

Pink Perspective 2008

News, Trends & Concerns In Our Industry – IT Service Management

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Pink Perspective 2008

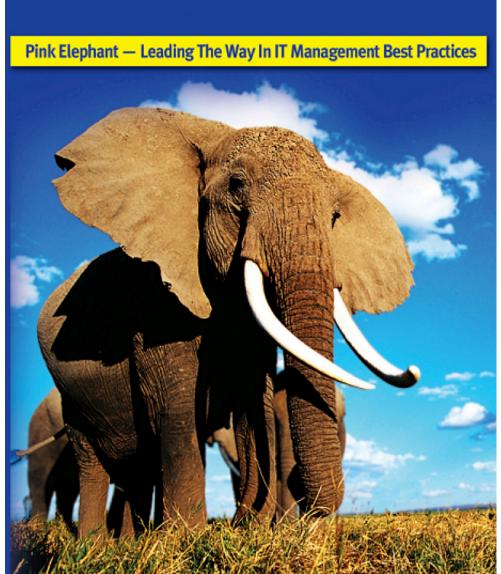
News, trends and concerns in our industry – IT Service Management

David Ratcliffe
President
Pink Elephant

Troy DuMoulin
Director, Product Strategy
Pink Elephant

Today's Program





- State of the Industry: Latest Trends, ITSM Deployment Statistics & New Developments
- IT Service Management Town Hall

Refreshment break: 10:40am to 11:00am

 The Seven Enablers & Constraints to IT Service Management

Lunch: 12:30pm to 1:30pm

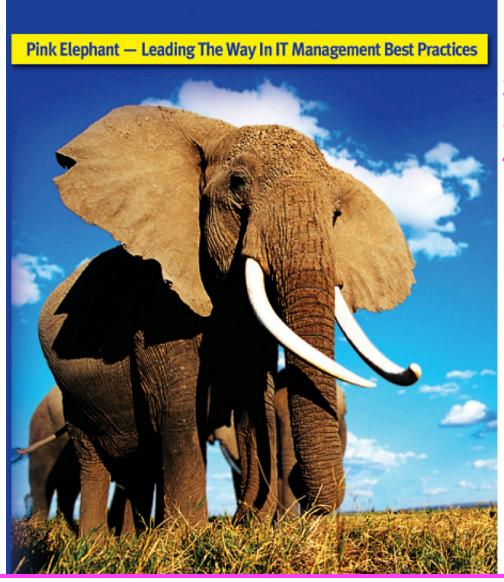
Tool Time With Troy: Four Critical Things You Need To Know About Integrating Tools With Your IT Service Management Program



State of the Industry: Latest Trends, ITSM Deployment Statistics & New Developments

Session Agenda





- The Survey
- Top trends in IT
- 3. Pink's recommendations
- 4. Pink's "big three" predictions

The Survey



- Lets complete it together!
- Today's results will be discussed in a later session
- All worldwide results will be published on our web site in 3 weeks – we'll email you a link at that time

NB: The questions from the survey sheet are highlighted on the next slide

Are you currently engaged in an IT Service Management project?	Yes □No □
--	-----------

What element of the IT Service Management Lifecycle are you currently focused on?
Please check √ your top 2 focus areas for 2008

Service Strategy	Service Design	
Service Transition	Service Operation	
Continual Service Improvement		

What do you see as your major ITSM challenge in 2008?			Rank each challenge on a scale from 1 – 5 where 5 is the most difficult				
1	Executive and senior level support and sponsorship	1	2	3	4	5	
2	Ready access to necessary project & process resources (time, people, funding)	1	2	3	4	5	
3	Our level of information, knowledge and skill related to ITSM	1	2	3	4	5	
4	Availability of integrated IT Service Management tools to support process workflow and automation	1	2	3	4	5	
5	The organizational and political capability/opportunity to deploy new polices, processes and tools across internal IT groups and external service suppliers	1	2	3	4	5	
6	Changing organizational behavior/culture and ensuring compliance to new practices over the long term	1	2	3	4	5	
7	Maintaining ITSM program priority, momentum and funding	1	2	3	4	5	
Other:							
- mar.		1	2	3	4	5	

Trend #1 – Green IT



- Early years screensavers
- Then "Energy Star" monitors
- Then Windows power save settings
- Laptop "standby" mode
- Now we are thinking about the total carbon footprint
- IT purchasing decisions will be increasingly driven by environmental concerns, this will include the environmental record of managed service providers
- "By 2010, 75% of organizations will use full life cycle energy and carbon footprint as mandatory PC hardware buying criteria."

Source: Gartner

Trend #2 – Going, Going, Going



- Notebook PC
- Cell phone
- PDA
- Blackberry
- "Dick Tracey Wrist-TV"
- Star-Trek Universal Communicator
- i-Phone
- Ultra-mobile PC (UMPC)
- Increasing numbers of knowledge workers are finding enough functionality in new mobile devices to leave their standard notebooks at home
- Applications and websites must accommodate "ubiquitous access" by mobile devices

Trend #3 – Rise Of Enterprise Architecture



- Enterprise Architecture is all about achieving a strategic focus and delivering in accordance with that focus
- Increasing credibility with project teams:
 - Strategic approach not only saves time and money over the long term but can also actually save time and money within their current projects
- Increasing credibility with business users:
 - Business users have seen time-to-market and solution quality improve, their own projects benefit from the work of others, and schedules met alongside strategic objectives
- Increasing credibility with senior management:
 - This kind of credibility has been built through hard-won success: Senior management has seen EA deliver cost and time-to-market savings, so it supports further such investments
- EA Frameworks becoming more visible:
 - The Open Group Architecture Framework (TOGAF) Source: Forrester
 - The Zachman Framework

Four Stages Of Architecture Maturity



Phase 1

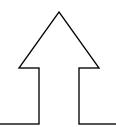
Business Silo Architecture

Architecture

Where companies look to maximize individual business unit needs of functional silo needs.

