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 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?
<table>
<thead>
<tr>
<th>Improved Availability, Reliability &amp; Security of IT Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased IT Project Delivery Efficiencies</td>
</tr>
<tr>
<td>Reduced TCO of IT infrastructure Assets and IT Applications</td>
</tr>
<tr>
<td>Provisioning of Services that meet Business, Customer and User Demands, with Justifiable Costs of Service Quality</td>
</tr>
<tr>
<td>Improved Overall Quality of Service</td>
</tr>
<tr>
<td>Improved Consistency of Service</td>
</tr>
<tr>
<td>Improved Service Alignment</td>
</tr>
<tr>
<td>Improved IT Governance</td>
</tr>
</tbody>
</table>
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

How do we keep the momentum going?

What is the vision?

Where are we now?

Where do we want to be?

How do we get there?

Did we get there?

Business vision and objectives

Baseline assessment

Measurable targets

Service and process improvements

Measurement and metrics

The classical approach
Crawl, Walk, Run Approach

- Crawl
- Walk
- Run

Strategic
Tactical
Operational
**Crawl to ITIL**

**Common Mistakes**

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

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

- **Technology**
  - Tool will solve all problems
Crawl to ITIL

Recommended Approach

- **Strategic**
  - Define What and Why
  - Define communication plan

- **Tactical**
  - Establish a Baseline
  - Use Project Management,
    Assign roles & Define CSF & KPIs

- **Operational**
  - Build a team - internal resources
  - ITIL training
  - Technology
Common Mistakes

People
• Roles to inappropriate resources
• Minimizing impact on organizational structure

Process
• Not documenting processes properly
• Adding too many processes
• Not finishing what we started

Technology
• Spending too much time and $ on CMDB
Walk to ITIL

Recommended Approach

- **Strategic**
  - Named a Service Manager
  - Build a Service Catalog

- **Tactical**
  - Create a dashboard
  - Define a Service model
  - Think about Service Transition processes

- **Operational**
  - Define Service target in tool
  - Team providing KPIs
  - Implement corrective action
Dashboards can be... Simple!

- 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
### Tableau de bord
Direction des services informatiques

#### Résolution d'incidents

<table>
<thead>
<tr>
<th>Équipes</th>
<th>Nb inc.</th>
<th>Nb rés.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXTI</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SATI</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>IOTI</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>CATI (niveau 1)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CATI (niveau 2)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Logipro</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Québec logistique</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fournisseurs</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total des incidents recus :** 3
**Total des incidents résolus :** 3

**Objectif cible :** 100%
**Moyenne mois précédent :** n/d
**Analyse :** 100%

#### Disponibilité des systèmes critiques

<table>
<thead>
<tr>
<th>Système critique</th>
<th>SLA Kronos</th>
<th>SLA SGM</th>
<th>SLA EXE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kronos</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>SGM</td>
<td>48 960</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>EXE</td>
<td>342 720</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**Objectif cible :** 100%
**Moyenne mois précédent :** n/d
**Analyse :** 100%

#### Respect du niveau de service - Gestion des incidents

<table>
<thead>
<tr>
<th>Respect SLA</th>
<th>Non respect SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total des incidents ouverts :** 3

**Objectif cible :** 100%
**Moyenne mois précédent :** n/d
**Analyse :** 100%

#### Respect du niveau de service - Gestion des requêtes

<table>
<thead>
<tr>
<th>Respect SLA</th>
<th>Non respect SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>37%</td>
<td>63%</td>
</tr>
</tbody>
</table>

**Requêtes planifiées :** 93

**Objectif cible :** 80%
**Moyenne mois précédent :** n/d
**Analyse :** 37%

#### Respect du niveau de service - Temps de réponse (Service Points de Vente)

<table>
<thead>
<tr>
<th>Respect SLA</th>
<th>Non respect SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total des incidents ouverts :** 3

**Objectif cible :** 80%
**Moyenne mois précédent :** n/d
**Analyse :** 100%

#### Délais moyens - réponse (SPV) et résolution

<table>
<thead>
<tr>
<th>Délai réponse</th>
<th>Délai résolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>130,0</td>
<td>0,0</td>
</tr>
<tr>
<td>0,0</td>
<td>0,0</td>
</tr>
<tr>
<td>2,0</td>
<td>0,0</td>
</tr>
</tbody>
</table>

**Délai réponse :** 2
**Délai résolution :** 130

**Moyenne mois précédent - réponse :** n/d
**Moyenne mois précédent - résolution :** n/d
**Analyse :** 100%

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**Note:**
- SLA : Service Level Agreement
- SPV : Service Points de Vente
- NB : Nombre
### Satisfaction de la clientèle (sondage)

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Très satisfait</td>
<td>36</td>
<td>50%</td>
</tr>
<tr>
<td>Satisfait</td>
<td>24</td>
<td>33%</td>
</tr>
<tr>
<td>Non satisfait</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>Sans objet</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Total des sondages répondus :** 72

