# ITIL V4 Foundation

## Service Management

ITIL 4 defines a service as:

> 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

## Understand the key concepts of Service Management

### Definitions: Section 1.1

**2 points**

- 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
- Utility: The functionality offered by a product or service to meet a particular need. To have utility, a service must either support the consumer and / or remove constraints from the consumer.
- Warranty: Assurance that a product or service will meet agreed requirements. Warranty often relates to service levels aligned with the needs of service consumers.
- Customer: The role that defines the requirements for a service and takes responsibility for the outcomes of service consumption
- User: The roe that uses services
- Service Management: A set of specialized organizational capabilities for enabling value for customers in the form of services

- Sponsor: The role that authorizes budget for service consumption

## Key concepts: Section 1.2

**2 points**

- Cost: The amount of money spent on a specific activity or resource
    - Costs removed from a consumer
    - Costs imposed on a consumer
    - Costs can be expressed in non-monetary terms such as time spent, people allocated, etc.
- Value: The perceived benefits, usefulness and importance of something co-created through an active collaboration between providers, consumers and other organizations
- Organisation: A person or a group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives
- Outcome: A result for a stakeholder enabled by one of more outputs
- Output: A tangible or intangible deliverable of an activity
- Risk: A possible event that could cause harm or loss, or make it more difficult to achieve objectives.
    - Risks removed from a consumer
    - Risks imposed on a consumer
- Utility: The functionality offered by a product or service to meet a particular need. To have utility, a service must either support the consumer and / or remove constraints from the consumer.
- Warranty: Assurance that a product or service will meet agreed requirements. Warranty often relates to service levels aligned with the needs of service consumers. (SLA)
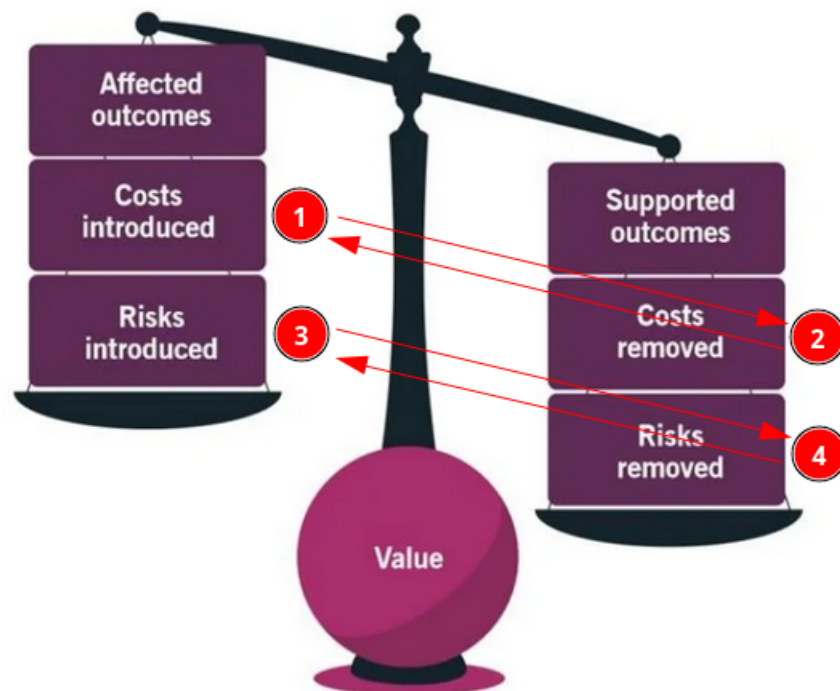
# Understand ITIL Guiding Principles

## Explain: Section 2.2

**5 points**

- Focus on value:
  - Everything should link to value
  - Value is defined by the consumer's needs
  - Value is achieved through the support of intended outcomes and optimization of the service consumer's costs and risks
  - Value changes over time and in different circumstances
  - Who is the consumer and what is the customer's perception of value?
  - Why does the consumer use the services and what do the services help them to do?
  - How does the services help the consumer meet their goals?
  - What are the cost/financial consequences and risk for the service consumer?
- Start where you are:
  - Assess where you are
  - Role of measurement
  - 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 state
    - Apply your risk management skills
    - Recognize that sometimes nothing from the current state can be reused
- Progress iteratively with feedback:
  - Try not to do all at once
  - Start small building into large improvement
  - Feedback will help understand:
    - End user and customer perception of the value created
    - The efficiency and effectiveness of value chain activities
    - The effectiveness of service governance as well as management controls
    - The interfaces between the organization and partner / supplier network
    - The demand for products and services
- Collaborate and promote visibility:
  - Involve the right people
  - Inclusion better than exclusion
  - Cooperation / collaboration better than 'silo'
  - With whom to collaborate - stakeholders
  - Communication for improvement
  - Increase urgency through visibility
- Think and work holistically:
  - How does it all work together?
  - Nothing stands alone
  - End to end visibility
  - Altering one element can impact others
- Keep it simple and practical:

- Minimum number of steps
  - Outcome based thinking
  - Eliminate things of no value
  - Handle exceptions generally not individually
  - Judging what to keep
  - Start with an uncomplicated approach
  - Agree on objectives
- Optimise and automate:
  - Optimization means to make something as effective and useful as it needs to be
  - Automation typically refers to the use of technology to perform a step or series of steps correctly and consistently with limited or no human intervention

