INTRODUCTION TO ITIL

ITIL - Part 1

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DEVOTEAM IS THE LEADER OF IT SERVICE EXCELLENCE IN EMEA

600+ Consultants in 24 countries
1000+ ITIL, 30+ ITIL service managers

Founder & actor in several itSMF across EMEA

A unique implementation methodology
DEVOTEAM SMART Methods™

90 M€ of turnover, present in 15 countries
400+ projects per year

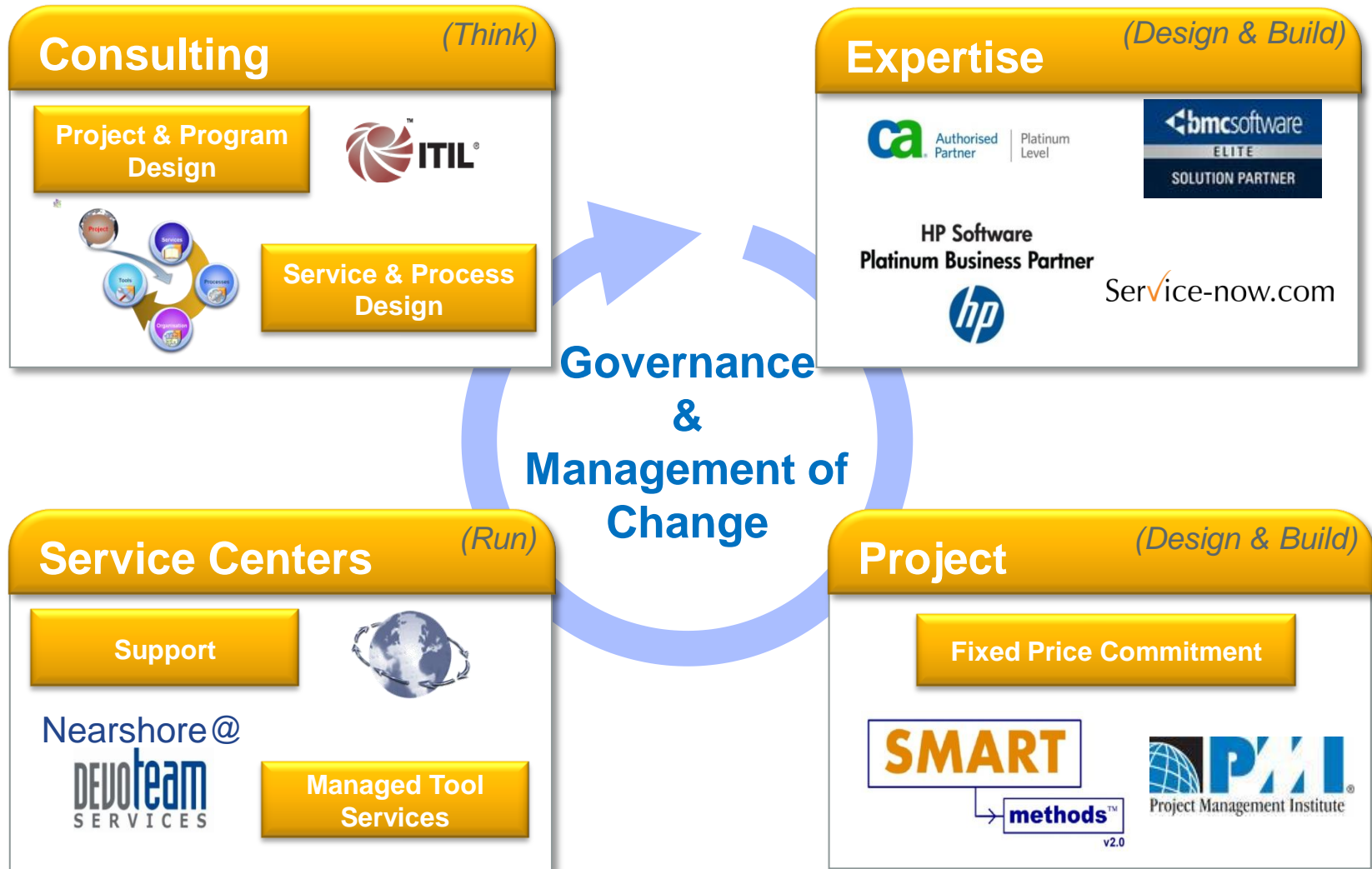Multi partners (biggest for BMC in EMEA, HP, CA, ServiceNow...)

A end to end portofolio : ITIL consulting, Expertise, Integration, Support

Jean-Marc CHEVEREAU
DGA Devoteam Solutions France
EMEA Director for IT Service Excellence

Ingénieur ISEP 1993
20 ans en SSII en tant qu'Ingénieur Réseaux,
Chef/Directeur de projet, Directeur de Business Unit

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AN END-TO-END COMMITMENT

Consulting *(Think)*

- Project & Program Design
- Service & Process Design

ITIL

Expertise *(Design & Build)*

ca Authorised Partner | Platinum Level

bmcsoftware ELITE SOLUTION PARTNER

HP Software Platinum Business Partner

hp

Service-now.com

Governance & Management of Change

Service Centers *(Run)*

- Support
- Managed Tool Services

Nearshore@

DEVOTEAM SERVICES

Project *(Design & Build)*

- Fixed Price Commitment

SMART methods™ v2.0

PMI Project Management Institute

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Selected Devoteam Group clients

Finance	Industry/Service	Energy	Public	Telecom
BNP PARIBAS	SANOFI	AREVA	Danish Government	ERICSSON
BARCLAYS	Unilever	TOTAL	BAA	france telecom orange
UniCredit	MAERSK LINE	UK OIL Company	Saudi Government	Telefonica
ABN·AMRO	EADS / AIRBUS / ASTRIUM / EUROCOPTER	EDF	BANQUE DE FRANCE EUROSYSTÈME	era MOŻESZ WIĘCEJ
SOCIETE GENERALE	FASTWEB			
HOME CREDIT				

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- **Introduction do ITIL**
  - Service Management as a practice
  - The service lifecycle
  - Key principles, models and concepts

- **Service Operation**

- **Service Transition**

- **Service Design**

- **Service Strategy**

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SERVICE MANAGEMENT AS A PRACTICE

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INTRODUCTION TO ITIL

- Version 1 in Britain (1988), first as Government Information Technology Infrastructure Management (GITIM), renamed ITIL in 1989.

- Started with only Incident Management, Change Management, Helpdesk, and Contingency Planning.

