Creating a Service-Oriented IT Organization through ITIL

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Creating a Service-Oriented IT Organization through ITIL

- ## What is ITIL and Why is it So Popular?

- ## ITIL's Impact on the IT Organization

- ## The Next Evolutionary Steps for ITIL

- ## Measuring Success of the Service-Oriented Organization

- ## How EMC Can Help

What is ITIL?

- IT Infrastructure Library
- Collection of operational best practices for IT
  - Process definitions
  - Little focus on technology
- Core processes in:
  - Service Delivery
  - Service Support
- Developed in late 1980s by the British government

- Now pervasive around the world to help foster discipline
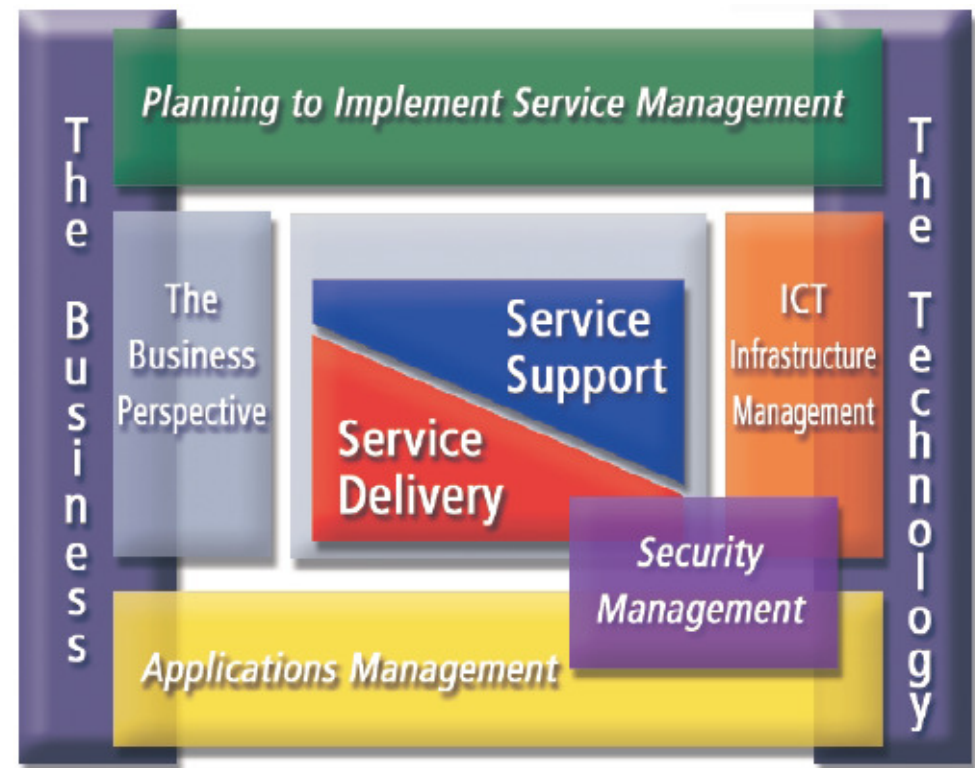
Pursue ITIL as a foundation not as a comprehensive savior

Why ITIL: Two Views of Technology

What **IT Staff** Says

- Service Oriented Architecture
- High-Speed Networking
- Flexible Storage Infrastructure
- Virtual Server Infrastructure
- Outsourcing
- Management Software
- Business Alignment
- Disciplined Operations

What **Business Leaders** Hear

➢ Risk

➢ Risk

➢ Risk

➢ Risk

➢ Save money! Better service?

➢ Poorly used with no return!

➢ A joke!

➢ **THIS is what I want!**

IT is in Serious Peril without a different approach!

