



Research Report #19
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ITIL/Service Management Roadmap

THE QUESTION: How to turn ITIL from a Myth to a Miracle?

THE ANSWER: Develop an Implementation Roadmap to address strategic business alignment and long term process improvement while producing short term results to solidify senior management support and commitment to this continuous improvement framework.

Below is a brief outline of SCC's practical and proven approach. We have successfully used the ITIL (Information Technology Infrastructure Library) framework as the basis for our IT Service Management (ITSM) improvement campaigns. The approach insures, with a high degree of confidence, that sustainable benefits for your business will be realized while developing the organizational skills to become self-sufficient.

Recently, there has been a considerable amount of hype about ITIL. Industry articles highlight outstanding successes as well as dramatic failures incurred by organizations pursuing an improved service management model. Vendors, consultants and CIO's all have jumped into the fray with their 'solutions'.

SCC's experience over the past two decades of assisting enterprises with the challenge of aligning IT services with critical business requirements is not based on any 'silver bullet'. We believe that successful implementations are still based upon assuring synchronized and parallel actions focused on People, Process and Technology. Whether it is called ITIL, Service Management, Six Sigma, or Continuous Improvement, they are all about bringing change into an organization without destroying its capabilities and interfering with daily operations.

The SCC Roadmap development is performed in three distinct steps that answer vital questions for your organization. The three steps are outlined below.

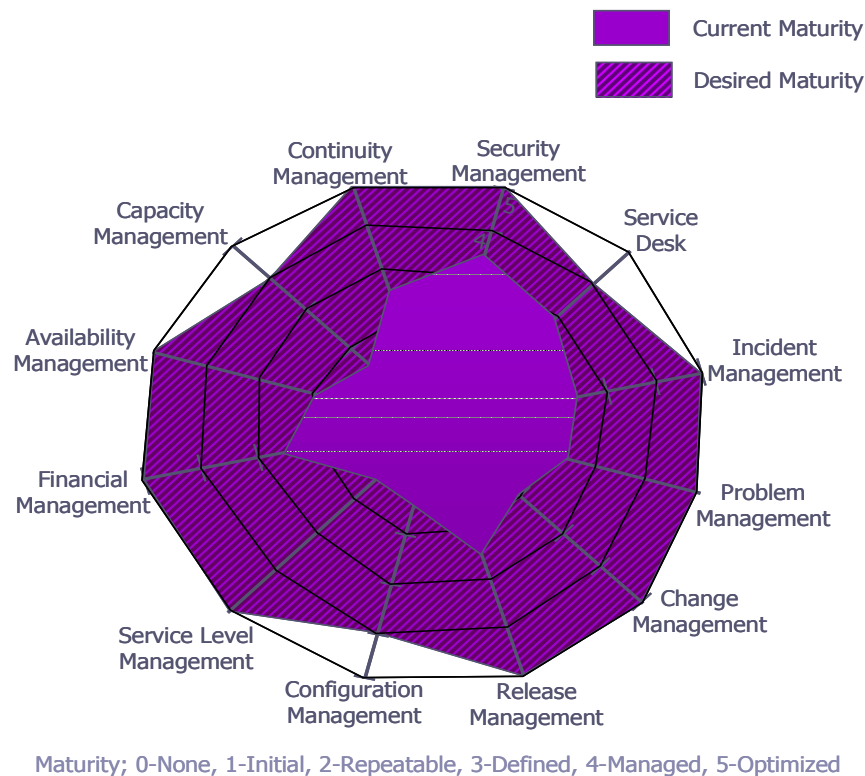
#1 INITIATIVE SETUP - "Do we have a shared vision of where we want to be?" The tasks performed during this step are (1) Program administration setup, (2) Business & IT Executive Interviews, (3) Surveys & data gathering, (4) Initial training campaign, and (5) ITSM Vision development. There is considerable communication and involvement with key business executives during the setup step. The final roadmap will be presented to these executives (or a representative committee) for ratification and approval.

#2 CURRENT STATE ANALYSIS - "Where are we now?" This step contains the majority of the effort to complete a thorough assessment of the existing IT Service Management maturity. This step includes a significant contribution by the senior and second line IT management team and technical leads. The data gathering, surveys and executive interviews performed in the Initiative Setup step are used during the workshops attended by the core team members.

The tasks performed during this step are (1) Process assessment workshops (5 sessions), (2) Technology assessment workshops (2 sessions), (3) Metrics assessment workshop session, (4) Roadmap development workshop (2 sessions), and (5) Roadmap report development (see Figure 1 below).

