

## ZAIN KENYA - IT SERVICE MANAGEMENT IMPLEMENTATION

14 July 2009

### Introduction

The Zain Group is a multinational corporation whose headquarters are in Kuwait and specialise in mobile telecommunications in the Middle East and Africa. Zain operates in 22 countries with over 15,000 employees providing a range of mobile voice and data services to over 65 million active individuals and business customers. Its area of operations includes the 6 countries in the Middle East and in 16 countries in Africa. Zain Kenya, formerly Celtel launched in Kenya in 2004 and is Kenya's most innovative mobile phone operator offering a host of value added services. To secure the Group's competitiveness within the Telco industry and areas of operation, a Group directive required scalable service management capabilities be rolled out throughout the Group.

### Business Need

Better use of technology assets to drive improved organisational performance and position Zain as a leading mobile telecommunications operator. Strategic realignment of the two individual service desks namely IT and Operations within Zain Kenya would give the organisation a leading edge and a first in Africa.

### Project Scope

Securing a helpdesk solution that would align and consolidate both the IT and Operations services into sets of bundled business services, to be managed via a single service desk environment.

### Challenges

In today's complex technical environment characteristic of a telecommunications operator, services are provided by a combination of individual technology- or application services spanning both Operations and IT.

What appears to be a simple outage to a customer can be caused by any of these underlying services and it is often very difficult to quickly pinpoint the cause. It was this sort of issue which Quintica sought to solve for Zain. Previously, when an incident was logged, two 'tickets' would be separately assigned to both Engineering and IT for individual analysis and resolution. In many instances, this resulted in extended effort, exacerbated by insufficient interaction or alignment between IT and Operations. Quintica's solution for IT was instituting processes based on ITIL® (Information Technology Infrastructure Library) Service Management methodologies and best practice principles. With operational processes based on eTOM (enhanced Telecom Operations

Map) the consulting team worked towards aligning both disciplines by designing a comprehensive service catalogue.

#### **Project Objectives**

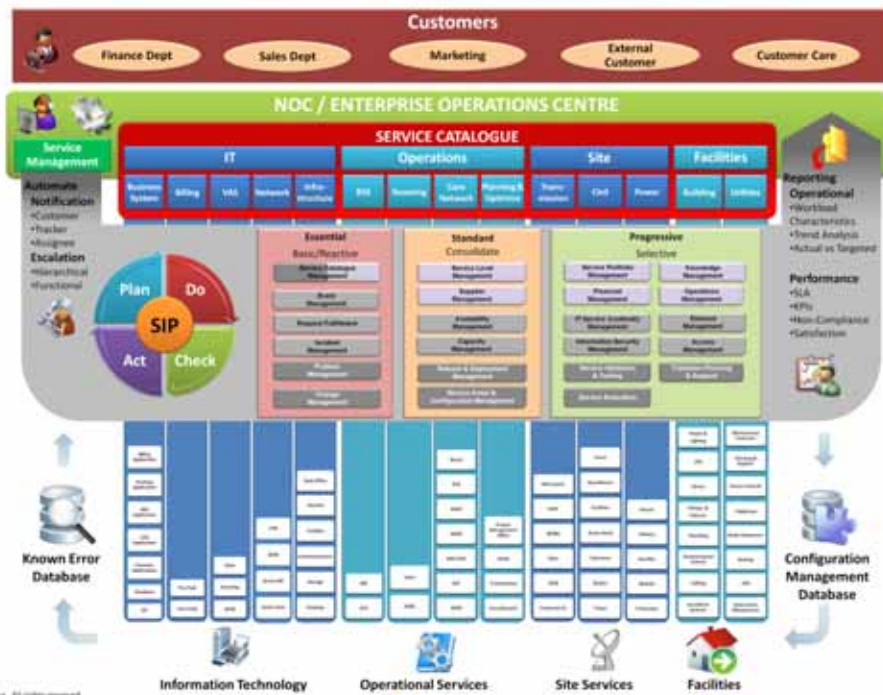
1. Provide a simple solution that will manage all facets of operations, site management and support irrespective of how remote a site location.
2. To align and consolidate both IT and operations services into sets of bundled businesses services for improved utilisation of service assets and ROI.
3. To bridge various silos and services by effectively introducing and consistently applying processes
4. Knowledge transfer to customer team members to maximise solution utilisation and enhance communication, monitoring and resolution of requests.

