



**HDI**

Leading IT Service & Support

# A Practical Guide to IT Service Management and ITIL v3

**Part 1 – Moments of Truth**



The Report Author is Barclay Rae, Professional Services Director, HDI. Barclay has over 25 years experience in the Service Management industry.

© Help Desk Institute November 2007

## Introduction

### Cards on the table

This guide is written from (my) personal perspective of operational and consulting experience in service management going back to 1982, involving over 300 service-change projects. In many of these projects I've used ITIL (and other best practice approaches, or elements of them), to varying degrees – from full-on implementations to some tangential uses of the key elements of ITIL.

In most of these projects I've done very little 'ITIL' work and most of what I do is not really ITIL implementation – everything but. What I get involved in is classic consultancy, analysis and mentoring around structure, management, planning, culture-change, motivation, project management, business case development, customer surveying, account management, internal marketing and communications, event management, teambuilding, workshops, presentation and facilitation, personal development and coaching, negotiation, conciliation, recruitment and many other disciplines.

All of these areas are generally handled in relation to service management; however, whilst I do a fair amount of process development, mapping, implementation and training, *none of the above disciplines are actually the stuff of the legacy ITIL books. **Yet these areas are, in my experience, the real activities and content of what is needed to make service improvement successful.*** The ITIL v.3 approach does incorporate some of this activity but this is now in danger of becoming an over-wieldy approach.

**This is not about ITIL, it's about service management.** 'Service management' being the term we use to describe the business of managing your organisation to deliver professional, accountable, consistent levels of service – seems obvious?

The key is that we are not talking about a methodology, or a rigid prescriptive approach (these are bad implementations of ITIL). What is required is a co-ordinated approach from an organisation that usually requires some major culture and organisational change to be really effective.

What we are aiming to do is to define ways in which IT/service organisations can develop the quality of their service offerings, to directly support and enhance their business objectives. ITIL can be applied to most of these situations, either explicitly or implicitly and as such is a highly useful tool – however it is not an end in itself and should not be seen as a panacea that will sort out all problems.

What I have done for many years is to help to fill in the gaps that ITIL doesn't cover (as suggested above – structure, people, communications, culture etc). It's true that the new books now mention most of these areas as issues that need to be addressed – it's just that 'ITIL' can't provide all the answers.

Generally if you are well taught when doing your ITIL training, you will appreciate these issues, but this still doesn't give you a blueprint for how to really effect change in your organisation, and that is the aim of this paper.

I would generally say (wouldn't I?!) that external help is valuable for a number of reasons – to provide key skills and resources, to give an unbiased viewpoint, to mentor, to fast track projects etc.

However, once you have real information and knowledge of how to make this work, plus the resources and backing, **there is no reason why this cannot be achieved as an internal project.**

This paper uses 25 years service management experience to provide simple and clear answers and guidance to these questions (and more), in order to provide a practical and pragmatic approach to delivering successful service management.

I hope this can help you and wish you good luck!

**Barclay Rae**

## **1 Where do we start?**

### **Questions, Questions, Questions...**

“We work hard trying to deliver a good service to our customers, yet we get all this stuff from the industry, our peers and management about why we should be doing better, doing ‘best practice’, demonstrating value and accountability, doing more for less, doing ITIL, getting accreditation etc – how relevant is all this to our business and operation?”

“Why do we need to do these things? What value will they deliver to our customers, our department, to our organisation as a whole, and to us as individuals?”

“What will all this cost, how long will it take, what and who will need to be involved? Do we have the right people and skills in-house or do we need to bring in expensive consultants to do this or help us – why can’t we do this by ourselves?”

“How do we approach this – we read the books about the end-game and how the operation and process structure should all hang together, but how do we get there? How do we build a suitable and successful business case for this, and how can we demonstrate that our project has been successful?”

“Is there a standard prescribed way to implement ITIL and ITSM? Is there an order of processes that must be adhered to? Can we apply some specific processes only or do we have to implement all of the ITIL modules to achieve the benefits promised?”

“Why should we follow an approach that seems to be rooted in internal IT only, when nowadays most support organisations are run as multi-sourced operations? In many cases ITIL doesn’t seem to speak to us in a meaningful language, as we don’t really fit the model that it’s written for – why should we follow this?”

We hear these questions practically every day, from a wide variety of people across industries and at different levels of staff and management. People ask these questions for a number of different reasons, depending on where they are in terms of the maturity of their operation, or their position in terms of running a Service Improvement Project.

In many cases they are looking at doing some form of best practice project but need to be convinced of the benefits and they also need to understand the full extent of what they are taking on (time, resources and costs). In other cases they are in the middle of a project and are getting into difficulty, or facing resistance and blockages from their organisation, or they simply need guidance on how to make the ITIL/ITSM model work in practical terms.

Sometimes they are senior managers who have seen a lot of time and money spent without any real tangible improvement, or clear business benefit, others may simply be looking for clarity from the vast body of work that exists on approach, processes and integration.

What we find is that people are, on the one hand crying out for the solutions and answers that ITIL and ITSM promises, but are in reality still really struggling to find practical advice on this through the maze of books, articles and industry publications, plus advice from industry experts and gurus.

So, where do we start?

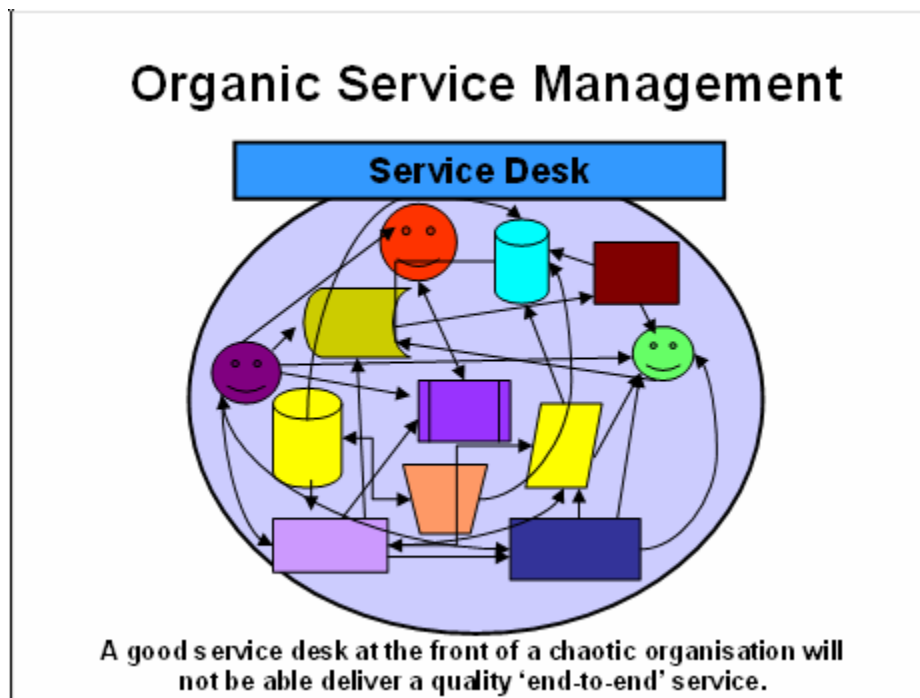
## Service Management

Most organisations evolve organically, regardless of function. Even the most forward thinking teams, departments or businesses cannot predict exactly what will happen to them in future and there will always be the need for change.

From a service perspective most service operations have also developed organically in response to the needs of the business they support. IT help desks evolved in the 1980s for various reasons (one being that companies like IBM offered discounts to their customers if they operated a single point of contact help desk!).

These help desk teams soon found that their problem was often not so much dealing with their customers, but being able to get help from their own (IT) department. The point being here that, in the evolved organic organisation, people both in IT and 'the business' had found ways of working and communicating with each other that worked (well sort of).

