



**KEPNER
TREGOE**



Customer
Support
Practice

The World's Leading Troubleshooting Company

The Implementation of ITIL (IT Infrastructure Library) through ATS - Analytic Troubleshooting



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Who are Kepner-Tregoe?

- Founded in 1958 and has become one of the leading training and process consulting companies worldwide
- Processes derived from original research into behaviour and thinking displayed by high performing people and companies
- Pioneers in the use of process-based thinking skills
- Dedicated to the belief that effective action follows clear thinking
- Work in over 30 countries and 17 languages
- Philosophy: “Enable to” not “do for”



What do KT do?

- Enable clients to achieve better business results through:
 - Helping clients to learn and use rational processes to improve performance against business need
 - Focusing on practical application of process ideas in the business



Examples of KT help

- KT have helped their clients:
 - To set the direction of their company -
Strategy Formulation
 - To solve their customers' problems faster and more effectively –
Analytic Troubleshooting
 - To establish common ways of working across functions, companies and countries -
Problem-solving and Decision-Making
 - To execute major change projects -
Strategic Project Management
 - To manage costs out of the business -
Manufacturing Excellence



How Do KT Work?

KT DO:

- Work with clients to enable them to be effective
- Provide practical training on real issues
- Facilitate teams to drive out real results
- Transfer hard, pragmatic processes to resolve real issues
- Train clients' own people to resolve issues

KT DO NOT:

- Work for clients only as a 'pair of hands'
- Provide training only in theories and ideas
- Facilitate solely to make the team feel good
- Teach generic, 'high-level' processes of limited real value
- Keep process expertise to ourselves



