



ITIL® Foundation

VERSION 5



For all organizations and people aiming to
create value with digital products and services!



Official Training Materials



Everything You Need. Included.

- **Pre-course Questionnaire:** a self-assessment tool to evaluate your knowledge and learning goals before starting the course.
- **Official Book:** the definitive guide, core to your learning experience and professional excellence.
- **Learner Workbook:** your learning companion, designed to complement the Official Book, which includes:
 - **Presentation slides & notes:** aligned with the Official Book, with accompanying notes to support your learning.
 - **Syllabus:** outlines the examinable content, with references to the Official Book, showing how much each category contributes to the exam, guiding where you should focus.
 - **2 Sample Papers** (Questions, Answers and Rationales): an essential practice opportunity, as performance is a reliable indicator of your exam readiness. All answer options (correct and incorrect) are explained with references to the Official Book.
- **Quick Reference Guide:** a concise revision aid providing an overview of the examinable content.
- **Post-course Questionnaire:** a self-assessment tool to evaluate your learning progress after completing the course.
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The New ITIL

- First introduced in the **1980s**, ITIL has consistently been the **Global Best Practice Framework** across its successive focus areas, now expanding from **IT Service Management (ITSM)** to **Digital Product and Service Management**.
- **In today's AI-driven world**, all products and services are influenced by digital technologies, either directly or indirectly.
- The term **digital products and services captures the full spectrum of digital relevance**: from **traditionally non-digital products** that are enabled, enhanced, or supported by technology across their lifecycle to **fully digital products**.
- When teams use different terminology, models, and assumptions, collaboration slows and value is lost. The **new ITIL** provides **a single, shared language** for organizations to design, manage, and continuously improve **digital products and services** – enabling **superior experiences, coherent strategies, and growth**.



The New ITIL Qualification Scheme

 ITIL® Official Qualification Scheme



ITIL® Official Qualification Scheme (Version 5.0)

About the course

In this course, we will cover the following modules:

- Module 1: Key concepts of **digital product and service management**
- Module 2: **Service relationships**
- Module 3: **The ITIL Value System (ITIL VS)**
- Module 4: **Governance**
- Module 5: **ITIL Guiding Principles**
- Module 6: **Value chain and ITIL management practices**
- Module 7: **Value streams: mapping and management**
- Module 8: **Continual improvement**
- Module 9: **The Four Dimensions of Product and Service Management**
- Module 10: **ITIL and other frameworks integration**
- What's next?



Module 1

Key concepts of digital product and
service management

(Digital) product and (digital) service



Product

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

Service

A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.

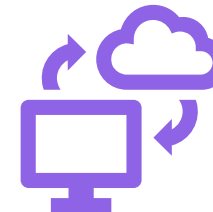


Digital product

A combination of an organization's resources based on digital technology and designed to offer value to consumers.

Digital service

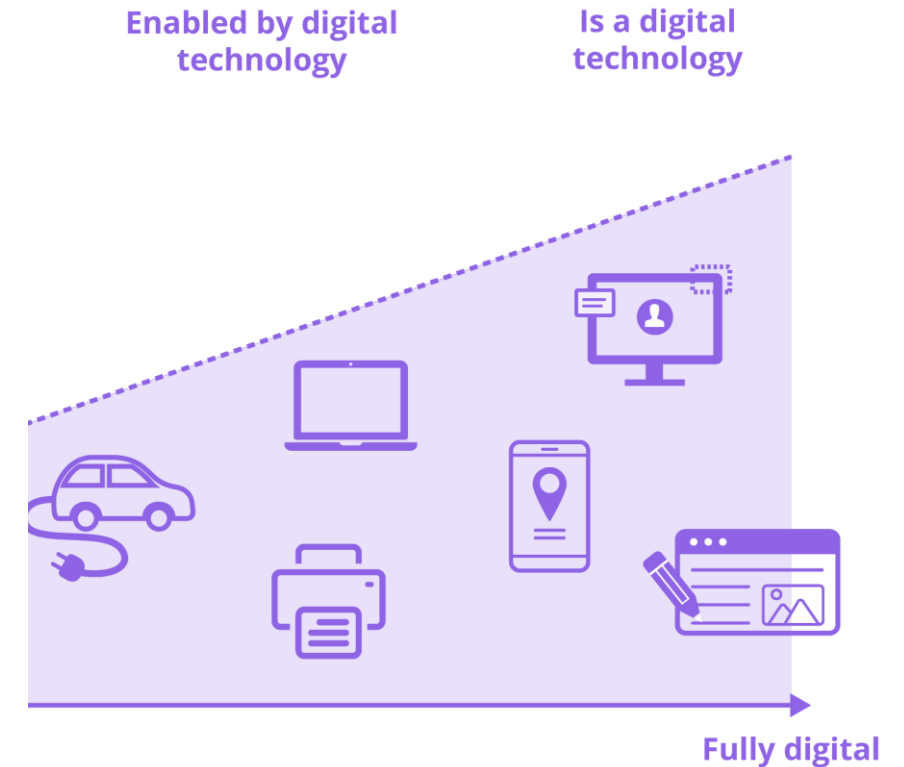
A service that fully or largely relies on digital products.



Relationships between digital products and services

There are several important relationships between digital products and digital services:

- **Digital services** are **always** based on **digital products**. They are core for the value proposition and user experience.
- **Products** provide **capabilities**; **service offerings** describe **potential value**.
- When customers accept offerings, **service delivery and consumption** begins.
- **One product** may enable many **services**, and **one service** may be based on **several products**.



Adapted from Figure 3.2 Role of digital technology: from non-digital to purely digital products

Digital product and service management



Digital product and service management

A set of specialized organizational capabilities for enabling value for customers in the form of digital products and services.



Service offerings



Service offering

A formal 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.

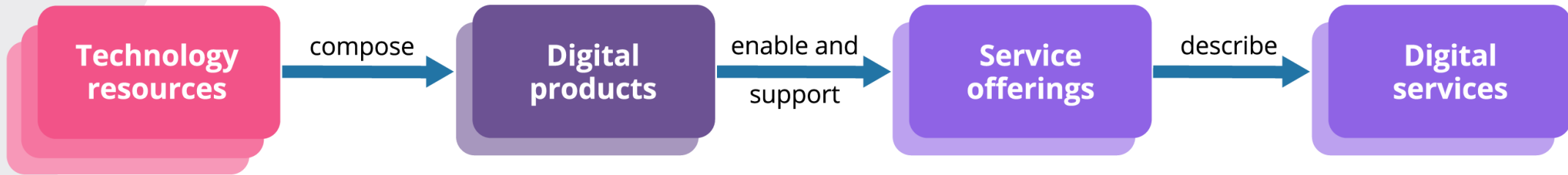


Figure 3.3 Relationships between technology resources, digital products, service offerings, and digital services

What is a service offering

Service offerings may include:

Transfer of goods

- **Transferred** from service provider to service consumer.
- Rare in digital services.
- Service providers aim to minimize the need to transfer goods.

Examples: transfer of equipment or consumables.

Service actions

- **Service actions** are performed by the service provider or by the service provider and service consumer.
- **Service request fulfilment** is a common form of service action.
- Digital service providers aim to reduce the need for service action.

Examples: delivery of goods, user trainings, consultations.

Access to resources

- **Service consumer** gains **access** to provider's **resources** and uses them.
- Resources are owned by the service provider.

Examples: hotel rooms, vehicles, applications, platforms, networks, cloud services.



The ITIL Product and Service Lifecycle (1/2)

User and customer experience rely on the quality of digital products and the service provider's management system. **To deliver high-quality services, organizations must:**

- capture and process customer's needs, requirements, and feedback
- discover needs and opportunities, and design digital products and services
- acquire necessary resources and build digital products
- deliver and support digital services.

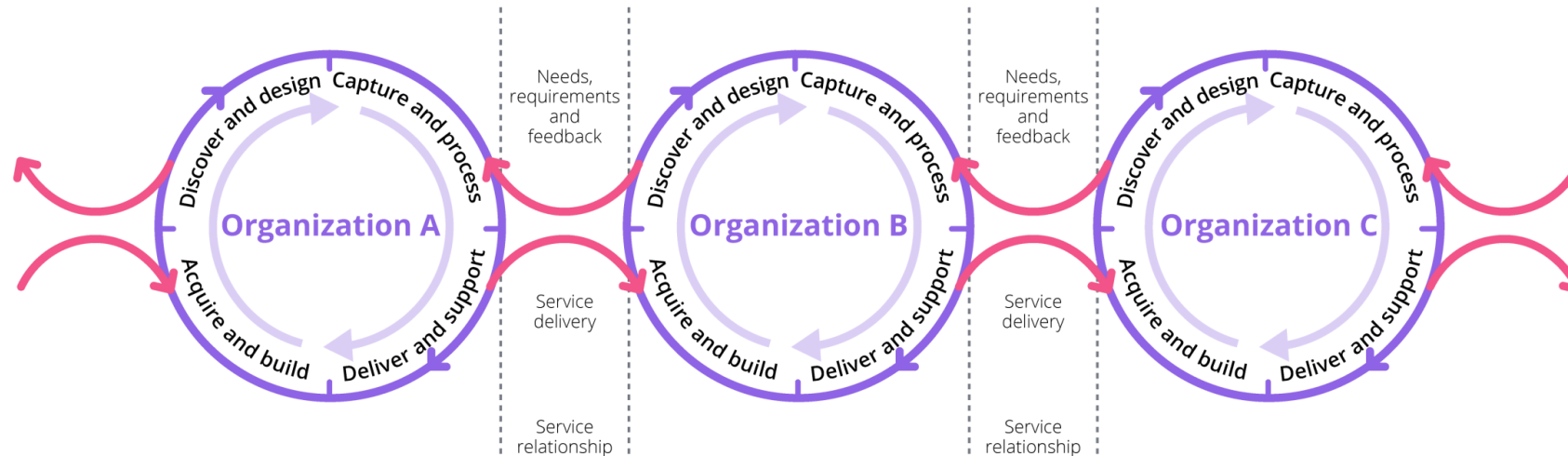


Figure 1.5 The ITIL Service Relationship Model

The ITIL Product and Service Lifecycle (2/2)

The **Product and Service Lifecycle Model** includes eight lifecycle stages. To manage digital products and services throughout their shared lifecycle, organizations perform eight lifecycle management activities of the same name:

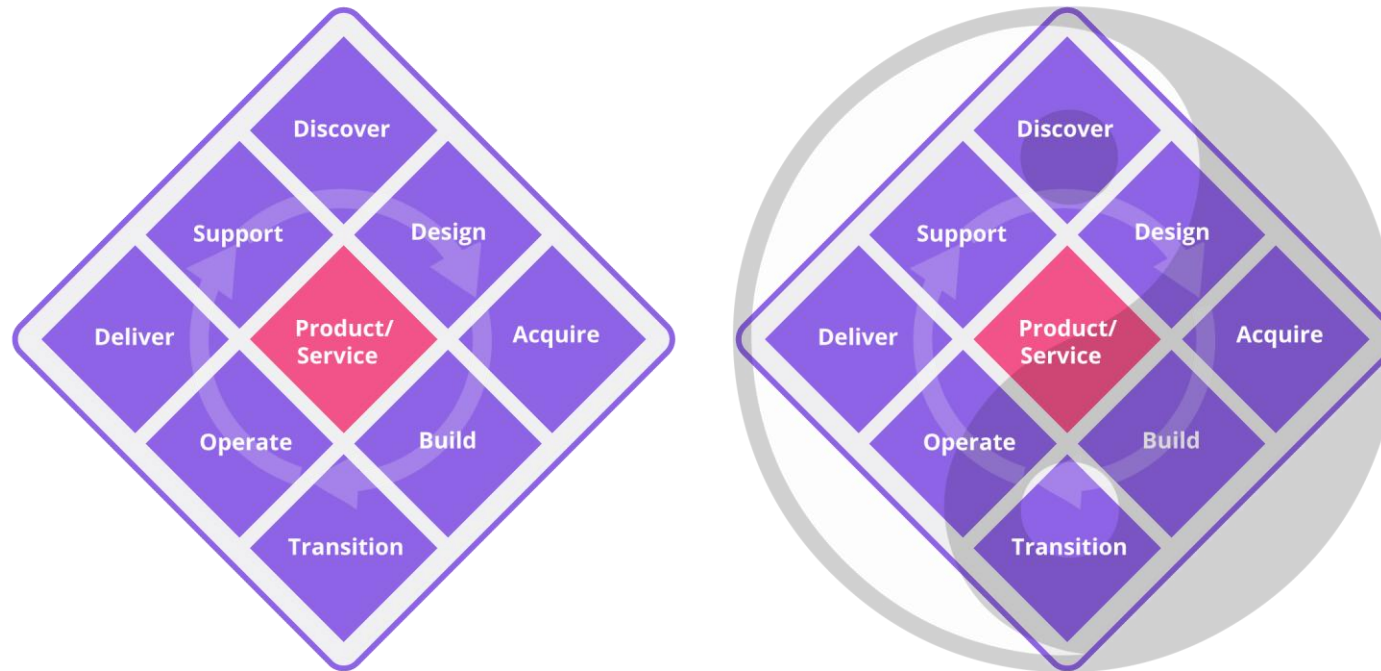


Figure 4.1 The ITIL Product and Service Lifecycle Model | Duality

Output and outcome

Understanding value co-creation requires distinguishing outputs from outcomes.



Output

A tangible or intangible deliverable of an activity.

Outcome

A result for a stakeholder enabled by one or more outputs.

Service providers produce outputs that help their consumers achieve certain outcomes.



Value, outcomes, costs, and risks

- **Services** can introduce **new costs and risks**, and in some cases, they can **negatively affect** certain intended **outcomes** while supporting others.
- **Services** are perceived as valuable only when they have **more positive** effects **than negative** ones.

Achieving value: outcomes, costs, and risks

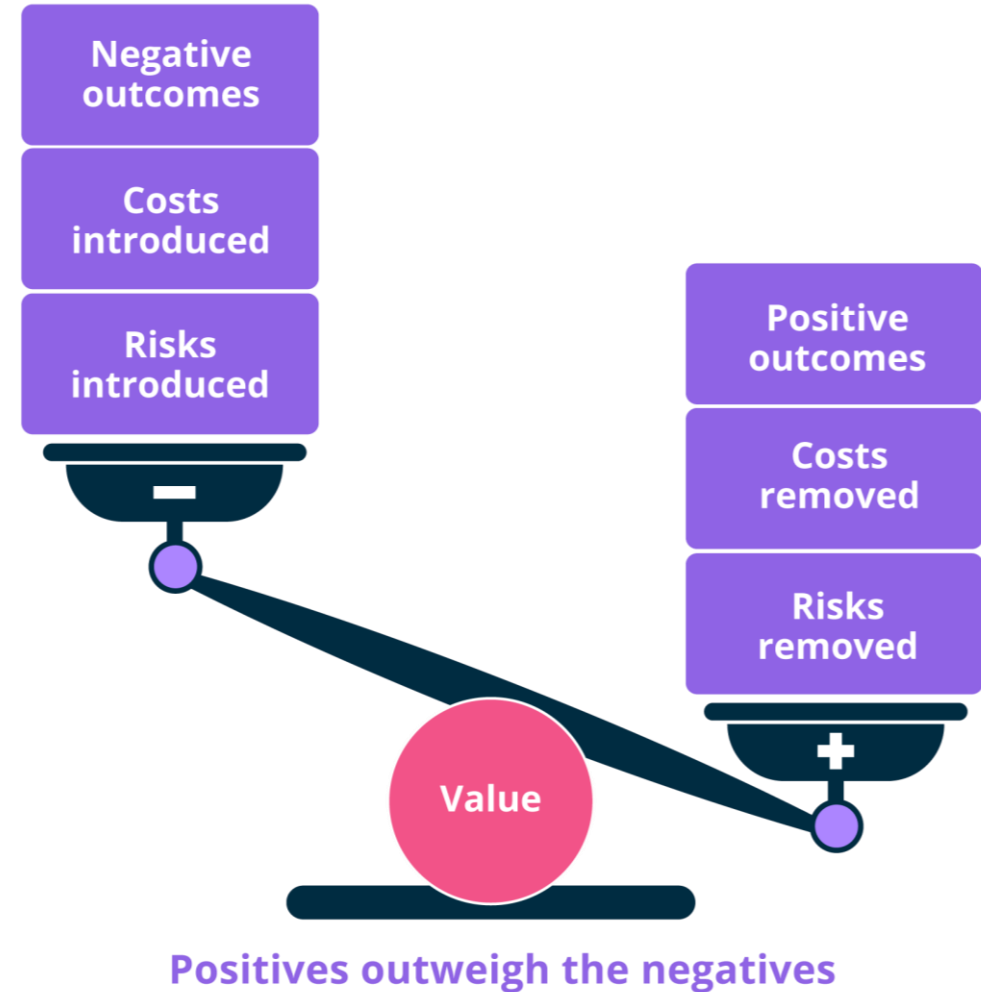


Figure 3.1 Achieving value: outcomes, costs, and risks

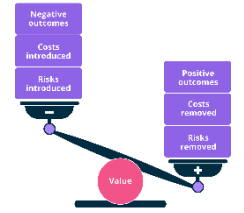
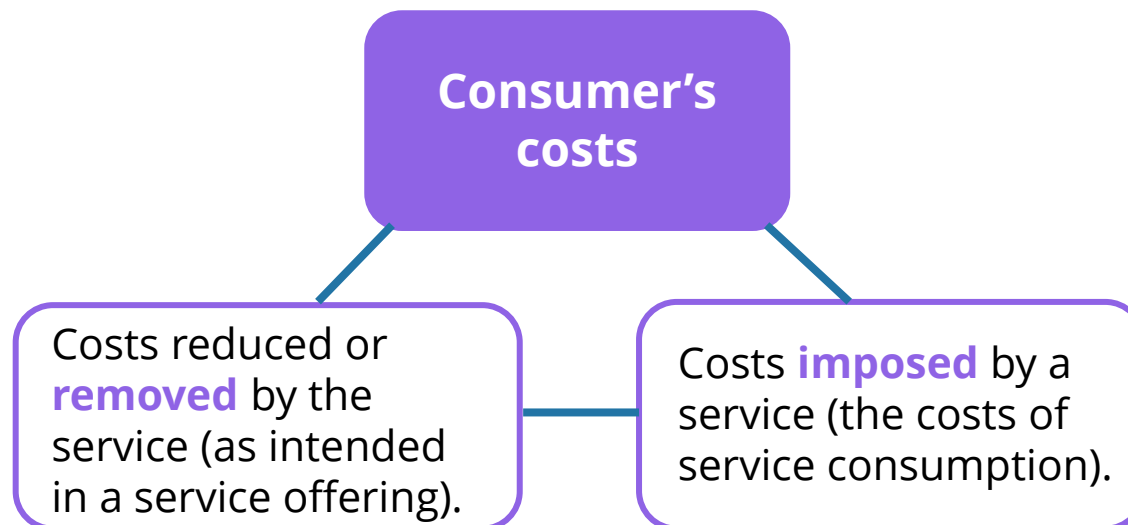
Cost



Cost

The amount of money spent on a specific activity, resource, product or service.

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



Risk



Risk

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

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

Service consumer risks



Reduced/fully removed by the service (value proposition).



Imposed by the service (risks of service consumption).



RISK

Value



Value

The perceived benefits, usefulness, and importance of something.

Service value

The perceived benefits, usefulness, and importance of a service.

Value co-creation

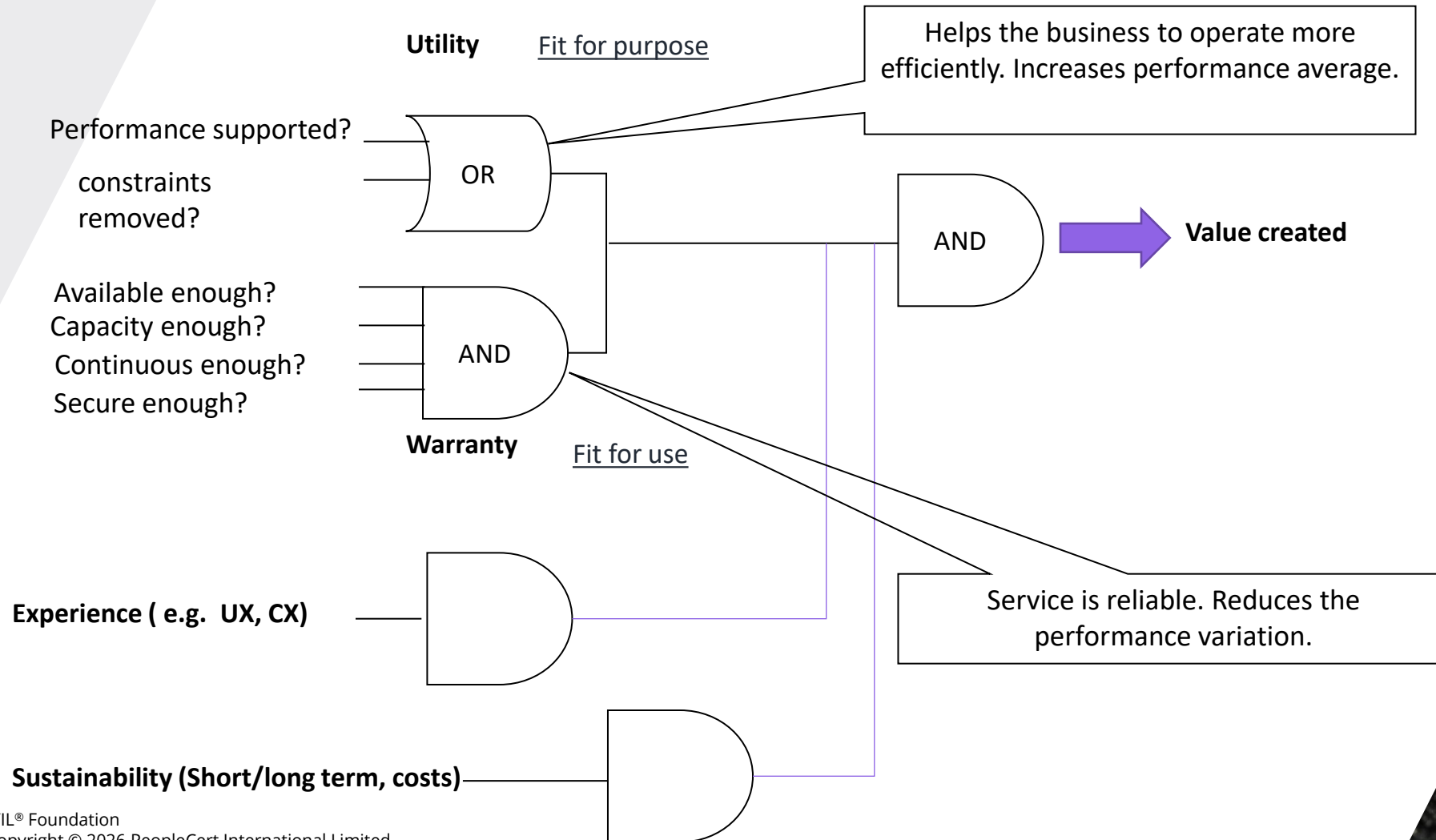
The collaborative process by which service providers, consumers, and other stakeholders jointly create value through the use of products and services, by combining resources, capabilities, and actions across the service relationship to achieve desired outcomes.

Value is the **foundation** of product and service management, and every service relationship is built around the idea of creating and delivering value.

Achieving outcomes requires **resources** and involves **risks** in co-creation. Service providers help their consumers to achieve outcomes in doing so, take on some of these costs and risks.



Value



Recap: Key learning points



- The **purpose** of **product** and **service management** is to **ensure** that digital products support the effective delivery of services that enable value co-creation throughout their lifecycle.
- **Products** provide **capabilities**, while **services** enable **value realization** through their **consumption** by customers and other stakeholders.
- **Service interactions** can take the form of **service actions**, **transfer of goods**, or **access to resources** to enable outcomes.



Discussion | Service value exploration

Select a real-life service from your own professional experience. Identify and discuss the following aspects:

- The **provided service**.
- **Outcomes** the customer aims to achieve.
- **Risks and costs** both introduced and imposed by the service.
- **Value perspective**: What makes the service valuable from the consumer's standpoint?



Question 1 | Answer



What is a digital service?

A

A service that fully or largely relies on digital products

B

A combination of technology resources designed for consumers

C

The transfer of goods from provider to consumer

D

A catalogue of services for consumers

Question 2 | Answer



What influences whether a service is perceived as valuable by a consumer?

A

The service provider's ability to minimize their operational costs

B

The number of providers delivering the service to the consumer

C

The extent to which the positive effects of the service outweigh the negative ones

D

The amount of money the service provider invests in resources

Question 3 | Answer



What is a digital product?

A

A formal description of one or more services designed to address consumer needs

B

The access to the service provider's resources and their use according to the agreed terms and conditions

C

A combination of an organization's resources based on digital technology and designed to offer value to consumers

D

Actions performed by a service provider or jointly by a service provider and consumer

Module 2

Service relationships

Organizations



Organization

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

Whole legal entity:

An organization may be an entire legal entity, such as a company.

Part of an entity:

It may also be part of a legal entity, such as one or several teams within a company.

Group of entities:

An organization can be a group of legal entities (a group of companies), or a mix of these variations.

Size and type:

It may be a self-employed individual, a multinational corporation, or anything in between.

In service relationships, an organization may act as a **service provider** or a **service consumer**.

Providers, consumers, and vendors

Organizations may act as service providers, service consumers, or digital product vendors within service relationships.



Service provider

An organization responsible for delivery and support of services.



Service consumer

An organization responsible for procurement and use of services.



Digital product vendor

An organization responsible for the creation and continual improvement of digital products and related service offerings.



Service consumer roles

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

Sponsor

The role that authorizes budget for service consumption.



Customer

The role that defines the requirements for products and services and takes responsibility for the outcomes of service consumption.



User

The role that uses services.

Consumer roles example

A company acquires mobile phone services for employees. Roles are distributed as follows:

Sponsors

(CFO)



- Review arrangement
- Approve costs

Customers

(CIO and communications team)



- Analyse requirements
- Negotiate contract
- Monitor performance

Users

(Employees including CIO,
CFO, team)



- Order, receive, and use services

The service relationship model

Organizations engage in service relationships, forming chains and networks, where each organization acts as a service consumer for multiple providers and a service provider for multiple consumers.

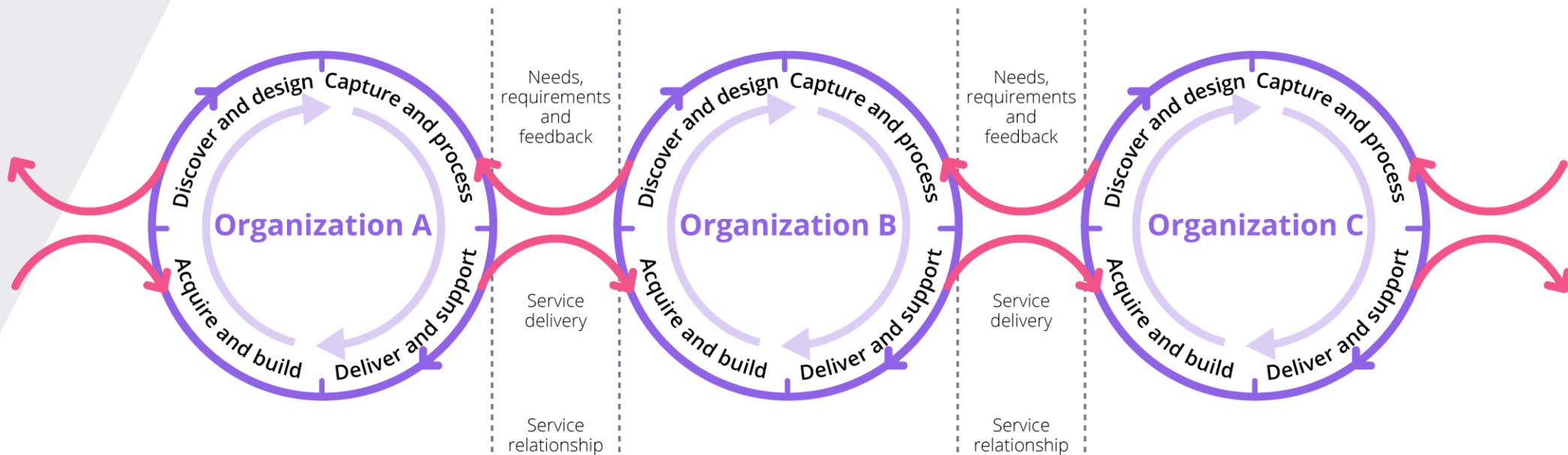


Figure 1.5 The ITIL Service Relationship Model

Types of service relationships

Service relationships involve:

- sharing resources, data, and sometimes reputation
- engagement varies by sharing and dependency
- three types: **basic, cooperative, collaborative (partnership).**



Basic, cooperative, and collaborative

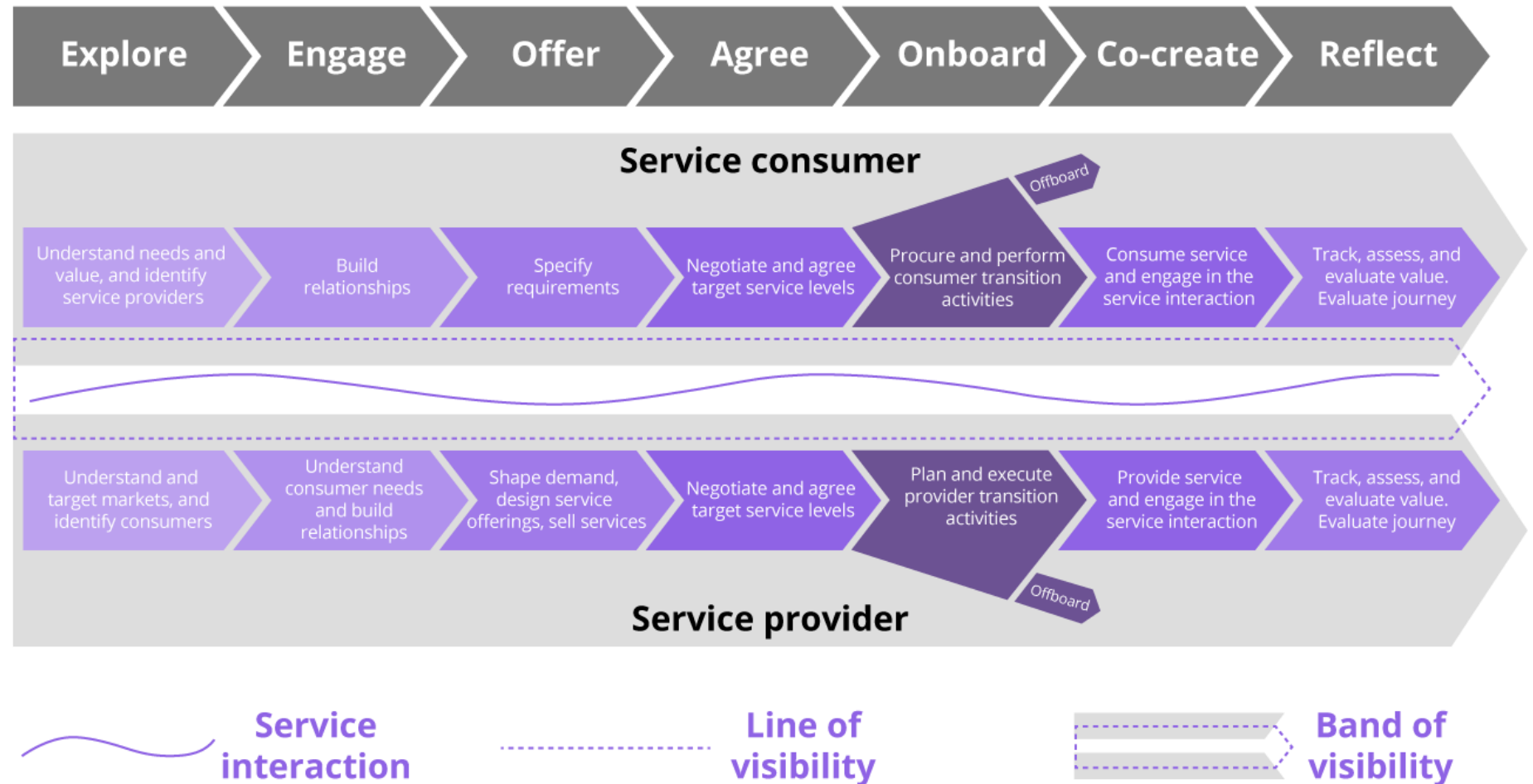
Adapted from Table 3.1 Types of service relationships

	Basic relationship	Cooperative relationship	Collaborative relationship (partnership)
Typical focus	Support and efficiency	Improvement and effectiveness	Innovation and growth
Typical organizational level involved in the relationship	Operational	Operational and tactical	Operational, tactical, and strategic
Typical service types	Commercial off-the-shelf services, out-of-the-box services, highly standardized commodity services, or goods supply	Services that must be configured or customized to fulfil the needs of the service consumer	Custom or bespoke services with unique value propositions
Typical types of service agreement	Standard contracts, Service Level Agreements (SLAs), and experience-based agreements mostly for mass market	Advanced SLAs, experience-based agreements, or outcome-based agreements	Bespoke contracts, outcome-based agreements, or no formal agreement

Service journey (1/2)



These steps are **not** always sequential and can occur in **different order** or even **simultaneously**.



Service journey (2/2)

Service journey

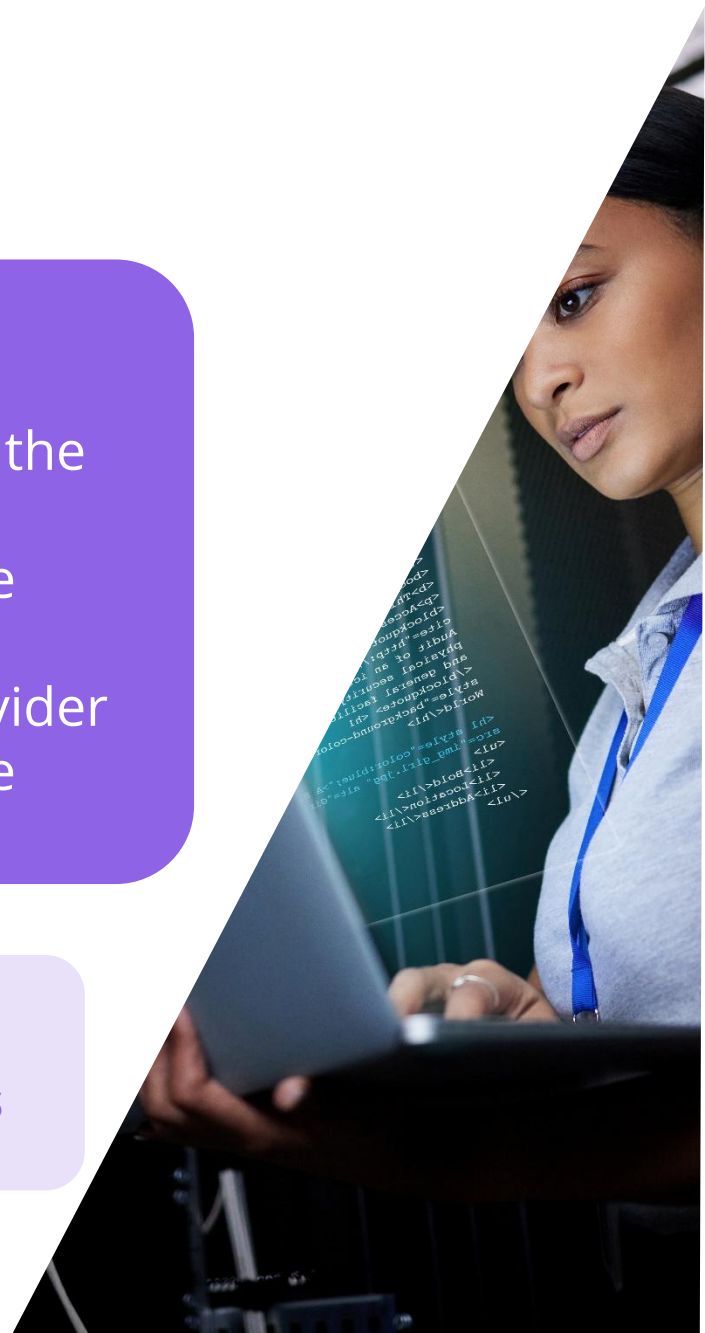
The sum of activities and interactions performed by organizations engaged in service relationships to fulfil their roles as a service provider and a service consumer.



