



How to Build an Actionable Service Catalog

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or New Perspectives in Aligning IT and the Business





Agenda

- Definition of a Service Catalog and a Service
 - The importance of the Service Catalog in the IT Enterprise
- Benefits of a Service Catalog
- How a Service Catalog interfaces with SLM
- Common Pitfalls in Building a Service Catalog
- Key Elements for an Actionable Service Catalog
- Recommendations for Building an Actionable Service Catalog
- Results and Lessons Learned at US Software Company
- Vendor List



Definition of a Service Catalog?

“ Service Level Management will document the services provided to the Customers, detailing the key features of those services, preferably within the CMDB (configuration management data base). This catalog will form the basis for an understanding of all the services offered, their components, features, charges, etc.”

Source: IT Service Management Pocket Guide Version 2, iTSMF, © 2001



Definition of a Service

A described set of facilities, IT and non-IT, sustained by the IT Service provider that:

- Fulfills one or more needs of the customer
- Supports the customer's business objectives
- Is perceived by the customer as an coherent whole

Source: Pink Elephant



Interpretation

- It's a *Portfolio* of IT services offered to your LOB's and employees
- It enables IT to see what customers use what services and how often
- It can be used as a mechanism to control costs and quality of services
- Is a document (printed or on intranet/internet) produced by the IT department for the information of it's Customers and Users. It provides a brief overview, in business terms, of all the business and infrastructure services offered by the IT provider and may include service charges. This information together with more detailed technical knowledge will be maintained for internal use.

Definition taken from "A Dictionary of IT Service Management Terms, Acronyms and Abbreviations" © itSMF, 2001



Why Now?

- Need for Business & IT Alignment
 - Forces IT to document services being delivered
- Provides vehicle for determining which services are repeatable and therefore candidates for standardization
- IT organizations are gathering information on costs and levels of service they are providing



IT Service Portfolio Management

- IT Service Portfolio Management is the holistic approach to managing the products and services that IT offers to their customers and end users
- Recently the industry has started to distinguish between a IT Service Portfolio and an IT Service Catalog



IT Service Portfolio Management vs. Service Catalog

- A Service Portfolio should broadly describe the categories of IT Services that you offer and the advantages that these services bring to the businesses that IT supports. The Service Portfolio is typically marketed to the Business Leaders.
- A Service Catalog is typically more transaction oriented and focuses on the service requests that are related to the service categories described in the IT Service Portfolio. The service catalog is typically marketed to the end users of the IT Services.



The importance of the Service Catalog in the IT Enterprise

- Changes the traditional way IT thinks about their customers:
 - Helps IT move from task base orientation to customer focus
 - Helps IT service providers relate to delivery of service from customers' perspective
 - Focuses to Outside in/ not inside out
 - Enables IT Governance



The Benefits of a Service Catalog

- Forces IT to answer key questions:
 - What service's do we actually provide?
 - What is a service?
- Identifies customers of services and begins to establish alignment between what customers want and what IT provides.
- Established boundaries on the responsibilities of the IT Enterprise.

