

IT SERVICE MANAGEMENT WITH FITSM VERSION 3

A practical implementation guide

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Colophon

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Foreword of the authors

More than ever, the support of business processes by IT systems and applications is characterized by a high degree of penetration and dependency of operational processes. The use of IT ensures efficient work, increases productivity and often makes new business models possible in the first place. Large organizations and professional IT service providers have been focusing for years on establishing IT service management. Defining processes on the basis of best practice approaches makes it possible to provide IT services professionally.

While IT Service Management frameworks like ITIL and ISO/IEC 20000 provide comprehensive guidance, their implementation often proves overwhelming for small and medium-sized IT service providers. These organizations frequently struggle with limited resources, complex documentation requirements, and the challenge of maintaining extensive process landscapes. They need a more pragmatic approach that allows them to achieve effective service management without excessive overhead. FitSM addresses this need by offering a lightweight family of standards built on four key principles: practicality, consistency, sufficiency, and extendibility. This practical framework enables organizations to implement essential ITSM processes while maintaining flexibility and avoiding unnecessary complexity. This book provides practical tips and advice on how to use FitSM for small and medium sized IT service providers and IT departments.

Contact

The world of IT service management is still in motion. Both authors have permanent contacts in practice, which open up new questions and other perspectives. Through this exchange, which is supported by publications, projects and lectures, a lightweight approach can be permanently developed further.

We would be delighted to hear your views on the examples of FitSM implementation we have described. Take the opportunity to tell us your questions and challenges, to discuss them together and to work out solutions. You can reach us via different ways:

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A

Introduction and overview

Some people may think that another framework for IT service management (ITSM) is unnecessary and that omitting individual elements would not simplify or enhance its usefulness. However, the experience of the two authors from training and consulting shows that many managers and employees in small and medium-sized IT departments lack a practical and user-friendly approach. FitSM, along with this book, offers a pragmatic and application-oriented path for IT service management, particularly suited for smaller IT organizations. Instead of extensive process descriptions and detailed proposals, it outlines what IT managers need to achieve through transparent requirements. These requirements are based on the ITSM standard ISO 20000.

Target groups

This book is aimed at the following audiences:

- IT managers who want to establish high-quality, but at the same time lean and efficient, IT processes.
- IT managers who want to evaluate the quality of their IT department according to objective criteria.
- IT employees who take on, or are expected to take on, organizational tasks in the future.
- IT staff, who are expected to place their own activities in the overall context in order to optimize them towards the organizational goal.
- Managing directors of IT service companies who want to provide customer-optimized IT services and, if necessary, are looking for a way to have this certified.
- People who want to prepare for one of the FitSM certification exams, especially the Foundation and Advanced exams.

■ A.1 PURPOSE OF THE BOOK

In this book *IT Service Management with FitSM Version 3 - A practical implementation guide* the practical introduction of straightforward processes is explained using FitSM. Projects aimed at organizing IT departments do not typically fail due to a lack of

understanding of theoretical processes but rather because of challenges in practical implementation. While a change process can be intricately designed on paper, its success depends on the active participation of those involved and the correct execution of activities. Additionally, feedback plays a crucial role; if a process proves to be detrimental to the organization, it must be adjusted accordingly.

Based on two fictitious companies, this book shows how implementation can work. It offers a guide that incorporates the critical success factors of successful projects. It also analyzes typical reasons for the failure of ITSM projects and shows how these can be avoided. Small sub-goals are defined which can actually be achieved in the day-to-day work of an IT department without overburdening the organization and the people involved.

Structure of the book

Chapter B. explains the FitSM role model. It shows which roles are required for the introduction of the service management system and for the individual processes, and how these are interrelated.

Chapter C. describes the introduction of simple processes in a very small IT department based on the fictitious company Bikes & more.

Chapter D. describes a somewhat more extensive implementation for the fictitious IT service provider EnableIT.

Chapter E. gives advice on practical implementation, points out pitfalls and provides guidance on how to avoid them from the outset.

Chapter F. deals with continuous improvement and the constant adaptation of processes in a changing organization. It also looks at the possibility of auditing and even certifying an organization, e.g. providing customers with proof of quality.

Chapter G. shows how FitSM has developed since its introduction.

