



Introduction to ITIL

IT Infrastructure Library

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Author: Jean-Marc Chevereau





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Jean-Marc Chevereau

Directeur Groupe IT Service Excellence

73 avenue Anatole France

92 300 Levallois

M: +33 (0)6 64 48 96 99

jean-marc.chevereau@devoteam.com



isep  1993
École d'ingénieurs du numérique

1993 - 2003
Apogée
Communications
(startup)

Ingénieur IP puis Chef de
Projet puis
Manager d'un Centre de
compétences

2003 – 2011
Devoteam France

Manager Business Unit
System & Service Mgmt

40 à 200 consultants en
France

2011 – aujourd’hui
Devoteam Group

Directeur Offre
IT Service Excellence

700 consultants sur 15 pays

EPITA - ITIL depuis 2005

Information Technology ?

Digital Transformation ?



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What is the IT budget for a CAC40 company ?

How many IT incidents per day ?

Des centaines de milliers de demandes pourront être automatiquement routées pour chaque client. Selon le cabinet McKinsey, 49% du temps passé sur les tâches quotidiennes portant sur la gestion des incidents IT, les dossiers RH, les requêtes clients ou les alertes de sécurité, nécessitant le recours aux emails, aux appels et aux tableurs, pourraient être automatisés pour améliorer la productivité.



Created in 1967 - #1 FR and #6 WW
Fairmont, Sofitel, Pullman, Mercure, Ibis, F1...
HQ in Issy Les Moulineaux

4 100 Hotels - 95 countries - 240k employees

Revenue 6B€

Capitalisation 12B€



Created in 2008 in SF
3M housing - 192 countries - 2k employees -
65 000 cities

Revenue 2.8 B\$

Capitalisation 31B\$



TESLA

Created in 2003

100 000 cars / year - Revenue 7B\$

Capitalisation 57B€

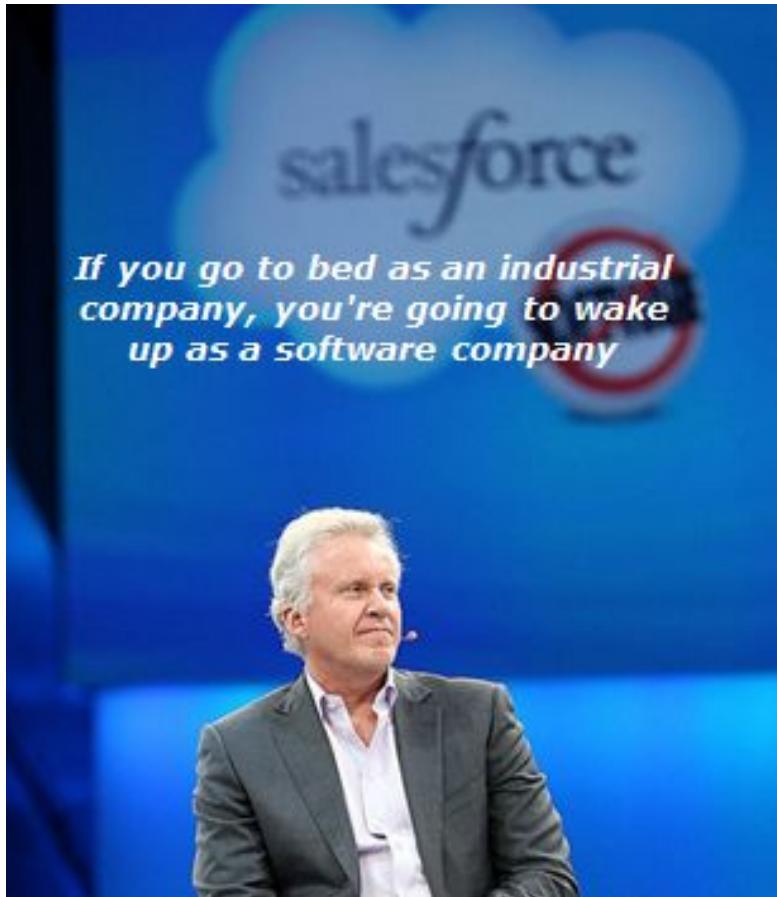


Created in 1903

6 800 000 cars / year - Revenue 141 B\$

Capitalisation 49B\$





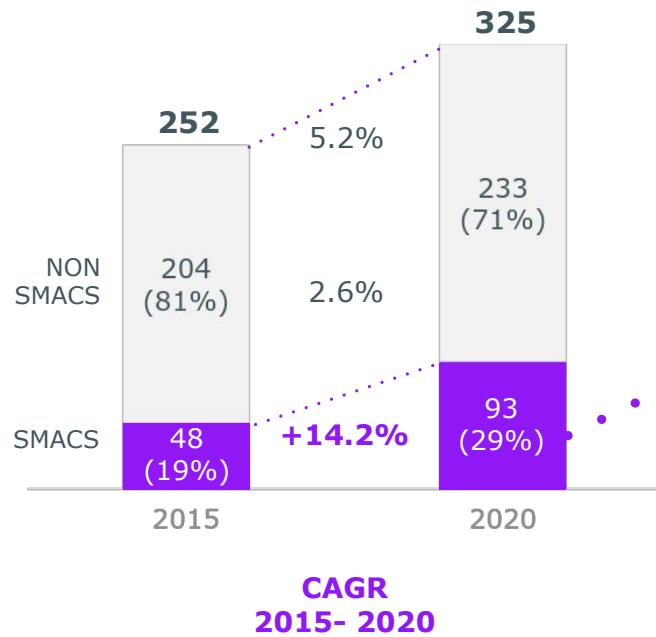
If you go to bed as an industrial company, you're going to wake up as a software company

Jeff Immelt, GE CEO

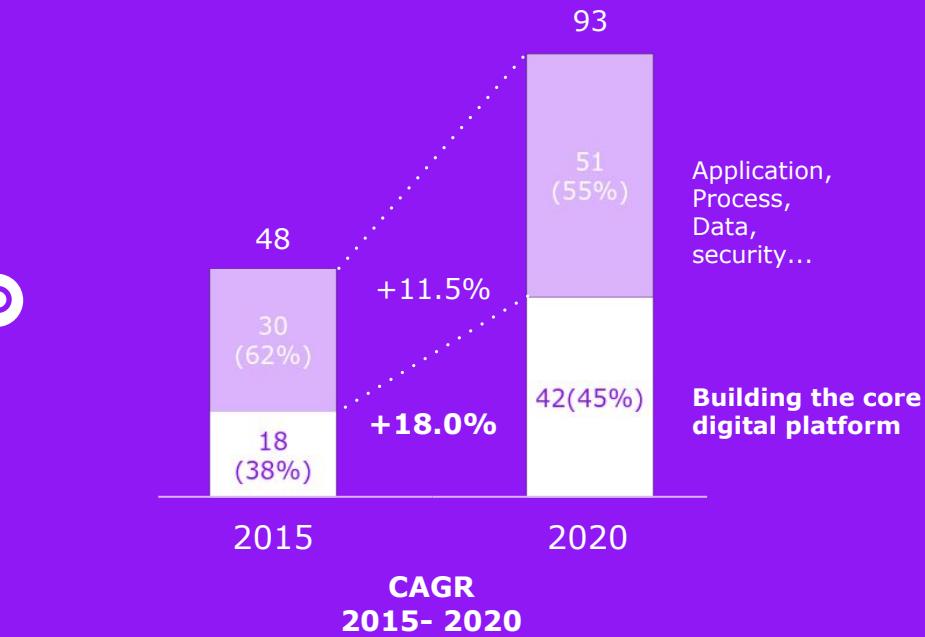


The fast growing SMACS market, initiated by digital business needs, now also massively impacts the core IT infrastructures

Estimated market



SMACS market composition



Sources: Gartner, Oliver Wyman analysis | for 7 countries – FR. / GER. / UK. / SP. / DK. / BELG. / NL. - \$Bn



Customers accelerate on SMACS

with new complementary agile multi local partners

Traditional IT market

Cost reduction



Expected benefits



Offshore



Labour model



Industrialized



Delivery model



International coverage



Commercial model



Process, automation,
services centers



Key assets



Outsourcing
activity
in India

16%

2007-2011
CAGR

2.6%

2011-2015
CAGR

SMACS market

Value

Multi local

Agile

**Speed
& reactivity**

**Skills, tools,
methodologies**

14.2%

2015-2020
CAGR

Sources: BMI 2017 | Gartner, Oliver Wyman analysis | for 7 countries - Fr / Ger / Uk / Sp / Dk / Belg / NL

Agenda

1. Introduction

- Key principles and models
- Service Management as a Practice - ITIL
- Service Lifecycle

2. Service Operation

- Event - Incident - Problem - Request
- Functions
- Portal & user experience

3. Service Transition

- Asset - Change - Release

4. Service Design

- SLM - Catalog - Availability - Capacity - IT Service Continuity

5. Service Strategy and Continuous Service Improvement

- Demand - Financial



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Introduction



Key principles and models

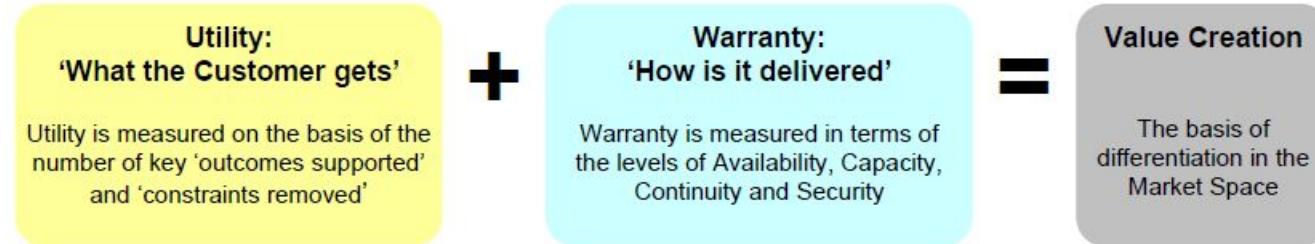


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What is a “Service” ?

What is a service ?

- A service is a means of delivering value to customers by facilitating the outcomes they want to achieve without the ownership of specific costs and risks.

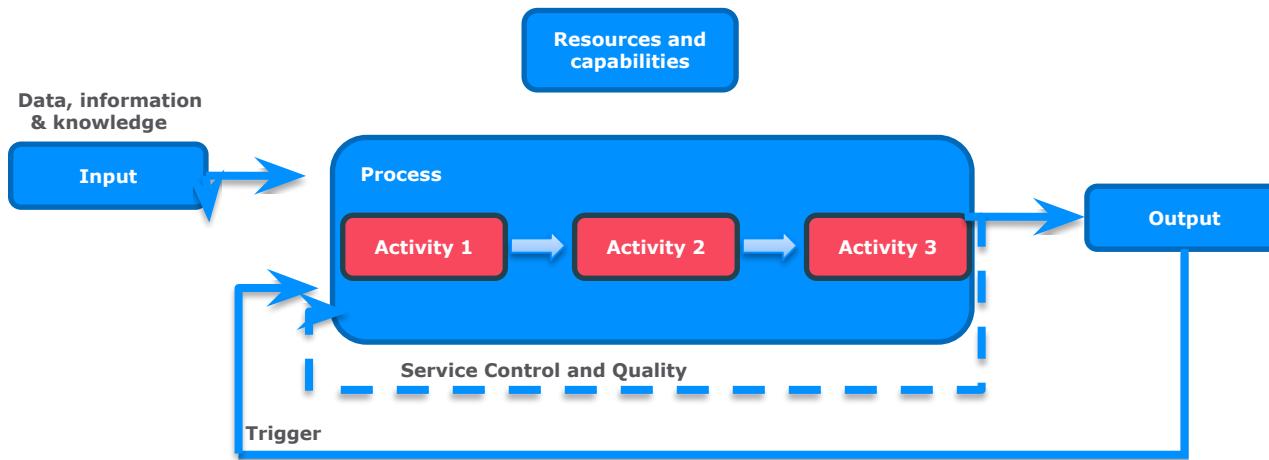


- Costs and risks are still there, and managed by the service producer for the account of the customer.
- Customer can focus on business objectives, improving the probability to achieve its.
- Service producer can offer the same service to other customers with rationalizing costs and risks.

What is a “*Process*” ?

What is a process ?

