



IBM Global Services

# NASCIO

## An Approach to ITIL Implementation

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September 6, 2006

## Agenda

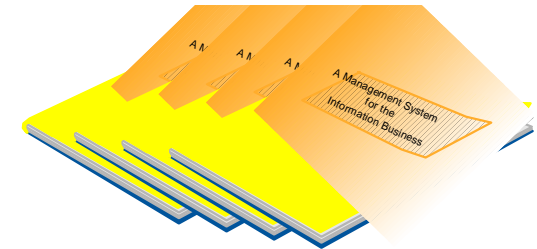
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- Overview of IBM's ITIL Journey
  - A Long History with ITIL
  - Examples of ITIL Implementations
- Strategy
  - IBM's Implementation Strategy for Outsourcing Customers
  - Delivering Service by Executing Processes
  - What is Process Management?
  - Service Management – Continuous Lifecycle
- A Sample Project
  - Standard Deployment Schedule
  - Sample Implementation Approach
  - Expected Business Value
  - Sample Project Plan
  - Lessons Learned
  - Education Recommendations

# IBM has a long history of commitment and thought leadership in the development of ITIL; And ITIL is incorporated into our methods

## ▪ Original ITIL Books

- Original IBM "Yellow Books" were key input to Service Support
- IBM consultants were contributing authors
- IBM education used by other authors as guidance

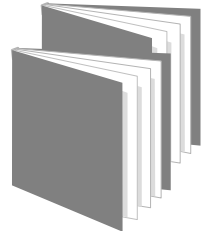


## ▪ New ITIL Books

- "Application Management" - IBM Netherlands co-authored with Microsoft (2001)
- "Service Delivery" - IBM UK assisted with quality assurance
- "Software Asset Management – SAM" – IBM UK and USA assisted with quality assurance (2003)

## ▪ Ongoing

- IBM is a GLOBAL member of the itSMF (The IT Service Management Forum)
- IBM chaired or is represented on several itSMF subcommittees
- IBM UK is assisting in the production of itSMF pocket guides e.g.
  - Application Management
  - ICT Infrastructure Management
- Unique ITIL Assessment Techniques
- ITIL Capability Maturity Model
- ITIL template-based high level design method
- Market leading "Accelerator" based implementation offerings



# IBM Customer Service Center Erfurt/Leipzig ...a distinguished Service Center



- One virtual service center with Helpline locations in Erfurt and Leipzig
- Service around the clock since 1996
- Worldwide service desk support for more than 240,000 end-users in 180 countries
- Technical Support Center for hardware and software problem analyses for PCs, printers and networks
- Problem entry and coordination of on-site support for Germany, Austria and Switzerland

## Consulting Engagement Example

- **Problem:** Internet security issues, inaccurate inventory of network devices, insufficient change and problem management procedures
- **Solution:** ITIL based change and problem management solution, IRM Accelerator to gather asset data, Peregrine tools to formulate the service desk and manage assets
- **Net Results:** The customer has an enterprise wide, integrated solution that seamlessly tracks assets and locates unauthorized users. Service Desk effectively tracks and manages problems, with reduced system downtimes.
- **The final result is a cost savings through greater efficiency of operations and automation.**