Chapter H. explains and evaluates samples, templates and guides, which are made available free of charge on the Internet by the FitSM working group.

■ A.2 TWO BOOKS - THEORY AND PRACTICE

The authors have written two books on FitSM:

- *IT Service Management with FitSM Version 3 - A practical and lightweight framework for IT* explains the theoretical basis of FitSM. It describes what FitSM is and how it works.

- *IT Service Management with FitSM Version 3 - A practical implementation guide* (this book) is a practical guide to FitSM implementation with important insights for companies that want to introduce FitSM or another IT service management framework efficiently.

As a reader, you have various options for familiarizing yourself with FitSM using these books:

- You are familiar with FitSM and are about to put it into practice. Perhaps you would like to introduce FitSM in your company?
- You are familiar with FitSM and are faced with the task of putting theory into practice? In that case this book is sufficient.
- If you have not understood FitSM at least at the level of the ‘FitSM Foundation’ personal certification, we advise you to read the book *IT Service Management with FitSM Version 3* first.

The books can be read one after the other. The authors recommend reading both books in parallel: first the theoretical part of a process and then the examples of practical implementation. This allows you to deepen your understanding of the respective process. To simplify parallel reading, we have harmonized the chapter structure. For example, if you have read Section 4.1 Customer Relationship Management in the book *IT Service Management with FitSM Version 3*, you will find the corresponding practical implementation in this book in Section C.4.1 for Bikes & more and in D.4.1 for EnableIT. This means you can easily switch between the two books.

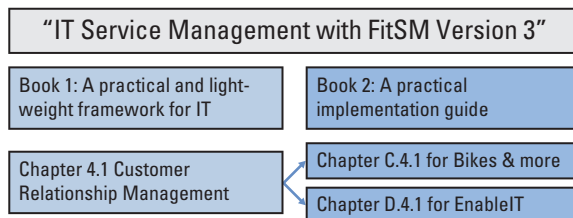


Figure 1: How to read the two books

■ A.3 EXAMPLE COMPANIES

Implementing IT service management (ITSM) in smaller and larger companies involves similar principles but may vary in execution due to differences in scale, resources, and organizational complexity.

Therefore, two example companies of different sizes and requirements are shown. What both have in common is that they rely on stable, functioning IT services in order to properly execute their business processes. In addition, their human and financial

resources are limited. The introduction of processes must be implemented alongside day-to-day business.

While at Bikes & more, IT is an important basis for the company's ability to work, at EnableIT the processes are an elementary component of the company's products. For example, Bikes & more 'only' has to meet the requirements of its own company when it comes to maintenance windows, while EnableIT has to take into account the requirements of, and agreements with, customers. This is reflected in almost all processes. For example, in the service catalog or in information security where it's not only the requirements of both individual companies that are important, but also in the case of EnableIT there are the security needs of its many customers to consider. Some key differences between the two companies are listed below.

Scope and scale

In smaller companies, ITSM implementations tend to have a narrower scope and are more focused on immediate needs. They may only cover essential IT services and processes, such as incident management, service request fulfillment, and change management.

In larger companies, ITSM implementations typically have a broader scope to accommodate the complexity of multiple departments, business units, and global operations. They may involve a wider range of IT services and processes, including more specialized areas like problem management, service level management, and knowledge management.

Resource availability

Smaller companies often have limited resources in terms of budget, staff, and expertise. Therefore, ITSM implementations may need to be more streamlined and resource-efficient. They might rely more on out-of-the-box solutions, cloud-based services, or open-source tools to keep costs down.

Larger companies usually have more resources available for ITSM initiatives, including dedicated teams, larger budgets, and access to specialized tools and technologies. They may invest in customizations, integrations, and automation to meet their specific requirements and scale.

Organizational structure

Smaller companies tend to have simpler organizational structures with fewer layers of hierarchy. Decision-making processes may be more agile and decentralized, allowing for faster implementation of ITSM practices. However, there may be challenges in achieving buy-in from key stakeholders due to limited formalized processes.

Larger companies often have more complex organizational structures with multiple departments, subsidiaries, and stakeholders. Implementing ITSM practices may require greater coordination and alignment across different business units and regions. Organizational change management becomes crucial to address resistance and ensure adoption at all levels in the organization.

