



ITIL Hands-On

- a taster

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Agenda

1. Why another course?
2. What's in it?
3. Let's try



Why another course?

ITIL Hands-On

- Practice what you learned at the ITIL Foundation course:
 - Service strategy
 - Service portfolio and catalogue
 - Service level agreements
 - Service improvement program
 - Process improvement workshop
- Homework + 2 days course
- No exam
- BlueHat syllabus

ITIL Practitioner

- Guidance on how to adopt and adapt the ITIL framework:
 - 9 Guiding principles
 - CSI approach
 - Organizational Change Management
 - Communication
 - Measurement and Metrics
- 2 days (classroom) or e-learning
- Open book, 1:45, multiple choice exam (40 questions)
- Axelos syllabus

ITIL Hands-On: Learning objectives

After the course, the participants will have practiced to:

- Establish service governance
- Prepare a service strategy based on a service architecture
- Build a service portfolio and prepare a service catalogue
- Plan a service improvement program
- Facilitate a process improvement workshop
- Define outcome-based, goals-driven and controls-grounded service management processes

ITIL Hands-On: Main topics

- Service governance
- Service strategy content
- Service portfolio
- Service catalogue
- Service level agreement
- Service improvement program
- Process improvement workshop (change management process)

ITIL Hands-On: Agenda – day 1

Topic	Time
Welcome and introduction <ul style="list-style-type: none">• Course purpose and objectives• IT Service Management (recap)• Positioning of ITIL and other best practices	9:00
Presentation of homework (SLA) in plenary	9:45
<i>Break</i>	10:30
Assignment: <ul style="list-style-type: none">• Service governance (ownership, decision structures, organization, principles & policies, goals cascade, controls framework, agreements and cost model)	10:45
<i>Lunch</i>	12:15
<ul style="list-style-type: none">• Assignment continued . . .	12:45
<i>Break</i>	13:45
Introduction and plenary discussion: <ul style="list-style-type: none">• Service architecture and service strategy	14:00
Assignment: <ul style="list-style-type: none">• Build a service portfolio and prepare a service catalogue	15:00
<i>End-of-day</i>	17:00

ITIL Hands-On: Agenda – day 2

Topic	Time
Introduction and plenary discussion: <ul style="list-style-type: none">How to adapt best practices to different cultures - Cookbook, Common Language or Virus?	9:00
Assignment: <ul style="list-style-type: none">Plan a service improvement program (SWOT, identification of improvement outcomes, goals & controls, decision on approach, program organization, tool support, documentation, etc.)	10:00
<i>Break</i>	11:00
Assignment continued . . .	11:15
<i>Lunch</i>	12:30
Assignment: <ul style="list-style-type: none">Facilitate a process improvement workshop	13:00
<i>Break</i>	14:30
Assignment continued . . .	14:15
Recap, evaluation and closure	16:30
<i>End-of-day</i>	17:00

Process improvement workshop

Prerequisites

- A good moderator
- Employees able and willing to identify and work with improvements
- Strong management support towards continuous improvement and the constructive culture behind it

Outcome

- Issues and opportunities
- Root causes
- Solutions
- Improvement initiatives
- Improved practice

Process improvement workshop

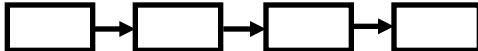
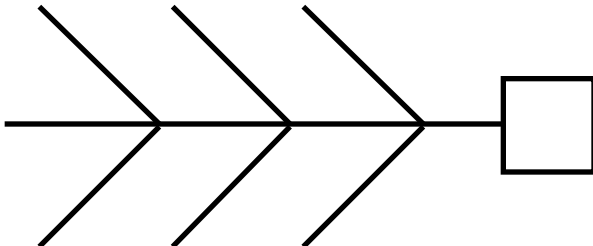
Meeting rules

- Meetings are recurring on a (bi-)weekly basis
- Duration 1-2 hours
- Everybody participates at all meetings (between 5-12 participants is a good size)
- Everybody stands up during meetings
- Constructive input is welcome
- Everybody contributes
- Only very little debate about individual improvement ideas

Agenda

- Status on results (KPI's)
- Status on ongoing improvement initiatives
- Identify issues and opportunities (customer needs, resources, risks etc. Must be specific)
- Analyze root causes (Brainstorm, 5 why, KT etc.)
- Identify and prioritize solutions/ improvement ideas
- Assign somebody responsible and deadline for newly initiated improvement initiatives

Inspiration: Kaizen board

Issues / opportunities	Process 	Goals	Measure-ment	Status	
Root causes and solutions 		Initiatives	Status	Resp.	Deadline

Inspiration: Identification of issues and opportunities

- Most significant issue / opportunity
- Follow the process step by step
- Follow specific cases
- . . .

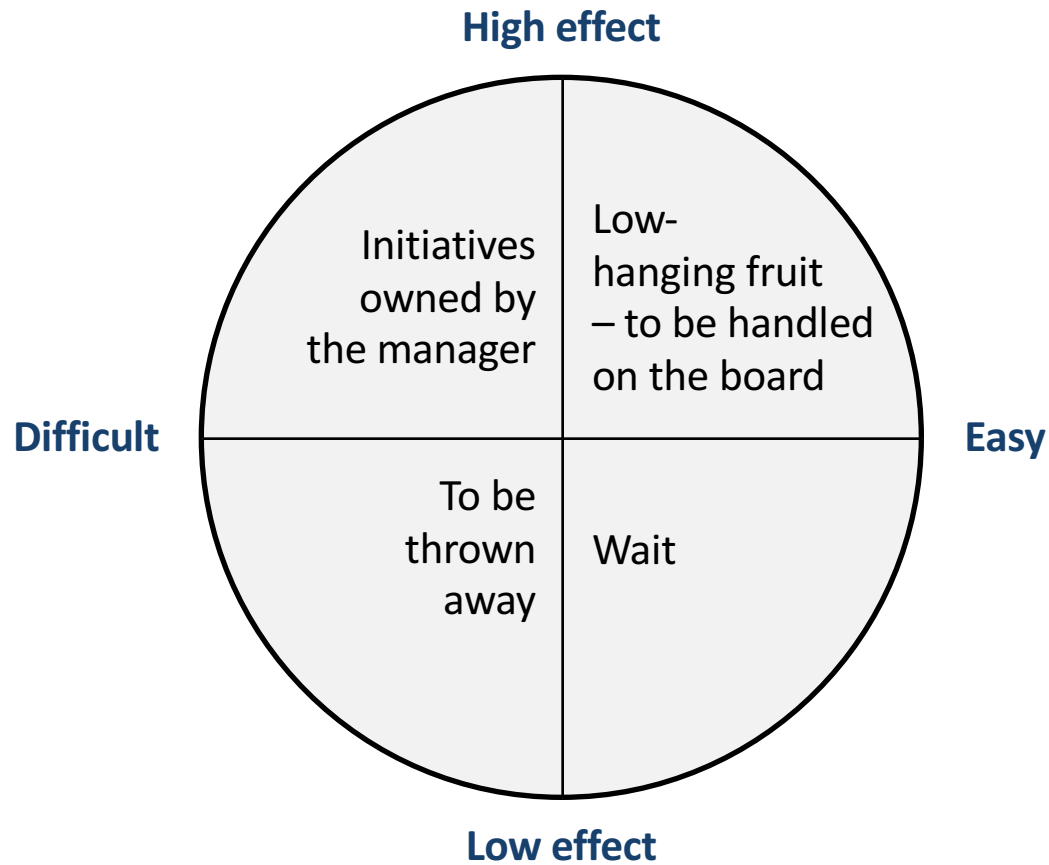
Inspiration: Go to where the work is done (gemba)

- What are you doing now?
- Is there a standard way of doing it?
- What challenges do you face?
- How do you identify a challenge?
- What can you fix?
- What can't you fix?
- Who do you speak to when something goes wrong?
- Do you use a visual management board? Is it useful?

