

# Service Catalog Management: A CA Service Management Process Map

JULY 2009

Enrico Boverino

SR PRINCIPAL CONSULTANT, TECHNICAL SALES

ITIL SERVICE MANAGER

ITAC CERTIFIED

---

## Table of Contents

---

<b>Executive Summary</b>	<b>1</b>
<b>SECTION 1: CHALLENGE</b>	<b>2</b>
<b>Simplifying ITIL</b>	
How to Use the CA Service Management Process Maps	2
<b>SECTION 2: OPPORTUNITY</b>	<b>4</b>
<b>Service Catalog Management</b>	
Document Service Definition	6
Build Catalog Contents	6
Business Service Views	6
Technical Service Views	7
Publish Live Services	7
Optimizing the Service Catalog Management Journey	8
<b>SECTION 3: BENEFITS</b>	<b>9</b>
<b>Benefits</b>	
<b>SECTION 4: CONCLUSIONS</b>	<b>9</b>
<b>Conclusions</b>	
<b>SECTION 5: ABOUT THE AUTHOR</b>	<b>9</b>
<b>About the Author</b>	

# Executive Summary

## Challenge

The Information Technology Infrastructure Library version 3 (ITIL® V3) process framework approaches IT Service Management (ITSM) from the lifecycle of a service. The Service Lifecycle is an organization model providing insight into the way ITSM is structured, and embodies critical guidance for IT organizations seeking to improve service quality and align more closely with business goals to create value for the business and its customers.

ITIL V3 best practice guidelines across the five phases of the service lifecycle are complex and challenging to interpret. Moreover, they are not designed to provide definitive advice about implementing ITSM processes. Many IT organizations consequently undertake an ITIL journey without a firm idea of their goals and the path to achieve those goals.

Today's IT leaders must exhibit strong fiscal responsibility and discipline, seeking out ways to position the IT organization as the businesses service provider of choice. To do this, IT must be competitive, marketing the services it provides, be financially transparent, charge for everything it does, and benchmark what it delivers against the competition.

It is imperative for IT to be part of the overall business change process, to understand the strategy and requirements of the business and then plan for the delivery of a service to meet the agreed needs. Service Design plays a fundamental role with this overall business change process and the service catalog becomes the necessary repository where IT presents the available services to its consumers.

## Opportunity

When looking at Service Catalog Management, the journey towards the publishing of a complete list of operational services may encounter several obstacles if it is not completely derailed. We will explore the best practice guidelines to ensure that a service catalog is produced, maintained and contains accurate information on agreed services widely available to those who are approved to access it.

CA has developed a unique approach to representing the ITIL framework and its interdependent IT Service Management processes at a high level in the form of an easy-to-use subway map. This map is an ideal starting point for understanding and communicating about ITIL in support of successful program planning and implementation.

## Benefits

The CA Service Catalog Management process map provides IT with control over internal initiatives to develop, deliver and support the required services while establishing a partnership with its consumers who will receive the agreed services at the expected level and price. Benefits include:

- Creating a service driven culture elevating the perception of the IT organization to a Service Provider
- Providing a source of reliable information to manage investments
- Increasing customer satisfaction and allowing them to choose the correct level of IT service for their needs
- Setting the stage for a formal Service Level Management process
- Building the foundation to manage Service Requests

*CA ITSM Process Maps illustrate at a high level how best to navigate a journey of continual service improvement guided by strategic controls throughout the service lifecycle. Each map describes the relevant ITIL processes and activities you'll need to work with to reach your goals.*

## Simplifying ITIL

The ITIL V3 process framework focuses on the service lifecycle and the way that service management components are structured and linked. It embodies critical guidance for IT organizations that are seeking to improve service quality and align more closely with business goals

But, the ITIL V3 best-practice guidelines across the five phases of the service lifecycle are complex and challenging to interpret. Moreover, they are not designed to provide definitive advice about implementing IT Service Management (ITSM) processes. Many IT organizations consequently undertake an ITIL journey without a firm idea of their goals and the path to achieve those goals.

