

## 7.5 Service catalog management - Best practices and practical advice

*As IT services are becoming commodities, IT must change the way it views its relationship with business units and end users. A critical step in this journey is the creation of a service catalog which defines and manages the relationship between IT and the business it serves. The authors, Bill Fine and Nick Schneider outline a step-by-step approach to designing and implementing an actionable IT service catalog.*

### INTRODUCTION

With the publication of ITIL® V3, the service catalog has taken on increased importance. In version 2, the service catalog was only briefly covered as an output of the Service Level Management (SLM) process. In version 3, the service catalog is promoted to its own process - and is recognized as the cornerstone of the service management lifecycle.

In practice the service catalog is becoming an essential element for a successful, service-centric approach to IT service management. In leading IT organizations the service catalog is used by IT to manage the service lifecycle, including service definition, configuration, continuous improvement and termination (what is referred to in this article as the “IT view” of the service catalog). The service catalog also is used to market available services to the business and to provide a means by which IT and its business customers can align around service demand (the “business customer view” of the service catalog). Finally, the service catalog is used as a means to manage day-to-day service requests, including online ordering and automated or orchestrated fulfilment (the “consumer view” of the service catalog).

So how do you create an effective service catalog? How do you get started in implementing the service catalog management process? What are some examples of IT organizations that have effectively produced a service catalog - and seen the benefits? This article will outline a step-by-step approach to designing and rolling out an actionable IT service catalog - while avoiding common pitfalls. The article will focus on real-world service catalog management as practiced by leading global IT organizations.

### WHAT IS A SERVICE CATALOG?

Understanding the concept of a service catalog is best achieved by understanding the requirements behind its inception as well as the various purposes or views the completed service catalog supports. Both of these elements are examined further in this section.

#### Fundamental requirements for a service catalog

Organizations embarking upon a service catalog journey should be aware of fundamental organizational requirements that ultimately offer the richest form of success and business value, not to mention the most mature organizational capabilities.

A fundamental requirement is the awareness, desire and willingness to run IT like a business within a business. In this vein an organization is willing, able and ultimately required to:

- communicate service options with cost and performance choices, and deliver periodic performance reporting and reviews
- describe what they do in a manner which enables business to understand what they're getting, including costs and service level expectations
- compare their costs and service levels to the market, to determine what they do well and what they should consider outsourcing
- right size demand by giving the business choices through service offerings and service level options
- anticipate and respond more efficiently to changes in demand through the standardization of services
- bill or allocate all costs to business units, or the core budget, through the sale of products and services

More specifically, you need to start thinking like a general contractor and compete for the business of your end users. This will likely require making some fundamental changes to the way you design, market, price, and deliver IT services. This begins by establishing the customer-facing processes required to establish your portfolio of service offerings. These service offerings need to be customer-centric and business value-focused. See figure 1 for a description of the characteristics of a customer focused organization.

Traditional IT organizations	Modern IT organizations
Focused on technology	Focused on the customer
Firefighting mode	Demand driven
Organizational "stovepipes"	End-to-end process
Unknown costs	Financial transparency
Technical metrics	Business value

Figure 1 Managing IT as a service business

The easiest way to think about this mindset is to consider the responsibilities of an account executive at an outsourcer. This individual's role at the outsourcer is to understand what the customer wants, and to package together the component service offerings into a service portfolio that the customer sees value in and the outsourcer can provide at a profit. The portfolio needs to be priced in a way that makes sense to the business, so the business can manage spend, and it needs to be priced competitively.

The transformation to an internal service provider means that IT needs to be honest with itself about what services are offered as commodity services and best subcontracted to the lowest bidder, and what IT services are true value-add and provide competitive advantage.

The services that are best provided in-house stay that way and become your area of focus. For the commodity services, the fulfillment can be addressed by someone else. It is critical that you become the general contractor for the entire range of services, maintaining the relationship with your business unit executives and end users. This requires monitoring the service levels provided by your team or the outsourcer. Remember, if you give up ownership of the relationship with your customer, then you also give up the ability to demonstrate and drive business value.

In summary, fundamental requirements for service catalog success include running IT like a business within a business and thinking like a general contractor.

