



Service that Delivers Results: The Business of IT

Distribute. No, wait, centralize...then do it again! Change is inevitable. Success is a choice. What is your decision?

With the advent of multi-tier information systems, service delivery has become complex and expensive. An organization can now deliver services in a cost effective, high-quality manner by instituting standard processes, resilient architecture, and training. Information Technology Infrastructure Library (ITIL) service management allows your organization to leverage its current knowledge base while evolving service delivery into a repeatable and predictable process. Your organization will realize many benefits from this approach such as improved cost-of-delivery, service uptime, customer satisfaction and employee morale. Best of all, ITIL is non-proprietary and its standards are only getting better by the year as an increasing number of successful adopters commit their lessons learned back to the community as shared insight and tangible experience.

“We are what we repeatedly do. Excellence then is not an act, but a habit.”

-Aristotle

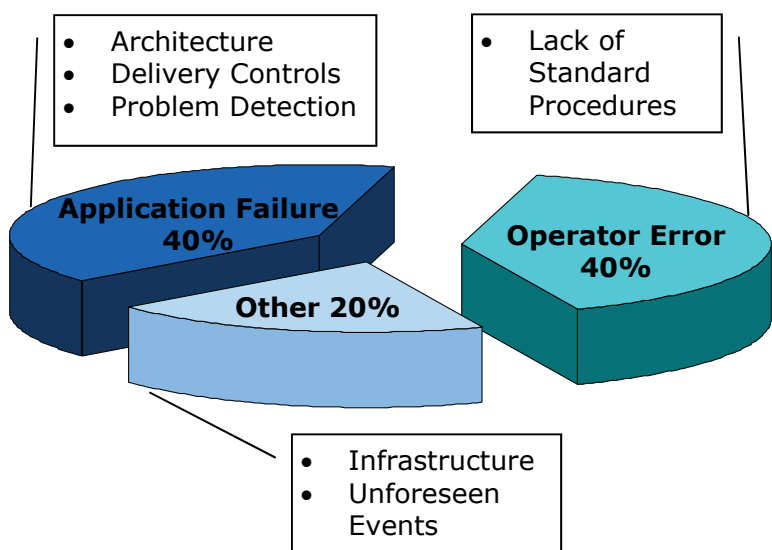
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Have you noticed everyday seems to progress like the day before?

Constant firefighting, a reward for the heroic efforts of the people who stayed up all night fixing the issue and a sigh of relief right after you finish the post-mortem for yet another avoidable mishap.

You can plan for 80% of the common causes of service degradation and failure. Typically, the reasons for a failure to deliver are:



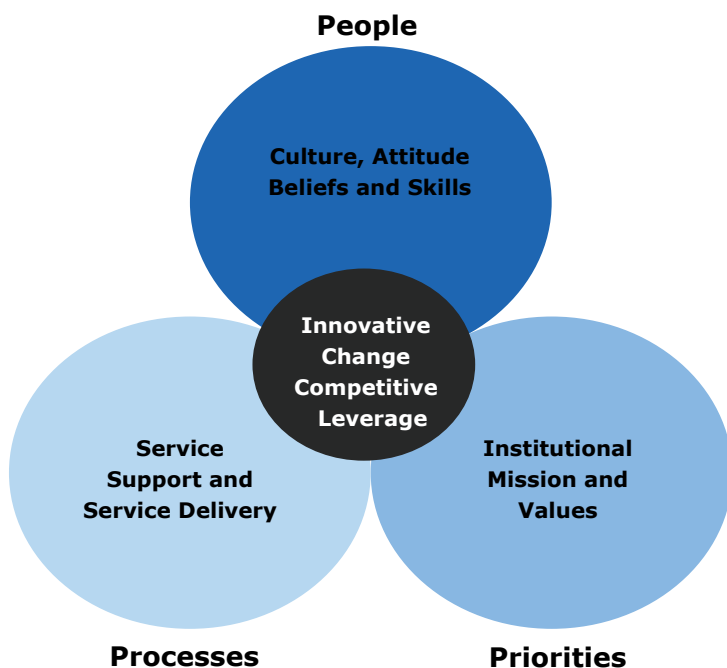
With the energy and resources saved by adopting ITIL, your university will enjoy an IT organization that is well-equipped to deliver the services needed to further the institution’s core mission. After all, activities such as real-time distance learning and high performance computing consistently require high quality services to succeed.

