took a look at several different service management tools. Rather quickly, though, they decided to develop their own application in Remedy, since Remedy was used in SKAT’s IT support department for similar tasks as in SAC, and SKAT was very content with both functionality and user-friendliness in Remedy.



Therefore, SKAT went with Remedy and MATERNA. Susan Kastrup has been very pleased with this decision: “When we chose Remedy for SAC, it was under time pressure due to the go-live date on 1 January 2008. However, we knew Remedy as a very solid and flexible tool. This has been confirmed as we have gradually expanded the Remedy system with more functions and in close collaboration with MATERNA.”

SAC will be under continuous development, Susan Kastrup anticipates: “When we went live, our objective was to have 80 percent of all requests to SAC come in via self-help and only 20 percent via telephone. But since self-help works so well, we are looking at close to 90 percent of all requests coming in via self-help. Obviously, this means fewer staff on phone duty than we originally anticipated, so our case workers have gained more time for actual case administration.”

### Increasing compatibility

SKAT’s SAC application is a huge success. Both time frame and budget have been on track. Everyone values the concrete gains visible on a daily basis – better customer service and quicker and more efficient case administration.

Finally, this new SAC application has brought strategic bene-fits to the entire SKAT organisation. Susan Kastrup explains: “In a time when outsourcing stands high on the political agenda in the public sector, SAC’s tasks might well be outsourced to a private organisation. But with the solution in use, we are confident that we are competitive in relation to private suppliers – both in terms of service quality and service costs.” SAC is already very successful, and since 1 June 2008, SAC has also taken over the responsibility for all administrative tasks for the Danish Ministry of Taxation as well as for the Danish National Tax Tribunal. ■

“We had very specific demands for what the system should be able to achieve. MATERNA has had the overall responsibility for designing the final solution. And the help we have had from MATERNA has been indispensable.”

Susan Kastrup, Information Manager with SAC (Skatteministeriets Administrative Center), the Administrative Centre for the Danish Ministry of Taxation



## DENMARK

## Versatile, flexible and user-friendly – Remedy fulfils all of SKAT's requirements

The Danish Tax Administration (SKAT) has been using Remedy very successfully as a simple tool for conducting and documenting workplace evaluations. This shows again the extreme versatility of BMC's service management platform and how it can fulfil very different tasks.

The Danish Working Environment Authority requires that all organisations with more than 8 employees conduct a workplace evaluation in every department at least every 3 years – and SKAT is no exception. The purpose of these workplace evaluations is to survey and improve the physical and psychological environment in Danish workplaces. According to Jeanne Houen, chief clerk at SKAT, this could easily become a gigantic task, since it requires documenting the execution of the workplace evaluation in the entire SKAT organisation, including all adopted action plans for workplace improvements. Furthermore, one person who is responsible for every single action plan needs to be appointed, and continuous reporting and follow-ups on the progress of every adopted action plan are also required.

"With our new custom-built service management solution named SKATAPV (APV = Arbejdspladsvurdering/workplace evaluation), workplace evaluations have become an extremely manageable task. We have used our existing Remedy platform to develop this solution, which makes it easy to register all necessary information and action plans. Furthermore, it is possible to access relevant management information on the working environment in SKAT. And since SKATAPV is such a simple and user-friendly tool, it is useful for all persons involved," says Jeanne Houen. Among many other things she is responsible for workplace evaluations at SKAT.

### SKATAPV consists of 3 main components:

- A user element with 3 screens intended for the over 400 managers in SKAT's different departments. They are responsible for registering and following up on all action plans for a workplace evaluation.
- A search and statistics element for creating statistics and management reports.
- An administration module for managing user access and user rights in the system.

Furthermore, SKATAPV is integrated with SKAT's SAP-based HR solution including its personnel and organisational data.

SKATAPV is a solution that was developed very quickly, and in general everyone at SKAT is very pleased with it; especially the users in the numerous different departments in SKAT: "We have over 400 department managers across the country who are core users of SKATAPV, since they have the overall responsibility to conduct workplace evaluations for their specific areas. The rest of our staff also has to have access to the application, and our management offices have to be able to access and download management information in the system. Therefore, we needed a solution that is extremely user-friendly. SKATAPV is exactly that. It is build up according to the same simple and flexible principle as Lego bricks. In collaboration with MATERNA, we started developing a 'primitive' system and extended it with extra Lego bricks as our needs kept rising, for example, for other system integrations and more management information. Because it is so simple, we rarely need to use our short 6-page user guide."

