

Providing specialist tools, advice and guidance in ISO20K

Ensuring ISO/IEC 20000 Certification was achieved and embedded in Telefonica's business for long term success.

The Objectives

As the commercial brand of Telefonica UK Limited, O2 is a leading digital communications company. With over 450 retail stores, O2 runs 2G, 3G and 4G networks across the UK.

Telefonica UK's vision is to be "the most trusted provider of brilliant digital services for our customers".

To underpin this vision and purpose, Telefonica wanted to achieve ISO/IEC 20000 certification, as it was a recognized international standard that can demonstrate professional standards in service management. It was believed that the achievement of this certification would further demonstrate and underpin their ambition to develop an industry leading service based organization and enhance the value of service to their customers.

The economic case for attaining ISO 20K certification was predicated on both better service to their customers and also offering business services in the Enterprise and Public Sector ICT Services (PSN) marketplace. It opens opportunities to bid for business in the public and corporate space as ISO20K compliance and/or ITIL alignment is being demanded to opt in for business.

Telefonica UK already operate to a number of ISO standards governed by the Quality team, and this initiative formed part of the overall plans for ISO certifications within Telefonica.

The Solution

Whilst several organisations have achieved ISO/IEC 20000 (ISO20k) certification, reports of successful projects indicate that it usually takes 12 to 18 months. This was seen as a major risk to the project within Telefonica.

By working in partnership with BSMimpact, using an agile-like approach, Telefonica UK fast tracked their certification, taking only 5 months to design, implement and embed the SMS ready for the further 3 months of evidence and records required by the external auditors for certification. BSMimpact brought expertise, assessment and tools support to Telefonica and ensured that the following principles were adhered to:

- **Skills:** The application of SFIA (the Skills Framework for the Information Age) was key to ensuring that Process Owners and Managers, and other key jobs and roles were defined, and that individuals had the right skills.
- **Managing Complexity:** Maintaining momentum by implementing the project in manageable stages and keeping the project within timeframes that could be achieved alongside the other demands of the business.
- **ITSM and "Agile":** The incorporation of ITSM activities across Top Management and throughout the organisation, and the use of an Agile-based approach to each stage of the project, were seen as key to its success.
- **Appropriate Use of Technology:** The Service Management System (SMS) solution developed by BSMimpact, was incorporated into Telefonica's SharePoint intranet, supporting the goals of simplicity, "ease of use", flexibility, scalability and function – using standard tools and functionality already in use, rather than purchasing customised bespoke tools with high Total Cost of Ownership (TCO).
- **Business Change and Communications:** Ensuring the transformation reached a cultural level through effective communications and the application of Business Change activity using approaches embedded in best practice guidance described in Balanced Diversity and BSMimpact's Transformation Journey.

Telefonica is one of the world leading integrated operators in the telecommunication sector, providing communication, information and entertainment solutions, with presence in Europe and Latin America. Operating in 24 countries, Telefonica's customer total amounts to 313.1 million*, with over 23 million customers in the UK.

Sector: Telecommunications
Geography: United Kingdom
<http://www.O2.co.uk>

*March 2014

The Challenges

The project's main challenges were in addressing both the creation of a suitable Service Management System and in building support for the cultural changes that were necessary for success. In order to achieve certification, the team needed to develop a holistic approach to addressing not only process and technical issues but also human "ABC" (Attitude, Behaviour & Culture) type issues.

By taking this approach, Telefonica have implemented both a robust, scalable platform for the controlled management of ICT Services and also the cultural changes needed to ensure its longer term relevance to the business. This latter element is key to ensuring the continuing compliance with ISO20K needed to meet the demands of the marketplace.

"Part of our vision is to be industry leading in service management. Telefonica UK now has an ITIL aligned and ISO20K certified Service Management System that allows us to demonstrate excellence and prove best practice in the way we manage Services for our customers. Furthermore, industry experts agree that the timelines in which we have achieved it are unheard of and they are keen to talk to us!"

- Eva Franconetti, Continual Improvement Manager, Telefonica UK

After 1 month of discovery, assessment and high level design, 1 month detailed design, and 3 months of implementation and embedding, the system was fully operational and generating evidence and records ready for audit. Telefonica not only achieved ISO/IEC certification but received assurance from customers, staff and partners that they had delivered tangible benefits across the organization.