Informal service relationships are often flawed, inconsistent, inefficient, expensive and unaccountable, but to the people involved, they often worked – help desks just messed up this system!?



The reality of course was that many early (and even some current) help desks were simply bypassed by their customers and IT colleagues alike, thereby missing the opportunity to reduce the support overhead on technical staff, develop standard procedures and reporting, and to provide visibility to management on service activity.

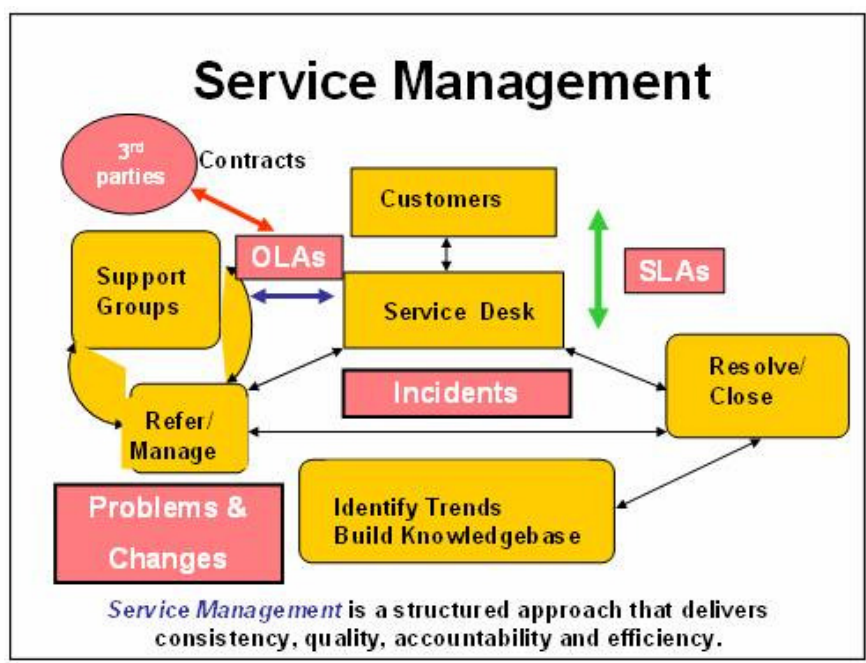
In many cases this also meant that IT was not actually meeting the business needs of its customers – as support priorities were based on cherry-picking, or who shouts loudest, or the old boy network, rather than the agreed business imperatives.

In order to make a help desk work properly, the whole department has to work together towards a single and co-ordinated set of processes and standards, based on customer and service needs, and not history, or technology, or internal politics.

So that's what we mean by 'service management' – a consistent 'supply chain' approach from your service organisation as a whole, not just from a good quality help desk at the front of it.

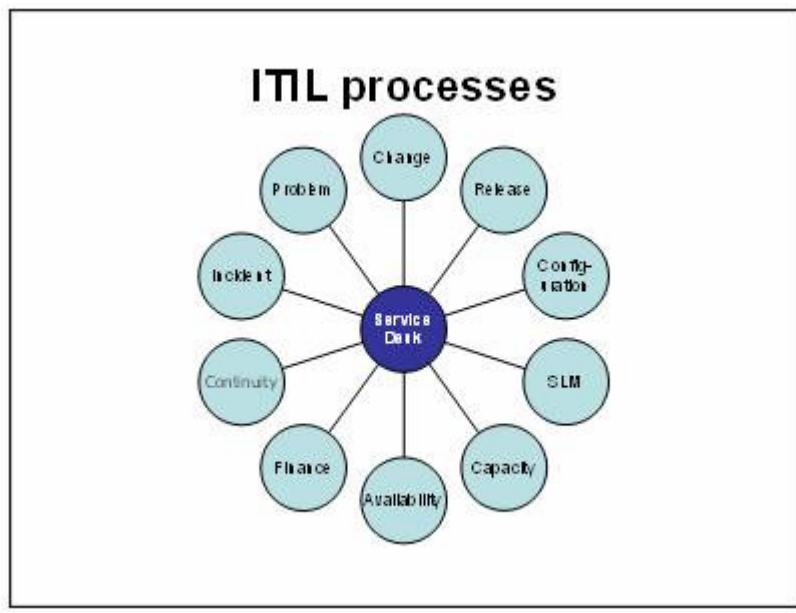
The real benefit of ITSM and ITIL is that it forces an organisation to develop a 'service model' – i.e. a clear definition of the structure, constraints, objectives and operational capabilities of its support operation. This helps to move the organisation forward from simply an evolved or 'organic' structure.

Service management is a **planned and conscious means of building and managing your support structure to meet business and service objectives – moving from chaos to control, from fire-fighting to fusion.**



*This is an indication of a basic structured service management approach around service desk, rather than a specific ITIL diagram.*

The ITIL 'best practice for service management' approach lays out a set of integrated operational processes and functions that will deliver this joined-up and quality approach. This includes a number of processes above and beyond the traditional help desk function, which will facilitate and deliver a business-led service operation.



*The 'ITIL 2' model, with 10 processes and one (service desk) function*

The 'service desk' (which we now distinguish from a help desk as a higher level and more empowered and intelligent operation) is still the face of IT and must be able to deliver high quality and speedy response and resolution services. The key question for many organisations still is however – *how do we get to the nirvana promised by best practice and integrated service management?*

It's a rare delight to be able to start with a blank page and set up a new service operation, defining objectives, hiring staff, defining processes and procedures, setting up systems and knowledge bases, defining SLAs and setting up the reporting and tracking mechanisms, setting up business continuity systems etc. If we are lucky enough to be able to do this, and we've read and understood the key elements of service management, we'd probably define a service-based operation – i.e. the teams and processes are set up to meet service needs.

In reality, most mortals have to deal with existing organic organisations which have evolved over the years and which, as we've noted, have their own peculiar structures, culture, politics, hierarchies and fiefdoms. Like barnacles around a ship, the service and support elements of IT (or other service delivery functions) have evolved to suit the particular needs of the organisation they support, or specific technology platforms, or the people in the IT department, or other historical functions.

The problem with this of course is that when the organisation itself changes, the support function has to adapt accordingly and this may not be easily achievable. Over time a gap emerges between the customer and delivery parts of this supply chain. Often this is realised by key managers and staff in the organisation, although, rather like an 'out of body' experience,



they stand looking at the reality of the problem from the outside, but are unable or unwilling or ill-equipped to do anything about it.

So an organisation may have an existing structure, staff levels and skills, tools and processes, none of which are actually meeting the needs of the customer group that it supports. On top of this, some forward-thinking people in the organisation might have identified (1) the need for change, but are unable to convince others for this (2) that there is a body of work and best practice that can be used as a future model, but cannot convince others that this is necessary, or (3) they have convinced some parts of the organisation to take on the best practice approach, but this is not proving to be a success.

The last point may be due to a poor set of initial objectives and business criteria for implementing service management, but it's clear from all of these that there's a great deal of work to be done before you even start to plan and implement service management, namely;

1. Getting clarity and consensus on the issues and gaps
2. Building some realistic planning and costing on a programme of work to resolve these issues
3. Winning people over to commit fully to what needs to be done
4. Establishing clear and measurable objectives for the project

It's fair to say that a large number of service management projects have set off without having done all or even any of the above. Often this may be done by an enthusiast for service management, who sees solutions from service management to problems in their organisation, and is able to set off on the service management journey without too much 'buy-in' or commitment from the organisation. This often is a doomed approach, unless the enthusiast is smart enough to get some 'quick wins' and use these to then sell the project across the wider organisation.

Whilst 'buy-in' is vital, this can be built over time and the real problem is often that organisations set off on their projects clear objectives (point 4 above).

