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ITIL 2011

Vernon Lloyd



Barcelona y Madrid, septiembre 2011

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Vernon Lloyd

- International Client Director de Fox IT
- Miembro del Senior Examiners Panel de APMG
- Miembro del Strategic Advisory Board de ISEB
- Presidente del Institute of IT Service Management
- Premio 'Paul Rappaport'
- Co-autor de ITIL v2 y v3
- Co-autor de ITIL 2011
(responsable de la revisión del libro de CSI)

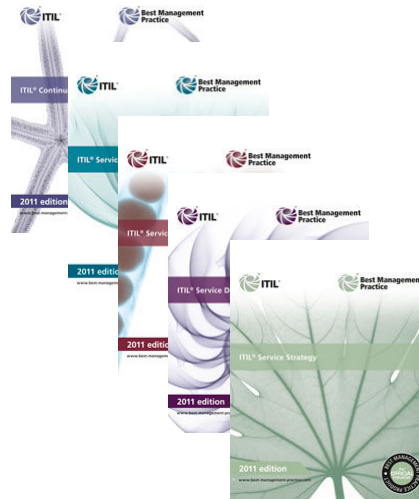


Agenda

- 16:00h-16:05h Recepción
- 16:05h-16:15h Presentación oficial del acto
Barcelona: Dídac López (Presidente de ATI) y Aleix Palau (Director de netmind)
Madrid: Ricardo Santiago (Director Exin España) y Aleix Palau (Director de netmind)
- 16:15h-18:00h "Novedades en ITIL 2011" por Vernon Lloyd
Situación inicial y objetivos de la revisión
Principales novedades
ITIL y la nube
Resumen-traducción al castellano de la ponencia de Vernon Lloyd por Jaume Escursell (Lead Trainer en netmind)
- 18:00h-18:15h Ruegos y preguntas
- 18:15h-18:20h Clausura oficial del acto
Barcelona: Daniel Marí (Presidente de CTECNO)
Madrid: Luis Morán (Vicepresidente de itSMF España)
- 18:20h-19:00h Coffe-Break

New Edition

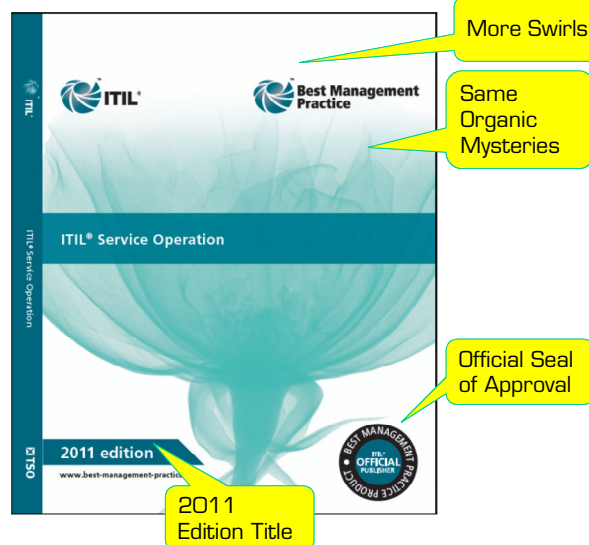
- Not 4.0; not 3.1; but 2011
- 5 core books released on July 29th
- Introduction quite soon
- KEGs and other pocket guides in 6 months or so
- No trumpets
- No capitals



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Highlights



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In & Out

- In scope
 - Clearer roles & responsibilities
 - Ensuring consistent presentation of processes
 - Standardize glossary definitions & their use in text
 - Improve accessibility of Service Strategy
- Out of scope
 - Completely new concepts
 - Any change that would invalidate current use of ITIL, either in adoption or certification

