CRAWL, WALK, RUN APPROACH
- IT SERVICE CATALOGUE

Emtec Boot Camp Web Event – May 2011
Agenda

Key Concepts
- What is a service?
- Service Portfolio vs. Service Catalogue

Challenges / Benefits in Defining Services

Crawl, Walk, Run Approach

The Power of Value Based Management

Resources Available

Conclusion
KEY CONCEPTS
Service Definition

A means of delivering value to customers...

by facilitating outcomes customers want to achieve...

without the ownership of specific costs and risks

People don’t want drills, they want holes!!!
The Service Portfolio includes all the elements that make up a service, including relationships between the elements.

- **Service Knowledge Management System (SKMS)**
- **Service Portfolio** (Complete set of Services managed by a Service Provider)
- **Service Pipeline** (Proposed or in-development Services)
- **Service Catalog** (Live IT Services incl. those available for deployment)
- **Retired Services** (Services & their components)

---

**Service Diagram**

**Viewable Catalog**
Service Catalogue

- A database or structured document with information about all Live IT Services (including those available for deployment).
- The only part of the Service Portfolio published to Customers.
- Used to support the sale and delivery of IT Services.
- Includes information about Deliverables, Prices, Contact Points, Ordering and Request Processes.
<table>
<thead>
<tr>
<th>Service Type</th>
<th>Service</th>
<th>Service Description</th>
<th>Service Request</th>
<th>Service Request Description</th>
<th>Costs</th>
</tr>
</thead>
</table>
| Corporate    | Email   | Corporate email is the primary mechanism for facilitating communication throughout the organization. This communication may be internal, employee to employee(s), or external, employee to customer, vendors, or business partners. The email service includes access to email, calendar, attachments, contacts, and more (defined by technology deployed). Features provided include:  
• Integrated email and calendar functions  
• Platform, e.g., MS Exchange  
• Anti-virus and spam protection  
• Internet browser access  
• Centralized and personal address books  
• Meeting scheduling for individuals, groups, and/or resources  
• Share or view calendar entries with others  
• PDA/mobile device wireless synchronization | Standard Email Account | The standard email account includes all of the features defined above plus:  
• 512MB of storage per user  
• Optional Blackberry support using Blackberry Enterprise Server | Client Maintenance Server (HW)  
Server (SW)  
Maintenance (HW)  
Maintenance (SW)  
Storage LAN  
WAN |
| Corporate    | Service Desk | The Service Desk is designed to be the single point of contact for users to request additional services or report issues with existing services to IT. Features provided include:  
• Web portal for self-service  
• Central contact number (enter number here) for reporting Incidents or requesting service.  
• The recording and tracking of all requests.  
• Proactive notification of requesters | Report service degradation or outage (Incident). | The Service Desk will record, classify, prioritize, and resolve if possible any Incidents reported by users. | Physical Space  
Phones  
ACD/IVR  
Desktop/Laptop  
Service Desk SW  
Server (HW)  
Maintenance (SW)  
Maintenance (HW)  
Staff |
| Corporate    | Telephony | This service provides the basic telephone functionality, plus some others functional attributes like voice mail, call transfer, conference call, two-line entry, intercom, manager-line status, and related components. | Fulfillment/provisioning of equipment | The mechanism by which users can request telephony services. | Telephone Switch  
ACD/IVR  
Decommissioning of equipment | Just as users request new service, there comes a time when the equipment must be taken out of service. This service removes telecom equipment from service. |
| Corporate    | Telephony | This service is designed to manage the response to incidents reported by users when service is interrupted or not performing as expected. | Provision of ongoing support | This service is designed to manage the response to incidents reported by users when service is interrupted or not performing as expected. | Physical Space  
Phones  
ACD/IVR  
Desktop/Laptop  
Service Desk SW  
Server (HW)  
Maintenance (SW)  
Maintenance (HW)  
Staff |
Service Catalogue Examples

EITSM – assystNet

My Mobility

The My Mobility services are concerned with all of the IT services that su...

Laptops
Mobile Phones
PDA
Calling Card
Pager
CHALLENGES / BENEFITS IN DEFINING SERVICES
Benefits

**Business & Consumers**
- Facilitates customer interactions with IT service provider
- Simplifies process for requesting IT services
- Customer satisfaction improvement
- Consistent service provision standard
- Customers presented a well-defined IT service offering

**IT Organizations**
- Web-based access reduces labor costs
- Managing services and fulfilling service requests with a standard tool improves service delivery time
- Efficiency improvements (less manual coordination)
- Helps balance performance norms with IT resources allocation – Demand Management
- IT’s credibility increased
Industry Statistics

65% of service catalogues fail to meet their objectives. (Infrastructure Executive Council research, 2008)

A financial company that deployed a tool for automating their IT service catalogue said that approximately 85% of their desktop deployment is now handled through this system. (Gartner)

