Enterprise Service Management – The Landscape and ITIL 4 in Context
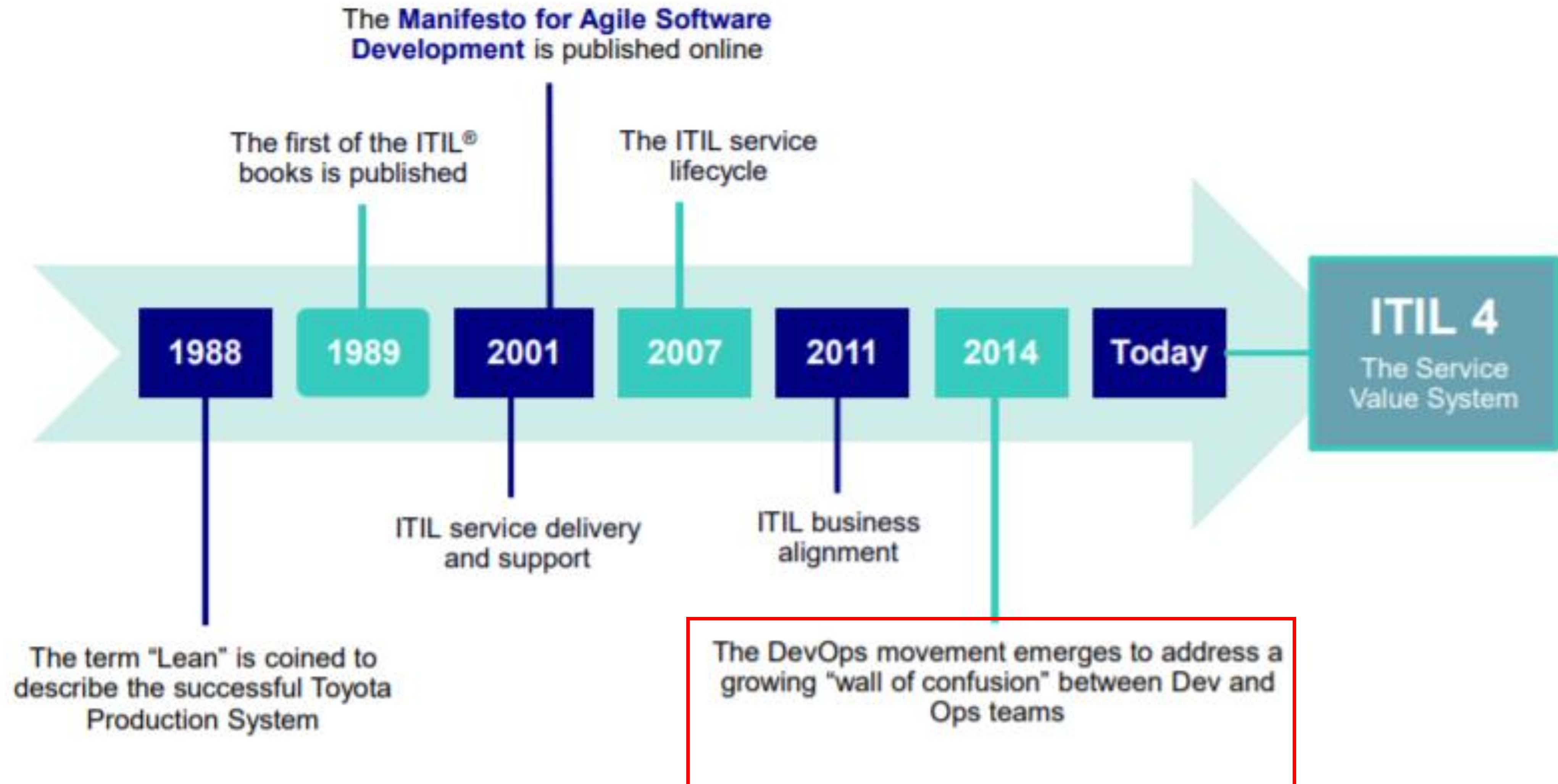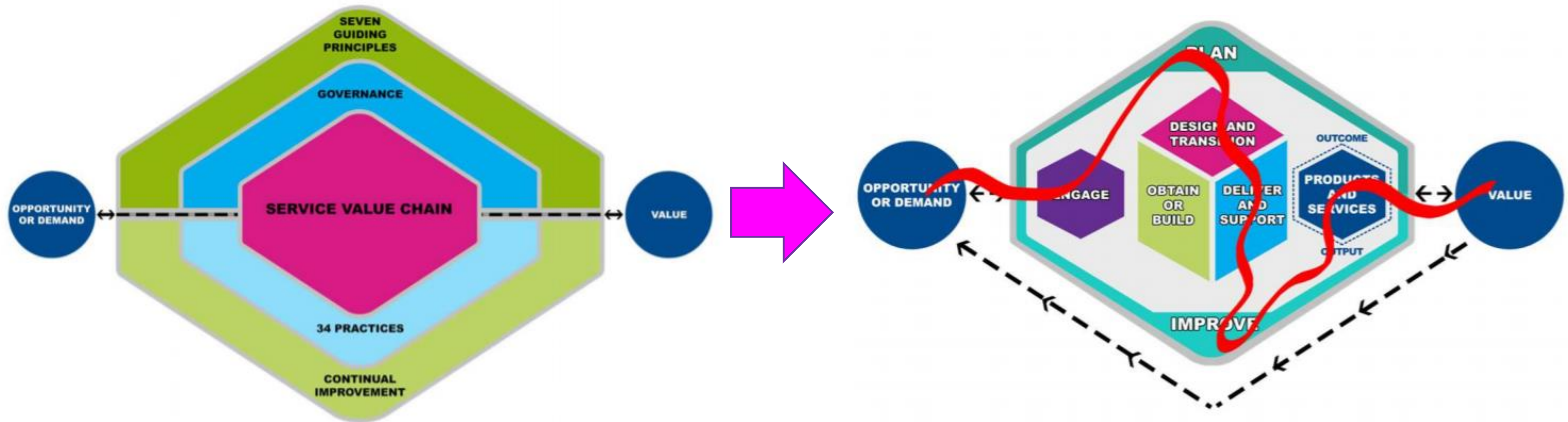
What We Will Cover

- ITIL 4 Our take
- ESM ITIL 4 convergence
- The challenges to an end-to-end enterprise
- Some practical tips for enhancing flow
- Mapping your processes/tools
- Conclusions

ITIL 4 Evolution

ITIL 4 Value Chain Support

The ITIL 4 Service Value System

SEVEN GUIDING PRINCIPLES

GOVERNANCE

SERVICE VALUE CHAIN

34 PRACTICES

CONTINUAL IMPROVEMENT

OPPORTUNITY OR DEMAND

VALUE

PLAN

DESIGN AND TRANSITION

OUTCOME

OPPORTUNITY OR DEMAND

ENGAGE

OBTAIN OR BUILD

DELIVER AND SUPPORT

PRODUCTS AND SERVICES
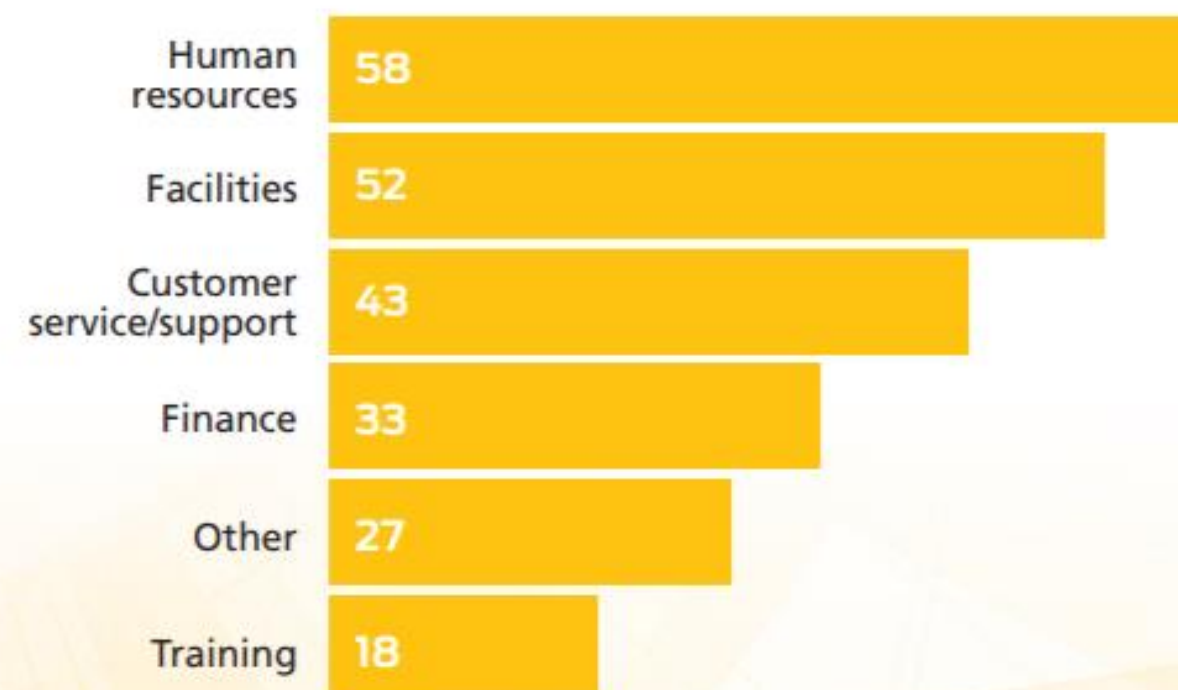
OUTPUT

IMPROVE

VALUE

Why is this any different than Enterprise Service Management?

Enterprise Service Management

The State of Enterprise Service Management

In which non-IT areas will your service management solution be implemented?

