

Berner Fachhochschule

Wirtschaft und Verwaltung

**„ITIL Implementierungsvorgehen“ &
„The extended process maturity framework“
(EPMF)**

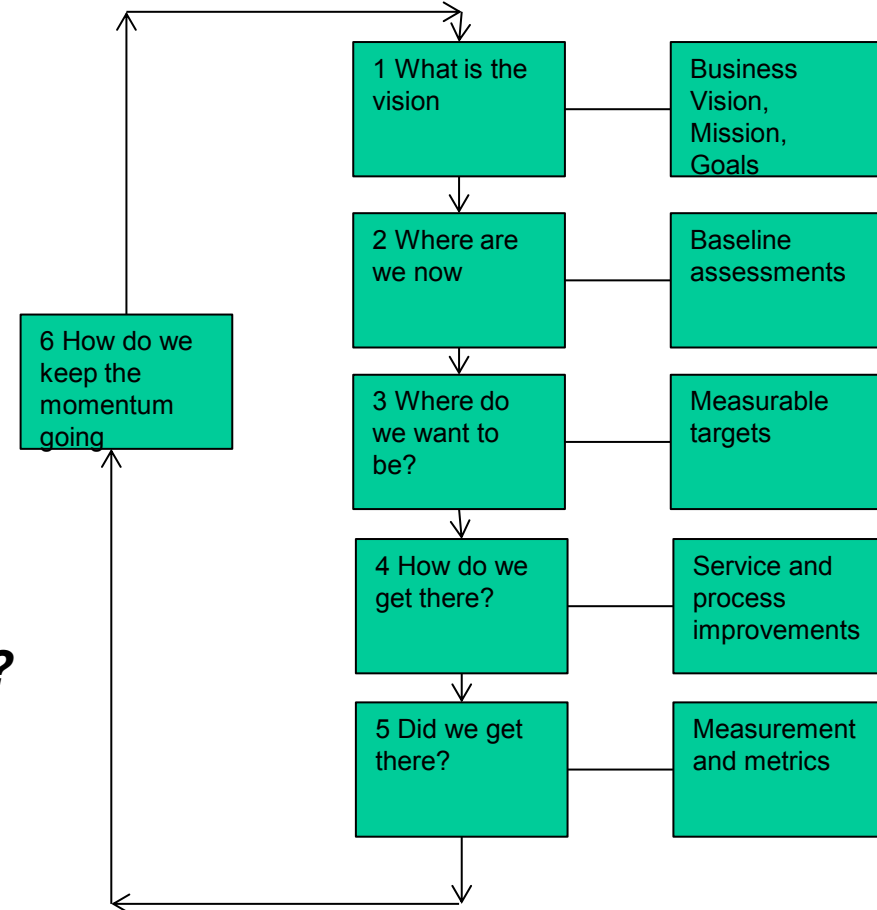
Prof. Dr. Konrad Walser

Vorbemerkungen zur vorliegenden Folienserie

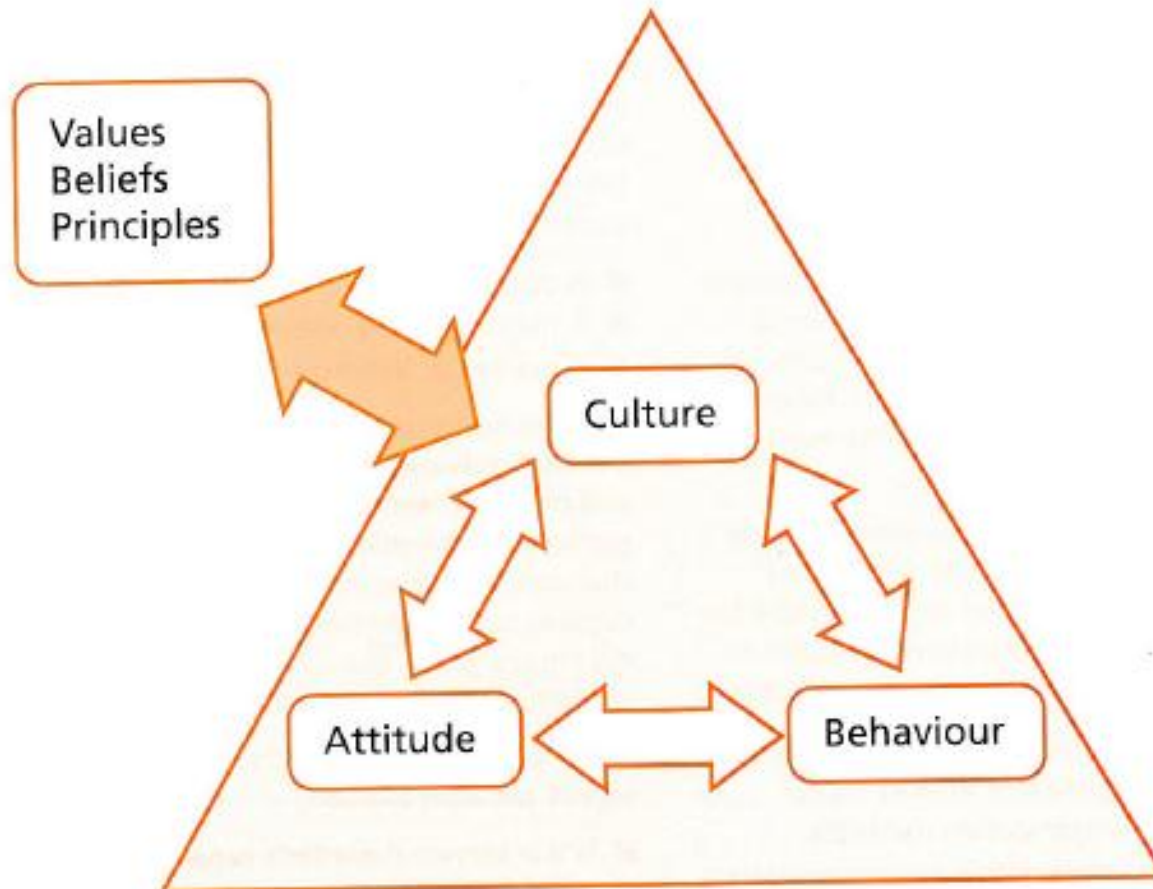
- Achtung: Diese Folienserie kann nur einen kleinen Überblick darüber vermitteln, was ITIL Implementation und ITIL Maturity Management umfasst.
- Die umfassende Darstellung finden Sie in: Rudd, C. (2010): ITIL V3 – Planning to implement Service Management, OGC/TSO.
- Maturitäts-Management wird auch im Band Service Design abgehandelt, allerdings mit einem wesentlich einfacheren Maturitäts-Modell.

Überblick - Inhalt

- Einführung
- Achieving cultural change
- ***What is the vision?***
- ***Where are we now?***
- ***Where do we want to be?***
- ***How do we get there?***
- ***Did we get there?***
- ***How do we keep the momentum going?***
- Relationships, roles, organisation, and structure