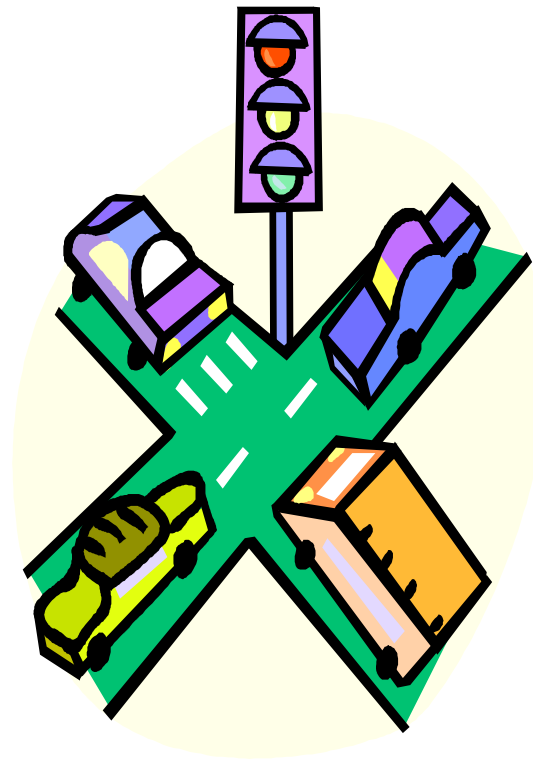


The Benefits of a Service Catalog

- Valuable in doing business focused impact assessments for continuity and availability planning.
- Establishes the basis for formal SLAs with customers
- Allows internal IT and LOB's to compare internal IT services with those of external service providers
- Provides a complete food chain association between infrastructure events and the impact to the actual end service.
- Better allocation of IT Resources
- Improved cycle time for FF of services
- Significant improvements in Customer Satisfaction

How a Service Catalog interfaces with SLM

- Service Catalog is your menu, drives
 - Service Definition
 - Incident classification in SMS
 - Incident/problem management processes
- Service Level Management
 - Incident routing between Level 1/2/3 groups
 - Foundation for internal OLAs
 - Defines ownership internally and accountability
 - Foundation for customer facing SLAs
 - Defines what customers use what services and their responsibility
 - Provides Root cause analysis
 - Assists in the continuous improvement effort



Common Pitfalls in Building a Service Catalog

- No senior management commitment
- IT defines their service catalogs as task not service
- Lack of planned integration with other processes (Change, Incident, Project Management, etc.)
- Unrealistic timelines
- Little or no funding
- Confuse with SMS categorization
- LOB's not included in discussions





Where to Begin?

- Key questions:
 - Facilitate communication within IT and with IT's customers?
 - Manage the expectations of the client regarding the service they are buying?
 - Allow clients to create customized service portfolios?
 - Help IT translate service offerings into supporting product and infrastructure requirements?
 - Provide a basis for business impact analysis?
 - Serve as a key component of an IT Portfolio Management & Governance strategy?

(M. CcGaughey)



Definition of Actionable Information

“Actionable information is information that can be acted upon, something that leads to action, something that makes things happen, starts a chain of action and reaction.”

Quoted from a report by the Joint Inquiry into Intelligence Community Activities Before and After the Terrorist Attacks of September 11, 2001 (9/11 Report)



Key Elements for an Actionable Service Catalog

- A Service Catalog cannot be a technical list of what the IT organization thinks it does.
- A Service Catalog must be:
 - easy-to-use
 - easy-to-understand
 - written in a language and context that is familiar to your end users and business unit leaders
 - should be transactional in nature
- An effective Service Catalog can provide the vehicle to:
 - provide effective SLM management reporting
 - provide continuous improvement information
 - manage customer demand
 - map fulfillment processes for each service
 - track your service levels
 - managing billing, if so desired



Recommendations for Building an Actionable Service Catalog

- Don't boil the ocean
 - Start with a concise list of well understood services
- Be Realistic
 - Building actionable services can be an extensive undertaking. Know what you are capable of doing in the time you have available.
- Don't reinvent the wheel
 - There are a lot of companies that are beginning to build service catalogs, network and learn from others.



