



# What Is ITIL?

And Why Should I Care About  
This Four Letter Acronym?

Dave Klein

VOUG 2008



# What We Will Cover

- General Background About ITIL
- The ITIL Service Lifecycle
  - Strategy
  - Design
  - Transitioning
  - Operations
  - Continually Improving Services
- ITIL Knowledge and Certification
- Moving Forward With ITIL
- Conclusions

# Wake up and Smell the Coffee!

IT can no longer deliver services based on technology fiefdoms / silos as it has in the past.

## **This Practice Is Dead!**

Organizations refusing to accept it will either dissolve, get outsourced, or end up being controlled by...CFOs, Business Units, etc.

InfoWorld  
October 23, 2006





The New  
Modus Operandi  
ITIL  
IT Infrastructure Library



# So, What Is ITIL Anyway?

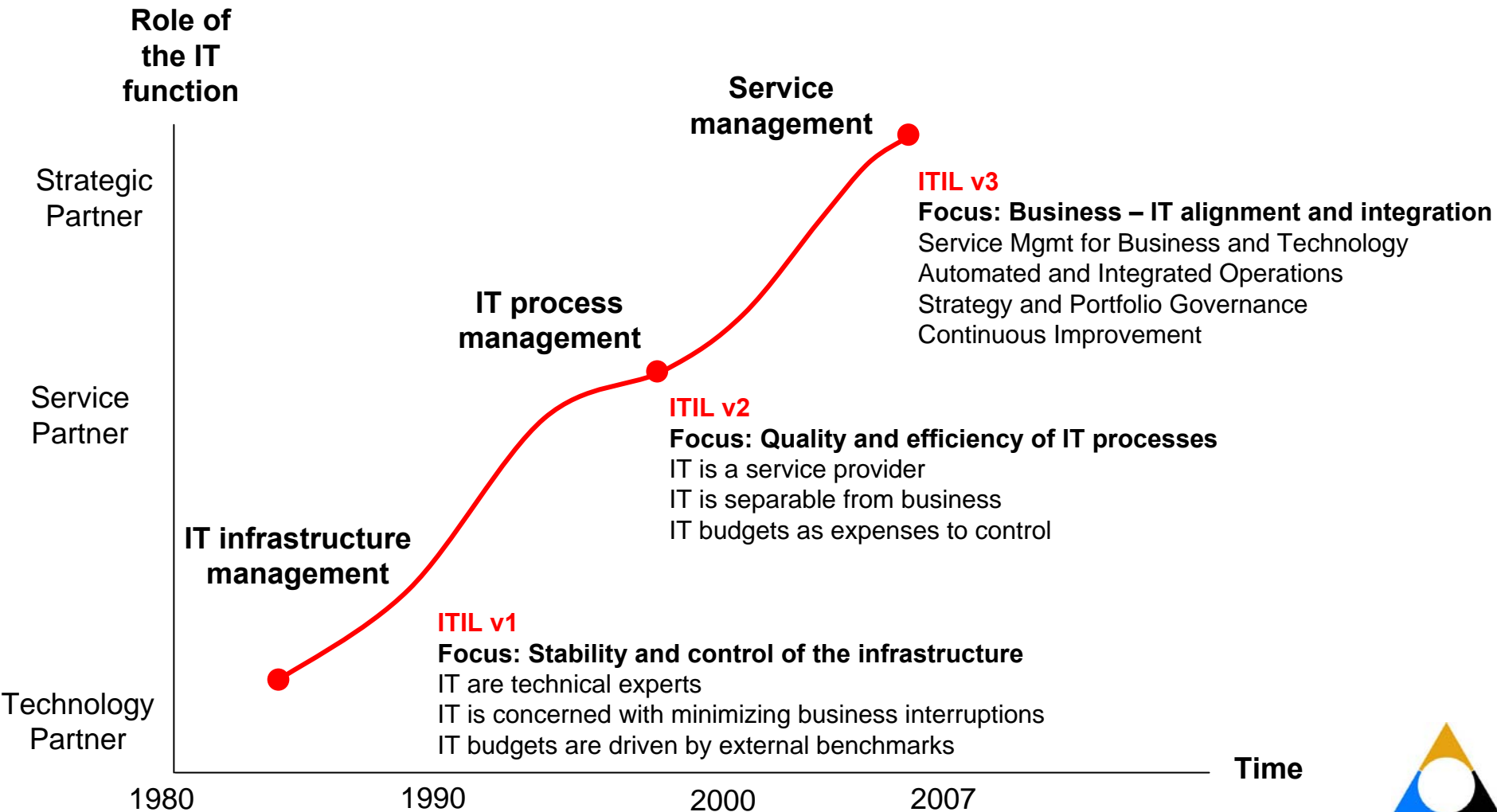
## It is a....

- Widely accepted **framework** for improving IT performance and delivery.
- Set of processes that provide **guidance** on running IT more efficiently and effectively
- **Language**...a common way of speaking
- **Certification** that individual, with study, can obtain

## It is **Not** a...

- Tool or a piece of software
- Standard like ISO 9000
- Prescriptive but rather descriptive body of knowledge

# The History Of ITIL



# Service Is The Key Premise of ITIL

Customers Want IT To **Provide Services**  
**Not Technology**

Service means **delivering value** to customers

—**By facilitating outcomes** customers want to achieve

— **Without the ownership** of specific costs and risks

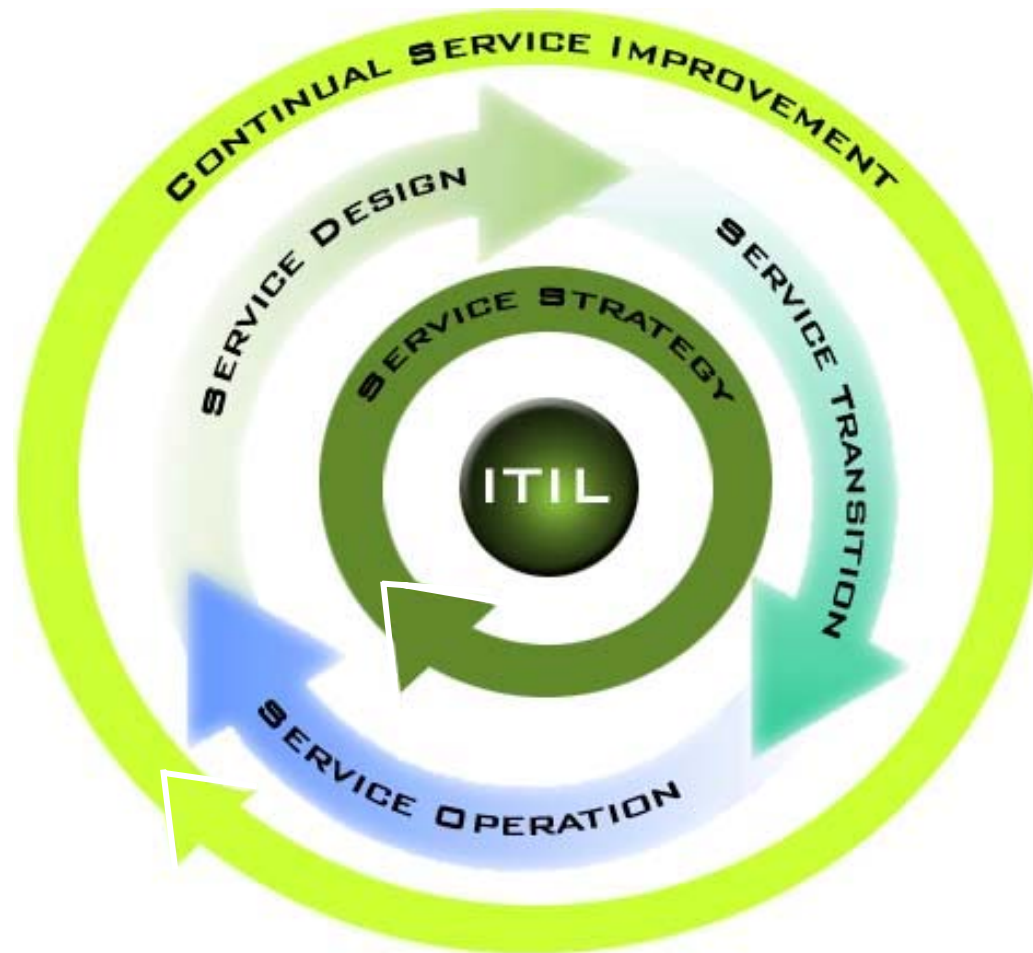


Customers don't buy quarter-inch drills...

...They buy quarter-inch holes.

- Theodore Levitt

# The ITIL Service Lifecycle



# ITIL v3 Books

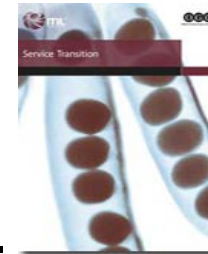
Service Strategy.....



Service Design.....



Service Transition.....



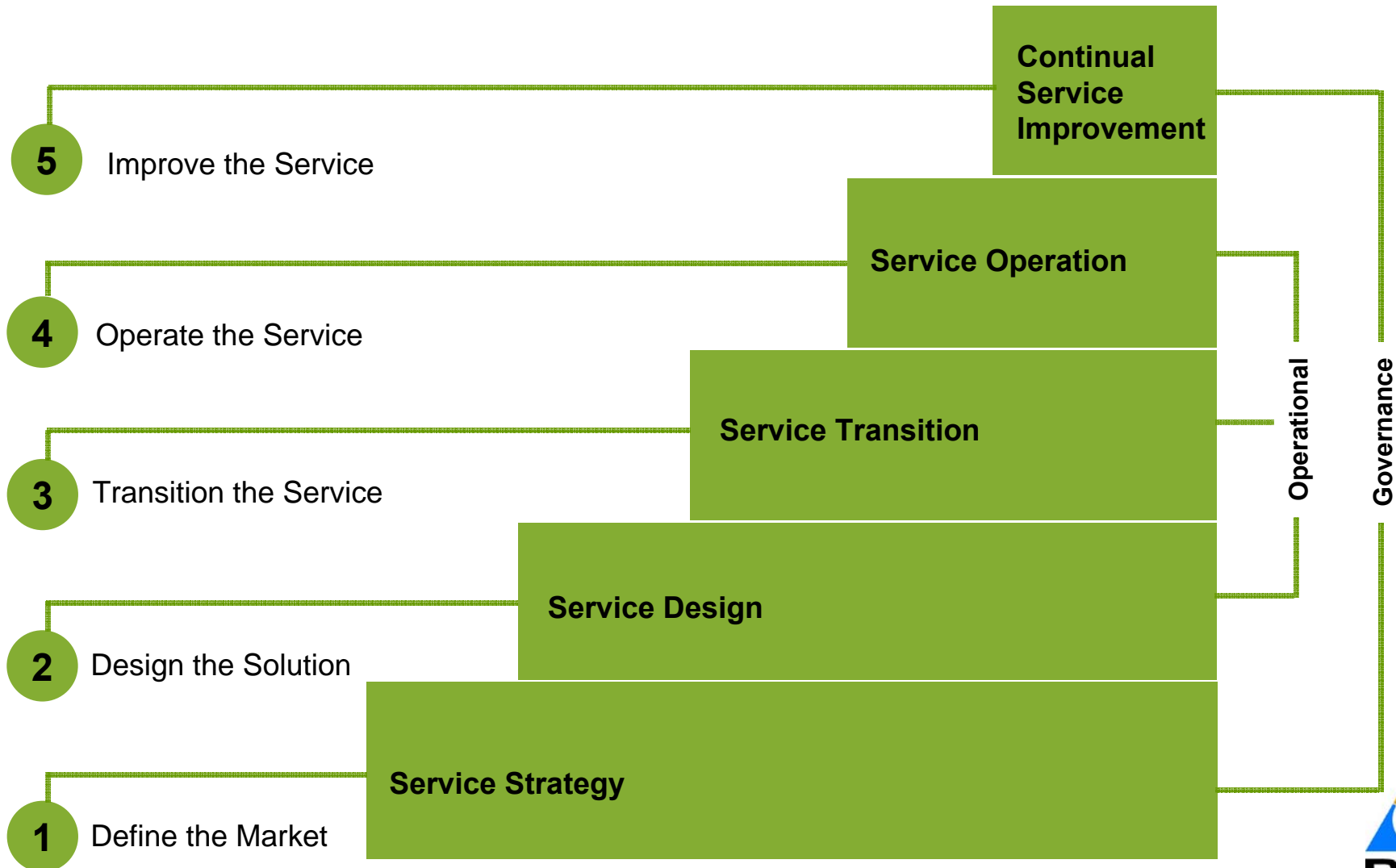
Service Operation.....