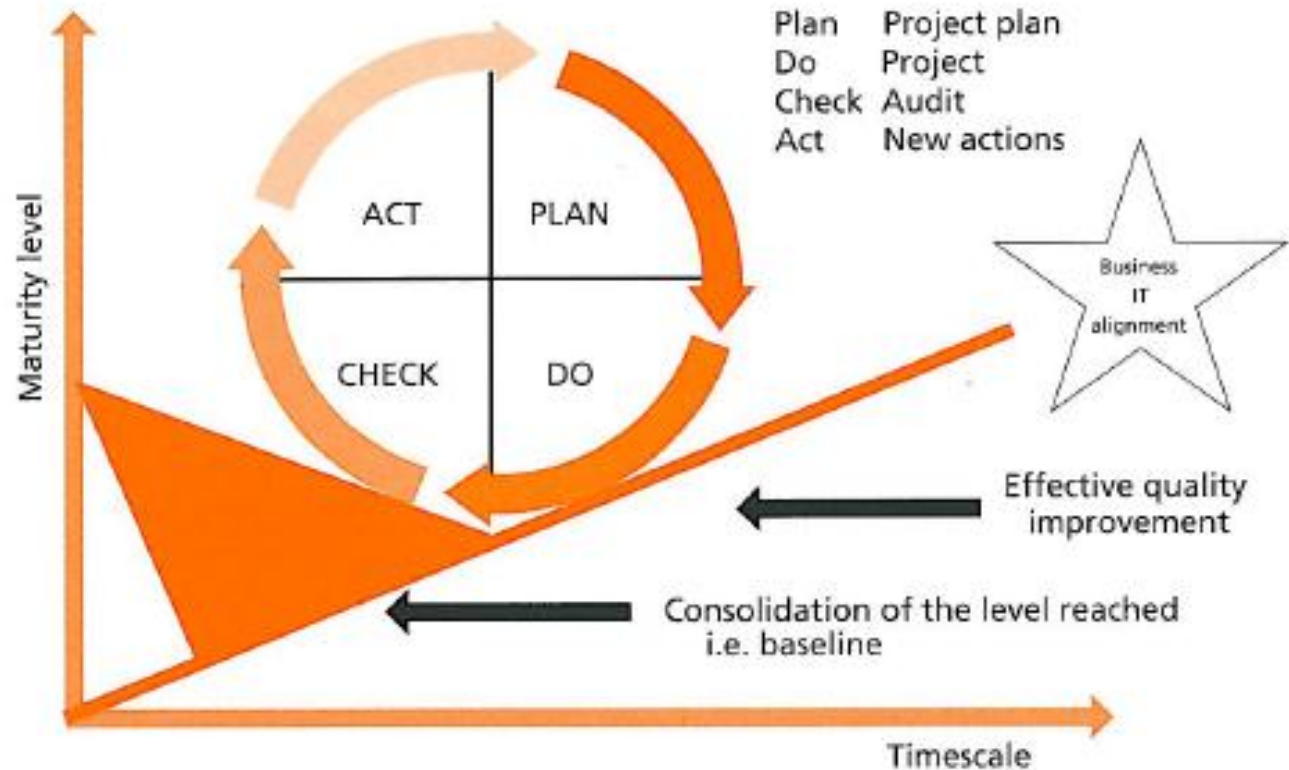


Behavior, Attitude und Culture

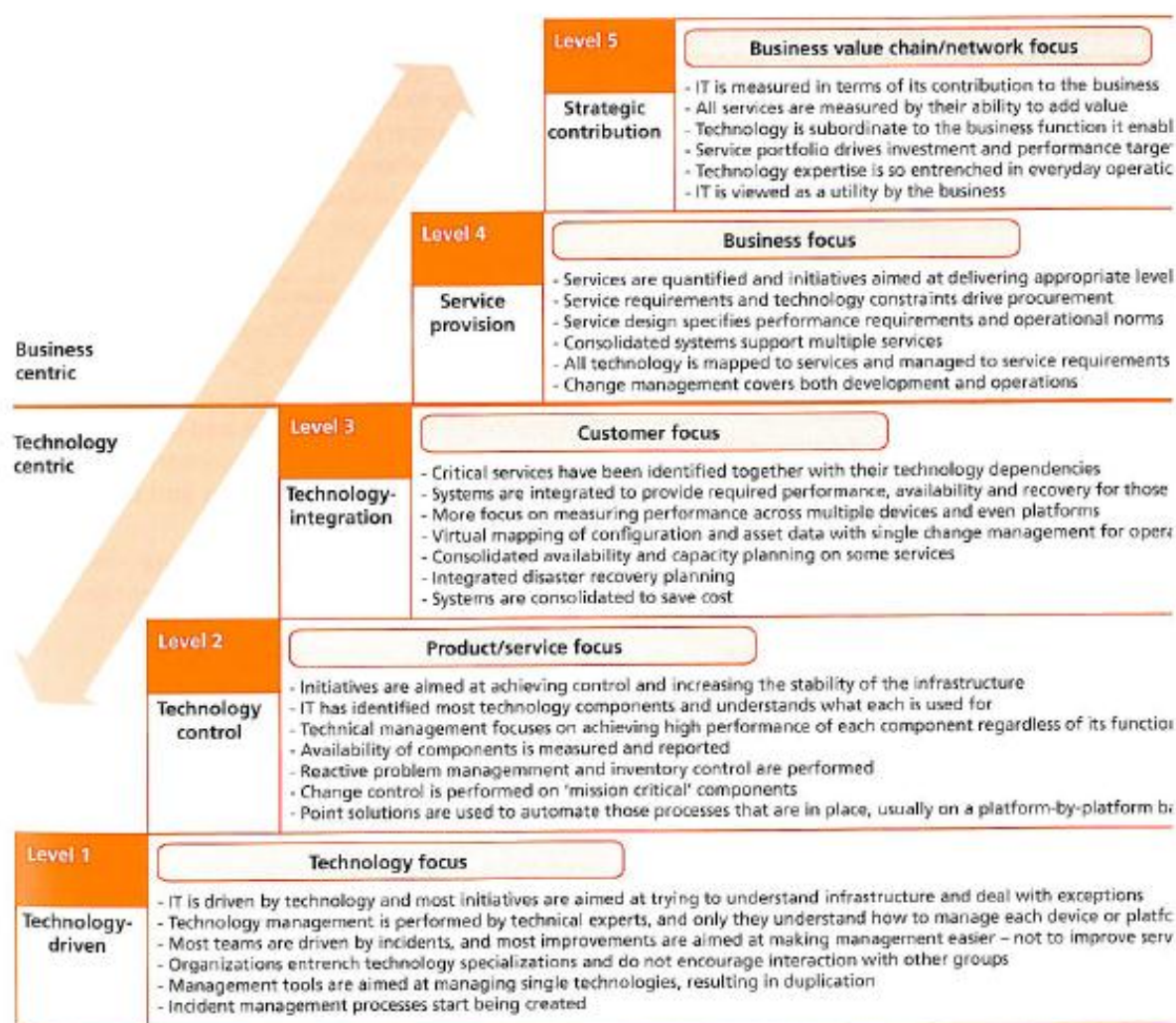


Deming Cycle – Plan-Do-Check-Act

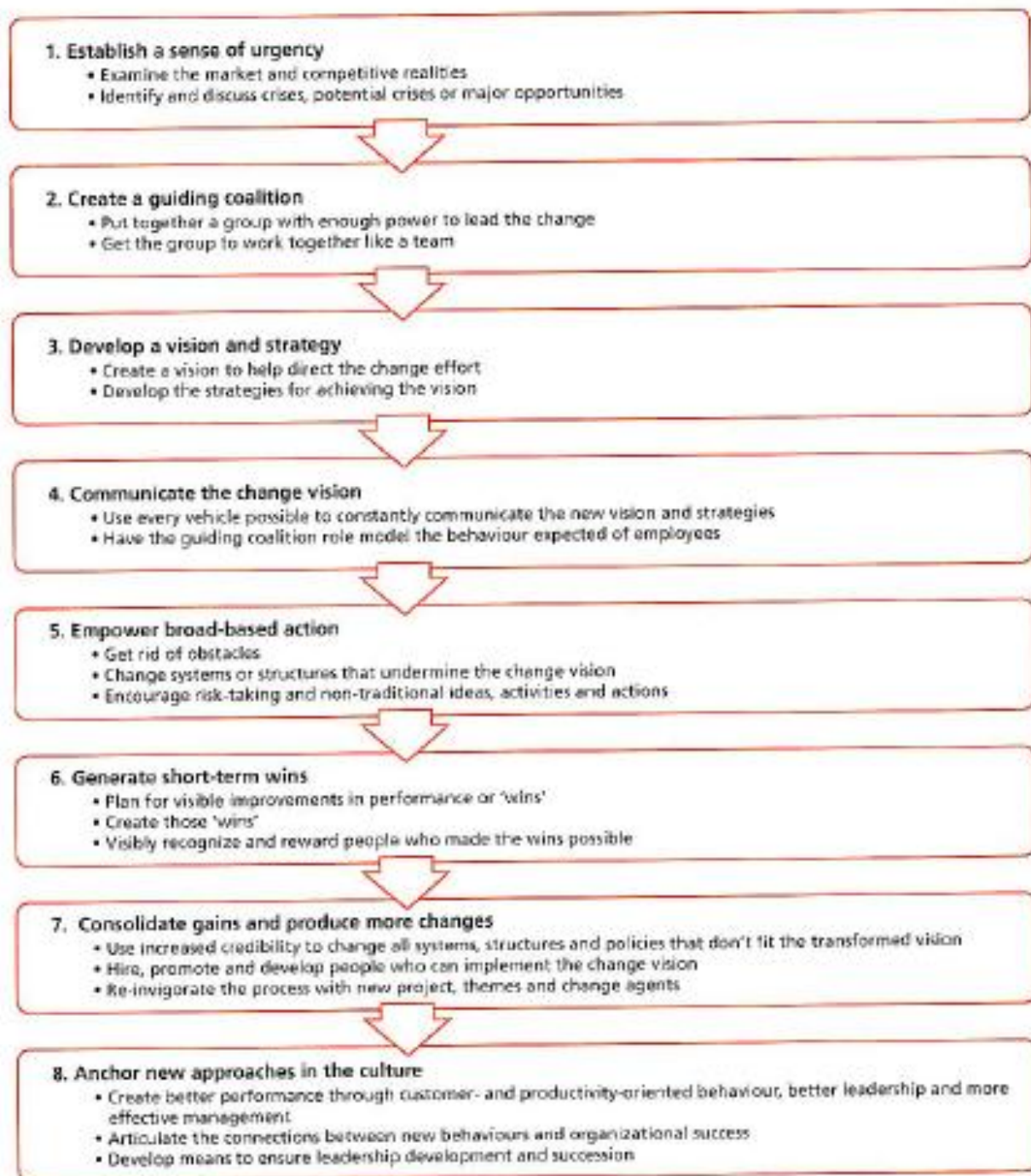
Continuous quality control and consolidation



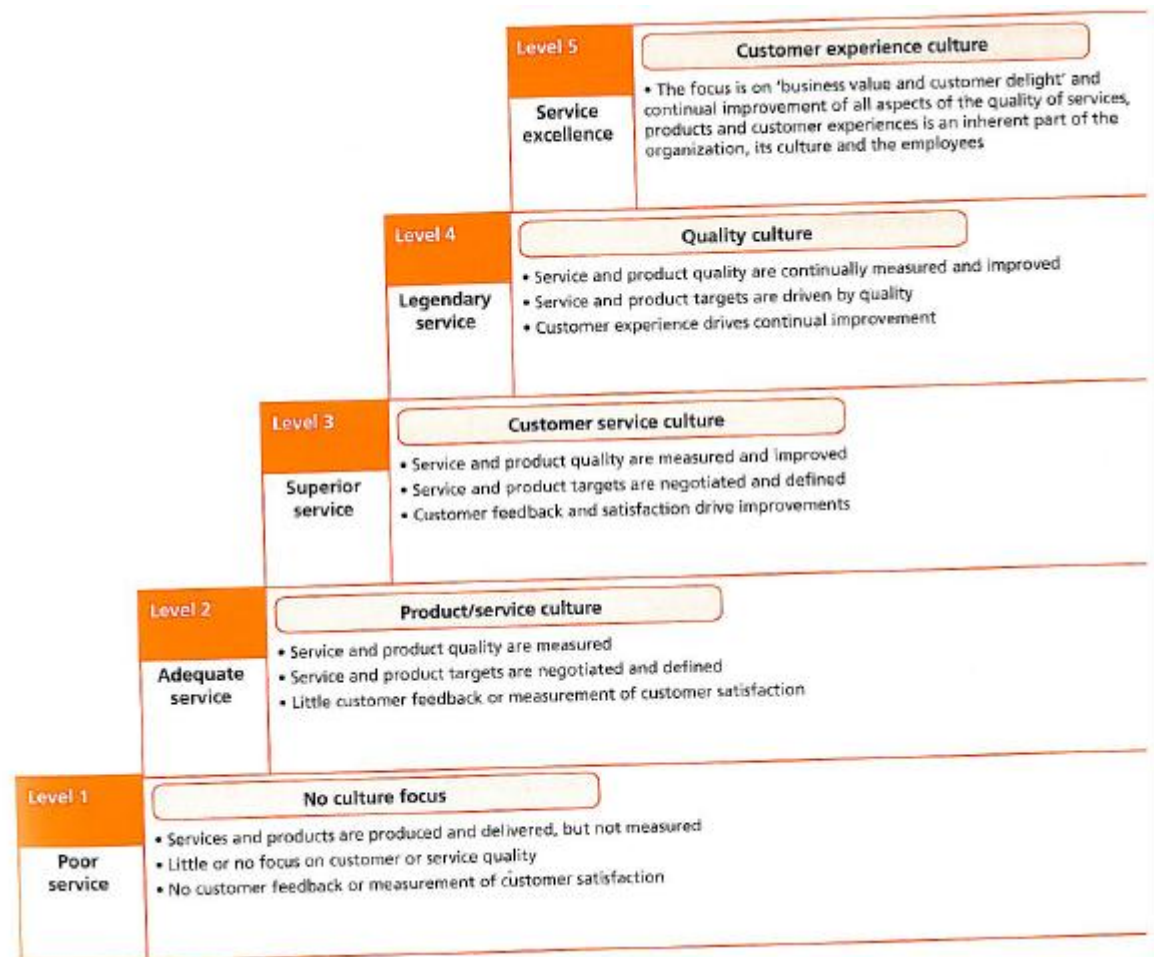
Technologie- und Geschäfts-orientierte Maturitätslevel der IT



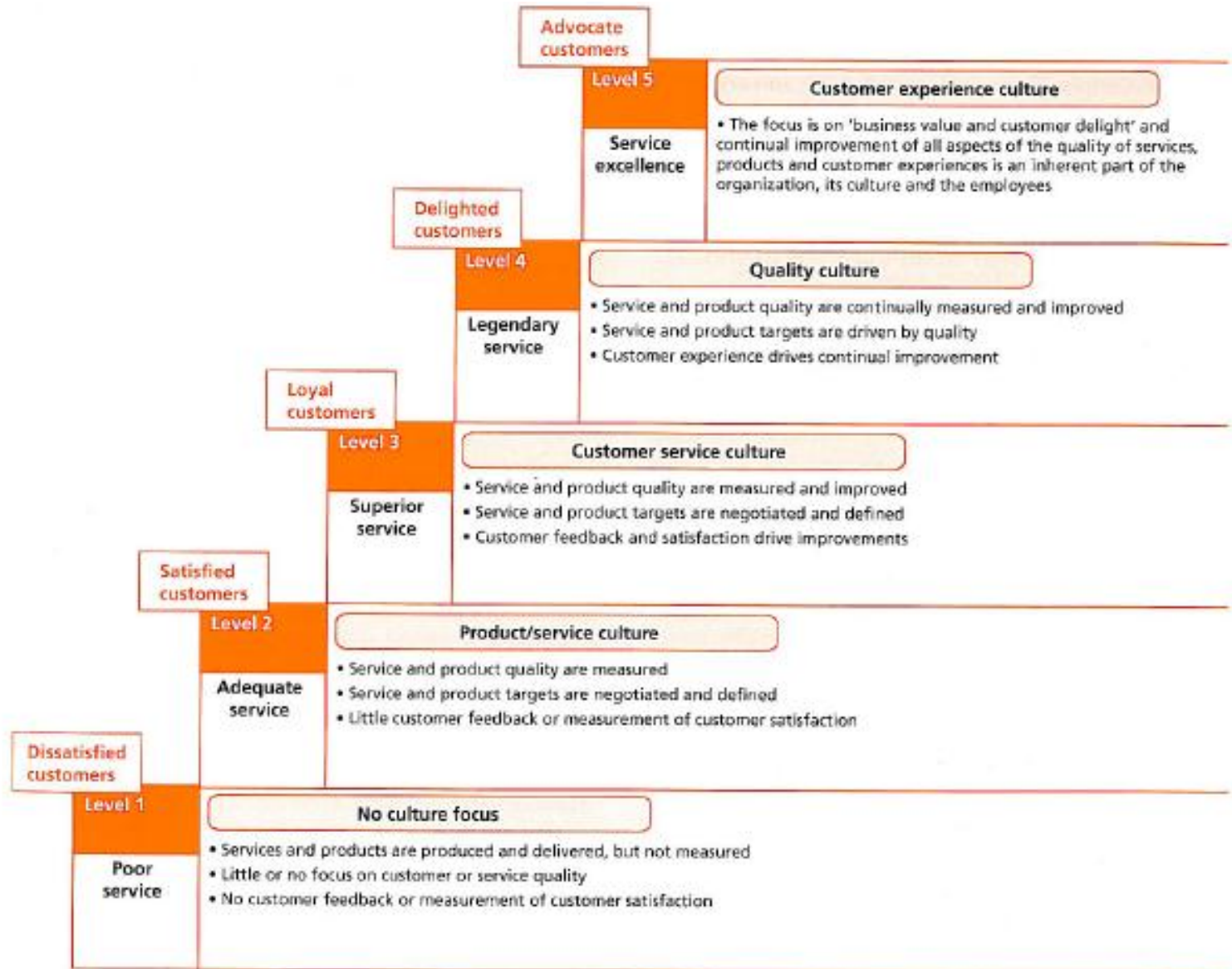
8-Schritt-Modell für das Change Management



Service Levels sowie organisatorische Maturität und Kultur



Beziehung zwischen organisatorischer Maturität, Service Level Kultur und Kundenzufriedenheit



Schritt 1: Create the vision with supporting high-level objectives

Step 1: Create the vision with supporting high-level objectives.

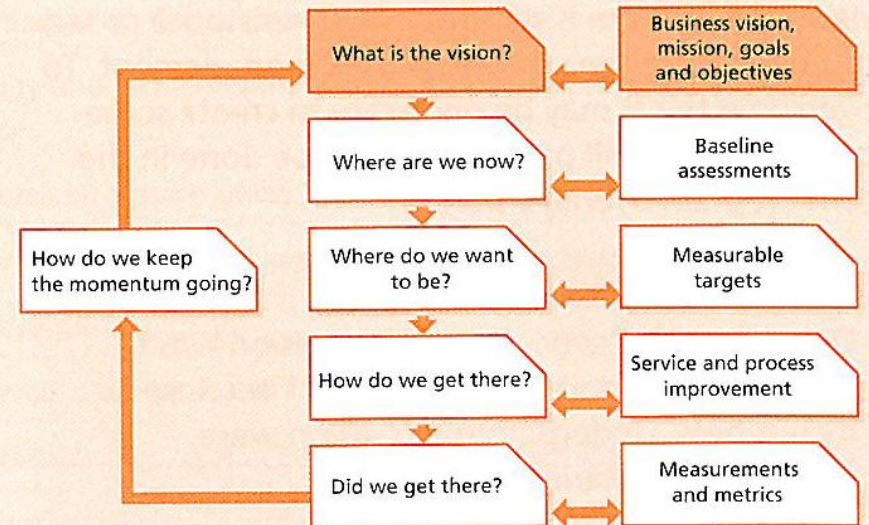
'If you don't know where you are going, any road will get you there.'

Lewis Carroll

'Most companies die not because they do the wrong things, but because they keep doing the right things too long!'

Prof. Yves Doz, INSEAD

(European Institute for Business Administration)



Was ist die Eigenart einer Vision?

- Definition der Vision: Kurz, prägnant, einleuchtend, leitend ...
- Kommunikation der Vision, z.B. an alle Stakeholder
- Andere zum gleich agieren bringen – in Richtung Vision
- Vorgaben machen

Schritt 2: Provide baseline or benchmark of current state of the service provider org.

Step 2: Provide a baseline or benchmark of the current state of the service provider organization and its services and processes.

We will never be here again – or alternatively:

'The only constant is change.'

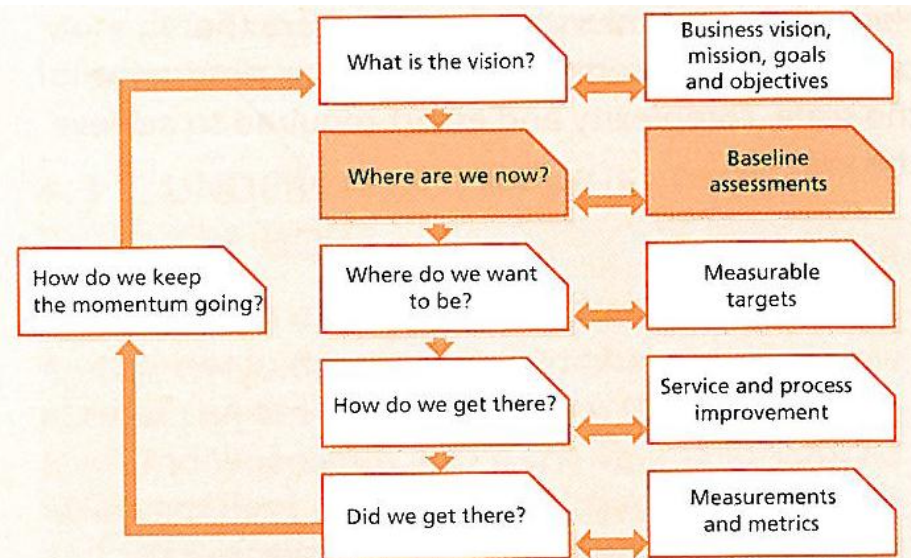
Heraclitus (c.535–475 BC)

'A journey of a thousand miles must begin with a single step.'

