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IT@Intel
Integrating IT Demand Management and Business Relationship Management

The new service improves the flow of business demand to Intel IT's service owners, improves our business acumen, and—for the first time—aligns our plans to the priorities of Intel's lines of business.

Executive Overview

Intel IT has developed a Business Solutions Integration (BSI) service that incorporates business demand management (business requests) and business relationship management processes (our relationships with internal customers in all of Intel's lines of business [LOBs]). We developed this service in response to our CIO's "Customer at the Center" initiative, which calls for aligning these two processes in relation to the Information Technology Infrastructure Library* (ITIL) approach.

The new service provides what we call a "One IT" view to our IT customers and formalizes our relationship with them through dedicated, single-point-of-contact IT personnel assigned to each LOB. This approach enables us to align more effectively with the LOBs' strategies and pain points so we can focus on high-priority activities that can potentially transform Intel's business.

To achieve results, we used Lean Six Sigma (LSS) and formal IT Service Management (ITSM) process improvement. The new service has significantly improved our ability to enter a business request into our system quickly—up to as much as 83 percent faster. We also reduced the average number of hours to disposition a business request (that is, agree to perform the work or not) from 36 hours to 8 hours.

We believe our BSI service is unique in the industry for implementing the ITIL business demand management and business relationship management processes. The new service improves the flow of business demand to Intel IT's service owners, improves our business acumen, and—for the first time—aligns our plans to the LOBs' priorities.

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Acronyms

BSI	Business Solutions Integration
CSI	Continual Service Improvement
GM	general manager
ITIL	Information Technology Infrastructure Library
LOB	line of business
LSS	Lean Six Sigma

Business Challenge

Intel has multiple internal customers. These include lines of business (LOBs), such as Data Center and Internet of Things, as well as functional organizations, such as Manufacturing and Sales and Marketing.[1] Each of these customer's goals and operations are supported by Intel IT's approximately 6,000 employees. Like any business, we receive service requests from our internal customers and we also interact with those customers.

Prior to 2012, these two functions—receiving requests and interacting with customers—were independent, making it difficult to align IT's priorities with the Intel LOBs' priorities.

These two functions map to processes of the Information Technology Infrastructure Library* (ITIL), as it relates to Intel IT:

• **Business demand management.** This function involves entering business requests from Intel's LOBs into our system, also called intake, dispositioning those requests (matching a request with the correct service or denying the request) and tracking project completion.

• **Business relationship management.** This function includes building and maintaining relationships with our IT customers.

As part of Intel IT's ITIL transformation, we realized that even though these two processes help us support Intel's business, both were inefficient.

Business Demand Management

Widely varying processes and tools, coupled with the amount of IT staff involved, made business request intake and disposition inconsistent and inefficient. We needed to focus on managing the nonroutine requests and find more strategic solutions. We knew that our IT customers often expressed frustration waiting for a yes or no regarding these types of business requests, but we didn't track how long it took to respond to them.

As Intel grew, so did the number of LOBs, and their needs became more disparate—compounding the inconsistency and inefficiency.

More importantly, we lacked insight into what the LOBs truly needed from IT, and we did not have a means of assessing the level of business value that was added to Intel by meeting a particular request. Due to continuing budgetary and resource constraints, we needed to prioritize the requests that generated the most business value and direct resources to those requests.

Beyond business requests, we had other issues with the LOBs.

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[1] For the purposes of this paper, further references to "LOB" include both of these types of internal customers.

> "The day I'm representing Intel's LOB more than my day job, I've arrived."
>
> **–Intel IT Staff Member**

Business Relationship Management

We categorize IT services into 8 top-level segments, 32 portfolios, and approximately 100 services, with each portfolio and service having an IT "owner." While this categorization made sense to us, it was difficult for the LOBs to determine whom to contact to get what they needed. Plus, our knowledge of each LOB's strategy, direction, and requirements was second- or third-hand. Changes to this information were slow to reach IT because we rarely met face to face with LOB staff, and communication between IT and each LOB was intermittent and unmanaged.

Solution

Recognizing these problems, Intel IT's culture shifted from a silo approach to understanding that we needed IT Service Management (ITSM) standardization to become efficient.[2] An ITIL approach could help us integrate demand intake and disposition with customer relationship management. We used the Lean Six Sigma (LSS) five steps—Define, Measure, Analyze, Improve, and Control (DMAIC)—to help our process engineering and improvements.

