

A part of the pre-study “Clarify the responsibility  
of Support Management”

# IKEA IT

Assignment in:	Company based Project
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## **PREFACE**

During the fifth semester at the program Information Logistics 180 hp at the Centre for Information Logistics in Ljungby, we students get the possibility to either go abroad for studies or to accomplish a company based project assignment. For me, it was obvious to choose the project assignment. I think this is a great opportunity for me to use the theoretical skills I have gathered during my first two years at this program in the reality. In addition to that, I see this as an excellent chance for me to get working experience during my time as a student and to make valuable contacts in the business world.

I have spent my project semester at IKEA IT in Älmhult. IKEA IT is the organisation that supports IKEA with IT systems. IKEA IT can consequently be seen as an intern IT division to IKEA. During this semester I have worked with evaluation of some parts of the Service Management organisation within IKEA IT with the purpose to improve the cooperation between Service Management, Support Management and Infrastructure Management with focus on Support Management.

This report is intended for all of you who are interested in business development, changes and improvements within the IT support at IKEA IT.

I would like to take this opportunity to say thank you to Anneli Olofsson Pearce, my mentor here at IKEA IT. Anneli made me feel welcome to this company from day one and I want to thank you Anneli for this opportunity, for your support and for the contagious, positive attitude that you have. I also want to thank Petra Petersson and Louise Elofsson, persons that are included in the team that I have been working with during the past months. Thank you for your warm welcome and for making me feels like a part of your team. Another big thank you to Anneli, Petra and Louise for patiently answering all my questions. I also want to say thank you to Maria Anderberg and Pernilla Degerman for showing interest in my work, and to all the co-workers at IKEA IT that somehow have helped me with my work here. Finally I want to thank my school mentor Fabian von Scheele for helping me with this report.

Älmhult, 17th January 2014

*Anna Wikingsson*

## **ABSTRACT**

I have spent my project semester at IKEA IT in Älmhult, within a function called Helpdesk. About two years ago a change was made within IKEA IT with purpose to create a well working Service Management organisation, including Service Management, Support Management and Infrastructure Management. The implementation of this change did not succeed and due to that the whole concept for the Service Management organisation now need to be improved, communicated and anchored in the organisation. One part of this improve is a pre-study called “Clarify the responsibility of Support Management, managed by my business mentor Anneli Olofsson Pearce. This pre-study is about improving the cooperation between Service Management, Support Management and Infrastructure Management with focus on Support Management and this is what I have worked with during my time at IKEA IT.

The purpose with my assignment was to highlight areas that need to be improved in order to improve the cooperation within the Service Management organisation and clarify the responsibility and the value of Support Management. I have suggested improvements in these areas but I have not implemented any changes or improvements since my assignment was a part of a pre-study and implantations are not included in pre-studies. In order to accomplish my assignment I have interviewed 29 persons in six different roles within the Service Management organisation. I have made qualitative interviews since we wanted to get deep information and specific examples. When I had executed all interviews I started to compile the material and during the final step in that process I created pie diagrams showing the result from the interviews on a high level.

Many of the answers from the interviews indicates that one of the areas that needs to be improved is the overall steering from Service Management, i.e. in order to improve Support Management Service Management needs to take their responsibility for the whole service and have a service perspective. Another area that according to the interview result needs to be improved is responsibilities and expectations since those in many cases are unclear which leads to confused employees and frustration in the organisation. Also communication and cooperation needs to be improved and one part of that is better documentation, which also increases the possibility of get clear expectations. The improvement areas that I have found are in many ways connected to each other. For example a good communication is needed in order to clarify responsibilities and expectations and by clarified expectations and responsibilities the cooperation will probably be better. Many of the improvement areas and many of the suggested improvements are in this way closely connected to each other and by change and improve one thing hopefully more things will be improved as well.

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# 1. INTRODUCTION

*This opening chapter starts with a description of the background to the project. After that comes a presentation of this assignment, controlling conditions and the stakeholders of the project. The chapter also includes key concepts, valuable for understanding this report, and a description of IKEA in general and IKEA IT in particular.*

*“Now here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!”  
(Lewis Carroll 1871, Alice Through the Looking Glass)*

To continuously develop your business and constantly work with improvements probably sounds like an obvious thing for most people. Business development is about the fact that companies and organisations have to work actively with development and improvement because the surrounding world is constantly changing (Ljungberg & Larsson, 2012). However, development is not as easy as it might seem to be, because development requires changes and changes are often met with resistance. Resistance that for instance can be based in a fear for the unknown, a feeling of lost identity, a fear for extra work or a worry for changing power relations (Jacobsen & Thorsvik, 1998). It is important to remember that changes are made in order to improve, and that all companies today have to constantly change and improve their business due to the high demands from both internal and external stakeholders. What is working and bringing a company success today is probably not the same things as works and brings success tomorrow (Ljungberg & Larsson 2012).

## 1.1 Background

About two years ago a change was made within IKEA IT with purpose to create a well working Service Management organisation, including Service Management, Support Management and Infrastructure Management. The meaning was to create a delivery team with people that would work together in order to make the services better than earlier and in order to create a better end user focus (Anneli Olofsson Pearce, personal communication, 2013-09-12). However, the implementation of this change did not succeed due to, among other thing, an insufficient will to cooperate, in some cases unclear role descriptions and a lacking communication during the implementation. Parts of the difficulty can, according to Anneli Olofsson Pearce (personal communication, 2013-09-12) depend on the outsourcing that the company was right in the middle of during the time for the implementation. The outsourcing was a big change and took a lot of time at this moment. What needs to be done now is to improve the whole concept for the Service Management organisation and the improvements then need to be communicated and anchored in the organisation. One part of this improve is the pre-study “Clarify the responsibility of Support Management, managed by Anneli Olofsson Pearce.

## 1.2 Assignment

In this autumn IKEA IT started to work with something called Helpdesk Roadmap. The roadmap is in progress until FY 16 and by working with this roadmap, the Helpdesk wants to “contribute to IKEA Growing Together 2020 and the IT Strategy 2017”, “ensure that we reach the goal of delivering outstanding IT Support to IKEA” and “have a common understanding of what we have to do to become one Service Desk” (Davidsson, 2013). The roadmap includes several projects, activities and pre-studies in order to improve the Helpdesk

and increase the user satisfaction. One of the pre-studies is called “Clarify the responsibility of Support Management”. It is managed by Anneli Olofsson Pearce and I have been working together with her in this.

This pre-study is about improving the cooperation between Service Management, Support Management and Infrastructure Management with focus on Support Management. Some of the purposes with the pre-study are to clarify the value of Support Management, give input to clarify the role descriptions and competence profiles and give input to better and clearer governance including meetings with clear agendas and responsibilities (see appendix 5 for activity directives).

We want to highlight the differences between how the cooperation is supposed to be and how it is today. We also want the value of Support Management to be clarified and communicated so the units get an opportunity to better understand the benefits and the contribution of Support Management. Also the competence profile and the role descriptions within Support Management will be reviewed and we will get input to better and more clarified description of their assignments. We will suggest improvements in these areas and present them. We will not implement any changes or improvements since this just is a pre-study.

### **1.3 Context**

This assignment is being done at IKEA IT with Support Management as starting point. The meaning with the pre-study is to get a result that shows what the different areas within Service Management think about Support Management, what they consider as the value of Support Management and what they see as Support Management’s contribution to the organisation. By doing this we hope to find the areas that need to be clarified and improved within Support Management. We also want the result to show how the cooperation within the Service Management organisation is working today and how it can be improved. One part will also have focus on the competence profiles and role descriptions within Support Management. By doing this it will hopefully be easier to work with changes and improvements both inside of Support Management and when it comes to the cooperation with the rest of the Service Management organisation. Development and improvements within these areas are important in order to optimize the services so that everything runs smoothly for the end users.

The pre-study concentrates, as mentioned, in the Service Management organisation, which consist of Service Management, Support Management and Infrastructure Management. The main focus will be on Support Management since Support Management according to Anneli Olofsson Pearce (personal communication, 2013-09-12) is most affected by the deficient cooperation within the organisation.

### **1.4 Controlling conditions**

This assignment will be carried out by Anna Wikingsson. Business mentor and pre-study leader Anneli Olofsson Pearce will be assisting Anna and some of the persons working in Helpdesk Supporting & Infrastructure will contribute with input as well. The assignment will comprise 29 persons in six different roles within the Service Management organisation. To be able to work with this project some material, as for example role descriptions and presentations, are required.

### **1.5 Delivery**

The result that this project will generate is several diagrams based on material gathered during 29 interviews. The diagrams will show what respondents from Service Management, Support

Management and Infrastructure Management think about Support Management, what they consider as the value of Support Management and what they see as Support Management's contribution to the organisation. By doing this we hope to find the areas that need to be clarified and improved within Support Management. We also want the result to show how the cooperation within the Service Management organisation is working today and how it can be improved. One part will also have focus on the Competence profiles and Role descriptions within Support Management. Areas that need to be improved will be described, and suggestions for improvement will be presented. An actual implementation of changes is consequently not something that this project will generate. The result should be seen more as an input for future changes and improvements.

## **1.6 Key concepts**

### *Service Management organisation*

The Service Management organisation does in this context means the parts of Service Management that are inside of IKEA, i.e. Service Management, Support Management and Infrastructure Management. Also Application Management is a part of the Service Management organisation but since Application Management is an outsourced area it is not included when I in this report mention the Service Management organisation.

### *Functions*

IKEA IT consists of three functions, and it is Helpdesk (which includes Support Management), Production (which includes Infrastructure Management) and SIM (which includes Service Management).

### *Support Management*

Support Management (including Incident and Problem Management) is organizationally a part of Helpdesk but is working cross-functional with the support. Support Management is a part of the Service Management organisation together with Infrastructure Management.

### *Incident*

An incident is any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to or a reduction in the quality of that service.

### *Problem*

A problem is the underlying cause of one or more incidents. The root cause is usually not known at the time a problem is registered.

### *Competence profile*

Description of expectations in terms of assignments as well as competence needs for a job. I.e. it defines the expected behaviour, tasks and responsibilities of an individual within the context of an organization and the needed competence to realize the expectations.

### *Role description*

A role describes the part that somebody plays in a specific context. It defines the expected behaviour, work and responsibilities of an individual or a group of individuals working together, within the context of an organization or activity.

### *SLF*

Service Level Fulfilment, which includes all things related to running business (to keep the service running, secure there is no problems and improve the service).



## 1.5 Disposition

### Chapter 1: *Introduction*

In this chapter the background of the pre-study and the assignment is described. Controlling conditions are presented as well as the project's stakeholders and key concepts. The chapter also includes a description of IKEA and IKEA IT.

### Chapter 2: *Theoretical frameworks*

The chapter includes theories within areas that are relevant for this assignment.

### Chapter 3: *Methods*

In this chapter the working processes for this assignment is described.

### Chapter 4: *Results*

The chapter includes the empirics, the results, which the assignment has generated.

### Chapter 5: *Analysis*

In this chapter the result is analysed. The chapter includes a comparison between theory and empirics and it also includes suggestions for improvements.

### Chapter 6: *Conclusions*

The chapter includes some short conclusions about the result.

### Chapter 7: *Reflections*

This final chapter includes reflections about the pre-study and this semester.

