

SLA 기반의 성공적인 아웃소싱 전략

남기찬
서강대학교
knam@ccs.sogang.ac.kr

IT Outsourcing

아웃소싱의 이유

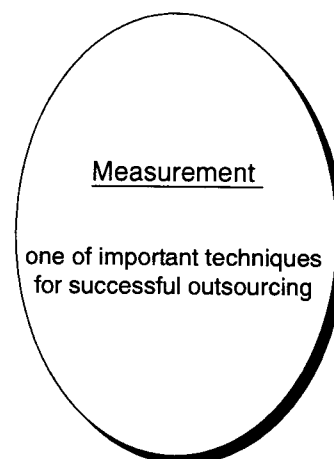
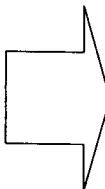
- Rapidly Changing Technologies
- Reduce and control operating costs
- Resources not available internally

장점들...

- Focus on core competency
- Reduce costs
- Access to advance technologies
- Increase IT service level

그러나, 때로는...

- Poor quality service
- Increasing costs
- Hard to control
- Hare to evaluate performance



아웃소싱의 추진 단계

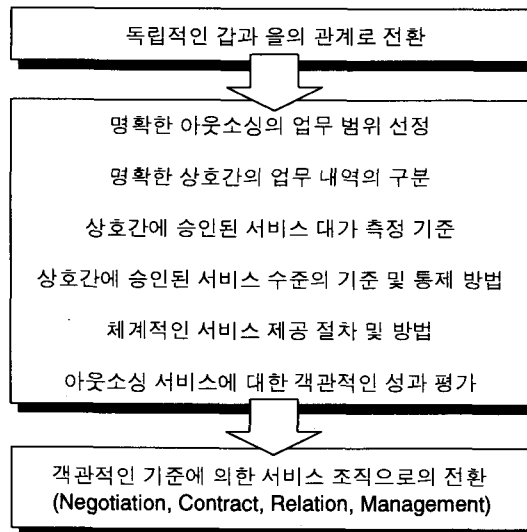
아웃소싱의 단계



주요활동

<ul style="list-style-type: none"> • 시작 	<ul style="list-style-type: none"> • 자료수집 • 아웃소싱 대상결정 • 조직원들과의 의사교환 • RFI • RFI에 대한 답변서 평가 	<ul style="list-style-type: none"> • RFP • 공급업체들의 문의에 대한 답변 • 입찰 • 공급업체 선정 • 조직원들에게 공급업체 선정을 알림 	<ul style="list-style-type: none"> • 협상 팀 구성원 선발 • 계약에 관한 구체적인 협상 	<ul style="list-style-type: none"> • 전반적인 이관계획 수립 • 이관계획에 관해 조직 구성원들과 의사교환 	<ul style="list-style-type: none"> • 자산의 이관 • 인력의 이관 • 서비스에 대한 평가와 감시 • 공급업체와의 관계에 대한 관리
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무엇이 필요한가?



Why SLA?

Increasing service scope

Limited IT resources

Difficulty of evaluation

Different expectation level

*How to align
the computing
service to
the needs of
its customer?*

COMMUNICATION TOOL

CONFLICT PREVENTION

LIVING DOCUMENT

Objective Basis For Gauging Service Effectiveness

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SLA에 대한 몇 가지 의문

사업자측 :

- SLA를 도입하면 M/M기반의 계약 구조를 바꿀 수 있는가?
- SLA를 도입하면 서비스 수준이 향상되는가?
- SLA를 도입하는데 얼마나 노력이 필요한가?
- SLA를 도입하면 정말로 Penalty를 지불하여야 하는가?
- SLA 관리 tool은 필요한가?

고객사측 :

- SLA를 도입할 경우 비용이 증가하는 것이 아닌가?
- SLA를 도입하면 고품질의 서비스를 받는 것인가?
- SLA를 도입하면 아웃소싱의 만족도가 높아지는가?

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What is SLA?

