

## Let's Get to Know Each Other

Introduce yourself in the following format:

- Name
- Company
- Role and background
- ► Familiarity with ITIL 4 core concepts and their practice
- Experience in application development, infrastructure development, and/or operations
- Expectations from this course



# Course Learning Objectives

- Service Management: Key Concepts
- The Guiding Principles
- The Four Dimensions Of Service Management
- The ITIL Service Value System Service Value Chain
- Continual Improvement
- The ITIL Practices



### Introduction to ITIL 4

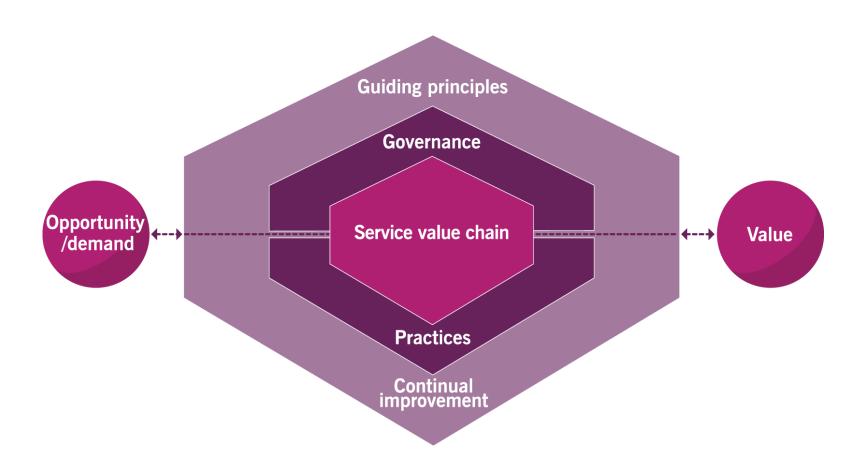
ITIL 4 provides a practical and flexible approach to support various organizations on their journey to the new world of digital transformation.

ITIL 4 provides an end-to-end digital operating model for the delivery and operation of IT-enabled products and services and enables IT teams to continue play an important role in a wider business strategy. ITIL 4 also provides a holistic end-to-end approach that integrates frameworks such as Lean, Agile, and DevOps.



## Structure and Benefits of ITIL 4

The following figure shows the structure of the Service Value System.





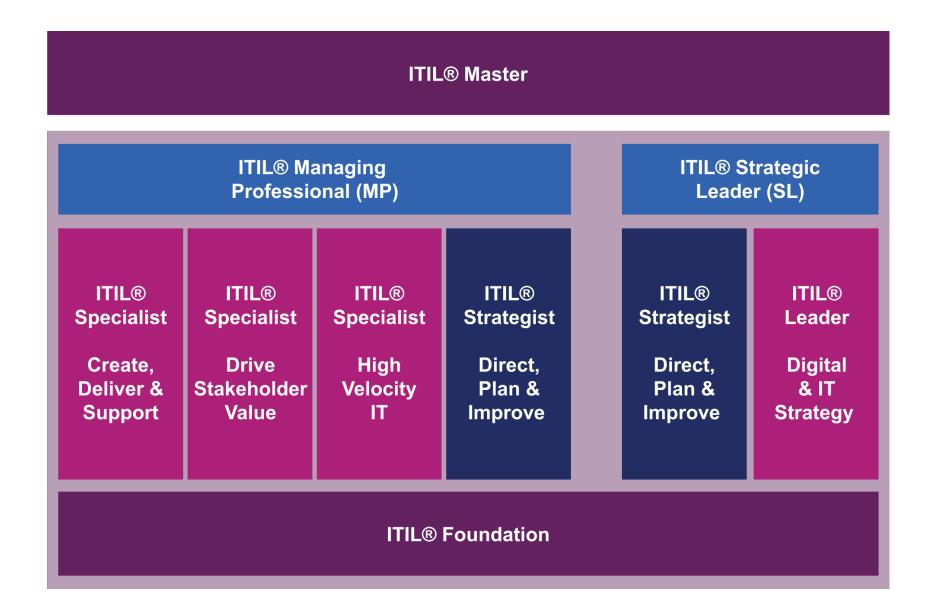
## **Exam Details**

At the end of the course, an exam will be conducted. The exam details are:

- ▶ Bloom Level: 1 and 2
- Exam Format:
  - Close Book format
  - Web-based and paper-based
- ▶ Questions: 40 Multiple Choice Questions (MCQs)
- ► Passing Score: 65%
- **►** Exam Duration:
  - 60 minutes
  - 15 minutes extra for non-native English speakers
- ► **Proctoring**: Live/Webcam



## ITIL 4 Certification Scheme

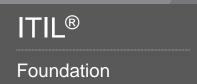




## Service Management

### **Service Management**

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



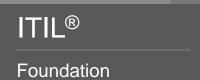
## Module Learning Objectives

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

- Understand the concept of value and co-creation of value by service provider and service consumer.
- Understand how organizations create value through products and services.
- Identify the importance of service relationships and service relationship management.
- Describe the key concepts of creating value with services, including outcome, output, cost, risk, utility and warranty.

**TOPIC 1** 

# VALUE AND VALUE CO-CREATION



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

# Organization

### **Organization**

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

(adapted from ISO 9001:2015)

An organization can be a legal entity, a part of a legal entity, or a number of legal entities.



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Value

### **Value**

"Value is the perceived benefits, usefulness and importance of something."



Value and Value Co-Creation

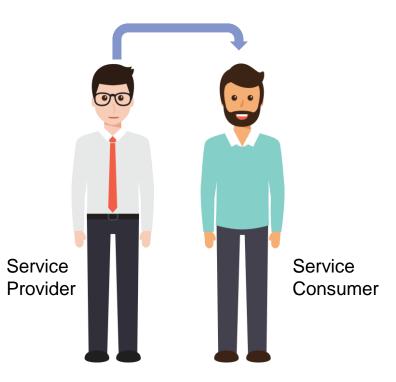
Value: Services, Products, and Resources

Service Relationships

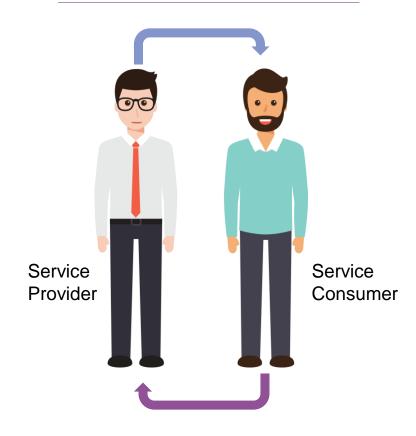
Value: Outcomes, Costs, and Risks

## Co-Creation of Value

There was a time when the relationship between the service provider and service consumer was considered to be monodirectional and distant.



Over the time, organizations recognized that value is co-created through an active collaboration between service providers and service consumers.





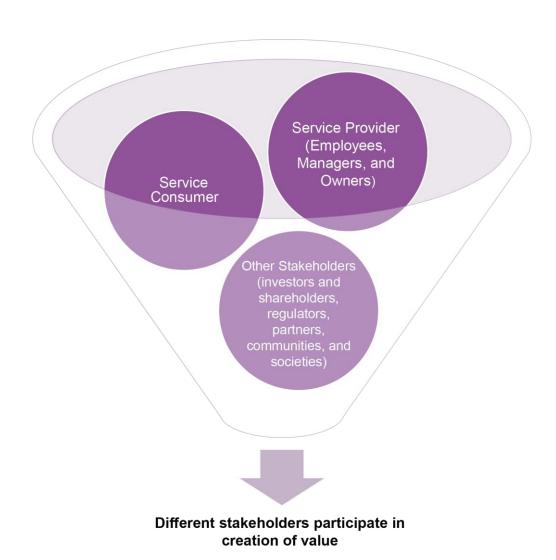
Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Service Providers, Service Consumers, and Other Stakeholders





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

### Service Providers

#### **Service Provision**

"When provisioning services, an organization takes on the role of the service provider. The provider can be external to the consumer's organization, or they can both be part of the same organization."

It is important that the service provider has a clear understanding of who its consumers are in a given situation and who the other stakeholders are in the associated service relationships.



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

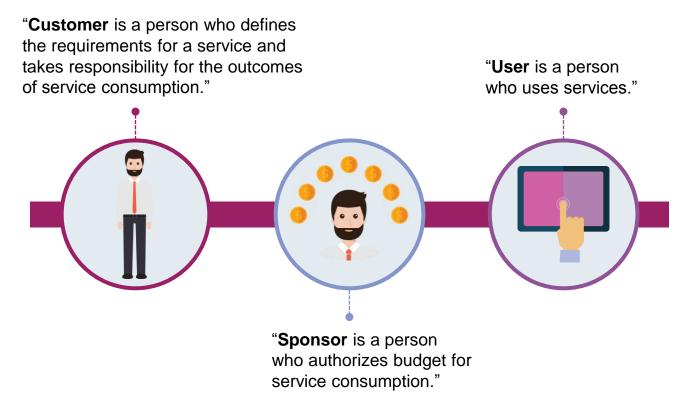
Value: Outcomes, Costs, and Risks

### Service Consumers

#### **Service Consumers**

"When receiving services, an organization takes on the role of the service consumer."

Service consumer is a generic role; in practice, service consumption includes more specific roles: customer, user, and sponsor.



TOPIC 2

VALUE: SERVICES, PRODUCTS, AND RESOURCES



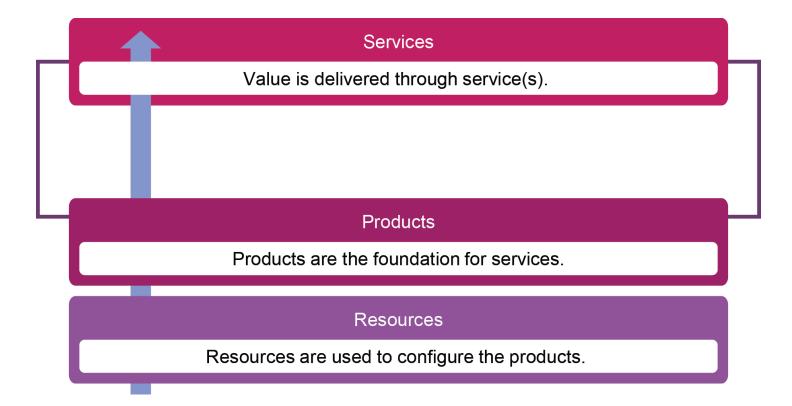
Value and Value Co-Creation

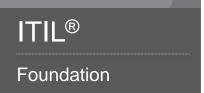
Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Products, Services, and Resources





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Services

### **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."



Value and Value Co-Creation

Value: Services, Products, and Resources

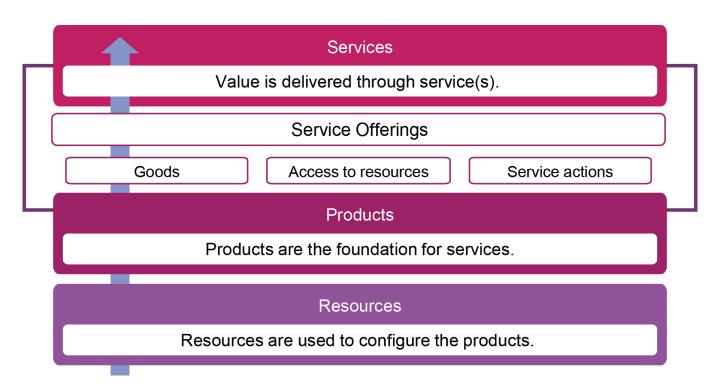
Service Relationships

Value: Outcomes, Costs, and Risks

## Service Offerings

### **Service Offering**

"A description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions."