## 1.6 Enterprise Presentation

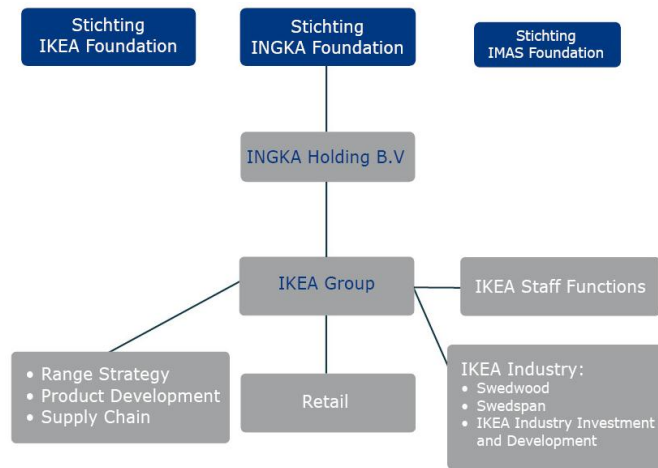
In 1943 the company IKEA was founded by a 17 year old Ingvar Kamprad. Ingvar Kamprad grew up at the farm Elmtaryd in the small village Agunnaryd and the letters in the name IKEA stands for just that – Ingvar Kamprad Elmtaryd Agunnaryd. When Kamprad started IKEA the product range consisted of smaller items such as pens, watches and wallets. In the year of 1948 the company started to sell furniture made by a local producer near Kamprad's home. The reactions to that were very positive and the company's range increased successively. Year 1951 is a kind of a milestone in the history of IKEA since that was the year when the first IKEA catalogue was made, a thing that opened up for a larger scale sale. Two years after that IKEA opened a showroom in Älmhult, with purpose to show the quality of their furniture since the company had a competitor that also offered furniture to low prices. The showroom turned out to be really successful and the customers appreciated the opportunity to see what they actually could get for their money. In 1958, IKEA's first retail shop opened, a 6700 square meter big furniture shop in Älmhult (Inter IKEA Systems, 2012). Today, IKEA is established in 26 different countries and in 2012 the 298 stores had nearly 700 million visitors (Inter IKEA Systems, 2013).

IKEA has the vision "To create a better everyday life for the many people" and the company's business idea is "to offer a wide range of home furnishings with good design and function at prices so low that as many people as possible will be able to afford them" (Inter IKEA Systems, 2013). The majority of the profit that IKEA are making reinvests in the company by building new retails, investing in existing retails, product developing, investing in sustainability and by consistently lowering product prices. In this way, IKEA wants to be

more accessible so they can help even more people to get a better everyday life (Inter IKEA Systems, 2013).

### 1.6.1 The IKEA Group

IKEA is a company that includes the whole value chain, from range decision making to developing products to producing, distribution and sale in the IKEA stores. The overview structure of the IKEA group is shown in picture 1.6.1. The IKEA group is since 1982 owned by a foundation in the Netherlands, because the founder of IKEA, Ingvar Kamprad, wanted to ensure a long term and independent ownership structure. The profits that the IKEA group is making reinvests, goes to charity through IKEA Foundation or saves for future investments in the company (IKEA Inside, 2012).



1.6.1. Structure of IKEA Group

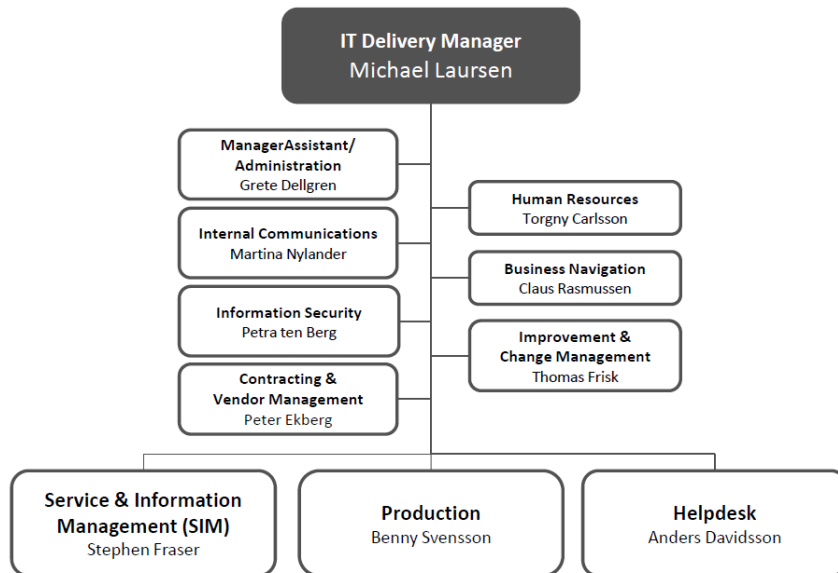
INGKA Holding B.V is the parent company of the IKEA group, with the purpose to support and manage the IKEA group. INGKA Holding B.V is owned by Stichting INGKA Foundation. Stichting INGKA Foundation **förfogar over aktier** and reinvests in the IKEA group, and they also supports charity trough Stichting IKEA Foundation. Stichting IKEA Foundation supports charity in different ways and today the mainly focus is on children's rights. Stichting IMAS Foundation take care of Stichting INGKA Foundations economic resources (IKEA Inside, 2012).

The IKEA group works in four different areas and it is range strategy & product development, retail, supply and production. When it comes to *Range* the organization IKEA of Sweden, IoS, is responsible for development and distribution. *Retail* drives the development of the retail trade and *Supply* is responsible for distribution and everything related to distribution. *Production* take place in IKEA's own producing companies named IKEA Industry, earlier called Swedwood, Swedspan and IID (IKEA Inside, 2012). In addition to these four areas there are also *Support Units*. Support Units is involved in a lot of the parts in the IKEA group since they support the different companies and organizations (Petra Petersson, personal communication, 2013-09-04). Examples on companies within Support Units are IKEA AB, IKEA Test Lab and IKEA IT Deliver (IKEA Inside, 2012).

### 1.6.2 IKEA IT Delivery

IKEA IT Delivery is, as mentioned, a part of the support organization within the IKEA group. IKEA IT Delivery will in an effective way control and manage flows of information and deliver well-functioning and high quality IT services with purpose to develop and support IKEA. The IT organization is a very important part of IKEA and is today completely crucial for IKEA's success. IT solutions and IT services are uses daily for instance in the IKEA stores, at the web page, during the catalogue production and in conjunction with the product development (IKEA Inside, 2013).

IKEA IT consists of three different units and it is SIM (Service Information Management), Production and Helpdesk, which shows in picture 1.6.2. Organizationally Support Management is included in the Helpdesk division, but the support cooperates with all units. SIM, Production and Helpdesk are located all over the world and they are consequently represented in many different places (Louise Elofsson, personal communication, 2013-09-03).



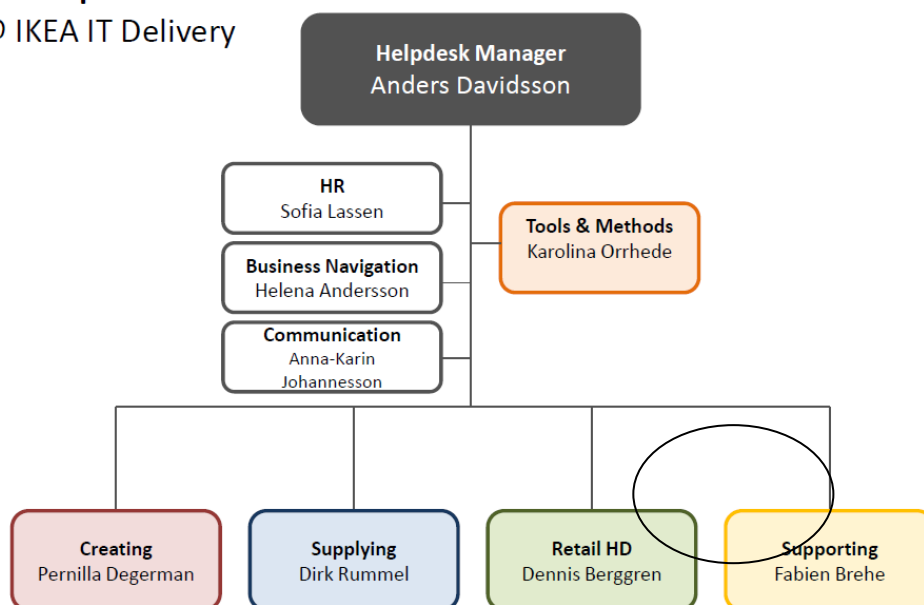
1.6.2. IKEA IT Delivery Organisation

### 1.6.3 Helpdesk Supporting

The Helpdesk organization is divided in four different functions – Creating, Supplying, Retail and Supporting, which illustrates in picture 1.6.3 (IKEA Inside, 2013). The Helpdesk can be described as the division that will support the users of IKEA’s information systems.

## Helpdesk

@ IKEA IT Delivery



1.6.3. Helpdesk at IKEA IT Delivery

## **2. THEORETICAL FRAMEWORK**

*In this chapter theories within the areas that I find are relevant for this assignment will be presented. It starts with theory about services in general and then follows a presentation about Service Management and Service Quality. I will also present some theory within the business development area and some theory about outsourcing and about communication.*

### **2.1 Services and the service perspective**

When you have a service perspective at your business, you do not think that it is enough with a good main product to reach success. Instead, you think that it is the total service package including both a main product and one or several minor services that are making the business successful. The difference between the main and the minor services is not always obvious, but in addition to the main product the customer for example can get minor services as the possibility to counselling, access to some kind of information or maybe someone to contact if they have problem with the product. This is often described as service competition and first of all, the success requires a good main product, but in addition to that, it also requires a number of well functioned minor services. The minor services are, together with the main product, creating the total package that leads to a successful business (Grönroos, 2002).

Significant for services are that the customers do not use to pay attention to them when they are working well and the customers' expectations are fulfilled. It is only when the service is lacking and the customers not get what they are expecting as the services get attention. Due to that, service business should be careful to offer too many minor services since they easily can take focus from the main service and make the main service less good (Normann, 2002). Service business also should be careful promising higher quality and better services if they do not know for certain that they can fulfil the promises. To lower expectations that once have been raised is a very hard task (Normann, 2002).

The service perspective is applicable whether if the main product is a physical product or a service. The dividing line between a physical product and a service is not always very clear, but almost all services have the following three characteristics in common:

1. Services are processes that consist of a succession of activities rather than things.
2. Services are produced and consumed, at least partially, at the same time.
3. The customers participate, at least to some extent, in the process of the service production.

The most important thing is, according to Grönroos (2002) that the service consists of processes.

By having a service perspective the management's focus will change in many ways. For instance the management will focus on a total value for the customer instead for a product based value, and they will focus on long term relationships instead of short term transactions. They will also focus on the total customer experience when it comes to quality instead for only focus on the quality of the main product (Grönroos, 2002).

### **2.2 Service Management**

To have a service perspective and to lead a business in a way that enables you to offer a total service package is fundamental when it comes to management in service competition. This kind of management is called Service Management and is adjusted for service businesses and service competition. With Service Management you know how to manage a company in a competitive situation where it is the services that are the base to reach success, whether the

main product is a physical product or a service (Grönroos, 2002). You can see Service Management as a kind of social leading with purpose to create, develop and manage dynamic, social culture (Normann, 2000).

There are a lot of definitions of the conception Service Management but a quite easy version is that “Service Management is a leadership principle for the whole organization where the prime mover behind the business is service quality, as it is experienced by the customer” (Grönroos, 2002, s. 217 – quote translated by me). In practise, Service Management implies that it is services that are a business prime mover, and that the services are fundamental for the business success (Grönroos, 2002).

According to ITIL (2011) Service Management are a number of special and organisational attainments with purpose to offer customer value in form of services. In a more easy way, Service Management can be described as the capability of manage social services. It is a type of management that concentrates in leading, organising and manage business producing services (NE). Business of this kind are often more depended on good management than manufacturing business (Normann, 2002). Since services are social processes they require that the people involved have a high level of motivation and also certain freedom. The business’s values and culture become very important in this case. By impress the values and the culture that the company has on the individuals within the service, the management can, to some extent, control the business despite it might be quite decentralized. According to Normann (2000) there is no other way to achieve high quality in every contact the employees create with the customers than to maintain a strong culture and to ensure that all employees not only have the necessary knowledge but also are governed by the right ethical values.