#### **Solution**

Quintica's proposed solution was the delivery of a centralised service aligned model; supporting holistic management of all assigned and allocated requests as well as scheduled tasks - whether these emanate from internal departments, networks or external customers. IT and eTOM processes were overlaid with ITIL service management methodologies; ITIL® is ideally suited for this application as it focuses on efficient communication rather than the detail of the technical process. The result is that that requests are effectively communicated, monitored and resolved. A key benefit of the integration of the two service desks is a major cost saving in terms of staff as well as licensing.

All calls are channeled through the Service Desk, which provides for structured, classified and managed closure. Call categorisation and online incident status tracking, further improves the handling of support calls. "Clear processes are essential to ensure that from the moment a call is logged, it is processed predictably - assigned to the correct person for resolution and resolved as soon as possible. This supports the delivery of customer service.

### Service Aligned Business Map of the Mobile Environment



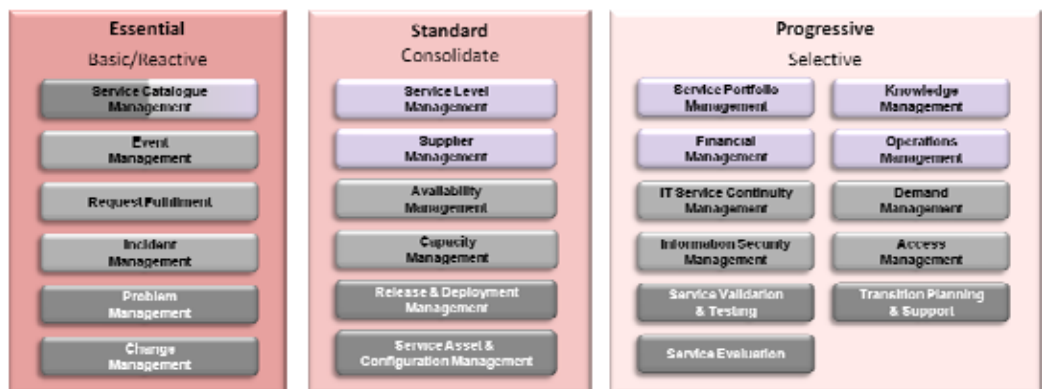
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### Project Approach

Simultaneously, we sought to implement a platform on which to standardise and optimise the overall customer experience. Bridging across services and silos was achieved by a phased implementation of ITIL® processes and training those designated to execute these processes. Clear processes were established from basic “Essential” and thereafter evolved through to “Standard” and “Progressive”

### Process Integration



Process Integration's successfully coordinate and aligns activities across IT, Operations and Site Management silos.

### **Benefits**

1. Integrating IT and Operations service desks is a major cost saving in terms of staffing and licensing.
2. The holistic overview of the end-to-end service delivery environment gives management a clear view of metrics including:
  - staff resource usage and performance
  - service deficiencies and duplication
  - service performance improvement and target achievement
  - training needs
3. Any service improvement requirements are quickly highlighted, equipping Zain Kenya to comprehensively benchmark its operations and carry out comparative analysis, and easily identify abnormalities from which to learn or act upon.
4. Real time snapshot status reports are delivered by SMS and email. These reports are extremely useful as they present a complete overview of the state of the operation at any particular time.
5. Priority and SLA based escalations keep senior management informed of the major issues and thus removes all the 'noise' which is handled by line managers.
6. The SMS feature is particularly useful to expedite escalations to engineers in the field, giving them information to understand the problem and address the matter appropriately without delay

### **Business Value**

Successful Service Management is driven by efficient communication. Through the creation of a single system, Zain executives and managers can quickly view certain technical information and reports through a variety of communication modes. Zain concurs that the experience of the Quintica team brought immense value to both the IT and Operations divisions. Despite initial apprehensions by the customer, they noted that Quintica was able to simplify what is undeniably a complex business. The success is an executive overview and architecture of the Zain business that was attractively summarised and graphically displayed on a poster which the Zain management team keeps referencing when having discussions with their staff.