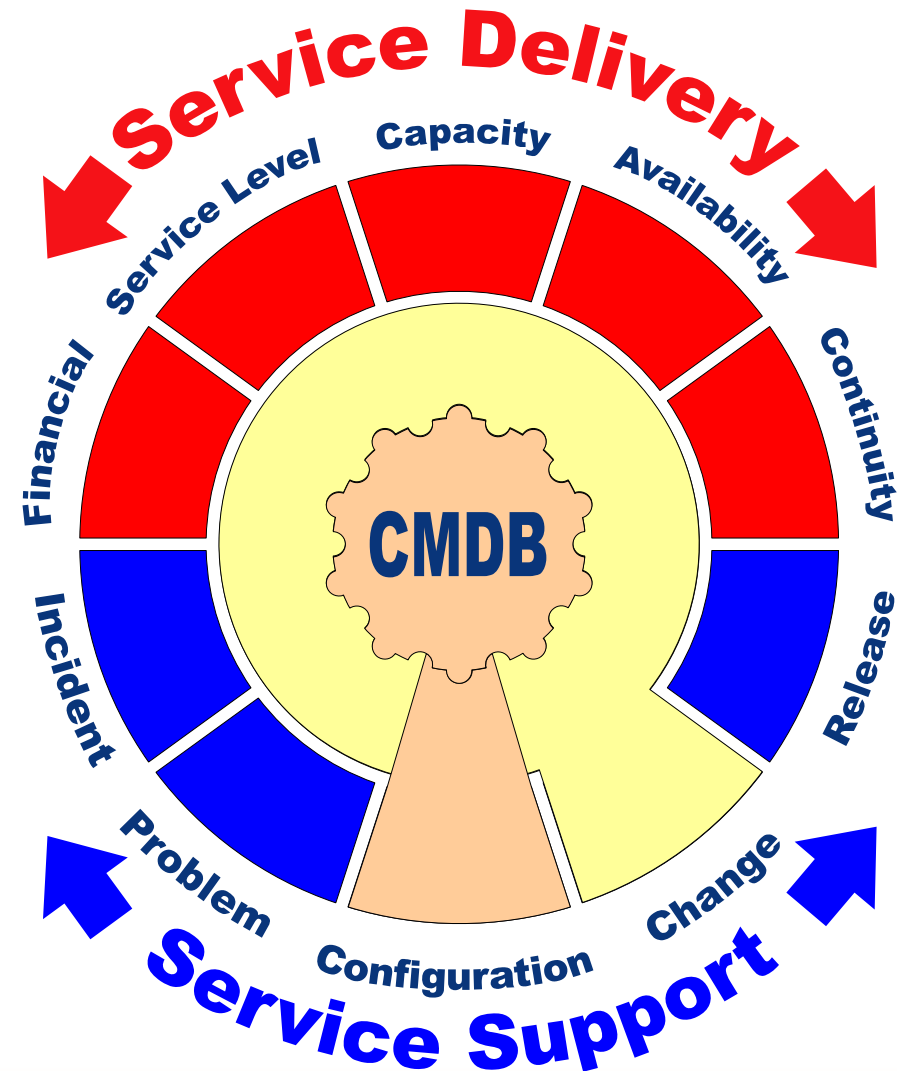# IT Service Management – The New Approach

- ## ITSM helps bring discipline to IT Operations
  - Built upon ITIL, but more than ITIL

- ## Focus on the Service, not the Technology
  - End users don't care about technology!

- ## A service is something meaningful to the end user
  - Business relevance
  - Uses a wide variety of technology elements but these elements must be transparent (invisible)

- ## Service management is a behavior change
  - Necessary to avoid irrelevance and punitive outsourcing

ITSM is simply formal definitions for common sense

Core ITIL Processes

- Assess opportunities for practical process work
  - One step at a time
- Start with Incident Mgmt.
  - Existing tools
  - Existing tasks
  - Good proof point
- Follow quickly with Configuration and Change
  - The center of ALL IT functions
- Processes feed each other

Service Delivery

Service Level | Capacity | Availability

Financial

Continuity

CMDB

Incident

Release

Problem

Configuration | Change

Service Support

Implement the core processes as the ITSM foundation

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How the IT Organization Must Adapt

- Attain executive support (including funding)

