#### Foundation

# 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

#### Foundation

# **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

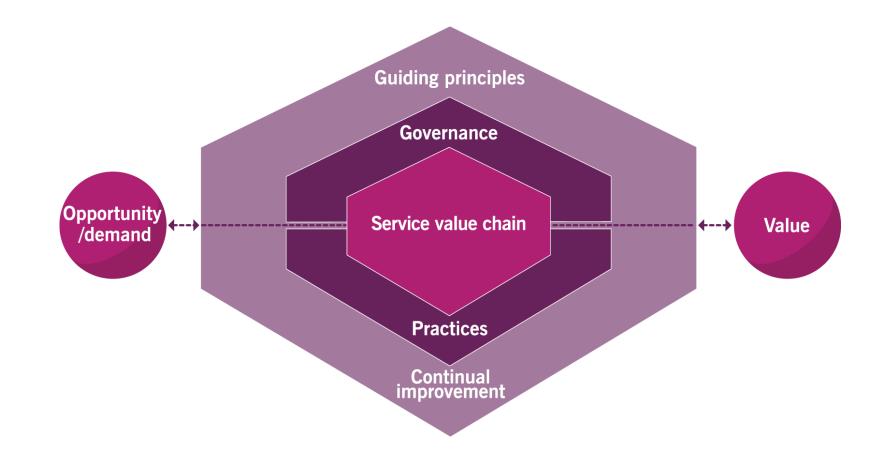
ITIL 4 provides a practical and flexible approach to support various organizations on their journey to the new world of digital transformation.

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.



#### Foundation

# 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**

**ITIL® Master ITIL® Managing** ITIL® Strategic **Professional (MP)** Leader (SL) ITIL® ITIL® ITIL® ITIL® ITIL® ITIL® **Specialist Specialist Specialist** Strategist Strategist Leader Create, Drive High Direct, Direct, Digital **Deliver &** Stakeholder Velocity Plan & Plan & & IT Value Support IT Improve Improve Strategy

**ITIL® Foundation** 



### 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."

#### Foundation

# 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.

# VALUE AND VALUE CO-CREATION

**TOPIC 1** 



# Organization

#### Organization

Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks "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.

#### Foundation

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

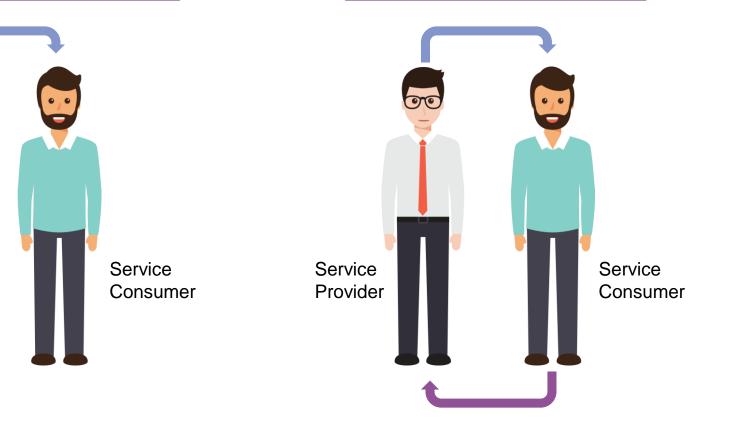
Value: Outcomes, Costs, and Risks

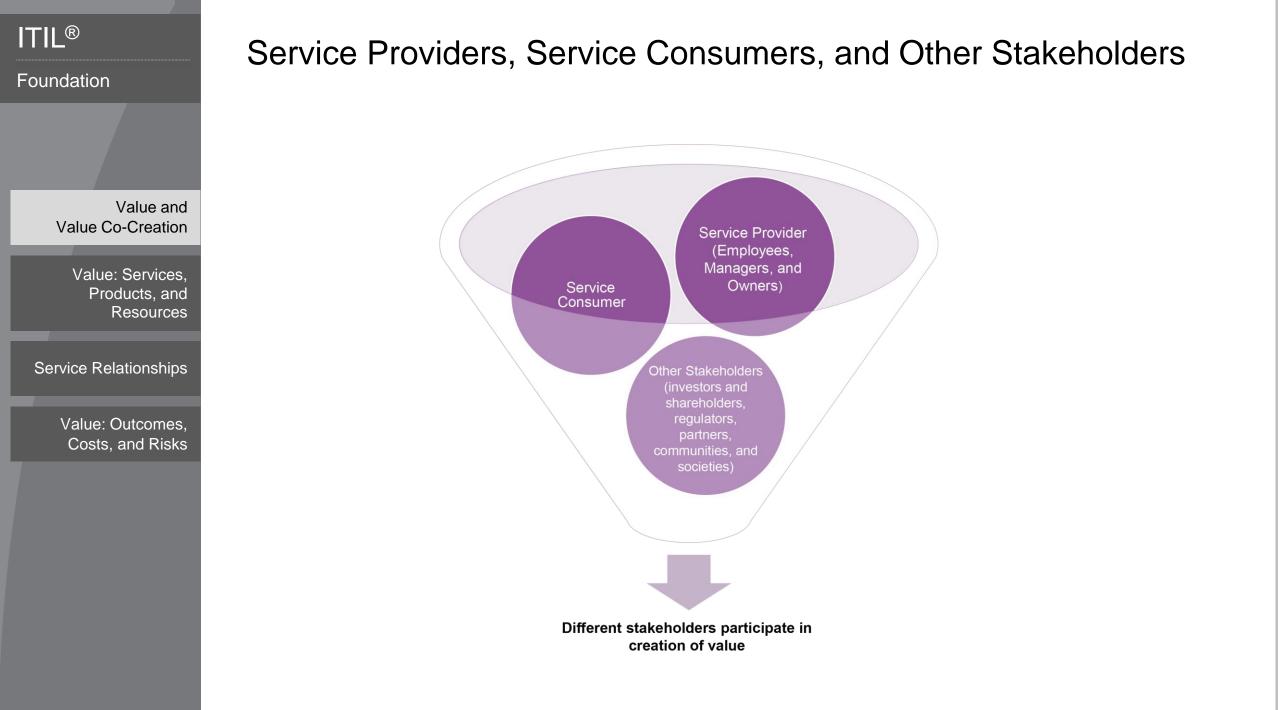
# Co-Creation of Value

Service

Provider

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.







# **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**

Value and Value Co-Creation

> Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

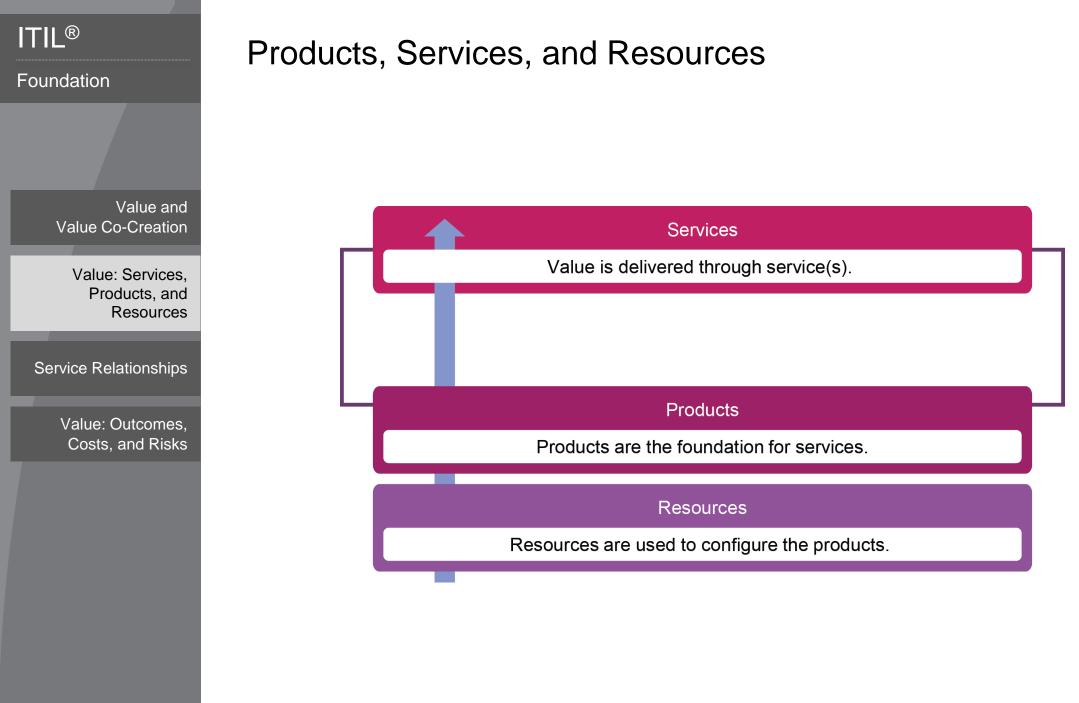
"When receiving services, an organization takes on the role of the service consumer." Service consumer is a generic role; in practice, service consumption includes more specific roles: customer, user, and sponsor.

> "Customer is a person who defines the requirements for a service and takes responsibility for the outcomes "User is a person of service consumption." who uses services." "Sponsor is a person who authorizes budget for

> > service consumption."

