



IT Infrastructure Library

Best Practices for IT Service Management

October 16, 2003



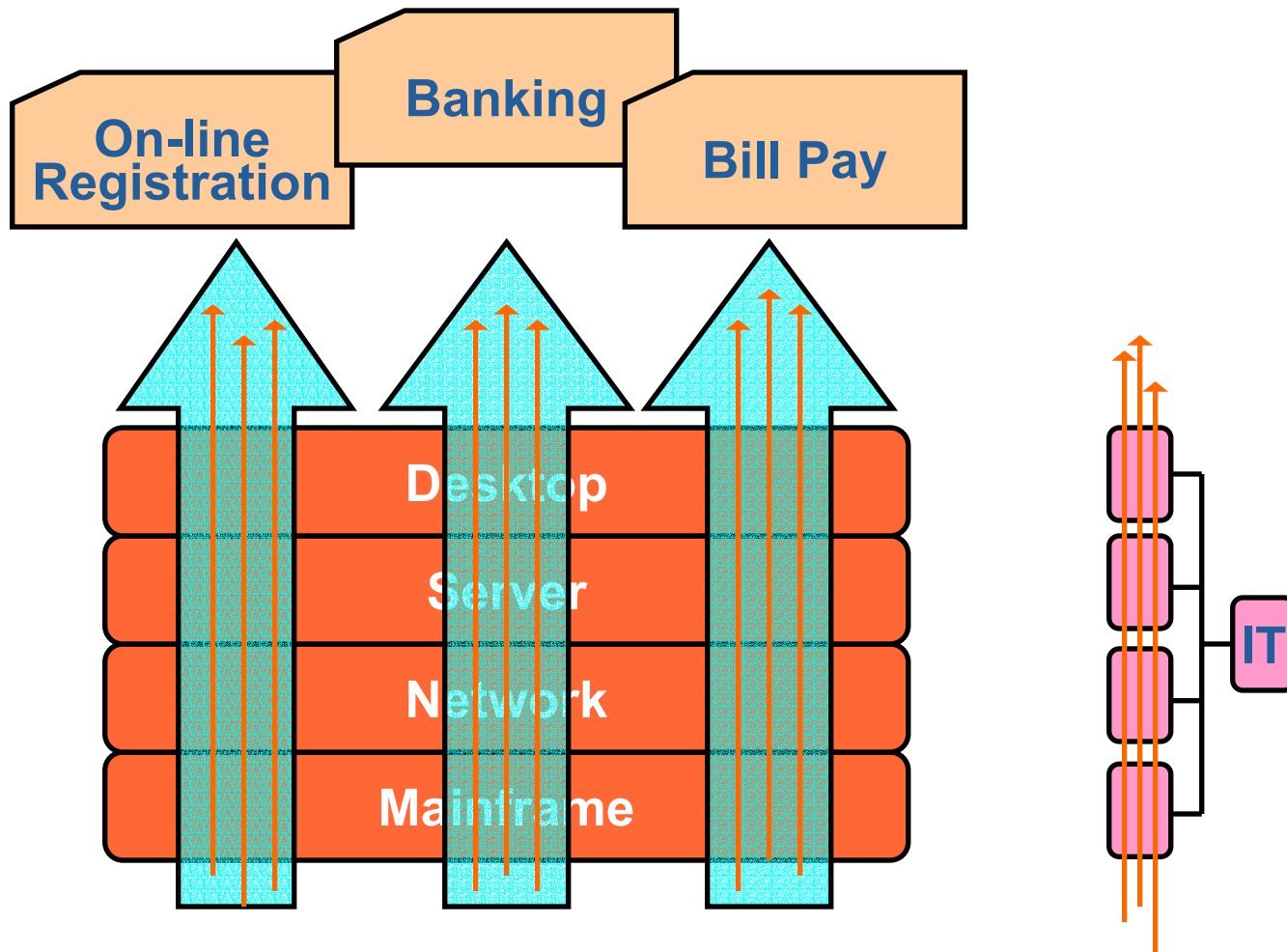
- What is ITIL?
- Why ITIL?
- ITIL and IT Service Management
- Benefits
- Implementing ITSM
- Q&A

What is ITIL?



