ITSMF UK keynote
Richard Corbridge, CIO, NIHR Clinical Research Network

Using technology and information to deliver better health care

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 approaches to IT service management, increasingly our contributors look outside the area of an expanding range of practical white papers, articles, guides and past seminar 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 festival of ITSM.

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; a chance to write an article; and access to the Forum’s own ITSM self-assessment/benchmarking tool, Monitor.

As Rebecca Beach reminds us in her CCRM paper, "The only thing more readily than in the past. Technology is banks, ‘there must be a better way.’

Kostiuk argues that independent certification and new special interest group; Pete Horton takes a fresh look at service professional practice.

Richard Horton takes a fresh look at service integration and SIAM with the Service Transition special interest group. Peter Kostuk argues that independent certification is the only way to make sure our service management is on track; and Vikas Singhai and Deb Bandypadhyay take a new look at the relational strengths of agile and waterfall in an outsourced project environment project.

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-turning operational performance, while Toby Moore explains how gamification techniques can improve workplace motivation and productivity inside and outside IT.

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
Publishing & Publishing Manager
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@marklillycrop

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, advisors) 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 30’ 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 ITSMF 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 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 festival of ITSM.

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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 next year Conference, as we build on our contribution to the industry in promoting and serving the ITSM sector.

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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
mike.owen@itsmf.co.uk

Corporate membership
The Corporate membership category is aimed at larger commercial companies, public sector authorities or other sizeable organisations that use or supply ITSM services or products, employ many people (50+), 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 at the same time 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 this 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.

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Best wishes

Mike Owen
ITSMF UK Chief Executive
mike.owen@itsmf.co.uk

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

Edge Service Management from Unisys is a proven framework and flexible cloud-based SaaS solution that simplifies core Service Management processes. Born out of our proven heritage in ITSM, Edge quickly aligns your people, processes and technology to improve service delivery while lowering costs. With an integrated view of Service Management across the enterprise, you are able to deliver services more efficiently and effectively, freeing up time and resources to focus on strategic initiatives rather than constantly putting out fires.

Don’t buy a new tool for an old problem. Stop by the Unisys booth (C9/C10) at ITSM14 or visit Unisys.com/Edge to learn why Forrester® rated Unisys a leader among ITSM service providers in the 2014 Forrester Wave®.

Visit Unisys.com/Edge to learn more.
Telefónica UK achieves ISO/IEC 200000 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 its Private Mobile Data Link (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 provide a foundation on which, they say, they will deliver brilliant digital services to the business.

Part of this initiative included a vision for over 1 million active mobile private network connections, allowing for a close integration between their mobile devices and their infrastructure and business processes.

After some very ambitious timescales of 10 months of preparation and the assessment from the BS independent certification auditors in April this year, the team impressed BS with the design of the management system and their exploitation of SharePoint technology and embedding it seamlessly into the Service Management system. BSMimpact 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. Axius and Onserv were labelled ‘visionaries’, with innovative technology but more limited penetration; while a further eight vendors were made up the ‘niche players’ category. Further information on the report is available from gartner.com

PRINCE2 rises and ITIL dips 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”.

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 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.”

“IT asset management are key pain points for our business technology customers”
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...”

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. Users can ‘mention’ 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 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.”

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. The 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 (jointly 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).

“We’re looking forward to meeting you all again at this year’s Annual Conference. We have a packed programme of speakers and sessions. Please do come along and join in.”

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 Core 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.

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 ITSMF 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 0181 918 6500 for further information or for help with your master login.

ITSMF UK News

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“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.

“ITpreneures 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).”

“This integration will allow users and help desk staff to collaborate on IT issues to expedite resolution in a secure manner...”
ITSMF UK News

AUTUMN 2014

SERVICE TALK

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 this year’s conference. As the industry’s most highly esteemed professionals and teams receive this year’s awards.

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 IISG. We have speakers from Bank of America 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.

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:

- 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.

- Richard Corbridge, the dynamic and innovative CIO for the NIHR Clinical Research Network, has brought significant innovative CIO for the NIHR Clinical Research Network, has brought significant

- John Soverew, a hugely entertaining and engaging speaker, has spent many years delivering business-critical services at the sharp end, lastly as service support VP for a large multi-national. He will be focusing on 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!
**SUNDAY 9TH NOVEMBER**

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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 interwined. 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 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 the 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.

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

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 adage “knowledge is power”.

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.

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

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

Read the full review online at: www.theitsmreview.com
Why the Germans won the Cup

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 serve as the backbone for service delivery and maintenance, or the defence. The better one maintains the service (in goals), the better the organisation’s chances are to win the game by allowing the business (forward) team to focus on new strategies.

The howling success of Germany in the FIFA 2014 World Cup has been attributed largely to the expertise of the country’s goalkeeper, ‘Golden Glove’ recipient Manuel Neuer, who was credited to the well-performed team’s overall game for defending, building attacks, and increasing ball possession throughout. AMI application was used by the German team, together with the Football Association (DFB), together with the expertise of the country’s goalkeeper, ‘Golden Glove’ recipient Manuel Neuer, who was credited to the well-performed team’s overall game for defending, building attacks, and increasing ball possession throughout.

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!

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… I ordered the pens through the website with ease and received the pens as per delivery date.
- Not satisfactory… I 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 five 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 the most common reasons for improvement rather than knowing the availability of the company’s CRM, sales or billing systems. A 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.