CA has developed a unique approach to charting the ITIL journey through a visual representation of the ITIL framework and its interdependent ITSM processes modeled after an urban subway system. This three-part map (Figure A) presents an easy-to-navigate, high-level view of the ITIL terrain. IT executives, strategists and implementers can use these Service Management process maps along with the family of CA Service Management process map technology briefs that expand on them. The maps and technology briefs provide a common reference point for understanding and communicating about ITIL and help you with program planning and implementation.

### How to Use the CA Service Management Process Maps

CA's Service Management process maps (Figure A) illustrate every process (or track), each activity (or station) and the key relationships that are relevant to navigating continuous IT service improvement. The ITIL quality cycle takes the form of a "circle" with each Plan-Do-Check-Act (P-D-C-A) step as a process integration point (junction) on the line. Junctions serve both as reference points when assessing process maturity, and as a means to consider the implications of implementing a process in isolation.

Strategic controls (Service Portfolio Management, Demand Management and Financial Management) are needed to reduce risk and optimize integration across the service lifecycle, as illustrated on the three points of the triangle centered in the P-D-C-A quality circle (seen more easily in Figure B). These strategic controls help in evaluating, prioritizing and assuring the appropriate levels of financial and human resources for existing and new services.

This paper is part of a series of Service Management Process Map technology briefs. Each brief explains how to navigate a particular ITIL process journey, reviewing each process activity that must be addressed in order to achieve process objectives. Along each journey careful attention is paid to how technology plays a critical role in both integrating ITIL processes and automating ITIL process activities.

FIGURE A

CA has developed three maps: Service Design, Service Transition and Service Operation since most ITSM discussions focus on these critical ITIL disciplines.

THREE MAPS

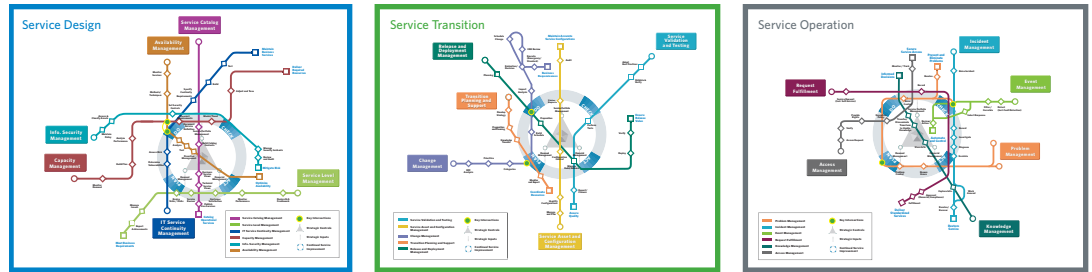
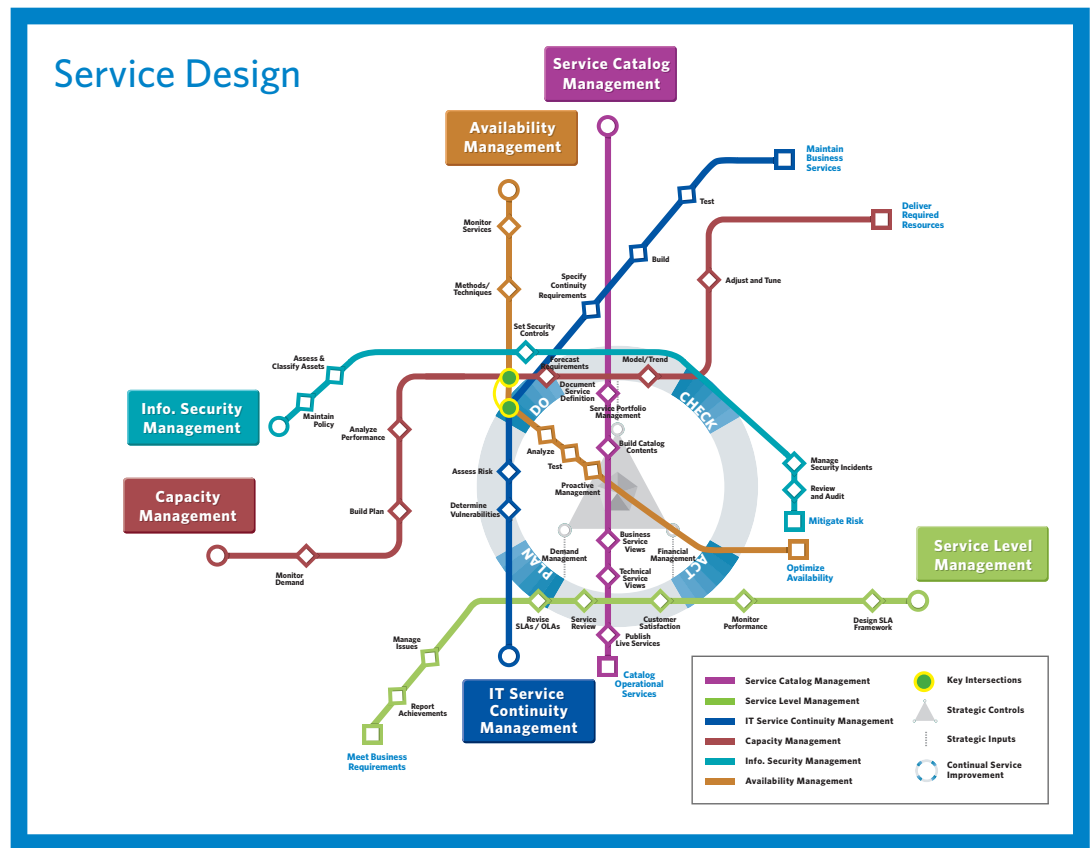