Phase 2

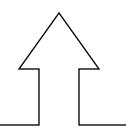
Standardized Technology
Architecture



Providing IT
efficiencies
though
technology
standardization
and, in most
cases,
increased
centralization.

Phase 3

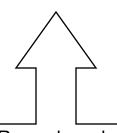
Optimized Core Architecture



Company-wide data and process standardization as appropriate for the operating model.

Phase 4

Business Modularity
Architecture



Reuse loosely coupled IT enabled business process components (services) to preserve global standards while enabling local differences.

Source: HBS Enterprise Architecture as Strategy

Trend #4 - Services Gain On Technology



- HP buys EDS, a hardware company buys a services company
- HP bought Compaq a few years back, not for their PC market share (as most people thought) but for the infrastructure services that Compaq had previously acquired from DEC
- Today, contracting for services mitigates the risk of committing to a new technology – less capital at risk
- Increasing numbers of enterprises will replace parts of their core infrastructure with services from third-party providers
- Services now presented to the business in an actionable "Service Catalog". ITIL® V3 created a discrete process for managing Service Catalogs

Trend #5 – Vendor/Supplier Management







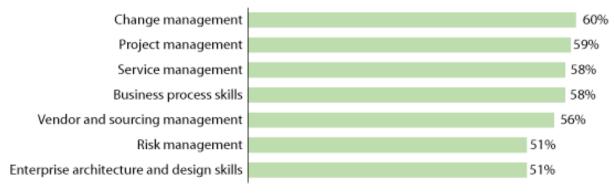
Base: 1,007 technology decision-makers at North American and European enterprises

Source: Business Technographics[®] July 2006 North American And European Enterprise IT Governance And Sourcing Survey

1-2 Vendor management is a top training initiative

"Please describe your primary approach for each of the following technology and business skill sets based on your needs in 2007."





Base: 281 IT decision-makers

Source: November 2006 Global IT Skills Online Survey

42546 Source: Forrester Research, Inc.

Trend #6 – Best Practice Frameworks Gaining Ground



- 71% of organizations surveyed are implementing ITIL. Six
 Sigma (22%) is being implemented at a much lower rate
- 78% of respondents have seen tangible benefits from ITIL.
 The primary benefit: "Efficiency" (88%)
- The primary problems IT organizations are trying to solve:
 - Standardize processes (82%)
 - Become more efficient (68%)
 - Better align IT to the business (66%)
- The IT Service Support department remains the primary driver of ITIL implementation (50%). The ITIL process respondents adopted first was Incident Management (31%), followed closely by Change Management (25%) and Service Desk (23%)

Source: Pink Elephant/BMC Survey 2007

Pink's Recommendations



- Make sure your procurement department is "green"
- Make sure your enterprise is making environmentally conscious decisions
- Make sure IT is contributing to a reduced carbon footprint
- Demand that updates to new/existing vendor products include access from smaller mobile devices
- Develop in-house expertise on mobile devices both from an infrastructure and development standpoint
- Assume that the business will be using these devices before you are ready to fully support them

Pink's Recommendations



- Recognize the need for a wider strategic view of IT in the enterprise
- Consider learning more about the existing architecture frameworks, i.e.: TOGAF, Zachman
- Work with existing areas like the PMO to gain a foothold for Enterprise Architecture
- Recognize that no one provides IT alone. Third-party services are a way of life today. The challenge is choosing the right source for each service
- Transform your own IT organization into a service organization. Once IT is defined by services the sourcing decisions will be clearer

Pink's Recommendations



- Managing vendors effectively is the most important new skill your IT organization can develop this year
- The business will demand higher service levels and increased accountability from IT. Suppliers can either enhance our capabilities or hinder our ability
- Supplier Management is a separate process in ITIL V3.
 We must focus on this area now
- The ITIL core operational processes must be implemented to a CMM maturity level of 4. Every consulting and research organization agrees with this basic assessment
- ITIL supplies the most practical guidance for the management of IT

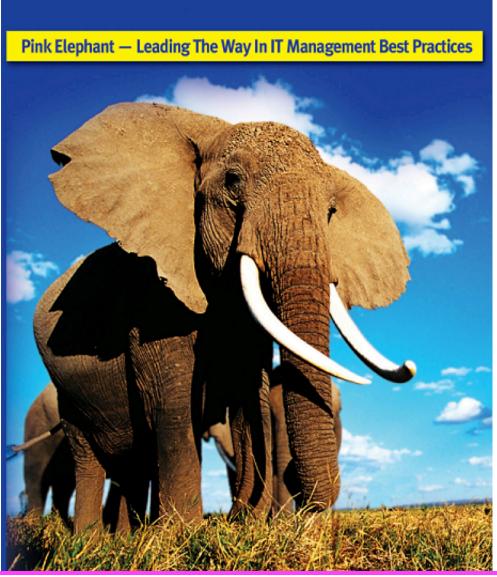


SPEAK OUT! ITSM Town Hall: Tell Us Your Experiences & Concerns So

We Can Take Them Up With The
Governing Bodies On Your Behalf

ITSM Town Hall





- OGC
- TSO
- APM Group
- itSMF
- ISACA
- Pink Elephant
- What do you like, and why?
- What do you dislike, and why?
- Suggestions?

