ITIL4

Learning Objectives

- To gain knowledge and competencies on the following topics :

  - Key Concepts of Service Management

  - ITIL Guiding Principles

  - Four Dimensions of Service Management

  - ITIL Service Value System

  - Service Value Chain and the interconnected nature of activities

  - ITIL Practices

ITIL® Foundation Exam Format

Type	**Multiple choice, 40 questions.** • Standard questions – a question and four options • Negative questions – a standard question in which the stem is negatively worded • Missing word – a sentence with a missing word and you have to select the missing word from four options • List questions – there will be a list of four statements and you have to select two correct statements from the list.
Duration	Maximum 60 minutes for all candidates in their respective language. Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, i.e. 75 minutes in total.
Level of thinking	Bloom's levels 1 & 2
Prerequisite	Accredited ITIL Foundation training is strongly recommended but is not a prerequisite.
Supervised	Yes
Material allowed	None – This is a 'closed book' exam.
Pass Score	26/40 or 65%
Delivery	This examination is available in Online

Course Structure

Unit 1 - Introduction To ITIL 4

Unit 2 – ITIL Key Concepts

Unit 3 – ITIL Guiding Principles

Unit 4 – The Four Dimensions Of Service Management

Unit 5 – The ITIL Service Value System

Unit 6 – Overview of ITIL Practices

Unit 7 - Exam Preparation and Mock Test

Introduction To ITIL

- Best Practice

  - Proven activities or processes that have been successfully used by multiple organizations

- Sources of Best Practice

  - Public frameworks
  - Standards
  - Proprietary knowledge of organizations and individuals
  - Industry practices
  - Academic research
  - Training and education
  - Internal experiences

Introduction To ITIL

ITIL : IT Infrastructure Library

- An IT Service Management Framework based on best practices

- Is the most widely accepted approach to IT Service Management across the world

- Is service value system oriented, customer focused, and process based

- Is a set of publications owned by AXELOS Limited, UK

Evolution of ITIL

- 1980 – Office of Government Commerce initiated collection and adoption of best practices

- 1989 – First official version published

- 2002 – Version 2 published

  - Service Support, Service Delivery & Service Desk

- 2007 – Version 3 was released

  - Service lifecycle approach

- 2011 – Improved consistency across core publications

- 2019 – Version 4 : Major revamp with focus on Service Value System

ITIL Key Concepts

ITIL Key Concepts : Contents

- Service
- Service Management
- Value
- Outputs Vs Outcomes
- Costs
- Risks
- Utility and Warranty
- Stakeholders
- Value Co-creation
- Products and Services
- Service Offerings
- Service Relationship

ITIL Key Concepts

- 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.

# ITIL Key Concepts

- Service Management

  - A set of specialized organizational capabilities for enabling value for customers in the form of services.

  - Developing these organizational capabilities requires an understanding of :

    - The nature of value

    - The nature and scope of the stakeholders involved

    - How value creation is enabled through services

ITIL Key Concepts

- Value

  - The perceived benefits, usefulness, and importance of something.

  - The purpose of an organization is to create value for stakeholders.

  - Value is subjective :

    - Value is subject to the perception of the stakeholders, whether they be customers or consumers of a service, or part of the service provider organization.

ITIL Key Concepts
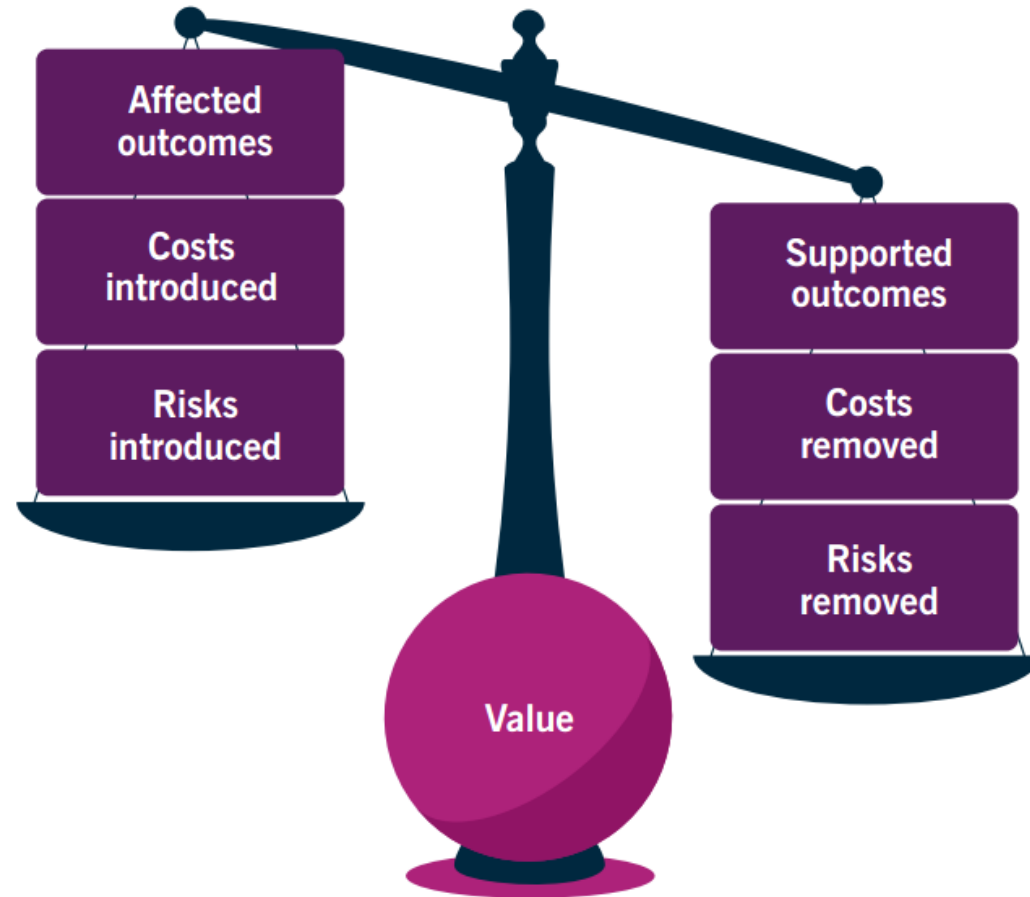
- Value

ITIL Key Concepts

- Outputs Vs Outcomes

  - **Output :** A tangible or intangible deliverable of an activity

  - **Outcome :** A result for a stakeholder enabled by one or more outputs.

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

ITIL Key Concepts

- Costs

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

- Service Consumer's Perspective :

    - Costs removed from the consumer by the service
    - Costs imposed on the consumer by the service

- Service Provider's Perspective :

    - The cost of service provision
    - Should ensure that services are delivered within budget constraints and meet the financial expectations of the organization

ITIL Key Concepts

- Risks

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

  - Also defined as uncertainty of outcome.

  - Can be used for measuring the probability of positive outcomes as well as negative outcomes.

  - Service Consumer Perspective :

    - Risks removed from a consumer by the service

    - Risks imposed on a consumer by the service.

ITIL Key Concepts

- Risks

- Service Consumer contributes to the reduction of risk through :

    - Actively participating in the definition of the requirements of the service and the clarification of its required outcomes.

    - Clearly communicating the critical success factors and constraints that apply to the service

    - Ensuring the provider has access to the necessary resources of the consumer throughout the service relationship.

ITIL Key Concepts

Utility and Warranty

- **Utility**

  - The functionality offered by a product or service to meet a particular need

  - What the service does

  - Fit for purpose

  - Supports the performance of the consumer and/or remove constraints from the consumer.

T

ITIL Key Concepts

Utility and Warranty

- **Warranty**

  - Assurance that a product or service will meet agreed requirements

  - How the service performs

  - Fit for use

  - Relates to the service levels aligned with the needs of service consumers

  - Addresses areas such as availability, capacity, security and continuity.

ITIL Key Concepts

Utility and Warranty

- The assessment of a service must take into consideration the impact of costs and risks on utility and warranty to generate a complete picture of the viability of a service

- Both utility and warranty are essential for a service to facilitate its desired outcomes and therefore help create value.

ITIL Key Concepts

Stakeholders

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

- **Service Providers :** An organization that undertakes provisioning of services

- The service provider can be external to the consumer's organization, or can be part of the same organization

- **Service Consumer :** The organization receiving the services

ITIL Key Concepts

Stakeholders

- **Customer :** A person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.

- **User :** a person who uses services.

- **Sponsor :** a person who authorizes budget for service consumption.

- **Other Stakeholders :** Individual employees, partners and suppliers, investors, shareholders, government organizations and social groups.

ITIL Key Concepts

Stakeholders

- In service management, each of the stakeholders must be understood in the context of the creation of value in the form of services

- For the success, as well as, the continued existence of an organization, it is important that relationships with all key stakeholders groups are understood and managed

- Products and services create value for stakeholders in a number of ways.

  - Some are quite direct such as the generation of revenue

  - Some are indirect such as employee experience.

ITIL Key Concepts

Value Co-creation

Value : The perceived benefits, usefulness, and importance of something.

Value Co-creation :

- Value is co-created through an active collaboration between providers and consumers

- Includes other organizations that are part of the relevant service relationships

- Stakeholders across the service value chain contribute to the definition of requirements, the design of service solutions and even to the service creation/or provisioning itself.

ITIL Key Concepts

Products and 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.

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

ITIL Key Concepts

Service Offerings

➢ Components of service offering :

Component	Description	Examples
Goods	• Supplied to the consumer • Ownership is transferred to the consumer • Consumer takes responsibility for future use	• A mobile phone • A physical server
Access to resources	• Ownership is not transferred to the consumer • Access is granted or licensed to the consumer under agreed terms and conditions • The consumer can only access the resources during the agree consumption period and according to other agree service terms	• Access to the mobile network, or to network storage
Service Actions	• Performed by the service provider to address a consumer's needs • Performed according to an agreement with the consumer	• User support • Replacement of a piece of equipment.

ITIL Key Concepts

Service Relationship

- Service Relationships are established between two or more organizations to co-create value.

- It refers to a cooperation between a service provider and service consumer.

- It includes :
    - Service Provision
    - Service Consumption
    - Service Relationship Management

ITIL Key Concepts

Service Relationship

Service Provision
- Activities performed by an organization to provide services

- It 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.
  - May also include the supplying of goods.

ITIL Key Concepts

Service Relationship

Service Consumption

- Activities performed by an organization to consume services

- It includes :
  - Management of the consumer's resources needed to use the service
  - Service actions performed by users, including utilizing the provider's resources, and requesting service actions to be fulfilled.
  - May also include the receiving /acquiring of goods.

