



**Integrating the Business and IT to  
reduce Project failure**

**Presented by:**

**Jerry Kopan**

ITIL V3 Expert, V2 SM, PrISM, PMP, ISO20000 Consultant  
Manager, ISO27000, CGEIT, CMC, 6Sigma

[jerry@mountainview-itsm.com](mailto:jerry@mountainview-itsm.com)

[www.mountainview-itsm.com](http://www.mountainview-itsm.com)

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# What is Quality?

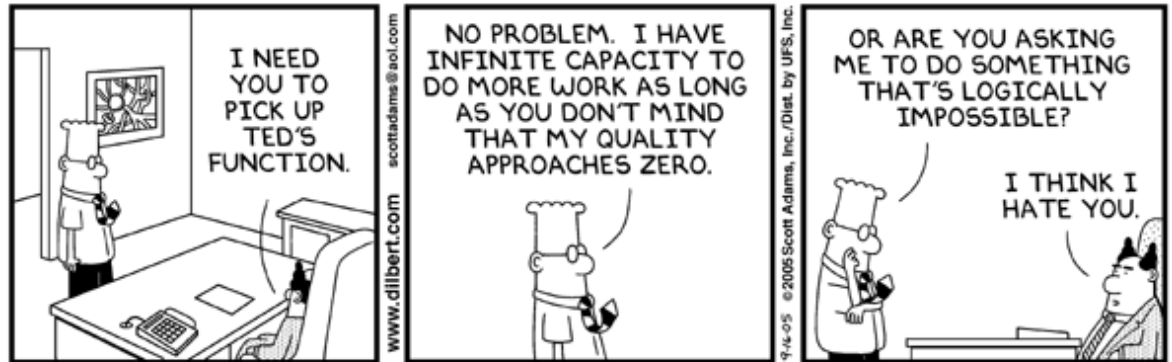
- Quality is defined in many ways
- 'Fitness for use'
  - Juran
- 'The totality of characteristics of an entity that bear on its ability to satisfy stated and implied need'
  - ISO 8402:1994
- Degree to which a set of inherent characteristics fulfils requirements
  - Quality models for business: Deming Prize, EFQM excellence model, Baldrige award; ISO 9000
- 'Conformance to requirements'
  - Crosby

This is very challenging. Can we fully understand how the product will be used? Is this always possible?

What exactly is needed?

What are all the requirements?

What if the requirements are wrong or misunderstood?



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# The Missing Gap

- No one is accountable for the Service
- When there is an issue the business points the finger at IT and IT blames the business
- Service control and management is typically missing

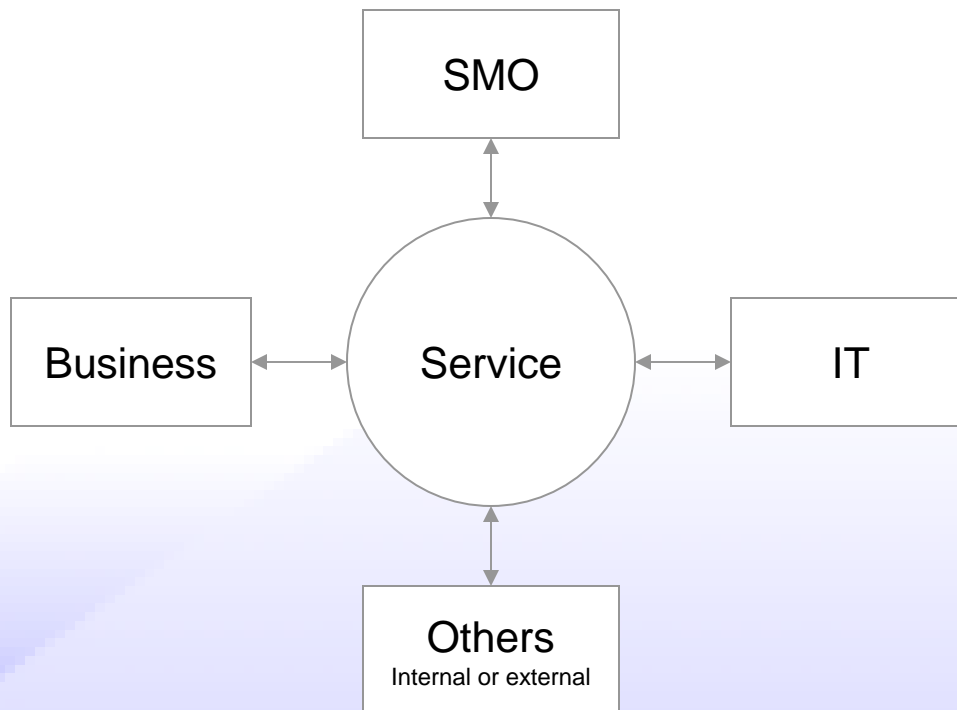


last week you said....

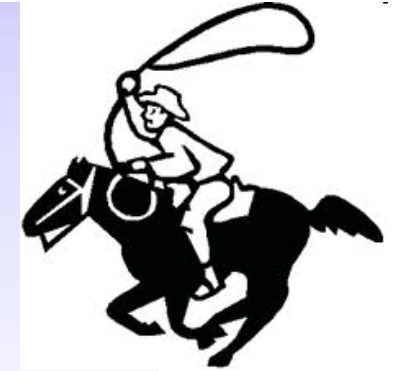


# The Service Management Organization

- Service control and management
- Manages and controls services using Service Management processes
- Bridges the gap between all groups using the service
- THIS IS NOT A TECHNOLOGY ORGANIZATION



## Business Perspective of IT



- “Why doesn’t IT get it?!!”
- Projects are Business initiatives
- Projects are driven by Business needs
- The Business rationalizes demand and supplies services that customers want
  - The rationalization is determined with a Business Case which addresses many facet, such risk, valuation, demand, etc.
- Business wants outcomes that customers want
  - Customers can be internal or external
- Business does not understand, nor care, about the “IT Infrastructure”
  - DNS, NTP, cabling, power, HVAC, etc.
- Project managers have marching orders from the Business to deliver on time and on budget - they work for the Business



## IT's Perspective of Business Projects

- They always throw projects over the wall to us!
- They don't consider the impact that the new components will have on the infrastructure
- We are expected to put it into production with very little testing
- There is very little communication on how the product will work
- We are not aware of the additional increase in capacity this will generate
- They make promises to the customer on IT's behalf – such we can support “unlimited” number of changes