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

# Components of Service Offerings

The table provides the description and example for the typical components of a service offering.

Component	Description	Example
Goods	<ul> <li>Supplied to the consumer</li> <li>Ownership is transferred to the consumer</li> <li>Consumer takes responsibility for future use</li> </ul>	Mobile, laptop
Access to resources	<ul> <li>Ownership is not transferred to the consumer</li> <li>Access is granted or licensed to the consumer under agreed terms and conditions</li> <li>Consumer can access the resources during the agreed consumption period and according agreed service terms</li> </ul>	Internet network, license for operating system
Service actions	<ul> <li>Performed by the service provider to address a consumer need</li> <li>Performed according to agreement with the consumer</li> </ul>	User support

TOPIC 3

# SERVICE RELATIONSHIPS



Value and Value Co-Creation

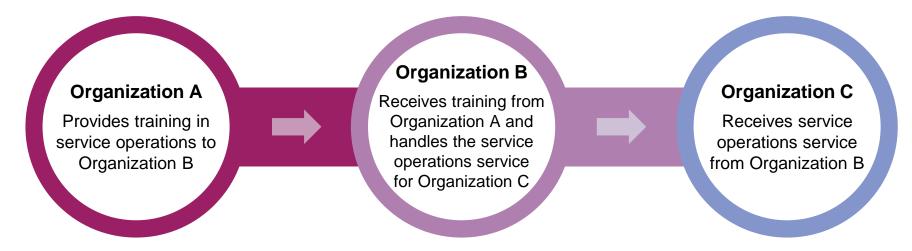
Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## What are Service Relationships?

Service relationships are established between two or more organizations to co-create value. In a service relationship, organizations will take on the roles of service providers or service consumers. The two roles are not mutually exclusive, and organizations typically both provide and consume a number of services at any given time.



**Organization B** is service consumer for **Organization A** and service provider for **Organization C**.



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Service Relationship Management

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





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Service Provisioning

### Service provisioning includes:

- ▶ Management of the provider's resources, configured to deliver the service
- Access to these resources for users
- Fulfilment of the agreed service actions
- Service level management and continual improvement

Service provisioning may also include the supplying of goods.





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

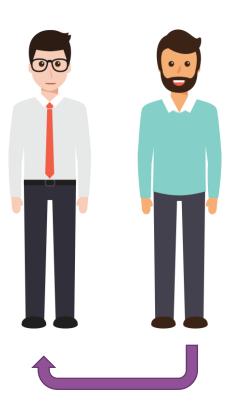
Value: Outcomes, Costs, and Risks

## **Service Consumption**

### Service consumption includes:

- Management of the consumer's resources needed to use the service
- Service use actions
- Utilization of the provider's resources
- Request of service actions to fulfill

Service consumption may also include the receiving (acquiring) of goods.





Value and Value Co-Creation

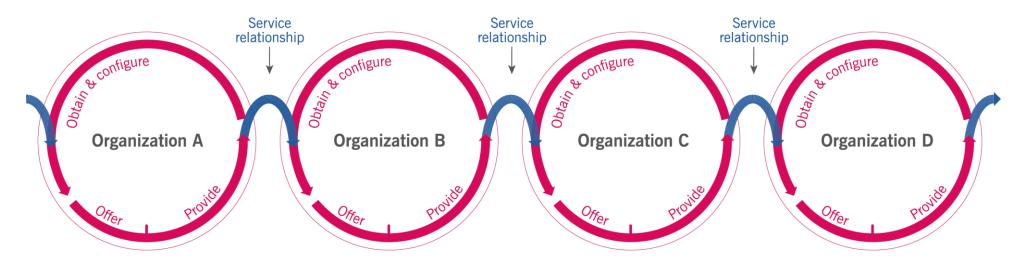
Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Service Relationship Model

When service provider deliver services, they either create new resources for service consumers or modify their existing resources. The service consumers can use their new or modified resources to create their own products to fulfill the needs of another target consumer group, and become a service provider. These service relationships and interactions are depicted through the service relationship model.



The Service Relationship Model

**TOPIC 4** 

VALUE: OUTCOMES, COSTS, AND RISKS



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

### Services Facilitate Outcomes

#### **Services Facilitate Outcomes**

"A service is 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**."

As specified in the definition of service, service providers help the service consumers to achieve outcomes, and in doing so, take on some of the associated risks and costs.



Value and Value Co-Creation

Value: Services, Products, and Resources

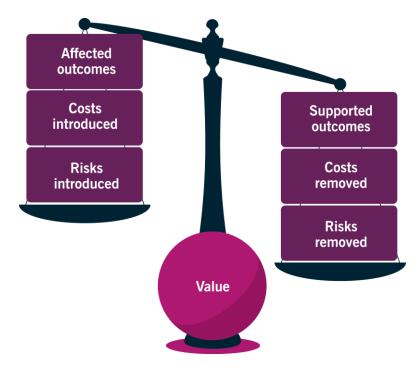
Service Relationships

Value: Outcomes, Costs, and Risks

## Outcomes, Costs, and Risks

Achieving desired outcomes requires resources (and therefore costs) and are often related to risks.

Also service relationships can introduce new risks and costs, or they can negatively affect some of the anticipated outcomes, while supporting others. Service relationships are perceived as valuable only when they have more positive effects than negative.





Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

# **Outputs and Outcomes**

A service provider produces **outputs** that help its consumers to achieve certain **outcomes**.

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

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



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Costs

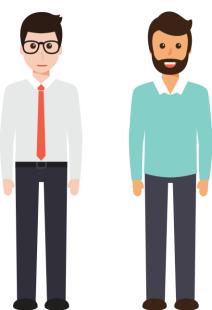
### Cost

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

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

Costs removed from the consumer by the service

(part of the value proposition)



Costs imposed on the consumer by the service

(costs of service consumption)



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Risks

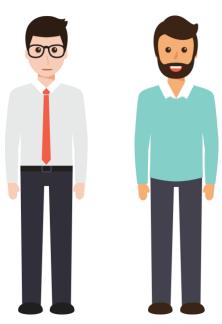
### Risk

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

From the service consumer's perspective, there are two types of risks:

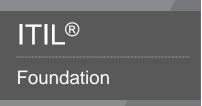
Risks removed from the consumer by the service

(part of value proposition)



Risks imposed on the consumer by the service

(risks of service consumption)



Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

## Utility and Warranty

The assessment of overall utility and warranty is important to evaluate whether or not a service or service offering will facilitate the desired outcomes for the consumers and create value for them.

### **Utility**

Utility is the functionality offered by a product or service to meet a particular need.

- Represents what the service does
- Determines whether a service is 'fit for purpose'
- Requires that a service must either support the performance of the consumer or remove constraints from the consumer

### Warranty

Warranty is the assurance that a product or service will meet agreed requirements.

- Represents how the service performs
- Determines whether a service is 'fit for use'
- ▶ Requires that a service has defined and agreed conditions that are met
- ► Ensures the appropriate level of availability, capacity, continuity, and security

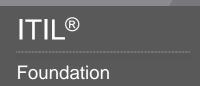


# Identifying Guiding Principles

- 1. Focus on Value
- 2. Start Where You Are
- 3. Progress Iteratively with Feedback
- 4. Collaborate and Promote Visibility
- 5. Think and Work Holistically
- 6. Keep it Simple and Practical
- 7. Optimize and Automate

**TOPIC 1** 

# THE SEVEN GUIDING PRINCIPLES



The Seven Guiding Principles

Applying the Guiding Principles

## Focus on Value

The principle "Focus on Value" aims at creating value for service consumers. To achieve this value, organizations need to tie back the different activities (directly or indirectly) that they do in a logical way.



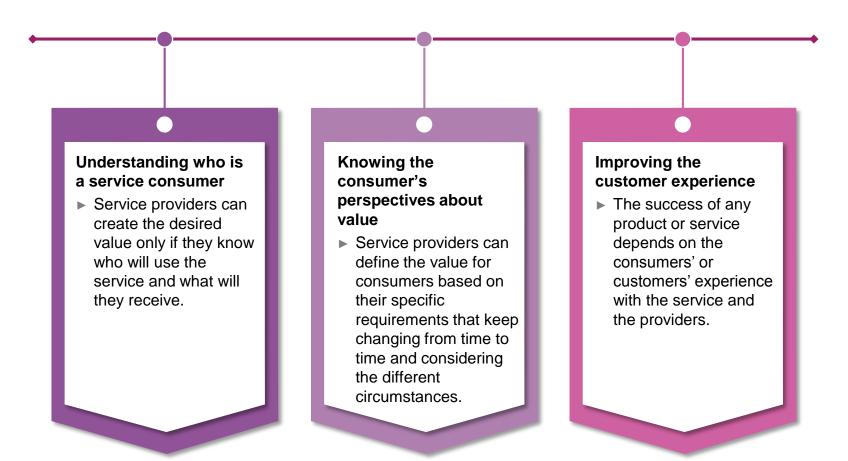
The Seven Guiding Principles

Applying the Guiding Principles

## Focus on Value (Contd.)

#### **Aspects to Consider**

The following aspects can help organizations in creating value:





The Seven Guiding Principles

Applying the Guiding Principles

#### Start Where You Are

The principle "Start Where You Are" focuses on considering what is already available instead of starting from scratch (or reusability). To achieve this, analyzing the existing state is essential to identify what can be helpful in creating the new value.