FIGURE B

The Service Design map represents a journey of developing and improving capabilities for the design of new and modified services to production.

SERVICE DESIGN MAP



### Finding the Right Path to IT Service Excellence

Requests for IT services exceed the supply of available time and resources for most IT organizations. IT service teams in large corporations are constantly responding to requests from the business, often falling into the mode of reacting first to the end users who make the most noise. Meanwhile, employees complain that IT is difficult to work with, unresponsive, and takes too long to fulfill the services they need to do their job.

That challenge is only compounded by the fact that each group within the IT organization usually has a different system in place for managing requests. And while IT is constantly busy, staff members are hindered by manual and inefficient processes — or working on tasks that may not be a top priority for the business.

There is a way to bring order to this chaos: by establishing standardized and repeatable services — and then publishing them in a self-service portal for IT consumers — the IT organization can provide a consistent way for users to request IT services and track the fulfillment for any request.

---

## SECTION 2: OPPORTUNITY

### Service Catalog Management

When looking at ITIL v3, it really seems that companies are ready to take on the next level of Service Management maturity.

ITIL v3 reinforces several of the guidelines existing in the previous versions and raises the boundaries around the achievable objectives of a Service Management improvement program with the approach to Service Management from the service lifecycle.

The Service Design phase allows IT organizations to integrate to the business change process ensuring that the solution meets the defined requirements.

Once a strategic decision to create a service is made, Service Design begins architecting the service and manages the required activities through a Service Portfolio containing information relating to every service and its current status within the organization.

Within Service Design, the service catalog plays a fundamental role allowing access to those services within the Service Portfolio that are planned for operations (“Chartered”) or deemed operational.

The service catalog can be considered an output of Service Portfolio, from which it receives the input, providing a central source of information on the IT services that can be delivered to the business with accurate details and status. For this reason the service catalog should contain a definition of the IT services in use that the customers can understand, and the levels and quality of service they can request.