Recent HDI and *ITSMF* research has shown that approximately 60% of ITIL/ITSM projects are commissioned (and often significant funds are spent) without any real business case or clear set of business goals. Surely this is madness – we are constantly amazed how these teams are able to raise funds in this way, but it happens.

This does ITIL and service management no good whatsoever, as inevitably they will be blamed when these projects fail. There are many failed implementations of ITIL, help desks and service management in general, but in my experience these are mostly due to poor implementations and project management, confused objectives, unrealistic expectations amongst others, as well as other issues such as lack of skills and resources.

There are also issues with the presentation and messages, from the 'ITIL' community and body of work, that don't help those trying to implement and make sense of this. These are mostly

well known and documented and under review in the 'ITIL Refresh' programme and we'll come back to this later in relevant parts of this exercise.

However in short it is often felt that the books are over-complicated, there is far too much overlap and often some clear inconsistencies; there are gaps, e.g. account management; the language and operational context is dated and still rooted in internal IT/mainframe environments; and some areas are not well explained e.g. many people still struggle with Service Catalogue, Configuration Management etc.

Worst of all there has been very little to really guide and inform practical implementation, which has left a number of organisations high and dry over the years – e.g. not knowing where to start, when to finish, how much to do at a time etc.

It's often left to the consultants and gurus to 'explain' and clarify the 'black art' that is ITSM/ITIL and whilst there are often good reasons to use external help, there could be more clarity and simplicity in the ITIL books.

Overall however ITIL has provided a global common language and a set of standards that give structure and substance to an area that many people struggle with, so the overall effect of ITIL has been very positive.

**The point should still be made that the real critical success factors of any service improvement project are:**

- The quality of planning, communications and project management
- The commitment and 'buy-in' from staff and management
- The reality of involvement across the organisation – IT and its customers

So the message is clear, if you are going to do service management:

- Be clear on your objectives and what you expect to achieve
- Make sure your planning and costing is realistic
- Manage this as a formal project like any other
- Keep people informed and updated on what you are doing
- Get involvement, commitment and consensus from all areas of the organisation – staff, management and customers

**What are the real benefits of service management?**

Why do this? There are a number of reasons and objectives for doing this, probably best summarised as follows:

- **To implement consistent delivery** – build a repeatable and predictable set of service processes to ensure quality and delivery to the business
- **Improved quality and efficiency** – measurement and control allows the identification of areas for improvement in terms of quality and cost

- **Reduced cost of failure** – IT incidents and downtime cost money, both in terms of unproductive time for the users of the systems, and potential loss of business or sales if services are not available and customers can go elsewhere
- **Reduced risk to the business** – IT is at the frontline of most businesses these days and any area of risk should be minimised and mitigated. ITSM helps service organisations to reduce the risk of losing services and also speed up recovery time in the event of major losses
- **Greater visibility of services** – this helps management to assess performance clearly and to prioritise changes and resources required to meet business needs
- **Improved management and accountability/auditability** – with greater visibility comes greater control, and also a more accountable service. Many decent internal IT organisations get outsourced not because they are poor but because they don't know how good or bad they are
- **Improved communications** – ITSM requires communication and collaboration in a manner that transcends traditional management lines and boundaries. Generally this works well to improve understanding between groups, and raises awareness of business and operational needs and issues.
- **To ensure 'best practice'** – using the knowledge of many who have gone before, implement industry standard practices and save time being unnecessarily creative, when its all been done already
- **IT aligned to the business** – the goal of most IT organisations. Most IT customers complain that IT exists as an 'ivory tower' and doesn't understand or work towards the business goals of the rest of the organisation. ITSM forces IT departments or IT companies to go out and engage with customers and work towards meeting their goals, not just the needs or whims of IT.

ITSM (and SLAs) requires IT to set targets based on business needs, work towards them, and identify shortfalls if the targets aren't met – and to do something about it if not. As such IT becomes significantly closer to the business it supports, both in word and deed.

So the business objectives of ITSM are to be consistent, accountable, reduce cost of failure and risk, improve management, quality and communications, business-aligned and more efficient.

**Note that we are not saying up front that by doing ITIL or process X we will save £X.** This is a major point of contention for many business managers and executives who struggle with the 'what do I get for my money?' question.

In the industry we have struggled with this one too for some years, although we are getting closer to this (e.g. [see SFG/HDI research](#)) and there is a large body of anecdotal information and case study information on how many organisations have saved millions (see some initial examples below – savings from 48% to 'negligible' !)

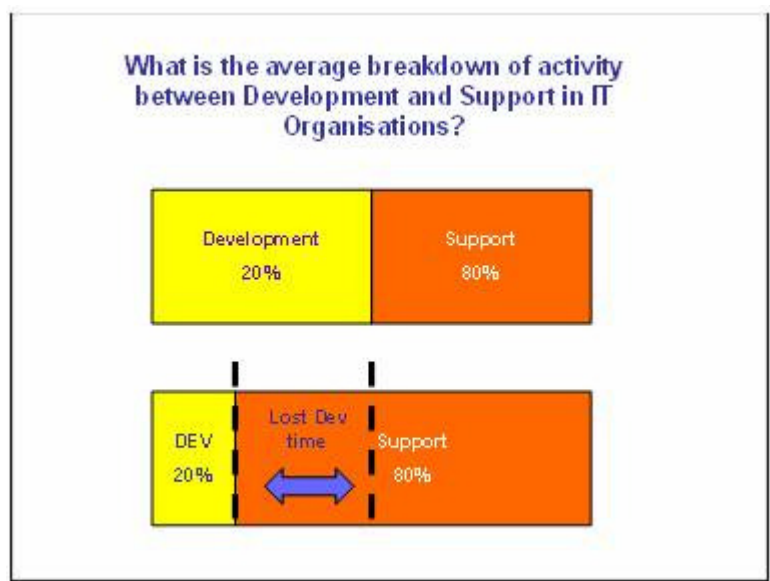
SAVINGS FROM ITIL/ITSM		
Source	Potential Savings %	URL
<b>Gartner</b>	<b>48%</b> reduction from in an organisation's total cost of ownership.	<a href="http://www.hornbill.com/download/?resid=1">http://www.hornbill.com/download/?resid=1</a>  <a href="http://www.itilsurvival.com/">http://www.itilsurvival.com/</a>
<b>Management Automation Group Inc.</b>	Procter & Gamble achieved a reduction of <b>8%-10%</b> in operational costs	<a href="http://www.maginc.net/Services-ITILConsulting.htm">http://www.maginc.net/Services-ITILConsulting.htm</a>
<b>Pink Elephant</b>	Procter & Gamble: Started using ITIL and has realized a <b>6% to 8%</b> cut in operating costs in 3 years.  Another ITIL project has reduced help desk calls by <b>10%</b> .  Ontario Justice Enterprise: Embraced ITIL two and one half years ago and created a virtual help/service desk that cut support costs by <b>40%</b>	<a href="http://www.kedarites.com/pdf/Reaping_ITIL_Benefits.pdf">http://www.kedarites.com/pdf/Reaping_ITIL_Benefits.pdf</a>  <a href="http://www.pinkelephant.com/NR/rdonlyres/0CDB7E14-F489-4D9F-99E9-7599C2C74C62/0/Benefits_of_ITIL.pdf">http://www.pinkelephant.com/NR/rdonlyres/0CDB7E14-F489-4D9F-99E9-7599C2C74C62/0/Benefits_of_ITIL.pdf</a>
<b>Meta Group, Inc</b>	<b>Negligible</b> "IT organisations implementing ITIL to reduce cost should not expect considerable savings because the prime potential of ITIL is to improve service quality and elevate performance consistency of the IT organisation".	<a href="http://blog.evergreensys.com/index.php?blog=14&amp;title=title_3&amp;more=1&amp;c=1&amp;tb=1&amp;pb=1">http://blog.evergreensys.com/index.php?blog=14&amp;title=title_3&amp;more=1&amp;c=1&amp;tb=1&amp;pb=1</a>

The general experience is that, ITSM will provide the quality benefits as shown, and this in turn will facilitate cost and efficiency savings.

