

A person in a dark suit is walking on a thin, white tightrope that stretches across the frame. The person is positioned in the middle ground, slightly to the right. The background is a blurred, high-angle view of a city with buildings and streets, suggesting a high-stakes, high-pressure environment. The overall color palette is dominated by blues and greys, with the white of the tightrope providing a sharp contrast. The lighting is dramatic, highlighting the person's silhouette against the bright, hazy background.

Which Way to
Service Improvement ?

The Little ITIL Guide™

Introduction

ITIL® compliance is becoming a widely accepted route to ensuring that your IT infrastructure is in line with a 'proven' methodology for IT Service Management - yet organisations are looking for an increased understanding of the impact on their business. So what is the best way to service improvement?

The Little ITIL Guide is aimed at all decision makers in IT who are faced with the dilemma: will the ITIL framework enhance the IT operation - or is it just an unnecessary use of resources and effort?

In this pocket guide you will be able to find out how two of Touchpaper's customers implemented the ITIL standard and what it helped them to achieve. These case studies are followed by a white paper entitled 'Creating an ITSM Framework That Delivers Real Value to the Business'. Beginning with a detailed description of the drivers behind ITIL, this document examines the technology aspect of implementing the framework and looks at how Touchpaper's own Vega suite fulfils the various disciplines of ITIL. Finally the Little ITIL Overview provides some key facts for you to refer to. We hope that this guide will answer some of your questions and take you on the road to service improvement.

Lee Chadwick
Worldwide Sales & Marketing Director - Touchpaper

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Award Winning IT Service Management



Scottish Enterprise

In the space of 2 years, Scottish Enterprise Network ICT (Information and Communication Technology) has gone from being a disjointed and reactive organisation to an award-winning model of consolidation, best practice and efficiency. Being able to go back to the drawing board and turn a structure inside out offered the project team the

opportunity to lay a sound foundation based on ITIL best practice. Then once the structure and processes were in place, Network ICT implemented Touchpaper's fully integrated suite of IT Service Management modules to realise their vision.

How do you tackle such a massive overhaul and what lessons can be learnt from the experience of project manager June Young?

How it used to be

- 13 disparate IT departments providing duplicated or inconsistent service
- No single point of contact for mobile staff
- Lack of communication meant no economies of scale or sharing of knowledge
- Lack of performance statistics and an emphasis on fire-fighting

Aiming for a knowledge based e-business

Scottish Enterprise launched an organisation-wide "Business Transformation" project, aiming to reach more customers by becoming the world's leading e-enabled economic development agency and to deliver all services electronically by 2004.

Following a consultation period with all the stakeholders in the business from the customers to the board, the project was split into four areas encompassing people, processes and technology:

- Best practice service management
- A single data centre
- A shared service team
- Strategy and governance

Scottish Enterprise is Scotland's main economic development agency, whose mission is to build a world-class economy. Headquartered in Glasgow, Scottish Enterprise has 12 local enterprise companies throughout Scotland and a further 30 around the world.

Best Practice Service Management

Having gathered information from industry organisations such as the HDI and the ITSMF, and completed the ITIL foundation course, the project team identified 4 key success criteria:

- The adoption of industry standard practices
- Guaranteed service levels
- A single point of contact
- The ability to provide service management to global customers

Two years on, at the conclusion of the project, Scottish Enterprise have the tools, processes and people in place to move the Network ICT forward.

" We lived and breathed and slept ITIL for 18 months" says June. "Before the start of the Touchpaper implementation, we spent nearly a year developing our ITIL processes, which helped us to map the implementation. The Vega suite was tailored to both our ITIL requirements and our network ICT restructure.

We implemented the Touchpaper products at the same time we implemented ITIL and the fit and timing of the implementation has been incredible, she adds.

I think the fact that we now have an "all round" solution covering people, process and technology in a relatively short timescale is remarkable", she concludes.



Rewarding Excellence

*Scottish IT Awards 2002
IT Consolidation for the
Public Sector*

*Touchpaper Customer Awards 2002
Best Use of Software*

Top Ten Help Desk Stories

Kent Constabulary: a Case for ITIL



For Kent Constabulary's 5000 uniformed and civilian staff, 860 is the number to dial for support. However, when Andrew Wiles was first appointed as Head of Infrastructure Support, the help desk was held in low esteem and the only way forward was to overhaul the support function completely.

The challenges

Supporting over 30 bespoke systems as well as the usual desktop applications, the help desk received around 20,000 calls per month with an abandonment rate of over 60%.

The team structure didn't favour interaction and the department was not customer focussed. The team's first mission was to research Best Practice and from there, to set goals which they wanted to achieve. From looking at other support operations and attending conferences such as the itSMF event, it became apparent that ITIL offered a reliable structure to follow. Three main components had to be put in place.

Implementing the right help desk tool

"The decision to follow an ITIL framework made us look at our working practices and the tools we used. This is how we came to implement HelpDesk from Touchpaper," says Andrew.

New practices

First of all, the help desk was given a new focus: the customer. Then, a layered team structure was put in place to function as 1st, 2nd and 3rd line support. Skilled team leaders and a staff rotation system ensured the support analysts stayed motivated.