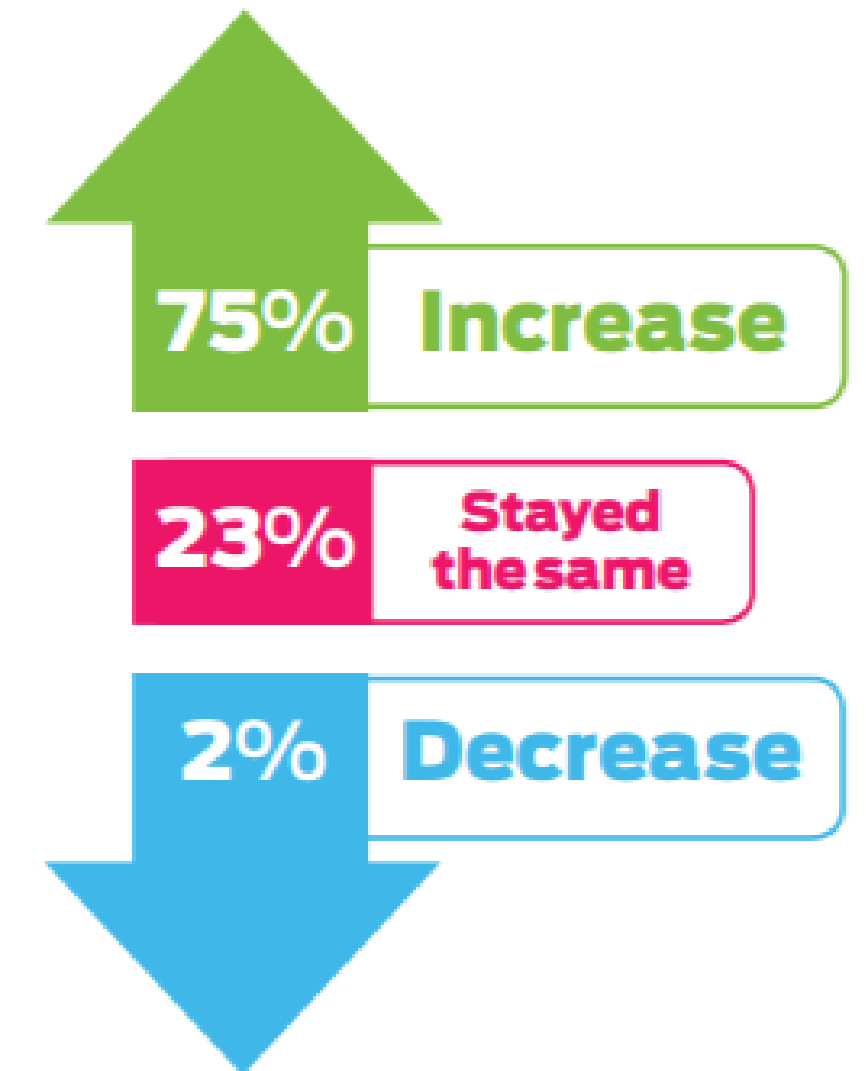| Area	Percentage
Human resources	58
Facilities	52
Customer service/support	43
Finance	33
Other	27
Training	18

Percentage of organizations (select all that apply ≠ 100%)

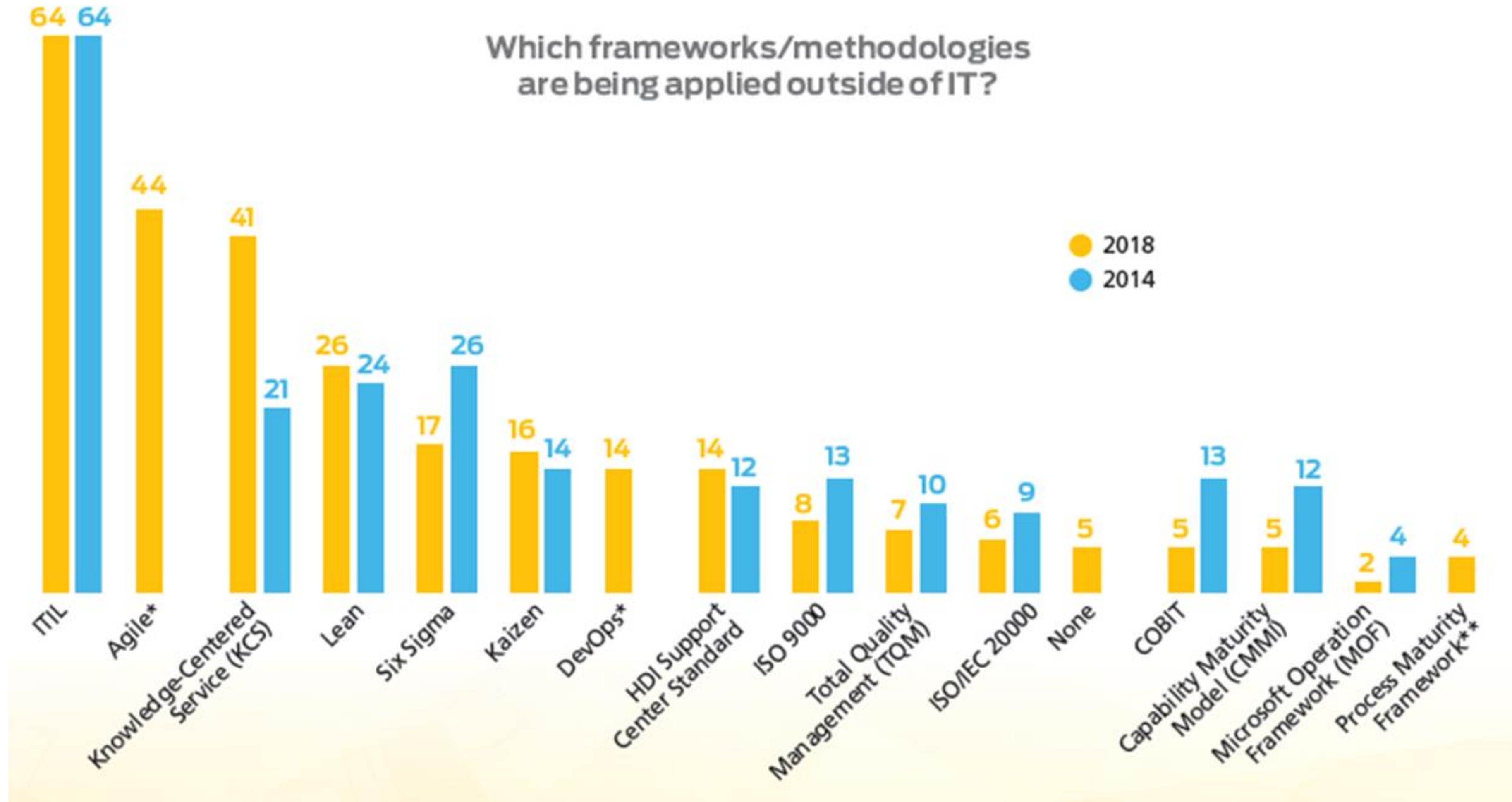**What business drivers are influencing the expansion of service management outside of IT?**

Driver	Percentage
Improve the customer experience	77
Expanded capabilities of service management solutions	43
A business need or challenge	40
Improve employee satisfaction or engagement	37

Percentage of organizations (select all that apply ≠ 100%)

How has productivity changed since expanding service management outside IT?

- 75% Increase
- 23% Stayed the same
- 2% Decrease

Percentage of organizations

ITIL 4 Value Chain Support

Which frameworks/methodologies are being applied outside of IT?

- 2018
- 2014

Framework	2018	2014
ITIL	64	64
Agile*	44	
Knowledge-Centered Service (KCS)	41	21
Lean	26	24
Six Sigma	17	26
Kaizen	16	14
DevOps*	14	
HDI Support Center Standard	14	12
ISO 9000	8	13
Total Quality Management (TQM)	7	10
ISO/IEC 20000	6	9
None	5	
COBIT	5	13
Capability Maturity Model (CMMI)	5	12
Microsoft Operation Framework (MOF)	2	4
Process Maturity Framework**	4	

7 Guiding Principles

Focus on value

Start where you are

Progress iteratively with feedback

Collaborate and promote visibility

HOW?