Successful Service Management requires that the company know what quality and what value the customers are expecting, that the company know how to create this value and that they know how to manage the resources available in purpose to create service based value. Though, this is not enough – the company also needs to understand that what the customers want and require are things that will change over time, and that the customers experience consequently also will change. Due to that, Service Management requires a dynamical approach where you are aware of the necessity of continuously changes in order to keep the customer experience on a high level (Grönroos, 2002).

When it comes to IKEA, Service Management, Support Management and Infrastructure Management are all necessary parts in order to provide a complete and well functioned service. The three units have to cooperate to make the services as good as possible, and they have to manage the process with the end user in focus (Anneli Olofsson Pearce, personal communication, 2013-09-12).

## **2.3 Service Quality**

The word quality can mean several things. In this context, quality can refer to product quality, process quality, production and delivery quality or quality as a general philosophy that are permeated in the whole organization. Generally, quality as an overall philosophy in the organization is the version to prefer. Though, product quality also is important and should, to some extent, be used in all service companies since it in an easy way can convey some important aspects of a service (Normann, 2000). Quality can also be described as what the customers think it is. Many companies might focus on the product quality in terms of the technical qualities, while the customers often see quality as something much bigger. It is

important that a company know what their customers consider as quality, so that they can adjust their own definition after that (Grönroos, 2002).

When it comes to quality and how good optimal quality really should be, it depends on the company's strategy and on the customer's expectations. There are four possible outcomes in experienced quality and it is bad quality, acceptable quality, good quality and unnecessary good quality. You should think of acceptable quality as a minimum require that not always is enough. Good quality is what companies should strive for. If the experienced quality is too high, probably the costs are very high too. You use to say that it is a good quality level when the customers get a little bit more than they are expecting (Normann, 2000).

Quality and quality management do often fail and a common reason for that is lacking interest from the company's management. Personal examples and encouragement from the management is important in order to make people accept quality as a long term thing, to take quality serious and to develop quality. Another common reason why quality often is lacking is role ambiguousness, where the management and the contact personal fail with creating the logic that are necessary in order to deliver good quality. Focusing on technical measures instead of on the connection between quality, service and innovation is another common reason to why quality management fails. It is also usual that the quality fails because the companies are unsuccessful when it comes to keeping a longer effort. Many companies have big programs in order to increase their quality level but then they ignore or mismanage the maintenance (Normann, 2000).

## **2.4 Development, changes and improvements**

The importance of continuous development for today's business was mentioned already in the introduction of this report. All businesses, irrespective of business area, have to develop and improve as a result of the consequently changing surrounding world. Today, stakeholders as for example the society, customers and suppliers have access to a lot of information and they often have many options when to decide something. Therefore, the competition between companies increases and in order to cope with the high demands from the stakeholders the companies need continuous development and improvement (Ljungberg & Larsson, 2012). Development of a business requires changes, and to success with implementing a change you must have a well planned strategy. Ljungberg & Larsson (2012) presents following eight steps in order to success with a change, all of them equally important:

1. **Highlight the necessary of the change:**  
Show that the company are in need of the change. Evaluate the market and the competitors in order to identify potential possibilities and risks.
2. **Crete a management group:**  
It is important to have a management group that can work as a team, serve as a model and lead the change forward.
3. **Develop a vision and a strategy:**  
Show what the change will lead to, what everybody will work together for and how it is supposed that the company will get there.
4. **Communicate the change vision:**  
It is important that everybody involved know what is going to happen, why it is going to happen and how it will affect them.
5. **Crete a organisation with a high level of tolerance:**  
With a high level of tolerance the organisation can minimize obstacles. Encourage risk taking, new thinking and innovative people.

6. **Generate short term wins and create intermediate goals:**  
Make the improvements that are consequences of the change visible and reward the people working with the change.
7. **Establish the wins and keep on with the change:**  
Once again, visibility is very important. In order to drive the change forward it can, for instance, be a good idea to take in consults.
8. **Firmly establish of the new methods in the organisation culture:**  
Try to make the new methods a part of the organisation culture by focus on the connection between the new methods and the success of the organisation.

## **2.5 Pre study phase**

To start up a project somebody, for example a customer or a person within an organisation, need to initiate the project (Tonnquist, 2012). The initiation takes place before the pre study and is consequently the thing that starts the project. The pre study phase in a project means that you investigate the project's conditions and that you describe the project relatively detailed. The purpose with a pre study is to increase the security around the project and to minimise the risks to start a project resting on a weak basis. A pre study will, among other things, include the projects background, purpose and wanted results, context, controlling conditions, analyse of the present situation and suggestions of solutions (Tonnquist, 2012).

## **2.6 Job description**

A job description describes, as you can hear, a job. Job tasks, responsibilities and working conditions are information that shall be included in a job description. A job description can be shaped in different ways but usually it has a length of one to three pages and it contains of two sections. The first section is identifying information and will include the company's name, the job title, the department/division, the job analysts' names and the date of the report. The second section is a summary of tasks and responsibilities. The duties performed, working conditions, given or received supervision, the job's relation to other jobs and machines, tools and methods that are supposed to be used will be presented here (Jewell, L.N., 1998).

According to Jewell L.N. (1998) the meaning with a job description is to communicate information and not to amuse the reader or to impress with an elegant writing style. A job description should be complete, direct and concise in order to fulfil its purpose (Jewell, L.N., 1998).

## **2.7 Outsourcing**

Outsourcing is when you let another company take care of some part of your business, maybe because it is cheaper, because the quality will be better or because it will make your company able to focus on the core business (Slack et al., 2012). As a company it is all about asking yourself what you are good at and what it is that you want shall create value. Sometimes there might be other companies on the market that can take care of some part of your business in a successful way and in those cases a company both can improve quality and save money by outsourcing. In other cases the best thing maybe is to manage the whole chain within your company (Slack et al., 2012). If outsourcing is an alternative a company can answer a number of question in order to figure out if outsourcing would have been good or not. The first question is if the activity that you might be going to outsource has strategically mean for the company. If that is the case outsourcing might not be a good alternative but if the answer is no you can go on and answer the next question, which is if you have the knowledge and the capability to manage the activity within the company. If the answer is yes you should consider keeping the activity within the company. Next question is if you within the company are best when it comes to this area. If you are best you should not outsource, but if there are other

companies that are better outsourcing can be a good alternative. The last question is if the area or the activity that you consider to outsource has potential to improve and be more effective. If that is the case the activity probably can be outsourced (Slack et al., 2012).

## **2.8 Communication**

Communication is a process where people or groups send or interchange information. Communication is also intermediary of ideas, attitudes and feelings. Communication is vital in order to make people in an organisation cooperate. If information is missing it easily can cause frustration and lacking motivation (Jacobsen & Thorsvik, 1998).

Communication requires a sender and a receiver. The sender sends a message and the receiver receives the message and tries to understand the meaning of it. A message consists of 55 % non verbal behaviour, 38 % pitch of voice and only 7 % the actual words (Malin Larsson, personal communication, 2012-02-23). The receiver and the sender do not have the same personalities, experiences, knowledge and vocabularies which quite naturally influence their different interpretations of the message (Malin Larsson, personal communication, 2012-02-23). Due to this it can be hard for a sender to know if the meaning of a message really has reached the receiver. In order to secure this, the sender can for example ask the receiver to repeat the message, or the sender can summarize the most important parts of the message in order to increase the probability that the receiver has interpreted the message correctly (Malin Larsson, personal communication, 2012-02-23).

Though, communication requires more than a sender and a receiver. One thing that is needed is a communication channel, which for example can be face to face, telephone or mail (Malin Larsson, personal communication, 2012-02-23). Tonnquist (2012) writes about the importance of choosing right communication channel. What kind of communication channel that is preferable does according to Tonnquist (2012) depend on the situation, since all channels have different advantages and disadvantages. For example face to face makes it possible for the sender to use body language, pitch of voice and words and the receiver has the possibility to give direct feedback. Though you not always have the possibility to meet face to face and in many cases it is easier to make a phone call. It is a faster way of communication but since the body language cannot be used, more than half of the message will not reach the receiver. While sending a mail even less of the message will reach the receiver, since the sender neither can use body language nor pitch of voice. The advantages with a texted message is that it in general is a fast, efficient and easy way of communicate (Malin Larsson, personal communication, 2012-02-23). Things as time, place and relation do also affect communication and the reaction of communication. For example communication often is easier if you know the person you communicate with and if both sender and receiver have similar personalities and experiences (Malin Larsson, personal communication, 2012-02-23).



## **3. METHODS**

*This chapter includes the methods I have used working with this assignment.*

### **3.1 Method approaches**

By having a qualitative approach you are, according to Jacobsen (2002), more open for new information than if you have a quantitative approach. A qualitative approach, where you are focusing on a few units, leads to a deep and a more profound description of a situation (Jacobsen, 2002). Due to that, I have chosen a qualitative method approach.

According to Jacobsen (2002) a deductive approach is when you go from theory to empirics. It means that you have studied the problem area and therefore have certain knowledge before you start to investigate the area in reality. An inductive approach is the opposite and consequently you go from empirics to theory. Here you want to go out in the reality without expectations so you do not risk missing valuable information (Jacobsen, 2002). Instead of a completely deductive or inductive approach you can use a so called open approach, which means that you set up your limits before gathering empirics. My approach was relatively open – I had some knowledge before I started to investigate the reality, which I think was necessary for me in order to understand what my respondents were talking about. Though, I also needed complementary material during my project to get a complete picture.

### **3.2 Collection of information**

I have gathered information to this project through interviews with persons included in the Service Management organisation at IKEA IT. I have interviewed 14 persons within Support Management and 15 persons outside of Support Management in order to get information from both sides and by that be able to find gaps in different areas.

I have made semi structured interviews, which according to Jacobsen (2002) are distinguished by a number of planned areas and questions to start with, but that also allows a more free dialogue with the respondents which give them the opportunity to talk about the things that are important according to them. My interviews had planned questions in a decided succession which is significant for structured interviews, but the questions had no pre defined answers, which indicates that the interviews not have been completely structured (see appendix 1 for Templat for interview). The reason to why I have chosen to make semi structured interviews is because I wanted to ensure that I got fundamental information within the relevant areas at the same time as I did not want to miss other information that eventually could be interesting in the context which is the risk with completely structured interviews.

When we chose our respondents we did a sample in order to get best possible information. This means that we chose respondents we thought could give much and good information. This is often hard to do since you not use to know so much about your eventual respondents, but in this case pre-study leader Anneli Olofsson Pearce had some knowledge about the persons which made this sample possible. We chose to do this because we wanted respondents that were willing to participate and willing to share their honest thoughts and opinions with us.

Most of the interviews have been face to face interviews but a few interviews have been telephone interviews. I chose to do face to face interview when it was possible because face to face interviews according to Jacobsen (2002) gives the best personal contact. It is easier for the respondent to feel faith when he or she meets the interviewer face to face. The main

reason to why I also made a couple of telephone interviews was the cost. Some of the respondents are living in Germany and in this case it was not possible for me to meet them face to face due to high traveling costs.

I chose to have interviews that lasted for one hour and according to Jacobsen (2002) one to one and a half hour is an ideal time when it comes to this kind of interview. If the time is longer the respondents easily can be bored and if the time is shorter there is no meaning to have an interview. In that case a survey is better (Jacobsen, 2002).

Another choice to make when you are going to do interviews is according to Jacobsen (2002) whether to record it or not. If you record it you ensure that you catch all the details and you do not need to take so many notes which enable you to focus on the respondent. Though, the respondents can react negative and some people experience it as hard to talk when they know that they are recorded (Jacobsen, 2002). Therefore I chose to not record the interviews.

