

The Provance™ Strategic Service Delivery Framework

What is the Provance Strategic Service Delivery Framework?

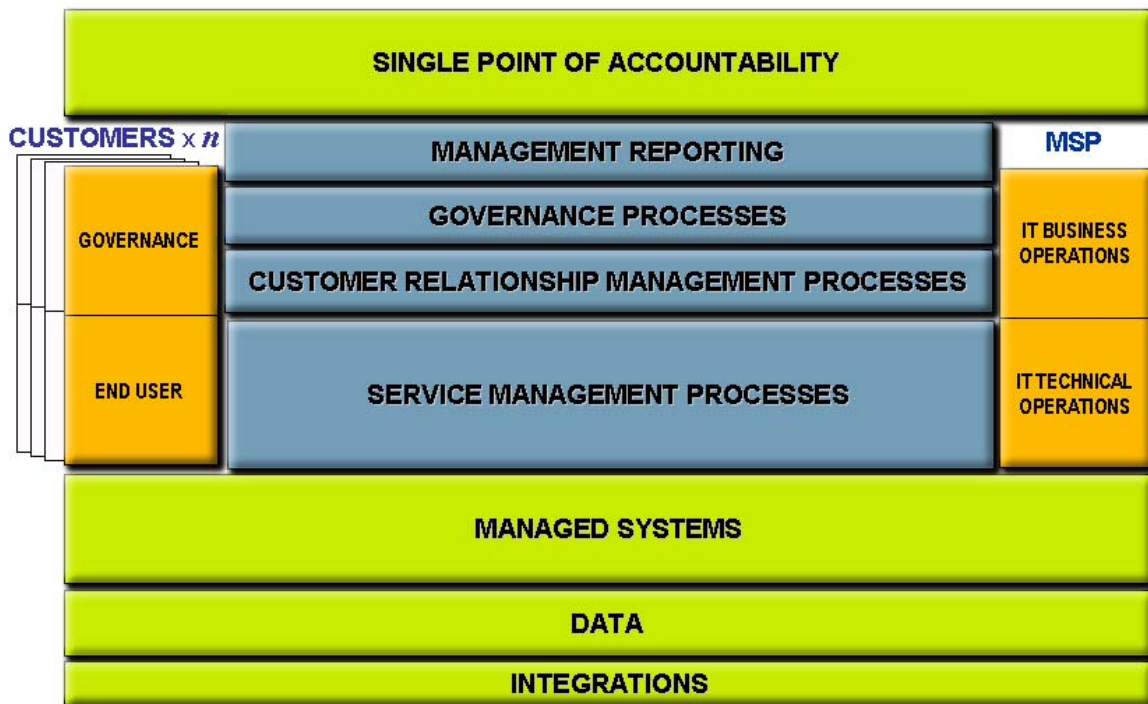
The Provance Strategic Service Delivery Framework provides an effective and efficient method and approach to creating and institutionalizing an Information Technology (IT) environment that is:

- ❖ Customer centric
- ❖ Supportive of, and aligned to, the needs of the business and its customers
- ❖ Able to provide customer visibility into the service delivery organization
- ❖ Quality driven
- ❖ Cost effective

The challenges IT organizations face today are to co-ordinate and enable effective and efficient service delivery to meet contractual obligations and customer expectations. At the same time, IT organizations are expected to deliver services at the lowest possible cost. To facilitate this, a flexible, reliable, standardized and common service delivery business architecture must be in place and be aligned to business strategies and objectives.

Provance has developed the following Strategic Service Delivery Framework to expedite and enable today's Managed Service Providers (MSPs) to establish an effective IT organization.

The Provance Strategic Service Delivery Framework



The Provance Strategic Service Delivery Framework is comprised of 5 layers that, when established and in place, promote quality, compliance and controlled service delivery management.

