Today’s Discussion

1. Intro IT4IT

2. Relate to other frameworks

3. Deep dive on “Request to Fulfill” & “Detect to Correct”

4. Harnessing IT4IT in your ITSM Framework and more broadly in the IT Operating Model
Where it started: IT4IT Consortium members

- AT&T
- Shell
- PwC
- Univ. S. Florida
- Accenture
- HP
- Munich Re
- Capgemini
- BP
- Logicalis
- UMBRiO
- Atos

http://www.amazon.com/Charles-T.-Betz/e/B001I9QEOS

Lead Author
Charlie Betz
The Open Group: “Why”

IT4IT™ - Managing the Business of IT

The IT4IT vision is a vendor-neutral Reference Architecture for managing the business of IT

The mission of the The Open Group IT4IT Forum is to develop, evolve, and drive the business adoption of the IT4IT Reference Architecture
Ok, so why the HELL would we need another Framework?

We are missing a **customer** and **value** centric view

The **lifecycle** flows like treacle

**Tools** don’t work across the lifecycle...
Data models and handoffs...phewww

Our **outcome metrics** show we have not delivered on the promise of ITIL
IT Value Chain

- **Strategy to Portfolio**: Drive IT portfolio to business innovation
- **Requirement to Deploy**: Build what the business wants, when it wants it
- **Request to Fulfill**: Catalog, fulfill, & manage service usage
- **Detect to Correct**: Anticipate & resolve production issues
IT4IT positioning

- Computation independent
- Narrative
- Conceptual

- Platform independent
- Logical
- Key detail where necessary

- Syntactically precise
- Interoperable
- Exhaustive detail (e.g. all conceivable data attributes)

Degree of Prescriptiveness

Topic Scope

Multi-industry

Supply Chain | Finance | HR | Marketing | IT
---|---|---|---|---
Retail | Banking | Insurance | Telco | Manufacturing

Shared functions

DRAFT
Needs further research & vetting
INPUT: IT4IT – Value Chain & Value Streams

Designed by organisations like yours over the last 3 years using real world use cases
Based on Michael Porter’s value chain methodology and lean manufacturing value streams concepts
Realizing service-centric IT

Service lifecycle – on a repeatable, predictable, coherent and future safe reference architecture

**Strategy to Portfolio**
- Plan
- Demand
- Policy
- Selection

**Requirement to Deploy**
- Build
- Develop
- Test
- Release

**Request to Fulfill**
- Deliver
- Publish
- Subscribe
- Fulfill

**Detect to Correct**
- Run
- Monitor
- Diagnose
- Change

Service Management 2015
IT4IT Content

Value Stream Context
Overview
Why it matters
Deeper dive
KPIs
High level flow
Components
Reference Architecture Context
Detailed Architecture
Request to Fulfill value stream

Transition to a service broker model using an offer catalog to manage subscriptions and route fulfillments
Helps your IT organization:
- Transition to a service broker model
- Present a single catalog with items from multiple supplier catalogs
- Efficiently manage subscriptions and total cost of service
- Manage and measure fulfillments across multiple suppliers
# Why Request to Fulfill?

Designed to help source and access quality services

<table>
<thead>
<tr>
<th>Consumption</th>
<th>Single catalog</th>
<th>Service broker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumers easily find and subscribe via self-service</td>
<td>Single offer catalog with multiple fulfillment providers</td>
<td>Transition from request management to broker</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Traceability</th>
<th>Cost optimization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard subscription process with policies and automation</td>
<td>Across subscription, usage and chargeback</td>
<td>Recover expired and unused subscriptions and licenses</td>
</tr>
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</table>
## Proving value KPIs

Use Request to Fulfill to quantify the value of self-service catalog subscriptions

<table>
<thead>
<tr>
<th>Deliver</th>
<th>Broker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriptions per period per service</td>
<td>% of subscriptions active or expiring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Speed</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of orders fulfilled with automation</td>
<td>% of successful deployments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>% self-service requests</td>
<td>% of subscriptions requiring an incident</td>
</tr>
</tbody>
</table>
Reference Architecture

Strategy to Portfolio
- Enterprise Architecture
  - Service Architecture
  - Policy
  - Proposal
  - IT Contract
  - Demand
  - Service Portfolio
  - Conceptual Service Blueprint
  - Logical Service Blueprint
  - Service Design Package
  - Service Release Package
  - Service Release
  - Service Design

Requirement to Deploy
- Requirement
  - Test Case
  - Project
  - Build
  - Service Development
  - Source

Demand
- Demand
  - Demand Source

Service Portfolio
- Catalog Composition & Design
  - Catalog Entry
  - Service Catalog Package
  - Service Release Package
  - Service Release

Build
- Build
  - Build Package
  - Build Package

Defect
- Defect

Detect to Correct
- Problem
  - Incident
  - Incident

Request to Fulfill
- Shop / Buy / Pay / Manage
  - Shopping Cart
  - Request
  - Request
  - Catalog Aggregation & Offer Mgmt
  - Offer
  - REQUEST
  - REQUEST
  - CF
  - CF

Knowledge & Collaboration
- Knowledge Item
  - Knowledge Item
  - Chargeback / Showback
  - Usage
  - Usage

Diagnostics & Remediation
- Diagnostics & Remediation
  - Incident
  - Incident
  - Event
  - Event

