

CRAWL, WALK, RUN APPROACH TO ITIL

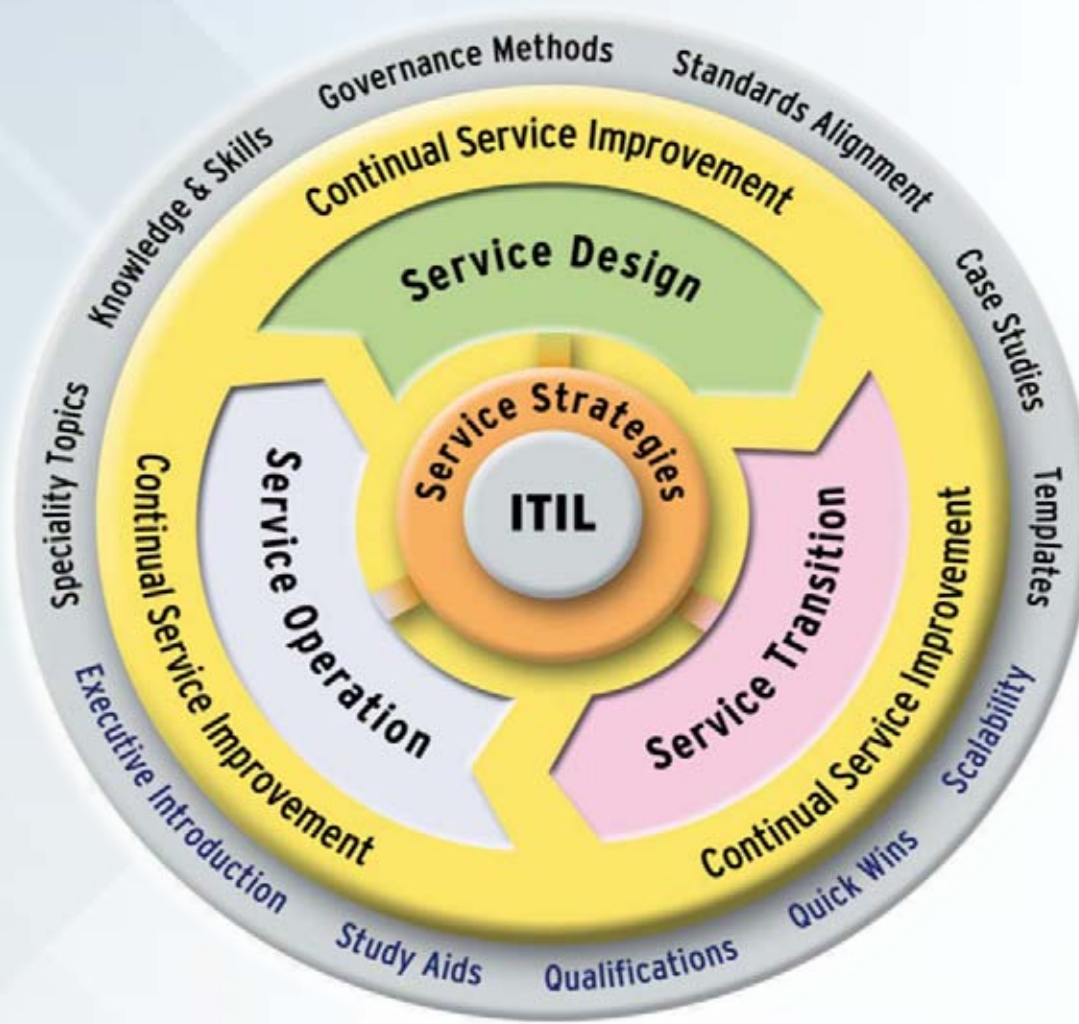
Emtec Boot camp Web Event– April 2011

Agenda

- ❖ ITIL at a Glance
- ❖ ITIL and Friends
- ❖ How About Real Benefits
- ❖ Crawl, Walk and Run to ITIL
- ❖ The Power of a Value Based Management (VBM) approach
- ❖ Conclusion

ITIL AT A GLANCE

ITIL V3.0 at a Glance



ITIL AND FRIENDS

ITIL and Friends

- ❖ ITIL – Build it.
- ❖ CMMI – Measure it.
- ❖ CoBit (Val IT/Risk IT) – Audit it.
- ❖ PMBok / Prince – Govern it.
- ❖ ISO/IEC – Explain it to the CIO



ITIL and Friends

The Service Catalog Hub!