ITIL Key Concepts

Service Relationship

Service Relationship Management

- Joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available service offerings.
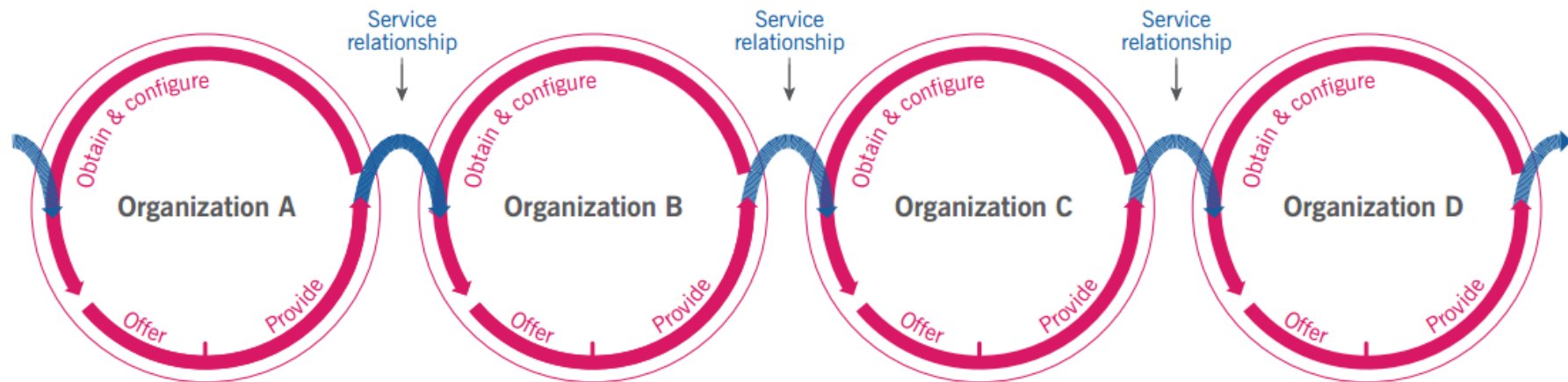
➢ Service Relationship Model :

ITIL Key Concepts

Service Relationship

Service Relationship Model :

- When services are delivered by the provider, they create new resources for service consumers, or modify their existing ones. For example :
  - A training service improves the skills of the consumer's employees
  - A software development service creates a new application for the service consumer.
  - A broadband service allows the consumer's computers to communicate
  - A car-hire service enables the consumer's staff to visit clients
- The service consumer can use its new or modified resources to create its own products to address the needs of another target consumer group, thus becoming a service provider.

ITIL Key Concepts : Summary

- Service
- Service Management
- Value
- Outputs Vs Outcomes
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- Products and Services
- Service Offerings
- Service Relationship

The Four Dimensions of Service Management

The Four Dimensions of Service Management : Contents

- The Four Dimensions of Service Management
- Organization and People
- Information and Technology
- Partners and Suppliers
- Value Streams and Processes
- External Factors

# The Four Dimensions of Service Management

- **The Four Dimensions of Service Management**

- The objective of an organization is to create value for its stakeholders, and this is achieved through the provision and consumption of services

- To achieve their desired outcomes and work as effectively as possible, organizations should consider all aspects of their behaviour

- To support a holistic approach to service management we need to consider four dimensions

  - Organizations and people

  - Information and technology

  - Partners and suppliers

  - Value streams and processes.

The Four Dimensions of Service Management

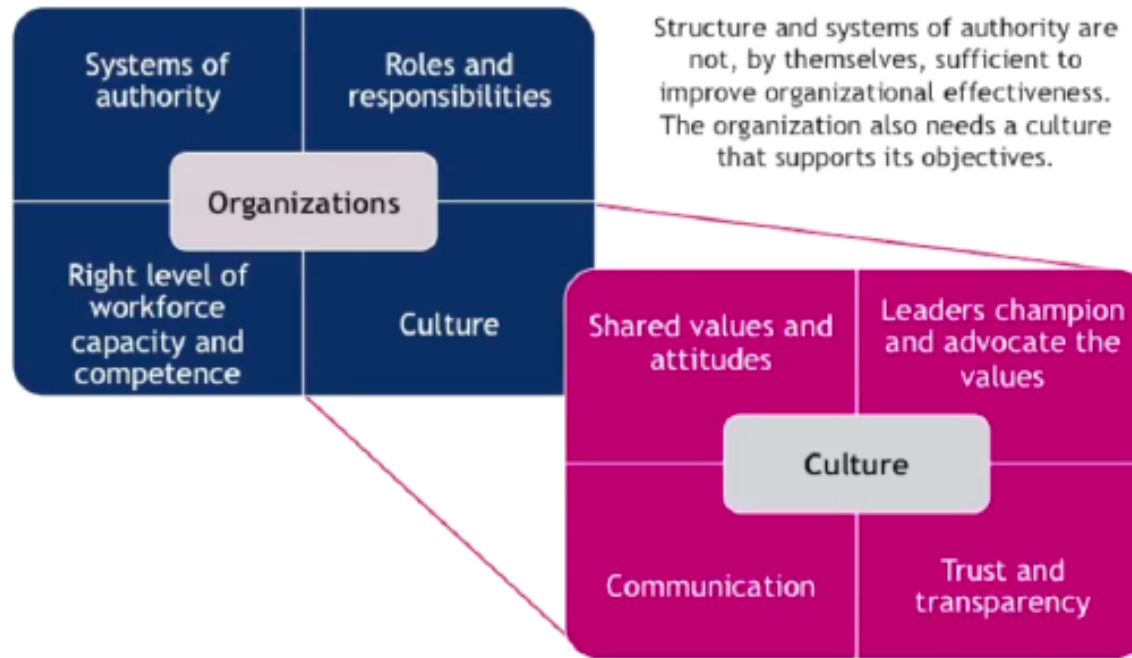- **The Four Dimensions of Service Management**
- Together, these four dimensions are critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services
- These four dimensions represent perspectives which are relevant to the whole service value system, including the entirety of the service value chain and all ITIL practices
- The four dimensions are constrained or influenced by several external factors that are often beyond the control of the service value system.
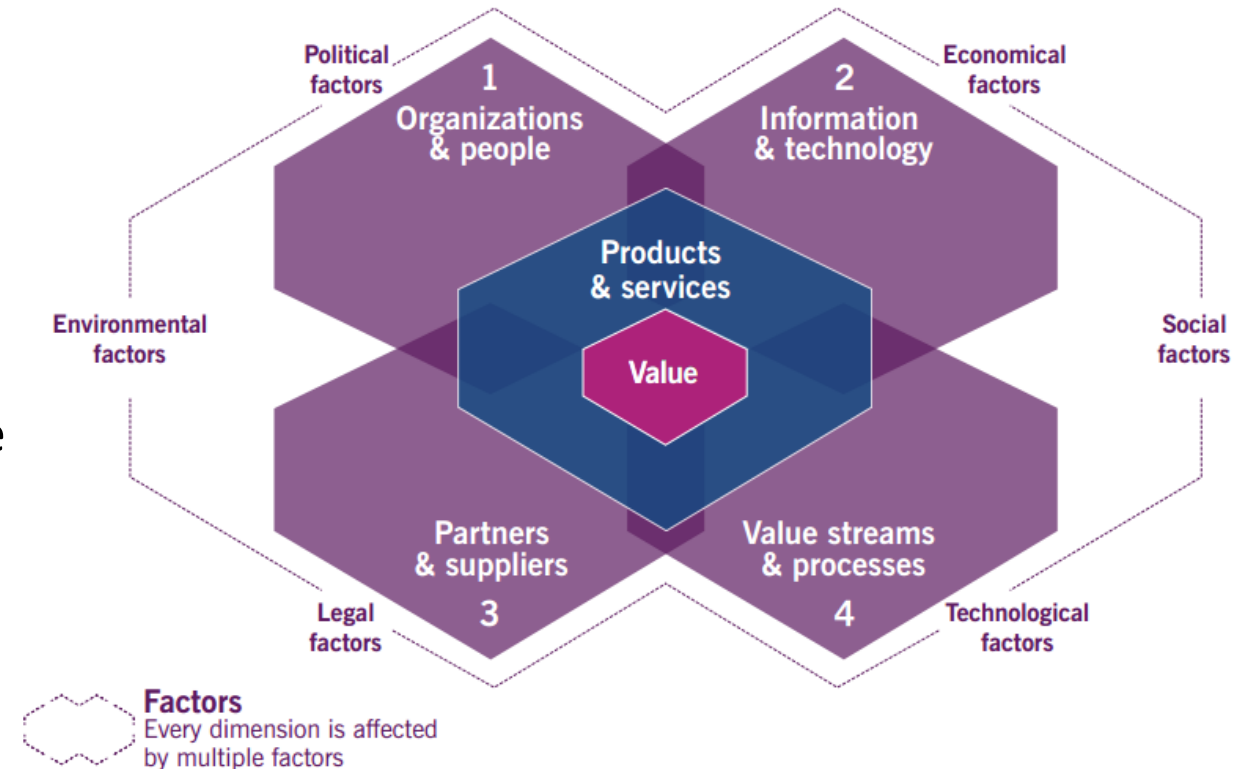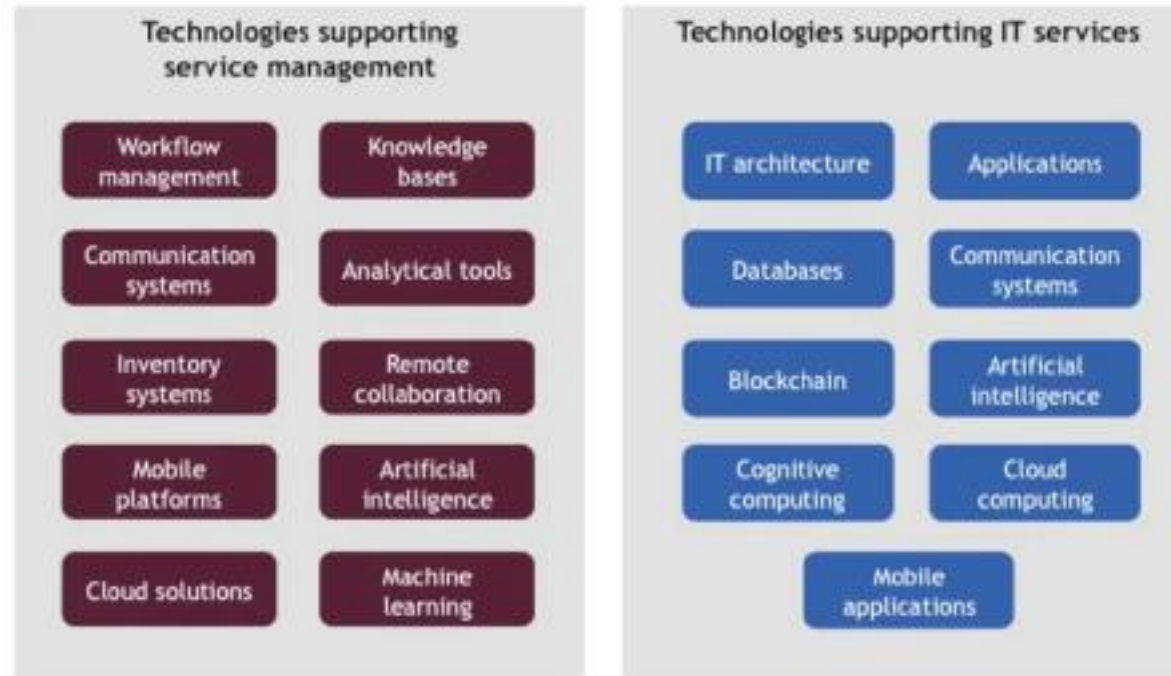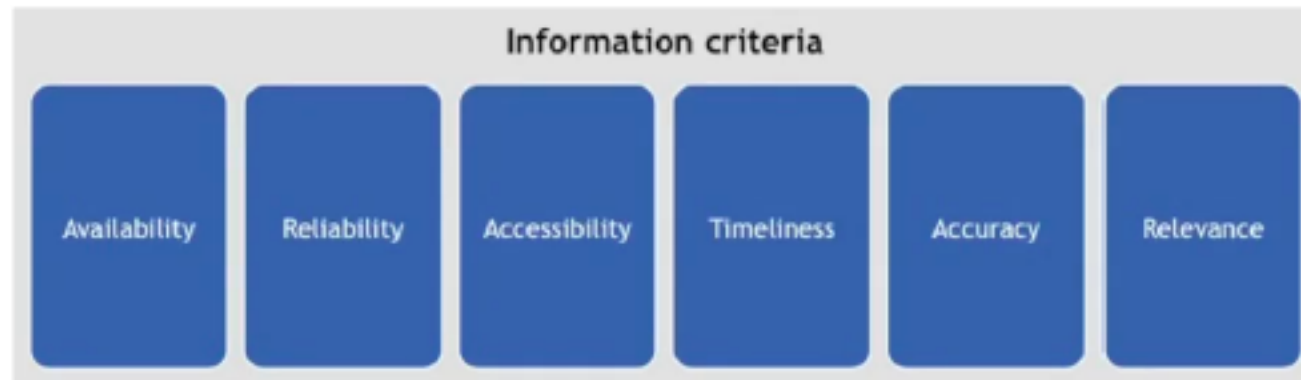
Organization and people

