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The Journal of the it Service Management Forum

Conference Pull-Out

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An Adaptive IT Infrastructure

Second Article in Our
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A "Service Aware" World

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October 2004
Issue No. 69

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All communications to:
itSMF, Webbs Court, 8 Holmes Road,
Earley, Reading RG6 7BH
Tel: 0118 926 0888
Fax: 0870 706 1531
Email: publications@itsmf.com
Editor: Malcolm Button
Produced & Printed by:
Graham Burn Productions
The Atrium, 17 Selworthy, Furzton,
Milton Keynes MK4 1HA
Tel/Fax: 01908 526219
Email: grahamburn@aol.com
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Chief Executive Officer's Remarks

It's that time of year when the office becomes even more hectic than usual, as we approach the Annual Conference and Exhibition. This year's event, our 13th, is set fair to continue the continuous growth pattern that we have established – delegate bookings are up on the equivalent stage last year, we've had to add extra exhibition space and the programme is packed with real-life stories from the user community. If you haven't booked your place yet, now is the time to do so, to avoid the risk of disappointment – we may have to put up a "sold out" notice!



One thing that will no doubt excite interest at the event is the future of ITIL, with presentations from OGC and a debate/forum session to start capturing input. By then, the secondee to drive the scoping project should be in post and members will be made aware of how they can contribute to the development process.

The strategy work in which the Board has been engaged is nearing fruition and there will be announcements at the Conference about what this will mean. As always, the focus is on identifying how the organisation can deliver added value to the membership and influence the wider IT community.

BS 15000 continues to grow in importance. There are now 6 accredited organisations, with a number of others in process of being audited; it has been adopted as an Australian standard AS8018 and is being translated and adopted in Hungary; the first steps have been made in taking it to the ISO world. Some 180 people attended our seminar on the subject and demand for the evolving training is immense.

Elsewhere in the world, the *itSMF* success story continues. A separate legal entity for *itSMF* International has been established – a key factor in our ongoing relationship with OGC – and work is advanced on the strategy and business plan for driving the global body forward. Several new countries have joined or are about to join the community, with many more in the pipeline. We are truly becoming a United Nations of Service Management!

I look forward to Brighton with anticipation and hope to see many of you there. ■

What is the *itSMF*?

The IT Service Management Forum Ltd. (*itSMF*) is the only internationally recognised and independent organisation dedicated to IT Service Management. It is a not-for-profit organisation, wholly owned and principally operated by its membership. The *itSMF* is a major influence on, and contributor to, Industry 'Best Practice' and Standards worldwide, working in partnership with the OGC (the UK Government advisory body), the British Standards Institution (BSI), the Distributed Management Task Force (DMTF), the Information Systems Examination Board (ISEB) and the Examination Institute of the Netherlands (EXIN).

The aims of the *itSMF*

- To develop and promote industry best practice in service management
- To engender professionalism within service management personnel
- To provide a vehicle for helping members improve service performance
- To provide members with a relevant forum in which to exchange information and share experiences with their peers on both sides of the industry

What services do we offer?

Among the services we offer are:

- opportunity to participate in setting best practice;
- reduced entry to seminars/exhibitions;
- discounts on book sales;
- products/services catalogues;
- consultancy;
- regional discussion groups;
- reference sites.

***itSMF* officers and staff** Chairman – Mark Hall; Vice Chairman – Ken Goff;
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Events Manager – Maxine McMahon; Events Administrator – Joanna Sheaves;
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An Adaptive IT Infrastructure: Who Needs It?

The second article in our new series...

Michael Jay

*Service Management Consultant
HP Services CI*

In the previous article, it was suggested that there were several key elements of an adaptive IT infrastructure:

- An IT organisation and infrastructure that adapts quickly to business events and process changes;
- The integration of people, process and technology;
- A culture that embraces change;
- The ability to manage and collaborate with partners with the necessary skills;
- Flexibility to source and balance enterprise resources that are owned, leased and borrowed.

This article investigates the first element where IT works more closely with 'the business' in a partnership to achieve an Adaptive IT Infrastructure that will help ensure business and IT are synchronised to capitalise on change.

Business / IT alignment is essential successfully to manage changes to an organisation's IT infrastructure. However it is difficult to define and even more difficult to deliver.

Why Is Business/IT Alignment Difficult?

The answers lies in an examination of the strategic processes that involve aligning IT with business goals. These processes include:

- IT business assessment
- Customer management
- IT strategy and architecture planning
- Service planning

Historically businesses have not taken an integrated approach to process management, often with process dictated by applications instead of business goals. Organisational structures based on function have often created process bottlenecks and poor end to end visibility.

How To Improve?

Take a fresh look, check your facts, **don't assume**. (Ask yourself 'how hot is it out there and how will I prevent dehydration?', 'how many hills are there?', and 'what will my competitors be doing?')

Understand where you are and make it real. Change by definition is 'to pass from one state or phase to another', so let's ensure that the organisation can measure it. Cost per employee, server availability, mean time between failure etc. These indicators exist so change can be measured and so can the ability to react to change.

Before you can determine the priority of IT changes to implement, you need to have a crystal clear understanding of what's strategic to the business and whether your IT infrastructure is agile enough to support those initiatives.

So Where Do We Start?

Start with business priorities and processes and consider developing a set of questions for use in a survey, this should

help provide a structured approach. Fundamental components to be included in an IT assessment are:

- Time: the speed at which infrastructure changes can be implemented
- Range: the scope or breadth of change that can be introduced or supported
- Ease: the facility with which change can be introduced or supported.

To understand your major challenges and highlight areas where agility could have real impact, your assessment will need to get at the "what" and "why" of these three key areas:

1. Underlying IT architecture and its alignment to the business
2. Business-IT governance
3. Business and IT financial performance relative to competition

A structured, phased assessment can help identify and prioritise areas of IT focus that can deliver the maximum business benefit. Then you have a road map to more dynamic IT and a baseline from which to measure results.

Remember It's A Team Game

An agility assessment isn't just for IT; it's for the whole business. Senior business executives across the organisation must participate as stakeholders in order to reach useful conclusions.

The critical success factor for achieving the maximum cost and agility benefits from IT is synchronisation across people, ►



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processes and technology, with people always coming first, so talk with them. Talk with executives and business unit owners in your organisation, remember that these are your customers and they are the ones that define success.

Establish and work at improving the links between executive business managers and the IT services organisation. Aim for IT to be accepted as a trusted advisor participating and enabling the achievement of business objectives. Look to anticipate

service needs, gauge satisfaction levels and continually listen and respond to the 'voice of your customer'

Listen to your own IT team, listen to your IT peers in other businesses and listen to your vendors and business partners. Only then can you make educated and informed decisions that will help create real business value.

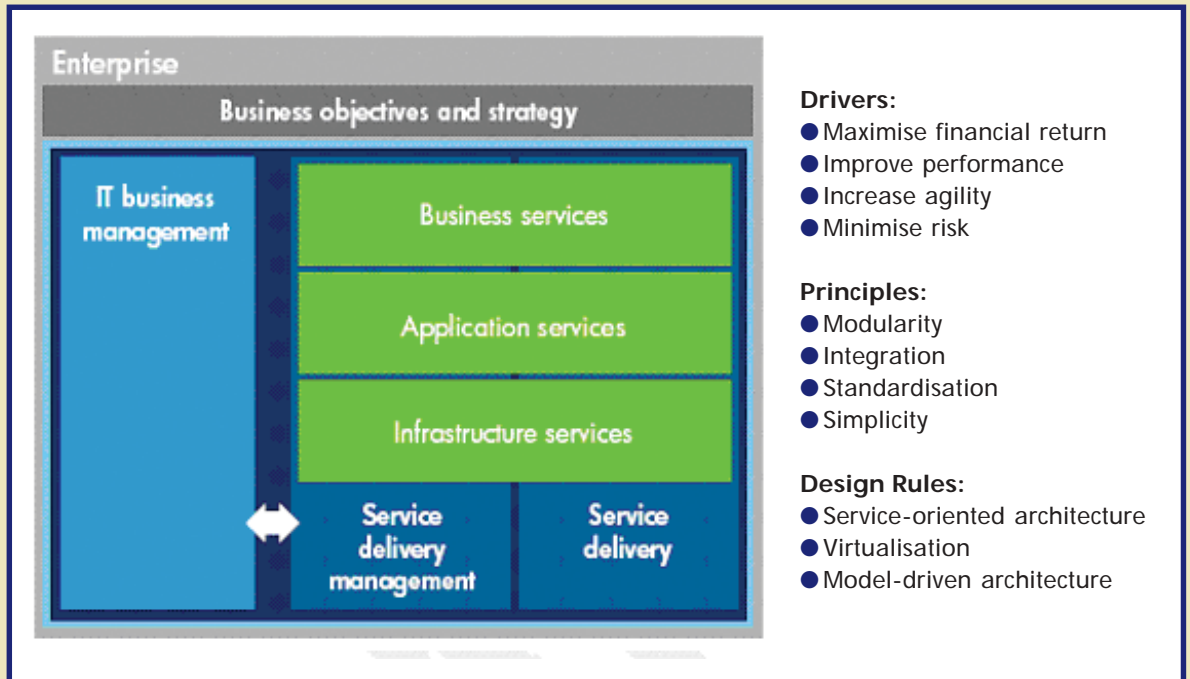
A structured, phased assessment can help identify and prioritise areas of IT focus that can deliver the maximum business benefit. Then you have a road map to more dynamic IT and a baseline with from which to measure results.

A Fresh View and A Fresh Start

Following this assessment and armed with a common starting point and foundation, you now have a new understanding of how governance and organisational issues affect your business and IT. You can now develop a framework for making decisions to improve agility and take a fresh look at your environment. This will ensure that you can successfully implement changes that will enable your organisations strategic initiatives.

This new understanding must encompass your overall organisation and its extended value chain, also known as the

Figure 1 Enterprise Overview



'Enterprise'. Create a model if it helps to highlight delivery processes dependant on your people and technology, and those that consume externally supplied goods or supply services to a set of customers.

The model in Figure 1 above focuses on the organisation of IT into a set of managed, layered services that deliver reliable business services in alignment with the business's objectives and strategy.

Three of the four drivers of business change are familiar, but as we have discussed there is this new emphasis on Increased Agility. There is the need to enable the business organisation and operations to adapt quicker to changing conditions.

The principles should be architectural to determine IT design but it will need a pragmatic approach to apply these principles to what is being implemented. Modularity will help to minimise the dependencies between changes and standardisation will help facilitate integration and reuse of components. Integration enables the combination of separate modules into useful services and Simplicity will help reduce what needs to change and the associated costs.

The design rules need to be understood and respected so consider setting up a

steering group of business unit leaders and IT managers to provide the understanding, acceptance and implementation drive. This group should take that all important cohesive approach to IT service planning and drive the communication so there is common understanding at all levels.

Remember that every significant change initiative needs a management approach that effectively addresses the fundamentals of:

- Communication
- Awareness
- Performance measurement
- Teaming
- Education and Training
- Sponsorship, and
- Organisational Alignment.

THE QUESTION:
Business to IT Alignment – Who Needs It?

THE ANSWER:
You Do

The Adaptive IT Infrastructure subject will be expanded in the next article which will show how the service assurance processes must be established to ensure that the correct level of control is in place so that success can be measured. ■



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Seminar Report

itsSMF
The IT Service Management Forum

'Danger UXB'

The Belfry, Birmingham: 28 July 2004

'Disaster Recovery', 'Service Continuity', 'Business Continuity', have become part of our standard vocabulary, increasingly more so after the high profile events of recent years. The rising interest in business continuity isn't just a passing trend; it is becoming embedded in business. Standards such as the pending PAS 56 will serve to increase the focus on business continuity still further.

The first presentation was 'Service Continuity and Business Continuity, Finding Common Language', by Gary Donlon, of Jermyn Consulting. Gary emphasised the drivers for Business

Continuity, pointing out that faced with a crisis, those companies which recover can see an enhancement in reputation and shareholder value. Gary explained his 'Six Steps to Success', which moves from understanding business drivers through joint ownership and plan development, to testing the plan, managing the components of the planning programme and complementing other risk management tools which are already in place.

John Hudson of Tectonic360 presented 'The Curious Incident of BIA', explaining the effectiveness of Business Impact Analysis, its relationship with ITIL

disciplines Change and Configuration Management and how this can be used to deliver benefits to IT and the business.

Third for the day was 'Protecting Information and Business Value', by Terence Murphy of System Information Consulting. Terence covered the business value of information, information entities in the business and information protection. He closed with the important message that business and IT are environments in constant change and therefore Information Protection measures need to be subject to iterative review in order to ensure currency.

...continued at top of page 7

It is always good to hear real life experiences, especially when the road to success was bumpy, meaning that there are useful learning points to be picked up! David Moule from Allied Irish Bank presented enthusiastically on 'The Evolution of our ITSCM Thinking'. He discussed his teams journey through IT Service Continuity Planning and the challenges they faced and shared his key findings with the seminar.

Angela Robinson from the Business Continuity Institute delivered the final presentation, 'Business Continuity Management – the Unifying Process'. On this topic, Angela drew together the themes of communication, terminology, responsibility and the dependency of the business on IT, which had been running throughout the day. We were reminded that BCM is not about replicating business as usual, a useful note as perspective can sometimes be lost. The key message from the day was that successful Business Continuity Planning and Management can only be achieved through the business and IT – people, process and technology, working together, with shared objectives. ■

Building ITIL into Vocational Training Plans

Neil Reynolds
National Blood Service

Many organisations have some sort of system whereby managers conduct a formal review of performance with each member of his (or her) staff and the objectives for the next period are agreed. They're particularly prevalent in the Public Sector and are usually done at the start of the year to agree the targets with follow-up meetings each quarter to monitor progress to date. They go by various names – Performance Appraisal, Individual Performance Reviews or whatever, but basically they're all very similar. Unless you work in a very small organisation, you probably have them too; it may be semi-formal but in the larger organisations they're usually written down and signed off. The best of them not only include objective setting and performance targets but personal development and training plans too.

Training may also be divided into vocational – i.e. that which is necessary to do the job and that everyone doing that job will be offered – and that which is specific to the individual. The former could include (say) Telephone Techniques for all Service Desk staff, while an example of the latter could be "Managing Stress" for a particular member of staff who is considered to be especially vulnerable.

The National Blood Service takes its staff development and training very seriously, and in Service Management we have put plans in place for every member of the team, with ITIL training and qualification a core component. A few individuals had already obtained the Foundation Certificate and the Manager's Certificate before a programme for all posts was drawn up about two years ago.

After discussion with my department heads, it was decided that all Service Management staff would benefit from the Foundation Certificate; some – most notably the Service Desk and Change Management staff – should receive the training in the first year, whereas it was more important for Project Management staff to receive PRINCE2 project management training early on with ITIL coming later.

A vocational training plan was drawn up for every post in the department, spanning three years. This was agreed with the managers and then the names of the postholders were put into the grid and a note made of those who'd already obtained some of the qualifications, either with the NBS as part of the former piecemeal training scheme or perhaps before they joined us. This then showed the gaps, and not surprisingly there was a huge requirement for Foundation training. Three on-site courses were arranged which enabled over 30 more of our staff to obtain the Foundation Certificate. This meant that practically everybody had qualified, the most notable

exception being myself – the General Manager of Service Management! A classic case of "do as I say" not "do as I do". Fortunately most members of my staff thought I'd already got the certificate and even more fortunately I managed to pass with a reasonable score when I eventually went on a public course in June. Indeed I found the experience so rewarding that I encouraged my PA to go on a course too. She'd had no previous formal IT training of any sort but is a quick learner and takes the minutes at various meetings so at the very least the course would help her understand more of what she was minuting. I'm delighted to say that not only did she pass, she did so with a better score than some of our IT professionals who've spent their entire careers in IT!

The benefits have been clear to see. Retention of staff is a traditional problem for the average Service Desk environment and appropriate training has been cited as a major factor in retaining a core team of motivated staff. At the NBS, Service Desk staff turnover is very low indeed and in fact in the last couple of years most have moved on through promotion.

We now intend to arrange an in-house Manager's Course to fulfil year two of our vocational training plan for the relevant staff. Our staff are now properly trained to do their jobs, that they have the right attitude to service culture, and, not least, it's proved to have had a strong motivational effect for them to know that we really do care about their development. ■

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Project Management Programme and Support Business Service Management

ITIL and the ROI Debate

David Barker

Qube Strategic Consultants Ltd

Following extensive analysis of over 2,600 projects completed across 550 companies, *itSMF* have identified:

- A huge proportion of projects (over 75%) were completed to enhance customer service
- There is still a huge appetite for the use of ITIL to help successfully implement service management projects
- A significant proportion of projects (over 12%) had provided some form of financial benefit
- Although many felt some benefits were intangible (morale, improvement, teamwork etc.) these were seen as extremely important
- Although many projects were felt to have financial benefits there was little or no evidence of a detailed, robust or consistent process to prove “financial” ROI analysis
- Overall measurement of the benefits of ITIL implementation was seen to be valuable and completed in detail by over 37% of those questioned

In all, it was found that although on the surface the inconsistent detailed measurement of financial returns could be seen to be a problem, the issue of why this was the case and what should be done about it were more pertinent questions.

To get to the bottom of this, a random sample of those companies initially questioned were researched in more depth. In this way 34 projects were available to be analysed. Some claimed to be a successful implementation, others less successful. They also covered a range of service management project types and claimed a wide range of benefits. This spread of project types was randomly selected from those willing to participate in this second phase of work.

The real question we set out to answer is “are we kidding ourselves about the business benefits of ITIL?”. After all, we were talking mainly to members of *itSMF*, people who had been directly

involved in making the project work. So surely they had a vested interest in saying the projects added value in some way to the business.

