ITIL V3 for Small and Medium Business

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The current situation at an SMB client in the ASEAN region

- There is no integrated process framework

- Different management applications are used for different processes:
  - Monitoring is done at the platform level, with no overall monitoring capability. There is no event management function, and event information is not passed to the Service Desk
  - Service Desk is currently using one vendor product for Incident and Service Requests, but they are considering changing to another vendor product
  - 2nd and 3rd level support staff use a third vendor for Problem Management
  - Change Requests are managed on spreadsheets
  - There is no formal Release Management process
  - Configuration management is done in an unstructured manner by each of the support teams in a silo and hero-based manner. Spreadsheets are used by some of the teams.

- Consequences:
  - The standard method of finding out about an availability problem is via a call to the Service Desk (users know before the IT team does)
  - There are significant availability issues, and there was recently a significant downtime of core services
  - Data is manually entered from one ITSM application to the next
  - It is difficult to produce KPI reports, or understand the health of the IT services
  - Users are highly dissatisfied with IT services

SMBs must execute effectively with limited resources and therefore must be very pragmatic about selecting service improvement initiatives

- SMBs have limited staffing and budgets, and therefore tend to focus on IT projects that:
  - Will deliver direct, tangible benefits that are visible to the business
  - Have low complexity and cost

- However, SMBs still face many of the same Service Management issues that all organizations face:
  - How to provide efficient, reliable and quality support to queries and incidents from users?
  - How to manage the hundreds of Service Requests received every month?
  - How to meet business expectations for turn-around time when they submit a request?
  - How to ensure the IT environment services are reliable?

A brief history of ITIL

- ITIL v3 represents a significant milestone in the evolution of service management
    - ITIL v1 – Systems
    - ITIL v2 – Processes
    - ITIL v3 – Services
- Introduces the Service Lifecycle
- Brings more management disciplines to the attention of the professional service manager
- Emphasises the need for integration

***But the question remains ...** where and how should I get started?*

ITIL offers assistance in meeting Service Management requirements
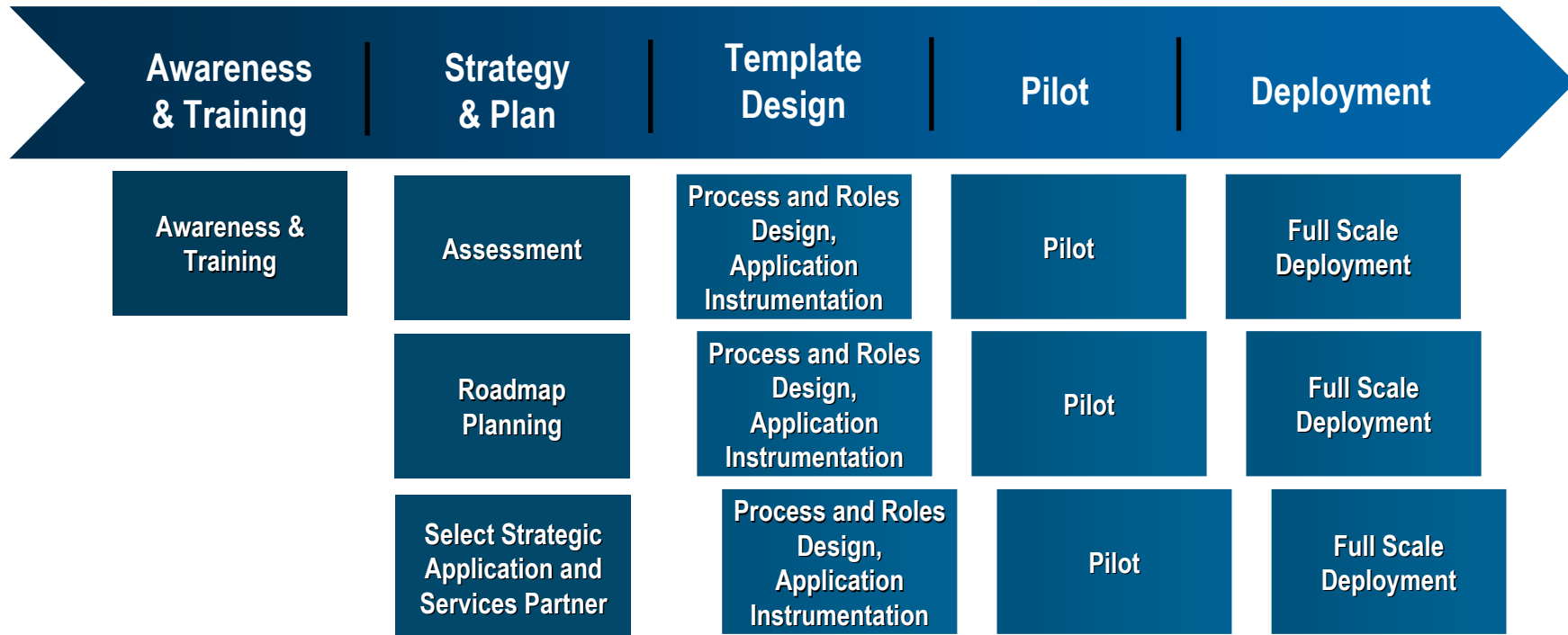
- **ITIL provides:**
  - Guidance to align IT services with the requirements of the business
  - A common language for IT and the business
  - A framework, ***not a methodology***
  - A vendor neutral set of best practices
  - Guidance, ***not a step by step how-to*** for an organization to implement IT Management processes