Think and work holistically

Keep it simple and practical

Optimize and automate

Pink Elephant Holistic ITIL 4 View

Pink Elephant have mapped in concrete terms what the value stream means
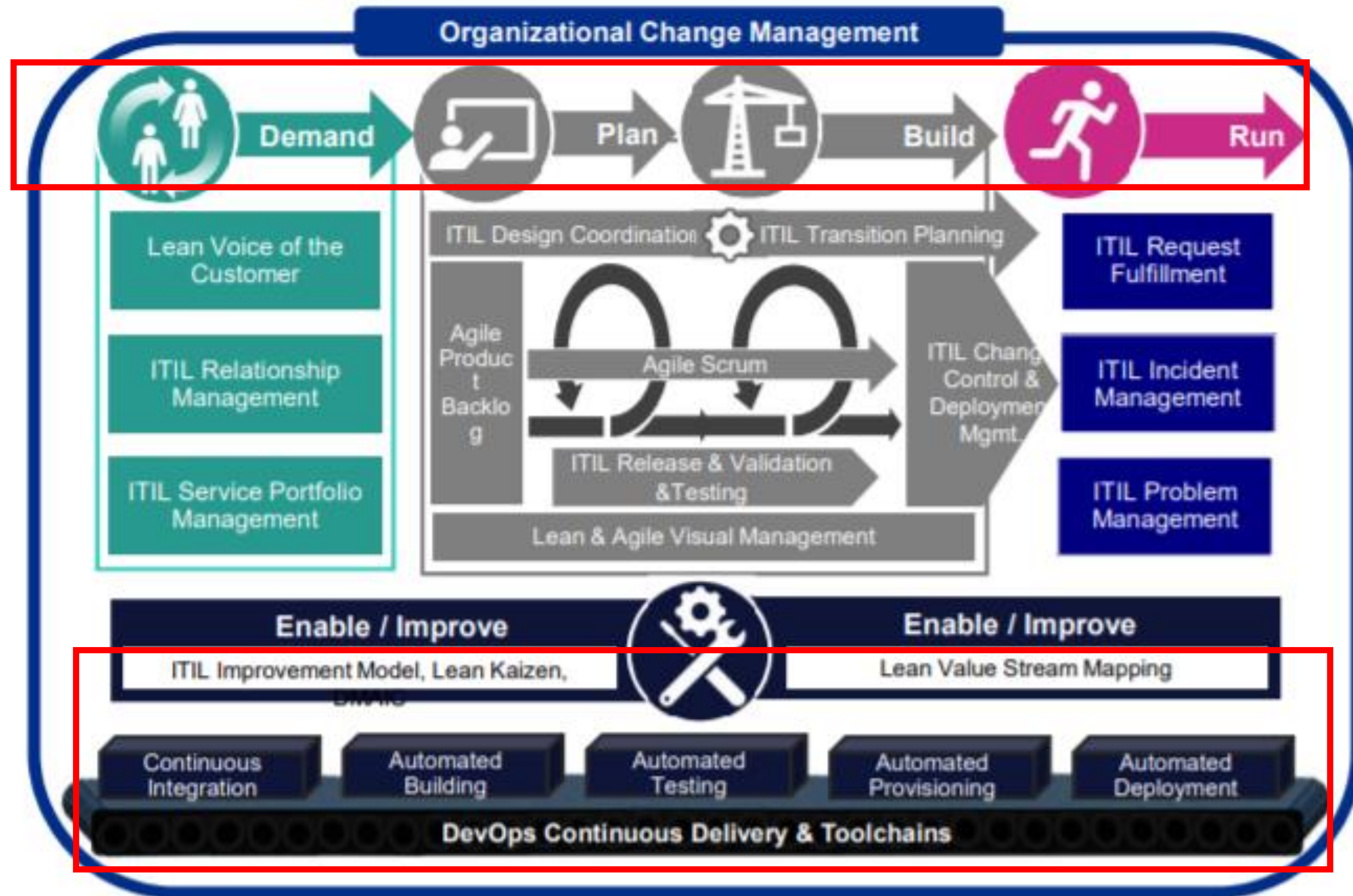
Enterprise Service Management = a lightweight version of ITIL 4

But seriously – IT has a bit of a bad rep
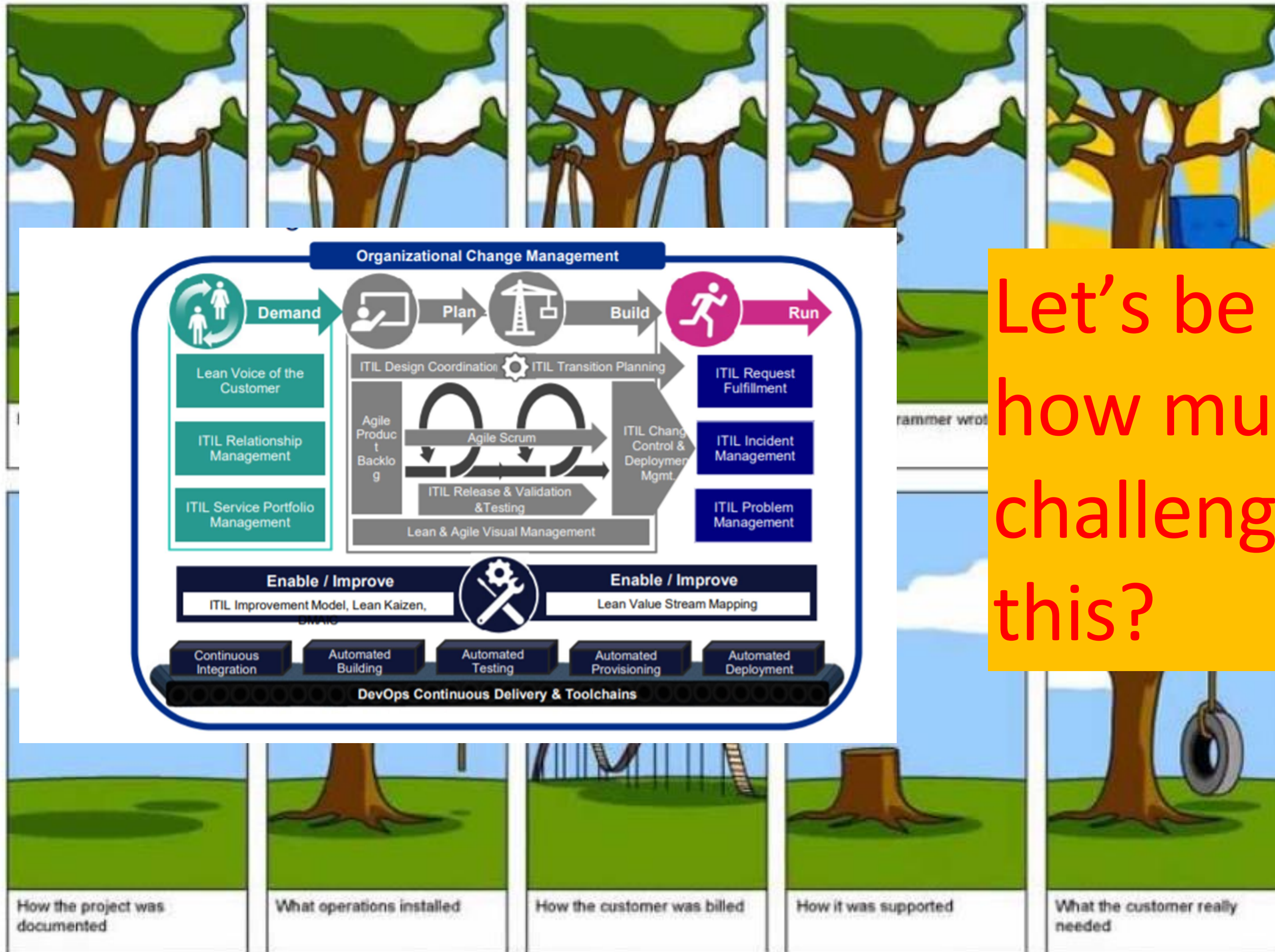
It's a Great Story!!!!

What Do We See?

