

# **CRAWL, WALK, RUN APPROACH - IT SERVICE CATALOGUE**

Emtec Boot Camp Web Event – May 2011

# Agenda

- ❖ Key Concepts
  - What is a service?
  - Service Portfolio vs. Service Catalogue
- ❖ Challenges / Benefits in Defining Services
- ❖ Crawl, Walk, Run Approach
- ❖ The Power of Value Based Management
- ❖ Resources Available
- ❖ Conclusion

# KEY CONCEPTS

# Service Definition

A means of delivering value to customers...

by facilitating outcomes customers want to achieve...

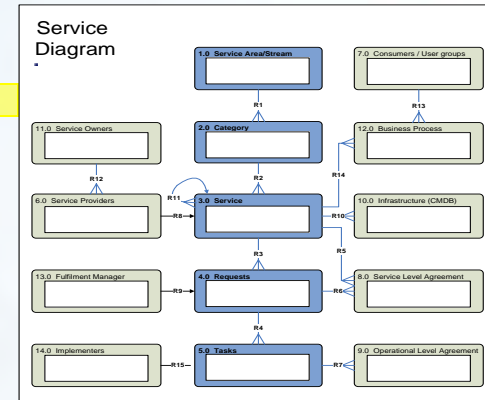
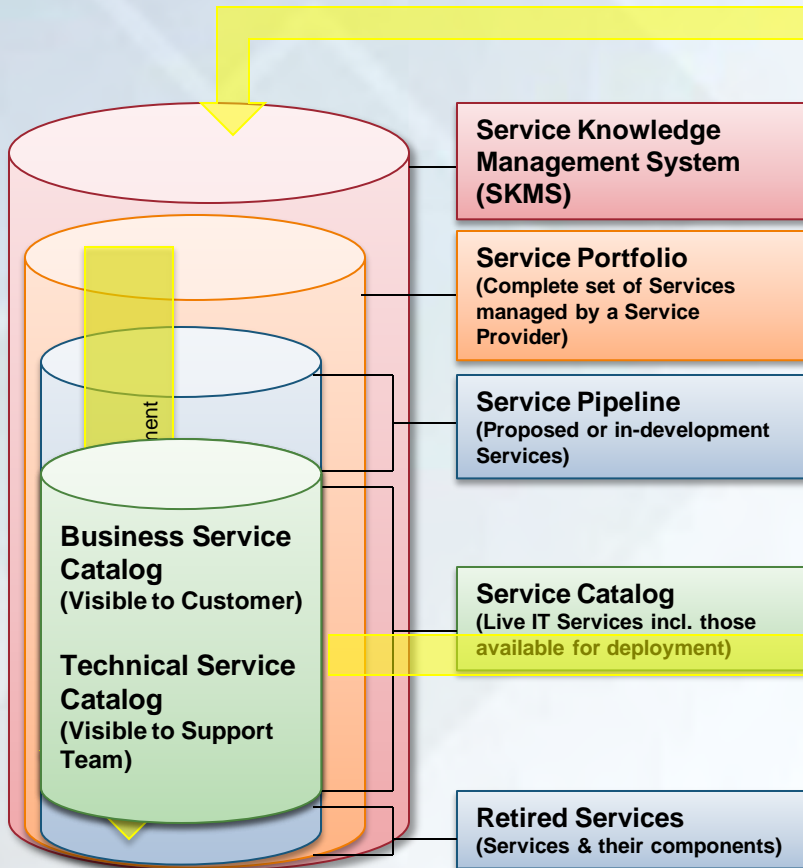
without the ownership of specific costs and risks

People don't want drills,  
they want holes!!!



# Service Portfolio & Service Catalogue

The Service Portfolio includes all the elements that make up a service, including relationships between the elements.



Viewable Catalog

# Service Catalogue

## Service Catalogue

- A database or structured document with information about all Live IT Services (including those available for deployment).
- The only part of the Service Portfolio published to Customers.
- Used to support the sale and delivery of IT Services.
- Includes information about Deliverables, Prices, Contact Points, Ordering and Request Processes.

