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The Quintica Group combines a host of specialist ICT and Business Solutions, "best practices" Service Management experts and access to industry leading techniques and technologies, that aim to assist ICT delivery organisations close the gap on business expectations by providing a portfolio of processes, supported by technology that will allow organisations to meet increasing business demands. In short, "Simplifying business cost effectively".

As smarter solution providers operating throughout Africa and the Middle East, the company's four focus areas, People, Process, Product and Partners influence three strategic business improvement areas namely Customer, Cash and Costs, to drive greater business value through better management of technology and service processes.

Quintica recognises the value of combining "best practice" (ITIL®, CoBIT, ISO/IEC 20000, Six Sigma) service management solutions, consulting, education, technology and managed services using a collaborative and consultative approach. The Company's premise is that no prescribed solution fits everyone, but rather an innovation created and deployed to businesses specific requirements. Quintica has access to a wide array of specialist expertise and is regarded as a true specialist in the application of international best-practice tools and techniques and offers:

- Certified ITSM service management training
- ITSM architecting and consulting services
- Business aligned technology solutions
- Holistic service management capability, such as managed and hosted services

TECHNOLOGY SOLUTIONS

A variety of specialist products are offered by the Group. The solution set includes:

- Business Continuity Planning
- Business Service Management
- Service Integration
- Asset Lifecycle Management
- Service Catalogue Solutions
- Service Desk
- Security

Quintica assists ICT and business to prepare for organisational transformation and modernisation, incorporating new technology, processes and control frameworks, optimising ongoing operations to meet changing business needs, and maximising the value of technology investments.

FOR EXAMPLE

The Asset Lifecycle management system offers businesses an opportunity to centralise asset management functionality, enabling effective portfolio management, improved cost transparency, business-user accountability, and ultimately rationalisation of business demand. This system will run the business of IT, building business credibility and best-of-breed cost advantages across the IT organisation through the view of asset deployment, configuration, ownership and financial impact analysis.

Best practice and Business Transformation

Quintica offers collaboration, consultation and Business Transformation through a variety of specialist offerings

SERVICES SOLUTIONS

Quintica's services include consulting, educational, customer support, and managed and hosted services. The group's professional team of consultants is committed to a collaborative business service management approach when aligning strategy, implementation, value measurement, ongoing operations and optimisation to best practice processes. A variety of flexible training options are available to educate staff on the value of ITIL and BSM, and the best use of Quintica's products and technology to meet a company's business needs

CONCLUSION

Quintica understands that a business thrives when ICT runs smarter, faster and stronger. That's why some of the most demanding customers in Africa use Quintica. Quintica is a recognized leader in Service Management and offers a comprehensive approach and a unified offering that assists in cutting cost, reducing risk and driving the business for profit.

Unified “One Quintica”

Riding out the recession to emerge stronge

Quintica CEO Charles Osburn is well aware of the fact that in a recession, companies need to adapt or die. “Quintica is no different in that regard,” he says, “my main drive over the last several months has been the consolidation of an international Quintica into one unified operation.” “We have operations in Johannesburg, Dubai and Kenya and a presence in many other African countries. My goal has been to connect the management teams in each of these regions and align them to a single vision, a consistent approach to the way we talk to customers and – most importantly – a sharing of ideas.”

“One Quintica means that likeminded groups of people are connected together irrespective of geography and they combine to create products and services that are best practice and suited to organisations in our markets.”

“One Quintica is our response to a globally more cautious approach in overall spending and in that way we are emerging as a stronger, more focused company.”

EVERYWHERE AT ONCE

Osburn believes in paying personal attention to all aspects of the business. “My staff will often joke that I spend more time in a plane than on the ground. However, it is the role for any CEO to be visible in all the markets where their company operates. The simple fact is that our customers tell us what services we should be offering to them. So I meet with them and I listen. It is a simple model and I don’t see any reason to complicate it further,” he says. It’s a simple model he expects Quintica’s staff to emulate. “The reality is that I look to all Quintica staff to listen; customers are keen to tell us the challenges they face in their business and our role is to understand and create solutions. It is the reason we recently launched the first of our Fusion Managed Service Operations in Nairobi. Our client base has asked that we move beyond educating, consulting and providing quality tools that contribute towards the provision of high quality services; to actually delivering them.”