- ❑ SLA is an agreement between the computing service provider and the user quantifying the minimum acceptable service to the user.
- ❑ SLA specifies the parameters of systems capacity, network performance, and overall response time required to meet business objectives.
- ❑ SLA also specifies a process for measuring and reporting the quality of service provided by IT vendors.
- ❑ Service level management (SLM) is the continuous process of measuring, reporting, and improving the quality of service provided by the IT organization to the business.
- ❑ Measurement and metrics are just parts of SLA.

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Major Components

Within the Agreement

- Service scope
- Service requirement
- Service measurement
- Service management
- Communication plan
- Reporting
- Reviews
- Responsibility
- Non-performance
- Penalties
- Optional Services
- Limitations
- Maintenance of SLA

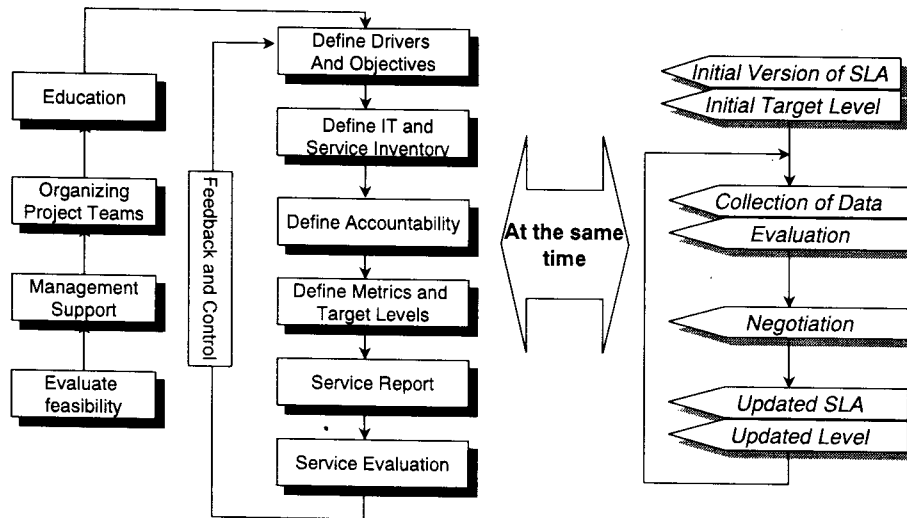
Some Consideration

- Attainable
- Measurable
- Understandable
- Meaningful
- Controllable
- Affordable
- Mutually Acceptable

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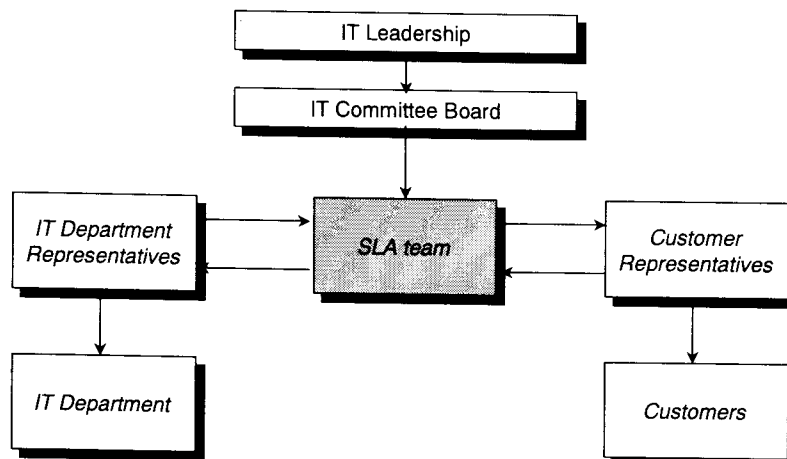
Development Process



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Organization of SLA Team

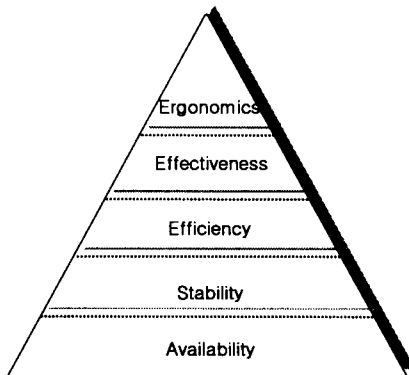


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Measurement

Service Level Hierarchy



(Source: Gartner Research)

Ergonomics:

Tailored, personal value
SLA would not reach this level
Usually Top mgt's individual requirements

Effectiveness:

Best fit, enterprise value
Ideal level of SLA
Usually indirect metrics are used

Efficiency:

speed, minimum resources
SLA can target this level.

