

# IT Service Management Monopoly

## Don't Make ITSM Tool Selection a Game of Chance

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### ABSTRACT

The approach of many organisations when selecting an IT service management solution is like a game of Monopoly. They start at GO with little or no preparation and are then faced with a plethora of available tools to choose from, just like the mass of properties on the Monopoly board. They have no idea how to play the game and shop on the 'right' side of the street. Selecting an ITSM tool should not be a roll of the dice. This paper aims to equip the reader with the steps needed to ensure that the right tool for the right price, that meets the needs of the business, is selected.

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## 1. Introduction

For many organisations, selecting an IT service management (ITSM) tool is like a game of Monopoly.

This is evident by the number of organisations that replace a ITSM technology within 2-3 years of purchase. How many times do they keep passing GO only to find that each time they do, they end up in jail with no 'get out of jail free' card.

This paper aims to save organisations time and money by ensuring that (1) when considering tool replacement they make sure they really need a different tool and (2) when a new tool is really required, they undertake the necessary pre-work to ensure that the selected tool meets the current and future needs of the business.

Many organisations start on the GO square with little or no preparation and are faced with a plethora of available tools to choose from, just like the mass of properties on the Monopoly board. They have no idea how to play the game and how to make sure they shop on the 'right' side of the street. The possibilities are that following their tool selection they will land on 'chance' and turn over a card that requests integration with an existing CRM tool only to discover that the tool does not have that capability. Or they discover that due to heavy customization the upgrade path to the next version of the tool is going to cost nearly as much as the initial purchase and implementation cost! They do not consult the 'community chest' and listen to what the industry analysts, ITSM community and their peers are saying about the available technologies and the approach to selection.

Selecting an ITSM tool should not be a roll of the dice. This paper aims to equip the reader with the steps that need to be taken to ensure that the right tool at the right price at the right time, that meets the needs of the business, is selected. This is of benefit to both the buyer and the vendor. The buyer gets a return on investment in technology and a stable environment in which to drive continual service improvement. The vendor does not have their tool dispatched in a couple of years after purchase purely because the organisation had not specified their requirements.



Given that this is a recurring theme in the ITSM industry, it's time to change the approach. It's time to be a game winner and not a loser. It's time to stop trading one tool for another. This paper is the 'get out of jail free' card. Next time you pass GO make sure you collect the money.

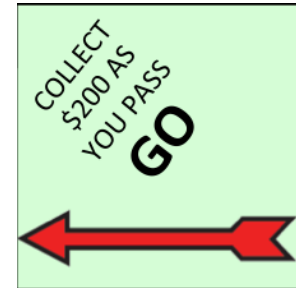
## 2. When To Play

So many organisations not only play ITSM tool selection like a game of Monopoly but also start the game for all the wrong reasons. I hear so many organisations blaming the technology for the failure ITSM.

No consideration is given to the fact that the processes are poorly designed and do not meet the needs of the business and that even the best technology solution in the world could not make a poor process a good one!

No consideration is given to the fact that insufficient training has been given to people in the use of the technology and therefore they are not utilising it at all or are using it ineffectively.

No consideration is given to the fact that it was the lack of poor planning and preparation in the tool selection in the first place that led to selection of a solution that does not meet the current and future needs of the business.



It is just too easy to point the finger at the technology and the vendor and to start the game all over again just to keep repeating it every 2-3 years. This is just throwing money away unnecessarily – money that could be spent where it is really needed – on service improvement.

So let's explore what some of the real drivers are for ITSM tool replacement. What are the real reasons to GO.

### 2.1. Outdated Technology

One of the most compelling reasons to migrate to a new ITSM solution is that the technology currently being utilized is outdated. This means that the technology has not moved with the times and cannot support the service improvement initiatives required by the business. The incumbent solution could be home-grown and whilst it met some basic needs at the time of it being built, it is now not able to support growing requirements or it would be cost-prohibitive to further develop the solution to meet those requirements.

