

# *ITIL Knowledge Management*

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## *Presenters*

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# Clariant — *Exactly Your Chemistry*

## Key Facts



Exactly your chemistry.

- A global leader in colors, surface and performance chemicals
- Posted annual sales of more than CHF 8.5 billion for 2007
- More than 20,000 employees
- Worldwide operations with more than 100 group companies on five continents
- Headquartered in Muttenz near Basel in Switzerland
- Products and services of its four divisions are based on innovative specialty chemicals

# Clariant — *Exactly Your Chemistry*

## ITIL @ Clariant

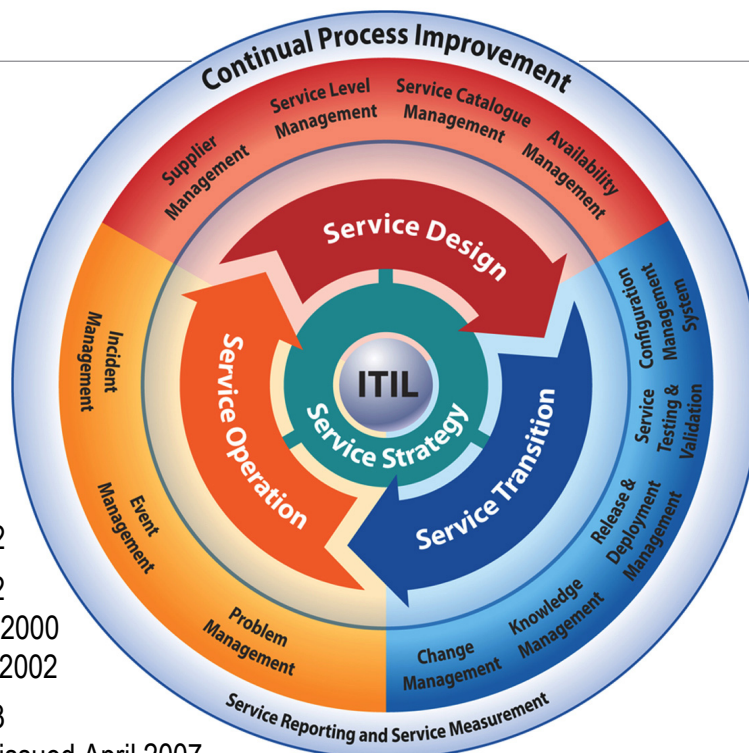


Exactly your chemistry.

- 13'000 IT users in 4 divisions and 11 corporate functions
- Group IT is corporate function
- IT staff of about 300 internal and 150 external persons globally
- ITIL Project started in 2006 and finished in 2008
- Introduction of the operational ITIL processes with the objective
  - to raise the maturity and professionalism of IT as global service provider
  - to improve and standardize the quality of IT services
  - to lower operational costs in IT infrastructure & application management

# *ITIL in the IT-Organization*

## *The ITIL Framework*



ITIL – Version 1  
~68 Books, 1992

ITIL — Version 2  
6 Books, issued 2000  
spreading since 2002

ITIL — Version 3  
5 Kernel-books, issued April 2007

## *ITIL Observed Industry Benefits 1/2*

### *Lessons learned since 2002*

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- ITIL offers a systematic, professional approach to the management of IT service provision.
  
- Adopting its guidance can provide benefits such as:
  - Increasing customer satisfaction with IT services
  - Reducing the risk of not meeting business requirements for IT services
  - Reducing costs when developing procedures and practices within an organization
  - Better communication and information flows between IT staff and customers
  - Standards and guidance for IT staff
  - Greater productivity and better use of skills and experience
  - A quality approach to IT services



## *ITIL Observed Industry Benefits 2/2*

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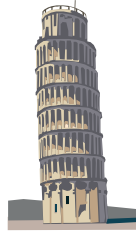
- Benefits to the customer of IT services, examples:
  - Reassurance that IT services are provided in accordance with documented procedures that can be audited
  - The ability to depend upon IT services, enabling the customer to meet business objectives
  - The identification of contact points for enquiries or discussions about changing requirements
  - The knowledge that information is produced to justify charges for IT services and to provide feedback from monitoring of service level agreements



# Processes versus Functions

## Functions

- Silos
- Ivory towers
- Pointing and blaming
- Vertical
- Responsibilities not well defined
- Room-managers
- Lots of redundancy and overhead



