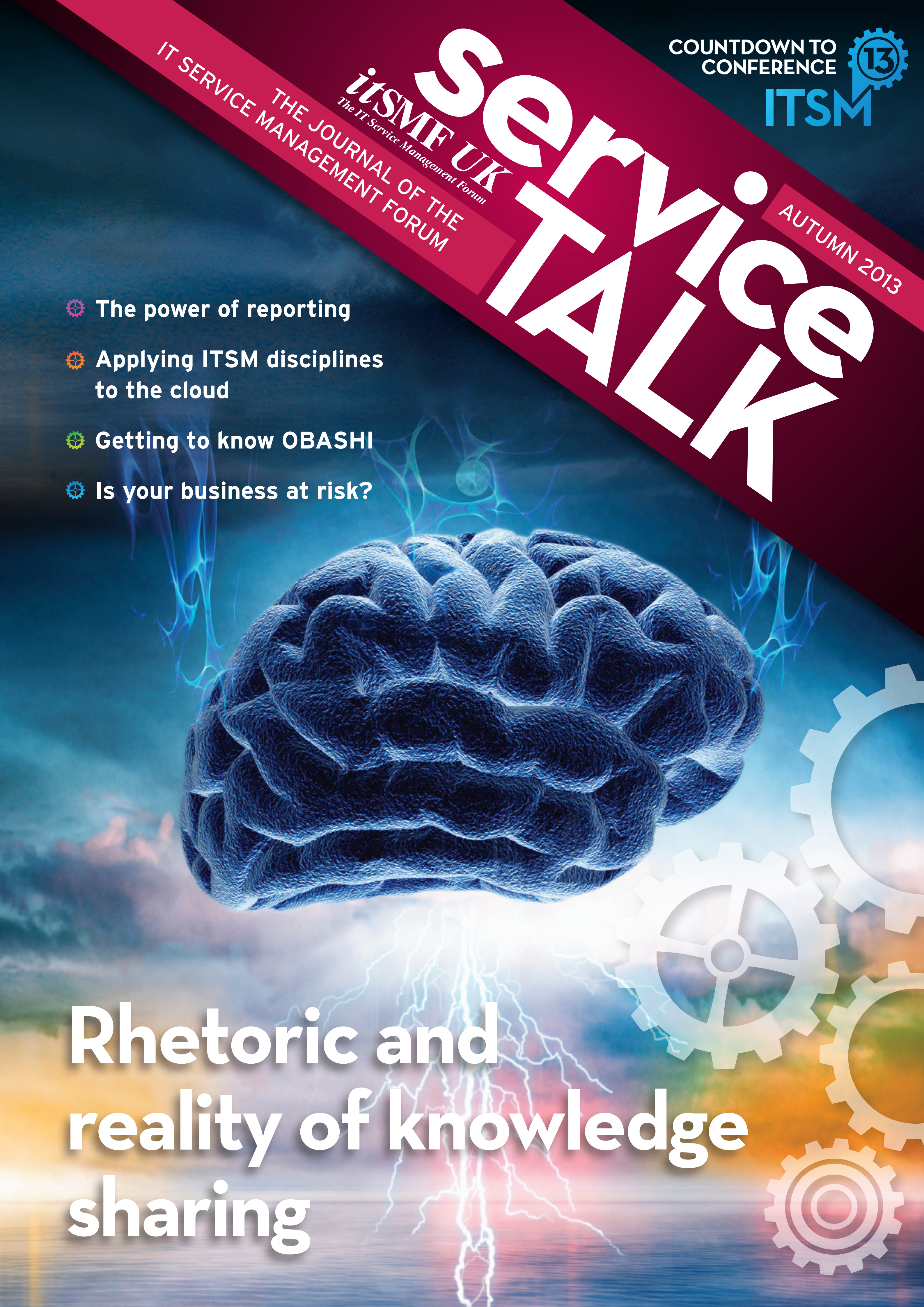
itSMF UK
The IT Service Management Forum

serviceTALK

THE JOURNAL OF THE IT SERVICE MANAGEMENT FORUM

AUTUMN 2013

COUNTDOWN TO CONFERENCE
ITSM 13



- The power of reporting
- Applying ITSM disciplines to the cloud
- Getting to know OBASHI
- Is your business at risk?

Rhetoric and reality of knowledge sharing

iCore
www.icore-ltd.com

service management
at its best

- Business Driven
- Pragmatic Approach
- Experienced Consultants
- Proven Service Solutions
- Accelerated Delivery
- Blended Best Practice

TOGAF
ITIL
KPIs
ENTERPRISE GOVERNANCE
SIAM
OBASHI
COBIT
CONTINUITY
MULTI-VENDOR
ORGANISATION
SERVICE DESIGN
RISK
DEMAND
BUSINESS SERVICE MANAGEMENT
CSFs
SFIA
BUSINESS RELATIONSHIP
CATALOGUE
MATURITY
ITSM TOOLS
IT SERVICE MANAGEMENT
EFFICIENCY
SERVICE TRANSITION
BEST PRACTICES
SERVICE STRATEGY
BUSINESS GOALS = IT GOALS
CRITICAL TO QUALITY
SERVICE OPERATION
VALUE
SIX SIGMA
LEAN PROCESS

iCore
the missing piece in your
service management jigsaw

For more information about iCore's range of services
please contact info@icore-ltd.com
or telephone 020 7464 8414

CONTENTS

service TALK
THE JOURNAL OF THE IT SERVICE MANAGEMENT FORUM

CEO COMMENT AND EDITORIAL 4

INDUSTRY NEWS 5
The latest ITSM products, services and customer stories

ITSMF UK NEWS 9
AGM and Board elections, welcoming new members, Elite Volunteer Card is launched, new version of the OSA and RCV Handbooks, Bon Voyage Ben, itSMF chapters gather in Taipei

CHAIRMAN'S UPDATE 12
Colin Rudd reports on a busy quarter spent engaging with international chapters and industry partners

MONITOR: ONLINE SELF-ASSESSMENT AND BENCHMARKING 13
Martin McKenna outlines the capabilities of the new itSMF UK self-assessment offering that is being launched at this year's conference in November

COUNTDOWN TO CONFERENCE 17
An update on keynote presentations, round tables and sponsor information for ITSM13 in Birmingham

ADOPT DEVOPS OR BE IRRELEVANT 20
Rapid innovation and agility are essential for today's IT operation, insists Rob Stroud

WE DON'T NEED ITSM; WE BUY ALL OUR SERVICES FROM THE CLOUD 22
In the rush for the cloud we need to remember the essentials of service management, warns Stuart Rance

KNOWLEDGE MANAGEMENT: HOW THE TOOLS COMPARE 25
Barclay Rae discusses a new study of knowledge management tools and compares their respective strengths

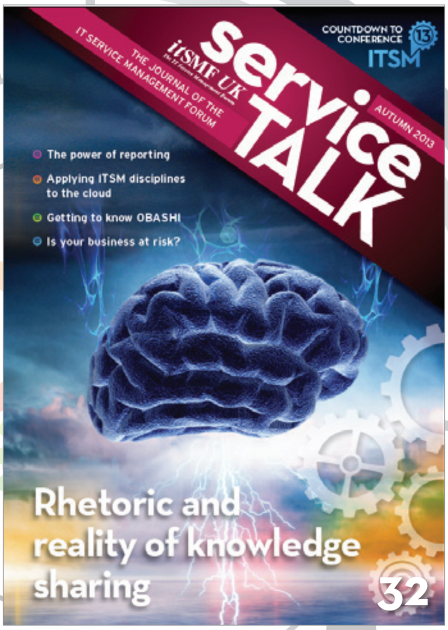
GETTING TO KNOW OBASHI 26
Claire Agutter takes a look at the business-focused methodology that is rapidly gaining support from ITSM professionals

THE POWER OF REPORTING 30
Neil Penny looks at two companies that have exploited the benefits of reporting in a service desk environment

THE RHETORIC AND REALITY OF KNOWLEDGE SHARING 32
Clive Trusson reveals a new study that highlights the differences between perception and reality in knowledge management

THE ONE-HOUR SERVICE IMPROVEMENT PLAN, PART 3 35
The final part of Michelle Major-Goldsmith's practical selection of tips and ideas for continual service improvement

IS YOUR BUSINESS AT RISK? 38
Risk is all around us, argues Teon Rosandic . It's how we identify it and deal with it in our organizations that makes the difference


COUNTDOWN TO CONFERENCE 13
ITSM
itSMF UK
THE JOURNAL OF THE IT SERVICE MANAGEMENT FORUM
service TALK
AUTUMN 2013
The power of reporting
Applying ITSM disciplines to the cloud
Getting to know OBASHI
Is your business at risk?
Rhetoric and reality of knowledge sharing
32

ADOPT DEVOPS OR BE IRRELEVANT
20

"WE DON'T NEED OUR IT SERVICE MANAGEMENT, WE BUY ALL OUR SERVICES FROM THE CLOUD"
22

THE POWER OF REPORTING
ACTIONABLE INTELLIGENCE IN THE SERVICE DESK ENVIRONMENT
Search
30

Chief executive
Ben Clacy

Editor
Mark Lillycrop

Designer
Preview
www.preview-design.co.uk

All communications to:
itSMF UK, 150 Wharfedale Road,
Winnersh Triangle,
Wokingham, RG41 5RB
Tel: 0118 918 6500
Email: communications@itsmf.co.uk

ITIL is the registered trademark of AXELOS Limited. itSMF is a registered word mark of the IT Service Management Forum (International) Ltd

Disclaimer

Articles published reflect the opinions of the authors and not necessarily those of the publisher or his employees. While every reasonable effort is made to ensure that the contents of articles, editorial and advertising are accurate no responsibility can be accepted by the publisher for errors, misrepresentations and any resulting effects.

© The IT Service Management Forum (itSMF) Ltd. 2013. All rights reserved.

Material within this publication may not be reproduced in whole or in part without the express written permission of The IT Service Management Forum (itSMF) Ltd.

For all editorial, advertising, reprint or subscription enquiries, please contact communications@itsmf.co.uk

editorial

IT'S NOT WHAT YOU KNOW, IT'S HOW YOU SHARE IT

One topic that's gaining a lot of attention at present is Knowledge Management. Over the past month I've been in various meetings and events where knowledge sharing and access have been on the agenda, mainly because so many organizations want better control over the way that essential knowledge is stored and disseminated but are struggling to find an effective way to do it.

Two issues in particular are focusing attention of knowledge management at the moment:

- The growing interest in cloud solutions and outsourcing. Managing data in the cloud is already widely discussed, but businesses are finding that knowledge is far harder to control when staff are external to the organization. They also find that knowledge management is extremely difficult to build into contracts with third-party suppliers, a point that was raised several times during our recent seminar on Sourcing and Supplier Management.
- The growth of self-service and social media. Both of these burgeoning areas are challenging the way we gather and share knowledge, and are blurring the distinctions between the knowledge workers who require support and those who provide it.

In this issue of ServiceTalk there are two articles on Knowledge Management that reflect different sides of the issue. In the first, Barclay Rae presents a summary of his recent analysis of Knowledge Management tools from Cherwell, EasyVista and ITinvolve, and his discussion of their respective strengths makes interesting reading.

But however functional your tools may be, they will only be successful if managers and staff share a common view of what knowledge needs to be shared and how. Clive Trusson's fascinating study from the University of Loughborough describes the gap between rhetoric and reality in the way that knowledge is typically shared. It suggests some worrying gaps between the management perception of knowledge databases and the way that they are actually used.

Whatever your views on Knowledge Management processes and tools, the great thing about a membership forum like itSMF UK is the amount of useful knowledge just waiting to be shared. ServiceTalk in particular offers a wealth of useful information; and if this month's selection of expert articles on service reporting, business risk, OBASHI and DevOps, service improvement plans and ITSM in the cloud don't capture your imagination, remember that the ServiceTalk app offers five years' worth of back-issues. Why not download it today? All you need is your email address and the password servicetalk12, and all that knowledge can be yours!

Mark Lillycrop
Marketing & Publications Manager

mark.lillycrop@itsmf.co.uk
@marklillycrop

THE BIG 4 AGENDA FOR 2014

As a member, what topics do you think itSMF UK should be focussing on for your organization?

A straightforward and simple question, or certainly at first glance it looks that way. But it is the most important question that you can answer for the future of the itSMF UK. That's why you've hopefully already completed the survey that came out to all members in September.

But why is it important?

The survey is the first step in ensuring that we, as a member owned and run organization, deliver what our members want and what they feel are the most important topics for IT leaders. The output of this survey will shape the main four topic areas that we will focus on in the coming year.

We will also take the opportunity to delve into the most popular topics from the survey at ITSM13, this year's annual conference at the ICC in Birmingham on 4th & 5th November (see page 17 for more information on the whole event). A series of member round tables will help to shape how we use the Big 4 topics going into 2014, and the results of these deliberations will be announced at the end of the conference and then to the wider membership. I know I mention it a lot, but we are a membership organization and to make sure you get the most out of what we do you have to engage. If you haven't already taken the survey, why not do so now by going to www.itsmf.co.uk/Big4Agenda and telling us what you think the big issues for 2014 are going to be.

Finally (and it really is finally) this will be my last column for ServiceTalk as I will be leaving itSMF UK after this year's annual conference. I'd like to take this opportunity to thank everyone who I've worked with over the last seven and a half years, from the dedicated and hardworking team here in the office across so many fantastic members and partners of this great organization and global movement. We are in a time of significant change (although I'd argue that change is really the norm) and the future for the itSMF and for (IT) Service Management is potentially very bright. I feel very lucky to have been a part of this industry, albeit for a relatively short time, and I am sure that the next few years will be both challenging and rewarding for the organization and the industry.

Ben Clacy
Chief Executive

Ben.clacy@itsmf.co.uk
@BenClacy

AXELOS ANNOUNCES EXAMINATION INSTITUTES FOR BMP PORTFOLIO

AXELOS, the joint venture between Capita and the UK Government, has announced that the following Examination Institutes (EIs) will be accredited and licensed to operate all the current Best Management Practice Portfolio examination schemes from 1 January 2014, when the existing contractual arrangements expire:

- APM Group Limited
- BCS Learning and Development Limited
- CSME, Inc.
- The Danish IT Society 'Dansk IT'
- DF Certifiering AB.
- EXIN Holding B.V.
- Loyalist Certification Services
- PeopleCert International Limited
- TÜV SÜD Akademie GmbH

The announcement follows a period of consultation with the current providers of Examination Institutes (EIs) for the portfolio.

The company says it has ambitious plans to continue to develop ITIL, PRINCE2 and other products as Global Best Practice, and will accredit and license third-party organizations to support delivery of these global products. One of AXELOS's primary functions is to act as a stimulator and enabler of growth in the global marketplace for BMP Intellectual Property, and the ecosystem of providers is critical to achieving this.

