

# EMA™ Service Catalog Assessment Service



## MORE INFORMATION:

To learn more about the EMA Service Catalog Assessment Service, please contact the EMA Business Development team at +1.303.543.9500 or [enterpriselit@enterprisemanagement.com](mailto:enterpriselit@enterprisemanagement.com)

## The IT Service Catalog – Aligning IT with the Business

Since nearly the beginning of the computer era there has been a disconnect between IT departments and the business lines they support. The IT Service Catalog addresses this age-old problem and promises to bring IT and the business into a closer relationship than they have ever enjoyed. The Service Catalog provides the capability to marry a service request and fulfillment management system with a comprehensive description of services, service levels, related services, and service components.

When properly implemented, the IT Service Catalog can provide a number of benefits including:

- Reduced time to implement new IT services
- Increased availability of IT services to business partners
- Improved business partner and customer satisfaction
- Improved productivity and less bureaucracy
- Streamlined, repeatable processes
- Understanding of impacts and uses of services to financial goals

## Potential Service Catalog Pitfalls

While the Service Catalog holds significant promise for transforming the way IT does business, the truth is that the majority of IT Service Catalog implementations are larger cultural, political, and technical undertakings than most organizations realize. Enterprise IT professionals tasked with implementing a real-world Service Catalog face a host of challenges, including:

- Winning and maintaining executive management support
- Gaining the buy-in of key stakeholders across political and functional boundaries
- Defining and documenting services and constituent views
- Obtaining adequate staffing and budget to succeed
- Managing expectations across the organization
- Overcoming strong organizational resistance to change
- Defining appropriate and achievable requirements
- Developing processes to maintain the Service Catalog
- Dealing with provocative issues such as ownership or “turf”
- Tackling thorny technical issues like integration with other service management tools

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## Service Catalog Assessment Service

The EMA Service Catalog Assessment Service takes advantage of Enterprise Management Associates' unique combination of hands-on experience, visibility into industry best practices, and in-depth knowledge of current and planned vendor solutions. During this 8-week engagement, our seasoned consultants use our proven consulting methodology and tools to help you plan for an actionable Service Catalog that meets the needs of IT users, IT staff, and senior IT and business management.

### Why Work with the EMA Team on Your Service Catalog Project?

- **Real-World Experience** – We've gone through the process with other organizations and researched best practices from hundreds of real-world implementations in IT shops worldwide.
- **Vendor Neutral** – We don't sell or implement technologies, so we're not motivated to force-fit a product into your solution.
- **Objective and Credible** – We're removed from internal politics and bring the credibility of real-world research and expertise to help gain the buy-in of key stakeholders.
- **Proven Methodology** – Our patent-pending, standards-friendly approach takes into account people, processes, and tools and has been field-proven in IT shops around the globe.

## An 8-Step Methodology for Success

The EMA Service Catalog Assessment Service leverages a patent-pending 8-step consulting methodology that has been proven successful at a variety of large companies with diverse and challenging IT infrastructures. The focus of our well-documented methodology is three-fold. Tools, processes, and people are all critical to success. Each step builds on the efforts of previous steps, and the outcome of the assessment is an implementation roadmap that lays out short-term wins in the context of a long-term vision.

### Step 1: Define Objectives, Resources, and Ownership

During Step 1, EMA consultants interview your organization's executives and senior IT leaders to understand strategic issues such as:

- History of previous IT implementations
- Key stakeholders (owners and users)
- Resources available for the project (financial and personnel)
- Strategic objectives for the project (the "Big Vision?")

Addressing high-level issues such as project cost, expected value, ongoing maintenance, anticipated timeframe, and measurable metrics up front helps ensure that everyone is on the same page from the very start of the project.

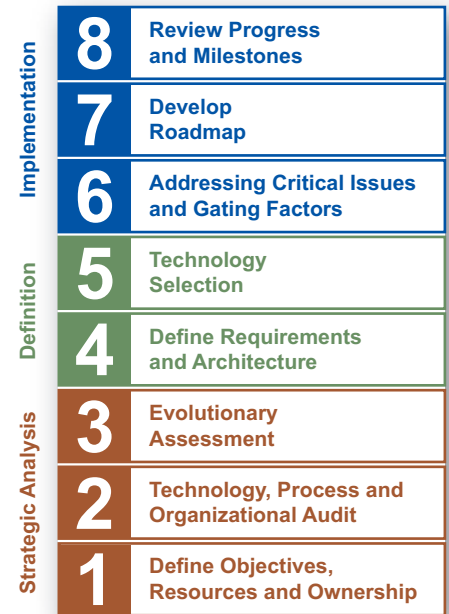


Figure 1: EMA 8-Step Consulting Methodology

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## *Step 2: Technology, Process, and Organizational Audit*

The goal for Step 2 is to discover the “as-is” state and to identify how technology maps to process and your organization. During this step, EMA consultants interview your IT managers and staff to get a handle on technology, process, and organizational issues such as:

- Management tools currently in use and how well they work
- Redundancies and gaps in management coverage
- Informal vs. formal IT processes in place and their effectiveness in real life
- Current organizational structure and interaction between technology silos

Another important aspect of Step 2 is interviews with IT users to understand what they expect from IT and what their experience has been with the IT organization in the past.

## *Step 3: Evolutionary Assessment*

During Step 3, EMA consultants take what they have learned during Steps 1 and 2 and map your organization to the EMA IT Maturity Model and EMA Semantic Model. By comparing your company’s IT and data management maturity to other companies and the market, we can identify gaps in key areas. The pre-requisites identified in Step 3 will need to be addressed in parallel with your Service Catalog project to ensure success.