ITIL V3 Library









Service Design



Service Transition



Service Operation



Continual Service Improvement





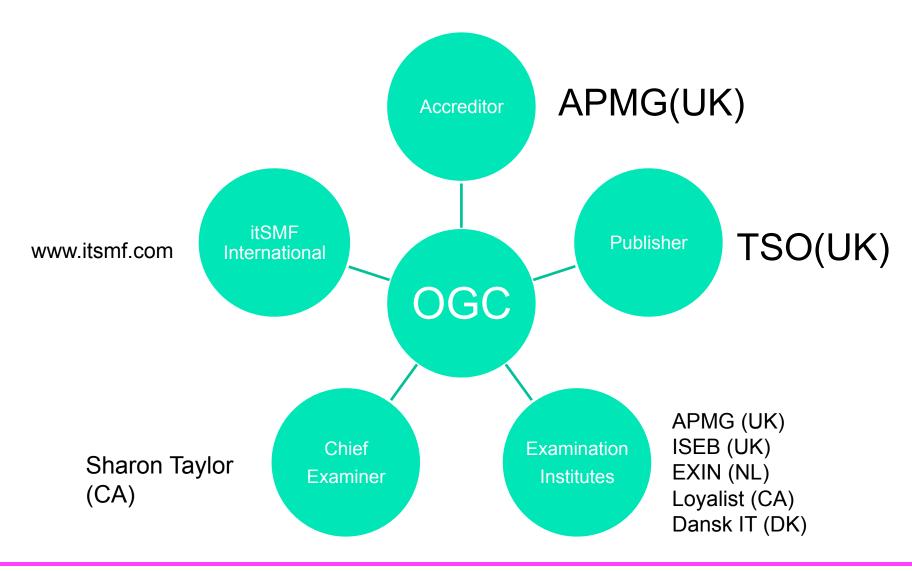
All core volumes published 5/07

The Official
Introduction To The
ITIL Service Lifecycle
- Published 8/07

+ Complementary Guidance (Key Element Guides – Published 4/08)

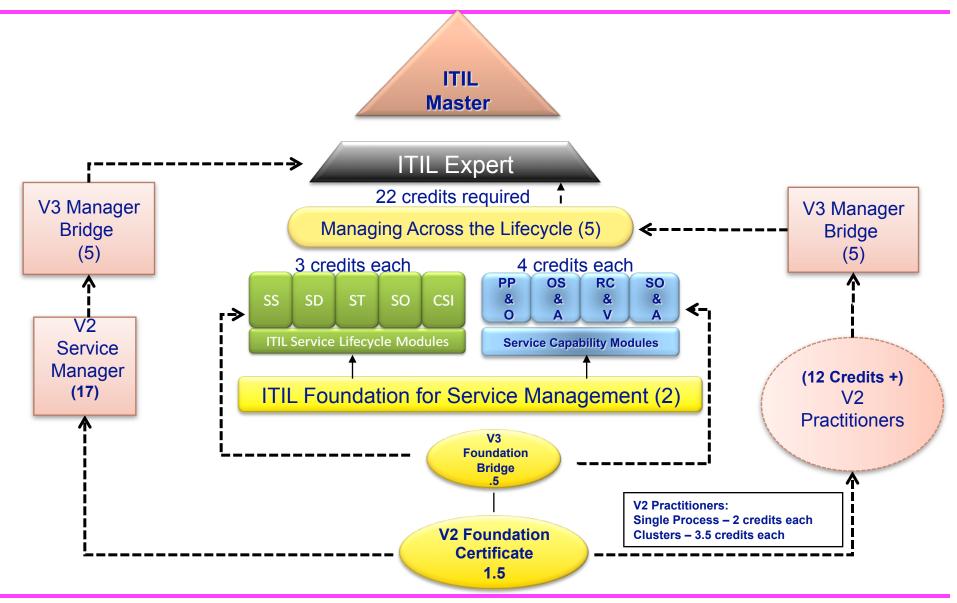
The ITIL Qualifications Board





ITIL V3 Professional Certification Scheme





Education Update

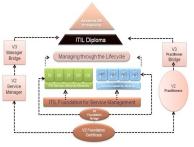


- V3 Foundation Certificate
 - 5,000 trained to date 88% average pass rate (Pink = 94%)
- V2-V3 Foundations Bridging (1 day)
 - Launched September 2007
 - Pink no longer offers an off-the-shelf version of this course
- V2-V3 Service Manager Bridging (5 days)
 - Launched February 2008 by Pink
- Managing Across The Lifecycle (5 days)
 - Currently awaiting final approval (exam available Jan. 1, 2009)
- ITIL Master
 - In development (late 2009)

Education Update



- ITIL Service Capability and Service Lifecycle
 - Syllabi in final review phase (avail. to ATO 6/16/08)
 - Complex, gradient, scenario MC-based exam
 - 90 minute exam need 65% to pass
 - Results in an "Intermediate Certificate"
- Capability clusters (5 days)
 - Currently awaiting final approval (OSA, SOA, RCV exams avail. Oct. 1, 2008; PPO exam avail. Jan. 1, 2009)
- Lifecycle modules (4 days)
 - Currently awaiting final approval (ST, SO exams avail. Oct. 1, 2008; SS, SD, CSI exams avail. Jan. 1, 2009)



Pink's "Big Three" Predictions For The Next 12 Months



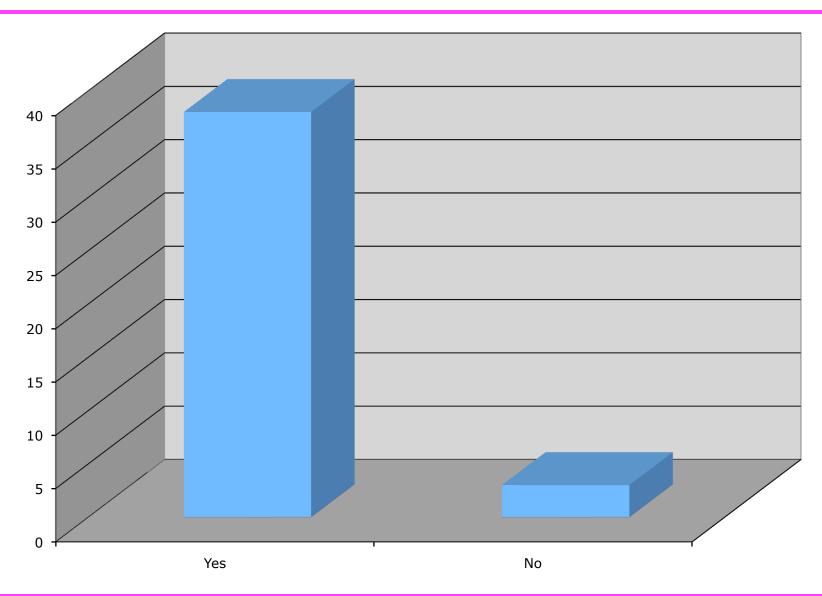
- 1. Significant increase in business for Managed Service Providers.
- 2. The Service Catalog will be the focus of 60% of ITIL projects.
- 3. ITIL V2 certification is going away.



