ITSM – SAAF MODEL

IMPLEMENTING ITSM FOR BUSINESS

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The headache of IT has always been the infrastructure, with IT spending so much time focusing on infrastructure that there's been little time for services or innovation. That ratio is changing. The service model is taking over: software-as-a-service, platform as-a-service, desktop-as-a-service, infrastructure-as-a-service — you name it. It's all about service. In the future, IT will spend less of its time handling infrastructure and more of its time managing and enabling service relationships throughout the enterprise, whether those relationships are between IT and their business peers or between the dozens of service domains that exist inside and outside of a company.

But in order to manage and enable those relationships, having insight into its internal workings is critical. IT should have a firm understanding of its own services (if only to be able to compare them financially and operationally with other options). Those who work in IT should become their own service engineers before they can apply their service expertise to other service disciplines. The problem is that IT spends much of its time helping every other department implement system to the detriment of its own: project management, service desk and systems management all tend to be fragmented and frustrating for everyone who comes in contact with them. These systems contribute to IT fire drills when they should be contributing to IT fire prevention. In short, IT requires systems that help it manage IT. Only then can it adequately—and even, in time, superlatively—extend the IT service model to automate service processes for other internal service domains within the enterprise, including HR, facilities, legal, finance, operations, etc. This same model can also be applied to service relationships that extend beyond the walls of the enterprise to customers, providers, suppliers and partners. Three IT transformations can help IT get its own house in order to become the proactive partner of the business. By applying these concepts, IT departments at major enterprises are changing the way they engage with their business peers.

Transformation No. 1: Service Consolidation, Standardization, Globalization.

The first transformation starts with getting IT systems under control. That involves consolidating fragmented and redundant service systems to standardize operational processes for global usage. Just as ERP systems brought finance, manufacturing, human resources and other applications into a single system, IT needs its own single system of record.

Transformation No. 2: Consumerized Service Experience.

Once IT transforms the way it manages its internal workings, it can turn to how it interacts with users. Users aren't generally keen on interacting with IT, because it is more often frustrating than fruitful. Consumerization is the idea of delivering a consumer-like service experience—making access to enterprise systems as easy and intuitive as consumer applications such as online banking, e-commerce or social media. They can get what they need through an intuitive service catalog; they can search for answers using keywords, engage in collaborative social streams and chat in real time with a customer service representative.

Transformation No. 3: Service Automation.

This may be the most important transformation of all: moving from manual, time intensive, resource-intensive activities to automated ones. Just as IT spends too much time on infrastructure and too little time on service, it tends to spend too much time on handling processes manually and too little time on analyzing them to see what can be automated. It is a way to make IT more efficient and to redeploy staff away from repetitive, mindless work toward more strategic capabilities.

The Key Benefits of SaaS for ITSM

The software-as-a-service delivery model can offer fast deployment speeds, low up-front costs, and ongoing flexibility to scale up or down as needs change. These benefits are universal, whether applied to customer relationship management (CRM), enterprise resource planning (ERP), collaboration, or ITSM. Key benefits are:

- ✓ Subscription-based pricing that lowers total cost of ownership
- ✓ Simple implementation and upgrades that minimizes staff effort
- ✓ Reduced support needs
- ✓ Higher consumption and usage
- ✓ Better user satisfaction

Satisfaction Levels in a wider research from itSMF Q4 2012 US ITSM Online Survey
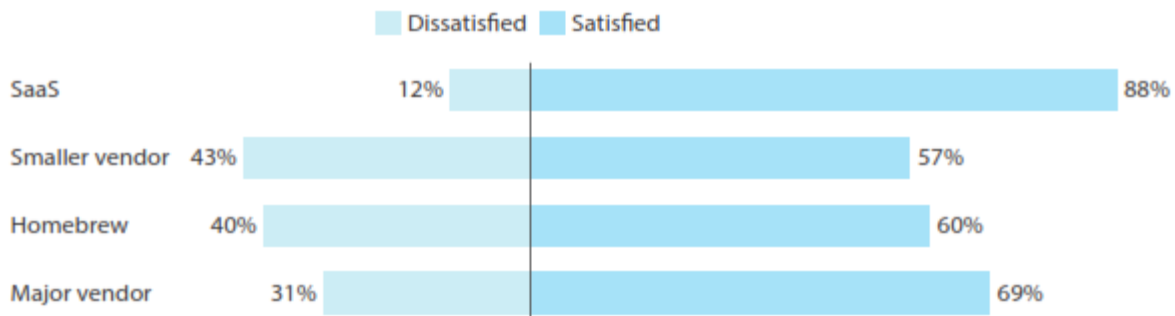
Functionality benefits from a SaaS model:

- Support for the most commonly adopted ITSM capabilities
- A service catalog or self-service capability
- Operational IT capabilities — release, event, availability and capacity management.
- IT business management capabilities — financial and supplier management.
- IT asset management (ITAM).