A training programme

It was important to develop career paths that were consistent across the team and would offer people opportunities to develop. In addition to management and customer service training, rolling series of ITIL foundation courses were organised. "It actually proved very cost-effective to put 16 team members through a course. The training was run on site – very good in terms of return on management investment."

The training provided a common language across the whole of the support operation and people felt that the organisation was investing in them by providing training.



ITIL: a framework for success

In a relatively short period of time, Andrew Wiles has managed to turn around Kent Constabulary's help desk and change its perception within the organisation as a result. He advises careful planning for the introduction of ITIL into any organisation. "For us it was a gradual implementation, he explains, we had to choose our priorities and plan very carefully the order in which each process was to be put in place. It is important to set realistic targets, he emphasises, and the team is well on track to achieve ITIL compliance within two years as planned."



Thanks to ITIL, 860 has taken on a whole new meaning within Kent Constabulary: that of effective support.

- Calls have been reduced from 20,000 to 12,000 a month
- Abandonment has been slashed from 60% to 7%
- Service Level Agreements have been put in place
- Customer satisfaction has been improved visibly
- With career grades now in place, staff retention rates have gone up
- A reporting structure has been implemented. Using Touchpaper HelpDesk, and following a number of reporting courses at Touchpaper, the help desk is now able to conduct root cause analysis and reduce calls as a result
- The help desk has become customer focussed



Creating an ITSM Framework That Delivers Real Value to the Business

How Touchpaper's Vega suite of tools support the creation and implementation of enterprise strength IT Service Management, as defined by ITIL's best practice models.

Integrated, intelligent and proactive support that delivers server, network and desktop management within the context of ITIL.





1. The Need for IT Service Management Best Practices

Today, IT resources have become the delivery and support mechanisms that enable corporate initiatives and underpin the successful achievement of an enterprise's overall business goals. This trend towards an augmented reliance on the IT infrastructure continues to create a corresponding strain on resources, driving IT organisations to seek new ways to increase the productivity of their infrastructure resources. At the same time, they are, as ever, under pressure to decrease the costs associated with such service delivery.

The rise of e-commerce has compounded the issue. With industry analysts Gartner Dataquest predicting that the B2B e-commerce market will reach \$7 trillion by 2005, more than ever before, organisations are pressing ahead to open their infrastructure to customers and partners. Today, the IT infrastructure is universally recognised as a critically strategic business enabler.

The growth in the use of IT assets for revenue generation has led an increasing number of organisations to a move towards the adoption of an Enterprise Service Management (ESM) philosophy. Introducing an IT Service Management (ITSM) framework across the enterprise is now recognised as the cornerstone for any organisation's overall operational success, its business continuity, and its long-term fiscal viability.



Calls to the service or help desk are increasing by an average of 40 percent year on year, while at the same time, resources and people are at best being capped and are often being reduced. Add to this the demand for today's help desk to address the full lifecycle management of assets, and the traditionally reactive service delivery response is no longer an option. Instead, the proactive identification of issues, and responsiveness coupled with a strong service culture are now essential. An effective ITSM framework, utilising the right tools, can automate processes, increase efficiencies and provide the information, knowledge and controls that ensure appropriate resources are assigned and prioritised, based on their impact to the business.

A Foundation for Success

The IT Infrastructure Library (ITIL) is the application of the science of management to information technology. ITIL is a process-based methodology that enables IT departments to verify that they can deliver IT services to users in a controlled and disciplined way. It incorporates a set of best practices that are applicable to all IT organisations, regardless of their size or the technology they use. ITIL is used to create and deliver service management processes. These tasks are made easier by the use of service and system management tools such as those provided by Touchpaper's Vega suite of products.

2. Getting to Grips with ITIL

Originating in the UK in the late 1980s, ITIL is now used by companies around the world. ITIL is a set of standards and procedures, documented in a series of books, developed and maintained over the last 20 years by the Office of Government Commerce (OGC), formerly known as the CCTA (Central Computer and Telecommunications Agency), a UK government agency for best practices in processes and workflows.

ITIL processes provide a framework that enables you to identify, record and control all the diverse elements of an IT infrastructure, including equipment, software, documentation and people. Full information on ITIL can be found at <http://www.itil.co.uk>

In essence, ITIL requires that IT service delivery should be aligned directly with an enterprise's business strategy and needs. It groups a defined set of service management disciplines into two key areas: Service Support and Service Delivery.

- Service Delivery is focused on the long term planning and improvement of IT services. It includes IT service practices such as Service Level Management, Availability Management, Capacity Management, IT Service Continuity and IT Financial Management.
- Service Support is focused on day-to-day operations and the provision of support for IT services. It includes IT service practices such as Release Management, Change Management, Capacity Management, Configuration Management and Incident Management.



3. What's driving the adoption of ITIL?

The rising popularity of open standards-based approaches, such as ITIL, is due in part to the increased pressure on IT management to contain escalating costs, whilst delivering high-quality services for an increasingly demanding customer base. Some of the drivers for this burden include:

- **The increasing demand for quality and value for money from IT services.** In the past decade there has been an increased focus on the need to align the IT infrastructure with the needs of the business and to demonstrate how the IT investment enables the business to achieve critical commercial goals. Today, more than ever before, there is pressure to reduce cost whilst maintaining or improving IT services.
- **The increased need to manage incidents and problems effectively.** ITIL provides a powerful framework for improved manageability of changes within IT, resulting in a more stable IT environment, leading to enhanced availability of IT systems.
- **The increased demand for a measurable return on IT investments.** Most IT organisations spend more on IT service provision and the maintenance of these services, than on IT development projects and users want to be assured that they are receiving value for money. Service level management can demonstrate to the business how IT investments are supporting the business in achieving its commercial objectives, promote a quality approach to achieving business effectiveness and demonstrate efficiency in the use of its IT systems.

