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Information Technology Service Management

In Raiffeisen Bank Kosovo J.S.C

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**Executive Summary**

This Capstone Project addresses the improvements that need to be carried out in the IT service support system called Remedy in Raiffeisen Bank Kosovo JSC in order to increase the service quality, respectively customer satisfaction.

To define, measure, analyze, improve, and design the current issues in the Remedy system two surveys were sent. One survey was sent to 100 Business Users of Remedy Application picked randomly, while the second one was sent to 40 IT Users of Remedy Application.

As a result of the Business survey and several interviews, it is found out a certain number of issues that users cope with, such as:

- Finding the right category
- Training is needed
- The certain areas of where training is needed
- IT services are better, and
- Design of screens

As a result of IT survey sent to IT department of Raiffeisen Bank Kosova, critical issues that are listed below are found:

- Too many steps to close a request
- Complicated and too many options
- Training is needed
- Not possible to see all the requests in Overview Console
- Contacting Clients through Remedy should be more user friendly
- Know-how and knowledge database should be built
- Screens of Remedy should be simplified
According to the survey findings, it is recommended to create a training package for Business and IT users. In addition, it is advised to improve the email notification by adding more information in it, such as user name and the notes the requester submits. Further, by building know-how and knowledge database, all users, especially IT users will have the chance to search for a certain problem they are coping with. Moreover, it is recommended that instead of opening new window every time users click in a certain link when Remedy is opened in web, to open a new tab. Tabs are proved as easily managed and navigated. Having in consideration that Business users find it difficult to know who is going to approve their request, it is suggested to add approver name close to each request. Finally, it is suggested to remove unnecessary fields in screens and to upgrade the Remedy System especially Work Order module in order to enable viewing of all requests in Overview Console.

Ultimately, by implementing above suggested recommendations, users will benefit from a faster resolution time, enhanced interface, easier ticket tracking and management, and improved communication between the IT and Business Users.

1 IT Systems in the banking world

1.1 Overview of computers in Banking
During the second millennium B.C in Babylonia, when written standards of practice were considered essential, banking activities were highly significant.
Code of Hammurabi, one the earliest known formal laws standards included this practice and had a great impact in banking history. Considering today’s enhanced banking transactions, evidently, these primitive banking transactions were very different in many ways to their modern-day counterparts. In those times, deposits were made in tangible things such as cattle, grain or other crops and ultimately precious metals. Nevertheless, the main concepts of today’s banking were implemented. “A wide range of deposits was accepted, loans were made, and borrowers paid interest to lenders”.

Since the time of Harun al-Rashid (9th century) of the Abbasid Caliphate, Muslim traders used sakk system. At this time they could cash in Baghdad a cheque that is drawn in China a tradition that was significantly reinforced in the 13th and 14th centuries, during the Mongol Empire. In addition, some of the fragments found in the Cairo Geniza point out that in the 12th century cheques extraordinarily similar to our own were in use.

In the seventeenth century, “banks became an integral part of the US economy from the beginning of the Republic. Five years after the Declaration of Independence, the first chartered bank was established in Philadelphia in 1781”, followed by more than 10 banks later. Bank licenses could be obtained just through legal manners. Having in mind that in that time there were no central bank, New York adopted the Free Banking Act which allowed them to issue bank notes against tangible things. “This led to a multiplicity of notes, many of which proved to be worthless in the (all too common) event of a bank failure”. Free banking started to be adopted by numerous states, thus this system problem became evident.

In eighties, numerous companies played the role of bank in different market areas, thus creating banking industry. The first services consisted of loans and deposits, which were distributed via bank offices and calling officers, which stress head to head contact with clients. These customers trusted their bankers to perform in their greatest interest. In these days, with remarkable advancements in IT, banking customers have become increasingly

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knowledgeable, making use of all banking services and requesting complex products in order to fit to their needs.

“The past two decades have witnessed enormous reductions in the cost of information technology. Between 1986 and 1995, the computing power of the average PC increased eleven fold while the price declined drastically”. This revolution lowered the cost of spreading data around 90%.\(^5\)

1.2 E-banking

E-banking or online transaction often illustrates transactions that take place among different companies or individuals and their banking institutions. E-banking firstly started in 1970, but due to high costs of Internet, people and companies avoid using it. However, in the late 1990s, the explosion of Internet made people more secure doing online transactions, through web. In general, during the years, increasing of the Internet usage impacted positively the growth of the online transactions.

According to the research of Thomas Meyer\(^6\) done for Deutsche Bank Research\(^7\), Europeans use online banking to quite different degrees. Adoption rates decrease from north to south and rich to poor. In fact, GDP per capita and latitude explain statistically
around 80% of the variation in Europe – as suggested by a simple regression analysis.

**Figure 1-1.1 Online-banking adoption varies across Europe**

Security concerns are often a hurdle to online banking. There is a negative correlation between security concerns and online-banking adoption. French customers are somewhat exceptional in that they show medium adoption rates despite having the most concerns.
Education is the leading factor on the adoption to the online-banking. Europeans with higher formal education are more likely to use the internet and do financial transactions online. Better educated people are typical early adopters and have fewer reservations against this technology. In addition, they probably feel more confident to protect themselves against security threats.

1.3 Introduction of Computers in Kosova

According to Mr. Sabri Kadriu, an ex director of foreign relationship department in ex “Banka e Bashkuar e Kosovës – Bankkos”, during 80-s and 90-s this bank acted in the whole region of Kosova, as a part of Ex Yugoslavian Federation, and has responded to “Banka Popullore e Jugosllavisë”.

This bank was compounded from different departments, which were responsible for “dinar” funds, foreign relationship department, and credit department. The main aim of this bank was to develop Kosova, by managing social organization. Having in mind that this bank was not commercial, it did not provide loans directly to clients, but helped to manage the funds from foreign investments, as a guarantor.
Nevertheless, there were many commercial banks that had a vast influence in the banking industry, such as ex Banka e Ljublanës, Jugo Banka, and so called “Bankat Themelore”, which acted in several major cities of Kosova, like in Prishtina, Prizren, Mitrovica, Gjilanit, etc. These banks responded to Central Bank, but on their activity they were independent.

1.4 The so-called IT department in 90-s in Kosova Banking Sector

As a part of “Banka e Bashkuar e Kosovës”, there was a separate sector, known as a data-processing centre. This centre proceeded information about individual accounts, current funds for each client, and loans and money market for public enterprises.

In the 80-s and 90-s this centre was very developed, in the same level with other European Banks. It was compounded from computers, which occupied around 500 meters square. These computers did not elaborate just their own data, but also those which came from “Bankat Themelore”. This centre has used local net, which was spread in the building of central bank and “Banka e Bashkuar e Kosovës”.

