ITIL® 4 Foundation



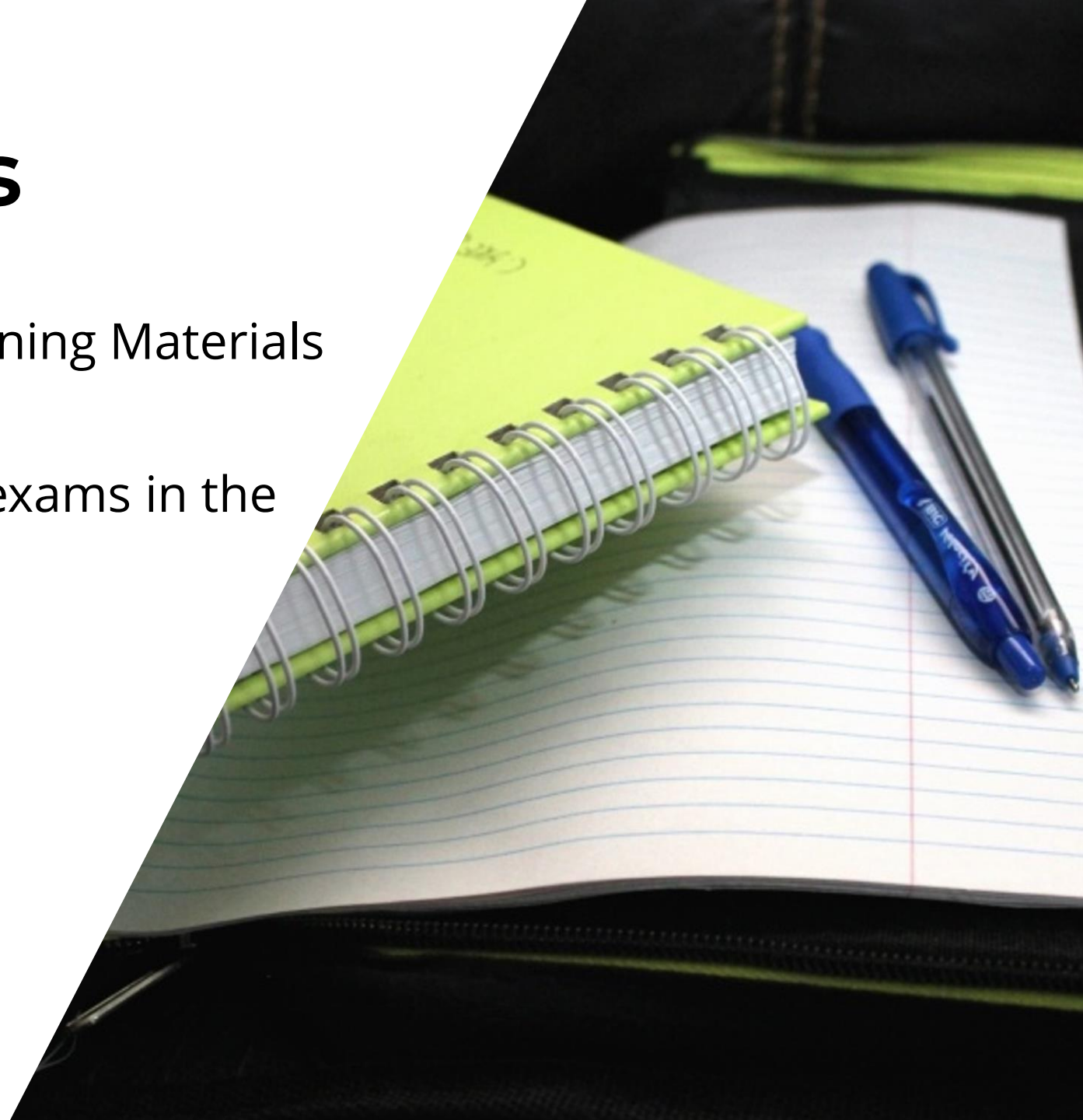
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Cornerstone

Learner materials

What is included in the Official Training Materials for the learner?

- Learner workbook incl. Sample exams in the appendix
- Quick reference guide (QRG)
- Syllabus



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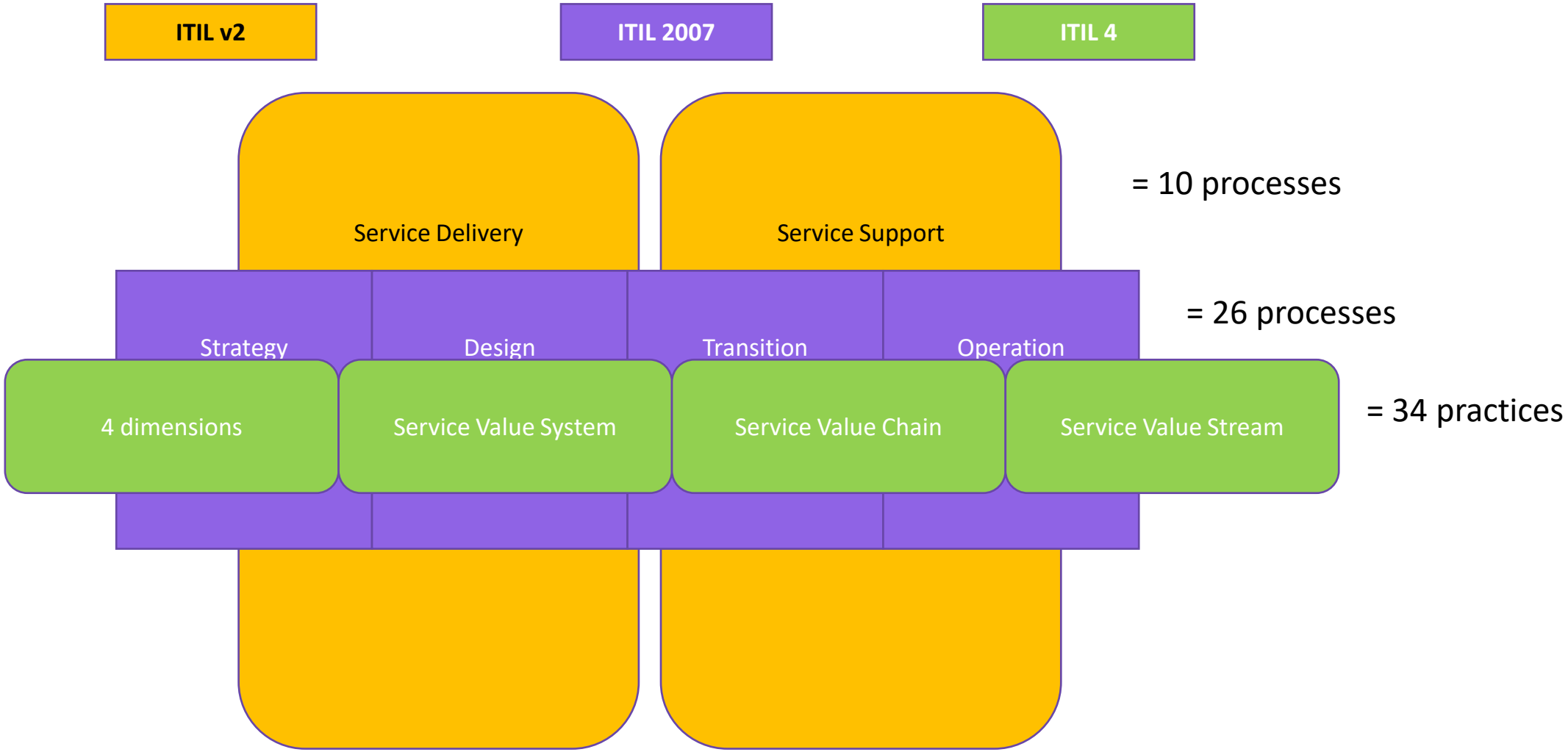
What is ITIL?

ITIL is a Service Management method collection, recommendation, fulfilling the Service Management requirements stated in ISO 20000.

Service Management is our collected capability to design, develop, implement and deliver services.

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History of ITIL



What is the purpose of ITIL?

The purpose of **ITIL 4** is to provide organizations with **comprehensive guidance** for the **management of IT-enabled services.**



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Course objectives

- **Key concepts** of **service management**
- How the ITIL **guiding principles** can help an organization adopt and adapt service management
- **Four dimensions** of service management
- **Purpose and components** of the ITIL service value system
- Activities of the service value chain, and **how they interconnect**
- **Purpose and key terms** of fifteen ITIL practices
- **Specific details** for seven ITIL practices

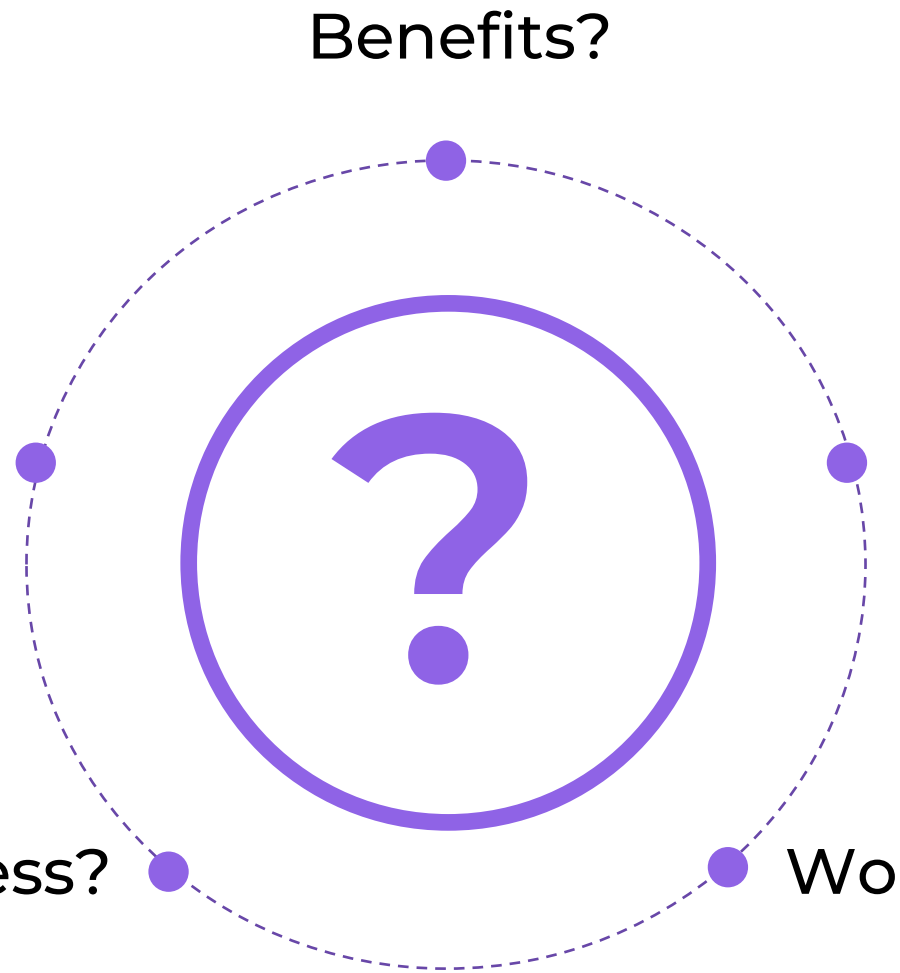


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Key concepts of service management

The concept of value

What do we mean by value?



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Service Management

Service management is defined as a set of specialized organizational capabilities for enabling **value** to customers in the form of **services**.

That is:

- We deliver products and services
- We do that with the help of our capabilities (developing, implementing, supporting the services)
- Thus, we can enable value creation for our customers



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Definition of value

- What is the **nature** of value
- What is the **nature and scope** of the stakeholders involved
- how is **value creation enabled** through services.



Definition:
the perceived benefits, usefulness, and importance of something.

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What is an organization?

Organizations vary in **size and complexity**, and in their relation to legal entities, from a **single person** or a **team** to a **complex network** of legal entities united by common **objectives, relationships,** and **authorities.**



Definition:
a person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.

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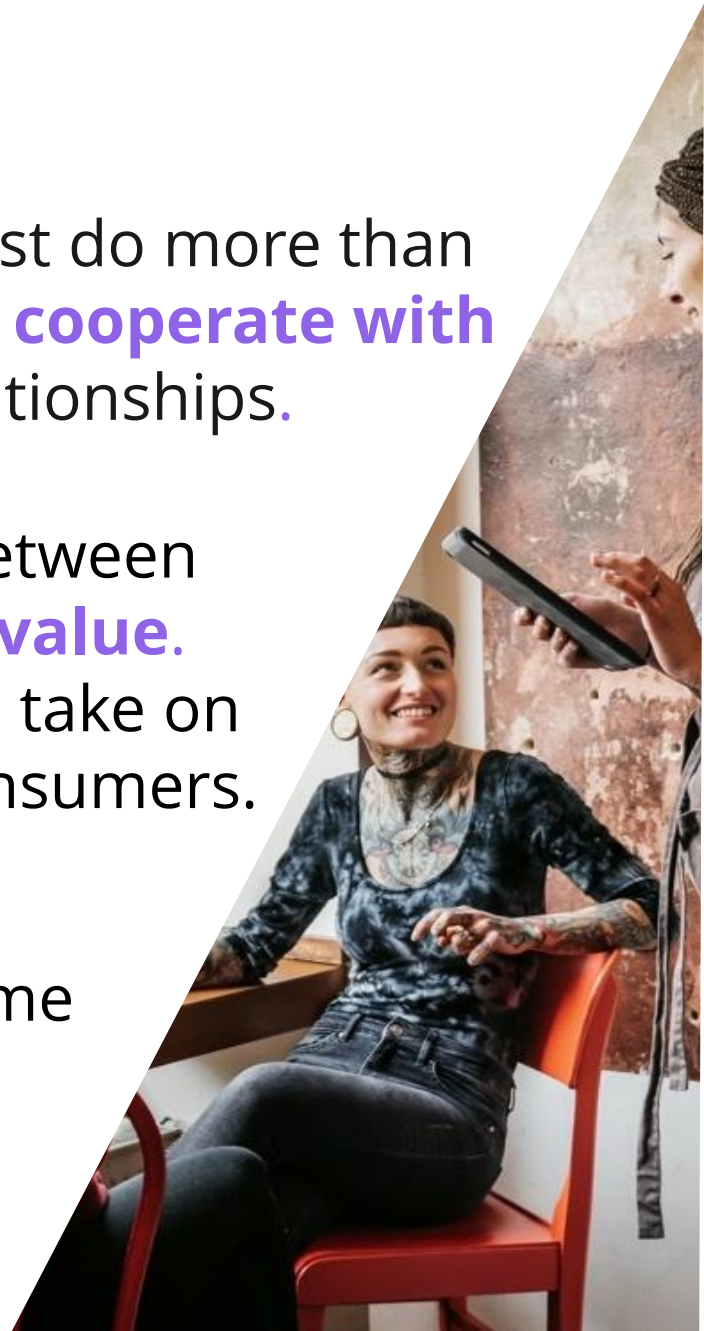
Service relationships



To create **value**, an organization must do more than simply provide a service. It must also **cooperate with the consumers** in service relationships.

Service relationships are established between two or more organizations to **co-create value**.
In a service relationship, organizations will take on the roles of service providers or service consumers.

The two roles are not mutually exclusive, and organizations typically both provide and consume several services at any given time.



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Providers and consumers co-create value

Organizations which deliver services are referred to as **service providers**.

Those to whom services are delivered are referred to as **service consumers**.



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Other stakeholders



employees



partners and suppliers

All play a role in **creating value** and stand to gain from **value creation**.



investors and stakeholders



social and community groups



government organizations

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Service consumer roles

Customers → define requirements for services and take responsibility for outcomes

Users → use services

Sponsors → authorize the budget for service consumption

Each of these roles may have **different**, and sometimes even conflicting, **expectations** from services and have **different definitions of value.**

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Key concepts of service management

Service offerings

What is a product?

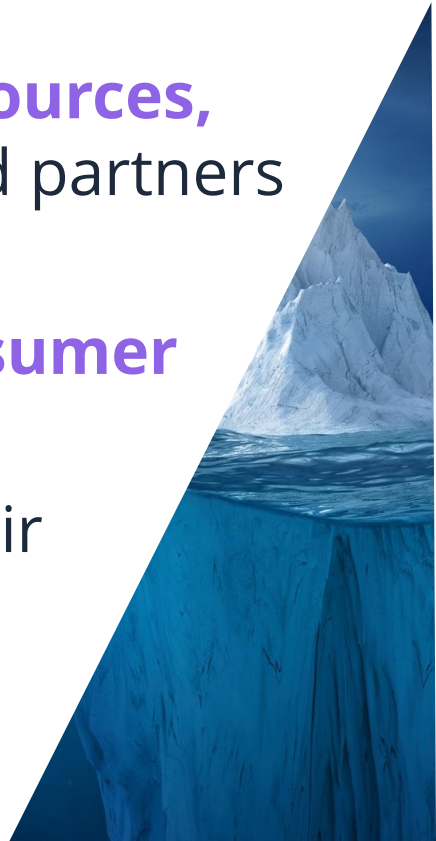
A product is a **configuration** of an **organization's resources** designed to offer **value for a consumer**

Organizations **own** or **have access** to a variety of **resources,** including people, information technology, suppliers, and partners



Products are **complex** and not fully visible to the **consumer**

Organizations define which **product components** their consumers see and **tailor** them to suit their target consumer groups



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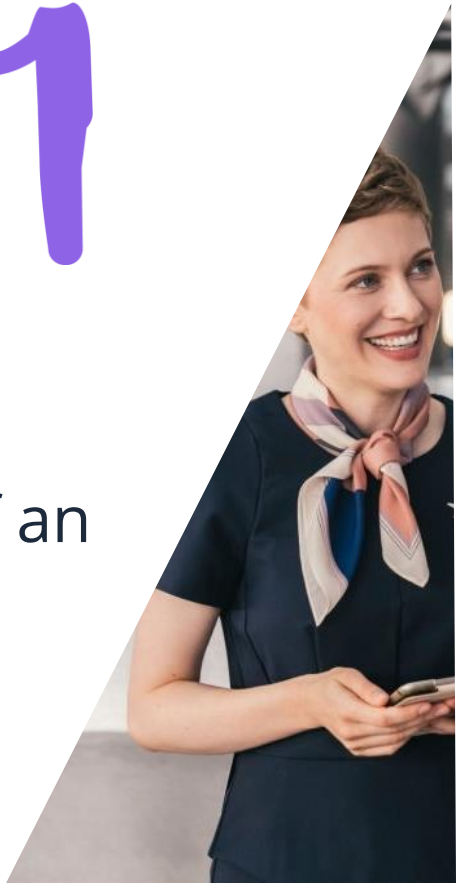
What is a service?

A service is a means of enabling **value co-creation** by facilitating **desired outcomes** for customers, without the customer having to manage specific costs and risks.





Services are based on one or more of an **organization's products.**



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What is a service offering?

A **service offering** is a description of **one or more services** designed to address the **needs** of a **target consumer group.**

A **service offering** may include **goods,** access to **resources,** and **service actions.**

Goods

- Ownership is transferred to the consumer.
- Consumer takes responsibility for future use.

Access to resources

- Ownership is not transferred to the consumer.
- Access is granted/licensed under agreed terms or conditions.

Service actions

- Performed by the provider to address a consumer need.
- Performed according to agreement with the consumer.

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The key concepts of service management

Creating value with services

Value co-creation

Value co-creation requires collaboration between the **provider** and the **consumer;** they have a mutually beneficial, **interactive relationship.**

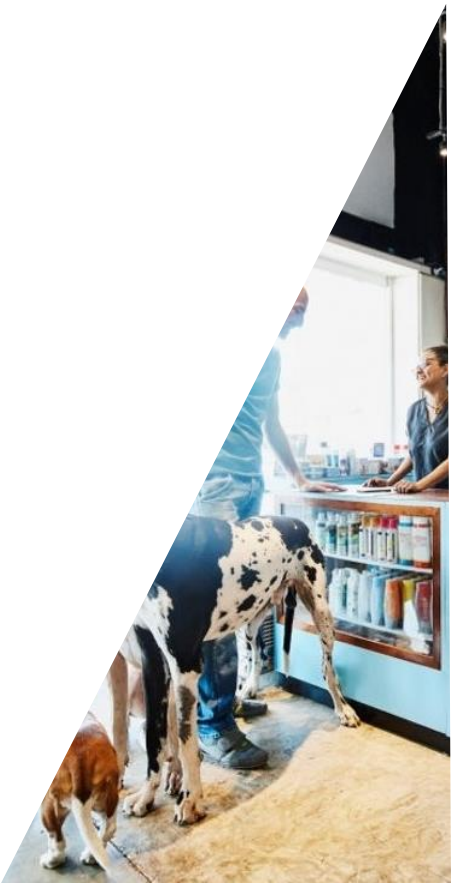


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Service provider

When **provisioning services**, an organization undertakes the role of the **service provider**.

The provider can be external to the **consumer's organization**, or they can both be part of the same organization.



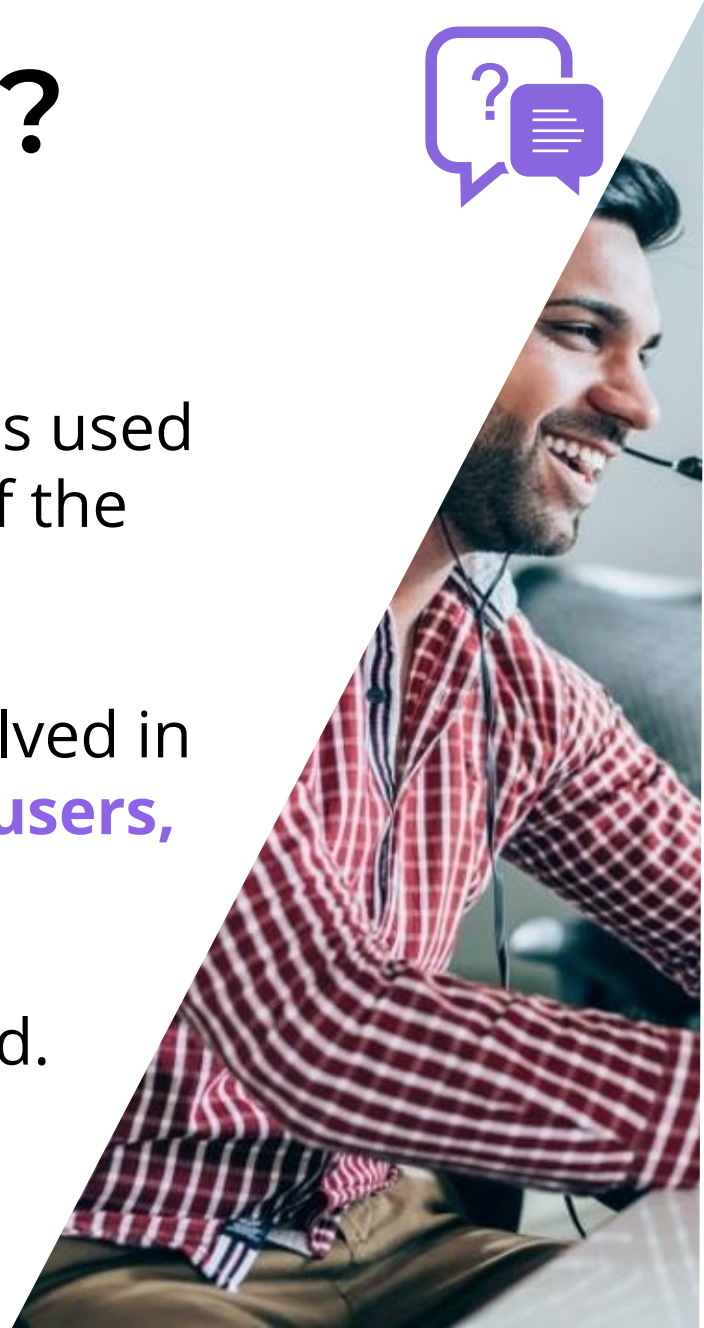
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What are service consumers?

The **service consumer** is a generic role that is used to simplify the definition and description of the structure of **service relationships.**

In practice, there are more specific roles involved in **service consumption**, such as **customers, users,** and **sponsors.**

These roles can be separate or combined.



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What are products and services?

The central component of service management is, of course, the **service.**

The **services** that an organization provides are based on **one or more of its products.**



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Definitions

A **service** is a means of **enabling value co-creation** by **facilitating desired outcomes** for, without the customer having to manage specific costs and risks.

A **product** is a **configuration** of an **organization's resources** designed to **offer value for a consumer.**



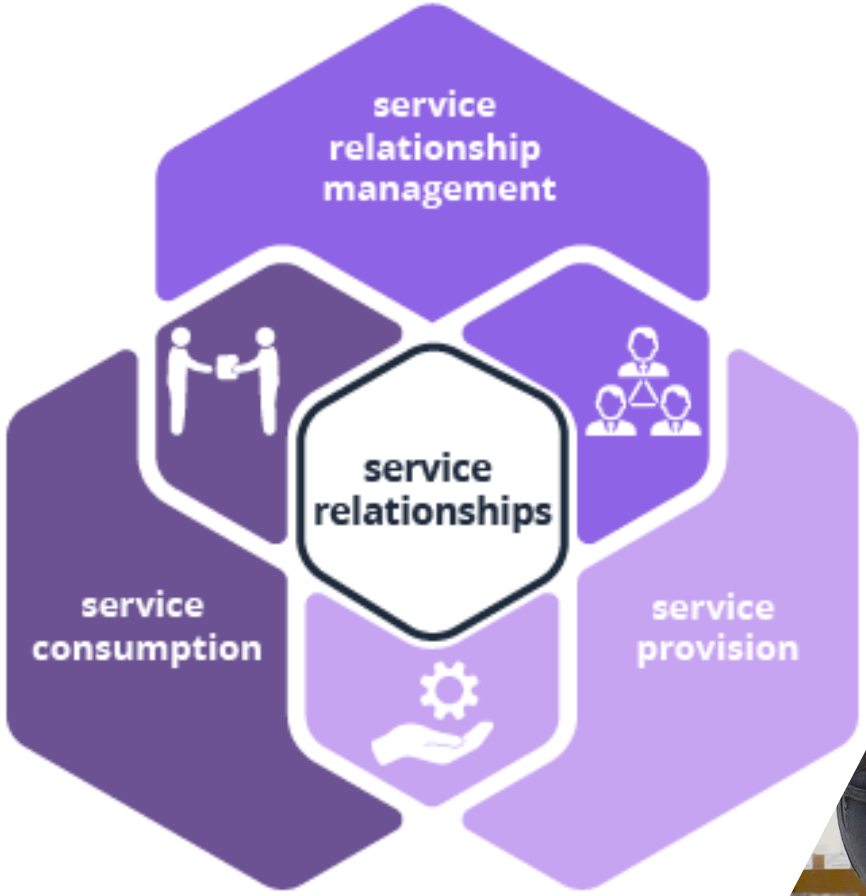


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What are service relationships?

A **cooperation** between a **service provider** and **service consumer.**

Service relationships include **service provision, service consumption,** and **service relationship management.**





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What is the meaning of service provision?

Service provision activities are performed by an organization to **provide services**

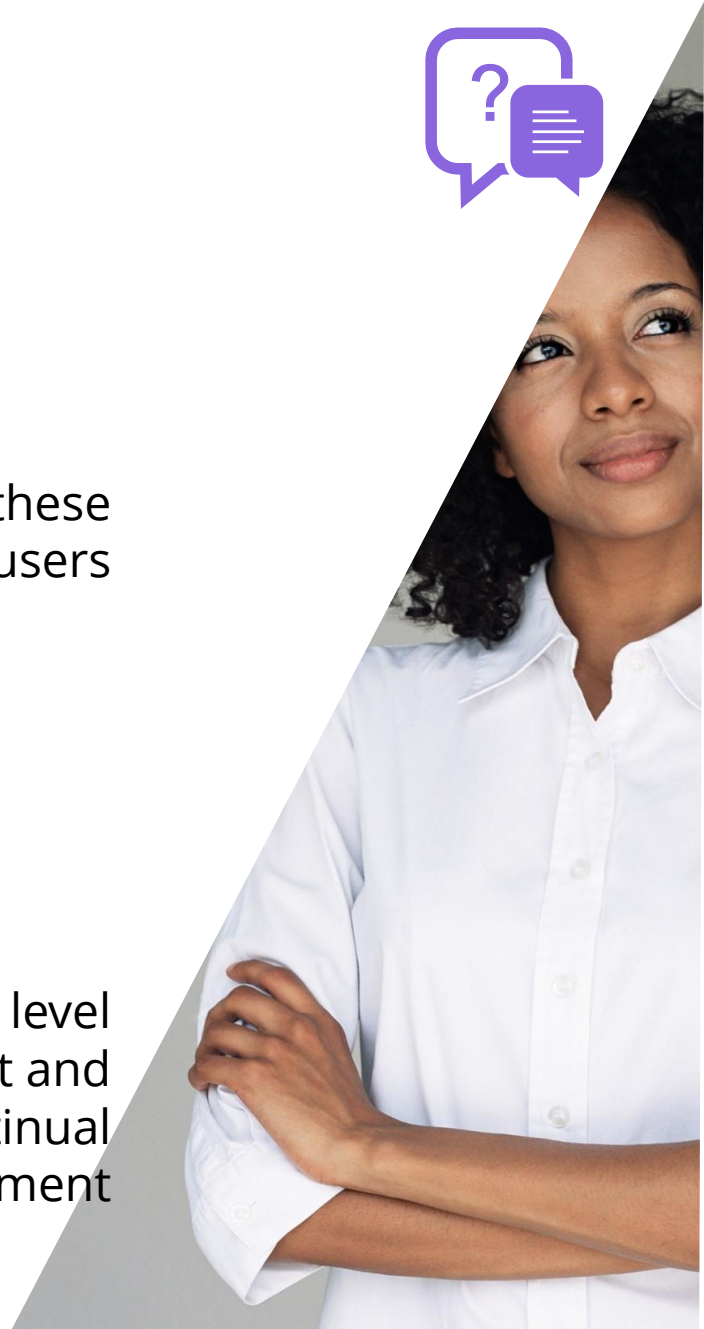
Management of the provider's resources, configured to deliver the service

Ensuring access to these resources for users



Fulfilment of the agreed service actions

Service level management and continual improvement



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Service relationship management

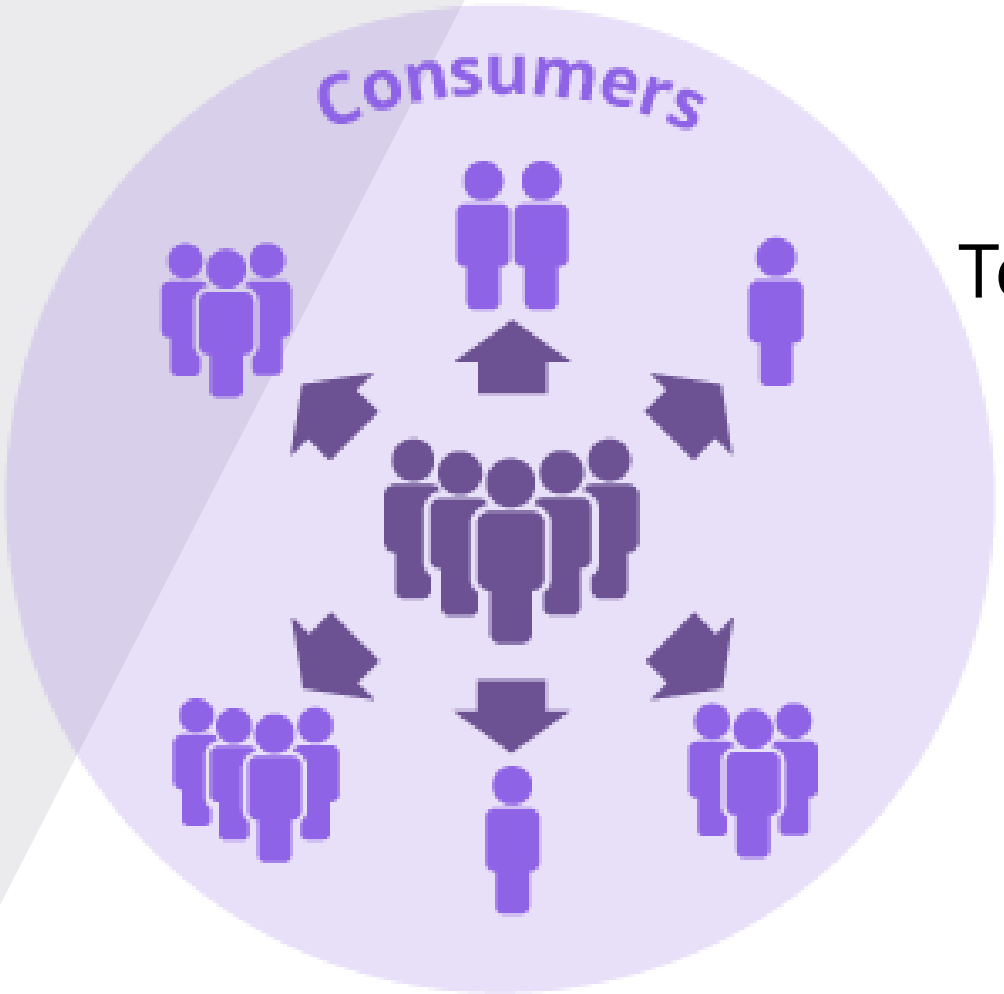
Joint activities performed by a **service provider** and a **service consumer** to ensure continual value co-creation, based on agreed and available service offerings.





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Service relationships



To create **value,** an organization must do more than simply provide a service. It must also **cooperate with the consumers in service relationships.**



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Value, outcomes, costs, and risk

Service providers help their consumers to achieve outcomes, and in doing so, undertake some of the associated risks and costs.

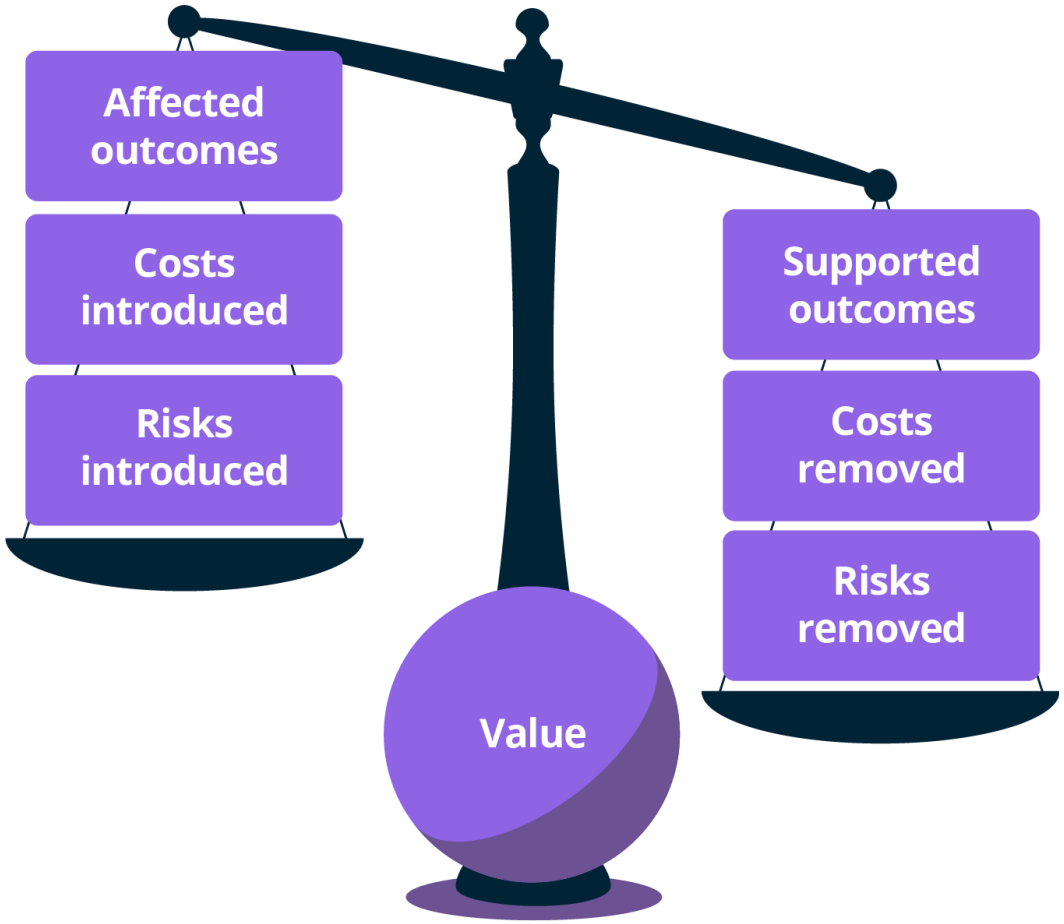
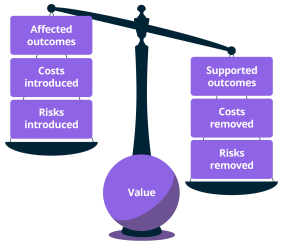


Figure 2.2 Achieving value: outcomes, costs, and risks

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Outcomes



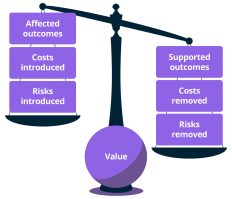
Acting as a **service provider**, an organization produces **outputs** that help its consumers to achieve a certain **outcome**.

An **output** is a **tangible** or **intangible deliverable** of an activity.

An **outcome** is a **result** for a stakeholder, **enabled by one or more outputs**.

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Definition: cost



The amount of **money spent** on a specific activity or resource.

From the service consumer's perspective, there are two types of cost involved in service relationships:

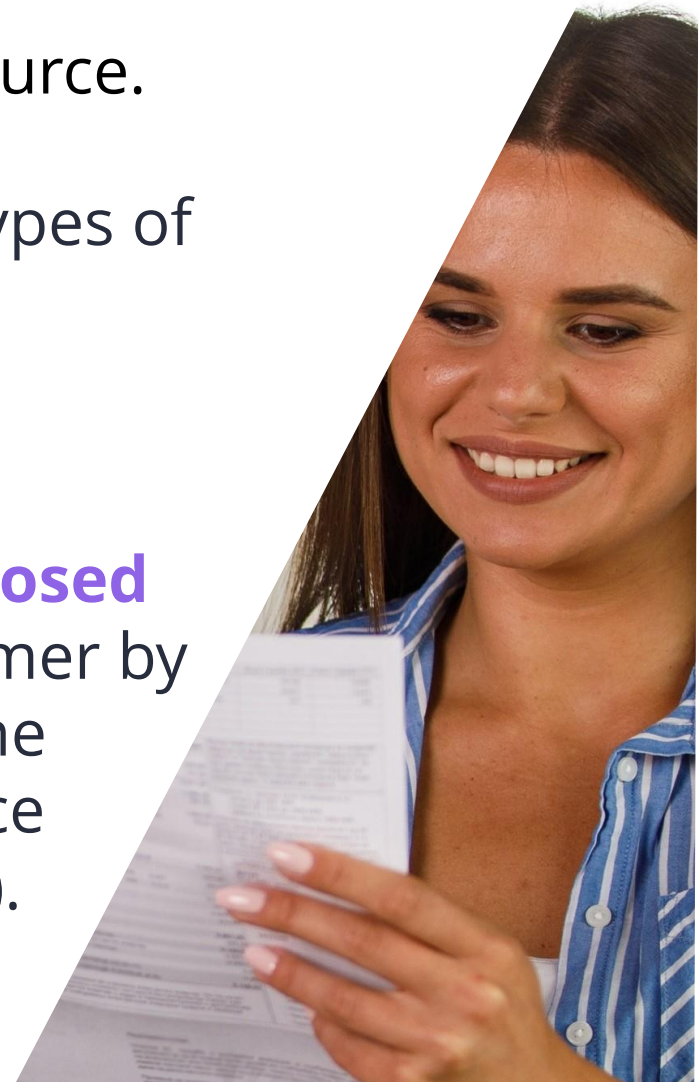






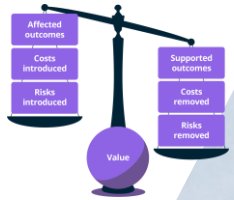
the costs **removed** from the consumer by the service (a part of the value proposition)

the costs **imposed** on the consumer by the service (the costs of service consumption).



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Definition: risk





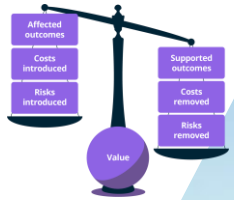
A possible **event** that could cause **harm** or **loss**, or make it more difficult to achieve objectives.

Can also be defined as an **uncertainty** of **outcome**, and can be used in the context of measuring the probability of positive outcomes, as well as negative outcomes.



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Risk



As with costs, there are two types of risk that are of concern to service consumers:

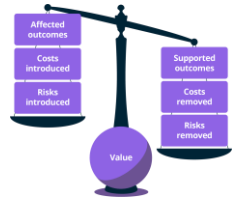
Risks **imposed** on a consumer

Risks **removed** from a consumer



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Definitions



Utility

Functionality offered by a product or service to **meet** a **particular need**. Essentially 'what the service does' and can be used to determine whether a service is **'fit for purpose'**.

+

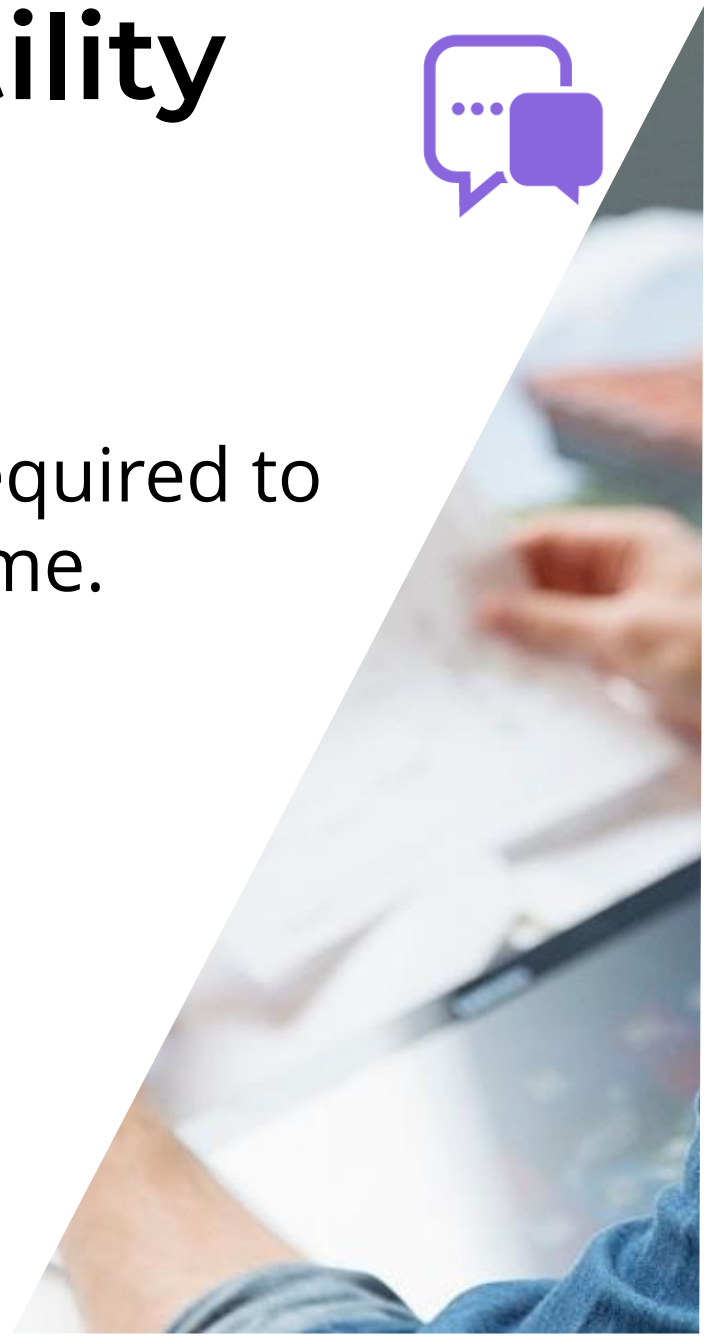
Warranty

Assurance that a product or service will **meet agreed requirements**. 'How the service performs' and used to determine whether a service is **'fit for use'**.

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What can be described as utility and warranty?

All the service characteristics are required to facilitate that valuable outcome.



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Time for a Quiz!

Question 1



A service is a means of enabling value co-creation by facilitating _____ that customers want to achieve.

A the warranty

B outcomes

C utility

D outputs

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Question 1 | Answer



A service is a means of enabling value co-creation by facilitating _____ that customers want to achieve.

A the warranty

B **outcomes**

C utility

D outputs

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Question 2

A service provider describes a package that includes a laptop with software, licenses, and support.

What is this package an example of?

A value

B an outcome

C the warranty

D a service offering

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Question 2 | Answer



A service provider describes a package that includes a laptop with software, licenses, and support.

What is this package an example of?

A value

B an outcome

C the warranty

D **a service offering**

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Question 3

Which term describes the functionality offered by a service?



A cost

B utility

C warranty

D risk

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Question 3 | Answer



Which term describes the functionality offered by a service?

A cost

B utility

C warranty

D risk

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Question 4



Which joint activity performed by a service provider and service consumer ensures continual value co-creation?

A service provision

B service consumption

C service offering

D service relationship management

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Question 4 | Answer



Which joint activity performed by a service provider and service consumer ensures continual value co-creation?

A service provision

B service consumption

C service offering

D service relationship management

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Question 5



What is a means of enabling value co-creation by facilitating outcomes that customers want to achieve?

A a service

B an output

C a practice

D continual improvement

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Question 5 | Answer



What is a means of enabling value co-creation by facilitating outcomes that customers want to achieve?