Well yes, this could be argued. However, to be honest we were really surprised at the candid nature of the responses which proved to be very “warts and all”. And in this context we could find very little criticism of ITIL best practice. Most criticism was focussed on the organisation’s mistakes in completing the work rather than the tools being used.

Hidden in that statement is the core issue about ITIL use, application and benefits accrued. What we are implementing is a service management solution. ITIL is a tool, it is a means used to help “best practice” achievement in service management. However, like all tools it is only as good as the craftsman (or woman!) handling it. Consequently, although it will help efficient implementation of an effective solution, it will only provide efficiency in a business if that is what the business is looking to achieve from it.

Put simply, although many people claimed financial savings were achieved these were not the primary issues facing the business in implementing the project. As an example, when a company spends millions on IT infrastructure and wants to set up an effective help desk, how would you prove a financial ROI for doing so? How would you test it or measure it? Probably the only way would be to not have one for a while, see what problems and expenses accrued as people struggled to run their systems and then put one in and measure the difference.

Although an effective measure I am not sure the operational management team would appreciate the price of measuring success!

This brings me on to the core dilemma – the cost of measurement and how ITIL-based implementations are viewed. Should we be focussing on individual

projects at all or should the focus be on the need to have effective management solutions in place. Clearly the latter seems more logical. But given that organisations do often approach service management as a series of project implementations, should the project be seen as a cost with intangible benefits or should it be seen as a financially focussed implementation returning money for effort and cost, as well as providing other less tangible returns?

The answer is not that simple or polarised and is actually dependant on what the company is trying to achieve with the project. For example, if you are implementing a disaster recovery plan you can only measure the ROI if you have a disaster. It’s like an insurance policy, it’s always a cost unless you claim. With insurance, “peace of mind” is often quoted as a benefit. A disaster recovery process might also show “correct business governance” or “shareholders’ comfort” but how could ROI be measured?

Many of those questioned stated that the project hadn’t set out to provide a return. Many stated it was an efficiency or service based initiative. Therefore, the amount of money saved wasn’t an issue. For example, reducing the lost calls coming through to a call centre was a logical service initiative to implement for one company. Customers complained about the time taken for calls to be answered, etc. The business decision to invest in software, improve training and increase numbers on the help desk was all a cost to the business. Service was improved through less lost calls and customer queries being answered quicker. The ROI was not the issue as the board felt the money was well spent. Spending time, effort and money to measure and value (for example) the saved time of the callers could be done, but why?

This brings us to the final issues. If the business does not ask for it, should ITIL practitioners be pushing it? In other

words, should practitioners be automatically trying to produce an ROI case for their projects. Well, there is a feeling of “if it ain’t broke don’t fix it!” As an example, one company we spoke to stated “it’s a great idea to assess the cost of not doing the project and therefore produce an ROI, but I can’t afford the time or cost and the business just wants this done”.

Potentially then, this brings us full circle. If only around 1 in 10 projects are aimed at providing a financial return, then clearly these will probably be the only ones where ROI is an issue. What about the other 9 out of 10?

Arguably some of them could, with effort, provide some financial measurement, but to do so could cost

money (for example to pre- and post-audit the project). Probably, an organisation’s interest in doing this increases in direct proportion to the amount of expense! But for many smaller “just get it done” projects financial ROI is not the issue and isn’t relevant anyway.

Therefore, although financial ROI is seen as critical for some projects it is by no means a universal reason for completing a project. Additionally, ITIL-based service management isn’t really about achieving ROI, it’s about getting the job done effectively and maximising the value of ALL IT investments. True ROI will be achieved in the business through the implementation of the correct business processes, enabled where appropriate by effective and efficient management of the optimum

technological solutions.

Should practitioners be worried about this ...? Well, it depends.

If your business expects a financial ROI, then you had better produce one! If not, then it is up to you. However, as a final thought, those ITIL practitioners who claimed to have a financial ROI were using many different approaches to prove it. Shouldn’t you be getting together to produce a consistent framework to do this?

And for those of you not producing financial ROI’s on the basis that no business spends money lightly if it wants to stay in business, shouldn’t you be getting ahead of the game and preparing for the day when you might be asked? ■



New itSMF Members



Individual

Matthew Burrows
(*IMPACT Limited*)

Djorsje Dogunovic
(*Bank of Slovenia*)

Marlon McGlashan
(*FTSE International*)

Jeremy Bradley
(*Rockwell Collins*)

David Bundu
(*Liverpool Housing Trust*)

Marcos Navarro Alcaraz
(*Indra Sistemas*)

Juan Murray
(*Brent County Council*)

Ian Wickenden
(*Canon UK*)

Suzanne Tracy
(*Vodafone Ireland*)

Simon Wilson
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Ian Cooper
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SA de CV

Tideway Systems

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This paraphrase of the motto of the BBC could almost apply to the *itSMF* Members Area, if only more of us used it. If you haven't paid it a visit yet then you will find it at: www.itsmf.com/members. If it is your first time just enter your corporate e-mail address as your user name and leave the password field blank.

What does it have to offer? There is a jobsite page, information on the activities of regional groups, white papers on burning issues and access to associated market research, and, a searchable index to **Service Talk**

The most useful feature for many people, however, is the discussion forum where members can post their questions and queries and receive responses from other members. The range of questions asked covers the whole range of service management processes, including BS15000 and the links to other approaches such as Six Sigma and COBIT.

Please don't be scared to ask a question. It's often the simplest questions that generate the most heated debate. If there is a burning question you want to ask the

"Member shall speak ITIL unto Member"

James Finister

chances are that a lot of other people would also be interested in the answer. Incidentally you can choose how much information about yourself appears in your post and your profile, so if you want to keep your identity, or your organisation's identity confidential.

Posting a question means you will have the whole ITIL community at your disposal, with a myriad of different perspectives and experiences. And of course you yourself might have just the answer that somebody else is looking for. Personally I find the posts from individuals and everyday users of ITIL much more rewarding than those from the small sub-set of vendors that fall in to the "Contact me so I can give you a sales pitch" category, but even they have their

value, since it can put you in touch with someone who personally knows the product they represent rather than a clueless sales person at an exhibition. It's worth mentioning that the members' area also contains a list of vendors of ITIL related products.

It is easy to think that ITIL has been around for so long now that the answers to many questions must be carved in stone, but whilst that's true in some cases in others it is vital that we keep challenging our often long held but poorly justified opinions and preconceptions. The discussion forum is an ideal place to debate the way forward for ITIL and how we can keep it relevant to the evolving needs of our members.

Of course it might be that you feel your question is so pressing that only a response from the experts will do. If that's the case you can submit a question for their perusal via the Members' Area, or just e-mail support@itsmf.com with 'Ask the Experts Question' in the subject line. So do please try and find the time to pay it a visit on a regular basis, and make your contribution to benefit us all. ■

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International News

Executive Board

The International Executive Board met in Lisbon on 12-13th of July. The Portuguese chapter kindly made the arrangements for the meeting and graciously entertained the board (see photograph right). Most grateful thanks are due to them.

It was a packed and fruitful two days with much discussion and almost no dissension. Among the key outcomes were:

1. Signing of all documentation to enable the establishment of *itSMF* International as a separate legal entity. The documents were subsequently submitted to Companies House and the company duly created. Further activities are ongoing.
2. Agreement that *itSMF* should seek to work as closely and formally as possible with OGC in the proposed evolution of ITIL and an ongoing dialogue has been commenced. Establishing the legal entity for *itSMF* International is a key factor in facilitating the relationship between *itSMF* and OGC.
3. Brian Jennings from Australia had produced a draft business plan. This also generated much discussion and Brian is currently working on a new version. It is planned that the business plan should be complete and formally ratified at the full International Board Meeting in Brighton in November.

The photograph (centre) shows the South Africa Chairman “communicating” with a local Portuguese!

New Chapters

The Korean chapter’s business plan has been signed off and they are holding a launch event, with guest speakers from the UK and Australia.

Finland, Hong Kong and Hungary have nearly completed all the formalities and are hoping to have everything finalised by end September, early October. New Zealand and Poland are also very close to launching.

Conferences

The Japanese chapter held their first official conference on 23rd July in Tokyo.



This was an outstanding success with over 750 delegates attending and some dozen companies exhibiting their offerings.

As is to be expected, most of the presentations were in Japanese, though there were also English sessions from Aidan Lawes, EXIN and a supplier.



Plans for a 2-day (minimum) event for next year are already underway!

Australia held their 7th conference August 2nd-4th in Melbourne. This event was also an outstanding success. Delegate

numbers at around 400 were some 50% up on the previous year, with the exhibitor number increase even greater.

There were some fascinating local stories as well as a good leavening of international speakers – including Aidan Lawes, Colin Rudd and Dave Bingham from the UK plus Ken Wendle from the States.

An innovation saw the presence of a video-cameraman in action throughout the event, with some speedy editing on the Wednesday morning resulting in a 5-minute “candid-camera” session to close the event. Some people no doubt regretted the exuberance that overcame them at the Gala Dinner the night before! (Rumours that unedited versions were on order proved to be unfounded.)

This being the conference season, other events flow hard and fast. By the time this reaches your desk, Canada (5th) and the USA (4th) will have held their annual conferences, and Brazil will have had their first. Then Denmark and Netherlands in October, France in November and Sweden, Germany and Italy in December, follow in rapid order.

And as previously mentioned, in the midst of all this, the International Board will meet Brighton following the UK conference. ■

A 'Service Aware' World

Where There's No Need for First Call Resolution

Colin Bannister

Consulting Manager

Business Technologists at Computer Associates

Companies have made great leaps in automating information management in recent years, but the support for those processes in the majority of cases still remains manual. The problem is that the cost of support processes has spiralled as the skills required to remedy problems in systems has become more specialised. To counter this problem, companies are increasingly looking at the concept of becoming more 'service aware'.

The ultimate aim of any help desk has always been to resolve the query during the first call, because of the cost involved in escalation and also as a way to increase efficiency. But, as IT systems have become increasingly complex, it is more difficult to achieve first time resolution as it requires specialist knowledge about a range of applications.

As IT systems have evolved over time, with new applications joining those already in operation, there tends to be a huge number of disparate systems working across any network. As a result, managing and maintaining the infrastructure is more difficult, and problems reported to help desks are more frequent.

Prevention is better than cure, so companies should now look at ways of reducing the number of calls that are made to help desks. By adding intelligence to the process, and constantly managing and monitoring systems closely, companies can increase uptime and remedy problems before the end user knows there is even anything wrong.

Many see this as an unattainable dream, mainly because of the range of legacy systems they have in place, but by implementing 'service aware' initiatives, companies of all sizes can reduce the number of helpdesk calls.

The idea of being 'service aware' means the emphasis of IT support is moved

away from the users and support desk technicians and onto individual applications and devices. In doing so, it allows the technicians to become support experts, rather than just call routers.

The concept is new, but the technologies to achieve it, particularly those based around web services, are already available and being used by companies for internal integration.

The current service desk concept, where the operators are generalists and solve all user problems over the phone is outdated. This is because users calling through for help often cannot explain to the technicians the symptoms their machine is suffering due to their limited knowledge of IT. This makes it difficult to diagnose the problem but, more importantly, difficult to solve it rapidly.

However, this is only part of the problem. The use of the Internet and Intranets can deliver viruses and network defects onto users' desktops, and extend the operating environment to cover the entire company. This means that the real solution to a problem often has nothing to do with the individual machine. The user may only see a problem superficially, which is related to a distant server or application.

When the service desk technicians rely primarily upon the limited information that is provided by the end user, first call resolution can seem like a distant dream. The technicians will drill down into the system and then pass the query on to another specialist in a particular area, which slows down the whole process.

What is needed is better communication within the enterprise. This will expand the support base to include the applications and hardware. This in turn requires the technology itself to communicate directly with the support system. It also means that the user

becomes an interested bystander in the process.

If applications and devices are integrated with support systems, and can communicate directly with the service desk, they can actively manage themselves. The web services environment enables help desks to receive information from a whole range of sources to enable maximum uptime.

Problem detection can be automated and flagged before it becomes critical. Automatically generated alerts, triggered by a network or application failure, substitute many of the problems manually documented by IT staff and a variety of end user calls ranging from application performance to password resets.

The monitoring processes use web services technology to bring together disparate systems, whether developed in-house or implemented as a packaged application. This gives technicians the information they need to locate problems once they are flagged. They can then spend their time developing 'real fix' solutions, rather than the temporary patching that is so often the case. By doing so, they can prevent downtime – rather than fire-fighting when something goes wrong.

Web services is increasingly becoming the de-facto standard for integration across enterprises, and offer companies the ability to get value from legacy systems, as well as those that are implemented in the future. It can bring together the entire IT infrastructure, without the time and costs previously associated with traditional integration techniques.

'Service aware' deployment must begin with a thorough analysis of the situation. This must include investigating which applications are the most difficult to support. It must also be more than simply

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looking at the applications and hardware.

As well as being 'service aware', companies should be committed to following the Information Technology Infrastructure Library's (ITIL) best practices for operating and implementing IT. With good processes in place, software tools can automate tasks and improve operational efficiencies. But without the processes, the software will not provide effective results.

The enormous investment in desktops,

networks, enterprise applications and the entire IT infrastructure is unavoidable. Some companies have given up on outsourcing as a way to manage infrastructure costs, but spending on an infrastructure management is inevitable. Even in a managed services environment, web services allows companies to move towards a 'service aware' environment because of the ease of integration with monitoring applications and support functions.

First call is no longer the Holy Grail of

the service desk. Yes, it's cheaper to resolve a problem on the first call than escalating it to a second or third but, in order to achieve this, many organisations have overbuilt in an effort to reduce downtime. What they have neglected is that it's even more cost-effective to reduce call volumes, by solving the problems before they're even noticed by the user. Creating a 'service aware' environment allows the automation of many of the processes and the efficient detection of problems before they happen. ■

The Incredible Journey

(Well the first internal auditor and consultant course for BS 15000 anyway!)

Colin Mayers

Mayers Consulting Ltd

For those members of *itSMF* who are thinking about the opportunities, possibilities, and differences that BS 15000 might make and are therefore thinking of this course the following are just a few personal views from attending the first one run.

It should probably be stated that at this time none of the attendees know whether or not they have passed the exam – YES!! There is an exam, but that also means that by writing this I may be about to shoot myself in the foot – time will tell.

If you are thinking of the course, ensure that you have a copy of both parts of the standard (BS 15000 pt 1 & pt 2), and that you have time to read and note all the detail – see, really easy! The course was well attended – 19 brave souls putting themselves up for the life changing experience.

It appeared that there was a liberal sprinkling of authors and egos, and that could have been a concern but the overriding desire to ensure that 'we' got it right won out.

The instructing team, Colin Rudd, Ian White and Ashley Hanna showed great enthusiasm and amazing good humour in the light of both serious and fine nuances from the floor as well as the bursts of

humour that inevitably came through.

The first day dealt mainly with BS15000-1, the standard things that are required, as we soon learnt things you 'shall' do in order to comply, the day being nicely rounded off with 15 multi-choice questions.

Day two commenced with a good-natured bun fight over the multi-choice questions where strangely enough people who got them right heartily approved of the format and the questions themselves – how very odd. The day then continued with BS 15000-2, things you 'should' do, things that are strongly recommended in order to achieve compliance with part 1. For ITIL consultants like me, the second day was considerably more in my comfort zone than the first. Then we were gently sandbagged with a 45 minute written exam before 10 further multi choice questions.

Day three commenced with the return of the marked written papers from the day before with their sample answers and the answer key for the multi-choice, a post mortem followed. I felt that the manner of the post mortem and the discussions were extremely valuable and that both the instruction team and the attendees had a genuine interest in the feedback. There was also a refreshing willingness to say –

“OK got that wrong”. It was a very constructive atmosphere.

Eligibility and scoping are words that all auditors and consultants that are planning to work with BS 15000 will become very closely acquainted with. Colin Rudd battled through a massive session in stoic good humour whilst attendees happily threw scenarios at him like they were going out of fashion. I believe that organisations that outsource will need to look to their Supplier Management with great care when it comes to BS15000.

Then after lunch came the crunch – 45 minute written exam and 25 multi-choice questions. EEK! A number of us found that using a pen for 45 minutes not easy, could pay you to practise penmanship before the course if only to keep the hand cramps at bay!

So that was 3 days, a 2-part standard, 19 attendees, 3 instructors and much thinking and consideration. My understanding of audit and the standard (part 1) requirements has changed out of all recognition.

Would I recommend it – yes most certainly.

Would I study and learn BS15000-1 before attending – yes most definitely. ■



Creating and Maintaining Momentum...

...Speak to the authority

Having trouble developing your business case?

Difficulty knowing where to start or keeping the momentum going?

Is the organisation structure or culture a potential barrier?

Looking for assurance with your implementation?

Need to demonstrate business value and measure performance?

For answers to the above and other related questions, visit Fox IT at the #SMF Conference on stand L1, where some of our industry experts will be available to facilitate sessions on key topics associated with accelerating the business benefits, from successful implementation of Service Management.

Alternatively, contact us as detailed below.



Fox IT, Brook House, 100 Chertsey Road,
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Email: sales@foxit.net
Website: www.foxit.net



An Observation on the Benefits of Membership

Sean Lewis

Vice President & Promotion Board Chairman

Recently I came across a document on the OGC web site "A code of best practice on IT Supplier Management". This guidance proposes a set of commitments that supplier organisations should adopt in terms of providing high levels of service and satisfaction to their Customers in the Public Sector, and Commitment #10 – Individual Skills and Professionalism in particular caught my eye. In summary this particular commitment recommends that supplier organisations:

- Are able to provide a validated record of prior experience, with appropriate qualifications awarded or accreditation by an independent authority for their employees
- Adopt a publicly available code of conduct for employees
- Encourage individual employees to seek independent accreditation of their professional skills and competencies

This I thought was an excellent example of how an IT service management organisation would be able to see some demonstrable benefits from encouraging and supporting their employees to be members of the ISM.