Lao Tzu

'The first step towards getting somewhere is to decide that you are not going to stay where you are.'

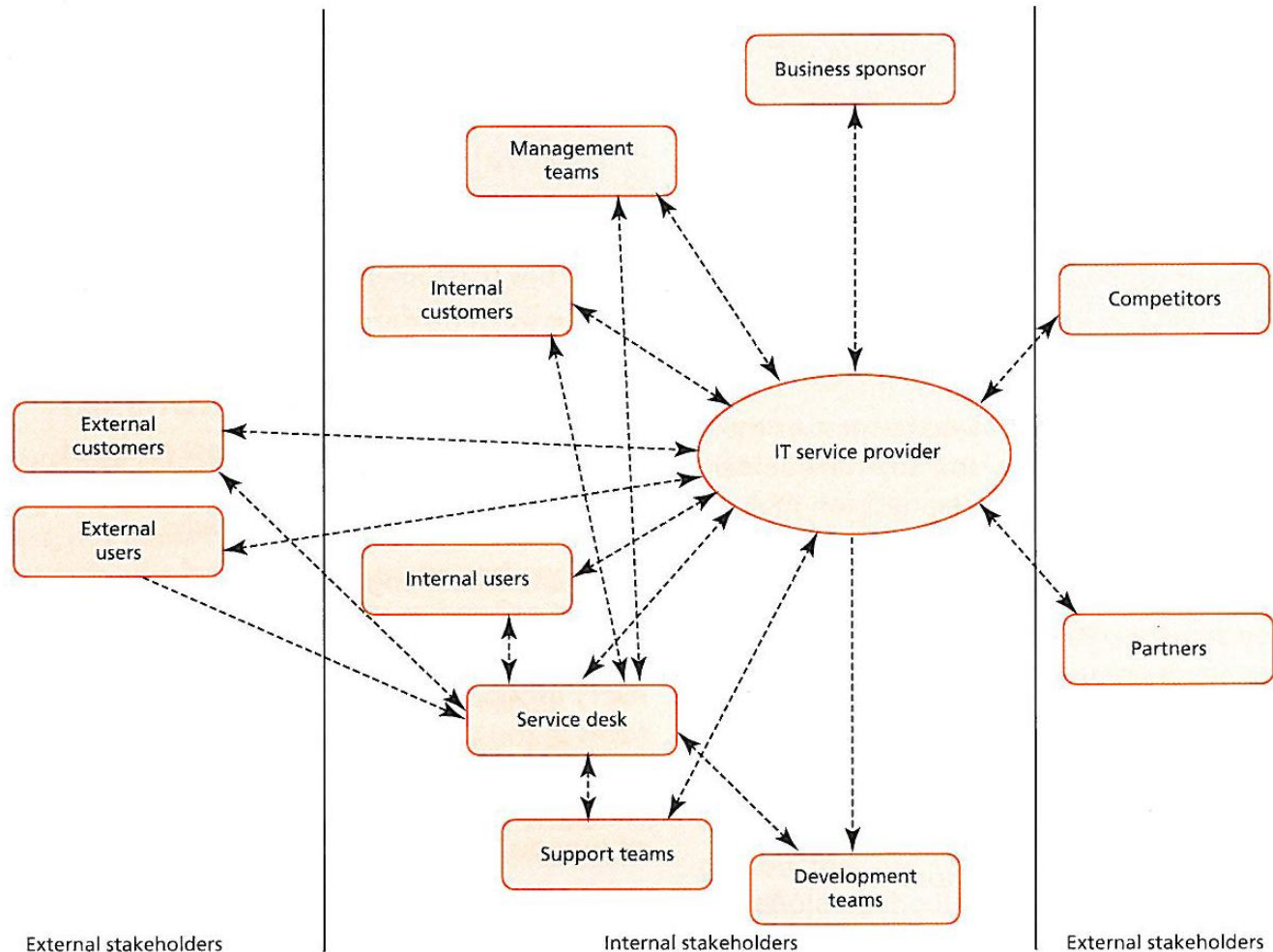
John Pierpont Morgan



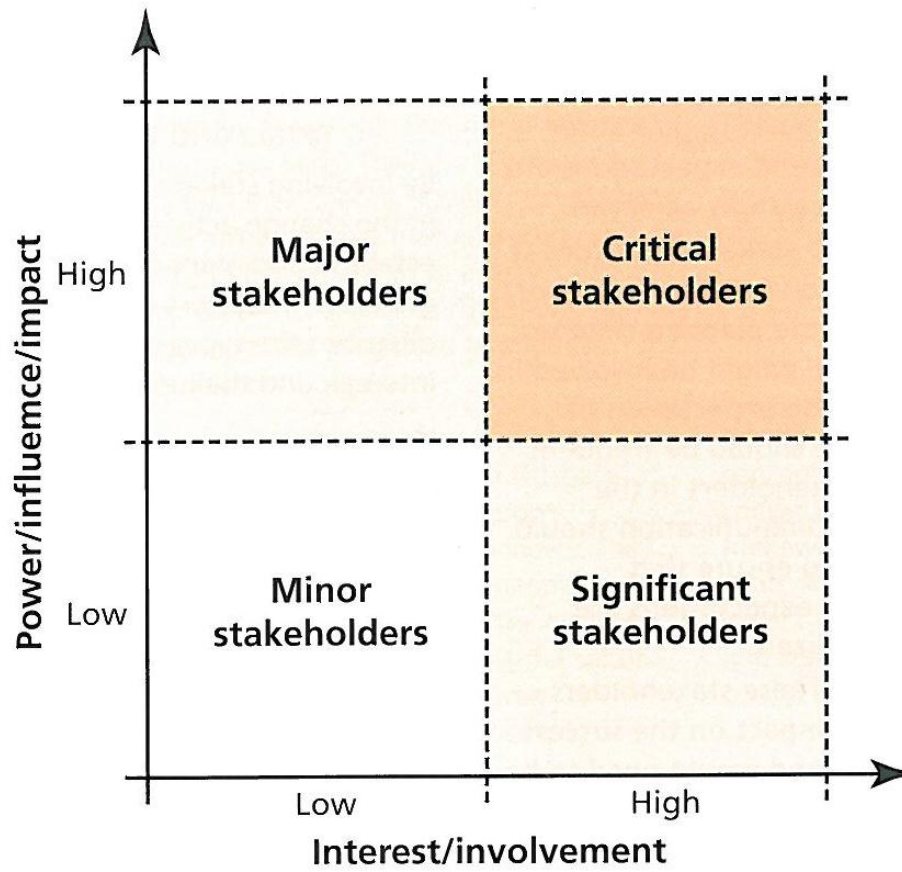
Schritt 2: Provide baseline or benchmark of current state of the service provider org.

- Changing environment
- Capability and maturity of IT organisations
- Understanding where we are
- Stakeholder analysis
- Benchmarking
- Assessment: Vision, governance, Steering and Strategy, service management, people, products, technology, tools, culture, service and attitude, etc. etc.

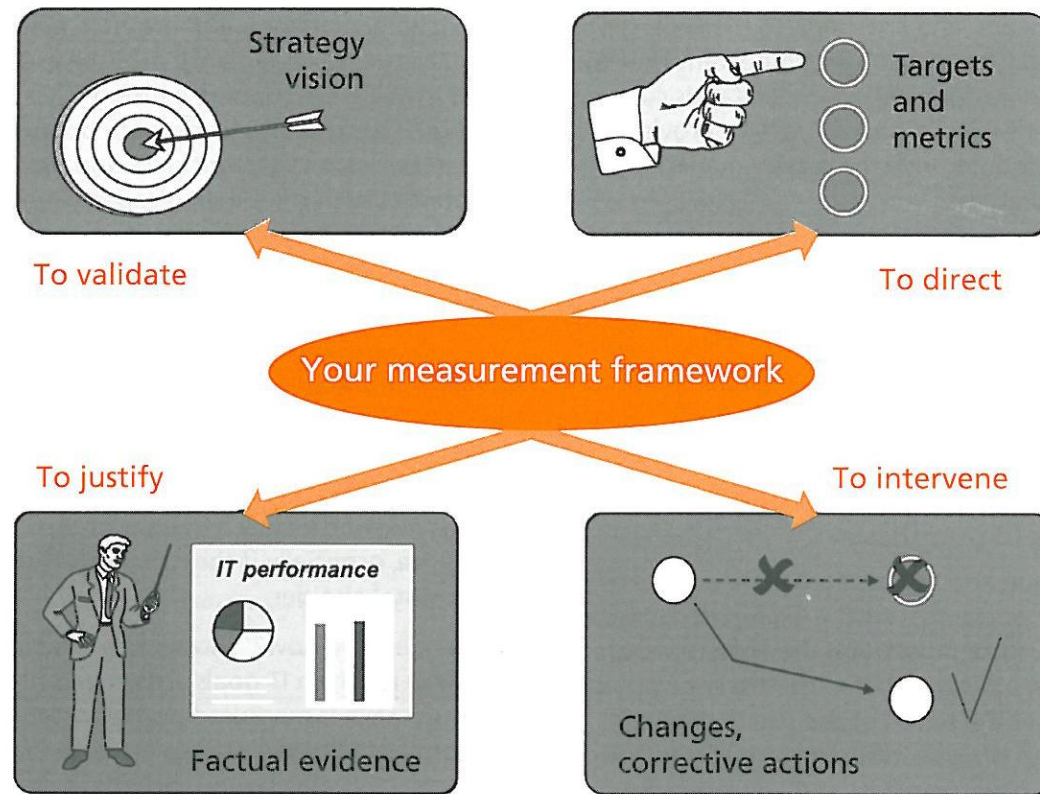
Stakeholder-Analysis



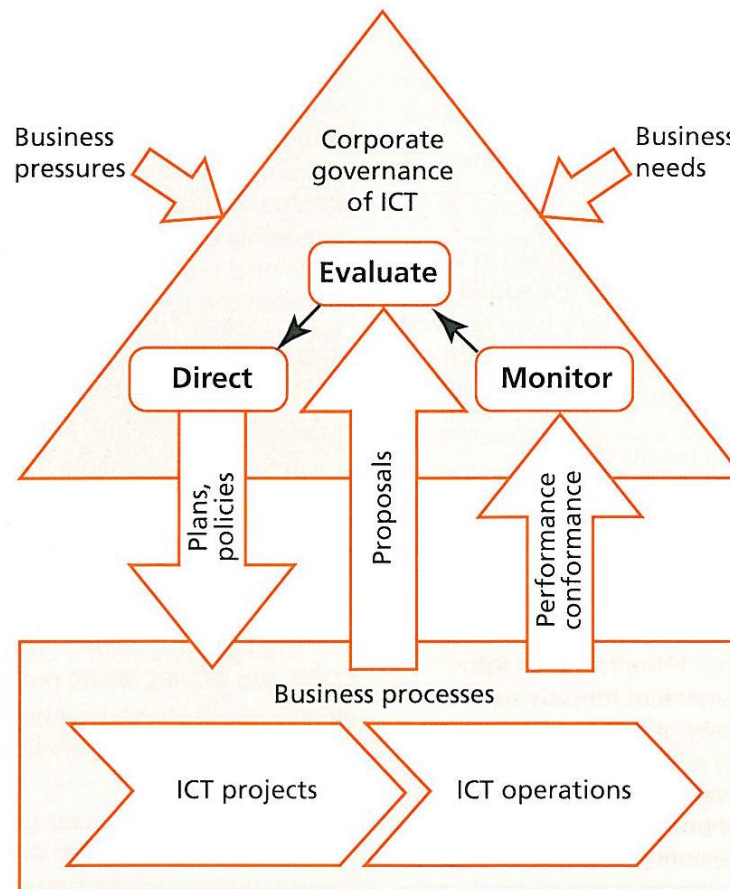
Categorization of stakeholders



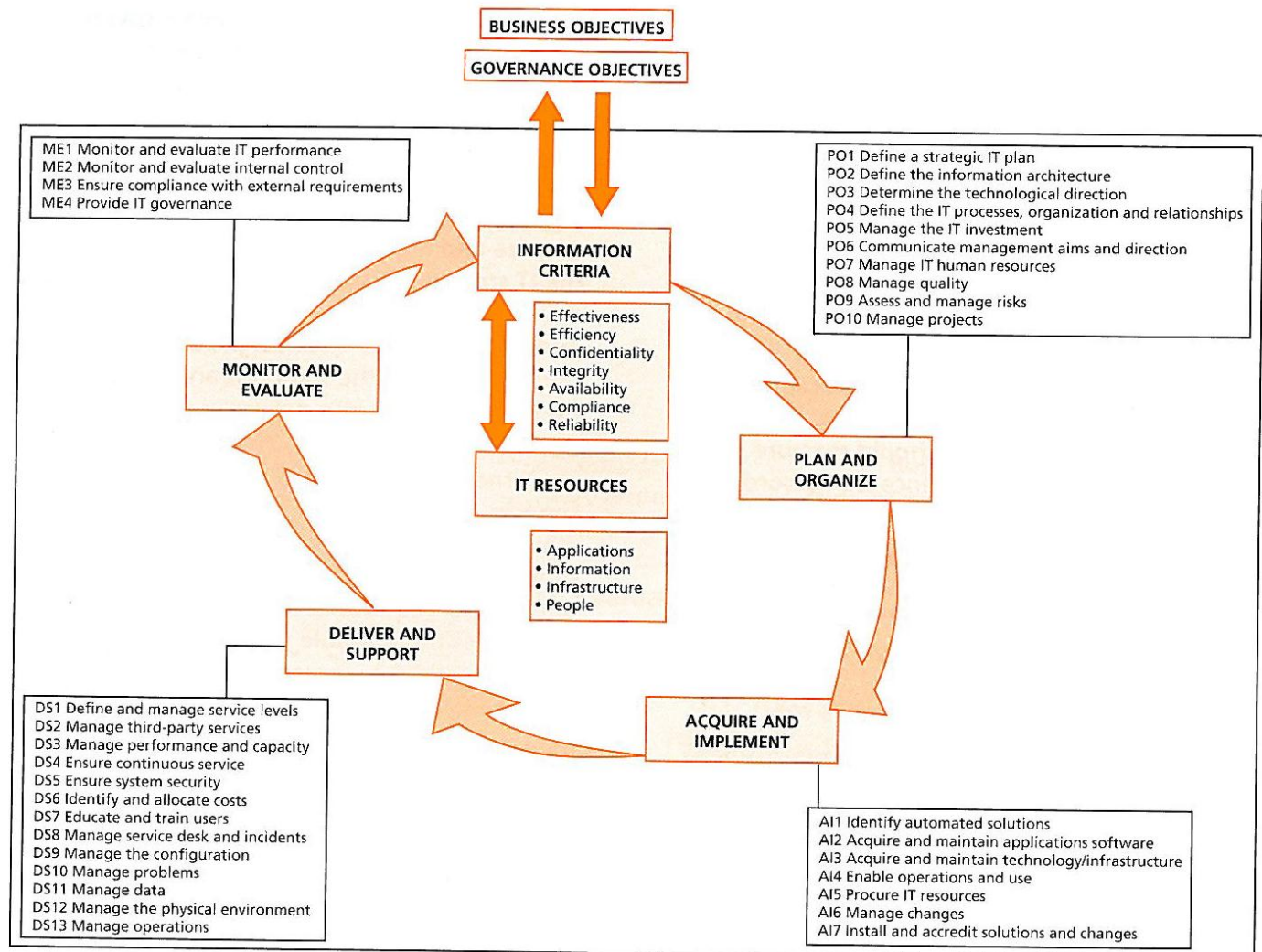
Wie messen wir? Was messen wir?