Band of visibility

The sum of the aspects of the service consumer organizations visible to the service provider, and the aspects of the service provider organizations visible to the service consumer.

The service journey and the band of visibility are closely related but describe **different aspects** of a service relationship. The service journey focuses on **what happens** over time. In contrast, the band of visibility focuses on **what is seen**.



Service quality and service level

Service quality

The sum of the characteristics of a service that are relevant to its ability to satisfy stated and implied needs.



Service level

A set of metrics that define expected or achieved service quality.

- Managed by translating expectations into metrics.
- Metrics define the service level of a service.

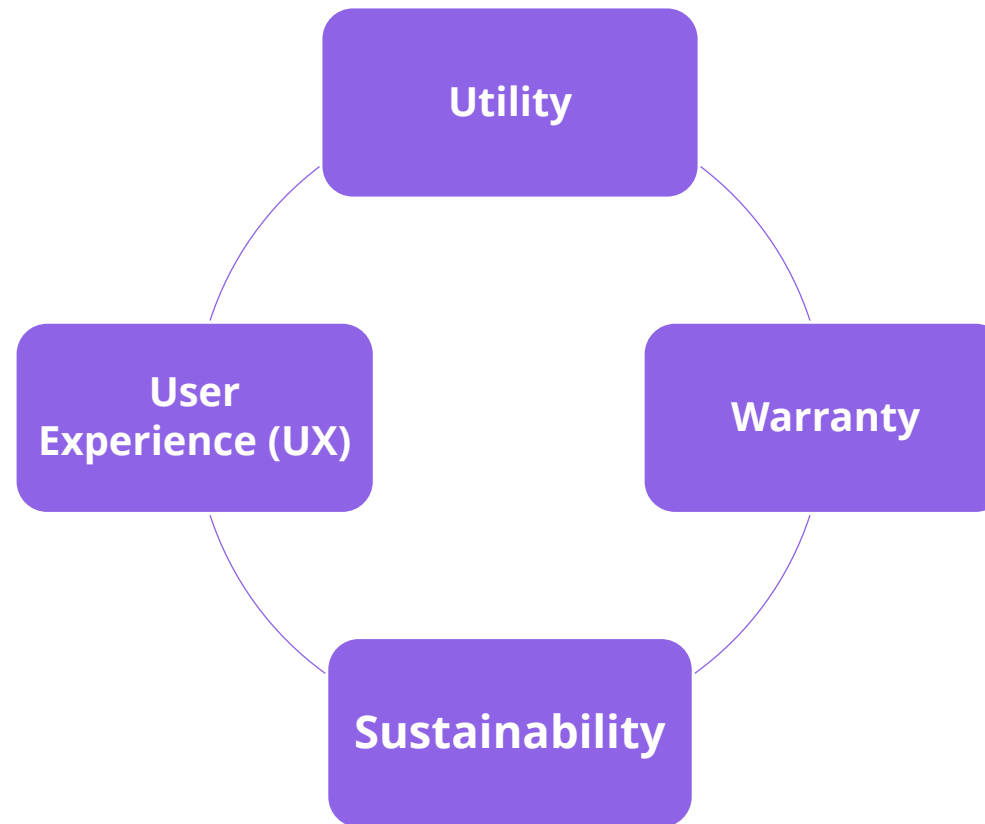
- Four categories of service level metrics.
- All four apply to most services.
- Level of formality varies.



To understand how service levels are managed, we then look at the categories of service level metrics.

Service level metrics (1/3)

Service quality is measured through **service levels**. These service level metrics fall into four categories:



Service level metrics (2/3)

Utility

The functionality offered by a product or service to meet a particular need. Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'. To have utility, a service must either support the performance of the consumer or remove constraints from the consumer. Many services do both.



Warranty

The assurance that a product or service will meet the agreed requirements. Warranty can be summarized as 'how the service performs' and can be used to determine whether a service is 'fit for use'. Warranty often relates to service levels aligned with the needs of service consumers. This may be based on a formal agreement, or it may be a marketing message or brand image. Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity. A service may be said to provide acceptable assurance, or 'warranty', if all defined and agreed conditions are met.

Service level metrics (3/3)

Sustainability

The assurance that a product or service meets and will continue to meet the requirements for environmental stewardship, social progress, and economic growth.



User experience (UX)

The sum of the functional and emotional interactions with a service and service provider as perceived by a service user.

Together, these four categories form a balanced view of service quality. No individual category is more important than the others, as all contribute to value and outcomes.



Service level agreements



Service Level Agreement (SLA)

A documented agreement between a service provider and a customer that identifies the services provided and the agreed level of each service.

- Key SLA considerations:
 - **Formality, scope,** and **customization** of SLA depend on service type and relationship.
 - Digital service SLAs should cover: **utility, warranty, sustainability.**
 - For user-facing services, include **user experience** metrics.



Service value = utility + warranty + sustainability + experience

Recap: Key learning points



- The **purpose of service relationships** is to ensure providers and consumers work together effectively to achieve outcomes.
- Strong relationships depend on **clear roles, shared responsibilities**, and **trust**.
- Service quality is defined, agreed, and measured through **SLAs** and supporting **metrics**.
- Value is **co-created** through collaboration between provider and consumer, shaped by utility, warranty, experience, and sustainability.
- Service relationships **vary in type** (basic, cooperative, collaborative), each with different expectations and levels of engagement.



Question 1 | Answer



A service provider commits to using recyclable components, reducing carbon emissions, and maintaining transparent supply chains.

Which concept does this commitment represent?

A

Utility

B

Warranty

C

User experience

D

Sustainability

Question 2 | Answer



Which type of service relationship typically focuses on support and efficiency through standardized services?

A

Basic relationship

B

Cooperative relationship

C

Collaborative relationship

D

Partner relationship

Question 3 | Answer



Which role takes responsibility for the outcomes of service consumption?

A

Organization

B

Sponsor

C

Customer

D

Service provider

Module 3

The ITIL Value System (ITIL VS)



Management system



Management system

A system of interconnected elements that establish policy and objectives and enable the achievement of those objectives.

Elements of an organization's product and service management system include:

- **Guiding Principles:** universal recommendations for decisions and actions.
- **Value chain:** interconnected activities that create and deliver products and services.
- **Management practices:** sets of organizational capabilities designed for accomplishing specific objectives.
- **Continual improvement:** recurring activity at all organizational levels to ensure that the organization continually meets stakeholders' expectations.

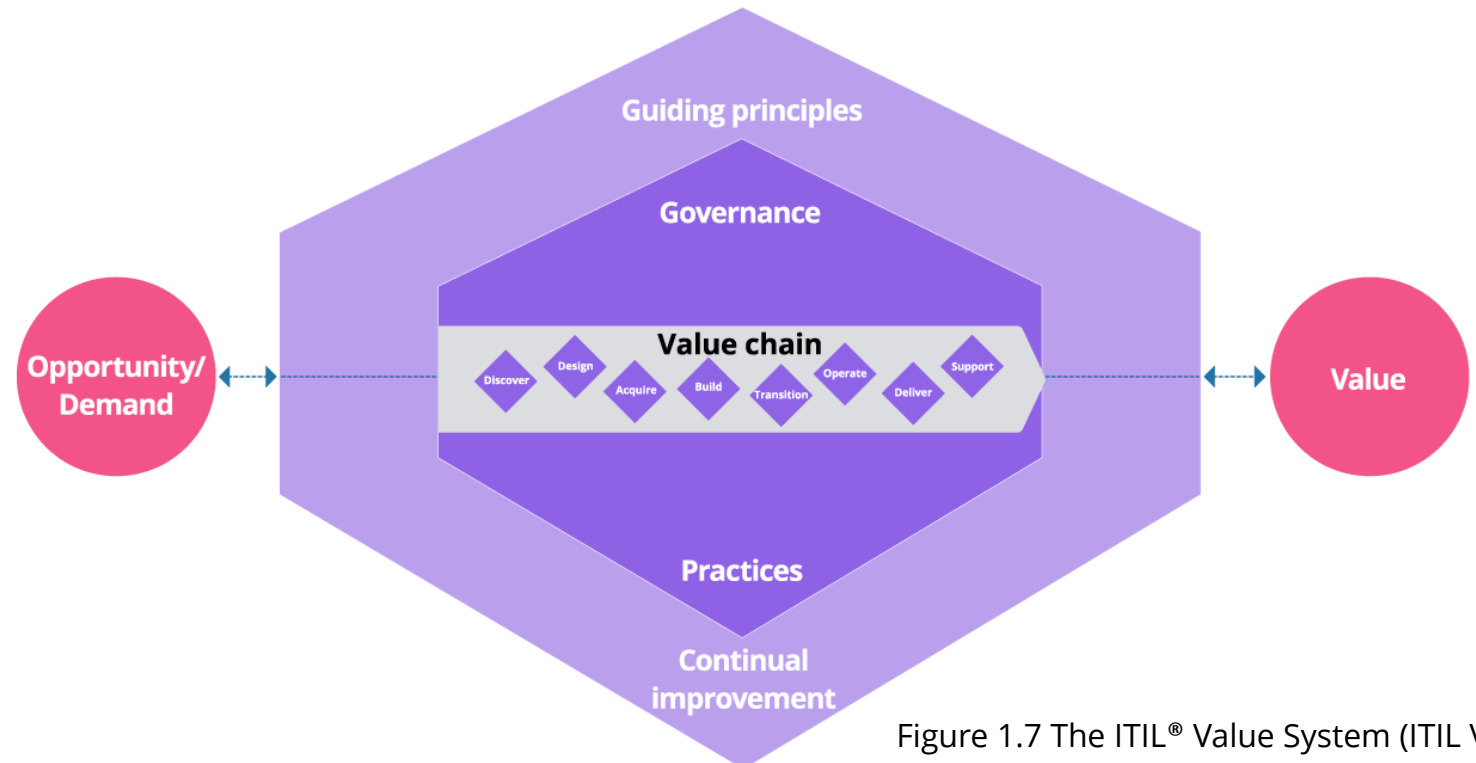
The ITIL Value System (ITIL VS)



ITIL Value System (ITIL VS)

A model representing how all the components and activities of an organization work together to facilitate value creation through digital products and services.

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



The ITIL Value System | Purpose

The **purpose** of the ITIL VS is to ensure that the organization continually and sustainably co-creates value with all stakeholders through the use and management of products and services.

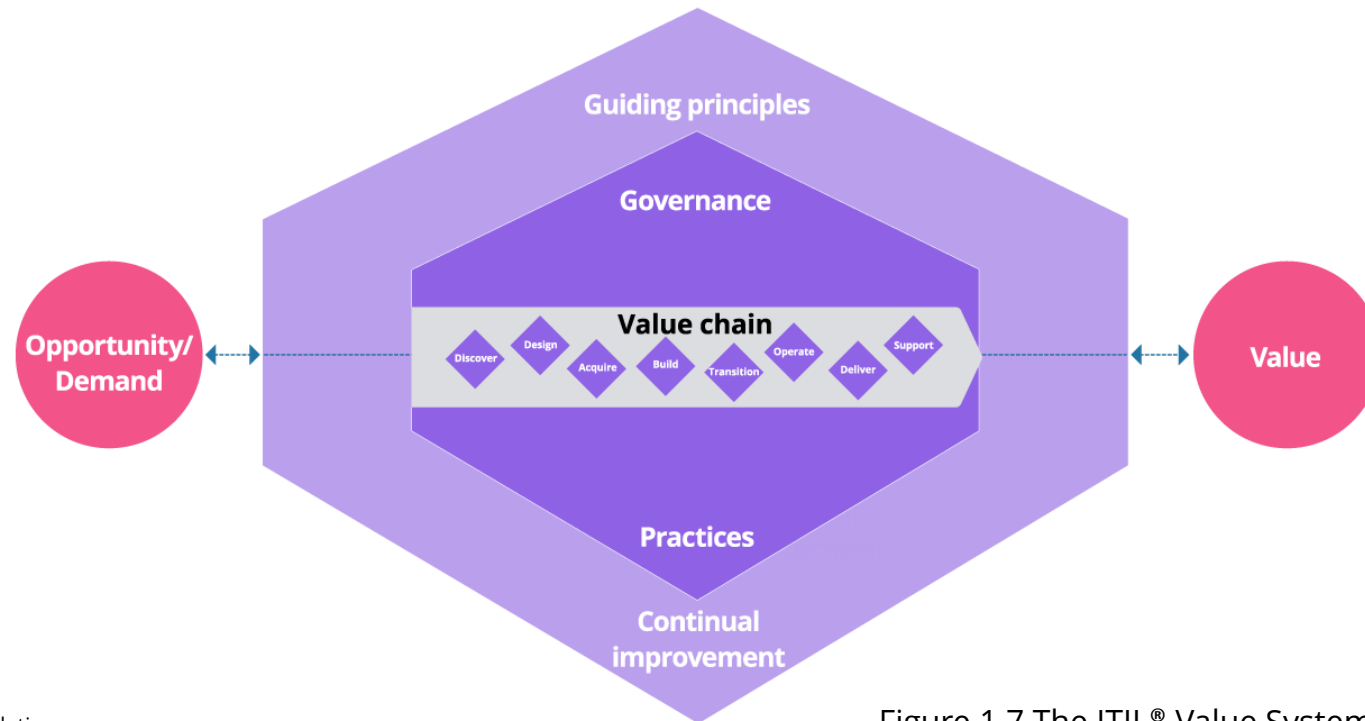


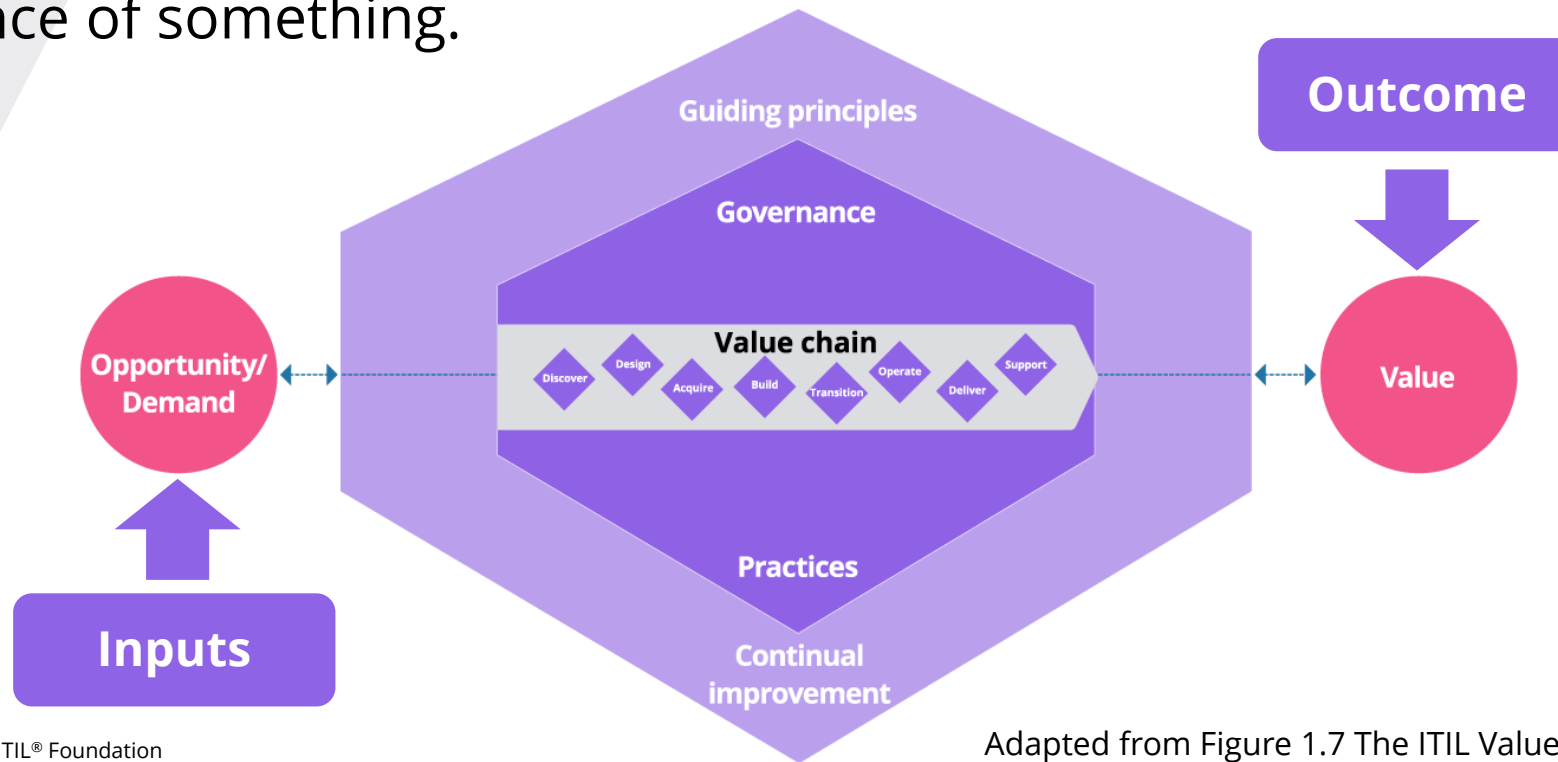
Figure 1.7 The ITIL® Value System (ITIL VS)

ITIL VS | Inputs and outcome



The key **inputs** to the ITIL VS are **opportunity** and **demand**.

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



Recap: Key learning points



- The purpose of the ITIL Value System (ITIL VS) is to ensure organizations **continually co-create value** with stakeholders through products and services.
- The ITIL VS integrates **five core components**: Guiding Principles, governance, the service value chain, management practices, and continual improvement.
- The ITIL VS transforms inputs of opportunity and demand into **outcomes of value**.
- All components of the ITIL VS work **together** to enable value creation and continual alignment with organizational objectives.
- The ITIL VS connects with other organizations, forming an **ecosystem** that supports collaboration and value delivery.



Question 1 | Answer



Which ITIL concept includes governance, practices, and continual improvement?

A

The ITIL Value System

B

The 'deliver and support' value chain activities

C

The 'focus on value' ITIL Guiding Principle

D

The 'value stream and processes' dimension

Question 2 | Answer



Which set **CORRECTLY** lists the components of the ITIL Value System?

A Value streams, projects, releases, incidents, changes

B Guiding principles, governance, discover, deliver

C Products, services, customers, suppliers, partners

D Guiding principles, governance, value chain, management practices, continual improvement

Question 3 | Answer



What **BEST** describes a Service Level Agreement (SLA)?

A A legal contract between two vendors regulating financial penalties

B A documented agreement between a service provider and a customer that identifies services and their agreed levels

C An informal discussion between users and service providers about expectations

D A guideline document for internal IT teams without customer involvement

Module 4

Governance

Governing bodies and governance



Governance defines how organizations are directed and controlled, including oversight of digital technology.

Governance

The system by which an organization is directed and controlled.



Governance of digital technology

A human-based system by which the current and future use of digital technology is governed.



Governance and digital technology

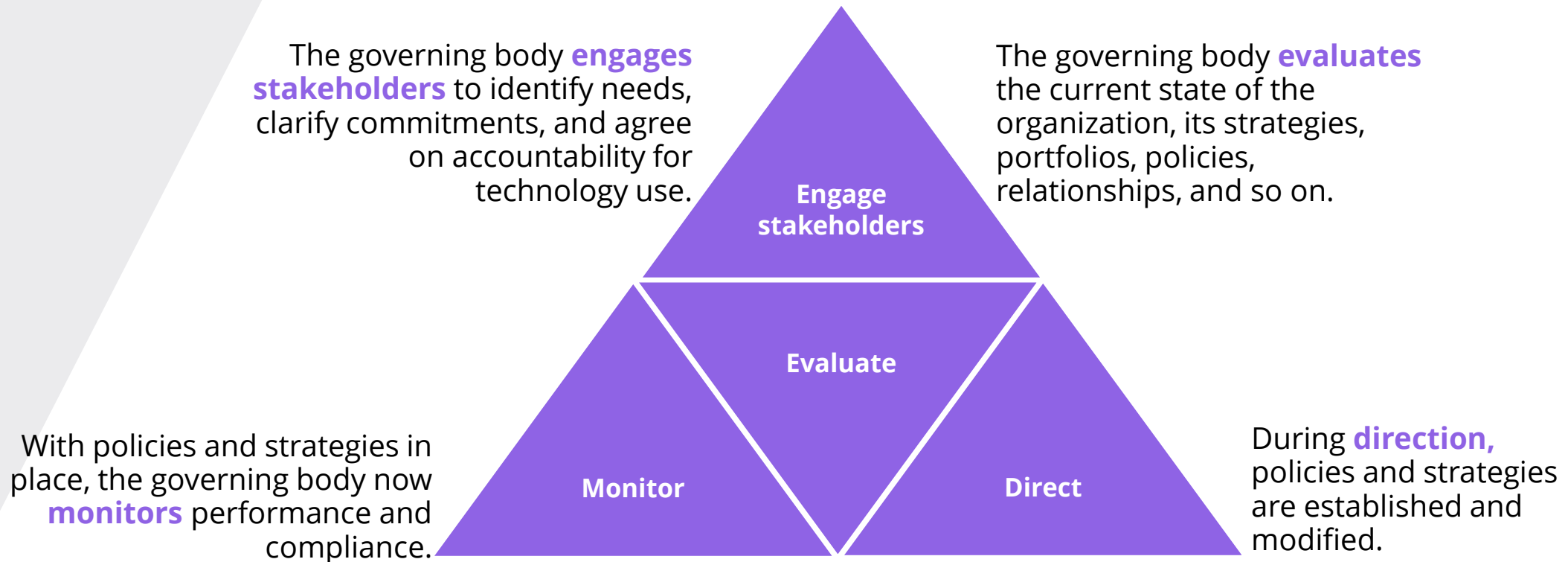
Governance of digital technology: a governance system focused on the current and future use of digital technology. The system comprises:

- **directing**
- **overseeing**
- **accountability.**



Governance of digital technology

Digital technology governance is realized through the following activities:



Recap: Key learning points



- Governance defines how organizations are **directed and controlled**, including oversight of digital technology.
- Governance provides **direction**, **oversight**, and **accountability**, ensuring decisions align with organizational purpose and stakeholder needs.
- The governing body is accountable for **performance and compliance** at the highest level.
- Governance is realized through **activities** such as engaging stakeholders, evaluating, directing, and monitoring.
- The management system ties the components **together** so that inputs of demand and opportunity are transformed into outcomes of value.



Question 1 | Answer



Which governance activity is focused on ensuring adherence with policies and strategic direction?

A

Evaluate

B

Direct

C

Monitor

D

Discover

Question 2 | Answer



What is the role of a governing body in an organization?

A

It is accountable for performance and compliance at the highest level

B

It is responsible for day-to-day operations

C

It manages the technical details of digital products directly

D

It focuses exclusively on financial reporting

Question 3 | Answer



Which statement about the 'band of visibility' is **CORRECT**?

A

It includes only the activities visible to the service provider

B

It applies exclusively to modern, technology-based digital service models

C

It represents all aspects visible between provider and consumer organizations

D

It defines the complete path of the customer's service journey

Module 5

ITIL Guiding Principles

What is an ITIL Guiding Principle?



The ITIL Guiding Principles are **recommendations** that can **guide** an organization in **all circumstances**, regardless of changes in its goals, strategies, type of work or management structure.



Overview of the ITIL Guiding Principles

Focus on value



Start where you are



Progress iteratively with feedback



Collaborate and promote visibility



Think and work holistically



Keep it simple and practical



Optimize and automate

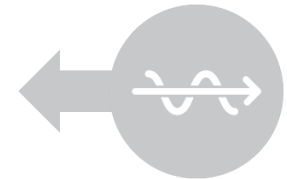


Figure 1.8 The ITIL Guiding Principles

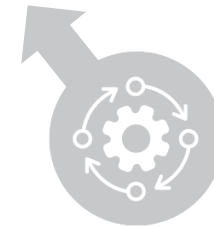
Focus on value



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



**Focus on
value**



Who is the service consumer?

When focusing on value, the first step is to know who is being served. In each situation, the service provider must determine who the service consumer and key stakeholders are.

The service provider needs to know:

- why the consumer uses the services
- what the services help them do
- how the services help them achieve their goals
- how do they feel when using the services
- the role of cost/financial consequences for the service consumer
- the risks involved for the service consumer.



Value for the consumer

Understanding **what is truly of value** to the service consumer is essential.

The value for the service consumer:

- is defined by their own needs
- is achieved through the support of intended outcomes and optimization of the service consumer's costs and risks
- is subjective and influenced by the service experience
- changes over time and in different circumstances.



Applying the principle



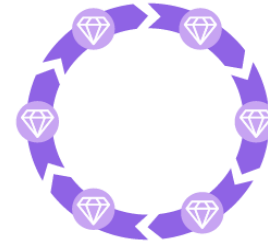
Know **how** service consumers **use** each service.



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.



Leverage AI: real-time insights to anticipate needs and improve relevance.

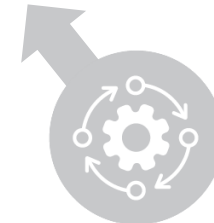
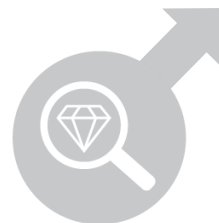
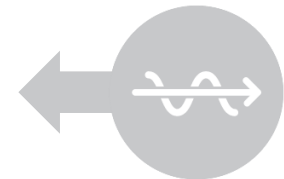
Start where you are



Start where
you are

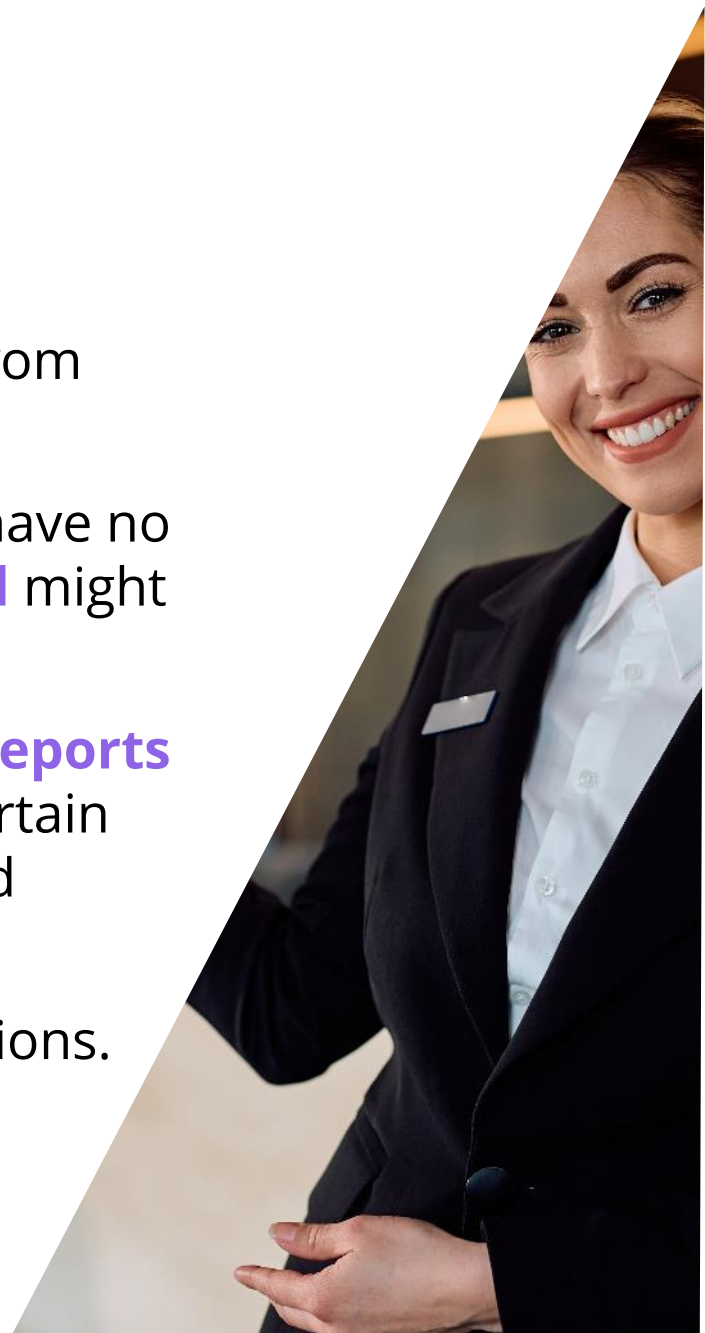


In the **process of eliminating** old, unsuccessful methods, products, or services and creating something better, there can be a strong impulse to remove what has been done in the past and build something completely new. This is **rarely necessary or a wise decision**. This approach can be extremely wasteful. **Do not start over** without first considering **what is already available** to be leveraged.



Assess where you are

- **Directly observe** and measure existing **services and methods** to properly understand the **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 notice things that those closely **involved** might overlook.
- Within organizations, there is frequently a **discrepancy between reports and reality**. This is due to the difficulty of accurately measuring certain data or the unintentional bias or distortion of data that is produced through **reports**.
- When **observing** an activity, do not be **afraid** to ask '**stupid**' questions.
- Base **decisions** on accurate information.



The influence of measurement

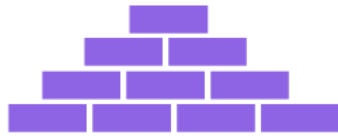
- Use **measurement** to support, not replace, what is observed.
- Over-reliance on **data analytics/reporting** can unintentionally introduce bias/risk into decision-making.
- The act of **measuring** can sometimes affect **results**, making them inaccurate.
- Make metrics **meaningful** and **directly** related to desired outcomes.



Applying the principle



Evaluate the **current state**.



Identify and build on **successful existing practices**.



Apply your **risk management** skills.



Leverage AI: automation helps organizations optimize resources and improve efficiency.



Recognize that sometimes **nothing from the current state can be reused**.

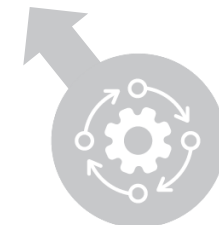
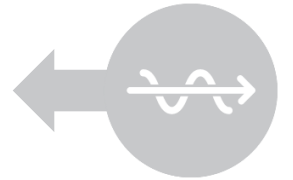
Progress iteratively with feedback



Progress
iteratively
with feedback



Product and service management iterations can be **sequential or simultaneous**, with multiple feedback loops between them. This also applies to practice or work method improvement iterations. Each individual iteration should be both **manageable** and **managed**, ensuring that tangible results are returned in a timely manner and built upon to create further improvement.



The use of feedback loops



Feedback

Information about stakeholder reactions and opinions, which is used as a basis for improvement.

Feedback loop

A term commonly used to refer to a situation where part of the output of an activity is used for new input.

This means feedback must be built into every iteration to include:

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



The role of feedback

Feedback ensures actions are focused and appropriate even in changing circumstances.

Well-constructed mechanisms help with the understanding of key value perception, efficiency/effectiveness, governance, supplier/partner, and changing demand.

Stakeholder feedback can be structured/unstructured, solicited/unsolicited, captured throughout the service journey.

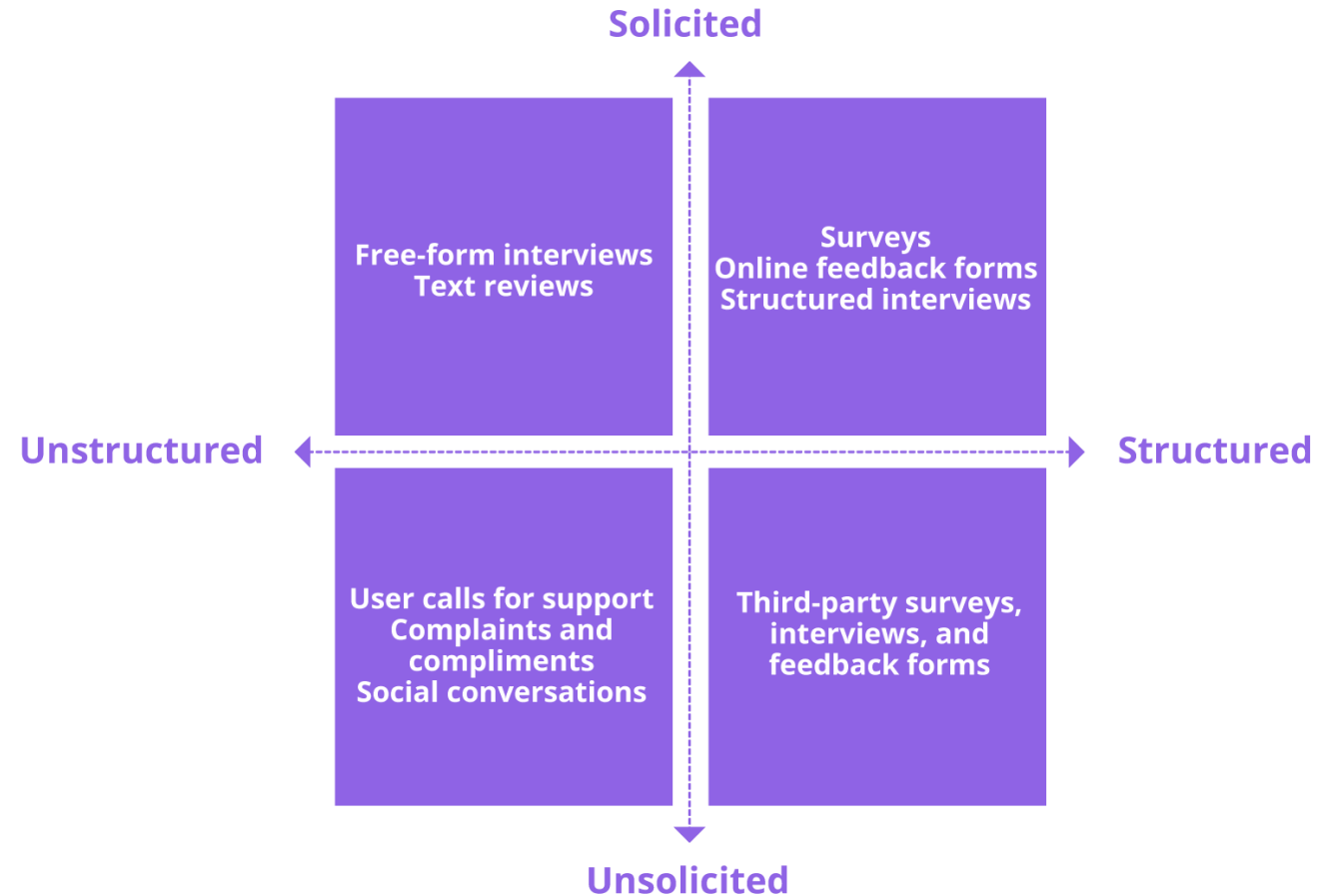


Figure 5.1 Types and examples of stakeholders' opinions that can be captured by a service provider

Combining iteration and feedback

Working in a **timeboxed**, iterative manner, with embedded **feedback** loops into **workflow** allows for:

- greater flexibility
- faster responses to customer and business needs
- the ability to detect and respond to failures earlier
- an overall improvement in quality.



Applying the principle



Comprehend the **whole** but do something.

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

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

AI processes feedback and metrics to guide **quick changes**.



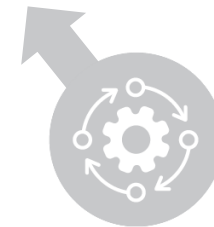
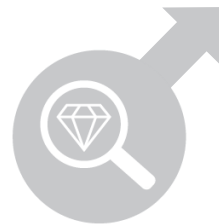
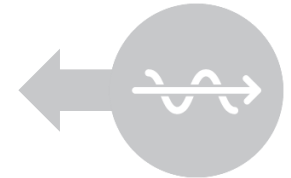
Collaborate and promote visibility



Collaborate
and promote
visibility



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



Whom to collaborate with

Identifying and managing stakeholder groups is important, as the people and perspectives needed for successful collaboration can be found within them.

The following are examples of groups where effective collaboration is critical:

- **Customers:** most significant stakeholders.
- **Suppliers:** collaborate to define requirements and brainstorm solutions.
- **Relationship managers:** work with service consumers to understand needs and priorities.
- **Internal and external teams:** review workflows, optimize processes, and identify automation opportunities.
- **Product teams with other internal teams:** ensure effective management of products and services throughout the lifecycle.



