
ITIL V4? ISO20000 V3? Service Management for Optimising Business Processes

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Agenda

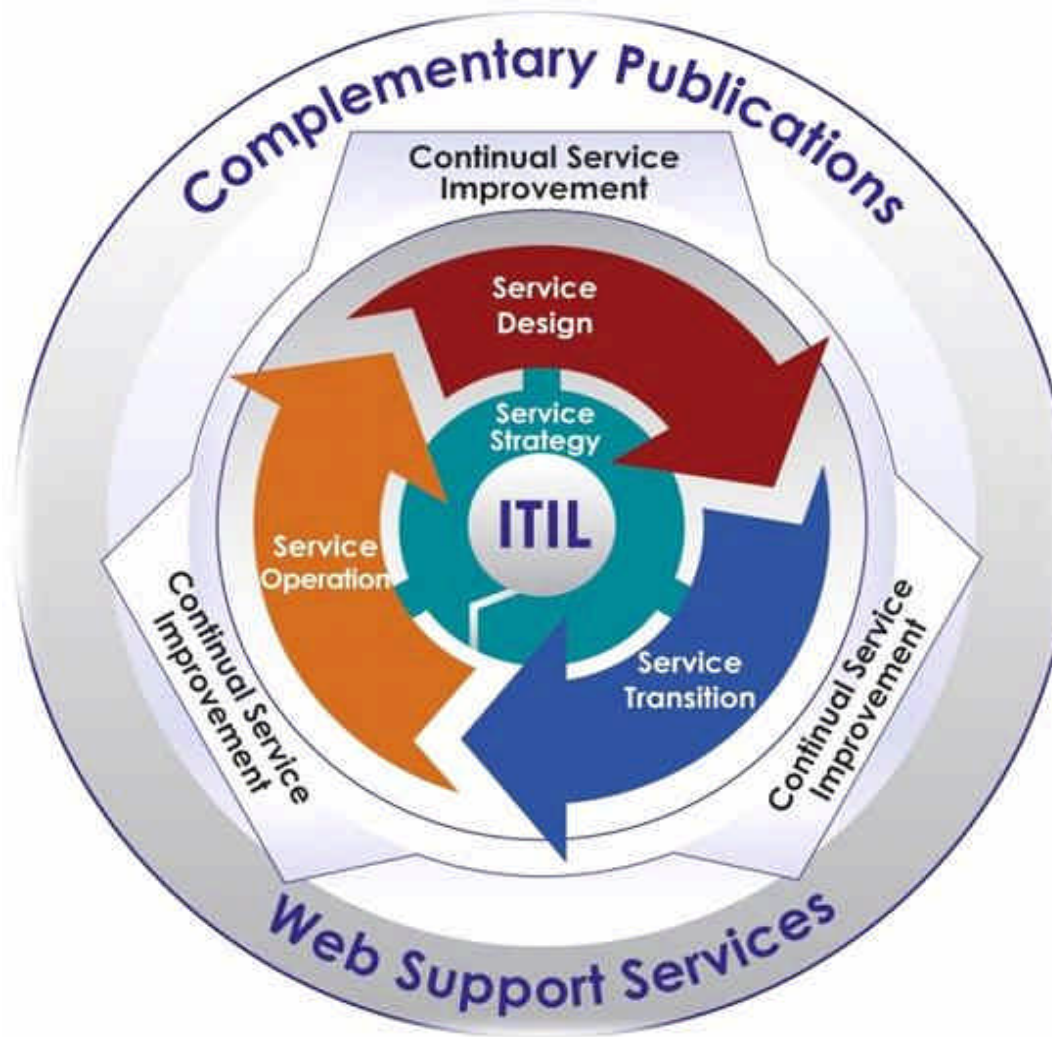
- The present
- Adapting ITIL/ISO 20000 into business processes
- Examples
- The future

Lynda Cooper

- 20+ years Coopers & Lybrand, FI/OSI/Xansa, Fox IT, Independent
- Accredited trainer and consultant
- ITIL3 “Expert”, working towards ITIL Master
- Co-author BS15000 and ISO20000
- UK expert representative to ISO committee