Service Level Management

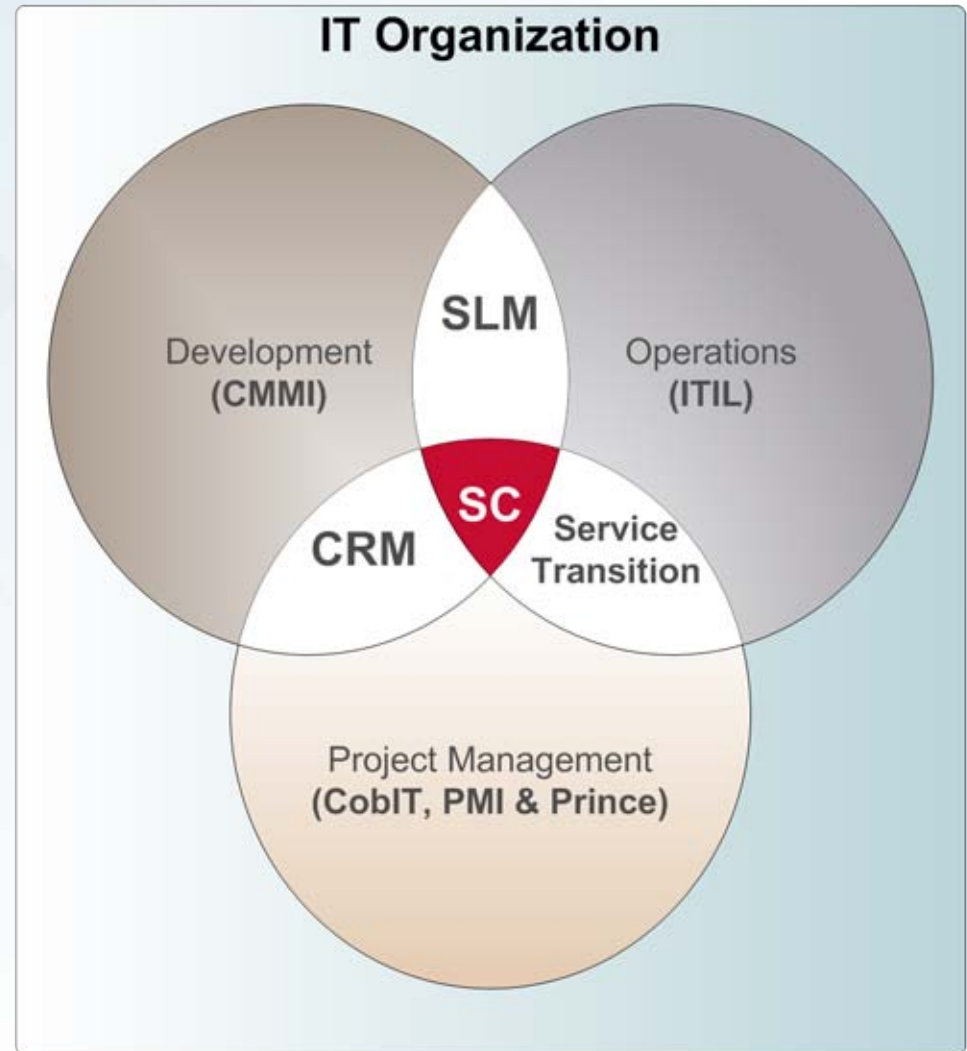
- ◆ Manage Meeting Expectations

Client Requirements Management

- ◆ Manage Requirements

Service Transition

- ◆ Manage Change



HOW ABOUT REAL BENEFITS?

What We Usually Hear...

Improved Availability, Reliability & Security of IT Services

Increased IT Project Delivery Efficiencies

Reduced TCO of IT infrastructure Assets and IT Applications

Provisioning of Services that meet Business, Customer and User Demands, with Justifiable Costs of Service Quality

Improved Overall Quality of Service

Improved Consistency of Service

Improved Service Alignment

Improved IT Governance

What We Usually See...

Improved Resource Utilization

- 20% Productivity Gain (decreased rework & elimination of redundant activities)

Reduced Average Cost

- 60% decrease in average cost to resolve incidents

Better Customer Service

- 50% reduction in days that Incident tickets remain open

Increase in Successful Changes

- 50% more successful changes

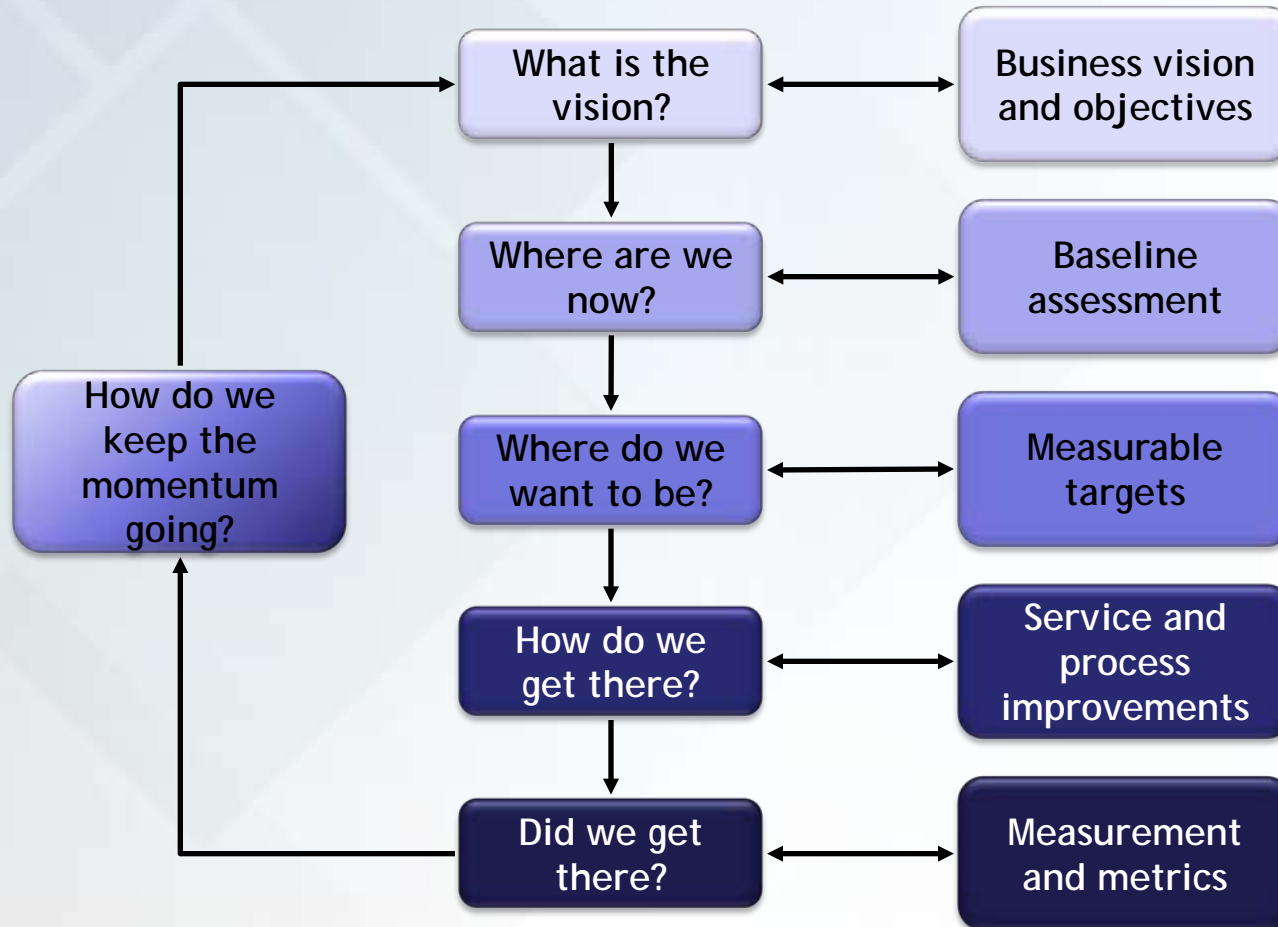
More Effective Third-party Relationships & Contracts

