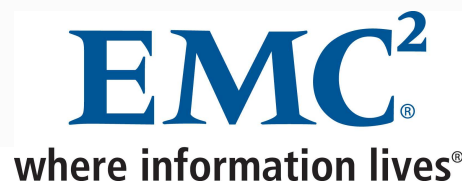# Building ITSM Beyond ITIL

Glenn O'Donnell

Principal Product Marketing Manager

EMC Corporation

ITSM is More Than ITIL

- ITIL is a great innovation for building IT discipline and business alignment
- ITIL has weaknesses, however
- ITIL v3 is now being developed
- ISO 20000 is available (builds on ITIL)
- ITSM is a cultural trend
- We still think too much technology and not enough business

The IT Credibility Crisis

- Business leaders demand reliable service with objective, measurable, and genuine value
  - Many executives feel IT is a wasted investment
- Exponential complexity growth
  - Manage it today, or tomorrow is hopeless
- Stronger discipline is needed to manage change and succeed
 - Process is the key
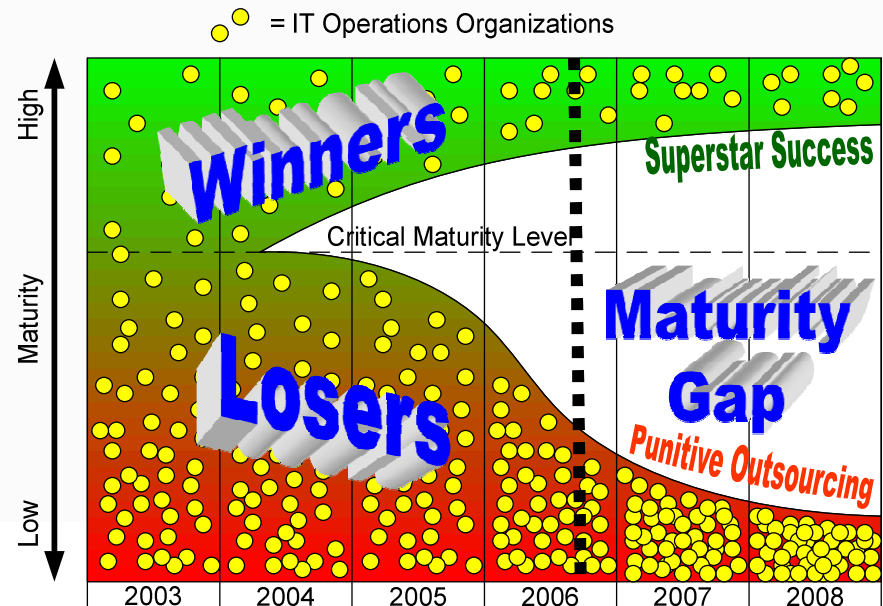
Process Discipline

- Process structure produces discipline
- Operations are consolidating around common processes
- Tools execute processes and enforce discipline
- Change incentives to reward service-oriented discipline
  - Reward quality, not heroics
- Discipline = efficiency = agility and lower costs = success!

Process and Technology Reinforce Each Other
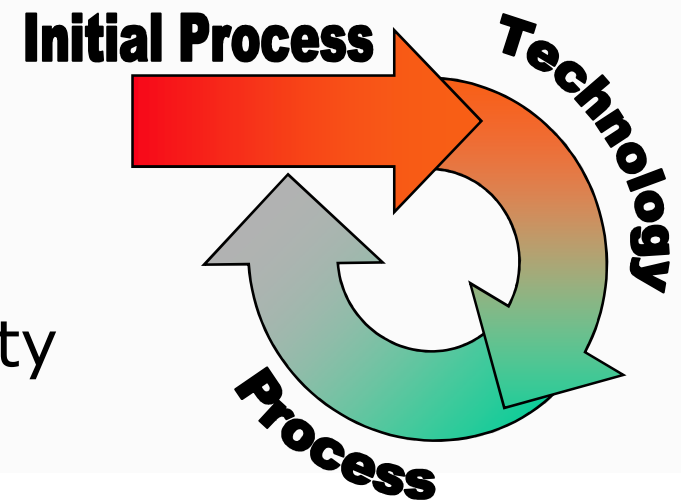
Initial Process