So **ITSM is a catalyst** for cost and efficiency, rather than a direct way of quickly saving money or e.g. cutting costs.

In this however there is a more fundamental and practical goal of ITSM/ITIL. Management teams spend time worrying about the cost and efficiency of support and service desks, yet the reality is that most IT organisations are still working to the 80/20 rule – i.e. that **80% of resource time is still occupied with support rather than development (20%)**.

*Gartner Group* is currently making a point around this issue. Let's just consider it and the implications. We pay people (well) to develop systems and strategies, build infrastructure, manage capacity, run projects, interact with customers etc. Yet a large proportion of these expensive people's time is still spent supporting previously developed systems, even though we have set up mechanisms like service desks and other support areas to do this.



So we have the reality of single point of failure. Either we are developing poor quality systems (maybe, through pressure of time, quality and testing is overlooked), or we are not actually handing over these systems properly to the people who are actually paid to do the ongoing support – or a bit of both.

The real savings that we should be trying to achieve from ITSM must be long-term objectives to sort out this problem.

We all know from many years of experience and research (*Gartner passim*) that it costs significantly more to fix a problem at the technical and 3<sup>rd</sup> level of support than it does at the front line, that poor quality systems require high maintenance and cost, and that this then impacts upon the quality of new systems. Ultimately the inefficiency and lack of quality from this gets in the way of good business.

So whilst we are saying that ITSM is a catalyst to improve the quality and ultimately efficiency of support, the real goal is to improve the overall quality and efficiency of IT as a whole, by doing two things:

- (1) Sorting out support, and making this a smooth and efficient operation, and in doing so
- (2) Freeing up development and strategy time in order to produce better quality systems in the long run.

**So in summary:**

**ITSM/ITIL Objectives**

- **'Sort out' Support** – get customers working with minimal interruptions. Get support and delivery working as efficiently as possible

**As part of this we can also summarise the goal of a service desk:**

**Service desk Objectives**

- **Be a single point of access**
- **Get incidents resolved quickly**

**Where do we start?**

OK, so you've decided that service management is what your organisation needs. You may have done some of the things mentioned above, like getting people involved at senior and operational levels and sketched out your objectives for service improvement. But what next – where do you start?

ITIL is a more a model than a method so often it has been easy to get lost at this point. Many people have gone down the rocky road of trying to implement all of the ITIL processes simultaneously, or too many at one time. Many get lost for months (or years) e.g. trying to build configuration management databases when the real issue that needs attention is poor incident resolution time due to the lack of OLAs and dedicated 2<sup>nd</sup> level support. Careers and reputations are lost pondering the optimum level of configuration items or the best format and content for a service catalogue...

One fundamental point to make is that **training alone doesn't deliver an ITIL focused best practice operation**. Many managers buy into the ITIL philosophy early on and spend large sums of money sending all of their staff on ITIL Foundation courses, expecting that this will somehow metamorphose their organisations into ITIL 'compliant' units, suddenly delivering accountable, efficient and effective services through integrated processes.

In most cases this doesn't happen – staff get excited on the courses but then return to work to find that nothing has changed – training doesn't deliver culture change. In some cases this can actually work to de-motivate staff and turn them against ITIL or certainly against their management.

The key is to run a **proper formal project**, which will take into account the requirement for culture change, personal development, customer input, measurement and reporting, plus new working practices.

This project should be run like any other business project with business sponsorship, plus a proper set of objectives, a plan, agreed resources, governance and budget. This clearly states to all that this is a serious project, that management is committed to it (especially if they are committing funds!) and that it will be run in a proper and accountable manner – so they'd better participate...!

Most important is the selection of the person who will run and drive the project.

**The project manager** must be a strong and effective implementer who can get things done and still bring people along with them. They must be able to command respect, integrity and support across the organisation, without any particular agenda. They need to be fearless and willing to challenge authority and the status quo of management lines, and be able to sell and evangelise both the benefits and the practicalities of service management, and the changes that this will bring, across the organisation. They also need to understand ITSM/ITIL enough to be able to sell this to others. Yes they need to be Superhuman...! *'Thank goodness you're here Service Improvement Project Man/Woman'...*

It can be difficult to find exactly this type of person in many organisations, but in my experience, the careful choice of project manager will go a long way to decide the fate of your service improvement project.

The next key thing to do is to establish the issues and their real and potential impact, in a way that engenders buy-in and support and commits people to action. For this you need to carry out some form of **current state analysis, audit, health check or benchmarking** exercise that will give you evidence of current issues and provide some form of 'route map' and practical steps to resolution and improvement. This should include feedback on internal processes and issues from staff across IT and also feedback on service issues from customers – both provide valuable input and ammunition to build a case for change.

Ideally this should be carried out by someone with a degree of independence from the key stakeholders, and preferably not the main champion for Service Improvement, as they may be too closely associated with the initiative and the review may be perceived as a *fait-accomplis*.

Many organisations use external consultants for this but it can still be done successfully by an independent internal person.

There are some standard models that can be used for self assessment – e.g. the ITIL assessment tool or HDI standards – however these should not simply be focussed on process and should include an assessment of business readiness, project readiness, key areas requiring attention, some customer and staff satisfaction measures, strategy, use of tools and performance measurements. The review should provide a strategic 'way forward' plus some 'quick wins' to help build momentum and success. The review should also provide clear recommendations and guidance on what needs to be done, when and in what order, with a set of objectives that can be expected from the project.

The advantages of this type of review are as follows:

- It creates a momentum around the need for change
- Involving a broad cross section of people will build buy-in and commitment
- Service issues can be objectively reviewed and analysed
- The review provides recommendations and a blueprint for the project
- Discussion and analysis can take place before launching into the project
- The review allows issues to be discussed and actions agreed with little initial commitment or cost
- Ultimately any project decisions will be taken by the organisation and its management rather than individuals

Time spent carrying out this type of review can save significant time and cost later in the project. This will help to build practical and realistic plans and goals, establish consensus and, at very least, identify areas and individuals that may need to be won over and given extra attention during the project.

It's very tempting and understandable to want to move forward quickly with these projects, particularly if there are customers and executives burning your ears to make improvements and get things done. The market is also there to tempt us with training, awareness programmes, new tools and systems and loads of advice and ideas about how to use ITIL and service management for success.

However, this type of project requires organisational *and* cultural change and therefore timing and readiness are key factors. Choose your time carefully, and make sure that, when you do make your move to start, that you have people on board and at the right level of understanding. Many well-intentioned projects have failed or been canned due to people jumping into training programmes or full projects before anyone has agreed what is being aimed at. It can be frustrating, but you need people on board and so patience and planning are worth it in the long run.



Hopefully the review will highlight initial tasks and **the planned order of work required** – if not here are some key points:

- **There are no hard and fast rules on which processes to start with** – don't believe any stuff about configuration management being essential to begin with. In reality very few organisations have actually done this fully and properly, and those that have don't have much to show for it. You can waste time and momentum on this that would be better spent getting some tangible successes
- **Start where it's hurting most** – if you've got problems with service desk skill levels, or 2<sup>nd</sup> level support resolution times, then work on these and implement service desk and incident management (that's where most people start). If you have a major issue with uncontrolled change then implement an initial change management process and get some formal control and reporting in place to manage this. If your customers are unhappy about the gap between their expectation and experience of the service then start the SLA process. You need to gain some successes – (incident management usually provides very tangible improvements in communications, response and fix times) – so go for areas that will provide this visibly and provide a positive platform for further development.
- If you have business case to sell then do so **using appropriate business language**. Executives want two things – brevity and bottom line – so give them this. Use simple non-jargon English and keep the argument to one page if possible, otherwise it won't be read and your project may fail before it's even started
- **Workshops** are an ideal, efficient and quick way to sell ideas, work through issues and get decisions, in a manner that makes everyone feel they are part of the project and decision making process. Use them as much as possible in your planning.