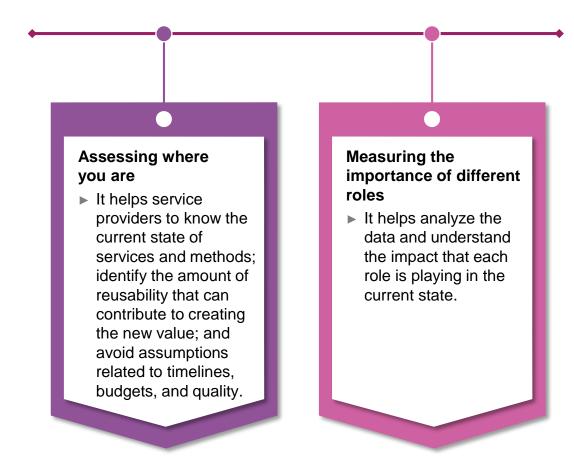
The Seven Guiding Principles

Applying the Guiding Principles

## Start Where You Are (Contd.)

#### **Aspects to Consider**

When an organization decides to remove the existing services, processes, people, and tools, they should consider the following aspects:





The Seven Guiding Principles

Applying the Guiding Principles

## Progress Iteratively With Feedback

The principle "Progress Iteratively With Feedback" focuses on avoiding everything in a go and gathering the timely feedback. To achieve this, breaking down the work into smaller, manageable components is essential to iteratively accomplish the initiative.

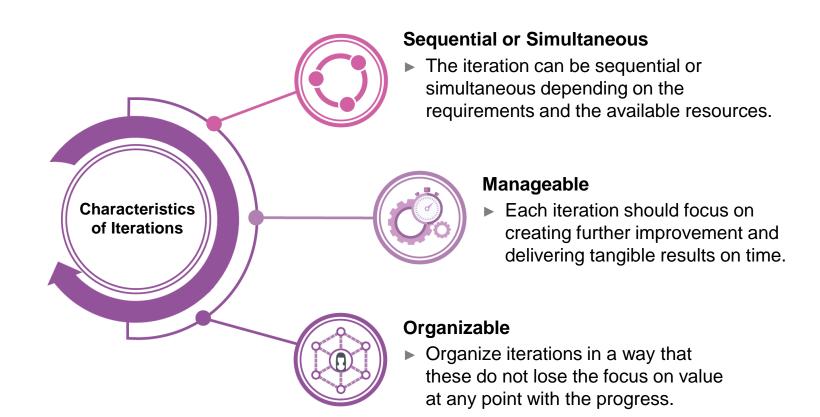


The Seven Guiding Principles

Applying the Guiding Principles

## Progress Iteratively With Feedback (Contd.)

Iterations also help in gathering early feedback. Getting the feedback before, throughout, and after each iteration ensures everything is progressing as per the expectations, and the focus is on value.





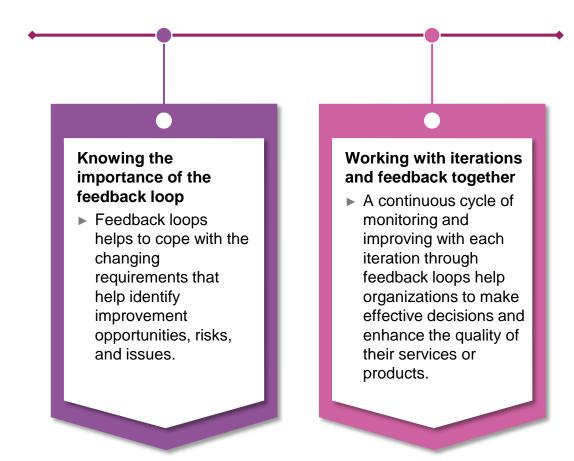
The Seven Guiding Principles

Applying the Guiding Principles

## Progress Iteratively With Feedback (Contd.)

#### **Aspects to Consider**

Organizations when planning to work on an improvement initiative should consider the following aspects for its success:





The Seven Guiding Principles

Applying the Guiding Principles

## Collaborate and Promote Visibility

The principle "Collaborate and Promote Visibility" focuses on removing silos and building trust. To achieve this, the people of an organization need to work together and share information to the greatest degree possible.



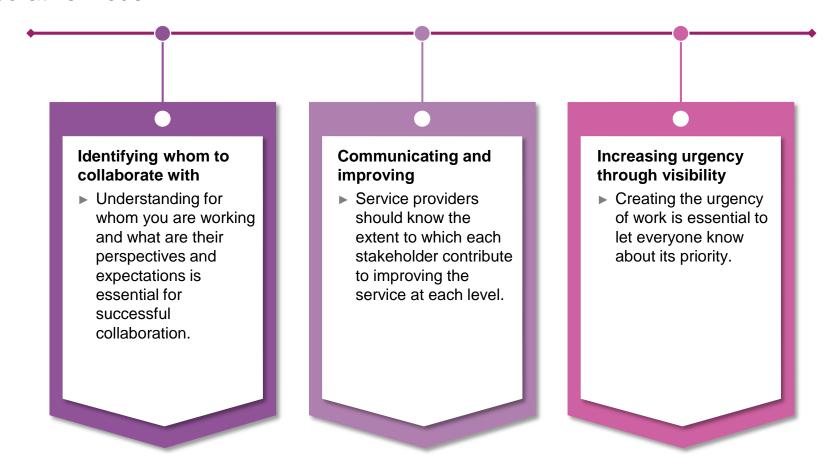
The Seven Guiding Principles

Applying the Guiding Principles

## Collaborate and Promote Visibility (Contd.)

#### **Aspects to Consider**

Organizations should consider the following aspects when they are planning to work in a collaborative mode:

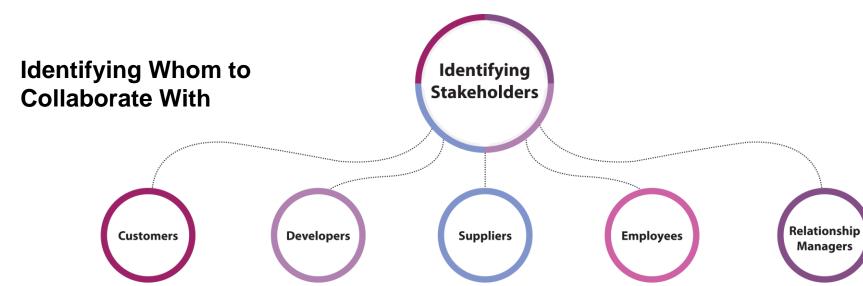




The Seven Guiding Principles

Applying the Guiding Principles

## Collaborate and Promote Visibility (Contd.)



- →I "Customers collaborating with each other to create a shared understanding of their business issues."
- →ı "Developers working with other internal teams to ensure that what is being developed can be operated efficiently and effectively. Developers should collaborate with technical and non-technical operational teams to make sure that they are ready, willing and able to transition the new or changed service into operation, perhaps even participating in testing. Developers can also work with operations teams to investigate defects (problems) and to develop workarounds or permanent fixes to resolve these defects."
- →I "Suppliers collaborating with the organization to define its requirements and brainstorm solutions to customer problems."
- "Internal and external suppliers collaborating with each other to review shared processes and identify opportunities for optimization and potential automation."
- →I Employees collaborate with each other to deliver quality services or products.
- →I "Relationship managers collaborating with service consumers to achieve a comprehensive understanding of service consumer needs and priorities."



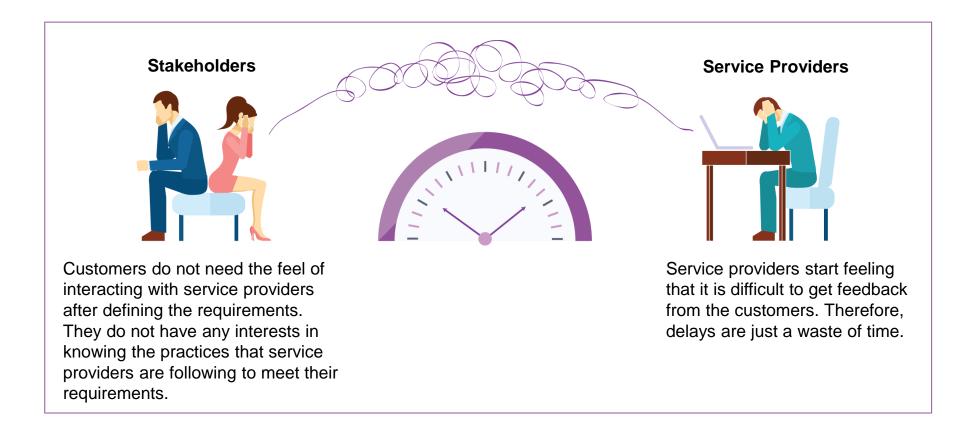
The Seven Guiding Principles

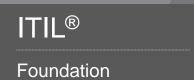
Applying the Guiding Principles

## Collaborate and Promote Visibility (Contd.)

#### **Identifying Whom to Collaborate With (Contd.)**

Effective interaction with the customers, considering their importance, is essential for organizations to deliver the expected results. Ineffective interaction with customers can lead to the following situations.





The Seven Guiding Principles

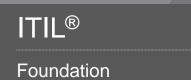
Applying the Guiding Principles

## Collaborate and Promote Visibility (Contd.)

#### **Communicating and Improving**

When working on improvement initiatives, service providers should know the extent to which each stakeholder contribute to improving the service at each level.

For example, service providers might need to involve some stakeholders at a detailed level, and some as reviewers or approvers.



The Seven Guiding Principles

Applying the Guiding Principles

#### Collaborate and Promote Visibility (Contd.)

#### **Increasing Urgency Through Visibility**

Creating the urgency of work is essential to let everyone know about its priority.

For example, when the stakeholders do not know about what the workload is and how the work is progressing, they think that the work is not a priority. In the same way, if employees have poor visibility about the improvement initiative, they consider it as a low-priority activity.



The Seven Guiding Principles

Applying the Guiding Principles

## Think and Work Holistically

The principle "Think and Work Holistically" focuses on working in an integrated way. To achieve this, the various activities of an organization should focus on the delivery of value.



The Seven Guiding Principles

Applying the Guiding Principles

## Keep it Simple and Practical

The principle "Keep it Simple and Practical" focuses on simplifying the complex work methods. To achieve this, identify and eliminate processes, services, actions, or metrics that do not add any value to the outcome.



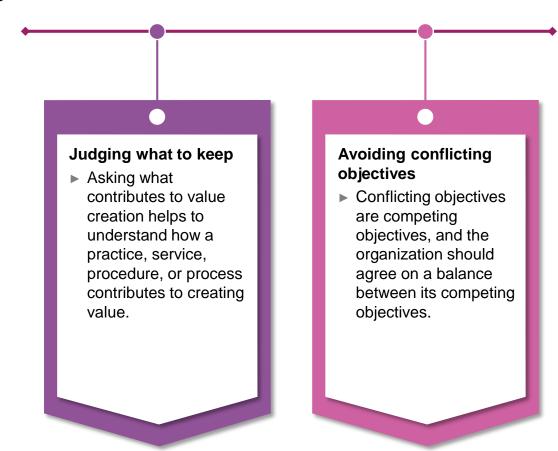
The Seven Guiding Principles

Applying the Guiding Principles

## Keep it Simple and Practical (Contd.)

#### **Aspects to Consider**

Organizations should consider the following aspects when they are planning to bring simplicity to the system.





