AUTUMN 2014

*it*SMF UK
The IT Service Management Forum

serviceTALK

ITSM 14 keynote

Richard Corbridge, CIO, NIHR Clinical Research Network

Using technology and information
to deliver better health care

THE *itSMF UK* BIG AGENDA #itsmbig4

Focus on professional
practice

Tools for change
management

New blood; new ideas

Making outsourced
projects more agile

Service integration: the
customer is king

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Is there a **better way?**

In the five years that I have been editing ServiceTalk, there's been a steady increase in the number of articles that really challenge the status quo. While contributors in the past tended to focus on describing tried and tested processes and how to implement them a little better, many of today's authors are taking a more questioning stance, echoing the once-popular slogan of one of our High Street banks, "there must be a better way."

It's hardly surprising that service management professionals are challenging assumptions more readily than in the past. Technology is changing at such a rapid pace that the terms of reference used a few years ago no longer provide reliable guidance. "The only thing that is constant in life [and IT] is change," as Rebecca Beach reminds us in her CCRM tools review on page 16, with apologies to the Greek philosopher Heraclitus who was already struggling with change management 2500 years ago.

It's not just technology, though. People are changing too, points out Sandra Whittleston, whose Millennial students at the University of Northampton will no doubt be tomorrow's service managers. "They naturally challenge long-held views and are not afraid to say so," she observes. So don't expect that rate of change to slow down any time soon.

Challenging assumptions and questioning the way we do things underlies many of the articles in this issue of ServiceTalk. Our ever-iconoclastic columnist Rob Stroud challenges us to use automation and self-resolution to address some of the current inadequacies of IT; while David Backham encourages readers to re-visit their view of IT leadership skills and professional practice.

Richard Horton takes a fresh look at service integration and SIAM with the Service Transition special interest group; Pete Kostiuk argues that independent certification is the only way to make sure our service

management is on track; and Vikas Singhai and Debo Bandyopadhyay take a new look at the relative strengths of agile and waterfall in an outsourced project environment.

Increasingly, our contributors look outside IT for their service management inspiration. Sandesh Jadhav reflects on the great success of the German national football team at fine-tuning operational performance, while Toby Moore explains how gamification techniques can improve workplace motivation and productivity inside and outside IT.

So if you're up for a challenge, please read on. I hope you can also join us at ITSM14, this year's conference in November, which offers the best opportunity you'll find anywhere to discover whether there's "a better way".

Mark Lillycrop
Marketing & Publishing Manager
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@marklillycrop

Current ITSM tool just not cutting it? YOU need a partner, NOT just a platform.

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Visit Unisys.com/Edge to learn more.

EDGE SERVICE MANAGEMENT by UNISYS

One of the findings from the 3rd annual Forrester/itSMF USA survey of the ITSM sector was that ITSM has clearly done a lot to improve service quality, productivity and cost reduction in organisations over recent years but "demands are rising and other areas of service management are struggling to keep up, resulting in stasis and potential decline of the industry. Professionals lack visibility and realism into their state of service management affairs. This must change."

This need for ITSM to evolve and relate more to other areas of management surely also applies to the UK, and this is something our Forum will be starting to relate to more strongly in the near future. More immediately, we have been focusing on reviewing and enhancing how we operate and run things.

presentations; up to 15 free attendances a year at any meetings organised by ITSMF UK regional or special interest groups; discounted rates for attending our masterclasses and seminars; and free places at our annual industry tooling event.

Other notable benefits include free access to our range of online networking and topic-specific communities (for sharing views, questions and experiences with other ITSM professionals); an online bookstore offering a range of discounted professional publications; the opportunity to promote your company or personal profile in the sector by, for example, sponsoring or speaking at an event or drafting an article; and access to the Forum's own ITSM self-assessment/benchmarking tool, Monitor.

ITSMF UK CEO, Mike Owen, overviews the Forum's revised member categories and benefits.

A new definition of **member benefits**

One of the changes we have already made is to simplify and present more clearly ITSMF UK's categories of membership and their associated benefits. Now there are just three types of membership: Enterprise, Corporate, and Individual.

Enterprise membership

Enterprise membership is for small and mid-sized companies (both ITSM vendors and users), professional firms (e.g. consultants, trainers, advisers) and other organisations that employ several staff who would benefit from the Forum's services. Such personnel could be in mainstream ITSM functions (e.g. help desk), allied IT departments, other operations departments or possibly wider/general management roles. 'Enterprise 10' is for organisations employing up to ten users of ITSMF UK's services and 'Enterprise 50' is for those with up to 50 staff users.

The main (current) benefits of membership include ServiceTalk journal (with each staff member receiving a personal electronic copy); a continually updated direct feed on the website - and soon by email to members - of the latest news about developments in the service management sector (provided by our friends at ITSM Review); regular e-shots covering all of the Forum's latest events and other activities; free access to a member-only area of an expanding range of practical white papers, articles, guides and past seminar

Corporate membership

The Corporate membership category is aimed at larger commercial companies, public sector authorities or other sizable organisations that use or supply ITSM services or products, employ many people (50+) who could benefit from ITSMF UK's services, and who are particularly interested in working more closely with the Forum concerning marketing, professional development or other issues.

The Forum works collaboratively with Corporate members on national initiatives and programmes in areas such as the definition and promotion of best practice, thought leadership and promotion of the overall sector, with companies often sharing their expertise or resources to help those within the sector. At the same time, member companies can make use of the Forum's wide-ranging groups and activities to help the learning and development of their ITSM staff, with the Forum offering tailored support where wanted.

Corporate members enjoy all the same 'core' services listed above for Enterprise members, but with a number of additional benefits, including unlimited company user access to the Forum's member-only area of professional resources, publications and online networking activities; the opportunity to write professional materials for the Forum

and speak at Forum events; a larger number of free attendances a year at meetings of regional and special interest groups; extra discounted delegate rates at our seminars and masterclasses; and access to a new invite-only ITSM leaders' forum.

Individual membership

Individual membership is intended just for sole traders and private individuals who work in the field of ITSM or who have a personal interest in the field. Individuals include independent consultants/advisers trading under their own name, individual employees not able to enjoy an organisation-based membership, academics, students, and retired ITSM professionals.

Benefits are similar to those for Enterprise membership but with restricted discounts on Forum events and activities.

ITSMF UK will be introducing a new wave of additional service benefits from the end of the calendar year following Conference, as we build on our contribution to the industry in promoting and serving the ITSM sector. Watch this space for new announcements!

And don't forget Conference!

Finally, may I urge you - if you have not done so already - to book your place at our upcoming annual Conference & Exhibition, ITSM14. It's going to be a great event: one of the true, well proven benefits of being an ITSMF UK member. I look forward to seeing you there!

Best wishes

Mike Owen
ITSMF UK Chief Executive
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Industry News

ITIL dips and PRINCE2 rises in H1 exam figures

AXELOS, the Best Management Practice portfolio owner, has announced consolidated first-half regional exam figures for ITIL and PRINCE2.

Overall ITIL exam numbers showed a decline of 11% compared with H1 2013, from 160,442 to 142,651, with Europe declining just 3% and the largest dip in Asia (20%). North America followed the average with an 11% reduction. PRINCE2 remained more stable over the period, with an overall increase of 1% from 90,162 to 91,034.

Commenting on its results, AXELOS said its Global Partner Programme should have an impact on future growth, and that Partner Round Tables being run across the globe were proving "invaluable in providing local market insight".

Telefónica UK achieves ISO/IEC 20000 certification

Telefónica UK has announced that it has achieved certification under ISO/IEC 20000, the international standard for IT Service Management.

Telefónica UK has over 150 business customer organisations using their Private Mobile Datalink (PMD) service. This counts for over 1 million active mobile private network connections, allowing for a close integration between their mobile devices and their infrastructure and business processes.

The business made the decision to implement a Service Management System to provide a foundation on which, they say, they will deliver brilliant digital services to all their customers.

Part of this initiative included a vision for a single set of processes and to ensure their governance and controls included mechanisms for both maintaining certification and handling new demand for the inclusion of other services under its current scope.

After some very ambitious timescales of 10 months of preparation and the

assessment from the BSI independent certification auditors in April this year, the team impressed BSI with the design of the management system and their exploitation of SharePoint technology and embedding it seamlessly into the Service Management system. BSImpact were engaged as an independent consultancy firm to add their significant ISO20k experience and knowledge, collaborating with Telefónica UK resources to deliver the initiative to service management.

Gartner releases magic quadrant for IT service support

Gartner Group has released its Magic Quadrant for IT Service Support Management (ITSSM) tools.

According to the analyst, IT Service Support Management (ITSSM) tools enable IT operations organisations, specifically infrastructure and operations (I&O) managers, to better support the production environment. ITSSM tools automate the tasks and workflows associated with the management and delivery of quality IT services to the business.

In the quadrant, BMC Software and ServiceNow were classified as 'leaders', with 29% and 21% market share respectively, while Cherwell Software and CA Technologies were described as 'challengers', offering good execution and growing market share. Axios and Landesk were labelled 'visionaries', with innovative technology but more limited penetration, while a further eight vendors made up the 'niche players' category.

Further information on the report is available from gartner.com

Industry News

Marval's MSM v12.9.0 focuses on customer feedback

Leading UK ITSM solutions specialist Marval has announced the release of its MSM v12.9.0 platform. MSM is an integrated, innovative, multi-level ITSM software solution - a secure, reliable, scalable and stable ITSM technology that supports IT business services and growth strategies of any organisation, says the vendor.

Developed as a result of Marval's customer 'software enhancement request' programme to meet current and future requirements, MSM offers a real choice, with products designed to meet an organisation's ITSM maturity, budget and operational preference, whether cloud or on-premise.

Just some of the many enhancements and new functionality introduced in MSM v12.9.0 include:
- Raising a request from an existing request type (e.g. incident from change, release from incident or any other user defined request type)
- List view widgets, which will display any user-created, personalised, custom work lists on the homepage
- Extended user surveys: Extensive customer surveys can be set up and scheduled within the customer self-service portal using survey templates.
- Knowledge enhancements from the request screen.

Cherwell acquires ITAM and licence management company Express Metrix

Cherwell Software has announced the acquisition of an IT and software asset management company, Express Metrix. Based in Seattle, Washington, Express Metrix develops the Express Software Manager® product line, as well as the Apptria Technologies™ line, providing software recognition functionality to original equipment manufacturer (OEM) partners such as IBM, and BMC Software.

"Software licence management and IT asset management are key pain points for our business technology customers and prospects," said Vance Brown, CEO of Cherwell Software. "The addition of this strong, innovative technology from Express Metrix enables Cherwell to offer a more comprehensive service management solution

with the power to manage our customers' key corporate assets. We will enable our customers in IT to have insight into both CapEx and OpEx costs. They need the tools to determine where waste exists so they are not managing or licensing multiple versions of the same commodity software."

Cherwell Software launches Service Management 5.0

Cherwell Software has released the latest version of its service management platform.
CSM 5.0 is a codeless application creation that can be configured to a customer's preference.

Through mApp Exchange, customers can collaborate together to build and exchange mApp technology. CSM 5.0 integrates with other applications using wizard-driven functionality that does not require coding. The new integration options should not break existing configurations, the company said.

New features include advanced dashboard drill-down and a new dashboard editor; expression-driven text, colours, images and visibility; and user-configurable, reusable metrics that can be created and measured against a company's own key performance indicators.

"IT asset management are key pain points for our business technology customers"

Industry News

ITpreneurs partners with Simagine to provide leading-edge simulations

ITpreneurs and Simagine Business Simulations have announced a partnership to offer and develop a broad portfolio of business simulations to consulting companies and training providers across the world. These simulations can be utilised to facilitate change and improvement programmes within an organisation. The Simagine simulations

are aligned to IT best practice frameworks, including TOGAF, DevOps, Lean IT, and Agile, as well as the well-established ITIL and PRINCE2. They are designed to support organisations in achieving business IT alignment, end-to-end business process optimisation, and ITSM and IT architecture improvement.