Results and Lessons Learned

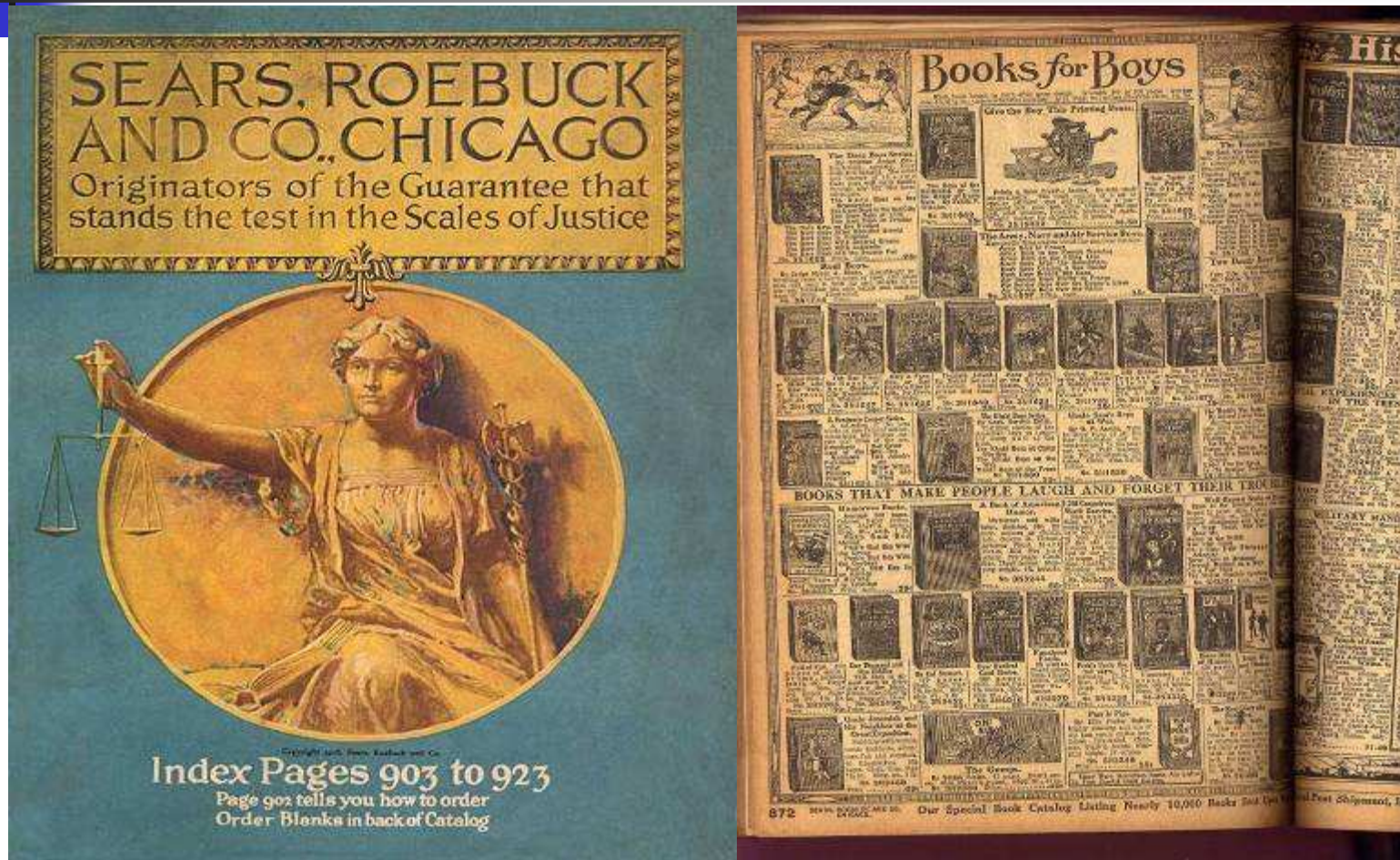
- Change takes time
 - A big part of the effort is marketing the catalog to the IT teams. They need to understand the value of what you are doing.
- Think Outside In
 - Always build the services from the perspective of the customer. It can be very difficult to get IT teams to separate the tasks they perform on a daily basis from the “Services” the customers use.
- Talk is cheap!
 - You can not spend enough time talking to IT teams and Business leaders about the benefits of the service catalog and what an actionable IT Catalog can bring in terms of both hard and soft dollar savings.



Maturity Levels of an Actionable Service Catalog

- Level 0
 - Information Only (Excel, Static Web Pages)
- Level 1
 - Links to some sort of fulfillment mechanism (Website, email form, etc.)
- Level 2
 - Some Degree of Workflow Automation (Online Web form, Remedy Web entry)
- Level 3
 - One Form, One Click - "Auto-Magic" (Fully automated workflow that is tailored to each unique service)

