



ITIL for All

How to adopt ITIL at a pace that works for your business

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EXECUTIVE SUMMARY

If yours is a small or midsize business, you may not have the budget to hire a large IT staff to manage your systems. Instead, you very likely depend on a lean team of technology experts to maintain your environment and support your organization's business needs in a way that maintains security standards and ensures compliance. However, the role of technology in business has never been more important, and it is placing unprecedented pressure on IT to consistently deliver service and drive business goals. This new pressure is likely stretching your staff and financial resources to their limits. To ensure business continuity in this technology-dependent environment, a more sustainable approach to managing your IT environment is required.

Today's IT systems require a highly disciplined and controlled approach to system management. Key to this approach is the implementation of best-practice IT processes within an overall process framework.

Many large enterprise IT organizations have transitioned to this approach, driven by the same factors that are now causing small and midsize organizations to rethink their approach to IT systems management. Many large enterprises have leveraged the proven framework defined by the IT Infrastructure Library® (ITIL®). ITIL is a set of books that provide a practical, no-nonsense framework for identifying, planning, delivering, and supporting IT services to the business. The framework is based on proven best practices developed by IT experts around the world and has evolved over the past two decades. ITIL is the most widely adopted approach for IT service management.

Many small and midsize companies, however, have resisted adopting ITIL best practices based on the perception that they are difficult and expensive to implement, cumbersome to employ, and must be implemented in their entirety. They perceive that only large enterprises have the necessary resources to implement ITIL.

BMC FootPrints dispels that myth. BMC FootPrints makes the proven ITIL approach practical for businesses of any size, regardless of IT staff and resources. BMC FootPrints is fast, easy to implement, and flexible. With BMC FootPrints, your organization can easily implement ITIL best practices by leveraging flexible out-of-the-box templates that can be easily configured to meet your organization's unique requirements. BMC FootPrints is also modular, so you can implement only the processes you need today, addressing your most pressing problems first and then adding capability (and value) as you progress.

With BMC FootPrints, you can enjoy the benefits of ITIL that were once thought to be only available to large enterprises. As a result, you can achieve higher service quality levels and closer alignment with the business, while at the same time, reducing IT costs.

COST-EFFECTIVELY AND SECURELY ENABLE YOUR CHANGING BUSINESS

Small and midsize businesses often don't have the budget to hire large IT staffs to operate and support the IT infrastructure. Instead, many IT organizations rely on a small cadre of technology experts who wear multiple hats and are capable of resolving any issue — from a simple password-reset to a complex configuration issue.

Many IT organizations with a limited staff in place lack standard, documented IT processes, and as a result, there is often much improvisation when an issue occurs. Typically, ad hoc procedures are not standardized, not documented, not shared, and not closely controlled. Worst of all they leave no audit trail, so it's often difficult to tell who did what and when they took action.

While this approach may have sufficed in the past, it doesn't support the increased demands of today's business environment. Business applications have become more numerous and complex. They involve interoperation among multiple internal IT resources, such as clients, servers, and network devices. They may also involve public or private cloud services. Effectively managing this diverse environment requires close collaboration and synchronization among the members of the IT staff.

In addition to increased application complexity, the business is placing more demands on IT. Business users want more services. The consumerization of technology, coupled with low-cost access to services and devices, has opened up access to more users — not just employees, but also customers and business partners. End user expectations are higher than ever before.

Businesses that rely on only a limited staff cannot keep up with the increased complexity and growing business demand. Because IT participation is required for all IT-related issues, many IT staff are overwhelmed by the workload and are perpetually in firefighting mode, ultimately resulting in service delays and decreased customer and business satisfaction.

In addition, the approach is commonly fragmented, with little or no coordination among different technicians, so things tend to fall through the cracks. There may also be little or no communication between IT and the business, resulting in a lack of transparency.

Finally, knowledge about the IT environment is scattered and not fully documented. Without a central store of information about process and procedure, issue resolution — whether simple or complex — becomes resource intensive and financially restrictive, and may degrade the reputation of IT in the eyes of the business or introduce unnecessary security vulnerabilities.