Typical Out of the box implementation overview for Small business segments

Multilayer principal vendor and service vendor layering diagram

Small Segment – Core capability & Services
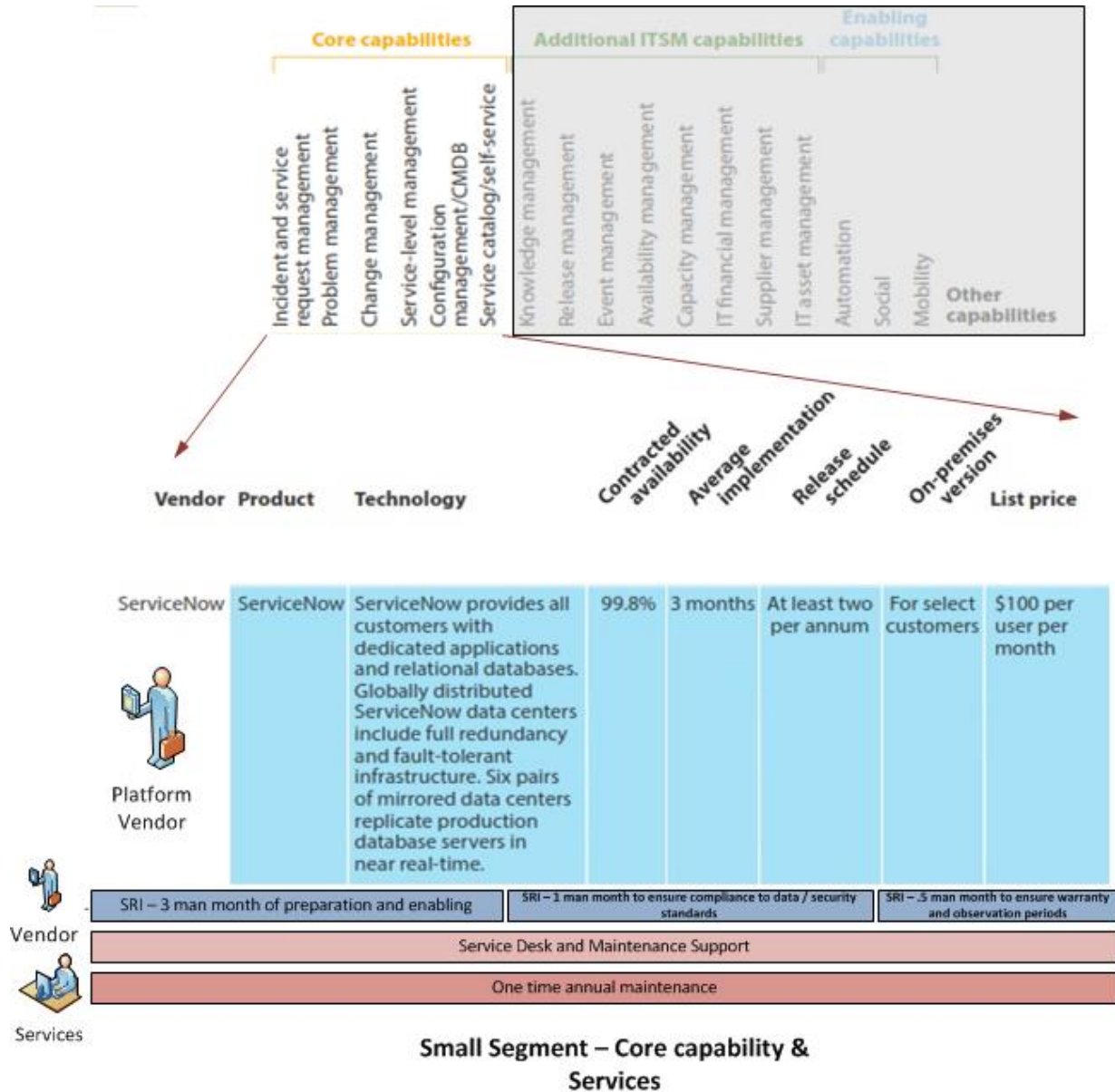