### Easy to understand

It was Jeanne Houen's responsibility to build SKATAPV in close collaboration with MATERNA's Remedy consultants, and she knows Remedy inside out: "In my opinion, Remedy is a great tool that is easy to understand and very versatile, so it can be used for many different things. You can work very quickly in Remedy – both in terms of building user-friendly screen and programming the underlying logic. Our time frame was one month from receiving the task of building SKATAPV to solving it and we accomplished it. I even had time to take care of my usual tasks. So everything came together pretty fast, especially thanks to the quick and qualified efforts of our permanent MATERNA consultant."



## Remedy recommended

In 2006, when Jeanne Houen was given the task of building SKATAPV, the first challenge was to find the right IT tool. Since she had a very short time to do so, there was no time for market research of any kind. According to Jeanne Houen, it was not even necessary: "Luckily, I knew Remedy in advance from previous jobs, and I had learned that Remedy was used in other SKAT departments with great satisfaction. So I had a long and thorough chat with one of SKAT's MATERNA consultants and with SKAT's Remedy users, and everyone agreed that Remedy would also be suitable for tasks relating to workplace evaluations."

Moreover, the choice to go with Remedy was made easy by the fact that it did not cost SKAT anything to expand the system with SKATAPV, since SKAT already had all necessary Remedy licences.

There are several plans for extending SKATAPV even further, Jeanne Houen concludes: "Everyone at SKAT

agrees that Remedy is an extremely versatile tool, and we are very satisfied with the help MATERNA provides. So, we expect to extend SKATAPV even further, among other things with improved management tools for handling all adopted action plans. Furthermore, we wish to extend our management reporting and to integrate SKATAPV with Microsoft Outlook's email and calendar function. And with the usual great help from MATERNA, we are confident that the next projects will prove successful – and finished on time." ■



## CZECH REPUBLIC



## MATERNA IT project finalist in the prestigious "IT projects of the year 2008" competition

"Increased effectiveness of the IT services provided to internal and external customers" is the name of MATERNA's project, which is a finalist in the prestigious "IT projects of the year 2008" competition. MATERNA implemented this project for Siemens IT Solutions and Services s.r.o. in Prague. The project led to increased effectiveness of the IT services provided to external customers as well as to the group's internal customers.

The project's main goal was to significantly accelerate the integration of new customers. This was fulfilled by closely connecting business and the IT department by means of processes for workflow management, change management and SLAs. The competition is organised by the Czech association of IT department managers (CACIO). Winners are Czech Airlines and the Ministry of Industry and Trade. ■

## GERMANY



## Federal Employment Agency with ITIL

MATERNA's work on the project at the Federal Employment Agency developed successfully last year. The tasks, as part of the "ITIL 2010" project, are currently characterised by preparation work for the tool-supported introduction of all significant ITIL disciplines by the end of 2009. The first module developed in cooperation with MATERNA, the configuration management database (CMDB), and the configuration management module have gone live. MATERNA staff

also worked on implementing the ITIL disciplines of service level management and change management. These disciplines are responsible for the IT services for the 160,000 users at the Federal Employment Agency. In addition to this, MATERNA continues to accompany the comprehensive process of request management with request analysis and implementation. Phases three and four are to be implemented soon. ■

## IT Service Management

## Interest in ITIL v3 growing slowly

The level of acceptance for the de-facto standard IT Infrastructure Library® (ITIL®) is constantly increasing. This is the result of MATERNA's yearly research into IT service management. Other trends are change and configuration management as well as standard ITSM software.

More than 500 IT decision-makers took part in MATERNA's European-wide online survey on the topic of IT service management. Participants come from Germany, Austria, Denmark, Sweden, Finland, Czech Republic, Slovakia and Slovenia. A significant majority are from the IT sector with other focuses on the fields of public

administration, the finance sector and industry. The respondents are mainly heads of service management, CIOs/IT heads and IT project leaders. The majority of the IT departments which participated take care of more than 1,000 PC workplaces. MATERNA has carried out the IT Service Management Executive Survey every year since 2003.

## ITIL use in Nordic companies keeps rising

The results of MATERNA's Nordic IT Service Management Executive Study 2008 reveal a clear trend towards the use of the IT Infrastructure Library® (ITIL®) in Nordic companies. ITIL version 3 is also gaining ground and standard ITSM software solutions seem to be the future for Nordic companies.