The Seven Guiding Principles

Applying the Guiding Principles

## Optimize and Automate

The principle "Optimize and Automate" focuses on optimizing the work carried out by its human and technical resources. To achieve this, organizations should automate work to the possible extent that requires minimal human intervention.



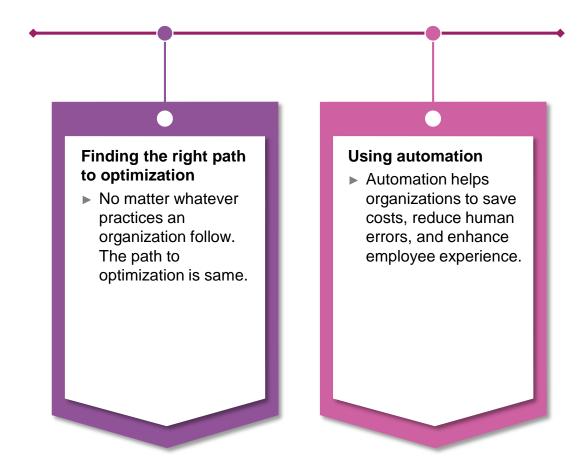
The Seven Guiding Principles

Applying the Guiding Principles

## Optimize and Automate (Contd.)

#### **Aspects to Consider**

Organizations should consider the following aspects when they are planning optimize the value of work through automation.





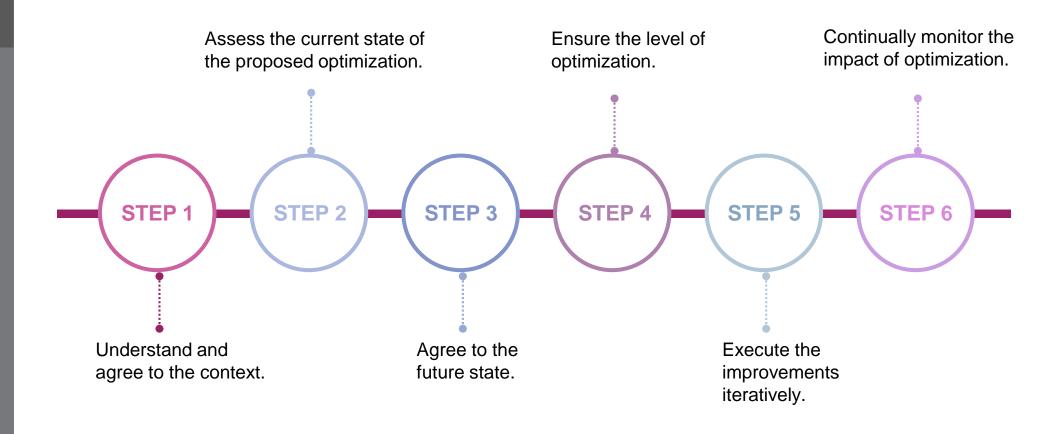
The Seven Guiding Principles

Applying the Guiding Principles

## Optimize and Automate (Contd.)

#### **Finding the Right Path to Optimization**

No matter whatever practices an organization follow, the path to optimization consists of the following steps:





The Seven Guiding **Principles** 

Applying the Guiding Principles

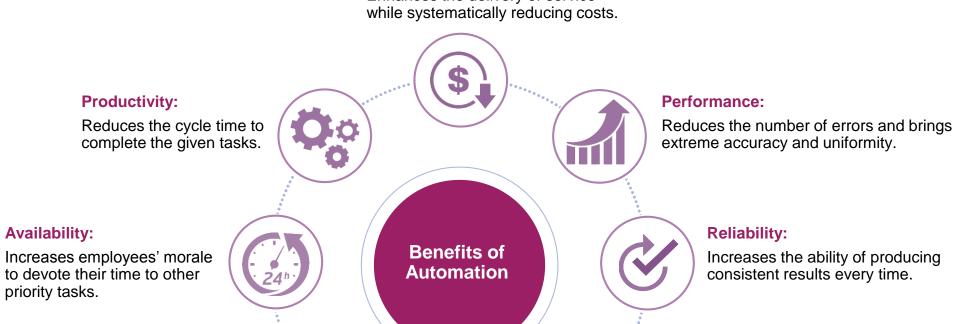
## Optimize and Automate (Contd.)

#### **Using Automation**

**Automation** is the process of using technology to maximize the value of work with minimal human intervention.

#### **Cost Reduction:**

Enhances the delivery of service





The Seven Guiding Principles

Applying the Guiding Principles

## Interaction Among Principles

Guiding principles interact with each other. Therefore, always remember to recognize how they depend on each other.

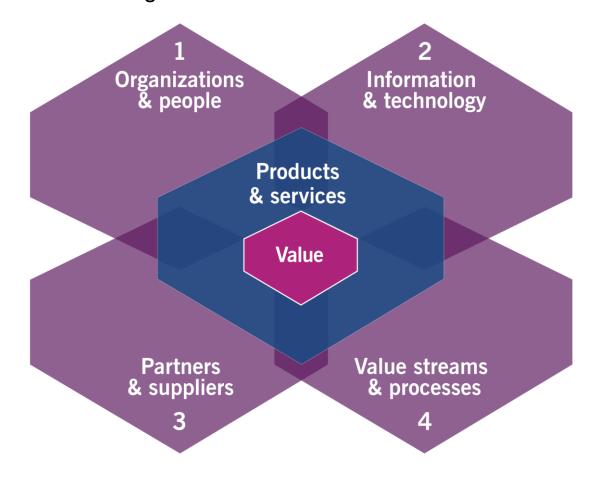
"For example, if an organization is committed to progressing iteratively with feedback, it should also think and work holistically to ensure that each iteration of an improvement includes all the elements necessary to deliver real results."

"Similarly, making use of appropriate feedback is key to collaboration, and focusing on what will truly be valuable to the customer makes it easier to keep things simple and practical."



#### The Four Dimensions

To support a holistic approach to service management, ITIL defines four dimensions that collectively are important for the effective and efficient facilitation of value. The four dimensions are depicted in the figure.



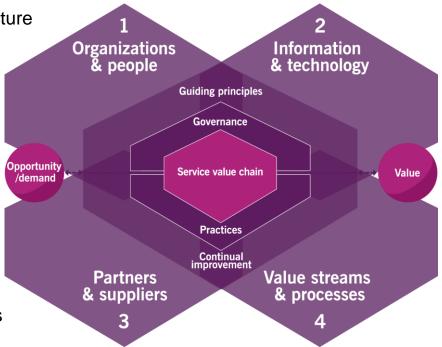


#### The Four Dimensions and Service Value System

All four dimensions should be considered for the efficient working of the entire SVS. These four dimensions represent perspectives which are relevant to the whole Service Value System (SVS), including the service value chain and all ITIL practices.



- Formal organizational structure
- Organizational culture
- Required staffing and competences



- Information and knowledge
- Technologies required
- Relationships between different components of the SVS

- Relationship with other organizations
- Contracts and agreements
- Service integration and management

- Define activities, workflows
- Service integration and management
- ▶ Enable value creation

TOPIC 1

# ORGANIZATIONS AND PEOPLE



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## Organizations and People

The following figure depicts the key characteristics of the organizations and people dimension.

# Well-Defined Organizational Structure:

The people need to have a clear understanding on whom to report and who should initiate the appropriate action when something goes wrong.

# Common Organizational Objective:

People should be clear about the business objective that they want to accomplish.

# Healthy Organizational Culture:

Organizational culture is about the characteristics of a particular set of people, which forms the distinctive social and physiological environment of an organization.

Up-to-date
Organizational Skills
and Competencies: People,
being the crucial asset of an
organization, should be updated
on skills and competencies to
have better results.

TOPIC 2

# INFORMATION AND TECHNOLOGY



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## Information and Technology

Every business deals with data, which is nothing but the information. In modern times, organizations use technology to manage the vast amount of data. Therefore, this dimensions focuses on two elements, information and technology.



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Information

When dealing with the information part of the information and technology dimension, an organization should answer the following questions:





Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## **Technology**

Almost every service today is based on information technology, and an organization can choose to use technology anytime for its services or products. Therefore, they come up with many questions when they choose to use technology.



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## Factors Affecting Technology

An organization should consider many factors to choose the right technologies, such as Organizational Culture and Nature of Business.

Organizational Culture	Nature of Business
Some organizations always want to be on the cutting edge of technology, and some like to go with the traditional style of working. For example, an organization might be excited to take advantage of artificial intelligence technologies, while another may barely be ready for advanced data analysis tools.	Organizations dealing with sensitive data, such as government clients, finance, and life sciences, usually have restrictions in using some technologies. Due to high security concerns, they cannot use open source and public services.

TOPIC 3

# PARTNERS AND SUPPLIERS



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Partners and Suppliers

The partners and suppliers dimension includes an organization's relationships with other organizations.

- ▶ Almost every organization and every service depends to some extent on services provided by other organizations. Therefore, they work with partners and suppliers to achieve the organizational objective.
- ▶ Partners and suppliers can be involved in every phase of product development or service management, such as design, development, deployment, delivery, support, and continual improvement.
- ▶ Maintaining healthy relationships with partners and suppliers is, therefore, essential for organizations to deliver the required value to the customers.



Organizations and People

Information and Technology

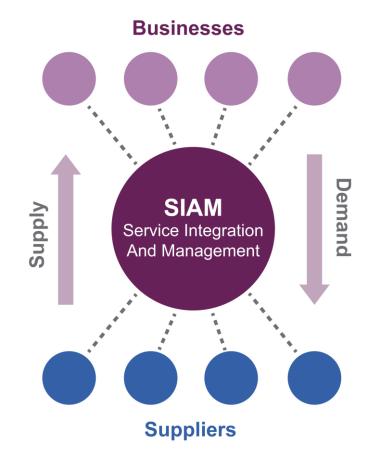
Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Addressing Partners and Suppliers

- One of the methods to address partners and suppliers is Service Integration and Management (SIAM).
- It ensures proper coordination of service relationships using a specially established integrator.
- An organization can choose to delegate service integration and management to a trusted partner.





Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

# Suppliers and Impact on Organizational Strategy

When dealing with suppliers, many factors can impact the overall strategy of the organization, such as:



TOPIC 4

# VALUE STREAMS AND PROCESSES



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Value Streams and Processes

- ► The dimension value streams and processes focuses on the integration and coordination of both the SVS in general and to specific products and services. It defines the activities, workflows, controls and procedures needed to achieve agreed objectives.
- ▶ In other words, the dimension focuses on the efficient organization of the various activities to deliver value to stakeholders. Therefore, there is a need for an operating model that effectively organizes the key activities to manage products and services.
- ► ITIL provides service providers with such a model known as the ITIL service value chain. This model can follow different patterns, and the patterns within the value chain operation are called value streams.