- **More than just a process model:**
  - Guidance on planning and implementation
  - Suggested staff, role and skill requirements
  - Suggested education and training
  - Descriptions of tools features
  - Example policies and procedures

For SMBs, finding a strategic partner and using more out of the box capabilities and templates is critical to ITIL success

Awareness & Training	Strategy & Plan	Template Design	Pilot	Deployment
Awareness & Training	Assessment	Process and Roles Design, Application Instrumentation	Pilot	Full Scale Deployment
	Roadmap Planning	Process and Roles Design, Application Instrumentation	Pilot	Full Scale Deployment
	Select Strategic Application and Services Partner	Process and Roles Design, Application Instrumentation	Pilot	Full Scale Deployment

A well defined process for ITSM assessment and planning, and lesson learned from other implementations can save you a lot of time and money.

ITIL v3 covers a lifecycle of 5 phases and many processes…

Strategy	Design	Transition	Operation	Continual Improvement
Service Strategy	Service Portfolio Mgmt	Change Mgmt	Monitoring & Event Mgmt	Measurement & Control
Market Intelligence	Service Catalog Mgmt	Service Asset & Configuration Mgmt	Incident Mgmt	Service Measurement
IT Financial Management	Service Level Mgmt	Knowledge Mgmt & a service knowledge system	Request Fulfillment (standard changes)	Service Assessment & Analysis
Service Portfolio Mgmt	Capacity Mgmt	Service Release & Deployment Planning	Problem Mgmt	Process Assessment & Analysis
Demand Management	Availability Mgmt	Performance and Risk Evaluation	Access Mgmt	Service Level Management
Risk Management	Service Continuity Mgmt	Testing	Service Desk	Improvement Planning
	Information Security Mgmt (ISO 27K, ISO 20K)	Acquire, Build, Test Release	Infrastructure Management	
	Supplier & Contract Mgmt	Service Release, Acceptance, Test & Pilot	IT Operations	
Processes	Organizational Change & Communications	Deployment, Decommission and Transfer	Facilities Management	
Functions				

The question is often "Where do I begin?"

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In our experience we see five common phases that many organizations go through in building their IT Service Management Capabilities

Progressively implement
- KPIs
- Service Level Agreements

leading to continuous improvement

5 **Provide integrated IT & business performance monitoring**
- Implement an integrated IT & business dashboard to support management reporting of business-aligned KPI's and continuous improvement

4 **Provide enterprise-view of IT capacity and availability against SLAs**
- Implement an integrated IT dashboard for proactive operational monitoring
- Advanced correlation of events to allow automated diagnosis and recovery

3 **Ensure that IT Configuration Items and Assets are managed**
- IT asset management, configuration management, advanced change management & device auto-discovery functions

2 **Effectively manage IT services to the users**
- Implement Service Desk solution with Request Fulfillment, Incident Mgmt and Knowledge Base with basic Problem, Change, Release and Configuration Mgmt.

1 **Provide essential resource availability monitoring and basic event management**
- Implement management applications and processes with basic event management
- Basic Configuration information should exist to support component identification

10 ITIL implementation keys to success

1. K.I.S.S. = Keep it Simple Stupid! "Everything should be made as simple as possible, but no simpler." **- Albert Einstein**
2. Be flexible – do not get caught up on dogma or theory. ITIL and the other frameworks offer guidance.
3. Work in phases. Show measurable results in 3-6 month intervals (milestones).
4. Don't boil the ocean. Sometimes less is more.
5. Learn to walk before trying to run. Do the basics first. If you can't get the fundamentals right, then don't try to get fancy _yet_.
6. Unless there's a compelling justification, stick to the ITIL processes and/or "out of the box" application configurations.
7. Understand the business drivers. Don't implement ITIL for the sake of ITIL.
8. Manage expectations and seek consensus
   - It's a continuous improvement journey – not a shortcut to a final destination.
   - You cannot go from maturity level 0 to 5 in one big jump.
9. Don't be afraid to seek help or to admit that you don't know something.
10. Communicate, communicate, communicate!
    - Provide frequent and regular Status Reports
    - Announce Milestones