Service Strategy
IT Infrastructure Library Versi 3

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- Sumber:
"An Introductory Overview of ITIL v3" version 1.0, UK Chapter of itSMF

Agenda

- Kegunaan (purpose)
- Prinsip-prinsip dalam Service Strategy
- Melaksanakan Service Strategy
- Service Economics
- ROI
- Service Portfolio Management
- Demand Management
- Strategy & Organization

Isi Publikasi Inti (Core) ITIL v3

Definisi awal dan analisis kebutuhan bisnis

Operasi 'live'

Cakupan Service Strategy

- layanan apa harus ditawarkan
- kepada siapa layanan harus ditawarkan kepada
- bagaimana memasarkan layanan
- Faktor kompetisi dalam penyediaan layanan, apa yang membedakan layanan kita dari yang lain?
- Bagaimana penciptaan nilai dipersepsikan stakeholder
- Bagaimana customer memilih sebuah service dari sekian banyak service yang tersedia di 'pasaran'
- Bagaimana penciptaan nilai terjadi
- Bagaimana business case dibuat, sebagai dasar investasi service management
- Bagaimana sumberdaya dialokasikan
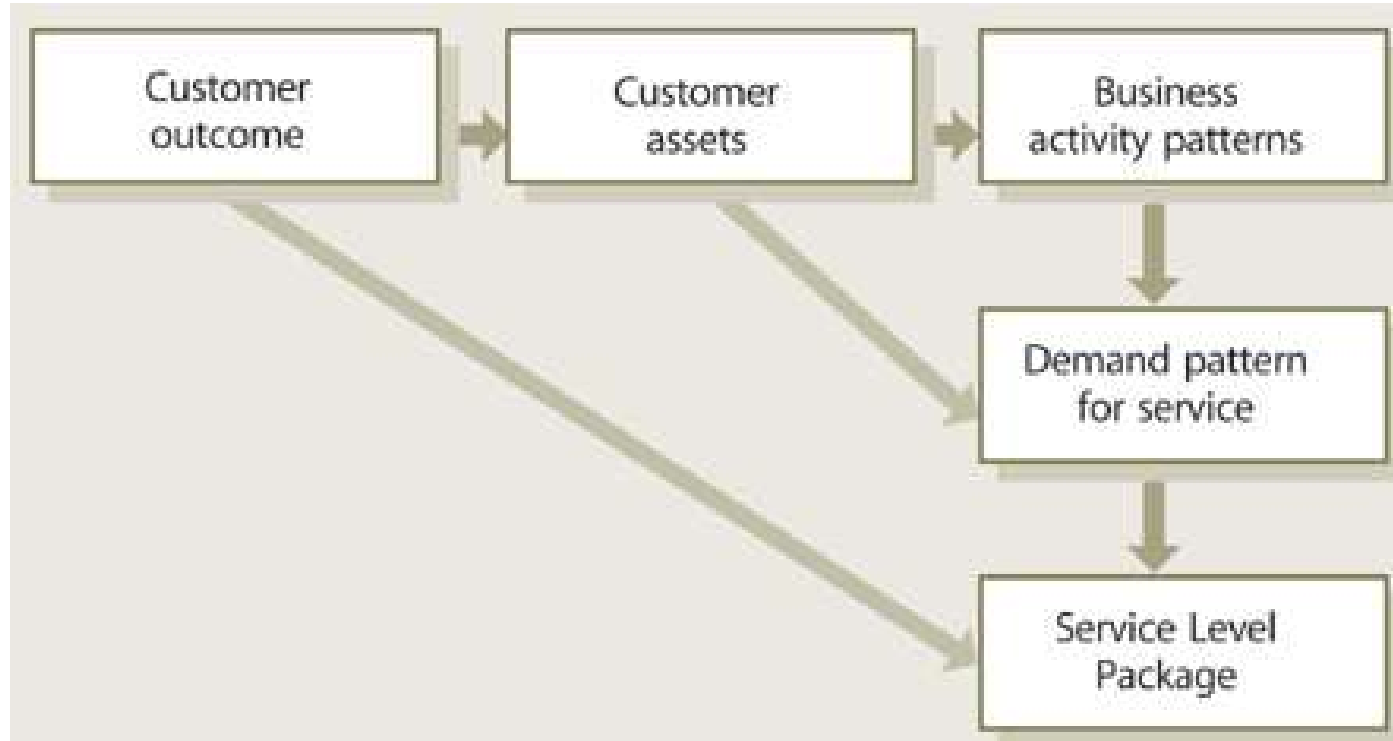- Bagaimana kinerja dari layanan akan diukur
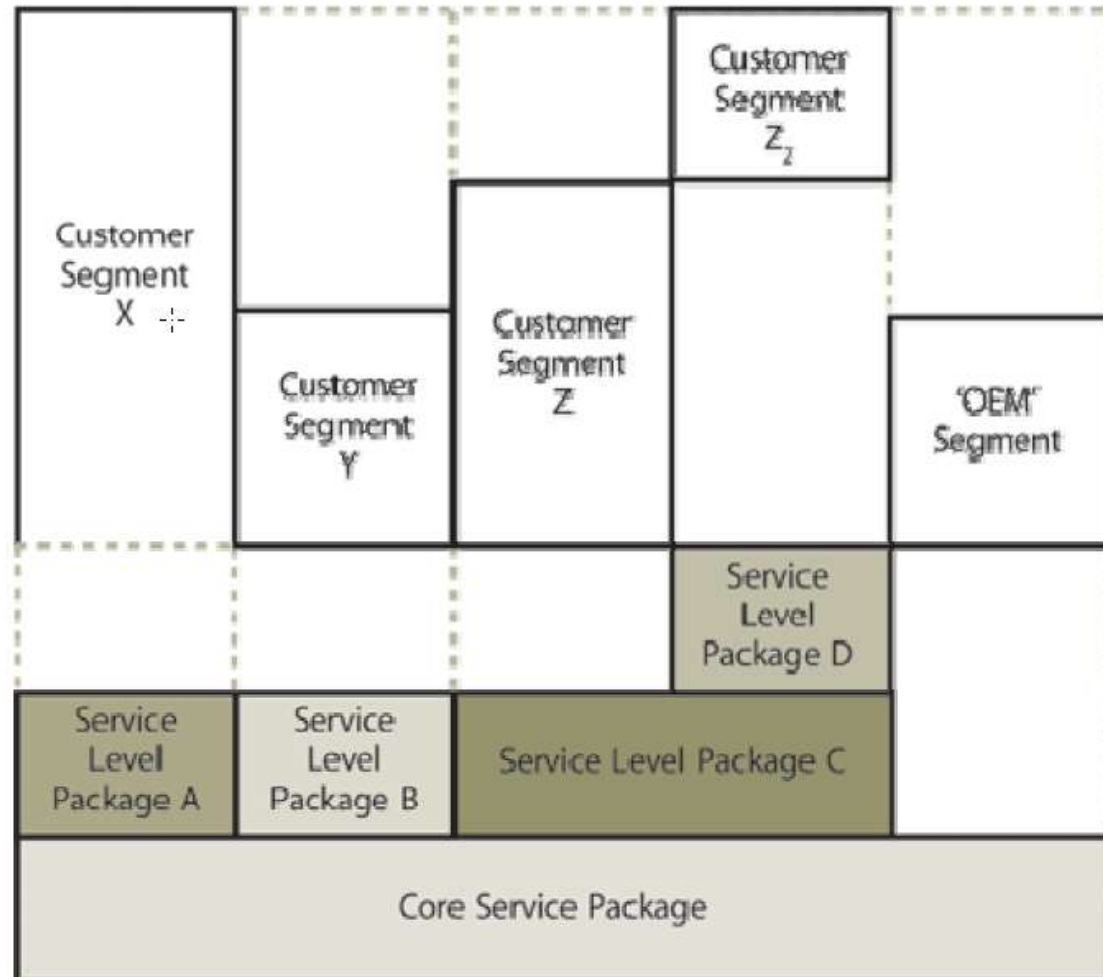
Kata Kunci

