

# Ho Chi Minh Securities Corporation

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AXELOS.com



Case Study  
July 2015

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# 1 Introduction

My name is Anh Diep, Head of IT at the Ho Chi Minh Securities Corporation (HSC). My role is to apply knowledge of IT Service Management in order to build a robust trading system that can achieve seamless front-to-back trade processing, and through that, to generate value for the business. This trading platform is the stage on which most of our critical businesses operate.

HSC is a leading and award-winning professional securities brokerage and equity firm in Vietnam, which is one of the fastest growing Asian economies. HSC delivers a comprehensive list of financial services for private and institutional clients, providing professional investment advice backed by solid and trusted research. For corporate finance clients, HSC has established an exceptional track record of connecting businesses to investors and creating long-term partnerships. More information can be found on the company website.

Our team consists of over 20 members, who are divided into two main streams:

- Business analysis: where the main activity is the conversion of business requirements into technology solutions
- Operations: ensuring a stable-running production environment that focuses on four key features:
  - Availability
  - Capacity
  - Continuity
  - Security.



## 2 Adopting ITIL

### 2.1 HOW DID YOU COME ACROSS ITIL® AND HOW DID IT MEET YOUR NEEDS?

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Our IT department supports most of the business-critical services within the organization and, as such, we were on the look-out for comprehensive Service Management guidelines that we could adopt.

We were not really sure what methodology or framework to use, so we decided to take time to explore our options. We did not want to go for a proprietary framework or methodology. Instead, we wanted a framework that was established and proven in a diverse IT environment. We explored various frameworks, working out which would be the most appropriate for our IT environment and priorities.

As a part of that effort, we nominated colleagues to try out various frameworks, including ITIL, CMMI® and COBIT®. By exploring these options ourselves, it was relatively easy to decide which would help us the best.

### 2.2 WHAT BUSINESS AND TECHNICAL CHALLENGES WERE YOU AIMING TO SOLVE?

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Our organization is the biggest equity trading company in Vietnam, with ambitious plans for growth by expanding into new regions and service offerings. There are very high expectations of the IT department. As such, as a department, we wanted to be sure that, before the business took up any big challenges, we were certain we could offer a stable platform that was ready for any eventuality.

In particular, the business was expecting to enter the derivatives market in the near future, which would require us to provide an even more robust trading platform. We wanted to make sure we managed this transition and the subsequent workload smoothly.

### 2.3 HOW DID YOU PLAN ITIL'S ADOPTION?

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By evaluating the ITIL framework, we realized it was the most practical and relevant guidance we could use. Once we found what we were looking for, we wanted to start the project immediately.

We were concerned about adopting the many processes and roles defined in the ITIL framework as we are a small team. Our consultant, Mr. Vishal Vyas from Vinsys, helped us to identify the relevant processes, imparted the required training and prepared our minds for the job ahead.

We knew right away that not all the processes within ITIL were relevant for us. We decided to focus on what mattered most to us. After many long team sessions with Mr. Vyas, we prioritized and decided on the exact scope of the processes, so as to avoid fixing what wasn't broken. Therefore we started with Incident, Problem, Request Fulfilment, Service Desk, Change, SACM and Release Management.

### 2.4 WHAT WENT RIGHT?

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The prioritization and scoping of the processes went best.

We took the important decision to get all our team trained and certified right up to ITIL Expert.

On reflection, this was pivotal to the success of the initiative. Everyone was on the same page, speaking the same language, and as such we became confident that we could continue this journey on our own.

## 2.5 WHAT WERE THE BIGGEST CHALLENGES? WHAT PUSH-BACK DID YOU GET?

We have a relatively small IT team who manage everything, so we could not afford to have separate process owners for each process.

Having worked in an internal IT environment for so many years, we had a strong understanding of business priorities and business operations. The inadvertent effect of this was that the business had come to believe that the IT department could do everything on our own. Getting participation from business for crucial decisions was sometimes a bit of a challenge e.g. when we were defining the customer-oriented checkpoints in the Incident and Request Fulfilment processes, initially it was difficult to reach the correct business representative and explain the reason their involvement was needed for this task.

## 2.6 WHAT WOULD YOU HAVE DONE DIFFERENTLY?

It's difficult to answer this question objectively. I feel that, initially, we fumbled while collecting some of the required baseline information because it was difficult to focus in on the exact information when defining and agreeing on parameters such as response time, resolution time, VBF etc., but we did the course-correction soon enough so the knock-on effect was minimal.