### **3.3 Compilation of interview material**

When all interviews were executed I started to compile the material. Jacobsen (2002) mentions a thing called categorization of data which means that you collect diversified information and put the data in different groups, where all information about one subject are put into one category. It is a simplification of complicated and detailed data and I did this in order to be able to compare and use our interview material in a good way. Together with Anneli I did a kind of bundling. We put all similar answers together and gave them suitable key words.

Next step of the compiling was creating diagrams in order to be able to get an easy overview of the result. When I created these diagrams I used the key words/the categories as starting point. We chose to show the result for most of the questions in three different diagrams. One diagram shows the answers from all respondents, one diagram shows the answers from the people within Support Management and one diagram shows the answers from the people within Service Management and Infrastructure Management. The reason to this grouping is the focus of the pre-study which is Support Management. We wanted to show the differences between the answers from the people inside of Support Management and the people outside of Support Management.

After creating the diagrams I started to look after improvement areas and here I used both the diagrams and raw data in terms of notes from the interviews.

### **3.4 Theoretical framework**

To create the theoretical framework, I have used literature about subjects that I find relevant for this project. I have also used the World Wide Web to get a broad and complete theoretical framework.

### **3.5 Method criticism**

As mentioned above I used open answers in my interviews. According to Jacobsen (2002) open answers should only be used in two cases since the compilation process often is very hard and time-consuming when you use open answers. The first case when it should be used is when you cannot foresee all possible answers and the second is when there are so many possible answers that several pages would be needed to list them all. In this case I couldn't foresee all possible answers and therefore I chose to have open answers. Though, the compilation process has been really time-consuming. If I will do an assignment like this again with a limited time-frame I think I will try to create some answering alternatives and just have

one open category where the respondents that not agree with any of the alternative can answer whatever he or she wants.

A disadvantage with making interviews face to face, which I mainly did, is according to Jacobsen (2002) that the so called interview effect can be more significant than if you for example are doing telephone interviews. Interview effect means that the interviewer can influence the respondents, and I am aware of that I can have influenced my respondents.

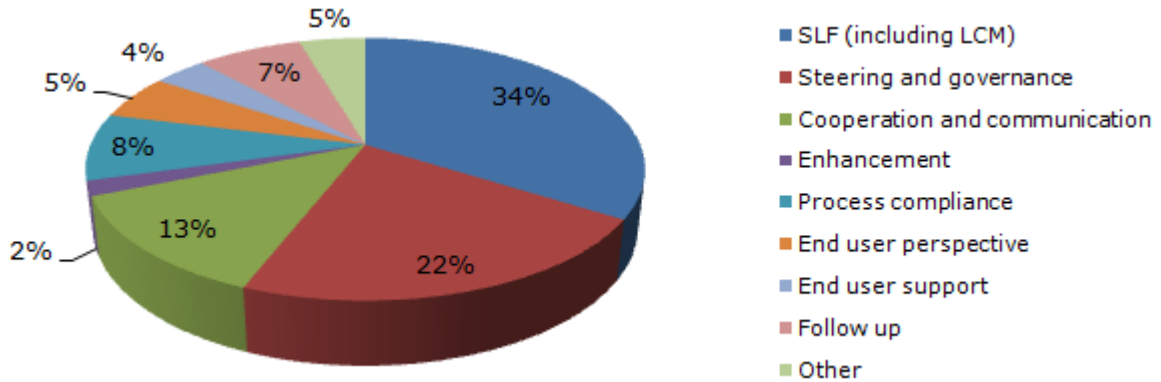
The bundling process, where we bundled all answers that were similar to each other and gave them a key word, could have been done in a better way. I and my business mentor Anneli Olofsson Pearce did this bundling with some help from two other persons within Support Management (Petra Petersson and Louise Elofsson). In order to secure a really reliable result with a high validity we should have involved more persons in this process. Jacobsen (2002) writes about intern subjectivity which means that the closest we can get the truth is when several persons agree on that something is accurate. Due to that we should have tested our bundling against more people in order to give the result a higher reliability and validity. Unfortunately the execution of the interviews took longer time than expected and due to that we did not have the time to do this. If I will do a similar assignment in the future I will keep this in my mind and secure that I have time to test categories against more people. I and Anneli tried to be as objective as possible but of course that is not enough.

According to Jacobsen (2002) extern validation is when you can make a generalization from a study. Since I have made a qualitative study I have gathered data just from a sample of all people within the Service Management organisation. According to Jacobsen (2002) this means that we need to be careful with generalizations, i.e. we cannot see this result as representative for all people within the Service Management organisation. What we can see from our result is indications and specific examples and for us this is very valuable, but of course it would have been interesting if we had a result that was representative for the whole organisation. According to Jacobsen (2002) a quantative study increase the possibility to generalize, but despite it would have been good to be able to generalize, it was not our focus. We wanted the deep and the details that are significant for a qualitative study. In order to make a generalization from a qualitative study possible we would have need to be able to prove that the persons that we have interviewed are representative for the whole population. If other studies would have pointed at the same thing it would also have strengthen the possibility of generalization (Jacobsen, 2002).

## 4. RESULTS

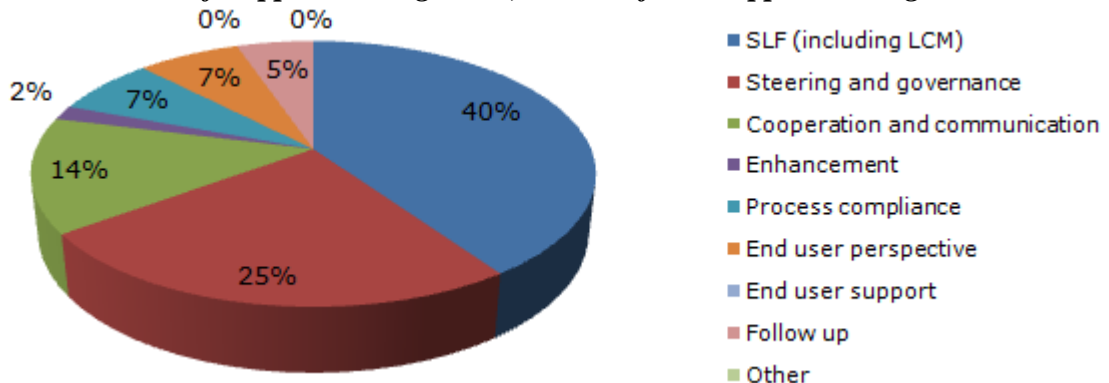
This chapter includes the empirics, the results, which this assignment has generated.

**Figure 1 - The value of Support Management, answers from all respondents**



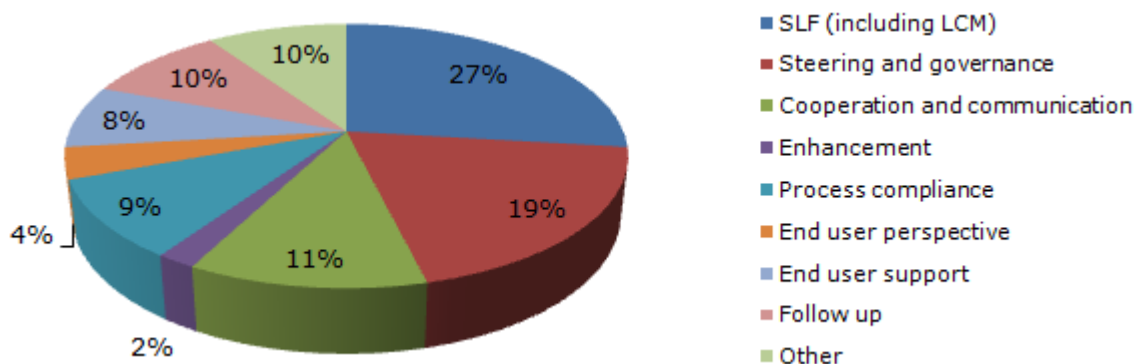
SLF is clearly the most common answer standing for about 1/3 of the answers. End user perspective stands for only 5 % of the answers. The category Other consists answers as for example "I see Support Management as the key for success" and "Support Management is vital". Many of the respondents see Support Management as an important and valuable area that has great potential but according to the interview result the area needs to be improved. Many people have high expectations on Support Management that not are fulfilled today.

**Figure 2 - The value of Support Management, answers from Support Management**



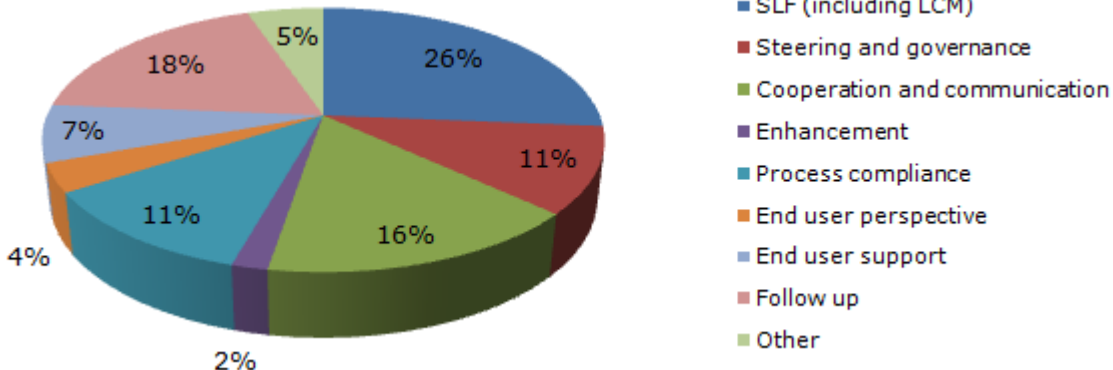
The answer End user perspective is quite unusual also within Support Management. SLF is considered as the greatest value and Enhancement stands for a very small part of the answers.

**Figure 3 - The value of Support Management, answers from SM & InfraM**



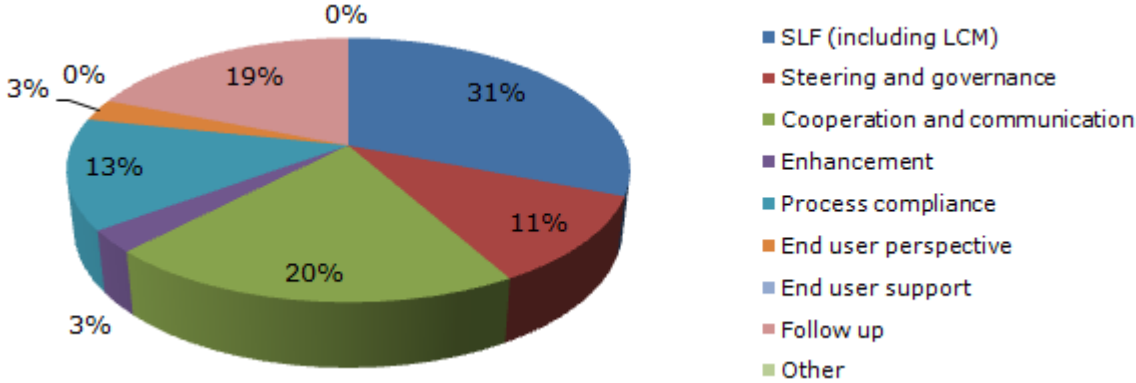
The value of End user support stands for 8 % of the answers from the respondents within Service Management and Infrastructure Management. The contribution of SLF and Steering and governance is considered as smaller than within Support Management.

