

How Service Management Trends are Impacting Programs Management?

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Date : August 21st, 2018

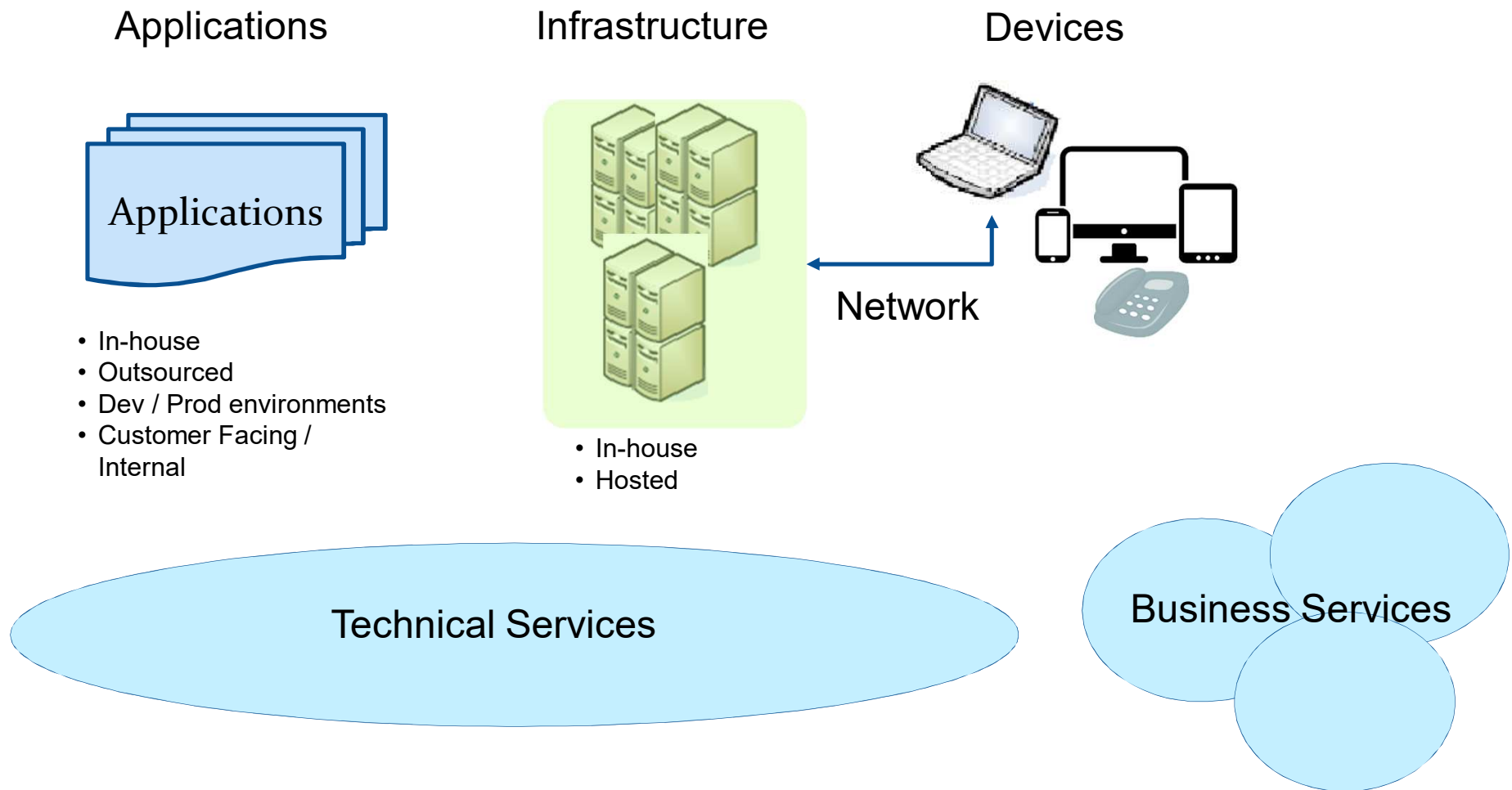
Venue: DoubleTree Irvine Spectrum

Time: 7:30PM ~ 8:30PM

Agenda

- Today's presentation
- Traditional Service Management and drivers for change
- Digital Enterprise Service Model - what & why
- Impacts on program management / Service Delivery
- Role of program managers in service delivery
- Recapture

Traditional IT service Model



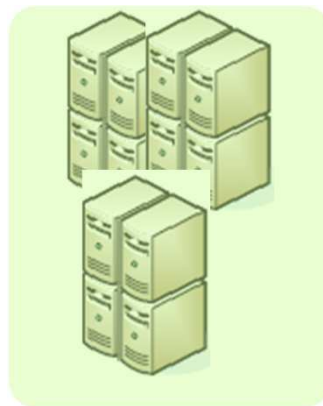
'Islands' of Services

Applications



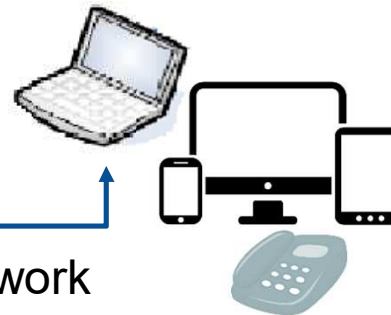
- In-house
- Outsourced
- Dev / Prod environments
- Customer Facing / Internal