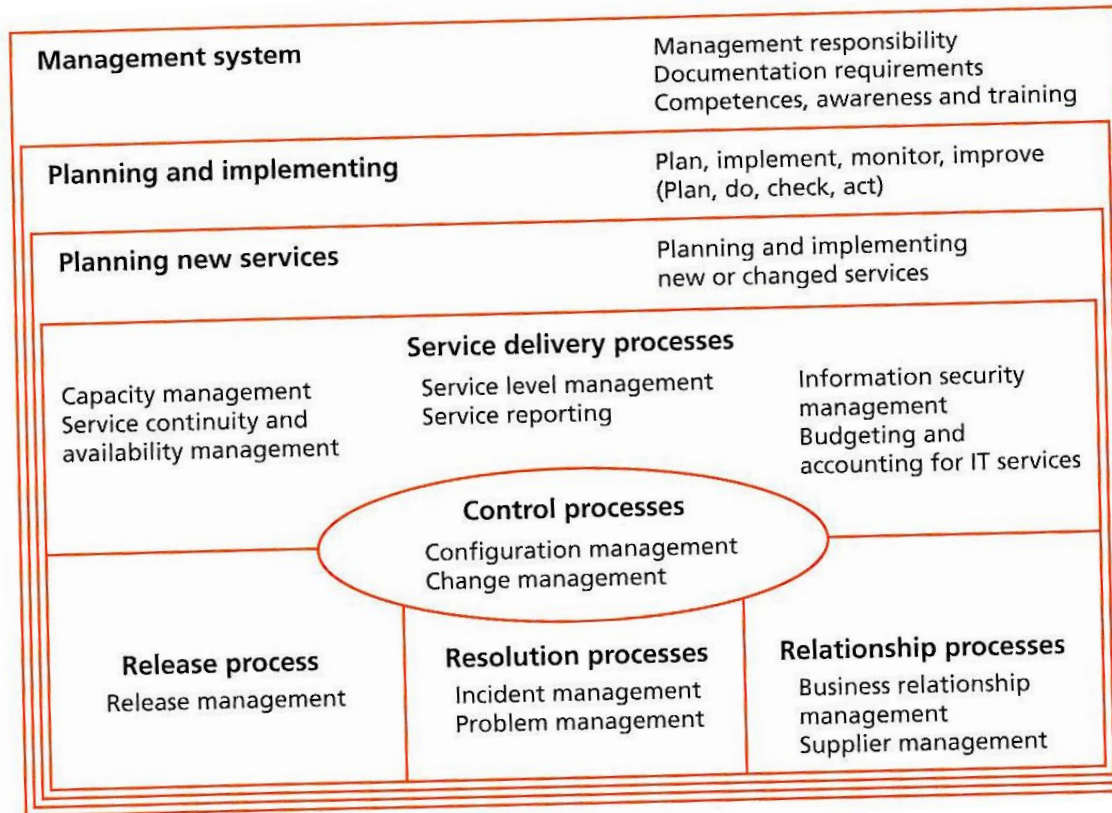
ISO/IEC 38500 – IT-Governance



IT-Governance De-facto-Standard COBIT 4.1

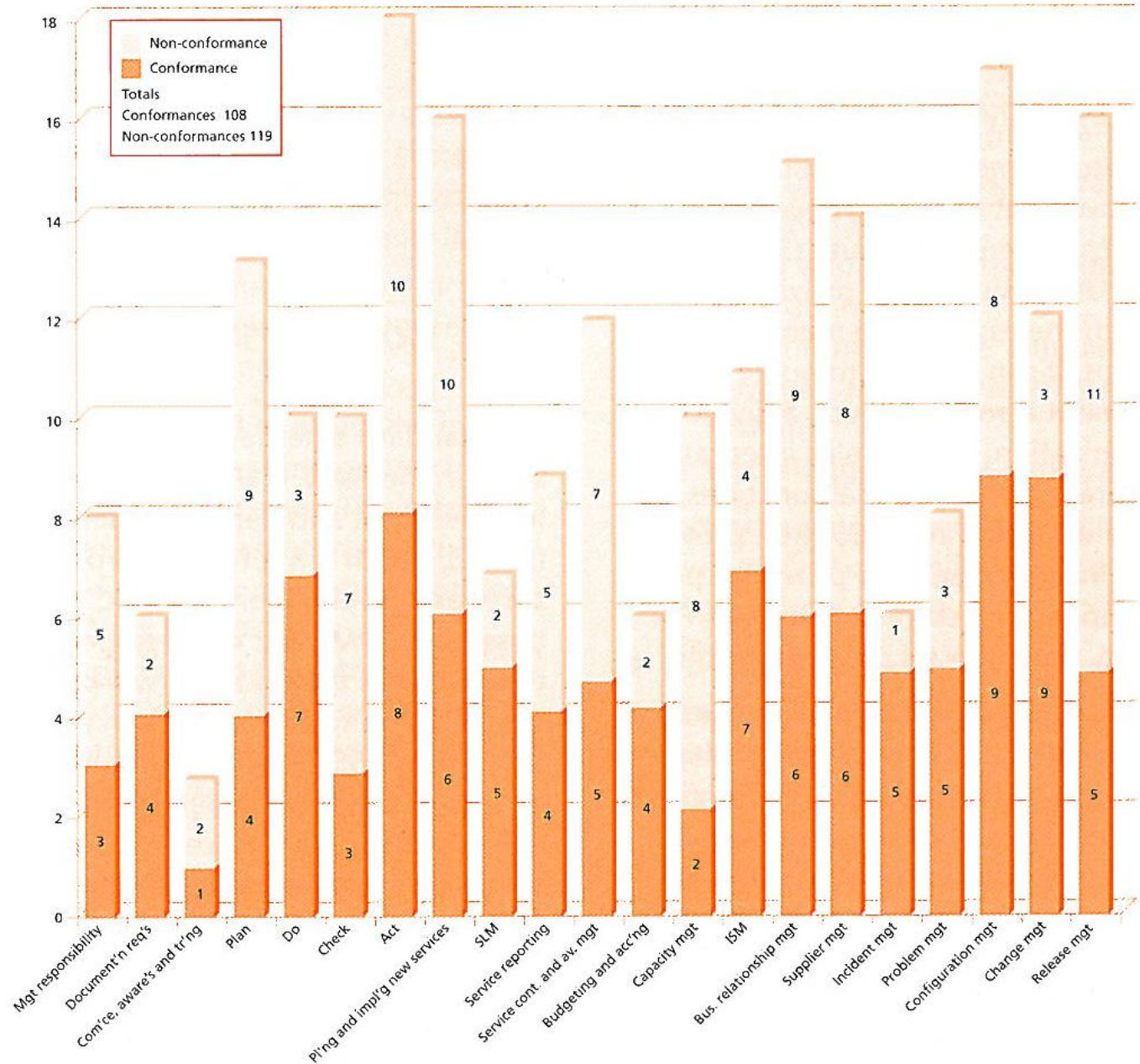


ISO/IEC 20000 – IT-Service management



Beispiel eines ISO/IEC 20000 Conformance Assessments

Basierend auf Rudd, C. (2010):
ITIL V3 – Planning to implement
Service Management, OGC/TSO



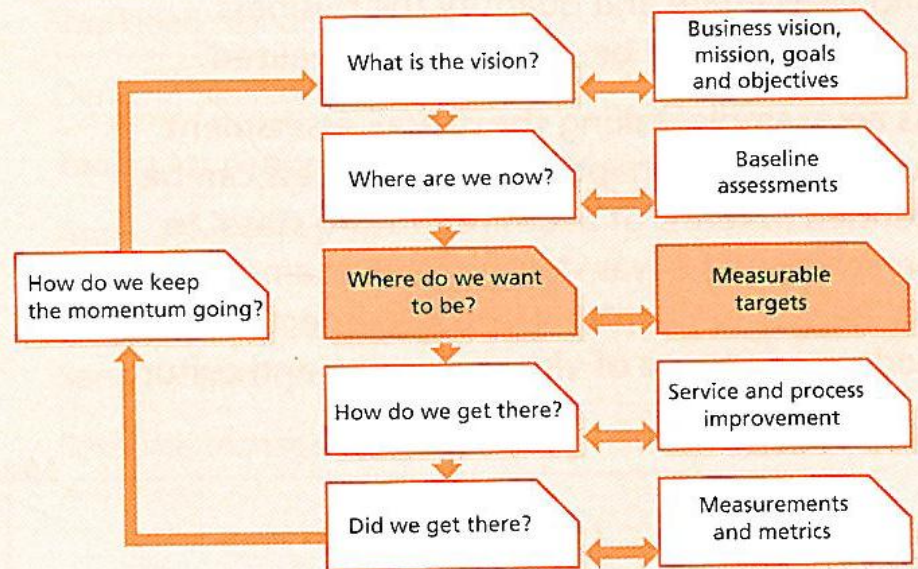
Step 3: Define the desired future state in targets and measurable terms

Step 3: Define the 'desired future state' in targets and measurable terms.

This step should set the milestones and targets to ensure that the objectives of the service management initiative are achieved.

'If you aim at nothing, you'll hit it every time.'

Unknown



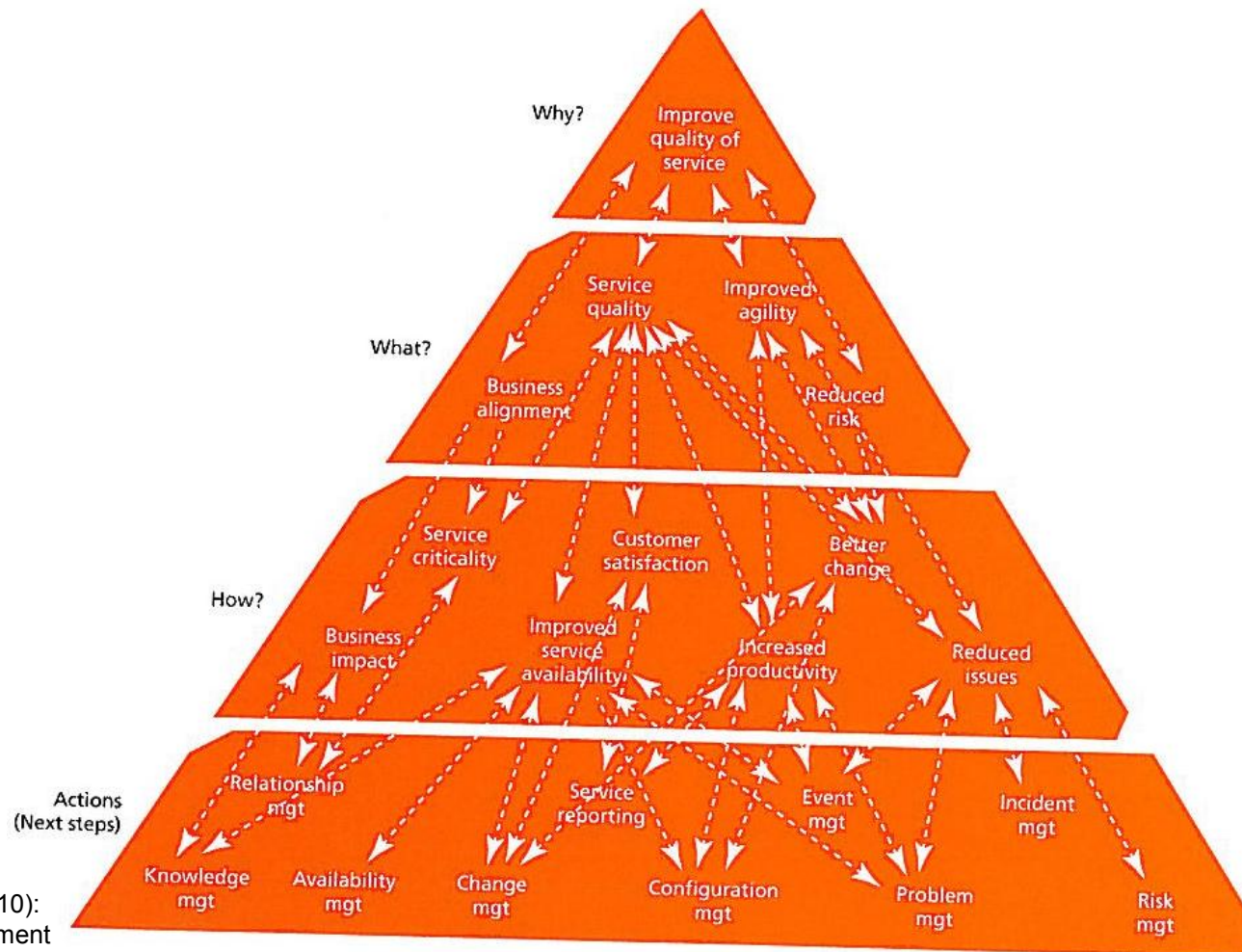
Step 3: Define the desired future state in targets and measurable terms

- Defining future desired state
- Gap analyses
- Business case for implementation service management
- Identifying and managing risks
- Planning for quick wins
- Defining Vision and setting goals
- Expectation setting
- Goals, questions, metrics
- Tools
- Conformance