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Value Streams

#### **Value Streams**

"A value stream is a series of steps that an organization uses to create and deliver products and services to a service consumers. A value stream is a combination of the organization's value chain activities."



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

### Characteristics of Value Streams





Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### Processes

#### **Processes**

A process is a set of interrelated or interacting activities that transform inputs into outputs. Processes define the sequence of actions and their dependencies. A process takes one or more defined inputs and turns them into defined outputs. Processes are usually detailed in procedures, which outline who is involved in the process, and work instructions, which explain how they are carried out.

TOPIC 5

# EXTERNAL FACTORS AND THE PESTLE MODEL



Organizations and People

Information and Technology

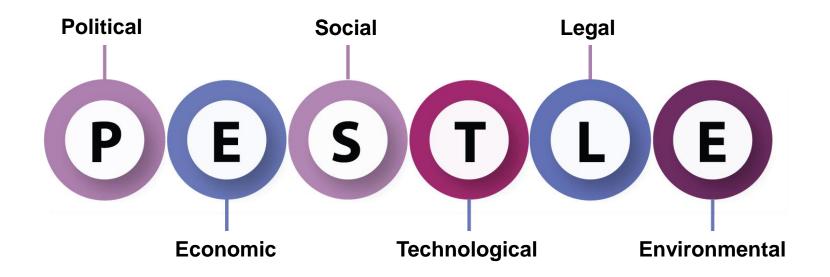
Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### External Factors and the PESTLE Model

Service providers do not work in isolation. Therefore, external factors can influence the way they work. The PESTLE model helps analyze these factors.





Organizations and People

Information and Technology

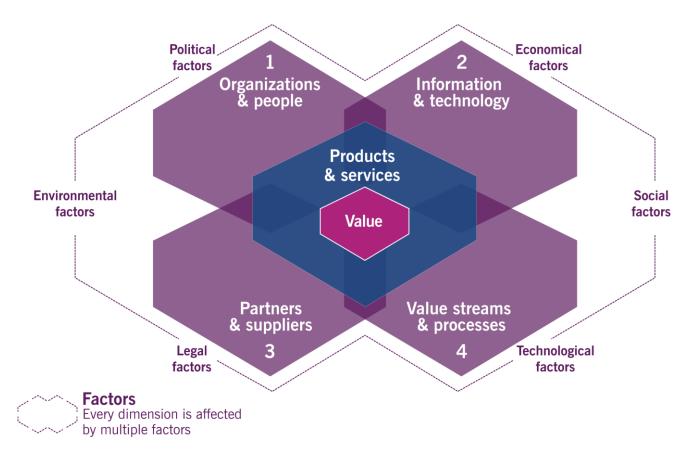
Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

#### PESTLE Model and the Four Dimensions

The PESTLE factors greatly impact the way organizations configure their resources and address the four dimensions. The SVS is often unable to control these factors.

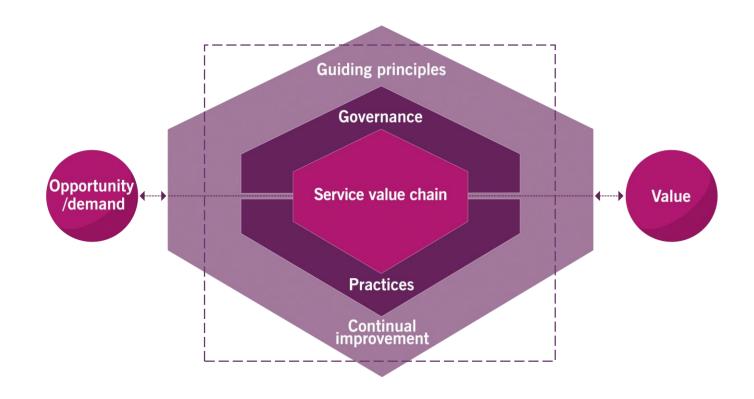


Relationship Between Dimensions and the PESTLE Model



### Service Value System and Service Value Chain

A key component of the ITIL 4 framework is the ITIL service value system (SVS). There are five core components of SVS and service value chain is one of these components.



TOPIC 1

# OVERVIEW OF SERVICE VALUE SYSTEM

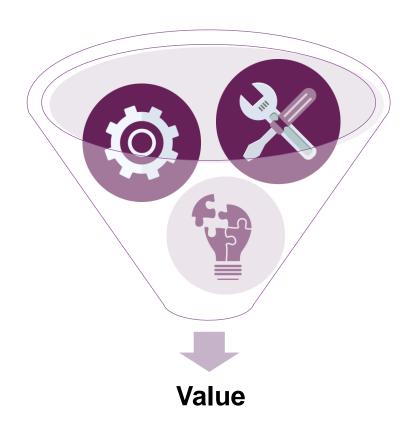


Overview of Service Value System

Overview of the Service Value Chain

### Purpose of Service Value System

The ITIL Service Value System (SVS) explains how the components and activities of the organization work together as a system to enable value creation.





Overview of Service Value System

Overview of the Service Value Chain

### Purpose of Service Value System (Contd.)

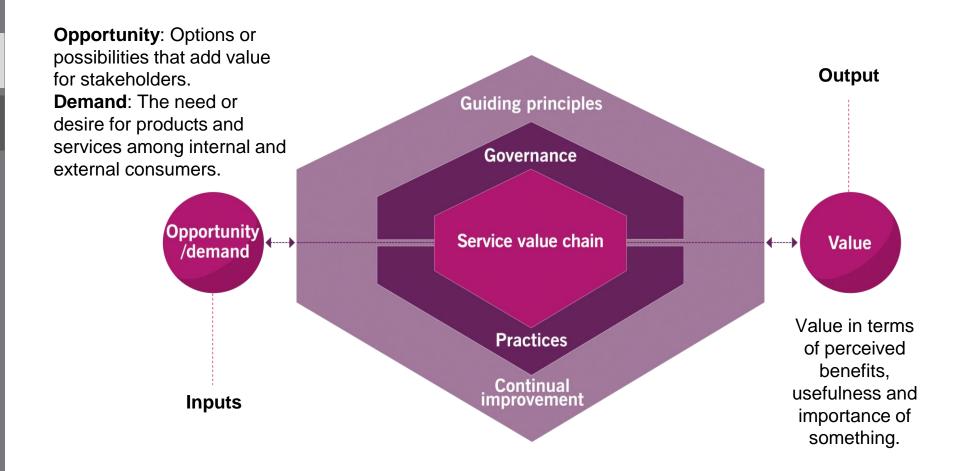
- ► Each organization's SVS interfaces with other organizations, forming an ecosystem that can in turn facilitate value for those organizations, their customers, and other stakeholders.
- ► The purpose of the SVS is to ensure that the organization constantly co-creates value with all stakeholders through the use and management of products and services.
- In order to function properly, a service management needs to work as a system. The ITIL SVS describes the inputs to this system, the elements of this system, and the outputs (achievement of organizational objectives and value for the organization).



Overview of Service Value System

Overview of the Service Value Chain

### Components of Service Value System





Overview of Service Value System

Overview of the Service Value Chain

### Overcoming Organizational Silos

The biggest challenge for organizations today is the presence of organizational silos. Organizational silos:

- ▶ Prevents easy access to information & expertise
- ▶ Reduces efficiency
- Increases costs
- Makes communication and collaboration difficult
- Makes organizations unable to quickly take advantage of opportunities
- ► Makes decision making ineffective due to limited visibility and hidden agendas

#### **AVOID** practices as silos.

The ITIL SVS has been specifically designed to enable flexibility and discourage siloed working.

TOPIC 2

# OVERVIEW OF THE SERVICE VALUE CHAIN

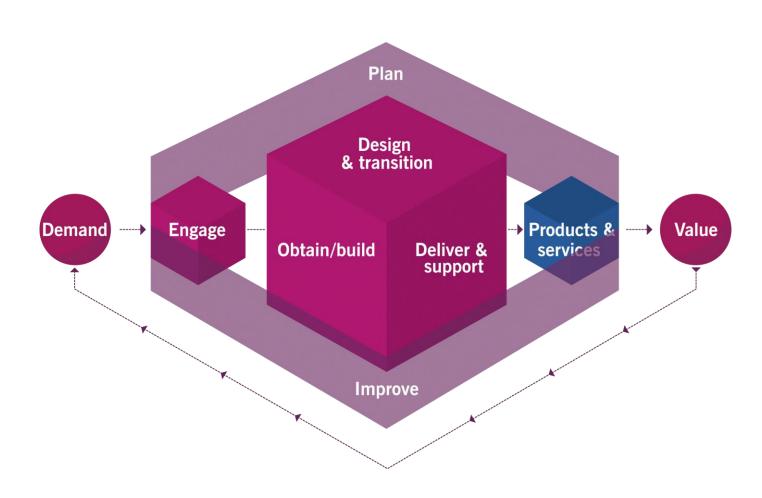


Overview of Service Value System

Overview of the Service Value Chain

### The Service Value Chain

The service value chain is the central element of SVS.





Overview of Service
Value System

Overview of the Service Value Chain

### The Service Value Chain (Contd.)

The ITIL service value chain includes six value chain activities that lead to the creation of products and services and, in turn, value.

The six value chain activities are:

- ▶ Plan
- Improve
- Engage
- Design and transition
- Obtain/build
- Deliver and support



Overview of Service Value System

Overview of the Service Value Chain

#### Value Streams

#### **Value Stream**

"A value stream is a series of steps that an organization takes to create and deliver products and services to a consumer. A value stream is a combination of the organization's value chain activities."

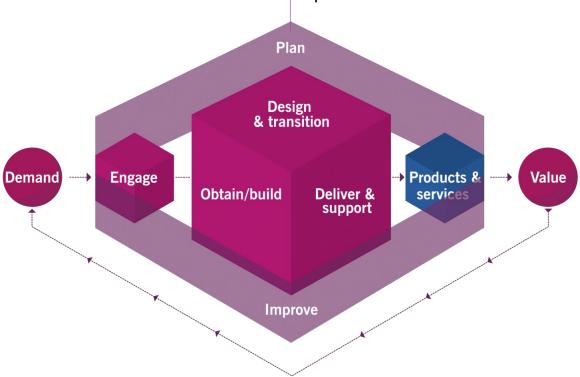


Overview of Service Value System

Overview of the Service Value Chain

### The Plan Activity

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





Overview of Service Value System

Overview of the Service Value Chain

### The Plan Activity (Contd.)

#### **Outputs of the Plan Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the plan activity as well as to whom this activity provides these outputs.