Technology

Process

An ITIL Success Plan

- Educate and certify main staff
- Start execution with incident mgmt.
- Follow soon with configuration & change
- Automate everything possible
  - But be intelligent about tools
- Adopt maturity models
- Assess your state against these models
- Plan improvements using these models
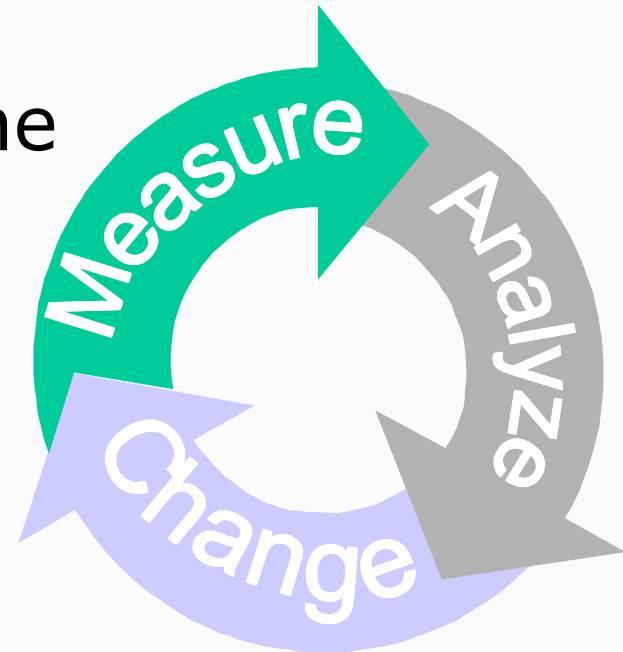
Repeat and NEVER stop!!