- A process is a set of coordinated activities combining and implementing resources and capabilities in order to produce an outcome, which, directly or indirectly, creates value for an external customer or stakeholder



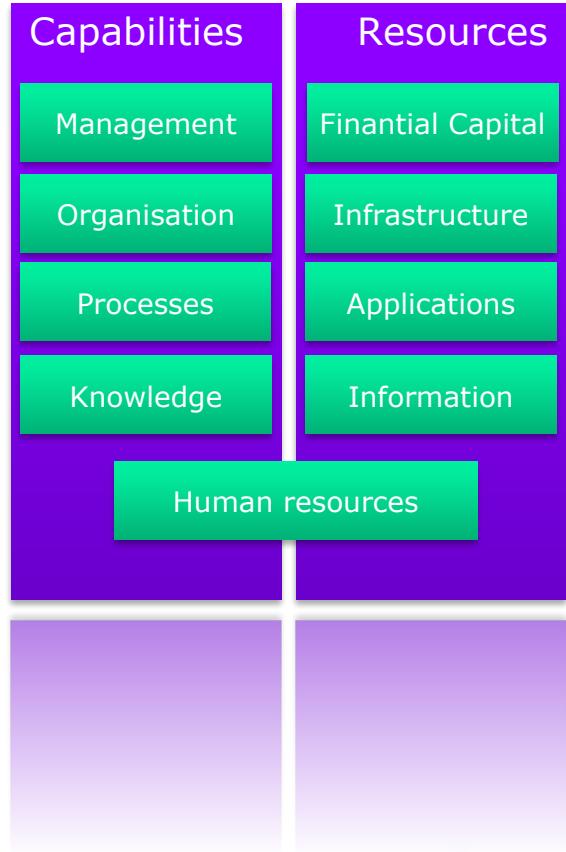
How to recognize processes ?

- Processes are measurable.
- They have specific results.
- Processes have output (including process review and report)
- They respond to specific events.

Resources and Capabilities

- **Resources** and **Capabilities** are assets
 - Customer assets to achieve goals
 - Service Provider Assets to Provide Client Services
- Organizations use them to create value.
- **Resources**
 - Serve directly for production
 - Are relatively easy to acquire compared to capabilities
- **Capabilities**
 - Represent the ability to coordinate, control and deploy resources to produce value
 - Often rely on the experience and knowledge, based on information, grow over time
 - Include people, processes, technology, etc.

A **process** works on Resources and Capabilities



Culture of organisations

IMPROVISATION

Unique situations
Immediate action
“Do something”
Trial and error

ROUTINE

Repetitive
Familiar
Continuous
Automatic

PROCESSING

Cyclic
Structured
Especially designed
Managed

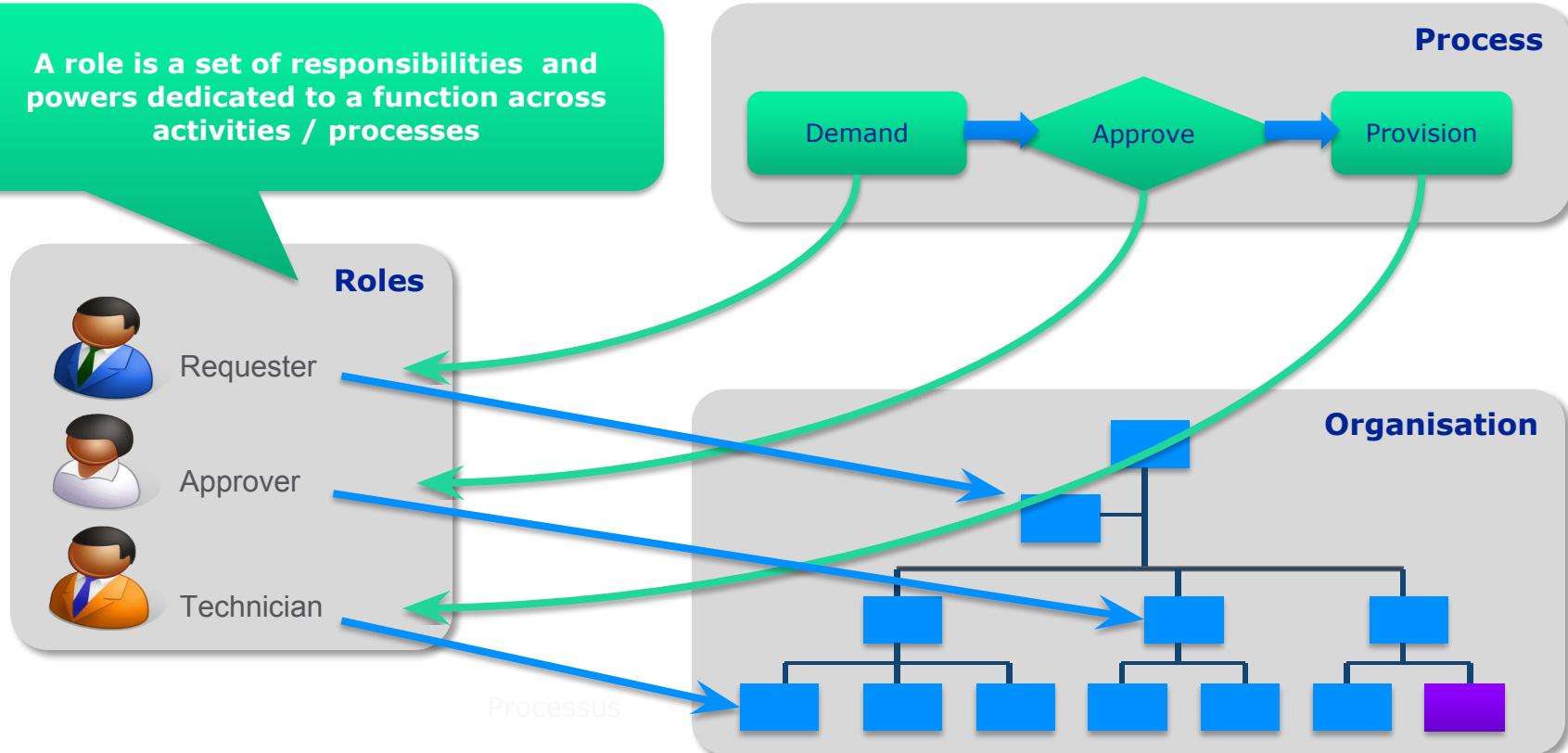
Culture : the way of life of a group of people in a organisation, based on behaviours, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication.

PROJECTS

Temporary
One time only
Defined purpose
Dedicated organization

Processes bridge all the organisation

A role is a set of responsibilities and powers dedicated to a function across activities / processes



Service Owner, Process Owner and Process manager

- The **Service Owner** is responsible to the Customer for a particular service:
 - Initiation and transition
 - Ongoing maintenance and support
 - Monitoring and reporting
 - Identifying improvement opportunities
 - Prime customer contact
- The **Process Owner** is responsible for:
 - Assisting with Process Design
 - Documenting the Process
 - Making sure the process is being performed as documented
 - Making sure the process meets its aims
 - Monitoring and improving the process over time
- The **Process Manager** is responsible for operational management of a process.

Service Management as a Practice

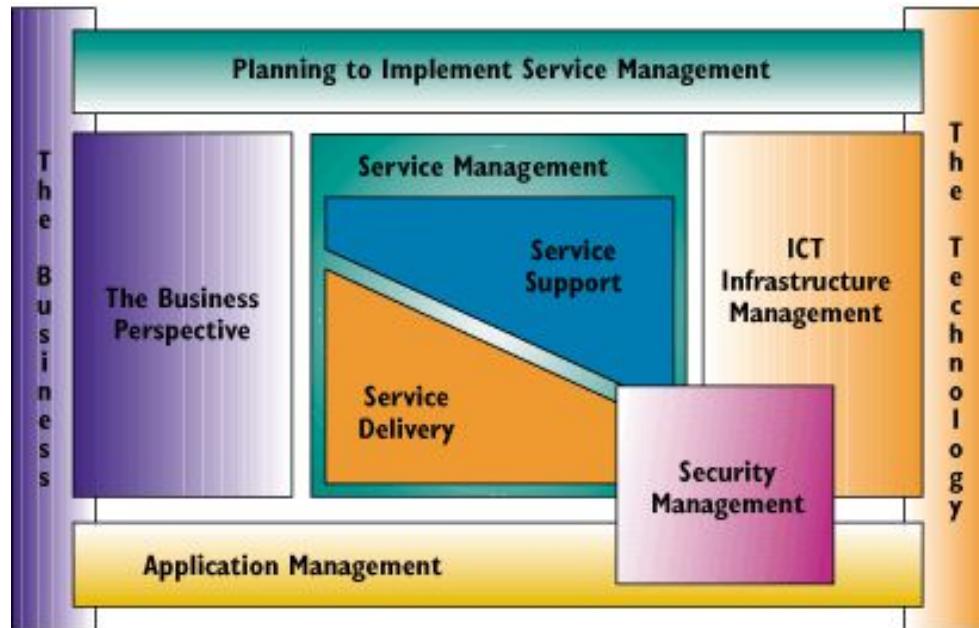
ITIL



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Introduction to ITIL

- Version 1 in Britain (1988), first as Government Information Technology Infrastructure Management (GITIM), renamed ITIL in 1989. Started with only Incident Management, Change Management, Helpdesk, and Contingency Planning. Other processes added between 1990 and 1992.



- Version 2 published in 2000. Two core books, each with 5 processes: Service Support, Service Delivery. Certification scheme and training focused on these foundation books.
- Version 2 aligned to British Standard (BS 15000, 2002), then to a worldwide one (ISO 20000, 2005).

IT Service Management, ITSM

- ITIL is a set of best practices to set up an IT Service Management framework
- ITIL is driven by fundamental stakes



Align IT services to customer needs / requirements



Improve IT service quality



Manage costs to deliver IT

Introduction to ITIL

- ITIL version 3: out in May 2007
 - 5 core books: Service Strategies, Service Design, Service Transition, Service Operation, Continual Service Improvement
 - With a consistent plan and terminology: principles, processes, functions, key success factors, risks, technical considerations, implementation, roles



*The **IT Infrastructure Library** is a public framework that describes Best Practice in **IT service management**. It provides a framework for the governance of IT, the 'service wrap', and focuses on the continual measurement and improvement of the quality of IT service delivered, from both a business and a customer perspective.*

Benefits of public and standard framework

- Are widely tested in a lot of contexts
- Are supported by many players in the IT industry
- Promotes collaboration within the organization and with external partners

Risks of specific in-house framework

- Often tacit and weakly documented
- Specific to the context and difficult to copy
- Subject to commercial and contractual constraints

Service Management stakeholders



- Client / Customer : benefits from the service, usually finances the request / demand
- User : daily uses the service



- IT service provider : entity responsible to deliver the service
- 3rd party supplier (external) : entity responsible to deliver (sub-contract) the service or part of the service

IT Service Providers

- Service Provider Types
 - Type 1 : internal, embedded in business unit (BU)
 - Type 2 : shared, provides services to several BU (GIE, for ex)
 - Type 3 : external, provides services to external customers
- Some aspects of service management depend on provider Type
 - Customers and contracts
 - Markets, strategy and revenues
- Most of providers Type 1 or Type 2
 - Sub-contract to providers Type 3
 - Act as provider Type 3 to external users (extranets, internet sites, etc.)



Internal or External, IT organisation remains in charge of the end to end quality of services in front of business / customers

What is Service Management ?

- **Service Management** is a set of specialized organizational capabilities for providing value to customers in the form of services.
and...
- A Set of **Functions** and **Processes** for Managing Services over their Lifecycle

Transforming resources and capabilities into value-added services is the heart of service management.