**Figure 4 - Support Management’s contribution today, answers from all respondents**



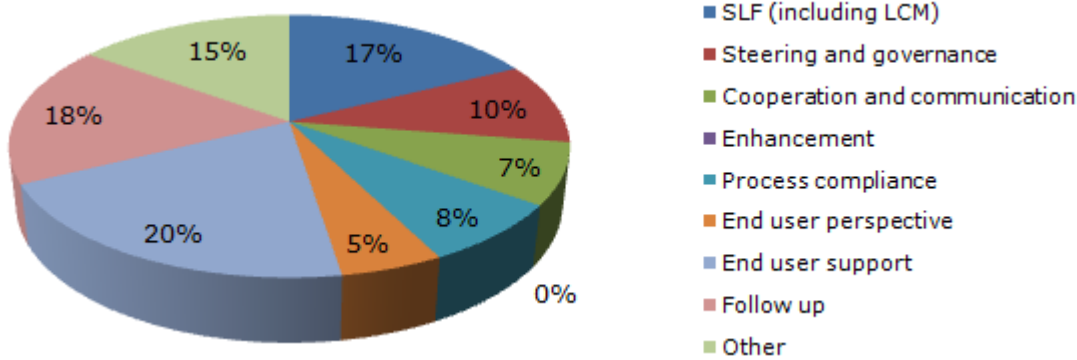
The contribution of Steering and governance is considered as quite small. Follow up is the second most common answer. End user support is a more common answer than End user perspective.

**Figure 5 - Support Management’s contribution today, answers from Support Management**



Within Support Management SLF is the most common answer standing for almost 1/3 of the answers. The contribution of End user perspective is considered as very small, as well as the contribution of Enhancement.

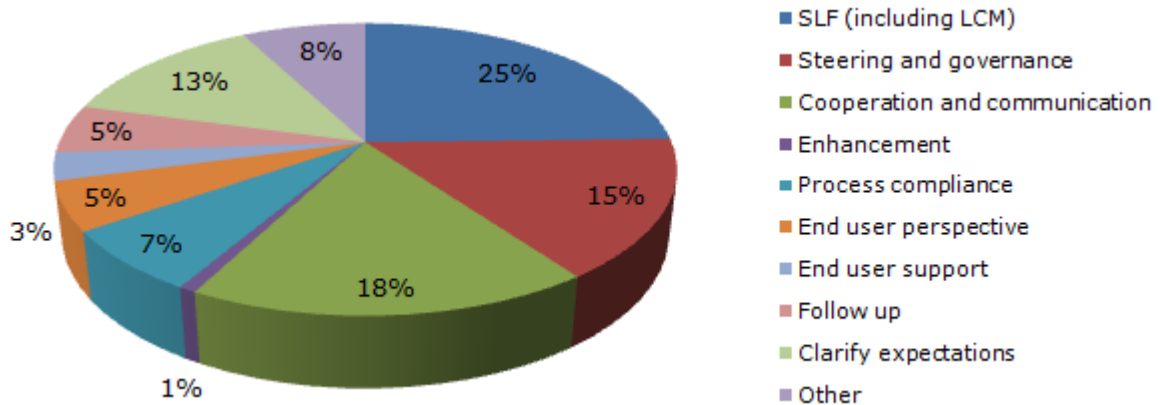
**Figure 6 - Support Management’s contribution today, answers from SM & InfraM**



The most common answer within Service Management and Infrastructure Management is End user support standing for 20 % of the answers. The contribution of Cooperation and communication is smaller than within Support Management. The category Other is quite big

and answers included here is for example “They contribute with a positive mindset” and “They don’t have the time they need to do their work, due to a too small organisation”.

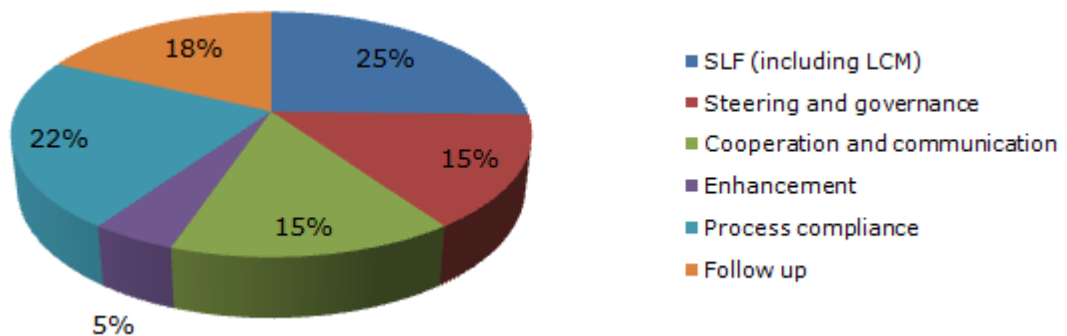
**Figure 7 - What Support Management should contribute with, answers from all respondents**



The answer Clarify expectations stands for 13 % of the answers and is the fourth most common answer. Some of the respondents do not know what the responsibility of a Support Manager is and some respondents think that the roles are unclear between Support Manager, Incident Manager and Problem Manager. Many of the respondents think that the expectations on Support Management are unclear and need to be clarified. An example where the responsibility and therefore also the expectations are unclear is regarding Infrastructure Events (a kind of incidents from Production). Support Management should according to the respondents contribute with less Follow up and a bit more Steering and governance than today.

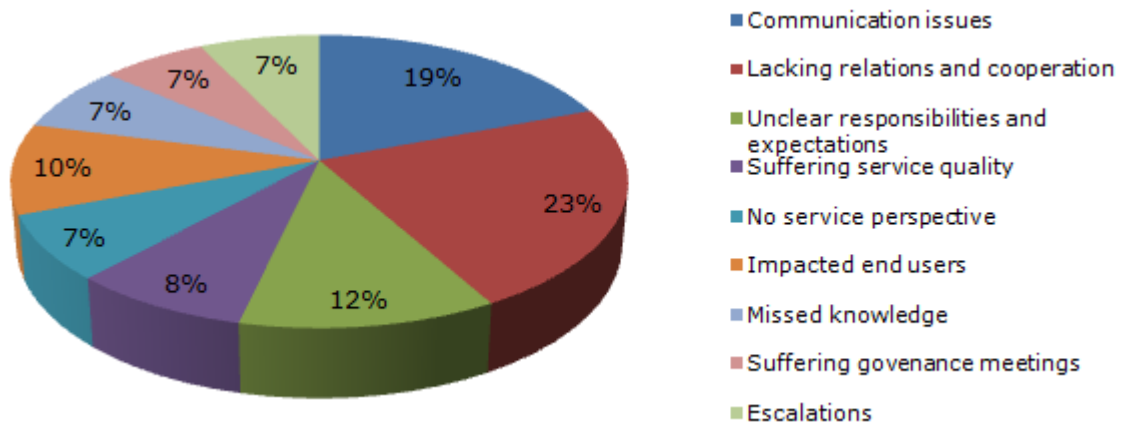
The category Other mainly includes answers about that Support Management should take the role as a Service integrator. A difference between the answers from the respondents within Support Management and the respondents within Service Management and Infrastructure Management is that the answer Cooperation and communication is more common within Support Management. Another difference is that some of the respondents within Support Management think they are often left out and that they should be involved by Service Management in a better way, for example being invited to more meetings and be involved earlier when it comes to new projects and services. Within Service Management some of the respondents think it is Support Management that should involve themselves in a better way by taking more own initiative and more responsibility.

**Figure 8 – My main job assignments, answers from Support Management**



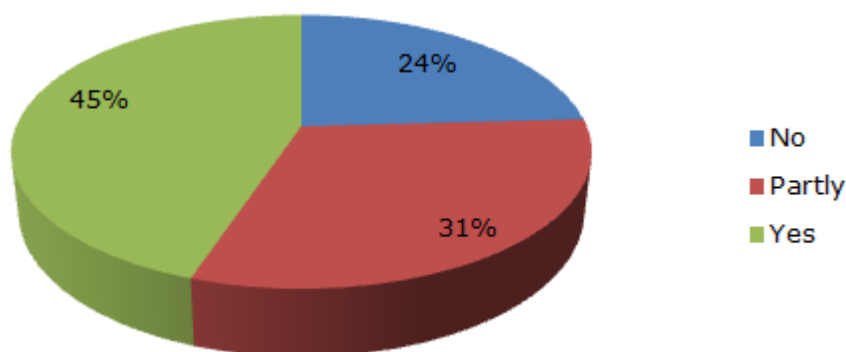
Process compliance is the second most common answer. Also Follow up is a common answer. Enhancement only stands for 5 % of the answers.

**Figure 9 - How a lacking cooperation within the Service Management organisation shows, answers from all respondents**



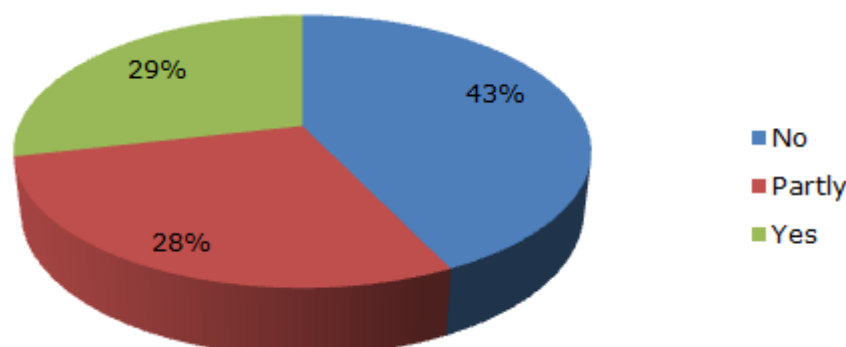
The answers on this question were very varying. Lacking relations and cooperation and Communication issues are the most common answers. Unclear responsibilities and expectations is also a common answer. The category No service perspective is not so common but it is a category worth to point out.

**Figure 10 - Is the cooperation within the Service Management organisation working today? Answers from all respondents**



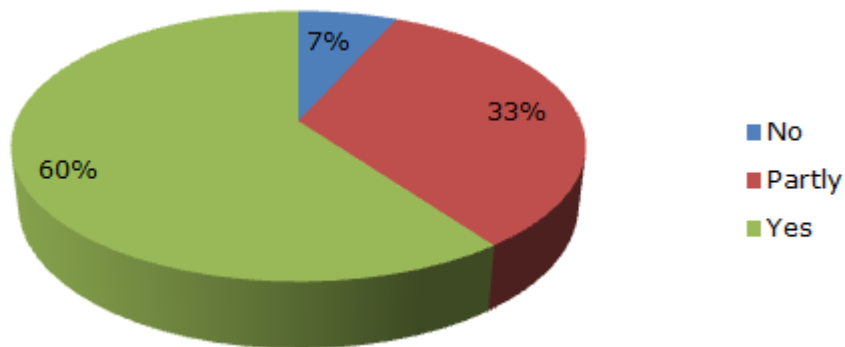
The answer Yes is most common among all respondents.

**Figure 11 - Is the cooperation within the Service Management organisation working today? Answers from Support Management**



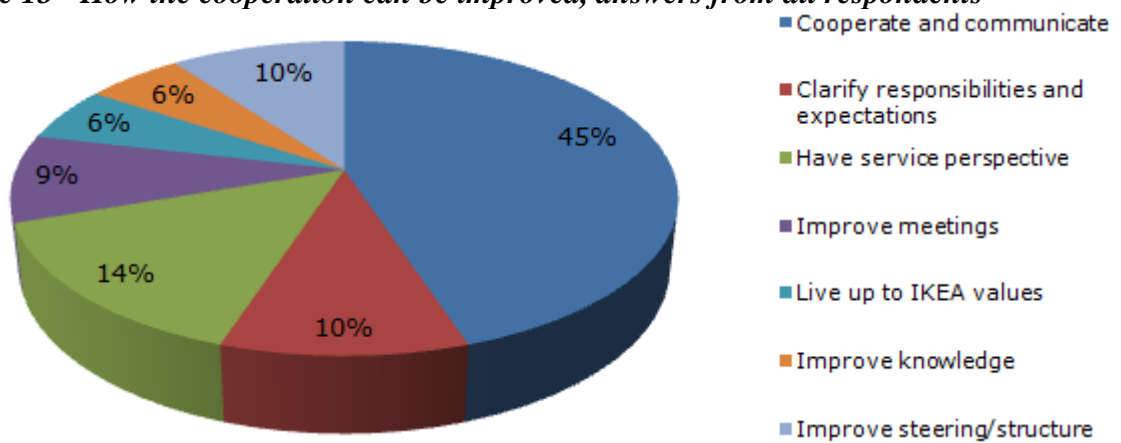
Within Support Management No is the most common answer. One of the respondents felt that “Support Management and Helpdesk are seen as a subordinate and not as partner.”