- ITIL = **I**nformation **T**echnology **I**nfrastructure **L**ibrary
- Created in 1989 by the CCTA, a UK government agency
- ITIL is:
 - comprehensive, consistent & coherent set of **best practices** for IT management - NOT a methodology
 - identifies key management **processes** in IT organizations
 - aligns IT services with **business** requirements
 - promotes a **quality management** approach
 - vendor (tool) **independent**
 - worldwide **de facto standard** for IT Service Management

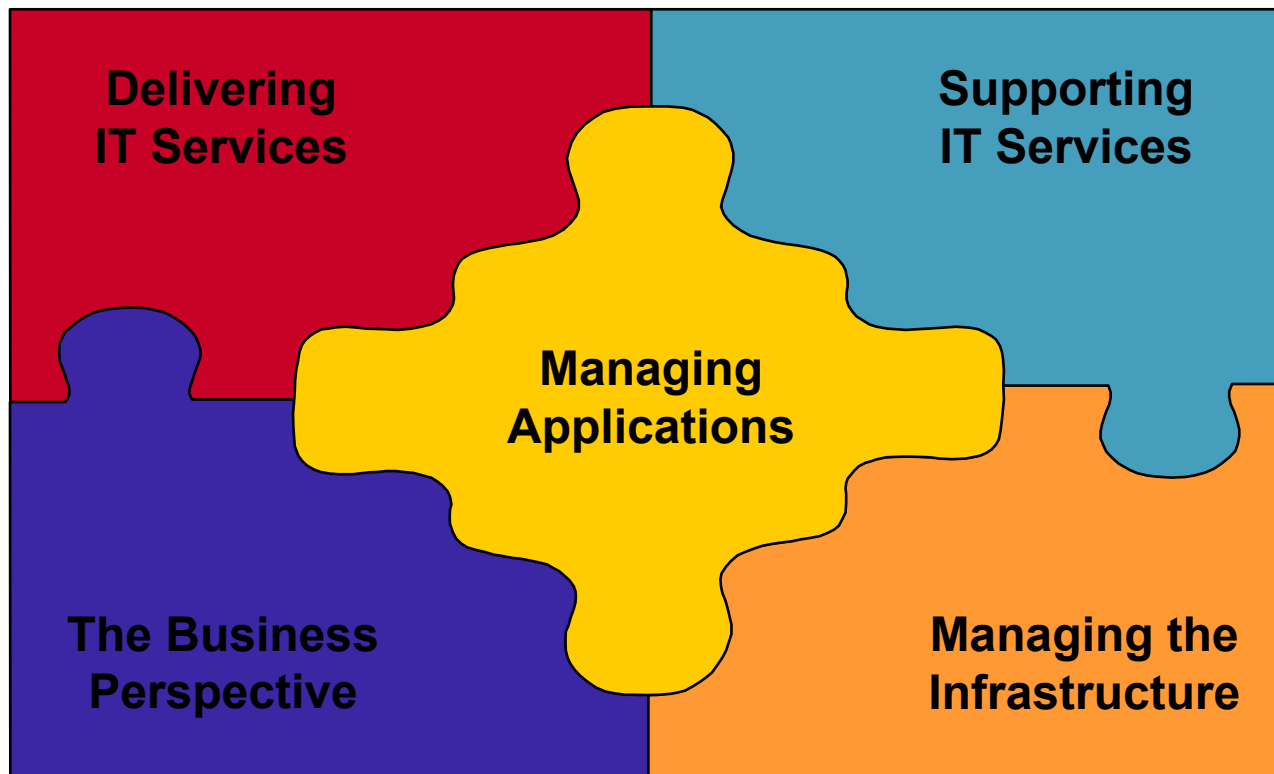
Processes in an Organization



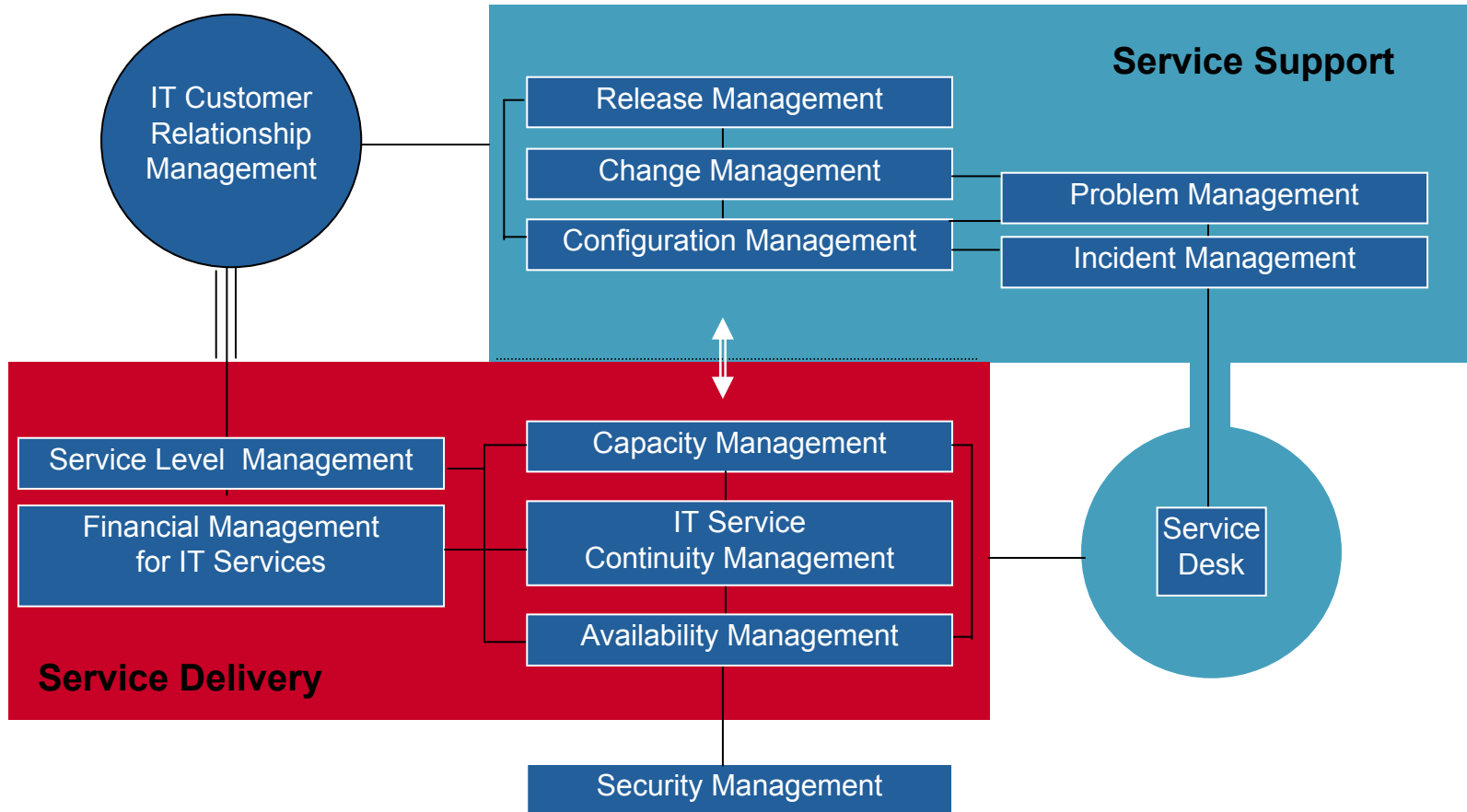
ITIL is a Library



The evolving library series comprised of five principal elements; each of which has interfaces and overlaps with each of the other four.



ITIL Service Management Best Practices



ITIL Service Support Processes



- ✓ Incident Management
 - ✓ Problem Management
 - ✓ Change Management
 - ✓ Configuration Management
 - ✓ Release Management
-
- Provide control and stability to the IT infrastructure while remaining flexible to accommodate changes to business and time to market demands

ITIL Service Delivery Processes



- ✓ Service Level Management
 - ✓ Financial Management
 - ✓ Capacity Management
 - ✓ Service Continuity Management
 - ✓ Availability Management
-
- More strategic in nature, with some operational activities
 - Provide quality to the delivery of IT services

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**The business is IT
and
IT is the business**