Aims of the Project

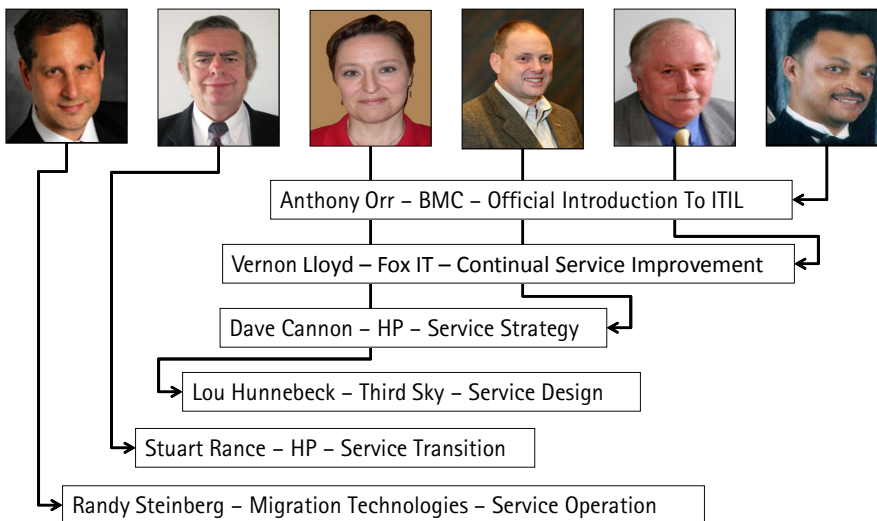
- To resolve any errors or inconsistencies in the text and diagrams, both in content and presentation
- To improve the publications by addressing those issues raised in the change control log
- To address suggestions that have been made by the training community
- To review the Service Strategy publication to ensure that the concepts are explained in the clearest, most concise and accessible way possible

Breathe a Sigh of Relief

- Everyone's certifications are still good and valid – there will not be a need to re-certify
- Vendors won't have to re-architect their toolsets
- There's still the same 5 service lifecycle stages
- Focus is on:
 - Deeper guidance
 - Fixing inconsistencies
 - Removing errors



The Authors



General Project Flow

- Initial Authoring Stage
 - Addressing the identified Issues
 - Checking consistency across titles
- 1st Public Review Stage
 - Reviews of individual titles based on criteria
 - Review of full set of titles for consistency
- 2nd Authoring Stage
 - Responding to issues/concerns raised in review
- 2nd Public Review Stage
 - Similar to first review, but extensive focus on consistency
- Final Authoring/Publishing Stage
 - Final correction of issues/concerns raised in review
 - Copy editors
 - Prepare titles for publishing



What you Might See (General – All Books)

- Role descriptions (service manager – no more)
- Organization examples
- Metrics (CSFs And KPIs)
- Better process descriptions
- Cloud computing/virtualization content and other current trends
- Updated glossary
- Consistent book chapters
- Lifecycle inputs and outputs
- Every process has a flow or activity diagram

Overall Structure of Each Publication. Chapters 1-4

- 1 Introduction
 - Scope, objectives and target audience
 - Summary of all five core publications
- 2 Service management as a practice
 - Services and service management
 - Identical chapter 2 in all core publications
- 3 Service xxx principles
 - Policies for xxx
 - Optimizing xxx
 - Xxx inputs and outputs
- 4 XXX processes
 - Consistent subsections for every process
 - 4.x.1 Purpose and objectives
 - 4.x.2 Scope
 - 4.x.3 Value to business
 - 4.x.4 Policies, principles and basic concepts
 - 4.x.5 Process activities, methods and techniques
 - 4.x.6 Triggers, inputs, outputs and interfaces
 - 4.x.7 Information management
 - 4.x.8 CSFs and KPIs
 - 4.x.9 Challenges and risks

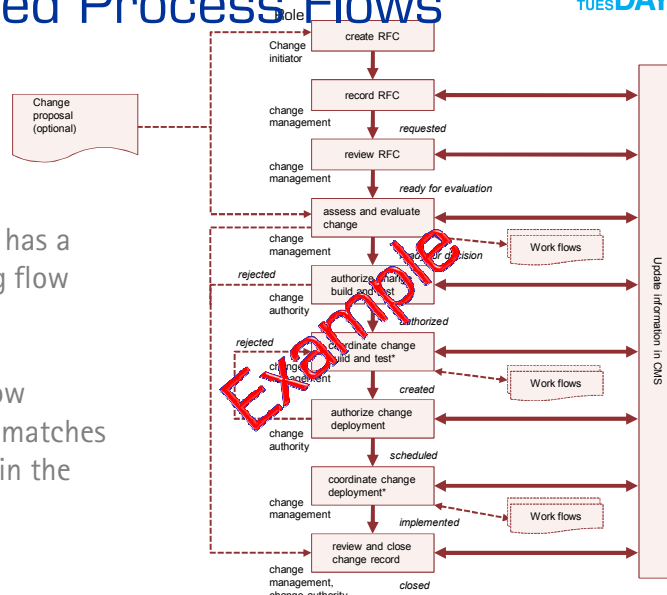
Overall Structure of Each Publication. Chapters 5-End

