ITIL and COBIT: Cooperation or Conflict?

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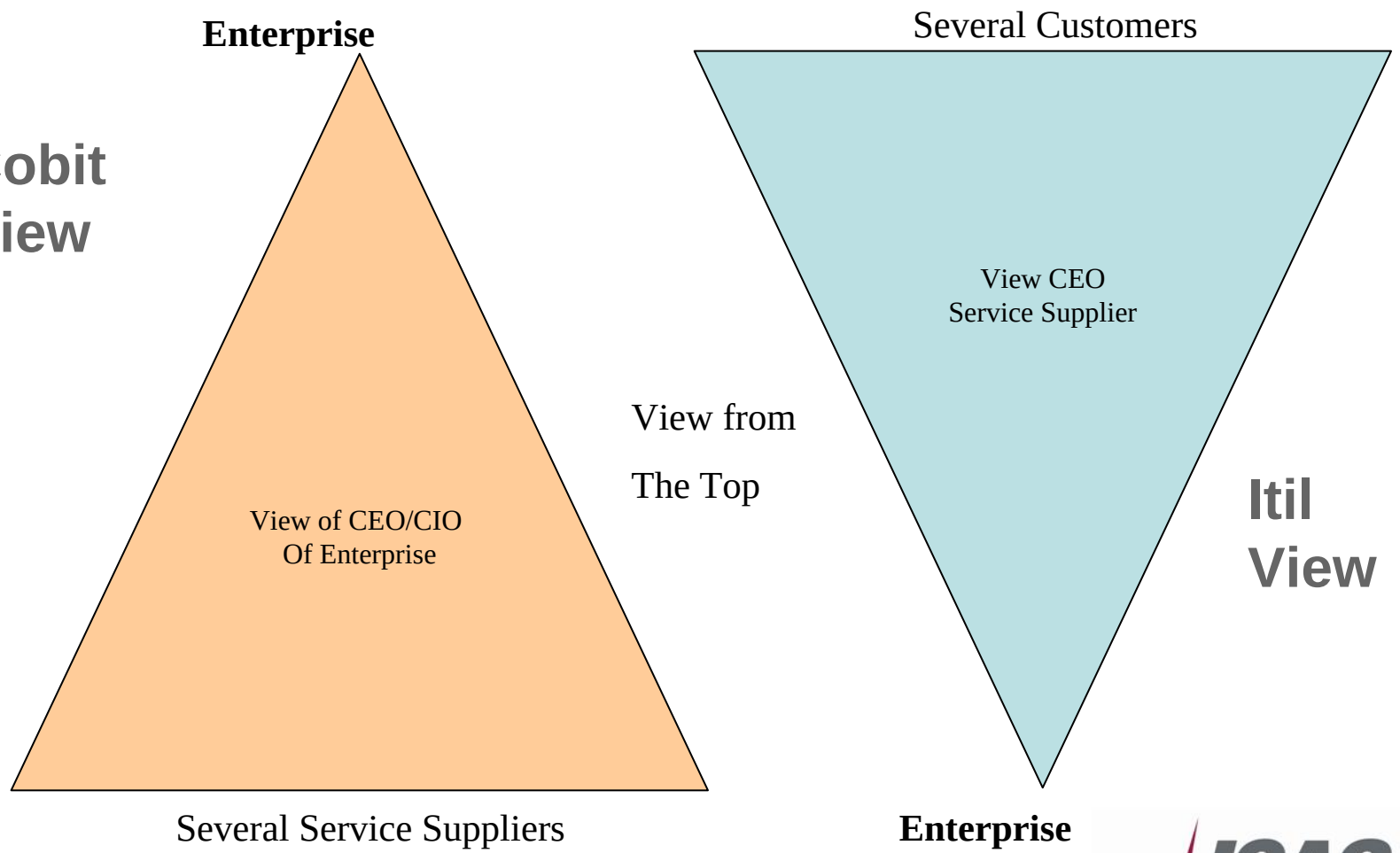
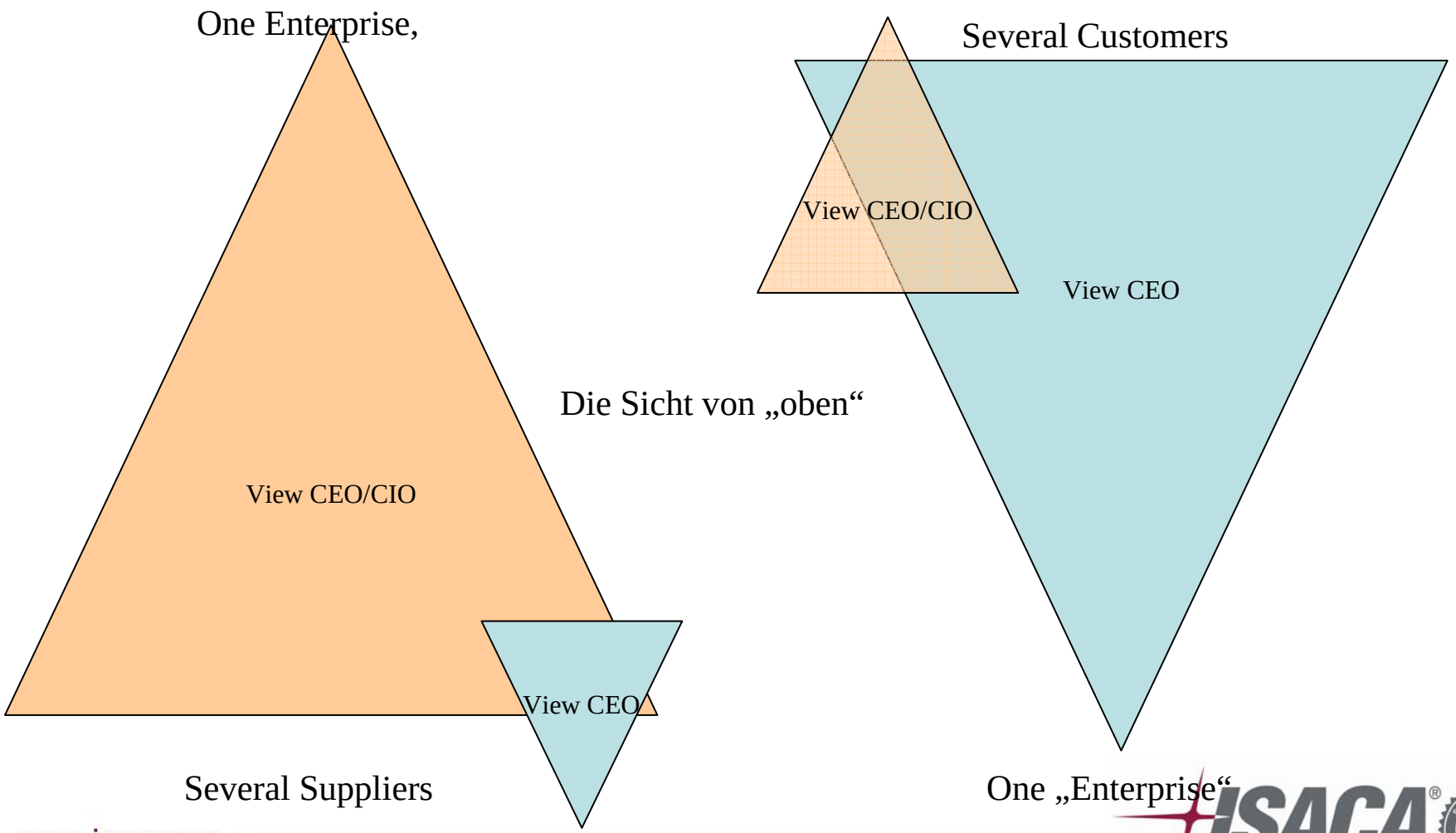
Starting Point

- Cobit als well as ITIL face
  - On-going developments
  - Growing use as de facto Standards
- Large organisations are likely to utilise both Frameworks
- Potential Overlaps
  - When to use what
  - How to synchronise