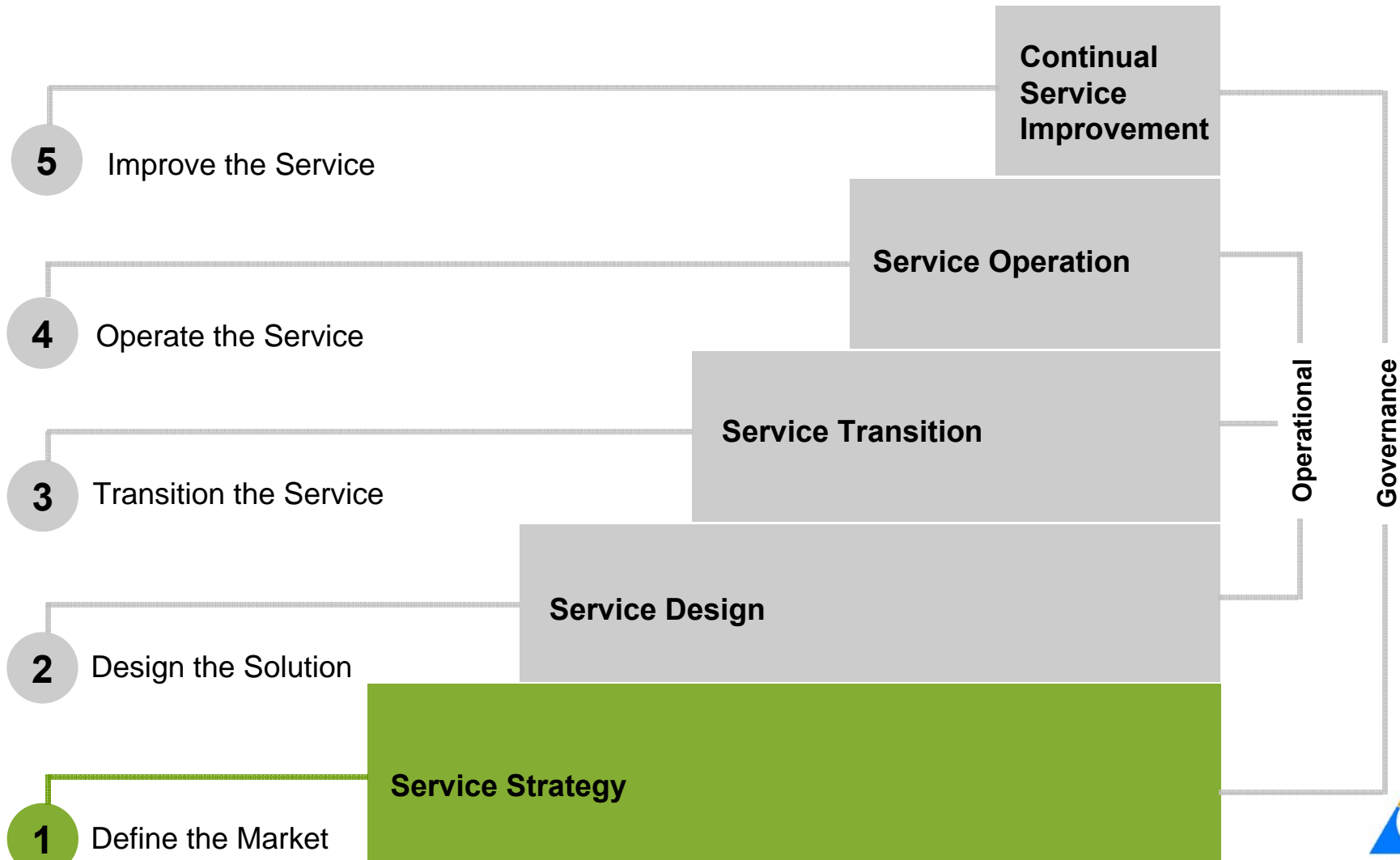
Continual Service Improvement.....