- 5 Methods and techniques (some variation here)
 - Communication and commitment
 - Stakeholder management
- 6 Organizing for service xxx
 - Functions, roles, competence & training
- 7 Technology considerations
 - Tools and technology support
- 8 Implementing XXX
 - Key activities, approaches
- 9 Challenges, CSFs and risks
 - Metrics, CSFs and KPIs
 - Challenges and risks
- Appendices

Improved Process Flows

Every process has a corresponding flow diagram

Text in the flow diagram now matches the headings in the main text



Service Strategy

- The concepts within the publication have been clarified, without changing the overall message
- The updated publication includes more practical guidance and more examples where relevant.
- There are now separate definitions of business strategy and IT strategy
- Clear processes with chapter headings described earlier



Service Strategy Changed the Most

- More detailed guidance has been included on how an organisation should go about assessing, generating and executing its IT strategy
- Some coverage has been added on how IT service management is impacted by cloud computing and a new appendix has been added specifically covering service strategy and the cloud
- Brief sections on governance, enterprise architecture, application development, a logical organization structure and strategies for ITSM implementation
- Customers, value and services

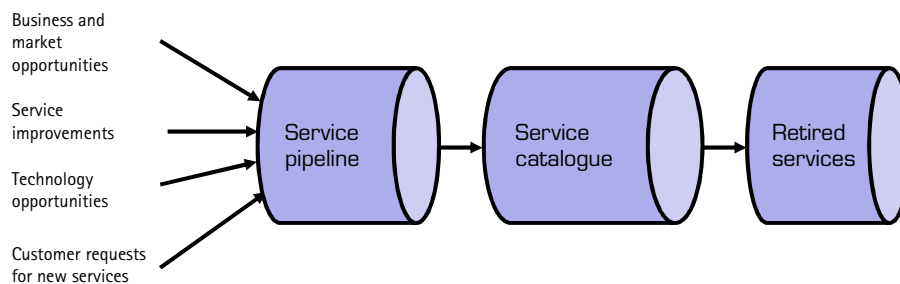
Processes in Service Strategy

- Strategy management for IT services
- Service portfolio management
- Financial management for IT services
- Demand management
- Business relationship management