A recent client I worked for had built their ITSM solution on the Lotus Notes platform and it provided basic call logging and tracking and a limited asset management capability. Whilst for many years this solution had met the needs of IT and the business, it did not support the client's requirement to implement best practice IT service management processes. The cost to develop it into such a solution would be extremely expensive in regards to design, development, build and test time and would also require dedicated in-house administration and maintenance resource to support it. This would be an overhead no organization would deem to be reasonable. Therefore, for this client it was clear that an ITSM solution migration to a proprietary solution was the way forward.



The outdated technology may not be a homegrown solution but provided by a 3<sup>rd</sup> party vendor. The vendor may not have subjected the solution to continual

improvement and development to meet the growing needs of its user base and to keep pace with industry trends. Therefore the organization suddenly finds itself unable to implement new processes and services due to antiquated technology. The limitations could be endless but some common ones organizations may come across today is lack of integration between processes, lack of integration with other systems including CRM and ERP offerings, absence of social and collaboration capabilities, limited or no knowledge management facility, absence of customer self-help and portal services and no provision of comprehensive service portfolio and service catalogue management.

A gap analysis should be undertaken to determine the gap between the solution currently in place and the solution needed to meet the current and future business needs. This gap analysis will form the basis for the business case to migrate to a replacement solution.

## **2.2. Maintenance Costs**

Many organizations may find that the maintenance cost for their current solution is unacceptable.

Software maintenance is defined as (IEEE, 1990): "The process of modifying a software system or component after delivery to correct faults, improve performance or other attributes, or adapt to a changed environment".

If the organization finds that staff are spending considerable, if not dedicated time, to correct faults in the delivered solution, to change attributes as they are not working as per specification, to improve performance in order to uplift service delivery capability and adapt the solution to meet changing requirements, then it is time to migrate.

## **2.3. Administration Overhead**

Most ITSM solutions will require some level of administration to change parameters, configure access privileges, configuration of email and SMS notifications, amend service level targets based on priorities or business services etc. However, for most small to medium sized organizations this may only be a part-time or full-time role for one person.

If administration is a full time job for a large number of people it is likely that the solution does not integrate with services such as Active Directory to acquire personnel details and security principles, SAP to acquire contract and billing information or the vendor does not support the solution with remote administration services. Not only is this an unwanted overhead for the organization but it is also a costly one.

## **2.4. Over-Customisation**

The chosen ITSM solution should have been one that generally delivered the majority of requirements out-of-the-box. If the organization has a solution that required major customization to meet its needs, this is going to cause a major headache and a lot of money.

There is a difference between configuration and customization. Configuration requires no change to the source code. The selected solution should meet 80% or

more of the requirements and should be able to be configured to address the other needs without changes to source code. Not only is a full-blown customization costly at the outset, it is also costly to undertake upgrades, as all of the customization will have to be reapplied.

The same scenario applies if the organization itself has been able to 'customize' the solution. IT folk are renowned for wanting to tinker with the technology and if they have been allowed to do this and highly customize what was initially delivered, upgrades are going to be costly and time-consuming.

## 2.5. Version Lock

Many organizations can find themselves in a 'version-lock' situation where the complexity of the upgrade path to the next version of the ITSM solution, the time it will take to upgrade, and the associated cost make it difficult to justify. In this situation, IT will find they are stuck with an outdated solution and unable to support changing business needs. They are unable to benefit from new features that the solution could potentially offer.

I know of organizations that are in 'version-lock' because the upgrade is going to cost as much, if not more, than the initial purchase and implementation expenditure. It is going to be more cost-effective to move to a new ITSM solution that offers an easy upgrade process without manual re-implementation of any configurations. The process should take a matter of hours, not weeks or months.



Many of the complex upgrades are because the solution is not actually a single solution but a myriad of different modules for each ITSM process that have been brought together over time. Upgrades may need to upgrade each module one by one in a specific order to establish the required integration points. This not only increases the cost and time to upgrade but also introduces risk and the possibility of upgrade failure.

Even if organizations have been prepared to undertake these complex and costly upgrades in the past, it might be time to consider migration to avoid repeating the same exercise next time which just increases the total cost of ownership (TCO) of the solution, removes any return on investment (ROI) and consumes expenditure that would be best used elsewhere on service improvement initiatives.