- **The increasing complexity of the IT infrastructure.** Creating a coherent and self-contained entity is just one goal of ITIL.

- **The increasing frequency of IT changes.**

- **The increased demand for availability and capacity.**

Environments requiring continuous availability, for example, need to consider scheduled and unscheduled downtime and plan to ensure applications and systems are available to end users.

Many organisations have chosen to introduce ITIL into their IT department because there may be existing divisions between the IT function and the business itself. Some of the issues their customers may have include:

- **Dissatisfaction with current IT service provisioning.** The ITIL model establishes a framework that visibly supports the ability to run IT as a business that manages cost, quality, agility and risk of IT services. It enables management of the lifecycle of IT services and offers a route to assess the current and desired state of IT, as well as the potential gaps.

- **Costs for IT service provision cannot be linked directly to business benefits.** Many organisations now seek to demonstrate the cost of IT delivery to support the business and seek tools that can enhance the provision of charge back information.

- **Responsiveness to the required IT infrastructure is not in line with business objectives.** For example, the implementation of SLAs enables the IT infrastructure to develop and respond to the business



through a regular process of consultation, monitoring of delivery against SLAs and performance reviews, combined with strategic future planning in conjunction with the business managers.

- **The provisioning of IT is out of control.** IT projects may be delivered late and over budget and lack of management information leads to an unclear direction or focus for improvement actions, limiting the ability to make qualified and quantified strategic decisions.
- **There is a lack of understanding between IT and its customers.** There may be a significant amount of complaints from the business or a poor perception of IT service provision. ITIL seeks to enable the business and IT to work in a strategic partnership. It endeavours to introduce a customer focused culture within IT and to ensure that the business and IT work together to undertake long term planning for the quality and performance of IT services.

ITIL provides the framework for the IT organisation to select which practices need to be realised within the organisation for the management and operation of the IT infrastructure, to achieve optimal service provisioning. It embodies three basic principles:

- **What is not defined cannot be managed**
- **What is not managed cannot be measured**
- **What is not measured cannot be improved**

The Vega suite of tools from Touchpaper ensure adherence to these principles within an ITIL based ITSM environment.

4. Why processes and best practices are important

Adopting a standard such as ITIL for processes and best practices affects how efficiently and cost effectively the business is managed. Following standard service management processes enables proactive, rather than reactive, service management. To achieve this, the necessary management information must be available to identify problems in the infrastructure before incidents occur, keeping business operations up and running. It can also support ongoing analysis of the infrastructure to prevent or minimise the recurrence of incidents.

Through best practice workflows, you are able to:

- Efficiently manage the infrastructure
- Restore normal service operation when an incident occurs
- Gain an understanding of the underlying problems that affect normal service operations
- Plan for and track changes
- Maintain service level agreements

Implementing ITIL within your service organisation represents a considerable investment in terms of management commitment and the development of the processes that will underpin your ITSM operation. Selecting tools that support ITIL principles will help you to realise this investment and achieve key performance indicators within your project's projected time frame.



5. ITIL comes of Age

The value and power of ITIL has been increasingly recognised. The adoption of the ITIL framework by Microsoft for its Microsoft Operation Framework (MOF) demonstrates how ITIL has become accepted as a benchmarking standard.

Since ITIL is a non-proprietary set of definitions, other IT providers are also embracing ITIL as the foundation element for their own proprietary IT management strategies. Hewlett Packard has created the HP IT Service Management Reference Model, to reflect its own vision of ITIL combined with HP best practices. IBM has generated the IT Process Model (ITPM), which uses ITIL as the basis to create a functional model to manage the interaction of processes around the whole IT management structure.

ITIL is proving to be a de facto standard and recognised benchmark for the delivery of resilient ITSM and Touchpaper has extensive expertise within the ITIL environment.



6. Putting ITIL into Practice

Many organisations that have adopted ITIL, in conjunction with tools that help provision ITSM, have reaped significant rewards. However, the adoption of an industry standard practice, combined with investment in training and management time to develop and maintain the necessary processes can be a time consuming and demanding commitment.

For this reason, many organisations choose to implement only a selection of ITIL defined disciplines initially and to implement additional processes incrementally, using a continual process improvement strategy. Here, easy-to-install scalable tools that integrate in a modular form and link IT functions to enable delivery of IT services in-line with ITIL prove invaluable.

The Implementation Phases

Implementation of ITIL will be driven largely by the unique business and operating environments of the enterprise itself. However, a typical implementation will involve the following stages:

- Creation of a project management team to drive ITIL implementation through the IT organisation. Board level representation of the project will enhance visibility and 'buy-in' across the business.
- Initial consultation with all stakeholders, including customers, business unit managers and IT managers to identify priorities/issues/concerns/needs.
- Benchmarking survey of the current organisation and its processes against ITIL best practice - this may be driven by an external ITIL consultant.

