

MindTree's IMTS Managed Services

Purpose of the paper

This paper analyzes the model of 'Managed Services for IT Operations', real business drivers, types of managed service solutions, and other key factors. This information is a documentation of our research in the interests of large enterprises and SMBs and should serve to reduce operations costs, optimize capital spending, focus on growing existing business, and create new market opportunities. It is also intended to assist in sourcing right managed services partners through evaluation of business segment understanding, skills, and resources.

Managed Service—the concept

Managed service is a service managed and delivered by a provider under a contracted service level agreement. This term is used by various providers differently based on the context of their business and the services that they provide.

A Managed service provider takes complete management responsibility to deliver a service that was traditionally delivered by the internal staff. However, managed services are definitely not a one-size-fits-all concept. They have to be customized based on the unique needs of the organization and the service provider's portfolio of services.

Over the last decade, IT service providers have become leaders by moving up through the business value chain. Having acquired functional knowledge of businesses, these players have developed the ability to provide managed business and operational system support services besides network and systems.

Managed services have proven to be significant transforming agents for businesses in today's highly complex and fast moving technology space; where meeting and exceeding a price sensitive customer demand is of paramount importance.

Managed Services for IT Operations

Information technology has since long become critical for business competitiveness. However information technology is not the business itself. Like Jack Welch once stated, "Your back office is someone else's front office"

It is a proven fact that third party managed service providers for IT operations, whose business strategy and models are aligned to meet a customer's IT operation's needs, are significantly better positioned to build efficiencies within the system. They are better positioned to offer technological and transformation expertise than the organizations whose core business is not IT operations.

Information Technology is a core business enabler but not the core business itself

Managed IT services fall under one of the following categories:

Plan and Design—This encompasses planning, designing, development, and optimization of business applications, support systems, network, and systems. Functions served are service desk, backup, recovery, etc.

Build—This encompasses technology evaluation, integration, and implementation of networks, services, and end user application development, maintenance and support of business systems.

Hosting—This is where businesses outsource the complete IT infrastructure and host business applications and support systems on a service provider's network. The service provider is responsible for application availability and performance where as the business focuses completely on its core business strategies and market leadership.

Operate—This includes day-to-day IT operations like business application systems, network operation and maintenance, email services, IT service desk, vendor, and contract management, etc. Typically IT Operations is a critical BAU (business as usual) service and includes managing:

- Networks and network security
- Applications and databases
- Servers and storage systems

Business Drivers for Managed Services for IT Operations

Innovation has helped businesses across industries achieve phenomenal growth over the past couple of decades. However, continuously evolving competition, reducing margins, and higher expectations from customers have led to a transformational operations change. The convergence of technology and different business functions demands the highest of operational efficiency and performance.

The businesses therefore have to deal with a strategic intention to create transformational value and differentiation for their customers from the limited assets under their control; both human capital and finance; While also having to manage and optimize the business critical operations that are enabled by IT and telecom infrastructure.



Free up Resources and Focus on Core Business

IT operations are extremely critical to run-the-business, but at the same time they are repetitive, non-core and generate recurring costs to the business. Businesses prefer to focus on market leadership strategies and increase revenue by developing and selling value-added products and planning for future growth. Such enterprises need to strategically consider contracting operations like business processes, network operations and maintenance, server and storage infrastructure monitoring and support, global help desk, day-to-day IT operations, production application support and enterprise backup to managed services provider(s). This will almost immediately alleviate the highly experienced enterprise IT operations work force that executes repetitive tasks, to re-skill and re-focus on cutting-edge application and/or services or product development.

Driving Efficiency through Service Level Management

Enterprises that internally run their IT operations and support services have been predominantly delivering the network and application availability and performance through long-term employed staff. These are resources that have developed significant expertise either as individuals or in small groups over many years. However, this model has not delivered consistent performance or scale and the ability to measure, report, analyze, tune, and optimize the various service levels associated with IT operations. With managed services contracts/agreements, the service provider and customer agree on key performance indicators (KPI) as part of a comprehensive service level agreement (SLA) for a defined set of services. The managed services provider (MSP) deploys a team to manage and operate the day-to-day, round-the-clock services, adding value faster through best practices developed by the knowledge and experience gained by global knowledge management and process tuning. Service level managed processes drive efficiency, system performance optimization, and consistent reporting and analysis of value provided by IT to business.

Sharing Responsibility, Risks and Rewards with Trusted Partner

A managed service provider takes complete responsibility of delivering the contracted services and meets high performance service levels and therefore becomes a catalyst for growth. Managed services agreement also enables reduction of risks in operations by sharing setup costs, people management, ramp up/down, and attrition cost. The agreements also helps transferring the responsibility of thought leadership to enhance efficiency at a lower cost and successfully introducing new technologies and processes within the IT operations department. As a partner, the managed service provider also benefits by getting rewarded, when the service levels are exceeded and cost savings are realized year on year.

Access to Experts, Enterprise Tools and World-Class Methodologies

Having worked with various businesses and customer organizations, a managed service provider can help bring cross learning, best practices, and knowledge on variety of tools and technologies. It can drive process implementation and best-in-class service delivery methodologies. A managed services provider adds value in terms of implementing best practices that are developed based on years of relevant experience across several organizations and domains. A managed service provider also de-risks staffing, retention, and team enablement to keep pace with technology changes and support demands.