Infrastructure



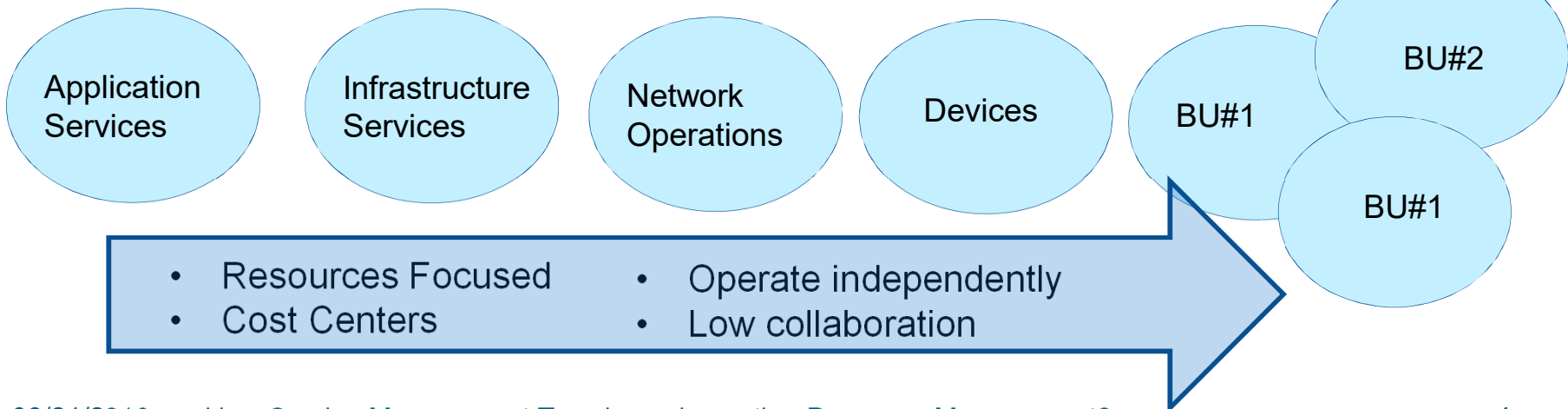
- In-house
- Hosted

Devices



Network

Business Services



What is Digital Enterprise?

- Digitized core business processes and business models ensuring lower costs, higher productivity and an excellent customer experience
- Build digital skills across organizations
- Take complete advantage of multi-channel, multi technology environments (e.g. cloud, mobile, social media,)
- Digitized internal and external - interpersonal and organizational - collaborations, and how people and systems connect with each other
- Take advantage of partnerships and collaborations thru digital channels or otherwise

Traditional Vs. Digital Enterprise Service Management

Traditional



- Islands of services
- Limited collaborations / partnerships
- Focus on cost of delivery
- Several manual operations
- Managed resources

Digital



- Integrated approach
- Rely heavily on partnerships
- Focus on Customer experience
- Automated with consistent tools
- Managed Services

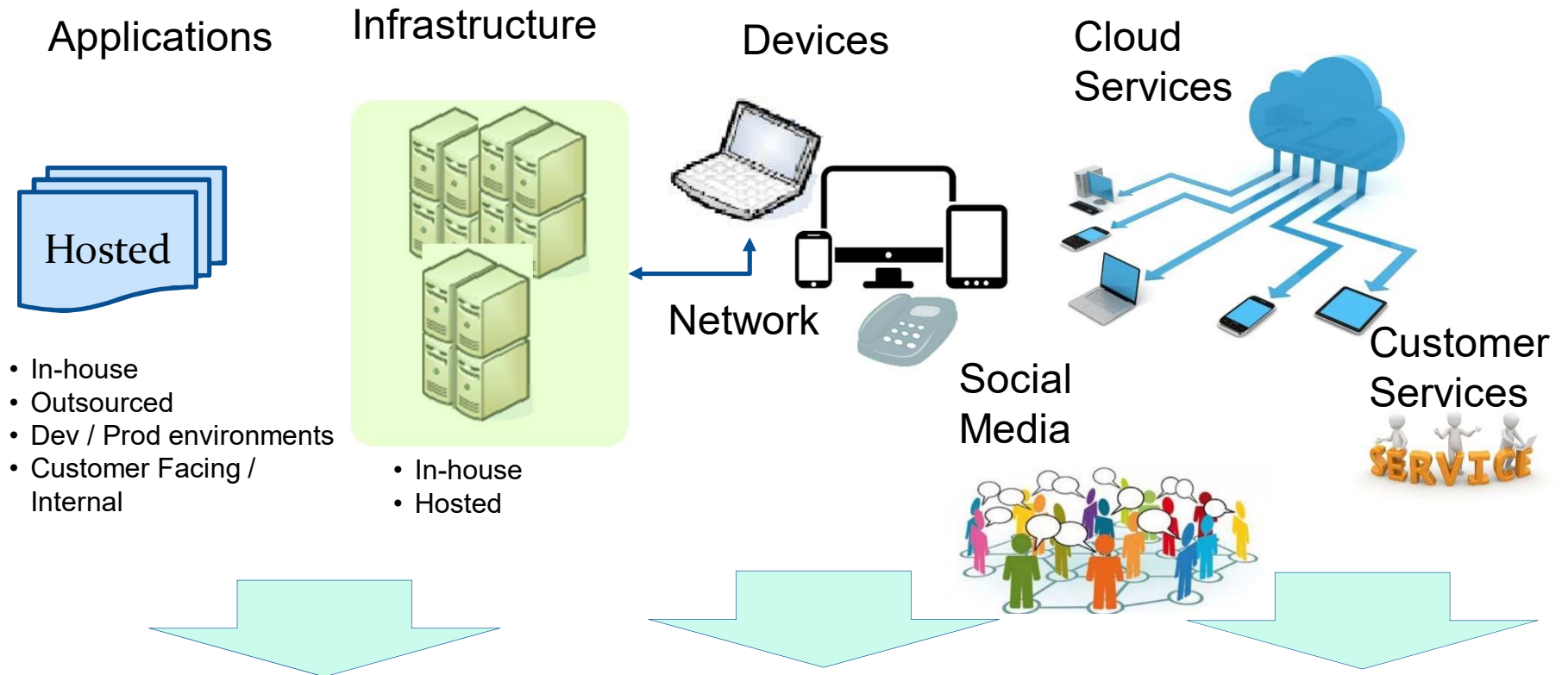
Gaps in Traditional SM for Digital Enterprise

