

## Implementation of Service Management Guidelines

### CUSTOMER ADVANTAGES

“Working together with Arcondis was always a pleasure.

The consultants performance was better then expected.

For DSM the involvement of Arcondis was of great benefit.

We are looking forward to work together with Arcondis on other projects.“

Project Leader  
DSM Nutritional Products  
(derived from the Project  
Review Report)

The implementation of service management was started with the development of a blue print by Arcondis. Based on it the implementation project was successfully implemented within 12 months. Over the whole project Arcondis supported the implementation.

### THE CUSTOMER

DSM is a global science-based company active in health, nutrition and materials. DSM delivers innovative solutions that nourish, protect and improve performance in global markets such as food and dietary supplements, personal care, feed, pharmaceuticals, medical devices, automotive, paints, electrical and electronics, life protection, alternative energy and bio-based materials.

### THE BACKGROUND

After definition of an IT strategy plan and implementation of an Application Portfolio Management System (APMS) the next step to improve operational efficiency was to increase customer focus. New project management guidelines as well as the improvement of existing Service Management Guidelines were needed. The existing Service Management Guidelines were a simple collection of standard and technical operating procedures (SOPs and TOPs). Different instances of the same processes existed (e.g. change management). For shared applications the different service areas were working with their own processes, therefore a periodical coordination of issues was required. Finally, due to business changes the consolidation of service / help desk functions was needed, similar to the harmonization of the IT service processes as foundation for a new regional service desk organization for the infrastructure and application operations.

### THE GOALS

Based on the above background the following goals were defined

- Improve Service Management based on a leading framework and best practice processes (ITIL)
- Support lowest IT operations costs
- Increase service quality
- Improve service transparency

### THE PROJECT

The implementation of a performance measurement system with KPIs (Key Performance Indicators) was embedded in a balanced scorecard as well as the service management processes for Service Desk / Incident Management, Problem Management, Change Management, Configuration Management and Service Level Management. Besides the organisational structure the aspects of the involved people and their roles as well as the support of tools were included. Approximately 2.500 IT users in the EMEA region and 50 IT staff in headquarter operations were involved. 80% of the application functionality is covered by SAP R/3 in 4 regions worldwide.

## ARCONDIS - A RELIABLE PARTNER

We structure our expertise around the life cycle of a technical or organisational system.

Initially, as part of the consultancy process, we develop fundamental solution concepts (blue prints) for our customers on the basis of their ideas for improvements or resolving problems.

If the customer decides to implement a solution concept, we offer professional project management and support for system development in the context of this implementation process.

If necessary, we also assist our customers with the implementation or introduction of the new system into their organisation.

As a result we also take on operational management tasks.

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## PROJECT IMPLEMENTATION PHASES

- Development of a conceptual framework
- Project planning for implementation
- Assessment of current IT process landscape
- Training of project and management staff
- Requirements and solution specification of processes, KPIs, roles and responsibilities, documentation
- Customizing of Service Desk Tool
- Rollout (further training, re-organisation)

## DELIVERABLES

Framework with guiding principles, governance and overall process model, roles, responsibilities and document landscape

Project Plan

Assessment Report

Specification Documentation for all relevant processes and tool usage (SOPs / TOPs, BSC / KPIs)

Customized Service Management Tool (BMC Magic 7.5 Upgrade & Development)

Training of IT Management (ITIL Overview) and IT Staff (ITIL Foundation) as well as Train-the-Trainer

## BENEFITS

Vision and Scope  
Marketing  
Management Buy-In

Ensured resources, increased project success, staffing, needed skills, baseline for full project kickoff

Priorization possible (what first), improved project approach (green field or optimize), known improvement potential, level of benefits, awareness of IT staff

Harmonized processes, role-based flexible service organization, knowledge management, managed services (reporting on KPIs)

Effective automatization of processes based on specification; ensured customer satisfaction with testing and documentation

Project efficiency (same language, communication), awareness of management for best practice potential

## About Arcondis

The Arcondis Group is a consulting company serving the life science industry by delivering high quality and user-oriented services for IT-, quality- and information-management.

Arcondis stands for *Art of Consulting and Development for Information Systems* and is a symbol for the art to optimize the key success factors of customer solutions and to link up effectively customer systems.

The success factors are primarily the people involved, the organizational methods used and the technology base.