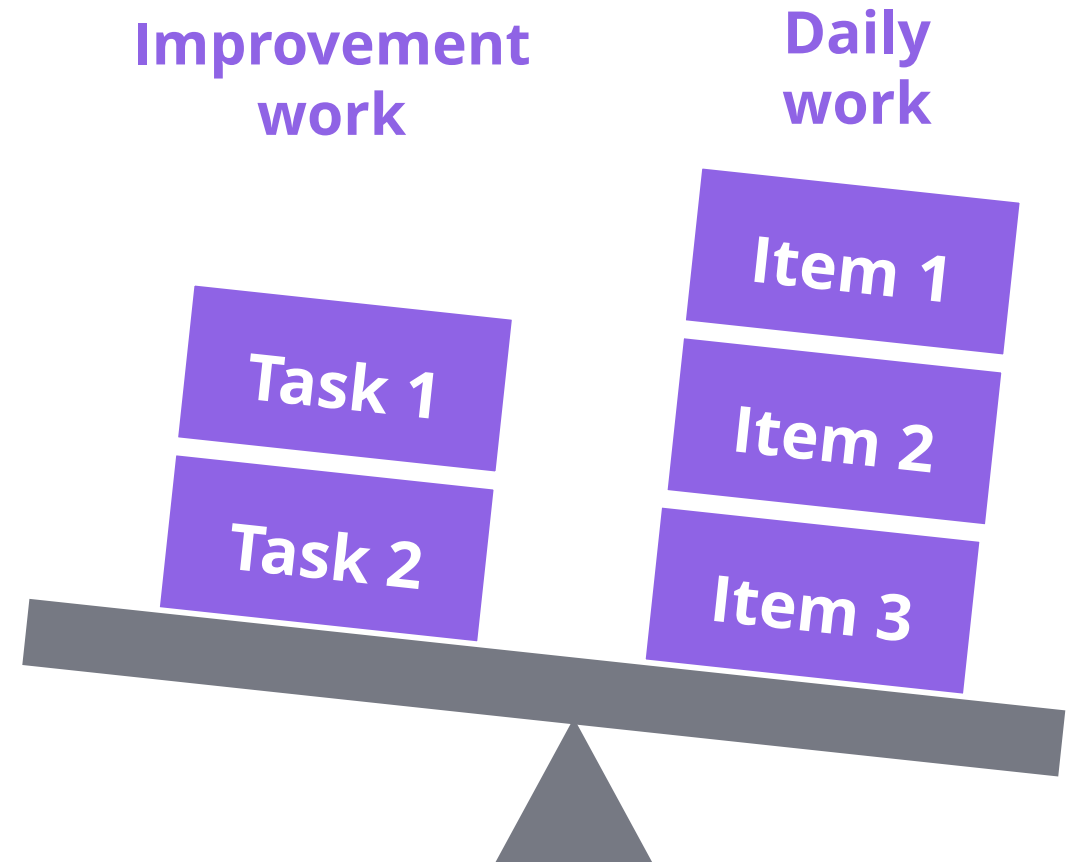
Increasing visibility

Poor visibility of workload and progress risks the work being perceived as a low priority.

Lack of visibility causes poor decisions, disengagement, and low adoption.

To prevent this, organizations should:

- understand the flow of work in progress
- identify bottlenecks, as well as excess capacity
- uncover and eliminate waste.
- use dashboards, Kanban board, and other visual tools.



Applying the principle



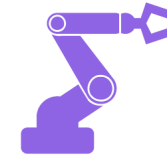
Collaboration
does not mean
consensus.



Communication
should happen in
a way that the
audience can hear.



Decisions can
only be using
visible data.



Leverage **AI** to
break silos and
share insights.



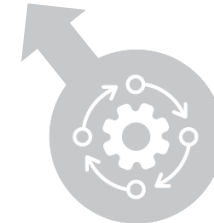
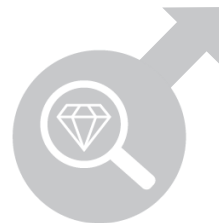
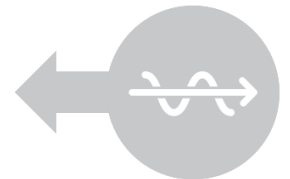
Think and work holistically (1/3)



Think and work
holistically



No product, service, practice, process, team, or supplier stands alone. 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.



Think and work holistically (2/3)

In the ITIL VS, holistic approach includes:

- considering all four dimensions of product and service management
- understanding and observing the full product and service lifecycle, even when not all stages of the lifecycle are controlled by the organization or team
- understanding the organization's position in the supply chain
- understanding and managing products and service's impact on the service consumers
- continually monitoring and analysing the PESTLE factors affecting the organization.



Think and work holistically (3/3)

Holistic approach means:

- integrating all parts of the organization
- ensuring end-to-end **visibility** (demand to outcomes)
- recognizing interdependencies and impacts of **change**.



In the ITIL VS, it includes:

- the **ITIL Four Dimensions** of Product and Service Management
- full product/service **lifecycle**
- **supply chain** role and dependencies
- impact on service **consumers**
- monitoring external **PESTLE** factors.



Applying the principle



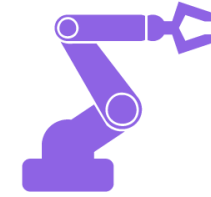
Recognize the complexity of the systems.



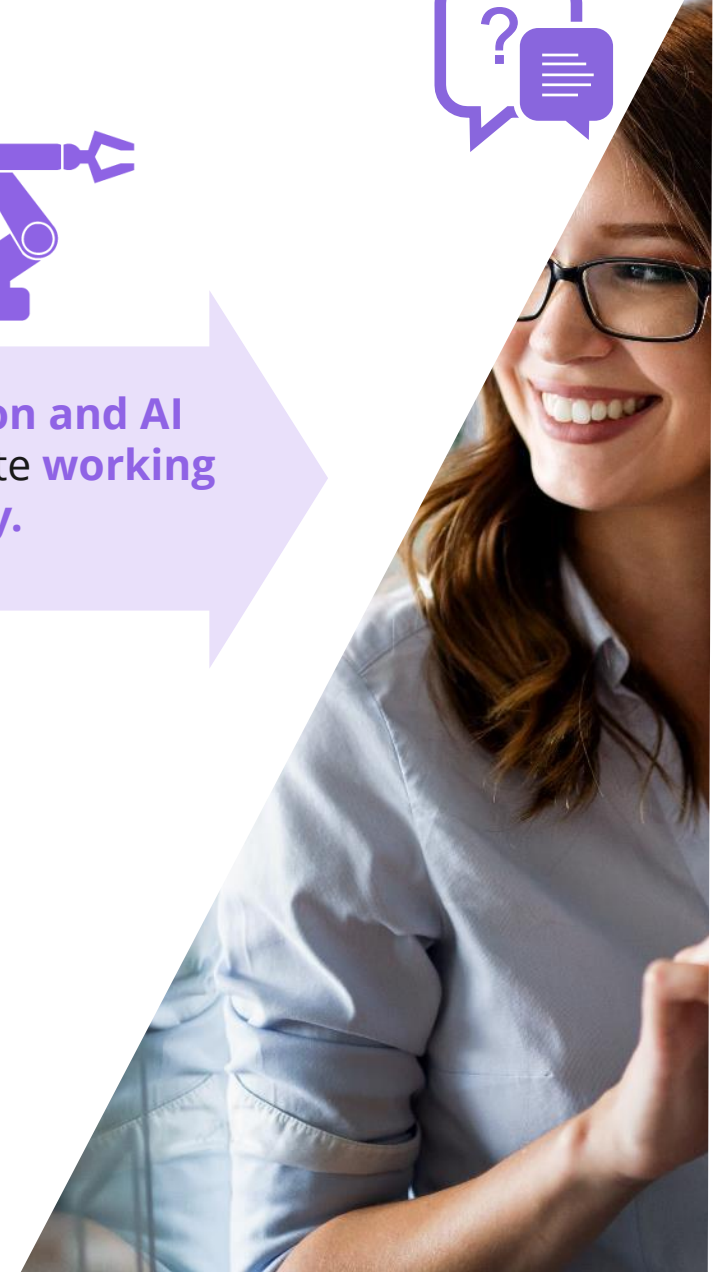
Collaboration is key to thinking and working holistically.



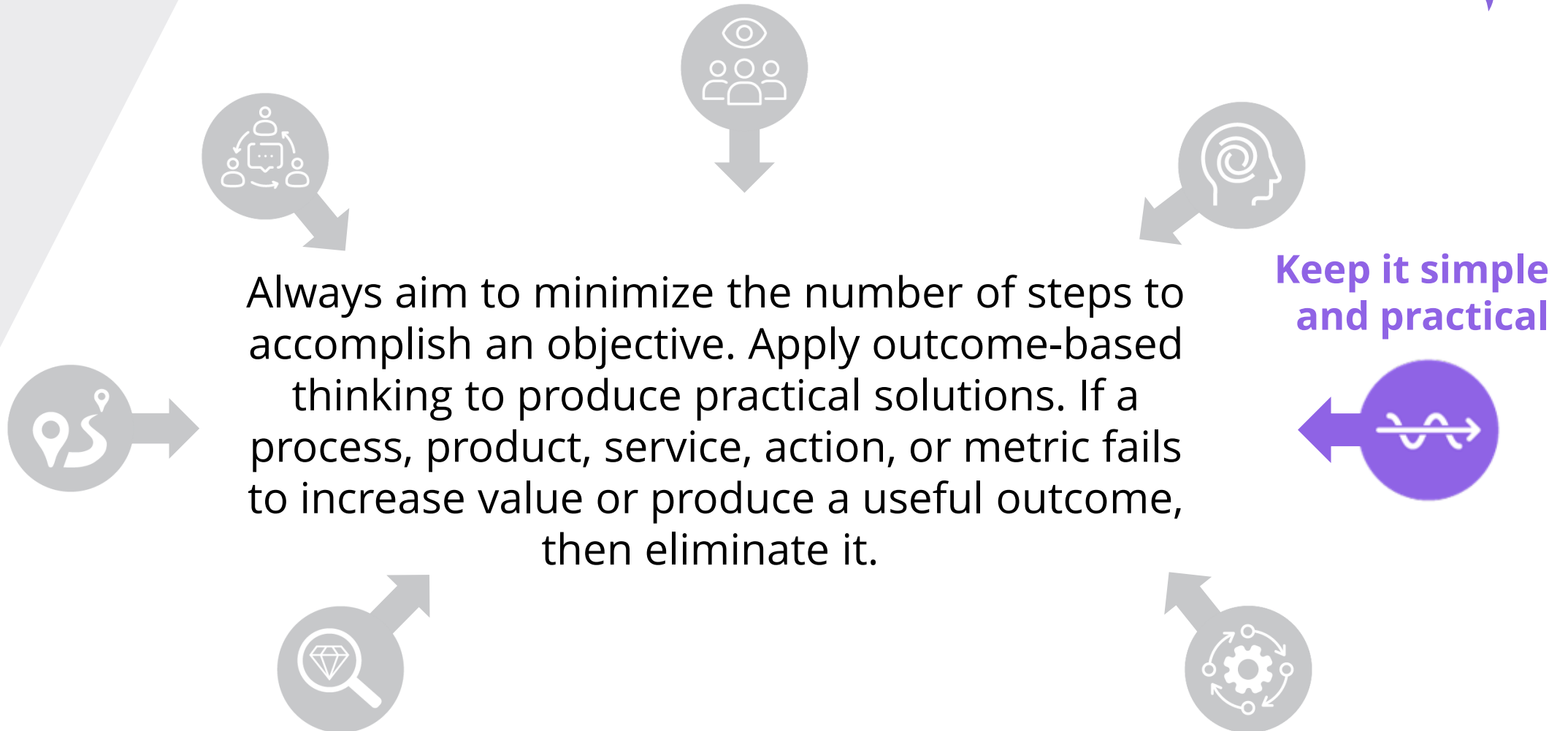
Where possible, look for patterns in the interactions between system elements.



Automation and AI can facilitate working holistically.



Keep it simple and practical (1/2)



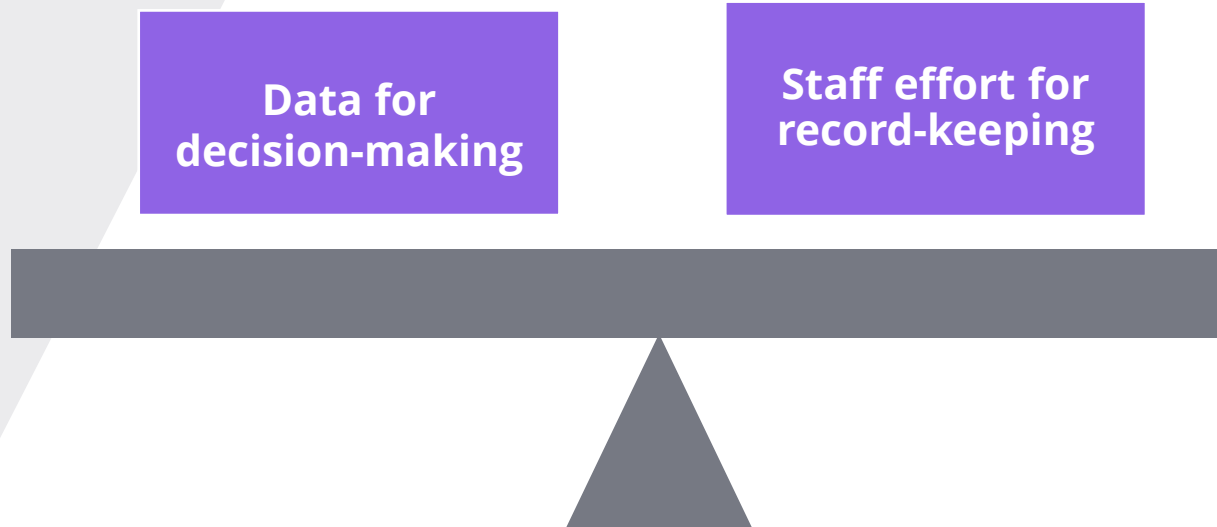
Keep it simple and practical (2/2)



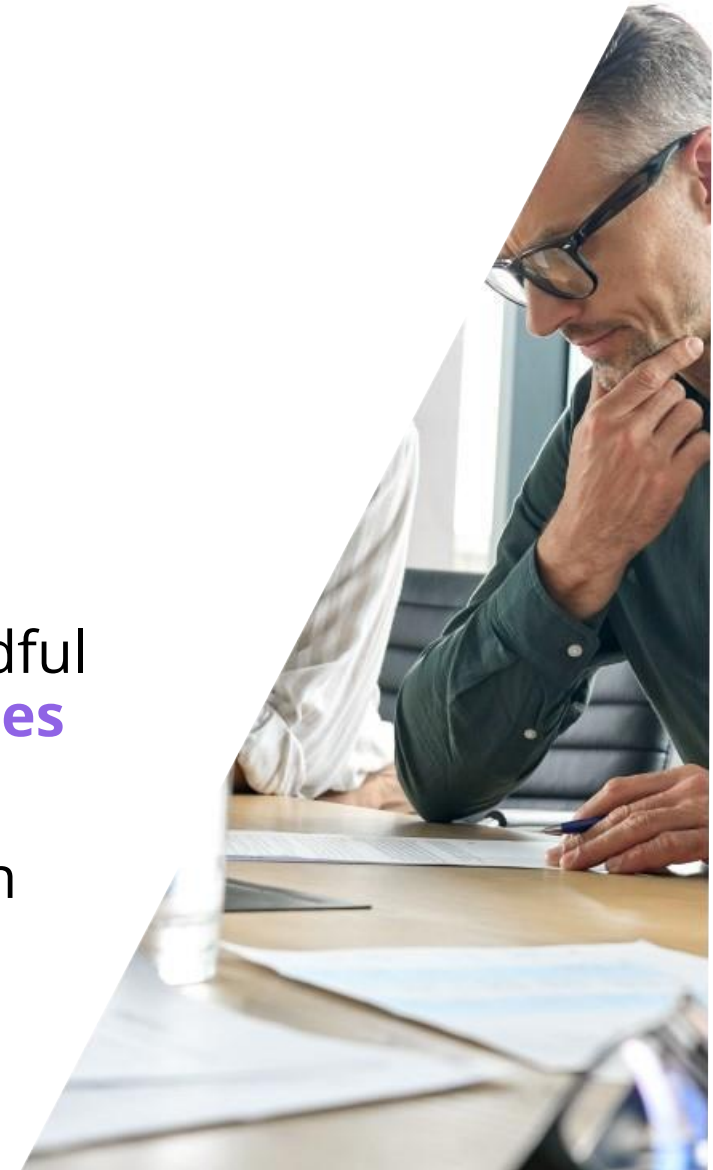
- Providing a solution for every exception leads to over-complication.
- When creating a product or a practice, designers need to think about exceptions, but they cannot cover them all.
- Design rules to handle exceptions effectively.
- Understand how something contributes to value creation.
- Establish and share a holistic view so teams understand how their work influences and is influenced by others.
- Product teams should prioritize features that maximize value and dismiss those that do not.



Conflicting objectives



- When **designing**, managing, or **operating** practices, be mindful of conflicting **objectives** and find a way forward that **balances** competing **objectives**.
- **Product solutions** should generate only **relevant data**, with record-keeping optimized and automated.



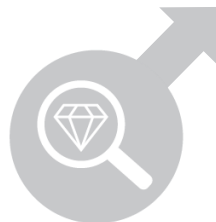
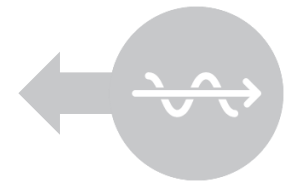
Applying the principle



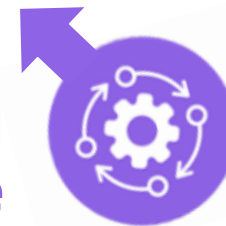
Optimize and automate



Technology can help organizations scale up and handle an increasing number of tasks, allowing people to do more complex decision-making. However, the use of technology, especially generative AI, should be subject to governance, ethical, and compliance policies and controls. Automation for automation's sake can increase costs, introduce significant risks, and undermine organizational resilience.

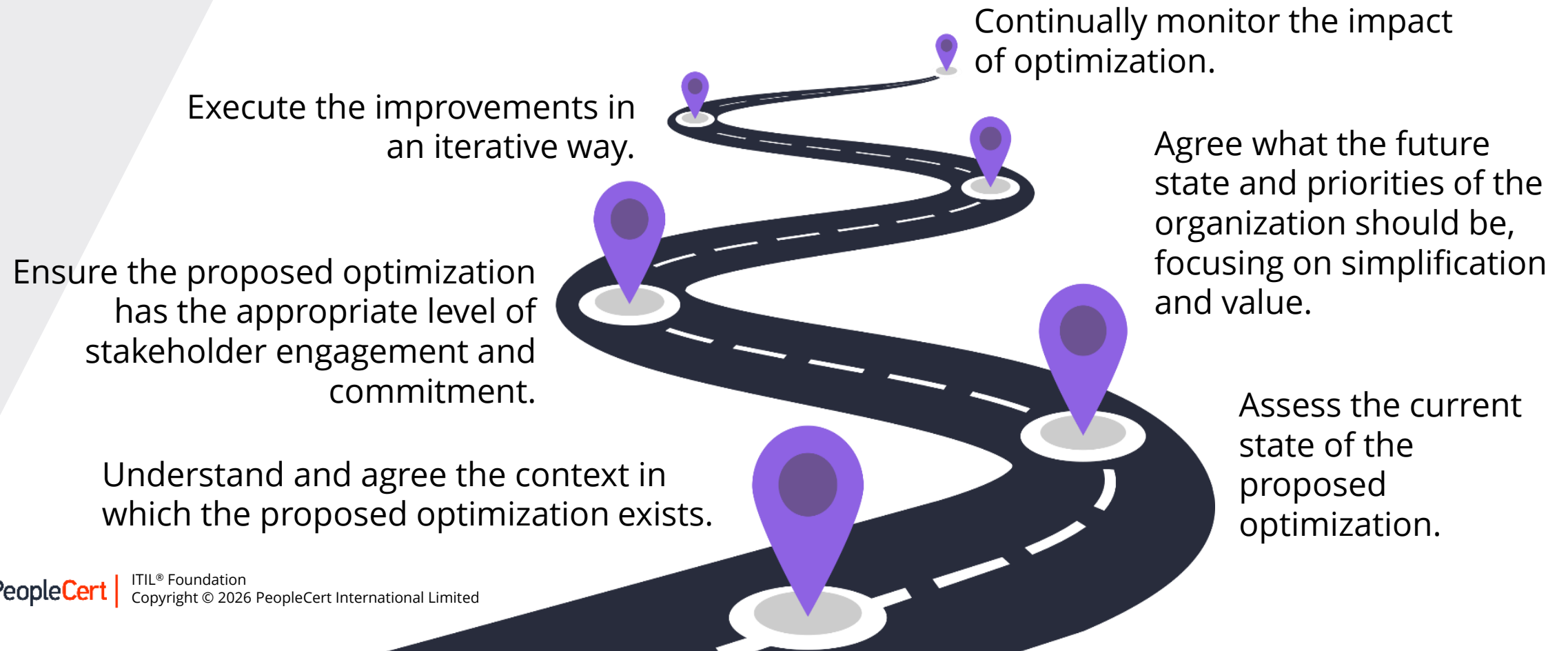


**Optimize and
automate**

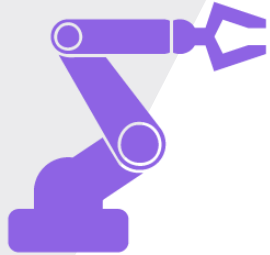


The road to optimization

ITIL supports optimization with structured guides, value stream mapping, and continual improvement practices.



Using automation and AI



Technology performs **steps correctly and consistently** with limited or no human intervention.



AI enhances **automation** with **AI tools**, data insights, intelligent workflows, and chatbots.



Opportunities span the **entire organization**, but depend on good data, optimized workflows, and strong governance.



Applying the principle



Simplify and/or
optimize before
automating.

**Define
metrics** to
match value.

Use the other
**guiding
principles.**

Leverage AI to
enhance
automation
and monitoring.

Ensure **effective
governance** of the
digital technology.

Principles interaction

- The **ITIL Guiding Principles** interact with and depend on each other.
- Organizations should not rely on **just one** or **two principles**.
- Instead, they should consider the relevance of **all principles** and how they **complement** each other.
- There is no fixed order or hierarchy among the principles. All are equally important for the **Value System (VS)**.
- In practice, some **principles** may be **more critical** than others depending on the situation.



Recap: Key learning points



- The ITIL Guiding Principles **provide universal recommendations** that guide decision-making and actions in all circumstances.
- The principles **emphasize** focusing on value, starting where you are, progressing iteratively with feedback, collaborating, promoting visibility, and thinking and working holistically.
- Applying the principles also **involves** keeping things simple, optimizing and automating, and continually improving practices and services.
- The principles reinforce one another and are most effective when **applied together**, rather than in isolation, **across all activities**.
- Organizations should **adapt and combine** the principles to fit their context, ensuring effective decision-making and continual improvement.



Question 1 | Answer



According to the 'focus on value' ITIL Guiding Principle, all organizational activities should link back to what?

A

Benefits for organization, its customers, and stakeholders

B

Increased revenue only

C

Employee satisfaction

D

Market share dominance

Question 2 | Answer



According to the ITIL Guiding Principle 'start where you are', what is the **MAIN** risk of starting over without considering what is already available when improving a service?

A Losing opportunities for collaboration and shared understanding across teams

B Overcomplicating solutions by ignoring practical, simple approaches

C Failing to gather feedback needed to guide gradual improvement

D Wasting time and losing valuable existing capabilities and resources

Question 3 | Answer



Why should organizations consider the interaction of ITIL Guiding Principles?

A

Because principles are interdependent and complement each other

B

Because one principle is always superior to the rest

C

Because principles must be applied in a strict order

D

Because one principle is usually sufficient for any situation

Module 6

Value chain and ITIL management practices

The ITIL Product and Service Lifecycle

User and customer experience is shaped by the digital product and the service provider's system.

The lifecycle shows how organizations:

- capture needs and feedback
- design, build, deliver, and support services.

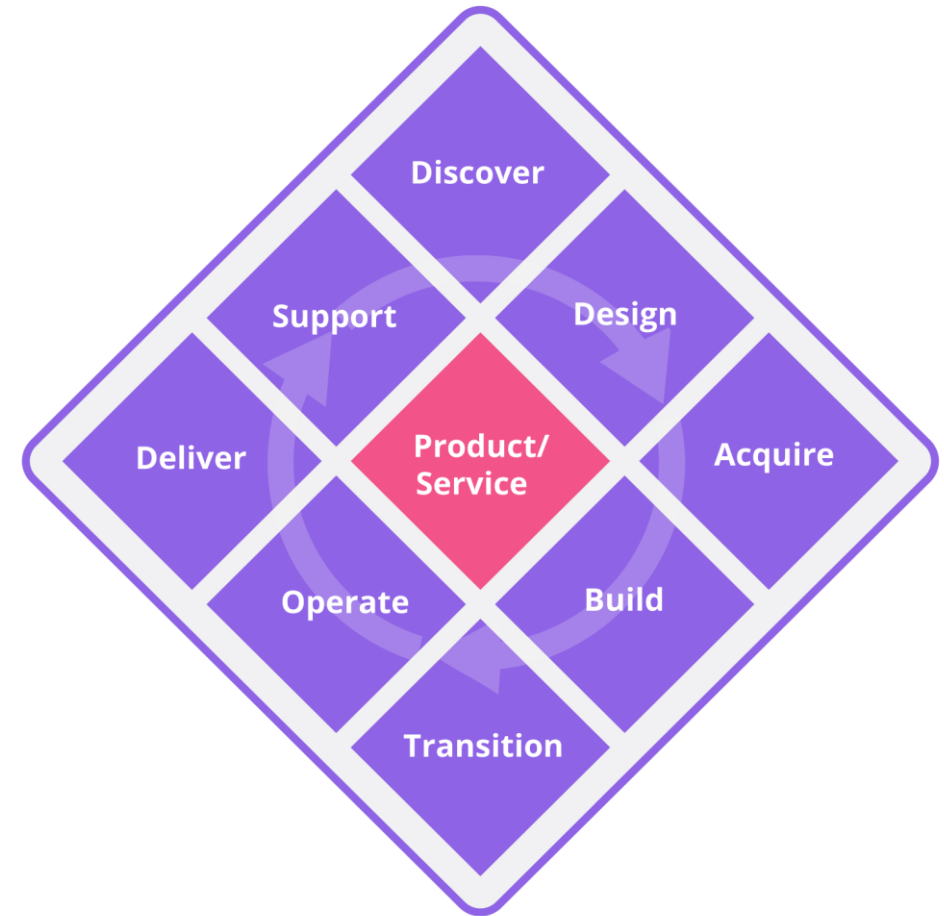


Figure 1.6 The ITIL Product and Service Lifecycle Model

Lifecycle management activities

To manage digital products and services throughout their shared lifecycle, **organizations** perform **lifecycle management activities**.

These activities enable and support the lifecycle but are not performed in a fixed sequence; they combine in context to form value streams.

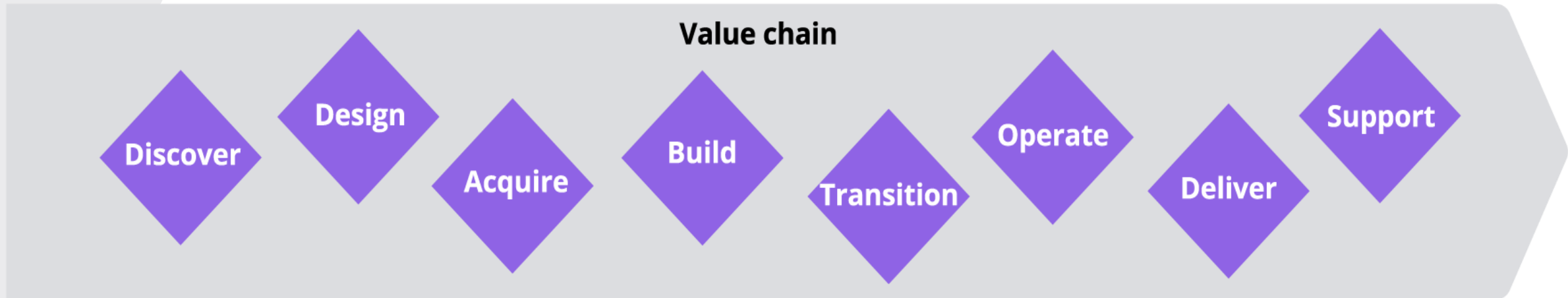


Figure 4.2 Product and service management activities: a chain of stepping stones

Operating models and value chains

Operating models and value chains

An organization's purpose defines its intent, but it is the operating model, value chain, and practices that bring that intent to life.



Organization's purpose

Describes what an organization does for its consumers and other stakeholders and why.

Operating model

A conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself.

Value chain

An entire set of activities that enables value through the provision of a product or service.

Operating model canvas

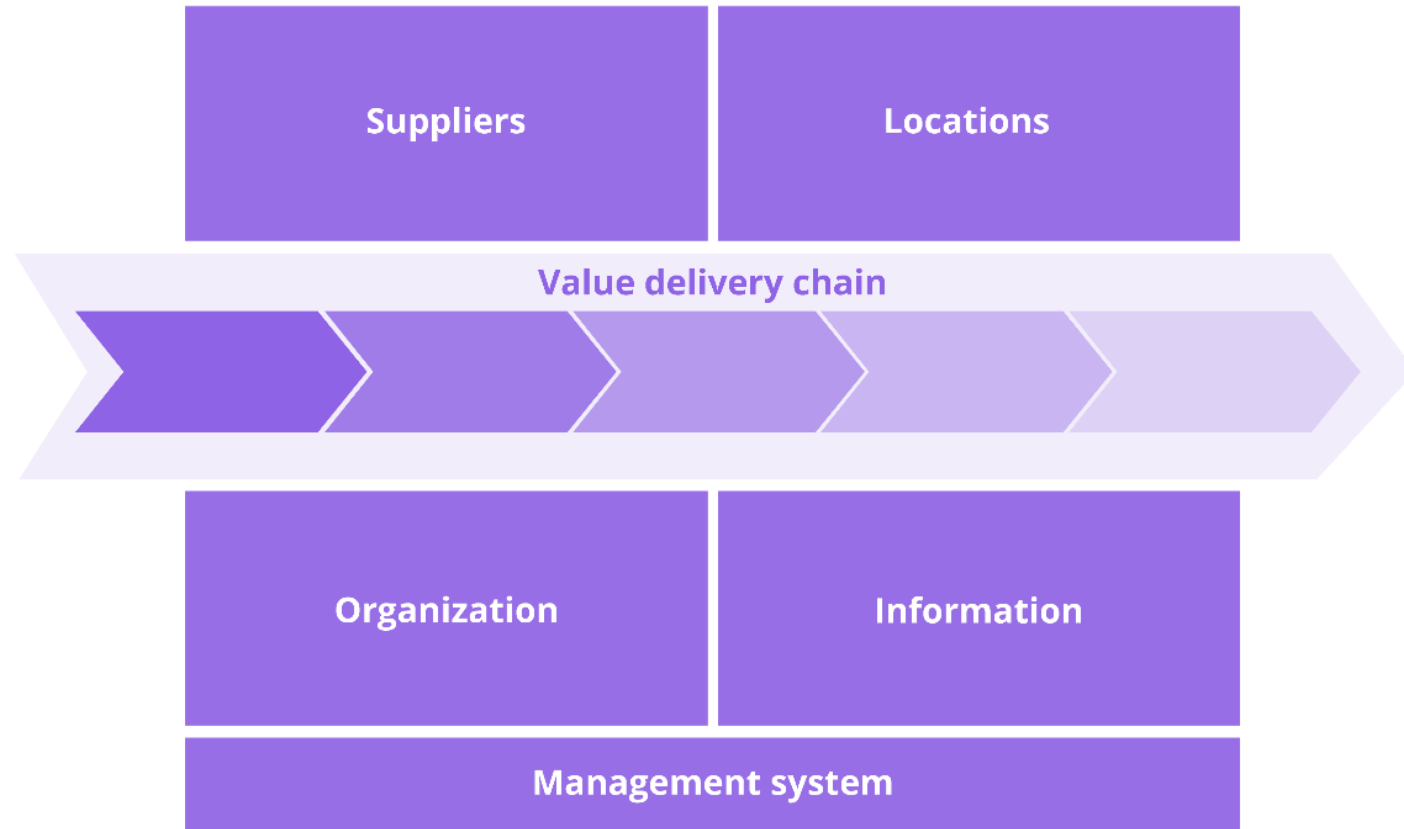
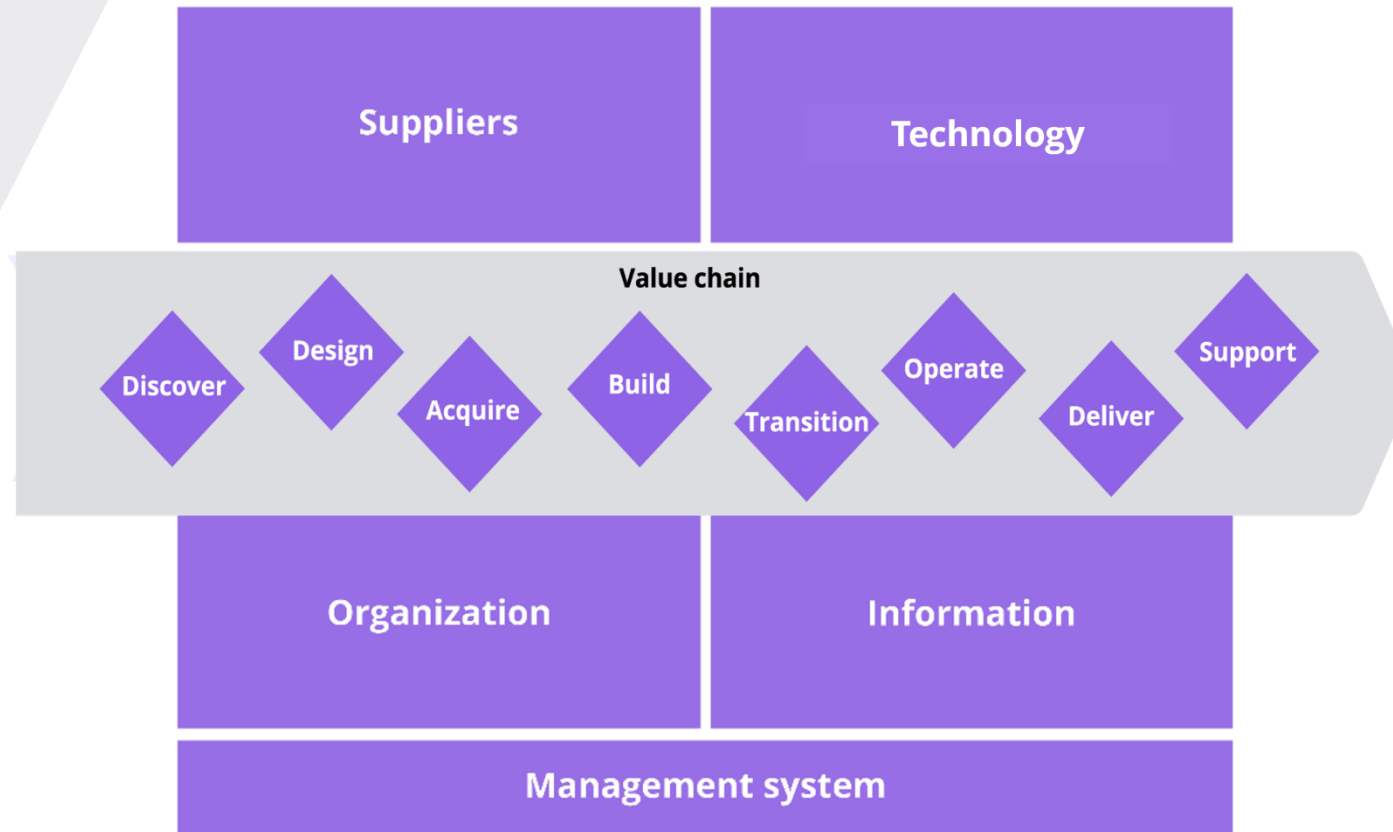