The Seven Enablers & Constraints To Service Management

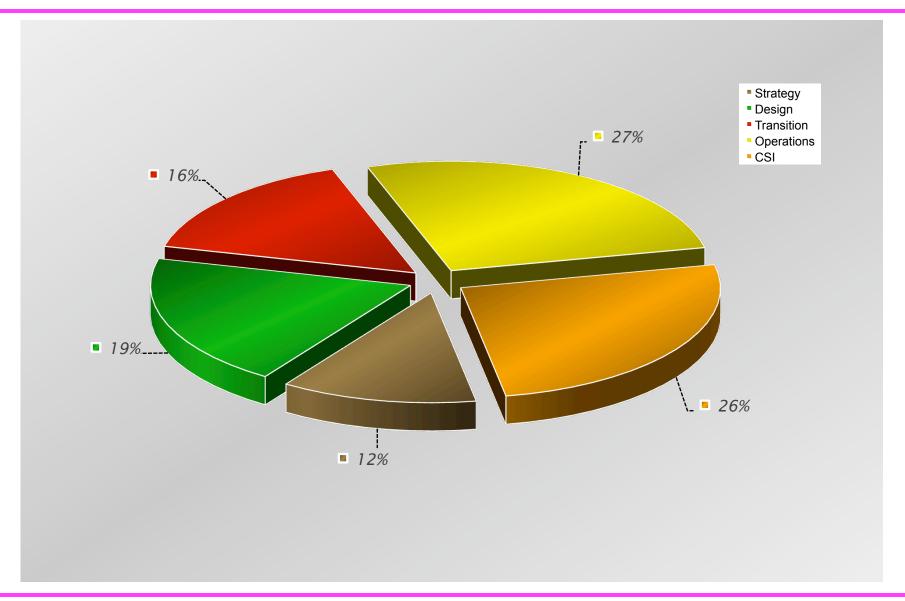
The Survey: Q1 – Are You Currently Engaged in an IT Service Management Project?





The Survey: Q2 – What Element of IT Service Management Are You Focused On?

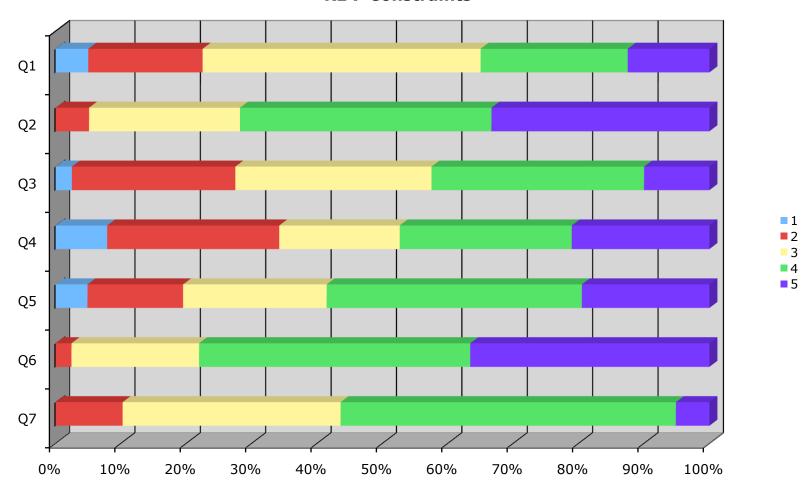




The Survey: Q3 – What Do You See As Your Major IT Service Management Challenge in 2008?



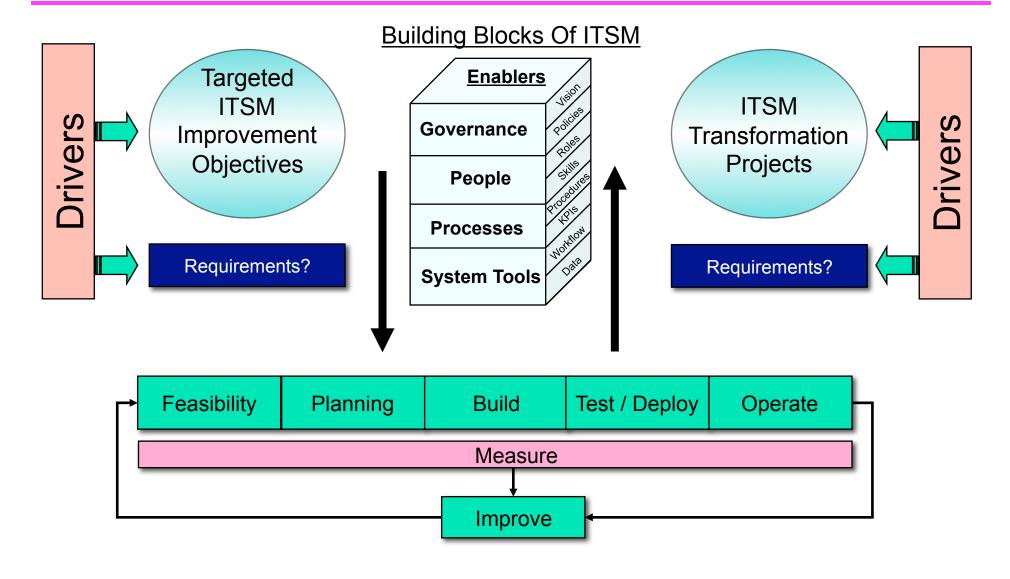




See slide #7 for definitions of 1 through 7 (the "Constraints")