Inspiration: Eliminate waste in service (muda)

- Delay
- Redundancy
- Unnecessary motion
- Unclear communication
- Inventory
- Wasted opportunities
- Errors / defects

Inspiration: Prioritization of initiatives

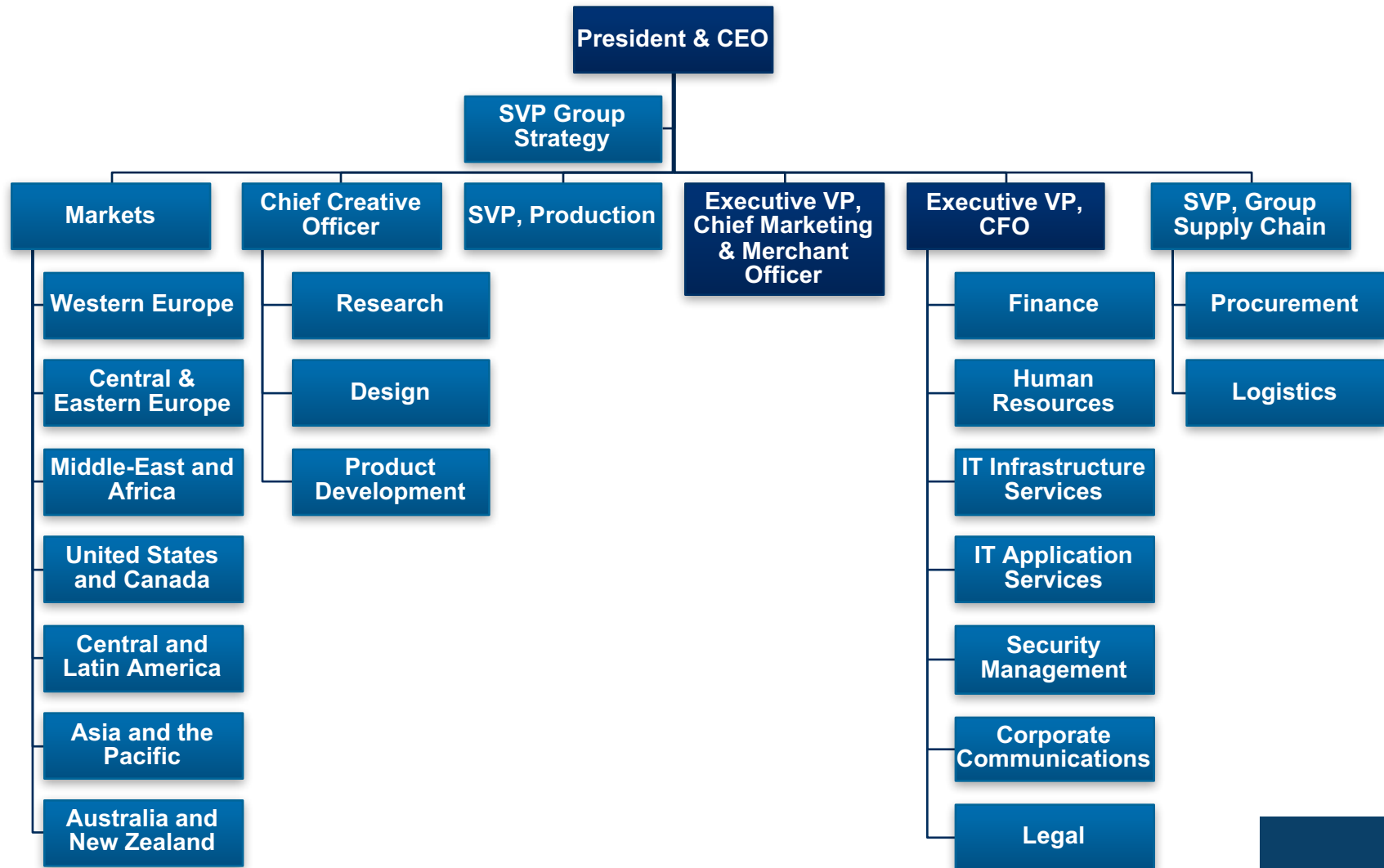


CASE – The COMPANY

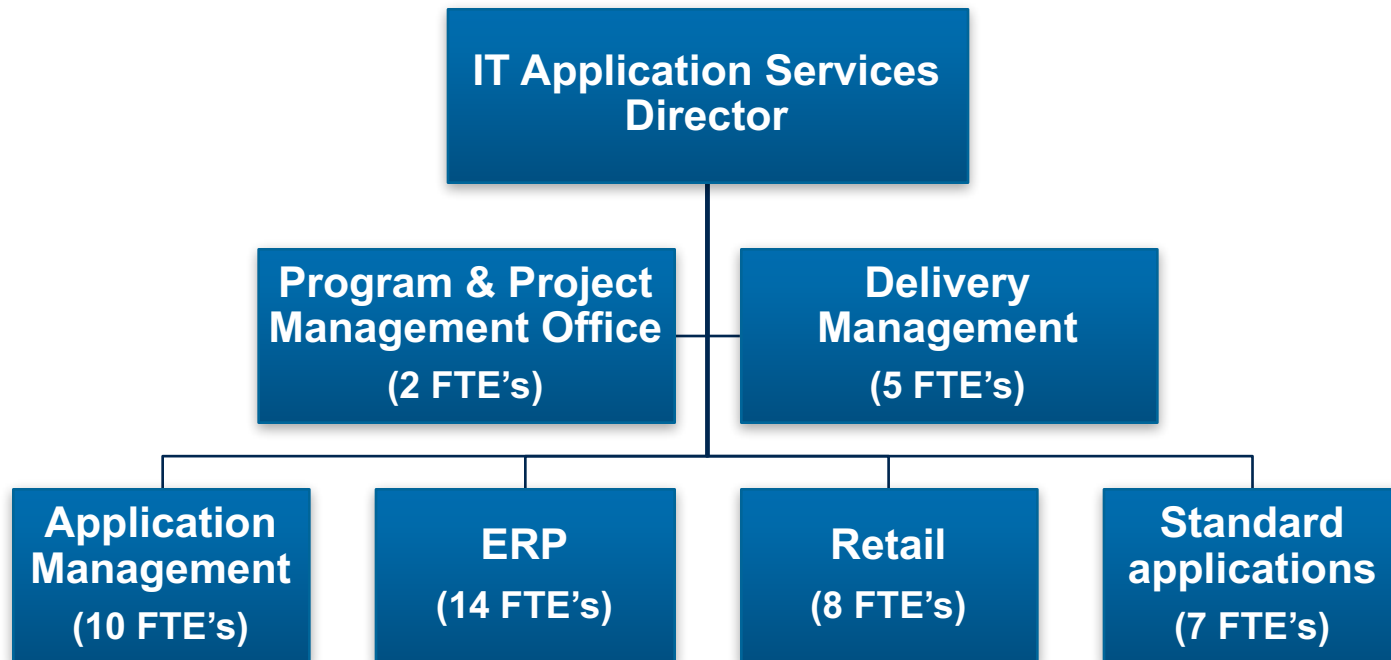
The COMPANY designs, manufactures and markets modern quality shoes made from genuine leather at affordable prices. The shoes are sold in more than 70 countries on six continents through approximately 7,900 points of sale, including more than 1,100 concept stores.

Founded in 1979 and headquartered in Hillerød, Denmark, the COMPANY employs more than 5,400 people worldwide of whom approximately 1,900 are employed in the factories. The COMPANY is publicly listed on the NASDAQ OMX Copenhagen stock exchange in Denmark since 2009.

