

ITIL 2015 and Beyond:

**Six Trends Driving
Transformational Change in IT
Best-Practices**

The Landscape of IT Services Provision is Changing!

Customers and users are demanding a higher level of customer service

Work is going mobile, and “apps” are growing exponentially

We are in a highly competitive, global environment, where at times choice is merely a “click away”

▶ **SIX TRENDS** are now challenging IT to re-think its approach ...

Six Trends Driving Transformational Change in IT Best Practices

1. Good customer service is not an option - it's a must to remain competitive, and to maintain and grow services
2. Measuring and ensuring the 'end-user experience' is just as important!
3. Services are shifting to "*the cloud*"
4. The continuing migration to mobile devices (tablets, smart phones) to accomplish work, in contrast to PCs
5. The increasing adoption of 'Agile' development to meet the demand for frequent updates to mobile app functionality
6. The need to effectively manage and support small, frequently updated "apps" that are replacing traditional applications

One: The increasing emphasis on “customer service”

- ▶ CIOs are putting more emphasis on developing their front line service and support capabilities...
 - ▶ *“Over 60% of CIO seek to improve customer experience and change the way they engage customers. More than 80% of CIO’s surveyed are mining data for customer insights and shifting their focus to marketing, sales and customer service managers who work on finding, winning and retaining customers.”*
- ▶ Who is managing the relationships with your “customers”?
- ▶ For IT, the “face of IT” is the Service Desk
 - ▶ Interacts with customers and users more than any other resource within IT.
 - ▶ A good Service Desk can more than make up for deficiencies elsewhere in IT.



Two: The need to measure and ensure the quality of the “end-user experience”

- ▶ Although “customers” may agree to SLA, end users are ultimately the consumers of IT services.
- ▶ Studies show that increasing emphasis is being placed on the “end user experience”. According to an Axios 2014 study:
 - ▶ “Although conversations around needs, demands and service levels usually happen between IT managers and business unit heads, employees in the end user community are the day-to-day consumers of IT services.”
 - ▶ The Axios study recommends that it is “essential to measure the quality of the end user experience as an IT metric.” Where best to measure and collect this data but at the Service Desk?
- ▶ Why critical? “In 74% of reported cases, IT first learns about performance and availability issues when an end user calls the service desk.” (Source: Gartner)



Three: The continuing shift to cloud-based services

- ▶ Customer Facing and “supporting services” are going “cloud”!
- ▶ Cloud “supporting services” are growing the fastest, followed by customer facing services. According to Gartner:
 - ▶ “Infrastructure as a Service (IaaS): CAGR of 41.3% through 2016, the fastest growing area of public cloud computing.
 - ▶ PaaS is projected to achieve a 27.7% CAGR through 2016.
 - ▶ SaaS to grow steadily at a CAGR of 19.5% through 2016.”
- ▶ IT services are becoming less platform centric, available on a variety of platforms, and capable of more frequent updates.
- ▶ This means your Service Design and Service Transition practices, and your support center (aka Service Desk), must be up to the task!



Four: The increasing adoption of mobile devices in lieu of desktop PCs

- ▶ The increasing adoption of mobile devices as the primary instrument for work is becoming a reality. *“By 2015, there will be more people accessing the web via a mobile device than through a PC”* (Source: IDC)
- ▶ An increasing proliferation of “apps” on a limited range of mobile devices - smart phones, tablets, laptops
- ▶ The IT service provider of the future must be capable of effectively designing, validating, and supporting mobile workers, using BYOD devices, operating cloud-based applications.
 - ▶ *“Through 2018, the growing variety of devices, computing styles, user contexts and interaction paradigms will make “everything everywhere” strategies unachievable. The unexpected consequence of bring your own device (BYOD) programs is a doubling or even tripling of the size of the mobile workforce.”* (Source: Gartner)
- ▶ What does this mean for your ITSM practices, and your support center?