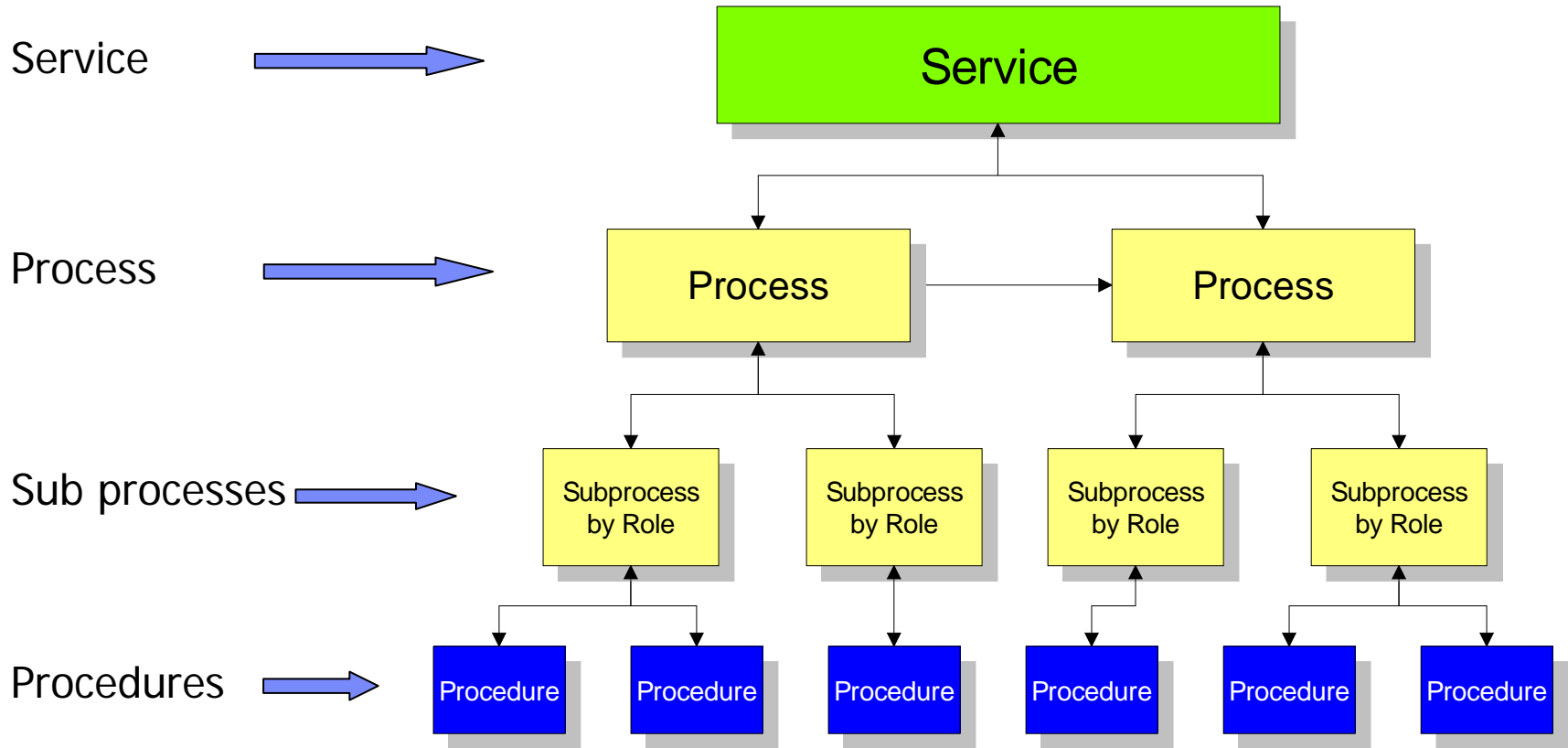
## Consulting Engagement Example

- **Problem:** In light of a series of major outages, asked IBM to do a production support environment assessment
- **Solution:** Process maturity assessment, analysis of major outages mapping them to process maturity deficiencies, establishing process measurements and maturity targets, leading to an ITIL gap analysis
- **Net Result:** the customer accepted recommendations from the assessment and analysis phase for implementing the following processes based on ITIL methods: Incident and Problem Management (including service desk), Change Management, Configuration Management, Release Management, and Availability Management.

## IBM's Implementation Strategy for Outsourcing Customers

- IBM implements ITIL through our Enterprise Operational Processes (EOPs), which define operational support during Steady-State delivery
- A comprehensive Intellectual Capital database is used to document global experiences of providing EOP and ITIL solutions, alongside reusable work products and technology
- A Process Interface Manual (PIM) is developed between IBM and their customers to provide a high level guide for delivery of processes, using ITIL aligned templates
- IBM utilizes capability assessments to benchmark the level of process maturity and uses ITIL to drive continuous improvement items that support our customers' business objectives