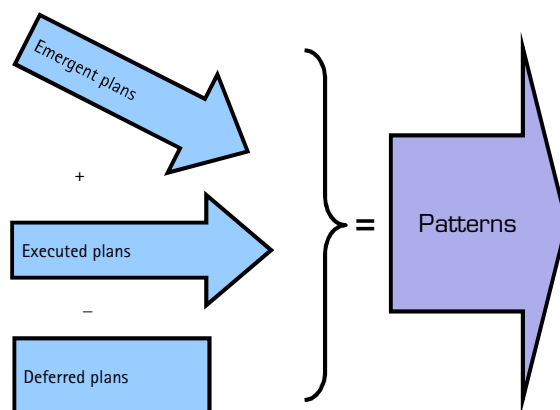
Example Diagram – The Service Portfolio

- Many previously confusing diagrams have been replaced or clarified



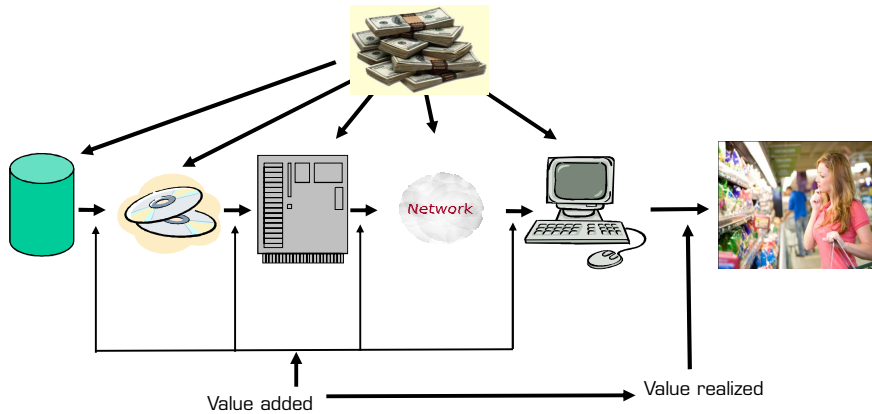
Strategy as a Plan

- Strategic positioning and plans drive operational plans



Value Chain

- If IT wants to show that it has added value, it must link its activities to where the business realizes value

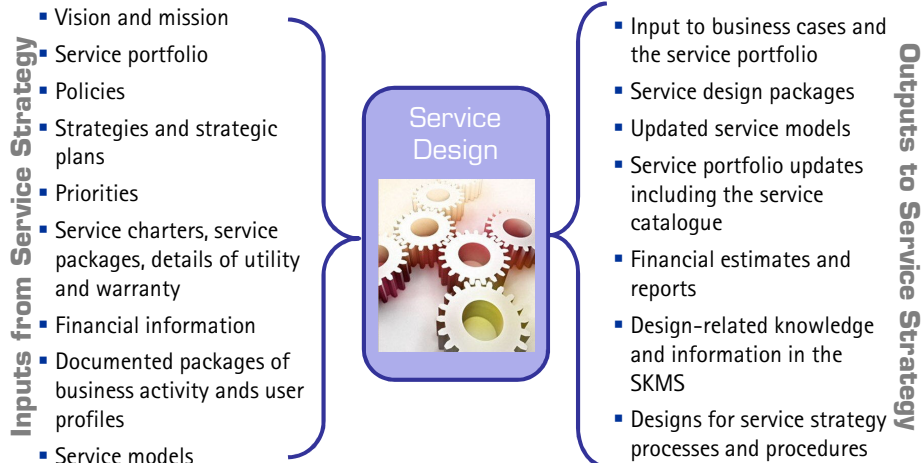


Service Design

- Throughout the updated ITIL Service Design publication, there has been particular focus on alignment with Service Strategy
- A number of concepts and principles have been clarified
 - The flow and management of activity throughout the overall service design stage with the addition of the 'design coordination' process
 - The five aspects of Service Design, the design of the service portfolio and the terminology related to views of the service catalogue



Interfaces with Service Strategy



The Scope of Service Design

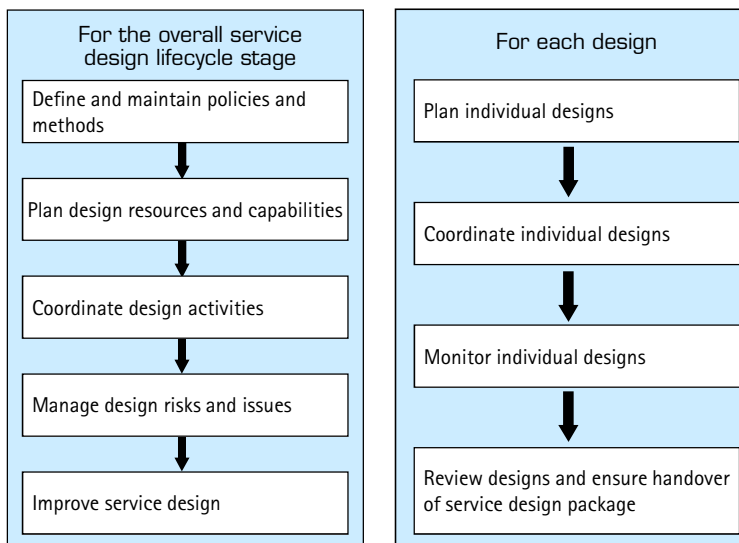
- The guiding principle:
 - Identifying, defining and aligning an IT solution with business requirements
- The design should be driven by:
 - The functional requirements
 - The requirements within service level agreements
 - The business benefits
 - The overall design constraints
- The processes
 - The ongoing management and execution of the processes considered important to the success of service design