Services

Supported Products

Policies

Ordering & Request Processes

Contact Points

T&Cs

Prices

Escalation

# Service Catalogue Examples

Service Type	Service	Service Description	Service Request	Service Request Description	Costs
Corporate	Email	<p>Corporate email is the primary mechanism for facilitating communication throughout the organization. This communication may be internal, employee to employee(s), or external, employee to customer, vendors, or business partners. The email service includes access to email, calendar, attachments, contacts, and more &lt;defined by technology deployed&gt;.</p> <p>Features provided include:</p> <ul style="list-style-type: none"> <li>• Integrated email and calendar functions</li> <li>• &lt;Platform, e.g., MS Exchange&gt;</li> <li>• Anti-virus and spam protection</li> <li>• Internet browser access</li> <li>• Centralized and personal address books</li> <li>• Meeting scheduling for individuals, groups, and/or resources</li> <li>• Share or view calendar entries with others</li> <li>• PDA/mobile device wireless synchronization</li> </ul>	Standard Email Account	<p>The standard email account includes all of the features defined above plus:</p> <ul style="list-style-type: none"> <li>• 512MB of storage per user</li> <li>• Optional Blackberry support using Blackberry Enterprise Server</li> </ul>	<p>Client Maintenance Server (HW) Server (SW) Maintenance (HW) Maintenance (SW) Storage LAN WAN</p>
			Basic Email Account	<p>The standard email account includes all of the features defined for the Email Service plus:</p> <ul style="list-style-type: none"> <li>• 50 MB of storage per user</li> </ul>	
			Blackberry Email	<p>Push based wireless access to Microsoft Exchange email, calendars, contacts, and scheduling</p>	
Corporate	Service Desk	<p>The Service Desk is designed to be the single point of contact for users to request additional services or report issues with existing services to IT.</p> <p>Features provided include:</p> <ul style="list-style-type: none"> <li>• Web portal for self-service</li> <li>• Central contact number &lt;enter number here&gt; for reporting incidents or requesting service.</li> <li>• The recording and tracking of all requests.</li> <li>• Proactive notification of requesters</li> </ul>	Report service degradation or outage (Incident).	<p>The Service Desk will record, classify, prioritize, and resolve if possible any Incidents reported by users.</p>	<p>Physical Space Phones ACD/IVR Desktop/Laptop Service Desk SW Server (HW) Maintenance (SW) Maintenance (HW) Staff</p>
			Initiate request for service.	<p>Users may request corporate services through the Service Desk. The Service Desk will be responsible for recording the request which will be automatically forwarded to the correct department for the provisioning of the request.</p>	
Corporate	Telephony	<p>This service provides the basic telephone functionality, plus some other functional attributes like voice mail, call transfer, conference call, two-line entry, intercom, manager-line status, and related components.</p>	Fulfillment/provisioning of equipment	<p>The mechanism by which users can request telephony services.</p>	<p>Telephone Switch ACD/IVR</p>
			Decommissioning of equipment	<p>Just as users request new service, there comes a time when the equipment must be taken out of service. This service removes telecom equipment from service.</p>	
			Provision of ongoing support	<p>This service is designed to manage the response to incidents reported by users when service is interrupted or not performing as expected.</p>	

# Service Catalogue Examples

## EITSM – assystNet

The screenshot shows a web browser window titled "assystNET - Windows Internet Explorer" with the URL "http://10.214.14.69:8080/assystnet/application/assystNET.jsp?type=11;id=1". The browser's address bar shows "Home - EITSM" and "Home - Configuration". The page content includes a navigation menu on the left with items like "Home Page", "Message Center", "My Shortcuts", "FAQs", "Service Catalogue", "Support", and "Track Progress". The main content area is titled "Service Catalogue" and features a "Welcome to the Service Catalogue" message. Below this, there are four service categories, each with a list of services and a "More..." button: "My Apps / Software" (Email, MS Office, Specialized Applications), "My Mobility" (Laptops, Mobile Phones, PDA, Calling Card, Pager), "My Workspace" (Accounts, Moving, Personal Computer, Phones, Printers), and "Special Services" (Audio Visual, Help, Networking, Security). The browser's status bar at the bottom shows "Done", "Local intranet", and "100%".

This block provides a detailed view of the "My Mobility" service category. It features a blue header with the title "My Mobility". Below the header, a descriptive sentence reads: "The My Mobility services are concerned with all of the IT services that su...". To the right of this text is a grid of six small icons representing various mobile devices and services. Below the text, a list of service items is displayed: "Laptops", "Mobile Phones", "PDA", "Calling Card", and "Pager". At the bottom right of the category box is a "More..." button.



# CHALLENGES / BENEFITS IN DEFINING SERVICES

# Benefits

## Business & Consumers

- ❖ Facilitates customer interactions with IT service provider
- ❖ Simplifies process for requesting IT services
- ❖ Customer satisfaction improvement
- ❖ Consistent service provision standard
- ❖ Customers presented a well-defined IT service offering

## IT Organizations

- ❖ Web-based access reduces labor costs
- ❖ Managing services and fulfilling service requests with a standard tool improves service delivery time
- ❖ Efficiency improvements (less manual coordination)
- ❖ Helps balance performance norms with IT resources allocation – Demand Management
- ❖ IT's credibility increased

# Industry Statistics

65% of service catalogues fail to meet their objectives. (Infrastructure Executive Council research, 2008)

A financial company that deployed a tool for automating their IT service catalogue said that approximately 85% of their desktop deployment is now handled through this system. (Gartner)

Through 2013, 70% of IT organizations with a Service Portfolio project will rush to develop the IT service catalogue as a customer-ordering mechanism before documenting their IT service portfolios. (Gartner)