**Here is a summary of how to get started with your ITIL/ITSM/service management project**

<b>What are we trying to achieve?</b>	Be clear on what the business wants from service – and how IT and ITSM can deliver these objectives
<b>What will ITSM do for us?</b>	Sort out support Help to build better quality systems Align IT with the business Provide long term efficiencies
<b>Current State Analysis</b>	Get an objective view of the current gaps in service, with a practical plan for development. Use feedback from staff and customers
<b>Business Case</b>	Use appropriate language 'Brevity and bottom line' Must achieve a formal project with management commitment
<b>Project Manager</b>	Make sure that the person running and driving this project is able to implement culture change
<b>Project Planning</b>	Start where its hurting most Get people involved Build momentum Be realistic Be thorough
<b>Project Management</b>	Establish formal project status and governance – sponsor, charter, budget, PM, resources allocated. Use workshops to get people involved and get decisions made

## 2 Project planning, culture change and communication

### Project Planning

Most good project managers will say that you can never do enough planning and the more time you spend thinking about your project, developing realistic plans, mitigating risk, the better chance you have of success.

This must be taken on board if the project is to succeed, as good planning will reduce risk and can save so much time (re)-covering old ground later on in the project.

Of course in the real world (particularly in operational environments) people are neither used to this approach nor particularly disposed towards it, and it can be difficult to 'reign in' a project once it has got the go-ahead and there are people keen to move forward.

It is over-simplistic to say that project planning must be realistic, but this is still an area where projects go wrong from the start – trying to do too much, too quickly. It is of course often vitally important to demonstrate success and show the value of service management and best practice, but this must be done within a realistic and achievable plan. So whilst it is useful to set on one or two initial processes that will deliver some benefit and 'quick wins', be sure to set this within a wider framework of the overall approach and don't give yourself extra work down the line.

This is another good reason to get your SIP on a formal project basis – as there will be (or should be) a formal mechanism in place that the project must use to set objectives, deliverables, scope and to manage project risk. If this is properly done then risk will be minimised and mitigated, with proper resources be allocated to tasks.

Use the **SMART** approach:

**Simple**

**Measurable**

**Achievable**

**Realistic**

**Targeted**

From the planning perspective a full ITIL or ISO/IEC 20000 implementation will realistically take 2-3 years to implement properly. This can be done more quickly of course but this depends on a number of factors – e.g. resources and funds available, existing process maturity, organisational and cultural readiness, management commitment, staff acceptance and business drivers.

In most cases however an initial phase of the SIP would last 6 – 18 months and would normally implement some key processes – e.g. Incident, Problem, Change and Configuration, plus perhaps a re-work of the ITSM tool and some organisational/role changes. In an IT organisation of 100 people this would usually involve 2/3 man years on average, including staff training. There will be many variances to this but this is a rough guide to the scale involved.

It can often be the case that the project management of a Service Improvement Project is given to someone who either doesn't have project management experience, or who doesn't really understand the operational issues or doesn't have direct experience or understanding of the ITIL/ITSM arena. The success of the SIP project rests very heavily with this person and it is important that they are able to do the following:

**Manage and deliver a project** - people, resources, budget, issues, governance, reporting and delivery. Most of all they need to be able to spot potential issues as or preferably before they happen and make sure that these don't de-rail the project – so they must be completer/finishers.

**Understand and be able to sell ITSM** – a lot of the success of this is being able to win people over and this usually needs more knowledge than doing the ITIL Foundation course a week before the project starts (a regular occurrence!)

Most organisations don't have these super humans on board so it can be helpful to look at the skills of the Project Manager and give them some support in the form of a champion, or ITSM expert, if they don't know ITSM, or a project administrator/PM if they are not familiar with formal Project Management.

Finally it is worth considering the fact that there is no guarantee that your SIP will succeed, simply because it has got support and even funding – many of these projects do fail. ITIL can get a bad name from this but the overwhelming experience is that this is nothing to do with ITIL – it is usually a failure in project management, poor planning, or a lack of understanding of the cultural change required, or poor communications, or all of these.

## **Culture Change**

At a recent ITIL overview session one of the attendees sat with his arms folded from the first minute. When asked for his name and expectation of the day and from ITIL/ITSM, he boldly stated that he didn't know what it was, but he was sure it 'wouldn't work in this place'.

There are three things certain in life – death, taxation and resistance to change in ITSM projects...

There will always be doubters, cynics and luddites who do not see any value and benefit from implementing processes that, in many cases they believe they are doing already, or that they perceive will add an unnecessary administrative burden to their job, or just get in the way of what they are doing.


Firstly you cannot simply ignore these people – the success of ITSM depends on buy-in and the actual achievement of staff across the organisation actually following and using consistent processes and procedures. So the doubters and cynics need to be brought on board. You might have a small group of ITSM enthusiasts who want to succeed but this alone will not bring the doubters with you, and they will do everything they can – deliberately or not – to de-rail and hold up and generally ruin your project.

From experience the worst aspect of this is if there is no stated resistance – tacit acceptance or lip service are the most difficult to work with. If someone is clearly against the project then they can be worked on and won over, or at least given their voice, or ultimately isolated.

Here are some key obstacles that will need to be considered when defining project governance:

**ITSM / SIP obstacles**

- Fear and uncertainty
- Understanding of ITSM
- Lack of clarity on objectives
- Poor and excessive documentation
- Unilateral approach
- Resistance to change
- Unwillingness to commit to targets
- Blame culture
- IT Lip service
- Customer indifference
- Systems and reporting constraints



**There is no simple path to dealing with these issues but here are some tips for dealing with culture change and resistance:**

- **Fear and uncertainty/Understanding of ITSM** – Sell the project and benefits. Run overview workshops/sessions to give people initial understanding of what can be achieved and the opportunity to discuss this in groups. Sending everyone on Foundation training can be overkill in this situation.
- **Lack of clarity of objectives** – this comes down to good project planning and governance, and the need for consistent clear communications coming out of the project. All staff should at least know what the project is trying to achieve and be generally up to date on progress.
- **Poor and excessive documentation** – Again this is a communications issue. The project must display quality and professionalism, as well as being able to speak directly to people rather than down at them.
- **Unilateral approach** – If the project is only centered in one area (e.g. the Service Desk) then it will be ignored by other IT staff. It must be clear that this is a cross-IT project and that everyone must be involved.

- **Resistance to Change/Unwillingness to commit to targets** – SLAs are vital to any SIP and these must be sold to all staff concerned. The point must be made that, regardless of how the department has worked before, this is how it must work from now on, and that SLAs are in place not to control them but to improve quality.
- **Blame Culture** – This is obviously a management issue, and all staff must feel comfortable that any targets are there for the good of the organisation, not the detriment of individuals. This is an area that must be carefully considered in terms of the existing culture and the timing of the SIP – if there is a strong blame culture in place it will be difficult to get staff to contribute openly to the project, and other considerations should be made to change attitudes across management and staff, e.g. using coaching and other personal development techniques. Often management have made changes but this is not yet understood or believed by staff, and all need help to move forward.
- **IT Lip Service** – Very difficult to shift and even fully identify. The most important thing to do is to try and engage people as much as possible and therefore sniff out any tacit resistance – at least if you are dealing with a stated doubter you can work on them. The key here is to find good 'WIIFM' (What's in it for me) arguments.
- **Customer Indifference** – Customers and users must be engaged in the SIP at some level and it is useful to try and develop reporting and communications formats with them that speak their language and reflect their business, rather than simply 'this is what IT does'.
- **Systems constraints** – One area that you do not want to be tripped up on is your ITSM system - can it provide you with the reports and data that you need? – If not then this may need to be changed.