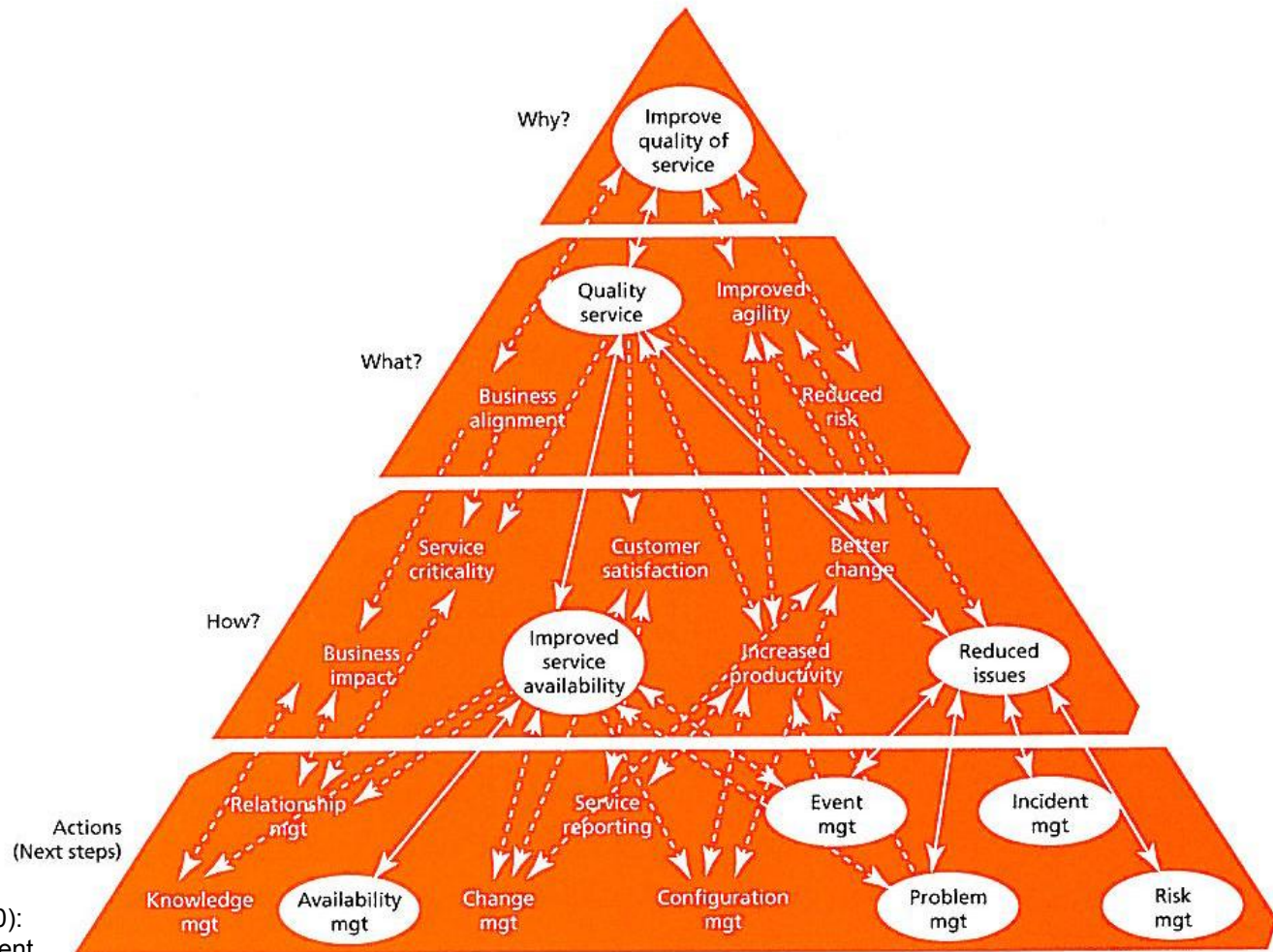
Baseline versus Future state ... Einfache Darstellungsformen zur einfacheren Kommunikation



Assessing improvement actions

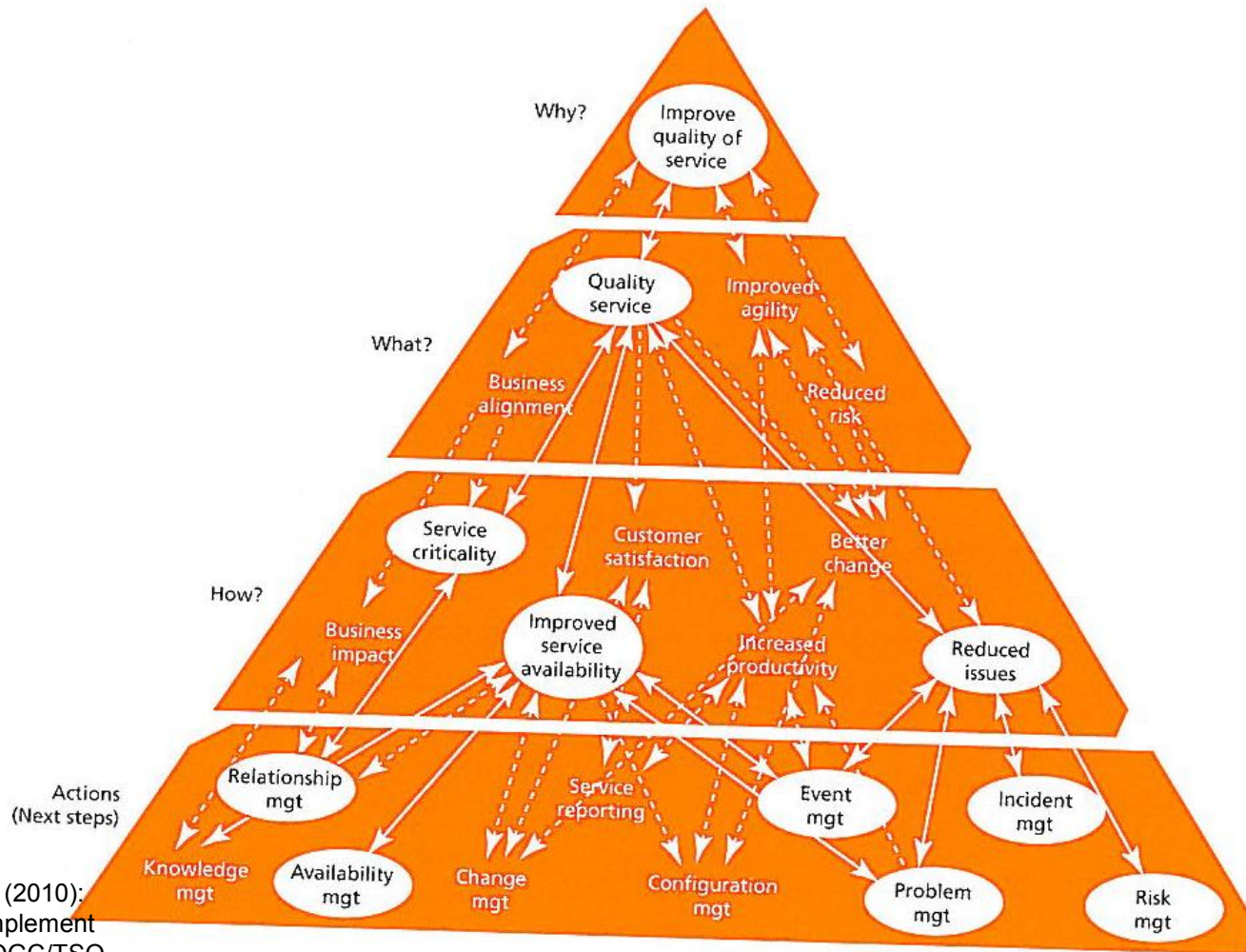


Identifying quick wins



Basierend auf Rudd, C. (2010):
ITIL V3 – Planning to implement
Service Management, OGC/TSO

Alternative quick wins



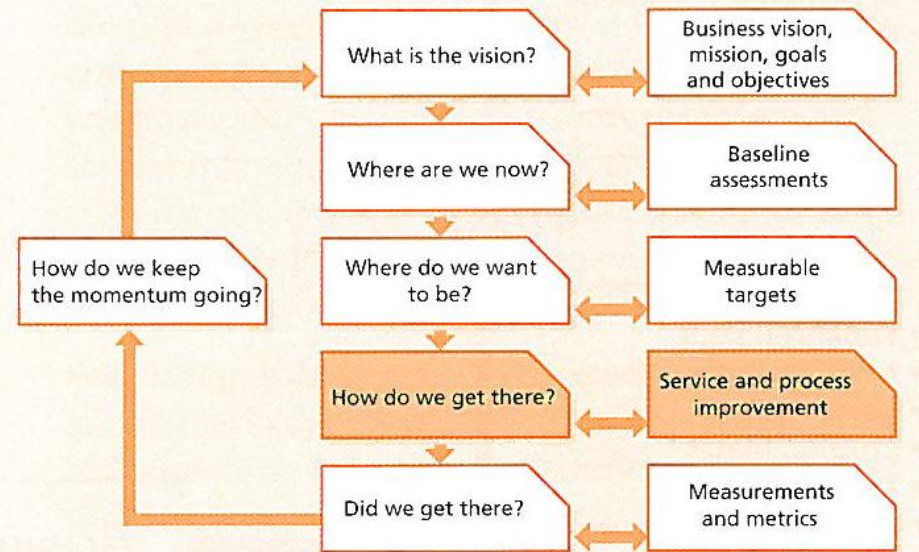
Basierend auf Rudd, C. (2010):
ITIL V3 – Planning to implement
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Step 4: Produce a detailed plan to ensure that goals and objectives of the service mgt initiative are delivered

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'He who fails to plan, plans to fail.'

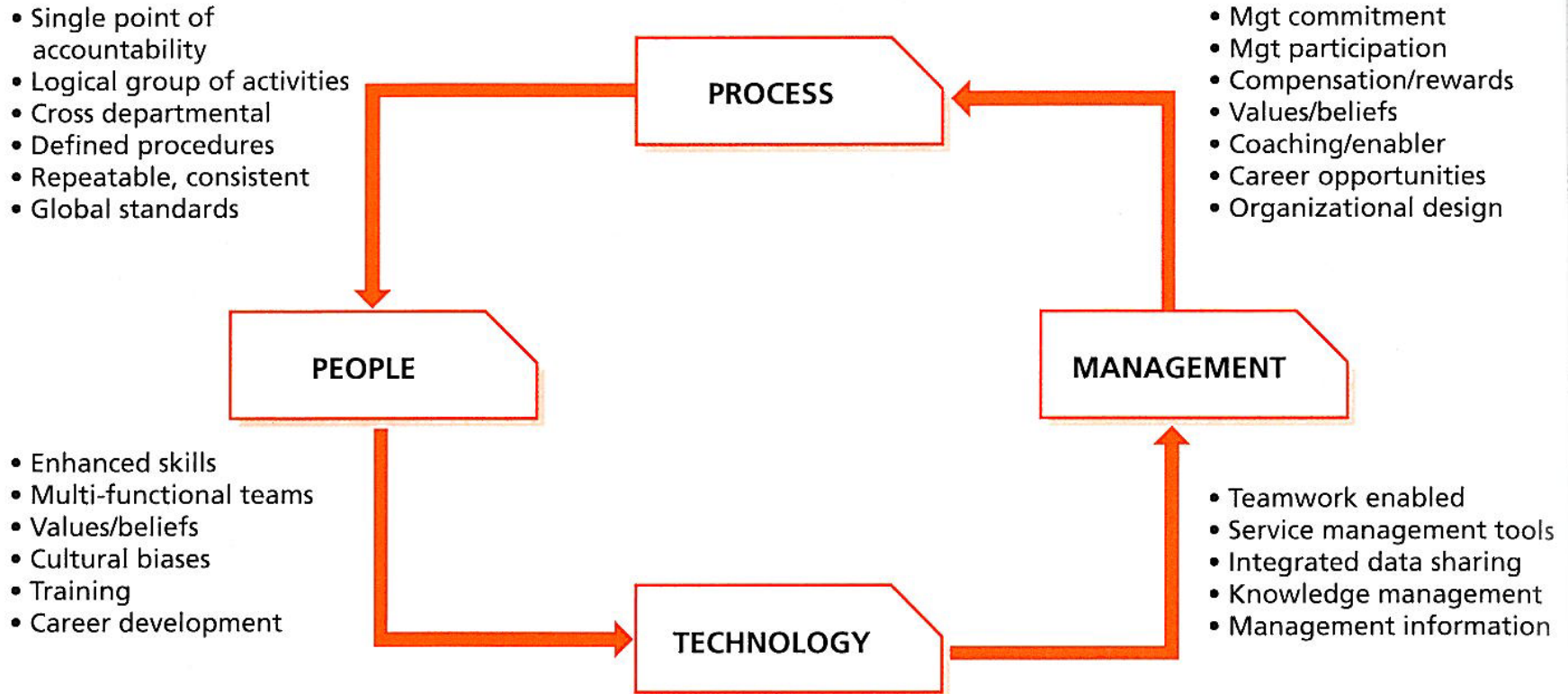
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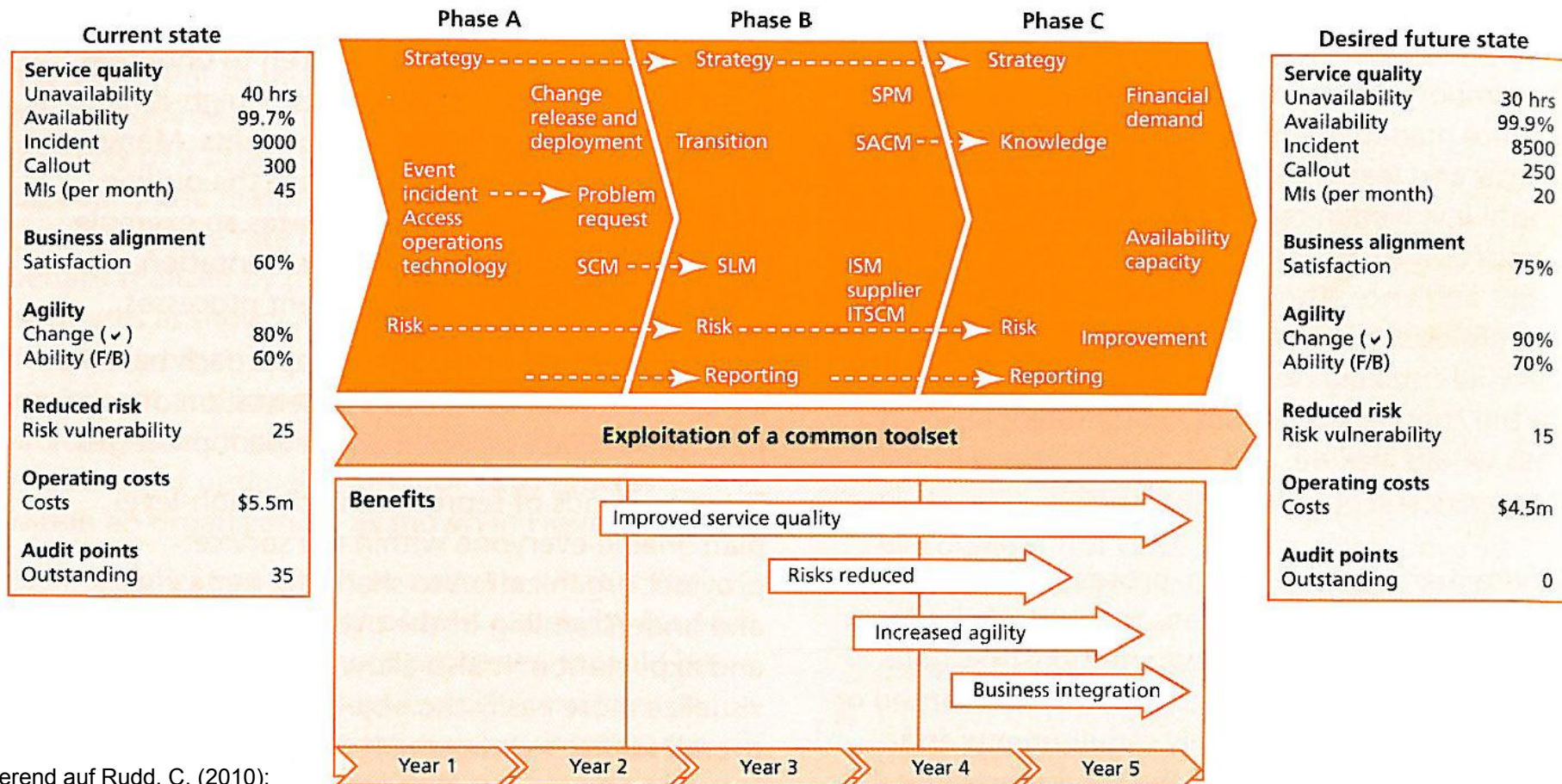
Step 4: Produce a detailed plan to ensure that goals and objectives of the service mgt initiative are delivered