Built in Conflicts



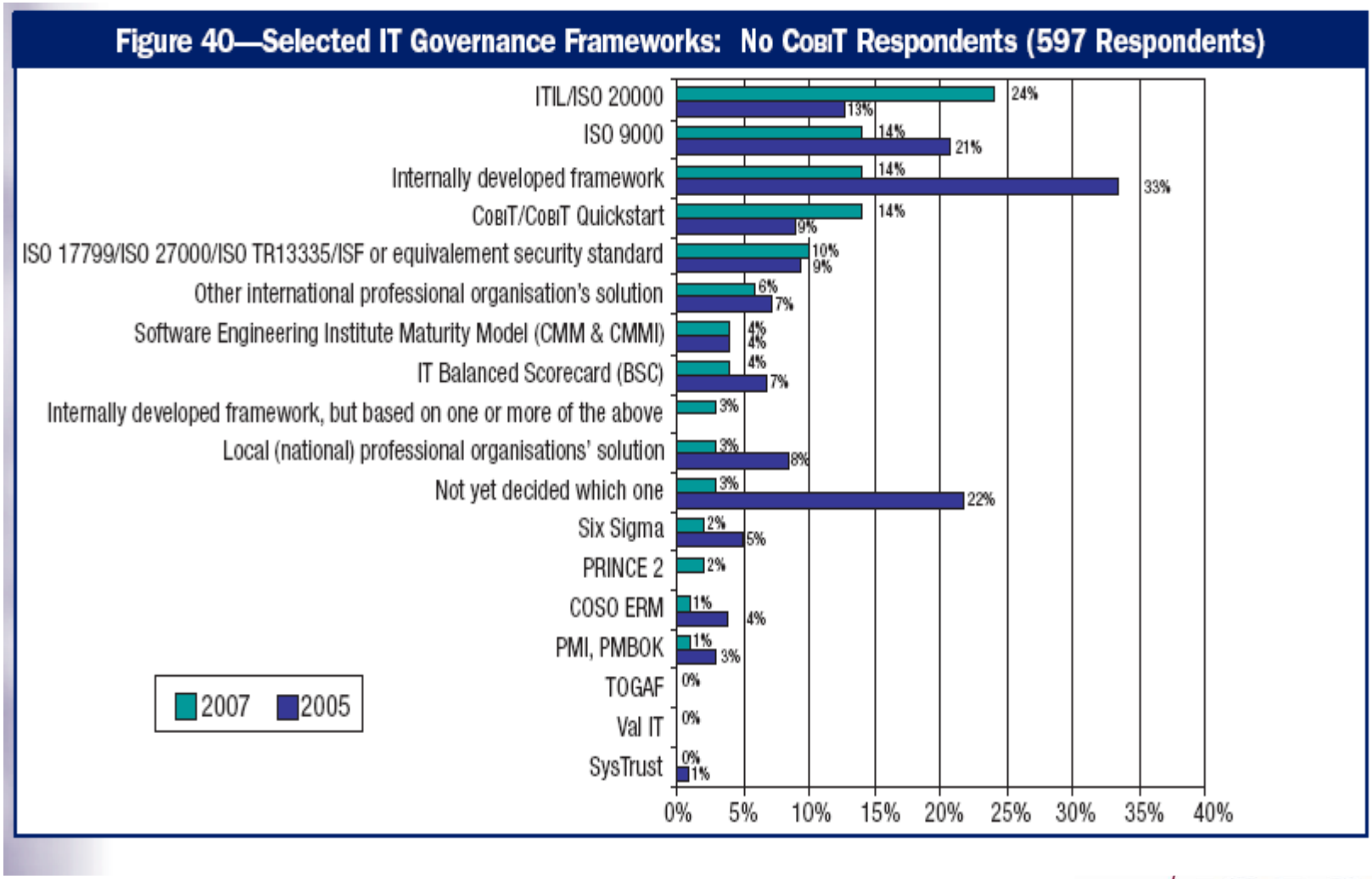
Built in Conflicts



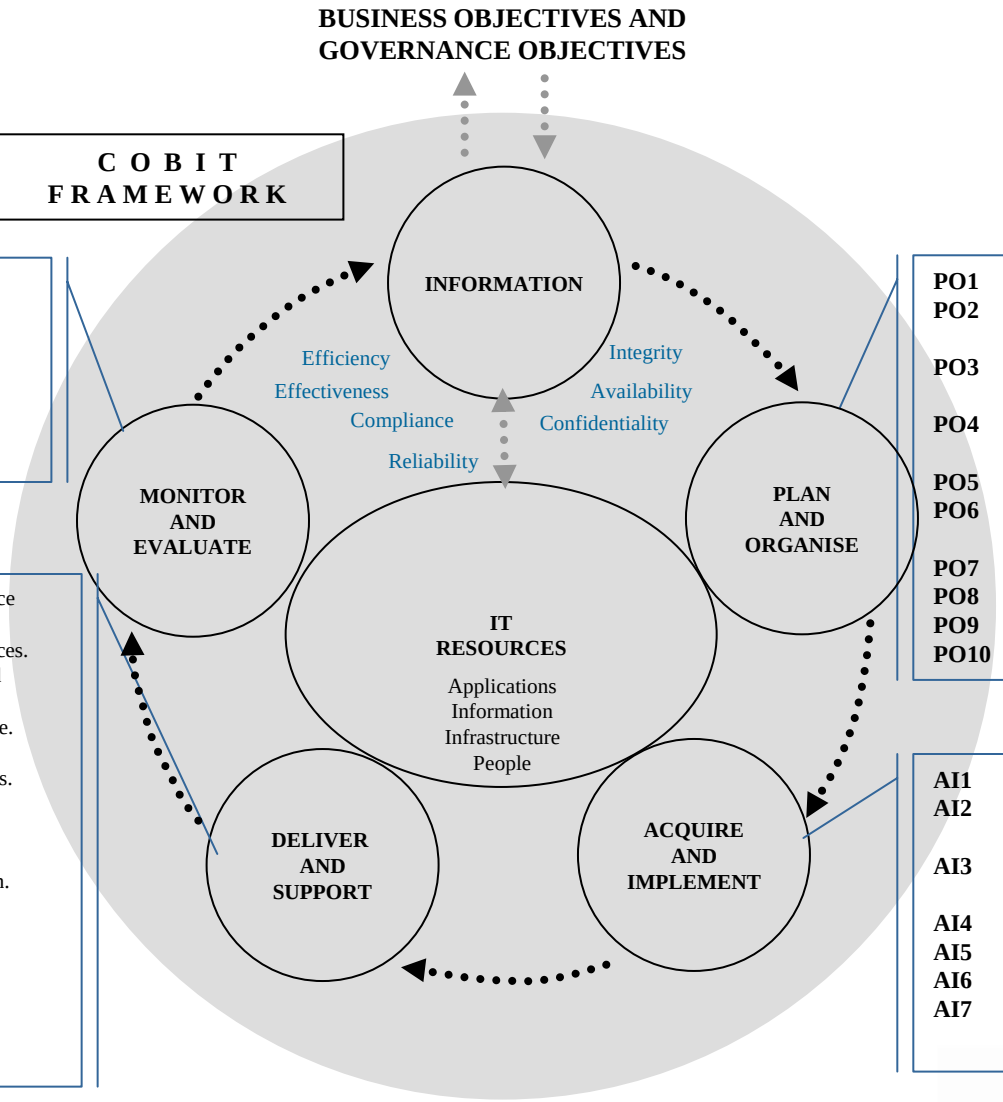
Spread of IT-Governance Models

- The „IT-Governance Global Status Report – 2008“ of the IT-Governance Institutes (Survey Sample: 695 Enterprises globally) shows that:
  - 24% use ITIL/ISO 20000
  - 14% of participating Organisations use ISO 9000
  - 14% utilise Cobit/Cobit Quickstart
  - 14% work with internally developed Frameworks, frequently using Cobit as „Reference “ dient.
- „Service Management“ Aspects still dominating the discussion about Governance

IT Governance Global Status Report 2008 (ITGI)



Cobit Framework



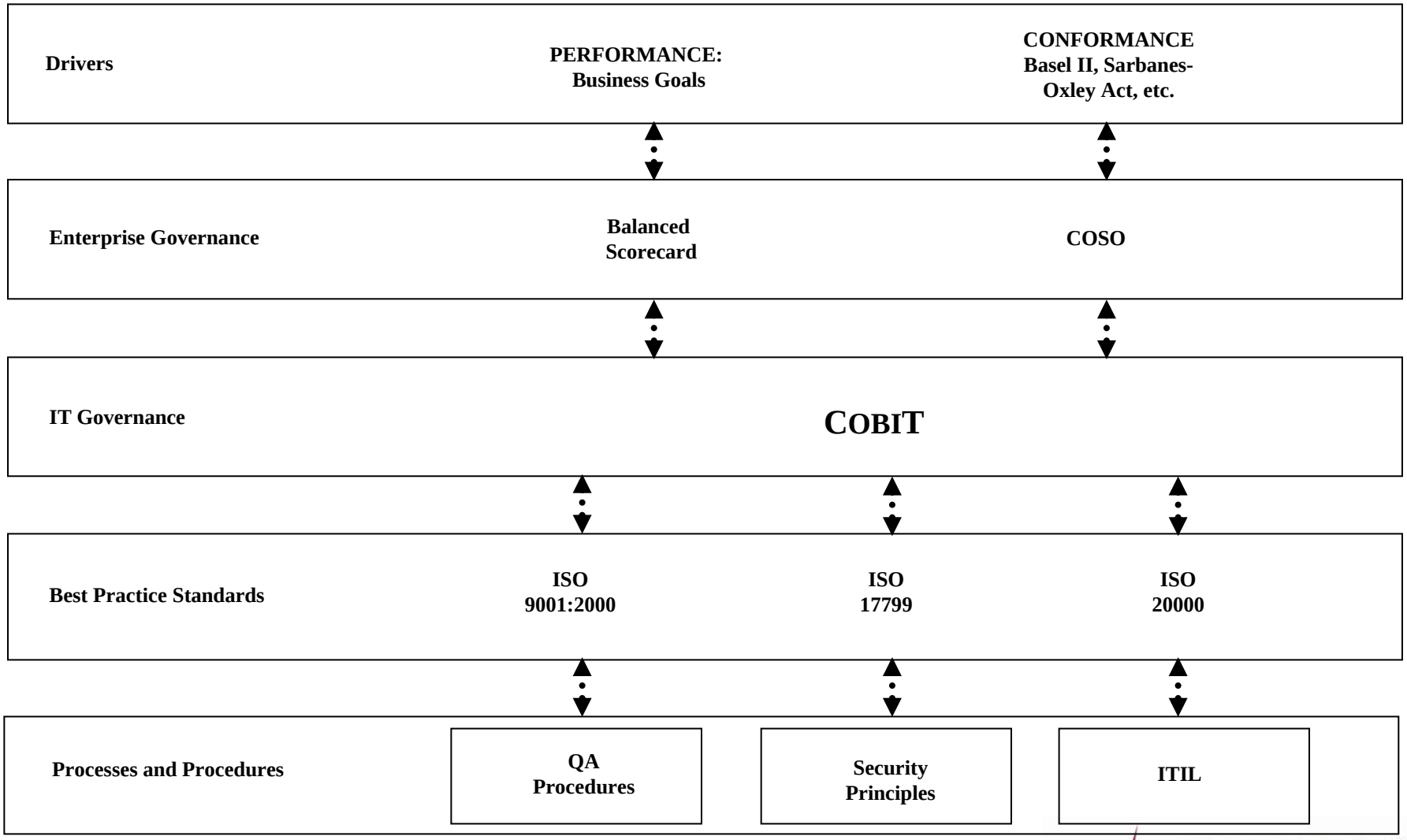
ME1	Monitor and evaluate IT performance.
ME2	Monitor and evaluate internal control.
ME3	Ensure compliance with external requirements.
ME4	Provide IT governance.

