



**16th Annual International
IT SERVICE MANAGEMENT
CONFERENCE & EXHIBITION**

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BUILDING A BUSINESS CASE



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Building A Business Case

You've heard about Pink Elephant's 16th Annual International IT Service Management Conference & Exhibition and are convinced it is the must-attend event for anyone serious about improving IT processes in their organization. Perhaps you are a conference alumnus and wish to return next year to stay up-to-date with the latest in IT Management.

First, you need to build your business case for attendance. This document follows a step-by-step approach and shows you how to communicate the benefits, including return on investment, of attending our event.



1. STRUCTURING YOUR BUSINESS CASE

Pink Elephant recommends the following structure to present your business case. The materials in this document will help you to flesh out the information. At the end of each section, an example is provided. This is simply a sample layout of how to communicate key details in the key areas of your business case.

Executive Summary

For a standard Business Case, complete this section *after* completing all other sections.

Current Situation

Describe the current business problem and why it is a problem; how does it affect the corporate mission (i.e.: we are spending more than we need to on IT costs?) Include a brief statement of any mandates that require processes and/or services not currently in place.

Proposal

What is proposed; how does it solve the problem? Describe how the IT Infrastructure Library (ITIL[®]) will help the organization achieve anticipated business outcomes and how the conference is an important component in knowledge acquisition.

Financial Proof

What new income/outcomes will result; can costs afterwards be recouped? Reduced? You also want to provide a clear argument by summarizing key quantitative and qualitative information about ITIL, including a description of the impact of not implementing an ITIL project.

Determine and include analysis information that is necessary to provide a clear justification for an ITIL project and for attendance at Pink's event. The type and extent of information included in the justification will vary based on the best approach for making a compelling and accurate argument.

Conclusion

Wrap up your business case by summarizing the problem/situation. Describe the anticipated outcomes of implementing an ITIL project that specifically addresses the business issue. The conclusion should include answers to questions such as "What are we aiming for?" and "What are the expected benefits to business operations?"

Supporting Materials

This document cites some supplementary material provided at the end of this document that can help bolster your business case. Select which parts will suit your needs:

- What is ITIL?
- Who is Pink?
- What are some ITIL Quick Wins I will learn at the conference?



2. CURRENT SITUATION

For this section, provide some context around the current challenges you face related to technology, processes and/or services, without presupposing a solution. These issues may include:

- Unbalanced blend of technology, people and processes
- Dissatisfaction with current IT service provisions
- Focus on Systems Management, not Service Management
- Lack of communication and understanding between IT and its customers
- IT infrastructure expenses are excessive relative to the business
- The IT provider's responsiveness to required changes in the infrastructure are not in line with business objectives
- IT projects are delivered late and over budget
- The business has zero control over IT provisions

Try to connect these issues to the business at large. Besides having to deal with these issues within your own department, what is the greater impact? How does the current situation affect your company?

Example:

IT is what drives our business today; however, our current processes are highly reactive. The majority of effort in my department is spent fire fighting (i.e.: fixing a downed server) with little view on recurring issues or the elimination of repeat issues or systemic IT environment problems. This situation is starting to negatively impact our Service Level Agreement. I strongly believe that if we do not implement an approach to track and analyze these repeat incidents, this will lead to unnecessarily excessive costs for the company.



3. PROPOSAL

Based on the issues you have identified in the previous section, you now want to describe what you propose to do to solve the situation. You will also want to show how the conference addresses these issues.

3.1 Adoption Of Good Practices – IT Service Management & ITIL

Propose the adoption of a common set of good practices for IT that provides bottom-line benefits.

Within all industries today, there are practices considered acceptable to meet an organization's internal objectives, as well as any externally imposed requirements. These practices might help an organization remain relevant to its customers by helping to close gaps in its capabilities.

IT Service Management (ITSM) is considered a source of 'good practice' for IT service provision, and focuses primarily on the relationship between IT and the end-user, as opposed to tools and technology. While there are different approaches to ITSM, ITIL is widely viewed as the most credible framework for building more efficient IT processes to increase customer satisfaction.

If you wish to provide a bit more background information on ITIL's history, refer to the supplementary materials section at the end of this document.