CASE – Organization



CASE – IT Applications organization



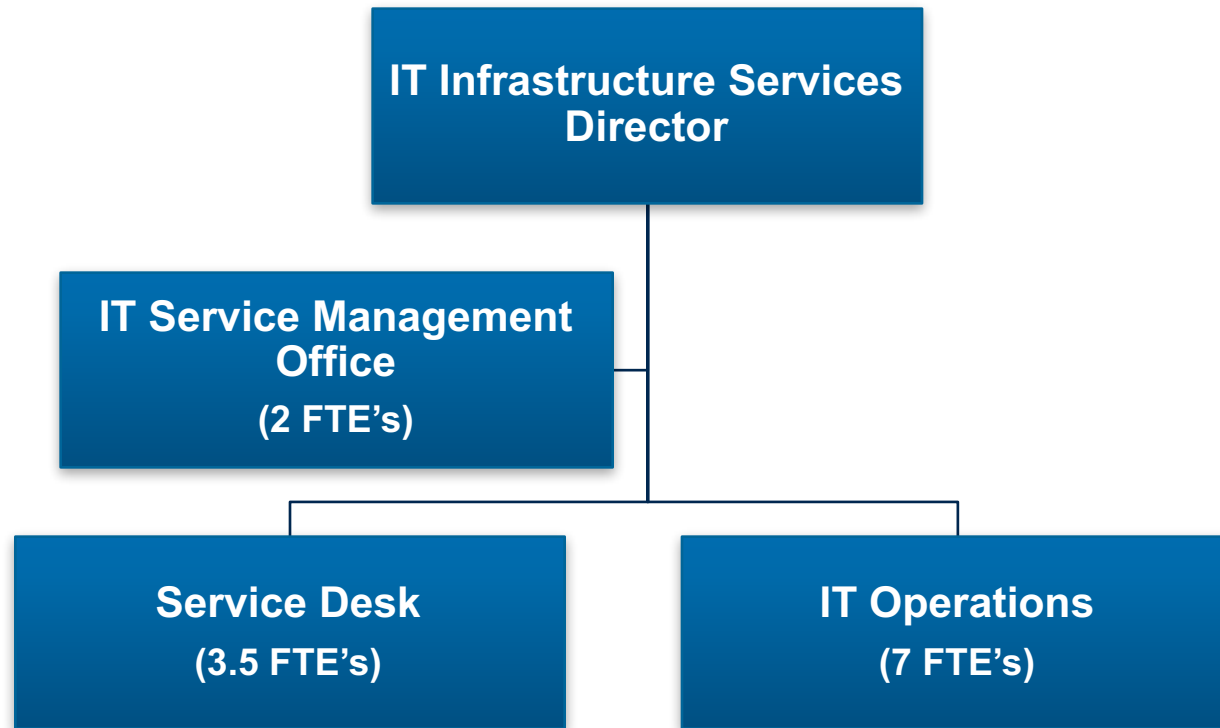
CASE – IT Application service landscape



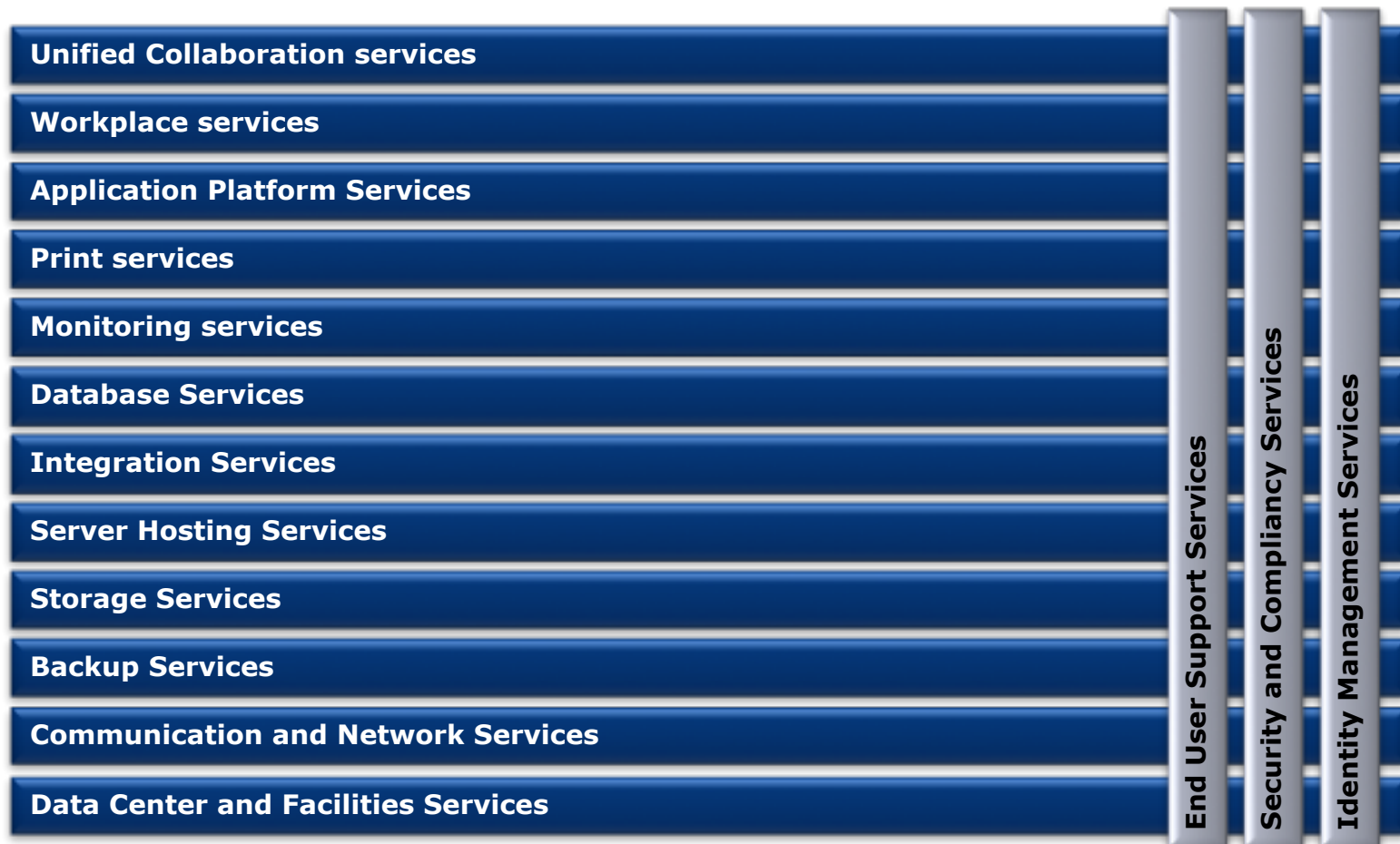
CASE – Group IT applications

- SAP (Financial Accounting, Controlling, Sales & Distribution, Materials Management, Production Planning, Human Resources, Project System and Business Warehouse)
- NEC Point of Sale (POS) – Only deployed in Western Europe, Australia and New Zealand
- Salesforce (Customer Relationship Management)
- Basware Alusta (Purchase-to-pay and Order-to-cash management)
- Hyperion and SAS (Business Intelligence solutions)
- MS Sharepoint (Intranet)
- SiteCore (Content Management System)
- .Net Framework (Application development and management)
- ARIS and ALFABET (Business Process Management, Quality Management and Enterprise Architecture)