- Elimination of extra tools & non-useful systems

CRAWL, WALK, RUN TO ITIL

Continual Service Improvement Model

The classical approach



Crawl, Walk, Run Approach



Crawl to ITIL



Common Mistakes

- Don't know *what* and *why*?
- No communication – ITIL

People



- Planning:
 - Big bang approach
 - Not realistic
 - Not sufficient time

Process



- Tool will solve all problems

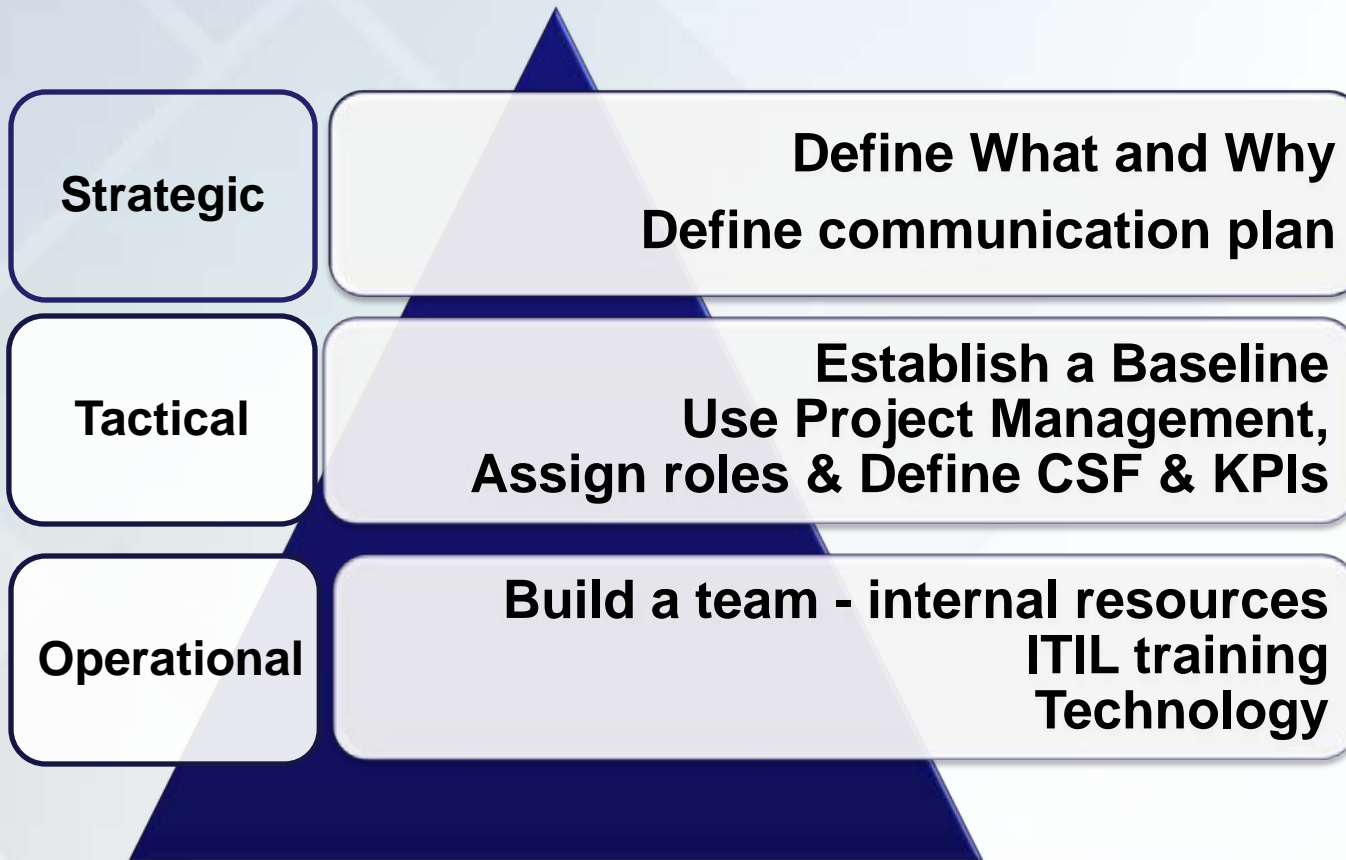
Technology



Crawl to ITIL



Recommended Approach



Walk to ITIL



Common Mistakes

- Roles to inappropriate resources
- Minimizing impact on organizational structure

People



- Not documenting processes properly
- Adding too many processes
- Not finishing what we started