TAKE A NEW APPROACH

The super-hero approach puts your business and the reputation of IT at risk. This could cause management to consider outsourcing IT. Consequently, you need to consider a new approach. To do so, you'll need to accomplish three important transitions:

- » From a technology orientation to a service orientation
- » From ad hoc to process-oriented efforts
- » From manual to automatic

SHIFT TO A SERVICE ORIENTATION

Business users view IT solely from the overall perspective of the business services provided — for example, online ordering or email. Users have no concern for the underlying technology supporting the services. Consequently, IT must shift focus from a technology-oriented perspective to one that is service-oriented.

IT must broaden its role from technology provider to service enabler, and the services it offers are by no means limited to application services. They can also include services such as providing tablet computers to new employees. To achieve this role enhancement, IT must learn to manage from the perspective of service rather than technology.

Above all, IT must strive for transparency and speak in a language the business understands. That means clearly communicating what services IT offers and at what service levels. It means providing an easy way for users to:

- » Request services
- » Report incidents
- » Track the status of their requests and incidents

To achieve this, users need multiple channels to communicate with IT, such as telephone, email, and the Web. These channels should be integrated so users can easily switch among them as their situation requires. Transparency enables IT to align more closely with the business, and that's mutually beneficial to both IT and the business.

STANDARDIZE ON PROCESS-ORIENTED BEST PRACTICES

IT needs standardized processes for managing the IT infrastructure. These processes must be sustainable, repeatable, and documented. Developing these processes empowers IT to refocus resources on strategic business and technology priorities. People with less experience can handle problems that previously required a higher level of expertise. As a result, more problems can be resolved at Level 1 and lead to faster and less costly problem resolution.

The IT processes should transcend IT disciplines. This entails integration of processes across disciplines. For example, depending on your business processes and IT model, your problem resolution process may also encompass change and configuration management. In that way, you can ensure that any change made to resolve a problem is done according to change policy. For example, the change policy might specify that any change:

- » Is performed only by authorized people
- » Has the necessary approvals
- » Does not result in an unauthorized configuration or noncompliance with regulations
- » Maintains an audit trail of all change activities

MOVE FROM MANUAL TO AUTOMATIC

Once standardized processes are established, many of them can be automated. This includes the automation of repetitive, routine processes, as well as the automation of service request and fulfillment processes.

Automation delivers important benefits, including:

- » Lowers IT workload, which frees up IT staff to perform more strategic tasks
- » Ensures adherence to corporate policies
- » Enables faster response to users

THERE'S NO NEED TO REINVENT THE WHEEL

You can move to a service- and process-oriented approach far more quickly and economically than you may have thought. That's where ITIL comes in.

ITIL OVERVIEW

ITIL is a public framework that describes IT service management best practice. It "provides a framework for the governance of IT, the 'service wrap,' and focuses on the continual measurement and improvement of the quality of IT service delivered, from both a business and a customer perspective."¹

ITIL was first developed in the 1980s by the Office of Government Commerce (OGC), a branch of the British Government. It has become a de facto global standard, with thousands of organizations worldwide adopting it as the framework for establishing IT processes.

ITIL comprises five books. The first, Service Strategy, provides an overall strategy for IT services and IT service management. The remaining four books are Service Design, Service Transition, Service Operation, and Continual Service Improvement.

It's important to note that the ITIL books tell you what to do but not how to do it. The books define best practices but do not provide detailed descriptions of processes to implement those best practices. According to the ITIL overview.

"The advice contained within this guide is neither definitive nor prescriptive, but is based on ITIL Best Practice. The guidance in the ITIL publications is applicable generically and is of benefit to all IT organizations irrespective of their size or the technology in use. It is neither bureaucratic nor unwieldy if utilized sensibly and in full recognition of the business needs of the organization."²

¹ An Introductory Overview of ITIL V3, Alison Cartlidge et al, The IT Service Management Forum (itSMF), 2007

² *ibid*, page 2

DISPELLING THE MYTH

You may think that ITIL is only for large enterprises; that it involves a major effort to develop the processes recommended by ITIL best practice, that it has to be implemented all at once, and that implementing it requires extensive ITIL expertise. These are all common misconceptions.

First of all, you don't have to translate, on your own, ITIL best practices into the processes that implement the practices. There are IT service management solutions available that do the translation for you. Some of these solutions implement, out of the box, IT service management processes that are based on ITIL best practices.

Second, it is not necessary, nor even advisable, to implement all ITIL processes all at once. No organization does that. You can adopt these best practices incrementally, addressing your most significant pain points first and then adding capability.

