



PINK ELEPHANT'S
SERVICE MANAGEMENT
IMPLEMENTATION APPROACH

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PINK ELEPHANT'S

SERVICE MANAGEMENT IMPLEMENTATION APPROACH

IT Executives are constantly being asked to improve service quality, reduce the complexity of IT, reduce risk, lower the cost of operations, manage compliance, reduce the burden of overworked IT workforce, and manage the IT organisation more like a business. The problem is that many do not have a cohesive strategy to achieve this.

Many IT Executives find it difficult to justify investment in an esoteric activity such as Service Improvement

It is no wonder that many organisations are looking to ITIL® as a solution to fix these issues. It should be remembered however, that ITIL is not a strategy, but it can provide a sound framework for a strategy to simplify and make the work done by IT more efficient. ITIL can, however, be viewed as a logical approach to address all the above issues.

Keeping the status quo – just keeping IT running at its current level – takes around 80% of the total IT budget. Current research and IT process improvement case studies clearly show that organisations consistently achieve a 20-40% reduction in the effort required for on-going IT operations by applying ITIL. The same research and case studies also link ITIL with strategic gains in customer service quality, accuracy and efficiency, while reducing IT risk and easing compliance management burdens.

Although IT Executives are under increasing pressure to reduce costs and complexity of IT, whilst at the same time increasing productivity and implementing a growing number of strategic initiatives, many find it difficult to justify investment in an esoteric activity such as service improvement.

USING ITIL FOR QUALITY GAINS AND COST REDUCTION

ITIL defines best practice for running IT more effectively at the enterprise level, and assists IT management in developing consistent processes and procedures across technical 'silos'. So it is no surprise that IT Executives are looking at ITIL to help relieve the overburdened IT staff, reduce costs, increase customer satisfaction, and increase efficiencies. Nevertheless at board level, senior management is unwilling to fund any initiative in today's competitive environment that cannot be reinforced with a clear, documented value, business case, and a return on the investment.

THE VALUE OF ITIL

ITIL essentially re-engineers (remember Business Process Re-Engineering!) the services provided by IT departments from the perspective of their customers, eliminating unnecessary duplication of effort and presents a consistent service offering to end users. Reported gains include:

- Research conducted by IDC from different sectors and geographies point to the achievement of an overall efficiency gain of 30% by the application of ITIL.

Specific gains include:

- Incident Management and Desk Support: 40.5%
- Managing and Supporting Servers: 30.9%
- Change Management: 28.4%
- Managing and maintaining network infrastructure: 23.1%
- Maintaining Configuration Database: 22.8%
- Managing Applications: 10%
- Problem Management: 9.4%
- Service Level Management: 8.5%
- Average number of network devices controlled per FTE up 57%
- Average reduction in headcount growth: 12.2%

The IDC study documented significant gains that include:

- Three year cost of investment: £1.1m
- Annual cost savings and increased revenue: £7.7m
- Net present value of three year savings: £14.1m
- Payback period: 11.8 months
- ROI over a three year project life cycle: 422%

- A \$500m saving from Proctor and Gamble, as well as a 6-8% reduction in operating costs and a 15-20% reduction in technology personnel.
- A 25-35% reduction in time required to process change across the infrastructure, a 39% reduction in system crashes and a 75% reduction in ongoing compliance workload from Food Lion, a 1,100 strong US grocery chain.
- Hershey² Foods , a multimillion dollar US food giant achieved a 97% success on Changes it made. Less than 3% requiring a rollback to their prior state. Linking Problem and Change Management provides opportunities to correlate problem to changes (and vice versa), and also to shorten the mean time to isolate Problems and repair them.
- Ontario Justice embraced ITIL in 1999 and created a virtual help/service desk that cut support costs by 40%.
- Caterpillar embarked on a series of ITIL projects in 2000. After applying ITIL principles, the rate of achieving the target response time for incident management on Web-related services jumped from 60% to more than 90%.
- PEMCO attributed an investment in ITIL Essentials training with Pink Elephant in 2002 to overall savings of \$500,000 within 12 months.
- Since implementing Service Management in the late 1990's at Zurich Life, to maintain service desk consistency, the company has reduced the number of contracted IT staff from 30 down to 10.
- Hospital Corporation of America measured ITIL success and cost savings on the repeatable and consistent delivery of IT services, which directly relates to the infrequency of network/computing outages.
- Implementing key ITIL processes in 2001 at Nationwide Insurance led to a 40% reduction of its systems outages. The company estimates a \$4.3 million ROI over the next three years.
- The Ontario Ministry of Transportation used ITIL to resolve help desk incidents 98% of the time, up from 85%, reducing the unit cost of IT.
- An ITIL program at Capital One, which began in 2001, resulted in a 30% reduction in systems crashes and software-distribution errors, and a 92% reduction in “business-critical” incidents by 2003.
- One IT Managed Services supplier estimated a \$1bn of potential revenue could be lost without ITIL or ISO20000 alignment.

Gartner research also surveyed 350 senior IT executives in 2005 and determined that, “There was a strong positive correlation between those not using ITIL, and the degree to which respondents felt their infrastructure was under-funded . . . We [Gartner] believe this reflects their focus on creating a Service Driven organisation, the need to be competitive and greater maturity.”³

A massive 81% of organisations adopting ITIL gave, “the organisation’s resistance to change” as the biggest risk of failure

The thinking should not be to implement ITIL processes, but to implement Service Management.

ITIL’S BUSINESS DRIVERS

Discounting the recent frenetic imperative to meet compliance issues, such as Sarbanes Oxley particularly in the US, without doubt, Service Quality is the top business driver for organisations implementing Service Management. However, although organisations genuinely want to improve the service to their customers [reducing costs almost comes as a bi-product], there is still overwhelming resistance, on the part of IT staff, to the change required to adopt ITIL. While in a recent Forrester⁴ survey for the itSMF, 60% stated that their main ‘challenge’ when implementing Service Management was their staff’s lack of knowledge and experience of process-based methodologies. ITIL should not be viewed as a technology change, but as an organisational transformation.

If demand and complexity of IT continues to rise, and it will, so will the workload.

If IT operations is currently lean, and in most cases it is, then working harder is not the answer, and ultimately service quality will fall and good staff will leave.

ITIL process improvements present senior IT management with an opportunity to improve efficiency and customer service quality, reduce IT workload and cut costs by 20-40%.