Typical Out of the box implementation overview for Small business with enabling services
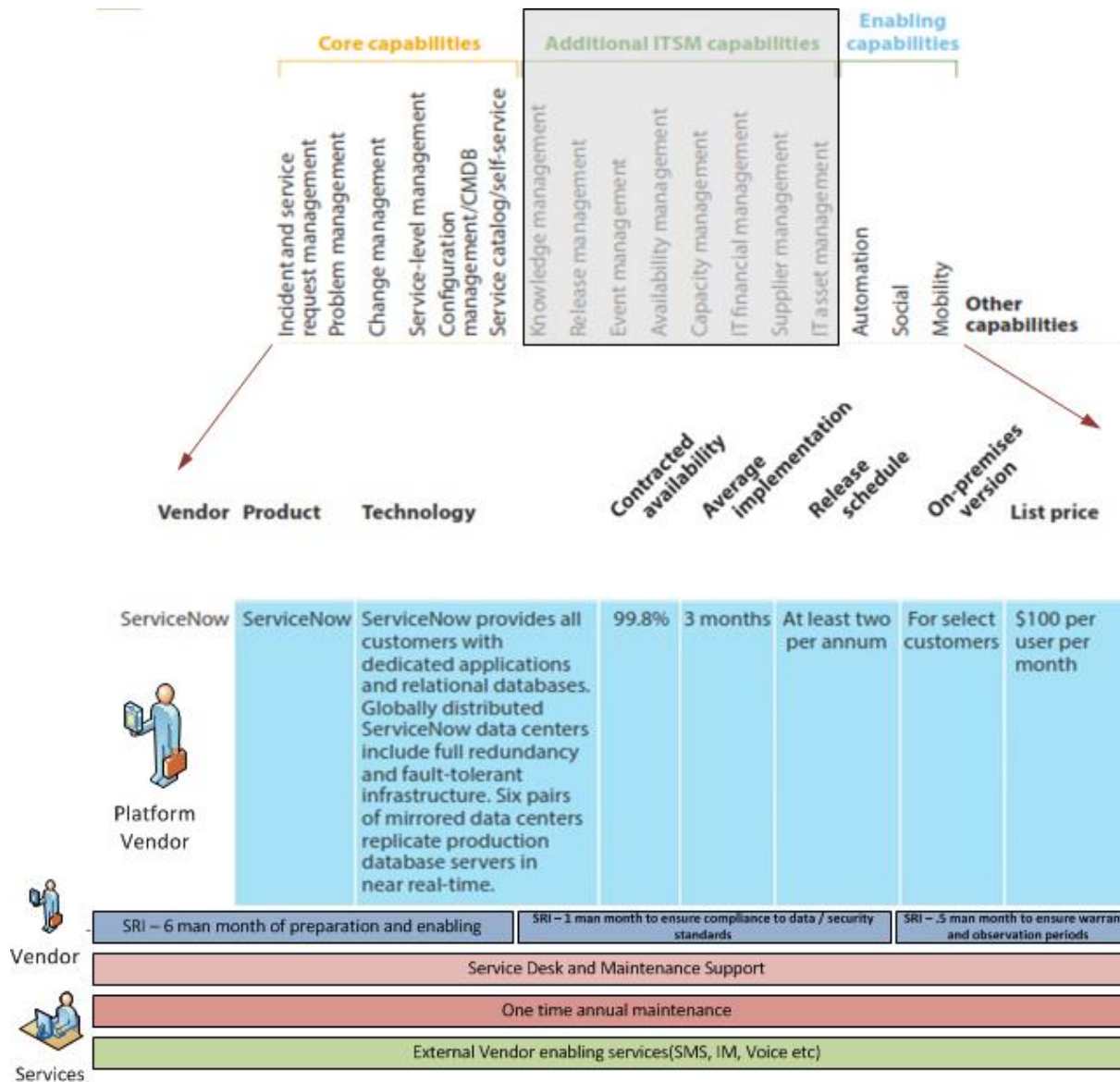
Small Segment – Core capability Plus
enabling Services