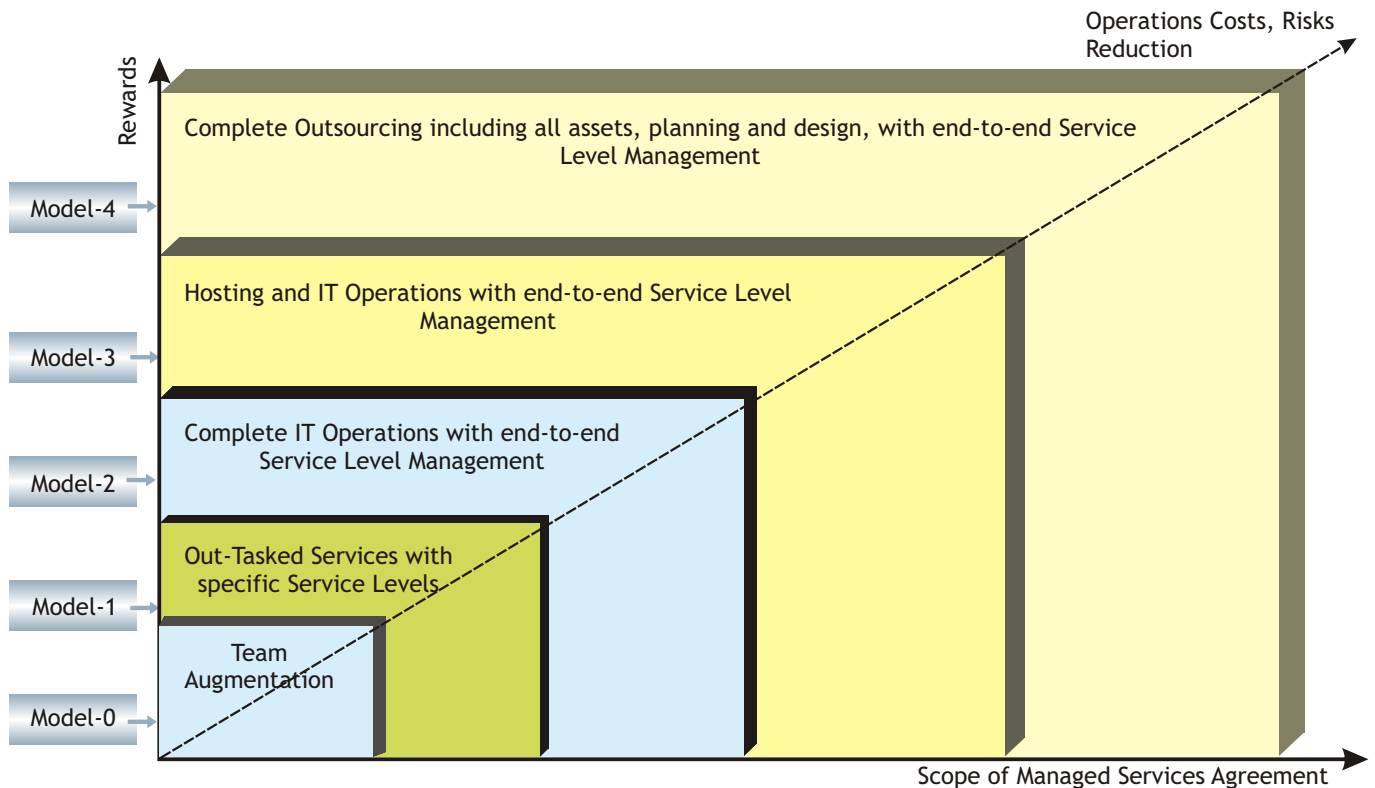
Reduced Total Cost of Operations

Managed services have successfully demonstrated measurable cost savings of up to 30% over the years due to increased efficiency, lower cost of human capital, higher skills, improved knowledge management, and overall reduction in operating cost. Fixed monthly operating costs aligned with business streams allow better visibility and predictability of financial out flow.

Managed service providers employ economy of scale to provide operating expenses reduction and access to better practices and processes.

Out-tasking or specific-subject-area managed service yields lower savings compared to complete outsourcing. While both out-tasking and complete-outsourcing are flavors of a managed service, the latter is disruptive in nature while former allows transformations through manageable strategic initiative.

Managed Services Models



Team Augmentation

Team augmentation is not a managed service and involves a contract consultants' inclusion to bring in specific skills which may not be available internally or addition to team size to meet the service plan coverage. The partner's responsibility is minimal in terms of service ownership, whereas the organization is fully responsible for the service deliverables at the desired levels to its end users.

Some of the disadvantages include:

- Lower economies of scale
- Inability to address geographic-reach and time-to-market issues
- Increased overheads as the business scales and more contract staff is added
- On-boarding and training process is long
- New technology deployment requires specific skills
- Attrition management is difficult and risk of replacement is borne by customer

However, the team augmentation model also has its advantages:

- Customer organization controls the contract staff selection
- Minimal strategy and planning is required to add staff with specific skills
- Internal resistance to add a contract staff is significantly lower compared to managed services
- Relatively lower risk

Out-Tasked Managed Service

Out-tasked managed service is limited in scope and is associated with one or many specific services which are critical parts of the overall IT function hived off as managed service(s) with service levels which are limited in scope. Some typical out-tasked services include:

- Managed Network Monitoring
- Managed Network Operations
- Managed Production Operations
- Managed Server and Storage Monitoring
- Managed Messaging Systems Services
- Managed Global Help Desk
- Managed Database Monitoring and Support
- Managed Security Monitoring and Audit
- Managed Application Support

In the out-tasking managed service model, the customer retains all the assets while the service partner is responsible for providing consistent level of service within the contracted scope of the engagement. The service provider brings strong point-technology or services capabilities, best practices, and a knowledge pool specific to the subject area, which helps optimize the service. The task ownership is defined at a relatively granular level and articulates the entry and exit points of the service task under the service provider's control, therefore limiting the flexibility of the service provider and the extent to which transformation can impact the overall IT organization and end users.

Case Study 1: Managed Network and Server Monitoring

The client is one of the pioneers and leading global ICT service providers. The client has over 200 end customers spread over many continents and operates as an ISP.