## 2.6. Vendor Lock

In addition to version lock, there is also the situation of vendor lock. This is where the organization feels trapped by their current vendor and feels that the only easy way forward is to update to a newer version of the current tool. Fears of a long and difficult migration path to an alternative tool, the need for extensive data conversion and cleansing, and the time and investment that may need to be spent in customization of process flows and integration with other systems, can lead the organization to limit their own migration options. This can entrench the same old poorly designed processes and restrict the organisation's opportunities to identify the best solution for their requirements.

Organisations that have carefully selected a new solution and planned and prepared for the migration will demonstrate that these fears are unfounded. If the organization is in vendor lock due to unjustified fears and concerns then it is time to seriously examine them and consider migration to a solution that will be a long term investment and meet the current and future needs of the business.

## 2.7. Inflexibility

Another reason for migration could be the inflexibility of the incumbent solution. The ITSM industry is continually changing and in recent years we have seen the emergence of vendors offering on-site or Software-as-a-Service solutions giving the customer more flexibility regarding hosting.



The business is rapidly changing and IT needs to be agile and able to respond to changing needs. If the ITSM solution is not able to support rapidly changing requirements, IT will be unable to respond. These new requirements could include increased end-user capability through the provision of portal services and increased business and IT capability through a knowledge management capability integrated with proprietary knowledge packs and supporting the Knowledge Centered Support (KCS) methodology.

If the current ITSM solution is not flexible enough to support these new requirements in a timely and cost-effective manner, it is time to migrate to an ITSM solution that can.

## 2.8. Solution Sun-Setting



A final reason for migration may be due to the vendor 'sun setting' its solution or a version of its solution. It can often be that the vendor supports many solutions (not just ITSM) and many versions of those solutions, and in times of financial constraint, may look to reduce the number of solutions and/or versions supported.

If a solution is being withdrawn, the organization may be forced into an upgrade to a new version or an alternative solution with the same vendor and within timeframes that they dictate as this may have been mandated in the contract. This would be a good time to consider a migration and even more so if there has been extensive customization!

Any vendor that 'forces' an upgrade on their customer, within a timeframe that suits the vendor, should be treated with caution. Even if the solution is a reasonable one, it may be time to change vendor and find one that supports one ITSM solution and is focused on the needs of the customer.

## 3. How to Play

So, if we have ensured that we are really replacing our ITSM solution for the right reasons, how do we make sure that before we start the game, we know how to play and ensure that when we pass GO we really do collect the money?





There is no short cut. Careful planning and preparation is required. This is a significant investment for the organisation in terms of finances, time and resources. Therefore we need to get it right first time and not end up with an ITSM solution that does not meet the needs of the business now and into the future. We should not treat the selection of an ITSM tool as a game of chance and leave it to a roll of the dice.

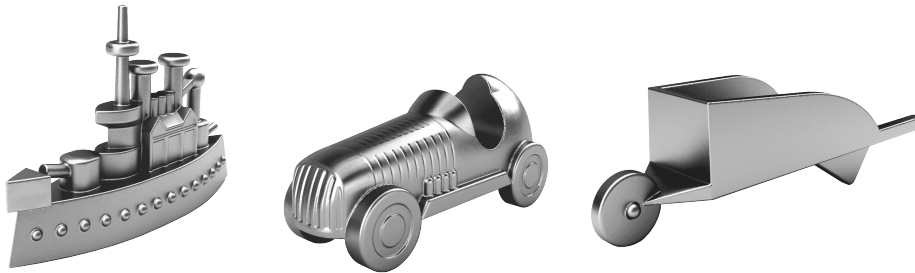
As can be seen on the Monopoly board below, there are lots of ITSM tools to choose from. So, how can we be sure that we are selecting the right one for our needs?