# IT Perspective: "Oh no, not another ... project!!"

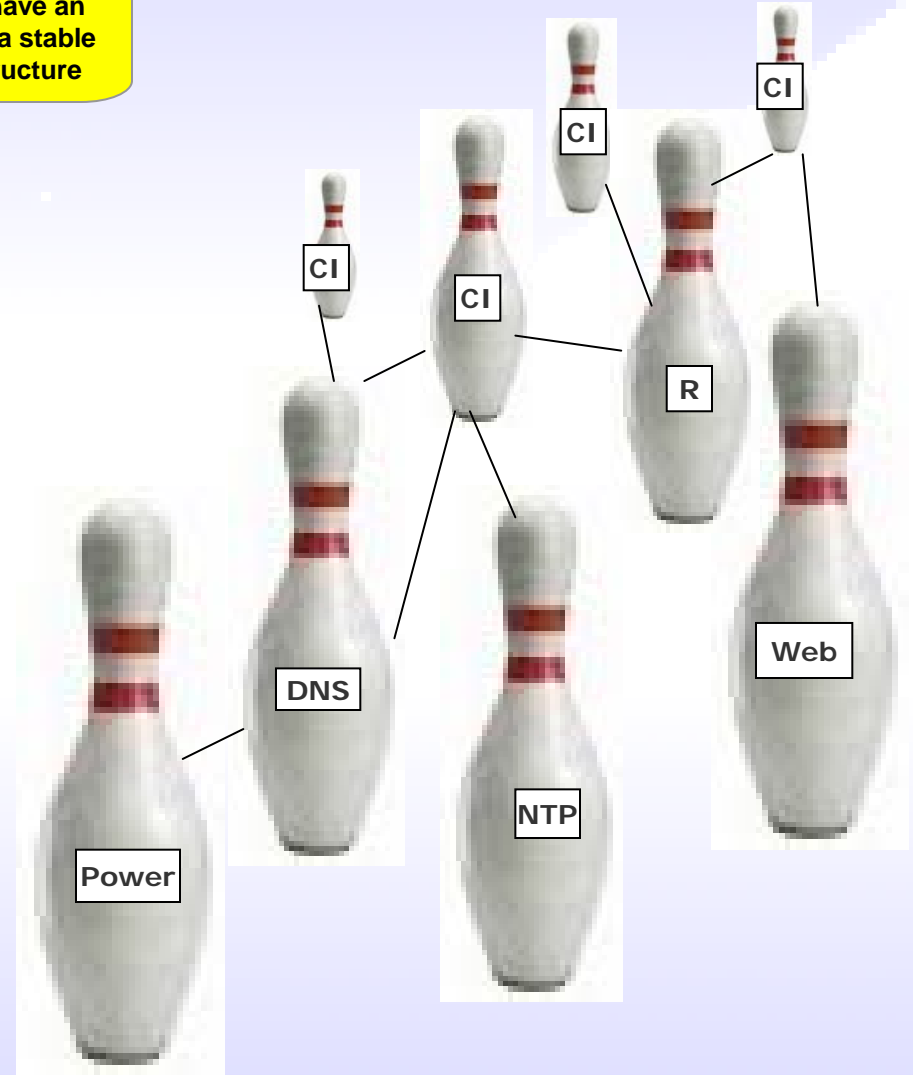


Projects have an impact on a stable IT infrastructure

## Business Project



## IT Services



# What is a Project?

## ■ PMBoK Definition

- "A project is a temporary endeavour undertaken to create a unique product, service or result." (PMBoK4 page 5)
- A project can create (PMBoK4 page 5):
  - "...a component of an item or an end item..."
  - "...a capability to perform a service..."
  - "...an outcome or a document..."
- For example (PMBoK4 page 6)
  - Developing a new product or service
  - Effecting a change in the structure...
  - Developing or acquiring a new or modified information system
  - Implementing a new business process or procedure

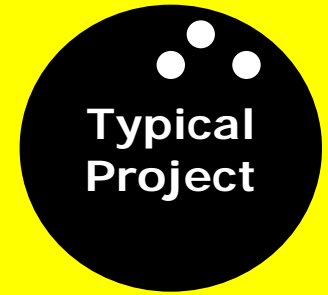
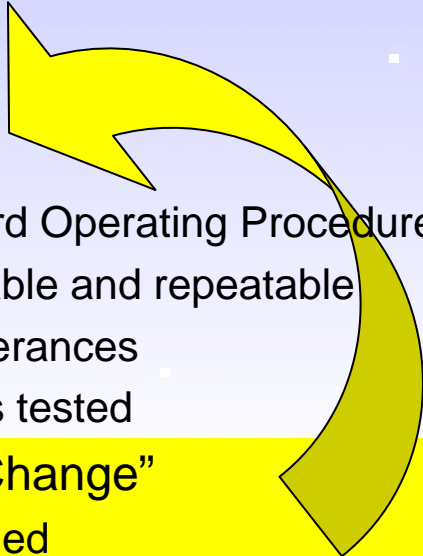
## ■ ITIL Definition

- The addition, modification or removal of anything that could have an effect on IT Services. The Scope should include all IT Services, Configuration Items, Processes, Documentation, etc. – source ITIL V3 Service Transition
- Therefore a Project is a Change
- Thus a Project **must** be under Change Control!