Like Service Portfolio Management as described in the Service Strategy publication, which owns and manages the Service Portfolio, the Service Catalog Management process is responsible for maintaining the service catalog and ensuring that the new or changed services in the Portfolio are migrated into the live environment through the Service Transition activities.

While many tools are available to manage a service catalog, most IT organizations lack the ability to correlate service offerings with the Service Portfolio and the supporting services, and to control the changes through a formal process.

By following the Service Catalog Management process, IT organizations will be able to produce and maintain a service catalog containing accurate information on all services and those being prepared to be run operationally.

This will bring enormous benefits both internally and externally to IT. Internally, IT organizations will be able to develop and release services according to the requirements derived from business strategies. Externally, IT consumers can understand IT direction and request services and service levels that IT is ready to produce.

The major stations along the Service Catalog Management track include:

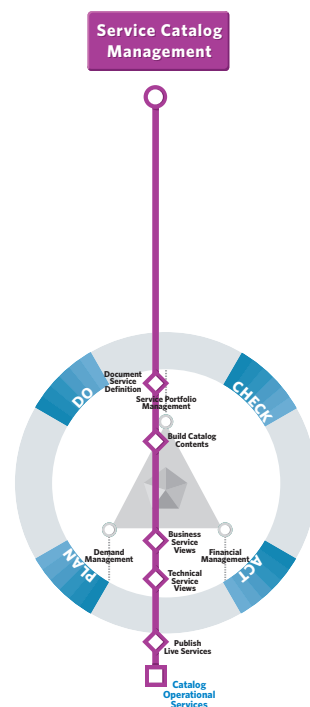
- Document the definition of the service
- Production and maintenance of an accurate service catalog
- Create a Catalog Business Service View interfacing with the business represented by the Service Portfolio
- Create a Catalog Technical Service View interfacing with all the supporting services represented by the Configuration Management System
- Publish Live Services

Let's review the Service Catalog Management process (or track) (Figure C) assessing each critical process activity (or station), and examine how technology can be applied to optimize each stage of the journey, ensuring arrival at the process terminus — the management of catalog operational services.

FIGURE C

The CA Service Catalog Management track represents the main activities towards design and delivery of relevant services based on contracted agreements for function, cost and quality.

THE SERVICE CATALOG MANAGEMENT PROCESS JOURNEY



### Document Service Definition

To gain agreement and document the definition of a service is the first and probably the most challenging station.

What is a service? This question is not easy to answer and many IT organizations have spent a lot of time to come up with a clear definition. ITIL v3 introduces a definition that sets the standard for years to come: *A **service** is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.*

The triggers to Service Catalog Management are the changes in the business requirements and services. The IT organization should receive business information input from the organization's business to develop IT strategy and, financial plans based on current and future requirements from the service portfolio. This will allow the service catalog to accurately describe the services that will need to be published. Information includes agreed upon details about service levels, time to market, and relationships to the business process that rely on the IT services.

The definition of the services would also include the business units that will be able to request the service and the business owner and service manager that will approve the requests.

### Build Catalog Contents

At this station, services are produced and maintained in the service catalog such as documenting the details and the status of all operational services and those being transitioned to the production.

Once the service definition and all related information are documented, IT can build the service catalog content, an activity that includes how to organize the service offerings and how to present all of the agreed details to the consumer.

This may result in unforeseen difficulties because of the complexity of the service definition. Most of the time a 'service' can be made up of other 'services', which are made up of several IT infrastructure components including hardware, applications, networks and data.

It can be very helpful to define a hierarchy of services within the service catalog, by qualifying and grouping the types of services recorded. For example: business service, supporting services, infrastructure services, network services and application services. Asking customers which IT services they use and how those services support their business processes can be a very good way to facilitate this activity. Filling pre defined service definition templates and distributing them for review and approval among the main stakeholders will facilitate the task.