**However**, most of all the success of your ability to change the organisation will depend mostly on your ability to demonstrate quality, consistency, professionalism and progress via effective communications.

### **3 Communications**

Good communications is key to the success of any organisational change programme or project. It is already a difficult task to change the way people work and this becomes impossible if they are all unsure of the value of the change and how it will affect them. Most failures in this area are due to lack of open and consistent communications, which can lead to uncertainty, mistrust and resistance or refusal to change.

It is a fact that there will always be resistance and it is vital to meet this head-on by sending out a 'marketing mix' of consistent, positive messages. The central (project) group in particular should ensure that they are all consistently 'on message' – i.e. up to date with current progress and able to provide consistent answers.

The main objectives of any Project Communications Plan are:

- To aid the smooth implementation of the Service Improvement Programme/Project (SIP) across IT and the organisation as a whole
- To manage communications in a structured and proactive manner
- To communicate clearly and openly how changes will happen
- To publish successes and regularly report on progress against targets
- To establish a positive communications channel with all IT customers and users
- To minimise rumour and mis-information and to positively aid staff motivation through a difficult period of change
- To inform customers and users of any changes affecting them.

In order to avoid rumour and mis-information it is vital that, where possible, all Project and IT staff are kept up-to-date on issues and can therefore provide a consistent message on progress.

- All IT staff should know key project issues, objectives and current progress
- All IT staff should be able to provide a consistent view and details on the project and sub-projects at any time
- SIP teams need to feel enabled, enthusiastic, confident, and prepared to answer questions and deal with resistance
- Rumour and uncertainty are generally best countered with consistency, clarity and openness
- A communications owner should be assigned as the central point of contact and co-ordination for communication within the programme/project. This person should constantly review communications to ensure that the right messages are being communicated through the correct channels and media.
  - Keeping everyone up-to-date on project progress at appropriate levels
  - To maintain close contact with the members of the project for progress updates and keep a regular circulation of information and issues within the project
  - Carry out feedback gathering to assess if the correct messages are being received by key individuals
- In addition to summary e-mail / bulletin board / newsletter/ intranet messages going out to staff, it is recommended that a regular 'face to face' briefing is given to staff with as much relevant information as possible in advance of the changes. Weekly 'team' or 'departmental' briefings would provide a good outlet for this channel of information
- Communications should be assessed as part of the overall project review – i.e. did it meet the objectives, were the messages understood etc.

## **Communications Media**

### **WEB-SITE/COMPANY INTRANET**

This is an effective way of providing access to a variety of information and messages to a wide audience. For the duration of the programme the web-site should provide:

- Home page - General project information, reflecting the agreed messages - project & programme objectives, initiatives etc
- Programme contact and structure information – key people, teams etc – with email links
- Progress reports, successes, project and programme information
- Access to other relevant information e.g. relevant training courses
- An 'ideas forum' area where all-comers can contribute issues, questions, ideas etc
- A FAQ page

### **PROJECT BROCHURE**

This provides a tangible, tactile piece of information for anyone to read and refer to on the overall project – this should help to minimise time spent explaining project details, particularly to occasional participants who may not have the time or interest to read project documentation online.

This should also reflect the agreed messages and be a clear source of entry-level general project information.

It's useful if the 'brochure' is presented in a memorable and useable format – e.g. bookmark, mouse-mat etc.

### **AWARENESS FORUMS / SEMINARS**

Particularly in the early stages of the programme, seminars and forums that entice people to attend (e.g. sandwich seminars where lunch is provided) can be an effective method of increasing awareness, motivating individuals and broadcasting key messages.

### **STRATEGIC WORKSHOP EVENTS**

A successful PR event that sends out positive quality messages about the programme and engenders 'buy-in' can also provide a successful information gathering exercise to further clarify business issues and operational requirements.



Workshop events can provide an opportunity get agreement across a number of people, sometimes across many geographic locations, the way forward for the project, plus the opportunity to provide detailed iterative information on the project and the potential impact on individuals and groups.

**NEWSLETTER/EMAILS**

Regular brief monthly newsletters should be written and circulated to broadcast successes, provide progress updates and broadcast key messages. This should be a SIP newsletter if appropriate or combined with another existing newsletter.

The key to the success of these - and all communications media - is not *what* is in these messages but *how* they are written. There is no point simply sending out project reports or plans as these will probably not be read or taken in – people don’t have time or the level of interest to start ploughing through internal project documents, so make it easy for them by writing in a pithy, snappy style to get the details across to them.

Think of the tabloid press – although you may not like what they say they are certainly very good at getting their messages across – think of using brevity, clarity and simplicity as a means to transferring a few key ideas in a way that will be memorable.

Similarly if you are reporting to a board then all communications should be in a summary format and concise (with supporting documentation as needed). If you want to get key decisions made, then the documentation provided should focus on the key issues and options, rather than be stuffed with unnecessary detail.

**EXAMPLE COMMUNICATIONS SCHEDULE**

The following shows an example internal Communications Schedule for a Service Project of a 4 month duration. It is intended to operate alongside weekly progress reporting, and monthly ‘Steering Group’ reporting.

Date	Activity	Target	Media	Owner	Notes
08 May	Prepare Comms plan	SIP Project Team	Document	Project Sponsor	Overall approach
12 May	Team Updates	IT Dept	Weekly Briefings	Project Manager	Kick-Off Slides/Notes
27 May	Issue Group Email	IT Dept	Group Email	Project Sponsor	Clarify: Project is active High Level content Need to support SIP Progress & next

Date	Activity	Target	Media	Owner	Notes
					actions
16 Jun	Team Updates	IT Dept	Weekly Briefings	Project Manager	General Progress
30 Jun	Issue Group Email	IT Dept	Group Email	Project Sponsor	Report on: Progress of Workshops etc. Initial Work Next Actions
30 Jun	Customer Communication	Business	Email	Project Sponsor	Customer Awareness of project, service improvements
14 July	Team Updates	IT Dept	Weekly Briefings	Project Manager	General Progress
28 July	Group Briefing	IT Dept	Meeting	Project Sponsor Project Manager	Face to face progress update and questions
04 Aug	Customer Communication	Business	Email	Project Sponsor	Customer Awareness of project, service improvements & Go Live plans

Date	Activity	Target	Media	Owner	Notes
11 Aug	Team Updates	IT Dept	Weekly Briefings	Project Manager	General Progress
18 Aug	Customer Communication	ALL	Email	Project Sponsor	Go Live Announcement
End Project	Review overall success of Comms	SIP Project Team	Post Review Imp	Project Manager	

## **4 People, skills, roles and responsibilities**

### **Overview**

Whilst we may spend time and energy building our organisation and the roles required for service management, it is also important to ensure that the Change Project used to build this is done properly and effectively. In many cases, failed ITIL projects are due to poor project management, lack of resources, unrealistic planning, poor communications etc, rather than any inability to define processes and implement systems.

### **Project Management**

A Service Improvement Programme should be a formal project, involving culture change, process and business-based issues, systems development, procurement and implementation, and most importantly it requires strong people and communications skills for implementation. The success of the project overall will depend on good communications and project management.

### **Scope**

The project planning process should include:

- Programme office organisation and administration
- Programme management procedures and processes e.g. change, risk, issues, etc
- Communications approach and planning e.g. media, audience, messages etc
- Project and Sub-Project definition and the creation of Charters for each
- Development of Programme plan/schedule with particular reference to milestones, timescales and dependencies on other projects
- SIP resource requirements analysis
- Identification of cross functional dependencies
- Appointment of a Project team and task forces

### **Approach – key points**

- The project should be run, using standard IT Project Methodology as appropriate, closely based around PRINCE2.
- The project should aim to be inclusive by using a workshop approach. Documents should be drafted and discussed at workshops with a fast track approach to sign off.