### Multiple views into the service catalog

The best way to understand the concept of a service catalog is to understand the full range of views into it. There are two categories of views in the service catalog, with multiple types of views within each of these categories as described below. The respective roles and related processes will be discussed in more detail in the next section.

1. **Demand views** - Held by roles and entities that budget for, consume and/or order IT services. These break down as follows:
  - **IT view** - Held by product managers, service owners and process owners within the course of developing and publishing the service portfolio.
  - **Business customer view** - Held by business customers and relationship managers within the course of planning, budgeting and tracking technology spend.
  - **Consumer view** - Held by end users throughout the enterprise (including IT staff members) within the day-to-day course of requesting and consuming individual services.
2. **Fulfillment views** - Held by roles or entities that deliver or fulfil IT services:
  - **Functional view** - Held by service owners within the course of delivering contracted functionality.
  - **Support view** - Held by process owners within the course of delivering contracted support.

See also figure 2. We'll consider these views in greater detail in a later section.

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## THE SERVICE CATALOG MANAGEMENT PROCESS

Underlying every successful service catalog are a number of key roles, processes and automated capabilities or design requirements. This section explores these in greater detail.

### Service design requirements

Based on the views and respective roles included above, there are a number of service design requirements that are core to an effective service catalog. These requirements are broken out from both demand and fulfillment perspectives:

- **Demand requirements** - The service catalog must be able to:
  - set appropriate expectations through effective service names and descriptions
  - communicate and manage service level commitments through pricing and Service Level Agreement (SLA) metrics
  - support efficient searching through categories, keywords and icons
  - streamline the ordering process through auto-fill forms
  - facilitate order completion through service specific forms

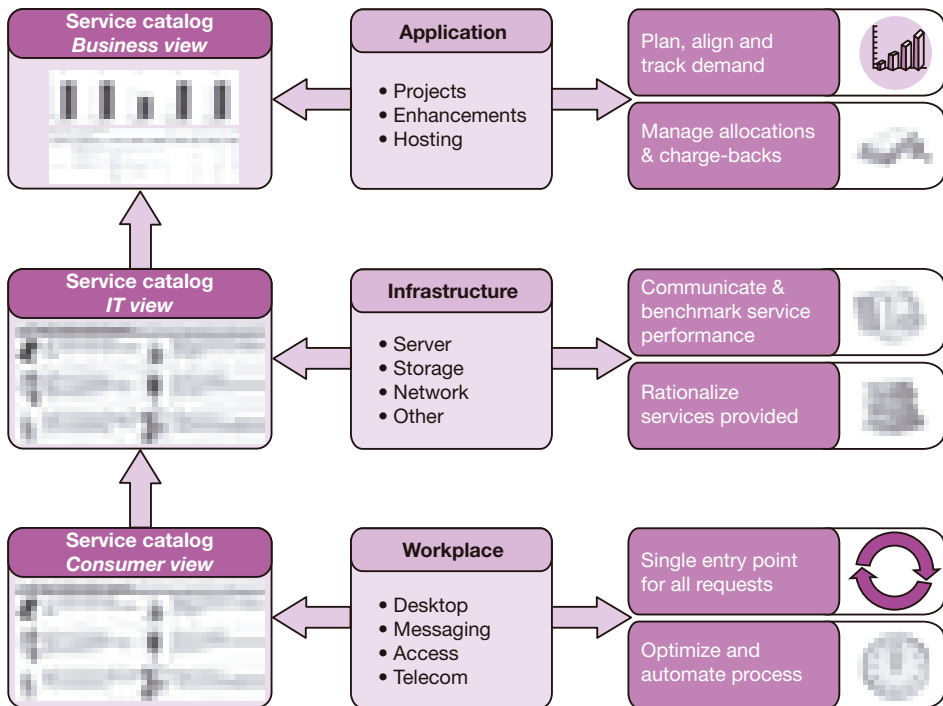


Figure 2 Service catalog demand views

- enable correct and accurate orders through appropriate field level instructions
- offer real time status updates through mechanisms such as status email templates
- **Fulfilment requirements** - The service catalog must be able to:
  - recognize organizational design through service teams and work queues
  - support governance through standard authorizations
  - drive consistency through standard delivery plans
  - ensure quality through accurate checklists
  - enable efficiency and speed through intelligent workflows
  - integrate automation through task level APIs
  - set appropriate expectations through service level standards

### Service catalog roles

A number of roles were introduced in the previous sections. These roles, among others, are now discussed in more detail below.