- Other processes added between 1990 and 1992.

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INTRODUCTION TO ITIL

- Version 2 published in 2000. Two core books, each with 5 processes: Service Support, Service Delivery. Certification scheme and training focused on these foundation books.
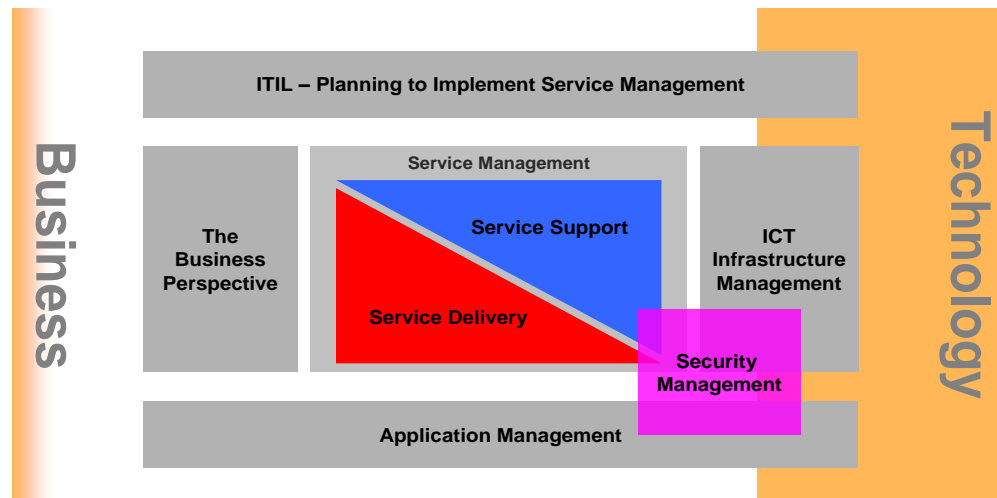
- Version 2 aligned to British Standard (BS 15000, 2002), then to a worldwide one (ISO 20000, 2005).

INTRODUCTION TO ITIL

- ITIL version 3: out in May 2007
  - 5 core books, with a consistent plan and terminology
  - They include all the processes from the former blue and red books, generally improved, and additional information from the other books

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ITIL BEST PRACTICE

- *The IT Infrastructure Library is a public framework that describes Best Practice in **IT service management**. It provides a framework for the governance of IT, the 'service wrap', and focuses on the continual measurement and improvement of the quality of IT service delivered, from both a business and a customer perspective.*

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CULTURE OF ORGANISATIONS

IMPROVISATION

Unique situations

Immediate action

"Do something"

Trial and error

ROUTINE

Repetitive

Familiar

Continuous

Automatic

PROCESSING

Cyclic

Structured

Especially designed

Managed

Culture : the way of life of a group of people in a organisation, based on behaviours, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication.

PROJECTS

Temporary

One time only

Defined purpose

Dedicated organization

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WHAT IS A SERVICE ?

- *A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.*

Utility:
'What the Customer gets'

Utility is measured on the basis of the number of key 'outcomes supported' and 'constraints removed'

+

Warranty:
'How is it delivered'

Warranty is measured in terms of the levels of Availability, Capacity, Continuity and Security

=

Value Creation

The basis of differentiation in the Market Space
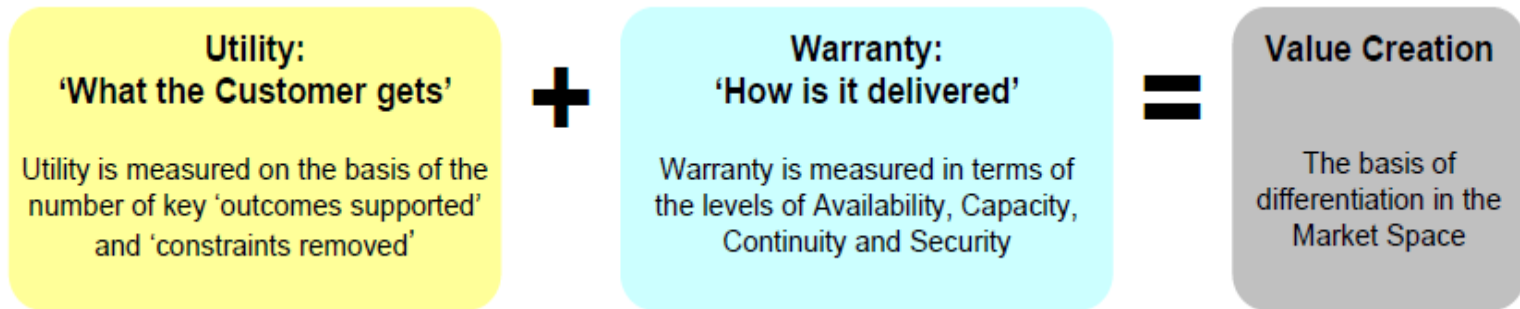
WHAT IS SERVICE MANAGEMENT ?

- **Service Management** is a set of specialized organizational capabilities for providing value to customers in the form of services.

and...

- A Set of **Functions** and **Processes** for Managing Services over their Lifecycle

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UTILITY

Performance Supported?

Constraints Removed?

OR

Fit for purpose?

AND

VALUE CREATED

Available enough?

Capacity enough?

AND

Continuous enough?

Secure enough?