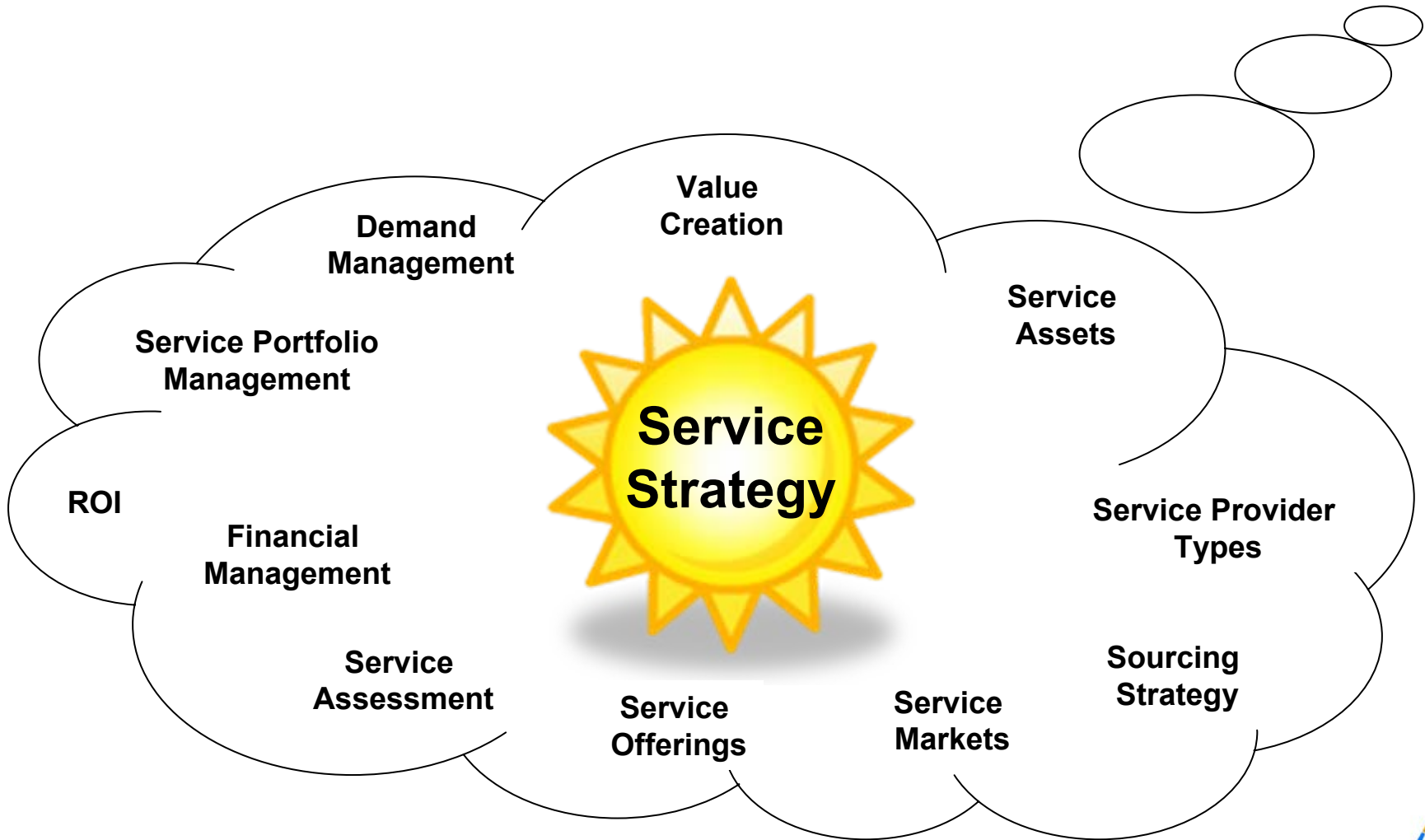
# Service Lifecycle Phases



# Service Strategy



# Strategy Generation



# Value Creation Process

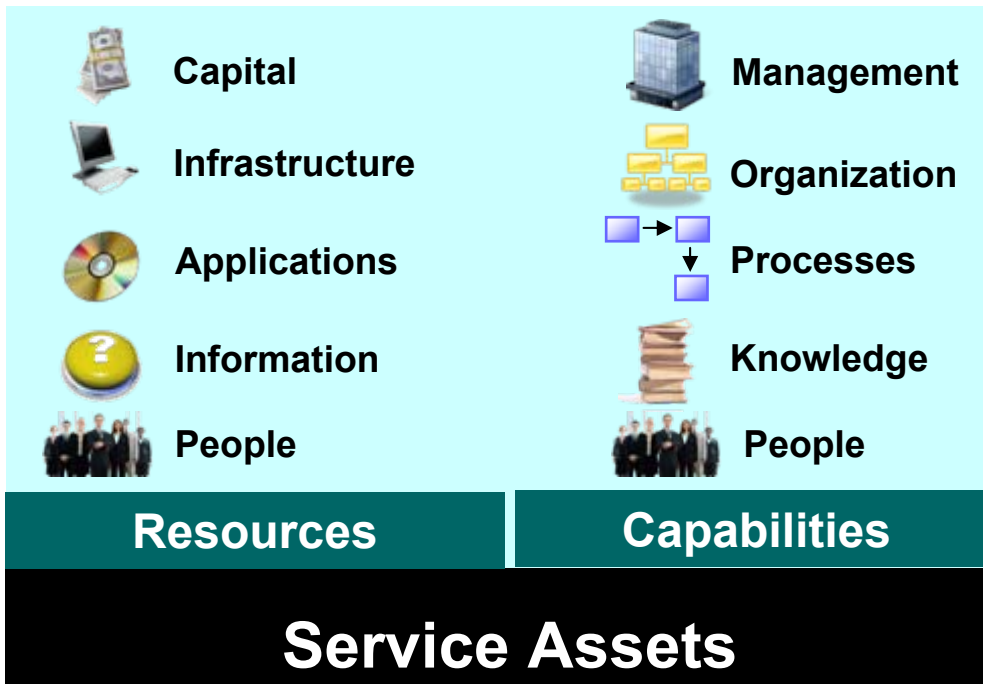
Input → Transform → Output



Value



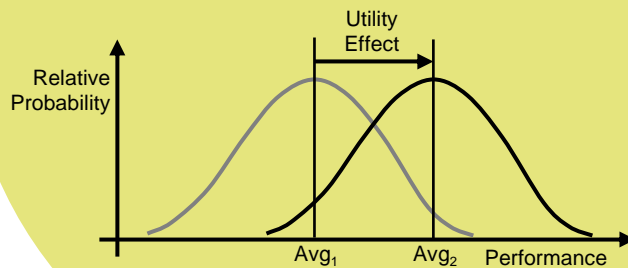
Utility + Warranty



# Value = Utility + Warranty

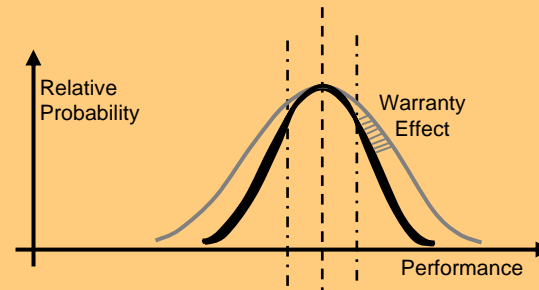
## Utility

Fit For Purpose  
Satisfies Functionality



## Warranty

Fit For Use  
Reduces Variability



**Business Value**

# Service Offerings

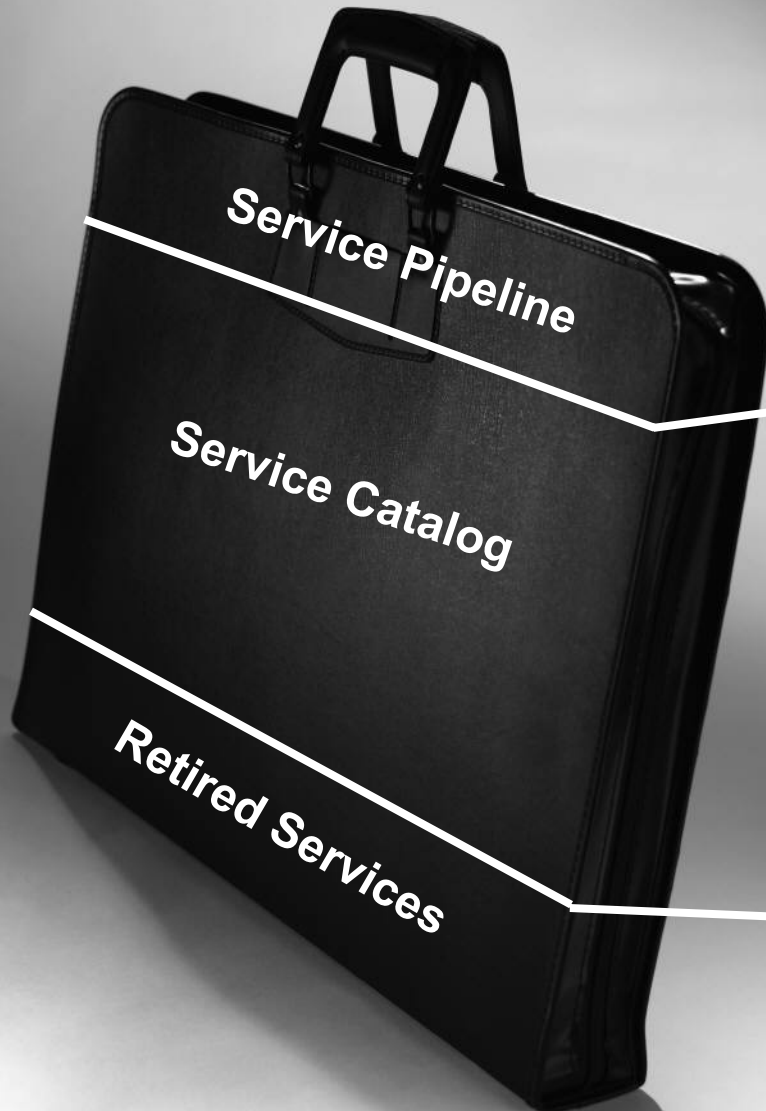


- Opportunities to fulfill a need in a given market space.

- Based on outcomes.

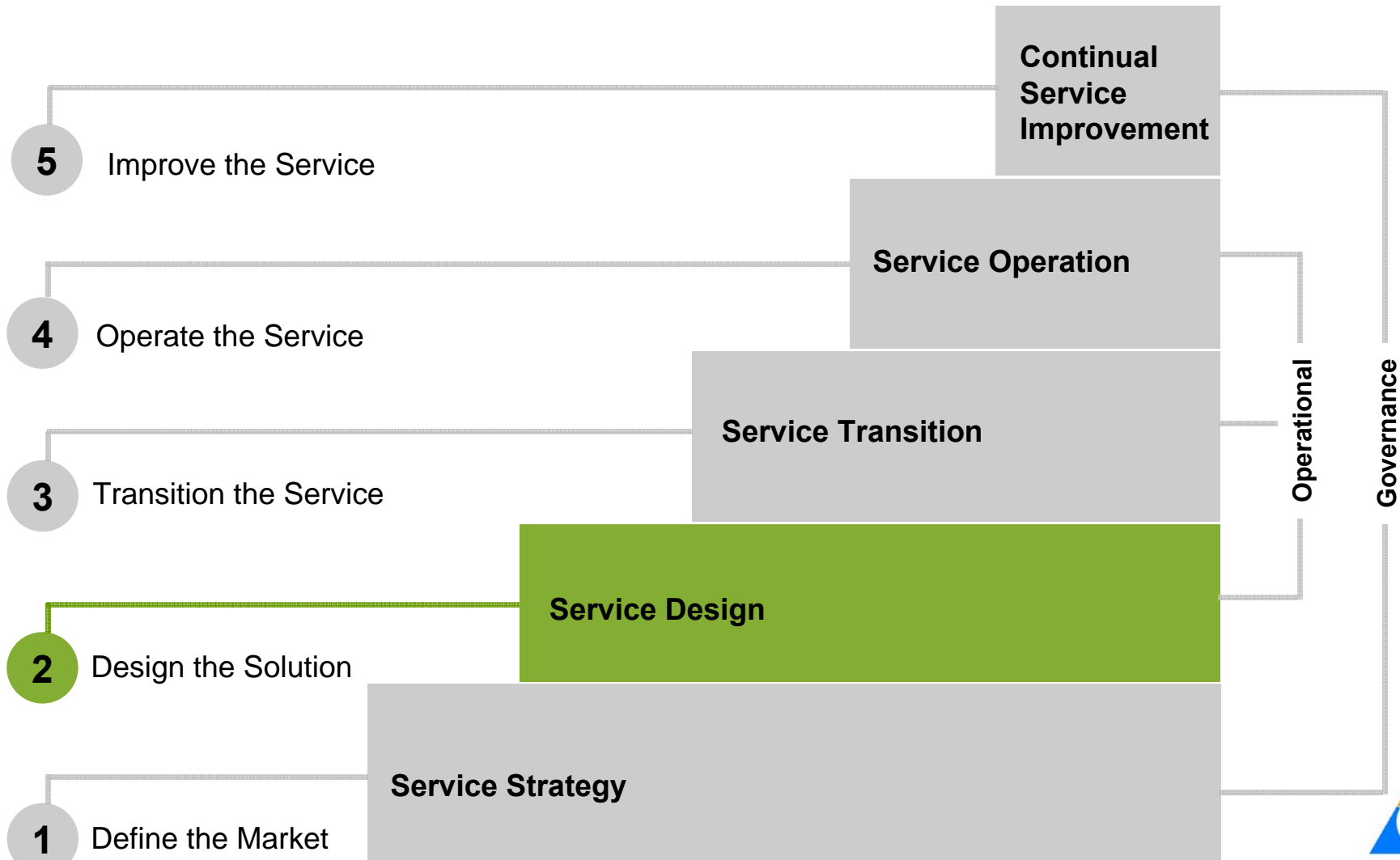
- Create value for customers and capture value for service providers.

# Service Portfolio

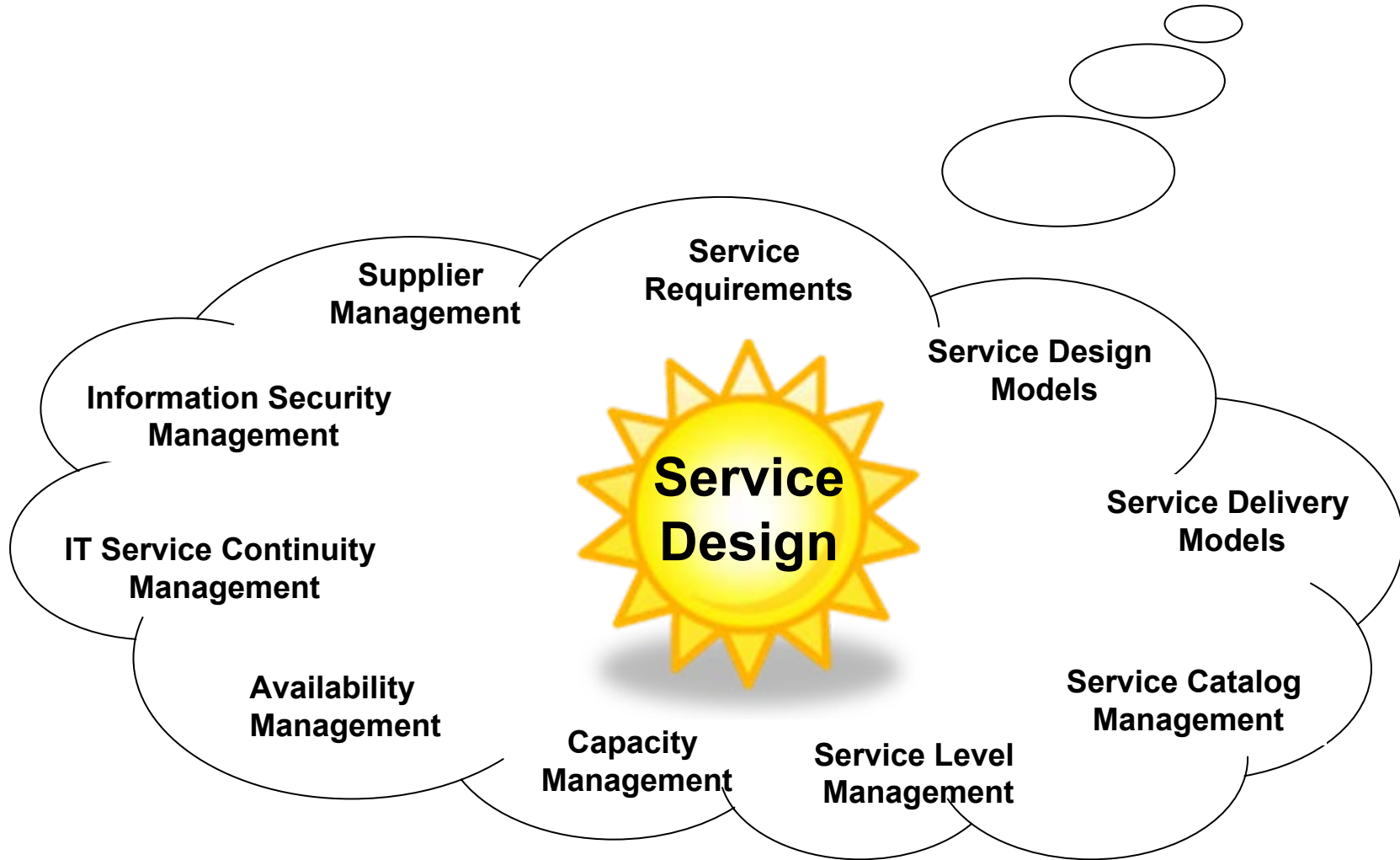


- Services **under development**.
  - Phased in through Service Transition.
  - Represents service provider's growth and **strategic outlook** for the future.
- Contains **active services** provided through Service Operation.
  - **Visible** to customers.
  - Generates profits/recovers costs.
  - Requires thorough vetting on cost and risk.
- **No longer of value** to the customer.