Customer's services include:

- Hosting of applications and servers
- Monitoring and management of the hosted services

As part of the customer's service delivery, managed monitoring service is one of the most crucial and important service activities to ensure system and network availability and therefore requires 24X7 support.

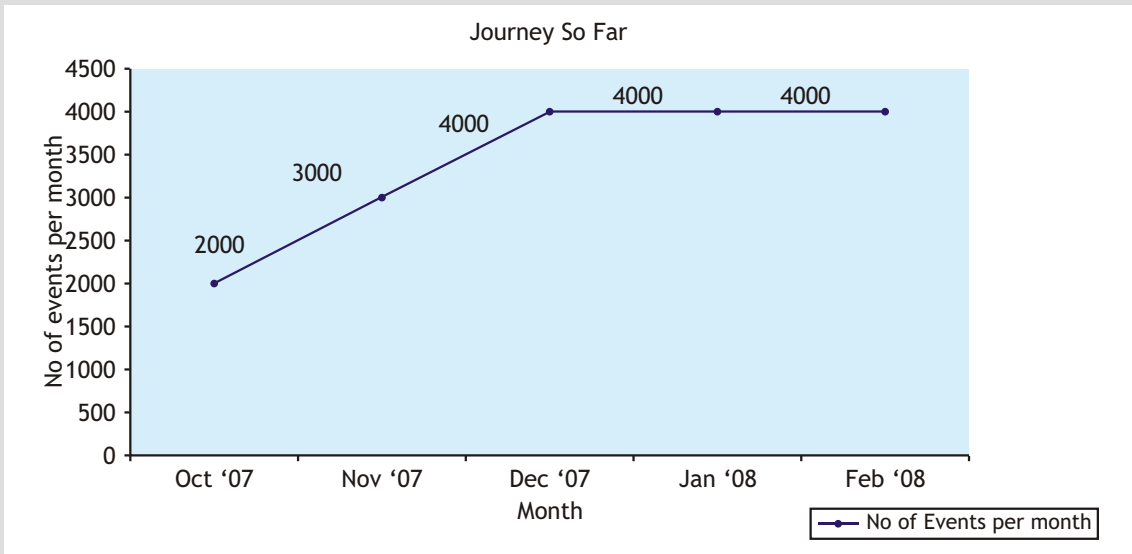
As the chosen partner for the managed monitoring service, MindTree was responsible for the monitoring of servers, applications, databases, network elements and handling incidents reporting, managing escalations, and meeting associated service levels.

Key Business Drivers were:

- Reduced total cost of operations
 - Process efficiency
 - Global sourcing
- Drive efficiency through SLA management
- Flexibility to manage events/alerts/incident volume spike
- Free internal resources for strategic initiatives
 - Upgrade to newer technology and infrastructure
 - Adapt to the latest technology

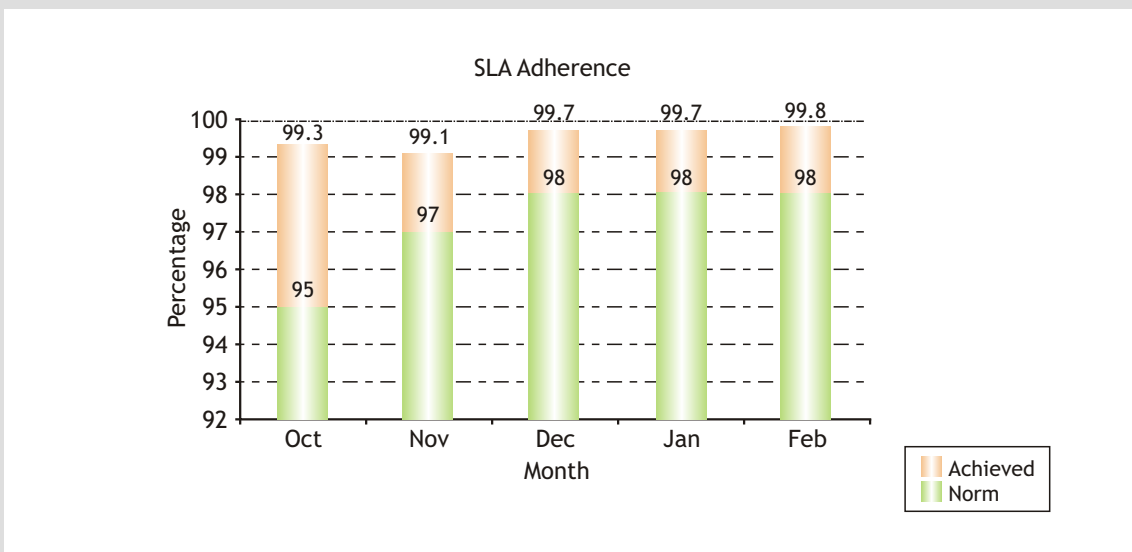
MindTree's Managed Monitoring Service Solution involved:

- Monitoring and level-1 management of 300 plus servers, applications, and network elements
- Dedicated team available 24x7
- Knowledge base creation and management
- Inter-operable process definition, learning, and adherence
- Handling over 4000 tickets every month
- Alert/event monitoring, reporting, analysis, and incident management



Benefits delivered:

- Met and exceeded defined service levels
 - 99.5% achieved against 97% on-time response time SLA
 - 90% adherence to process metrics
- CSAT levels > 4 out of 5



Case Study 2: Managed Messaging Systems Services

Messaging on demand: reliable and scalable support for a holding company and its various business groups.

The managed service provider (MSP) contract extends to provide design, implement, monitor, maintain, and manage its entire corporate directory environment on Windows 2008, and its messaging environment. The holding company is providing Microsoft® Exchange 2007 on demand solution that supports the group's 8,000+ mailboxes.