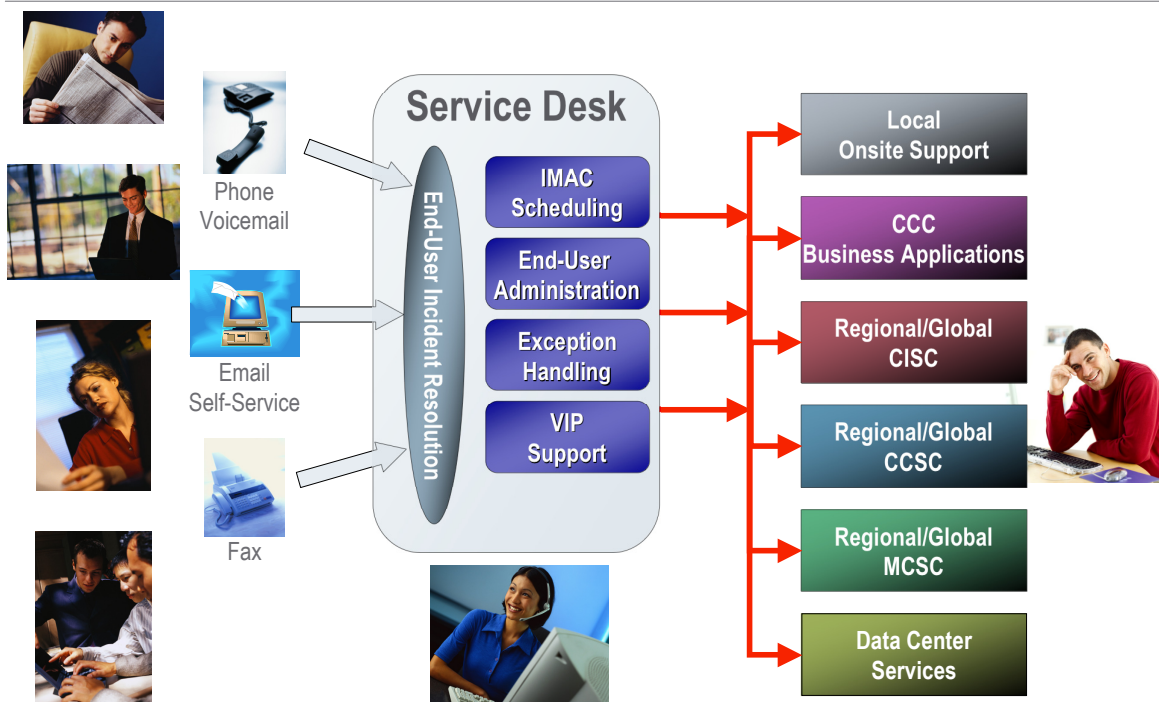
## Processes

- Cross functional
- We all work for the same organization
- Team-based effort
- Horizontal
- Clear roles and responsibilities
- Process-owners
- Well defined and assigned tasks

