



Protect Your ITIL Investment with VeriSM™

Taking Service Management to the Next Level

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1 The Challenge

Does your organization want to proactively take its IT service management (ITSM) capabilities to the next level? Or is your IT department under pressure, from business peers, to improve its IT service delivery and support? Either way, you're probably looking for an efficient way in which to improve upon existing ITSM capabilities, and investments, which recognizes that both the IT and business landscapes have changed dramatically in the last five years.

Organizations are realizing that ITSM is no longer best served by a single set of good or best practices, with IT service delivery and support also increasingly affected by practices that were traditionally outside of the ITSM domain. So, for most, new ITSM thinking, approaches, and capabilities are required; plus – and importantly – the ability to build upon existing ITSM capabilities in a manner that protects earlier investments in ITSM across people, process, and technology.

It's one of the reasons why VeriSM™ was developed – to help guide ITSM professionals to better business outcomes while ensuring that existing ITSM investments, especially in ITIL, are both protected and leveraged in achieving the required future state.

Please read on to understand how VeriSM™ will help your organization to improve while maximizing its existing ITIL investments.

1.1 The Current State of ITSM

ITSM, as a discipline, has been around since the 1980s (or earlier, depending on your definition of what ITSM is and isn't); and many organizations, from all around the world, have employed the ITIL ITSM best practice framework as a blueprint for their ITSM capabilities and improvements.

ITIL – in its three versions¹ – has served the ITSM community well, with tens of thousands of organizations benefitting from its use, and millions of IT professionals achieving various levels of ITIL certification, over the last three decades. It helped to spawn a new approach to IT delivery and support,

¹ ITIL, v2, and v3; with ITIL 2011 a refresh of v3

taking the emphasis and focus away from the management of isolated technology domains to the management of IT services and greater customer-centricity.

However, the needs of ITSM professionals, and their employers, have changed since the last version of ITIL was released in 2011; with only 24% of ITSM professionals thinking that existing ITSM best practice has kept up with the changing IT and business landscapes.²

When understanding the disconnect, there's a need to appreciate that IT organizations are increasingly charged with being outcome- and value-centric (rather than solely service-centric). And that other methods (to ITIL) – whether (ITSM) approaches, frameworks, standards, or formal methodologies – also have roles to play in creating the perfect blend of ITSM capabilities for IT departments wanting to stay relevant in 2018 and beyond.

But it's not just the assimilation of new ITSM-related methods that's important, there are many other aspects to consider – from managing rising employee and customer expectations, to successfully exploiting new technologies.

Thus, it's not an easy task for ITSM professionals. Firstly, in understanding the art of the ITSM possible, i.e. knowing everything that could, and should, be considered. Secondly, in understanding where to source relevant information and help from. And thirdly, knowing how best to bring potentially disparate resources together to create a fit-for-purpose and unified portfolio of ITSM capabilities.

This is where VeriSM™ helps.

1.2 The Need for VeriSM™

VeriSM™ is a business-focused approach to service management that looks at IT in a different way, considering it as one of the key capabilities within an organization, together with others such as sales, marketing, human resources (HR), and finance. It elevates the reader above the traditionally-adopted ITSM processes, allowing them to “see the bigger picture,” and helps to foster an outcome-based approach to service delivery and support. VeriSM™ is therefore about service management and not ITSM

² <https://itsm.tools/2017/08/22/future-of-itsm-statistics/>

– although this document specifically outlines how VeriSM™ helps organizations that have already invested in ITSM processes and tooling.

It looks both forward and back – communicating what’s new (and important) to ITSM professionals, while addressing many of the traditional pain points of ITSM best practice adoption. For example, providing easy-to-consume content on newer ITSM challenges, issues, and opportunities; with digital transformation, DevOps, artificial intelligence (AI), the Internet of Things (IoT), and cloud probably all front of mind for ITSM pros right now.