Typical Out of the box implementation overview for Medium business segments

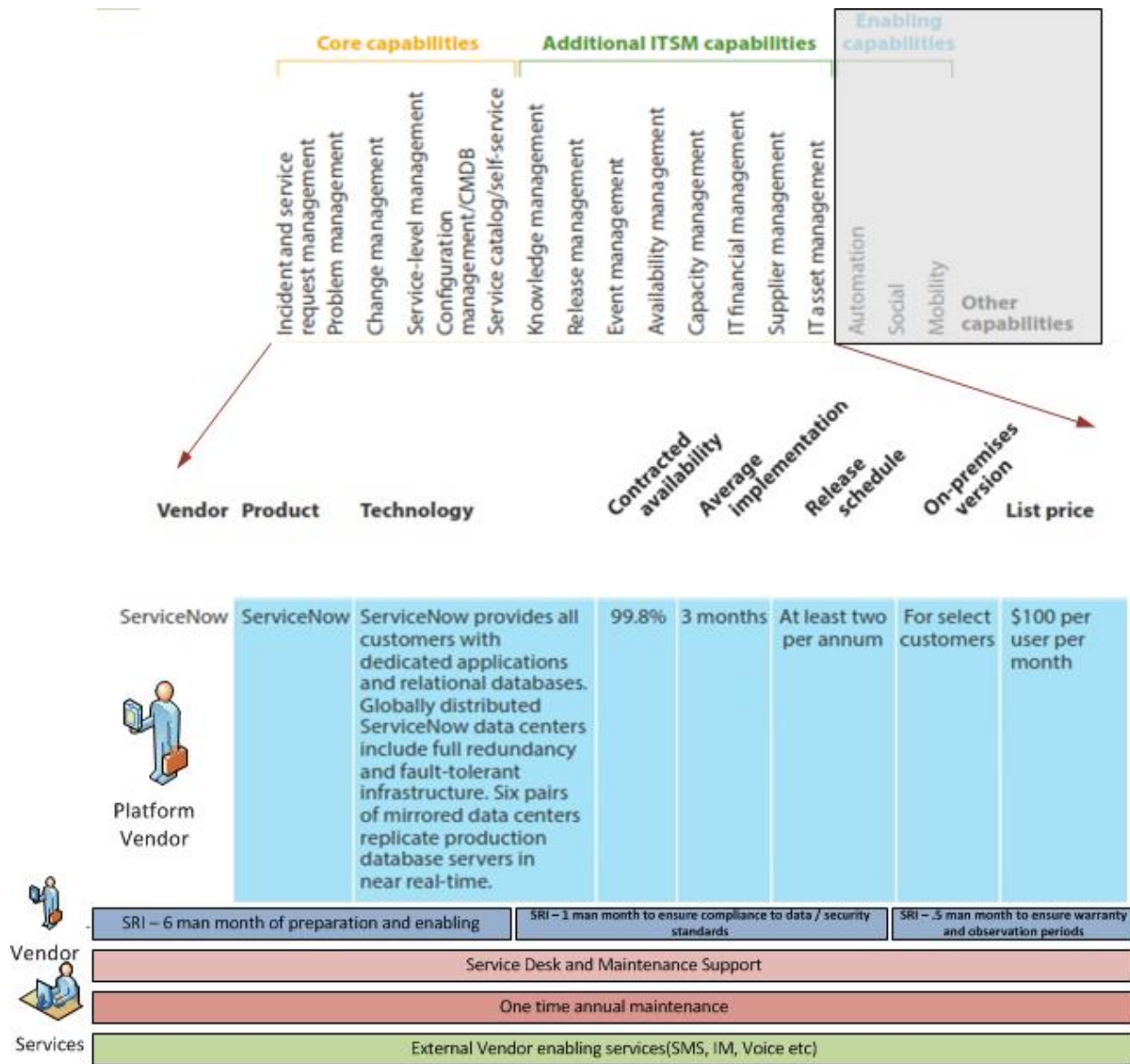| Vendor	Product	Technology		Contracted availability	Average implementation	Release schedule	On-premises version	List price
ServiceNow	ServiceNow	ServiceNow provides all customers with dedicated applications and relational databases. Globally distributed ServiceNow data centers include full redundancy and fault-tolerant infrastructure. Six pairs of mirrored data centers replicate production database servers in near real-time.		99.8%	3 months	At least two per annum	For select customers	$100 per user per month

Platform Vendor

SRI – 6 man month of preparation and enabling	SRI – 1 man month to ensure compliance to data / security standards	SRI – .5 man month to ensure warranty and observation periods