63% of CIOs at companies with high-impact service catalogues say those catalogues create more productive conversations with business partners about the value of an IT service partner. (Infrastructure Executive Council)

90% of infrastructure organizations have created some form of service catalogue. (Gartner)

Through 2013, enterprises must budget for the integration of at least three tools to the Service Portfolio tool to gain optimum service delivery automation. (Gartner)

Most IT operations groups have embraced IT service management as a goal for operational excellence. Only about 10% of IT operations groups are capable of creating an IT service portfolio today. (Gartner)

# What We Have Seen

Many organizations create service catalogue to list infrastructure products or systems

- Usually poorly designed
- Too technical- customers don't understand it

Catalogue is not effectively tailored to present information to meet audience needs & concerns

- Services are not validated with the customer- they need to understand service definitions
- IT lexicons used vs. common language

IT service catalogue doesn't reinforce service management

- Manage demand by showing customers what services actually cost
- Properly defined CI's for the service, forming the link to (i.e.) incident and change

No consistent service definition

- No metrics are defined
- No service models are utilized
- Minimum opportunity for re-use

# **CRAWL, WALK, RUN APPROACH - IT SERVICE CATALOGUE**

# Crawl, Walk, Run Approach





# Crawl - IT Service Catalogue

## Common Mistakes

- IT organizations don't realize they are offering services
- Too focused on the technology view as opposed to business view
- Wait to have a complete and thorough list prior to moving forward

### People



- ITSM is typically seen as "initial" Service Operation processes, and an immature change component of Service Transition.
- No Service Level Management Process or Service Catalogue Management
- Applications are seen as services
- Poorly / not-defined business services

### Process



- Believe need an extensive and complete tool to manage a Service Catalogue before actually using one
- Too focused on tools before developing capabilities with Operation and Transition processes