Five: The increasing adoption of Agile, resulting in frequently deployed, small changes

- ▶ **Rapid Application Development (RAD) and deployment methods (Agile, Scrum) are being increasingly adopted, resulting in frequent small changes delivered to the “live environment”**
 - ▶ Agile is focused on Rapid Application Development that delivers small “chunks” of functionality to customers and users frequently.
 - ▶ DevOps, a related software development method which encourages collaboration between development and operations through the service lifecycle, is also gaining popularity
- ▶ How do these RAD methodologies reconcile with the planned “service life-cycle” approach of ITIL?
- ▶ Can these methodologies co-exist? Can they be integrated, and if so, how?

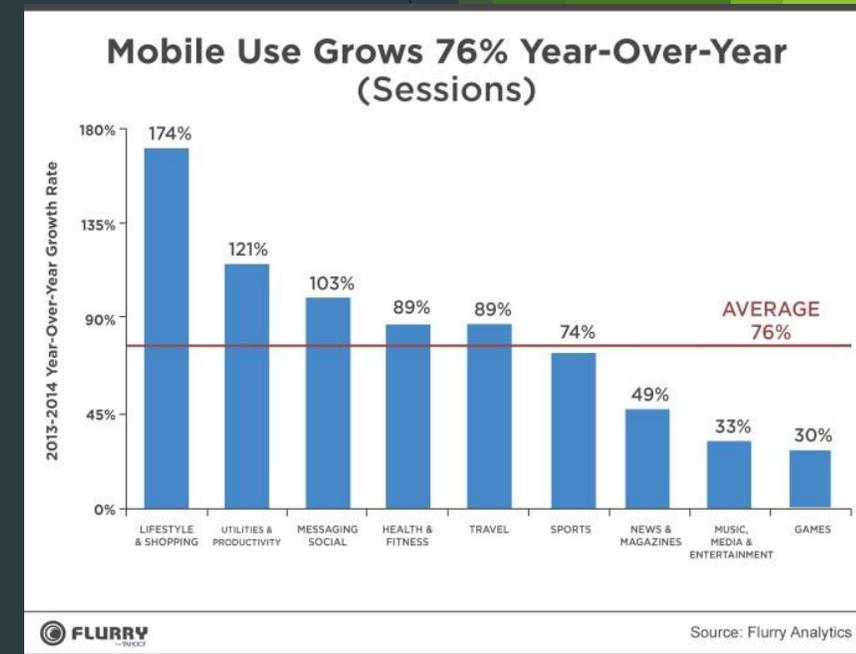


Six: A growing population of frequently changing “apps” in use on mobile platforms

- ▶ *“Mobile app usage continued to see significant growth over the past year, with overall app usage up by 76% in 2014.”*

(Source: Techcrunch.com, Jan 2015)

- ▶ IT Service Providers need to consider...
 - ▶ How the development, testing and deployment of apps can be effectively managed via a ITSM “life cycle” approach
 - ▶ How frequently deployed apps can be integrated with IT service management, so that quality services are delivered to customers
 - ▶ How can support be optimized for apps in a mobile environment



Where to Start? Start by Adopting ITIL as the Best-practices Framework for IT

- ▶ To help meet the challenges, ITIL should be adopted as the overall framework for planning, implementing and maintaining quality IT services that meet the needs of the business
 - ▶ It is vendor neutral, proven, and just plan “works”
 - ▶ It is best-practice guidance for implementing a service-cycle approach to delivering value to the organization in the form of “services
 - ▶ Includes all three essential elements - people, process and technology
 - ▶ CAN be integrated with other “best practices”, including Agile, DevOps
 - ▶ Helps IT align with the business, reduce costs, manage change, and empower the organization to be successful in its marketplace
- ▶ However



While ITIL is a great start, it is not sufficient to help IT meet these challenges!