These framework layers are as follows:

1. Information Systems

The Information Systems layer is comprised of 3 components – Systems, Data and Integrations:

- a. **Systems** – Represents the collection of application software identified as necessary to enable the management of services. These applications create, update and manipulate the necessary data/information to support the effective and efficient execution of the Service Delivery Processes engaged by the Participants, as well as the Management Reporting they rely on and utilize. This can include billing, ordering, procurement, service support (i.e. problem management and incident management), infrastructure support and enterprise wide (i.e. SAP, PeopleSoft) applications.
- b. **Data** – Represents the key pieces of data/information required to enable the systems and the business processes. These data elements identify the core information components of the entire IT service business environment. They represent the major groups of data needed by the participants throughout the execution of the business process and in the delivery of management reporting. Data can exist in both structured (i.e. database) and unstructured (i.e. documentation) environments. The ability to have easy access to data in both environments is important to ensuring data completeness. This can include information components such as event instances (problem, incident, and service request), configuration item details, service details, pricing/costing schedules, contracts/warranties, service level agreements, operational level agreements, performance details, metrics and security privileges.
- c. **Integrations** – Represents the interaction between existing systems in an effort to maximize the investments made, to take advantage of existing core capabilities and to minimize information processing duplication. This can include internal systems that are typically not exposed to the customer, such as network monitoring, discovery systems, systems owned by the customer or third party suppliers, Customer ERPs, Customer help desk systems and Customer financial and reconciliation systems.

2. Processes

The Process layer addresses the Managed Service Provider business processes needed to fulfill their contractual obligations. In essence, this layer addresses what today's IT organizations "need to do". It is these processes, that when institutionalized, address and resolve the challenges IT organizations face today: to be Customer centric, aligned to business needs, quality driven and cost effective.

The Process layer consists of 3 components – Governance, Customer Relationship Management and Service Management processes.

- a. **Governance Processes** – IT Governance links information technology decisions with business objectives. It oversees accountability and monitors performance. IT Governance brings together the processes and the people needed to make decisions, and to monitor and measure productivity and the impact on key service delivery activities. The Governance Process includes Project, Value, Budget, Process, Regulatory Compliance, Quality Assurance, Continuous Improvement and Contract/SOW Management.
- b. **Customer Relationship Management Processes** – This component brings together all customer-facing services necessary to support and meet the day to day needs and expectations promoting a healthy business relationship and partnership. This component of Service Delivery oversees the physical interface between the customer and the MSP. Processes include IT Request, Contract Change Order, Customer Communication, Customer Satisfaction and Account Management.
- c. **Service Management Processes** – An IT Service Management (ITSM)/IT Infrastructure Library (ITIL) framework has been used to identify these processes. ITIL is a collection of best practices that supports a common framework based on documented and standardized processes with a common set of language and terminology. Recognizing the importance for an MSP to be customer and relationship centric, an emphasis has been placed on the ITIL processes that contribute to the customer's visibility into the service delivery environment:
 - ❖ **Incident Management** focuses on the ability to restore normal service operations as quickly as possible, with minimal disruption to the business. This ensures that the best achievable levels of availability and service are maintained. Incident Management promotes the best use of resources to support the business, develops and maintains meaningful records relating to the incident, and allows organizations to apply a consistent approach to all incidents reported.
 - ❖ **Problem Management** focuses on the ability to minimize the adverse effect incidents and problems may have on the business caused by errors in the infrastructure. As well, Problem Management concerns itself with proactively preventing the occurrence of incidents, problems and errors. A problem is an unknown underlying cause of one or more incidents. It will become a known error when the root cause is known and a temporary or a permanent solution has been identified. If the underlying cause is known, then the event is treated as an incident.
 - ❖ **Change Management** ensures that standard methods and procedures are utilized for effective and prompt handling of all changes. This minimizes the impact of any related incidents and problems on service. Change Management controls/oversees changes to all configuration items, as defined by the service organization, within the production environment.
 - ❖ **Configuration Management** provides a logical inventory and model of the IT infrastructure. As well, Configuration Management assists the IT organization in identifying, controlling, maintaining, and verifying the versions/definitions of all configuration items. Configuration Management allows the identification of critical components and services to the business. As well, it allows establishment of relationships between, and definition to, all components. This promotes a better understanding of the impact incidents, problems and changes they may have on each other and on the business.