Vendor

Service Desk and Maintenance Support
One time annual maintenance

Services

| External Vendor enabling services(SMS, IM, Voice etc) |
|---|

Medium Segment – Additional capability & Services

Typical Out of the box implementation overview for Medium business segments with services
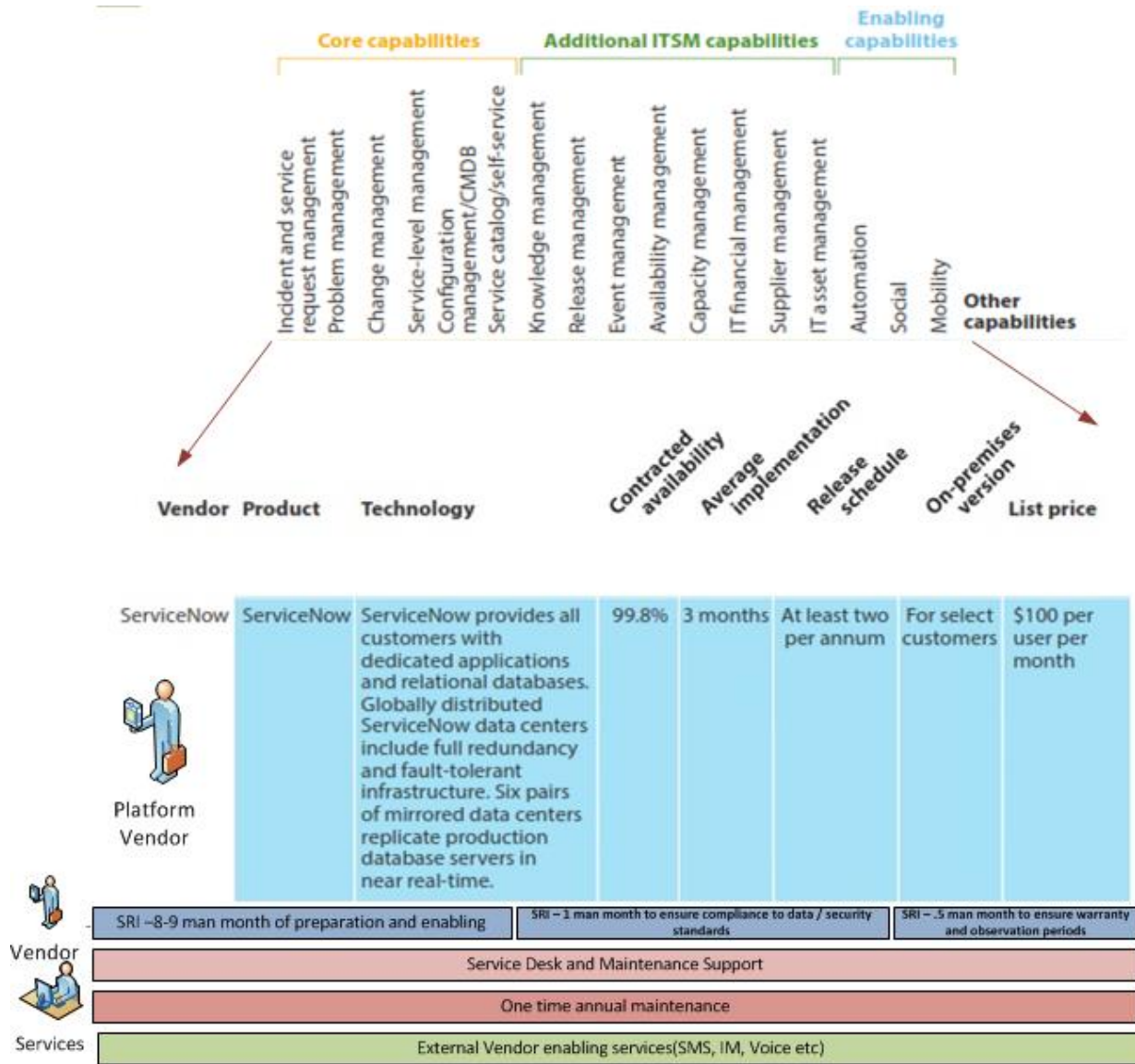
Medium / Enterprise Segment –
Additional capability & Services

Typical "custom" implementation overview for Medium business segments with services