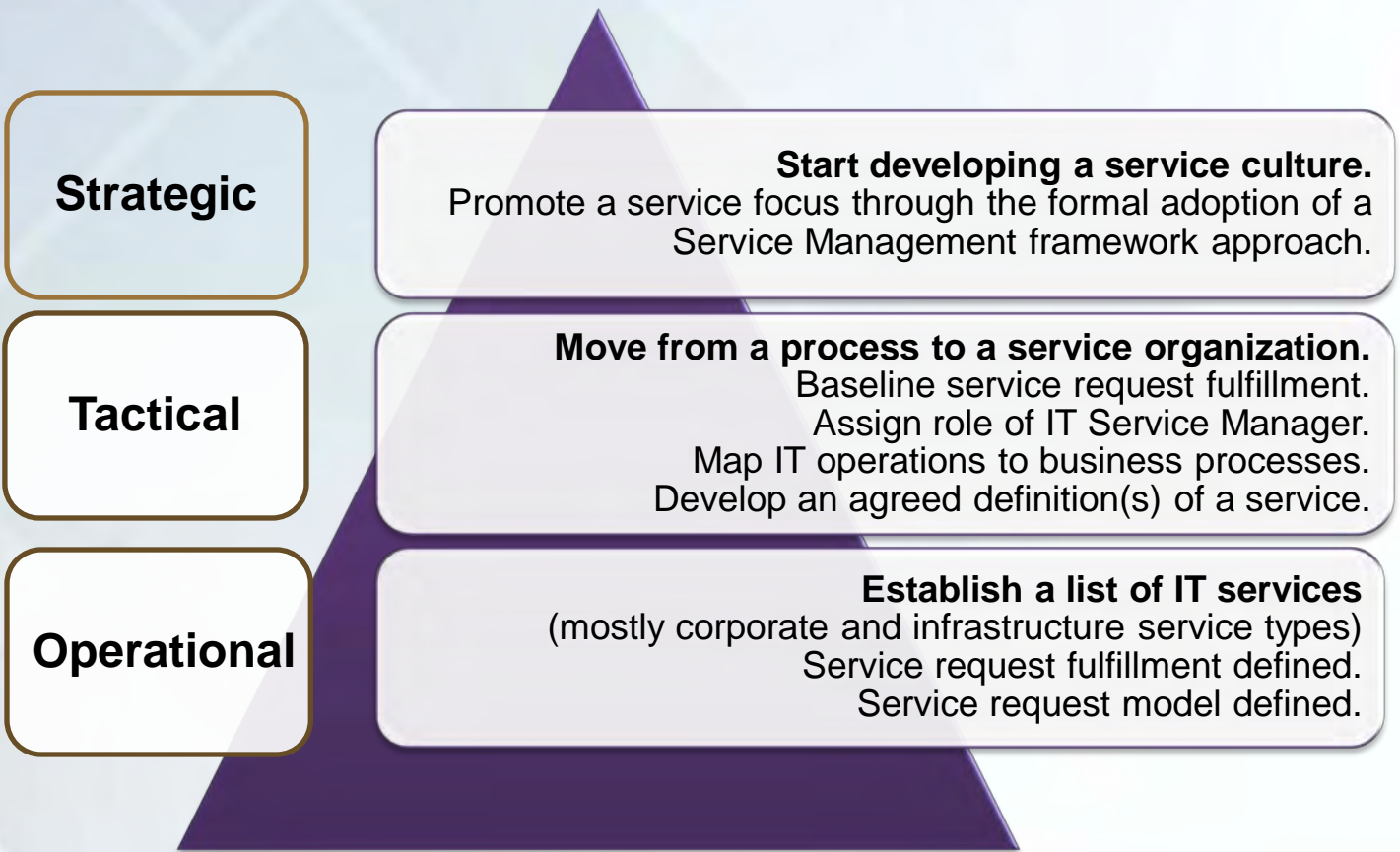
### Technology





# Crawl - IT Service Catalogue

## Recommended Approach







# Walk – IT Service Catalogue

## Common Mistakes

- Lack of IT staff awareness of the technology supporting services
- Lack of IT staff knowledge of the difference between technical and business services
- Lack of impact analysis on personnel

### People



- Service level manager role not properly assigned
- Poor acceptance of service catalogue & its operational usage
- No difference between a static and actionable catalogue
- Individual applications drive the IT catalogue organization's construct
- Publicized pricing that is not accurate or auditable

### Process



- Data inaccurate in the service list
- Information is too detailed to maintain accurately or at too high a level to be of any value
- Actual tool doesn't provide service request automation
- Pursue tool selection before having true understanding of their services
- Focus on tool deployment rather than processes