- **Relationship manager** (also commonly known as service level manager and account manager) - The relationship manager is responsible for the relationship between IT and the business. It is the relationship manager who is responsible for working with the business owners to understand requirements, and to establish and document service agreements based on the catalog of services provided by IT. Additionally, this role is responsible for the creation of customer-facing service reports which provide the business customer with visibility on how well their services are being delivered according to the commitments and agreements made in the service catalog and related service level agreements. Based on IT's performance, the relationship manager gathers feedback on business customer satisfaction and anticipates customer demand. Further, this role handles customer

complaints and shields the business customer from IT complexity, and ultimately identifies opportunities to create new business value from IT.

- **Product manager** (also commonly known as service delivery manager or portfolio designer, and sometimes a shared account manager role) - The product manager is accountable for the overall service offerings published within the service catalog as well as the review and continual improvement of those services. The product manager is responsible for assembling services that cut across different functions and silos and provide offerings that make sense to the business customers. This role is also responsible for establishing pricing, defining service levels, analyzing competitiveness relative to the marketplace and providing recommendations on how the service should be sourced. Product managers work very closely with the service owners who provide specific services within the service offerings that the product manager has responsibility for.
- **Service owner** (also commonly known as service manager) - Service owners are responsible for specific services regardless of where the people and technology resources that build and maintain the services reside within the environment. This role is ultimately responsible for managing changes to the services for which they are responsible, as well as the continual improvement of these services in line with customer requirements, whether these are requirements from the product manager, business customer or otherwise.
- **Process owner** (also commonly known as process manager, support manager or service manager) - Equally important to service ownership is establishing process owners for the processes that cut across multiple functions or silos. Similarly, process owners are responsible for managing changes to their processes as well as continual improvement. Given the horizontal or dotted line nature of their role, process owners (and service owners) can only be as effective as the levels of priority and empowerment that have been assigned to these roles by IT executive management.
- **Communication specialist** - Given the organizational transformation required to enable maximum service catalog success, communication specialists are required to help plan and execute communication and awareness programs. These programs must be incorporated at an early stage into the overall service management organization change management strategy. Typically, this skill set resides outside of the IT organization, and communication specialists can typically be found in corporate communications and marketing.
- **IT financial analyst** - IT financial analysts are responsible for supporting product managers in establishing pricing models, setting pricing and subsequent P&L analysis (if applicable). IT financial analysts additionally serve as a critical interface during the ongoing accounting and financial forecasting activities. As with communication specialists, this skill set sometimes resides outside of the IT organization but there is a continued trend toward establishing an IT finance executive role reporting to the CIO.

These roles are associated to the related processes in the following section.

### Related activities and processes

Underlying these roles are common processes and activities that go hand-in-hand with successful service catalogs. These processes are summarized below with an ARCI (Accountable, Responsible, Consulted, Informed) role analysis.

- **Service portfolio management** includes the following activities: defining, standardizing, publishing, communicating and updating the service portfolio. Product managers are primarily accountable for these activities and share responsibility with service owners, while relationship managers are consulted.

- **Financial management** includes the following activities: budgeting, accounting and charging. Product managers and relationship managers are accountable for these activities, while the IT financial analyst is responsible and corporate finance is consulted.
- **Demand management** includes the following activities: influencing demand, forecasting demand, measuring and communicating consumption, and accounting/adjusting for variances between forecasted and actual consumption. The relationship manager is accountable and shares responsibility with product managers, service owners and process owners, while the business customers and end users are consulted.
- **Service level management** includes the following activities: negotiation (includes creation, agreement and application of SLAs), reporting and communication, and continuous improvement (including consequences). The relationship manager is accountable and once again shares responsibility with product managers, service owners and process owners, while the business customers and end users are once again consulted.
- **Service catalog management** includes the following activities: defining, standardizing, publishing, communicating, and updating the service catalog. Service owners are primarily accountable for these activities while subject matter experts (SMEs) are responsible and product managers are consulted.
- **Supplier management:** depending on an organization's sourcing strategy, these activities sometimes fall within the service portfolio management and service level management processes, with accountability and responsibility shared by product managers, relationship managers and vendor management, whilst legal is consulted.