ITpreneurs is a leading provider of IT training services, and Simagine specialises in designing, developing and facilitating innovative organisational games and simulations. The portfolio includes classroom simulations, mini-games and the accredited Hands-On programmes for ITIL and PRINCE2. These products integrate self-study, social learning and coaching environments. Participants are trained and certified at the foundation level in four complementary competences (Process Awareness, Process-Based Working, Customer-Oriented Working, and Cooperation).

Hornbill announces new features for Hornbill Service Manager and Collaboration Platform

Hornbill has announced the latest updates to its Collaboration Platform and Service Manager collaborative ITSM application. Users can now view requests as easy-to-understand cards with My Boards, using simple drag-and-drop methods to aid management; use '@ mentions' to share information and conversations with peers faster and more easily; and create checklists to ensure ad-hoc tasks are completed correctly. Created through Hornbill's Continuous Delivery development model, the features have been automatically delivered through the Hornbill Collaboration Platform and Hornbill Service Manager, giving users immediate access.

"At Hornbill, we are always looking to add even more to our products," said Pete Summers, Chief Marketing Officer. "With the introduction of My Boards to Hornbill Service Manager, users can view and work with requests as cards on boards, which makes managing the service desk workload an even simpler process. We have also enhanced the Hornbill collaboration platform as a whole, giving users new ways to share information and join discussions, as well as more ways to customise their own task lists."

ManageEngine delivers approval-based self service for passwords

ManageEngine has announced the integration of its self-service password management solution ADSelfService Plus with its Active Directory management and reporting solution ADManager Plus and its ITIL-based help desk management solution ServiceDesk Plus.

With these two areas of integration, enterprises can streamline their help desk infrastructure, keep users' self-service actions under their control, reduce IT operational costs and optimise end-user experience. Integrating ADManager Plus and ServiceDesk Plus with ADSelfService Plus is as simple as entering their server details in ADSelfService Plus, says the vendor.

The integration of ADSelfService Plus and ADManager Plus allows enterprises to securely deploy self-service for end users while still maintaining control over users' self-service actions through a help desk

approval process. For example, instead of directly letting users update their contact information in Active Directory via self-service, they are allowed to open and submit service requests through ADSelfService Plus. These requests are then processed and approved by a help desk technician or an IT admin through ADManager Plus based on pre-configured workflow rules. Users can even check the status of requests they have created — no phone calls or email requests are required.

"This integration will allow users and help desk staff to collaborate on IT issues to expedite resolution in a secure manner," said Parthiban Paramasivam, product manager at ManageEngine. "IT admins can now take control of users' self-service actions and ensure that they are consistent and in compliance with their organisation's norms."

"This integration will allow users and help desk staff to collaborate on IT issues to expedite resolution in a secure manner..."

ITSMF UK News

ITSMF UK Annual General Meeting

In accordance with the Articles of Association and the current rules of the organisation, 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 our Annual Conference on Monday 10th November 2014 at 12.45 p.m. at the Novotel London West, in Hammersmith.

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

• Governance and Ethics Director & Management Board Member

• Finance Director & Management Board Member

• Management Board Member – Service Delivery

• Management Board Member - Commercial (unfilled to date).

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).

Monday 10th November 12.45 p.m.

A special interest in Service Design

The first meeting of the Service Design special interest group took place at the ITSMF UK office on 25 September. Attendees at the meeting set future objectives and elected Stephen Plane of Aviva to the role of chairman. They also discussed three case studies provided by attendees, which focused on non-functional requirements, risk management and Agile.

"There's a huge amount of interest in Service Design at the moment," commented the new chairman. "Our first meeting has been a great success and we are keen to attract as many new members as we can to the next meeting."

Anyone interested in joining the Service Design SIG, or ITSMF UK's special interest groups on Problem Management, CSI, Service Level Management or Service Transition, should contact Teresa Corre at the office for further information. Details of SIG events are posted in the web events calendar at www.itsmf.co.uk, and each group also has a dedicated forum area.

"Our first meeting has been a great success and we are keen to attract as many new members as we can to the next meeting."

Website update

Since ITSMF UK's new website went live at the beginning of May, there have been a number of exciting changes. As well as a more useful member profile area, the new site offers a general discussion forum for topics of general service management interest plus dedicated forum areas for the special interest groups, regional event reports and event presentations.

There's also a new blog feature, where members of our Board and committee chairs will share their thoughts on key issues in ITSM in the coming months, and a scrolling industry news feed (sourced by our media partner, The ITSM Review).

Keep an eye on the home page for regular member news updates and information, upcoming events and recent additions to

our library of papers and articles; browse through a wide selection of back-issues of ServiceTalk; or catch up with the discussion from our latest Big4 Twitterchat. These are just a few of the features that we've rolled out through the new website. Look out for big changes to our content areas in the near future! If you need any help or have suggestions for further improvements, please let us know.

Main contacts
Note that, if you are the main contact for a member organisation, there are new easy-to-use features on the web to help you manage your colleagues' details. Please contact the office on 0118 918 6500 for further information or for help with your master login.

ITSMF UK News

Judging is well underway in this year's ITSM Industry Awards. Once again the awards will feature the achievements of service management's leading lights and as well as highlighting the outstanding (and not always well publicised) work of our best teams, innovators, service managers, practitioners, students and trainers.

The finalists will be posted shortly on the website, and the winners will as usual be announced at our Awards Dinner (hosted by comedian and Chase celebrity Paul Sinha) during Conference on 10th November in Hammersmith.

See page 11 for more information about this year's conference!

Some dates for your diary

Masterclass: Making Agile work for you
9 October 2014, Reading

Masterclass: Common sense and Business Relationship Management
14 October 2014, Reading

Service Transition SIG: Release management
30 October 2014, Winchester

Masterclass: Creating a successful service catalogue
26 November 2014, Reading

South West & Wales Member Event
1 December 2014, Bristol

Masterclass: Implementing ISO/IEC 20000
2 December 2014, Reading

North Region Member Event
4 December 2014, Manchester

All ITSMF UK events can be exported to your calendar for ease of reference – check out the website for details.

ITSM14
Have you booked your place?

Highlights of this year's conference include:

- **Four dedicated tracks of service management presentations.** This year our mainstream conference sessions are organised into mini-seminars, bringing together presentations on complementary themes and helping delegates to build a personal programme that reflects their particular interests.

- **Numerous opportunities to meet with other service management professionals,** catch up with old friends and forge new contacts. Every aspect of the event, from the Sunday networking evening to the drop-in clinic to the exhibition drinks reception and extended breaks, has been planned to allow maximum opportunity for discussion and networking.

- **Our ITSM exhibition featuring over 40 exhibitors and sponsors.** This year the exhibition and presentation rooms are situated side by side, making it easier than ever to attend your preferred sessions and still catch up with the sponsors, service suppliers and consultants in our exhibition hall.

- **The celebrated ITSM Awards Dinner.** Join us for the greatest ITSM celebration of the year, as the industry's most highly esteemed professionals and teams receive this year's awards.

- **Interactive plenary and round-tables.** This year's interactive plenary, now a popular fixture in the conference programme, offers delegates a chance to air their views with a panel of distinguished service management experts. And for those who enjoy a good debate, there are also two round-tables on the programme; Monday's discussion on ITSM futures will be led by ITSMF UK CEO Mike Owen while Tuesday's session, led by our Management Board, outlines the next step in the Big4 Agenda.

Hitting the hot topics

Whatever your area of interest, there are presentations to get you thinking at ITSM14.

Service integration and management (SIAM) is a hot topic in today's cloud-based multi-vendor world, and we have several complementary views on the subject from Capgemini, Deloitte Consulting, ITSMF India and ISG. We have speakers from BskyB and Barclays Bank, offering different perspectives on that most under-rated process, event management. You can hear about CSI from the Co-operative Group, business value from the Yorkshire Building Society, business process alignment from Aviva, and a tale of ITIL best practice at three London authorities.

ITSMF UK's Annual Conference and Exhibition is back at the Novotel London West this year, with a great line-up of presentations and the best networking experience in town.

Today's key issues for service managers

Our three keynote speakers will be offering thought leadership and insight at this year's conference, discussing the service management challenges faced by senior managers:

Richard Corbridge, the dynamic and innovative CIO for the NIHR Clinical Research Network, has brought significant and successful business change across health and clinical research. He has strong beliefs that technology and information can have a significant positive impact on the way health care is delivered. Richard will be reaching for his crystal ball and talking about service management in 2030!

Mark Hall is Director of Group Operations and IT Transformation at Aviva. Mark, a former chair of ITSMF UK and winner of the Paul Rappaport award for outstanding contribution to ITSM. Mark offers some excellent insights into the issues and challenges facing IT-driven organisations today.

John Sowerby, a hugely entertaining and engaging speaker, has spent many years delivering business-critical services at the sharp end, latterly as service support VP for a large multi-national. He will be rounding off the agenda with Tuesday's closing keynote, focusing on the Big4 Agenda and today's most challenging ITSM issues.

Take a look at the full agenda overleaf and book your place at **www.itsmf.co.uk**. We'll see you there!

ITSM14!

the ITSMF UK Conference and Exhibition
Novotel London West, 10th - 11th November

Agenda

*it*SMF UK
The IT Service Management Forum

SUNDAY 9TH NOVEMBER

19:00 - 22:00	Pre-dinner drinks • Networking dinner followed by a quiz - Sponsored by Peoplecert

MONDAY 10TH NOVEMBER

09:15 - 09:30	Conference Opening Keynote - John Windebank, **Chair of ITSMF UK**
09:30 - 10:10	Opening Keynote - Richard Corbridge, **CIO, NIHR Clinical Research Network**
10:10 - 10:40	Exhibition and networking

	Back to Basics	Managing Complexity	Skills	ITSM and Agile
10:40 - 11:40	**BB1: Implementing ITSM** **Adopting ITIL Best Practice to Transform Three London Authority Operations.** Trevor Billington and John Sansbury, **Agilisys** A practitioner's tale: adding value through real ITSM in the real world. Dave Churchley, **Newcastle University**	**MC1: Service Integration and Governance** **Service Management or Service Integration – what's in a name?** Johann Diaz, **Capgemini** Service management next generation operating model. Nathan McDonald and Zoe Benedict, **Deloitte Consulting**	**S1: People and Culture** **The 7 building blocks for IT Service Management success.** Patricia Speltincx, **Key to you** (winner of the 2013 submission of the year award) **The basics for success: relationships and communication.** Colin Rudd **Items Ltd**	**IA1: Lean and Agile ITSM** Service experience centres: a requirement for ITSM success in the age of the customer. David Wheable and John Rakowski, **Forrester Research** Customers demand everything, businesses demand return ... what's the happy medium? Eva Franconetti & Mark Adey, **Telefonica UK**
11:40 - 12:00	Exhibition and networking			
12:00 - 12:30	**BB2: Software Asset Management** **Conquering the dark art of licence compliance management.** Steve Massie, **Incit technology Ltd.**	**MC2: Security** **Cybersecurity, you and your world!** Rob Stroud, **CA Technologies**	**S2: Roles and skills** **The service owner role: customer success and IT harmony.** Lou Hunnebeck, **Third Sky Inc.**	**IA2: Topic to be confirmed** **Unisys,** GOLD Sponsor
12:30 - 13:50	Lunch and exhibition			
12:45 - 13:30	Drop-in clinic			
12:45 - 13:45	ITSMF UK AGM			
13:50 - 14:20	Keynote - Mark Hall, **Director of Service Management & Operations, Aviva**			
14:20 - 14:50	Interactive Plenary			
14:50 - 15:20	Exhibition and networking			