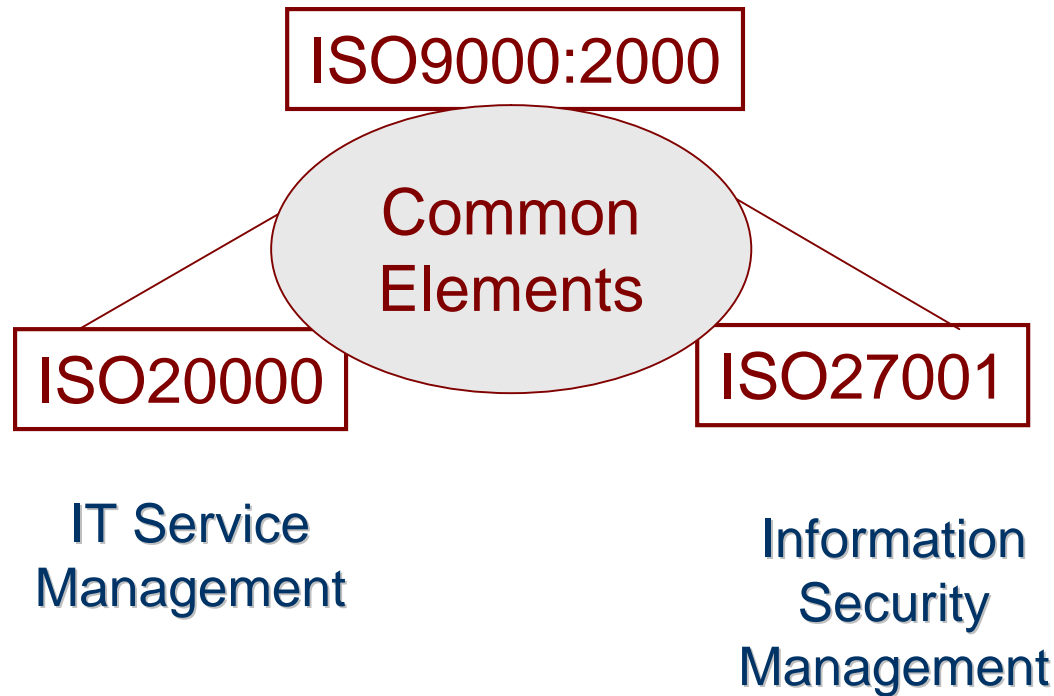
The present: IT Service Management

The ITIL[®] Framework



5 lifecycle stages
26 processes
4 functions

Management System Standards



**ISO9000 and
ISO/IEC 27000
apply to
anything**

- not just IT
- why not
ISO/IEC 20000?

The IT in service management

- IT processes to ensure the applications and infrastructure function as required
 - Specific skills
 - Things go wrong – incidents
 - Things need to change – requests for change
 - Multiple suppliers
 - Service levels
 - IT is different!
- Business processes to ensure that the business processes function as required
 - Specific skills
 - Things go wrong – issues? Problems?
 - Things need to change – ask for change
 - Multiple suppliers
 - Service levels
 - Is it?