# VALUE: SERVICES, PRODUCTS, AND RESOURCES

TOPIC 2



Foundation

### 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

Foundation

### Product

Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks

# Products

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



Value and Value Co-Creation

> Value: Services, Products, and Resources

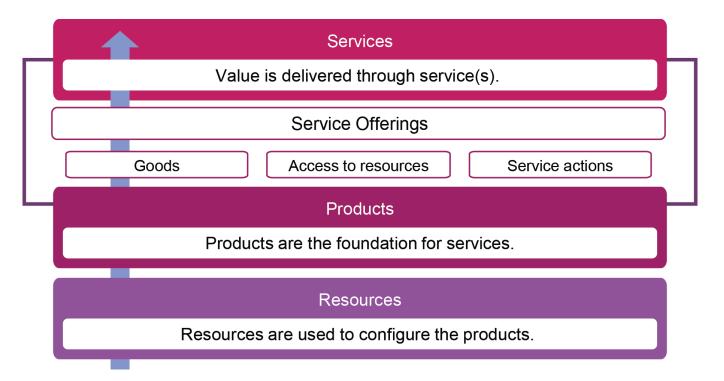
Service Relationships

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."





Service Relatic

Value and

# **Components of Service Offerings**

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

alue Co-Creation	Component	Description	Example
Value: Services, Products, and Resources	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
vice Relationships	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
S	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

# SERVICE RELATIONSHIPS

TOPIC 3



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

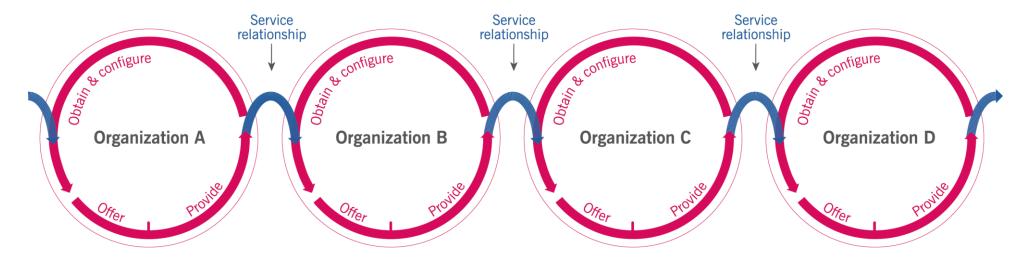
Value: Services, Products, and Resources

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

# VALUE: OUTCOMES, COSTS, AND RISKS

TOPIC 4



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**."

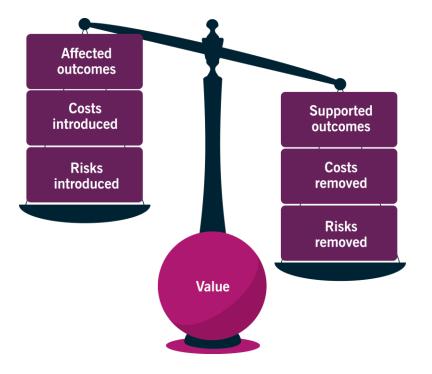
As specified in the definition of service, service providers help the service consumers to achieve outcomes, and in doing so, take on some of the associated risks and costs.

Foundation

# 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: Services, Products, and

Value Co-Creation

Value and

Resources

Service Relationships

Value: Outcomes, Costs, and Risks



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

Value and Value Co-Creation

> Value: Services, Products, and Resources

Service Relationships

Value: Outcomes, Costs, and Risks "An **output** is a tangible or intangible deliverable of an activity."

**Outputs and Outcomes** 

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

#### Foundation

Value and Value Co-Creation

Value: Services, Products, and Resources

Service Relationships

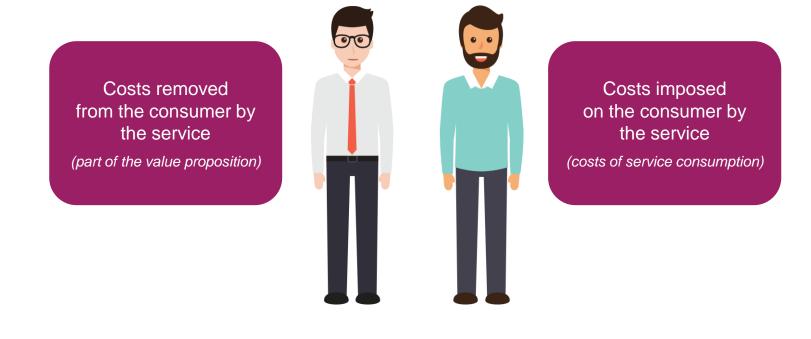
Value: Outcomes, Costs, and Risks

### 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:



#### Foundation

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:





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

#### Foundation

# 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

#### Foundation

# Module Learning Objectives

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

- List the ITIL guiding principles.
- Discuss the nature of the guiding principles.
- ► Apply the guiding principles in the context of service management.

# THE SEVEN GUIDING PRINCIPLES

**TOPIC 1** 

### ITIL®

Foundation

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.



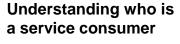
#### The Seven Guiding Principles

Applying the Guiding Principles

## Focus on Value (Contd.)

### Aspects to Consider

The following aspects can help organizations in creating value:



Service providers can create the desired value only if they know who will use the service and what will they receive. Knowing the consumer's perspectives about value

Service providers can define the value for consumers based on their specific requirements that keep changing from time to time and considering the different circumstances.

## Improving the customer experience

The success of any product or service depends on the consumers' or customers' experience with the service and the providers.



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.



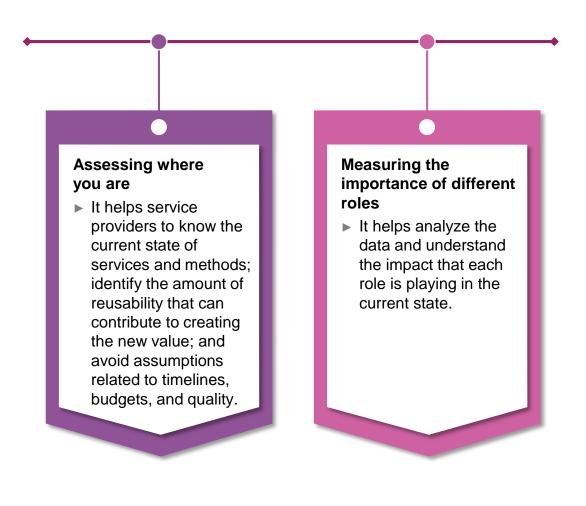
The Seven Guiding Principles

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.

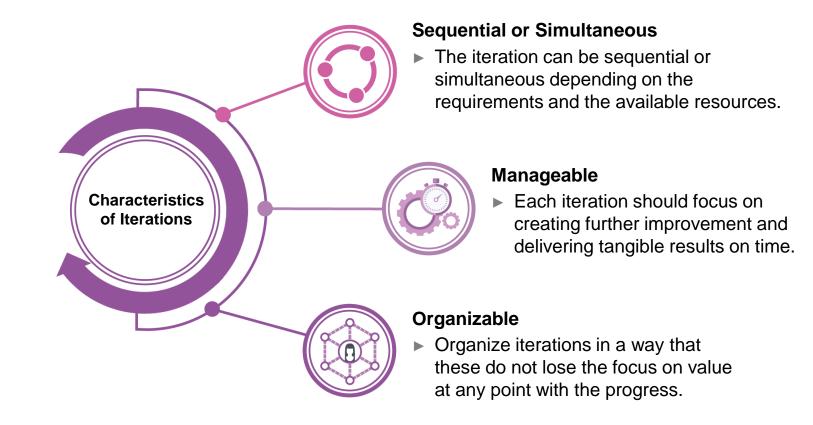


The Seven Guiding Principles

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.





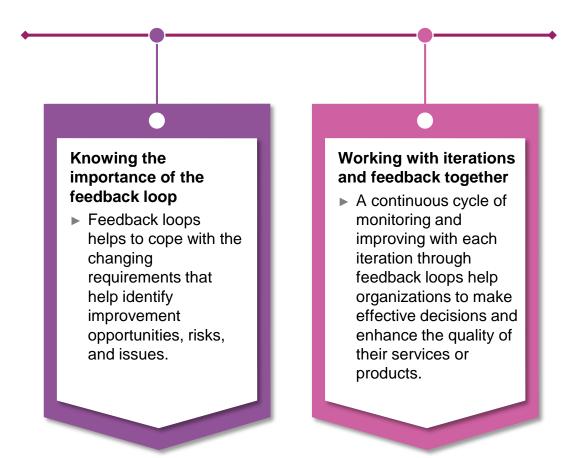
The Seven Guiding Principles

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.



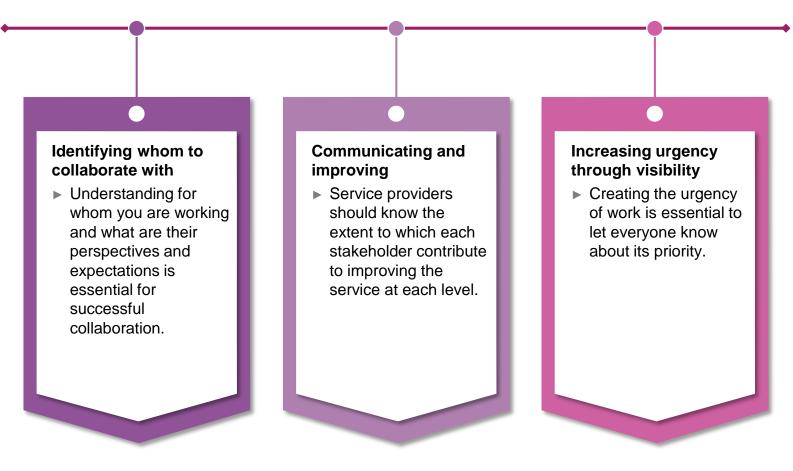
The Seven Guiding Principles

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.)





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.