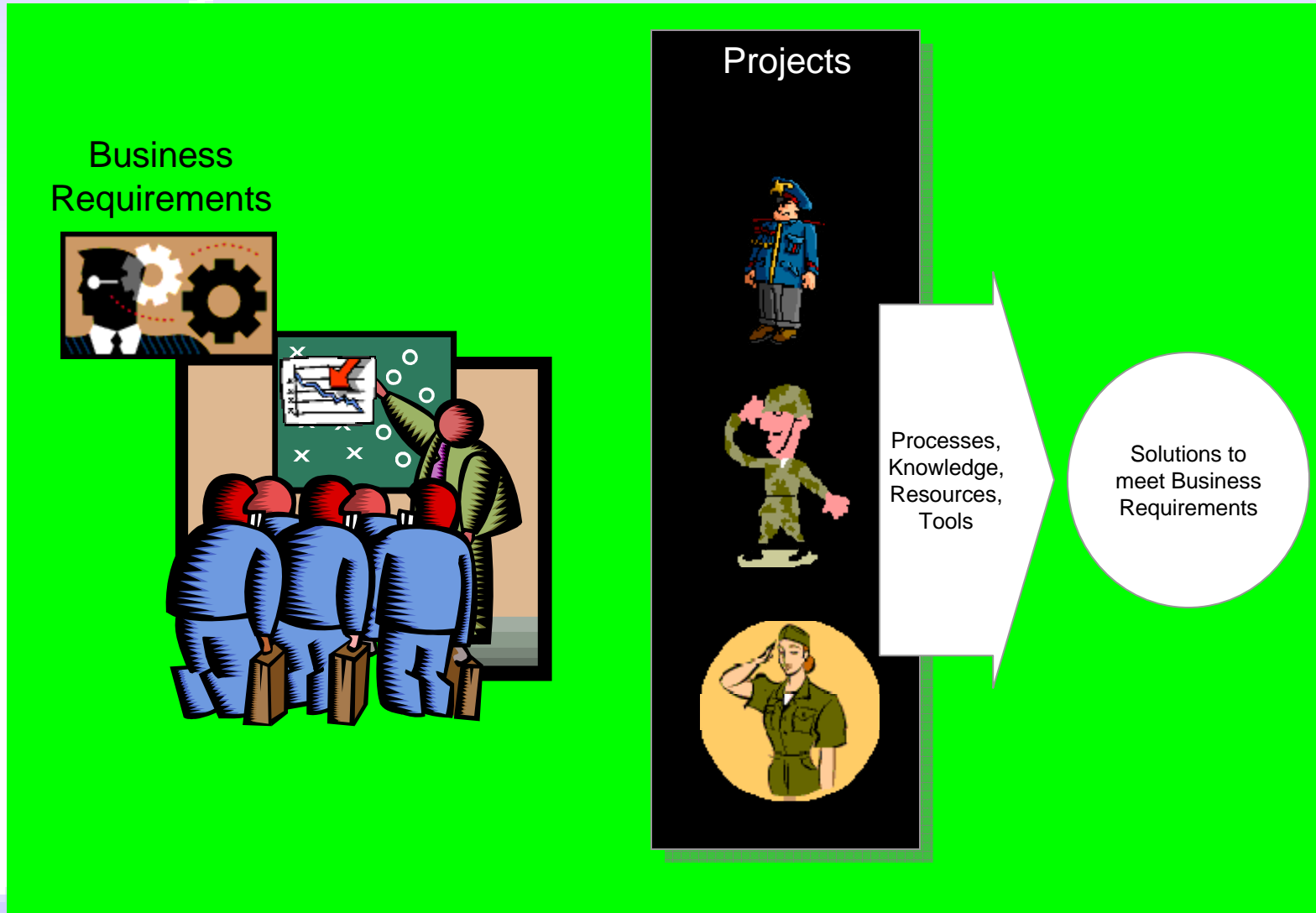


# ITIL Change Models

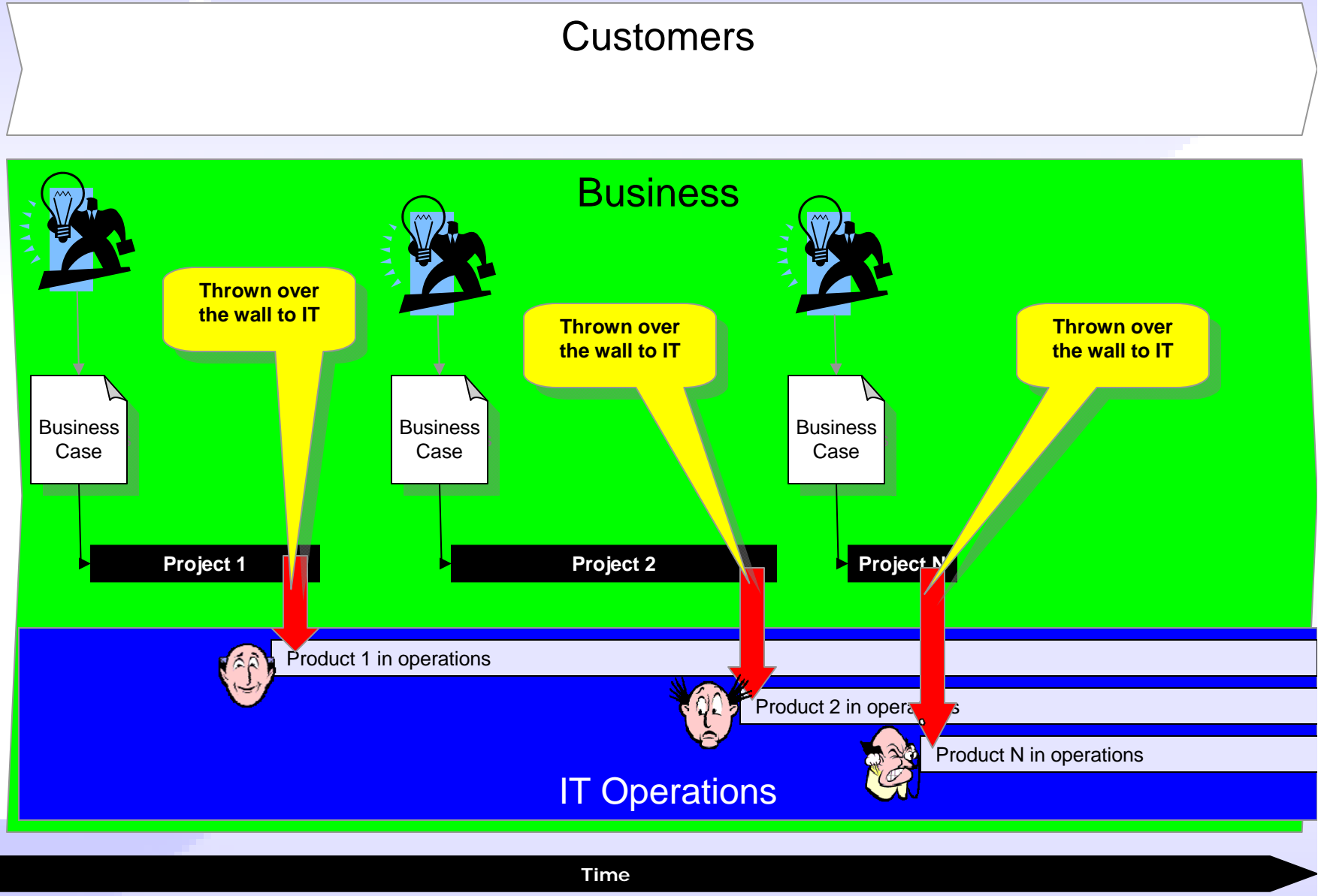
- Standard (Routine) Change
  - Pre-approved and a Standard Operating Procedure is documented
  - Implementation Plan is useable and repeatable
  - Risk is known and within tolerances
  - Back-out/remediation plan is tested
- Normal Change → “Project Change”
  - Scope needs to be established
  - Develop a implementation plan, design, test plan, back-out plan
  - Resources need to be defined
  - Approvals needs to be gotten – financial, technical, business
  - Risk needs to be determined and planned for
  - Cost, time duration needs to be determined and scheduled
  - Review the Change – check quality
  - etc.
- Emergency Change
  - Extremely Urgent Change (virus attack and need to apply a patch)
  - Has a deadline: if not completed will have a very negative business impact
  - Change Manager appointed to determine what can be skipped from Normal