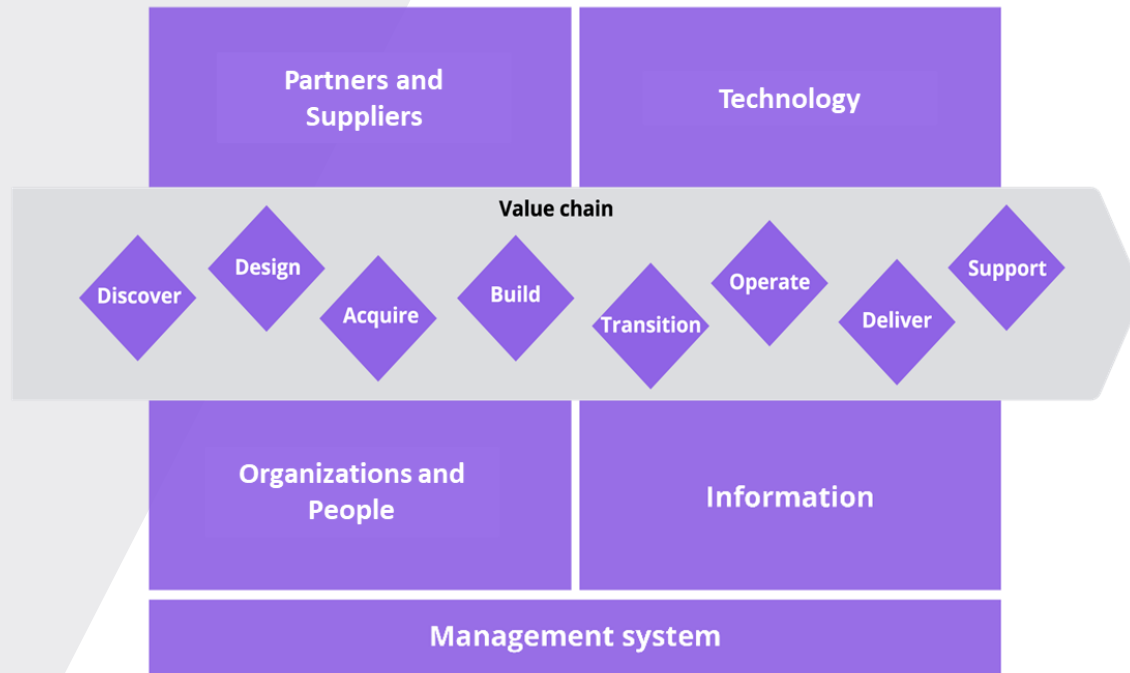
Figure 2.3 Operating Model Canvas (*ITIL Strategy Official Book*)

Operating model canvas and ITIL

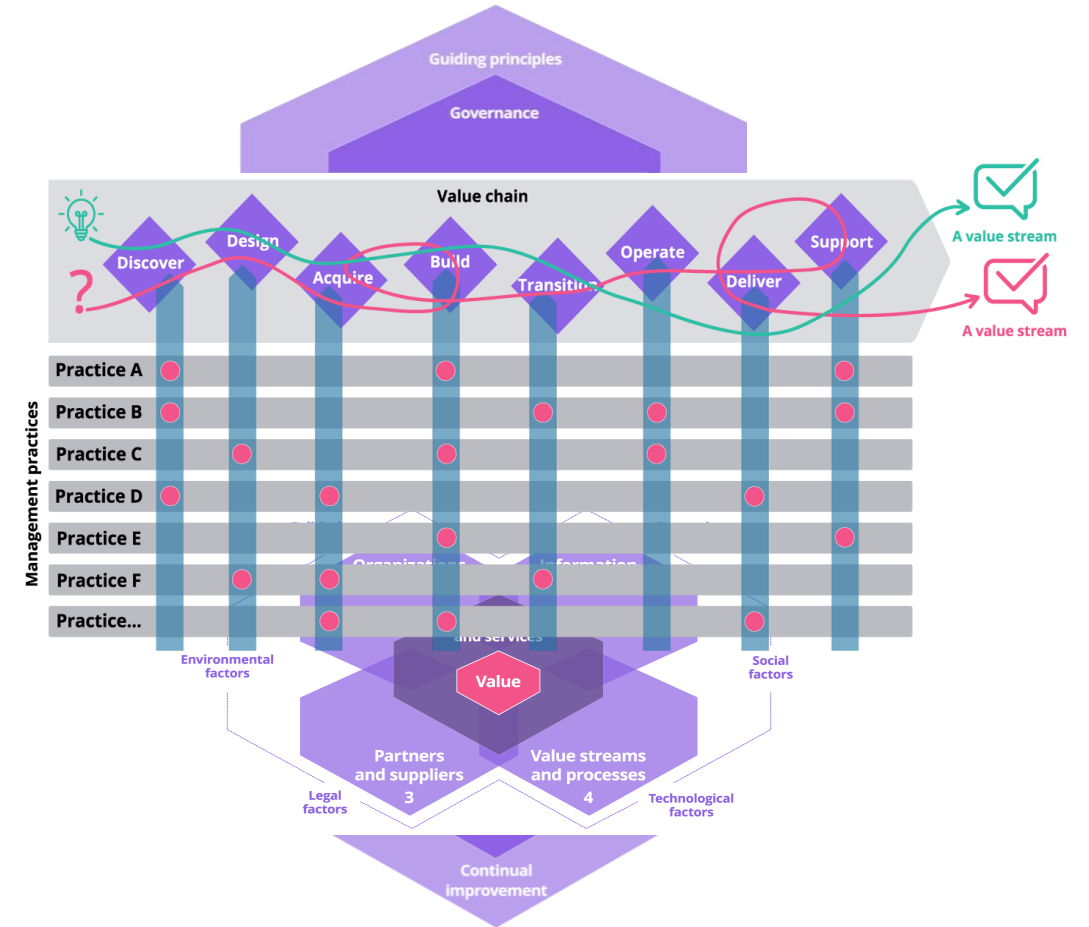


Adapted from Figure 2.3 Operating Model Canvas
(ITIL Strategy Official Book)

Operating model canvas and ITIL Value System



Adapted from Figure 2.3 Operating Model Canvas (*ITIL Strategy Official Book*)

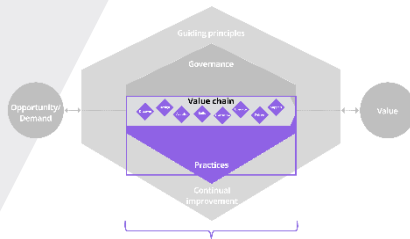


Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture (*ITIL Foundation Official Book*)

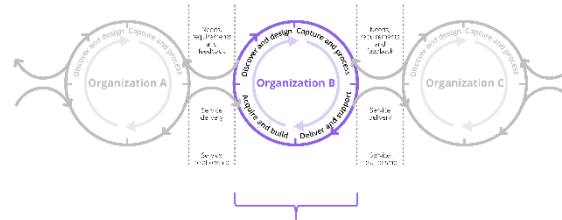
ITIL Foundation | The Big Picture



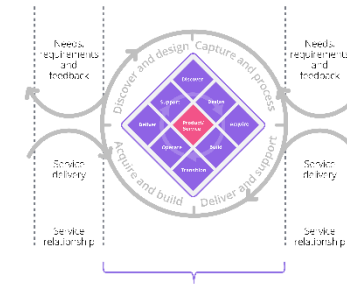
The ITIL Guiding Principles help make **decisions** at **all levels** and in **all circumstances**



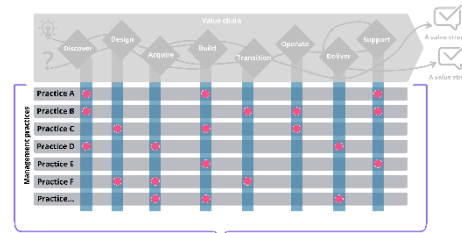
- Each organization has a **value system** enabling value co-creation
- The central component of the value system is a **value chain**: activities the organization performs to manage products and services



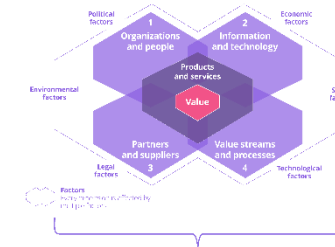
- All organizations are engaged in **service relationships**



- In service relationships, every organization takes responsibility for all or some stages of **the product and service lifecycle**



- The value chain is enabled and supported by the **management practices**



- Management practices integrate **resources from the four dimensions** to form the management capabilities required for effective product and service management within an organization

Purpose, operating model, and value chain



- Each **value chain activity** is supported and enabled by several **management practices**.
- Each practice contributes to managing a specific aspect of digital products and services.

Together, these practices enable organizations to manage digital products and services effectively **throughout their lifecycle**.

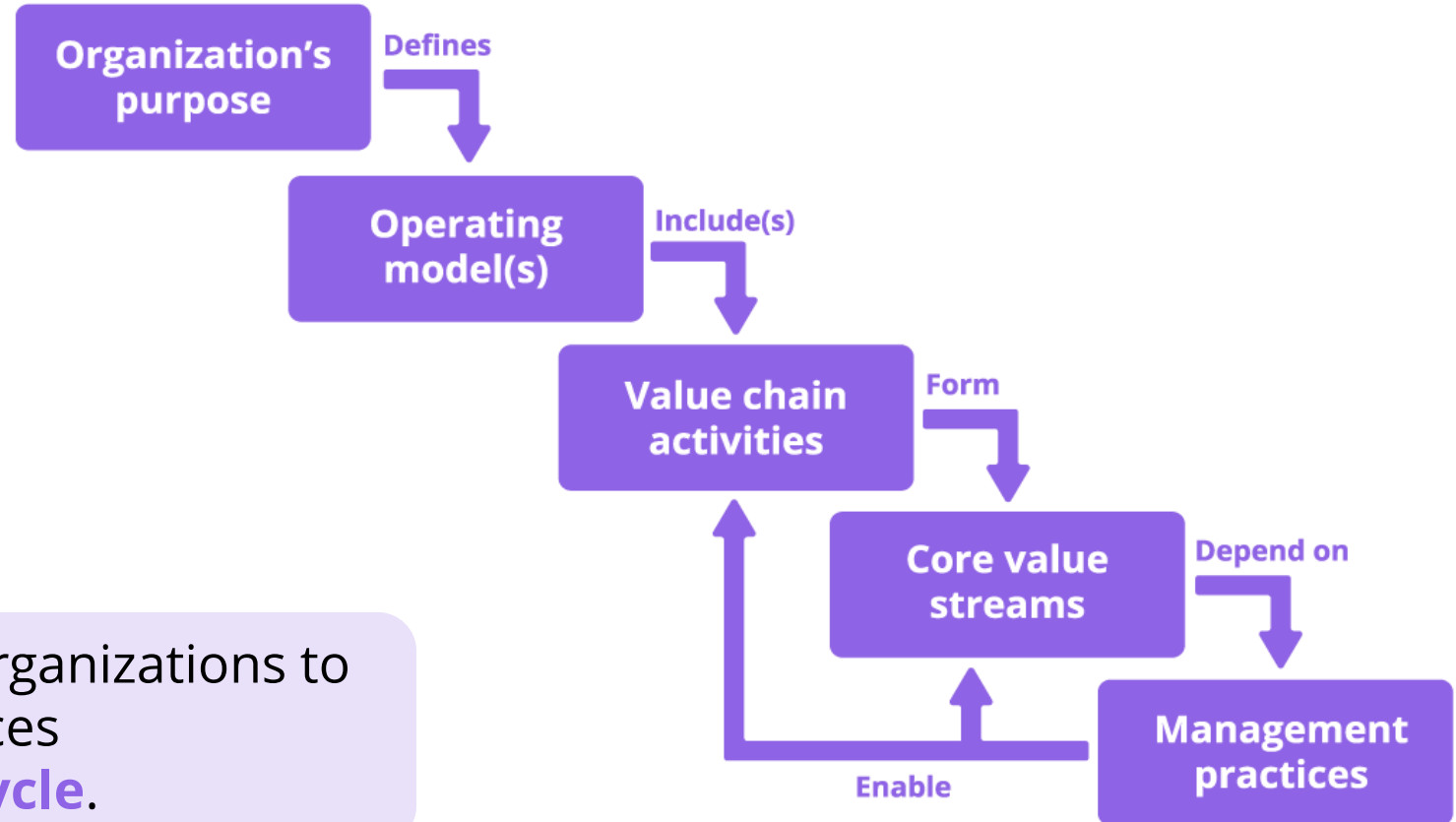


Figure 5.3 From organization's purpose to value streams

Value chain patterns

Table 5.2 Summary of the value chain patterns

Organization's purpose	Operating model	Who is typically responsible for other product and service management activities?	Typical reasons to adopt the value chain pattern
1. To support the core business of the company with effective and efficient technology solutions.	All activities of the ITIL Product and Service Lifecycle management from 'discover' to 'support'.	N/A	Use of internally developed digital products to perform core business activities and achieve competitive advantage.
2. To ensure efficient and reliable delivery of IT services based on third-party technology solutions.	Acquire, transition, operate, deliver, support.	Discover: business customers. Design, build: external vendors.	Use of standard digital products to enable and support business activities and ensure efficiency.
3. To ensure efficient and reliable delivery of IT services and coordination of third parties responsible for product development and operation.	Deliver, support.	Discover: business customers. Design, build: external vendors. Acquire, transition, operate: external managed service providers.	Use of standard digital products to enable and support business activities and maximize efficiency.
4. To provide digital products to individual users and small businesses.	All activities of the ITIL Product and Service Lifecycle management from 'discover' to 'support'.	N/A	Mass delivery of service based on internally developed digital products, as the main business of the organization.
5. To develop and ship software to meet specific customer's requirement.	Design, acquire, build, transition (partially).	Discover: customers. Transition: jointly with customers and/or third parties. Operate: customers or third parties. Deliver, support: customers.	Custom software development as a business.
6. To implement, operate, and support consumer's digital platform and software solutions.	Transition (partially). Operate, support.	Discover: customers. Design, acquire, build: software vendors or customers. Transition: jointly with customers and/or software vendors.	N/A

ITIL management practices

Management practices



Practices provide the methods and resources that make value chain activities work.



Management practice

A set of organizational resources and capabilities designed and adopted for performing work or accomplishing an objective.

ITIL includes 34 management practices in two groups:



Product and
service
management
practices



General
management
practices



The 34 ITIL management practices

Product and service management practices (22)

Availability management

Business analysis

Capacity and performance management

Change enablement

Deployment management

Incident management

IT asset management

Problem management

Release management

Service design

General Management Practices (12)

Architecture management

Knowledge management

Measurement and reporting

Portfolio management

Organizational change management

Workforce and talent management

Supplier management

Continual improvement

Project management

Strategy management

Relationship management

Risk management

Monitoring and event management

Infrastructure and platform management

Service catalogue management

Service desk

Service financial management

Service configuration management

Information security management

Service level management

Service request management

Service validation and testing

Software development and management

Service continuity management

Practices in the value chain

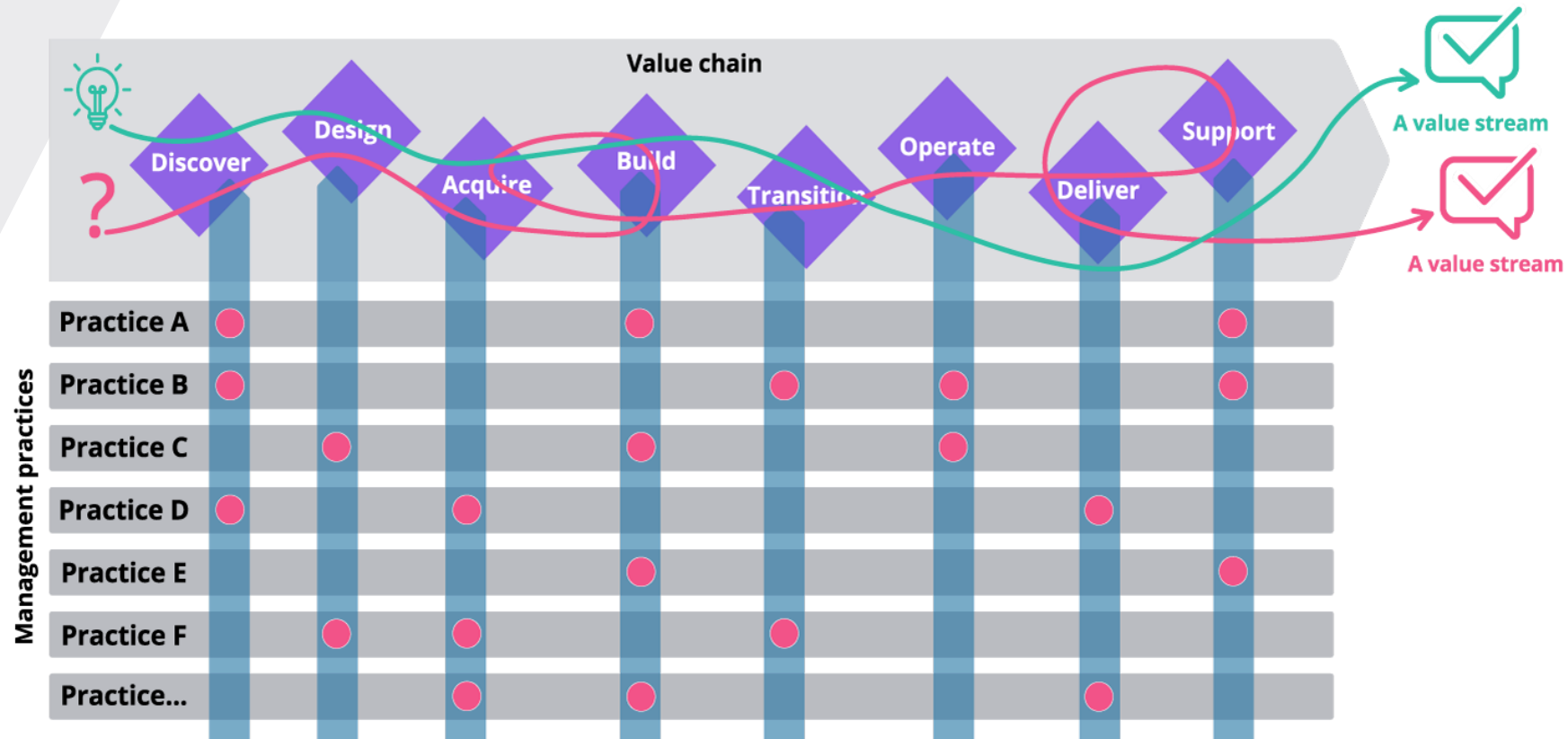


Figure 1.9 Management practices enable and support the value chain activities

Practices in the value chain

Adapted from Table B.1 Enabling and supporting management practices of the product and service management activities

	Discover	Design	Acquire	Build	Transition	Operate	Deliver	Support
Monitoring and event management		E	S	E	E	E	E	E
Organizational change management		E		S	E			
Portfolio management	E	E						
Problem management		S				E	E	E
Project management		E	E	E	E			
Relationship management	E		S		S		E	E
Release management					E		E	E
Risk management	E	E	S	S	E	E	S	S
Service catalogue management		S			S		E	E
Service configuration management		S	E	S	E	S	S	S
Service continuity management		E	S	E	S	E	S	E
Service design		E						
Service desk							E	E

Structure of ITIL Official Practice Guides

ITIL Official Books include 34 Official Practice Guides. Each guide follows the same structure and addresses the following aspects of the management practices:



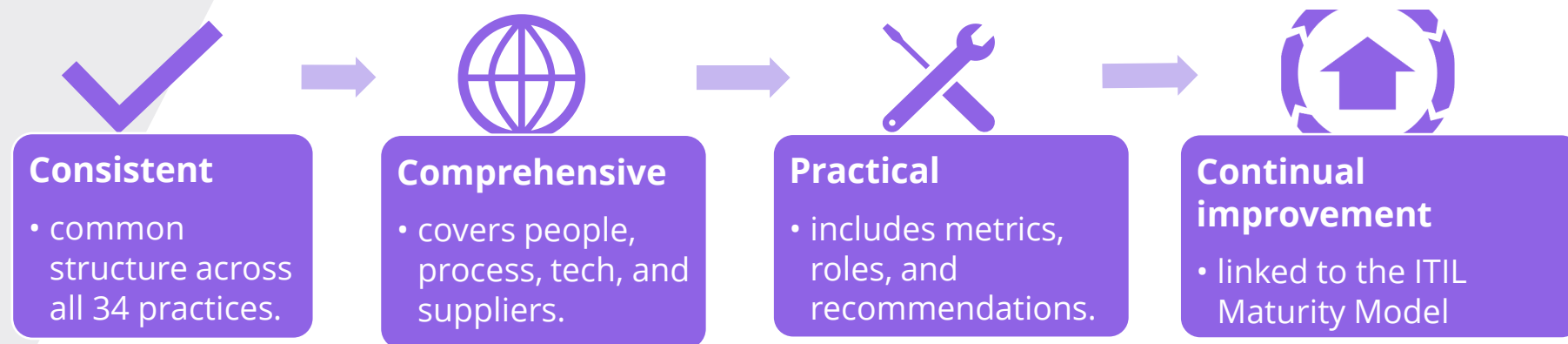
Adapted from Table 5.4 Structure and contents of the ITIL Official Practice Guides

Practice guide chapters	Contents
General Information	Purpose, scope, key terms, success factors, key metrics
Value streams and processes	Processes, contribution to value stream
Organizations and people	Roles and competencies, organizational solution
Information and technology	Data, tools, automation, recommendations for automation
Partners and suppliers	Dependencies and support
Capability assessment and development	Maturity Model, capability criteria, self-assessment
Recommendations for the practice success	Recommendations, development, and application



Benefits of ITIL Official Practice Guides

The consistent structure of the guides leads directly to several important benefits, which make them practical and effective tools for organizations.



The 'discover' activity

Discover: purpose and metrics of success

Purpose

The purpose is to ensure **continual alignment** of the product roadmaps and related service offerings with the **needs of service consumers** and with the **organizational strategy**.

Success metrics

- Strategic fit of the organization's products and service offerings.
- Market relevance of the products and service offerings.
- Stakeholder satisfaction with products and service offerings.
- Commercial success of the products (if applicable).

Discover: overview

How the 'discover' activity works:

A continual process, not a one-off, long-interval-based activity

Performed at 3 levels

- Organizational level: vision, strategy, target consumers.
- Portfolio level: optimize portfolio, align with strategy.
- Product level: keep roadmaps and services aligned with consumer needs and strategy.

Influenced by

- PESTLE factors: Political, Economic, Social, Technological, Legal, and Environmental.
- Stakeholder input: customers, shareholders, governing bodies.



Discover: workflow

The high-level workflow of each 'discover' iteration comprises four steps:

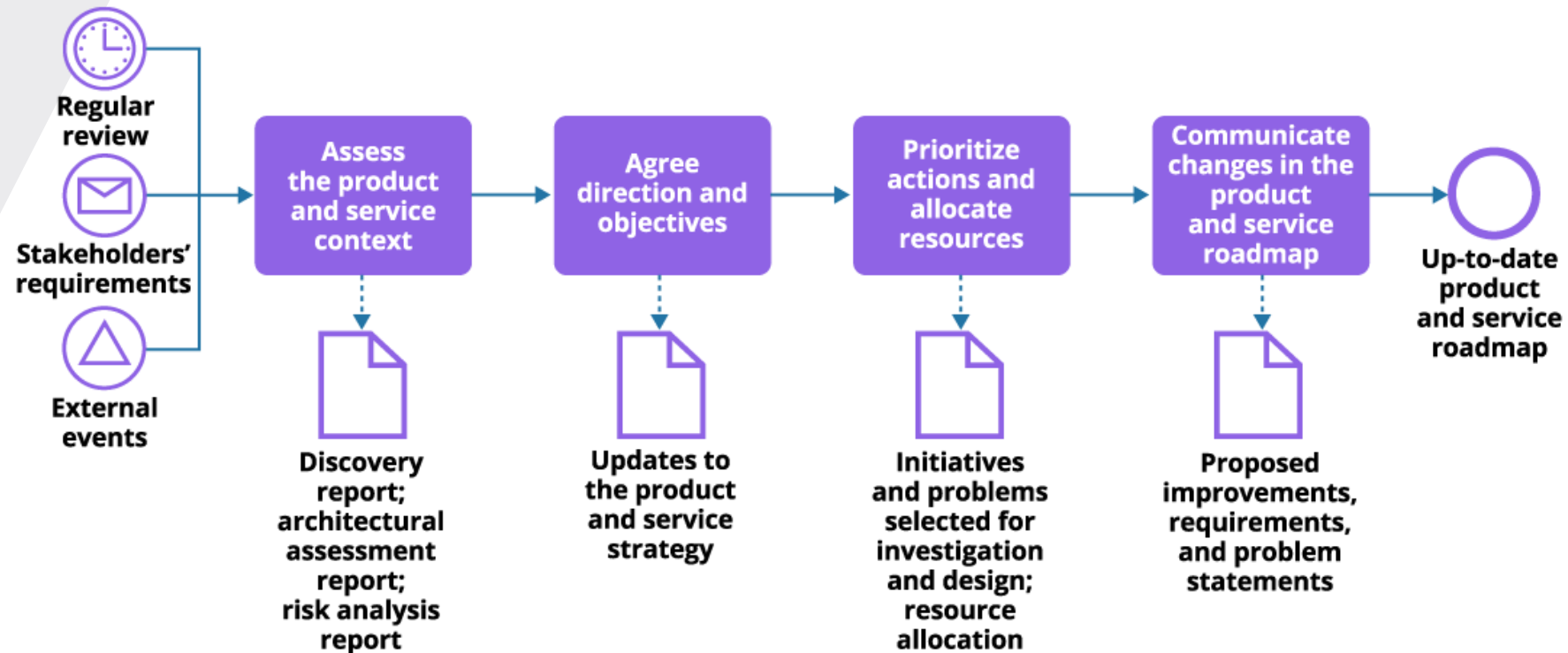
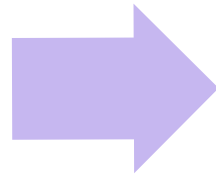


Figure 4.4 High-level workflow of the 'discover' activity

Discover: roles and outputs

Roles

- Product teams.
- Relationship managers.
- Business analysts.
- Service owners.



Outputs

- Updated product roadmap.



Discover: management practices



Enabling practices

- Architecture management
- Business analysis
- Continual improvement
- Portfolio management
- Relationship management
- Risk management

Supporting practices

- Knowledge management
- Measurement and reporting
- Service financial management
- Strategy management
- Supplier management
- Workforce and talent management

The 'design' activity

Design: purpose and metrics of success

Purpose

The purpose is to create **prototypes and specifications** for products and services, detailing their functionality, user experience, and operational framework.

Success metrics

- Quality of the product specifications and prototypes.
- Design cycle time.
- Adherence to the product roadmap and other relevant guidelines.
- Stakeholder satisfaction with the 'design' activities.

Design: overview

Design is a dynamic activity that involves:

- creating new ideas
- adapting to changes
- generating solutions.

Digital product and service design uses technology and organizational resources to create **prototypes** and **specifications**.

Depending on the agreed positioning, strategy, and portfolio, organizations may adopt different **approaches** to product and service design:

- **Proactive:** anticipate needs.
- **Reactive:** respond to requirements.



Design always includes service interactions and experience.

Design: key definitions

The design activity produces **two key outputs** that guide development and ensure alignment: product specifications and product prototypes.

Product/service specification

A detailed document that outlines critical aspects, requirements, and characteristics of a product to be built. It typically includes descriptions of the product's features, functionalities, technical requirements, performance criteria, and user interface details.



Product/service prototype

An initial version of a product that demonstrates its basic form, functionality, and operational capabilities. It is used to test and refine the product's design and functionality and test hypotheses. Prototypes vary in complexity and purpose, ranging from visual mockups to fully functional models.

Design: Human-centred design

A user-focused approach to design

What is Human-Centred Design (HCD)?

- A problem-solving approach prioritizing users' needs and experiences.
- Rooted in empathy and iterative process.
- Strong focus on user.

HCD is guided by principles:

- Focus on users and their tasks.
- User involvement throughout design.
- Iterative design and evaluation.
- Full user experience considered.
- Multidisciplinary skills and perspectives.

Design: workflow

The high-level workflow of each 'design' activity comprises four steps:

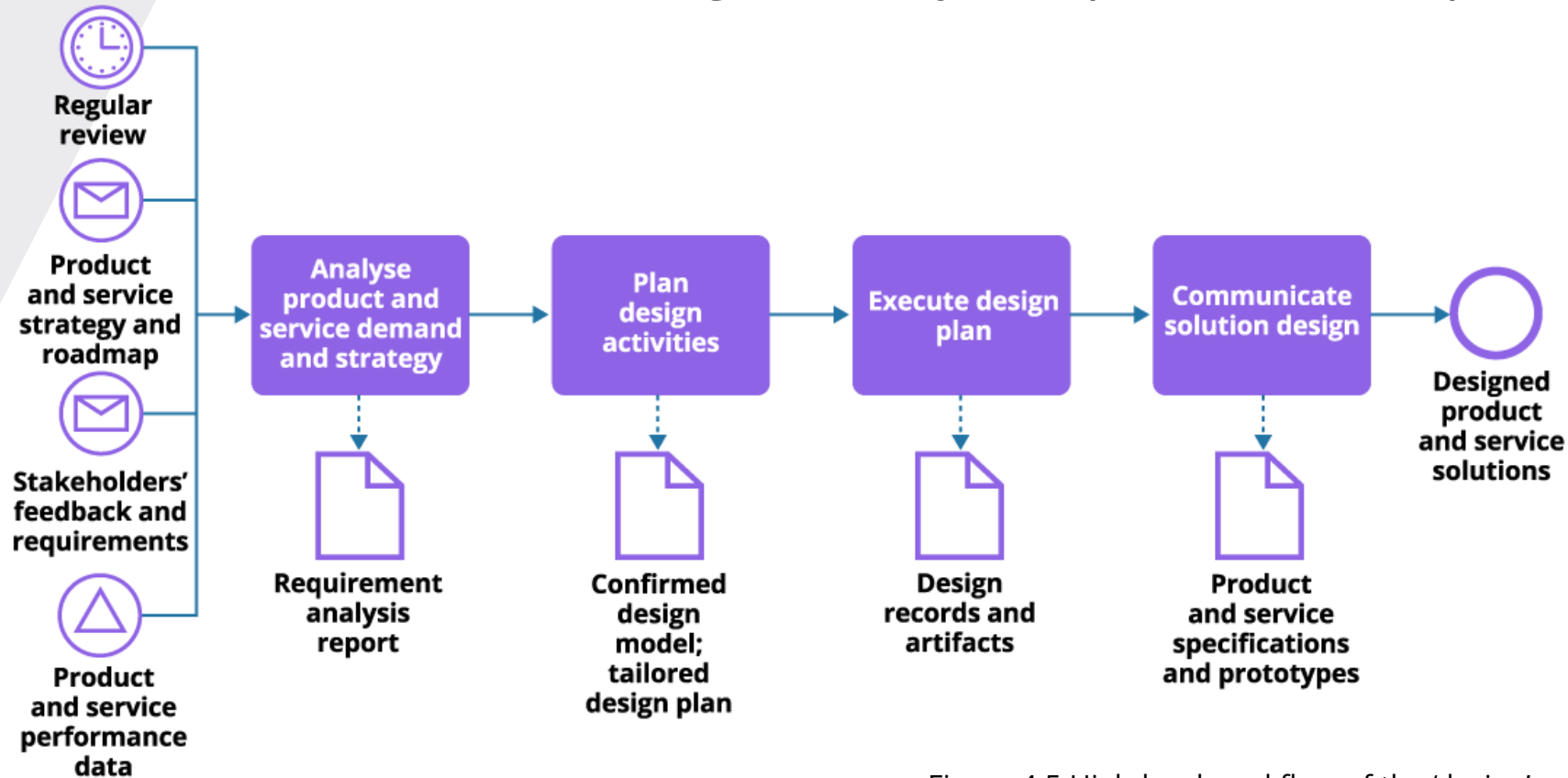
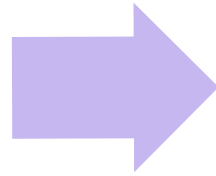


Figure 4.5 High-level workflow of the 'design' activity

Design: roles and outputs

Roles

- Product teams.
- In some cases, specialized design teams.

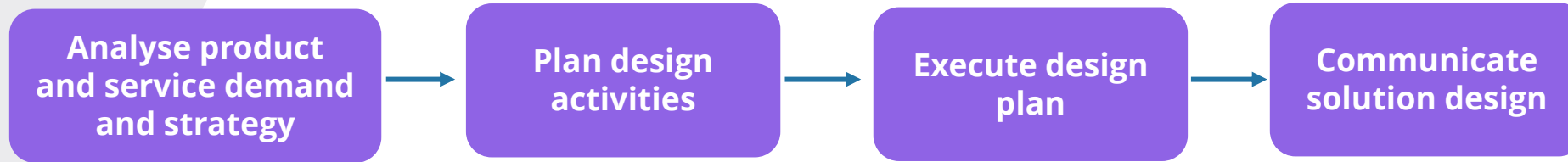


Outputs

- Product and service specifications and prototypes.



Design: management practices



Enabling practices	
Architecture management	Organizational change management
Availability management	Portfolio management
Business analysis	Project management
Capacity and performance management	Risk management
Continual improvement	Service continuity management
Information security management	Service design
Infrastructure and platform management	Service financial management
Measurement and reporting	Software development and management
Monitoring and event management	

Supporting practices
IT asset management
Knowledge management
Problem management
Service catalogue management
Service configuration management
Service level management
Supplier management

The 'acquire' activity

Acquire: purpose and metrics of success

Purpose

The purpose is to **secure** and **allocate** necessary **resources** efficiently, ensuring the sustainability and scalability of products and services.

Success metrics

- Quality of resources and services.
- Acquire cycle time.
- Adherence to the product roadmap and other relevant guidelines.
- Stakeholder satisfaction with the 'acquire' activities, timelines, and acquired resources.

Acquire: overview



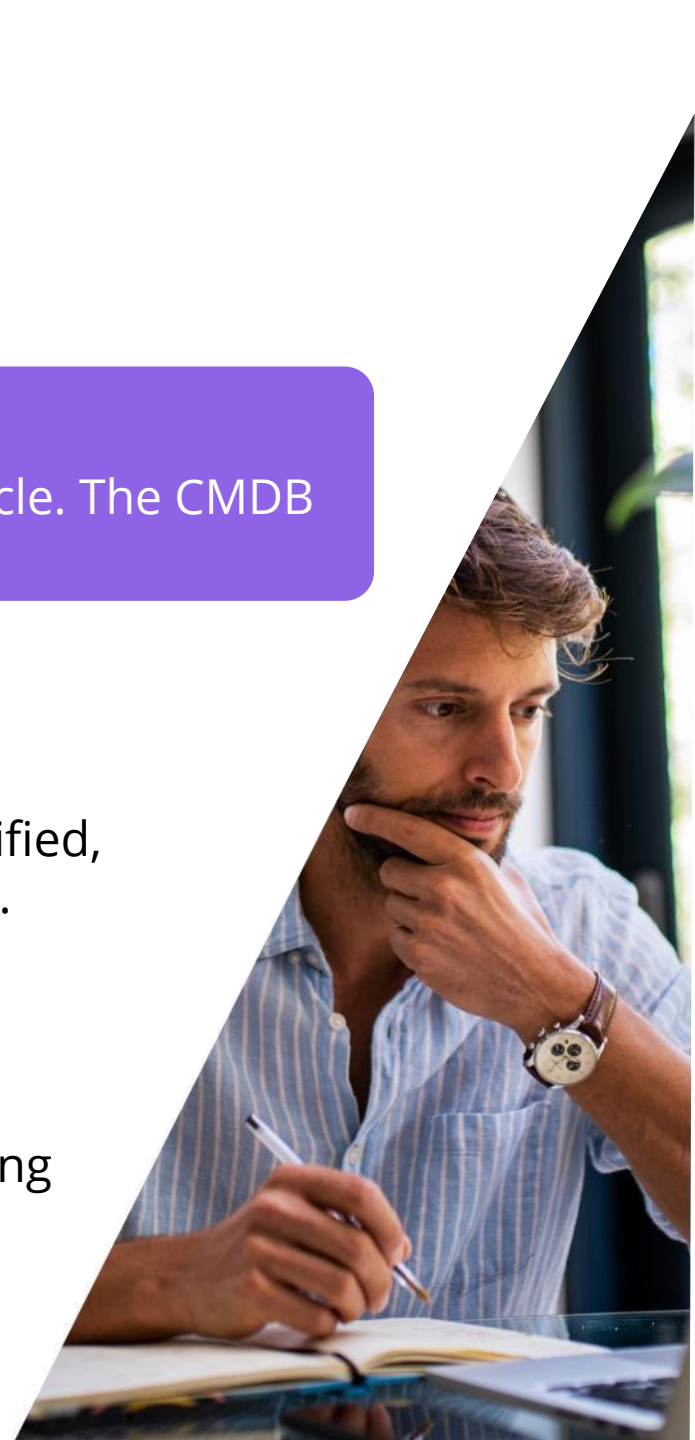
Configuration Management Database (CMDB)

A database used to store configuration records throughout their lifecycle. The CMDB also maintains the relationships between configuration records.