Fit for use?
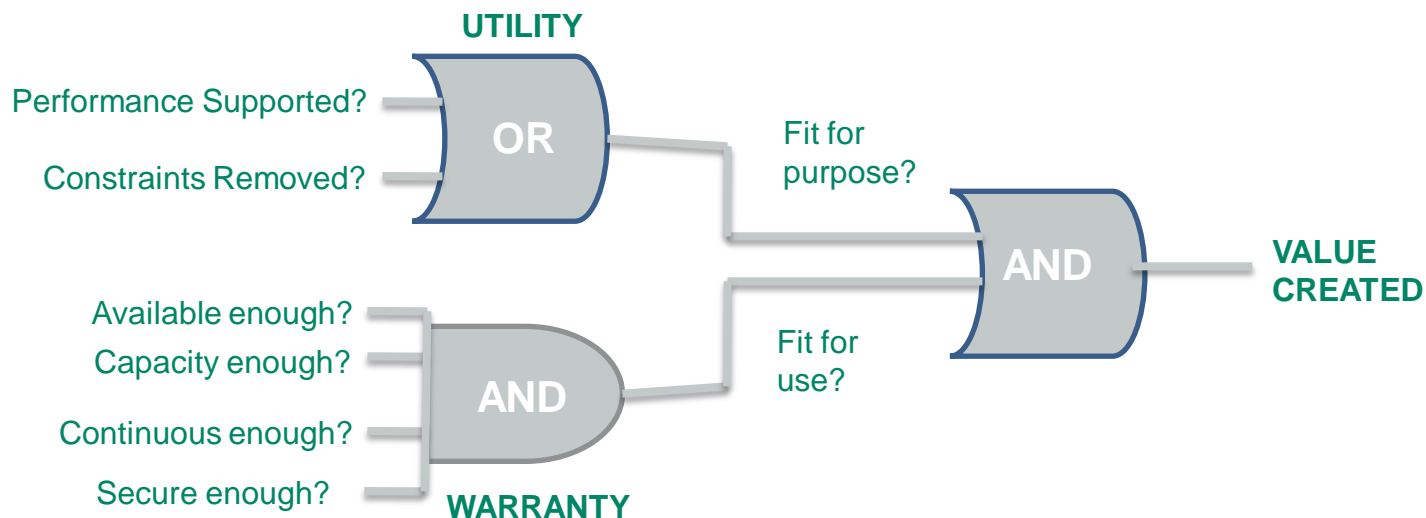
WARRANTY

Service Composition

- From the customer's perspective, value consists of two primary elements: utility or fitness for purpose and warranty or fitness for use.

- Utility is what the customer gets, and warranty is how it is delivered.

FUNCTIONS, ROLES, PROCESSES

- **Function**: A team or group of people and the tools they use to carry out one or more processes or activities

- **Role**: A set of responsibilities, activities and authorities granted to a person or a team

PROCESS DEFINITION

- A process is a set of coordinated activities combining and implementing resources and capabilities in order to produce an outcome, which, directly or indirectly, creates value for an external customer or stakeholder
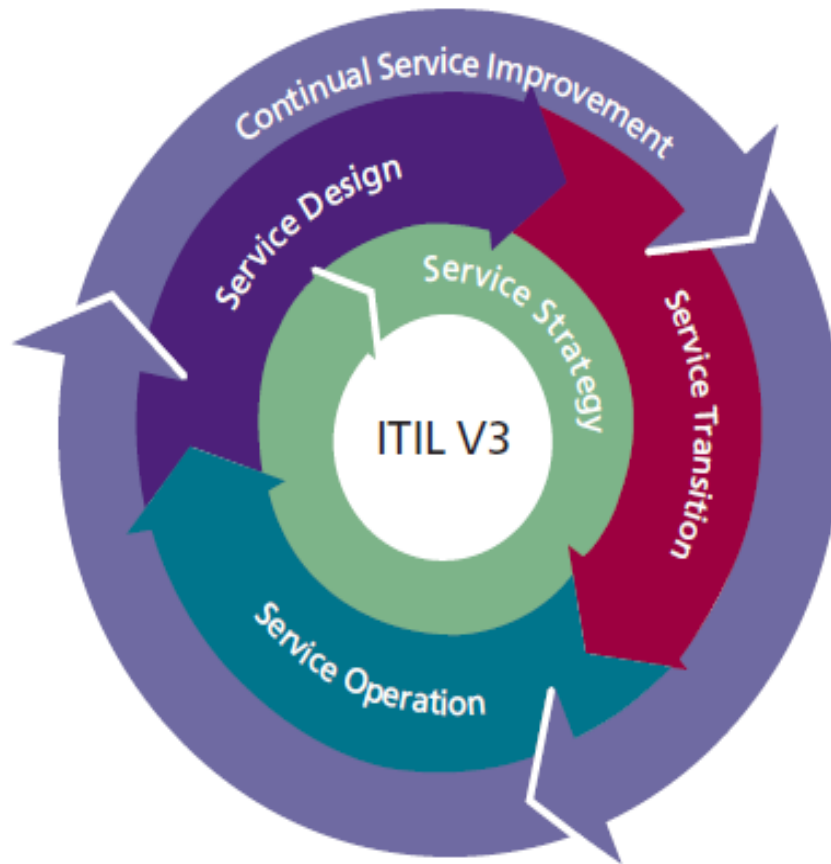
PROCESS CHARACTERISTICS
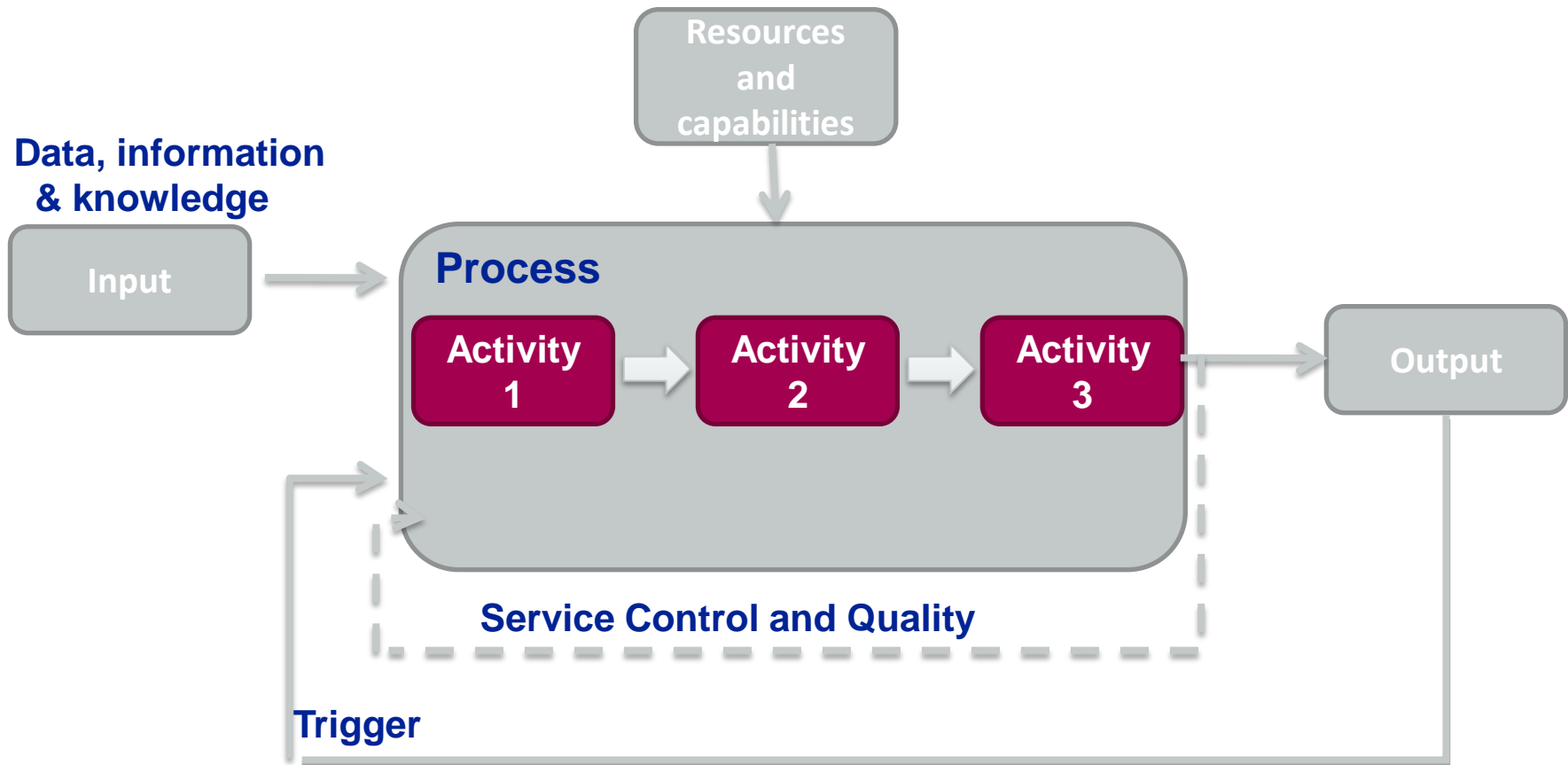
HOW TO RECOGNIZE PROCESSES?