o Formal organizational structures
o Culture
o Required staffing and competencies
o Roles and responsibilities

Information and technology

Information and technology

Information criteria

Availability | Reliability | Accessibility | Timeliness | Accuracy | Relevance

Information and technology

The challenges of information management, such as those presented by security and regulatory compliance requirements, as also a focus of this dimension.

Information technology considerations			
✓	Is it compatible with the current architecture?	✓	Does the organization have the right skills to support and maintain it?
✓	Does it raise any regulatory, compliance, or information security control issues?	✓	Does it have sufficient automation capabilities to be developed, deployed and operated?
✓	Will it continue to be viable in the foreseeable future?	✓	Does it have additional capabilities that can be leveraged for other products or services?
✓	Does it align with the service provider or service consumer strategy?	✓	Does it introduce new risks or constraints to the organization?

Organizational culture and the nature of the organization's business will also have an impact on which technologies it chooses to use.

Cloud computing

- A model for enabling on-demand network access to a shared pool of configurable computing resources that can be rapidly provided with minimal management effort or provider interaction.

- Key characteristics of cloud computing include:
    - l on-demand availability (often self-service)
    - l network access (often internet access)
    - l resource pooling (often among multiple organizations)
    - l rapid elasticity (often automatic)
    - l measured service (often from service consumer's perspective).

Partners and supplier

- Service provider/service consumer relationships
- Organization's partner and supplier strategy
- Factors that influence supplier strategies
- Service integration and management
- Service partnerships
    - Share common goals and risks
    - Collaborate to achieve desired outcomes
- Goods and service supply
    - Formal contracts
    - Clear separation of responsibilities
- Every organization and every service depend on some extent on services provided by other organizations.
- Service integration and management
    - Involves the use of a specially established integrator to ensure that service relationships are properly coordinated
    - May be kept within the organization or can be delegated to a trusted partner
- An organization's strategy when it comes to using partners and suppliers should be based on its goal, culture and business environment.

Value streams and processes

A value stream is a series of steps an organization undertakes to create and deliver products and services to service consumers. It combines the organization's value chain activities.

Value stream optimization may include process automation or adoption of emerging technologies and ways of work to gain efficiencies or enhance user experience

A process is a set of interrelated or interacting activities that transforms inputs into outputs. Processes are designed to accomplish a specific objective.
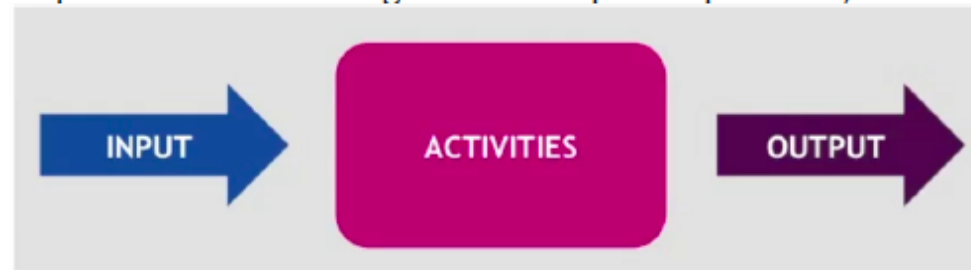
The Four Dimensions of Service Management

- **External Factors**

  - Service providers are affected by my external factors and work in dynamic and complex environments

  - To analyse these external factors, frameworks such as PESTLE model may be used
    - Political
    - Economic
    - Social
    - Technological
    - Legal
    - Environmental

  - Collectively, these factors influence how organizations configure their resources and address the four dimensions of service management.

The Four Dimensions of Service Management : Summary

- The Four Dimensions of Service Management
  - Organization and People
  - Information and Technology
  - Partners and Suppliers
  - Value Streams and Processes
- External Factors

The Four Dimensions of Service Management Q1

Q1. Which of the following is not a Dimension of Service Management?

A. Organizations and people

B. Value streams and processes

C. Communication and collaboration

D. Information and technology

The Four Dimensions of Service Management Q2

Q2. The objective of an organization is to create value for its [?], and this is achieved through the provision and consumption of services.

    A.   Stakeholders

    B.   Employees

    C.   Senior Management

    D.   Sponsor

Q3. The technologies supporting service management include :

1. Workflow management systems

2. Analytical tools

3. Financial analysis

4. Inventory systems

   A.   1, 2 and 3 only
   B.   2, 3 and 4 only
   C.   1, 2, and 4 only
   D.   All of the above

Q4. Which of the following is not a characteristic of cloud computing?

A. On-demand availability

B. Resource pooling

C. Measured service

D. Local infrastructure

The ITIL Service Value System

ITIL Service Value System : Contents

- **Service Value System Overview**
- **Service Value Chain**
  - **Plan**
  - **Improve**
  - **Engage**
  - **Design and Transition**
  - **Obtain/Build**
  - **Deliver and Support**
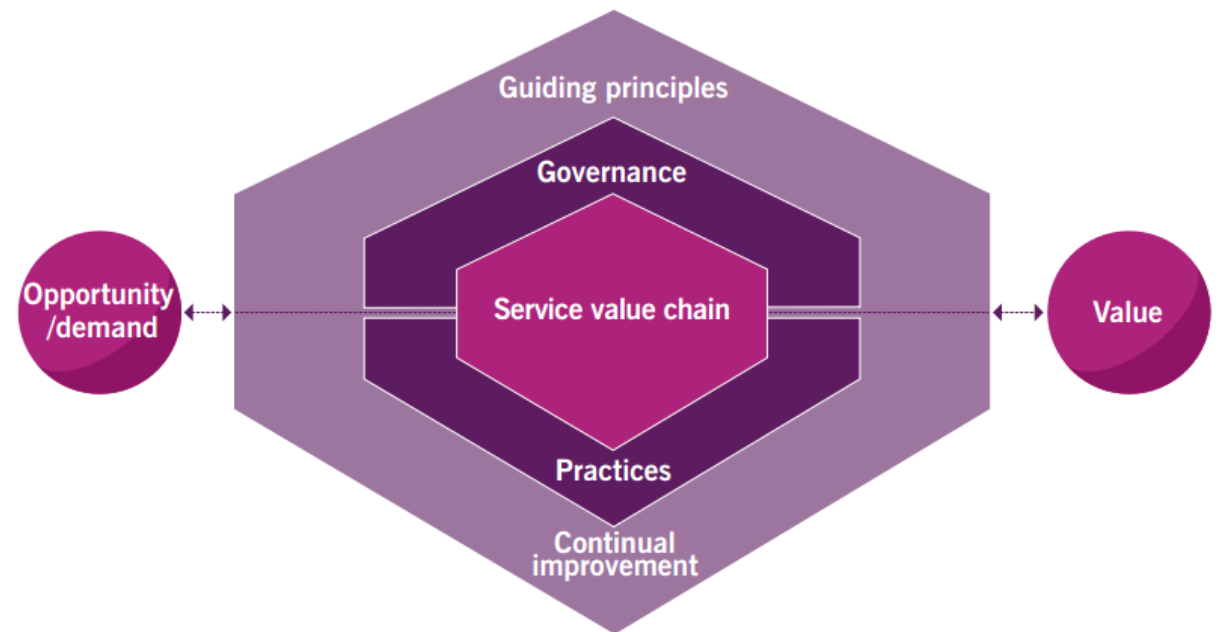
ITIL Service Value System

- **ITIL Service Value System (SVS)**

- Describes how all the components and activities of the organization work together as a system to enable value creation.