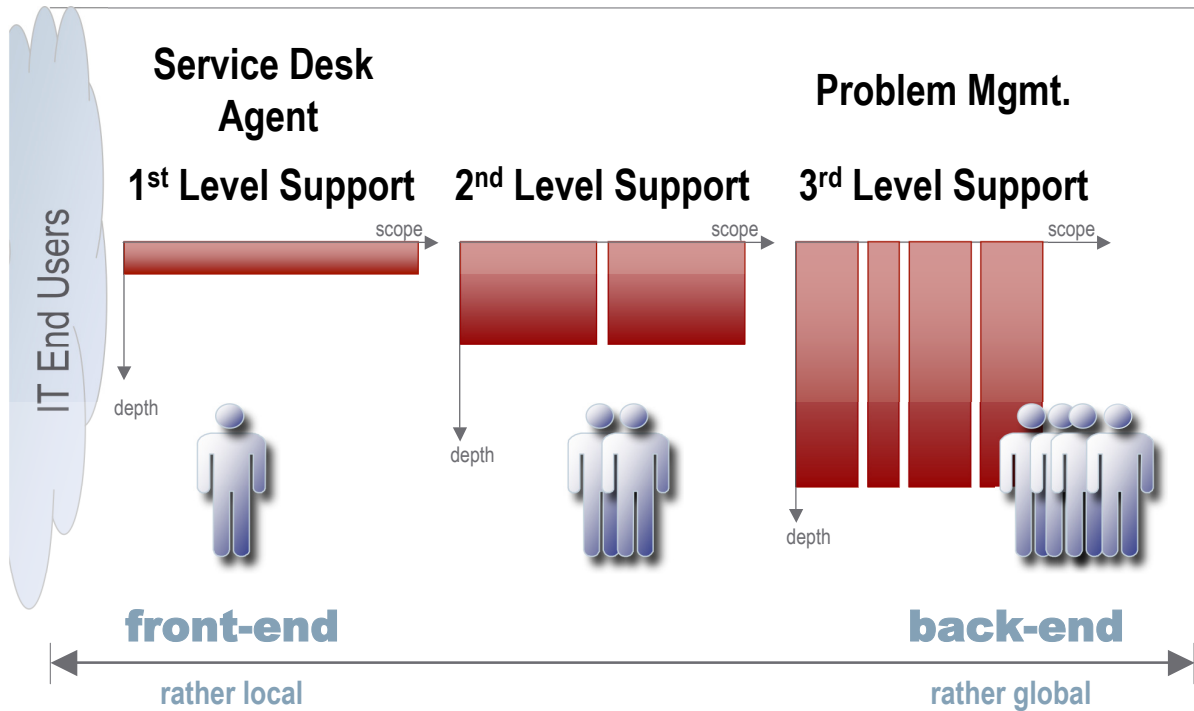


→ ITIL is process based and processes are by definition cross-functional  
 → We have to work together to make things happen

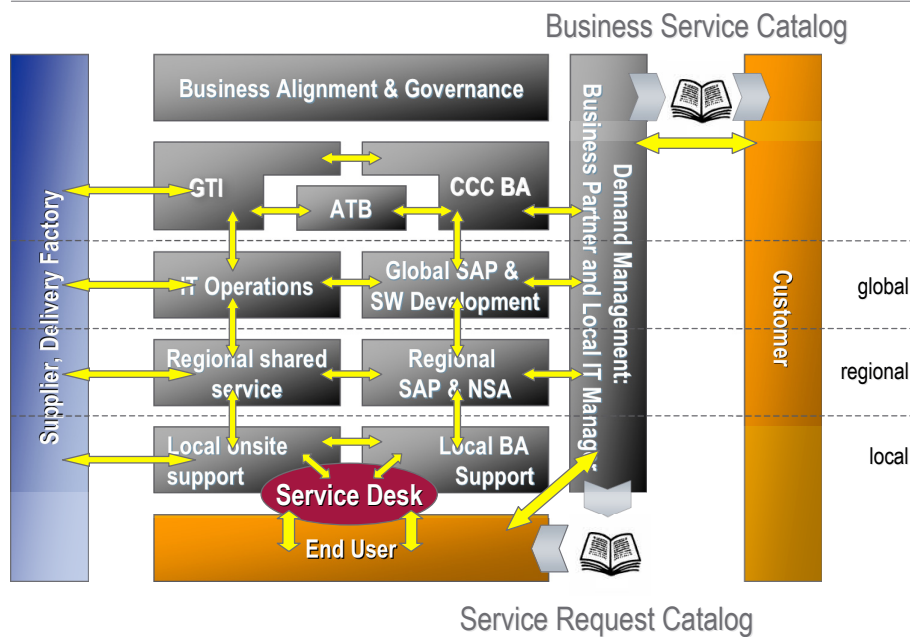
# IT Service Support — Service Desk First Point of Contact