ITIL has and will continue to improve the way IT services are delivered. Institutions that have adopted this set of best practices have realized both decreased costs and improved quality. Furthermore, adopters are able to focus more on strategy and less on day-to-day operations.

According to Educause, eight of the top ten items that need to be addressed for the institution’s strategic success are: administrative/ERP systems,

funding, infrastructure, access management, business continuity, governance, change management and training. All of the previously mentioned items can be improved upon by adopting the ITIL service framework. In fact, each topic is interrelated, making it nearly impossible to improve one area without sacrificing performance in other areas when issues are not viewed holistically as part of strategic planning. The article goes on to say ERP systems, infrastructure, service support, delivery models and training are usually the most cost-absorbent.

Further, survey responses to questions like “where do IT leaders spend most of their time” and “what issues are most likely to become top priorities” again included ERP systems, infrastructure, security, change management, funding, and governance. As the survey demonstrates, IT leaders are heavily involved with the issues facing IT in higher education.¹



¹ Allison, Debra, DeBlois, Peter and the Educause Current Issues Committee. Current Issues Survey Report, 2008.



Why then do we continue to make the same mistakes repeatedly? People, process and priorities have to become our model for excellence.

ITIL service delivery is the mechanism that will create the leverage needed to make the jump into tomorrow's demanding technologies and funding models. The framework can be used to address individual problems or improve entire organizations depending upon the scope of needs and budgetary constraints.

The philosophy is simple, really.

Would you build your home on a shifting foundation? Why is it that worker bees seem to flawlessly build the hive?

The foundation for building a successful IT organization is the ITIL service framework. Teamwork is a natural byproduct of adopted standards and managed expectations that are built from the ITIL foundation. Many studies have shown that a winning team yields repeated successes. As your employees are awakened less at night, make fewer mistakes and enjoy a nice pat on the back for a job well done; you will notice a metamorphosis in demeanor. Successes improve morale while failures tend to bring about discontentment. Are your employees happy? What could you achieve if everyone worked together?

The better your organization becomes at maximizing resources, the greater the impact you can have on the institution. After all, higher education is about continually advancing the knowledge of the world. Advancing means either you lead or you follow.

BE THE CHANGE AGENT!

"Be the change that you want to see in the world." - Ghandi

The reasons for continual improvement are endless. That said, many forward-thinkers are making noise about the business of higher education. Each entity has a shared, yet unique, mission.

Core business in higher education is not email, networking, ERP or any other administrative support function. Why is it that we spend so much energy and resources in supporting these technologies? The answer is simple. Universities are culturally diverse organizations that reward individualism and entrepreneurialism. In contrast, administrative functions require teamwork and standards to be effective and efficient. These two agendas have clashed since the beginning of modern day higher education. In order to further the institution's mission, we must save more. Resources can be reallocated back to schools, colleges and departments so researchers can find the cure for a terminal disease or the next breakthrough in alternative energy. Breakthroughs lead to competitive leverage in this industry as the researchers of tomorrow look to follow in their predecessors' footsteps.

Wasted resources and opportunity cost are not the only reasons to adopt ITIL. Quality is critical in a society that is quickly becoming dissatisfied with service failures like dropped calls and slow response times. Results, results, results is the common cry of the end user. The pace of change in legislation and regulation is demanding while the lifecycle of a system shrinks with each new release. What was excellent today will be garbage tomorrow. Service delivery increasingly comprises quality for quantity. The institutions that balance sup-