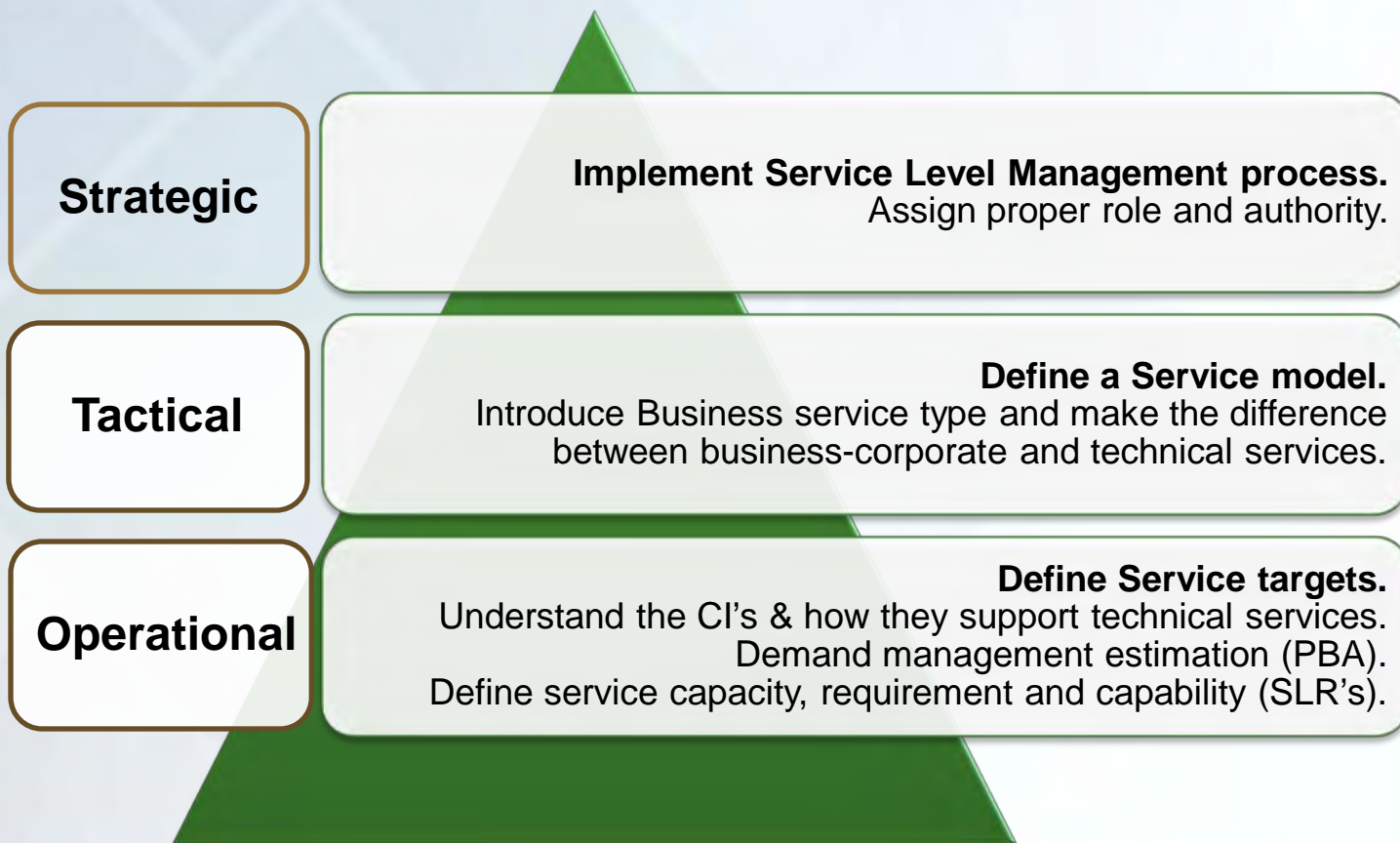
### Technology



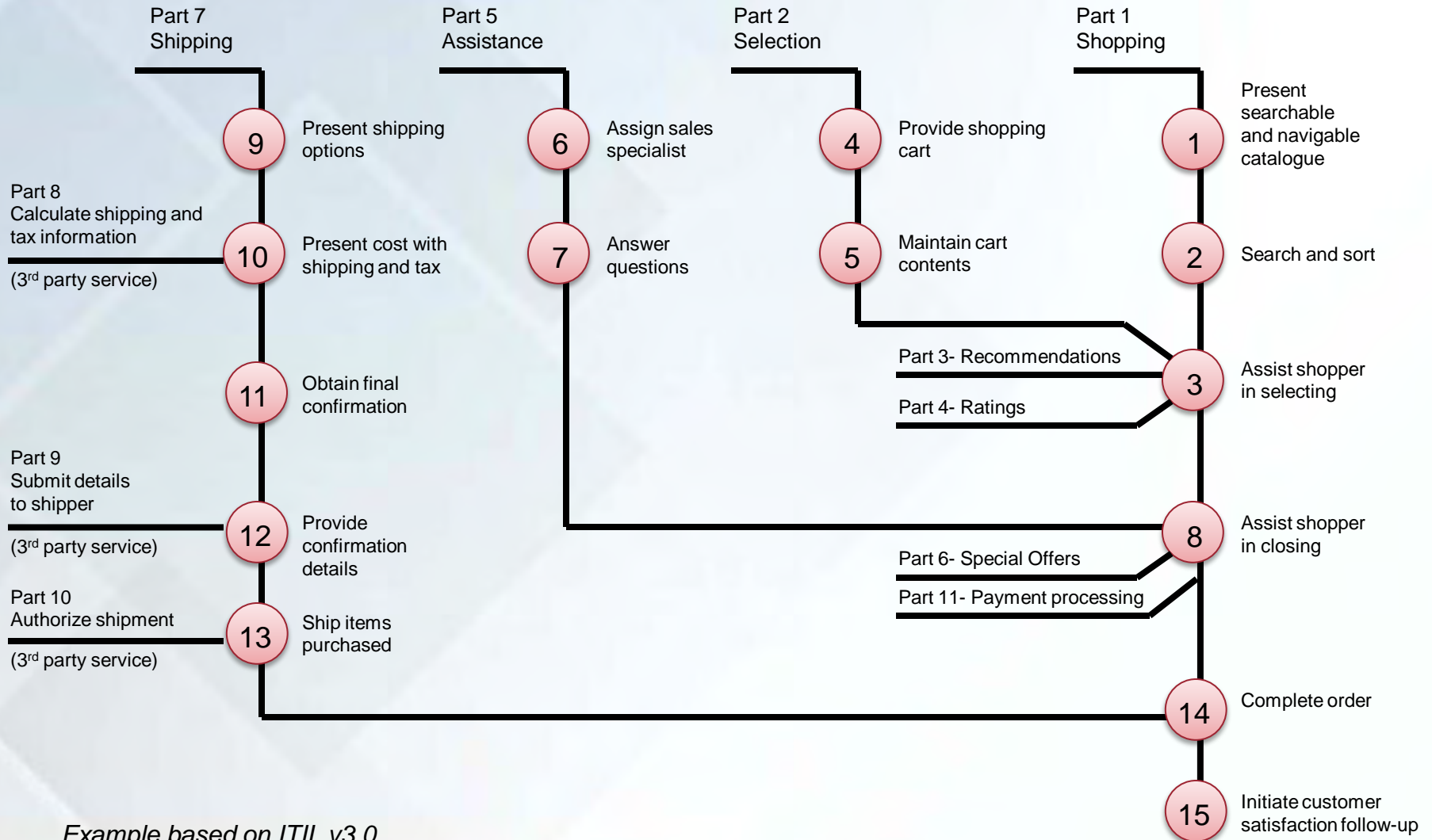


# Walk- IT Service Catalogue

## Recommended Approach



# Dynamics of a Service Model



Example based on ITIL v3.0



# Run- Service Catalogue

## Common Mistakes

- No IT Service Catalogue owner (lack of governance)
- IT service providers tend to underestimate the impact of changing how their IT team manages Service requests

### People



- Services are not kept up to date (failure to grow the SC with the rest of ITSM)
- Confusion between Service Targets and SLA
- Antiquated service request systems