PO1	Define a strategic IT plan.
PO2	Define the information architecture.
PO3	Determine technological direction.
PO4	Define the IT processes, organisation and relationships.
PO5	Manage the IT investment.
PO6	Communicate management aims and direction.
PO7	Manage IT human resources.
PO8	Manage quality.
PO9	Assess and manage IT risks.
PO10	Manage projects.

DS1	Define and manage service levels.
DS2	Manage third-party services.
DS3	Manage performance and capacity.
DS4	Ensure continuous service.
DS5	Ensure systems security.
DS6	Identify and allocate costs.
DS7	Educate and train users.
DS8	Manage service desk and incidents.
DS9	Manage the configuration.
DS10	Manage problems.
DS11	Manage data.
DS12	Manage the physical environment.
DS13	Manage operations.

AI1	Identify automated solutions.
AI2	Acquire and maintain application software.
AI3	Acquire and maintain technology infrastructure.
AI4	Enable operation and use.
AI5	Procure IT resources.
AI6	Manage changes.
AI7	Install and accredit solutions and changes.

Relationship ITIL / Cobit, ITGI



ITIL History

- 1989 IT Infrastructure Library, OGC (Office of Government Commerce), UK
  - Service Level Management, Help-Desk inc. Incident Management, Contingency Planning, Change Management
- 1990 Configuration Management, Cost Management
- 1992 Software Control, Distribution, Capacity und Availability Management
- 2001 Version 2 Service Support und Service Delivery
- 2002 Infrastructure Management
- 2004 Business Perspective
- 2007 ITIL V3, Strategy, Design, Transition, Operation, Continuous Improvement

Situation

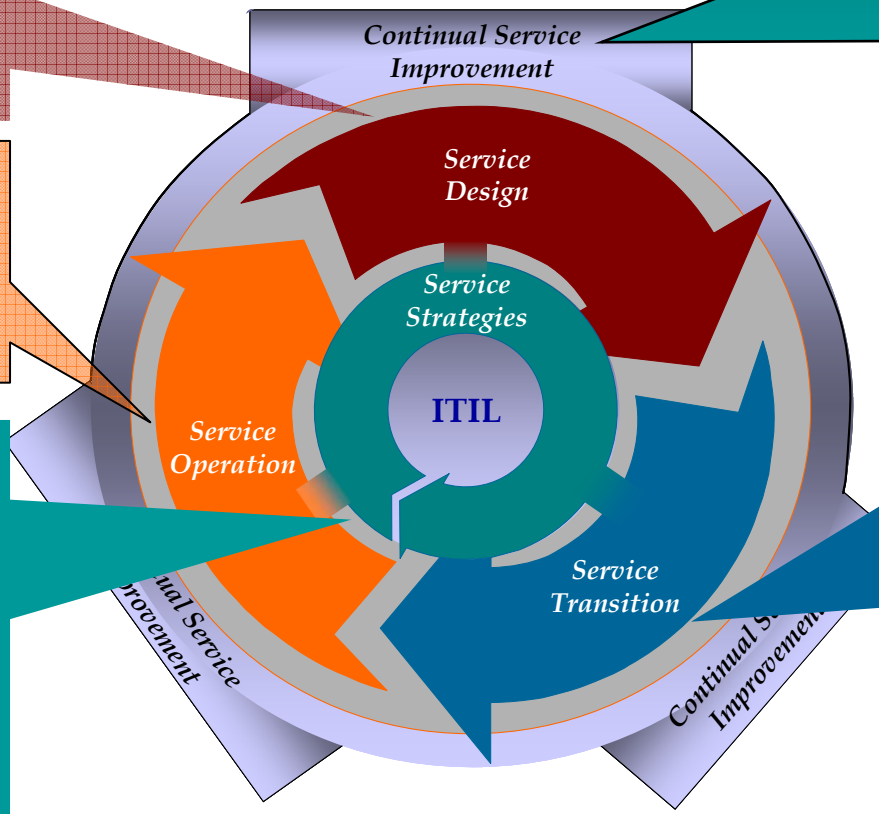
- Year 2000: Standard BS 15000 with strong ITIL (V2) orientation
- Year 2007: ISO 20000 starting from BS 15000 and Core-Components of ITIL

ITIL V3 Lifecycle Processes

- Service Catalogue-, SL-Management
- Capacity Management
- Availability Management
- Service Continuity Mgmt
- Information Security Mgmt
- Supplier Management

- Event Management
- Incident Management
- Request Fulfillment
- Problem Management
- Access Management

- Service Strategy
  - Define the Market
  - Develop the Offerings
  - Develop Strategic Assets
  - Prepare For execution
- Service Economics
  - Financial Management
  - Return on Investment
  - Service Portfolio Mgmt
  - Demand Management

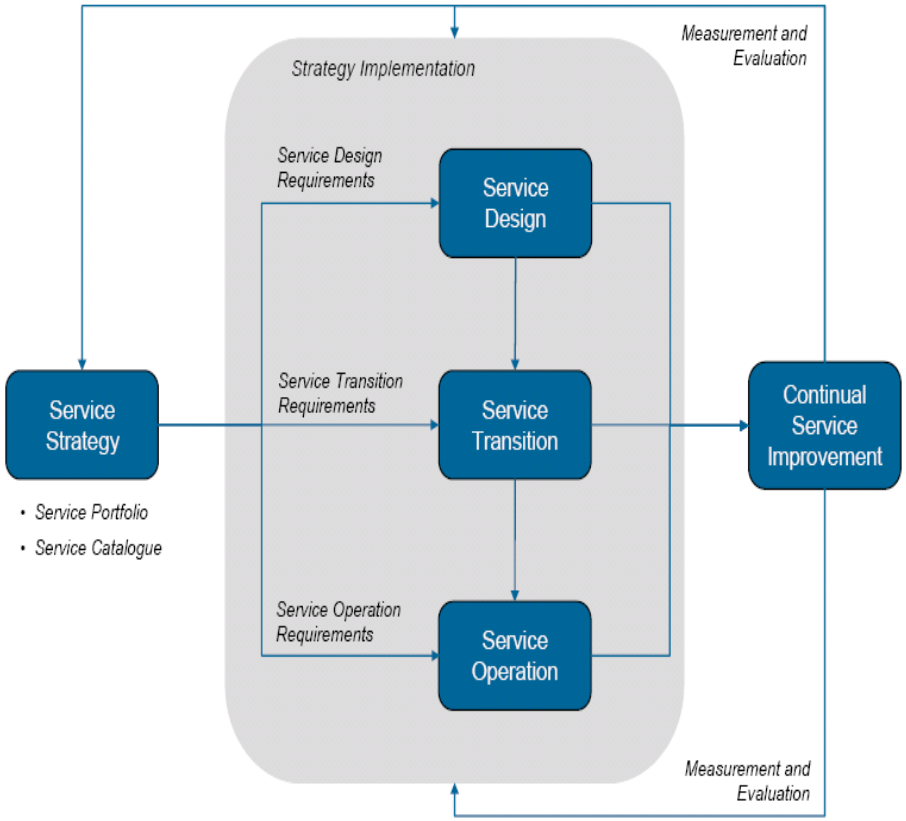


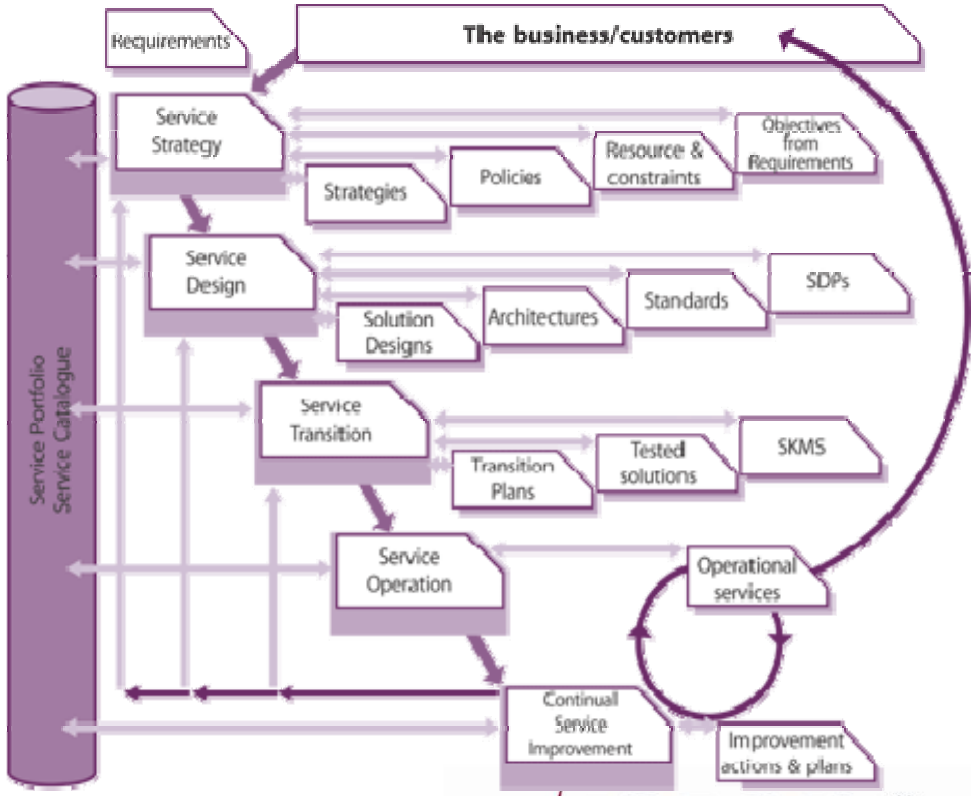
- The 7 Step Improvement Process
- Service Reporting
- Service Measurement
- Return on Investment for CSI
- The Business Questions for CSI
- Service Level Management