A **a service**

B an output

C a practice

D continual improvement

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The key concepts of ITIL 4

Four dimensions of service management

The four dimensions of service management

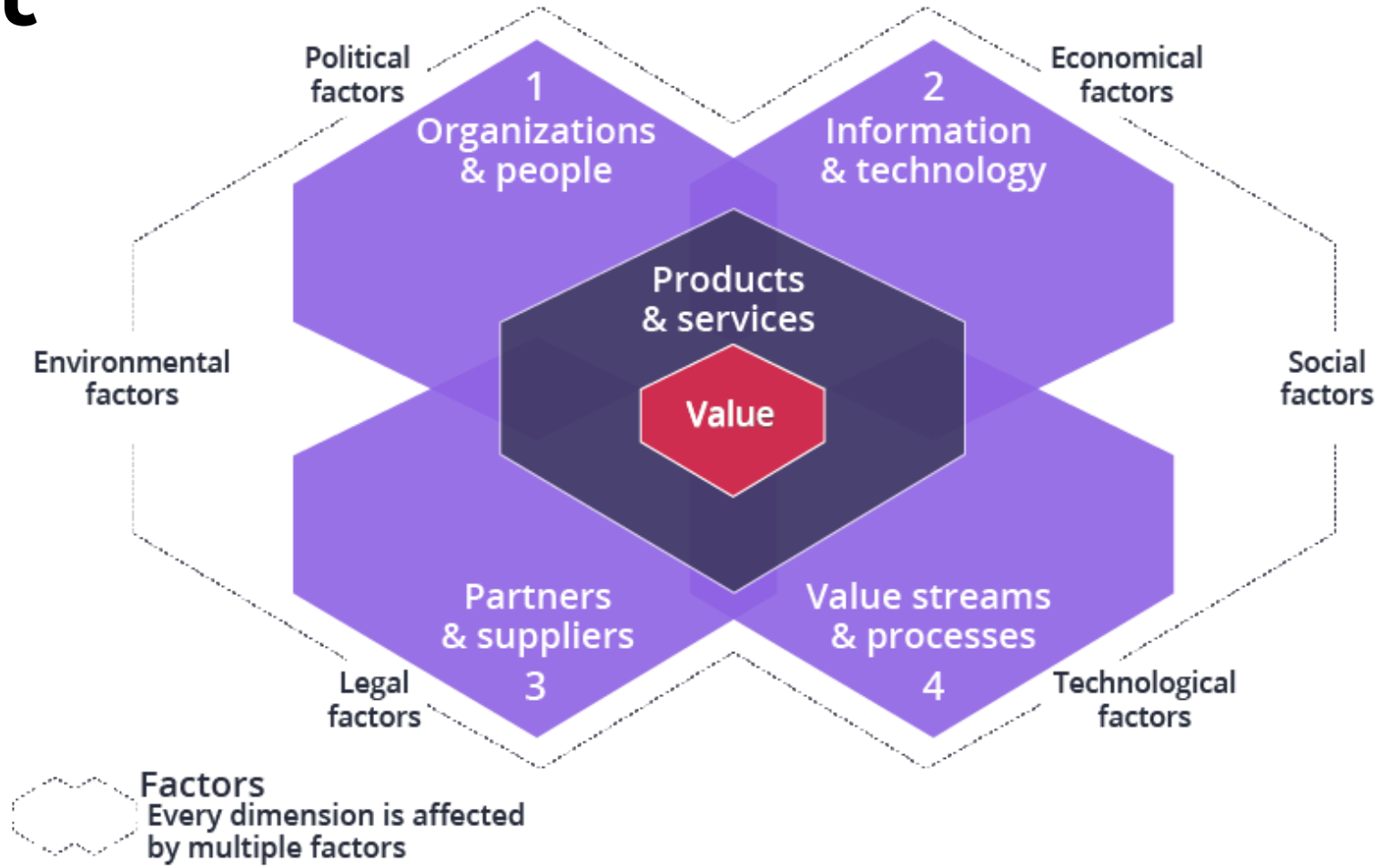


Figure 3.1 The four dimensions of service management

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Organizations and people

The **first** dimension of service management, and all ITIL 4 practices, is **organizations** and **people.**



Figure 3.1 The four dimensions of service management

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What the dimension includes

Formal organizational structures

Roles and responsibilities



Culture

Required staffing and competencies

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What is culture, and why is it needed?

Structures and systems of authority alone are insufficient to improve organizational effectiveness; a culture is needed that supports the organization's objectives.

Culture is values shared by a group of **people, including expectations** of how people should be **behave, ideas, beliefs, and practices.**



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What a supportive culture requires

Shared values and attitudes

Trust and transparency



Leaders that champion and advocate values

Communication

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What to pay attention to

Communication and collaboration

Broad knowledge + deep specialization



Updating skills and competencies

Common objective: facilitating value creation

Management and Leadership styles

Breaking down silos

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Organizational complexities



The **complexity** of **organizations** is growing, and it is important to ensure that the way an organization is structured and managed, as well as its **roles, responsibilities,** and **systems** of **authority** and **communication,** is well defined and supports its overall **strategy** and **operating model.**



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Information and technology

The **second dimension** of service management, and of all ITIL 4 practices, is **information** and **technology**. As with the other three dimensions, information and technology applies both to **service management** and to the **services being managed**.



Figure 3.1 The four dimensions of service management

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Things to consider

- What information is managed by the services?
- What supporting information and knowledge is needed to deliver and manage the services?
- How will the information and knowledge assets be protected, managed, archived, and disposed of?



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Partners and suppliers

The **third dimension** of service management, and of all ITIL 4 practices, is **partners** and **suppliers.** Every organization and every service depend to some extent on products, services and/or service offerings provided by other organizations.

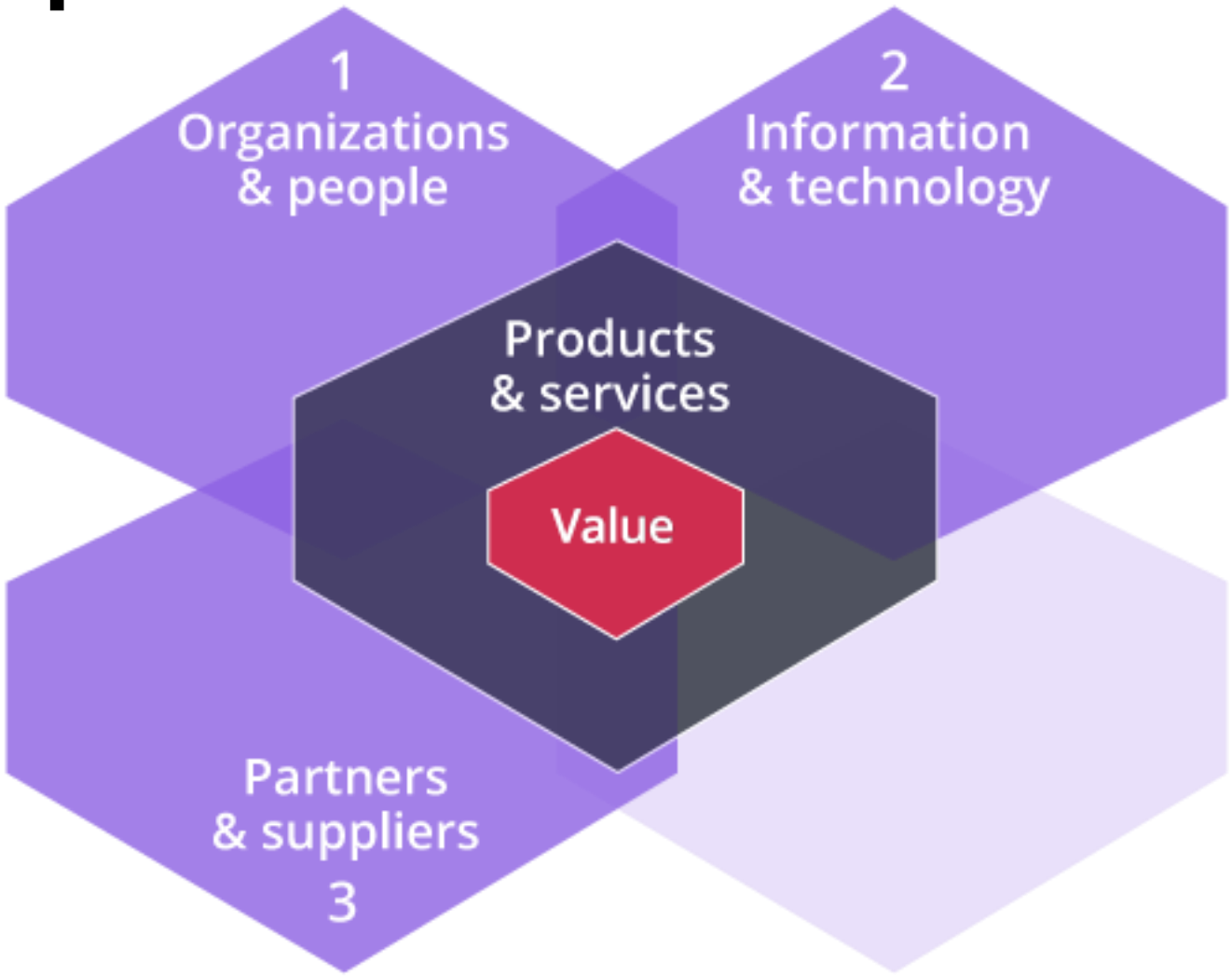
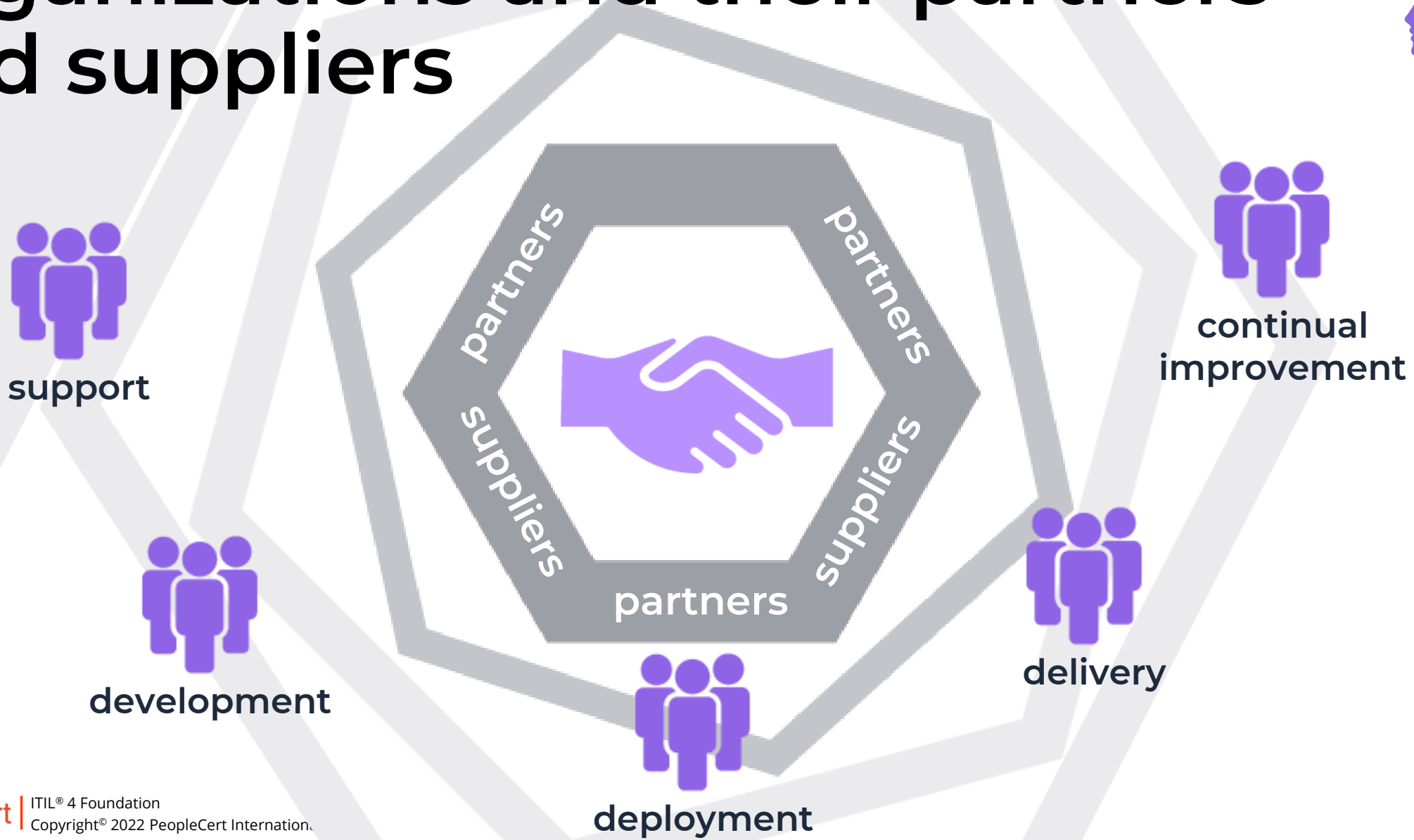


Figure 3.1 The four dimensions of service management

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Organizations and their partners and suppliers



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What goes into supplier strategy?

Cost concerns

Resource scarcity

Subject matter expertise

Corporate culture

Organization's supplier strategy

External constraints

Strategic focus

Demand patterns



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What is a value stream?

A **series of steps** that an **organization** undertakes to **create** and **deliver products** and **services** to **consumers.**



Value-adding activities



Non-value-adding activities (waste)



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Value streams and processes

The **fourth** dimension of **service management,** and of all ITIL 4 practices, is **value streams** and **processes.** Like the other dimensions, this dimension is applicable to both the SVS in general, and to specific **products** and **services.** In both contexts, it defines the **activities, workflows, controls,** and **procedures** needed to achieve agreed objectives.

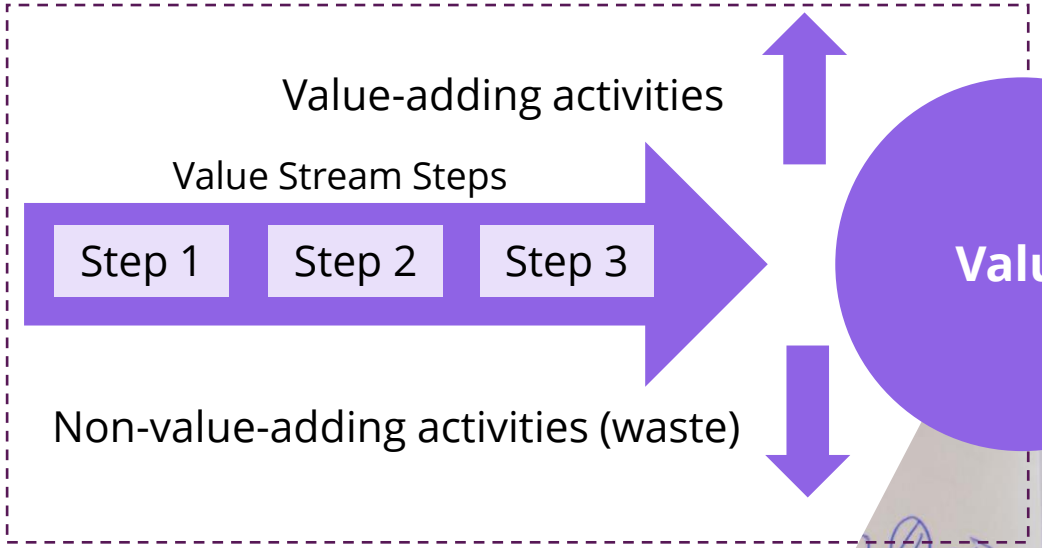


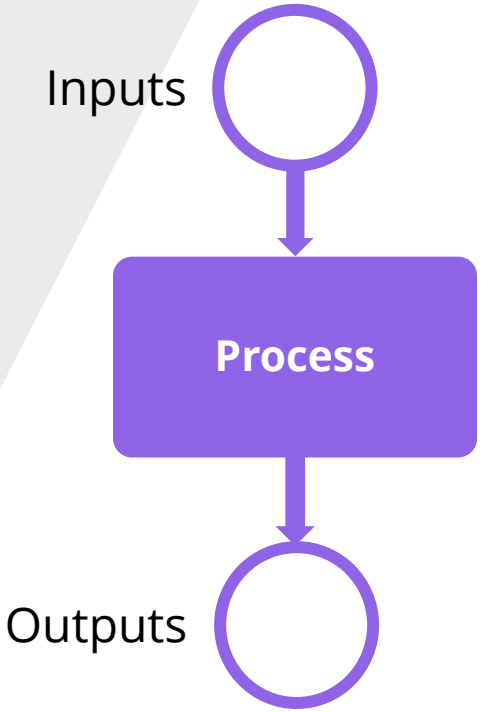
Figure 3.1 The four dimensions of service management

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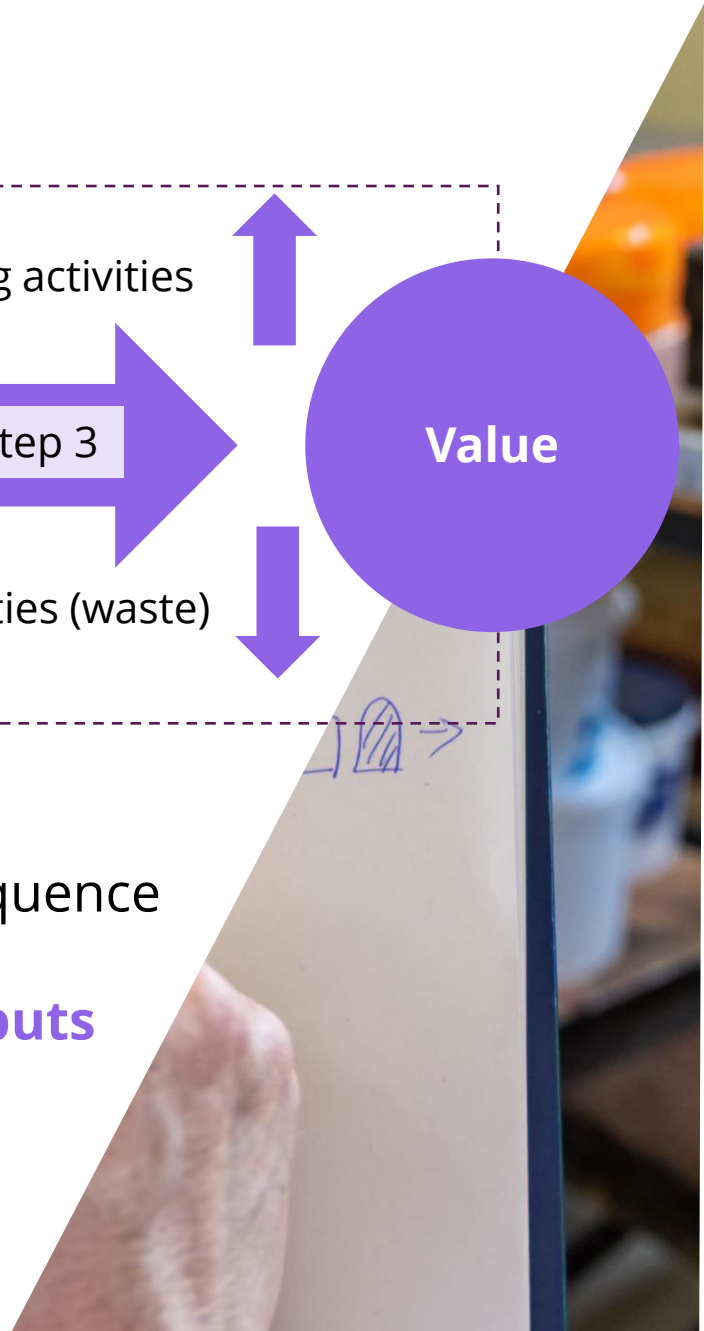
Value streams or processes?

A **value stream** is a series of steps an **organization undertakes** to **create and deliver** products and services to **consumers.**





A **process** is a set of **interrelated or interacting** activities and defined sequence of actions and dependencies that **transforms** one or more **defined inputs** into defined outputs.



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Value streams

Value stream:

A series of steps an organization undertakes to create and deliver products and services to consumers.

Value streams should be defined by organizations for *each of their services and products.*

Value streams help the organization to identify wasteful activities and remove obstacles that hinder the organization's productivity (LEAN)

Value Streams - Scaled Agile Framework

www.scaledagileframework.com/value-streams/

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EXAMPLE SERVICE VALUE STREAMS

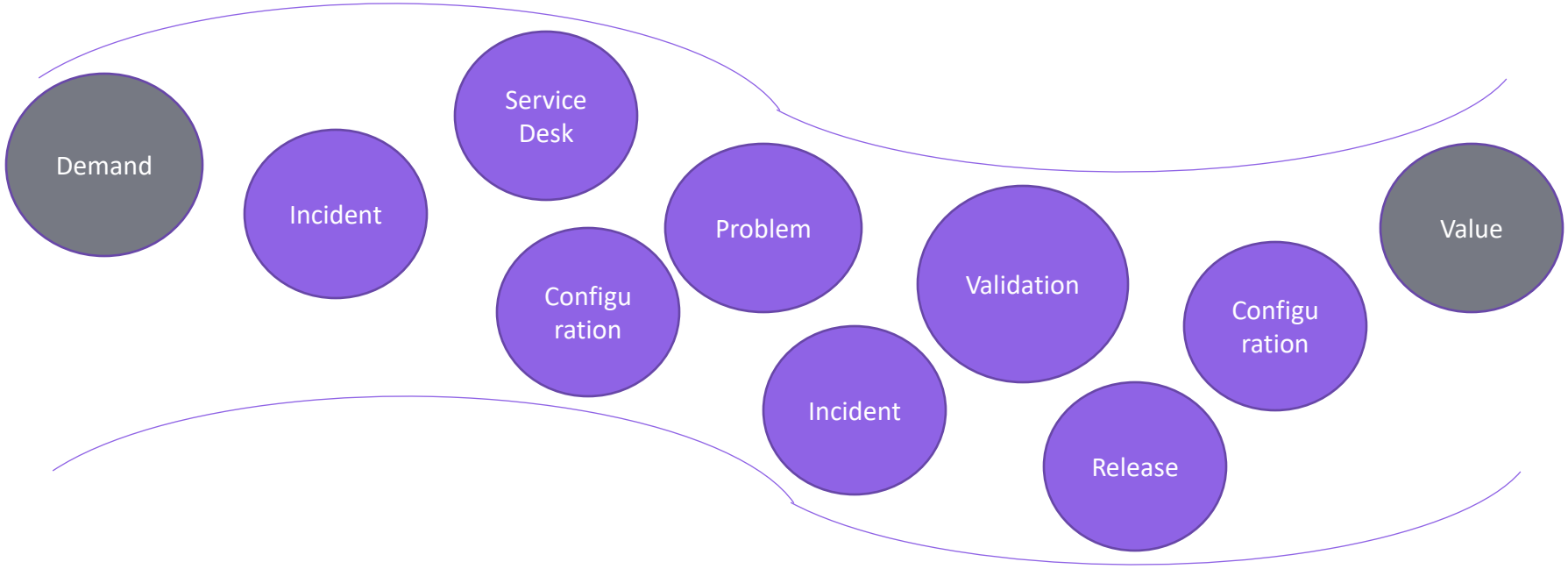
- Service incident response
- Cybersecurity incident response
- Major incident response
- How each service in the service catalogue is delivered
- How a service is adapted to meet new requirements
- How new services are created and delivered according to agile and DevOps practices
- How new services are created and delivered according to a traditional waterfall process
- Respond to a user service request

Demand is the input that triggers a value stream. From there, the output from the first activity becomes the input for the next, and so on until the desired outcome is delivered to the customer. Different combinations of ITIL practices will be involved in different value streams.

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Value stream

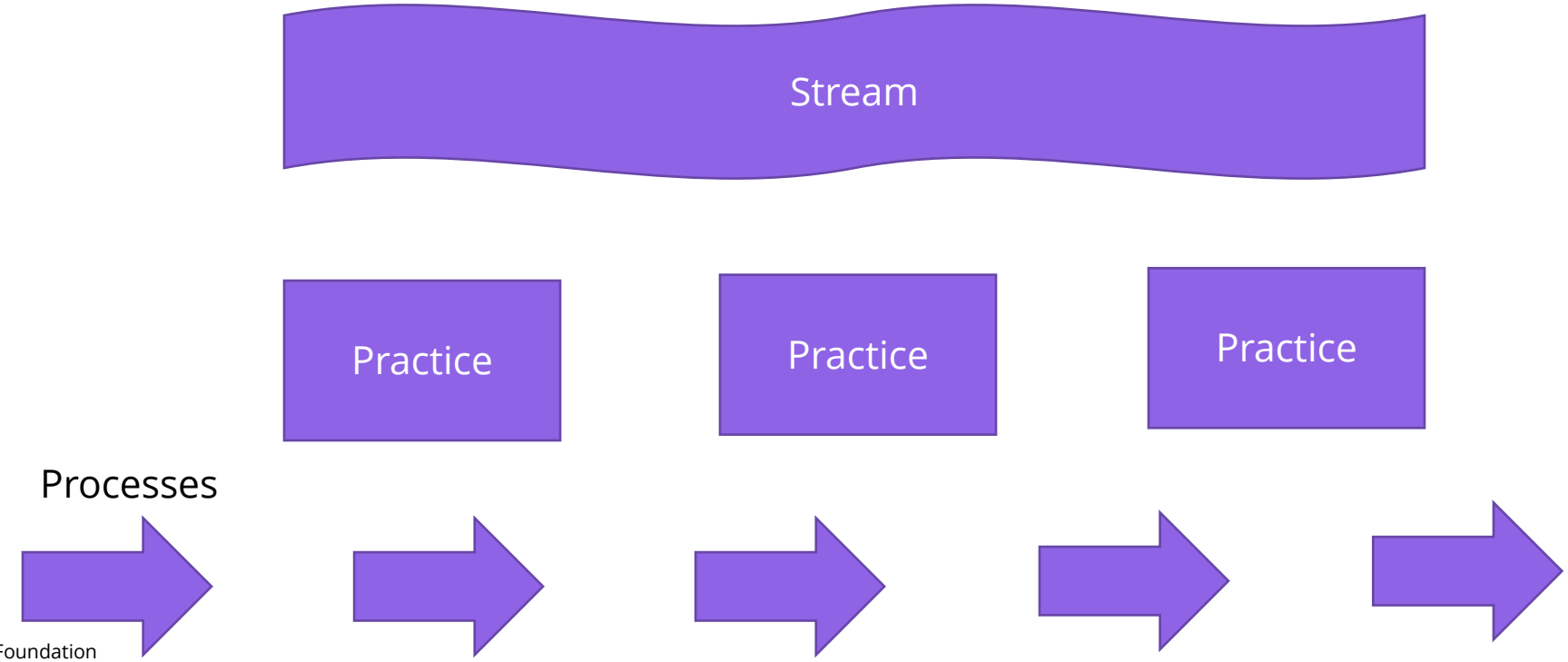
A value stream is a series of steps that an organization uses to create and deliver products and services to a service consumer.
These series of steps are made up from the combination of practices we use. The practices are defined by combination of processes.
Practices can be grouped for presentation purposes in Value Chain activities.



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Building a Value Stream

A train of activities make up a stream. An activity is built of practices, different practices in different stages of the train. A practice is made of processes.



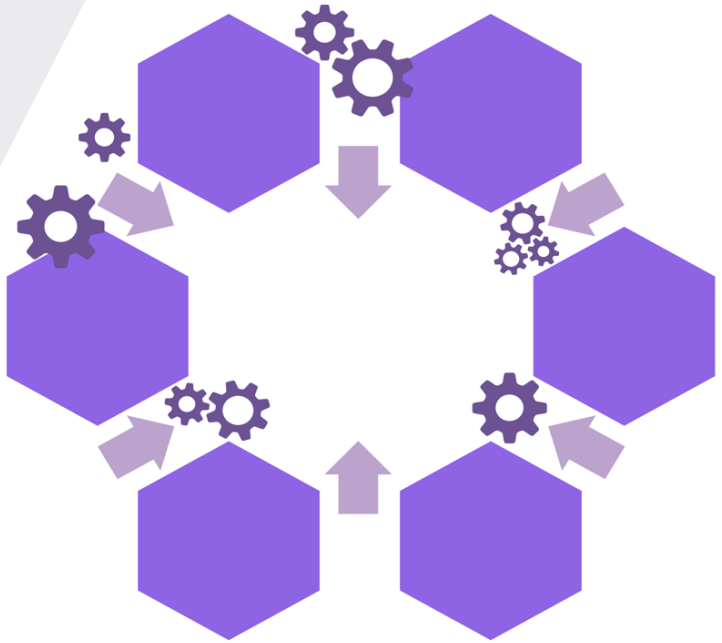
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The key concepts of ITIL 4

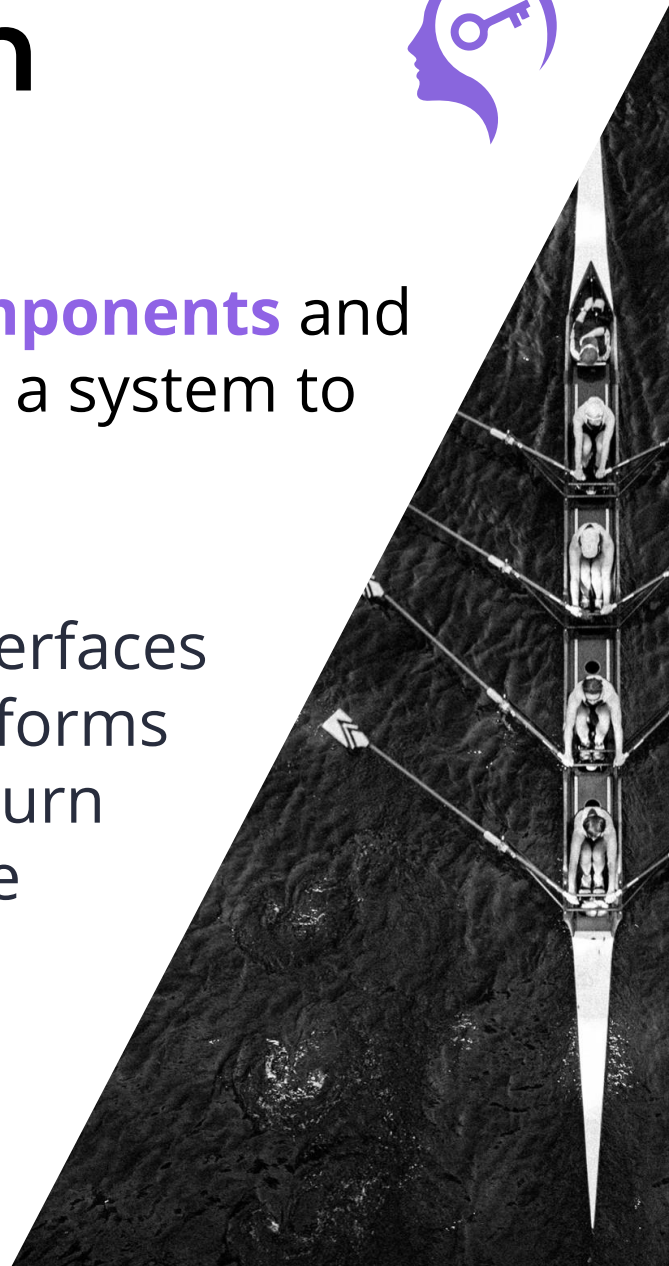
ITIL service value system

The ITIL Service Value System

The **ITIL SVS** describes how all the **components** and activities of the organization unite as a system to enable **value** creation.



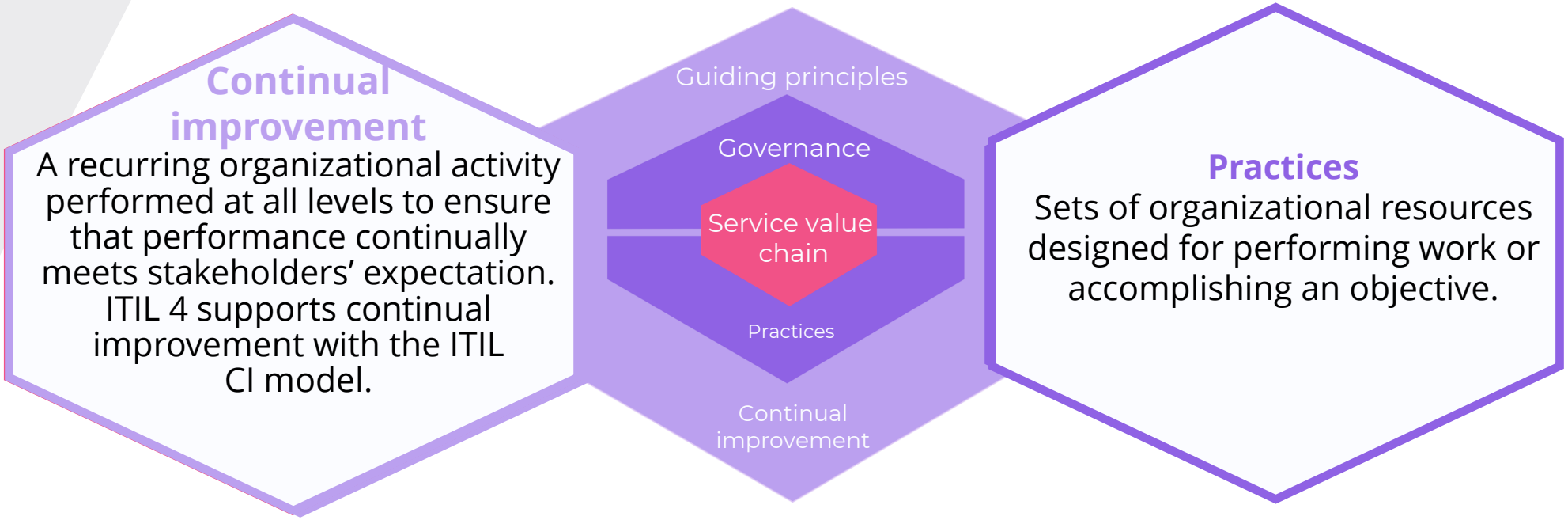
Each organization's SVS interfaces with other organizations. It forms an ecosystem that can in turn facilitate value for those **organizations,** their **customers,** and other **stakeholders.**



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The ITIL SVS

The ITIL SVS describes how all the **components** and activities of the organization unite as a system to enable value creation.



Adapted from Figure 4.1 The ITIL SVS

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ITIL SVS inputs

The key **inputs** to the SVS are **opportunity** and **demand.**

The **outcome** of the SVS is **value.** It is the perceived benefits, usefulness, and importance of something.

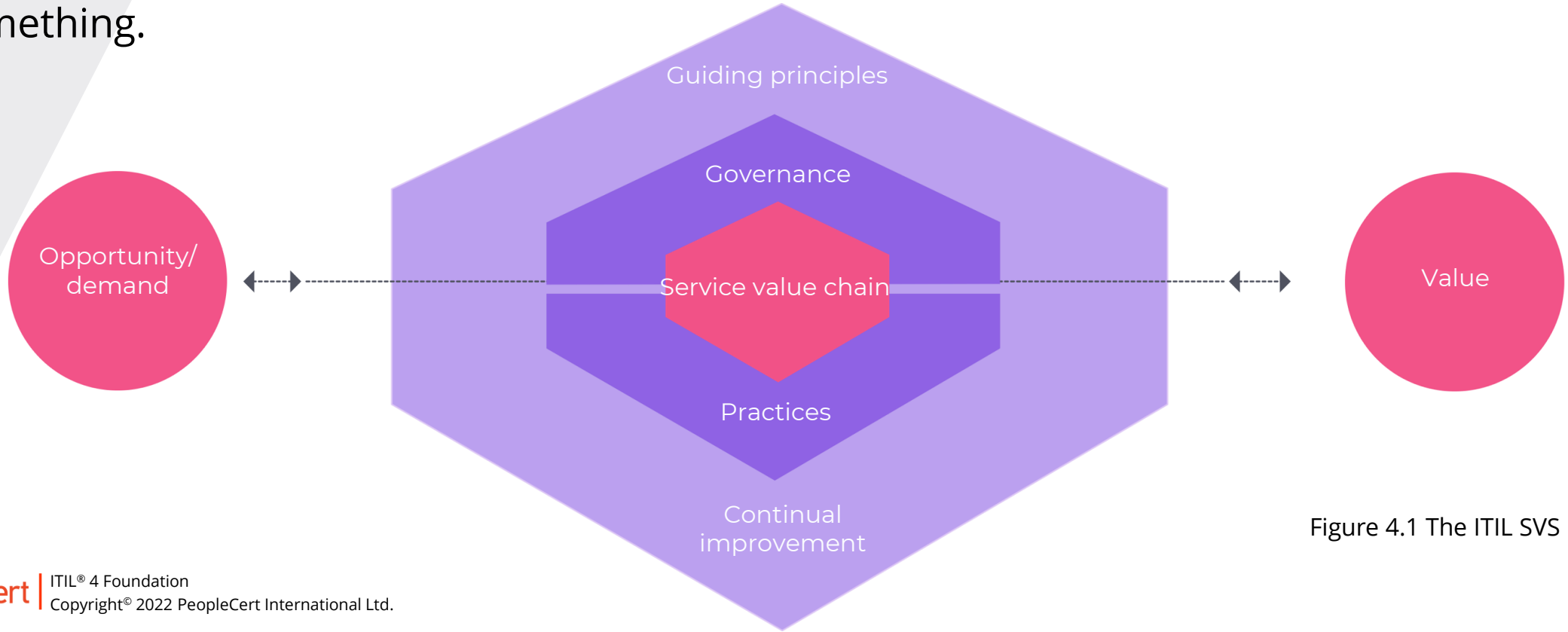
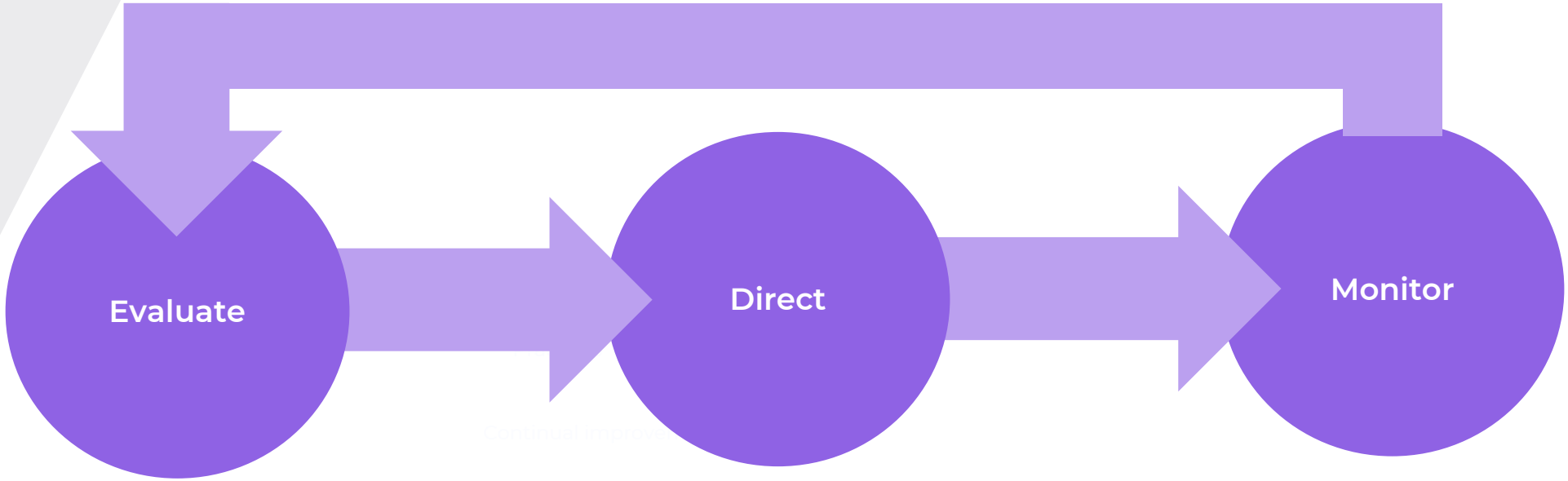


Figure 4.1 The ITIL SVS

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Governance

Governance is the means by which an organization is directed and controlled.



Governing body **evaluates** the current state of the organization, strategy, portfolios, policies, relationships, etc

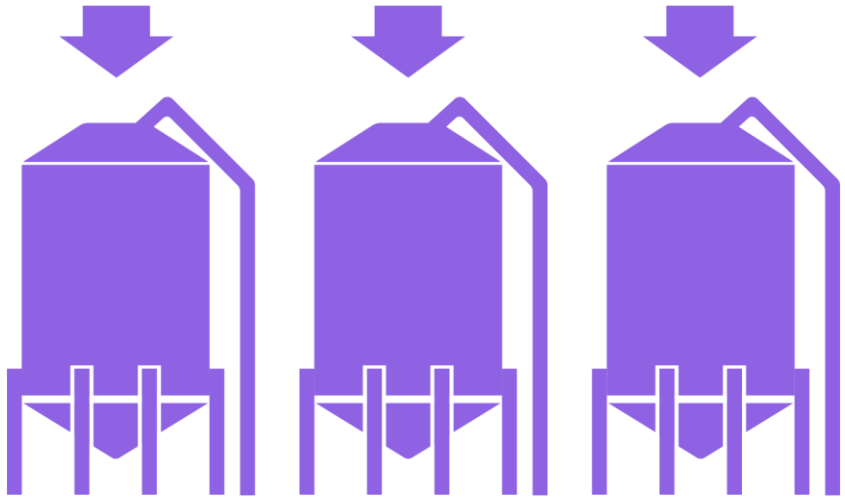
During **direction,** policies and strategies are established and modified.

With policies and strategies in place, governing body now **monitors** performance and compliance.

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Challenges of silos

One of the biggest challenges an organization can face when trying to work effectively and efficiently with a shared vision, or to become more agile and resilient, is the presence of **organizational silos.**





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Need for continual improvement

This requires the **continual improvement** activity to be **performed at all levels of the organization;** the ITIL **continual improvement model** helps to structure this activity.



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The key concepts of ITIL 4

Review and reflect quiz

Question 1



Which dimension of service management considers governance, management, and communication?

A Organizations and people

B Information and technology

C Partners and suppliers

D Value streams and processes

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Question 1 | Answer



Which dimension of service management considers governance, management, and communication?

A **Organizations and people**

B Information and technology

C Partners and suppliers

D Value streams and processes

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Question 2



The purpose of the _____ is to ensure that the organization continually co-creates value with all stakeholders in line with the organization's objectives.

A ‘focus on value’ guiding principle

B four dimensions of service management

C service value system

D ‘service request management’ practice

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Question 2 | Answer



The purpose of the _____ is to ensure that the organization continually co-creates value with all stakeholders in line with the organization's objectives.

A ‘focus on value’ guiding principle

B four dimensions of service management

C service value system

D ‘service request management’ practice

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Question 3



What considerations influence the supplier strategy of an organization?

A contracts and agreements

B type of cooperation with suppliers

C corporate culture of the organization

D level of formality

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Question 3 | Answer



What considerations influence the supplier strategy of an organization?

A contracts and agreements

B type of cooperation with suppliers

C corporate culture of the organization

D level of formality

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The guiding principles

Introduction to the guiding principles

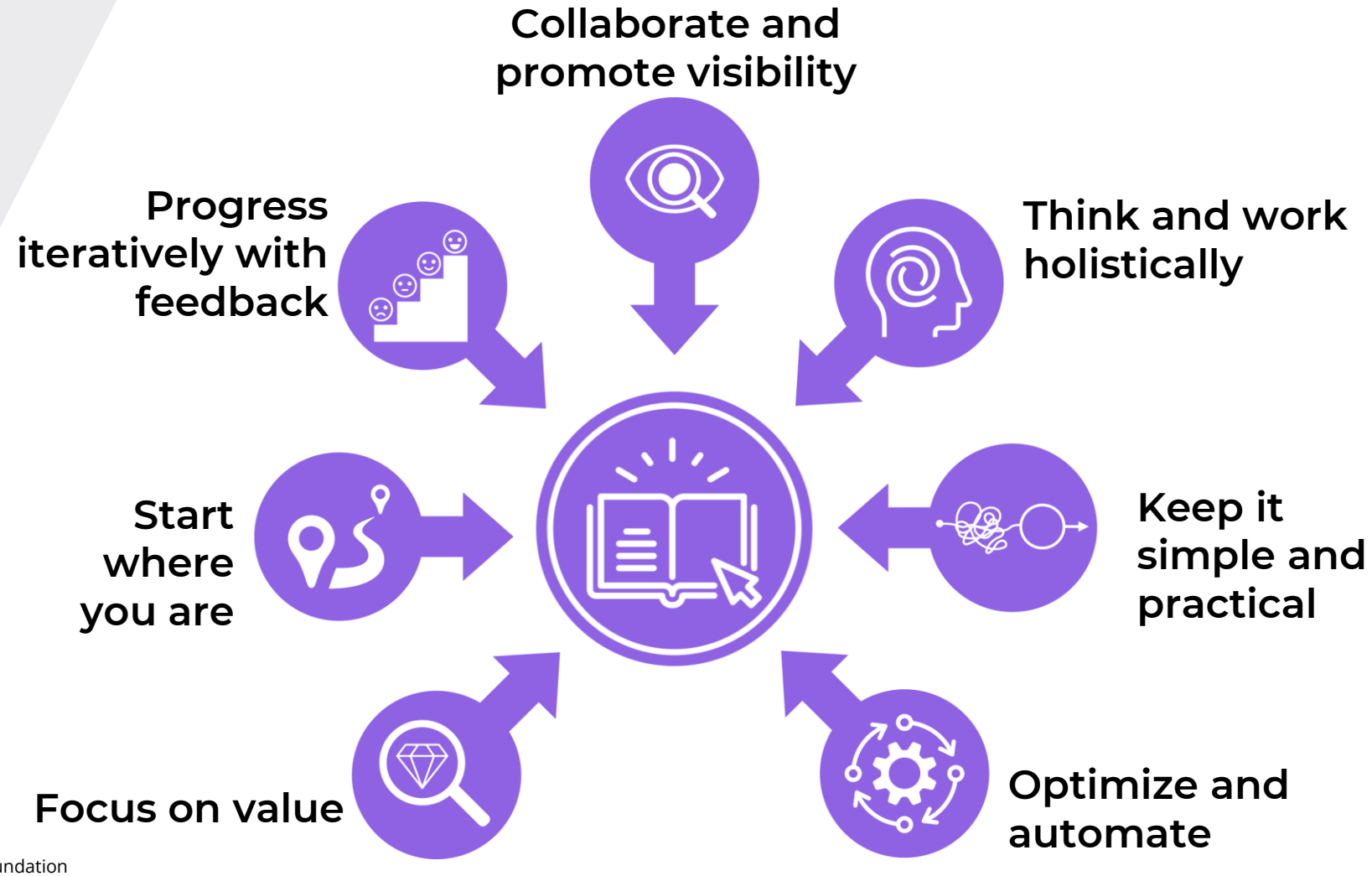
What is a guiding principle?

A guiding principle is a **recommendation** that **guides** an organization in **all circumstances**, regardless of changes in its goals, strategies, type of work, or management structure. A **guiding principle** is **universal** and **enduring**.



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Overview of the guiding principles



Refer to Table 4.1 in Learner Workbook on page 371

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Focus on value

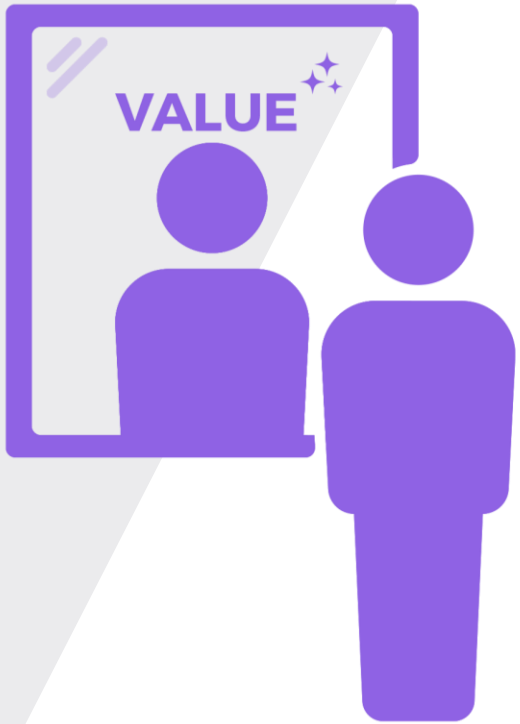


All activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders.

Focus on value

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How value is perceived



Ask yourself, **who** is the **consumer** and **what** do they find **valuable?**

- cost
- timescale
- quality
- complexity

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Focus on value



To **address** various **stakeholder** groups and the value the organization **creates** for them, take the following steps:

1. Identify and understand the **service consumer**
2. Understand the **consumer's perspective** of **value**
3. Map **value** to intended **outcomes**, which **change over time**
4. Understand the **Customer Experience (CX)** and **User Experience (UX)**

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CX and UX

- **Customer Experience (CX)** is the **sum** of functional and emotional interactions with a **service and service** provider as perceived by a **consumer**



- **User Experience (UX)** focuses on **people** interacting with a **service** and the **experience** they receive from that **interaction**



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How would you apply this principle?





