Planning and Implementing ITIL in ICT Organisations

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1. ITIL – Overview
A service management framework first formulated in the UK by CCTA (Central Computer and Telecommunication Agency) now the OGC.
Polices, Processes, In House Procedures, Work Instructions are the Foundation of ICT Organisations

Supporting Frame Works
ITIL, COBIT and MOF...

ISO/IEC 20000-2

ISO/IEC 20000-1

ISO/IEC 20000 Certification

ICT Service Management Maturity Pathway

IT Service Management System
ITSMS Implementation and Improvement

Best Practice Preference Models for IT Service Management

IT Service Management Code of Practice

IT Service Management Specifications “Aims to Fulfil”

ISO/IEC 20000
ITIL V3: Core Lifecycle Model

Service Strategy
- Makes all high level decisions
- Influenced by business strategy

Service Design
- Builds services
- Ensures services will work

Service Transition
- Deploying new or changed services.
- Protect live services

Service Operation
- Keep live services running

Continual Service Improvement
- Always improve lifecycle

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• **ITIL is coming to Africa:** The following countries have already set-up an ITSMF body locally to promote best practice and guidance.
  - Egypt
  - Kenya
  - Morocco
  - South Africa

• South Africa ITSMF – **22 Corporate** companies and **33 Vendor** companies are registered members.

• ITIL has been implemented by over 10,000 companies including Fortune Global 1000.
2. Case Study
Case study - Profile

International telecommunication company – over 6500 employees, $4billion turn-over per year.

• Usual indicators of a successful company
  – Fast growth
  – New services
  – Expansion into new technologies
  – New acquisitions

• Impact to ICT environment
  – Various IT groups inherited with no consolidation
  – Large, complex and diverse company infrastructure
  – Little centralized control
  – Poor communication between technology silos

• Impact to business
  – Spiral cost increase of ICT operations
  – Reduced service availability and stability
  – Inflexibility to adapt to dynamic market
  – Reduced profit margins

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Case study - Outcome

In 2004 the company decided to implement ITIL to standardise its process, communication and technology across its ICT groups and infrastructure.

• The desired outcome
  – Reduce infrastructure complexity and instability
  – Consolidate the different IT groups
  – Implement centralised governance
  – Improve communication between technology silos

• ITIL implementation approach
  – Created a 12 person ITIL team – mainly new hires that are ITIL certified
  – Created 10 person Business analyst group.
  – External company for training and to help with planning
  – 12 months later the team presented a proposal for implementation

• Achieved outcome
  – Communication problems continued to be an issue
  – Struggled to create common set of terminologies
  – Organisation struggled to understand the basic concepts of ITIL
  – The ITIL initiative was pulled back
“Good ITIL implementation requires a balance between theoretical training and hands-on ICT experience.”

Important planning considerations:

- Organisation cultural changes
- Organisation structure changes
- Executive buy-in & governance
- Clear business case for ITIL
3. Approach to Implementing ITIL
Implementation – Decision flow overview

Stability issues & rising ICT costs

Executive Management decision

Initiate an improvement Programme

Set-up programme governance structure

Initiate ITIL project

Objective definition

Gap analysis & recommendation

Go/No go?

Go

ITIL certification of key personnel within ICT

Process implementation in phased approach

Workshop streams with ICT groups to define/improve processes

Initiate ITIL Awareness programme across organisation

End

No Go

Why ITIL?
“A donkey’s lips will not fit on a horses mouth.”

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Implementation – 3A’s Life cycle

The 3A’s of ITIL Implementation:

- **Policy Formation**
  - Set the key aims for the Framework
  - Define and syndicate ITIL Best Practice ICT Sector
  - Communicate the objectives for the organisation

- **Assessment**
  - Assessment done against ITIL Best Practice Framework
  - Gap Analysis Supplier, Service Providers and Customer Levels
  - Assess working instructions, structures and Roles and Responsibilities
  - Carry out RACI Matrix Analysis

- **Awareness**
  - Introduction of ITIL Concepts to the ICT sector
  - Plan Awareness Programs
  - Formulate Training materials on the ITIL Process framework
  - Target Mission Critical Services and Infrastructure
  - Demonstrate working benefits of the ITIL Process Model

- **Assimilation**
  - Plan the implementation process
  - Identify senior stakeholders and responsible owners
  - Allocate Budget and Resources
  - Start on the core processes and Service Desk
  - ITIL implementation need to be run as Critical Change Projects

- **Continuous Improvement**
  - Measure impact
  - Identify gaps
  - Specify the requirements
  - Set further improvement
  - Follow Deming Quality Circle
  - Aim for ISO20000

The 3A’s of ITIL Implementation:

- **Awareness**
- **Assimilation**
- **Continuous Improvement**

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The 3A’s are:

- **Awareness**
- **Assimilation**
- **Continuous Improvement**
Implementation – Managing 3A’s Life cycle

**Framework**
- Apply Project Management Best Practice (PRINCE2, Agile, Lean)
- Setup Temporary Organisation with predefined outcomes
- OCG recommend the PRINCE2 methodology

**Feasibility Study**
- Investigation of current status
- Baseline current levels of service and costs
- Alignment of business and project objectives

**Project Planning**
- Business case
- Project Organisation
- Risk Management
- Management Reporting
- Auditing

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Implementation – Planning Consideration

**Applicability/Scalability**
- The size of the organisation
- The size of the ICT organisation
- The relationship of people and processes (1:M & 1:1)

**Implementation Checklist**
- ‘As Is’ state modelling – what is working?
- Process & Procedures definition – aims, sponsors, KPIs, RACI, Tools etc.
- Dependencies – relationships, interfaces, external components
- People – Training, roles, delegating authority
- Timing – Controlling, go live planning and post live support

**Organisational Impact**
- Hierarchical structure – clear boundaries but difficult for process roles
- Matrix structure – process oriented but no clear leadership
- Learning structure – continuous improvement but possible role confusion

**Approaches/Strategy**
- Priorities – Determine key pain points to address in the organisation
- Phases – Define the key implementation phases - Six Phased Approach
- Service Improvement Programme (SIP) –
  - Reactive – degraded service in a crisis
  - Proactive - service and operational enhancements
3As – Quality Management

The Deming Cycle
(Continuous Quality Control and Consolidation)

Deming 14 points - Extract
- Break down barriers between departments (Communication)
- Management must learn their responsibility and take on leadership (management buy in)
- Improve Constantly (continual improvement)
- Institute a programme of education and self improvement (learning and improving skills)
- Transformation is everyone’s job (team work)
4. Planning & Implementation tools

Tools typically used:

- **Awareness**
  - ITIL simulation games to illustrate the benefits of ITIL practically.

- **Assessment**
  - ITIL Readiness, ISO 20000 auditing and Gartner Maturity model tool sets are used to analyse alignment of current processes.

- **Assimilation**
  - ITIL endorsed software that will support the integration of various ITIL processes. Three classifications exist – Gold, Silver and Bronze.
Summary

• ITIL is a service management framework that can bring great benefits to organisations, however there needs to be a clear business case for adoption.

• Care must be taken in the approach for implementing ITIL – need to balance theory with experience.

• Consider the 3A’s approach for successful implementation of ITIL.
End – Thank You

Q&A Session