Enterprise Segment with partial services
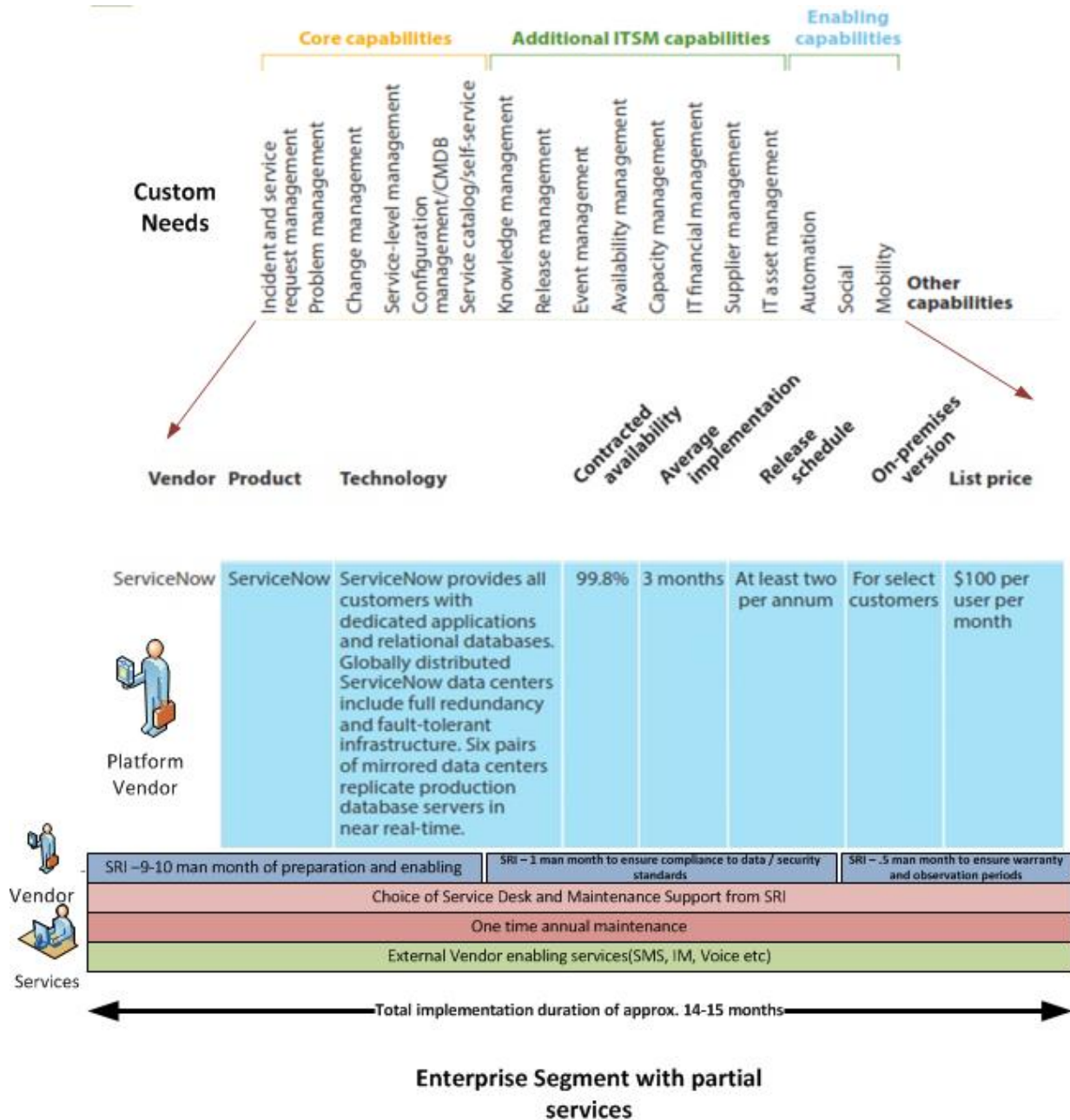
Analysis:

Service Management and automation matters in an organization. The roots of service management focus on the customer but once ITSM is applied to IT, it is important to have customer perspective into it. An essential focus point is to drop the IT from ITSM and add automation or orchestration which enhances the IT workforce capability and provides clear perspective to manage in other important areas of Infrastructure & Operations.

Below are indicators from much research that are direct value derived with such focus.

Improved staff productivity that allows your business to become more competitive.

An I&O professional's time is too valuable to be spent fighting fires and performing repetitive tasks. If you prevent the fires and automate the repetitive tasks, that I&O expert can focus on new projects and innovation instead. To do this, embrace service management that applies standardized processes to simplify execution. When you apply automation tools to good processes, productivity skyrockets to a level unachievable by manual methods. The result: SMA frees up staff time that can be allocated to new projects to make your business more innovative and competitive.

Heightened quality of service that improves business uptime and customer experience.

In today's age of 24x7x365 global operations and unrelenting customer demand, downtime can erode your competitive edge quickly. Sloppy change management, for example, can cause business downtime that prevents customers from buying online or reduces the productivity of your workforce. Consistent execution according to a well-defined change management process can dramatically reduce such errors, that in turn improves uptime and customer experience.

Reduced operational costs to reinvest into new and innovative initiatives.

I&O organization consumes roughly 50% of the overall IT budget. Of this, firms typically allocate