Acquire ensures resources are available for products and services.

How the 'acquire' activity works:

- **Digital products** combine internal and external resources which are identified, recorded, and tracked in the Configuration Management Database (CMDB).
- **Resources** are needed for operations, delivery, and support.
- Acquire includes **sourcing** externally or reallocating internally.
- May be triggered by new product, operations, or supplier review cycles, using CMDB data to inform decisions.



Acquire: workflow

The high-level workflow of the 'acquire' activity comprises five steps:

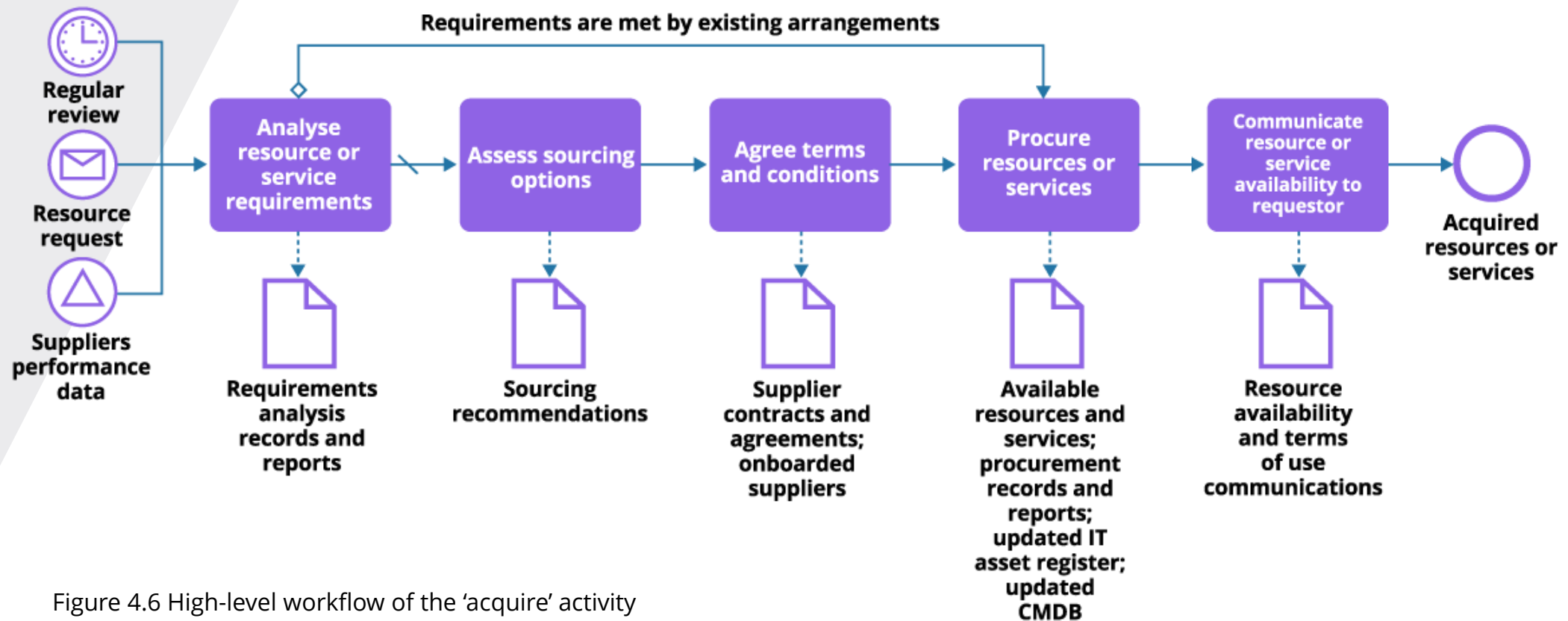
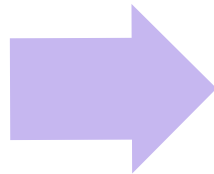


Figure 4.6 High-level workflow of the 'acquire' activity

Acquire: roles and outputs

Roles

- Specialized procurement teams in collaboration with product teams.
- Project teams.
- Other stakeholders.



Outputs

- Acquired resources and services.

Acquire: management practices



Enabling practices

Architecture management
Continual improvement
IT asset management
Project management
Service configuration management
Service financial management
Supplier management
Workforce and talent management

Supporting practices

Availability management	Monitoring and event management
Capacity and performance management	Relationship management
Information security management	Risk management
Infrastructure and platform management	Service continuity management
Knowledge management	Service level management
Measurement and reporting	Software development and management

The 'build' activity

Build: purpose and metrics of success

Purpose

The purpose is to **develop, integrate,** and **test** digital products, transforming designs into **functional solutions.**

Success metrics

- Quality of the product solutions.
- Building cycle.
- Adherence to the product roadmap and other relevant guidelines.
- Stakeholder satisfaction with the product solutions.

Build: overview

Build transforms solution designs into working products and services.

How the 'build' activity works:

- Activities: software development, system integration, configuration, process development.
- Includes documentation, validation, and testing.
- Can be automated through continuous integration.



Build: key definitions

Testing

Activity in which a system or component is executed under specified conditions, the results are observed or recorded, and an evaluation is made of some aspect of the system or component.



Continuous integration

A software engineering method where developers regularly merge their code changes into a central repository, after which automated builds and tests are run. This process helps ensure that the codebase remains stable and functional by catching integration errors early and often.



Build: workflow

The high-level workflow of each 'build' activity comprises four steps:

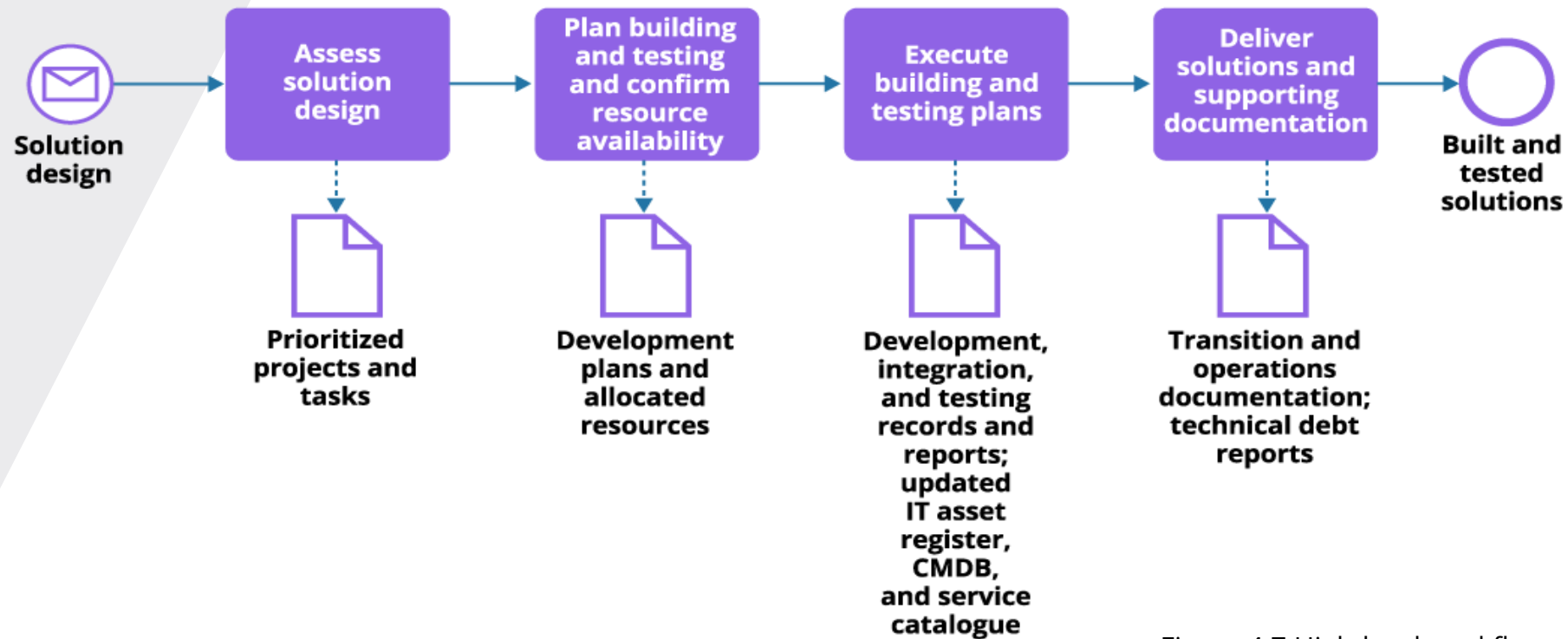
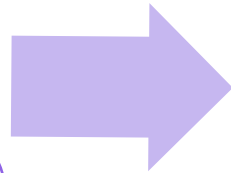


Figure 4.7 High-level workflow of the 'build' activity

Build: roles and outputs

Roles

- Product teams or specialized software development teams.
- Infrastructure engineers.
- Testing teams.
- Project teams formed of the above.



Outputs

- Built and tested product solutions.



Build: management practices



Enabling practices	
Architecture management	Monitoring and event management
Availability management	Project management
Capacity and performance management	Service continuity management
Continual improvement	Service validation and testing
Deployment management	Software development and management
Information security management	Supplier management
Infrastructure and platform management	Workforce and talent management
Measurement and reporting	

Supporting practices
IT asset management
Knowledge management
Organizational change management
Risk management
Service configuration management
Service financial management

The 'transition' activity

Transition: purpose and metrics of success

Purpose

The purpose is to seamlessly **introduce new** or **updated** products into operational environments and to ensure effective **onboarding/offboarding** of suppliers.

Success metrics

- Transition cycle (timeliness and duration).
- Negative impact of transition on service availability and performance.
- Number and impact of transition errors.
- Adherence to the product roadmap and other relevant guidelines.
- Stakeholder satisfaction with the transition process and results.

Transition: overview

Transition moves built or acquired products and resources into the live environment, ensuring they are ready for operation and service delivery.

- Safely moves built products/resources into live environments.
- May require planned interruptions, especially for legacy products.
- Modern digital products allow smooth, low-impact updates.
- Includes onboarding/offboarding suppliers and decommissioning resources/products.
- Ensures readiness for operations through monitoring, testing, continuity, and security controls.



Transition: key definitions (1/2)

Transition relies on key terms that define how updates move into the live environment.

Release

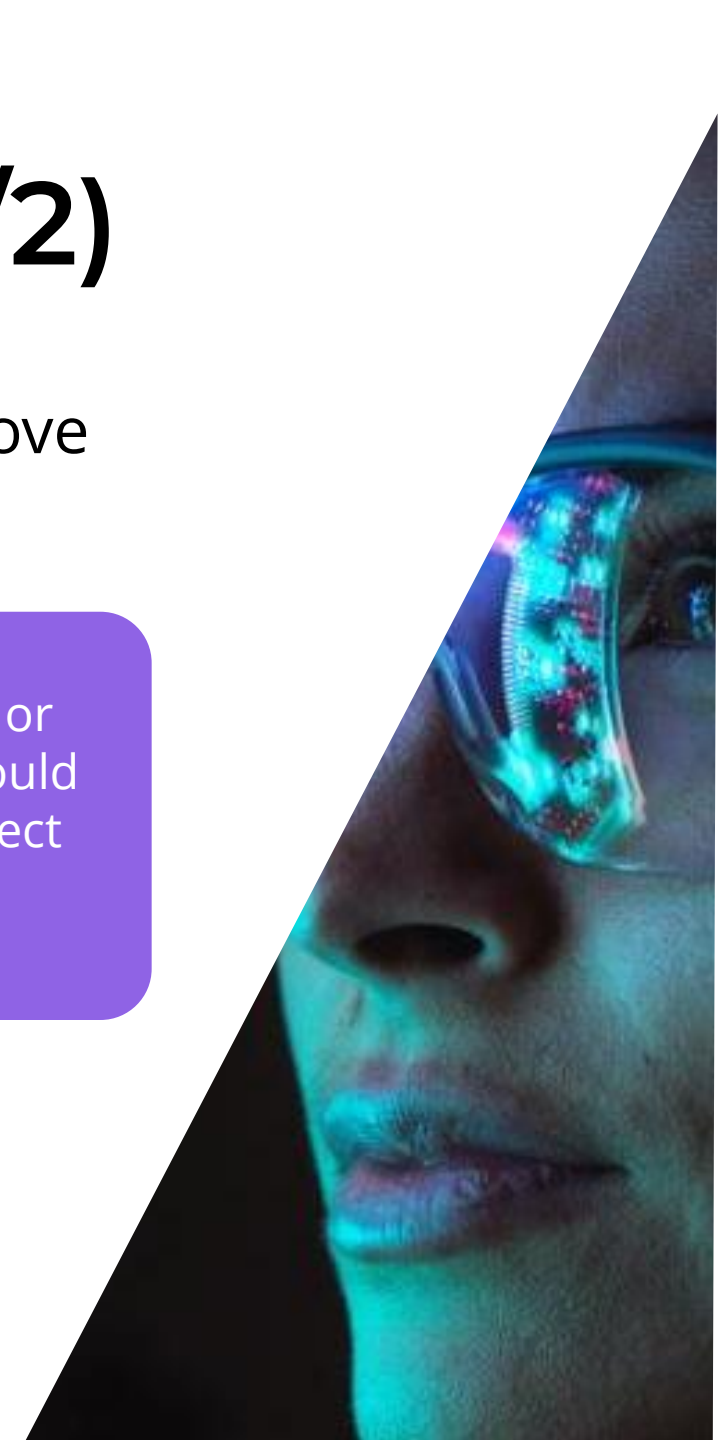
A version of a product, service, or other configuration item, or a collection of configuration items, that is made available for use.



Change

The addition, modification, or removal of anything that could have a direct or indirect effect on products and services.

Release and **change** show how updates are packaged and authorized before production.



Transition: key definitions (2/2)

These terms show how transition balances speed with control, ensuring updates move safely into the live environment.

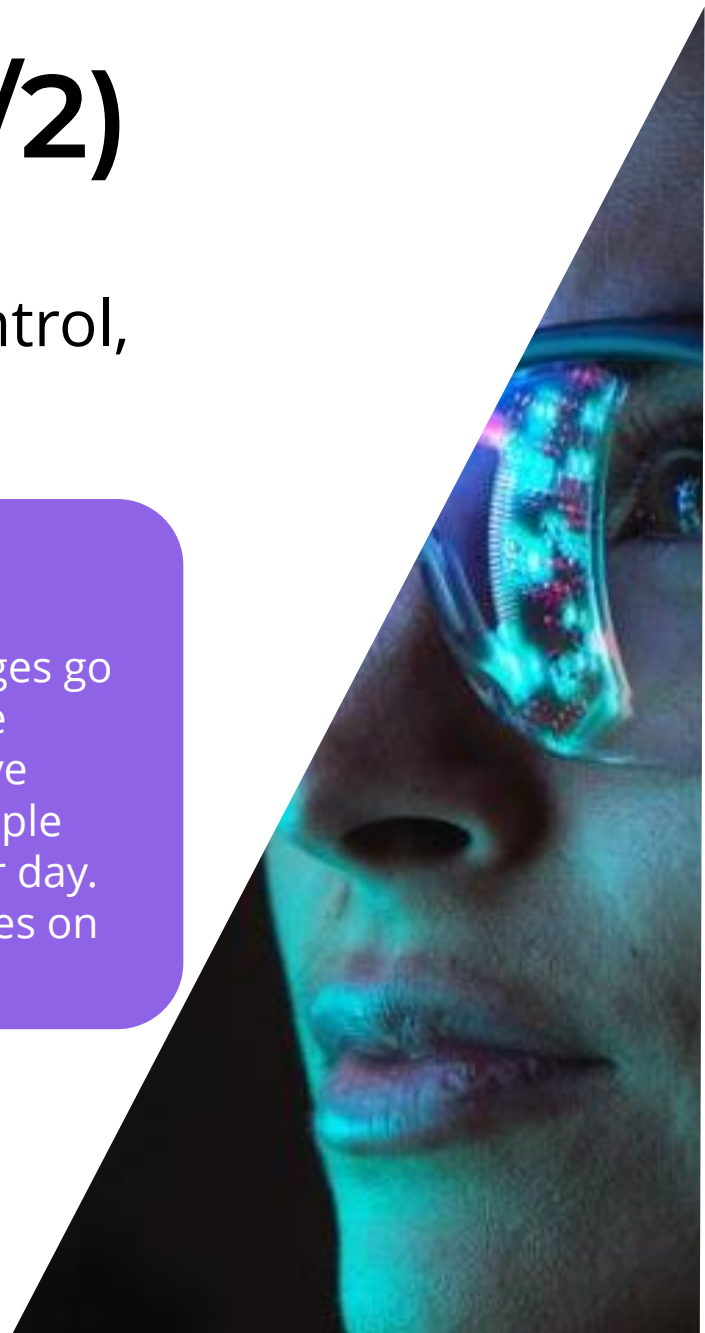
Continuous delivery

An approach to software development in which software can be released to production at any time. Frequent deployments are possible, but deployment decisions are taken case by case, usually because organizations prefer a slower rate of deployment.



Continuous deployment

An approach to software development in which changes go through the pipeline and are automatically put into the live environment, enabling multiple production deployments per day. Continuous deployment relies on continuous delivery.



Transition: workflow

The high-level workflow of each 'transition' activity comprises four steps:

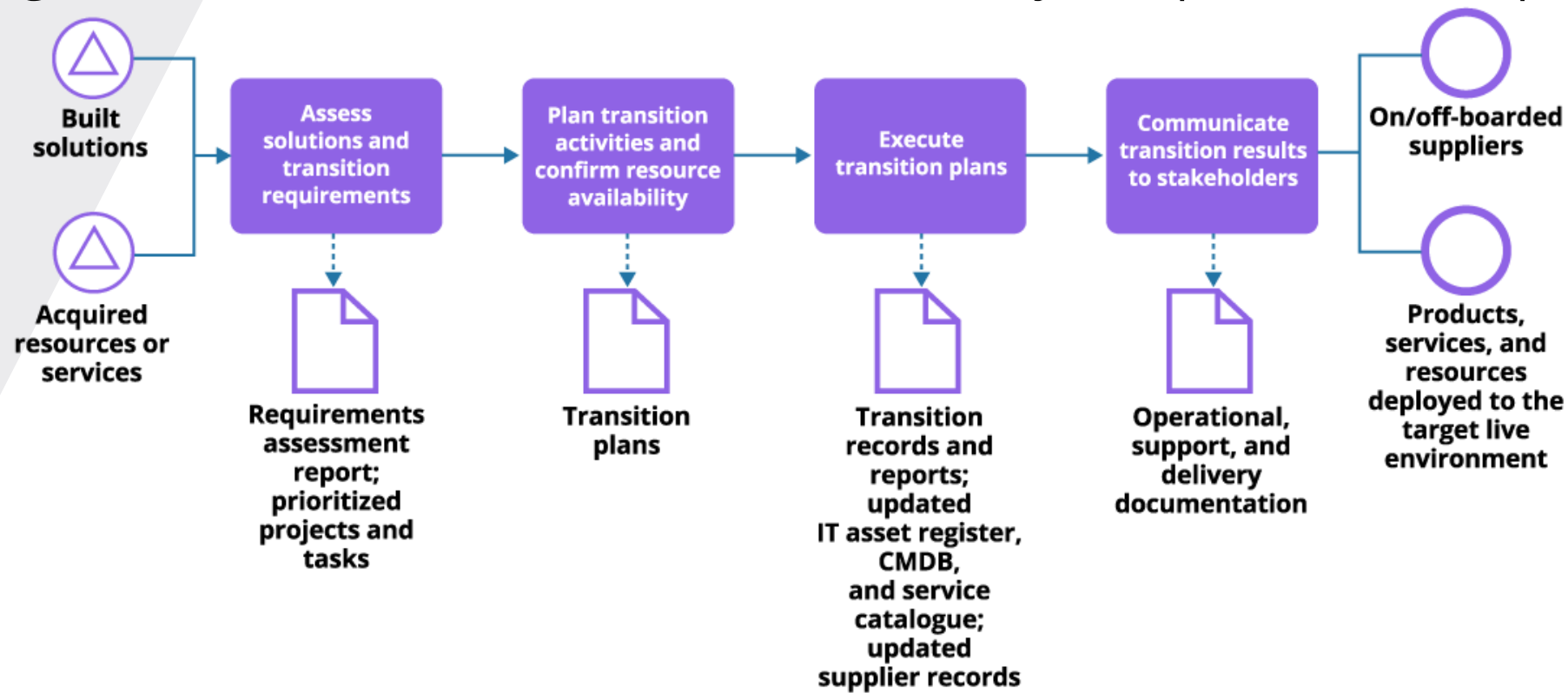
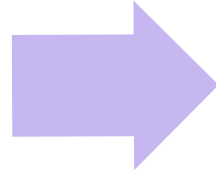


Figure 4.8 High-level workflow of the 'transition' activity

Transition: roles and outputs

Roles

- Product teams.
- Specialized software development, infrastructure engineering, operations, support, and other relevant teams.
- Project teams formed of the above.



Outputs

- Products, services, and resources deployed to the target live environment and ready for operation.
- Onboarded/offboarded suppliers.

Transition: management practices



Enabling practices	
Change enablement	Organizational change management
Continual improvement	Project management
Deployment management	Release management
Infrastructure and platform management	Risk management
IT asset management	Service catalogue management
Measurement and reporting	Service configuration management
Monitoring and event management	Service validation and testing

Supporting practices	
Availability management	Service financial management
Capacity and performance management	Service level management
Information security management	Software development and management
Knowledge management	Supplier management
Relationship management	Workforce and talent management
Service continuity management	

The 'operate' activity

Operate: purpose and metrics of success

Purpose

The purpose is to **maintain** and **monitor** digital products and supporting systems, ensuring optimal performance and reliability.

Success metrics

- Coverage and effectiveness of monitoring and analysis.
- Live products' reliability, performance, and information security.
- Number and impact of incidents and performance deviations.
- Adherence to the product roadmap and other relevant guidelines.
- Stakeholder satisfaction with the product and service operation.

Operate: overview

After transition, the focus shifts to operating products and systems, keeping them stable, reliable, and compliant.

How the 'operate' activity works:

- Runs platforms/systems to ensure performance and availability.
- Performs routine tests, backups, monitoring, event processing.
- Ensures that products and components operate as designed and in line with the organization's commitments to stakeholders.
- Ensures compliance with policies (continuity, security, certificates, licenses).
- Involves activities mostly invisible to customers unless issues arise.
- Proper operations prevent disruptions and ensure reliability.



Operate: practices for reliability

To strengthen reliability, operations use practices like Site Reliability Engineering (SRE) and observability, which help systems perform consistently and remain scalable.

Reliability

The ability of a product, service, or other configuration item to perform its intended function for a specified period of time or number of cycles.



Site Reliability Engineering (SRE)

A discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems. The main goal is to create scalable and highly reliable software systems.



Observability

The ability to understand the internal state of a complicated system by analysing its external outputs, such as metrics, logs, and traces.

Operate: workflow

The high-level workflow of each 'operate' activity comprises three steps:

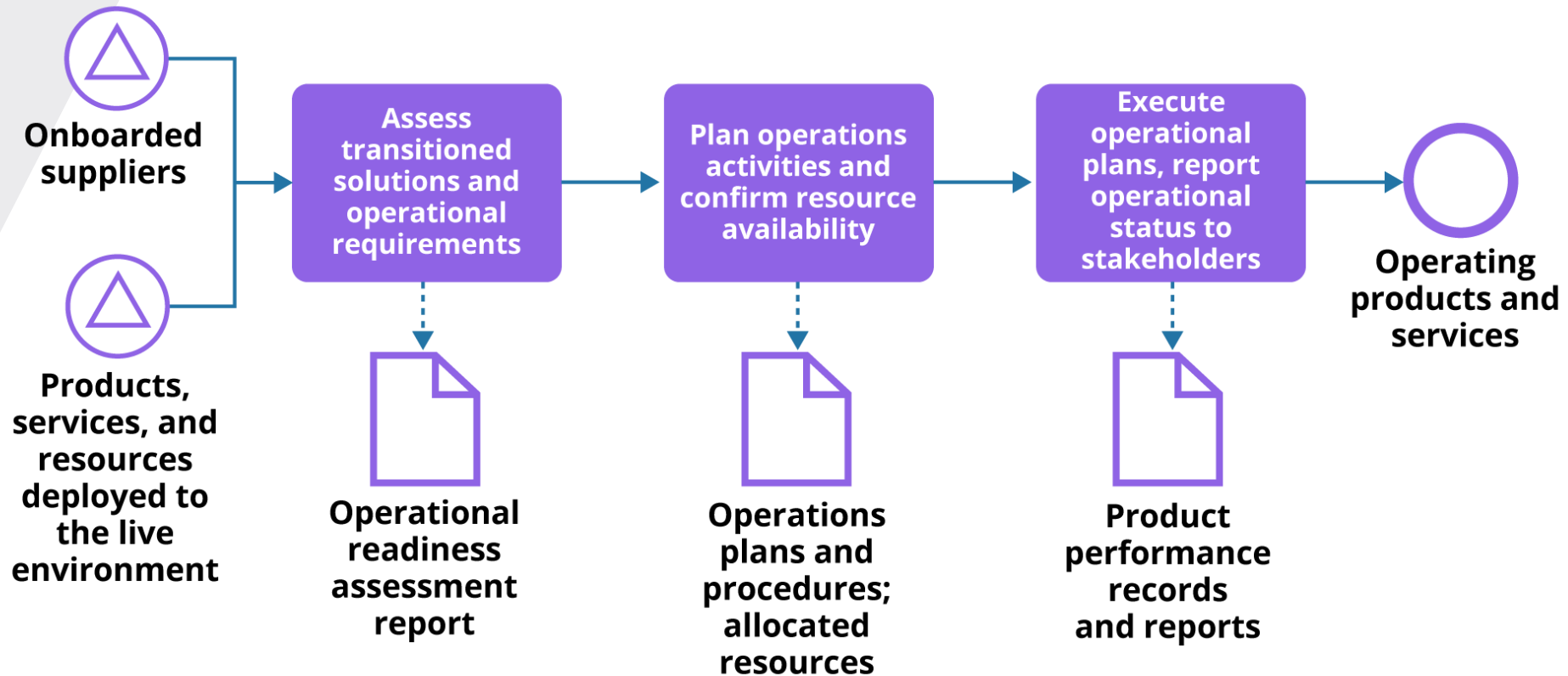


Figure 4.9 High-level workflow of the 'operate' activity

Operate: key definitions

Understanding the difference between events and incidents helps operations teams know when to monitor and when to act, ensuring reliability and quick service restoration.

Event

Any change of state that has significance for the management of a service or other configuration item.



Incident

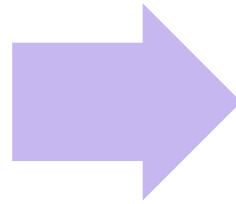
An unplanned interruption to a service or reduction in the quality of a service.



Operate: roles and outputs

Roles

- Product teams.
- IT operations teams.
- SRE teams.



Outputs

- Operating products and services.
- Product performance records and reports.

Operate: management practices

Assess transitioned solutions and operational requirements

Plan operations activities and confirm resource availability

Execute operational plans, report operational status to stakeholders

Enabling practices

Availability management	Monitoring and event management
Capacity and performance management	Problem management
Change enablement	Risk management
Continual improvement	Service continuity management
Information security management	Software development and management
Infrastructure and platform management	Supplier management
Measurement and reporting	Workforce and talent management

Supporting practices

IT asset management
Knowledge management
Service configuration management
Service financial management
Service level management

The 'deliver' activity

Deliver: purpose and metrics of success

Purpose

The purpose is to provide **services** to users, manage **user onboarding/offboarding**, maintain **service quality standards**, and gather consumers' **feedback**.

Success metrics

- Customer and user satisfaction with service quality.
- Service performance against the agreed SLA targets.
- Adherence to the product and service strategy and other relevant guidelines.
- Stakeholder satisfaction with service delivery.

Deliver: overview

The 'deliver' activity focuses on delivering services to users in line with Service Level Agreements (SLAs). It involves fulfilment of users' service requests, user onboarding, and other service actions

How the 'deliver' activity works:

- Provides access to product resources.
- Transfers goods as part of the service.
- Performs service actions with or for users.
- Directly linked to SLAs and quality criteria.
- Exact scope depends on product architecture and design and service agreements.



Deliver: key definitions

SLAs define the standards for delivery, and service requests are how users trigger those services.

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.



Service Level Agreement (SLA)

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



Deliver: workflow

The high-level workflow of each 'deliver' activity comprises three steps:

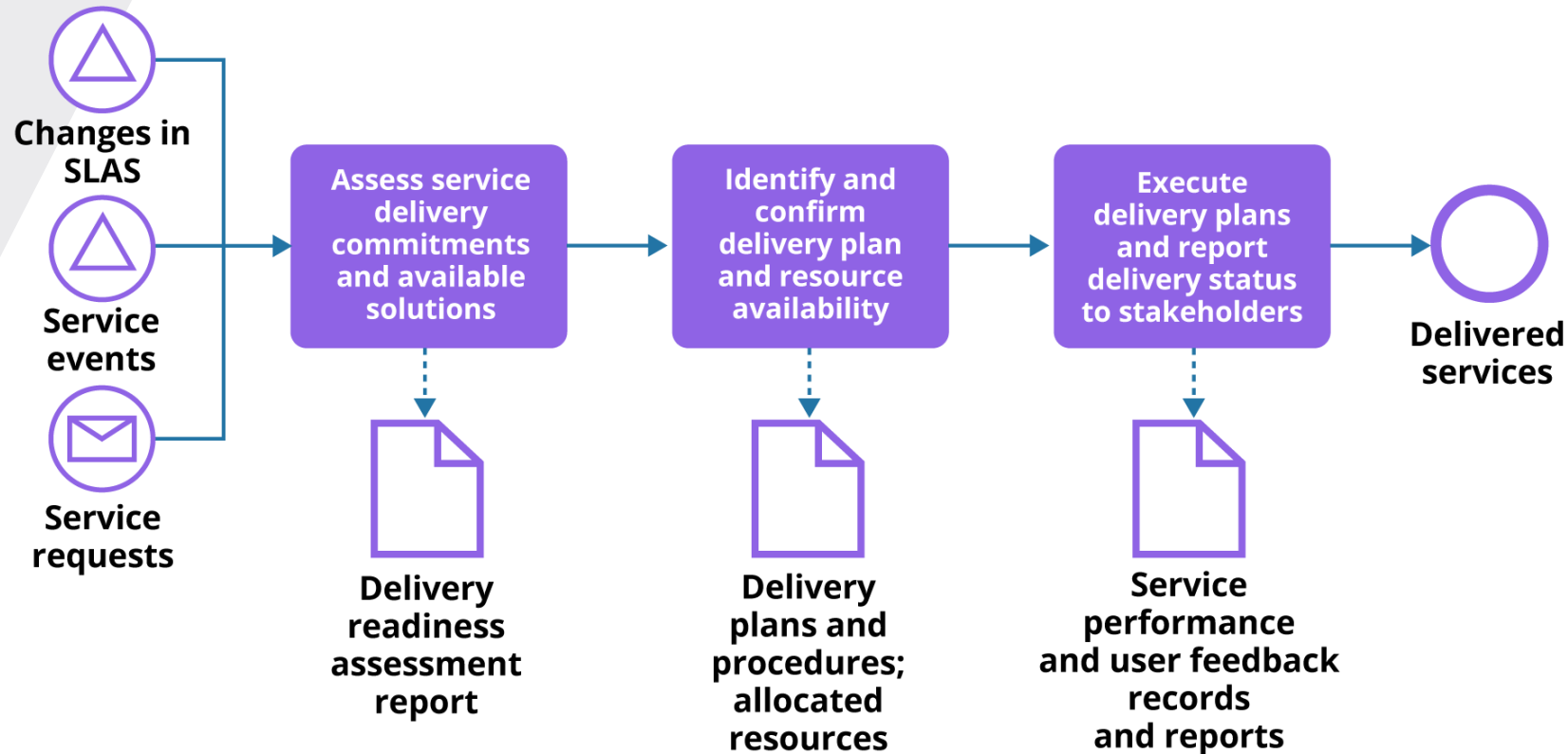
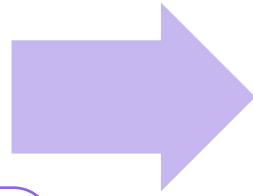


Figure 4.10 High-level workflow of the 'deliver' activity

Deliver: roles and outputs

Roles

- Product teams.
- Service delivery teams.
- User support teams.
- Service desk teams.



Outputs

- Delivered services.
- Service performance and user feedback records and reports.

Deliver: management practices

Assess service delivery commitments and available solutions



Identify and confirm delivery plan and resource availability



Execute delivery plans and report delivery status to stakeholders

Enabling practices

Continual improvement	Release management
Incident management	Service catalogue management
Infrastructure and platform management	Service desk
Measurement and reporting	Service level management
Monitoring and event management	Service request management
Problem management	Software development and management
Relationship management	Supplier management

Supporting practices

Knowledge management
Risk management
Service configuration management
Service continuity management
Service financial management

The 'support' activity

Support: purpose and metrics of success

Purpose

The purpose is to identify and resolve **incidents**, fulfil **disaster recovery procedures**, and capture **consumer's feedback**.

Success metrics

- Customer and user satisfaction with service support.
- Speed of normal service restoration.
- Negative impact of incidents and disasters on the organization and customers.
- Support performance against the agreed SLA targets and product performance objectives.
- Adherence to the product and service strategy and other relevant guidelines.

Support: overview

Even with strong operations and delivery, incidents and failures still occur. This is where the 'support' activity plays a critical role.

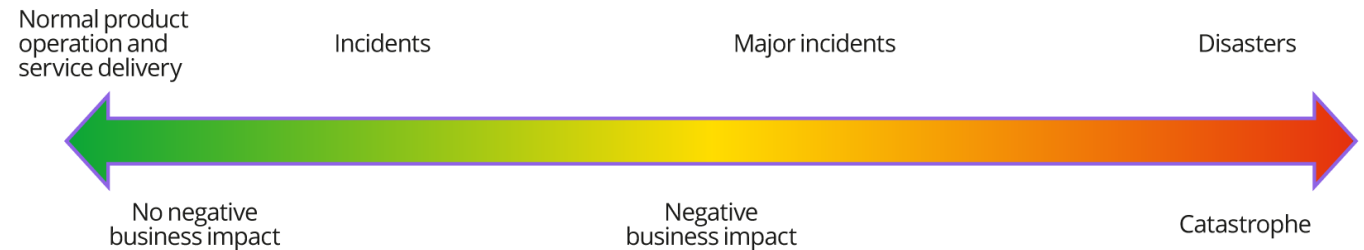
How the 'support' activity works:

- Resolves incidents and disasters.
- Includes recovery and restoration of services.
- Investigates incidents and identifies errors in products.
- Involves multiple teams across the organization.
- Can be automated and proactive, but also reactive when needed.
- Strong collaboration between teams is essential.



Support: key definitions

Organizations face different types of issues, from minor errors to major disasters, and these are categorized to help support teams respond effectively.



Adapted from Figure 2.1 Changes are needed in all business situations (*ITIL Change Enablement Official Practice Guide*)



Disaster

A sudden unplanned event that causes great damage or serious loss to an organization. A disaster results in an organization failing to provide critical business functions for some predetermined minimum period of time.

Error

A flaw or vulnerability that may cause incidents.



Problem

A cause, or potential cause, of one or more incidents.



Known error

A problem that has been analysed but has not been resolved.