- Governance and strategy
- Where to start
- Where to finish
- Producing a plan
- Objectives, targets, measurement and metrics
- Awareness
- Managing cultural changes
- Roles for implementation
- Training
- Use of tools

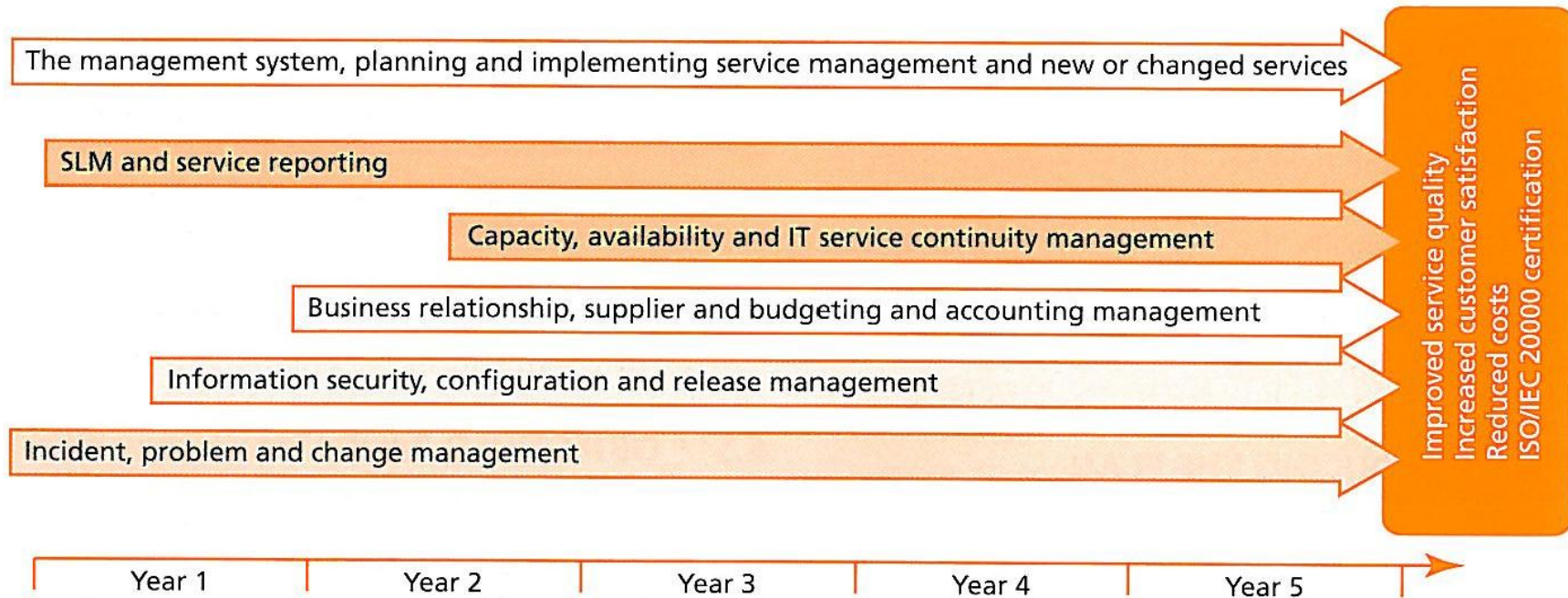
Aspects of continual service improvement



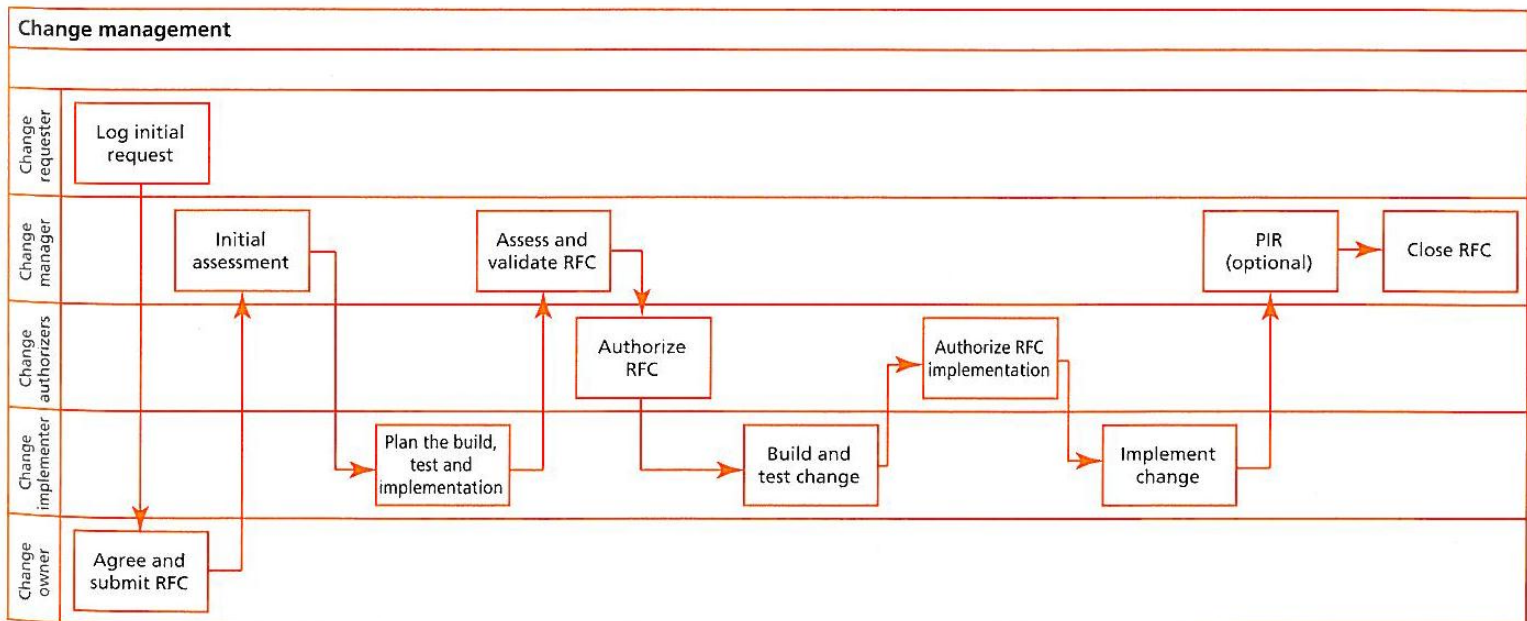
Detaillierte Planung in Phasen und Bereichen über die Jahre



Detaillierte Planung in Phasen und Bereichen über die Jahre



Konkrete Darstellung eines Change Management Prozesses (wohl Soll-Zustand)



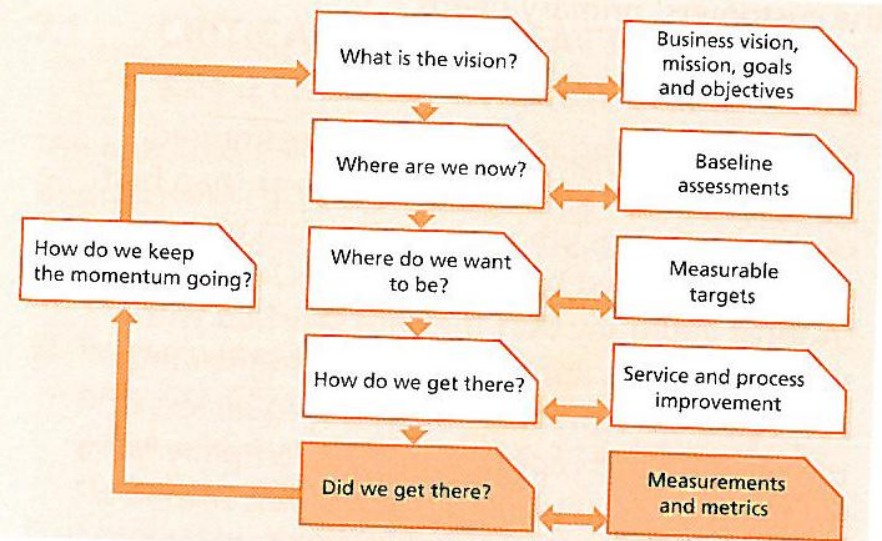
Step 5: Review the outcomes of the service management initiatives to determine whether they had the desired outcomes/effects

Step 5: Review the outcomes of the service management initiatives to determine whether they had the desired outcomes and effects.

Where benefits are also reviewed, assess whether they were truly realized.

'Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it'

H. James Harrington



Step 5: Review the outcomes of the service management initiatives to determine whether they had the desired outcomes/effects

- Critical success factors
- Key performance indicators
- Organisational drivers

Example 3

A leading financial institution wanted to conduct a major business model transformation based on the European Foundation for Quality Management (EFQM). The main focus was improvement in the availability levels of the key IT processes that underpinned their major business processes. They needed to undertake major organizational change, with clearly defined roles and processes, and the technology to support these two areas. They continually measured availability levels to ensure that this was maintained throughout the SIP, and that the levels were improving at an acceptable rate for the business.

Example 4

A large British central government department decided that they wanted a leaner organization. To achieve this, they needed to undertake an organizational restructuring, moving lots of disparate groups into a more centralized structure. After an extensive analysis it was felt that the areas of change management, incident management and problem management were in the greatest need of improvement – in terms of cost and quality. They initially focused on configuration management (to enable the other processes to work more effectively), change management, incident management and problem management – all linked on a centralized integrated toolset. Again, it was important that they could show improvement in all processes. In order to achieve this, CSFs and KPIs were defined for each process and reports were regularly produced for the individual processes.

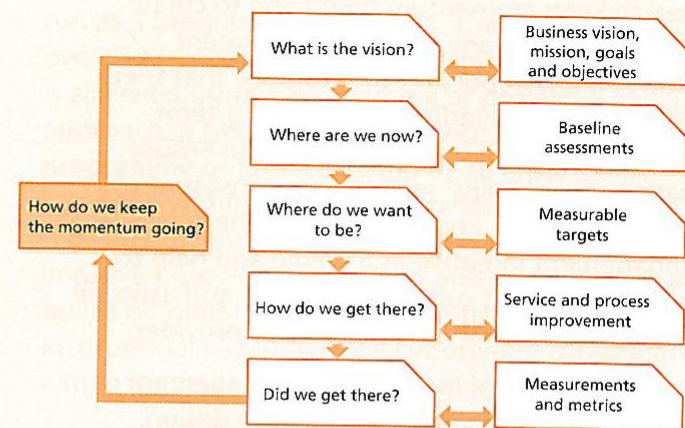
Schritt 6 – How do we keep the momentum going?

Step 6: Maintain the momentum, even when targets and objectives have been achieved.

The temptation and reality are that unless momentum is maintained, all of the gains will be lost as attention inevitably moves elsewhere.

In other words, the better you are at doing something, the less you actually need it. Anyone who has been on a diet will know that the hardest part is keeping the weight off. The same is true for a service management initiative – the difficulty can be in maintaining the improvements once they have been achieved.

Active attention must be paid to ongoing maintenance and further improvement to ensure that all the effort is not lost or forgotten, and to maximize learning and knowledge retention.



'Success always makes obsolete the very behaviour that achieved it.'