Service Monitoring
- Service Monitoring
  - CMDB
  - RFC
  - Change Control

Usage
- Usage
  - Usage
  - Usage

Chargeback
- Chargeback
  - Chargeback
  - Chargeback

Request Rationalization
- Request Rationalization
  - Request Rationalization
  - Request Rationalization

Defect Requirement
- Defect Requirement
  - Defect Requirement

Release
- Release
  - Release
  - Release

Design Service Design
- Design Service Design
  - Design Service Design
  - Design Service Design

Release Package
- Release Package
  - Release Package
  - Release Package

Release
- Release
  - Release
  - Release

Usage Record
- Usage Record
  - Usage Record
  - Usage Record

Fulfillment Request
- Fulfillment Request
  - Fulfillment Request
  - Fulfillment Request

Fulfillment Execution
- Fulfillment Execution
  - Fulfillment Execution
  - Fulfillment Execution

Desired Service Model
- Desired Service Model
  - Desired Service Model
  - Desired Service Model

Service
- Service
  - Service
  - Service

Artifact
- Artifact
  - Artifact
  - Artifact

Entity relationship
- Entity relationship
  - Entity relationship
  - Entity relationship

Service model
- Service model
  - Service model
  - Service model

Functional component
- Functional component
  - Functional component
  - Functional component

Strategy to Portfolio
- Strategy to Portfolio
  - Strategy to Portfolio
  - Strategy to Portfolio

Request to Fulfill
- Request to Fulfill
  - Request to Fulfill
  - Request to Fulfill

Service Management 2015
#SMConfAU
Request to Fulfill functional model

Service Management 2015

#SMConfAU
Detect to Correct value stream

Bringing together IT service operations to efficiently detect and correct issues before impacting users
Detect to Correct

Brings together IT service operations to enhance results and efficiency
End-to-end visibility using a shared configuration model
Identify issues before they affect users
Reduce the mean time to repair
Detect to Correct to Portfolio?

Designed to help with investing in the right services

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<th>Efficiency</th>
<th>Collaboration</th>
<th>Traceability</th>
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</thead>
<tbody>
<tr>
<td>End-to-end visibility to quickly identify and resolve</td>
<td>Common language with consistent data and shared configuration</td>
<td>Across event, incident, change and resolution</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th>Risk</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce tickets, war rooms and duplicate work</td>
<td>Defined business impact and reduced clannish knowledge</td>
<td>Shorter mean time to repair and more uptime</td>
</tr>
</tbody>
</table>
Proving value KPIs

Using Detect to Correct to quantify the value of IT operations improvements

- **Velocity**: Decrease mean time to repair

- **Effort**: % of events and incidents escalated

- **Root cause**: Increase in problems identified & solved

- **Teamwork**: % of change related outages

- **Costs**: % of automated event & incident resolutions

- **Satisfaction**: % of first call resolution
Detect to Correct functional model

This work is based upon material developed and published by the IT4IT Consortium.
Practical use
Where does IT4IT fit in an IT Operating Model?

Business Strategy → IT Strategy, EA & Governance → Technology & Sourcing Roadmaps

Leadership & Culture
Organisational Design
Engagement Model & Demand
Service Brokerage & Partner Integration
Service Portfolio (target), Internal & Partner Sourced Services

Automated Workflows, Controls & Reporting
Measurement & Improvement
Value Streams & Capabilities (processes)
Organisational Design
Leadership & Culture
Engagement Model & Demand
Service Brokerage & Partner Integration
Service Portfolio (target), Internal & Partner Sourced Services

Automated Workflows, Controls & Reporting
Measurement & Improvement
Value Streams & Capabilities (processes)
The **Detect to Correct** ValueStream harnesses ITIL processes into a measurable sequence from incident to structural change (rather than workaround). There are supporting processes and tools that accelerate flow and improve quality.
<table>
<thead>
<tr>
<th>Improvement challenge</th>
<th>Suggested KPI</th>
<th>Target</th>
</tr>
</thead>
</table>
| Velocity              | Decrease mean time to repair  
                        | Decrease time from incident to structural change |
| Effort                | % of events and incidents escalated | |
| Root Cause            | Increase in problems identified and solved | |
| Teamwork              | % of change related outages | |
| Costs                 | % of automated event and incident resolutions | |
| User Experience       | % of first call resolution  
                        | NPS |
ITIL and Queues in IT4IT

Tuning the system for flow
Tool shootouts!

- **Tool A**: Legacy ITSM Tool
- **Tool B**: SaaS ITSM Tool
- **Tool C**: CRM Suite
- **Tool D**: “ERP 4IT” Suite

**Strategy to Portfolio**

**Requirement to Deploy**

**Request to Fulfill**

**Detect to Correct**
IT4IT – Mapping to the Emerging SIAM Pattern

SIAM vendor can be governed via IT4IT’s Value Streams, metrics, & Reference Architecture
Harnessing IT4IT in Building the IT Operating Model


2. Service Portfolio “What”

3 (a). IT Operating Model “How”

3 (b) Sourcing Approach “Where”

4. Design & Roadmap Capabilities, RACI, Processes, Tools

Results in several capability sprints, each executed within a target timebox e.g. 6 months

5 (1...n). Capability Sprints
What’s cool about IT4IT

1. It’s a bright shiny thing! (it’s great even in the first iteration)

2. It joins the dots on tools and processes

3. It has Value Streams & Services at the core

4. It is the *first* model that shows how to increase flow across the lifecycle
Resources

• [http://www.opengroup.org/IT4IT](http://www.opengroup.org/IT4IT)
• Follow @charliebetz