1.5 Recent Computing system development in Raiffeisen Bank Kosova

Enis Murati⁹, a Senior Network Specialist, declared that, due to the high volume of work in IT Support, it was needed to make a solution which makes it possible to optimize in the best way the work of IT Support. IT Support department faced different problems, such as: the absence of statistics/reports for efficiency of works completed in general, time management, work overload, and pressure caused by numerous calls toward IT.
According to Mr. Murati, in 2007, these several problems have pushed IT management to think of a solution which would make it possible for works that are not urgent (the biggest percentage), not to be directed as an emergency. In order to make it work it was needed to function through current email system Lotus Domino, or through application that can be integrated in this system.

In addition, Mr. Agamenon Valla\textsuperscript{10} stated that implementation was made by Nick Kallelis\textsuperscript{11} from Automation Centre, while from our company it was responsible Mr. Agamenon itself and Bujar Ibrahimi\textsuperscript{12}.

“It took more than a week to install and configure, and almost a month of testing and training users to work with it”\textsuperscript{13}

Support Tracker software was assessed as the best software that would correspond with the current system of Lotus Domino, and it would be implemented easily. This system works, by using Request Tickets, and covers not just IT requests but the other departments as well. Requests have been categorized primarily according to departments, and then according to the type of request. At the beginning, staffs were trained on site while they installed the application at the same time. By using this software it was possible to create a database with the entire requests and extract reports. Having in mind that the aim of bank is to enhance its services, including IT, in 2009 it was decided that bank must meet ITIL\textsuperscript{14} standards.

To better meet these standards, it was suggested that software which supports all IT needs must be installed, thus Remedy system was established. Remedy gradually replaced Support Tracker for all IT requests that IT used to provide support to Business.

2 Request Managing Software in Raiffeisen Bank

Information Technology Service Management In Raiffeisen Bank Kosovo J.S.C
2.1 Installation of Remedy Software at Raiffeisen Bank Kosova

Raiffeisen Bank Kosovo JSC has taken many initiatives to improve its services and products, so it could meet the needs and requirements of its clients.

Lately RBKO bought the right to use the software of Remedy from BMC Company, which is has been awarded the first “ITIL® Process Compliant” qualifications. “The award means that BMC customers can feel particularly confident that their investment is driving true IT process improvements and efficiency in accordance with ITIL (Information Technology Infrastructure Library) best practices”.15

According to the project manager, Mr. Bujar Ibrahimi, the benefits of implementing Information Technology Service Management are:

- Increase of efficiency
- Alignment of the IT processes with business processes and goals
- Reduction of the risks associated with the IT services
- Build a platform over which the Raiffeisen Bank Kosovo JSC will be able to explore new business opportunities
- Reduction of the operational costs

“BMC Software, Inc is a multinational corporation specializing in Business Service Management (BSM) software, with record annual revenue in fiscal 2009 of $1.87 billion. BMC is one of the largest software companies in the world”16 and it has been growing since 2002.
BMC is one of companies that first implemented BSM concept in order to better connect IT operations with business requests.¹⁷¹⁸

2.2 Remedy Implementation in RBKO

“BMC's portfolio of Business Service Management (BSM) solutions delivers a comprehensive approach and unified platform for managing IT. BMC offers solutions across your entire IT organization — mainframe to distributed systems, physical to virtual, operations to support. And, BMC Consulting can advance your BSM initiative or implement any of our solutions with the necessary expertise”¹⁹.

Some of print screens of Remedy software provided by BMC Company are attached below:

![Figure 2.1 Some of main categories in Remedy at RBKO](image)

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Service Request Management has two applications: Request Entry, and Work Order Console. These two applications are integrated with the application of Remedy and incorporated in one interface. Request Entry version is 2.2 while Remedy is 7.5. According to Julia Petrova\(^\text{20}\), this difference in versions is one of the factors that make them not work properly, therefore when users use overview console cannot see work order requests.

Solving this problem is very important and crucial for the Business Users and IT Department, because it will increase the satisfactions of Internal Business Employees and IT support staff, will shorten the time of submitting a request and make it less complicated for them.

### 2.3 Remedy as a Supporter of the Information Technology Infrastructure Library
In this Capstone Project it is intended to define problems that the internal business employees and the IT support staff are having while working with the new software, Remedy, which is set to manage the IT services.

The Remedy software is a product of the BMC\(^2\), which supports all of the “ITIL (information technology infrastructure library) processes:

- Configuration Management
- Service Desk Management
- Incident & Problem Management
- Change Management
- Release Management
- Service Level Management
- Availability Management
- Capacity Management
- Continuity Management
- Financial Management

The Information Technology Infrastructure Library (ITIL) is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations”\(^2\).

2.4 Service Management - ITIL

“ITIL is the most widely accepted approach to IT service management in the world. Providing a cohesive set of best practice guidance drawn from the public and private sectors across the world, it has recently undergone a major and important refresh project”
2.5 ITIL: Overview and Benefits
Benefits that ITIL provides for its clients are taken from proficient approach to the management of IT service conditions. The variety of benefits that ITIL offer are: improvement of IT services and customer satisfaction by implementing professionalism, decrease of expenses, higher productivity, and advanced skills and experience. One of the biggest ITIL users is Microsoft, Guinness, British Airways, IBM, HP and Procter and Gamble.

3 Raiffeisen Business Employee Survey

3.1 Description of the Business Survey
“According to the model developed by Professor Heskett, Sasser and Schlesinger at the Harvard Business School, the quality of internal service dictates the quality of external customer service”24, thus the level of satisfaction of internal employees with bank tools will reflect in the level of satisfaction of external clients with the bank services.

This survey was sent to 100 people that belong to different departments in Raiffeisen Bank, excluding IT Department. In this case, 30 % of business employees replied and answered the survey. The result analysis includes answers from respondents who took the survey in 3 weeks period.

3.2 Business Survey answers
According to the answer received as a result of the survey sent to business employees, graphs that are presented below were created.
Figure 3-1 Question 1 – Business Survey

1. How would you rate your level of overall satisfaction with Remedy?

- Very Satisfied
- Satisfied
- Acceptable
- Poor

Figure 3-2 Question 2 – Business Survey

2. How much do you think Remedy is suitable for IT services?

- Very Satisfied
- Satisfied
- Acceptable

Figure 3-3 Question 3 – Business Survey

3. How would you rate the process of submitting a request through Remedy?

- Very Satisfied
- Satisfied
- Acceptable
- Poor
- Very Poor
4. What is the hardest process while working with Remedy?