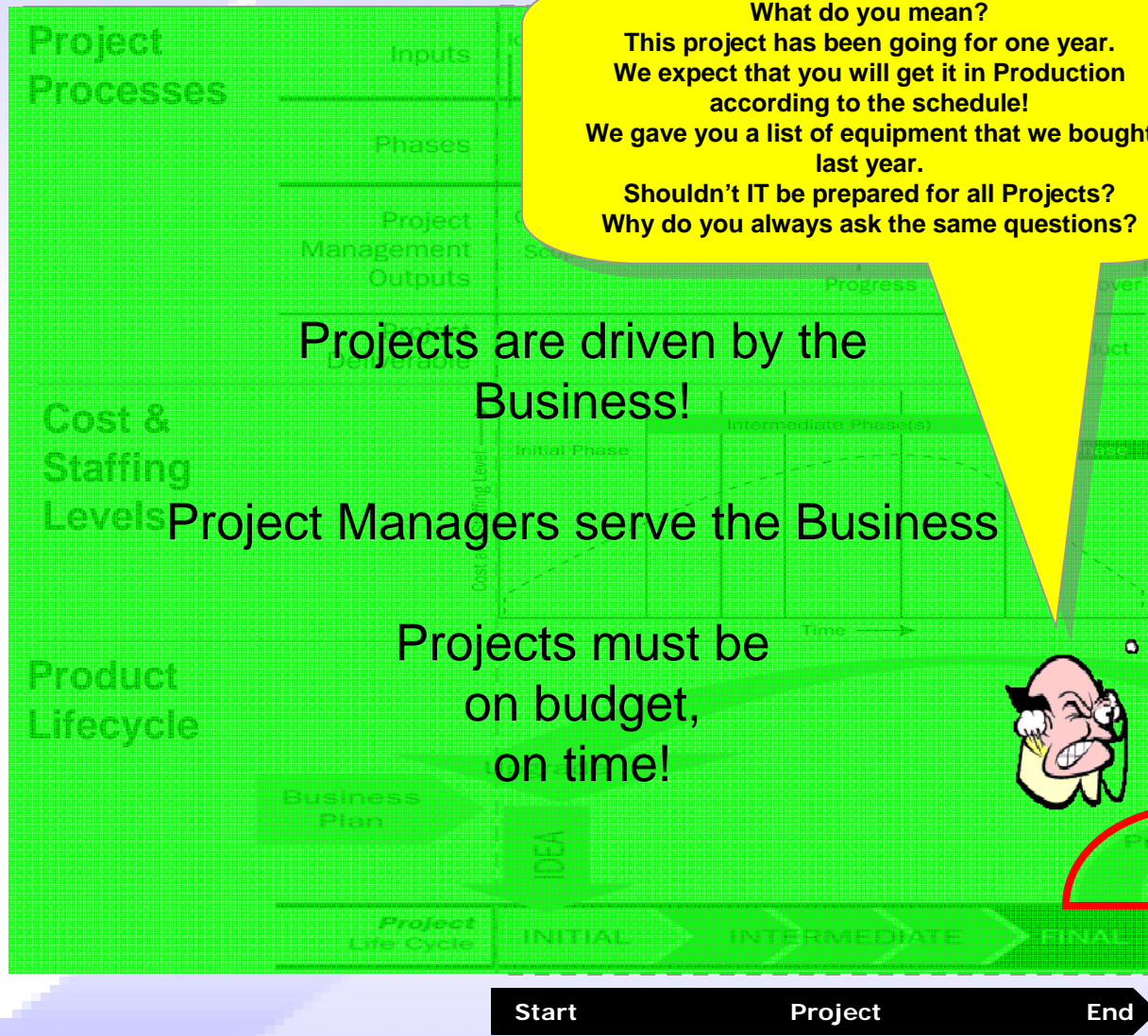
# Project Managers Serve the Business



# Typical Projects managed by the Business



# Characteristics of Typical IT Projects



Projects are driven by the Business!

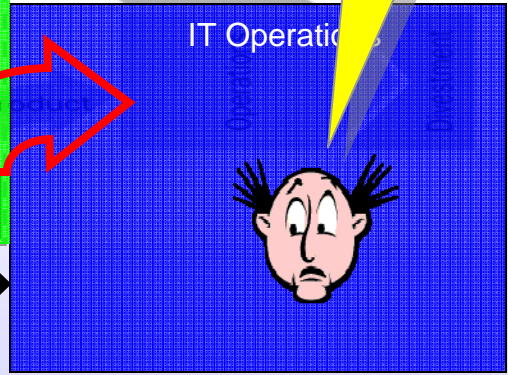
Project Managers serve the Business

Projects must be on budget, on time!

**What do you mean?**  
 This project has been going for one year. We expect that you will get it in Production according to the schedule!  
 We gave you a list of equipment that we bought last year.  
 Shouldn't IT be prepared for all Projects?  
 Why do you always ask the same questions?

**What is this?**  
 Why do they always throw this over the wall to us?  
 This product has not been approved by Architecture. What do you mean it must be in production this weekend?  
 Our Service Desk does not know anything about this Product!  
 What do you mean you want us to skip testing?