AXELOS
GLOBAL BEST PRACTICE
CAPITA

UNITED BISCUITS SELECTS SUNRISE SOFTWARE

UK-headquartered service management company Sunrise Software has announced that United Biscuits (UB), the UK's leading biscuit manufacturer, has selected its flagship product Sostenuto ITSM to support 4,000 users at more than 15 locations in the UK, Belgium, France, Netherlands and the Republic of Ireland. Since deploying Sostenuto ITSM and Sunrise Software's Self-Service portal 'Iguana', says the vendor, UB has significantly boosted IT efficiency and expects to save in the region of £25,000 every year. Based at the organization's headquarters in Liverpool, the new Sostenuto ITSM Service Desk delivers round-the-clock support to employees, with UB's third-party support partners based in India also accessing the central Service Desk to manage incidents around the world.

After reviewing several vendors in the marketplace, UB selected Sunrise primarily for its high degree of flexibility and cost-effectiveness.

OVUM REVEALS PROCESS OPTIMIZATION AND SHARED SERVICES NOW TAKE PRIORITY OVER OUTSOURCING

Global outsourcing market revenue will grow just four per cent by 2014, predicts analyst organization Ovum, reaffirming the view that outsourcing is no longer perceived as the main tool that IT has to fend off the recession. Instead, process optimization and shared services are now regarded as higher priorities. Meanwhile, the crucial market over the next 18 months will be the US, but the current 'fiscal cliff' negotiations will add significant complexity to the challenges already facing the outsourcing sector, claims the global analyst firm.

In a new report, 'Outlook for the Global Outsourcing Market at the Tail End of the Financial Crisis', Ovum suggests that renegotiations and restructurings will be a key characteristic of the future of the global outsourcing market, which will see $146bn worth of contracts expire by the end of 2014. The industry analysts expect to see an acceleration of multi-sourcing and smaller contract sizes. Cloud services will lead to an extension of the market in terms of activity, but this will put pressure on provider earnings.

FISCAL CLIFF

BEAM INC MIGRATES FRONTRANGE HEAT SERVICE MANAGEMENT TO THE CLOUD AS ITS PLATFORM TO SUPPORT FINANCE AND HUMAN RESOURCE PROCESSES

FrontRange, the Hybrid IT software company, has announced that long-standing customer, Beam Inc., a leading global premium spirits company, has migrated its IT service management platform from an on-premise deployment into the cloud. The solution is being used to support finance and human resources processes.

Beam has used FrontRange's on-premise HEAT Help Desk since 2003 for more than 12 departments. So when the Global Business Services (GBS) group – which was formed by Beam's best practices strategy to provide human resources and financial transactional activities from a central hub - began evaluating solutions to support service management, it selected FrontRange HEAT Platform in the cloud.

The HEAT Cloud Platform is a highly extensible and configurable solution, says the vendor, with an integrated workflow-based application that provides a single, consolidated view of information that's relevant to Beam's different locations, departments and users. Beam leverages the same workflow platform for human resources and financial transactions.

PINK ELEPHANT ENHANCES ITS SELF-PACED ONLINE ITIL FOUNDATION CERTIFICATION COURSE

ITSM training and consultancy company Pink Elephant has announced that it has made enhancements to its self-paced online ITIL Foundation Certification Course.

"Just as the business and technology worlds are constantly evolving to keep up with changing demands, so is Pink Elephant," said Troy DuMoulin, Vice President, Professional Services, Pink Elephant. "We recognize the increasing importance of online learning to IT professionals and have listened to customer feedback to incorporate the features they need in our new self-paced online course."

The new features include:

- **At-a-glance course progress –** an ever-present table of contents provides the attendee a quick glimpse of their progress
- **Interactive quizzes –** provides an immediate assessment and explanation of each question's response, as well as where in the course material to seek further information
- **Reporting –** an especially beneficial feature for organizations with multiple enrolled employees, providing the ability to check attendee progress and view progress reports.

UNISYS OFFERS ITSM AS A SERVICE ON THE WINDOWS AZURE CLOUD PLATFORM

Unisys Corp has announced that it is making its IT Service Management as a Service (ITSMaaS) solution available to clients via Microsoft's Windows Azure cloud platform.

The Unisys ITSMaaS solution can be deployed on the global Windows Azure platform anywhere in the world, says the company, providing a comprehensive, consistent and standards-based service management platform for organizations to provide critical IT support services to their employees and end users.

Unisys ITSMaaS includes pre-built capabilities that simplify implementation. With this product, Unisys estimates clients can implement a full, ITIL v3-compliant solution in as few as 45 days compared with other cloud deployments, which typically take more than six months.

The Unisys solution can integrate with Microsoft System Center 2012, making it easier to manage and support devices and applications through ITIL best practices and enable ordering, provisioning, tracking and management of resources and applications residing in the cloud.

FIRST LEAN SIX SIGMA TRAINING ORGANIZATION ACCREDITED BY APMG

ELS Business Training has become the first Accredited Training Organization to become accredited for APMG's new Lean Six Sigma Yellow Belt certification.

Lean Six Sigma is a management approach to business performance improvement that has blended the two individual specialisms of Lean and Six Sigma. While Lean focuses on speed, efficiency and taking waste out of a process, Six Sigma focuses on being effective and eliminating errors. Together they can greatly improve an organization's performance by providing a structured approach to resolving problems.

Richard Pharro, CEO of APMG, the certification's awarding body said, "APMG is committed to bringing new products to market that suit the needs of professional people working in all kinds of disciplines. We are delighted that ELS has seen the market for Lean Six Sigma grow and we expect in time that this certification will prove to be extremely popular."

MOXIE SOFTWARE ADDS BMC REMEDY TO ITS SPACES CONNECT APPLICATION LIBRARY

Moxie Software, Inc., the leading provider of customer-centric enterprise social software, has announced the integration of Spaces by Moxie with BMC Remedy IT Service Management (ITSM) suite. Enterprises using BMC Remedy ITSM can now offer helpdesk agents with a robust knowledge base application that provides accurate answers for faster resolution times.

Knowledge Spaces is presented within the BMC Remedy ITSM desktop for a seamless user experience, says the company. Agents spend less time looking for solutions and are able to provide a superior service experience to their customers. Specific features of the integration include:

- **Link article to case:** seamlessly search for answers within the knowledge base and attach the relevant article to enable case resolution;
- **Case-to-article:** automatically convert case activity into a knowledge base article to be published immediately or processed through the knowledge workflow for routing and approval;
- **Contextual search:** as agents conduct searches within the knowledge base, they are instantly presented with contextually relevant content from previous searches;
- **Reporting:** provide supervisors comprehensive information about agent search activity, in addition to the accuracy and effectiveness of knowledge articles; and
- **Single sign-on:** seamlessly access information from the knowledge base via single sign on.

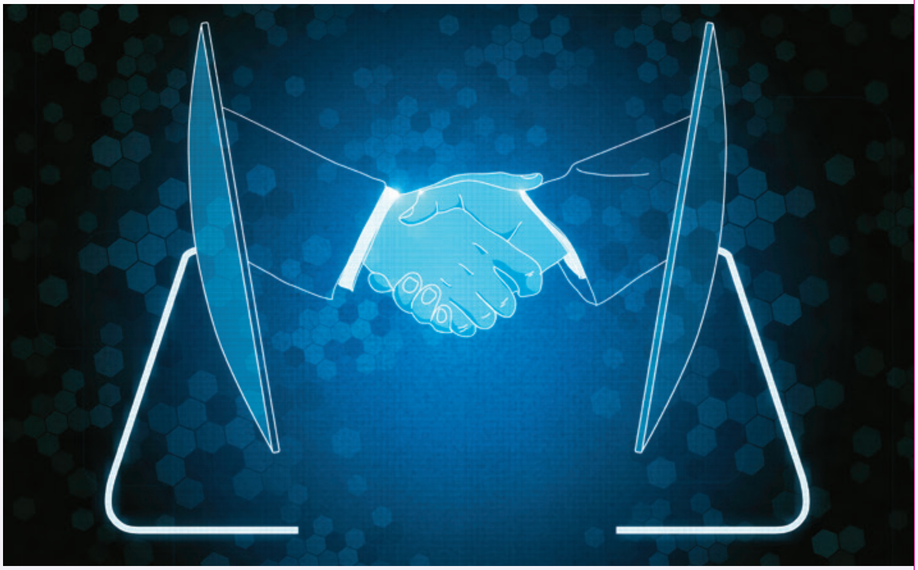
STADTREINIGUNG HAMBURG SELECTS CHERWELL SERVICE MANAGEMENT

Stadtreinigung Hamburg, the City of Hamburg's waste removal unit responsible for cleaning 755 square kilometres of public places and collecting household waste and recyclables throughout the City, has selected Cherwell Service Management to support its Service Desk operations and its 650 IT customers based in 15 waste and recycling stations.

Faced with the daunting and time-consuming challenge of having to reconfigure its processes due to an impending upgrade of its previous Service Desk solution, Mr. Rüdiger Becher, head of IT infrastructure, took the opportunity to review the marketplace and to speak with peers to find out the solutions they use. One conversation with a peer in Berlin led Mr. Becher to Cherwell Software.

"Cherwell is completely different in various areas from the previous solution we used," says Mr. Becher. "The data structure is much more simple compared to our previous tool. We can support the solution in-house, and the upgrade to a new release is easy and seamless. This was the major decision criterion for us."

IAITAM AND APMG-INTERNATIONAL BEGIN ACCREDITATION PARTNERSHIP



APMG-International is to begin accrediting training organizations to deliver courseware from the IAITAM (International Association of Information Technology Asset Managers). This announcement was made at IAITAM's Annual Fall ACE Conference by Dr. Barbara Rembiesa, CEO of IAITAM, to the attendees. This partnership will allow wide spread adoption of the IAITAM Courseware and meet the growing demand for IT Asset Management Training.

"IAITAM is very excited about making this move to allow training organizations around the globe to start teaching the IAITAM Courseware. One of many benefits of this partnership is the additional focus IAITAM will garner to create new and critical content initiatives for the profession," said Dr. Rembiesa. "Finding an organization such as APMG-International, which shares the same business philosophy and excellent reputation as IAITAM, made making this move easy."

NETOLOGY USES MARVAL'S ITSM SOFTWARE SOLUTION

Effective customer service is critical to Netology, a South African company with a core focus on outsourced network support, specializing in networking and related services.

In order to deliver this and expand their business, a formalized, customer-centric, service management infrastructure was required, which would scale with their organization and provide an easy upgrade path as the business grows. Netology turned to Marval and its service management software product, MSM to provide the solution to their challenge.

"As our business has matured, we have begun to offer a hybrid of services to meet the market and our customers' needs" said Darryl Maroun, Managing Director at Netology.

"In order to support these additional services, our current solution would have required a significant amount of manual intervention to cater for this. We realized that our business had outgrown our systems and as such, we required a robust service management solution that would automate processes and procedures. We also needed a solution based on ITIL best practice, as we are gearing towards full ITIL adoption. Marval's Service Management solution met all of these requirements," Maroun continued.

ISO 27001:2013 A BIG LEAP IN SIMPLIFYING INFOSECURITY COMPLIANCE, SAYS IT GOVERNANCE

TOPdesk has released the latest version of its service management software: TOPdesk 5.2. This version introduces a number of new features that help make the service desk's work even easier, says the vendor. Along with the new release, TOPdesk 5.2 also introduces a new module: the Form Designer.

TOPdesk version 5.2 introduces a number of new features. For instance, in the Change Management module, the change status automatically changes when the status field is updated, a call is assigned to the correct supplier, and you can upload files using drag and drop. It is now also possible to add more buttons to the Quick Launch Bar.

With the Form Designer module, users can design forms for calls and requests for change, deciding which information must be filled in. The caller can access all forms in one place in the Self Service Desk.

itSMF UK
The IT Service Management Forum

ANNUAL GENERAL MEETING

In accordance with the Articles of Association and the current rules of the organization, itSMF Limited (itSMF UK) is required to hold an Annual General Meeting (AGM) and to elect new members of its Management Board. This AGM is due to take place during the itSMF UK Conference on:

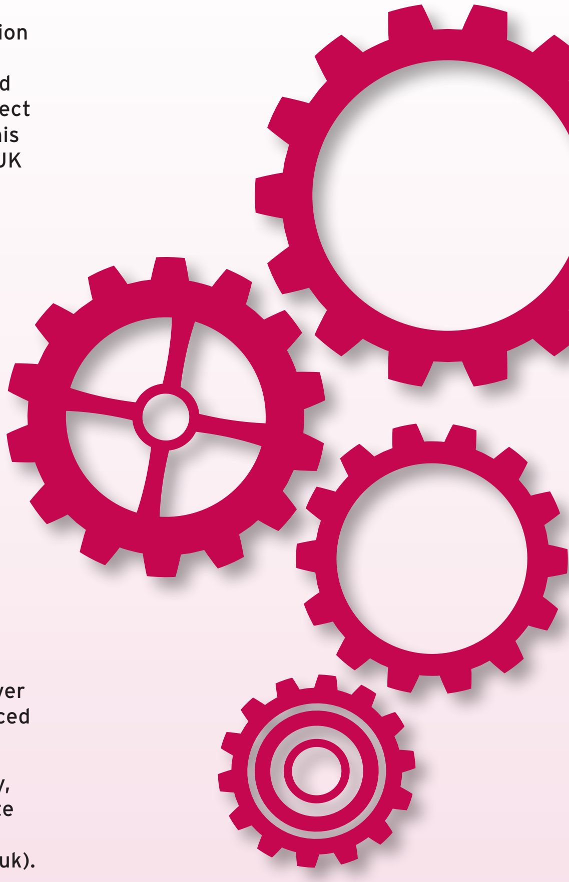
Tuesday 5th November 2013
from **1.30pm** at the
ICC Birmingham

The positions that will become available this year, following the recent election process, are:

- Vice Chairman
- Service Development
- Member Engagement
- Commercial
- Sales and Marketing

The elections will be conducted by ballot over the coming weeks, with the results announced at the AGM.

For more information about voting by proxy, by post or in person, please visit the website at www.itsmf.co.uk or contact Sarah Nieto, Company Secretary (sarah.nieto@itsmf.co.uk).