# Service Design

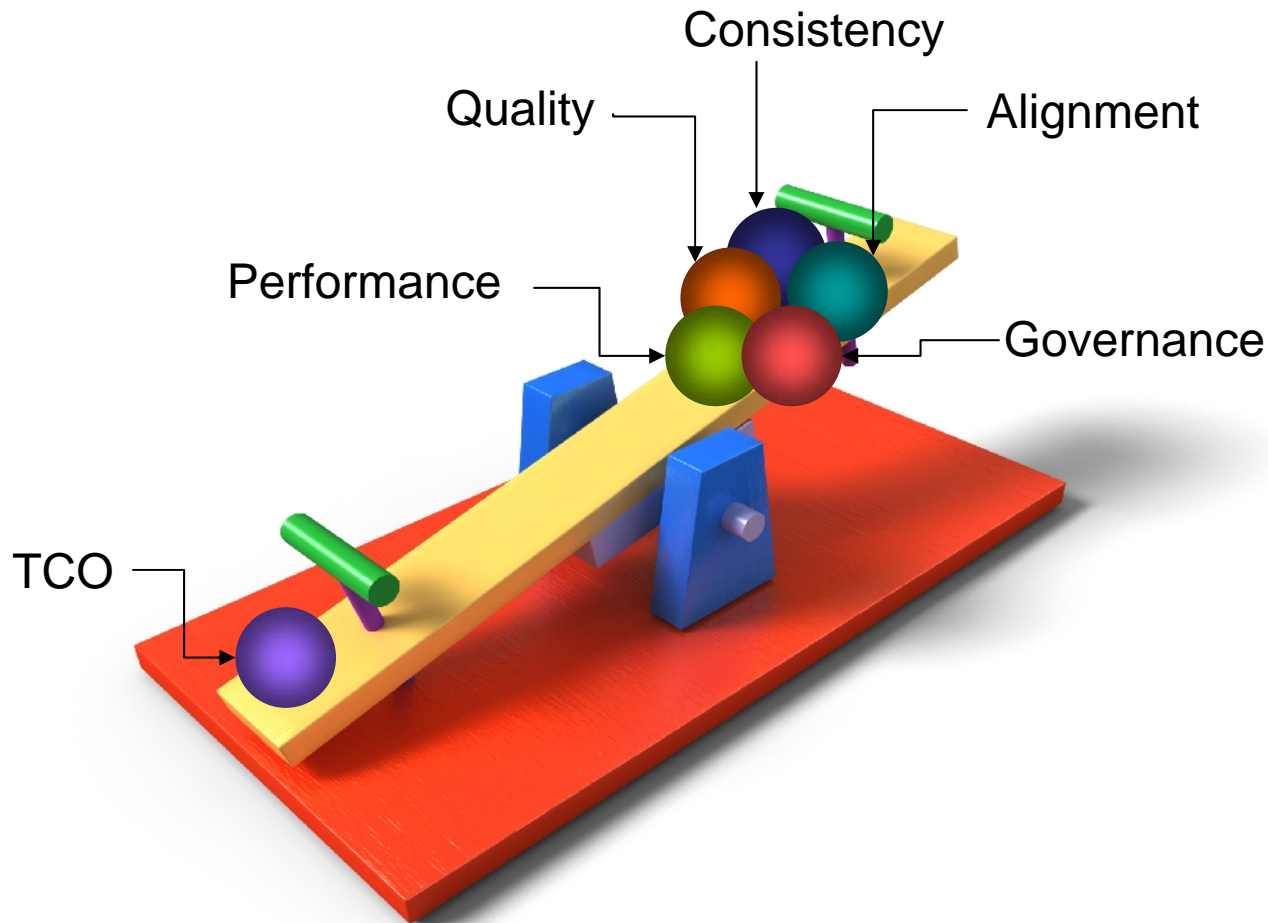


# Service Design Concepts



# Designing Value In (Utility)

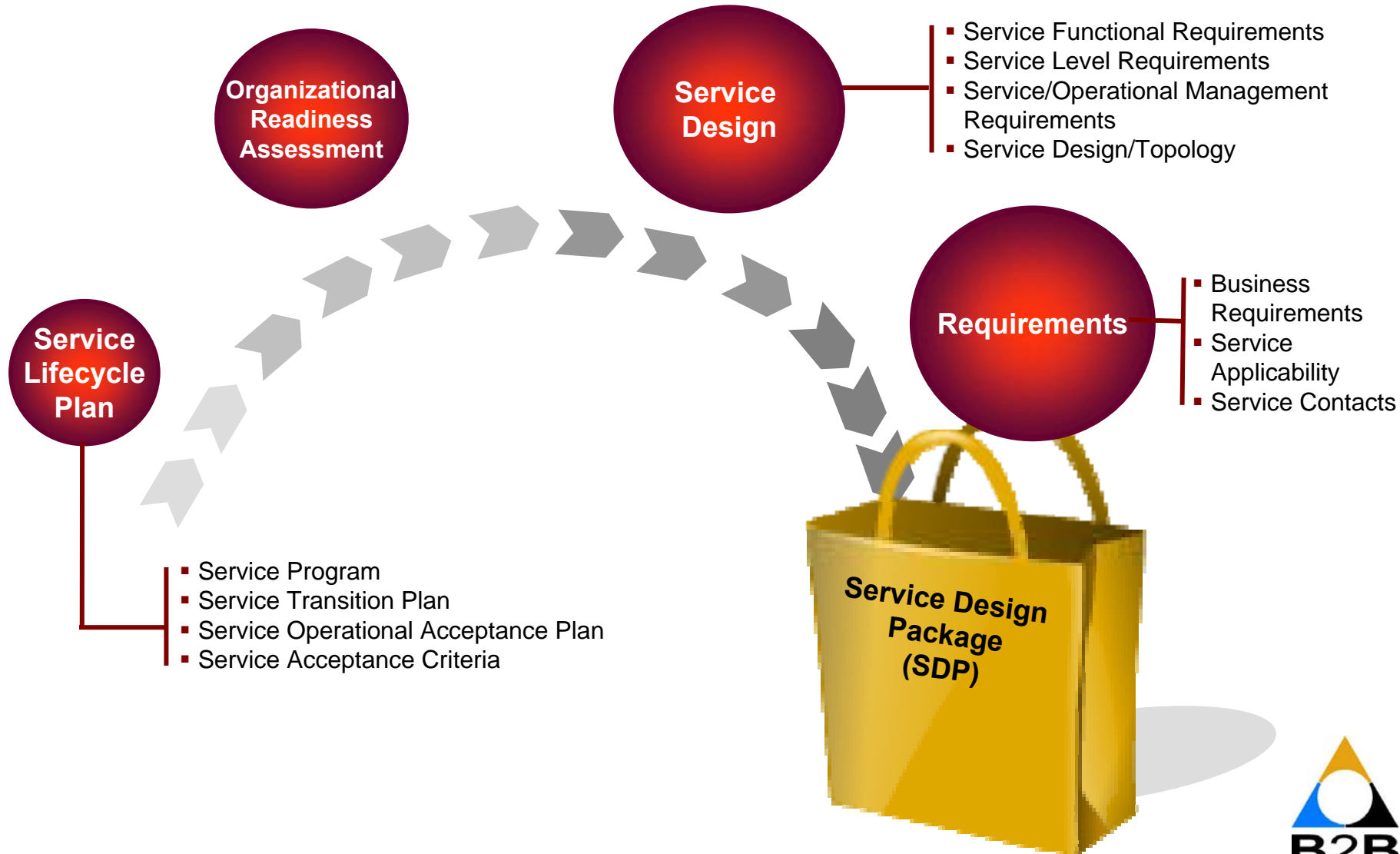
Design **business value** into services.