- More specifically, it describes :
  - **Inputs to the system :** Opportunity and demand
  - **Elements of the system :** organizational governance, service management, continual improvement, and the organization's capabilities and resources
  - **Outputs of the system :** achievement of the organization objectives, and value for the organization, its customers, and other stakeholders

- Each organization's SVS has its 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 continually co-creates value with all stakeholders through the use and management of products and services.

ITIL Service Value System

- **ITIL Service Value System (SVS)**

  - Components :

    - Guiding principles

    - Governance

    - Service value chain

    - Practices

    - Continual improvement

- **ITIL Service Value System (SVS)**
  - Describes how all the components and activities of the organization work together as a system to enable value creation

  - The components and activities, together with the organization's resources, can be configured and reconfigured in multiple combinations in a flexible way as circumstances change

  - To be truly effective, it requires the integration and coordination of activities, practices, teams, authorities and responsibilities and all parties.

  - The architecture of the ITIL SVS specifically enables flexibility and discourages siloed working

  - The service value chain activities and the practices in the SVS can be combined in multiple value streams to address the needs of the organization in a variety of scenarios.

ITIL Service Value System

- **ITIL Service Value System (SVS)**

  - Organizations should be able to define andr edefine their value streams in a flexible, yet safe and efficient manner

  - This requires continual improvement activity to be carried out at all levels of the organization

  - The continual improvement and overall operation of an organization are shaped by the ITIL guiding principles

  - The guiding principles create a foundation for a shared culture across the organization

  - The principles also support collaboration and cooperation within and between the teams, and removing the need for constraints and controls previously provided by silos.

ITIL Service Value System

- **ITIL Service Value System (SVS)**

  - The ITIL SVS supports many approaches such as Agile, DevOps and Lean as well as traditional process and project management, with a flexible value-oriented operating model

  - The scope of SVS can be a whole organization or a smaller subset of that organization

  - To achieve the maximum value from the SVS, it is preferable to include the whole organization in the scope rather than a subset.

ITIL Service Value System

- **Service Value Chain**

    - The central element of the Service Value System is the Service Value Chain

    - It represents an operating model which outlines the key activities required to respond to demand and facilitate value realization through the creation and management of products and services

    - The six value chain activities are :
        - Plan
        - Improve
        - Engage
        - Design and transition
        - Obtain / build
        - Deliver and support.

ITIL Service Value System

- **Service Value Chain**

ITIL Service Value System
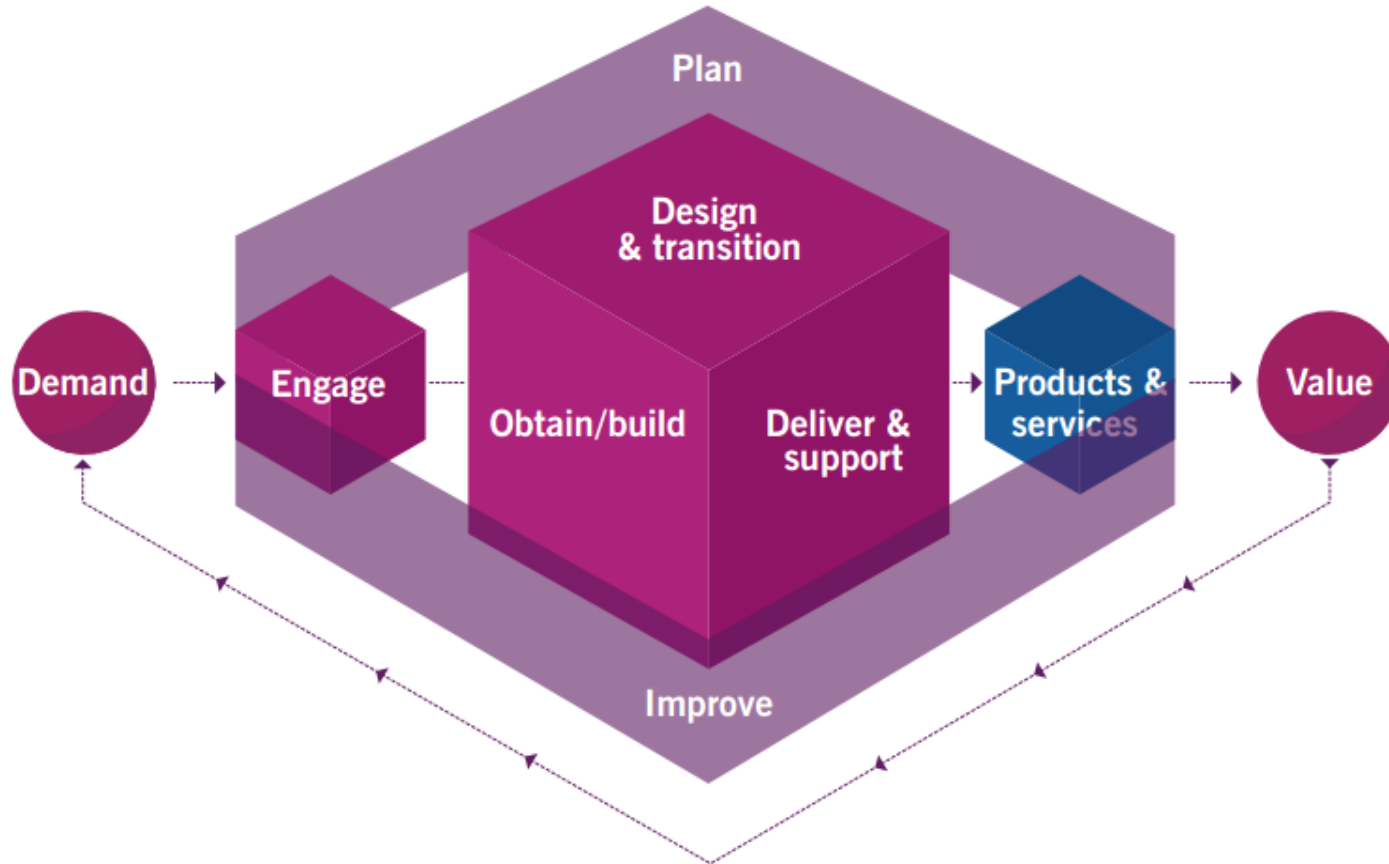
- **Service Value Chain**

  - The value chain activities represent the steps an organization takes in the creation of value

  - Each activity contributes to the value chain by transforming specific inputs into outputs

  - These inputs could be demand from outside the value chain or outputs of other activities

  - Thus, the activities are connected to, and interact with, one another

  - Each activity receives and provides trigger for further actions to be taken.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Plan**

  Purpose : 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.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Improve**

Purpose : To ensure continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Engage**

  Purpose : To Provide a good understanding of stakeholder needs, transparency, and continual engagement and good relationships with all stakeholders.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Design and transition**

Purpose : To ensure that products and services continually meet stakeholder expectations for quality, costs, and time to market.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Obtain / Build**

Purpose : To ensure that service components are available when and where they are needed, and meet agreed specifications.

ITIL Service Value System

- **Service Value Chain**

- **Activities : Deliver and support**

Purpose : To ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations.

ITIL Service Value System : Summary

- Service Value System
- Service Value System Components
- Organizational Agility and Organizational Resilience
- Service Value Chain
- Service Value Streams
- Agile ITSM
- Service Value Chain Activities
  - Plan
  - Improve
  - Engage
  - Design and Transition
  - Obtain/Build
  - Deliver and Support

ITIL Service Value System Q1

Q1. The Service Value System describes how all the [?] of the organization work together as a system to enable value creation.

A. Resources

B. Stakeholders

C. Employees

D. Components and activities

Q2. "The ability of an organization to move and adapt quickly, flexibly, and decisively to support internal changes". What does this state refer to?

A. Organizational Resilience

B. Service Value System

C. Organizational Agility

D. Service Relationship

Q3. Which of the following statements are true about Service Value Chain?

1. It represents an operating model which outlines the key activities required to respond to demand and facilitate value realization

2. The value chain activities represent the steps an organization takes in the creation of value

3. Each activity contributes to the value chain by transforming specific inputs into outputs

4. The value is created and measured from a customer perspective only.

   A. 1, 2 and 3 only

   B. 2, 3 and 4 only

   C. 1, 2, and 4 only

   D. All of the above

ITIL Service Value System Q4

Q4. Which of the following is not an activity of Service Value Chain?

A. Design and transition

B. Strategy formulation

C. Obtain / build

D. Deliver and support

Q5. The purpose of 'Design and transition' activity of the Service Value Chain is to ensure that [?] continually meet stakeholder expectations for quality, costs, and time to market.

A. Utility and warranty

B. Opportunities and demands

C. Products and services

D. Expectations and needs

ITIL Guiding Principles

ITIL Guiding Principles : Contents

- The ITIL Guiding Principles

- Nature, Use and Interaction of the Guiding Principles

- Focus on value

- Start where you are

- Progress iteratively with feedback

- Collaborate and promote visibility

- Think and work holistically

- Keep it simple and practical

- Optimize and automate

ITIL Guiding Principles

- **Guiding Principles**

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

  - A guiding principle is universal and enduring.

ITIL Guiding Principles

- **Guiding Principles**

  - Focus on value

  - Start where you are

  - Progress iteratively with feedback

  - Collaborate and promote visibility

  - Think and work holistically

  - Keep it simple and practical

  - Optimize and automate

- **Focus on value**

  - Everything the organization does should link back, directly or indirectly, to value for itself, its customer, and other stakeholders

  - The focus on value principle encompasses many perspectives, including the experience of customers and users.

- **Focus on value**

  - **Applying the principle :**

    - Know how service consumers use each service

    - Encourage a focus on value among all staff

    - Focus on value during normal operational activity as well as during improvement initiatives

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

ITIL Guiding Principles

- **Start where you are**

  - While eliminating old, unsuccessful methods or services and creating something better, there is a general tendency to remove what has been done in the past and build something completely new

  - Do not start over without first considering what is already available to be leveraged.

ITIL Guiding Principles

- **Start where you are**

  - **Applying the principle**

    - Look at what exists as objectively as possible, using the customer or the desired outcome as the starting point

    - When examples of successful practices or services are found in the current state, determine if and how these can be replicated or expanded upon to achieve the desired results

    - There should be a focus on learning and improvement, not just replication and expansion.

- **Start where you are**

  - **Applying the principle**

    - There are risks associated with re-using existing practices and processes, as also risks associated with putting something new in place – apply risk management skills and apply them as part of decision-making process

    - Recognize the fact that sometimes nothing from the current state can be re-used and we may have to build something completely new.