Almost 78 percent of those asked in 2008 state that ITIL is used in their company or organisation, which is an increase of 19 percent over the last three years. Denmark seems to be the country in the Nordics that is furthest ahead in terms of using ITIL. 83 percent of all Danish respondents confirmed that ITIL is in use in their company or organisation.

### Interest in ITIL version 3 and ISO 20000 growing slowly

While ITIL in general is gaining massive ground in Nordic organisations, ITIL version 3 is slowly on the move. Almost 36 percent of those asked have already looked into version 3, and 17 percent have already implemented one or more processes according to ITIL v3.

"This year's survey clearly shows that ITIL version 3 has generated an increased focus on the integration between IT and the business, and this is reflected in the respondents' expectations of ITIL v3: an increased focus on service and an

increased orientation towards IT supporting the business," explains Jesper Johansen, country manager for MATERNA in Denmark.

Jesper Johansen continues: "Overall, the results of our IT Service Management Executive Study 2008 show that Nordic companies and organisations view ITIL as a form of certification for the individual employee and as a working method within their organisations. However, Nordic companies still do not feel the need to certify their entire organisation according to the internationally respected certification standard ISO 20000." Thus, only 16 percent of the Nordic respondents plan to carry out an ISO 20000 certification within the next two years, and more than 70 percent find an ISO 20000 certification of little or no importance to their organisation right now. The vast majority of those asked, though, acknowledges the ISO 20000 certification standard as an important parameter in their companies' business strategy. More than half of the respondents view an ISO 20000 certification as a proof of quality, and another third states that an ISO 20000

“This year’s survey clearly shows that ITIL version 3 has generated an increased focus on the integration between IT and the business.”

Jesper Johansen, Country Manager for MATERNA in Denmark



certification proves that their organisation has successfully established IT service management processes.

### Standard ITSM software continues to gain ground

Another trend revealed in this year’s survey is the trend towards more standardised software for the automation of ITSM processes. In comparison to the results of 2007, the percentage of Nordic respondents who state that their companies still mainly use self-developed or highly modified ITSM software solutions is almost unchanged at around one third of the respondents. Furthermore, the results from 2007 to 2008 indicate that companies who already mainly use standard out-of-the-box solutions now slowly move towards only using standard software.

The results also show that Sweden is the Nordic country, where companies use most standard software. More than 20 percent of the Swedish respondents state that their organisation only uses standard software. In Finnish organisations on the other hand, the percentage of respondents who state that their organisation only uses standard software is less than two. However, all Nordic countries expect to move in the same direction in the future – towards even more standardised software for the automation of their ITSM processes. Only 14 percent of the Nordic respondents expect to mainly use self-developed or highly modified ITSM software solutions in future. ■

*If you are interested in the Nordic results please write to [marketing@materna.dk](mailto:marketing@materna.dk) or order them at [www.materna.dk](http://www.materna.dk).*

## Positive results in Central Eastern Europe

For the first time last year MATERNA also has carried out the IT Service Management Executive Survey in the Czech Republic, Slovakia and Slovenia. The results reveal a clear picture of the status of professionalization in the participating companies and the high level of acceptance for ITIL in the three central Eastern countries. ITIL v3 was first published in May 2007, and the survey shows that knowledge and comprehension of the new version are still at an early stage. Although ITIL v3

is attractive, many companies are wary and they require more information before making a decision about adopting ITIL v3. For about 85 percent of participants the future key focus will be on change management and CMDB at an operational level and Business-IT-alignment at strategic level. ■

*If you are interested in receiving the Central Eastern European results please write to [info-cz@materna.com](mailto:info-cz@materna.com).*

“ITIL v3 is still at an early stage in the Czech Republic, Slovakia and Slovenia but interest is increasing.”

Radek Bělina, Business Development Manager for MATERNA in Prague



Service Level Management and Monitoring

# A practical view of the connection between business services and IT

The use of IT monitoring systems for more extensive networks is a necessity. However, the connection between these technical tools and the main business activities is almost always lacking. Nevertheless, connecting business and IT technology can increase the profits a company can achieve from the services it provides, lower human resources costs, speed up the introduction of new services and help lower the risk of losing revenues due to outages.

“It is striking that most monitoring systems are only geared towards technical supervision and are not involved in any services provided or even transactions. The output from these systems is almost only ever understood by the IT department experts, hardly ever by service desk operators and only rarely by business users,“ says Radek Bělina, Business Development Manager with MATERNA in Prague

The most common type of supervision only monitors the technical functions of the components in question. It is used particularly for network elements (switches, routers etc.), for hardware components (servers etc.) and applications and it provides information for highly specialised roles in IT.

