

# Cómo contribuir al éxito de la Universidad utilizando el IT Service Portfolio

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“The single biggest problem  
in communication is the **illusion** that  
it has taken place.”

George Bernard Shaw

# The Big Picture — IT Contribution to University Success in 2020

## How We Will Succeed?

- List the top three to four things that the University needs to do to succeed.

## Competitive Use of IT

- How IT is being used within the sector and industry?
- Are we ahead or behind in terms of cost and capability?

## Capabilities We Need to Succeed

- IT capabilities we have today to support business priorities and success.
- IT capabilities we still need to develop or acquire.

## IT Contribution to Success

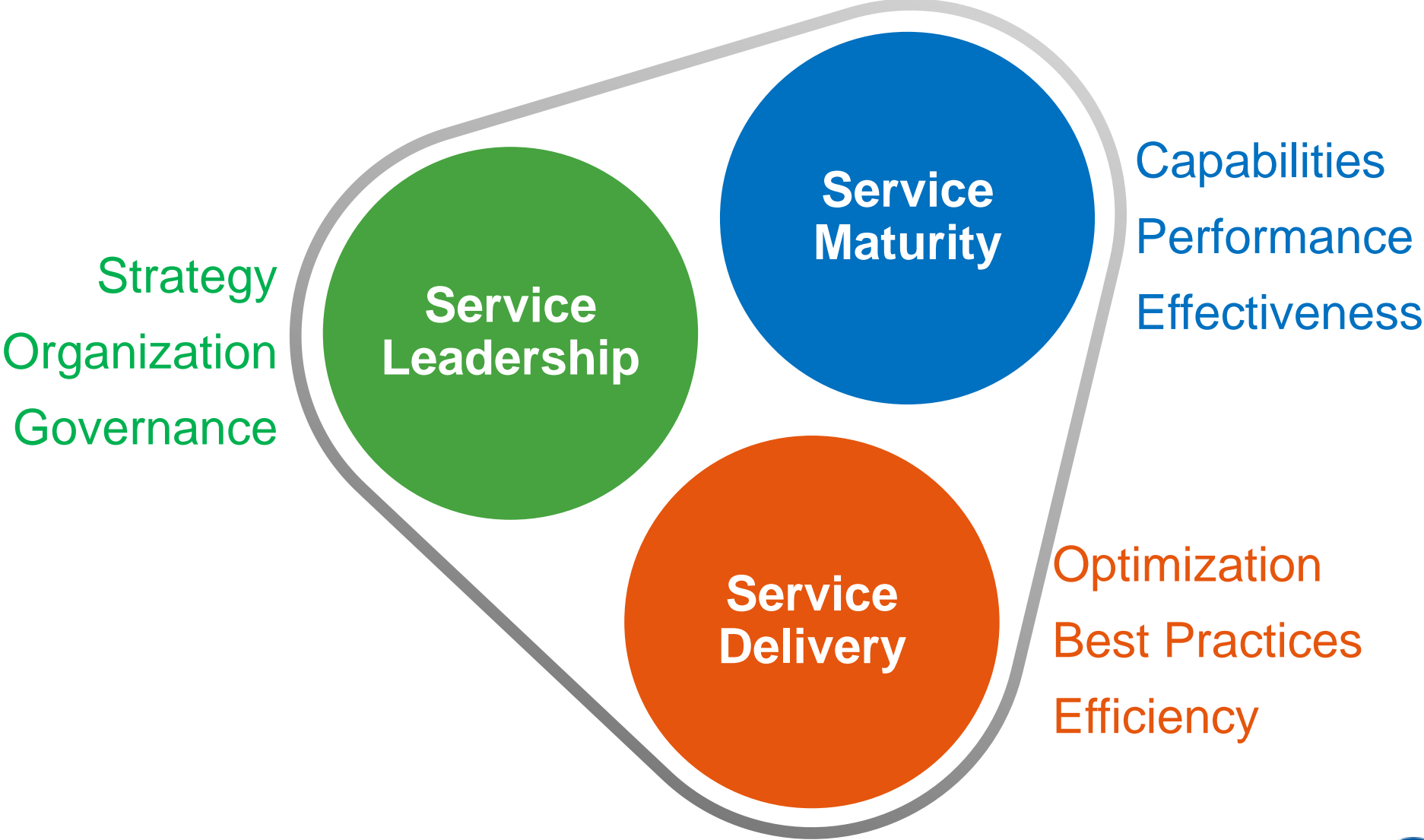
- How will IT support and deliver initiatives?
- What value does IT contribute to business objectives?