The Institute's CPD process coupled with

our code of practice for members, would allow such an organisation to be able to meet all of these suggested points comprehensively and with very little overhead of their own.

As many of these type of best practices eventually also start to be adopted by wider market sectors, supplier organisations might wish to begin considering how they might meet this type of request from a potential customer in the future, and whether to encourage their employees to become members of the Institute now in preparation. The Institute is working to create an organisation membership scheme which would be an ideal way of adopting such a principal, watch this space for more details and announcements about this scheme.

Remember: as always the Institute is interested in hearing of any ideas for topics for these events, or indeed for any other area that you think the Institute should be advising or providing information/development opportunities for its members and if any of you have any ideas for such topics then please let us know via the usual email address info@iosm.com or the web site www.iosm.com. ■

Our Next "Members Only" Event

The next members only event will be taking place on Tuesday 12th October 2004, 4.00pm to 8.00pm at Woking and the theme for this event will be CPD. Places will be limited and will be on a first come first booked basis. Members attending the event will be given the latest news and information from the Institute and will then have the opportunity to participate in discussions and workshops on CPD which will be facilitated for us from members of the Chartered Institute of Personnel and Development (CIPD). Of course these type of events also enable members to be able to talk to the Institute about their needs and be able to take part in the discussions and shape the future of the Institute, as well of course of networking with like minded individuals.

CPD a Core Activity – Not a Chore Activity

Do you feel that you've been standing still in your job? That you've lost the enthusiasm for your work? Do you find yourself at a dead-end for career progression? You think that you can be more but are unsure what? If so then the time has come for you to take a hard look at your career and put some focus onto your future. Continuing Professional Development is core to helping you work through what you want to be and how you want to get there, and helps to demonstrate that you have attained your goals.

At the event a workshop will cover what CPD is, and why it's important, how to begin (or refocus) your CPD and what to do to make your CPD work for you; "a core activity – not a chore activity".

Institute New Members

| Name | Organisation | Status |
|------------------|---------------------|--------------|
| John Godwin | Attenda Ltd | Practitioner |
| Martin Dodsworth | Centrica | Practitioner |
| Conrad Lidgett | PinkRocade UK Group | Member |
| Karenjit Sandhu | – | Student |
| Adam Bell | – | Student |
| Benjamin Weston | Fox IT | Member |

Creating a Service Catalogue

Vicky Howells
Fox IT

Why Create a Service Catalogue?

When customers browse a shopping catalogue they expect to see the item described in a language that is understood by the consumer. The company wants to sell their products and they understand that to do this they need to give as much information as possible: a price and a clear concise description that will help sell their product and retain customer loyalty. The question to ask yourself is “how valued are your IT customers when your IT services are offered only in terms of technology?”

IT Organisations are increasingly recognising the need to become business focused and that they need to understand and align the IT to the business needs; but getting support and buy-in for a project which can be time-consuming and sometimes costly is often difficult. The full benefit of creating a business-focused Service Catalogue is not always understood at the outset of the project and includes:

- Improved service support and delivery
- Understanding the requirements for each IT Business Services
- Aligning IT requirements to the business requirements
- An in-depth understanding of the end-to-end IT Business Services
- Appreciation that without the complete end-to-end IT Business Services many core-business processes would fail
- Identifying the business areas and users that use each IT Business Services
- Understanding the key IT Business Services
- Improved relationship between the Business and IT department
- The ability to communicate in business terms
- Business focused impact assessments

- A model for implementing and maintaining SLA and OLA structure
- The ability to implement service based costing and charging

Starting the Project

At the start of any good project it is important to understand what you want to achieve and the business drivers that have initiated the project. When you have a good understanding of the deliverables of the project you need to consider how you are going to achieve your objectives and to do this you must also understand what the current situation looks like. Some of the questions to be answered are:

- What we want our Service Catalogue to achieve?
- Have we defined any current services and if so what are they based on and what are they used for?
- How are we going to identify the IT Business Services?
- What is the scope of the Project?
- How do we know that we have achieved our objectives?

Understanding the Current Situation

Service management tools contain a wealth of information on business units, users and support staff and this information, if available, can illustrate the overall picture of the organisational structure and key process owners.

Business Processes

Most organisations have business processes and procedures that have been mapped out and these will give invaluable information on the day-to-day activities of each department.

If end-to-end business processes have been mapped then the understanding of the interdependencies of the business units or processes will enable the identification and establishment of end-

to-end IT Business Services in much shorter timescales.

IT Business Processes

IT business processes will enable you to quickly understand the function of the IT Department, how it is structured and the workflows. These should aid your knowledge when defining IT/Operational Services and Underpinning Services.

Analysing an organisation’s tools and processes will give a basic knowledge of how each organisational unit operates and a baseline of the current situation but should not be used as a substitute for actually talking to the business

Service Catalogue Structure

Defining a hierarchical data model for your service catalogue based on the organisation’s structure will enable you to establish a set of building blocks that all current and future services can adhere to. Figure 1 overleaf shows an example of a Service Catalogue Structure.

At the top level IT Business Services are defined and should include only a small number of parent services, to ensure ease of maintenance and use. The model should take into account the difference between Core IT Business Services – those Services, which are your business – the supporting Corporate IT Business Services (e.g. HR and Finance) and Supporting IT Business Services such as Email and desktop services.

Each parent service should contain a number of main services and if part of an end-to-end service, the main service will be the parent service for a number of sub-services. Sub-services would normally be the end-to-end Core Business Services.

Defining a model will ensure that the sustainability of the current and future

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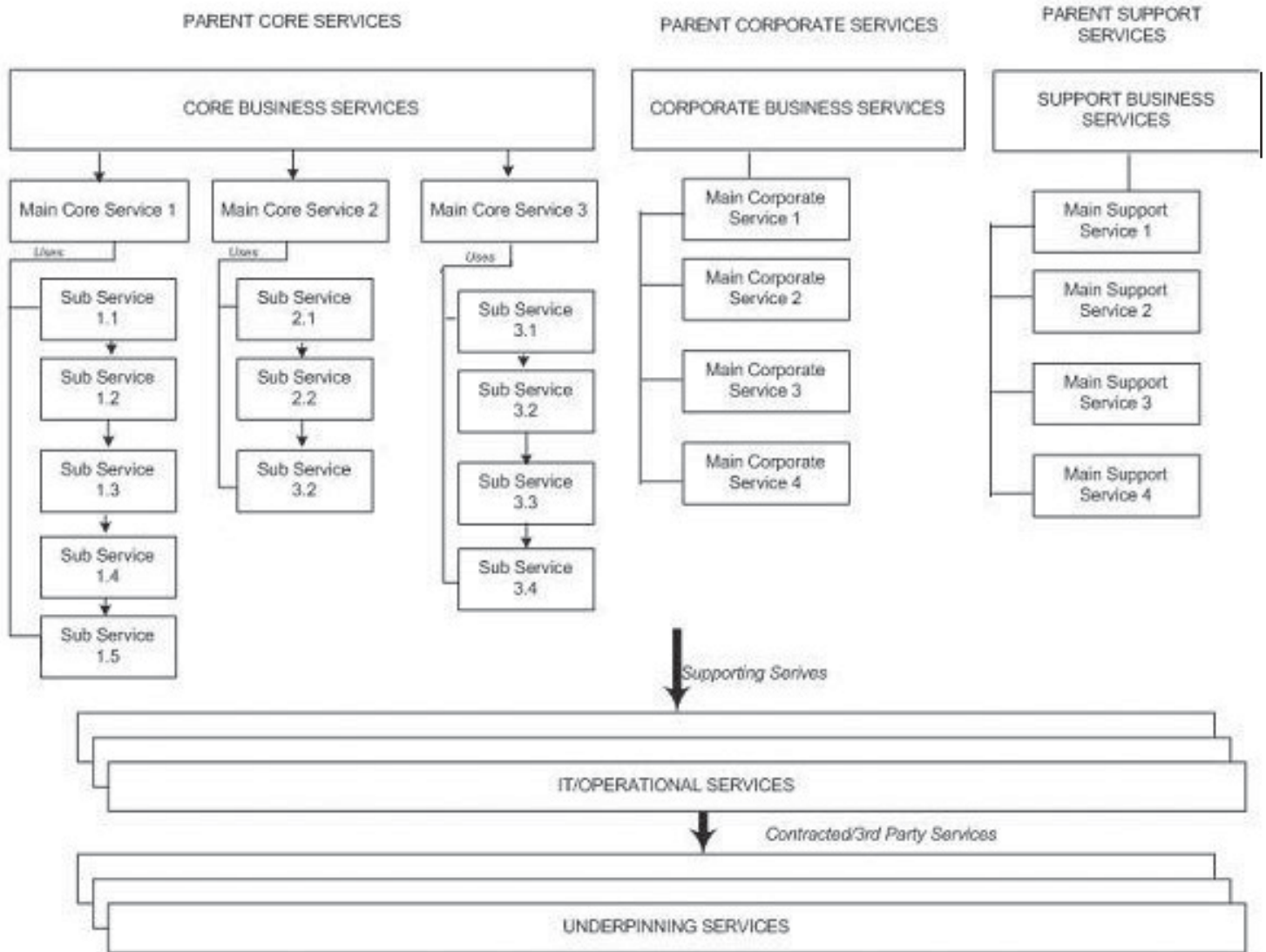
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Figure 1 – Example Service Catalogue Structure



services is preserved and give a structure to establish a model for defining and maintaining SLAs and OLAs.

The initial data model should be the starting point to involving the business in discussions so that they are involved in defining what IT Business Services they use and to establish the names of each Service.

Possible Problems

Most service management initiatives will initially encounter problems and creating a Service Catalogue is no exception. Understanding the risks will lessen the impact or help to eliminate them completely. Possible problems are:

- Lack of skills or dedicated resources
- Lack of buy-in from IT teams
- Lack of business resources
- Timescales – too long or too short

- Over complicating the service structure
- Understanding the end-to-end services
- Understanding the difference between an IT Business Service and an IT system
- Lack of business knowledge
- Culture

Future Capabilities and Benefits

Creating a service catalogue enables the organisation to have a true understanding of the service structure and the way that services are delivered to the business allowing true service based SLAs, and charging, to be implemented for **all** services.

Defining a data model consisting of IT Business Services and IT Operational Services immediately identifies the link

between the business and supporting services thereby establishing the OLA requirements. This can also be further extended to include underpinning contracts when services are maintained or supported by external organisations.

Mapping the IT infrastructure to the services and installing event management tools and visualisation tools will give the organisation the ability to link events to services and visualise the services on the desktop showing when a service or a component of an end-to-end service is impacted.

All this is impossible to achieve without building strong working relationships with the business and therefore will provide a good basis for implementing and progressing Service Level Management processes. ■

"Creating and Maintaining Momentum"

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Computer Associates

With 99% of Fortune 500 companies relying on Computer Associates technology, CA helps manage the computing infrastructures of companies worldwide. CA is a \$3 billion revenue enterprise software company, providing business critical technology that serves as the backbone of commerce and shapes the way business is conducted round the world. CA's solutions are built on a common software infrastructure that can be used in a variety of mainframe and distributed environments, are integrated and are platform-neutral.



The Partnership

By combining the people, process and managed services skills of PinkRoccade, with the technology expertise of Computer Associates, we offer a tried and tested approach to implementing an IT service management solution that adheres to ITIL best practices by helping you to plan, organise, implement, manage, measure and review your project.

Hewlett-Packard Ltd

Stand H1/H2 or S6

HP is offering delegates the opportunity to visit its free SM advisory clinic, to talk through the issues you are facing in deploying ITIL strategies, with experienced service management consultants:

Date: Tuesday, 9th November

Room: SURREY-1

Bookable Timeslots: 8.30 am – 5.30 pm

Book Through: HP Stand H1/H2



IT Service Management from HP is a comprehensive solution to manage the customer experience. Using a modular approach to technology and the experience of one of the leading IT Service Management practices in the world, HP allows your organisation to implement a world-class service desk that improves management of service support, service delivery and service level agreements (SLA's).

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An inbound look that focuses only on your infrastructure does not provide insight into the actual customer experience. With HP you gain a view of the relationships between your business services, infrastructure elements and service receivers (the customers). This perspective is a key to improving the overall manageability of your service support organisation.

HP's solution scales from a 5-user help desk solution to a consolidated global service desk for the largest enterprise customers or public service providers. Using "adopt-and-go" process models and pre-defined templates, large scale deployments have been delivered within three months. This enables HP to lead the market, with faster ROI and lower cost-of-ownership models than any of its nearest competitors.

Whether you are adopting IT Service Management to drive down costs, increase efficiency, attain compliance against regulatory policies or achieve BS 15000, HP has all the expertise to address the people, process and technology elements that you need to be successful. Come and visit us on Stand H1/H2 or S6 and hear about how we have helped customers like you achieve amazing results.

Mercury Stand C11



Mercury (NASDAQ: MERQ) is the global leader in business technology optimisation (BTO). The company is committed to helping customers optimise the business value of IT. IT organisations have always played a critical role in automating and optimising the critical business processes that keep companies running. Now BTO is introducing principles and practices that automate and optimise IT itself. BTO is about ensuring that every IT investment, every resource and every application in development is fully aligned to meeting the goals of the business.

Founded in 1989, Mercury remains one of the fastest growing enterprise software companies today and a top 15 enterprise software company overall. Mercury provides software and services to govern the priorities, people, and processes of IT; deliver and manage applications; and integrate IT strategy and execution. Unless companies have a strategy in place to effectively optimise, measure and manage their IT initiatives, it is impossible to assess what, if any, business value their IT initiatives provide, particularly when they are outsourced. Customers worldwide rely on Mercury to improve quality and performance of applications and manage IT costs, risks and compliance. Mercury BTO offerings are complemented by technologies and services from global business partners. For more, see www.mercury.com.

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Hornbill Systems Limited Stand M7



Hornbill Systems Limited, considered to be the fastest growing UK helpdesk vendor¹, showcases its Supportworks ITSM solution at Stand M7. Stand Visitors can preview Supportworks ITSM and enter a daily draw to win an iPod.

Supportworks ITSM has been certified by Pink Elephant Inc in accordance with its PinkVerify™ program and attained the highest certification level of "ITIL Service Support Enhanced", covering Incident, Problem, Change, Configuration, Service Level, Availability and Release Management.

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Supportworks is used by over 450 companies globally, including Atos Origin (2004 Athens Olympic Games), Accenture, Camelot, McDonalds Restaurants and Renault F1.
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Email: marketing@hornbill.com
Web: <http://www.hornbill.com>

¹ Source: *SupportWorld* Oct/Nov 2002

Plan-Net Services Stand S8

Plan-Net delivers tailored, 'real world' Service Management solutions based upon ITIL best practice and industry experience. Our consultants possess ITIL Manager's Certificates and have extensive knowledge gained from over 15 years in the arena. Plan-Net is product-independent, taking a collaborative approach to providing quality, unbiased advice on implementing service management processes and tools.



InfoVista Stand S10



InfoVista's new and innovative service-aware performance management solutions enable efficient, reliable and cost-effective delivery of IT Services. InfoVista solutions for Servers Management, Networks Management, IP Telephony and IP VPN give Global 2000 enterprises the means to overcome today's primary business technology management challenges: Service Level Management, Problem Resolution and Capacity Planning. InfoVista's portal-based solutions incorporate predefined analytics and process flows that support best practices such as

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Sun Microsystems Stand C2 & C3

This year, we are focusing on the the SunToneSM certification programme.



SunTone is a collaborative industry effort, developed over the past decade, providing validation of IT operations and management excellence.



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SunTone can help to :

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SunTone provides a practical approach to Service Management , based on real experience.

Meet the SunTone team on our stand, where we will be happy to explain the initiative and how you can become a member.

We are delighted this year to host our partner Proxima Technology at our stand.



Proxima's Centauri Business Service Manager™ product achieves IT/Business alignment, and improves business efficiency through Six Sigma. More named reference organisations run Centauri than any business service management vendor.

Oblicore Stand C15



Oblicore™ provides enterprise applications that help organisations manage service level agreements and outsourcing contracts by providing real-time visibility into service performance and by reducing the cost and effort of reporting.

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Axios Stand M4 & M5

Axios Systems is a leading provider of Best Practice based consolidated IT Service Management software solutions. Our customer centric approach combined with our leading integrated technology framework ensures our customers worldwide can align their Service and Support organisations with the overall goals of the business.



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Axios Systems is headquartered in the UK, with offices across the Americas, Europe and Asia Pacific.

TSO Stand R3

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e2e Stand C7

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We offer analysis, assessment, planning and project management to help our customers manage change and improve their service quality. We also help to demonstrate the value benefits of Service Improvement to Senior Management.

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www.e2e.co.uk

020 8678 6600

Contact: Barclay Rae

barclay@e2e.co.uk

Parity Stand C8



Parity, the number one IT and Management training specialist, offers the most innovative and comprehensive portfolio of courses available. Parity appreciates the workings of service management and can help you develop skills with ISEB-accredited ITIL training. Because our consultants are multi-skilled: they consult, advise, do, and train, they are best placed to guarantee your training programme delivers.

To complement service management, Parity offers other directly related course titles including risk, knowledge, programme, project, customer and supplier management as well as benefits, requirement, consultancy skills, security and testing.