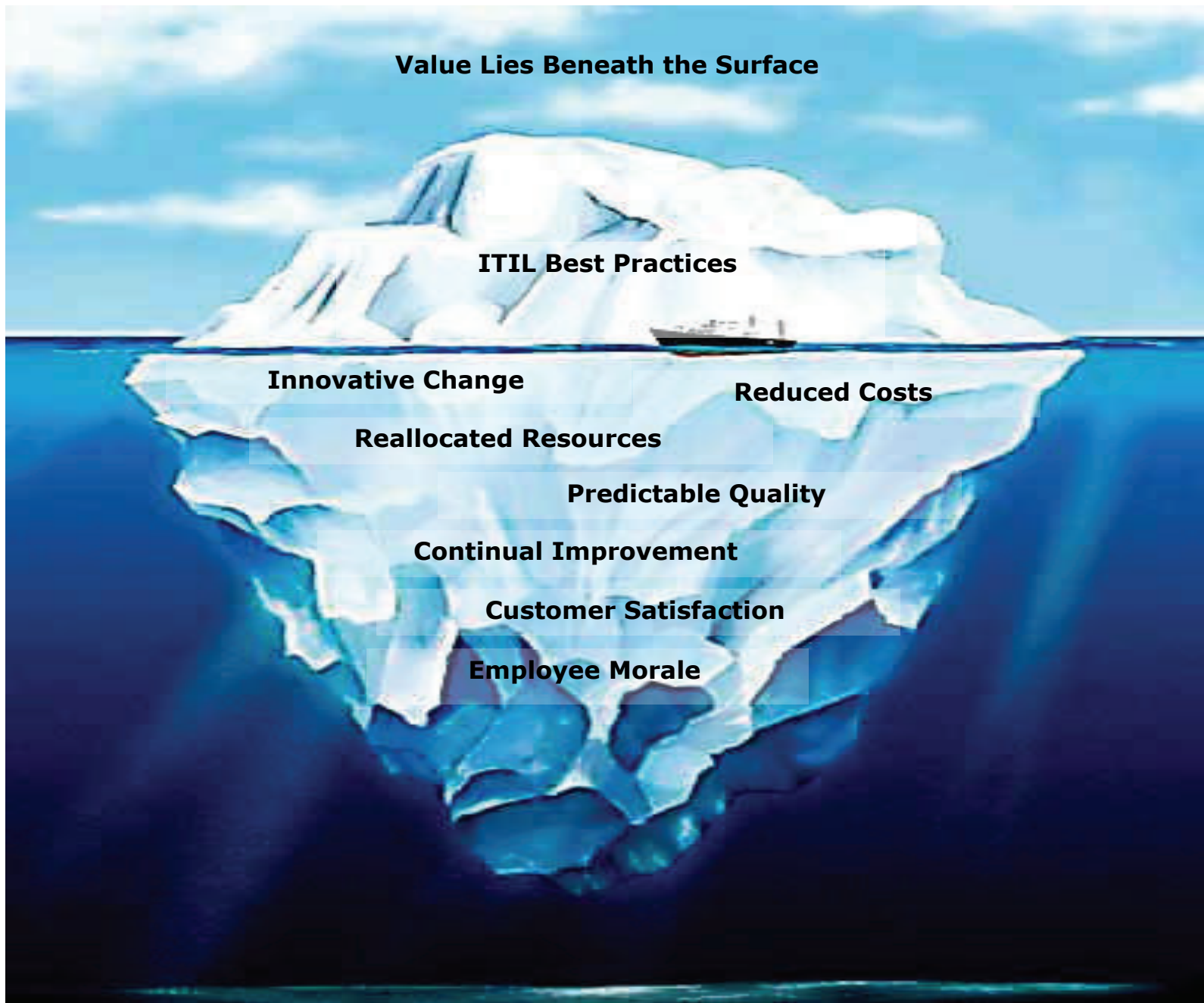
"Managers are people who do things right, while leaders are people who do the right thing. " -Warren Bennis, Ph.D



ply and demand with the ability to deliver quality services gain competitive advantage. In today's world, young adults communicate quickly and rally behind blog posts on virtual communities like Facebook and MySpace. Instantaneous and distributed communications are challenging everything we know about the customer's perceived satisfaction. A quality solution can be rejoiced just as quickly as the poor-performing service is put out to pasture.

WHAT NEXT? NO WORRIES, WE CAN HELP.

Io Consulting offers more than just a framework, templates and expert advice. We offer our hand in the betterment of your organization. Specifically, our hands-on planning and implementation assistance covers both the service support and service delivery aspects of the ITIL service management framework.