- Transition Planning & Support
- Change Management
- Service Asset & Configuration Mgmt
- Release & Deployment Mgmt
- Service Validation & Testing
- Evaluation
- Knowledge Management

Service-Lifecycle-the connection

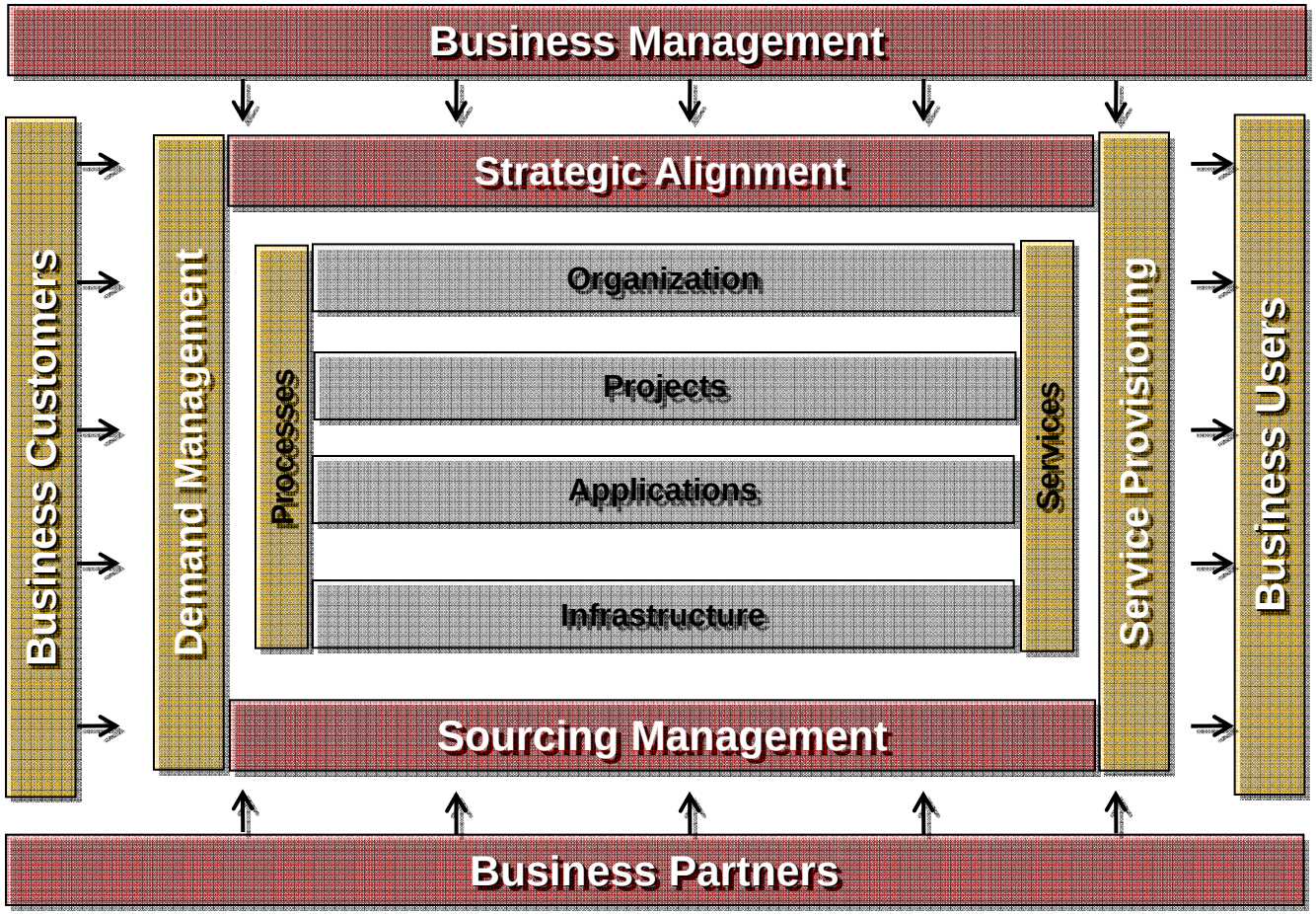
- Strategy determines Design and Operation, Transition is the „missing-link“ and continual service improvement keeps the wheels turning





