



# How to Build Your ITSM Business Case

# The 7 Sections of an ITSM Business Case

1. Starting with Why: Your Introduction
2. Test your mettle: Describing your current situation
3. Give the people what they care about: Summarize business-user productivity gains
4. Survey says: Improving service desk agent productivity and satisfaction
5. Science the heck out of it...or not: Outlining process improvement gains
6. Skinny it down: Clarify cost reductions from a new deployment model
7. Your final call to action: Financial analysis and asking for the cash!

# Section 1

## Starting with Why: Your Introduction

- ▶ **Define your terms for both your IT and non-IT audiences**
  - ▶ What is an ITSM strategy and why do we need it?
  - ▶ What is ITIL and what do we use it for?
- ▶ **Why are we changing our ITSM strategy?**
  - ▶ List out your primary motivations pain points that are driving the strategy
  - ▶ Ex., "Our new strategy will increase business user productivity and improve service availability"
  - ▶ Ex., "We also have three different ITSM systems residing in different functions. We need to standardize for productivity."
- ▶ **Tell them what we are proposing to do**
  - ▶ Ex., "To reach our goals, we'll be aligning and standardizing four key IT service processes to ITIL best practices. We will also be consolidating all three ITSM systems into a system residing in the Cloud (Internet-based), resulting in cost savings"
- ▶ **How will we gain business value from this change?**
  - ▶ Ex., "We anticipate saving *all* business users 1.5 hours a week. Also, because we are moving our ITSM solution to the Internet, we anticipate xxx savings by replacing our three current ITSM systems with a single cloud-based solution."

# Section 2

## Test your mettle: Describing your current situation

- ▶ **Headline items: What's wrong with our current situation?**
  - ▶ Put in all the ugly items about the ITSM situation you're trying to solve with your proposal
  - ▶ Ex., "First line resolution is 40% lower than benchmark"
  - ▶ Ex., "We are unable to automate Service Level Agreements"
- ▶ **If appropriate, provide failure examples and the estimated impact of those failures**
  - ▶ Ex., "An uncorrelated failure resulted in a 3-hour payment processing outage. We are not getting paid when this happens! And it happens a lot!"
  - ▶ Ex., "Our de-centralized ITSM systems caused a two-day outage of online transactions, because of a problem in the change management system."
- ▶ **Include statistics, including user satisfaction data summaries**
  - ▶ Ex., "Only 20% of our users are satisfied with our responsiveness. 80% say they are unhappy or have no opinion whether they are happy or not."
  - ▶ Ex., "We lost \$50K in orders last month because we couldn't fulfill our SLAs."

# Section 3

Give people  
what they  
care about:  
Summarizing  
business-user  
productivity  
gains

## ▶ **Targets: User Productivity Gains**

- ▶ How does the proposed solution help our users become more productive.
- ▶ Ex., "With the new ITSM environment, each user will reclaim 1.5 productive hours each week"
- ▶ Ex., "New equipment and orders will be delivered 75% faster."

## ▶ **How we improve Service Levels**

- ▶ Ex., "New Service Desk software will shorten incident response time from 4 to 2 hours."
- ▶ Ex., "Automated Password reset system will reduce password reset times during off-hours from 8 hours to 5 minutes. Users no longer have to wait for IT help to reset their passwords. They can do it themselves."

## ▶ **How we improve access to IT services and information**

- ▶ Ex., "New self-service portal will allow end users to request services and order products faster, over our current manual system, allowing users to order items any time of day or night."
- ▶ Ex., "New mobile access for IT services will allow users to reach our services from any device, not just computers."

## ▶ **Introducing New IT Services**

- ▶ Ex., "Users will now be able to request and requisition new hardware and software without IT help."
- ▶ Ex., "New IT on-boarding process will make it easier and faster to bring new employees and all the equipment they require, on-board"

# Section 4

## Survey Says: Improving Service Desk agent productivity & satisfaction

- ▶ **Surveying agents to define ticket and efficiency rates**
  - ▶ Surveyed Service Desk agents across all three of our IT environments.
  - ▶ Studied number of tickets resolved each day, number of tickets resolved on first contact, and ease of use for current ITSM systems
  - ▶ Included our agents in the evaluation process for our new ITSM software
- ▶ **Targets: Agent productivity and satisfaction**
  - ▶ 25% improvement in agent productivity, measured in tickets resolved every day
  - ▶ 50% improvement in first line resolution
  - ▶ 90%+ increase user satisfaction with agent responsiveness after first year of operation
  - ▶ Retain personnel: Reduce agent turnover to less than 10% per year
- ▶ **How: Improved knowledge sharing and distribution**
  - ▶ Introduction of new knowledge management technology for agents, to allow agents to quickly find solutions to user requests and issues
  - ▶ Introduce Level 0 service desk support, where users can search for solutions on the service portal
  - ▶ Provide support in multiple channels, including phone, email, chat, social media

# Section 5

Science the  
heck out of it:  
Outlining  
process  
improvement  
gains

▶ **Target: Problem management**

- ▶ 50% increase in root cause identifications, decreasing likelihood of problem happening again
- ▶ 20% reduction in Mean Time to Resolve (MTR), reducing incident durations

▶ **How: Problem management process improvements**

- ▶ Introduce separate problem management process, building on ITSM and ITIL best practices
- ▶ Relate and cross-reference all associated records across processes

▶ **Target: Change management**

- ▶ 20% reduction in change-related incidents
- ▶ 40% improvement in first-time change success rate

▶ **How: Change management process improvements**

- ▶ Add a formalized and automated review and approval chain
- ▶ Introduce mandatory risk analysis investigation

# Section 6

## Skinny it down: Clarify cost reductions from a new deployment model

- ▶ **Target: List the savings you will enjoy when implementing this ITSM project**
  - ▶ These will be different and localized to your organization
- ▶ **How: Some examples of cost reductions realized through ITSM**
  - ▶ Server & hardware reductions by consolidating systems and moving to cloud
  - ▶ Rapid deployment of new hardware and software
  - ▶ Increased productivity for users through quicker resolution of problems
  - ▶ Increased productivity for service desk agents
  - ▶ “Deferred purchases” when reusing hardware
  - ▶ Changing personnel roles to perform higher-value tasks
- ▶ **How: Balance savings against new costs that will be incurred**
  - ▶ New costs for training, internal awareness, contracts, software will be incurred
  - ▶ Balance project savings against anticipated new costs to provide true picture of savings

# Section 7

## Your Final Call to Action: The financial analysis and asking for cash

- ▶ Present your financial analysis
- ▶ Present your funding request
- ▶ Presentation tips:
  - ▶ Keep it simple
  - ▶ Defend your numbers...*vehemently!!*
  - ▶ If you're just looking for buy-in rather than funding, you can leave out the financial analysis and funding request

***Ask for the cash  
or buy-in!***