What Do We See?
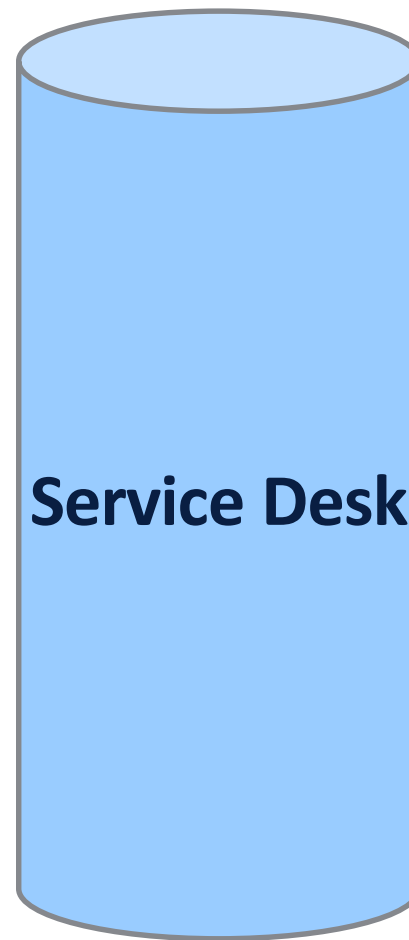
Service Desk

Dev Team

Testing Team

Production

ITIL/ITSM
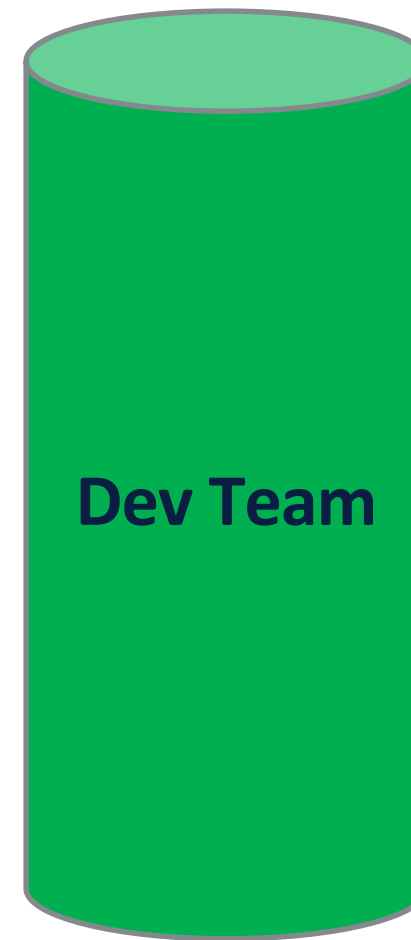
Agile/Waterfall

QA Methods

Change Management

And the Barriers Go Up

Service Desk

Dev Team

Testing Team

Production

ITIL/ITSM

Agile/Waterfall

QA Methods

Change Management
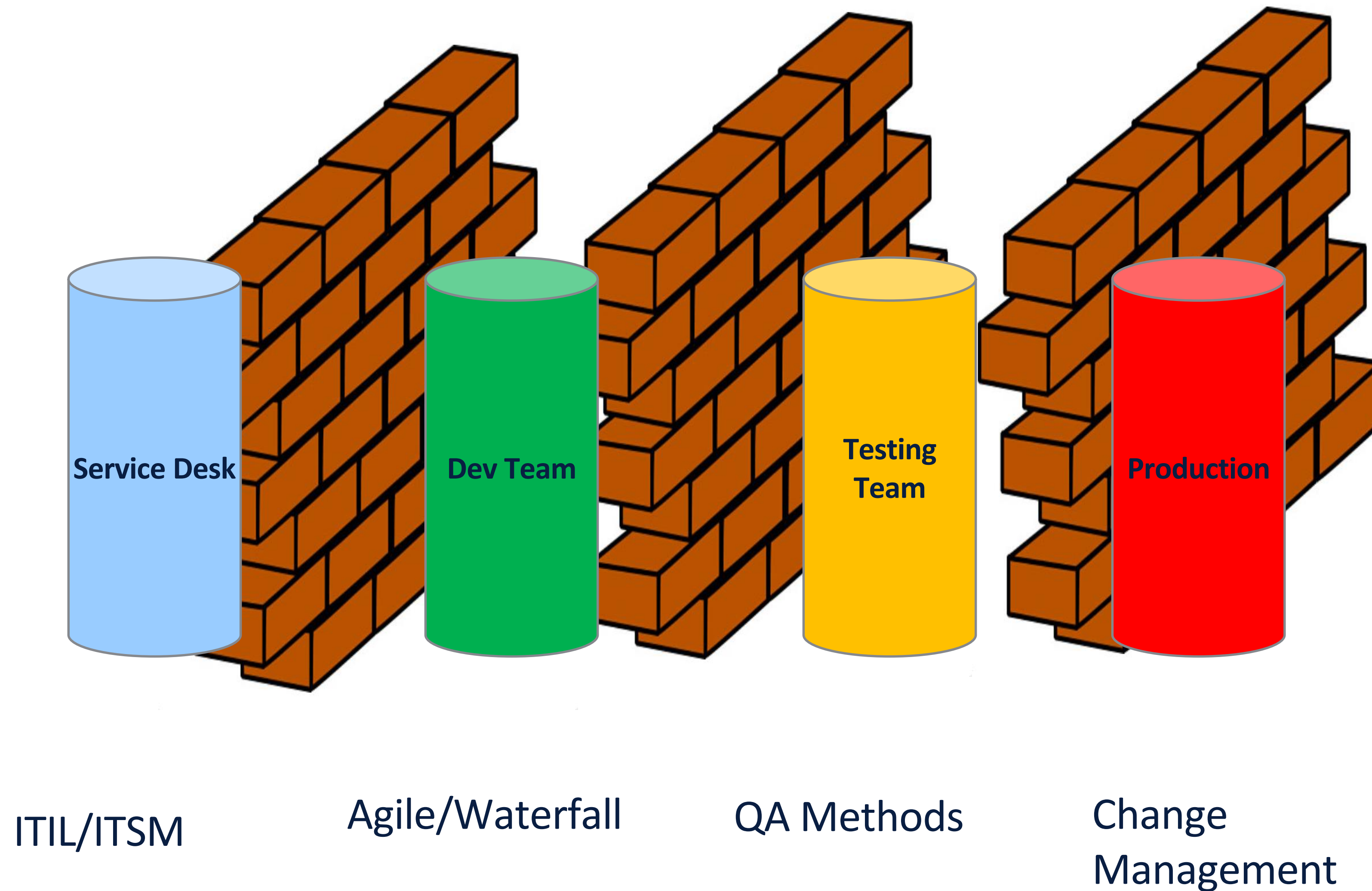
If you are really unlucky....