- ▶ Given these six disruptive challenges, ITIL can and should be integrated with other IT industry best-practice guidance
- ▶ Why? ITIL provides us with good, general guidance on “what” to do - but not the specific guidance needed on “how” IT ought to meet these challenges. Two strategies:
 - ▶ First, adopt the HDI Support Center Standard, and associated training, to evolve your service desk to a “Hi-performance support center”
 - ▶ Second, integrate Agile methodologies and support for mobility into the ITIL service lifecycle - especially in Service Design, and Service Transition

First, complement ITIL with HDI Support Standards and Training to enable a “Hi-performance Support Center”

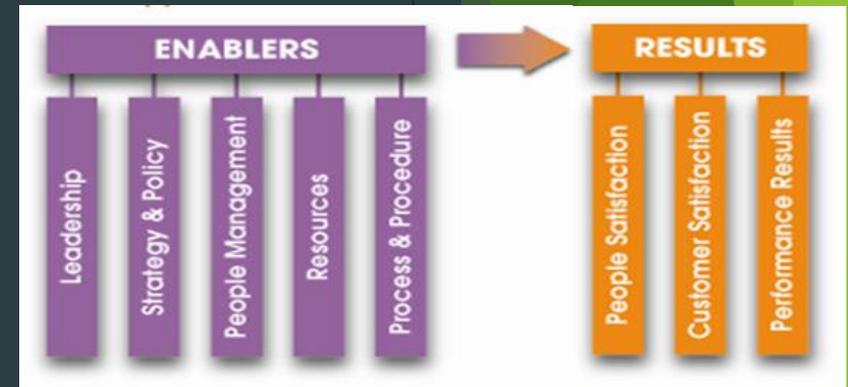
- ▶ Complement ITIL with HDI for optimized guidance!

- ▶ Assess your support center against the HDI Support Center Standard, to Enable ‘Support Center Transformation’
- ▶ Use HDI Individual Standards for support staff - Support Center Analysts, Team Leads, and Managers

- ▶ HDI established the HDI Standard to provide a set of best-practices guidance specifically for “support centers”

- ▶ Like ITIL, the HDI Standard is proven, vendor neutral, and usable by both internal and external support centers

- ▶ It integrates well with ITIL, and adds value to ITIL by providing “support center specific” guidance



Second, integrate Agile and support for mobility into the ITIL Service Lifecycle

- ▶ Agile software development and IT Service Management (ITIL), are not conflicting practices - in fact, both practices have much in common
- ▶ Both are proven best-practices, but with a different focus -
 - ▶ Agile is focused on optimizing software development, in order to deliver frequent software functionality that provides “value” to customers
 - ▶ ITIL is a best-practices IT service management framework for providing “value” to customers in the form of “services”
- ▶ Both emphasize “value” delivered to customers; both emphasize the need to respond to change; and both recognize the importance of people, process and technology
- ▶ Agile can provide the optimized software development methodology that operates within an overall IT service management framework

How ITIL, and these Two Strategies
Can Enable IT Transformation to meet
the Six Challenges
in 2015 and Beyond!

First, meeting the challenge of delivering great ‘customer service’

- ▶ **Adopt ITIL as the overall framework for service management, especially Business Relationship Management (BRM), and Service Level Management (SLM)**
 - ▶ BRM ensures continual alignment of services with changing customer “needs”, while SLM focuses on and desired performance levels
 - ▶ These two processes ensure IT understands what really constitutes “value”
- ▶ **Complement ITIL with the HDI Standard to optimize support services**
 - ▶ Customer satisfaction is a key ‘Results’ element of the HDI Standard
 - ▶ Ensure that goals for SLA performance, and customer satisfaction, are in place
 - ▶ Guidance for a customer service program, with on-going and periodic surveys, and effective feedback measurements and performance reporting
 - ▶ Also provides guidance on QA methods and continual improvement



Second, meeting the challenge of measuring and delivering a great ‘end user experience’