**Figure 12 - Is the cooperation within the Service Management organisation working today?  
Answers from SM & InfraM**



Yes is clearly the most common answer within Service Management and Infrastructure Management. The answer No stands for only 7 % of the answers from the respondents within Service Management and Infrastructure Management answered

**Figure 13 - How the cooperation can be improved, answers from all respondents**





**Figure 14- Sentences that describe what you are doing in your job**

<b>Color explanation</b>
Green = the sentence or a part of the sentence is marked by 80 % or more of the
Black = the sentence or a part of the sentence is marked by between 21 % and 79 %
Red = the sentence or a part of the sentence is marked by 20 % or less of the
<b>Support Managers</b>
Responsible to, together with the Service Owner, define the demands on Support in the
Responsible to make sure Helpdesk is early involved in Projects and acts as final
Responsible to write and sign the Helpdesk OLA for the Services within the Service
Responsible for the delivery of the agreed support level for the Service Area.
Responsible for End User Satisfaction and End User Productivity for the services.
Responsible for the support requirements in projects and activities.
Responsible for the support cost for the Service Area.
Responsible to provide long term planning to secure and improve the future support in
<b>Incident Managers</b>
Cooperate with the Problem Manager to follow up on problem solving activities
Support the Business Process in prioritizing improvement areas within Incident
Work proactively and cross functional with Incident Management (including Request
Responsible for analyzing incidents trends
Responsible that all support delivering teams work with, and according to, the Incident
Responsible to detect improvement areas in the overall IM and RF process and make
Responsible to deliver Incident Management, Request Fulfillment and Service Level
Works in close co-operation with Lead Process SME and Report Responsible in
Responsible for incident root cause analysis and to initiate further action to eliminate
Minimize the user impact of incidents by finding, defining and communicating
<b>Problem Managers</b>
Works in close co-operation with Lead Process SME and Report Responsible in
Monitors and follows up on the Problem Management process within an area. This
includes continuous follow up on unsolved Problem investigations and Known errors
Contact person for Problem Management within respective service area
Responsible for the control of lifecycle of Problems and Known Errors
Acts as escalation point
can delegate daily operational tasks toward a Problem Coordinator if needed.
Accountable for the progress of problem investigations and known errors within an
Authority to reject problems (and document the reasons in the tool). This might be
based amongst other reasons on missing business justification, wrong registration,
Coordinates problem handling when the problem concerns different teams, if escalated
Ensures that Problem Management is a living Process within specific area.
Responsible to detect improvement areas in the overall process and make
Validates Problems by looking at business justification, cost -benefit, business value
Appoints specialist support group for investigating and solving the problem, if escalated
Drives identification of problems and pro-active problem management within the
Responsible for developing and establishing strategic plans for Problem Management
Escalate when more resources from different teams are needed for problem analysis
Conducts Major Problem Reviews.

Among Problem Managers there are six sentences that are red, i.e. that have been marked by 20 % of the respondents or less. Among Incident Managers there are two red sentences and among Support Managers there are two as well.

## 5. ANALYSIS

*In this chapter the result is analysed. The chapter includes a comparison between theory and empirics and it also includes suggestions for improvements.*

### 5.1 Service perspective

As we can see in Figure 13, the second most common answer in order to improve the cooperation within the Service Management organisation is by having a service perspective. According to Grönroos (2002) one thing that is significant for service perspective is that the management focus on a total value for the customer instead for a product based value. For me it seems like this is not the case within the Service Management organisation at IKEA IT today. In the text belonging to Figure 13 we can see that it is a quite general opinion that Service Management has too much focus on Application Management. According to Slack. Et al., (2012) a company should not outsource something that has a strategically mean for the business. For me it seems like Application Management has this mean for IKEA IT and in my eyes the outsourcing at IKEA IT might not was the best thing to do. Though, it is worth to point out that I do not have all the facts and the information behind the decision.

I think that it is easy to say that you are a service organisation but it is harder to actually be one, especially if you still have functions which IKEA IT does have. I think that it is quite common that people within this kind of organisations think function instead of service and I think it is because a function often is easier to handle and to understand. I think most organisations have charts and descriptions showing their organisation, the different functions and the people belonging to the different functions, but it not so easy to get an overview of a service concept. The service is probably represented in all different functions in some way but it is easier to think function since functionally belonging is more comprehensive and concrete. It seems to be hard to combine a function organisation with a service organisation in a good way, at least in this case. I believe most people like things that are comprehensive, concrete and easy to understand and therefore functions get more focus than service. I think this is quite dangerous for a company since the service should be the most important thing with the main focus. After all, it is the services that create customer value. Though, I think this is mainly a question about mindset and change mindsets in order to really be a service organisation and not just say that you are one, is probably not the easiest thing you can do.

According to Grönroos (2002, s.217 – quote translated by me) Service Management is “a leadership principle for the whole organization where the prime mover behind the business is service quality, as it is experienced by the customer”. When Service Management at IKEA IT needs to spend extra time on Application Management it is a natural consequence that something else will suffer. For me it seems quite obvious that Service Management at IKEA IT does not lead in a way that is suitable for a service organisation, since they today not have the capability of manage the whole organisation. A consequence of this is that Support Management and Infrastructure Management will suffer which of course will impact the end users, i.e. the customers. In Figure 1 we can see that the End user perspective not is considered as a very big value with Support Management. For me, the end user perspective is one of the main advantages with Support Management even though all parts within a service organisation need to have the end user in focus. At IKEA IT Service Management, Support Management and Infrastructure Management are all necessary parts in order to provide a complete and well functioned service. The three units have to cooperate to make the services as good as possible, and they have to manage the process with the end user in focus.

## 5.2 Responsibilities and expectations

According to Normann (2002) service businesses should be careful promising high quality and better services if they do not know for certain that they can fulfil the promises. As we can see in Figure 11 43 % of the respondents within Support Management think that the cooperation within the Service Management organisation is not working today. In the text belonging to Figure 7 we can read that some of the respondents within Support Management think that Service Management should involve Support Management in a better way, for example when it comes to new projects. As it is today, Support Management sometimes are involved when decisions regarding support already is taken. Therefore it is not impossible that the promised level of support not can be fulfilled by Support Management. For me this seems insane. Of course the support part of the organisation needs to be involved in the support discussions, since the people within Support Management is the “experts” on this. Though I think this is an indication of unclear responsibilities and expectations.

When we look at the interview result it is quite obvious that the roles within Support Management are unclear. In Figure 7 we can see that some of the respondents think that Support Management should clarify expectations. The responsibilities, what decisions the different roles should take and what tasks that are included in their daily job not seem to be very clear. When things like these are unclear within Support Management, it is not hard to understand that the expectations are unclear in the rest of the Service Management organisation. People within Support Management must have the same picture of what Support Management is and what value it brings, otherwise it is really hard to communicate a clear and correct picture of Support Management to the rest of the organisation.

Today the different parts within the Service Management organisation have expectations on each other that in some cases are completely misleading. In the text belonging to Figure 7 we can read about expectations on Support Management regarding a Service integrator role. This is a perfect example where people have different expectations. Another example is regarding the Infrastructure Events. Today, some people think that Support Management should take care of the Infrastructure Events while other people think Infrastructure Management should take care of them. And regarding the Service integrator role, some people think that Support Management is responsible, while other people think Service Management is responsible. The responsibilities must be clear so the expectations on each other can be at the right level.

I believe expectations that are not fulfilled easily can lead to dissatisfaction, so even in cases where involved parties do what they are supposed to do they might not do what other colleagues expect them to do. I think this kind of dissatisfaction is really unnecessary and I believe it can be avoided if the involved parts clarify the expectations they have on each other. It is quite clear that information about what each part within the organisation is supposed to do not exists, is insufficient or that it not has been communicated in a good way.

If we look at Figure 6 we can see another interesting thing. Within Service Management and Infrastructure Management the most common answer on what Support Management contributes with is End user support. During the interviews it has been quite clear that Support Management often is confused with End user support, which it is not. As I see it this can depend on two things. It might be so that people within Support Management actually take too much of first level's work and therefore people outside of Support Management think that Support Management contribute with End user support. But the answers can also be an indication of that people don't know the difference between End user support and Support

Management and therefore they believe that Support Management contributes with End user support.

My apprehension is that some of the people within Support Management actually take too much of first level's work. Some of the respondents mean that Support Analysts not have enough knowledge, which leads to a lot of escalations and this means that people within Support Management have to spend too much of their time on these escalations. That in its turn means that other people within the Service Management organisation think that Support Management not deliver to the extent they should. Improve first level by for example a better and more updated Wiki and by shift left activities is probably a good and a very important first step in order to get this right, so all people can focus on the things they are supposed to focus on.

### **5.3 Structure and steering**

According to Grönroos (2002) the most important thing regarding services is that they consist of processes. As we can see in Figure 8 Process compliance is a common answer, i.e. many of the respondents within Support Management consider process compliance as one of their main job assignments. Though, when it comes to what Support Management contributes with and should contribute with Process compliance is a quite small part. It is also a small part of the considered value of Support Management. For me this is a bit strange since everything included in process compliance, as for example improvements of the processes and education in how to follow the processes is very important an especially in such a big organisation as IKEA IT. By working with process compliance and secure that people actually are following the processes I think a company increase the possibility of getting work done in the best way. If process compliance not is considered as important and if there are no consequences if people do not follow processes I think it is hard to keep a good structure. I think it is easy that different areas start to create their own processes and their own working routines and in a big organisation like this I think that is really hard to manage. In order to have a good cooperation I think there must be common working routines and a common base for everyone. Having a good and clear structure that all people are aware of is according to me extremely important.

In order to keep a good structure I think that the overall steering is extremely important. In Figure 13 we can see that Improve steering/structure is one of the answers about what needs to be done in order to improve the cooperation within the Service Management organisation. In Figure 9 we can see that one thing showing when the cooperation is not working is when the governance meetings are bad. According to the interview result neither the value nor the contribution of Follow up is considered as very important. As you can see in Figure 4, the contribution of Follow up is quite big today, but in Figure 7 we can see that Follow up not is a very common answer when it comes to what Support Management should contribute with. I think that this is a little bit strange and Follow up should be considered as important not only within Support Management but within the whole Service Management organisation. I think follow ups are really important in order to secure that things are done and that they are done in the right way. Without follow ups it is easy to adjust things and create own working routines after personal opinions. In order to secure that work are done in the best way, that meetings are taking place as they should etcetera, I believe follow ups are necessary. Follow ups are also very important in order to make people feel that there is a value and a meaning with their work and that somebody takes care of what they do.

## 5.4 Cooperation and communication

A lot of the respondents within Support Management are dissatisfied with the cooperation between Service Management, Support Management and Infrastructure Management. In Figure 11 we can see that 43 % of the respondents within Support Management answers that the cooperation is not working. At the same time, the majority of the people within Service Management and Infrastructure Management are satisfied with the cooperation. In Figure 12 we can see that 60 % of these respondents answers that the cooperation is working. Obviously there is a gap here which might depend on different expectations or different point of views? Perhaps Support Management strives for another cooperation than Service Management does? In the text belonging to Figure 11 we can read the quote "Support Management and Helpdesk are seen as a subordinate and not as partner." Despite this is just one person's opinion, there is a problem if it is not clear which cooperation Service Management, Support Management and Infrastructure Management should have.