*Disclaimer: The placement of the ITSM tools on the board does not correlate with the monetary value of the properties in the actual Monopoly game.*



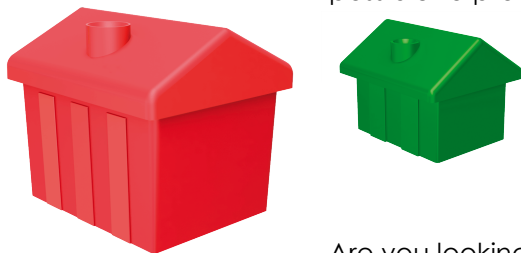
### 3.1. Know What You Want

All of the following can get you from A to B but which is going to be best suited to the needs of YOUR organisation, now and into the future?



You need to identify all of your stakeholders and gather their requirements. Stakeholders will include IT staff, business personnel and third party providers. It will include senior management and executive staff as well as operational personnel.

They all need to be involved, albeit at different levels of involvement, in specifying their requirements as well as in the selection process. You do not want to select a solution that meets the needs of most of the stakeholders only to find that it is not possible to provide the reporting required by the CFO



because you forgot to ask. You are also more likely to encounter resistance to the change you are trying to bring about from stakeholder groups who were not involved to some extent in the requirements gathering and selection process

Are you looking for a total service management solution that will support all 26 ITIL V3 processes or will a sub-set of processes meet the needs of the business? Will the solution need to integrate with other technologies and applications such as Enterprise Resource Planning (ERP) or Customer Relationship Management (CRM) tools?

#### 3.1.1. What Can You Afford?

When selecting ITSM tools you should have an idea of what your budget is. Do some market research and determine the average price range of service management tools that are going to meet your needs. This may be purely based on some high level requirements but it will give you a sense of the market and where you are likely to play within that market. Understanding whether there are financial constraints may have an impact on the specification of requirements that you eventually put forward. It may also mean that you need to make a business case for an increase in budget if you are not going to be able to fund the solution that is required to meet business needs.



#### 3.1.2. What Features Do You Need?

Do you need a tool that provides a portal to allow end-users to log and track their own incidents and service requests? Do you need the solution to include discovery tools to populate a federated configuration management system (CMS) from numerous locations e.g. HR systems, financial applications etc? Do you require a self-populating knowledge management system to underpin the other service management process?

It is important to determine the mandatory and optional (or nice to have) criteria when creating your requirements. Mandatory criteria are those for which there is no alternative option and optional criteria are those that are not critical to selection.

This is a critical activity when creating the specification of requirements for service management tools. Based on your needs you need to clearly determine the mandatory criteria on which selection will take place. If a solution does not meet all of your mandatory criteria then it will not make the shortlist. This is the criterion on which you have no room to move.

The optional criteria are what will determine the preferred solution from the shortlist of vendors who meet all of your mandatory criteria. A good approach is to weight the optional criteria on a scale of 1 to 5 where 5 indicates that it is highly desirable. When vendors meet this criterion they can be scored accordingly. Therefore a vendor that meets more highly desirable criteria will receive a higher score than one that meets less desirable criteria.

The provision of a live-chat facility may be a nice-to-have but it is low on the needs of the organisation and therefore would be given a weighting of 1 whereas the option to have self-help facilities for end-users is not mandatory but highly desirable and therefore would be given a weighting of 5.

A simple table or spread sheet like the example below can allow easy comparison of vendor responses to the specification of requirements. Where the vendor has indicated that they can meet the specified criteria the relevant box is marked with a 'Y' and where they cannot meet the criteria the box is marked with a 'N'. For the optional criteria a weighting is applied and the scores multiplied by that weighting.

Criteria	Mandatory	Optional	Weighting	Score
Self-populating knowledge management	Y			1
Live Chat Facility		Y	1	1
Self help portal		Y	5	5
Discovery tools		N	3	0
TOTAL				7

### 3.1.3. Location Location Location

An important consideration in solution selection will be whether an on-premise or SaaS solution is required. There are pros and cons to both.



An on-premise solution gives you control over all systems and data. Your corporate data is stored and handled internally. You have dedicated staff for maintenance and support. It is an initial investment that is high but can pay off over time.

A SaaS solution means you have no infrastructure costs e.g. servers or software licensing costs. It is a low cost for service and the 3<sup>rd</sup> party is doing all the hard work!