- Creation of an implementation plan that should incorporate a framework for both process and culture/mind set change. Scope of the project should be outlined, ITIL processes mapped onto the organisation, a time frame for implementation of processes and supporting tools, as well as education and training for all levels of ITIL personnel. Key to success will be an agreed communication plan of project developments, key stage points and 'wins' for all stakeholders.
- Phased implementation of new practices, processes and procedures. Starting with service support processes (HelpDesk, Configuration Management, Change Management, Problem Management and Release Management) and moving to Service Delivery.
- Assessment and review of implementation. Benchmark IT operations again and improve/enhance processes.
- Implementation of account managers with SLAs to ensure service support and delivery evolves with changing requirements of the business. Build routes of communication with business unit management to enhance 'trusted partnership' role between IT and the business.

7. Does it really work?

For many organisations that are planning to adopt a new approach to service support and service delivery, understanding how a methodology can translate into measurable business gains can be a challenge. But, implementation of ITIL processes, combined with ITIL training and tools that support ITIL principles can produce powerful results.

In just two years, the Scottish Enterprise Network ICT (Information and Communication Technology) has moved from being a disjointed and reactive organisation to become an award-winning model (see case study on page 3). Its transformation project demonstrates the investment the ICT team undertook. From examining over 40 organisations to identify a model of best practice management, through to the establishment of business metrics to measure project success or failure the team planned its implementation faultlessly.



"[When implementing ITIL, you need to] communicate, communicate, communicate! You can never organise enough workshops, presentations and handouts to keep people informed and offer them the chance to have

an input. Secondly, never underestimate the time involved. Although the software implementation really didn't take that long (from May to September), the whole project, including procurement and setting up the processes took two years. But it's all paid off, and now at the conclusion of the project we have the tools, the processes and the people in place to move the Network ICT forward."

June Young, Project Manager, *Scottish Enterprise ICT*



In terms of productivity, an effective ITSM model based on ITIL and using tools that support ITIL principles can generate huge returns, in terms of enhanced customer relations and improved morale amongst service delivery personnel. For Kent County Constabulary, the focus was to address its help desk, which received around 20,000 calls per month with an abandonment rate of over 60 percent (see case study on page 5).



"The decision to follow an ITIL framework made us look at our working practices and the tools we used. This was how we came to

implement HelpDesk from Touchpaper. For us it was a gradual implementation. We had to choose our priorities and plan carefully the order in which each process was put into place. As a result, calls to the desk have been reduced from 20,000 to 12,000 a month with abandonment rates slashed from 60 percent to 7 percent."

Andrew Wiles, Head of Infrastructure Support,
Kent County Constabulary



8. Conformance of software tools to ITIL methodology

ITIL is a best-practice framework, but it cannot be directly implemented - customisation must always occur within the context of a specific environment. No formal standards body exists to test tools that can be used to support ITIL practices, however a tool that works with ITIL practices can be called 'ITIL conformant'.

Touchpaper believes that ITIL conformant tools represent just the tip of the iceberg, in terms of any successful ITSM solution - it's the visible 10 percent of the overall project implementation. Touchpaper believes that whilst the right tools can contribute to underpinning a successful ITSM framework, the IT department still needs to devote time, planning and investment in personnel to create the framework itself. This includes achieving a clear understanding of the objectives and goals of each task, and then designing the processes and practices to achieve them. Any tool they select should improve the effectiveness and efficiencies of these practices, enabling the completion of actions that would otherwise be both difficult and time-consuming.

ITIL itself describes specific required practices and suggests how tools can help to optimise them. Tools, therefore, can bring significant benefits to ITIL practices, especially when they have been designed to specifically support ITIL processes.

9. The Touchpaper ITSM Pedigree

With experience of implementing thousands of support systems around the world, Touchpaper can provide the tools, customised to the requirements of your unique environment and install an ITSM solution quickly to create a truly joined up ITIL service delivery and support environment.

Touchpaper has over 1,500 customers worldwide, including The Body Shop, RNLI, Lloyds TSB, Dixons, The Bank of England, Waterstones, and Lastminute.com. It has condensed its knowledge and experience into a structured implementation deployment method called Catalyst, which greatly accelerates the speed of implementation of any ITSM solution based on its tools.

Catalyst: A Structured Implementation Methodology for IT Service Management

Initial implementation



Expanding your solution



Touchpaper offers a breadth of understanding that goes beyond the delivery of tools to support ITSM within the ITIL arena. Since



1981 it has been a leading UK supplier of ITSM software and services, including the delivery of consultancy, training and support. It works with industry bodies and accreditation agencies across the ITSM arena:

- Touchpaper was the first UK help desk supplier to achieve Advanced ITIL Service Support compatibility certification, awarded by PinkRocade, under its PinkVerify scheme.
- Touchpaper's consultants are experts in ITIL and other ITIL based standards such as MOF (Microsoft Operations Framework).
- Touchpaper is an authorised training provider and certification partner for the HelpDesk Institute (HDI).
- Touchpaper is a certified provider of the ITIL based Manager's Certificate in IT Service Management.
- Touchpaper's sales and marketing function are all Green Badge holders (they have all passed the ITIL Foundation Course).