Forming the Business Solutions Integration (BSI) service took several years (see Figure 1). The LSS Green Belt project began in November 2012, focusing on enabling 6,000 IT employees to efficiently meet the needs of over 100,000 Intel employees (see Transforming the Intake and Disposition Process). The LSS Green Belt project completed in February 2013. Also in 2013, we added the BSI service to the Intel IT service catalog and integrated the ITIL areas of business demand management and business relationship management, completing the process in 2014. Over the next few years, we will continue to improve the BSI service (see Next Steps: Continuous Improvement).

[2] Information Technology Infrastructure Library (ITIL) is a set of practices for IT Service Management (ITSM) that focuses on aligning IT services with the needs of the business. It includes five core volumes, each of which covers a different ITSM lifecycle stage: Service Strategy, Service Design, Service Transition, Service Operation, and Continual Service Improvement. For more information, visit www.axelos.com/itil.

Transitioning to Our Business Solution Integration Service

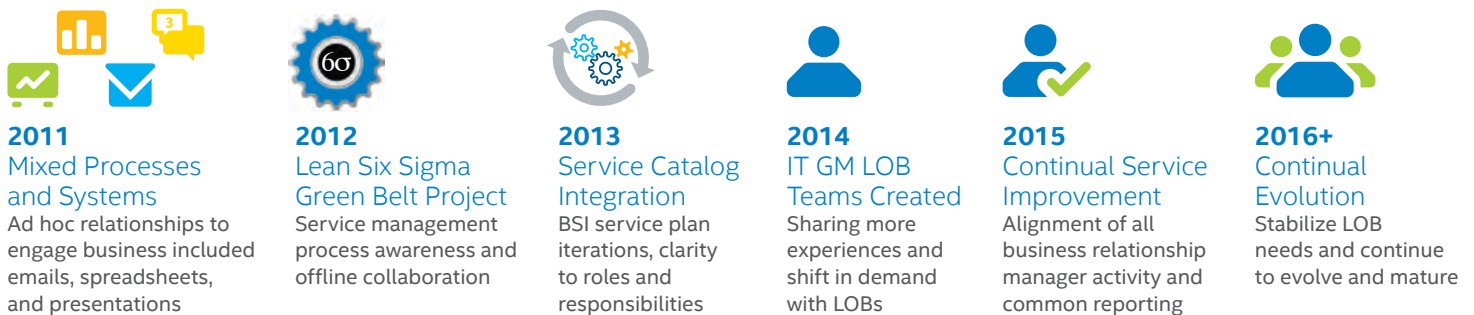| **2011**	**2012**	**2013**	**2014**	**2015**	**2016+**
Mixed Processes and Systems	Lean Six Sigma Green Belt Project	Service Catalog Integration	IT GM LOB Teams Created	Continual Service Improvement	Continual Evolution
Ad hoc relationships to engage business included emails, spreadsheets, and presentations	Service management process awareness and offline collaboration	BSI service plan iterations, clarity to roles and responsibilities	Sharing more experiences and shift in demand with LOBs	Alignment of all business relationship manager activity and common reporting	Stabilize LOB needs and continue to evolve and mature

Figure 1. Our journey to better integration with Intel's lines of business (LOBs) and the implementation of our Business Solution Integration (BSI) service took several years.

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The BSI service incorporates the following:

- **Business demand management.** An efficient, structured process for demand intake and disposition

- **Business relationship management.** A strategic plan for staying in touch with the LOBs and their needs

- **IT2Intel program**. The IT2Intel team works with IT and other teams to accelerate Intel's growth in enterprise markets by taking advantage of Intel IT's expertise in partnership with Intel product groups[3]

Note that the BSI service is not a concierge for IT help desk tasks (such as fixing broken laptops or solving enterprise email application issues), nor does it fulfill routine IT business requests that can be accomplished through a self-service function, such as requesting storage, resetting accounts, or ordering a new laptop.

> The BSI service is not a concierge for IT help desk tasks, nor does it fulfill routine IT business requests that can be accomplished through a self-service function.
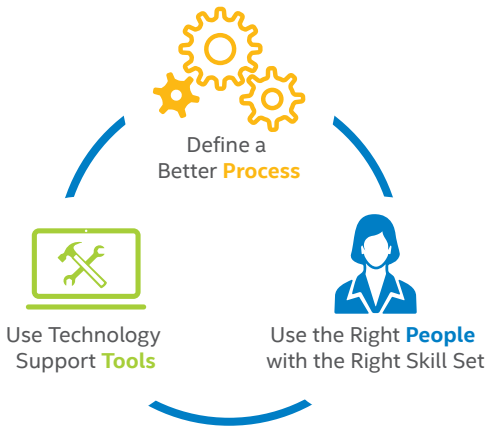
Our Goals for the BSI Service

We defined several goals for our BSI service:

- **Offer a single IT point of contact for each LOB.** We wanted to simplify LOBs' access to IT's portfolios, services, and processes.