### Process



- Adding too many tools
- Failure to understand the relationship between CMDB, Service Desk and Service Catalogue
- Failure to exploit self-service features (automation)

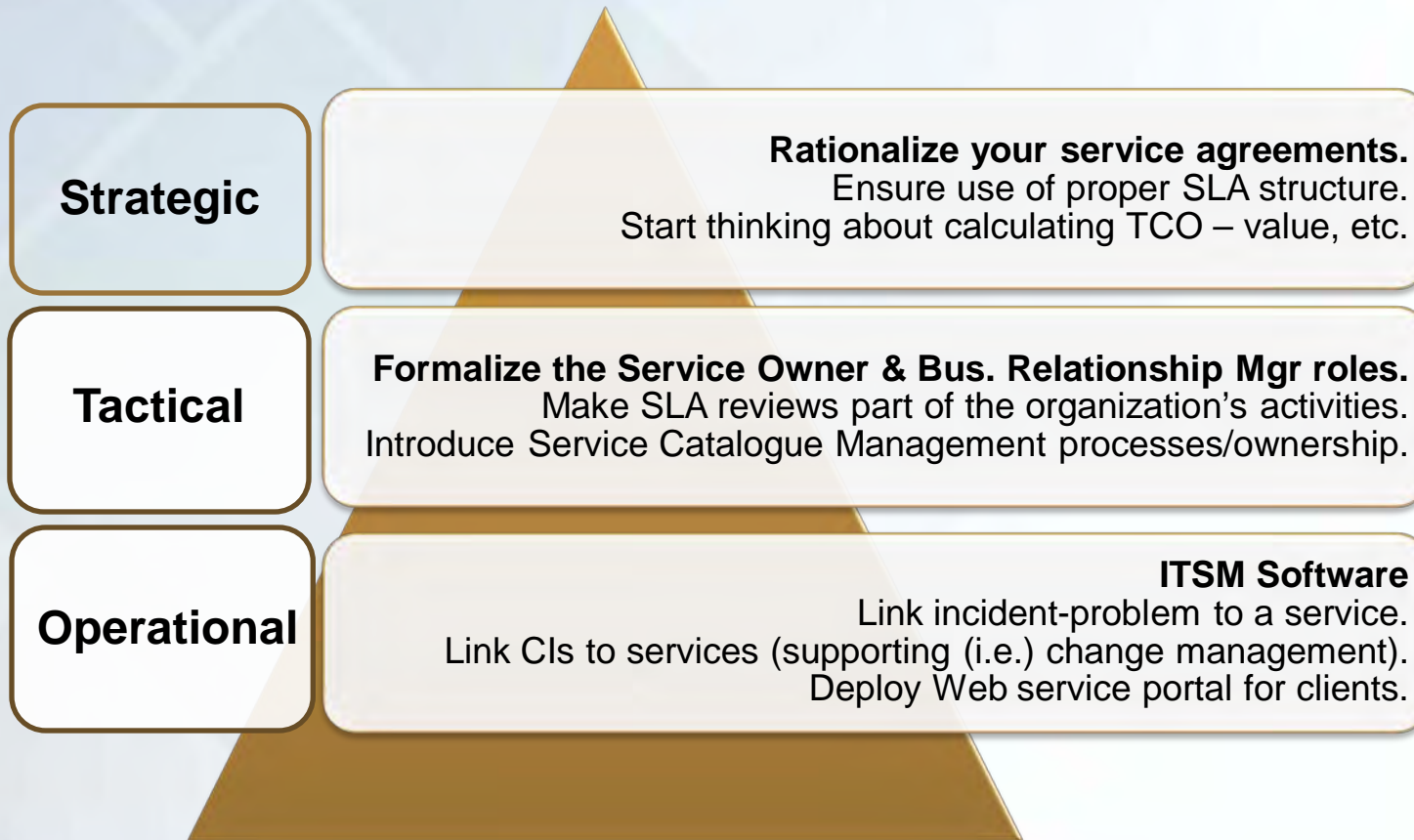
### Technology





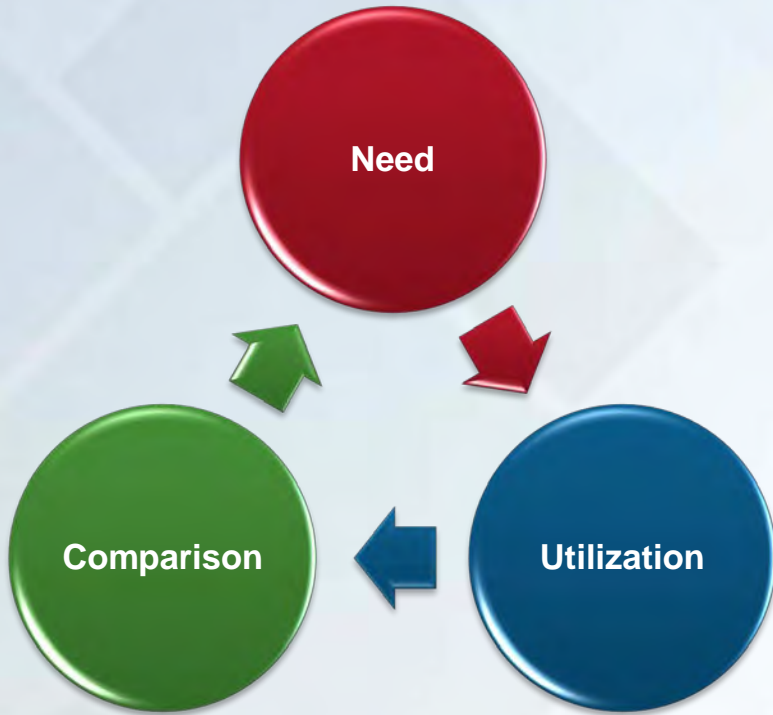
# Run- Service Catalogue

## Recommended Approach



# **POWER OF A VALUE BASED MANAGEMENT (VBM) APPROACH**

# What is Value



- ❖ Value starts with **Need**