DEVELOPING AN ITIL ROADMAP

Once a company has determined that adopting a quality best practice approach is required, it is key to understand the nature of an ITIL transformation, the logical steps for implementing Service Management, and the business value it will deliver. The guidelines of ITIL can be applied incrementally in a phased approach, but that approach must be guided by an overall strategy and plan that maps the 11 ITIL disciplines that define the delivery of IT Services enterprise wide.

ORGANISATIONAL CHANGE

To be successful, all of IT must adopt and adapt a common, synchronised way of delivering its services to simplify and accelerate the work. This can be challenging, because many organisations are currently organised around technology silos and do not adapt well to driving common processes across these disciplines. This presents a key challenge in getting people to change the way they work and think.

Development of an ITIL Roadmap is not unlike the development of any organisational change, and a well validated approach to this has been documented by Professor John Kotter.⁵ After studying more than one hundred change programmes, Kotter identified eight reasons for failure, the solutions for these failure points now form the eight steps to successful transformation:

EIGHT STEPS TO SUCCESSFUL CHANGE

- 1 Establish a Sense of Urgency
- 2 Create the Guiding Coalition
- 3 Develop a Clear Vision
- 4 Communicate the Vision
- 5 Empower People to act on the Vision and Clear Obstacles
- 6 Secure Short Term Wins
- 7 Consolidate Improvement
- 8 Institutionalise the Changes

These changes all require executive support, long-term funding and an overall business plan. ITIL Programmes that do not have a clear strategy at the start, are the most likely to show little or no business value, as their organisations will resist the necessary changes.

Most programmes begin by focusing on one or two process improvement projects that illustrate a clear need, and then begin to apply ITIL best practices while also improving a key part of the business, namely IT. This is an excellent way to limit project risk and the duration of the initial phase, and maintain a reasonable scope. Success in this first, limited phase then gains support, builds consensus, gets executive buy-in and usually provides a logical set of activities for the next phase.

What follows is Pink Elephant's holistic Service Management Implementation Roadmap. Organisations can adapt and adopt this to meet their own specific needs and circumstances.

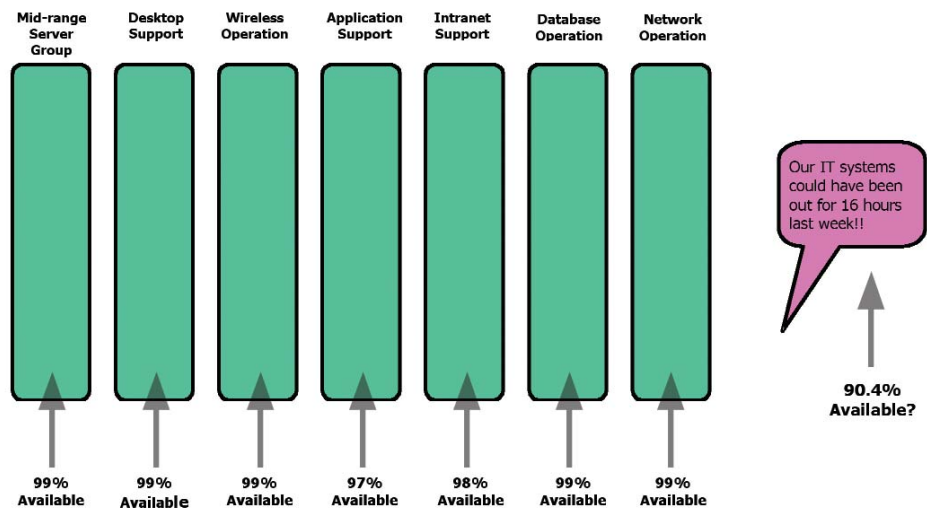
*The thinking must change from
'technology silos'
to
'services using different
technologies'*

THE SERVICE MANAGEMENT IMPLEMENTATION ROAD MAP

Most IT organisations have a support structure that is silo based. This makes providing and managing services to the business extremely difficult. In fact many IT organisations do not provide and manage services; they instead provide and manage IT systems and infrastructure.

Is this wrong? Not necessarily, providing that the IT department understand the aspects of the IT systems and infrastructure that relate to business processes/ services and they must also understand the Service Levels that are required by the business. Without this level of understanding it is extremely difficult to align IT with the business, and equally difficult to know whether IT services are addressing the business need. The silo structured support organisation needs to refocus upon managing service provision and not individual IT systems and infrastructure components. This dilemma is shown below, and is a very common scenario in many IT organisations;

Figure 1 The impact on supporting Service in a Silo Based Organisation

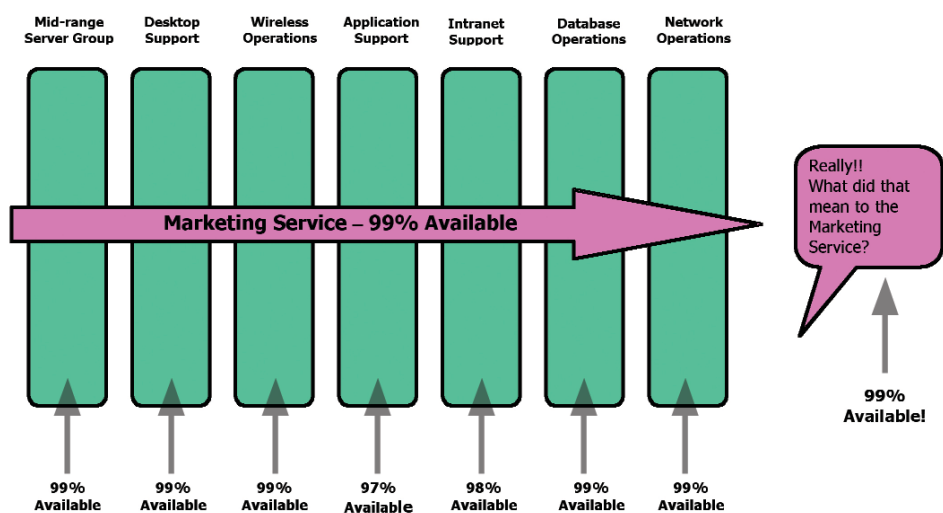


This common scenario can be resolved. The ITIL framework recommends a process based approach to cutting across silo boundaries to facilitate the management of business aligned Services. The processes are detailed within the IT Service Management books that form part of ITIL. They are known as “the essential ITIL processes”. The processes within the IT Service Management set are as follows:

<i>Service Support (day-to-day processes)</i>	<i>Service Delivery (tactical processes)</i>
<ul style="list-style-type: none"> • Service Desk/ Incident Management • Problem Management • Change Management • Release Management • Configuration Management 	<ul style="list-style-type: none"> • Service Level Management • Financial Management for IT Services • Availability Management • Capacity Management • IT Service Continuity Management

The implementation of the IT Service Management processes changes the above diagram to show a business process aligned scenario as shown below:

Figure 2 Managing Service using IT Service Management processes



Many organisations will think the solution is to implement a Service Management tool. Without having the underlying processes in place this is simply a waste of money. A tool is without doubt part of the solution, but there is a lot of groundwork to do on the processes first.