10. Touchpaper's Vega suite of tools

Touchpaper's Vega product suite is designed to assist the IT department in the provision of ITSM by linking together the many functions of IT. The Vega suite covers all aspects of ITSM in a modular form, with each module enabling the delivery of IT services in line with the ITIL framework.

Everything from incident management to capacity management, change and problem management, desktop management and impact analysis are available in the Vega suite. All products are customisable, scalable and robust and can be integrated with each other to create an ITSM system that meets individual needs.

The Vega product suite includes the following modules:

HelpDesk

For incident and problem management, providing a central record of problems and incidents, providing management information and speeding up problem resolution.

ChangeManager

To ensure that changes to the IT infrastructure are evaluated and controlled, thus minimising negative impact on the business.



11. The Touchpaper Vision

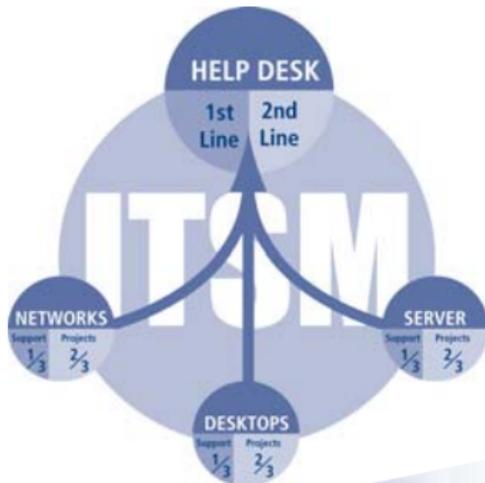
The provision of IT services is delivered by a number of functions within the IT department that need to be inter-connected with the support function. All the products available within the Vega suite have been designed specifically to manage and support today's complex and ever-evolving IT operating environments.

At the heart of service delivery is support and HelpDesk, Touchpaper's support tool provides a comprehensive solution to the needs of incident and support management on the Service Desk. HelpDesk is a powerful call management solution, which forms the core of the Vega suite.

The Vega suite of tools are designed to offer a way to inter-link other key functions, such as:

- Network support
- Server management and support
- Desktop management and support

to provide a comprehensive and holistic ITSM environment.





12. Aligning the Vega suite of tools with ITIL

Creating a proactive service centre is the goal of today's ITSM strategy. Through tight controls of all IT assets, monitoring and pre-emptive actions, the availability and capacity of IT services can be maintained. From a service delivery viewpoint, detailed monitoring, reporting and analysis functions provide critical management information that ensures the IT infrastructure continues to align delivery with the needs of the business, and achieves SLAs whilst providing essential cost analysis and management.

Each of the Vega suite of tools enables you to demonstrate:

- Service delivery accountability
- Cost of delivery
- ROI to the business

(as illustrated on page 30)

Password Reset alone makes the Return on Investment (ROI) Case for HelpDesk

Good service reporting identifies the key components of calls coming through the service desk. This analysis then allows root cause determination and appropriate resolving actions.

Recent industry surveys have shown that, despite increased awareness, and technology advances such as Active Directory Services and E-directory services, together with applications supporting 'single sign-on', password reset still accounts for between 8% and 17% of call volume to an IT help desk.

This represents an increased cost burden on the support function and added frustration to the user, as well as an even greater cost burden in terms of end-user down time.

The identification of this issue and the proactive management of password reset calls offer an attractive ROI

Calls taken by help desk	300 calls per week
10% related to Password Reset	30 calls per week
Cost per call	£7
End-user downtime Cost	£1
Cost per week	£240
Cost per year	£10,200

Based on the above assumptions, the return on investment on Help Desk can be made inside of 10 months.



13. Service Support

Incident and Problem Management

Incident Management seeks to provide continuity to the customer by restoring services as quickly as possible. The objective of problem management is to ensure the stability of the IT infrastructure and IT services by structurally and permanently removing the errors within the IT infrastructure.

The Vega Suite delivers against ITIL requirements by providing:

- The freedom to create an incident and problem record with a unique ID, to change and delete incident records and to automatically record time and date within the incident record
- Fully automated incident and problem classification. Records can also be classified according to priority and category
- Customisable thresholds for automated escalation of incidents or problem, together with full monitoring and tracking of incidents to provide a comprehensive audit trail. Incidents can be automatically routed to selected support groups such as the help desk or network operations or individual staff members. Capability to differentiate between an incident, problem and known error
- Incidents and problems can be monitored and tracked against a tolerance breach
- Automated matching of incidents to known problems or errors
- Flexible reporting (standard, real time, graphical) and management information from historical incident records, together with tools to facilitate the analysis of incident and call data to identify trends on outstanding and resolved (closed) incidents
- Incident and problem records can be linked to configuration items
- Remote management and application healing

Configuration Management

The ITIL Configuration Management process provides identification, control, status accounting and verification of components of the IT infrastructure through the management of a Configuration Management Database (CMDB).

The CMDB represents the backbone of the Vega suite. IT asset management is fundamental to every ITIL discipline and as such forms a great focus of the Vega technology.

