Effective IT Service Management (ITSM)

International practices and standards - ITIL, CobiT, ISO 20000

Organizations can apply ITSM best practices in many areas. The growing interest in this is indicated by the large number of ITSM projects already running and being launched. However, those already completed show that the positive results expected cannot always be achieved. This may be due to the company paying too much attention to automation and too little to management aspects.

An ITSM concept based on an IT management approach focused on business user needs makes it possible to:

- improve IT cost transparency and effectiveness
- ensure the availability of business-critical IT services
- establish generally accepted IT governance standards.

Implementing ITSM best practices opens up a wide range of possibilities. Changes in processes typically affect the relationship between IT and the business, the culture of the organization and corporate automation. The success of IT services is driven by effective interaction between people, processes and technologies. The importance of ITSM today is due to the growing dependence of organizations on IT, demands for greater IT transparency, increased customer expectations and the complexity of information infrastructures, the greater dependence of competitive advantage on IT, and many other factors.
Positive effects of ITSM
- IT services meet current and future businesses and customer needs
- Improved IT service quality and IT support efficiency
- Improved IT department governance and transparency
- Lower long-term IT service costs
- A more proactive IT department
- Compliance with legal and other regulatory requirements

Key ITSM documents
ITIL (Information Technology Infrastructure Library) – a series of books published by the British Agency for Government Commerce (Office of Government Commerce - OGC), based on international ITSM best practice. The first version of the library, published in the late 80s and containing 41 books, covers the latest international experience more fully than the later editions, but it was quite complicated to understand. The next release, ITIL v2, came out in 2001-2002 and contained recommendations on specific IT management processes. The most popular books are Service Support and Service Delivery, and many organizations in Russia have started ITSM implementation with these.

Publication of the third version of the library (ITIL v3) in May 2007 led to even greater interest in ITIL. The five books already been published include a detailed description of the life cycle of IT services and recommendations on managing them.

ISO/IEC 20000 – the International Standard for IT Service Management, published in 2005, consolidating the global popularity of ITIL. Certification to this standard shows that the company applies ITIL reasonably in implementing ITSM discipline. Such certification requires not only a high level of process maturity, but also well-established procedures for constantly improving them - an IT service management system.
CobiT (Control Objectives for Information and related Technology) – the IT management methodology of the Association of ISACA (Information Systems Audit and Control Association) – is often used to monitor compliance with global IT practices and the Sarbanes-Oxley Act (SOX), as well as in forming a list of internal IT control measures. IT companies are deemed SOX-compliant if they have a specific set of regulatory measures that relate to working with financial statements and are set out in the relevant document from the COSO (Committee of Sponsoring Organizations of the Treadway Commission).

ITSM as a discipline is described in many practices, methodologies, models and standards. The model below, used by KPMG, also gives an idea of where ISO / IEC 20000 and ITIL fit in among the overall body of ITSM materials:

KPMG’s ITSM Services

KPMG provides IT management system design services in accordance with the above standards and best practices – namely:

- assistance in setting IT development goals and strategy
- assessment of the level of process maturity and development of an implementation plan for strategic initiatives
- assistance in managing, developing and implementing IT improvement programmers
- performance optimization for IT management processes
- cost assessment and development of an IT cost model.

In addition, KPMG is the only Big Four firm with a unit that has ISO / IEC 20000 Registered Certification Body accreditation from the IT Service Management Forum (itSMF). This entitles us to certify an organization’s compliance with ISO / IEC 20000. KPMG offers training for certification under this standard, as well as the definition and implementation of IT controls to meet CobiT and/or SOX.
KPMG’s Methodology
According to KPMG’s methodology, IT service management starts with determining how well the IT objectives fit in with business goals and establishing a competitive cost level. Once the goals and objectives have been clearly defined, their cost is calculated and the ways of measuring the quantity and quality of their provision become clear, after which the main focus is on optimizing delivery of the services to the business. This entails the standardization, improvement and automation of operations to bring IT services into line with business expectations, reduce costs and enhance IT management processes.

Our resources and advantages
A global approach to service delivery allows KPMG to fulfill the most complex requests of our clients from all industries, enabling them to focus on their core business. Our IT Advisory professionals provide their recommendations independently of system integrators and software and hardware vendors. Our in-depth knowledge of the IT sector, as well as close cooperation with KPMG professionals who work with clients from other business segments can help your company not only to resolve current issues but also in the following areas:

- improving the business processes for which the IT services are provided, to better meet business needs and to better integrate the business with the IT solutions
- compliance with regulatory requirements that may affect IT projects (e.g. confidentiality and integrity)
- IT control measures, including Sarbanes-Oxley requirements and regulatory requirements for financial reporting.

KPMG was involved in the development of ITIL v3 as a member of the itSMF publication committee; our contribution was based on our extensive experience in this field. More than 1,500 KPMG professionals work in ITSM and have extensive experience of major projects involving the application of ITIL recommendations.

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