- **Maintain a high degree of business acumen.** We wanted to position IT as a strategic partner that bases decisions on up-to-date business insights. By developing a strong knowledge of Intel's and IT's products, trends, policies, and processes, we wanted to properly engage with and educate stakeholders. This includes understanding the stakeholder's goals and imperatives, roadmaps, and requirements.

- **Manage customer engagement that helps build strong business partnerships.** We wanted to establish and maintain strong partnerships with Intel's LOBs so that they would continue to rely on Intel IT to meet their service needs. We needed to identify gaps in service offerings that could help fulfill evolving and emerging business needs.

- **Communicate and collaborate more effectively.** We wanted to provide a cadence of reviewing business plans and deliverables through appropriate channels and a defined communication strategy. In addition, we wanted to improve internal collaboration to avoid duplication of effort, increase shared successes, establish better accountability, and make better use of the strengths across the entire IT team.

- **Satisfy our customers.** We wanted to measure customer satisfaction that resulted from our business relationship and business demand management. We also wanted to improve our services by identifying areas where customer expectations were not being met.

[3] The IT2Intel team partners with both IT and related Intel teams to deliver usage models, product requirements, technology evaluations, and proofs of concept with Intel technologies as well as engaging in strategic product and technology discussions. The team is also aligned with the IT@Intel team to deliver industry proof points and related collateral.

Service Improvement

Define a Better Process

Use Technology Support Tools

Use the Right People with the Right Skill Set

The ITIL is descriptive—it only provides information on what an organization should do, not how they should do it. Therefore, we knew that achieving these goals would not be easy, and we did not initially have all the answers. For example, we refined our mission and vision several times, and we experimented with four toolsets (see Technology—Choosing the Right Tool) for supporting demand management before we settled on one.

To help break the service improvement process into manageable steps, we divided our efforts into three categories: process, people, and tools. This approach enabled us to define a better process, implement that process using the right people with the right skill sets, and then find tools that would support the process.

Process—Our Initial Focus

IT fulfills three roles in the business—referred to as run, grow, and transform—as shown in Figure 2.

- **Run.** In this role, we meet the basic needs of business (providing network connectivity, for example). The engagement model for this service delivery role is transactional—a request is made and IT meets that request.

- **Grow.** In this role, IT contributes higher business value (for example, conducting proofs of concept (PoCs) and enterprise early adoption tests). Here, the engagement model is more collaborative than transactional.

- **Transform.** In this role, IT becomes directly involved in co-creating marketable products and providing Intel with competitive advantage. With transformative projects, we interact with key decision makers.
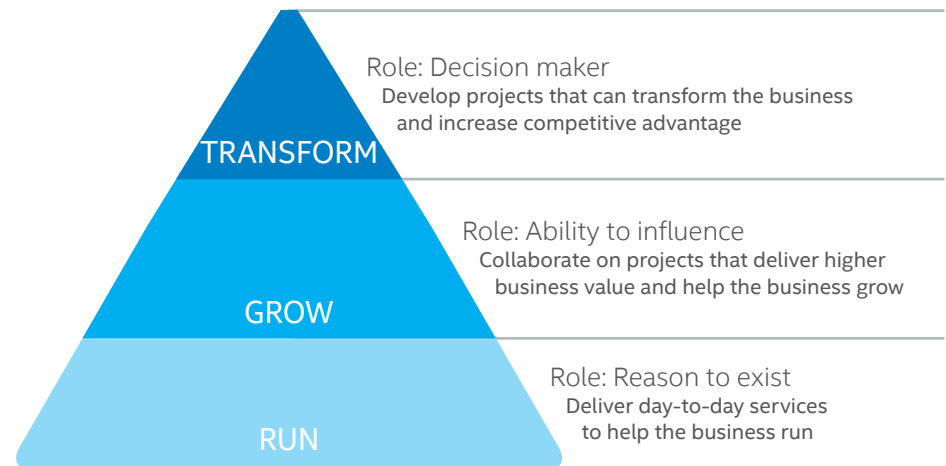
TRANSFORM
Role: Decision maker
Develop projects that can transform the business and increase competitive advantage

GROW
Role: Ability to influence
Collaborate on projects that deliver higher business value and help the business grow

RUN
Role: Reason to exist
Deliver day-to-day services to help the business run

Figure 2. The ultimate goal of the Business Solutions Integration (BSI) service is to align our efforts with Intel's highest business priorities to focus on activities that can transform the business and increase competitive advantage.