# Delivering Service by Executing Processes



## What is Process Management?

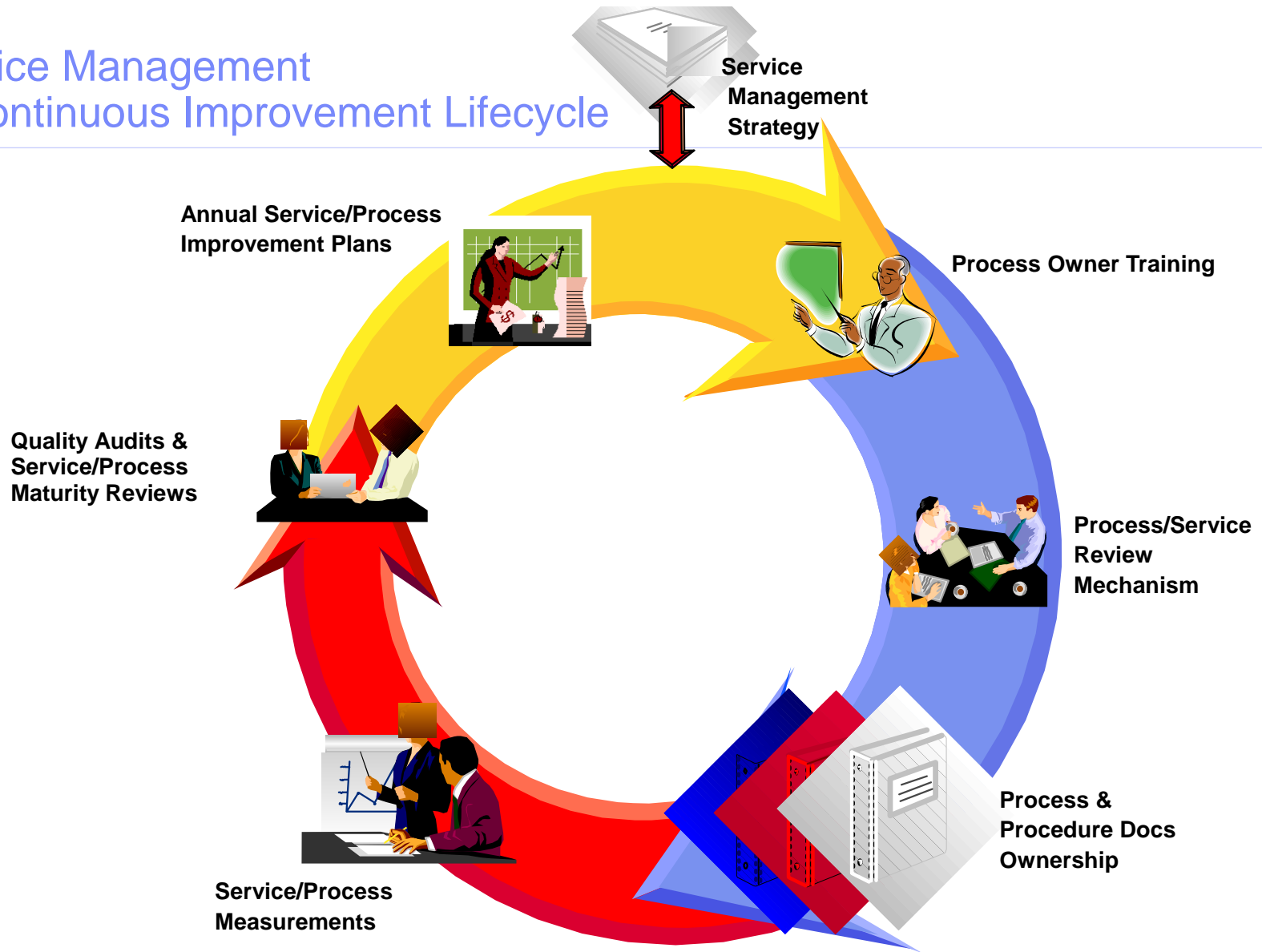
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Process Management defines, documents and measures the processes so that the organization can understand the current process activities, identify where there are excessive costs, and take proactive improvement action, under the direction of a process owner

### **Process Management Framework**

- Defines the business as a set of enterprise processes
- Assigns ownership and accountability for these processes to management
- Aligns the process objectives and measurements with account and business goals and objectives
- Continually measures and improves process performance
- Ensures that process implementation will adhere to corporate policy and standards