Regulatory and compliance requirements

Smaller companies may have fewer regulatory and compliance obligations compared to larger enterprises. ITSM implementations in these organizations may focus more on operational efficiency and customer satisfaction rather than on strict adherence to industry standards or regulations.

Larger companies operating in regulated industries such as finance, healthcare, or government are subject to stringent compliance requirements. ITSM implementations must address these requirements, which may involve implementing specific controls, audit trails, and documentation processes.

Vendor and tool selection

Smaller companies may opt for simpler, cost-effective ITSM solutions that are easier to implement and manage with limited resources. They may prioritize user-friendly interfaces, scalability, and flexibility in their choice of vendors and tools.

Larger companies often have more complex IT environments and diverse requirements, leading them to evaluate a wider range of vendors and tools. They may conduct extensive evaluations, proof-of-concepts, and vendor negotiations to select solutions that can integrate with existing systems and support enterprise-wide needs.

Organizational culture

Smaller companies often have a more informal and entrepreneurial culture. Decision-making may be quicker, and there may be a greater sense of camaraderie among employees. Implementing ITSM practices may involve less resistance if there's a culture of agility and adaptability.

Larger companies tend to have more formalized structures and hierarchies. Implementing ITSM practices may encounter more resistance due to entrenched processes, departmental silos, and resistance to change. Change management efforts need to address cultural aspects such as communication, leadership buy-in, and employee engagement.

Employee roles and responsibilities

In smaller companies, employees often wear multiple hats and have broader job roles. Implementing ITSM practices may require cross-functional collaboration and a willingness to adapt to new processes and responsibilities.

Larger companies typically have more specialized roles and departments. Implementing ITSM practices may involve defining clear roles and responsibilities, establishing service ownership, and ensuring accountability across various teams and departments.

Communication and collaboration

Communication tends to be more informal and face-to-face in smaller companies. Implementing ITSM practices may involve leveraging existing communication channels and fostering a culture of transparency and collaboration.

Communication in larger companies may be more formalized and structured, often relying on tools such as email, intranets, and collaboration platforms. Implementing ITSM practices may require aligning communication strategies with the organization's size and complexity, ensuring clarity and consistency across diverse teams and locations.

Training and development

Training and development opportunities may be more limited in smaller companies due to resource constraints. Implementing ITSM practices may involve providing targeted training and support to ensure employees have the necessary skills and knowledge to effectively use new tools and processes.

Larger companies often have dedicated training and development programs. Implementing ITSM practices may involve comprehensive training initiatives, including onboarding programs, certification courses for employees, and ongoing skills development to support the adoption and optimization of ITSM processes.

Adaptability and innovation

Smaller companies may have a greater capacity for agility and innovation. Implementing ITSM practices may involve leveraging this flexibility to iterate and improve processes quickly based on feedback and changing business needs.

Larger companies may face challenges related to bureaucracy and inertia. Implementing ITSM practices may require fostering a culture of continual improvement, encouraging experimentation, and rewarding innovation to overcome resistance and drive positive change.

Summary

In summary, while the fundamental principles of ITSM apply across organizations of all sizes, the implementation approach can vary significantly based on factors such as scope, resources, organizational structure, regulatory requirements, and tool selection. It's essential to tailor the ITSM implementation to the specific needs and constraints of each company to achieve successful outcomes.

While people and culture play a critical role in ITSM implementation regardless of company size, the specific dynamics and challenges between smaller and larger organizations can vary significantly. Understanding and addressing these differences is essential for successful adoption and sustained improvement in ITSM practices.

■ A.4 CONTINUAL IMPROVEMENT AND AUDITING

A particularly important critical success factor is the introduction of structures in small, feasible steps. Those involved must not be overburdened. Quality assurance must be carried out after the introduction. This involves checking whether the implementation is working and whether the desired benefits can be realized. It is easier to adjust when dealing with small steps. In this way, continual improvement brings you closer to what the organization needs. Structure is introduced where necessary and excessive bureaucracy is removed at the same time.

Sometimes it can be useful to carry out an audit of the organization. For example, to determine the current situation when a new person takes over the management of IT. When looking at the supply chain, more and more large customers are dependent on their suppliers having a functioning IT system. A certificate for the organization and for the individuals can provide a competitive advantage here.