Importantly, in all cases IT executive management is kept informed. These process activities are explored in more detail in the following section.

## A STEP-BY-STEP APPROACH TO A SUCCESSFUL IT SERVICE CATALOG

Having established the various service catalog views, roles and processes, the combination of the three are now brought to bear below in a step-by-step approach to setting up a successful service catalog.

### The service portfolio - evaluating potential service offerings

Relating this step back to our views, the focus here is on the IT view of the service catalog. By working with service owners and process owners, this view is driven by product managers for the benefit of relationship managers.

Firstly, it is necessary to review the current state environment to understand the current services being offered, and the supporting environment to include current strategies, processes, roles, technologies and contracts. Current state maturity and desired maturity are determined and factored into future resource requirements planning. Out of this review, strengths, weaknesses and improvement opportunities are identified and factored into an implementation strategy and roadmap which prioritizes customers, their respective services and establishes roll out timing. In order to most effectively roll out their portfolio of service offerings, product managers must then establish their service portfolio taxonomy which will govern the design decisions and the ultimate construction of service offerings. The taxonomy consists of:

- formal model decisions which include:
  - shared vs. dedicated components (i.e., infrastructure)
  - service segmentation

- marketing approach
- management guidance
- standard packaging conventions which include:
  - service offering specifications
  - naming conventions
- enterprise list of service offerings which includes:
  - names
  - short descriptions
  - categories

With the taxonomy established, product managers review current costs and establish their pricing approach as well as their service level approach. The service offerings are then built, incorporating:

- service level objectives
- price
- component services
- service categories
- management details

Through the benefit of this IT consumer view of the service catalog, product managers are now ready to publish their portfolio of service offerings for consideration by the business customers and their relationship managers.

### **Demand management - managing IT demand through the service catalog**

As we move from the service portfolio step to the demand management step, we also shift our focus to the business planning view of the service catalog. Leveraging the published portfolio, this view is driven by relationship managers for the benefit of their business customers. More specifically, by acting on their unique understanding of their business customer's requirements, as well as the specifics of the service portfolio, relationship managers are able to present appropriate choices to their customers with regards to cost and service levels as they budget for the year ahead. These choices, in effect, serve as knobs which the business customers can tune as necessary to ensure that their technology spend remains in line with their ever-changing business needs and demands. As a result, relationship managers are well positioned to manage and make adjustments for changing demands at the business planning and budgeting levels.

Further, the component services within the resulting service agreements are related to the orderable services that will be consumed by staff members within the business customer's business unit(s). This empowers relationship managers to manage demand at the consumption level through a variety of means, which range from entitlement (governs who is entitled or authorized to order services based on the agreement) through to tracking and periodically reporting on the variance between planned and actual consumption.

The negotiations and subsequent agreements enabled by this business planning view of the service catalog trickle down to the orderable request level which relates to our remaining views. From the demand perspective, this is the consumer view of the service catalog, and from the fulfilment perspective this relates to the functional and support views of the service catalog. These are explored in more detail in the next section.

### Request fulfilment - requesting services through the service catalog

In this step, the consumer view of the service catalog is driven by service owners for the benefit of end users. The service owners design, configure, test and deploy orderable services for each of the component services included within the product managers' service offerings. Based on their business unit's respective agreements, end users are entitled to request and consume selected services for their business purposes.

Behind the scenes, the service owners hold a functional view of the service catalog thus ensuring all necessary functionality and component services are delivered as negotiated in the service agreements. Likewise, the process owners hold a support view of the service catalog, thus ensuring all delivery and support service level objectives within the service agreement are understood and delivered upon.