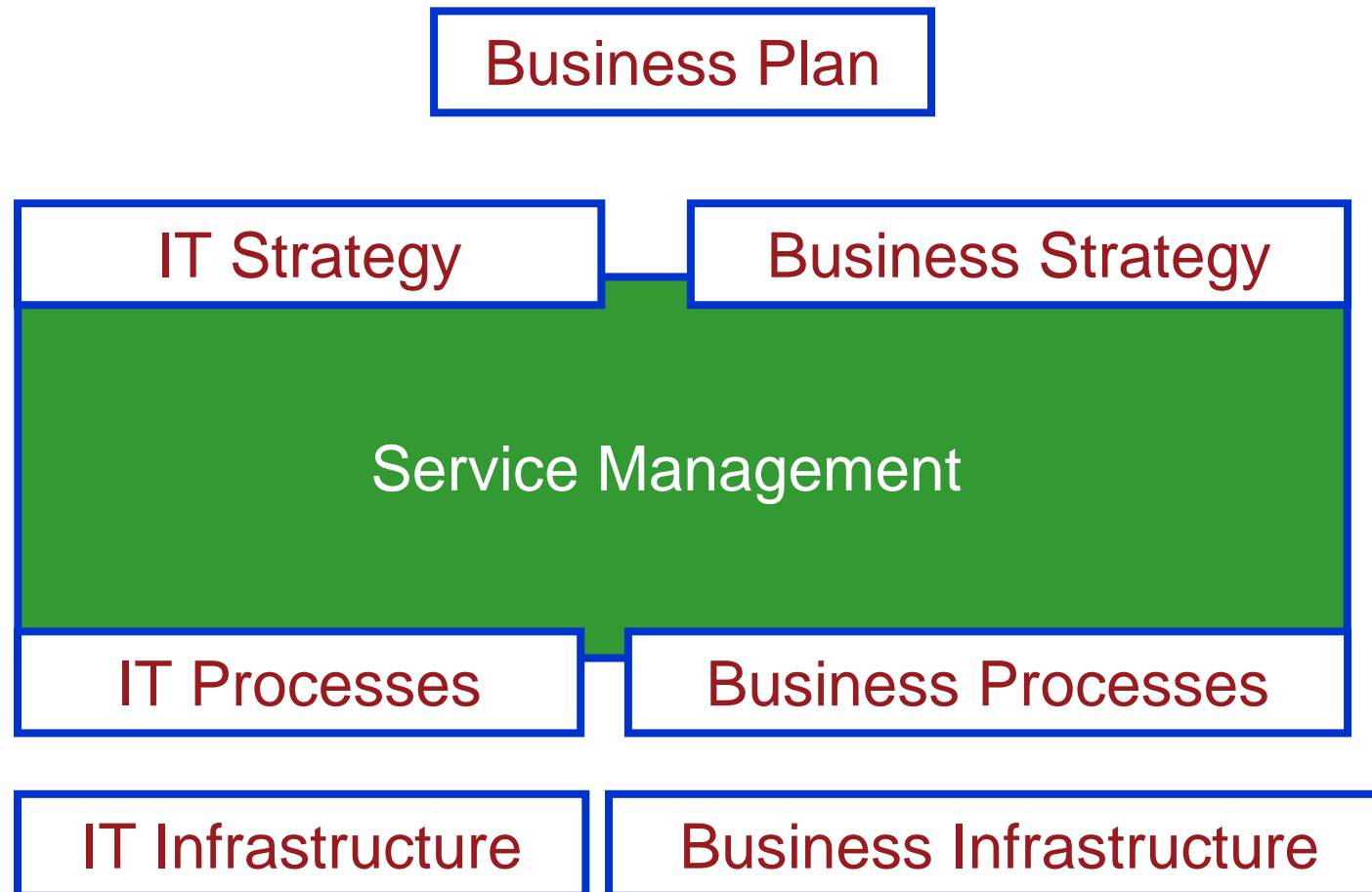
Adapting ITIL/ISO 20000 to business processes

