



**Implementing ITIL® in a
telecommunications company**

WHITE PAPER

Table of Contents

- Abstract 3
- What was the focus of this project? 3
- The issue: chaotic incident management..... 4
- The issue: absent problem management 4
- The issue: uncontrolled asset management..... 5
- The issue: ineffective change management 6
- The benefits gained from ITIL implementation 7
- Useful resources 7

Abstract

In this case study we will look at a telecommunications company and how the implementation of ITIL best practice has benefited their business.

ISO 20000 and ITIL implementation expert, Branimir Valentic, was part of the team that worked with this company to help improve their standards of Information Technology Service Management (ITSM).

With a number of problem areas to overcome, the project yielded a wide range of benefits. These included a better understanding of the cost of IT, a more proactive approach to ITSM, and greater management control. Ultimately, these improvements led to a happier and more satisfied customer base.

What was the focus of this project?

The telecoms company focused on four process areas from ITIL (the Information Technology Infrastructure Library) to improve some serious failings identified in its operation:

1. Incident management
2. Problem management
3. Change management
4. Service asset and configuration management (only service asset management is relevant in this case study)

So, what were the types of issues in each of these areas? How did the company use ITIL best practice to improve processes? And, what benefits did they experience?

The issue: chaotic incident management

Their existing incident management systems were ad hoc, poorly monitored, and inefficient. Users were emailing details of an incident to their preferred individuals within the IT team. This created poor visibility of reported incidents, meaning many simply got lost. And, there was no coordinated measurement of frequency, type, or time required to resolve incidents.

This resulted in an ad hoc distribution of tasks, oversized burdens placed on individuals, chaotic organization, and an inefficient and ineffective service.

How did ITIL help?

ITIL best practice introduced a proper management system for incidents; ensuring tasks were evenly distributed to team members and issues dealt with in a timely, organized fashion.

The framework also introduced better measurement and reporting processes for incidents, ensuring clear visibility of the type and frequency of issues.

The issue: absent problem management

With no distinction between an incident and a problem in the reporting and resolution of issues, the company was failing to resolve the root causes of incidents (i.e., problems). This resulted in more time, effort, and money spent putting out the same fires repeatedly.

How did ITIL help?

ITIL best practice helped the company focus on the management of problems, ensuring the root causes of incidents were properly investigated and resolved (reducing the number and cost of such incidents).

It also helped to ensure the appropriate priority was assigned to issues by separating incident management from problem management. Incidents need fast resolutions, while problems often require more time.

The issue: uncontrolled asset management

The company had made some effort to manage assets, allocating computer equipment to users, monitoring what software was installed, which databases were in use, etc. However, there was an inability to maintain order when things changed. So, if people entered the organization, got promoted, or left employment, they were not properly added, amended, or deleted within the system (the latter being a major security risk for the company).

How did ITIL help?

ITIL provided the framework to better manage the entire infrastructure that supports the delivery of IT services in their business.

Specifically, this improved control of assets by introducing systems for identifying, recording, tracking, and reporting of assets within the company.

The issue: ineffective change management

Change was not properly controlled, communicated, or reported in the business. For example, a technician would make a change during the night shift (without making notes), and in the morning when incidents occurred (as a result of the change), the rest of the team would get stuck and have to investigate what happened.

When they figured out who had made the change, that person was often unavailable (sometimes sleeping due to having worked the night shift). So, the team would have to improvise or wait for that person to return to work, resulting in unproductive time spent investigating and resolving.

How did ITIL help?

ITIL introduced processes for managing change with a standardized method and procedure. This makes change faster and more efficient and minimizes the impact on services.

It also introduced clear roles and responsibilities, so everyone knows who does what and when.

The benefits gained from ITIL implementation

The benefits received by taking these (and many other) steps to align their ITSM processes with ITIL best practice were significant:

- Satisfied customers – With more efficient, effective, and rapid incident management, the company was better able to resolve issues and satisfy its customers' needs. The users of their IT services now get a better, more reliable service.
- Nothing gets lost – Every call, every email, and every issue is now logged and managed properly (with clear responsibilities). No incidents that need immediate attention get lost, and requests get fulfilled quickly.
- No more firefighting – Problems still arise (that's business), but no longer is the company running from one fire to the next.
- Better management – Implementing ITIL best practice improves the overall effectiveness of management, resulting in better processes, better integration, and better information for making decisions.
- Planned interruptions – Now, when changes are made or maintenance to key systems is required, the company can be prepared properly, reducing the risk of costly, unplanned downtime.
- Requests get fulfilled – When their employees need hardware or software they now know it will be arranged quickly.
- They know what IT costs – The Company is now better equipped to accurately cost all their IT services across their portfolio.

Useful resources

These online materials will help you with ITIL® implementation:

- Here you can download a free preview of [ITIL® Documentation Toolkit](#) – in this free preview, you will be able to see the Table of Contents of each of the mentioned documented procedures, as well as a few sections from each document.



Advisera Expert Solutions Ltd
for electronic business and business consulting
Zavizanska 12, 10000 Zagreb
Croatia, European Union

Email: support@advisera.com
U.S. (international): +1 (646) 759 9933
United Kingdom (international): +44 1502 449001
Toll-Free (U.S. and Canada): 1-888-553-2256
Toll-Free (United Kingdom): 0800 808 5485
Australia: +61 3 4000 0020



EXPLORE ADVISERA

