THE TRUTH ABOUT SERVICE CATALOG

HOW TO APPROACH AND IMPLEMENT A SUCCESSFUL SERVICE CATALOG

This white paper is a primer and a practical guide to getting started and developing the approach for Service Catalog implementation.

Hornbill white paper
authored by Barclay Rae
ABOUT THE AUTHOR

Barclay Rae

Barclay Rae is an experienced ITSM mentor and business manager. He has worked on approximately 400 ITSM projects over the last 25 years, as well as starting life on the operations side of IT, setting up and running Help/Service Desks.

Barclay has worked for a number of ITSM organisations, as well as running consultancy company e2e for 10 years. He delivers strategic ITSM consultancy, mentoring and business development, as well as media analyst services to the ITSM industry.

Barclay is the writer and presenter of ITSMTV and also participates in the Servicesphere ITSM Rest of the World weekly podcast.

Website:  www.barclayrae.com
LinkedIn: http://uk.linkedin.com/in/barclayrae
Twitter:   http://twitter.com/barclayrae (@barclayrae)

About Hornbill

Hornbill is an industry leading ITSM solutions provider founded in 1995. Our award winning Supportworks service management software is designed to suit your level of IT Service Management maturity. Supportworks applications enable customers to get up and running quickly with minimal need for professional services. Unique Human Touch features improve the service experience, whilst powerful workflow automates ITSM processes. The highly configurable Supportworks platform and design tools enable customers to tailor the application, or build service desks for HR, Facilities, Customer Service and other areas of the business.
TABLE OF CONTENTS

1 BACKGROUND 4
1.1 Introduction 4
1.2 The business value of a Service Catalog 4
1.3 Understanding the challenges 6
1.4 Why some IT organizations struggle with service concepts 6
1.5 How to approach an implementation project 7
1.6 Dispelling common misconceptions 8

2. PRACTICAL GUIDANCE 9
2.1 A Simple 7 Step Process to implementing a successful Service Catalog 9
2.2 Overcoming the challenges 13
2.3 Sample model for calculating benefits and savings 14

3. WHY HORNBILL’S SUPPORTWORKS 15
1 BACKGROUND

This paper outlines the value of the Service Catalog, both from the IT and business perspective. It dispels some of the common misconceptions and provides practical advice on how to approach and implement a successful Service Catalog.

1.1 Introduction

Everyone enjoys the experience of eating out at a good restaurant. Once we’re seated at the table, the first thing we’re given is the menu. We pour over the choices, with mouth-watering descriptions that help us decide what we want and we discuss our preferences with other dinner guests. Essentially, all we want is a nice meal, delivered on time, with decent service and an overall experience that lives up to our expectations. If it does, we’ll be back and be expecting the same consistency in terms of time, service and quality. Our favourite restaurants are the ones that seldom fail to meet these expectations.

Imagine a restaurant without a menu. We would have no idea what we could order and our choice would be limited by the ingredients that are in stock. The ordering process itself would be chaotic for both customers and staff. The chefs would have little or no hope of delivering meals in a timely fashion or with any degree of consistency. Although they may deliver the odd exceptional meal, it’s pretty much guaranteed that the majority of dinner guests would be left disappointed.

Now consider the nightmare faced by those responsible for managing a restaurant without a menu. How could they manage costs or influence profitability if they had no control over the ordering and delivery processes? Without a menu they would face a true kitchen nightmare – no consistency, poor quality, massive inefficiency, wasted resources, costs that could not be controlled and guaranteed customer dissatisfaction.

IT departments can draw many parallels from this restaurant analogy; multiple customers requiring quality, timely and cost effective fulfilment of their requests. The simple truth is that if you are running an IT department without a Service Catalog, you are in the same situation as a restaurant operating without a menu. Until services are clearly defined, customers will continue to set their own expectations around the time, cost, and quality of service delivery.

1.2 The business value of a Service Catalog

To ensure quality, timely and cost efficient request fulfilment, IT must establish a consistent source of available IT services through a Service Catalog.

An actionable Service Catalog drives a service perspective that enables IT groups to set expectations, streamline service provision and consistently deliver on their promises.

Essentially, implementing a successful Service Catalog will deliver benefits in three main areas.