- Customer
- Penciptaan nilai dari layanan

Service Management
Yang Didorong Oleh Strategi
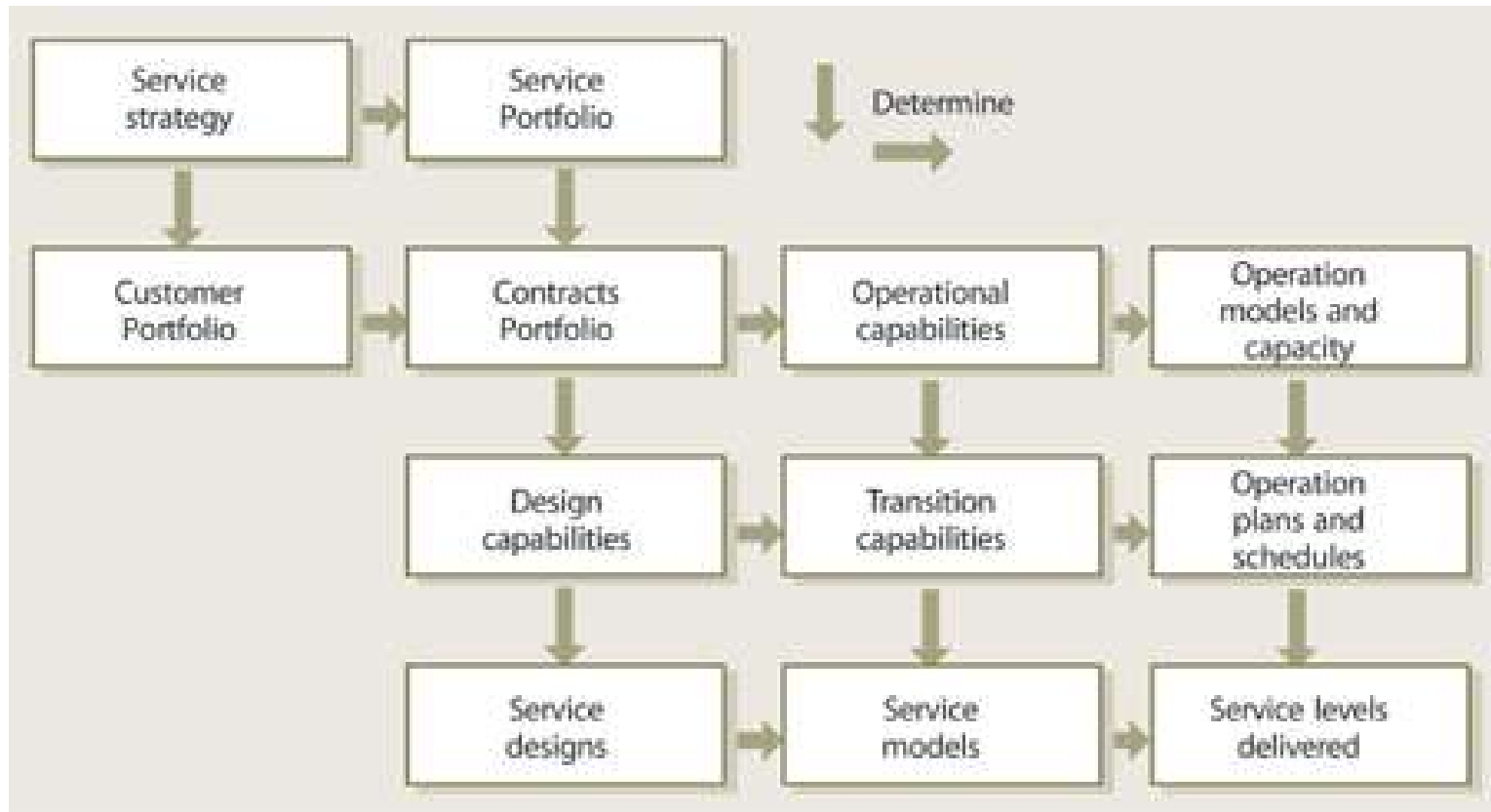
Service Level Package

Core Service Package

CSP dipakai oleh beberapa SLP…! Seperti 'componentware'

4 'P' dari Strategi

- Perspektif: visi yang khas
- Position: keunikan posisi sebagai dasar untuk berkompetisi
- Plan: bagaimana provider layanan akan mencapai visi
- Pattern: pola dasar yang berulang dalam decision making, biasanya berdasarkan 'tema pokok' atau 'guiding principles' atau 'kebijakan umum'.