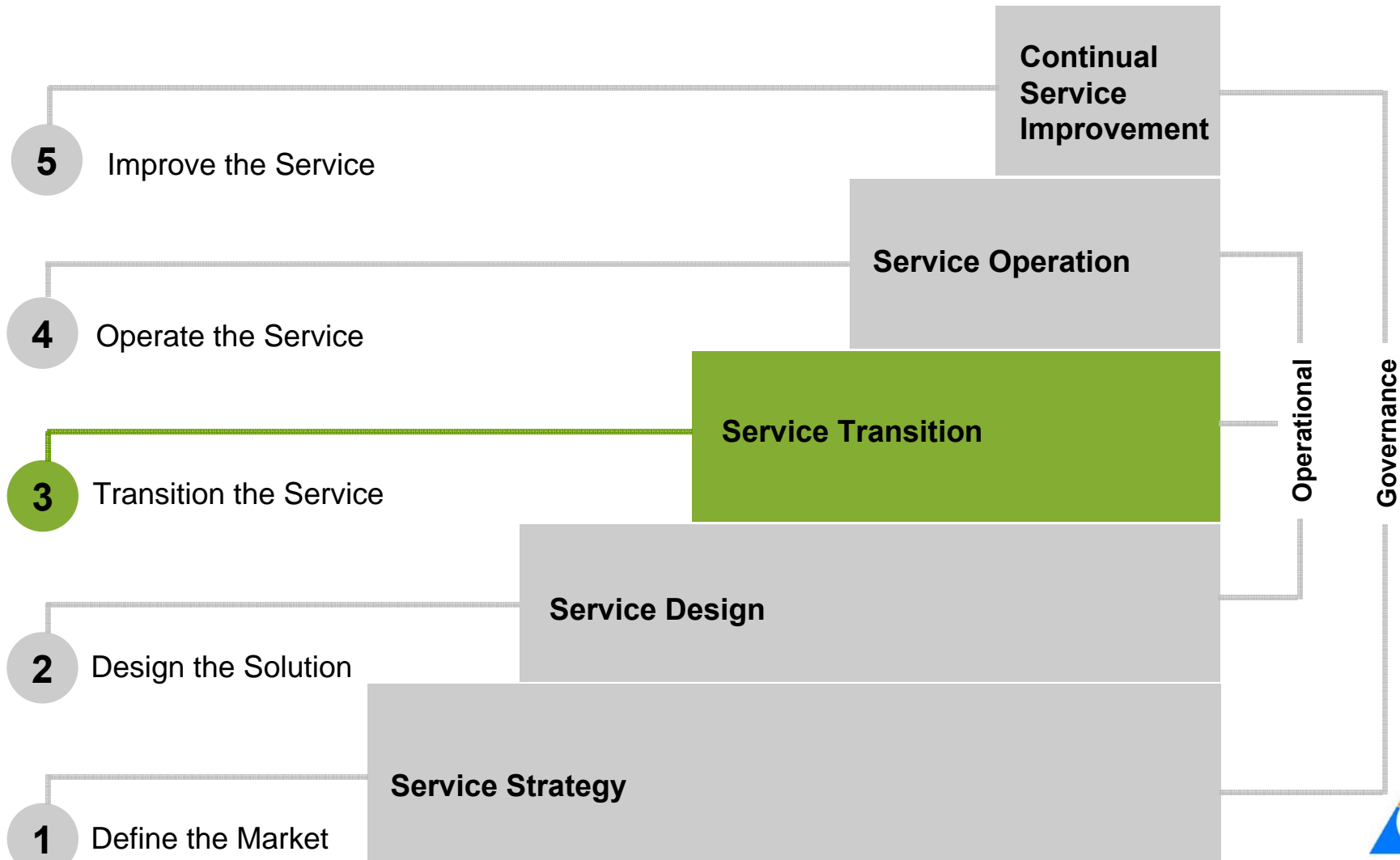
# 4 Components of Warranty



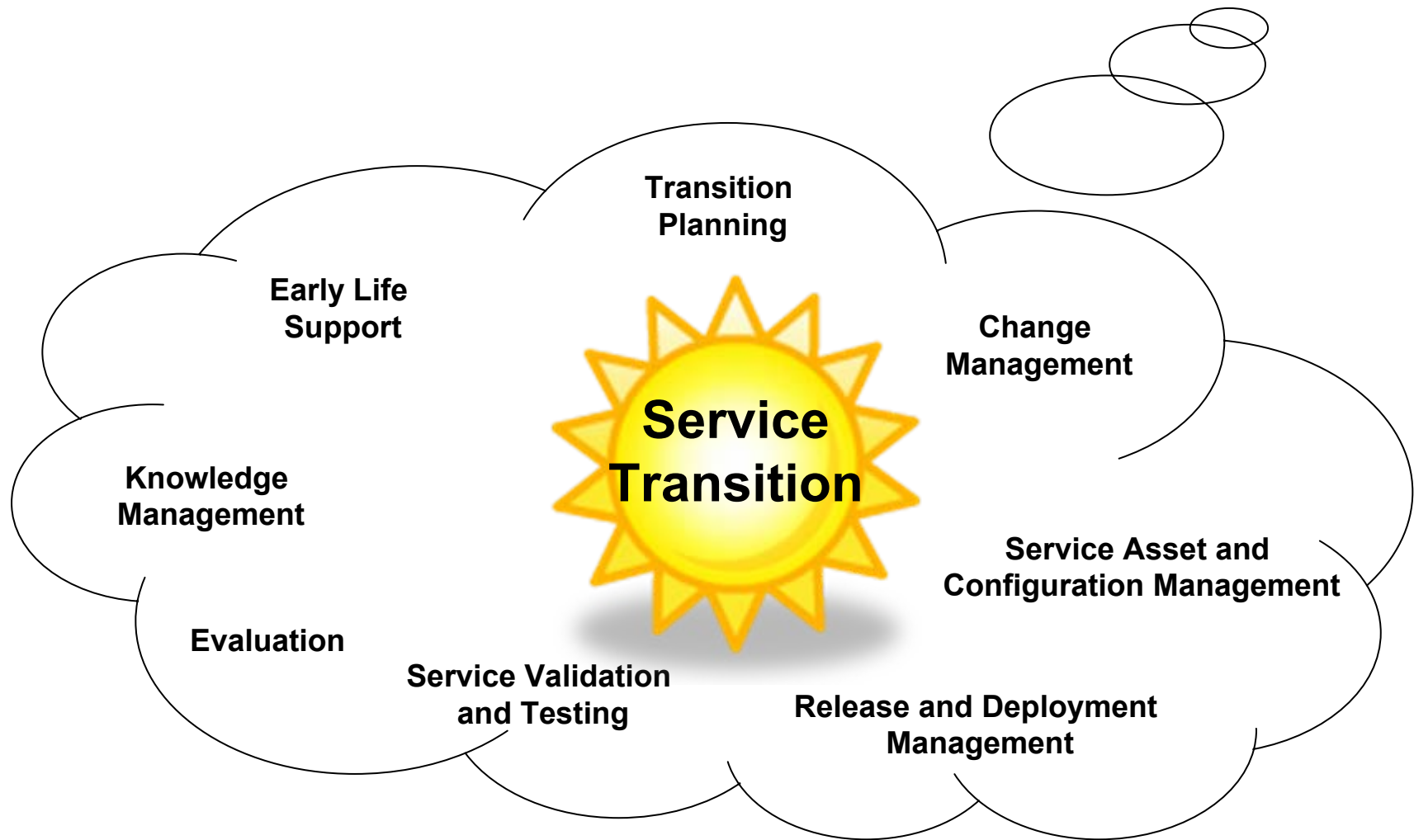
# Service Design Package



# Service Transition



# Service Transition Concepts



# Change Management

**87% Of System Outages Can Be traced to Unplanned Change**

## Standard Change Model

- Pre-authorized
- Repetitive
- Low-risk
- Well-tested

## Emergency Change Model

- Highly critical
- Restore after widespread outage

## Normal Change Model

- Full cycle
- Assessment, authorization, & CAB agreement

# Service Asset & Config Management



- Identifies, controls, records, reports, audits, and verifies **service assets** and **configuration items** (CIs).
- Maintains **accurate configuration information** on components of services and infrastructure.
- Improves overall **service performance** and optimizes **costs** and **risks**.
- Allows for better **forecasting** and planning of **changes**.

# Release/Deployment Management

Release and Deployment Management ensures that services are **released effectively into production** and provide value.

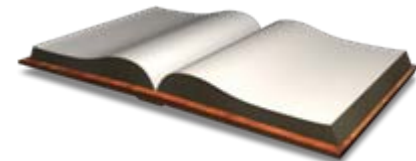
**Deployment Plans**



**Requirements**



**User Documentation**



**Release Package**



**Knowledge Transfer**

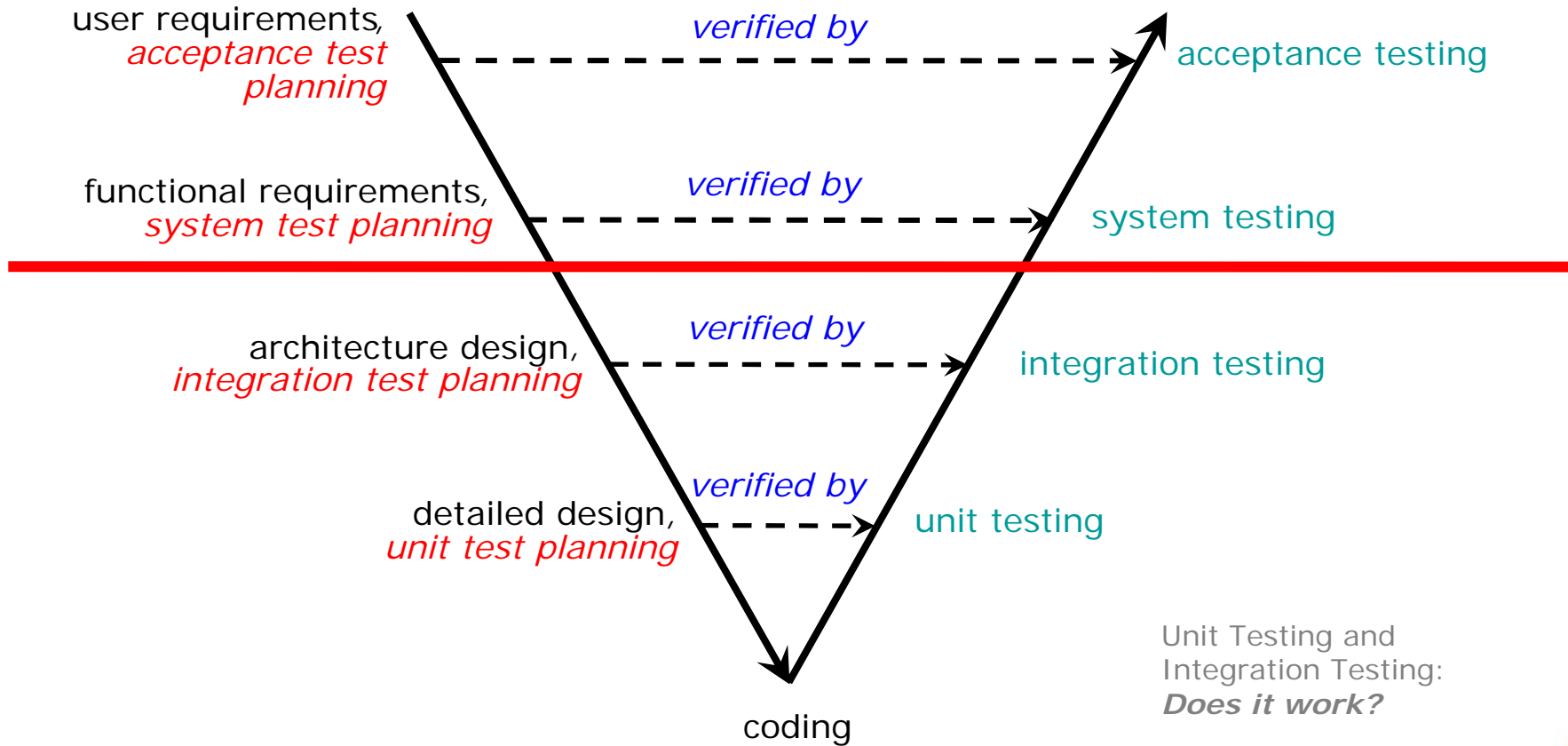


**Minimal Negative Impact**



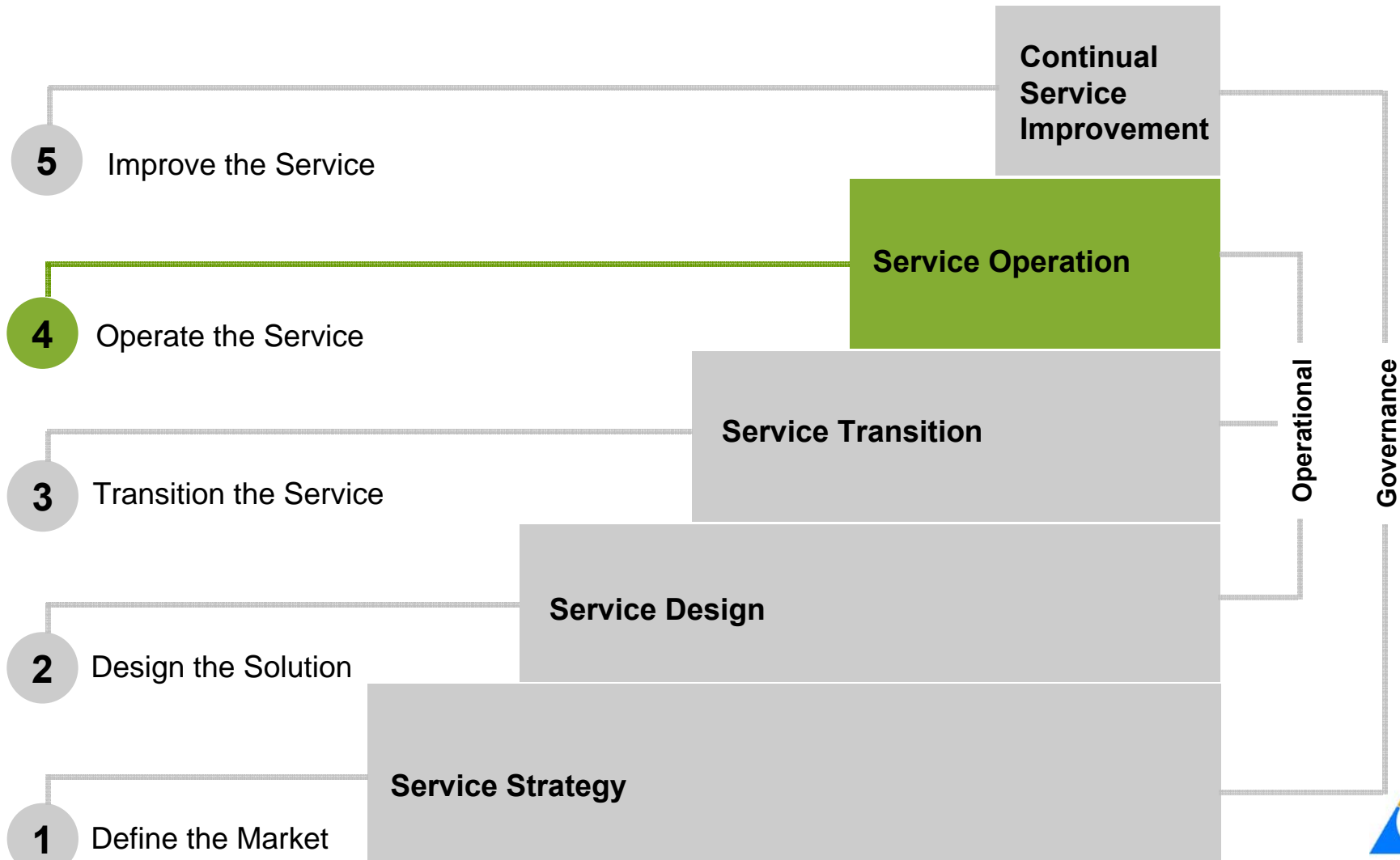
# The V-Model for Software Testing

User Acceptance and System Testing:  
*Does the software do what it is supposed to do?*