CASE – IT Infrastructure organization



CASE – IT Infrastructure service landscape



CASE – IT sourcing

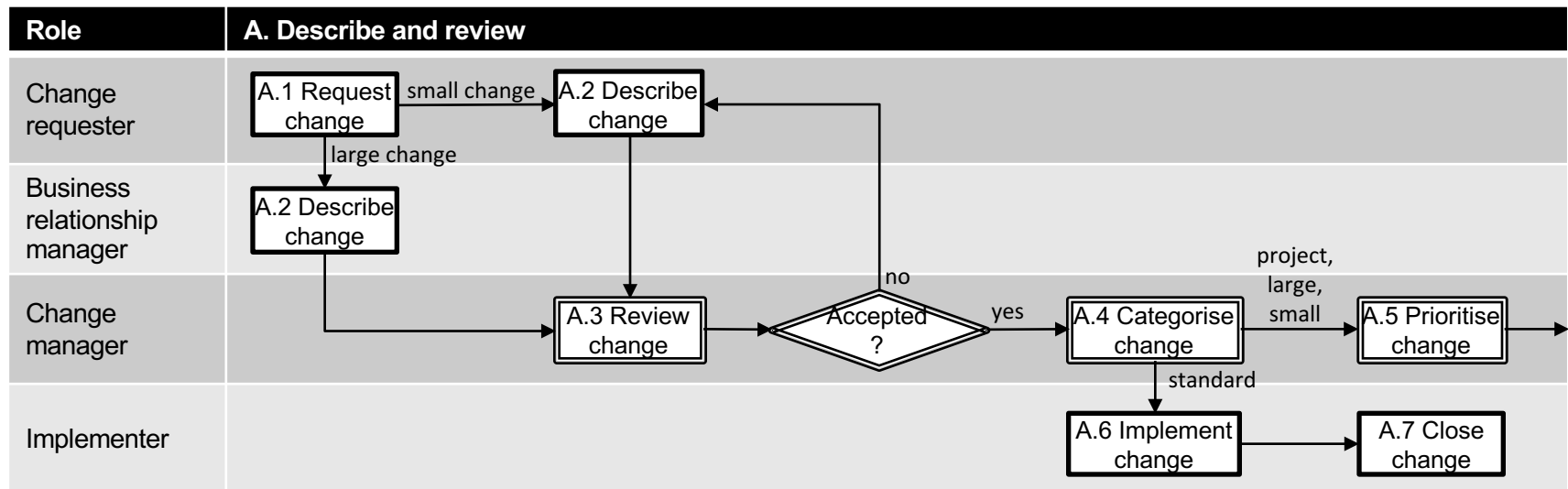


- The Service Desk in Head Quarters has been outsourced to GLOBAL SUPPORT Ltd. based in Copenhagen Denmark. It handled 90,200 calls in 2014 with an average first time fix rate of 37%. GLOBAL SUPPORT also manages all workstations, printers and local area networks in Denmark.
- Server and database hosting, including data center management, storage management, back-up etc. has been outsourced to HOSTING Ltd. Based in Tianjin, China close to the manufacturing site. The availability is OK (99,8% for the critical systems) but reliability is an issue (mean-time-between-failure is less than 13 days for some of the critical systems). The contract expires next year, but no-one has yet begun to consider whether the contract should be renegotiated or a new tender should be initiated.
- Wide area network services are outsourced to WORLD NET Ltd. A recent Total Cost of Ownership (TCO) analysis revealed, that 10-15% could be saved by moving to another provider.
- Local network services are the responsibility of the regional IT organizations.

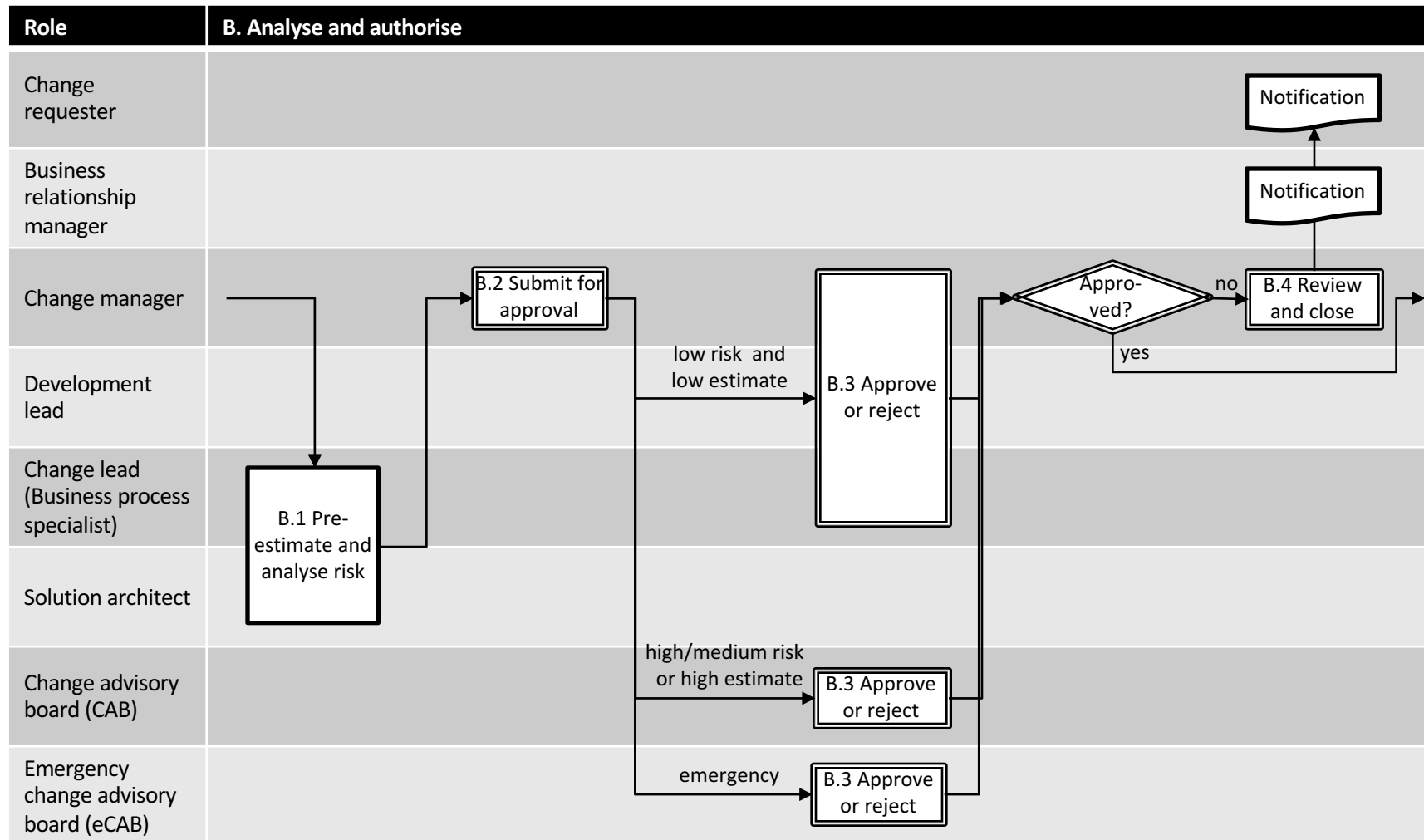
CASE – IT Service Management

- Both IT Applications and IT Infrastructure have established a rudimentary service catalogue (see above). However, the service ownership has not been assigned, service levels have not been agreed and IT spend is not allocated to IT services. IT Infrastructure also maintains a description on the Intranet of the requestable services offered by GLOBAL SUPPORT Ltd. as service requests
- IT Applications has developed a Delivery Management Model that spans Change Management, Requirements Management, Solution Design, Test, Release & Deployment Management and Early Life Support.
- IT Infrastructure has its own Change Management and Release & Deployment Management processes.
- IT Infrastructure has defined an Incident Management process that includes service Request Fulfillment. This process is also used by IT Applications if they contribute to incidents raised through the service desk. Problem Management has not formally been established as a separate process, but root causes are identified and eliminated if the situation becomes critical enough. A recent analysis revealed that the average incident resolution time is 1.8 day.
- There is no formal defined process ownership and processes are not measured.