- The project requires a strong ongoing focus on internal and external communications – this is particularly key due to the sensitivities identified with this project. This is a formal part of the project with key responsibilities and deliverables outlined in the communications plan.
- The project should use Change Management to ensure that any changes to the scope, deliverables, timescales etc must be agreed through the Project Board and reflected in an iteration of this document.

**Risk Management** will be via a log based on the Assumptions, Constraints, Risks, Issues and Deliverables. As above any changes must be processed via Change Management.

### **Progress Reviews**

- The Project Implementation Team meets weekly throughout the duration of the project to discuss project progress and communications and to agree any changes or developments to the requirements.
- The Project Board (PBD) meets bi-monthly/monthly *or as required* to review progress at a high level and make any strategic decisions required.

### **Progress Reports**

- The Project Manager produces and distributes or issues minutes/briefings from Project Implementation Team meetings to the Project Sponsor and Project Board.

### **Project Management File**

- The Project Manager maintains a Project folder on the network so that it is readily available to team members. All documents including reports and plans will be kept in this folder.

### **Change Control**

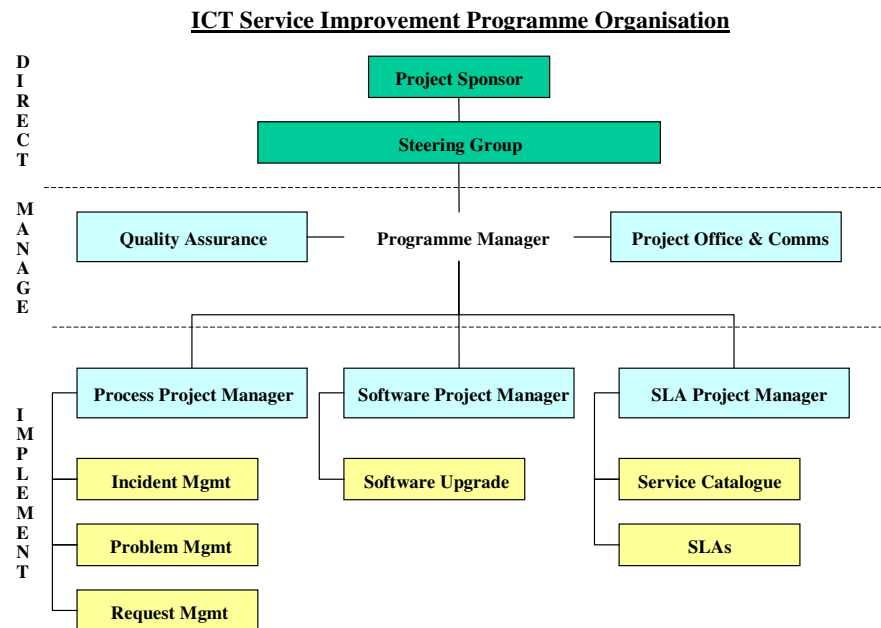
- Any changes to time, cost or scope of the project will be subject to Change Management. All major changes must be communicated to and discussed with the full Project Board at scheduled meetings.

### **Issue Management**

An Issues Log is set up within the Project folder. All issues must be logged and assigned an owner and target resolution date – these will be included in the progress report. Any significant issues identified will be immediately escalated to the Project Manager and Sponsor/PBD.

## Structure

A formal Programme structure should be introduced to support this process, as an example of a simple initial SIP:



## Responsibilities

### Steering Group

- Approve SIP Charter/Plan
- Deliver SIP to sponsors
- Review progress reports from Programme Manager
- Provide direction, guidance & approval to the Programme Manager
- Progress reports to sponsor
- Address and resolve major issues that have been escalated by Programme Manager
- Approve/agree Programme Charter or plan changes
- Inform Programme Manager of changes in corporate strategy and or direction where this impacts on the Programme

## **Programme Manager**

- Report to Steering Group
- Own delivery of the SIP
- Co-ordinate and liaise with Project Managers
- Deal with programme issues, risks, dependencies
- Liaise with Communications Owner
- Manage the Project Office
- Progress reporting
- Manage programme budget
- Line management responsibility for Project Managers

## **Project Managers**

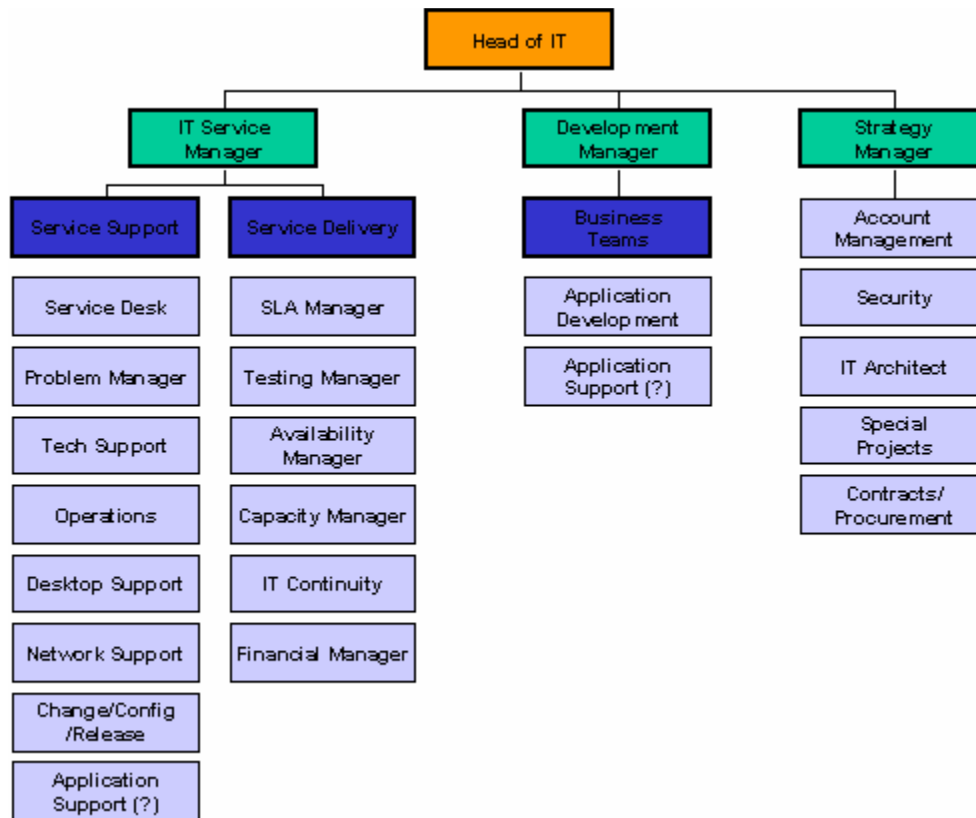
- Reporting progress and issues to Programme Manager
- Line management responsibility for Project Team members
- Own delivery of the Project
- Management of Project budget
- Accountability for delivery of the Project deliverables
- Follow programme standards and methodologies

## **Organisational Structure**

The ITIL Guidelines give some guidance on specific ITIL based roles and responsibilities but actually include very little specific guidance surrounding actual IT organisational structure or head count. This is because each organisation is unique and it is difficult to give generic advice, which would be relevant to every size and type of IT organisation.

The 'Standard' structure below is for reference only, however it does reflect the main areas required to support a service-focussed ITIL based operation.

In our experience, unless there are compelling reasons to justify radical change, evolution rather than revolution is advisable for most organisations – so that disruption to delivery of 'business as usual' is kept to a minimum during any period of extensive change (see chart overleaf)



## 5 Moments of truth

### Overview

We've looked in this paper at approaches to process, roles and organisation, plus the project issues around service management.