### Continual improvement - increasing efficiency and service quality

Continual improvement is our final step. This step is driven by product managers, relationship managers, service owners and process owners for the benefit of business customers and end users. This is an ongoing activity based on KPIs and the service level metrics established in the processes highlighted above. Ultimately, metrics are aligned with the service level objectives within the service agreements. The metrics focus on a number of areas:

- service quality and customer satisfaction
- timeliness and cost efficiency of the internal delivery
- performance of third party suppliers
- compliance with contract commitments and regulatory requirements

The cumulative output of these metrics helps product managers, relationship managers, service owners and process owners to identify opportunities to improve services, based on enhanced IT capabilities and an ever-increasing understanding of their business customers and the associated business drivers.

Going to back to the notion of running IT like a business within a business, and thinking like a general contractor, the criticality of continuous improvement is easily understood and applied to future planning considerations.

In the next section, we'll examine service catalog examples from IT innovators and industry leaders.

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## SERVICE CATALOG EXAMPLES

As indicated in the prior sections, an integrated service catalog supports a variety of different views or purposes. What each of these views or purposes has in common is, firstly, that they share and take advantage of a common set of service definitions maintained in a single service catalog. Secondly, they make clear that the service catalog is not an end itself, but rather exists to support and enable a variety of processes and activities required of a customer and service focused IT organization. In this section we describe in more detail how a service catalog can be put to use in support of three related processes: service portfolio management, service demand management and service request management.

### Example one: Service portfolio management

Most large organizations manage and support hundreds or even thousands of business applications and their related infrastructure. The cost of this support typically represents

70% or more of a typical IT budget. One Fortune 500 company we are familiar with used the service catalog to define and track the components, cost and service level performance of its varied business applications. It then used this data to work with the business to assess which of the legacy applications continued to drive meaningful business value and which could be terminated. The results of this effort were that 5% of the portfolio of business applications were terminated with the consent of the business. As they go forward, each business application is continuously assessed against business value metrics, in just the same way as any newly proposed project or initiative.

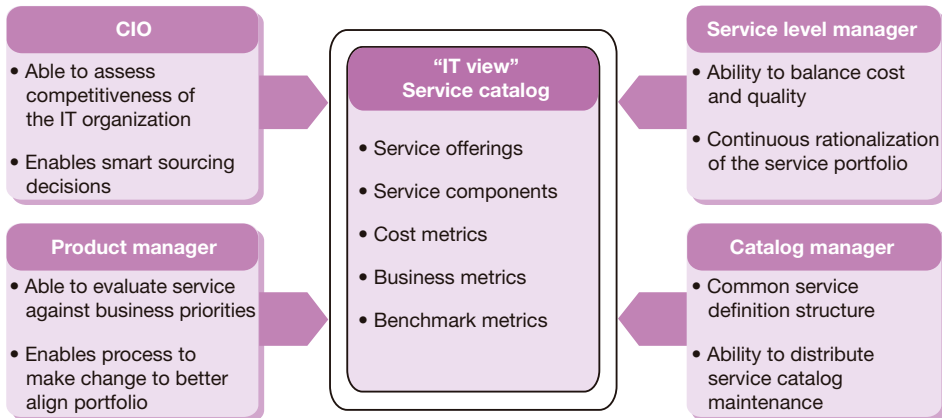


Figure 3 Service portfolio management

Figure 3 describes the key attributes of the "IT view" of a service catalog, and the roles it serves, together with a description of how each role utilizes the service catalog. The key theme that runs consistently through each of these roles and their use of a service catalog is one of service portfolio optimization. By defining what it does from a services perspective, an IT organization provides itself with a foundation for assessing what it does well, what it should continue to do, what it should outsource, and what it should quit doing entirely (because it either no longer drives business value or is redundant). By defining the services from a business perspective, the IT organization gives itself the means to engage the business in a dialogue that will enable better alignment as these choices are made.

### Example two: Service demand management

Extending the service catalog to support a business unit's specific planning and budgeting processes is the next level of maturity. Figure 4 describes the key attributes of the "Business view" of a service catalog, and the roles it serves together with a description of how each role utilizes the service catalog. In this business orientated view of the service catalog, what a business manager or relationship manager typically wants to know are answers to the following questions: What is my group consuming? Is this more or less than what was planned? Am I getting what I am paying for? Am I paying for some other group's consumption? What can I do to lower my costs? What can I do to get better service?