Advanced supervision enables the functions of a specific IT service to be monitored. By using a service model, a supervision system is able to map out the impact of an outage of various technical components on the IT and business services. The highest level of supervision is used for time-critical

applications. The system monitors the time flow of the transactions and provides the system operator with data necessary to guarantee the time they should take. One example of this is the processing of an order: from clicking the OK button to the confirmation of the order’s acceptance.

The service model maps the connections between individual technical components and their part in providing specific IT services. The service model also defines how the individual IT services support the business services (processes) of the organisation. Thanks to these interconnections it is possible to easily and quickly identify the faulty service during an outage of a technical component. The service model can be used extensively for planning and evaluating changes. The person performing the change impact analysis has exact information about which components will be impacted or threatened by the change. The company can then take appropriate countermeasures on the basis of this information.

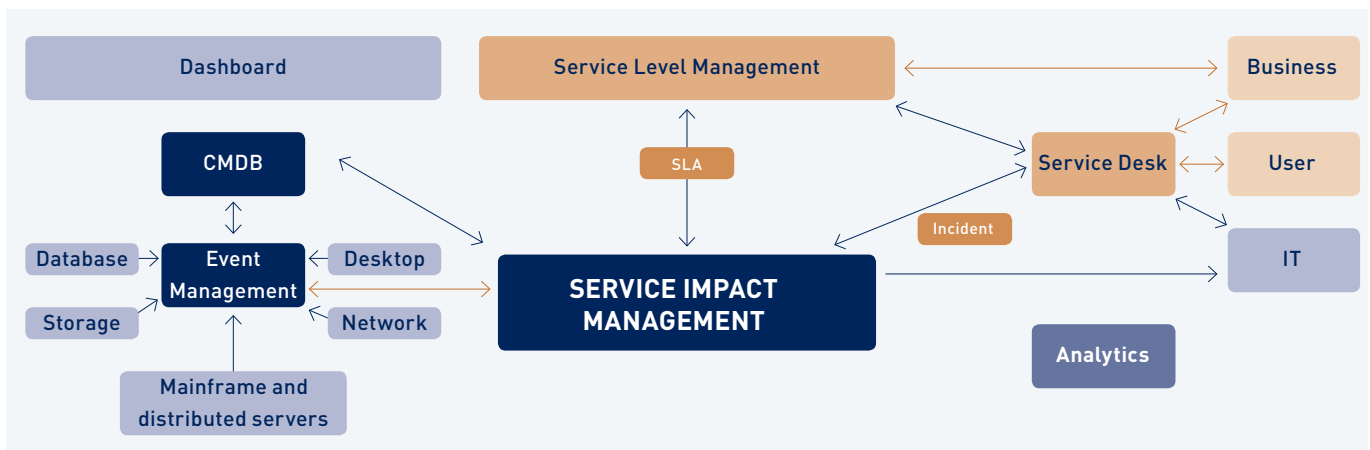


Figure 1: Linking monitoring and SLA – the principle of the expanded supervision system.

Source: BMC

These tools can provide quality information for all levels of management – from service specialists and service desk operators to company managers.

## How does supervision work?

In most cases the monitoring systems bring information to a central node for information collected from the individual supervised elements. After simple filtration of the information that has been gathered, the system informs IT and service desk specialists. Administrators and service desk agents are then often flooded by a large number of events generated by the infrastructure which they are not able to process. When an incident occurs, there is no time to start looking through the large number of logs.

However, during advanced supervision of services and operations many automatic operations are conducted using the information gathered from the supervised elements. Normalisation means converting data from various report-sending systems (events) into a unified form to prepare it for further processing. Sorting the event reports received and pairing duplicate information is known as filtration and correlation means creating and evaluating mutual connections among the events. Altogether, this functionality is called event management (see figure 1).

The system subsequently analyses the impact of the event(s) on the IT services with the use of the service model which is stored in the configuration management database (CMDB). The service model contains all the IT services' dependencies on technical components. Information about the components and their connections is continually updated using infrastructure search tools such as for discovery.

If the company has its IT services defined with the SLA parameters as direct business process support, the impact of the event is reflected directly in a specific business service. The supervision centre operators or the service desk agents then have exact information about the business process which is threatened and its impact on the company including the information about which IT components are causing the outage.