- Processes are measurable.

- They have specific results.

- Processes have output (including process review and report)

- They respond to specific events.

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" SERVICE LIFECYCLE

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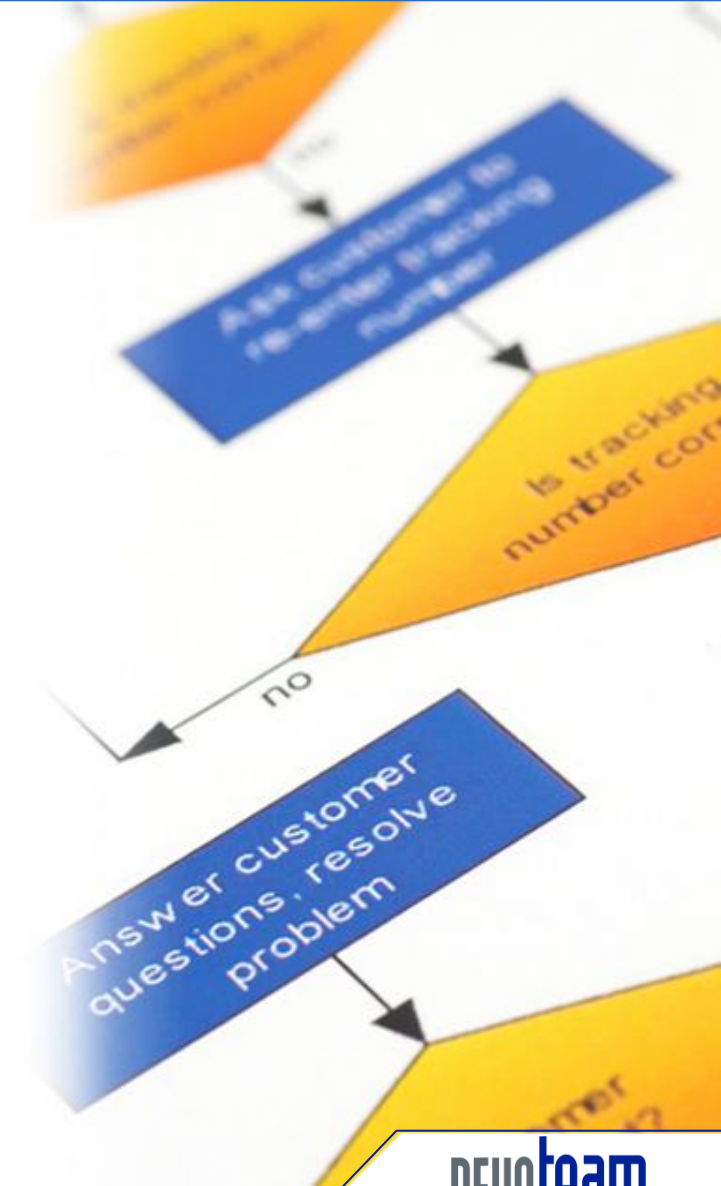
THE SERVICE LIFECYCLE

SERVICE LIFECYCLE: SERVICE STRATEGY

- Shows organizations how to transform Service Management into a strategic asset and then to think and act in a strategic manner

- Helps clarify relationships between various services, systems, and processes and the business models, strategies, and objectives they support

- Ensures that organizations are in position to handle the costs and risks associated with their service portfolios, and are set up not just for operational effectiveness, but for distinctive performance

SERVICE LIFECYCLE: SERVICE DESIGN

- Provides guidance for the design and development of services and service management processes. Covers designing principles and methods for converting strategic objectives into portfolios of services and service assets.

- Scope includes not only new services, but the changes and improvements necessary to increase and maintain value to customers over the lifecycle of services, the continuity of services, achievement of service levels, and conformance to standards and regulations.

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SERVICE LIFECYCLE: SERVICE DESIGN – BUSINESS VALUE

- Reduced total cost of ownership (TCO)

- Improved quality of service

- Improved consistency of service

- Easier implementation of new/changed services

- Improved service alignment

- More effective service improvement

- Improved IT governance

- More effective ITSM

- Improved information and decision making

SERVICE LIFECYCLE: SERVICE TRANSITION

- Plan and implement the deployment of all releases to create a new service or to improve an existing one

- Assure that the proposed changes in Service Design Package are realized.

- Successfully steer releases through testing and into live environment

- Combines practices in release, program, and risk management.

- Prevents undesired consequences while allowing for innovation.