NEW MEMBERS

A warm welcome to the following, who joined us during the third quarter of 2013:

COMPANY 10

- **Domestic and General**
  Marie O'Kane

COMPANY 5

- **Barclays Bank Plc**
  Claire Hoxworth
- **Devon & Cornwall Police**
  David Oram
- **Edinburgh Airport**
  Richard Muir
- **iXglobal**
  Anne Veen
- **Loughborough University**
  Barry Bookham
- **SysAid**
  Sarah Lahav

INDIVIDUAL

- **Adams Davies Consulting**
  Grant Adams
- **Bayer Plc**
  Duncan Footner
- **Bob Appleyard Limited**
  Bob Appleyard
- **Dealogic**
  Susan Crowe
- **Esuasive**
  Nick Hill
- **European Patent Office**
  John Coulson
- **Forrester Research**
  David Wheable
- **GOTO10 Ltd**
  Neil Adams
- **Gresham Computing**
  Kevin Miller
- **Hitachi Consulting**
  Jonathan Wright
- **IG Service Consulting**
  Iain Gosling
- **John Gibert**
  John Gibert
- **Keri Fitzsimon**
  Keri Fitzsimon
- **Lars Konrad**
  Lars Konrad
- **Oareborough Consulting**
  William Hooper
- **Open Limits**
  Nigel Hale
- **Orange Consulting**
  Jo Cannon
- **Permanent TSB**
  Noel Fitzgerald
- **Procter and Gamble**
  Gail Andrew
- **Rakuten, Inc**
  Yutaka Yamada
- **Shire**
  Nick Haynes
- **Southampton Solent University**
  Daniel Cooper
- **SunGard Availability Services**
  Anna Moran
- **Swisslog UK**
  Linda Woodford
- **T. Garanti Bankasi**
  Aysegul Ogruce
- **University of Cumbria**
  Carne Burke
- **Wiltshire Council**
  Irene Docherty

STUDENT

- **Grijalba Rojo**
  Jorge Grijalba
- **Turkcell**
  Ender Can

BON VOYAGE, BEN!

We're sad to report that itSMF UK Chief Executive Ben Clacy is leaving the organization after this year's Conference to take up a new role as Director of Operations and Development with the NHS Foundation Trust Network. Ben has been with itSMF UK since 2006, starting in business development before taking over as CEO three years ago. Through strong leadership, Ben has proved extremely effective at responding to the needs of members and stakeholders, working with the Management Board, committees and staff to deliver member value despite the current economic challenges. itSMF UK Chairman Colin Rudd said, "We thank Ben for his massive contribution to itSMF UK, and wish him tremendous success." Interviews are currently underway for a new Chief Executive.

ITSMF CHAPTERS GATHER IN TAIPEI

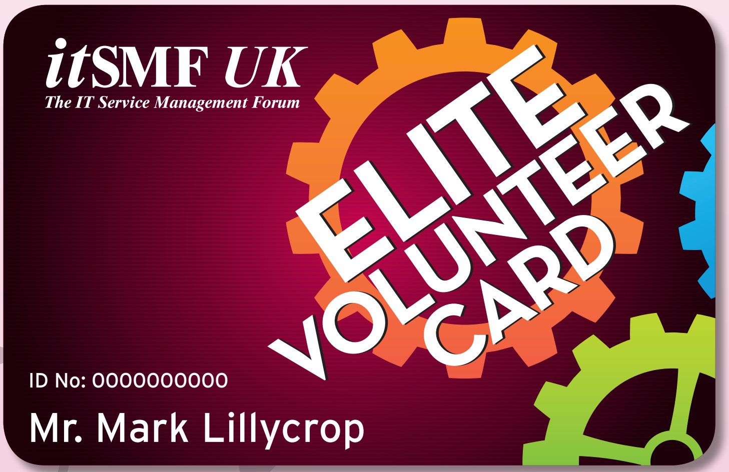
國際大會堂 International Ballroom

A good cross section of representatives from chapters both large and small, new and old, from around the world attended the annual itSMF international meeting in Taipei, Taiwan. The chapter leadership conference and the annual general meetings were held over two days, on the 6th and 7th October. There were many interesting discussions and debates during the meetings. One of the most valuable sessions was when Peter Hepworth, the new CEO of AXELOS, joined the meeting remotely and presented information on the plans and intents of AXELOS for the future of the ITIL products and services.

OSA AND RCV HANDBOOKS – UPDATED AND READY TO GO!

itSMF UK's Publications Group (PESC) have updated the popular Operational Support and Analysis and Release, Control and Validation Capability Handbooks to ITIL 2011 level, and the pocket guides will be launched by publisher TSO during ITSM13. The remaining two books in the series, Planning, Protection and Optimization and Service Offerings and Agreements are currently in review and will be published shortly.

THE ELITE VOLUNTEER CARD – RECOGNISING MEMBER COMMITMENT



A new card will be launched during Conference, designed to recognise the commitment of itSMF UK members who have given their time in the past year to help organise our committees, working parties, special interest groups and other member-led activities. The card, which is valid for a year, will give the bearer an additional discount on itSMF UK events and publications. CEO Ben Clacy said the card was intended as a token of appreciation for members' hard work and dedication.

CORRECTION IN LAST ISSUE

If you received the print edition of the last issue of ServiceTalk, please note that an editing error occurred in one of the tables in Kevin Holland's article 'Are you a Pig or a Chicken?' The second table on page 33 should read:

Impact	Probability		
	Low	Medium	High
High	CAB	CAB	CAB
Medium	DevOps	DevOps	CAB
Low	DevOps	DevOps	DevOps

We apologise for the error.

chairman's update

Colin at the itSMF Poland Conference in Warsaw

THE BIG AGENDA itSMF UK #itsmbig4

Yet another busy quarter has slipped by, with lots of activity on the service management front. Much of our effort is now focussed firmly on delivering another successful annual conference in November. Interest is also very much focussed on AXELOS and its plans for the future of ITIL® and the other 'Swirl' products and I have personally spent considerable time liaising with itSMF International and other chapters on our approach and engagement with AXELOS.

During this quarter I have also attended many itSMF conferences and seminars. Some of the principal events that I was involved with were:

- In July I attended a two-day workshop with the AXELOS, the new owners of ITIL® and the Best Management Practice portfolio, where I represented both itSMF UK and itSMF International and was able to discuss many of the issues raised during our recent 'round table' discussions with members. Some of the key areas discussed included:
    - Current best practice guidance
    - The ITIL® service management qualification scheme
    - Current and future industry challenges
    - The future of best practice – stability versus future changes
    - Integration across the complete portfolio
    - Commercial concerns
    - People and cultural issues
    - Community, global and industry engagement
    - Clarity on the licensing of 'Swirl' products
    - Engagement and inter-working with higher education
- In July and September I delivered two more of the highly successful series of itSMF UK Service Catalogue masterclasses, each to a full complement of delegates
- In August I delivered a very well attended webinar on the importance of the service catalogue to the service desk. If you are interested the webinar is still available for viewing at https://www.brighttalk.com/webcasts/?q=service+catalog
- In September I was invited to present at the itSMF Poland conference on the future of ITIL and itSMF and service management theory and practice
- Also in September I facilitated an entertaining interactive session with a panel of Scandinavian service management experts (Christian Feldbech Nissen, Michael Imhoff Nielsen and Danielle Billing). This session also focussed on the future challenges facing the service management industry and contained much lively debate and discussion. This is the first time I have been involved in such a session. A format and experience well worth repeating at itSMF seminars in the future!
- September was a busy month, because I also chaired the itSMF UK Tool Integration Forum. This was a very interesting event with stimulating presentations from HP, Hornbill, Absolute Software, Axios Systems and Marval Software. The presentations examined the challenges of integrating service management tools and the value of solutions that aggregate the information and metrics from a service perspective.
- In October I was invited to present at itSMF Portugal's 10th anniversary conference. Again the subject was future developments within the service management industry, from both a theoretical and practical perspective.

We are very pleased to announce that AXELOS will be attending and presenting at our annual conference in November. We will have a stream of round table discussions scheduled during the conference with AXELOS and itSMF UK members and also members from other itSMF chapters. This is an opportunity not to be missed, a real chance to influence the future direction of ITIL and service management. Please come and have your say. We would really appreciate your input and views.

We have also launched our 'Big 4 Agenda' initiative, to help us the address the issues and challenges facing our members over the coming months and years. To this end we are currently conducting a survey to collect members' opinions on their most pressing priorities. Please provide us with your ideas at www.itsmf.co.uk/Big4Agenda. At conference we will also have a number of round table sessions devoted to the Big 4, which in turn will feed into next year's seminars and also the next annual conference.

However, you don't need to wait for a round table session to be scheduled. Have your say right now and provide us with you thoughts and needs by emailing them to us at communications@itsmf.co.uk. We look forward to hearing from you.

On a more personal note, during September I managed to complete the Bacchus marathon, which starts and finishes in Denbies' Vineyard just outside Dorking in Surrey. The run was a cross-country marathon, consisting of a two-lap circuit climbing the North Downs and included 15 wine stops. All of which was completed in under five hours!!

Finally it is with deep regret that I have to tell you that Ben Clacy our CEO will be leaving us shortly, after conference. I would like to thank Ben for his massive contribution to the success of itSMF UK and also itSMF International. Ben was appointed Chief Executive when our previous CEO resigned and has used his own personality and talents to shape the CEO role. He has been very supportive to the Management Board and also to me personally in my role as Chairman over the last two years. He has been offered a great opportunity with the NHS Foundation Trust Network and on behalf of the Board I would like to thank him for his commitment to the itSMF movement and to wish him every success in his future challenges.

Colin Rudd
Chairman, itSMF UK

MONITOR: ON-LINE SELF-ASSESSMENT & BENCHMARKING

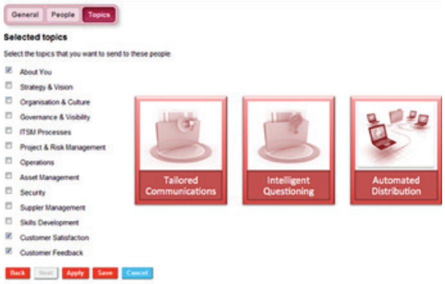
MARTIN MCKENNA OUTLINES THE CAPABILITIES OF THE NEW ITSMF UK SELF-ASSESSMENT OFFERING THAT IS BEING LAUNCHED AT THIS YEAR'S CONFERENCE IN NOVEMBER.

Ian MacDonald, Head of the Operational Control Centre at The Co-operative Group, summed up the value of assessments and benchmarking in his award-winning paper from last year's itSMF UK Conference.

"The greatest value derived from assessment and benchmarking is when it is positioned as an integral part of the IT organization's strategic intent to continually improve the capability of the IT organization and its people to deliver improved services to its business customers.

In this way, assessment and benchmarking are not viewed as a one-off exercise or point in time activity but an on-going commitment that provides the focus, direction and guidance that drives Continual Service Improvement across the IT organization."

We all strive to improve, but, where do we start and how good (or bad) are we in the first place? MONITOR rapidly takes you to the elusive starting point and avoids the pitfalls associated with traditional methods of evaluation along the way. MONITOR is the next generation assessment platform and includes unique peer group benchmarking.



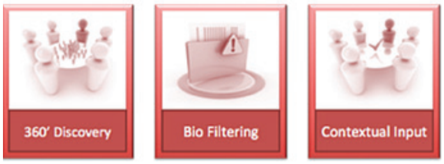
Selected topics

Select the topics that you want to send to these people

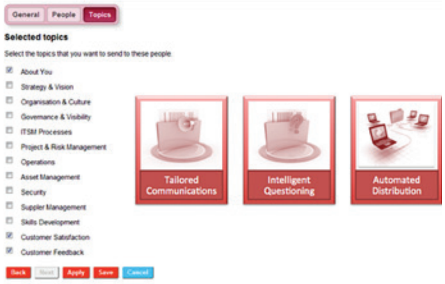
☑ About You
☐ Strategy & Vision
☐ Organisation & Culture
☐ Governance & Visibility
☐ ITSM Processes
☐ Project & Risk Management
☐ Operations
☐ Asset Management
☐ Security
☐ Supplier Management
☐ Skills Development
☑ Customer Satisfaction
☑ Customer Feedback

This is not a granular assessment for a single subject. MONITOR provides a wide-screen view of your ITSM capability and assesses over 250 topics grouped into 12 areas, inspired by the model in the TSO publication Planning to Implement Service Management.

Entry to the systems starts by allowing you to tailor your assessment communications so that you can be sure that participants understand the purpose and importance of the exercise. We have reached out to key figures in the itSMF UK membership and subject matter experts to create an unparalleled body of intelligent questions covering a wide range of topics. This makes up exemplar ITSM. The whole system is in the cloud and requires no software other than a standard browser. You decide who answers which question sets and they are automatically distributed.



MONITOR seeks out multiple opinions from management, IT staff and IT customers to provide a holistic view of your organization. You can easily identify different answers to the same question. A common problem with assessments is the tendency to either overstate, understate or simply pay no attention to the answer. MONITOR provides a mini-histogram for each question displaying the distribution of answers and highlighting irregular answer patterns. There may be valid and valuable reasons for different answers from different individuals or groups, but this feature will prompt investigation into the quality and consistency of information received.



Selected topics

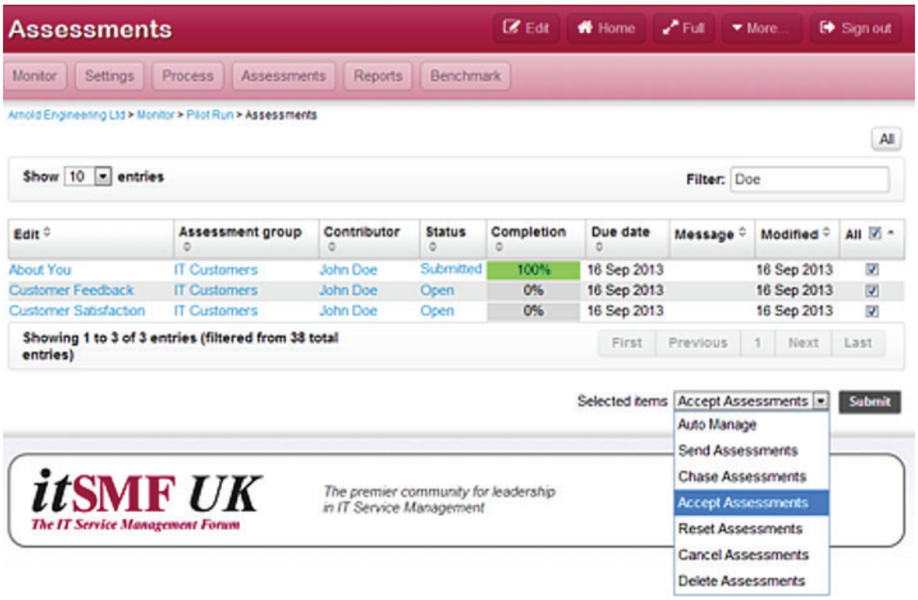
Select the topics that you want to send to these people

☑ About You
☐ Strategy & Vision
☐ Organisation & Culture
☐ Governance & Visibility
☐ ITSM Processes
☐ Project & Risk Management
☐ Operations
☐ Asset Management
☐ Security
☐ Supplier Management
☐ Skills Development
☑ Customer Satisfaction
☑ Customer Feedback

The system gives you the opportunity to screen or filter results and re-distribute questions sets where necessary. This process is further enhanced by giving participants the opportunity to add context to their answers, a feature not available in the majority of assessment methods, e.g. "We don't currently do this but an action plan is in place". The visibility and flexibility of a dedicated assessment platform make the management of multiple results far less painful and resource demanding than attempting to achieve the same results with spreadsheets or simple survey tools.