Service characteristics:

1. Intangible nature of a service
2. Application closely related to clients' needs (users, processes, equipment, etc.)
3. High level of contact between customer and producer
4. Perishable nature of what the service produces

Functions, roles, processes

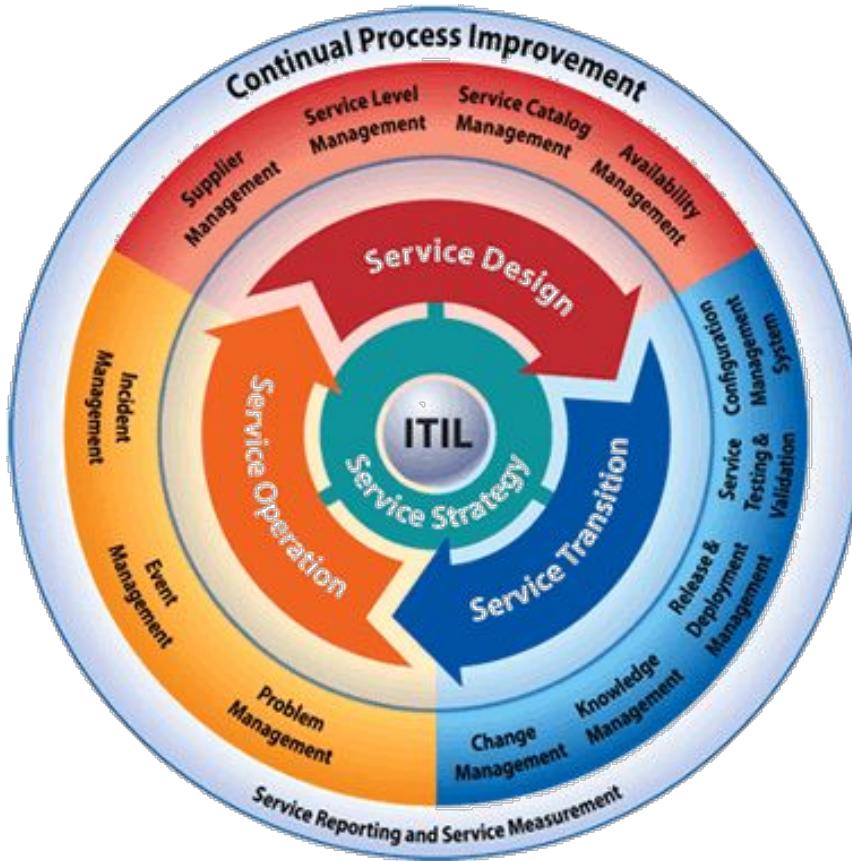
- **Function:** A team or group of people and the tools they use to carry out one or more processes or activities
- **Role:** A set of responsibilities, activities and authorities granted to a person or a team

Service Lifecycle



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The Service Lifecycle



Service Lifecycle (1/2)



- Service Strategy
 - Define policies and objectives
 - How to bring value to Business
 - How to move from service management to a strategic IT role into the organization
- Service Design
 - Design new services, change or remove services
 - Ensure that all aspects are taken into account
 - Involve all stakeholders, internal and external to the organization
- Service Transition
 - Anticipate and manage what is needed to move to production what has been provided by Service Design
 - Ensure quality of service and stakeholder satisfaction during implementation

Service Lifecycle (2/2)



- Service Operation
 - Assure the recurring production activities of IT department (Run)
 - Provide day-to-day value within IT services, value defined with customers
- Continual Service Improvement
 - Identify and implement all economically right actions leading to the improvement of services
 - Manage the balance between cost and quality of service
 - Improve what is done at all stages of the service life cycle

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Service Operation





"Where the actual value is seen"

- Service Operation is the phase in the ITSM Lifecycle that is responsible for 'business-as-usual' activities.
- The purpose of Service Operation is to coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers.

The Service Operation scope

- The **services** themselves
- Service Management **processes**
- **Technology**
- **People**

Service Operation

- Processes:
 - Event Management
 - Incident Management
 - Request Fulfillment
 - Problem Management
 - Access Management
- Functions:
 - Service Desk
 - Technical Management
 - IT Operations Management
 - Application Management

SERVICE OPERATION



Event Management



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Event Management

- Objective
 - Detect Events, make sense of them and determine the appropriate control action (Incident, Problem...)
- Definition
 - Event
 - An Alert (or notification) created by any IT Service, Configuration Item or monitoring tool
 - Can be formally defined as any detectable or discernable occurrence that has
 - Significance for the management of the IT infrastructure or the delivery of IT service
 - Evaluation of the impact a deviation might cause to the service
 - Alert definition
 - Something that happens that triggers an event or a call for action or human intervention after the event is filtered

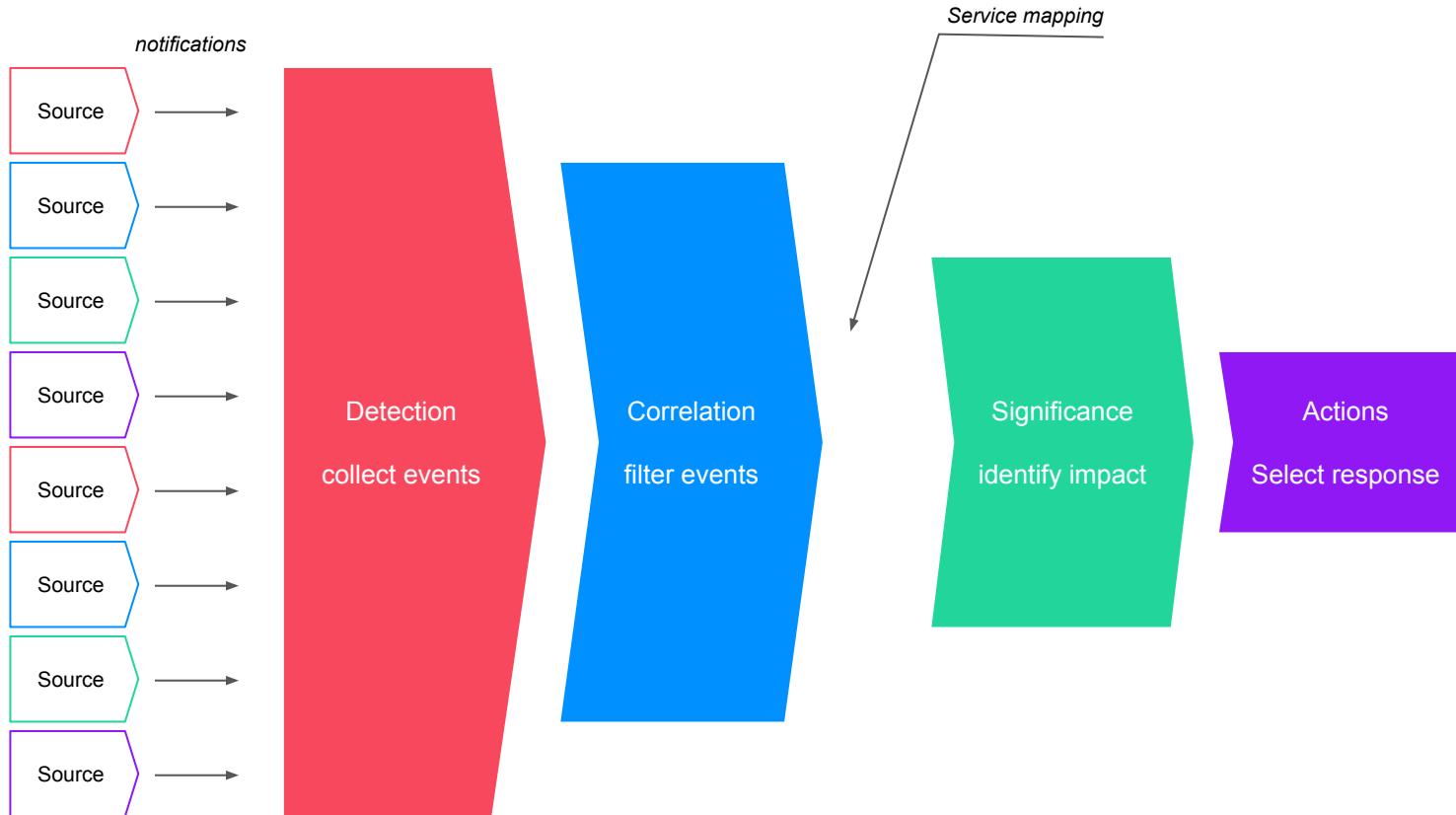
Event Management – Basic Concepts

- Event Management is the process that monitors all events that occur through the IT infrastructure to allow for normal operation and also to detect and escalate exception conditions.
- The basis for Operational Monitoring and Control
 - Information (ex : A device has come online)
 - Warning (ex : a server ping takes more time)
 - Exception (ex : A server is down)

Event Management – Basic Concepts

- Scope : Event Management can be applied to any aspect of Service Management that needs to be controlled
 - Configuration Item
 - IT environment
 - Software licence monitoring for usage to ensure optimum/legal licence utilization and allocation
 - Security (Intrusion detection)
 - Normal activity (ex : Server CPU performance)
- Activities: Event occurs, event notification, event detection, event filtering, event significance, event correlation, trigger, response selection, review actions, close event.

Event Management Process



Event Management

- Challenge
 - Obtain funding for the necessary tools and effort needed to install and exploit the benefits of the tools
 - Setting the correct level of filtering events
 - Acquiring the necessary skills, formation
- Link to other process and roles
 - Event Management correlate event, and produce alert for user intervention, or give input for Incident, problem or change Management
 - Event Management roles are filled by people in the following functions
 - Service Desk
 - Technical Management
 - Application Management
 - IT operation Management

Incident Management



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Incident Management

- Objective: **to restore normal service as quickly as possible and minimize adverse impact on the business**
- Business value:
 - Quicker incident resolution
 - Improved quality
 - Reduced support costs
- What is an incident?
 - Event that is not part of the standard operation and that causes, or may cause, an interruption or decrease in the quality of service
 - An unplanned interruption or reduction in the quality of an IT Service
 - Any event which could affect IT Service in the future
- Concepts:
 - Timescales: should be agreed for all incident handling stages
 - Incident models: include steps to be taken to handle the incident, with dependencies, and responsibilities

Incident Management

The contents of the incident record must be updated along the process

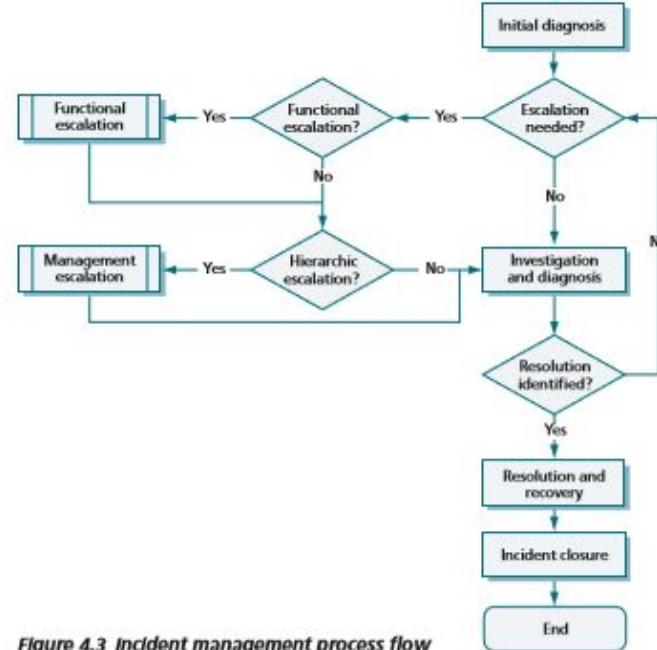
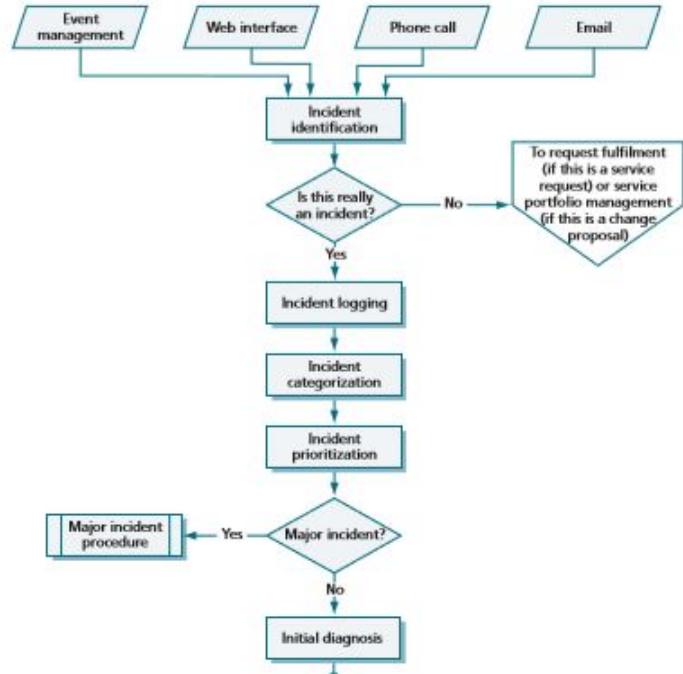


Figure 4.3 Incident management process flow

1

Incident Identification

2

and logging

- As soon as possible to limit the business impact - Event management can detect incidents early - Do not wait for the user to contact the service center
- Ideally, the problem must be resolved before users are impacted
- All incidents must be recorded
- Information that may be required for registration
 - Unique reference (ticket number)
 - **Date and time of recording**
 - Identification of the requester
 - Incident reporting canal
 - Canal to contact the requester of the incident
 - Description of symptoms
 - Relevant CI
 - Category, urgency, impact, initial priority
 - Support group responsible for creating the incident
 - Reference of the Known Problem or Known Error

Portals

self service portal

SEPHORA

Request an Item
Browse the Service Catalog
• Enhancement Request
• Request Status

Knowledge
Search the Knowledge Base
• Industry News
• Historical Record
• Customer Feedback
• Most Recent

Get Help
Browse the Service Catalog
• Create a New Incident
• Issue Status

Base de connaissances Catalogue de services Demande État du système SNOW DEVOTEAM

RÊVONS PLUS GRAND

Comment pouvons-nous vous aider ?