# Knowledge Distribution in IT Service Support

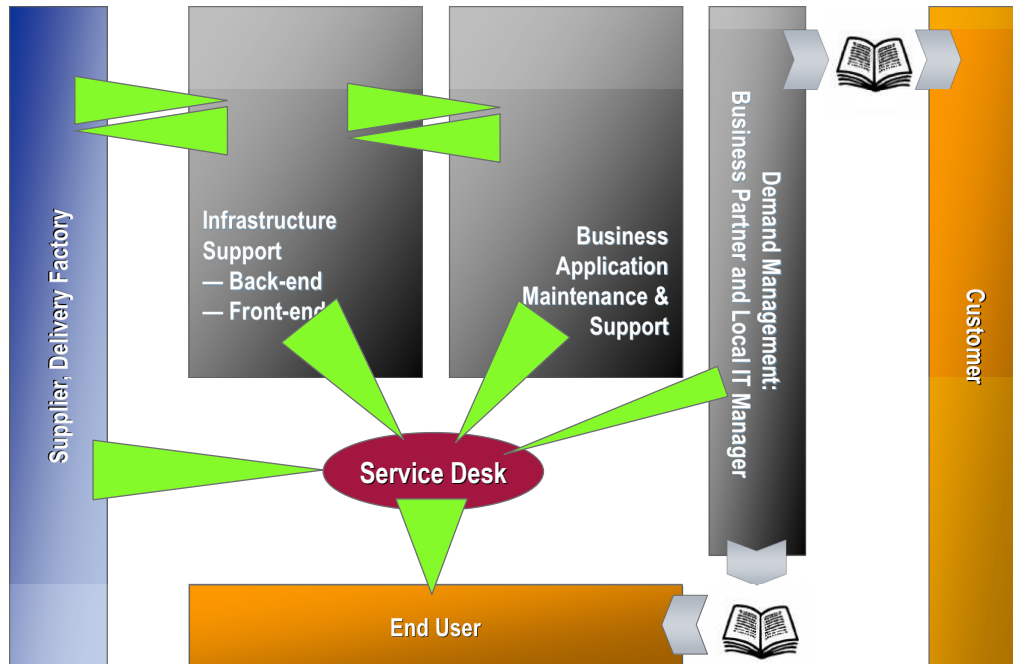


# Communication Processes in the IT Organization



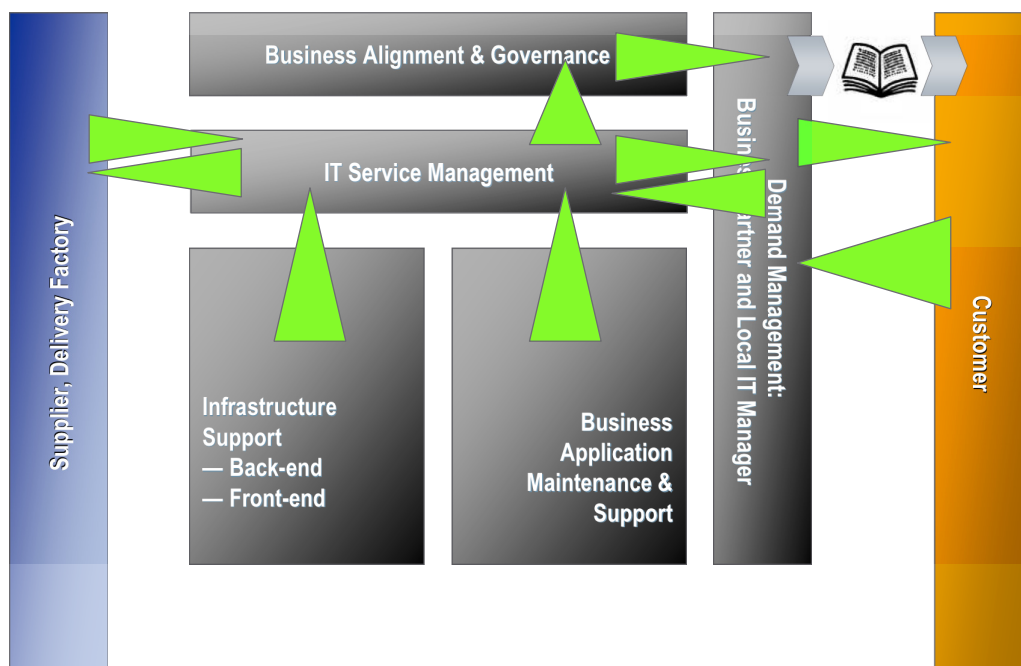
# Knowledge Channels in IT Support 1/2

## Solution Paths for the IT user



# Knowledge Channels in IT 2/2

## IT Services — Demand & Delivery



# Knowledge Management Process in ITIL V3

## Purpose

„Ensure that required knowledge based on existing information is provided in a timely manner.”