Call us on 0800 656 100 for further information, visit www.parity.net/training or meet us in person at stand C8

SAS Stand C16

SAS is the world's largest privately held software company with over 40,000 customer sites. Our product portfolio includes SAS® IT Management Solutions that address the following areas:



Service Level Management:

- Combining data from various sources and overlaying it with a service data model
- Scoring and weighting service KPIs
- High-level summaries to flag up potential issues

Capacity Management:

- Integrating planning and management of upgrades and consolidations into the budgetary process
- Predicting future usage
- Utilising exception reporting
- Presenting different information required by different people

IT Financial Management:

- Managing and reducing IT spend

Security Scorecard:

- Provide a high-level management view of security threats. ►

BADGE SPONSOR

NetworkD Europe Limited Stand R4

Established in 1996, NetworkD Corporation is a leading provider of Desktop Systems Management and Help Desk solutions to enterprise organisations worldwide. Focusing on solutions that take the best of ITIL and operational best practices, NetworkD offers best-of-breed solutions in the areas



of asset management, desktop management, help desk management, network management, server management, and OS deployment.

NetworkD is a leading information technology support provider with offices in North America, Europe and Asia Pacific regions.

AWARDS SPONSOR

Marval Stand L2, L3 & L4

With an unprecedented record of success, MSM from the Marval Group was again awarded 'European Integrated IT Service Management Software Product of the Year'. MSM is



acknowledged, by industry experts from around the world, as 'The ITIL and BS15000' software solution of choice to support organisations ITIL and BS15000 service improvement initiatives, along with ISEB/ITIL and BS15000 Accredited Training, Consultancy & Implementation Services.

DURHAM ROOM

PinkRocade/Computer Associates Stand M1 & M2 & M3 (see Gold Sponsors)

Axios Stand M4 & M5 (see Bronze Sponsors)

Metron
Stand M6
Metron's Athene performance management software provides ITIL compliant capacity management, automatic performance analysis and reporting for Unix, Linux, Windows and Mainframe Servers.



Learn how the world's leading Outsourcing Companies are using Athene combined with ITIL accredited consultancy and training services as a key element of their Service Management and Delivery.

Hornbill Systems Limited Stand M7 (see Silver Sponsors)

BMC/Remedy/Magic Stand M8

BMC Software is a leading provider of enterprise management solutions that empower companies to manage their IT infrastructure from a business perspective. Delivering Business



Service Management, BMC Software solutions span enterprise systems, applications, databases and service management.

As part of BMC Software, Remedy's highly flexible, best-practice applications enable enterprise-wide Business Service Management, and allow customers to easily adapt to unique and changing requirements.
www.bmc.com
www.remedy.com



Digital Fuel Stand M9

Digital Fuel ServiceFlow enables customers to automate services management, maximise bottom-line business impact, and integrate outsourcing into a company-wide services delivery strategy. ServiceFlow manages over \$8 Billion in business and IT services for the Global 1000 and leading Service Providers, including O2, P&G, GE, CSC, and Atos-Origin. Visit www.digitalfuel.com.



Merlin Information Systems Stand M10

Merlin Information Systems Limited specialises in a range of managed services including multilingual IT helpdesk and customer service solutions, system monitoring and technical support.



ServiceWare International is a leading provider of web-based knowledge management solutions for customer service/support. Knowledge-powered support solutions enable organisations to deliver fast, accurate and consistent answers via web self-service or agent-assisted support.

G2G3 Stand S1

G2G3 has a reputation as a company that makes IT Service Management work. Instrumental in Exel's double award winning Olympus Programme, G2G3 delivers a unique solution combining a mixture of Simulation, Communication and Education that rapidly improves the way people work and accelerates cultural change



Compass Management Consulting Stand S2

Compass specialises in service improvement, cost management and revenue enhancement; we help clients to achieve and maintain world-class operational excellence.



We have a proven methodology for measuring Service Management

performance which helps you understand where you are now, where you need to be, how to get there and how to keep one step ahead.

Demand for Compass services continues to grow. Why? Because we can demonstrate how investing in Service Management can help improve business performance.

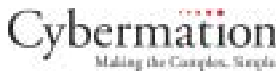
Key Skills Stand S3

Key Skills provide the accredited ITIL Foundation course as a completely integrated CD or online multimedia based course for companies and



organisations that wish to train to ITIL Foundation Exam level. The course is interactive and combines multiple voices, with animation, and interactive exercises, allowing learning at a time and pace to suit each and every student.

Cybermation Stand S4



Cybermation is a leading developer of enterprise job scheduling solutions and software change management solutions. At Cybermation, job scheduling and software change management solutions are our expertise. Our sole focus is to make these solutions the most intelligent, streamlined, flexible, and powerful in the industry.

Fusion Stand S5

Fusion are experts in delivering Service Management



solutions. We provide strategic advice, recommend approaches and technology and implement solutions, based on many

years of experience. If you have an interest in ITIL, IT Service Management or workflow management and business processes, visit us at our stand (S5) for more information.

Hewlett-Packard Education Services (HPES) Stand S6



The Service Management section of HPES is here to advise, train and provide consultancy services to match customer requirements.

Having acquired both CEC Europe Service Management Ltd and Manage-One, HPES continues to provide the friendly, flexible, reliable and professional services adopted by these two companies.

Tertio Stand S7



Tertio SMS is the UK's leading Business Service Management company. We deliver a rapid and flexible approach to the implementation of Business Service Management, Service Management and Network & Systems Management solutions.

Using our expertise, add-on applications and software from BMC, Remedy, Concord and HP we have successfully delivered over 300 customer implementations.

Plan-Net Services Stand S8 (see Silver Sponsors)

Tectonic360 Ltd Stand S9

Tectonic 360 provide best of breed ITIL solutions which enable customers to achieve an end to end visualisation of

their business services delivered by IT through the areas of:

- Business Service Management
- Business Activity Monitoring
- Customer Experience Management



T360's philosophy is simple; we listen, understand and deliver.

InfoVista Stand S10 (see Silver Sponsors)

Compuware Stand S11



Compuware help global organisations such as Alliance & Leicester, Safeway, BT and House of Fraser to measure effectively service delivery and increase the performance of business critical applications.

Our performance management solutions optimise the investment in existing IT infrastructures by fine-tuning applications to maximise cost management, review application usage and reduce maintenance costs across the application life-cycle.

Infra Stand S12



Infra Corporation is an international developer of the infraEnterprise web-based software, designed for automating IT service management processes – including Incident, Problem, Change, Configuration and Service Level Management – in corporations that require an enterprise-wide solution.

infraEnterprise has been certified at an enhanced level for supporting the ITIL best practice standards.

HALL 7

Hewlett-Packard Ltd Stand H1/H2 (see Gold Sponsors)

Partners In IT Stand H3

Partners in IT is a specialist service management



consultancy focused on increasing productivity and reducing costs. As a Platinum Partner for HP OpenView, and a multiple HP Channel Excellence Award winner, our Technical and Process Consultancy, Training and Support Services have helped customers across all sectors to adopt a service approach.

itSMF Stand R1

The itSMF offers a wide selection of service and benefits to all its members. For a demonstration of some of these come to the itSMF stand at their Annual Conference & Exhibition throughout the three days. Come and get



Conference Program

Monday 8th November 2004

| | | | | | | |
|------|--|---|---|---|---|--|
| 0830 | Conference Registration opens Coffee/Tea in Cambridge Room | | | | | |
| 0900 | Exhibition opens | | | | | |
| 1000 | Opening Ceremony | | | | | |
| 1010 | Opening address Mark Hall, Chairman | | | | | |
| 1020 | Opening Keynote address Geoff Burch | | | | | |
| 1120 | TEA/COFFEE | | | | | |
| 1150 | Housekeeping and iSMF update Aidan Lawes | | | | | |
| 1210 | BS 15000 and The Institute of Service Management Updates Colin Rudd, BS 15000 Chairman & ISM President | | | | | |
| 1230 | Planning for the collaborative development of ITIL version 3 Tony Betts, OGC | | | | | |
| 1250 | LUNCH & visit to exhibition | | | | | |
| | OXFORD Service Improvement | BALMORAL BS 15000 | CLARENCE Process | NORFOLK Culture | AMBASSADOR Performance | BUCKINGHAM Workshops |
| 1415 | "Implementing Service Management in large complex Government Agency - Any approaches?" Clare Squires & Corie Walker Environment Agency | "BS 15000 Certification and the ITDG Scheme" Paul Breslin DNV Certification | "Service Assurance: Evaluating the Development/ Production Divide" Maggie Kiveller ISEB Examiner | "Implementing ITIL as a Martial Art" Paul Underhill Centrex | "Metrics - Heroes or Villains?" Michael Davies ProActive Services | "Internal Customer Relationship Management (I-CRM) getting the people part of the equation right" Michael Meltzer Active Management Techniques |
| 1515 | "Process implementation, it's hardly simple, it's just simply hard" Alan Murray Winterthur Life | "Achieving BS 15000 certification" Brian Kerr Axxia Systems | "Abney case study: Improving IT Service Delivery" Jon Efford & Linh C. Ha Abney & Proxima | "Introduce, Implement and Evolve ITSM at CoSTRS" Michael F Meuser California State Teachers Retirement System | "CFM as a pragmatic process in an ITIL PLAP world" Adam Gurnett Metron Technology | |
| 1600 | TEA/COFFEE | | | | | |
| 1620 | "Scoping Projects Also 'do change control', become an ITIL Implementation Programme" Steve Baronski Stoke on Trent City Council | "The Journey to BS 15000 certification" R Srikanth & Shirley Lacy Wipro & Connectsphere | "From Recorder to Navigator - a changing approach to financial management" Bob Lamb Birchwood Solutions | "Putting the Theory into Practice" Mark Flynn Aire Academy | "Stage 2 - Delivering the Benefits" Ray Barnes UR LearnDirect | "Corporate Sponsorship" Benny Mui & Jane Serley ISM |
| 1700 | Exhibition closes to day visitors | | | | | |
| 1730 | iSMF AGM - followed by Institute of Service Management AGM to be held in the AMBASSADOR ROOM | | | | | |
| 1830 | Drinks reception in Exhibition area EXHIBITION CLOSES AT 1930 | | | | | |
| 1930 | BUFFET DINNER Viscount & Clarence rooms | | | | | |
| 2100 | Quiz - Viscount room Casino - Norfolk room Video Horse Racing - Clarence room | | | | | |

Tuesday 9th November 2004

| | | | |
|-----------|--|--|---|
| 0900 | "How HP saved \$1B using the A..." HP Educati... | | |
| | OXFORD Service Improvement | BALMORAL Implementations | CLARENCE Process |
| 1030 | "Transforming IT Operations into IT Service Management - a Real Life success story" Andrea Igl & Bernd Heckmann u2 Germany | "Creating and Maintaining a Service Management regime in day" Andrew Whitmore & Tricia Lewis Ministry of Defence & Xerox | "What do you do with your CMD?" Ray Pace Shaw UK Hydrog Office TriCent |
| 1055 | LUNCH | | |
| 1125 | "Ready, Steady, Go!" Jacqui Greenham & Jennie Craven Marks and Spencer & CGEM Consulting | "Enabling a Smart Airport" Tassos Aifantis Athens International Airport (AIA) | "Moving Change Administration - Change Management still going strong?" Liz Evans-Thredder Asset Manager |
| 1230 | "Service Management - The Journey" Robert Hunter Pindar Set | "A view from the darkside... ITIL from the 'Supplier' perspective" John Windbank Mongoose Consulting Ltd | "Setting the Standard for Service Excellence" Chris D... Compaq |
| 1305 | LUNCH | | |
| 1415 | LUNCH | | |
| 1515 | LUNCH | | |
| 1545 | "ASSAM... Generating and Maintaining change and innovation for Legacy Applications" Steve Murby & Mike Faragher Royal Mail & Xerox | "Study of setting Service Level for IT Outsourcing" Miki Ikeda Hitachi Ltd | "Configuring Management the Good Enable" Jim Dan... Traditec |
| 1640 | "Keeping ITSM momentum. What to do after the big bang experience" Sharon Taylor Aspect Group | "Leveraging the ITIL Framework in a Remote Service Provisioning Perspective" Habeeb Mahabob Satyam Computer Services Ltd | "A Process Management Operations within an environment" Graha... Morgan South Africa Revenue S... |
| 1830 | Exhibition | | |
| 1930 | Dinner | | |
| 2000 | GALA DINNER & AWARDS | | |
| 2200 | After Dinner | | |
| 2300-0300 | Dinner | | |

Programme 2004

November 2004

Wednesday 10th November 2004

Adaptive Enterprise Strategy" Brian Brouillette
on Services (Oxford Room)

| | | |
|---|--|--|
| <p>NORFOLK Culture</p> <p>"Improving Communication and Awareness for Testers and Service Managers" Jane Muller SMM/SQS</p> | <p>AMBASSADOR Performance</p> <p>"It's not where you start, it's where you finish!" Chris Morgan Etel</p> | <p>BUCKINGHAM Workshops</p> <p>"Configuration Management - creating and maintaining the momentum to deliver a successful CMDB" Shirley Lacey ConnectPhone</p> |
|---|--|--|

TEA/COFFEE

| | | |
|--|---|--|
| <p>"Unlocking the potential within your organisation to create truly sustainable momentum" Nigel Mear Cable & Wireless</p> | <p>"Cost/Benefit: Increasing benefit and reducing cost at the same time" Alex Kit CaIQ & Co</p> | <p>"From the Horse's Mouth" Colin Rudd, Ian White & Ashley Hanna ISMF BS 75000 Committee</p> |
| <p>"Business Perspective" Ivar Maclachlan Guillemot Rock</p> | <p>"Ensuring effective end user performance" Paul Herink Citizens Advice Bureau</p> | |

visit to exhibition

the Great Debate
(Oxford Room)

TEA/COFFEE

| | | |
|---|---|--|
| <p>"Service culture and BS 75000" Neil McBride DeMontfort University</p> | <p>"Impact of DMV computing in ITIL Service Delivery" Tim Young Proxima Technology</p> | <p>"Making Sense of an IT Emergency" George Hall Jerrym Consulting</p> |
| <p>"Operational Excellence: How Bank of America is using ITIL to become the 'Best IT Organization'" Alan Abbott Bank of America</p> | <p>"How to use Service Level Management to save money" Leon Levy Capacity & Performance Solutions</p> | |

in closes for the night

links reception

CEREMONY - Toastmaster John Harrison

Entertainment - Barry Cryer

ance Band & Bar

0015 "Professionalism in IT" David Clarke,
The British Computer Society (Oxford Room)

| | | | | |
|--|--|---|---|---|
| <p>OXFORD Service Improvement</p> <p>"Doing IT Globally" Tony Prior PivikRecode</p> | <p>CLARENCE Process</p> <p>"Innovation and Establishing the Value proposition" Nigel Underwood Etel</p> | <p>NORFOLK Challenges</p> <p>"Running it like a Business" Roger Gilheary Mercury</p> | <p>AMBASSADOR Interfaces</p> <p>"Service Assurance and Sarbanes-Oxley working together" Bob Austin Barclays Bank</p> | <p>BUCKINGHAM Workshops</p> <p>"Regional Group meetings" Ken Duff, Ray Polce, Tony Gannon, Jim Davies (ISMF Regional Chairs)</p> |
|--|--|---|---|---|

1055

TEA/COFFEE

| | | | | |
|---|--|--|--|--|
| <p>"Service Management in Turbulent Times - an iterative implementation" Troy Jenkaaski & Janet Walker American Express Global Financial Services</p> | <p>"Get Secure, Stay Secure - Live the pain of Patch Management" Dan Oliver Microsoft</p> | <p>"What's the Story? Mourning or Glory?" Kevin Shaw Steria Ltd</p> | <p>"Building on Enterprise Architecture for ITIL using the rTOPI" Nick Webb Ginetic</p> | <p>"The Business View of IT Service Management" David Roberts & Edward Webber The Corporate IT Forum</p> |
| <p>"We want it now to this level of service and at this cost!" Merja Vuorimaa & Jane Curry Nokia & Etel</p> | <p>"Describing the route from no process to the point where innovation was almost seamless" Brian Davies & Sally Ames Yell</p> | <p>"Getting on the IT Service Management Roadmap is Not as Scary as You Think" Russell McGowan & Robert Stroud TD Bank Financial Group and Computer Associates International</p> | <p>"Bad SLAs: Increase Legal and Service Management risks" John Groom and James Mullock Techpractice and Osborne Clark</p> | |

1305

LUNCH & visit to exhibition

| | | | | |
|--|--|--|--|---|
| <p>"Using Service Management to unlock Business Value in an Outsourced Relationship: A Case Study" Carlos Nares and Chris de Wet Sonal and Business Connection</p> | <p>"ITIL & BS 75000 for Dummies & Forward Thinking Service Professionals" Don Page Manul Group</p> | <p>"Implementing Best Practice - A Different Approach: Using Sixsigma" Martin Duff and Martin Tate Kingston Communications Plc and IT Evaluation</p> | <p>"How not to implement ITIL" George Thomas EYEtI</p> | <p>"The value of a catalogue-based SLA management system" Benny Van De Sompele Oblixore</p> |
|--|--|--|--|---|

1430

Exhibition Closes

1500

Closing Keynote Speaker
Jim Steele

1545

Chairman's Closing remarks
Mark Hall

1600

Event Finishes

an insight of areas of the members website you probably didn't even know existed!!!!

EastView (UK) Stand R2

This is EastView (UK)'s first visit to the Conference. Visit our stand where only consultants (no sales staff) will be happy to discuss your issues.



EastView uses experienced consultants to deliver accredited and tailored training as well as consultancy to meet the needs of your organisation.

Ingenium Technology Stand R2a

Ingenium Technology is a private software company based in Milan, Italy. Our target is to be leader in the emerging "Service Level Intelligence" market, working closely with our partners to deliver innovative solutions for service and process quality optimisation from a business perspective.



