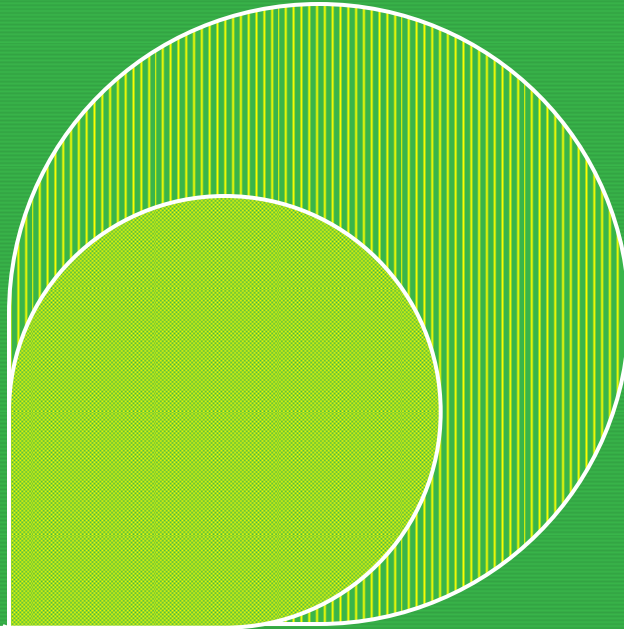


Adopting ITIL Framework

By Vinayak Ghadi



happiest
minds

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*In the chase between lion and deer....Many time deer wins.....
Because lion runs for food & deer for life.
Remember; “**Purpose is more important than need**”...*

1. Who should read this paper?

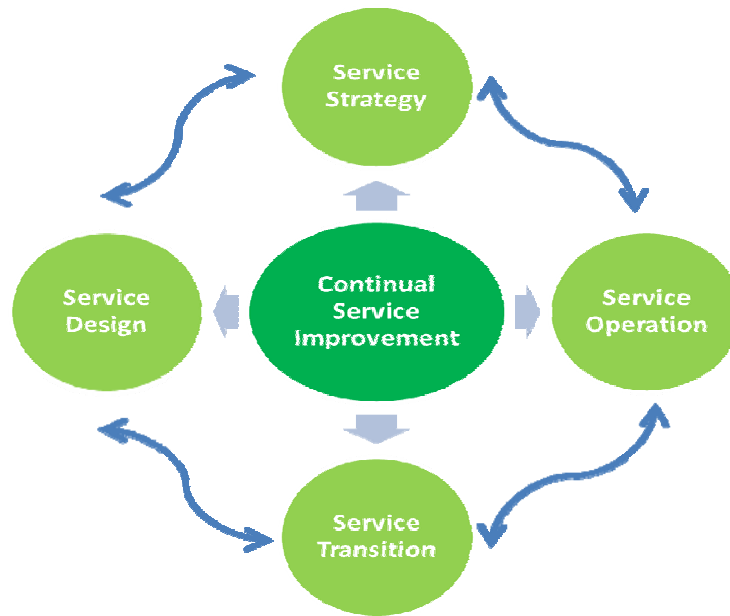
This white paper is targeted towards people and enterprises intending to adopt best practices model for their IT Service management or people who are desperately striving to improve their service model and want to drive their successes with proven methodologies in period to come.

2. Do we know about ITIL framework?

Information Technology Infrastructure Library (ITIL) is most popular framework for IT service management in fact for many businesses it is the basis for IT service improvement which talks about service management as a practice and in detail about service lifecycle. Good practices are best practices which have gained wide acceptance and adoption. In short, Good Practices have withstood the test of time like ITIL.

The core of ITIL The core of ITIL is structured around a Service Lifecycle which consists of the five phases shown in the illustration below. The Service Lifecycle organizes activity around services as the services move from concept through the live environment and into retirement or keep improvising. The ITIL ‘core’ documentation consists of five volumes representing each of the phases of the Service Lifecycle





Phases of Service lifecycle

All these lifecycle modules go through continual service improvement phase to assure best plan, do, check and act cycle is in place and it is practiced. Many processes are defined in each lifecycle which describes what has to be carried out in each lifecycle phase.

2.1 Service Strategy: The Service strategy helps understand and provides guidance on how to design, develop and implement service management which would help define policies, guidelines and processes across the entire lifecycle.