STRAIGHT THROUGH PROCESSING
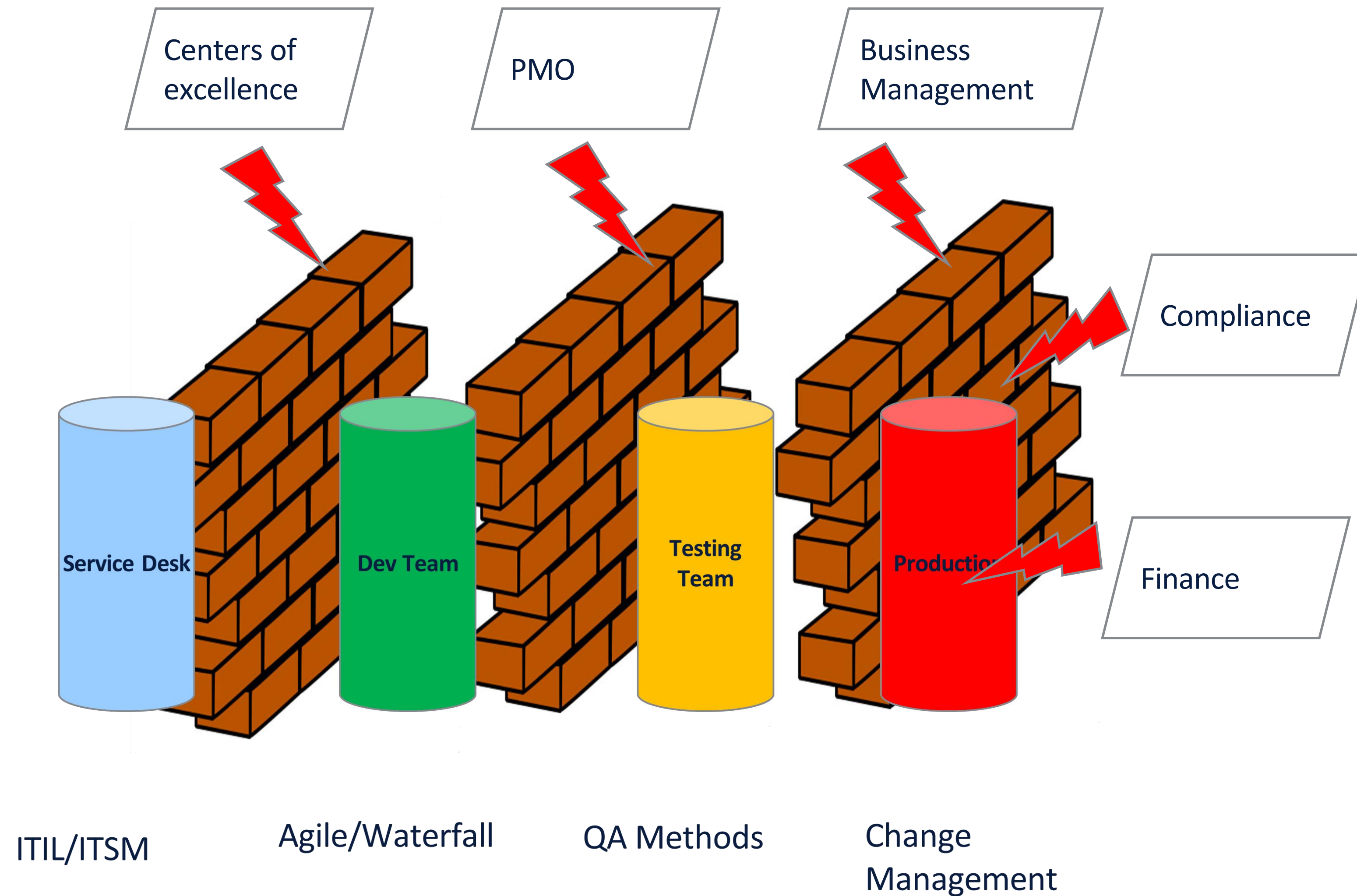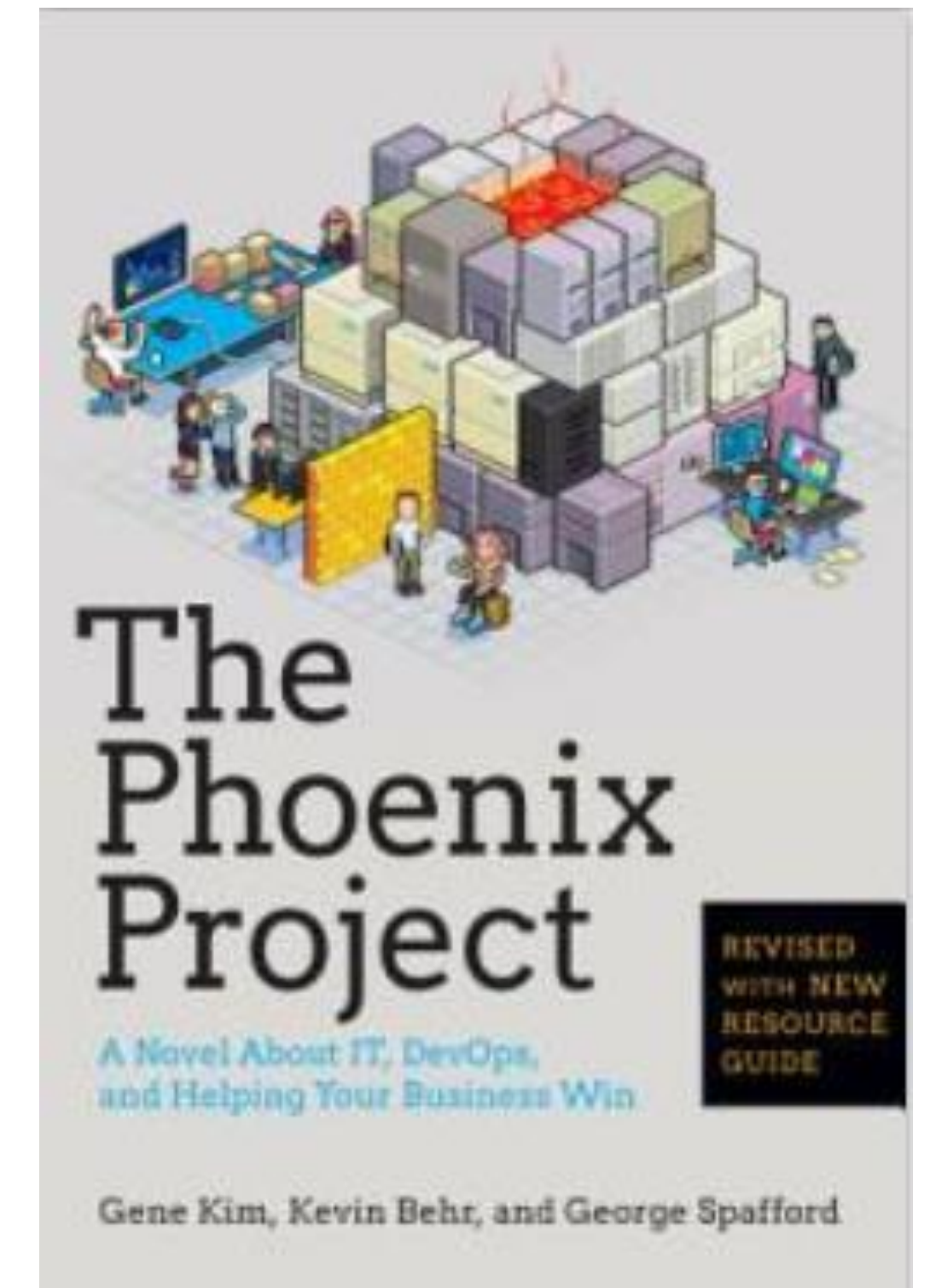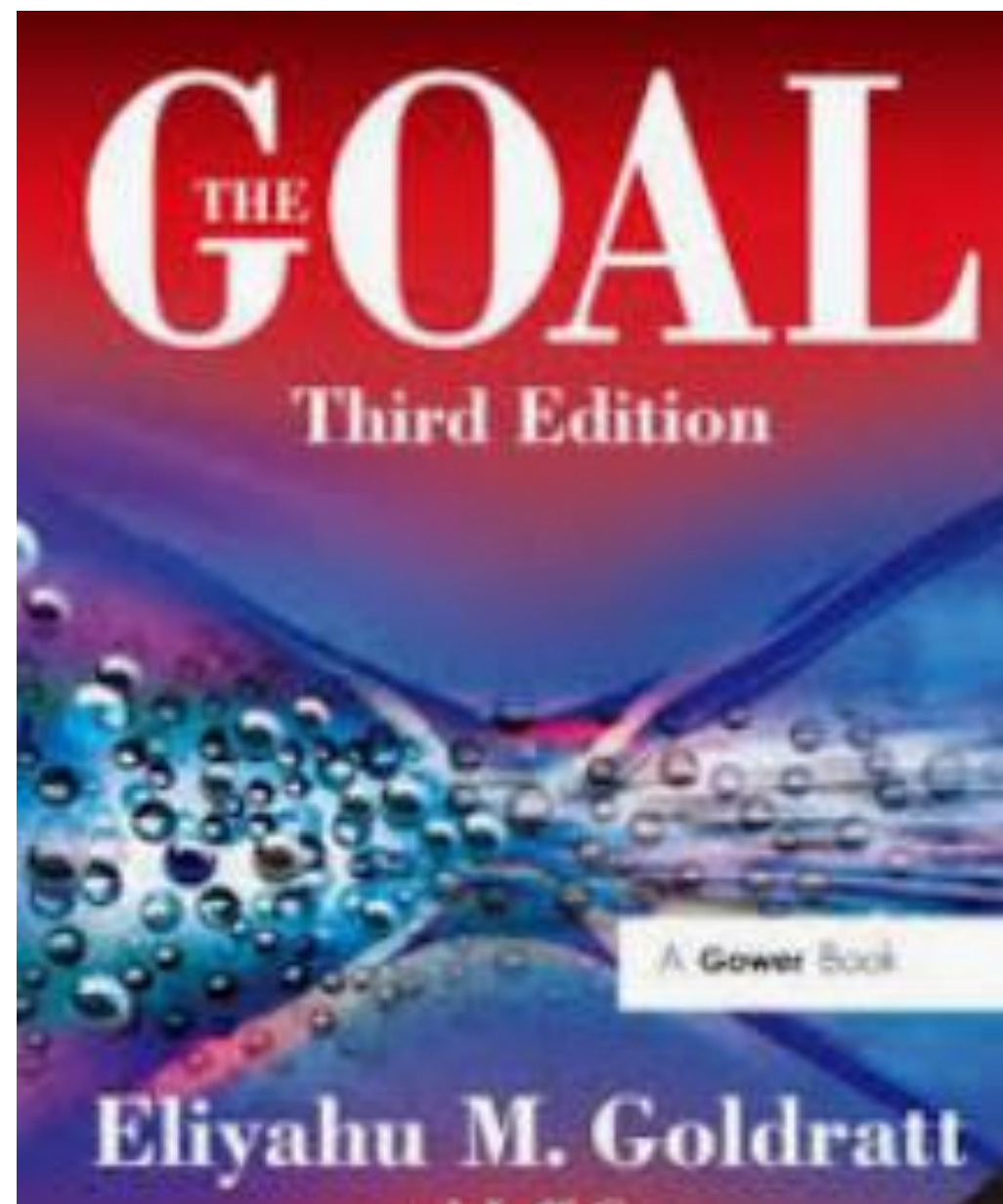
This is another spin of an old problem
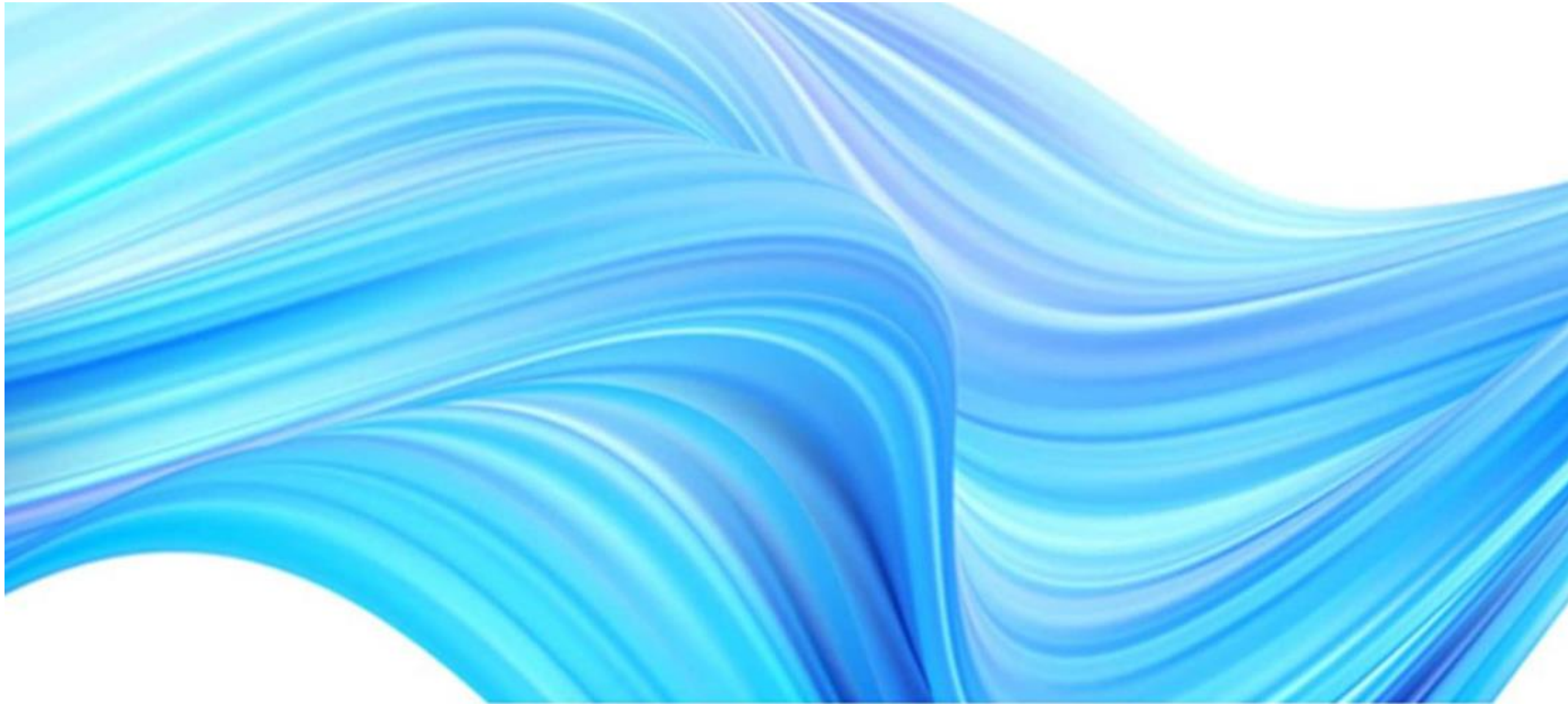
The three ways;
- Fast left to right *flow* of work to deliver value to the customer
- Fast right to left *feedback*
- A high performing *culture* enabling constant improvement

Flow

The Critical Success Factors for STP/Flow

- Executive Leadership

- A Blueprint of what end-to-end means – and alignment of handover processes and behaviours

- A clear understanding of the barriers and the removal of them...

- Quick wins for momentum but not at the expense of a proper transformation

- A common platform built or designed to facilitate flow

Lets talk about the reality of our functional islands

We've done it before!?

What's the point of an ERP anyway? – and if its good enough for everyone....

How bad is the divide?