Key Building Blocks Of ITSM

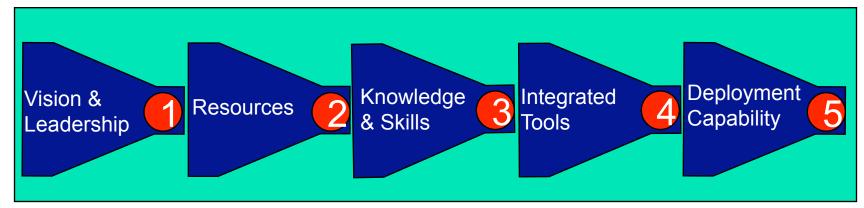


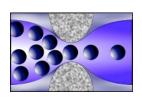


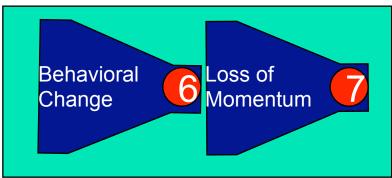
Seven Potential Constraints For ITSM

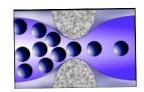


Sufficient Quantity and Quality?









C1: Limited Vision & Leadership



ITSM Enablers / CSFs:

- Executive commitment
- Program and Process Governance
- Technology vs. Service Mgmt. (Cultural Climate)
- IT Operating Models
- Service-EnablingOrganizational Design
- Baseline assessments
- ITSM funding model
- Program Risk Management
- Sustained support

Case Study

A global organization in the oil and gas industry had a requirement to create a robust process governance structure for both their ITSM program and the ongoing process ownership. The following elements were critical to their success:

- 1) Process Ownership (scaled)
- 2) Global process governance
- 3) A Change process
- 4) Common process controls

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Implementation Guides

- Program Management
- · Availability Management
- Capacity Management
- Change Management
- Financial Management
- · Incident Management
- IT Service Continuity Management
- · Problem Management
- Release And Deployment Management
- · Request Fulfillment
- Service Asset and Configuration Management
- Service Level Management

Browsable Books

- · Pink Elephant Books
- TSO ITIL Lifecycle Suite Books
- Van Haren Best Practice Books

Audio Visual Learning Center

Audio Visual Files

Program Management

Use the documents in this section to rapidly deploy your process specific initiatives. You can customize them to reflect your organization's plans.

Note: M4A files require Quicktime media player, all other files can be played with either Windows Media Player or Quicktime.

Title	Type	Description		
ITIL / ITSM Project Planni	ing and M	lanagement		
An ITIL Road Map	PDF	Guidance about how to approach an ITIL implementation project (a white paper).		
Company XYZ Project Plan	MPP	Detailed plan that covers typical steps in an implementation project.		
Detailed Project Roles	DOC	Provides an overview of the roles and activities for an implementation project.		
Organizational Guidance	•			
Cultural Change - The Kotter Approach	M4A 7MB	Dr. Kotter's recommended approach to conducting organizational culture change. (Audiand visual)		
Global Process Organizations	DOC	Organizational and skill set recommendations for Global ITSM organizations.		
Process Ownership The Key to Process Success	DOC	Process Owner roles and mapping them to performers.		
Process Governance Gu	uldance			
Common Program Elements	DOC	ITSM Project Portfolio Management and Governance.		
Employee Compliance	M4A 6MB	Encouraging and assuring employee compliance with process and control policies. (Audio and visual)		
Service Management Process Governance Model Overview	DOC	A complete model for an Organization's Service Process Governance practice.		

C2: Limited Resources



ITSM Enablers / CSFs:

- Project funding / budgets
- Business case and benefit realization
- Targeted improvements
- Identify quick wins
- Capability assessments
- Formal ITSM project roles
- Dedicated resources for project and ongoing process management
- High Senior Manager involvement

Case Study

A pharmaceutical supplier had limited funds and resources for their ITIL program. They needed a way to identify quickly where to best invest their limited funds and to focus on quick wins. They used a process assessment to gain this information, to build their business case and identify their most urgent improvement areas.

Participant

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PinkSCAN Report

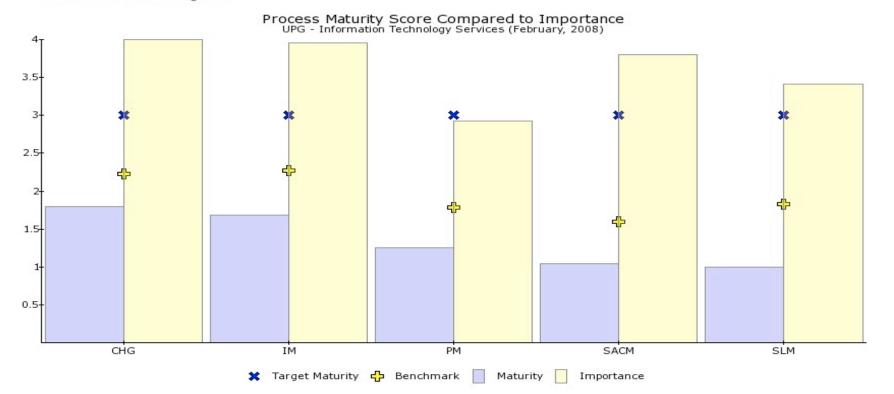
UPG - Information Technology Services

Process Maturity Score Compared to Importance

The graph below compares the survey process maturity score against three things: Target Maturity (a score identified by your organization); Benchmark Maturity (the industry benchmark comprised of survey results validated by Pink Elephant, Note: Self assessment scores are not included in the benchmark data); and Perceived Importance (feedback from participants about process importance in your organization).

This data should be utilized, with other internal input and known requirements, to assist in determining which processes require investment.