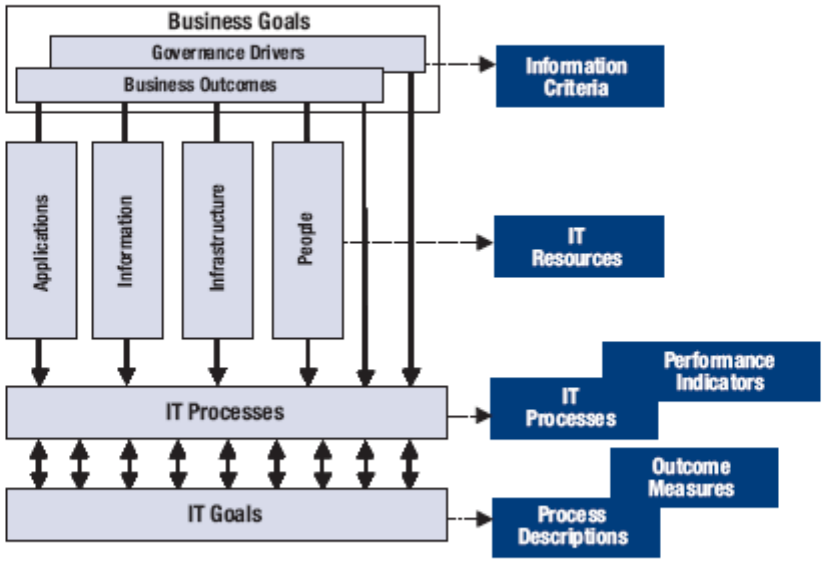
Serving IT Governance Professionals

IT-Management Conflict-Areas



Cobit Process

Figure 21—CobiT Management, Control, Alignment and Monitoring



Service Management Strategy ITIL V3

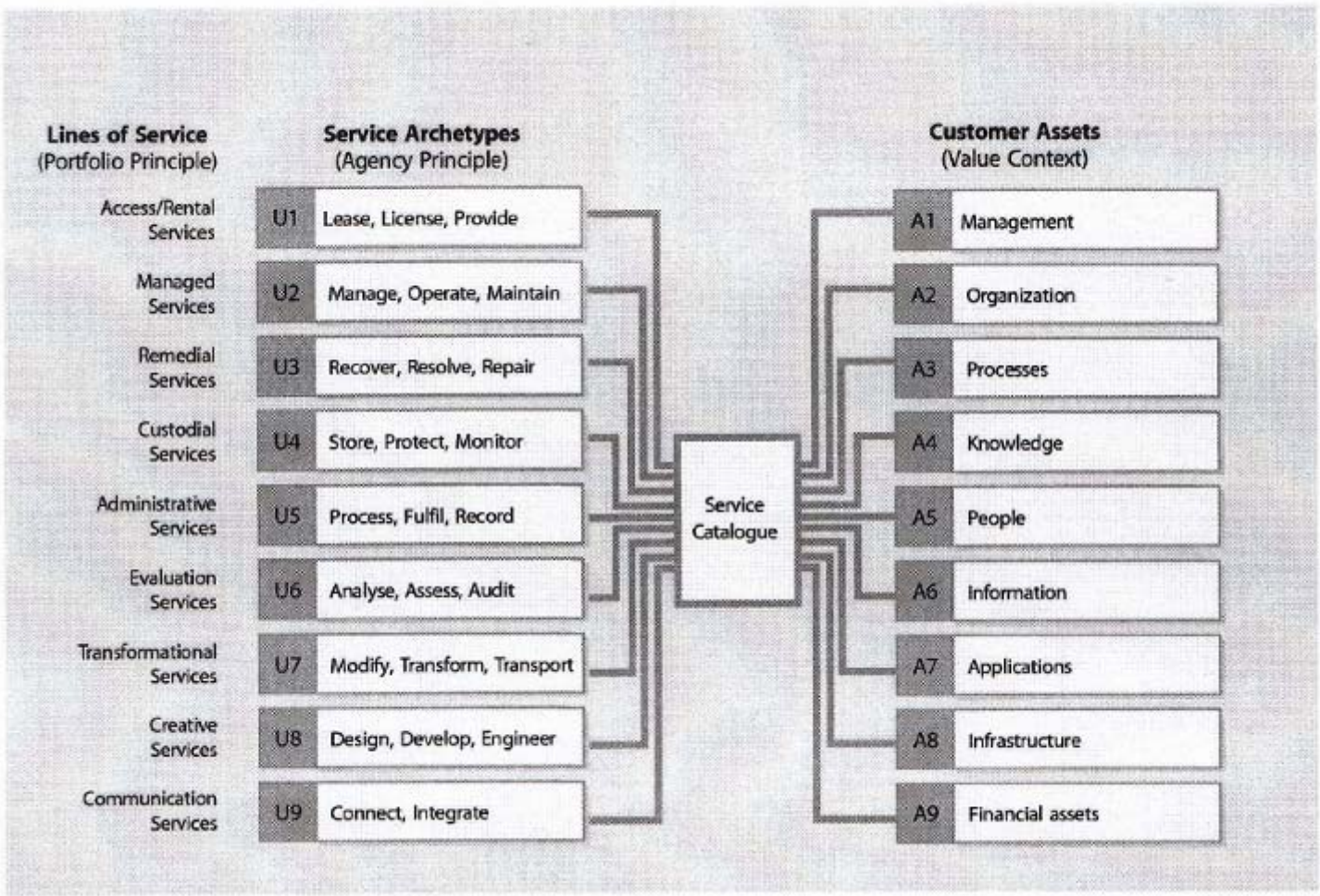


Figure 4.4 Provider business models and customer assets

What´s the meaning?

- Keep in mind:
  - With Cobit Strategy always means Enterprise Strategy and the role of IT-Strategy within this framework. IT-Strategy is always considered part of the Enterprise Strategy
  - With ITIL there is a multiple use:
    - Strategy as Enterprise Strategy (Customer´s Strategy)
    - Strategy of the Service Supplier
  - Particularly obvious in V3 ITIL

Positioning

- Cobit
  - Enterprise-oriented
  - Logical Sequence of Domains
    - Plan and Organise
    - Acquire and Implement
    - Delivery and Support
    - Monitor and Evaluate

- ITIL
  - Function-oriented
  - Functions are relatively independent Service Strategy
    - Service Design
    - Service Delivery
    - Service Operation
    - Continual Service Improvement
  - Mixture of Process-description, Instruments and Functions

Strength/weakness

- ITIL
  - Best Practice, detailed Process descriptions
  - KPI´s identified per Function, no overall structure for KPI´s
  - No methodology on how to start, difficult to judge improvement processes, no benchmarking pre-/post introduction
  - Concentration is on „how to“, Accountability described in Role-model, operational aspects predominate
  - Governance adressed only indirectly
  - Changing view-point between supplier and customer aspects sometimes unclear, frequently to be understood only in context

KPI´s COBIT vs ITIL

- COBIT
  - User-satisfaction
  - Customer satisfaction
  - Frequently qualitative
  - KPI´s take into account business and IT-Interace
- ITIL
  - Service Fulfillment
  - Contract fulfillment
  - Frequently quantitative
  - Very few financieal KPI´s

- ITIL measures service delivery, contractual obligation fulfillment and service quality
- COBIT measures efficiency and effectiveness of IT-Department, contribution to business

Roles and Responsibilities
COBIT involved units

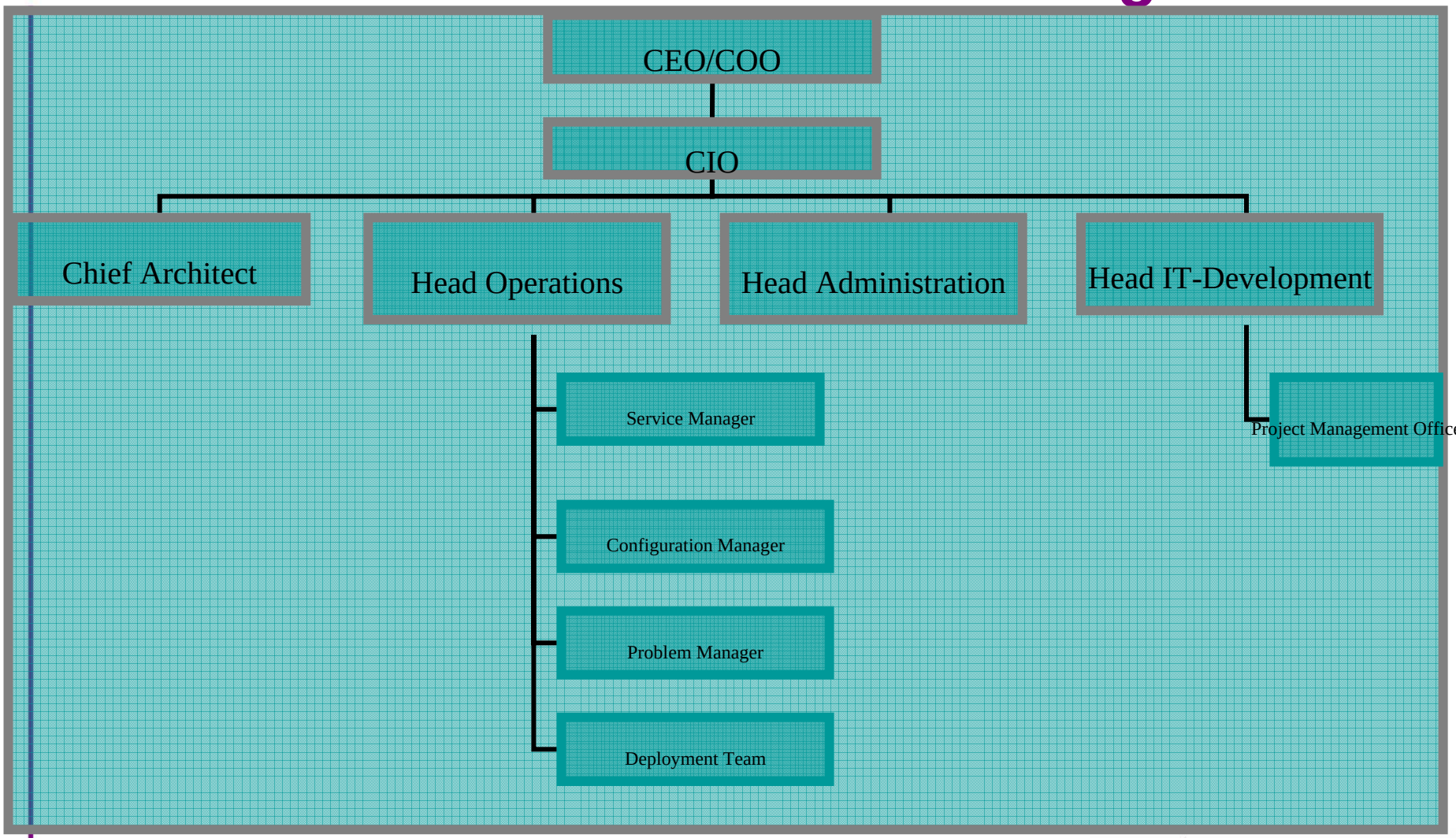
- IT-Functions
  - CIO
  - Head Operations
  - Chief Architect
  - Head Development
  - Head IT-Administration
  - Project Management Office
  - Service Manager
  - Training
  - Service Desk/Incident Manager
  - Configuration Manager
  - Problem Manager
  - Deployment Team
  - IT Security, IT Compliance

- Business Functions
  - Board
  - CEO
  - CFO
  - Business Executives
  - Business Senior Management
  - Business Process Owners
  - Compliance, Audit, Security
    - IT-Audit
    - Security

Role Overlaps (more than one „A“)

Domains	Activities	CEO	CFO	Business executive	CIO	Business Process Owner	Head Operations	Chief Architect	Head Development	Head IT Administration	Project Management Office	Compliance, audit, risk and Security	Service Manager	Training Department	Service Desk/Incident Manager	Configuration Manager	Problem Manager	Deployment Team	Board	Business Senior Management
PO5 Manage the IT-Investment	Maintain Project Portfolio			**a/r**	**a/r**															
PO5 Manage the IT-Investment	Maintain Service Portfolio			**a/r**	**a/r**															
PO9 Assess and Manage it-Risks	Determine risk management alignment	**a**	**r/a**																	**r/a**
PO9 Assess and Manage it-Risks	Identify events associated with objectives				**a/c**		**r**	**r**	**r**	**r**										**a**
PO9 Assess and Manage it-Risks	Assess risk associated with events				**a/c**		**r**	**r**	**r**	**r**										**a**
PO9 Assess and Manage it-Risks	evaluate and select risk response			**a**	**a/c**		**r**	**r**	**r**	**r**										**a**
PO9 Assess and Manage it-Risks	Prioritise and plan control activities			**a**	**a**		**r**													**r**
PO9 Assess and Manage it-Risks	approve and ensure funding for risk action plan		**a**	**a**																**r**
DS9 Manage the configuration	verify and audit configuration information (includes detection of unauthorized software)						**a**									**a/r**				
AI4 Enable operation and use	develop strategy to operationalise the solution				**a**	**a**	**r**		**r**									**r**		
AI4 Enable operation and use	develop and deliver training					**a**	**a**		**r**					**r**						
AI4 Enable operation and use	evaluate training results and enhance documentaiton as required					**a**	**a**							**r**				**r**		
AI7 Install and accredit solutions and changes	deploy test environment and conduct final acceptance tests					**r**	**a**		**a/r**											