# Strategic IT Services



Optimization  
Best Practices  
Efficiency

# Strategic IT Services

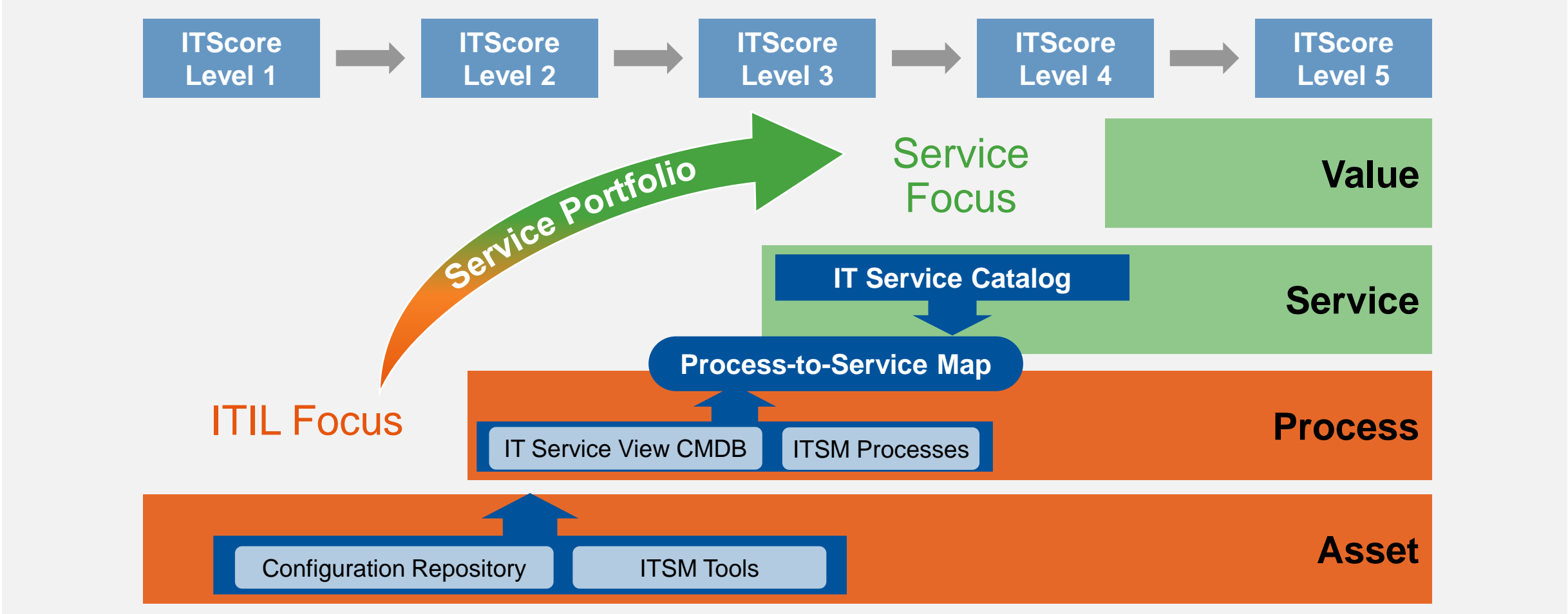


# Understanding the Role of ITIL and ITSM

ITIL is a framework of *good practices*, identifying a five-phase *life cycle* outlining the key *functions and processes* for delivering *service value*.

ITSM and the ITIL life cycle, functions and processes are *not* the services and *not* the value.