Stability:

Accuracy, dependability
Relevant with the quality of service

Availability:

When, where needed
Foundation level

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Measurement

Overall service level:

>The Easiest Way

•Service Level = ((Number of On-time Processes/Number of Processes)+(Budgeted Expenses/Actual Expenses)+(Projected Duration of Projects/Actual Duration of Projects))/3

>A Slightly Better Way

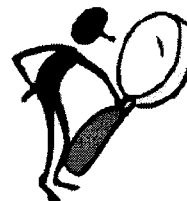
•Weighted Service Level=(On-time Weight X (Number of On- time Processing/Number of Processes)+Budget Weight X (Budgeted Expenses/Actual Expenses)+On-time Delivery Weight X(Projected duration of Projects/Actual Duration of Projects))/3

□**Availability:** the percentage of the time that a service is available for use.

□**Responsiveness:** the time taken to complete a request

□Others:

- > Reliability
- > Performance
- > Critical Deadlines:
- > Turnaround:
- > Recoverability:
- > Success Rate:



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Measurement by Function

Application

Quality
Productivity
Customer Satisfaction

Security Management

Change Management

Network

Availability
Stability

Problem Management

Prioritization Rules
Escalation Procedures

Help Desk

Response time:
Average call waiting time
Average waiting rate
Average give-up rate
Total waiting time
Call-back time
Problem resolution time
Problem resolution rate



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Penalty

Remedy for non-performance

- Should be determined based on the service importance
- Not a compensation for the poor service
- Able to cause pain or discomfort to the provider
- Penalty is not an mandatory clause

Easy to understand and calculate

Rule

- Cumulative vs. Non-Cumulative
- Frequency vs. average
- Usually maximum limit exists.

In Practice:

- minor penalty: 1/30 of monthly or daily service rate
- major penalty: 5%~10% of monthly service rate for each occurrence
- Termination: occurrence of more than 10 times of major non-performance



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Best-in-Class Hosting SLA

- Network performance:** 99.97% availability,
less than 1% packet loss,
less than 70% ms domestic latency,
less than 100 ms international latency
- Systems performance:** 99.97% availability,
70% CPU utilization,
less than 50 ms automatic server rollover
- Application performance:** guaranteed number of simultaneous users,
guaranteed nightly backup
- Service order acknowledgement:** 10 to 15 minutes
- Mean time to respond:** 15 to 30 minutes
- Mean time to repair:** 1 to 2 hours for priority 1 outages,
4 to 6 hours for priority 2 outages,
1 to 2 days for priority 3 outages

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Some Facts

Question: Does SLA improve your service quality?

Primary Objectives of SLA

15%	Expand services
25%	Measure efficacy of operational procedures
26%	Measure impact of IT in business
28%	Prioritize services on basis of importance
28%	Relate technology to business objectives
36%	Help justify and prioritize additional investment
36%	Measure quality of service
37%	Measure customer satisfaction
42%	Map resources to most critical services
48%	Define required performance levels
55%	Set and manage expectations

(Source: 1999 INS Survey)

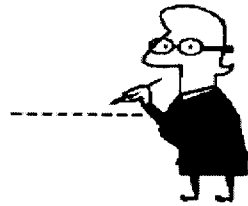
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Some Consideration

Implementing SLA requires additional efforts.

- IT personnel to plan, implement, monitor, and report
- Software costs for purchasing or developing tools to monitor, diagnose, and report
- Hardware costs for additional servers
- IT management attentions



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Success Factors

- Three cultural changes
 - Service-Oriented Culture
 - Measurement Culture
 - Negotiation Culture
- Top Management Support
- Prepare data, template, and methodology beforehand
- Define What, Who, How, Where(level), and When clearly
- Business-Oriented driven approach
- Not too many metrics



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Additional Consideration

- 서비스 중심의 조직 마인드
- 대가 산정 기법
- 성과 측정 기법
- 프로세스 중심 IT 운영 및 관리 기법



Q & A