The Business IT Problem

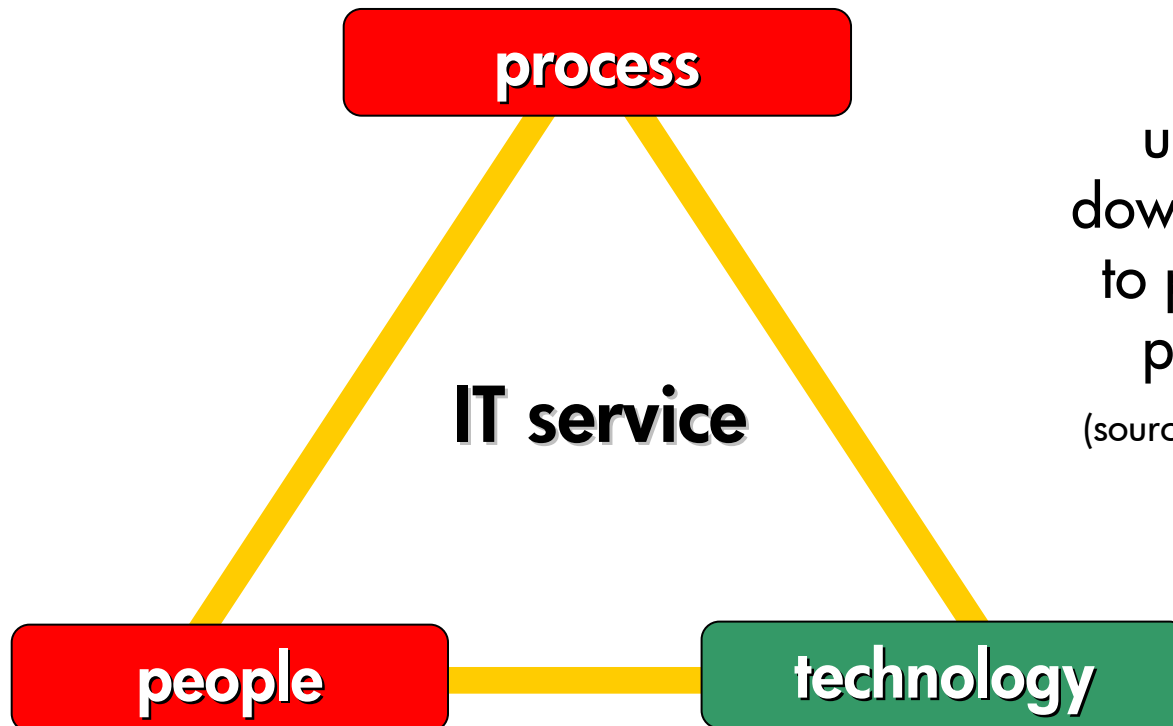


- Implementation of service desk tools does not yield expected results (ROI)
- Lack of alignment between business requirements and what IT organizations can deliver
- Reliability and quality of IT services is more important than ever for business agility and success
- IT organizations are expected to maximize overall business efficiency and still reduce costs
- Workforce skills gap & retention

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- Organizations do NOT implement ITIL but IT Service Management using ITIL best practices
- ITIL offers best practices for IT Management including IT Service Management
- Organizations follow an “Adopt and Adapt” strategy

Incorporating People, Process, and Technology



“80% of
unplanned
downtime is due
to people and
processes”

(source: Gartner Group)

IT Service Management is...