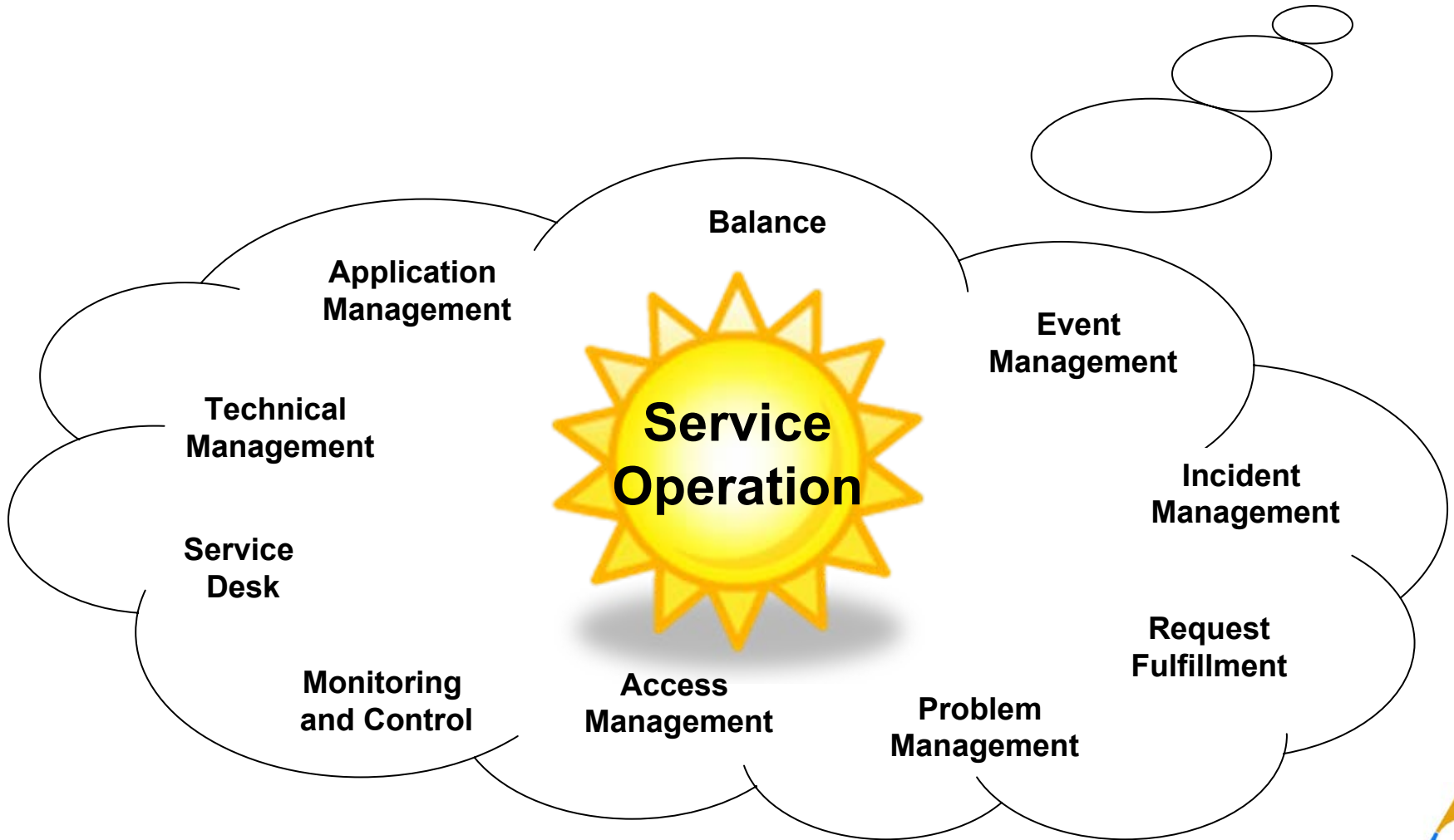


Unit Testing and Integration Testing:  
*Does it work?*

# Service Operation



# Service Operation Concepts



# Event Management

- Detect and analyze events.
- Determine appropriate control actions.
- Automate routine Service Operation processes.
- Compare actual performance against design standards and SLAs.

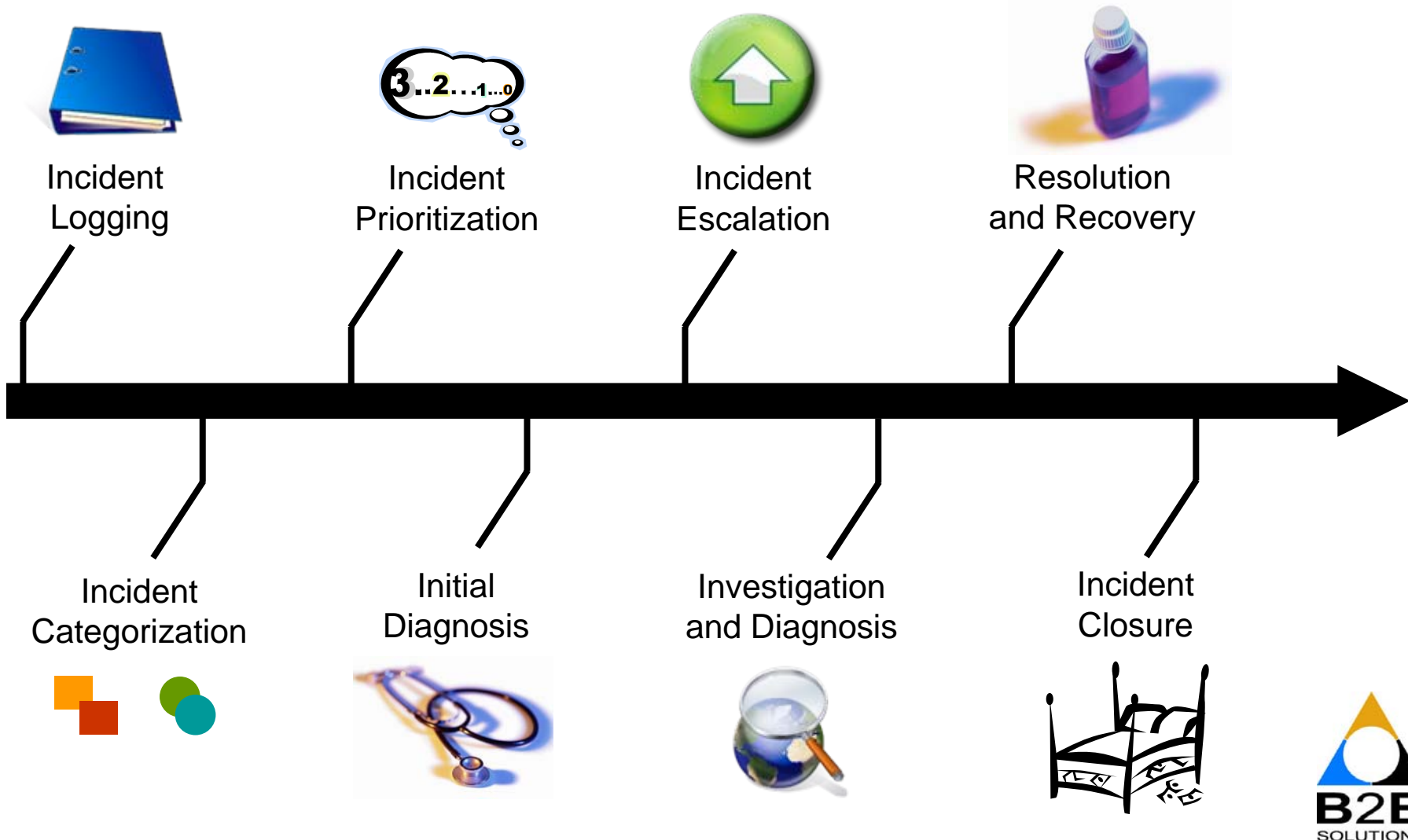
## **Normal Operation Events**

- A scheduled workload has completed
- A user has logged in
- An email was received