On the latest business division – managed services Osburn continued “the investments we have made in Quintica in the last 12 months demonstrates our commitment to the markets where we operate”

GROWTH IN UNCERTAIN TIMES

Osburn says it’s no secret that Dubai suffered an enormous impact at the end of 2008. “It was one of the hardest hit economies for the current global slowdown and from what I can see the recovery will be slow. Dubai is our Middle East crown jewel, where our service management expertise allowed us to quickly and effectively realign our business model to continue effective operations. I’m pleased to say that we did exactly that. We already had

a solid base of activity in Abu Dhabi and that has now grown to be an excellent supplement to the work we still have in Dubai.”

“Our Johannesburg operation – like every business – noticed a decrease in business and opportunity over the election period. We have weathered that storm and we have come through with a more focused approach. For example, we recently created a specialist service management consulting team that we affectionately refer to as our “flying squad”. This team has a mantra of “can do” and takes on any assignment for any organisation in any country,” he says.

Osburn says the work and opportunity for this team is in South, East and West Africa.

“I have been spending a lot of time in Kenya over the last few months. To me, Kenya and surrounding countries have organisations that are mature enough to understand the value we can bring them and have been very welcoming. With regards to West Africa, we are already in deep negotiation with several Nigerian based firms and again the opportunity is staggering, while offering new challenges.”

GROWING BEYOND SERVICE MANAGEMENT

“Over two years ago as a company we decided that the logical extension for our business was to not simply speak about the importance of high quality services, but to actually deliver them ourselves,” Osburn says, “So began our Fusion journey into managed and hosted services.”

“Being an organisation focused on Service Management consulting, education and tools we have been helping organisations better understand what to expect when it comes to quality services and how to recognise quality. It made total sense to “put our money where our mouth is”.

“Once we had our strategy in place, the design and transition into an operational state has happened with record breaking speed and efficiency; with the first services being made available in July. The challenges to implement a data centre facility are exactly the reasons why many organisations avoid it. Our capital investment, support skills and ability to combine a variety of leading products into meaningful services means that organisations can now take full advantage of the latest in service offerings on an operating expense basis and they can start now. No long term projects, no delays in delivery – but instant access to services such as hosted messaging, via the Microsoft HMC platform, storage as a service, with full compliance archiving, remote site management through our telemetry specialisation and even a total managed service desk solution that is fully ITIL compliant.”

“What is really exciting is that over recent times ITSM has matured from being something that your support staff are trained in to deliver services, it is something that businesses have taken into their board rooms, embraced and used to ensure the business values promised are delivered and tested. For Quintica, ITSM

is a complete continuum moving from Consult to Build to Maintain and on to Operate.”

PUSHING HOME ITSM BENEFITS

On the question of market understanding of ITSM, Osburn says he believes the majority of informed IT Directors and CIOs are well aware of ITSM and in particular the ITIL® framework. “These senior managers are under constant pressure to “do more with less” and that is what we do. We teach, demonstrate and even deliver more for less.”

“However, the really exciting news is that ITSM is now moving beyond the realm of the IT Director. We use a different language, but we now find more and more non-IT managers wanting to discuss how they can benefit from a specialist Service Management company. Commercial and Financial Managers are hearing of ITSM and want to know how it can benefit the entire company. I actually spend as much time in front of business managers looking at ways that they can diversify and improve their businesses using our services,” says Osburn.

GROWING IN AFRICA

Quintica’s African growth looks promising, with the first of its centres in Kenya having just gone live. “This one centre will account for in the order of 25% of our budget for this financial year,” says Osburn. “The second centre is already planned and we would expect the Managed Services portion of our revenue to grow over the next two years to approximately 50%. Managed Services is most definitely the growth area for Quintica and a big focus.”

He notes that East Africa is currently undergoing a huge revolution in how they are going to conduct business internally but how the outside world is going to engage with them. Osburn says: “The reality of the new submarine cables in the region coupled with the massive investments in the various land based fibre plant projects underway has created a platform over which we are able to offer and deliver a range of our services to a comprehensive set of customers such as telcos, banks, local government authorities as well as businesses offshore.”