Peter Drucker

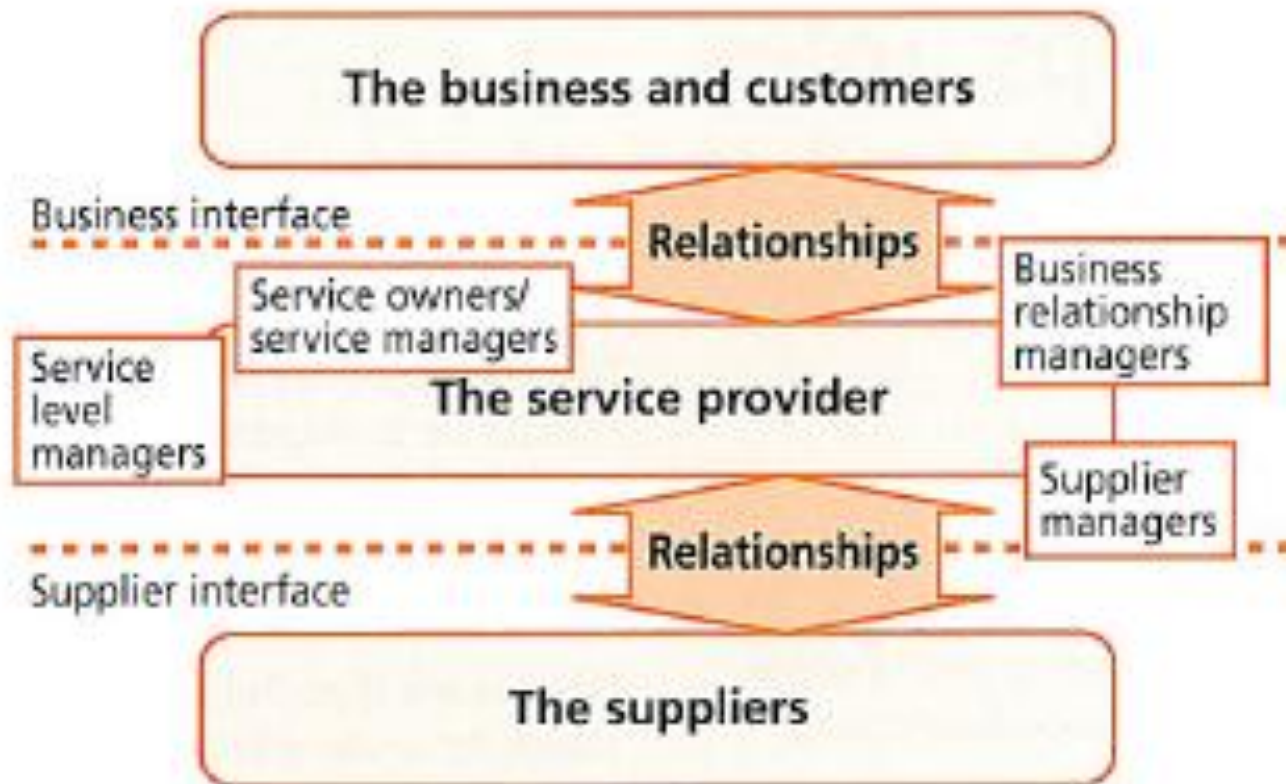
'Motivation is what gets you started. Habit is what keeps you going.'

Jim Rohn

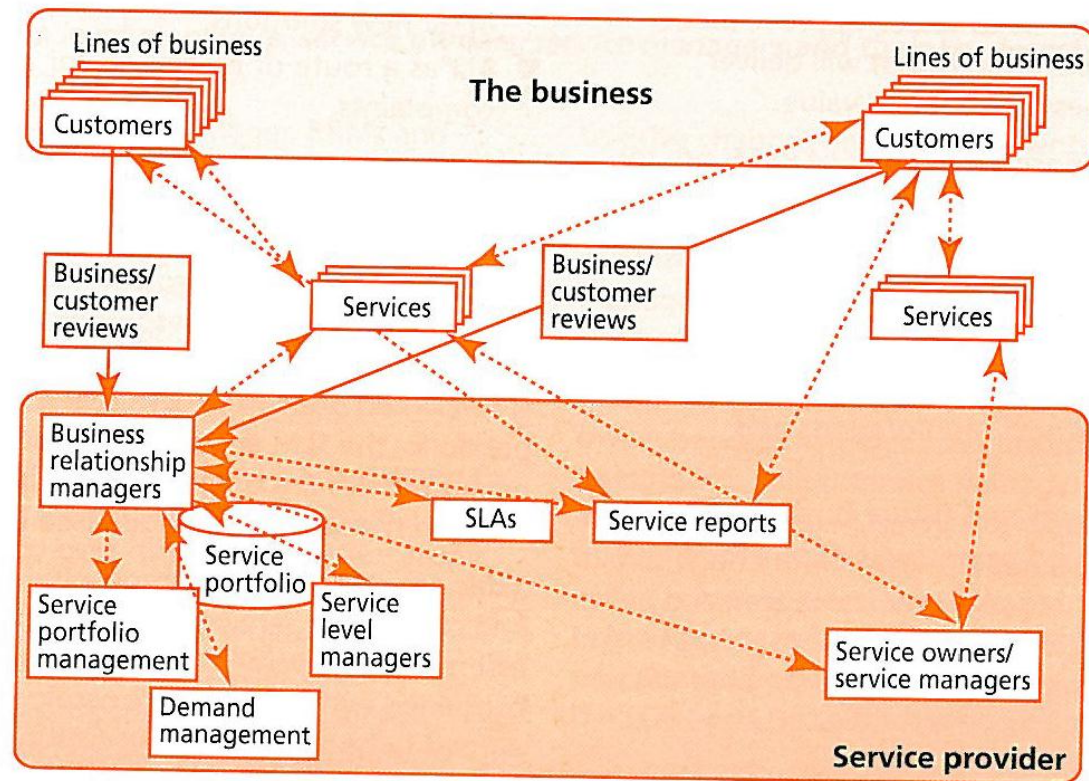
Schritt 6 – How do we keep the momentum going?

- Consolidate changes, produce more change
- Institutionalize the change
- Ongoing monitoring and process reviews
- Reinforce business and IT integration continuously
- Knowledge management
- Continual learning and improvement

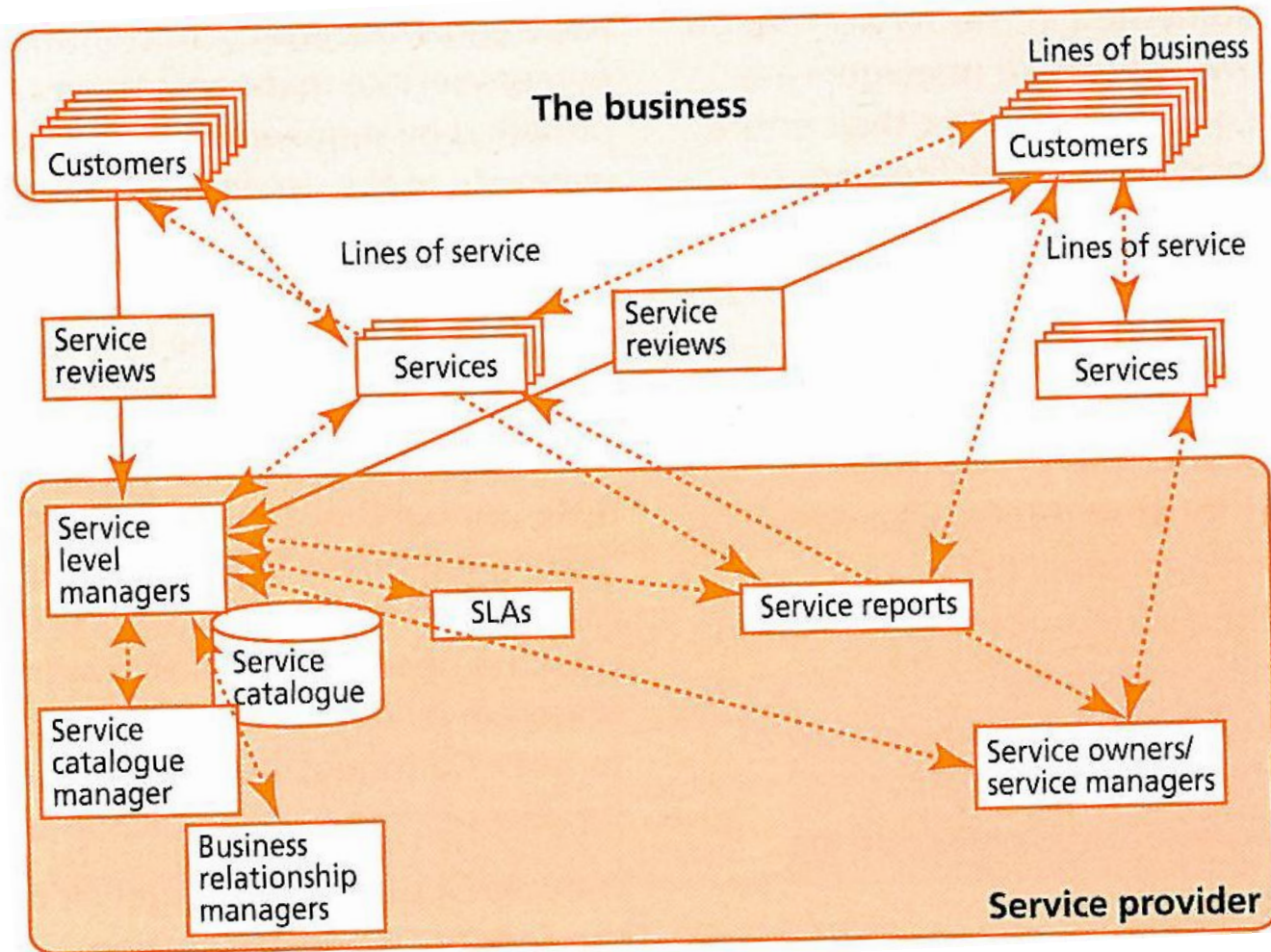
Key relationships within IT Service provisioning



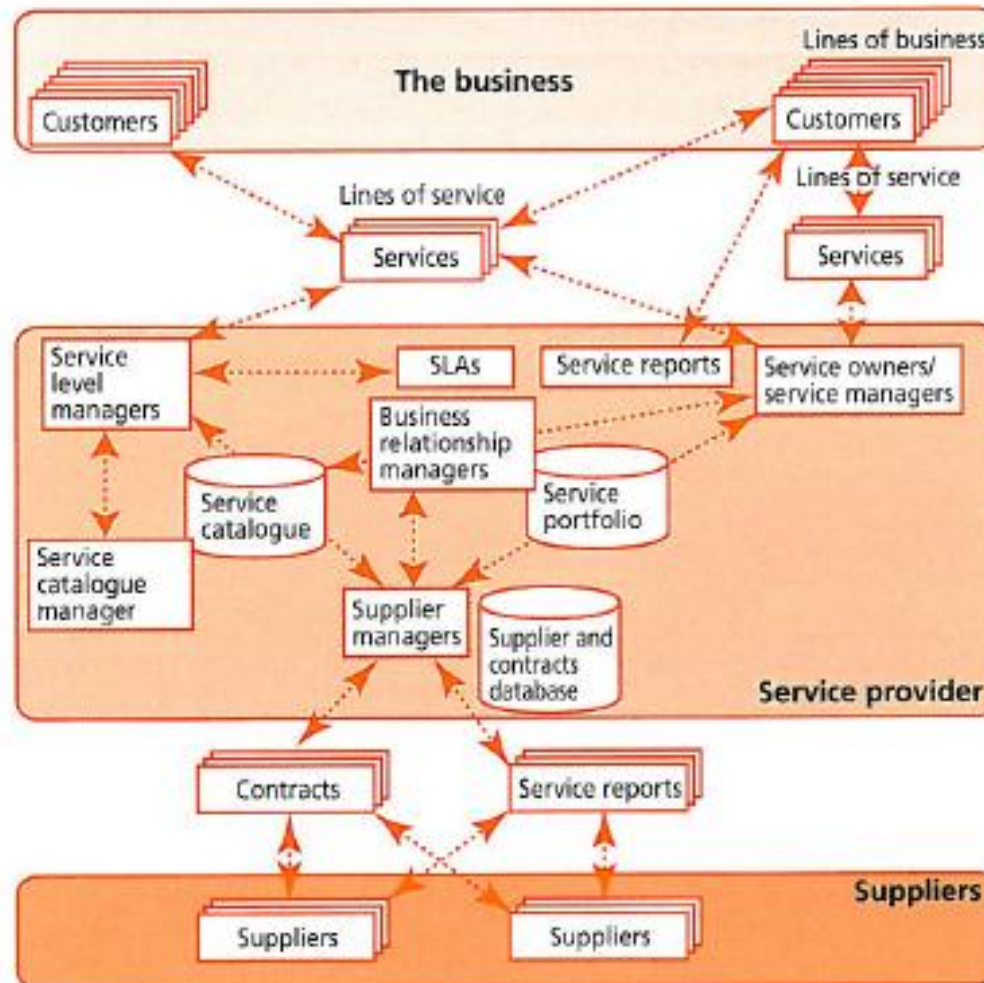
Business relationship managers and their key interfaces



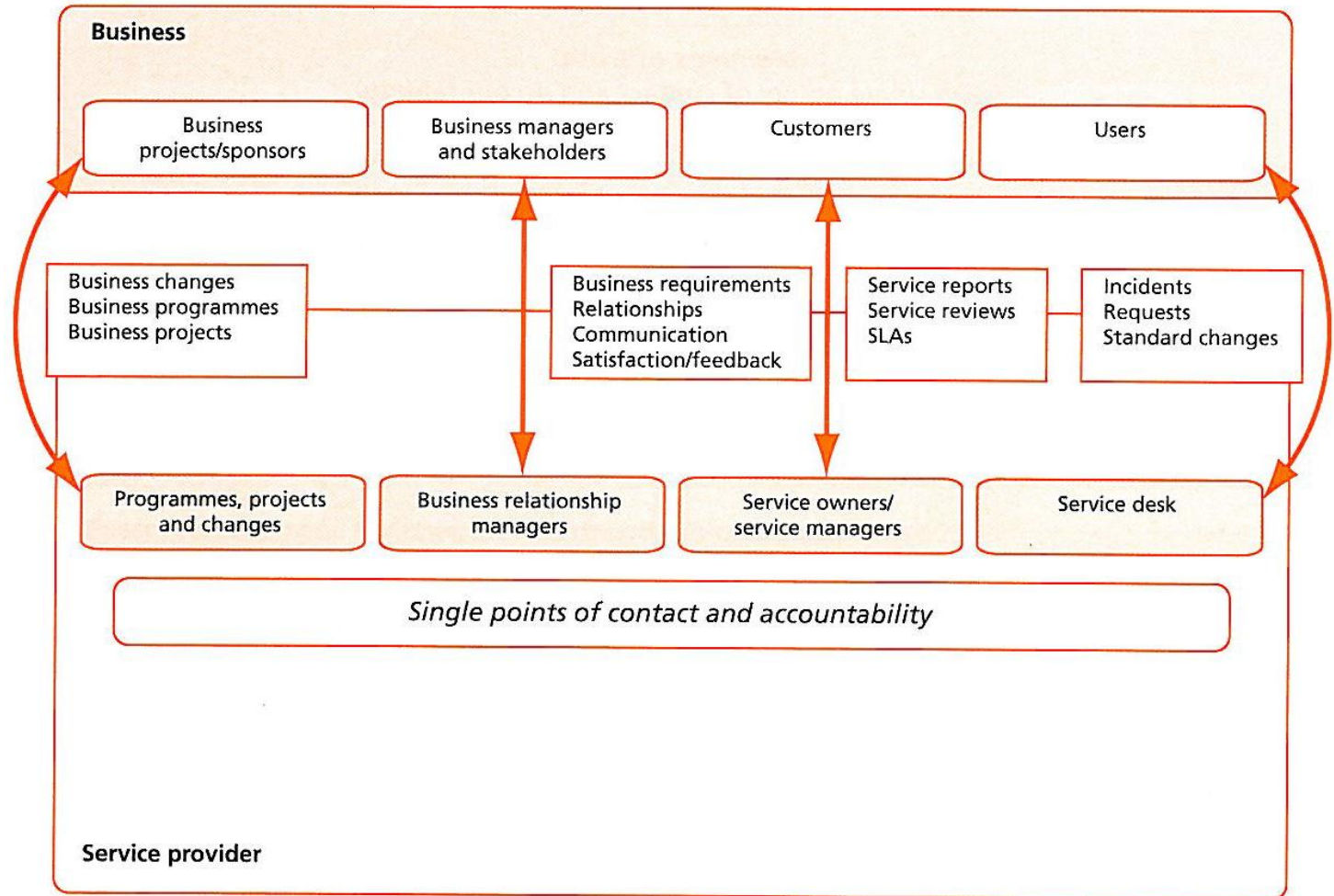
Service level managers, service owners and their key interfaces