	Back to Basics		Skills	Managing complexity
15:20 - 16:20	**BB3: Relearning the basics** **Moving forward, going back to basics.** Barclay Rae **Barclay Rae Consulting** Bring me problems – not solutions! Tobias Nyberg **Independent**	**2014 Project of the Year** **Finalists showcase** Barclays Bank, NHS Greater Manchester CSU, **Telefonica**	**S3: Continual Service Improvement** **CSI – Making it part of the day job!** Ian MacDonald, **The Co-Operative Group** Do we really know what needs improving within our organisation? John Griffiths and Mike Baker **The Two TOTYs**	**MC3: Managing the Cloud** **Are cloud implementations ignoring the rigours of traditional ITSM?** Lance Mitchell, **ASG** Cloud Service Management - A New Beginning. What You Need to Know. Mark O'Loughlin **IT Alliance**
16:20 - 16:40	Exhibition and networking			

	Back to Basics	Managing Complexity	Skills	ITSM and Agile
16:40 - 17:40	**BB4: Business Relationship Management** **Improving Business Value – The Easy Way!** Stacey Porter and Gary Horton, **Yorkshire Building Society Group** Business Process Aligned IT Management Clive Davey, **Aviva PLC**	**MC4: Using metrics to manage complexity** **How to declutter processes and keep focus on measures that matter** Andrew Vermes, **Kepner-Tregoe** Smart Service Management Andrea Kis, **Tata Consultancy Services**	**S4: Problem management/ problem solving Masterclass** Don Page, **Marval Group**	**ITSMF UK round table** The future of ITSM Mike Owen, **CEO, ITSMF UK**
17:40 - 18:30	Exhibition drinks reception and networking			
19:30 - 20:00	Awards Dinner drinks reception			
20:00	Awards Dinner, hosted by Paul Sinha			

TUESDAY 11TH NOVEMBER

09:15 - 09:30	Day 2 Opening - Conference chair
09:30 - 10:00	Day 2 Opening Keynote - Platinum Sponsor
10:00 - 10:30	Exhibition and networking

	Back to Basics	Managing Complexity	Skills	ITSM and Agile
10:30 - 11:32 11 am 2 minutes' silence for Remembrance Day	**BB5: Transition into service** Topic tbc **Implementing ITSM and Project Management – an alignment approach.** Matt Lock & James Mcleod, **Home Group**	**MC5: Event Management** **Transforming production operations through global event management.** Chris McInerney, **Barclays** Sky's the Limit – using event management to improve incident response and reduce costs. Anoop Malkani & Teon Rosandic, **BSkyB**	**S5: Roles and skills** Tony Price, **Hewlett Packard** GOLD Sponsor To be announced	**IA3: Capacity planning and management** **The strategic view** Stuart Rance, **Optimal Service Management** Capacity planning approaches when working with infrastructure and SaaS providers. Ben Hewitt, **Everything Everywhere**
11:32 - 12:00	Exhibition and networking			

	Back to Basics	Managing Complexity	Skills	Managing Complexity
12:00 - 13:00	**BB6: Release and change management** **Release vs Change – What's the difference?** Peter Hubbard, **Pink Elephant** Customer-centric IT transformation – effective management of IT risk Sean Tomlinson and Alison Cartlidge, **Steria**	**MC6: Adaptive Service Model** **Taking Service Forward – The Adaptive Service Model.** Christian Nissen, **CFN People** Topic tbc Kaimar Karu, **AXELOS**	**ITSMF UK round table** The Big4 Agenda – next steps	**MC7: Multi supplier/multi service management** **Managing multiple suppliers from an SLM perspective** Karen Brusch, **Service Level Management SIG** Achieving unity: Creating a single global service delivery model David Backham, **Soliloquy Ltd**
13:00 - 14:10	Lunch and exhibition			**CSI SIG** Topic to be confirmed Jane Humphries, **BAE Systems Detica** and Cath Bartlett, **Dyson**
13:15 - 13:45	Drop-in clinic			

	Back to Basics	Managing Complexity	Skills	ITSM and Agile
14:10 - 15:10	**BB7: Configuration management/ service catalogue** **You can do it! - Winning strategies for configuration management.** Randy Steinberg, **Migration Technllogies** Top Tips for Creating a Winning Service Catalogue. Mike Kyffin, **Cherwell Software**	**MC7: Service Integration and Governance** **Governance – Custodian to changing business trends and IT landscape.** Suresh GP, **ITSMF India** Don't let SIAM cloud your judgement! Simon Durbin, **ISG**	**S6: Software Asset Management Masterclass** **Getting started with Software Asset Management.** Martin Thompson, **ITAM/ITSM Review and Service Transition SIG**	**IA4: Lean ITSM** **Re-Igniting the Passion.** Tony Brough, **Holistic Service Management International** Applying Lean thinking to ITSM. Daniel Breston, **Qriosity Limited**
15:10 - 15:30	Exhibition and networking			
15:30 - 16:00	Closing Keynote - John Sowerby, **Service Delivery Manager** Conference close - John Windebank, **Chair of ITSMF UK**			

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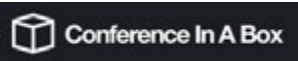
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serviceTALK

BACK TO BASICS

Change, Configuration and Release – how the tools compare

"The only constant thing in life is change…

…and this is never truer than in an IT organisation."

MANAGING COMPLEXITY

In order to get a handle on the myriad modifications and developments occurring within IT many organisations turn to frameworks such as ITIL for guidance on best practice. Change, configuration and release management (CCRM), the processes at the heart of Service Transition, are key to ensuring that organisations achieve a smooth, well-managed rollout of new or revised IT services:

1. Configuration Management is the process used to track individual Configuration Items (CIs) and the way in which they interact with one another

2. Change Management is the process used to track and communicate any changes in service that may impact the customer, such as when systems are taken offline for updates

3. Release Management is the process of managing software releases from development right through to release

Each process can be used individually, but more often than not you will find these processes intertwined. For example, when considering either a change or release you will need to know the CIs that will be affected before you begin.

It is the author's view that Configuration should come first. If you can get configuration right then change and release will be infinitely more straightforward. Ensuring that any prospective ITSM tool can record all information for a CI, and make this information easy to store and document, will minimise risk both to individuals and the organisation as a whole.

Too often we see cases where needless mistakes occur during the management of change and release due to critical

"…you can use an ITSM tool that offers up information to the right people at the right time."

information not being easily accessible. Upon investigation the result is usually that the documentation was circulated and then filed away, with the expectation that it would be read in infinite detail and re-read upon any future modifications of said item. There are several issues with this:

- There is a finite amount of time in a day to read the multitude of documents one comes across
- There is a finite amount of storage within a brain to remember which items have related documents squirreled away
- People only know what they know.

You can blame individuals after mistakes occur by stating that documentation should have been sought out; or you can employ processes that take the guess work (and leg work) out of the equation, and use an ITSM tool that offers up the information to the right people at the right time.

Change, configuration and release – tools research summary

The ITSM Review recently published a competitive comparison of technology to support change, config and release processes, including solutions by Axios, Cherwell, ITinvolve and TOPdesk.

The aim of the group test was to identify the best of breed CCRM solution by highlighting the strengths, weaknesses and key competitive differentiators of each solution reviewed. The full analysis at www.theitsmreview.com offers some insight into the research, but Best of Class 2014 was awarded to ITinvolve.

ITinvolve has taken huge strides in the ITSM arena with Service Manager by embracing the adage "knowledge is power". The research team feels that the developments that ITinvolve Service Manager has made with the fundamentals of knowledge and collaboration, ensuring that all relevant information is available to the right people at the right time (and in a straightforward way), enables risk assessment capabilities that far outweigh those of other ITSM solutions. The way that the tool's functions support the change, configuration and release processes creates a product that gives control, intelligence and awareness back to the IT organisation.

Offered as a SaaS-only solution, ITinvolve states that Service Manager integrates with discovery products and (in the view of the team) proactively delivers timely and relevant information whenever needed. The solution greatly reduces the burden on staff and ensures risk can be quickly and accurately assessed.

For those organisations looking for CCRM capabilities in an on-premise tool, Cherwell Service Management would be our recommendation (note that Cherwell Service Management is also available as a SaaS solution).

We believe that Cherwell Service Management has the functionality the vast majority of organisations require to operate an efficient and successful CCRM environment.

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

Rebecca Beach is an ITSM Research Analyst at The ITSM Review.

Why the Germans won the Cup

Effectiveness of measurement of consistent parameters across business units

Sandesh Jadhav explains how the German football team got everything right, and considers a new approach to measuring and integrating business and IT operational performance.

The howling success of Germany in the FIFA 2104 World Cup has been attributed largely to the expertise of the country's goalkeeper, 'Golden Glove' recipient Manuel Neuer, who helped his side to a 1-0 victory over Argentina in the World Cup finals. Neuer was accredited for his perfect technique and commendable performance in making 25 saves and completing 202 passes. Neuer kept four clean sheets and was beaten only four times in seven games.

A large part of Germany's success was down to the way that Neuer protected the team's goal. But Joachim Low, the German team manager, adopted an innovative approach by making Neuer the 11th player, using him not only to defend the goal but as part of the overall game for defending, building attacks, and increasing ball possession throughout the competition. And we all know the glorious outcome!

IT operations within any organisation are like the goal mouth, where the operations team plays the role of goalkeeper. While the business team concentrates on new ventures, synonymous to scoring goals, IT operations serves as the backbone for service delivery and maintenance, or the defence. The better one maintains the service (no goals), the better the organisation's chances are to 'win' the game by allowing the business (forward) team to focus on new strategies.

"Our contract doesn't bind you, but we hope our service does."

Business leaders and strategists need to use consistent measures to gauge attainment and performance within their operations and business teams. They need to make sure that IT and business performance are measured using the same units and that the capabilities of the IT operations group are fully understood and coherently expressed while setting up and implementing business strategy. Often this is not the case despite

The power behind accurate 'data points'

While travelling in Europe, I came across an interesting advertisement for a Danish construction company which stated, "Our contract doesn't bind you, but we hope our service does". The importance of service in today's global, fast moving, competitive and digital world is a prerequisite.