MEETING EVERY ITSM CHALLENGE

Osburn concludes: “Quintica is truly the IT Service Management company of choice. I’ve already talked about our geographic spread and when you combine this with our four pillars (People, Process, Products and Partners) we have an ability to cater for every ITSM challenge for any organisation. “The great news is that as our business grows and matures we are seeing businesses in all our markets move Service Management from the server room to the board room. Business managers and owners are now starting to appreciate the strategic value of a well oiled service delivery machine and recognise Quintica as the company that will provide a continuum of services from Consult, Build, Maintain and even Operate.”



Charles Osburn, CEO

Nurturing service management skills

Quintica helps grow skills in the industry

That businesses in South Africa are experiencing a chronic skills shortage, is a well-known reality. However, this shortage is to be found in areas that Quintica specialises in, which provides the company with a double advantage. Quintica has excellent in house development programmes in place to ensure that the company has the right people with the right skill sets available to its clients, and also offers training to external IT professionals.

Quintica's training business is called Q-Campus. "Q-Campus is a logical fit with our other business pillars - namely ITSM education (People) service management consulting (Processes), service management technology solutions (Product) and managed service delivery (Partners). With these four business pillars we cover the four P's of our industry - people, process, products and partners," explains Roger Purdie, Regional Director for Quintica's Asia Pacific operation and Lead Trainer for the Quintica group.

Purdie says that Q-Campus prides itself on offering accredited courses that position the importance of process design, deployment and continuous improvement in the way that IT professionals provide services to their internal customers. "We also offer a wide range of professional skills programmes that supplement our service management centric programmes," he says. "Professional Skills allow the IT professional that passes through our training doors to add valuable tools to their 'experience tool belt'. The tool belt concept is our way of ensuring that all our course participants understand the benefits of the course they are on and how and when to use the material covered. Our students realise that they need to use different tools in different situations."

Q-Campus staff will also talk about various track programmes which identify specific career paths and the most suitable training programmes to take. This could include project management courses as well as a certification service management path in ITIL® v3, and may also include participation in a one day simulation programme based on the Apollo13 Lunar mission.

In the governance field we offer COBIT Foundation as well as the ISO/IEC 20000 Consultant Certification courses.

Coupled with this, Q-Campus offers supporting Professional Skills that complement the ITIL® v3 service management focus. These are accredited professional training courses widely accepted as an essential part of continuous learning in the arena of competitive business – focusing on elements that require changes in behaviour and thinking. "Besides the 100 courses on offer we also tailor-make for organisations with particular needs," adds Purdie.

THE IMPORTANCE OF PAPER

A simple review of the current newspapers will show that the marketplace feels that these qualifications are important. Purdie was in Nigeria recently, and even there some young university graduates are expressing their interest to bolster their university qualifications with a practical ITSM qualification based on ITIL® v3. It has been said that in today's economy that pursuing the service management career path has arguably as much market value as a MBA.

"I have a simple philosophy when it comes to any qualifications and ITSM qualifications are no different," he says. "The qualification

itself is not an indication that you are cleverer than someone else who doesn't have the qualification, but it does prove that you had the discipline to focus, learn and add another tool to your professional tool belt. As a senior manager I am interested in hiring people that can demonstrate a willingness to improve themselves through formal study. The real test for any organisation is the value that the individual brings to the business through constructive contribution based on the newly gained knowledge and the implementation thereof."

AFRICA NEEDS HELP TOO

That value is particularly important in Africa. Africa is like no other country in terms of its socio-economic spread, bringing challenges and opportunities for organisations that have a framework like ITIL® v3 as one of its core pillars. "The reality is that any training for working professionals has to ride on the back of childhood education and parental involvement in learning. Inroads are being made with education in South Africa and while the press is quick to focus on isolated negative reports, there are a large number of positive initiatives that have been in place for several years. This is leading to a working population that has an increased appreciation of the value of training and skills development, backed by employers who realise that an investment in their people can bring long term rewards," Purdie points out.

The improving education system in South Africa can therefore be considered one of the reasons that demand for all levels of professional education is increasing. Another reason that demand for ITIL® v3 is escalating can be attributed to a combination of increasing competition and the breaking down of communication barriers between countries.