# The IT Service Management Unified Framework





# Creating the IT Service Portfolio



# Step 1: Don't Confuse Services With IT Assets and Systems

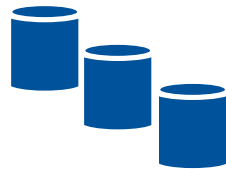
**A Service ...**  
**... Is an *Action*, Not a *Thing***  
**... Is Described in Terms of *Benefit* to the *End User***  
**... Focuses on *What Value* Is Delivered, Not on *How It* Is Delivered**

**These Are *Not* Services**

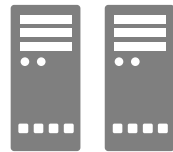
**Middleware and Infrastructure Software/Services**



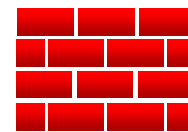
End-User  
Devices



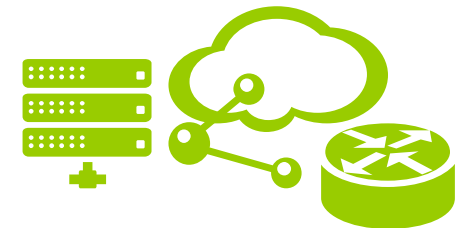
Storage  
Systems



Computing  
Systems



Security  
Systems



Networking  
Equipment and Providers

# Step 2: Don't Confuse Services With IT Processes and Procedures

Procedure	A systematic, repeatable set of activities having a specific result	<i>Desktop Support</i>
Transaction	An exchange of data, information or materials leading to a settlement	<i>Password Setup</i>
Activity	A specific action or an isolated effort; may be part of a process	<i>Log on to Server</i>
Capability	Having an ability, talent or expertise; possessing skills or knowledge	<i>Windows Image Install</i>
Asset	Any material element or component having financial or investment value	<i>Windows Environment</i>
<b>Service</b>	<b>A valuable action, deed or effort to satisfy a business need or demand</b>	<b><i>Workplace Services</i></b>

# Step 3: Define Services From a Business Viewpoint

- 1 Identify WHO**
  - Define who within the business is receiving the service.
- 2 Define WHAT**
  - Establish service categories that are meaningful to business executives and stakeholders.
  - Consider your organization's unique culture and practices
  - Don't confuse a service with the IT processes required to deliver or enable delivery.
- 3 Value Is WHY**
  - Create a value statement to capture service benefits or advantages in business terms.
  - Use the value statements to negotiate service-level agreements and identify appropriate supporting measures.
  - Select SLA measures that can be collected and reported quantifiably to support the value statements.

# Step 4: Use the Right Concept

## IT Service Portfolio

Strategic, value-based description of the scope of IT service

Used for investment planning, prioritization, and business justification

## Audience

Senior business executives

## IT Service Catalog

Operational tool to simplify service request process for customers

Can link to IT fulfillment process automation for improved IT efficiency

## Audience

Individual end users

# Step 4: Use the Right Concept - Benefits

## IT Service Portfolio

### Benefits to Business

- Receive improved service quality on business-critical IT services
- Better-balanced business investment in IT relative to value received

### Benefits to IT Organization

- Raise the IT organization's credibility
- Understand costs and shape customer demand with pricing
- Simplify administration and management of IT services