## From a practical point of view

Here is an example of how a company can handle the implementation of a monitoring project: Firstly, they create a service catalogue. Using the asset evaluation technique they determine the value impact of the outage (non-availability) of individual assets (business services). Business impact analysis makes it possible to interconnect the business assets with IT services defined in the IT services catalogue. The company then connects each IT service with all the technological units on which it is in some way dependent, and determines the level of this dependency.

Each IT service has its defined and agreed metrics which comply with the business requirements. During the outage of a technical component, the entire process of event process-

ing takes place – from its detection through to normalisation, filtration and correlation. The outage is connected with the affected IT services by using the service model. Subsequently an incident is created and the relevant SLA from the service catalogue is assigned to it in the defined service level management process (see also figure 1).

The SLA contains parameters that comply with the requirements of the business process. Because of the business impact analysis that has been performed, the incident report also has information about the impact on primary processes in the organisation. All impacted areas are informed and provided with important information relevant to their roles. Roles include, for example, the owner of the business process, the IT manager, the service delivery manager and further specialists. All relevant information is collected by sensors within the infrastructure.

## Contribution of expanded supervision

Expanded supervision provides an almost immediate indication of the outage and reduces the duration of the outage. This is thanks to quickly mapping its impact in the service model, information about the IT and business services impacted by the outage and the fact that it is easier to determine the cause of the outage by considering the well categorised information provided. The output is always intelligible, not only for IT specialists, but also for business managers. It significantly lowers the labour intensiveness of monitoring systems (the system does not overwhelm people with a large quantity of reports). This also decreases costs and the risk of overlooking a critical defect. On the basis of the data collected it is not only possible to monitor historical data, but above all to conduct the analysis of the developing trends and in so doing to help prepare data for the optimum planning of infrastructure development.

Correctly implemented supervision can be a great help for operating and developing the IT infrastructure and a tool for attaining the business goals of the company. ■



Figure 2 shows the service overview screen – the so called dashboard. The example visualises the supervision of transaction and capacity planning.

# Why and how should business needs be linked with IT?

Cutting costs while maintaining or improving the quality of the services provided is one of the challenges facing IT today. Providing new services of adequate quality to customers in the shortest possible time is absolutely essential for maintaining competitive strength. The ITIL® (IT Infrastructure Library®) framework is one way to achieve modern IT management which directly supports the primary business of the organisation.

For example, successful implementation of IT process changes based on ITIL gives organisations a chance to benefit from modern IT management. These key benefits include the possibility of increasing company profits by implementing new services for customers more quickly, reducing operating costs, or significantly reducing the risk and cost of IT failures for companies which depend on their IT.

## Current situation and the need for change

ITIL has been discussed a lot lately, the new version 3 in particular. Last year's IT service management executive

survey by MATERNA shows that more than 63 percent of the large and medium-sized organisations in the Czech Republic which took part use ITIL to manage their IT, and a good 85 percent of them would recommend it to others. "Although ITIL is currently perceived as being very good, both by public administrations and companies, we see that implementations frequently fail," says Radek Bělina, Business Development Manager with MATERNA in Prague. The main reason is that some basic rules for change implementation are underestimated within the organisation. This goes hand in hand with the false presumption that ITIL is a comprehensive guide that changes the IT department to the satisfaction of the entire company.