VeriSM™ also recognizes the impact of consumer-world advances, in both technology and services, on corporate service providers (including IT); understanding the power shifts that are taking place, from:

1. **Producer/provider to consumer.** Consumers now have the power to make or break service providers (especially via social media) and have access to a wider choice of globally-delivered offerings. Plus, the outcome for the consumer is more important than the processes within the producer/supplier, meaning that the producer/provider needs to be flexible and intelligent, and not fixed, in how it approaches service delivery and support.
2. **Employer to employee.** It’s an extension of the above business-to-consumer (B2C)-world situation, because thanks to “consumerization” – which is employees bringing their personal-life expectations of services, support, and customer service into the workplace – meeting growing employee expectations is also a distinguishing factor in the success of corporate service providers. Moreover, there’s also a need to realize that the service attitude of all individual employees creates the service culture of the company and is, as such, a critical success factor for the organization.

Plus, VeriSM™ takes what was originally created for the benefit of IT and makes it applicable for enterprise-wide use; with “digital service management” morphing the intrinsically IT capability – the ITSM thinking, principles, practices, and technology – into a broader, organizational capability.

However, some of the VeriSM™ differences, to traditional ITSM approaches, are subtler. For instance:

- Starting with the “Why?” and a focus on business outcomes not on the available ITSM processes – helping organizations to avoid suboptimal decisions, behaviors, and activities.

- Appreciating, promoting, and supporting the need for the blending of different approaches – and not just the approaches traditionally associated with ITSM best practice.
- Being careful with the language and terminology employed – understanding that the “IT” in ITSM has often overshadowed the “SM” and that particular terminology used within traditional ITSM best practice has potentially limited its perspective and levels of success.

All of which feeds into allowing service providers to deliver, and consumers (whether customers, citizens, or employees) to get, what’s needed to succeed in what is now a service economy.

1.3 VeriSM™ vs. Other ITSM Approaches

It’s important to understand that VeriSM™ has been designed to help organizations create a service management model that’s a perfect fit for, and potentially unique to, them. And, unlike with other approaches – which are offered as discrete islands that neglect the larger archipelago and sea they sit within – it recognizes the need for organizations to take the best from different approaches. It allows organizations to first understand their needs and capabilities, before starting to develop the operating model that’s right for them.

1.3.1 Differentiating Between “Approach Types”

The IT industry is supported by a variety of IT best practice frameworks, methodologies, standards, and approaches. These include but are not limited to:

- ITIL – the most popular ITSM best practice framework
- COBIT – a good-practice framework for IT management and governance
- ISO/IEC 20000 – the international standard for ITSM
- IT4IT – a reference architecture that provides prescriptive guidance for the implementation of IT management capabilities
- ISO/IEC 38500 – the international standard for corporate governance of IT

VeriSM™ is designed to complement not replace these, and other, approaches – i.e. it’s not an either/or situation – and it should be considered an overarching approach to better service management that helps blend these other approaches together.