- Integrated service management
- Technological mismatches / gaps or limitations
- Meeting exceeding customer expectations (internal and external)
- Respond in timely and efficient way
- ‘Islands’ of services; no consistent service delivery to customers (internal / external) e.g. difference of services for marketing and product related issues
- Data Driven decisions
- Automation / Mechanization

Service Management – emerging trends

- Issues / Problems management vs Service Delivery
- Increased collaboration (of service organizations) with business functions
- Integration of channels and services – Mobile, voice, social, interactive chats, etc.
- ‘Shift-Left’
- Automated platforms; use of big data
- IT ticket systems transforming to Cust service management systems
- Cost Centers → Value add / Revenue generation tools
- Fading internal / external customer boundaries

Digital Enterprise Services Model



Integrated Services Management
 take advantage of Digital collaborations and Analytics

Managed Services



Elements of change for Digital Enterprise

Services Model

- Technological platforms – collaborative tools, ticketing systems, Omni channels
- Service Delivery – ‘Shift-Left’, Automation in delivery
- Service Management Processes – redefine
- Organizational change management – new approach to service delivery / service management
- Advanced Analytics – data driven decisions
- Machine Learning
- External communications – for customers / partners
- Training and rebadging

Approach for DSD Transformation

- Assess existing SM processes and their effectiveness
- Define Scope for Digitization – take short steps
- Strategic Shifts – based on business values; define collaborations
- Map Capabilities to technologies and channels
- Define ‘Managed Service(s)’ and its objectives
- Integration strategy, data collection and use of advanced Analytics
- Detail Service Model in Digital Organization
- Periodically evaluate effectiveness and readjust model

Program Management Challenges (of transforming to DSD)

- Management Buy-in
- Consistent Customer Experience
- Organizational Change management / retraining of staff
- Build Bridges – service managed thru several partners / vendors
- Redefine contracts with vendors (SLA based, etc)
- Redefine Tools – ticketing, analytical, collaborative
- Technological challenges (on integration)
- Unchartered territory

Impact of DSD on program management

- Redefine Program Objectives and program success criteria
- Incorporate provision for multi-tier services (e.g. Customer levels)
- Training, rebadging of support staff, training of customers
- Program procedures, Work Instructions
- Reorganization of service desk, L2 / L3 support
- Impact on scope of program, program durations

Role of services Program Managers

- Strategically position DSD - “Brand Protection” vs issues / problem management
- Define and effectively measure health of program
- Interact / connect with various agencies
- Drive SLAs
- Value based service delivery – ensure customers are maximizing value of service (this could be data driven)
- Brand protector
- Strategize use of channels
- Provide different levels of services
- Manage Customer Experience in DSD





Driving Value thru DSD programs

- Collaboration with business functions, e.g. Marketing
- Integrating big data / data driven decisions
- Automation in Service Delivery / mechanization
- Ensure customers are maximizing value of services / products
- Unified processes -> drive efficiencies

Conclusions

- Digital transformation is impacting practically all aspects of an organization
- Digital Organizations need aligned Service Management programs that embraces multi-channel, multi-technology and automated service processes that drive higher value
- Traditional Service Management programs are not geared to manage integrated services required for successful Digital Enterprises
- Providing exceptional Customer Experience is at the core of most Digital Transformation programs
- Program / Project Managers need to adopt newer skills and technologies while managing DSD programs



More information –

- About PMI – www.pmi.org
- About PMI – OC chapter – www.pmi-oc.com
- Write to Prashant Kulkarni - nuovo7@hotmail.com