"Global organisations are not typically based in South Africa - they have head offices in the US, UK or other countries that could be considered 'ITIL® v3 aware'. These global companies face typical annual directors meetings, and are tasked to do more with less, while increasing customer retention rates," explains Purdie. "Such a decree flows to every part of the business including the IT department. IT directors are left scratching their heads about how they can improve their overall performance without necessarily increasing their overall cost (and even submitting a lower budget than last year)."

ITIL® v3, as a set of processes that enable IT service departments to focus on delivering the right service, at the right time, to the right customer, in the right place at the right price, is the ideal solution. Purdie says that once the methodology has been discovered, it quickly becomes apparent that a common framework connecting all IT staff in the same organisation makes sense. So country office IT professionals become exposed and they move to other roles, with ITIL® v3 remaining a common-sense tool to use at the next organisation.

According to Purdie, "ITIL® v3 has the strongest global 'brand' of any service management methodology and this fact will further embed ITIL® v3 in those countries where it is widely recognised and ensure it becomes mainstream over the next several years."

ENTERTAINMENT

Quintica's Q-Campus programme understands the complexities in today's IT environment, and therefore offers multiple differentiation points that include exam coaching, scholarships, lifelong learning and more. "We have staff that are qualified against various adult learning assessment standards and this further ensures a quality delivery," says Purdie. "Our trainers also appreciate their role as mentors and entertainers. Many participants look for personal advice regarding their own careers when they are with us and we are in a position to not only lay out an education programme; but to also give factual assessments of the marketplace. We understand the mechanics of adult learning and we deliberately mix the learning styles in a way that educates in an 'entertainment' manner."



Johan Visser, senior service management consultant

Effective and imaginative use of information technology has the potential to transform an organisation and contribute to enhanced and sustainable stakeholder value. Equally, badly chosen or poorly implemented IT investments will lead to value erosion and competitive disadvantage.

Effective IT service management is just one of many priorities, which if not suitably addressed, could be the source of missing significant opportunities to enhance shareholder value and improve market share, while at the same time exposing the organisation to significant reputational and financial risks. However, recent independent literature has described the service management consulting industry as 'cookie cutting' or 'box dropping' of template processes.

"Although this is true to a limited extent – there are only so many ways to apply any ITIL process – the allegation refers to the consulting industry neglecting the 'people' aspect during the delivery of their product," says Johan Visser, Senior Service Management Consultant at Quintica. "People are the most important (and neglected) component in ensuring successful ITIL implementation."

EXPERTS IN THE FIELD

Quintica's service management consulting division exists as a pool of subject matter experts, either preceding Quintica's technological solution engagements or engaging customers autonomously. "The division's mission is to provide innovative solutions aimed at realising and improving our customers' service management resources and capabilities as a strategic value generating asset in their portfolio," says Visser. "Our solutions are based on industry recognised good practise frameworks ITIL and ISO/IEC20000:2005 as the quality standard." The aspiration of clients wanting to adopt an IT service

Common sense

Service management may not be rocket science, but it's key to effective business

management framework is to change the culture of the (IT) organisation, to consistently deliver services of an acceptable quality. According to Visser, simply establishing a service catalogue, which is the key to successful service management, and establishing standardised processes to guide the behaviour of teams and functions, simply isn't enough in most cases. "The biggest success factors remains proclaimed management support and ensuring that employees (people) have the right attitude towards what needs to be achieved. It is therefore critical to address the anxieties that might be experienced by people, especially during the initial stages of this transformation process. People are always key in any endeavour, and this includes the clients' customers, partners and suppliers," he adds.

The most important contributing factor for Quintica, he says, is its people-centric engagement methodology, focused on assuring uncomplicated transformation in the client's environment. "We do not see ourselves as consultants, but rather as strategists; a collaborative team of professionals that are extremely passionate about what we do. We are not theoretical subject matter experts, but have extensive practical experience in establishing service management, which has contributed to the development of the Q-Journey; Quintica's set of service management solution products."

ITSM KEY

Quintica's global reach gives the company a competitive edge, as well as providing valuable lessons. Based on engagements in Africa, Europe, the Middle East and Asia Pacific in the past 24 months, it has become apparent that the principles of service management have to be established as pre-requisite for any strategic endeavour that Quintica (or the group) has for the future.