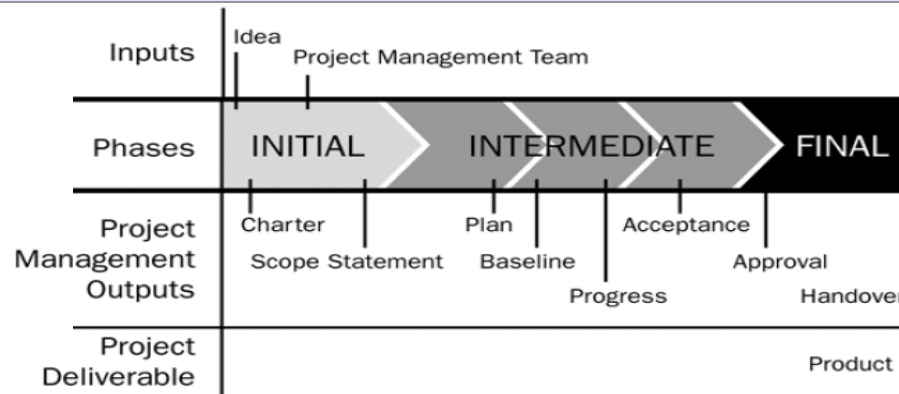
Source PMBoK Ed 4



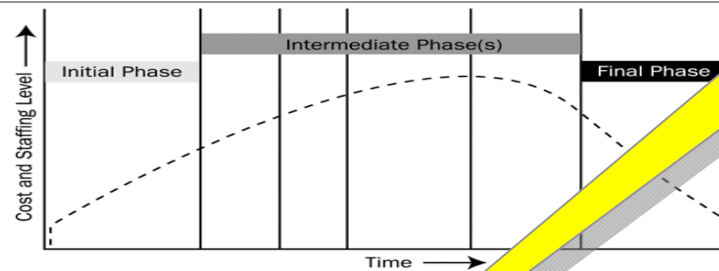
# Integrating Projects with IT

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## Project Processes



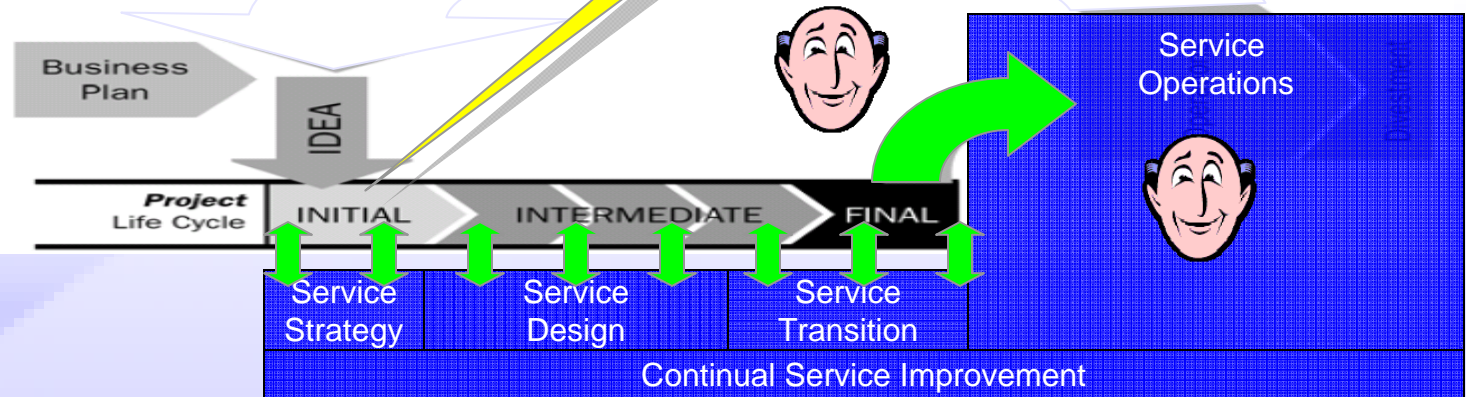
## Cost & Staffing Levels



IT must be engaged with the Project at the very beginning

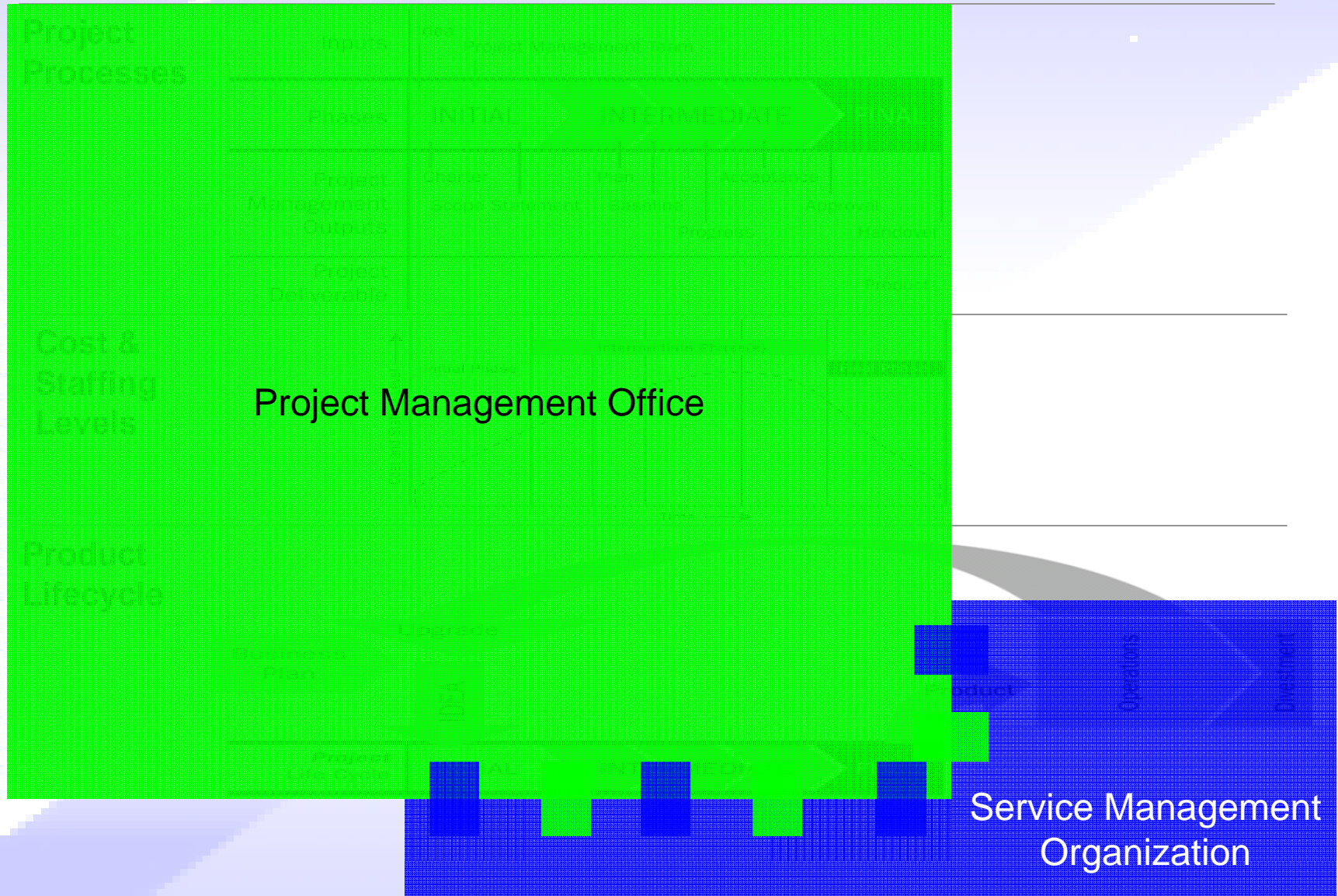
## ~~Product~~ Service Lifecycle

Reduce Upgrades, Fixes, Patches, TCO, Incidents, Changes, Head-count  
Improve Customer Satisfaction, Productivity, Profit