Market Assessment Agile/Dev Ops Space

Forrester's Take
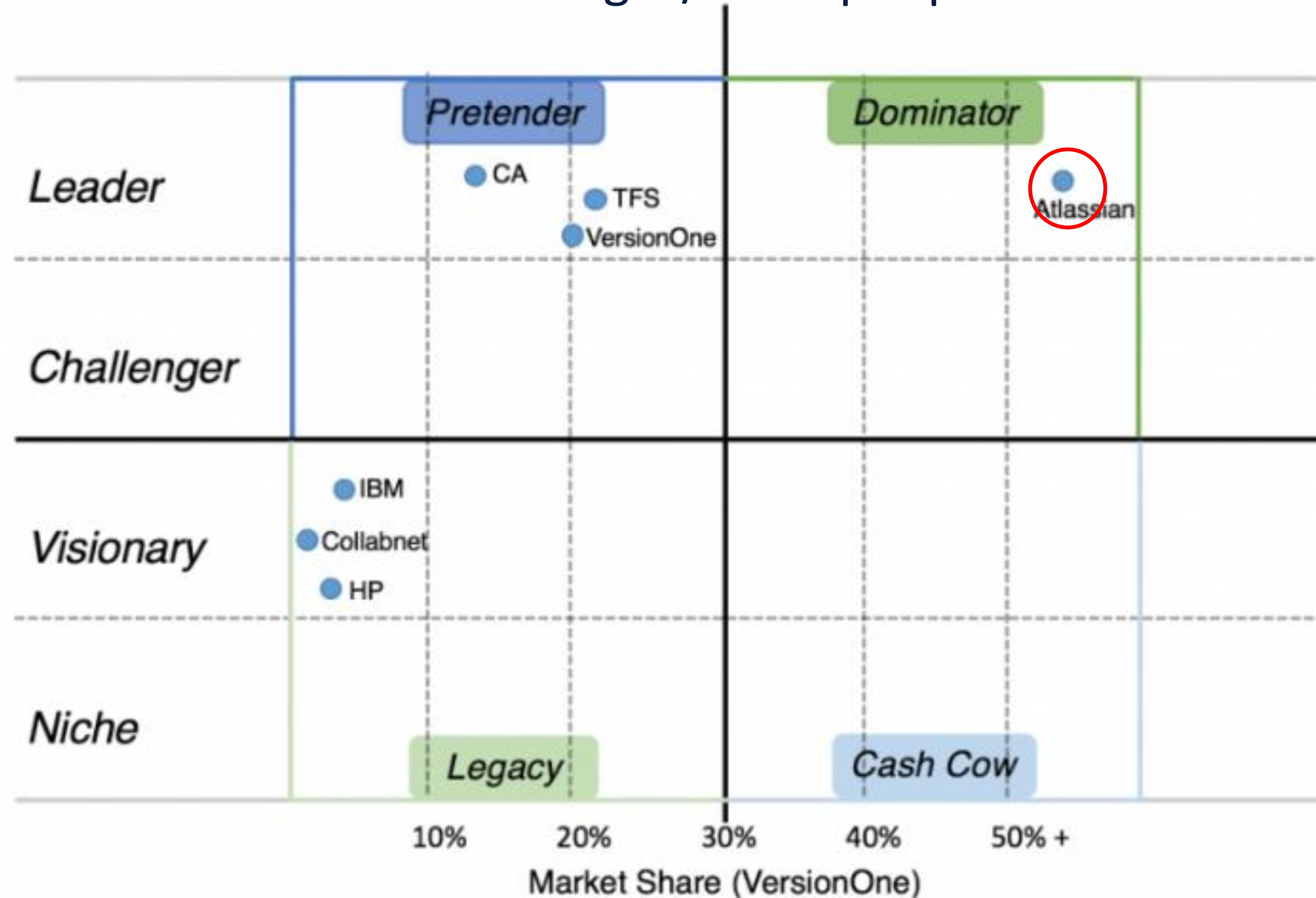
Ideas to connect the dots
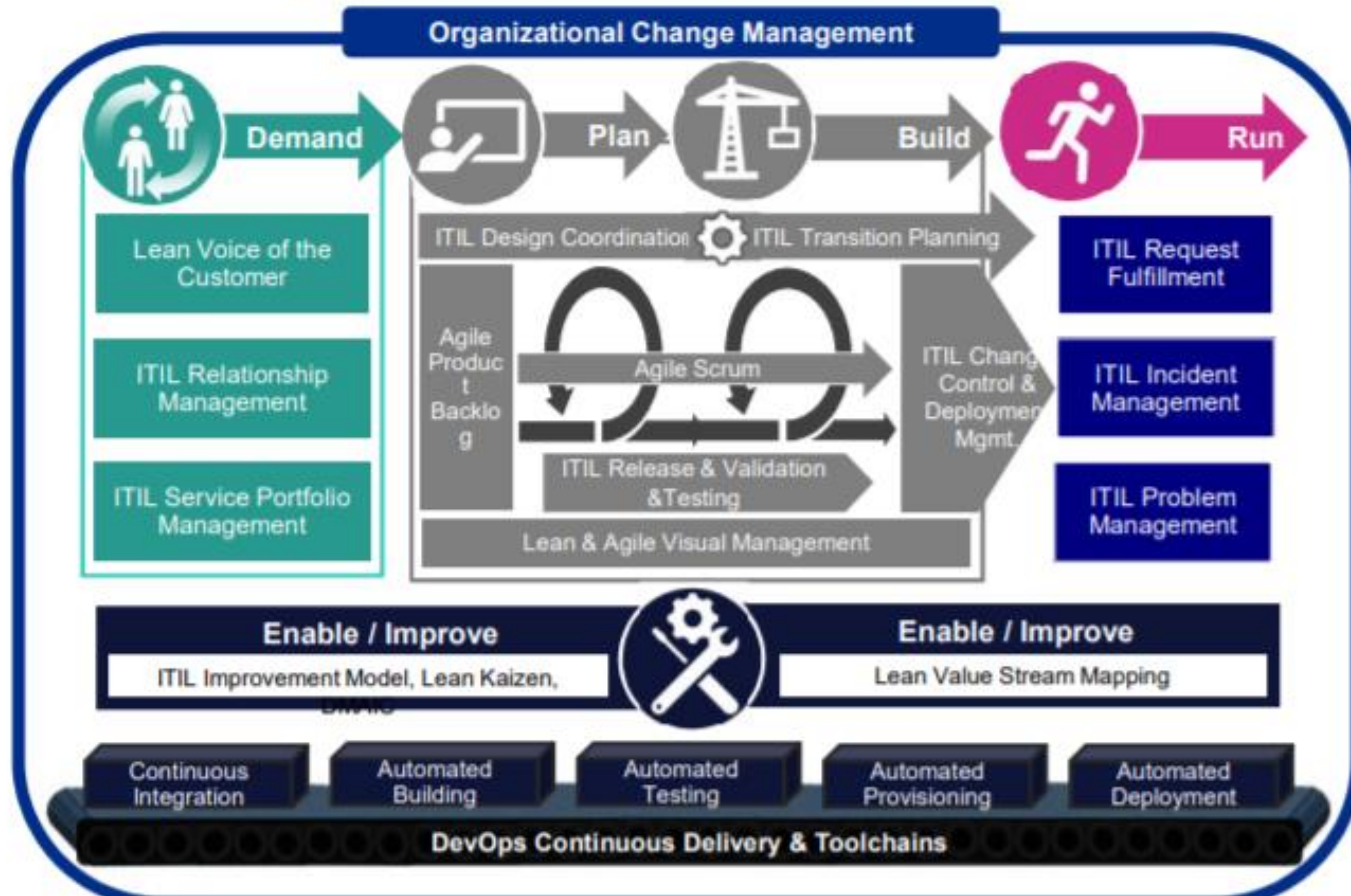
Enterprise Tips to Enhance Flow

- Encourage but *manage* distributed departmental service management
- Knowledge Management across domains (not within them)
- Shift left intelligently and flexibly (the how)
- SLA's across domains (flow)
- Synchronized hand-offs across domains
- Integrated Incident and alert messaging with all tools

Encourage ESM with lighter solutions

- Offer standard service, enabling departments to provide request management
- Enable flexible work flows and standard business templates
- Charge for the service
- Build common collaboration spaces across the enterprise
- You will be surprised at the demand

IF YOU DON''T THEY WILL DO IT ANYWAY AND SOMETIMES BADLY

Knowledge Management

- Wiki centric
- Collaboration led
- Central content contributed to by all teams
- Documents are the last resort

- Release Notes
- Requirements
- Retros
- Team Meetings
- Lessons learnt
- Linked to planning tools

Shift Left

Shifting Left

Time to Resolve
Cost

Tier 0
Tier 1
Tier 2
Tier 3

Shift-Left
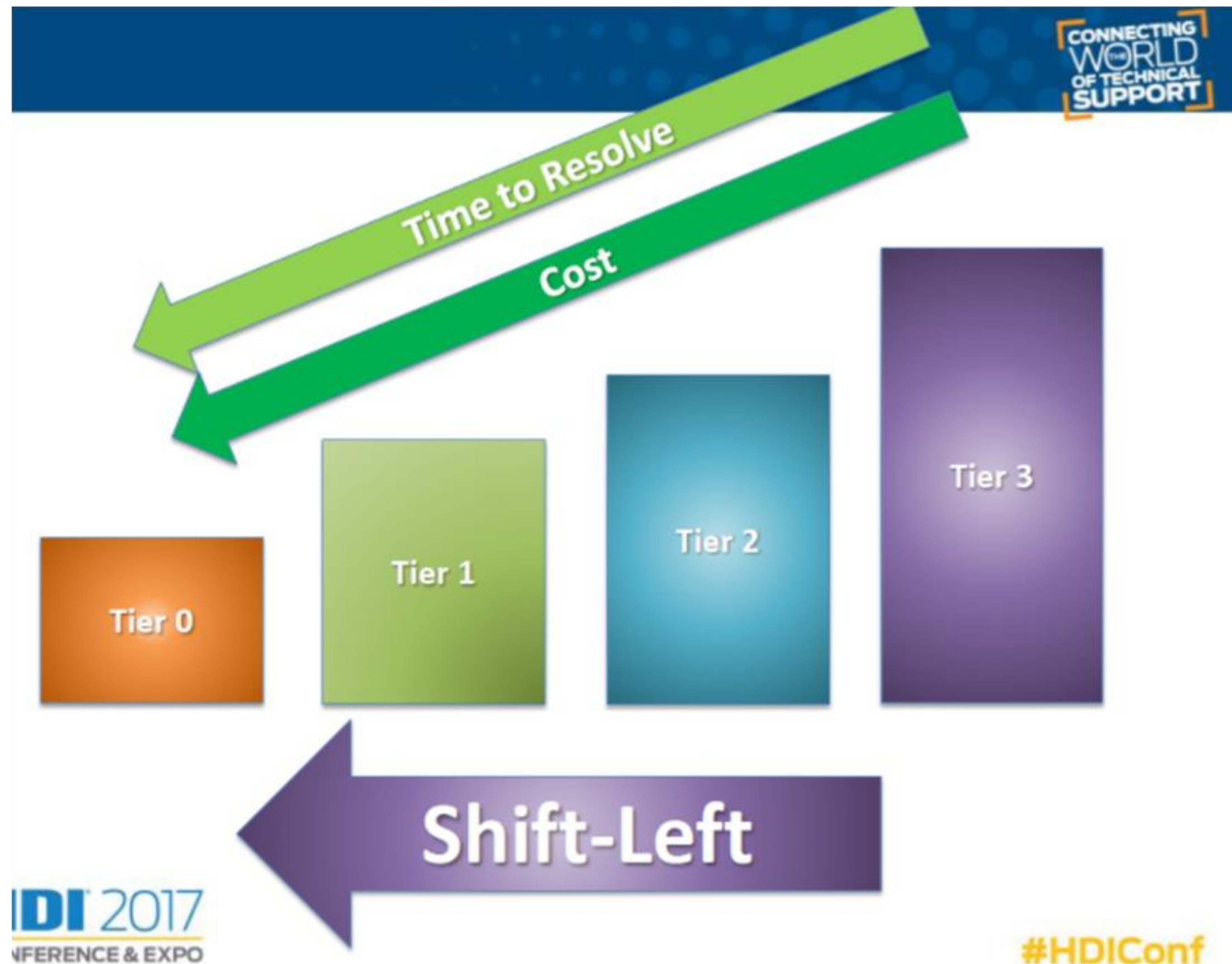
- Self-help – $2
- Service desk – $22
- Desktop support – $69
- IT support – $104
- Vendor support – $599

Source; Jeff Rumburg

#HDIConf

Where will you get the knowledge?