Once you are happy with all your assessments you can simply accept these and the data will be automatically aggregated. The answers themselves are discretely weighted and subtle algorithms are applied. This is an intelligent analysis driven by expert opinion, not just a case of

MONITOR: On-line Self-Assessment and Benchmarking


Assessments
Edit
Home
Full
More...
Sign out
Monitor
Settings
Process
Assessments
Reports
Benchmark
All
Auto Manage
Send Assessments
Chase Assessments
Accept Assessments
Reset Assessments
Cancel Assessments
Delete Assessments
itSMF UK
The IT Service Management Forum
The premier community for leadership in IT Service Management

Arnold Engineering Ltd > Monitor > Pilot Run > Assessments

Show 10 entries   Filter: Doe

Edit	Assessment group	Contributor	Status	Completion	Due date	Message	Modified	All ☑
About You	IT Customers	John Doe	Submitted	100%	16 Sep 2013		16 Sep 2013	☑
Customer Feedback	IT Customers	John Doe	Open	0%	16 Sep 2013		16 Sep 2013	☑
Customer Satisfaction	IT Customers	John Doe	Open	0%	16 Sep 2013		16 Sep 2013	☑

Showing 1 to 3 of 3 entries (filtered from 38 total entries)   First Previous 1 Next Last

Selected items: Accept Assessments   Submit

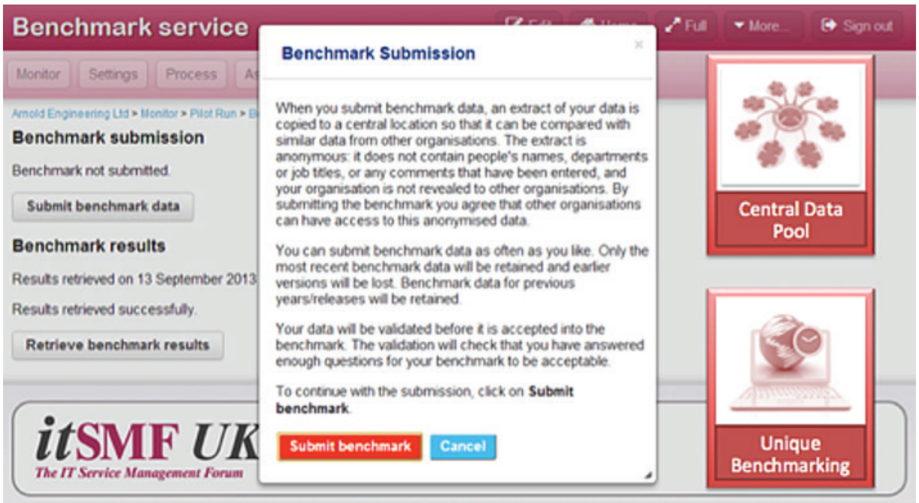
adding up the number of replies. Results will be unbiased and do not reflect vendor-driven sales agendas.

The first output you will receive when accepting your assessments is an automated set of best performer information, hints and tips. In medical terms this would be a 'working diagnosis', that is to say the system is providing guidance on your likely issues. Unlike most assessments that just tell you that you are performing poorly, MONITOR provides you with positive direction. You are then able to combine this information with powerful white space, ranking and multi-tier analysis reporting.

Service Improvement Plan
Progress Monitoring

You can submit your assessment results to a central benchmark data pool. This is done in an anonymous fashion and your personal information will not be visible to other organizations. You will be able to search by industry sector, company size and location and compare and contrast your results with other similar bodies, look at industry averages, compare value and efficiency, identify best performers, and set achievable goals. The data pool will grow with time, meaning that you can continually check back and look at your progress/position when compared with others. **This is a unique benchmarking capability.**

The combination of wide screen analysis of your own organization and comparison with your peer group will allow you to formulate a Service Improvement Plan with sensible goals and metrics for monitoring.


Benchmark service
Edit
Home
Full
More...
Sign out
Monitor
Settings
Process
Submit benchmark data
Retrieve benchmark results
Benchmark Submission
Submit benchmark
Cancel
itSMF UK
The IT Service Management Forum
Central Data Pool
Unique Benchmarking

Arnold Engineering Ltd > Monitor > Pilot Run > B

Benchmark submission

Benchmark not submitted.

Benchmark results

Results retrieved on 13 September 2013

Results retrieved successfully.

When you submit benchmark data, an extract of your data is copied to a central location so that it can be compared with similar data from other organisations. The extract is anonymous: it does not contain people's names, departments or job titles, or any comments that have been entered, and your organisation is not revealed to other organisations. By submitting the benchmark you agree that other organisations can have access to this anonymised data.

You can submit benchmark data as often as you like. Only the most recent benchmark data will be retained and earlier versions will be lost. Benchmark data for previous years/releases will be retained.

Your data will be validated before it is accepted into the benchmark. The validation will check that you have answered enough questions for your benchmark to be acceptable.

To continue with the submission, click on **Submit benchmark**.

This is all supported by **a body of evidence for better decision making, ensuring you are addressing the correct processes, products and service areas for desired business outcomes, business case construction, and process improvement.**

Repeat assessments are scheduled on a regular timetable to support the strategic intent for continuous improvement and benefits realization by verifying demonstrable progress over time.

As well as being a valuable low-cost offering to end-user membership, MONITOR can also be used by sales organizations wishing to offer an independent service review to clients and prospects for alignment with their own product and service offerings for mutual benefit.

The 'state of the nation' knowledge gained through the MONITOR central benchmark data pool will inform future offerings from the itSMF UK to deliver to members' wants and needs, seminars, masterclasses, publications etc., another additional membership benefit.

MONITOR will be available for demonstration on the itSMF UK stand at this year's conference and we encourage everyone to come along and have a look at this exciting new product. If you are not able to attend the conference then take a look at the short video overview and datasheet on the itSMF UK website. How do you compare?

The final words from Ian MacDonald's award winning submission:

Operational Excellence

Outcome: - We invest in our people to develop our skills and expertise to keep our knowledge forward looking and stimulate innovative thinking. We benchmark our performance and capabilities to understand how we compare with industry best practice and exploit this learning so we can deliver greater value to our colleagues and customers.

Martin McKenna is Managing Director of it500 Ltd, sponsor and co-ordinator of the MONITOR project.

APMG-International

PROUD SPONSORS OF ITSMF UK CONFERENCE 2013

VISIT US ON STAND F20

ITSM 13

BE FUTURE READY

Certification for ITSM Professionals

APMG-International™ Lean IT

APMG-International® Managing Benefits

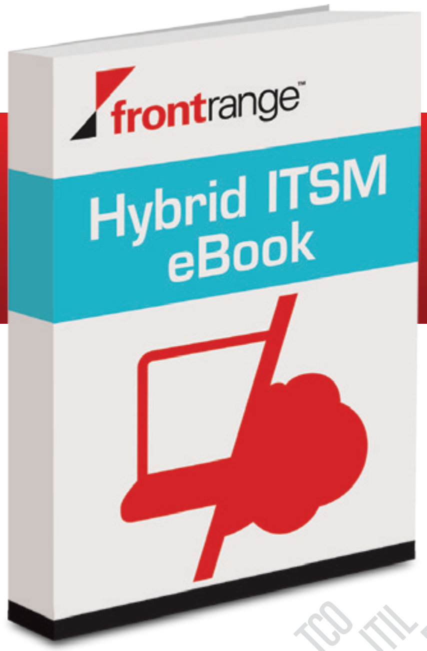
APMG-International™ ISO/IEC 20000

COBIT® 5 AN ISACA® FRAMEWORK

ITIL® ACCREDITED EXAMINATION INSTITUTE

bisl business information services library

ITIL® is a registered trade mark of AXELOS



frontrange™

Hybrid ITSM:
Because having only one option isn't an option

ARE YOU READY TO INNOVATE AND CREATE CHANGE?

- **Get the facts**
- **Be prepared**

Start today by downloading our **FREE** eBook packed with valuable insights and resources.

TCO ITIL Big Data Security Green IT Mobility Compliance Standardization Consumerization Service Delivery Ubiquitous Networking & Process Device Evolution & Proliferation Cloud Computing Analytics Risk

Who we are:
FrontRange Solutions is the global leader in Hybrid IT Service Management (ITSM) solutions for organizations of all sizes. FrontRange is the only ITSM provider in the world that delivers Service Management software with fully integrated Voice Automation and Client Management capabilities on-premise and in the cloud. FrontRange manages millions of service interactions a day for more than 15,000 leading organizations around the world. FrontRange enables customers to deliver world-class service while maximizing operational efficiencies with reduced cost and complexity.

Visit frontrange.com to download your FREE eBook

FrontRange Solutions
Benyon House, Newbury Business Park, Newbury, Berkshire, RG14 2PZ +44 (0)1635 516 700 www.frontrange.com

---

SUPPORT

ANY SYSTEM, ANYWHERE

with

BOMGAR™

Bomgar enables support organisations to securely access and fix virtually any system in any location, including Windows, Mac and Linux, plus iPhones, iPads, Android, BlackBerry and more.

BOMGAR™

The Box that's Revolutionizing Remote Support

BOMGAR.COM

Countdown to Conference itSM 2013

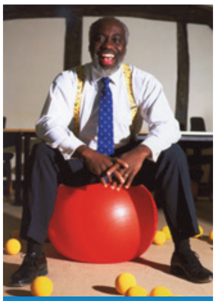
WITH ONLY DAYS TO GO UNTIL EUROPE'S LEADING ITSM CONFERENCE, HERE'S A RUNDOWN OF SOME OF THE KEY ATTRACTIONS OF THIS YEAR'S EVENT.

This year's conference is all about interaction and members' views. If you would like to share your thoughts about the future of itSMF UK and the next steps for ITIL, make sure you catch the special round-table sessions that are running alongside the main programme. These sessions will include a discussion about the future of the Best Practice Portfolio led by AXELOS executives, a specially devised interactive discussion involving our key members of the education community and ITSM-focused universities, and a chance to voice your opinions about the Big 4 Agenda and the main challenges facing ITSM professionals and businesses in the months ahead. For more information about the Big 4 Agenda, take a look at the Chairman's Report earlier in this issue.

If you enjoy a good debate, look out for our interactive plenary too, where a distinguished panel of industry experts will take questions from the floor and discuss the burning issues of the day. And if you want to discuss your particular burning issues on a one-to-one basis, there are more ITSM experts on hand at the specially devised drop-in centre in the exhibition hall. This is your conference - whatever you need to know, we will help you to find the answers!

KEYNOTES AND CASE STUDIES

Jo Salter


Prof Eddie Obeng

Brian Gambles

We have an impressive line-up of speakers too.

As well as the conference opener from Jo Salter, Britain's first female fast jet fighter pilot, our Platinum sponsor APMG International has invited the celebrated motivational speaker Professor Eddie Obeng to join the distinguished line-up of presenters. This promises to be an extremely thought-provoking session from Professor Obeng, a business management educator and author described as an 'agent provocateur' and a 'leading revolutionary' by the Financial Times.

We're also pleased to welcome, as our closing keynote speaker, Brian Gambles, director of the new Library of Birmingham. Sited right next door to this year's conference venue, the library is now the biggest and most technically advanced lending library in Europe, and Brian will take us through the highs and lows of the £189m, five year project which offers "a fusion of the digital and the traditional".

These keynotes complement our programme of around 50 service management presentations and interactive workshops. Case studies from organizations such as the Co-operative Banking Group, Virgin Media, EE, Jaguar Land Rover, Aviva, UK Government and most recently Dyson, along with a broad range of presentations from consultants and industry commentators, allow attendees to share in the real-life experiences of our members. Check out the website or conference guide for the full agenda, or just download the ITSM13 app.

If you haven't reserved your place yet, take a look at the full programme at **www.itsmf.co.uk/Conference2013** and make your booking today!

ITSM 13

EXHIBITION AND AWARDS DINNER

ITSM13 also includes the biggest and best industry exhibition of the year – see overleaf for a full list of stand holders. Without the support of our sponsors and exhibitors the conference couldn't take place, so please make sure you visit them all and find out what's new.

We'll also be announcing this year's ITSM award winners at the annual dinner on 4th November. Join us for the dinner, hosted this year by author, former Cabinet Minister and celebrity Edwina Currie, and celebrate with the recipients of our Project, Team, Innovation, Trainer, Student, Submission, and Contributor of the Year awards.

4TH-5TH NOVEMBER 2013
INTERNATIONAL CONVENTION CENTRE, BIRMINGHAM

itSMF UK
The IT Service Management Forum

Countdown to Conference itSM 2013

MAIN SPONSORS

ITSM 13

PLATINUM SPONSORS

APMG-International
Accrediting Professionals

GOLD SPONSORS

Axios SYSTEMS
ITIL & ITSM Excellence 25 1988 2013

AXELOS GLOBAL BEST PRACTICE

bcs The Chartered Institute for IT

frontrange

hp HEWLETT PACKARD

SILVER SPONSORS

PEOPLECERT GROUP

BOMGAR

SUNDAY NETWORKING

PEOPLECERT GROUP

BOOKSHOP

Van Haren PUBLISHING

AWARD SPONSORS

ITSM 13

SERVICE MANAGEMENT PROJECT OF THE YEAR

MARVAL

TEAM OF THE YEAR

Axios SYSTEMS
ITIL & ITSM Excellence 25 1988 2013

SERVICE INNOVATION OF THE YEAR

PEOPLECERT GROUP

SUBMISSION OF THE YEAR

IT Training Zone

TRAINER OF THE YEAR

fox I.T.
Enabling IT Service Transformation

STUDENTS OF THE YEAR

APMG-International
Accrediting Professionals

CONTRIBUTOR OF THE YEAR

OPENTEXT

EXHIBITORS

ITSM 13

INCLUDING...