Process



- Spending too much time and \$ on CMDB

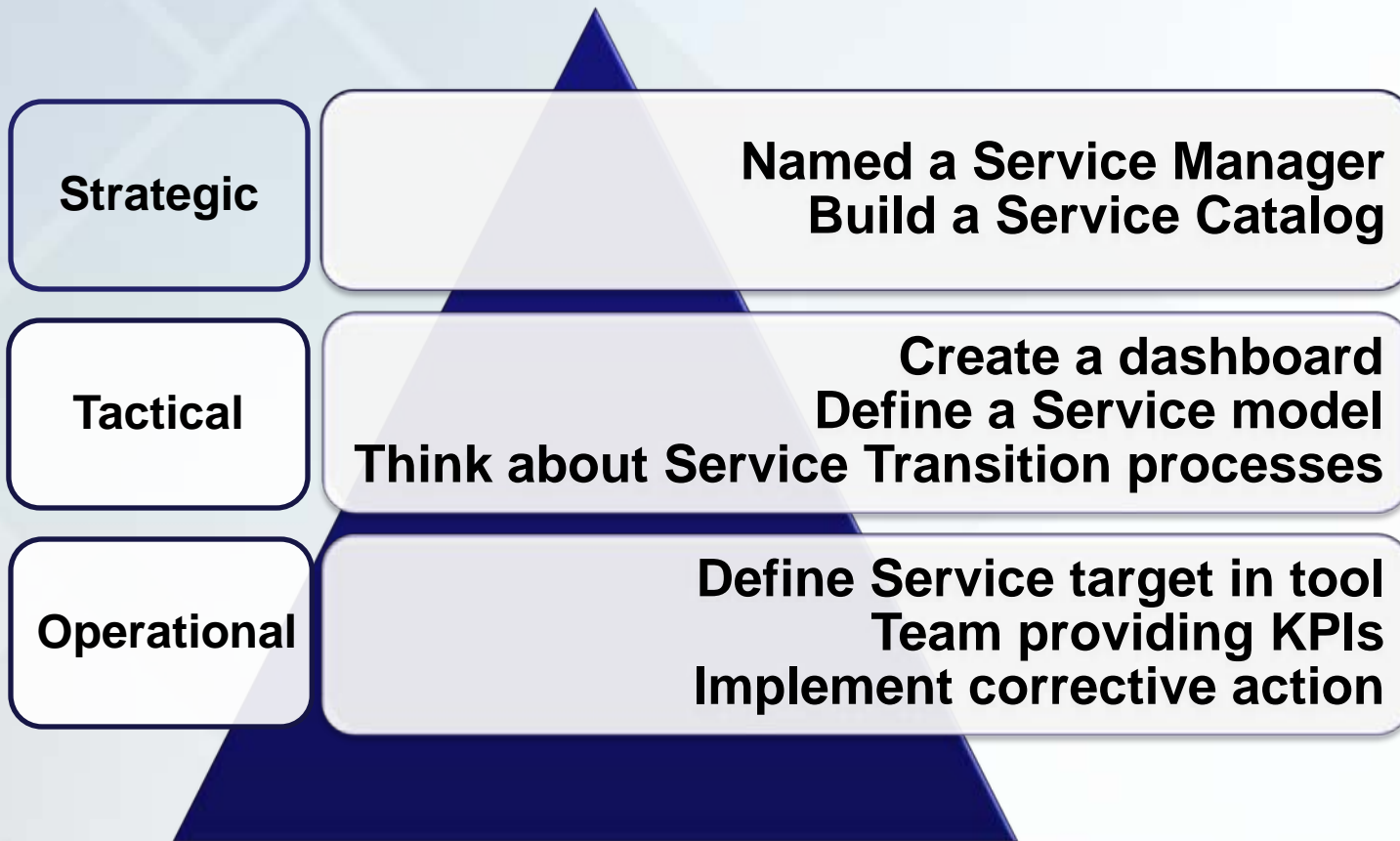
Technology



Walk to ITIL



Recommended Approach

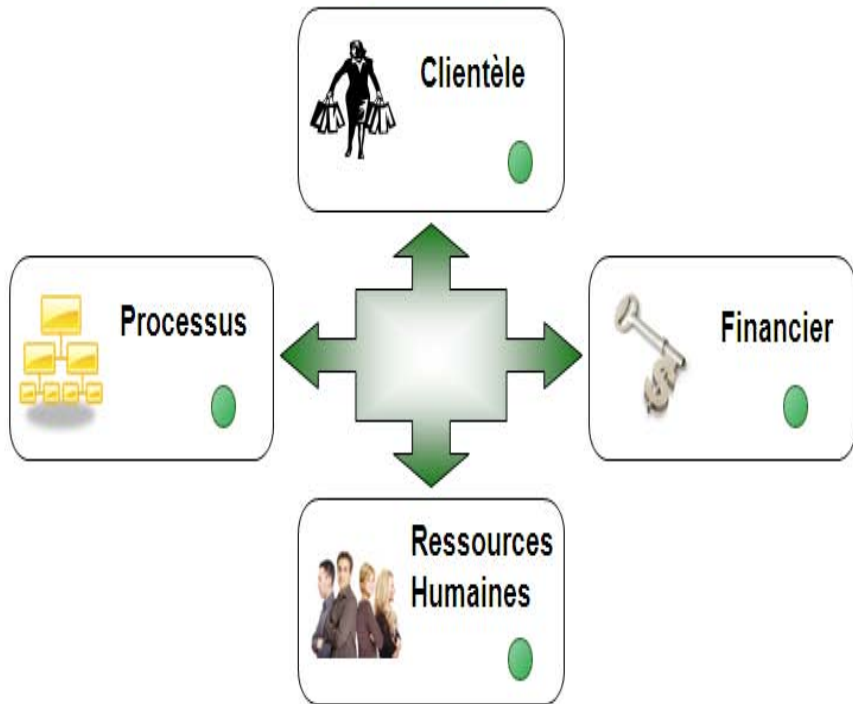


Dashboards can be...Simple!

Tableau de bord

Direction des services informatiques

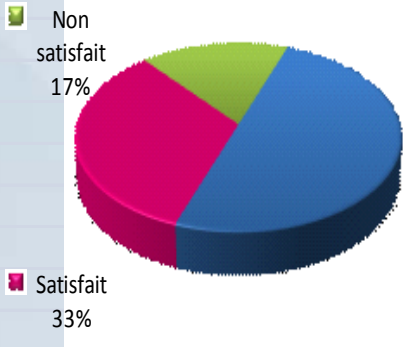
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- ❖ 4 metrics categories
- ❖ Colored indicators indicating if objectives are met - monthly
- ❖ Combinations of Excel and ITSM tool query mechanisms
- ❖ Audiences: KPIs for managers and VP

Clientele:
• Survey results

Satisfaction de la clientèle (sondage)



Très satisfait	36	50%
Satisfait	24	33%
Non satisfait	12	17%
Sans objet		0%

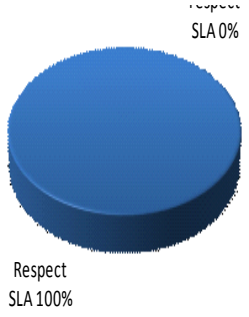
Total des sondages répondus : 72

Objectif cible	90%	95%
Moyenne mois précédent	n/d	

83%

Process:
• Levels of service for Incident & Service Request

Respect du niveau de service - Gestion des incidents



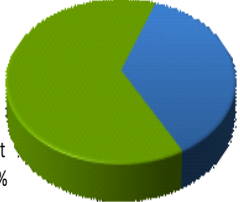
Respect SLA	1
Non respect SLA	0

Total des incidents ouverts : 1

Objectif cible	80%	85%
Moyenne mois précédent	n/d	

100%

Respect du niveau de service - Gestion des requêtes



Respect SLA	34
Non respect SLA	59

Total des requêtes planifiées : 93

Objectif cible	80%	
Moyenne mois précédent	n/d	

37%

Run to ITIL



Common Mistakes

- Watch-out for stars in your eyes!

People



- Failure to review deployed processes
- Assuming all ITIL processes must be deployed