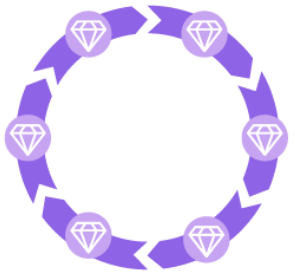
Know **how** service consumers **use** each service



Encourage a **focus on value** among all staff.



Focus on value **during normal operational activity** as well as during improvement initiatives.



Include focus on value in **every step** of any improvement initiative.

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Start where you are



Start where you are



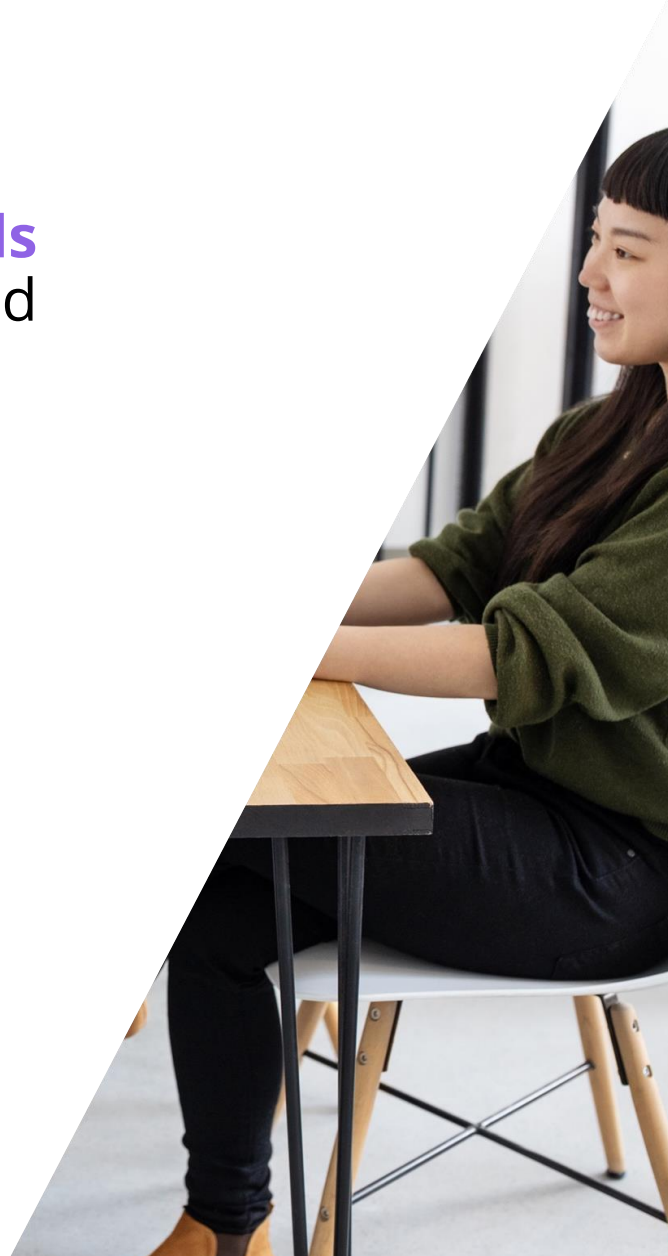
In the process of eliminating old, unsuccessful methods or services and creating something better, there can be great temptation to remove what has been done in the past and build something completely new. This is rarely necessary or a wise decision.

This approach can be extremely wasteful, not only in terms of time, but also in terms of the loss of existing services, processes, people, and tools that could have significant value in the improvement effort. Do not start over without first considering what is already available to be leveraged.

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Assess where you are

- **Directly observe** and measure existing **services and methods** to properly understand **current state** and what can be re-used from them
- Have a **person** with little or no prior **knowledge** observe, as they have no **preconceptions,** and may see things those closely **involved** would miss
- Beware of inaccurate/biased reports by getting **data** from the source
- When **observing** an activity, do not be **afraid** to ask **'stupid'** questions
- Base **decisions** on accurate information



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The role of measurement

Use **measurement** to enable not replace analysis of the **observed,** as over-reliance on **analytics/reporting** injects bias/risk into decision-making

While some **things** can only be **understood** by **measuring** their effect, direct observation is always the **preferred** option

The act of **measuring** can affect **results, making** them inaccurate

Make metrics **meaningful** and **directly** related to desired **outcomes**



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Applying the principle



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Progress iteratively with feedback

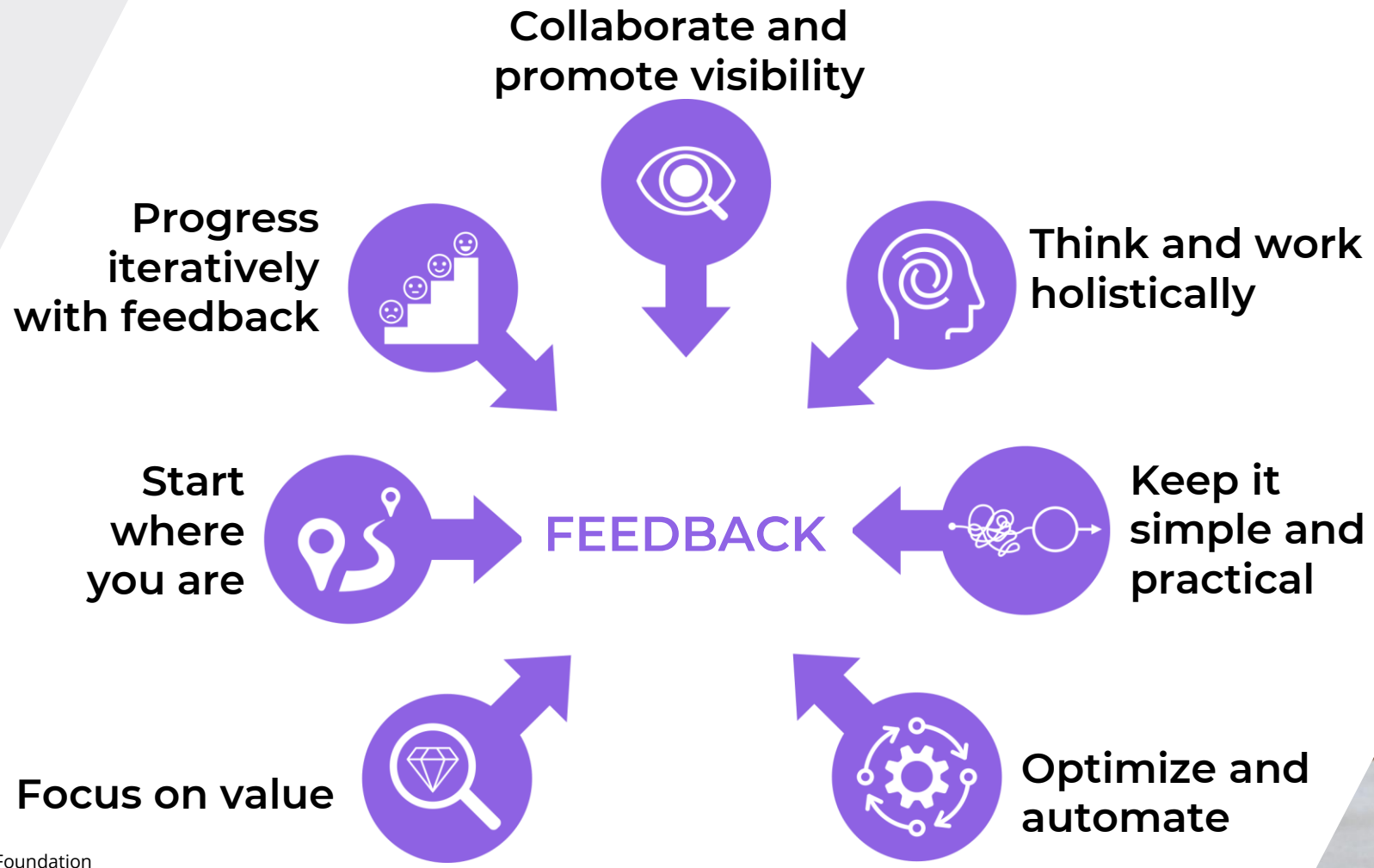


Progress iteratively with feedback

Resist the temptation to do everything at once. Even huge initiatives must be accomplished iteratively. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each effort will be sharper and easier to maintain.

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The role of feedback





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The use of feedback loops

A **feedback loop** is a technique whereby **outputs** of one part of a **system** are used as **inputs** to the same part of the **system**

- **Continually** reevaluate initiatives and their component iterations to reflect changes in **circumstances,** seeking and using **feedback** before, throughout, and after each **iteration**
- **Feedback** loops among participants help them know where work comes **from, outputs** go and how their **actions** affect **outcomes**



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The role of feedback

- **Seek** and use **feedback** before, during, and after each iteration to **ensure** actions are **focused** and **appropriate**
- Actively **collect** and process **feedback** along the value chain to function well
- Use good **feedback** mechanisms to facilitate the understanding of key **subjective** and **objective** data on the **environment** the **organization** works in
- Gather and analyze **feedback** and identify **improvements,** risks, and issues



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Iteration and feedback together

- Work in a **timeboxed,** iterative manner, embedding **feedback** loops into **processes**
- For more **flexibility, responsiveness** to customer/business needs, ability to see and **respond** earlier to **failure** and better **quality**
- Have **feedback** loops among those who **participate** in activities
- To **help** them see where their work comes from, where their outputs go, and how their **actions** and **outputs** affect **outcomes,** for **better** decisions



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Applying the principle

Comprehend the **whole** but do something.

The **ecosystem** is constantly **changing**, so **feedback** is **essential.**

Fast does **not** mean **incomplete.**



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Collaborate and promote visibility





Collaborate and promote visibility

When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, greater relevance (because better information is available for decision-making), and increased likelihood of long-term success.

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Communication and visibility

Communication for improvement!

Increasing **urgency** through **visibility:**

- understanding **the flow of work** in progress
- identifying **bottlenecks,** as well **as excess capacity**
- uncovering **waste.**

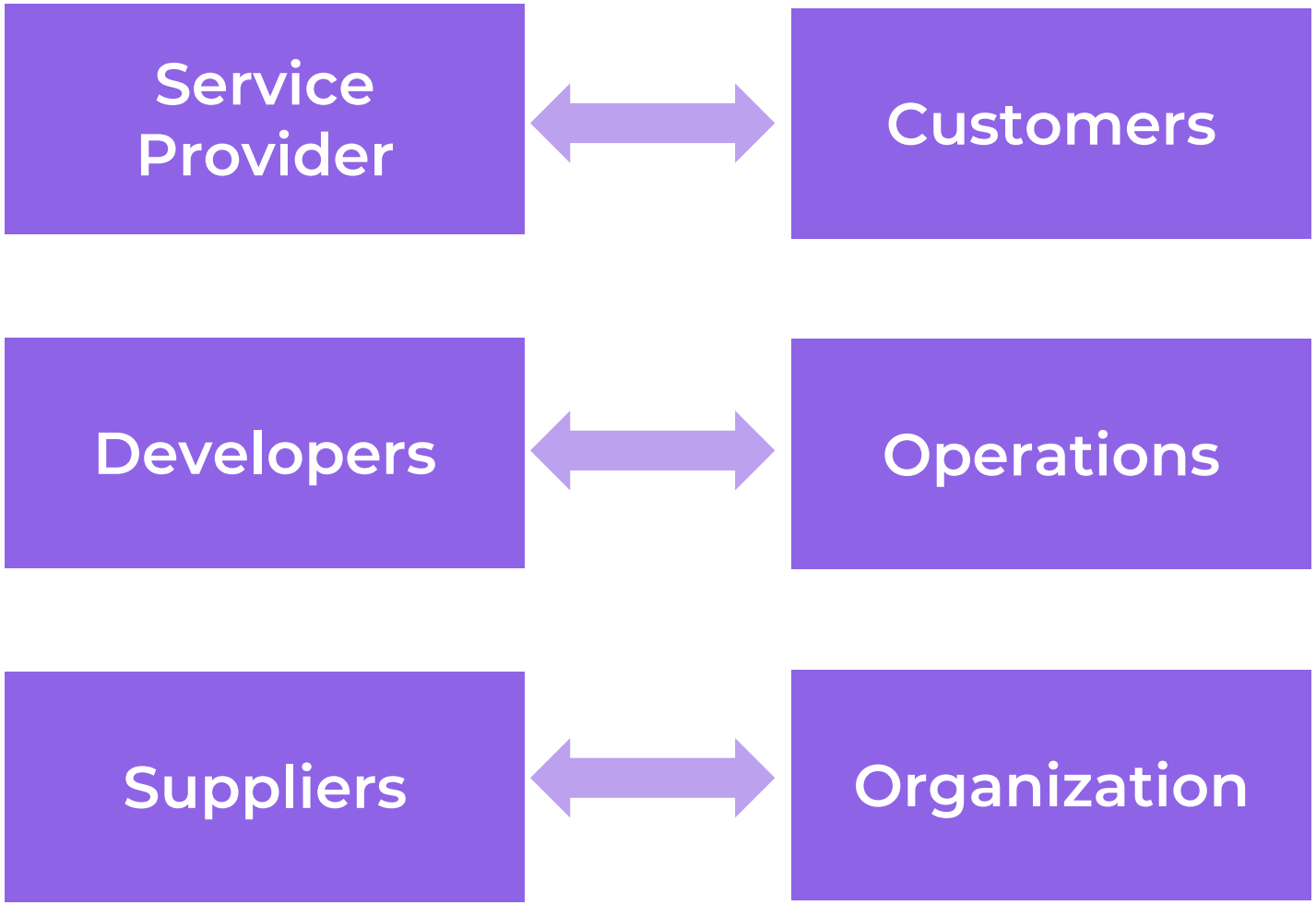
What **current methods** do you use to **deal with** this in **your** own **organization?**



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Key collaboration pairs

People and **perspectives** for **successful** collaboration can be **found** in all **stakeholder** groups



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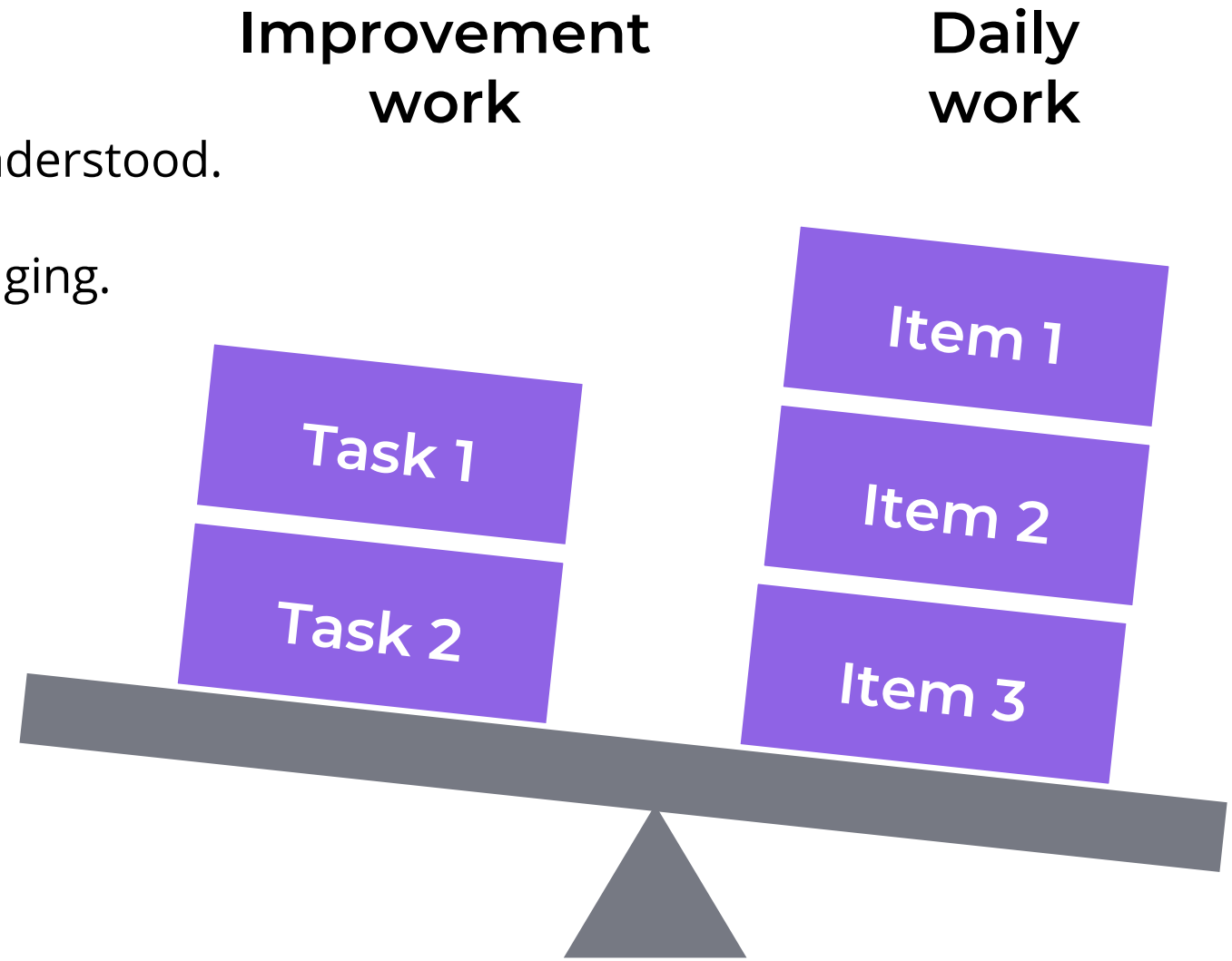
Promote visibility

Make work transparent:

- To enable prioritization to be clearly understood.
- To support good decision making.
- To facilitate communication and messaging.

Make work flow by:

- Understanding the flow of work
- Identifying bottlenecks/excess capacity.
- Uncovering waste.



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Applying the principle

Collaboration does not mean **consensus.**

Communicate in a way that the audience can hear.

Decisions can only be using **visible data.**



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Think and work holistically



No service, practice, process, department, or supplier works in a vacuum. The outputs that the organization delivers to itself, its customers, and other stakeholders will suffer, unless it works in an integrated way to handle its activities as a whole, rather than as separate parts. All the organization's activities should be focused on the delivery of value.

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Applying the principle





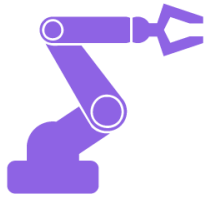
Recognize the **complexity** of the **systems.**



Collaboration is key to **thinking** and **working** holistically.



Where possible, look for **patterns** in the needs of and **interactions** between system elements.



Automation can facilitate **working holistically.**

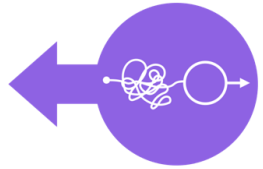
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Keep it simple and practical



Always use the minimum number of steps to accomplish an objective. Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes. If a process, service, action, or metric fails to provide value or produce a useful outcome, then eliminate it. Although this principle may seem obvious, it is frequently ignored, resulting in overly complex methods of work that rarely maximize outcomes or minimize cost.

Keep it simple and practical



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Keep it simple and practical

We **eliminate** anything that **provides** no value, use the **minimum** number of steps to **accomplish** objectives, and use outcome-based **thinking** for practical **solutions** and **results**

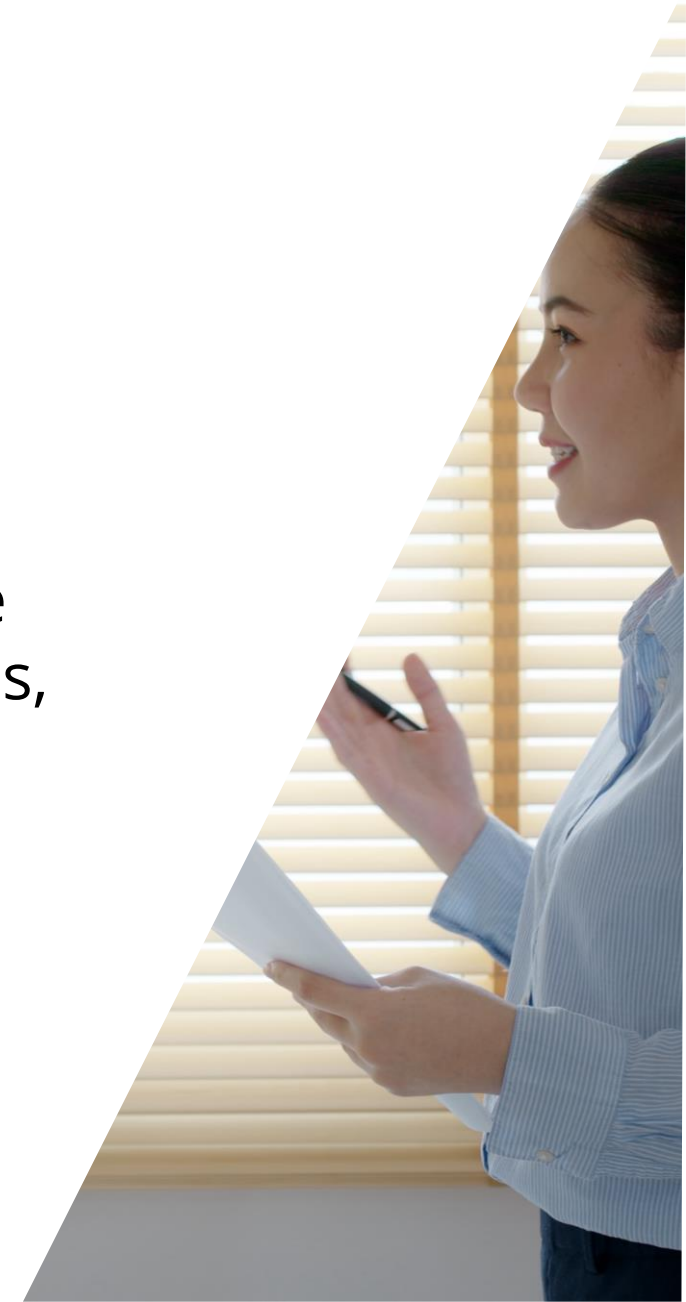
- **Establish** a holistic view of the organization's work
- Start with an **uncomplicated** approach, adding later
- Do not try to **produce** a **solution** for every exception
- Be **mindful** of **competing** objectives



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Judging what to keep

- When analyzing a **practice,** process, **service,** metric, or other **improvement** target, always ask **whether** it contributes to value **creation**
- When designing or **improving** service management, use an **uncomplicated approach** and **carefully** add controls, **activities,** or metrics as needed
- **Establish** a holistic view of the **organization's** work so teams can think holistically about how their work is **influenced** by, and influences, others



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Conflicting objectives

- When **designing,** managing, or **operating** practices, be mindful of conflicting **objectives,** and find a way forward that **balances** competing **objectives**

- When **creating** a process or a service, consider exceptions, but know you cannot **cover** them all, so design general rules to handle **exceptions** instead



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Applying the principle





ensure value



simplicity is the ultimate **sophistication**



do fewer things but **do them better**



respect the **time** of the **people involved**



easier to **understand,** more likely to **adopt**



simplicity is the best route to **achieving quick wins.**

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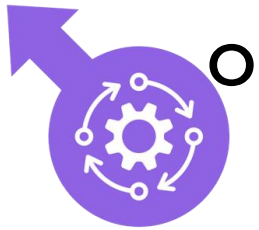
Optimize and automate



Organizations optimize and automate to:

- maximize the value of work
- achieve economies of scale.

- If not done carefully, automation can:
  - increase costs
- reduce responsiveness and resilience



Optimize and automate

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The road to optimization

Understand and agree the context in which the proposed optimization exists

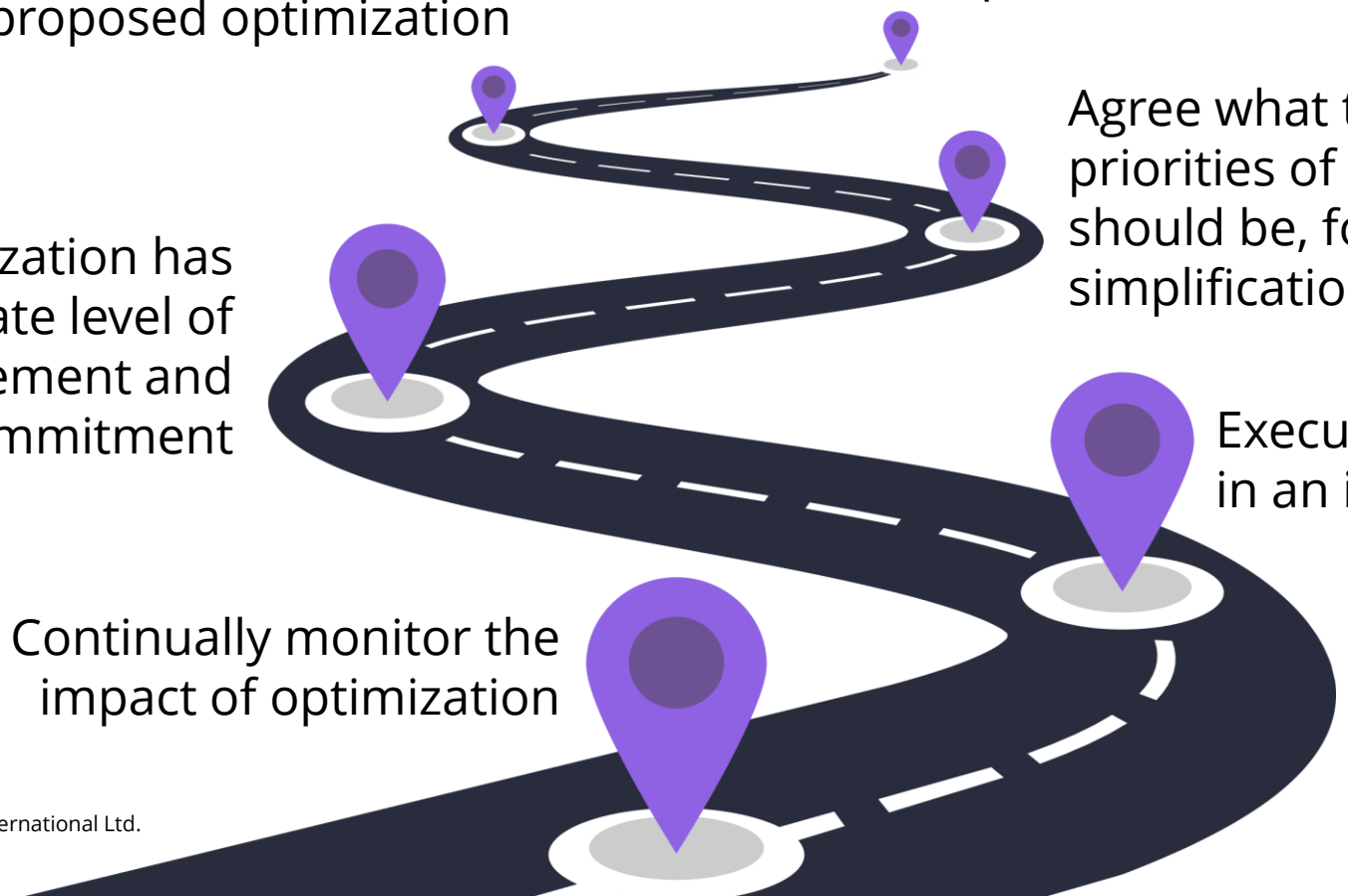
Assess the current state of the proposed optimization

Agree what the future state and priorities of the organization should be, focusing on simplification and value

Ensure the optimization has the appropriate level of stakeholder engagement and commitment

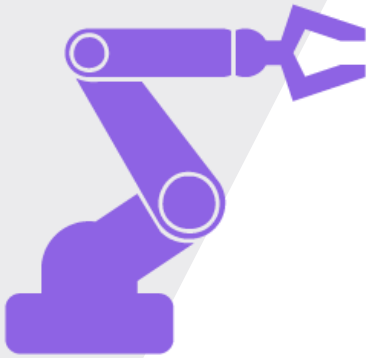
Execute the improvements in an iterative way

Continually monitor the impact of optimization



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Using automation



The use of **technology** to perform a **step** or a series of steps **correctly and consistently** with limited or no human intervention.

The **standardization** and **streamlining** of manual tasks.

Opportunities for automation can be found across the **entire organization.**



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Applying the principle

Use the other guiding principles when applying this one

- progress iteratively with feedback
- keep it simple and practical
- focus on value
- start where you are.

Define your **metrics.**

Simplify and/or **optimize** before automating.

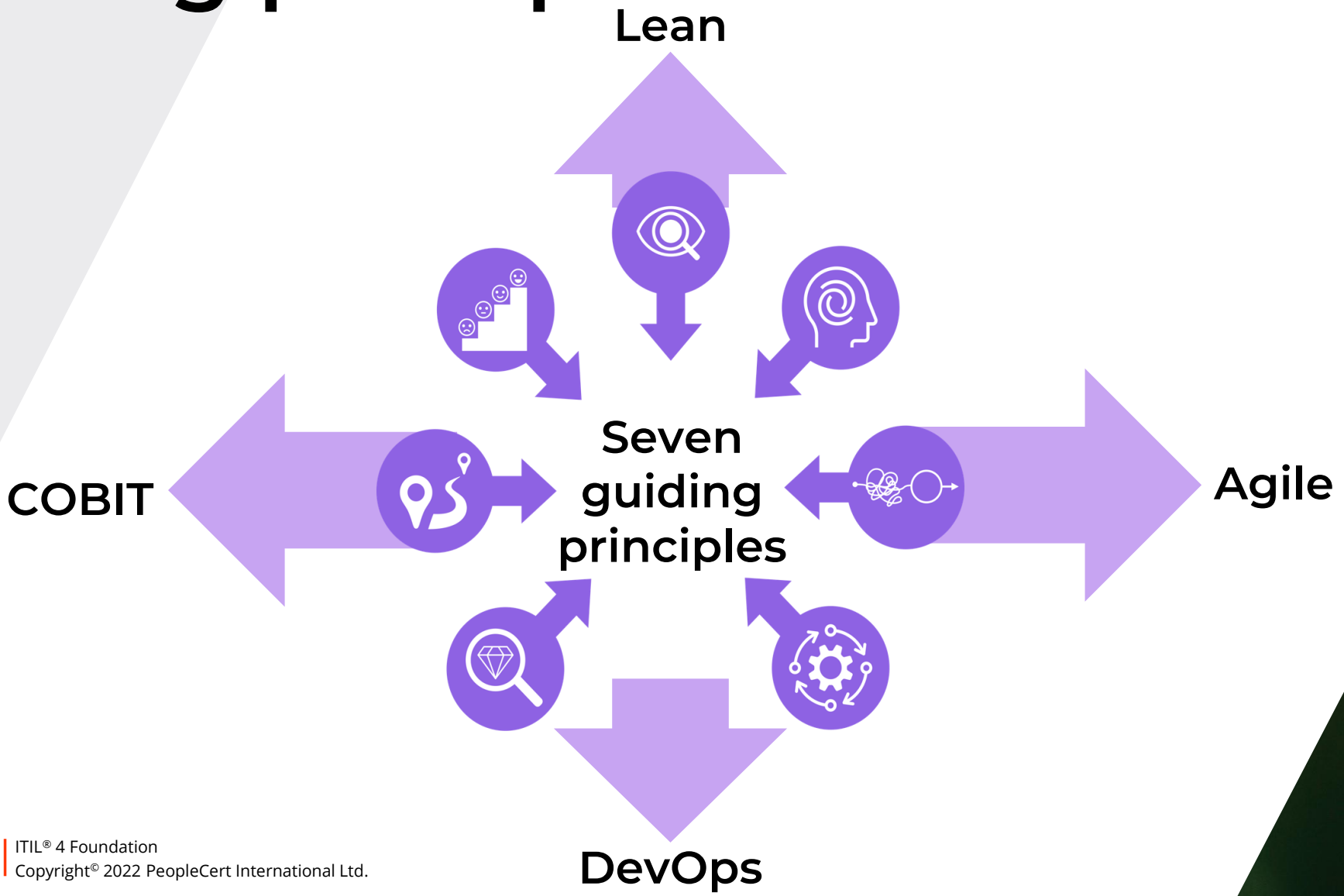


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The guiding principles

Using the guiding principles

Guiding principles in context





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Applying the guiding principles

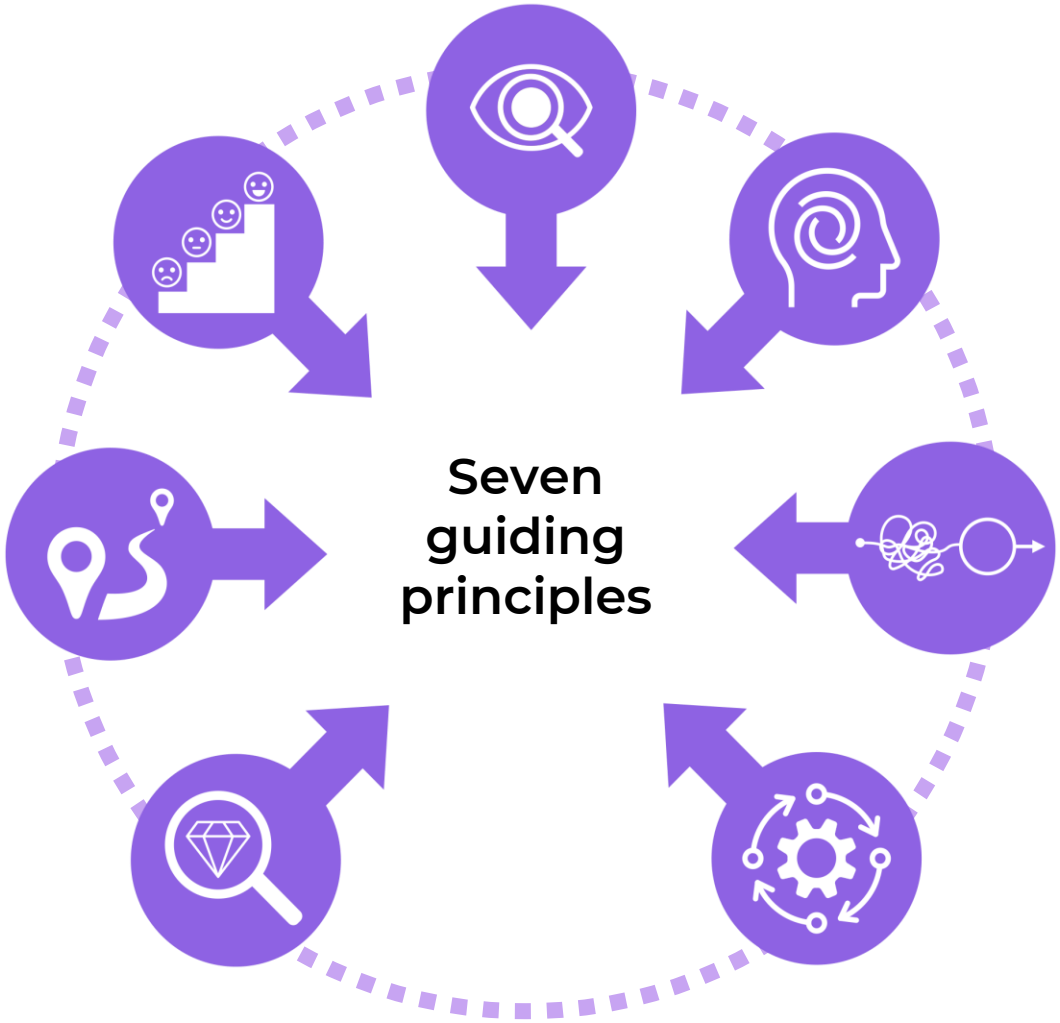
The guiding principles **encourage** and **support** organizations in **continual improvement** at all levels. They are **universally applicable** to nearly any initiative and to relationships with all stakeholder groups.



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Principle interaction

Guiding principles interact with and depend upon each other.





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The guiding principles

Review and reflect quiz

Question 1



What is a guiding principle?

A guiding principle is a recommendation that guides an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure. A guiding principle is universal and enduring.

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Question 2

List the seven guiding principles

1. focus on value
2. start where you are
3. progress iteratively with feedback
4. collaborate and promote visibility
5. think and work holistically
6. keep it simple and practical
7. optimize and automate.

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Question 3



What should you **not** do with individual guiding principles?

Use them in isolation.

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Question 4



Complete the missing word.

The **road** to optimization.

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Question 5



Complete the missing words.

Increasing **urgency** through **visibility**.

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Question 1



Which service management dimension is focused on activities, and how they are coordinated?

A organizations and people

B information and technology

C partners and suppliers

D value streams and processes

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Question 1 | Answer



Which service management dimension is focused on activities, and how they are coordinated?

A organizations and people

B information and technology

C partners and suppliers

D value streams and processes

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Question 2



Which guiding principle recommends that the four dimensions of service management are considered?

A think and work holistically

B progress iteratively with feedback

C focus on value

D keep it simple and practical

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Question 2 | Answer



Which guiding principle recommends that the four dimensions of service management are considered?

A **think and work holistically**

B progress iteratively with feedback

C focus on value

D keep it simple and practical

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Question 3



Which guiding principle recommends collecting data before deciding what can be reused?

A focus on value

B start where you are

C keep it simple and practical

D progress iteratively with feedback

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Question 3 | Answer



Which guiding principle recommends collecting data before deciding what can be reused?

A focus on value

B start where you are

C keep it simple and practical

D progress iteratively with feedback

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Question 4



Which value chain activity ensures that people understand the organization's vision?

A improve

B plan

C deliver

D obtain/build

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Question 4 | Answer



Which value chain activity ensures that people understand the organization's vision?

A improve

B **plan**

C deliver

D obtain/build

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Question 5

Which ITIL concept describes governance?



A the seven guiding principles

B the four dimensions of service management

C the service value chain

D the service value system

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Question 5 | Answer



Which ITIL concept describes governance?

A the seven guiding principles

B the four dimensions of service management

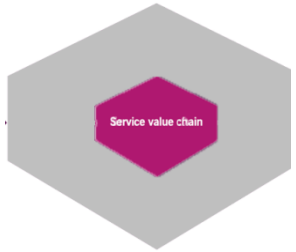
C the service value chain

D the service value system

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Service Value Systems – Service Value Chain

Service Value Chain



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The service value chain and how this supports value streams

Service value chain, SVC is
an *operating model* which
outlines the key activities required to *respond to demand*
and *facilitate value realization*
through the *creation and management* of *products and services*.

The service value chain provides and operating model for the creation, delivery and continual improvement of services. It is a flexible model that defines six key activities combined in many different ways.

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Service Value Chain and Value streams

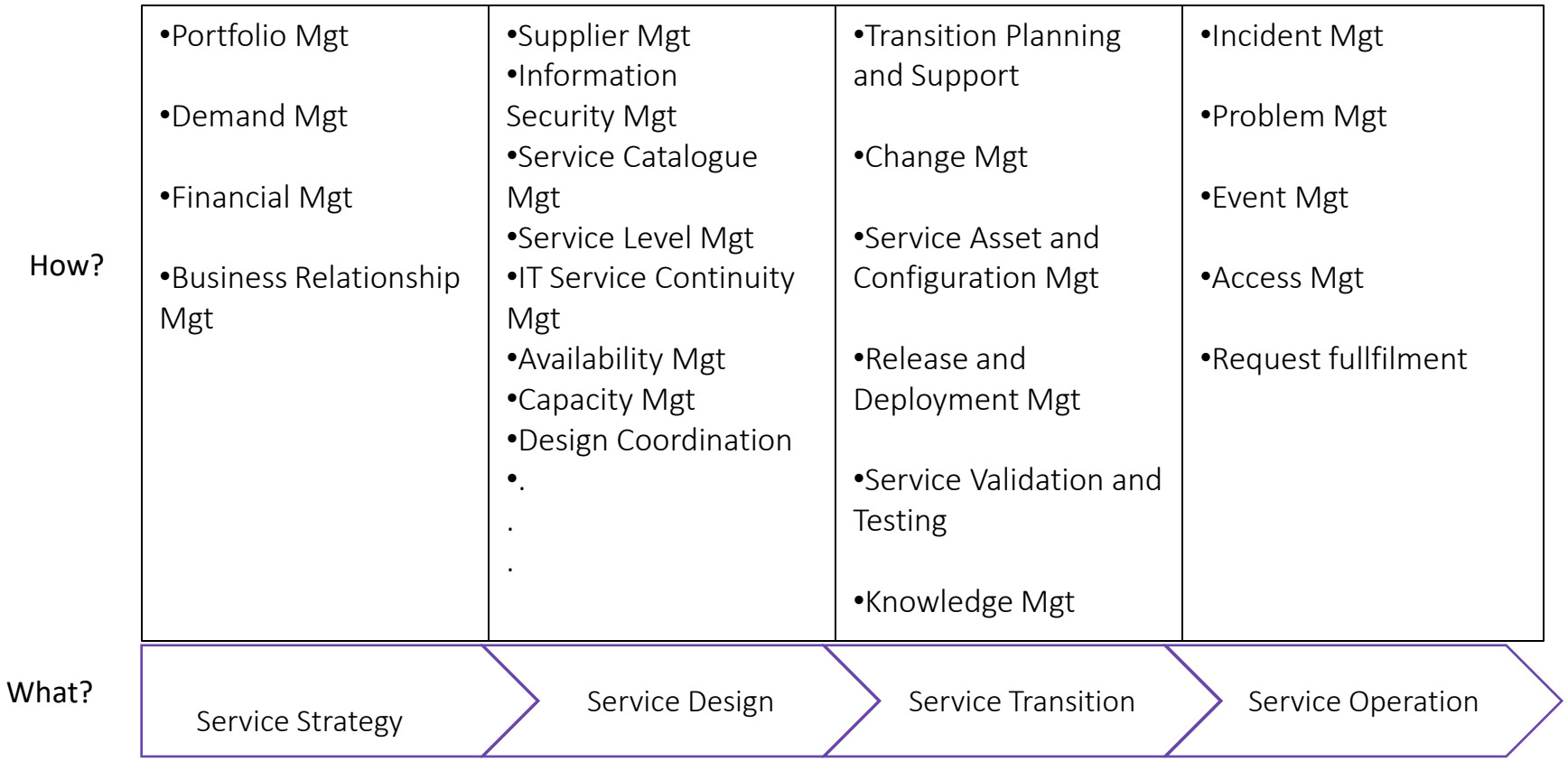
Service Value Chain = WHAT we do – operating model

Value stream = HOW we do it – using our practices

The value chain is a comprehensive framework that looks at all the activities within an organization, while the value stream is a more focused concept that zooms in on the specific processes involved in delivering a particular product or service. Value streams are often analyzed within the broader context of the value chain to ensure alignment with overall business goals and strategies.

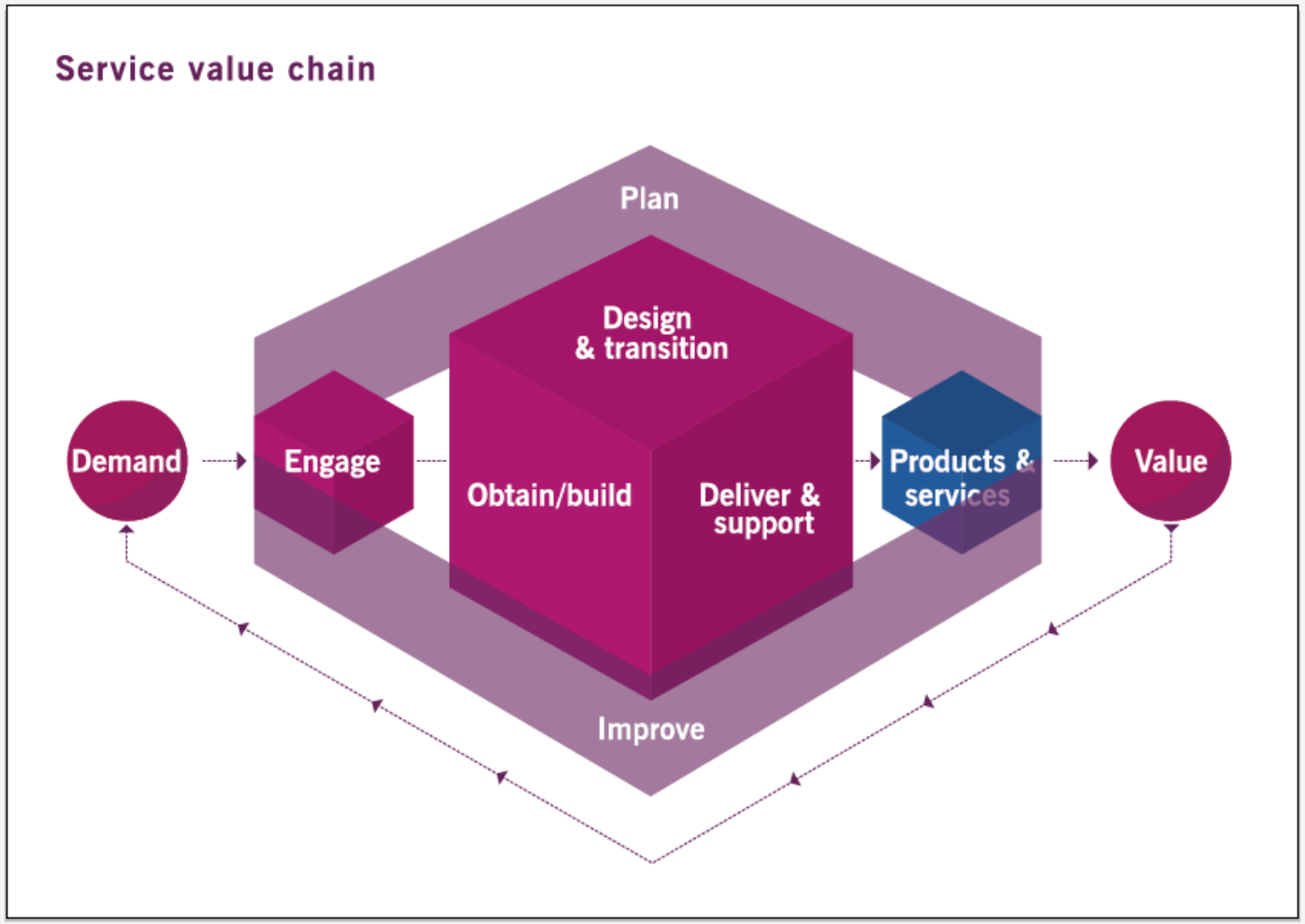
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Service Lifecycle Map – ITIL 2007 (v3)



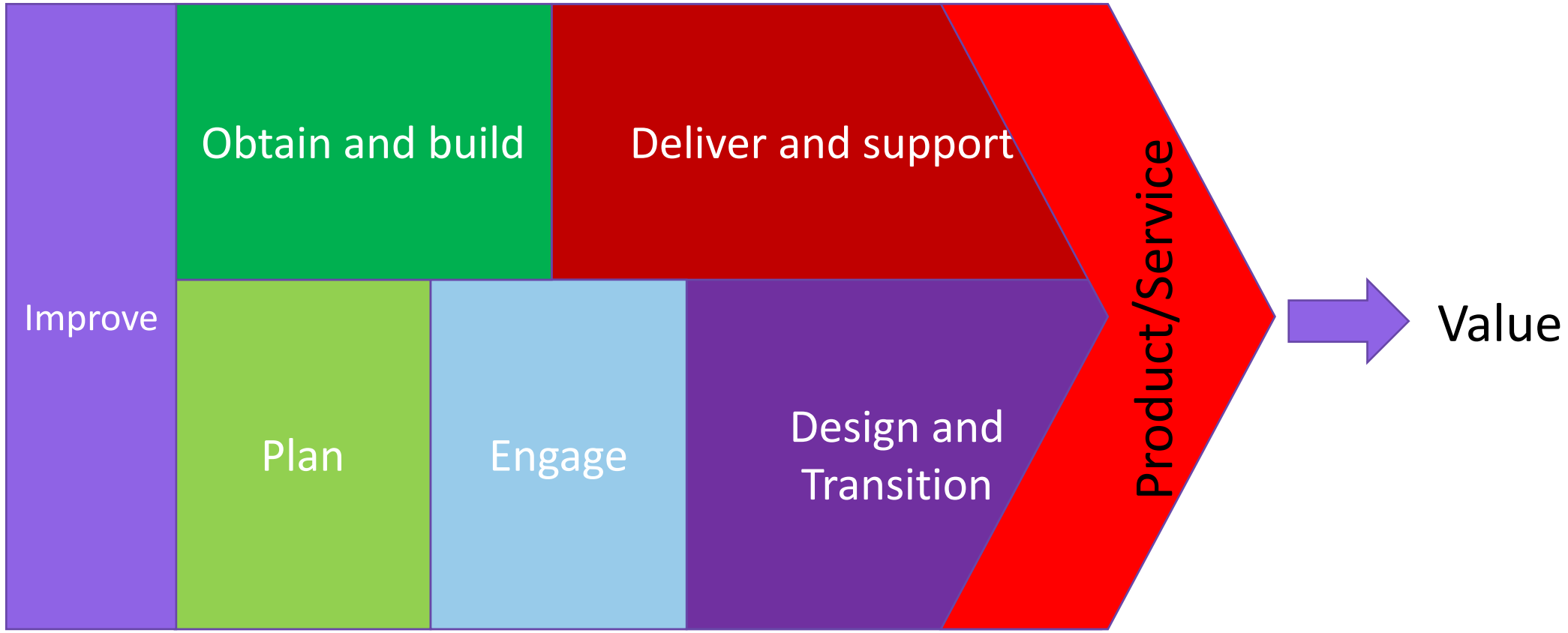
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Service Value Chain diagram



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Alternativ Service Value Chain presentation



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Value Chain model

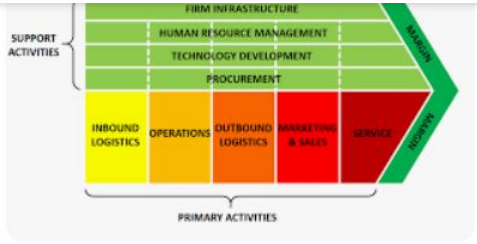
- Think of it as 6 different types of building blocks. Unlimited number, but only 6 type, 6 format, color.
- The rule is that you should be able to build a vehicle, a building, a street, a piece of furniture, etc.... using these blocks.
- The flow is the current order, interaction, properties that make a certain structure (made of the blocks) become a building, a vehicle, or something else.
- There will be different compositions depending on what we want to achieve.