The Vega Suite delivers against ITIL requirements by providing:

- Support for the identification, registration and management of the organisation's configuration items (CIs), including hardware, software, contracts, SLAs
- CI records can be made, changed and deleted. Every CI record has a unique ID together with a full history available for audit
- CIs can be related to each other and complex relationships (ie parent/child, copy of etc) can be recorded
- Support for the identification of CIs that deviate from standard baseline configurations
- Enables configurable CI lifecycle status management (planned, ordered, under development, in test, implementation, production, in repair/maintenance)
- Facilities for CMDB verification and integrity audits
- Flexible management reporting and information including CI inventory, asset and financial information to support configuration audits
- Through auto-discovery, the measurement of the actual state of the CMDB as well as control over it, ensuring accuracy and no surprises.



Change and Release Management

Change management seeks to ensure that standardised methods and techniques are used for the efficient and prompt handling of all changes in order to prevent change-related incidents. Release Management is the planning, design, build, configuration, testing and implementation of release packages (software, hardware, documentation or procedures) into the live environment. It includes the storage of all software CIs to ensure only the authorised, correct version of software is in use.

The Vega Suite delivers against ITIL requirements by providing:

- Change request records include automatic time/date stamp and all request records can be amended and deleted
- Acceptance, logging and storage of Requests for Change (RFCs) in an easily accessible format. These records can be classified according to priority and category
- Organisational control through managing the Change Advisory Board process (CAB)
- Change requests are separated from incident and problem records
- Fully automated incident and problem classification according to priority/category and may also be linked to CIs
- Workload management, as every RFC can be routed to support employees
- Change co-ordination can be facilitated through the build, test and implementation phases
- Automatic updating of CI information held in the CMDB
- Support for the planning, management and roll-out of software and related hardware, documentation and procedures
- Facilities to build a release package for deployment
- The ability to create and manage a Definitive Software Library (DSL)
- Authorising and scheduling release deployments in conjunction with a change management tool
- Real time and standard reporting functionality

The Change Management Process

The logging of a problem

The assessment of the request for change

Impact analysis

The creation of sub-RFCs

Task prioritisation

Task authorisation

Implementation testing

Implementation approval

Problem / RFC closure

14. Service Delivery

Capacity Management

Capacity Management is undertaken to meet an organisation's user requirements for transaction volumes and turnaround, as well as response times. It seeks to support the introduction of new systems as they evolve and ensure that an organisation's IT capacity is adequate for business and that this capacity is both maximised and made best use of.

The Vega Suite delivers against ITIL requirements by providing:

- Server management tools to prevent system freezes or network crashes
- Monitoring for servers and server-based applications
- Software metering
- Automated measurement and documentation of service level compliance
- Disk capacity measurement and predictions

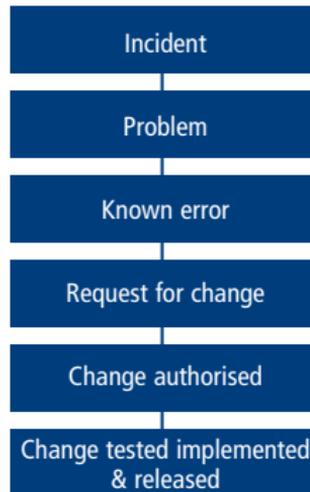
Service Level Management

Service Level Management seeks to ensure the agreement to and monitoring of an optimal level of IT service in close co-operation between provider and customer. This process entails the negotiation, definition, monitoring and reviewing of customer service levels that are both required, and cost justified. The aim of Service Level Management is to maintain and improve the quality of service, and thus facilitate closer relationships between an IT division and its customers.

The Vega Suite delivers against ITIL requirements by providing:

- Third party measurement
- Facilities to create and manage an IT service catalogue and to develop customisable SLA structures
- SLA records that contain information on IT provider, customer, service, service levels and so on
- Support for document management, versioning as well as review cycle facilities
- Service Level records can be linked to incidents and changes
- Service Level agreement records can be linked to tools for monitoring, measuring and registration of the performance of IT provided services and reports can be generated to indicate where improvements could be made
- Reporting for breaches of delivery against SLAs, service exceptions etc...
- Both static and real time reporting
- OLAs for internal group service

The Service Support Process



Availability Management

Availability Management seeks to make the best use of the existing IT infrastructure and services to ensure that users can use the IT they need, whenever they want. In order to achieve high availability, there must be a low rate of failure, with any problems being resolved quickly.

The Vega Suite delivers against ITIL requirements by providing:

- Tools to support maintainability by detecting failures (incidents), diagnosing failures (problems), resolving failures (known errors) and initiating recovery from failure
- Monitoring how IT services comply with availability requirements in the SLA and provision of reporting on achieved availability levels to the service level manager and/or other IT service managers
- Over 20 measures of application, system, network availability and performance
- Detailed service level reports that enable staff to investigate problems in detail
- Self healing of servers
- Intelligent reasoning for batch processing



15. Summary

ITIL (IT Infrastructure Library) is the most widely accepted approach to IT service management in the world today. ITIL provides a consistent and comprehensive set of best practices, promoting a quality approach to achieving business effectiveness and efficiencies in the use of information systems.

Touchpaper recognises that ITIL is a key element in the provision of a structured approach to IT service management and its tools have a strong alignment with ITIL practices and definitions.

ITIL confirms that software tools are an invaluable element of any successful ITSM solution. It emphasises that tools must be capable of underpinning processes in conformity with the practices presented in ITIL and of supporting current and future business requirements. They should offer the required interfaces with systems management tools and with other business processes. Touchpaper's Vega suite of tools is designed to deliver against all of these principles.