Support: workflow

The high-level workflow of each 'support' activity comprises three steps:

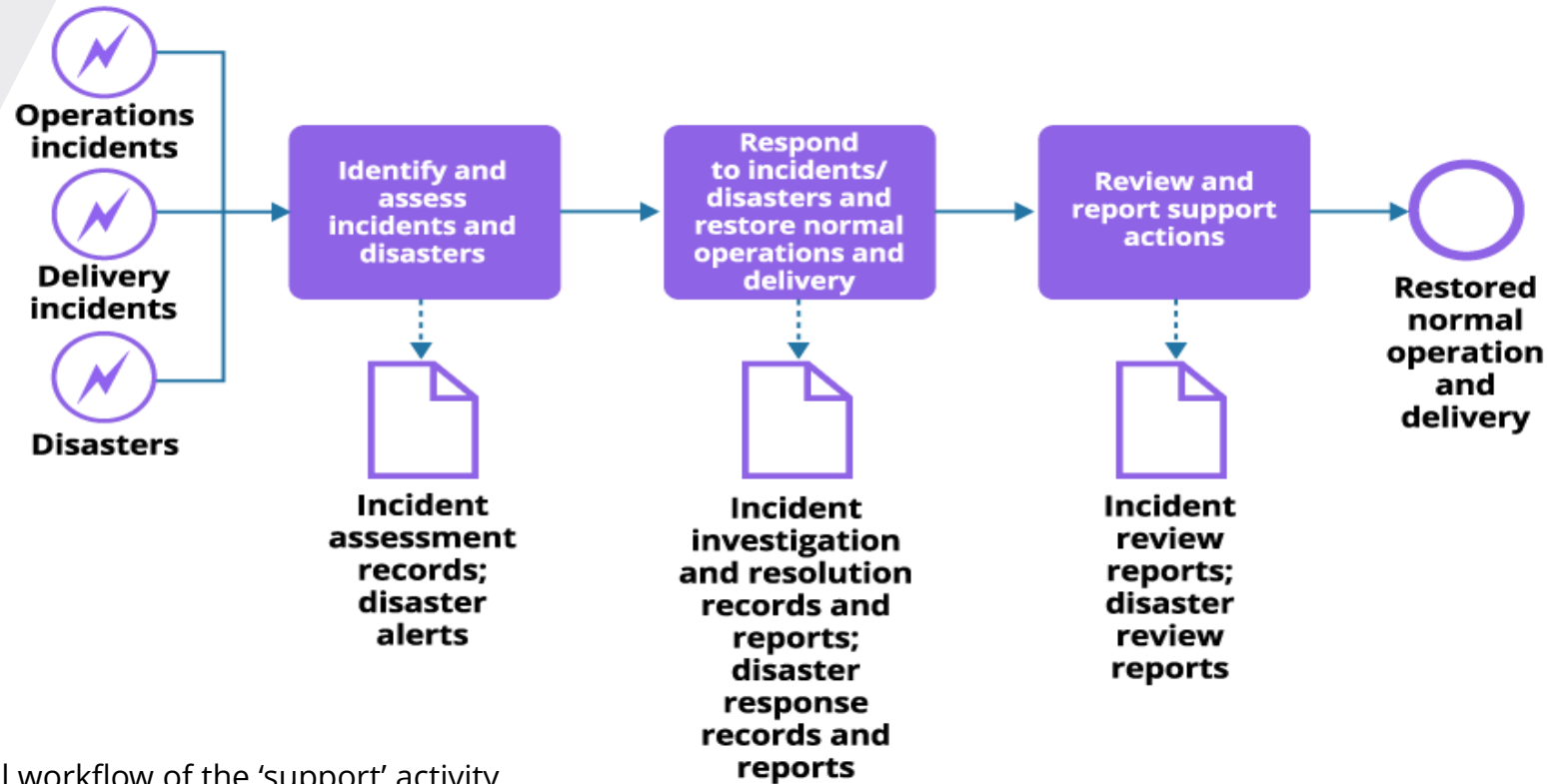
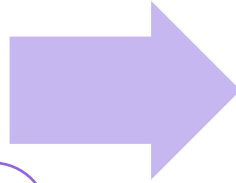


Figure 4.11 High-level workflow of the 'support' activity

Support: roles and outputs

Roles

- Product teams.
- SRE teams.
- IT operations teams.
- User support teams.
- Service desk teams.
- Other specialized teams as needed.



Outputs

- Restored normal product operation and service delivery.

Support: management practices

Identify and assess incidents and disasters

Respond to incidents/ disasters and restore normal operations and delivery

Review and report support actions

Enabling practices

Change enablement	Problem management
Continual improvement	Relationship management
Deployment management	Release management
Incident management	Service catalogue management
Information security management	Service continuity management
Measurement and reporting	Service desk
Monitoring and event management	Service level management

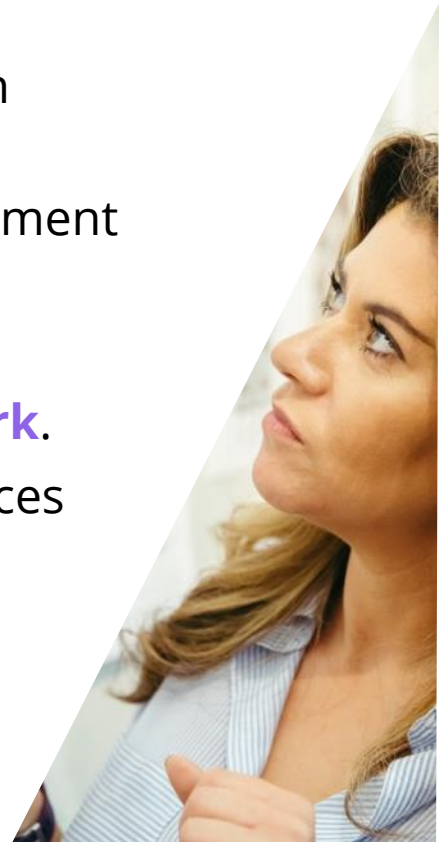
Supporting practices

Availability management	Service configuration management
Capacity and performance management	Service financial management
Infrastructure and platform management	Service validation and testing
IT asset management	Software development and management
Knowledge management	Supplier management
Risk management	

Recap: Key learning points



- The **purpose** of the **value chain** is to **transform demand and opportunities** into value through **interconnected lifecycle management activities**.
- The ITIL Product and Service Lifecycle covers **discover, design, acquire, build, transition, operate, deliver, and support**.
- These **activities** are **flexible** and **adaptive**, not always sequential, and must align with organizational strategy and consumer needs.
- **Success** is **measured** by **metrics** such as stakeholder satisfaction, reliability, and alignment with roadmaps.
- **Management practices strengthen** and enable **each value chain activity**
- **Practices** provide the **methods and resources** that **make value chain activities work**.
- ITIL defines **34 management practices** in two groups: 12 general management practices and 22 product and service management practices.
- The ITIL Official Practice Guides share a **consistent structure** (Table 5.3) and deliver practical, effective guidance.





Knowledge
check!

Question 1 | Answer



What is the **MAIN** purpose of the 'discover' activity?

A

To develop and test digital products

B

To secure and allocate resources efficiently

C

To align product capabilities with consumer needs and strategy

D

To maintain and monitor digital products

Question 2 | Answer



Which of the following is **NOT** a success metric of the 'discover' activity?

A

Strategic fit of the organization's products and service offerings

B

Market relevance of the products and service offerings

C

Service performance against the agreed SLA targets

D

Stakeholder satisfaction with products and service offerings

Question 3 | Answer



Which lifecycle management activity focuses on minimizing the impact of incidents and disasters when they happen?

A

Transition

B

Operate

C

Support

D

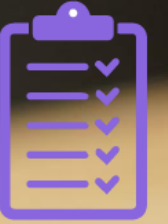
Design

Module 7

Value streams: mapping and
management

Syllabus

- 5.1 Key concepts of value stream mapping and management (all Assessment Criteria included)
- 5.2 Application of value streams (all Assessment Criteria included)
- 5.3 Purpose of value stream mapping and management (all Assessment Criteria included)



What you will learn



By the end of this module, you will be able to:

- know the purpose and key concepts of value stream mapping and management
- understand the relationship between value stream mapping and value stream management.

Introduction to value streams



Value stream

A series of steps that an organization uses to create and deliver products and services to a service consumer.

- **Organizations** differ in roles and workflows.
- **Workflows** are unique and context-driven.
- **Value streams** are real work that creates value.
- **Lifecycle management activities** adapt to context.

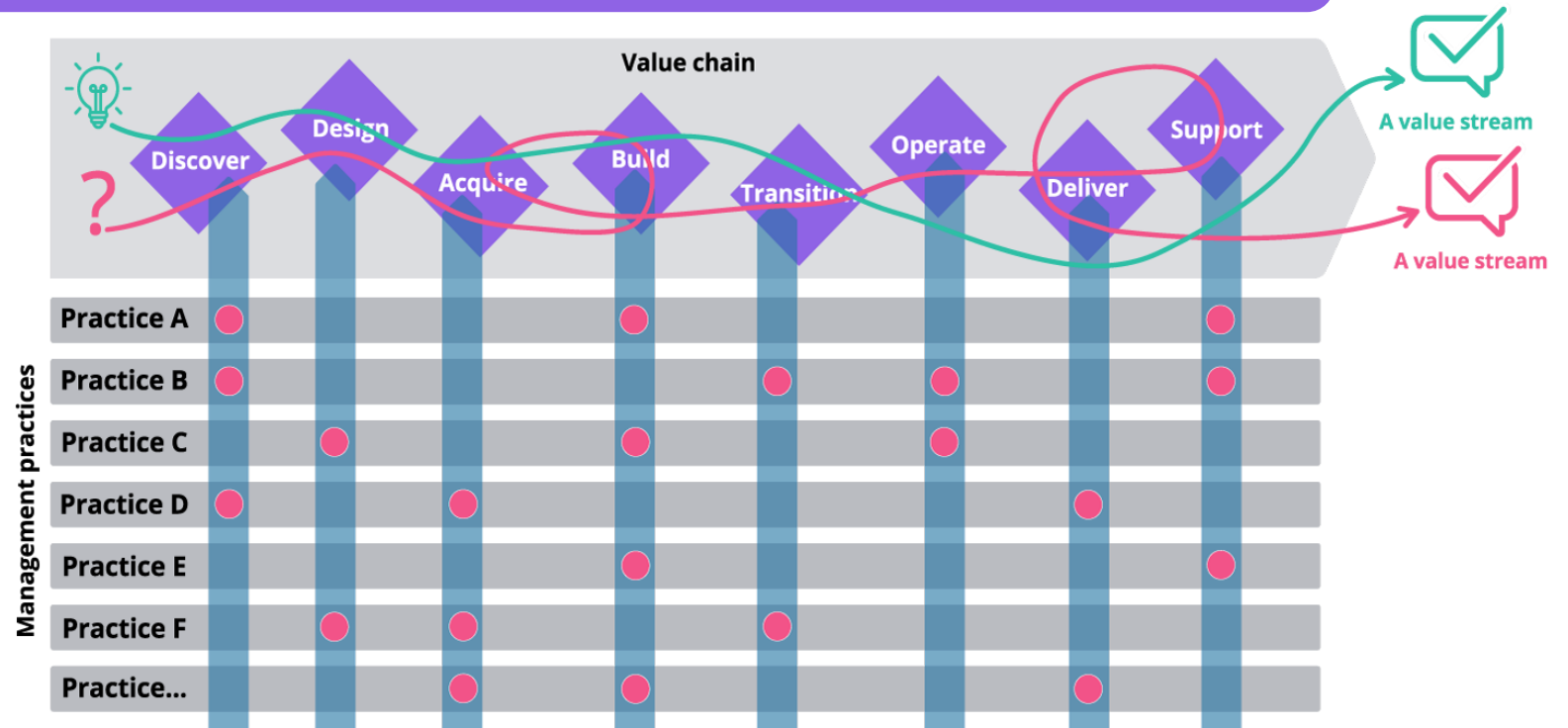


Figure 1.9 Management practices enable and support the value chain activities

Why value streams

Value streams represent the actual sequence of activities that deliver value such as:

- real workflows, not blueprints
- flow of information and artifacts
- enable customer and stakeholder value
- cover end-to-end delivery
- activities combine differently in practice.

Value stream mapping allows organizations to ensure a shared understanding of the value they aim to create, achieve clarity in how that value is produced, and optimize the flow of work and information to improve output quality.



Types of value streams: core and enabling

Value streams can be grouped into **two categories**:

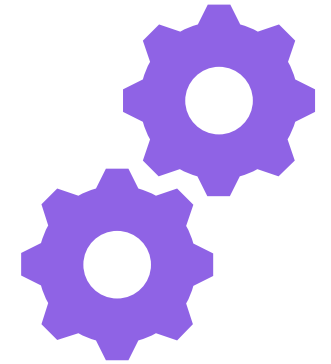
Core value stream

A value stream that enables value for consumers in a form intended by the organization's operating model.



Enabling value stream

A value stream that enables value for internal customers to support the organization's core value streams.



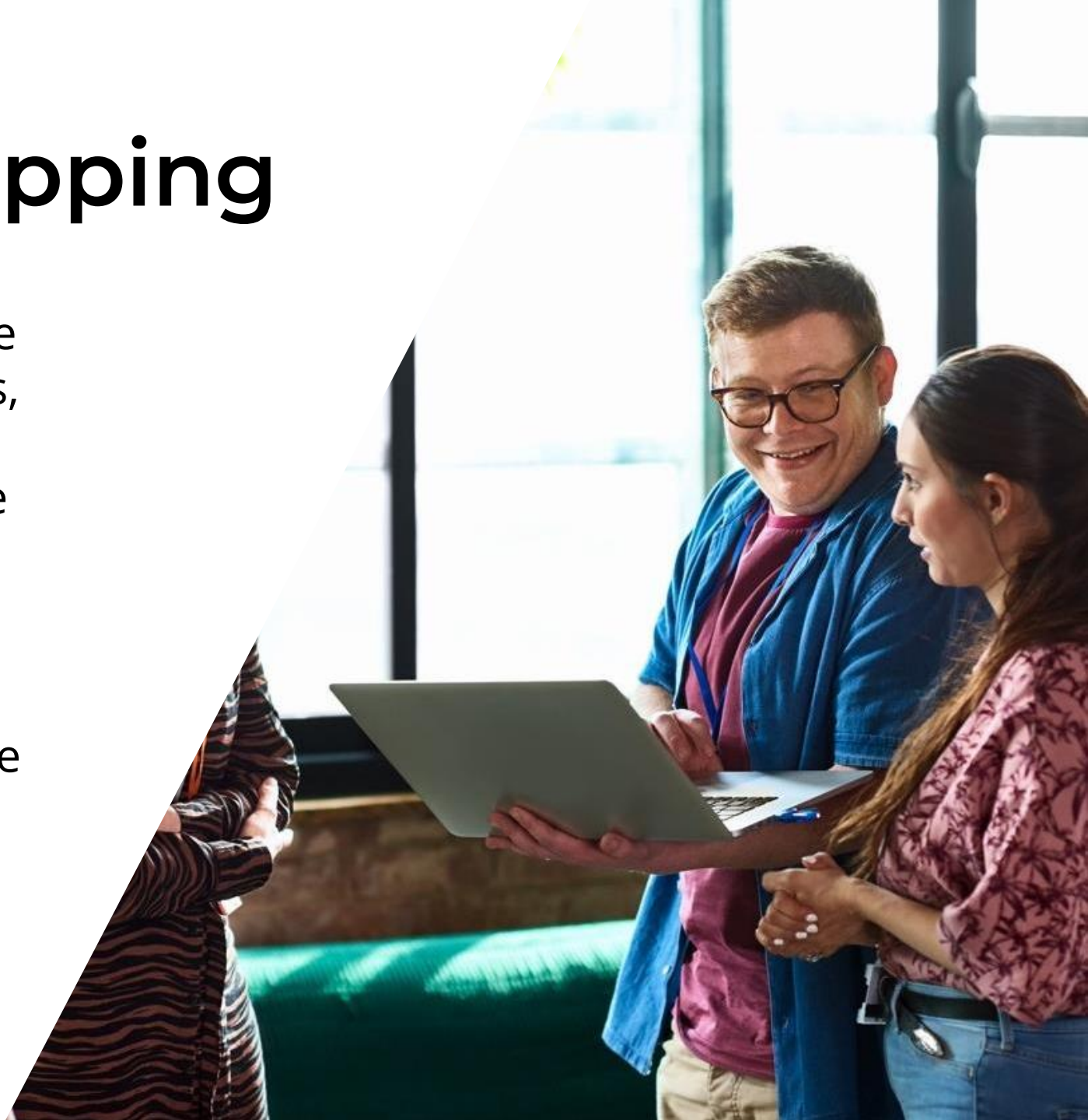
Note: These categories can be cascaded depending on the scope of 'organization' in every case. For example, delivering a digital service for preparing and executing a payroll may be a core value stream for the company's technology department, while even the payroll itself is seen as a supporting value stream enabling the company to perform its core business activities for its customers.

Value stream mapping

Value stream mapping is a technique to visualize and analyse value streams, focusing on the flow of work, information, and value created for the service consumer.

Use of value stream mapping helps to:

- ensure shared understanding of the value
- clarify how value is created
- optimize the flow of work and improve quality.



Steps of value stream mapping

Value stream mapping includes the following steps:

1. Identify the value stream

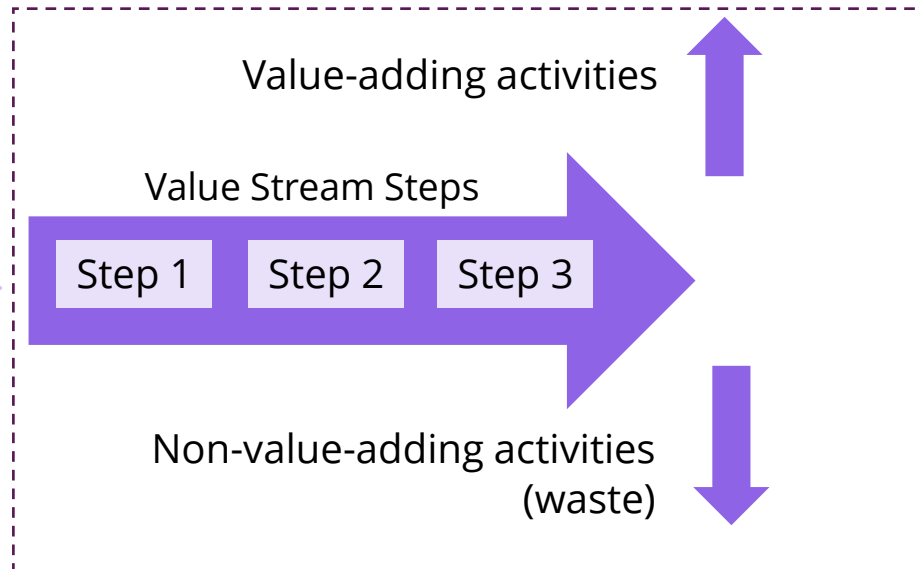
2. Map the 'as-is' stream

3. Analyse the stream

4. Map the 'to-be' stream

5. Plan and implement improvements

Step 3: Analyse the stream



Value stream mapping vs. management

After learning why value streams matter, the next step is to see how mapping and management provide the techniques to analyse and continually improve them.

Value stream mapping

- Technique for visualizing and analysing streams
- Shows flow of information, work, and value
- Steps: Identify - mapping as-is - analyse - mapping to-be - improve.

Value stream management

- Ongoing focus on how work is done
- Analysis and improvement of the organization's value streams. Both "management of" and "management through" streams
- Supported by automation & measurement
- Improves practices that enable streams.



Recap: Key learning points



- The **purpose** of **value streams** is to show the **real flow of activities** that **create** and **enable value** in digital organizations.
- **Value stream mapping** makes **workflows visible**, clarifies **how value is created**, and **highlights bottlenecks** and **waste**.
- Value stream management **ensures continual optimization**, aligning work with customer outcomes and business goals.
- **Core** and **enabling** value streams operate at **different levels** but **must integrate** to maximize value creation.
- **Mapping and management together** enable **shared understanding** and **continual improvement** of value creation.





Knowledge
check!

Question 1 | Answer



Which term describes 'what an organization does for its consumers and other stakeholders and why'?

A

Value stream

B

Value chain

C

Operating model

D

Organization's purpose

Question 2 | Answer



Which of the following is **NOT** one of the steps in value stream mapping?

A Value stream identification

B Mapping of the 'as-is' value stream

C Mapping a 'to-be' value stream

D Value stream management

Question 3 | Answer



What is the **MAIN** purpose of value stream mapping in an organization?

A

To automate service monitoring

B

To identify and prioritize improvement opportunities

C

To enhance and support management practices

D

To control external stakeholders directly

Module 8

Continual improvement

Syllabus

4.6 The ITIL Continual Improvement Model

4.6.1 List the steps of the ITIL Continual Improvement Model (5.6.1)

4.6.2 Understand the steps of the ITIL Continual Improvement Model (5.6.1.1-5.6.1.7)

4.6.3 Describe continual improvement within the ITIL Value System and its role in the organization (5.7)



What you will learn

By the end of this module, you will be able to:

- describe continual improvement within the ITIL Value System and its role in organizations
- understand the steps of the ITIL Continual Improvement Model.



What is continual improvement?



Continual improvement

A recurring organizational activity performed at all levels of an organization to ensure that the organization continually meets stakeholders' expectations.



Need for continual improvement

Continual improvement takes place **at all levels of the organization**. It applies to the entire ITIL Value System, including products, services, practices, and relationships.



Continual improvement

The **ITIL Continual Improvement Model** guides organizations in structured, iterative improvements.

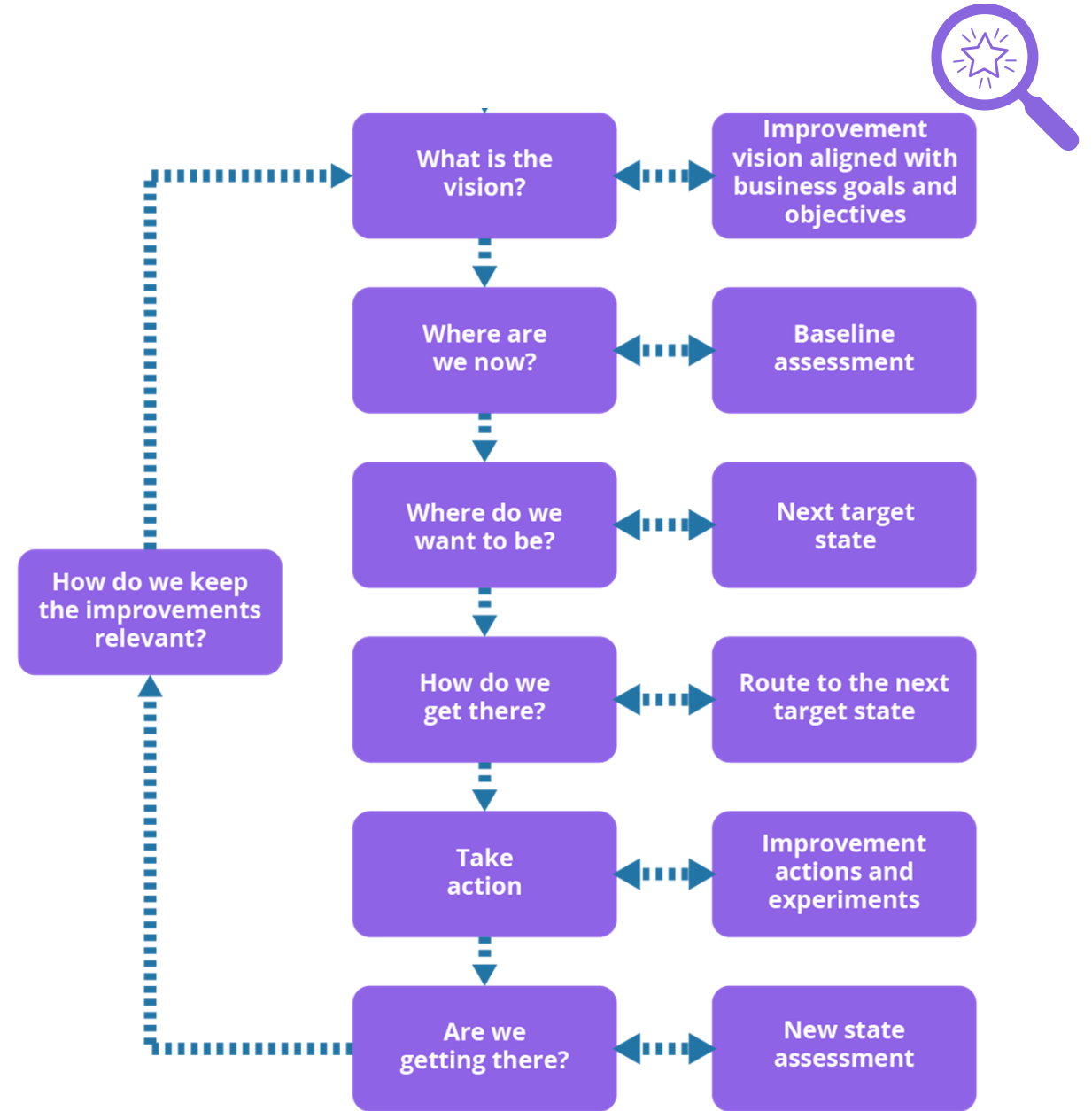
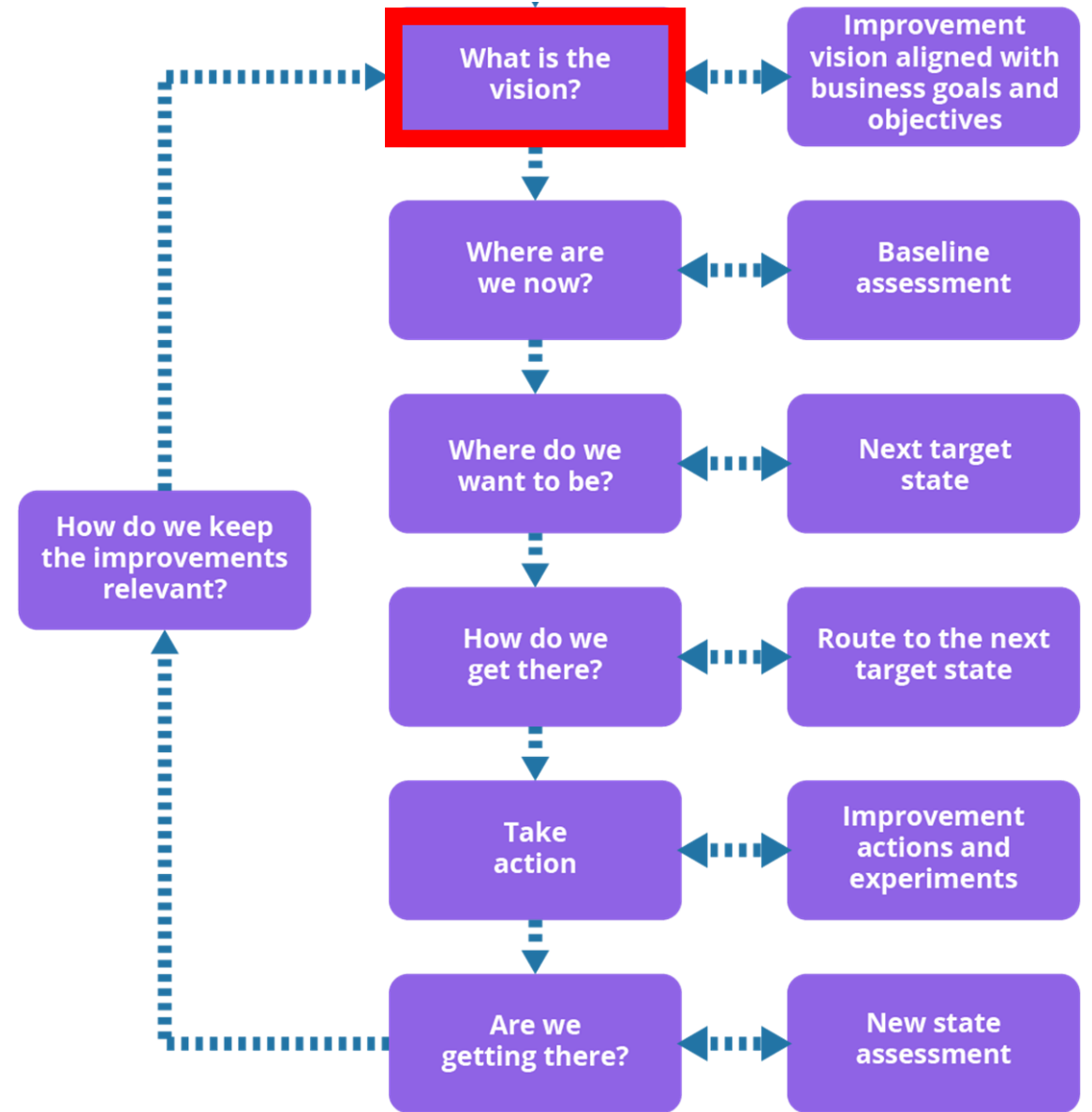


Figure 5.4 The ITIL Continual Improvement Model

What is the vision?

This **step focuses** on:

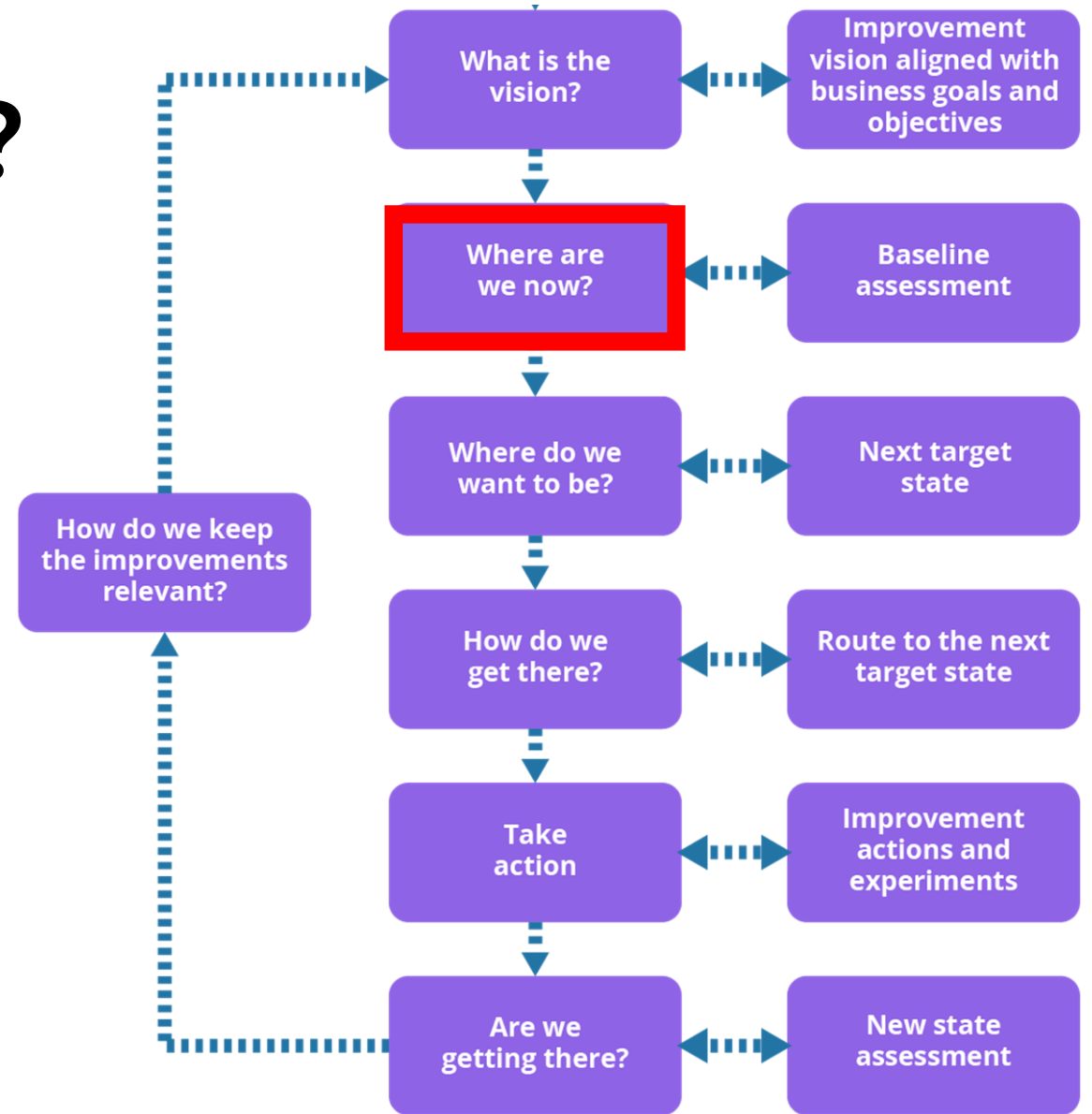
- **translating** the organization's vision and **objectives** for the **relevant** unit, **team**, or **individual**
- **creating** and agreeing a high-level vision for the **improvement**
- ensuring stakeholders understand the **expected value** and who has **authority** to proceed.



Where are we now?

Define the current state by **assessing**:

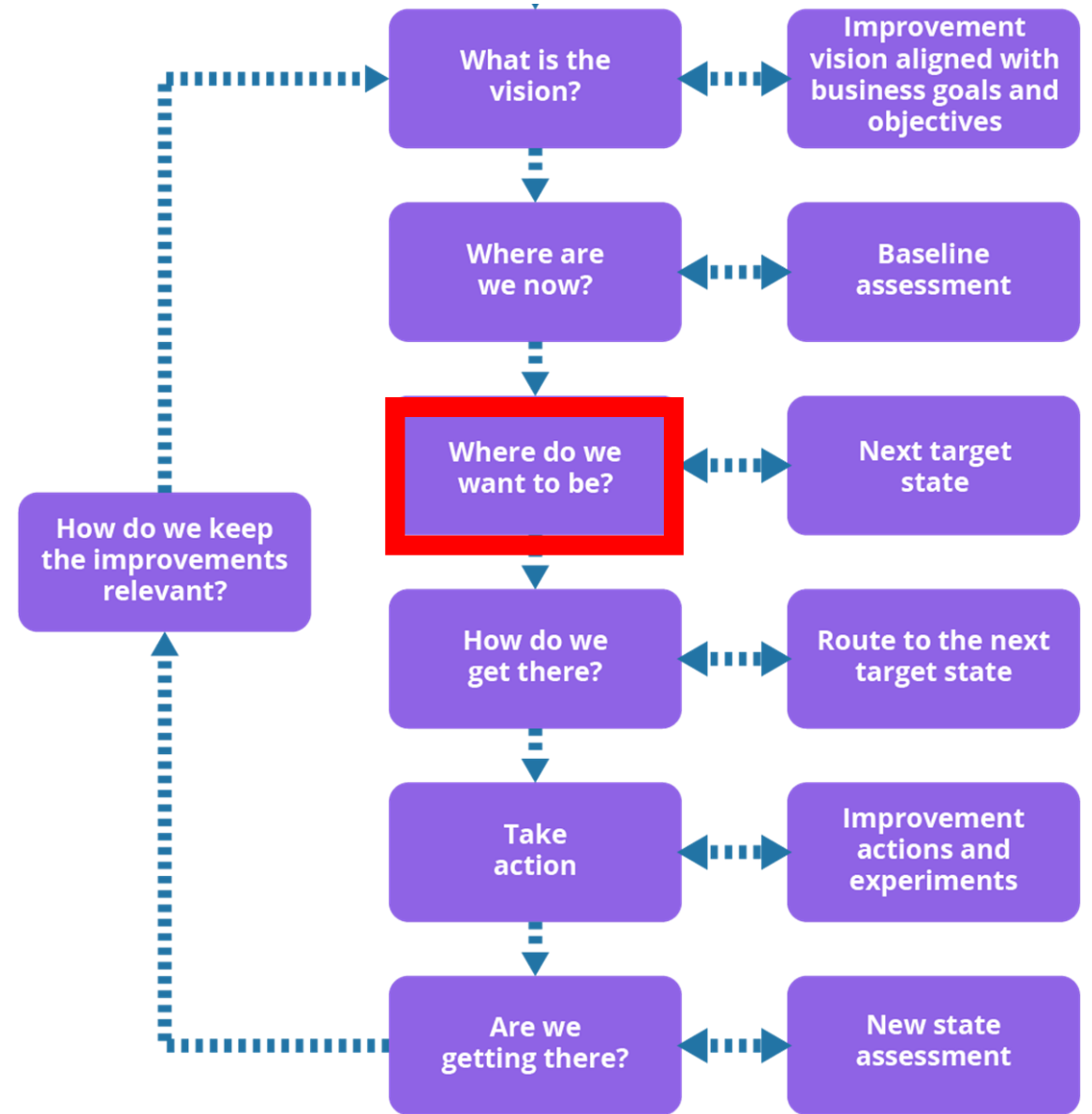
- **existing products and services**, including users' perception of value
- people's **competencies** and **skills**
- **workflows and processes** in place
- available technology **solutions**
- **feedback**, stories, and culture indicators.



Where do we want to be?