Pasar & Kompetisi

- Setiap layanan pasti berkompetisi dengan layanan lain atau subtitusinya
- Semua penyedia layanan dan customernya, berada dalam lingkungan 'pasar' yang saling berebut menawarkan layanan terbaik dengan biaya terbaik.
- Penyedia layanan harus sadar faktor kompetisi ini, karena biarpun menyediakan untuk internal perusahaan saja, bisa saja digantikan dengan pihak ketiga dari luar, kalau ternyata tidak efisien!
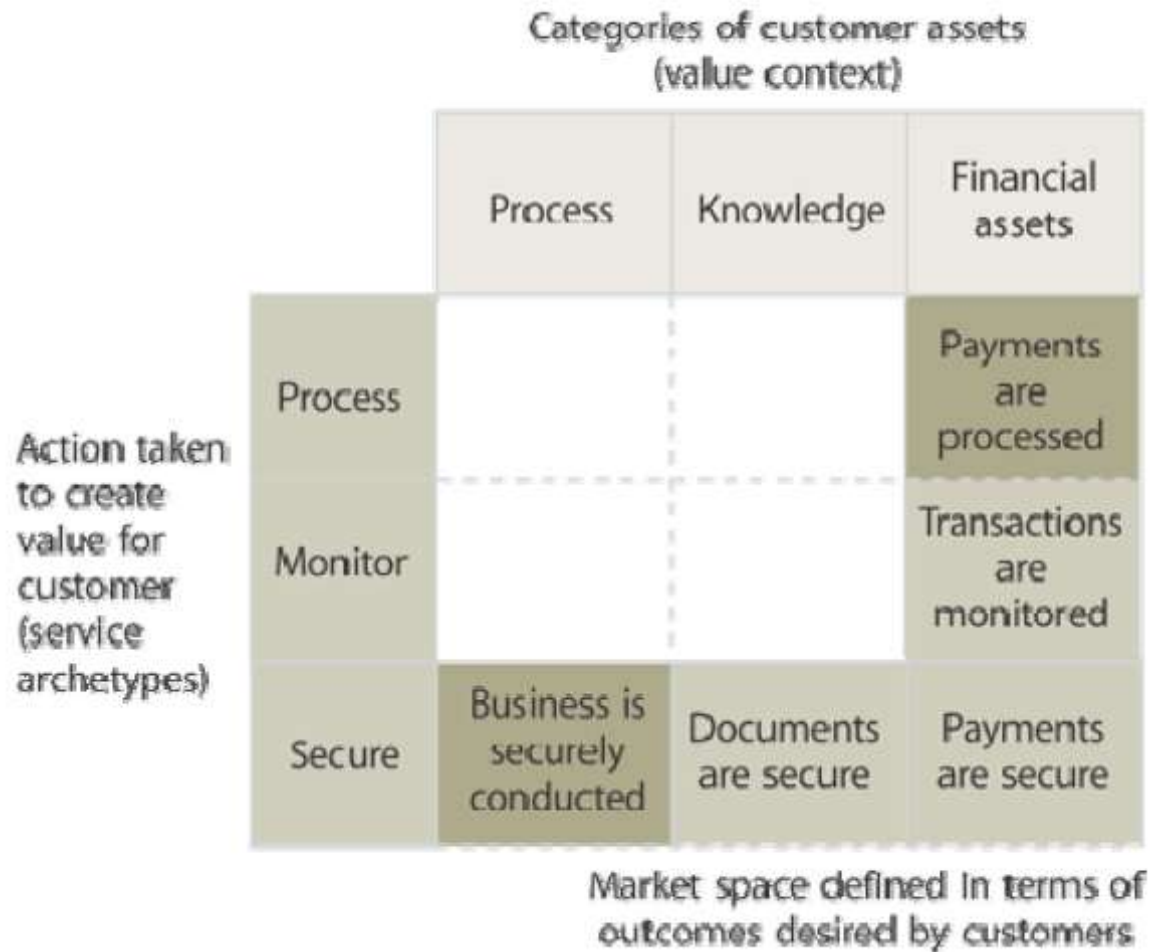
Service value

