



IT Service Management Journal

Inside this issue:

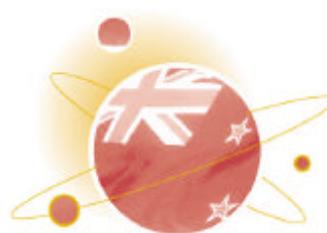
What is IT Service Management?

IT-alignment is the buzzword for many CIO's and CEO's at the moment. Facing the following obstacles to overcome to get to IT integration, via alignment, with the core business:

- Low customer satisfaction with IT services which do not meet their needs
- The need to reduce costs in developing procedures and practices within an organisation
- The need for greater productivity and best use of skills and experience
- The need for a quality approach to IT Service provision.
- Badly organised communication and information flows between IT staff and customers
- High staff turnover and low staff morale.

But what is IT Service Management? There are many definitions, of which we prefer the following: "IT Service Management is a set of processes that co-operate to ensure the quality of live IT services, according to the levels of service agreed with (or expected by) the customer." It is

superposed to management-domains like systems management, network management, systems development and to many process domains like change



management, capacity management and problem management.

IT Service Management is sufficiently flexible to allow experienced staff to use their acquired knowledge and skills while at the same time providing the inexperienced with sufficient material about what needs to be done to deliver quality IT services.

Joining the IT Service Management 'club' admits an organisation to a consistent and comprehensive approach to Service management, a de-facto, free to use standard and a common language of terms which facilitates understanding of suppliers and products.

What is IT Service Management? 1

Why adopt IT Service Management? 1

IT Service Management interacting 2

IT Service management in practice 2

IT Service Management in small IT units 2

Service support 3

IT Service management in practice 3

Service delivery 3

IT Service Management agenda 4

Why adopt IT Service Management?

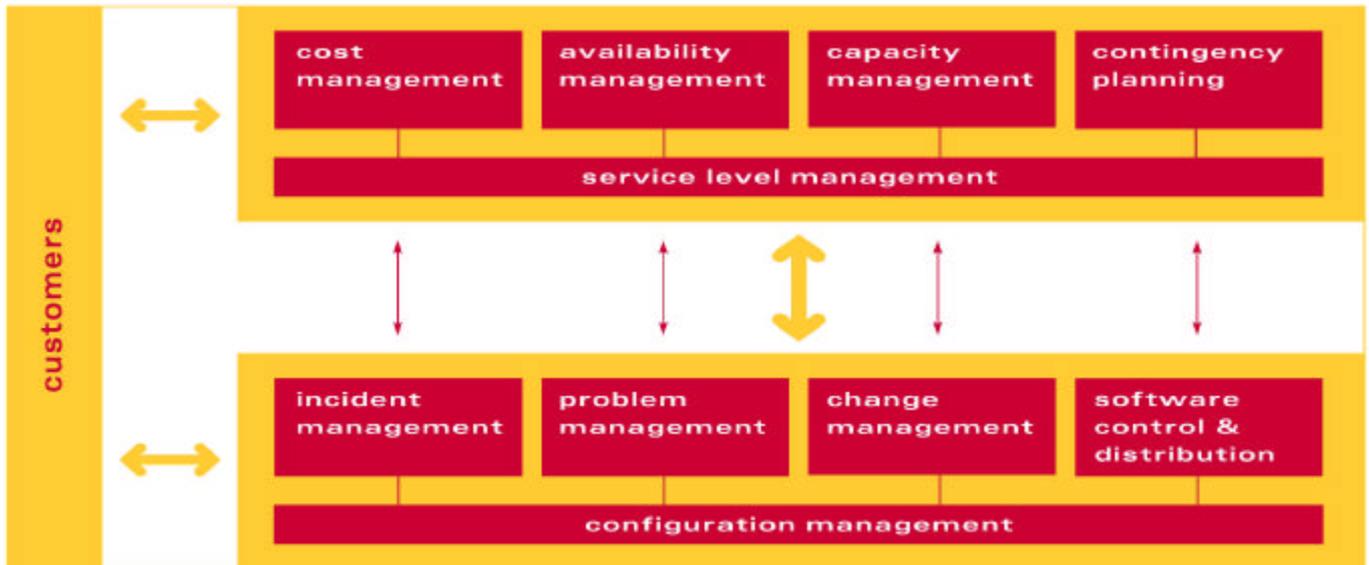
Organisations can benefit from adopting an IT Service Management based approach in 3 separate, but linked, areas:

- Reduced costs to the organisation can be achieved by adopting appropriate and efficient practices, and thus targeting resources where they will be most cost-effective.
- Improved customer satisfaction from providing a better service, tailored to their needs. By offer-

ing services designed and developed in sympathy with the customer needs, based upon effective and appropriate and underlying principles, the service delivered will more closely match with the customers' business practises and business goals.

- More professional staff; by encouraging staff to see IT Service Management as a recognised professional skill.

The IT Service Management processes interacting



IT Service management in Practice

Most managers want to take ideas which have proved valuable elsewhere and try them out in their own environment. This is sensible practice—it is after all the philosophy upon which IT Service Management is based. However, no two organisations are alike, and, in order to translate ideas successfully from one environment to another, processes and procedures must be adapted to fit.

While some processes scale down easily and function equally well in small or large environments, most will break down if scaled too far. Consider how scaling down affects the functions of IT Service Management.

The questions to ask about scaling down are:

- Is it still practicable?
- Is it still desirable?

- Do enough of the benefits remain?

If the answer to any of these questions is no, then it is time to find different ways of achieving the same result. Within IT Service Management, a similar approach might work for scaling down the Change Management function. The Change manager role could be replaced by a process that required requests for change (RFCs) to be well costed and passed to all appropriate persons for impact assessment.

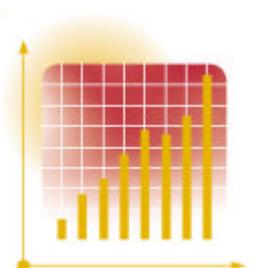
Properly managed, scaling down will bring the benefits of IT Service Management to small IT units.

“Scaling down ideas to suit small business units is sensible practice, but needs to be managed with care.”

Establishing IT Service Management in small IT units

IT Service Management is just as important in small units as in larger ones. It may even be more complex, as it aims to provide a comprehensive service with limited resources and to extend its influence beyond the IT department into the rest of the business. A necessary part of IT Service Management in small units will involve creative resourcing using outsiders. The need for a strategic view of IT is not restricted to large units. Even in small ones, it is important to have an IT strategy that is related to the business strategy. A simple hierarchical strategy starts with the business strategy of the organisation as a whole. The IS, IT and ITSM strategies then support these objec-

tives in a direct line relationship. Deciding what services to offer depends on what the business is likely to need in the future. The business strategy should give a clue to this—if it does not, or there is no formal strategy, the IT unit should put its own options to senior management about finding a direction for service.



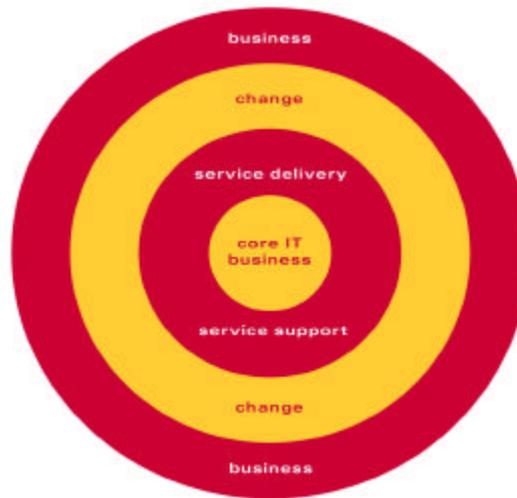
Service Support

IT Service Management with the ITIL booksets comprises 24 different volumes of guidance on aspects of IT Service Management. These 24 functions are grouped into sets. The two core sets cover Service Delivery and Service Support.

Service support is the term given to the related series of functions which provide both stability and flexibility for It service provision. They are concerned with controlling and facilitating the processes which make the service the right one for the user's business needs.

