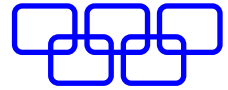RL CONSULTING

People • Process • Technology
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Employing ITSM in Value Added Service Provisioning

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BACKGROUND

Service provisioning can oftentimes involve IT functions, such as Service Desk, Server IMAC (install, move, add or change), Desktop support, etc. In addition, typically cost savings can be achieved either through the decrease, replacement or supplement of on-staff IT personnel.

A typical focus is on the ability to perform these functions better, faster and cheaper, or simply the cost of labor is cheaper.

However, customer demands have been putting an increased focus on value added service provisioning in order to provide a more cost effective, high service level provisioning that could/should contain at least the following qualities:

1) An awareness of their business climate, requirements, drivers and competition
2) An agility to respond quickly and efficiently to changes with minimal disruption to business and IT service
3) An adaptiveness to respond to changes in business aspects in a fit-for-purpose and fit-for-use manner
4) The ability for business requirements and IT services to be in better alignment and met more proactively
5) The employing and utilizing of best practices processes in an holistic fashion around the perspectives of people, process, technology and information (measurements, metrics, and reports).
6) Developing and implementing a Continuous Service Improvement lifecycle approach to more effectively achieve business and IT alignment both tactically and strategically.

OVERVIEW

The primary role of value added service provisioning increasingly assumes a business oriented perspective that:

> *Any user can get to anything (information, data, devices, other users, etc.), assuming they have the appropriate authority, at any time using any device and means to satisfy their needs in a secure manner.*

This implies an increased focus on business needs and requirements with IT being a service provisioned, supply oriented delivery mechanism that includes areas such as:

- The adoption of industry accepted best practices such as IT Service Management including ITIL, CobiT, Six Sigma, Prince2, etc.

- Adoption and migration around the Cloud, Bring Your Own Devices (BYOD), business personas, organization transformation and the effective Management of Change and Operational Readiness
- The adoption and integration of ever changing technologies (such as ServiceNow, Service Desk, Remedy, Service Manager, ITSM SaaS, etc.) at faster paces and the ability managing complexity with agility and adaptiveness in an evolutionary, non-disruptive manner.

Listed below are some obstacles to value added service provisioning:
1) A primary focus on IT services, not business orientation and alignment.
2) A primary focus on IT technology, such as, Bring Your Own Device hardware, software, networks, servers, desktops, including the manually intensive Service or Help Desk.
3) A primary focus on informal practices that either do not follow industry accepted best practices or that follow them minimally so that the organization is negatively impacted.
4) A point of contact and control within IT at a non-executive level which limits the ability to be aligned with organizational requirements.
5) A lack of understanding and subsequent responsiveness to business areas, needs, requirements, plans, etc. and their alignment to IT services.
6) A lack of goverance and control to eliminate gap, overlap and redundancy.
7) A primary focus on Project Management and too little given to Program and Portfolio Management or to Service Management.

SCOPE and OBJECTIVES

The goal from the customer is; "how can IT provide the highest quality of service at the lowest possible cost to meet current and future business requirements".

The scope implies a transformed organization in which IT is a cost effective enabler to the business and not a gating, limiting factor.

The objective is to employ IT Service Management to address the obstacles to value added service provisioning listed above and in doing so enable a business and IT aligned organization that does the right things, in the right way.

ITSM as a SOLUTION

IT Service Management employs industry accepted ITIL documented best practices to provide additional value added service functionality. ITSM methods include specific ways to enable and optimize assessment, architect/design, planning, and implementation of ITIL best practices to manage IT services and align them more effectively to business requirements.