Another Fortune 500 company we are familiar with determined that they needed to find a better way to allocate application infrastructure and support costs across business units that consumed shared IT resources. This particular organization decided to initially leverage

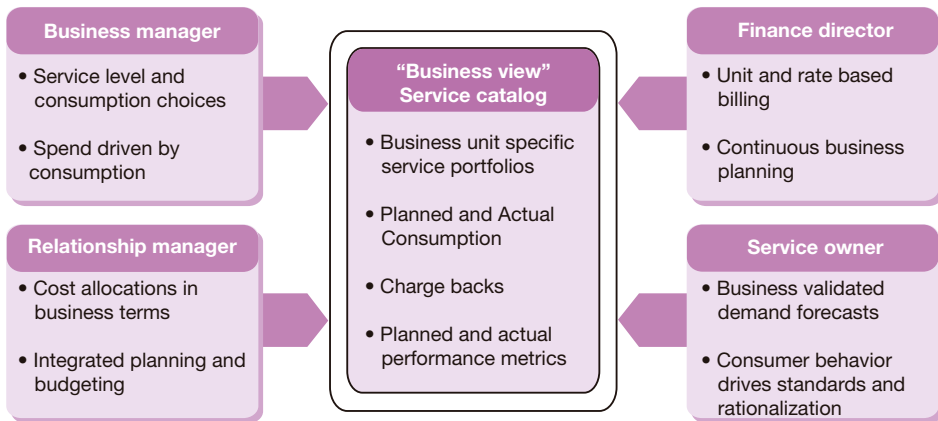


Figure 4 Service demand management

their service catalog in order to drive business unit-specific agreements regarding the planned consumption of application maintenance and enhancement resources. Instead of determining in advance the “proper” amount of IT resources allocated to maintain and enhance a shared application, and then distributing these costs as a flat tax across all business units using a particular application, this organization used the catalog, linked to the budgeting and planning process, to ask the business units to subscribe to and pay for such resources on a consumption basis.

As an example of the kind of changes this approach enables, this particular organization’s typical application maintenance and enhancement budget for SAP was roughly ten million dollars. By moving to such a demand-based approach to planning, certain business units will end up paying more than they had in the past, and be happier because they will get more enhancement support than they had in the past for services that they determine are important to the operation of their business. Other business units will get less service, and be happier because they will pay less for what they perceive to be non-critical services. The end result is that all are expected to be happier and the overall IT budget for this expense item is expected to remain the same or decrease. Here this organization is using the catalog to enable the business to drive spending. The next step beyond application maintenance and enhancement spending is to apply the same approach to other variable service components, such as storage service levels.

### Example three: Service request management

Either governed by business specific agreements, as described in the section above, or independently, the third example of how to effectively leverage a service catalog to drive business value involves using the service catalog to drive the request fulfillment process. Figure 5 describes the key attributes of the “Consumer view” of a service catalog, and the roles it serves together with a description of what each role does with the service catalog.

There are two key concepts that drive the consumer view of the service catalog. The first is that consumers of IT services (e.g. employees of all sorts, project managers, etc.) expect that their IT organization should interact with them and their requirements in the same manner that they have become familiar with in their non-work lives, with companies such as Amazon, eBay, etc. The second is that once orderable IT services are catalogued, their fulfillment

processes can be defined and automated, driving efficiencies and predictability in the service delivery process.