3.1.1 Industry Support For ITIL

ITIL is especially relevant in these times of economic uncertainty. Now, more than ever, IT managers must understand how to cut costs and add business value. These industry articles, which you can reference in your business case, recognize ITIL as a must-have in tough times:

[Forrester: Why this economy is good for IT operations](#)

[Six Sigma, ITIL, other business processes cut IT costs in lean times](#)

[10 Hot IT Jobs For 2010](#)

[10 Management Must-Dos in 2009](#)

[CIOs Still Want Systems & Development Staff](#)

[13 Ways to Cut IT Costs Now](#)



3.2 Pink's Annual Conference – The One-Stop-Shop For ITSM Knowledge

Next, you want to describe Pink Elephant's conference and how it will help you solve your current situation.

For more than 20 years, Pink Elephant has championed the growth of ITIL and ITSM worldwide and seen the enormous benefits that organizations have reaped from process improvement. More information on Pink's industry leadership is in the supporting materials section at the end of this document.

An annual initiative that Pink organizes to bring together IT practitioners, industry gurus, business management experts, academics, and the very latest in ITIL best practices is the International IT Service Management Conference & Exhibition. In 2012, the conference celebrates its 16th year. As recognition for ITIL has increased, so too has this event. In fact, it has grown to become *the* largest and most successful conference dedicated to ITIL.

3.2.1 Track Descriptions

After positioning Pink's conference as a key industry event for ITIL, dig deeper into the program and match your issues to the conference's subject matter. The conference program is carefully designed for those requiring beginner, implementation or strategic knowledge. These are the 15 tracks for the 16th Annual Conference, within which many related sessions will be offered¹:

Track 1 – Leadership & The ABCs Of ITSM

One main reason why major change implementations fail is because leaders don't effectively address the ABCs (Attitude, Behavior and Culture) – the “people side” of change. Speakers in this track will provide proven and practical how-tos for effectively managing and leading people through the process of change.

Track 2 – Strategic IT Management

Find out how to apply a strong IT business strategic perspective from pioneering and innovative CIOs, industry experts, and the foremost academic authorities.

Track 3 – Beyond Theory: Making ITSM "Real"

There's the theory in the books and certification programs, then there's the real world! This track features IT practitioners who have been successful in applying a “fit for purpose” approach to ITSM, and experts who help others achieve successful results.

¹ For up-to-date information on sessions, visit the conference website at www.pinkelephant.com



Track 4 – IT Business School

Leading academics will discuss their latest research and findings, and show you how to apply the most important lessons taught in business schools and MBA programs to IT management.

Track 5 – ITSM Project Management Best Practices

Project Management continues to be a critical function in all organizations. Whether or not an IT project succeeds depends to a large degree on how effectively project management best practices are applied. Attend these sessions to find out how to achieve successful outcomes.

Track 6 – The IT Situation Room

Join us in the Situation Room to address a wide range of today's most pressing business and IT subjects. Meet the "insiders" and get up-to-date with all the very latest information, trends and news you need to know to make informed decisions about how to successfully manage your IT operation and develop effective business plans.

Track 7 – Service Support & Operations

The Service Desk, and closely related operational processes, continue to be major focus areas for many of today's IT organizations. What do IT support managers need to know to achieve operational excellence? Find out from leading support industry experts and case study practitioners featured in this track.

Track 8 – Social Media Risks & Opportunities

There's no escaping it, social media is here to stay! Personally, you may decide not to engage but there's no denying that social media in the business realm is revolutionizing marketing and customer service. Where does (and should!) IT fit in? Speakers in this track will show you how to lead the way and be a value-added enabler to your business.

Track 9 – CSI Through Balanced Scorecard, PDCA, Six Sigma & CMMI

Continual Service Improvement (CSI) in IT is an ongoing effort to improve services or processes. These efforts can seek incremental improvement over time, or breakthrough improvement all at once. To be truly effective, a deliberate CSI approach must be culturally embraced. Do you know how? Find out from successful IT managers and industry experts.

Track 10 – Using Frameworks To Achieving Business Value, Outcomes & Results

Lean IT, ISO 20000, ISO 27002, ITIL, and more – how should IT organizations really be using these to successfully achieve true business value? And, which ones provide what benefits? The best minds in the industry are on hand to tell you.