Passer une commande Base de connaissances Enregister un incident Questions de la communauté

SILCA

News Offres Documentation Liens utiles Panier Rechercher Langue: French Clement VIGNERON

COM - Messagerie - Mail - Actions courantes - Creer une archive

Bienvenue dans votre espace online

Pouvons-nous vous aider ?

Accès rapide

- New Incident
- Nouvelle Demande
- CITRIX - Application (c/s)
- Administrated Cloud

Requêtes et Changements

Suivi de production

Rapports

Bureautique

Mon suivi

servus

My Workplace Knowledge My Requests Cart English Petr Krelina

Welcome Petr Krelina
"Everything at a click"

Workplace I want to App-Store Server & Multimedia Branch Get help

Search

Wo schmerzt es?

View All

My Requests Show me what I have requested

View All

My Incidents Show me what I have reported

View All

My Approvals Show me what is waiting for my approval

View All



Déclarer un incident

Qu'est-ce qui ne va pas ? Nous vous aiderons à régler le problème si nous le pouvons.

Si vous souhaitez signaler que quelque chose que vous utilisez auparavant ne fonctionne plus (comme une application, une connexion Internet, votre messagerie, etc.) ou qu'une erreur s'affiche, vous êtes au bon endroit. Si votre demande concerne quelque chose que vous souhaitez obtenir, accédez ou modifiez, soumettez une demande de service dans le [catalogue](#).

Exemples types d'incident:

- Mon ordinateur de travail / application ne démarre / ne démarre pas
- Le réseau semble être en panne
- Je ne peux plus accéder à ma messagerie / un fichier / une imprimante



* Demandé pour

Emplacement

* Catégorie

* Description

Call back - Tchat - Incident creation



Demande de rappel

Quand souhaitez-vous être rappelé ?

Dis si un opérateur est disponible
 Sur rendez-vous

* Merci d'indiquer le numéro de téléphone sur lequel vous souhaitez être rappelé

Entrez un numéro de téléphone au format 0123456789

* Merci de préciser l'objet de votre demande



INCIDENT REPORTING

Une question ? Un incident ? Ecrivez-nous !

Merci d'avoir contacté le Service-Desk. Veuillez décrire la nature de votre demande dans les champs ci-dessous. Dès réception, le Service Desk catégorisera et priorisera votre demande et vous enverra un email automatique contenant les détails de cette opération.

* Qui est le bénéficiaire ?
 Gaétan Huché

Votre demande concerne-t-elle l'un de vos matériels ?

L'appelant est la personne qui a demandé de l'aide.

Sur quoi porte votre demande ?

Combien de personnes sont concernées ?

Sélectionnez une catégorie pour votre demande.

* Description courte de votre demande

Un résumé explicatif de votre demande.

Description détaillée de votre demande.

Chatbot

The screenshot displays the Wizmi website's homepage and a detailed view of its chatbot feature.

Top Navigation: Fiches pratiques, Forum, Gaétan Huché

Header: Wizmi, votre espace d'assistance informatique en ligne !

Welcome Message: Bonjour Gaétan

Chatbot Interaction:

- Message from bot: Comment pouvons-nous vous aider ?
- User message: Bonjour, en quoi puis-je vous aider ?
- Bot response: Bonjour, je ne sais pas me servir d'outlook
- Bot response: Comment avoir une sauvegarde des archives outlook
- Bot response: Comment mettre un pswd à ses archives outlook ?
- Bot response: Outlook

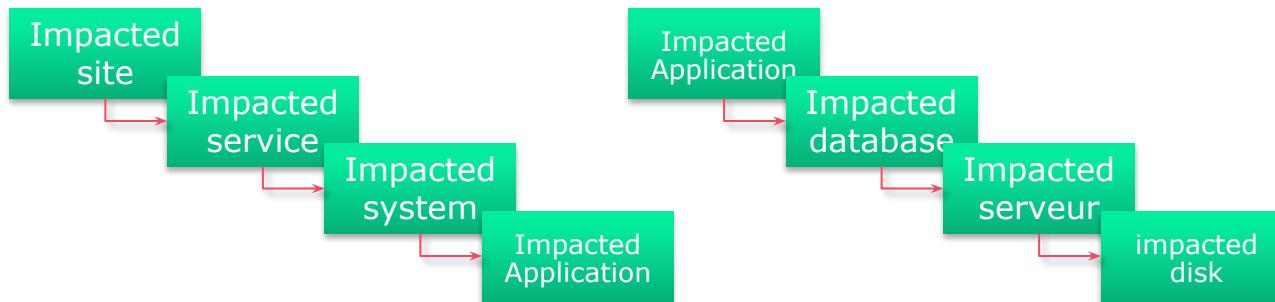
Service Offerings:

- OBTENIR UN MATERIEL OU UN LOGICIEL: Parcourir le catalogue de services et les éléments dont vous avez besoin
- CONSULTER LES FICHES PRATIQUES: Recherchez et parcourez les fiches pratiques, évaluez-les et postezen commentaire
- DÉBLOQUER UN MOT DE PASSE: Accédez aux espaces de réinitialisation des principaux mots de passe
- ÉCHANGER SUR LE PROJET: Posez vos questions et partagez vos astuces

Footer: A propos de Wizmi, Contacter l'assistance

Categorization

- Categorization to review and to improve periodically
 - Assigning a category code to identify the type of incident
 - Code used by problem management, especially to identify the frequency of incidents
 - Facilitating the escalation route



- It is during categorization that we identify whether we are dealing with an incident or a request
 - In this case, transfer to the request fulfillment process

Incident prioritisation

- It is important to agree on how to define and codify the priority of each incident
- The priority of an incident is usually related to
 - the urgency determined by the resolution speed required by Business
 - the impact on the business (examples: number of users involved, business process disrupted)
- Other factors to define in SLAs can affect the priority
 - Risk of injury to persons
 - Financial loss or reputation
 - Number of services impacted
 - Law or regulation
 - Populations (VIP, for example)

		Impact		
		High	Medium	Low
Urgency	High	1	2	3
	Medium	2	3	4
	Low	3	4	5

Priority	Description	Resolution delay
1	Critic	1 hour
2	High	8 hours
3	Medium	24 hours
4	Low	48 hours
5	To schedule	To Schedule

Priority of an incident is often dynamic in a tool: according to other incidents, respect or not of the SLA, etc.

Major Incident

- A separate procedure, with shorter timescales and greater urgency, must be used for major incidents.
- A definition of what constitutes a major incident must be agreed and ideally mapped on the overall incident prioritization system.

5

Diagnostic initial (initial diagnosis)

- Managed live with the user if he contacted the Service Center by phone
- Symptom assessment for immediate correction
- Immediate resolution if possible using knowledge bases
 - Incident Templates
 - Known Errors
- If not, forward to escalation with sharing the status with the user on ticket number and next steps



- Functional escalation
 - As soon as possible when it's impossible to resolve, delay exceeded, etc.
 - Allows you to assign the incident to a more specialized support group with special capabilities or more advanced technical skills
 - Forward to internal and external teams
 - Incidents remain the property of the Service Center throughout the life cycle
- Hierarchical escalation
 - Aims to inform & involve managers, as high as necessary in the hierarchy
 - Allows them to make decisions
 - And to influence the resolution of the incident (allocation of additional resources, involvement of suppliers, etc.)
- Escalation routes must be
 - Specified: timelines, criteria, levels, etc.
 - Documented in Service Level Agreements
 - Set in IT Service Management Tools

Functional escalation

Investigation and diagnosis

- It's about looking for how to restore the service as quick as possible through actions such as:
 - Identification of failures
 - Understanding the timeline of events
 - Confirmation of impact
 - Identification of events that may cause the incident
 - Searching knowledge bases (known errors, incident templates, similar incident records, etc.)
- To save time
 - Parallelize tasks
 - Coordinate the actions of the different teams involved
- The history of tasks performed by all supported groups must be recorded

Resolution and Recovery

- Application then test of the potential resolution
 - By the user impacted
 - By the service center
 - By specialized support groups
 - By the intervention of an external supplier
- The tests must be sufficient to verify the restoration of the service
- The history of recovery operations must be recorded
- The support group that resolved the incident should return the ticket to the service center for closure

Closure

- Performed by the service desk
 - Confirmation or correction of the category of the incident
 - Review of customer satisfaction (by phone, e-mail, etc.)
 - Documentation of the incident and, if necessary, completed
 - Determination of the probability of frequency and inform, if necessary, to problem management
 - Formal closing of the incident ticket (Automatic closing after an agreed delay also possible)
- Possible rules for reopening incidents
 - Business request
 - Take into account for key performance indicators
 - Define criteria and rules: maximum time, time between the closing of the incident and its recurrence, links with other incidents, etc.

Incident Management Roles & Challenges

- Roles
 - Incident Manager – monitors and drive the efficiency & effectiveness of the process and makes recommendations for improvement; produces management information; manages major incidents; develops and maintains IM process & procedures
 - Key Users
 - First-Line Support
 - Second-Line Support
 - Third-Line Support (other SO functions, 3rd party suppliers)
- Challenges
 - Detect (and solve) incidents as quickly as possible
 - Ensuring all incidents are logged
 - Ensuring all previous history is available
 - Integration with Configuration Management, Service Level Management, Known Error Database

Problem Management



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Problem Management

Objectives:

- To prevent problems and resulting incidents from happening
- To eliminate recurring incidents
To minimize the impact of incidents that cannot be prevented

Value to business:

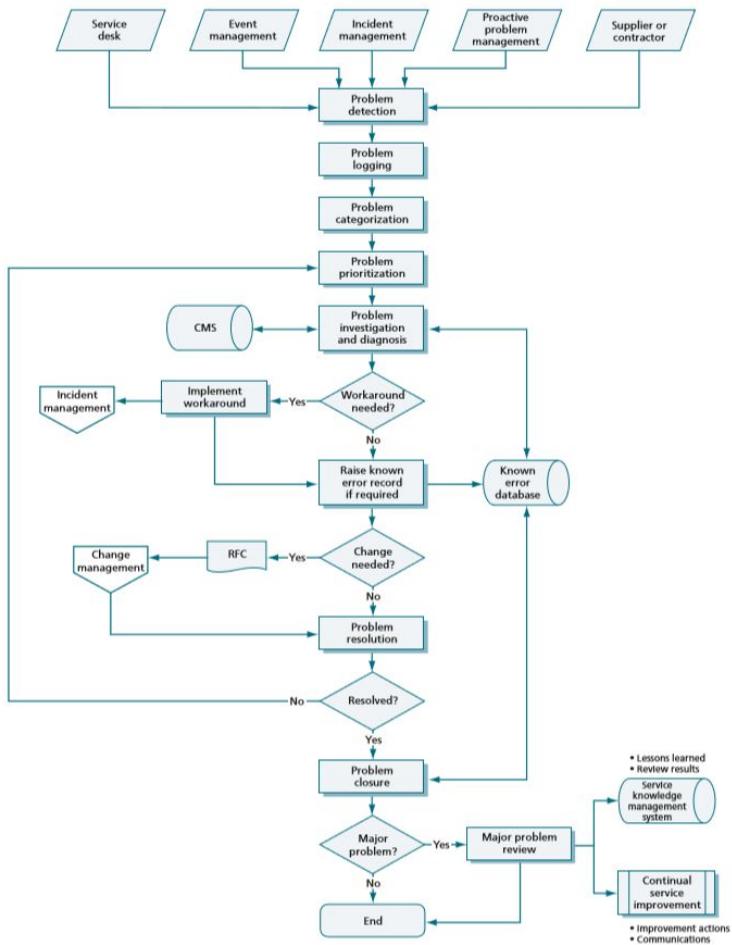
- When incidents are resolved, information about the resolution is recorded. Over time, this information is used to speed up the resolution time and identify permanent solutions, reducing the number and resolution time of incidents. This results in less downtime and less disruption to business critical systems.