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Value Chain examples



Wikipedia
alue chain - Wikipedia



Business-to-you.com
Value Chain Analysis EXPLAINED with EXAMP...



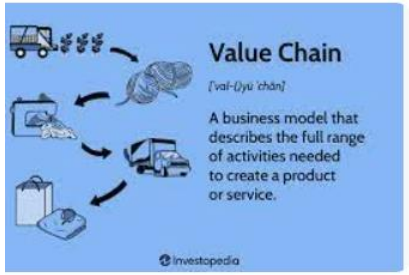
Miro
How to build a value chain diagram | MiroBl...



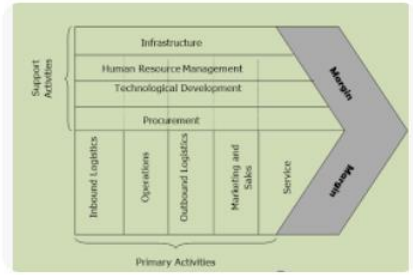
HBS Online - Harvard Business Sc...
What Is a Value Chain Analysis?...



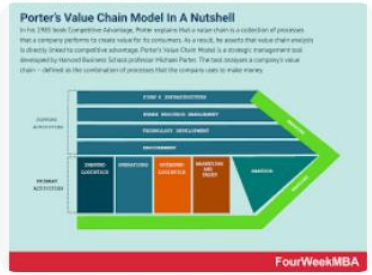
YouTube
Value Chain Management - Meaning, Definiti...



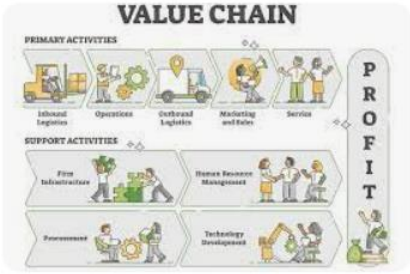
Investopedia
alue Chain: Definition, Model, Analysis, a...



Medium
Value Chain Analysis - explained with ex...



FourWeekMBA
What is Porter's Value Chain Model ...



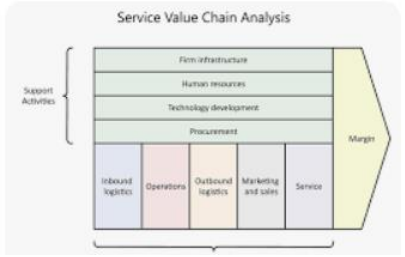
TradeBeyond
Value Chain Analysis Modeling - VRIO F...



TechTarget
What is a value chain and why is it important?











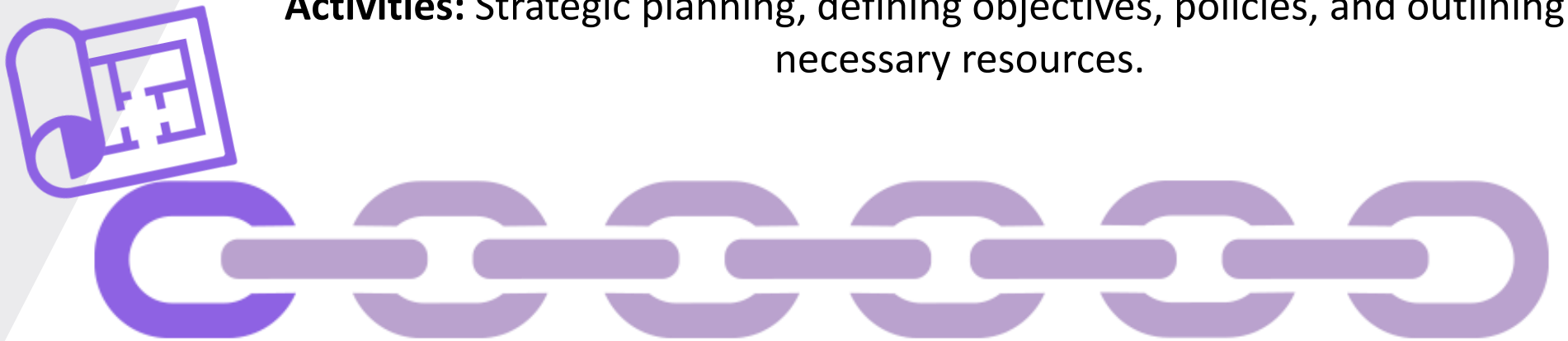
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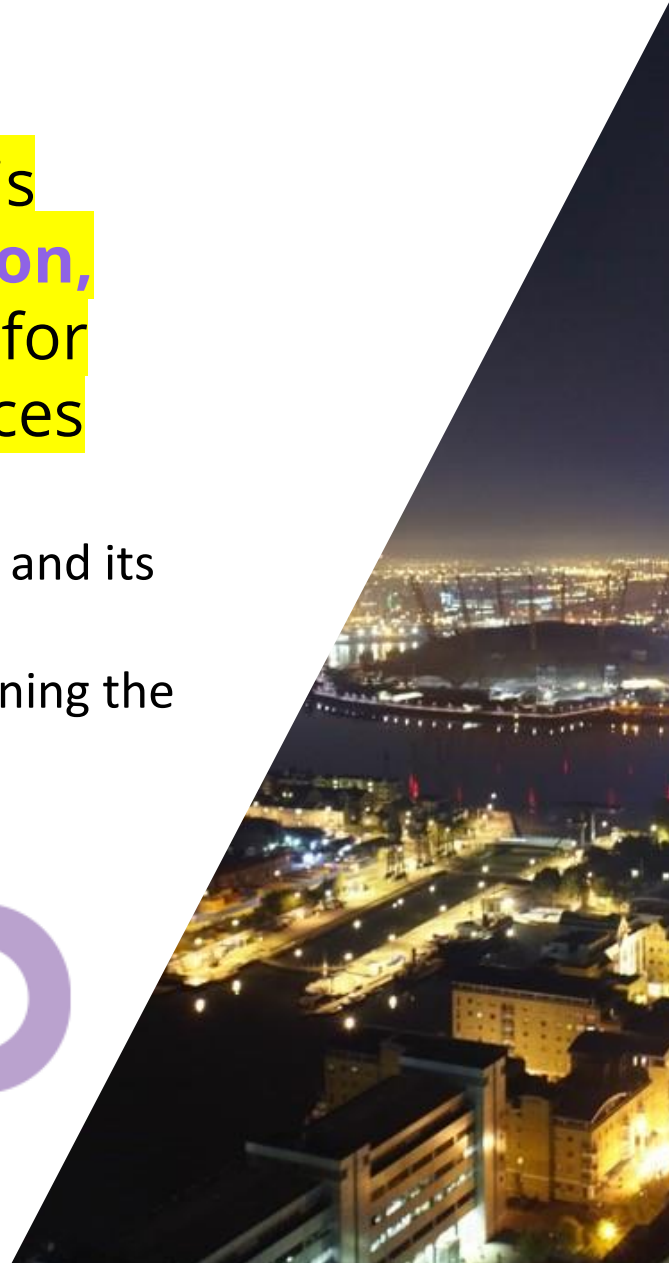
Value chain activities: plan

The purpose of the plan value chain activity is to ensure a **shared understanding** of the **vision, current status,** and **improvement direction** for all four dimensions and all products and services across the organization.

Objective: Understand the needs and priorities of the organization and its customers.

Activities: Strategic planning, defining objectives, policies, and outlining the necessary resources.





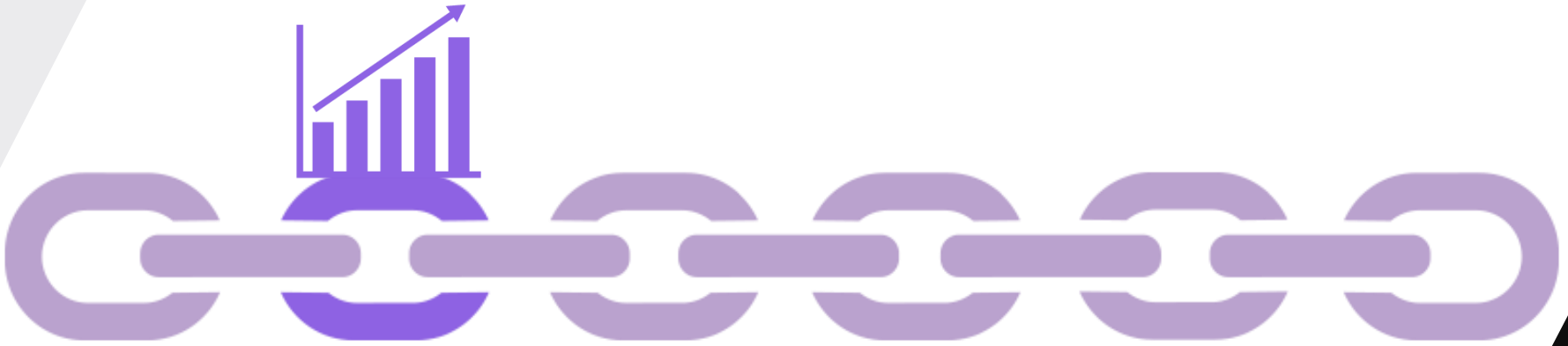
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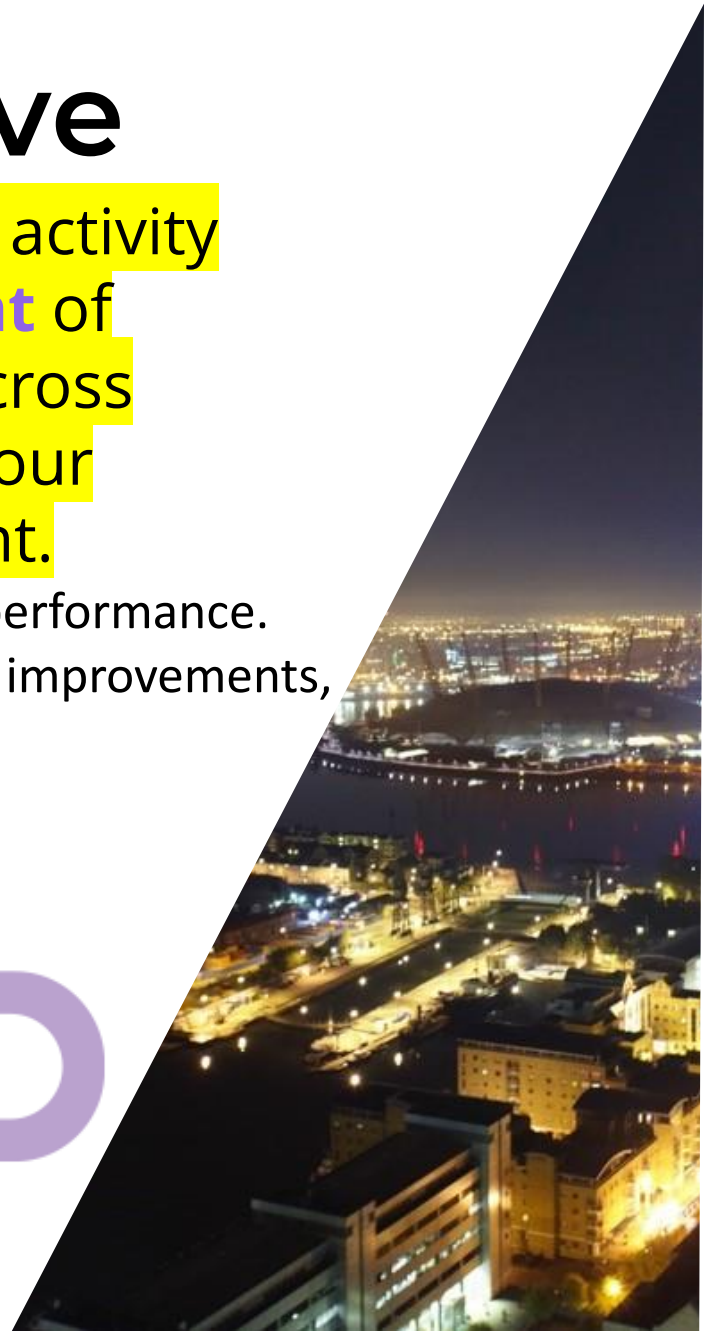
Value chain activities: improve

The purpose of the improve value chain activity is to ensure **continual improvement** of **products, services,** and **practices** across **all value chain activities** and the four dimensions of service management.

Objective: Continually improve services, processes, and performance.

Activities: Identifying areas for improvement, implementing improvements, and measuring the impact





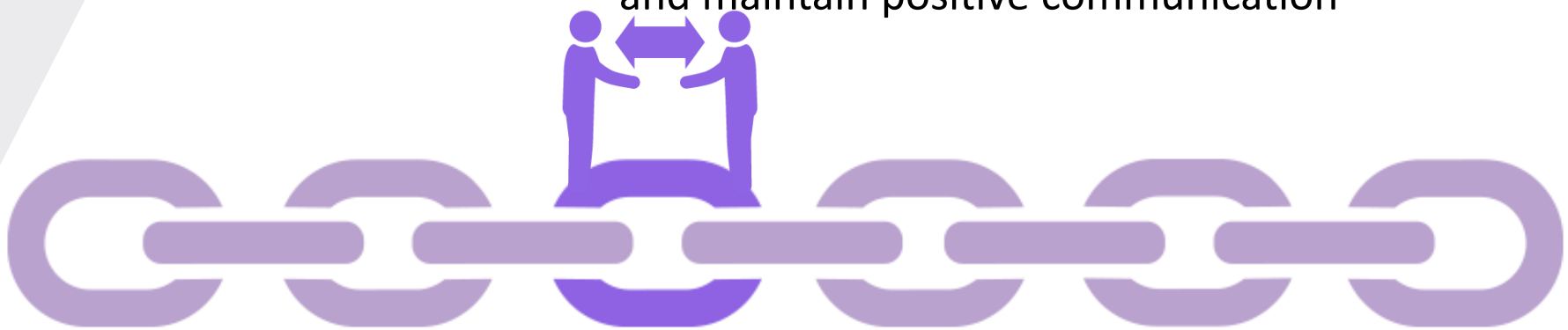
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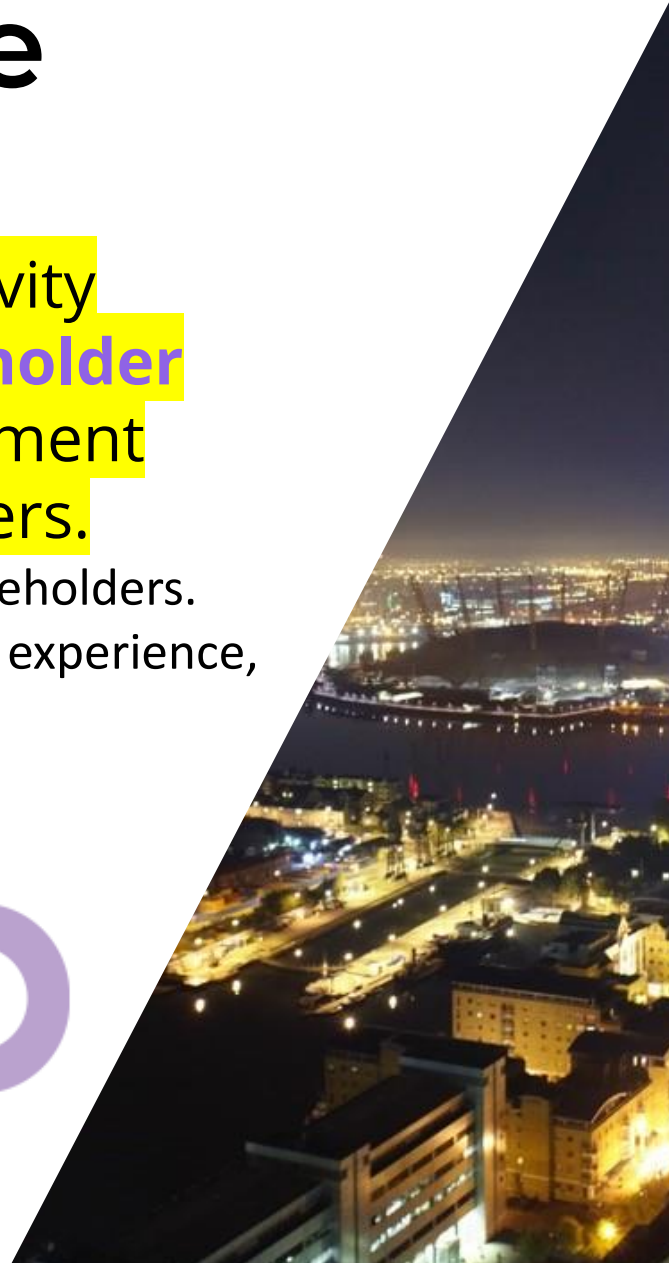
Value chain activities: engage

The purpose of the engage value chain activity is to provide a **good understanding** of **stakeholder needs**, **transparency**, and continual engagement and **good relationships** with all stakeholders.

Objective: Foster positive relationships with customers and stakeholders.

Activities: Understand stakeholder needs, ensure a good customer experience, and maintain positive communication





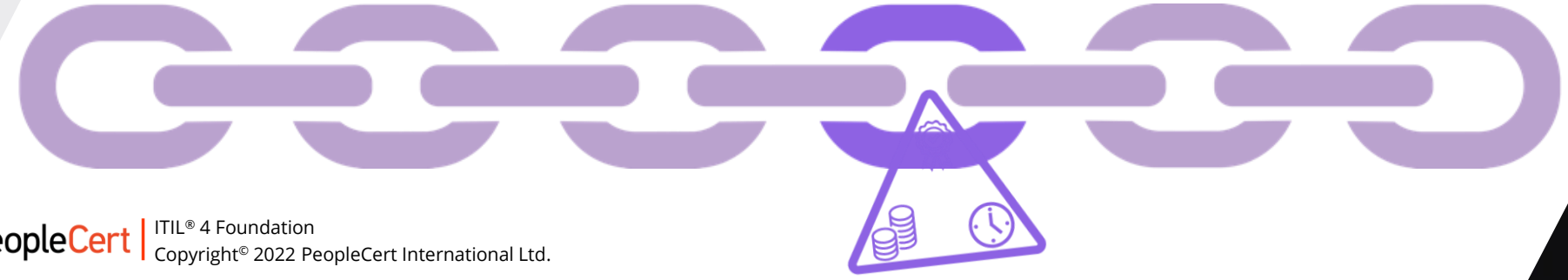
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Value chain activities: design and transition

The purpose of the design and transition value chain activity is to ensure that products and services **continually meet stakeholder expectations** for **quality, costs,** and **time to market**.

Objective: Design new services and ensure a smooth transition of those services into operation.

Activities: Designing services, processes, and practices; transitioning services to production





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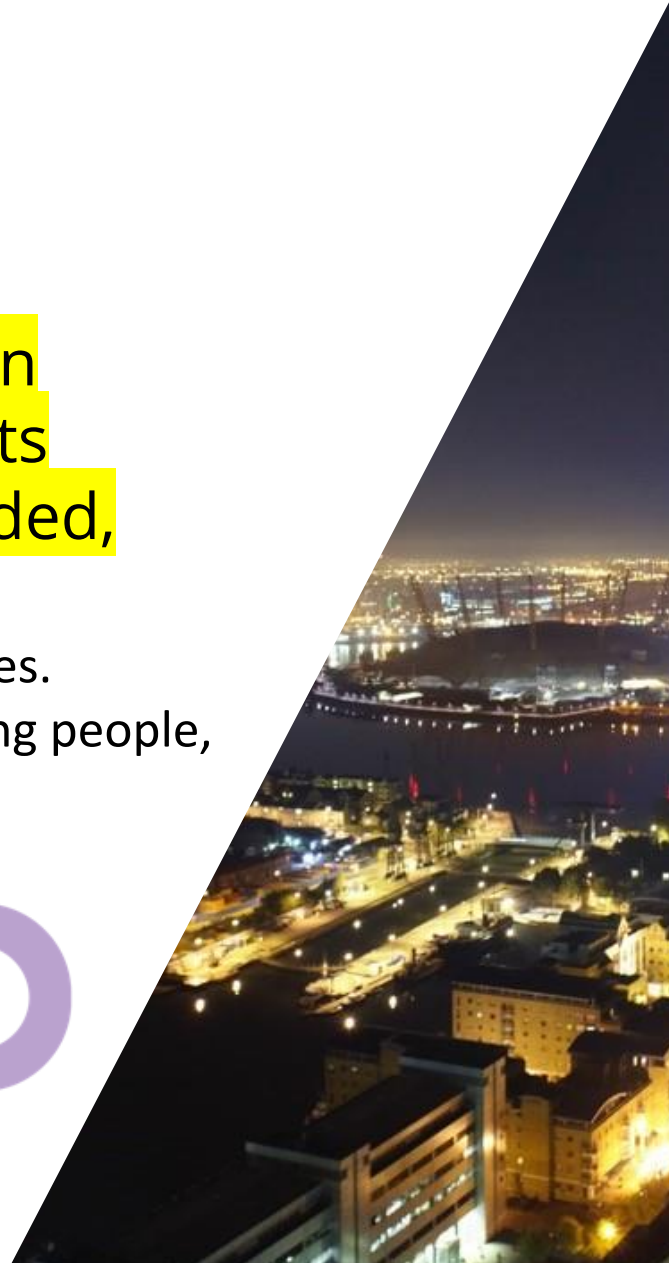
Value chain activities: obtain and build

The purpose of the obtain/build value chain activity is to ensure that service components are **available when** and **where** they are needed, and **meet agreed specifications.**

Objective: Obtain the resources necessary to deliver services.

Activities: Procuring, developing, and managing resources, including people, technology, and partnerships





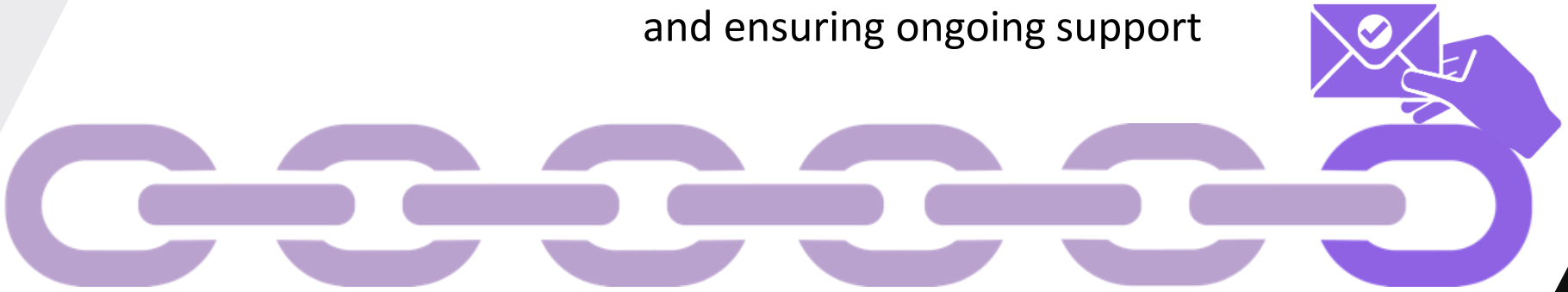
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Value chain activities: deliver and support

The purpose of the deliver and support value chain activity is to ensure that **services are delivered** and **supported** according to **agreed specifications** and stakeholders' **expectations.**

Objective: Deliver services efficiently and effectively, providing support as needed.

Activities: Day-to-day service delivery, incident management, problem management, and ensuring ongoing support





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Why Value Chain?

By analyzing each activity within these categories, companies strive to understand which parts of the business contribute most to value creation and thereby focus their resources and efforts to maximize these areas.

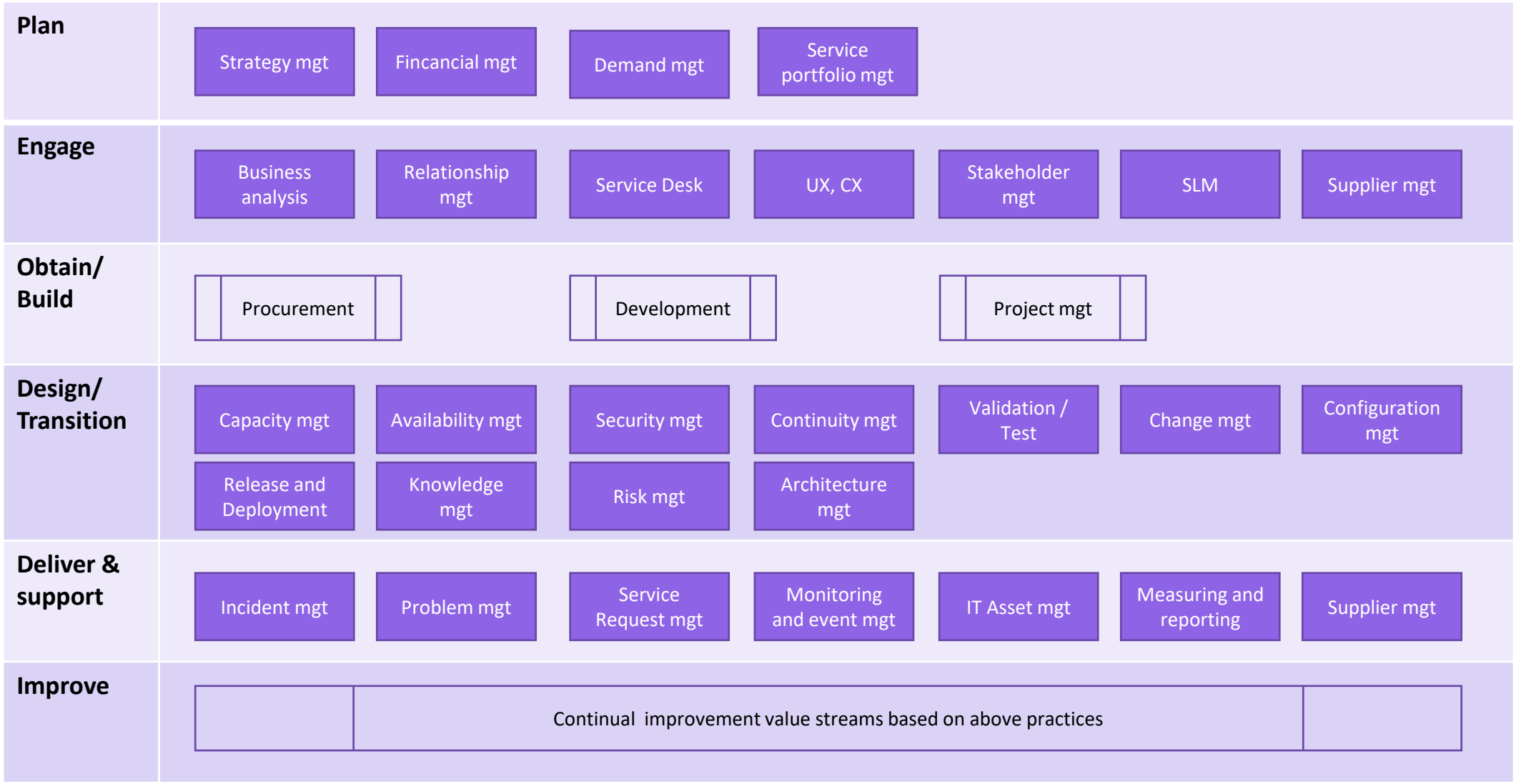
It can also help businesses identify areas where they can reduce costs or improve efficiency to increase overall profitability.

Value chain analysis is an integral part of corporate strategy and planning.

Similarly with services - define some key models for the different services, e.g. new delivery requirements, decommissioning a service, resolving a network incident, approving a change, etc....

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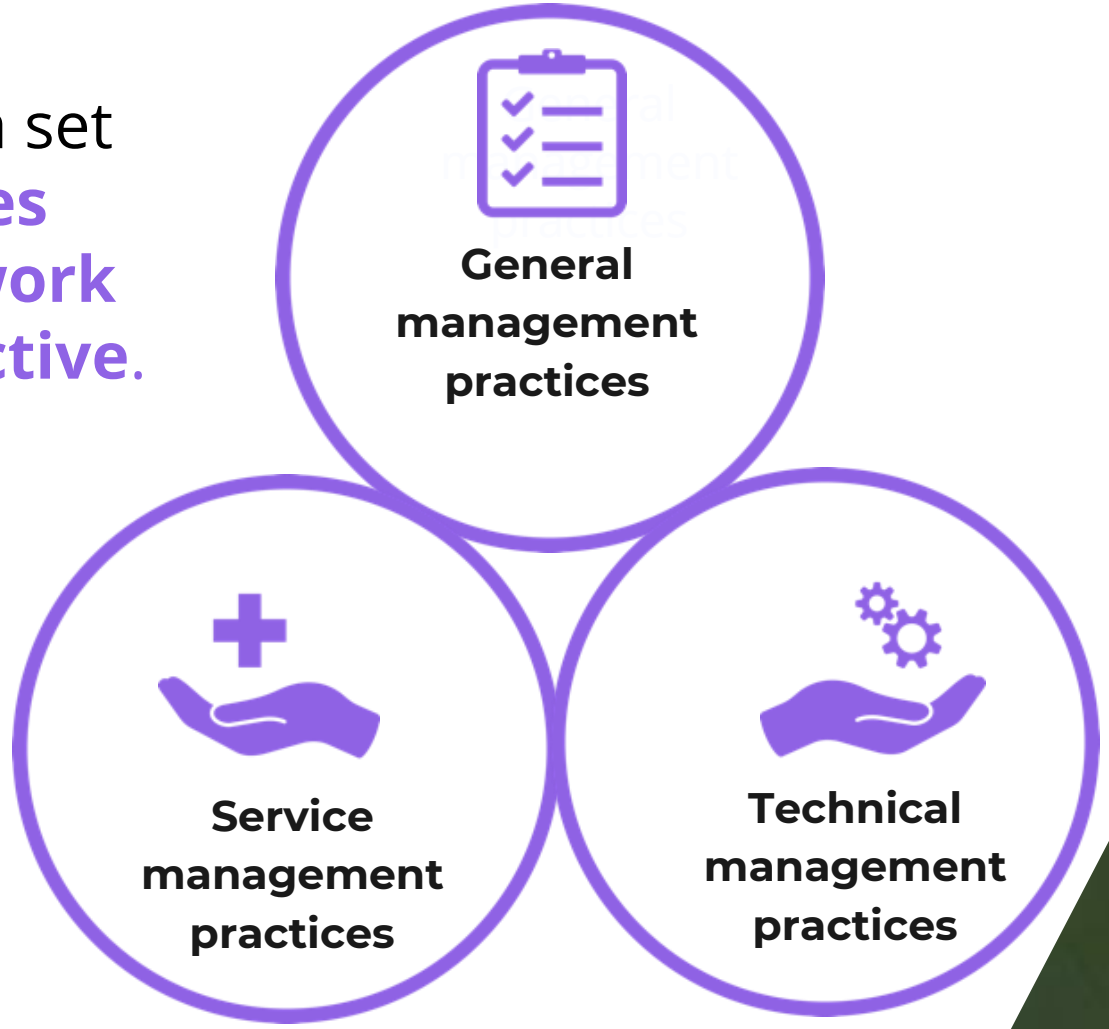
Example management practices grouped by Service Value Chain activities



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Management practices

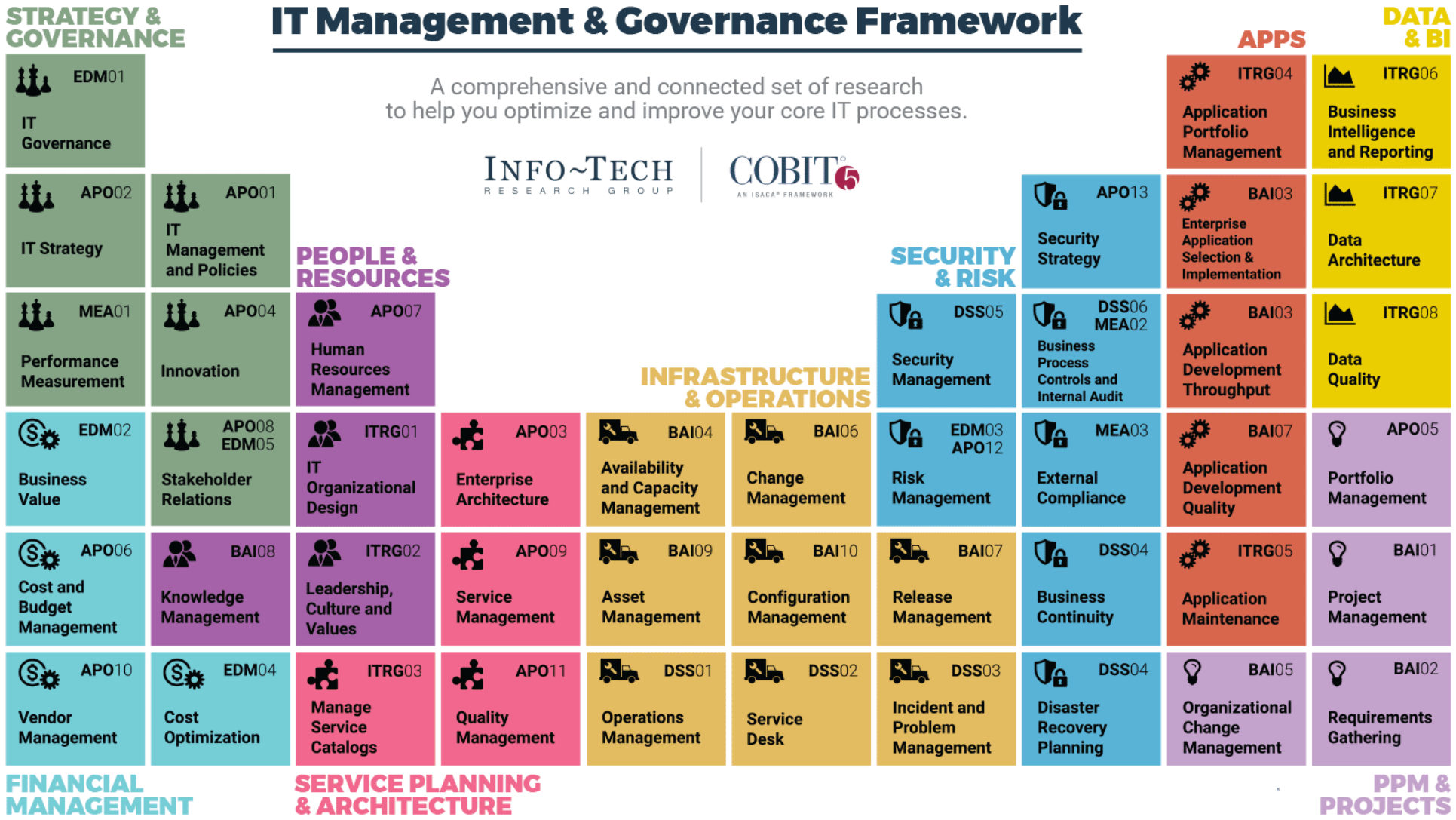
A management practice is a set of **organizational resources** designed for **performing work** or **accomplishing an objective**.



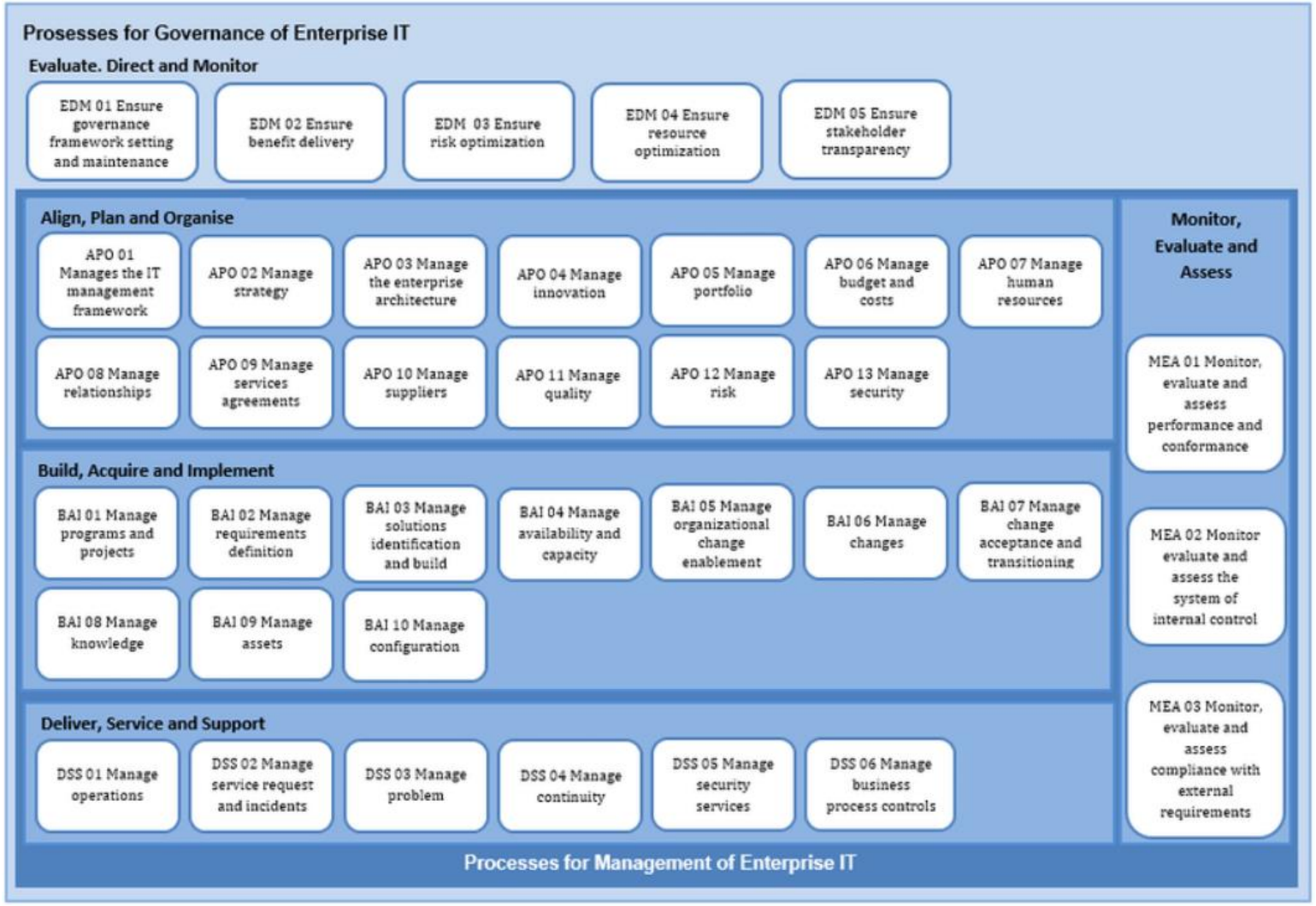


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Alternative IT Management framework



Alternative IT Management framework

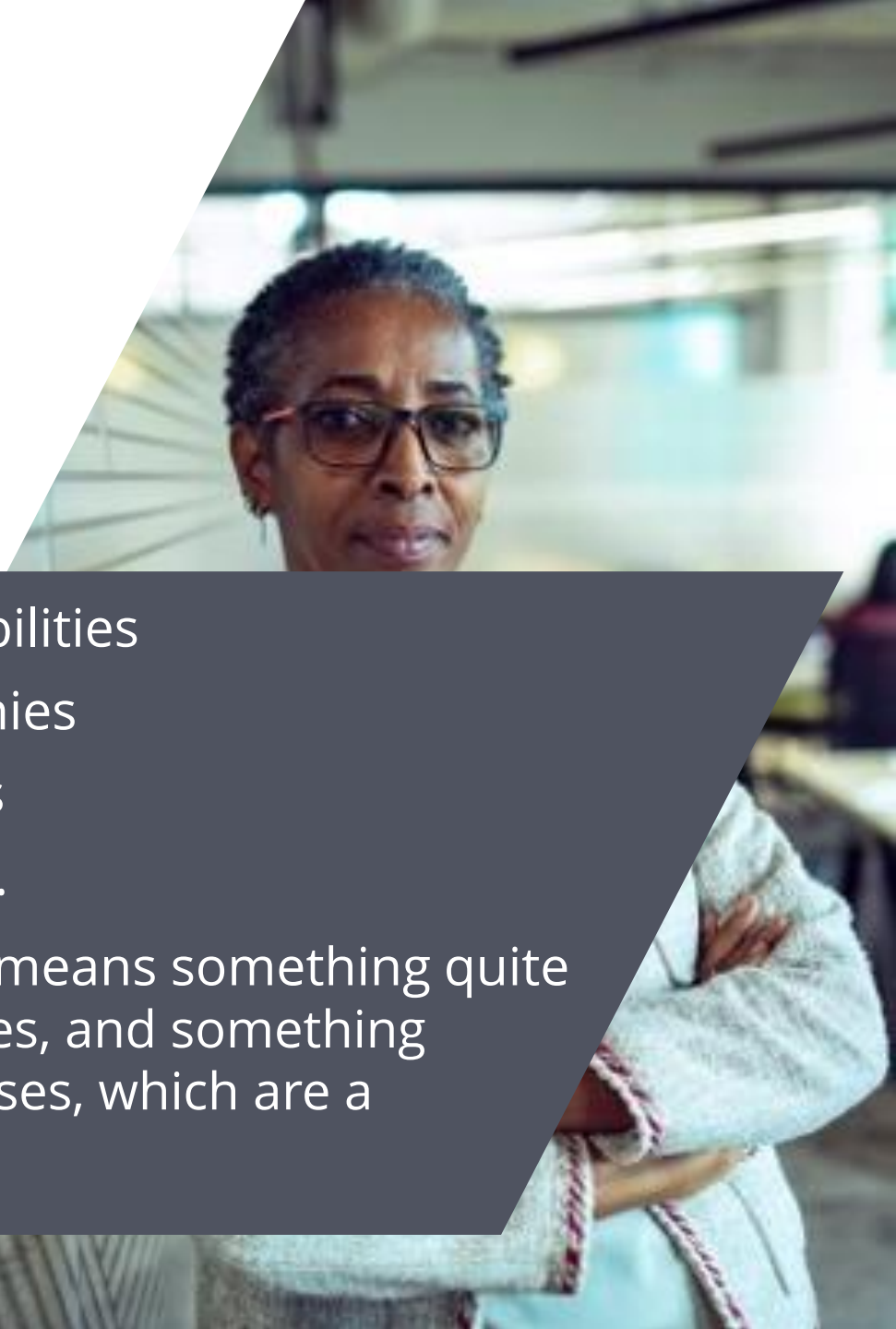


Management practices

What else might practices be called in an organization?

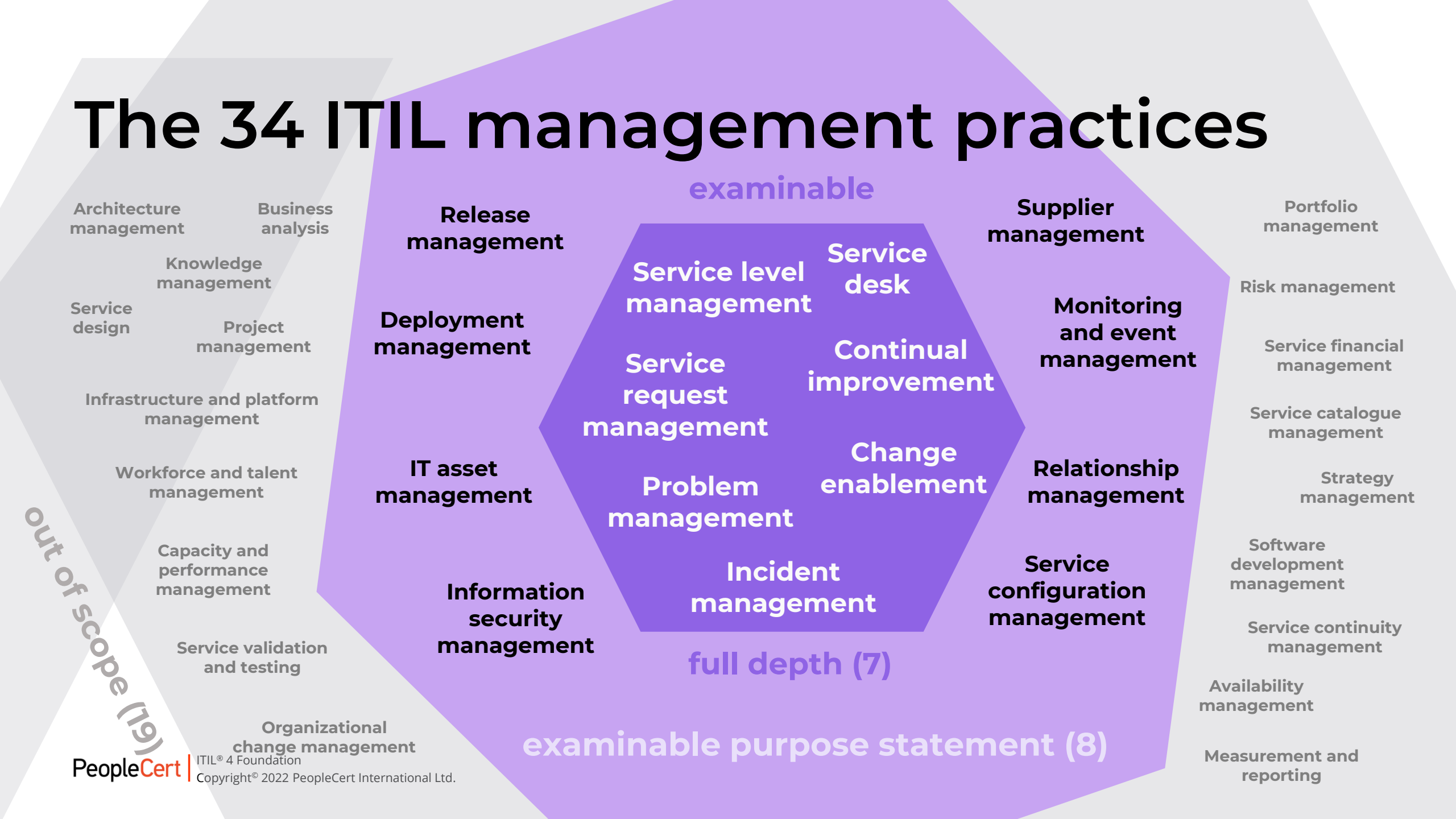
- capabilities
- hierarchies
- processes
- procedures.