Sample Service Catalogs -Level 0



Sample Service Catalog –Level 1

The screenshot shows a web interface for a Service Catalog. At the top left, the text 'SERVICE CATALOG' is displayed in a stylized font. Below this, a navigation menu on the left lists various service categories, each with a corresponding icon: IT to Associate Services (hand with plug), Productivity Services, IT Support Services, IT to IT Services (hand with plug), Server Services, Data Management Services, Middleware Services, Software Implementation Services, Web Technologies, Security Services, Storage Services, Datacenter Services, Disaster Recovery Services, Network Services, and Desktop Services. The main content area features a header image of a diverse group of people. Below the image, the title 'New Associate On-Boarding Service' is followed by a 'Service Description' section. The description states that the service provides hiring managers with a common location for ordering tools for new associates. It also mentions that the service will initially provide a single catalog entry for related on-boarding services. The 'Service Availability' section indicates that the service is available Monday through Friday from 8:00am to 5:00pm MST, or as stated per service provider. The 'Standard Service Level Expectations' section lists request types and their delivery times: PC/Laptop/Peripherals Requests (2-4 week delivery), User ID and Email Setup Requests (10 working days), Desktop Telephone Requests (10 working days), and Office Space Requests (10 working days). A note specifies that negotiated delivery times are currently for Boise SSC employees only. Another note states that hiring managers must complete requests for all associate on-boarding services within 48 hours of notification from recruiting. The 'How do I get it?' section provides contact information for requests, including an email address: Joemsmith@company.com.

IT to Associate Services

Productivity Services

IT Support Services

IT to IT Services

Server Services

Data Management Services

Middleware Services

Software Implementation Services

Web Technologies

Security Services

Storage Services

Datacenter Services

Disaster Recovery Services

Network Services

Desktop Services

New Associate On-Boarding Service

Service Description

The On-Boarding Service provides hiring managers (or delegates) with a common location where they can consistently order the minimum tool set new associates require on their first day of employment. The service will initially provide managers a single Service Catalog entry from which they can order related on-boarding services. In the future, this service will incorporate a single request and delivery request form for an expanded list of on-boarding services.

Service Availability

Monday – Friday 8:00am to 5:00pm MST or as stated per service provider.

Standard Service Level Expectations

PC/Laptop/Peripherals Requests:	2-4 week delivery depending upon inventory levels and demand
User ID and Email Setup Requests:	Delivered within 10 working days of request receipt.
Desktop Telephone Requests:	Delivered within 10 working days of request receipt.
Office Space Requests:	Delivered within 10 working days of request receipt.

* Negotiated delivery times are currently for Boise SSC employees only. Delivery time in other regions may vary.

** Hiring managers must complete requests for all associate on-boarding services within 48 hrs of notification from recruiting.

How do I get it?

- PC/Laptop & Peripherals Requests:
Send Requests to: Joemsmith@company.com
- User ID and Email Requests:

Sample Service Catalog –Level 1+

(cont.)

SERVICE CATALOG

IT to Associate Services

Productivity Services

IT Support Services

IT to IT Services

Server Services

Data Management Services

Middleware Services

Software Implementation Services

Web Technologies

Security Services

Storage Services

Datacenter Services

Disaster Recovery Services

Network Services

Desktop Services

How do I get it?

- PC/Laptop & Peripherals Requests:
Send Requests to: Joessmith@company.com
- User ID and Email Requests:
Complete Outlook Form: [click here](#)
- Desktop Telephone Requests:
Complete Outlook Form: [click here](#)
- Office Space (cubical) Request:
Send requests via email to: Joessmith@company.com

Ordering Prerequisites

- Follow instructions per service request mechanism
- PC and Office Space Prerequisites:
 - Item being requested
 - Cost center or budget code to charge the item
 - Name of associate who will receive the item
 - Delivery location (cubical) or requested office space
 - Date item is required

Support

- Support is provided by individual service providers

Training information

No formal training available at this time.

FAQs/Usability Tips

How do I open an Outlook Form?

- In MS Outlook click **Tools > Forms > Choose Form** > then double-click the appropriate form.

Other information

Sample Service Catalog –Level 2

The image shows a screenshot of a Service Catalog website on the left and a Rich Text editor window on the right. The Service Catalog has a header with the text 'SERVICE CATALOG' and a navigation menu on the left listing various IT services. The main content area displays a 'New Associate On-Boarding Service' with a description, availability, and service level expectations. A red circle highlights a link at the bottom of the service description that says 'Click Here to Request this service'. The Rich Text editor window is titled 'Request for Loaner Laptop - Request for Loaner Laptop (Rich Text)' and contains a form with fields for 'Laptop Requested for', 'Name of User's Manager', 'Users ID', 'User's Phone Number', and 'Date you need the computer from'. It also includes a checkbox for 'Do you need e-Mail Access' and a text field for 'User's dial up credit card number'. A large yellow arrow points upwards from the bottom right of the Service Catalog towards the Rich Text editor window.