Problem Management Concepts

- **Problem** : *the cause of one or many incidents.* The cause is not usually known at the time a Problem Record is created
- **Problem Model:** same as Incident Model
- **Known Error:** When the cause has been found and a solution too.
- **Known Error Database**

- **Reactive Problem Management**
- **Proactive Problem Management**
 - Prevention of future problems
 - Generally undertaken as part of the CSI

Problem Management Activities



Problem Management

- **Category** is used for assignment and/or for further reporting
- **Priority** will determine how the problem is handled both by support tools and the support staff. It is normally calculated through a matrix with Impact and Urgency.
- **Impact:** how is the business affected (one user, one site, one core business function)
- **Urgency:** how vital is service restoration and on what timeframe

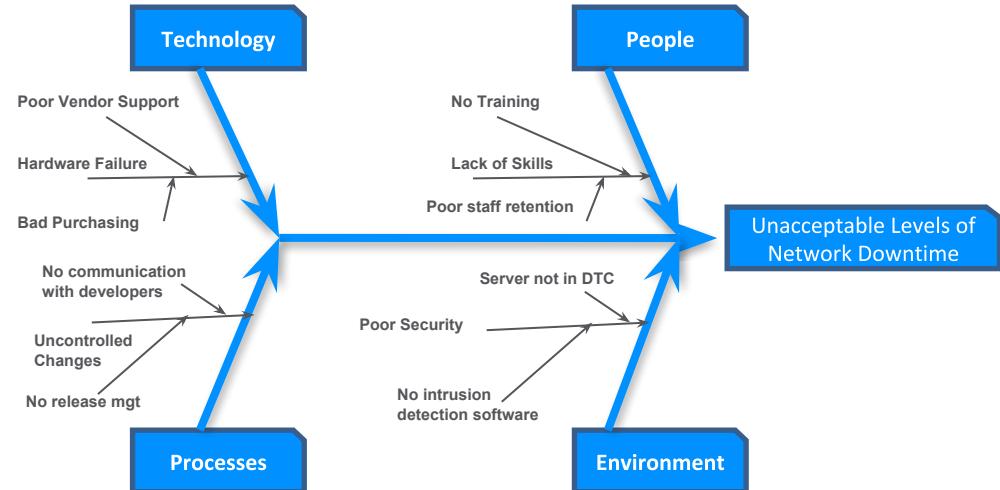
Proactive Problem Management

- Work on outputs from Incident Management, Event Management
- Perform Trend Analysis
- Use information from vendors
- Anticipate repairs or changes

Problem Management

- There are multiple methods to investigate problems:
 - Chronological analysis
 - Pain Value analysis
 - Kepner and Tregoe
 - Ishikawa diagrams

Ishikawa Diagram



Problem Management Roles

- Problem Manager:
 - Coordinates Problem Investigation efforts
 - Normally not a full time, but to be different from Incident Manager
- Support by technical groups:
 - Technical Management
 - IT Operation Management
 - Application Management
 - 3rd Party Suppliers

Request Fulfillment



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Request Fulfillment

- Objectives
 - Provide a channel for users to request and receive standard services for which a pre-defined approval and qualification process exists
 - Provide information to users and customers about the availability of services and the procedure for obtaining them
 - Source and deliver the components of requested standard services (e.g. licences and software media)
 - Assist with general information, complaints or comments

Request Fulfillment Concepts

- Service Request
 - A request from a user for information or advice, or for a Standard Change (password reset, provide standard IT Service to a new user...)
- Request Model
 - A model of request which typically includes some form of pre-approval by Change Management
- Note the ownership of SR's resides with the Service Desk, which monitors, escalates and often fulfills the user's request
- Self Help
 - RF often provide the opportunity for self-help practices where users can generate a SR using web portals, with a 'shopping cart' experience
- Roles
 - Not usually dedicated staff, but the Service Desk, Incident Management, Service Operations teams

Request Fulfillment Concepts

- Many Service Requests being frequently recurring, pre-defined request models help handle requests in a consistent manner, in order to meet agreed service levels. They include:
 - The stages needed to fulfil the request
 - The individuals or support groups involved
 - Target timescales and escalation paths
- Ideally, users should be offered a 'menu'-type selection to select and input details of Service Requests from a pre-defined list via a web interface
- One important extra step that is likely to be needed when dealing with a service request is that of financial and possibly other approvals
- The ownership of Service Requests resides with the Service Desk, which monitors, escalates, dispatches and often fulfils the user request

Request Fulfillment Scope

- Scope
 - In some organizations Service Requests will be handled through the Incident Management processes (Service Requests being handled as a particular type of 'incident')
 - For a large number of Service Requests with varied or specialized actions to be taken to fulfil those requests, it may be appropriate to handle them as a completely separate work stream
 - The scope of Request Fulfilment may be widen to expand upon just IT-related issues (for example, building management issues)
 - It will ultimately be up to each organization to decide and document which request will be handled through the Request Fulfilment process.

Portals

dyson

New Incident New request My closed tickets System status Dhiren Dave

How can we help?

Dyson IT Portal

New incident New request Knowledge SLAs
My incidents My requests My approvals My profile

Contact us

Current Status
No system is reporting an issue
More information...

IT News Surveys Service Catalog Incidents Requests Language: English Denis Nguyen

Guerbet

How can we help?

Request Something Get Help My Tickets
Browse the catalog for services and items you need Contact the Service Desk to request help or report a problem Access to all of your tickets (Support & Service)

For urgent matters call your Regional Service Desk

France: +33 (0) 1 45 91 38 38 EMEA: +420 234 104 611 North America: +1 (314) 376-4800 Asia Pacific: +852 31 83 15 94
Latin America: +55 11 2394-6550/6551

MICHELIN

Home Service Request Access Request Incidents and Assists Knowledge

Speed We anticipate customer needs and act with a sense of urgency driven by our passion for delivering extraordinary customer care.

Service Request Access Request My Incidents
Browse and Request from the Catalog Get authorized access to michelin resources
Incidents and Assists Knowledge
Submit Incident, fixed issue or request for assistance Self-help, FAQs and how-tos
My Requests
michelin.com Twitter Facebook LinkedIn YouTube

SUEZ

Base de connaissances Catalogue de services Demandes État du système Panier System Administrator

Comment pouvons-nous vous aider ?
How can we help?

Passer une commande Base de connaissances Obtenir de l'aide Communauté
Parcourir le catalogue de services et les éléments dont vous avez besoin Parcourir et rechercher des articles, les évaluer et envoyer un commentaire Contacter le support technique pour effectuer une demande ou signaler un problème Réponses provenant de la communauté à vos questions

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Request Catalog



Base de connaissances Catalogue de services État du système



Accueil > Catalogue de services > Logiciel

Rechercher



Catégories
Services de départements
Matériel
Pérophériques
Services
Logiciel

Logiciel



Adobe Acrobat

Afficher les détails



Filezilla FTP Client

Afficher les détails



Mozilla Firefox

Afficher les détails



Photoshop CC

Afficher les détails



Installation de SAGE

Afficher les détails



Microsoft Visio 365

Afficher les détails



Base de connaissances

Catalogue de services

État du système



Accueil > Catalogue de services

Rechercher



Services de départements



Services proposés par différents départements de l'organisation

Matériel



Faites votre choix parmi une sélection de matériel pour satisfaire vos besoins professionnels, dont des téléphones, des tablettes et des ordinateurs portables.

Pérophériques



Pérophériques d'utilisateur final tels que des coques de téléphone mobile, des dongles et des câbles

Services



Services de production de documents. Créez et produisez des documents professionnels de haute qualité.

Logiciel



Une gamme de produits logiciels disponibles pour installation sur votre ordinateur de bureau ou ordinateur portable d'entreprise.



Base de connaissances

Catalogue de services

État du système



Accueil > Catalogue de services > Matériel

Rechercher



Catégories

Services de départements
Matériel
Pérophériques
Services
Logiciel

Matériel



Ecran supplémentaire pour plus de confort

Afficher les détails



Formulaire de demande d'un Ipad Pro

Afficher les détails



Formulaire de commande d'un Macbook Pro

Afficher les détails

Matériel spécifique

Commande de matériel spécifique non référencé dans le catalogue de service

Afficher les détails

Pc fixe bureautique

DELL Optiplex 790/7010/3020

Afficher les détails

Tablette Surface Pro 4

Formulaire de demande d'une Tablette Surface Pro 4

Afficher les détails



Workplace Catalog

SILCA PRODUCTION INFORMATIQUE

News Offres Documentation Liens utiles Panier Rechercher Langue: French Clement VIGNERON

Accueil > Catalogue de services

Rechercher

Catalog Items

Offres souscrites	
<ul style="list-style-type: none">Equipement réseau [1]People movement [3]Poste de Travail [3]Téléphonie [3]	

<p>Accès à une base notes</p>  <p>Afficher les détails</p>	<p>Accès CESARIO</p>  <p>Afficher les détails</p>	<p>Accès internet guest</p>  <p>Afficher les détails</p>
<p>Ajout d'habilitations</p>  <p>Afficher les détails</p>	<p>Ajout d'un boîtier d'accès internet</p>  <p>Afficher les détails</p>	<p>Ajout d'une imprimante ou d'un scanner réseau</p>  <p>Afficher les détails</p>
<p>Ajout d'un poste de travail</p>  <p>Afficher les détails</p>	<p>Ajout d'un smartphone</p>  <p>Afficher les détails</p>	<p>Ajout d'un téléphone mobile</p>  <p>Afficher les détails</p>
<p>Ajout d'une Calculatrice Sécurité</p>  <p>Afficher les détails</p>	<p>Ajout d'une clé 3G</p>  <p>Afficher les détails</p>	<p>Ajout de logiciel</p>  <p>Afficher les détails</p>

Monitoring & Dashboard

SILCA PRODUCTION INFORMATIQUE

News Offres Documentation Liens utiles Panier Rechercher Langue: French Clement VIGNERON

Accueil > Rapports

(SILCA) Requêtes réalisées par mois sur les 13 derniers mois

Mois	Nombre de Requête
Janvier	973
Février	2,520
Mars	3,133
Avril	2,486
Mai	2,626
Juin	2,722
Juillet	2,220
Août	2,912
Septembre	3,248
Octobre	3,133
Novembre	3,020
Décembre	3,133

(SILCA) Répartition des requêtes par article

Accueil > Suivi de production

Type	Nombre
Incidents	4
Requêtes	18
Changements	8
Demandes	15

Les incidents de mon entité

- INC0416932 A1 ++ En cours + test vip soy non casa
- INC0416930 SV - SILCAONLINE ++ Ouvert + Test majeur non résolu - VPE
- INC0416926 ANADEFI / CALF ++ Clos + gg
- INC0416900 2E50 - CRISTALUX ++ Clos + test

Requêtes de mes groupes

- test 3 RTM0066646 • Gestion d'un Groupe • En cours
- test 2 RTM0066645 • Gestion d'un Groupe • Ouvert
- test 1 RTM0066644 • Gestion d'un Groupe • Ouvert
- *PROJET_IU_GDD RTM0065967 • Gestion d'un Groupe • Ouvert
- Structure DB2 RTM0066951 • Structure DB2 • En cours
- Mes requêtes en attentes d'une réponse de ma part
- Aucun enregistrement trouvé