However, ITIL 4 means something quite specific by practices, and something different for processes, which are a part of practices.



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The 34 ITIL management practices

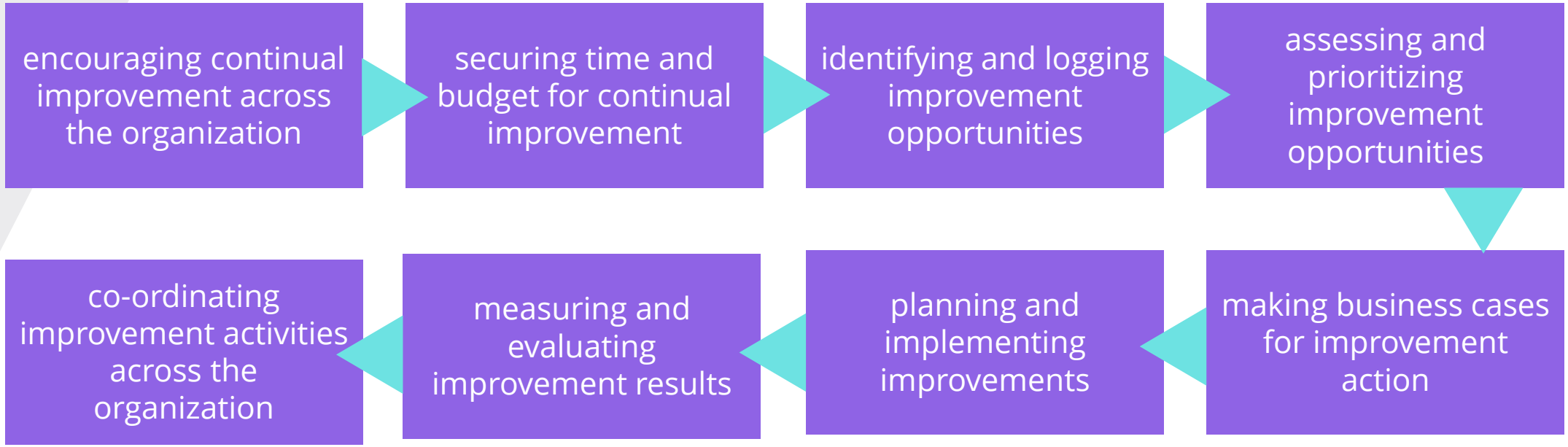


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Continual improvement - GM

The purpose of the **continual improvement** practice is to **align** the organization's practices and services with **changing business needs** via the **ongoing improvement** of products, services, and practices, or any element involved in the management of products and services.

Key activities that are part of continual improvement practices include:



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Continual improvement

What is the purpose of continual improvement?



The purpose of the **continual improvement** practice is to **align** the organization's practices and services with **changing business needs** through the **ongoing improvement** of products, services, and practices, or any element involved in the management of products and services.

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Continual improvement model



Figure 4.3 The continual improvement model

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Continual improvement model

- **Applies** to the organization's SVS and all **products,** services, components, and **relationships**
- Use as a **high-level** guide for **improvement** initiatives
- **Steps** vary in scope/details by subject and **improvement** type
- Steps need not be **linear; re-evaluate**/return as needed

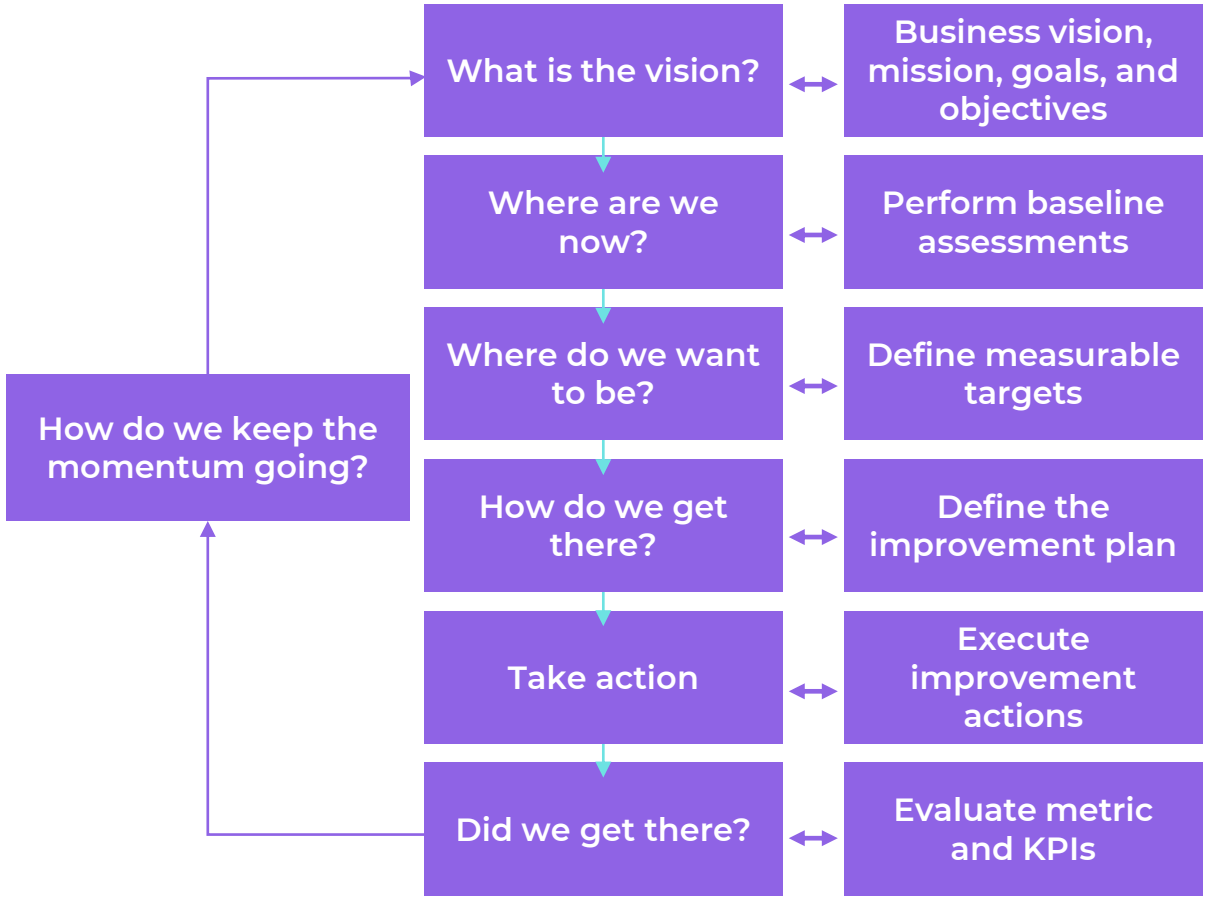


Figure 4.3 The continual improvement model

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What is the vision?

This **step focuses** on:

- **Translating** the organization's vision and **objectives** for the **business** unit, department, **team,** or **individual,** so the context, **objectives,** and boundaries of an improvement initiative are **understood**
- **Creating** a high-level vision for the planned **improvement**

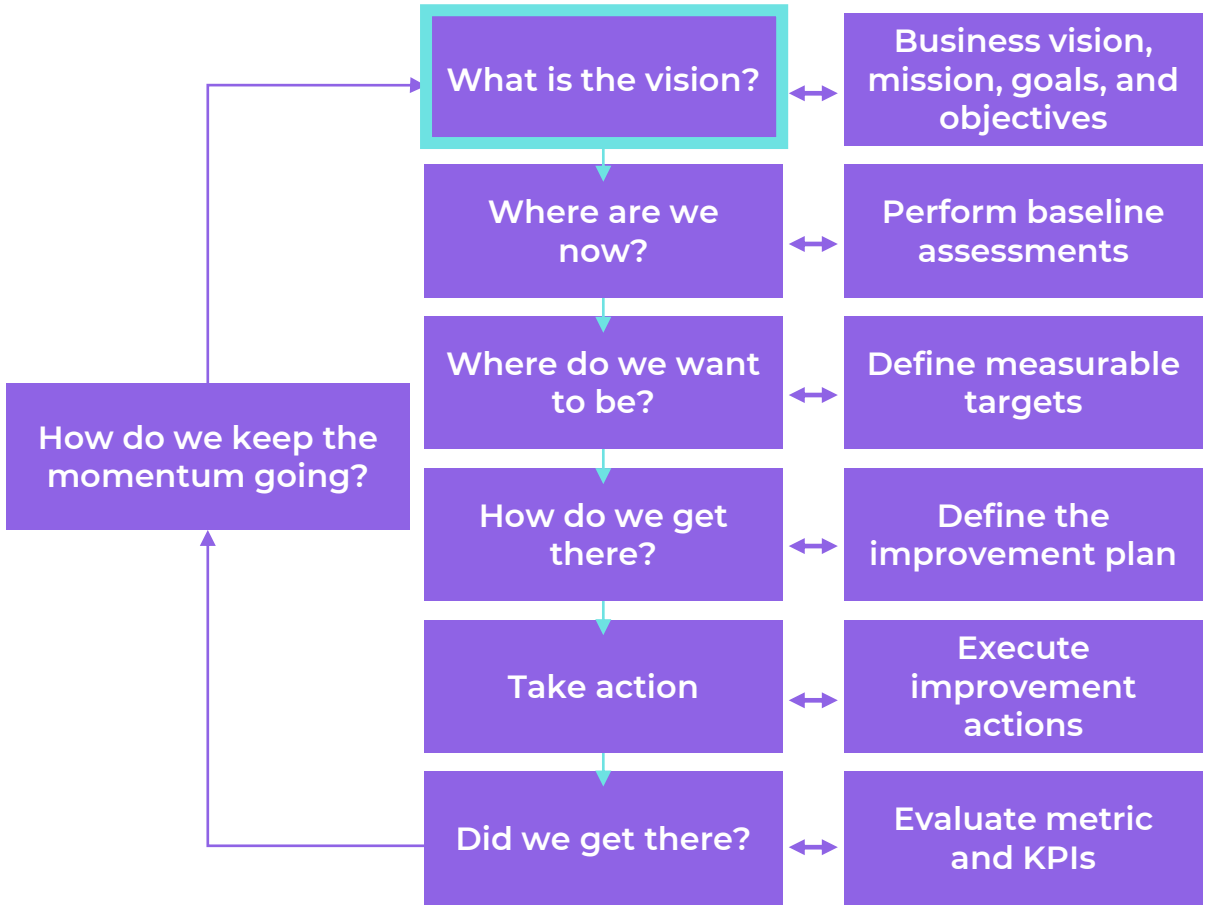


Figure 4.3 The continual improvement model

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Where are we now?

A current state **assessment** of:

- **users'** perception of value received
- people's **competencies** and skills
- **processes** and **procedures**
- technical **solution** capabilities
- **organizational** culture, indicating the level of **organizational change** management **needed**

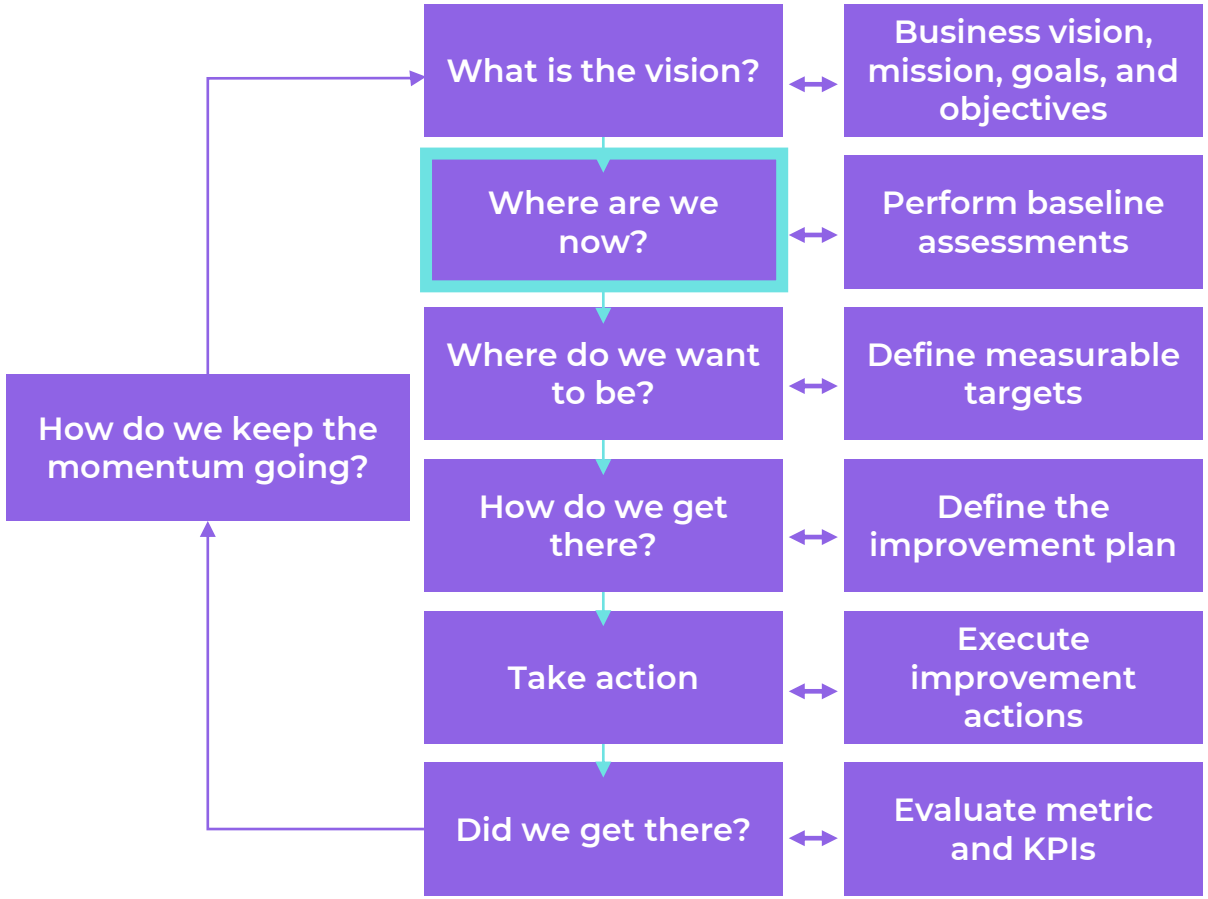


Figure 4.3 The continual improvement model

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Where do we want to be?

- Includes a **gap** analysis of the **scope** and nature of the **distance** to be **traveled** from current to desired future state
- **Includes** setting **improvement** objectives, along with critical **success** factors (**CSFs**) and key performance **indicators** (KPIs)

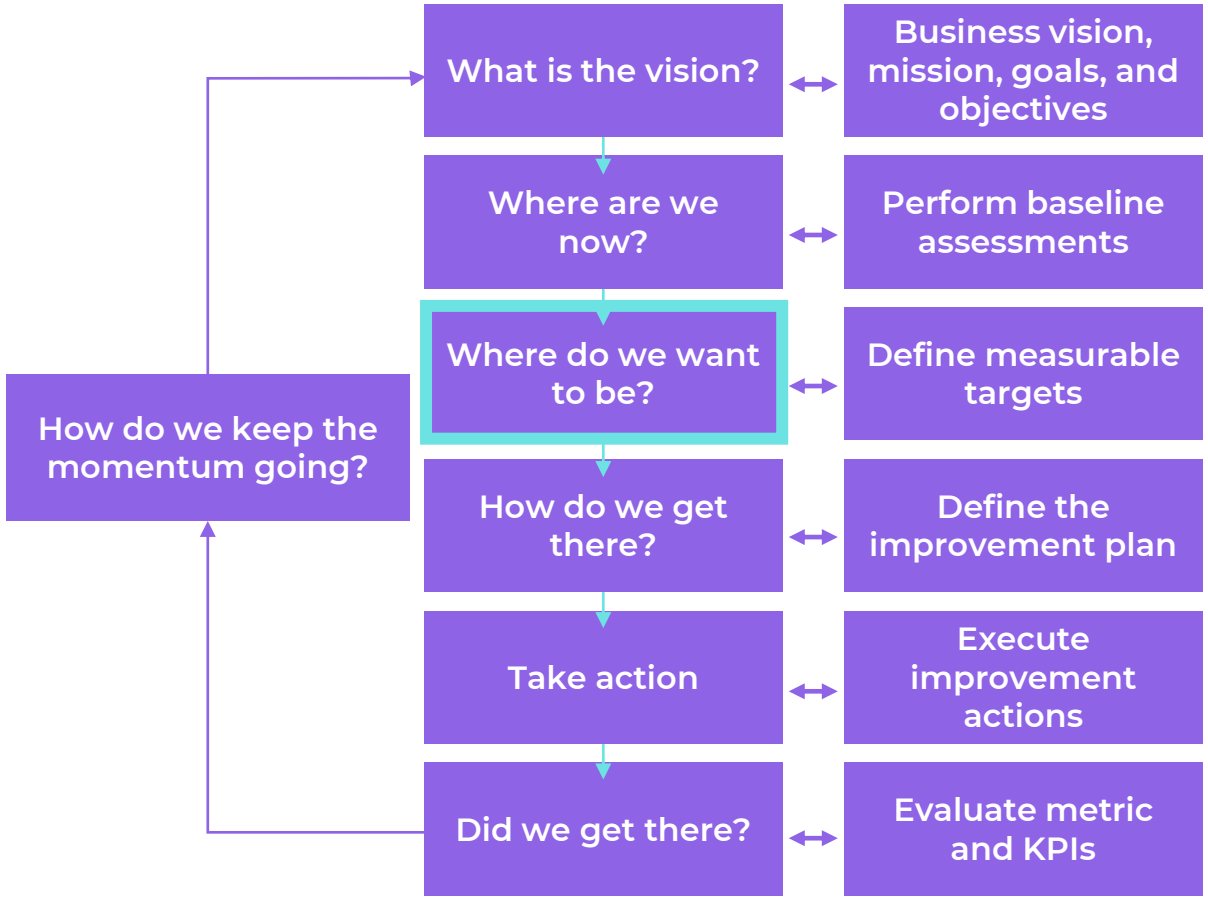


Figure 4.3 The continual improvement model

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CSFs and KPIs

Critical success factor (CSF)

- A necessary precondition for the **achievement of intended** results



Key performance indicator (KPI)

- An important metric used to evaluate the **success in meeting** an objective



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How do we get there?

- This **step** is about combining the understanding of the **vision** of the **improvement** and the current and target **states** with **subject** matter **expertise,** to **create** a plan for addressing the initiative's **challenges**

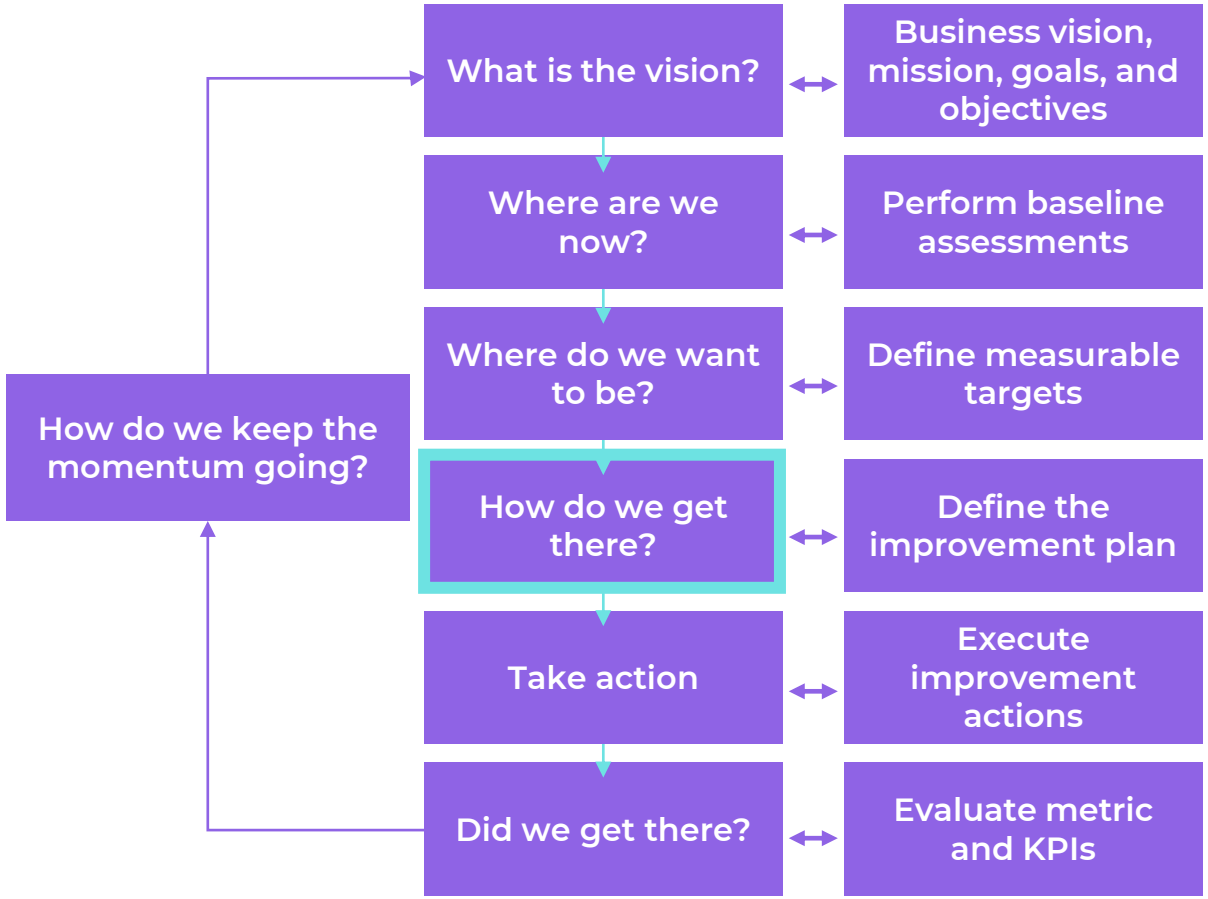


Figure 4.3 The continual improvement model

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Take action

- In **Step** 5 the plan for the improvement is **acted** upon
- This could involve a **traditional waterfall-style** approach, or it may be more **appropriate** to follow an **Agile** approach by **experimenting,** iterating, **changing** directions, or **even** going back to **previous** steps



Figure 4.3 The continual improvement model

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Did we get there?

- Check the journey's **destination** to **be sure** you **have reached** the **desired point**
- Conduct **checks against stated objectives, CSFs** and **KPIs**

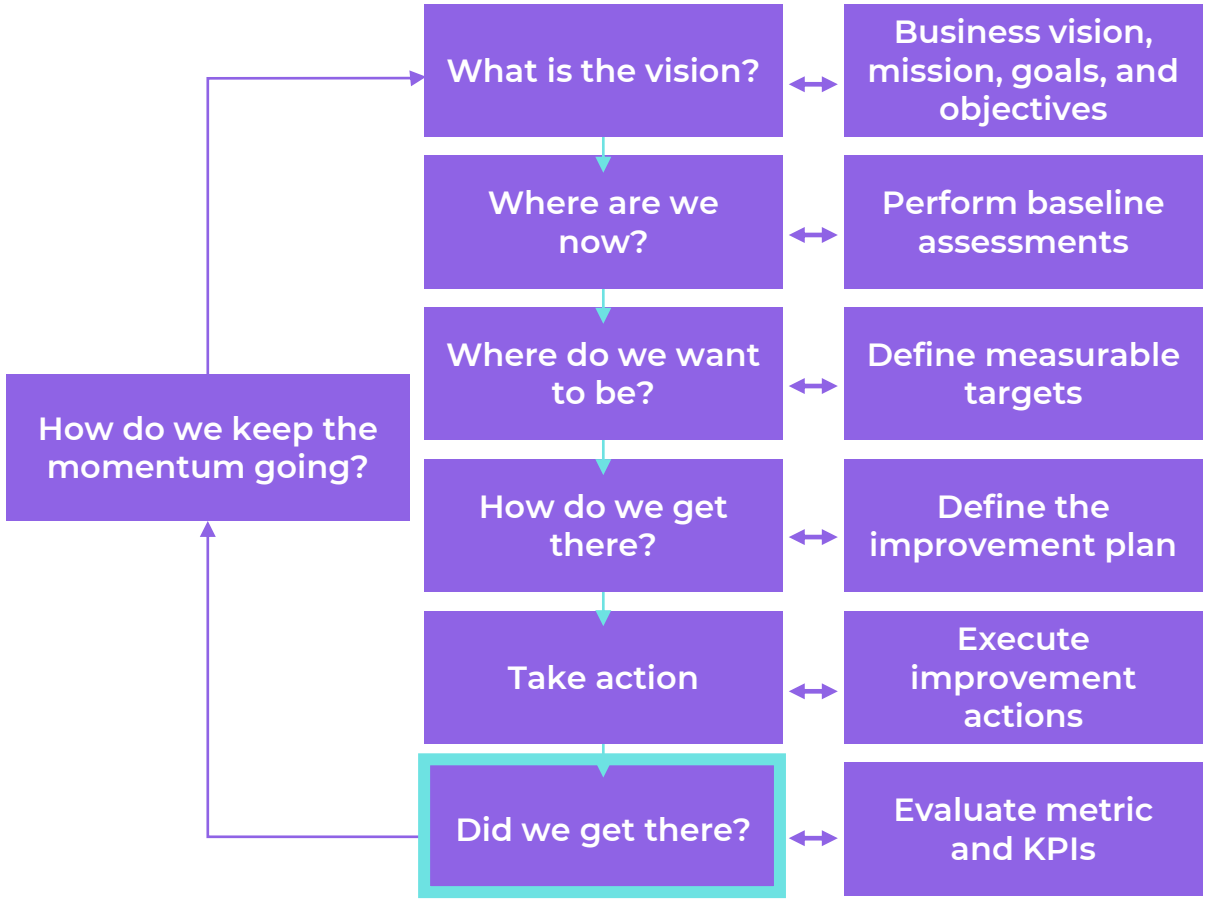
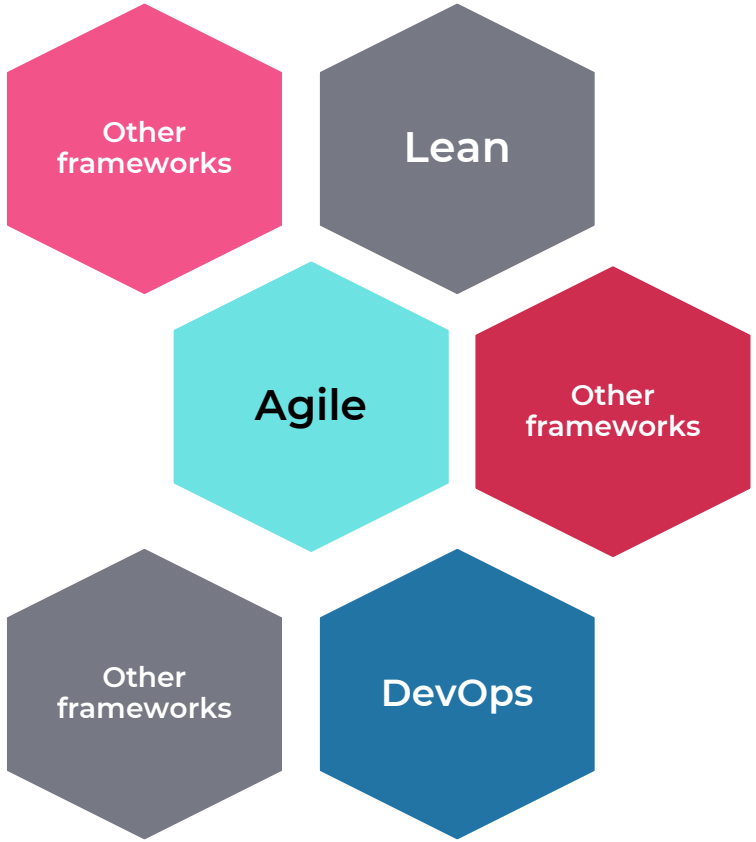


Figure 4.3 The continual improvement model

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Methods to continually improve



Continual Improvement



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Tracking

How do organizations track continual improvement ideas and projects?

- use a database or structured document called a continual improvement register (CIR)
- multiple CIRs can be maintained at different organizational levels or a master CIR used
- ideas are also captured during project execution or software development activities.



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CI responsibility

Who is responsible for continual improvement in organizations?

- highest levels of the organization
- leaders
- everyone.



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How do we keep the momentum?

In this step:

- **Market** and **celebrate** successes
- **Reinforce** new methods
- Embed changes in the **organization**

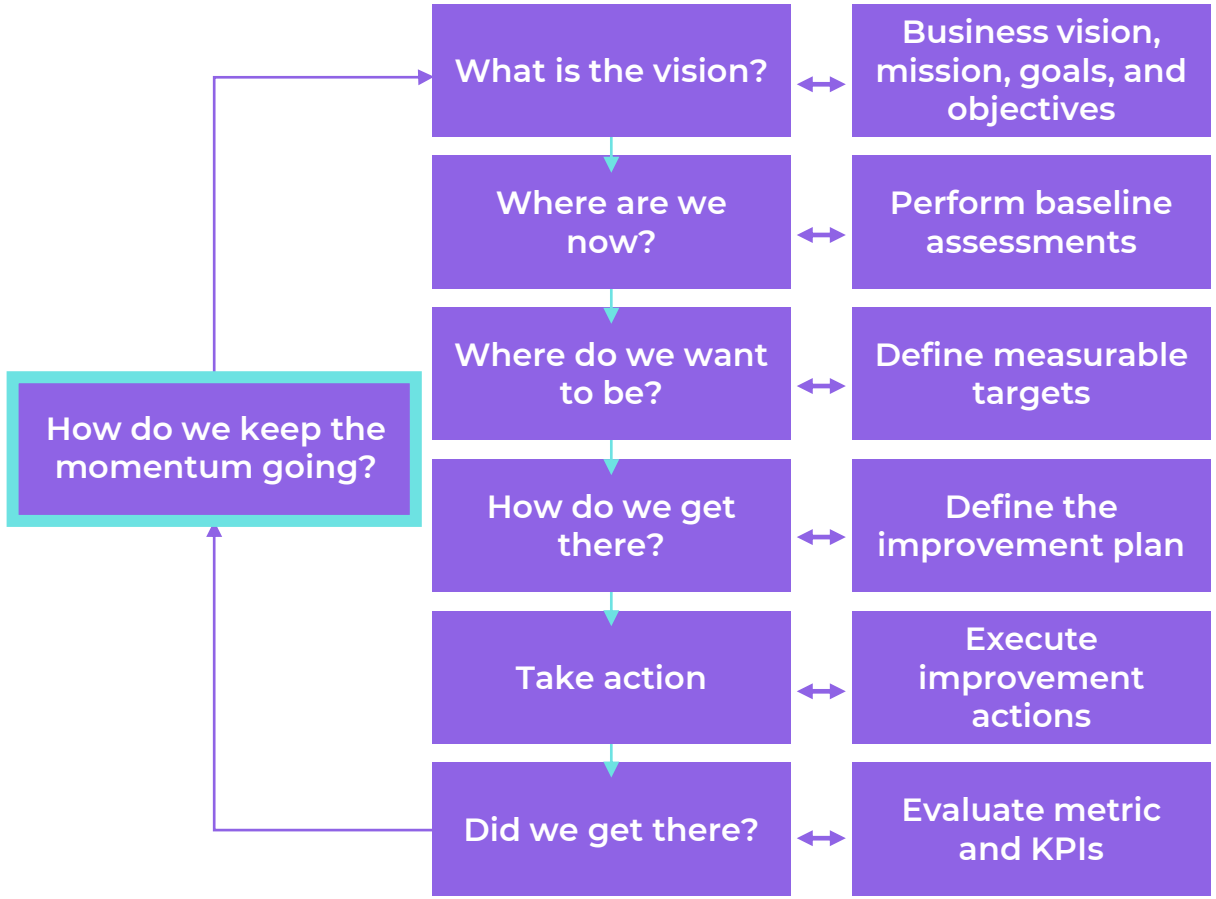


Figure 4.3 The continual improvement model

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Applying continual improvement



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General management practices

- Architecture Management
- Strategy Management
- Service financial Management
- Portfolio Management
- Organizational change Management
- Project Management
- Risk Management
- Knowledge Management
- Measurement and reporting Management
- Workforce and talent Management

- Information Security Management
- Relationship Management
- Supplier Management
- Continual Improvement

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Service Management practices

- Availability management
- Business analysis
- Service continuity management
- Service catalogue management
- Service design
- Service validation and testing
- Capacity and performance management
- IT asset management
- Monitoring an event management
- Release management
- Service configuration management
- Service request management
- Change enablement
- Incident management
- Problem management
- Service desk
- Service level management

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Technology Management practices



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Incident management - SM

The purpose of the **incident management** practice is to **minimize** the **negative impact** of incidents by **restoring normal service operation** as quickly as possible.



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Incident management

The purpose of the incident management practice is to **minimize** the **negative** impact of incidents by restoring **normal** service operation as quickly as possible.



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What is an incident?



The definition of an incident is an **unplanned interruption** to a **service** or a **reduction** in the **quality** of a service.

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Incident management guidance

Design for different types of incidents	Incidents based on **varying** impact **Major** incidents Information **security** incidents
Prioritize incidents	**Based** on agreed classification Resolve higher **business** impact incidents **first**
Use a robust tool to log and manage incidents	Linking to CIs, **changes**, problems, known errors and knowledge, and automate **matching** incident to related **incidents**, problems or known errors

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Incident management tools

What should an incident management tool do?

- information about incidents
- incident records.

What links can you include to support incident management?

Modern tools can also:

- CIs
- changes
- problems
- known errors

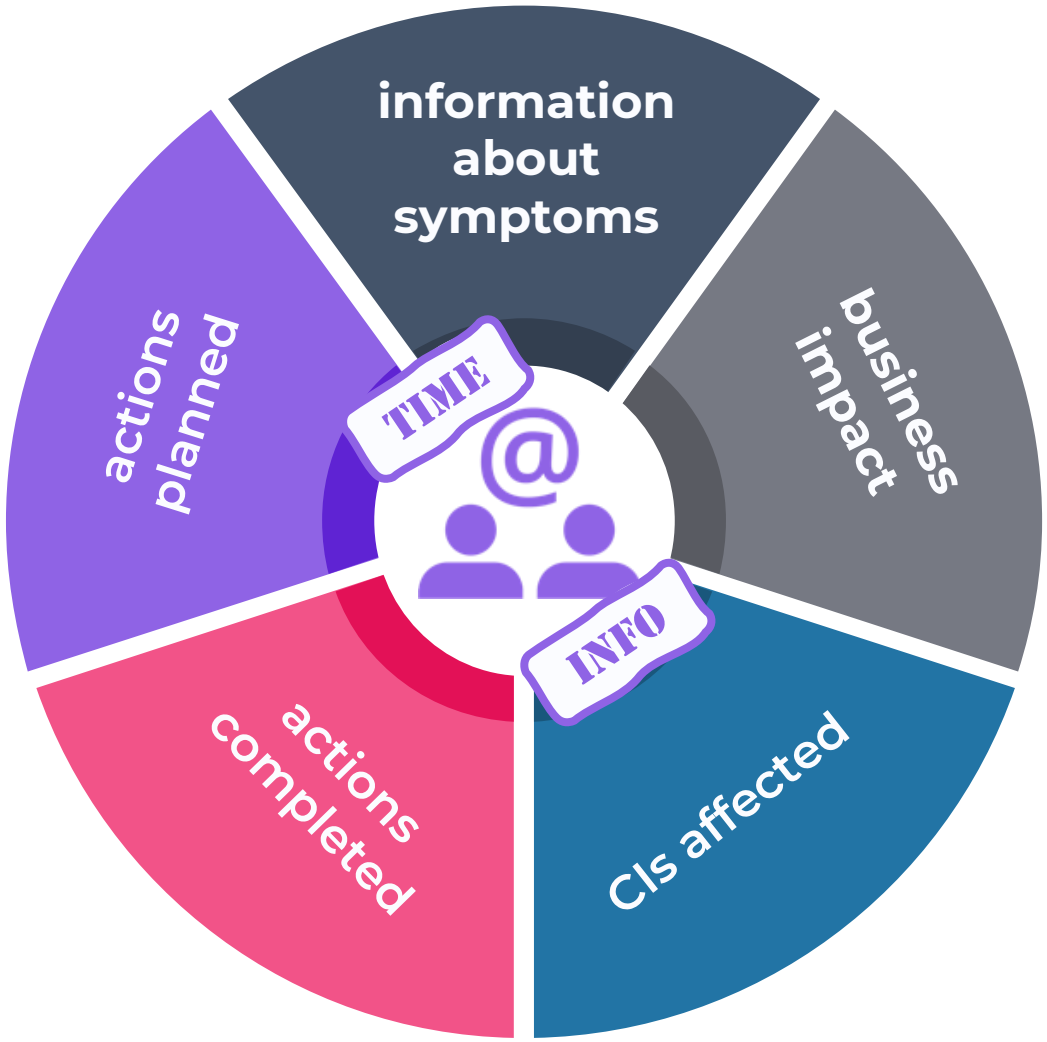


- provide automated matching of incidents
- provide intelligent analysis of incident data
- generate recommendations to help with future incidents.

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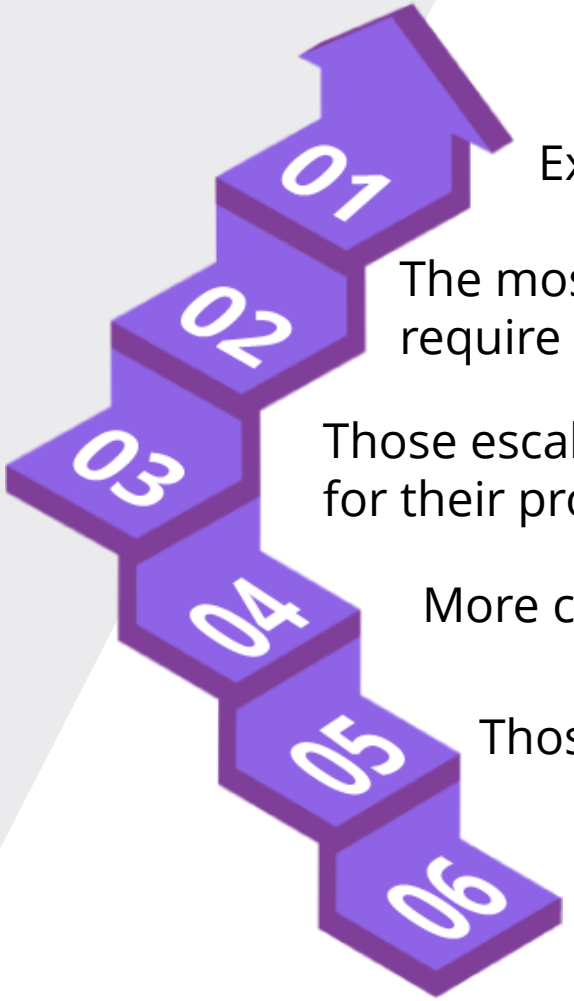
Incident updates

Good collaboration tools might be needed to ensure effective collaboration between everyone working on an incident.



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Types of incidents



Extreme cases, where disaster recovery plans may be invoked.

The most complex incidents, and all major incidents, which often require a temporary team to collaborate to identify the resolution.

Those escalated to suppliers or partners, who offer support for their products and services.

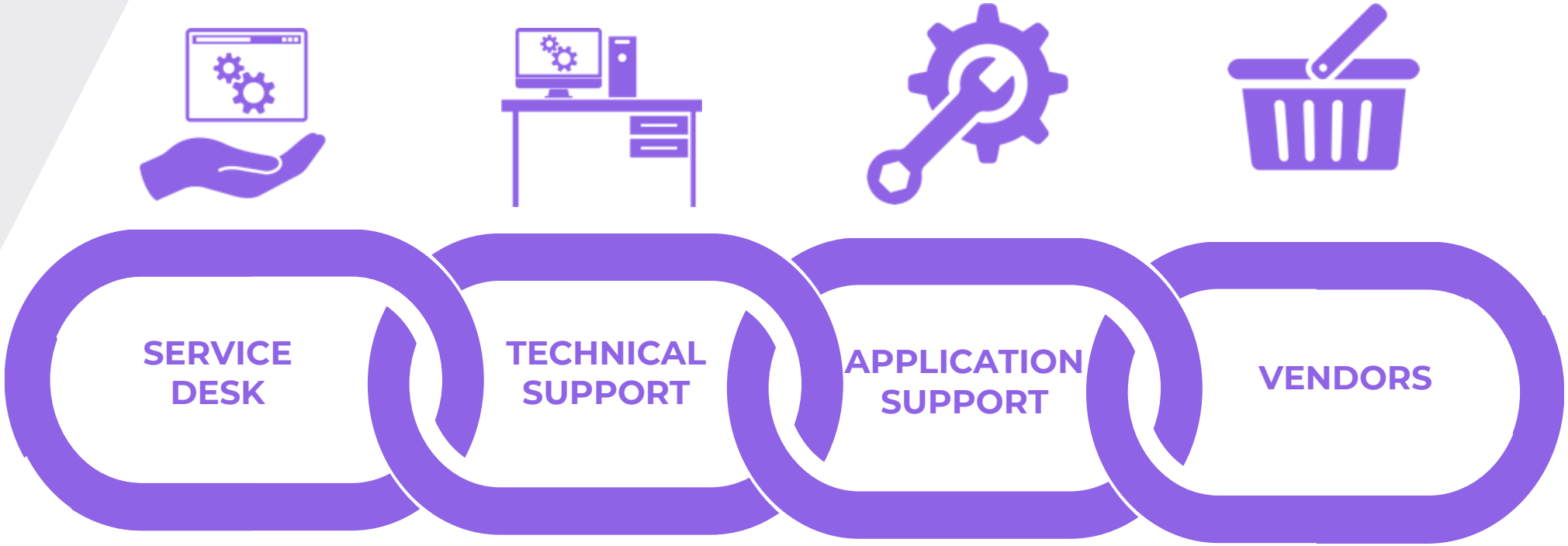
More complex incidents, which will usually be escalated to a support team.

Those resolved by the service desk.

Those resolved by users themselves, using self-help.

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Collaboration



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Swarming

- **Collaboration** facilitates information sharing and learning and help solve incidents more **efficiently** and **effectively**
- Some **organizations** use a technique called swarming to **manage** certain **incidents**
- **Swarming** involves many **different** stakeholders **working** together initially, **until** it is clear which is best placed to continue, and which can **move** on



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Third-party products and services

What will need to be in place for accessing third-party products and services that are used as a component of a service?



Agreements

Third-party components of a service require support agreements which align supplier obligations with service provider commitments.

Incident management may require frequent interaction with these suppliers.

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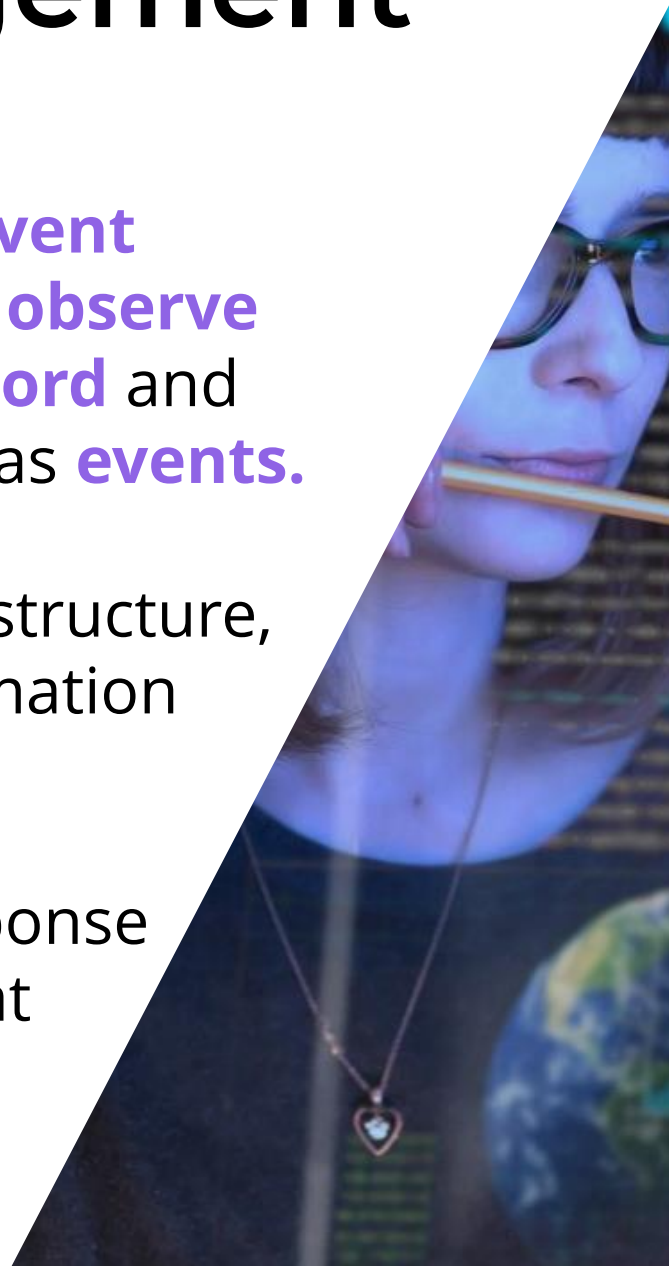
Monitoring and event management - SM



The purpose of the **monitoring and event management** practice is to systematically **observe** services and service components, and **record** and **report** selected changes of state identified as **events.**

This practice identifies and prioritizes infrastructure, services, business processes, and information security events.

It also establishes the appropriate response to those events, and conditions that indicate potential faults or incidents.



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Problem management - SM

The purpose of the **problem management** practice is to **reduce** the **likelihood** and **impact** of incidents, by **identifying actual** and **potential causes** of incidents, and **managing workarounds** and known **errors.**



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The meaning of ‘problem’

What is a problem?



A **problem** is a **cause**, or potential cause, of one or more **incidents**

What is a known error?

A known error is a **problem** that has been **analyzed** but has **not** been **resolved**



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The phases of problem management



Figure 5.23 The phases of problem management

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Identifying a problem

What activities do you think are included in the problem identification phase?