50% of IT spending — the costs to maintain ongoing operations, systems, and equipment — rather than to new or innovative projects. I&O leaders can keep the pressure on with more standardized and automated processes that will improve productivity and reduce operational costs.
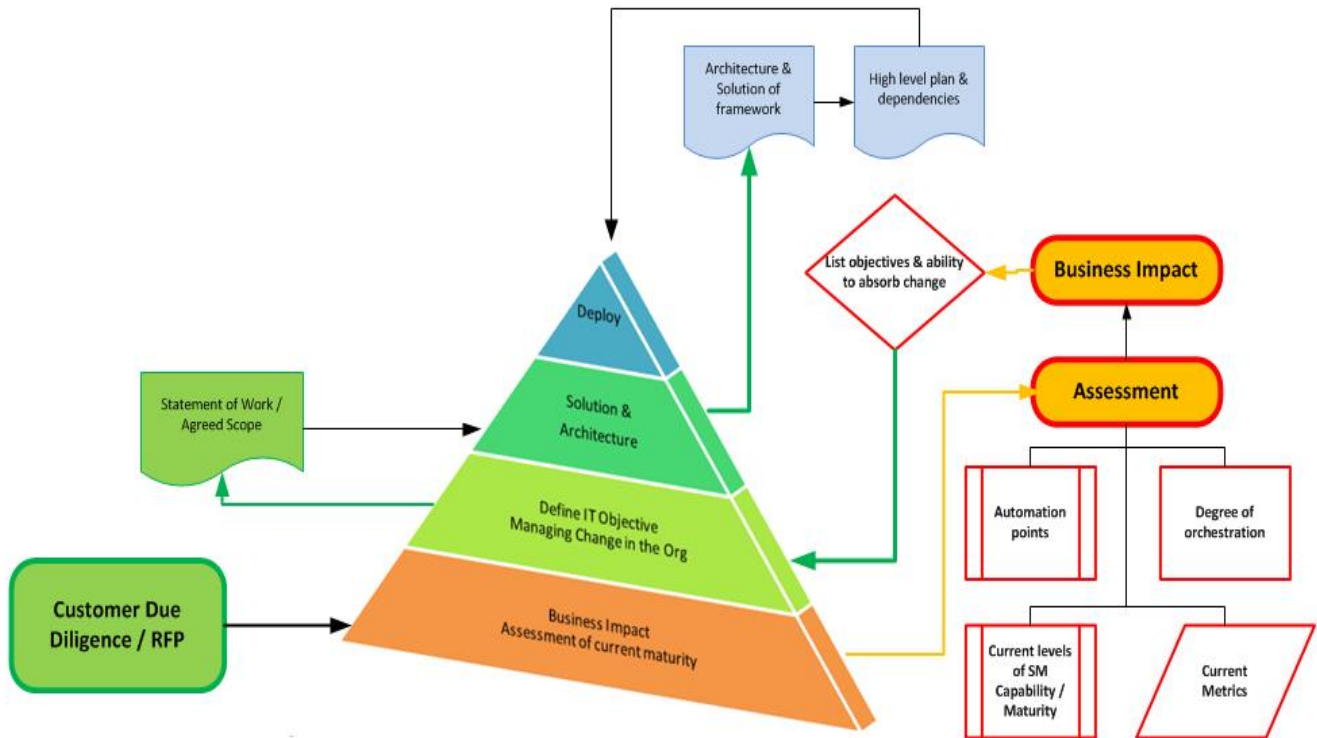
Improved reputation with the business.