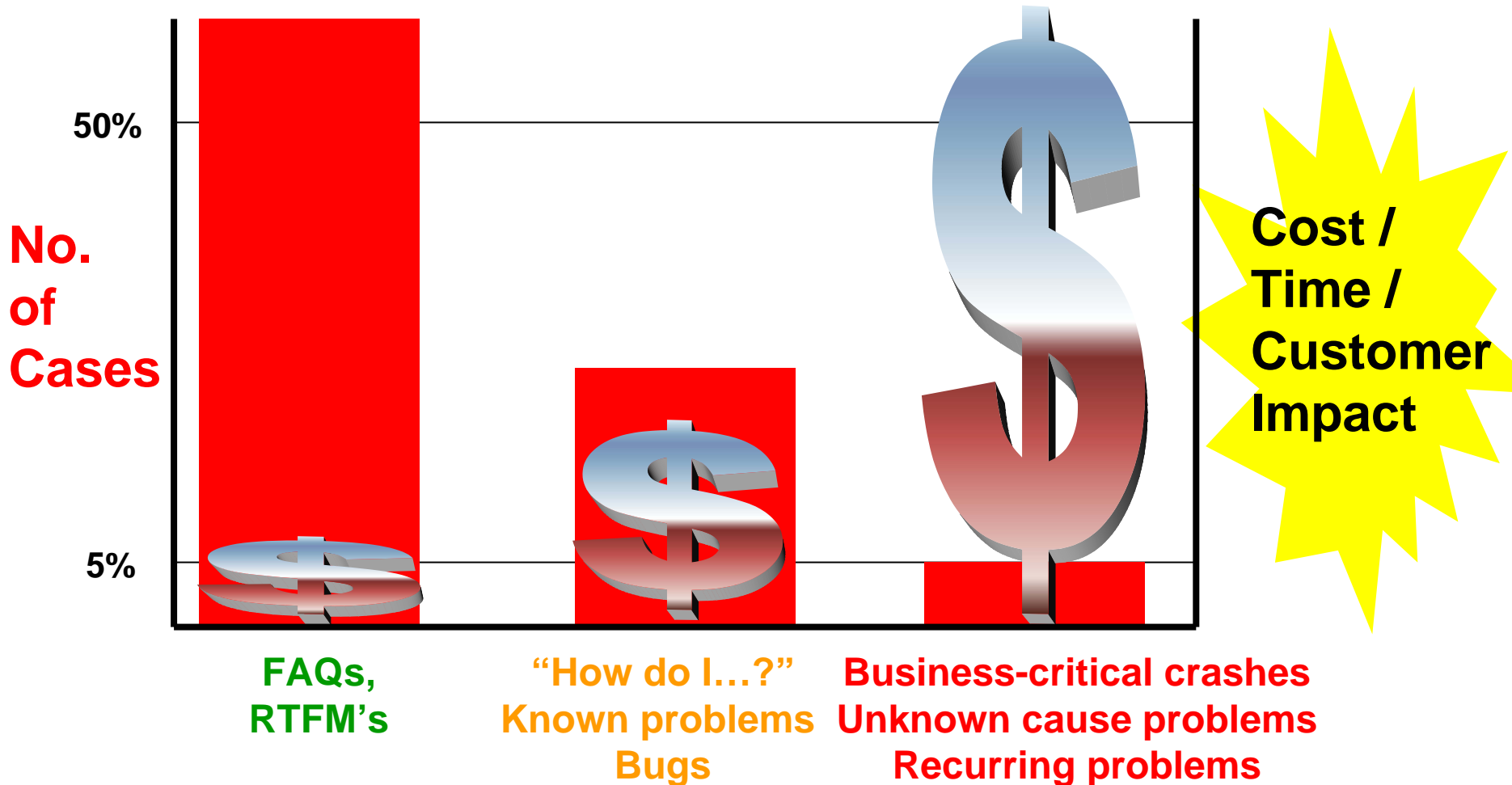
Some KT Clients

- Sun Microsystems
- Applied Materials
- Dell Computers
- Siemens
- Cisco Systems
- Sinius
- Vodafone
- Infineon

...and many more around the World

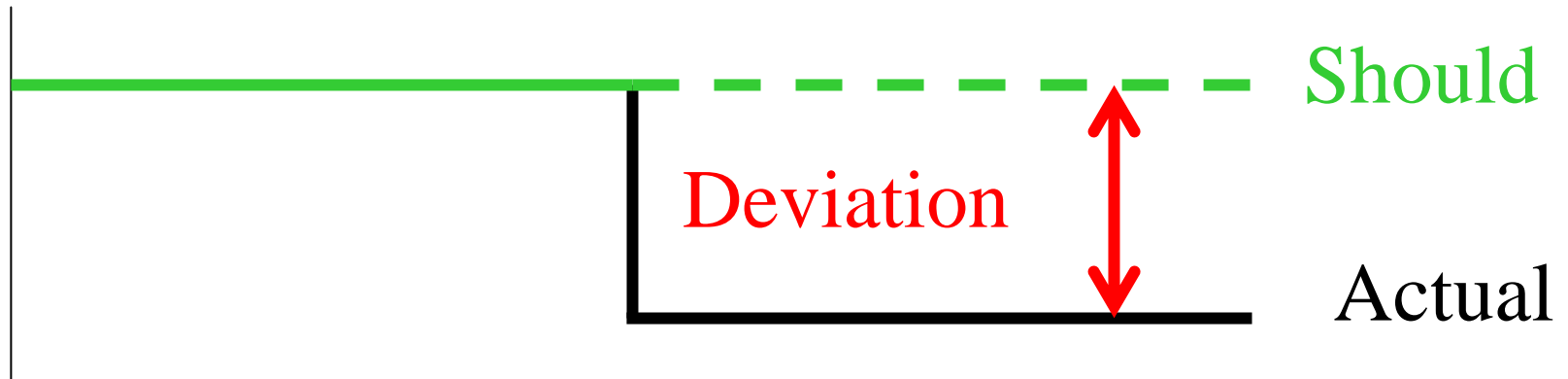


The 5% Bomb





What is a Problem?



- Cause unknown
- Need to know cause

*About 5-10% of all support problems
consume about 40-50% of technical
and management resources*



Classic Support Issues

- Major incidents managed badly
- Too many incidents escalated
- Incidents managed inconsistently
- Poor communication with users/colleagues/customers
- Problems recur/ take too long to fix
- Too many spares used
- Poor problem handover
- Unnecessary field visits
- Decreasing customer satisfaction



Impact of Poor Escalations

- Senior management pulled in
- Customers extremely unhappy
- Significant diversion of senior technical resources
- Spending on multiple solutions just to restore service
- Damaged relationships
- Impact on future SLA's
- Stress on analysts and managers



Classic Support Organisation Issues

- Increasing customer demand
- Ambiguity, especially at handovers
- Few / no ways of managing support quality
- Few common processes when integrating different support organisations / locations
- Disjointed measurement
- Limited resources - but few ways left to improve productivity
- Major escalations and incidents continue



Classic Needs

- Defuse the 5% Bomb
- Improved capacity, productivity and quality
- Effective, consistent, practical troubleshooting of customer incidents, especially major ones
- Incident and Problem management processes that build in more effective troubleshooting
- A work environment that encourages and enables managers and analysts to improve performance



What is ITIL?