Process



- Assuming Service levels = Service level management
- Adding too many tools

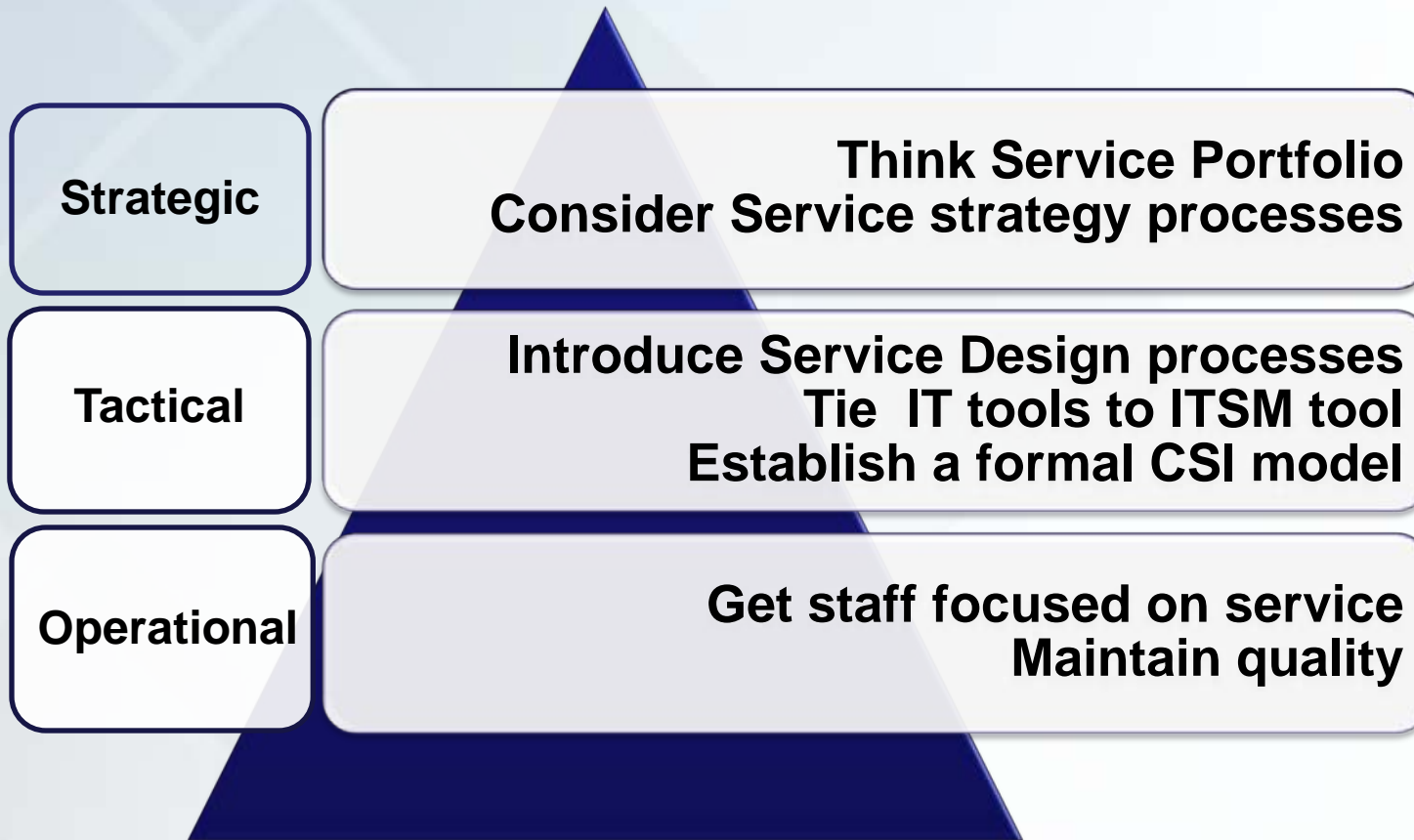
Technology






Run to ITIL



Recommended Approach



CSF and KPIs

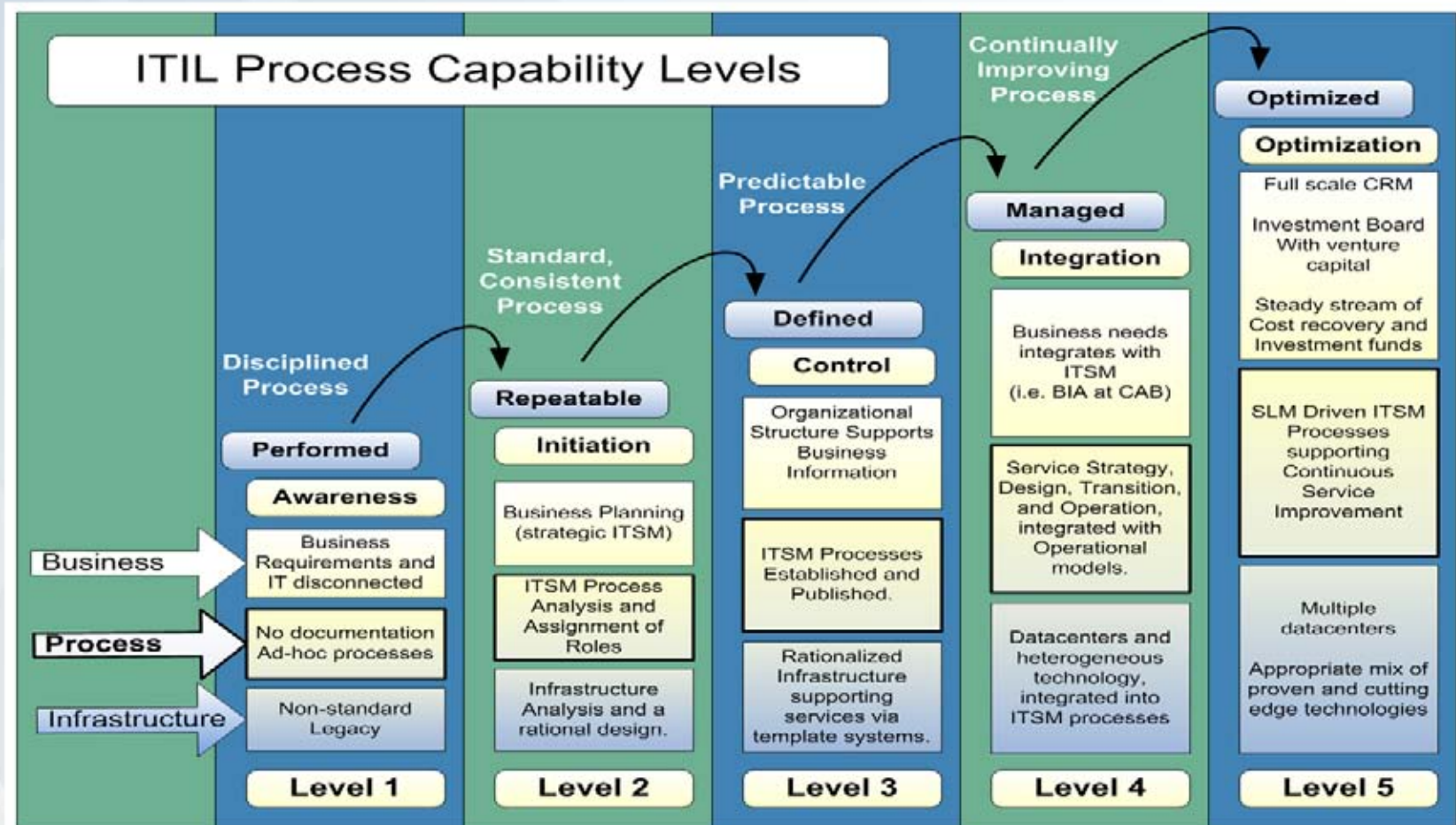
	CSF	KPIs
Crawl 	<ul style="list-style-type: none"> • Define CSF and KPIs • Roles assigned • Documented baseline • Project charter defined 	<ul style="list-style-type: none"> • 1 KPIs defined for every CSF • Increase in # of roles assigned • Increase in # of process assigned • Project charter approved by Management
Walk 	<ul style="list-style-type: none"> • Documented processes • Documented procedures • Documented IT Services • Published Dashboard • Improving ITIL organizational knowledge 	<ul style="list-style-type: none"> • Increase in # of processes documented • Increase in # of procedures documented • Increase in # of services defined and documented • Monthly dashboard published • Increase in # of people trained on ITIL
Run 	<ul style="list-style-type: none"> • Deployed ITIL processes based on their business needs • Improving control over TCO • Reducing IT cost 	<ul style="list-style-type: none"> • Reduced TCO per IT services • 10% reduction in the cost of handling printer incidents (for ex)