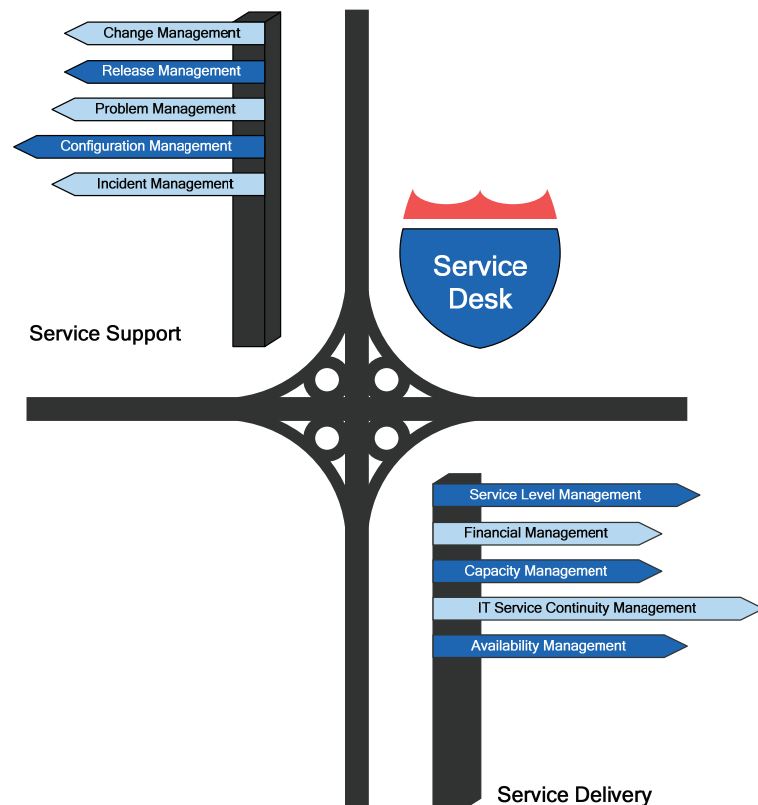


“The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.”

-Bill Gates

To better understand ITIL and its place within the IT organization, a brief history is provided. ITIL is an open source consortium managed by the British Office of Government Commerce. The service framework was initially created in the 1980s to address high costs and the poor quality of IT services. Many firms (IBM and Barclays), institutions (NYU, Pennsylvania and Wisconsin-Madison) and government agencies (United States and Great Britain) have adopted this framework. Lastly, there is a large, constantly growing and supportive network of professional members participating in the international ITIL users group.

The **ITIL Road Map** below represents the ITIL framework.



The Io model builds from two basic principles: keep it simple and make it rewarding. Our philosophy stems from real-world operational experience and is not simply taken from a marketing campaign full of “buzz” words.



Our service offering highlights, but is not limited to, the following activities:



KNOW WHAT YOU HAVE AND ALIGN YOUR RESOURCES:

- By tracking your equipment, software and other valuable assets (asset management)
- By making service responsibilities and dependencies transparent to support staff (service cataloging)
- By establishing specific roles and responsibilities for the activities required to achieve successful service support and delivery (organizational alignment)
- By developing your employees and instituting innovative change (organizational development and staff training)
- To create effective channels of concise, quality communications (communication management)

PLAN PROACTIVELY:

- When deploying changes to your services to help better manage expectations (release management)
- By creating decision-making processes needed to adequately fund ongoing operations (fiscal policies)
- For growth (capacity planning)
- For new and changing technologies (architectural principles, business continuity and infrastructure design)
- By developing a model that will allow you to fully understand the costs associated with a particular service (service financial management)



DELIVER RESULTS IN A CONSISTENT AND COST EFFECTIVE MANNER:

- By creating a tiered-support system for handling issues (incident management)
- By ensuring that recurring issues are dealt with and resolved permanently (problem management)
- By controlling the process of change through proper quality assurance that adheres to COBIT standards (change management)
- By creating a standard environment that is scalable and predictable (configuration management)
- Through measurements and appropriate corrective action (metrics)
- By proactively sensing trouble before your customers are aware of the problem (monitoring)
- Through quality control methodologies that leverage current resources (quality assurance)

Our approach is focused on your needs. The first step in any successful project or program is to perform a needs assessment. Regardless of where you are in the needs assessment process (research, recognition or realization), we can help. We pride ourselves in helping you understand your business needs. We will not provide you with something you do not need, and we do not practice

“The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination.”

