Service Management Consulting Services Portfolio

How to Provide and Realize the Benefit of Value Added Services

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August 3, 2009

Overview

The primary focus of this document is to provide a high-level business vision for a ITIL/IT Service Management Consulting Service Business Portfolio. There are no technology solutions or considerations addressed in this document. Further, it is assumed that existing Intellectual Capital, resources, and subject matter expertise will be leveraged to enhance not replace.

Goal

To establish an organization as a world class Consulting Services provider in the area of IT Service Management and the ITIL framework.

Scope

- Focus on IT Service Management, IT Process Management, and the existing ITIL best practice process framework
- Integrate and leverage the above methods and associated processes to provide value added solutions for customers
- Develop, enhance, and modify existing service offerings to utilize the above methods and processes as required
- Provide real benefit and value to customers by leveraging these methods and processes for all product and service offerings
- Develop, enhance, and modify existing consulting service tactical and strategic statement of intent, direction, and position to include and espouse the above methods and processes
- To internally and externally train and educate all appropriate business, consulting, and delivery personnel in the above methods, processes, and the value added solutions based on them

Objectives

To gain world wide recognition in the marketplace as the definitive subject matter experts in Intellectual Capital, Intellectual Property, knowledge, and capability as it relates to the delivery of training, service offerings, solution marketing and engagement portfolio delivery in IT Service Management and ITIL.

To leverage the aforementioned areas to achieve, maintain, and enhance the identity and credibility as a world class service provider in these areas.

To develop/assemble and solidify an ITIL/ITSM Consulting Services Portfolio that will provide value added consulting services to assist customers in leveraging the ITIL framework to enable IT as a service provider to the organization.

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To successfully market this Portfolio to provide real value added benefit to customers by enabling them to achieve alignment of business to IT for both their tactical and strategic goals.

To establish IT Service Management, ITIL, and related consulting service areas as a fundamental value proposition in being a world class value added service provider.

Problem Statement

Although playing an integral role in the origination, adoption, adaptation, and propagation of IT Systems Management and subsequently IT Service Management and ITIL as well as providing Intellectual Capital as the necessary foundation for ITIL as it exists today, it has not been given the corresponding and appropriate identity, credibility, and recognition for doing so and continuing to do so.

This has resulted in but is not limited to many of the situations listed below:

- Industry recognition as subject matter experts in the area of ITIL and IT Service Management
- Industry recognition as a world class provider of goods and services in these areas
- Identity and credibility with Customers in the ability to successfully market, sell, close, deliver, and maintain value added goods and consulting services, including training, in these areas
- Internal identity and credibility within the abilities in the areas listed above
- Limited ability to leverage the above areas to extend into new consulting service and solution offerings such as IT Governance, integration with COBIT, Six Sigma, BS20K, CMMI, Performance Based Contracting, Balanced Scorecard, etc.
- The opportunity of competitors to capture and retain market share in the areas listed above and thereby taking it away in the process

Although internally fully created, developed, maintained, leveraged, and utilized alternative consulting methodologies, best practices, and frameworks, there has yet to have successfully leverage that Intellectual Capital internally, externally, and within existing and potentially new Customer base. This has resulted in but is not limited to many of the situations listed below:

- Inability to effectively grow consulting service portfolio in these areas
- Inability to effectively utilize all of existing resources, including manpower and expertise
- Inability to provide cost effective and world class goods and services to Customers

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- Inability to integrate the complete range of solution offerings that includes people, processes, technology, integration, and organizational change considerations internally and for Customers
- Inability to be effectively aware, adaptive, and possess the required agility to be cognizant and responsive to changing market conditions and the opportunities that subsequently arise which could be capitalized on

In summary, there is an immediate need to, at a minimum:

1) Achieve, maintain, and enhance identity and credibility both internally and externally within the ITIL and IT Service Management subject matter knowledge, value added consulting services, and integrated supporting technologies
2) Achieve, maintain and enhance tactical and strategic posture, goal, and business direction as a world class provider of IT Service Management and ITIL related goods and services, including training and education
3) Achieve, maintain, and enhance the full and effective utilization of all resources in the above areas both internally and externally to capture, maintain, and enhance market share in the above areas

Assumptions

The Business Vision assumes the following:

- The scope will include IT Service Management, ITIL, and any other associated, integrated, derived, and impacted process areas that are reflected in the goods and services including training and education
- Utilize all existing Intellectual Capital
- Utilize all available resource and subject matter expertise, as appropriate and required
- Re-use of all appropriate processes, policies, practices, procedures, guidelines, information, etc. as required
- Minimal impact of resource availability to perform existing workloads where feasible and possible
- Commitment, cooperation, coordination, and communication between and among all involved and required parties as required
- Any resulting action items, plans, initiatives, etc. will be developed as "fit-for-purpose" and as such will be adopted and utilized uniformly across all appropriate impacted areas

Potential Benefits

- Become the world class preferred provider of ITIL/IT Service Management, and total service and value added solutions in the marketplace world wide