Progress iteratively with feedback

- Resist the temptation to do everything at once

- By organizing work into smaller, manageable sections that can be executed and completed in a timely mann the focus on each effort will be sharper and easier to maintain

- Improvement iterations can be sequential or simultaneous, based on the requirement of the improvement and what resources are available

- Each individual iteration should be both manageable and managed, ensuring that tangible results are returned in a timely manner and built upon to create further improvement.
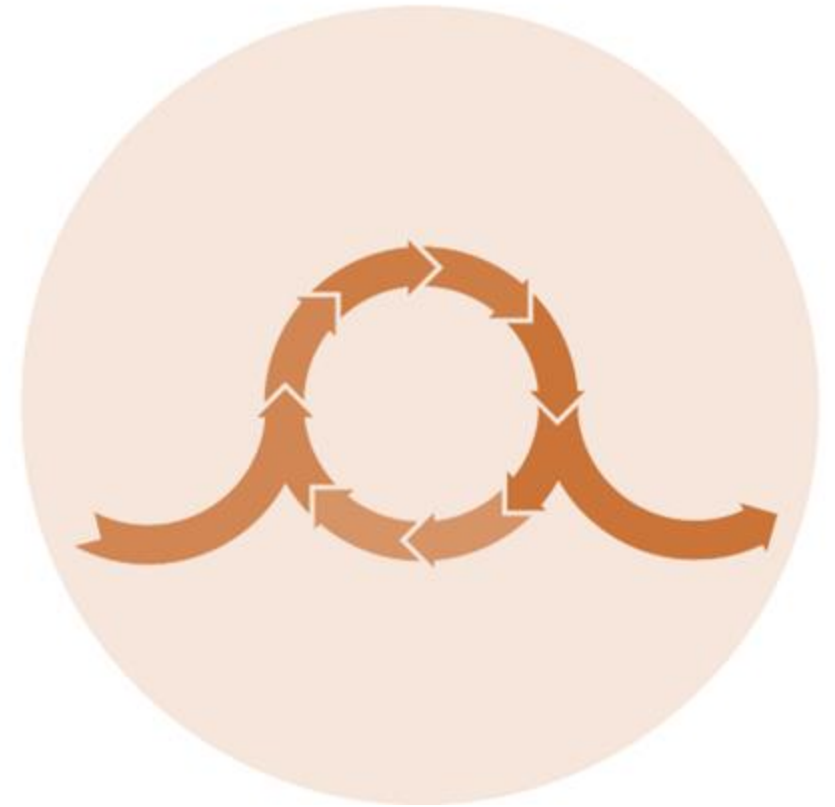
- **Collaborate and promote visibility**

  - When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, more relevance and increased likelihood of long-term success

  - Creative solutions, enthusiastic contributions and important perspectives can be obtained from unexpected sources, so inclusion is a better policy than exclusion

  - Cooperation and collaboration are better than isolated work.
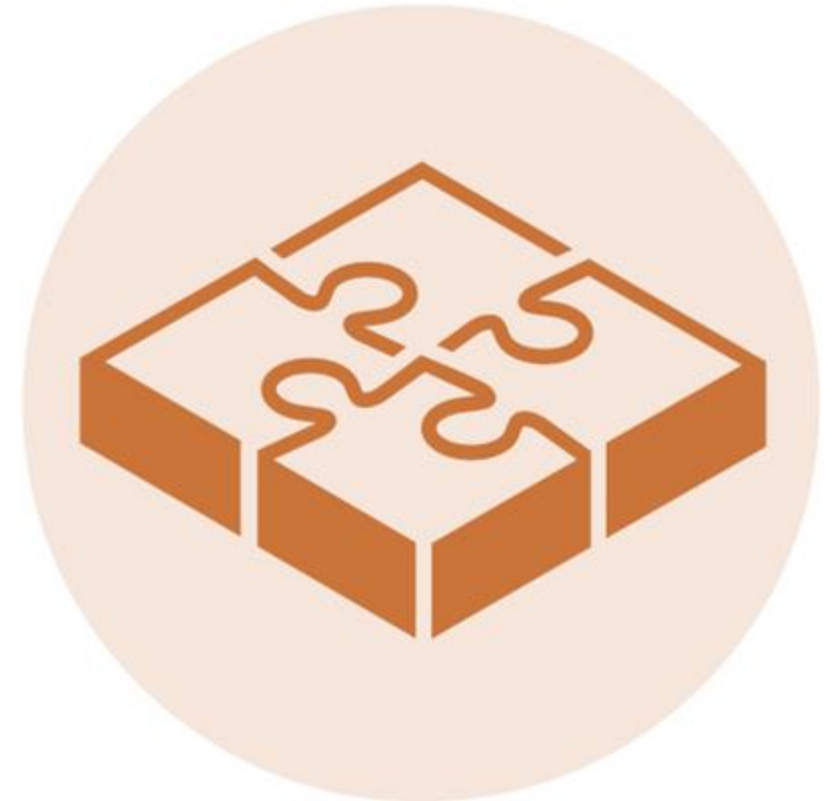
ITIL Guiding Principles

- **Collaborate and promote visibility**

  - **Applying the principle**

    - Collaboration does not mean consensus

    - Communicate in a way the audience can hear

    - Decisions can only be made on visible data.

ITIL Guiding Principles

● **Think and work holistically**

- All the organization's activities should be focused on the delivery of value
- Services are delivered to internal and external service consumers through the coordination and integration of the four dimensions of service management
- Taking a holistic approach to service management includes establishing an understanding of how all the parts of an organization work together in an integrated way
- It requires end-to-end visibility of how demand is captured and translated into outcomes
- In complex systems, the alteration of one element can impact others and, where possible, these impacts need to be identified, analysed and planned for.

- **Think and work holistically**

  - **Applying the principle**

    - Recognize the complexity of the systems
    - Collaboration is key to thinking and working holistically
    - Where possible, look for patterns in the needs of and interactions between system elements
    - Automation can facilitate working holistically.

ITIL Guiding Principles

- **Keep it simple and practical**

  - Always use the minimum number of steps to accomplish an objective

  - Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes

  - If a process, service, action, or metric fails to provide value or a useful outcome, then it needs to be eliminated

  - When creating a process or a service, designers need to think about exceptions

  - Rules should be designed that can be used to handle exceptions.
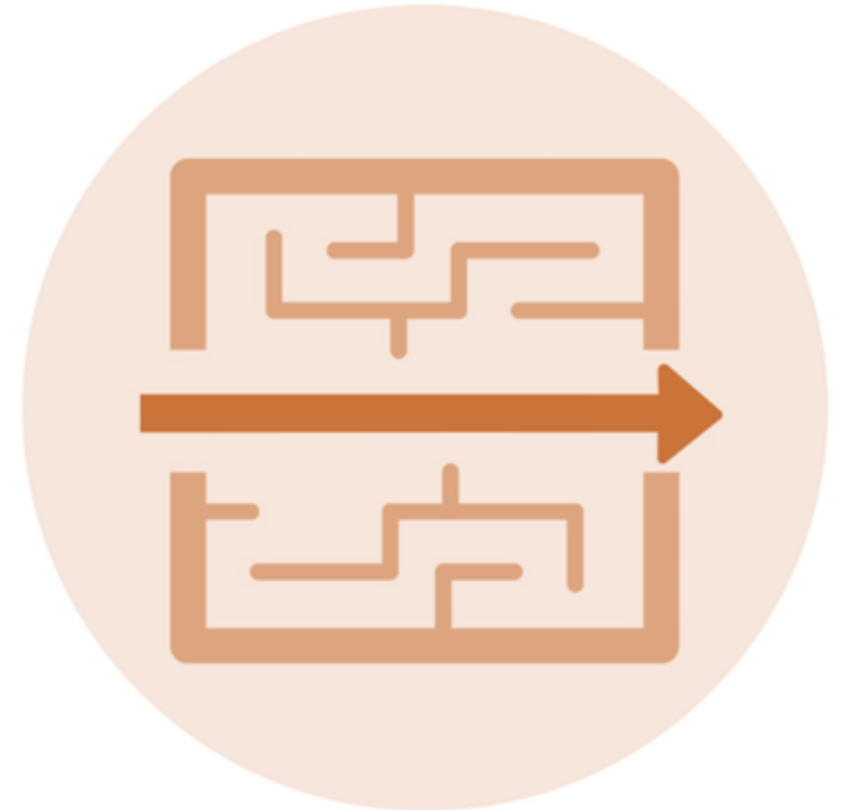
ITIL Guiding Principles

- **Keep it simple and practical**

  - **Applying the principle**

    - Ensure value

    - Simplicity is the ultimate sophistication

    - Do fewer things, but do them better

    - Respect the time of the people involved

    - Easier to understand, more likely to adopt

    - Simplicity is the best route to achieving quick wins

ITIL Guiding Principles

- **Optimize and automate**

  - Organizations must maximize the value of the work carried out by their human and technical resources

  - Technology can help organizations scale up and take on frequent and repetitive tasks allowing human resources to be used for more complex decision-making

  - However, technology should not always be relied upon without the capability of human intervention

  - Optimization means to make something as effective and useful as it needs to be

  - Before automating an activity, it should be optimized to whatever degree possible and reasonable.

ITIL Guiding Principles

- **Optimize and automate**

  - **Applying the principle**

    - Simplify and/or optimize before automating

    - Define the metrics

    - Use the other guiding principles when applying this one

      - Progress iteratively with feedback

      - Keep it simple and practical

      - Focus on value

      - Start where you are.

ITIL Guiding Principles

Agile Manifesto	ITIL guiding principles
Individuals and interactions over processes and tools	Keep it simple and practical Start where you are
Working software over comprehensive documentation	Focus on value Think and work holistically
Customer collaboration over contract negotiation	Focus on value Collaborate and promote visibility
Responding to change over following a plan	Progress iteratively with feedback Keep it simple and practical

ITIL Guiding Principles

- The ITIL Guiding Principles

- Nature, Use and Interaction of the Guiding Principles

- Focus on value

- Start where you are

- Progress iteratively with feedback

- Collaborate and promote visibility

- Think and work holistically

- Keep it simple and practical

- Optimize and automate

ITIL Guiding Principles Q1

Q1. Which of the following is not an ITIL recommended Guiding Principle?

A. Think and work holistically

B. Start where you are

C. Optimize and automate

D. Focus on revenues

Q3. Which is the most important activity with respect to 'Collaborate and promote visibility?