1 Increased customer satisfaction by establishing realistic expectations

When making a decision about a service, a customer will set their expectations based on answers to some basic questions:

- What is the service and how do I get it?
- How do I use the service and where do I go for help?
- Are there other complimentary components that I might find useful?
- What does it cost?
- Are there options to reduce the cost, or could I pay more for an enhanced service?
- When can I expect delivery?

An actionable Service Catalog delivers value by enabling business units to set service provision expectations as well as determine how services should be consumed. A well designed, actionable Service Catalog will also modify the service consumption behavior of customers to enable IT to realize the efficiencies and cost savings of streamlined service provision.
Bundling of services further simplifies the options available to customers and the delivery process for IT. Once a service and its associated processes are understood by customers and can be delivered consistently by IT, opportunities to create efficiencies and further reduce the cost of provision through bundled offers, become apparent. In turn, the customer’s perception of IT’s professionalism and their ability to consistently deliver on their promises results in increased customer satisfaction.

**2 Reduced costs and increased efficiency through automation**

Request management tends to be an inefficient and slow process in many organizations. A single, consistent Service Catalog can deliver immediate value by ensuring control over “what can be ordered and who can order it”.

Generally, request management requires a paper chase (or even an electronic paper chase), where requests are made and received through a number of proprietary portals that may have evolved over the years via various IT functions. Often these are not integrated - or worse set the expectation of integration - and the Service Desk has to manually re-type or copy and paste various sources of input into various other systems in order to get services delivered. Ultimately there is no control, visibility or consistency of the time taken or the resources required to deliver the service.

There may also be inefficiency if Incident management tools are used for Request management, as these can send a task to only one person or group at a time, whereas Requests or Changes may actually set off a number of activities that can be automated to run concurrently, saving time and costs.

Automating requests improves the cost, quality and delivery time of service provision by:

- Providing consistent service offerings to users (relative to their roles)
- Giving IT a standard set of process workflows for delivery of services
- Speeding up the process of automation - i.e. by using templates for standard requests
- Reducing the time taken to deliver services - by running a variety of tasks concurrently
- Reducing manual errors and delays

**3 Enhanced reporting and metrics**

A Service Catalog offers the business a clear picture of “demand and financial management” around their IT organization and its service delivery:

- Monitor numbers of requests and fulfilment by service as well as department
- Review actual cost vs. price of desktop provisioning - reduce the amount of stock purchased and held and minimise waste
- Review and control actual vs. target on departmental and service budgets for hardware/software and services
- Identify and monitor actual vs. target take up on licences
- Identify areas where spend is in excess of agreed targets or levels of authority

Another major benefit in reporting terms is the ability to report on all ITSM processes in service ‘bundles’. So whereas you might previously report on total numbers of Incidents or Changes, with a Service Catalog you can report on incidents and events relating to that specific business service. This makes the output considerably more attractive and useful to the business.
Reasons you need a Service Catalog

- A Service Catalog provides a business mandate of IT
- Automation reduces level 1 support costs
- Customer satisfaction and interaction with IT is improved through a consistent ‘single source of truth’ system and user interface
- Customer expectation and experience can be managed more consistently and transparently
- A full Service Catalog approach will allow IT to manage all services as a ‘supply chain’
- Business users can start to apply ‘supply and demand’ management practices
- Management and financial reporting will closely reflect business services and objectives
- The SLA process can be implemented once Services are defined in the Catalog
- The approach used to create and manage an IT Service Catalog can be transferred to other internal business service areas such as HR and Facilities
- IT moves from a technical and system focus to a service and business focus

1.3 Understanding the challenges

Despite increasing awareness and an obvious need for a Service Catalog, implementation is not widespread. At a high level, one of the greatest challenges faced by IT groups is inadequate levels of engagement between IT and business units. At lower levels of maturity, IT organizations can be frozen in reactive mode, with a silo approach that focuses on technology, rather than the business outcome it serves. At this level of maturity, IT finds it difficult to communicate how its role adds value to services. As a result, the business perceives IT as a cost to be minimized. Most IT initiatives are tasked with reducing cost, instead of realizing value. Best practice can provide a roadmap to guide you towards realizing value, but many organizations make the mistake of believing that improving their IT Service Management effectiveness is all about implementing ITIL processes. Process certainly has a part of play, but committing to the concepts of ITSM best practice means winning the hearts and minds of people before IT can transform from a reactive to proactive service delivery function.