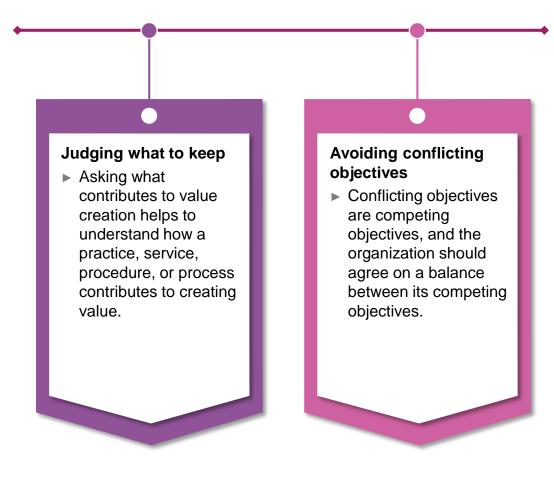
#### The Seven Guiding Principles

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**

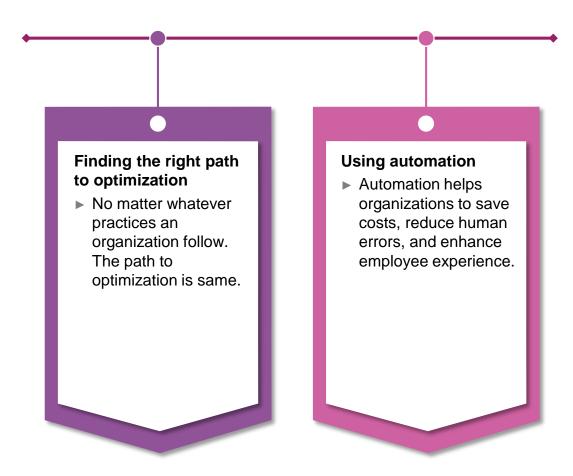
The principle "Optimize and Automate" focuses on optimizing the work carried out by its human and technical resources. To achieve this, organizations should automate work to the possible extent that requires minimal human intervention.



## 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



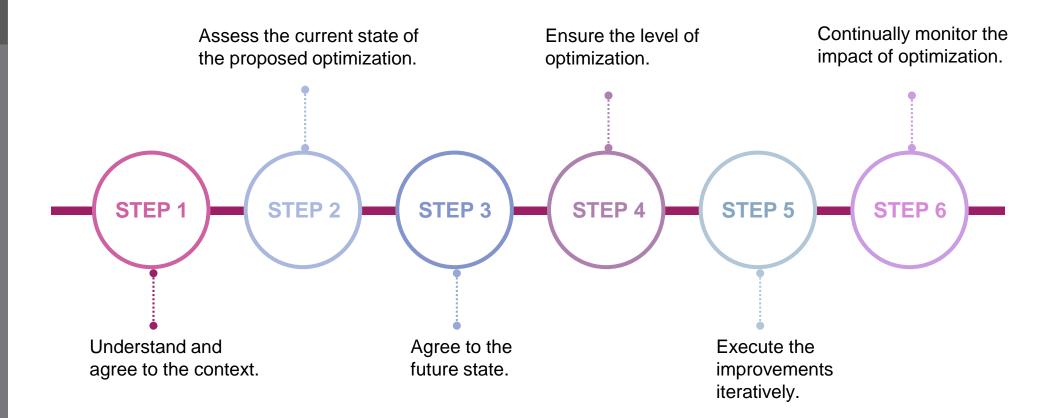
The Seven Guiding Principles

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.



Enhances the delivery of service while systematically reducing costs.



# APPLYING THE GUIDING PRINCIPLES

**TOPIC 2** 

### ITIL®

#### Foundation

The Seven Guiding Principles

Applying the Guiding Principles

### Focus on Value

The following checklist can be used to apply the principle "Focus on Value" successfully in real life.

Questions	Yes/No	Description (if yes) / Required Action (if no)
Do the organization have the clear picture of how consumers will use their services?		
Is the staff aware of their customers and the expected customer experience?		
Have you considered the principle "Focus on Value" during operational activities and improvement initiatives?		
Is the organization considering the principle "Focus on Value" in every step of the improvement initiative?		



### The Seven Guiding Principles

Applying the Guiding Principles

## Start Where You Are

The following checklist can be used to apply the principle "Start Where You Are."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Did you get the required data from the authentic source?		
Have you identified what exists as objectively as possible?		
Have you identified the services, practices, and processes that can be reused to create the new value?		
Do you know the risks associated with reusing the existing services, practices, and processes?		
Do you need to start from scratch to create the new value?		



The Seven Guiding Principles

Applying the Guiding Principles

### Progress Iteratively With Feedback

The following checklist can be used to apply the principle "Progress Iteratively With Feedback."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Are you progressing iteratively?		
Is the feedback an ongoing process?		
Does each iteration meet the minimum viable requirements?		



The Seven Guiding Principles

Applying the Guiding Principles

### **Collaborate and Promote Visibility**

The following checklist can be used to apply the principle "Collaborate and Promote Visibility."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Are you collaborating for consensus?		
Are you using the correct mode of communication?		
Are the decisions based on the visible data?		



The Seven Guiding Principles

Applying the Guiding Principles

## Think and Work Holistically

The following checklist can be used to apply the principle "Think and Work Holistically."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Have you identified the complexity of the system?		
Are you collaborating to facilitate thinking and working holistically?		
Have you identified the patterns in the given requirements and interactions between system elements?		



#### The Seven Guiding Principles

Applying the Guiding Principles

### Keep it Simple and Practical

The following checklist can be used to apply the principle "Keep it Simple and Practical."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Does every activity contribute to the creation of value?		
Have you simplified the process to achieve the desired outcome?		
Do you have a minimum number of steps to achieve the objective?		
Are you effectively utilizing everyone's time involved in the process?		
Do you have practices that are easier to follow?		
Are you focusing on quick wins?		



#### The Seven Guiding Principles

Applying the Guiding Principles

### Optimize and Automate

The following checklist can be used to apply the principle "Optimize and Automate."

Questions	Yes/No	Description (if yes) / Required Action (if no)
Have you simplified and/or optimized the tasks before trying to automate these?		
Have you defined the metrics?		
Are you using the other guiding principles as well?		



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."

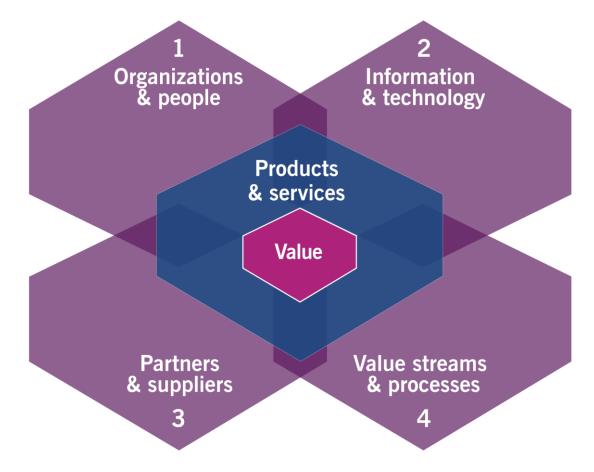
"Similarly, making use of appropriate feedback is key to collaboration, and focusing on what will truly be valuable to the customer makes it easier to keep things simple and practical."

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### 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.

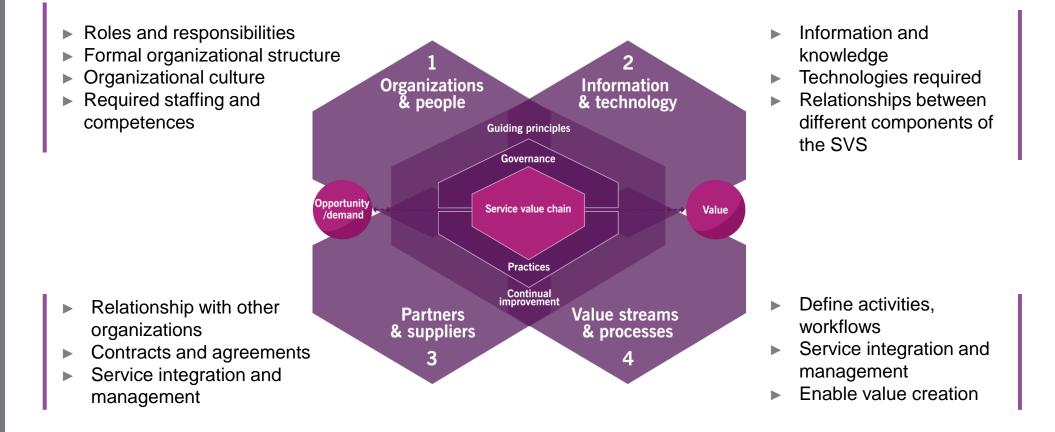


ITIL®

#### Foundation

## 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.





## Module Learning Objectives

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

- Discuss the four dimensions of the service management.
- ► Explain how each dimension relates to the Service Value System (SVS).
- Explain the external factors that can impact the four dimensions.

# ORGANIZATIONS AND PEOPLE

TOPIC 1



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.



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

### Well-Defined Organizational Structure

Organizations need a well-defined structure to align their people with the overall organizational strategy and operating model. To support the strategy and operating model, people need to have a clear understanding of:

Reporting Lines: A reporting line is the relationship of people in an organization with particular people who are responsible for managing other people.

Roles and Responsibilities: Roles and responsibilities define the parameters that enable people to know what to do.

Systems of Authority: Authority in organizations is the character of communication between two individuals, the one who takes orders within the system and the one who gives orders.

**Communication Model**: It is the process that organizations follow to have effective information sharing between individuals.



Organizations and People

Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

### Healthy Organizational Culture

Culture is the way in which an organization carries out its work that creates shared values and attitudes, which over time becomes the organizational culture.

Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits



Organizations and People

Information and Technology

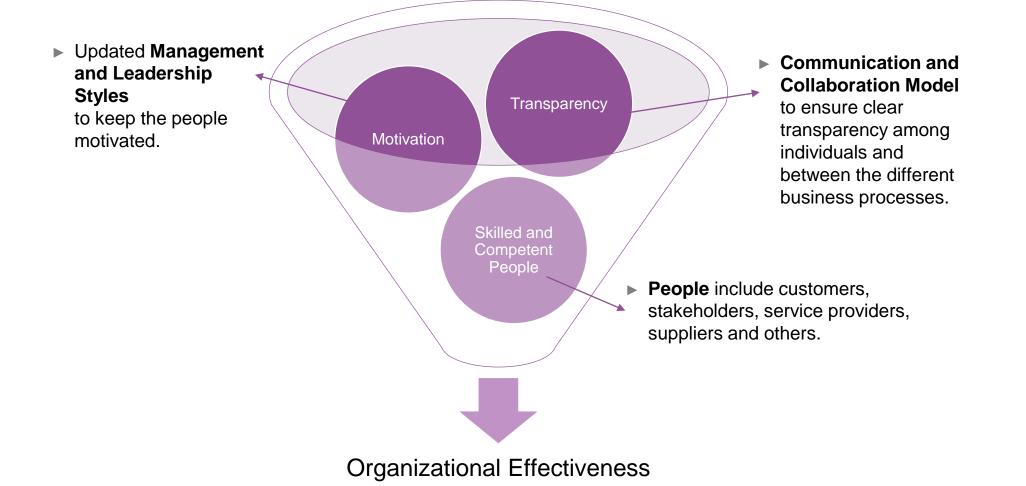
Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## People and Organizational Skills and Competencies

People are a key resource of the organizations and people dimension. It is important to pay attention not only to the skills and competencies of teams or individual members, but also to management and leadership styles and communication and collaboration skills.





Organizations and People

Information and Technology

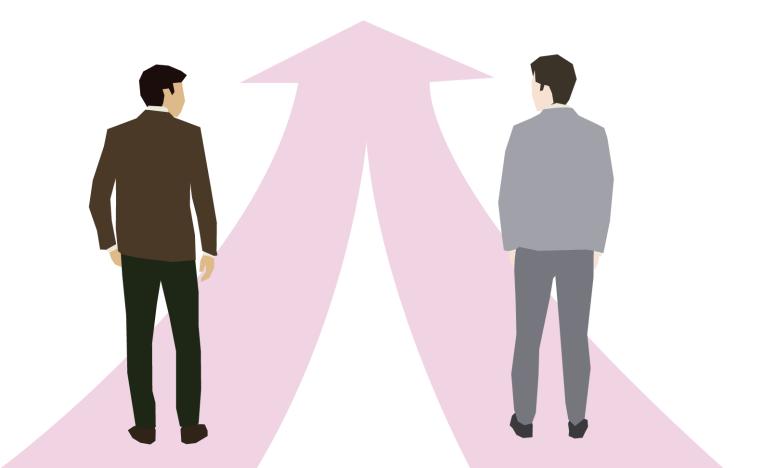
Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

## **Common Objective**

The business objective is the outcome that a business wants to accomplish. Therefore, organizations should ensure whether their people clearly understand it or not.



# INFORMATION AND TECHNOLOGY

TOPIC 2



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.

Foundation

### Information

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

What information will the services manage? What supporting information and knowledge do you require to deliver and manage the services? How will you protect, manage, archive, and dispose of the information and knowledge assets?



Information Exchange

?

Challenges of Information Management

Organizations and People

> Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model



Information Management

Foundation

#### 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.

# PARTNERS AND SUPPLIERS

TOPIC 3



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.

Foundation

Organizations and People

Information and Technology

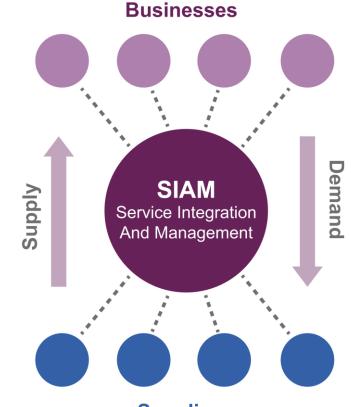
Partners and Suppliers

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.



**Suppliers** 



Organizations and People

> Information and Technology

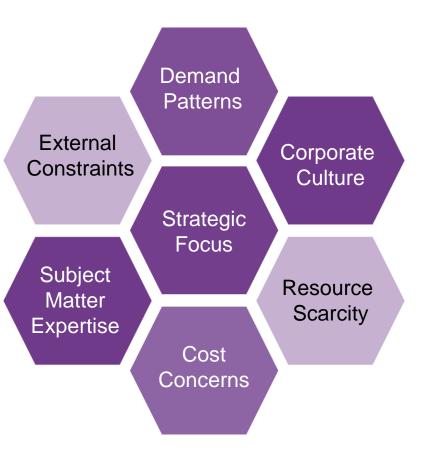
Partners and Suppliers

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:



# VALUE STREAMS AND PROCESSES

TOPIC 4



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.

Foundation

#### Organizations and People

Information and Technology

Partners and Suppliers

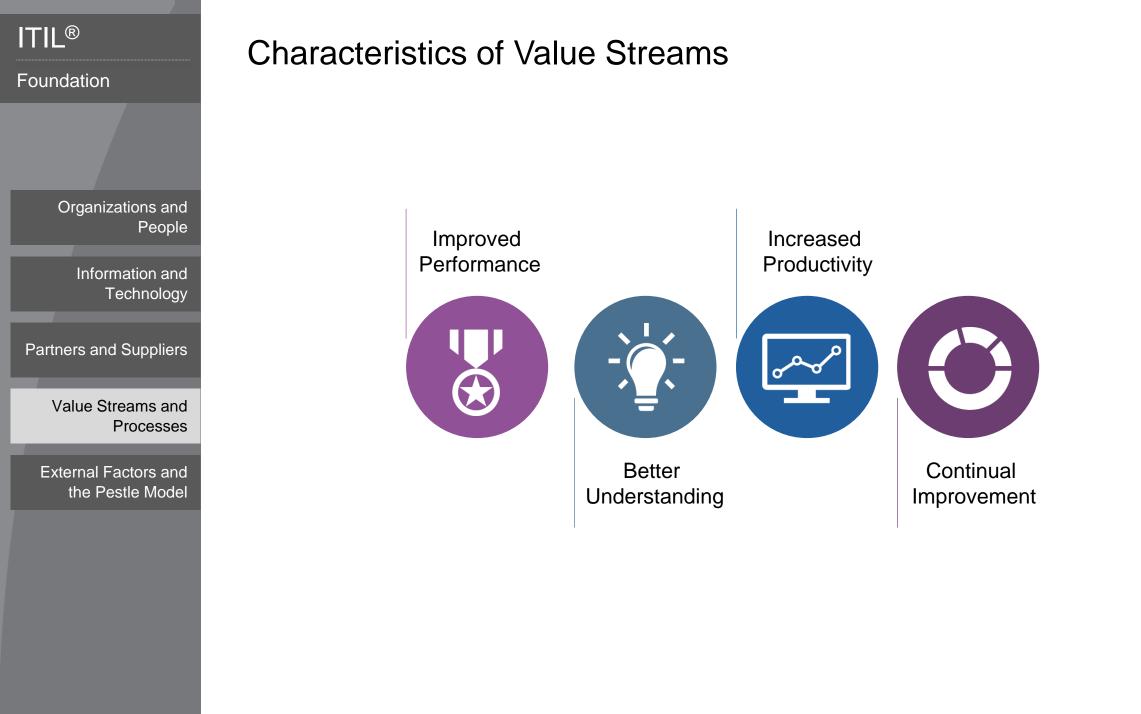
Value Streams and Processes

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."



Foundation

# 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.



Organizations and People

> Information and Technology

Partners and Suppliers

Value Streams and Processes

External Factors and the Pestle Model

### Structure of Services

The same structure of the value chain, value streams, processes, procedures, and work instructions applies to the services. Therefore, organizations should consider the following questions when creating, delivering, and improving a service.

What is the generic delivery model for the service, and how does the service work? What are the value streams involved in delivering the agreed outputs of the service? Who, or what performs the required service actions?