Cobit assumed IT-Organisation



ITIL V3

- Distinction between
  - Processes
    - f.e. Service Level Management, Incident Management etc.
  - Functions
    - f.e. Service Desk, Application Management, Technical Management
  - Tools
    - ROI calculation, 7-step Improvement Process, Deming Cycle, Benchmarking

Roles ITIL V3

Service Strategy	Design	Operation	Transition	Continual Service Improvement
Director of Service Mana	Service Design Manager	Service Desk Manager	Service Asset Manager	Service Manager
Contract Manager	IT-Planner	Service Desk Supervisor	Configuration Manager	CSI Manager
Product Manager	IT-Designer/Architect	Service Desk Analyst	Configuration analyst	Service Owner
Process Owner	Service Catalogue Manager	Super Users	Configuration Administrator/Analyst	Process Owner
Service Portfolio Manage	Service Level Manager	Technical Managers/Team leaders	CMS/Tools Administrator	Reporting Analyst
Business Relationship M	Availability Manager	Technical analysts/Architects	Performance and Risk Evaluation Manager	
	IT-Service Continuity Manager	Technical Operator	Knowledge Management Process Owner	
	Capacity Manager	IT-Operations Manager	Service Test Manager	
	Security Manager	Shift Leaders	Release Packaging and built Manager	
	Supplier Manager	IT-Operations Analyst	Build and test environment Manager	
		IT-Operators		
		Applications Manager/Team Leader		
		Applications Analyst/Architect		
		Incident Manager		
		Problem Manager		

Organisation Topics ITIL V3

- No underlying assumption about organisational structures
- Many different and partly incompatible views
- Organisational structures used as explanantion of texts, predominantly partial views
- No clarity, whether internal Function or Service Supplier Organisation
- Useful as suggestion/discussion point
- Weak link between Roles and Functions/Processes
  - Content description of roles inconsistent with Function-Description

Organisation-Models in ITIL V3

- Service Strategie 2 Models
- Service Design 0
- Service Transition 2 Models
- Service Operation 4 Models
- Continual Service Imp. 0

Example: Continuity and Availability

- Service Design, Availability Management 4.4.
  - Availability Management as critical component for Service delivery, KPI´s, Reporting, reactive and preventive measures, Service Failure Analyses etc.
- DS 4.2. Continuity Plan
  - 2 bullet points for availability, targeted towards Disaster Recovery

- Service Design, IT-Service Continuity Management 4.5.
- DS 4 Ensure continuous Service
- Vollständige Entsprechung ITIL/COBIT

Problemareas

- Usual suspects:
  - Migration
  - Interfaces
  - Efficiency
- Potenziert
  - Description of Interfaces between Processes within Frameworks minimalistic
  - Description of Interfaces between Frameworks non-existent

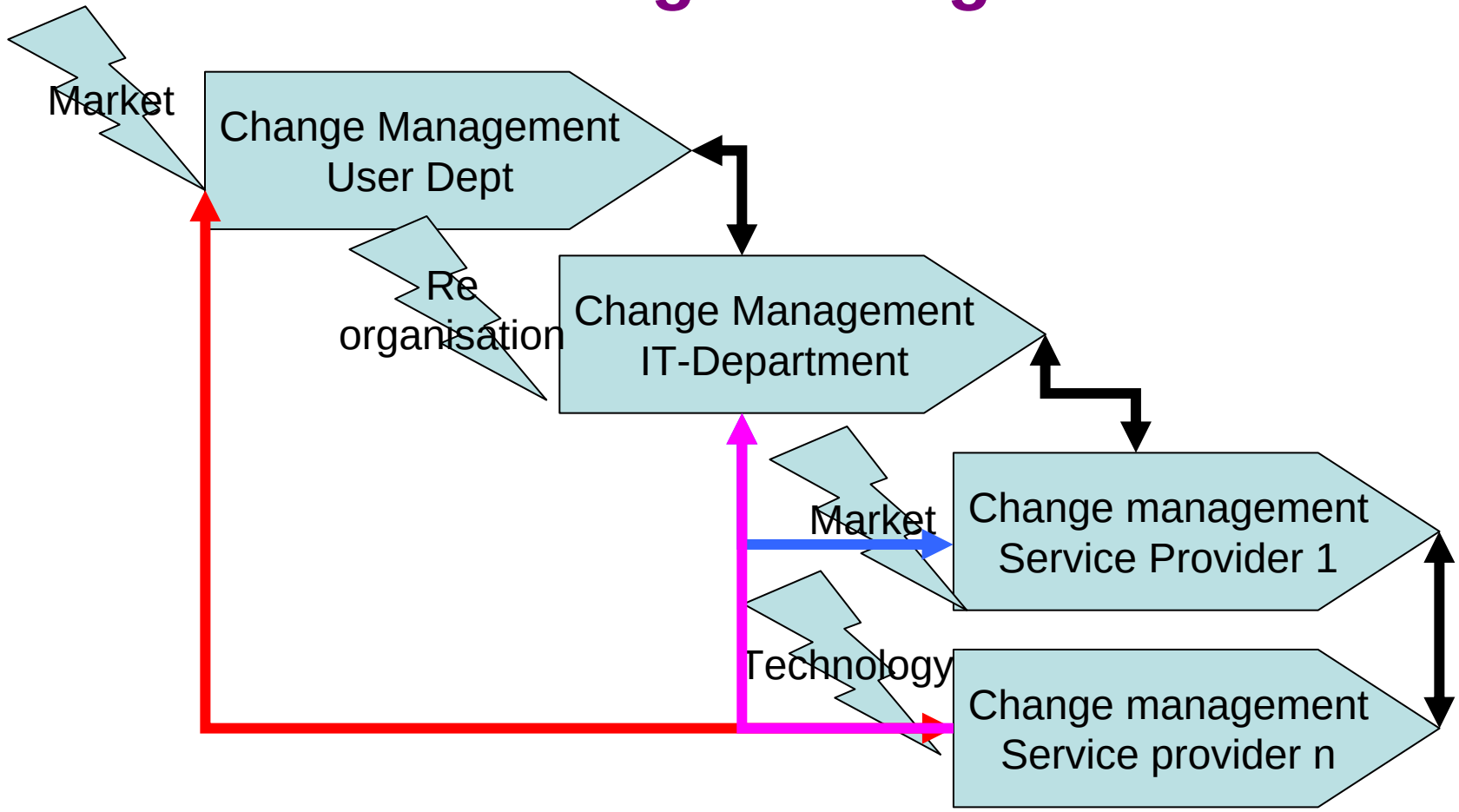
Problem Area Instruments

- Tools are essential:
  - Service-Desk and Incident Management
  - Cost-accounting
  - CMDB (Configuration Management DB)
  - etc.
- Which instruments are compatible?
- What does the pipeline look like?
- Which instruments are already being used, which are missing?
- Dangerous Illusion:
  - Solving organisational problems by technical means

Problems Generic

- Processes have different Time-lines and horizons
  - Strategy long term goal setting
  - Change Management iterativ/cyclical
  - SLA Management operational on-going
- Models are one-dimensional, Reality is multidimensional
  - Change Management as one Process ?
  - AI 1 (identify automated solutions) as a project oriented one-off Process ?

ITIL V3 Change Management Process



Change Management

- Issues:
  - Synchronisation
  - Interfaces
  - Hidden consequences

The way forward

- Using Cobit to check and design your Organisation
  - Completeness
  - Consistency
  - Easily understood framework
- Using ITIL to fill in the „holes“
  - Pragmatic ideas
  - Best practice Service Management
  - Process details