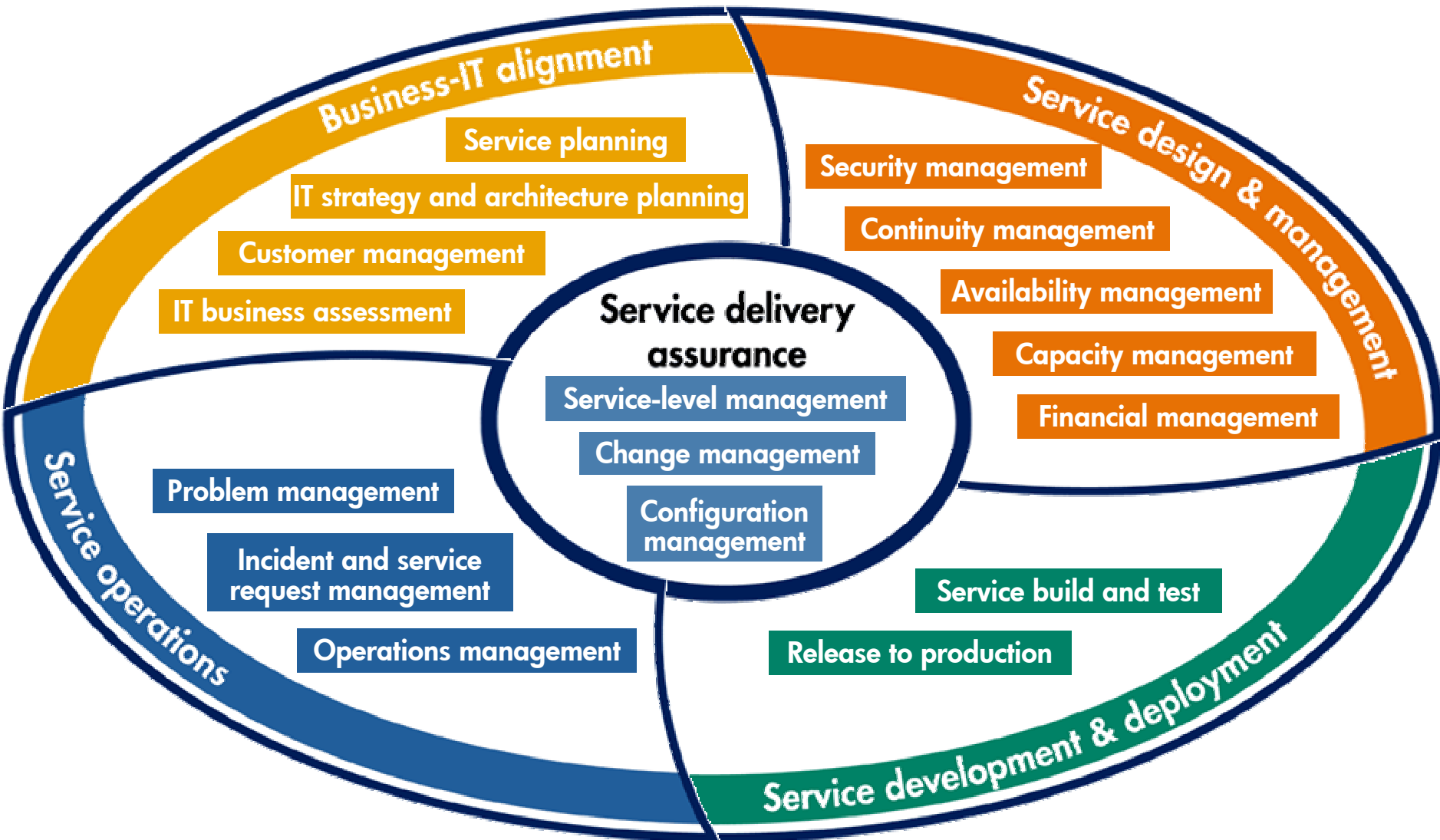
A process-driven approach that IT organizations can utilize to plan, develop, deliver, manage and support quality IT services...

- that are customer-focused and business-driven
- that measurably achieve the customer's quality, performance and cost targets

HP ITSM Reference Model



HP ITSM Reference Model Process Groups



Service Desk Objectives



Primary contact point for all:
Calls, Questions, Requests, Complaints, Remarks

- to restore the service as quickly as possible
- to manage the incident lifecycle
- to support business activities

Incidents, Problems and Known Errors



- Incident
 - any event which is not part of the standard operation of a service and which causes or may cause an interruption to or a reduction in the quality of that service
- Problem
 - unknown root cause of one or more incidents (not necessarily solved at the time the incident is closed)
- Known Error
 - condition that exists after the successful diagnosis of the root cause of a problem when it is confirmed that a CI is at fault (error is removed by implementing a change)

Change Management Objective



Implement **approved** changes
efficiently, cost-effectively
and with **minimal risk** to the existing
and to the new IT infrastructure

Configuration Management Objectives



- Provide information on the IT infrastructure assets and relationships
 - to all other processes
 - IT Management
- Enable control of the infrastructure by monitoring and maintaining information on:
 - all resources needed to deliver services
 - Configuration Item (CI) status and history
 - Configuration Item relationships

Release Management Objectives



- Safeguard all software and related items
- Ensure that only tested/correct versions of authorized software are in use
- Right software, right time, right place
- Physically store all operational software in a Definitive Software Library (DSL)
- Distribute all software from the DSL

Financial Management Objective



To provide information about and control over the cost of delivering IT services that support customers' business needs.