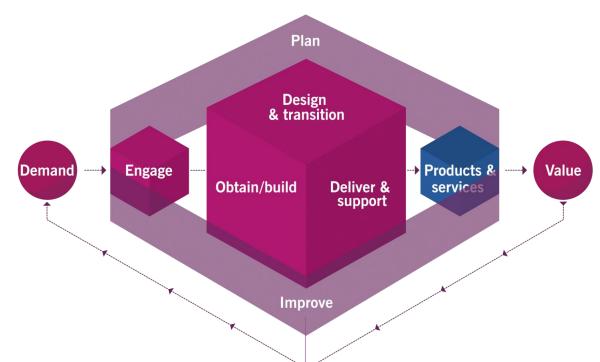
Output	То
Strategic, tactical, and operational plans	All
<ul><li>Portfolio decisions</li><li>Architectures and policies</li></ul>	Design and transition
Improvement opportunities	Improve
<ul> <li>Product and service portfolio</li> <li>Contract and agreement requirements</li> </ul>	Engage



Overview of Service Value System

Overview of the Service Value Chain

### The Improve Activity



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



Overview of Service Value System

Overview of the Service Value Chain

### The Improve Activity (Contd.)

#### **Outputs of the Improve Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the improve activity as well as to whom this activity provides these outputs.

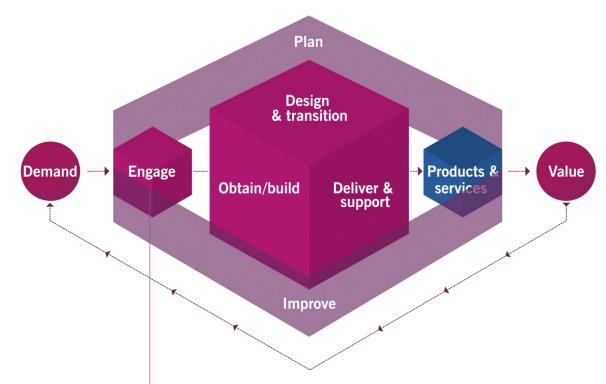
Output	То
Improvement initiatives and plans	All
Improvement status reports	All value chain activities
Value chain performance information	Plan and the governing body
Contract and agreement requirements	Engage
Service performance information	Design and transition



Overview of Service Value System

Overview of the Service Value Chain

### The Engage Activity



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



Overview of Service Value System

Overview of the Service Value Chain

### The Engage Activity (Contd.)

#### **Outputs of the Engage Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the engage activity as well as to whom this activity provides these outputs.

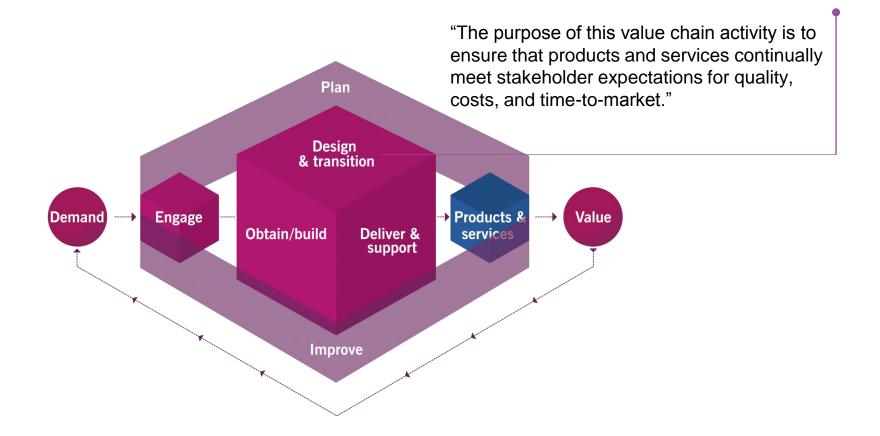
Output	То
Service performance reports	Customers
Consolidated demands and opportunities	Plan
<ul><li>Product and service requirements</li><li>User support tasks</li></ul>	Design and transition
Change or project initiation requests	Obtain/build
Contracts and agreements with external and internal suppliers and partners	Obtain/build, Design and transition
Improvement opportunities and stakeholders' feedback	Improve
Knowledge and information about third party service components	All value chain activities



Overview of Service Value System

Overview of the Service Value Chain

### The Design and Transition Activity





Overview of Service Value System

Overview of the Service Value Chain

### The Design and Transition Activity (Contd.)

#### **Outputs of the Design and Transition Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the design and transition activity as well as to whom this activity provides these outputs.

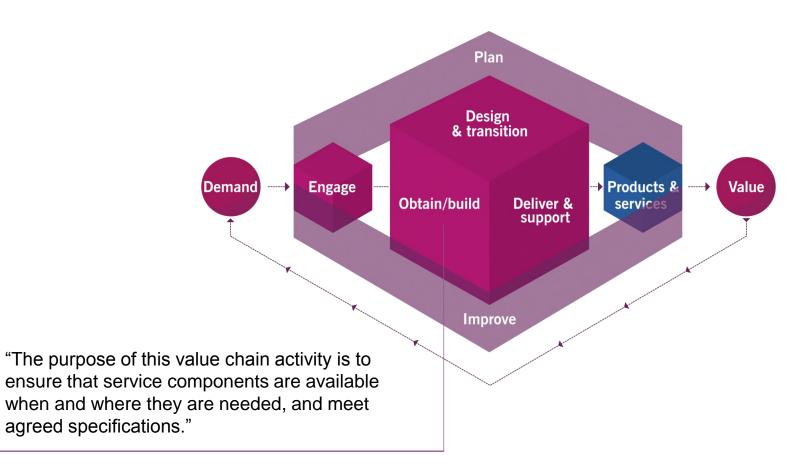
Output	То
Contract and agreement	Engage
Requirements and specifications	Obtain/build
New and changed products and services	Deliver and support
Performance information and improvement opportunities	Improve
Knowledge and Information about new and changed products and services	All value chain activities



Overview of Service Value System

Overview of the Service Value Chain

### The Obtain/Build Activity





Overview of Service Value System

Overview of the Service Value Chain

### The Obtain/Build Activity (Contd.)

#### **Outputs of the Obtain/Build Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the obtain/build activity as well as to whom this activity provides these outputs.

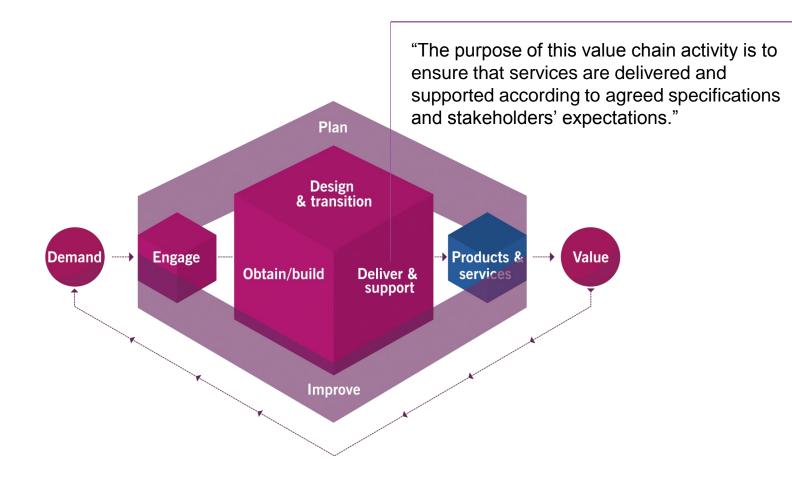
Output	То
Service components	Deliver and support, Design and transition
Contract and agreement requirements	Engage
Performance information and improvement opportunities	Improve
Information about new and changed service components	All value chain activities



Overview of Service Value System

Overview of the Service Value Chain

### The Deliver and Support Activity





Overview of Service Value System

Overview of the Service Value Chain

### The Deliver and Support Activity (Contd.)

#### **Outputs of the Deliver and Support Activity**

To better understand the purpose or what is done in the activity, it is important to know the outputs that are produced as the result of this activity. The given table shows the outputs of the deliver and support activity as well as to whom this activity provides these outputs.

Output	То
Services delivered	Customers and users
<ul> <li>Information on the completion of user support tasks</li> <li>Contract and agreement requirements</li> </ul>	Engage
Product and service performance information	Engage, Improve
Improvement opportunities	Improve
Change requests	Obtain/build
Service performance information	Design and transition

TOPIC 1

# INTRODUCTION TO CONTINUAL IMPROVEMENT



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

## **Continual Improvement**





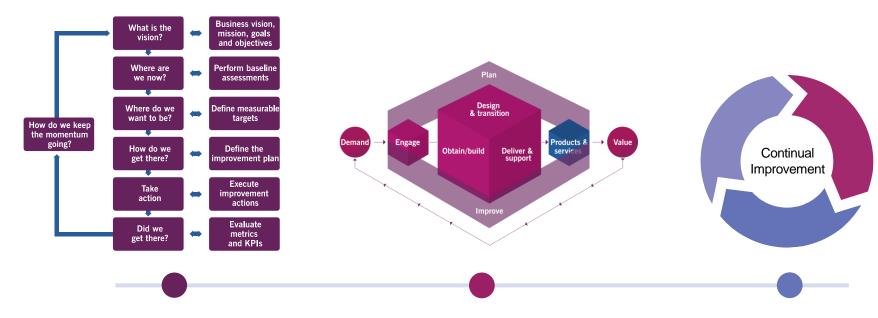
Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Continual Improvement (Contd.)

To support continual improvement at all levels, the ITIL SVS includes:



## The ITIL continual improvement model

 Provides a structured approach to organizations for implementing improvements

### The improve service value chain activity

► Embeds continual improvement into the value chain

### The continual improvement practice

 Supports organizations in their day-to-day improvement efforts

TOPIC 2

# THE CONTINUAL IMPROVEMENT MODEL

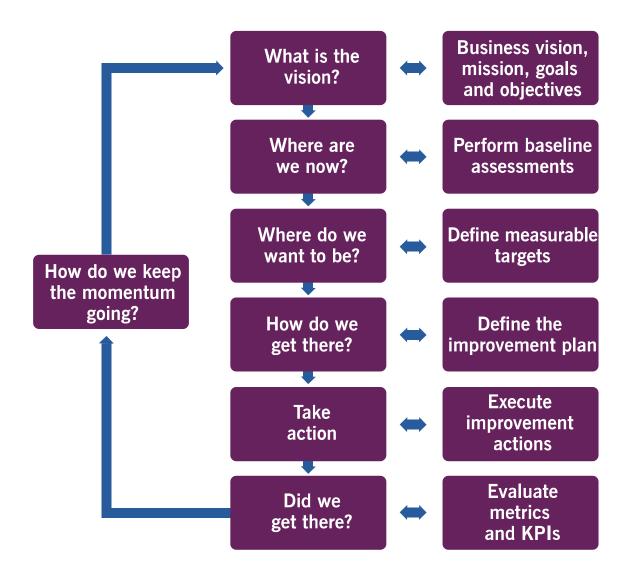


Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### The Continual Improvement Model





Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Step 1: What is the vision?