We are in an era of disruptive technologies and rapidly evolving business models, and what continues to differentiate one organisation from another is the 'quality of service' and how effective and efficient the product offering is compared with the competitors. With the growth of millennial customers relying on digital technologies, it has become a challenge to achieve these higher service satisfaction levels. Let's consider an example that highlights this issue, an online stationery shop. The question, 'How was the service?' would result in some answers like:

• Excellent… I ordered a set of pens and received the order a day before the expected delivery date.
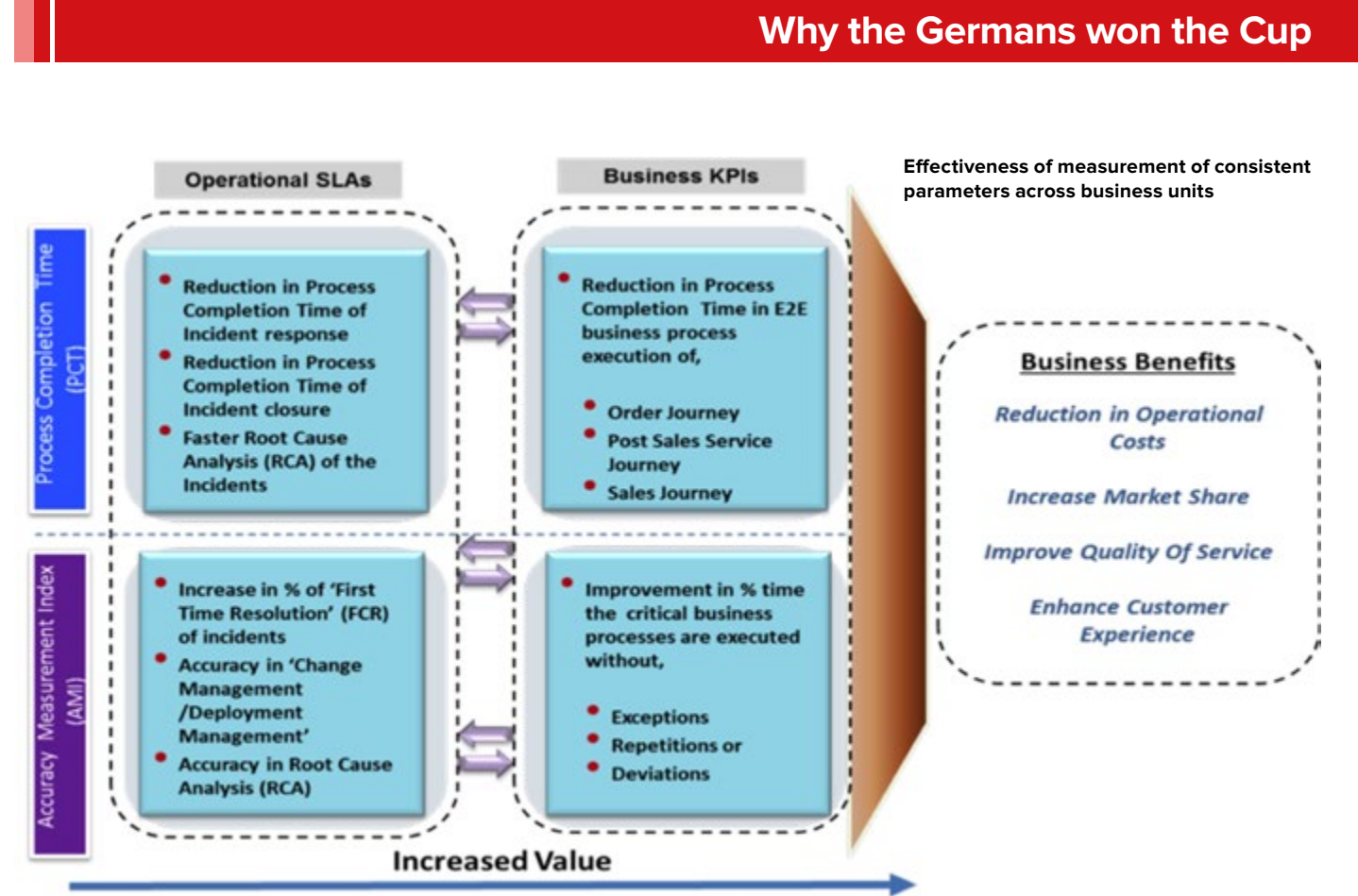• Good… could order the pens through the

a willingness and desire to use consistent criteria. Service performance continues to be measured in traditional ways and is still focused on IT-driven metrics like availability, serviceability and other ITIL-based functions. While these parameters are required for the basic functioning of IT operations, the overall service needs to be measured at a higher level.

website with ease and received the pens as per delivery date.
• Not satisfactory… had difficulty finding the right pens. Once ordered the delivery was as stated in the order.
• Poor… struggled to place the order and received the pens two days after the advertised delivery date. There was no communication about the change of dates.
• Extremely bad… ordered 'Ball Point Pens' and in delivery received 'Roller Point Pens'.

In the above example, the CEO of the organisation would be keen to know about real areas for improvement rather than knowing the availability of the company's CRM, sales or billing systems or the SLA performance dashboard (where everything is highlighted in 'green') of its IT operations team. Development of a measurement matrix at the organisational level is a complex process where multiple functions need to be considered from sales to delivery, and it will vary between industrial segments.

Whether you are part of a product-based or service-oriented organisation, the effectiveness of the services being delivered could be measured using two distinct basic parameters: Process Completion Time (PCT) and Accuracy Measurement Index (AMI), associated with a clearly defined business process. PCT stands for the time taken from the initiation to the successful completion of the organisational process under review, and AMI is used for measuring the accuracy and effectiveness of the completed process.

In the above example, the CIO/CEO of the organisation would be well advised to

consider the PCT of the overall service and the AMI of:

• the production of the individual items (from raw material procurement to finished goods)
• the order processing time (from receipt to delivery)
• any post-sales service (registering of service issues to resolution)
• the number of orders delivered as per committed delivery date.

"Let's create more champions!"

Very few people are aware that the German Football Association (DFB), together with software company SAP, developed a software application called 'Match Insight'. This application was used by the German team during FIFA 2014 to analyse a vast amount of performance data to help formulate their strategy on the field. As a result, the team could improve the accuracy in passing, directional changes (which is nothing but the AMI), and also average possession time from 3.4 seconds in 2010 to 1.1 second in 2014 (the PCT improvements).

Mapping of operational SLAs to business KPIs

The figure above indicates how the PCT and AMI measures can be applied across the operational environment and aligned with business KPIs. Using this approach, the organisation has a much clearer way to track overall service performance.

At present, aligning and measuring IT operations performance in line with the business is a major challenge faced by most organisations. While there are a variety of ITSM tools available in the market that can offer services from cloud to mobility, the configuration and integration of these tools to measure performance is a critical task. The end game is not focused on making any radical changes to existing business processes but to help integrate the processes with a mechanism to measure the outcomes at various stages and levels, which can then help in achieving business objectives.

Let's create more champions!

Sandesh Jadhav is Director of Managed Services at IT consulting, technology and outsourcing services company Virtusa UK.

SKILLS

The Millennial Shift – bringing new blood into ITSM

The mind-set of today's undergraduates and young professionals is quite different from that of their more mature counterparts, but IT service management needs both new ideas and experienced guidance. Sandra Whittleston explains how universities are rising to the challenges and opportunities of working with tomorrow's service managers.

Very often when attending IT Service Management (ITSM) events and meetings, discussions focus on the newcomers to our industry. Popular questions include, "where is the new blood and where it is likely to come from?" and "how can we encourage new people into our industry?" Teaching ITSM to young people and older career changers whilst they study on university programmes sends hope for the future because of the way that students engage proactively with the concepts and easily join in debates. This is primarily because they understand the service culture and often have strong opinions, both of which can have a positive effect on how they approach their studies.

There is no doubt that young undergraduates learn best when using technology, respond to different assessment types, can socialise, take global stances and use problem solving activities as a way to explore and develop their understanding. These younger students leave university and go into the world of work armed with theoretical knowledge of ITSM

and with an enthusiastic and creative view of how they can use this knowledge in their new employment. Indeed, students can often get interviews and sometimes a job offer directly on the strength of studying ITSM on their degree course.

Mature students (better described as those with working experience and/or who already have jobs in ITSM) relate stories about how they have become more confident in using the material; often pushing back pre-conceived ideas held by them or their colleagues.

Whether students are young undergraduates or part of the more mature group, ITSM lecturers often find that they enjoy the 'journey' rather than concentrating too much on the destination. Longitudinal study of ITSM (observation over a period of time) has some benefits here; teaching staff witness the growth of the individual over the timeframe that they study.

"Popular questions include, "where is the new blood and where it is likely to come from?"

The Millennial Shift – bringing new blood into ITSM

The diversity in the student demographic is both constructive and challenging. It is often found that mature students engage more proactively with the material from the initial weeks of study as they are keen to apply additional concepts not normally included within the ITSM material; for example organisational change. However, this is not always the case as prior knowledge of ITSM is not always a prime motivator, nor is lack of prior knowledge a de-motivator; much depends on the individual.

The prime focus of many business and management events these days is about the value of good service and how businesses can use technology more efficiently with good outcomes for the customer. Aimed at business and IT professionals, these events prove beneficial as talking shops where the old chestnuts of organisational change, effective project planning and understanding

"It is important for the ITSM industry to understand the demographic of those already working in the industry."

stakeholder needs can dominate conversations. The ideology of a 'service culture' is easy to understand, but creating it is can be another matter. It seems that whether a person is a young undergraduate or a mature business or IT professional, the issues around creating good service are well understood.

It is easy to see why, in today's service-orientated world, the progression to advanced thinking and understanding is important. This is confirmed by listening to conversations at ITSMF UK conference and events, where there are often enquiries from those working in ITSM about what further opportunities are open to them. For example, some people wonder what they can do after they have achieved ITIL Expert, when they may also have a range of other business or IT standards qualifications under their belt. Some have achieved a Master of Business Administration (MBA) from a university. Still questions remain about further 'inquiry' and/or personal or work-based research on service issues.

These are pertinent questions. After all ITSM is a practically based discipline and lends itself to further personal or organisational research beyond training or undergraduate education. One route for working students with a quality undergraduate degree, underpinned by other professional qualifications or industry experience, is that they may be eligible for direct enrolment onto a PhD. The challenge for universities is to understand the market need, to develop academic programmes which will be conducive to this, and to have specialist academics or professionals who are equipped to supervise students whilst they research. It could be argued that the ITSM industry needs its own journal where quality papers including sponsored and unsponsored research are peer reviewed and published.

Generational differences

Going back to the question of trying to get to grips with where the next generation of ITSM professionals are likely to come from, it is important to understand how young undergraduates perceive service. As already noted, the concept is not alien to them. It is also important for the ITSM industry to understand the demographic of those already working in the industry, their motivations for further inquiry, and how they currently embrace the service culture.

Human resource research identifies the challenges to handling a multi-generational workforce by understanding the preferences, expectations, beliefs and behaviours of each generation*. So how can this apply to ITSM? It could be argued that those with work experience and/or qualifications in ITSM are more than likely to be aged from 34 to 45, a group which has distinctive attitudes to life, work and learning - tending to be salary driven and to see work as an anchor. Research shows that people in their mid to late thirties also place great value on work-life balance, and are less likely to succumb to work pressures than those over 45.

Conversely those in their late teens up to early thirties are the techno-savvy, confident and tenacious generation who rely heavily on technology for both work and pleasure and as such have different perspectives on jobs and lifestyle from their older counterparts. Having easily embraced technical inter-connectivity through social media, they are known for their collective action, flexibility and (generally) being street-wise. They naturally challenge long-held views and methods and are not afraid to say so. As such they expect old ways of thinking to be re-evaluated and for others to see that it is the end result that counts, not the perception of when, where or how things are done. In the university environment, they expect their lecturers to not only be cognisant of their view of the world but also to embrace differing views themselves.

Whilst these are generalisations, they are borne out by the author's teaching experience. The prevalent attitudes of these two demographic groups can meld together quite happily, though, not only in the work place but in the way that they are trained or educated.

Embracing the Millennials

Understanding the mind-set of the newer generation (often referred to as Generation Y or Millennials) is a challenge for those teaching in universities. It is important for the service management industry to understand it too. Collectively, university staff and ITSM professionals may require a shift in thinking about how to encourage Millennials while holding onto existing values too. The shift must develop naturally from a blend of teaching and learning built on solid educational foundations. Importantly, it must come from positive knowledge sharing across generations, as noted by those developing multi-generational concepts in their workforce.

Enlightened ITSM departments will set up mentoring and coaching for these newcomers, passing on war stories and the benefits of practical experience. However, the shift should not just be one way. We should encourage the latest generation to influence and challenge old ways of thinking, readjusting long held perspectives and creating a new thrust in the development of the core material which reflects a ubiquitous service culture. As Gilbert K Chesterton stated, "Education is simply the soul of a society as it passes from one generation to another". Therefore the soul of ITSM must persist and be passed onto the next generation.