## Goal (strategically)

„Enable the IT-Organization raising the quality of all management decisions.“

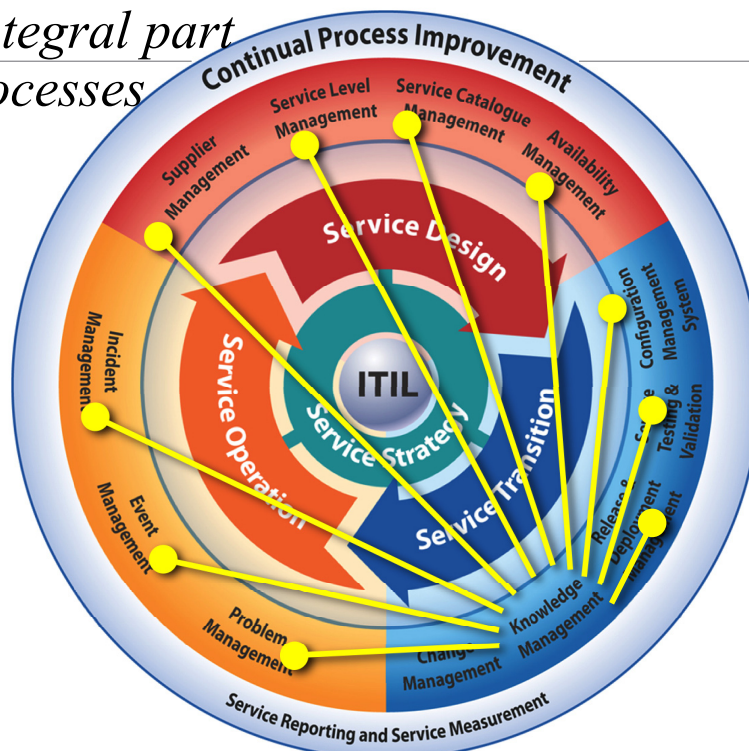
## Goal (tactical)

„Enable the IT service providers to work effectively by sharing between all collaborators a clear and common understanding on the values of the IT service that is delivered to the customer.“

## Scope

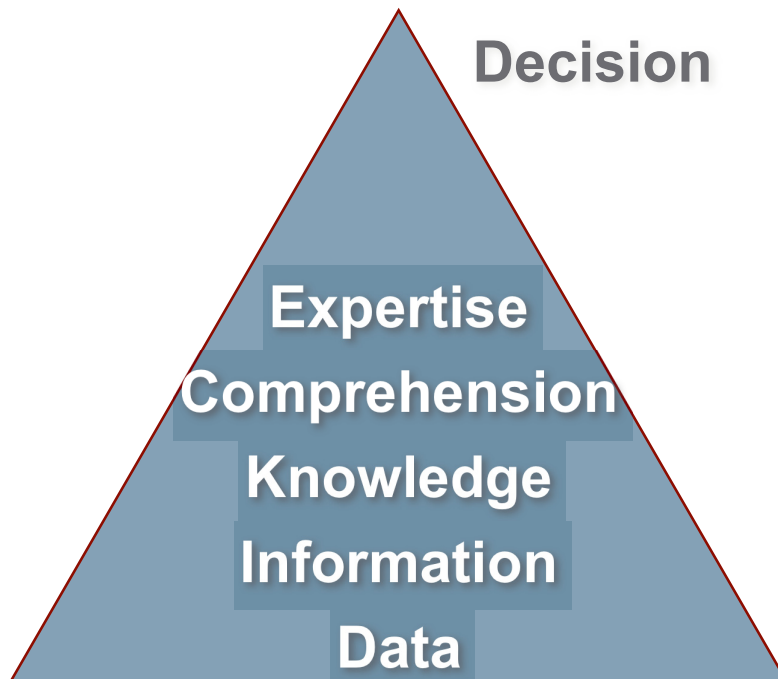
„Knowledge Management is a process with relevance for the whole life cycle of an IT service. KM is integrated in all other ITIL processes.”