An exercise in translation

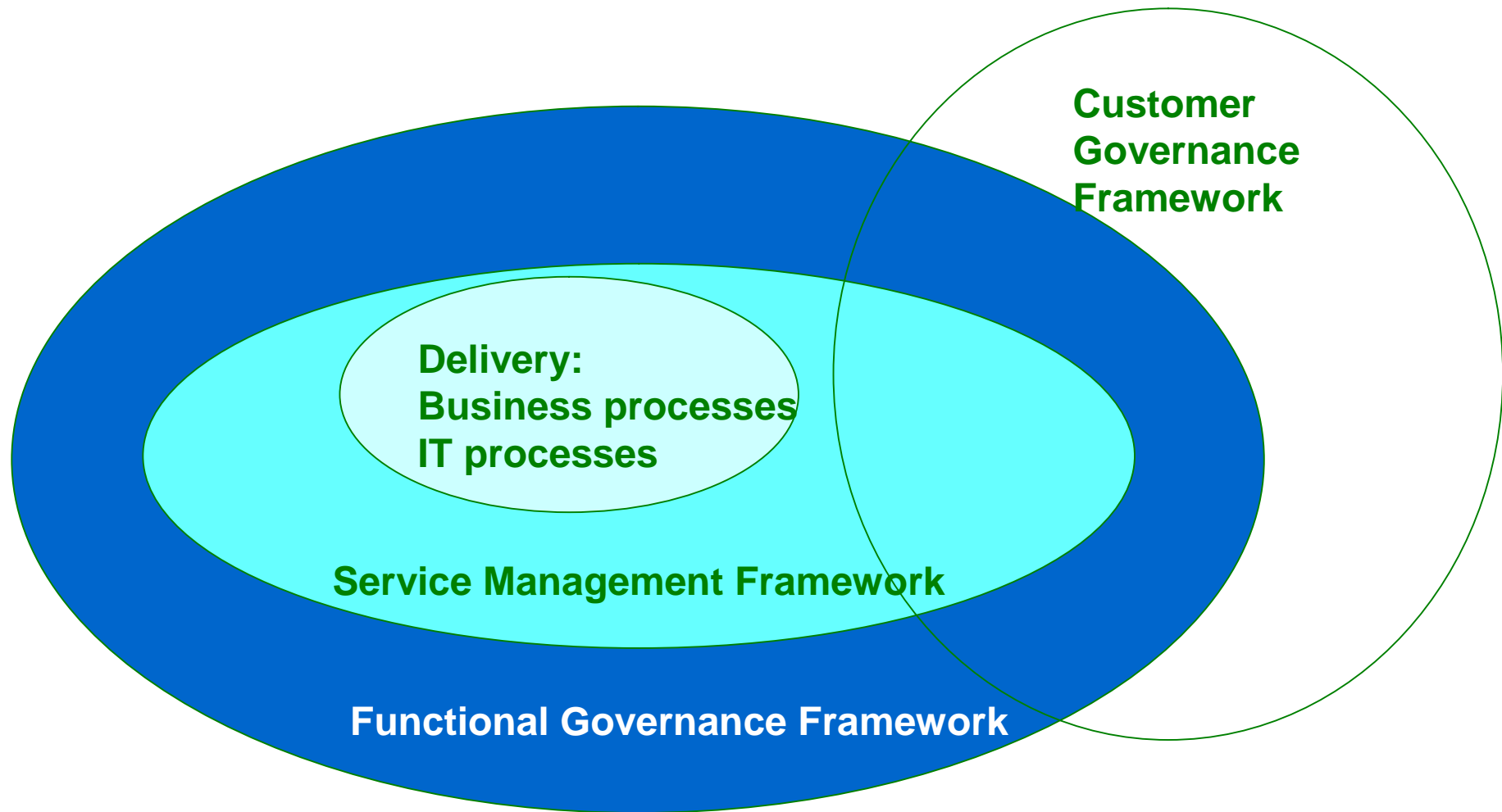
Any service based business

- Restaurant
- Hotel
- Airline
- Finance
- HR
-
- Strategy
- Design
- Transition
- Operation
- Continual Improvement

Service Management in Context



Process frameworks



Service strategy

- Service strategy
 - SM strategy combined with business strategy
- Financial management
 - Budgeting, accounting and charging
- Demand management
 - Patterns of business activity and forecasts
- Portfolio management
 - Current, retired and future business processes and services

Service Design

- **Service Catalogue Management**
 - Catalogue of business processes and services
- **Service Level Management**
 - SLAs documented
- **Information Security Management**
 - ISO27001 or client risk & compliance requirements

Service Design ctd

- **Capacity Management**
 - Staff resources and other facilities required to achieve workload based on timings of business process activities
- **Availability Management**
 - Staff rotas, shift patterns, seat utilisation
- **IT Service Continuity Management**
 - Business continuity plans
- **Supplier Management**
 - For internal and external suppliers including IT

