ITIL® v3 2011- Continual Service Improvement

Value to the Business

Improvements lead to benefits
Business case:
- Return on investment (ROI)
- Value on investment (VOI)

Scope and approaches

Services and service processes

Services approach
Lifecycle approach
Functional group approach

Roles and primary/seconary resp.

|	CSI	SLM	SO	BRM
IT Services	S	P	P	P
IT Systems	S		P	
Processes	P	S	S	S
Customers	S	P	S	P
Technology	P	S	P	

7-Step improvement process

1. Input vision, strategy, tactical/operational goals.
2. Define what you will measure.
3. Gather the data.
4. Process the data.
5. Analyse the data.
6. Present the results.
7. Implement corrective actions.

Kotter's eight steps to transforming your organization

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower broad-based action
6. Create short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

Methods and techniques

Deming Cycle

Do Check
Act
Plan Quality
Consolidate Time Maturity
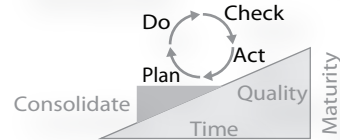
Assessment

Self-assessment
GAP-analysis
CMM

CMMI
CobiT
ISO/IEC 20000

Benchmarking

Involved:
- Customer
- Consumer/user
- Service provider

Service Measurement

Availability
Reliability
Performance

Service Reporting

Actionable:
- This is what happened.
- This is what we did.
- This is how we ensure it won't impact you again.
- This is how we are working to improve.

Internal review prior to review with customer

SWOT-Analysis

Strenghts	Weaknesses
Opportunities	Threads

Metrics

Vision
Mission
Goals
Objectives
CSF
KPI
Metrics
Measurements

KPI

No more than 2-5 KPIs per CSF
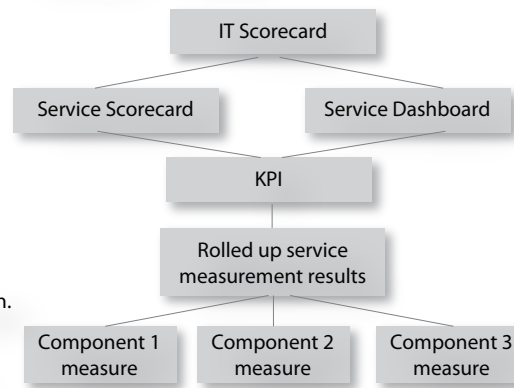Qualitative and quantitative KPI

Technology metrics
Process metrics
Service metrics

Tension metrics
- Resources (Money)
- Functionality (Quality)
- Schedule (Time)

IT Balanced Scorecard

Financial	Customer
Innovation	Internal

IT Scorecard

Service Scorecard — Service Dashboard

KPI

Rolled up service measurement results

| Component 1 measure | Component 2 measure | Component 3 measure |

CSI Register

All improvements
Prioritized.
A CSI Manager

Component failure impact analysis

Which services are impacted by which components.

	Service 1	Service 2	Service n
Comp 1			
Comp 2			
Comp n			

Fault Tree Analysis

Chain of events that caused the incident.
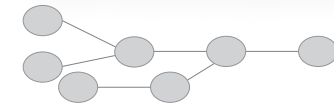
Service failure analysis

End to end availability improvement

Technical observation

Prearranged gathering of specialist to focus on specific aspects of availability. (Monitor realtime).

Expanded incident lifecycle

Includes:
- Time to restore service (MTRS) or downtime.
- Time between failures (MTBF) or uptime.

Other relationships

Service review (SLM)
Post implementation review (PIR)
Service Knowledge Management System (SKMS)
RFC for improvements (Change/release mgmt).
Problem management.