Smart-Graph Search

Users simply search for what they want to request or ask.

Confluence

Recommend KB articles based on search terms.

Recommended service request types based on search terms.

Help Center

Requests 43

Add announcement

Help Center
IT Support

Welcome! You can raise a IT Support request from the options provided.

| Mac | ⊗ |

Solutions from the knowledge base

Mac OS X: How to add a corporate network printer
it on, it should be recognized by your **Mac**. OS X includes printer drivers for most USB printers you can buy today. To see if your printer is recognized ... at the bottom of the window will become active and you can click on it to add the printer. printer **mac**

VPN client update for Mac
Describe when someone would need this information. For example "when connecting to wifi for the first time". Having issues with your **Mac** VPN. Try a reinstall to clear a know issue with version 2.1 Stepbystep guide **Mac** OS X Upgrade To launch the AnyConnect client, open the Finder and navigate to Applications > Cisco

VPN client connectivity troubleshooting (mac)
Problem I'm having issues connecting my **mac** to the corporate network using the Cisco VPN client. Solution This document answers frequently asked questions about Cisco's VPN Client solutions available on **Mac** OS X. Tip: Cisco recommends that you migrate to the AnyConnect VPN Client for both Secure Sockets Layer (SSL

Can't find what you need? Raise a request

New Notebook
Request a new Dell, Lenovo or Macbook notebook for work. Please refer to IT policy for comput...

Request new desktop hardware
For example, a new mouse or monitor.

Shift Left - Explicit Service Status Published

- Best practices approach to incidents is to get there first!
- Adopt full service offering on status
- Segmented notifications
- Private pages
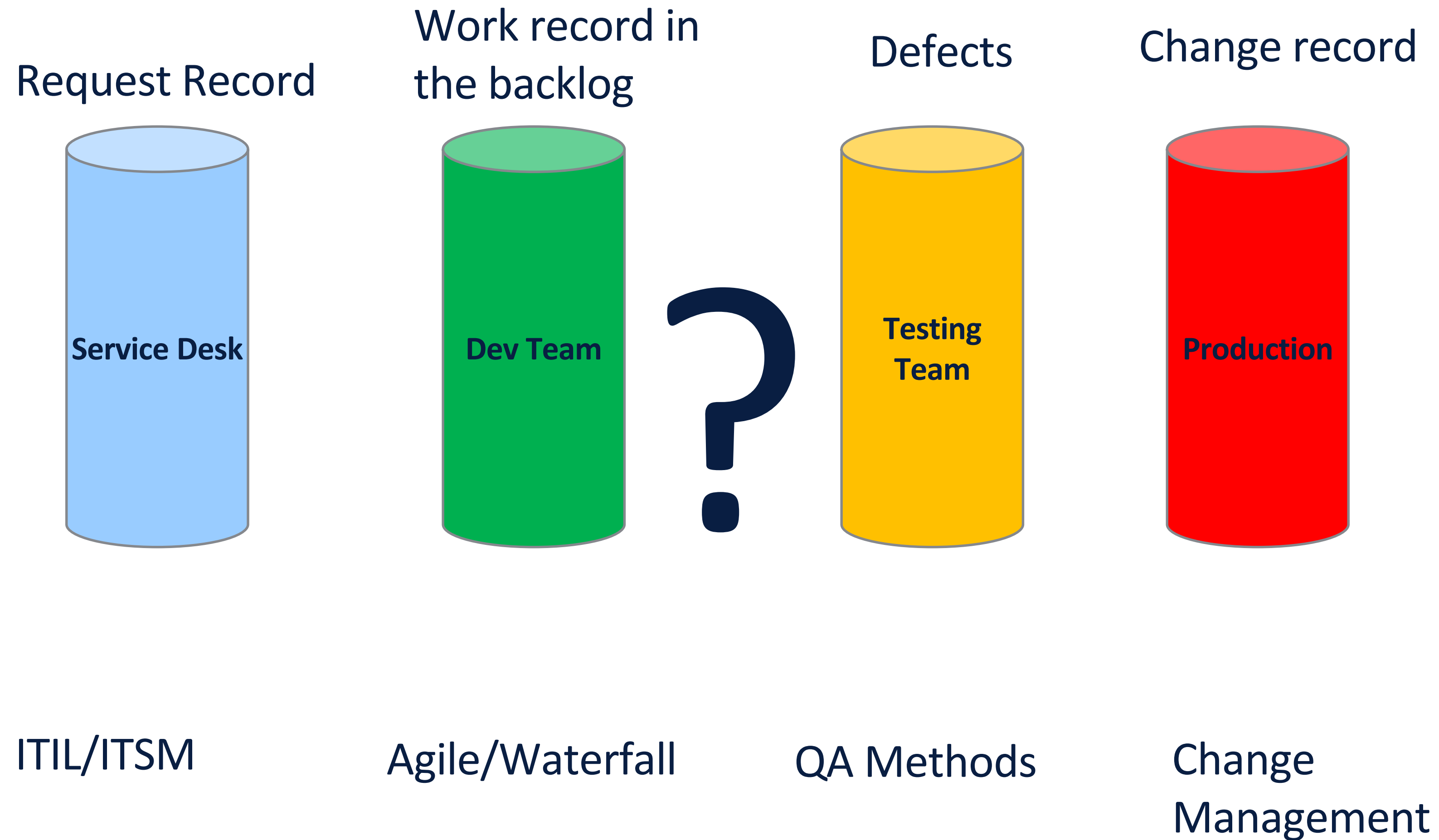- Obviously tightly linked to service/application owners
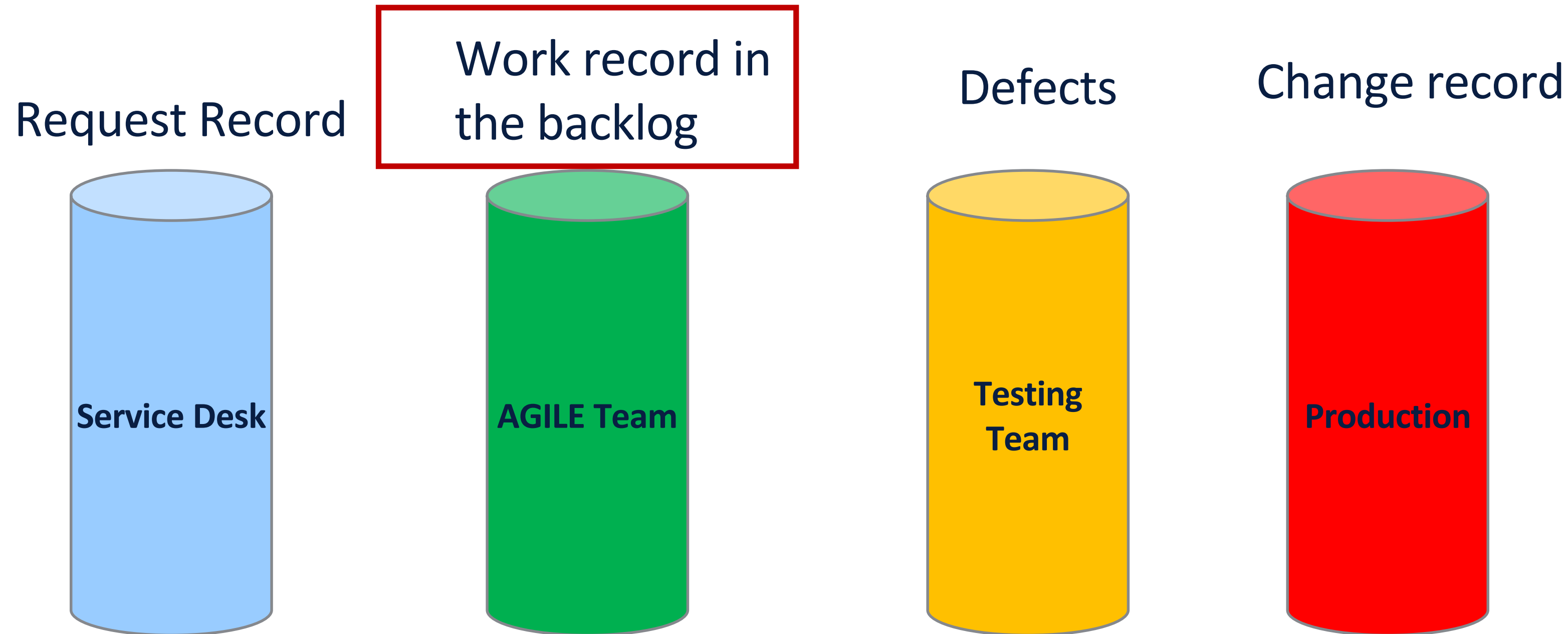
Hand-off strategy across domains
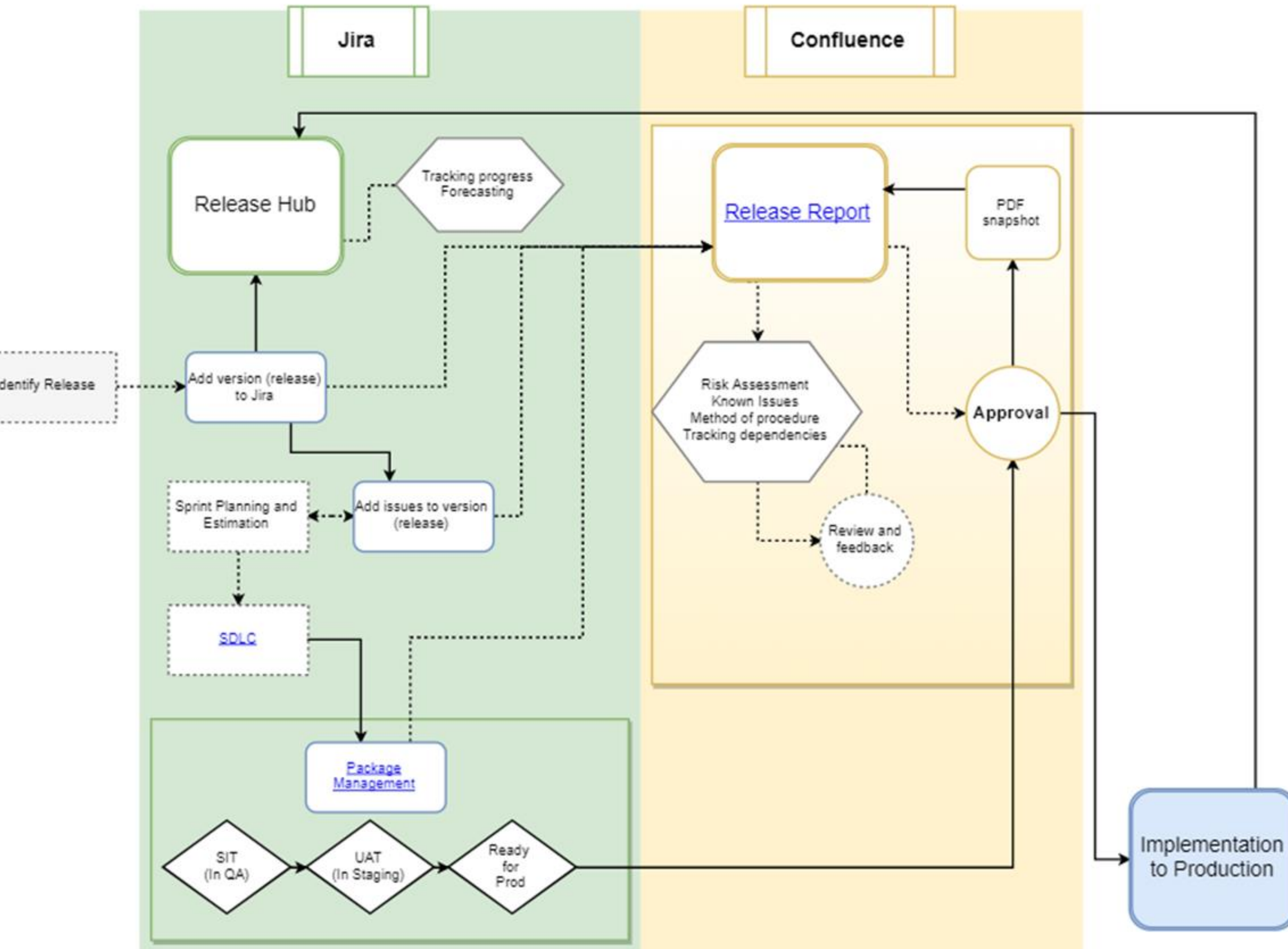
- Everybody needs to know their role
- What happens when, where and next
- Change is the point!
- Map it all out as playbooks
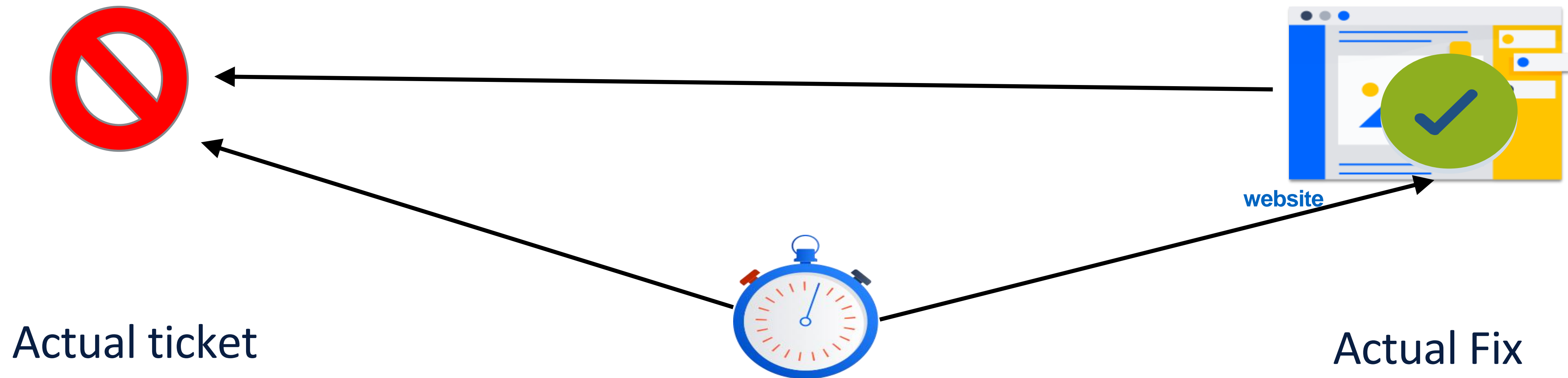
Hand-off strategy across domains