- · CHG: Change Management
- . IM: Incident Management
- · PM: Problem Management
- . SACM: Service Asset and Configuration Management
- SLM: Service Level Management



C3: Limited Knowledge & Skills



- ITSM Fnablers / CSFs:
 - Meaningful management reports
 - ITSM roadmap planning
 - ITSM roles job descriptions
 - ITIL knowledge, skills and certification
 - COBIT® knowledge
 - Portfolio, Program and **Project Management** skills

Case Study

A government agency needed to improve reporting and inter -departmental operational level agreements. This organization required a common:

- * Priority model
- * Categorization structure
- * Agreed metrics
- * Documented support OLAs

They leverage these enablers to improve their Incident Management process and to define specific and relevant **Key Performance Indicators**

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Incident Management

Use the documents in this section to rapidly deploy your process specific initiatives. You can customize them to reflect your organization's plans.

Note: M4A files require Quicktime media player, all other files can be played with either Windows Media Player or Quicktime.

Project Templates						
Title 7		Description				
Implementation Plan	DOC	Guidance for process design and adoption.				
Process Development Kick Off	PPT	This presentation provides a high level overview of the process.				
Project Charter	DOC	Summarizes the business, management and financial aspects of a project including but not limited to scope, objectives, benefits and risks.				
Sample Project Work Breakdown Structure	MPP	Provides the work breakdown structure for the process implementation in Microsoft MPP.				

Title Ty Categorization Model De		Description					
		Provides information to formally identify and group logical records and configuration items by type, in order to map the process to the technology infrastructure.					
Escalation Model	DOC	Covers the escalation and notification as it applies to Incident Management.					
First Call Resolution Metric Bogosity?	MP3 5MB	Why First Call Resolution can be a false indicator of success (Audio)					
Multi-Factor Priority Model	XLS	Multi-dimension method for determining the priority of outstanding work.					
PinkVerify Incident Management Tool Requirements	PDF	Contains a questionnaire on the tool requirements as they pertain to the process.					
Prioritization Model	DOC	Provides a means of determining priority based on impact and urgency.					
Service Desk Staffing Levels	MP3 Answers to many Service Desk Staffing questions. (Audio) 5MB						

C4: Integrated Tools



- ITSM Enablers / CSFs:
 - IT management tool architecture
 - Tool selection criteria
 - Process automation requirements
 - Data requirements
 - Federated Configuration Management Systems
 - Process CSF and KPI status reporting

Case Study

A telecommunications provider had to develop a service -oriented CMDB for its customer facing services. This requirement was driven both by legislation as well as business criticality. They needed to fast-track their design timelines based on concrete industry examples. To do this, they leveraged Pink's templates to slash the design time, gain organizational acceptance and develop tool requirements.

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Service Asset And Configuration Management

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Note: M4A files require Quicktime media player, all other files can be played with either Windows Media Player or Quicktime.

Title Ty _i		Description	
Implementation Plan	DOC	Guidance for process design and adoption.	
Communication Plan	DOC	Describes the communication structure, which supports the operational activities of Configuration Management on a day-to-day basis. These communications involve staff fany area within the IT organization that is part of, or interfaces to the Configuration Management Team.	
Project Charter	DOC	Summarizes the business, management and financial aspects of a project including but not limited to scope, objectives, benefits and risks.	
Project Plan	MPP	Provides the work breakdown structure for the process implementation in Microsoft MPP.	

Title	Type	Description					
Configuration Coordinator	DOC	Defines the role and responsibilities of the Configuration Coordinator.					
Configuration Item Relationships	DOC	Describes how Configuration Items (CI) relate to each other in various relationship types. This information is used to facilitate component impact analysis and end-to-end service modeling.					
Configuration Management Database - Defining The Configuration Management Database Scope	DOC	Provides information as it relates to the scope of the Configuration Management Database and what to consider. It is important to establish upfront with the stakeholders that the scope of the project is only a subset of what the process is targeted to control.					
Configuration Management Database CI Attributes	DOC	Defines and provides examples of the Configuration Item attributes.					
Configuration Management Database Logic Model	DOC	Defines the CMDB structure as it is based around groupings of related Configuration Items, which may stand alone in the CMDB as a single Item, or can be combined to form another Configuration Item, though at a higher level.					
Configuration Management Database Object And Data Modeling	DOC	Describes the relative position of Configuration Items (CI) and their inter-relationships (hierarchical and peer to peer).					

C5: Deployment Capability



- ITSM Enablers / CSFs:
 - Awareness and communication plan development
 - Deployment workshops
 - **Organizational Change** Readiness
 - Process deployment strategy
 - Tool deployment strategy
 - Process coaching

Case Study

A state utility had a need to deploy Incident and Change Management to both internal and supplier IT staff. The decision was made to conduct a staged deployment of process and tool training over a fixed period of time. This organization developed a formal communication and awareness plan to support their chosen deployment strategy.

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Program Management

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Program Management Models and Whitepapers							
Title	Туре	Description					
ITIL / ITSM Project Plann	ing and M	lanagement					
An ITIL Road Map	PDF	Guidance about how to approach an ITIL implementation project (a white paper).					
Company XYZ Project Plan	MPP	Detailed plan that covers typical steps in an implementation project.					
Detailed Project Roles	DOC	Provides an overview of the roles and activities for an implementation project.					
Feasibility Study Procedure Guideline	DOC	Describes the key elements for conducting a feasibility study.					
ITIL Communication Template	XLS	A template that can be used for tracking communication activities.					
Process Implementation Strategy Whitepaper	DOC	Key considerations for an implemenation project.					
Program Implementation Template	MPP	Detailed plan that covers typical steps in an implementation project.					
Risk Management Template	XLS	A chart to track risks, mitigation approach, source of risk etc.					
Sample Communication Plan	DOC	A sample plan for a Service Desk that can also be modified for other areas.					
General ITIL Guidance							
Benefits Of ITIL	PDF	Contains example ROI and other information that can be used to help sell the idea of I and its benefits (a white paper).					
Implementing ITIL	PPT	A presentation about making an ITIL implementation real.					

C6: Behavioral Change Management



ITSM Fnablers / CSFs:

- Organizational Change Readiness assessment
- Cultural climate
- Education plan development
- ITSM status dashboards
- Individual performance measurement (KRA, KPIs)
- **Employee Compliance** strategy
- Service and process oriented performance and reward systems?