Attitudes and values go beyond the generations. They are also affected by social, cultural and behavioural influences, so things are not always clear cut. The new generation, however, will not wait for changes to be introduced by their older counterparts; they will find their own way and they are here amongst us today!

We should value the mind-set of the newcomers for what they will bring to ITSM, giving them a status they can relate to: say, Young ITSM Professional. We should create the conditions where an inter-generational community of inquiry exists which is built on new ideas, is readily shared across social platforms, and fosters further debate.

Above all we should not be afraid to encourage profound feedback and comment from them as they challenge long-standing views and beliefs.

Quite rightly educational institutions should create mechanisms for all of this. Importantly, there has to be an endemic understanding of the challenges that these institutions face as they include ITSM in their academic portfolios. The ITSM community must also reflect and respond accordingly. Collectively education and training providers must work together to create mechanisms for lifelong learning and development in ITSM so that newcomers and those developing their existing careers are exposed to a blend of education, training and experiential learning via dedicated but flexible routes. The term 'education' in ITSM must be seen as a generic concept, not purely academic learning.

W Stanton Smith (2008) undertook research for Deloitte LLP which analysed differing perspectives with regard to generational demographics. Built on their own research and other published work, Deloitte developed a mechanism to proactively understand the criteria to enable successful inter-generational integration. It should be noted that the author of this article does not have any knowledge of its actual success.

BACK TO BASICS

Gamification has been a popular buzzword in service management for the past few years, and the term now covers a broad range of tools and techniques. But, as Toby Moore discovered recently, there are simple ways of applying gaming techniques that can have a real impact on workplace motivation and productivity.

Gamification in the workplace – what is it good for?

What are gaming dynamics?

Most people will have encountered gamification at some time in the workplace. Gaming dynamics essentially involve adding some form of competitive element to an activity and confine that competition within a set of rules.

Does a game always need to be competitive? I would say yes, but it is worth considering that your competition does not actually need to be another person. You can be competing against a set standard, measure, time frame or perhaps yourself and your own expectations of your abilities. So by that definition, IT analysts could compete against their SLAs, first-time fix rates or KPIs. But in my opinion this really is not the best use of gamification. I will explain why later on.

Gamification versus simulation

The difference between gamification and simulation is one of the most common areas of misunderstanding. Role play, re-enactment and hypothetical scenarios are not gaming techniques – these are simulations and they achieve different results. The purpose of gamification is to motivate a person to perform tasks and work in a certain way and achieve specific things through some form of competition.

Simulation on the other hand is most commonly an act of learning or discovery - by carrying out unfamiliar activities or 'what if' situations and then reflecting on how these experiences can be applied to more familiar situations, you can improve your actions

Gamification in the workplace – what is it good for?

and responses. Although a simulation itself may be enjoyable and motivating, it lacks the competitive element of gamification that might be needed to motivate the participant to act on what they have learned when back in the office.

Gamification in action

Let's look at a real life example of meaningful gamification in the workplace, which has no direct effect on the measure of someone's work.

Meet Anthony and Jerome, two brothers who own Ribot, a digital product design studio in Brighton. Although the main function of their company is producing apps, games and digital-ware, they consider their business to be heavily focused on delivering a service. They have a very keen understanding of service design; looking at what behaviours, processes and outcomes create great experiences and interactions for their rather impressive list of clients, including Google, Disney, Tesco and Samsung.
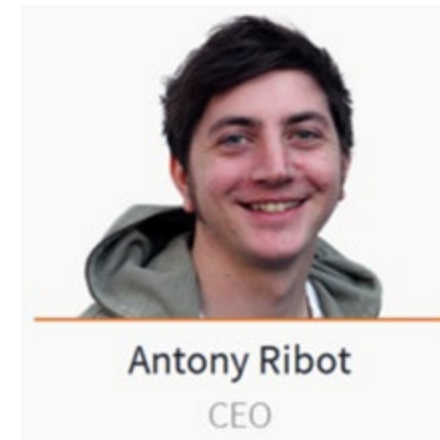
Antony Ribot
CEO
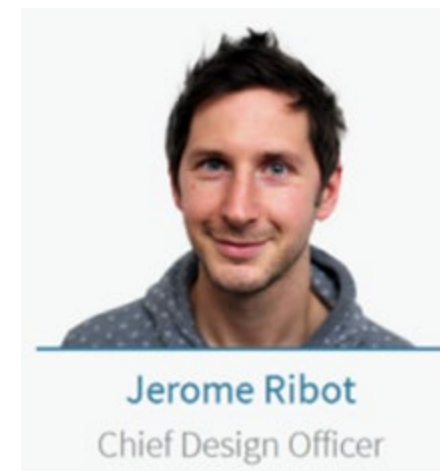
Jerome Ribot
Chief Design Officer

The Ribot brothers regularly turn to their staff for new ideas to improve the company. Each month they close the business for two days and focus their attention on reflection and the development of new operational improvements (which they call cogs) and projects to improve the quality of their work (which they call concepts). A concept that came from a 'Ribot Day' around a year ago

The weekly report of top water drinkers

was a gamification project that did not focus on measuring staff performance, client outcomes or KPIs, but in fact something far simpler. The Ribot staff developed a 'physical-meets-digital' concept that helps ensure everyone in their studio drinks enough water each day.

The office is full of 20/30 year olds who nerd out over coffee and caffeine boosts. Lots of coffee often seems like a good idea at the time but can negatively affect your mood and productivity, especially if not complemented with good hydration levels.

So water became an important issue for the Ribot team, who decided to apply their gaming skill and imagination to find a solution. Now each team member has an RFID cup holder which is scanned on a

Raspberry-pi next to the water filter. This in turn makes the individual's avatar on the company dashboard grow in size and gains them an extra 'credit' for the day. The best


bit is that, when you scan your cup, a Super Mario style chime notification is played across the studio radio - so that everyone knows they have just been beaten to the next level of hydration!

This is real gamification, a competitive and measurable game with winners and losers, for which the reward is not just a crown on your company avatar but improved status within the team and in theory a better, healthier and more productive day's work.

So what is the actual lesson here?

We already know how to drink water, just as we know how to answer the phone politely and keep our desks tidy, but sometimes we choose not to because we lack the proper motivation. Making a game out of workplace functions that don't fall within our formal service levels or key metrics is a fantastic way to ensure that the working environment becomes a happier, more productive place to be. You can gamify KPIs or first-time fix rates, as I said earlier, but there are many small and much simpler ways of using gaming dynamics that all contribute indirectly to these top-level metrics. Plus, the core motivation for top-level performance metrics has to be the business outcomes they achieve, and sometimes disguising that with games can have a negative long-term effect.

So my advice is, look around you! Where is there a real need for creating a better working environment or stronger relationships, and how can you start building small online and offline games that actually measure progress and remind the players of the importance of continuous improvement?
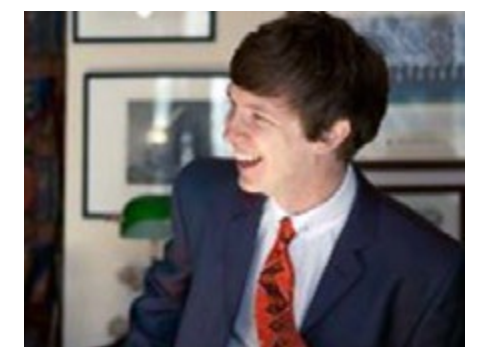
Toby Moore is ITSM Business Development & ServiceDesk360 Community Manager at Diversified Communications.

Wanted: ITSM professional practice

WANTED
ITSM professional practice

SKILLS

People are increasingly questioning whether ITIL-based service management is delivering value. How did we get here when ITSM was built on the foundations of good practice, asks David Backham, and what is going wrong with ITSM practice today and how can we fix it?

Are qualified individuals suitably trained?

In recent conversations, ITSMF colleagues have expressed their frustrations with people claiming to know how to do ITSM simply because they hold an ITIL certificate. Those people believe that possessing the theoretical knowledge is enough.

We lose credibility when we oversell the value of ITIL and suggest that knowledge (subject matter expertise) is all that matters. The problem stems from the structure of the ITIL qualification scheme. Only at ITIL Master level is an individual rigorously tested on their application of ITIL knowledge. In this ITSM lags behind other professions in properly recognising and developing professional practice. ITIL-qualified individuals must recognise they have only learned theory and still have to develop their practical experience.

Why is practice so important?

ITIL has always advocated an approach of adopt and adapt. Yet we are not training people to know what good practice looks like, so newly qualified practitioners are taking what it says in the books as being the 'gospel truth'. They do the ITIL training and return to work and adopt, adopt, adopt. Unsurprisingly they fail to deliver value. This behaviour must change.

When an individual is asked to develop a Service Catalogue in their organisation, they get out the ITIL book and read up about it – then they try to apply their newly acquired knowledge. They don't have the experience of having learned how to do this BEFORE they have to do it for their employer. Why didn't we teach them how to do it?

Many business solutions using ITIL are developed in-house by people who have done it for the very first time and often without external reference to vendor guidance or proven practices from elsewhere. They don't achieve the promised business value and their employer loses faith in ITIL.

It is time for practice recognition

If we recruit a Service Manager and only ask for candidates with ITIL Foundation certificate then we continue to presume ITIL knowledge alone is all important and we don't appreciate the other practical and management skills required. A different approach has been adopted by the Service Desk Institute (SDI) for their qualification scheme.

Can we follow their example and develop training that includes practice skills? At present we have no way of verifying those skills have been taught or practised because ITSM training based solely on ITIL doesn't include them.

Seek evidence of business value delivered

We need to hire people with experience of the practical application of ITSM knowledge to develop the solutions which will deliver business benefits. We should require candidates to demonstrate how they have applied ITIL to solve business problems and delivered value.

When we don't deliver benefits, that's when people start to question the value of the framework.

This value can come in many forms but typically exists as cost reduction, improved service delivery effectiveness, or increased customer satisfaction. These aren't delivered by ITIL directly, but by the application of ITIL in an appropriate way in a specific business context.

Poor management and leadership

IT managers overseeing ITSM practice in their organisation often do not have ITIL qualifications and many do not even have management qualifications. How can we do service management without suitably trained managers? (The clue is in the name).

ITIL training doesn't teach people how to manage or to differentiate between good practice and bad practice. It only teaches a complex vocabulary of terms and some suggested ways of thinking about what IT service management is.

This gap in the curriculum is exposing ITSM to many cases of ITIL failing to deliver business value. ITIL-based business solutions must start with understanding business requirements and then applying ITIL in an appropriate way.

Recognising and requiring individuals to practise CPD

ITSMF UK and ITSMF International have both attempted professional recognition schemes for individuals (Institute of Service

Management and PrISM respectively) but these haven't been widely taken up. Employers have failed to recognise the value behind these schemes and didn't require individuals to demonstrate any evidence of CPD when hiring them.

Until we can make this work for individuals and properly recognise the efforts they make to develop their professional practice, then individuals won't commit to it. This would be a shame because development of expertise is exactly what is needed right now.

Now the British Computer Society (BCS) has also launched a CPD scheme built around the SFIA skills framework. Can this one be made to work? In future it must be possible to select courses which explicitly reference SFIA-defined skills and competency levels as outcomes of training. (See www.itsmf.co.uk/SFIA for more information about SFIA.)

Employers must recognise the benefit of such a scheme in helping individuals to develop themselves professionally and addressing the skills gaps in professional practice. In IT we see 'technology' as being the solution. If we just buy this new shiny thing it will all be OK. But business success is about people, cultures, and processes and the integration of these three elements.

Leadership and knowledge sharing

Success in ITSM, then, relies on strong leadership, practical experience to support theoretical learning, good professional development, and knowledge sharing across the community.