There is no 'right' solution. It depends on what your requirements are. Some drivers for organizations to move a SaaS solution include:

- Lack of resources to build the required infrastructure
- Infrastructure and software licensing costs are too expensive
- Lack of skills and resources to support the solution in-house

Other organizations may choose a on-premise solution due to concerns over security, legislative requirements and compliance regulations. Considerations include:

- Third party is handling confidential data
- Redundancy – what happens if the solution provider fails?
- A subscription service could be expensive over time as the organization grows
- Lack of control over data and processes

Many solution providers offer both and you should explore with them the best solution for your organization. You should also explore the option to choose one solution initially and move to another later on. If the vendor does offer both hosting options, determine what is involved in moving from one to the other if the need should arise in the future.

### 3.1.4. Room for Growth

When determining your requirements you need not only to think about what you need today but also into the future.

A fully integrated CMS may not be on your immediate horizon but it may be something you will need to do in the longer term if you want to improve the capability of other service management processes.

Wherever possible, your requirements should include the ability to grow without having to look at alternative technology solutions.

It is also a good idea to do some market research on new developments and market trends with regards to service management tools. Determine what the trends are to ensure that the vendor you choose is keeping up with the latest innovations.

Today, the use of social media and integration with social media channels is trending in the service management tools industry. Whilst this may not be a requirement for you today, you do not want to be left behind. If this becomes a standard for most service management tools you don't want to be left with a tool that doesn't, or can't, incorporate this capability. Your service management team and end-users may soon become disgruntled with a technology that has not been able to keep pace with its competitors and you could soon find yourselves going back to market for a replacement.

### 3.1.5. Credentials

It is not only important to specify the requirements of the technology from a process perspective but it is also important to specify the requirements of the vendor.

Your requirements of the vendor could include their financial stability, a sizeable customer base, ability to provide references of implementations in similar organisations, implementation and support capability, project management experience and so on.

### 3.1.6. Timeframes

Timeframes should be questions asked of the vendor in your requirements documentation. This should include how long an average implementation would take in an organisation of your size. It should include the frequency of upgrades and how long each upgrade takes to apply. Also ask about response times to support requests and the hours of support availability.



### 3.1.7. Costs

Make sure you understand the true cost of the solution. This should include project and implementation costs, training costs, support costs, licence costs and any cost involved in upgrades etc. You don't want to have any unexpected surprises down the line.

## 3.2. Documenting Requirements

Once you have collated all of your requirements you can start to document them in a comprehensive specification of requirements.

Circulate the requirements to all stakeholders and allow them to review and make comments. This may be an iterative process until consensus is reached on the requirements. It is important to ensure that the needs of all parties have been taken into consideration because once you get to the RFP stage it will be difficult to start changing requirements on the fly.

When the specification of requirements is complete you can then formulate the RFI or RFP.

Many organisations try and short cut this activity by looking for a pre-populated template RFI or RFP, adding to it, and using that to go to market. The chances are that this '3<sup>rd</sup> party' RFI or RFP does not reflect the unique requirements of your organisation. It could be specifying requirements far beyond your needs and would result in acquisition of a tool that is overly expensive for your requirements and that you only ever utilise a proportion of its capabilities.

It is recommended that whilst an outline for an RFI or RFP could be utilised, the content is specifically built around the specification of requirements that have been collated.

An RFI may be used initially to request information from vendors on their offerings before moving onto an RFP, which invites the vendors to bid for the work. An RFI can be used to shortlist the vendors to which you will issue an RFP.

As a broad guide, a RFP may contain the following sections:

1. Cover page with details (e.g. name, address, contact information) of the organisation providing the RFP and the supplier completing the RFP. This may

- include a sign-off section for the supplier to state that they have read and understood all of the RFP documentation.
2. Table of contents
  3. Introduction including a profile of the organisation and the purpose of the document. It should include a timetable of the RFP process including issue of the request; confirmation of receipt by the supplier; period in which the supplier can request additional information; due date for supplier proposal; supplier presentation; organisation evaluation of proposals; execution of the agreement and commencement of supply.
  4. Conditions of the RFP. This will include explanation of any definitions and terms used within the RFP and details of how the supplier should make enquiries regarding the RFP. It should include the legal obligations of both the organisation and the supplier and a confidentiality statement.
  5. Statement of requirements. This section should include details of the scope of the work, detailed statement of all requirements, governance, logistics and any organisational policies and procedures that the supplier will need to adhere to. It can also include an outline of the evaluation criteria that the organisation will use to determine which vendor to choose.
  6. Supplier response. This section will detail how the supplier should format their response and the information that is required in addition to the specific responses to the previous section. This may include supplier background, experience and capabilities, team composition, references and pricing.