1.4 Why some IT organizations struggle with service concepts

Since the release of the 2007 ©ITIL (‘V3’), there has been a significant upsurge of interest in Service Catalog, Service Portfolio Management and Service Level Management (SLM) in general, as a result of greater demands on IT organizations to manage-down costs, demonstrate value and deliver services that are business centric. For many individuals and organizations alike, making this work has been a challenge, given that there is little practical guidance in the core ©ITIL books on how to successfully implement a Service Catalog.

For many their experience and understanding of what’s involved is still based on poor or failed SLA projects that have not added sufficient value, either to IT or to its customers. Whilst these projects may have been started with good intentions, the lack of useful or valued outcomes has tended to prejudice the approach to tackling Service Catalog or SLM again.

The biggest problem – which relates entirely to the need for a Service Catalog – has been that SLAs were attempted without any clear definition of Services. Indeed this has left the owner of the SLA project with the unenviable task of building Services and SLAs, often without enough support, or the skills or experience to do so.

IT departments have therefore tended to produce unilateral SLA documents which focus on what IT does rather than what services its customer needs - they are written from the perspective of IT and based around what the systems do rather than what services and business outcomes they deliver.

What often happens with SLM projects is that an IT person is put into the position of a waiter in a restaurant without a menu - they must fulfill requirements of customers but also have to negotiate with the chef (IT Managers) to make the meal, and then answer to the owners (Senior Management) as to why the restaurant isn’t generating consistent revenue or profit.
1.5 How to approach an implementation project

It’s important to appreciate these historical points for future development, as many organizations can face challenges of apathy, distrust and outright resistance to the prospect of another ‘IT initiative’ to implement Service Levels.

Given this background it’s essential that any project to implement a Service Catalog is run with clarity on objectives and benefits. It’s also important that those involved understand what is practically involved in making SLM work - people, approach, documentation, roles, communications, skills, issues and all other practical areas - in order to achieve focus and success.

If you ask 10 people to explain and define a Service, an SLA and a Service Catalog, you will get 10 different answers. Therefore, it is essential to get everyone in the organization to the same level of understanding around these simple definitions, as this can cause a lot of delay through unnecessary disagreement and misunderstanding.

Summary of challenges

- SLM and Service Catalog can carry baggage from previous failed projects
- Clarity on objectives and benefits is essential
- Separate out the process of defining Services first, before trying to build SLAs
- Get those involved skilled up on SLM
- Get everyone clear on definitions
Ultimately, a Service Catalog presents an opportunity for an IT organization to demonstrate that it:

Understands their customers needs - by presenting and delivering service offerings that are relevant to them and customer-friendly to them to consume.

Delivers value to customers - by providing targeted and focussed management information that is useful to the business management of IT and the wider business. This is a clear route for IT to set out and fulfil it’s delivery promises.

1.6 Dispelling common misconceptions

Like any other popular or topical idea, Service Catalog can be over-sold and its benefits made wildly unrealistic and unachievable. Let’s reset expectations regarding some common misconceptions:

- **Service Catalog is just a ‘portal’ or ‘shopping cart’** - no, a user portal is only the ‘front end’ of the Catalog and the service ‘supply chain’

- **Service Catalog is just a tool or system** - a multi-function toolset is needed to achieve automation and make this work with other ITSM processes. However, the definitions of services and SLAs, plus roles and responsibilities stretch far wider than software. Also, if this is approached from a software-only perspective, the key elements can be missed.

- **This will solve all of our problems** - clearly not and it’s not a panacea for all ITSM issues. However, it should be seen as a central part of any IT Service Management approach. If an organization isn’t trying to deliver clearly defined services, it cannot be operating efficiently.

- **We’ll save loads of money using a Service Catalog** - there are opportunities to make significant savings, but these must be clearly defined and expectations set realistically. E.g. Setting up a user portal alone won’t save a lot of money. Also, the capital cost of implementation must be well understood and agreed.

- **We can get this done is a few weeks** - services can be defined, systems set up and processes documented fairly quickly - within weeks or months. Getting people to agree to them - often when this implies some changes in responsibility and accountability - can take months or years. Being aware of the implications of a supply chain approach can help to save time and avoid issues.