- Making new request: 8%
- Attaching files: 8%
- Finding the right category: 4%
- Submitting the request: 67%

Figure 3-4 Question 4 – Business Survey

5. How have you learned how to work with Remedy?

- Short presentation from IT: 22%
- By contacting IT via phone: 16%
- 31% Self learning
- 0%

Figure 3-5 Question 5 – Business Survey

6. Have you had training about Remedy?

- YES: 31%
- NO: 68%

Figure 3-6 Question 6 – Business Survey
Figure 3-7 Question 7 – Business Survey

Figure 3-8 Question 8 – Business Survey

Figure 3-9 Question 9 – Business Survey
10. Do you get faster response from Remedy than from Tracker?

Figure 3-10 Question 10 – Business Survey

11. How would you rate the representative of Service Desk?

Figure 3-11 Question 11 – Business Survey

12. How would you rate the representative of Globus Team?

Figure 3-12 Question 12 – Business Survey
13. Would you think it would be easier for you, if Remedy language is Albanian or Serbian?

- Yes: 21%
- Same: 58%
- No: 21%

Figure 3-13 Question 13 – Business Survey

14. Do you agree that Remedy should be translated into Albanian or Serbian?

- Yes: 37%
- Same: 38%
- No: 25%

Figure 3-14 Question 14 – Business Survey
15. Do you agree that knowhow and knowledge database of Remedy should be build?

- Yes: 99%
- Same: 32%
- No: 9%

Figure 3-15 Question 15 – Business Survey

16. Would you find more helpful to search a knowledge database of Remedy that might contain your answer, instead of making a new request and then wait for the answer?

- Yes, it would be more helpful: 46%
- No difference: 33%
- No, I won’t be helpful: 21%

Figure 3-16 Question 16 – Business Survey
3.3 **Conclusion of the Business Survey Answers**

According to the survey that was sent to the business employees, the first question that we have received shows that in general they're satisfied with Remedy. Moreover, 62% of the employees think that Remedy suits the IT services, compared to 13% of business employees, who think that the tool doesn't support the IT requests efficiently. In addition, 21% of them find the process of submitting requests through Remedy difficult, especially finding the right request category.

According to the answers we received about the questions related to how the employees learned to work with Remedy, almost 90% of people have learned to use the tool either by self learning, asking their colleagues or contacting the IT staff for instructions, while 88% of the employees have declared that they never had training on how to work with the tool. Overall, 39% of the employees stated that they receive better services since Remedy was introduced, but the major part of employees are not convinced that they receive better quality of services having Remedy in place. Most of the people think that the responses they get from Remedy are not slower than they used to receive using the old ticketing system (Support Tracker). In general, both Service Desk and Globus Team are evaluated positively as providing quality service to the employees; however, the level of satisfaction from the Globus Team is slightly higher. Around 1/5 of the people think that it would be easier for them to work with the tool if it was translated in Albanian, whereas 2/3 of the
employees believe that the language of the tool does not make any difference, however as a matter of preference 37% of people would prefer having the tool interface in their native language. Most of the employees believe that knowhow and knowledge database should be built, while just 33% of them believe it would make it easier for them to work with the tool. Nevertheless, 21% believe that having a knowledge base won’t bring any value to them.

The biggest positive answer that we received from the survey questions stated that employees would like to have the end user screens modified in order to navigate easier through them.

3.4 **Break down of the Results**

In general, there are five key answers to this survey that needs emphasized attention.

- Finding the right category
- Training is needed
- The certain areas of where training is needed
- IT services are better, and
- Design of screens

3.5 **Suggestion recommended by Business Employees**

There are numerous suggestions and complaints from Business Employees. Most of them believe that approval process is bothering, since the requester does not know who is going to approve its request, however even if they are aware of the person who approves their request, they think it is time consuming to wait for that person to come from the meeting or break time to approve their request, while the client is there waiting for their demand to be completed.
In addition, they believe that the search option should be simplified since the drop down menu does not contain appropriate field, which correspondents with the request, making it always guess what would be the closest subject.

There a number of employees that suggests that Remedy should be translated in Albanian for easier use.

4  Raiffeisen IT Employee Survey

4.1  Description of the Survey of IT employees

This survey is designed to assess the software of Remedy, used in RBKO to manage IT requests submitted by RBKO employees. The information gathered will indentify crucial gaps of the software and allow Remedy managers to understand what the biggest concerns of Remedy users are.

This survey was sent to 40 employees of IT department, and within a week period, it was answered by 23 of them. They had to answer 19 closed answers, and fulfil a document with their complaints, suggestions and overall comments.

Finally, employees were assured that their answers will go anonymous and will not be questioned further about their answers.

4.2  Conclusion of the IT Survey Answers
1. How would you rate your level of overall satisfaction with Remedy?

![Pie chart showing satisfaction levels with Remedy.]

According to the answers we received for the first question, 45.5% are satisfied with the Remedy in general, while 45.5% feel neutral about Remedy. In this case, only 4.5% of IT employees rated their level of satisfaction as poor. In addition, 71% of canvassed, believe that Remedy is suitable for IT services.

2. How much do you think Remedy is suitable for IT services?

![Pie chart showing suitability of Remedy for IT services.]

Figure 4-1 Question 1 – IT Survey

Figure 4-2 Question 2 – IT Survey
3. Do you believe that requests are managed better with Remedy than with Support Tracker?

![Pie chart showing satisfaction levels.]

Figure 4-3 Question 3 – IT Survey

4. Do you believe that are too many steps to close a request?

![Pie chart showing responses to the question.]

Figure 4-4 Question 4 – IT Survey

However, as their answered in the third question, 45% of IT employees do not think that requests are managed better with Remedy, than they used to be with the previous software, Support Tracker. Following the fourth question, which asks IT employees if there are too many steps to close a request, 59% answered positively, showing that IT employees in general would like to avoid long procedures, especially when closing a simple request.
5. Do you believe that Remedy has too many options and it is too complicated?

Figure 4-5 Question 5 – IT Survey

6. Do you know how to create tasks and relate them to appropriate incidents?

Figure 4-6 Question 6 – IT Survey

In addition when they were asked if Remedy has too many options and it is complicated, more than 63% answered positively, on the other hand over 71% declared their self knowledgeable on task creating and relating those to appropriate incidents.
Most of the IT employees have learned to work with this tool by self learning, or from colleagues, because as they declared in the eighth question more than 85% had no training.
In the figure 4-9, it is obvious that IT users are looking forward to a training, thus 90% of them declared that training is needed and over 60% assume that should last the whole day, because they believe that are numerous areas that they do not have the basic information on operating with Remedy.
Currently, IT employees can not see all their requests in one window. They must open one window to see incidents, work order, changes, tasks, etc. If they want to see all of them in overview console, currently it is impossible, because Work Order application and Request entry are different versions, thus can not be integrated in one window. As a result, around 68% of canvassed would like to see this bug fixed.
13. Do you know that every request in Remedy has the option to contact with the client and to relate it to other requests if needed?