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As we developed our new BSI service, we wanted our efforts to align with Intel's highest business priorities—focusing on activities that can transform the business. To do that, we had to define a process that enabled us to proactively engage with IT's customers, not simply react to business requests.

Transforming Our Data

A large part of reinventing our business demand management and business relationship management processes centered on cleaning up data. There was a lot of data from various sources: surveys, business plans, project history, service requests, emails, online data repositories, websites, and so on. The challenge was that some of this data was outdated or inconsistent, and the related datasets were not linked.

The new process required actionable, visible data that was more structured, reusable, and transferrable across our organization and easier to share with IT customers. We used the revitalized data to help drive IT actions and behaviors, as discussed in the "Analyze and improve" on the left.

Transforming the Intake and Disposition Process

Using the LSS DMAIC framework, we implemented process improvement by working through the following steps:

- **Define.** We documented the current process flow with specified inputs and outputs, noting key decision points. We then established initial processes, metrics, and forums.

- **Measure.** Metrics included total number of business requests, time to respond, request disposition trend (yes, no, or to be determined), average days to disposition, whether we met the customer's request date, and business request type. Examining these metrics on an enterprise-wide scale would have been overwhelming. Therefore, we focused on intake for one business group and after we developed a successful process we added other groups. Currently, nine LOBs and a few functional organizations are using the service. With future reorganizations and new Intel products and services, we expect that the number of business groups we service will change.

- **Analyze and Improve.** We used failure mode and effects analysis (FMEA), a key component of the Analyze and Improve steps of LSS, to focus on the areas and actions that provide the most business value.

- **Control.** We developed an overall control plan so that we can monitor the degree to which we are following our newly engineered process and delivering value to our IT customers.

Analyze and Improve

It was during the Analyze and Improve step that we performed the most data cleanup. Several iterations of FMEA revealed that we derived the most value from arriving at a yes/no decision quickly, and that we need to take action under the following circumstances:

- Arriving at a "yes/no" disposition takes more than seven days.

- Demand slows down, which may indicate lack of proactive input on our part.

We also added a "completed" state to the business request data, which enables us to differentiate requests that have been fulfilled from those that still need attention.

As shown in Table 1, the business request intake and disposition process includes three paths. Most requests are simple and clear, enabling us to respond quickly. Other requests are more complex or require changes to IT policy.

To validate our intake and disposition process, we engaged with the following:

- Horizontal IT support groups to help with architecture
- LOBs to help conduct PoCs and pilot projects
- Operations or administrative areas to identify where we could improve efficiency
- Peer IT services to collaborate and share ideas and lessons learned

As the intake process matured, we set up an Agile approach with biweekly standup meetings to review business demand. These meetings help avoid duplication of effort in cases where the same request comes from multiple sources. These requests can be simple, such as "What tool do I use for large meeting collaboration?" Or they can be more complicated, such as persistent network connectivity problems or a complex three-year project that would involve many services from different portfolios.

Engaging with IT Customers

As our BSI service evolved, we found that three dialogue types help elicit business requests from our IT customers. First, we told our business relationship managers to simply talk to people in the LOBs to understand what was important to them and identify pain points. These general conversations allowed the relationships to mature, built trust, and led to more connections within the LOBs and greater insight into the work they do for Intel and their priorities.

Second, as we completed some of the business requests that resulted from these conversations, we used surveys and project closure discussions to gauge our success in satisfying our customers. We used what we learned from these discussions to guide future efforts.

Finally, we talked with senior executives and senior staff, using a formal set of open-ended question and scores that measured IT's performance from the customer's perspective.

The combination of these three types of dialogue has helped elevate our customer engagement to a strategic level. After working with several LOBs, we have discovered that each LOB moves at its own pace. The process of developing this level of conversation can take a few months to more than a year.

Table 1. Intake and Disposition Paths

Business Request Type	Path
Serviceable Request	These are business requests that map to tools and services already offered by IT.
	If it is a simple request, **it goes directly to the appropriate IT service team.**
	More complicated requests may need more clarification. For example, the request may be associated with more than one service, in which case it requires extra integration effort.
Unserviceable Request	We know what the customer is asking for, but we don't offer it.
	These requests go through an ITIL service definition process so that our portfolio and service owners can develop the solution. We avoid saying, "No, we don't do that."
Strategic or Transformational Request	By aggregating line-of-business (LOB) inputs and prioritizing key customer requests, we can identify high-value business demands that cross LOB boundaries and have the potential to transform the way Intel does business. **We work with the customer engagement teams and IT portfolio owners to drive these IT initiatives.** Examples include enabling external collaboration with customers, reducing time to market for certain products, and showcasing enterprise use of Intel products.