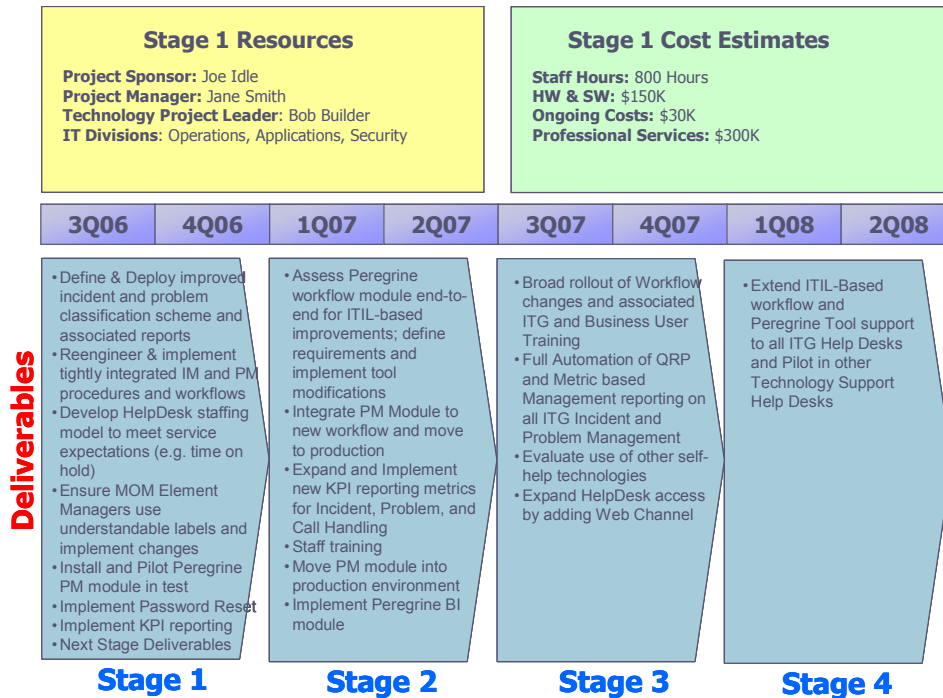
Figure 1 – Process Maturity Model

Each of the eleven ITIL processes plus Security Management is thoroughly assessed and scored for current maturity during the workshops. The ‘Spider-gram’ represents the consensus reached by the core team for the current and desired maturity level for each process area.



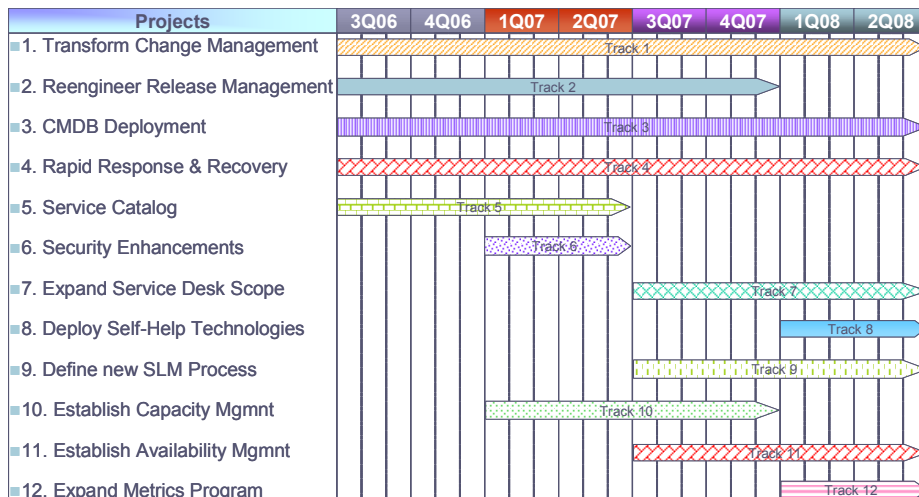
#3 STRATEGY DEVELOPMENT - “How will we get there?” The final Initiative Implementation Roadmap is developed from detailed Track Plans (Figure 2) and Track Overview. For each individual track we develop a comprehensive Overview containing (1) Track Name, (2) Priority, (3) Objectives, (4) Scope, (5) High-Level Milestones/Activities, (6) Stage 1 Preliminary Deliverables, (7) Expected Benefits, (8) Related Recommendations, (9) Critical Success Factors, (10) Potential Risks, (11) Key Measures/KPIs and (12) Stage 1 Investments. This overview provides the core team with enough information to begin Stage 1 of the implementation plan once the core team has ratified the Initiative Roadmap priorities. The Track Plans (Figure 2) position the Stage deliverables across multiple initiative stages so the cycle of turning the plans into budgeted projects instills a continuous improvement model within the IT support organization.

Figure 2 – Track Plan and Target Deliverables



These three steps to produce the Initiative Implementation Roadmap vary in duration depending on the size of the enterprise. However, our experience indicates that all three can be performed for most organizations within a 12 to 14 week timeframe. Figure 3 below is an example of how the rollup of the tracks produces the Initiative Implementation Roadmap to improving service support and delivery.

Figure 3 – Initiative Implementation Roadmap



With this approach SCC can develop an Initiative Implementation Roadmap addressing (1) your organizations most critical pain points, (2) a concurrent top-down and grass-roots support model, (3) campaigns for communications, training and awareness, (4) a balance between strategic foundational efforts and Quick Wins, and (5) an emphasis on a metrics program to empirically map your improvements going forward.

The final Roadmap is presented to both Business and IT Management for ratification and adoption of the Initiative built from all the Track plans developed during these first three steps. As in any alignment or continuous improvement initiative, a group with leadership and sustaining capabilities must be established to spearhead an endeavor of this length and complexity. It requires good talent to “get strategic while delivering Quick Wins”.

This report was prepared by the Systems Consulting Consortium, Inc. (SCC) as a service to our past, present, and future clients. The author, Coby Dunn, is an ITIL certified senior business and systems executive in operations, product development, customer service and support. His current area of focus is mentoring enterprise organizations obtain the maximum benefit from their Service Management improvement campaigns and ITIL initiatives.

If you are interested in hearing more about SCC’s Implementation Roadmap for Service Management improvement initiatives, please contact either Coby Dunn at 415-459-0107 (office), 415-902-2879 (mobile), coby.dunn@scc.cc or Jim Spitze at 925-254-0760 (office), 510-409-2888 (mobile), jim.spitze@scc.cc.



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