On this last point, it is clear that we do not follow the lessons of academia when it comes to pooling our combined knowledge and experience. Why haven't we yet established a consolidated best practice library to provide access to the 25 years of white papers and journal articles that have been submitted to ITSMF's many chapters across the world? When it comes to sharing practical skills, wouldn't this be a good place to start?

> "...development of expertise is exactly what is needed right now."

David Backham is Chair of ITSMF UK Midlands & East Anglia Region and director of Soliloquy Ltd, which is developing a series of ITSM Mastery™ training courses to be available early next year. These will provide training in the practical skills needed to become a master practitioner in over 30 areas of ITSM practice. David can be contacted at david.backham@soliloquy.ltd.uk.

Agile, waterfall and outsourcing — making the right choices

THE BIG AGENDA itSMF UK
ITSM AND AGILE

The agile and waterfall approaches to project management offer different benefits and drawbacks, and when each is considered in an outsourcing environment the picture becomes all the more complex. This article considers a new methodology that makes agile a much stronger contender for outsourced services.

Agile versus waterfall in outsourced service design

A waterfall methodology such as Prince2 is a tried and tested approach to outsourced projects. Offshore service providers have evolved and matured to handle software development with a minimal onsite presence, thereby offering staff management benefits to the clients with easier resourcing to meet the needs of the projects. In Prince2 parlance, the buyer simply has to ensure that 'stage management' activities are done, and the 'product delivery management' will be done by the supplier.
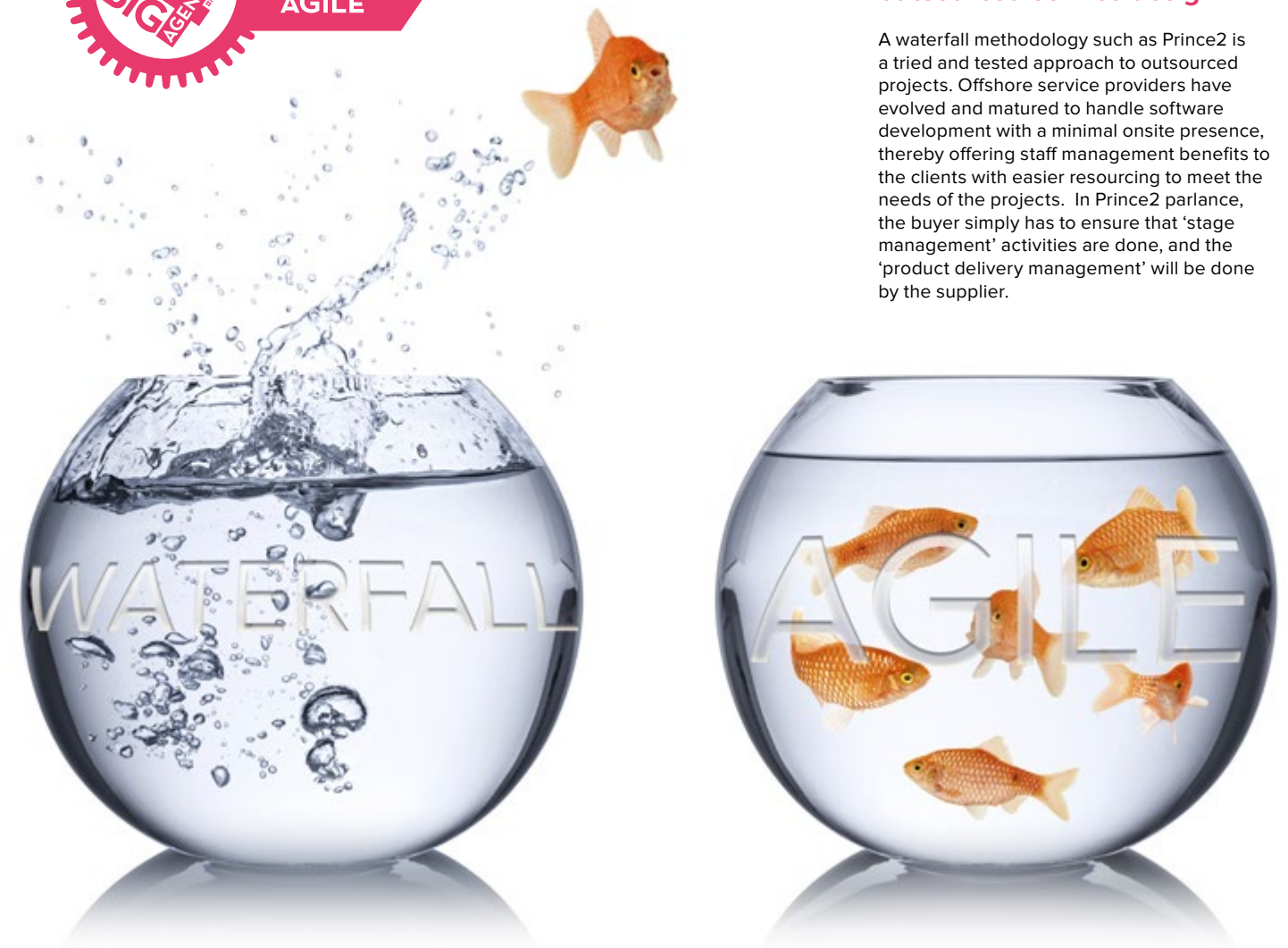
WATERFALL

AGILE

Agile, waterfall and outsourcing – making the right choices

There are disadvantages associated with Waterfall methods, of course. Here are some published statistics, which have been confirmed by the project managers interviewed by the authors:

1. A study in the United Kingdom shows that, of 1,027 projects, only 13% did not fail, and waterfall-style scope management was the "single largest contributing factor for failure being cited in 82% of the projects."

2. A late 1990 study of US Defense Department projects worth over $37 billion concluded that 46% of the systems so egregiously failed to meet users' real needs (although they met the specifications) that they were never successfully used, and another 20% required extensive rework to be usable.

3. In another study of 6,700 projects, it was found that four out of the five key factors contributing to project failure were associated with and aggravated by the waterfall model, including inability to deal with changing requirements and problems with late integration.

4. A study of over 400 waterfall projects reported that only 10% of the developed code was actually deployed, and of that, only 20% was actually used.

This is truly alarming. It results in demotivated team members, finger pointing, and stress in client/outsourcer relationships, besides the huge costs at both ends. Many of the renowned authors in the field of project management methods have debunked traditional waterfall methods. This is not to say of course that waterfall does not work. There have been great success stories with waterfall methods. However, these situations tend to arise when scope and requirements are not clear.

These examples have led users to

consider agile methodologies. Agile allows users to understand sooner what is being

built and to request changes early in the project lifecycle. Agile project management methods have inherent advantages too. Customers can see the outcome of development activities through design-development-testing cycles and therefore achieve better quality within a clearly defined time. In the case of waterfall, the extended design and development phases may lead to unmet business requirements and result in emergency changes to the project with consequent delays.

Agile in the true sense of the term does not always work well, though, when outsourcing to an offshore location.

How to succeed in delivering agile-based outsourced projects

Ever wondered why agile fails in an outsourced environment? There are a number of common mistakes that can derail outsourced projects. Some of the critical factors leading to failures in agile can be grouped into three main categories: governance (or lack of it), team issues, and buyer/outsourcer relationship maturity.

• **Governance**

When a large UK telecom company invested millions in an ambitious portal upgrade programme, they involved multiple vendors located across UK, Germany and India. The development team, based out of India, had limited connection with the project team based in the UK and the end customer in Germany. The UX team in the UK didn't have direct contact with the developers. Most communications were managed by the project team in Germany, which meant that the developers didn't have an end-to-end view of requirements or deliverables. Most significantly none of the project teams were empowered to take decisions, which meant that all decisions ended up as escalations to the management which caused a huge bottleneck. When the project reached the business, senior members took decisions which added to the chaos and confusion. Eventually the programme had to be discontinued due to delays and spiralling costs.

One technique to avoid this situation is to monitor changes and agree on which of the levers, features or costs need adjusting and advise the developers and testers to re-plan accordingly. Most importantly for every sprint or release, it is crucial to define 'acceptance criteria' which all teams understand and work towards. An appropriate governance framework is even more important for a distributed agile delivery environment, where you need to address the full delivery lifecycle involving agile teams across continents and time zones.

In these cases, appropriate procedures for managing cross-teams dependencies, issues and risks are integral success factors.

The agile approach to governance is that of empowering the teams involved in the project. Through close cooperation, the team takes responsibility for delivering a solution, on time and to budget, that provides business value. In a way, it is making the team responsible for doing the right thing.

In summary, then, agile needs agile governance. Making sure that this governance is robust, when the customer/outsourcer relationship is relatively new, can be challenging which is why it is important to establish a practical governance framework before project kick off.

"There are a number of common mistakes that can derail outsourced projects."

• **Team independence and empowerment**

Of all the things that can cause an agile project to fail, not having an accountable person acting as the ultimate decision maker is most common. If you want the project to succeed, there is a need for someone who can set its direction and make decisions about the product or service being developed. This decision maker in agile terms is the product owner, and it is well known that the product owner is an extremely vital and important role, with the powers to accept or veto any requirement based on the timebox plan and timelines.

A UK telecom provider developed a mobile application to allow users to track network hotspots. The in-house team developing the application benefitted from the presence of a local product owner who participated in daily stand-up meetings, and not only called the shots on requirements but also drew and sketched the final product to provide developers with visual aids to conceptualise the application. The key benefit of this arrangement was that developers could freely challenge the product owner on timelines, features and design.

In agile, there are many dynamics that affect how teams act and interact. There are many ways to foster a healthy team and many ways to do the opposite. The key to a healthy motivated team is letting them be mostly autonomous. If one wants to run a software project with an agile methodology, one has to let teams organise and manage themselves to a large degree. Micro-management in agile is counterproductive. Teams must develop their own cadence, leadership and roles. However, when management directly interfere with a team's operations, the members can become defensive. This is more prevalent in a distributed agile environment with multiple vendors. The biggest risk is that, if the project goes pear-shaped, an atmosphere of insecurity can occur which often results in a blame game.

A US cable and media company executed a project using a distributed agile methodology, with the leadership team in the US, developers in Mexico and another US location, and testers in India and the US. The testers were involved in every timebox planning session and provided test cases and test strategy well in advance of timebox completion, which went through vetting from the product manager via facilitated workshops. This allowed testers to see the end to end picture and contribute to sprint planning and have a say in timelines. This is just an example of working collaboratively, and this key element gets missed when the outsourcer is new to the customer.

• **Customer/outsourcer relationship maturity**

Trust is the most important factor in any relationship and this is also true of outsourcing. Irrespective of project methodology, the maturity of the customer/outsourcer relationship plays a major role in dictating the outcome of the project. The stronger the relationship, the higher the success rate. At the end of the day it's the people who make a project successful and not the methodology. Therefore, if a team works towards a common goal while being aligned in terms of culture, processes and commercials, the probability of a successful project is considerably higher than when working with a new outsourcer.

A European telecom company entered into a five-year IT transformation programme with a leading Indian outsourcer. After successful completion of the first few years of the relationship the outsourcer was closely involved in managing the client's IT releases based on agile methodology. This sustained partnership was a result of the outsourcer investing the initial years in understanding the customer landscape and organisational culture, and eventually settling into a mature and robust engagement model involving effective costing, distributed agile teams and high quality.

Trust is the most important factor in any relationship and this is also true of outsourcing.