- Didefinisikan berdasarkan customer's outcome (ujungnya customer maunya apa?)
- Ada 2 komponen:
  - Service utility: apa yang customer dapatkan dari sisi kegunaan bisnisnya
  - Service warranty: bagaimana layanan dijamin dapat diterima oleh customer dengan baik, dilihat dari: availability,capacity, continuity & security
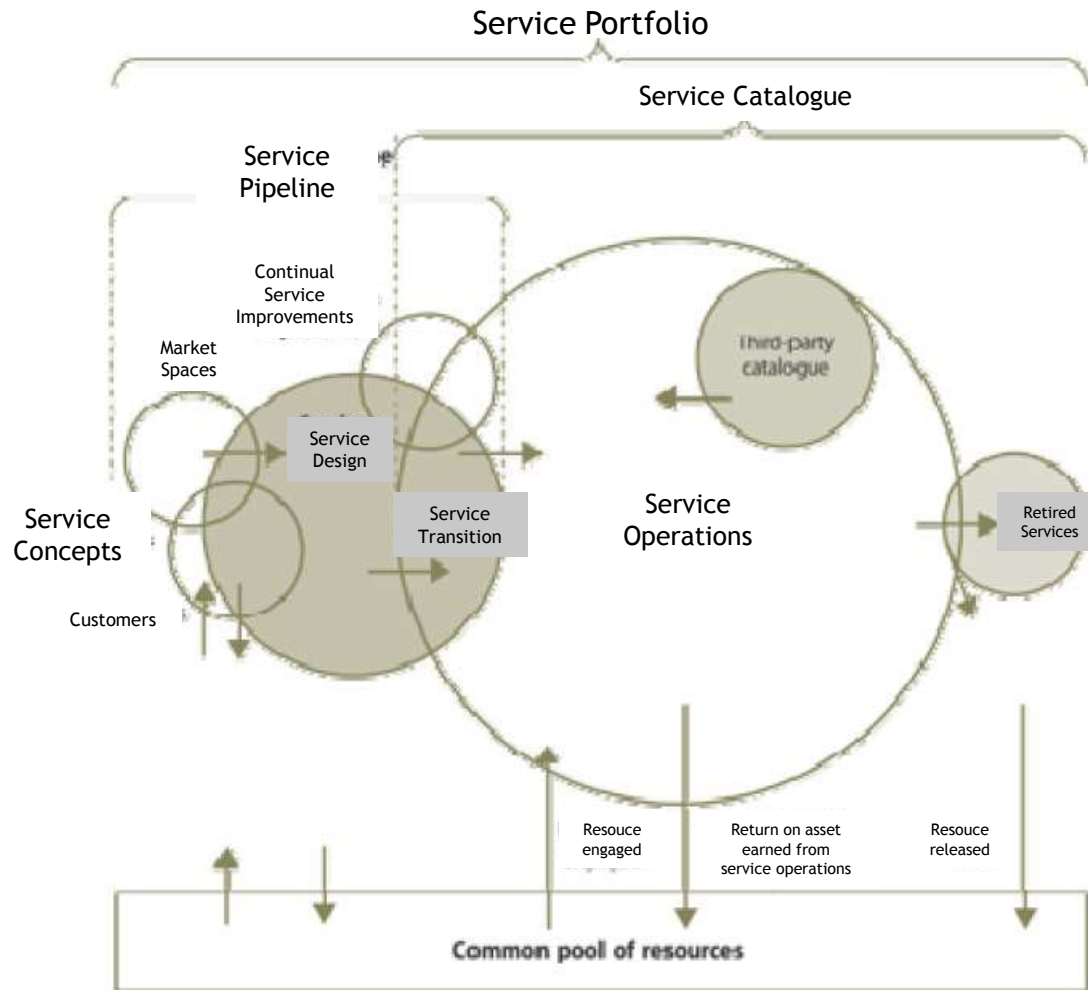
Tipe-tipe service provider