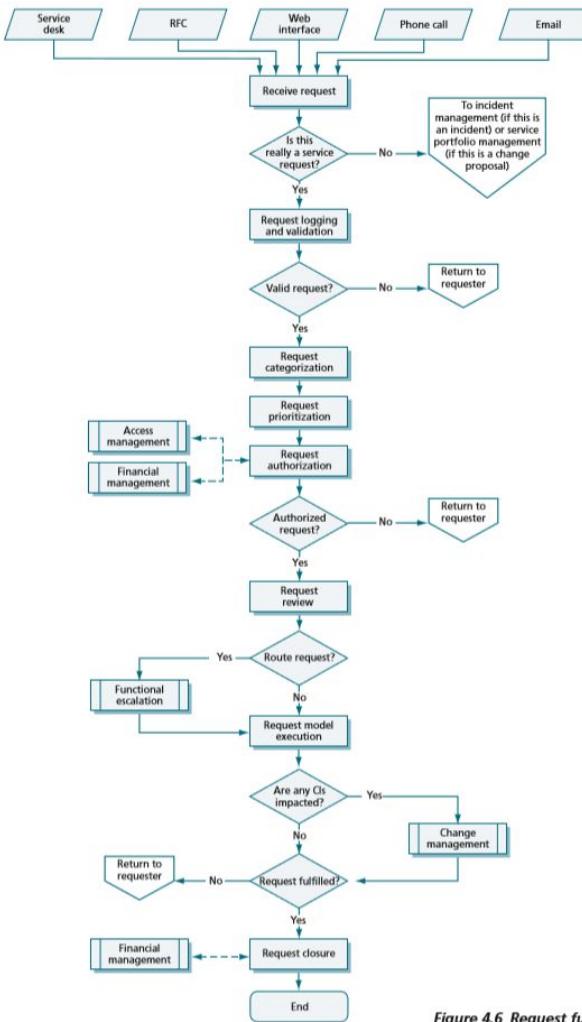
Changements de mes groupes

- jbj CHG0034412 • Simple + Ingénierie Spécialisée OPEN.Oracle.Migration + Ouvert
- TESTTTT CHG0034388 • Simple + Ingénierie Spécialisée OPEN.MySQL.Migration + Ouvert
- TEST CHG0034387 • Simple + Ingénierie Spécialisée OPEN.Oracle.Migration + Ouvert
- Hello world CHG0034351 • Complexe + Téléphonie Fax.TOMTOMEvolution • Evolution + Ouvert
- Test CHG0034358 • Simple + Ingénierie Spécialisée OPEN.Oracle.Migration + Ouvert

Demandes de mes groupes

- qsd! DMN0004997 • Demande de devis + Soumis
- TEST SUBMIT DMND0004989 • SILCAOnline Assistance + Soumis
- RIFRRFR DMND0004988 • SILCAOnline Assistance + Soumis
- TESTDMNRFR DMND0004987 • SILCAOnline Évolutions + Brouillon
- rrzerz DMND0004984 • SILCAOnline Évolutions + Brouillon
- Mes demandes en attentes d'une réponse de ma part
- Aucun enregistrement trouvé
- Mes devis en attente d'une validation
- Aucun enregistrement trouvé

Request Fulfillment Process



Request Fulfillment Challenges

- Challenges
 - Clearly defining and documenting the type of requests that will be handled within the Request Fulfilment process
 - Establishing self-help front-end capabilities that allow the users to interface successfully with the Request Fulfilment process

Request Fulfilment Critical Success Factor

- Critical success factors
 - Agreement of what services will be standardized and who is authorized to request them. The cost of these services must also be agreed as part of the SLM process
 - Publication of the services to users as part of the Service Catalogue
 - Easy access to the Service Catalogue, perhaps on the Intranet, and its recognition as the first source of information for users seeking access to a service
 - Definition of a standard fulfilment procedure for each of the services being requested
 - A single point of contact which can be used to request the service
 - Self-service tools needed to provide a front-end interface to the users integrating with the back-end fulfilment tools often managed through Incident or Change Management

Request Fulfilment

- Request Fulfilment in Service Lifecycle
 - Request fulfilment is a process of Service Operation which purpose is to coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers
 - It is the process for dealing with service requests (which are generally smaller, lower-risk changes), via the Service Desk, using a similar but separate process to that of Incident Management
 - In fact In order to resolve some incidents, problems or Known Errors, some form of change may be necessary: Smaller, often standard, changes can be handled through a Request Fulfilment process, whereas larger, higher-risk or infrequent will be through an Incident or Change Management process

Service Operation Functions



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Service Operation Functions

Service Desk

Technical
Management

IT Operation
Management

Application
Management

ServiceDesk : Roles and Goals

Roles

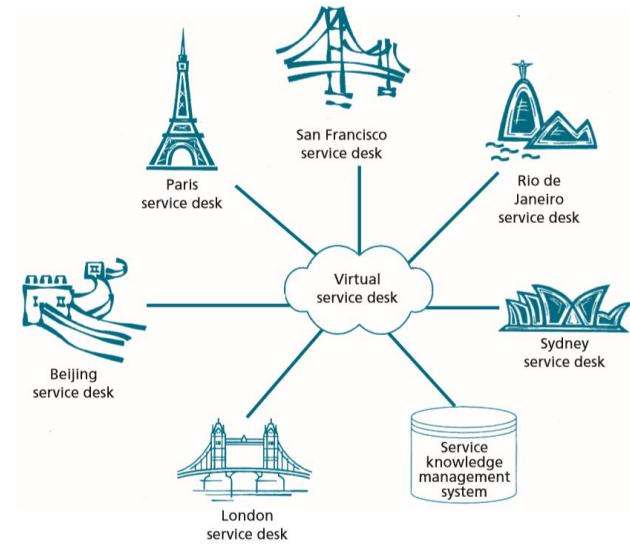
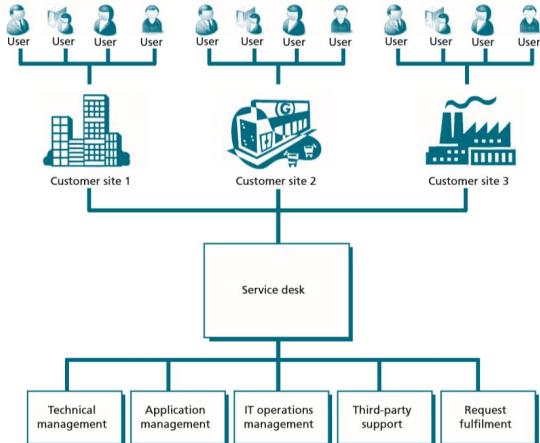
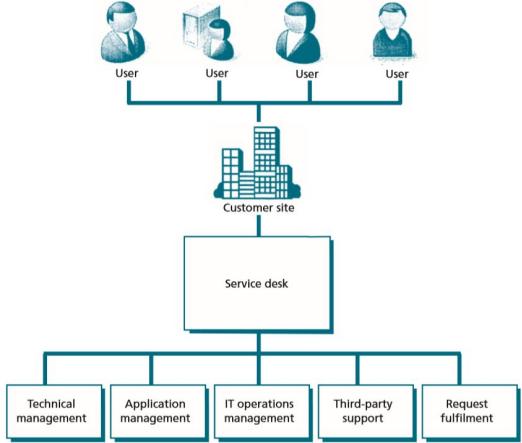


Goals

- Single day to day point of contact for users
 - During a service interruption
 - To process service requests
 - To process change requests
- Must be the easy way for users: phone, mail, portal, bots, etc.
- Coordination point of internal and external technical teams
- Level 1 support for user incidents
- "Showcase" of the IT department

- Record and categorize incidents, service requests, and certain types of changes
- First level investigation, diagnosis, resolution, request processing
- Escalations
- Communicate with users and IT teams
- Close the tickets
- User satisfaction thanks to
 - The quality of services
 - Perception of the service by users
- Update Configuration Management System (if authorized)

ServiceDesk Models



Technical Management : Roles and Goals

Roles



Goals

- In charge of technical knowledge on Infrastructures
 - Identify build and tune
 - Find the right level of expertise (internal / external)
- Provides resources that support the service lifecycle
 - guarantee skills to design, build, test, operate and improve services
 - Build the right organization
- Steers Run activities
 - Optimize performances and Maintain up and running
 - From conception to end of life

- Plan, implement and maintain efficient and cost effective infrastructures
- Support Business thank to
 - Well-designed and resilient infrastructure at the right cost
 - The use of adequate technical skills to maintain infrastructure under optimal conditions
 - Diligent use of skills to diagnose and resolve technical failures

Application Management : Roles and Goals

Roles



Goals

- Covers all applications (software and ERP, applications developed in-house, etc.)
- Keeps knowledge related to applications
- Collaborates closely with technical teams and management
- Decides for buy or make strategy
- Provides resources to support the Service lifecycle
- Steers the run activities about applications

- Support Business by identifying and managing the application requirements with
- Des applications bien conçues et résilientes au juste coût
 - Well-designed and resilient applications at the right cost
 - Availability of required features
 - Use of the right technical skills to keep applications up and running
 - Diligent use of skills to diagnose and resolve technical failures

IT Operations Management : Roles and Goals

Roles



Goals

- IT Operations Control
 - Shared monitoring
 - Job scheduling
 - Backup and restore
 - Management of log or mass printing
 - Maintenance on behalf of technical management and application management
- Facilities Management
 - Premises, data centre, hosting, etc.
 - Coordination of technical projects (releases)
 - Management of outsourcing contracts

- Ensure the day-to-day run of IT operational activities
 - Detailed during Design
 - Tested in transition phase
- To guarantee
 - The stability of IT infrastructures
 - The coherence of IT services
- Optimize operations to ensure an ever more efficient service aligned to business objectives
- Quickly use the right operational skills to diagnose and resolve technical failures

Portal & User Experience



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The Midcounties Co-operative

The Midcounties Co-operative
SELF-SERVICE PORTAL

Log a call
View my logged calls
Log a request
View my logged requests
Knowledge base
Help

This service allows you to report a fault
Track all the calls you have logged
This service allows you to order new equipment
Track all the requests you have requested
Find the answer to your problem
Video tutorials to show how to use self-service portal

Headlines

- **annuaire**
- **Actualité - No Actual Boarded Inc.**
- **GPN - Update to connect, affecting everyone**
- **Winter-Neighbour Relocation Error**
- **Winter-Neighbour Relocation Error**

MICHELIN better way forward

My HR Services

Chat

Home Knowledge Service Request Access Request Incidents and Assistances

Performance
We hold ourselves to the highest standards and value individual contributions that lead to company results.

Service Request Access Request My Incidents
Incidents and Assistances Knowledge My Requests

Browse and Request from the Catalog
Get authorized access to michelin resources
Submit incident, fixed issue or request for assistance
Self-help, FAQs and how-tos

els.com Twitter Facebook LinkedIn YouTube

Base de connaissances Catalogue de services Demandes 13 État du système SNOW DEVOTEAM

RÊVONS PLUS GRAND

Comment pouvons-nous vous aider ?

Passer une commande Base de connaissances Enregistrer un incident Questions de la communauté

dyson

How can we help?

Dyson IT Portal

IT Service Desk

New incident New request Knowledge SLAs
My incidents My requests My approvals My profile

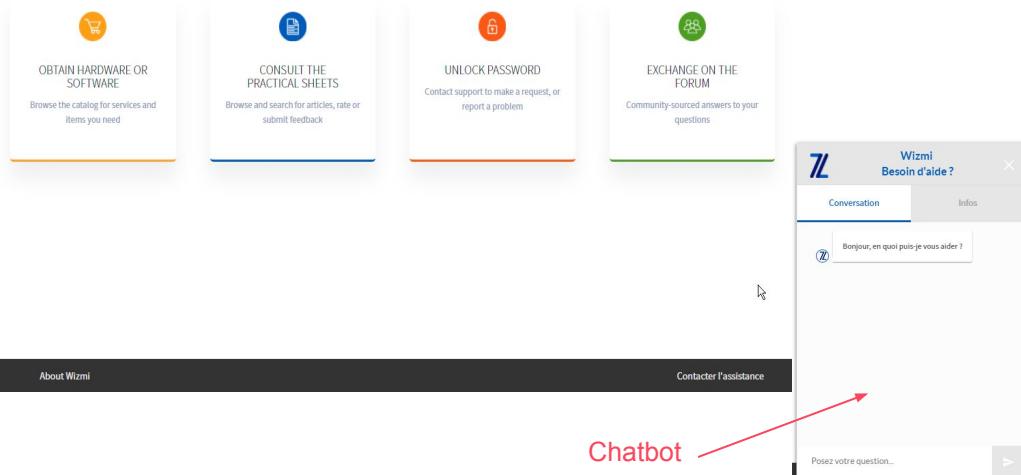
Contact us

No system is reporting on issue
More Information...