Our Vision

Turn business demand into meaningful results for Intel.

As we refined our new process and establish roles and responsibilities (see People—Defining Roles and Responsibilities), we eventually arrived at our vision; that is, to turn business demand into meaningful results for Intel. That vision guides our customer engagement, as shown in the following examples:

- Align with stakeholder strategies and encourage our customer engagement teams to deliver a One IT experience to LOBs.
- Communicate appropriately about possible concerns related to IT alignment with stakeholders and departments.
- Encourage business relationship managers to understand the business, and develop and maintain business plans that describe each LOB and their priorities. Business relationship managers are also expected to be familiar with Partnership Excellence survey feedback, demand analysis, and key performance indicators that relate to that specific LOB.
- Provide strategic and tactical input to help define key strategies for IT portfolios and services. These strategies use data and metrics to expedite disposition and delivery.
- Encourage our business relationship managers to take ownership of customer forums, management review committees (senior-level decision making forums), and programs and projects that are commensurate with their expertise and the LOB's business plan.

We also collaborate with various entities to understand Intel's needs and to determine how we can meet those needs. For example, IT architects help us understand new technology trends and forecast future IT requirements, while IT project managers provide business, project, and IT-improvement data to stakeholders. Information provided by Intel planning teams and financial leads identify business drivers that are then reflected in IT budgets and forecasts.

People—Defining Roles and Responsibilities

To more closely align IT with every LOB and give them input into IT's planning process, Intel's CIO requested that an IT management team be added to each LOB. In response, Intel IT added the role of IT LOB general manager (GM) to certain IT staff's day-to-day duties (that is, we did not modify our organizational tree; instead, we augmented the existing IT organization to include the perspective of the LOBs. Each IT LOB GM formed a core management team consisting of a business relationship manager, a senior principal engineer, and a finance controller for each LOB. These new roles provide us with a "seat at the table" in the LOB. With the information we gain, we can include specific LOB investments in our IT plan prioritization, can formalize contacts, and can efficiently help LOBs.

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The following highlight more detail about each of the new roles:

- **IT LOB GMs.** IT LOB GMs attend their assigned LOB senior-level staff meetings to gain first-hand knowledge of that LOB's strategies, imperatives, and pain points. The IT LOB GM is the most senior-level point of IT accountability.

- **Business relationship managers.** The managers maintain clear lines of communication between IT and the LOBs. They represent a single point of contact for the LOBs. These IT staff members bring business requests from the LOBs to the IT portfolio and service owners.

- **Senior principal engineers.** The IT engineers are dedicated to meeting the LOB's needs and providing technical expertise and guidance.

- **Finance controllers.** The IT finance controllers collaborate with the LOB finance controllers to mutually establish and prioritize the LOB's potential business value.

With these roles defined and filled with people who have the appropriate skill sets, we have become a cohesive, customer-facing service and a conduit into IT for LOBs seeking partnership and solutions.

To manage our engagement with the LOBs even more closely, each core team or business relationship manager set up a customer engagement team or established an appropriate method to ensure closed-loop business engagement. We also established an IT LOB GM community of practice that enables the IT LOB GMs to better work as One IT as they share information, experiences, and synergy in working with the LOB. The IT LOB GM community of practice is chaired by the director of the BSI service to keep IT's alignment with the LOBs strong.

Figure 3 illustrates the basic flow of communication between the business relationship manager and the LOB.