![Pie chart showing 36.4% Yes, 63.6% No](image1)

Figure 4-13 Question 13 – IT Survey

Probably, as a consequence of numerous steps to go through a request and as a lack of training, 38% of IT employees’ response slower to Business users requests, while 28% believe that response at the same speed as they did with Support Tracker. When they were asked if they are aware of the option the every request in Remedy has to contact with the client, around 63% answered positively.

14. Do you use the above option?

![Pie chart showing 59.1% Yes, 40.9% No](image2)

Figure 4-14 Question 14 – IT Survey
15. Do you think that above option in question 13 should...

Figure 4-15 Question 15 – IT Survey

16. Do you think it would be easier for you, if Remedy language is Albanian or Serbian?

Figure 4-16 Question 16 – IT Survey
In the fourteenth question, 59% of employees stated that they use it, however over 85% believe that it should be simplified and be more user friendly. In the question sixteen, where they were asked if it would be easier, if Remedy language is Albanian or Serbian, around 50% have been neutral, while 38% stated negative answer, meaning that IT users feel pretty comfortable with the English, as software language. During their work with Remedy, every IT user must write an answer in resolution, stating how the problem was solved. Having, this in mind they were asked if they agree that a knowhow and knowledge database should be built? Around 59% answered positive, 40% neutral, and no one negative, meaning that in general this database is welcomed.
According to the answers in the question eighteen, above 77% of IT employees believe that screens of Remedy should be modified, in order to navigate easier with them. Almost the same percentage of answers in the question nineteen stated that a more meaningful notification should come in e-mail.

4.3 IT Employees’ Complaints

There are numerous suggestion, complains and comments from IT employees about Remedy software. The highest number of complain is about lack of training and complexity of Remedy.

They believe that Remedy has too many steps for a simple action and it is too complicated. One of the users said that is not satisfied with Remedy functionality, due to the overloaded information in the screens. They assume that it was much easier to respond to their business requests via tracker then they are responding now with Remedy. For example if they have to find a closed ticket, it’s a huge mess finding it, takes lot of time, all requests that are in database will be open, searching one particular ticket is not working properly, besides they believe that closure procedure of the requests should be simplified.
In addition, one of the surveyed person said that don’t like the way the requestor receives the response, they have to open the request, go through all steps to read the comments, instead of receiving all comments through remedy to lotus (e-mail).

Further, surveyed IT employees believe that:

1. Change management console it’s a big mess, and too complicated process.

2. Basic functions such as viewing attachments, sending emails are far from being obvious and not easily accessible.

3. Does not have every informative Error Message Database. Meaning, that errors messages rarely help in understanding where the fault has happened.

4. Remedy as application does not fulfils two design principles: Usability, and Accessibility.

5. Remedy screens have too many options and navigation is complicated.

6. Work Order, Change Requests are in separated folders even that they are assigned to the same person. This complicates and slows down the orientation.

7. Often it is unclear for a certain request who is responsible requester, due to this for the same service several requests are made to different IT employees.

8. Communication form is very complicated even between IT users.

9. Screen Designs must be definitely changed. It is inappropriate to open several windows.

10. When using remedy in web browser such as internet explorer, it opens a new window for every click, ending up in many windows

11. In Release Management section there is no option to relate changes with release tasks that are created for each change request.
12. Due to high volume of requests and numerous phone calls which cause frustration, it happens often to cross Release deadlines.

13. The Change Console overview is confusing as it does not list all change requests easily, you have to try and press different options and continuously press refresh button until the results are displayed.

14. Often when urgent problem occur it does not get reported in Problem Management Board. Firstly, the solution is preceded than they go and fulfil Remedy procedures. As a consequence, it happens often to avoid or neglect the procedures.

15. Bugs during change processing, page refreshing, file attaching, and sometimes you cannot save changes and you need to close and fill the screen again.

16. Tasks still appear on the screen, although their status is closed.

4.4 IT Employees’ Suggestions

Below suggestion provided by IT Employees are very useful and most of them may be implemented.

1. Remedy training it’s a must at least 1-2 days for each user’s role, as we are having so much questions regarding, on how to send an remedy request, where to find that type of request, we have to explain the whole process every time, and this is such a waste of time.

2. I don’t think remedy its very suitable for the IT, due to the high volume of the work within our department we must have more suitable service which could have saved us time and give us opportunity to be more flexible in our daily work.
3. I think business requests have been managed better and faster with support tracker then with remedy, because of authorization level which has to be done by manager; this slows down the process a lot.

4. Of course it would be much easier if we could have had a change to see all requests in overview console, for the time being we have to open three windows, one for work order, one for incident, and one for change management. Remedy could have a better Overview Console where users could add widgets that are interested to them. These way users can have their need information displayed within one screen.

5. Yes there is an option contacting persons in every request, but I don’t like the way it is, there are too many steps; it could have been simple, by writing the comment within requests, without having to go through so many steps.

6. Web Remedy should be compatible with all INTERNET Browsers (Chrome, Firefox, Opera, etc) and not only for IE, the issue could be that it is not compliant with W3 standard.

7. BMC Remedy should have different Desktop Version for other Operating System (Linux, Mac etc) and not only Windows.

8. Remedy can be faster by implementing a better programming approach and also have a better GUI. That could simplify the usage of it by its users.

9. On Email notification to have more detail about type of Change (Normal Change, Emergency Change), including also Notes and requested by.

10. To have possibility of adding the comment and attachment in work info tab after the request close and To have attachment visible also on work info tab even if the change comes from Service Request.

11. To be more flexible in order to change, adding, new field.

12. User menu to be same even if my user it is with caps lock or not.

13. To be able of having the number (count) of next chunk on main windows.
14. Less information’s to be filed by support staff

15. Include more option (like email notifications alarms, to-do list etc) and exclude some unused or rarely used options. In addition, I would to add requesters name in notification mail

16. Screen should be simplified and use only web or client option. I prefer to use only web option

17. To be more user friendly (too many windows from one step to other steps for example to close a simple request)

18. If a major intervention to the remedy application is needed, there is no RBKO staff that could be able to make such a change without ITCE intervention. A RBKO staff should be hard trained

19. Windows in Remedy must be organized better, ex. In tabs.

4.5 Break Down of Results
- Remedy is suitable for IT services
- To many steps to close a request
- Complicated and too many options
- Training is needed
- Seeing all requests in Overview Console
- Contacting Clients through Remedy should be more user friendly
- Know-how and knowledge database should be built
- Screens of Remedy should be simplified

5 Recommendation on Remedy Training Program
5.1 Training Outline

Introduction
The purpose of this plan is to properly manage and deliver the Remedy training to all users in Raiffeisen Bank Kosovo JSC. The training will be divided to IT and business users.

