

The Most Exciting New Development in IT Service Management



Introducing the ITSMF-Benchmarking initiative

- Process Maturity
- Performance
- Total Cost of Ownership
- Project Management
- Tools

For Your IT Service Management Organisation

We offer a practical and comprehensive toolset to create evidence based performance improvement plans that lead to improved ITIL processes and improved cost efficiency.

ITSMF-Benchmarking provides standardised definitions and metrics for use in identifying key performance indicators and best practices. No more apples & pears comparisons.

This low-cost analysis opens benchmarking to small and medium sized organisations.

By completing the ITSMF Benchmarking questionnaires, with onsite assistance, you will benefit from peer comparisons which will help you identify your local strengths and improvement opportunities.

The ITSMF-Benchmark is the only available independent benchmark that enables you to choose which (accredited) consultancy you want to assist you. They need to be an *itSMF* member and should have qualified ITIL consultants (ITIL Service manager & ISO 20000 trained).

If you use the ITSMF-Benchmark you will be assured of constant quality and independent and anonymous storage of your data.

Which organisations have undertaken the ITSMF-Benchmark to date?

ABN Amro (Europe & Brazil) , IBM, Tata Consulting Services, EDS, 6 Education organisations, Océ, SNS Reaal, Mirabeau, AGFA Gevaert, Corus, several Dutch Ministries, Computacenter, Fujitsu & others.

For Consultancies

The ITSMF-Benchmark is a shared service centre for IT Service Management assessments and benchmarks. The data is stored in a central database. High quality Benchmark Reference groups will be created based on anonymous data within the growing database.

For your part, you need to join as a partner in this initiative.

ITIL V2 and V3 recommend measurement and benchmarking as part of sound IT Service Management.

Larger consultancies often have their own toolset to assist clients in identifying improvement opportunities.

The ITSMF-Benchmarking initiative enables smaller consultancies to access similar tools. This enables the benefits of benchmarking to underpin more studies leading to improved IT service quality projects and outcomes.

ITSMF-Benchmarking provides a practical assessment of IT processes as they are currently in use. The approach builds on and expands existing process frameworks. ITSMF-Benchmarking will expand and contract as our members dictate the direction of the service. This means that your consultancy will have access to this practical tool-kit without local R&D and investment.

Which consultancies have already joined the ITSMF-Benchmarking initiative?

Bos+Cohen (NL), Cored (NL), Steenbok Adviesgroep (NL), Vaseom (NL), Quint Wellington Redwood (Global), Q-monitor (NL), Verdonk, Klooster & Associates, (NL) Ideas-To-Interconnect (NL), CTG (B, Lux & UK), IT Perceptions (UK)



For *itSMF* and local chapters

The Intellectual Property Rights of ITSMF-Benchmarking are fully owned by *itSMF*-Netherlands. This means that we can now share market trends and best practice with all of our *itSMF* colleagues around the world free of charge!

This valuable research database will help *itSMF* identify performance gaps and enable us to focus events on these specific areas. In turn, this will increase the overall quality of Service Management within all organisations thus fulfilling our main goal.

Key to success is the combination of vendor and non-vendor members producing service improvement plans based on a practical and collaborative model that is kept current by the *itSMF* community.

Local *itSMF* Chapters who embrace and support ITSMF-Benchmarking will share in the revenue of this service. They will also contribute by analysing local (anonymous) data to identify local trends. In addition, the local *itSMF* chapter will provide a stand and a presentation slot at their annual conference. This will enable local *itSMF* members to see the evidence of IT Service Management developments in their country compared to what is happening across the world.

ITSMF-Benchmarking are keen to hear from members who want to contribute ideas and join the Benchmarking Committee.

The ITSMF-Benchmark was announced in Birmingham 2006 and is formally launched in the UK in November 2007.

Which *itSMF* Chapters have asked for information about ITSMF-Benchmarking?

Australia, Belgium, Brazil, France, Germany, Hungary, Israel, Italy, Japan, Luxembourg, Norway, Portugal, Slovenia, Switzerland, USA. The UK will consider it after *itSMF*-International has endorsed the initiative

Process Maturity

Quality System

- Service Management
- Planning & Implementing Service Management
- Planning & Implementing New & Changed Services

Service Delivery

- Capacity Management
- Continuity Management
- Availability Management
- Service Level Mgt
- Service reporting
- Information Security Mgt
- Financial Management

Control

- Configuration Management
- Change Management

Release

- Release Management

Resolution

- Incident Management
- Problem Management

Relationship

- Business Relationship Mgt
- Supplier Management

Operations

- Operations Management

Maturity

1 = Initial

You have a champion in your ranks

2 = Repeatable

You agree on standards

3 = Defined

You have working procedures

4 = Quantitatively Managed

You manage, based on measurements

5 = Optimizing

You continuously improve using a quality system

The Process Maturity component of the ITSMF-Benchmark builds upon ISO/IEC 20000, ITIL version 2 and focuses on CMMi maturity levels 1 - 5. The process study is comprehensive and covers 18 key IT processes. Instead of simple Yes/No answers to questions, ITSMF-Benchmarking provides more granularity and includes evidence checking with your chosen consultant. There are five available answers to questions

from no activity through to 100% compliance, as shown below:

- 0% = No / Nothing
- 25% = Little / Some
- 50% = Halfway
- 75% = Many / Mostly
- 100% = Yes / Fully

As you can see in the following illustration, the questions vary between a simple predefined list of % answers and a checklist of sub-questions which show in more detail of what you do.

The questions can expand and contract to suit the development of processes of the market-place. Sub-sets can appear to suit particular applications. This is all under the control of the Benchmarking Committee.