Applying Management Tools
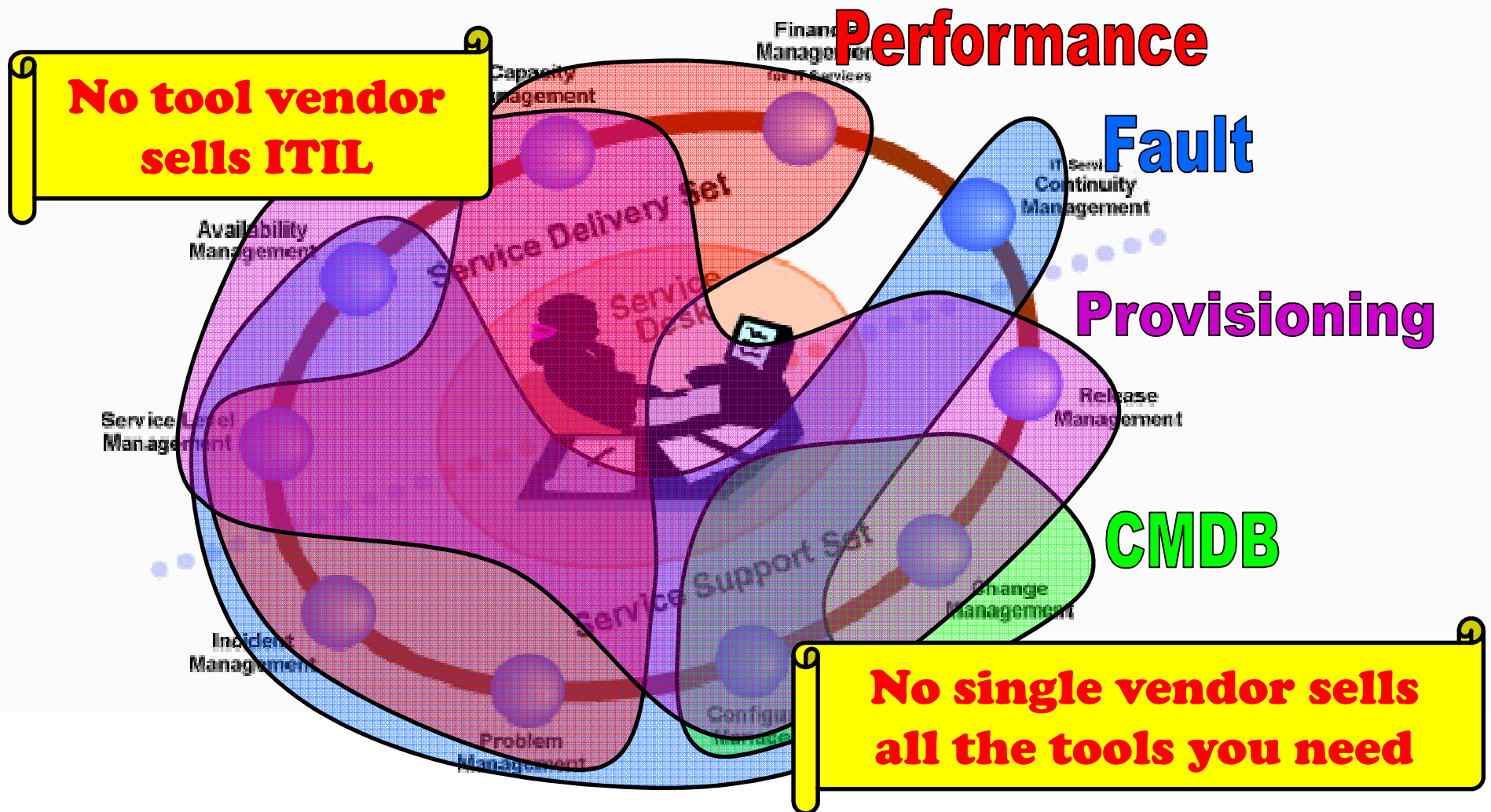
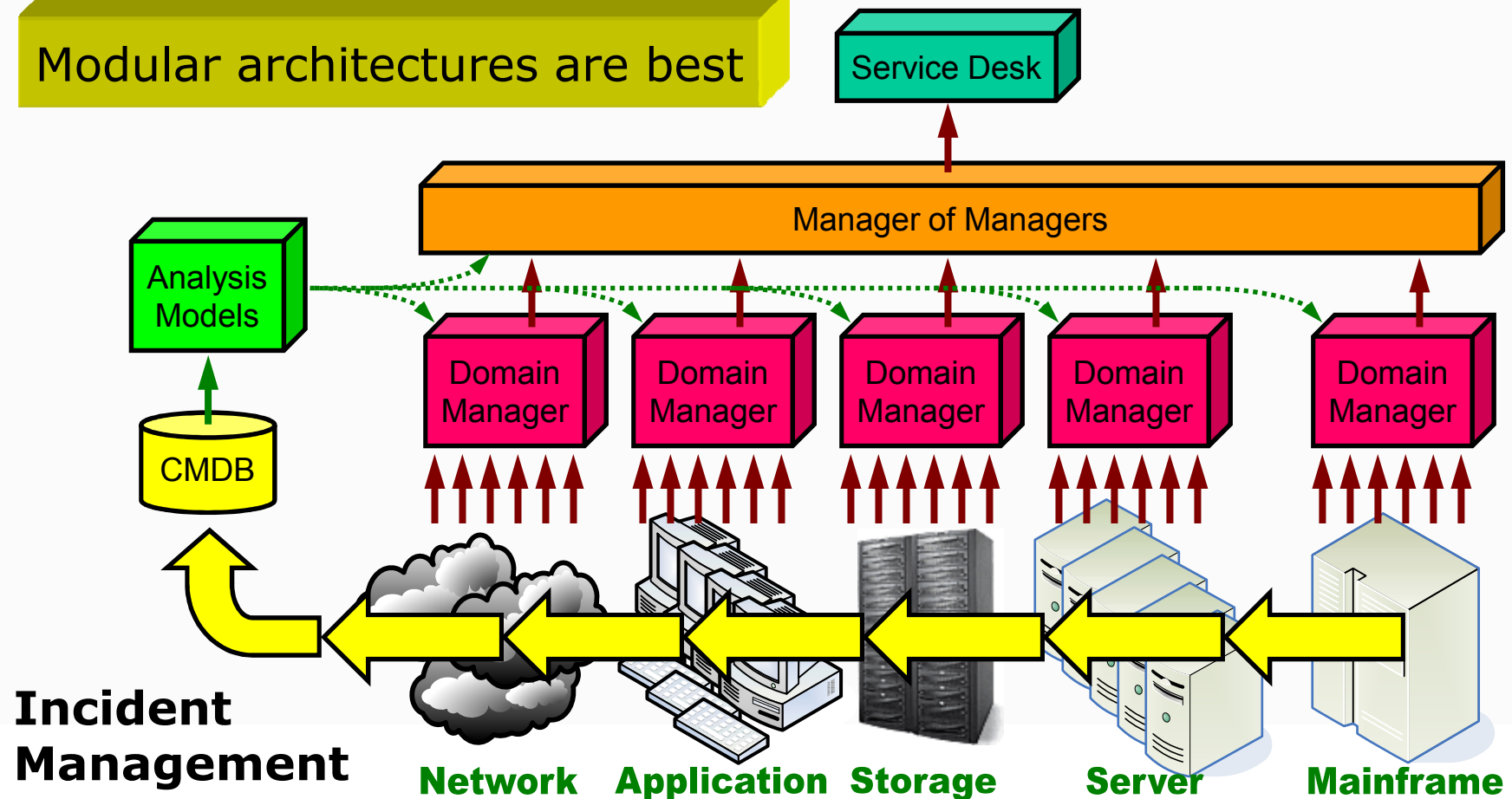# Applying Management Tools