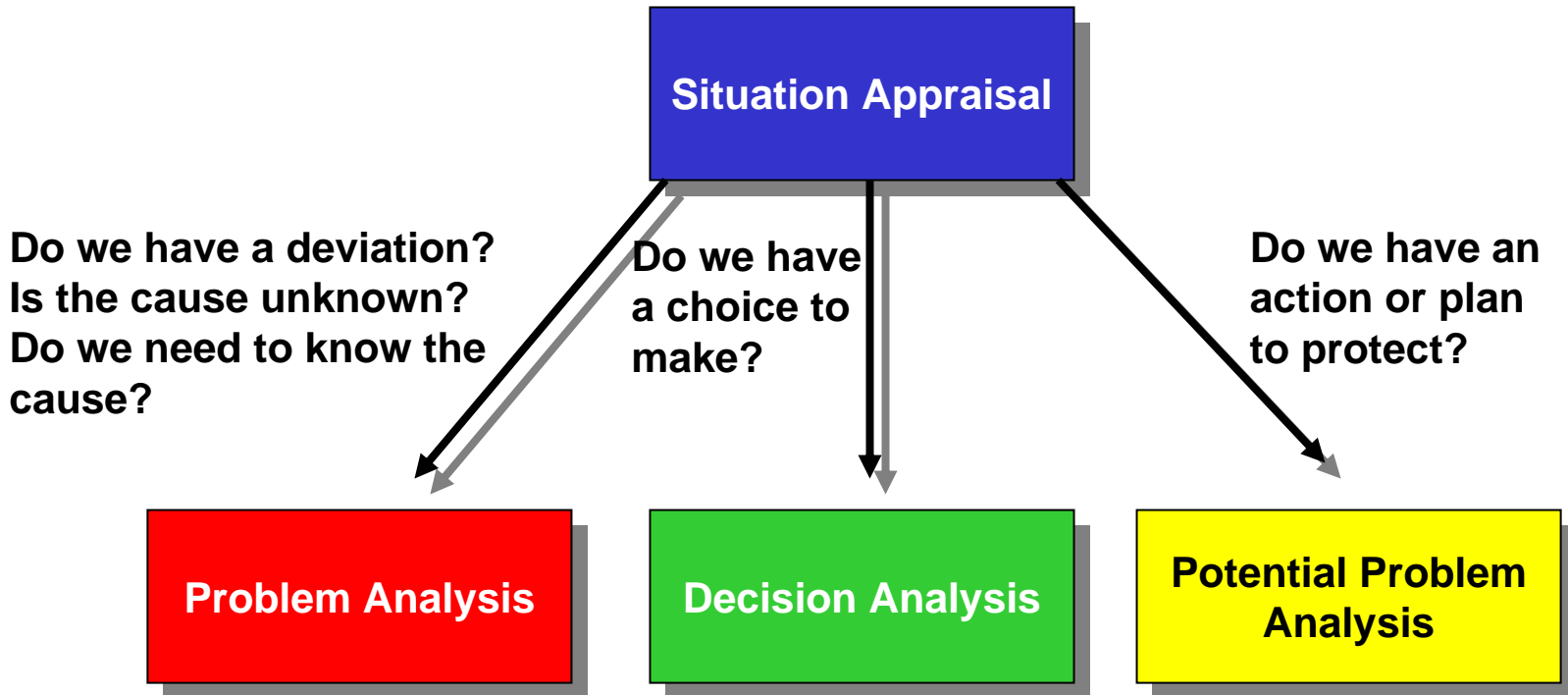
- ITIL (the IT Infrastructure Library) is the **most widely accepted approach to IT service management** in the world, ITIL provides a comprehensive and **consistent set of best practices** for IT service management, promoting a quality approach to achieving business effectiveness and efficiency in the use of information systems*
- ITIL is based on the collective experience of **commercial and governmental** practitioners worldwide. This has been distilled into one reliable, coherent approach, which is fast becoming a **de facto standard** used by some of the world's leading businesses*
- ITIL recommends “Kepner and Tregoe Analysis” as best practice method

** from the original ITIL Service Support manual*



What is ATS?