Change the employee experience in 4 months



How can I find the MAC address of my Ethernet or



Portal + Knowledge Base + Forum + Service Catalog + Bots
connected with a highly customized ITSM tool

Employee panel to select vocabulary & UX
Zero training project

No “incident button” Portal !
After 3 clicks, a bot helps users to create an incident

Automate standard cases
Password reset and MS Outlook requests are 1/3 of the calls

One single portal for all processes, unified user experience



My Requests

Asset Clarification Requests
You have no surveys to take

My Assets

Workstations

Item ID	Charged to	Used by	Used by	Item description	OS
EliteBook 850 G2				Notebook	Windows 7 Professional
EliteDesk 800 G3 SFF					Windows 7 Professional

Business Applications

Name
No Applications Found.

Pending Installations

Name	Request Number	Request State
No Applications Found.		

+ Add New Application to...

My Authorizations

Current Authorizations

Group Name	Group Code	Expert Code	Expert Code Description

Work as: Application permissions
"Getting the required authorizations was never easier."

Related Knowledge

Productivity tools #1: 3 Views
Productivity tools #2: 3 Views
Productivity tools #3: 3 Views

Add Role and Authorization

Add a new role and a new authorization to user

Delivery Time: 2 Days

Requested for: Ondrej Emel

Reason for request:

Start Date:

Select a role:

Authorizations for role

Group Name	Group Code	Approvers
Add New Authorizations		

Authorizations to Add

Group Name	Group Code	Approvers	Actions
Please select an authorization.			

Submit Add to Cart Add attachments

ERSTE
Group

IT SOLUTIONS

Service Request Management
PoC stage to begin with complex request fulfillment, aiming to simplify the toolset used by Erste group

Unified Portal for everything
Following Erste group Look&Feel, a new brand created to the good perception of the service

My Assets
Descriptive overview of all user's hardware used, software installed and authorizations granted

Instant request fulfillment
Real-time integrated to software distribution system and access control database

Agenda

1. Introduction

- Key principles and models
- Service Management as a Practice - ITIL
- Service Lifecycle

2. Service Operation

- Event - Incident - Problem - Request
- Functions
- Portal & user experience

3. Service Transition

- Asset - Change - Release

4. Service Design

- SLM - Catalog - Availability - Capacity - IT Service Continuity

5. Service Strategy and Continuous Service Improvement

- Demand - Financial



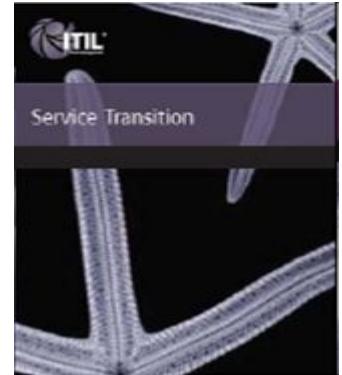
3

Service Transition



Service Transition

- A Service Transition includes the management and co-ordination of processes, systems and functions required for the building, testing and deployment of a 'release' into production, and establish the service specified in the customer and stakeholder environment.



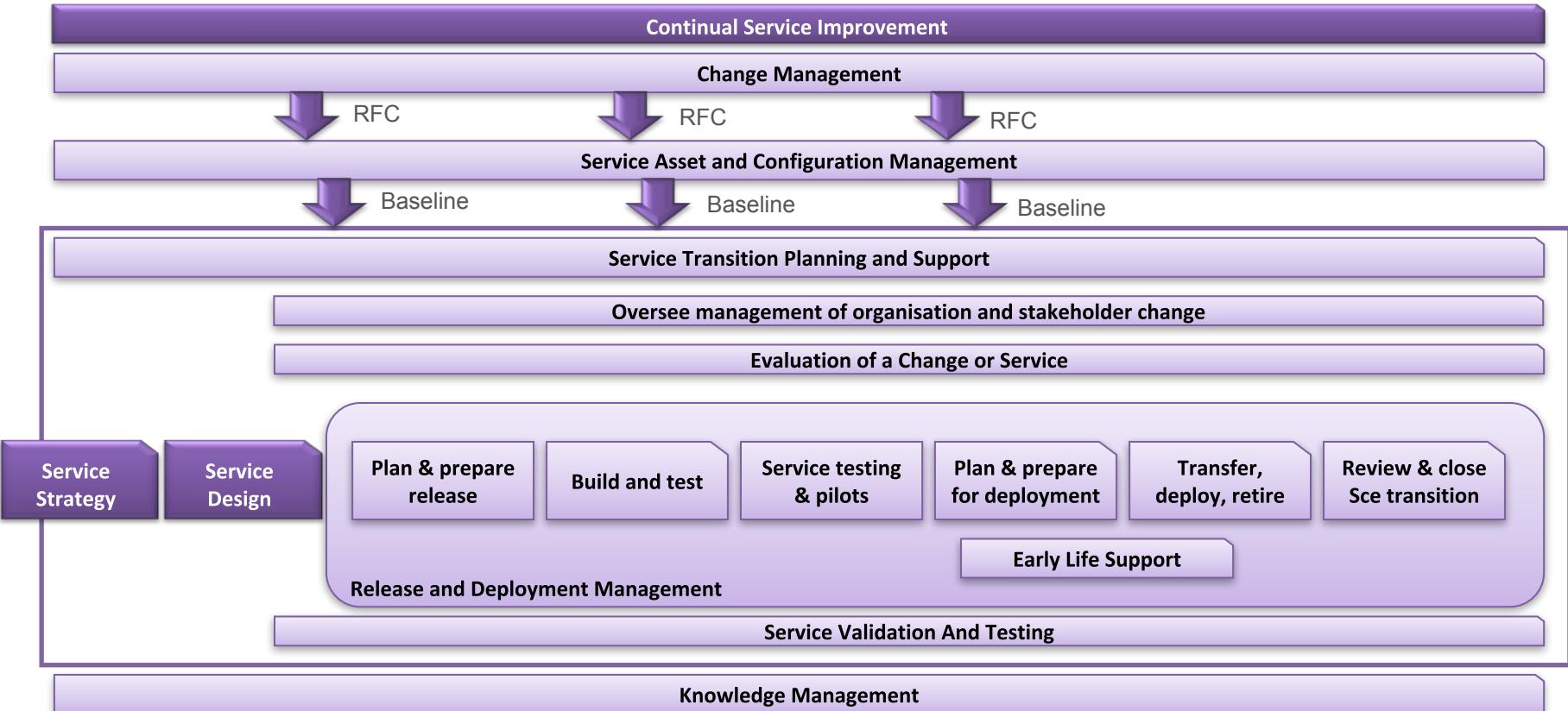
Service Transition

- Taking the design and transitioning the Service into operations – focused on Service
- Delivering in the actual circumstances
- Practices to make it easier for to adopt and manage change:
 - Standardize transition activities
 - Maintain the integrity of configurations as they evolve
 - Expedite effective decisions
 - Ensure new / changed services will be deployable, manageable, maintainable, cost-effective

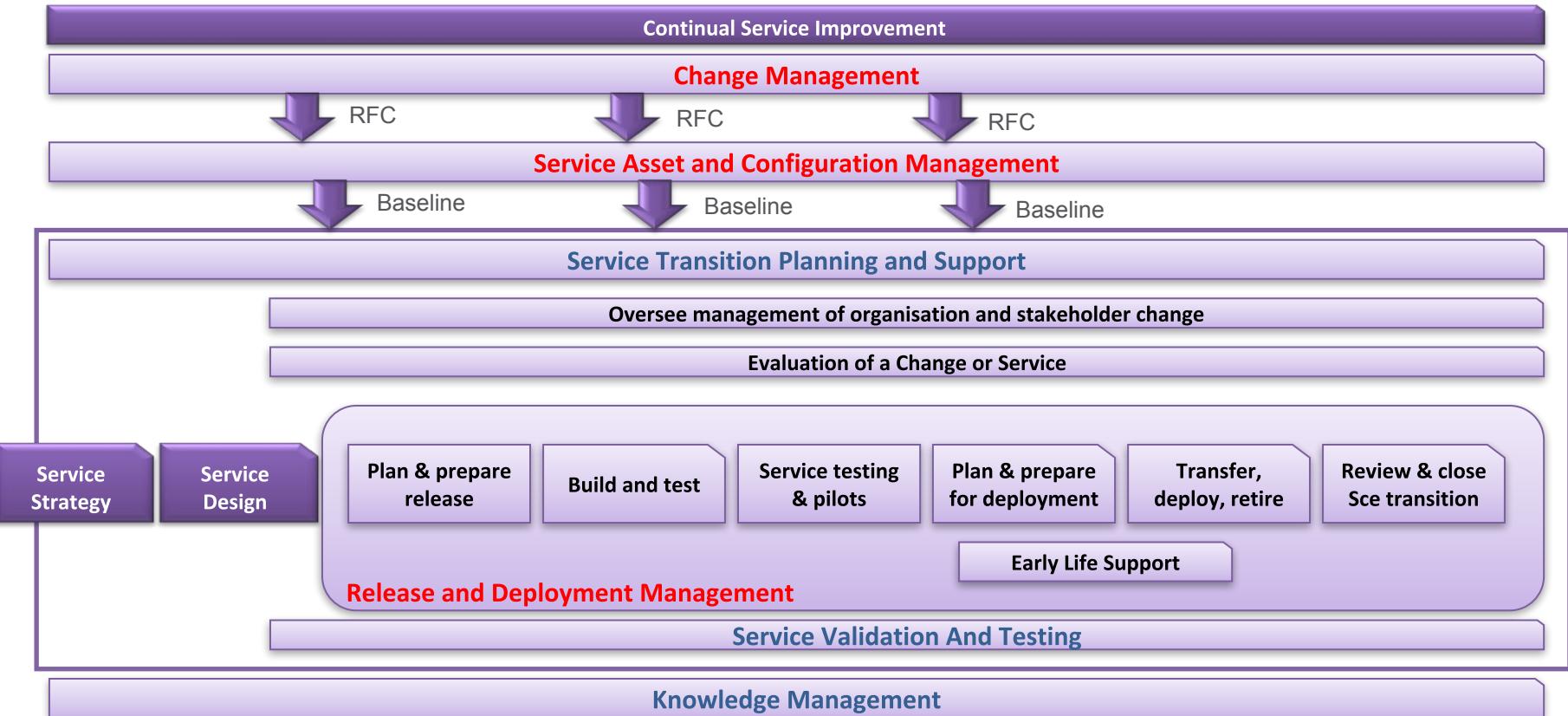
Service Transition

- The purpose of Service Transition is to:
 - Plan and manage the capacity and resources required to package, build, test and deploy a release into production and establish the service specified in the customer and stakeholder requirements
 - Provide a consistent and rigorous framework for evaluating the service capability and risk profile before a new or changed service is released or deployed
 - Establish and maintain the integrity of all identified service assets and configurations as they evolve through the Service Transition stage
 - Provide good-quality knowledge and information so that change, Release and Deployment Management can expedite effective decisions about promoting a release through the test environments and into production
 - Provide efficient repeatable build and installation mechanisms that can be used to deploy releases to the test and production environments and be rebuilt if required to restore service
 - Ensure that the service can be managed, operated and supported in accordance with the requirements and constraints specified within the Service Design.