- Decommission or terminate services
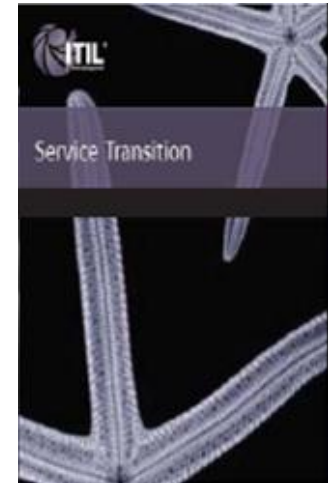
SERVICE LIFECYCLE: SERVICE TRANSITION- BUSINESS VALUE

- Ability to react quickly to give 'competitive edge'

- Management of mergers, de-mergers, acquisitions, transfer of services

- Higher success rate of changes and releases

- Better prediction of service levels and warranties

- More confidence in governance and compliance

- Better estimating of resource plans and budgets

- Improved productivity of business and IT

- Timely savings following disposal or de-commissioning

- Reduced level of risk

SERVICE LIFECYCLE: SERVICE OPERATIONS

- Coordinate and carry out day-to-day activities and processes to deliver and manage services at agreed levels.

- Ongoing management of the technology, that is used to deliver and support services, services themselves, service management processes and people

- How to maintain stability, allowing for changes in design, scale, scope and service levels.

■ Where actual value of strategy, design and transition are realized by the customers and users.

But

■ Where business dependency usually commences

SERVICE LIFECYCLE: COMMUNICATION

- Good communication is important across all phases of the service lifecycle but particularly so in Service Operation

- Good communication is needed between the ITSM Personnel and with users / customers / partners

- All communication should include:

  - Intended purpose and/or resultant action
 - Clear audience, who should be involved in deciding the need/the format

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SERVICE LIFECYCLE: CSI

Continual Service Improvement

- Aims to continually align IT Services to changing business needs by identifying and implementing improvements.

- Continuous Service Improvement combines principles, practices, and methods from quality management, change management and capability improvement.

Continual Service Improvement

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KEY PRINCIPLES, MODELS AND CONCEPTS

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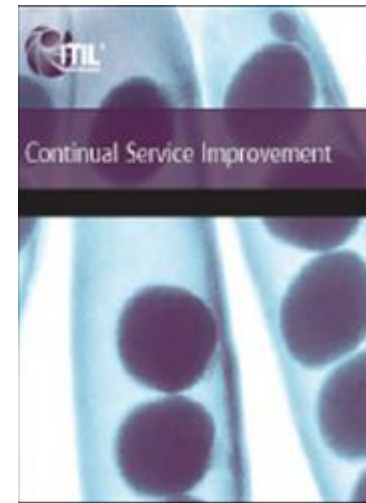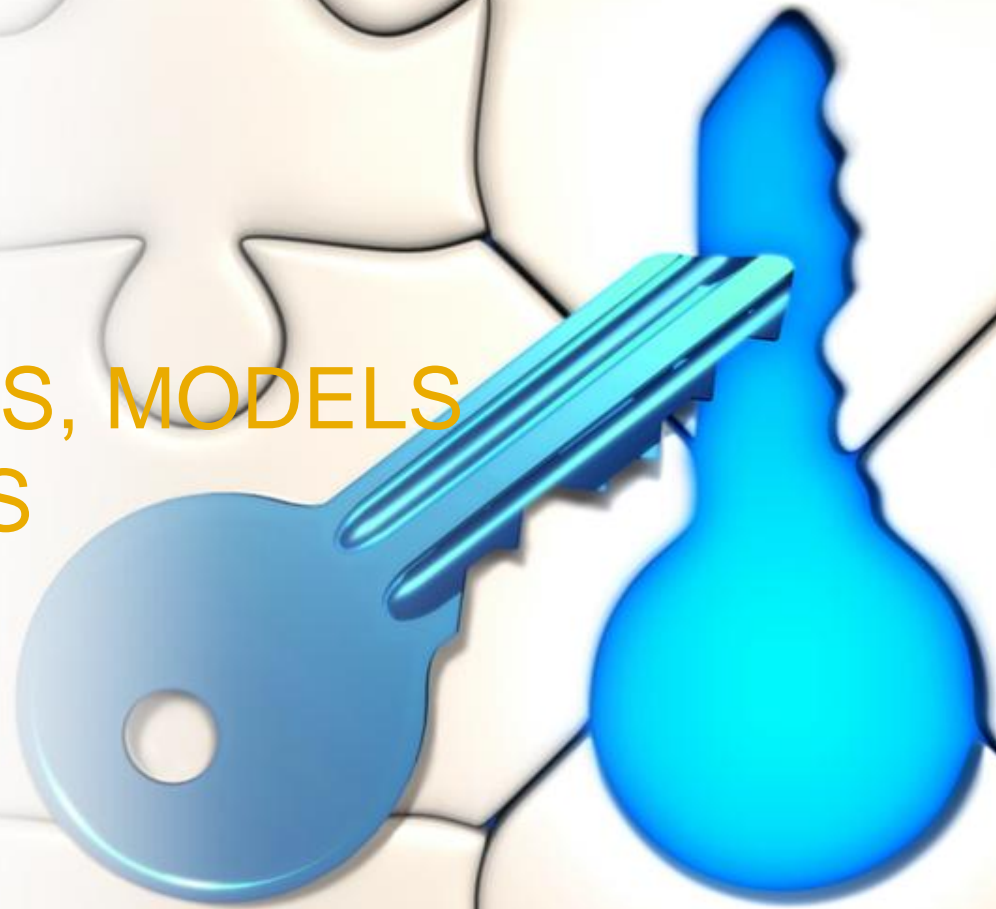
IT GOVERNANCE

- IT Governance consists of a comprehensive framework of structures, processes, and relational mechanisms.

  - Structures involve the existence of responsible functions such as IT executives and accounts, and a diversity of IT committees.

  - Processes refer to strategic IT decision-making and monitoring.

  - Relational mechanisms include business/IT participation and partnerships, strategic dialogue and shared learning.

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SERVICE PROVIDER

- An organization supplying services to one or more internal customers or external customers

- There are three types of service providers:

  - Type 1: Internal

  - Type 2: Shared

  - Type 3: External

SUPPLIER AND CONTRACT

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- Supplier :
  - A third party responsible for supplying goods or services
  - These are required by the service provider to enable the deliver services

- Contract
  - A legally binding agreement between two or more parties to supply goods or services

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SERVICE OWNER

- The **Service Owner** is responsible to the Customer for a particular service:
  - Initiation and transition
  - Ongoing maintenance and support
  - Monitoring and reporting
  - Identifying improvement opportunities
  - Prime customer contact

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PROCESS OWNER AND PROCESS MANAGER

- The **Process Owner** is responsible for:

    - Assisting with Process Design

    - Documenting the Process

    - Making sure the process is being performed as documented

    - Making sure the process meets its aims

    - Monitoring and improving the process over time

- The **Process Manager** is responsible for operational management of a process.