A. Decisions on how to proceed should be based on accurate information

B. Identifying and managing all types of stakeholders

C. Understanding the experience of customers and users

D. Resist the temptation to do everything at once.

Q4. While applying the principle 'Keep it simple and practical', [?] thinking should be used to produce practical solutions that deliver valuable outcomes.

    A.   Priority-based

    B.   Revenue-based

    C.   Cost-based

    D.   Outcome-based

Q5. With respect to the 'Progress iteratively with feedback' guiding principle, well constructed feedback mechanisms facilitate understanding of :

1. End user and customer perception of the value created

2. The efficiency and effectiveness of value chain activities

3. The interfaces between the organization and its partner and supplier network

4. The demand for products and services.

    A. 1 only

    B. 2 only

    C. 3 only

    D. All of the above

Governance

- Organizational governance is a system by which an organization is directed and controlled. Governance is realized though the following activities:

- I **Evaluate** The evaluation of the organization, its strategy, portfolios, and relationships with other parties. The governing body evaluates the organization on a regular basis as stakeholders' needs and external circumstances evolve.

- I **Direct** The governing body assigns responsibility for, and directs the preparation and implementation of, organizational strategy and policies. Strategies set the direction and prioritization for organizational activity, future investment, etc. Policies establish the requirements for behaviour across the organization and, where relevant, suppliers, partners, and other stakeholders.

- I **Monitor** The governing body monitors the performance of the organization and its practices, products, and services. The purpose of this is to ensure that performance is in accordance with policies and direction.

- Organizational governance evaluates, directs, and monitors all the organization's activities, including those of service management.

Overview of ITIL Practices

Overview of ITIL Practices : Contents

- **ITIL Management Practices**
- **Information Security Management**
- **Relationship Management**
- **Supplier Management**
- **IT Asset Management**
- **Monitoring and Event Management**
- **Release Management**
- **Service Configuration Management**
- **Deployment Management**
- **Change Control**
- **Incident Management**
- **Problem Management**
- **Service Request Management**
- **Service Desk**
- **Service Level Management**
- **Continual Improvement**

Overview of ITIL Practices

- **ITIL Management Practices**

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

- ITIL SVS includes :
  - General Management Practices – 14
  - Service Management Practices – 17
  - Technical Management Practices – 3

- General Management Practices have been adopted and adapted for service management from general business management domains
- Service management practices have been developed in service management and ITSM industries
- Technical management practices have been adapted from technology management domains for service management purposes by expanding or shifting their focus from technology solutions to IT Solutions.

Overview of ITIL Practices

- **ITIL Management Practices**
- **General Management Practices**

• Architecture management	• Project management
• Continual improvement	• Relationship management
• Information security management	• Risk management
• Knowledge management	• Service financial management
• Measurement and reporting	• Strategy management
• Organizational change management	• Supplier management
• Portfolio management	• Workforce and talent management

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Management Practices**

• Availability management	• Release Management
• Business analysis	• Service catalogue management
• Capacity and performance management	• Service configuration management
• Change control	• Service continuity management
• Incident management	• Service design
• IT Asset management	• Service desk
• Monitoring and event management	• Service level management
• Problem Management	• Service request management
	• Service validation and testing

Overview of ITIL Practices

- **ITIL Management Practices**
- **Technical Management Practices**

  - Deployment management
  - Infrastructure and platform management
  - Software development and management

Overview of ITIL Practices

- **ITIL Management Practices**
- **Information Security Management**

Purpose : To protect the information needed by the organization to conduct its business.
This includes understanding and managing risks to the confidentiality, integrity, and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they took an action).

- The required security is established by means of policies, processes, behaviours, risk management, and controls, which must maintain a balance between :
  - Prevention : ensuring that security incidents don't occur
  - Detection : rapidly and reliably detecting incidents that can't be prevented
  - Correction : recovering from incidents after they are detected.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Information Security Management**

- It is important to achieve a balance between protecting the organization from harm and allowing it to innovate

- Information security management interacts with every other practice in the system

- Information security management must be driven from the most senior level in the organization, based on clearly understood governance requirements and organizational policies

- Information security is critically dependent on the behaviour of people throughout the organization.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Relationship Management**

Purpose : To establish and nurture the links between the organization and its stakeholders at strategic and tactical levels.
It includes the identification, analysis, monitoring, and continual improvement of relationships with and between stakeholders.

- The relationship management practice ensures that :
  - Stakeholders' needs and drivers are understood, and products and services are prioritized appropriately
  - Stakeholders' satisfaction is high and a constructive relationship between the organization and stakeholders is established and maintained
  - Customers' priorities for new or changed products and services, in alignment with desired business outcomes, are effectively established and articulated
  - Any stakeholders' complaints and escalations are handled well through a sympathetic (yet formal) process.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Relationship Management**

- The relationship management practice ensures that :
  - Products and services facilitate value creation for the service consumers as well as for the organization
  - The organization facilitates value creation for all stakeholders, in line with the organization's strategy and priorities
  - Conflicting stakeholder requirements are mediated appropriately.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Supplier Management**

Purpose : To ensure that the organization's suppliers and their performances are managed appropriately to support the seamless provision of quality products and services.
This includes creating closer, more collaborative relationships with key suppliers to uncover and realize new value and reduce the risk of failure.

- Activities that are central to the practice include :
  - Creating a single point of visibility and control to ensure consistency
  - Maintaining a supplier strategy, policy, and contract management information
  - Negotiating and agreeing contracts and arrangements
  - Managing relationships and contracts with internal and external suppliers
  - Managing supplier performance.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Supplier Management**

Sourcing Strategy	Description
Insourcing	The products or services are developed and/or delivered internally by the organization
Outsourcing	The process of having external suppliers provide products and services that were previously provided internally
Single Source or Partnership	Procurement of a product or service from one supplier
Multi-Sourcing	Procurement of a product or service from more than one independent supplier.

Overview of ITIL Practices

- **ITIL Management Practices**
- **IT Asset Management**

Purpose : To plan and manage the full lifecycle of all IT assets, to help the organization :
- Maximize value
- Control costs
- Manage risks
- Support decision-making about purchase, re-use, and retirement of assets
- Meet regulatory and contractual requirements

- Types of asset management
  - Asset Management refers to the acquisition, operation, care, and disposal of organizational assets, particularly critical infrastructure.
  - IT Asset Management is a sub-practice of asset management that is specifically aimed at managing the lifecycles and total costs of IT equipment and infrastructure.
  - Software Asset Management is aimed at managing the acquisition, development, release, deployment, maintenance, and eventual retirement of software assets.

Overview of ITIL Practices

- **ITIL Management Practices**
- **IT Asset Management**

- IT Asset : Any valuable component that can contribute to the delivery of an IT product or service
- The activities and requirements of IT asset management will vary for different types of assets :
  - **Hardware assets** must be labelled for clear identification. Their location must be tracked to help protect them from theft, damage, and data leakage.
  - **Software assets** must be protected from unlawful copying, which could result in unlicensed use. The organization must ensure that licence terms are adhered to.
  - **Cloud-based assets** must be assigned to specific products or groups so that costs can be managed. Contractual arrangements must be understood and adhered to.
  - **Client assets** must be assigned to individuals who take responsibility for their care. Processes are needed to manage lost or stolen devices, and tools may be needed to erase sensitive data form them.

Overview of ITIL Practices

- **ITIL Management Practices**
- **IT Asset Management**

- The scope of IT asset management typically includes all software, hardware, networking, cloud services, and client devices
- Understanding the cost and value of assets is essential to comprehending the cost and value of products and services, and is therefore an important underpinning factor in everything the service provider does
- IT asset management requires accurate inventory information, which is generally maintained in an asset register
- Organizations need to ensure that the full lifecycle of each asset is managed
- IT asset management must maintain information about the assets, their costs, and related contracts.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Monitoring and Event Management**

Purpose : To systematically observe services and service components, and record and report selected changes of state identified as events.
This practice identifies and prioritizes infrastructure, services, business processes, and information security events, and establishes the appropriate response to those events, including responding to conditions that could lead to potential faults or incidents.

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

- The monitoring and event management practice manages events throughout their lifecycles to prevent, minimize, or eliminate their negative impact on the business.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Monitoring and Event Management**

- **Monitoring**
  - Focuses on the systematic observation of services and the CIs that underpin services to detect conditions of potential significance
  - Monitoring should be performed in a highly automated manner, and can be done actively or passively

- **Event Management**
  - Focuses on recording and managing those monitored changes of state that are defined by the organization as an event, determining their significance, and identifying and initiating the correct control action to manage them

- Monitoring is necessary for event management to take place, but not all monitoring results in the detection of an event.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Monitoring and Event Management**

- Events are classified into informational, warning, and exceptions
  - **Informational events** do not require action at the time they are identified, but analysing the data gathered from them at a later date may uncover desirable, proactive steps that can be beneficial to the service
  - **Warning events** allow action to be taken before any negative impact is actually experienced by the business
  - **Exception events** indicate that a breach to an established norm has been identified. These need to be acted upon though business impact may not yet have been experienced.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Release Management**

Purpose : To make new and changed services and features available for use.
 • **Release :** A version of a service or other configuration item, or a collection of configuration items, that is made available for use. • **Release Plan :** Specifies the exact combination of new and changed components to be made available, and the timing for their release • **Release schedule :** Documents the timing of the releases. This schedule should be negotiated and agreed with customers and other stakeholders • **Release post-implementation review :** Enables learning and improvement, and helps to ensure that customers are satisfied.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Release Management**

  - A release may comprise many different infrastructure and application components that work together to deliver new or changed functionality

  - It may also include documentation, training (for users or IT staff), updated processes or tools, and any other components that are required

  - Each component of the release may be developed by the service provider or procured from a third party and integrated by service provider

  - Releases can range in size from a very small, involving just one minor changed feature, to a very large, involving many components that deliver a completely new service.