"The decades old definition of service management (ITIL) being documented common sense still rings true today," says Visser. "It isn't rocket-science, but the systematic and strategic application of logic and common sense."

Nowhere to hide

Quintica consulting is all about finding the pain points in an organisation, and developing solutions to remedy them.

By Mia Andric

Understanding that most companies are experts in their own fields, and that IT is rarely that particular field, Quintica has a dedicated consulting arm that provides the backbone of its offering of everything ITIL and service related. Quintica Consulting has a complete suite of packaged and on-demand solutions, offering clients expertise that will ensure that their organisation is professionally equipped to participate in the global framework of service management best practice.

As Richard de Kock explains it, Quintica's consulting division takes the theory of service management and puts it into action. "I like to think of ourselves more as facilitators than your run of the mill consultants," he says. "We help our customers identify their biggest pain points and then provide them with practical Service Management solutions, designed to empower their staff in resolving complex business challenges"

PEOPLE ARE KEY

De Kock says that the biggest problem with most service management approaches is that companies often "throw a dead cat over the wall". Many consultants, he points out, tend to insist on fancy processes that often have too much technical focus and don't look at what the business really needs, and when the consultants

leave, companies are left with processes that don't really work. The answer: people are the key to effective service management. "Quintica focuses on the people, because it's the people that drive processes," he says. "We try and bring the people element into everything we do."

He says that ignoring this is one of the main reasons that service management initiatives often fail. "People are often overlooked when processes are designed, and when things start going wrong they are viewed as barriers and constraints. But if companies look at the people element first, then can they start building processes that work. The technology should only be added after the people and processes work well together."

ALL ABOUT ATTITUDE

Quintica Consulting shifts a company's attitude about the way it does business – changing the IT organisation focus to see the business perspective. "We map the business, enabling a clearer view of service provision and how it's supported by key processes, thus removing the focus on IT and allowing the business to focus on what it does best. Instead of looking at service management as a cost, we try to help people see how it can drive down operational costs and increase the value they can deliver to their customers," de Kock says. Quintica's basic philosophy is that

nothing can be looked at in isolation, and that all elements of a business need to work together – not just in business, but in terms of service management. "In this industry, people try to remedy the pain points by throwing processes and technology at the problems. Service management is not something you can just 'implement'. It's a journey that companies need to go on every day," says de Kock.

This is one of the reasons the consulting division relies on other divisions within the Quintica group – each one works hand-in-hand with the other. De Kock points out that the group's synergies allow Quintica to deliver to any level of needs in the market.

Quintica's consulting division is so serious about what it does that it offers awareness workshops and translates the technical babble into meaningful business value. "We turn technical metrics and measurements into valuable business information, to assist managers in making faster more accurate strategic decisions" explains de Kock. "It's about aligning what happens on the operational layer with the vision and the missions of the strategic layer. This ensures everyone is following the same objective and directors are more able to steer the organisation. The bottom line is that service management is about a company achieving a lean and efficient focus not only on its own operation, but on the services it offers its customers."

"Quintica focuses on the people, because it's the people that use the processes. We try and bring the people element into each process."

Richard de Kock, service management consultant

Comprehensive offering

ESSENTIAL to formulating an IT strategy is the approach. Quintica ensures that businesses involve business management in the creation of all IT strategy and vice-versa. The company offers:

SERVICE MANAGEMENT CONSULTING

By utilising best-practice frameworks (ITIL, ISO/IEC20000, CobiT) Quintica can assure clients of the most fitting solution for their organisation. The most important consideration in its approach to implementation, is understanding the organisation's maturity.

Q-JOURNEY

Quintica's proprietary Q-Journey methodology offers an integrated, structured and scalable approach to organisations seeking a way to enhance and manage their internal service delivery capability. This end-to-end service management methodology is based on ITIL and best-practice service management and is fully aligned with the requirements and recommendations of the ISO/IEC 20000 standard. Q-Journey makes extensive use of Quintica intellectual property and is structured into a number of logical steps that can be engaged individually or ideally as an entire programme – a journey. It facilitates the structuring of the service provider which entails the services, the support teams and fast tracking of the ITIL processes.