Eventually to be priced utility-style on a per-mailbox and per-month basis, the comprehensive managed-messaging solution includes: Microsoft Exchange 2007 installation, configuration, and management, performance monitoring, backup and recovery, and virus and security protection. With the enterprise-wide messaging-services, hosted in the enterprise data center, the company increases both financial and operation flexibility. Messaging costs are now more predictable and help simplify budget planning and as a managed service (Infrastructure provided by the corporate and support service provided by MindTree), the messaging infrastructure can easily scale with user growth.

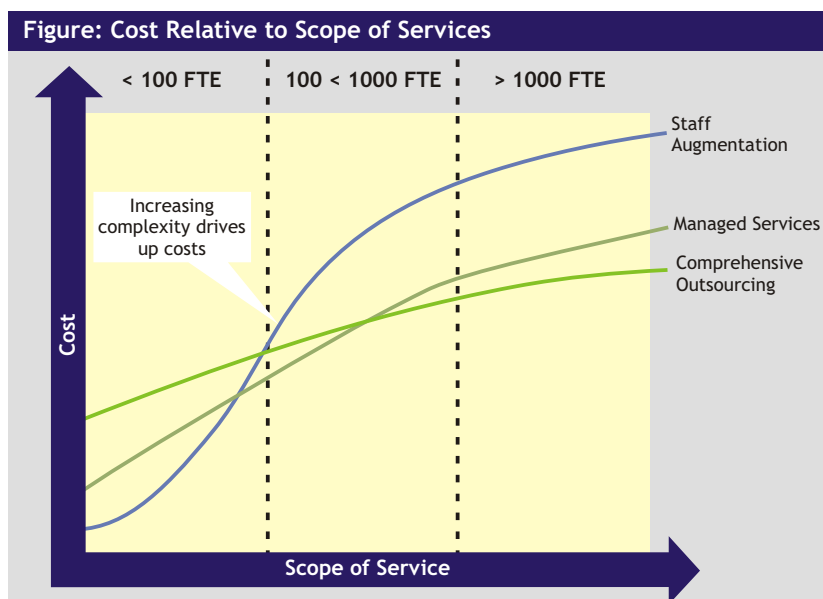
Complete IT Operations Managed Services

Contracting Complete IT Operations Managed Services is a significant step for businesses. The internal CIO organization retains control of all facilities, network, systems, and software assets but transfers the complete risk of managing day-to-day operations to the trusted managed services partner. This level of ownership transferred to the service partner places the responsibility of program planning and execution on the service provider and also passes the associated risk of managing IT operations staff, including identifying, on-boarding, training/re-training, costs, retention, and attrition management to the service provider.

The Managed services partner has significant operational flexibility to bring in transformational changes in the service delivery processes and methodologies, operations organizing structure through service layering, creating operational service levels, and strategic shift in the way the operations are managed.

Typically the managed services covering entire IT operations is a multi-year contract running 3-5 years, thereby assuring a definite long-term service partnership to bring about the desired levels of transformation in the IT operations.

The managed services partner will be able to significantly influence the assets acquisition and standardizations, but the customer will retain the decision and ownership. Typical assets include the data center (owned/leased), servers, network devices, network design, enterprise backup infrastructure, etc. The customer may also retain complete ownership or the decision making rights on the enterprise monitoring and management tools and enterprise ticketing system.



Source: neolT

Case Study 3: Managed IT Operations Services

The client is a leading hotel reservations and market intelligence services provider based out of North America. The client's business is growing exponentially and the client has also planned acquisitions to build a strategic advantage and acquire market leadership.

Crucial to the business strategy is the enabling of the IT infrastructure that has to keep pace with the business through new strategic initiatives, operational excellence, and service delivery efficiency built on best-in-class processes and consolidation.

Key Business Drivers for Managed IT Operations Services

- Aggressive business growth
 - Business wanted to focus on new products, deeper market penetration, consolidating market leadership position
 - Requires key internal staff to realign and focus on new strategic initiatives
- Driving efficiency through service level management
 - Sub-optimal performance of server and database infrastructure
 - Operational processes were not streamlined: multiple ticketing systems, not integrated
 - Enterprise infrastructure monitoring and incident management is primarily email based
 - Disaster recovery site not operational, no DR drill conducted over the past years
- Reduced total cost of operations
 - Significant increase in operations costs over the past two years
- Sharing responsibility, risks and rewards with a trusted partner




Challenges

- Availability: 365 days X 24 hours X 7 days of week
- Primary responsibilities
 - Application Deployment
 - Application Monitoring
 - Application Support (Level1 & Level2)
 - Application Maintenance
 - End user Communication
 - Server Management and administration
 - Network Management and administration
 - Database management and administration
 - Improve operational efficiency
 - Enhanced infrastructure availability and application uptime
 - Infrastructure growth & expansion
 - Adoption of latest technologies
- Supported infrastructure and applications
- Servers:
 - Sun cluster for high availability

- Sun Sparc platform for solaris 8,9,10
- IBM blade centers for Linux (RHEL, CentOS etc)
- HP & Dell platform for Windows 2000, 2003
- Hardware: V100, V480, V4500, V880, T2000, Netra, etc
- Enterprise network devices:
 - 65xx, 45xx series catalyst switches
 - 72xx, 28xx Series routers
 - Content switches, ACE, local directors
 - ASA & PIX firewalls
 - Postini proxy servers
- Storage devices: SAN, DAS and NAS
 - SAN: EMC Clarion, IBM DS440
 - DAS: Sun 6130 & StorageTek, IBM DS440
 - NAS: SNAP Device, iOmega, and other network appliance devices
- Infrastructure applications / tools: 10+
 - Nagios, Qwest Spotlight, Ground Works, JIRA, Oracle Grid, MRTG, CacTi, Postini, Snort, Syslog-NG, Samhain, OSSEC, Sawmill, TrueSight, Wiki
- Over all up time provided as per SoW: >99.95%