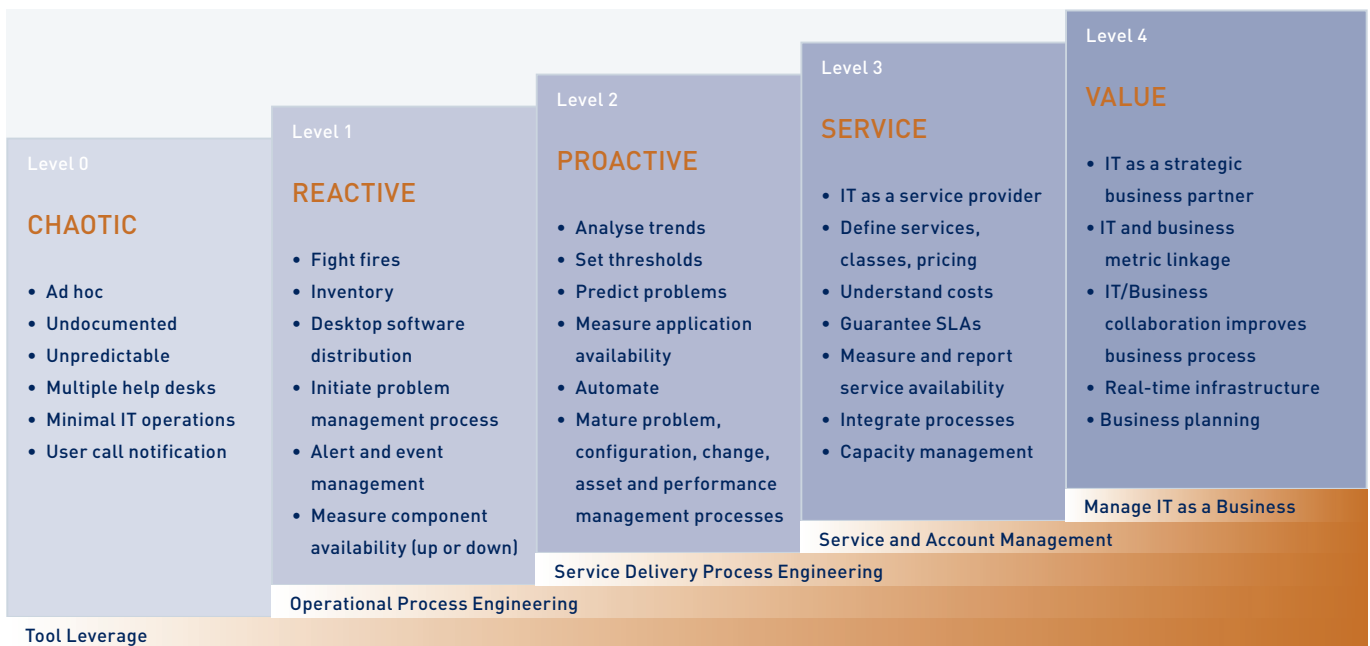


Figure 1 shows a model of the different levels of IT process development within an organisation as developed by Gartner in 2005.

<b>Business processes</b>	Sales	Logistics	Online Ordering	Finance	Customer	HR
<b>Business applications</b>	SFA	SCM	ERP	Fin	CRM	HR
<b>IT application</b>	Security	Windows	Unix	Inventory	Oracle	AD
<b>IT people &amp; processes</b>	Administration	Operations	DBA	System Admins		Network
<b>Infrastructure</b>						

Figure 2 shows the links between business processes and the IT infrastructure.

ITIL is a very extensive library and a formal framework, but not a methodology that says exactly how the whole IT management system should be set up to work efficiently. The framework covers only about 40 percent of the know-how necessary for the implementation of efficient service processes. A further 40 percent is based on the experience gained from project implementations, and 20 percent concerns an organisation's individual issues. This shows that customer-specific issues do not play such an essential role as is generally presumed. This is because most organisations deal with similar problems: communication problems between business and IT, and the problem of meeting IT needs with decreasing IT budgets.

The biggest task a company faces is to link their primary business with their IT so that IT directly supports the business plans and is not just a "cost item".

### Benefits of linking business and IT

The main benefit to be gained from setting up relations between business departments and IT is when IT operations are linked correctly to business process needs. This interconnection enables IT to be controlled as a unit which fits into the company's structure. Chief Financial Officers (CFOs) appreciate it if they can quantify the cost of each service or product the company sells, and if they know the scope the IT covers within these services. The CFO then knows the cost of regular maintenance for the years to come, and whether the software licences cost more than is necessary. Chief Information

Officers (CIOs) can avoid annual disputes over the IT budget as they are able to demonstrate the cost of their IT services. At the same time they then know, like the CFOs, which of their services are essential for the company's operations and which ones are unnecessary. Thanks to the close links between business and IT, the needs for IT services are then triggered by business needs, and not only because the IT department wishes to acquire new technologies. The company knows how much the individual services cost and whether they need them, and they are able to set priorities for their requests. This overview enables funds to be transferred to services with a better return on investment (ROI) ratio.

### How to make the changes?

Changes in IT management need to be made in stages – with clearly defined objectives and expectations, with leadership support and, first of all, with common sense. A company needs to start with the specific issues tackled within their organisation. There are organisations where IT plays only a supportive role and no big demands are placed on IT efficiency. Here, IT is only used as, for example, a supportive tool for billing, accounting or production support. In this type of organisation, a critical failure of IT services does not result in long-term disruption to the company's services as a whole.

But there are also organisations which provide their services on a market where the efficiency and reliability of their IT is essential. For such organisations IT is vital, a failure of several hours may cause serious problems and a significant loss of income.

To determine which IT level is suitable for a company, in 2005 Gartner developed a model to survey IT status (see figure 1). The model comprises state-of-the-art IT levels within an organisation and defines what specific activities and processes are included in each level.