Case Study

A shared services group with operations in several different countries recognized they had a wide diversity of cultures and levels of acceptance for IT Service Management. They used cultural and change readiness assessment to target cultural hot spots. This knowledge enabled them to direct specific actions for their communication and behavioral change strategies.

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Setup Survey

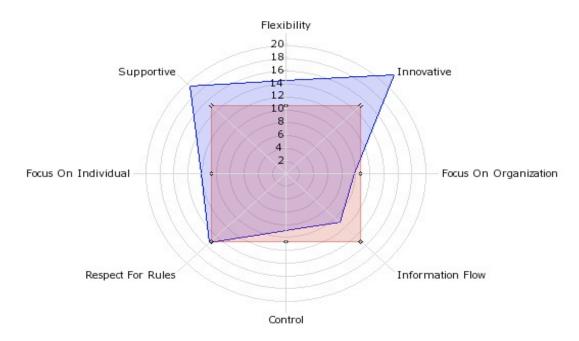
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PinkSCAN Report

UPG - Information Technology Services

Organization Climate Graph - Management

Organization Climate Graph ☐ Management UPG - Information Technology Services (February, 2008)



UPG - Information Technology Services (Reference



C7: Loss Of Momentum



- ITSM Enablers / CSFs:
 - Showing business value of IT improvement efforts
 - Loss of program priority
 - The need to show proof of benefits and return on Investment
 - Mitigate the risk of management and staff turnover
 - Dealing with competing initiatives

Case Study

A financial management organization had an audit and senior management requirement to show proof of concrete process improvements. To accomplish this goal, they planned for an ongoing series of re-assessments every 6 to 8 months using both internal and external resources. This focus on continual service improvement provided IT executives with a regular program status as well as a focus on measurement that ensured organizational compliance to the processes already deployed.

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Participant

Setup Survey

View Report

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PinkSCAN Report

When each survey is closed you can view a report that sumarizes the results. It includes several charts and graphs, such as:

- · Process Maturity Rosette
- · Process Maturity Score Compared To Importance
- · Process Integration Matrix
- · Industry Benchmarking Score For Process Maturity
- · Average Scores By Question, By Process
- · Cultural Survey Results

Survey Name	Survey Identifier	Start Date (Y-M-D)	End Date (Y-M-D)	Completed	Closed		Survey Reporting	
UPG - Information Technology Services	MILUSA02081	2008-02-13	2008-02-15	N	Υ	Export Data	Niew Charts	🔁 PDF Report
UPG - ITS - 2	MILUSA12082	2008-04-01	2008-12-31	N	N			

Industry Benchmark Score For Process Maturity UPG - Information Technology Services (February, 2008)

Process	All Benchmark Maturity Scores as of April 24, 2008	Your Maturity Score (x100) in February, 2008	Utilities & Chemicals Benchmark Maturity Score as of April 24, 2008
Change Management	223	179	204
Incident Management	227	168	202
Problem Management	178	125	143
Service Asset and Configuration Management	160	104	154
Service Level Management	183	102	164

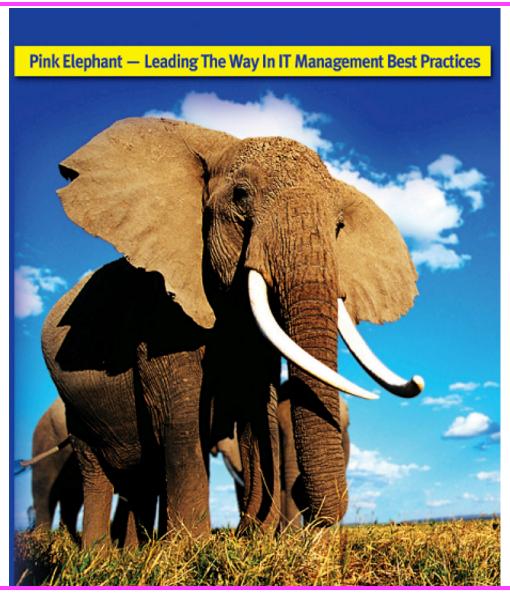
Click here add in comments. They will be printed on the PDF report.



Tool Time With Troy: Four Critical Things You Need To Know About Integrating Tools With Your ITSM Program

Session Agenda





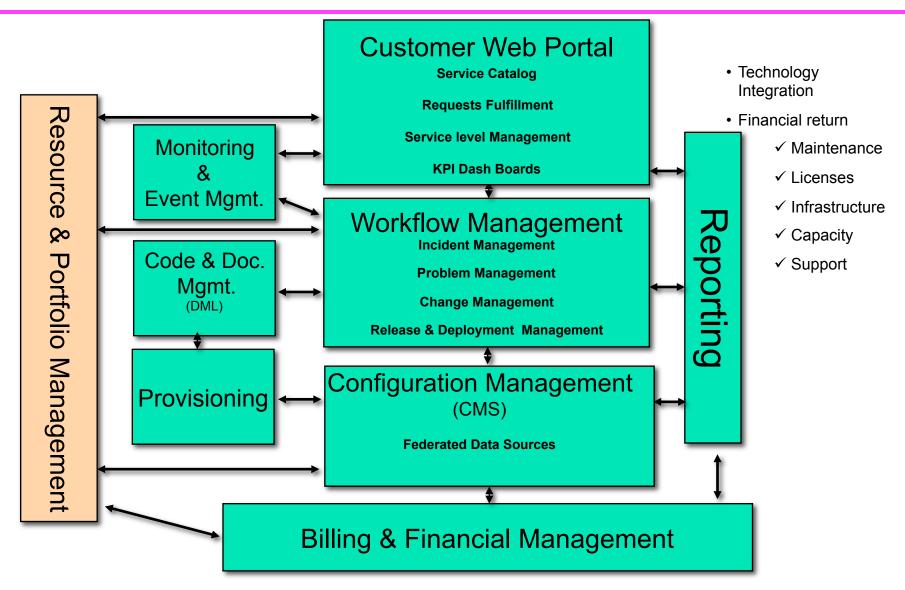
The 4 Critical Things:

- Tool trends and strategies
- 2. Industry update
- Configuring tools for integration
- 4. Selection and implementation considerations

Open dialogue!