For implementing ITIL framework for any enterprise service strategy provides a visionary platform to prepare service design based on its goals and vision which fulfills their vision and putting that into measurable entities.

2.2 Service Design: Guidance on design and development of services and interrelated service management processes are defined under this publication. This helps mapping strategic objectives into portfolios of service.

Service design must serve the vision of the enterprise into achievable and measurable service architecture catering needs of those services and creating value to the business.

2.3 Service Transition: Guidance on development and improvement for capabilities and processes for transitioning new and changed services into operation is covered under this phase, Realization of service strategies being mapped into service design with control over risks of failure and service disruption is achieved.



For putting a new Service Architecture into practice which aligns to the ITIL framework Service Transition would affect the services in operation and change management at most as it counts for relatively good amount of risk and service disruption.

2.4 Service Operation: Effectiveness and efficiency of the service delivered and support to ensure the value to the stakeholder depends upon the practices in the management of service operations.

Service operation deals with proper delivery of services and its maintenance through various processes like incident, problem, and Event management. It's about keeping all the services in a healthy state and delivering value to the service with agreed and achievable Service levels.

2.5 Continual Service Improvement: This publication emphasizes on improvement of processes in order to deliver value to the customers with better design and transition and measuring scope for continuous improvement.

IT Service Management organizations can be structured as per the ITIL® recommendations, which defines its scope based on four major functions (Service Desk, Technical Management, Application Management, and IT Operations Management). It also attributes its importance for standard roles to any task and activity for good ITSM effort.

Lifecycle Phase	Processes
Service Strategy	Service Strategy Service Portfolio Management Demand Management Financial Management
Service Design	Service Catalogue Management Service Level Management Availability Management Capacity Management Service Continuity Management IT Security Management Supplier Management
Service Transition	Change Management Service Asset and Configuration Management Release and Deployment Management Transition Planning and Support Service Validation and Testing Evaluation Knowledge Management
Service Operation	Incident Management Problem Management Event Management



	Service Request Fulfilment Access Management
Continual Service Improvement	The Seven Step Improvement Process

Processes defined in each lifecycle

Processes listed above under all the lifecycles are important and they all are interrelated with their measurable purposes, All processes are bind together with continual Service Improvement .ITIL stresses on improvising the available processes with best practices and with need.

3. Key Adoption Challenges

3.1.Understanding your own environment

Many enterprises wanting to adapt to best practices need to understand the requirement and importance for it.They need to answer questions like

Do we really need ITIL? If yes how it is going to help us?

What impact it will have on our in-house processes which are in practice?

Are we going to achieve detailed and measurable outcome?

Can we map our enterprise vision into procedural roadmap to achieve it?

Will that guarantee us ROI (Return on Investment)?

Are we prepared to put RACI model in practice which emphasizes on Responsibility, Accountability, Consulting and Transparency in every function?

After evaluating all those questions and assessing and analyzing the present infrastructure’s readiness one can opt for ITIL processes implementation into their environment.

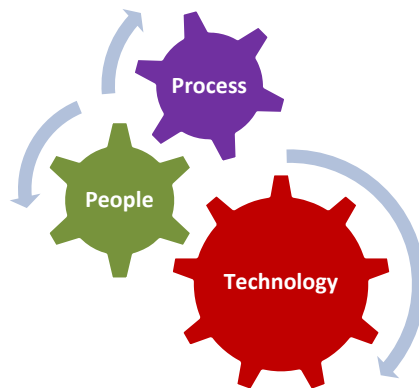
At Happiest Minds I have seen the efforts to make existing environment more cohesive for the standard practices implementation, At IMSS department I have seen people being trained on ITIL and getting them certified, Building NOC-SOC facility aligning with standard practices, putting standard policies and practices in place, Defining SLA’s for internal IT service desk, Mapping organizations goals into practices of business unit with measurable outputs , Documenting all the processes and defining roles and responsibilities of all concerned , Evaluating the archived targets and planning for improvements based on the evaluation results and feedback etc.



3.2. Interdependencies

ITIL emphasizes more on **People** as they can be either service providers, service enablers or consumers of the service, Training people based on the role and requirements is the key for success.

Processes another important factor which has impact on success on any framework, Processes need to be defined precisely aligning with business needs and should be measurable. **Technology** is more key factor which enables all the measurable to be more efficient and effective. Various tools and service delivery platforms play important role in service delivery and improvements of the same.