Define the desired future state (Point B) by:

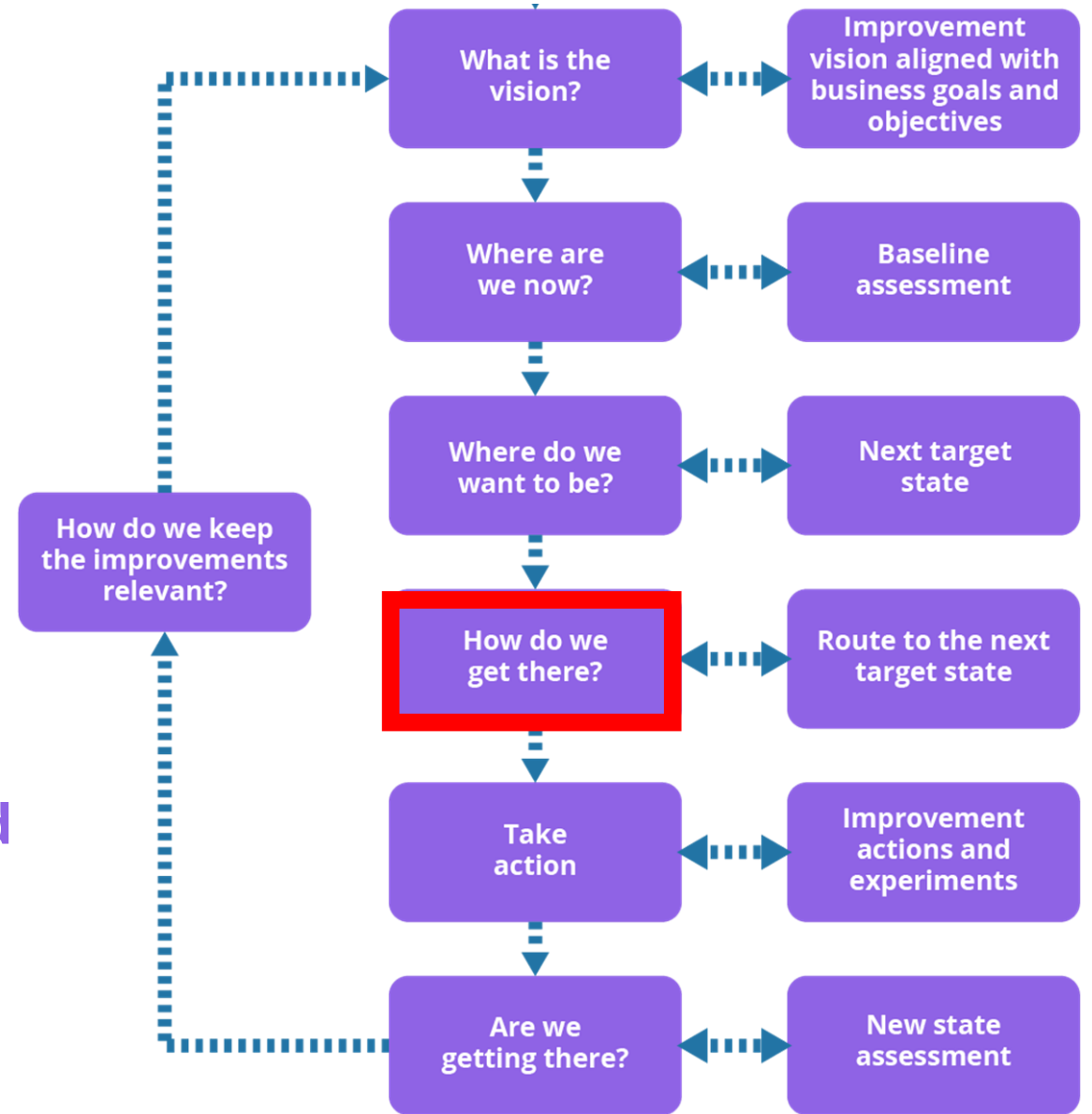
- setting **clear** improvement **objectives** with CSFs and KPIs, using SMART where possible
- describing the **target** in measurable terms or through **directional progress** criteria.



How do we get there?

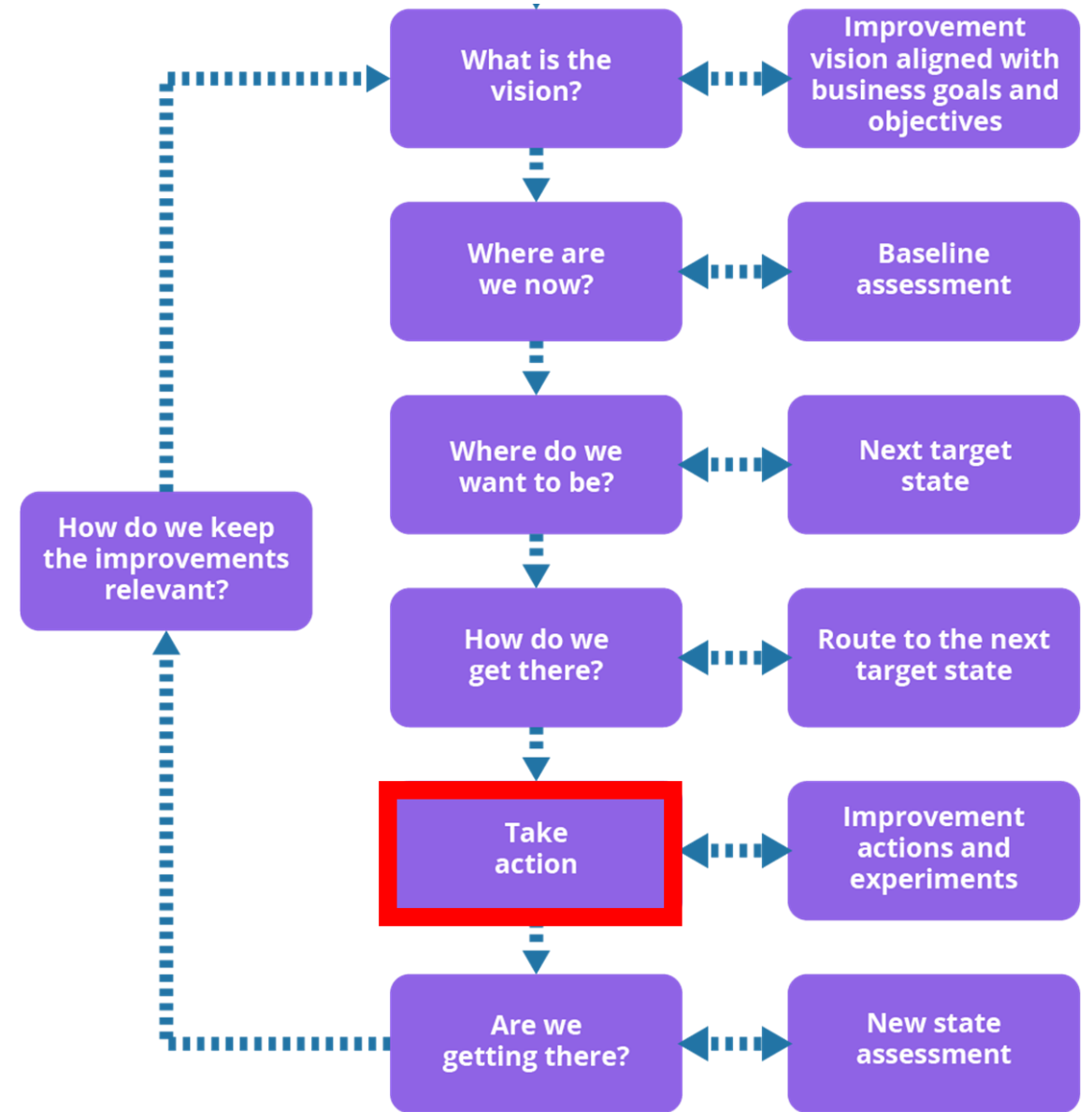
Plan the route from current to target state by:

- **combining** vision, current state, and target state with **expertise**
- working iteratively, re-evaluating, and **adjusting along the way**
- in unclear path, identify **hypotheses and experiments**.



Take action

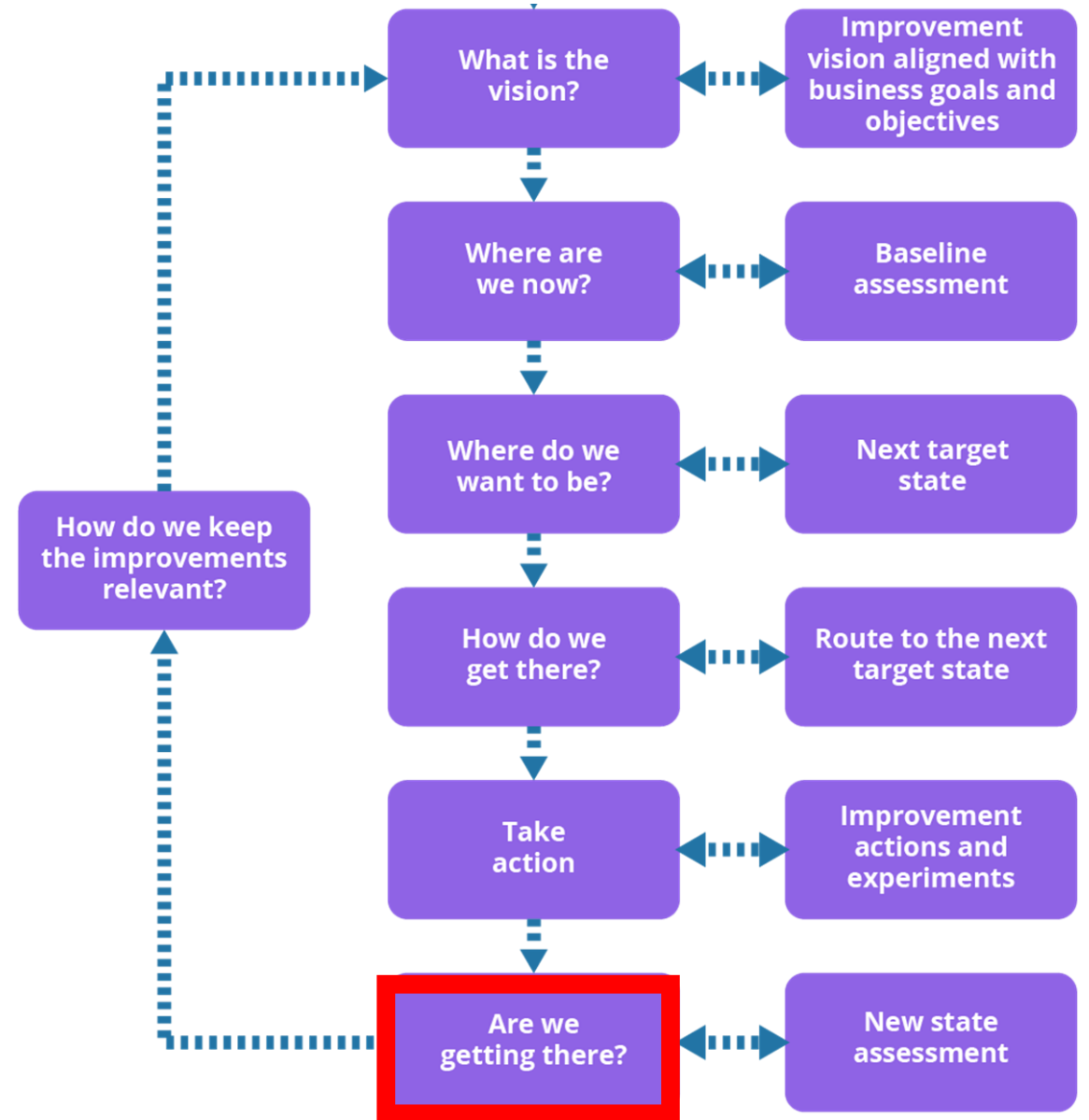
- Agreed actions and experiments are conducted
- As sequence, simultaneously or independently
- Work iteratively: adapt, change direction, or revisit earlier steps
- Stay focused on objectives while managing risks and visibility
- Focus on measuring progress



Are we getting there?

For each improvement initiative:

- assess progress **against objectives and value**
- if results fall short, plan additional actions or a new iteration
- if no SMART objectives exist, assess **direction of progress**: is the new state better and closer to the vision?
- confirm success and **reinforce progress** before moving to the next step.



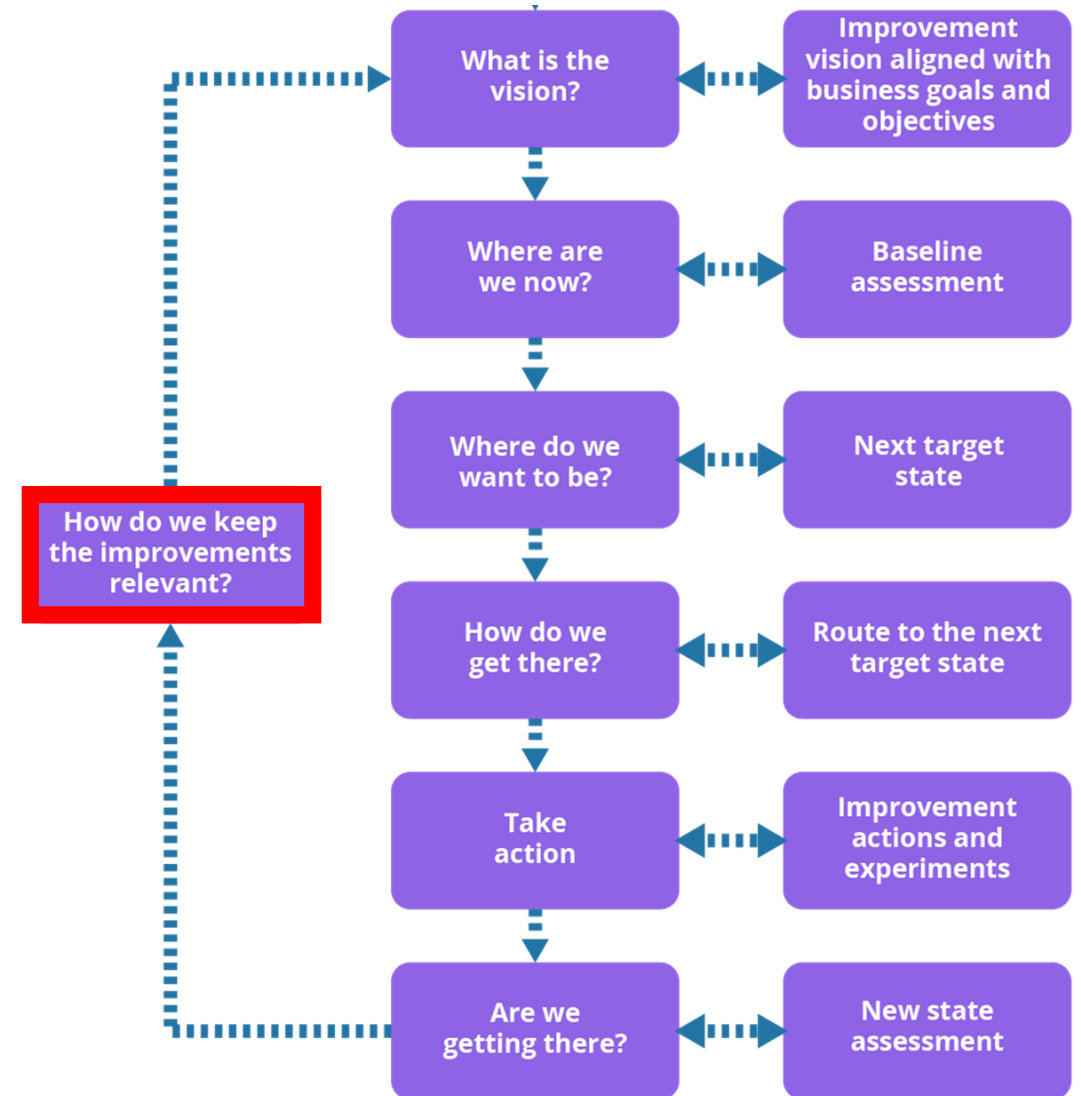
How do we keep the improvements relevant?

When targets are met:

- Use change and knowledge management to embed improvements.
- Leaders/managers help teams adopt new ways of working.

When targets are not met:

- Inform stakeholders of reasons for failure.
- Analyse, document, and share lessons learned.
- Suggest improvements for next iteration.
- Treat deviations as learning opportunities, not blame.



Recap: Key learning points



- **Continual improvement** occurs at **all levels** and applies to the entire ITIL Value System: products, services, practices, and relationships.
- The ITIL Continual Improvement Model **provides a structured, iterative seven-step approach**.
- Improvement initiatives must start by **aligning with organizational vision and expected value**.
- Defining the current state is **essential as a baseline for measuring progress**.
- Setting clear improvement objectives and targets ensures **improvements have purpose and support**.
- Planning and taking action should be **iterative, adaptive, and focused** on measurable progress.
- Evaluation of results against objectives is necessary to **validate success or redirect efforts**.
- Embedding improvements and sharing lessons sustains **long-term value and supports a culture of continual improvement**.



Question 1 | Answer



A company plans an improvement initiative and ensures it is clearly linked to organizational goals and objectives.

Which continual improvement step is being performed?

A

What is the vision?

B

Where are we now?

C

Take Action

D

Where do we want to be?

Question 2 | Answer



Which aspect of an ITIL Official Practice Guide describes the roles, competencies, and responsibilities needed for a specific practice?

A

Capability assessment and development

B

General information

C

Organizations and people

D

Partners and suppliers

Question 3 | Answer



Which of the following describes a management practice?

A A series of steps that an organization uses to create and deliver products

B A set of organizational resources and capabilities designed to perform work or accomplish an objective

C A visual representation of how an organization co-creates value with stakeholders

D A set of interconnected activities that an organization performs to create and deliver products

Module 9

The Four Dimensions of Product and Service Management

A holistic approach to service management



To support a holistic approach to digital product and service management, ITIL defines four dimensions that collectively are critical to the **effective** and **efficient** facilitation of **value** for **customers** and other **stakeholders** in the form of products and services.

These are:



**Organizations
and people**



**Information and
technology**



**Partners and
suppliers**



**Value streams
and processes**

The ITIL Four Dimensions of Product and Service Management

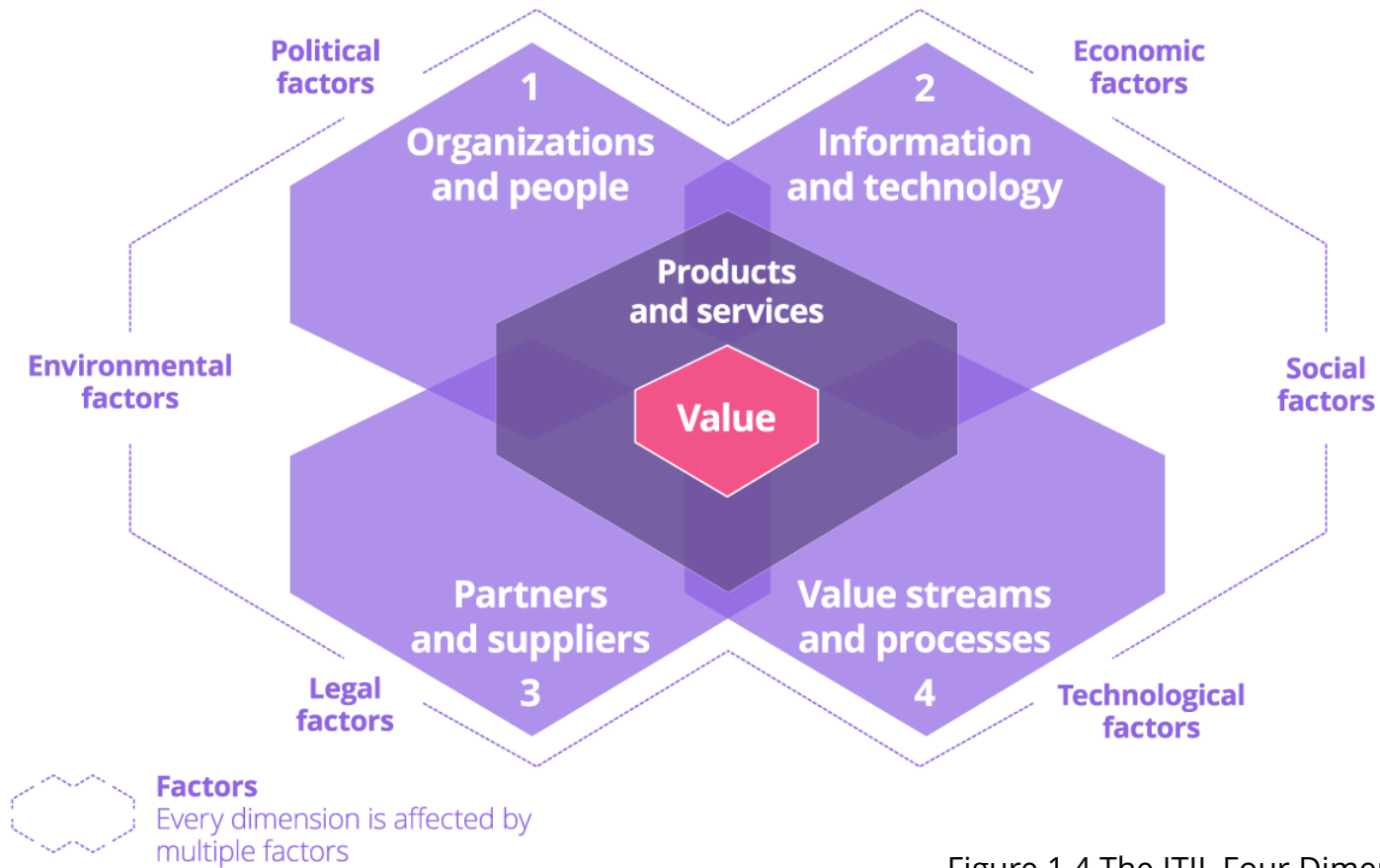
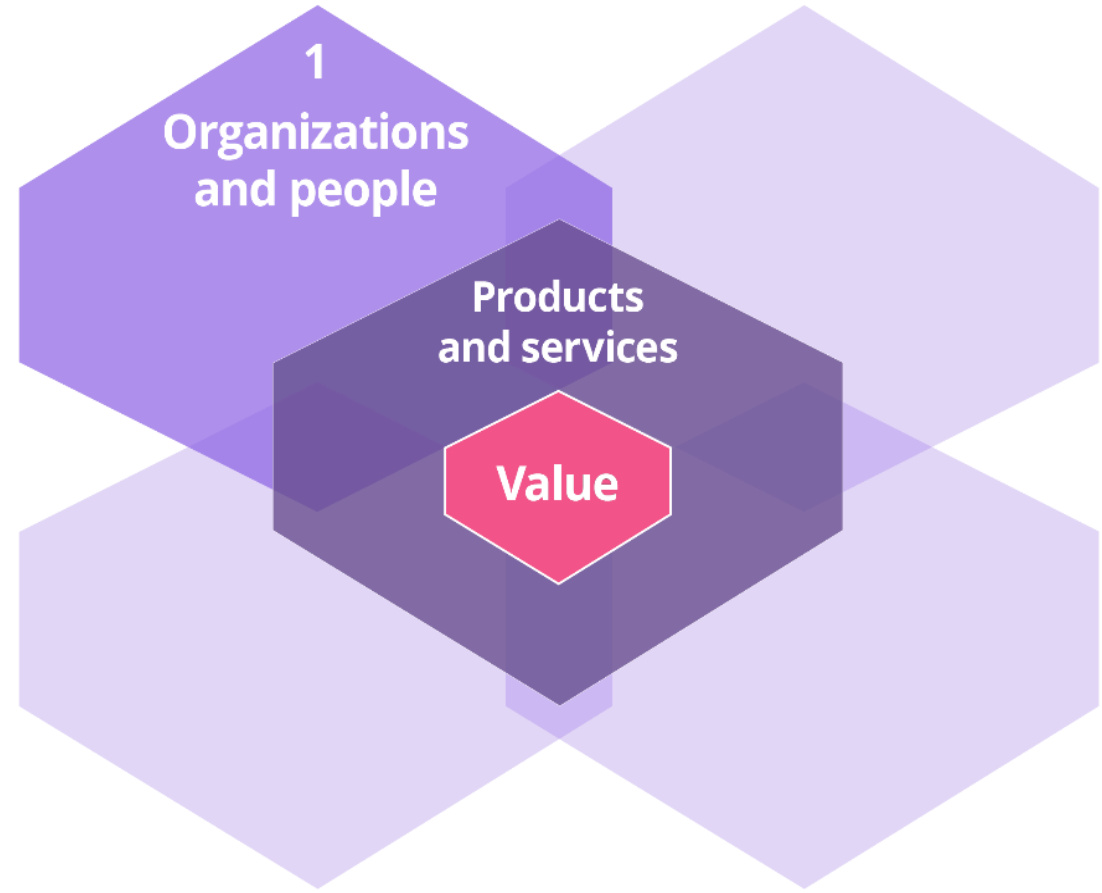
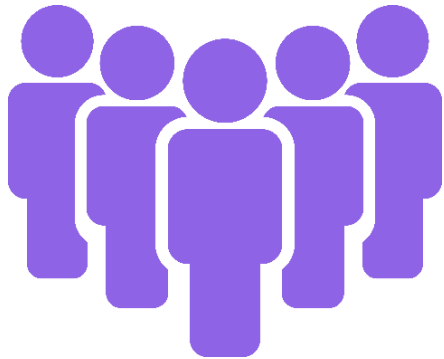


Figure 1.4 The ITIL Four Dimensions of Product and Service Management

Organizations and people

The complexity of organizations is growing. It is vital that their structure, roles, responsibilities, and systems of authority and communication are well-defined and support their overall strategy and the operating model.



Adapted from Figure 1.4 The ITIL Four Dimensions of Product and Service Management

Culture

How an organization carries out its work shapes the shared values and attitudes that, over time, become its **culture**.

Culture

A set of values shared by a group of people, expressed through people's behaviour and their ideas, beliefs, and practices.



Safety culture

An organizational culture in which people are comfortable being (and expressing) themselves.



Leadership

Leaders play an important role in shaping and maintaining organizational culture.

- **Effective leaders:**
 - **engage, inspire,** and **motivate** with integrity
 - focus on **value** and align with the overall vision
 - **create a healthy culture** by demonstrating the organizational values
 - **create and communicate** a clear vision
 - **commit** to knowledge and continual learning.

Good leadership balances the global good with individual self-interest.



Organizational structure and design

There are many organizational forms that are designed to optimize how people are positioned and managed to ensure optimal performance and strategic alignment.

Examples of how to categorize:

- Geography and location (centralized or distributed)
- Governance drivers (hierarchical, community-based, market-like)
- Scope of work and responsibility (functional, product/service-based, project-focused).

Core elements of any structure:

- Chain of command
- Roles and responsibilities
- Scope of control
- Decision-making authority
- Departments/teams



Conway's law and digital design

Definition

Conway's Law

"Organizations which design systems [...] are constrained to produce designs which are copies of the communication structures of these organizations".

Meaning

The way an organization communicates and is structured strongly influences how its systems, products, and services are designed.

Modern application

Reverse Conway Approach

Organizations deliberately design team structures to match the desired product or service architecture, enabling modular systems and end-to-end team ownership.

Skills and competencies

Organizations must continually develop and improve both technical and universal skills to meet evolving needs. Some important skills and competencies include:

- Creativity
- Attention to detail
- Problem-solving
- Critical thinking
- Teamwork / collaboration
- Interpersonal skills
- Work ethic
- Emotional intelligence
- Communication
- Adaptability / flexibility
- Time management
- Leadership
- Stress management



Organizations, people and AI

Humans excel at:

- creativity
- empathy
- contextual understanding.

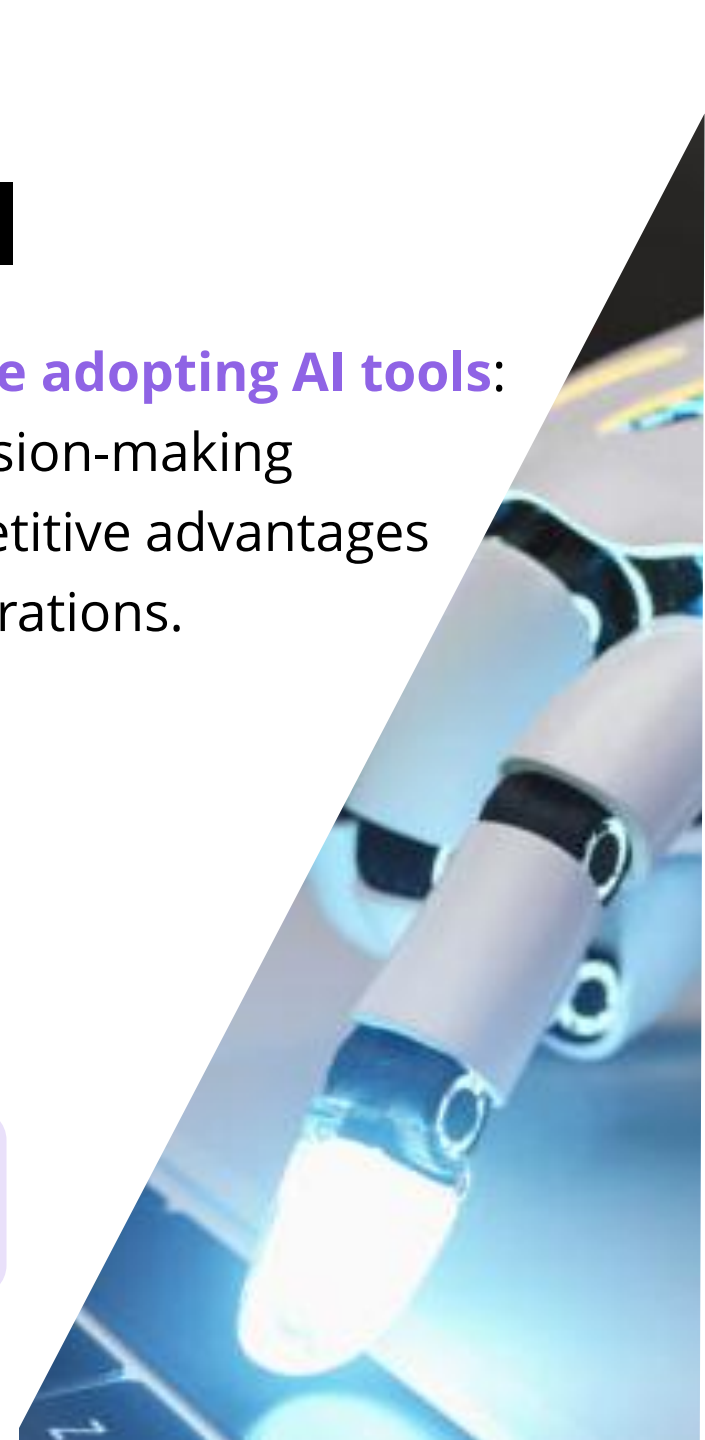
AI supports by:

- processing information: handle data quickly.
- recognizing patterns: detect trends, incidents, performance.
- reducing bias: support fairer, objective decisions.

Organizations are adopting AI tools:

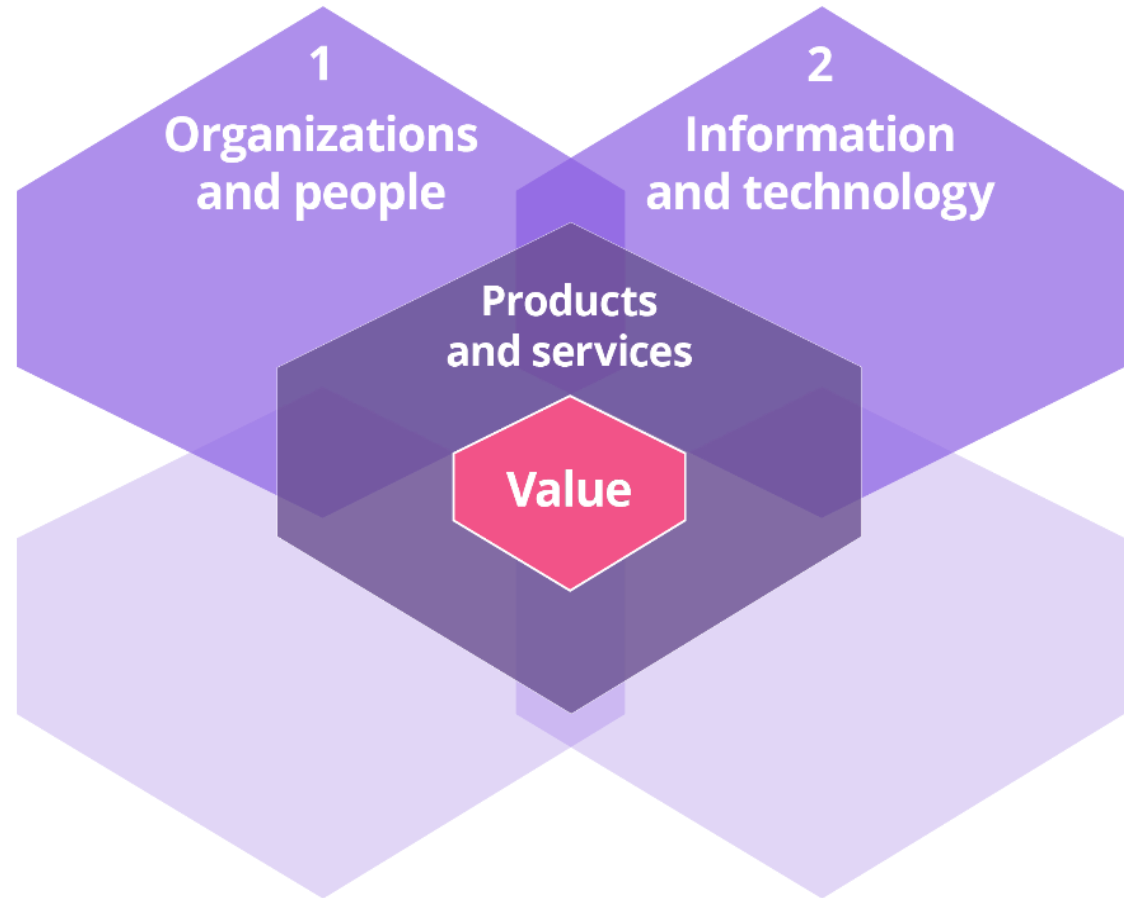
- for critical decision-making
- creating competitive advantages
- optimizing operations.

AI is a collaborative partner, enhancing human strengths and offsetting limitations.



Information and technology

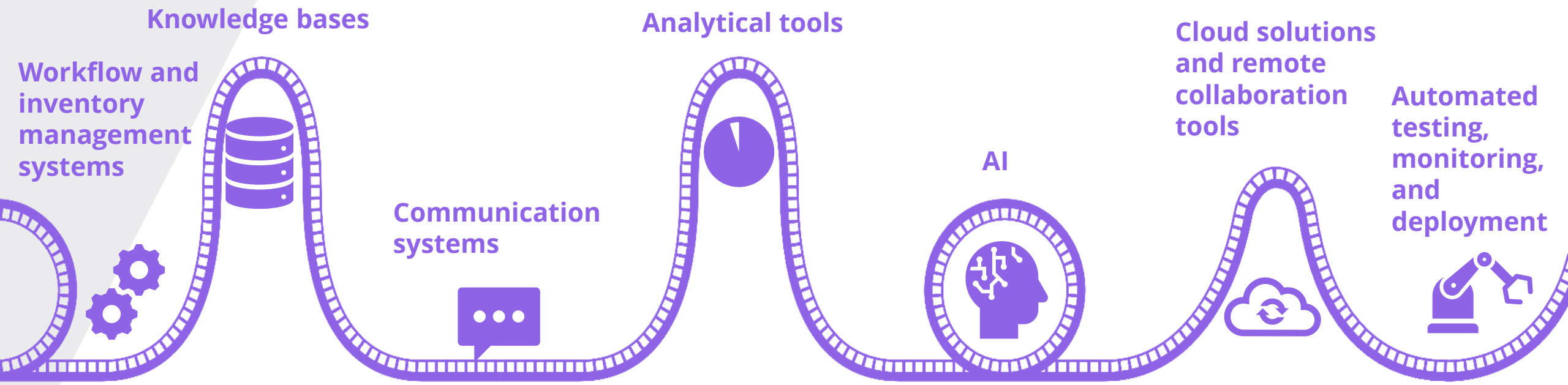
The 'information and technology' dimension addresses **data, information, and technologies** used in digital products and services, as well as those used as part of the organization's **product and service management systems**.



Adapted from Figure 1.4 The ITIL Four Dimensions of Product and Service management

Technology

The technologies that **support** product and service management include, but are not limited to:



Artificial Intelligence

AI supports digital product and service management by enabling smarter decisions and automation.