Measuring IT Maturity with the EMA IT Maturity Model

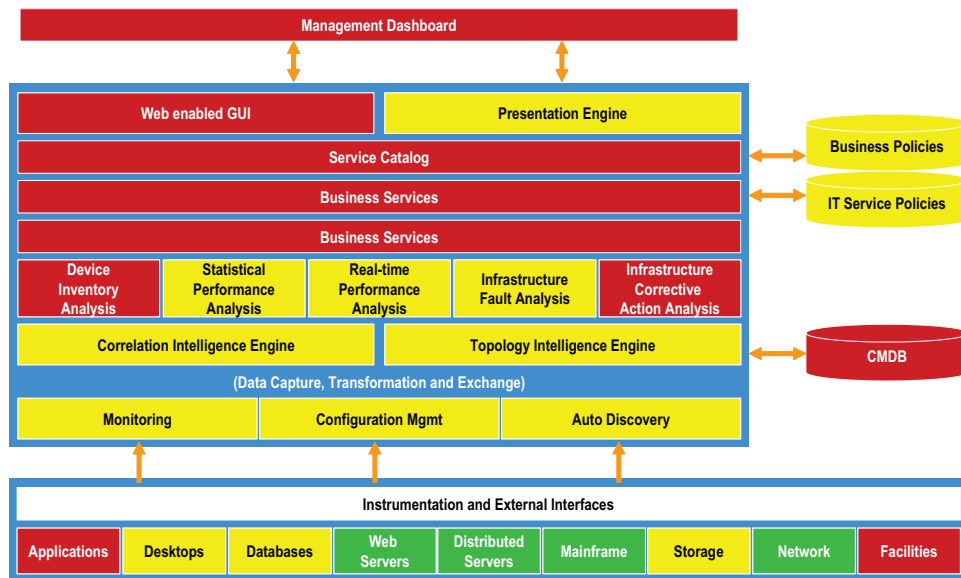
## *Step 4: Define Requirements and Architecture*

The goal of Step 4 is to outline a detailed set of requirements that is appropriate for your organization. Through our work on numerous real-world Service Catalog projects, EMA has developed a set of general requirements that are common to all Service Catalog projects. During Step 4, EMA consultants combine these general requirements with additional requirements unique to your organization to outline a Detailed Requirements document and an overall Service Catalog design

These critical documents:

- Set expectations for the IT initiative
- Prepare the organization for change
- Provide a robust checklist for vendor feature comparisons
- Span the entirety of the organization
- Help prioritize what is critical and what is “nice to have”
- Provide the basis for the implementation roadmap with goals and milestones

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EMA Semantic Model

## Step 5: Technology Selection

For Step 5, the goal is to define the right tools and processes for your organization. First, EMA consultants use our Service Catalog Environment Mapping Model to identify needs met by existing technologies, gaps to be filled with new technologies, and redundancies to be eliminated. We then leverage our extensive knowledge of available vendor solutions to create a customized EMA IT Vendor Matrix, which provides a short list of tools that can help fill in the boxes on the EMA Semantic Model. Vendor solutions are identified for consideration based on how well they fulfill the general and detailed requirements gathered as well as other criteria such as:

- Adherence to architecture principles
- Ease of integration with other tools
- Required changes in ITIL Workflow
- Ease of implementation
- Initial and ongoing costs

## Step 6: Addressing Critical Issues and Gating Factors

In Step 6, EMA consultants provide a comprehensive overview of those issues that might cause your Service Catalog project to fail. While some gating factors are technical, most customer projects fail because they do not address organizational, cultural, and process issues up front. This overview provides a neutral third-party assessment of these critical issues including:

- Organizational issues such as a history of project failures, poorly set expectations, and lack of management buy-in
- Budget and resource constraints
- Audit, regulatory, or marketplace issues
- Other issues with the potential to affect the project timeline or resource requirements

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## *Step 7: Develop Roadmap*

In Step 7, EMA consultants work with your project team to develop a roadmap to put you on the road to implementing an actionable Service Catalog. The final deliverable in this step summarizes requirements gathered from across the organization, critical issues to be addressed before implementation begins, real-world architectural guidance, vendor-independent tool recommendations, and a comprehensive assessment that addresses tools, processes, and organizational issues.

Highlights of this detailed written report include:

- 30-, 60-, and 90-day plans to help build project momentum and keep key stakeholders engaged and committed to the longer-term project
- 6-, 12-, and 24-month plans to answer the question of “What will be addressed next?” and to keep people focused on the longer-term vision

## *Step 8: Review Progress and Milestones*

The goal of Step 8 is to keep your Service Catalog project on the track to success. The EMA team recommends an “independent health checkup” every 6 months. By reviewing progress with an outside expert, you can get an objective reality check on the progress of your Service Catalog implementation from someone not engaged in its throes and make adjustments as necessary to stay on track. This step is critical to your success. Our experience can help you adjust to the changes in your organization as well as assess your implementation while providing expert guidance on how to gain the most from your Service Catalog.

## **Learn More**

To learn how we can help your organization implement an actionable Service Catalog or to request a sample EMA Assessment Report, please contact the EMA Sales Team at +1.303.543.9500 or [enterpriseIT@enterprisemanagement.com](mailto:enterpriseIT@enterprisemanagement.com).

## **About EMA**

Founded in 1996, Enterprise Management Associates (EMA) is a leading industry analyst firm that specializes in going “beyond the surface” to provide deep insight across the full spectrum of IT and data management technologies. EMA analysts leverage a unique combination of practical experience, insight into industry best practices, and in-depth knowledge of current and planned vendor solutions to help its clients achieve their goals. Learn more about EMA research, analysis, and consulting services for enterprise line of business users, IT professionals and IT vendors at [www.enterprisemanagement.com](http://www.enterprisemanagement.com) or follow EMA on Twitter at [http://twitter.com/ema\\_research](http://twitter.com/ema_research).