MindTree Managed IT Operations Solution

- Complete ownership: OneShore™ Team
 - Onsite roles - Project management, application support coordination, network, database, and system engineering
 - Offshore roles - offshore coordination, complete monitoring, and management
 - Own process and infrastructure streamlining projects
- Support infrastructure and tools
 - Offshore NOC provisioned
 - OMS toll free number setup
 - Wiki - knowledge management
 - Jira - central ticketing system
 - Groundworks - enterprise monitoring and availability management
 - Site 24/7 - external web site availability monitoring
 - Multiple security and PCI compliance tools used
 - WebEx for collaboration between onsite and offshore
- Process
 - PCC/QACC/UAT/DEV - change and release management
 - Escalation matrix, crisis management, and root cause analysis
 - Dedicated conference bridge to handle production issues any time of the day

Item	When Support was transferred to MT	After 9-12 months of MT taking over Support
Issue Tracking System	There multiple tools, that include excel based tracking, homegrown tools, track-it that are not integrated	
Shift Hand Off	There was no process oriented hand off. Just email updates send on need basis.	
Shift Roaster Plan for 24x7 Support	24x5, 8:00 AM - 8:00 PM onsite Support with rest of the time on call support. No process followed.	

Benefits delivered

- Offshore customized mini-NOC setup for effective monitoring of applications
- Stabilized the infrastructure and application production operations
- Databases reorganized and optimized performance
- ITIL based support delivery and well defined process templates
- Improved operational efficiency by over 30% resulting in three-fold business transaction increase
- Reduced people dependency and increased availability and stability of complete infrastructure
- Intricate involvement in data center re-architecture and consolidation
- Partnering and working with data center hosting vendors for efficient management of infrastructure
- Payment card industries compliance - certification
- Security enhancement and monitoring of production setup at various levels
- Evangelizing latest generation technologies across network, systems, and security
- Detailed support metrics being published weekly
- Cost savings of up to 30% realized in less than two years
- Demonstrated efficacy through real-time disaster recovery saving millions in revenue
- Customer satisfaction levels achieved and exceeded

<p>Root Cause Analysis</p>	<p>No RCA process was followed</p>	<p>1. Problem Statement Received an alert mail from ssc33CT that [redacted] was down at 11:33 AM CDT January 07, 2008.</p> <p>2. Business Impact Internal and External users were impacted during this down time, users were unable to login and access or generate reports via [redacted].</p> <p>3. Root Cause Analysis</p> <p>Sequence of events following the incident</p> <table border="1"> <thead> <tr> <th>#</th> <th>Date</th> <th>Time (M:ST)</th> <th>Event/Observation</th> <th>Observing/Assigned by</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>01/07/08</td> <td>06:23 AM</td> <td>Received alert mail from ssc33CT that [redacted] was down at 11:33 AM CDT January 07, 2008.</td> <td>Support</td> </tr> <tr> <td>2.</td> <td>01/07/08</td> <td>06:24 AM</td> <td>Checked if dependent services are running. Confirmed that the IIS/SQL services and the DNS services are running on the server. Found that the IIS/SQL services are running on the server.</td> <td>Support</td> </tr> <tr> <td>3.</td> <td>01/07/08</td> <td>06:27 AM</td> <td>Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.</td> <td>Support</td> </tr> <tr> <td>4.</td> <td>01/07/08</td> <td>06:28 AM</td> <td>Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.</td> <td>Support</td> </tr> <tr> <td>5.</td> <td>01/07/08</td> <td>06:33 AM</td> <td>Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.</td> <td>Support</td> </tr> <tr> <td>6.</td> <td>01/07/08</td> <td>06:34 AM</td> <td>Received recovery alert mail from ssc33CT that [redacted] was up.</td> <td>Support</td> </tr> </tbody> </table> <p>POSSIBLE CAUSE FOR THE ISSUE:</p>	#	Date	Time (M:ST)	Event/Observation	Observing/Assigned by	1.	01/07/08	06:23 AM	Received alert mail from ssc33CT that [redacted] was down at 11:33 AM CDT January 07, 2008.	Support	2.	01/07/08	06:24 AM	Checked if dependent services are running. Confirmed that the IIS/SQL services and the DNS services are running on the server. Found that the IIS/SQL services are running on the server.	Support	3.	01/07/08	06:27 AM	Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.	Support	4.	01/07/08	06:28 AM	Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.	Support	5.	01/07/08	06:33 AM	Checked if the services are running on the server. Found that the IIS/SQL services are running on the server.	Support	6.	01/07/08	06:34 AM	Received recovery alert mail from ssc33CT that [redacted] was up.	Support
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<p>Uptime Metrics</p>	<p>There was no centralized uptime tracking data available. Observed average uptime was around 95% across all product platforms</p>	<p>Sample - Monthly Uptime Trend</p> <p>Legend: Uptime (Green), Planned Down Time (Yellow), Unplanned Down Time (Red)</p>																																			
<p>Shift Roaster Plan for 24x7 Support</p>	<p>There was no traceability of what level of support that was being extended by the erst while IT Support team</p>	<p>There is a 31 Page Weekly Support metrics being published that includes:</p> <ol style="list-style-type: none"> 1. Tickets Metrics 2. Change Request Metrics 3. Voice Support Metrics 4. NOC/Email monitoring Metrics 5. Uptime metrics for all products and IT infrastructure 6. Infrastructure Enhancement activities report 7. Projects Dashboard 8. Executive Summary 																																			

Complete Hosting and IT Operations Managed Services

Complete hosting and IT operations managed services contracts transfer ownership of the datacenter facilities, provisioning and/or CAPEX ownership of assets, complete network availability, performance, and management of the hosting service provider. Managed hosting service is a significant step in reducing the risk to the customer associated with infrastructure build-out and sustenance; and associated CAPEX while allowing rapid ability to monetize new products or applications and experiences into the customer business portfolio and drive revenue.