-Jim Collins, “Good to Great”

marketing for marketing sake. When you win, so do we.

Our typical needs assessment and implementation planning exercises flow sequentially:

1. Environment scan
2. Written assessment of the current environment
3. Written analysis (fit-gap) of the current environment as compared to ITIL best practices
4. Organizational goal development
5. Program or project scope development
6. Schedule and effort estimation

Prior to beginning the actual implementation, we work with you to educate the community regarding our intentions and the work ahead (through a variety of mechanisms such as publications, town hall meetings, focused communications, etc.).

HOW DO WE MAKE “IT” HAPPEN?

The Delivery Method

We deliver results through a targeted or phased approach (by group, department or organization) based on your specific needs. Solutions range from individual process improvement initiatives to design and integration of the full ITIL service management framework. The recommended approach is outlined below:

PHASE 1: KNOW WHAT YOU HAVE AND ALIGN YOUR RESOURCES

- Manage your assets
- Catalog your services
- Establish process roles and responsibilities
- Create communication channels
- Train and innovate

PHASE 2: PLAN PROACTIVELY

- Manage and predict growth
- Plan the timing of changes
- Manage dynamic funding needs
- Establish architectural principles
- Ensure business continuity
- Develop costing models

PHASE 3: DELIVER RESULTS IN A CONSISTENT AND COST EFFECTIVE MANNER

- Manage incidents and issues
- Resolve problems
- Control change
- Create standard configuration
- Create metrics, ongoing measurements and corrective action SOP(s)
- Monitor service delivery
- Ensure quality

PHASE 4: ADDITIONAL SERVICES (pending specific needs)

- Oversight for the implementation of tools that support standard processes
- Project management life cycle training and implementation
- Organizational development
- Alignment of organizational, group and individual goals
- Job design and organizational movement
- Leadership development

We will make you aware of any potential organizational movement that would further enhance the best practices you have chosen to adopt prior to and during implementation. When we implement, we approach each activity with a very meticulous series of events:

- Educate
- Train
- Observe
- Coach
- Realize success
- Celebrate success

This series of events and celebration that follows is the culmination of hard work and newfound knowledge. In order to cement program or project success, we support and celebrate one another when the work is complete. Unity and togetherness, just like worker bees exhibit, are inherent qualities that exist within a leader organization.

WHY IO?

Our customer-oriented approach puts your needs first. A hands-on management team will work with you every step of the way. Our proven experience will be an intangible asset throughout the course of the engagement. Our tactical approach utilizes simple, high-impact solutions that accomplish your organization's strategic goals in an effective and efficient manner. We are higher education focused. We live by the mission of teaching, learning and continual improvement. Lastly, and most importantly, we are committed to your success. Solutions can be tailored to meet your specific needs and budgetary constraints. More over, we only take on projects that are an opportunity for the institution and company to excel. Your success is our goal. Excellence is our only option.

Simplicity creates action.

"IT services that deliver results create competitive advantages. Our expertise and commitment to excellence will help you use University resources efficiently and effectively by combining institutional knowledge with best practices."

“Nothing is more harmful to the service, than the neglect of discipline.”

- George Washington

DON'T BE TOOLED

Most firms talk a good game, but when it is time to deliver they create templates, document best practice workflows and commence to selling you on their tools. We are a consulting firm. While we may recommend a set of tools to help with your ITIL processes, we do not develop any products ourselves. Furthermore, there is no single tool that works for every organization. Each institution is different, and we recognize your uniqueness.

Our approach is about the practice of discipline.

We understand tools make the job easier. That said, we will help you find the right fit for your institution. However, our approach focuses first on understanding best practices, then creating good habits and finally automating good habits. We will work within the tools and infrastructure you already own. There is no need to purchase additional tools provided you have the basics like issue tracking and change management mechanisms. As your processes mature, so do your needs. Only when the needs require greater tools will we recommend options based on our professional experiences.

Tools are great, but a **PROGRAMMER** with a hammer does not a carpenter make.

ioConsulting

The power of *i*, the power of ioConsulting

The power of “i” through:

- Investigation
- Intuition
- Interpretation
- Insight
- Implementation

For more information

To find out more about how Io Consulting can help you, contact us at ITIL@ioconsulting.com or visit our website at www.ioconsulting.com.