The dissatisfaction can also depend on a thing I mentioned earlier. Some of the respondents within Support Management think that they often are left out and that they should be involved by Service Management, while some of the respondents within Service Management thinks that Support Management should involve themselves in a better way by taking more own initiative and more responsibility. Probably the kind of cooperation needs to be clarified first, and then both parts need to work together in order to improve the cooperation. Perhaps Support Management can start to take more own initiatives while Service Management must start to invite and involve all people that should be invited and involved.

Also, a big part regarding a lacking cooperation is communication. The communication needs to improve over the whole Service Management organisation because without a good communication you can never get really good relations. Communication is vital in order to make people in an organisation cooperate. If information is missing it easily can cause frustration and lacking motivation (Jacobsen & Thorsvik, 1998). In Figure 9 we can see that communication issues are the second most common answer regarding how a lacking cooperation within the Service Management organisation shows. If we look at Figure 13 we can see that 45 % of the respondents believe the cooperation can be improved by better cooperation and communication.

A message consists of 55 % non verbal behaviour, 38 % pitch of voice and only 7 % the actual words. The receiver and the sender of a message do not have the personalities, experiences, knowledge and vocabularies which quite naturally influence their interpretations of the message (Malin Larsson, personal communication, 2012-02-23). IKEA IT is a big organisation and the offices are located in different countries around the world. This means that mail and telephone are common ways of communication and when we use those communications channels we cannot use our body-language which means that the whole message will not be communication. It is also harder for the sender to secure that the message will reach the receiver since direct feedback is harder than it is in face to face communication. In addition to this it is also many people that not have English as their native language. At least I think it is harder to communicate in a language which not is my native language. It is often harder to communicate those interesting details and to find the exact right words in the right times. I also believe that the cultural differences make the communication harder.

Due to the things mentioned above, I think documentations and guidelines, as for example role descriptions, are even more important at IKEA IT than it is in many other organisations. According to Jewell L.N. (1998) a good job description consist information about job tasks,

responsibilities and working conditions are information that shall be included in a job description. The meaning with a job description is to communicate information, and not to amuse the reader or to impress with an elegant writing style. A job description should be complete, direct and concise in order to fulfil its purpose (Jewell, L.N., 1998). According to me the competence profiles and role descriptions within Support Management are in many cases vague and unclear. They are not updated after new concepts and when they are updated they are not communicated. I believe communication is really important here in order to avoid confused co-workers and a divided organisation. In Figure 15 we can see that many of the respondents within Support Management seem to feel that there are parts in the competence profiles and role descriptions that not describe what they actually are doing in their jobs. This is an indication of that the competence profiles and role descriptions needs to been overlooked. It is also an indication of that they not are used as a starting point in the work. As we have mentioned the expectations of Support Management is quite unclear. Maybe clearer and more concrete competence profiles and role descriptions can be a help in the work of clarify the value, the expectations and the responsibilities of Support Management.

## **5.5 List of suggested improvements**

- Create a definition of Support and of Support Management. Today these definitions do not exist which of course makes it harder for people both inside and outside of Support Management to understand the area.
- Create a picture that clearly shows the difference between Support Management and End user support and how those two are connected to each other and to the rest of the organisation.
- Have a workshop where people within the Service Management organisation sit together and evaluate the expectations they have on each other. By doing this, gaps and areas that need to be clarified can be identified.
- Make it clear in the organisation if service or function is most important and which of these shall be prioritized.
- While expectations and responsibilities are clarified – document this so work colleagues can use these documents if they are unsure. One example is the competence profiles and the role descriptions, make sure they are up to date and used.
- Have Incident Manager and Problem Manager as a combined role. The areas are closely connected to each other and by having a combined role it will be easier to get the overview.
- Create a way to share good examples and working routines within Support Management (forum).
- Have Support Management sitting together with Service Management. This will improve the cooperation and make the distinction between Support Management and End user support clearer.
- Encourage work colleagues within Support Management to take more own initiatives and more responsibility. (Leadership educations?)

- Do not change within the concept of Support Management without communicate this to all colleagues concerned. In most cases this involves people both inside and outside of Support Management.
- Create a good communication strategy and a clear communication plan. Make it clear who to talk to regarding which questions, and how information shall flow in the organisation.
- Improve first level by a better and more updated Wiki. Clarify who are responsible for Wiki updates.
- Encourage to work with shift left activities (moving knowledge from second level to first level) in order to improve first level and by that avoid a high volume of escalations.
- Create a clear escalation matrix. Make it clear that Support Analysts should escalate to their Team manager and not to the Support Manager in first place.
- Have an Application Manager role within IKEA IT in order to support Service Management so that they can focus on what they should (the complete service view).
- Review and update assignment part of Support Manager competence profile (see appendix 2).
  - Clarify if Support Managers are Accountable or Responsible
  - Review the sentence “Responsible for the support cost for the Service Area.” Are Support Managers really responsible for support cost?
  - Change “Responsible to write and sign the Helpdesk OLA for the Services within the Service Area.” to for example “Responsible to write and sign the Support Management OLA for the Services within the Service Area.”
  - Review “Responsible for End User Satisfaction and End User Productivity for the services.” It might should be “Responsible for the support part of End User Satisfaction and End User Productivity for the services.” instead?
- Review and update assignment part of Incident Manager role description (see appendix 3).
  - Clarify is Incident Managers are Accountable or Responsible.
  - Review following sentence “Works in close co-operation with Lead Process SME and Report Responsible in identifying and implementing improvements”, since Report Responsible might not should be included here.
- Review and update assignment part of Problem Manager role description (see appendix 4).
  - Change the sentence “Drives identification of problems and pro-active problem management within the organisation cross functional” to for example “Drives IT organisation to identification of problems and pro-active problem management within the organisation cross functional”
  - Add “Cooperate with Incident Manager” and “Cooperate with Support Manager”
  - Review the whole second part since those assignments now are Problem Coordinator’s responsibility.

## 6. CONCLUSIONS

*This chapter includes some short conclusions regarding the result.*

- If some part of the Service Management organisation does not run smoothly it will affect the other parts. Right now Application Management needs extra focus from Service Management which affects Support Management and Infrastructure Management in a negative way. It is important to focus on all parts and care about the whole organisation. The value of an overall steering, keeping it all together, is great if it is working. In some way it is at the Service Management level it all starts, at least according to me. They should set the right expectations and routines from the beginning in order to avoid a confused and unstructured organisation.
- The first thing that needs to be clarified in order to improve Support Management is the responsibilities. Today the roles Support Manager, Incident Manager and Problem Manager are unclear and they are working differently in different business processes. Since the business processes are quite varying this is a must to some extent, but it is also a must to clarify the responsibility for each role and to create a common base and common working routines.
- The communication part is really hard in a multi-cultural company as IKEA but the communication needs to be improved in order to improve the cooperation. My impression is that there are a lot of changes going on in the different functions and in the different business processes but the cross-functional alignment is lacking. I believe that changes that are not communicated are not improving anything. Instead I think those changes often cause more trouble, because colleagues get confused and wonder what is happening. Changes must be aligned and changes must be communicated!
- In order to secure a better communication feedback is really important. People must dare to ask questions! As a receiver it is important to not assume that you do understand a message directly and as a sender it is important to not assume that the receiver does understand you directly. Repetitions and summations are great to use, but it is also important to remember that information and messages must be relevant for the receiver. It is not always good to communicate and spread information; it is all about communication in the right way and spread right information to right people.
- Accept the cultural differences and learn from them. Secure that documentations, guidelines and templates are accurate and up to date in order to avoid misunderstandings.
- The combination of having functions and being a service oriented organisation is hard. Functions are easier to understand and therefore I believe it is easier to refer to the functionally belonging instead of to the service oriented belonging. At IKEA IT service needs to get more focus and function needs to get less focus, which is hard to accomplish but not impossible.



## 7. REFLECTIONS

*This final chapter includes reflections about this semester.*

This semester has been really interesting and worthwhile. I have enjoyed my time at IKEA IT and I am so happy with my choice of company. I have learned so much but the most important part is all people I have met, the network I have created within IKEA IT in general and within Helpdesk in particular. IKEA IT is a very big and global organisation and therefore my assignment has not included any actual implementations or changes. In order to change something and actually improve something within IKEA IT I have needed to spend much more time at the company. Sometimes I have felt that I within a smaller organisation had been able to influence more in terms of actual improvements. Though, a small change within a big company maybe can be compared with a big change within a small company. I have not implemented any improvements but together with my mentor Anneli Olofsson Pearce I have suggested several improvements, which was the meaning with my assignment here. Since my assignment was a part of a pre-study, I do not know at this time if any of my suggestions will be implemented. A concept group will use our result and hopefully they consider our suggestions worth spending time and money on.

It is quite interesting that a big company as IKEA IT have so many areas that can be improved. Many people are satisfied with the present situation, but many people are also dissatisfied. Standing outside of a company it is easy to believe that everything runs smoothly since the company actually delivers what they are supposed to deliver. But when you are inside of a company, no matter which company it is, there will always be things to improve and people that are not satisfied. And in one way those dissatisfied people maybe is necessary. Of course you need to be satisfied when you have accomplished something, but I believe it is really dangerous when companies become so satisfied that they stop working with development and improvements. I see a great potential at IKEA IT and I believe that the company can be improved in many ways. At IKEA IT improvement work is something natural and I think that this is a company that never will become too satisfied.

One thing that I have learned during this semester is that it is hard to follow the theory books to the letter. I have learned a lot during my first two years at university but not all the things are applicable at IKEA IT. It is a challenge to get the balance between what theory says and what is applicable at the company you are at. During this semester I have learned different things and in a different way than before. I have learned much about how a service organisation is working (and sometimes not working) and I have learned that it is hard for an outsider to understand conversations between employees at IKEA IT since they use a lot of abbreviations and technical terms. I have learned to dare to use my English even though it is not perfect and I have learned a lot about networking. I have also learned not to execute 29 qualitative interviews when you have a limited time-frame. The interviews were a really fun part of this assignment but I couldn't imagine how long time the compiling process would take, despite indications from my school mentor. If I would have done this again I would not have done so many interviews and I would not have so many questions.