- Processes define discipline
- Tools enforce discipline
- Tools rarely fit perfectly into processes
  - e.g., monitoring tools fit many processes
- True "management" demands action
  - More than monitoring
- Implement tools that fit; discard others

Applying Management Tools

Modular architectures are best

Service Desk

Manager of Managers

Analysis Models

CMDB

Domain Manager | Domain Manager | Domain Manager | Domain Manager | Domain Manager

Incident Management

Network   **Application**   **Storage**   **Server**   **Mainframe**

itSMF
The IT Service Management Forum
Brasil

Automation

- Incident Management
  - Accurate incident identification
  - Quicker incident resolution
- Configuration Management
  - Discovery to ensure accuracy
  - Reconcile to resolve conflicts
- Change Management
  - "What changed?"
  - Ensure accurate changes
- Service Level Management
  - Monitor for exceptions and generate service incidents
 - Processing and reporting SLO compliance

Agricultural

Industrial

IT

1800   *1900*   *2000*
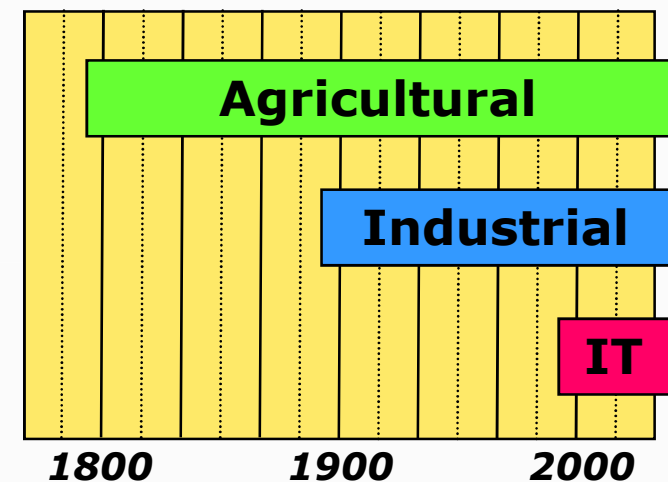
Automation Timeline (history repeats)

How Must ITIL Evolve?