### Business Service Views

As we enter this station, the journey towards the Catalog of Operational Services continues with the creation of business service views. The Business Service Catalog contains details of all the IT services delivered to the customer, with descriptions and details that the customer understands, together with relationships to the business units and the business processes that rely on the IT services.

The business service view is the customer view of the service catalog and facilitates the development of a much more proactive Service Level Management process.

Technology solutions can help to generate the business service views allowing IT to decide which services can be selected, how many times, what are the possible combinations of options that can be associated to a service, and the service levels that can be requested.

### **Technical Service Views**

Because of the structure of IT services, there are many supporting services that are and should remain completely invisible to the customers, but are essential to the delivery of IT services.

The Technical Service Catalog, which should not be part of the Business View, contains details of all the IT services delivered to the customer, together with relationships to the supporting services, components and configuration items (CIs) necessary to support the delivery of the service to the business.

Some organizations may decide to maintain only a business service catalog or a technical service catalog, however the preferred situation adopted by the more mature organizations maintains both aspects within a single service catalog that is role based. It allows different users to access the business and/or the technical views.

### **Publish Live Services**

As this station, an IT organization is now ready to publish the service catalog to its customers. The adoption of a web based interface to allow access to the offered services is the natural solution.

It is good practice to perform usability studies and performance tests well in advance, taking into consideration the many types of employees and levels that could exist within your corporate structure. It is important to consider the roles that users have in their business units and organization policies. Can they create a service request on behalf of others, and can they approve service requests? Can they cancel service requests once submitted? When these aspects are automatically supported by the technology it makes the IT organization's life much easier to facilitate the introduction of a new system.

Testing the service catalog implies testing technical functionality, which is objective in nature, and usability testing which is more subjective. Both are important to the overall success and adoption of the catalog.

ITIL v3 Service Operation publication contains the description of a new process Request Fulfillment with the best practice recommendations about managing service requests generated from the service catalog.



---

## SECTION 3: BENEFITS

### Benefits

The service catalog provides a view of the IT services delivered ensuring that all areas of the business can have an accurate picture of their respective services, their details and their status.

The benefits of implementing the Service Catalog Management process in line with ITIL best practices include:

- Creating a service driven culture elevating the perception of the IT organization to a Service Provider
- Providing a source of reliable information to manage investments
- Increasing customer satisfaction allowing to choose the correct level of IT service for their needs
- Setting the stage for a formal Service Level Management process
- Building the foundation to manage Service Requests

---

## SECTION 4: CONCLUSIONS

### Conclusions

The Service Catalog Management process is responsible to produce and maintain the information contained in the service catalog on all services and those being prepared to be run operationally and ensure that information on agreed services are widely available to those who are approved to access it.

Technology can play a critical role in optimizing the Service Catalog Management process, by automating the actual process activities themselves (such as building service offerings and business unit structure), and by accessing the outputs from other related processes. Integration with other processes (especially Service Portfolio Management, Change Management, Configuration Management System and Service Level Management) is vitally important to ensure that the service catalog is kept updated and accessible.

---

## SECTION 5: ABOUT THE AUTHOR

### About the Author

Enrico Boverino is a Senior Principal Consultant of CA's Business Service Management solutions, certified ITIL Manager and author of many best practices documents and Solution Architectures. With more than 10 years experience at CA, Enrico has led numerous technology implementations and is today a 'Trusted Advisor' with CA's most strategic customers to understand their EITM/BSM objectives, provide a road map and lead them in their ITIL journey. Boverino holds a B.S. in Electrical Engineering from University of Pavia, Italy.

---

To learn more about the CA ITIL solutions, visit [ca.com/itil](https://ca.com/itil).

CA, one of the world's largest information technology (IT) management software companies, unifies and simplifies the management of enterprise-wide IT for greater business results. Our vision, tools and expertise help customers manage risk, improve service, manage costs and align their IT investments with their business needs.

MP337680709

---

Learn more about how CA can help you transform your business at [ca.com](https://www.ca.com)