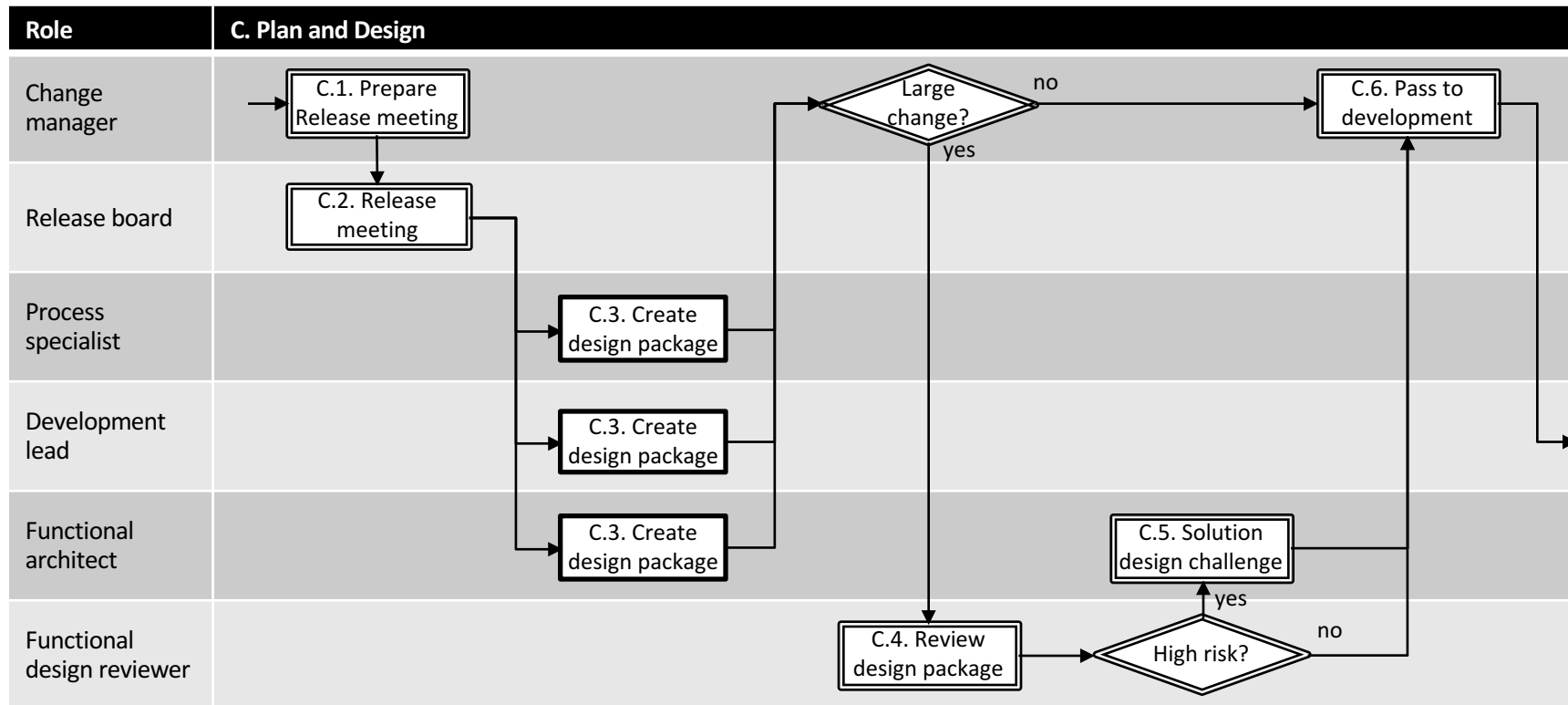
CASE – IT Applications Delivery Management Model



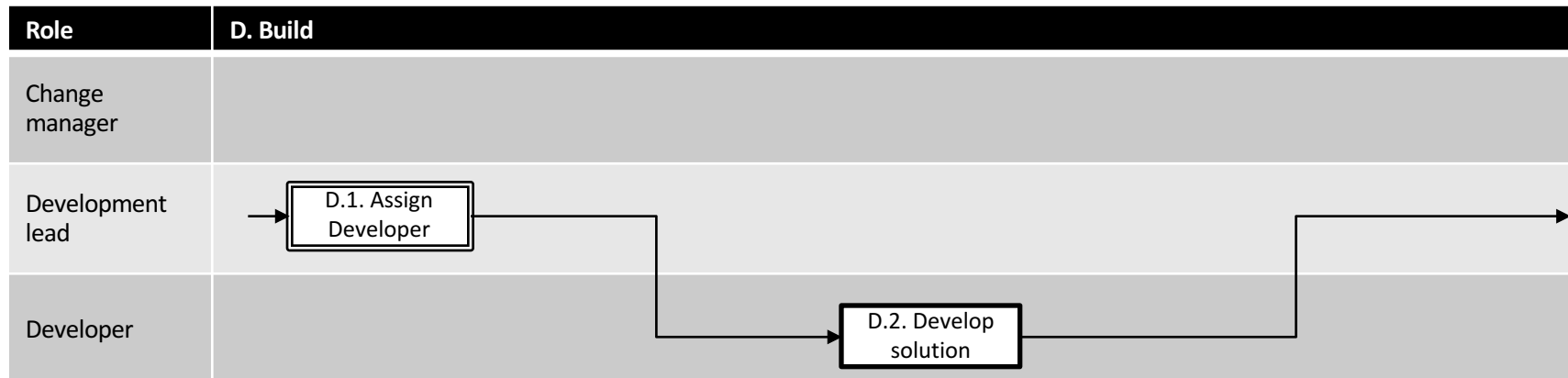
CASE – IT Applications Delivery Management Model