## Learning Lessons

### **Align the Business map by defining the relationships and components between people and technology**

In the mobile industry a service is a means of delivering value to internal departments and external customers. Value is attained by using a combination of people, processes and technology within the IT, Operations and Site Management environments, with frequent reliance on suppliers. People and cultural aspects are pivotal to any project success. Enhanced focus needs to be placed on the people component of a project, introducing methodologies and systems to support teams as well as structured knowledge transfer required to ensure project success. By boosting any company's ability to provide aligned and cohesive technical support across its core disciplines, the business will derive immense value from being able to coordinate and align its activities with their Operational colleagues. The result will be a unified business culture by bringing the departments closer together.

### **The importance of people in successful ITIL® adoption:**

People are key to differentiating between perceived success and failure. Changing the service ethos within Zain offered the customer control of the business, allowing IT, Operations or Site Management to provide services at Zain's request and in a manner that they find appropriate. To achieve this, the Quintica Team needed to be entirely at home with the language the business uses and understands. Quintica also needed to know who the Zain customers are, and their experiences when interacting with Zain. The Team learnt to focus was on what the customers regarded as most important, while ensuring not to get carried away implementing a broad IT or Operations strategy that may not deliver visible customer service improvements. Communication is critical if the true benefits of any service improvement programme are to be realised and it is in this respect that ITIL® adoption often suffers. Although Process and Product are important, one must remember that People (your service desk staff) provide the customer with the first impression of service and establishes the baseline for service quality. People take ownership of issues and take action to avoid service degradation. People review trends in service performance and establish the metrics that are meaningful. It is also People that coach staff on performance to reach agreed goals.

### **Communication**

Too often a Service Desk mentality sees customers and consumers of services as potential problem providers. The staff that man Service Desks respond to problems and incidents and are typically trained by and are part of the IT or Operations infrastructure. In many cases, technical staffs view the Service Desk purely as a stepping stone in their IT career progression and Service Desk Managers struggle to retain competent people, so a high attrition rate is accepted as the norm. Service Desk staff are often made to feel subservient to the business, rather than praised for providing excellent service. When excellent service is provided, the business is not told what IT or Operations has achieved. By defining the services that need to be delivered and then mapping these to the processes that need to support the business, value can be determined, as well as appropriate mechanisms to deliver at an acceptable cost.

### **Training**

Motivating and informing people to get them to embrace ITIL® based “best practices” must be carried out. Different people have varying needs depending on what they already know, their role, their objectives, their personality, and their learning styles. Some may just require deeper technical confidence on how to achieve something. Others may require practical advice on what to do and when to do it. People want to understand the “why” factor. They may well ask, “Why should I do things differently? How will that help achieve my objectives, my team’s objectives, and my company’s objectives?” These questions must be addressed during the knowledge transfer process.

### **Service Catalogue**

What's the strategy for this service? What's it supposed to achieve? What requirements are to be met? What's the scope of your strategy? How does it meet demand? What about roles/responsibilities, and underlying support organisation? Interviewing many stakeholders (especially from the business) enables better service design and service catalogue adoption by allowing better understanding and alignment with the customer base needs and expectations. CIO, IT Senior Management, Service Owners, Business Relationship Managers need to be part of the:

- Design services with the business and its objectives in mind
  - Service Design should clearly connect the path from the Service Strategy to delivering the business objectives
- Service Names/Descriptions
  - As trivial as it might sound, the nomenclature of the service catalogue must be understood by all stakeholders especially the business
  - Use terminology that is understood by all stakeholders
  - Avoid nomenclature and definitions understood only by IT
  - The benefits of each service must be clearly defined and described, so that customers doesn't bypass it due to individual factors such as cost only
- Agree upon and validate the list of Service Attributes with all stakeholders
- Changes to the Service Catalog will primarily be initiated based on decisions/information provided by Service Portfolio Management
  - Remember that the service catalog is a live document and its management and improvement processes are iterative
  - Creating a role based communication plan to keep the user community informed/involved of the progress and future changes relevant to their roles and responsibilities
  - Solicit continuous feedback from all users to improve and refine service designs, and delivery throughout the service lifecycle

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