  - Increase top-line sales by 15%
  - Increase customer satisfaction
  - Lower time to delivery

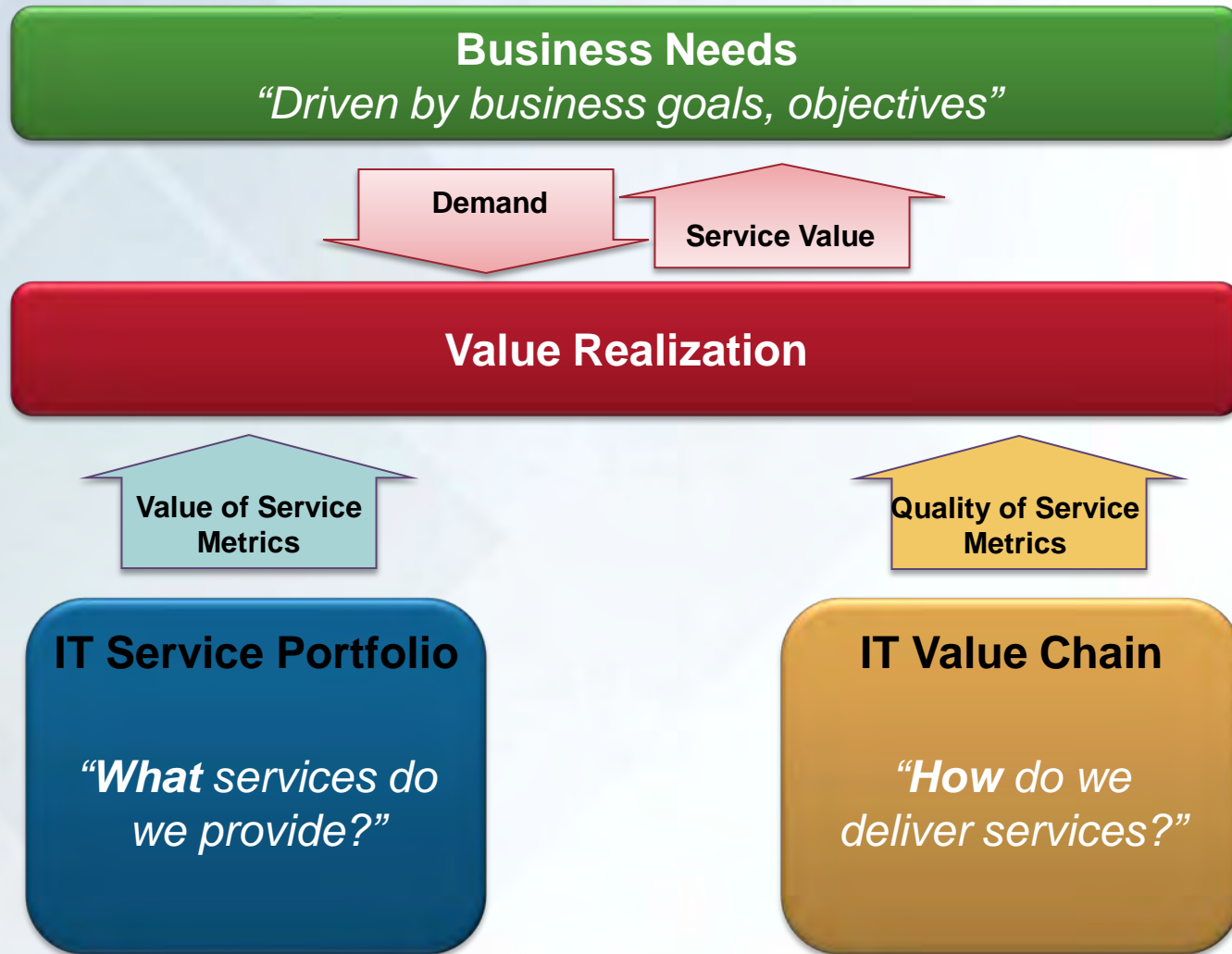
- ❖ Effective **Utilization**

- Best way to meet the need
- Efficiency and effectiveness

- ❖ Basis for **Comparison**

- If you only have one it is both the most and least valuable
- Requires a business focused method for comparison