The Process

Month 1

After initial planning and scoping activities, the scope for certification was agreed and the implementation board was established with Top Management. BSMimpact commenced the Service Management System (SMS) design effort, coordinating an internal team of Process Owners, Managers and Sponsors.

Use of the ISO/IEC 20000 assessment service on the Assessment Portal ensured a quick but extensive view of the current situation, providing a baseline the team could check progress against. At the end of month 1, the plan through to certification was developed, and a team of committed resources was fully mobilised with a much better view of what was demanded of them – not only by the requirements of ISO/IEC 20000, but of Telefonica's customers, colleagues and other interested parties.

Month 2

Further communications and engagement, the completion of the SMS design, and the population of key content in the Service Management System Portal were the focus for month 2. New roles were defined, and others had adjustments made, describing the skills needed using SFIA – the Skills Framework for the Information Age.

Service Management System (SMS) Portal

The SMS Portal, developed by BSMimpact, uses SharePoint functionality that is often turned off by default. The auditors made particular mention of the SMS portal during their audit, as it provided an excellent audit trail for approvals, content approval for controlled documentation and records, an interactive set of process diagrams and information, and support for various processes through functions like the Continual Improvement Register, Audit Schedule, meeting sub-sites (tracking decisions, actions etc.) and Service Portfolio.

Three months onward: implementation and embedding.

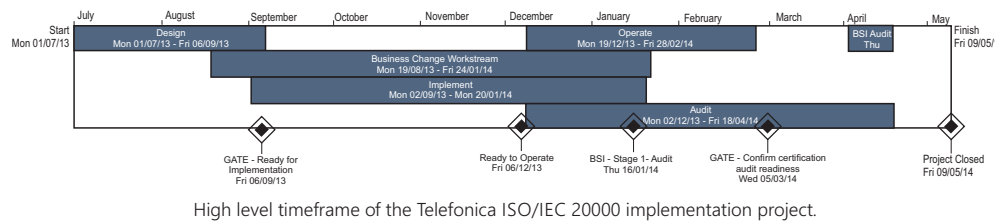
Some process areas had a massive journey to complete, but with appropriate and regular support, the Process Owners were able to drive substantial benefits across all areas of Service Management.

From commencement of design in July, by the 6th December the SMS had been implemented and the team were in full operation, entering their final phase of gathering at least 3 months' worth of evidence and records ready for the BSI Auditors – who made their initial certification visit in January. They confirmed they were operating and would be ready for the final certification audits scheduled for April.

Go/No Go Decision

During initial operation, the team made adjustments – living the Continual Improvement process, and learned how to best operate the expanded scope of the Change Management process without adding unnecessary bureaucracy. A final checkpoint assessment was carried out using the same Assessment Portal service so that they were able to compare results against their original baseline.

With the assessment results, and a 'thumbs up' from the BSMimpact team, the Implementation Board and Process Owners confirmed they were ready as planned, 1-month before BSI were due for the final certification assessment.



The Benefits

Opening Business Opportunity

The market for Enterprise and Public Sector ICT Services is very large, with the market size estimated in the billions. ISO20k is rapidly becoming a gating factor in an ICT Service Provider's ability to bid for this type of business.

A Foundation for New Digital Services

Meeting customer expectations for the next generation of Digital Services requires a step change in the way Services are managed. The role of Service Management in this new environment provides the rigour and control needed to ensure that new services are delivered to delight the customer with the right service. The implementation of an effective SMS that supports the adoption of ISO20k standards is recognised by Telefónica as key to its future success.

People development and clarity of roles and responsibilities

The success of the initiative was dependent on people in process owner, process manager and sponsor roles having clarity and driving the required changes. With BSMimpact's help, use of SFIA gave structure and meaning to roles, and allowed people in those roles to understand what skills they could further develop.

Pride, reward and recognition and engagement

Driving engagement and getting interest in an area that can be dry (process design and implementation progress) were reported using a "Tour de France" analogy. Yellow, green and polka dot jerseys were awarded periodically and on major milestones of the project, such as the end of the design or the implementation phases.

Maintaining Telefónica Leadership

At the point of certification, according to the ISO20K certification website, no other mobile operator in the UK had ISO20k certification for their mobile operation. This is a key differentiator for the Telefonica business.