> With these roles defined and filled with people who have the appropriate skill sets, we have become a cohesive, customer-facing service and a conduit into IT for LOBs seeking partnership and solutions.
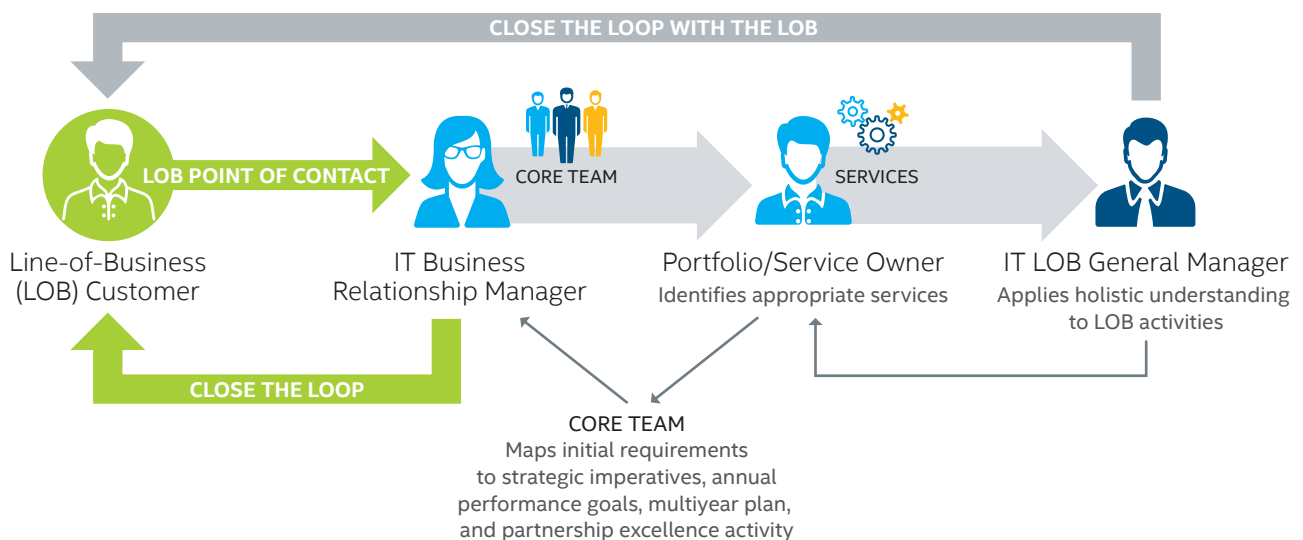

Figure 3. Communication between the business relationship manager and the line of business (LOB) is the cornerstone of the process that turns business demand into meaningful results for Intel.

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Technology—Choosing the Right Tool

Although our initial focus was honing the intake and response process and aligning roles and responsibilities, we also explored tools that could support the process efficiently. In the beginning, we used a spreadsheet to track our data, but quickly found this to be cumbersome and unmanageable.

Next, we tried an online shared repository, but the data was flat—meaning, it was difficult to see the relationships between various datasets. Our next iteration used a software application for designing, distributing, filling, and submitting electronic forms containing structured data. This application still didn't provide the efficiency and flexibility we needed on the back end, nor did it provide the ability to see a relationship between the information.

We also created a wiki for IT staff and IT customers to reference. Information stored in the wiki included summaries of each LOB's strategies, goals, and projects—but, again, the information was siloed and did not link to business demand.

The fourth and final tool we ultimately settled on to support the BSI service was a cloud-based solution that consolidates data from various sources. This end-to-end solution enables us to enter business requests, drill down on demand data, and access information about the LOBs. It fulfills the need to link business requests to IT portfolios and services, has robust reporting and indicator capabilities, and offers the ability to link business requests to the annual budget planning cycle. The solution's foundation is a metadata-driven software architecture (see Figure 4) that supports multitenant applications.

Benefits of the cloud-based solution include the following:

- Fast, scalable, secure, and provides excellent performance
- Easily configurable (we spent only about 40 hours customizing the solution for our needs)
- Not overly technical (it requires only basic skills, such as how to use SQL to query databases and how to perform entity relational mapping)
- Intuitive (see Figure 5)

Data
database tables, relationships, UI elements, and so on

Runtime Engine

Data Consolidation
(Tenant-specific metadata, common metadata, data)