ITIL Baseline

CRAWL

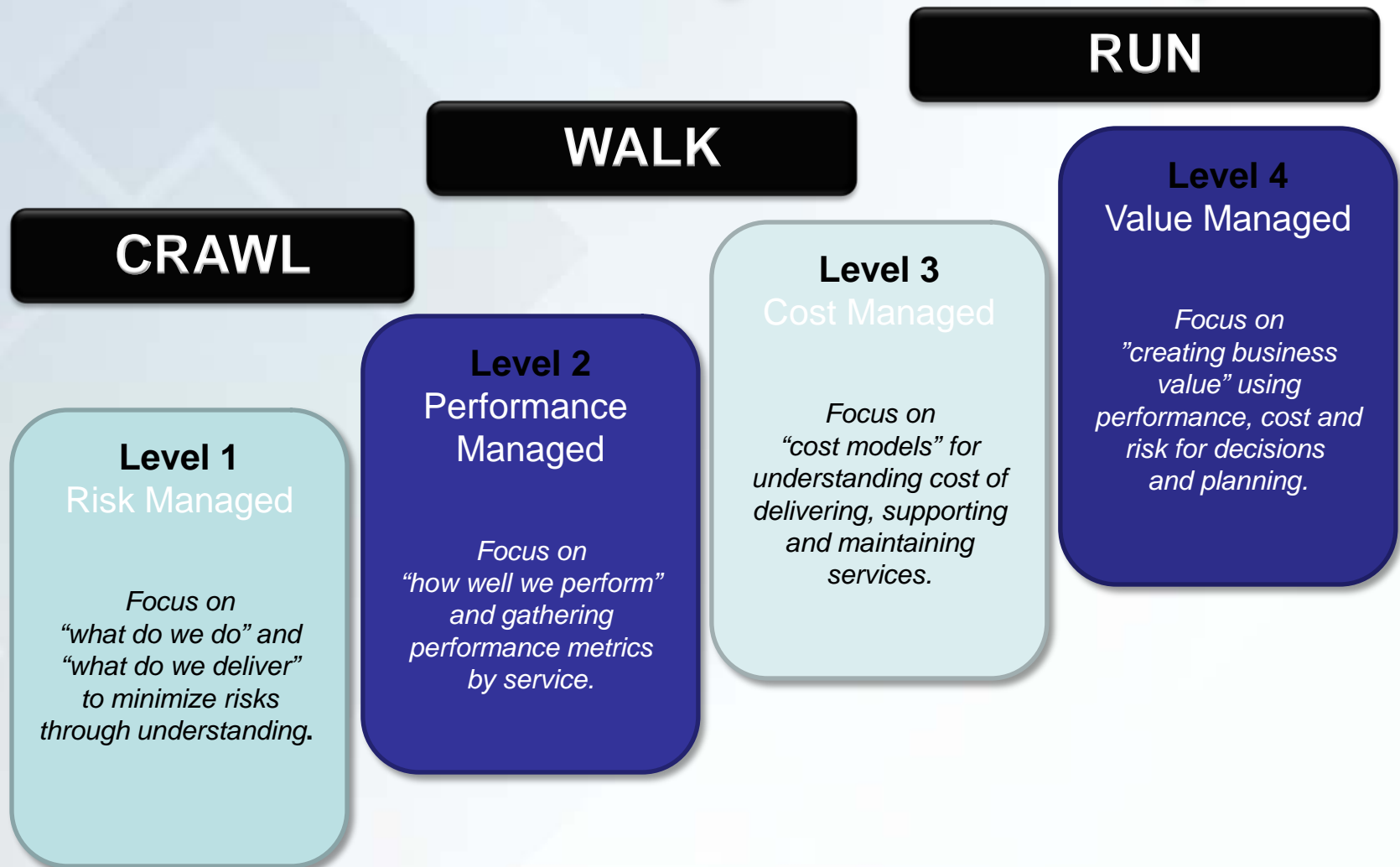
WALK

RUN

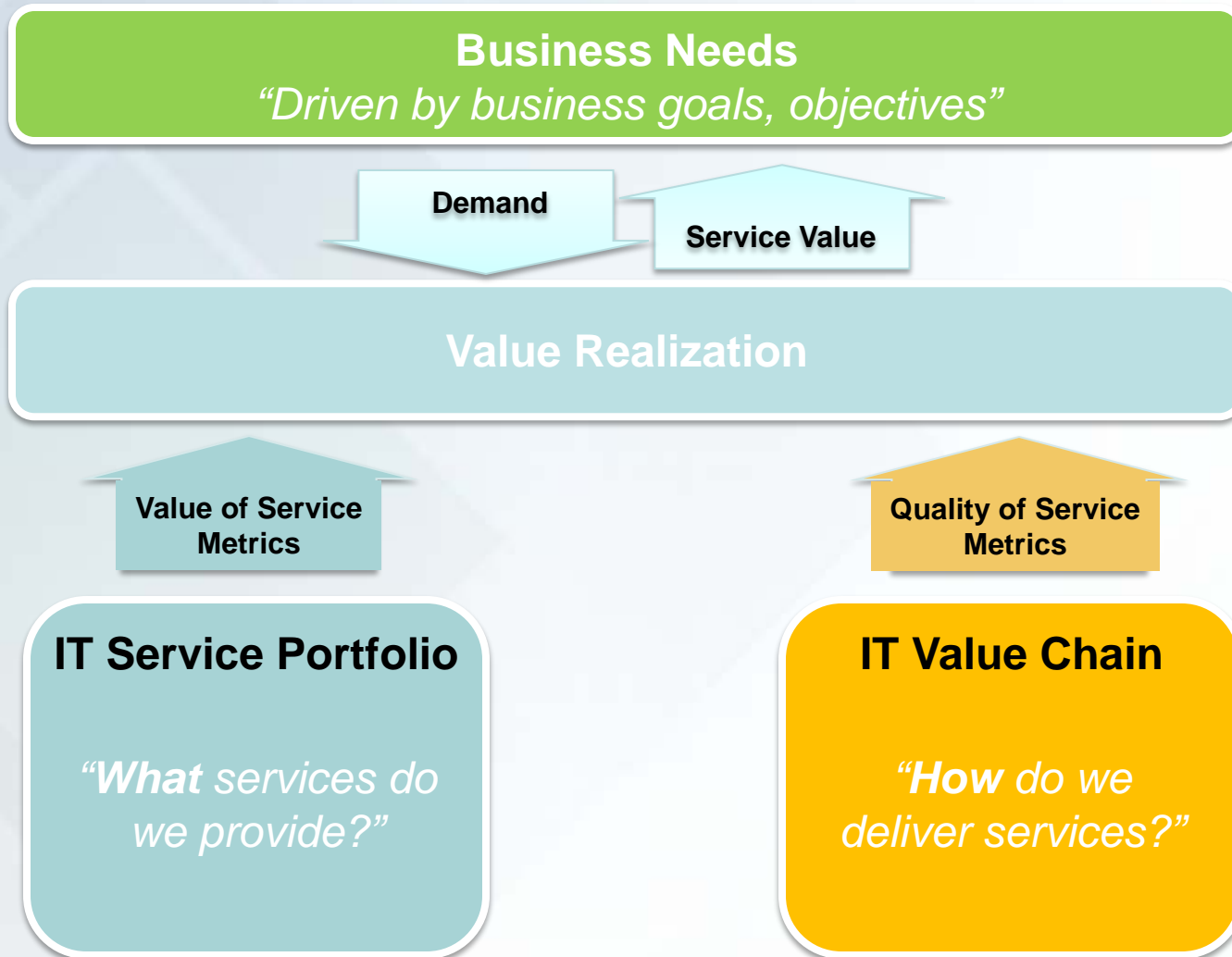


THE POWER OF A VALUE BASED MANAGEMENT (VBM) APPROACH

Value Maturity Roadmap



The Value Model



AVAILABLE RESOURCES

Available Resources

- ✦ www.isaca.org (COBIT, VAL-IT, Risk-IT)
- ✦ www.pmi.org (PM-BOK)
- ✦ www.sei.cmi.edu (CMMI)
- ✦ www.iso.org (ISO2000, 27000)
- ✦ [VBM Webcast](#) (Sept 2010)
- ✦ [Health First Case Study](#)
- ✦ [VBM Whitepaper](#)
- ✦ www.emtecinc.com



CONCLUSION

Crawl, Walk, Run Approach



Crawl

- Establish a Baseline
- Use Project Management
- Assign Roles & Define CSF & KPIs



Walk

- Create a Dashboard
- Define a Service Model
- Think about Service Transition Processes



Run

- Introduce Service Design Processes
- Tie IT Tools to ITSM tool
- Establish a Formal CSI Model

Crawl, Walk, Run Approach to ITIL

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