Through 2013, 70% of IT organizations with a Service Portfolio project will rush to develop the IT service catalogue as a customer-ordering mechanism before documenting their IT service portfolios. (Gartner)

63% of CIOs at companies with high-impact service catalogues say those catalogues create more productive conversations with business partners about the value of an IT service partner. (Infrastructure Executive Council)

90% of infrastructure organizations have created some form of service catalogue. (Gartner)

Through 2013, enterprises must budget for the integration of at least three tools to the Service Portfolio tool to gain optimum service delivery automation. (Gartner)

Most IT operations groups have embraced IT service management as a goal for operational excellence. Only about 10% of IT operations groups are capable of creating an IT service portfolio today. (Gartner)
What We Have Seen

**Many organizations create service catalogue to list infrastructure products or systems**
- Usually poorly designed
- Too technical—customers don’t understand it

**Catalogue is not effectively tailored to present information to meet audience needs & concerns**
- Services are not validated with the customer—they need to understand service definitions
- IT lexicons used vs. common language

**IT service catalogue doesn’t reinforce service management**
- Manage demand by showing customers what services actually cost
- Properly defined CI’s for the service, forming the link to (i.e.) incident and change

**No consistent service definition**
- No metrics are defined
- No service models are utilized
- Minimum opportunity for re-use
CRAWL, WALK, RUN APPROACH
- IT SERVICE CATALOGUE
Crawl, Walk, Run Approach

Crawl
Walk
Run

Strategic
Tactical
Operational
Crawl - IT Service Catalogue

Common Mistakes

**People**
- IT organizations don’t realize they are offering services
- Too focused on the technology view as opposed to business view
- Wait to have a complete and thorough list prior to moving forward

**Process**
- ITSM is typically seen as “initial” Service Operation processes, and an immature change component of Service Transition.
- No Service Level Management Process or Service Catalogue Management
- Applications are seen as services
- Poorly / not-defined business services

**Technology**
- Believe need an extensive and complete tool to manage a Service Catalogue before actually using one
- Too focused on tools before developing capabilities with Operation and Transition processes
Crawl - IT Service Catalogue

Recommended Approach

**Strategic**

- **Start developing a service culture.**
  Promote a service focus through the formal adoption of a Service Management framework approach.

**Tactical**

- **Move from a process to a service organization.**
  - Baseline service request fulfillment.
  - Assign role of IT Service Manager.
  - Map IT operations to business processes.
  - Develop an agreed definition(s) of a service.

**Operational**

- **Establish a list of IT services**
  - (mostly corporate and infrastructure service types)
  - Service request fulfillment defined.
  - Service request model defined.
Walk - IT Service Catalogue

Common Mistakes

**People**
- Lack of IT staff awareness of the technology supporting services
- Lack of IT staff knowledge of the difference between technical and business services
- Lack of impact analysis on personnel

**Process**
- Service level manager role not properly assigned
- Poor acceptance of service catalogue & its operational usage
- No difference between a static and actionable catalogue
- Individual applications drive the IT catalogue organization's construct
- Publicized pricing that is not accurate or auditable

**Technology**
- Data inaccurate in the service list
- Information is too detailed to maintain accurately or at too high a level to be of any value
- Actual tool doesn’t provide service request automation
- Pursue tool selection before having true understanding of their services
- Focus on tool deployment rather than processes
Walk- IT Service Catalogue

Recommended Approach

**Strategic**
- Implement Service Level Management process.
  - Assign proper role and authority.

**Tactical**
- Define a Service model.
  - Introduce Business service type and make the difference between business-corporate and technical services.

**Operational**
- Define Service targets.
  - Understand the CI’s & how they support technical services.
  - Demand management estimation (PBA).
  - Define service capacity, requirement and capability (SLR’s).
Dynamics of a Service Model

Part 1
Shopping

Part 2
Selection

Part 5
Assistance

Part 7
Shipping

Part 8
Calculate shipping and tax information
(3rd party service)

Part 9
Submit details to shipper
(3rd party service)

Part 10
Authorize shipment
(3rd party service)

Part 2
Selection

Part 3
Recommendations

Part 4
Ratings

Part 6
Special Offers

Part 11
Payment processing

Part 1
Shopping

Present searchable and navigable catalogue

Search and sort

Assist shopper in selecting

Assist shopper in closing

Complete order

Initiate customer satisfaction follow-up

Example based on ITIL v3.0
Run- Service Catalogue

Common Mistakes

- No IT Service Catalogue owner (lack of governance)
- IT service providers tend to underestimate the impact of changing how their IT team manages Service requests

People

- Services are not kept up to date (failure to grow the SC with the rest of ITSM)
- Confusion between Service Targets and SLA
- Antiquated service request systems

Process

- Adding too many tools
- Failure to understand the relationship between CMDB, Service Desk and Service Catalogue
- Failure to exploit self-service features (automation)

Technology
Rationalize your service agreements. Ensure use of proper SLA structure. Start thinking about calculating TCO – value, etc.