- Tipe I: ada dalam suatu organisasi semata-mata untuk memberikan pelayanan kepada satu unit usaha tertentu
- Tipe II: melayani banyak unit bisnis di organisasi yang sama
- Tipe III: beroperasi sebagai penyedia jasa eksternal yang melayani beberapa pelanggan eksternal

Mendefinisikan 'pasar'

Categories of customer assets (value context)

	Process	Knowledge	Financial assets
Process			Payments are processed
Monitor			Transactions are monitored
Secure	Business is securely conducted	Documents are secure	Payments are secure

Action taken to create value for customer (service archetypes)

Market space defined in terms of outcomes desired by customers

Pasar ditentukan dari ekspektasi outcome yang diinginkan pelanggan

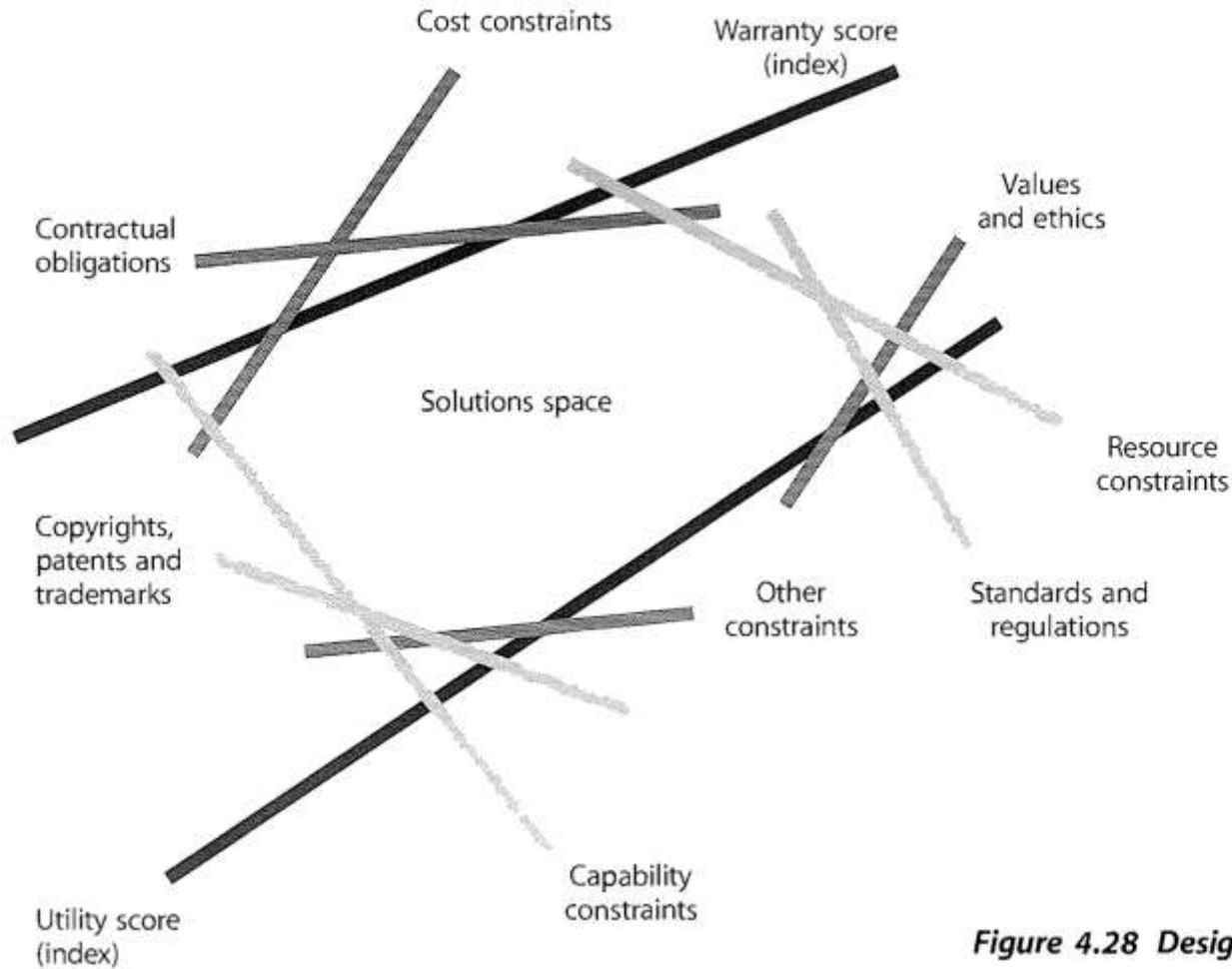# Menawarkan layanan

Batasan-batasan Dalam Desain

Figure 4.28 Design constraints of a service

Service Management as a Strategic Asset

- penggunaan ITIL untuk mentransformasikan kemampuan Service Management sebagai aset strategis
- Caranya dengan menggunakan Service Management sebagai dasar kompetensi inti, sehingga menghasilkan keunggulan jangka panjang dan kinerja yang khas (sesuai dengan kebutuhan strategi).
- Jadi Service Management disesuaikan dengan *core competence* perusahaan!

Model-model Penyediaan Layanan

- Service provisioning models: categorization and analysis of the various models that may be selected by customers and used by service providers to source and deliver services, and the financial management impacts of on-shore, off-shore or near-shore variants:
  - *Managed Service: where a business unit requiring a service fully funds the* provision of that service for itself
  - *Shared Service: the provisioning of multiple services to one or more* business units through shared infrastructure and resources
  - *Utility: services are provided on the basis of how much is required by each* customer, how often, and at what times the customer needs them.

Organization Design & Development

- achieving an ongoing shape and structure to the service provider's organization that enables the service strategy.