Track 11 – COBIT & IT Governance

Do you understand the importance of IT governance, but are having difficulty getting your people, processes and tools in sync? Attend these sessions to hear from leading industry experts and case studies about how to implement a sound IT governance framework, including CobiT.

Track 12 – Tools & Technology

Case studies, suppliers, and industry experts show you what it really takes for successful process implementation and integration, for enabling better decision-making, and for monitoring service performance to identify continual improvement opportunities.

Track 13 – Breakfast Clubs

Attention early risers! Our conference provides non-stop learning. Join our early morning sessions each day for value-added presentations and discussion forums that enable you to get a head start on your day. A varied line-up of speakers will be on hand from all walks of life to share insights, provide practical guidance, and highlight successes and lessons learned.

Track 14 – Networking Focus Groups

You are not alone! Many others share common issues, challenges and questions, so there's no need to reinvent the wheel. Bring your most pressing questions and challenges to these networking sessions and focus groups to learn how others have tackled the ups and downs of ITIL and ITSM projects, and IT improvement initiatives.

Track 15 – Half-Day Workshops

Industry Exclusive! Sessions in this track are half-day workshops – they are not your typical breakouts! Instead, an industry expert including Pink's highly respected consultants, will take participants through specific IT and business processes and provide valuable "how-tos" and a "health check." It's like getting free consulting! At the end of the sessions, you'll have many take-aways that you can start implementing as soon as you get back to work. Choose from one of the many workshops, ranging from operational to strategic in focus.



3.2.2 Conference Offers & Highlights

Take note of these other important facts to complement your business case.

Current Special Offers

Attendee Category	Deadline	Fee & Details
Super Faithful Early Bird Discounts	April 15, 2011	<p>\$1,895 – plus get 3 FREE hotel room nights! Stay at the world famous Bellagio Hotel for FREE (maximum 3 nights – February 19, 20, 21)</p> <p><u>OR</u></p> <p>\$2,195 – plus get 3 FREE hotel room nights! (same as above). <u>AND</u> also get:</p> <ul style="list-style-type: none"> • Premium reserved seating at half-rounds in the General Session room • Access to a special VIP Lounge where you can grab a beverage and relax • Participate in Consultant Dine-Arounds • "Front-Of-The-Line" Platinum Registration counter • Dedicated Platinum Customer Service counter • VIP Lunch room where you can network with speakers, keynotes and Pink's consultants • Guaranteed hotel room upgrade to "Fountain View" <p>All meals and conference materials included in both special offers.</p>

Exhibition Showcase

We've rounded up all our industry partners and asked them to exhibit their ITIL-compatible products and services, including those that have earned PinkVERIFY™ certification. Visit the Exhibition Showcase to gain insight into the constantly changing world of ITSM-focused services and products.

Networking Opportunities

There is no need to experience your ITSM issues alone. Make contact with others who have the same goals and issues as you. Not only can you network during breakfasts, lunches and breaks, but also at the evening receptions. We also offer a wide array of focus group sessions to help link you up with others with a similar area of interest.



Value-Added Resources: Session Handouts & Audio

Each conference attendee receives complimentary access to a website containing session slides, handouts and audio files for most sessions. This enables the attendee to catch up on sessions they missed while onsite.

Pre- & Post-Conference Education

Pink Elephant offers pre- and post-conference courses for an added learning experience. These workshops include ITIL V3 certification courses, “how to” courses and strategic level education.

Example:

At home and abroad, public and private sector organizations are implementing the IT Infrastructure Library (ITIL) as a common approach to effectively and practically manage IT.

In fact, I was just reading a Forrester report that states that, due to the economy, IT departments are going to be placing more emphasis on process improvement. Another report states that ITIL is expected to be pushed to the top of many priority lists over the next few years.

Our company has an opportunity to develop and implement key ITIL processes, Incident and Problem Management, to help us improve our ability to track recurring IT issues, and in turn provide a higher level of IT service quality. In terms of financial benefit, we can manage IT costs more effectively.

As a first step, I've discovered an event to help me learn more about ITIL – Pink Elephant's 16th Annual IT Service Management Conference & Exhibition. This is the largest event dedicated to ITIL, presented by the company that first introduced ITIL to North America in 1997.