When applied to achieving value added service provisioning ITSM accomplishes this by helping to enable:

- A clear statement of organization strategy and vision
- A definitive list of business services that support the organization (demand) and a definitive list of IT services that support the business (supply)
- A current state to future desired state transformation roadmap including the action items needed that make it up
- A holistic approach around the perspectives of people, process, technology and information
- A clear set Project, Program and Portfolio Management processes and success factors
- An effective Organization and IT Governance model
- An effective Communications Plan
- A process for Continuous Service Improvement, and metrics to measure and manage the value and benefits of the initiatives
- An integrated enterprise architecture technology hardware and software platform that will support a set of best practice processes
- A clear understanding of the maturity of the organization to effectively manage change
- A list of what benefits can be realized

An ITSM APPROACH

This approach has 3 distinct evolutionary phases:

- Stabilization – to stabilize the existing environment from a tactical standpoint as it relates to people, process, technology, and information. This includes determining the business requirements as driven by the organization vision and strategy and the IT initiatives that support them, correcting the alignment between them as needed. It also includes a determination as to the maturity of the organization, business and IT. (0 to a duration of 12 months)
- Rationalization – to remove what is not needed and enhance or add what is in order to tactically position the organization to strategically achieve the desired state and align business to IT including people, process, technology and information for both business and IT. (overlapping of 6/9 months to a duration of 2 years)
- Transformation – those initiatives that are determined and subsequently implemented out of the Rationalization phase such that the organization will transform to strategically achieve the future desired state (overlapping 12 months to a duration of 3/5 years)

The activities listed below are encompassed in these 3 phases:

1) Develop a service strategy based on organization vision with business requirements and IT service provisioning directives and initiatives.

2) Define and develop a Service Catalog that contains a definitive list of business services that support the organization and IT services that support the business.

3) Provide an accurate depiction of where the organization wants to be (future desired state), where they are now (current state), what is the roadmap to get them there and what action items are needed as part of this roadmap. This should be done holistically around the perspectives of people, process, technology and information (a set of measureable metrics that quantify the value and acceptable performance of the business services and produce the necessary reports). It should also be a weighted priority to take into account those areas that are of higher priority, whether by pain points (impact/urgency), cost savings, service improvement, etc.

4) Define and develop a clear set Project, Program and Portfolio Management governance, processes, initiatives and success factors to manage all activities/initiatives associated with them. This should include the involvement of organization and business stakeholders and sponsors with clearly defined owners, roles and responsibilities and a clearly defined set of action items for the initiatives. This will encompass the resource availability, timescales, cost and risk factors.

5) Develop and implement a functional Organization and IT Governance model to clearly define who executes, controls, and is responsible for all appropriate Project, Program and Portfolio initiatives. This includes an effective Communications Plan, a process for Continuous Service Improvement, and metrics to measure and manage the value and benefits of the initiatives.

6) Perform a maturity assessment of IT and the organization's ability to effectively manage change. This will include those activity items that need to be addressed proactively and those that need to be addressed on an on-going basis to minimize the impact of any transformative activities on current and future business processes and negatively impact the organization. Typically this area deals with organizational culture, people, processes/procedures, attitudes, roles and responsibilities.

7) Perform a maturity assessment of IT people, process, technology and information and how well aligned the IT service provisioning is to meet the business requirements.

8) Develop a list of what benefits can be realized. These need to be specific, measurable, achievable, and realistic and have the ability to be realized in a timely manner. They should be in a priority order that reflect the importance to the organization such as cost, benefit, resources, time, risk, etc. They must clearly show how they provide value to the business so that they can be tied back directly to a business requirement and an organization strategy and direction.

CONCLUSION

In order to better address the customers requirement criteria that; "*Any user can get to anything (information, data, devices, other users, etc.), assuming they have the appropriate authority, at any time using any device and means to satisfy their needs in a secure manner*" ITSM best practices need to be employed to help customers meet their requirements and achieve their goals.

Employing ITSM can additionally help address the ever increasing customer focus on value added service provisioning by enabling them to more effective adapt to Bring Your Own Devices (BYOD), cloud computing, technology advancements (hardware, software, ITSM SaaS) and changing business paradigms.

In summation, effectively utilizing ITSM will help enable customers to better achieve a business aligned, IT environment that is competitively aware, adaptive and agile. Thereby helping the customer to achieve higher quality services at lower costs.