- This step focuses on two key areas:
  - The organization's vision and objectives need to be translated for the specific business unit, department, team, or individual, so that the context, objectives, and boundaries for any improvement initiative are understood.
  - A high-level vision for the planned improvement needs to be created.
- If this step is skipped, improvements might not be optimized for the whole organization.



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Step 2: Where are we now?

- A key element of this step is a current state assessment.
- Current state assessment includes:
  - Assessment of Existing Services
  - Understanding of Organizational Culture
- If this step is skipped, the current state will not be understood and there will not be an objective baseline measurement.



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Step 3: Where do we want to be?

- ► This step outlines what Point B, the target state for the next step of the journey, should look like.
- ▶ A journey can't be mapped out if the destination is not clear.
- ▶ If this step is skipped, the target state will remain unclear.



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Step 4: How do we get there?

- ▶ In this step, a plan for addressing the challenges is created as the start and end points of the improvement journey are identified in the previous two steps.
- ► The best route may not be clear, sometimes it is necessary to design experiments and test options.
- If this step is skipped, the execution of the improvement is likely to flounder, and fail to achieve what is required of it.



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

### Step 5: Take Action

- In this step, the plan for the improvement is acted upon.
- ▶ ITIL practices that are important to achieve success in this step are:





Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

#### Step 6: Did we get there?

This step involves checking the destination of the improvement journey to ensure that the desired point has been reached.

- ▶ To validate success:
  - Check and confirm the progress and the value for each iteration
  - Take additional actions, often triggers a new iteration if not met
- If this step is skipped, it is difficult to ensure whether the desired or promised outcomes were actually achieved.



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

#### Step 7: How do we keep the momentum going?

- ► The focus of this step is to market the successes and reinforce the newly introduced methods.
- ► This ensures that the progress made will not be lost and to build support and momentum for the next improvements.
- ▶ If this step is skipped, then it is likely that improvements will remain isolated, independent initiatives and any progress made may be lost again over time.

TOPIC 3

# RELATIONSHIP BETWEEN CONTINUAL IMPROVEMENT AND GUIDING PRINCIPLES



Introduction to Continual Improvement

The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles

#### ITIL Guiding Principles

The following table shows the ITIL guiding principles applicable to the steps of continual improvement.

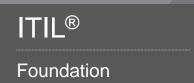
	Focus on value	Start where you are	Progress iteratively with feedback	Collaborate and promote visibility	Think and work holistically	Keep it simple and practical	Optimize and automate
What is the vision?	Р			Р	Р		
Where are we now?		Р		Р			
Where do we want to be?			Р		Р	Р	Р
How do we get there?			Р	Р	Р	Р	
Take action	Р		Р	Р			
Did we get there?	Р			Р	Р		
How do we keep the momentum going?	Р			Р	Р		Р

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# ITIL Management Practices

General management Practices	Service management practices	Technical management practices	
<ul> <li>Architecture management</li> <li>Continual improvement</li> <li>Information security         Management</li> <li>Knowledge management</li> <li>Measurement and reporting</li> <li>Organizational change         management</li> <li>Portfolio management</li> <li>Project management</li> <li>Relationship management</li> <li>Risk management</li> <li>Service financial management</li> <li>Strategy management</li> <li>Supplier management</li> <li>Workforce and talent         management</li> </ul>	<ul> <li>Availability management</li> <li>Business analysis</li> <li>Capacity and performance management</li> <li>Change control</li> <li>Incident management</li> <li>IT asset management</li> <li>Monitoring and event management</li> <li>Problem management</li> <li>Release management</li> <li>Service catalogue management</li> <li>Service configuration management</li> <li>Service continuity management</li> <li>Service design</li> <li>Service desk</li> <li>Service level management</li> <li>Service request management</li> <li>Service validation and testing</li> </ul>	<ul> <li>Deployment management</li> <li>Infrastructure and platform management</li> <li>Software development and management</li> </ul>	



#### Module Learning Objectives

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

- Explain the purpose of various ITIL practices.
- Describe the following ITIL practices and how they contribute to value chain activities:
  - Continual improvement
  - Change control
  - Incident management
  - Problem management
  - Service request management
  - Service desk
  - Service level management

TOPIC 1

# THE CONTINUAL IMPROVEMENT PRACTICE



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Purpose of Continual Improvement

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





The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

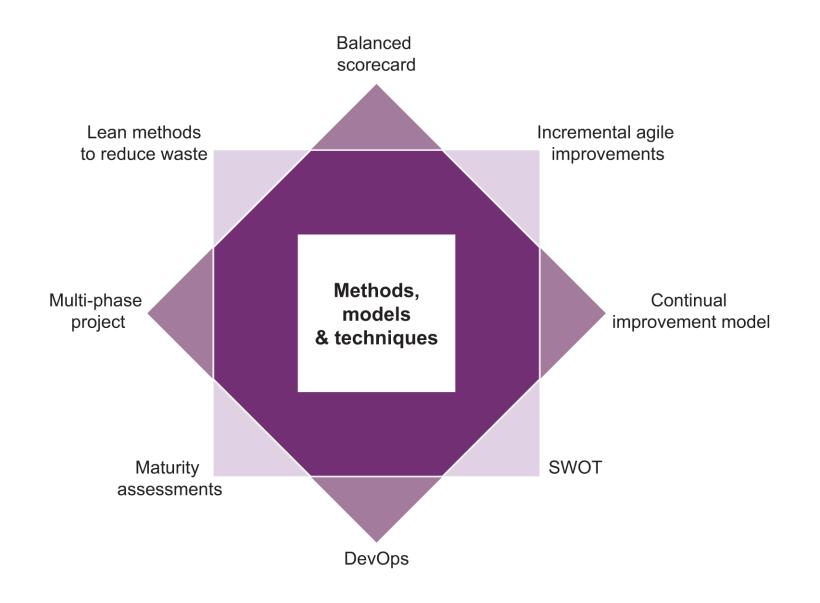
The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Methods and Techniques for Continual Improvement





The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Key Activities of Continual Improvement

The continual improvement practice includes the following key activities:



"Encouraging continual improvement across the organization"



"Securing time and budget for continual improvement"



"Identifying and logging improvement opportunities"



"Assessing and prioritizing improvement opportunities"



"Making business cases for improvement action"



"Planning and implementing improvements"



"Measuring and evaluating improvement results"



"Coordinating improvement activities across the organization"



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

## Continual Improvement: Everyone's Responsibility

Continual improvement is the responsibility of everyone. Everyone in the organization should understand the need for active participation in continual improvement activities as core part of their job. Continual improvement should be included in the job descriptions and objectives of every employee as well as in contracts with external suppliers and contractors.





The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Continual Improvement Register

Organizations use a structured document or database called Continual Improvement Register (CIR) to track and manage improvement ideas.

- The foundation for improvement is carefully analyzed and accurate data.
- This is where improvement ideas are captured, documented, assessed, prioritized, and appropriately acted upon to ensure that the organization and its services are always being improved.

The given table shows an example of CIR.

Date	Initiative	Size	Priority	Due Date	Team	Comments
Nov '18	Improve NW speed	М	Н	Jan'19	Infrastructure	Waiting supplier
April '18	Improve SD self help	М	M	Dec '18	Service Desk	On Track
Jan '18	Communication on security	L	Н	Dec '18	GRC	Well received

TOPIC 2

# THE CHANGE CONTROL PRACTICE



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

> The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Purpose of Change Control

#### Change

"Change refers to the addition, deletion, and modification of anything that could have effect on services."

"The purpose of the change control practice is to maximize the number of successful IT changes by:

- Ensuring that risks have been properly measured
- Authorizing changes to proceed
- Managing the change schedule"



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

## Distinguish Change Control from Organizational Change Management

Organizational Change Management	Change Control		
Manages the people aspects of changes	<ul> <li>Focusses on changes in products and services</li> </ul>		
<ul> <li>Ensures that improvements and organizational transformation initiatives are implemented successfully</li> </ul>	Balances the need to make beneficial changes that deliver additional value with the need to protect customers and users from the adverse effect of changes		



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

## Types of Changes

Standard Changes	Normal Changes	Emergency Changes
Low-risk, pre-authorized changes that are well-understood and fully-documented. Can be implemented without the need of additional authorization.	Should be scheduled and assessed following a standard process that usually includes authorization.  Can be low-risk changes or major changes.	Must be implemented as soon as possible usually to resolve an Incident. The process for assessment and authorization is expedited to ensure they can be implemented quickly.
Standard changes can be service requests or operational changes.		May be a separate change authority is required which includes senior managers who understand business risk.

Different changes deal with authorization differently.



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### **Change Authority**

- All changes are assessed and authorized by the people who understand the risks and expected benefits before the changes are deployed.
- The person or group who authorizes a change is known as a change authority.



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

# **Communicating Changes**



After the identified changes have been deployed, the change schedule can also be used to provide information needed for incident management, problem management, and improvement planning.

TOPIC 3

# THE INCIDENT MANAGEMENT PRACTICE



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Purpose of Incident Management

#### Incident

"Incident refers to an unplanned interruption to a service, or reduction in the quality of a service."

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



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

### Key Activities of Incident Management

Following activities are important for resolving incidents efficiently and effectively:



Log and manage the incidents



Agree, document, and communicate the target resolution times



Prioritize the incidents



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

> The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

### Designing the Incident Management Practice

Organizations should design their incident management practice:

Design the incident management practice for appropriate management and resource allocation to different types of incidents



Store information about incidents in incident records



Provide good-quality updates on incidents





The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL
Practices

Activity: An incident needs to be resolved

# Incident Diagnosis and Resolution

Incidents diagnosis and resolution involves people in different groups/teams.



TOPIC 4

# THE PROBLEM MANAGEMENT PRACTICE



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Purpose of Problem Management

**Problem**: "Problem refers to a cause, or potential cause, of one or more incidents."

"The purpose of problem management is to:

- Reduce the likelihood and impacts of incidents by identifying actual and potential causes of incidents
- Managing workarounds and known errors"

**Known error**: "A problem that has been analyzed and has not been resolved."



The Continual Improvement Practice

The Change Control
Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL
Practices

Activity: An incident needs to be resolved

#### How problem is different from incident?

Problems and incidents are related to each other, but should be distinguished as they are managed in different ways.