I've identified 15 sessions that directly address our situation, including several case studies. There's also an exhibition showcasing tools we might want to consider for automating our processes. Further, there are networking opportunities, and I commit to making 10 new contacts who I will keep in touch with and share ideas with after the event.

Pink is offering a great discount that includes 3 free hotel room nights (February 19, 20, 21); but, I need to register by April 15th.

I'm proposing that we implement ITIL, and to acquire the knowledge we need to start our project off in the right direction, I am requesting approval to attend Pink Elephant's event.



4. FINANCIAL PROOF

In this section, your goal is to emphasize the bottom line benefits of adopting ITSM and the financial return on your conference investment. This will probably be the number one question on the mind of your manager or director approving your case.

4.1 Return On An ITIL Investment

To set the scene, it is important for your business to understand the cost of downtime when it is not able to generate revenue. Below are some estimated costs of downtime for a variety of organizations:

- Telephone Ticket Sales – \$69,900 per hour
- Airline Reservations Center – \$89,500 per hour
- Retail Catalog Sales – \$90,000 per hour
- Infomercial 800# – \$199,500 per hour
- Credit Card Authorization – \$2.6 million per hour
- Retail Brokerage Firm – \$6.5 million per hour
- NYSE – \$3.2 million per minute

Given these alarming numbers, it is understandable why now more than ever companies are embracing process improvement to reduce downtime. In a recent survey by Dimension Data, more than half of US companies have engaged with ITIL and of those, 85% said that ITIL and ITSM best practices had either the actual or potential ability to help optimize existing business practices².

There are literally hundreds of companies large and small – including many Fortune 500s worldwide – that have seen impressive return on an ITIL investment and have promoted their successes.

http://blogs.pinkelephant.com/index.php/?pinknews/comments/the_roi_of_itil/

Please refer to the “supplementary materials” section for more detailed information on the financial return on an ITIL investment.

Complementing the tangible, financial benefits of ITIL, there are also many intangible, soft benefits to note, including:

- Breaking down silos in IT
- Creating a common language for IT
- Business continuity and risk mitigation
- IT security and information integrity
- Aiding in internal and external compliance audits

² Source: Sarbanes-Oxley Compliance Journal - http://www.s-ox.com/dsp_getNewsDetails.cfm?CID=2222



4.1.1 Cost Of Not Doing ITIL

Most organizations are spending between 65% and 85% of their IT budget simply keeping the lights on, leaving little money to be spent on helping the organization grow and transform the business.

Without common processes and a single tool, service delivery typically continues to be inconsistent – ad-hoc at best and the costs of delivering IT will continue to go up. Organizations will continue to fire fight and will always be in a reactive mode, with little time for proactive process planning and implementation to help increase service availability, reliability and stability.

Organizations also continue to spend a significant part of their time performing rework due to failed changes, poor understanding of business requirements, and poor understanding of IT's capability to deliver a service. This all leads to poor customer satisfaction with IT as a whole.

Organizations that do not adopt best practices are also less likely to be effective with management reporting. They may have some metrics, but are not able to link the metrics to IT services and ultimately to how IT enables business outcomes.

There is an investment to implementing ITIL; however, there is a significant cost of not implementing ITIL.



4.2 Return On Conference Investment

Pink Elephant is aware of how the current economic situation has created a challenge for those seeking approval to attend professional development events. The good news is that Pink’s conference is centered on the very concept that external, objective sources are advocating during tough times – building efficient processes based on a proven framework.

We are confident that if you walk away with even **one idea** you learned at our conference, then go back to work and implement it, this would more than pay for their conference registration fee as well as all travel related costs.

The following cost/benefit analysis illustrates how you can calculate ROI and how long it will take for your company to recoup the expenditure. For more quick wins that you can expect to learn at the conference, see the supporting materials section.