Our I-SERVICE Suite enables proactive QoS modeling and verification, and automates SLA contract management and reporting.

TSO Stand R3 (see Bronze Sponsors)

NetworkD Europe Limited Stand R4 (see Badge Sponsor)

FoxIT Stand L1

Fox IT is the Authority in Service Management with a pedigree spanning 23 years assisting companies to achieve the Business and IT alignment. We offer a broad range of services that deliver demonstrable benefits to the business allowing them to meet the challenges of today's changing and competitive environment.



Marval Stand L2, L3 & L4 (see Awards Sponsor)

Touchpaper Stand L5

Touchpaper is an international software company that provides market leading IT Service Management and Customer Service Solutions software. These solutions operate in over 1700 organisations around the world, supporting over 3 million users. Founded in the early 1980s, Touchpaper's original royalblue HelpDesk products have developed into the class leading Vega Suite of ITIL compatible solutions.
www.touchpaper.com



Internet Café Stand L6

Aim Academy Stand L7

One of the UK's leading accredited training organisations. Expert practitioners with outstanding training, coaching and mentoring skills sharing the benefits of years of experience of putting the theory into practice.



Superb practical training, outstanding exam success and the highest levels of customer satisfaction. Go beyond the theory with Aim Academy!

Best Practice Resources Stand L8

Morse Stand C1

Morse is a market leader in end-to-end Business Service Management. We design and implement complex, ITIL-based Service Management processes, engineer Enterprise Management solutions for managing and measuring critical business services, and select and implement best-fit Service Management tools. Our integrated solutions help clients to deliver business-aligned IT services better.



Sun Microsystems/Proxima Technology Stand C2 & C3 (see Silver Sponsors)

Northallan Stand C4

Northallan offers a variety of services



including:

- BS15000 and ITIL assessments, and benchmarking using SMART
 - SMART, our assessment tool, delivered with pre-loaded data sets, but user-configurable by non-specialist operators
 - Service management consultancy
 - Service management tool support
 - Training courses, seminars and workshops
- www.northallan.com or call 0845 053 1589

EXIN Stand C5

EXIN is an independent, worldwide IT examination provider with more than 40 years of experience. We specialise in establishing educational requirements and developing examinations in Information Technology. Partnerships with international agents and authorised examination centers enhance the accessibility of EXIN's examinations in IT Service Management (ITIL). EXIN offers candidates the opportunity to take examinations at a time and place of their choice.



EXIN's services include:

- certification schemes for international standards like ITIL, ASL and DSDM
- examination programs: exams and exam requirements
- registration: as an individual or as a group
- a full range of IT books in the e-bookshop

To find out more about the content of exams, exam requirements, sample exams, training organisations, partners, or on line ordering from EXIN's e-bookshop, visit: www.exin-exams.com

End to End Software Stand C6

End-to-End Software allows your organisation to know the truth about your network.



It will track every transaction across the entire application topology providing information via reports and alerts, which assist in:


- Setting and maintaining service level agreements
- Identifying bottlenecks

- End-user monitoring
- Transaction response time measurement
- Application performance

e2e
Stand C7
(see Bronze Sponsors)


Parity
Stand C8
(see Bronze Sponsors)

Kcentrix
Software
Stand C9



ActiveFAQs and ActiveProcedures create interactive FAQs and procedures for the Service Desk environment and self help portals. Kcentrix products are complementary to existing solutions and designed to boost productivity. Find out more with a 'one-to-one' demo at the Kcentrix stand C9 and receive a complimentary Maglite torch.

UKCMG
Stand C10



UKCMG (UK Computer Measurement Group) is an independent, non-profit making, user group of Information Technology professionals intent on sharing information over all aspects of the computing industry. The organisation was founded in the mid-1980's and continues to be a partnership between individuals and user companies including financial institutions, utilities, government departments, retailers, and hardware and software vendors.

Mercury
Stand C11
(see Gold Sponsors)

Fordway
Solutions
Stand C12



An experienced infrastructure specialist, Fordway can guide you in best practice management of just about every element of your network. At the *itSMF* Conference, Fordway focuses on integrating the multitude of agents available for managing different elements of your network and organisation as a whole, in to the service management backbone.

Sunrise
Stand C13 & C18



Over 1000 blue chip and public sector organisations use Sunrise solutions. Now "Sunrise has rewritten the rule book with Sostenuto, a pure browser based application." (*Computer Weekly*, March 2004). Find out how Sostenuto will help you deliver IT Service Management excellence. Visit Sunrise on stands 13 and 18.

ISEB
Stand C14




The ISEB Service Management qualifications (part of the British Computer Society) are recognized around the world as the de facto standard, based upon ITIL® and also support the BS 15000 standard. To date well over 100,000 ISEB qualifications have been awarded across the globe. ISEB qualifications are your commitment to professional excellence! www.iseb.org.uk/sm

Oblicore
Stand C15
(see Silver Sponsors)

SAS
Stand C16
(see Bronze Sponsors)

Candle
Stand C17



Candle Corporation, an IBM company, provides solutions to manage and optimise business-critical information technology infrastructures, systems and applications. Candle's OMEGAMON® software products monitor, measure and manage the performance and availability of systems and applications, spanning mainframe, middleware and web environments.

FrontRange
Stand C19



FrontRange is an International market leader in customer relationship management (CRM) and IT service management solutions. Marketed under the award-winning GoldMine® and HEAT® software brands, FrontRange Solutions provides CRM, e-business and e-commerce solutions, and technical help desk support software to small to medium-sized organisations that allow them to deliver extraordinary customer management and support service management.


Techpractice
Stand C20



Techpractice are a technology independent business delivering professional services and training in the application of best practice with technology. Our aim is to provide innovative solutions to the challenge of managing and deploying technology solutions and services and to improve the quality of service delivery and effect the ever closer alignment of IT to business requirements.

DURHAM MEZZANINE

TOPdesk
Stand U2




Do you want a help desk system that will improve the productivity of your staff whilst increasing the quality of their work?

Do you want a help desk system that is tailored to your specific requirements and will grow with you as your needs

grow? TOPdesk is the perfect solution for you. Contact us at info@topdesk.com or www.topdesk.com.

Symbox
Stand U3



The symbox™1000 simply delivers 'ITIL® best practice' out-of-the-box. Designed for technical and non technical users its rich set of features map ITIL®

processes from Service Desk through to creating a CMDB (Asset Discovery and Management).

An on-board knowledge-base, comprehensive workflow, monitoring, alerting and escalation with built-in graphical management reporting and a real time dashboard makes this a product not to be ignored.

Capacitas Stand U4

All organisations now rely on ICT, but poor performance often results in costly system upgrades that do not necessarily solve the problem. Capacitas® focuses on the link between systems performance, customer expectations and cost, enabling us to improve performance and reduce expenditure at any stage in the application lifecycle



Monactive Stand U5

Monactive is the leader in Software Asset Management Solutions (SAM). We help organisations implement SAM to ITIL best practice and by creating business benefits through improved information of how software assets are actually used. Monactive solutions integrate software usage, inventory and contract management, to deliver improvements in licence management, legal compliance and cost savings.



Teamquest Stand U6

TeamQuest specialises in Capacity Planning and IT Performance Optimization. Our software solutions and services bring you the knowledge to fully utilise your IT infrastructure, allowing you to minimise IT costs, meet service levels and reduce data center complexity. This keeps your IT infrastructure aligned with your business objectives, today as well as tomorrow.



Unicom Stand U7

UNICOM is a UK-based seminar and conference organiser, established in 1984. The company has developed a reputation for being a leading provider of cutting edge seminars, conferences and specialising in the IT, IS Management and Financial Modelling sectors. For more information on our organisation and events, please see our web site, <http://www.unicom.co.uk>.



TIF Stand U8

The Corporate IT Forum is a subscription service facilitating the exchange of information between peer groupings from senior I.T. executives through operational and service managers as well as operational teams and technologists. The service raises best practice standards and enables corporate I.T. functions to deliver better value to the businesses through shared experiences. With 150 large and medium corporates involved the Forum covers all business sectors.



BS15000/Institute of Service Management/*itSMF* Regional Chairs Meeting Area Stand U9

This year we will be offering our members clinics in completing/composing their CPD.



We will be providing 30 minute clinics during the Conference. To request a session e-mail your preferred and second choice time slot, to

Rebecca.Moore@itsmf.com. A list will also be held on the stand which will allow for late bookings.

A major service and advantage of belonging to the *itSMF* is the ability to network freely on a regular basis with your peers by way of the Regional Discussion Groups. During the breaks and over lunch the chair of one or more regions will be available for an informal chat and listen to your views on the way things happen in your area.

Penton Media Stand U10

Business and IT Support magazine, launched earlier this year, serves the IT service management and business support function with particular emphasis on the helpdesk and the IT Infrastructure Library (ITIL). Published by Penton Media Europe, it is available free of charge to *itSMF* members.



FGI/Purple Griffon Stand U11

FGI and Purple Griffon provide a wide range of accredited and non-accredited IT Service Management training courses.



From Foundation to Practitioner levels through to BS15000 pre-audit checks and expert consultancy our dedication and commitment within the ITIL training market allows us to provide the highest quality service at the best value for money.



For more information please contact us on **01926 623 210** or enquiry@fgild.co.uk

Essential Networks Stand U12

Essential provides: **Service Quality Management** reporting on a company's specific business structure, bringing business benefits through attention to End User Service Quality.



Traffic Flow Measurement giving network performance management views of utilisation, route quality, end-to-end application performance without need for agents, probes, or SNMP gets.

Brand-Rex Stand U13

Brand-Rex is part of the Intelligent Building Systems sector of Novar Plc with a turnover in excess of £1.3bn.

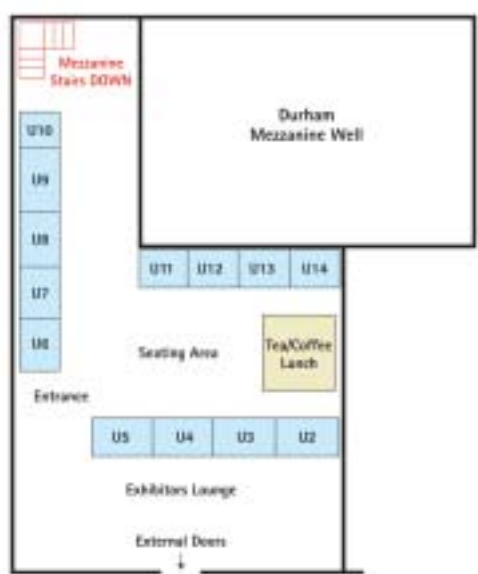
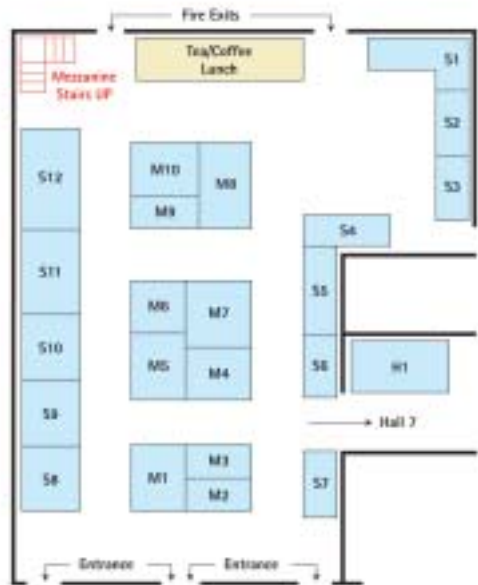
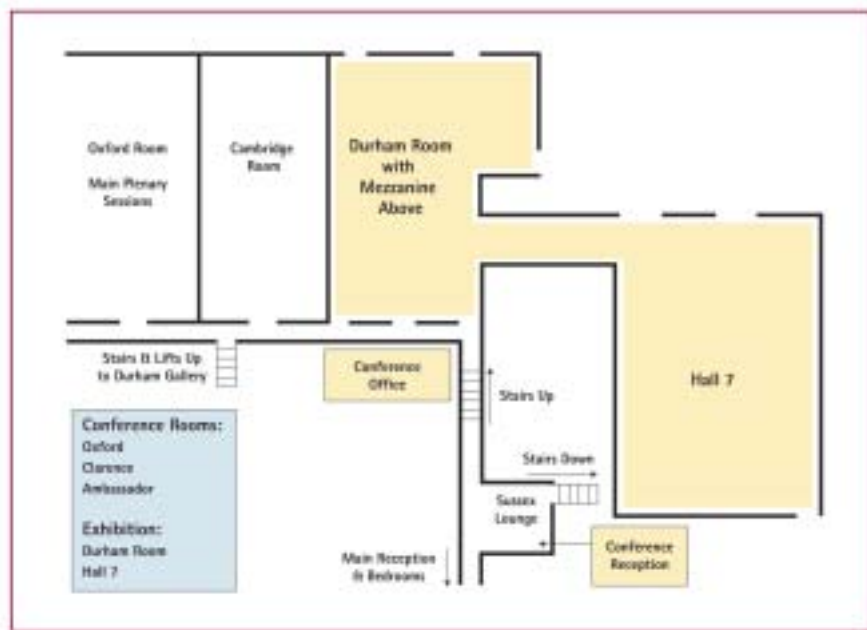
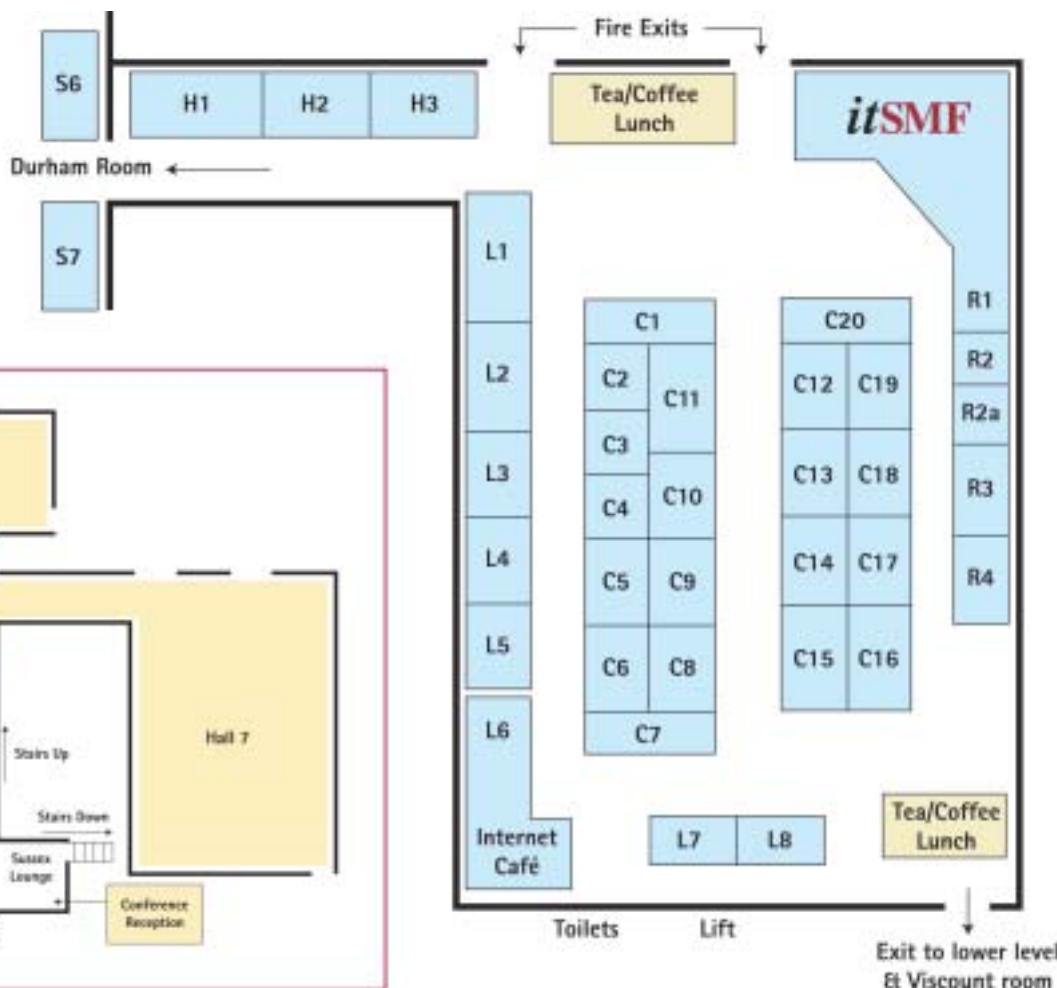


The award winning SMARTPatch intelligent infrastructure management system was launched two years ago to build on the success of the MillenniumM structured cabling family of copper and fibre cable and components.