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- Identify, qualify, quantify, sell, market, close, and delivery ITIL/IT Service Management services and solutions in a cost effective, high quality, and consistent manner world wide
- Leverage core competencies in the area of ITIL/IT Service Management to increase profitability by increasing the breath, depth, and scope of existing and new customer services and technology implementation base
- Leverage expertise to enhance effectiveness and efficiency in ITIL/IT Service Management associated areas such as IT Governance, On Demand business, Utility Computing, Virtualization, etc.
- Enhance strategic position to better enable awareness, adaptability, and agility to changing market conditions to enhance solution offerings in a cost effective proactive manner
- Focus on customer's business requirements to drive technology infrastructure requirements and become a "trusted advisor" aligning solution offerings with customer's needs tactically and strategically

Stakeholders

All technology and service related areas within any new or existing customers

Strengths, Weaknesses, Opportunities, and Threats

Strengths

- Full range of technology, services, solutions, education, and training offerings
- Existing marketplace identity, credibility, and trust in providing quality, cost effective solutions
- Existing market penetration
- Existing customer base
- Existing marketing and service resources and deployment
- Existing intellectual capital
- Existing documented services

Weaknesses

- A value added solution focus that includes one standardized methodology that encompasses IT Service Management based upon an ITIL best practice framework
- Industry recognition commiserate with service and solution breath, depth, and scope
- An integrated sales, marketing, and services methodology that enables a full spectrum of solution offerings from Business through ITIL/IT Service Management, IT Infrastructure Planning, Implementation, Support, and Outsourcing and Managed Services, as appropriate

- The amount of ITIL, IT Service Management subject matter expertise resource leadership not commiserate with breath, depth, and scope of knowledge in these areas
- Ineffective, insufficient, and inefficient marketing, closure, delivery, and market awareness of ITIL and IT Service Management integrated solutions
- Limited ITIL and IT Service Management expertise recognition in the marketplace
- Severely limited web presence for ITIL and IT Service Management including web sites, marketing, sales, white papers, articles, etc.

Opportunities
- Enhanced ability to identify, qualify, quantify, sell, market, close, and delivery ITIL/IT Service Management services and solutions in a cost effective, high quality, and consistent manner world wide
- Enhanced capability to become the world class preferred provider of ITIL/IT Service Management services and solutions
- Increased capability to leverage core competency in the area of ITIL/IT Service Management to enhance profitability by increasing the breath, depth, and scope of existing and new customer services and technology implementation base
- Increased ability to leverage expertise to enhance effectiveness and efficiency in ITIL/IT Service Management associated areas such as Business Service Management, IT Governance, On Demand business, Utility Computing, Virtualization, etc.
- Enhance strategic position to better enable awareness, adaptability, and agility to changing market conditions to enhance solution offerings in a cost effective proactive manner
- Enhance ability to focus on customer's business requirements to drive technology infrastructure requirements and become a "trusted advisor" aligning solution offerings with customer needs tactically and strategically

Threats
- Loss of market share to competitors
- Loss of revenue
- Loss of subject matter expertise
- Increased cost of operations due to misalignment of internal and external initiatives across business units and departments
- Increased risk of closure in "window of opportunity" for ITIL/IT Service Management related services and solutions

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- Lack of coordinated, effective, and efficient service, solution, product sales, marketing, delivery, and implementation efforts that can lead to decreased sales and profits

Areas to be Addressed and Action Items

The following is a list of tactical areas that need to be addressed:
- Develop a core competency set of subject matter expertise capable of identifying, qualifying, quantifying, developing, marketing, closing, and delivering value added IT Service Management based solutions to new and existing customers
- Develop a sales and marketing ITIL/IT Service Management toolkit that can be used to effectively identify, quality, and quantify opportunities in these solution areas. This toolkit should be sales and marketing focused and include at a minimum: a service brief, a template statement of work, an executive presentation, a WBS, multiple qualifying questionnaires, a listing of pointers to existing ICAP for additional follow on information and sources
- Develop a solution and services architecture, design, planning, delivery, and support toolkit that can be used to effectively scope, close, delivery, and instigate follow-on solutions and services in these solution areas. This toolkit should be services delivery focused and include at a minimum: a service brief, a template statement of work, an executive presentation, a WBS, multiple qualifying questionnaires, a listing of pointers to existing ICAP for additional follow on information and sources
- Develop, implement, and support an ITIL/IT Service Management community with regular cyclic meetings to exchange, share, align, and innovative new and existing mind-share and the "state of the business"
- Develop, implement, publish and support a regular cyclic ITIL/IT Service Management Newsletter within the above Community and external to other appropriate and interested departments
- Develop, implement, publish, and support a web presence for ITIL and IT Service Management including internal and external web sites (ITSMWatch, CNET, ZDNET, ComputerWorld, TechRepublic, ITPapers, SearchCIO, Datamation, etc), marketing, sales, white papers, articles, etc.
- Develop, publish, and advertise white papers, articles, brochures, etc. within existing mind share ITIL/IT Service Management communities such as itSMF (local and National), CMG, 7X24 Exchange, HDI, etc. Involvement and speaking at these conferences is necessary as well.
- Develop, implement, advertise, and execute a well developed set of ITIL Foundations, Practitioners, and Managers level education and training

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- Develop and implement incentives such that subject matter expertise can be deployed to assess, architect/design, plan, develop, implement, roll out, and support the necessary ICAP, collateral, and associated materials, time, efforts, and resources to accomplish the goals and objectives contained within this vision

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