## IT Service Catalog

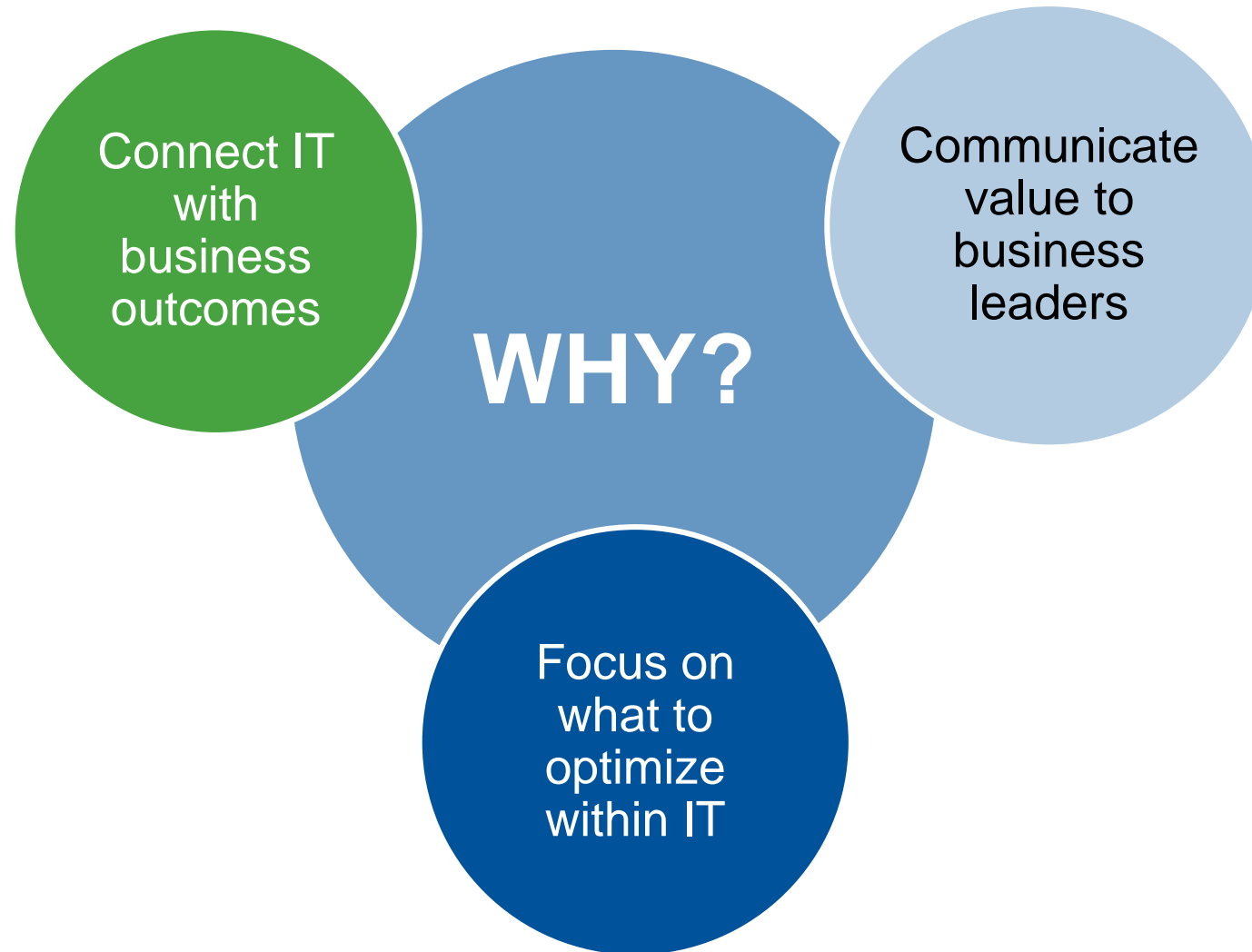
### Benefits to Business

- Simplify process for requesting IT services

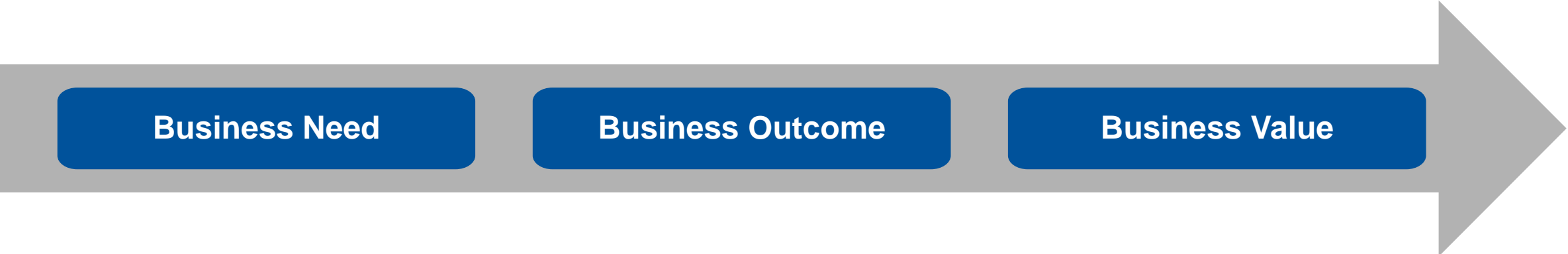
### Benefits to IT Organization

- Improve efficiency of service request-to-service delivery process
- Reduce exception/ad hoc/custom service requests