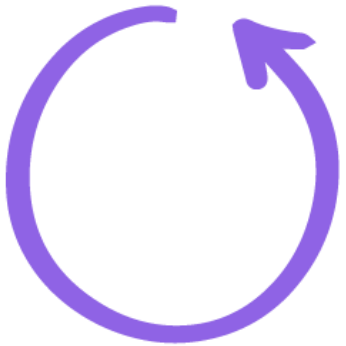
- performing trend analysis of incident records
- detection of duplicate and recurring issues by users, service desk, and technical support staff
- during major incident management, identifying a risk that an incident could recur
- analysing information received from suppliers and partners
- analysing information received from internal software developers, test teams, and project teams.

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Problem control



Problem analysis



Documenting workarounds



Known errors

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Workaround

What is a workaround?



A **workaround** is a **solution** that **reduces** or **eliminates** the **impact** of an incident or problem for which a full resolution is not yet available. Some workarounds **reduce** the **likelihood** of incidents.

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Error control

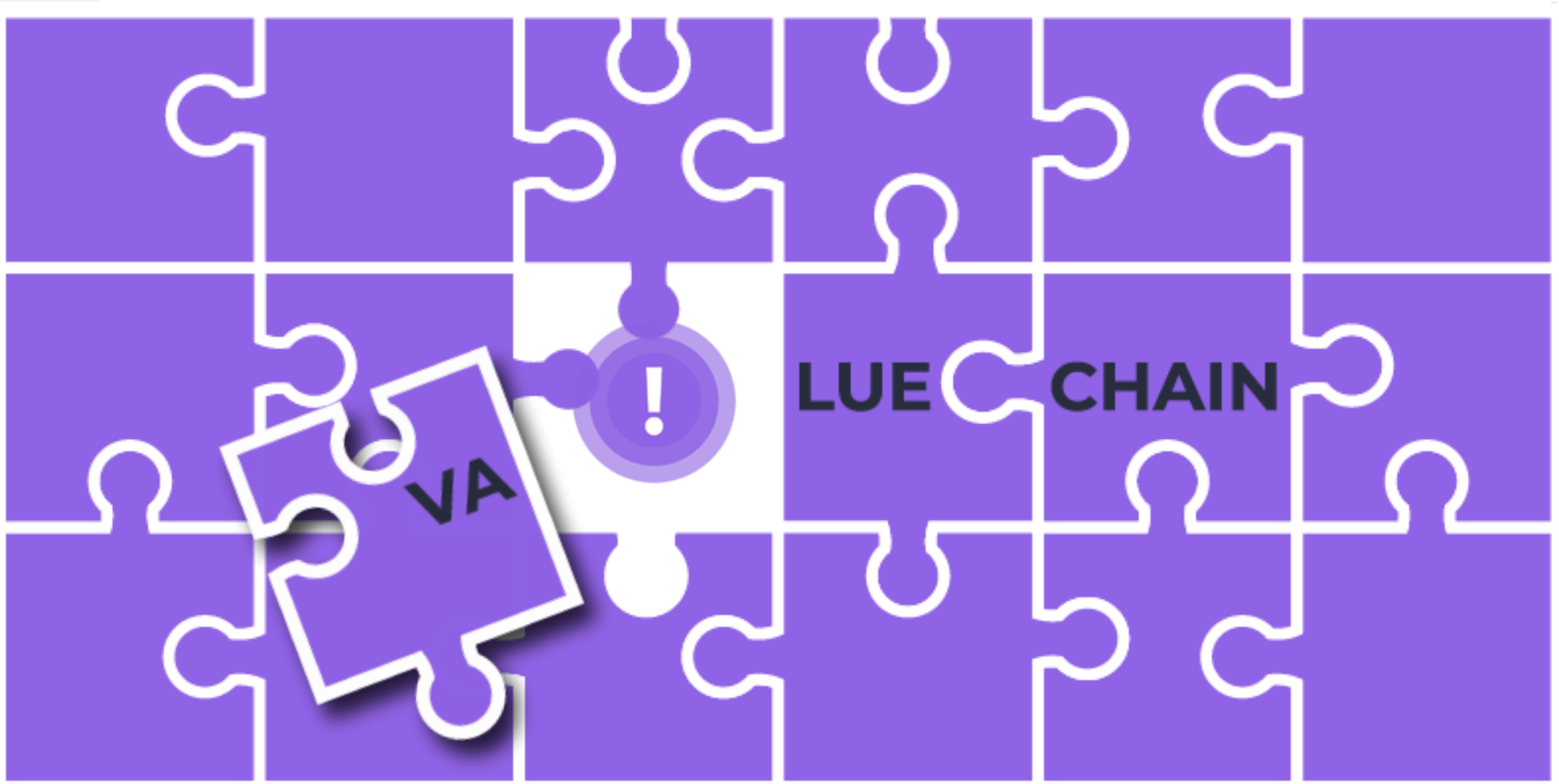
The main activities in this phase are:

- manage known errors, which are problems where initial analysis has been completed
- identify potential permanent solutions
- regularly re-assess status of known errors
- assess the impact on customers
- identify the availability and cost of permanent resolutions.



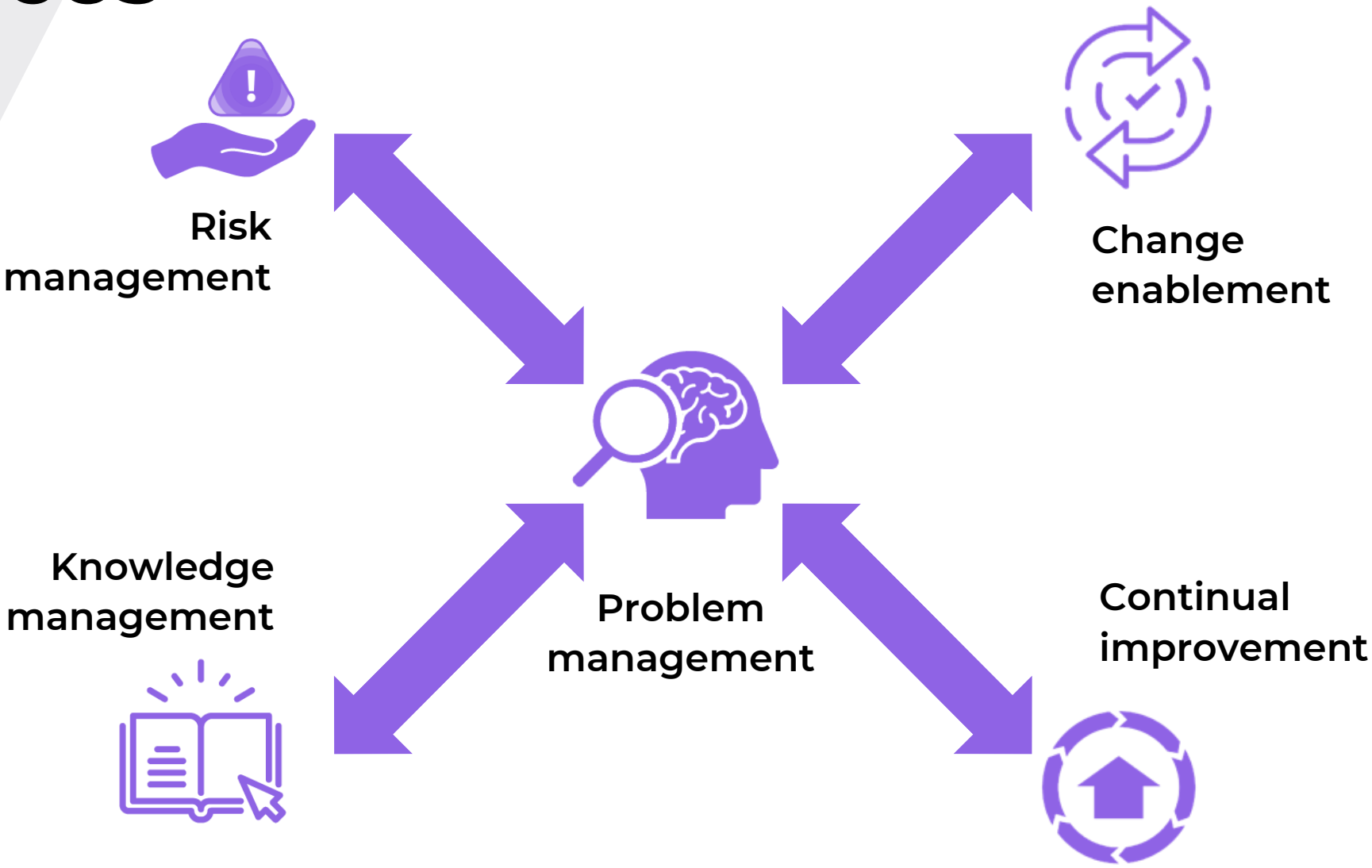
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Links to other practices



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Interfaces



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Information security management - GM



What is information security management?

The required security is established by means of policies, processes, behaviours, risk management, and controls, which must maintain a balance between:



Prevention
Ensuring that security incidents don't occur



Detection
Rapidly and reliably detecting incidents that can't be prevented



Correction
Recovering from incidents after they are detected.



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Information security management

- The purpose of the **information security management** practice is to protect the information needed by the organization to conduct its business.
- This includes understanding and managing risks to the **confidentiality, integrity,** and **availability** of information. It also includes other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they did something).



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Relationship management - GM

What is the purpose of relationship management?



Service providers focus most of their efforts on their relationships with service consumers.

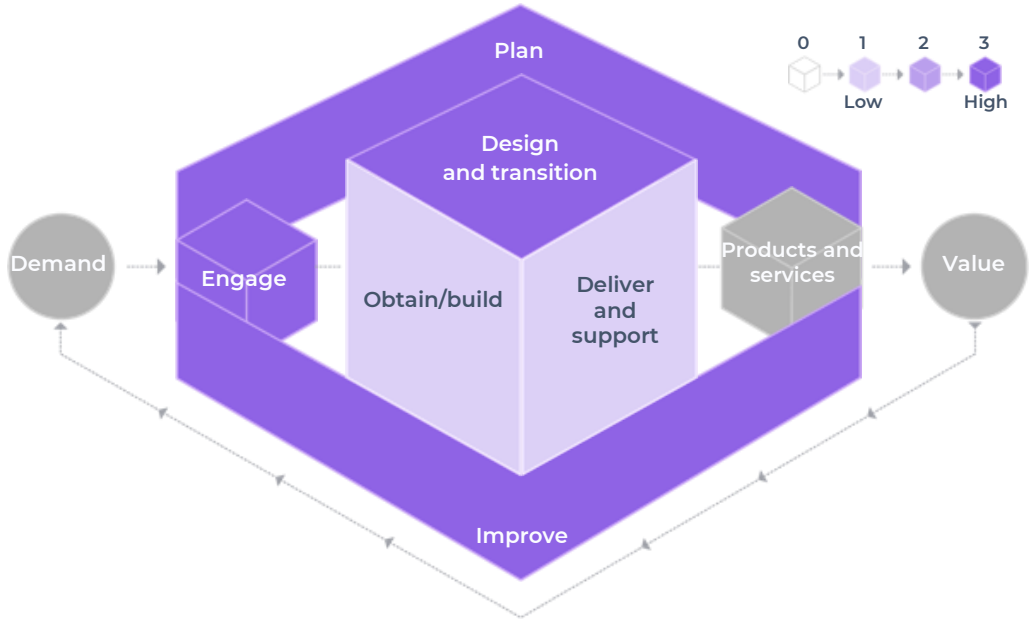


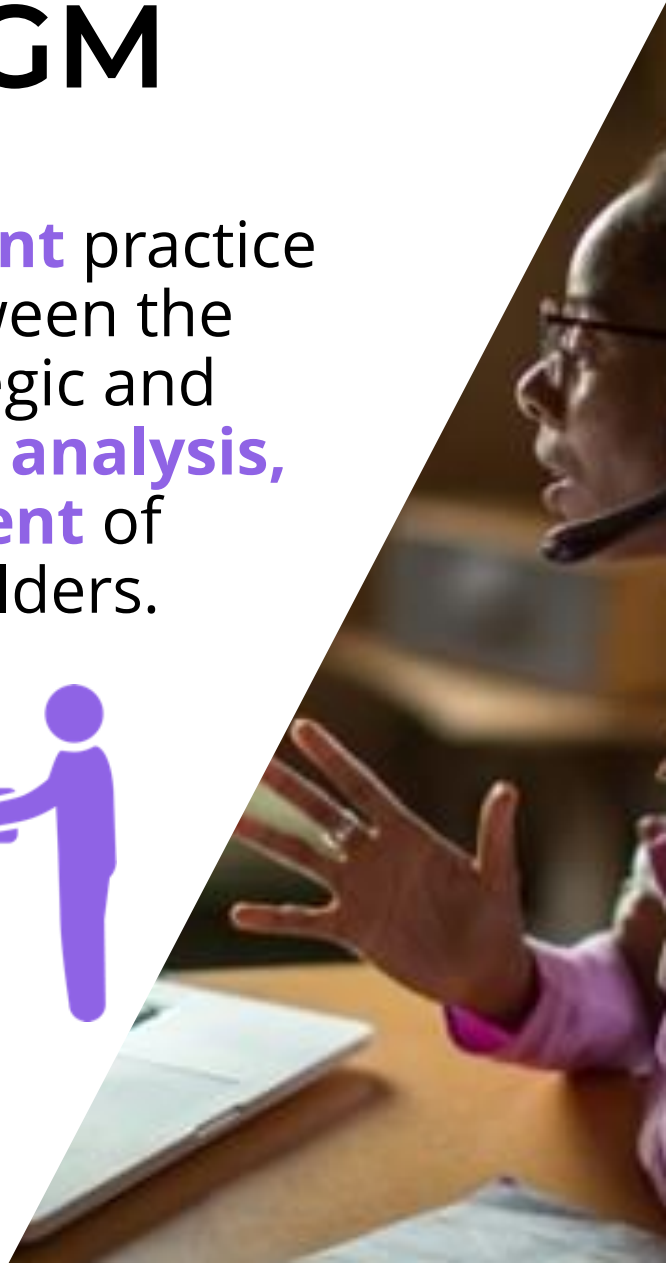
Figure 5.9 Heat map of the contribution of relationship management to value chain activities

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Relationship management - GM

The purpose of the **relationship management** practice is to **establish** and **nurture** the **links** between the organization and its stakeholders at strategic and tactical levels. It includes the **identification, analysis, monitoring,** and **continual improvement** of relationships with and between stakeholders.





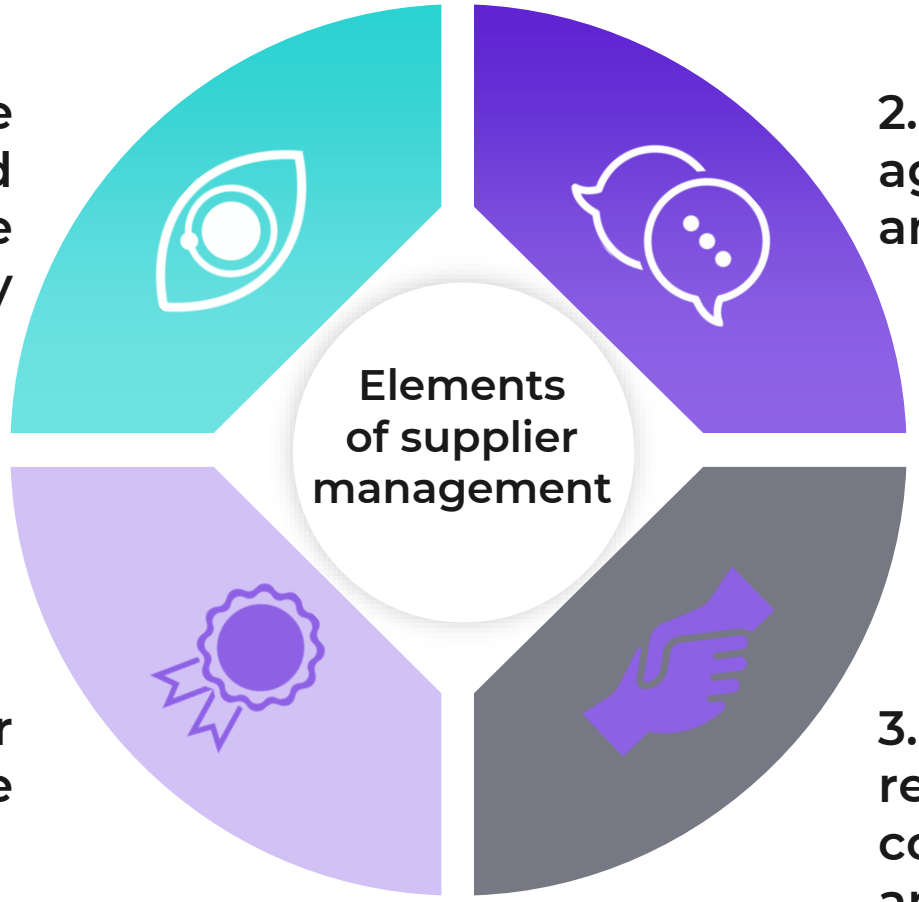
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Supplier management - GM

What is supplier management?

1. creating a single point of visibility and control to ensure consistency





2. negotiating and agreeing contracts and arrangements

4. managing supplier performance

3. managing relationships and contracts with internal and external suppliers

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Supplier management



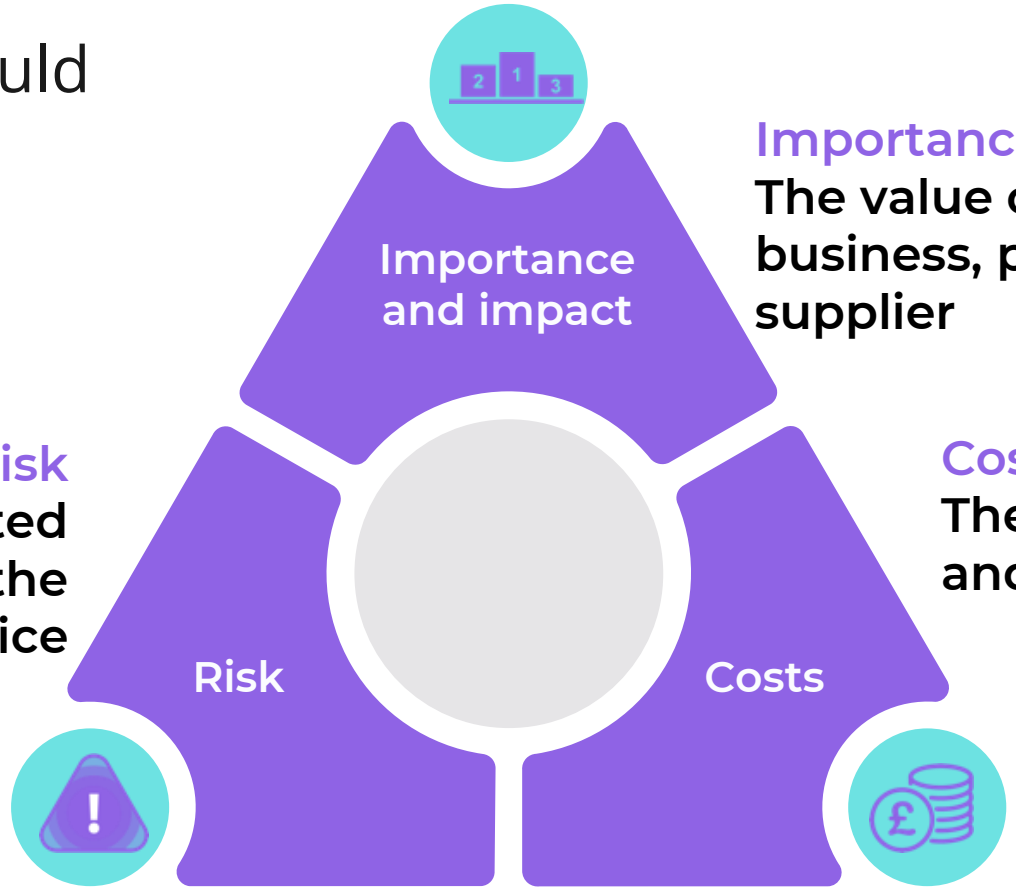
The purpose of the **supplier management** practice is to ensure that the organization's suppliers and their performances are managed appropriately to **support** the seamless **provision** of **quality products** and **services.** This includes creating closer, more collaborative relationships with key suppliers to uncover and realize **new value** and **reduce the risk of failure.**

- creating a single point of visibility and control to ensure consistency
- maintaining a supplier strategy, policy, and contract management information
- negotiating and agreeing contracts and arrangements
- managing relationships and contracts with internal and external suppliers
- managing supplier performance

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Evaluating and selecting suppliers

The organization should evaluate and select suppliers based on:



Importance and impact
The value of the service to the business, provided by the supplier

Risk
The risks associated with using the service

Costs
The cost of the service and its provision

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IT asset management - SM

What is IT asset management?

IT asset

Any financially valuable component that can contribute to the delivery of an IT product or service.



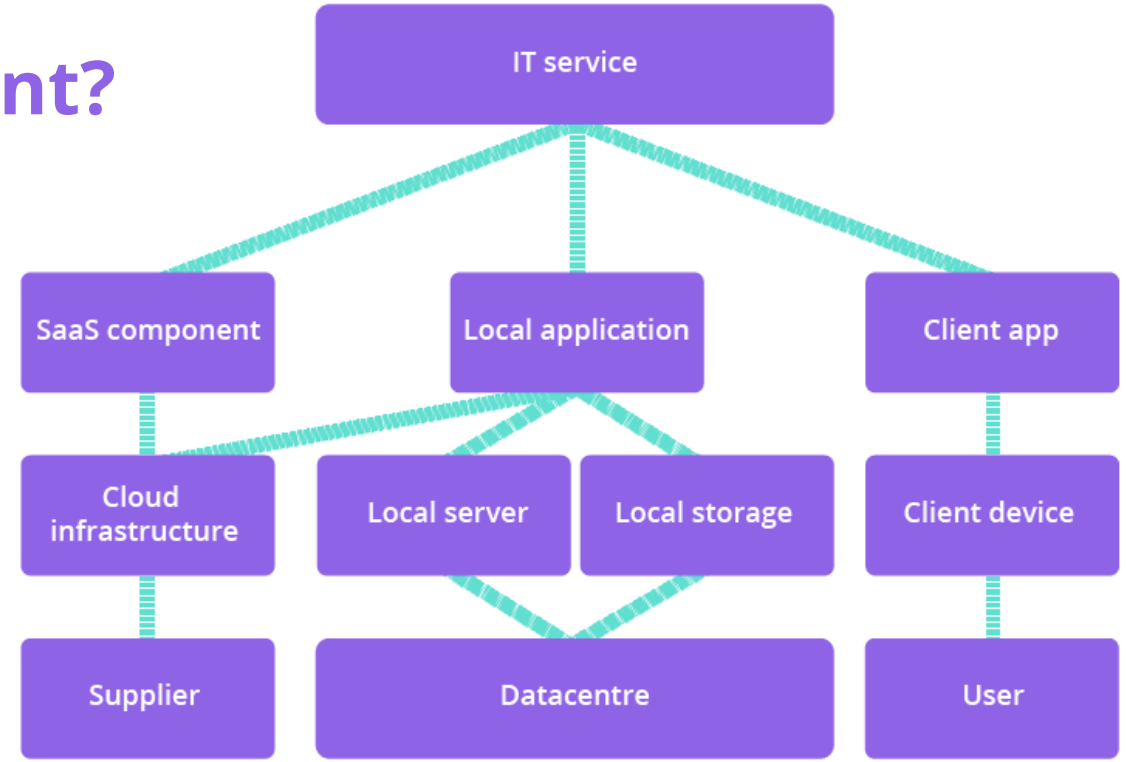


Figure 5.29 Simplified service model for a typical IT service

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IT asset management

The purpose of the **IT asset management** practice is to **plan** and **manage** the full **lifecycle** of all IT assets, to help the organization.

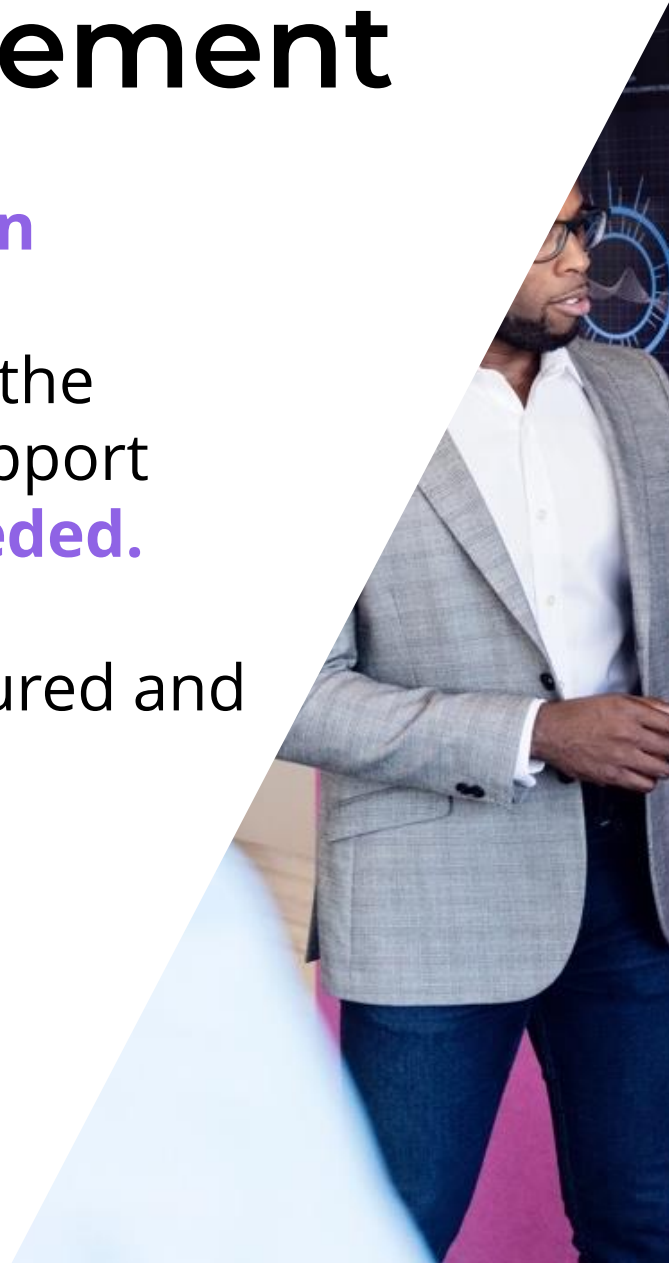
- **maximize value**
- **control costs**
- **manage risks**
- **support decision-making** about purchase, reuse, retirement, and disposal of assets
- **meet** regulatory and contractual **requirements**

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Service configuration management

The purpose of the **service configuration management** practice is to ensure that **accurate** and **reliable information** about the configuration of services, and the CIs that support them, is **available when** and **where** it is **needed.**

This includes information on how CIs are configured and the relationships between them.



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Service configuration management - SM

Configuration Item (CI)
Any **component** that needs to be **managed** to **deliver** an IT service.



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Monitoring and event management - SM

What is service monitoring and event management?



Event

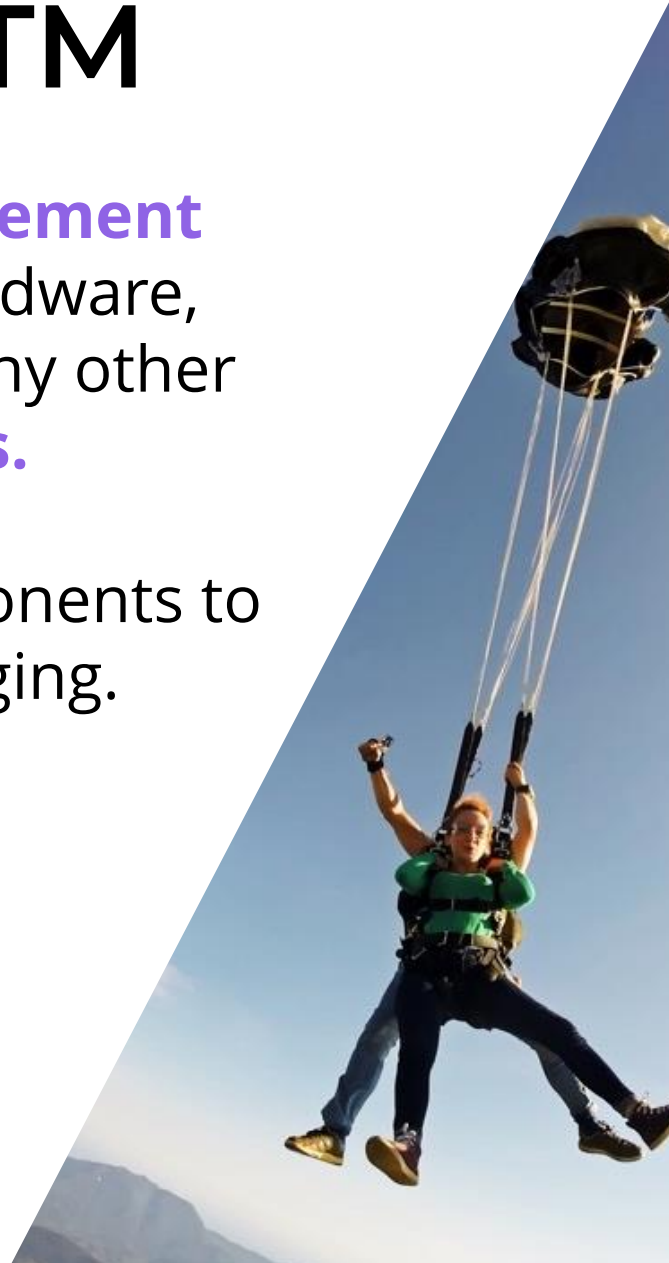
Any change of state that has significance for the management of a service or other configuration item (CI). Events are typically recognized through notifications created by an IT service, CI, or monitoring tool.

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Deployment management - TM

The purpose of the **deployment management** practice is to **move new** or **changed** hardware, software, documentation, processes, or any other **Component** to **live environments.**

It may also be involved in deploying components to other environments for testing or staging.



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Deployment management - TM

Working with other practices



change enablement

deployment management

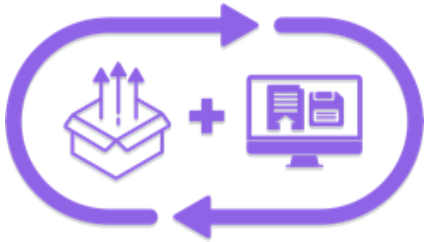
release management

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Approaches for deployment



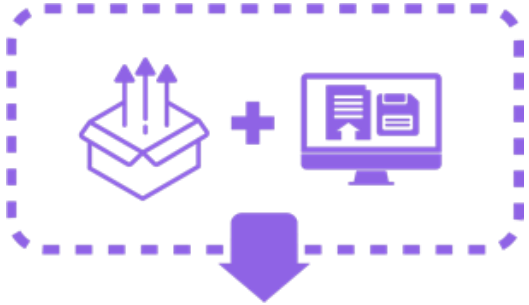
phased deployment



continuous deployment



big bang deployment



pull deployment

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Release management - SM

What is release management?



Release

A release is a **version** of a service or other configuration item, or a collection of configuration items, which is **made available for use.**

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Service request management - SM

The purpose of the service request management practice is to support the agreed **quality of a service by handling all predefined, user-initiated** service requests in an effective and user-friendly manner.



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What is a service request?

A **request** from a **user** or a user's authorized **representative** that **initiates** a **service action** which has been **agreed** as a normal part of service delivery.



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Steps for request fulfilment

Can you think of good guidelines and practices to successfully handle service requests, and what should people know?

1. Steps should be well known and proven, agree times for fulfilment, and provide clear communication of the status

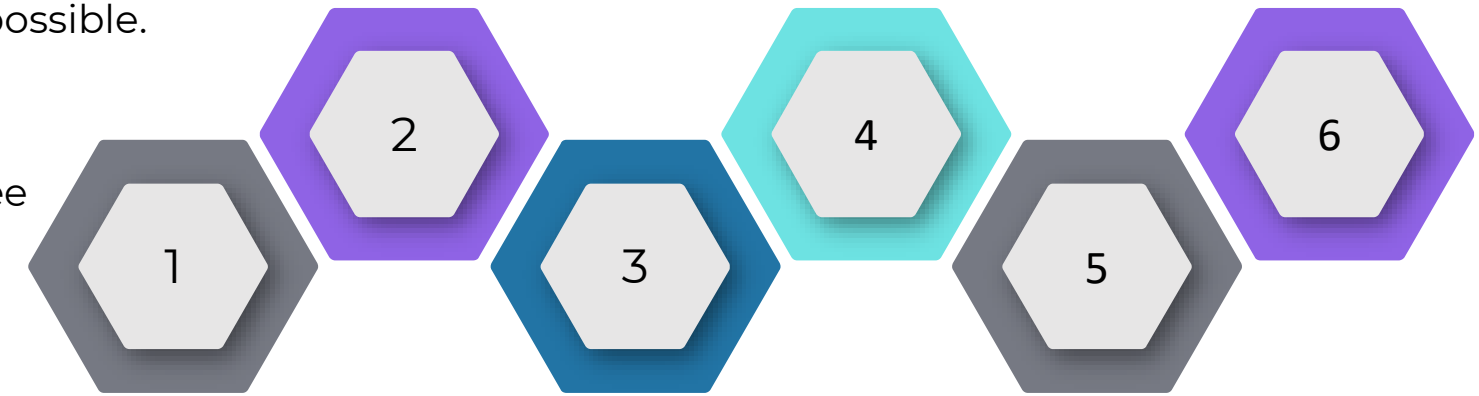
2. Requests and their fulfilment should be standardized and automated to the greatest degree possible.

3. Policies should be established regarding what service requests will be fulfilled with limited or even no additional approvals so that fulfilment can be streamlined.

4. Expectations of users regarding times clearly set, based on what organization can realistically deliver.

5. Opportunities for improvement identified and implemented to produce faster fulfilment times and benefit from automation.

6. Policies and workflows included for documenting and redirecting any requests submitted as service requests, but which should actually be managed as incidents or changes.



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Request processes and procedures

Service request management is dependent upon well-designed processes and procedures, operationalized through **tracking and automation tools.**

Service request workflows may be simple or complex

The steps to fulfill a request should be well-known and proven

The service provider agrees to fulfillment times and communicates provides clear status to users

Some service requests can be completely fulfilled by automation, creating a self-service experience

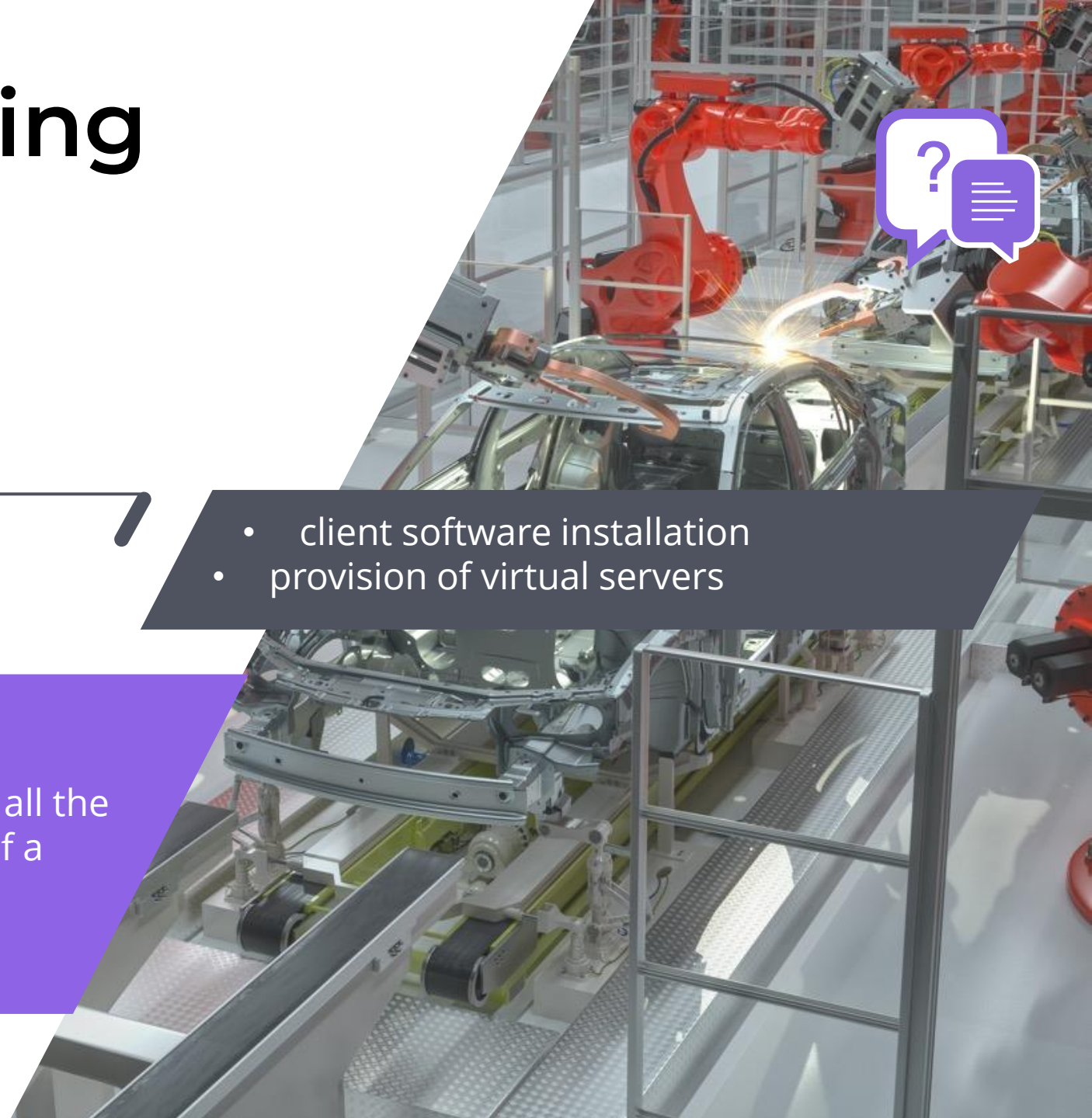
When new service requests need to be added to the service catalogue, **existing workflow models should be leveraged** whenever possible.

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Methods of fulfilling requests

How can service requests be fulfilled by automation?

- client software installation
- provision of virtual servers



Service catalogue

- Structured **information** about all the services and **service offerings** of a **service provider**, relevant for a **specific target audience**.

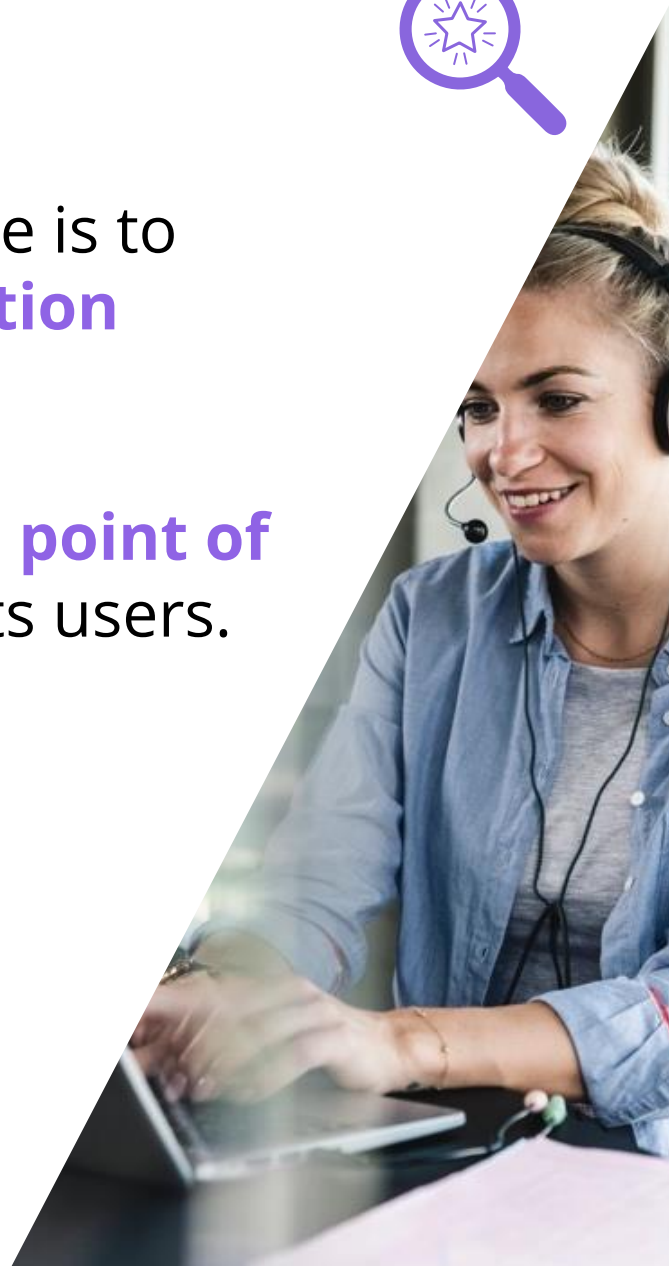
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Service desk - SM



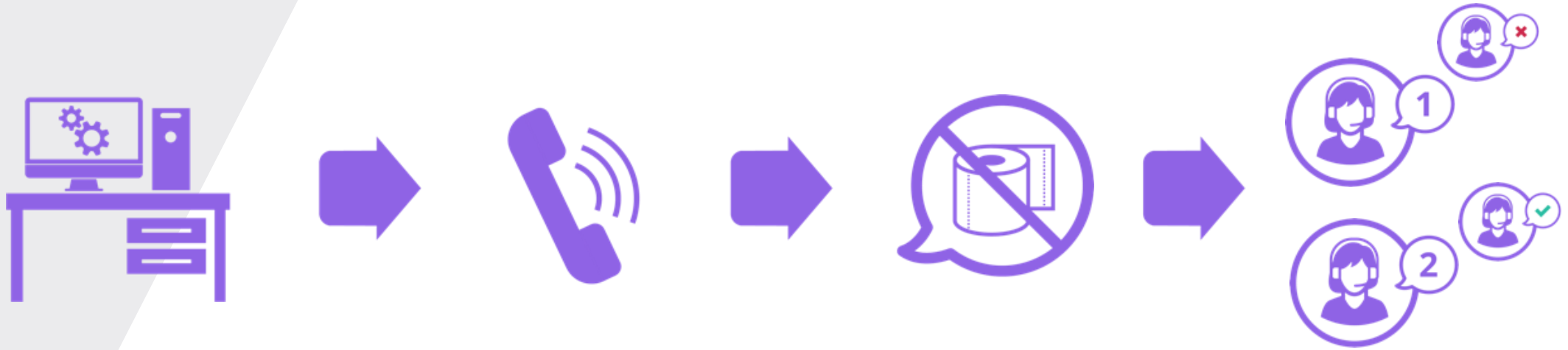
The purpose of the **service desk** practice is to **capture demand** for **incident resolution** and **service requests.**

It should also be the entry point and **single point of contact** for the service provider with all its users.



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Automation



Automation:

- captures and redirects out-of-scope issues
- provides a one-stop shop for simple or complex requests
- creates a good customer experience.

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Key aspects of a good service desk

What are the key aspects of a good service desk?

- Service desks have a major influence on the user experience and how the service provider is perceived.

What services should a good service desk deliver?

- A service desk has a practical understanding of the wider organization, the business processes, and the users.

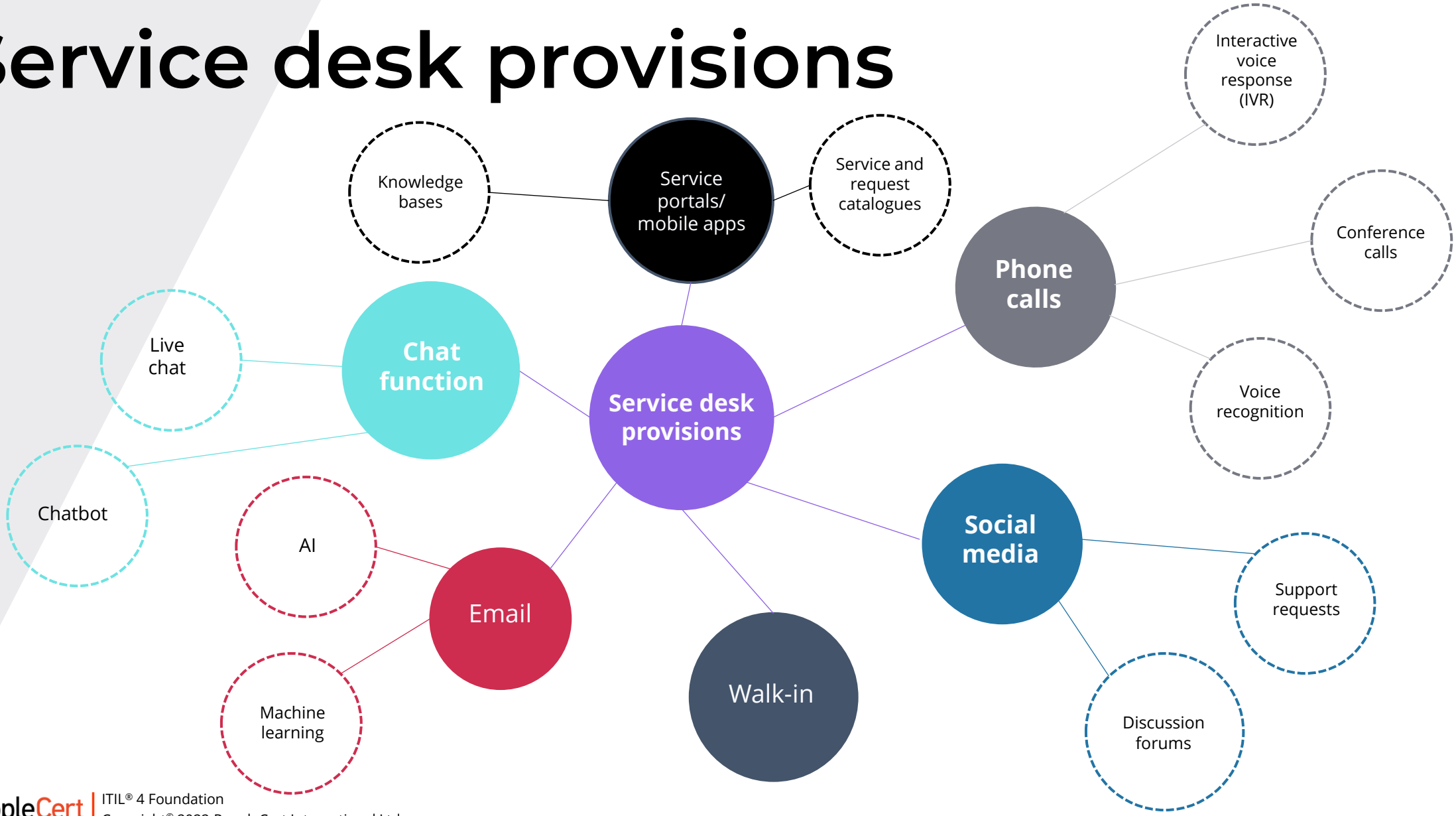
Service desks:

- Add value by understanding and acting on the business actions
- Should provide empathetic and informed links between the service provider and its users.