**Objectif cible :** 90%

**Moyenne mois précédent :** n/d

**Analyse :** 83%

### Respect du niveau de service - Gestion des incidents

<table>
<thead>
<tr>
<th>SLA 0%</th>
<th>Respect SLA</th>
<th>Non respect SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Total des incidents ouverts :** 1

**Objectif cible :** 80%

**Moyenne mois précédent :** n/d

**Analyse :** 100%

### Respect du niveau de service - Gestion des requêtes

<table>
<thead>
<tr>
<th>SLA 0%</th>
<th>Respect SLA</th>
<th>Non respect SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34</td>
<td>59</td>
</tr>
</tbody>
</table>

**Total des requêtes planifiées :** 93

**Objectif cible :** 80%

**Moyenne mois précédent :** n/d

**Analyse :** 37%
Run to ITIL

Common Mistakes

**People**
- Watch-out for stars in your eyes!

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

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

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Run to ITIL

Recommended Approach

- **Strategic**
  - Think Service Portfolio
  - Consider Service strategy processes

- **Tactical**
  - Introduce Service Design processes
  - Tie IT tools to ITSM tool
  - Establish a formal CSI model

- **Operational**
  - Get staff focused on service
  - Maintain quality
## CSF and KPIs

<table>
<thead>
<tr>
<th>Crawl</th>
<th>CSF</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Define CSF and KPIs</td>
<td>• 1 KPIs defined for every CSF</td>
<td></td>
</tr>
<tr>
<td>• Roles assigned</td>
<td>• Increase in # of roles assigned</td>
<td></td>
</tr>
<tr>
<td>• Documented baseline</td>
<td>• Increase in # of process assigned</td>
<td></td>
</tr>
<tr>
<td>• Project charter defined</td>
<td>• Project charter approved by Management</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Walk</th>
<th>CSF</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Documented processes</td>
<td>• Increase in # of processes documented</td>
<td></td>
</tr>
<tr>
<td>• Documented procedures</td>
<td>• Increase in # of procedures documented</td>
<td></td>
</tr>
<tr>
<td>• Documented IT Services</td>
<td>• Increase in # of services defined and documented</td>
<td></td>
</tr>
<tr>
<td>• Published Dashboard</td>
<td>• Monthly dashboard published</td>
<td></td>
</tr>
<tr>
<td>• Improving ITIL organizational knowledge</td>
<td>• Increase in # of people trained on ITIL</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Run</th>
<th>CSF</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deployed ITIL processes based on their business needs</td>
<td>• Reduced TCO per IT services</td>
<td></td>
</tr>
<tr>
<td>• Improving control over TCO</td>
<td>• 10% reduction in the cost of handling printer incidents (for ex)</td>
<td></td>
</tr>
<tr>
<td>• Reducing IT cost</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ITIL Baseline

CRAWL

WALK

RUN

ITIL Process Capability Levels

Disciplined Process
- Performed
  - Awareness
    - Business Requirements and IT disconnected
    - No documentation
    - Ad-hoc processes
  - Level 1

Process
- Business
  - No documentation
  - Ad-hoc processes
  - Non-standard
  - Legacy

Infrastructure
- ITSM Process Analysis and Assignment of Roles
- Infrastructure Analysis and a rational design.

Level 2

Predictable Process
- Defined
  - Control
    - Organizational Structure Supports Business Information
    - ITSM Processes Established and Published.
    - Rationalized Infrastructure supporting services via template systems.

Level 3

Continually Improving Process
- Managed
  - Integration
    - Business needs integrates with ITSM (i.e. BIA at CAB)
    - Service Strategy, Design, Transition, and Operation, integrated with Operational models.
    - Datacenters and heterogeneous technology, integrated into ITSM processes

Level 4

Optimization
- Full scale CRM
  - Investment Board
    - With venture capital
  - Steady stream of Cost recovery and Investment funds

Level 5

emtec
Transforming IT

Level 5
THE POWER OF A VALUE BASED MANAGEMENT (VBM) APPROACH
Value Maturity Roadmap

**Level 1: Risk Managed**
Focus on “what do we do” and “what do we deliver” to minimize risks through understanding.

**Level 2: Performance Managed**
Focus on “how well we perform” and gathering performance metrics by service.

**Level 3: Cost Managed**
Focus on “cost models” for understanding cost of delivering, supporting and maintaining services.

**Level 4: Value Managed**
Focus on “creating business value” using performance, cost and risk for decisions and planning.
The Value Model

Business Needs
“Driven by business goals, objectives”

IT Service Portfolio
“What services do we provide?”

Value of Service Metrics

IT Value Chain
“How do we deliver services?”

Value Realization

Demand
Service Value

Quality of Service Metrics
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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