Traditional hosting service providers (HSP) have invested in enterprise management systems and continue to evolve monitoring, alerting, and reporting capabilities. Couple this service with enterprise IT operations managed service and the service provider's ability to bring standardizations, optimization, and support levels transformation driven through end-to-end KPI (key performance indicators). Additionally through service level management, the HSP significantly transfers the risk and rewards to the service provider(s) while retaining the strategic planning and thought leadership.

These managed services partnerships are very long running agreements spanning 7-10 years at least.

Complete Outsourced Managed Service

Complete outsourced managed service is the ultimate step of transferring the entire business risk of owning, building, and operating the entire IT infrastructure and support. It also includes the underpinning contracts with all equipment (hardware and software) vendors, application (new/existing) design, development and roll-out, and day-to-day operations to the service provider. In this model, the business no longer needs an internal IT organization.

The services contracts with a managed service provider is extremely strategic and is often contracted for a period between 10-15 years. The total risk of IT is with the MSP.

With the ever increasing nature of knowledge based differentiators for businesses in today's competitive markets and the high level of protection required on intellectual property rights, very few businesses opt for either complete outsourced managed services model or contracting to single managed service provider encompassing complete hosting and full IT operations model.

While many businesses have contracted with pure play hosting services providers for IT infrastructure build-out, maintenance, availability, and performance; very few also entrust the HSP with running end-to-end IT operations either driven by risk mitigation strategy and spreading the risk across multiple managed service providers or the HSP's limited understanding of business operations.

It is therefore required to carefully design the managed services strategy across few specialized players retaining the overall program management layer for effective governance and bring synergy in services integration across multiple MSP to arrive at a common and long term strategic business goal.

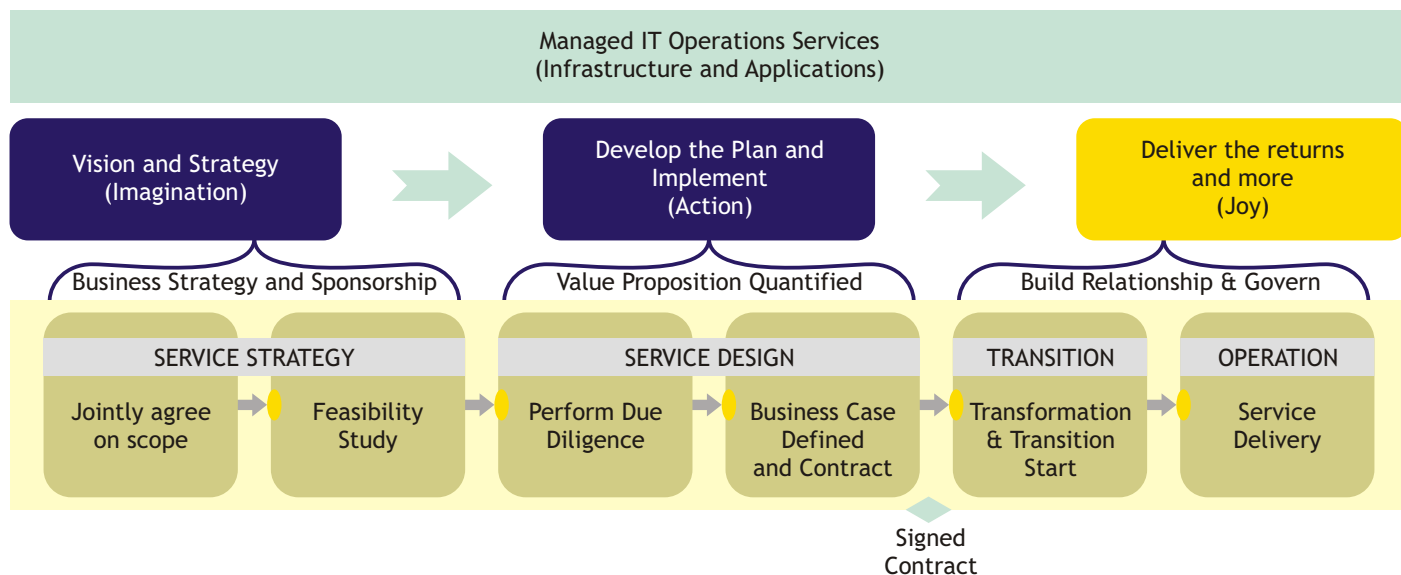
MindTree IMTS Approach to Managed Services

MindTree IMTS Managed Services Model includes:

- Out-tasked managed services
- Complete IT operations managed services
- Limited hosting and full IT operations managed services

Phased Engagement Approach

Proven managed services practice follows a phased and structured approach to make sure the strategic vision is defined and the right solution is articulated. All stake holders understand the methodologies involved in the service scope and process definition. This approach is illustrated below:



Service Strategy

A consulting approach starts with the discovery of business requirements and analysis of opportunities for managed services within the customer's IT operations. Establishing the trust early in the relationship is critical in order to elicit the unique requirement of the customer and accurately tailor the solution.