Most self-aware I&O organizations acknowledge that their reputation with business stakeholders isn't sterling. This is a critical problem, but you can't fix it overnight — changing an organization's culture, institutionalized behaviors, and its key to re-define the business benefits from this approach and stereotypes takes time and energy.
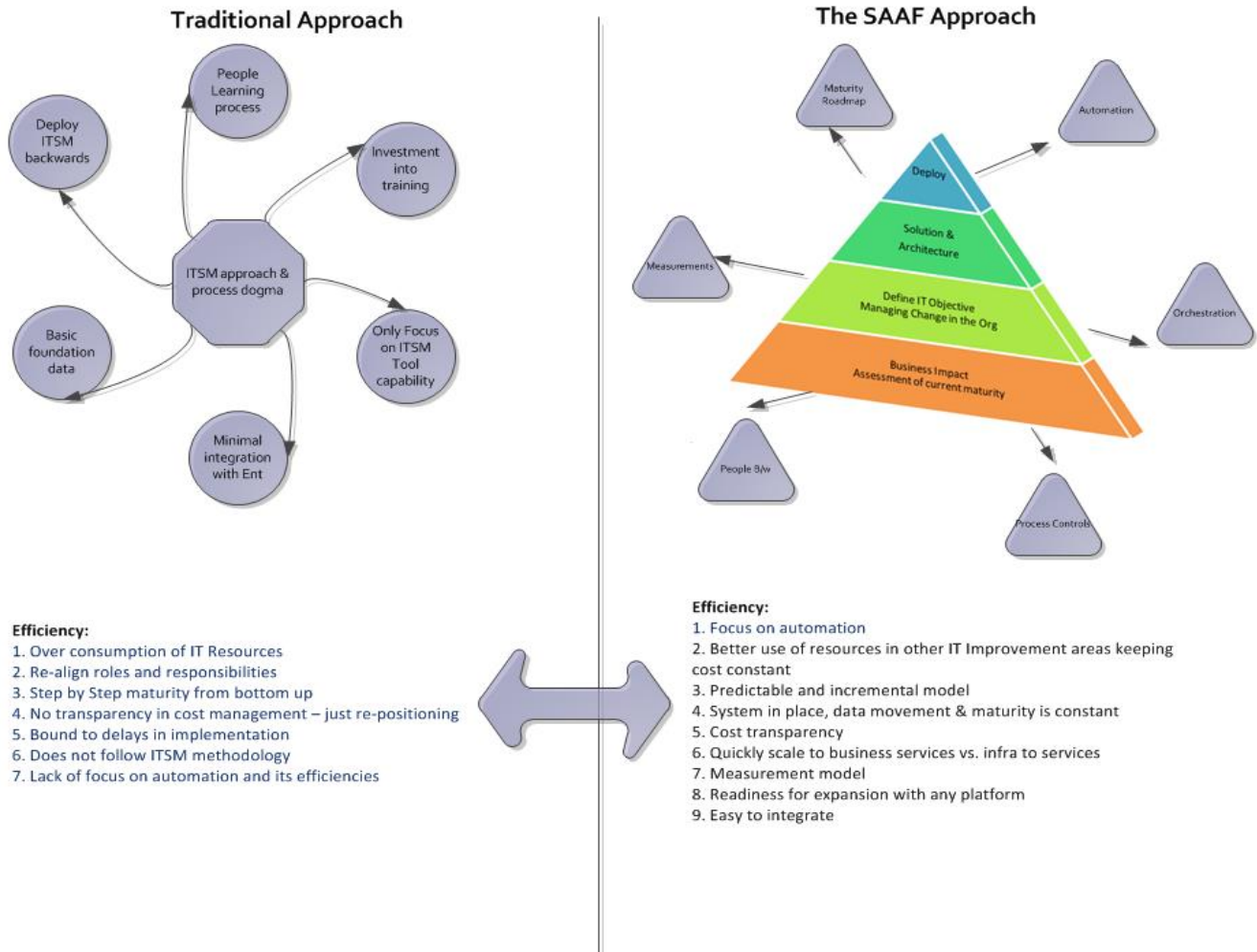
To focus on these productivity areas, **SRI** suggests its framework called "**SAAF**" – **Service management Automation Assessment Framework** that cuts across the SaaS platform capabilities, a Service Management solution that targets productivity & automation areas in a IT. This not only eliminates shadowing effect of resource dependency on day to day activity but provides a capability & maturity framework besides financial transparency, asset management, cost accounting, service catalog capability freeing up IT capacity to other improvement areas.

Using this framework, SRI's expertise believes that about 80% of productivity is achieved by an organization and its human capital is returned back to focus on important areas of IT. This framework is based on ITIL and from experience of these individuals in the Industry.

This is a representation of SAAF output during an engagement.

Comparison of value and outputs between traditional methods and SAAF method

Traditional Approach

- People Learning process
- Deploy ITSM backwards
- Investment into training
- ITSM approach & process dogma
- Only Focus on ITSM Tool capability
- Basic foundation data
- Minimal integration with Ent

Efficiency:
1. Over consumption of IT Resources
2. Re-align roles and responsibilities
3. Step by Step maturity from bottom up
4. No transparency in cost management – just re-positioning
5. Bound to delays in implementation
6. Does not follow ITSM methodology
7. Lack of focus on automation and its efficiencies

The SAAF Approach

- Maturity Roadmap
- Automation
- Measurements
- Deploy
- Solution & Architecture
- Orchestration
- Define IT Objective Managing Change in the Org
- Business Impact Assessment of current maturity
- People B/w
- Process Controls

Efficiency:
1. Focus on automation
2. Better use of resources in other IT Improvement areas keeping cost constant
3. Predictable and incremental model
4. System in place, data movement & maturity is constant
5. Cost transparency
6. Quickly scale to business services vs. infra to services
7. Measurement model
8. Readiness for expansion with any platform
9. Easy to integrate

The ISV / CIP edge

SRI as an Independent Software Vendor (ISV) & as a Certified Integration Partner (CIP) will leverage its internal expertise and create mini-products that meet the focus areas

and values of this SAAF methodology. These would include components or connectors as indicated in the following list.

- Automation plugins and field mapping for federation databases
- Automation plugins and authentication mechanism for User Security and network security
- Integration capability with federated databases
- Ability to build a best practice SAAF model atop existing OOTB ServiceNow cloud model
- Common analyzers to assess environment before taking this journey
- Capability / maturity analyzer that produce capability index and Service Management maturity index for a road map a customer can take

~End of Document~