- **Service Catalog is another version of a ‘CMDB’** - This is true in the sense that a Service Catalog is a bundled set of components, processes, roles and tasks, often drawn from the CMS/CMDB. However, it is possible to create service definitions without a CMDB, and the Service Catalog is not simply a repository of IT components, it represents IT in business terms rather than simply in systems terms.

- **Service Catalog is just a list of SLAs** - SLAs are a part of each service definition, but only one part. The service definitions contain much more information around ownership, service options, cost, utility, warranty, demand etc., than simply service levels.

- **We can’t/won’t talk to ‘the business’ about this** - Often it’s too scary even to consider involving or consulting outside of IT on this, although it is of course absolutely essential to do so. Certainly it’s a good thing to be clear on what SLM and Service Catalog offers and how IT can deliver, so some work needs to be done before approaching the ‘business’. However, it’s vital to get in front of customers and users as soon as possible to identify their needs and also to get them on board (usually they are pleased to be asked).

- **There are different ‘Catalogs’ that need to be used** - User, Business and Technical. There are different stakeholders in this process who all require different outputs and ‘views’ of what is in the Service Catalog - so there are user, business and technical ‘views’ that need to be defined. However, these are all views of the same system and set of service definitions, not separate ‘Catalogs’.
2 PRACTICAL GUIDANCE

If your organization is considering implementing a Service Catalog, where do you start? This section outlines the key practical steps and provides a Simple 7 Step Process for implementing a successful Service Catalog.

2.1 A Simple 7 Step Process to implementing a successful Service Catalog

1 Step 1: Feasibility

Work out what benefits will be achievable and at what cost – be clear and realistic on expectations.

- Establish implementation project objectives, expected benefits, outcomes, savings and improvements.
- Clarify how success will be measured.
- Sell and promote this to senior stakeholders and get their commitment.
- Identify clear project costs and benefits outlined in a business case prepared and agreed at senior level.

2 Step 2: Workshops

Essential to get people together and moving forward quickly

- Agree definitions - ‘service, SLA, OLA, Catalog’ (see figure 1, Page 7).
- Get everyone together and at the same level of understanding.
- Start to define services - build the initial service framework.
- Define governance ownership and processes - who will own and maintain this?
- Start to get people on board by running workshops that combine some basic education on SLM and Service Catalog concepts and definitions, with some initial high level definition of what the service ‘framework’ looks like - i.e. how would we structure our services? A great deal of progress can be made in one day, both in terms of starting to define services and in getting people interested and involved with the project.
- Ideally, the output from a workshop would be a simple high-level definition of the service structure:

![Fig. 2 - Example Service Structure](image-url)
Step 3: Customer liaison / negotiation

Talk to customers and users and get their input in their own words

Amazingly this aspect is often forgotten (and is not sufficiently emphasized in ITIL®). It can’t be stressed strongly enough that, without customer and user input, SLM is a fatally flawed endeavour.

How can IT be sure that it is able to define and deliver what the business needs without actually talking to business people? An Service Level Agreement (SLA) without agreement can become service level disagreement.

You need a mandate from your customers for what they need - they will also generally give you a lot of useful information about what they do and what’s important to them, that can help IT to prioritize.

Guidance on customer/user meetings:

- Try to select ‘friendly’ customers first - get the process right before you deal with difficult relationships. Use a trial/test approach.
- Persevere if you encounter a lack of interest in participation. Ask them to come for a short meeting and in that time you need to demonstrate that you are serious about listening to them. Show them also what you are planning to do.
- Don’t provide lists or pre-defined service definitions unless customers insist on having them. Use some very simple questions and forms to give them the opportunity to describe their requirements and view of what IT is to them. This is usually highly valued - “that’s the first time in 20 years that IT has listened to me” is a common response.
- If you have to provide some framework of services, keep this very high-level and let customers describe their view of the services they consume in their own words.
- Keep meetings short and to the point on service definitions, not SLAs or service issues (although these tend to creep in).

Step 4: IT Liaison / Negotiation

Liaise and negotiate with IT - keep the focus on the business needs (this requires diplomacy).

Once the initial customer meetings have been held, plus some work done on service structure in workshops, you can then start to negotiate and talk to the various stakeholders across IT, to identify how the supply chain will be managed and delivered.