Quintica understands that organisations are continually planning ahead, deriving various strategies which leverage business units to achieve common goals. At Quintica prides itself on helping companies align IT strategy with business objectives to ensure consensus, synergy and action.

Keeping tabs

Quintica offers business a complete service and IT asset and productivity management suite

While shrinking most companies' business, the recession has created opportunity for others. Quintica is one of those, seeing an increase in interest in its education and consultancy divisions. According to Dan van der Westhuizen, individuals and organisations alike are striving to improve skills and processes to maximize what they have, and solutions like Quintica's asset management portfolio are a great way to do this.

Quintica offers business a complete service and IT asset and productivity management suite supporting ITIL® and ISO 19770-1 best practice. Fully certified by Microsoft, this customised web based system integrates IT infrastructure information into workable real-time dashboard and user definable reports to maximise business return while increasing IT efficiency. "Quintica assists customers by offering consultancy services designed to identify and highlight their problem areas, in addition to providing an option to test for real results with the solution offerings on the clients site with their own data," says van der Westhuizen.

"The most important aspect is our ability to bring three key components of a solution to bear to ensure a successful outcome. Consultancy provides the ability to identify the real problems and then map a solution to the problem that will enhance the business experience. If technology is required, we are then in a better position to offer only those components that will be needed to do the task at hand."

Coupled with this, Quintica's in-house technical services provide installation, setup, customisation, development in some cases, and ongoing technical support. "Beyond this, if the client feels that specific education in support of the solution is required, we are in a position to deliver that as well."



Dan van der Westhuizen, managing director

ESSENTIAL MANAGEMENT

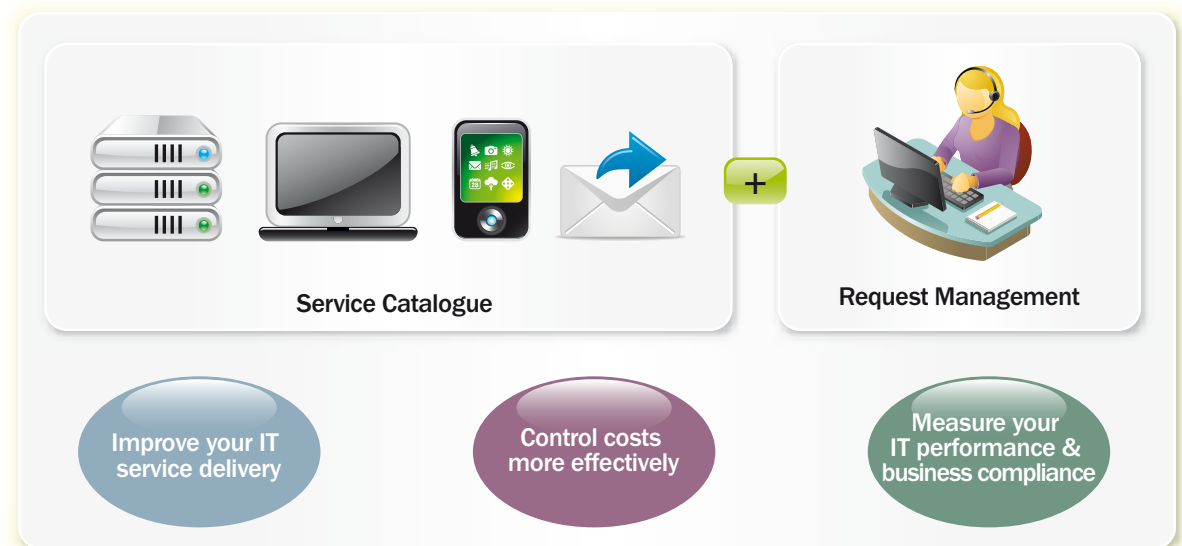
Van der Westhuizen says that wherever possible, Quintica offers a total solution that ensures, for example, that technology is not just bought for technology's sake. It can be mapped to business, installed and commissioned appropriately and the client can then receive the benefit of the investment.

In the asset lifecycle management solution, Quintica identifies areas of risk, with software licencing and software usage issues as the primary area of cost savings. According to Gartner research, more than two thirds of organisations have discrepancies of up to 30% between their expected and actual inventories. One of the reasons for this is that, as technology evolves, users become more advanced and mobile. This places increasing pressure on IT departments to manage an expanding group of assets and licences.