Live Time Software Stand U14 (Late booking)



Brighton Metropole Exhibition Map 2004



- Durham Room**
- M1 CA & PinkRocade
 - M2 CA & PinkRocade
 - M3 CA & PinkRocade
 - M4 Axios
 - M5 Axios
 - M6 Metron
 - M7 Homtail
 - M8 BMC / Remedy / Magic
 - M9 Digital Fuel
 - M10 Merlin Information Systems
 - S1 G2G3
 - S2 Compass Management
 - S3 Key Skills
 - S4 Cyberation
 - S5 Fusion

- Durham Room**
- S6 HP Service Management
 - S7 Terbio SMS
 - S8 Plan-Net Services
 - S9 Tectonic360 Ltd
 - S10 InfoVista
 - S11 Compuware
 - S12 Intra
- Mezzanine**
- U2 TOPdesk
 - U3 Symbol
 - U4 Capacitas
 - U5 Monactive
 - U6 Teamquest
 - U7 Unicom
 - U8 TIF
 - U9 BSI5000/ISO/ITSM/Regional Chairs

- Hall 7**
- H1 HP
 - H2 HP
 - H3 Partners in IT
 - R1 iSMF
 - R2 EastView (UK)
 - R2a Ingenium Technology
 - R3 TSO
 - R4 NetworkD Europe Ltd
 - U10 Business & IT Support
 - U11 FGI & Purple Griffin
 - U12 Essential Networks
 - U13 Brand-Rex
 - U14

- Hall 7**
- L1 FoxIT
 - L2 Marval
 - L3 Marval
 - L4 Marval
 - L5 Touchpaper
 - L6 Internet Café
 - L7 Aim Academy
 - L8 BPRG
 - C1 Morse
 - C2 SUN Microsystems
 - C3 SUN Microsystems
 - C4 Northallan
 - C5 Exin
 - C6 End to End Software
 - C7 e2e
 - C8 Parity Training

- Hall 7**
- C9 Kcentrix Software
 - C10 UKOMD
 - C11 Mercury
 - C12 Fordway Solutions
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NFU Mutual Stratford-Upon-Avon

7th July 2004

Chris Woodcock

Siemens DTIT

We were welcomed to our meeting by Andrew Kirk and his team to the grand surroundings of the NFU Mutual offices in Stratford. Jim Davies, the regional chairman opened the day by outlining the day's agenda. Everybody introduced themselves and their reasons for being there which proved that through the diversities of business there were common goals.

John McDermott updated us on *itSMF* activities, informing members that the *Business Perspective* book is now imminent and should be ready for Conference. Bookings for the conference are at record levels. He stressed that the *itSMF* was for us all and the more you become involved, the more you can potentially gain and that the *itSMF* is keen to promote itself as an open group. Individuals are encouraged to join the Institute of Service Management.

Jim then introduced Roger Appleby of the Inland Revenue who gave an opening presentation to lead onto the day's discussions of "How to win friends and influence people".

Roger outlined a service management symposium he had attended at Hellidon Lakes in May sharing some interesting thoughts on implementation and the ways in which people might consider it to be utilised. He then gave his presentation on the methods used to gain attention to service management. He described various methodologies he had considered in winning friends, influencing people, communication, benefit measurement and skunking. The latter of these being very interesting as it involved stealth implementation of small initiatives, which most people found to be a highly useful concept.

A lively debate then ensued where, I believe, every single person became actively involved sharing their good and bad experiences. It became clear that all

of us had similar problems getting people switched on to ITIL and in general middle management seemed to be a key area which was difficult to get onboard.

After finally being able to get a word in Jim announced lunch and we all proceeded to the restaurant to have our food next to Coventry City football club, who were using the facilities for training, and the bathers in the NFU's swimming pool – unfortunately we had all forgotten our towels and boots!!

After lunch the group decided to continue as a whole in debating the morning subject. Some interesting theories came out. One example was that best practice is a debatable term as in a continuous improvement plan you could never have best. Again every single person in the 24 strong group took an active part in discussions until we finally ran out of breath.

Jim then concluded the meeting and welcomed everybody to the next meeting in October at Cargills near Lincoln. We all thanked NFU for their hospitality and discussed topics for further meetings. The regional meetings are useful as you can share your problems outside your own workplace. Anyone thinking of attending should give it a try as they will find they will be most welcomed and are sure to get some benefits.

Scottish

IBM Scotland Edinburgh

1st September

Caroline Drummond

FMS

Ian French of FMS welcomed an enthusiastic group to the IBM offices in Edinburgh. Introductions were made to Steve Jack of IBM for hosting the event and Paul Shiels and Liz Hyett for preparing very compelling presentations.

John McDermott of the *itSMF* provided the members with an update on ITIL-3. That the scoping was planned to take place between October and March 2005 and that the *itSMF* together with the international community were looking

for an active role working alongside the OGC. An international organisation has been set-up in order to facilitate any formal arrangements that may result from this co-operation.

Members were encouraged to book early for the *itSMF* Annual Conference as attendance was anticipated to be high. There was also a reminder to pursue the ISM to promote the profession and have it on a more formal footing. Finally John reminded everyone that BS15000 was continuing to be pursued and adopted by an increasing number of organisations and he believed it to be the only standard in service management.

Steve Jack welcomed everyone to IBM and introduced the presenters. Paul Shiels of IBM presented on the subject of Parallel Sysplex, which is a set of IBM products which can be configured to provide an organisation with a high availability environment. Paul described the capability of Parallel Sysplex products to manage servers, communications and storage systems in a heterogeneous environment; to satisfy specific customer requirements. This approach was particularly relevant in the light of the demands on such businesses as the financial services market to provide services 24x7. It demonstrated how the business requirement needed to be translated into a technical solution which was achievable and cost effective.

After coffee Liz Hyett presented on the World Wide Command Centre. This is a virtual service desk which is established to manage the IBM supply-chain. The service desk therefore uses considerable monitoring management and reporting systems to deliver the required products and services to IBM customers at the right time and place. As customers are located around the world there is a World Wide Command Centre in the UK and in the US. This provides for the time zone issues and business continuity should one of the centres be affected in any way. The World Wide Command Centre has developed a high level real-time reporting system to allow conditions within the supply-chain to be easily monitored for

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Considerable effort had gone into the

preparation of these subjects and the brisk discussion demonstrated real interest and understanding. John McDermott commented on the fact that although both subjects were very different that they both were addressing the important subject of availability and

the importance to respond to business requirements and objectives.

Thanks were extended to IBM Scotland for arranging the event and for the hospitality. Everyone then enjoyed lunch and discussed the day's events. ■

Ask the Experts

QUESTION 1

When is a Change a Change and Not a Release?

ANSWER 1-1

Paul Gurr
Plan-Net Services

From personal experience, having been responsible for Change and Release Management functions within corporate organisations in recent years, this question is continuously asked by staff when planning and proposing 'changes' or 'releases'. It is of paramount importance to define the difference between the two during the initial planning and implementation of the process, which will manage future implementations, to ensure awareness of responsibilities and the possible alternative routes of a 'change' and a 'release'.

In terms of definition, the easiest statement to make is that a 'release' relates to any NEW hardware or software being implemented into your live/operational environment. This 'release' should follow tightly controlled acceptance procedures, governed by Change Management, to ensure all rollout pre-requisites have been considered, for example:

- Communication and awareness
- Training
- Pre-implementation testing
- Regression planning
- Authorisation
- Management of customer expectations
- Software storage
- CMDB maintenance

The above definition then provides you with guidelines regarding 'what is a change'. The ultimate goal of a Change Management function should be to protect the 'live' operational

environment, mitigate the risk and minimise the impact of proposed implementations. Therefore, the definition of a change could read '*any proposed, planned or emergency work which impacts, or has the potential to impact the live / operational systems, services and applications*'.

Another way of defining the difference is via the contents of your CMDB. Any configuration items and associated attributes with a status of 'live' or 'operational' will require a change (RFC) when planned work is proposed. Whereas, any configuration items and associated attributes with, for example, a status 'test' or 'development' which are to be made 'live', will require a release.

In summary, view a 'release' as planned work to deliver something new, whereas a 'change' is amending something, which is already a live, operational service.

ANSWER 1-2

James Finister
AXA

I think that this is one of those questions that wouldn't arise if the current version of ITIL included a unified and formal process model. Really a release and a change are two different kinds of things.

At a simple level a change is a state change in the specification of a CI, whilst a release is a collection of related CIs that are managed as one entity.

A release is a mechanism for introducing changes into the production environment, and a single release might be used to implement a number of changes.

Changes typically arise from four causes:

- The need to rectify a fault identified by either the incident or problem

processes.

- Changes to the underlying functionality required by the business
- Changes in technology and third party support, e.g. a product going out of support.

Some changes might be very major, such as moving to a new version of an operating system, and others, such as the release of a Windows XP SP2, might largely be outside the control of service management. Yet other changes might have complex interdependencies between them. Change Management, in conjunction with Release Management, need to co-ordinate the implementation of all these individual changes.

These changes are actually implemented by promoting a release into the production environment. This is especially common where an organisation adopts a rigid release policy with a set number of release per year taking place at pre-agreed dates to fit around the enterprise's business calendar.

Releases should be assigned version numbers such as V1.01b, that provide an indication of the degree of change they represent compared to previous releases. Each release version also represents a fresh baseline configuration.

Note, however, that releases are often hierarchical, for instance a standard desktop build release might include releases of both security software and office productivity software.

In an ideal world the release should be the lowest level at which major changes have to be handled in the production world, with minor changes being handled as standard changes. In reality there will normally be a need to release minor

changes into the production world outside of the normal release schedule or which do not justify the administrative overhead of full blown release management. these will still need to pass through Change Management, and will still need to be recorded on the CMDB.

ANSWER 1-3

*John Efford
abbey*

We could write reams on this one but for me, a change is a like for like replacement of something (h/ware, s/ware etc...). A release is an upgrade to a component that enhances functionality e.g. new version of s/ware or new h/ware that improves performance.

ANSWER 1-4

*Paul Wigzel
Avon & Somerset Police*

A change is a change to a system, service or business process in its own right. The release is the construction, roll out, review mechanism of that change. The change may form a portion of a package release but it could equally could be a separate delta release if the business authorises it so; the change is the same, the method of release differs. An example. The Service Desk logs a problem with the Problem Management team. They investigate and create a permanent fix which requires a change to the system settings. This change request is submitted to the CAB for assessment, risk and impact analysis. The CAB approves the request and accepts the change (it is now a change). However they assess that the priority of the change is low and it can be placed within the next package release for that system. Therefore the change is still a change and the release provides the delivery vehicle, which is built, tested and controlled as one entity.

Although as with all of ITIL it has very close links the boundaries between areas blur and merge according to each business. So you set the dividing line (if you need one) where it is most appropriate for you, your team, your business or the resources available

ANSWER 1-5

*Tony Price
PinkRoccade*

To answer this question we must firstly look at the absolute definition of a

change (of which there are several but here is my version). Theoretically a change is any action which amends, alters, adds something to the item that is being “changed”. This will go down to the lowest possible level – so in theory down to the level of individual atoms. We must also understand why we wish to look formally at change and simplistically this is to introduce control.

So many people look at a change as something which introduces a level of “risk” or has a “financial” implication. To further expand, risk may be, if we do something (change) an item (a CI for example) it may not work as expected, hence a risk, the financial risk being if we do do something there is a cost. Hence my earlier point, control is required.

It is also the case that changes are often interdependent upon each other. In fact in many cases changes simply can not occur without the interdependencies from multiple other changes. In this case we may want logically to group the changes together for simplicity or it may be the case that the combined grouping of changes introduce risk that is very focused in one area (for example a software release). Hence it makes sense to group such changes together into a “release”.

Back to the question – a change is a change when you feel that it is acceptable to control risk or the financial implication at the level you have defined and are happy with it as an organisation i.e. within the levels of tolerance that you organisation deems as acceptable for both risk and finance. This is why some organisations would consider a replacement mouse on a PC as being a change whilst others would simply ignore activity at this level and would certainly not consider this as a change. A release is the logical grouping of interdependent changes into a “package” that is deemed acceptable to your organisation. This then opens the debate as to what is a package in terms of Release Management – but that is a different question maybe for the next edition of **Service Talk!**

QUESTION 2

There appear to be many Tools and Services, plus various approaches to tell me how good my service is or is

not. How do these differ and where do I start?

ANSWER 2-1

*John Efford
abbey*

I would start with asking the key stakeholders what they think of the service. This can be done in various ways i.e customer surveys/questionnaires either internally or via companies like Maven. Also, there would be the potential for some industry benchmarking again internally or via companies like Compass.

Having key measures for availability and performance will also help provide some answers as to how good your service is.

ANSWER 2-2

*Steve Straker
Fujitsu*

The first place to start is by downloading the *itSMF* ITIL self assessment spreadsheet. Completing these questions will help you understand where you are now, and where you need to be (it has targets imbedded within it) and therefore a simple GAP analysis can be put together. For more advanced service indicators, there are a number of tools and services which produce anything from balanced scorecards to enterprise wide business summaries – the EFQM European Foundation Quality Model is a good starting point for this. The best indicator of how good your service is comes from your own Customer Relationship feedback achieved through the process reviews of Incidents, Problems, Change and Service Level Management – addressing the areas of Operational, Tactical and Strategic service which you offer.

ANSWER 2-3

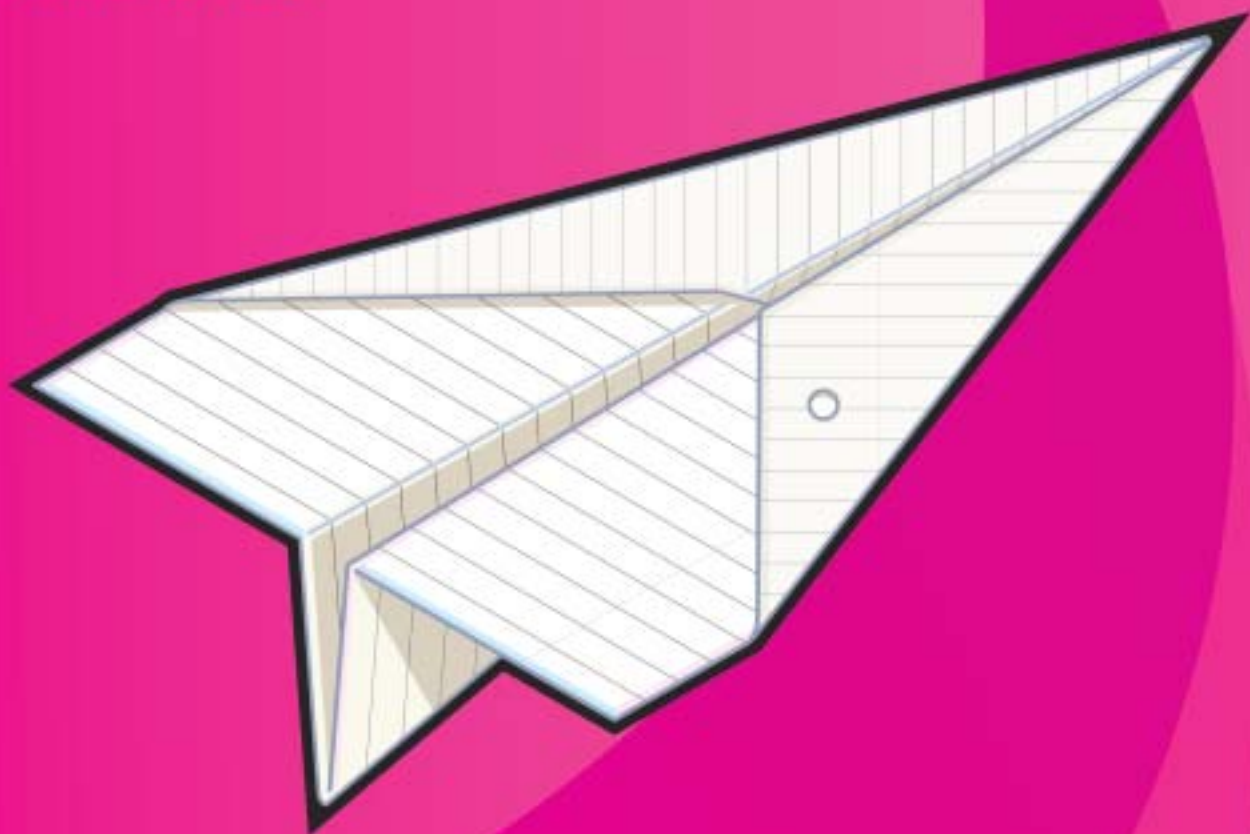
*John Gibert
Southcourt*

You should focus on ‘Prevention’ – on getting things right through good procurement and development governance, so that all IT services are likely to be fit for purpose (good). You can still need ‘Detection and Correction’ expect errors, incidents and problems, but you cannot monitor and report everything – you cannot deploy monitoring tools endlessly – you cannot and should not produce endless reams of performance information. ▶



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In all cases for 'Prevention, Detection and Correction' you start of course with the business, with the Customers of IT and understand what is critical to them. You need to focus on the importance of the business processes that the business units are performing, and as a consequence what are the critical IT services and which of those that they have quality issues with.

You then need to find the best way, ideally: simple; low cost; reasonably accurate; repeatable and applied when needed, rather than for ever. Tools can help but only when focused on needs and issues. Common sense should prevail.

QUESTION 3

I've regularly undertaken IT system recovery testing, what is the most effective means of involving real users?

ANSWER 3-1

*Steve Ackland
Aim4Gain*

A very valid question that strikes at the heart of many IT service management issues. How do we gain users' interest in IT and then use it effectively? The challenge is doubly difficult when it involves both IT and service continuity, as such matters are normally way down people's agendas.

It is important for me to say at the outset that users must be involved at some point in all forms of service continuity planning, including IT system recovery. There are two reasons for this. Firstly, service managers must never lose sight of the fact that systems and users are key interlinked components of an organisation's processes. So, just like testing a new system development prior to operational handover, IT system recovery testing must involve the user community to make sure that emergency procedures work successfully end-to-end. The service continuity manager should therefore not just practice IT system technical recovery in the isolation of the data centre. Secondly, regular engagement with the users will provide a rich source of information on business demand and cross-functional priorities – particularly important in a crisis, when IT resources often need to be rationed. Only through regular engagement will the service continuity manager understand demand and supply expectations of users

during normal operations and crises, allowing them to be recorded with confidence in the SLA.

So what is the best way to make user involvement effective? Whilst it is a fact that plans and recovery procedures must be up-to-date and rehearsed regularly, it is also true that the users have day jobs so their involvement should be kept to a necessary minimum.