CHOOSING A SOLUTION

Once you have decided to tap the wealth of experience and expertise that has gone into ITIL, you need to select the right IT service management solution. An effective solution is:

- » Certified as ITIL compatible
- » Modular
- » Fast and flexible with respect to deployment
- » Comprehensive and integrated
- » Automated

CERTIFIED AS ITIL COMPATIBLE

Conformance with ITIL guidelines is perhaps the most important requirement for an effective solution. So as you evaluate solutions, make sure to assess their level of compliance with ITIL.

There are independent companies that assess ITIL compliance. Some of these companies are certified as licensed software assessors for ITIL compliance, so you can trust their assessment.

These licensed software assessors can, in turn, certify IT service management solutions as endorsed by the OGC, which originally developed ITIL. The software assessor gives the IT service management solution vendor a valid ITIL Software Scheme (ISS) trademark license. The vendor can display the process-compliant ITIL logo on ITIL-compliant products. Pink Elephant is an example of a licensed software assessor.



MODULAR

A modular solution permits you to implement ITIL in an incremental fashion. That way, you can put processes in place to address your most important strategic initiatives first. Then, over time, you can add modules to expand the scope of processes that are compatible with ITIL best practices.

Example: An IT organization is receiving complaints that its service desk is not responding to service requests in a timely manner. Some requests are falling through the cracks entirely. Moreover, users cannot easily determine the status of their requests. In this case, the IT staff would initially implement ITIL-based incident and problem management processes to address the situation. Later, the staff could add change and configuration management processes as their business and IT needs evolve.

FAST, FLEXIBLE DEPLOYMENT

There is a common misperception in the market that implementing an ITIL-based solution is resource-intensive and a time-consuming effort. That may have been true in the past. Today, however, many IT service management solutions offer ITIL best-practice templates right out of the box and are fast and easy to deploy.

Certainly, ease-of-deployment is important to IT organizations with limited staff and resources; however, you should not sacrifice flexibility for ease-of-deployment. Each organization has different needs, and those needs can change over time. Consequently, look for a solution that is not only fast and easy to deploy, but also permits you to easily tailor processes to your unique requirements. In no case should tailoring require programming or the extensive engagement of expensive consultants.

COMPREHENSIVE AND INTEGRATED

The solution should cover a wide spectrum of IT service management disciplines, including incident and problem management, change management, and configuration management. It should implement processes that transcend these disciplines, allowing close collaboration among various IT people to ensure that nothing falls through the cracks.

The various tools provided by the modular solution should be tightly integrated. Integration means more than just data sharing. It means that the tools work together from a process perspective. For example, the service desk solution should be tightly integrated with the change management solution. When a service desk technician makes a change to resolve a reported incident, that change should trigger a change management process. This ensures that the change is executed in compliance with company policy and external regulatory requirements. Ideally, the tools would all operate from a single platform to enable the tightest possible integration.

AUTOMATED

A major advantage of ITIL is that it standardizes processes, and defined, documented, standardized processes can be automated. Look for a solution that takes maximum advantage of standardization to automate processes wherever possible, such as by automating the change request approval process.

BMC FOOTPRINTS, THE RIGHT CHOICE

BMC FootPrints meets the requirements just discussed. BMC Footprints is a flexible, comprehensive IT service and asset management solution that is:

- » Easy to install
- » Easy to use
- » Easy to extend to create additional business value

Easily accessed from your Web browser or mobile device, the modularity of BMC FootPrints empowers your IT organization to adopt ITIL best practices at a pace that works for your business.

Leveraging BMC FootPrints, you have the control and visibility you need to continuously improve service delivery while controlling cost, driving business value, maintaining compliance, and reducing IT vulnerability and risk.

CERTIFIED ITIL COMPATIBLE

The following processes implemented by BMC FootPrints are certified to be ITIL compatible by Pink Elephant, a licensed software assessor for ITIL compliance:

- » Change management
- » Incident management
- » Knowledge management
- » Problem management
- » Release and deployment management
- » Request fulfillment
- » Service asset and configuration management
- » Service catalog management
- » Service level management
- » Service portfolio management



UNIFIED, MODULAR ARCHITECTURE

BMC FootPrints runs on a single, proprietary platform, ensuring tight integration of processes out of the box. This integration permits smooth process flow across all capabilities and functional groups in your organization.