This can be the most difficult part of the process, as there may be resistance, plus doubt about the value of this process. Certainly for some managers it will imply a change in their role and responsibility - i.e. moving from an IT ‘siloh’ management to a bundled ‘service’ delivery responsibility.
This diagram lists some key considerations for negotiating with IT and customers. Successful implementation requires this step to be approached as fairly and as openly as possible.

Fig. 3 - Customer and IT Negotiation - key considerations

### CUSTOMERS
- What IT services are key to you?
- Key people
- Key systems
- Key departments
- Key times / targets
- When do you need them?
- How quickly do you need them restored?
- What support information do you need?
- What reviews do you need?
- Do you need out of hours support?

### SLM PROJECT
- Planning
- Workshops
- Negotiation
- Facilitation
- Documentation
- Build Service Catalog
- Set up reporting
- Set up review mechanisms
- Plan full implementation
- Ongoing support as needed

### IT SERVICE PROVIDER
- What IT services do you provide?
- Infrastructure
- Networks
- Service / Help Desk
- Procurement
- Projects
- What are your resource levels?
- 3rd party contracts
- DR / resilience
- MI / Metrics / Reporting

---

5 **Step 5: Design Services**

What are the services and offerings? How do they integrate with each other as well as other ITSM processes? What governance processes are needed to maintain them?

Once the service structure and a definition of standard service attributes have been proposed, then the project can proceed to start building up information and documentation to support this.

Now the role of Service Architect becomes prevalent; someone tasked with designing services, systems and supporting processes as well as negotiating SLAs. Design Co-ordination is also a new role defined in ITIL 2011, which is important to ensure that all Service Catalog activity is integrated with other processes and projects.

It is useful to build a set of design documents before embarking on a system build as this allows the project team to give some clear thought to the service structure and reporting requirements.

**Service Components** - Each Service must be defined in terms of its position in the overall Service Framework - i.e. is it part of a larger service, or does it also have some ‘child’ services or ‘offerings’ which are simply low level service features? For example, SAP (accounting) may be a service, with ‘New User’ or ‘change permissions’ as offerings.

Each Service will have a number of attributes. Service attributes need to be agreed as a generic list as part of the initial workshop process. Examples include:

---

**Fig 4 - Examples of Service Attributes**

<table>
<thead>
<tr>
<th>Service Attributes</th>
<th>Criticality</th>
<th>Business Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Criticality</td>
<td>Business Area</td>
</tr>
<tr>
<td>Customer Rep</td>
<td>Customer</td>
<td>Sourcing Model</td>
</tr>
<tr>
<td>Users</td>
<td>Contingency / DR</td>
<td>SLA</td>
</tr>
<tr>
<td>Status / Lifecycle</td>
<td>Service Type</td>
<td>Service Owner</td>
</tr>
<tr>
<td>IT Delivery</td>
<td>Cost / Price</td>
<td>Portfolio Status</td>
</tr>
</tbody>
</table>
Tools - In designing services, it is important to understand that a fully functional and actionable Service Catalog must be capable of the following:

- Provide Service Design capability - define services distinct from systems
- Link Services to CMDB/CMS/CIs (Configuration Items) and IT Assets
- Link Service requests to event management / ITSM functionality (Incident / Problem / Change)
- Define multiple-level SLAs, OLAs and Underpinning Contracts, linked to services, CIs and event management as above
- Provide multiple linked and discrete service hierarchies - of services, child services and specific ‘offerings’ (specific tasks) available for these services
- Define individual SLAs and workflows for all of these services and offerings
- Provide multi-level monitoring and reporting capabilities
- The ability to hold and maintain discrete costing and pricing details at the service and offering levels.
- Provide financial totals for display and calculation within a shopping cart
- Present a user-friendly top level view with 6 to 8 options (no more than 10)
- Allow re-use of role based requests (i.e. build combinations) in a shopping cart type template.

6 Step 6: Documentation

Keep it clear and simple. Don’t let this step be driven by technical focus.

Detailed documentation can be one of the most time consuming parts of the Service Catalog project, although if the previous steps have been taken and the strategic and planning aspects have been agreed, then the work can basically be done at an administrative level. Some projects fail if organizations dive straight into trying to write documentation without having completed the previous steps and then fall down when the documentation becomes increasingly complicated or difficult to compile or understand.

Once you have agreed the services and offerings, service structure, service attributes, reporting and various levels of ‘service view’ requirements, it then simply becomes a logistical exercise to populate the system with your organization’s details.