SERVICE CATALOG

IT to Associate Services

Productivity Services

IT Support Services

IT to IT Services

Server Services

Data Management Services

Middleware Services

Software Implementation Services

Web Technologies

Security Services

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Disaster Recovery Services

Network Services

Desktop Services

New Associate On-Boarding Service

Service Description

The On-Boarding Service provides hiring managers (or delegates) with a common location where they can consistently order the minimum tool set new associates require on their first day of employment. This service will initially provide managers a single Service Catalog entry from which they can order on-boarding services. In the future, this service will incorporate a single request and delivery form for an expanded list of on-boarding services.

Service Availability

Monday - Friday 8:00am to 5:00pm MST or as stated per service provider.

Standard Service Level Expectations

PC/Laptop Peripherals Requests:	2-4 week delivery depending upon inventory levels and demand
User ID and Email Setup Requests:	Delivered within 10 working days of request receipt.
Desktop Telephone Requests:	Delivered within 10 working days of request receipt.
Office Space Request:	Delivered within 10 working days of request receipt.

* Negotiated delivery times are currently for Boise SSC employees only. Delivery time in other regions may vary.

** Hiring managers must complete requests for all associate on-boarding services within 48 hrs of notification from recruiting.

How do I get it?

[Click Here to Request this service](#)

Request for Loaner Laptop - Request for Loaner Laptop (Rich Text)

Laptop Requested for : Name of User's Manager:

Users ID: User's Phone Number:

Date you need the computer from: None to None

Do you need e-Mail Access Yes No User's dial up credit card number: All information will be kept confidential

All the loaner laptops have access to Word, Excel, Power Point, Mainframe, and the Internet Explorer. Please list below all special software you may need.

Sample Service Catalog –Level 3

RequestCenter Module - MyServices Profile

Home | Track Requisitions | Copy Requisitions | Agreements | Order on Behalf | Authorizations

MyServices

Home

Common Tasks

- [Service Analytics](#)
- [Agreements](#)
- [Order on Behalf](#)
- [Authorizations](#)

My Authorizations

You have no pending authorizations

[More...](#)

Track Requisitions

Req #	Submit Date	Name
You have no open requisitions		

[More...](#)

Key Performance Indicators

Select KPI

No Key Performance Indicators are currently selected -- click the Select KPI button to select graphs for your home page.

Search for Services Available for Hayley Smith

Search for services containing:

(Title and Keywords only)

Locate Services for Hayley Smith by Category

Workforce Services
The Workforce Services are intended to keep Inuit's employees productive in the course of performing their job functions.

- [Business Applications](#)
- [Collaboration Tools](#)
- [Contact Center Tools](#)
- [PC Hardware](#)
- [PC Software](#)
- [Voice Networking](#)

Services

[Ask RequestCenter](#) [Order](#)

Use this service to ask questions, provide suggestions or to report non-urgent issues to the team.