Training Requirements
To organize the Remedy training for business and IT users, the following requirements shall be acquired:
- Training room
- PCs
- Flipchart
- Access to Remedy test system or virtual machines with image of the test system provided for each of the participants
- PowerPoint presentation on Remedy modules
- Exercises Material
- Projector

Audience
Audience is divided between business users and IT users. Business users are all employees who belong to other departments, different from IT.

Roles and Responsibilities
The roles and responsibilities are managed by the following RACI matrix.
R - responsible

A - accountable

C - consulted

I - informed

<table>
<thead>
<tr>
<th>Task</th>
<th>R</th>
<th>A</th>
<th>C</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver the training</td>
<td></td>
<td>R</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>Prepare the training room</td>
<td></td>
<td>C</td>
<td>A</td>
<td>C</td>
</tr>
<tr>
<td>Prepare the training material</td>
<td></td>
<td>A</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Organize coffee breaks and lunch</td>
<td></td>
<td>RC</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Approve the training</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>RC</td>
</tr>
<tr>
<td>Facilitator</td>
<td></td>
<td>R</td>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>

5-1 RACI matrix

Training Evaluation
After the training is completed, each participant must fulfil the following questionnaire:
5-2 Satisfactory Questionnaire

Delivery Method
The training will be delivered via direct presentation, by using PowerPoint media and hands-on exercises on system.

Duration
The training duration is different for IT and business users. The duration of the training for the business users is 2h, whereas for the IT users, respectively for the support staff is 1 day.

Size
The number of business and IT users that will participate in the training is 12-15 users per training session. This is directly dependent on the number of the PCs available for the lab exercises in the training room.

**Facilities**

The training will take place at the Raiffeisen’s training centre which is located at "Eqrem Qabej" No. 8 in Prishtina.

**Dependencies / Constraints / Limitations**

The main constraint and limitation is the number of simultaneous trainees, which is limited to maximum 15, and the number of licenses that company may have. In this case, licenses must be configured and prepared for training participants.

**Training Schedule**

**Business Users Training** – Training for Business Users will last 2 hours with a 15 min coffee break. The starting time of the training will be decided in accordance with Instructor and HR Department.

**IT Users Training** - The training will start at 9am to 4pm. Lunch break will be from 12pm to 12:45pm. There will be two 15 min coffee breaks, one at 10:30am and the other one at 2:30pm.

**Foundation / Pre-requisite Activities**

There is no pre-requisite to take this course.

**Training Resources**

As a facility resource for this training will be used Raiffeisen Bank Kosova Training Centre and its equipments.
Training Environment
In order to successfully deliver this training, there are software, hardware and trainer requirements that need to be in place. The test environment needed for training must be the same or very similar to the live environment. This can be done by creating a copy of the real production. This would enable participants to have the same experiences as they do in live.

Software Requirements
In regards to software requirements, the most important application is Remedy system. In addition, there must be complementary software installed on PCs, such as: operating system, MS office, etc.

Hardware / Network Requirements
The PC is the main hardware component that is required to deliver this training. In order to enable users to connect to the Remedy test system, network connectivity has to be established.

Trainer Requirements
Trainer will be pointed by the IT manager and must be highly aware of Remedy functionality.

Training Material
The training material is different for business and IT users. The business users will be trained on how to use the system’s front end, whereas the IT users will be trained on how to use the system’s back-end, respectively on how to manage user’s requests.

Train Training Instructors
In order to avoid high costs in this training it is suggested to prepare a certain number of IT employees as instructors. These employees will have the chance to be trained from outside consultants that Raiffeisen Bank used to hire during its implementation.
5.2 **Business Users Training**

In order to provide deep comprehensive training, the training will consist from instructions that provide basic steps how to operate with Remedy, to those that are more advanced.

These materials that are going to be prepared for this training are going to cover all their questions written in surveys about Remedy.

Training session will consist of direct connection of instructor and participants to Test Remedy System Application. During the first part of the training, participants will have the chance to learn how to open Remedy through web or installed version in their desktop, using request entry console, and learn for its functional areas, setting request entry, console preferences, Favourite services, browsing and choosing a service, entering details and submitting the request.

Considering their complain about finding and opening closed requests, in the second part of the training they will have the chance to learn how to see the service requests that need attention, reopen service requests, add activity log entry and attachments, viewing favorite services, viewing broadcasts approving service request or putting alternate approver.
During the training session participants will have the chance to raise questions for anything that they have a concern or need further explanation.

5.3 IT Users Training
Training for IT users is planned to last around 8 hours and will include functional and technical information. The first two hours of this training will consist of the same material as it was for Business Users. They will be trained how to open Remedy through web or installed version in their desktop, using request entry console, and learn for its functional areas, setting request entry, console preferences, favourite services, browsing and choosing a service, entering details, submitting the request, seeing the service requests that need
attention, reopen service requests, add activity log entry, viewing favourite services, viewing broadcasts approving service request or putting alternate approver.

According to the survey answers IT users have many problems with Change and Release Management.

**Change Management Console** – is a module in the Remedy System that consists of three types of Change:

**Standard Changes** - Pre-approved changes that are low risk, relatively common, and follow a procedure (mandatory), for example server memory upgrades, disk replacement, etc. Standard changes are handled as service requests in Remedy and go through the Work Order Management console.

**Emergency Changes** - Changes that must be introduced as soon as possible, for example to resolve a major incident, apply security patch, etc. These changes are tracked through the Change Management, but it is possible that they are submitted after they are implemented.

**Normal Changes** - All changes, which are not standard or emergency, for example software or hardware upgrade, configuration change, etc. are considered normal changes and are tracked through the Change Management in Remedy.

In addition, participants will be able to know how to register a change and who is responsible for each act according to the below procedure.
In addition, training will consist of instruction on how to approve or reject a request, ask for more information, working on a change Assigned for Implementation, working with task which was one of the main complaints of IT users, and creating a new Change from the Change Management Console.

**Release Management Console** - Additionally, they will be instructed on how to operate efficiently with Release Management as well, by providing instructions on User Roles, Approver Access, Release Manager Access, and working with activities. Providing instruction on above points will help IT users to better and faster manage all the requests that they receive from Business Users and their IT colleagues.
According to the roles each user have in the Raiffeisen Processes they will be trained just for the activities they will use in the real work, in order not get confused and extend the training timing.

5.4 Training Security
The training material is classified as internal, which in Raiffeisen is a classification rank that permits all bank employees to access the files.

5.5 Access to Training Material
The user guides will be given to all participants as hardcopy documents and they will be stored to central document repository in Lotus notes system.