## The ITIL Framework KM as integral part of all Processes

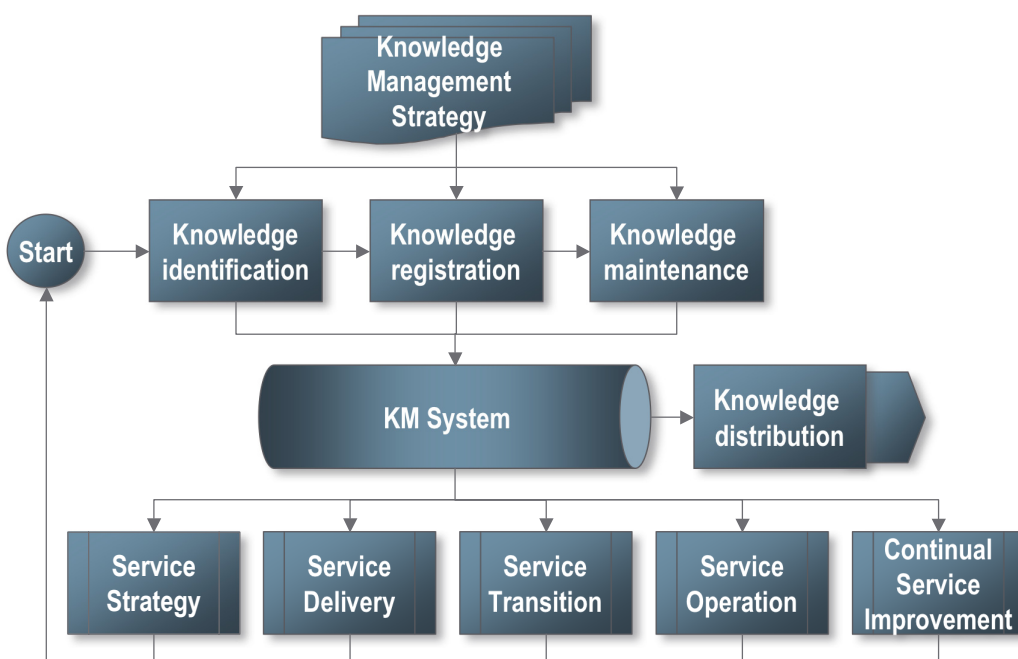




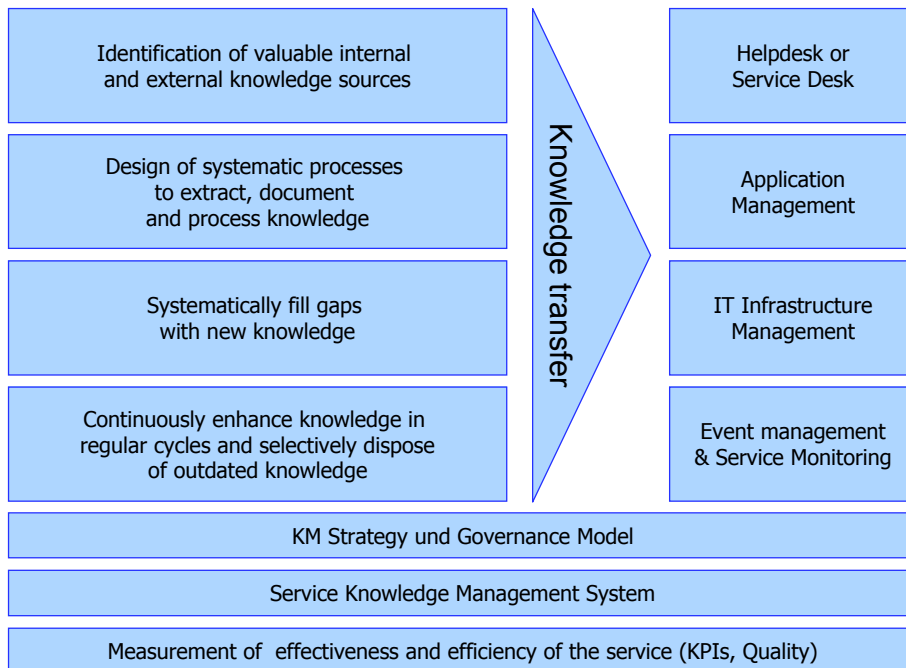
# Knowledge Pyramid



# The ITIL Knowledge Management Process



# Knowledge management & ITIL

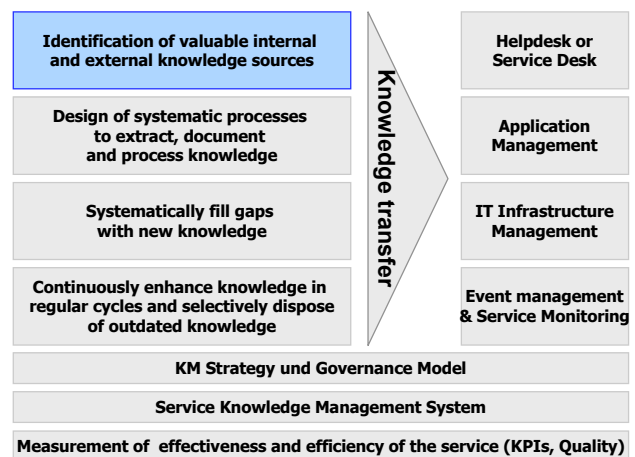


# Knowledge sources identification

- Past issue analysis
- Lessons learned workshops
- Sociogram

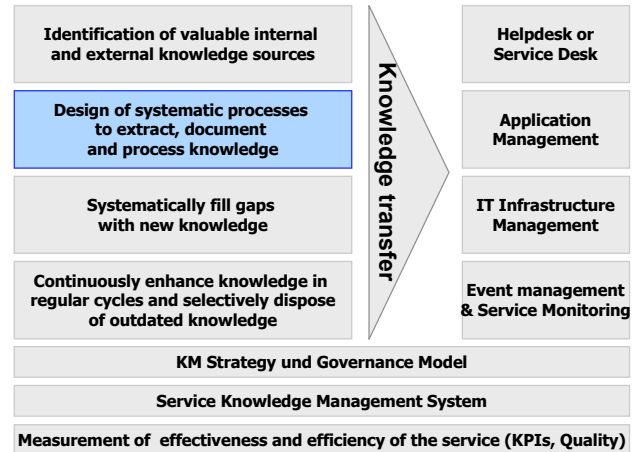


- Community building



# *KM integration into processes*

- Define information architecture
  - Taxonomy
- Identification of concrete activities to identify, capture, document and depict knowledge
  - Walkthroughs
  - Debriefings
  - FAQs
- Process visualization
- Explicit process integration of the KM activities
- Defining appropriate KPIs



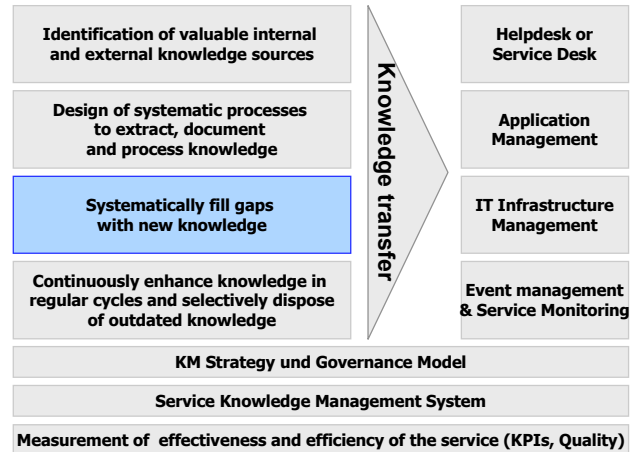