A rehearsal programme should therefore be devised determining what will be rehearsed, when and who will be involved. This will allow users to understand their commitment and diarise rehearsals in advance – even 'surprise' tests can be scheduled to take place within an agreed time window of say two weeks. This means that peak areas of normal business activity are avoided during which time no one would be thanked for 'throwing the switch'. The rehearsal programme should involve a range of different tests, some simply technical system recovery, others involving users only and some testing both elements together. Rehearsals involving users should be frequent enough to maintain knowledge, but not so often that they become a chore. The simplest rehearsal involving users are termed 'walkthroughs' in which the objective may be to assess the command and control aspects and accuracy of recorded data. These can be undertaken every month or two and need only involve users for an hour or so. More complex rehearsals may focus on recovering an entire business function, a single location or the whole organisation, in which IT system recovery is tested along with user operations and even relocation to a disaster recovery site (if there is access to one). The latter should be held at least once annually and may last a day or longer.

To make the rehearsal itself as acceptable to users as possible, experience shows that the following aspects should be addressed. Firstly, senior management buy-in, involvement and vocal support must be secured. Secondly, users involved must understand their roles and responsibilities. Thirdly, rehearsals should follow realistic scenarios, which are interesting, challenging and fun for users allowing them to use their initiative. I find that it is often useful to video the

event, as afterwards it can provide a useful source of constructive feedback on performance, although consent must of course be granted first.

Having run many dozens of rehearsals for different organisations, following these steps will ensure that users are involved effectively and at the same time make sure that the organisation is well prepared for dealing with a crisis.

ANSWER 3-2

*James Finister
AXA*

The best way of getting users involved is to move away from testing IT Disaster Recovery and towards testing Business Continuity Planning. BCP should be a business responsibility to which IT contributes, rather than IT Disaster Recovery, which is the CIO's responsibility. When you report back to the business on the success of your IT tests ask them about what arrangements they have in place to protect their business processes – for instance if they were denied access to their offices where would they work from? I've found in the past that it really helps if you can put your customers in contact with other business users who have survived a major disaster situation, such as a terrorist bombing or fire.

ANSWER 3-3

*John Gibert
Southcourt*

The best way is to do it as part of a Business Continuity test where the technology failure and Disaster Recovery (DR) is linked into a Business Continuity test for an affected business unit.

The test should simulate the end to end recovery of a service continuity Incident, where the business has to test that they can operate using the Business Continuity Plan (BCP), where in parallel IT has to test that it can recover the IT technology, data and services; and the business can then test that it can actually recover any lost information and organise the resolution of the work backlog.

If the business has BCPs then IT should perform joined up DR and BC testing. If the business does not have BCPs and BC testing – then let the CIO know because the business is at risk and he should make that clear to the CEO. ■

Security with Enterprise Management

The Challenge of Making Enterprise Management Secure

John Alcock

Fujitsu Services

Security in information systems is achieved by implementing good processes, helpful procedures and effective technical controls. Easy to say – but a huge challenge to achieve in a cost-effective way.

The recognition that there are real threats that can affect the availability of business information and the need to demonstrate due care and comply with regulatory requirements has brought new focus to the matter.

Security vs. Functionality

The challenge to run and maintain geographically disparate, large and complex computer systems in a demonstrably professional way is being met by many organisations by deploying enterprise management to improve the way systems are monitored and the efficiency with which they are operated.

Unfortunately, while enterprise management is undoubtedly powerful and useful, security has often been neglected as a priority during the development process with the emphasis being on functionality. However, many suppliers of enterprise management technology have now moved into the security management arena by developing new functionality and integrating other products into their management suites.

This means that there are both benefits, in terms of better security management, and headaches for security specialists looking to make enterprise management safe who still have to mitigate inherent vulnerabilities in enterprise management products.

Put simply, enterprise management is so powerful a tool that it means greater

damage can be done if it is abused. The pervasiveness and necessary power of enterprise management may make it easier for a breach to affect the whole of a business, rather than just isolated applications or programmes. Is it a matter of trading new benefits for new risks? Or can organisations remain in control?

Integration of the Various Controls

In principle, increasing security in information systems is a simple concept. The objective is to put in place processes and controls to ensure the integrity, confidentiality, availability and legality of data, for the benefit of both users and organisations. In practice, these controls must be integrated so that they can work together to prevent, deter, detect, contain and recover from security incidents, which is a far more complicated and costly task. It is important to get the balance right, as the effort and cost involved in implementing security controls must not outweigh the benefits gained by preventing security related incidents.

There is a computer security mantra which says that the basic issues to manage are “ports, passwords and patches”. By managing these, organisations are able to address the majority of vulnerabilities – the provision of unnecessary or vulnerable services, weak user authentication in the form of guessable passwords and other avoidable flaws in the system. But, this does not “close the loop” and does not necessarily help non-proactive users who may argue “If it isn’t broke...”.

The mantra can be extended to include “people and processes”. Adding these means that the user community is brought under control and users and administrators have access to the

knowledge they need to use and maintain the services properly. If organisations can get these fundamental points right, they are well on the way to becoming fast and responsive, and preventing and/or containing a security incident – and enterprise management is certainly well positioned to assist as its information and power to assess that information is so great.

Detecting Symptoms Early

This same wealth of information is similarly vital in detecting possible security risks before the damage is done. The early detection of a possible incident is a big challenge with bigger benefits. Many systems are built using components from many different suppliers, all of which bring their own different risks to the table as well as posing problems of integration. Intelligent enterprise management can help with early detection by interpreting the combined significance of many incoming communications from different systems and picking up the proverbial “Mayday” call. This enables IT managers to detect early symptoms and prevent escalating problems, whilst maintaining full IT service to users.

The Users Are The Biggest Threat

In reality, users pose the biggest threat to the security of information systems. They may be authorised users who are misusing their privilege or who make a mistake; equally, they could be unauthorised users who have gained access to the system. An effective enterprise management system can help manage user accounts, particularly by identifying dormant and unused accounts which can be vulnerable points in the system. It also allows organisations to manage activities so that complex tasks can be carried out remotely on behalf of users, thereby limiting users’ abilities to

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inflict damage and taking the risk out of their hands.

Computer systems are complex and need to be constantly maintained. There will be new releases of software to provide new functionality, updates of configurations, and patches to rectify problems that have been identified. Enterprise management makes it easier to deploy and implement these necessary updates whilst maintaining security integrity.

A Double-Edged Sword

However, enterprise management can be a double-edged sword. As the software needs to be extremely powerful to carry out these demanding tasks, it also grows to be a greater risk. There are several key security issues that need investigation, to ensure that the benefits you gain aren't undermined by new difficulties.

The first subject to be taken into consideration is the susceptibility of the enterprise management infrastructure to attacks. Enterprise management systems act as entities in their own right, and if

they were subverted could cause enormous damage throughout the IT infrastructure. Put simply, enterprise management could be used as a launch pad for other attacks. The IT department should carry out a technical review to identify any inherent weaknesses or vulnerabilities, ensuring that they have enough security expertise within the team. The review must establish how the products work, how they communicate with the target systems and understand what services and privileges they require. This information needs to be assessed to determine whether one is introducing new vulnerabilities that could be exploited by a miscreant wishing to compromise your security.

The key to preventing misuse is to make certain that the authentication model used for enterprise management is tough enough. The people able to access enterprise management must be strictly limited – to key system administrators and IT experts – and their identities must be ascertained with certainty, using the latest and most up to date authentication

procedures.

Perhaps the most important task of all is guaranteeing confidentiality of information in the system. Enterprise management systems store configuration data, account names and even passwords to enable them to carry out their tasks. This creates an inherent risk, one not always anticipated by designers of enterprise management systems. Access control and encryption must be as good as those used elsewhere in the system, a task which may consume time and energy but which is essential to the maintenance of security.

To conclude, managing the security of modern information systems is a huge technical and operational challenge. There are many dedicated security products but truly effective security management is only possible if it has complete coverage of the system. Enterprise management can be an invaluable tool in this sense, but must be prevented from opening up new vulnerabilities if it is to succeed in its objectives. ■

Psychology In The Workplace

Emma Bevan

EastView (UK) Ltd

I am currently studying psychology and am finding myself constantly equating my lessons with the world of IT. When you consider the most important asset and critical success factor in IT is people, then this is really not surprising.

Understanding more about people and the reasons for behaviour and reactions is an important tool when implementing or managing IT Service Management processes. For example, it is common to address the 'what's in it for me?' question when selling the benefits of ITSM but discovering the answer to this question can be tricky. It would be very useful if there was some indication of a person's drive based on their personality type.

There have been many terms used in psychology to describe basic personality types and many authorities on this including Freud and Jung. The terms I will use in this article are that of Warrior, Nomad and Settler, taken from Terence Watts, a modern psychologist.

Many hundreds of years ago, people lived in settlements, and put effort into tending the land around them, and lived together peaceably. These were the early settlers. As time went on, some people began to think there was little point in spending a lot of time creating good places to live and decided to take over settlements that already existed, and these warriors would use force if necessary. Some of the settlers hated confrontation and to avoid this, coupled with a feeling of why putting effort into creating something that would be lost, decided to move around avoiding the confrontation and these became the Nomads.

Warrior

This personality type is also referred to as resolute and organisational. People with this type are good planners and organisers and are resourceful. They can

have high levels of tenacity and determination and they like to be in control. They are logical, methodical, and practical and are quick thinkers. They respect authority although they are not good at taking orders. They also enjoy a challenge. Often with a reputation for a no-nonsense approach and firmness, Warriors easily command respect and can quickly take charge when required. On the negative side, traits that can appear in an over-zealous Warrior include cynicism and jealousy and they may not appear over-friendly. They can easily climb to the top of the career ladder with enthusiasm and quick thinking. Warriors will say what they think and find frustration at others who are then oversensitive at their remarks.

Warriors make very good project managers and leaders and particularly excel in technical roles, data handling, Problem Management, IT Service Continuity and security.

In an implementation, a Warrior must be made to feel that any new role will allow them more control over their work, rather than less, even when new processes are being put in place. New processes must be seen to enable them to be able to plan, organise and be able to retrieve and use data more easily. If you come across a Warrior who has 'been there and done that' already (which is quite likely) then make good use of their skills and draw them into your plans.

When dealing with a Warrior an authoritarian style speech should be adopted, as Warriors respect authority, but not to the point of being bossy or too commanding. For example, 'I would like you to' is fine, 'You will' is not. A lot of giggling, too much smiling or any nervous mannerisms will make the Warrior think you lack confidence and will lose their respect for you and what

you are trying to put across.

Nomad

Nomads are fantastic in the early stages of implementation as they are full of gusto and enthusiasm. The Nomadic personality in its purest form tends towards extremes in everything. Also known as Charismatic and Evidential, they are naturally outgoing and 'what you see is what you get' with the Nomad. They find fun in everything, love to be the centre of attention and will seek it out. Nomads are confident, outgoing, uninhibited, creative, witty, entertaining and inspirational. They often use expansive gestures and can over-exaggerate. On the negative side Nomads hate confrontation and will avoid it allowing issues to be ongoing. They can also appear to be fickle as their enthusiasm is for new projects and they rely on their personality and charisma to see them through. Under pressure the Nomad can appear to have a lack of tact and can be insensitive and Nomads at their worst can be boastful and exaggerate their success.

Nomads make fantastic presenters and sellers of ideas and whilst routine roles should be avoided, roles where their creativity can be utilised and they will not be 'reigned in' are best. They can excel in Problem Management, finance which requires a lack of emotion and Supplier/Contract Management.

Selling to a Nomad is easy, by telling them how reliant you are on them, how good they are and how these new processes will make them appear greater. If you can make the Nomad believe they have come up with the new ideas even better. In other words, flatter them and pander to them... to a point. Never try to outshine a Nomad; they must always be centre stage. Ideally, get the Nomad on board and get them to market and they



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Dealing with a Nomad is a little trickier as a mixture of authoritarian and permissive styles should be used to alternate between coaxing and demanding adherence. (Permissive = requesting.) A lot of fun, laughter and joking can be used with the Nomad, but not to the point where you are funnier than there are! They respond better to lively and fun presentations. Too much authority makes the Nomad feel out of control, and too much permissiveness will let the Nomad think they can be in control and choose whether to accept your ideas or not.

Settler

Settlers are the 'nice people', caring, sensitive who get on with almost anybody. Also known as Intuitive and Adaptable they have a high level of instinct and awareness, and are able to make the best of any situation. They are sociable, have unequalled communication skills, tolerant, flexible to others' plans, optimistic, persuasive and they learn easily from their own and others' mistakes. On the negative side, they have a strong desire to be liked, to the point of appearing indecisive and will avoid confrontation. They can appear to agree with everything regardless of their own feelings and even if they think something will not work, will not tell you if they

think it may upset you. Consequently Settlers are not good at being controlled or working in an environment where there is little emotion or people contact. Settlers can also lack confidence and doubt their own skills and therefore are not always assertive.

Settlers are excellent team members, would excel on a Service Desk, in Service Level Management, Change Management, in a communication role such as training or producing marketing material, writing processes and are adept facilitators, negotiators and counsellors.

Selling to a Settler is easy as they are so flexible and adaptable but care needs to be taken to ensure that they really are comfortable with proposals for change and do not want to upset you by pointing out deficiencies. However, it would also be easy to 'turn off' a Settler by being overbearing, controlling or too authoritative and lose their support.

Dealing with a Settler is the easiest of all, since as long as you are nice to them, they will respond to you with loyalty and flexibility. A permissive style should be used as authority frightens a Settler. 'I wonder if you could,' or 'I'd be grateful if you could' gives the Settler the opportunity to please. Lots of smiling and encouragement should be used with the Settler to make them feel comfortable.

Relevance to IT

Nowadays, most people have traits from all the personality types to a lesser or greater extent, and not many people have all of the defined traits for their dominant personality type. There are few completely balanced individuals. However, when I look at the traits for my personality type, I recognise many of the positive and negative aspects to that type, and I have friends who match the other types perfectly!

I am not suggesting that personality typing is the only way forward to forming teams and allocating roles, but it can be a useful indication to the potential problems an individual may face in a given role, or indicate where strengths may lie and how to utilise them in a positive way. As a manager it may help you to understand your team (and yourself) better, and see where there is room for development, as your personality type is not carved in stone and can be adapted.

If you would like to know more, an excellent book is *Nomads, Warriors and Settlers* by Terence Watts, which will not only help you to find out your own personality type, but will teach you to develop the traits that you do not so naturally possess. ■

The author can be contacted at emma.bevan@eastviewuk.com

The ISEB has recently launched a new qualification "*ITIL® Infrastructure Management*". The new qualification and associated courses are based on the ITIL ICT Infrastructure Management book and are principally aimed at team leaders and Managers working within the area of infrastructure management.

The courses syllabus includes:

- Planning and design for ICT infrastructure
- Programme and project management for ICT infrastructure
- Requirements analysis and business cases
- Supplier, product and service selection
- The ICT Infrastructure Management processes
- Interfaces to other ITIL processes
- Implementing ICT Infrastructure Management

ISEB Announce a New Qualification

- Realising the benefits of ICT Infrastructure Management

There are two variants of the course. A three-day option for those people that already hold the Foundation Certificate in Service Management and a five-day version for those with no Service Management experience.

Several of the existing accredited Service

Management training provider organisations have submitted material for their new ITIL Infrastructure Management courses and hopefully will be attaining accreditation in the near future. This should result in course schedules appearing

The examination is an open book three-hour, case study based examination, where four questions have to be answered within the time allowed. Candidates successful in passing the examination will be awarded the ITIL Infrastructure Manager's Certificate, which will complement the ISEB Manager's Certificate in IT Service Management. ■

There is more information available on the course and the certificate on the ISEB web site at www.ISEB.org.uk
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The Phantom Menace

Mike Baker MISM
Group Change Manager
The Big Food Group

As a lecturer on a Service Management Essentials course I listened to a colleague discussing Configuration Management using the hotel in which we were holding the course as the configuration and then describing the principles of breaking this down to individual components. The comparison was very interesting and very relevant and got me thinking about where else I had seen the principles applied. The more I thought about it, the more examples I could come up with. The best comparison I could come up with was in my previous career in the RAF as an aircraft technician. Aircraft maintenance and Service Management have a lot in common and I can say on more than one occasion I have implemented ideas from the aircraft days into the IT environment to solve a problem.

On a subsequent ITIL training course I was having a little difficulty in making a group fully understand the Incident – Problem – Known Error – Change life cycle and came up with a true example of aircraft engineering that reflected this well and gave a different perspective. I thought it may make a different article for the magazine – and may start a trend in comparison type articles where we as ITIL technicians can draw on the experience of others and learn.

As a member of the maintenance team on 92 Squadron (Phantom IV aircraft) we had to accompany the aircraft to Cyprus every year for a month (I can hear the groans now!) to allow the pilots to have cannon practice. In the Med around Cyprus is a large area of restricted water where RAF aircraft tow a larger banner and other RAF aircraft shoot live rounds at the banner. I did often wonder what the banner pilots were given for breakfast!

On one such trip an armed Phantom took off and as soon as the aircraft had left the ground a series of circuit breakers popped on the electrical panel. This would fill the pilots ears with warning sounds and flash lights in his field of vision (Systems Management automat-

ically detecting faults before the pilot knows something is wrong). The aircraft declared an emergency and landed safely. Once the pilot had cleaned himself up he reported to the engineering hut where he logged the fault (he raised an incident).

The engineers were duly despatched (me!) and tested all systems but could not duplicate the fault. As a precaution we replaced a series of black boxes that could have been the cause of the fault, raising a “job card” for each (for job card read request for change). The systems where boxes had been replaced were all tested for serviceability and no fault being apparent the aircraft was declared fit to fly and the fault log closed. We had gone through the incident – problem – multiple change route but had not proved the root cause of the problem.