- Implement and then move beyond core
- ITIL itself must expand
  - Weak maturity models
  - Weak lifecycle concept
  - Weak business linkage
  - Weak outside core processes
- BS15000 & ISO 20000 are ITIL supersets
- ITIL is evolving into broader service management with ITIL v3 and beyond
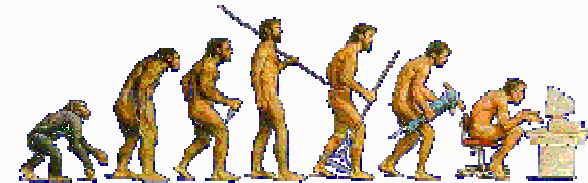
Process Maturity Models

- Maturity models define levels of discipline
- Use five maturity levels
  - Similar to SEI's CMM
- Each process has a unique model
- High maturity requires automation, cross-process integration, and continuous improvement
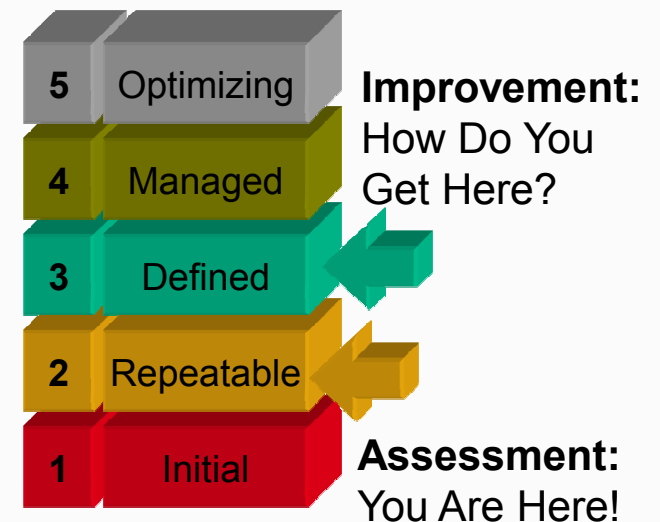
Process Maturity Models

- Assess your maturity

- Compare benchmarks

- Explore services
  - Assessments
  - Benchmarking

- Act on assessment
  - Plan improvements and execute to reach high maturity
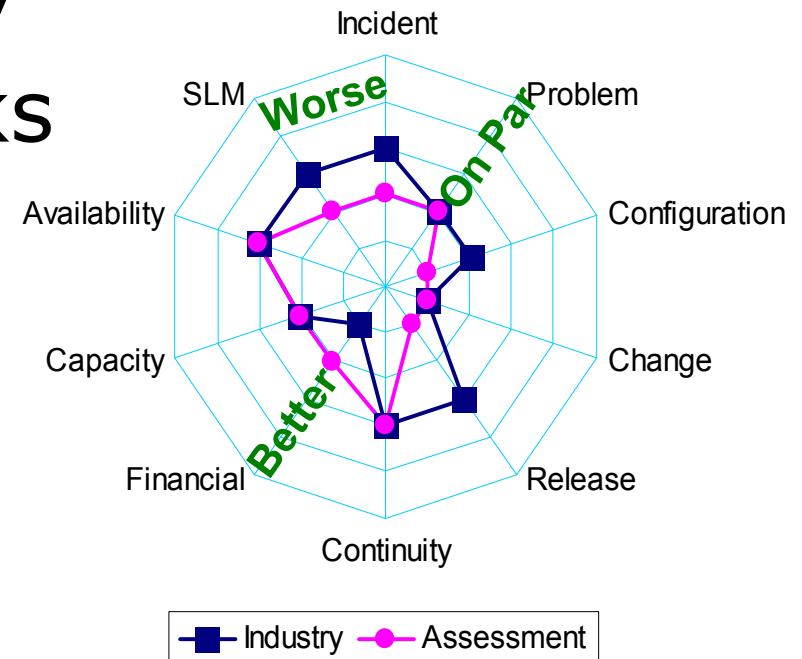
Lifecycle Management