# EXTERNAL FACTORS AND THE PESTLE MODEL

TOPIC 5



Organizations and People

> Information and Technology

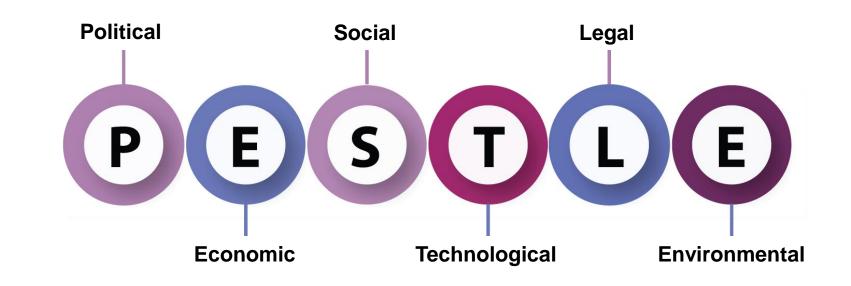
Partners and Suppliers

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

Information and

Partners and Suppliers

Value Streams and

**External Factors and** 

the Pestle Model

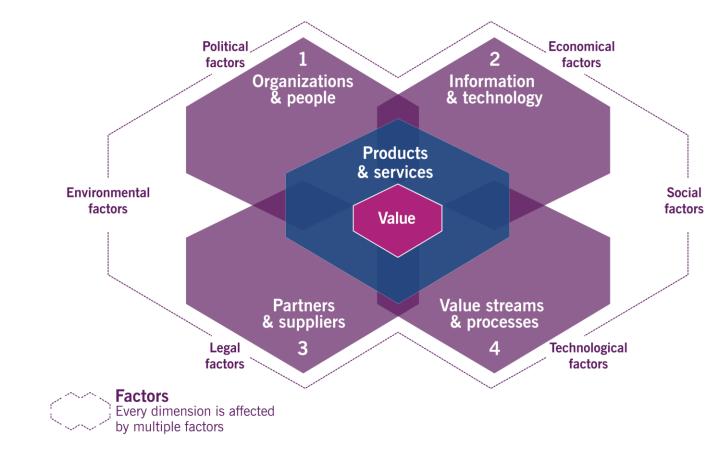
Technology

Processes

People

**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.

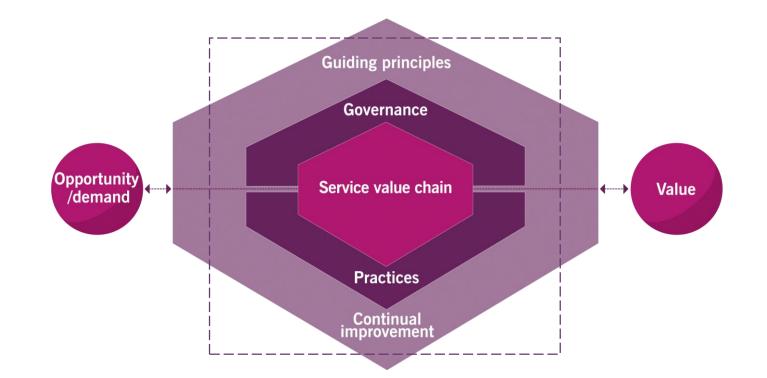


Relationship Between Dimensions and the PESTLE Model



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.





## Module Learning Objectives

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

- ► Explain service value system.
- Describe service value chain and the purpose of its activities.

# OVERVIEW OF SERVICE VALUE SYSTEM

TOPIC 1

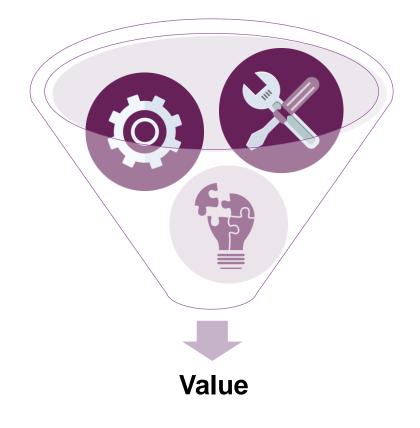


Overview of Service Value System

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.)

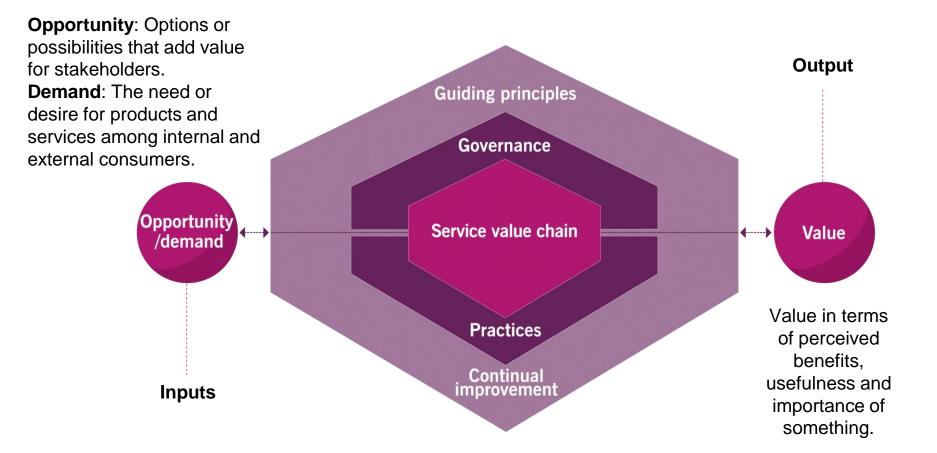
- Each organization's SVS interfaces with other organizations, forming an ecosystem that can in turn facilitate value for those organizations, their customers, and other stakeholders.
- ► The purpose of the SVS is to ensure that the organization constantly co-creates value with all stakeholders through 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).

#### Foundation

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.