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## APPENDIX 1 – TEMPLATE FOR INTERVIEW

# TEMPLATE FOR INTERVIEW

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## 1. The Service Management organization

### Service Management

**What is the value of Service Management according to you? Please describe in a few sentences.**

Answer:

**From a service perspective, what do you think Service Management contributes with today?**

Answer:

**What do you think Service Management *should* contribute with from a service perspective?**

Answer:

### Support Management

**What is the value of Support Management according to you? Please describe in a few sentences.**

Answer:

**From a service perspective, what do you think Support Management contributes with today?**

Answer:

**What do you think Support Management *should* contribute with from a service perspective?**

Answer:

### Infrastructure Management

**What is the value of Infrastructure Management according to you? Please describe in a few sentences.**

Answer:

**From a service perspective, what do you think Infrastructure Management contributes with today?**

Answer:

**What do you think Infrastructure Management *should* contribute with from a service perspective?**

Answer:

## 2. Your assignment

### Your thoughts and opinions regarding your job assignment

**What are the main assignments in your job?**

Answer:

**How does your job assignment contribute in the organization? (The meaning/value)**

Answer:

**Your thoughts and opinions regarding your assignment, related to the competence profile/role description**

**Please mark the words that you feel describes what you are doing in your job.**

**How do you feel that your competence profile/role description differs from what you do in your job?**

Answer:

**Do you feel that there are assignments in your competence profile/role description that somebody else also is doing?**

Answer:

**Do you feel that there are assignments that need to be done but nobody is doing?**

Answer:

### **3. Service improvements**

**What are service improvements according to you?**

Answer:

**How often are you working with service improvements?**

Answer:

**Please give three examples on how you are working with service improvements.**

Answer:

### **4. The cooperation within the Service Management organization**

**Please mention three words that you think of when you hear the words "governance structure".**

Answer:

**What do you think is not working when it comes to the governance structure? Please summarize in a few sentences.**

Answer:

**How do you think the governance can be improved? Please give examples.**

Answer:

**If the cooperation between Service Management, Support Management and Infrastructure Management works badly, how would you notice that?**

Answer:

**Do you think that the cooperation is working today?**

Answer:

**How do you think you can contribute in order to improve the cooperation?  
Please give examples.**

Answer:

## **5. Balanced Scorecard**

**How often do you follow up Balanced Scorecard?**

Answer:

**How are you doing that? Please give examples.**

Answer:

## **6. Knowledge and experience**

**Please mention three words that characterize the knowledge which is necessary for you in order to perform your work in an optimal way.**

Answer:

**What kind of knowledge do *you* have that are valuable for you in order to perform your work in an optimal way? Please mention three things.**

Answer:

**Please mention three words that characterize the experience which is necessary for you in order to perform your work in an optimal way.**

Answer:

**What kind of experience do *you* have that are valuable for you in order to perform your work in an optimal way? Please mention three things.**

Answer:

## APPENDIX 2 – SUPPORT MANAGER COMPETENCE PROFILE

### Competence Profile – Support Manager

*The Support Manager is responsible for the support for a Service Area; that means collecting support needs, write agreements and secure that IT Delivery delivers accordingly. The Support Manager is a part of the Service Management organisation and acts on behalf of the Service Manager/Service Owner and in close cooperation with the support delivering teams. The Support Manager acts with End User Satisfaction and End User Productivity in focus.*

#### ASSIGNMENT

- Responsible to, together with the Service Owner, define the demands on Support in the OLAs for the Service Area.
- Responsible for the delivery of the agreed support level for the Service Area.
- Responsible for the support cost for the Service Area.
- Responsible to provide long term planning to secure and improve the future support in the Service Area.
- Responsible for End User Satisfaction and End User Productivity for the services.
- Responsible for the support requirements in projects and activities.
- Responsible to make sure Helpdesk is early involved in Projects and acts as final approver of Handover to Helpdesk.
- Responsible to write and sign the Helpdesk OLA for the Services within the Service Area.

## APPENDIX 3 – INCIDENT MANAGER ROLE DESCRIPTION

### Role description – Incident Manager

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The Incident Manager is accountable for Incident Management (including Request Fulfillment) for the Services for a specific Business Process. The Incident Manager is responsible for the control of the lifecycle of all incidents. The Incident Manager acts with End User Satisfaction and End User Productivity in focus.

#### ASSIGNMENT

- Responsible that all support delivering teams work with, and according to, the Incident Management and Request Fulfillment Process
- Work proactively and cross functional with Incident Management (including Request Fulfillment)
- Responsible to detect improvement areas in the overall IM and RF process and make suggestions/work close with responsible Lead Subject Matter Expert
- Cooperate with the Problem Manager to follow up on problem solving activities
- Responsible for analyzing incidents trends
- Responsible for incident root cause analysis and to initiate further action to eliminate root causes through Problem Management
- Minimize the user impact of incidents by finding, defining and communicating workarounds
- Responsible to deliver Incident Management, Request Fulfillment and Service Level reports, to follow up on KPI's
- Support the Business Process in prioritizing improvement areas within Incident Management (including Request Fulfillment), in close cooperation with the Support Manager
- Works in close co-operation with Lead Process SME and Report Responsible in identifying and implementing improvements.



## APPENDIX 4 – PROBLEM MANAGER ROLE DESCRIPTION

### Problem Manager

The Problem manager is accountable for Problem Management within a business process. The Problem manager is responsible for the control of the lifecycle of all problems.

#### ASSIGNMENT

- Accountable for Problem Management within respective area of services
- Responsible for the control of lifecycle of Problems and Known Errors
- Accountable for the progress of problem investigations and known errors within an area.
- Drives identification of problems and pro-active problem management within the organisation cross functional
- Monitors and follows up on the Problem Management process within an area. This includes continuous follow up on unsolved Problem investigations and Known errors within an area and follow up on defined Process KPIs
- Contact person for Problem Management within respective service area
- Responsible for developing and establishing strategic plans for Problem Management within the business process
- Ensures that Problem Management is a living Process within specific area.
- Responsible to detect improvement areas in the overall process and make suggestions/work close with responsible Lead Subject Matter
- Works in close co-operation with Lead Process SME and Report Responsible in identifying and implementing improvements.
  
- Validates Problems by looking at business justification, cost –benefit, business value and further criteria.
- Authority to reject problems (and document the reasons in the tool). This might be based amongst other reasons on missing business justification, wrong registration, missing cost-benefit of the problem.
- Appoints specialist support group for investigating and solving the problem, if escalated by Problem Coordinator (and having the authority and mandate to do so)
- Coordinates problem handling when the problem concerns different teams, if escalated by the Problem Coordinator. This includes assignment of Tasks.
- Acts as escalation point

**APPENDIX 5 – ADI “CLARIFY THE RESPONSIBILITY OF SUPPORT MANAGEMENT”**

Clarify the responsibility of  
support management  
Activity Investigation directive

---

# Approval of the activity directive and appendices

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Orderer/Activity Investigation owner  
Pernilla Degerman

Activity leader:  
Anneli Olofsson Pearce

## 1 Background and Vision

20xx Service Management was implemented as Delivery Model and Governance Model at IT Delivery. One part of Service Management is Support Management, and that was also implemented at the same time.

Within Support Management there are three roles with different responsibilities:

Support Manager (Job profile)

Incident Manager (role connected to Support Specialist)

Problem Management (role connected to Support Specialist)

The implementation of Service Management and Support Management was not successful in all areas and the consequence is that we are not working in the same way in all Service Areas. Among other things, the expectations of Support Management is different from the different Service Areas and internally within Helpdesk we do not have a common view on the responsibility and who is doing what.

To fully implement Support Management, the Service Management Delivery Model including Governance Model needs to be reinforced at IT Delivery. Business Process Managers at SIM together with the Service Managers is responsible for that.

From a Helpdesk point of view there are some areas we can address and improve already now.

## 2 Idea/Problem Area

*<Give an overview of the general idea or problem that the Investigation should investigate.>*

### 3 Scope and Limitations

The scope of this pre-study activity is to:

#### **Clarify the responsibility of Support Management as a part of Service Management.**

- Describe the responsibility for Support Management in the Service Management Model. What can be expected from Support Management?
- Describe the responsibility of Support Management in the Governance Model. What meetings to attend, what meetings to chair?
- Clarify the responsibility in connection to our Sourcing Partners.
- Clarify the responsibilities for Local Solutions

#### **Clarify the roles and responsibilities within Support Management.**

- Support Management consists of different roles and responsibilities. Clarify who is doing what and how to work together to reach good results/our goals – Balance scorecard KPI. Describe the cooperation and connections to HD Team Managers and HD Service Specialists. (Clarify the role and the need of Service Specialist).

#### **Suggest common KPIs for Support Management**

- What are the common KPIs for Support Management? When do we know that IT Delivery is providing outstanding Support, or not?

#### **Make sure Handover to Helpdesk is a part of Service Transition**

- We need to make sure that Handover to Helpdesk is secured and planned in a better way. Support Management is key in this and the model to use is Service Transition. We need to make sure that the check points are correct and that we are involved in time.

#### **Create a forum for sharing (working methods, good examples...)**

- There is a need to share experience and good examples between units. How could that be done in a efficient way (Meetings, toolbox)

## 2.2 Limitations

The implementation of proposed delivery (pre-study activity) of Support Management in the line organization is **not** included in the activity. The pre-study activity will deliver a proposal on above scope and a suggested implementation plan. The Implementation plan will be handed over to the line organization.

Approval will be done by:

1. Orderer
2. HD activity board
3. Proposed delivery and implementation plan to the SM concept group.

## 4 Expected deliverables

Expected deliveries from the Pre-study activity are:

- Review and if needed updated Job profiles and Roles
- Updated presentation material for the Support Management Concept
  - including common working routine for support management (Meeting structure, working methods).
- Suggestion of how to share knowledge and experience within Support Management
- Suggestion for common KPIs for Support Management
- Perform a quality check of Service Transition from a Support perspective.
- Proposal of an implementation plan (including communication)

## 5 Goal

*<What the goal is with the Investigation and what shall be achieved.>*

## 6 Stakeholders

Order

HD Unit Managers (HD mgmt team)

HD Team Managers

IT Delivery Concept group

Service Managers

Service Owners

Support Mangers

Incident Manager

Problem manager

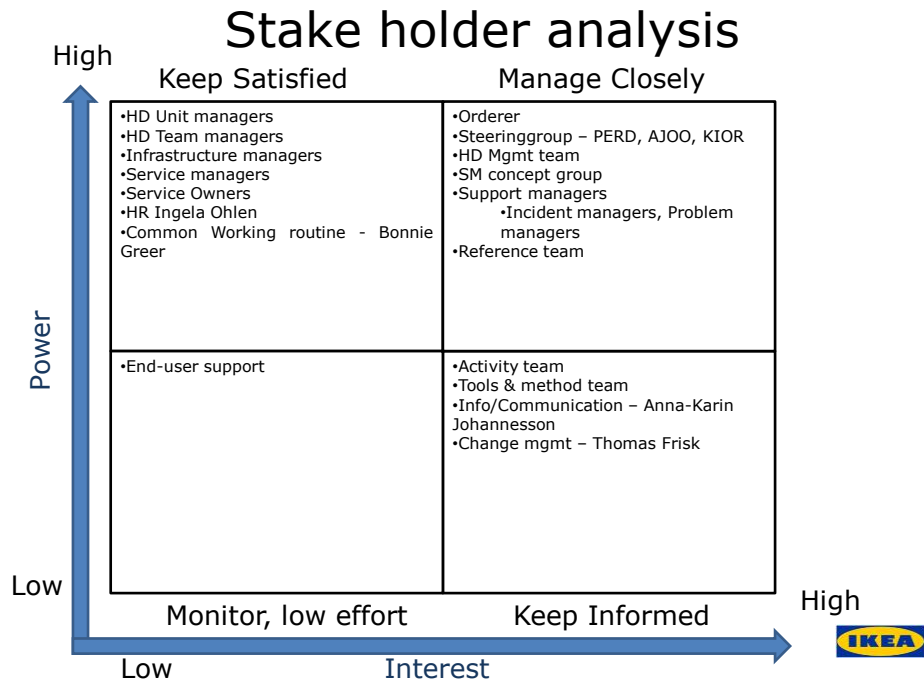
Infrastructure managers

Service Specialists

HR

CMO

PGO



## 7 Organisation – steering

This activity is a part of the Helpdesk Roadmap in the focus area Quality and Efficiency and will be followed up in the Coordination Meetings and steered from the Pre-study Steering Committee (HD Management)

Accountable for the Focus area: Anders Davidsson – connected to HD Roadmap

Pre-study order by: Pernilla Degerman

HDAB: Steering Karolina Orrhede, Anders Johansson (TM)

1. Pre-study proposal - approval needed from HD Mgmt
2. Pre-study proposal - approval needed from IKEA IT Delivery SM concept group (Anders G, Gert M, Pernilla D)

Activity Leader: Anneli Olofsson Pearce

## 8 Budget

Cross functional pre-study will most likely exceed 100 h – (Clarity

Governance of Support management delivery
PRJ003129

## 9 Time line

This Pre-study activity will start October 1<sup>st</sup> , delivery proposal and suggested implementation plan expected result January 17<sup>th</sup> 2014.