The RFP (and RFI) should be structured to encourage the vendor to provide detailed information as to how their offering meets each of the requirements rather than just a yes or no answer.

### 3.3. Selecting the Solution

#### 3.3.1. Shortlist

Based on your research and perhaps the issue of a RFI you can shortlist the potential tools that will meet your needs.

This then gives you a select number of vendors to whom you can issue a formal RFP.

You want to narrow down the potential service management tools to 2 or 3. The responses to the RFP are going to be detailed and you are likely to have a large number of requirements that each vendor is going to respond to. Each of these responses needs to be carefully compared with each other to determine which vendor is best suited to provide your service management technology. This process takes time and effort so you want to keep the number of vendors engaged at this time to the minimum.

#### 3.3.2. References

As part of the RFI / RFP process you will have asked the vendor to supply you with references for other organisations that have implemented their solution. When talking to these organisations not only ask them what they think of the tool but also their implementation experience, upgrade paths and ease of deployment, vendor performance and support



capability. Remember that the vendor will have chosen references that will tell a good story so it is important to ask hard questions to try and uncover any issues that arose with the product or the vendor.

In addition to the provided references it is good to ask for input from the wider community. Use your community chest! Talk to any other customers of the technology that you are aware of and not just the ones that the vendor suggested.

Consult experts in the field such as industry analysts and consultants. Browse the internet and social media channels to see what is being said about particular tools and vendors. Ask questions on social media forums about the tools that you are considering. Solicit feedback from as many sources as you can.



### 3.3.3. Presentations

Presentations from shortlisted vendors are important activities to not only allow stakeholders to see the product in action but also ask questions of the vendor. It is also a good opportunity to meet some of the consultants who could be working on the project and ascertain whether they will be a good fit in your organisation.

You may wish to run a number of presentation sessions so that all of your key stakeholders can attend. This should include IT staff as well as management and business representatives. If integration with other tools or

applications will be required, you may want to involve the experts in these areas from within your organisation. The vendor should be more than happy to run a number of sessions to help you in your decision making process.

### 3.3.4. Managing Expectations

Stakeholders are often familiar with the shortcomings of the of the current ITSM solution through their own experiences as a customer using the tool. When vendors present new tools to stakeholders they will see a very slick and clean tool with great graphics and icons, clever web and email interfaces and a range of tool provided efficiencies and task automations. Often these features and benefits are within the capabilities of the current tool and have never been enabled but the vendors don't want to tell you that.

The stakeholders may come away from these presentations with elevated expectations on what they are going to get and when, and how easy it's all going to be however the vendors will generally have a very limited view of your current state. Clear and realistic expectations should be set on if, how and when the benefits of the new tool will be realised. What is the upgrade approach going to be? Transition then transform? When will the processes be re-engineered? How much do these extras cost? Who will continue to improve the tool over time?

This is a critical part of the organisational change component of a migration, which I will address later in this paper but it is important to manage expectations whilst the selection process is taking place.

### 3.3.5. Pilot



Before you commit to making a purchase, ask the vendor to undertake a pilot or proof of concept. Choose one or two of the processes that are most important to you and pilot them. Provide the vendor with the process flows and procedural documentation that reflect the way in which the process works or how you want it to work and ask them to demonstrate how they would implement that process within the tool.

If there are critical integration requirements to other tools or applications that you need incorporate these into the pilot if possible.

Most vendors will be more than happy to commit to this and although they may charge for some professional services, it is far better to have outlaid that small cost rather than the cost of a total implementation that then fails. If a vendor refuses to undertake a pilot this should set off some alarm bells. It could be that the tool would need so much customisation to meet your needs that the vendor does not want to expose that in a pilot.