# OVERVIEW OF THE SERVICE VALUE CHAIN

**TOPIC 2** 

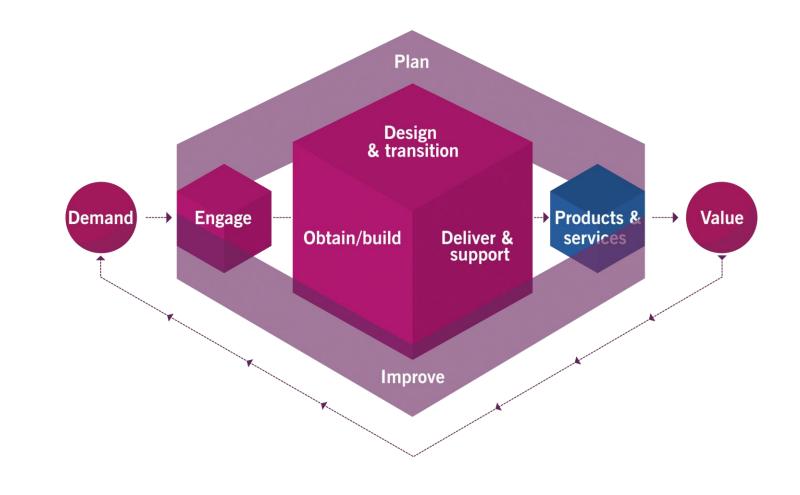


Overview of Service Value System

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

Foundation

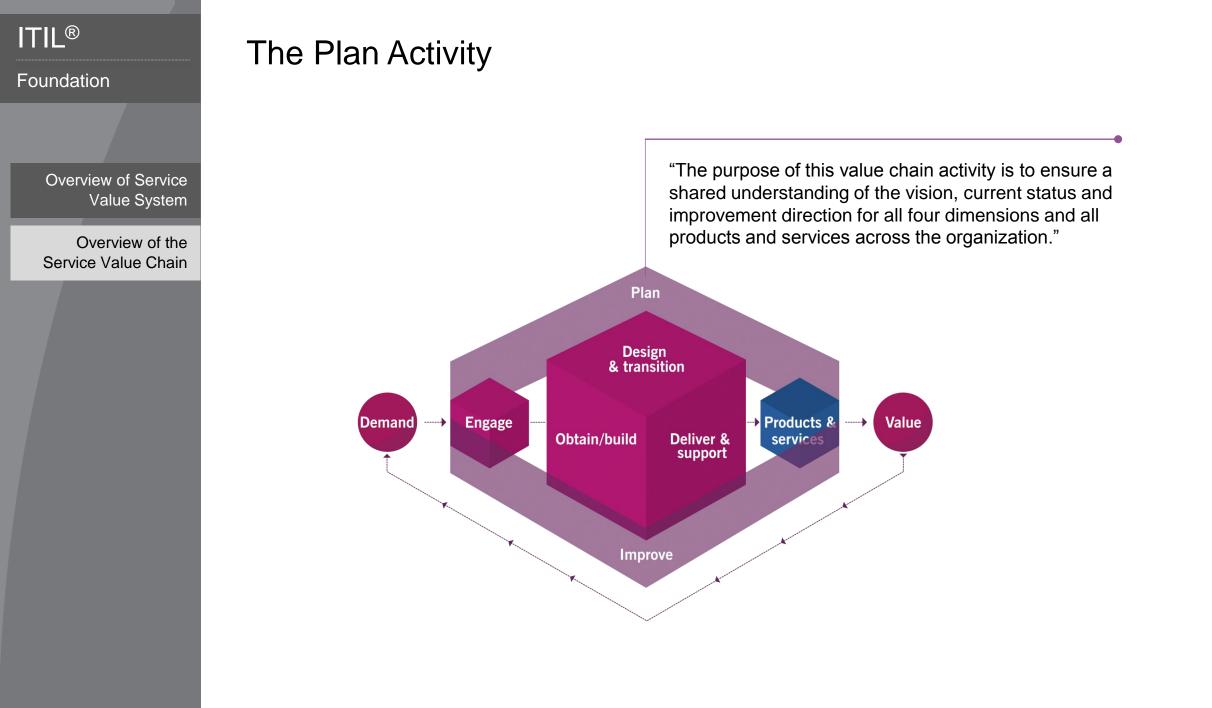
Overview of Service Value System

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

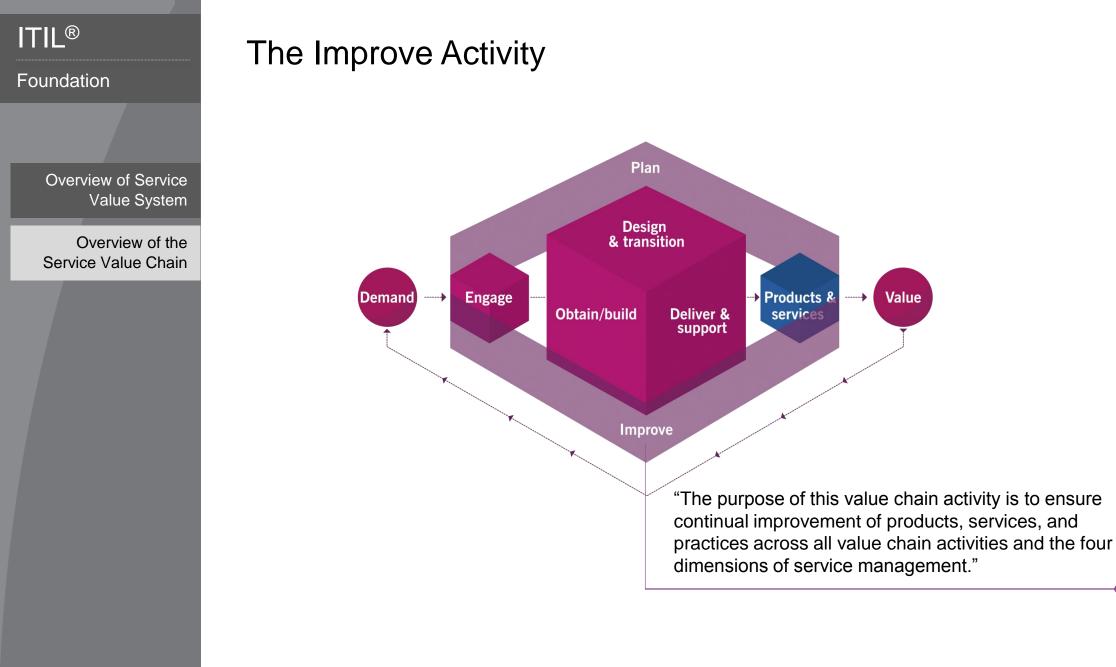
Overview of the Service Value Chain

# The Plan Activity (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

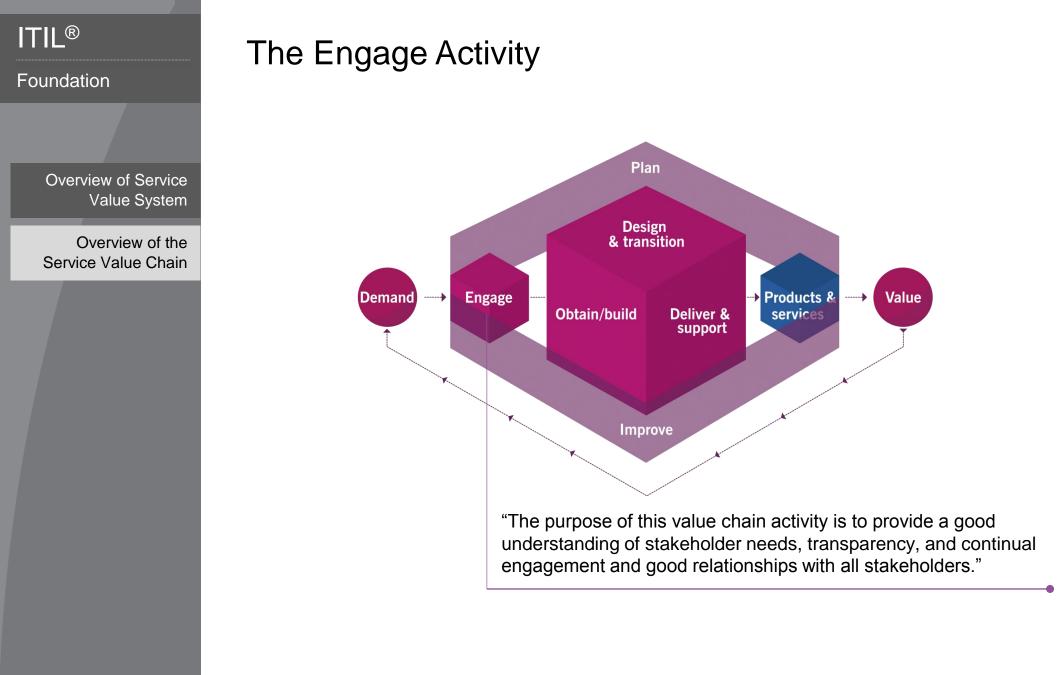
Overview of the Service Value Chain

# The Improve Activity (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

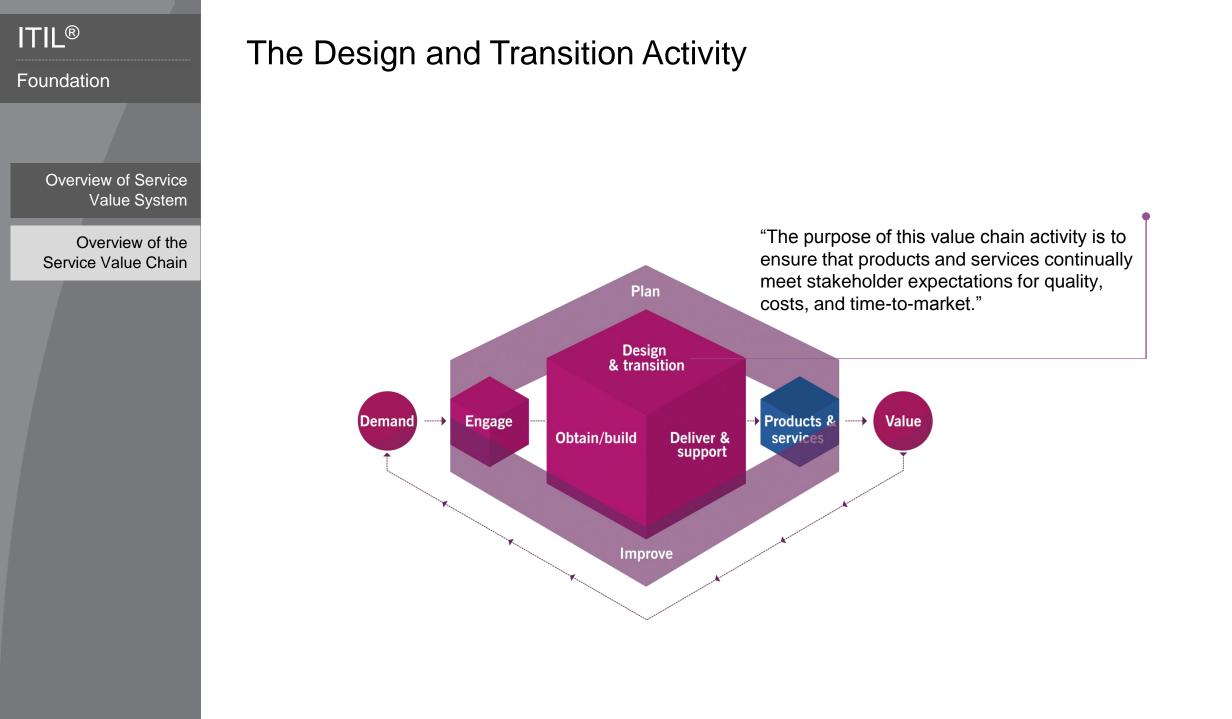
Overview of the Service Value Chain

# The Engage Activity (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

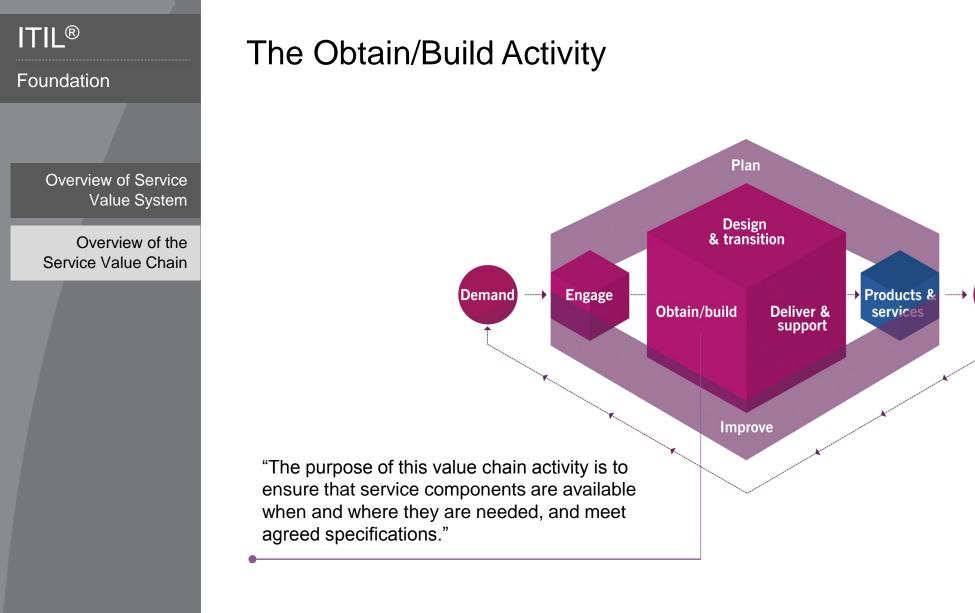
Overview of the Service Value Chain

## The Design and Transition Activity (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



Value



Overview of Service Value System

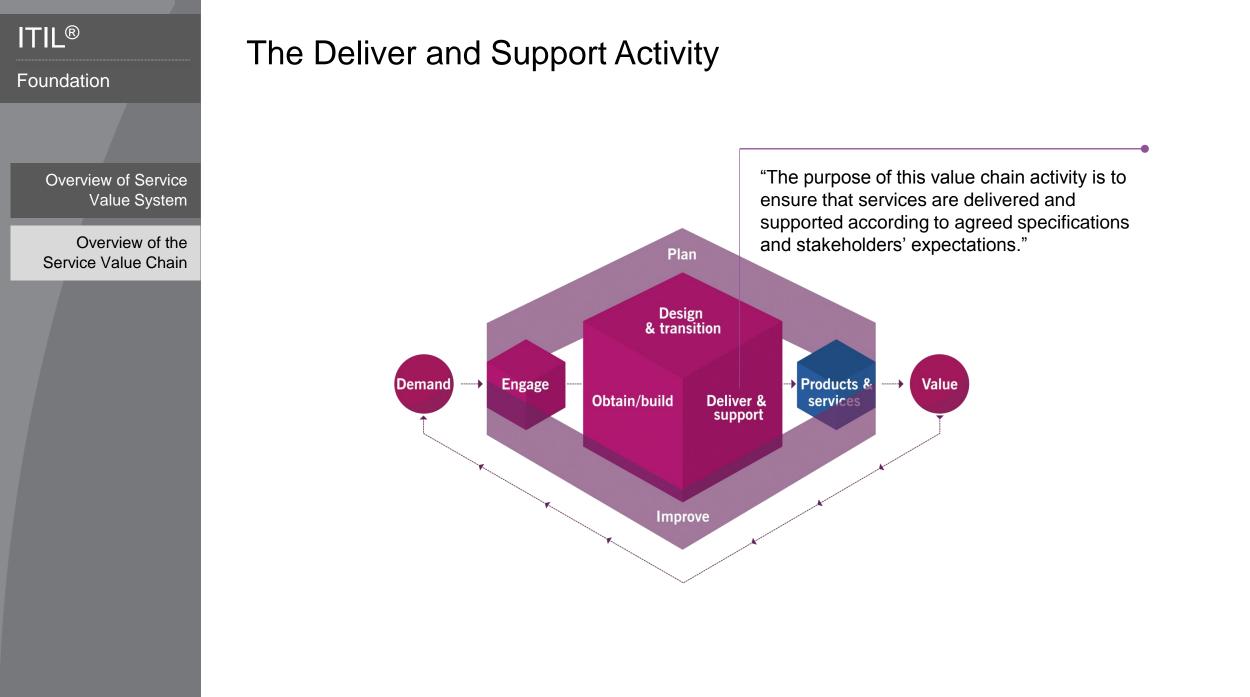
Overview of the Service Value Chain

### 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 (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

#### Foundation

# Module Learning Objectives

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

- Describe continual improvement.
- Describe the continual improvement model.
- ▶ Discuss the relationship between the continual improvement and guiding principles.

# INTRODUCTION TO CONTINUAL IMPROVEMENT

TOPIC 1



### Continual Improvement

Introduction to Continual Improvement

> The Continual Improvement Model

Relationship between Continual Improvement and Guiding Principles Takes place in all areas and at all levels of the organization



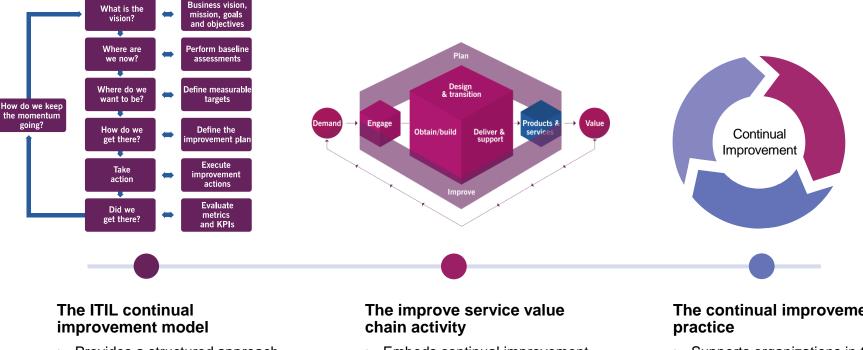
Continual Improvement (Contd.)