Maximizing the outsourcing potential

A question that dominates most corporate decision-making is, how do we get more bang for our buck? The answer is quite simple: deliver quick, intelligent, cost-effective, robust services. The agile methodology aims to offer a lightweight framework for helping teams in a constantly evolving functional and technical landscape, maintaining a focus on the rapid delivery of business value. By contrast, the waterfall model advocates a more regimental and methodical approach to project delivery. Both have their inherent advantages, and from our research and experience we conclude that neither can exist in isolation.

In order to gain maximum efficiency, the two project methodologies have to co-exist. For example any large end-to-end programme, irrespective of dependencies, always follows a sequence of stages starting from conception to design to development, followed by test, acceptance and completion. Our experience shows that, when the end-to-end programme is mainly waterfall-based, the development and test stages are always more productive if delivered in agile.

Figure 1 is based on primary and secondary research. It should provide some guidance for those testing an agile methodology with outsourcers. Users can gain from using agile in smaller projects if a distributed model is chosen. If the relationship of the buyer with the outsourcer is new and not strong, it is recommended to use conventional waterfall methods to avoid any failures in the project execution.

Evolution from distributed agile to Cosmos-Agile

Cosmos-Agile is our name for a hybrid agile programme methodology, devised by the authors and especially built for outsourcing the service/product development effort. IT projects and project management methodologies are ever evolving and, while waterfall was once a benchmark, agile has established itself as a frontrunner in delivering speed and flexibility for certain kinds of projects. A successful formula for a perfect blend of agile and waterfall has not yet been determined but we believe this would be an evolving process, with corporates and outsourcers adopting the methodology that suits the situation.

Cosmos-Agile derives its name from the comparison of the IT industry to the Universe. Both are complex, yet they operate in a systematic and orderly fashion. The authors are proposing a model that provides 'flexible order'.

Figure 2 suggests the best approach under given scenarios. While there is no secret recipe, the customer/outsourcer relationship plays a pivotal role in taking the projects closer to success. Agile can offer advantages among larger projects if Cosmos-Agile is the chosen method as compared with the distributed agile methods demonstrated in the earlier table.

Development scope	Project timeframe (months)	Customer/outsourcer relationship		
		High Maturity	Medium Maturity	Low Maturity
Fixed	< 2	Waterfall	Waterfall	Waterfall
Fixed with/without external dependencies	> 2 and < 6	Distributed agile	Waterfall	Waterfall
Evolving	Any	Distributed agile	Waterfall	Waterfall
Large	> 6	Distributed agile	Waterfall	Waterfall

Figure 1.

Development Scope	Project Timeframe (months)	Customer/Outsourcer Relationship		
		High Maturity	Medium Maturity	Low Maturity
Fixed	< 2	Waterfall	Waterfall	Waterfall
Fixed with/without external dependencies	> 2 and < 6	Cosmos-Agile	Cosmos-Agile	Waterfall
Evolving	Any	Cosmos-Agile	Cosmos-Agile	Waterfall
Large	> 6	Cosmos-Agile	Cosmos-Agile	Cosmos-Agile

Figure 2.

Agile, waterfall and outsourcing – making the right choices

There are four principles that govern the way Cosmos-Agile works:

1. Contracts and statements of work: The primary challenge in any contract is to arrive at a solution that works in favour of both parties. With agile, this is all the more challenging given the fact that project goal-posts keep moving and the conventional pricing models are not always effective or appropriate. A fixed-price contract would therefore adversely impact the outsourcer more than the buyer. On the other hand, a time & material arrangement might not be the most appropriate as the outsourcer can inflate the development effort under the cover of changing scope.

Cosmos-Agile aims to achieve a middle ground and proposes the customer and outsourcer enter into a time & material floating contract that is evaluated at the beginning of each sprint. This allows the customer to commit based on experience. In other words it allows the negotiations to be based on actuals rather than estimates.

Another important aspect of any contract is to ensure continuity and stability of resources. This is something that neither customer nor outsourcer has control of. Attrition in IT is more common than in most industries. Cosmos-Agile stresses the importance of a single unified team to deliver a project from start to finish. A realistic option is a contractual commitment with the outsourcer to retain the team for the duration of the project. The same commitment is expected from the buyer to the outsourcer. The contract must contain adequate risk mitigation, in the event that the team cannot be retained.

2. Documentation - signed off business requirements (functional and non-functional) and high level design: The traditional requirements and design phases should go through proper sign off

and base-lining, and full records kept for future reference. It also makes sense for the development and testing phases to be divided into small iterations. This way, the stakeholders see the evolution of the application and provide feedback along the way, thus minimising rework. The design must be properly vetted at the beginning of an iteration and ample time allotted for integration at the end.

"The definition of done must be clear, articulate, agreed by all..."

3. Partial co-location with time-zone overlap: Based on our research, the two main contributors to agile success are ensuring cohesion between distributed teams and adapting to the client's culture through improved governance. Often the former is referred to as distributed agile where either a SCRUM master or project lead sits onsite with the customer and liaises with an offshore team. This aids in understanding the customer requirements and blending into the client's culture.

With the Cosmos-Agile approach, it is essential to have the right people in place: typically a SCRUM master, technical co-ordinator, product owner, technical lead, 1-2 technical team members, and a business

analyst should be based at one location which is that of the customer. The offshore team must be managed by an offshore project manager. It is imperative that the offshore developers interact with the onsite team at all levels to cultivate an atmosphere of trust and confidence. Point to point communications through a single point of failure must be avoided for obvious reasons.

To enable this level of communication, a minimum of three hours' time overlap between onsite and offshore teams is advisable. Anything less than three hours will pressure teams to function in a reduced communication window, which can impact their performance.

4. Definition of done: The developed service/product must meet acceptance standards. Once it meets those standards, it can be deemed as finished or 'done'. The definition of done must be clear, articulate, agreed by all, and importantly well understood by all team members. Cosmos-Agile sees this as an extremely important principle for projects to be successful. This definition of done should be agreed upfront before commencing the Timebox or Sprint. It must also have entry criteria.

With the above principles laid out and followed strictly, Cosmos-Agile will ensure that users of outsourcing services gain the benefits of agile methods and that their strong relationship with the outsourcer results in a higher rate of project success..

Footnote:
The authors have based their comparison of Agile and Waterfall on their experience and that of other programme and project managers whom they have interviewed. These experiences relate to industry-known project management methods such as DSDM Atern for agile, Prince2 for waterfall. For the purposes of this article, outsourcing means offshore outsourcing which is the preference for companies in Western Europe and North America. The predominate destination for offshore outsourcing is India which holds the biggest market share (greater than 50%) of offshore IT services.
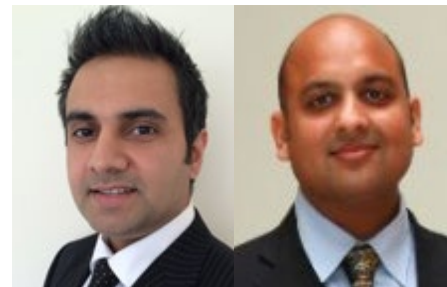
Vikas Singhai (vikas_singhai@infosys.com) and Debarshi Bandyopadhyay (debarshi_b01@infosys.com) are Principal Consultants with Infosys' Cloud and Infrastructure Services. Their Cosmos-Agile innovation is being filed in the UK.

MANAGING COMPLEXITY

Automation and self-resolution – are we up to the challenge?

I was recently shopping in a store, something that I don't enjoy doing. Whilst waiting in the long line the announcement echoed over the store intercom that sales were temporarily suspended due to a computer failure. Now, instead of abandoning my trolley and leaving the store, I thought that I would wait this one out and see how IT and the business interacted to resolve the problem. As I watched, the store manager worked on the phone with the 'help desk' to isolate and remediate the problem. The triage and resolution took for what seemed hours but actually was only a matter of minutes.

Especially interesting to me during this entire incident was the reinforcement that technology was a single point of failure in the company's business process and the assumption that 'IT' will always be on and will work.

After the shop had reverted to business as usual, I asked the manager why his staff couldn't simply use calculators to process the customers' orders. He explained that it was company policy to suspend transactions in these circumstances due to the total interconnectivity of inventory systems, differing tax rates and so on for which the staff had not been appropriately trained.

For me this was a stark reminder of the growing dependency on technology that we all face in our lives, a situation reinforced by a number of changes:

• Mobility – no longer a fad but business as usual.

Smartphones and tablets are everywhere; just look around you at the moment. Today, enterprise applications are being delivered in 'fit for purpose' apps on mobile devices, threatening to make desktops and even laptops irrelevant. Think for a moment about the growing number of virtual stores where cameras on smartphones are used to scan barcodes, and then the associated app interfaces with the inventory system, processing orders and credit card

transactions and emailing receipts. This represents only the beginning. Apps will proliferate and even be integrated into a constructed business process that can be developed within the organisation by a business analyst. Mobility is no longer a 'fad', it's the norm.

• Complexity across the service value chain

IT services are becoming increasingly complex. This is partly due to the way that third parties are used for selected functions, while older technology retained at the heart of the organisation is required to do unnatural acts! This added complexity makes it more difficult and expensive to address issues with these services, which means that IT must become more proactive. This can be achieved with the integration of IT infrastructure tools that monitor all aspects of the service topography, including partner interfaces, and then aggregate the outputs of these tools – metrics, alerts, etc. – related to the services. The goal is to understand potential performance issues or failures and to deal with them before they recur or become a problem.

• Self-resolution – the norm

I, like many others, regularly network with my virtual peers and community to seek answers to questions. My daughter-in-law, for example, was recently trying to resolve

With our growing dependency on IT, suggests Rob Stroud, we need to start delivering services in the way that our customers really want them.
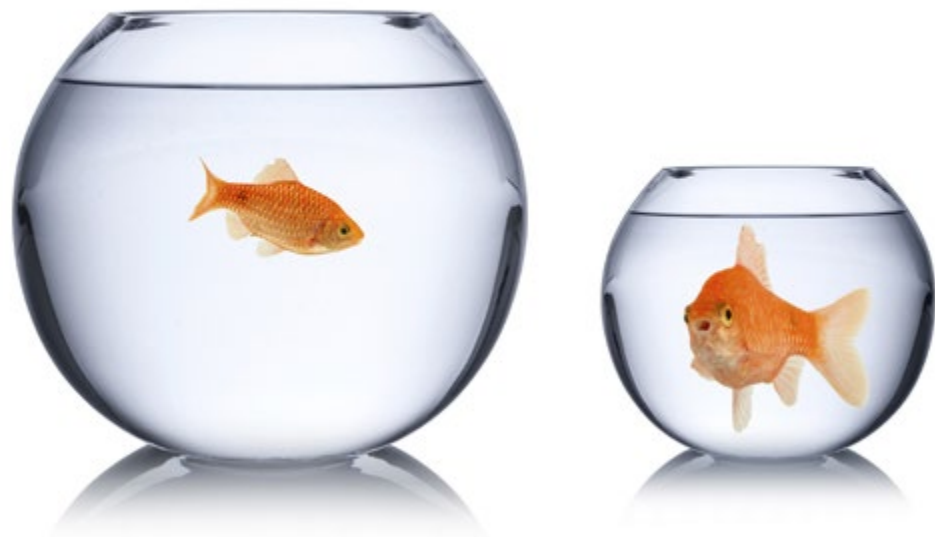
Automation and self-resolution – are we up to the challenge?

"We must ensure that relevant audit checkpoints are maintained and automated restoration is available in case of failure."

Are you up for the challenge?

a problem with some software she used for her work. Instead of calling the service desk, she posted a question on Facebook and the community pointed her to an update to the software application and she self-provisioned the solution, without any interaction with the IT organisation.

Today we trawl the internet for great travel deals and book our travel online. Only a decade ago we used a travel agent. Now, if there are problems with our reservations, we can resolve them quickly on our own, instead of having to queue or contact a service desk. Today, if my plane is cancelled, I am notified almost instantly of my new arrangements on my wireless device and I only need to call if I am not satisfied. The airline is acting proactively, not waiting to react when the phone rings.