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RACI MODEL

- RACI Model: can be used to help define roles and responsibilities. Four roles:

  - Responsible : The person or people responsible for getting the job done

  - Accountable : Only one person can be accountable for each task

  - Consulted : The people who are consulted and whose opinions are sought

  - Informed : The people who are kept up to date on progress

SERVICE DESIGN 4 PS
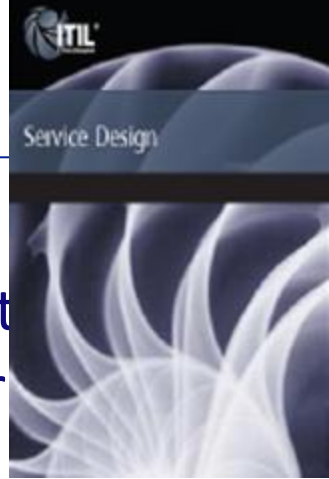
- The implementation of ITIL service management is about preparing and planning the effective and use of the 'four Ps':

  - PEOPLE:

    Users, Customers, IT staff and Managers all come under this heading. Communications, training and clear definition of roles for all parties are essential to use this asset fully

  - PROCESSES:

    The service management process are core of ITIL and they are distributed along the service management lifecycle

  - PRODUCT:

    Numerous tools are viewed as conforming to ITIL Guidelines

  - PARTNER:

    Service is composed of subparts provided by several groups of the organisation, including suppliers. Service management include the management of the services from all contributors
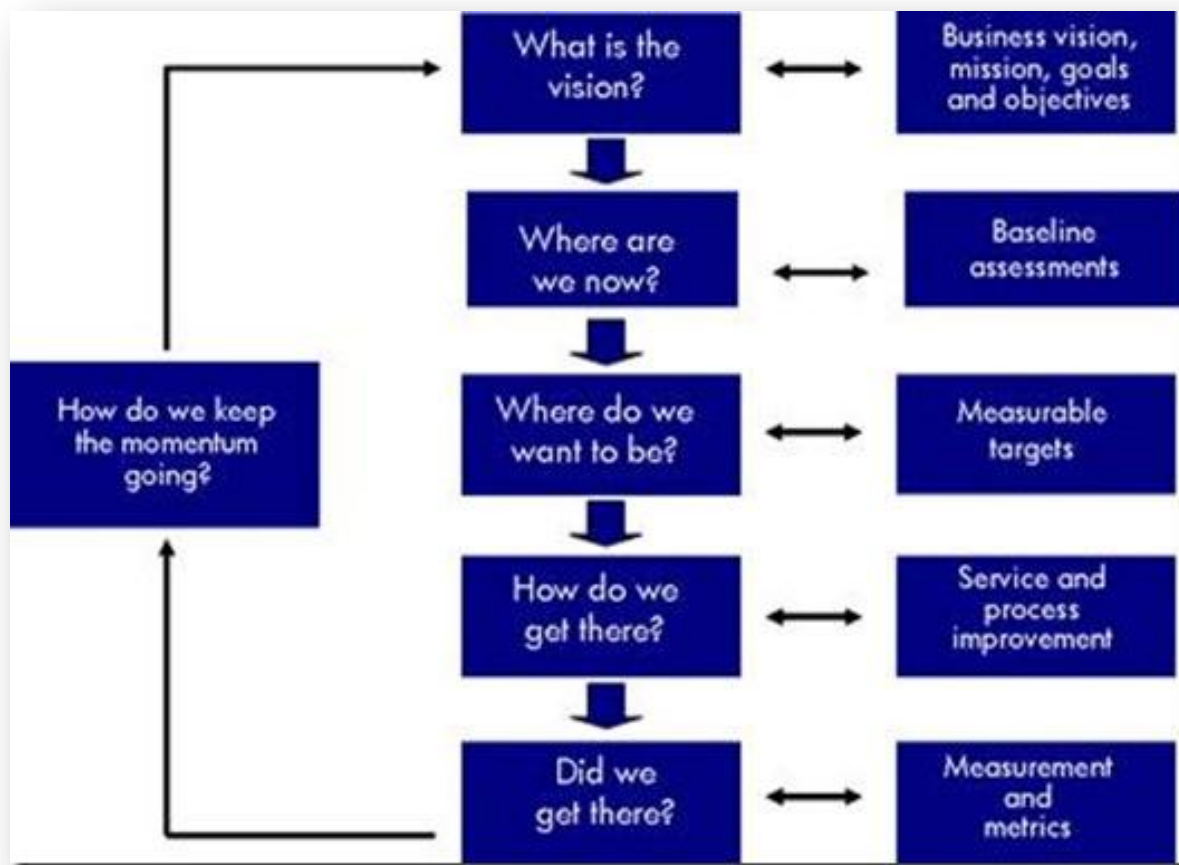
SERVICE DESIGN

- Five individual aspects of Service Design in the service delivery scope:

  - Design of a new change or service

  - Design of a new portfolio including service catalogue

  - Design of the technology including management system

  - Design of process required

  - Design of measurement method and metrics

CONTINUAL SERVICE IMPROVEMENT

Continual Service Improvement

- Review, analyse and make recommendations on improvement opportunities in each life cycles phases: Service Strategy, Service Design, Service Transition, and Service Operation
  - Review and analyse Service Level Achievement results
  - Identify and Implement individual activities to improve IT Service quality and improve the efficiency and effectiveness of delivering of enabling ITSM processes
  - Improve cost effectiveness of delivering IT Services without sacrificing customer satisfaction
  - Ensure applicable quality management methods are used to support continual improvement activities

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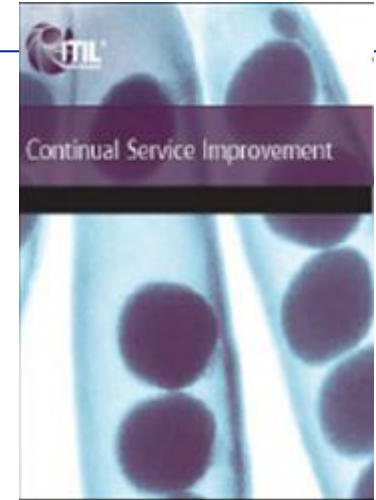
- As the figure shows, there are many opportunities for CSI.
- The figure illustrates a constant cycle improvement