Supplier managers

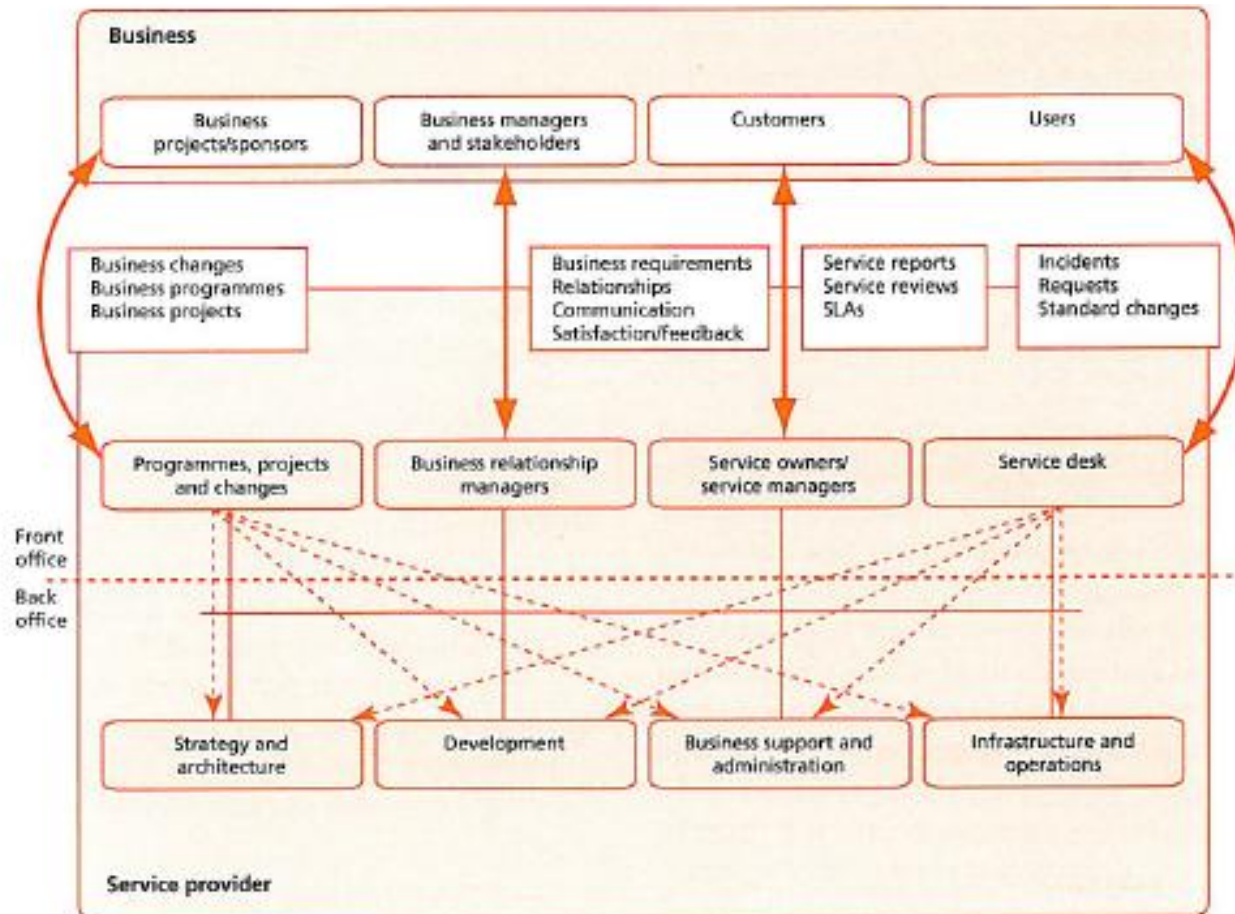


Single points of contact and accountability



Service provider

The service provider 'front office' and 'back office' function



Appendix B: The extended process maturity framework (EPMF)

The extended process maturity framework (EPMF) can be used either as a framework to assess the maturity of each of the service management processes individually, or to measure the maturity of the service management process as a whole. This is an extension of the process maturity framework (PMF) as described in the *Service Design* publication. Similar approaches have been widely used in the IT industry for a number of years, with many proprietary models being used by a number of organizations. This particular EPMF has been developed to bring a common, best-practice approach to the review and assessment of service management process maturity. This framework, which is shown in Figure 4.8, can be used internally by organizations to review their own service management processes as well as by third-party organizations brought in as external reviewers, assessors or auditors.

The use of the EPMF in the assessment of service management processes relies on an appreciation of the IT organization maturity framework as illustrated in Figures 2.3 and 2.7. The maturity of service management processes is heavily dependent on the stage of growth and the culture of the IT organization as a whole. It is difficult, if not impossible, to develop the maturity of service management processes beyond the maturity and capability of the overall IT organization.

change of a combination of elements in order to be fully effective. Therefore, a review of processes will require an assessment to be completed across the seven areas described within the EPMF.

The major characteristics of each level of the framework are described within the seven different area elements as follows:

- **Vision and governance** – the overall direction and control as it relates to the role and position of IT within the business
- **Steering and strategy** – the objectives, goals and targets of IT in realizing the strategy
- **The processes** – the ways of working and procedures needed to achieve the goals and objectives
- **The people** – the skills, competences, knowledge and abilities needed to manage and operate the processes
- **The products and technology** – the supporting infrastructure and applications (to support and enable the services, people and processes)
- **The culture, service and attitude** – the values, beliefs, principles, attitudes and behaviors and the way in which the service provider relates with the business, its customers and its users
- **The organization, communication and relationships** – the organizational structure, the degree and level of interaction with the business, the stakeholders and the partners of the service provider organization, and the contact points and relationships.

INITIAL (LEVEL 1)

.1 EPMF level 1: initial

| | | |
|---|---|--|
| Vision and governance | ind governance | Little senior management commitment |
| | | No guiding coalition |
| | | No overall governance of IT or service management |
| | | Minimal funds and resources with little activity |
| Steering and strategy | g and strategy | No overall vision |
| | | Lack of strategic direction |
| | | Lack of management objectives, dashboard and KPIs |
| | | Very few results available, but not retained |
| Processes | | Infrequent management activity, review and action |
| | | Poorly defined processes and procedures, used reactively when problems occur |
| People | | Largely manual, reactive processes, with irregular, unplanned activities |
| | | Loosely defined roles and responsibilities |
| Products and technology | | Lack of service and service management skills and knowledge |
| | | Largely manual processes with a lack of automation |
| Culture, service and attitude | | Few specific discrete tools (pockets/islands) |
| | Culture, service and attitude | Tool and technology-based and driven with a strong activity focus |
| | | Services, products and technology are implemented and delivered, but not monitored or measured |
| | | No focus on customer or service quality |
| Organization, communication, and relationships | | No customer feedback or measurement of customer satisfaction |
| | Organization, communication and relationships | Little recognition or documentation of customers and stakeholders |
| | | Strong internal focus |
| | | Little external focus or communication |
| | | No defined contact points |

Vision and governance

Vision and governance

Some senior management commitment

A guiding coalition is in place but only acts on an irregular basis

Some overall governance of IT and service management

Some funds and resources available with some activity

Irregular, unplanned management activity, reporting and reviews

No clear vision

Steering and strategy

Steering and strategy

Some strategic direction

Unclear management objectives, dashboards and formal KPIs, not widely used

Irregular results available, reactively produced, but not retained

Irregular management reviews and actions

Processes

Processes

Defined processes and procedures, which are largely reactive, inconsistent throughout the IT organization

Irregular, unplanned activities

People

People

Defined self-contained roles and responsibilities

Lack of service and service management skills and knowledge

Products and technology

Products and technology

Automation used, but with data and information stored in separate locations

Many discrete tools, but a lack of coordination and integration

Culture, service and attitude

Mainly tool and technology-based with an activity focus

Culture, service and attitude

Products and technology are implemented, delivered and monitored, but not measured

Some focus on service quality and its measurement, but little customer focus

Little customer feedback or measurement of customer satisfaction

Organization, communication, and relationships

Organization, communication relationships

Documented customers and stakeholders

Mainly internal focus, but some external recognition

Irregular external communication

Documented contact points

Vision and governance

Leadership and governance

Appropriate senior management commitment

A guiding coalition is in place providing leadership, vision and control

Formal governance of IT and service management

Appropriate funds and resources available with some activity

Regular management activity, reporting and reviews

Steering and strategy

An ISG provides a focal point of strategic direction

Clearly documented and measured management objectives, dashboards and formal KPIs generally available

Steering and strategy

Formally published, monitored and reviewed plans

Regular results available, produced and retained

Regular management activity, reviews and actions

Processes

Processes

Well-defined processes and procedures, which are actively used

Regular, planned activities, with some proactive aspects

Processes are extensively used throughout the organization

People

Well-defined roles and responsibilities with some agreed inter-process responsibilities

Roles and responsibilities linked to competences

People

Good service and service management skills and knowledge, with some knowled sharing

Formal team and individual objectives

Formalized training plans

Products and technology

Automation used, with some integration of data and information

Many discrete tools, with some coordination and integration

Continuous data collection with alarm and threshold monitoring

Consolidated data and information retained and used for formal planning, forecasting and trending

Products and technology

Culture, service and attitude

Mainly tool- and technology-based with an activity focus

Products and technology are implemented, delivered, monitored and measured

Focus on service quality and customer satisfaction

Customer feedback, service quality and customer satisfaction drive improvement

Culture, service and attitude

Organization, communication and relationships

Documented customers and stakeholders

Balanced attention between internal and external focus

Regular external communications

Documented contact points with regular communication

Organization, communication, and relationships

Vision and governance

Steering and strategy

Processes

People

Products and technology

Culture, service and attitude

Organization, communication, and relationships

and governance

Total senior management commitment, with a supporting guiding coalition in place providing leadership, vision and control

Formal governance of IT and service management

Planned funds and resources available linked to business benefit and justification

Continuous monitoring, measurement, reporting alerting and reviews linked to improvement activities

and strategy

An ISG provides a focal point of strategic direction, with clearly documented management objectives, dashboards and formal KPIs widely available

Integrated plans aligned with overall business plans, goals and objectives

Regular planned management reviews and/or audits for effectiveness, efficiency and compliance linked to improvement activities

Well-defined processes and procedures, which are actively and consistently used throughout the organization

Regular, planned activities, measurements, with in-built proactive capability

Regular measurement and review of process effectiveness

Well-defined roles and responsibilities with agreed inter-process responsibilities

Good service and service management skills and knowledge, with well-established knowledge sharing

Formal objectives and targets actively monitored as part of the everyday activity

Formalized training plans

and technology

Automation used, with integration of data and information as part of an overall knowledge management system

Documented overall tool architecture

Continual data collection with alarm and threshold monitoring, linked to improvement

Consolidated data and information retained and used for formal planning, forecasting and trending and knowledge sharing

Culture, service and attitude

Service quality-based focus linked to supporting tools, technology and activities

Products and technology are implemented, delivered, monitored, measured improvements based on service quality and business value

Focus on the business and business processes, service quality and customer experiences

Regular measurement of customer feedback and customer satisfaction

Organization, communication and relationships

Documented categorization of customers and stakeholders

Balanced focus between internal and external priorities

Planned and frequent communication to all areas

Documented contact points with regular and frequent communication and meetings with stakeholders and customers

Vision and governance

| | |
|-----------------------|--|
| Vision and governance | Total senior management commitment, with a supporting guiding coalition in place providing coordinated leadership, vision and control |
| | Formal governance of IT and service management |
| | Funds and resources available as part of financial planning based on business value |
| | Continuous monitoring, measurement, reporting, alerting and reviews linked to overall coordinated continual improvement plan, linked to business value |

Steering and strategy

| | |
|-----------------------|--|
| Steering and strategy | An ISG provides a focal point of strategic direction, with clearly documented management objectives, dashboards and formal KPIs widely available |
| | Integrated strategic plans integrated with overall business value, plans, goals and objectives |
| | Regular planned management reviews and/or audits for effectiveness, efficiency compliance linked to an overall continual improvement plan |

Processes

| | |
|-----------|--|
| Processes | Well-defined processes and procedures which are part of the organizational culture |
| | Regular, planned activities, measurements and targets, with an in-built proactive pre-emptive capability |
| | Regular reviews of process effectiveness and efficiency from the customer and business perspective |

People

| | |
|--------|--|
| People | Well-defined roles and responsibilities with agreed inter-process responsibilities part of an overall corporate culture |
| | Good service and service management skills and knowledge, well-established knowledge sharing with continual personal development and improvement |
| | Business-aligned personal objectives and formal targets actively monitored as part of everyday activity |
| | Regularly reviewed, formalized training plans, linked to an overall continual development plan |

Products and technology

| | |
|-------------------------|---|
| Products and technology | Automation used, with integration of data and information as part of an integrated knowledge management system (SKMS) |
| | Well-documented overall tool architecture integrated with people, processes and technology |
| | Continuous data collection with alarm and threshold monitoring, linked to an overall continual improvement plan |
| | Consolidated data and information retained and used for formal planning, forecasting, trending and knowledge sharing and providing input to an overall continual improvement plan |

Culture, service and attitude

| | |
|-------------------------------|---|
| Culture, service and attitude | Service-based focus linked to supporting tools, technology and activity |
| | Products and technology are implemented, delivered and monitored, measured and improved |
| | Focus on the business and business processes, service quality and customer focus |
| | Regular measurement of customer feedback and customer satisfaction |
| | A continual improvement culture, together with a focus on business value and outcomes |

Organization, communication, and relationships

| | |
|--|--|
| Organization, communication, and relationships | Documented categorization of customers and stakeholders |
| | Focus based on service quality, customer experience and delight, business value and value networks |
| | Planned and frequent communication as part of an overall communications role and plan |
| | Documented contact points with regular and frequent communication and meetings, with stakeholders and customers, based on categorization |