Capacity Management Objective



Determine the *right, cost justifiable, capacity* of IT resources such that the Service Levels agreed with the business are achieved at the *right time*

Closely linked to cost management

Service Continuity Management



Increased business dependency on IT with business critical functions

Reduced cost and time of recovery

Many businesses fail within a year of suffering a major IT disaster

Availability Management Objectives



- Predict, plan for and manage the availability of services by ensuring:
 - all services are underpinned by sufficient, reliable and properly maintained CIs
 - where CIs are not supported internally there are appropriate contractual arrangements with third party suppliers
 - changes are proposed to prevent future loss of service availability
- Only then can IT organizations be certain of delivering the levels of availability agreed with customers in SLAs

Service Level Management Objectives



- Business-like relationship between customer and supplier
- Improved expectations and understanding of service
- Greater flexibility and responsiveness in service provision
- Balance customer demands and cost of services provision
- Measurable service levels
- Objective conflict resolution

- What is ITIL?
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- ITIL and IT Service Management
- **Benefits**
- Implementing ITSM
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IT organizations need to be increasingly flexible, agile, effective and cost efficient if they are to be aligned with ever evolving business requirements. Implementing ITSM helps organizations to achieve:

- Improved quality of IT services delivered
- Decreased IT operating costs
- More reliable business support
- Enhanced customer satisfaction
- Greater flexibility
- Clearer alignment of IT's capabilities to support business strategy

Benefits that Drive ROI



- Reduce Incidents by 30%
- Reduce Mean Time To Repair by 80%
- Reduce cycle-time for changes by 25%
- Improve implementation of no fault changes by 25%
- Reduce high-priority and emergency changes by 50%
- Reduce (over)capacity by 15%
- Increase availability by 10%
- Decrease Time to Market

What is the ROI of an ITSM Project?



- Benefits differ organization by organization, an assessment will deliver the answer for your specific organization
- The payback period is less than 90 days
- TCO reduces by 10% over time

- Do not forget to take into account the business savings as those are the ultimate justification

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Implementing IT Service Management



*Initial training
Assess &
Re-assess*

Analyze

Unfreeze

*Create awareness
and train Subject
Matter Experts (SME)*



Program

Refreeze

Reconfigure

*Train organization on
new process & technology
reinforce awareness*

*Design and implement
the change*

ITSM Implementation - Analyze



- Training for key individuals
- Assess the organization's capability in key areas
- Determine the vision and goals of the organization
- Revisit the assessment on a regular basis

ITSM Implementation - Unfreeze



- Training for SME's
- Start communicating direction and intention of change
- Get buy in bottom-up / top-down

ITSM Implementation - Reconfigure



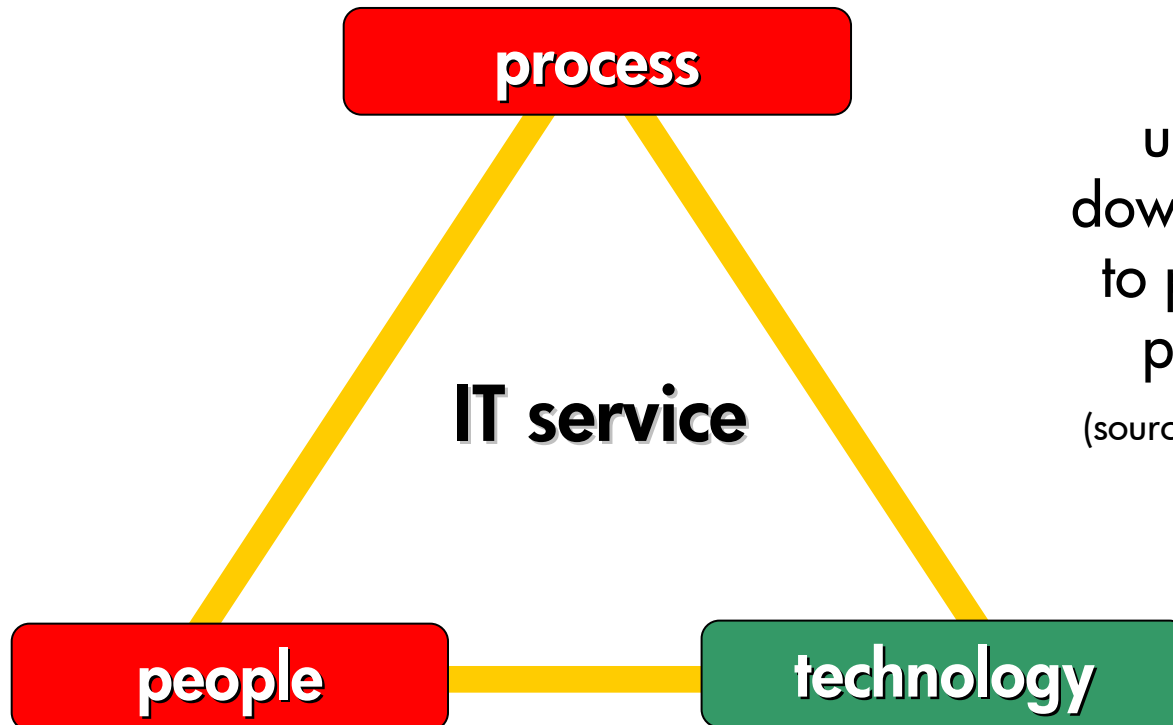
- Workshop based process redesign
- Process based technology change
- External coaching
- Change from within by the SME's
- Involve actors in the processes
- Continue communication of direction and intention of change
- Listen