# Step 5: Start With the IT Service Portfolio



# Defining a Strategic IT Service



IT Service Group, Category or Package	IT Service Description	IT Service Value Statement
The business need:	The business outcome:	The business value:
Workforce productivity service	Providing a consistent technology- enabled work environment with appropriate access to enterprise applications and systems for staff to perform their jobs	Increased employee productivity  Reduced travel expenses  Minimize employee training and downtime

# The University IT Service Portfolio (*Example*)

Simple Service Portfolio	Augmented Service Portfolio
<ul style="list-style-type: none"><li>▪ <b>Key Customer — Anybody:</b><ul style="list-style-type: none"><li>– My Workplace</li></ul></li><li>▪ <b>Key Customer — Faculty/Student:</b><ul style="list-style-type: none"><li>– Learning Platform</li><li>– Classroom Support</li></ul></li><li>▪ <b>Key Customer — Researcher:</b><ul style="list-style-type: none"><li>– Convenient Library/Academic Information Access</li></ul></li><li>▪ <b>Key Customer — Management/Staff:</b><ul style="list-style-type: none"><li>– Supporting Finance Admin.</li><li>– Supporting HR Admin.</li><li>– Supporting Student Admin.</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Key Customer — Anybody:</b><ul style="list-style-type: none"><li>– My Workplace — Mobile Option</li><li>– My Workplace — Workspace Virtualization Option</li></ul></li><li>▪ <b>Key Customer — Faculty/Student:</b><ul style="list-style-type: none"><li>– Lecture Capture and Retrieval (Repeated Learning)</li><li>– Adaptive Learning (Personalized Learning)</li><li>– Mobile Learning (Anytime Learning)</li><li>– Learning Analytics (Coaching Personalized Learning)</li><li>– Competency Based Learning Platform (Any Pace Learning)</li></ul></li><li>▪ <b>Key Customer — Researcher:</b><ul style="list-style-type: none"><li>– HPC on Demand</li><li>– Supporting Grant Application and Reporting</li><li>– Big Data Analysis Capabilities</li></ul></li><li>▪ <b>Key Customer — Management/Staff:</b><ul style="list-style-type: none"><li>– Supporting Recruiting/Admissions/Alumni (CRM)</li><li>– Supporting Facilities Management</li><li>– Supporting Institutional Analytics</li></ul></li></ul>



# The Three Key Metrics in the Service Portfolio

## Cost per service:

- As a whole.
- Visualized per cost driving unit; for example:
  - Per person, per phone, per device, per report (change).

## Key performance indicator per service: (What institutional mission success is this service contributing to?)

- How does it contribute to the retention of students?
- How does it contribute to the recruitment of students?
- How does it contribute to more research funding?
- How does it contribute to research productivity?
- How does it contribute to lowering the administration overhead of the institution?

## User satisfaction per service:

- At least yearly user satisfaction measures.