A systematic process for solving problems



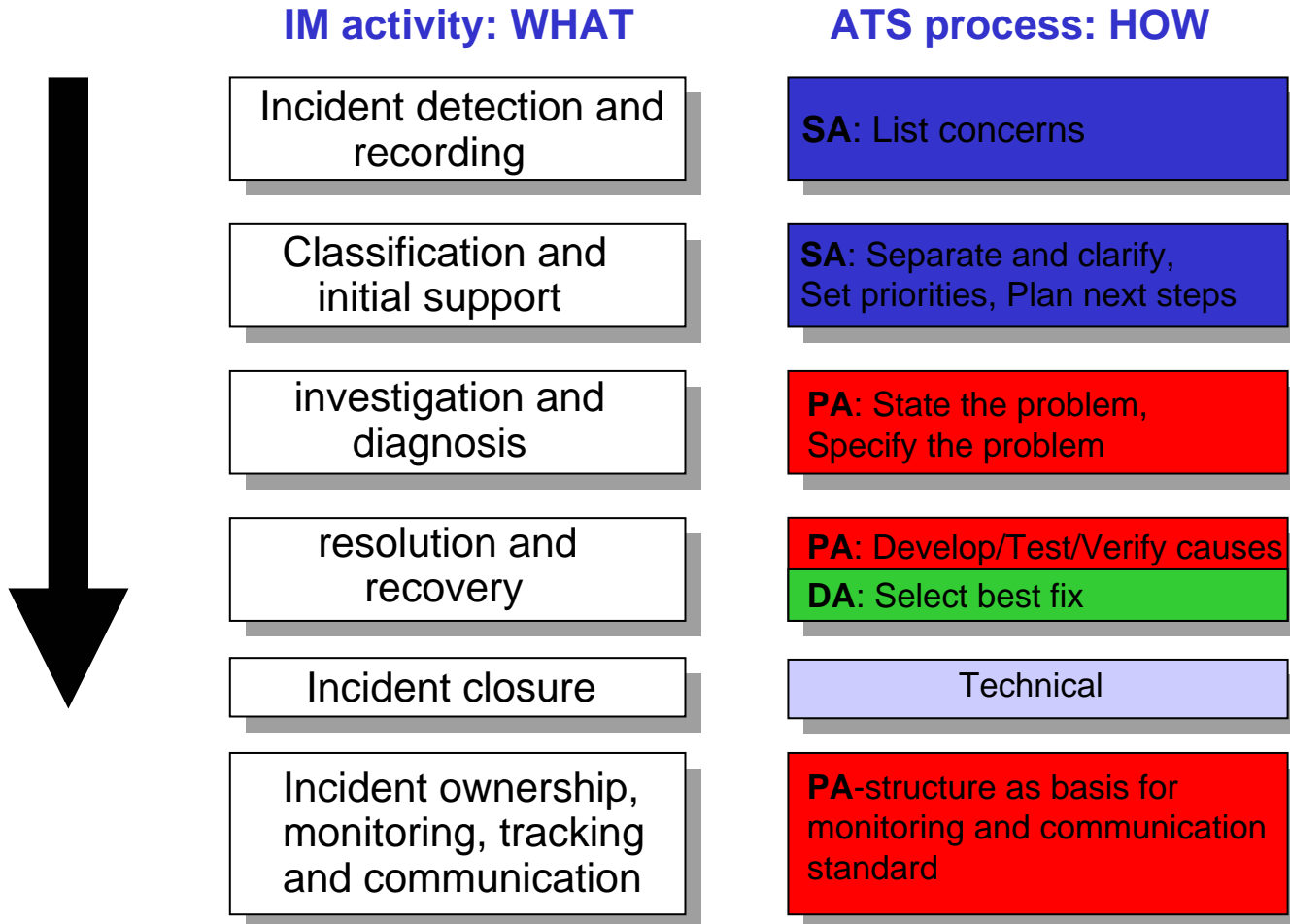


What is the link between ITIL and ATS?

- **ITIL** provides the “**WHAT**” to IT service management (What should be done)
- **ATS** provides the “**HOW TO**” for *Incident Management, Problem Management* and supports *Change Management/Project Management*



Incident Management (process)