The pilot should give you a good feeling for the ease of implementation and degree of configuration needed to get the tool up and running in your organisation. It gives you a good feeling for the way in which the vendor operates and how that relationship would manifest itself moving forward. If the pilot is a success then this work is not wasted as this initial configuration can be used as a starting point for the full implementation.

#### 3.3.6. Purchase



Once you have made the final decision you can go ahead and make the purchase. You will have the opportunity to bargain with the vendor of your preferred solution. So be prepared to negotiate on price and if you have access to people skilled in procurement and sourcing you may ask them to undertake the negotiations on your behalf.

If you have undertaken the careful planning and preparation to get to this point, you will have chosen an ITSM solution that is going to deliver a return on investment.

#### 3.3.7. Organisational Change

I want to end this paper on a final important note.

Probably the most overlooked aspect of ITSM tool replacement is the 'people' component and the reason so many initiatives fail to deliver on stated goals and objectives.

Getting buy-in for the change is critical. The new tool is going to change the way in which people work and may also have an impact on current roles and responsibilities.

The new tool must not be seen as a change purely driven by IT but one that has commitment from the highest levels in the organization. Senior and middle management need to be equipped with the business case for the change and enabled to help transition their staff through the change. Senior management commitment helps to convey the importance of the change.



The change in ITSM tool needs to be tied to the organizations mission and objectives. If it cannot be tied to the organization mission and objectives, the reason for the replacement should be questioned.

Communication is critical. It is easier for people to feel a part of the change if they know what is going on and why. Good communication is always important but even more so when undertaking a change initiative.

Communication must start early, be frequent and flow in all directions. Management need to be equipped with the right messages to address staff concerns and staff need a communication channel to be able to communicate with management, the leaders of the change and amongst themselves.

The reasons for the change should be communicated from the highest levels of senior management i.e. executive sponsor. Middle management should communicate what the impact of the change is on staff, their roles and responsibilities and ways of working as well as the benefits they will gain from the change.

Communication needs to be tailored for each group impacted by the change. Business users will need to know what the impact will be to them, what training they will receive and the benefits they will realize. Technical support staff need to understand what the impact will be on them, the training they will receive to support or use the new solution and the benefits it will bring to their roles.

It is important to involve and empower staff so that they do not feel that the change is being thrust upon them. Their feedback should be encouraged and responded to. Ideas should be solicited in regards to the replacement process, training requirements, process improvements etc.

## 4. Conclusion

If you have the wrong ITSM solution in place this will have a negative impact on your business. The right ITSM solution is critical to efficient and effective IT service provision and support. If you are unable to respond to business needs and changing requirements due to the constraints of your current solution, it is time to change. If you don't have the right solution, you cannot provide the support that the business needs.

If you have identified that you have one or more of the drivers for ITSM tool replacement discussed in this paper, then it is time to look seriously at an alternative solution.

The key is to ensure that you take the time to determine your current and future requirements and select a tool that meets the needs of the business today and tomorrow.

It is also important to note once again, that even the best ITSM solutions cannot make poor processes effective! Obvious as it may sound, the old adage 'a fool with a tool is still a fool' is still as strong today as it ever was. Don't expect a new ITSM solution to resolve all the issues you have with your current processes that you have failed to address.

Process and service improvement is your responsibility. The ITSM solution will provide you with the ability to deliver those processes and services most effectively.

If you still plan to just roll the Monopoly dice and play a game of chance, then this is your deserved destiny – GO DIRECTLY TO JAIL.



## **AUTHOR BIO**

Karen Ferris is an internationally acclaimed service management professional with a reputation for providing both strategic and practical advice, assistance and insights for organizations in their implementation and maintenance of efficient and effective service management.

She has worked as a Service Management practitioner, trainer, consultant and manager since 1994 and has helped many organizations develop their service management strategy and provided guidance on the successful implementation of that strategy.

Karen is the author of the acclaimed book "Balanced Diversity – A Portfolio Approach to Organizational Change" which provides guidance for service management on the use of organizational change practices to ensure changes are successful.