Data structure, handling and integration are also an essential element of any software tool, which must also provide support for the monitoring of service levels. Software tools are capable of providing the critical management information that enables control of the IT infrastructure and many organisations still lack the effective tools to provide this. Indeed, Fujitsu Consulting's recent survey identified that 69 percent of respondents analyse recurring problems occasionally or very rarely because they lack the resources or capabilities to do so (source: Fujitsu Consulting, May 2002).



The tools contained in the Vega suite of products from Touchpaper provide high level management reporting and analysis functionality, that will enable organisations to realise the benefits of data monitoring. The facilities they provide truly enhance an IT department's ability to regulate, demonstrate and achieve SLAs for IT service support, whilst providing valuable management information for the undertaking of IT service delivery disciplines.

The Little ITIL Overview



At a glance guide to
key facts on the IT
Infrastructure Library (ITIL)



What is ITIL?

The IT Infrastructure Library (ITIL) was conceived in the late 1980s to improve IT service management in UK government departments. Developed by the Office of Government and Commerce (OGC) the ITIL books or modules are used to provide a complete code of practice for IT services provision for both public and private sectors. ITIL is the only comprehensive, publicly available, non-proprietary guidance available on quality IT service provision.

What's the difference between ITIL and ISO-9001?

ISO-9001 is a quality assessment process that asks 'are you doing what you say or think you are doing?' ITIL, on the other hand, defines what you should be doing in the first place.

Why ITIL?

Enterprises that adopt an ITIL strategy are future proofing their IT infrastructure. ITIL helps an organisation to align its IT operations with the business strategy. Considering IT against business value is achieving more credibility, and ITIL can assist in the measurement of IT added value.



ITIL Principles

ITIL is a framework of practices that the IT organisation can use to manage and operate its IT infrastructure effectively and efficiently. Three basic principles underpin any ITIL process:

- What is not defined cannot be managed
- What is not managed cannot be measured
- What is not measured cannot be improved

Software tools can help an organisation support adherence to these three key principles.

What ITIL can do for you

In the areas of service delivery and support, ITIL describes the processes required to provide quality IT services including:

- **Availability Management** to achieve maximum capability from the IT infrastructure. The aim is to achieve a cost effective, reliable level of service to enable the business to meet its objectives
- **Incident Management** ensures an organisation can restore normal service as quickly as possible and minimise adverse effects
- **Problem Management** enables the diagnosis of underlying causes of identified incidents. The correction of errors in the IT infrastructure is co-ordinated and proactive problem prevention is undertaken
- **Continuity Management** harnesses an organisation's ability to continue the provision of a pre-determined level of IT service following an interruption caused by system or application failure or a major disaster
- **Service Level Management** introduces a cycle of agreeing, monitoring and reporting on IT service achieved to continually improve the quality of service and enhance relations between an IT division and its customers
- **Configuration Management** identifies, controls, maintains and verifies elements of the infrastructure or of a service
- **Release Management** provides a holistic view for the incorporation of changed services and their orderly release



Keeping close to customers

ITIL recommends that quality IT services provision is dependent on staying close to the customer. Communication is an important element of overall quality. If new systems are being developed, ITIL recommends that staff need to be kept informed on:

- How the systems development is progressing
- What training staff will need
- What the impact on existing services will be
- How and when the new services are being tested

Does ITIL work in an E-business environment?

Of course it does. The processes to provide an e-business application are no different to any other application - the only difference is in how you apply the processes.



Which software tools are compatible with ITIL?

Implementation of ITIL in the service delivery organisation is enhanced by software tools that work with the definitions and work flow requirements of the ITIL process framework.

Any IT service management software toolset that carries the PinkVerifty™ logo has been objectively assessed against criteria specified by the OGC and certified by PinkRocade. The ITIL Service Support certification means the software toolset will enable the definitions and workflow support in:

- Incident Management
- Problem Management
- Change Management
- Configuration Management

What is the ITSMF?

Created in 1992 the IT Service Management Forum (*itSMF*) is the user group for the IT Infrastructure Library. The forum allows members to exchange ideas and network with other organisations.

ITIL qualifications

Two organisations offer formal ITIL qualifications:

- **EXIN** Based in the Netherlands, EXIN provides examinations in the UK and across Europe
- **ISEB** The Information Systems Examination Board (ISEB) operates in the UK and British Commonwealth.

Both organisations are non-proprietary and non-profit making, preparing and administering examinations and accrediting organisations to deliver courses leading to the exams.



Where do I start?

- **Foundation Certificate in IT Service Management**

The basic introduction to the underlying ITIL principles and the terms and concepts embodied within ITIL.

- **Practitioner Certificate in IT Service Management**

Aimed at those practising one or more of the specific ITIL functions (such as Help Desk or Configuration Management). Candidates sit a multiple-choice examination based on simulated work tasks in a complex case study environment.



- **Management Certificate in IT Service Management**

Aimed at managers, this examination tests the understanding of ITIL philosophy, reasons for adopting ITIL guidelines, management implications, costs and benefits through written examinations.