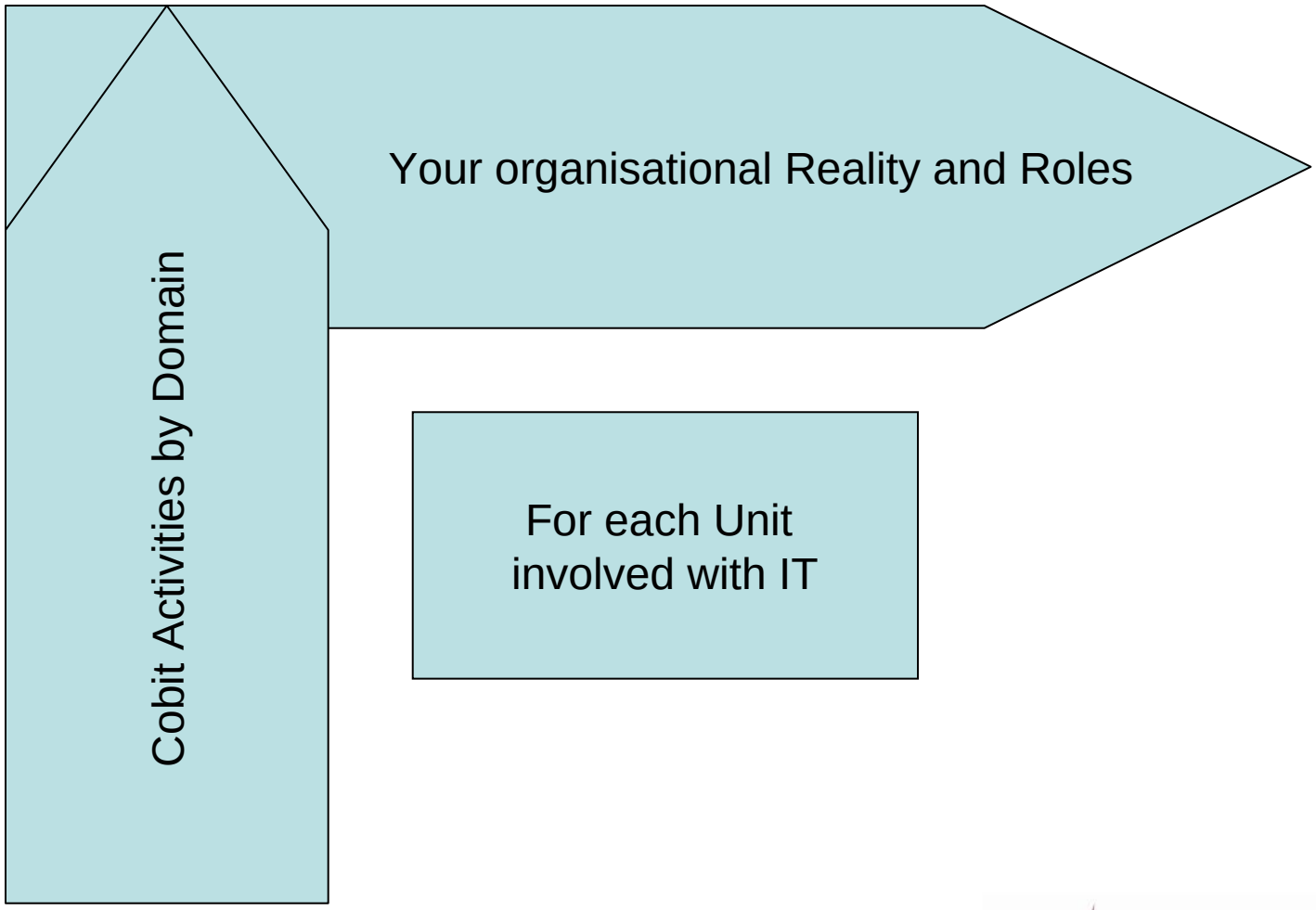
3-step approach

- Use activities of Cobit as a checklist for organisational responsibility
- Use Processes of ITIL as a checklist for your organisational responsibilities

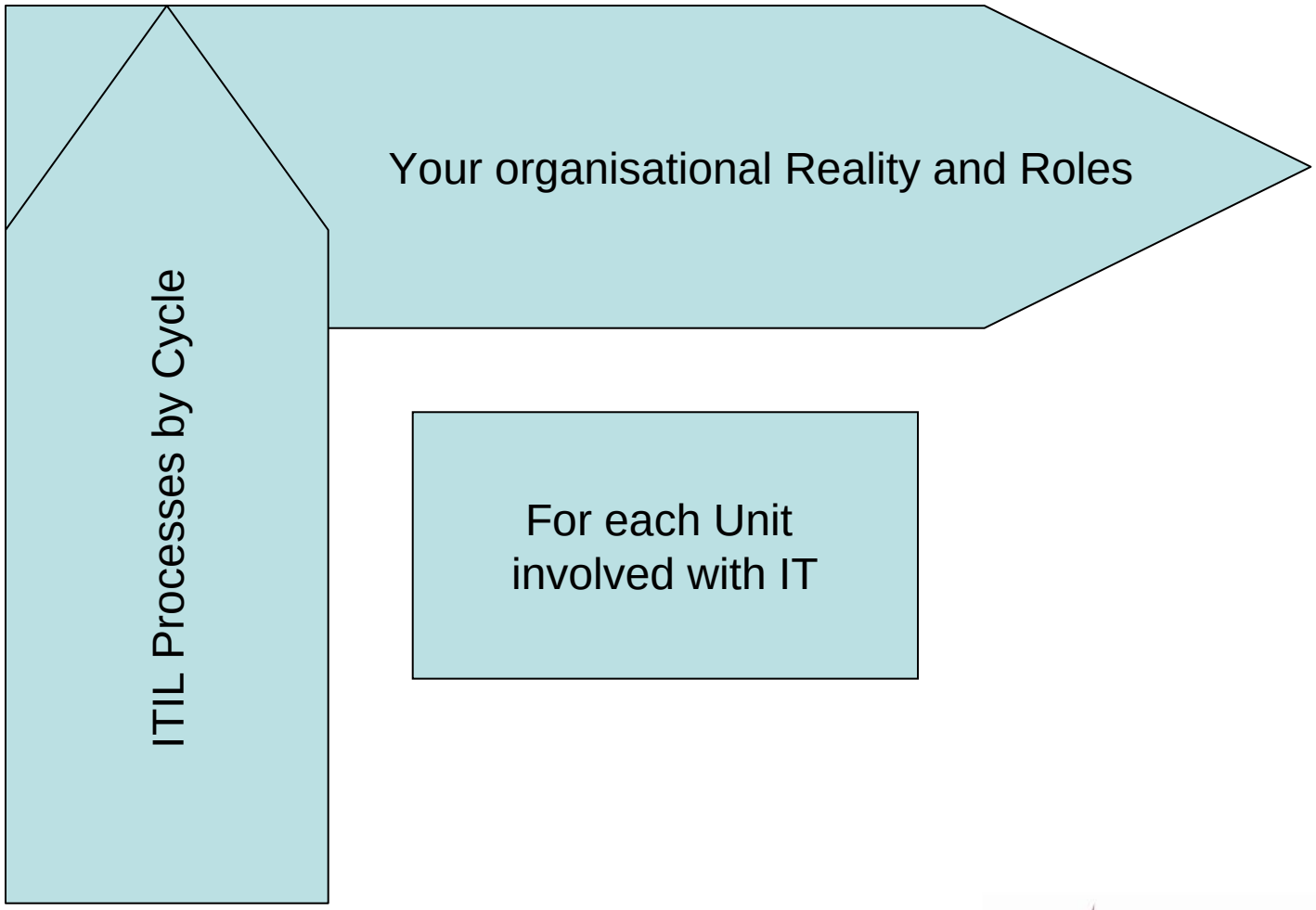
- Identify the overlaps and holes
- „Tailor“ the results either organisationally or by process

- Based on Control Objectives of Cobit, design Job-descriptions

Step 1a


Your organisational Reality and Roles
Cobit Activities by Domain
For each Unit
involved with IT

Step 1b


Your organisational Reality and Roles
ITIL Processes by Cycle
For each Unit
involved with IT

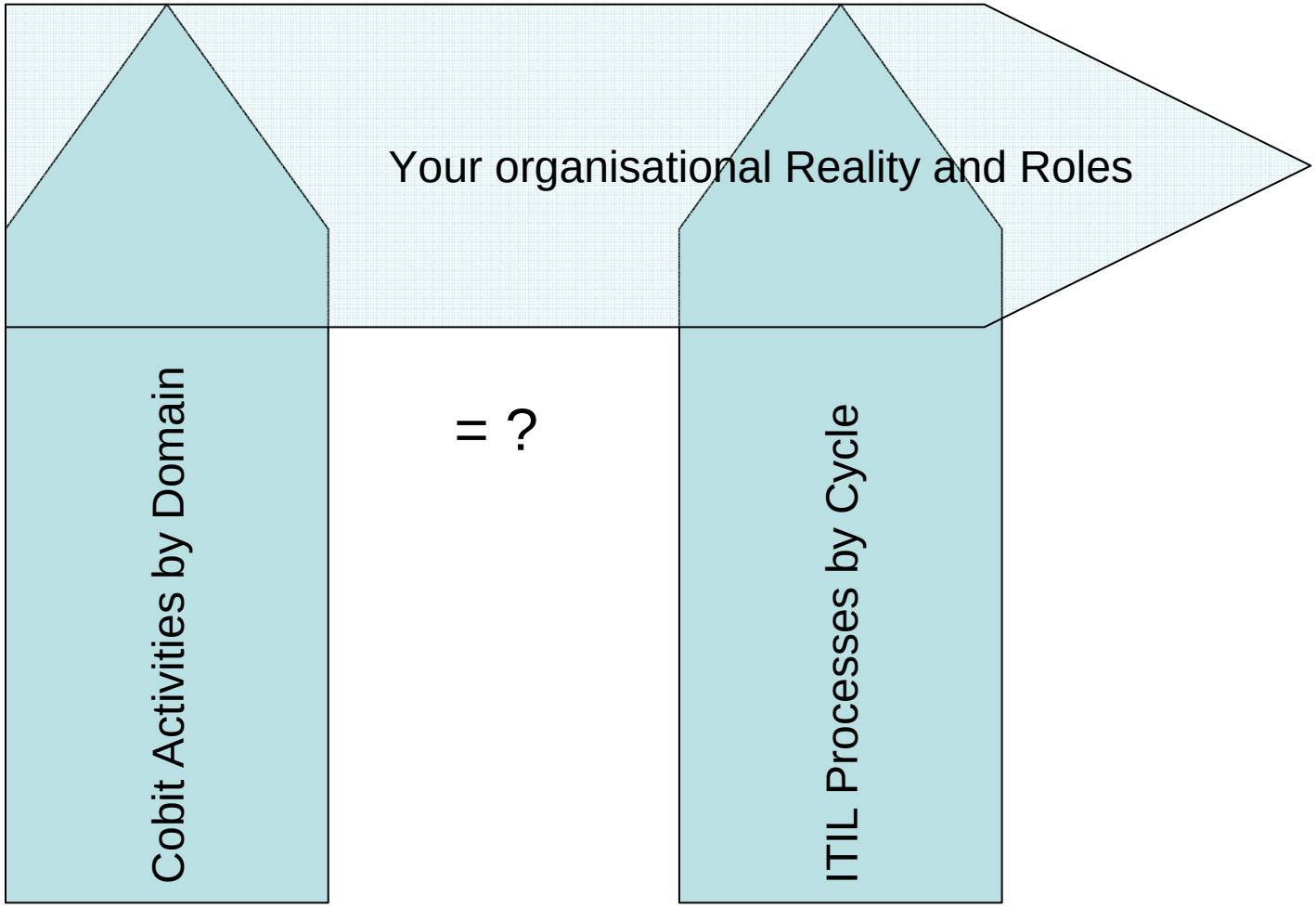
Work-Sheet ITIL Strategy

Risk		Service Strategy	Who does it?						
Importance	Performance		IT	Other	Outside	Do Not Know	Audited	Formality	Who is accountable?
		Service Strategy							
		Financial Management							
		Return on Invest (ROI)							
		Service Portfolio Management							
		Demand Management							