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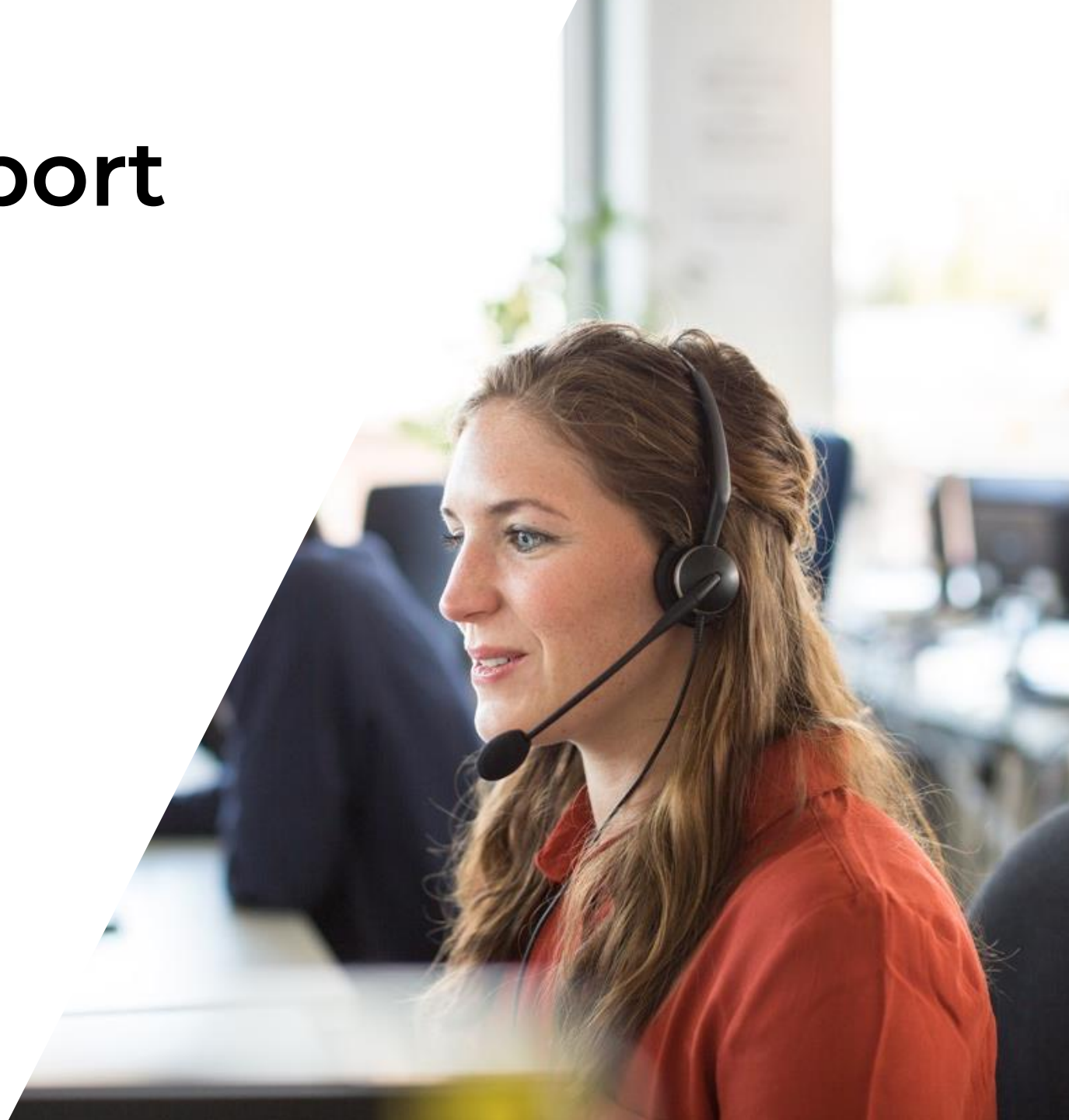
Service desk provisions



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Service desk support

- intelligent telephony systems, incorporating computer-telephony integration, IVR, and automatic call distribution
- workflow systems for routing and escalation
- workforce management and resource planning systems
- a knowledge base
- call recording and quality control
- remote access tools
- dashboard and monitoring tools
- configuration management systems.



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Service desk skills

What skills should service desk staff have?



- excellent customer service skills
- empathy
- incident analysis and prioritization
- effective communication
- emotional intelligence.

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Service level management - SM

What is the purpose of service level management?



The purpose of the **service level** management practice is to set **clear business-based targets** for service levels, and to ensure that **delivery** of services is **properly assessed**, **monitored**, and **managed** against these targets.

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What exactly does service level mean?

What is a service level?



One or more **metrics** that **define expected** or **achieved** service **quality.**

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Service level management



Establishes **shared view** of services and **target service levels** with customers

Ensures that the organization **meets** defined **service levels** through collection, analysis, storage, and reporting of relevant metrics for the identified services

Performs **service reviews** to ensure that the current set of services continues to **meet** the **needs** of the **organization** and its **customers**

Captures and **reports** on **service issues,** including performance **against defined service levels**



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Skills required for service level management

What skills and competencies are required for successful service level management?

- Relationship management
- Business liaison
- Business analysis
- Commercial/ supplier management
- Pragmatic focus



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Service level agreements

What does a service level agreement mean?



A service level agreement is a documented **agreement** between a **service provider** and a **customer** that identifies both the **services required** and the **expected level** of service.



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Key requirements for SLAs

Related to a defined service

Related to **clearly defined service outcomes,** not just operational metrics

Reflects an agreement between the service provider and the service consumer

Is simply written and easy to understand for all parties



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Watermelon SLA effect

- The **Watermelon SLA effect** refers to cases where the SLA may **appear green on the outside** but is **red** on the inside.
- Consider the case where the system may have had an **acceptable unavailability according to the SLA,** but when it occurred an important process was happening; this means that the **customer/user satisfaction** will be **low,** even though the **SLA was met**.



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Customer feedback

Gathered from several sources, both formal and informal, including:

- Surveys
- Key business-related measures

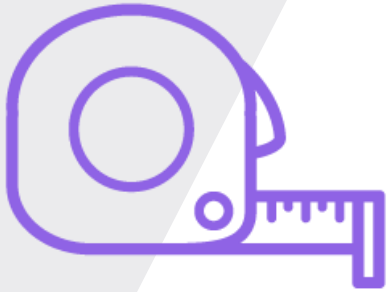




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Metrics

In this case there are two types of metrics we are looking at:



Operational metrics

Low level indicators of various operational activities. They might include availability, response, and resolution times.

Business metrics

Any business-related activity deemed useful or valuable by the customer and used as a means of gauging success of the service.



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Change enablement - SM

What is the purpose of change enablement?



The purpose of the **change enablement** practice is to **maximize** the number of **successful service and product changes** by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule.



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Change enablement

Getting customers and user **changes and benefits** quickly

Protecting customers and users from **adverse effects** of changes



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Define change

A change is the **addition, modification,** or **removal** of anything that could have a **direct** or **indirect effect** on services.



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Scope of change enablement

Each organization defines its change enablement scope, often as:

Infrastructure	Applications	Documentation	Processes
Supplier relationships	Anything directly or indirectly impacting a product or service		



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Scope of change enablement

It is important to **distinguish change enablement** from organizational **change management.**

Organizational **change management** manages the **people aspects** of changes.

Change enablement is usually focused on changes in **products and services.**

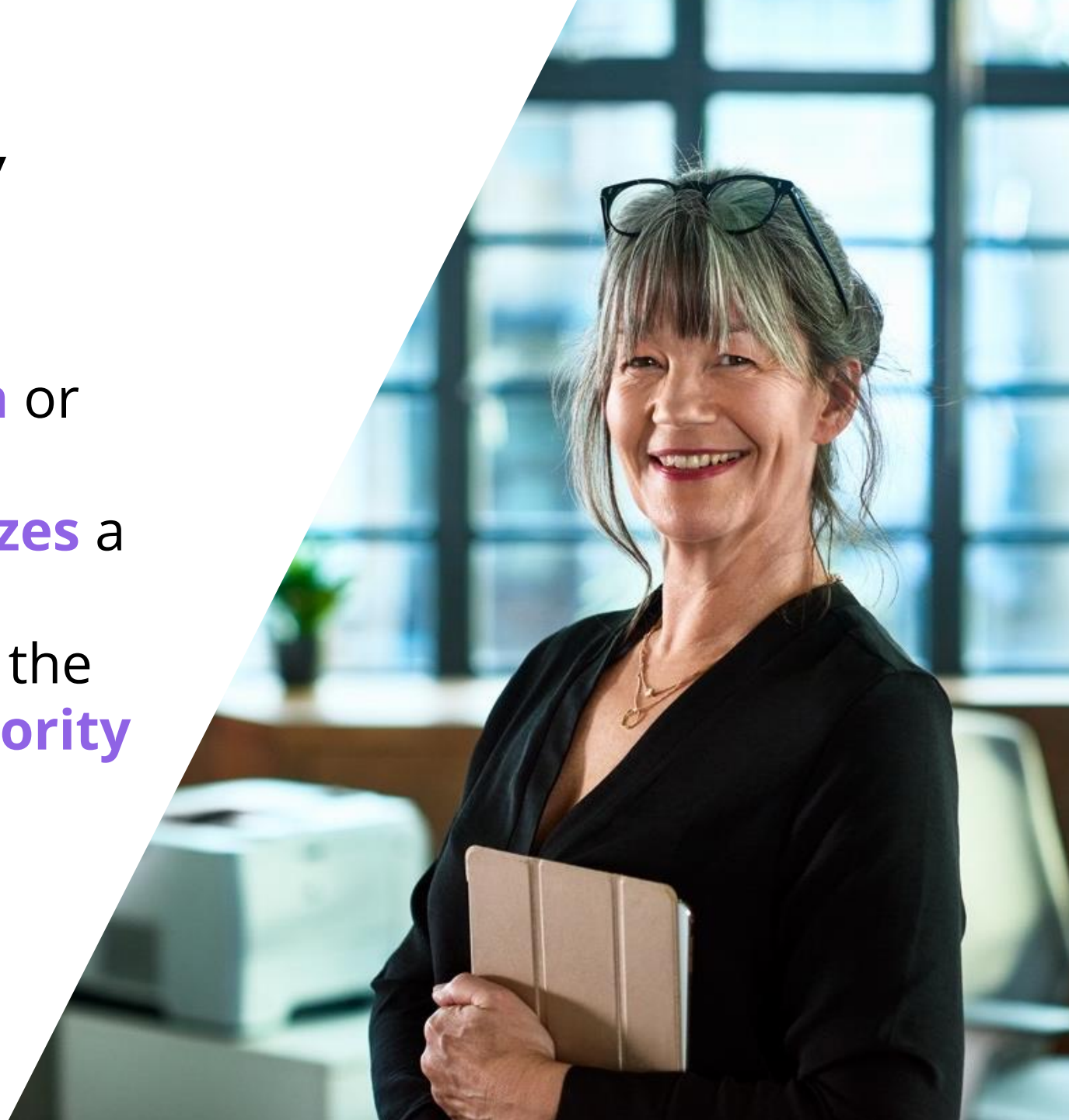


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Change authority



The **person** or **group** who **authorizes** a change is known as the **change authority**



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Types of change

There are three types of change that are each managed in different ways.



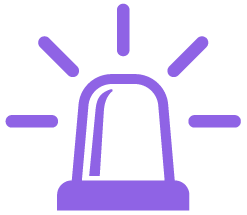
Standard changes

Low-risk, pre-authorized changes that are well understood and fully documented and can be implemented without needing additional authorization.



Normal changes

Changes that need to be scheduled, assessed, and authorized following a process.



Emergency changes

Changes that must be implemented as soon as possible; for example, to resolve an incident or implement a security patch.

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Scheduling

What can a change schedule be used for?



- Help plan changes
- Assist in communication
- Avoid conflicts
- Assign resources
- Provide information needed for incident management, problem management, and improvement planning.

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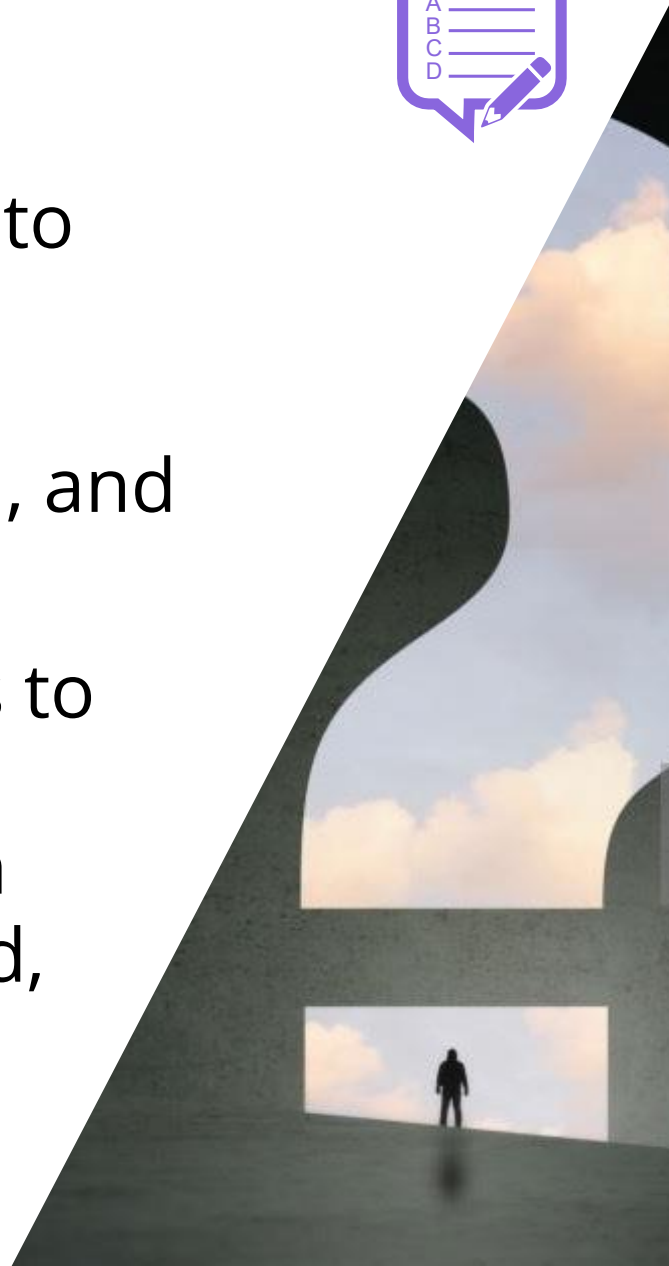
ITIL 4 management practices

Review and reflect

Question 1

The purpose of the change enablement practice is to _____ the number of _____ service and product changes by ensuring that _____ have been properly assessed, authorizing changes to proceed, and managing the change schedule.

The purpose of the change enablement practice is to **maximize** the number of **successful** service and product changes by ensuring that **risks** have been properly assessed, authorizing changes to proceed, and managing the change schedule.



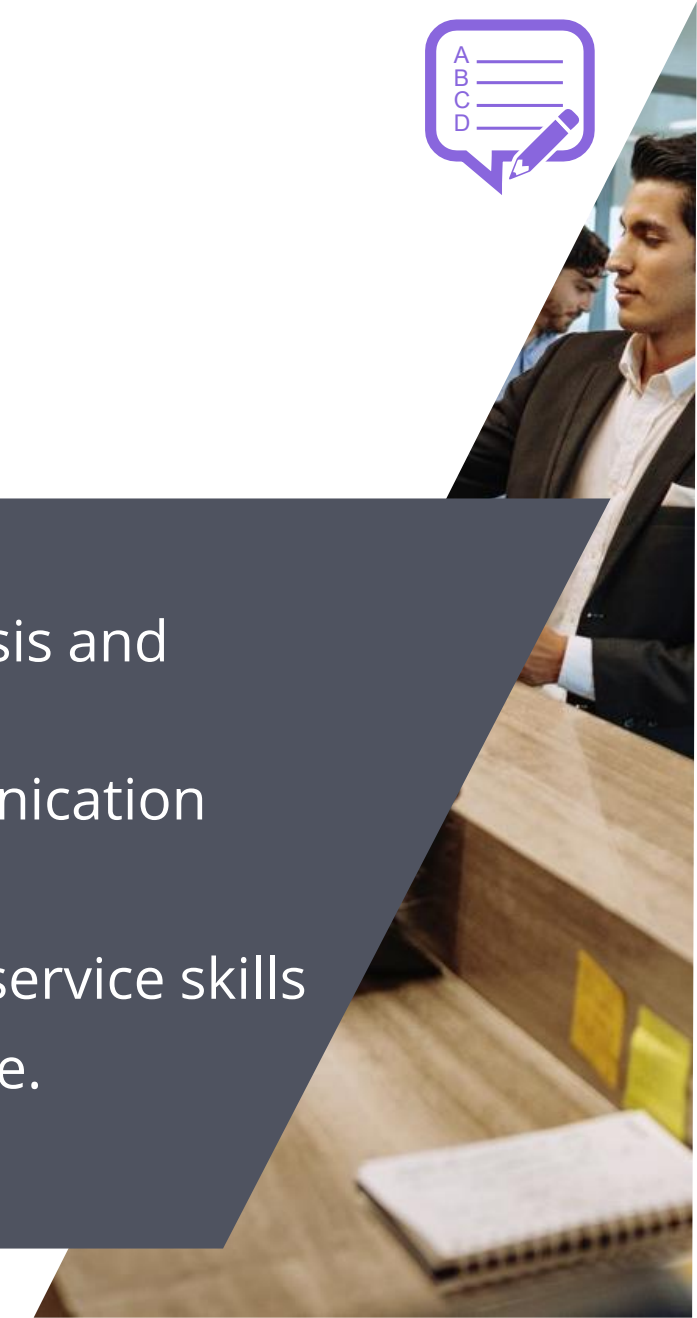
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Question 2

What skills should service desk staff have?

Service desk staff should display **all** these skills.

- incident analysis and prioritization
- effective communication
- empathy
- excellent customer service skills
- emotional intelligence.



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Question 3

The definition of an incident is an _____ interruption to a service or a _____ in the _____ of a service.

The definition of an incident is an **unplanned** interruption to a service or a **reduction** in the **quality** of a service.



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Question 4

Which of these are the three phases of problem management?

The **three** distinct phases of problem management are problem identification, problem control, and error control.

- issue resolution
- problem identification
- problem control
- error control
- problem resolution.



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Question 5

In the continual improvement model, connect the elements to place the correct activities for each stage.

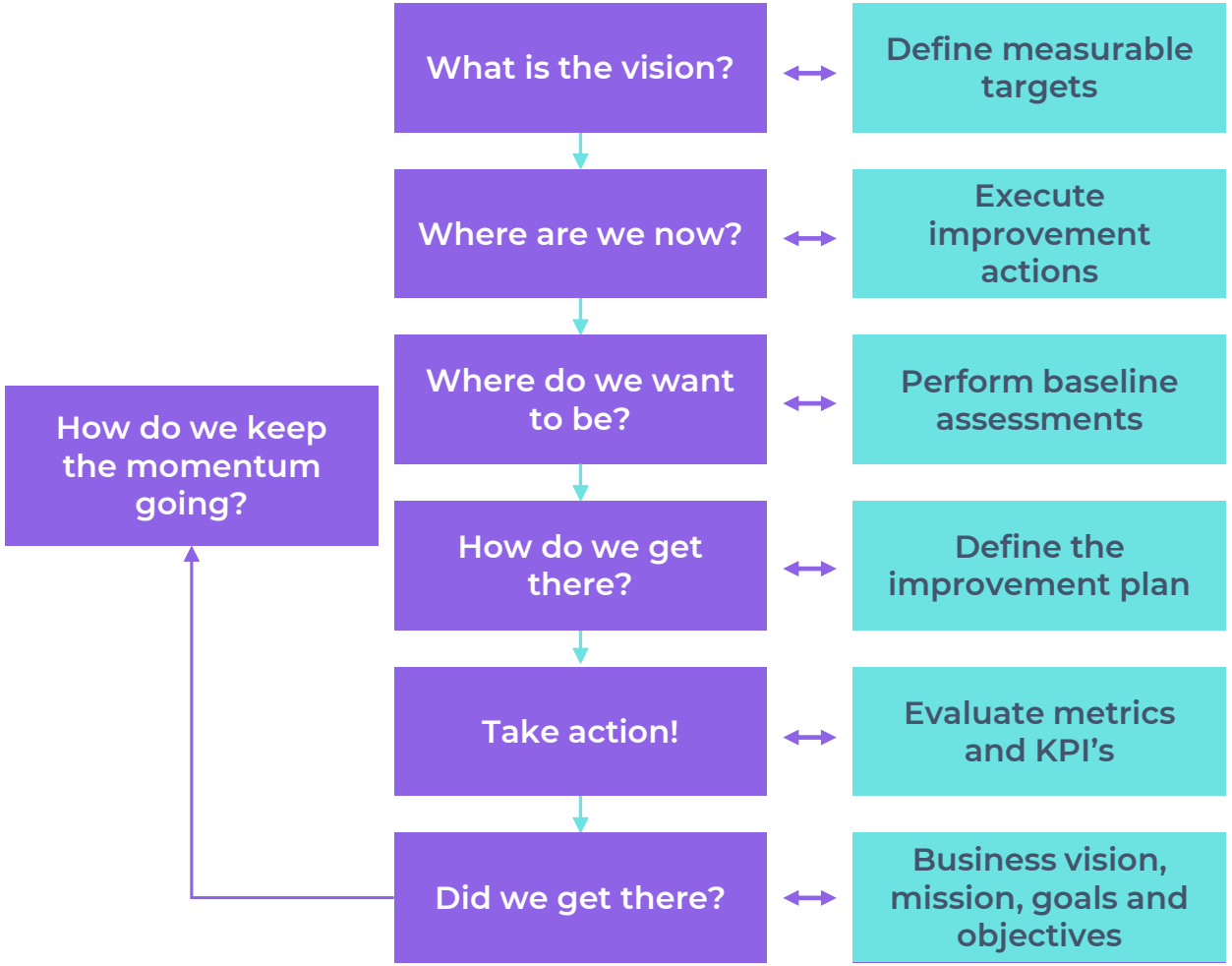


Figure 4.3 The continual improvement model

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Introduction to the ITIL service value chain

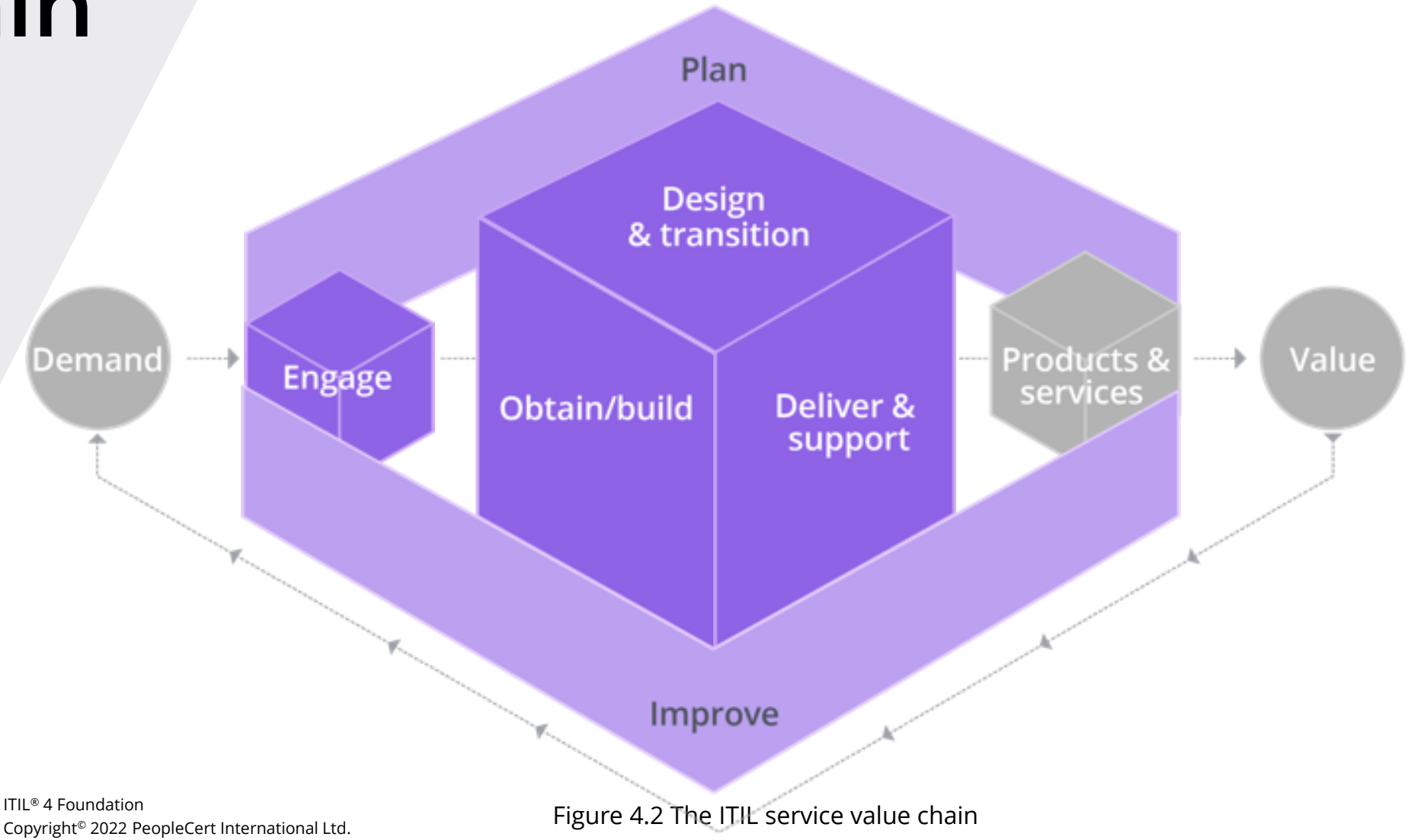


Figure 4.2 The ITIL service value chain

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Opportunity vs demand





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Service value chain, its practices, and value streams

Here is an example using a mobile application development company which utilizes a number of practices, supported with specialized resources and techniques, such as:



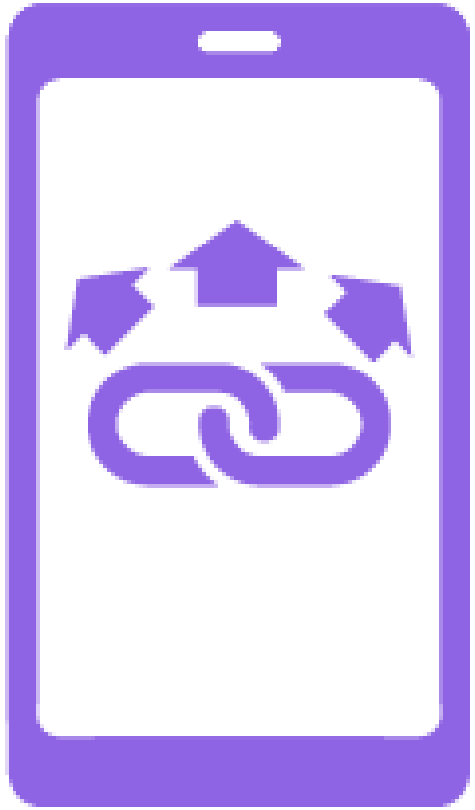
Although the high-level steps are universal, different products and clients need different streams of work.

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Service value chain, its practices, and value streams

The development of a new application for a new client starts with initial engagement (pre-sale)

Changing an existing application to meet new requirements of existing clients



Fixing an error in a live application.

Experiments with new or existing applications to expand the target audience

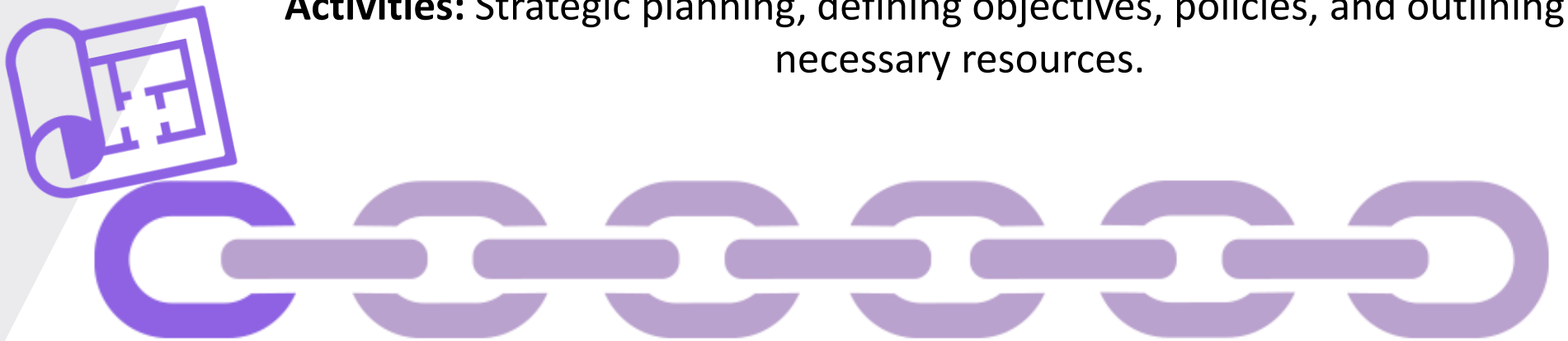
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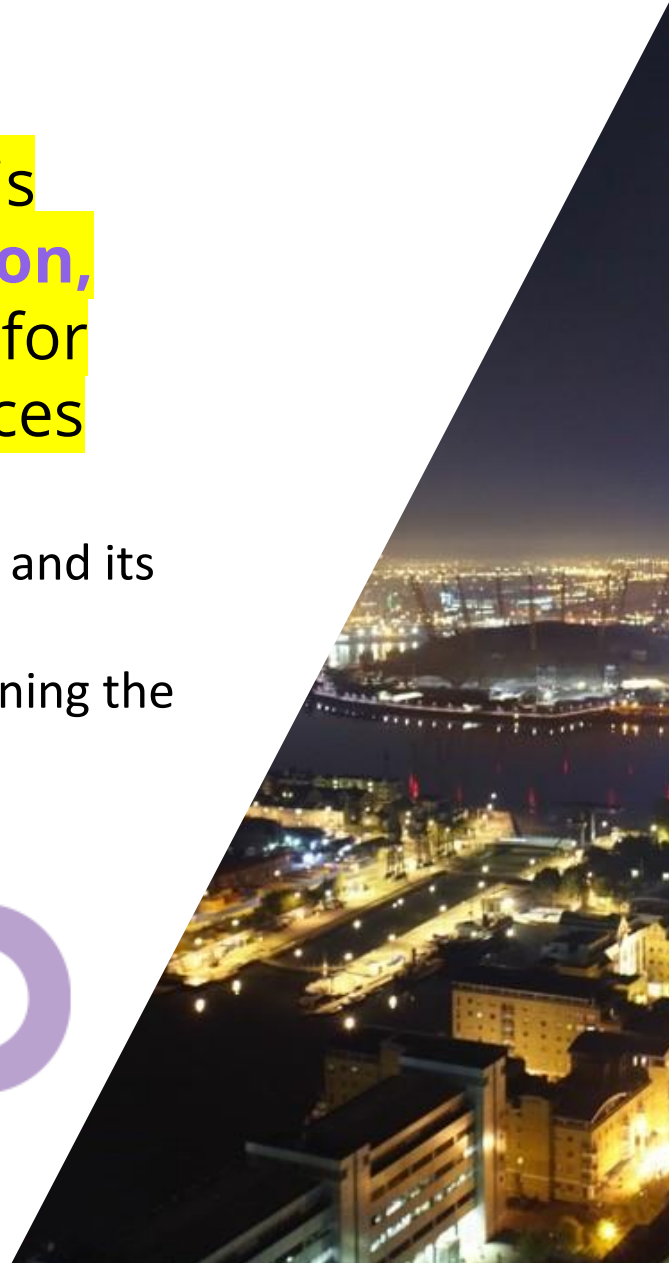
Value chain activities: plan

The purpose of the plan value chain activity is to ensure a **shared understanding** of the **vision, current status,** and **improvement direction** for all four dimensions and all products and services across the organization.

Objective: Understand the needs and priorities of the organization and its customers.

Activities: Strategic planning, defining objectives, policies, and outlining the necessary resources.





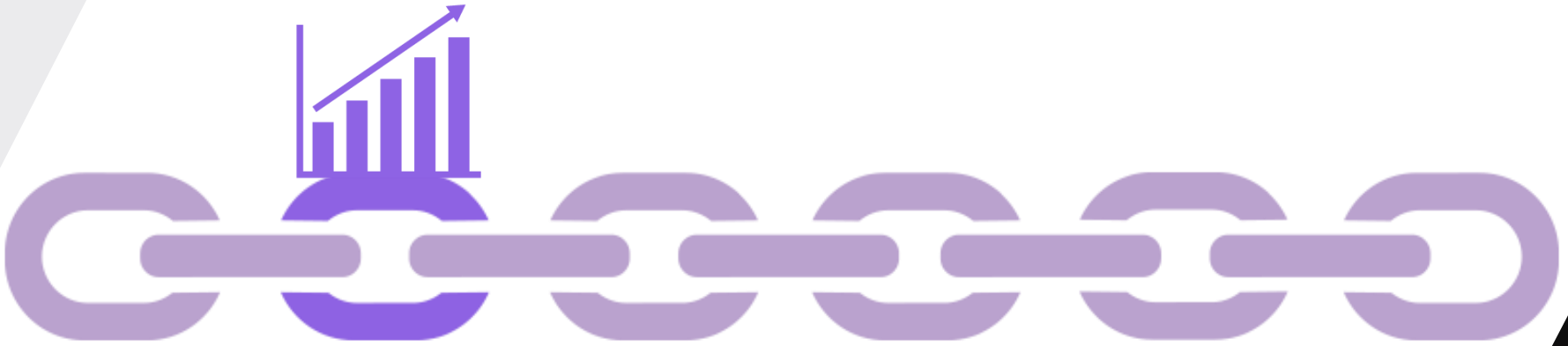
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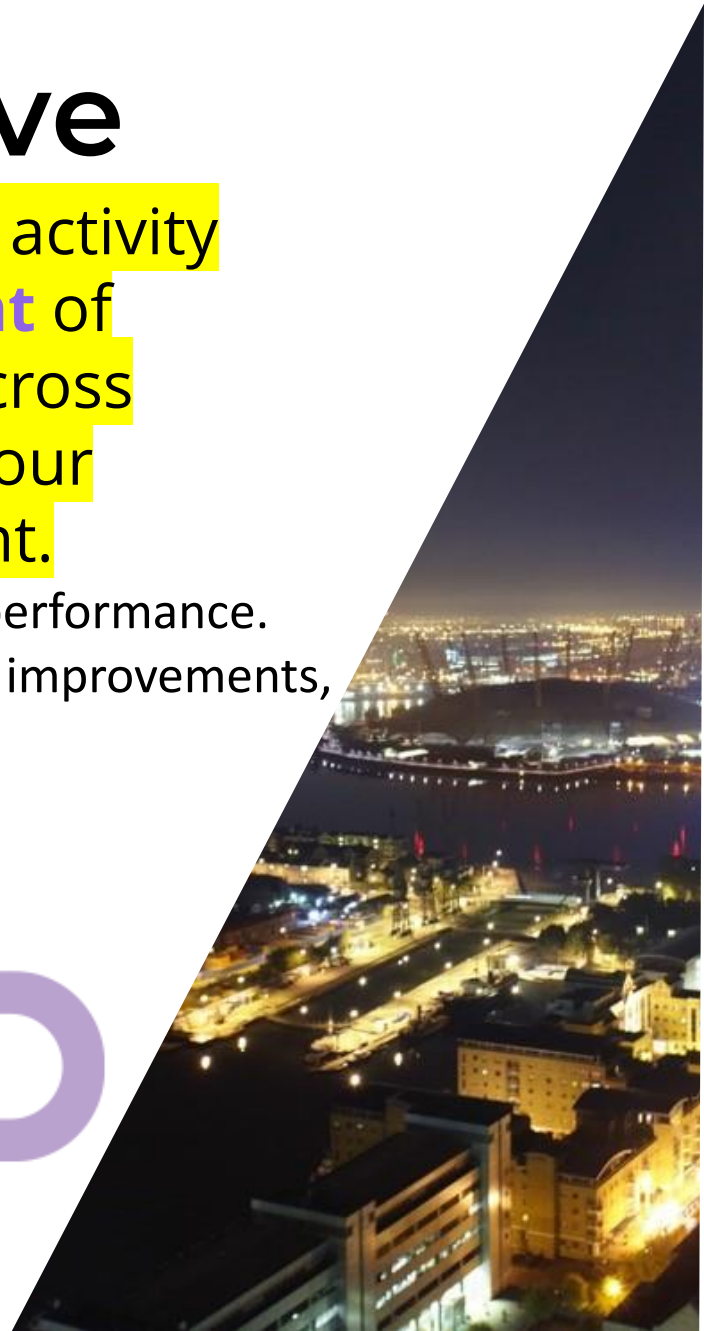
Value chain activities: improve

The purpose of the improve value chain activity is to ensure **continual improvement** of **products, services,** and **practices** across **all value chain activities** and the four dimensions of service management.

Objective: Continually improve services, processes, and performance.

Activities: Identifying areas for improvement, implementing improvements, and measuring the impact





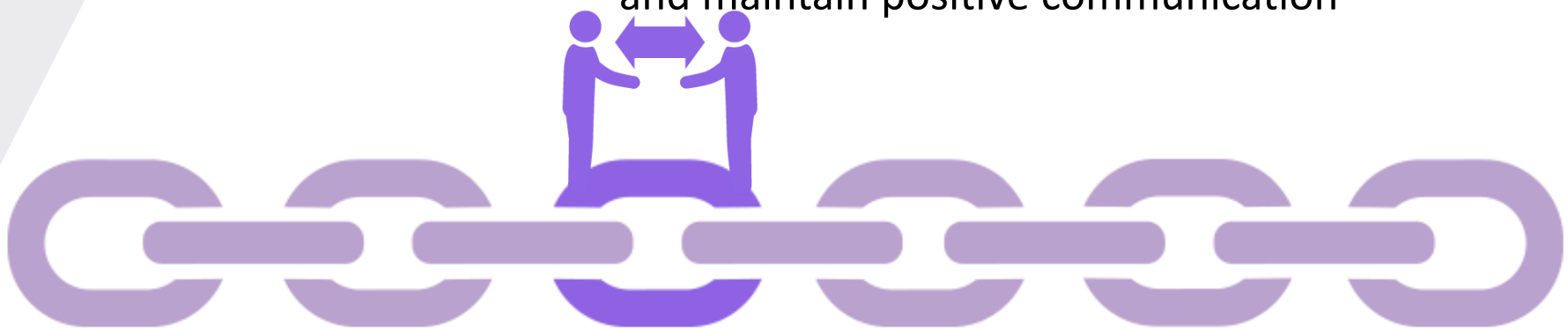
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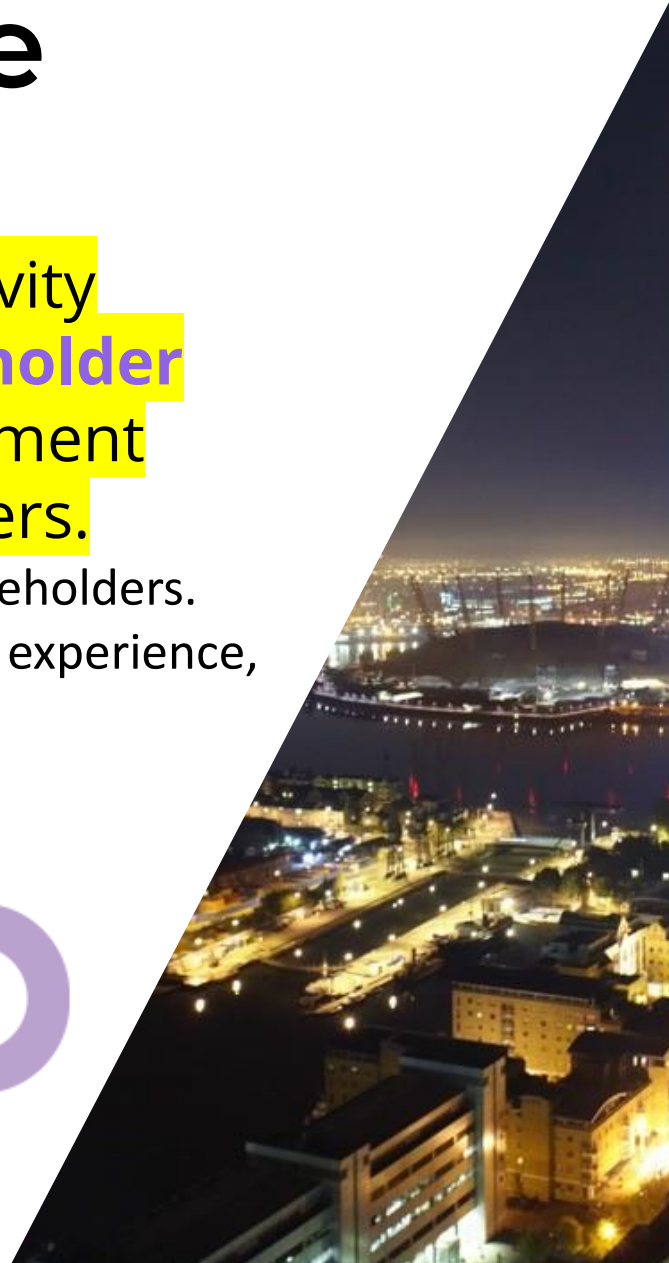
Value chain activities: engage

The purpose of the engage value chain activity is to provide a **good understanding** of **stakeholder needs**, **transparency**, and continual engagement and **good relationships** with all stakeholders.

Objective: Foster positive relationships with customers and stakeholders.

Activities: Understand stakeholder needs, ensure a good customer experience, and maintain positive communication





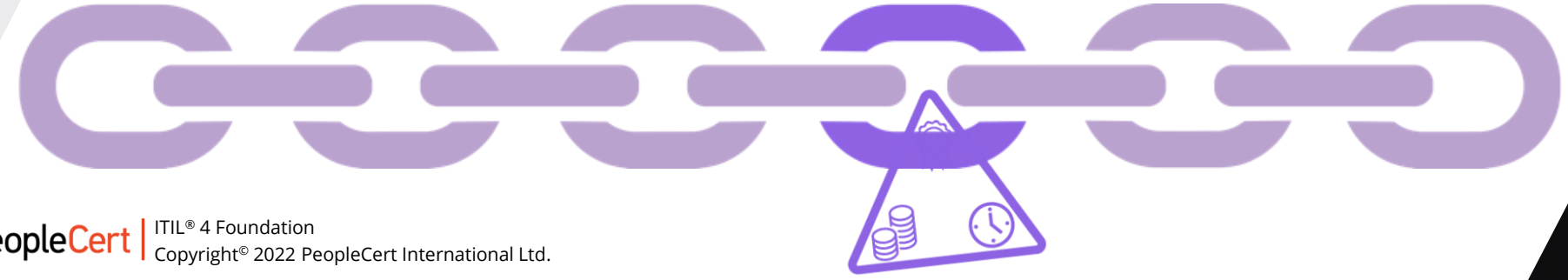
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Value chain activities: design and transition

The purpose of the design and transition value chain activity is to ensure that products and services **continually meet stakeholder expectations** for **quality, costs,** and **time to market**.

Objective: Design new services and ensure a smooth transition of those services into operation.

Activities: Designing services, processes, and practices; transitioning services to production





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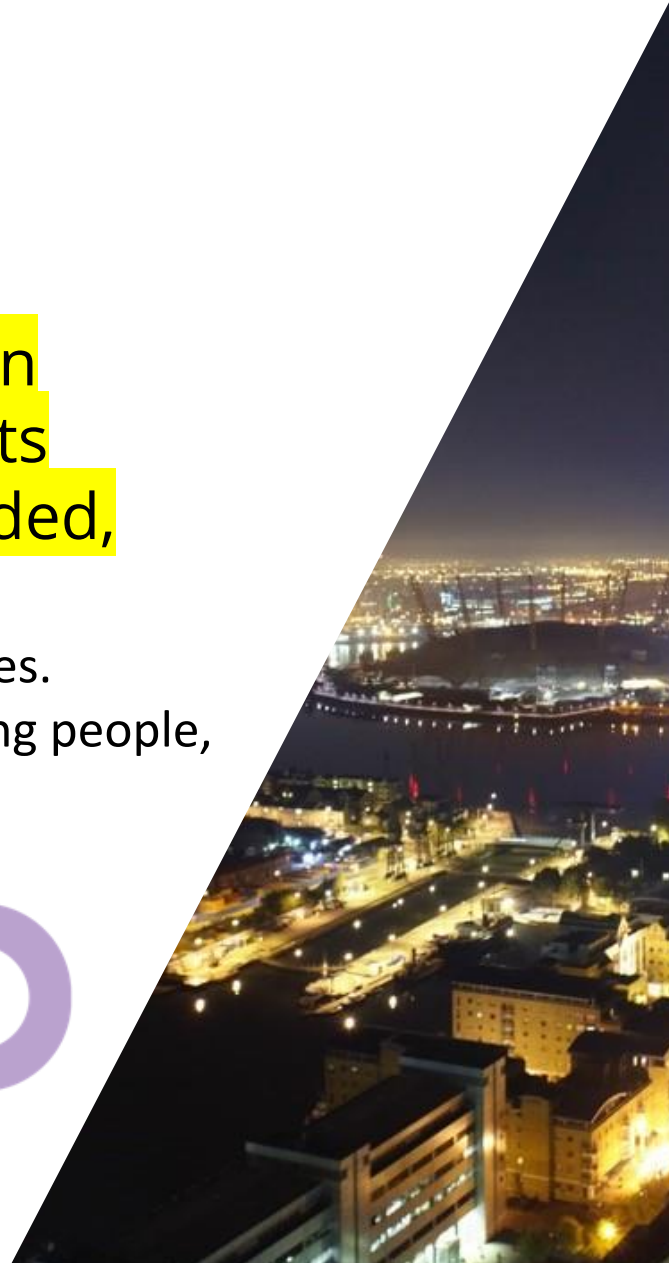
Value chain activities: obtain and build

The purpose of the obtain/build value chain activity is to ensure that service components are **available when** and **where** they are needed, and **meet agreed specifications.**

Objective: Obtain the resources necessary to deliver services.

Activities: Procuring, developing, and managing resources, including people, technology, and partnerships





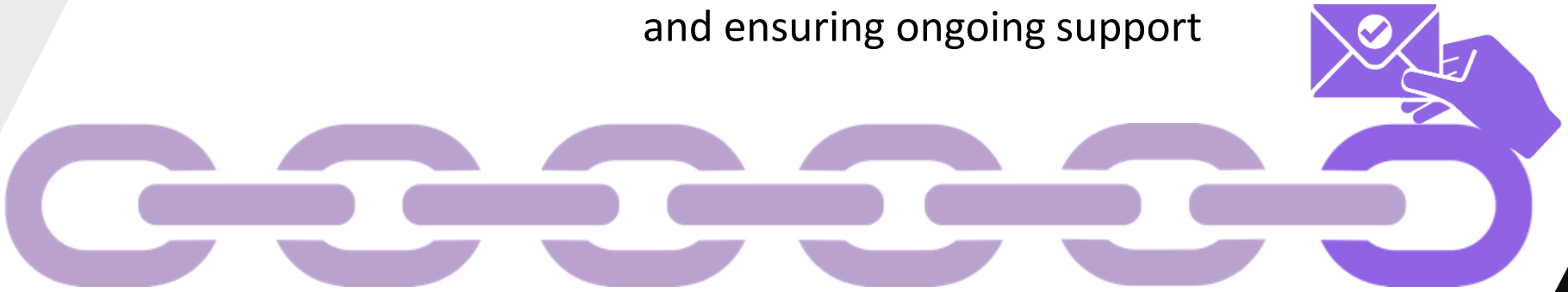
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Value chain activities: deliver and support

The purpose of the deliver and support value chain activity is to ensure that **services are delivered** and **supported** according to **agreed specifications** and stakeholders' **expectations.**

Objective: Deliver services efficiently and effectively, providing support as needed.