So how can business and IT be linked and their mutual communication facilitated? First, an organisation needs to define what kind of IT support is necessary to deliver their services to the market. These needs must be broken down to the technology level, which clearly defines how each technology failure affects the running of the business. Figure 2 shows an example of the link between business processes and technologies.

As these applications are operated according to defined processes such as ITIL, the parameters of services they provide can be guaranteed even if they are operated on different systems with different infrastructures. This means that the IT has accurate information about these parameters, potentially endangered business processes, and the impact this has on the company. At the same time, they are also informed about the IT parts which have failed. All this information facilitates and speeds up finding the cause for the failure, and the corrective action. The IT manager knows which business services (processes) were affected and can take adequate measures at once.

### How to avoid mistakes in ITIL implementation

Although the management of change implementation is not too complex, various errors occur that cast a bad light on the entire implementation.

From the strategic point of view, changes to IT management fail because the focus is only on IT problems, and due to a lack of management support. Very often the process link between IT and other business departments is omitted.

The necessary balance between people, processes and technologies (see figure 3) is often omitted during the implementation. “This is due to the fact that the company expects the mere implementation of a supportive tool to solve IT management problems. Therefore, it is important not only to deploy tools but also to define processes for management. It is also important to train and motivate the people who will work according to the processes and use the tools,“ says Radek Bělina.

The service desk, as a central point of contact for internal and external customers, is often deployed first of all. But in many cases it does not make a positive impression as the solution was designed without considering the business activities.

### Summary

Present-day requirements dictate that companies must improve their efficiency to survive on the competitive market. Companies are often highly dependent on IT. When practical experience is reflected in ITIL, the business parts of an organisation can be linked with IT so that the IT becomes a direct support for the organisation. This makes it possible to accelerate implementation of new services considerably, to reduce operation costs and minimize the risk of critical business systems’ failures. This link improves the company’s overall efficiency and thereby its chances for further business development. ■