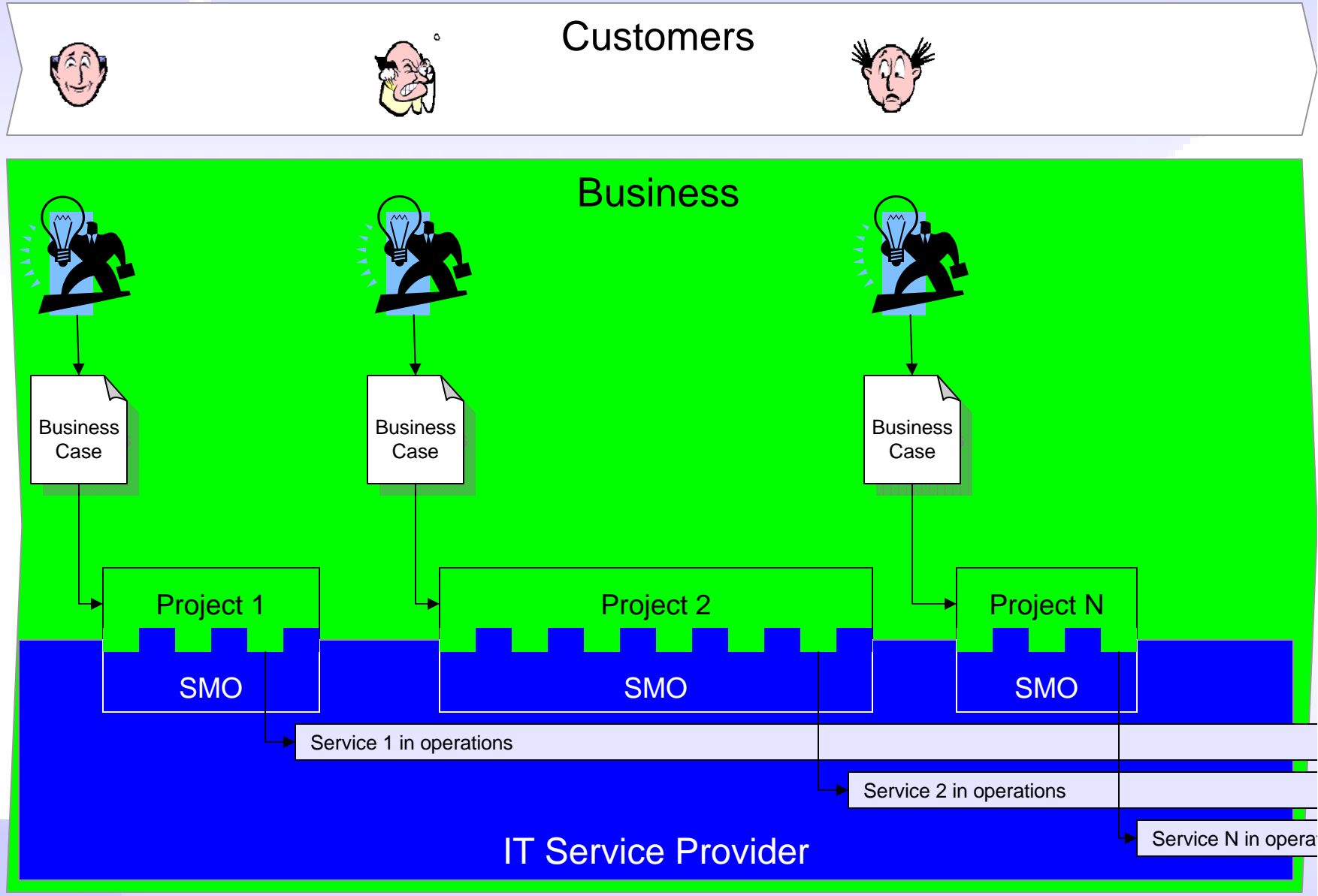


# PMO and SMO Integration

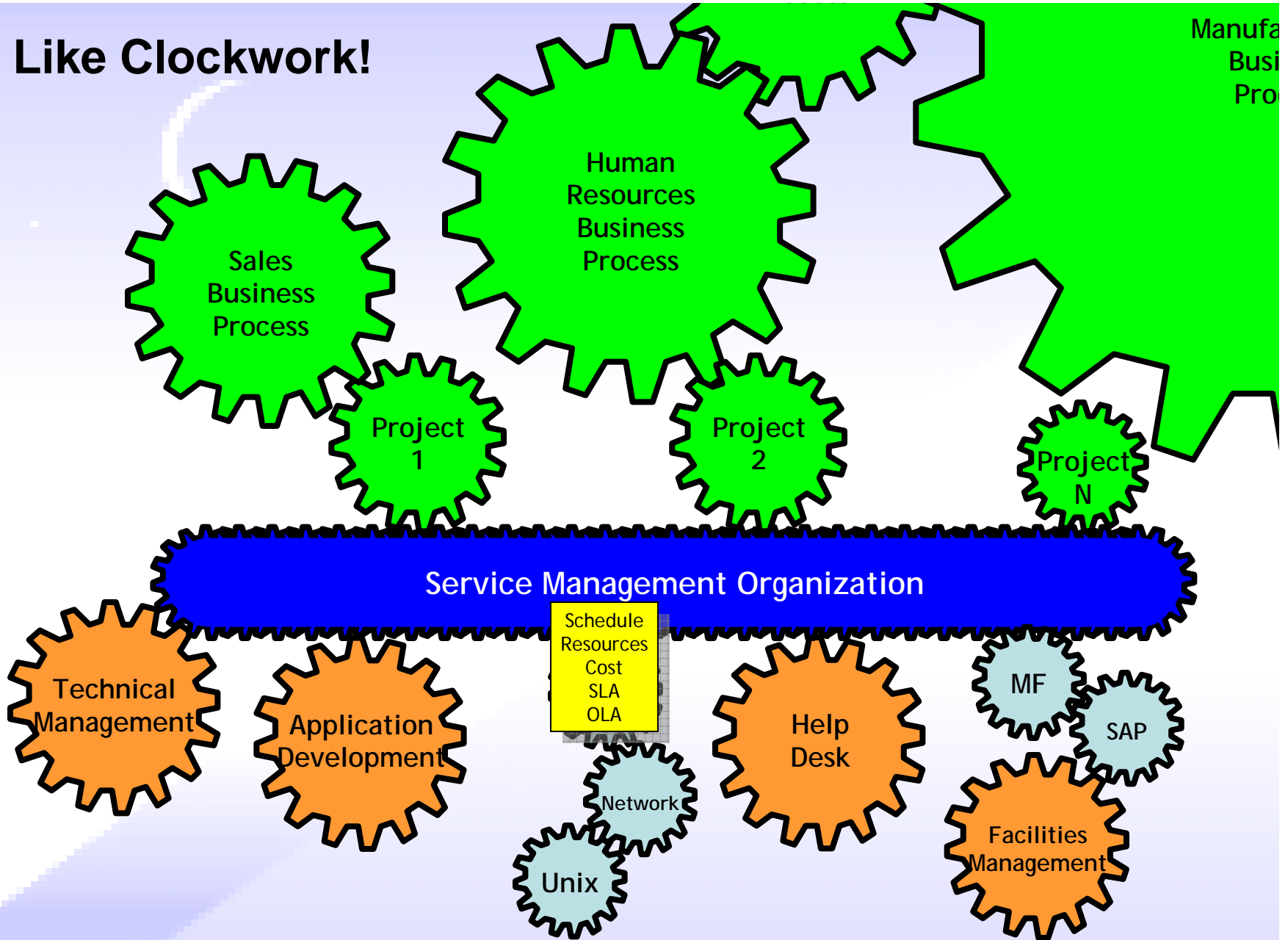
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