IT Tool Architecture Strategy





Industry Update Discussion



Traditional Suites

Peregrine / HP Remedy / BMC

CA

HP

IBM Tivoli

ITIL "OOTB"

Marval

Assyst (Axios)

IFT Solutions

FrontRange ITSM

Infra / FMC

Service-Now

SD Tools

FrontRange Heat **BMC Magic** Touchpaper Numara MRO / IBM

Systems Mgmt.

Microsoft

Altiris / Symantec

Troux

Cendura / CA

Marimba / BMC

Relicore / Symantec

Mercury / HP

Blade Logic / BMC

Opsware / HP



Catalog

Digital Fuel **NewScale** Lontra

S/W Release

StackSafe

CA Harvest/Fndevor

Serena

IBM Rational ClearCase Siebel / Oracle

ERP\CRM

SAP

PeopleSoft /

Oracle

AMDOCS

Portfolio

Compuware

Centennial /

FrontRange

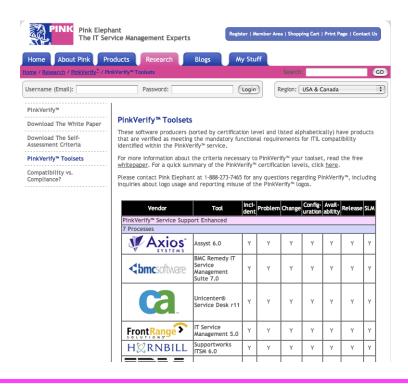
Mercury / HP

Niku Clarity / CA

ITIL Compatible? – PinkVERIFY™



 PinkVERIFY provides an objective high level assessment of a service management tool's ability to underpin specific ITIL service lifecycle processes





- White paper
- Questionnaires
- Vendor links

Configuring Tools For Integration



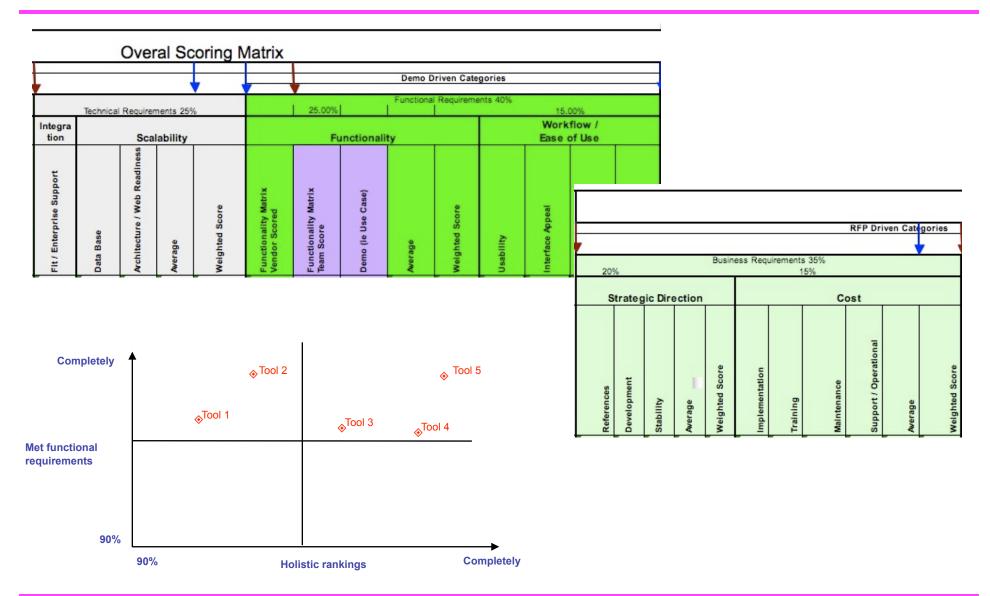
Common Classification Models

- Priority
- Assignment / escalation
- Service levels
- Rapid record population
- Knowledge Management
- Change Authorization
- Problem/Known Error association
- Configuration Item association



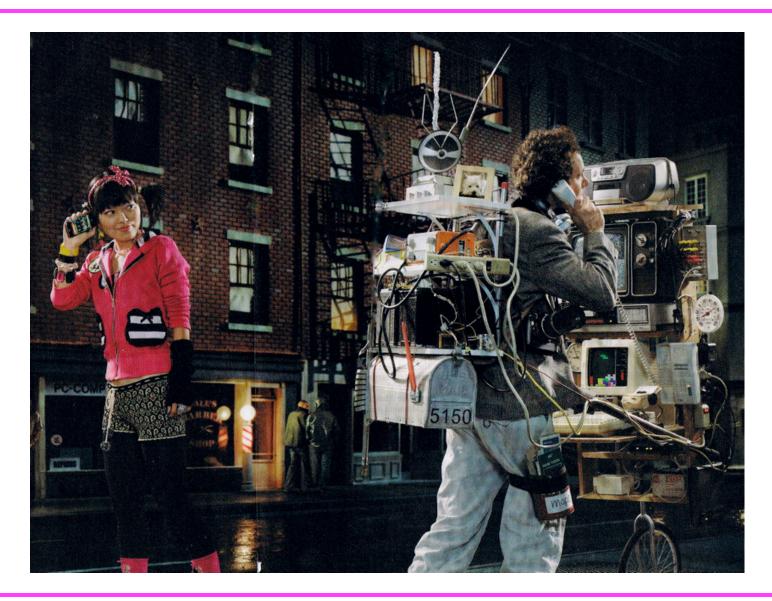
Tool Selection Criteria – PinkSELECT™





Important – Function Or Design?







Pink Perspective 2008

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