However, no matter how important these areas clearly are in this area, with all the boxes ticked in terms of best practice and methodology, these may still not be sufficient for real success and achievement. Why? Each project manager needs to ask themselves these questions at the end of a service improvement project (SIP):

- As a result of the project, does the IT organisation now deliver what the business needs?
- Can we now demonstrate the value delivered by IT?
- Does 'the business' appreciate the value delivered by IT?

If we can't really answer these questions then the project has probably been a waste of time and money. It may be of course that, by implementing a number of best practice approaches, the IT organisation will start to perform more efficiently and engage more with the business that it supports. However, a lot of time and resources may have been mis-spent on looking at internal process and procedure without a clear set of business-led objectives.

Many ITIL 'projects' suffer from this 'navel-gazing' problem – i.e. that they are still too focused on the internal operations of the IT organisation without first having identified a clear mandate for improvement from the business. Usually this is because they are not actually defined as projects, where good practice would demand initial scoping and measurable objective-setting. But it is regrettably still a problem that IT can still tend to look too much inwards, rather than reaching out to the people who actually pay the wages.

We must be clear that the goal of any SIP is not simply to implement certain processes, procedures, systems and SLAs, but to be able to properly quantify and work to the following clear objectives:

- To have an agreed set of business goals that IT is working towards
- To measure and review performance against these goals
- To develop and deliver services, with appropriate process, systems and organisational structures to ensure that the goals can be met
- To ensure that suitable people are in place with appropriate skills to deliver the services to meet those goals
- To constantly review performance and make relevant adjustments in resources, processes etc to ensure that IT is able to meet the goals
- To constantly review progress with the business and to regularly review and amend the goals as necessary
- To ensure that performance – and success in meeting the goals – is publicised and understood across the business

ITIL is the obvious catalyst towards achieving these goals, as it provides a good set of processes to deliver the above objectives. However it is not absolutely essential to use 'ITIL', as long as you are working with 'the business' towards these objectives above and follow these through to their logical conclusions.

This therefore requires clear policies and processes to:

**Identify business needs** – through project management, service level management, capacity and availability management, plus account or business relationship management

**Manage risk** – maintain and protect business-as-usual with a good service desk, incident, problem and change management, configuration management, security management, capacity and availability management and business continuity management

**Support growth** – through account management, service level management, release management, project management and capacity management



**Demonstrate value** – through service level management, service reporting, financial management and account management, plus good communication and PR processes

Ultimately you can achieve the goals of good service management with a good engagement (Service Level Management) process – SLAs breathe life into the other processes as they provide a mandate and business basis for what they are trying to achieve.

In contrast if you are working to meaningless SLA or KPI targets then it is potentially wasteful for your organisation (you may be missing the point of what your business needs) as well as confusing and de-motivating to staff.

The real success of any SLA depends on how much the IT organisation or service provider can firstly get agreement with its customer on meaningful priorities and measures, then secondly ensure that what it is doing relates as closely as possible to these priorities and measures. Finally the IT organisation must then ensure that both IT staff and customers are aware of performance and achievement – (1) if this is met then all should be aware that performance is good and (2) if it's not met then something can be done about it.

The overall goal is IT and business alignment, which, if working, can be summarised as:

- **IT working closely with the business that it supports**
- **IT focussed on delivering business objectives**
- **IT able to demonstrate its value to the business**
- **An appreciation of IT value across business areas**
- **An understanding of high-level IT issues at the business level**

**Noun 1. moment of truth** - the moment in a bullfight when the matador kills the bull



The real test of service management, SLAs, business alignment, ITIL et al, comes not in the fact that an SLA report shows that systems availability is on target at 99.6%, or that 90% of incidents are resolved at the first level, or that all calls were answered within 15 seconds, or that the cost per call is less than £5.

It is rather that, at any 'moment of truth' for a customer of the IT service, whether internal or external, the IT services required are available and working as they are expected to do so. If not then the IT organisation should be able to deal with this quickly and effectively, with the minimum impact and inconvenience to the customer.

'Moments of truth' are defined as being those times when all planning and design comes together to achieve the stated goal – a car drives safely across a new bridge, a piece of music is played faultlessly and expressively at a concert, a package is delivered on time, a championship winning putt is holed, a banquet is served on time and hot etc.

In IT terms this can be many things – some examples:

- A customer can log on to the website and buy CDs and DVDs successfully
- Doctors and medical staff can access records when needed and with patients
- Sales staff can get information when they need it to help sell products to customers
- Till and EPOS systems area available to checkout staff.
- Logistics teams get the information they need to distribute goods to stores
- Online and communications systems are available to process financial transactions between organisations
- Call centre systems are available and responsive to staff when customers call in
- Systems are available for access to mobile and broadcast communications networks
- A system user can access their applications when they need to work
- Support is available, helpful and effective when needed to resolve issues

The point here is that the real success of you SLA and SIP project will be if you can actually report and identify if these objectives are really being met – i.e. not just the IT parts of these services but all the components together.

The services will be defined in your service catalogue, however each of the links in the supply chain will need to be measured and reviewed in order that you can report on the 'whole' service.

So your service reporting should reflect not the internal IT operations functions that most SLAs still report on – these are useful and necessary but not the full picture. Rather the reporting will be on IT's performance in achieving any of the service 'moments of truth' in your organisation – is as suggested above

Ultimately if you can achieve this then the worst-case-scenario 'moment of truth' will work out OK – and it is this...

A salesperson for a (another?) managed services provider is sitting in front of your board – not necessarily IT management, but senior decision makers in your organisation.

The salesperson asks "*so what do you think of the IT service that you currently get?*" (whether internal or external).

There are two main ways this conversation can then go. This depends on how much the incumbent IT organisation has done to get close to the organisation and also manage its own perception, as well as how much service management has been deployed.

Obviously the second option is what any IT provider would want to hear – what do you think would be the response in your organisation?

### **Response 1**

*"Don't get me started about IT...! They cost us a fortune and we don't seem to get any value from them, they're never there when we need them and we always have to chase them for answers. When we ask for reports all we get are some irrelevant helpdesk statistics that don't tell us anything. The systems are always down or slow and why does it take 6 weeks to order a PC or get a new starter registered?"*

The salesperson indicates that their organisation could do the job for half the price, remove all the hassle and provide a better service.

*"OK when can we start? – we'll get the IT manager in here and get this sorted out...!"*

### **Response 2**

*"Well I know IT isn't perfect but they do work hard to understand what we need and we get good information back from them. They've forced us to work with them more closely and to identify our priorities, as they only have limited resources. They've also shown us that they are competitively priced so I'd be surprised if your real costs could be that low for us to get the same level of quality".*

The salesperson shuffles, then moves on and tries to sell some other services.

## **About The Help Desk Institute (HDI)**

Founded in 1988 in by Howard Kendall, The Help Desk Institute (HDI) is the leading authority on service desk and IT support related issues, providing specialist information and research about the technologies, tools and trends of the industry. It is Europe's only support network for IT service desk professionals, providing service management consulting, customised training courses and qualifications.

Acting as an independent advisor, HDI captures and disseminates creative and innovative ideas for tomorrow's service desk and support operation. HDI sets the standards for the IT support industry and is the conduit for delivering knowledge and career enhancing skills to the professional community.

It also offers the opportunity for international recognition of the support centre operation through a site certification audit programme. It members span numerous industries and include Accenture, AOL (UK), Barclays Bank, Computer Associates, ITV, O2, T K Maxx, United Biscuits and YELL Ltd.

Further information about the HDI can be found at [www.hdi-europe.com](http://www.hdi-europe.com).

Help Desk Institute  
21 High Street  
Green Street Green  
Orpington  
Kent  
BR6 6BG  
Tel: + 44 (0) 1689 889100  
Fax: + 44 (0) 1689 889227  
Email: [info@hdi-europe.com](mailto:info@hdi-europe.com)  
Web: [www.hdi-europe.com](http://www.hdi-europe.com)