



A Practical Guide to Services and Service Models


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Become Service-Aware

Understanding the composition of Services is a critical step in evolving how your organisation delivers its IT Services. The Service composition is not only key for faster restoration time for Incidents and other ITIL processes but is the foundation for progressing other initiatives such as Application Performance Management, Business continuity planning and more efficient diagnostic of service issues .

The most important takeaway from this presentation is the philosophy of how to approach the activity of Service Modelling. It provides an approach that allows you to adjust the tactics to your particular situation.



Successful IT organizations are making the shift from being just providers of technology to being reliable partners and even sometimes leaders in achieving business outcomes. To be able to achieve this, they must learn to speak the language of the customer — the language of **services**.

IT must learn how to define the services that are relevant to the business and learn how to model those services to ensure on going, reliable, cost-effective service delivery. Modelling and maintaining up-to-date and accurate service dependency maps can be an error-prone and costly process without having a framework that you can leverage to build own Service Modelling program.

As with all frameworks, the outcomes will depend upon the desired business objectives and the ability to discover, and understand, the DNA of your business – in essence this means the accuracy of your data and its relevance to your organisation.

Identify desired business outcomes

Before you start defining and modelling your services, you really need to know **where** you are going and **why** are you proposing this program. The best way to gain necessary understanding is to answer some of the following questions.

- What is the issue?
- How will the customer be better served?
- How will a service-oriented approach help your business to achieve its goals?
- What business value will be provided?

Determine the business benefits of the program

- More efficient diagnosis of Service issues
- Improved Change Management, Problem and Configuration Management
- More robust business continuity planning
- Improved the Service costing

Identify the target area

Decide the area of the business to focus on. Will it be finance, marketing, sales or some other area? The target areas will depend on the outcome you're trying to achieve.

Start with an area that gives you a good chance to achieve success.



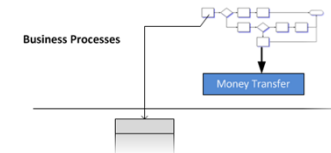
Define your Services

The business objectives for defining and modelling your service are set in the previous stage, you will now define those services.

The number of services will determine the length of time required to accomplish this stage. In addition, the time frame will depend on the team – make sure to select those who have the commitment, time and skills to accomplish the project.

Identify key business processes and IT resources in the target area

Focus on business processes which are required to support the objectives of your target area or have maximum influence on the success of the business.



Select a Service as a starting point

Services that are highly visible to the customer and/or highly complex might NOT be a good starting point.



Model your Services

Regardless of the Service you choose to model, you will need a set of tools for optimal modelling of that Service because a model is a collection of Configuration items (CIs) and relationships will be more complex and more difficult to manage manually.

Top-down service discovery and dependency mapping to enable Service Model generation

With top-down discovery of the applications and underlying infrastructure you will identify the components and the relationships among components in the context of the Service. The result is a complete and concise Service Model with strong business focus.

Identify the model consumers, including support and maintenance processes

Will any of your existing IT service management processes (e.g., Incident Management, Change Management, Configuration Management) need to be updated? Think through the 'who', 'how', and 'what' will be using and maintaining your model.

Stage 1

Identify desired
business
outcomes

Stage 2

Define your
Services

Stage 3

Model
your Services

Stage 4

Operate and
maintain the
Service Model

Stage 5

Continually
refine the Service
Model

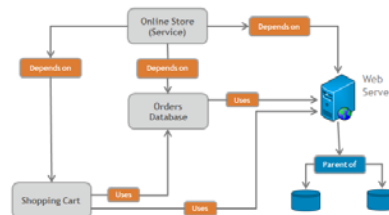
Model your Services

Once you have determined the attributes that you need to gather, ensure that your data collection tools and processes are designed and configured to collect those attributes.

Create Service Model information and relationships

Knowing which Service to model you can proceed with decomposition of the Service down to underlying infrastructure. Many of discovered resource/components depend upon or provide support to other resources in the IT infrastructure. In this step you need to discover those dependences that are related to the resources previously discovered.

Define Service Model relationships



Relationships provide an ability to understand dependences between two CIs. Carefully consider the relationships because they allow you to group and associate CIs based on certain criteria.



Operate and maintain the Service Model

Design supporting processes

In this stage you need to build a new process required to support and on-going operation of the Service Model, including making necessary changes to any existing processes (i.e.: Incident Management, Change Management and Release Management) that may be impacted by the new Model.

Key consideration

Understand the impact to the people, processes, and technology when adopting a new service-oriented approach. Involve the *organisational change management* process from the beginning of your project to ensure buy in across all affected parties.

Train and Communicate

You will be required to provide a significant amount of time to prepare adequate training material, documentation and train the user base to consume a new Service Model. Execute an awareness campaign and communicate the value and benefits of the Service Model across the organisation.

Once you have completed this stage , you should have a Service Model that is in production and being used and readily available to all parties requiring this information, such as the Service Desk, Change Management, Problem Management, etc.



Continual Service Improvement of the Service Model

Your Service Model is in production and generating business benefits and value aligned with your desired business outcomes. To ensure that this value continues, you need a plan for keeping the Model current and accurate.

Evaluate actual outcomes versus desired outcomes

You should be evaluating the results to ensure they are as expected and that nothing has been changed that you were unaware of and compare reported results against baselines and targets

Evaluate accuracy of the Model

Your Service Model will move away from the current state of your IT environment. You need to review your Service Model and run discovery against the current IT environment.

Refine the Model and supporting processes

Review the proposed changes to your Service Model, technology, resource assignments and tune the Service Model to perform at its optimal capability, including supporting processes.





Acknowledgment: This presentation is based on BMC guided approach in Service Modelling combined with my own experience and service modelling practice. I want to acknowledge contribution of many BMC ITSM professionals who actually developed this practical guide to Services Models and are happy to share with everyone who is interested and want to adopt and customize approach for their own service modelling project. (Source: BMC Software - A practical guide to Services and Service Models). **Infonova** are willing to discuss this further with you and to assist in setting your Service Modelling Strategy to enable you to begin on the journey of Service-Centric transformation.

Disclaimer: The topic covered in this presentation also represents my personal opinion and is not necessarily the official position of the authors of this practical guide to Service and Service Models.