Costs	Benefits
Conference Registration: 1 Super Faithful Early Bird (regular) registration @ \$1,895 Other costs: <ul style="list-style-type: none"> • Travel: 1 round-trip flight @ approx. \$500 • Accommodation: 3 free hotel room nights @ \$0/night • Lost time: 5 work days @ \$200 / day 	Conference Package: <ul style="list-style-type: none"> • Conference program – equivalent to 4 consulting days: \$16,000 Taking one ITIL quick win from a ‘how to’ conference session ³ : <ul style="list-style-type: none"> • Starting some basic Problem Management activities: \$36,000 / year
<i>Total cost: \$3,395</i>	<i>Total Benefit: \$52,000/year</i>
<i>Payback time: \$3,395 / \$52,000 = 0.07 of a year = approx. 1 month</i>	

³ See Supporting Materials section for Incident and Problem Management Financial Benefits and assumptions used in calculations.



Example:

I am aware of our company's new policy regarding cost control, and understand that this conference and an ITIL investment may seem like an unnecessary expenditure at this time. I also know that the company continues to promote and support professional development if it is justified.

With respect to starting an ITIL project, it will certainly require a financial commitment; however, there is also a cost of not implementing ITIL. I've found examples of financial institutions like ours that have managed to contain excessive spending with ITIL in a relatively short time. Visa, for example, was able to improve monitoring of network and systems outages, and reduce the time to resolve Incidents by as much as 75%.

Regarding Pink's event, I estimate that our company will be able to recoup the conference expenses within 1 month after the event, and I'd be happy to share my cost-benefit analysis, detailing the actual costs of attending and the value of several ITIL quick wins that I will be bringing back to the company and implementing right away.



5. CONCLUSION

Wrap up your business case by summarizing the problem/situation. Describe the anticipated outcomes of implementing an ITIL project that specifically addresses the business issue. The conclusion should include answers to questions such as “What are we aiming for?” and “What are the expected benefits to business operations?”

Example:

As an IT professional, my goal is to have an effective, efficient, successful IT department – a department that contributes to the overall business goals of this organization.

One of our key goals is total customer satisfaction, and my department has a responsibility to ensure our customers receive continuous service with minimal disruption. This requires our maintaining a close eye on uptime. Any opportunity we can take to decrease systems outages will only serve to benefit the organization’s bottom line.

A considerable challenge my department is facing is that we need to build better processes to examine recurring incidents with our IT systems – incidents that can seriously impact our uptime and cause us to incur excessive costs. Currently, we are spending too much time “fire-fighting.” We require the knowledge and capability to conduct incident trending and analysis, and I recommend that we implement a best practice approach – namely, ITIL.

If we start with Incident and Problem Management, our organization can expect to reap the following benefits. Most of these common benefits can be translated into financial benefits.

- *Reduced Incident Mean Time to Repair (MTTR). Common improvements range between 10% and 25% improvement*
- *Reduced number of recurring incidents. Most organizations have a significant number of recurring incidents (anywhere from 15% to 25%) that take time for the Service Desk and 2nd level support teams to continually resolve*
- *Increased first contact resolutions*
- *Improvement in people resource utilization*
- *Increased user and IT staff productivity*
- *Reduction of downtime and the associated cost of downtime*

Many companies have already demonstrated significant ROI with ITIL, and I’d like us to achieve the same success; however, I want to make sure we’re doing it correctly the first time. I need access to industry leaders, experienced practitioners and the best trainers and consultants in the industry.

I have found an event that provides me with all that. It’s Pink Elephant’s 15th Annual International IT Management Conference & Exhibition, February 20- 23 2011 in Las Vegas. Not only is this event designed to show me how to address the department’s most important issues, but it’s also created by the organization responsible for introducing many ITIL “firsts” worldwide, including some of the first ITIL certification courses.

Based on the quick wins that I will be implementing when I get back from the event, and the financial gain from those quick wins, I estimate that the company will recoup the cost of the conference within 1 ½ months.



6. SUPPORTING MATERIAL

6.1 A Brief History Of ITIL

It's hard to find an accurate account of ITIL's origins, but as the company that witnessed and actively participated in the evolution of ITIL from the very beginning, Pink offers the following brief timeline of events. This is good foundational knowledge – it helps to describe ITIL, its transformation over the last 20 years, and why it is still relevant today.

1986-1989

ITIL originated from the Central Computer & Telecommunications Agency – what is today known as the Office of Government Commerce in the UK. The CCTA was an agency that provided computer support to the British government. In 1986, the agency began a project to create a common set of IT best practices for increasing operational efficiencies.