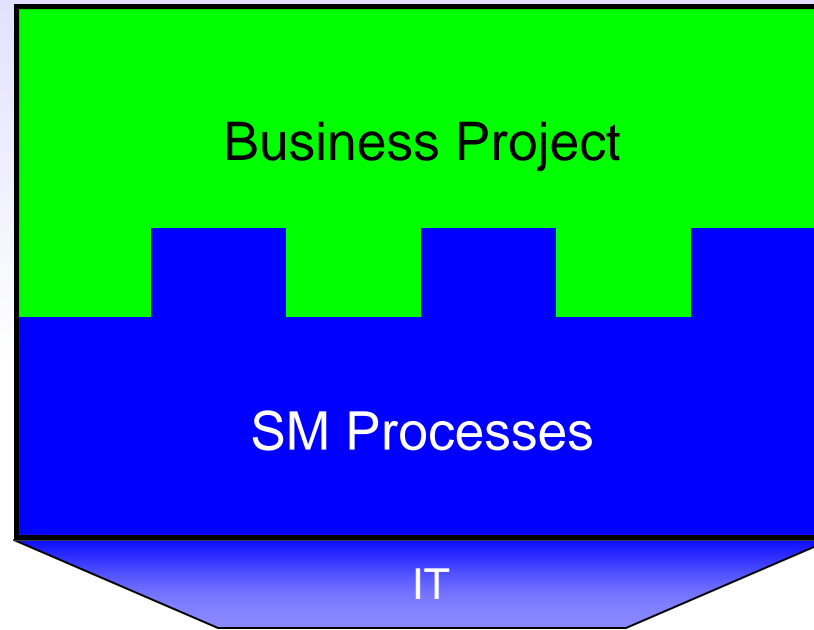
# We must align IT and the Business



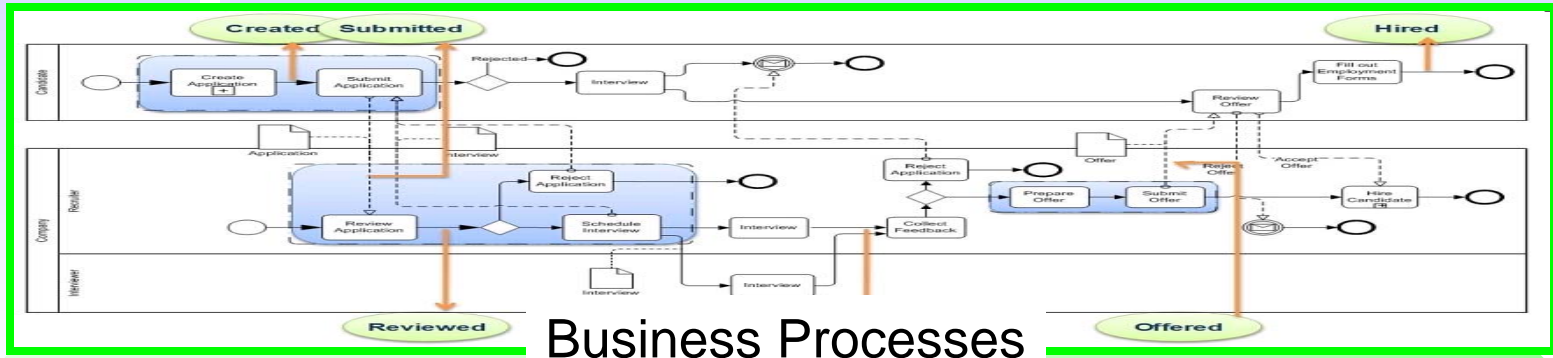
# Like Clockwork!