Service Transition

- **Transition Planning, Testing, Evaluation**
 - New/major change to business processes and services
- **Change Management**
 - Recognising change is key
- **Service Asset and Configuration**
 - Baseline documents – e.g. processes, training material
 - Supporting IT assets
- **Release & Deployment Management**
 - Training and use of new templates/processes
- **Knowledge Management**
 - Knowledge of each business process and service

Service Operation

- **Event Management**
 - Threshold that triggers an event e.g. too many transactions to complete in a day
- **Incident Management**
 - Operational business process and IT incidents
- **Request Fulfilment**
 - Formal or informal part of scope
- **Problem Management**
 - Required but need to recognise incidents first
- **Access Management**
 - Especially with offshore operations

ITIL3 functions for Business processes

- **Service Desk**
 - A point of contact - not necessarily a desk but a group of staff (SM team?)
- **Application Management**
 - BPM – business process management
- **Technical Management, IT Operations Management**
 - May involve some facilities management
 - Much will be not applicable

Continual Service Improvement

- 7 Step Improvement Process
 - Lean 6 Sigma is usual
- Service Reporting
 - Contractual service reports
 - MI for clients – part of the business processing
 - MI for internal use to measure and control the service
- Service Measurement
 - SLAs – timeliness and quality
 - Resources, attrition, Esat & Csat, downtime impacting service etc

Examples from business process outsourcing

BPO Business as usual

- Business processes set up and functioning
- Service levels managed
- Service reports produced
- Monthly client meetings
- Business continuity plan set up
- Suppliers contracted
- Staff skills and rotas managed

Incident management

- Incident, issue, problem, escalation, complaint
 - All terms for an incident
 - 100 complaints in one week!
- Log? Report?
- Major incident? Classification? Prioritisation? Communication?
- IT related incident – handling without understanding IT terminology



Swine flu pandemic

- How to handle?
 - Incident management
 - Change management
 - Force majeure in contract
 - Business continuity management
 - Risk management



Customer satisfaction

- SLAs all green
 - but customer not happy
- SLA not revisited since contract set up several years ago
- No service cycle of continual improvement
- No customer satisfaction survey



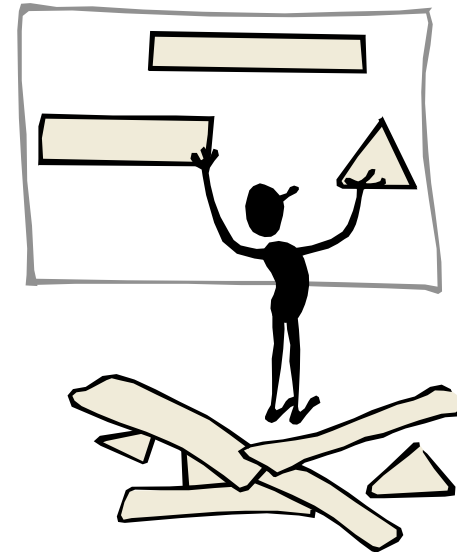
When the credit crunch hits a key supplier

- Key supplier goes into administration with 2 days notice
- Major incident with no incident management process
- Supplier management absent
- Business continuity – was with the same supplier



Changes

- What is a change?
- Emergency changes – email?
- Workaround – quick phone call?
- Impact assessment – of what?
- Moving floors in the same building
 - Change or not?
 - No impact on customer?
 - Less desks – change of shift patterns
 - Dependency on IT?



The future

The challenges

- That does not apply to me – it is for IT
- I am not going to use it
- Education/mind shift
- Books, standards, guidelines, qualifications
- Time
- Show quick wins
- Demonstrate benefits

Benefits of applying SM to business processes

- Common terminology
- Environments are controlled
- Managed processes providing confidence to customers
- Service wrapper around the business processes
- A recognised management discipline for the control of ongoing services
- Link to corporate governance

The future?

- ITIL is not just for IT
- ISO 20000 is not just for IT
- Service management is recognised as a management discipline for IT and business

- SML – Service Management Library?
- ISO50000 – Service Management?



Questions

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Service 20000

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