# *Key Performance Indicators for Knowledge Management*

## **Key Performance Indicators (KPI's)**

- „Increased resolution rate by a single access to Service Knowledge Management System“
- „Decrease effort and resources in IT service support“
- „Lower the average time to find material and documentation“
- „Raise customer satisfaction — by education, briefings, notifications, ...“
- „Degree of knowledge deployment“
- „Lower the dependency on the knowledge of individual persons“

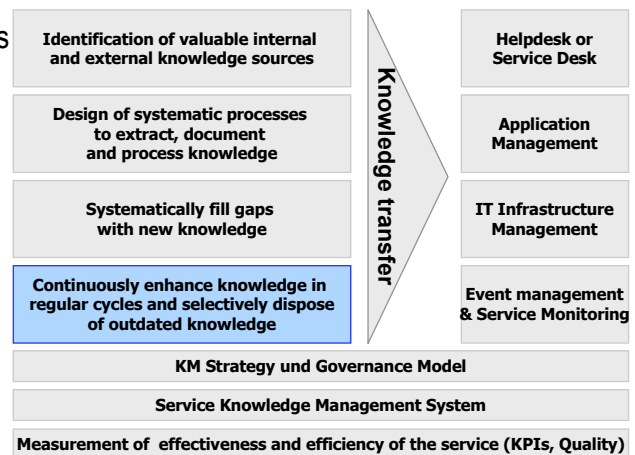
# Closing the gaps

- Systematic walkthrough and gap identification
  - Change of culture
  - Open communication
  - Stakeholder identification
  - Expert / Key user identification
- Workshops to identify and close the gaps



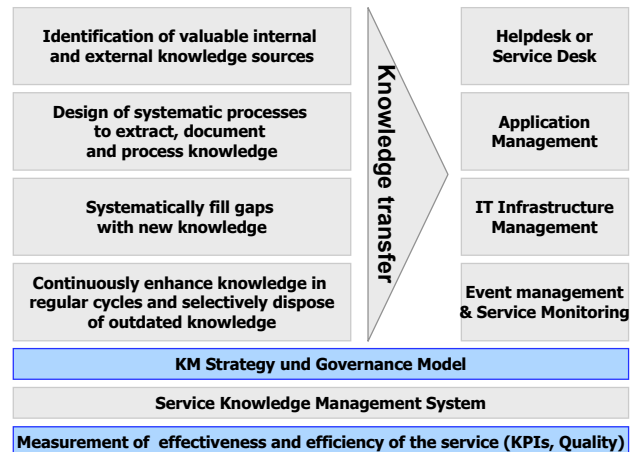
# Continuous review

- Process quality review
  - Special focus on how the agents deal with knowledge
- Regular input on weak points and gaps
- Define and control activities to fill the gaps