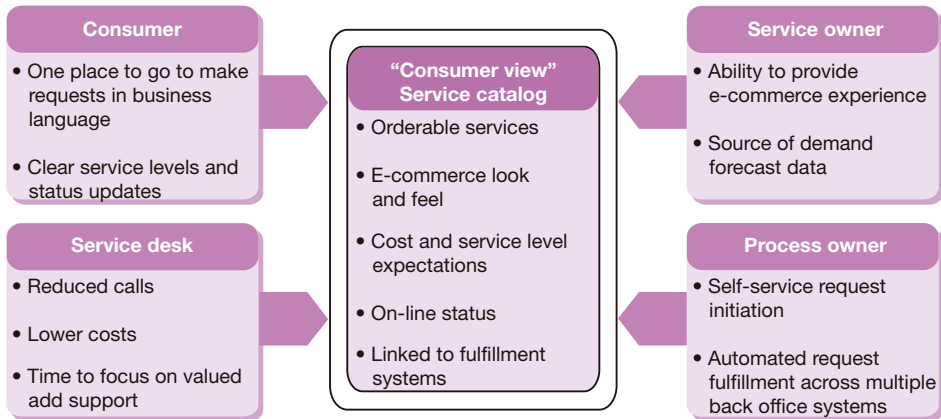


Figure 5 Service request management

The final Fortune 500 Company we will profile here was faced with a situation where IT service delivery could not keep up with the growing business demand. 41% of services were delivered late and employee waiting time at corporate headquarters was estimated at three million hours per year. The answer was to adopt a consumer orientated service catalog that provided:

- an intuitive web-based interface for employee self-service
- a single, integrated platform across over 500 IT, telecom, workplace, and facilities services
- best practice work plans to reduce service fulfillment cycle time
- automation of service delivery processes, easily configured services
- reports to measure performance, achieve continuous improvement

The resulting solution provided a “new face” for IT and delivered the following business benefits:

- reduced waiting time by 1 million hours = increased internal customer satisfaction
- shortened cycle time by 30%, with 90% of requests delivered on schedule
- reduced number of IT process “shepherds” (service coordinators) by 75%
- cut service delivery costs by 37%, with 3 year ROI of 300%

## FOUR COMMON SERVICE CATALOG MISTAKES - AND HOW TO AVOID THEM

Inspired by success stories such as those chronicled above, and driven by the desire to incorporate ITIL best practices, organizations are rushing to create and deploy service catalogs. Many will succeed, while others will undoubtedly fail to achieve the full potential of a service catalog. Drawing on our experience of working with hundreds of companies at various stage of a service catalog project, this section outlines some of the most common mistakes made in the development and deployment of a service catalog initiative.

### Mistake one: defining services from the IT perspective

A common mistake with many service catalog initiatives is defining services in technology terms, with service levels based on the metrics that are easiest for IT to track. We call this the inside-out approach and it almost always fails. Successful service catalog projects start by asking users and business stakeholders what they want and what's important to them, and then building the catalog around those success factors. This is the outside-in approach.

The problem is that while IT tends to be organized around technical, skill-based or asset-based silos, business users think in business outcomes. So while IT's customers may be thinking about on-boarding new employees or their order-to-cash process, IT is talking about their change management process or distributed computing.

If you package and communicate your services and metrics with a focus on business-relevant deliverables, rather than the underlying technologies and technical service levels, you've overcome one of the greatest barriers to success.

### Mistake two: assuming that a list of services is a service catalog

Recently, the IT infrastructure group of a large corporation spent two years implementing ITIL. They sent their entire team on ITIL training; they dutifully documented their processes and catalogued their services. But nothing changed in their interactions with business users. Despite having a list of IT services readily accessible on the corporate intranet, business users didn't seem to want to refer to it.

The problem was that their service catalog was merely a static reference document. End users could go to it to read about IT services, but they needed to link to another form or call the help desk to submit a request. Business unit executives could skim the document to see service level commitments and budget allocations, but they had to contact a relationship manager for up-to-date information on service performance, cost, and quality. The service catalog became just an extraneous step in the process.

Too many service catalog projects stop with simply publishing a document or posting it on the Web - these catalogs aren't used and they don't make an impact. A successful IT service catalog is accessible at the **moment your customers want to** or need to think about IT.

Here are a few tips:

- **Make it interactive** - Rather than presenting a super-set of all possible services and options, personalize the users' view of the service catalog based on their job function, location, and role.
- **Make it actionable** - End users should be able to place an order within the service catalog, and business executives should be able reference the service catalog when they want to review their IT bill or make sourcing and budgeting decisions.
- **Keep them coming back** - Use the catalog to keep the business updated on IT consumption and service levels, and provide end users with the ability to check the online status of their requests.