7 Step 7: Implementation

It is essential to get the right people with the right skills / approach involved - much of this work is business negotiation and liaison (albeit with a technical understanding). It is therefore not advisable to have junior or overly-technical people involved except for reference on technical issues. It is useful to have people proficient in the following skill areas involved in the project:

Project Roles

Project leader - driver, visionary, communicator, diplomat, strategic thinker, with authority and given respect across the stakeholder groups.

Admin and technical documentation - there is a lot of potential number crunching and documentation to produce on service definitions, outputs, reporting requirements etc., which lend themselves to a person with strong attention to detail and a technical understanding.

Systems implementation - An obvious requirement is someone with strong practical experience in implementing systems. From experience it is also useful to separate out the role of tool implementer if possible to avoid too much focus on the tool at the expense of communications and service development.

Business and customer representative - it’s vital that there is a customer mandate for service and service levels, so it’s important to have friendly, receptive customers involved in the project to help steer business input and verify that the Service Catalog implementation is relevant (and not just another IT project delivered to customers).
2.2 Overcoming the challenges

The most significant challenge you will face is from people (in particular, cultural resistance). In order to successfully implement a Service Catalog across an existing IT organization, there is a need to ‘cut through’ some of the existing reporting lines and technology silos, in order to achieve ‘end to end’ implementation, just like a supply chain.

With a project of this nature, you must get people on board by ‘selling’ them the benefits (particularly the benefits to them). The biggest challenge here is finding the right people to do this work - it’s clearly not something for a junior person, who may not have the authority, influence or communication skills to get things done. It’s also not a role for an overly technical person, who may focus unduly on technical issues and have a perfectionist approach. In this case compromise and ‘good enough’ are key values.

Processes and efficiency. It’s vital that your new Service Catalog can be integrated with your existing ITSM processes, such as Incident, Problem and Change Management. This will then breathe a whole new life into reporting by setting it within a business context. This also provides economies of scale and efficiency improvements in how requests are handled and how quickly these can be resolved.

Analysts have identified savings on operational admin costs of up to 30% from automating request processes.

These savings are achievable but only if processes, tools and roles are tightly integrated.

A major challenge is also managing expectations of what is involved in a Service Catalog implementation. Great cost savings and efficiencies can be achieved but it is not a ‘magic bullet’.

Tools and reporting. Whilst it may be possible to set up a structure of services, negotiate SLAs and define new working practises, the tangible benefits of Service Catalog can only be realized with the use of an integrated and automated toolset. This enables you to:

- Cut down time to handle requests by reducing delay in authorisation
- Automating authorisation processes - optimising delivery via simultaneous work tickets
- Providing consistent delivery via workflow templates
- Providing customers with a clear and controlled interface to order what is available to them
- Providing Supply and demand reporting

All of these benefits are achievable but they must be clearly defined and managed in terms of expectation and progress. None of these benefits will appear through technology implementation alone - this also needs agreement, team-working and some degree of cultural shift to achieve success.
2.3 Sample model for calculating benefits and savings

This model can be used to identify, agree and then track the benefits gained from a Service Catalog implementation. Work is required to estimate your current cost of requests, but once completed serves as a great source for future reference for you to work from as well as demonstrate the success of a Service Catalog implementation project.

In some organizations, the cost of ‘non-standard’ requests can vary massively compared to simple IT orders. It is useful to identify a standard cost based on the resources and average time taken to deliver, then choose a median cost for ‘non-standard’ requests (e.g. consultancy).