Problems	Incidents
Are the causes of incidents	Have an impact on users or business processes
Require investigation and analysis to identify the causes, develop workarounds, and recommend longer term resolution	Must be resolved so that the normal business activity can continue to work



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

The Service Request Management Practice

> The Service Desk Practice

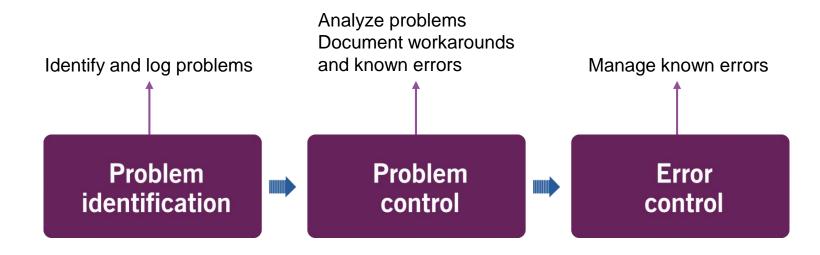
The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Phases of Problem Management

Problem management involves three distinct phases:



#### Workaround

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



The Continual Improvement Practice

The Change Control Practice

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#### Relationship of Problem Management with Other Practices





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#### Relation of Problem Management with People, Skills, and Competences

- Problem management activities are highly reliant on the knowledge and experience of staff, rather than on detailed procedures.
- ► For diagnosing problems, it is required to understand complex systems and to think about how different failures might have occurred. The development of the combination of the required analytic and creative ability requires mentoring and time, as well as suitable training.

**TOPIC 5** 

# THE SERVICE REQUEST MANAGEMENT PRACTICE



The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem Management Practice

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The Service Desk Practice

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Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Purpose of Service Request Management

#### **Service Request**

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

The purpose of the service request management practice is:

To provide the promised quality of a service by handling all pre-defined, user-initiated service requests in an effective and comprehensible manner.



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> Purpose of ITIL **Practices**

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#### **Examples of Service Request**

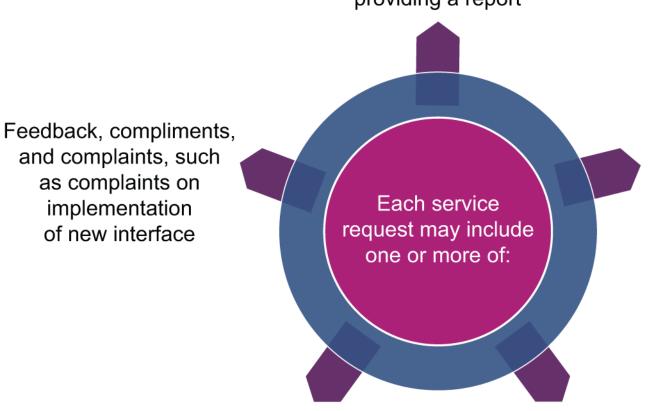
and complaints, such

as complaints on

implementation

of new interface

A request for a service delivery action, such as providing a report



A request for information, such as information on how to create a document

A request for access to a resource or service, such as providing access to a file

A request for provision of a resource or service, such as providing a virtual server for a development team



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#### **Delivery of Service Requests**

- Service requests form a normal part of service delivery, and not a failure/degradation of service.
- As requests are pre-defined and agreed, they can usually be formalized with a clear, standard procedure for:
  - Initiation
  - Approval
  - Fulfilment
  - Management
- Some requests are very simple (such as request for information).
- Some requests are complex (such as the setup of a new employee) and require involvement from other teams.
- ▶ Regardless of the complexity, the steps to fulfil the request should be well-known and proven. This enables the service provider to agree times for fulfilment and provide clear communication of the status of the request to users.



The Continual Improvement Practice

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Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Service Request Management Guidelines

To be handled successfully, service request management should follow these guidelines:



**TOPIC 6** 

# THE SERVICE DESK PRACTICE



The Continual Improvement Practice

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The Service Desk Practice

The Service Level Management Practice

Purpose of ITIL Practices

Activity: An incident needs to be resolved

#### Service Desk

The purpose of the service desk practice is to:

- ▶ Understand demand for incident resolution and service requests
- ► Act as the point of contact for the service provider along with its users
- Provide a clear path for users to report issues, queries, and requests, and acknowledge, classify, own, and take action on them

#### **ITIL**®

Foundation

The Continual Improvement Practice

The Change Control Practice

The Incident Management Practice

The Problem **Management Practice** 

The Service Request Management Practice

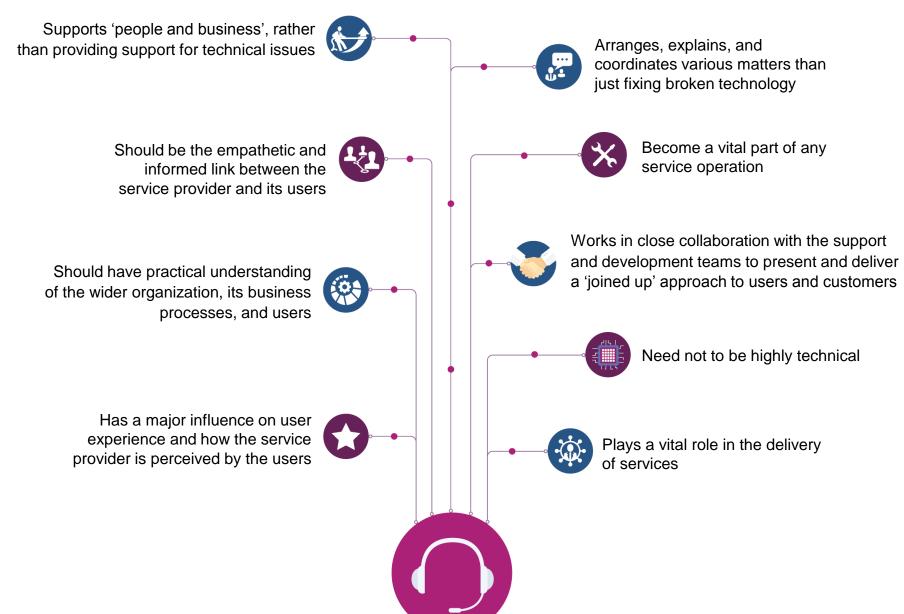
> The Service Desk Practice

The Service Level Management Practice

> Purpose of ITIL **Practices**

Activity: An incident needs to be resolved

#### Key Aspects of Service Desk





The Continual Improvement Practice

The Change Control Practice

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Purpose of ITIL Practices

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#### Channels of Service Desk

Service desks are increasingly under pressure to provide a variety of channels for the users to contact them, however it is very dependent on each organization and what they are trying to accomplish.

Phone call	Include specialized technology, such as IVR, conference calls, voice recognition
Service portals and mobile applications	Supported by service and request catalogues, and knowledge bases
Chat	Live chats and chatbots
Email	Used for logging and updating, and for follow up surveys and confirmations
Walk-in service desks	Becoming more prevalent in sectors where there are high peaks of activity that demand physical presence, such as higher education
Text and social media messaging	Useful for sending notifications in case of major incidents, contacting specific stakeholder groups, and allowing users to request support
Public and corporate social media and discussion forums	Contacting the service provider and peer-to-peer support



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#### Structures of Service Desk

A service desk may work at a single or centralized location, which requires various supporting technologies, such as:

- Intelligent telephony systems
- Workflow systems for routing and escalation
- Workforce management and resource planning systems
- knowledge base
- Call recording and quality control
- Remote access tools
- Dashboard and monitoring tools
- Configuration management systems



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Purpose of ITIL
Practices

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#### Service Desk Staff

Service desk staff require training and competency across a number of broad technical and business areas.

Excellent customer service skills

Incident analysis and prioritization

Effective communication



Empathy

Emotional intelligence

TOPIC 7

# THE SERVICE LEVEL MANAGEMENT PRACTICE



The Continual Improvement Practice

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Purpose of ITIL Practices

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# Service Level Management

"The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored, and managed against these targets."





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> Purpose of ITIL Practices

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# Key Activities of Service Level Management

- The service level management practice involves the definition, documentation, and active management of service levels.
- It provides end to end visibility of the organization's services. For this, the service level management practice:
  - Establishes a shared view of the services and target service levels with customers
  - Ensures the organization meets the defined service levels
  - Performs service reviews
  - Captures and reports on service issues including performance against defined service levels



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#### Service Level Agreements

- ➤ Since years, service level management uses a tool to measure the performance of services from the customer's point of view. This tool is referred as Service Level Agreements (SLAs).
- ► This tool is used to agree on the service between the provider and customer.



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Purpose of ITIL Practices

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# Requirements of Service Level Management

- The service level management practice requires:
  - Focus and effort to engage and listen to the requirements, issues, concerns, and daily needs of customers.
  - Engagement to understand and confirm the needs and requirements from customers.
  - Listening to build relationship and trust to show customers that they are valued and understood.



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Purpose of ITIL Practices

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# Sources for Collating and Analyzing Information

The service level management involves collating and analyzing information from various sources. These include:



**TOPIC 8** 

# PURPOSE OF ITIL PRACTICES



The Continual Improvement Practice

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Purpose of ITIL Practices

Activity: An incident needs to be resolved

# Information Security Management

The purpose of the information security management practice is to:

- Safeguard the information used by organizations to run their business
- Understand and manage risks for confidentiality, integrity and availability of information
- Maintain information security for authentication and non-repudiation



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Purpose of ITIL Practices

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# Relationship Management

The purpose of the relationship management practice is to:

- Create and foster the links between the organization and its stakeholders at strategic and tactical levels
- Identify, analyze, monitor, continually improve the relationships with and between stakeholders



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Purpose of ITIL Practices

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### Supplier Management

The purpose of the supplier management practice is to:

- ► Ensure that the supplier and their performance are managed appropriately to support the seamless provision of quality products and services
- Create more collaborative relationships with key supplier
- Uncover and realize new value and reduce risk of failure



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Purpose of ITIL Practices

Activity: An incident needs to be resolved

# Service Configuration Management

- The purpose of the service configuration management practice is depicted in following points:
  - The information about the configuration of services and CIs is accurate and reliable and available when needed.
  - Collect and manage information about varied CIs, such as hardware, software, networks, users, and documents.
  - Provide information about CIs on how CIs interact, relate, and depend on each other to create value for customers and users.



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Purpose of ITIL Practices

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#### IT Asset Management

"IT asset refers to any financial valuable component that can contribute to delivery of an IT product or service."

- ► The purpose of the IT asset management practice is to plan and manage the lifecycle of all IT assets. This in turn helps the organization to:
  - Maximize value for customers
  - Control costs and budgets
  - Cope with risks
  - Make decisions in terms of purchase and reuse
  - Meet governing and promised requirements



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# Monitoring and Event Management

"An event can be defined as any change of state that has significance for the management of a Configuration Item (CI) or IT service. Events are typically recognized through notifications created by an IT service, CI, or monitoring tool."

- ▶ The purpose of the monitoring and event management practice is to:
  - Analyze service components
  - Record and report changes of state identified as events
  - Prioritize infrastructure, services, business processes, and information security events
  - Manage events throughout their lifecycle



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Purpose of ITIL Practices

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#### Release Management

► "The purpose of the release management practice is to make new and changed services and features available for use."



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Purpose of ITIL Practices

Activity: An incident needs to be resolved

# Deployment Management

"The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments. It may also be involved in deploying components to other environments for testing or staging."