- Create a service management team to own ITSM
  - Staff with ITIL/ITSM expertise
  - Align with management technology owners
  - Empower to impact behavioral change

- Develop a realistic plan for ITSM adoption
  - Take small steps initially
  - Collect baseline metrics to measure future progress

- Migrate day-to-day operations away from technology silos
  - Silo expertise is needed for advanced escalation, but not tier one

Involve the service desk from the beginning

Changing Responsibilities in the IT Organization

- ## New process focus of IT requires new structure
  - Augment the organization, don't shatter it

- ## New titles will emerge
  - Director of Configuration Management
  - Operations Architect
  - Business Relationship Manager

- ## Consolidate NOC, SOC, etc., into a Command Center
  - Align with the service desk for a single point of incident control

- ## Unify management tool ownership under Command Center
  - Tools may be silo-centric but they must fit together with other tools

Empower these people or you will fail!

The Rise of the IT Service Management Forum

- *it*SMF is driving the evolution of ITIL/ITSM

- An international industry body must own ITSM's future
  - Corp, gov't, academia, vendors

- Membership and influence is rapidly expanding worldwide

- EMC is a major sponsor and contributor of *it*SMF
  - Strong global effort

US Conference was a BIG Success for *it*SMF and EMC

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ITIL Version 3 is Here!

- A new refresh to the ITIL definitions
  - Process definitions required clarity
  - Practical guidance was weak

- Publication date: May 30, 2007

- Major lifecycle improvements
  - Not just operations

- MUCH more focus on business
  - However … it is still the IT view of business
  - Every implementation will still require customization

- We are finally getting closer to "engineering" IT
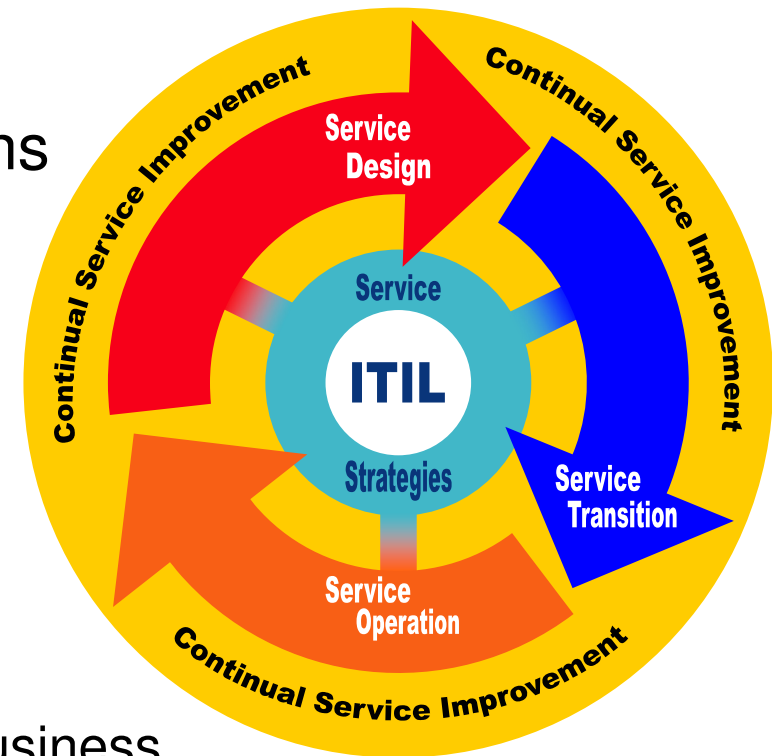
ITIL v3 is a big improvement, but still not perfect

How Does ITIL v3 Impact My Current ITIL Plans?