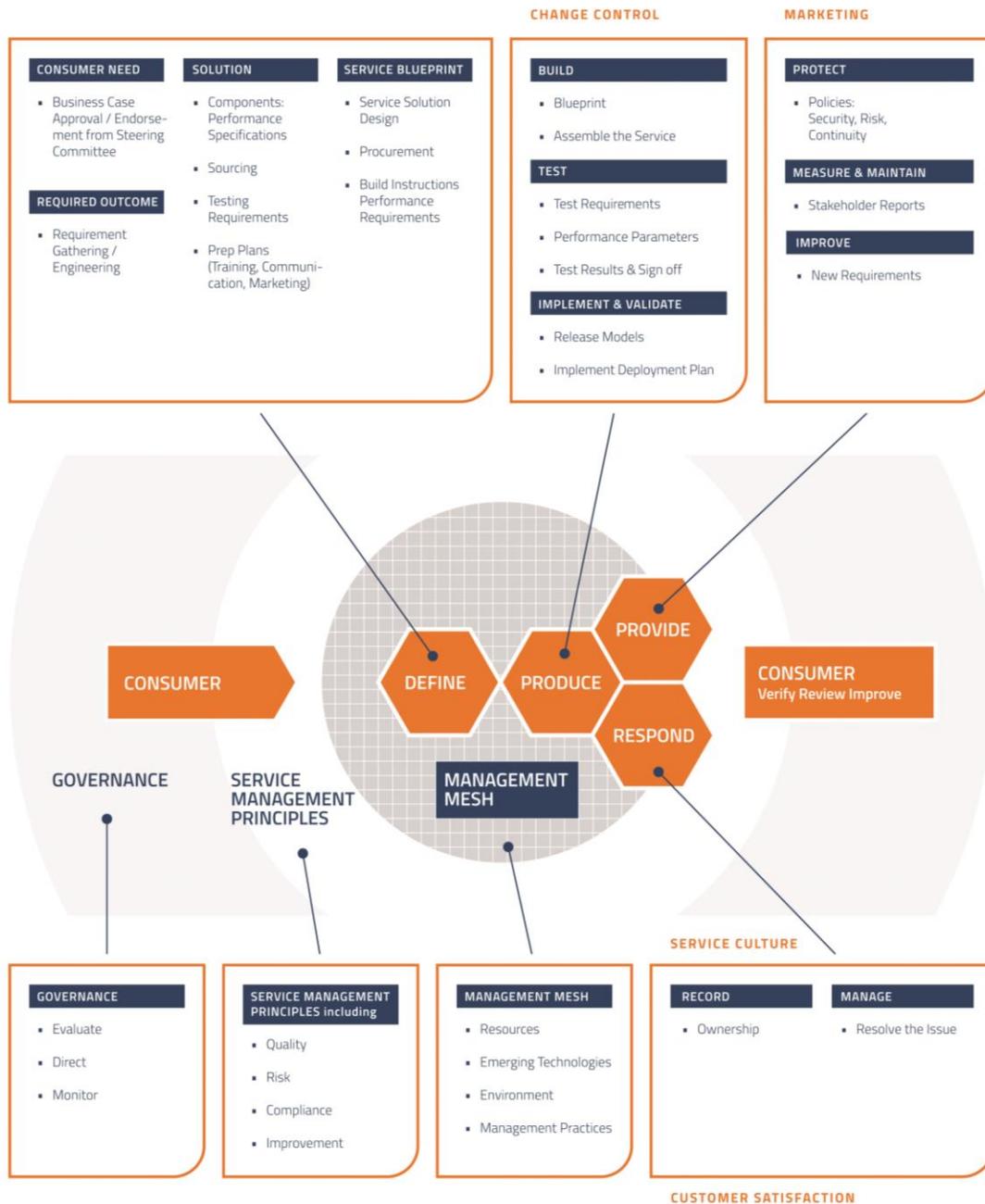
1.3.2 What VeriSM™ Covers

VeriSM™ pulls together a wide spectrum of service-management-related information and helpful advice for the modern service management professional. It has been concisely assembled with input from over 70 ITSM community collaborators and includes:

- How the service provider’s world is changing, including the common service provider challenges, the key people competences for successful service management, and how best to get started with improvement
- The impact of digital transformation and emerging technologies, including the key challenges
- The key elements of the VeriSM™ model – starting with governance, then service management principles and what is termed the “management mesh,” and how to adapt the VeriSM™ model to your organization’s specific needs (see Figure 1.)
- Detailed information and advice on other approaches that can be blended in as appropriate – including Agile, DevOps, service integration and management (SIAM), Lean, “shift-left,” customer and user experience, and continuous delivery
- Emerging technologies and the service management implications, including cloud, automation, Big Data, IoT, AI, machine learning, robotic process automation, containerization, and serverless

Figure 1. The VeriSM™ Model

VERISM™ KEY CONCEPTS.



1.4 Benefitting from VeriSM™

VeriSM™ has been designed to help organizations link the old and new worlds of service management, and the associated bodies of best practice, together. Not only allowing organizations to adapt in line with the changing technology and business landscapes, but also to extend the status quo – helping the organizations to improve the depth and breadth of their ITSM capabilities, and the business outcomes they result in.

Thus, VeriSM™ can be thought of as a multipurpose bridge; with two important, and overlapping, roles to play:

- Firstly, protecting the ongoing value of your organization's existing ITSM investments. For instance, future-proofing the money spent on ITIL training courses, ITSM process design and improvement, and ITIL-aligned ITSM tool suites.
- Secondly, helping your organization to integrate and exploit new thinking, methods, and technologies, especially in the context of other approaches such as Agile and DevOps.

So, think of VeriSM™ as a way to protect and exploit your existing investment in ITIL (and other ITSM approaches); with a mantra of *"Don't throw away the good, keep it, and experiment with new stuff."* Ultimately, VeriSM™ works in tandem with your organization's existing ITSM capabilities to help it improve at both an IT and organizational level.