# The Value Model





# Service Value Score-Card (sample)

Service Performance			
Fit for Purpose		Quality of Service	
User Functionality	9	Availiability	9
Design Change Requests	5	Capacity	5
Impact to Business Task	8	Continuity	8
Total Cost of Service Ownership			
Direct Costs		Indirect Costs	
Hardware Maintenance	\$20,000	Technical Maintenance	\$40,000
Software Maintenance	\$7,200	Service Desk Support	\$5,000
Risk to Business Goals			
Business Impact		Service Complexity	
Business Dependency	4	Dependant Services	4
Business Alignment	2	Complexity of Service	2
Service Empowerment	3	Technology Maturity	3

# Value Maturity Roadmap



# AVAILABLE RESOURCES

# Available Resources

## ❖ Industry Links

- [www.isaca.org](http://www.isaca.org) (COBIT, VAL-IT, Risk-IT)
- [www.pmi.org](http://www.pmi.org) (PM-BOK)
- [www.sei.cmi.edu](http://www.sei.cmi.edu) (CMMI)
- [www.iso.org](http://www.iso.org) (ISO20000, 27000)

## ❖ Emtec

- [Emtec Event Archive](#)
  - Crawl, Walk, Run Approach to ITIL- Apr 2011
  - CMDB: Design for Success- Nov 2010
  - VBM: Measuring the Business Value of IT-Sept 2010
- Whitepaper: Business of IT: Practical Guide to Measuring the Value of IT Services
- [www.emtecinc.com](http://www.emtecinc.com) or [www.emtecfederal.com](http://www.emtecfederal.com)

# Service Catalogue Examples



Welcome to TELUS.



Preferred language/Langue de préférence:

English  Français

I'm interested in information for:

Personal use  Business use

Select your region

So that we can show you the products available in your area.

- ▶ Alberta
- ▶ British Columbia
- ▶ Manitoba
- ▶ New Brunswick
- ▶ Newfoundland
- ▶ Northwest Territories
- ▶ Nova Scotia
- ▶ Nunavut
- ▶ Ontario
- ▶ Prince Edward Island
- ▶ Québec
- ▶ Saskatchewan
- ▶ Yukon
- ▶ USA
- ▶ International

# Service Catalogue Examples

Service Category: Networking Services							
Service Description: Service support and delivery of standard/approved network devices and associated components.							
Ref#	Service	Contact	Service Definition	Base Level Services	Services Not Included	Service Availability	Service Charge(s)
4,1	LAN Administration	IT Network Services 555.555.5555 (x555)	Local Area Network (LAN) design, implementation, support, daily administration and management.	<ul style="list-style-type: none"> <li>- Network jack installation</li> <li>- Router installations &amp; configuration</li> <li>- Customer issue analysis and resolution</li> <li>- Issue management and escalation to external vendor(s)</li> <li>- Underpinning contract (UC) negotiation and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>- Redundant network connections</li> <li>- Non-standard network devices</li> <li>- Third party network connections</li> <li>- Wireless access / access points</li> </ul>	24 hours/day, 7 days/week, 365 days/year for registered IT customers and Configuration Items (CIs), excluding official holidays	No Charge
4,2	WAN Administration	IT Network Services 555.555.5555 (x555)	Wide Area Network (WAN) Services ensure consistent, reliable and available wide area network services to customers including maintenance of all passive and active customer network connections such as routers, bridges, switches and all associated wiring.	<ul style="list-style-type: none"> <li>- Network backbone installation and configuration management including:                             <ul style="list-style-type: none"> <li>- Bridges</li> <li>- Switches</li> <li>- Routers</li> <li>- Cabling</li> </ul> </li> <li>- Issue management and escalation to external vendor(s)</li> <li>- Underpinning contract (UC) negotiation and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>- Redundant network connections</li> <li>- Non-standard network devices</li> <li>- Third party network connections</li> </ul>	24 hours/day, 7 days/week, 365 days/year for registered IT customers and Configuration Items (CIs), excluding official holidays	No Charge

# CONCLUSION

# Crawl, Walk, Run Approach



**What services do our clients want & when do they want them?**

- Service Catalogue
- Service Level Requirements
- Service Level Agreements



**What are the service-components required to deliver the services?**

- Service View - Configuration Items
- Do the responsible teams deliver service-components in a manner consistent with clients' service requirements?
- Operational Level Agreements & Underpinning Contracts



**Do we collect meaningful data on the status of each component, measured over time?**

- SLA Monitor
- SLA Reporting



# Crawl, Walk, Run Approach- IT Service Catalogue

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