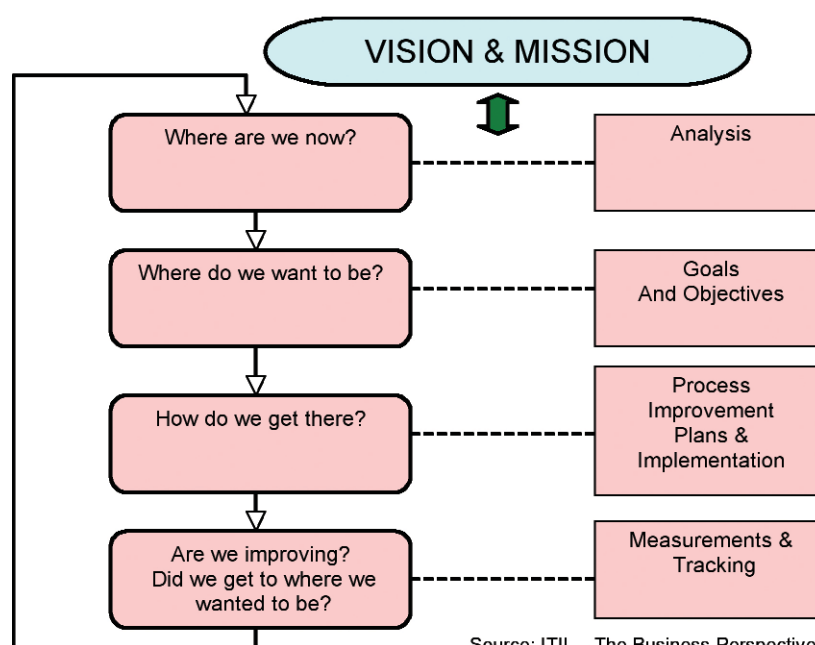
Don't confuse the need to do something urgently that will improve matters, with the need to create a sense of urgency to understand what needs to be done

It is quite clear that an implementation of ITIL Service Management is desirable, but is also a substantial undertaking. However, many organisations embarking upon this journey over complicate their implementation. They do this by randomly attacking their IT problems and difficulties with ill-considered ITIL process solutions. Some organisations have less of a knee jerk response to the need to improve, but spend too much effort on a heavily strategic solution that takes years to implement. Eventually they lose sight of why they are doing this in the first place, the project dies, and the ultimate goal is not achieved.

The Service Management implementation recommended by Pink Elephant strikes a balance between a necessary set of strategic goals and the need to address issues here and now. How is this achieved? It uses a very simple model in order to achieve a successful Service Management implementation. This model concentrates vital effort to establish a clear Vision of the desired future state. Then a subsequent assessment of the current position enables a plan to be devised that plots the appropriate Service Management Road Map.

This is shown in the following diagram:

Figure 3 Process Improvement Model



VISION AND MISSION

The above diagram shows quite clearly that an implementation of this type needs to be based upon an organisational Vision and Mission. Many organisations make their biggest error by underestimating the value of establishing a Vision before proceeding further.

Undertaking a work stage that establishes a Vision for the project is a major contributor to the successful implementation of IT Service Management. It provides a clear focus for the implementation and gives all participants a sense of direction. The Vision also provides a “flag” for all staff involved in the project to rally around and it helps to bring all stakeholders together around a common objective.

Constructing a Vision is highly desirable, however it should be noted that the breadth of involvement across the organisation is extensive. All potential stakeholders need to be involved so as they can take ownership of the Vision and understand what the Service Management implementation is to achieve and why it needs to be done. Stakeholders involved will include

representatives from the business as well as the IT department. It may also include 3rd party suppliers particularly where large parts of the IT service provision have been outsourced.

Here are some examples of real-life Vision statements:

“We will deliver a wide range of responsive and integrated services that will meet, and where appropriate, exceed our customer’s expectations”

“We will always protect our corporate investments in IT solutions and infrastructure by ensuring that they will be deployable and operable on a day-to-day basis at an acceptable cost”

“We will set the industry standard for how to operate an IT infrastructure that is widely admired around the world – most importantly – by our customers as a reason to buy products and services from our company”

Each of these is meaningful to the organisation that constructed them, more importantly they are meaningful to the stakeholders within those organisations. They underline and constantly remind them about why they are investing their commitment in this Service Management implementation.

WHERE DO WE WANT TO BE, AND WHERE ARE WE NOW?

In the Visioning phase Organisations will have set out a strategic Vision of their desired future state. However, achieving the Vision can sometimes appear to be a long way off, in some cases it can be years. As a consequence the project may never start and the Vision may never be achieved regardless of how meritorious it is, or how much it would benefit the business. So how is this issue overcome? Well, it means that Organisations need to identify what their goals are within the first implementation lifecycle, and the first implementation lifecycle should not exceed one year. Projects that last longer than one year are at a very high risk of failure. In effect, organisations should establish “Where they want to be?” in the context of the first implementation lifecycle, and this should provide demonstrable benefits to IT and, more importantly, to the business. A good example of such a goal would be:

“Within the next year we will have the best Support and Restore facility for our customers, and will get them productive again as soon as possible after any incidents. This will support our strategic Vision of providing the best Quality IT Services for our Customers”

One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

Lewis Carroll

Often the urgency to do something to improve matters overtakes this important phase of the implementation initiative. Every journey starts with an evaluation of where you are now and where you want to be, why should an implementation of Service Management be any different? The roads that can be taken on a journey are often very reliant upon where you are starting from.

As a consequence it is essential that assessments take place to benchmark the current state. It is then possible to identify the gap that exists between the current state and the desired future state (the Vision). Without doing this it is very difficult to plan any meaningful initiatives that truly take the organisation towards the desired objective. Furthermore, there is no base from which any improvement initiative can be measured thus making continued investment in the project unreliable.

The assessments will yield three main outcomes; these are:

Assessment Results

These will identify the gaps that exist between the current and future state. They will also provide a benchmark between the current state and the Service Management Best Practices as documented within ITIL. This helps to identify "Where we are now?".