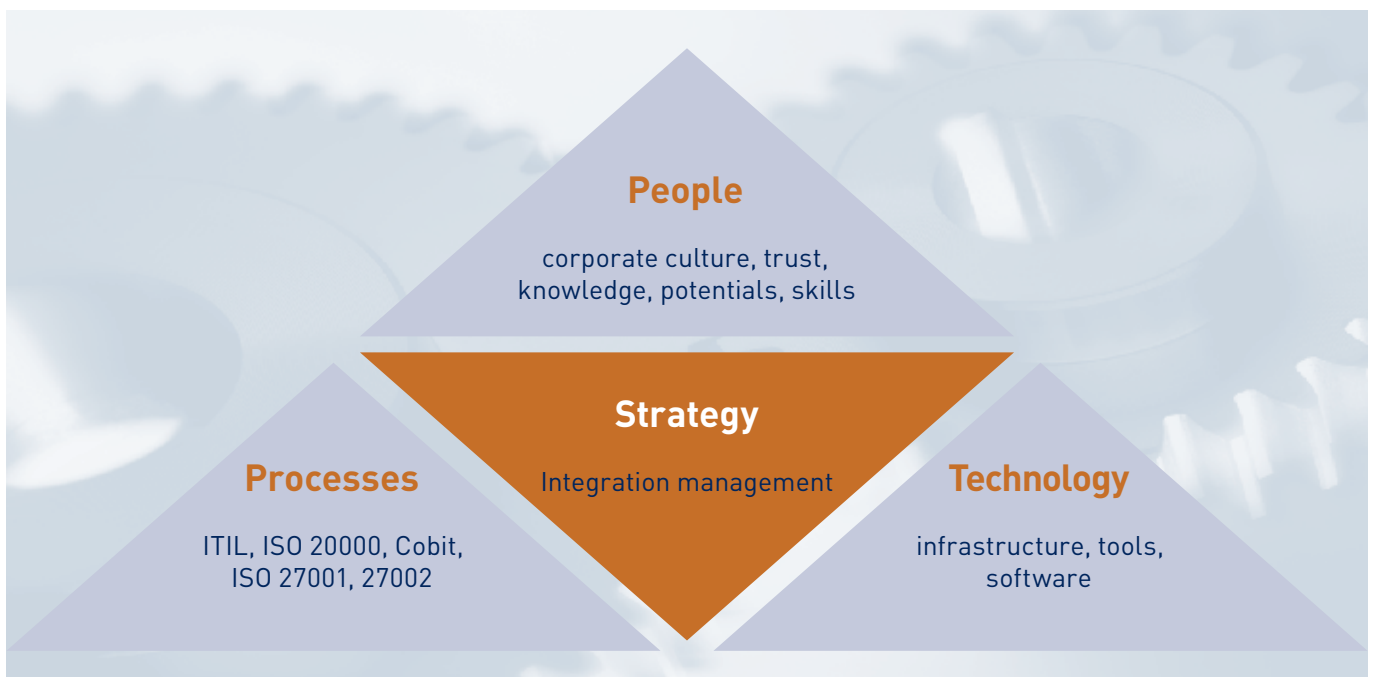


Figure 3 shows the interconnection between people, processes and technology.

## Field Service Management

# Service processes go mobile

How are mobile solutions used? What benefits can be achieved with mobile solutions? The two companies ePocket Solutions and MATERNA carried out an online survey to look into these questions.

“Our mobile solution is an essential part of our service process” – that is the unanimous opinion of the respondent companies which already use mobile solutions: over two thirds of the companies which work with mobile solutions agree with this statement. Another 26 percent consider mobile solutions to be “important” for their service processes. These are the results of the latest survey involving over 100 companies from all sectors and of all sizes.

Service technicians’ most frequent activities include repairs, installations and maintenance work. 45 percent of those asked already use mobile solutions to fulfil these tasks, 44 percent are planning to use such applications.

### High productivity – for the service technician and in the back office

The companies which took part agree that mobile solutions improve their service. Two thirds of the respondents found that the technicians’ productivity had improved “very significantly” or “noticeably”. The improvements in productivity among the office staff are even clearer, for example, in scheduling and order processing; three quarters of the respondents report “very significant” or “noticeable” improvements in productivity. So it was no surprise that two thirds (63 percent) of the participants report a “very significant” or “noticeable” increase in the speed of their invoicing. Although this only applies when the mobile solution can also record job-time and the components or materials used.

Any companies interested in mobile solutions are well-advised not only to look at the benefits for the mobile technicians but also to take the increase in productivity for order processing and scheduling into consideration. This is often overlooked in practice.

### Answers to current problems in service

Mobile solutions help to address the latest challenges facing service in the field: the survey therefore noted various weak points and asked the respondents which of them are particularly problematic for their service. It is striking that the companies already using mobile solutions do not face these problems as much as the companies which are just planning to

introduce mobile solutions. For example, whereas 77 percent of the companies which want to implement mobile solutions state that paper-based processes are a “frequent” or even “business-critical” problem, this only applies to 26 percent of the companies already using mobile solutions.

Two thirds of the mobile service technicians use their solutions to record the components or materials they use as well as the job-time; they work offline without network connections and document the work they have carried out. In future, two thirds of the companies with mobile solutions intend to carry out even more tasks in this way: administrating the spare part stock in technicians’ service vehicles, creating job-orders on site, integration with an ERP or service management system as well as completing individually designed checklists and maintenance and service reports. That means that mobile solutions have to coordinate with existing applications much more than they do today in order to exchange data and to map processes continuously.


### The issuers of the survey

ePocket and MATERNA work together in implementing mobile solutions for service. With Handyman ePocket provides a mobile standardised solution for processing service orders using mobile devices. MATERNA provides services ranging from the implementation of customised mobile solutions to systems for automation and optimisation of scheduling and solutions for distributing service information to mobile service staff. ■

*Please request a summary of the survey results from: [marketing@materna.com](mailto:marketing@materna.com).*



# Your **Roadmap** for **Service Excellence**

A woman wearing a grey corduroy cap is shown in profile, looking towards the right. She is looking at a large map or blueprint that is slightly out of focus in the background. The map has various blue lines and shapes, suggesting a technical or architectural drawing.

Would you like to establish a long-term, consistent IT service management strategy to make the best possible use of your existing IT resources and to increase the economic value of your company?

“Service Excellence”, the best practice model developed by MATERNA, is based on many years of experience in IT, extensive technical know-how and on their own numerous studies and customer surveys.

- **Service Excellence describes the strategy which brings together the individual projects in IT service management and coordinates them towards a common goal.**
- **The main focus is on the development of the IT organisation from just reacting to being a proactive IT service provider.**
- **Service Excellence takes into account all elements which are necessary to ensure high service quality levels: processes, technologies and people.**

Please talk to us if you are interested in finding out more about the roadmap for service excellence:

[marketing@materna.com](mailto:marketing@materna.com)