- ▶ Employ the HDI Standard to provide specific guidance on optimizing the end user experience...
 - ▶ Goals and objectives for end user satisfaction to be specified, measured and reported
 - ▶ People management programs to ensure support staff are equipped with training, skill development to optimize interactions
 - ▶ Sufficient resources, tools, and a supportive work environment to enable performance
- ▶ Use HDI Individual Standards and training to provide specific ‘how to’ guidance for support center staff
 - ▶ Develops support center analyst communication, relationship management, and call handling skills
 - ▶ Provides techniques for maximizing rapport, creating high satisfaction, and handling “difficult” customer behavior
 - ▶ Equips team leaders and support center managers with customer service skills



Third, meeting the challenge of shifting to *cloud-based services*

- ▶ Start by adopting ITIL to ensure that a service life-cycle approach is still taken - after all, it's still a "service"
 - ▶ Define the "service", its components, and its value proposition in Service Strategy
 - ▶ Design "ALL" aspects of the cloud service, creating a service design
 - ▶ Engage Service Transition to plan, validate, and release the cloud service, including all people, process, and technology components
- ▶ In addition, support staff must learn to more effectively support ...
 - ▶ Remote workers using BYOD devices in use at a variety of locations
 - ▶ Cloud-based applications with limited control and visibility

Third, meeting the challenge of shifting to cloud-based services

- ▶ Support staff must have additional skills that enable them to effectively support
 - ▶ Multiple technologies, in multiple configurations, in multiple environments
- ▶ Complement ITIL with HDI's Standards to provide guidance and skill development..
 - ▶ Requirements for remote monitoring tools & systems, to detect and prevent incidents
 - ▶ Remote access and control tools, for effective BYOD remote support
 - ▶ Guidance on implementing optimized Incident Management and Request Fulfillment in a support center environment
 - ▶ Enhanced communications skills to manage user interactions; thinking and problem solving skills for effective trouble-shooting



Fourth, meeting the challenge of a mobile device environment

- ▶ To meet this challenge, Service Desks will have to transform to a more capable “*support center*”
- ▶ The HDI Standard, along with HDI individual standards, provide the extended guidance and training needed
 - ▶ **Develop and communicate clear policies** for: which devices are, or are not supported/acceptable; how corporate applications and information is to be secured, while allowing for personal information and use
 - ▶ **Allow users** to assume a larger role in service and support
 - ▶ **Ensure your support teams are an integral part of planning, testing and deploying** capabilities for mobile devices and supported apps
 - ▶ A comprehensive **training program** to inform the support staff and users about the impact of mobility, and support for mobile devices



Fourth, meeting the challenge of a mobile device environment

- ▶ The HDI Support Center Standard, along with HDI individual standards and training, can also help ensure:
 - ▶ Improved communication and diagnostics skills are developed for first line support
 - ▶ Support staff are equipped with remote access and MDM support tools
 - ▶ **Support center processes** are assessed and revised to support the mobile environment.
 - ▶ That other processes such as new employee provisioning and de-provisioning are revised, tested and validated.
 - ▶ **A Mobile Device Management (MDM)** supporting tool is provided that enables the support center to track, monitor and support mobile devices

Fifth, meeting the challenge of Agile and frequent, small changes to services

▶ First, Let's Agree on Some Basics:

- ▶ “Value” is comprised of more than just “functionality” (utility) Functionality without “warranty” (performance) is insufficient.
- ▶ What customers and users want is the value the app delivers as part of a “service”, enabling a user to perform at a high level
- ▶ That “services” are comprised of two types - “customer facing services”, and “supporting services” (CPU, storage, network). You need both.
- ▶ That “stakeholders” include more than “the customer” - they may also include users, suppliers, and support functions like the service desk
- ▶ Realize that Agile methodology, and support for mobile devices, can and should be integrated with an overall ITSM framework



Fifth, meeting the challenge of Agile and frequent, small changes to services

- ▶ Integrate Agile development methods into the ITIL Service Lifecycle
 - ▶ Incorporate Agile methodology to optimize development and deployment of small, frequent updates to “apps” where the environment calls for this, and the risk is manageable
 - ▶ Position Agile development in Service Design, and Service Transition
 - ▶ Integrate Agile and ITIL with respect to people, processes and technology
 - ▶ Employ ITIL as the overall IT service management framework to ensure a portfolio of “services” that are continuously aligned with business requirements, delivering “value” that empowers the business, customers and users
- ▶ Tactics to employ to make this happen ...