Hence understanding these dependencies and making them more adaptive is the key for successful adoption of the framework, yes we need to believe in rule: Adapt Improve and Overcome. In other words it's all about implementing new processes which would bring value to the business in long run and putting the processes in operation and trying to optimize the value to the business through cycle of Implement, Operate, and Optimize.

4. How do we prepare ourselves?

We need to understand that it's not about adopting the ITIL as a standard but improving the business hence it's all about using it with a level of resources and commitment to adopt. IT has to be seen as deliverable service which can be optimized as per business demands. It needs business support from top level. Planning, measurement and improvement with existing infrastructure and striving for improvement.

Important factors like top level management support, Technology usage and availability, training of the resources will play lead role in preparation of the environment adaptable to the ITIL framework.



Crucial differentiators for ITIL Adoption

4.1 Business Support: Top management support is one of the key elements in implementing any project, a detailed vision supporting your adaption of best practices as necessary funding is required for training, infrastructure build and tools availability. This has to be done with respect to the compliance policies and communication activities would be efficient with proper approval.

4.2 Training & building knowledge database: Training all the stakeholders involved and make them understand the ITIL processes and work together to for smoother implementation, Processes would evolve with greater accuracy with proper cooperation .Proper documentation of every process with understandable guidelines for each function and processes in turn create reliable knowledge base over the period of time.

4.3 Process Implementation and Technology:Initial analysis of the existing processes, implemented policies, impacting issues have to be analyzed.Prioritising the activities upon their criticality and urgency and defining service levels and their dependencies has to be carried out. Supporting vendors their support framework impacts the implementation process. Monitoring the infrastructure needs various tools as well service desks to make it happen.

4.4 Change management:Adoption of any framework would result in major change on enterprise level as it is not just technology change but organizational culture acceptance and would influence change management to a large extent.

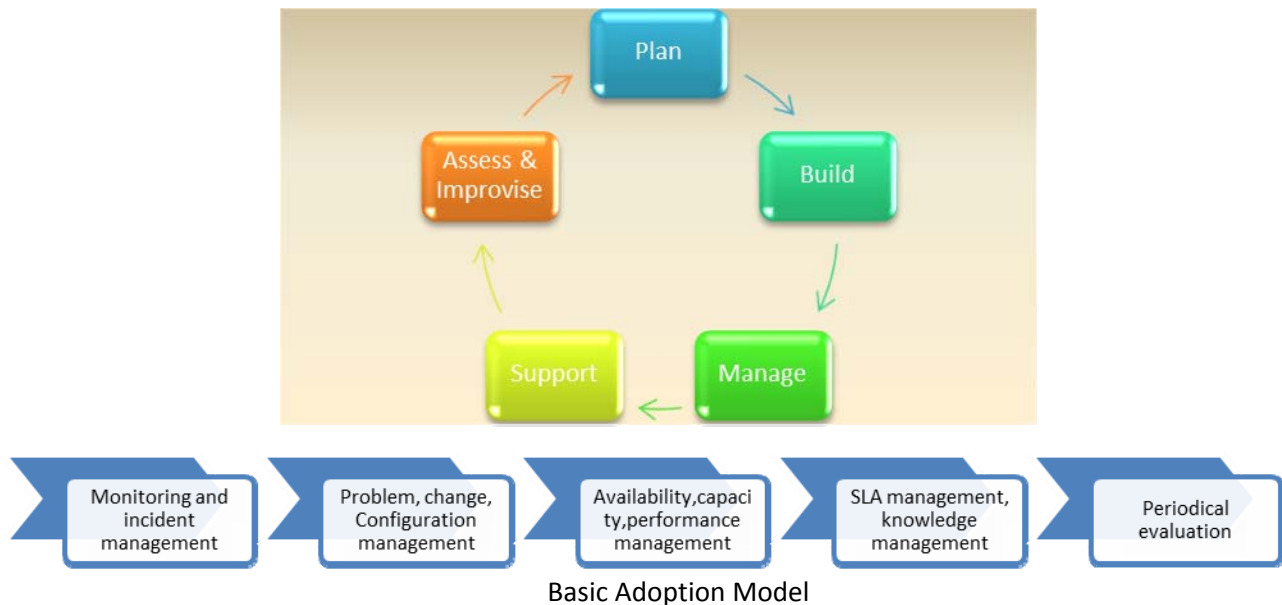
Change management practices in place would have to be reevaluated and make them effective enablers for smooth transition of new or best processes which can bring in value to the business with lesser impact and proper fallback plans in hand to avoid service disruption and discontinuity.