Self-resolution is clearly becoming the norm and will become more pervasive.

• Automate everything

IT organisations must focus on the automation of service creation, delivery, resolution and escalation. This is not just to provide better customer service; forward-thinking organisations are automating in order to make resources available for value-added activities such as building new services or proactive problem management.

It is not enough, though, just to automate the IT process. We must ensure that relevant audit checkpoints are maintained and automated restoration is available in case of failure. Automation is critical!

• Deliver services, not resolve incidents

The accelerated business cadence is all about delivering service to the organisation's customers with speed, quality and differentiation; but to achieve this requires more than automation and slick technology.

The service desk team must also transition. The team must shed the image of waiting for the phone to ring, documenting and passing the issue to the next step in the chain. The team must focus on building and delivering in order to increase both their real and perceived value within the organisation; otherwise they will quickly become irrelevant.

Many people tell me that service management is dead. Not true! What is true is that the role of service management is evolving - from one of support to one of focus on delivery and proactivity. With our growing dependency on IT, we have a challenge and an opportunity to add even greater value to the business in the months ahead.

Rob Stroud is Vice President, Strategy and Innovation at CA Technologies and President of ISACA. Follow him at @RobertEStroud and share your experiences.

SKILLS

How do I know if I do 'good' service management?

Pete Kostiuk outlines the benefits and considerations of putting your service management system on the right track with ISO/IEC 20000 certification.

Historically, people have implemented processes and not known whether what they do is 'poor', 'adequate', 'good', or 'best'. They've implemented ITIL, so that must be good, mustn't it?

Until recently you wouldn't really know. You would get the ITIL books, go on courses, get qualifications and then implement what the books said was Best Practice. But ITIL has never been a definitive way of doing service management - it was only ever a guide to implementing the different processes. So after implementing the processes you didn't really know if it was the right solution for you.

The world has moved on and new frameworks have been created or existing ones have evolved. More and more organisations are now deciding that ITIL is just one of many possible frameworks that can be used to deliver service management. They are looking to leverage the relevant parts of ITIL, COBIT, Six Sigma, ISO/IEC 20000 and other approaches to build a cohesive Service Management System (SMS) that works for them rather than just trying to 'implement' or adopt ITIL.

So even if you think that you practise 'good' service management, ITIL is not a means of demonstrating that. If you want to be sure that you manage your services effectively and efficiently, one way is to ask somebody else to check whether your SMS is measurable against an internationally recognised quality standard, such as ISO/IEC 20000.

Choosing this approach means that you can apply for an independent certification body to assess the system and confirm that your service management is effective and uses best practice principles.

What is the ISO/IEC 20000 standard?

Published by the International Organization for Standardization (ISO) and International Electrotechnical Commission (IEC), ISO/IEC 20000:2011 is a worldwide quality standard specifically aimed at IT support and maintenance organisations. It describes an integrated set of processes and a management approach for the effective delivery of IT services to the internal or external customer.

ISO/IEC 20000 is basically a marriage between two best practices: ITIL and ISO's management system standards ISO 9001:2000 and ISO 14001:2004.

The main differences between ITIL version 3 and ISO/IEC 20000:2011 are the quality management system and the opportunity to be certified by an independent auditor. These and other properties make it an interesting concept for any internal or external service provider providing application or infrastructure management services to its clients.

How do I know if I do 'good' service management?

ISO20k certification will:

• Enable the creation of a quality service management system (SMS).

• Embed the philosophy of Continual Service Improvement for the benefit of you as a service provider and therefore for your customers into the future.

• Help win and retain important business as more and more organisations insist on only dealing with suppliers that are accredited.

ISO/IEC 20000 was originally heavily based upon ITIL and was established to overcome the problem that organisations claiming to be 'ITIL-compliant' were unable to prove it. It has evolved to become a means for any organisation to show they practise 'good' service management, and not necessarily just using ITIL.

The standard considers the entire end-to-end operation of service delivery and service support, from supplier through the service provider to the end customer. ISO/IEC 20000 prescribes a number of activities to be performed, including:

• Services provided to customers and received from suppliers must be clearly defined and agreed.

• Key performance indicators and targets should be set and monitored to ensure that the expected level of the service has been achieved.

• There should be a mechanism for the efficient handling of problems and incidents.

• Effective management and control are required for releases and changes.

• Continuous improvement of services is required.

• The cost efficiency of service provision must be monitored.

• Resources must be efficiently managed to deliver the required service.

"Customers are becoming ever more sophisticated and better informed"

ISO/IEC 20000

Certification will...

Create quality service management

Embed the philosophy of Continual Service Improvement

Win and retain important business

Who can use it?

If your organisation is involved in any of the following areas, ISO/IEC 20000 will be of benefit to you:

• Post-implementation support and maintenance activities

• Help/service/support desk or incident management facilities

• Service level management, including capacity management.

• Relationship management with customers or suppliers.

What are the benefits of certification?

Customers are becoming ever more sophisticated and better informed, and their expectations are continuously growing. For any progressive business, the only way to keep ahead is to provide a better level of service than the competition. Part of this differentiation involves being able to provide evidence that you practise service management to an accepted and recognised standard, and that the businesses you deal with do the same.

As competition for business increases in the marketplace, more and more organisations are refusing to deal with suppliers that are not ISO/IEC 20000 accredited. This means that non-accredited organisations are struggling to generate income - however

wonderful their product may be, customers are not willing to deal with such companies. They are looking for assurance that suppliers' service delivery processes have been assessed against a recognised standard.

Implementation of ISO/IEC 20000 brings with it many benefits; these will of course vary from one organisation to the next. But a key strength is the establishment of an SMS that is clearly auditable and has received senior management buy-in.

Here are some examples of benefits that ISO20k certification combined with other methodologies can provide:

• Creating competitive advantage via the promotion of consistent and cost-effective services.

• More efficient use of resources for service provision leading to cost reductions.

• Lower incident volumes, faster incident resolution and less business disruption due to service failures.

• Better management and staff understanding of business objectives, roles and processes.

• Alignment of information technology services to business strategy.

• The creation of a consistent approach that facilitates organisational change.

• Reduced risk of not being able to meet business objectives and service level agreement targets.

• Improved supply chain reliability.

• Higher customer satisfaction and improved reputation.

• A continuous improvement in the quality of IT services.

• Impartial and external methods of assessment and audit that are recognised internationally within the industry.

Any potential pitfalls?

As always, it might be perceived that any investment in standards certification will result in higher overheads, with extra resources being required. In reality, yes, there is an initial outlay but once accreditation has been achieved and the SMS has 'bedded in', the savings in improved service availability will be clear; fewer incidents, better service performance and improved availability will make customers want to do business with you.

One word of warning, though. Businesses looking only to do business with ISO/IEC 20000 certified organisations must confirm the scope of the supplier's accreditation. Compliance is only measured against the services defined in the assessment. Therefore it is possible for an organisation to claim to be ISO20k certified if just one small part of that organisation has been through the process. For example you may wish to purchase a customer management system,

but in the company that you are buying from only the network service is ISO20k certified. Make sure the certification is company-wide!

Can I achieve ISO/IEC 20000 compliance myself?

You can purchase and download the standard on-line and familiarise yourself with the details. You will need to bring in an official ISO/IEC 20000 auditor to assess your SMS, though, before you can achieve certification.
What a lot of organisations do is employ experienced consultants to assist in preparing for certification, and this can help the business through the confusion and resourcing headaches of trying to understand and learn what is required.

Once accredited, is that it?

Sorry, but no. Because a key part of service management is continual service improvement, CSI is a key element of ISO/IEC 20000.

To retain certification you will need to show evidence of both regular, internal process audits and also be required to have six-monthly partial external audits, with an annual assessment.

Doing good service management

As we've said, opinions will always vary on the best way to implement good service management and the right methodologies to follow, but ISO/IEC 20000 is an excellent way to make sure that you are on the right path to very good practice.

Pete Kostiuk has been involved in IT from his first day out of school, in 1976, until the present day. He now works as a Senior Service Management Consultant with Smatra, helping organisations to implement and/or improve their service management processes.

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Richard Horton and members of the Service Transition SIG get to the bottom of service integration.

BACK TO BASICS

THE BIG AGENDA itSMF UK

SIAM: making sure the customer is king

What is SIAM (Service Integration and Management) when it's at home? Clients, suppliers and integrators assembled at NIHR Clinical Research Network in Leeds to get to grips with some of the complexities behind this question. And quite soon we found ourselves going back to basics as we realised that we needed to get our heads around what service integration really means.

A good analogy is house-building. During construction, plumbers, electricians and all sorts of other specialists are brought in to do their bit. They don't need to understand about the whole house – the master builder looks after that. On one level this simplifies things - but it also brings complexity which needs to be managed. You don't want the roof to arrive before the walls, and if you have separate people providing these, the silo-thinking this introduces can lead to dependencies not being spotted.

At the start of our meeting, we set out to consider different perspectives within the SIAM model, and over the day we identified concerns regarding the criticality of designing a solution - you can't expect it all to come right in Transition if you haven't planned to make it so. Back to the V Model and establish clarity up front!

We talked a lot about how we manage change in a multi-vendor environment, in particular about what change needs to be managed at an integrator level and what can be managed within the supplier organisation. What does the customer need to be informed about? In one sense this is no different to the sort of questions we address with supplier management, but with multiple suppliers the world becomes more complex. What do we now need to be informed about? Who specifically needs to know it?

As we looked at these kinds of interaction

it was clear that parcelling up services, or parts of services, into towers and sticking an integrator on top is not a 'get-out-of-jail-free' card when it comes to communication. Communication continues to be key, as are the related people questions that keep on causing organisations to come unstuck. How do you create a culture that covers the suite of organisations that are working together? Where does it matter that you do? Non-disclosure agreements can be an important enabler here in getting suppliers to work together.

Another area considered was the situation with contractual obligations. If the client has a contract with a supplier and a contract with an integrator, how does the relationship between supplier and integrator work ... especially if those contracts don't join up and working towards the greater good of the client (and satisfying the integrator's objectives) cuts across the terms of a supplier's contract? We discussed the values, like collaboration, that a client might want to see, and whether those can be helped through appropriate contractual references.

We also considered how we would approach testing. Can you do a full end-to-end test in a multi-vendor world? Maybe not as much as you would like. How can modelling and dry runs help? What happens when delays in one area impact on everyone else? Again, designing what you will do before you do it is critical. Walking over to Joe's desk in the way you might have done before to sort out the points of detail you had missed is likely not to be an option now.

As there are many different types of house and different approaches to building them, so there are different ways of approaching and using SIAM. What came across clearly is that people are feeling their way on this one. Is it possible to apply ITIL as is? Do you need to

think differently? We considered how to map ITIL processes onto the SIAM picture, and how we assess the maturity and effectiveness of whatever SIAM solution we have in place.

So in one respect there's an easy answer out there: the same things apply with SIAM as with traditional ITSM, only more so. It's not yet clear what that will mean, other than that the better organised you are the better you will be positioned to cope. Note too that a lot of care and attention are required to get things right.

At the end of the day, though, we came back to the client's responsibilities. SIAM is not about washing your hands of everything; rather it's a way of enabling the client to concentrate on their core business. But they are still accountable for what happens. After all, it's their house and they will have to live in it.

Thanks to Barry Harlow, Sue Cater from Atos, Peter Mills from Arqiva and Antony Brimacombe from Innovise, who helped us explore these issues, with Richard Horton from NIHR CRN chairing. It was clear this is a hot topic - if you are interested in taking it further within a Transition SIG context, please contact richard.j.horton@nihr.ac.uk

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