A single volume of guidance was issued in 1989, but it wasn't originally called ITIL. It was titled the *Government Information Technology Infrastructure Management Method*, or GITIMM.

1989 - 1996

Not wanting to limit its usefulness to the government, or be referred to simply as a “method”, GITIMM was renamed the Information Technology Infrastructure Library. And, what started in 1989 as one book grew over the next seven years to 44 books (ITIL version 1) – a vast collection describing an integrated, process-based, best practice framework for managing IT services.

1996 - 2000

ITIL version 1 was updated, condensed into ten books, and released as ITIL version 2, starting with Service Support, then Service Delivery. Over the next few years ITIL became, by far, the most widely used ITSM best practice approach in the world for both government and non-government organizations.

2007 - Present

In 2007 ITIL version 3 was released, with five core books describing a lifecycle approach to IT Service Management: *Service Strategy; Service Design; Service Transition; Service Operation; and Continual Service Improvement*.

Today, ITIL is still the only comprehensive and independent guidance for ITSM, yet it represents more than books alone. It has generated an entire industry that includes training, certification, consulting, software tools and a trade association (*itSMF*). ITIL is also an international quality standard (ISO/IEC 20000) and organizations can receive independent verification of ITSM excellence.

ITIL's most significant impact has been in providing a consistent and repeatable best practice approach to the world of IT.



6.2 Why Choose Pink Elephant?

We believe there are several very important questions you need to ask a prospective ITIL service provider. When you ask these questions of others and compare their answers to ours, Pink’s differentiators are clearly evident.

Ask Other Suppliers:	Pink Elephant:
<p>How good are your trainers?</p>	<p>Pink’s trainers are the best! And we’re proud of it...</p> <p>Why?</p> <ul style="list-style-type: none"> • Pink has the highest pass rates in the industry. As part of our Continuous Improvement process, we obtain market share and pass rate information from APMG and Loyalist. We use this information to track our overall performance, as well as results of individual trainers • Unlike most of our competitors, Pink’s trainers and consultants are all full time employees, not contractors like most of other suppliers. We are proud of the investment we put into their training and development. There is a pride they all feel in being part of Pink and this comes through in everything they do to help our customers succeed • Pink has a formal internal “train-the-trainer” certification program in place that all delivery resources go through. This program is customized for each individual and managed by a full time Pink Corporate Training Manager • Regular classroom audits are conducted to ensure Pink’s deliveries are consistently high quality, and to provide constructive feedback to trainers • Customer surveys are distributed and tabulated for every course as part of our Continuous Improvement program, and results are carefully analyzed to ensure high quality • Many of our trainers consistently receive “10” scores on customer surveys
<p>Are you a fully Accredited Training Organization (ATO) at all levels of certification?</p>	<ul style="list-style-type: none"> • Right from the very beginning, Pink has always been an ATO at all levels of certification. All our courseware has gone through the required structured accreditation process • Even when Accreditation was not required at the Foundation level, and many suppliers delivered “non-accredited” courseware, our materials have always gone through the process
<p>How many years ITIL experience do you have?</p>	<ul style="list-style-type: none"> • Our capabilities are backed by 30 years as an IT professional services firm, which includes over 20 years of ITIL expertise. • Over 200,000 IT professionals have participated in Pink’s programs – more than any other supplier. • Our unparalleled experience is one reason why we’re able to develop the best trainers in the industry
<p>What specific contributions have you made to the ITIL space?</p>	<ul style="list-style-type: none"> • At Pink, we’ve contributed more to ITIL than anyone else. We are weaved very tightly into ITIL’s rich 20 year history. And, we’re proud of many firsts; here are just a few of our many, many contributions: <ul style="list-style-type: none"> ○ It is a recognized fact in the industry that Pink started the ITIL revolution