- AI enables systems to **learn, adapt,** and **execute** tasks that traditionally require human involvement.
- **Enhances** human **decision-making** and management.
- The 6C model describes AI's key functional capabilities.

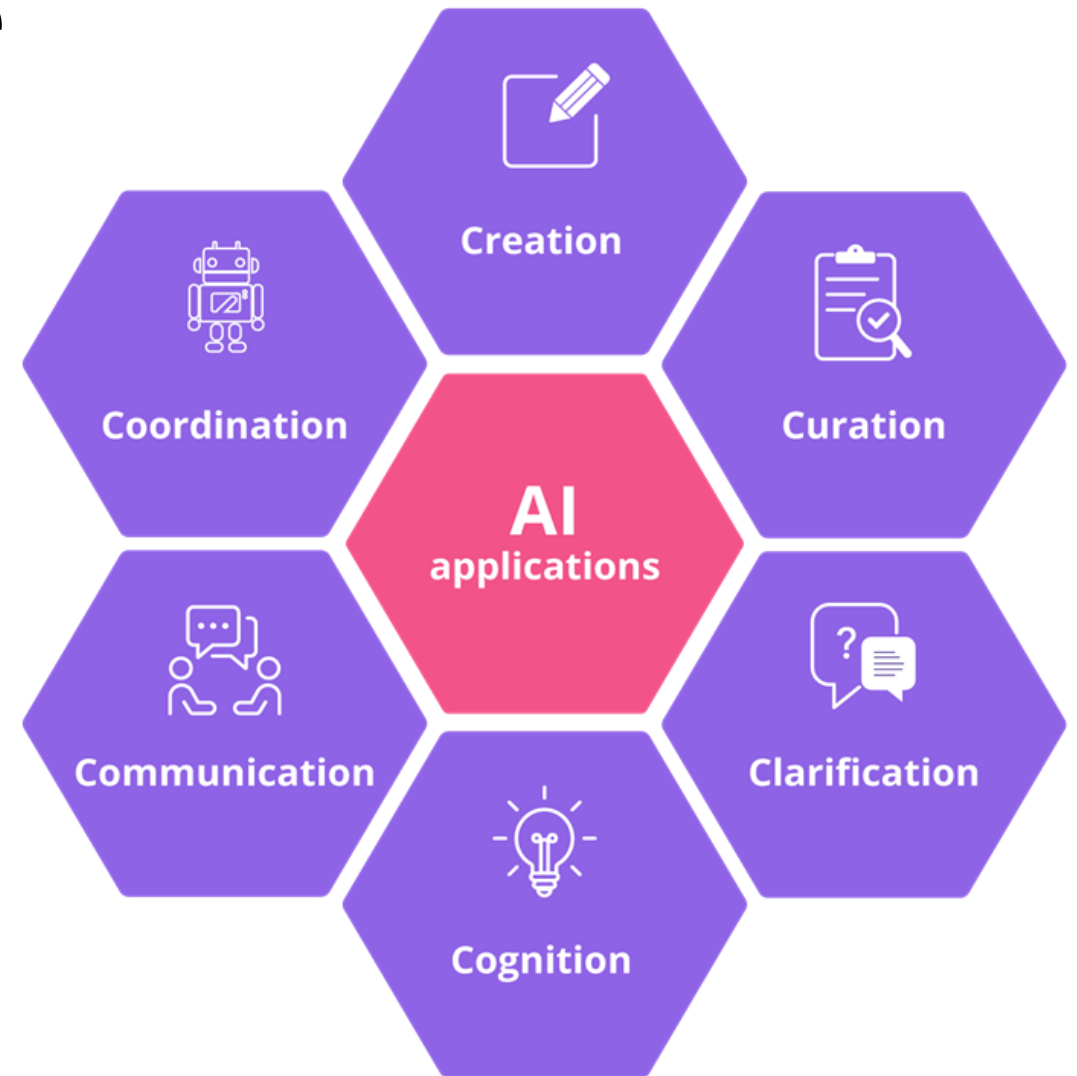


Figure 2.2 The ITIL AI Capability Model

AI challenges and governance



Governance

The system by which an organization directs, controls, and monitors the use of artificial intelligence to ensure that AI-enabled digital products and services create value while remaining ethical, secure, compliant, and aligned with organizational objectives.

With the **growth of GenAI**, organizations must also **address challenges** in governance, ethics, and compliance.



AI tools are **only as good as the data** they are trained on.



Data quality and control are **critical** for effective outcomes.



Governance **requirements** are **increasing** as regulations continue to evolve.



Generative AI adds **new opportunities** but **raises** new data-related **risks**.

Data, information, and knowledge

The amount of data generated and processed continues to grow daily.

- **Data:** raw facts and numbers, no intrinsic meaning.
- **Information:** processed data with context and meaning.
- **Knowledge:** applied information and experience.



Information has value only when it enables outcomes; out-of-context data has no value.

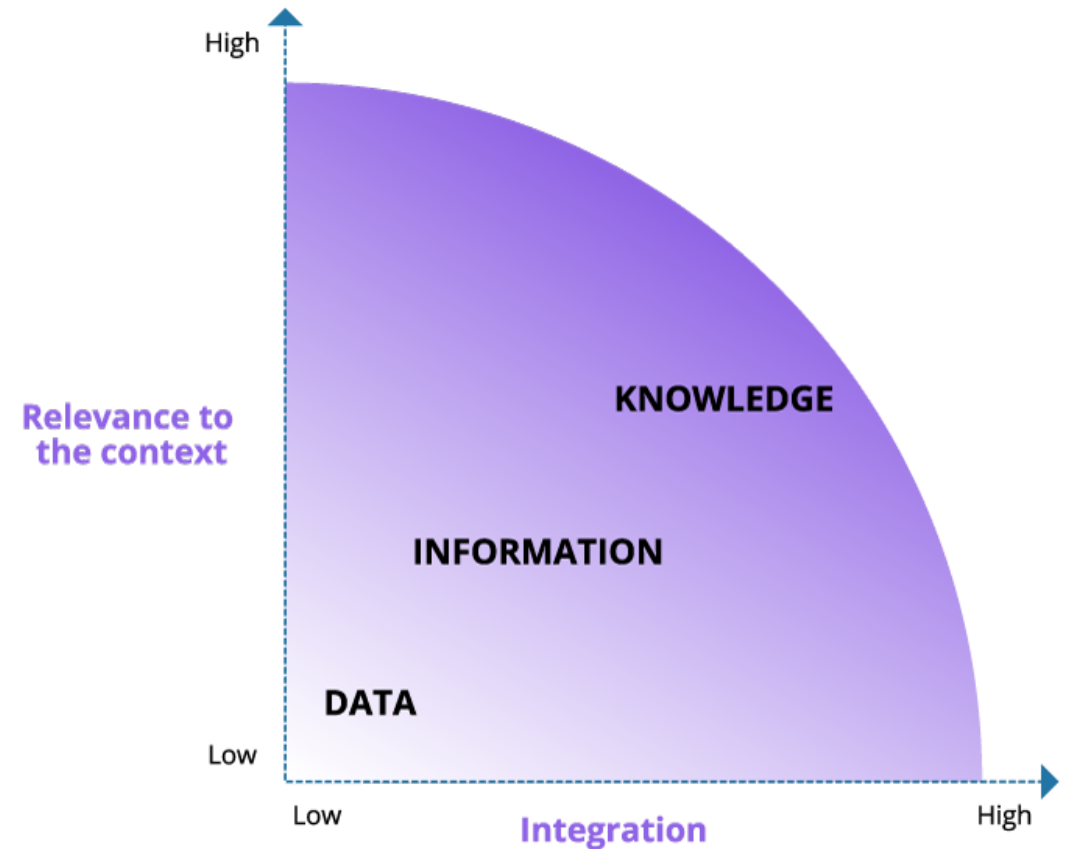


Figure 2.3 The unclear boundaries between data, information, and knowledge

Data governance



Data governance

A system of rules, policies, standards, processes, and controls organizations implement to manage their data assets effectively.

It ensures data remains secure, usable, and reliable throughout its lifecycle, built on six key principles:

- strategic alignment
- accountability and ownership
- policies & procedures
- transparency & auditability
- integrity
- adaptability.



Ensuring value from technology

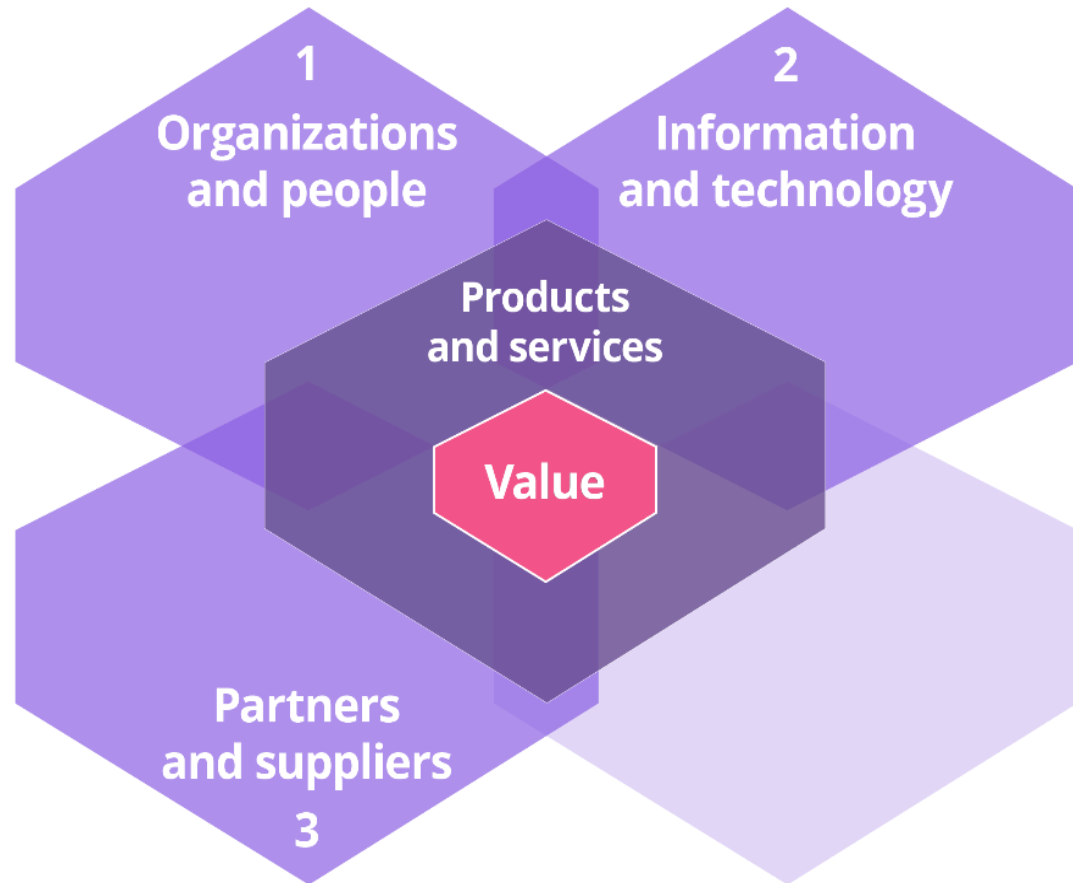
The successful use of automation, data analytics, AI, and digital technology in digital product and service management includes the following three factors:

- **Ensure that the use of technology is considered from the outset** by developing and maintaining an information and technology management approach throughout the product and service lifecycle.
- **Understand and assess** the information and technology capabilities required across the organization's value system, identify capability gaps, and develop action plans to address those gaps.
- **Assess information and technology capability across key areas**, including governance, data, skills, leadership, and infrastructure, to support effective and ethical use of technology and AI.



Partners and suppliers

Every organization depends to some extent on services provided by other organizations.



Adapted from Figure 1.4 The ITIL Four Dimensions of Product and Service management

Working with partners and suppliers

Organizations depend on third-party services, but these relationships vary in scope, formality, and responsibility.

Roles vary:



from providing resources to taking full responsibility for products or services.

Formality differs:



ranges from strict contracts to flexible partnerships.

Managing dependencies:



may involve in-house control or delegated service integration.

Factors influencing supplier strategy

An organization's supplier strategy is shaped by several key factors:

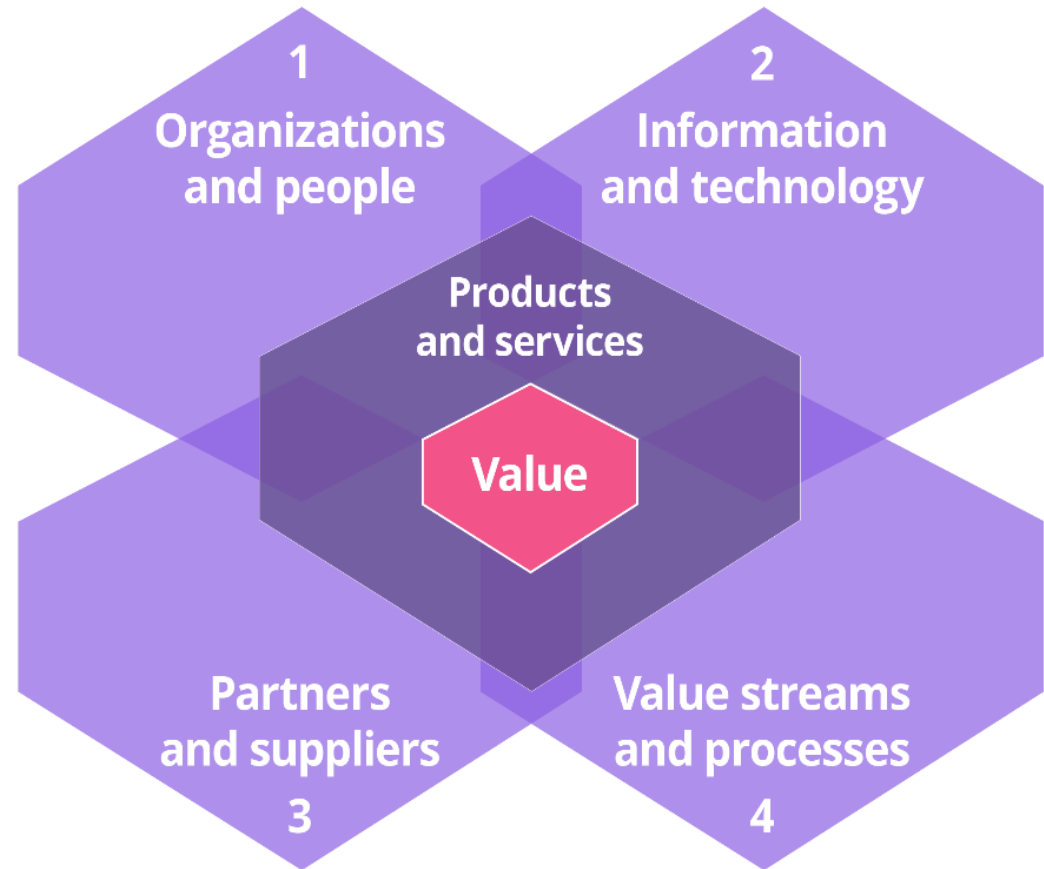
- **Strategic focus**: core versus non-core and outsourced functions.
- **Corporate culture**: historical preferences, bias.
- **Resource scarcity**: lack of needed skills/resources.
- **Cost concerns**: optimizing by whether sourcing externally is more economical.
- **Subject matter expertise**: leveraging supplier knowledge.
- **External constraints**: regulations, policies, codes of conduct.
- **Demand patterns**: seasonal or variable demand.



Value streams and processes

The **value streams and processes** dimension addresses organizational and cross-organizational **workflows**, focusing on what activities the organization undertakes and how they are organized to enable value for stakeholders effectively and efficiently.

Organizations should embrace the **varying complexity** of the **work contexts** and develop the ability to respond according to the specific circumstances.



Adapted from Figure 1.4 The ITIL Four Dimensions of Product and Service management

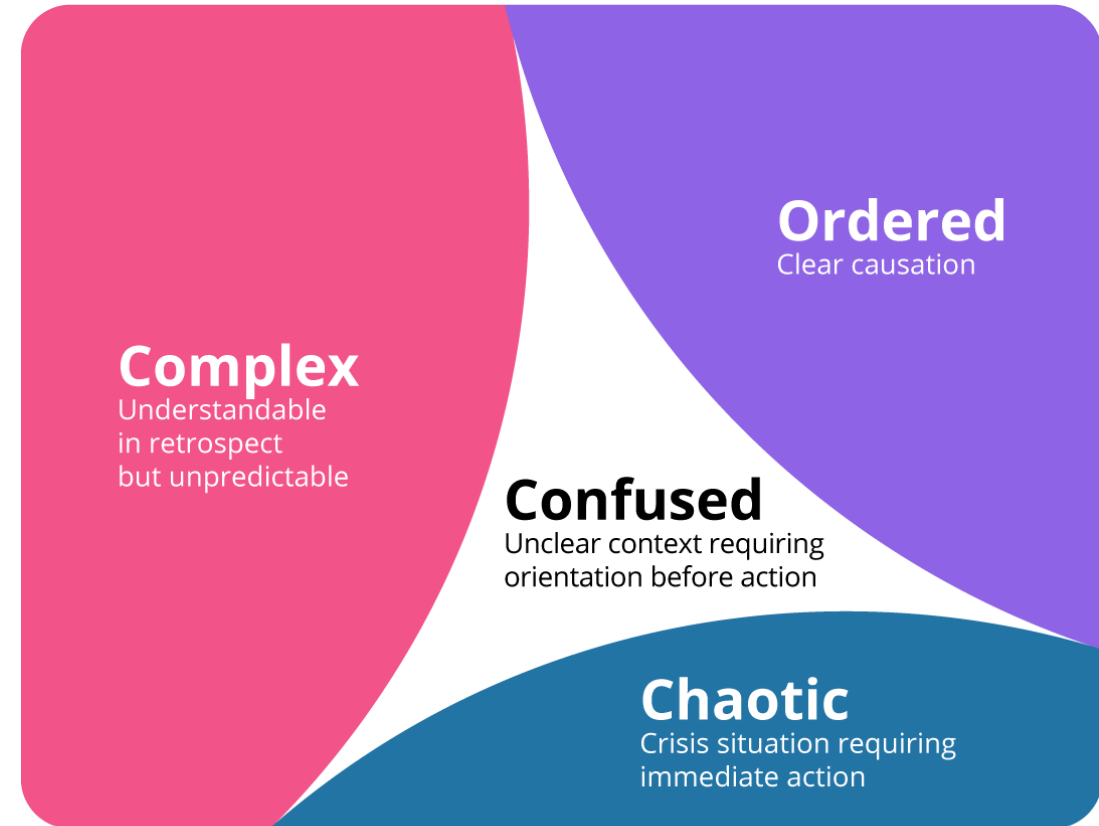
Optimizing workflows for complexity



Complexity thinking

An approach to analysis and decision-making based on the recognition and understanding of the various levels of complexity inherent in the systems and the context in which they operate.

In ITIL, contextual variations are described as four broad categories: **ordered**, **complex**, **chaotic**, and **confused**.



The colours and sizes used in this figure are for illustration purposes only

Figure 2.1 Four types of complexity context

Recap: Key learning points



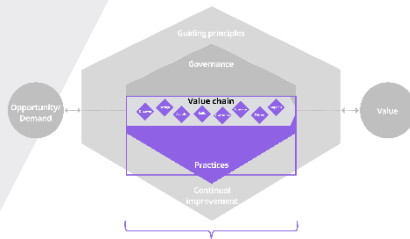
- The purpose of the four dimensions is to ensure a **holistic approach to product and service management**.
- Each dimension is critical to the **effective and efficient facilitation of value** for customers and stakeholders.
- **External factors** influence all four dimensions and must be considered.
- AI **enhances** decision-making and automation across the product and service lifecycle but introduces governance, ethical, and data-quality challenges.
- The ITIL AI Capability Model helps organizations understand **AI maturity and adoption**.



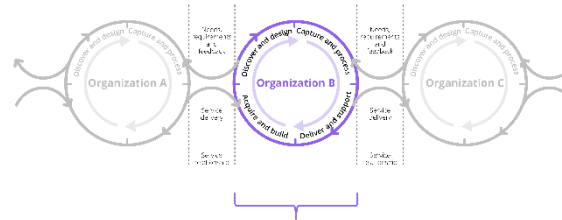
ITIL Foundation | The Big Picture



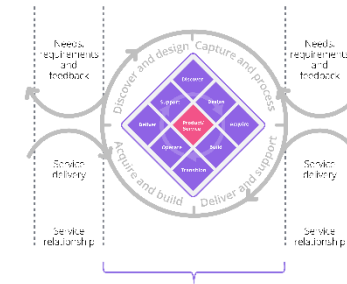
The ITIL Guiding Principles help make **decisions** at **all levels** and in **all circumstances**



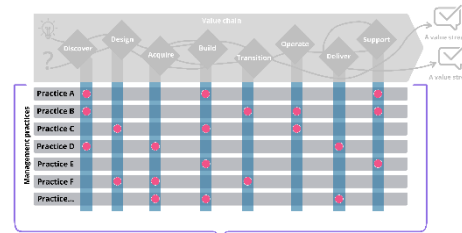
- Each organization has a **value system** enabling value co-creation
- The central component of the value system is a **value chain**: activities the organization performs to manage products and services



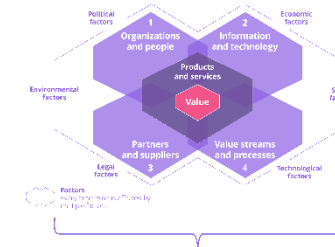
- All organizations are engaged in **service relationships**



- In service relationships, every organization takes responsibility for all or some stages of **the product and service lifecycle**



- The value chain is enabled and supported by the **management practices**



- Management practices integrate **resources from the four dimensions** to form the management capabilities required for effective product and service management within an organization

Question 1 | Answer



Which dimension of product and service management is directly influenced by leadership commitment to psychological safety and continual learning?

A

Partners and suppliers

B

Value streams and processes

C

Information and technology

D

Organizations and people

Question 2 | Answer



Which of the following dimension of product and service management addresses organizational and cross-organizational workflows?

A

Partners and suppliers

B

Information and technology

C

Organizations and people

D

Value streams and processes

Question 3 | Answer



Which dimension of product and service management addresses data and technologies used in digital product and services?

A

Partners and suppliers

B

Value streams and processes

C

Organizations and people

D

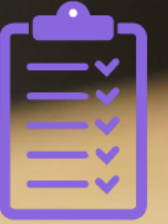
Information and technology

Module 10

ITIL and other frameworks integration



Syllabus



7.1 ITIL and DevOps

- 7.1.1 Understand how ITIL and DevOps can be used together (7.3, 7.3.1)
- 7.1.2 Understand how ITIL and DevOps are complementary in the management of the product and service lifecycle (7.3, 7.3.1)

7.2 ITIL and PRINCE2

- 7.2.1 Understand why project management is important in ITIL (7.3, 7.3.2)
- 7.2.2 Understand how ITIL and PRINCE2 are complementary in the management of the product and service lifecycle (7.3, 7.3.2)

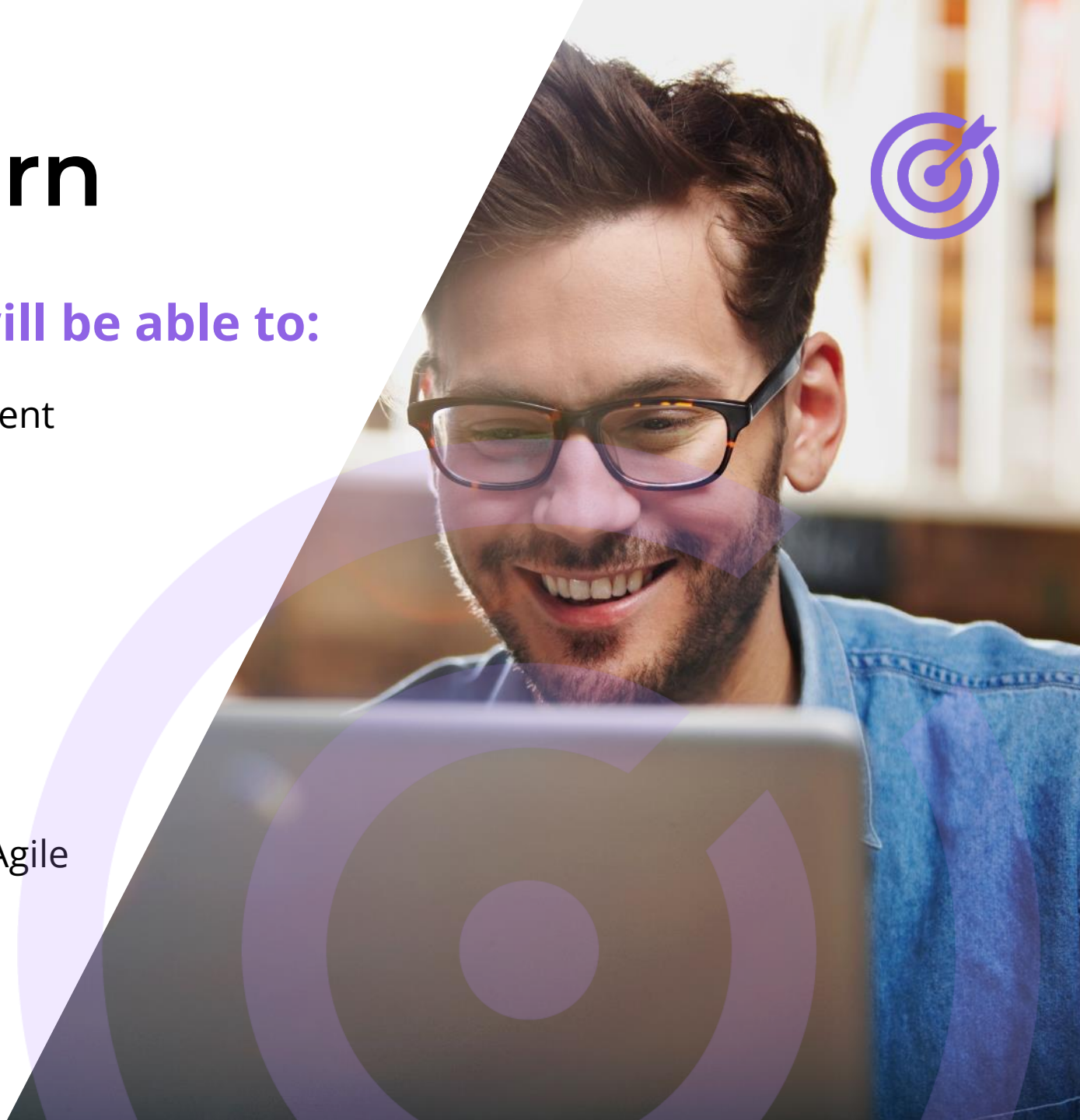


What you will learn



By the end of this module, you will be able to:

- understand how ITIL and DevOps complement each other across the product and service lifecycle
- recognize how ITIL practices can effectively collaborate with DevOps ways of working
- understand why project management is important when applying ITIL practices
- understand how ITIL can be combined with PRINCE2 Project Management or PRINCE2 Agile to deliver products and services effectively.



Integrating ITIL with DEVOPS INSTITUTE



THE LANGUAGE OF GROWTH

- Defines how organizations manage digital products and services.
- Provides a robust framework for digital product and service management.



THE LANGUAGE OF COLLABORATION

- Provides practical techniques for rapid, continuous delivery.
- Offers agile, continuous development and operational practices.

Together, ITIL and DevOps enable resilient, adaptive, and customer-focused outcomes.

Project management in ITIL

- Project management is essential for **delivering change** within the ITIL Value System.
- Project management supports the **transition of project outputs** into managed, valuable services.
- Effective projects ensure **structured, controlled, and strategically aligned** delivery.
- Large or complex initiatives require project-management **comprehensive** methods such as PRINCE2 Project Management.



Integrating ITIL with PRINCE2



THE LANGUAGE OF GROWTH

- Focuses on digital product and service management across the value chain.
- Provides a robust framework for digital product and service management.



THE LANGUAGE OF SUCCESS

- Provides comprehensive methods for project, programme, and portfolio management.
- Supports the delivery of changes that implement or modify products and services.

Together, ITIL and PRINCE2 ensure alignment between strategy, change initiatives, and operations.

Shared principles across frameworks

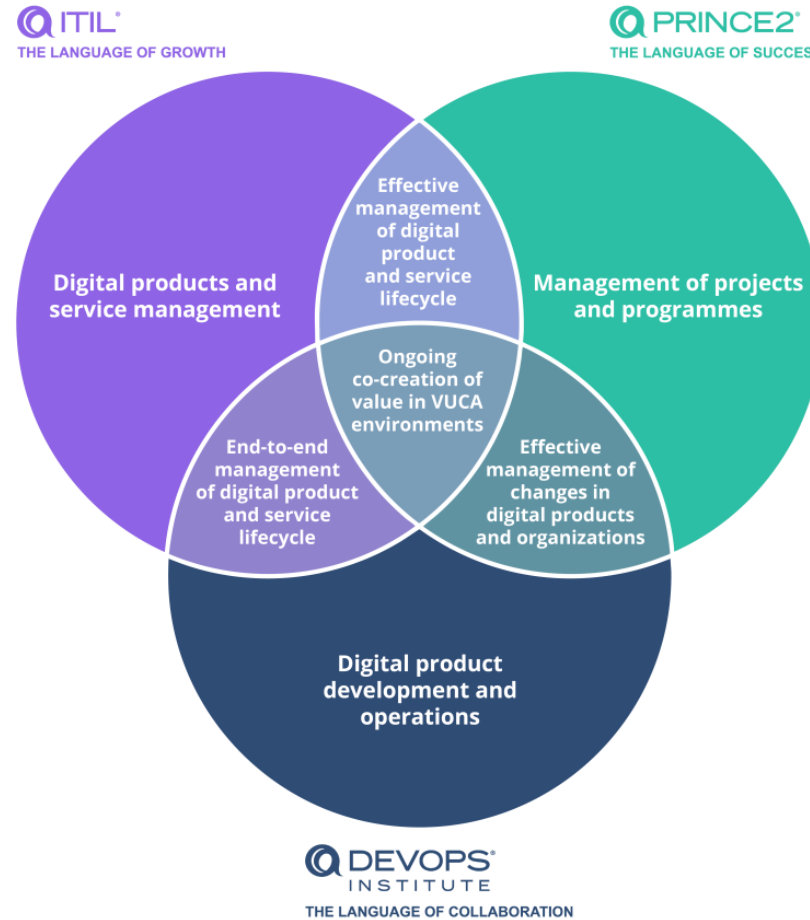


Figure 7.1 Complementary roles of ITIL, PRINCE2 and DevOps

Recap: Key learning points



- How ITIL and DevOps complement each other.
- How ITIL and DevOps practices can **work together effectively**.
- The importance of **project management in ITIL**.
- How **ITIL integrates with PRINCE2 Project Management and PRINCE2 Agile** to support product and service delivery.
- ITIL, PRINCE2, Agile, and DevOps share fundamental principles, enabling frameworks to work together and enhance organizational performance across end-to-end value delivery.





Knowledge
check!

Question 1 | Answer



How does ITIL collaborate with DevOps practices to support digital product and service management?

A By providing the framework while DevOps supplies practices and techniques

B By replacing DevOps practices with standardized service management processes

C By limiting DevOps usage to software development activities

D By positioning DevOps as a governance framework over ITIL

Question 2 | Answer



Why is project management important within the ITIL framework?

A

It governs daily service operations

B

It replaces product and service management practices

C

It supports the implementation and transformation of products and services

D

It defines service level targets and metrics

Question 3 | Answer



How can ITIL and PRINCE2 Agile be used together to deliver products and services?

A

ITIL replaces PRINCE2 governance structures

B

PRINCE2 Agile defines service management practices

C

ITIL manages projects while PRINCE2 Agile manages the daily and overall delivery of services

D

ITIL provides service management guidance while PRINCE2 Agile manages project delivery

What's next?

Prepare for your exams!

Sample Papers

- 2 Sample Papers.
- Multiple-choice questions.
- Closed book.
- You have 60 minutes per Sample Paper.
- Self-marked. Aim to achieve at least 26 correct answers out of 40 (65% pass mark, in line with the actual exam requirements).

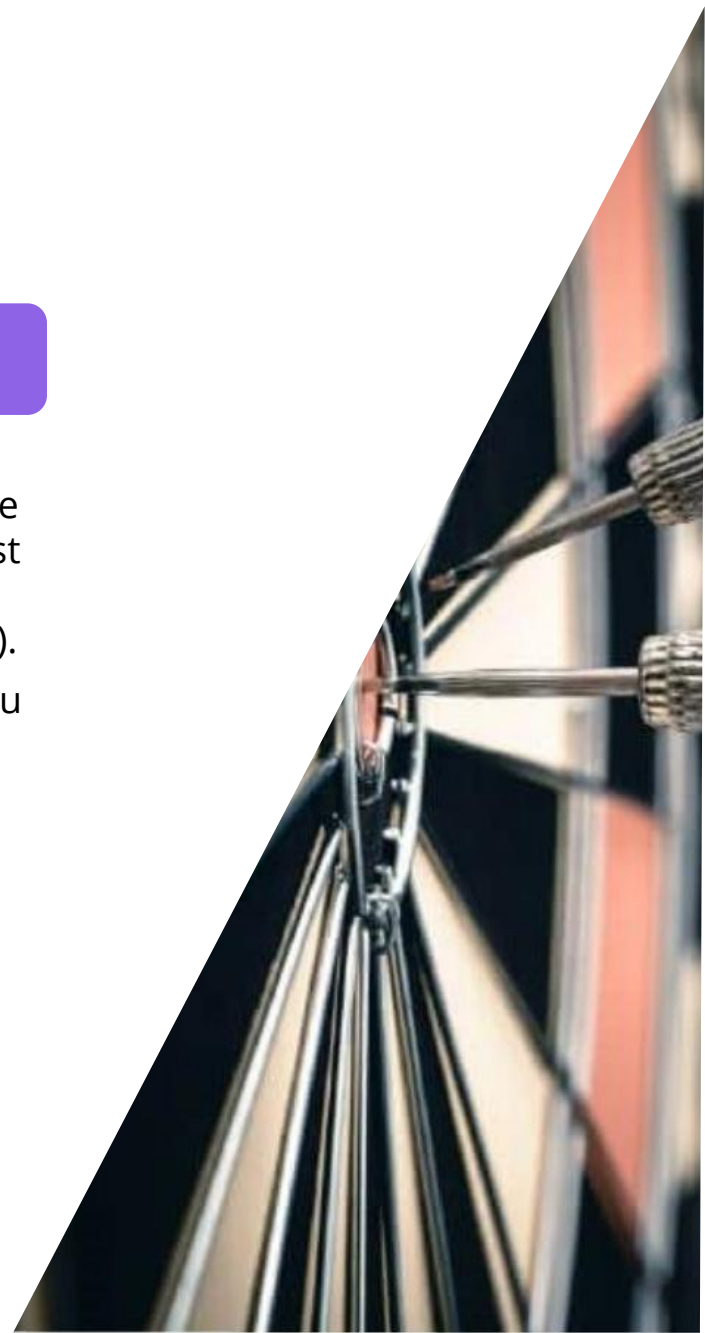
Official Mock Exams

- 2 Mock Exams (to familiarise yourself with the exam experience and additional content).
- Multiple-choice questions.
- Closed book.
- You have 60 minutes per Mock Exam.
- Auto-marked. You can see your score on the spot!

Take²

- Re-sit exam option, can only be purchased before taking your exam (at least 15 minutes before the scheduled exam session).
- Get another chance if you do not achieve a satisfactory result – at a fraction of the cost.
- Schedule your re-sit at your convenience.

Note: The above may vary by module.



Exam information

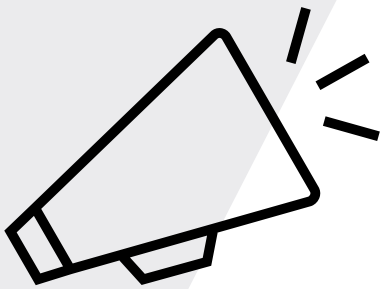
- Closed book
- 60 minutes
- 40 questions
- 65% pass mark (26/40)



What's next?

- Become a PeopleCert Plus member to gain access to unlimited resources, including Mock Exams and Take².
- Register for your exam and begin your certification journey.
- Celebrate your success by sharing your digital badge or digital certificate.
- Log your Continuing Professional Development (CPD) points to keep your certificate active and continue receiving the associated benefits.
- Explore the PeopleCert Portfolio, including ITIL, PRINCE2, DEVOPS INSTITUTE, and City & Guilds.

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Do you speak ITIL?
itil.com