Processes in Service Design

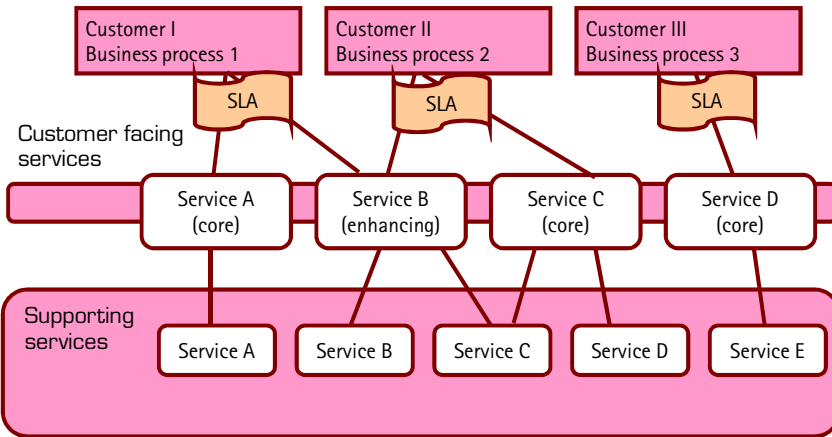
- Design coordination
- Service catalogue management
- Service level management
- Availability management
- Capacity management
- IT service continuity management
- Information security management
- Supplier management



Process Activities



Types of Service in the Service Catalogue

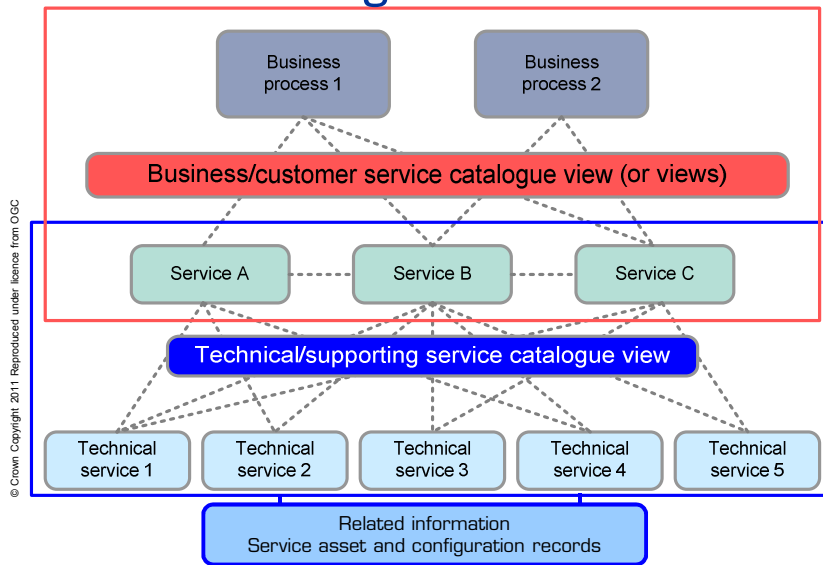


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Structure of the Service Catalogue



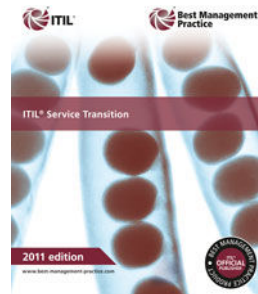
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Service Transition

- Clarified content and relationships of SKMS, CMS and CMDB
- Improved description of how change proposals are used
- Additional discussion of asset management in SACM
- Better integration between change management and change evaluation