ITSM Implementation - Refreeze



- Implement new processes, technology and organization
- Re-enforce desired behavior
- Job and skill specific training
- Communicate roles and responsibilities
- Continue communication of direction and intention of change
- Be consistent

Incorporating People, Process, and Technology



"80% of
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*key success factor in any ITSM implementation:
education and training*

ITSM education solutions will:

- determine key capabilities for staff and target audiences
- support awareness; management “buy-in”
- create a common language and understanding
- educate staff and manage ITIL certifications
- train on actual products
- plan for organizational changes

HP ITIL Curriculum

Control IT simulation

H3320X 1 day

ITIL essentials workshop (includes Control IT)
H9015S 3 days

ITIL essentials for IT service management
H1846S 3 days

Xdays =traditional classroom training

=self paced web-based training

=online instructor-led training

=certification exam

=coming soon

=recommended book

foundation certificate in IT service management exam

courses for ITIL service support & ITIL service delivery

courses for specific ITIL processes

courses for ITSM-related openview products

online introductory courses on IT service management

overview of IT service management H35771	introduction to configuration management U2801aae
introduction to service desk & incident mgnt U2802aae	introduction to problem management U2803aae
introduction to change management U2804aae	introduction to service level management U2805aae

service support: ITIL manager in ITSM H8988S 5 days	 Service Support Book ISBN 0-11-330015-8
service delivery ITIL manager in ITSM H8989S 5 days	 Service Delivery Book ISBN 0-11-330017-4
ITIL SM exams preparation workshop H8990S 2 days	 ITSM / A companion to the ITIL (pocket guide) ISBN 0-9524706-40

ITIL practioner configuration management H6885S 2 days exam	ITIL practioner availability management H6889S 2 days exam
ITIL practioner service desk/incident management H6886S 2 days exam	ITIL practioner capacity management H6890S 2 days exam
ITIL practioner problem management H6887S 2 days exam	ITIL practioner financial management H6891S 2 days exam
ITIL practioner change management H6888S 2 days exam	ITIL practioner service level management H6892S 2 days exam

hp OpenView service desk application coordinator
H7084S 3 days

hp OpenView service desk 4.0 delta seminar
U1599aae

Management certificate in IT service management exam

- Assessment of the organizational capability
- Determine the gap between is / to be
- Coaching
- Process redesign based in industry best practices
- Plan organizational change
- Manage organizational change

- Ensure that technology supports and enables the process regardless of the vendor.
- Technology supports ITSM in several ways:
 - Workflow tools
 - Process automation tools
 - Technology management tools
- ITIL compliant
- Increase effectiveness and efficiency of the ITSM organization

For More Information



- HP ITSM Portal
<http://www.hp.com/go/itsm>
- ITIL website
<http://www.itil.co.uk/>
- IT Service Management Forum
<http://www.itsmf.net/>



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