BMC FootPrints modularity enables you to implement ITIL-based processes in an incremental manner. You can begin with the capabilities that address your most problematic areas and then expand your BMC FootPrints portfolio, adding value every step of the way. Each additional capability integrates with those already in place and leverages the data already gathered.

EASY SETUP AND CONFIGURATION

Each process is defined by a template. The templates support a variety of processes, including those shown in Table 1. These templates give you a significant head start.

Table 1. Process templates

Corporate service desk	IT service management
Customer support	Asset requisitioning
Change and release management	Survey
SOX financial control management	SOX IT change management
IT outsourcing	HIPAA patient management
Facilities management	Human resources management
Service desk	Problem management
Service portfolio	Issue tracking
Resource management	Sales tracking
Software change management	Training

You can configure the templates to meet your specific business requirements. All configuration activities are performed through an easy-to-use graphic interface. No programming is required.

SINGLE PANE OF GLASS

The comprehensive coverage and tight integration of BMC FootPrints capabilities bring unprecedented power and control to your IT staff. Here's an example:

1. A service desk technician gets a phone call from an employee experiencing a problem with an application.
2. The technician opens an incident ticket.
3. The technician accesses the user's PC configuration directly from the open ticket in the service desk console screen and sees that user has an outdated version of the application.
4. The technician submits a change request to install the latest version of the application to the user's computer.
5. BMC FootPrints automatically processes the change request and creates an audit trail of all pertinent activities. Including:
 - » Gathering required approvals if necessary, or as defined by your process
 - » Determining the license is available
 - » Notifying the technician and user of approval
 - » Automatic deployment of the updated application to the user's computer
 - » Upon successful deployment, BMC FootPrints marks the incident ticket resolved or closed depending on your process.

The first line support technician in the above example performs all these actions on his own and from a single pane of glass. He doesn't have to swivel among multiple tools and does not have to escalate to Level 2 or Level 3 support. Furthermore, the issue is resolved in a matter of minutes, not a matter of hours or days, minimizing business interruption and driving user productivity and satisfaction.

BEYOND IT

There is a marked similarity between IT processes and the business processes of other departments. For example, the service request and fulfillment process is common to other departments. It consists of accepting a request, gathering the required approvals, fulfilling the request, closing it, and maintaining an audit trail. Consequently, you can extend the process automation capabilities of BMC FootPrints beyond IT to automate processes in other business groups in your organization, such as Human Resources (HR) and Facilities. The single BMC FootPrints platform enables your staff to do this in a matter of hours, with no programming required. In doing so, you multiply your return on investment and increase business satisfaction with IT.

While some departments may be concerned about co-mingling their data with other company data (e.g. HR and Finance often manage sensitive and confidential data), BMC FootPrints enables you to create self-contained environments to easily and securely automate business processes for your peers in other functional areas of the business. Each self-contained environment can have its own fields, forms, reports, dashboards, workflows, settings, and customer portal if you so choose. In addition, each self-contained environment has its own independent data, but if processes require data-sharing across departments (e.g. a new hire onboarding process that includes HR, Facilities, IT, and Finance), the self-contained environments can be configured to integrate processes and share data.

CONCLUSION

ITIL is no longer only for the large, resource-rich enterprise. Now, with BMC FootPrints, IT organizations of all sizes and resource pools can take advantage of a rich array of ITIL best practices that have been developed and proven over two decades in thousands of IT environments across the globe.

Leveraging BMC FootPrints ITIL best practice templates, you'll be up and running quickly, and immediately experience the value of a disciplined and controlled approach to IT service management. You'll improve service quality, while at the same time, reducing costs. You'll free up your IT staff to pursue more strategic endeavors. Most importantly, you'll align IT more closely with the business to help ensure business success now and in the future.

BUSINESS RUNS ON I.T.

I.T. RUNS ON BMC SOFTWARE.

Business runs better when IT runs at its best. That's why more than 20,000 IT organizations – from the Global 100 to the smallest businesses – in over 120 countries rely on BMC Software (NASDAQ: BMC) to manage their business services and applications across distributed, mainframe, virtual and cloud environments. With the leading Business Service Management platform, Cloud Management, and the industry's broadest choice of IT management solutions, BMC helps customers cut costs, reduce risk and achieve business objectives. For the four fiscal quarters ended March 31, 2012, BMC revenue was approximately \$2.2 billion.