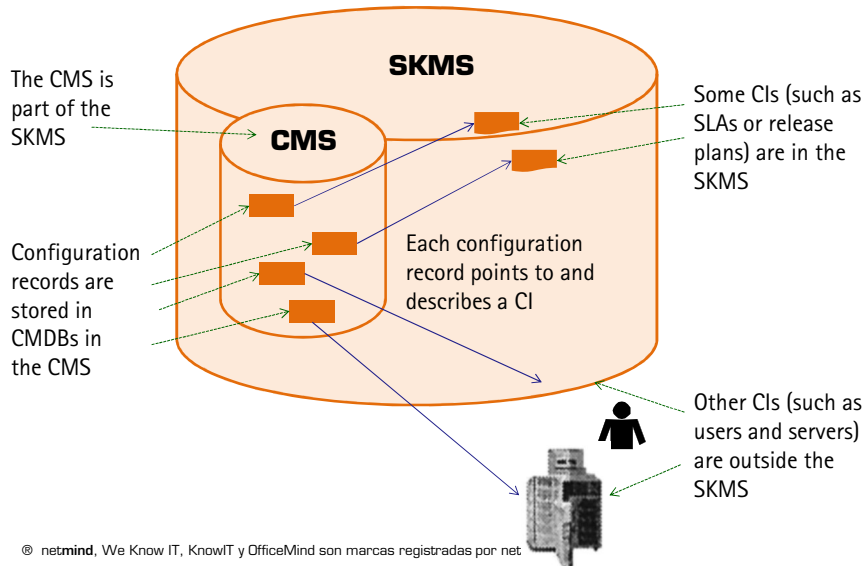


Service Transition Processes

- Transition planning and support
- Change management
- Service asset and configuration management
- Release and deployment management
- Service validation and testing
- Change evaluation
- Knowledge management



Relationship and Contents of CMS and SKMS



Asset Management Content Added to SACM

- Fixed assets
Fixed assets of an organization are assets which have a financial value, can be used by the organization to help create products or services and have a long-term useful life
- New and consolidated asset management content includes
 - Software asset management
 - Secure libraries and secure stores
 - Definitive spares
 - The definitive media library
 - Decommissioning assets

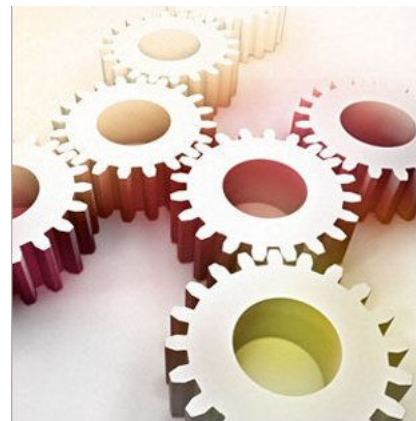
Service Operation

- Process flows have been updated or added for all processes
- Key principles – including guidance around service requests and request models, and proactive problem management have been clarified
- The relationship between application management activities versus application development activities is clarified
- Other clarifications include an expanded section on problem analysis techniques
- In addition the guidance for managing physical facilities has been expanded



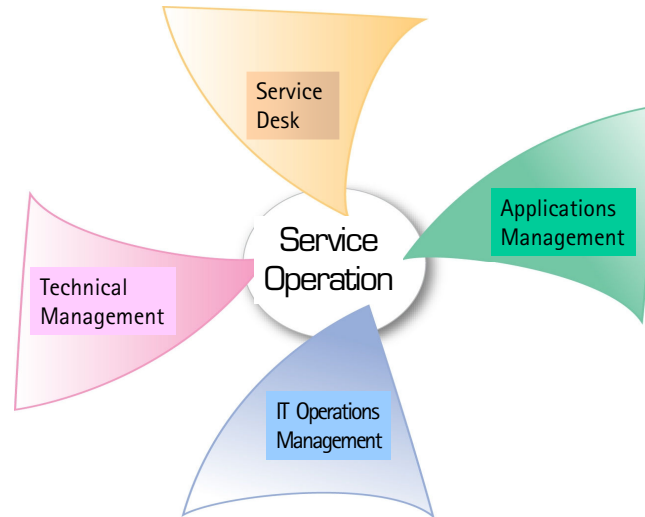
Processes in Service Operation

- Incident management
- Problem management
- Event management
- Access management
- Request fulfilment



