

Creating a Service-Oriented IT Organization through ITIL



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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



Office of Government Commerce

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?
- More “shelfware” with no return!
- Two guys walk into a bar ...
- **Music to my ears!**

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
- Employs a wide variety of technology elements but these elements must be transparent (invisible)

Service management is a behavioral shift

- Necessary to avoid irrelevance and punitive outsourcing



ITSM is simply formal definitions for common sense

Core ITIL Processes

Assess opportunities for pragmatic process work

- One bite at a time

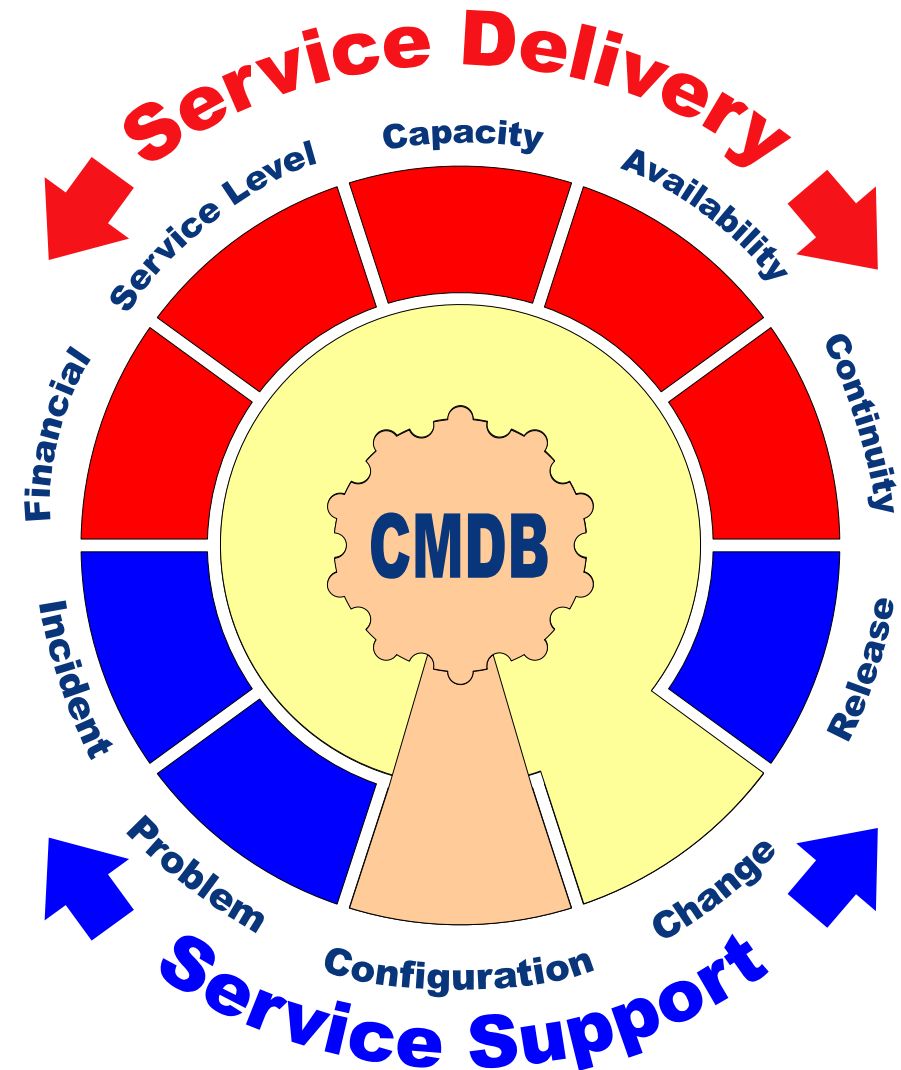
Start with Incident Mgmt.

- Existing tools
- Existing tasks
- Good proof point

Follow quickly with Configuration and Change

- The center of ALL IT functions

Processes feed each other



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 drive 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 day one

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

itSMF 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 Platinum Sponsor
and contributor of **itSMF** USA
<http://www.itsmfusa.org/>



Attend ITSM Fusion – Sept. 2007 in Charlotte, NC

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Here Comes ITIL Version 3

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 (Woo Hoo!!)

ITIL v3 is a big improvement, but still no panacea



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 real 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 officially 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 will yield 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

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

ITIL Process Automation & CMDB Population

Automated Incident Triage

Problem Management Analysis

CMDB Population

Change Impact Management

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

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

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