- No major changes to fundamental processes
  - Changes only strengthen processes

- Some terminology will change
  - e.g., "CMDB" migrates to "configuration management system"

- Certifications remain valid

- New certifications will be available

- DO NOT ABANDON CURRENT EFFORTS!!
  - ITIL v3 merely raises the bar for high maturity
  - Continue to build a robust foundation upon core processes

ITIL v3 is an EXTENSION to ITIL v2, not a replacement

New "Books" in ITIL v3

- ## Service Strategies
  - Strategic ITSM focus on business (for senior executives)

- ## Service Design
  - Translate strategy into execution specs (for service managers)

- ## Service Transition
  - Prepare services for operations (for service owners)

- ## Service Operation
  - Manage production services (for service owners & operations)

- ## Continual Service Improvement
  - Continual service optimization (for all stakeholders)

Service lifecycle and <u>real</u> business linkage are new to v3

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What is a "Service" in a Service-Oriented Organization?

- A service is a function the business performs
  – Forget about technology at first

All important, but not "services"

Yes

- Process insurance claim
- Execute financial transaction
- Enroll a new member
- Check out a downloaded MP3
- Submit drug study data to FDA
- Complete a successful VoIP call

No

- Server availability
- Network throughput
- Storage capacity
- Provision a virtual server
- Active backup server failover
- Software development time

Business applications represent a good service proxy
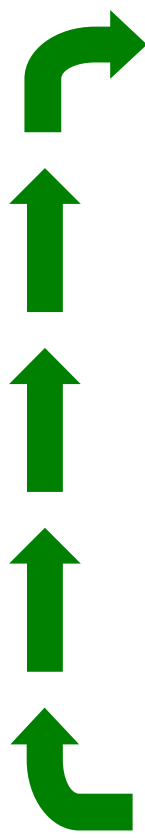
Measuring Success

- Adopt a service catalog
  - If it's not in the catalog, it's not <u>officially</u> supported
  - Focus on business applications

- Apply metrics to these services
  - They must be measurable

- Measure them, make changes, and measure again
  - Repeat this cycle indefinitely and track each change impact

- Take special care to measure early efforts
  - They act as a proof point for additional funding and support
  - Even the smallest early improvements offer impressive results

Numbers don't lie! Measure to prove success!

An IT Service Management Success Plan

- Educate and certify main staff
- Start execution with incident management
- 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!!

Success requires a relentless obsession for improvement

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ITIL Process Automation and CMDB Population
Solutions to enforce IT Service Management process discipline

ITIL Process Automation & CMDB Population

- Automated Incident Triage
- Problem Management Analysis
- CMDB Population
- Change Impact Management

Minimize manual incident triage
- Automated analysis, adapts to changing conditions
- NO RULES TO MAINTAIN!
- Generate trouble tickets for actual incidents, not arbitrary events

Find problem root causes faster
- Analyze incident root causes for more accurate problem isolation
- Optimize proper use of subject matter experts
- Move more root cause to Level One

Populate CMDB with real-time data
- Passively discover app infrastructure and behavior in realtime
- Map application dependencies to infrastructure – automatically
- Discover configuration detail, usage, & changes – populate CMDBs

Accurately manage change impact
- Eliminate reliance on tribal knowledge & artifacts
- Proactively determine impact of change before you make it
- Identify change-induced problems

EMC's vision for service automation is expanding rapidly

EMC IT Compliance Analyzer – Application Edition

- **Automated, ongoing configuration analysis in real time**
  - Leverages power of EMC Application Discovery Manager
    - Configurations
    - Changes
    - Interdependencies
  - Determines application configuration validation

- **Flexible policy management**
  - Preconfigured policy templates (external regulatory)
  - User-defined policies (internal governance)

- **Real-time policy violation alerts**

New!

The first in a compliance analysis automation family

Deliver Business Value via EMC Solutions

- Model-based technology is the most powerful in the market
  - Rules-based systems cannot adapt
  - The model reflects the real world
  - Analysis is guided by the model of the real world
  - Analysis instantly adapts to changes because the model adapts

- Eliminate operational waste by automating processes

- Plans for comprehensive automation require such capability

- EMC is continuing on the path to superior solutions
  - EMC is already recognized as a leading vendor
  - EMC is recognized as a vendor with strong momentum and growth

EMC Will Be Here To Serve You!!