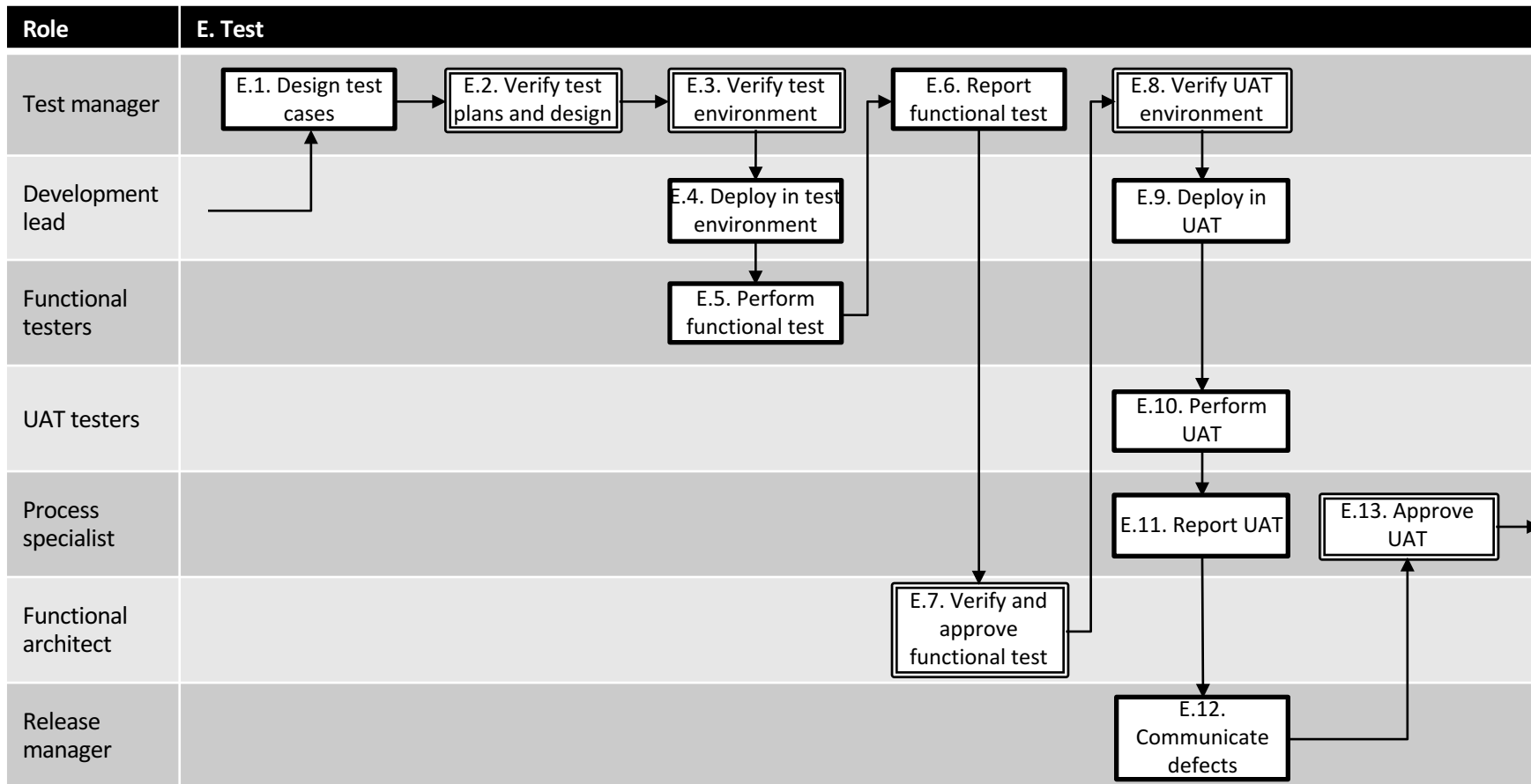
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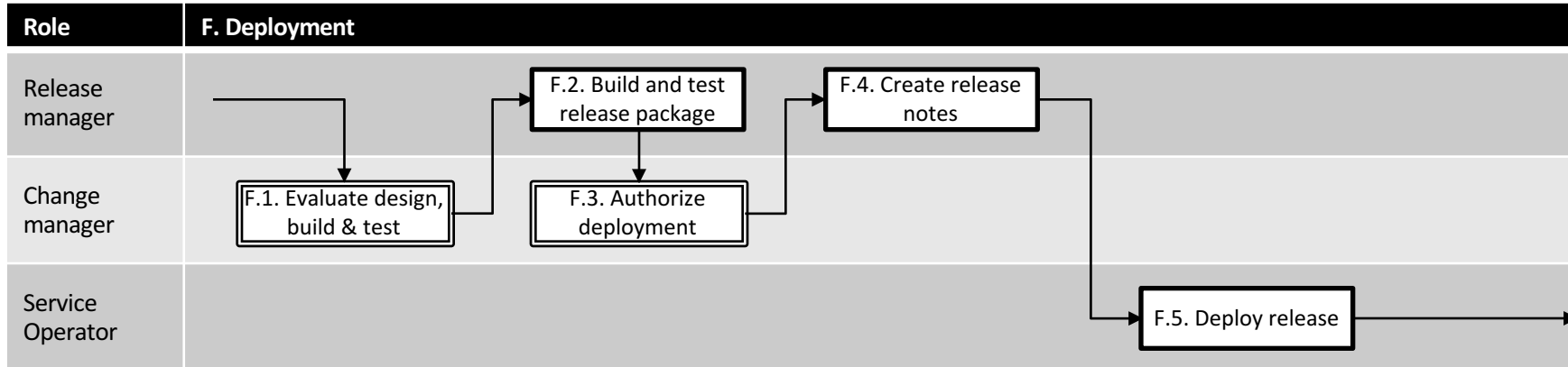
CASE – IT Applications Delivery Management Model



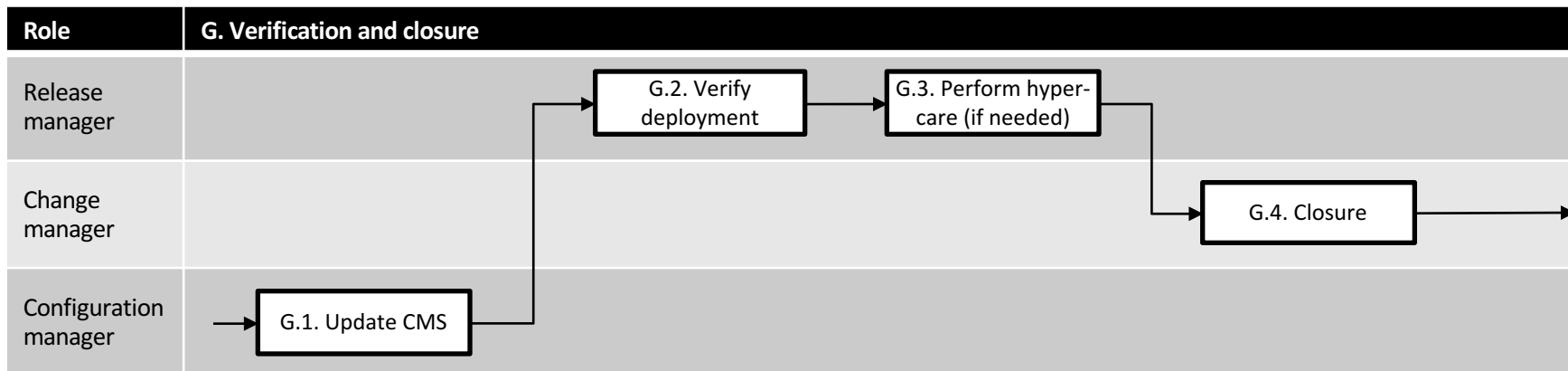
CASE – IT Applications Delivery Management Model



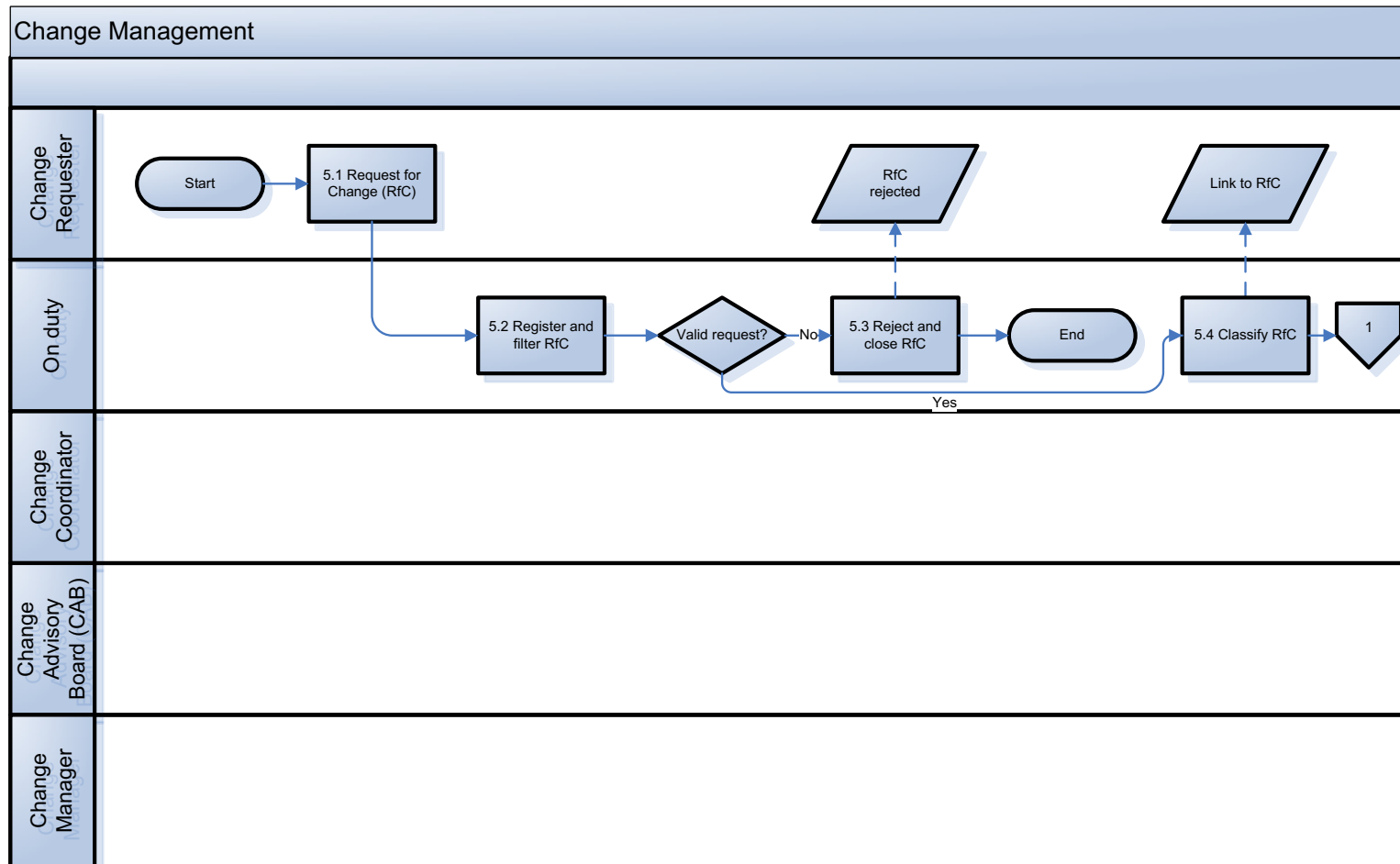
CASE – IT Applications Delivery Management Model