Fig 6 - Sample model for calculating benefits and savings

<table>
<thead>
<tr>
<th>Cost Reduction</th>
<th>Service Catalog Benefit Area</th>
<th>Current</th>
<th>No.</th>
<th>Total</th>
<th>Expected</th>
<th>No.</th>
<th>Total</th>
<th>Fin Benefit</th>
<th>Other Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Cost per standard request</td>
<td>200</td>
<td>10,000</td>
<td>200,000</td>
<td>160</td>
<td>10,000</td>
<td>160,000</td>
<td>50,000</td>
<td>Reduce Cost</td>
<td></td>
</tr>
<tr>
<td>Reduce Cost per non-standard request</td>
<td>1,000</td>
<td>500</td>
<td>500,000</td>
<td>200</td>
<td>500</td>
<td>100,000</td>
<td>40,000</td>
<td>Reduce Cost</td>
<td></td>
</tr>
<tr>
<td>Reduce manual errors and re-work</td>
<td>100</td>
<td>500</td>
<td>50,000</td>
<td>30</td>
<td>500</td>
<td>15,000</td>
<td>30,000</td>
<td>Reduce Cost</td>
<td></td>
</tr>
<tr>
<td>Reduced impact on Service Desk calls for requests and aching</td>
<td>1,000</td>
<td>500</td>
<td>500,000</td>
<td>300</td>
<td>500</td>
<td>150,000</td>
<td>35,000</td>
<td>Reduce Cost</td>
<td></td>
</tr>
<tr>
<td>Optimise procurement costs through Demand Management and reporting</td>
<td>500,000</td>
<td>300</td>
<td>150,000</td>
<td>375,000</td>
<td>125,000</td>
<td>Reduce Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>500,000</td>
<td></td>
<td>150,000</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utility and efficiency benefit</th>
<th>Service Catalog Benefit Area</th>
<th>Current</th>
<th>No.</th>
<th>Total</th>
<th>Expected</th>
<th>No.</th>
<th>Total</th>
<th>Fin Benefit</th>
<th>Other Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve standard request delivery time</td>
<td>40 hours</td>
<td></td>
<td>8 hours</td>
<td>20 hours</td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>Improve non-standard request delivery time</td>
<td>100 hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>Reduce administration and intervention for standard requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Free up resources</td>
<td></td>
</tr>
<tr>
<td>Opportunity to charge and recover costs from bundled service to offering level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Management / visibility</td>
<td></td>
</tr>
<tr>
<td>Improved availability (24x7) for logging and tracking requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>Capability to increase request workload without impact on resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Efficiency</td>
<td></td>
</tr>
<tr>
<td>Opportunity to recover / share some costs with other non-IT departments for requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Opportunity</td>
<td></td>
</tr>
<tr>
<td>Opportunity to resolve cross-department issues with supply chain management &amp; reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Opportunity / Efficiency</td>
<td></td>
</tr>
<tr>
<td>Opportunity to manage IT Services on a demand and monitor Service Availability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Management / visibility</td>
<td></td>
</tr>
<tr>
<td>Opportunity to change IT Services on a to-end</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Management / visibility</td>
<td></td>
</tr>
<tr>
<td>Opportunity to manage multi-tenancy services and SLAs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Management / visibility</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Benefits</th>
<th>Service Catalog Benefit Area</th>
<th>Current</th>
<th>No.</th>
<th>Total</th>
<th>Expected</th>
<th>No.</th>
<th>Total</th>
<th>Fin Benefit</th>
<th>Other Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Customer satisfaction ratings</td>
<td>70%</td>
<td></td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>Improved image and engagement between IT and the business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>Improved transparency of IT processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Image / operational quality</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

GRAND TOTAL | | | | | | | | 100,000 |
3. WHY HORNBILL’S SUPPORTWORKS

A standalone Service Catalog, perhaps even a system built in-house, may enable you to present services to your customers. However, if your Service Catalog is not effectively managed, customer adoption will stagnate and wither. Services need to be actionable and have adequate governance to ensure that they remain up to date. Therefore a key objective is to ensure that your Service Catalog is integrated with existing service management processes.

With Supportworks ITSM Enterprise, the Service Catalog is provided as an integral part of a complete IT Service Management solution. Fully integrated with Incident Management, Request Fulfilment, Change and Configuration Management, the Supportworks Service Catalog offers users a complete and comprehensive view of service delivery and support. From a single interface, users can view and subscribe to available services, track the progress of their requests, receive announcements about service updates and request support.

The Service Catalog has multiple views that support its use by different stakeholders. IT Staff can view the technical services catalog to understand the IT components that make up a business service. Business customers (executives that pay for services) can view service level options and tailor each service to the specific needs of employees within their business unit. The Supportworks Service Catalog also provides a facility for business unit managers to authorise requests submitted by their staff.

The Supportworks Service Catalog provides a first port of call for customers and is applicable to other service departments such as Facilities or HR, allowing users to view all corporate services from one interface.

Hornbill provides a Service Catalog implementation model (called the iCat) that reflects the principles discussed in this White Paper, and also provides full training on the use of the Supportworks Service Portfolio and Catalog module.