The It Service Management approach in this area is one of supporting the customer, not only by offering direct help ser-

VICES, but also by ensuring that appropriate information is held, changes are assessed, approved and tested and that the right software is available.



IT Service Support processes:

- Configuration Management
- Helpdesk
- Problem Management
- Change Management
- Software Control and Distribution

IT Service management in Practice

It might be an interesting exercise to try out these questions on other members of your organisation to grab their attention or, perhaps, to worry them into action

Relevance of the IT infrastructure for the business.

In order to ascertain the relevance of the It infrastructure and its management in your business environment, ask yourself and others the following questions.

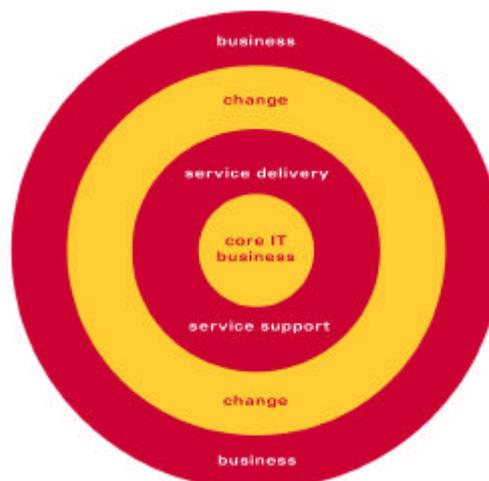
What improvements can be made regarding:

- Business strategy versus IT
- IT versus the customers of your organisation's products and services
- Business support versus quality of support by IT
- Business expectations versus quality of support by IT
- Costs of IT
- Business continuity versus IT
- Business benefits of IT
- Business innovation versus IT
- It Staff

Service Delivery

Concerned with delivering the right service to customers. Central to this set of functions are the benefits of developing and maintaining formal Service Level Agreements (SLAs).

The other functions are the essential underpinning elements which facilitate the SLAs. Again the IT Service Management approach is one of identifying the customer need and delivering and supporting that as effectively and efficiently as possible.



IT Service Delivery processes:

- Contingency planning
- Cost management for IT Services
- Availability management
- Capacity Management
- Service level management

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About us: The Art of Service **A different approach to Service Management.**

In the New Economy the problem of scarcity within production environments is no real issue any longer. Things can be bought and money can be raised. Today's issue is *added value* that makes foundations for future success. In many cases, added value to things, activities and ideas is achieved by SERVICE. So, service is important. Quality of Service presented to our customers is one of our main conditions for survival.

The Art of Service is a company with consultants who help companies to improve service with IT Service Management. The Art Of Services Consultants have over 10 years of experience in managing large-scale systems development and integration projects, combined with expertise in management consulting, a unique ability to engineer solutions and a suite of proven methods. The Art Of Service offers the reliability organisations need in these times of change. Many customers of The Art of Service are IT Service companies who operate on free markets or who are internal IT departments of top 500 companies. Other companies ask The Art of Service for support in development of general (non-IT) service related to core-businesses.

IT Service Management Agenda

itSMF Australia

30th May 2000 Annual user conference
Location: Hilton on the park, Melbourne

The Art of Service

16th May 2000 IT Service Management seminar
Location: Concept, Brisbane

Australian Computer Society

Computer ethics: Future directions Canberra,

May 17, 2000

ACE 2000 Conference. Science Museum of London,

18 May 2000,

National Physical Laboratory,

19 May 2000

Jan van Bon, editor of many IT service management publications, has the pleasure of inviting you to contribute to the *second issue* of the **World Class IT Service Management Guide**.

Representative topics for the World Class IT Service Management Guide include but are not limited to the following:

- Process management models
- Enterprise management frameworks
- Tooling: enterprise management frameworks, service support tools, etc.
- Auditing principles for an IT services department or organization
- Capability maturity models for IT service management organizations
- Business-IT alignment
- Specific processes in IT organizations
- The role of culture in organizational change

For more information

<http://www.itbeheerplein.nl/tijdschriften/tijdschriftendetail.asp?id=163>