Fifth, meeting the challenge of Agile and frequent, small changes to services

- ▶ Define, map and integrate the activities of two key functions: Applications Development (Agile), and Applications Management (Service Mgt.)
 - ▶ Not the same set of activities, thus should not be the “same” team
 - ▶ Development is typically functionality focused (utility), without much attention to the performance of the app after it goes “live”
 - ▶ Application Management is “service” focused, with attention to defining needs in terms of both functionality, but also on-going performance.
 - ▶ Both functions are critical - and need to be closely coordinated thru the life-cycle
- ▶ The role and responsibilities of each function should be clearly defined, along with how they interface during Service Design and Service Transition

Fifth, meeting the challenge of Agile and frequent, small changes to services

- ▶ Next, Integrate Agile and Supportability into the ITIL Service Life-cycle, starting with Service Design:
 - ▶ Starts with a project manager assigned as “design coordinator” to lead the Service Design(SD) team, which includes **application development and management**
 - ▶ Application management works with development, and the BRM and customer, to gather and document the full set of requirements
 - ▶ Agile “user stories” and “story points” help document the functional requirements
 - ▶ The development team provides input to the architectural approach for the application, as a part of the overall service
 - ▶ Since Agile encourages documenting as you develop - models, test cases, etc. - the design coordinator gathers all of the documentation into the Service Design Package (SDP)

Fifth, meeting the challenge of Agile and frequent, small changes to services

- ▶ Integrate Agile and support for Mobility into Service Transition (ST)
 - ▶ ST includes ensuring that ALL aspects of the “service” are built, tested and deployed effectively, delivering the expected “value”
 - ▶ Effectively manage risk while protecting the “live” environment. Optimize Change Management by integrating Agile and ITIL role assignments:
 - ▶ Make the Scrum Master (Agile facilitator) and Service Owner (responsible for the quality of “the service”) the same person - both listen to the customer, focused on requirements
 - ▶ Both these roles should be part of the CAB that advises Change Management
 - ▶ Drive authority and responsibility downward for review, approval and implementation of low risk, frequent changes
 - ▶ Through the increased use of “change models” and Standard changes

Sixth, meeting the challenge of managing and supporting small, frequently updated “apps”

- ▶ First, adopt ITIL as the overall IT Service Management framework
 - ▶ Integrate **Agile methodologies** and the **HDI Standard** to provide complementary guidance for “apps” as a part of a service, and optimized support
 - ▶ Ensure that design, development, testing and deployment of “apps” are conducted using an ITSM/ITIL service life-cycle approach
- ▶ **Integrate Service Operations teams** into the Service Design and Service Transition stages, to “build in” supportability, and provide early visibility to support teams
- ▶ Implement **Knowledge Management** to ensure the sharing of knowledge across design, transition and operational support (check out “KCS”)
- ▶ Implement a “**continual learning program**” in your ITSM organization, so that knowledge transfer takes place through multiple channels continuously

Conclusion: Integrate Best-practices to Meet the Challenges!

- ▶ Adopt the ITIL Framework as the overall IT service Management framework
- ▶ Agree on some “basic” policies that will help ensure quality services
- ▶ Complement ITIL with the HDI Standards and training for extended “*support center specific*” guidance and skill development - and evolve your service desk to a “high performance” support center
- ▶ Integrate Agile development methodologies, and support for mobile technology, into the ITIL Service Lifecycle framework (SD, ST)
- ▶ Implement the plan and meet the six challenges!
- ▶ **Keep it going with Continual Service Improvement (CSI)!**

Thank you! Questions, Comments?

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