- ❖ **Release Management** takes a holistic view of a change to an IT service/environment and ensures that all aspects of the change (the Release), both technical and non-technical, are jointly considered. Release Management focuses on implementing change(s) into the production environment for full enterprise use.
- ❖ **Service Level Management** is established in an effort to maintain and gradually improve business aligned IT service quality, through a consistent cycle of monitoring, reporting and reviewing IT service achievements, and through promoting actions to eliminate unacceptable levels of service while promoting those levels that are desirable.
- ❖ **Capacity Management** processes focus on understanding the future business requirements, the organization's operation and the IT infrastructure, and ensuring that all current and future capacity and performance aspects of the business requirements are provided cost effectively.
- ❖ **Availability Management** processes optimize the capacity of the IT infrastructure and supporting organization to deliver a cost effective and sustained level of availability that enables the business to satisfy its mandate/objectives. Availability Management ensures that services are available when the customer needs them.
- ❖ **Continuity Management** ensures that the required IT technical and service facilities can be recovered within the required, and agreed to, business timescales. Service Continuity concerns itself with the impact and risk a disaster or major failure may have on the business, preventing the loss of customer confidence, and the development and implementation of IT recovery plans that are integrated with the continuity plan.
- ❖ **Financial Management** processes in support of the IT delivery organization focus on the cost effective stewardship of all IT assets and resources (hard and soft).
- ❖ **Availability Management** optimizes the capability of the IT infrastructure and the IT organization to deliver a cost effective and sustained level of availability that enables the business to meet its contractual commitments.
- ❖ **Security Management** counters the risk of threats on the information being managed. The focus is placed on establishing and enforcing the necessary controls to assure that information is protected in an environment which promotes integrity. As well, attention is placed on preventing and minimizing the impact of security incidents.

3. Management Reporting

The Management Reporting layer of the Strategic Service Delivery Framework represents the output created and/or enabled by all other framework layers. It represents the consolidation of all information and process outcomes. Management Reporting brings together all relevant business reporting needs. This can include Project Status, Service Status, Benefits Realization, Billing, Invoicing, Financial, Revenue, Service Level Process Compliance, Regulatory Compliance and Quality Audit management reporting.

4. Participants

The Participant layer of the Strategic Service Delivery Framework identifies the group of individuals who have a key role to play and are major stakeholders in the physical delivery of contractual services. They are the users, departments, operational groups, and management team that are engaged in the day to day delivery of services. Participants need to represent both the customer and the MSP organizations. It is these participants who enable the systems, deliver the services, provide visibility into the service environment, utilize the information, and make business decisions, and are the various points of contact for needed services.

5. Access Methods

The Access Method layer represents the various entry points all participants have into the service delivery environment to access and/or enter information, and to participate in the various process activities. Access Methods can include the Web, E-mails, System Alerts, and through various Web portals customers may have in place as centralized points for satisfying their IT needs.

What is Our Approach to Creating a Strategic Service Delivery Framework?

To create a Strategic Service Delivery Framework, Provance undertakes the following steps:

- ❖ Review and understand the MSP's contractual requirements
- ❖ Identify and agree upon quantifiable and qualified service delivery objectives and success factors (as they pertain to the ability to deliver against the contractual obligations)
- ❖ Identify the processes needed to fulfill the contractual requirements (in the areas of Governance, Customer Relationship Management and IT Service Management)
- ❖ Review existing "As Is" processes and identify their strengths and weaknesses
- ❖ Identify needed processes (currently not in place)
- ❖ Identify all process participants (MSP and Customer)
- ❖ Identify all Management Reporting requirements
- ❖ Identify all Information System requirements (in the areas of Systems, Data and Integrations)
- ❖ Identify necessary Access Methods (methods for participants to engage in the processes and access necessary systems and data)
- ❖ Identify existing points of pain/concerns with the current service delivery practices (if applicable)
- ❖ Identify the relationships required between the contractual obligations, participants, processes and IT systems

This information is gathered in an organized workshop environment, facilitated by an experienced Business Process Consultant.

Once collected and analyzed, the Provance Strategic Service Delivery Framework can be developed to illustrate the service delivery environment that needs to be in place for the MSP to effectively, efficiently and competitively deliver on their contractual obligations.

Why Create a Strategic Service Delivery Framework?

To put it simply, creating a Strategic Service Delivery Framework is an important step in identifying and understanding the full compliment of "what" needs to be in place to meet committed-to business objectives and contractual obligations between MSPs and their customers. It serves not only as a service delivery architecture, but also as a strategic map to planning and organizing the necessary service delivery environment. Once the "big picture" has been established, partitioning and organizing groups of common and related work (comprised of participants, processes, systems and data) to create the desired end state in a phased-in approach is easily achievable.

Why Provance?

Provance's approach to creating a Strategic Service Delivery Framework has been proven to be central to the effective, efficient and competitive delivery of Managed Services. The Provance solution has been designed with this in mind – integrating information technology with financial and market realities, so Managed Service Providers can dramatically improve services, meet their contractual obligations, gain visibility into their operations, improve performance and get tighter control of their costs.