6 Final Discussion and Recommendation
Having in consideration that new software called Remedy has been installed in Raiffeisen Bank Kosovo JSC to support services that IT provides for Business users, many rooms for improvements has been noticed. The issues that have been identified in this report have great impact in the quality of IT services delivered to business users, thus improving them would have as outcome happier employees of RBKO, resulting on happier clients of RBKO in general.

To find these issues and problems several interviews and two surveys have been sent. One of interviews has been designed especially for business users of Remedy and the other one particularly for IT users. It has been discovered that the main pain of business and IT users while using Remedy software have to do with lack of training, lack of information in email notification that they receive for every status change of their request, complexity of the software, navigation, the need for knowledge and know-how database, and finding the right category. By finding a solution for these issues, the level of satisfaction and time efficiency of employees with IT services will be increased, therefore we recommend implementing the below recommendations:
6.1 Email notifications
Based on the survey around 70% believe that they should have more meaningful information in the email notification. Based on experiences of Globus Team and Service Desks members, it is believed that adding name of the user and notes from the requester would make the email notification more meaningful. In addition, it is suggested that the link provided in the email should be connected to the Remedy application already installed in computer of Support staff, instead of opening a new web window.

6.2 Known-error, knowledge database and FAQ
When users experience error messages while working with Remedy application, they have no source of information where they could read the error solution, besides contacting IT Second Level Support—, an IT Infrastructure Team, which posses more in depth technical knowledge and skills. Regarding this issue, it is suggested to build a known-error database integrated in Remedy, where all support staff could read the error solution. This suggested solution is beneficial for both, IT users and IT Second Level Support, regarding time efficiency.

Know-how and knowledge database is suggested to be build according to the answers that IT support staff submits for every request that they complete. The saved answers in the database will be very helpful for all support staff that may have the opportunity to cope with the same request. By building this database it will be able to save the time and further testing of finding answers for a request that already was solved once.

It is suggested to build a knowledge database, which contains a variety of information on how to do different activities. Creating Frequently Asked Question section might be very helpful, as well, since they would decrease the loud of work on answering questions for support staff.

6.3 Opening Remedy through Web
Regarding numerous windows that open on every new clicked link, it is proposed to open these windows as a new tab of the main window. In addition, it is suggested to fix the bug that does not allow users who have Remedy application installed in desktop to make request entries. Fixing this bug will decrease time and effort for all users, who have to cope with this problem.

Having in consideration the announcement of BMC that is going to retire the version of Remedy installed in desktop, it is advised to take no actions, since within a year only web version will be available.

### 6.4 Problem management process to be put in place
The problem management process is still not in place. As a result, the process is not being obeyed. According to the project manager, Bujar Ibrahimi, this process will be implemented by the end of the October 2010. As soon as the process is implemented and procedures approved, the users will not be able to avoid the problem management process.

### 6.5 Use of overview console for all Remedy modules
At present, the overview console is being used. However, the work order console (a console where users submit their service requests) is still not integrated in the overview console, due to system version mismatches. According to the Remedy consultant, Julia Petrova, it is recommended to upgrade Service Request Management Application module to the latest version. This way, SRM and Remedy will be fully integrated. As a result, users would be able to see both of the modules in the overview console. In addition, for easier navigation, it is recommended adding a preview pane to the work order module under the overview console. This change would improve the user’s efficiency by being able to read request information without having to open the request.

### 6.6 Approver name to be obvious for requester
Far as this issue is concerned it is recommended inserting a field in the Remedy where each user could see the name of the approver on the submitted request. As a result, the user
would be able to know whether their request have reached the service desk, or is still pending for approval.

6.7 Navigation

According to the Ms. Petrova, it is not possible to change the design of the screen especially for the end users part, since only BMC itself has access in the source code. According, to their support policy they may refuse support if Remedy is customized according to users’ preferences.

As a result, it is suggested to hide fields that are not mandatory and are not used. In addition, far as users are complained that they cannot see who is the implementer of their request, we suggest to add an extra field where the name of the implementer will be shown, or to send a notification in their email that informs them for responsible person of their request.

7 Summary of all Recommendations

7.1 Key Recommendations

This is the summary of all key recommendation made in this report. These recommendations are as a result of Business and IT survey findings and suggestions provided by Business and IT users.

- 2 hours training package for Business Users of Remedy
- 8 hours training package for IT Users of Remedy
- Improvement of email notification
- Building of the know-how and knowledge database
- New windows to be open as new tabs
- Approver name to be obvious for the requester
- Modification of the system screens for simplified navigation
• Upgrade of the Remedy system to enable viewing of the service requests and the incidents in the overview console
8 List of appendixes

8.1 Business Employees Survey
I would like once again to thank you for filling this survey.
This will allow us to help you overcome different difficulties that you might have while using Remedy.

Please, answer to the survey questions by clicking in the box, save it and send it back to me!
In addition, write about any recommendations in the other document file attached in the email that you think would improve Remedy and make your work with it easier.

1. How would you rate your level of overall satisfaction with Remedy?

<table>
<thead>
<tr>
<th>Very satisfied</th>
<th>Satisfied</th>
<th>Acceptable</th>
<th>Poor</th>
<th>Very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

2. How much do you think Remedy is suitable for IT services?

<p>| | | | | |</p>
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<tbody>
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</table>

3. How would you rate the process of submitting a request through Remedy?

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<table>
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</tbody>
</table>

4. What is the hardest process while working with Remedy?

<table>
<thead>
<tr>
<th>Process</th>
<th>Making new request</th>
<th>Attaching files</th>
<th>Finding the right category</th>
<th>Submitting the request</th>
<th>Open Completed Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

5. How have you learned how to work with Remedy?

<table>
<thead>
<tr>
<th>Method</th>
<th>Short presentation from IT</th>
<th>By contacting IT via phone</th>
<th>Self Learning</th>
<th>Learning from colleagues</th>
<th>I do not know to work with Remedy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Have you had training about Remedy?
- Yes
- No

7. For what specifically you would like to be trained?

<table>
<thead>
<tr>
<th>Submitting a request</th>
<th>Attach documents in Remedy</th>
<th>Open Completed requests</th>
<th>Find Closed Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

8. How long do you think should be the training? 2 hours, 1 hour, 30 min, 15 min.
- 2 hours
- 1 hour
- 30 min
- 15 min
- No training needed

9. Are you getting better services from IT, since Remedy is installed?

10. Do you get faster response from Remedy than from Tracker?
- Faster response
- Same
- Slower response
- No response

11. How would you rate the representative of Service Desk?

12. How would you rate the representative of Globus Team?

13. Would you think it would be easier for you, if Remedy language is Albanian or Serbian?
- Yes
- Same
- No
14. Would you find more helpful to search a knowledge database of Remedy that might contain your answer, instead of making a new request and then wait for the answer?