"One would hope that business takes a holistic view of asset lifecycle management, as benefits can be obtained from a various touch points in the journey of an asset through a business's life," says van der Westhuizen. "Having said this, though, it's not impractical for businesses to start where immediate benefits can be derived and expand into the other facets of the solution over time."



From Service to Service Excellence, isn't this a journey your business should be making?



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Transforming customer service

Quintica helps companies improve their approach to managing and executing daily operations, improving customer service in the process



Ilze Rossouw, service management consultant

Service management has become a critical factor for corporate success, not only for e-business and e-commerce companies, but for private and public enterprises in all sectors. The often heavy investments needed for installing, operating and managing the IT infrastructure have become a serious issue, since IT service providers are facing tight constraints regarding human resources and budgets.

This is where the Quintica consulting team comes into play. The company's consulting division focuses on improving an organisations' approach to managing and executing daily operations, and utilises good practice frameworks ITIL and ISO/IEC 20000:2005 as a standard approach to develop innovative ways on how best to assist organisations in providing an acceptable level of service to their customers.

"The cornerstone of our service orientated map is the ability to link all service assets, be they technology components, support teams, suppliers or processes, to their higher-level business services," explains Ilze Rossouw, Service Management Consultant at Quintica. "The view of IT infrastructure shifts from a topological map to a dependency model."

BRIDGING ACROSS SILOS

According to Rossouw, bridging across services and silos is ideally achieved through a phased implementation of service management processes and training those designated to execute these processes. "Clear processes are essential to coordinate and align all activities across the different departments and silos that are involved in providing various service components and thus understanding the supporting technology," she says.

"Quintica's proprietary Q-Journey methodology is based on ITIL good practice service management as well as on ISO/IEC 20000:2005. The Q-Journey makes extensive use of Quintica intellectual properties and facilitates the structuring of an organisation's service orientated map through a number of logical steps encompassing initial gap assessments, service design, process design, implementation and continual improvement. These steps can be engaged individually or in phases as an entire programme – a journey." ISO/IEC 20000:2005 assists Quintica during consulting engagements as it provides a

standard to which the customer's compliance can be measured against. "ITIL and ISO work together. Everyone knows that ITIL is descriptive and not prescriptive, that is, ISO says what to do, ITIL how to do it. Think of ISO as setting the mark and defining the standards for which the ITIL processes should aim," says Rossouw.

This natural alignment between ITIL and ISO assists Quintica to remove one of the toughest problems IT managers face today — gaining management commitment. ISO not only provides the means to certify IT organisational quality compliance, but it also will help accelerate ITIL adoption. "With ISO, it is far easier to gain mind share among senior management, which is a key requirement for those desiring to implement ITIL best practices and ultimately be able to establish a service aligned culture across all departments within an organisation," Rossouw says.

ALIGNMENT

Rossouw explains that the Quintica consulting team uses ISO's part 1 and 2 to assist in aligning an organisation's technology services and business strategy, creating a service improvement framework, ceating a responsibility matrix at all levels, a standard and consistent approach to handle major organisational change enhancing re-active process management to pro-active process improvement, and improving the relationship between different departments via better definition and more clarity in terms of responsibility and goals.

"We strongly believe we have a unique capability set to assist any organisation in achieving their goals. However, most of the service management consultants in the industry should know that an effective service management transformational programme should not separate IT strategy from the business context," she says. "What sets us apart, and what we see as an ongoing trend in this field, is the importance of industry experience in the actual delivery of service management transformation approaches. Quintica's experience means we can combine a pragmatic approach with a deep understanding of complex environments to make true headway against your objectives."

FAQ

The ITIL questions we hear every day

By Ingo Tuschardt, Quintica director

Typical questions we come across every day in the industry.

I have studied ITIL – and have tried to implement ITIL, or “do ITIL” – but I just do not know where to start.

Our business thinks the IT department is useless and a waste of money – they believe we are just not able to deliver reliable services.