1.5 VeriSM™ and ITIL Work in Tandem

To help demonstrate the opportunity VeriSM™ offers to your organization, and its existing ITIL investment, please consider the following two examples:

1. **Governance capabilities** – and the need to underpin ITIL's management-based processes
2. **IT service desk strategies and operations** – and the need to keep pace with the changing IT and business landscapes

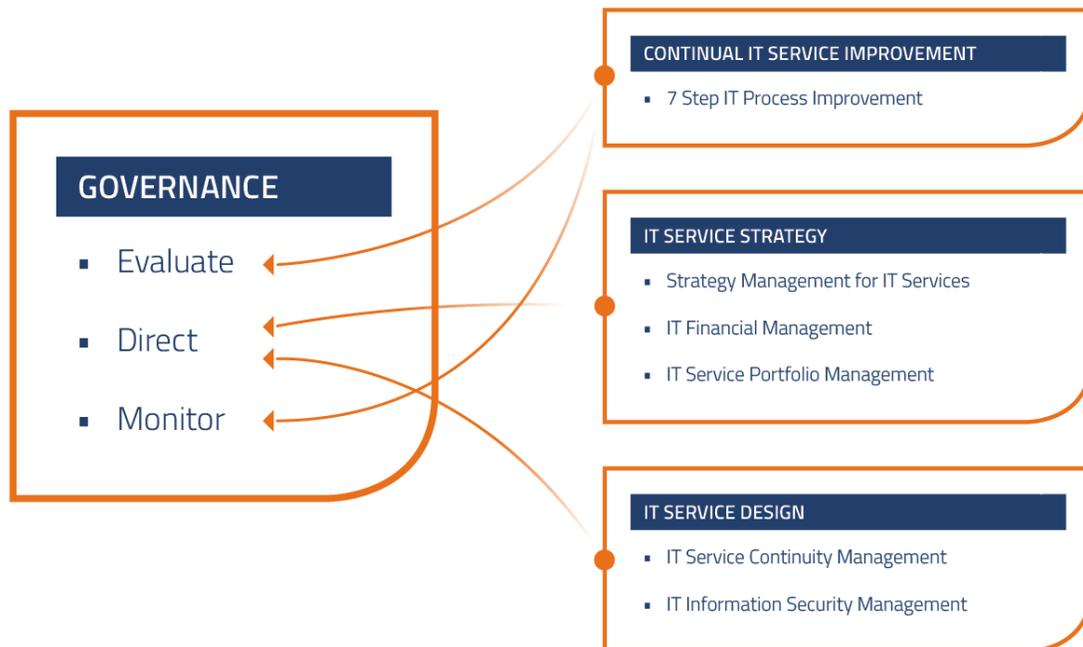
1.5.1 Governance Capabilities

“Governance” can mean many things to many people, with a common issue the confusion between governance and management. Thus, it’s important for organizations to get both a common understanding and common direction for what governance needs to be (for your organization). It also requires organizations to take a step back from management-type activities, as shared by best practice approaches such as ITIL, to create an underpinning governance platform for management.

As shown in Figure 1. above, governance should provide the platform upon which service management principles and the VeriSM™ Management Mesh sit. To help, the initial “VeriSM™ – A service management approach for the digital age” publication provides practical information, advice, and examples related to organizational governance requirements. From what governance is and involves (the left-hand box in Figure 2. below), through how to create strategies, policies, and plans, to cascading governance throughout the organization.

Figure 2. also shows how VeriSM™’s governance-related help can be mapped onto the relevant ITIL publications and processes.

Figure 2: VeriSM™ Governance Mapped to ITIL Processes



The important point to note, and to understand, here is that while governance is included in ITSM approaches such as ITIL it is often done in a scattered and repetitive manner; with the focus on the management activity being covered rather than the consolidated and underlying need for governance.

VeriSM™'s focus on governance allows organizations to get an appreciation of the bigger picture, such that they are then better armed to understand the underlying need when introducing, or improving, management-type activities through other ITSM approaches. The organizations are thus then better able to benefit from these best practices.