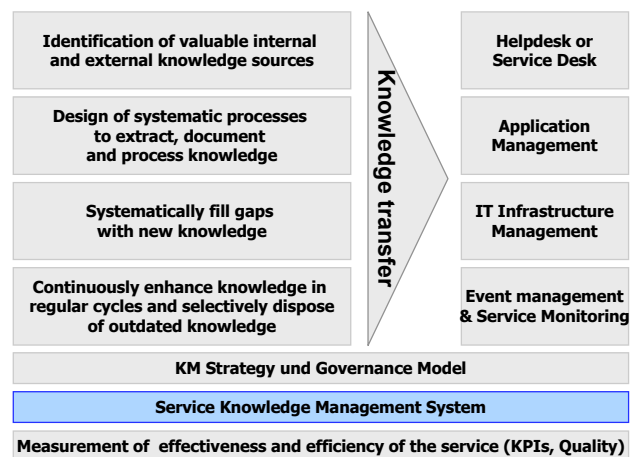
# KM Strategy & Governance Model

- Derive KM strategy from the IT Service Strategy
  - Focus on the same direction
  - Make the link between both strategies explicit and measurable
- Develop an IT governance model
- Integrate KM within
  - How to deal with experts
  - MBOs and knowledge work
  - Responsibilities and activities
- Regularly measure and give feedback (KPIs)

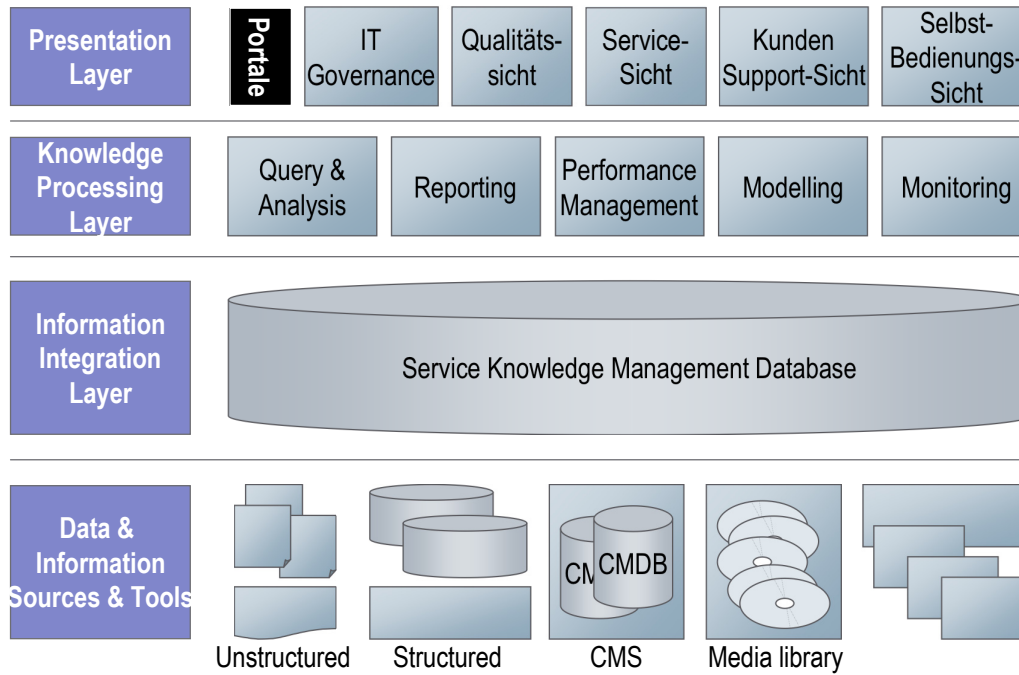


# Service KM system

- Build a system delivering results
- Knowledge database vs. knowledge base
- Identify the right balance between face-to-face activities and database driven approach
- Base all inputs on the taxonomy
- Provide context search with various search paths
  - Key words
  - Visual processes
  - Etc.



# ITIL V3 — Service Knowledge Management System



  
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