Request Record

Work record in the backlog

Defects

Change record

Service Desk

Dev Team

?

Testing Team

Production

ITIL/ITSM

Agile/Waterfall

QA Methods

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Hand-off strategy across domains

Request Record

Work record in the backlog

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AGILE Team

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Production

- Answer – preference to use work record as common central reference. Any item without a link to a work record isn't in the queue. Enforce linkages to the relevant work record…
- NB link to asset management of course

SLA's Spanning the organization

Actual ticket

website

Actual Fix

Collaborative Incident Management

website

website

Mean Time to Resolution (MTTR)

Identify & Communicate

Investigate & Diagnosis

Resolve & Recover

Closure
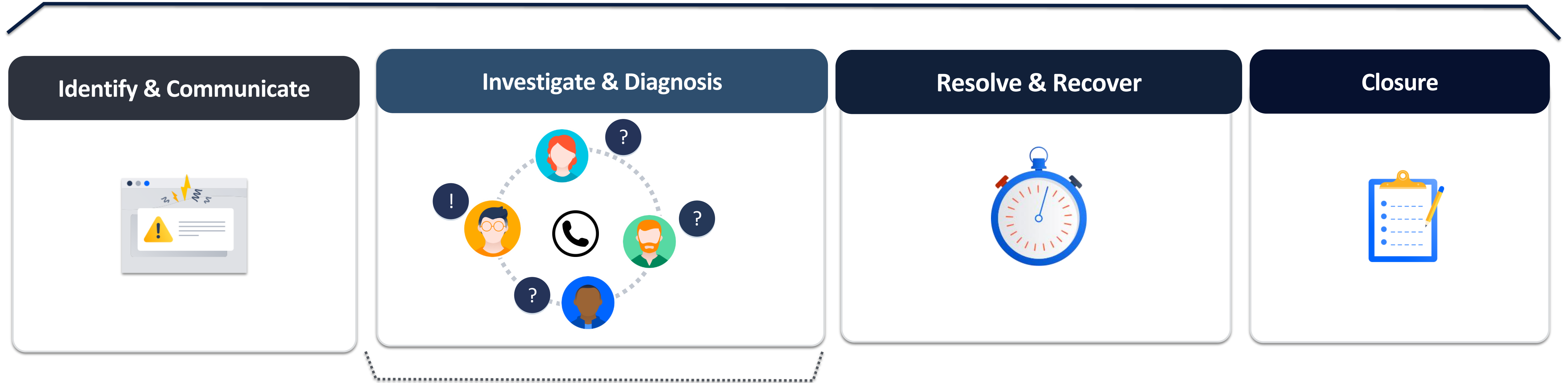
Mean Time to Diagnose (MTTD)
70% of time
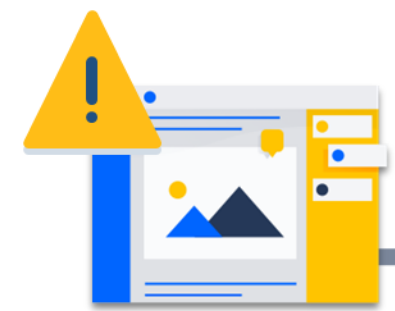
Proactive

Alert enrichment

Short text messages often cannot convey sufficient information to empower users to make effective decisions. Opsgenie alerts are not limited to a few characters! Add optional fields to your alerts and attach charts, logs, runbooks, and more to further enrich them, provide context, and enable recipients to determine the right course of action.

Get the guide ↗

Integrated Communications

People

Monitoring

ALERTS

Tools

Integrated Communications

People

Monitoring

Opsgenie   slack   Confluence

Jira Software

ALERTS

Tools

The Wrap

- Even with silos measure end to end throughput and performance – map the journey – a current state assessment is a good place to start – its all about flow
- If you can; invest in integration across major toolsets
- Collaborate collaborate collaborate
- See Dev Ops through the eyes of different players – read the Phoenix project!
- ITIL 4 means end to end – executive leadership is going to be needed to fulfill the dream
- Good luck and if there is anything we can do to help....

Questions?