

1.2 Problem Statement

The existing operational structure of BNM's IT services and processes which are very independent and disintegrated with each other causes adaptability issues among the available ITSM frameworks. Much investment, time and resources has been allocated for the implementation of more than one ITSM framework, which has not yielded intended results. JIT has twice been forced to abandon their intention to implement ITSM framework, namely the COBIT and ITIL.

Implementation of ITSM frameworks was less effective due to the internal IT focus in BNM, which is not easily modified to suit the frameworks. BNM had hoped that, ITSM frameworks will perform according to the ideal model as promised in their objectives; unfortunately this ideal end result was not accurate based on their experience in implementation. This was every evident in BNM's case of facing challenges their attempt to implement the ideal ITSM framework that 'fits like glove' into their existing environment.

The motivation for implementing ITSM frameworks were not driven by the quest for transforming the management of IT services in the organization, instead the motivation was more of reactive in nature. Firstly, the attempt to implement COBIT was motivated by several key audit findings on the lack of governance in IT services at BNM. As the motivation was solely focused on addressing governance issues highlighted as findings in the audit report, implementation of COBIT was done as stop gap measure. Despite having comprehensive processes for governance of enterprise IT, COBIT was only disparately implemented to address issues of ensuring compliance with external requirements, provide

IT governance and ensure systems security. The COBIT implementation was abandoned half-way after the audit findings were deemed resolved.

Secondly, the implementation of ITIL was initiated after BNM management proposed to assess the industry standard IT service management framework or guideline. Once again, selected parts of ITIL V2 was implemented, namely the incident management and service desk process. Majority of other features of ITIL was completely ignored due to lack of mapping of existing vast IT services into the prescribed IT service management framework. The implementation was then halted after management shifted their focus to other IT implementation such as enterprise level statistical system.

Finally, the ISO 20000 standard was completely ignored due to the fact of management view that the IT services department only serves specific need of the FRB, not as full-fledged IT enterprise, thus certification at ISO level is deemed unnecessary.

1.3 Research Questions

The research aims to address the following questions:

1. What are the common obstacles faced by organizations when implementing existing IT Services Management (ITSM) frameworks for managing their IT services?
2. Are the existing ITSM frameworks adequately adaptable to enable effective implementation into the organizations implementing them?
3. Are the existing ITSM frameworks addressing the common obstacles highlighted to enable the effective management the IT services of the organization?
4. What are the requirements for a proposed ITSM framework that will address the common obstacles highlighted to enable effective implementation of ITSM framework in the organization?

1.4 Research Objectives

The research aim is to propose a customised ITSM framework, based on the studies of previously implemented frameworks in the context of BNM and additional quality standard of ITSM.

The objectives of the research are:

1. To identify critical factors for successfully implementing ITSM framework for the FRB;
2. To propose customised ITSM framework for the FRB; and
3. To evaluate the proposed ITSM framework within the environment of the FRB.

1.5 Research Significance

The research aims to examine, consolidate and contribute to the existing theoretical, practical and methodological perspective, relevant to the research objectives and scope.

1.5.1 Theoretical Contribution

The primary contribution of the research is to formulate empirical framework to management of services for end-users of IT services in a FRB. The combination of underlying models such as the Configurable Process Model (CPM) and Critical Success Factors (CSFs) is expected to provide a solid foundation for the formulation, design, description and implementation plan for the proposed ITSM framework. The culmination of key elements from differing ITSM frameworks and amalgamating those elements into a customised, improved and tested framework is expected to the body of knowledge in the domain of ITSM.

1.5.2 Practical Contribution

The insights derived from this research will be essential for BNM's future effort in implementing an adapted ITSM framework that suits its current environment and continue to improve the IT services provided by JIT. Moving forward, the findings from this research and the proposed framework can be used as the model for other organizations which have faced similar experiences, issues and challenges while attempting to implement industry standard ITSM framework into their existing environment.

1.5.3 Methodological Contribution

The search will employ the qualitative research approach, with combination of 2 methods, namely the Case Study (CS) and Action Research (AR) methods. Both the methods has its own advantages, thus researcher usually tend to use either one of them. In this research both this methods will be simultaneously utilised to validate the conceptual model and the interview sessions planned as the data collection method.