<table>
<thead>
<tr>
<th>Yes it would be more helpful</th>
<th>No difference</th>
<th>No, it would not be helpful</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
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</tbody>
</table>

15. Do you agree that knowhow and knowledge database of Remedy should be build?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Same</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
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</table>

16. Do you agree that Remedy should be translated into Albanian or Serbian?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Same</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>□</td>
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</tbody>
</table>

17. Do you think that screens of Remedy should be modified in order to navigate easier?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Same</th>
<th>No</th>
</tr>
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<tbody>
<tr>
<td>□</td>
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</tbody>
</table>

Appendix 2

8.2 Remedy Survey of IT Employees

I would like once again to thank you for filling this survey.
This will allow us to help you overcome different difficulties that you might have while using Remedy.

Please, answer to the survey questions by clicking in the box, save it and send it back to me!

In addition, write about any recommendations in the other document file attached in the email that you think would improve Remedy and make your work with it easier.
1. How would you rate your level of overall satisfaction with Remedy?

<table>
<thead>
<tr>
<th>Very satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Poor</th>
<th>Very poor</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

2. How much do you think Remedy is suitable for IT services?

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</table>

3. Do you believe that requests are managed better with Remedy than with Support Tracker?

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</tbody>
</table>

4. Do you believe that are too many steps to close a request?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

5. Do you believe that Remedy has too many options and it is too complicated?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Do you know how to create tasks and relate them to appropriate incidents?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. How have you learned to work with Remedy?
<table>
<thead>
<tr>
<th>Short presentation from Service Desk</th>
<th>Self Learning</th>
<th>Learning from colleagues</th>
<th>I do not know to work with Remedy</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
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<td>□</td>
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</tbody>
</table>

8. Have you had training about Remedy?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

9. Do you think training is needed?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
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</tbody>
</table>

10. How long do you think should be the training?

<table>
<thead>
<tr>
<th>2 hours</th>
<th>1 hour</th>
<th>30 min</th>
<th>15 min</th>
<th>4 hours</th>
<th>1 day</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

11. Do you believe it would be easier for you if you would be able to see all the requests, including work order in Overview Console?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

12. Do you achieve to respond faster to Business Users with Remedy than you used to do it with Tracker?

<table>
<thead>
<tr>
<th>Faster response</th>
<th>Same</th>
<th>Slower response</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
13. Do you know that every request in Remedy has the option to contact with the client and to relate it to other requests if needed?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

14. Do you use the above option?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
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<td></td>
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</tbody>
</table>

15. Do you think that above option in question 13 should be simplified and be more users friendly?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
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16. Do you think it would be easier for you, if Remedy language is Albanian or Serbian?

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
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</table>

17. Do you agree that knowhow and knowledge database of Remedy should be build?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Neutral</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

18. Do you think that screens of Remedy should be modified in order to navigate easier?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Same</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
19. Do you think that a more meaningful notification should come in Lotus email from Remedy?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</thead>
</table>

8.3 Capstone Project Consultant – Bujar Ibrahimi

Bujar Ibrahimi has been working with Raiffeisen Bank Kosovo JSC since November 2002. During this period he has been part of many IT projects, such as IT Transformation, Call Centre Upgrade, Payment Card Industry Data Security Standard Compliance, Xerox Office Solution, Business Continuity and Disaster Recovery Management and Risk Assessment. In addition, he has great experience in human resource management as he manages 22 people over 5 units: systems, networking, electronic transaction processing, database management and service desk networking, electronic transaction processing, database management and service desk.

He currently holds BSc in Management and Entrepreneurship from the Rochester Institute of Technology. Furthermore, he is also certified as ITIL Service Manager, ISO 20000 Implementer and ISO 27001 Lead Auditor.

The blend of management and technical experience and qualification makes Bujar the right choice as a mentor for my thesis work.

Name: Bujar Ibrahimi

Occupation: IT Infrastructure Manager and Remedy Implementation Manager

Phone Number: +37744 503 360

Email: bujar.ibrahimi@raiffeisen-kosovo.com
8.4 Capstone Project Consultant - Julia Petrova

Julia Petrova is a very experienced ITSM Consultant at ITCE. She is senior ITSM consultant and BMC Remedy Architect. She has achieved the highest level certification – ITIL v.3 Expert Certificate, she also holds ITIL 2 Manager Certificate, ITIL Practitioner: Support and Release, ITIL Foundation Certificate and Remedy ITSM Certificate. The training path that she passed through includes the ITIL Foundation training, BMC Software Airport Simulation training, Remedy ITSM official training workshops in UK and Austria and SRM partner training in Holland.

In the past 5 years she was involved in the process of Service Delivery Management and she managed the delivery of BMC Remedy support services to some of the largest enterprise companies in Bulgaria and Serbia, later on she has been involved in development and implementation of IT strategies. Julia achieved Bachelor Degree in Computer Science, Computer Science and a Master of Software Engineering from Sofia University “St. Kliment Ohridski”.