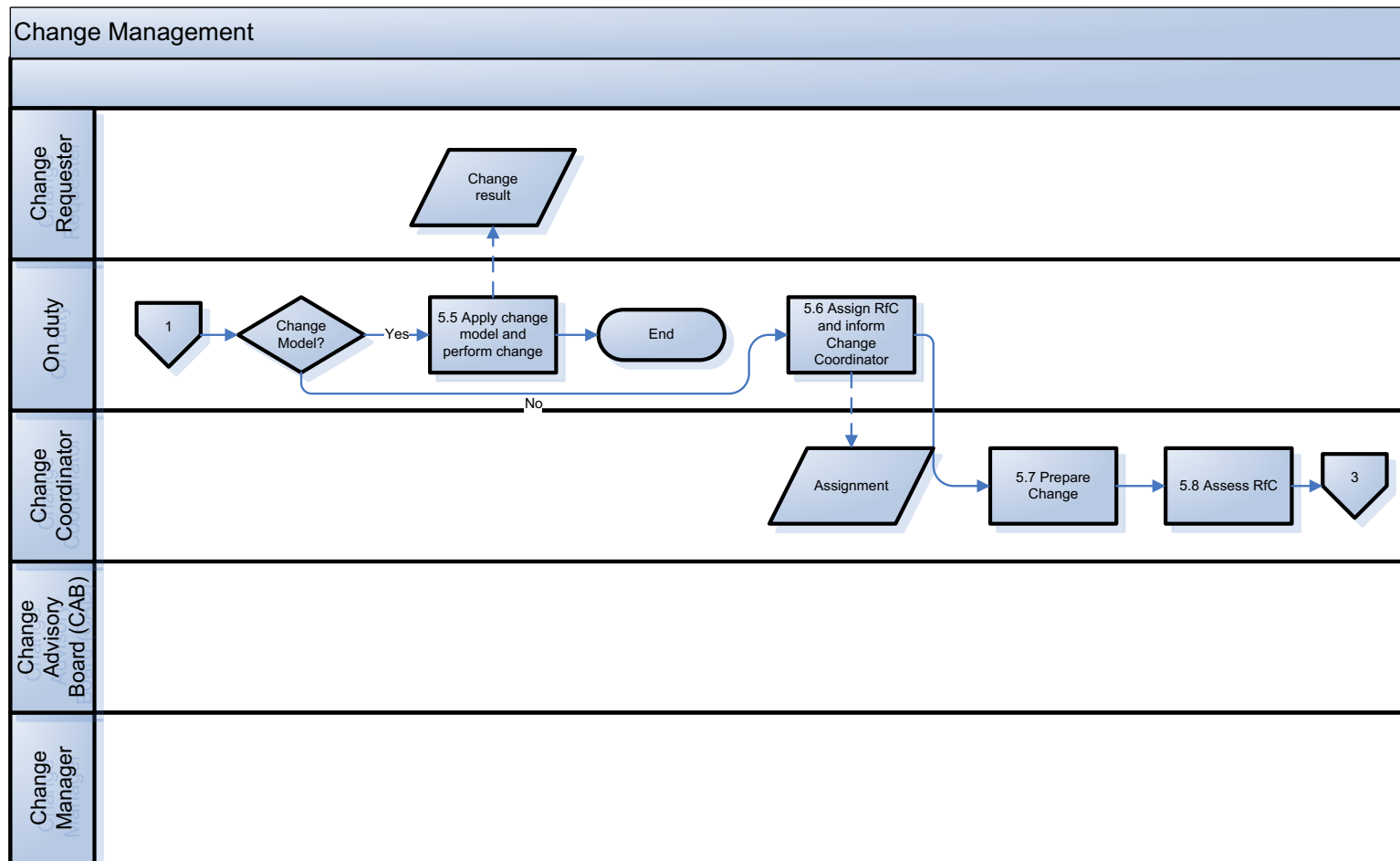
CASE – IT Applications Delivery Management Model



CASE – IT Infrastructure Change Management



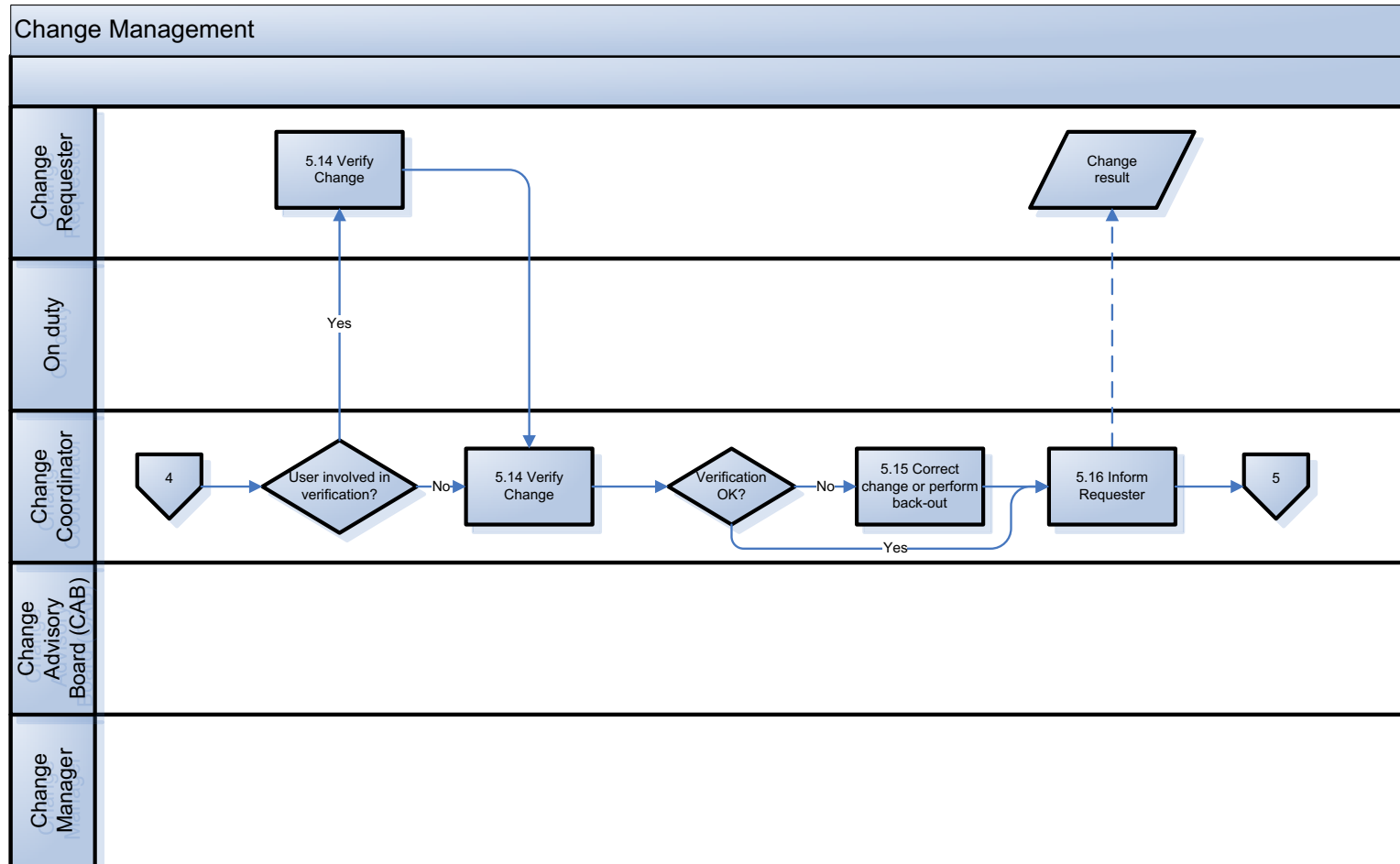
CASE – IT Infrastructure Change Management