- Cooperation among the organization results in stronger service management
- Preserve intelligence from development stages
  – Useful for Operations
- Use plenty of feedback
  – Realistic quality controls
  – Knowledge from Operations improves development
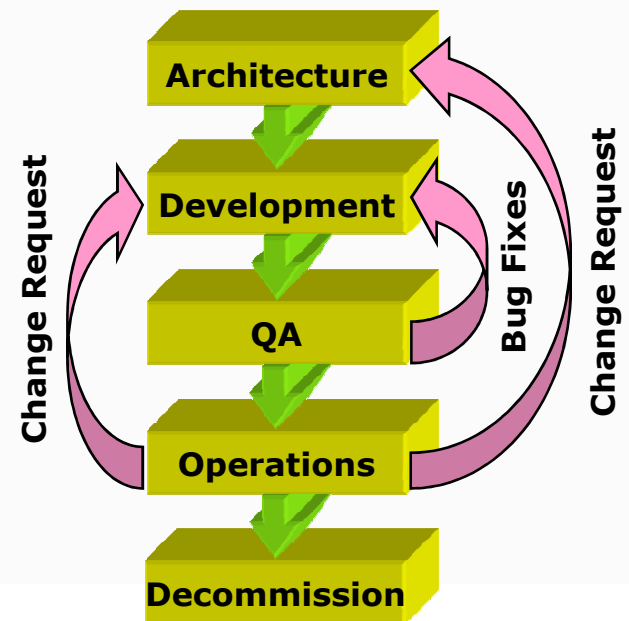
The Role of the itSMF

- *it*SMF will drive IT Service Management (ITSM) beyond ITIL
- Widespread membership is giving ITSM more relevance than pure ITIL
- An international industry body must own ITSM
  - Corp, gov't, academia, vendors
- EMC is a voting member and active contributor of *it*SMF

Business Service Management

- BSM is ITIL ... plus more
  - Tools and business needs are major factors
- More than just business level reporting
- Business Relationship Management is key
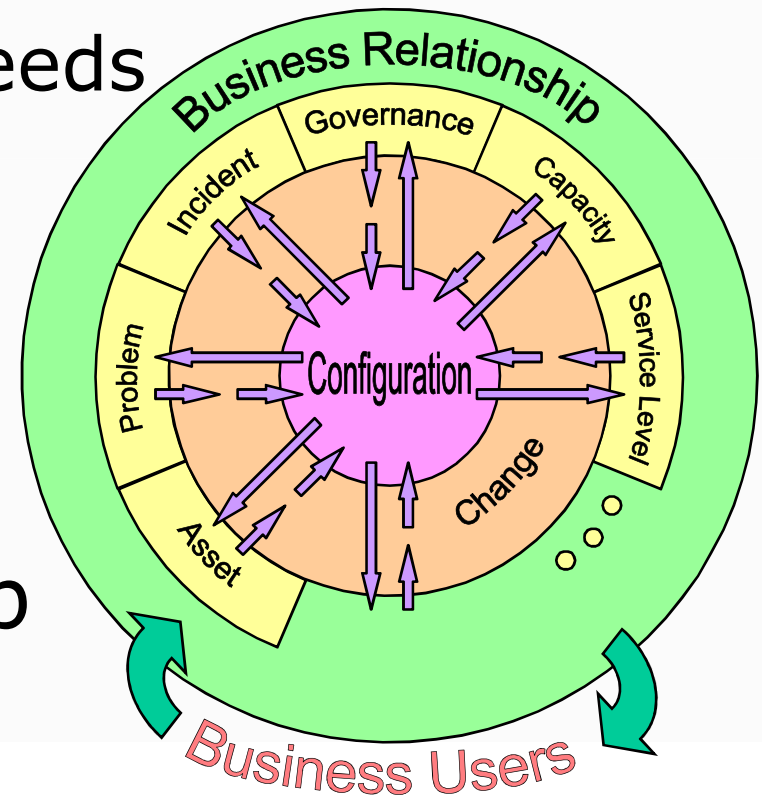
ITSM Action Steps

- Be realistic about digesting ITIL
  - Pursue education to avoid poor information
  - Obtain certifications for key staff
  - Start with Incident, then Configuration and Change
  - Use ITIL as a guide, but expand beyond ITIL
- Apply automation to refined processes
  - Multiple tools from multiple vendors will be needed
  - Expect to invest in tool integration
- Implement maturity models and continuous improvement
  - Assess maturity in each process
  - Prioritize plans for improvement
  - NEVER stop seeking methods to improve!