- 3Gamma
- Alfapeople
- APMG International
- AXELOS
- Barclay Rae
- BCS
- Bomgar
- Cherwell
- Connectsphere
- Exin
- Fox IT
- FrontRange
- G2G3
- Gaming Works
- Global Technology Solutions
- Hewlett Packard
- Hornbill
- iCore
- Interlink Software
- itSMF UK
- Kepner Tregoe
- Macro 4
- Marval
- MSS
- Nexthink
- Peoplecert
- Service Desk Institute
- Service Desk and IT Support Show
- Smatra
- Topdesk
- UKCMG
- X Matters

www.itsmf.co.uk/Conference2013

Visit us at **ITSMF 2013 Meeting Room 1** & celebrate our 25th anniversary with a William Grant & Sons Whisky

Axios™
SYSTEMS

25 years of excellence

ITIL & ITSM Excellence
25
1988 2013

Axios
assyst®

- ✓ All ITIL v3 processes in one product
- ✓ Wizard-based reporting & decision support
- ✓ Access anywhere through mobile interface
- ✓ Scalable to the largest organisations
- ✓ Seamless, non-intrusive upgrades
- ✓ Modern, attractive and easy to use

Exclusive Showcase

Service Catalogue ranked top in ITSM industry

Join us in **Meeting Room 1** & celebrate 25 years of *assyst*

Axios assyst

Menu
Home
Incident
Problem
Change
Catalogue
Configuration
Search
Tools
Chat
Dashboard
Full Page Report
Process Designer
Service Designer
Resource Manager
Customizer
Options
Survey
Feedback
Knowledge

Welcome to assyst
Email Service - Upgrade
Performance Degradation
Technology Refresh Program
SAP Training
1 / 4

First Time Fix Rate
First Time Fix Rate
Incidents logged by SERVICE DESK and resolved <= 3000 min

All My
Refere
8804
8803
8802
8798
8794
8793

assystNET
Customer logout
Home Page
Message Center
My Shortcuts
FAQs
Service Catalog
Information Technology Servi
Facilities Management
Human Resources Services
Support Services
Technical Services
My Items
Support
Track Progress
My Surveys (3)
Chat

Service Catalog
Previous Service
Welcome to the Service Catalog
Browse or search the catalog to view the services that we provide.

Information Technology Services
This is your access point for all your IT Service needs
Business Services
Central IT Services
Communications
Desktop/Laptop Computer Services
More...

Human Resources Services
This is your access point for all your HR Services
Log a Leaver Request
Log a New Start Request
Request Paternity Leave
More...

Technical Services
Request Services around IP Network, IP telephony platform, shared server infrastructure and Data Centre offerings.

Facilities Mana
This is your acce
Request a Roo
Request an Eq
Request Parkin

Support Service
This is your access
Log a Desktop Fa
Log a Mobile Fau
Log a Printer Fau
Submit Knowledg

Our customers include

LEGO
MOHAWK
Network Rail
IRON MOUNTAIN INCORPORATED
Linklaters

assyst@axiossystems.com
blog.axiossystems.com
linkedin.com/company/axios-systems
twitter.com/axios_systems

ADOPT DEVOPS OR BE IRRELEVANT

RAPID INNOVATION AND AGILITY ARE ESSENTIAL FOR TODAY'S IT OPERATION, INSISTS ROB STROUD.

Adopt DevOps or be irrelevant

I think it is clear to us all that the pace of change within business is accelerating fast, and IT must take advantage of disruptive technologies to rapidly innovate and deliver initiatives that drive business growth and value. Historically, IT's investments are in infrastructure, software and people, and these investments now represent a significant 'technological debt'. IT funding of this kind requires several years to realize its true cost-effectiveness, but business today is demanding an immediate return on investment. Many long-established enterprises find themselves suffering the weight of their own complexity, leading to higher costs and lower quality of service, and potentially threatening their ability to compete with more modern organizations.

Think about your current enterprise's investment in technology. Most businesses use less than 25% of the features and functions of their solutions. Consider how many features you actually use in Microsoft Word or Exchange!

I know that many organizations provide excess capacity, just in case there is a peak. When I worked in the banking industry, we used to provide enough capacity to cover periods of high usage, which typically were at the end of the month, quarter and year. But much of that resource was idle for large periods of time.

IT professionals have survived by delivering what the business demands, even when super human efforts are required. We are now at a significant crossroads where a new combination of forces – including mobility, big data, social networking and the demands of 'Generation Y' – demands instantaneous access to information and the value it offers, and many IT departments struggle to meet such exacting requirements.

Conventional wisdom within many enterprises is to become an internal service provider, adopting virtualization, automation and cloud technologies in an attempt to become as efficient as the major public cloud service providers. I recently met with a major global bank that was benchmarked at being world class – better than almost every public cloud provider. Clearly, this organization is not the 'norm'. Discussions with colleagues throughout the industry suggest that most organizations – even after these investments – are still significantly more costly than cloud providers in terms of IT service delivery, and less agile too. Fundamentally the large cloud providers (Amazon, Google, etc.) think unconventionally about all aspects of IT, from infrastructure design to the operations processes they leverage.

The opportunity here is for enterprises to start to 'think outside the box' in the way that these new industry players are doing. While they may ultimately not be able to achieve the same level of economic benefits due to their smaller scale, the opportunity for acceleration in service agility is clear.

So what is the answer? How do I transition my organization?

The answer I hear from many of my customers is, "Let's simply adopt DevOps!" The objective of DevOps is to improve the business value of the work done, positioning both IT and the business as 'shareholders'. The idea is to establish an 'ownership society' or community that is focused on IT-powered business. For IT, this changes the focus from infrastructure to business solutions. You can read more about DevOps in my article in the last issue of ServiceTalk, and in Kevin Holland's excellent piece 'Are you a Pig or a Chicken?' in the same issue.

Now whether we leverage DevOps or not, IT must transition its focus from internal IT solutions and processes to critical path processes, identifying where business value is derived. One approach growing in acceptance is called Value Stream Mapping.

Used by organizations like Toyota, Value Stream Mapping is a lean manufacturing technique to analyse and design the flow of materials and information required to bring a product or service to a consumer. The objective is to focus on simplicity, enabling a reduction if not complete removal of all non-value adding processes and capabilities, thus eliminating investment and waste.

If you think about how we drove application development in the past, the intention was to add every conceivable feature and function to the solution based on the whim or inkling of a business discussion. The new approach is based on delivering just the critical functions to deliver the greatest value to business – quickly and efficiently.

You may not need to be best in class but if you don't transition to an innovative value-focused organization, you could be transitioning to a new career.

Are you adopting and adapting?

Robert E Stroud is Vice President, Strategy & Innovation at CA Technologies and winner of the 2013 ISACA Wasserman Award.

“WE DON’T NEED IT SERVICE MANAGEMENT, WE BUY ALL OUR SERVICES FROM THE CLOUD”

IN THE RUSH FOR THE CLOUD WE NEED TO REMEMBER THE ESSENTIALS OF SERVICE MANAGEMENT, WARNS STUART RANCE.

I’ve heard a number of people claim that they don’t need ITSM because they buy all their IT services from the cloud. If they really understood what IT service management could do to help them deliver more value to their customers, I think they would take a different view.

It’s certainly true that services you buy from a cloud service provider need to be managed differently, but deciding not to manage them at all seems very risky indeed. Here are some things that need to be considered at each stage of the service lifecycle.

1. Service Strategy

You still have to understand who your customers are and what outcomes they need to achieve. You must decide what services to buy, and this should be based on understanding how these services contribute value to the business. You may not call this service portfolio management, but that is the term we use in IT service management to cover this area.

You also need to have business relationship managers, who talk to customers about their needs and help to make strategic decisions about what services you need to buy in future, and how you will source these.

You will definitely need financial management for IT services. When you buy services from the cloud it is essential that you fully understand the costs over the whole of the service lifecycle, so that you can make good sourcing decisions.
If you are buying your services from the cloud, the increased flexibility may allow you to reduce the time and effort spent on demand management. If the cloud service has the ability to grow or shrink on demand, then there is less need to predict future usage, but you do still need to make some predictions as purchasing decisions often commit you to minimum and maximum workloads.

2. Service Design

Service Design is the stage in the lifecycle where we define the detailed requirements for the IT service and ensure that the new or changed service will be able to meet these. Planning to meet the business requirements for availability, capacity, continuity and IT security are essential, whether you are building the service yourself or buying it from the cloud. The way you set about meeting these requirements may be different in the cloud, though, so make sure that your procurement process is able to ensure that cloud service providers really meet your business needs.

This stage of the lifecycle is also where ITIL describes the supplier management process, which is clearly going to be an essential element of how you manage your cloud services. If you don’t have a structured way to interact with suppliers, making sure that they know what you expect and that they deliver to their commitments, you are likely to be disappointed in the cloud services.

You will need to manage service levels very differently in a cloud environment, but you do still need to agree with the business what service levels will be delivered and then ensure that this agreement is adhered to. It is likely that service level management will have to work very closely with supplier management to ensure you meet customer expectations.

3. Service Transition

There will be big differences in how Service Transition works for your cloud-purchased services, but you still need to plan changes and releases to ensure that these work for your customer.

One area that may need increased focus is the people aspect of change management, often called Management of Organizational Change (MoC). Introducing a new cloud service will require significant changes in the attitudes, behaviour and culture of IT

We don’t need IT service management, we buy all our services from the cloud!

You can follow Stuart on Twitter - @StuartRance

staff and IT users. If you don't have plans in place to ensure these changes happen, you will fail to get the required value from the services.

4. Service Operation

When people talk about ITSM they often think only of things that happen during the service operation stage of the service lifecycle. How you manage incidents, problems and requests will need to be very different if you buy all your services from the cloud. You may not even run your own service desk if the cloud providers deliver this as part of the service you purchase.

I suspect it is these differences in service operation that lead people to think they no longer need ITSM if they use cloud services.

5. Continual Service Improvement

Continual Service Improvement ensures that the services you provide remain aligned to the changing needs of the business, and that you deliver them as efficiently and effectively as you can.

How you measure and report on your services will be very different in the cloud, but the underlying principles remain the same. It is possibly even more essential that you practise CSI, since it may be harder to make small changes to IT services to track small changes in business needs. This could result in services moving increasingly out of alignment with business needs until they are sufficiently bad that you are prepared to make a new sourcing decision.

I have just briefly described some key aspects of the IT service lifecycle, and how ITSM remains relevant even if you buy all your IT services from the cloud. The key thing that you need to do is be flexible. Make sure you really understand ITSM and how it can help you. When you attend ITSM training, don't learn how to implement rigorous bureaucratic processes – instead, internalize the really important things about ITSM, what it is for and how it can help you to create value, then adapt the principles to make sure that it works for you.

Stuart Rance is an IT Service Management expert at HP, a distinguished ITIL author, and a leading member of the itSMF UK Publications Committee.

Not sure what ITSM software is right for your organisation?

TO IMPROVE YOUR IT SUPPORT SERVICE, CONTACT MARVAL

T: +44 (0) 1536 711999
E: info@marval-group.com
W: marval-group.com
Twitter: @marvalgroup
Facebook: MarvalSoftware

Scan the QR code to visit the Marval website

MARVAL®
ITSM Software | Consultancy | Education

Here is what one Marval customer said to help you decide

The MSM product has become one of the CRITICAL SERVICES in use in ICT Operations. ITS MAIN ADVANTAGE to me as a service manager is its CONFIGURABILITY.

Maxine Hubbard, Service Support Manager, ICT Operations, Leicestershire County Council

You choose...

10% DISCOUNT FOR READERS
Quote offer code ST10 at checkout

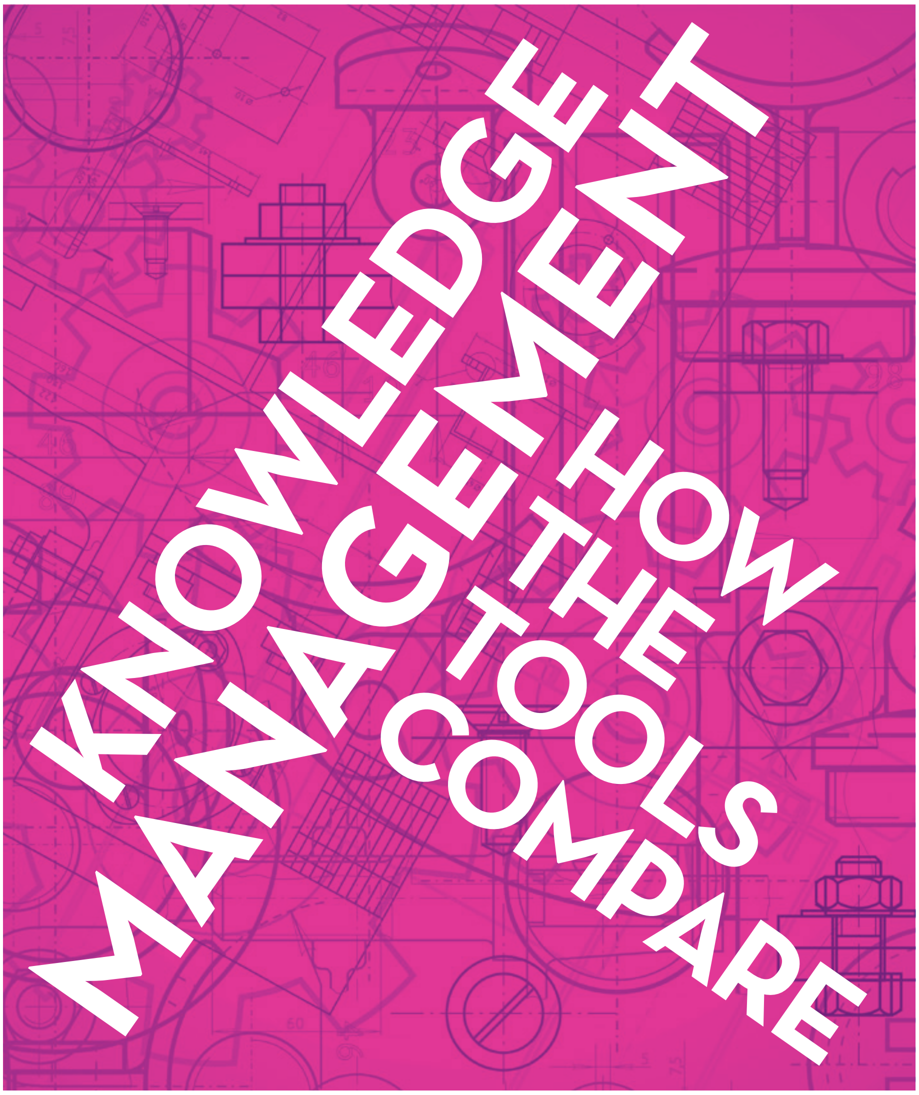
Buy online now at:
www.iso20000templates.com

Take the easy way to ISO20000 certification

We've done all the hard work for you

- Save time and money with our easy-to-use ISO20000 implementation template documents.
- Includes 12 months of updates and an email help desk.

public >>it



KNOWLEDGE MANAGEMENT HOW THE TOOLS COMPARE

BARCLAY RAE DISCUSSES A NEW STUDY OF KNOWLEDGE MANAGEMENT TOOLS AND COMPARES THEIR RESPECTIVE STRENGTHS

BarclayRae is an independent management consultant. He can be contacted at www.barclayrae.com/

Knowledge Management is a hot IT service management (ITSM) topic again. Spurred on by the interest in social enablement and self-help/service, many organizations are looking at how best to manage knowledge or, more specifically, how to make pertinent information available to people as and when they need it.