5. Basic Adoption Model

Basic adoption model for ITIL for any enterprise would start with building service strategy which help analyzing the existing infrastructure set up, reviewing policies in place, training people, documenting the processes and planning for the measurable targets aligned with enterprise vision.

Service design ensures that defined objectives or vision under service strategy is actually mapped to service portfolios. Managing the built processes and IT infrastructure with agreed service levels through service operation defined policies .Support and monitoring includes setting up service desk for all problem, incident and change management to maintain service availability. Asset management helped by configuration management helps tracking the resources.



Above figure describes the interrelated processes and function for basic ITIL adoption in a very simple way stressing assessing and improvising the current processes and continuously planning for improvements based upon feedback and necessary business requirements.

Plan the service according to the business need which caters to the strategy and build the service with defined processes with service levels helping to maintain the balance of disruptions, and then manage



those services with proper support and monitoring; keeping eye on improving the services with better tools and changing business needs.

6. Benefits of framework Adoption

Though ITIL's goal is to provide structured and flexible guidelines for establishing governance standards around IT service management. It helps achieve higher user satisfaction, optimized resource utilization; helps understand and manage service levels, Improves ability to manage change, measurable user satisfaction but few people find it more prescriptive ,too lengthy to implement ,needs training and relatively slow return on investment .

Few of the benefits are listed as below.

- Improved resource utilization
- Infrastructure management becomes smooth
- Providing services meeting business, customer and user demands
- Unified management tools, technology and people
- Best practices for Project and vendor management
- Ownership and Increased accountability on assets and documented processes
- Operational visibility and proactive control can be enforced
- Business continuity management becomes easier
- Improved control and transparency
- Increased alignment between business and IT
- Measuring performance and efficiency improves
- Better understanding and improved ability to manage change



7. Solutions

One example for ITIL adaptable service delivery platform is Happiest Minds **VIGIL** : An Integrated service delivery platform which has been designed and evolves around ITIL framework with capabilities for Infrastructure monitoring , Service management , Remote desktop and SIEM service capability offerings.

It enables best practices in service delivery which is designed keeping integration and automation of best practices in mind; it is adaptable and flexible and can be integrated with most service management tools. Enabling the services under organization adherent to defined guidelines, organizations processes Policies, regulations applied to them and creating value to the business.

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To learn more about the **Happiest Minds Customer Experience Offerings**, please write to us at business@happiestminds.com

9. About Happiest Minds

Happiest Minds is a next-generation IT services company helping clients differentiate and win with a unique blend of innovative solutions and services based on the core technology pillars of **cloud computing, social computing, mobility and analytics**. We combine an unparalleled experience, comprehensive capabilities in the following industries: **Retail, Media, CPG, Manufacturing, Banking and Financial services, Travel and Hospitality and Hi-Tech** with pragmatic, forward-thinking advisory capabilities for the world's top businesses, governments and organizations. Founded in 2011, Happiest Minds is privately held with headquarters in Bangalore, India and offices in the USA and UK.

Corporate Office

Happiest Minds Technologies Pvt. Ltd.
Block II, Velankani Tech Park
43 Electronics City
Hosur Road, Bangalore 560100, INDIA

Phone: +91 80 332 03333

Fax: +91 80 332 03000

United States

116 Village Boulevard, Suite 200
Princeton, New Jersey, 08540
Phone: +1 609 951 2296

2018 156th Avenue NE #224
Bellevue, WA 98007

United Kingdom

200 Brook Drive, Green Park, Reading
Berkshire, RG2 6UB
Phone: +44 11892 56072
Fax: + 44 11892 56073

About the author

Vinayak Ghadi

(Vinayak.ghadi@happiestminds.com) is an Engineer at Happiest Minds Technologies, IMSS department works for cloud practices. Has a degree in Electronics and Communications, An ITIL v3 certified professional with hands on experience on Service Delivery tools like Maximo, Service Center, Microsoft System Center tools, Windows server, Active directory, VMware etc. With experience in IT Infrastructure monitoring and Service desk, maintenance, troubleshooting.