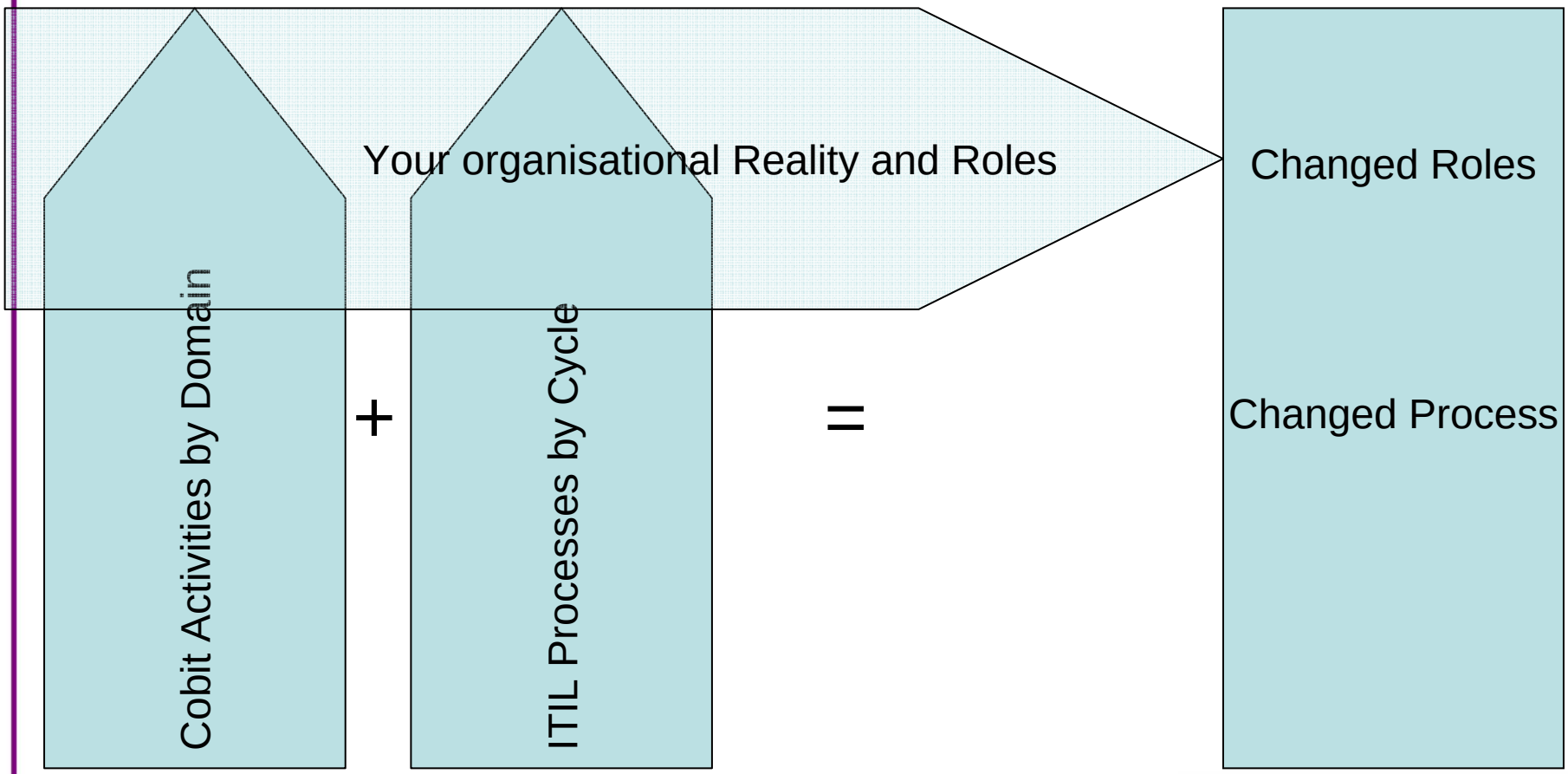
Work-Sheet ITIL Design

Risk		Service Design	Who does it?						
Importance	Performance		IT	Other	Outside	Do Not Know	Audited	Formality	Who is accountable?
		Service Design							
		Service Catalogue, Service Level Management							
		Capacity Management							
		Availability Management							
		Service Continuity Management							
		Information Security Management							
		Supplier Management							
		Requirements Engineering							
		Data and Information Management							
		Application Management							

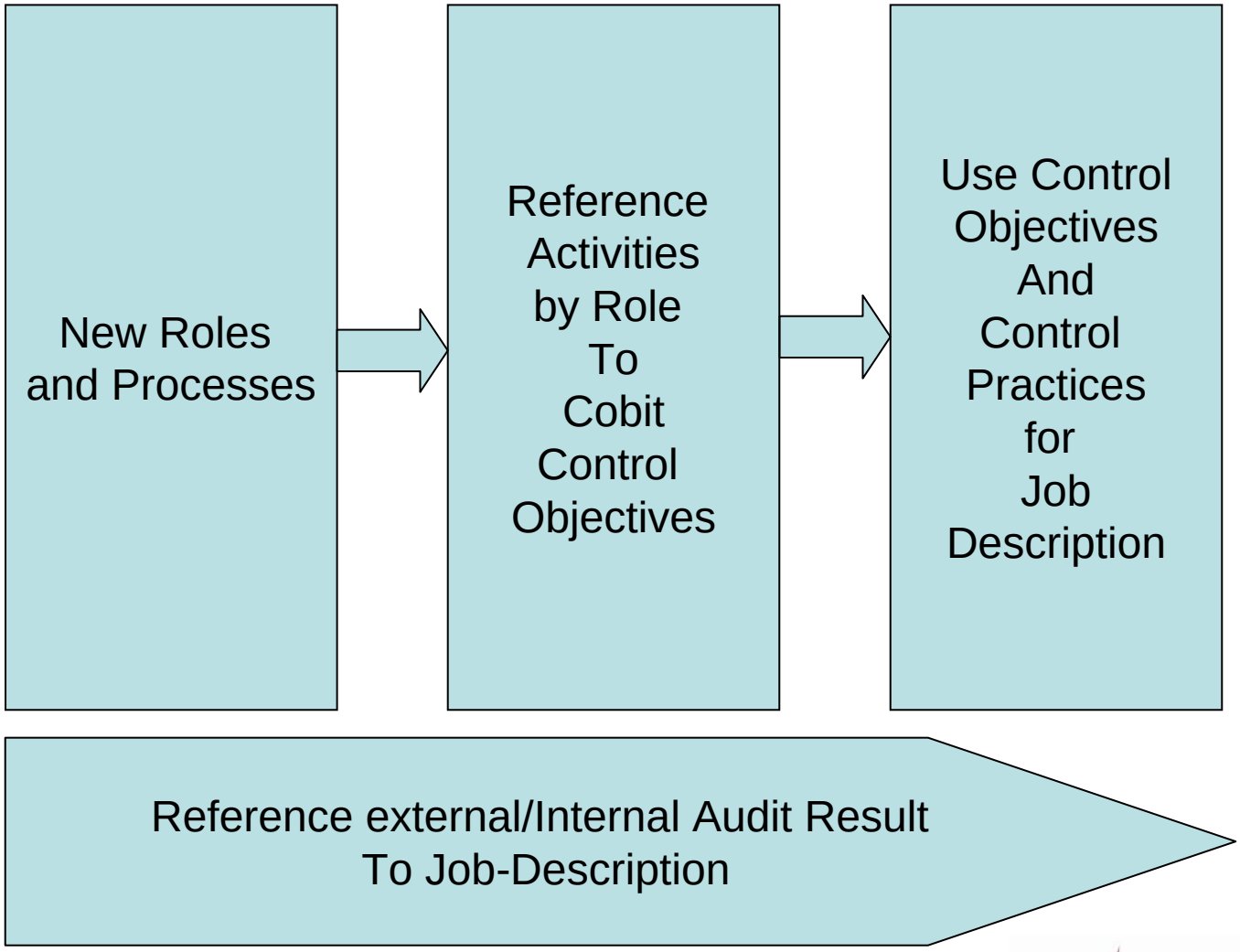
Step 2a


Your organisational Reality and Roles
Cobit Activities by Domain
= ?
ITIL Processes by Cycle

Step 2b


Your organisational Reality and Roles
Cobit Activities by Domain
+
ITIL Processes by Cycle
=
Changed Roles
Changed Process

Step 3


New Roles and Processes
Reference Activities by Role To Cobit Control Objectives
Use Control Objectives And Control Practices for Job Description
Reference external/Internal Audit Result To Job-Description