Business leaders and strategists need to use consistent metrics 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 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.

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 match-winning strategy on the field. As a result, the team could improve the accuracy in pass, directional changes (which is nothing but the AMI), and also average possession time from 3.4 seconds in 2010 to 11.2 seconds in 2014 (the PCT improvements).

Why the Germans won the Cup

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 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.

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Harnessing the benefits of the world’s strongest IT Service Management framework for your company? Smart move.

If you’re looking to gain the competitive edge and capitalize on IT investments to truly support business objectives and enable business change, you should be looking at ITIL®. Celebrating 25 years of helping companies to benefit from advancements in global best practice, ITIL has become the choice of industry leaders worldwide – from small and medium sized enterprises to large corporations. Find out more about how your business can utilize leading edge IT capabilities and provide world class services.

Visit www.itil-officialsite.com/service-talk
ITIL for your business: smart move.

AXELOS is the Platinum Sponsor of this year’s ITSM14, come and visit our stand to meet the team.
It is important for the ITSM industry to understand the demographic of those already working in the industry. It is easy to see why, in today's service-oriented world, the progression to advanced thinking and understanding is important. This is confirmed by listening to conversations at ITSMF UK conference and events, where these are often enquires 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 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 PGD. 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 while 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 who have 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 twenties are the techno-savvy, confident and dynamic 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.
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.

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 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.

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 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 need 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 bit is that, when you scan your cup, a Super Mario style chiming 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?

Raspberry Pi next to the water filter. This in turn makes the individuals’ avatar on the company dashboard grow in size and gains them an extra ‘credit’ for the day. The best 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?
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 ITSMF tag, if they are not qualified to practice,”

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 qualification scheme. This value can come in many forms but typically consists of cost reduction, improved service delivery effectiveness, or increased customer satisfaction. These are achieved 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 PHiSM 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.

Wanted: ITSM professional practice

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.itilsm.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 address the skills gaps in professional practice. In IT, if we see “technology” as being the issue, then why do we 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 posting 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?

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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.
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.
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 the specifications that they were never successfully completed, and another 20% required excessive 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 significant delays, higher maintenance and repair costs, plus 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. The study did not say of course that waterfall does not work. There have been great success stories with waterfall-style scope management, but these are exceptions. This is not to say that waterfall methods have inherent advantages only. Customers can see the outcome of development activities through a 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 unforeseen 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 transitioning 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.

- 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 UK 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 team were empowered to take decisions. For example, it meant that all decisions ended up as escalations to the management which caused a huge bottleneck. When the project reached the closure phase, senior team 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’ on which all teams need to 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.

Agile, waterfall and outsourcing – making the right choices

"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 the strategic direction and make decisions on 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 requests and release new functionality. Moreover, the product owner is the only person responsible and accountable for the end result.

A UK telecom company developed a mobile application to allow users to track network hotspots. The in-house team developing the application benefited 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 visuals to assist conceptualization.

Agile project management methods have inherent advantages as well; however, there are also some disadvantages associated with these methods. Agile project management methods have inherent advantages as well; however, there are also some disadvantages associated with these methods. In particular, agile project management methods offer a number of advantages, including increased flexibility and adaptability. This allows for faster decision-making and quicker response to changes in requirements. However, there are also some disadvantages associated with these methods. For example, agile project management methods can be challenging for teams that are not used to working in an agile environment. Additionally, agile project management methods can be more difficult to manage than traditional project management methods, as they require more frequent communication and coordination between team members.
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 goalposts 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. Attention IT is more common than in most industries. Cosmos-Agile stresses the importance of a single unified team to deliver 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.

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 related to co-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 blinding 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 coordinator, 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 result in teams functioning 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.

“The definition of done must be clear, articulate, agreed by all…”

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

IT services are becoming increasingly complex. This is partly due to the way that third party suppliers are used for selected functions, while older technology retained at the heart of the organisation is required to do unattractive tasks! 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 topology, 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.

- 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

With our growing dependency on IT, suggests Rob Stroud, we need to start delivering services in the way that our customers really want them.

Vikas Singh, Infosys, vibhav@infosys.com and Debarshi Bandyopadhyay (debarshi_b01@infosys.com) are Principal Consultants with Infosys’ Cloud and Infrastructure Services. Their Cosmos-Agile innovation is being trialed in the UK.

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 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.
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.”

• Deliver services, not resolve incidents

The accelerated business cadence is all about delivering service to the organization’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.

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.

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.

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.
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 end operation of service delivery and service management, and not necessarily just using ITIL.

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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.

ISO/IEC 20000 certification can provide:
- Improved supply chain reliability.

How do I know if I do ‘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.

How do I know if I do ‘good’ service management? How do I know if I do ‘good’ service management?

What problems do you need solving today?

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What problems do you need solving today?

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As we looked at these kinds of interaction specifically needs to know it? we now need to be informed about? Who the world becomes more complex. What do kinds of questions we address with supplier about? In one sense this is no different to the What does the customer need to be informed be managed within the supplier organisation. be managed at an integrator level and what can particular about what change needs to be up front! so. Back to the V Model and establish clarity a solution - you can't expect it all to come right concerns regarding the criticality of designing SIAM model, and over the day we identified suppliers and integrators assembled at NIHR Management) when it's at home? Clients, What is SIAM (Service Integration and 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 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 develop 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, 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 Caler from Alos, Peter Mills from Arqiva and Antony Brimcombe 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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