Assessment Recommendation Actions

This is an inventory of recommended actions to be taken to overcome the gaps identified. These actions should be prioritised based upon the Visioning stage described above. This helps to identify "Where we want to be" within the scope of this implementation lifecycle.

Recommended Initial Win Projects

This is an inventory of initial win projects to be undertaken that will provide noticeable, sustainable short term benefits to IT and the business. An initial win project will be an important sub-project within the Service Management implementation programme and contributes to identifying "Where we want to be".

HOW DO WE GET THERE?

This stage of the improvement initiative has four major work stages. These are as follows:

Planning

It is important to consider the organisational and operational needs of the implementation programme. A programme of this importance must be well organised. Certain project management basics need to be in place to make sure that a solid improvement foundation is underway and operating effectively. Failure to do this correctly may result in miscommunication across project teams, confusion over roles and responsibilities and a perception that the initiative is not well organised and is likely to fail. Starting the implementation without a solid programme structure and detailed work plans will invite failure.

Foundation

This work stage is focused upon building the strategic IT Service Management solution that will take the organisation to their preferred future state (Vision). This is different from the "Initial Wins" work stage, although they clearly need to work hand in hand. For example: if Service Level Management is a process that requires improvement then the foundation work stage looks at; the process design, tools, governance, and organisation, whereas an Initial Win would focus on a specific Service Level Management solution such as developing a Service Catalogue, or establishing Operational Level Agreements within IT.

Initial Wins

Initial Win work stages are fairly straightforward. They are essentially a series of short term implementation projects that are taking place within each IT Service Management process. At the end of each initial win project the organisation will have gained some visible and recognised benefits. Furthermore they will have taken noticeable steps towards achieving their overall Service Management objectives.

It is obvious that this work stage needs to work hand in hand with the foundation stage. This emphasises the need for effective programme management as described within the Planning work stage above.

DID WE GET WHERE WE WANTED TO BE, AND ARE WE IMPROVING?

Control

This work stage concentrates upon the implementation of the IT Service Management solutions that have been designed within the Foundation and Initial Wins work stages. It also introduces the regular cycle of control reporting showing the current health and state of all implementation strands.

Up until now the solutions have been designed and tested and at this stage they are deployed, operated and measured.

Communication

It is essential that all potential stakeholders are involved in this project. An effective communications plan is the best way to achieve this. A stakeholder analysis will inform the communications plan by identifying the benefits that each stakeholder group will achieve from the IT Service Management project. Benefit messages can then be devised and targeted towards the relevant stakeholder group. Appropriate timing of the delivery can be considered to maximise the effect.

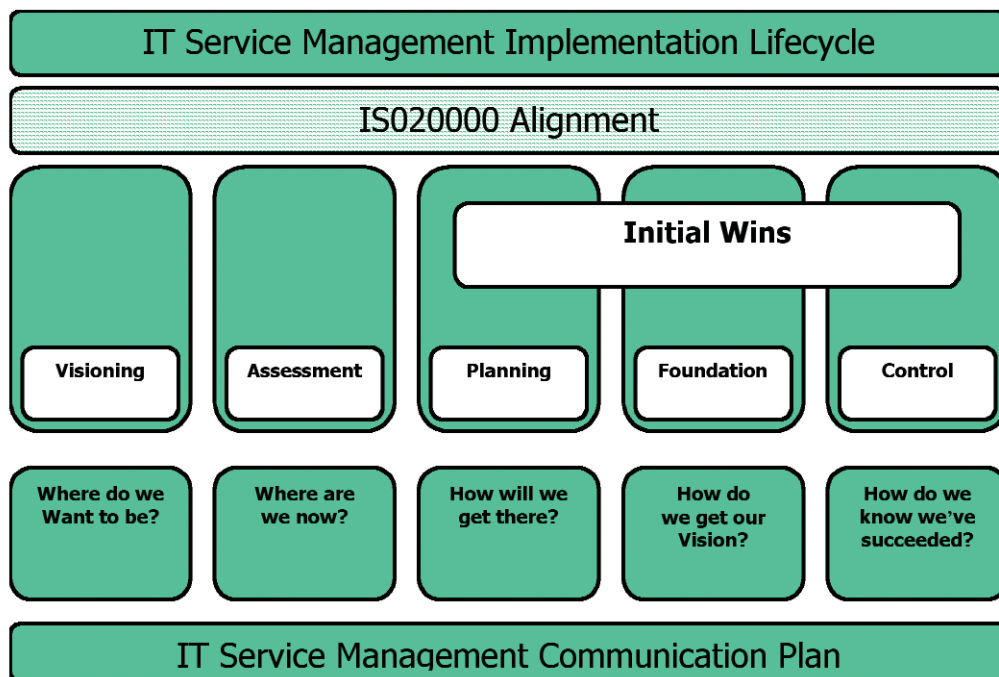
With this level of detailed understanding, an effective communications plan can be constructed. It can use various methods of message delivery, such as: meetings; notice board, intranet, email, voicemail, education and training etc.

Failure to have an effective communications plan will do nothing to overcome the natural resistance to change that exists in most organisations.

IMPLEMENTATION METHODOLOGY?

Implementing IT Service Management is a considerable undertaking and requires a proven implementation methodology to underpin it. Pink Elephant have adopted the following methodology because of its close alignment with the Process Improvement Model as described earlier.

Figure 4 Implementation Methodology



Source – Implementing ITIL (R.A. Steinberg)