## 2.7 WHAT ACHIEVEMENTS ARE YOU MOST PROUD OF?

Considering our initial apprehension concerning the size of our team and the possible increase in workload due to this project, none of my team-mates complained even once. And what's more, there has been absolutely no negative impact on business as usual.

Furthermore, the business has acknowledged the more robust and reliable support they have been receiving from the IT team once we'd established the aforementioned ITIL processes.



## 3 Continual Service Improvement

### 3.1 WHAT ARE THE CURRENT CHALLENGES?

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- To increase the maturity level of the implemented processes within IT and, at the same time, increase awareness and participation from the business to make these processes become part of our DNA
- To include more processes from Service Design and Service Strategy. Specifically, we are looking to initiate Service Level Management, Supplier Management, Availability Management, Capacity Management and Business Relationship Management.

### 3.2 HOW ARE YOU ADDRESSING THESE CHALLENGES?

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We will adapt our current meetings with the business to better align them with the purpose of the processes.

We will make sure we do not lose what we have already achieved and will take the appropriate time to assess the situation and our requirements before moving on.

To do that, we have included regular process reviews and report templates and have also identified internal champions to keep the ball rolling.

### 3.3 WHAT PLANS DO YOU HAVE FOR THE FUTURE?

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We want to consolidate the Service Operation and Service Transition processes that we have already adopted. Then we want to approach the Service Design and Service Strategy processes.

### 3.4 HOW DO YOU BALANCE THE RELATIONSHIP BETWEEN SERVICE MANAGEMENT AND APPLICATION DEVELOPMENT?

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Most of our application development happens through our vendors and, over years, we have adopted control checks and governance mechanisms to manage this relationship. For example, we have separated the testing responsibility from the development vendor; primary testing and verification is done by a different vendor; and finally our own team performs the testing activities to avoid any adverse impact on the business. Thankfully, it's working well so far, but this is going to be one of the areas we focus on in the future.



### 3.5 WHAT OTHER METHODOLOGIES, FRAMEWORKS OR CONTROLS HAVE YOU ADOPTED? HOW DO THEY WORK ALONGSIDE ITIL?

Being a financial company, we have to align ourselves with a lot of regulatory controls. We have established Information Security Management System (ISMS) and also acquired ISO27000 certification. Because we were very clear in how we approached and scoped these controls, there hasn't been any conflict up to now.

### 3.6 HAVE ITIL TRAINING AND CERTIFICATION BEEN USEFUL IN ACHIEVING YOUR GOALS?

This was probably the most useful thing we did when we initiated the project. We understood exactly what we wanted, which parts were not relevant to us and how we could customize the framework via the training conducted by Vinsys IT Services. The group exercises and role play within the training course helped us visualize the future, and readied our minds for the journey.



## 4 What are your recommended Best Practices?

### TOP FIVE ITIL DO'S

- Don't fix what isn't broken
- Understand it yourself. Read, learn, ask ...
- Prioritize, and reprioritize - only you can know what's important for you at this point in time
- Plan for great but start small
- Try to build a process implementation team as early as possible.

### ITIL DON'T' DO'S

- Don't copy and paste. There are no ready-made solutions. It's your process. You need to build it.

## About AXELOS

AXELOS is a joint venture company, created by the Cabinet Office on behalf of Her Majesty's Government (HMG) in the United Kingdom and Capita plc to run the Global Best Practice portfolio. It boasts an already enviable track record and an unmatched portfolio of products, including ITIL, PRINCE2®, and RESILIA™ – the new Cyber Resilience Best Practice portfolio.

Used in the private, public and voluntary sectors in more than 180 countries worldwide, the Global Best Practice products have long been associated with achievement, heightened standards and truly measurable improved quality.

AXELOS has an ambitious programme of investment for developing innovative new solutions, and stimulating the growth of a vibrant, open international ecosystem of training, consultancy and examination organizations.

Developments to the portfolio also include the launch of PRINCE2 Agile™, the ITIL Practitioner qualification and a Professional Development programme, fully aligned to AXELOS Global Best Practice, for practitioners.

Latest news about how AXELOS is 'Making organizations more effective' and registration details to join the online community can be found on the website [www.AXELOS.com](http://www.AXELOS.com). If you have specific queries, requests or would like to be added to the AXELOS mailing list please contact [Ask@AXELOS.com](mailto:Ask@AXELOS.com).

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