Knowledge management is not just about getting information fast when trying to solve incidents, although this is a good practical starting point for many organizations. Data gathering, solution design, process design, knowledge transfer are all key elements – across all of IT and beyond. Knowledge should be able to be applied at all parts of the service 'supply chain' to ensure that this is built in a robust, complete and effective way.

Knowledge Management Technology Review – a research summary

The ITSM Review recently published a competitive comparison of Knowledge Management technology including Cherwell, EasyVista, and ITinvolve. Below is a summary of the results.

Knowledge Management 2013 Best in Class: ITinvolve

All three products are a good option as they meet the basic requirements requested, however ITinvolve looks to be an excellent (if brave) choice that works towards an intuitive KM solution. EasyVista and Cherwell have similar in-built functionality and are established ITSM players, whilst ITinvolve is a more innovative product with good customer results and stories so far. Whilst this is the best product option, ITinvolve are still a new and small vendor and will need to develop their client-base to consolidate this result.

Of the products reviewed, these areas were of particular note:

Good for practical simple and effective use (with existing platforms):

EasyVista and Cherwell – both provide excellent standard integrated knowledge functionality with the existing toolsets. Either product is an excellent option for Knowledge Management, integrated with the other ITSM toolset areas – both are recognized and established ITSM vendors.

Good for an innovative approach using new/social tools:

ITinvolve – Nice approach and social integration means the barriers to usage can be radically broken down. There may be challenges for organizations taking this approach on, but it looks to be excellent option (and is also integrated with some other ITSM tools).

Market observations

The business value of Knowledge Management in the context of ITSM stems from integration with regular ITIL processes like Incident, Problem, Change, SLM and Configuration, plus automation and self-help delivered via customer-friendly portals.

Of the three products reviewed, EasyVista and Cherwell were seen to be good examples of knowledge functionality applied to an existing ITSM toolset – both showed good integration and provide good standard functionality. ITinvolve was clearly built more as a knowledge and social platform and is seen as an innovative product with some new concepts.

As with many tools in this area, much of the success is down to the interface and usability, plus how this can remove resistance to use. Tools that are seamless and integrated, plus those which can leverage slick and familiar ways of working and user interface, will help to build loyalty and effective usage.

Read the full review online at:
www.theitsmreview.com

GETTING TO KNOW OBASHI

CLAIRE AGUTTER TAKES A LOOK AT A BUSINESS-FOCUSED METHODOLOGY THAT IS RAPIDLY GAINING SUPPORT FROM ITSM PROFESSIONALS.

A year ago, asking someone the question "what is OBASHI®?" might get you some interesting answers. A sneeze, a martial art, and rather brilliantly 'OBAMA bashing' are all suggestions we've had.

In the last 12 months, I've seen a turnaround. OBASHI is getting recognised for what it is – a simple, easy to adopt methodology that maps dataflow through a business and supports meaningful conversations about investment, improvement, and business outcomes.

I'm really happy as well to see that the recognition is coming from the folk in ITSM who actually work with the business. Consultants, outsourcers and business relationship managers are all starting to recognise how OBASHI can help the business/IT conversation move forward.

Context

OBASHI is an interesting methodology because it applies to all types, sizes and sectors of organization. It's not targeted at a particular audience or area like ITIL® and PRINCE2®, and it can be easily understood by business or IT focused staff.

For me, the value that OBASHI brings is in the way it enables business and IT conversation. ITIL (maybe because of its name) can be perceived as being 'IT focused' – OBASHI is open to anyone.

I feel that treating the business and IT as separate entities is a big mistake for the modern organization – IT runs through and enables every business action and business process.

Building up a library of dataflows mapped using OBASHI helps business and IT staff to have conversations together about risk, impact, investment, strategy and growth.

Background to OBASHI

"A process cannot be understood by stopping it. Understanding must move with the flow of the process, must join it and flow with it." Frank Herbert

The OBASHI methodology allows organizations to clearly understand what is involved in supporting their business processes. Simple, powerful information can be used to support business decisions, financial decisions and strategic planning.

OBASHI creates visual maps of businesses and parts of businesses. The maps are simple, visual references that can be understood by staff at all levels.

The maps help businesses to understand:

- How the business works
- What assets and components make the business work and support its business processes
- What inter-dependencies exist between assets
- How data flows around the business

"When we try to pick out anything by itself, we find it hitched to everything else in the universe." John Muir

The OBASHI methodology was originally developed in 2001 by Fergus Cloughley and Paul Wallis.

The ideas behind OBASHI came from the computer models used within manufacturing and process industries to control and simulate the operation of infrastructure and plants.

Getting to know OBASHI

The costs and values of manufacturing flows can be mapped, allowing the assets that support them to be optimized in a way that encourages maximum business profitability.

OBASHI develops and builds on the existing methods for costing and valuing the flow of data in the process control industry, and applies it to the flow of data in all sectors – including IT.

OBASHI is used to "help business professionals easily understand the 'dollar per second' value of dataflow that supports their business services and processes, in a simple and meaningful way. OBASHI is the basis on which they can make better informed and more accurate strategic, operational, tactical and technical decisions."

Who is using OBASHI?

Early adopters of OBASHI include one of the world's leading Formula 1 motorsport teams and the UK's Civil Nuclear Constabulary, but perhaps one of the most interesting users of OBASHI is the global Legal Entity Identifier (LEI) project.

At the behest of the G20 group of nations and the Financial Stability Board, the Global LEI project has been created to proceed with the development of a unique identification system for parties to financial transactions. For the past 12 months over 100 institutions from around the world have been working together on the project.

The largest financial project in the world, the LEI is a fundamental requirement if the process of addressing the systemic risks that caused the 2008 financial crisis is to have the best chance of success. The LEI will also help participants and regulators analyse, quantify and understand systematic and operational risk across banking and other industries.

Operating in an environment where regulators and financial institutions operate within and across different jurisdictional boundaries, each with their own unique requirements, OBASHI provides:

- A governance framework language for LEI policy and system design
- A programme management tool to help national, regional and political variations, both technically and operationally
- A practical, easy to create model of all the relationships and dependencies between all the business and technology components of the global LEI system.

OBASHI is being used to create and maintain clarity in the LEI project – a 'common language' for technical and non-technical people, from diverse nationalities and business cultures, to understand and communicate about the project. With OBASHI the stakeholders can see how people, process and technology will be required to fit together to make the Global LEI Systems operate, and this is helping them make the best-informed decisions.

When the LEI system is up and running it will be used to identify any and every participant, in any and every financial transaction globally.

Set this into a global operational context of thousands of implementations, each jurisdiction conforming to regional legal and regulatory requirements, capturing data in multiple languages and scripts, and all of that being used to update data in every other local LEI system and you start to appreciate the scale of the project.

Although the LEI project takes complexity to the next level, it's easy to see that most businesses are becoming increasingly connected and complexity rises accordingly. Creating clarity and being able to communicate clearly will become ever more important. This is where OBASHI is very useful.

Some detail

The modern business is a complex organization. People, technology and processes work together to generate revenue and deliver business outcomes. Many businesses do not have a full picture of how all their component parts fit together. This creates risk, and can lead to real problems.

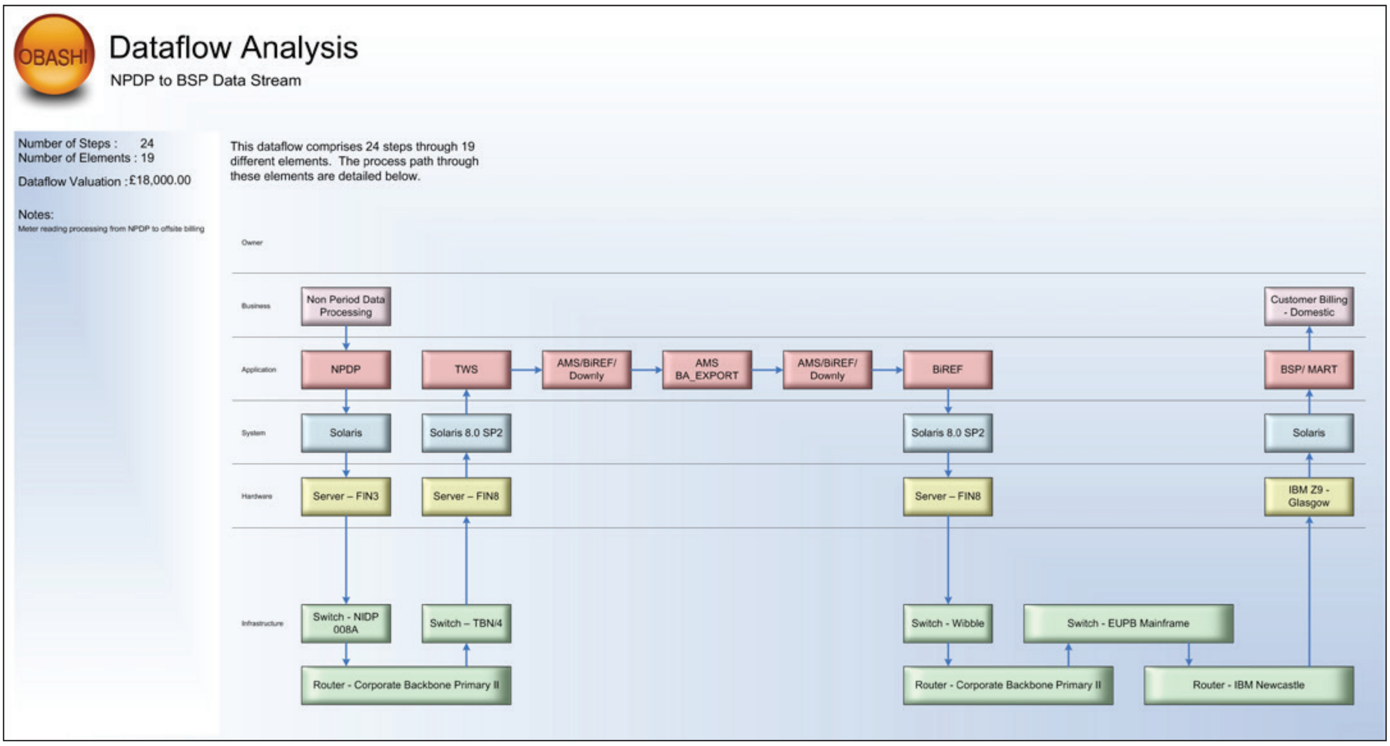
OBASHI produces Business and IT diagrams (BIT diagrams) that are used to map business processes. The OBASHI layers of ownership, business process, application, system, hardware and infrastructure show the business process and the IT that underpins it.

OBASHI can be applied to small, medium or large organizations.

Larger organizations will need to factor in the number of stakeholders and the complexity of their processes and services when scoping the OBASHI project. They

The OBASHI layers used for dataflow analysis

©OBASHI Limited 2013. All rights reserved.



Number of Steps : 24
Number of Elements : 19

Dataflow Valuation : £18,000.00

Notes:
Meter reading processing from NPDP to offsite billing

This dataflow comprises 24 steps through 19 different elements. The process path through these elements are detailed below.

Getting to know OBASHI

may benefit from using a tool to create the OBASHI outputs.

Smaller organizations will have fewer stakeholders, but may have more single points of failure in their processes as one person can have many roles. They may be able to produce their OBASHI outputs manually using paper or a simple flow chart application.

If you're from an ITIL background, it's tempting to look at OBASHI and think "oh it's just configuration management". This isn't true – OBASHI includes the bigger business picture as well and supports conversations outside IT.

OBASHI in the wider environment

The decision about whether to adopt OBASHI shouldn't be over-complicated. It's not an either/or decision – if you're already doing ITIL, or COBIT, or ISO/IEC 20000 you're not going to throw away what you've got in order to adopt OBASHI.

Instead, view OBASHI as a complementary methodology. OBASHI will take inputs from your existing environment – if you've already got a service catalogue, or an asset register, then these will feed into your OBASHI project.

OBASHI diagrams can be tailored to the audience as required, masking complexity where it's not needed and helping to make accurate business decisions quickly.

OBASHI and ITIL

I know a lot of ServiceTalk readers are from an ITSM background, so it's worth looking at OBASHI and ITIL in a bit more detail.

From an ITIL perspective, Service Strategy and the processes it includes help an organization to create and manage a service portfolio that will meet long-term business goals. The business and IT diagrams that OBASHI creates can help the organization to prioritise investments, plan based on accurate information, and make sure IT services align with business processes.

In the Service Design lifecycle stage, new and changed services are designed. These services must meet business requirements for quality and cost, and mustn't have any unexpected negative impact on existing services. OBASHI can help to identify cost savings where existing services and components can be re-used, as appropriate.

Service Transition is the lifecycle phase that moves new or changed services into the live environment. OBASHI can help organizations to map their current state and also their desired future state. Change impact assessments can be carried out quickly and easily using the diagrams that OBASHI creates.

In Service Operation, live services are operated and maintained and support is offered to the business when incidents occur. OBASHI models can show the impact of downtime, who needs to be contacted in the event of downtime, and the cost to the business of a loss of availability. If customers can see we are working effectively to get them back online, we can maintain customer satisfaction – even during an incident.

The Continual Service Improvement stage of the ITIL service lifecycle looks for improvement opportunities related to services, people, processes and structure. It's well accepted that we need to understand something before we can improve it, and OBASHI helps to provide that understanding of the organization.

"Premature optimization is the root of all evil." Donald Knuth

Learn more at: http://www.obashitraining.com/about-obashi/obashi-and-itil

OBASHI and projects

Many organizations have a mature project management capability. OBASHI can provide support during the key stages in a project's lifecycle, including:

- Forming a project board
- Writing a business case
- Risk and quality management
- Communication
- Project planning
- Project closure

OBASHI diagrams help to identify stakeholders, map current and desired dataflows, and are inputs to project planning and impact assessment.

Learn more at: http://www.obashitraining.com/about-obashi/obashi-and-projects

Resources

There are some excellent case studies and presentations that you can tailor for your organization at http://www.obashi.co.uk/ and there is more information about OBASHI training at http://www.obashitraining.com/free-resources/obashi-on-a-page

The OBASHI training scheme is run by APMG International, and Foundation training is available both in the classroom and online. OBASHI training providers are listed at http://www.obashi.co.uk/Training/trainingorganisations.asp

And you can read about the certification at http://www.apmg-international.com/en/qualifications/obashi/

OBASHI® is a registered trademark in the United Kingdom and other countries

ITIL is a registered trademark of Axelos Ltd

PRINCE2 is a registered trademark of Axelos Ltd

Claire Agutter is Lead Tutor at IT Training Zone and EU Representative on the ATO Council.