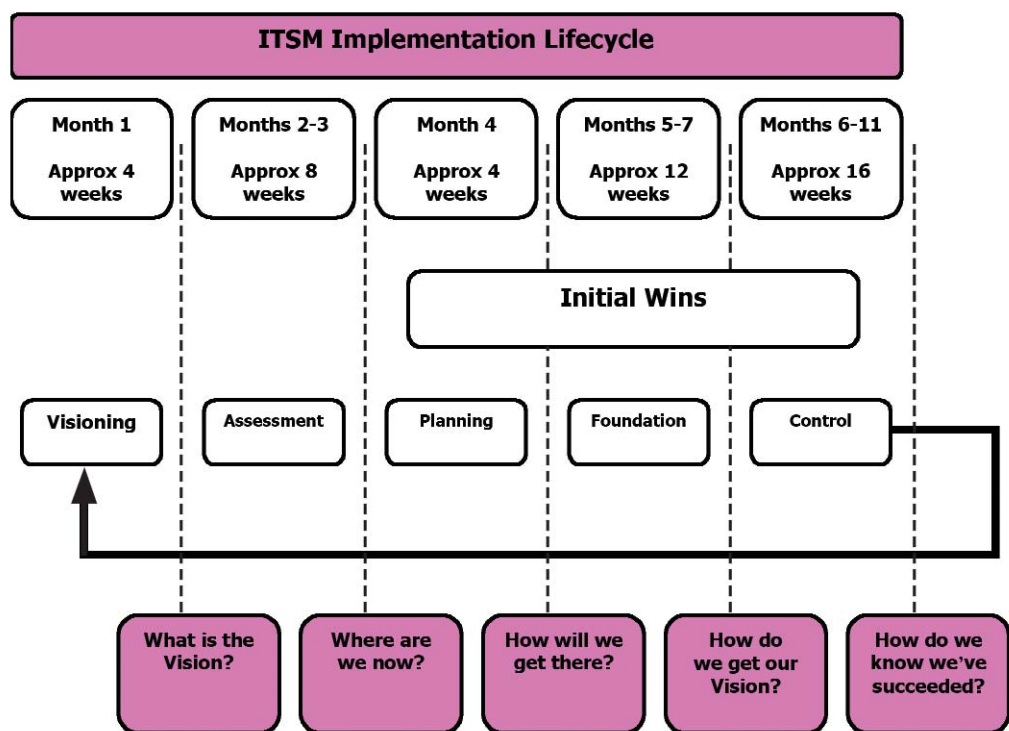
It is well understood that projects exceeding one year in duration have a much reduced chance of success.

As can be seen from the above diagram, all aspects of the process improvement model are properly considered within the implementation methodology. The organisation, structure and timescales for the project need careful consideration. Many laudable ITIL projects have floundered because their implementation timescales meant that the lead time to receiving the benefits of ITIL were too long, and the project costs were deemed to be too high.

The implementation methodology recommended by Pink Elephant balances initial wins with the longer term achievement of strategic goals. A key concept underpinning ITIL is one of Continuous Service Improvement and the recommended implementation methodology is aligned to that concept. Pink Elephant recommend an ITIL implementation lifecycle of approximately 44 weeks (see NOTE on the next page). Within this lifecycle the prioritised objectives derived from the Visioning work stage are targeted for implementation. Initial wins are identified and are also implemented during this period delivering IT Service Management benefits that can be seen and measured. At the end of the 44 week lifecycle a further assessment (this time re-evaluating the Vision) can take place that shows the degree of improvement achieved thus far. Thereafter the organisation is properly positioned to conduct new Planning, Foundation, and Control work stages for the next level of the IT Service Management project.

This is shown clearly within the following diagram:

Figure 5 Implementation Lifecycle



As can be seen from the above diagram approximate timescales are allocated to each work stage. The allocated timescales ensure that the implementation lifecycle does not exceed one year. This significantly increases the chances of success. The timescales above are guidelines however Pink Elephant strongly recommend that these be used to govern the timeline between the Visioning and Control work stages.

NOTE: This does not mean that you will be able to implement all the ITIL processes in a 44 week lifecycle. During the Visioning stage, the Vision should be kept realistic and kept to something that is achievable within a twelve month period. The Vision could be a subset of something the organisation wants to achieve in a longer period of say 3-5 years. Each ITIL Implementation project should be kept to roughly this length of time and must be able to achieve the Vision set in the first stage.

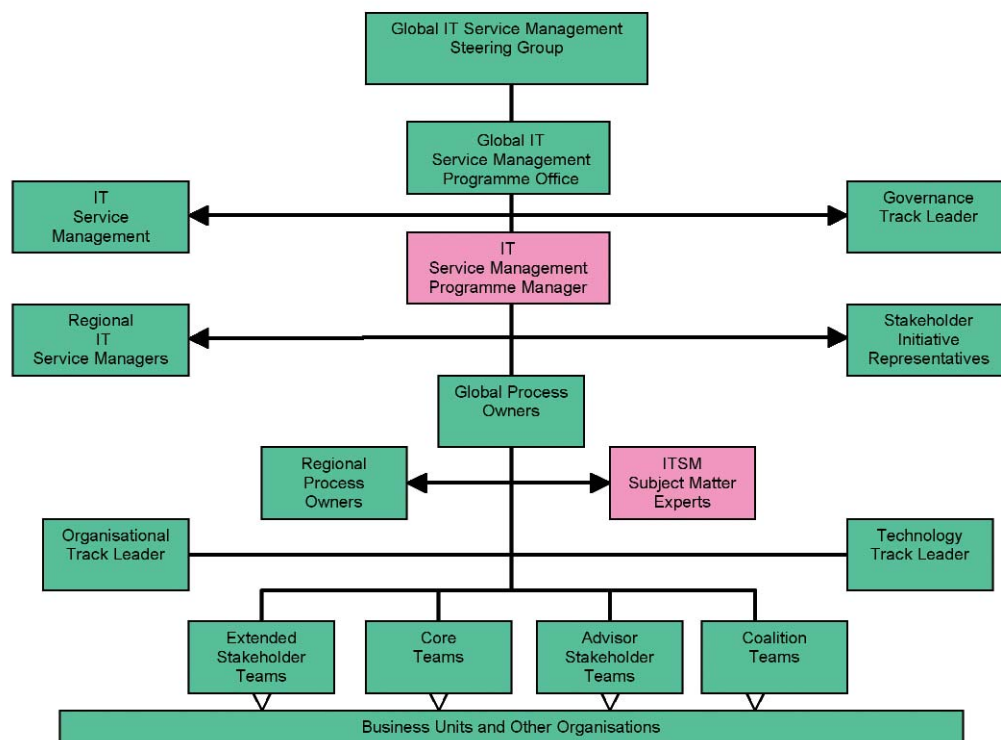
Service Management Programme Organisation

The programme organisation needs to be given serious consideration. The pervasiveness of an IT Service Management project means that all areas of IT and many areas of the business will need to be involved. As a consequence the programme organisation structure may appear to be complex. Clearly the role of Programme Manager is very important in terms of managing and co-ordinating the project effort.

Pink Elephant are able to Programme Manage all of the work stages highlighted within the implementation methodology diagram (figure 4) as part of the PinkAssist™ service. This service is explained later. The correct positioning of the Programme Management role is important. As can be seen by the programme organisation structure diagram overleaf, the positioning offered enables the Programme Manager to maintain communication upstream, and directly manage activities downstream.