Formalize the Service Owner & Bus. Relationship Mgr roles. Make SLA reviews part of the organization’s activities. Introduce Service Catalogue Management processes/ownership.

Link incident-problem to a service. Link CIs to services (supporting (i.e.) change management). Deploy Web service portal for clients.

ITSM Software
POWER OF A VALUE BASED MANAGEMENT (VBM) APPROACH
What is Value

- **Value starts with Need**
  - Increase top-line sales by 15%
  - Increase customer satisfaction
  - Lower time to delivery

- **Effective Utilization**
  - Best way to meet the need
  - Efficiency and effectiveness

- **Basis for Comparison**
  - If you only have one it is both the most and least valuable
  - Requires a business focused method for comparison
The Value Model

Business Needs
“Driven by business goals, objectives”

Value Realization

IT Service Portfolio
“What services do we provide?”

IT Value Chain
“How do we deliver services?”

Value of Service Metrics

Demand

Service Value

Quality of Service Metrics
## Service Value Score Card (sample)

### Service Performance

<table>
<thead>
<tr>
<th>Fit for Purpose</th>
<th>Quality of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Functionality</td>
<td>Availiability</td>
</tr>
<tr>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Design Change Requests</td>
<td>Capacity</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Impact to Business Task</td>
<td>Continuity</td>
</tr>
<tr>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

### Total Cost of Service Ownership

<table>
<thead>
<tr>
<th>Direct Costs</th>
<th>Indirect Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware Maintenance</td>
<td>Technical Maintenance</td>
</tr>
<tr>
<td>$20,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Software Maintenance</td>
<td>Service Desk Support</td>
</tr>
<tr>
<td>$7,200</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

### Risk to Business Goals

<table>
<thead>
<tr>
<th>Business Impact</th>
<th>Service Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Dependency</td>
<td>Dependant Services</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Business Alignment</td>
<td>Complexity of Service</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Service Empowerment</td>
<td>Technology Maturity</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
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.
AVAILABLE RESOURCES
Available Resources

**Industry Links**
- [www.isaca.org](http://www.isaca.org) (COBIT, VAL-IT, Risk-IT)
- [www.pmi.org](http://www.pmi.org) (PM-BOK)
- [www.sei.cmi.edu](http://www.sei.cmi.edu) (CMMI)
- [www.iso.org](http://www.iso.org) (ISO20000, 27000)

**Emtec**
- [Emtec Event Archive](http://www.emtecinc.com)
  - Crawl, Walk, Run Approach to ITIL- Apr 2011
  - CMDB: Design for Success- Nov 2010
  - VBM: Measuring the Business Value of IT-Sept 2010
- [www.emtecinc.com](http://www.emtecinc.com) or [www.emtecfederal.com](http://www.emtecfederal.com)
Welcome to TELUS.

Preferred language/Langue de préférence:
- English
- Français

I'm interested in information for:
- Personal use
- Business use

Select your region
So that we can show you the products available in your area.
- Alberta
- British Columbia
- Manitoba
- New Brunswick
- Newfoundland
- Northwest Territories
- Nova Scotia
- Nunavut
- Ontario
- Prince Edward Island
- Québec
- Saskatchewan
- Yukon
- USA
- International
<table>
<thead>
<tr>
<th>Service Category: Networking Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Description: Service support and delivery of standard/approved network devices and associated components.</td>
<td></td>
</tr>
<tr>
<td>Ref#</td>
<td>Service</td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
</tr>
<tr>
<td>4,1</td>
<td>LAN Administration</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>4,2</td>
<td>WAN Administration</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONCLUSION
Crawl, Walk, Run Approach

What services do our clients want & when do they want them?
- Service Catalogue
- Service Level Requirements
- Service Level Agreements

What are the service-components required to deliver the services?
- Service View - Configuration Items
- Do the responsible teams deliver service-components in a manner consistent with clients’ service requirements?
- Operational Level Agreements & Underpinning Contracts

Do we collect meaningful data on the status of each component, measured over time?
- SLA Monitor
- SLA Reporting
Crawl, Walk, Run Approach - IT Service Catalogue

Contact Details:

Andrew Braden
613-591-9131 (office)
613-301-4236 (mobile)
AndrewBraden@emtecinc.com

Renee-Claude Lafontaine
613-591-9131 (office)
514-912-1134 (mobile)
Renee-ClaudeLafontaine@emtecinc.com

General Inquiries:

Deanna Evers
973-232-7897 (office)
856-304-4044 (mobile)
DeannaEvers@emtecinc.com

Visit our Website: http://www.emtecinc.com