CONTINUAL SERVICE IMPROVEMENT CONCEPTS

- **Service Measurement**
  - It is the ability to predict and report performance against targets of end to end service
  - Individual measurement will have to be aggregated to provide a view of the customer experience
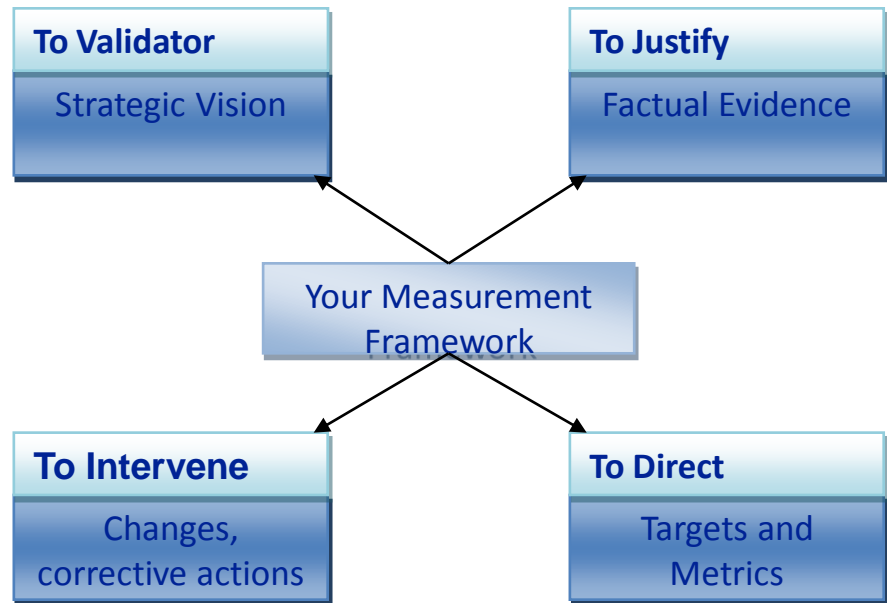
- **Type of Metrics**
  - Technology metrics; typical components of applications
  - Process metrics
    - Critical Factor of success
    - Key Performance Indicators (KPI)

- **Baseline**
  - Improvements are gradual and incremental by nature. How can one claim to have improved if a baseline is not established before the improvement takes place?
  - The first stage : create a baseline model that accurately reflects the performance that is being achieved

CONTINUAL SERVICE IMPROVEMENT
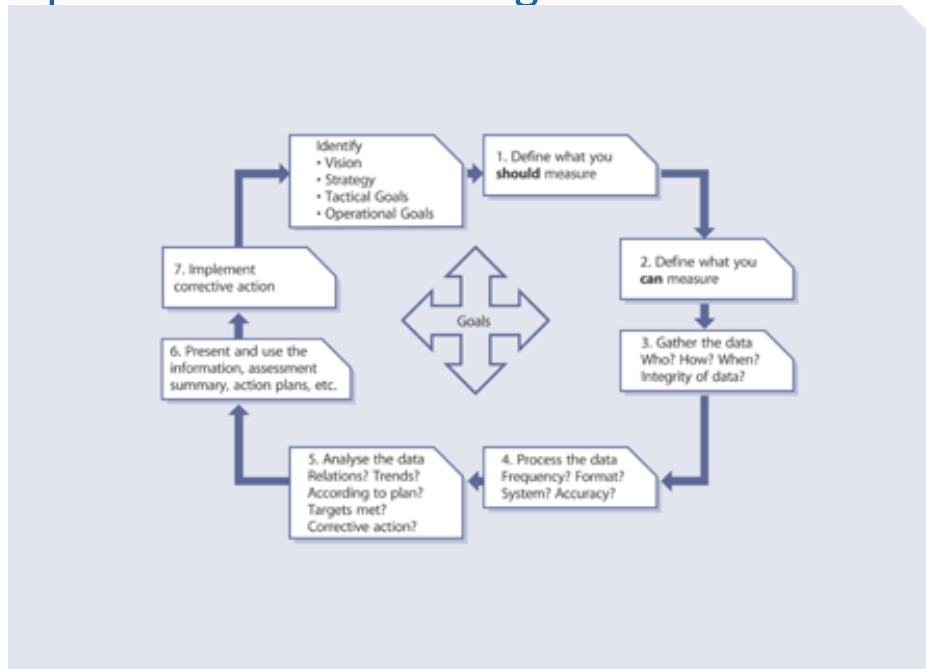
- **Why do we measure ?**
  - To validate monitoring and measuring previous decisions
  - To direct – monitoring to set direction for activities in order to meet set targets. It is the most prevalent reason for monitoring and measuring
  - To justify – monitoring and measuring to justify with factual evidence or proof, that a course of action is required
 - To intervene

To Validator — Strategic Vision

To Justify — Factual Evidence

Your Measurement Framework

To Intervene — Changes, corrective actions

To Direct — Targets and Metrics

- The 7 step improvement is driven by the strategy, vision and Goal of the IT organization and the business they serve
  - Step 1 and Step 2 are directly related to the strategic, tactical and operational goals that have been defined for measuring Services and Service management processes
  - Step 1 and Step 2 are iterative during the rest of activities