The organisation structure shown overleaf was used in a large global organisation, but can be scaled to fit any size organisation;

Figure 6 Programme Organisation Structure (Global Organisation)



Often Service Management implementations are not as complex as that shown in the diagram above and occasionally the implementing organisation can provide their own Programme Manager but will require support in the area of Subject Matter Expertise. Again the PinkAssist™ service can be used to facilitate this. A description of the PinkAssist™ service is provided below.

PinkAssist™

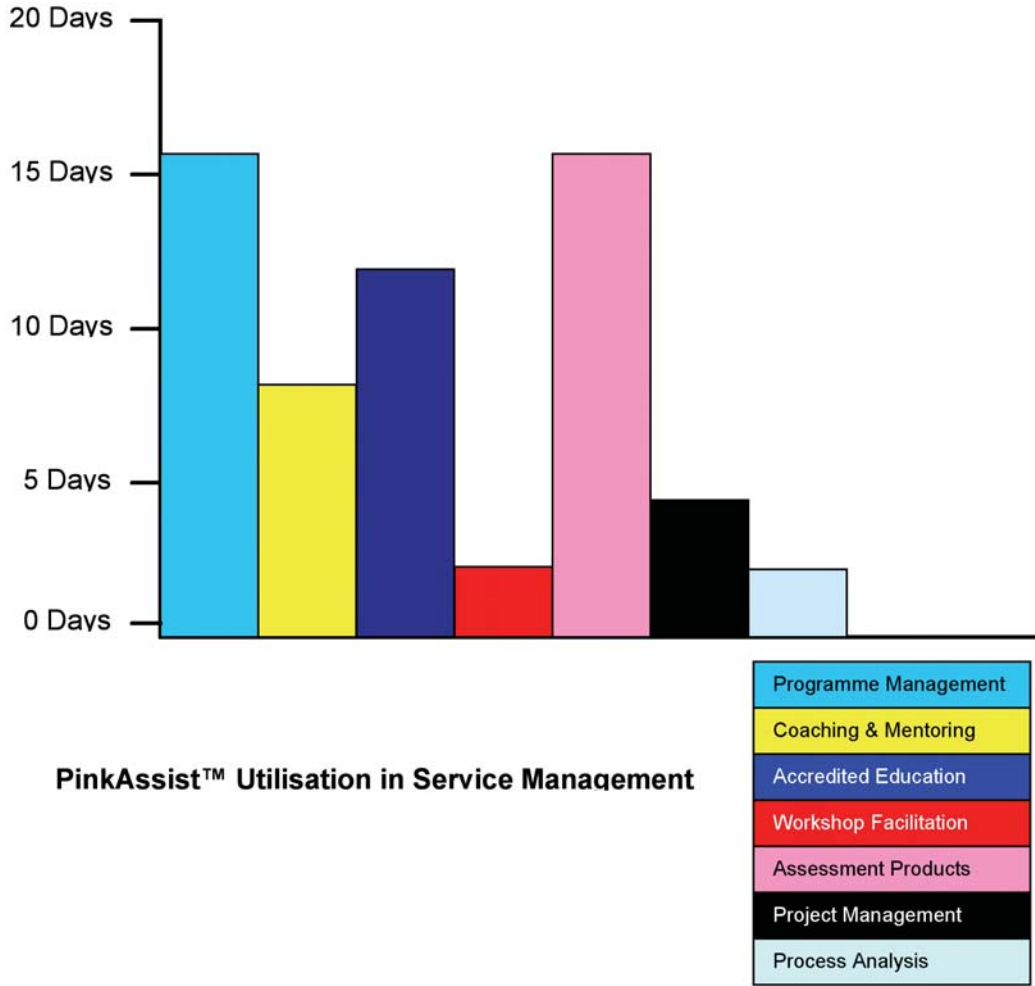
PinkAssist™ is a consultancy service that allows the customer to have flexibility and agility in how it can be used. In Service Management implementation projects organisations need to “flex” their expertise in many different areas. Often they have available expertise for some parts of the project but very rarely do they have availability of expertise in all of the areas required for a successful implementation.

PinkAssist™ provides a service that enables organisations to have access to the following types of Service Management implementation expertise without making the decision about their precise needs in advance:

- Programme Management
- Coaching and Mentoring
- Process Analysis/ Design
- Workshop Facilitation
- Work Stage Project Management
- ISEB/EXIN Accredited Education
- Consultancy Assessment Products

The PinkAssist™ service requires the customer to purchase a pre-defined number of days and then to utilise them across the range of activities in the above list as they see fit. The pre-defined number of days is as follows: 12 days, 24 days, 36 days, 48 and 60 days. The days must be utilised within a calendar year of purchase, but the PinkAssist™ service provides excellent flexibility to the client. Furthermore it can be used to significantly support an IT Service Management implementation. The following diagram shows the typical utilisation of PinkAssist™ in a Service Management implementation.

Figure 7 PinkAssist™ Utilisation



While PinkAssist™ is an excellent way to package together a flexible way of resourcing IT Service Management implementations, Pink Elephant are able to provide Education and Consultancy products that align to all of the implementation work stages as shown within Figure 4. These are described within the following section.

PINK ELEPHANT CONSULTANCY & EDUCATION ALIGNMENT

The Service Management implementation methodology has the following work stages within the lifecycle:

- Visioning
- Assessment
- Planning
- Foundation
- Control
- Initial Wins
- Communication

VISIONING AND COMMUNICATIONS PLANNING

To support this stage the PinkReady™ consultancy product is used to ensure that the organisation is ready to adapt to an IT Service Management Culture. The PinkReady™ product addresses the need to consider:

- Organisational Impact and Risk Analysis
- Stakeholder Identification
- Stakeholder Analysis
- Devising a Vision
- Communications Planning
 - Awareness Campaigns
- The Programme Organisation Structure

Implementing IT Service Management will involve people adopting new behaviours and ways of approaching IT management.

Educating and empowering IT Staff, Customers and Users across an organisation to act on the vision of a service-based culture can be the most challenging element of an IT Service Management implementation. This is because many organisations are not aware that more than just the IT Service Management processes will change. The human factor – resistance to change – can result in greater program costs than originally planned.

In taking a holistic view of a process change initiative, organisations need to consider people as a key ingredient in addition to processes and technology. Change readiness is determined by how well different organisational constituents know the overall vision, the specific plan, their part of the plan and the benefits to them as individuals.

These key elements of leading change are encapsulated in the research of Harvard's Professor John P. Kotter, which forms the basis for Pink Elephant's PinkReady™ service.

PinkReady™ includes a web based survey, which is then analysed and recommendations made – the recommendations are usually in the form of workshops that address issues raised by the survey.

ASSESSMENTS

The PinkScan™ assessment product targets the maturity and capability of an organisation across an agreed selection of IT Service Management processes. These are agreed within the Visioning phase of the implementation programme. The processes are assessed on the basis of their execution across organisational boundaries and departments within the sponsoring organisation.

There are 3 phases to a PinkScan™, these are described below:

1. Interviewing Phase

The purpose of the interviewing phase of the assessment is for the consultants to gain a comprehensive understanding of how the IT department delivers IT services in relationship to the ITIL process framework. To accomplish this goal, individuals are chosen to represent the viewpoints of management and staff in the execution of the assessed processes as practiced by the organisation.

The subjects of the assessment include:

- The quality, maturity, effectiveness, and consistency of the IT Service Management processes
- The cultural climate in relation to how the respondents view the organisation

As requested by the organisation, the survey focuses on the agreed IT Service Management processes.

2. Process Maturity Assessment

A major step in any process improvement project is to gauge the current state of the IT processes in relation to a baseline or benchmark of accepted industry Best Practices. To assist with this requirement, Pink Elephant consultants perform the PinkScan™ assessment service by conducting a comparative gap analysis against ITIL. Quality and performance indicators, as defined by the ITIL framework, provide the baseline by which Pink Elephant consultants perform this analysis.

Pink Elephant consultants interview members of the IT Department to collect data about the activities undertaken in support of each of the IT Service Management processes. A gap analysis of this data is performed and process maturity is then scored on a scale of 0 – 5, based upon the Capability Maturity Model (CMM) developed by the Carnegie Mellon Software Engineering Institute. This model has been adapted by Pink Elephant to assess the maturity of IT Service Management processes based on the ITIL framework.

“The best approach for enterprises to improve IT Management processes is to start with ITIL as the base template to develop these processes. Use CMM to improve the maturity of these processes ... as part of an overall process improvement methodology”

The Capability Maturity Model describes the following levels:

0 – Absence:	Describes a total lack of process activities.
1 – Initiation:	Describes a lack of high-level understanding of the process. Processes that are at a maturity level of Initiation may include some key process activities but the staff performing them do so on an as needed basis and may not necessarily understand the end goal or process objective.
2 – Awareness:	Commitment to the process is evident through the allocation of resources and staffing. However, the process activities are not formalised, consistent or repeatable.
3 – Control:	Describes a formalised process in which the process objective, activities, inputs, and outputs have been defined. The output is formalised, consistent and repeatable.
4 – Integration:	When at least two processes have reached a level of Control and the shared inputs and outputs have been defined and can be measured, these processes can be classified at the level of Integration with each other.
5 – Optimisation:	Optimisation describes the facility of the ITIL process to receive and provide quality data to external management and business processes such as Finance, Human Resources, Sales, and Marketing.

3. Report, Presentation and Workshop

After the consultants have completed the Gap Analysis they construct a report that details the position of the organisation against the Maturity Model as described earlier. The report will contain observations that have been made by the consultant during the interview phase. The final contribution from the report will be to document recommendations about how the processes can be improved in order to help meet the Vision of the sponsoring organisation.

The report is then presented to the sponsoring organisation in either a formal presentation setting or in a workshop. This allows the attending stakeholders to cross examine the consultant and fully understand the report contents.

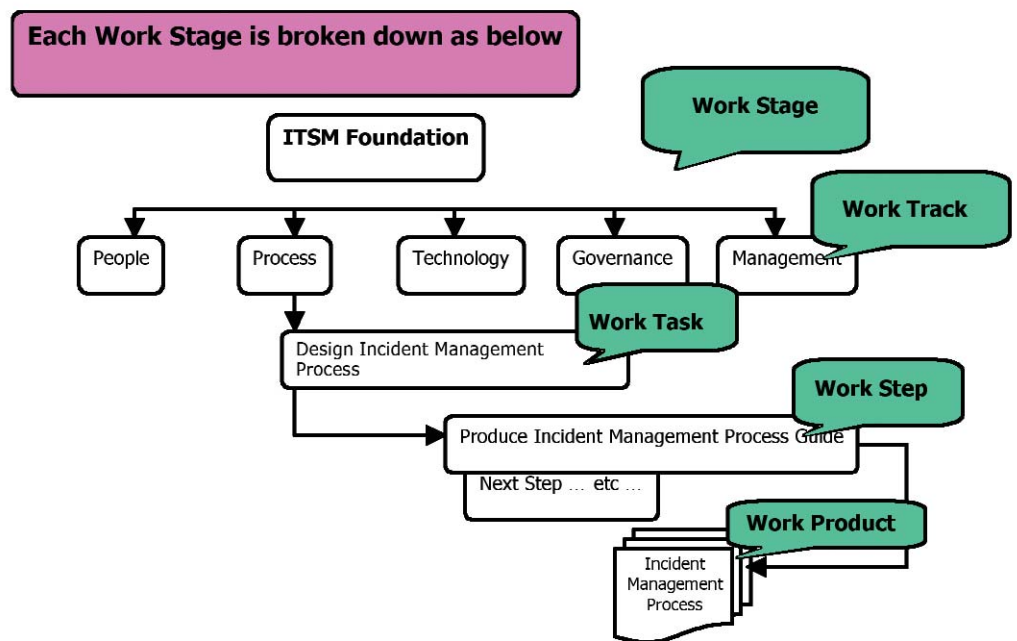
The final stage of PinkScan™ is to conduct a post-scan workshop that enables the attending stakeholders to identify quick wins from within the recommendations made. This then informs the Planning, Foundation and Control work stages.

PLANNING

This work stage provides a sound basis for the IT Service Management solution design, and implementation by building upon the work achieved within the Visioning phase. The Visioning phase provides a programme structure upon which the implementation plans can be built.

Using the PinkAssist™ service a Pink Elephant Programme Manager can access ATLAS, the implementation planning “accelerator templates”. These enable the Programme Manager to allocate work tasks in accordance with the requirements of each work stage. Each work stage will involve the following programme layers:

Figure 8 Work Stage to Work Product Structure



The “accelerator templates” (ATLAS) use acquired knowledge to devise the work task breakdown tables for each work track using the industry standard ARCI model (Authorised, Responsible, Consulted, Informed). This capability speeds up the Planning phase without the risk of omitting key activities while ensuring that roles and responsibilities are clearly understood.