Overview of ITIL Practices
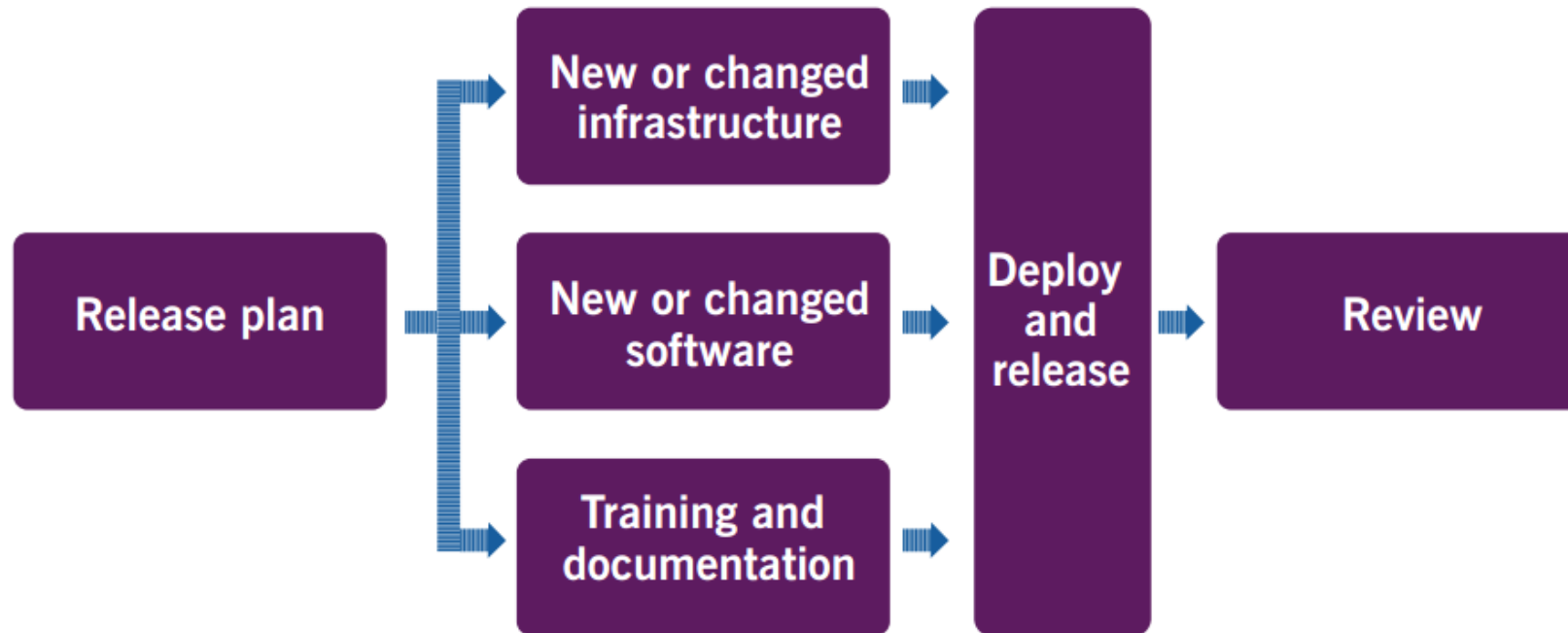
- **ITIL Management Practices**
- **Release Management**


```
Release plan → New or changed infrastructure →
            → New or changed software → Deploy and release → Review
            → Training and documentation →
```

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Configuration Management**

Purpose : To ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed.
This includes information on how CIs are configured and the relationships between them.

- **Configuration Item :** Any component that needs to be managed in order to deliver an IT service

- **Configuration Management System :** A set of tools, data, and information that is used to support service configuration management

- **Configuration Management Database :** A repository where configuration information is stored, accessed, and used.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Configuration Management**

- Configuration management includes processes to :
  - Identify new CIs, and add them to the CMS
  - Update configuration data when changes are deployed
  - Verify that configuration records are correct
  - Audit applications and infrastructure to identify any that are not documented

Overview of ITIL Practices

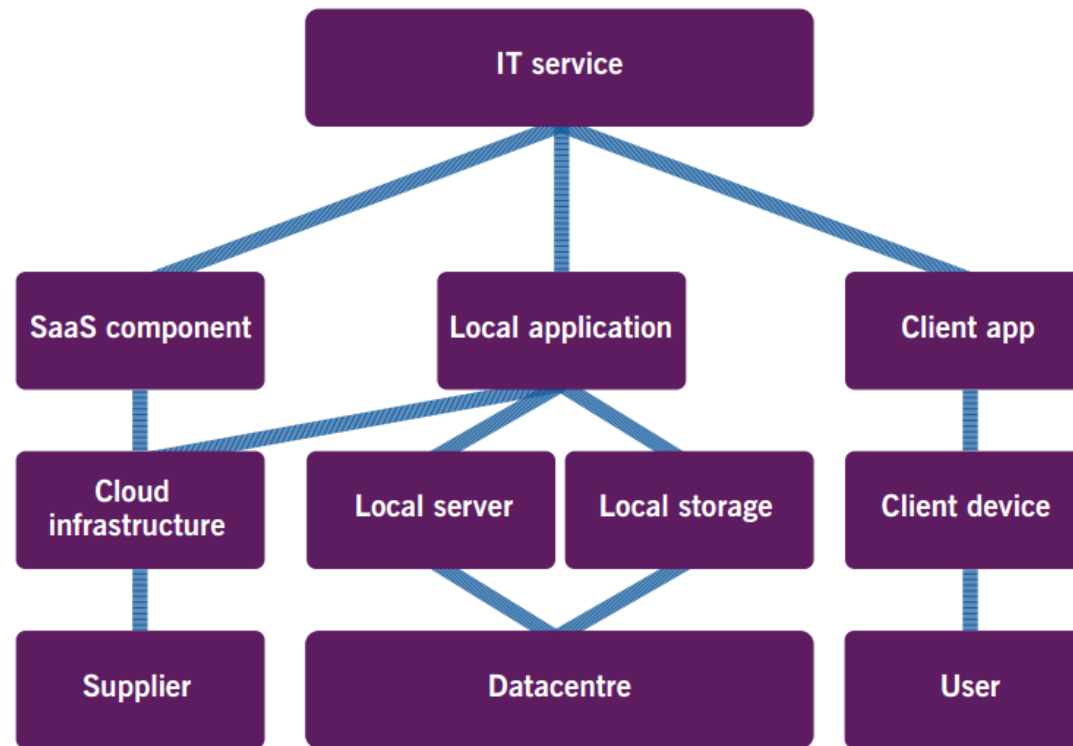- **ITIL Management Practices**
- **Service Configuration Management**

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Configuration Management**

  - Service configuration management collects and manages information about a wide variety of CIs, typically including hardware, software, networks, buildings, people, suppliers, and documentation

  - Services are also treated as CIs, and configuration management helps the organization to understand how the many CIs that contribute to each service work together

  - Configuration management provides information on the CIs that contribute to each service and their relationships : how they interact, relate, and depend on each other to create value for customers and users

  - The value created by configuration management is indirect, but enables many other practices to work efficiently and effectively.

Overview of ITIL Practices

- **ITIL Management Practices**

- **Deployment Management**

Purpose : 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.

- Deployment management works closely with release management and change control

- Deployment refers to both infrastructure as well as software deployment

- Components that are available for deployment should be maintained in one or more secure locations to ensure that they are not modified before deployment
    - Definitive media library – for software and documentation
    - Definitive hardware store – for hardware components.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Deployment Management**

Deployment Approaches :

- **Phased Deployment :** The new or changed components are deployed to just one part of the production environment a time, for example to users in one office, or one location.

- **Continuous Delivery :** Components are integrated, tested, and deployed when they are needed, providing frequent opportunities for customer feedback loops.

- **Big bang deployment :** New or changed components are deployed to all target location/systems at the same time.

- **Pull Deployment :** New or changed software is made available in a controlled repository, and users download the software to client devices when they choose.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Change Control**

Purpose : To maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule.

- **Change :** The addition, modification, or removal of anything that could have a direct or indirect effect on services.

- **Change authority :** The person or group who authorizes a change

- **Change schedule :** A document or tool used to help plan changes, assist in communication, avoid conflicts and assign resources

- The scope of change control needs to be defined by each organization. It will typically include all IT infrastructure, applications, documentation, processes, supplier relationships, and anything that might directly or indirectly impact a product or service.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Change Control**

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Organizational Change Management Vs Change Control:

- Organizational change management manages the people aspects of changes to ensure that improvements and organizational transformation initiatives are implemented successfully

- Change control focuses on changes in products and services.

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Overview of ITIL Practices

- **ITIL Management Practices**
- **Change Control**

Types of changes:

- **Standard changes :** These are low-risk, pre-authorized changes that are well understood and fully documented, and can be implemented without needing additional authorization. They are often initiated as service requests, but may also be operational changes.

- **Normal Changes :** These are changes that need to be scheduled, assessed, and authorized following a standard process. Change models based on the type of change determine the roles for assessment and authorization. Initiation of normal change is triggered by the creation of change request.

- **Emergency Changes :** These are changes that must be implemented as soon as possible. The process for assessment and authorization is expedited to ensure they can be implemented quickly. There may be a separate change authority for emergency changes.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Incident Management**

Purpose : To minimize the negative impact of incidents by restoring normal service operation as quickly as possible.

- **Incident :** An unplanned interruption to a service or reduction in the quality of a service
- Every incident should be logged and managed to ensure that it is resolved in a time that meets the expectations of the customer and user
- Target resolution times are agreed, documented, and communicated to ensure that expectations are realistic
- Incidents are prioritized based on an agreed classification to ensure that incidents with the highest business impact are resolved first
- Incident management can have an enormous impact on customer and user satisfaction, and on how customers and users perceive the service provider.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Incident Management**

- There should be formal process for logging and managing incidents
- There may be scripts for collecting information from users during initial contact and this may lead directly to diagnosis and resolution of simple incidents
- Information about incidents should be stored in incident records in a suitable tool
- Ideally, this tools should also provide links to related CIs, changes, problems, known errors, and other knowledge to enable quick and efficient diagnosis and recovery
- It is important that people working on an incident provide good-quality updates in a timely fashion. These updates should include information about symptoms, business impact, CIs affected, actions completed, and actins planned.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Incident Management**

- Effective incident management often requires a high level of collaboration within and between teams

- These teams may include the service desk, technical support, application support, and vendors

- Swarming is a technique used to involve many different stakeholders working together initially, until it becomes clear which of them is best placed to continue and which can move on to other tasks.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Incident Management**

Incident resolutions :

- Incidents may be diagnosed and resolved by people in many different groups, depending on the complexity of the issue or the incident type
- Some incidents will be resolved by the users themselves, using self-help tools
- Some incidents will be resolved by the service desk
- More complex incidents will usually be escalated to a support team for resolution
- Incidents can be escalated to suppliers or partners, who offer support for the products and services they supply
- The most complex incidents, and all major incidents, often require a temporary team to work together to identify the resolution
- In some extreme cases, disaster recovery plans may be invoked to resolve an incident.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Problem Management**

Purpose : To reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors.