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

Introduction to Continual Improvement

> The Continual **Improvement Model**

Relationship between Continual Improvement and Guiding Principles



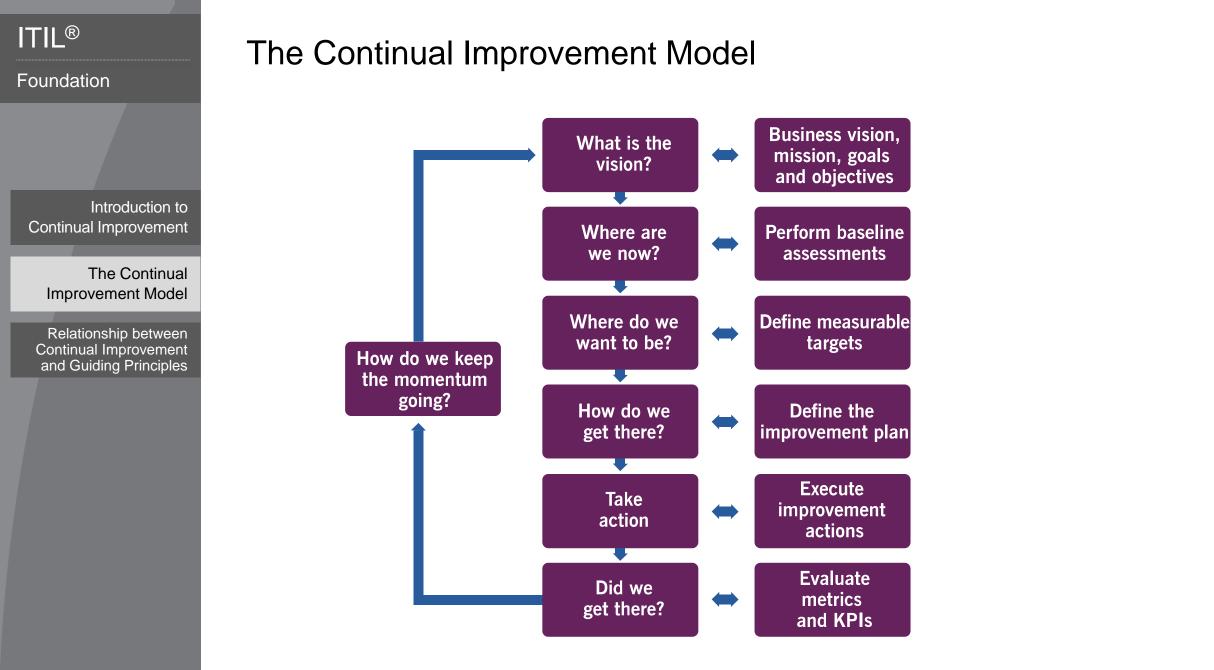
Supports organizations in their day-to-day improvement efforts

- Provides a structured approach to organizations for implementing improvements
- Embeds continual improvement into the value chain

### The continual improvement

# THE CONTINUAL IMPROVEMENT MODEL

**TOPIC 2** 



Foundation

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.

#### Foundation

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.

#### Foundation

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.

#### Foundation

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.

#### Foundation

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.

# RELATIONSHIP BETWEEN CONTINUAL IMPROVEMENT AND GUIDING PRINCIPLES

**TOPIC 3** 



Introduction to

The Continual

Continual Improvement

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	P		
Where are we now?		P		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			P	Р		Р

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# **ITIL Management Practices**

General 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>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 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>

#### Foundation

# 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

# THE CONTINUAL IMPROVEMENT PRACTICE

TOPIC 1



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

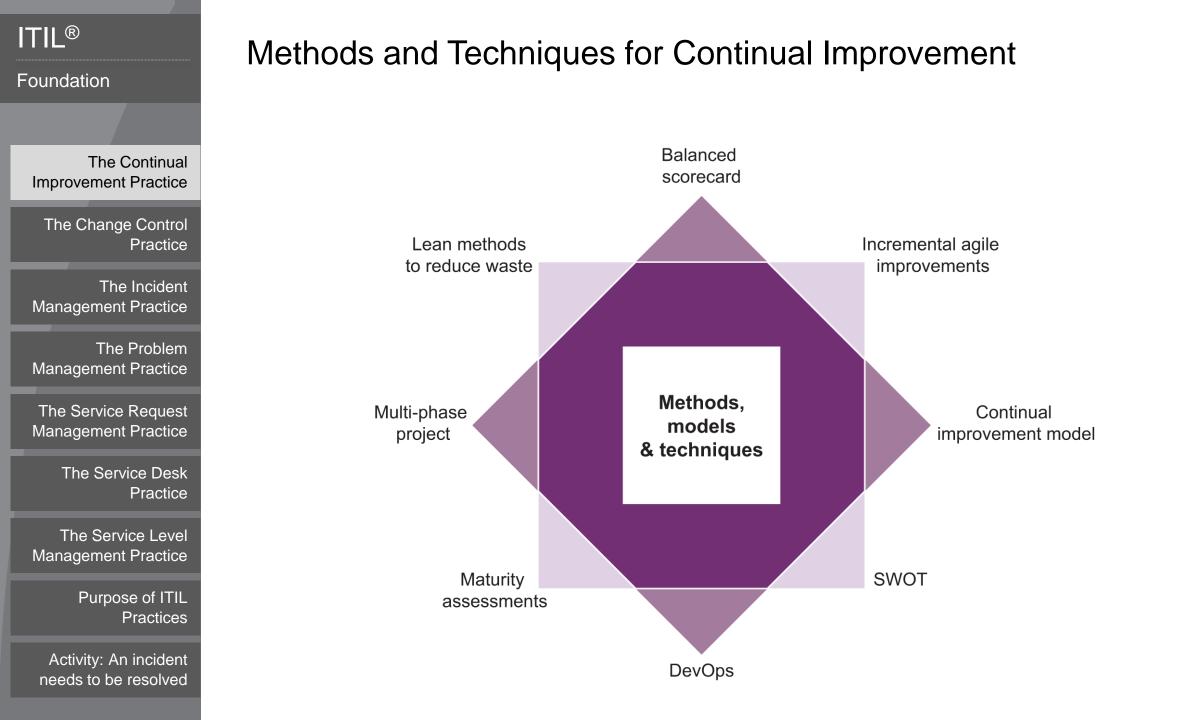
> Purpose of ITIL Practices

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

# Key Activities of Continual Improvement

The continual improvement practice includes the following key activities:



"Encouraging continual improvement across the organization"



"Making business cases for improvement action"



"Securing time and budget for continual improvement"



"Planning and implementing improvements"



"Identifying and logging improvement opportunities"



"Measuring and evaluating improvement results"



"Assessing and prioritizing improvement opportunities"



"Coordinating improvement activities across the organization"

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

# 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.

Embedding continual improvement into the way people think and work

Continual improvement team

Leaders

Everyone in the organization

Partners and suppliers

Leading efforts and advocate practice across organization

Active participation in continual improvement is a core part of everyone's job

Contracts should include how they measure, report and improve

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

## **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	М	Dec '18	Service Desk	On Track
Jan '18	Communication on security	L	Н	Dec '18	GRC	Well received

# THE CHANGE CONTROL PRACTICE

TOPIC 2

#### 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

# 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"

Foundation

# Distinguish Change Control from Organizational Change Management

al	Organizational Change Management	Change Control
ol	<ul> <li>Manages the people aspects of changes</li> </ul>	<ul> <li>Focusses on changes in products and services</li> </ul>
nt ce m ce	<ul> <li>Ensures that improvements and organizational transformation initiatives are implemented successfully</li> </ul>	<ul> <li>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</li> </ul>

The Continua 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



The Continual

Practice

The Incident

The Problem

Improvement Practice

The Change Control

Management Practice

Management Practice

The Service Request Management Practice

The Service Desk

The Service Level Management Practice

Purpose of ITIL

Practices

Practice

# 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.	major onungoo.	May be a separate change authority is required which includes senior managers who understand business risk.

Different changes deal with authorization differently.

Activity: An incident needs to be resolved

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

# 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.

# THE INCIDENT MANAGEMENT PRACTICE

**TOPIC 3** 

Foundation

# **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



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

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

**Designing the Incident Management Practice** 

Organizations should design their incident management practice:



Store information about incidents in incident records



Provide good-quality updates on incidents





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# Incident Diagnosis and Resolution

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



# THE PROBLEM MANAGEMENT PRACTICE

TOPIC 4



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# **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."



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# 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



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# **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."

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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** 

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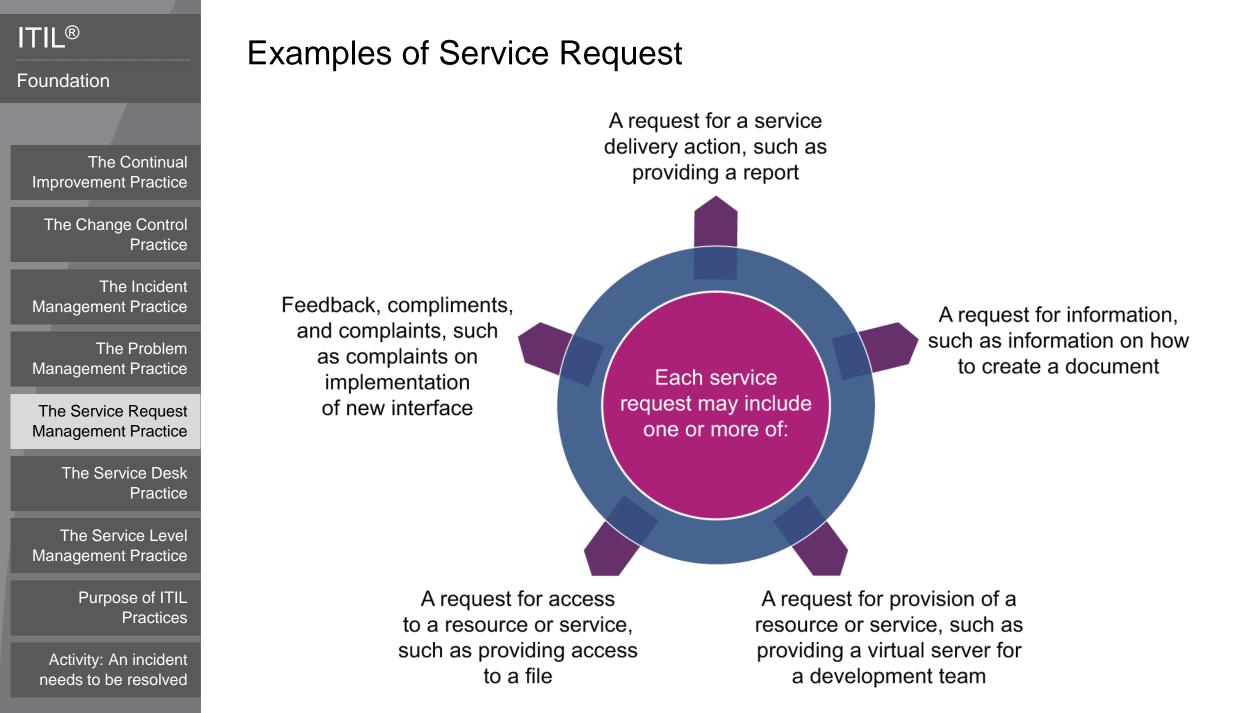
# Purpose of Service Request Management

#### **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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# **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.



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# Service Request Management Guidelines

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



# THE SERVICE DESK PRACTICE

TOPIC 6

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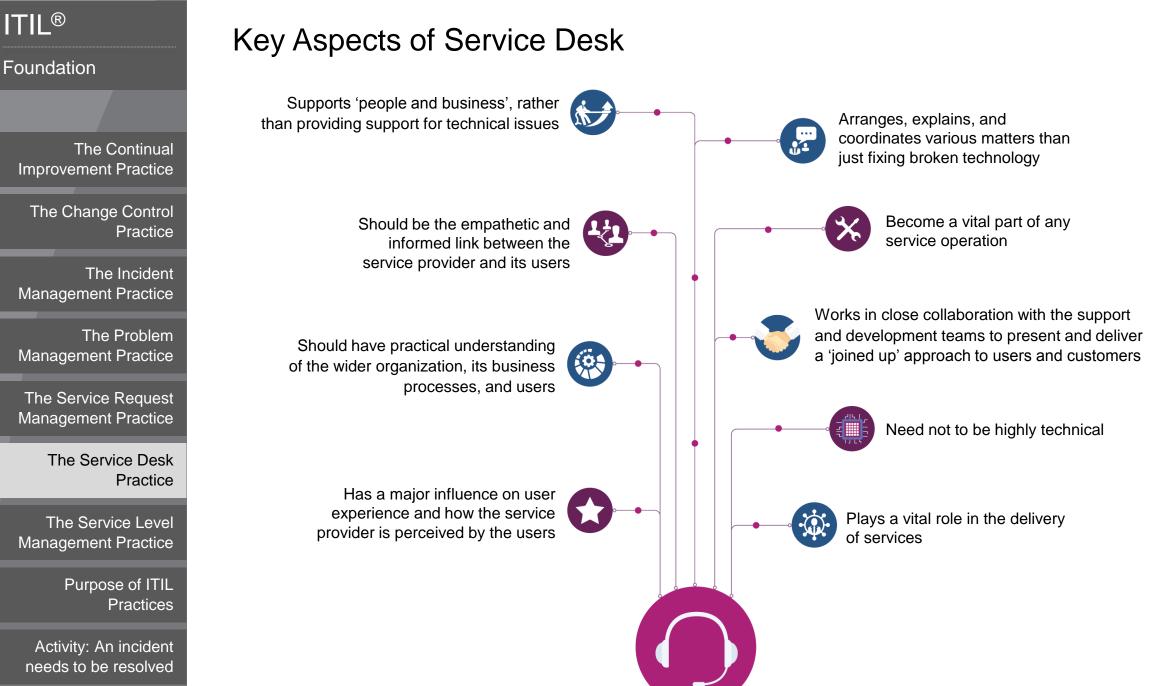
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# Service Desk

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





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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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# 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

# THE SERVICE LEVEL MANAGEMENT PRACTICE

TOPIC 7

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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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# 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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# **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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# Sources for Collating and Analyzing Information

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



# PURPOSE OF ITIL PRACTICES

**TOPIC 8** 

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# **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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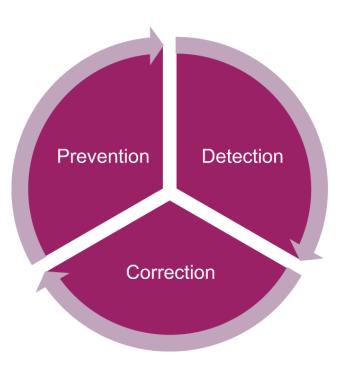
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# Information Security Management (Contd.)

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





**Prevention:** Ensures security risks do not occur



**Detection:** Detecting risks that cannot be prevented

**Correction:** Recovering from risks after they are detected

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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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# Relationship Management (Contd.)

The relationship management practice ensures that the:

- ▶ Needs of stakeholders are understood, and products and services are prioritized
- Constructive relationship is established relationship between the organization and stakeholders
- Priorities for new or changed products/services for customers are established and maintained
- Complaints and escalations from stakeholders are managed well
- Products and services facilitate value creation for the service consumers and organizations
- Organizations facilitate value creation for all stakeholders

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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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# 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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# 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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# 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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## **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."