# Four Dimensions of Service Management

## Describe: Section 3.1

**2 points**

- Organisations and People
  - Roles and responsibilities
  - Organizational structure
  - Culture
  - Staffing and competences
- Information and Technology
  - What information is managed by the services?
  - What supporting information and knowledge is needed to deliver and manage the services?
  - How will the information and knowledge assets be protected, managed, archived and disposed of?
  - Compatibility with the current architecture and customer(s)
  - Regulatory / compliance issues with the organization's policies and information security controls or those of its customers
  - Viability in the future
  - Alignment with our strategy or our service consumers
  - Skillsets to support and maintain the technology
  - Automation and / or other enhancing features
  - Introduction of new risks / constraints
- Partners and Suppliers
  - Encompasses the relationships with other organizations that are involved in the design, development, deployment, delivery, support and / or continual improvement of services
  - Influencing factors:
    - Strategic focus
    - Corporate culture
    - Resource scarcity
    - Cost
    - Subject matter expertise
    - External constraints
    - Demand patterns
- Value Streams and Processes
  - Process - a set of interrelated or interacting activities that transform inputs into outputs. Processes define the sequence of actions and their dependencies

- Value stream - a series of steps an organization undertakes to create and deliver products and services to consumers
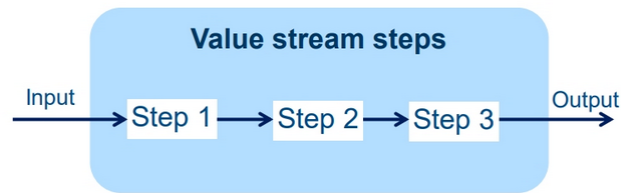


Each area affected by multiple factors - PESTLE

- Political
- Economic
- Social
- Technological
- Legal
- Environmental
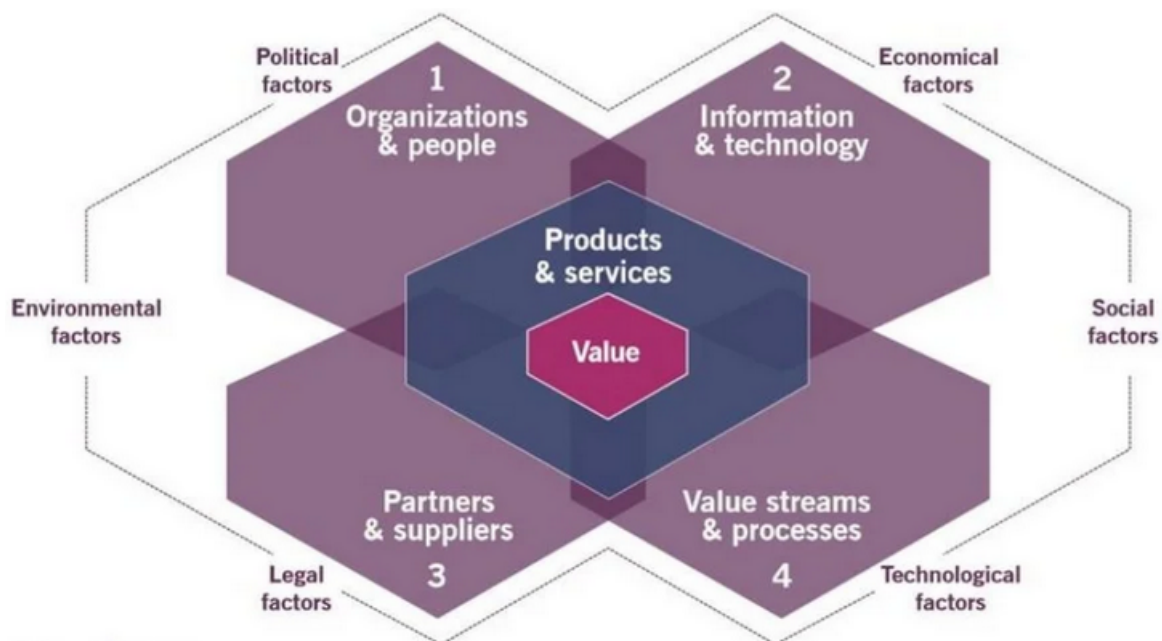


# ITIL Key Terms (15 practices)

## Recall: 6.1

### 5 points

- Information security management: To protect the information needed by the organization to conduct its business
- Relationship management: 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
- Supplier Management: To ensure that the organization's suppliers and their performance are managed appropriately to support the provision of seamless, quality products and services
- IT asset management
- Monitoring and event management
- Release management
- Service configuration management
- Deployment management

- Continual improvement: 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
- Change enablement
- Incident management
- Problem management
- Service request management
- Service Desk
- Service Level management

## ITIL Key Terms (7 practices)

### Recall: 6.2

**2 points**

- IT asset
- Event
- Configuration item
- Change
- Incident
- Problem
- Known error

## Understand ITIL (7 Practices)

### Explain: 7.1

**17 Points**

- Continual Improvement (including the model):
    - Must be embedded into every fibre of the organization
    - Developing improvement related methods and techniques
    - Continual improvement register (CIR)
    - 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
- Change enablement
- Incident management
- Problem management
- Service request management
- Service desk
- Service level management

# Understand Service Value Chain (SVC)

**1 Point**

- Plan: 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
- Engage: to provide a good understanding of stakeholder needs, transparency, and continual engagement and good relationships with all stakeholders
- Design and Transition: to ensure that products and services continually meet stakeholder expectations for quality, costs and time-to-market
- Obtain and Build: to ensure that products and services continually meet stakeholder expectations for quality, costs and time-to-market
- Deliver and Support: to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations