How to Improve Your Organization’s IT Maturity

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Our Presenter

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Understand your current state and limitations

Identify and prioritize improvement initiatives
The purpose of Capacity Management

- Avoid extensive over-provisioning to drive efficiency
- Prevent incidents to improve quality of service
How is it done?

- Business demand
  - Service Definitions
  - Monitoring Data

- Service definitions
  - Monitoring data

- Monitoring data

- Component Capacity Management

- Service Capacity Management

- Business Capacity Management

- Decision support aligned with prime business objectives...
- Improved SLA compliance, Planning, Increased efficiency...
- Early warnings, Proactive advice, Improved availability, shorter MTTR...
What are the benefits?

**Resilience**
- Proactive mitigation of risks
- Replacement of manual processes
- Informed risk exposure

**Efficiency**
- Defeat over/under provisioning
- Reclaim unused resources
- Automated and unified tools and processes

**Agility**
- Clarity about current positions
- Confidence in forecasting ability
- Max. exploitation of opportunities
The challenges...
Insufficient or incorrect source data

- Access
- Mapping
- Incompatibilities
- Federation vs. Centralization

Service definitions:
- CMDB
- Asset Management
- Service Catalog
Understanding of future demand

- Demand Management or DIY?
- You’re at the mercy of the business… Are you getting realistic or aspirational forecasts?
- R.O.T - 3 months give you time to react, 6 months and beyond is too obscure.
- Close the loop. Assign probability scores over time.
Insufficient SLAs and OLAs

- Relevant data is key to your success – lack of it becomes your failure.
- If the current agreements lack, you need to fix them.
- Formalized agreements, not favors...
Low exploitation of tools capabilities

- Steep learning curve?
- Automation?
- Comprehensive? Support throughout the whole journey?
No appetite for change

- Old habits die hard
- Technologies, departments, functions, processes etc.
- Big picture missing, sub-optimization, lack of incentives...
Reluctance to give up resources

- Resource allocation for new initiatives is typically based on estimates or vendor recommendations taken at “face value”
- The potential to later reclaiming unused resources is compelling...
- ...but without a formal reclamation policy, it’s difficult once the service is launched
No Capacity champions

- Operations > Strategic
- Demand a seat at the table in all relevant forums (CAB, Architecture, Service Delivery, SAM etc.).
- Be assertive. Focus on the unique value you can bring.
Low hanging fruits

- Quick wins are important, but they do not replace the need for a strategy.
- Often associated with bringing on a new tool.
- “Low hanging fruits” are likely consequences of a flawed system – identify the root cause.
Lack of incentives

- Activity Based costing, as opposed to Manually Weighed costing is great for increasing efficiency
- Allocating cost in relationship to actual consumption will make consumers more thoughtful about how they request resources
- If Charge-back is too hard to sell, start with Show-back
No Management buy-in

- Capacity Management touches almost every other part of ITIL.
- You need to be empowered to break down barriers.
- It requires Exec Mgmt attention and support.
Reluctance to give up resources

No management buy-in

Insufficient or incorrect source data

No Capacity champion

Limited understanding of future demand

No appetite for change

Lack of incentives

Too much focus on low hanging fruits

Insufficient SLAs or OLAs

Low exploitation of tools capabilities

No Capacity champion
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<th>Observe</th>
<th>Analyze</th>
<th>Optimize</th>
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The IT Service Optimization maturity model
<table>
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<tr>
<th>CHAOTIC</th>
<th>Lack of conscious effort...</th>
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<tr>
<td>REACTIVE</td>
<td>Mitigating risk by reacting to component level data</td>
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<tr>
<td>PROACTIVE</td>
<td>Prevention of service risk through trending and forecasting</td>
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<tr>
<td>SERVICE</td>
<td>Prediction and optimization of service health through advanced analytics</td>
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<td>VALUE</td>
<td>Prescriptive analysis completely aligned with prime business objectives</td>
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Getting return on your efforts

- Chaotic: "Hit and miss"
- Reactive: Improved service quality
- Proactive: Confidently increased use of existing resources
- Service: Optimized investments through better planning
- Value: Decision support fully aligned with business objectives
Value

People
- Exec Mgmt – Mandate to change
- Service Providers – Data/Reporting
- Demand Management – Business Req.
- SMEs – Capacity champions

Process
- Capacity policy
- SLA’s/OLA’s
- Support from all other ITIL proc.
- Reclamation policy
- Demand Calendar
- RACI matrix for Capacity Mgmt
- Reporting structure blueprint
- Chargeback model

Technology
- Source data access and federation
- Component-to-service mapping
- Tactical reporting and event management
- Predictive analysis based on forecasts
- Prescriptive recommendations
Identify and gather
Analyse and transform
Contextualize and influence
Thank you!

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SAVE THE DATE!

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