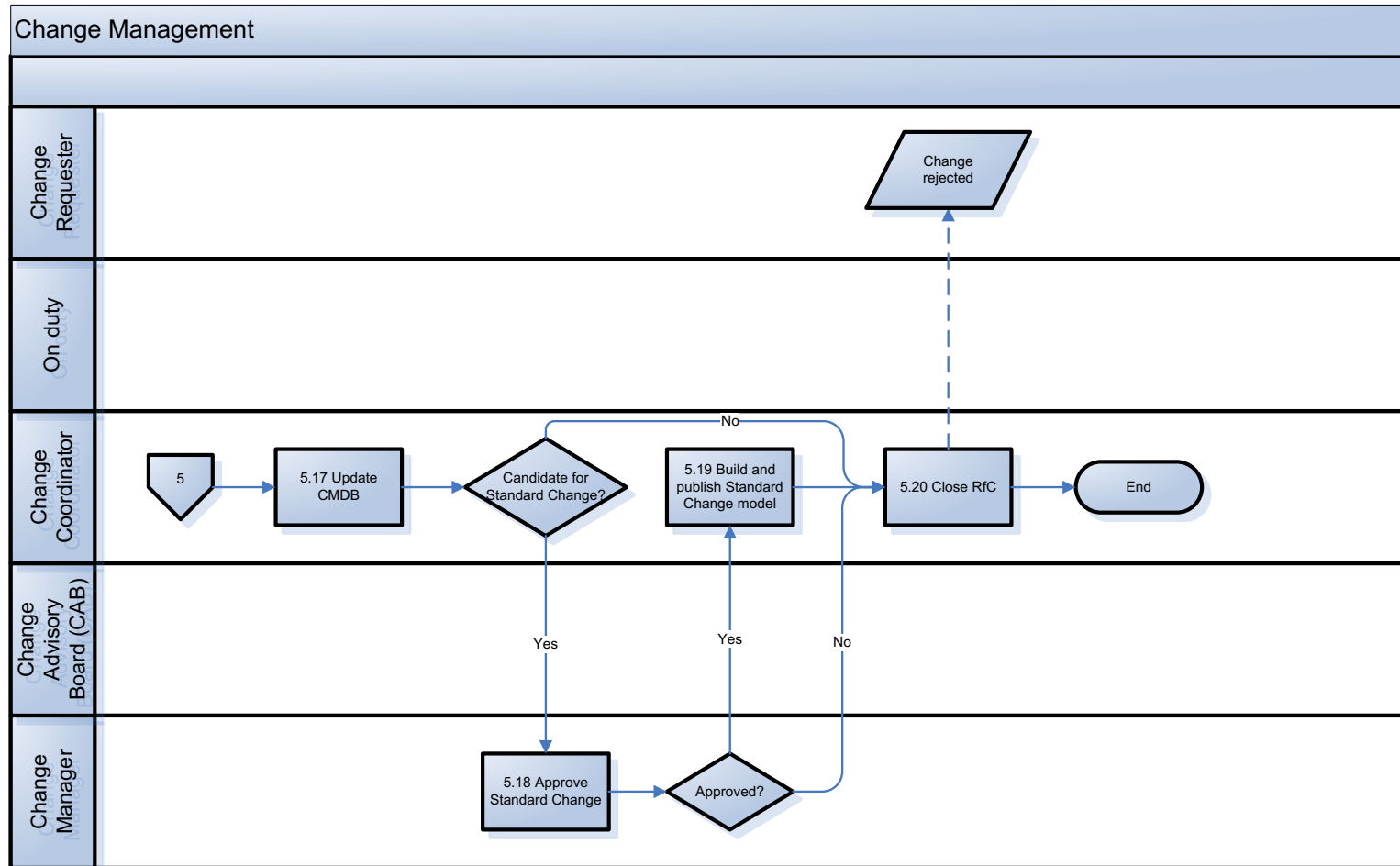
Case



CASE – IT Infrastructure Change Management



CASE – IT Infrastructure Change Management

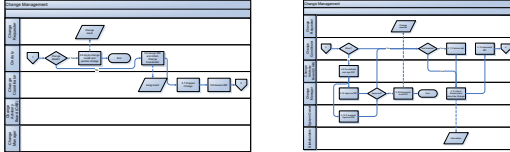
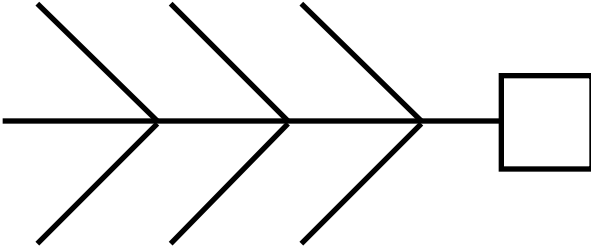




Assignment: Process improvement

- You are part of a cross organizational Process Improvement Team (PIT) in COMPANY that has been gathered for a process improvement workshop to fix a issue in the IT Change Management processes.
- The last two times IT Infrastructure made changes, applications were adversely affected:
 - After an Oracle DataBase update, the “eCOMPANY store” service was affected because some SQL statements should have been changed to run on the new Oracle version. The service was unavailable for 3 hours before back-out was completed.
 - After upgrade of MS Windows to version 10 a number of less critical desktop apps couldn't launch because they were not compatible with the new version. However, IT Infrastructure decided to continue the roll-out not to postpone the project. It took three weeks before the last app was migrated.
- Your team must come up with at least two process improvements to prevent similar incidents in the future

Assignment: Opening kaizen board

Issues / opportunities	Process	Goals	Measure-ment	Status
<i>Applications adversely affected by IT Infrastructure changes</i>		<i>Backlog < 20</i> <i>Success rate > 98.5%</i>	14 90%	✓ ✗
Root causes and solutions	Initiatives	Status	Resp.	Deadline
	<i>New nudge in ITSM tool</i>	Open	Tool specialist	Last week

The end



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