

Innovative service improvement at the Munich University of Applied Sciences

CGI partnered with the central IT department of the Munich University of Applied Sciences in analyzing the maturity level of its service organization and bridging the gap between IT and the university's other departments. Together with all stakeholders, new ideas and concrete recommendations for service optimization were developed to generate real added value for service users.



Achieving the goal of **satisfied users**

Within the Munich University of Applied Sciences, central IT provides a variety of services for different areas, such as the university's administration, libraries, faculties and other departments. Users judged service quality very differently, and internal improvement measures—for example, redefining service processes and agile work for selected projects—did not achieve the desired effect. As a result, an external service provider was sought.

On one hand, central IT wanted an independent assessment of its own degree of maturity and, on the other hand, entirely new ideas and approaches that would be accepted both internally and externally. Due to the need for both analysis and a user-oriented methodology, CGI was chosen based on its **Innovative Service Improvement (ISI)** offering—an holistic optimization approach that enables consistent customer focus.



Meeting user expectations **through collaboration**

CGI Innovative Service Improvement (ISI) enables IT and business to optimize collaboration and sustainably improve their satisfaction. As an holistic approach, it makes it possible to analyze both process and organizational issues within IT, as well as to visualize cultural challenges within the overall organization.

It builds a bridge between user expectations and agreed upon service provision. In mixed teams, solutions are developed that increase service quality, including perceived service quality. Thanks to joint collaboration, the solutions enjoy a high level of acceptance on all sides.

"To meet the expectations of users today and in the future, IT needs new approaches. Using CGI's analysis and methodology, we were able to identify specific options for action and, together with the specialist departments, develop common ideas for improving service quality."

Prof. Dr. Manfred Paul, Head of Central IT at Munich University of Applied Sciences



Developing **concrete prototypes**

In the university's case, CGI ISI focused on the analysis of central IT services offered to the university's administration and libraries. Together with all involved stakeholders, the potential for service optimization was determined and concrete prototypes were developed. Two different methods were used:

- **Service Assessment:** This method provided a neutral and systematic assessment of existing services using standard methods, best practices and studies. Focus areas were analyzed and evaluated using the ITIL® Process Maturity Framework (PMF). Because this best practice standard did

not align with all of the offered services, the Service Management Framework (FitSM) also was used.

- **Design Thinking:** This method is a creative and agile way to solve complex challenges. It strongly integrates the user and is geared towards meeting user expectations. The entire design thinking team focuses on understanding both user desires and needs. Together with the university, we developed approaches based on proven user value from the first jointly developed prototypes.



Meeting and exceeding **user expectations**

In CGI's joint project with the university, expectations were fully met and sometimes even exceeded. Some of the key benefits delivered included:

- **Evaluation** of services based on recognized best practice standards

- **Formulation** of recommendations for action to achieve a higher degree of maturity
- **Measurability** of further developments and progress
- **Clear picture** of user needs and expectations
- **Visibility** of cultural issues and the quality of IT services
- **Prototypes** with concrete measures for next steps



Delivering lasting **user satisfaction**

Overall, CGI ISI provided a detailed assessment based on proven best practices such as ITIL and a user-centered innovation design thinking approach. **Users were actively involved in the improvement process, ensuring high acceptance of the developed solutions and lasting user satisfaction.**

"Dissatisfied users are a challenge to any IT organization. With the right methods, you can work with users to come up with good solutions that actually work."

Andrea Schmitz, Director at CGI



The central IT department of the Munich University of Applied Sciences manages the classic tasks of a university IT center, including:

- Network and server infrastructure management
- Identity management
- Communication services
- Telephony
- Server housing and hosting

In addition, it provides direct IT support to the university's administration, libraries, faculties and other departments.

CGI ISI advantages

- **Objective assessment** of service maturity
- **Enhanced** collaboration between IT and other departments
- **New ideas** that fit the culture of the organization
- **Improved** acceptance of solution approaches
- **Less complexity** due to defined core points
- **Concrete recommendations for "artisanal" topics**

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