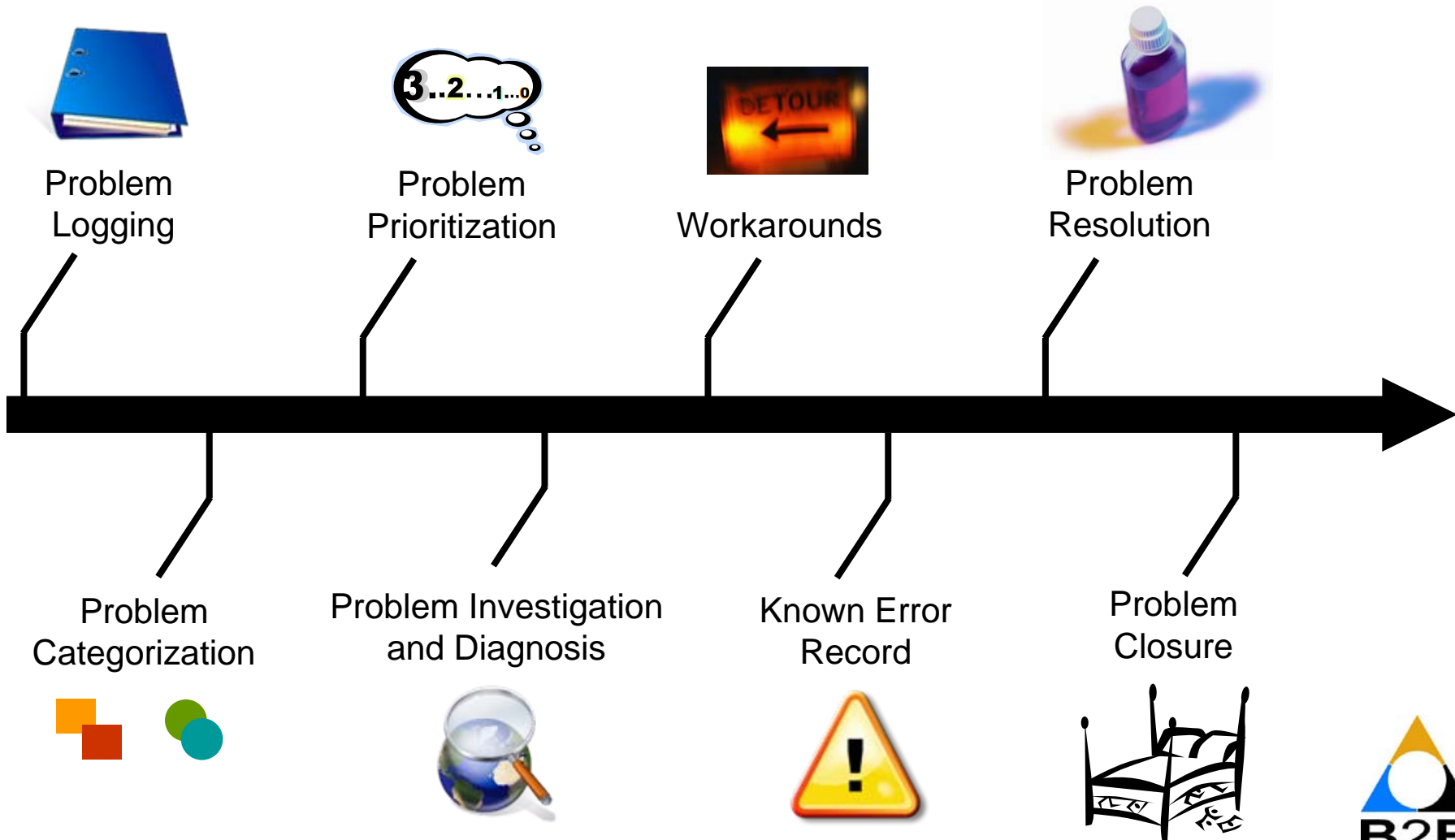
## **Exception Events**

- A user has attempted to log in with an incorrect password
- A device's CPU is above the accepted utilization rate