Our business relies completely on technology and requires complex interaction of all these technologies in order to deliver a sophisticated array of services to the business and its customers. However, how do we do this when the various IT departments, or silo’s don’t even talk to each other, let alone align together as is required of the various technologies they command?

Our business provides on the delivery of billable services which requires various Value Added Services or products to increase the billing events. This in turn relies on a complex technical infrastructure in order to transmit these services. IT provides these VAS products, and Operations transmits these services to the end user. However, there is no unified and aligned interaction between IT and Operations. How can we efficiently service one common customer?

How does one go about solving the above concerns, or as some phrase it “do ITIL”? Ask around, do research and track down expertise and select one that “feels right”, often one that presents the most impressively., or appears most knowledgeable – hopefully is not simply citing theory.

There are two sources of expertise – documented and published in frameworks such as ITIL and ISO, and then the expert who understands what is documented and published and is supposed to have the experience to practically apply it, within the context of the individual business, its culture and style.

But all too often, one ends up disappointed months later. Faced with large and voluminous reports, complex process diagrams etc. The expert is supposed to have removed all this complexity from ITIL, but now they seem to be adding to it? After all, is ITIL not supposed to be documented common sense – which in itself implies simplicity and clarity? So, how do we make sure that the expert we interview has the necessary experience?

Here are some typical guidelines. True experience is the result of having delivered many projects and understanding what is important within the context and maturity of an organisation. What matters is being able to apply the correct ITIL recommendations from a practical, and not theoretical only aspect. Let’s think through some scenarios.

ITIL advises that the business must have a proper CMDB – a database for all processes, configured items etc..... and this is often interpreted as that you cannot “do ITIL” unless

“True experience is the result of having delivered many projects and understanding what is important within the context and maturity of an organisation.”



Ingo Tuschardt, director service management

you have this in place. So many absolutely insist that Configuration Management is crucial, and the first process to tackle. However, there are many very successful businesses that do not have their assets documented and configured – and they are operating very well. So, are we being practical with this approach – configuration management first?

Some have, through experience realised that Configuration Management is very lengthy and difficult, if not impossible to tackle as the first process, that a process culture must first be imbued, and controls implemented, before Configuration Management can be undertaken successfully.

So the approach is to start with another process, typically Incident and Change, considering Change is the biggest cause of Incidents and it is also crucial in order to deploy Configuration. Some estimates are that up to 80% of Incidents are the direct result of a badly planned or implemented change. So by reducing these consequential incidents one can derive direct benefit as well as ROI – the business likes ROI – it is tangible and an easy sell for investment in ITIL. Not a bad idea?

Then why is it that after months of applying these processes, there are still many operations that feel that they are somehow disconnected from the business? That this whole “doing ITIL” still does not seem to be coming together efficiently? It is taking a long time, investment and effort – and still everything seems somehow overcomplicated? Is this your experience?

How about not starting with a process, or rather, not making process the priority and sole focus? How about

mapping the operation and business, determining all the Services, the dependencies and relationships as the starting point, before applying the action, or process to the Service?

This is what Quintica has done differently from inception and there are many benefits to this approach. The processes become far more simple and easier to design and structure in a scalable manner across an organisation. Now we can truly design processes and apply them as ITIL intended - in essence to ensure communication is efficient and spans all departments and internal silo’s. ITIL is applied foremost as a communication platform! A platform that has structure, and processes applied so that everyone is able to work together harmoniously, understanding the businesses, or customers requirements as well as their own and each other’s roles and responsibilities. Intelligently designed reports which communicate performance and form an excellent basis on which to apply service improvements. Notifications and escalations, to keep everyone informed as and when required. Did you hear others say that ITIL is primarily a communication platform, or framework?

The purpose of this article is to stimulate your curiosity, to challenge and to be possibly a bit controversial. In this article we are documenting what others say, as well as what experience has shown us over many years. Applying lateral thinking as well as our extensive experience has enabled us to deliver industry firsts to some of our customers, to enable industries to rethink the way they operationalise their business, the way they deliver services to their customers. We deploy a practical base on which to truly address the concerns raised at the beginning of this article, and to help you “do ITIL” which is a journey best guided by a deep experience and leverage where theory and practice meet.

Please visit us at our stand at Govtech so we can together complete this unfinished article, within the context of your realities, your business and operation.



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