# Service Management – Continuous Improvement Lifecycle



## Standard Deployment Schedule

<p><b>PHASE 1</b></p>	<p>Problem (Incident) Management          Deskside Support          Change Management          Process Management and Process Change Control          IT Security          Configuration Management          System Administration          User Request Management          Situation Management          Outage Communication process and plan          Software Distribution (Release Management)          Availability Management</p>
<p><b>PHASE 2</b></p>	<p>IMAC Management          Asset Management, (Asset Logistics, Asset Tracking, Software License Management)          Capacity Planning          Performance Management          Backup and Restore,          Recovery Management          Interface Management          Communication Management          Service Level Management,          Measurements and Reporting          Contract Management          Request For Service</p>
<p><b>PHASE 3</b></p>	<p>Operations Management          Output Management          Database Management          Hardware Management          Technology Strategy / Refresh Management          Procurement          Disaster Recovery Management</p>

## Sample Implementation Approach

IBM is currently deploying ITIL on a large, global customer. Implementation is based on maturity of current processes and services leading to improvement plans to close maturity gaps and to make the “Services” ITIL conformant along with the processes.

- Select high priority processes as a starting point. This customer chose Asset Management, Procurement, Problem and Change, and Situation Management.
- Process owners, service owners – commitment of ownership within the customer and IBM
- Begin with Service Maturity Assessment and create improvement plans
- Focus on process linkages to other areas and create improvement plans
- Perform ITIL gap analysis adding the ITIL improvements to the plans
- Change all processes and documentation
- Retrain delivery teams
- Create new high priority list and begin the cycle over

## Expected Business Value

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ITIL conformance projects in IBM are most successful when the customer provides the direction. These are typical expected business values after ITIL conformance:

- Improved efficiency, lower incidents, improved customer satisfaction
- Improved process management resulting in increased stability, documentation, communication and continuous improvements
- The IT organization develops a clearer structure, becomes more efficient and more focused on business objectives
- A uniform frame of reference for communication in a multi-vendor environment

## Sample Project Plan

ITIL Project Plan		Due Date	Started	Completed
1	Customer Kickoff Meeting	Milestone		
a	Present high level plan	9/7/2005	9/7/2005	9/7/2005
b	Align to customer's plan	9/30/2005	9/8/2005	9/8/2005
c	Brainstorm next steps	9/30/2005	9/8/2005	9/8/2005
2	Establish Process Management System	Milestone		
a	Identify high focus processes for both companies	9/30/2005	9/8/2005	9/8/2005
b	Establish process owners	10/7/2005	9/8/2005	9/8/2005
c	Collect all documentation for processes and procedures	11/30/2005	9/9/2005	
d	Analyze processes and procedures	11/30/2005	9/19/2005	
e	Draft missing, additional or corrected process flows	11/30/2005		
f	Establish process measurements	12/23/2005		
3	Service Maturity Assessments	Milestone		
b	Schedule process management training for APOs	10/7/2005	9/8/2005	
c	Schedule ITIL training for APOs, if needed	10/7/2005	9/19/2005	
d	Perform Service Maturity Assessment on each process	11/30/2005	10/1/2005	
e	Create Issues and Actions log	11/30/2005	10/1/2005	
f	Establish service improvement team (SIT)	11/30/2005	10/19/2005	
4	Process Maturity Assessments	Milestone		
a	Perform process maturity assessment on each process	12/23/2005		
b	Document links to other processes and the customer	12/23/2005	10/19/2005	
c	Add new issues and actions to established log	12/23/2005		
d	Review new entries in SIT meeting	1/6/2006		

## Lessons Learned

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- Establish process ownership as early as possible
- Train all process owners on process management
- Implementation team should be the people doing the work on a daily basis, not a separate project team
- Hold a kickoff meeting to outline the plan and obtain feedback
- Do not assume everyone knows YOUR terminology!

## Education Recommendations

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- All IT Service Personnel should take at least one ITIL overview module
- Process Owners and Subject Matter Experts should obtain the Foundations Certification
- Process Designers and some Process Owners should obtain Practitioner Certification
- Very few Service Managers are needed in an organization. This certification should be provided to those individuals who contribute to the business objectives and are Operations Owners

## Conclusion

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- ITIL is an “adopt and adapt” set of guidelines
- There is no fast path to implementation – it takes time
- Use a Continuous Improvement approach
- Align your ITIL objectives to your business objectives so everyone knows what your expected outcome should be!