Figure 4. The cloud-based solution we chose for the intake and response process pulls data from many sources.
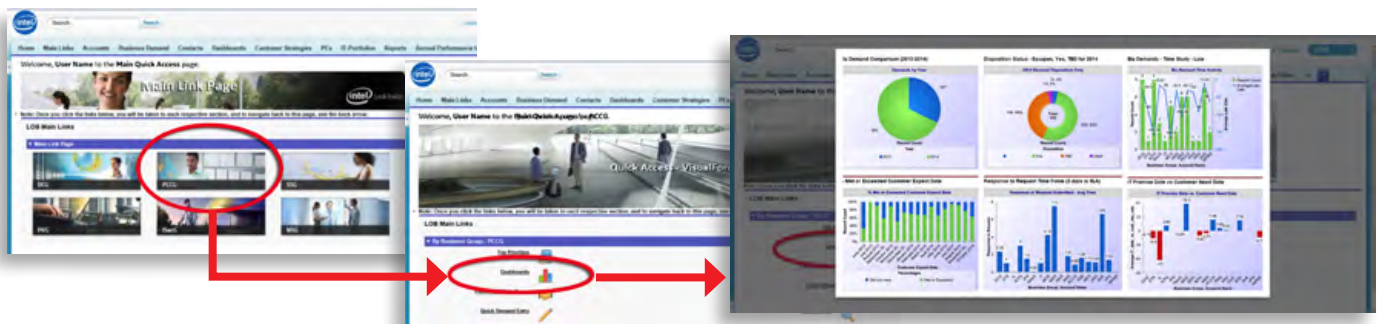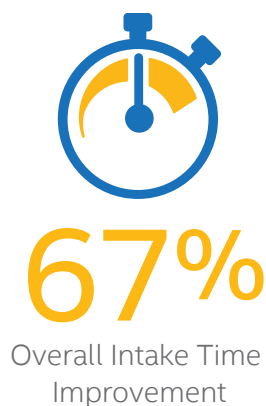
Figure 5. The user interface for our cloud-based solution is intuitive, with easy-to-find links to important information, enabling the IT staff to focus on the LOB's needs rather than technical details.

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In addition, the cloud-based solution supports single sign-on so that users do not have to re-enter username and password from within our network to use the tool, and they can access data from many sources.

Results

As shown in Table 2, we improved our intake efficiency significantly—up to as much as 83 percent in some tasks. The data shown in Table 2 is per business request; these efficiencies compound when the total number of requests is considered. For example, between June 2013 and June 2014, we dispositioned over 900 business requests—some representing simple, single-day projects, others representing three-year efforts. The greatest time-saving aspect in the intake process is associated with extracting actions because we no longer have to re-enter this data in a separate tool.

We have also seen other results:

- Reduced the average number of hours to disposition a request from 36 hours to 8 hours.
- Achieved over 50 product impacts through the IT2Intel program.
- Provided business relationship managers with a one-stop, single view of each LOB using business plan summaries, Partnership Excellence survey feedback, dialogue with IT customers, demand analysis, and key performance indicators.
- Met the Intel CIO's desire to better align Intel IT with Intel's LOBs.
- Significantly shortened the demand intake process.
- Expedited the ability of IT staff to access business demand and business relationship data.

67%

Overall Intake Time Improvement

Table 2. Approximate Efficiency Gains from Process Improvement

Activity	Old Baseline	New Baseline	Improvement
General Initial intake	90 minutes per instance *Meet, extract actions, document, and track*	35 minutes per instance *Meet, extract actions, document, trend, and track*	61%
Meet	60 minutes *Slide presentation to introduce IT's services and discuss*	30 minutes *Common online introduction material used for all LOBs and online key point capture*	50%
Extract actions	30 minutes per meeting *Document, reload into another tool*	5 minutes per meeting	83%
Trend	50 minutes once per month	30 minutes once per month	40%
Overall reporting	120 minutes once per month	30 minutes once per month	75%
Data re-entry for other reporting	120 minutes	30 minutes	75%
Overall improvement	**380 minutes**	**125 minutes**	**67%**

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Solution Complexity Scale
INDUSTRY BENCHMARKS[4]

- **Level 0** is a quick answer of "fixed."

- **Level 1** solutions address basic needs but may require extra meetings to resolve.

- **Level 2** solutions involve somewhat complex or technical challenges.

- **Level 3** solutions involve more stakeholders and service owners.

- **Level 4** solutions are complex but occur at a business unit level.

- **Level 5** solutions require multiple groups, portfolios, and strategic items to resolve the business request over a long period of time (for example, one year).

We have identified external benchmarks that we can use to further measure performance efficiency and value provided to the business and for continuous improvement. These benchmarks compare our BSI service to best-in-class peer group organizations.[4] So far, our service meets or exceeds median peer group measures in the areas shown in Table 3.

Table 3. Comparison of Intel IT's Business Solution Integration (BSI) Service to Performance of Peer Group Organizations

Performance Measure	Intel IT Score	Peer Group Median
Solution capture rate	90%	60 to 75%
Solutions planning horizon	3 years	1.5 years
Time from disposition[Δ]		
Level 5 requests	2 days	6 days
All other levels of requests	3 days	3 days

[Δ] Disposition time is time from assignment to an IT provider to customer acceptance of solution. (This measure excludes automated or routine IT service requests.)

Case Study
The following sections detail one example of how we have applied our BSI service to better assist Intel's LOBs.