	<ul style="list-style-type: none"> ○ Pink developed and delivered the very first Foundation Course. It was because of us that Foundation Level certification became an industry standard ○ Pink developed and delivered the very first IT Service Manager Course ○ The Practitioner Courses (now the Intermediate Courses) were introduced into the ITIL certification scheme because of Pink's initiative to offer courses outside of the official certification program that grouped together key interdependent processes ○ Pink introduced an ITIL tool certification program for vendors to provide practitioners with an unbiased and "official" view of ITIL compatible tools ○ Over the years, Pink has written and contributed to all versions of ITIL books, including the new V3 <i>Continual Service Improvement</i> book ○ Every year for the past 14, Pink presents the world's largest, and best, ITIL focused conference providing the industry with a showcase for ITSM and business best practices ○ Pink works tirelessly and very aggressively behind the scenes with ITIL's governing bodies, lobbying for changes to existing certification standards and rules. Over the years, we have been successful in affecting a great deal of industry-wide change.
<p>Who develops your courseware and products?</p>	<ul style="list-style-type: none"> • Pink is unmatched when it comes to course development • All new courses go through as structured Product Development process, including pilot deliveries • We have a dedicated full time team of specialists with deep knowledge of, and certification in, Instructional Design, Adult Education, Organizational Behavior – all 100% committed to ensuring our products meet the highest standards
<p>What is your market position?</p>	<ul style="list-style-type: none"> • We're the world's # 1 ITIL service provider



6.3 Sample ITIL Quick Wins

Idea	Cost Savings	Reasoning	Timeline
Reduction of tools used to log incidents, problems, and changes	Can be anywhere from \$5,000 - \$40,000	Reduction of licensing fees, support fees, maintenance fees as well as required infrastructure costs such as servers etc.	Could be realized within 3 – 6 months
Implementation of a Change Advisory Board to better conduct impact and risk assessments	<p>Internal savings could be up to \$50,000 in the first six months (cost avoidance example)</p> <p>Reduction of cost of rework – reduce the amount of rework by up to 40 hours per month @ \$70 an hour = \$2,800</p>	<p>Examples of one organization saving \$50,000 in their first CAB meeting</p> <p>Reduction of rework - # of hours required for rework x the number people doing the rework @ the fully allocated cost of employees on both the infrastructure and application management groups</p>	Could be realized in the first 1-3 months
Starting some basic Problem Management activities	Assume 150 recurring incidents per month at an average cost of \$20 per incident = \$3,000	Identifying the top 5 recurring incidents and eliminating 1 or 2 of these	1-2 months
Improved availability to reduce the cost of downtime on key business revenue generating applications (customer ability to conduct business) – assume that a business loses the ability to produce revenue of \$12,000 per hour	If available of a key business application is improved by 15 minutes each month this could increase revenue generation \$3,000 per month.	Identifying the key business applications and ensuring proper availability, change and release activities are followed to increase availability	3-4 months
Increased workarounds defined as part of Knowledge Management	<p>Service Desk resolution = \$15 per incident – 2nd level resolution = \$25 per incident</p> <p>100 incidents = \$10 difference = \$1,000</p>	Cost of handling incidents at the Service Desk is ultimately lower than at the 2 nd and 3 rd levels	3-4 months
Improved management reporting leads to improved management decisions	This is Value on Investment and not an ROI but it is still valuable	Ability for management to make better and faster strategic, tactical and operational decisions	3-4 months



6.4 Sample E-mail Text

Use the following e-mail text to present your business case to your approval manager (as an attachment). You may modify it according to your particular role in IT.

Dear _____,

I am writing to seek approval to attend Pink Elephant's 16th Annual International IT Service Management Conference, February 20-23, 2011.

As Change Manager for the company, there are numerous aspects of this event that will allow me to significantly increase my knowledge. And, as you know, our 2012 goals involve strengthening processes, assigning another Change Manager, integrating Change Management with our other ITSM processes, and aligning Change Management more closely with corporate business objectives.

I have looked through the conference program and there are at least 15 sessions, including several case studies, addressing these needs.

The best part is that Pink is offering 3 free hotel room nights (February 19, 20, 21), but I have to register by April 15th.

I put together a detailed business case, attached for your review. I would be happy to meet and discuss this in more detail with you at a time that's convenient.

I await your response and confirmation of my approval for this professional development opportunity.

Sincerely,

<sign off>

Need help building your business case or require more information on the conference?
Please e-mail Kara Block, Marketing Department, at k.block@pinkelephant.com

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