Enhanced process flows and guidance for all processes

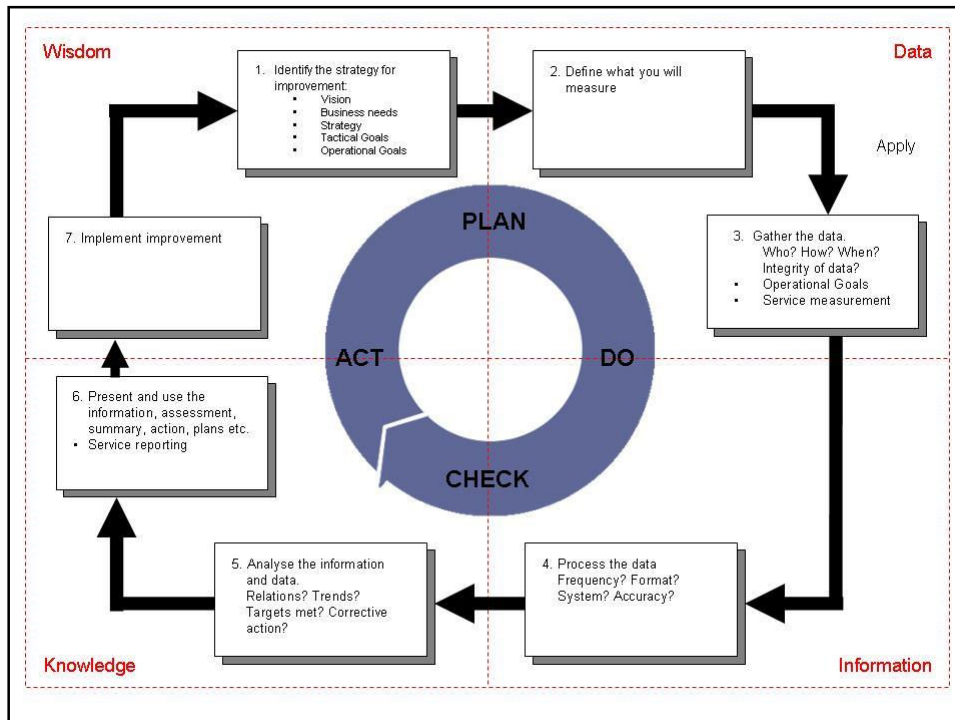
Functions in Service Operation



Continual Service Improvement

- The seven-step improvement process and its relationship with the Deming 'Plan-Do-Check-Act' cycle & knowledge management has been clarified
- The CSI approach and the concept of a CSI register has been introduced
- Service measurement and service reporting
- Particular emphasis has been made on documenting the interfaces from CSI to other lifecycle stages





Translations

- The priority languages are Chinese, French, German, Japanese, Portuguese and Spanish. Work has begun on all of these projects
- Work nearly finished on updating all 23 translated glossaries

New ITIL Edition - Exams

- New syllabus was available from August 8th
- Old syllabus can still be used until year end
- New but same exam until year end
- From January 1st 2012 – new syllabus only with new exams

Further Information

- Summary of updates document is available at www.best-management-practice.com
- Publications are available in a number of formats including:
 - Hardcopy
 - PDF
 - eBook
 - Online subscription
 - To purchase your copy or for more information visit: www.best-management-practice.com

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ITIL and the Cloud

Vernon Lloyd



Barcelona y Madrid, septiembre 2011

Basic Definitions

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- **Private Cloud** – Service managed internally over intranet or over the internet
Greater control but may not deliver the costs savings and ability to scale up or down
- **Public Cloud** – Service managed externally over internet, usually serving the needs of multiple customers
Cost saving but difficult to have multiple service levels. There may be difficulties verifying the security and compliance requirements to meet, for example data privacy laws
- **Hybrid Cloud** – Service managed internally and externally, combination of using a public and private cloud

Types of Cloud Services

- **SAAS** – Software as a Service, this type of service is an application that users access to provide a service which can be hosted internally or externally
Example Salesforce.com and several ITSM tools
- **IAAS** – Infrastructure as a Service
Example Amazon Elastic Cloud (EC2) – Customers rent computers or virtual instances to run their own applications and pay hourly charges per virtual machine or a data transfer charge
- **PAAS** – Platform as a Service must provide a development language and must be able to deploy, manage, test and maintain the developed applications
Example Microsoft Azure defined as an internet-scale cloud services platform hosted in Microsoft data centres which provide an OS and a set of developer services