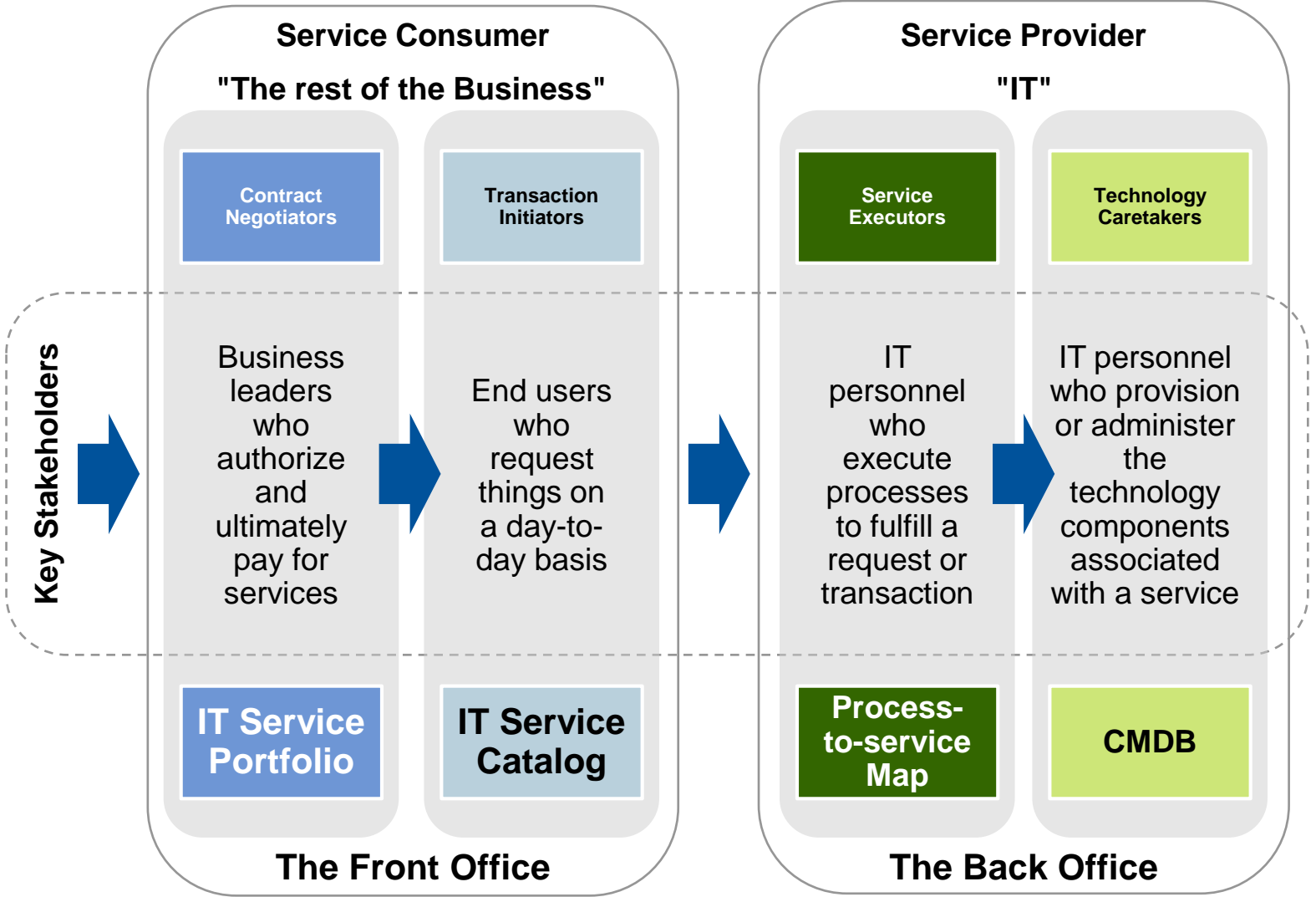
# Best Practices for Creating a Strategic IT Service Portfolio

- Aim for no more than six to 12 service groups (15 max) in the initial IT service portfolio.
- Never mention a vendor, provider, system, application or technology.
- Define service from the viewpoint of the business not from the viewpoint of IT.
- Approach this as a marketing/communications vehicle for business execs and key stakeholders.



# Recap

# Recap: Linking the components



# Recommended Gartner Research

- ▶ "Maturing the IT Service Portfolio for Strategic Business Impact"
- ▶ "ITSM Fundamentals: How to Create an IT Service Portfolio"
- ▶ "The IT Service Management Unified Framework: Linking ITSM to Business Value and Maturity"
- ▶ "IT Service Leadership Guidelines for CIOs to Distinguish IT Service From IT Process"
- ▶ "So You've Been Asked to Create an IT Service Portfolio and IT Service Catalog"

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