- **Problem :** A cause, or potential cause, of one or more incidents
- **Known error :** A problem that has been analysed but has not been resolved
- **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.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Problem Management**

- **Phases of Problem Management**

Overview of ITIL Practices

- **ITIL Management Practices**
- **Problem Management**

Problem Identification :

- The first step is to identify and log problems. The other activities include :
  - Performing trend analysis of incident records
  - Detection of duplicate and recurring issues by users, service desk, and technical support staff
  - During major incident management, identifying a risk that an incident could recur
  - Analysing information received from suppliers and partners
  - Analysing information received from internal software developers, test teams, and project teams.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Problem Management**

> **Problem Control :**
> - Includes problem analysis, documenting workarounds and known errors
> - Problems are prioritized for analysis based on the risk that they pose, and are managed as risks based on their potential impact and probability
> - Problem control should consider all contributory causes, including causes that contributed to the duration and impact of incidents, as well as those that led to the incidents occurring
> - When a problem cannot be resolved quickly, it is often useful to find and document a workaround for future incidents, based on an understanding of the problem.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Problem Management**

Error Control :

- Error control activities include management of known errors as well as identification of potential permanent solutions

- Identification of potential permanent solutions may result in a change request for implementation of the solution

- Error control regularly re-assesses the status of known errors that have not been resolved, including overall impact on customers, availability and cost of permanent resolutions, and effectiveness of workarounds

- The effectiveness of workarounds should be evaluated each time a workaround is used, as the workaround may be improved based on the assessment.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Request Management**

Purpose : To support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner.

- **Service Request :** A request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery.
- Service requests may include :
  - A request for a service delivery action – providing a report or replacing a toner cartridge
  - A request for information – how to create a document or access a portal
  - A request for provision of a resource or service – providing a laptop or phone
  - A request for access to a resource or service – providing access to a file or folder
  - Feedback, compliments, and complaints – complaints about an interface or feedback about support team.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Request Management**

  - Service requests are a normal part of service delivery and are pre-defined and pre-agreed
  - They need to be formalized, with a clear, standard procedure for initiation, approval, fulfilment and management
  - Some service requests require authorization according to financial, information security, or other policies, while others may not need any.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Request Management**

- Service request management is dependent upon well-designed processes and procedures
- These processes and procedures are operationalized through tracking and automation tools to maximize the efficiency of the practice
- Different types of service requests will have different fulfilment workflows
- Some service requests can be completely fulfilled by automation from submission to closure, allowing for a complete self-service experience
- Fulfilment of service requests may include changes to services or their components; usually these are treated as standard changes.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Request Management**

Service request management guidelines :
- Service requests and their fulfilment should be standardized and automated to the greatest degree possible
- Policies should be established regarding what service requests will be fulfilled with limited or even no additional approvals so that fulfilment can be streamlined
- The expectations of users regarding fulfilment times should be clearly set, based on what the organization can realistically deliver
- Opportunities for improvement should be identified and implemented to produce faster fulfilment times and take advantage of automation
- Policies and workflows should be included for the documenting and redirecting of any requests that are submitted as service requests, but which should actually be managed as incidents or changes.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Desk**

Purpose : To capture demand for incident resolution and service requests.
It should also serve as the entry point and single point of contact for the service provider with all of its users.

- Service desks provide a clear path for users to report issues, queries, a request, and have them acknowledged, classified, owned and actioned
- Service desk has a major influence on user experience and how the service provider is perceived by the users
- The service desk should be the empathetic and informed link between the service provider and its users
- A key aspect of a good service desk is its practical understanding of the wider organization, the business processes, and the users
- In case of escalations, support and development teams need to work in close collaboration with the service desk to present and deliver a 'joined up' approach to users and customers.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Desk**

- Service desk channels for access :
  - Phone calls, which can include specialized technology, such as interactive voice response (IVR), conference calls, voice recognition, and others
  - Service portals and mobile applications,, supported by service and request catalogues, and knowledge bases
  - Chat, through live chat and chatbots
  - Email for logging and updating, and for follow-up surveys and confirmations
  - Walk-in service desks
  - Text and social media messaging
  - Public and corporate social media and discussion forums.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Desk**

- Requirements for centralized service desk:
    - Intelligent telephony systems, incorporating computer-telephony integration, IVR, and automatic call distribution
    - Workflow systems for routing and escalation
    - Workforce management and resource planning systems
    - A knowledge base
    - Call recording and quality control
    - Remote access tools
    - Dashboard and monitoring tools
    - Configuration management systems
- Requirements for virtual service desk
    - Sophisticated supporting technology with complex routing and escalation features
    - Can be cloud based for better access and availability

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Desk**

- Service desk staff training and competency requirements:
  - Excellent customer service skills
  - Incident analysis and prioritization
  - Effective communication
  - Emotional intelligence
  - Broad technical and business area knowledge
  - Key skill : ability to fully understand and diagnose a specific incident in terms of business priority and to take appropriate action to get this resolved, using available skills, knowledge, people and processes.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Level Management**

Purpose : 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.

- This practice involves the definition, documentation, and active management of service levels
- It requires pragmatic focus on the whole service and not simply its constituent parts
- It provides the end-to-end visibility of the organization's services
- The skills and competencies for service level management include :
    - Relationship management
    - Business liaison
    - Business analysis
    - Commercial/supplier management.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Level Management**

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- **Service Level Management :**
  - Establishes a shared view of the services and target service levels with customers
  - Ensures the organization meets the defined service levels through the collection, analysis, storage, and reporting of the relevant metrics for the identified services
  - Performs service reviews to ensure that the current set of services continues to meet the needs of the organization and its customers
  - Captures and reports on service issues, including performance against defined service levels.

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Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Level Management**

- **Service Level Agreement :** A documented agreement between a service provider and a customer that identifies both services required and the expected level of service.
- Key requirements for successful SLAs :

  - They must be related to a defined 'service' in the service catalogue
  - They should relate to defined outcomes and not simply operational metrics
  - They should reflect an 'agreement', i.e. engagement and discussion between the service provider and the service consumer
  - They must be simply written and easy to understand and use for all parties

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Level Management**

- **The Watermelon SLA Effect :**

  - The service provider thinks it is doing a great job (the reports are all green), when in fact its customers are dissatisfied with the service received.

  - This is known as the watermelon SLA effect – SLA may appear green on the outside, but is actually red inside.

  - Example :
    - System availability reported is 99.6% - is considered impressive
    - System unavailable when an important process is running – customer not impressed with this situation though the downtime is within 0.04%

Overview of ITIL Practices

- **ITIL Management Practices**
- **Service Level Management**

- Service Level Management requires focus and effort to engage and listen to the requirements, issues, concerns, and daily needs of customers
- It involves collating and analysing information from a number of sources :
  - **Customer Engagement :** This involves initial listening, discovery, and information capture on which to base metrics, measurements and ongoing progress discussions
  - **Customer feedback :** This is ideally gathered from a number of sources like surveys, key business-related measures, etc.
  - **Operational Metrics :** These are the low level indicators of various operational activities and may include system availability, incident response and fix times, change and request processing time, and system response times.
  - **Business Metrics :** These can be any business activity that is deemed to be useful or valuable to the customer and used as a means of gauging the success of the service.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Continual Improvement**

Purpose : 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 scope includes the development of improvement-related methods and techniques and the propagation of a continual improvement culture across the organization, in alignment with the organization's overall strategy
- Continual improvement is everyone's responsibility
- The highest levels of the organization need to take responsibility for embedding continual improvement into the way that people think and work
- The continual improvement practice is integral to the development and maintenance of every other practice as well as to the complete lifecycle of all services and indeed the SVS itself.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Continual Improvement**

- **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.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Continual Improvement**

- **Continual Improvement Register (CIR):**
  - It is a database or structured document used to track and manage improvement ideas from identification through to final action
  - It is important that improvement ideas are captured, documented, assessed, prioritized, and appropriately acted upon to ensure that the organization and its services are always being improved
  - CIR brings visibility to what is currently being done and what has already been completed
  - As new ideas are documented, CIRs are used to constantly reprioritize improvement opportunities
  - There can be just one single master CIR or multiple CIRs maintained on individual, team, department, business unit, and organization levels.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Continual Improvement**

- **Continual Improvement Model :**
  - Continual improvement takes place in all areas of the organization and at all levels
  - The continual improvement model applies to the SVS in its entirety, as well as to all of the organization's products, services, service components, and relationships
  - This model can be used as a high-level guide to support improvement initiatives
  - Use of the model increases the likelihood that ITSM initiatives will be successful, puts a strong focus on customer value, and ensures that improvement efforts can be linked back to organization's vision
  - The model supports an iterative approach to improvement, dividing work into manageable pieces with separate goals that can be achieved incrementally.

Overview of ITIL Practices

- **ITIL Management Practices**
- **Continual Improvement : ITIL Continual Improvement Model**

What is the vision?	Business vision, mission, goals and objectives
Where are we now?	Perform baseline assessments
Where do we want to be?	Define measurable targets
How do we get there?	Define the improvement plan
Take action	Execute improvement actions
Did we get there?	Evaluate metrics and KPIs

How do we keep the momentum going?

Overview of ITIL Practices : Summary

- ITIL Management Practices
- Information Security Management
- Relationship Management
- Supplier Management
- IT Asset Management
- Monitoring and Event Management
- Release Management
- Service Configuration Management
- Deployment Management
- Change Control
- Incident Management
- Problem Management
- Service Request Management
- Service Desk
- Service Level Management
- Continual Improvement

Overview of ITIL Practices Q1

Q1. Any component that needs to be managed in order to deliver an IT service is know as?

A. Strategic asset

B. Customer asset

C. Critical asset

D. Configuration item

Overview of ITIL Practices Q2

Q2. A management practice is a set of [?] designed for performing work or accomplishing an objective.

    A. Organizational resources

    B. Service management processes

    C. Best practices

    D. Organizational Values

Overview of ITIL Practices Q3

Q3. Which of the following is not a Technical Management Practice?

    A.   Deployment management

    B.   Infrastructure and platform management

    C.   Software development and management

    D.   Information security management

Q4. The purpose of 'Relationship Management' practice is to establish and nurture the links between the organization and its stakeholders at [?] levels.

A. Tactical and operational

B. Strategic and tactical

C. External and internal

D. Product and service

Q5. Which of the following statements about IT Asset Management practice are true?

1. It's purpose is to plan and manage the full lifecycle of all IT assets

2. The scope includes hardware and software components only

3. It is essential to maintain accurate inventory information

4. Should maintain information about the assets, their costs, and related contracts.

A. 1, 2 and 3 only

B. 2, 3 and 4 only

C. 1, 3, and 4 only

D. All of the above