Potential Benefits

- Cost savings
- Speed to market
- Rapid provisioning of services, capabilities and resources to support business and IT transformation and change
- Easier implementation of a new or enhanced business application
- Better global coverage
- Access to specialised services
- Less administration overheads

Important Considerations

- **Determine what you want to achieve and why**

IT is about delivering improved business services, so make sure you understand what you want to achieve as an organization and why. Both public and private cloud options should be thoroughly reviewed alongside non-cloud alternatives with the benefits and drawbacks of each being given fair consideration

- **Understand your business drivers as well as the IT drivers**

It is essential that any changes made to IT infrastructure are suited to the needs of the business first rather than being modified to fit the IT department's preferred cloud platform

- **Fail to prepare, prepare to fail**

It might seem obvious, but make sure you plan thoroughly and decide how your chosen cloud solution is going to be integrated, managed and monitored.

Deployment

- **Deployment will be more successful if you have a relative high level of maturity in your existing processes**

- **Cloud Computing offers more options, more flexibility, more opportunities for efficiency and automation – but automating chaos will only give you one thing: automated chaos.**

- **ITSM frameworks like ITIL are crucial to the cloud's chances of success**

Opportunities & Risks



Service Level Agreement

- In the event of a business-critical application going down, you need to be reassured that your cloud provider has the expertise and skills to get it up-and-running again as quickly as possible
- Ensure that your provider offers SLAs that are appropriate for your business needs which cover all foreseeable eventualities
- Do not commit mission-critical services to the cloud without negotiating appropriate SLAs

Service Strategy

- Cloud computing will not change the strategic objectives or the market spaces of a service; it provides new avenues to reach those objectives
- The nature of cloud computing may require changes in how services are charged, and how IT organizations allocate cloud services costs
- Cloud computing forces IT to look at the services they deliver, and how these are bundled to add value for varying stakeholders
- A service portfolio must be augmented to include cloud services being provided, what level of investment is being made in these services, how they are being sourced, bundled, and providing value to the business

Service Design

- Design the cloud computing solution to provide maximum benefits to the business instead of treating it solely as technology innovation
- Cloud computing requires a renewed effort in supplier management processes and contracting rigor to ensure meeting terms, conditions, and target of agreements
- Selecting the correct tools to support a well-defined service design program can dramatically improve the maturity level of your cloud services capability

Service Transition

- Organizations that are implementing cloud architectures must consider the impact on Service Transition
- These environments can be very dynamic, often requiring the rapid provisioning of virtual servers to support changing workloads
- Moving a virtual server from a physical server can lead to both difficulties and opportunities in implementing effective service transition processes
- Cloud architecture may require the creation of new CI types and change models to properly balance agility and risk management
- Change and Release and Deployment processes must be designed to work seamlessly across both physical and virtual servers

Service Operation

- Monitoring for security compliance, privacy and access, reliability, and availability of IT services and components pose increased challenges when services are hosted in vendor clouds
- As you refine your, and integrate, cloud delivery with your overall service management capability, look to improve operations through automation

Continual Service Improvement

- The melding of cloud centric approaches with CSI by IT can dramatically speed up realignment and improvement processes by providing a vastly wider array of potential options to solve complex business problems and improve services
- The nature of cloud computing may lead to challenges for CSI such as misalignment between business needs and technical solution
- Establishing KPIs and SLAs with cloud vendors helps communicate the expectation

Summary

- IT is devolving into a network of services that can be provided from anywhere – aided and abetted by advancements in cloud computing technology
- The service mindset that ITIL brings is key to operating in a cloud world – the disciplines still exist but may have shifted emphasis from the IT organization to the cloud vendor
- The ITIL service lifecycle supporting its processes can be leveraged as a design, build, deploy and operate vehicle for constructing cloud-based solutions
- Do not simply think about the technology but also all of the ITSM areas and the softer people side of the equation

The ITIL Lifecycle

- The better the strategy the more cost effective delivery will be
- The better the design the less the need for rework
- The better the transition the less chance of failure
- The better the operation the happier IT customers will be
- The better the CSI activities the better the business will be

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Resumen por Jaume Escursell



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Preguntas



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Muchas gracias por su atención



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