Problem Statement
In October 2013, we received feedback through our annual Partnership Excellence survey[5] from the Intel Federal business unit (part of the Data Center LOB). The participants expressed dissatisfaction with multiple issues related to IT support. Our score was 2.5 (out of a possible 5) for overall IT support. One of the main problems was the complexity of touchpoints for this group. At that time, we had no business relationship manager or dedicated IT representative assigned to Intel Federal. Therefore, Intel Federal employees often didn't know whom to approach for the kind of help they needed.

Actions Taken
In response to this feedback, we held several meetings with Intel Federal leadership and with various Intel Federal employees. These meetings revealed multiple areas where Intel IT could improve its services and help Intel Federal meet its unique government requirements.

2013 Intel Federal IT Support Touchpoints

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[4] These benchmarks were provided by APQC, a member-based nonprofit and proponent of business benchmarking, best practices, and knowledge management research.

[5] The Partnership Excellence survey is one way we gauge how well Intel IT is meeting our IT customers' needs. Three multiple-choice questions are scored 1–5, with 5 being excellent.

We identified areas for improvement and created an action plan to share with IT GMs. Over a month, we held several meetings between key representatives from Intel IT's Collaboration, Security, and Hosting groups and Intel Federal staff to discuss strategy and management of these activities. We assigned a business relationship manager to manage and control all of Intel Federal's security and infrastructure support needs as well the various business requests and activities required to assist Intel Federal.

Results

We resolved some basic issues within two weeks. More-complex issues are still under development; for example, providing isolated infrastructures for enterprise applications and U.S.-controlled platforms to comply with U.S. federal government guidelines. Overall, we are pursuing 16 business requests pertaining to Intel Federal. We recently received a perfect 5 score across all three Partnership Excellence questions. The interaction between Intel Federal and IT has been greatly simplified, as shown in Figure 6.

"The IT team working with Intel Federal are all 'get it done' type of people. The expertise is there, and the depth of knowledge. You never hear anybody celebrating their skill sets; they just get the job done … It's not only the quality of the team but the way they work that's impressive."

—**David B. Patterson, Vice President,**
Data Center Group President, Intel Federal LLC

Next Steps:
Continuous Improvement

As part of the ITIL Continual Service Improvement (CSI) component of IT Service Management, we will use quality management methods, such as the Partnership Excellence survey, to learn from past successes and failures. By performing CSI, we can continually improve the effectiveness and efficiency of our processes and service. Also, by defining a dedicated CSI role and process, we can evolve before or along with the business.

We have developed a multiyear plan that will help keep us aligned with Intel's future business goals. Table 4 lists some of the questions that we plan to explore.

We recognize that any multiyear plan must be dynamic, requiring regular sanity checks and adjustments. Whatever the future brings, we are committed to improving business value through our business demand management process, enhancing business partnerships with Intel IT, and sharing our best known methods with our peers in the IT industry.

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New BSI Service Strategy for Intel Federal

Figure 6. Using the Business Solutions Integration (BSI) service, the Intel Federal business unit has a single point of contact for IT.

Table 4. Multiyear Plan Questions to Guide Our Continual Service Improvement (CSI)

Area	Questions
Transformational and Business Value	• What will the Business Solutions Integration service do to model and enable IT to align and accelerate in accordance with new corporate challenges? • How can we make IT a more valued partner? • How will we measure our IT impact and results in a manner that resonates with our stakeholders?
How We Work	What needs to be different in terms of process, tools, or structure to get the desired outcomes and to thrive in the corporate environment three years from now?
People and Skills	What key skill areas will Business Solutions Integration resources need?

Conclusion

Recognizing that having separate processes for business demand management and business relationship management was inefficient, we reframed and integrated these processes to deliver more value to Intel's LOBs. We used LSS concepts and the ITIL process improvement framework, which were instrumental in achieving results quickly. Our efforts culminated in our new BSI service, which provides a One IT view to our IT customers, making it easy for them to request new services. By improving the flow of business demand to IT through a single point of contact for each LOB, this new service enables us to meet customer needs more quickly and efficiently.

Several aspects of the BSI service help us align with the highest Intel priorities and pursue activities that can transform Intel's business:

- A streamlined demand-intake and disposition process enables us to respond to business requests much more quickly than before—in some cases up to as much as 83 percent.

- By closely partnering with the LOBs daily, the IT LOB GMs improve IT's business acumen, enabling us to better align with the LOBs' strategies and pain points.

- Each LOB now has direct input into IT's planning process.

The BSI service enables us to proactively engage with IT's customers, not just react to business requests. Industry benchmarks, as well as internal results, show that this new data-driven, systematic approach is unique in the industry and provides meaningful business value for Intel.

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