Unfortunately the next time the aircraft took off the same fault occurred and another incident was raised. At this point a conflict occurred, I as the technician wanted to take the aircraft off to the hanger to carry out a full investigation into the cause of the problem whereas the engineering controller wanted the incident closing as soon as possible to increase availability of aircraft. I won in the end and off we went to resolve the problem. During the problem solving exercise if any component had to be removed another job card was raised to ensure it would be refitted and also that the relevant system was tested before the aircraft was allowed to fly. RAF job cards allow “open entries” to be raised.

There are two narrative columns on the card the second field allows the technician to log work done (such as “auto pilot controller removed for access”). The first field allows a series of open entries to be raised detailing any work that must be completed before the job card can be closed (such as “auto pilot controller to be refitted” and “auto pilot system to be tested”). The job card cannot be closed until all open entries have a corresponding entry in the second

column to say the work had been completed. Only in exceptional circumstances is an aircraft allowed to fly with an open job card.

This obviously leads to an abundance of paperwork. This is something that you are trained into accepting as it is key to flight safety. I often find technicians in the IT world are reluctant to comply when the administration takes longer than the job itself – but it is necessary to ensure that records are up to date and correct and all activities recorded. This can save a huge amount of time in the future when investigating other problems.

Back to the problem in hand. It was hot in the hanger and after many hours and much paperwork we were nowhere nearer to finding the fault. I sent one of the technicians to the NAAFI for drinks and as he climbed out of the cockpit all the circuit breakers that had tripped in flight tripped again. After a short while we discovered he had disturbed a wiring loom that ran around the cockpit frame and short circuited to the aircraft chassis.

Further investigation showed there to be a chaffed wire in the loom. The damaged wire would not short to earth under normal conditions but under the “G” forces of take-off (or Bob’s knee as he climbed out of the cockpit) the short would occur – root cause identified. The loom was repaired and the problem solved. The aircraft flew without fault on the Monday morning.

But that’s not the end of the story. The phantom we worked on was one of many in the RAF – what if there was a chance the others had the same defect. It may cause a huge amount of effort to locate and fix the fault if we did not share what we had found. What we had discovered was a secondary problem with its own root cause to investigate – why did the wiring loom chafe? By using the comprehensive source of information kept on all aircraft, their faults, modifications etc. (which in reality is the

equivalent of the CMDB) we were able to ascertain that a modification had been previously made to all Phantom aircraft to remove a redundant standby compass from the area that was damaged. The modification leaflet showed that a plastic cable clip should have been fitted to prevent movement of the loom – but in this case had been omitted.

We alerted all Phantom squadrons to check their aircraft to see if other aircraft had the same omission. Interestingly there were a few and they were able to raise something similar to a known error in order that the fault could be fixed at

the next opportunity without removing availability. This also means that we had pro-actively prevented the loss of that availability.

In addition further work was carried out to try to identify any commonalities in the implementation of the modification. The records (as they were so comprehensive) revealed that all the defective work had been carried out by the same technician. The RAF were then able to “educate” him in following instructions properly (probably by showing him how much polish there was on the flight sergeants boots). This fault was also

published in a flight safety magazine as an illustration of what could happen should instructions not be followed.

I hope you found this an interesting story – something different – but now go back to the top and read it again with your IT Service Management hat on and note the parallels with what we do (or should do). In the world of flight safety it is important to investigate as far as possible to ensure a repeat incident does not occur. How often do we ignore this in the IT environment – but should we ignore it – it may be more cost effective in the long run to fix the embedded problems. ■

BS 15000 Interest Explodes

Colin Rudd

Chair, itSMF Certification ESC

The *itSMF* BS 15000 training courses are proving a tremendous success. There are two courses currently being offered by *itSMF*. The initial Registered Certified Auditors (RCB) course, which is a two-day course specifically designed for qualified auditors provides advice and guidance to auditors on how to conduct a BS 15000 audit and how to use the BS 15000 standard within an audit. There is a one-hour examination at the end of the course and successful candidates are subsequently awarded a BS 15000 Auditor certificate. The *itSMF* BS 15000 Certification Scheme requires that each RCB has at least two certified auditors.

The recently launched three-day course for consultants and internal auditors is now proving equally successful as the earlier Auditor course. The consultants and internal auditors course again interprets the content of the standards documents and their application. It also enables the delegate to guide an organisation interested in progressing towards certification and helps them to prepare for the audit process, improving the chance of successful certification. This course has a 45 minute examination and a 45 minute assignment, both of which have to be passed in order to achieve certification.

Only two consultant and internal auditor courses have been held to date. The first

being hosted in HP's facility in Bracknell and the second being held in Melbourne, Australia following on from their highly successful Annual Conference. All of the delegates on the first course in Bracknell have successfully passed, but the Australian candidates are still awaiting their results.

Other courses are being arranged with further RCB auditor courses planned for India and possibly the Far East and an additional consultant and internal auditor course scheduled for October. Most of these courses are already fully booked, so *itSMF* are arranging further dates for both courses and are working rapidly towards a course accreditation scheme so that Training Providers and lecturers can gain accreditation to provide quality BS 15000 training to satisfy the growing demand. Further details will be provided on the www.itsmf.co.uk and www.bs15000certification.com web sites.

itSMF is pleased to announce that two more organisations have satisfied the demanding requirements of BS 15000, the British Standard for IT Service Management, and achieved certification under the *itSMF* scheme. The two organisations are: Micromuse (in the UK) and Siemens (in Germany). There are also several more organisations that have recently applied to become Registered Certification Bodies (RCBs) accredited to

perform audits within the *itSMF* BS 15000 Certification Scheme. This indicates that many IT organisations are working towards and preparing for certification and illustrates the growing demand for certification against the standard. BS 15000 is a Management Systems standard specifying a set of integrated processes for the effective delivery of IT services to meet business and customer requirements. This is a demanding standard to attain and take organisations considerable resources, planning and time to achieve.

The standard like all Management Systems standards relates to the quality of processes and not to the quality of products or services. The standard specifies a set of stringent requirements that an organisation must demonstrate are in place for the delivery of IT services. Organisations achieving these demanding requirements to the satisfaction of external certified auditors are allowed to use the BS 15000 certification scheme logo to publicise their success. This logo is now being recognised throughout the industry as an indication of process quality and maturity.

itSMF is delighted with the success of its certification scheme and is encouraged by the volume of interest shown in the scheme, not just within the UK, but worldwide. ■

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Destination: Best Practice

Peter Wheatcroft

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Next time a customer logs on to your company systems, what do you expect them to do? With luck, you'll want them to order something from you or to change their personal details or ask for some information – and given the nature of electronic systems, this expectation is now of a true 24 x 7 service. But as everyone in business has already experienced, many systems don't work all the time and the sign "temporarily out of service" is highly frustrating. But more than that, it is also extremely expensive since customers are increasingly deciding on their bank, airtime provider or supermarket on the overall *service experience* rather than just the product, brand or price charged. And this service experience is no longer the province of a Customer Services department since electronic access and fulfilment – self service – have replaced the company person in a uniform so customers now interact directly with the company's IT infrastructure. And this is where it can start to get embarrassing! Apart from those organisations that have been set up to only offer direct access, which are still in the minority, the rest of UK plc operates systems and infrastructure that were designed in the days when 98.5% SLA's were the norm and Sundays were reserved for maintenance.

I Want Service and I Want It Now

The social pattern of Sunday trading, 24 hour banking and the 'just in time' philosophy of modern consumers dictates a quantum leap in the development of service infrastructure, based on an 'always on' philosophy. You don't have to be a telephone company or internet service provider to offer 100% uptime and guaranteed responsiveness – you just need to be a bank or a retailer or a travel agent. Or any company serving the public.

And the public now form opinions of your company on the ability of the IT infrastructure to satisfy their expectations. They will also let you know directly, publicly and embarrassingly if your IT lets them down – assuming they

One of the biggest social changes in recent years has undoubtedly been the development of a self service culture. Today's consumer expects to order their shopping over the internet, manage their bank accounts from anywhere in the world and receive interactive messages on their mobiles. However, this can only be satisfied if the IT infrastructures supporting these services operate in a way that delivers such customer expectations.

don't go to the newspapers first, that is. So how can UK plc better manage the service experience and satisfy the increasingly demanding expectations of today's IT-literate consumers? The answer is clearly that it can be done and the paradox is that it is neither difficult nor expensive to achieve, although the solution does have a price. This price is a mindset change, which is difficult to quantify and certainly cannot be bought off the shelf.

The Death of the SLA

Part of that mindset change is to forget 25 years of received wisdom about Service Level Agreements. These were only possible when the supplier and customer worked for the same company, or the company bought services from an external supplier, where the laws of equity or of contract applied. Neither of these rules applies to consumer interactions with your company and people will not be interested in learning that their bank accounts are being made available to them 98.5% of the time. What happens during the other 1.5%?

When a business case for a new system is being put forward, the aims and objectives will be clearly stated and the rate of return projection will be based on the costs, which the IT manager will be held accountable for. However, almost no business cases ever assume less than 100% availability of the service that results from any new system and when the service delivery function starts to

schedule the application alongside everything else and finds it won't fit, then the compromise starts. As a practical example, look at a recent business case in your own organisation and see if it specifies how much service outage has been assumed in coming up with an ROI or DCF. Then ask your IT function if it has built a delivery infrastructure to match the expectation of service that the new system provides. Then worry about the gap.

Mind the Gap: The Service Solution

The solution is called service management. This mindset change means that every aspect of managing IT delivery infrastructures is looked at from the customer perspective back into the organisation and everything that can go wrong is managed so that service is assured. This will uncover internal inefficiencies and disconnects between the systems that feed information to the new product; it will expose poor practices in the management of service components and it will certainly show the gaps between expectation and reality. There are three things that are needed to bridge the service gap:

- Culture – the people, skills and attitude to build great service
- Technology – to build a service as customers have a right to expect
- Processes – providing consistent service quality, all day every day

And the good news is that many companies already do this. According to a survey by leading universities on both sides of the Atlantic, about 5% of UK service organisations already provide world class service today compared to 13% in the USA. So the agenda for UK plc is clear – not only must we get up to speed with the service leaders but to recognise that our customers will demand nothing less every time they log on. Managing outstanding service delivery in an always-on environment where the customer operates your IT systems themselves is the destination – and it goes by the title of Best Practice. You won't regret making the journey, because it's your future. ■

Service Management Symposium

18 – 19 May 2004 – Hellidon Lakes Hotel

Roger Appleby, Inland Revenue

This is a personal overview of the event, not a blow by blow account. The event covered a range of Service Management disciplines covering not only core ITIL processes, but also implementing activities, business cases and an overview of the *itSMF*. The quality of the speakers was excellent.

After morning sessions covering outsourcing and using 3rd party assessments to determine service capability from Tony Cooper, Sean Haswell and Clare Peters, two sessions in the afternoon of the first day gave almost opposite views on implementing ITIL Service Management. This is a subject close to the heart of everyone who has attended the Midlands and East Anglia regional meetings this year.

The first of these, from Martin Duff and Martin Tate of Edexcel, introduced us to the concept of “skunking”, essentially taking a back door route to implementing by avoiding the normal project based approach (so much for the implement using PRINCE 2 concept on the Manager’s course!). Rather than one big, long running, project, they were able to achieve more through lots of smaller initiatives, each individually scored against 34 factors. And skunking – named for the team who built the Stealth Fighter prototype with no official backing.

The second session on this subject, from Steve Jacob of Ernst and Young, gave us useful tips on how to build a more traditional business case. Some of the key points being to know the audience for the business case and customise it to their priorities, to present evidence from credible sources and back up the business case with data.

After a lively workshop on Service Desk, hosted by Andrew Wiles, the afternoon concluded with a session from John McDermott about the benefits of the *itSMF*. John is very enthusiastic and a terrific advocate of the *itSMF*, ITIL, IOSM and all things Service Management.

Day 2 included another variety of subjects from both support and delivery processes. Our regional chairman, Jim Davies, gave an updated version of his presentation of the value of a well constructed Service Catalogue, using real examples from his own business. Beverley Robson from Air Miles proved that it is possible to build a usable and maintainable CMDB. The key lessons being to understand the importance of relationships between data, using a pictorial view of the relationships to make them easy to show people and ensuring that the data in the CMDB is data that will be used. The afternoon concluded with a lively open forum on Capacity Management, hosted by David Wheeldon and a presentation on Business Continuity by Brian Davies and Sally Ames from Yell.

This was a worthwhile and, given the range of subjects and quality of the speakers, cost effective event which I would recommend to anyone involved in Service Management. ■

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Diary 2004/05

| Date | Meeting | Venue | Comments |
|------------------------|--|-------------------------------|--|
| October 5 | Institute of Service Management Meeting | Reading | |
| October 6 | Midlands & East Anglia Regional Group Meeting | tbc | |
| October 5-6 | itSMF Brazil Conference | Sao Paulo | First Conference |
| October 7 | Publications ESC meeting | Reading | |
| October 26-27 | itSMF Denmark Conference | Copenhagen | |
| October 26-27 | itSMF Netherlands Conference | Noordwijk | |
| November 8 – 10 | itSMF 13th Annual UK Conference & Exhibition | Brighton Metropole | “Creating & Maintaining the Momentum” Book NOW! |
| November 24 | Scottish Regional Group Meeting | tba | |
| November 30 | itSMF France Conference | Paris | |
| December 1-2 | itSMF Sweden Conference | | |
| December 2 | Management Board & Council of Members | Reading | |
| December 7 | Institute of Service Management Meeting | Reading | |
| December 7-8 | itSMF Germany Annual Conference | Hamburg | |
| December 8 | itSMF Seminar: Change Management | London | |
| December 9 | South West & Regional Group Meeting | tba | |
| December 14 | itSMF Italy Conference | Genoa | First Conference |
| January 5 | Publications ESC meeting | Reading | |

servicetalk

Deadline Dates

| Issue | Copy Deadline | Advertising |
|---------------|-----------------------------------|------------------------------------|
| December 2004 | Tuesday November 2 nd | Thursday November 4 th |
| February 2005 | Tuesday January 4 th | Thursday January 6 th |
| April 2005 | Tuesday March 8 th | Thursday March 10 th |
| June 2005 | Tuesday May 10 th | Thursday May 12 th |
| August 2005 | Tuesday July 5 th | Thursday July 7 th |
| October 2005 | Tuesday September 6 th | Thursday September 8 th |
| December 2005 | Tuesday November 8 th | Thursday November 10 th |

Advertising rates

| | itSMF Vendor Members | Non-Vendor members |
|------------------|----------------------|--------------------|
| 1 x Full page | £450 | £650 |
| 1 x Half-page | £275 | £425 |
| 1 x Quarter page | £150 | £250 |

A 10% reduction is available if a series of 6 adverts is booked and paid for in advance.

Contact publications@itsmf.com to book advertising.

Disclaimer Articles published reflect the opinions of the authors and are not necessarily those of the publisher or his employees. While every reasonable effort is made to ensure that the contents of articles, editorial and advertising are accurate no responsibility can be accepted by the publisher for errors, misrepresentations or any resulting effects.

Thinking about submitting an article?

Articles should be between 1200 – 1500 words in length, and in PC compatible format.

File Formats for Photos or Graphics

Any accompanying photographs need to be high resolution files (300dpi). Graphics need to be supported by the separate original files in which they are created – not just a copy of the Word document. Ideally these files should be created in a high quality programme such as Photoshop (as a 300dpi TIF file or JPG file for colour material or BMP file for mono material), or in Illustrator (as a high resolution EPS file).

Articles should be emailed to publications@itsmf.com as an attachment to an accompanying email detailing the topic of the article

People on the Move

EastView (UK) Ltd are delighted to announce that Emma Bevan has joined from Fox IT to become Consultancy and Training Manager.

Forthcoming Seminars

Change: The Fear Factor Exposed!

8th December 2004 London

The following is a true conversation overheard by the coffee machine at a major UK company:

Business Manager 1 "I hear our IT are upgrading the systems this weekend!"
Business Manager 2 "Yes, I know. I've booked myself holiday until the following Wednesday. They should have sorted it all out by then."

You might think that after years of trying we would have mastered Change Management:

- Risk assessment automated and accurate
- Testing would be total, complete and fit for purpose.
- Authorisation levels matched to business criticality and not circumvented
- Lessons learnt from change reviews.

However, the statistics suggest otherwise. An analysis of work undertaken by Qube on behalf of the *itSMF* earlier this year, clearly shows Change Management is still priority number 1 or 2 across every industry sector in the UK! So where are the success stories? Lessons must have been learnt (however painful the surgery). Our seminar will expose the fear factors and point the way to let you manage change and not let change manage you!

To attend this event please book via the website www.itsmf.com under Events section, alternatively by the booking form contained within the event brochure sent out in October.

The cost for attendance on the day including material, lunch and refreshments is:
Members £145 + VAT, Non Members £245 + VAT

Please check the website for a list of speakers and associated synopsis. Recent Seminars organised and run by the *itSMF* have been extremely successful and so we suggest you consider booking early to avoid disappointment.

Finally, future seminar topics are being considered.
Is there a subject matter that is becoming a burning issue?
Please email Joanna at events@itsmf.com with your suggestion.

The Events ESC have recently met and have set two seminars for early 2005. The details are:

- Wednesday 2nd February 2005 will be held around the area of Southampton and will be covering Metrics incorporating Availability and Performance.
- Tuesday 15th March 2005 will be held around the area of Derby and will be covering Planning for the implementation of Service Management.

The Committee are currently seeking speakers if you have a story to share and would like to present at either of the above events please contact Joanna Sheaves, events@itsmf.com.