CONTINUAL SERVICE IMPROVEMENT : THE DEMING CYCLE

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REFERENCES

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sanofi – ITSM processes harmonization
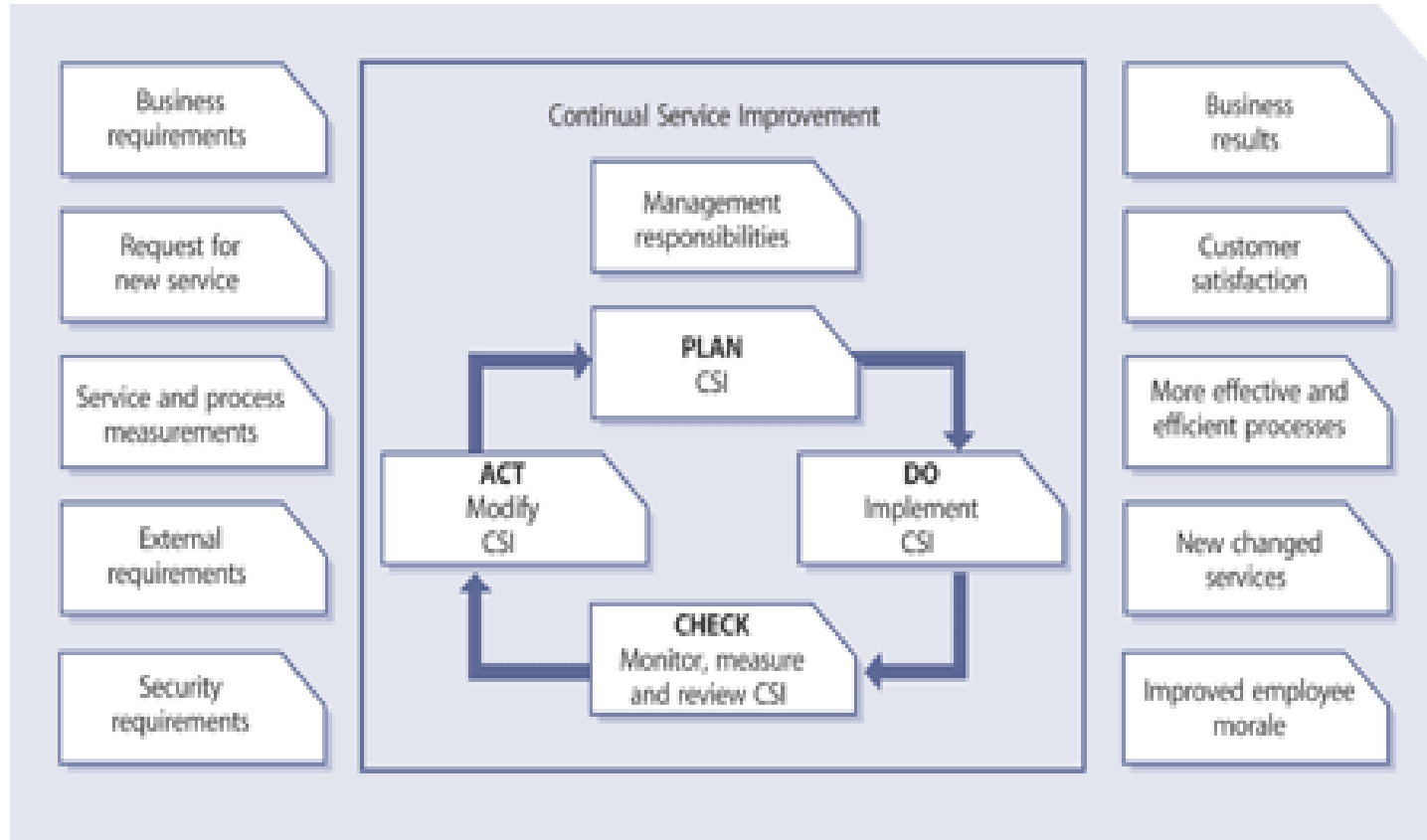
Context

promise
Process Management for IS Excellence

Business context:

- Chris Viehbacher (CEO) launched the strategic "Transforming program"
- Corporate IS launched the "WISDOM program" to converge all entities on a Global Service Center
- "promise project" was one of first projects, a transverse and global project

Technical context:

- Harmonization of **9 ITIL processes** from Incident Management to Service Catalogue Management

Work done by Devoteam

- Approach to harmonize processes:
  - Workshops by process to analyze needs,
  - Development of process guide,
  - Put Functional Committees in place to arbitrate the specific modification of tools and the inter-processes issues.
- Put the **SMART methods** in place to manage the "promise" project
- Writing manual for each 9 process
- Training of sanofi aventis trainers
- Knowledge transfer on Administration tools

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- Communication strategy and conduct of change:
  - Communication strategy
  - Environment and risks analysis
  - Target segmentation
  - Inventory of conduct of change and communication actions
  - Training

Results and key points

- 400 man-days of work for a first step
- sanofi aventis support for an approach of Agile project management
- The solution **BMC ITSM** (7.6) was implemented with a "base line" approach
- The global deployment of the solution in all entities is ongoing
- The schedule was respected

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SG – ITSM transformation plan

Context

- **Business context:**
  - Create a pool of Infrastructure IT Dept. (GTS) for all bank businesses (from the retail bank to the investment bank)

- **Technical context:**
  - GTS has to become a high-performance infrastructure service supplier to its customers (business IT Depts.)
  - Rationalize the internal functioning modes
  - Control the costs
  - In this context, the first large-scale project is the project JUMP! aiming at harmonize the Service Management processes and tools

Results and key points

- Global framing of project
- Design of mutual ITIL processes for all entities of GTS (and reused by some business IT Depts.)
- Event a "process" community allowing the actors of the different bank business to know each other and understand each other
- Prepare the delivery, tools and processes, combining process, tool and conduct of change expertise

Work done by Devoteam

- **SPOT** audit to have an overview of the state of affairs for the processes, tools organization and services provided by all entities making up GTS
- Creation of a master plan based on audit results, to frame the steps to check, the projects to launch and prioritize the investments to realize
- Organization and event the workshops allowing the harmonization of Service Management processes
- Design the ITIL processes following the obtained consensus
- Event a transversal "process" community for all entities of GTS and its customers
- Project Office during the solution specification phase
- Conduct the change in each entity where the ITSM tool will be deployed (internal with GTS and external for customer IT Depts.)

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TOTAL – Steering of ITSM solution development

Context

▮ Business context:
  - ▮ Renovate IT infrastructures of the group (WAN & Security, Desktop, Service & Identity Management)

▮ Technical context:
  - ▮ Global support to the development of a solution **BMC ITSM** during 18 months
  - ▮ First objective of the "Perspectives" ITSM project was IT processes harmonization. That required the deployment of a centralized solution of Service & Identity Management based on the definition and the implementation of 8 ITIL processes.

Results and key points

▮ A mutual tool allow the unity and the permanence of the model.

▮ The development of other projects lean on this first project.

▮ As soon as the processes, corresponding to the chosen solution, were defined, Devoteam had developed a master to deploy these solutions that will be tested on pilot site.

▮ 5500 days of workload

Work done by Devoteam

▮ First step: writing the technical specification following the design workshops

▮ Technical development of the master then system tests of the solution

▮ Functional testing to approve the solution compliance with expectations

▮ Steering the actions of conduct of change

▮ Deployment of the pilot
  - Pilot
  - Strong sponsorship from contract owner & IT Dept.: recurring + pilot => overloading/arbitration
  - Sizing in accordance to the schedule
  - Competence transfer to the running/administrating teams

END

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DATE: January 2011

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