1.5.2 IT Service Desk Strategies and Operations

While the ITIL Service Operation publication covers the IT service desk function and the related best practice processes of incident management, event management, request fulfillment, and access management (plus potentially problem management), there's so much more for modern ITSM professionals to consider. For example:

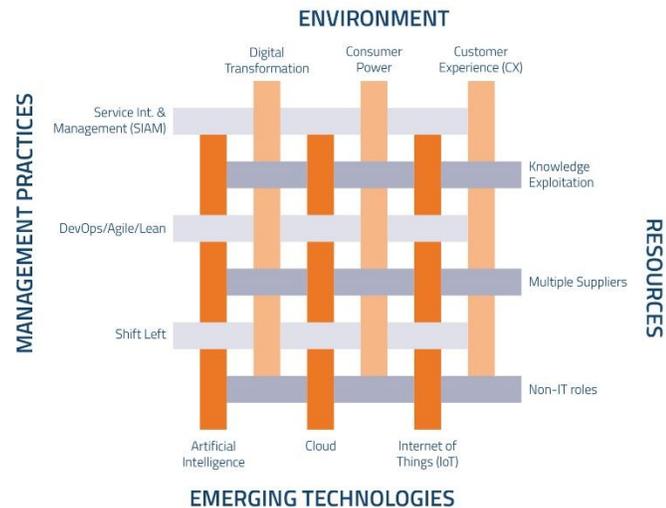
- The impact of digital transformation on IT support (which in turn includes many of the following bullet points)
- The rising power and influence of consumers/employees
- Growing CX adoption and the associated changing service culture
- The advantages, challenges, and how-tos of shift-left improvements including self-service and knowledge management/exploitation
- The impact of Agile, Lean, and DevOps on IT support activities
- Service desk capability differentiation in SIAM and in non-IT use-case scenarios
- The impact of new technologies from both a support-provision perspective (for instance, IoT) and a support-capability perspective (for instance, AI and chatbots)

This leads to a broader view of the service desk function and how it can be optimally leveraged, as shown below.



The Management Mesh as described in VeriSM™ can be applied to get the right mix of resources, management practices, environment and emerging technologies, to support the development and optimization of the service desk, as per this example.

DEFINING YOUR MANAGEMENT MESH.



VeriSM™ allows organizations to better understand the scope of how things have changed in the last decade, and how they will continue to change in the next. Providing readers, and qualification pursuers, with the ability to quickly see what ITSM means in 2018 and beyond; and sparking new discussions about how to improve upon the ITSM best practices in situ. Ultimately allowing ITSM teams and professionals to remain valuable, and relevant, to the organizations they work for.

1.6 Summary and Next Steps

There's no doubt that both the IT and business landscapes have changed since ITIL v3 was published in 2007, and then refreshed as ITIL 2011. But many elements of the ITIL best practice are still relevant – as is the investment your organization has made in its adoption – with the key being the ability to understand: what has changed, the impact it has on your existing ITSM capabilities and activities, and what to do next to continuously improve your ITSM maturity (and the associated business results).

The business-focused VeriSM™ approach has been designed to work with ITIL (and other ITSM approaches), such that you can both protect and build on your existing investments to create an ITSM operational model that has evolved with the changing times and needs. Ultimately, helping to ensure that maximum business value is generated from your existing and future ITSM and ITIL investments.

If you would like to find out more about the VeriSM™ approach and how it will help your organization, and its digital service management capabilities, then please visit: <https://www.verism.global/>

2 About the Author and the IFDC

About the Author

Stephen Mann is Principal and Content Director at the ITSM-focused industry analyst firm ITSM.tools. Also an independent IT and ITSM marketing content creator, and a frequent blogger, writer, and presenter on the challenges and opportunities for ITSM professionals.

About the IFDC

The IFDC aspires to be a global thought leader in the area of digital competences, thus enabling organizations and professionals to take full advantage of the opportunities offered by the digital transformation. The mission of the IFDC is to develop, own, maintain and promote (open) standards and approaches for the development of professionals in the digital era. VeriSM™ is the first of the approaches to be developed by the IFDC. The IFDC is a non-profit organization, funded by strong partnerships with industry leading organizations. The IFDC adopts a community-based approach to the development of new content.

Trademarks:

VeriSM™ is a trademark of the IFDC.