# The Process Point of View



# Project and ITSM Integration



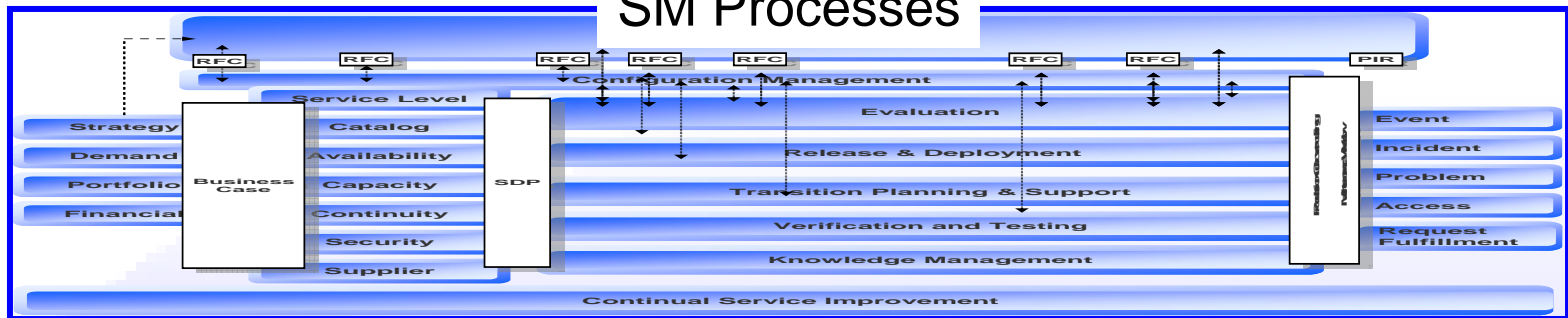
Business Processes

## Project

Initiation → Planning → Execution → Monitoring & Control → Closure

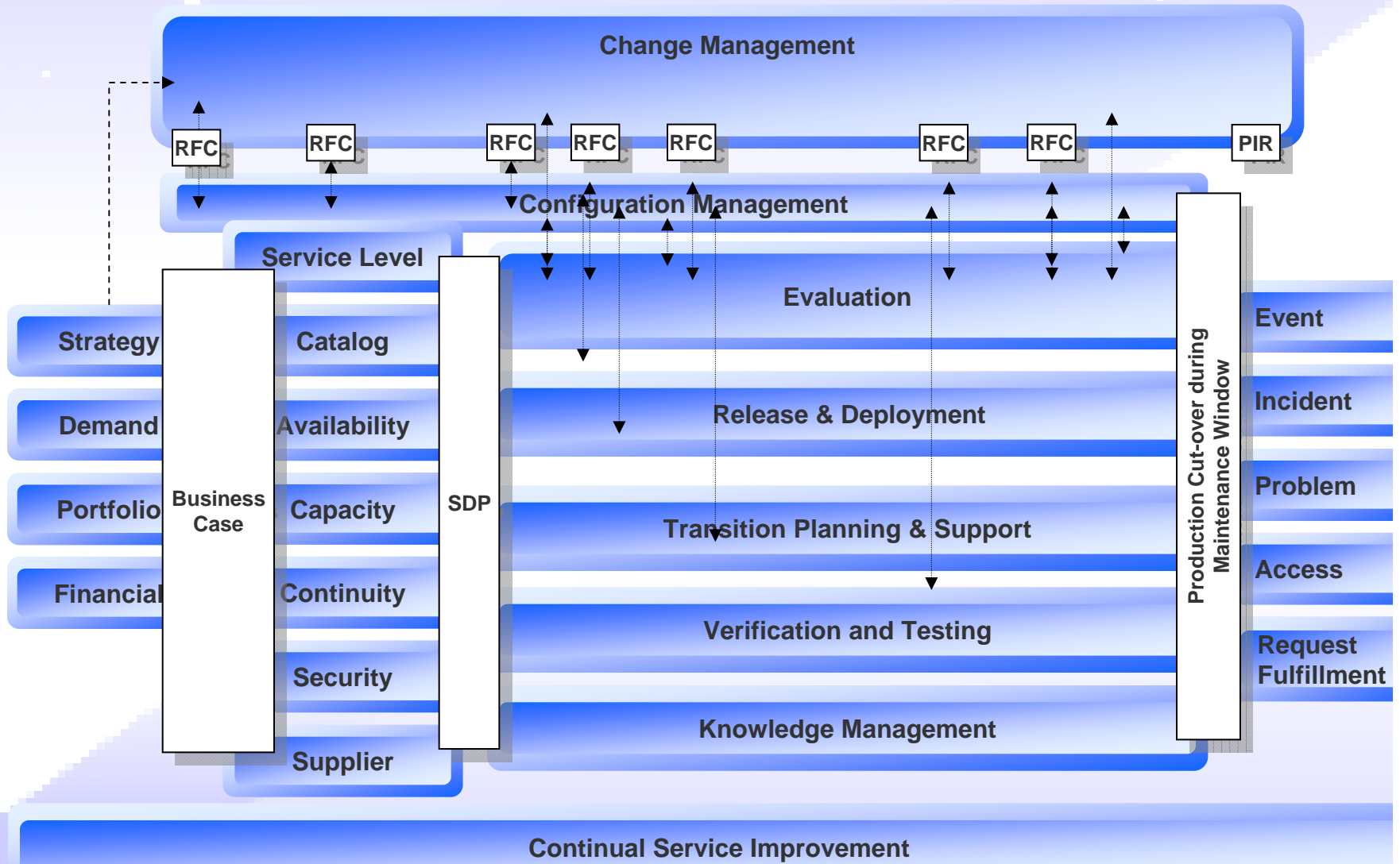
## SMO

## SM Processes



## IT

# Service Management Processes



# Thank you!

- Jerry Kopan, ITIL V3 Expert, V2 SM, ISO20k Consultant Manager, ISO27k, PMP, PrISM, CMC, B.Sc.
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