Every questionnaire ends with an overall question on the evidence and the quality of the answers. This help the shared service centre to select high performing organisations for reference groups.

04 Analysis and diagnosis			
IM 525	Solutions from earlier incidents are looked at when solving incidents	<input type="text"/>	<input type="text"/>
IM 530	Incidents are analysed (researched).	<input type="text"/>	<input type="text"/>
IM 535	There is a set procedure for performing an analysis.	<input type="text"/>	<input type="text"/>
IM 540	When analysing incidents use is made of:	<input type="text"/>	<input type="text"/>
IM 545	<input type="checkbox"/> Incidents database	<input type="text"/>	<input type="text"/>
IM 550	<input type="checkbox"/> CMDB	<input type="text"/>	<input type="text"/>
IM 555	<input type="checkbox"/> Documentation	<input type="text"/>	<input type="text"/>
IM 560	<input type="checkbox"/> Know-how of colleagues	<input type="text"/>	<input type="text"/>
IM 565	<input type="checkbox"/> Know-how available on websites	<input type="text"/>	<input type="text"/>
IM 570	<input type="checkbox"/> Other, namely	<input type="text"/>	<input type="text"/>
IM 575	The analysis of incidents and recording of the diagnosis is registered according to the specifications.	<input type="text"/>	<input type="text"/>
IM 580	The analysis is reported on.	<input type="text"/>	<input type="text"/>
IM 585	The way in which incidents are analysed is adapted in a controlled manner when changes in circumstances require it.	<input type="text"/>	<input type="text"/>

The illustration below is an example of the Incident Management results. Your organisation would be in the first column and the reference group is shown in the second column. When an answer is rated as below 75% the response is coloured, indicating additional effort is required. The reference group shows the relative position of peer organisations when addressing that particular matter. On the right you'll find a priority indicator and the relevant Maturity level. Indicators to the right will also show ISO part 1 or 2 questions.

04 Analysis and diagnosis						
IM 525	Solutions from earlier malfunctions are looked at when solving malfunctions	25%	47%	<input type="text"/>	2	M1
IM 530	Incidents are analysed (researched).	100% +	80%	<input type="text"/>		
IM 535	There is a set procedure for performing an analysis.	75% +	58%	<input type="text"/>		
IM 540	When analysing incidents use is made of:			<input type="text"/>		
IM 545	<input checked="" type="checkbox"/> Incidents database	100%	100%	<input type="text"/>		
IM 550	<input type="checkbox"/> CMDB	0%	44%	<input type="text"/>	1	M3
IM 555	<input checked="" type="checkbox"/> Documentation	100% +	88%	<input type="text"/>		
IM 560	<input checked="" type="checkbox"/> Know-how of colleagues	100% +	88%	<input type="text"/>		
IM 565	<input checked="" type="checkbox"/> Know-how available on websites	100% ++	38%	<input type="text"/>		
IM 570	<input type="checkbox"/> Other, namely	0%	31%	<input type="text"/>		
IM 575	The analysis of incidents and recording of the diagnosis is registered according to the specifications.	75%	70%	<input type="text"/>		
IM 580	The analysis is reported on.	50%	61%	<input type="text"/>	2	M4
IM 585	The way in which incidents are analysed is adapted in a controlled manner when changes in circumstances require it.	100% ++	68%	<input type="text"/>		

The Benchmark Process

When you undertake an ITSMF-Benchmark you select an appropriate accredited consultancy to support you through the study.

If your current preferred supplier is not accredited they can contact the shared service centre at info@itsmf-benchmarking.com to become a partner.

Your lead-consultant receives the ITSMF-Benchmark questionnaire and

is the single point of contact with the Shared Service Centre in Holland. Your consultant ensures the correct answers are reported and acts as your local support for questions and answers.

Once the questionnaires are completed and checked on-site the lead-consultant sends the information to the Shared Service Centre for processing.

The results from the Centre will include your data, plus processed information such as key performance indicators. This information is cross checked at a validation session and final data corrections are made.

The final version of your data will be processed again and the Lead-consultant will use the final ITSMF-Benchmarking report to create your report / presentation.

Quality Assurance

The ITSMF-Benchmark model has proven its quality and value for many organisations.

itSMF NL is keen to keep the model up-to-date and relevant. To do this there is an established programme for Quality Assurance.

The Benchmarking Committee consists of leading consultancies in The Netherlands in the area of ISO/IEC 20000, ITIL, CMMI, TCO, Tooling, Project Management and (international) Benchmarking.

We now seek to increase the number of international members in the committee, not only consultancies but also IT Service Management organisations. We specifically look for operational process owners with an ITIL Service Management certificate and ISO 20000 experience.

The board of *itSMF-Netherlands* currently acts as an advisory board ensuring that focus is maintained on the best strategy for the ITSMF-Benchmarking service. They can invite the international board to join this board as well.

The Benchmarking Committee aims to have periodic independent audits to highlight strengths and areas where we need to further improve. Auditors should have no links to benchmarking models now or in the future as this would possibly violate their NDA.

At an operating level, two months after a benchmark has been completed we will send you a client evaluation. In this evaluation we invite your feedback on the results of the ITSMF-Benchmark, the model, the consultants and the process.

A formal audits and complaint procedure is in place to understand and address any issues of conduct and duty. This will link into *itSMF-NL* which will provide adjudication as necessary.

Over time an ITSMF-Benchmarking User Group is envisaged as a community to share best practice and metrics based innovation.

In addition, a Consultancy User Group is also envisaged to provide colleague support for studies.

All activities under the banner of ITSMF-Benchmarking seek to serve one greater goal: To create the best possible IT Service Management measuring environment.



BENCHMARKING

Identifying Quantified & Objective Best Practices

www.itsmf-benchmarking.com