Name: Julia Petrova

Occupation: Senior ITSM consultant and BMC Remedy Architect

Phone number: +359888358929 Email: Julia.Petrova@itce.com

8.5 Action Plan
### Action Plan

<table>
<thead>
<tr>
<th>No</th>
<th>Task</th>
<th>Responsibility</th>
<th>Estimated time</th>
<th>Immediate</th>
<th>Estimated Resources</th>
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<tbody>
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<td>1</td>
<td>Selecting the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Generating, reducing and evaluating the idea.</td>
<td></td>
<td>1 week</td>
<td></td>
<td>1 person</td>
</tr>
<tr>
<td>1.2</td>
<td>Selecting the idea</td>
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<td>1.1</td>
<td>1 person</td>
</tr>
<tr>
<td>1.3</td>
<td>Approval requested sent</td>
<td></td>
<td>2 weeks</td>
<td>1.2</td>
<td>1 person</td>
</tr>
<tr>
<td>2</td>
<td>Define</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Project Scoping</td>
<td></td>
<td>1 week</td>
<td>1.3</td>
<td>1 person</td>
</tr>
<tr>
<td>2.2</td>
<td>Problem statement and metrics defining</td>
<td></td>
<td>2 weeks</td>
<td>2.1</td>
<td>1 person</td>
</tr>
<tr>
<td>2.3</td>
<td>Flowchart of high level steps</td>
<td></td>
<td>1 week</td>
<td>2.2</td>
<td>1 person</td>
</tr>
<tr>
<td>2.4</td>
<td>Stakeholder analysis</td>
<td></td>
<td>1 week</td>
<td>2.3</td>
<td>1 person</td>
</tr>
<tr>
<td>2.5</td>
<td>Obtain voice of Business</td>
<td></td>
<td>3 weeks</td>
<td>2.3</td>
<td>1 person</td>
</tr>
<tr>
<td>3</td>
<td>Measurements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Flowchart of detailed steps</td>
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<td>2.5</td>
<td>1 person</td>
</tr>
<tr>
<td>3.2</td>
<td>Survey conduction</td>
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<td>4 weeks</td>
<td>3.1</td>
<td>1 person</td>
</tr>
<tr>
<td>3.3</td>
<td>Interviews conduction</td>
<td></td>
<td>3 weeks</td>
<td>3.2</td>
<td>1 person</td>
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<tr>
<td>3.4</td>
<td>Time study conduction</td>
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<td>3 weeks</td>
<td>3.3</td>
<td>1 person</td>
</tr>
<tr>
<td>3.5</td>
<td>Types and and Numbers of Requests</td>
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<td>1 weeks</td>
<td>3.4</td>
<td>1 person</td>
</tr>
<tr>
<td>4</td>
<td>Analyzing</td>
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<td></td>
<td></td>
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<tr>
<td>4.1</td>
<td>Stratification</td>
<td></td>
<td>1 week</td>
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<td>1 person</td>
</tr>
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<td>4.2</td>
<td>Root Cause Analysis</td>
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<td>1 week</td>
<td>4.1</td>
<td>1 person</td>
</tr>
<tr>
<td>4.3</td>
<td>Validate Root Cause Analysis</td>
<td></td>
<td>1 week</td>
<td>4.2</td>
<td>1 person</td>
</tr>
<tr>
<td>5</td>
<td>Recommendations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Solutions suggestions</td>
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<td>1 week</td>
<td>4.3</td>
<td>1 person</td>
</tr>
</tbody>
</table>

#### 8.6 Ghant Chart
### 8.7 Work Break down Structure

<table>
<thead>
<tr>
<th>No</th>
<th>Task</th>
<th>Estim. time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Selecting the project</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Generating, reducing and evaluating the idea</td>
<td>1 week</td>
</tr>
<tr>
<td>1.2</td>
<td>Selecting the idea</td>
<td>1 week</td>
</tr>
<tr>
<td>1.3</td>
<td>Approval requested sent</td>
<td>2 weeks</td>
</tr>
<tr>
<td>2</td>
<td>Define</td>
<td></td>
</tr>
<tr>
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<tr>
<td>2.5</td>
<td>Obtain voice of Business</td>
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</tr>
<tr>
<td>3</td>
<td>Measurements</td>
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</tr>
<tr>
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<td>Interviews conduction</td>
<td>3 weeks</td>
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<tr>
<td>3.4</td>
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</tr>
<tr>
<td>3.5</td>
<td>Types and Numbers of Requests</td>
<td>1 weeks</td>
</tr>
<tr>
<td>4</td>
<td>Analyzing</td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Stratification</td>
<td>1 week</td>
</tr>
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<td>4.2</td>
<td>Root Cause Analysis</td>
<td>1 week</td>
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<tr>
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</tr>
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<td>Recommendations</td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Solutions suggestions</td>
<td>1 week</td>
</tr>
</tbody>
</table>
8.8 Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Suppliers</th>
<th>Process Owners</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw Material</td>
<td></td>
<td>- IT department</td>
<td></td>
</tr>
<tr>
<td>- BMC</td>
<td></td>
<td>- Business Users</td>
<td>Consumer</td>
</tr>
<tr>
<td>Of Data and Information</td>
<td>RBKO Business Users</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Help Desk Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Change and Release Manager</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Of Human Resources</td>
<td>Regulatory ISO 20000 Standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- IT people</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- ICE consultant</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- HR team</td>
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<td></td>
<td></td>
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<tr>
<td>Of financial resources</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Project Sponsor</td>
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<td></td>
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</tbody>
</table>

**8.9 Approval from Board Member of Raiffeisen Bank Kosovo J.S.C**
MEMO

To: Management Board
Cc: 

From: Drita Ratakoceri
Date: June, 16th 2010

Subject: Master Thesis for Albulena Kadriu

Dear all,

This proposal is sent to you to approve support to Albulena Kadriu, an internal employee and student at American University in Kosovo, with her Master Thesis.

The professors at the University have chosen the thesis for Albulena, which is "Information Technology Service Management". Albulena has selected Raiffeisen Bank as the preferred bank since she is RBK employee and plans to develop her career here. She will conduct interviews with at least 4 representatives from different departments related to the subject of her thesis in close coordination with Customer Service Department, who will serve as her guide in order for her to successfully complete her assignment. The second step is to prepare questionnaires and conduct a survey with our internal employees that use IT services.

Prior to this entire process taking place a Memorandum of Understanding between the Bank and Albulena shall be signed, stating the scope, responsibilities of both parties, confidentiality agreement and the duration of the memorandum.

Bank’s Benefits

Apart from offering support to our employee and young student with a bright career ahead, all the data, information and feedback gathered including all the research done by the student on behalf of Raiffeisen Bank can and shall be used by our bank to further improve the services or take action to modify/upgrade products and services offered to customers.

We would very much appreciate your approval of the above proposals.

Thank you very much in advance.

Approved by:

Management Board: Robert Wright
Iliriana Jakupi

Date: 28/03/10
Date: 25/June/2010
9 List of References


4 Brandeis University - http://people.brandeis.edu/~cecchett/Textbook%20inserts/A%20Brief%20History%20of%20Banking.htm


7 Deutsche Bank Research, www.dbresearch.com

8 Sabri Kadriu – and ex Director of Foreign Relationship Department in ex “Banka e Bashkuar e Kosovës – Bankkos”, currently working as a financial director in public Company “Pastrimi” October, 2010


10 Agamenon Valla – Service Desk Team Leader

11 Nick Kallelis – Service Director in Automation Centre www.acentre.com

12 Bujar Ibrahimi – Infrastructure Manager in IT Department, Raiiffeisen Bank Kosova

13 Agamenon Valla – Service Desk Team Leader

14 “Information Technology Infrastructure Library”

http://www.itil-officialsite.com/home/home.asp
15 INDUSTRY MILESTONE: BMC Software Awarded First Official ITIL® Software Certification


16 "Software Top 100 2009 Edition"


17 "The IT Management Software Megavendors", Forrester Research, 2009-08-12

18 "BSM on the Brain"


19 BMC solutions provided to its clients - http://www.bmc.com/solutions

20 Julia Petrova - Service Management Practice Manager, ITSM Consultant, Project Manager, Remedy ITSM and Discovery Solution Architect, October, 2010

21 About BMC company:

http://www.bmc.com/corporate

22 Information Technology Infrastructure Library website:

http://www.itil-officialsite.com/home/home.asp

23 Best Management Practice


24 “Measuring Customer Service Effectiveness”, Sarah Cook, pg.68