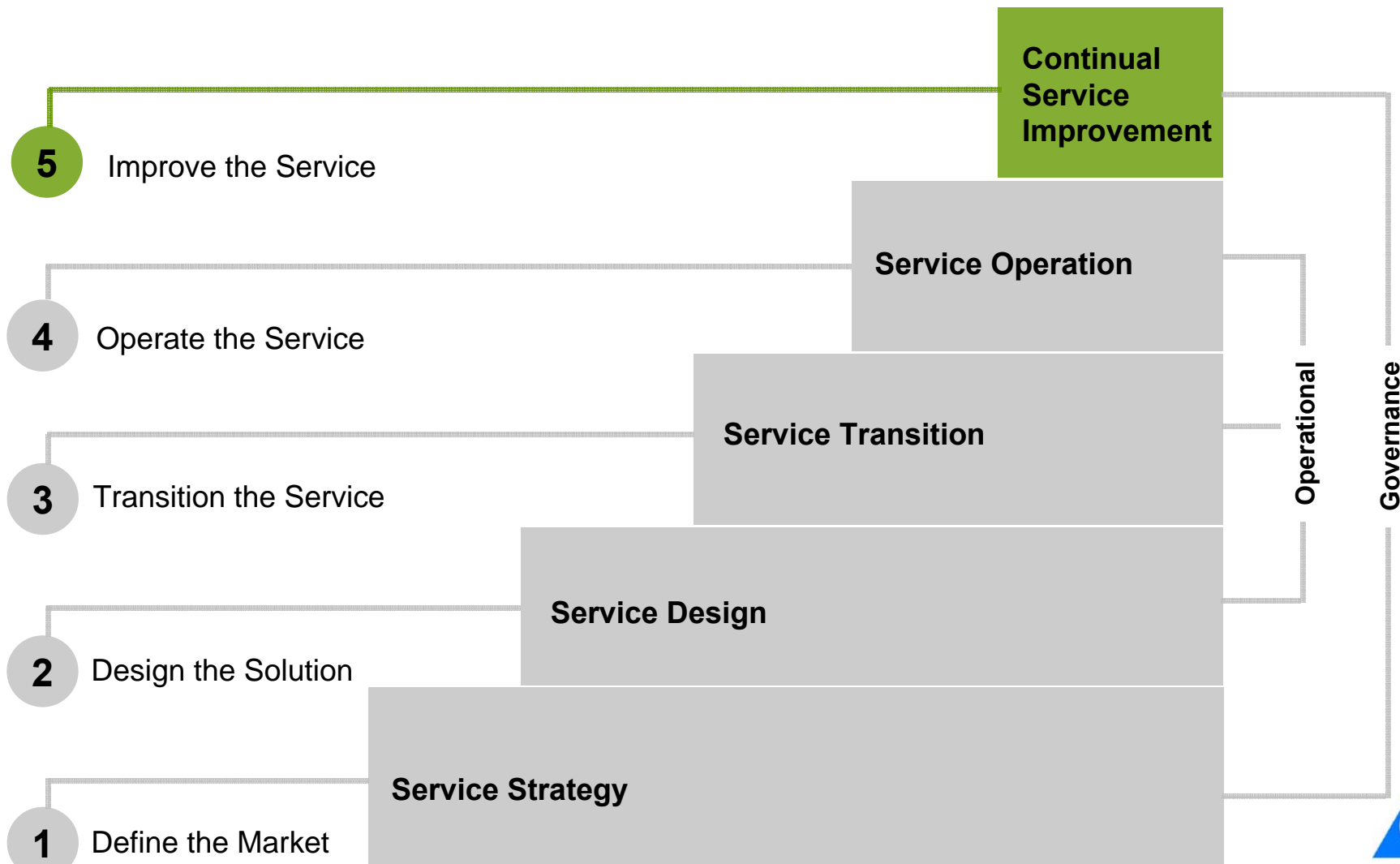
# Incident Management



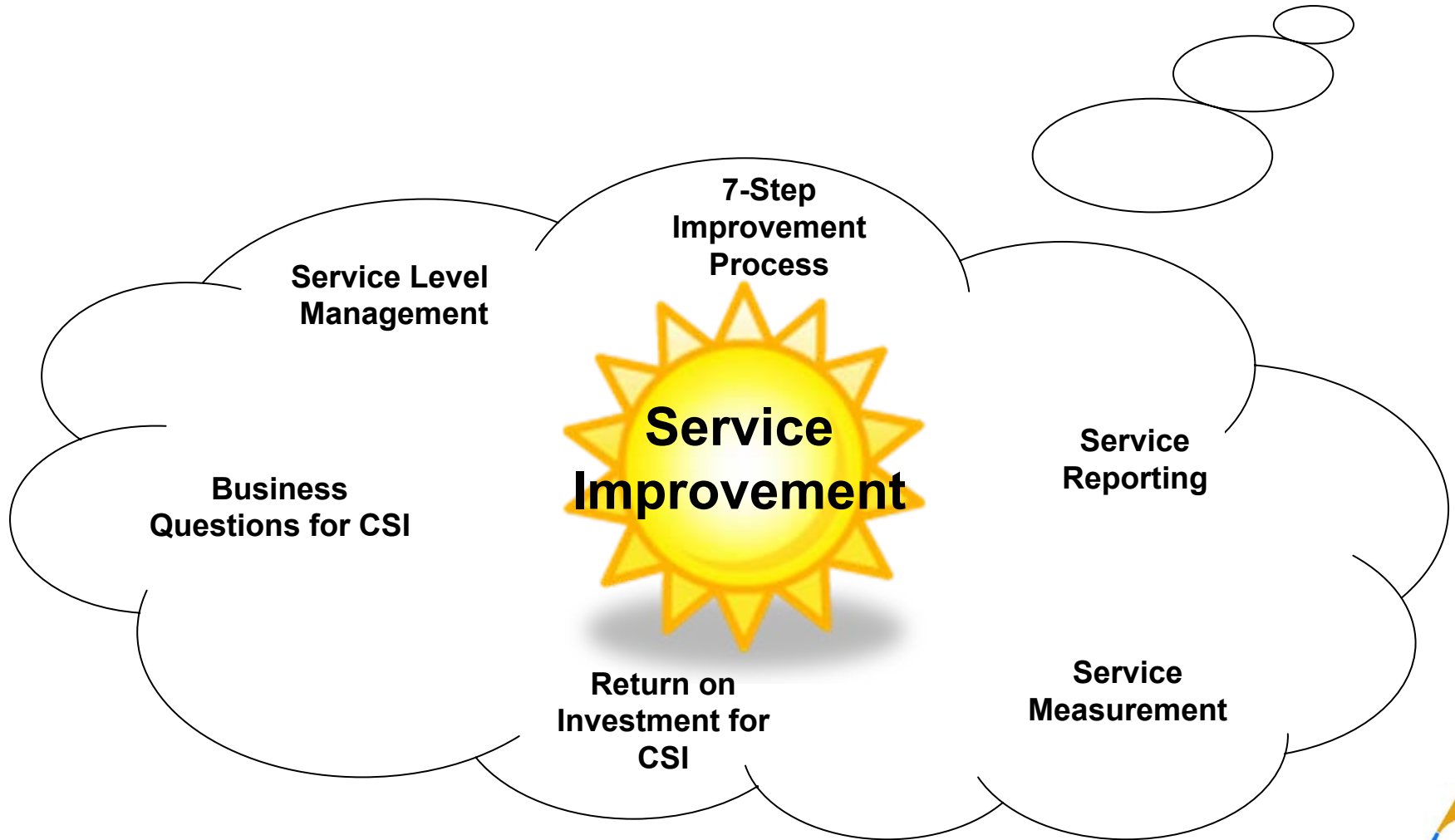
# Problem Management



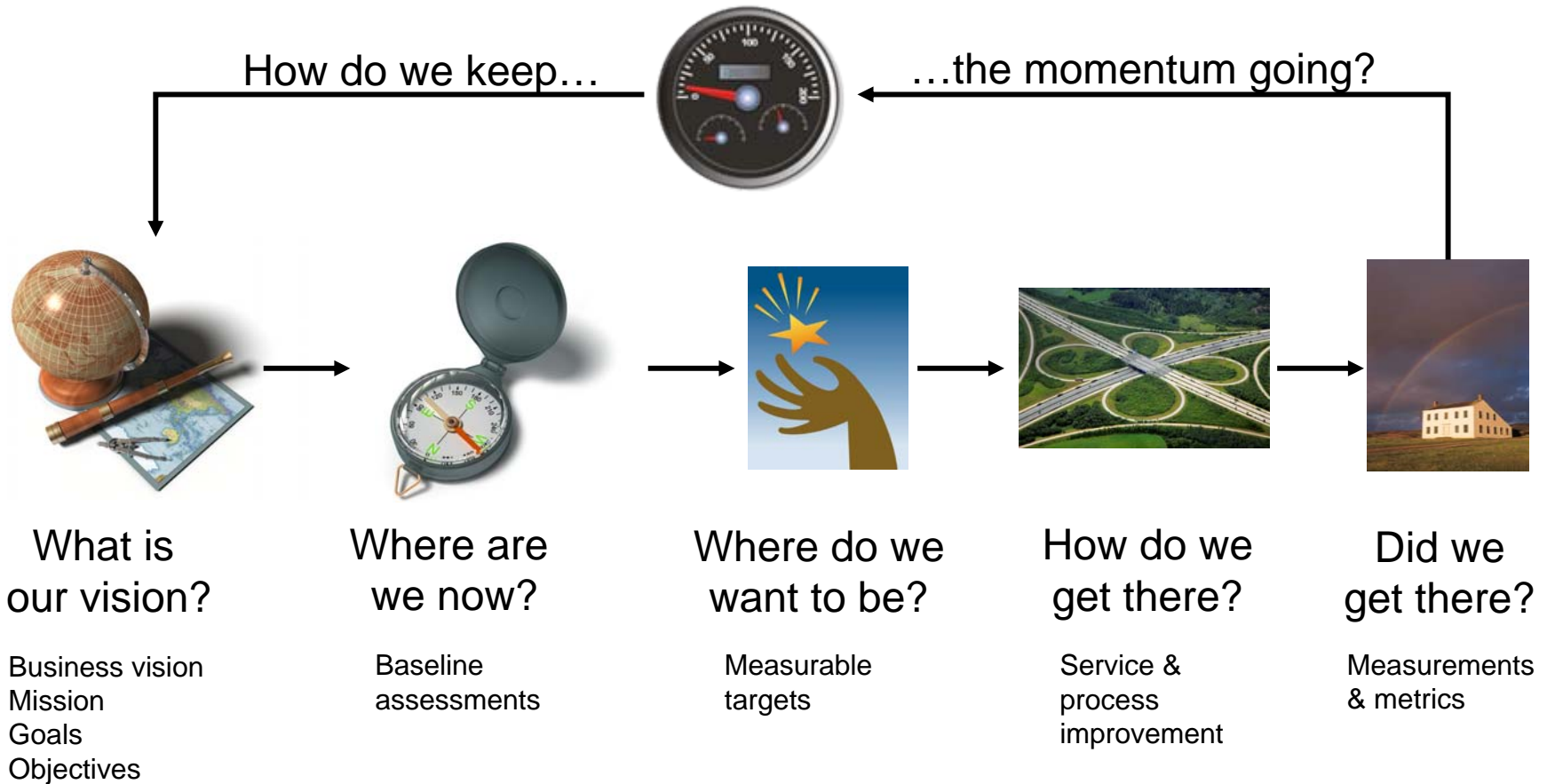
# Continual Service Improvement



# CSI Concepts



# CSI Model



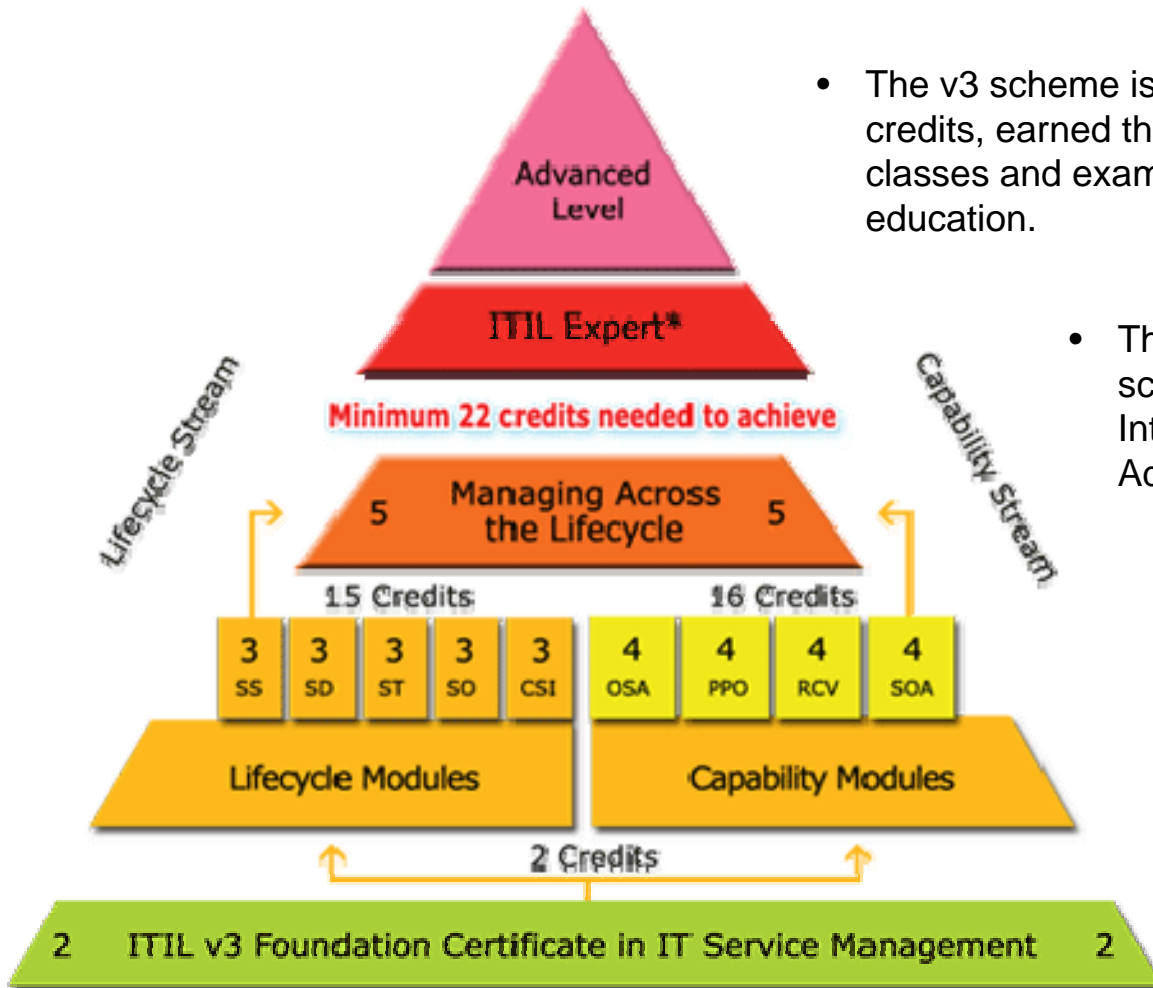
# 7-Step Improvement Process





# ITIL Knowledge and Certification

# ITIL Certification Pyramid



- The v3 scheme is based on a system of educational credits, earned through successful completion of classes and examinations, much like a college education.

- There are four levels within the new scheme: Foundation level, two Intermediate level streams, and Advanced level.

- To achieve the ITIL Service Management expert certification, candidates must earn 22 credits, 2 of which can be gained at the Foundation level.

\* working title



# Moving Forward with ITIL

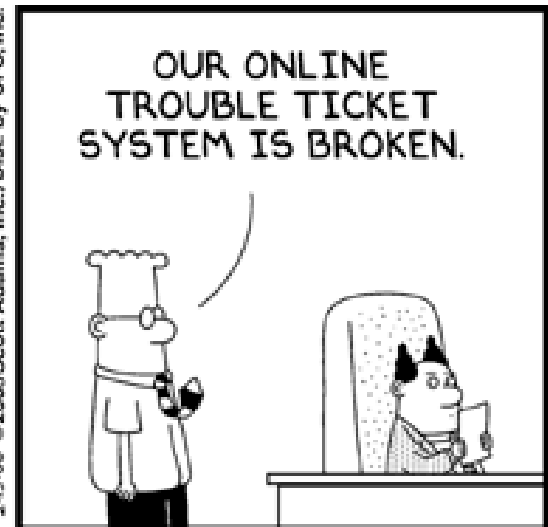
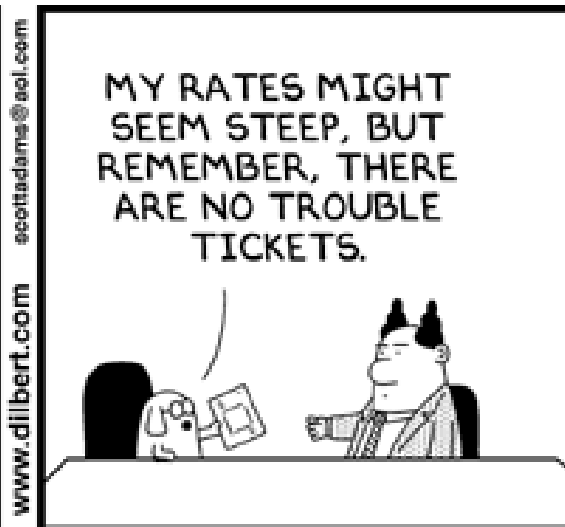
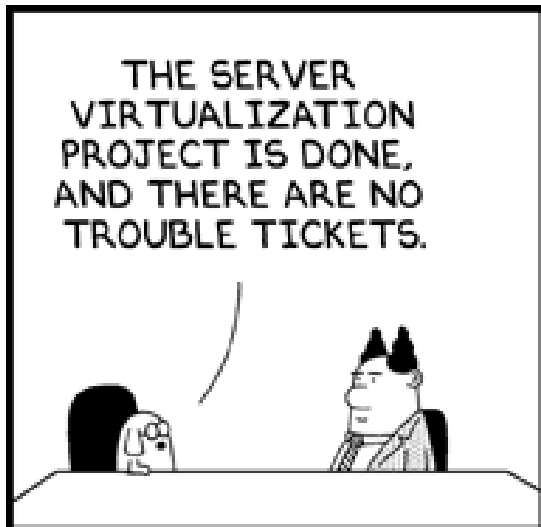
Economy doesn't lie in sparing dollars...

...but in spending it wisely.

- Thomas Huxley

# Buyer Beware!

I'm a consultant...and I'm here to help!



© Scott Adams, Inc./Dist. by UFS, Inc.

# What Organizations are Doing with ITIL

- Using ITIL as a common language and basis for meaningful discussion and problem solving.
- Aligning organizations with common approaches and techniques.
- Improving efficiency and effectiveness with internal and outsourced service providers.
- Assessing, designing, and improving processes.
- Creating truly global processes.

Customers don't buy quarter-inch drills...  
...They buy quarter-inch holes.

- Theodore Levitt

# Questions to Consider

1. How do we use ITIL as a framework to mature the organization?
2. What processes give us the biggest bang for the buck?
3. What are the biggest roadblocks keeping us from moving forward?
4. What roles are crucial to ensure success?
5. How do we build simple tools and processes that don't cost a lot?
6. What metrics are helpful?
7. What are the next steps?

# General Phased Approach

- Assess current state relative to ITIL processes.
  - Inventory existing practices and tools.
  - Document workflow processes.
  - Baseline data.
- Define future state vision.
- Map the gaps.
- Create implementation roadmap that is simple to understand.
- Gain plan approval and begin implementation.

# Conclusions

1. Customers want IT to provide value-driven services.

2. Technology only helps provide those services.

3. Service is a lifecycle, not stovepipe processes.



4. Value is derived from service utility + warranty.

5. Service value is designed into service.

6. Continual improvement enables relevance and alignment.



THANK YOU



## **MEET OUR SPEAKER:**

Dave Klein has over 20 years experience in Information Technology. For the past ten years, he has consulted to Global 2000 businesses in the area of IT service and project management. Prior to joining the consulting ranks, Dave spent five years with the United Network for Organ Sharing (UNOS) as their Director of Information Technology. Dave started with E.I. DuPont where he served in a variety of technical and managerial positions.

Dave serves on the advisory board of the Industrial and Systems Engineering Department of Virginia Tech. He holds a Master of Engineering Administration degree from Virginia Tech, and a B.S. in Mathematics from Carnegie Mellon.

## **COMPANY:**

Business To Business Solutions, LLC is a technology-based consulting firm serving senior management of leading organizations since 1997. Our deep experience enables us to add insight and knowledge beyond that of other firms. We use a fact-based, common sense approach to information technology problems designed to achieve the optimal results for our clients. Client success and satisfaction is the sole mission and driving vision for our organization.

[www.b2bsol.com](http://www.b2bsol.com)

804-346-2296 tel

804-346-4335 fax