EXIN
Smatra Group
hp
QT&C COMPLIANCE TRAINING
Advance ITSM
G2 G3 ENGAGE TRANSFORM SUCCEED
it governance
proj STUDY SUCCESS GUARANTEED
PINK
Learning Tree International
Global Knowledge.
thynk.
Chameleon GLOBAL ITIL EXPERTS
HELIX-SERVICES
Tsi Your data centre delivered
SOGETI
enterprise DNA
Skillsoft
bestpracticetraining

- ✓ Independent examination institute for Information Management
- ✓ Exams in 125 countries
- ✓ Exams in 19 languages
- ✓ 2 million professionals are EXIN certified
- ✓ www.exin.com

EXIN will be present at the itSMF Conference on November 4 and 5. Come visit us at stand F10–F15.

....proudly presents it's partners in the UK:

AXELOS GLOBAL BEST PRACTICE
See us at itSMF UK Stand C36

A FORWARD-THINKING NAME, FOR A FORWARD-THINKING COMPANY

Strong foundations, strong ambitions, strong presence

Welcome to AXELOS, the new joint venture formed between the Cabinet Office and Capita plc to run the Best Management Practice portfolio, including the ITIL® and PRINCE2® professional standards. **Our vision:** to encourage growth, development and progress, today and into the future. **Our goal:** to nurture Best Practice communities on a global scale, creating an innovative and high quality continuous learning and development destination, co-designed by and co-created for those who use it. **The result:** improved skills that are relevant to industries and organizations, and enhanced employability, benefiting the global economy.

@AXELOS_GBP **AXELOS - Google+** **ask@swirlenquiries.com**

ITIL, PRINCE2, MSP, M_o_R, P3M3, P3O, MoP and MoV are registered trade marks of AXELOS Limited.
AXELOS, the AXELOS logo and the AXELOS swirl logo are trade marks of AXELOS Limited.

ITIL® PRINCE2® MSP® M_o_R® P3M3® P3O® MoP® MoV®

THE POWER OF REPORTING IN THE SERVICE DESK ENVIRONMENT

ACTIONABLE INTELLIGENCE

map navigation
Search
Business solutions
- money transfer
- net banking
- strategic planning
- statistics
- video conferencing
- e-mail, ftp
- database working
7
Entertainment
- films
- music
- games
- e-books
- chats
5
Loaded 100%

The power of reporting

The one thing that the IT department, customer service function and service desk all have in common is that they have plenty of data. Data about technology being used within the business, software, hardware, which version, who uses what, and how it all fits together, which customers have what products, what service levels they have in place, and which third parties provide what to whom. When something goes wrong and customers have problems, whether they be internal or external customers, it is the service desk that has to put it all right. In most cases the service desk has the information, but it is pulling all the various strands of information together to make intelligence you can act on that is the key to continuous service improvement, and to keeping your customers happy.

Knowing what information you have, and how to manipulate it to find out what you wish to know, is becoming an increasingly important skill that more mature service desks are beginning to appreciate. The latest Service Desk Institute Performance Reporting Certification demonstrates how the industry pioneers are leading the way in this discipline. One crucial aspect is to spot trends, so that you can proactively tackle performance issues before they become big problems. Trending information is typically overlaid onto a standard report, displayed graphically to show information trended over a rolling 12-month period.

With the rise of social media, monitoring customer comment and requests for help via Twitter, Facebook, LinkedIn and other platforms is vital, particularly for consumer brands. Clever use of reporting can help to monitor social media, ensuring that brand value is protected and customers are dealt with quickly and efficiently.

One of the more popular reports used by service desks is a breakdown of how their customers are contacting them. Whether calls and requests for help are being received by phone, email, self-service portal or social media will dictate where best to deploy resources. Equally if the number of telephone calls to the service desk is rising, it could be time to run a campaign reminding customers just how easy the self-service portal is to use, and what great service you get. It's been well proven that a telephone call costs more to handle than a self-service call, therefore a campaign could very soon pay for itself, quite apart from the fact that you will be helping customers and providing a better service.

Other reports that are popular with the more forward thinking service desks are those that show the number of incidents or requests for help after a major change, for example a new email server. The report simply layers the number and time of the incidents over the times when major work was carried out to the system. If there is a spike in the number of calls, this could indicate a requirement to improve change management processes, or at the very least to increase impact assessment. By reducing the impact of changes, you keep your customers happier and have less firefighting to do. This enables the department to concentrate on more proactive and strategic work.

Call Stream – moving beyond the basics

Some organizations put their customer service desk right at the heart of their business. Call Stream, part of the Bluebell Telecom Group, is a case in point. Call Stream provides and supports innovative telecoms solutions to organizations where effective communications are fundamental to business delivery. Consequently, any issue with service impacts its customers' business, and Call Stream takes customer support extremely seriously.

As well as using dashboards with Red Amber Green (RAG) indicators to provide status updates at a glance, the company has a series of reports covering call or case resolution performance which it runs every day and every week. The reports vary in granularity from fine detail for managers and technical departments, through to high-level summary reports for directors.

Having introduced the basics of reporting to ensure that SLAs are met and customers happy, Call Stream has now gone further by extending the use of its service desk tool to its Customer Service Desk, to provide a pipeline for new business. Any request for help or for a new product or service is logged within the software. The call/case is then tracked through to resolution, so if there is a fault it is fixed; similarly, if the customer wants a new service, this is monitored from initial quotation, through to contract negotiations and to signing the deal. As the case progresses, so the percentage likelihood of new business is increased. This enables the company to see what potential new business is coming, and the likely timescales.

As well as providing visibility to the business of its financial position, the system also provides a planning tool for resourcing future business commitments. Different departments can see what projects are coming up and so can ensure that they have the appropriate resources available.

Since introducing this powerful new way of working, sales at Call Stream have increased. So much so that the company is now looking to build a projects module. This will enable the business to prioritize resources for large projects based on time limits and delivery dates. Their aim is to create a scientific approach to project management, driven by clever reporting and the use of the Customer Service Desk, so that they have a full view of where each project slots into the business as a whole, enabling them to meet and exceed customer expectations and so continue to grow their business.

Cost justification at Newham

Newham Partnership Working (NPW), which is a mutual organization created to run and commission services to its school members in the London Borough of Newham, uses reporting to highlight services delivered and to justify costs.

For NPW, using the power of reporting within its service desk software has not only delivered efficiency benefits for the ICT team, but it can quantify exactly what services, including training courses, have been delivered and the associated costs to schools. SLAs - or Service Level Agreements (SLAs) have enabled the ICT desk to provide details of services delivered to individual schools over a set period, covering requests handled, fixes, and technician time. Reports are generated at the end of the term for schools showing what has been achieved.

NPW can justify costs by showing exactly what the schools are getting for their money. The team at NPW is also able to look at the reports and advise head-teachers on equipment refreshes. For example, a high number of calls logged about interactive whiteboards may indicate that the equipment needs upgrading. Checking the call volumes and jobs that technicians couldn't complete, the team are able to identify what the problem and solution might be – do they need to replace kit or are there a lot of incidents being reported by one member of staff (which might mean there is a training requirement to address).

Service desk solutions hold a mine of valuable information, which can be harnessed for a myriad of business uses. Whether you use it to help run your service desk more efficiently, monitor SLA response times, to reduce costs, justify costs to customers, plan future services, or provide feedback to management, one thing is for certain: the more you use the information, the more you drill down to the detail, the more you think about it, the more business benefit you will achieve.

Neil Penny is Product Director at Sunrise Software, provider of the Sostenuto service desk software.

THE RHETORIC AND REALITY OF KNOWLEDGE SHARING

H2O
2+2
ABC
a
b
c
√123

CLIVE TRUSSON REVEALS A NEW STUDY THAT HIGHLIGHTS THE DIFFERENCES BETWEEN PERCEPTION AND REALITY IN KNOWLEDGE MANAGEMENT.

It might be to improve service desk productivity. It might be because your team is over-reliant on the knowledge of a key technician. It might be just because you know it is considered to be 'best practice'. But for whatever reason, it falls upon the IT service manager to make sure that workers share their knowledge.

The accepted wisdom among the IT service management community has been to advocate the use of the knowledge sharing functionality offered by the many IT service management tools on the market. But a new study from Loughborough University's School of Business and Economics now questions the validity of this thinking.

Having collected and analysed extensive data, the study, to be published in Information Systems Journal, has revealed that the rhetoric of the IT service management community about knowledge sharing stands in sharp contrast to the reality of knowledge sharing by IT service support workers. In effect, this suggests that organizations that implement a database-based knowledge sharing strategy are at risk of inviting a conflict between incompatible management and worker practices which might be detrimental to organizational performance.

The study involved collecting observational and interview data over several days from the IT divisions of two large organizations which had both embraced ITIL and implemented different leading IT service management tools. The first of these was a county council in the Midlands, referred to in the study (for the purposes of anonymity) as Shire County Council. The other was the UK operation of a multinational aggregates company, referred to as Stoneworks. The data collected from these visits was then analysed alongside other sources representative of the IT service management arena. These included best practice guidelines and marketing material from the websites of ITSM tools suppliers.

The use of IT for the management of workers' knowledge has long been debated. On the one hand there are those – labelled optimists – who believe that knowledge has a distinct objective dimension that can and should be captured and held in databases so that others can make use of it. On the other hand there are those – regarded as pessimists – who counter that in practice workplace knowledge cannot easily be divided into explicit and tacit elements and that interpersonal communication is necessary for meaning to be transferred.

From an analysis of the collected data it was found that an optimistic rhetoric about knowledge sharing was common amongst an ITSM managerial community. This community — which included not only IT service managers but also authors of best practice guidelines and companies selling tools to IT service managers — was found to

The rhetoric and reality of knowledge sharing

Rhetoric	Reality
"The knowledge base provides a single source of authoritative solutions." Marketing material for the knowledge sharing functionality of an IT service management tool	**"The knowledge base is sketchy and not always up to date."** Stephen, IT Support Engineer at a County Council in the Midlands

Rhetoric	Reality
"When somebody closes an incident and there isn't an article in the knowledge database I would like to see them create one." Karla, IT Service Manager at Stoneworks	**Incidents logged: 10744** **Knowledge articles written: 15** Knowledge sharing data taken from the monthly Stoneworks Incident Management reports produced between July and September, 2012.

engage in a form of groupthink, persuading each other as to the veracity of capturing knowledge in databases, and dismissing alternative approaches.

In contrast, the data analysis showed that the workers who had been provided with the functionality to share their knowledge did not share this optimism. Their reality of knowledge sharing was very different and out of pragmatism implicitly supported the arguments of the pessimists by favouring the use of interpersonal knowledge sharing and self-reliance when faced with a problem to be solved.

So, what was considered to be common sense to the managerial community for organizational efficiency was shown to be at odds with what IT service support workers considered to be common sense for efficient practice.

It may not be new for IT service managers to discover that workers are often reluctant to use the tools that management provide for them to share their knowledge. But the findings from this study challenge the typical managerial response – including from ITIL – that this is because workers are consciously choosing to hoard their knowledge.

Here it is shown that rather than be obstructive to management concerns about productivity, IT service support workers generally display an intimate interest in operational efficiency, and act pragmatically with an acute sensitivity to the time pressures they typically work under. In other words, they act in such a way that they can best cope with work overload.

The study found that workers at Shire County Council and Stoneworks routinely shared information using ITSM tools when the functionality demanded it. But it also found that they tended to neglect the functionality for any discretionary sharing of their knowledge. There were no indicators that they were deliberately hoarding knowledge as the managerial assumption would have it, but rather they chose to allocate their time to what they deemed to be most important at each given moment. Indeed the workers who were observed across multiple teams for this study freely engaged in knowledge sharing; they simply chose not to readily use the tool that management had provided them to do so.

Given these time pressures and the complexity of the systems supported, and the fact that experts are often unable to explain without ambiguity how they solve problems, there is good enough reason as to why workers are not inclined to write something to put into a database without accusations of knowledge hoarding.

There are clear lessons from this study for practising IT service managers. They should accept that what is common sense about knowledge sharing for them is not – and is unlikely to become – common sense for IT service support workers.

Managers may well succumb to the marketing rhetoric that paints a positive picture of the knowledge sharing functionality of an IT service management tool. They may be impressed by a sales pitch that talks of providing 'authoritative' and 'comprehensive solutions' that 'increase the intellectual capital of the business'. In contrast, the reality for the workers is typically one of being provided with a skeletal framework around which they are instructed to build that authoritative and comprehensive database. Such building takes time and, as with any construction project, the reality is that until it is finished nobody is very keen to make use of it. And if the project takes too long, then what was built early on may start to show a few cracks here and there!

Interestingly, the study reveals that the managerial community appear to be less concerned with staff actually making use of the knowledge gathered in the database than in encouraging them to add knowledge to it. It seems that in seeking to assert control over workers' knowledge, the managerial consensus is overlooking the bigger objective of improving productivity.

The suggestion is that, to improve the efficiency of knowledge sharing, managers should involve their reports much more in the construction of collaborative and cooperative knowledge sharing processes and practices. This might well involve the use of a knowledge base tool, but perhaps one chosen by those who will use it rather than one imposed upon them by their management. More significantly, these practices might place a much greater value on interpersonal knowledge sharing, recognizing it as a form of succession planning that mitigates against the loss of key staff.

Perhaps it is only in this way that the rhetoric and reality of knowledge sharing might find unity.

The study referred to in this article is published in Information Systems Journal as 'Knowledge Sharing using IT Service Management Tools: Conflicting Discourses and Incompatible Practices', by Clive R Trusson, Neil F Doherty and Donald Hislop.

Clive Trusson has taught IT service management at Loughborough University and has been an ITIL trainer. He previously worked in IT service management roles at Experian and the Inland Revenue.

bcs
The Chartered Institute for IT

Standards that
create the outstanding

Agile
Certified

The BCS Agile Professional Certification programme takes a holistic approach to embedding agile across the business, securing the success of your agile transformation.

Understand the principles of agile, to support your adoption of ITIL® best practices.

bcs.org/agilecertified

Talk to us on stand **35a**

© BCS, The Chartered Institute for IT, is the business name of the British Computer Society (Registered charity no. 292786) 2013
ITIL® is a registered trade mark of the Cabinet Office.

PART 3

ONE-HOUR SERVICE IMPROVEMENT PLAN

MICHELLE MAJOR-GOLDSMITH SERVES UP A THIRD HELPING OF USEFUL SUGGESTIONS FOR IT SERVICE IMPROVEMENT.