Activities: Day-to-day service delivery, incident management, problem management, and ensuring ongoing support





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Why Value Chain?

By analyzing each activity within these categories, companies strive to understand which parts of the business contribute most to value creation and thereby focus their resources and efforts to maximize these areas.

It can also help businesses identify areas where they can reduce costs or improve efficiency to increase overall profitability.

Value chain analysis is an integral part of corporate strategy and planning.

Similarly with services - define some key models for the different services, e.g. new delivery requirements, decommissioning a service, resolving a network incident, approving a change, etc....

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Course review

What have you learned?

Recap of key terms and concepts

- four dimensions of service management
- service value system
- service value chain
- guiding principles
- management practices

You will also have the opportunity to prepare for the certification by undertaking a sample test and/or an official mock exam.

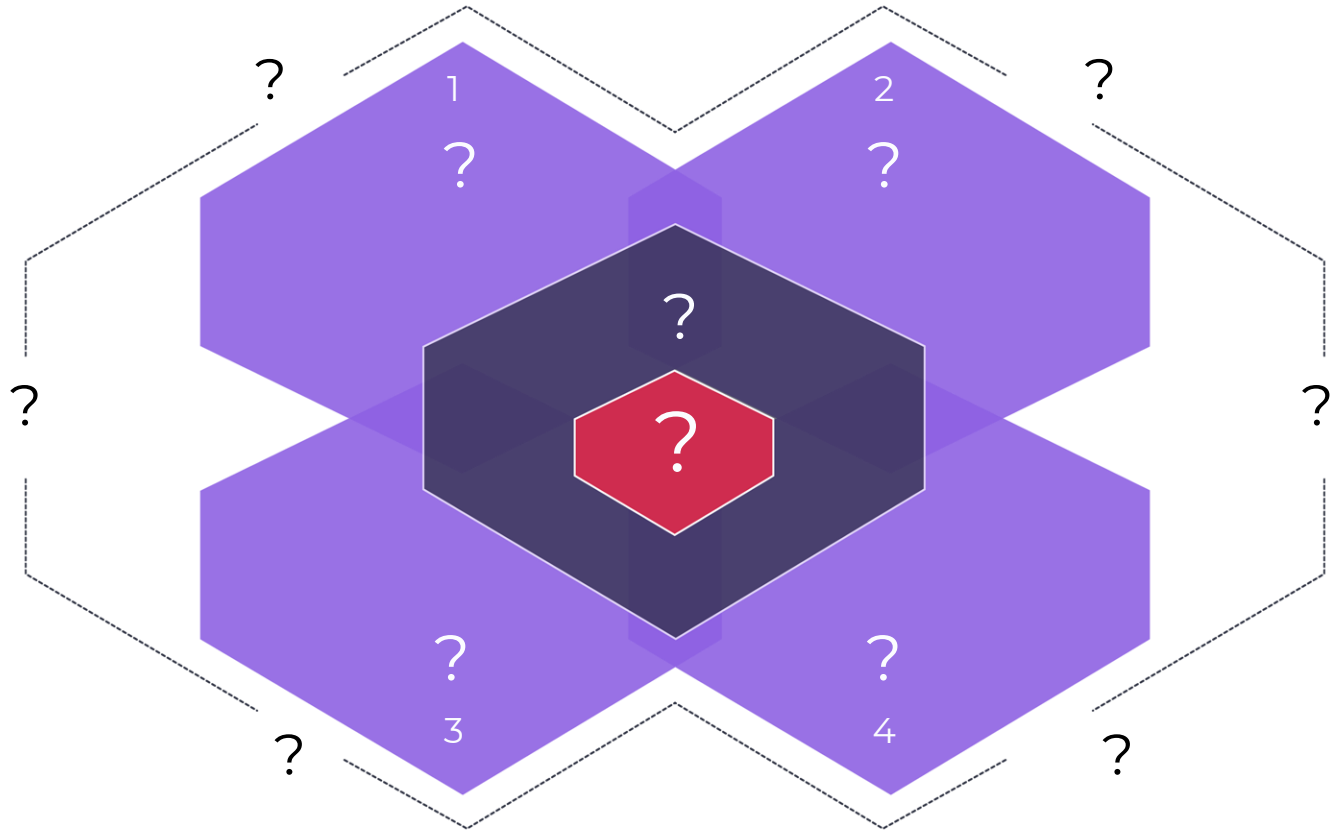


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The four dimensions of service management

What are the four dimensions of service management?

What are the functions of the four dimensions of service management?



Factors
Every dimension is affected by multiple factors

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The four dimensions of service management

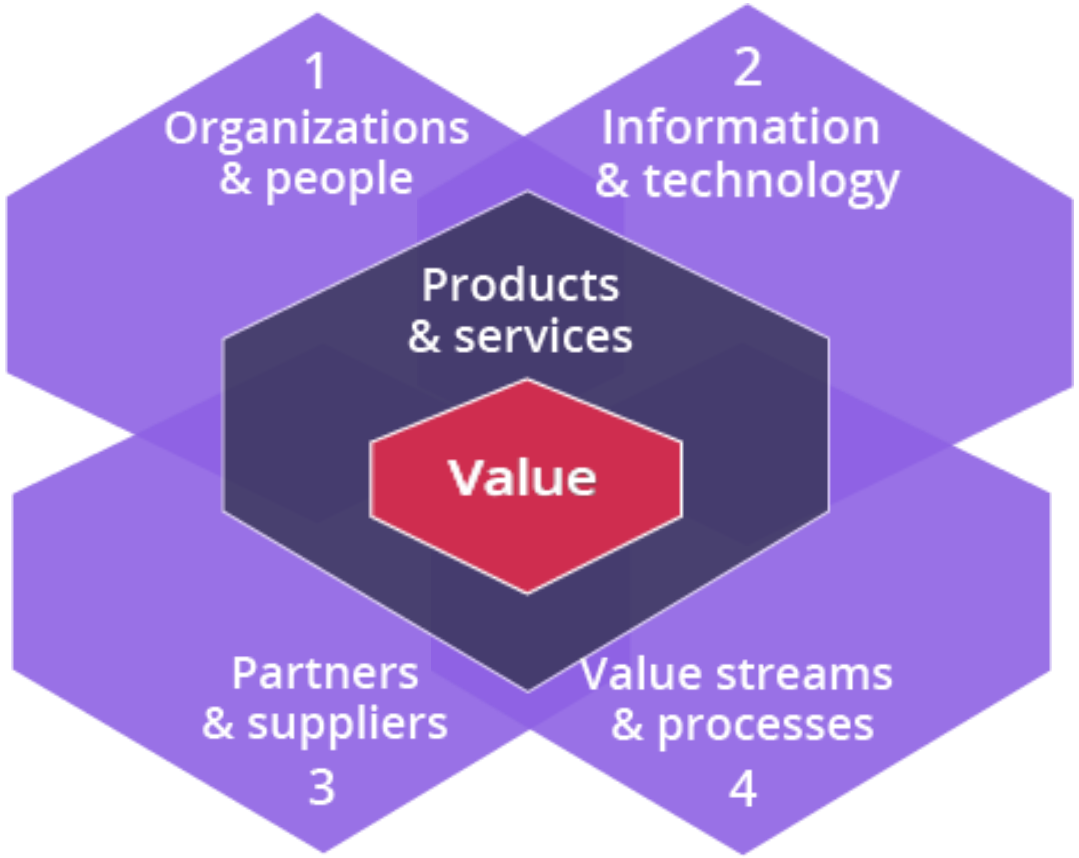


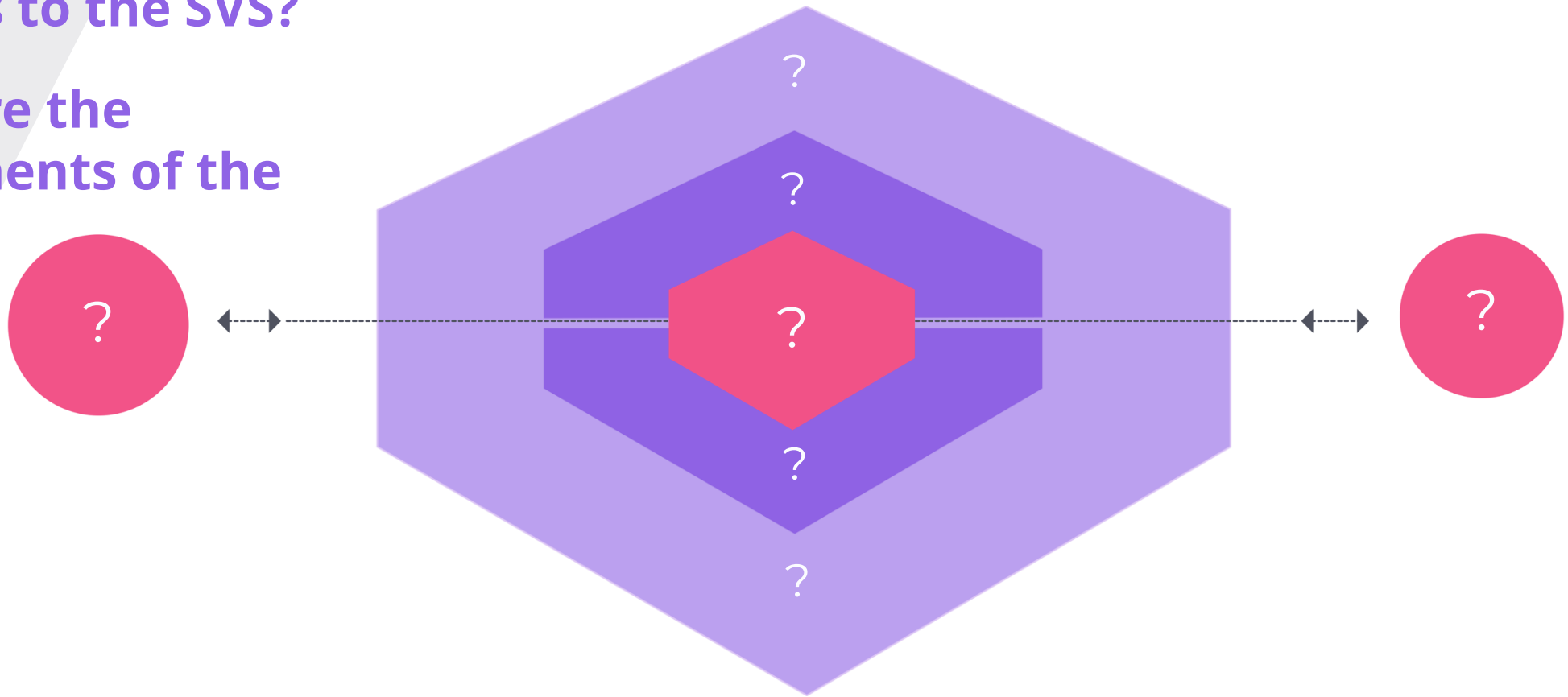
Figure 3.1 The four dimensions of service management

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The service value system

What are the inputs and outputs to the SVS?

What are the components of the SVS?



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The service value system

The key **inputs** to the SVS are **opportunity** and **demand**.

The **outcome** of the SVS is **value**; that is, the perceived benefits, usefulness, and importance of something.

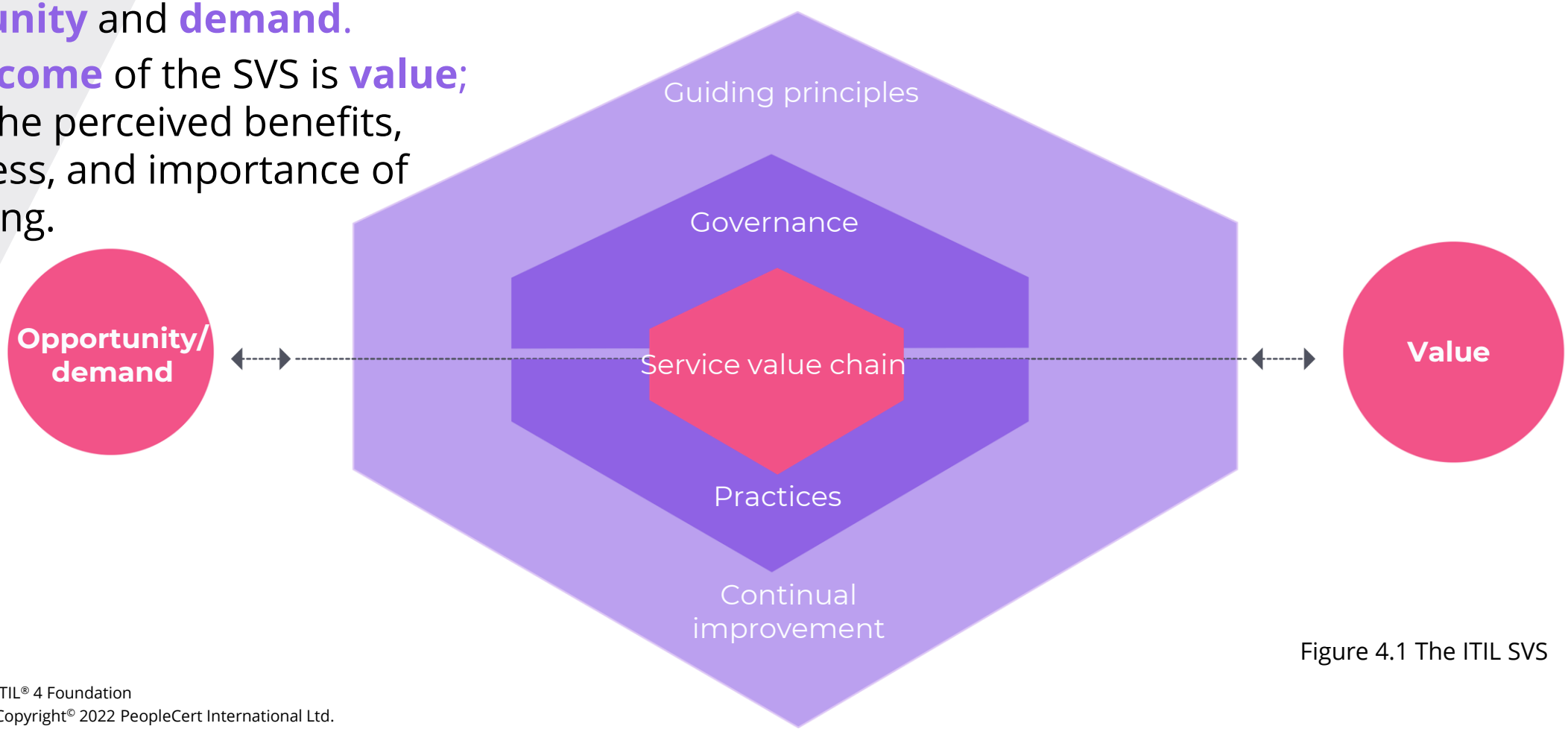


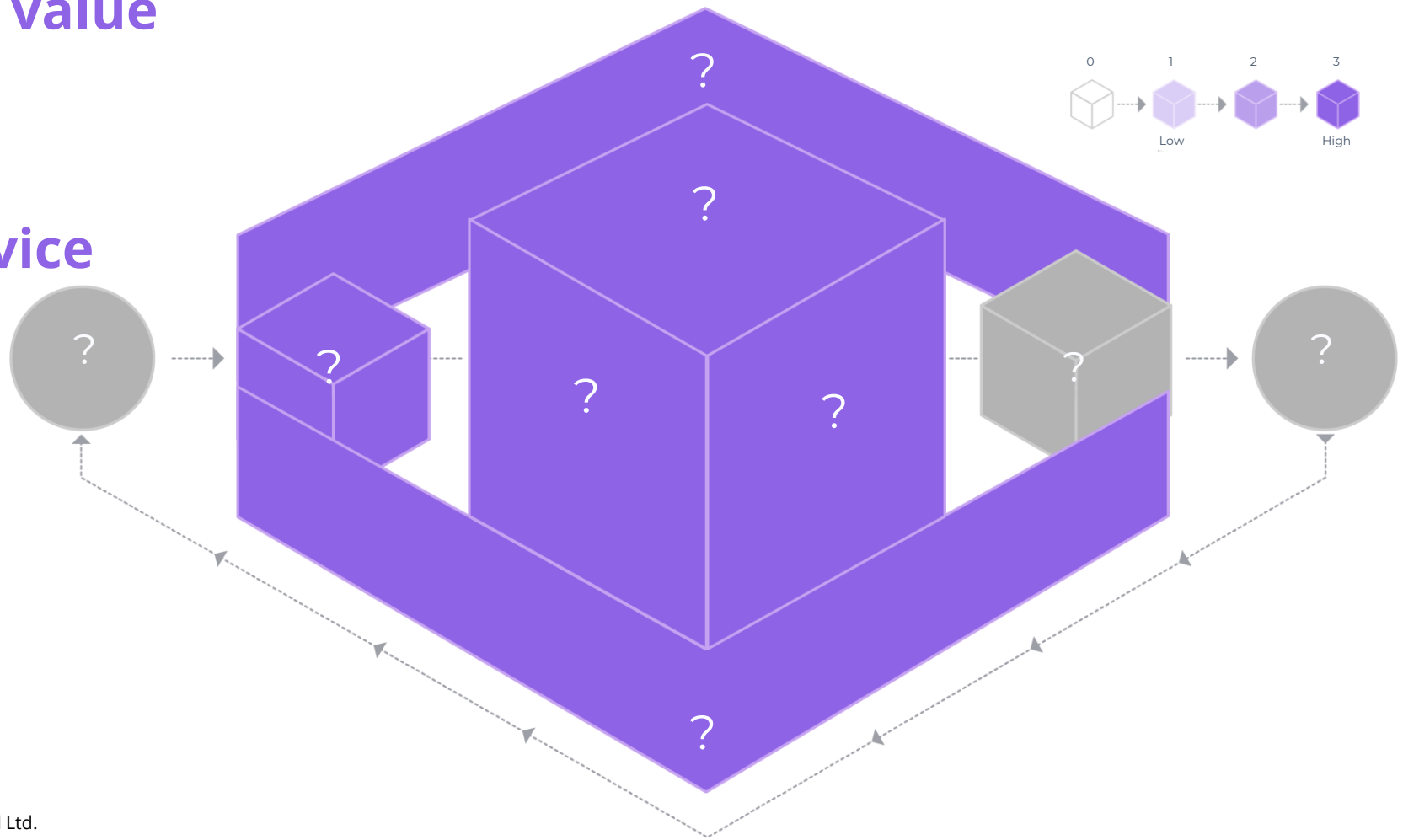
Figure 4.1 The ITIL SVS

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The service value chain

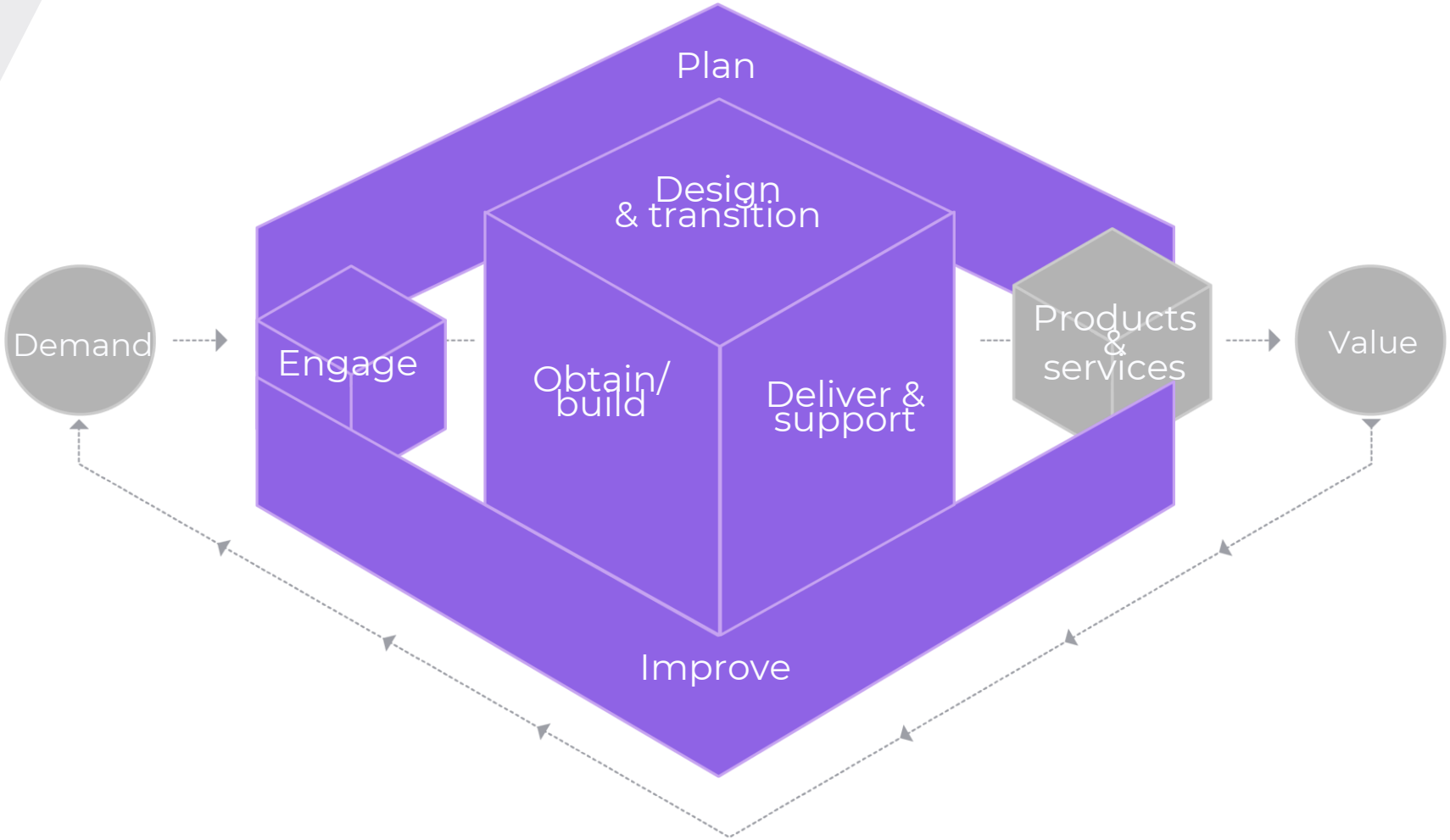
What is the service value chain?

What activities are included in the service value chain?



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The service value chain

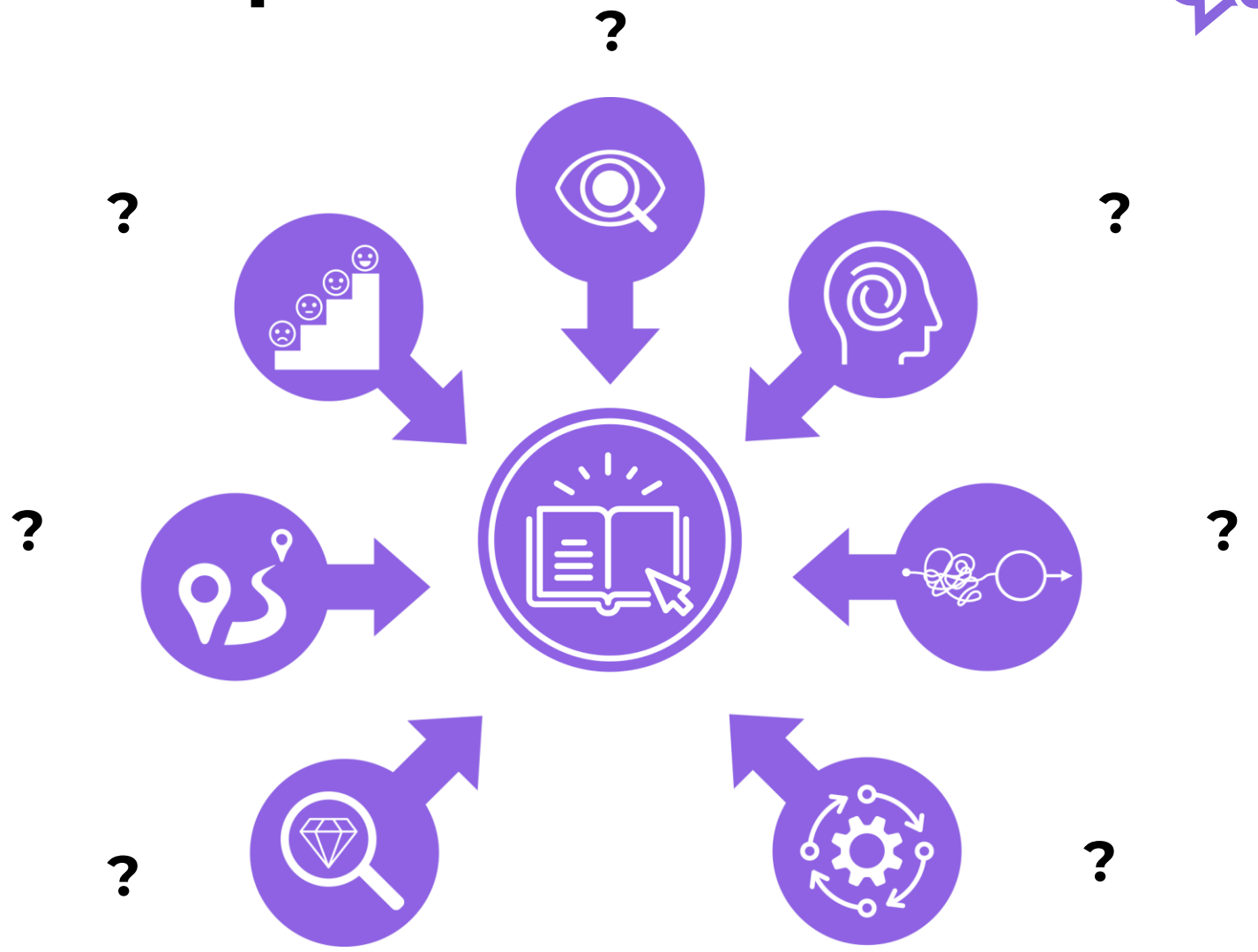


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The guiding principles

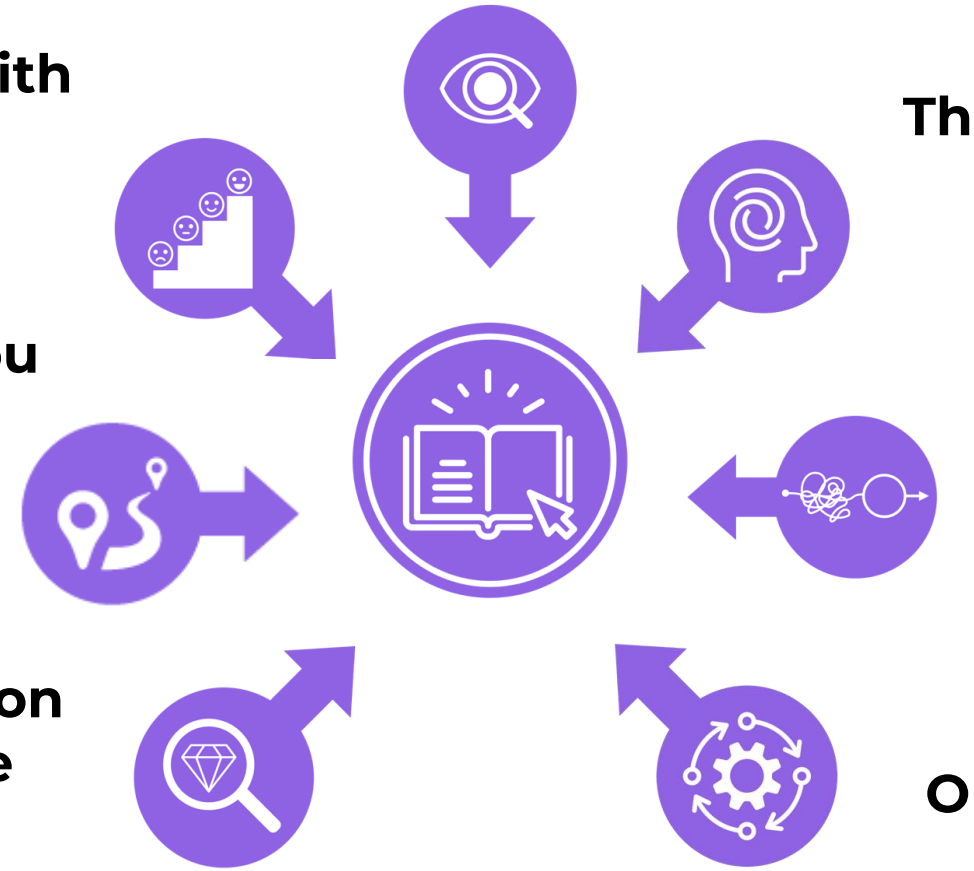
What are the seven guiding principles?

What is the purpose of them?



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The guiding principles



Refer to Table 4.1 on page 371 your Learner Workbook

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ITIL management practices

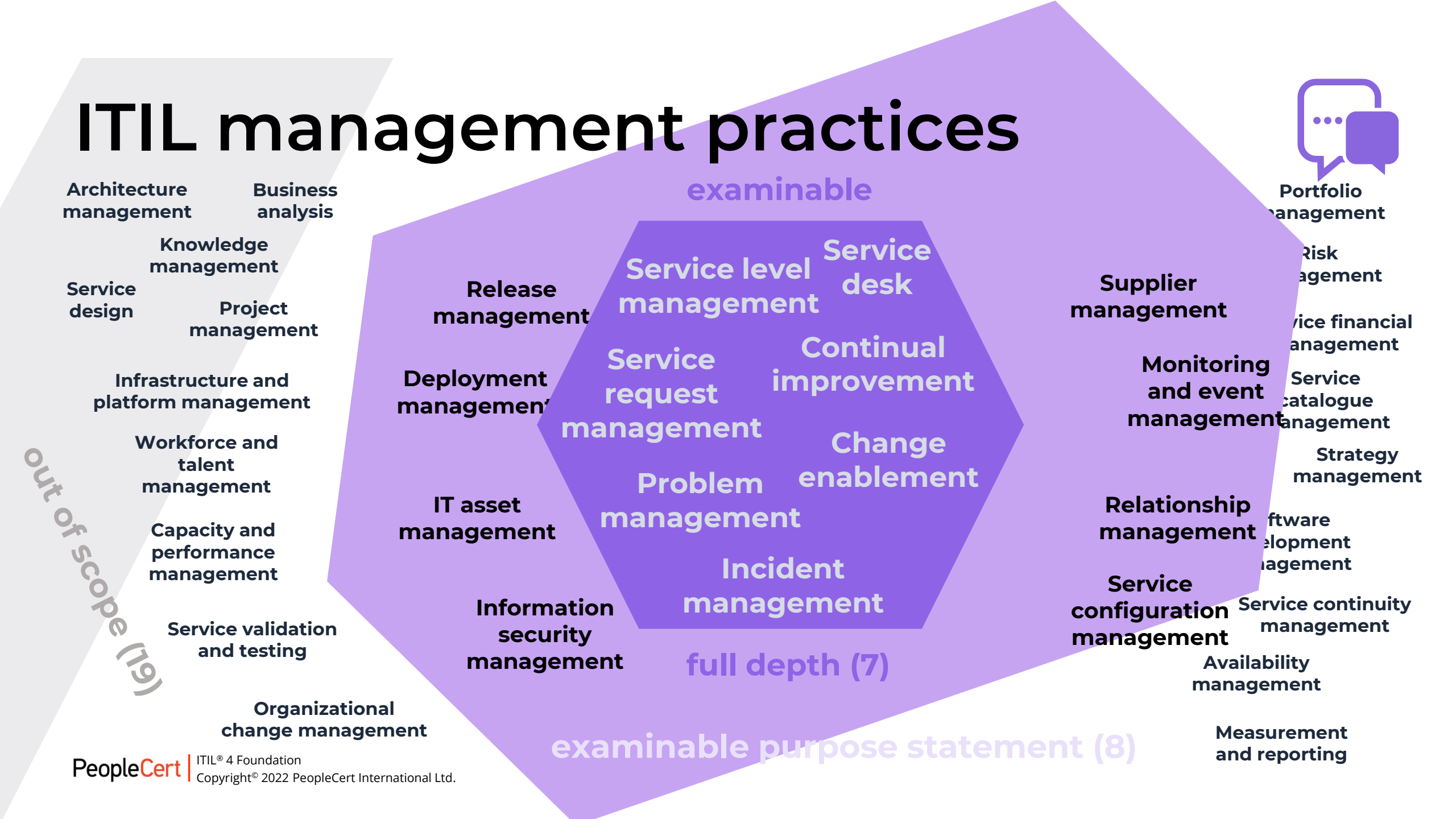
What is a practice?

What are the three categories within the ITIL management practices?

How many ITIL management practices are there?

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ITIL management practices



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What’s Next?

Sample papers

- choice of two one-hour sample papers
- multiple-choice questions (only one answer per question)
- please use a pencil
- closed book (please do not use any notes or resources)
- self-marked
- in the actual exam, you will need to score 26 out of 40 questions correctly to pass.



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Exam information

The ITIL® 4 Foundation exam specifications are:

- Closed book
- 60 minutes (75 min for non-native English speakers)
- 40 questions
- 65% pass mark (26/40)
- Multiple choice

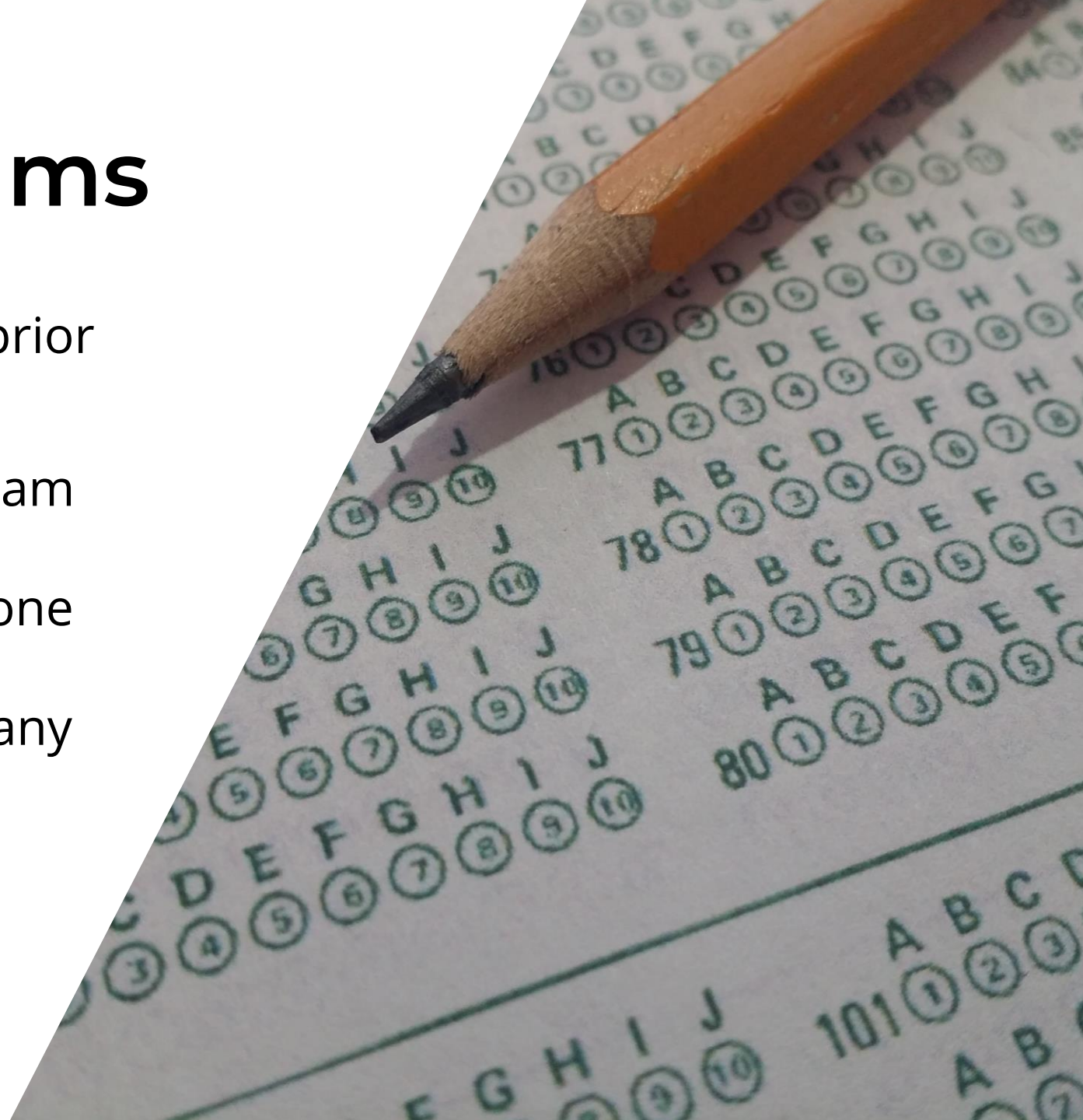


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Official mock exams

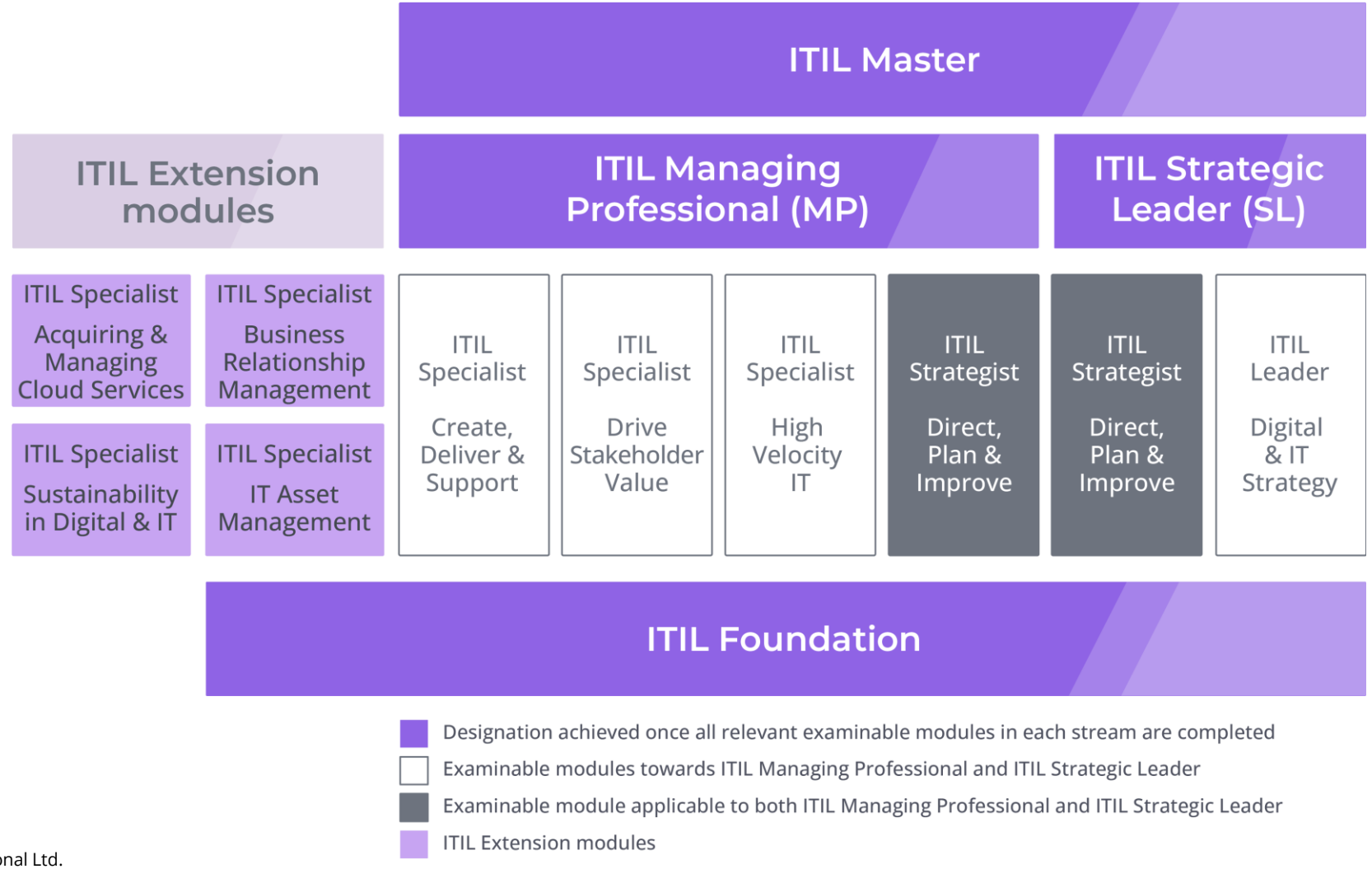
You can try an official mock exam prior to sitting the live exam!

- Choice of two one-hour mock exam papers
- Multiple-choice questions (only one answer per question)
- Closed book (please do not use any notes or resources)
- You can check your score on the spot!



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Continue your journey



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Thank you!

Annex

Preparing for the certification

https://www.peoplecert.org/ways-to-get-certified/olp-guidelines/install-examshield

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Repetition for certification

The key concepts of creating value with services:

Concept	Value creation
Cost	Removal or addition of costs – removal needs to be bigger
Value	Perceived benefits
Organization	A person or a group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.
Outcome	The desire of the stakeholders
Output	The result of an activity
Risk	Risks can be removed (or at least decreased) and/or imposed by the services (e.g. Security or financial risks).
Utility	Fit for purpose – functional requirement
Warranty	Fit fo use – according to agreed requirements

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Repetition for certification

The key concepts of service relationships

Concept	
Service offering	Service providers present their services to consumers in the form of service offerings. Goods, access to services, service action
Service relationship management	A cooperation between a service provider and service consumer
Service provision	Service delivery
Service consumption	Service use

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Repetition for certification

The use of *guiding principles*: Recommendations that can guide an organization in all circumstances

Guidance	
Focus on value	What are the consumer's needs
Start where you are	Assess the elements of current state for fit for purpose and fit for use
Progress iteratively	Organize work into smaller, iterative sections.
Collaborate and promote visibility	Service consumers with service providers, developers and operations. Make data visible for decision making.
Think and work holistically	Applying methods and rules designed for simple system can be ineffective in complex system. No service stands alone.
Keep it simple and practical	Include only activities with value for one or more stakeholders – will allow focus on the quality
Optimize and automate	Understand and agree the context in which the proposed optimization exists. This includes agreeing the overall vision and objectives of the organization.

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Repetition for certification

The four dimensions of service management

Concept	
Organizations and people	Trust, transparency, skills, silos, collaboration
Information and technology	Systems, how is information handled
Partners and suppliers	How to select partners and suppliers
Value streams and processes	How are streams supporting SVS activities, how are processes supporting streams

The four dimensions represent perspectives which are relevant to the whole SVS, including the entirety of the service value chain and all ITIL practices.

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Repetition for certification

	Description, definition
What is purpose of the ITIL service value system?	Ensure that the organization continually co-creates value with all stakeholders through the use and management of products and services
How does the service value chain support value streams?	SVC outlines the operating model for value creation. Value streams defines the activities following the SVC.
IT asset	Any financially valuable component that can contribute to the delivery of an IT product or service
Event	Any change of state that has significance for the management of a service or other configuration item.
Configuration item	Any component that needs to be managed in order to deliver an IT service.
Change	The addition, modification or removal of anything that could have a direct or indirect effect on services.
Incident	An unplanned interruption to a service or reduction in the quality of a service.
Problem	A cause, or potential cause of one or more incidents.
Known error	A problem that has been analysed but has not been resolved.

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Repetition for certification

The purpose of each value chain activity

Plan	Ensures a shared understanding of the vision, current status and improvement direction
Improve	Ensures continual improvement of products, services and practices across all value chain activities.
Engage	Provide a good understanding of stakeholders' needs, transparency and continual engagement and good relationships with all stakeholders.
Design and transition	Ensures that products and services continually meet stakeholder expectations for quality, costs and time to market.
Obtain and build	Ensures service components are available when and where they are needed and that they meet agreed specifications.
Deliver and support	Ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations.

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Repetition for certification

The purpose of the practices

Practice	Purpose
Information security mgt	To protect the information
Relationship mgt	To establish and nurture the links between the organization and its stakeholders at strategic and tactical levels.
Supplier mgt	To ensure that the organization's suppliers and their performances are managed to support the provision of quality products and services.
IT asset mgt	To plan and manage the full lifecycle of all IT assets.
Monitoring and event mgt	Observe services and service components and record and report selected changes of state.
Release mgt	To make services available
Service configuration mgt	To ensure that accurate and reliable information about the configuration of services is available
Deployment mgt	To put services or service component into production
Continual improvement mgt	To ensure that an organization's performance continually meets stakeholders' expectations.

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Repetition for certification

The purpose of the practices

Practice	Purpose
Change enablement	The purpose of the change enablement practice is to maximize the number of successful service and product changes
Incident mgt	To minimize the negative impact of incidents by restoring normal service operation as quickly as possible.
Problem mgt	To reduce the likelihood and impact of incidents by identifing actual and potential causes of incidents and managing workarounds and known errors.
Service request mgt	Handle service requests that are part of the agreed service delivery
Service desk mgt	To capture service requests and incidents reported by users
Service level mgt	Set clear business-based targets for service levels and ensure that delivery of services is properly assessed, monitored and managed against those targets.

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Repetition for certification

Know the following practices in detail:

- Continual improvement including:
  - The continual improvement model
- Change enablement
- Incident management
- Problem management
- Service request management
- Service desk
- Service level management

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Repetition for certification

- Service desk owns all service requests
- Service desk is a SPOC.
- Service requests are submitted by users or their representatives.
- Service mgt tool can help automatize matching of incidents
- Service desk needs to understand the services and the organizations and their demands.
- Incident categorization helps routing the incident to correct support group.
- Problems that are not resolved permanently are not closed – they are Known Errors.
- Problem mgt involves continual improvement and change enablement.
- In Service Level Mgt the customer satisfaction measurement is often defined.
- Value streams and processes are focused on activities and how these are performed.
- Focus on value means understanding who the service consumer is
- There should be a dedicated team for continual improvement.
- Think and work holistically – organizations and people, information and technology, partners and suppliers, value streams and processes
- Guiding principles (focus on value, start where you are, progress iteratively, collaborate, think holistically, keep it simple, optimize) can guide an organization in any circumstances

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Repetition for certification

- Appoint different change authorities for different change models
- The Change plan is used to avoid conflicts
- Standard changes are wellknown, fully documented and pre-authorized
- Changes are additions, removals or modifications of any services or service components that may effect directly or indirectly the service provision.
- Release mgt is responsible to move components into production and make services/features available for users
- Each value chain activity contributes to the value chain by transforming inputs into outputs.
- Supplier mgt ensures that suppliers deliver quality products and services
- Two type of costs : removed and imposed.
- Service Value System has guiding principles, governance, continual improvement,
- service value chain, practices.
- Small, manageble sections can be executed and completed in a timely manner – progress iteratively
- Event is any change of state that has significant effect on the management of a service.
- Outcome is the results desired by the stakeholder.
- Warranty assures that a service meets agreed requirements.

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Repetition for certification

Visibility	Better decision making
Requirements on services	Customer
Co-create value	Consumer and provider collaboration
Value	Result of Service Value Chain
Service Level Mgr, Improvement manager	Listen, listen, listen
Engage	Transparency and good relationship
Minimize number of steps, activities	Keep it simple
Work with all dimensions	Holistic approach
Measurements	Impressions and observations are supported by measurements

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