Keep these principles in mind and you can overcome this pitfall and promote adoption. Otherwise, your service catalog is likely to gather dust on the virtual shelf.

### Mistake three: thinking of the service catalog as an extension of the service desk

Many failed service catalog projects start at the service desk. At first glance the service desk may seem like a good place to start. Following ITIL guidelines, the service desk is the point

of contact with your end users for addressing any problems, complaints, or questions. But based on experience, it is clearly not the right place to start with your service catalog.

First of all, the service desk is designed around incident management to address service disruptions - whereas a service catalog should be focused on ongoing service operations and service agreements to support the business. Moreover, the service catalog encompasses more than just services associated with the traditional help desk. The purpose and scope are different, and the approach should be different as well.

Another challenge associated with the service desk approach is the interaction model. In an effort to make the service catalog actionable and transactional for end users, I often see service descriptions linked to a self-service help desk form. Unfortunately, the design of these forms is typically based on a CTI (category-type-item) and trouble ticket structure. The CTI structure works well for trained staff to quickly record and resolve incidents. But for business users, it is extremely cumbersome to choose from a pick list in a CTI structure; in many cases, they are faced with a series of cascading menus that fill the screen. End users simply refuse to adopt this self-service model; instead, they pick up the phone to call the service desk. If you had hoped to use the service catalog to drive standards and reduce costs by eliminating manual steps - yet you approach it as simply a front-end to your existing service desk system - you clearly won't accomplish your objectives.

To succeed in making your service catalog actionable and user-friendly, you need to provide business users with an interface that they are familiar and comfortable with. Look to the leaders in e-commerce for ideas. Provide the same look and feel (e.g., search and browse, create a shopping cart) that users encounter when ordering products or services online.

#### **Mistake four: you are not ready for an actionable service catalog**

Many people have told us over the years that their organization simply was not ready to make the kind of transformation, from a technology- to service-focused organization, implicit in the mounting of an IT service catalog initiative. While it is true that a service catalog does force IT to think and act differently, our belief is that IT organizations no longer have a choice.

Change is being forced upon IT. There is nothing that an IT organization provides its business units and end users that they cannot buy from an outsourcer. In this sense, IT services are becoming a commodity of sorts. At the same time the expectations and awareness of an IT organization's customers are increasing day by day as they become increasingly technology savvy and technology dependant. The status quo is no longer an option.

Like a duck swimming in a pond, an effective IT service catalog can present a placid surface to the customers of an IT organization, while the feet paddle furiously behind the scene to keep up with new demands and process and organizational transformation. In this sense the service catalog can be used by an organization "not ready" to change as a means to buy time to be able to change.

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## **CONCLUSIONS**

Too often the relationship between IT and the business is characterized by mistrust. The cycle often starts when end users' expectations for some of the basic services IT offers are not met - a new PC is delivered later than expected, or setting up a new email account takes the user four phone calls to different help desks. When the business units ask "what's going

on?”, IT gets defensive and responds with five-nines uptime percentage charts and acronym-laden language that means little to anyone outside of IT. At this point, the cycle has already begun and trust is fading quickly.

At the heart of the problem is a breakdown in communication that impacts trust from multiple directions:

- End users don't know what to expect from IT, so they set their own expectations.
- Business unit executives don't understand or have the patience to navigate IT's siloed operations to get the services and innovation needed.
- IT communicates using terminology and context that is difficult for business unit executives and end users to understand.

Re-establishing trust between the business and IT means that IT must fundamentally change the way it views its relationship with business units and end users. Gone are the days when the internal IT organization owns a monopoly on service delivery. Now, the business demands transparency and visibility into the services and value delivered by IT. Today's business unit executives view IT operations like any other vendor - poorly executed service today means they may shift to another vendor tomorrow.

What is needed is a shift to a provider-to-customer relationship where IT continually markets the value of the services offered - where business unit executive and end user expectations are not only correctly set, but consistently met. A critical first step on this journey, in our opinion, is the creation of an actionable service catalog which defines and manages the relationship between IT and the business it serves.

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