FOUNDATION & INITIAL WINS

This work stage is focused upon building the strategic IT Service Management solution that will take the organisation to their preferred future state (Vision). Furthermore it gives attention to the Initial Wins work stage that delivers quick Service Management benefits to the organisation.

The Foundation and Initial Wins work stages will be significantly informed by the Visioning and Assessment phases. The use of PinkAssist™ provides the following underpinning capabilities although some of the offerings here can be purchased as stand alone products:

- **Ongoing Programme Management**

Continued assurance that upstream communication and downstream project management is undertaken.

■ Accredited IT Service Management Education

Empower staff within the organisation to contribute to the implementation effort safe in the knowledge that they understand at an accredited level the capabilities offered by Service Management. While the following accredited courses are offered as a menu option within PinkAssist™ they can be purchased as a product in their own right. Accredited courses available are:

- Service Management Foundation Certificate
- Service Management Practitioner Certificate in:
 - Service Desk/ Incident Management/ Problem Management
 - Configuration/ Change/ Release Management
 - Service Level Management
- IT Service Managers Certificate

■ A substantial array of non-accredited Service Management workshops is also available to support all aspects of the Service Management implementation. These range from awareness presentations to detailed process design workshops, including:

- How to design and Implement a Service Catalogue
- Software Asset Management Essentials
- What you need to do to achieve ISO20000

■ Process Design and Analysis

PinkAssist™ enables the sponsoring organisation to use days from the service to access Process Analysts in order to design the appropriate process flows. These Analysts will work onsite with the staff allocated to the process work track to ensure correct alignment with the needs of the organisation. The Process Analysts will use the Pink Elephant process design accelerator known as ATLAS. ATLAS contains a vast array of pre-defined process templates acquired through many years of involvement in Service Management implementations. This will significantly speed up process design allowing Initial Wins to be deployed quicker and increasing the pace at which the Control work stage can be started.

ATLAS can be purchased as a standalone product with two levels of accessibility available. It is not necessary to use PinkAssist™ to access ATLAS.

■ Coaching and Mentoring

Wherever there is a project of this scope there is a place for Subject Matter Experts (SMEs). PinkAssist™ provides access to Pink Elephant's highly regarded and well qualified SME's. From Executive Consultant for strategic advice through to a Consultant to coach a member of staff, the PinkAssist™ service will satisfy the project's need for speedy and varied access to SMEs.

■ Service Management Tool RFI/RFP and Selection Product

PinkSelect™ is a consultancy product that can take the sponsoring organisation through the difficult process of identifying and procuring the correct Service Management tool. PinkSelect™ is used within the Technology work track shown within Figure 8 and will interface with the Process work track to ensure that the functional and support criteria created ensure the selection of a "fit for purpose" tool. However, the use of pre-defined functional and support criteria, acquired through numerous projects of this type ensures rapid development of the final criteria. PinkSelect™ provides a comprehensive but quick service. It contains the following capability:

PinkSelect™ provides the forms, templates and process definition required to facilitate a tool selection process:

PinkSelect™ engagements are always considered in the overall context of the organisations' Service Management journey and will be informed by the Visioning, and Foundation/ Initial Wins work stages. PinkSelect™ tools, such as the Service Management Functionality Matrix, combined with additional consulting activities and deliverables will enable each individual customer the flexibility required to meet their own unique needs. PinkSelect™ engagements may be scoped to include numerous combinations of activities and deliverables which may include, but not be limited to, the following:

PinkSelect™ Expanded

From the Consultant

- Kick-off meeting outlining the PinkSelect™ template and selection criteria
- Overview of the selection process and timelines
- Presentation of the criteria and templates to the client (Covers: Incident, Problem, Change, Configuration and Service Level Management)
- Facilitates the prioritisation of overall specific requirements
- Facilitates the selection of the client specific criteria with the identified stakeholders and serves as ITIL process expert
 - Functional Requirements Matrix
 - System Criteria and Vendor Cost
- Facilitate the development of the tool RFI / RFP
- Facilitate the development of the Use Case
- Provide analysis and scoring grid for use by the following
 - Vendors
 - Selection Team
- Uses ITIL expertise to provide written analysis and comment on vendor responses (not on site)

Output

- Documented client specific criteria
 - Prioritised, Functional Requirements Matrix
 - System Criteria and Vendor Cost
- Templates from which to build RFI / RFP
- Documented Use Case
- Analysis and scoring grid for use by the following
 - Vendors
 - Selection Team
- Participant Score Sheet from vendor presentations
- Written analysis and comment on vendor responses

Customers of PinkAssist™ can use days from their service to fund PinkSelect™.

Pink Elephant offers Service Management tool vendors an independent assessment of their tool against ITIL. The PinkVerify™ 'seal of approval' measures the compatibility of the tool with ITIL. All the major vendors use this assessment as independent proof that their tool follows, and is compatible with ITIL guidelines. End User organisations use it as a 'first pass' when selecting tools.

CONTROL

This work stage concentrates upon the implementation of the IT Service Management solutions that have been designed within the Foundation and Initial Wins work stages. As a consequence PinkAssist™ can be used for ongoing Programme Management, Coaching and Mentoring, and general Implementation Support.

An important part of this Control work stage is the introduction of measurement and reporting. These important activities enable the organisation to understand the progress that the implementation is making and to unambiguously show whether or not the expected benefits are being achieved. The reporting capability of the Service Management tool will be important here and this endorses the need to use a product like PinkSelect™ to ensure that the reporting capability is acceptable.

Another consideration in this work stage will be training and education. Ensuring that relevant members of staff are appropriately Service Management aware is extremely important. Therefore consideration should be given to using the Education products detailed earlier. However, equally important is a knowledge transfer programme that enables all staff to work in accordance with the new policies, processes and procedures. These will have been designed during the Foundation/ Initial Wins work stages and are now to be deployed.

A review of the 1st year of IT Service Management accomplishments is required as the implementation lifecycle comes to a close. It may be appropriate to use a QuickScan™ to provide an objective measurement of the progress made. QuickScan™ is a derivative of PinkScan™, but takes the form of a workshop instead of individual interviews, and can therefore be completed in a much shorter timeframe. Again this can be purchased as a product in its own right or it can be funded through a PinkReady™ service. The output from this review will feed the next Visioning work stage in order to drive the next part of the Continuous Service Improvement Programme (see Figure 5).



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