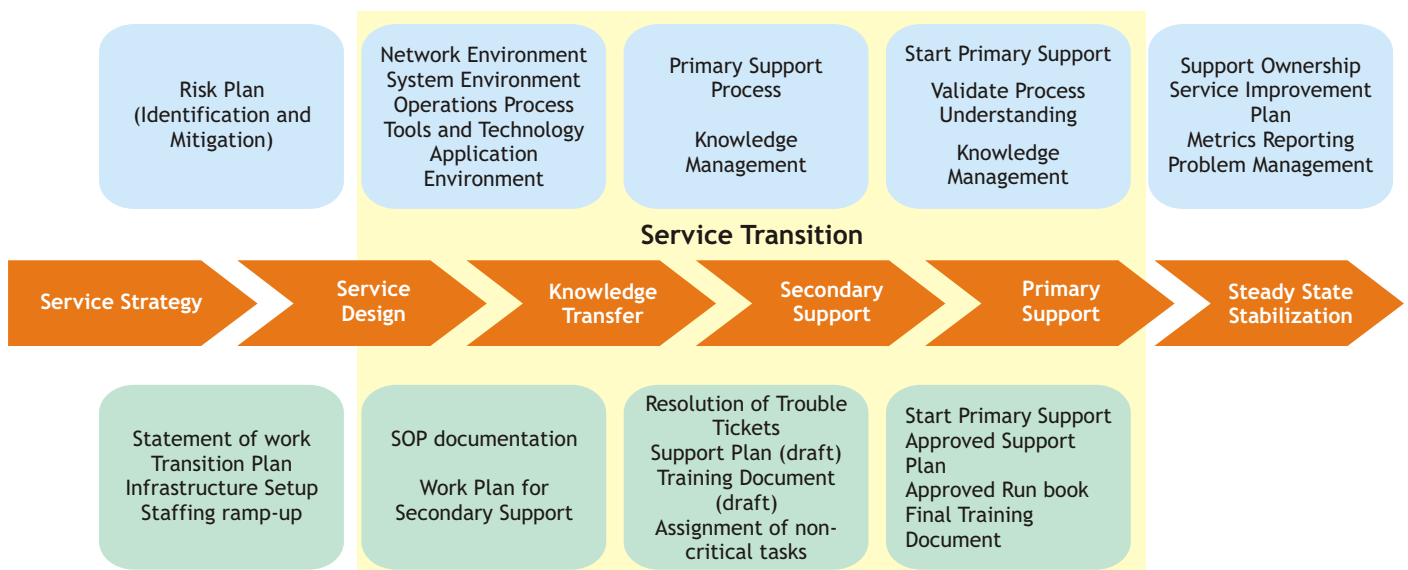
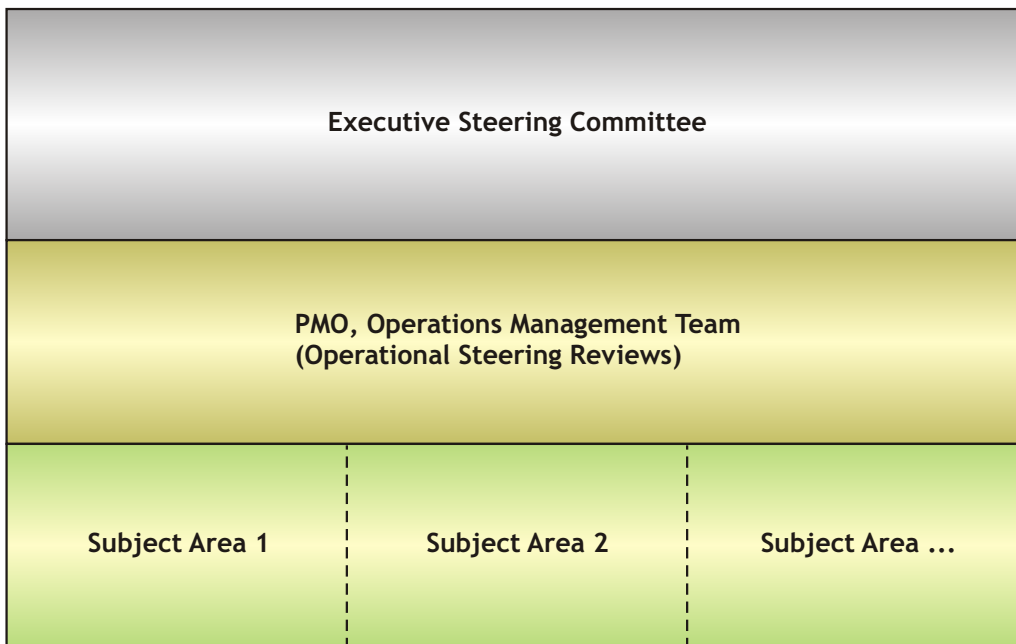
The long-term commitment between the customer and managed services provider typically includes risk and reward elements. Therefore to ensure that service strategy evolves fair for both parties, it may be best for customers to share their detailed business plans and revenue projections and operating expenditures. This will provide a strong basis to design from the ground up, with the operational data needed to deliver on its objectives and develop an equitable agreement. MindTree will guarantee the protection of information by not only signing a mutual non-disclosure agreement (NDA) but also confirming to a highly reputed integrity policy and core values. The service strategy recommendation would be jointly agreed and custom to the available managed service scope.

Service Design

Service design involves creating IT operations service catalog, mapping business and IT processes through a contract managed services business and operational solution. Through the managed service solution design phase, both the customer and MindTree will establish clear understanding of capabilities and risks associated to meet the service level agreement. Depending on the scale, significant emphasis needs to be dedicated towards planning. The outcome of this phase is a managed service contract (MSC).

Service Transition

The service transition phase involves MindTree taking over the management and operational responsibilities. MindTree dedicates an experienced team for this critical transformation process to ensure continuity. This is executed by leveraging a program management template, and working closely with the customer to assess, document, and validating the steps that are applicable to the defined scope. Heavy emphasis is placed on communication and escalation plans, targeted learning, the project team, and governance.