  - Organizational Development Stages: delivering services through network, direction, delegation, coordination or collaboration depending on the <u>evolutionary state of the organization</u>
  - Sourcing Strategy: making informed decisions on service sourcing in terms of internal services, shared services, full service outsourcing, prime consortium or selective outsourcing
  - Service Analytics: using technology to help achieve an understanding of the performance of a service through analysis
  - Service Interfaces: the mechanisms by which users and other processes interact with each service
  - Risk Management: mapping and managing the portfolio of risks underlying a service portfolio.

Keekonomian Layanan

Manajemen Keuangan

- Financial Management covers the function and processes responsible for managing an IT service provider's budgeting, accounting and charging requirements.
- It provides the business and IT with the quantification, in financial terms, of the value of IT services, the value of the assets underlying the provisioning of those services, and the qualification of operational forecasting (mis: jadi berapa cost per transaction?).
- IT Financial Management responsibilities and activities do not exist solely within the IT finance and accounting domain.
- Many parts of the organization interact to generate and use IT financial information; aggregating, sharing and maintaining the financial data they need, enabling the dissemination of information to feed critical decisions and activities.
- Misalnya: berapa cost / transaction rata-rata transaksi di teller? Average cost / transaction kalau pakai mobile banking?

Service Oriented Accounting

- using financial management to understand services in terms of consumption and provisioning, and achieve <u>translation</u> between corporate financial systems and service management.

Return on Investments

- Business case
- Rencana awal ROI
- ROI 'kenyataan' pasca implementasi

Service Portfolio Management

- SPM involves proactive management of the investment across the service lifecycle.
- SPM includes the management of services in the concept, design and transition pipeline, as well as live services defined in the various service catalogues and retired services.