Useful sources of information

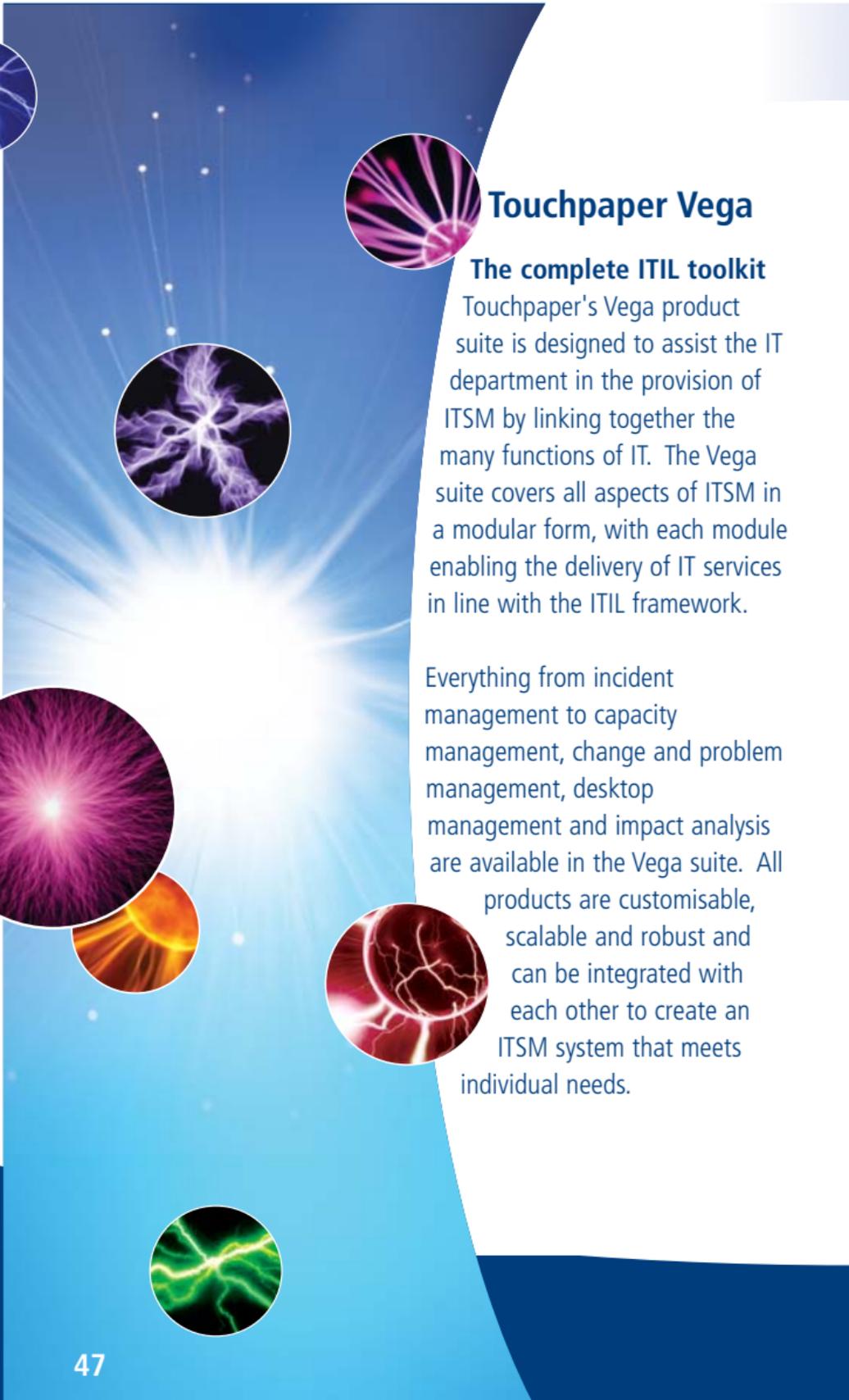
www.itsmf.com

www.itiil.co.uk

www.itiilworld.com

www.ogc.gov.uk





Touchpaper Vega

The complete ITIL toolkit

Touchpaper's Vega product suite is designed to assist the IT department in the provision of ITSM by linking together the many functions of IT. The Vega suite covers all aspects of ITSM in a modular form, with each module enabling the delivery of IT services in line with the ITIL framework.

Everything from incident management to capacity management, change and problem management, desktop management and impact analysis are available in the Vega suite. All

products are customisable, scalable and robust and can be integrated with each other to create an ITSM system that meets individual needs.

The Vega product suite includes the following modules:

HelpDesk

For incident and problem management, providing a central record of problems and incidents, providing management information and speeding up problem resolution.

ChangeManager

To ensure that changes to the IT infrastructure are evaluated and controlled, thus minimising negative impact on the business.

AQuire

For asset and configuration management, software control and distribution as well as remote management.

AUtoserve

Provides availability and capacity management of servers and server based applications, through key self healing and self recovery functions. Servers are arguably the most valuable IT asset as they carry a greater impact.

NMS

Informing your network support staff of performance issues before they reach full impact, and before users are aware of an issue.

SurveyCenter

Allowing you to gauge feedback on the IT services you provide, improving your ability to cost-justify investment in the improvement of those services, whilst giving you an accurate picture of user satisfaction.

Real Time Management Suite (RTMS)

Providing you with management information on your IT infrastructure, so that you can monitor workloads, resource provision, peak times and assist you in identifying underlying issues and trends.



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