Problem Management

PM activity: WHAT

Problem/error control

Proactive prevention of problems

Identifying trends

Obtaining mgt information from problem mgt data

Completion of major problem reviews

ATS process: HOW

PA-process provides structure for status monitoring

PPA-process
Think beyond-the-fix-process

PA-process and structure; esp. EXTENT-trend information

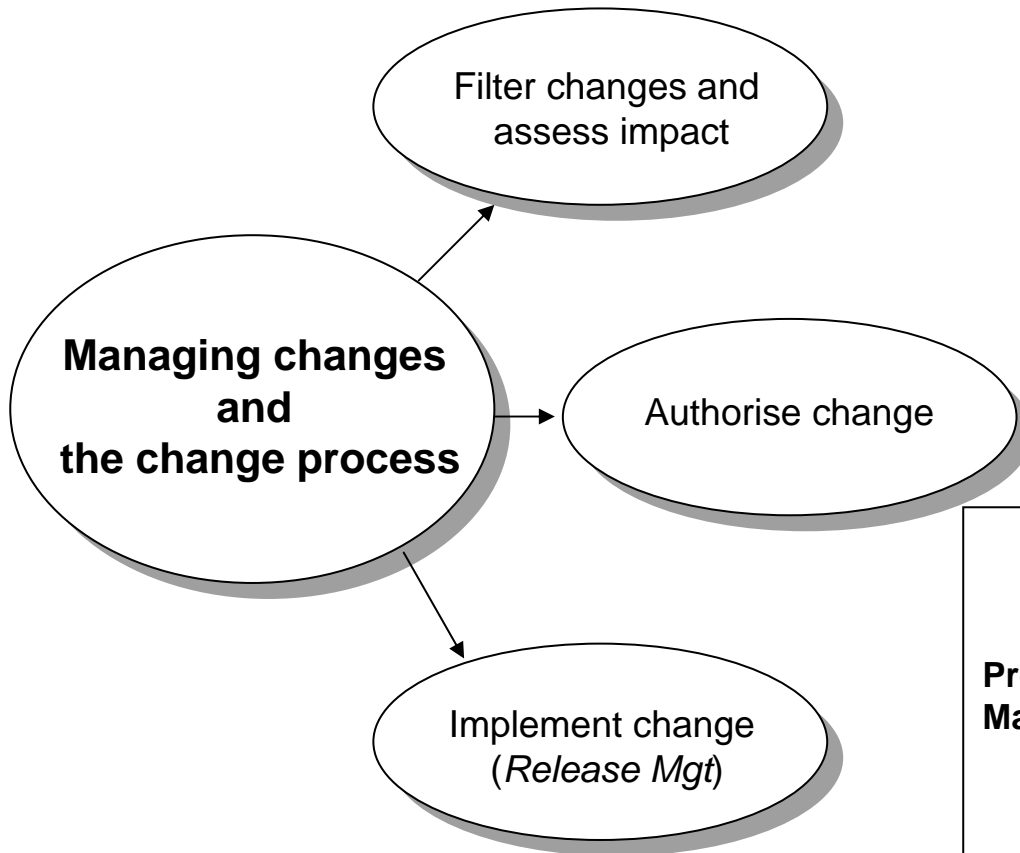
PA-process provides structure for documenting problem information and drawing conclusions

PA-structure makes the quality of problem solving visible (**Dead-Time-Index**)



Change Management

CM activity: WHAT

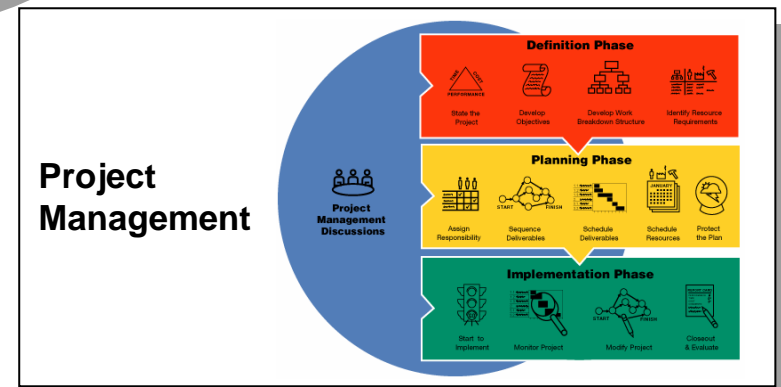


ATS process: HOW

SA: Identify, separate/clarify and prioritize changes

PPA: Analyze risks and opportunities of changes

DA: Make decision on changes, evaluating benefits and risks





ATS-Resolve workshop

➤ Structure:

- ATS-based
- 4-day workshop
- Focus on Problem Analysis and Potential Problem Analysis (problem prevention)
- Work on IT cases
- Work on “real life” problems
- Dead-time-Index Analysis
- High degree of application



Value Delivered

- A Kepner-Tregoe “ATS-Resolve programme” equips organisations to support their customers better, faster and more efficiently.
- Kepner-Tregoe clients include Cisco, Dell, EDS, Hewlett-Packard, NTL, Oracle and Sun Microsystems, amongst many others.
- Client Value:
 - Saving over \$100,000 through improved resolution of customer calls
 - Reducing the number of on-site visits by 40%
 - Solving (and documenting) hundreds of mission-critical customer problems
 - Finding the solution to a major email crash when the software vendor had been stumped for over six weeks
 - Reducing telephone call volume on a technical product by 50% in one week
 - Fixing the problem (and the customer) when a customer’s primary production systems crashed
 - Solving a recurring problem that cost \$35,000 to fix each time
 - Reducing backlog of unsolved calls by 40% in three months



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