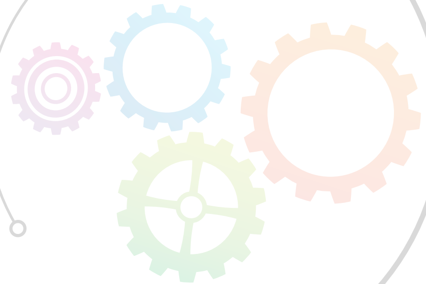
This is the final instalment of my three-part article which focuses on suggestions for improving your IT services. It is important to remember that these are just suggestions and I'm citing these as 'food for thought'. Much of what can be achieved will depend on the maturity and culture of your organization; with any proposed change one should always take a 'softly softly' approach and ensure all stakeholders are engaged and on board. The most important part of any successful change is how you plan and prepare the environment and people. You may have fantastic ideas but if you don't adopt an approach suitable for your target environment your efforts will almost certainly be in vain.

1 IT service continuity – plan B

It's always a good idea to find a trusted and friendly customer. A trip to the coffee shop is in order here. Ask them if they are aware of any vital business functions or activities that would need to be recovered quickly in the event of a disaster. If their services are not of the highest priority, do they agree with the organization's definitions of priority? Are there any business continuity plans which will bridge the gap until their services are restored? These may just be manual processes but absolutely adequate.

Many businesses accept an IT disaster recovery plan without making their own contingency plans. They may not have considered how they would continue without key IT services for an extended period. Perhaps they only consider total loss (of the data centre) as a disaster, everything else being treated as an incident. If this is the case, the customer organization may suffer more impact to their business in the event of a serious service loss than is necessary. They are also more likely to sit back and blame the IT organization for the impact despite being in a position to mitigate the effects better if they had planned for it.

The One-Hour Service Improvement Plan (Pt 3)



2 Service Transition and early-life support – no more chucking things over the fence!

Early-life support is support provided for a period of time after a new or changed IT service is transitioned. In this period the service desk staff are usually expanded with personnel from Service Transition, who have experience with testing and running the service from the transition lifecycle. If they have autonomy and support from the leadership team it is a good idea for operations managers to ensure that nothing passes over into true Service Operations until all the checks and balances have been done, and there is agreement that the service is fit for use and can be operated and supported in line with your customers' expectations. More importantly, the service needs to be operable in line with agreed service levels. Prior to the introduction of the transition planning and support process within ITIL I used to use something I lovingly called SHOP (Support Handover Process). This was a simple list of all the things IT operations needed to support the service, the information on fixes, contacts, support information, qualifying service levels and simply anything else that was needed to ensure the service could be supported.

3 Financial management – how much does IT cost?

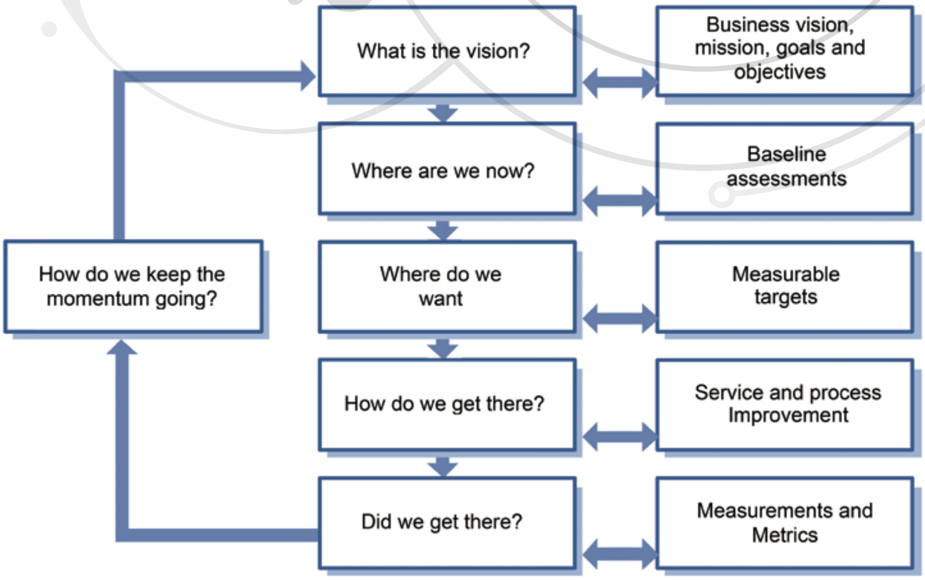
All organizations will do some level of financial management. The ABC of finance is well understood, so the accounting and budgeting will be done by the financial controllers. Those organizations that don't formally charge for their services quite often do not understand the real cost of IT per user. Notional charging is worthwhile in terms of being able to understand service value. Even if you don't produce a bill for your customer you should be able to talk confidently about how much it costs to deliver.

Calculate the proportion of the IT budget contributed by each business or department and produce a cost-per-employee for each department's IT. If the IT budget is not contributed to by individual departments or businesses, use the overall figure of IT budget divided by the number of employees.

Does this figure surprise you? You can use the figure, divided by the number of hours in a year, to estimate the cost per user of losing access to IT services which may assist in incident prioritization and in decisions on upgrading or replacing hardware and software.

Organizations which cannot place a notional value on the cost of providing service often under-invest in service improvement because they cannot quantify the value.

4 The CSI approach



Based on ITIL® material. Reproduced under licence from Axelos Ltd

5 Prioritization of improvement activities

You will also need to prioritize your activities. If you embark on a few pieces of improvement work, prioritization will no doubt be necessary for two reasons:

• Availability of resources

Unless you have unlimited resources, it's unlikely you'll be able to initiate improvements in all areas concurrently. You're going to have to decide what will give you the most benefit for your efforts.

• Critical path

Some desired improvements might not be practical because of a need for an increased maturity level in related activity/processes.

Finally...

So often I'm told "We don't have time to implement service improvement activities." Too often the improvements originated when services fail rather than being a proactive effort. This is an excuse every IT organization uses. It isn't a question of time, it is a question of priority.

"We don't have time to START the ITIL project." Then don't! Embed it in the team meetings; embed it in what you already do. Evaluate and improve the projects, the changes, the incidents, the processes. Every organization must ensure they embed a service culture into everything they do. It's about living and breathing it rather than forcing a commitment to change as a result of failure. If you are following service management principles, you adopt and adapt the ITIL framework; you follow a service life cycle approach. We've moved from cradle to grave service delivery to cradle to cradle. Improvement is ongoing, it is integral to service delivery, not an addition to it.

Michelle Major-Goldsmith works in Education and Learning at Kinetic IT in Perth, Western Australia. She is also a committee member of itSMF Australia.

For when your service desk
mind draws a blank.

Service Desk Institute
Insights. Networking. Consultancy. Support.

SDI Service Desk Institute
www.servicedeskinstitute.com

IS YOUR BUSINESS AT RISK?

RISK IS ALL AROUND US, ARGUES TEON ROSANDIC. IT'S HOW WE IDENTIFY IT AND DEAL WITH IT IN OUR ORGANIZATIONS THAT MAKES THE DIFFERENCE.

Risk. This is a heavy word. When it comes to your organization, the chances are that no one wants to talk about risk. And if they do, it is behind closed doors in a hushed whisper.

In reality, you should be openly talking about risk. It is not something you should be afraid of. Quite the opposite - the more you know about and understand the risks your business faces, the better prepared and successful you'll be. Leave the whispering and closed doors to your competitors.

We could get bogged down with a heavy analysis of the word risk, and its partner risk identification. But we really don't want this to get boring, so we'll stick to real-world examples and take a look at how and why you need to spend some time thinking about risk and risk identification.

To keep things simple, here's our definition of risk: events or occurrences that can interrupt, slow down, or harm your business.

Risky business

You've worked hard to build a successful business and you want to keep it this way. So what haven't you talked about, thought about, or planned regarding the risks that could affect your business, both directly and indirectly. In a perfect world, your business wouldn't face any risks but let's face it - nothing really is perfect.

For our purposes right now, let's imagine your business has a team of skilled employees, valued customers, a proven product and a board of directors that is always asking for more sales. Sounds pretty standard, right? Okay, so what risks would this business face?

• Knowledge management

Your business is only as good as your employees. You've got some people who have been at your company for years – they know the ins and outs of every aspect of your product. These are the people you turn to whenever a problem crops up, or a new student or employee has questions.

What would you do if these employees left your company? Will you lose all of this valuable knowledge? What is your plan to guarantee that you're not left scrambling when long-term employees leave? Time to think about creating a Wiki, holding weekly lunch 'n' learn sessions to bring all of your employees up to speed, and time to think about who you would contact in the event of a disruption to your product or service.

• Supply chain continuity

Too often people think the supply chain applies only to businesses that create a product that is packaged and available for sale on store shelves. Wrong, the supply chain applies to each and every type of business out there.

Whether you're creating a cloud-based product, publishing eBooks, providing a customer support service or developing trade show stands for clients - you rely on a supply chain.

The supply chain is simply the process your business follows to ensure your product gets designed, created and sold. How will your business cope when there is an interruption to this process? How will key employees find out that there is a problem? What message will you send to your customers? What is your Plan B?

• Open communication

It is surprising that in 2013 so many businesses still operate with old-fashioned business practices: holding super-intense closed door meetings with upper management and then dictating to employees the direction the company will be taking. Important information trickles down to those responsible for implementing the decisions – forgetting that it's important to trust valuable staff and keep them informed. Yes, shockingly this still goes on.

When this communication style occurs, it is no surprise that messages are misunderstood, employees feel uneasy, and communication between management and employees breaks down.

With open communication you can be confident that everyone in your organization is on the same path – working towards building better products and having fun doing it. But this only works if you are communicating the right messages to the right people, at the right time. For example, your local office needs to know about local impacts but not when the power is out in another office. Your graphic designers need to know about product vision but they don't need to know about the APIs. Your IT department needs to know about backup systems and offsite working plans when a disaster strikes but not about the plans for the office summer party. Your software developers need to know about the next product deployment schedule, but not about budgets and staffing concerns.

What this all means

Quite simply, you need to take a look at your organization and give it a good once-over. How are you managing your employees? Are there any gaps or holes in the process for getting your product to your customers? When was the last time you talked to your employees about the company direction?

Your business, like every other company, faces risks. It is what you do to prepare for these risks that makes the difference. Take the time to identify the risks and determine how you'll manage them. At the end of the day, everyone will thank you – your employees, your customers, your board of directors, and you'll likely sleep a lot better.

(x) matters
The relevance engine company
TED IT NO CATIC
GET TH B DO

Teon Rosandic is VP EMEA at xMatters.

See us at the itSMF UK Conference 2013
Stand F40 and F45

yes!!

business

If only all ~~Service Management~~ decisions were this easy to make

Cherwell makes it easy.

Empower your users and customers. Streamline and automate common service requests. Cherwell's newest offering is a self-service portal as you've never seen before!

Flexibility and agility. Things change – often. Thanks to Cherwell, there's no need for consultants or developers to make changes. You can do it – it's easy!

High ROI with lower TCO. Reduce management overheads, increase productivity, better use of resources, focus on what matters, streamline efficiencies, enhance your business value.

Portability and choice. Deploy on premises or as a fully hosted solution. It's your choice at any time.

Anytime, anywhere access. Out in-the-field or away from your desk? Use the iCherwell app to keep track of calls and add notes to activities. Love the GUI!

Social IT. Be where your customers are. Use social media tools to prevent an influx of calls to the service desk. Then, you can focus on getting the job done.

Cherwell offers a fully integrated ITSM solution for internal IT and external customer support. 11 ITIL v3 PinkVERIFY accredited processes right out-of-the-box in one integrated platform. Choose as many, or as few, processes as you like without incurring additional license fees.

Find out why Cherwell says 'yes' to better business. **Contact us on**

+44 (0)1793 858181
www.cherwell.com

ITIL® PROCESS COMPLIANT BRONZE LEVEL

PinkVERIFY™

ITIL® is a registered trademark of the Cabinet Office. The Swirl logo™ is a trade mark of the Cabinet Office. The Service Catalogue Management, Change Management and Request Fulfilment modules within the Cherwell Service Management™ solution enjoy endorsement from the Official ITIL Accreditor.

CHERWELL
SOFTWARE™
Innovative Technology Built Upon Yesterdays Values

MASTERCLASSES FROM itSMF UK

The IT Service Management Forum

IMPLEMENTING ISO/IEC 20000

20 November

This masterclass, presented by distinguished ISO/IEC 20000 author and examiner Lynda Cooper, starts with an overview of ISO/IEC 20000, then explains the benefits of its implementation for the organization and the pitfalls to look out for along the way. Real life stories, group sessions to share experiences and plenty of time for questions will ensure that everyone learns as much as possible to go away and start work on implementing or improving their service management system.

PRACTICAL CSI

28 November

This event is facilitated by the 'Two TOTYs', John Griffiths, itSMF Trainer of the Year 2007 and Mike Baker, itSMF Trainer of the Year 2011. Both John and Mike are consultants as well as trainers and have extensive practical experience of CSI.

The day takes a very pragmatic look at CSI and addresses the following topic areas:

- Getting started – How do you get CSI off the ground?
- CSI as a culture, not a process
- Business as usual improvement or CSI initiative?
- The four Ps and CSI
- Analysis of the 7-step improvement process
- CSI and other frameworks

Masterclasses are held at the itSMF UK office near Reading, and all classes are limited to 14 delegates. Attendance fee - £395.00 + VAT for members and £795.00 + VAT for non-members.

Book your place through the website at

www.itsmf.co.uk or

call **0118 918 6500**

PROACTIVE PROBLEM MANAGEMENT

4 December

This masterclass introduces a number of activities that will get you started in the most elusive of disciplines. Attendees will have the chance to swap ideas. Discuss issues. Share solutions and generally get down and dirty with proactive problem management.

Facilitated by Barry Corless of Global Knowledge, former chair of itSMF UK and current vice chair of the Problem Management Special Interest Group, the class will cover:

- Trend analysis
- Major Problem Reviews
- The link with CSI
- Creating problems where there are no incidents, a.k.a "Following up hunches"
- Targeting support action
- Linking with the development environment

GOVERNANCE AND SECURITY FOR SERVICE MANAGERS

12 December

This masterclass, based on ISO/IEC 27000, examines security and governance from the perspective of the service manager. The class structure includes the following topic areas and there will also be two student exercises during the day:

- Perspectives of involved parties
- Governance/corporate responsibility
- Scope & policy framework statements
- Information risk management
- Information security controls
- Real-life war stories

The masterclass will be delivered jointly by IT governance experts Richard Jeynes and Peter Saul of Smatra and is strongly aligned with ISO/IEC 20000 and the Data Protection Act.