Cakupan service porfolio managment

- Define: inventory services, ensure business cases and validate portfolio data
- Analyze: maximize portfolio value, align and prioritize and balance supply and demand
- Approve: finalize proposed portfolio, authorize services and resources
- Charter: communicate decisions, allocate resources and charter services.
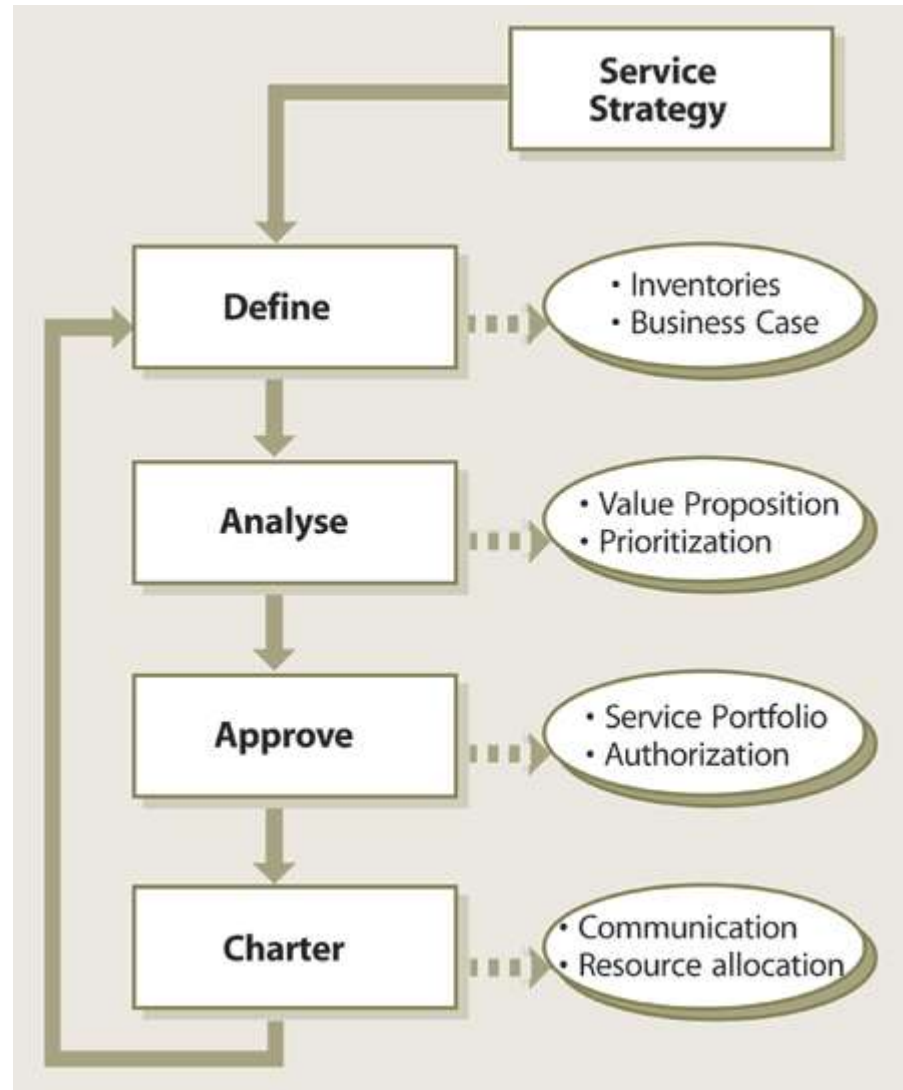
Demand Management

- The purpose of Demand Management is to understand and influence customer demand for services and the provision of capacity to meet these demands.
- At a strategic level this can involve analysis of patterns of business activity and user profiles.
- At a tactical level it can involve use of differential charging to encourage customers to use IT services at less busy times.
- A Service Level Package (SLP) defines the level of utility and warranty for a Service Package and is designed to meet the needs of a pattern of business activity.
- Demand management sangat penting, karena kalau berlebihan menyediakan kapasitas layanan, maka akan membuang-buang biaya!

Jabatan & Fungsi Penting dalam Service Strategy

- **Business Relationship Manager (BRM):** BRMs membangun hubungan yang kuat dengan pelanggan dengan memahami biania pelanggan dan harapan outcome sang pelanggan.
- **Product Manager (PM):** PM bertanggung jawab untuk mengembangkan dan mengelola layanan pada seluruh siklus hidup, dan memiliki tanggung jawab untuk kapasitas produktif , jaringan pipa pelayanan (service pipeline), dan hal-hal yang disajikan dalam katalog layanan.
- **Sourcing Chief Officer (CSO):** CSO adalah 'dalang' dari strategi sourcing dalam organisasi, bertanggung jawab untuk memimpin dan mengarahkan sourcing dan pengembangan strategi sourcing bersama dengan CIO.