Transition Challenges

Typically Out-tasking or complete IT operations transition is faced with a number of challenges. Some of the often experienced non-technical challenges include:

- Aggressive timelines
- Managing customer internal communications and emotions
- Managing knowledge acquisition from incumbent team
- Establish program management office and governance structure
- Identifying and managing operational risks

Transition Management Best Practices:

- Communicate, communicate, communicate (over communication will speed up aligning all key stake holders on new initiatives)
- Acknowledge internal resistance if any and proactively address and facilitate needed changes
- Knowledge transfer - subject matter experts are used to ramp-up delivery teams - provide incentives, motivate, and validate knowledge acquisition
- Develop the SLA framework and baseline requirement
- De-risk by sequencing - horizontally, vertically, and by geography
- Establish trust and work closely with selected partner
- Manage cultural differences - they exist and can be bridged

Customer's Offshore Maintenance and Support Center (OMSC)

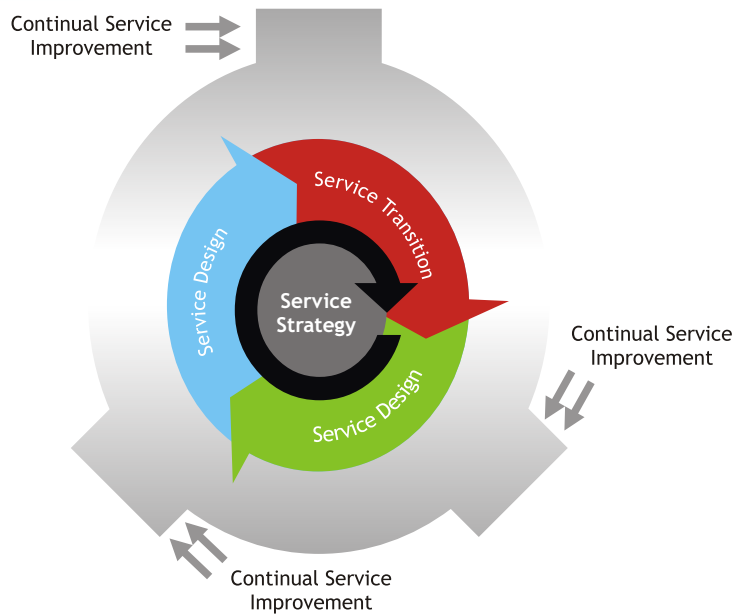
Establishing the customer's offshore maintenance and support center (OMSC) involves a number of critical investment decisions around customer network extension to MindTree centers, building the level of security required, commissioning data, and voice communication channels. This also includes provisioning requisite infrastructure like desktops/laptops, test labs etc. as well as remote NOC for monitoring, verifying, and validating access to enterprise ticketing systems and all devices that are in scope for monitoring and/or management.

Service Delivery

Service delivery is the steady state operations phase which typically runs for over 3 years. During these ongoing operations, MindTree's managed services delivery team will deliver to meet and exceed agreed service levels, bring highly skilled people, best practices and processes, introduce appropriate tools, cross-train team members and transform the services into a process-centric model.

The delivery team will start publishing service improvement plans and add value, optimize the service delivery, and improve service consistency and performance. Governance process will ensure visibility to daily/weekly operations and monthly/quarterly service quality, consistency, and improvement.

MindTree's processes, methodologies, and service delivery framework is derived out of ITIL v3, which will assist the service delivery with a number of ready templates and guidelines and assist mature the inter-operable processes based on best practices and knowledge base.



LIFE CYCLE PROCESSES

Initial Phase	Planning Phase	Transition Phase	Steady Phase	Closure Phase
Opportunity Development Feasibility Study Proposal & Contract Sign-Off Project Initiation	Portfolio Analysis Project Kick-off Team Norming Project Planning & Tracking PES Basic Environ Setup	Transition Planning Knowledge Acquisition Knowledge Transition Shadow Support Assisted Perform Infrastructure Setup Pilot	Service Delivery Service Level Management Availability Management Business/Service Continuity Management Financial Management Capacity Management Service Support Incident Management Problem Management Change Management Release Management Configuration Management	Project Archival & Recovery Project Closure

CONTINUOUS PROCESSES

Workforce Management				
Requirement and Scope Change Management				
Risk Management				
Dashboard Review	Project Management Review	Steering Committee Review	Project Rendezvous	
K-Map	Trainings	Certifications	Continuous Harvesting	
Reporting and Control				
Handover and Takeover				
Process Usage Checks	Audit		Quality Function Review	
RCA & Plan Process Improvement	7 Quality Control Tools		Problem Solving Techniques	
Process Change Management				
Inter-group Coordination				
Intellectual Property Protection				
Quarterly Quality Review	Quarterly Operations Review		Customer Experience Survey	

<https://processnet.mindtree.com>

Conclusion

Key success factors for a managed services engagement include:

- Organizations should set clear vision and strategic objectives for managed services
- High emphasis on communication with all stake holders
- Identify and build trust-based partnership between customer and managed service provider
- Know the current level of service and build a win/win service level agreement
- Partner with a right company whose core values match and can leverage its global scale and experience
- Manage the relationship between operator and vendor with an effective governance model
- Look beyond immediate savings to transformational service delivery
- Operationally, get involved at the location of service delivery, visit your partner site

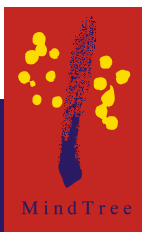
MindTree is committed and has the experience and expertise that can help bring the benefits of managed services to its customers. The best benefits can be gained by selecting MindTree to function as the single point of accountability, having proven global and multi-vendor expertise capable of providing a true end-to-end solution, and a comprehensive services portfolio - all delivered by a proven MindTree IMTS managed services capability.

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About MindTree

MindTree is a global IT and R&D Services Company co-headquartered in the U.S. and India. With a passion for customer satisfaction, MindTree partners with its clients to create a transparent, value-based relationship. Our domain experts deliver business-enabling solutions by leveraging a consulting led, framework based and IP-driven approach. MindTree's IT Services business provides a range of services to CIOs across a variety of industry segments. Our R&D Services business works with Technology companies to help build innovative products by providing Product Realization services.



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