Real World Example

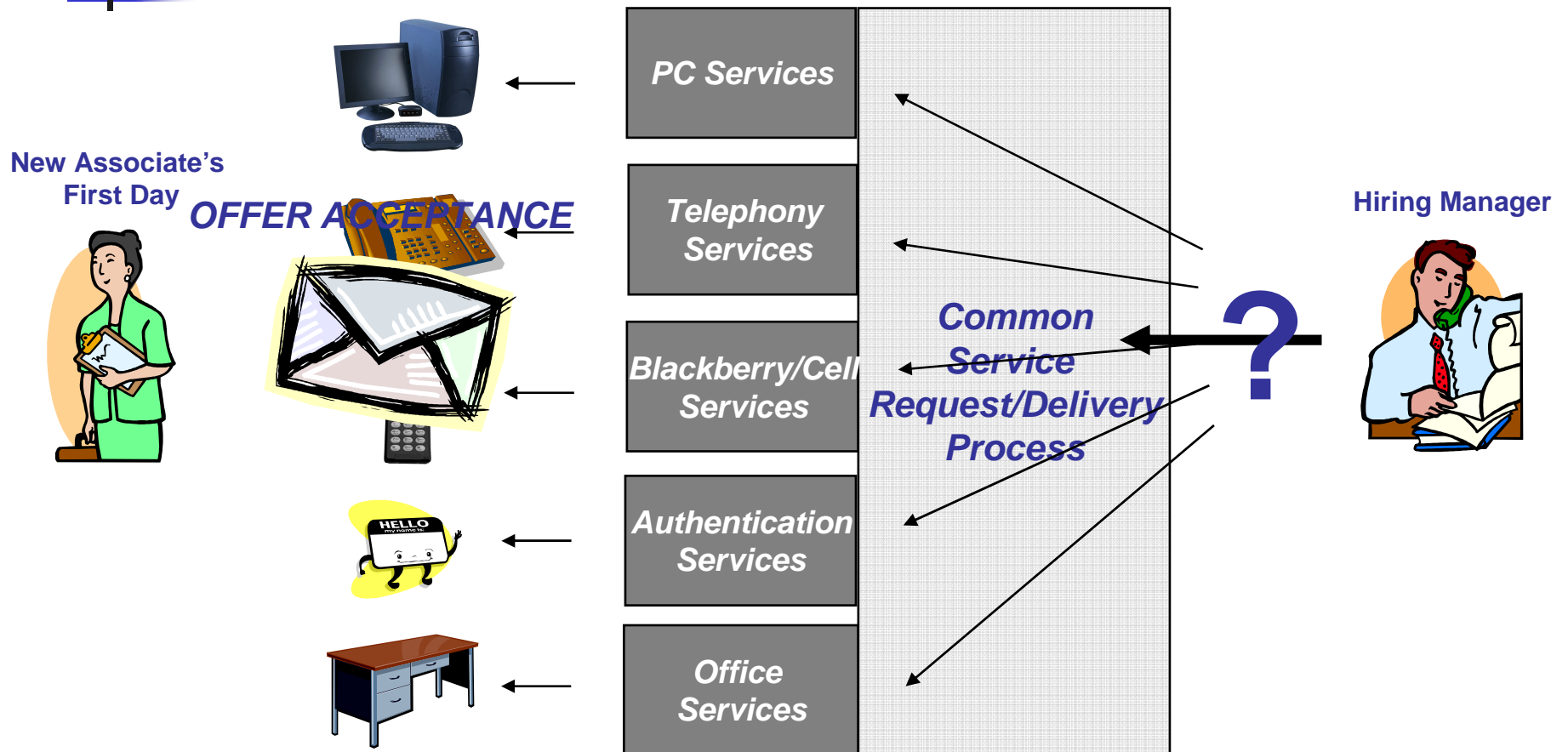
Outside In View (LOB)

New Employee Request

Inside Out View (IT)

- Set up employee in HRIS/PR/Benefits
- Obtain Office Space
- Obtain Office Furniture
- Procure a telephone
- Obtain access to phone system/VM
- Obtain approval to purchase PC
- Procure the PC
- Receipt & unpack PC
- Image the PC
- Install the PC
- Configure the desktop devices
- Connect to Network
- Set up Security & Passwords
- Set up access to a Printer
- Set up email account
- Set up access to all business applications needed
- Obtain approval to purchase PDA
- Procure a PDA
- Receipt & Unpack PDA
- Connect to Desktop
- Procure a Cell Phone

Real World Example





A Call for IT Transformation

Today's IT Organizations

Focused on Technology

Firefighting Mode

Organizational "Stovepipes"

Unknown Costs

Technical Metrics

Tomorrow's IT Organizations

Focused on the Customer

Demand-Driven

End-to-End Process

Financial Transparency

Business Value



Industry References

- LaBounty & Associates, Inc. – www.labountyassociates.com
- Help Desk Institute - www.helpdeskinst.com
- Open Source Service Catalog Community (OSCC)
<http://www.servicecatalogs.com>
- Support Industry News - www.supportindustry.com
- Real Market Research - www.realmarket.com
- Call Center Magazine-www.callcentermagazine.com



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