ITIL®

LeasePlan Information Services' Service Support Department

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1   Introduction

As a global car fleet organization with around 6000 employees worldwide, LeasePlan is reliant on its Information Services to connect the different parts of its business. LeasePlan Information Services (LPIS), a Dublin-based business entity, employs 190+ people in support of IT services for the global organization.

Sandra Duigenan is the Service Delivery Manager, and is responsible for the Service Support Department which sits in the Customer Experience Division of LPIS. Sandra has worked with LPIS in the area of IT service management since 2005. She was trained in ITIL® Foundation at her previous' employer, back in 1999, and over the course of her career has worked as a service desk support analyst, a change manager, an incident manager, as well as a Key Performace Indicator (KPI) and documentation specialist in a business intelligence role. She has used many aspects of ITIL and has taken ITIL exams to manager level in version 2 as well as the bridging course to ITIL expert in version 3.

Her department in LPIS is responsible for the governance and management of the following ITIL processes and functions: incident, request, problem, change and configuration, while the Service Support Team provides a central and local service desk function for all LeasePlan countries.

2   How did you approach ITIL's adoption?

LPIS was established in 2003. It was a greenfield site and we used ITIL from the start. Over the years, we refined our processes and apply continuous service improvement plans every year.

LPIS is committed to delivering top class service and systems to its customers and adopting the appropriate methodologies to support and achieve these goals. Buy-in for ITIL adoption was supported from the top down. The process owner for each of the ITIL streams is at the director level. Process managers within the operational management layers are also appointed to own and drive improvements at the team level. Performance against service levels and process KPIs is reported and analyzed weekly right up to the senior management team.

To ensure that we are on the right track across all ITIL processes and, more importantly, service delivery and customer satisfaction, we have a Service Quality and Information Team (also in the department) who conduct regular trend analysis as well as data quality reviews. This ensures we keep the focus across all layers of the business.

3   How does ITIL make things easier?

ITIL provides a professional approach to service delivery, using a common framework with in-built controls. As an accepted standard, it allows us to have a common language across teams and departments and, with its measurable processes, it can help organize staff and give greater visibility to IT costs and assets, as well as to the use of those assets. ITIL enables a company to devise staff training plans and career paths in IT Service Management, which helps with staff retention and motivation, which leads to better service delivery and happier customers. In addition, there are lots of ITIL resources available so we can compare our progress to other organizations and share knowledge through the various forums and events.

ITIL processes are structured and make sense and they allow us to set clear expectations from a service delivery point of view. There are also flexible and robust systems available to support the use of ITIL in an organization. In LPIS, we use LANDesk, which we implemented in May 2013. While we had teething problems, as expected with any new implementation, we are now reaping the benefits of having a process-driven tool to support our documented ITIL processes.

While ITIL is very useful for support teams, it is important to stress that business users do not necessarily know ITIL terms; nor should they. Is it really necessary for a business user to know the difference between an incident or a request or a change or a problem? No. It is our jobs as IT service delivery providers to make it as easy as possible for our end users to access a service and access it quickly. It is this access to service that we in LPIS are working to improve. We are targeting our LANDesk self-service portal to deliver those improvements. Using customer feedback, we are currently refining the look and feel to make it more engaging for our business users and, along with a communication campaign, we aim to improve the interaction levels which are currently rather low. We are on track to re-launch our self-service portal in the first quarter 2015.

4   What were the biggest challenges when adopting ITIL?

The biggest challenge has been in adopting robust change management processes. With any controlled process, there is an element of administrative overhead that, while serving a purpose, can be challenging to sell to technical analysts as an important part of the change process with which they need to comply. Measures that we put in place to combat this include process KPIs, metrics tied to personal objectives, streamlining of processes, and removal of non-value add activities, as well as a continuous improvement cycle. In 2014, we also began implementation of a configuration management system, an integrated offering from our IT service management tool. The launch of a configuration management process within the group should go a long way toward measuring compliance with the change process.

5   Is everything perfect now?

It's a continuous improvement process. Businesses constantly change and we (IT service providers) need to change with them - or faster than them - in order to offer proper support and meet ever-increasing customer demands for speedy and accurate information. ITIL itself stresses the importance of continuous service improvement. Processes and measurements need to be constantly refined and questions asked: 'are they still fit for purpose?'

6   What are the current challenges?

We are endeavoring to make it easier for our local business customers to access services without needing to know ITIL terminology but at the same time ensuring that any items they request or services they need get to the right team as quickly as possible and that rework, e.g. categorization, is minimal.

We are addressing this in several ways. A full and in-depth audit of our service offering through our extensive service catalogue has been completed across several stakeholder departments. Services are being re-launched and renamed. This will be reflected in our IT Service Management tool in early 2015 and is expected to improve the end user experience when requesting services.

We are also working with our customers and LANDesk to improve the look and feel of our self-service portal. This is with the intention of making it easier for our customers to find what they need.

7   What achievements are you most proud of?

I am most proud of our centralized service support function. The Service Support Team is based in Dublin and provides both a central and local service desk function to LeasePlan countries from Monday to Friday, 6am GMT to 6pm GMT. The team has grown from four people at the start to ten in 2014 and is seen, almost, as a training ground for talent we aim to keep within the organization. Many former members of the team have gone on to a wide variety of roles within LeasePlan. This is testament to the quality of the individuals that have worked, and are working, on that team.

In 2014 the Service Support Team consistently outperformed their service levels in the two main ITIL processes they deliver on, incident and standard request management. The Service Support Team manage approximately 30% of all incidents and 31% of all requests received into LPIS. They truly are the front door of LPIS.

8   How do you address ITIL with regards staff training and certification?

All new hires to LPIS are given ITIL Foundation training and generally sit their certificate exam within their first year of service. This training ensures that we all speak the same language and know the theory of the framework we have adopted.

Many of our employees have gone on to study ITIL and take further ITIL exams as part of their career progression. We have three ITIL experts in the company and many more with ITIL qualifications in the areas of change and problem management as well as service transition and continual service improvement.

Of course, we complement our ITIL training with a robust customer service programme known as the LeasePlan Service Style. ITIL in isolation will not enable us to deliver best-in-class customer service. However, it goes a long way toward helping us drive operational efficiencies.

9   What plans do you have for the future?

Our plans are to launch our IT service management system to countries across the group and to get to a position where we have a consolidated view across IT services within the entire group in order to report on IT services end-to-end (e.g. availability and impact), even for systems that may not be in our service catalogue.

We aim to have a one-stop shop for our customers when it comes to requesting IT services and measuring their delivery across all of our adopted ITIL processes.

10   Advice for those considering adopting ITIL

- Get management buy-in
- Sell the benefits to employees and customers
- Know your starting point – so you can measure progress
- Be flexible – adapt the guidelines to fit your company.

About AXELOS

AXELOS are a joint venture company, created by the Cabinet Office on behalf of Her Majesty's Government in the United Kingdom and Capita plc to run the global best practice portfolio, including the ITIL® and PRINCE2® professional standards.

The goals of AXELOS are many and varied, each one aimed at helping businesses and individuals reach success, empowering them to truly stand out in a competitive market:

● We continually promote and advocate quality training

● We strive to encourage growth, development and progress

● We always look for innovative new solutions to improve best practice standards and processes across the board.

The result is improved skills that are relevant to the industry as a whole and enhanced employability for all, benefiting the global economy. The benefit to you and your business in particular: better trained employees, streamlined operations, and the peace of mind of knowing that you are working with an industry-leading organization, which provides products and services with a long-standing reputation for setting the industry benchmark.

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