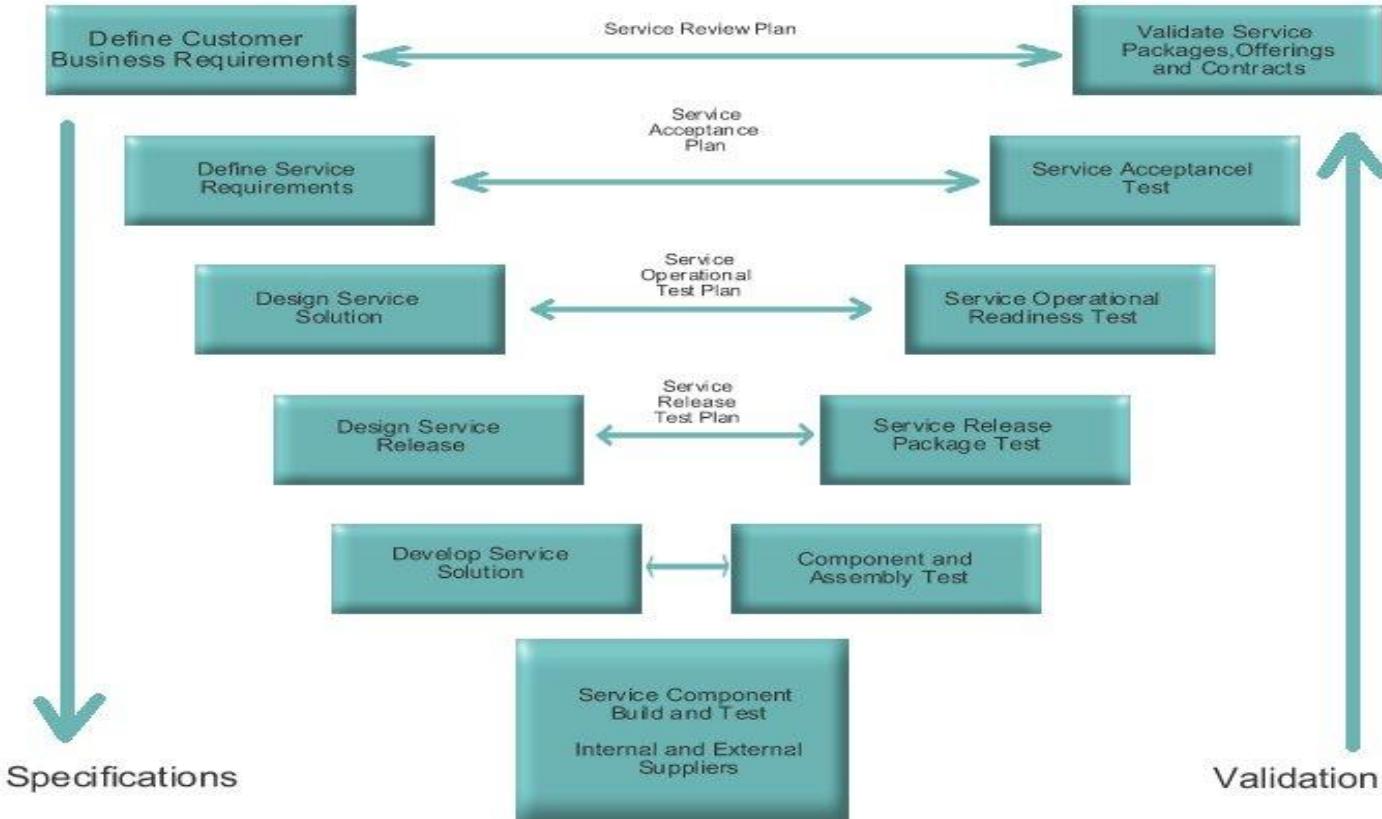
Service Transition Scope



Service Transition Processes



Service Transition Key Concepts



Change Management



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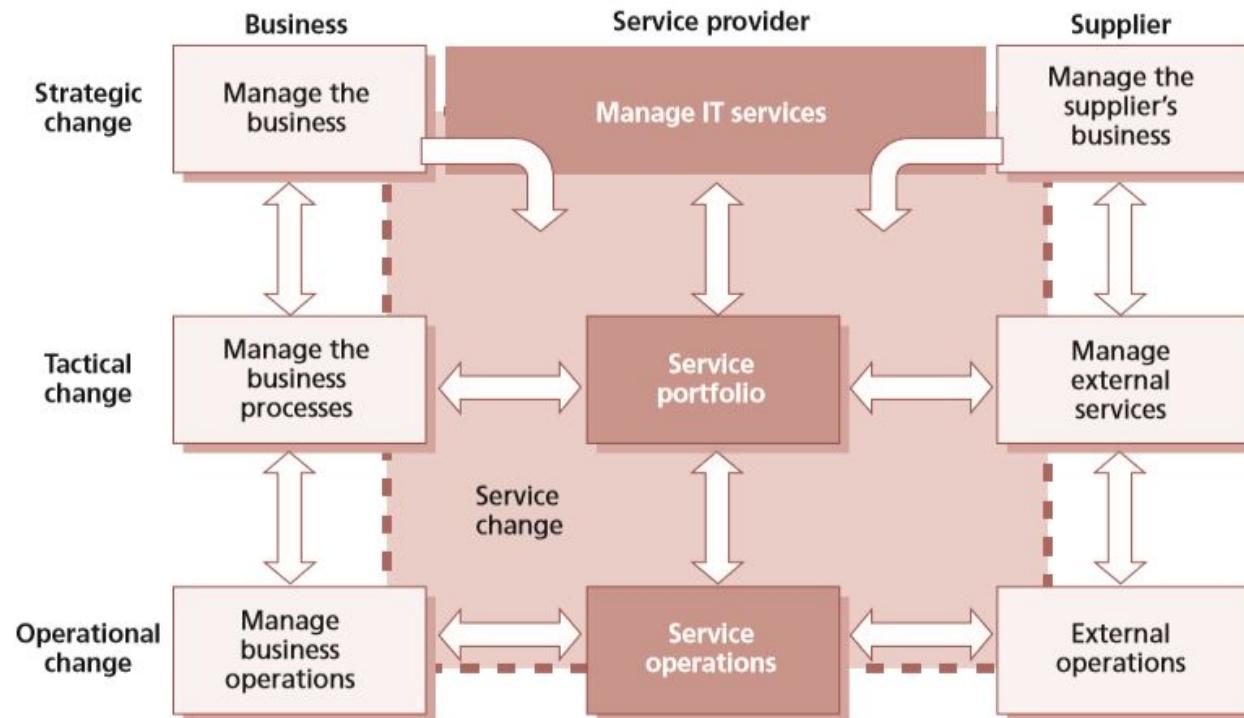
SERVICE TRANSITION



Change Management

- What is a Change?
 - Move from a controlled state to another controlled state
- What's a Service Change?
 - Adding, modification or removal of authorized, planned or supported service or service component and its associated documentation.
- RFC
 - Request for Change: Entry point for any change in the Change Management Process

Change Management Scope



Change Management

- Objectives:
 - Respond to changing business requirements
 - Minimize impact of implementing changes
 - Optimize business risk
 - Implement changes successfully
 - Implement changes in times that meet business needs
 - Use standard processes
 - Record all changes

Change Management

- Value to the business:
 - Prioritizing and responding to requests
 - Implementing changes in required times
 - Meet agreed service requirements while optimizing costs
 - Reducing failing changes and rework
 - Correctly estimating quality, time and cost
 - Assessing and managing risks
 - Managing staff time

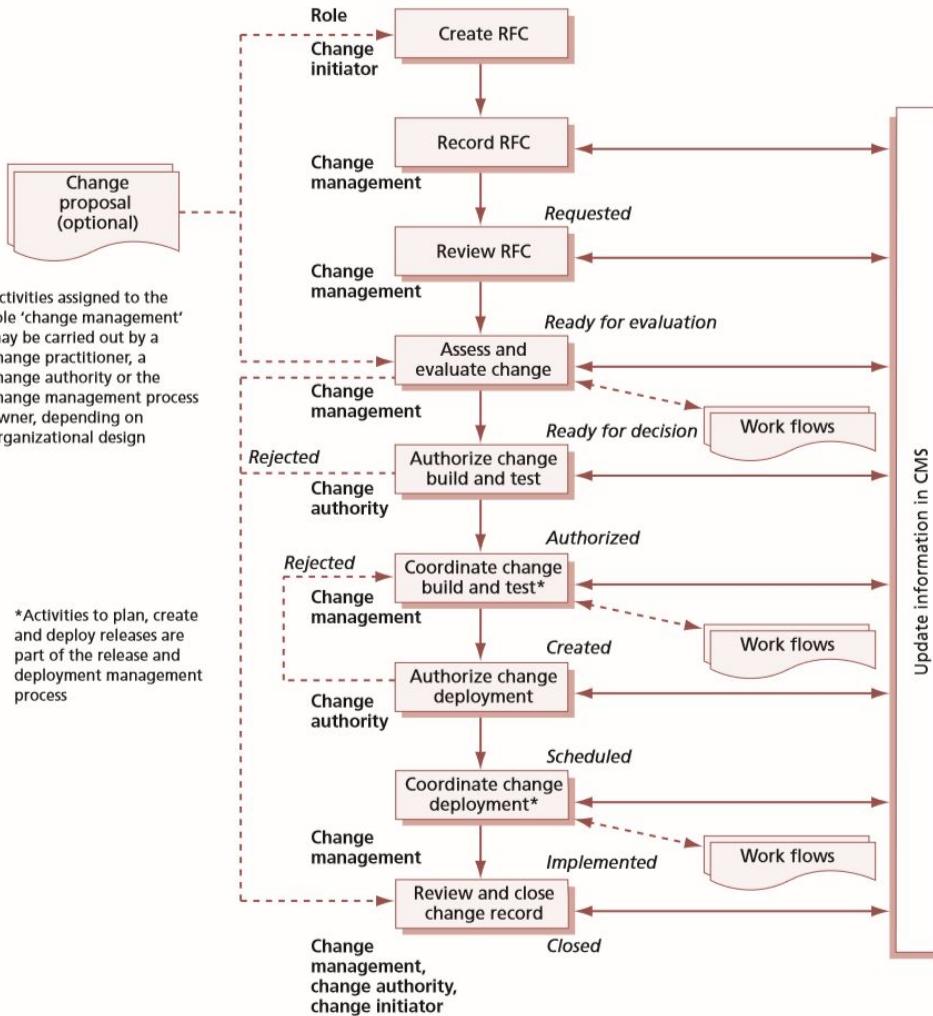
Change Management Concepts

- Change Types:
 - Types are specific to the organization
 - Type determines what assessment is required
- Standard Changes
 - Pre-authorized with an established procedure
- Emergency Changes
 - Business criticality shows there is no sufficient time for normal handling
 - Should use normal process but speeded up

Change Management Concepts

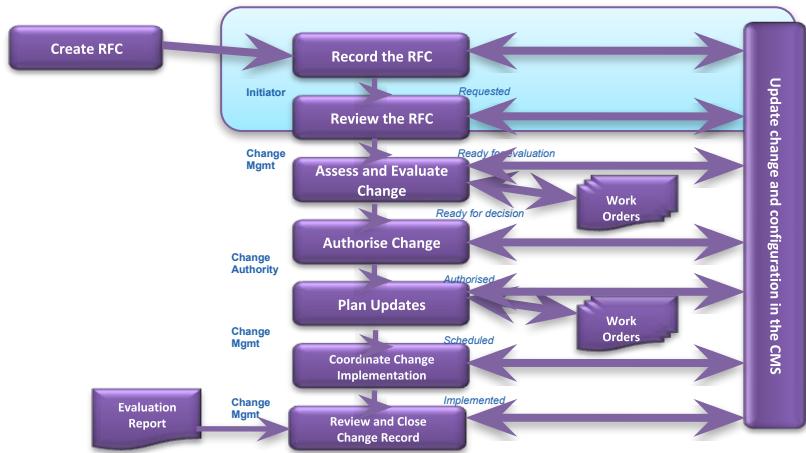
- Service change
 - 'The addition, modification or removal of authorized, planned or supported service or service component and its associated documentation.'
- Change, configuration, release and deployment:
 - Should be planned together
 - Should have coordinated implementation
- Remediation plans:
 - Every change should have a backout plan
 - Sometimes a change cannot be backed out
 - But you should still have a plan – what to do!

Change Activities



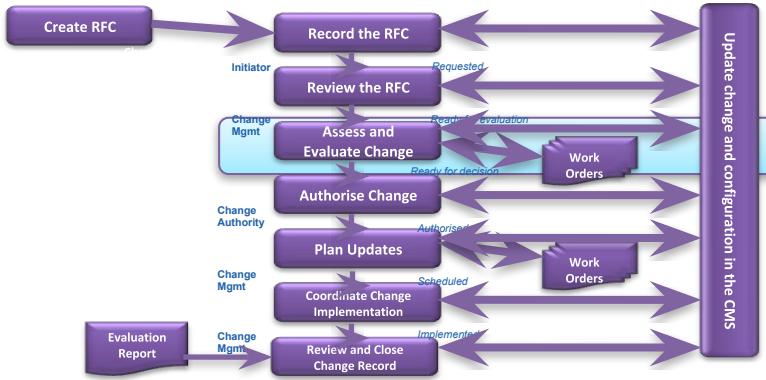
Change Activities

- Raising and Recording:
 - Initiator Closed List?
- Logging and Filtering:
 - Procedure for documenting RFCs to be decided
 - Reference to Problem record if linked to
 - Change Type 1st assessment
 - Filtering decision



Change Activities

- Assess and Evaluate:
 - Risk Categorization
 - Evaluation of the Change
 - Allocation of priorities
 - Change planning and scheduling
 - Assessing remediation
- Get advice from a CAB

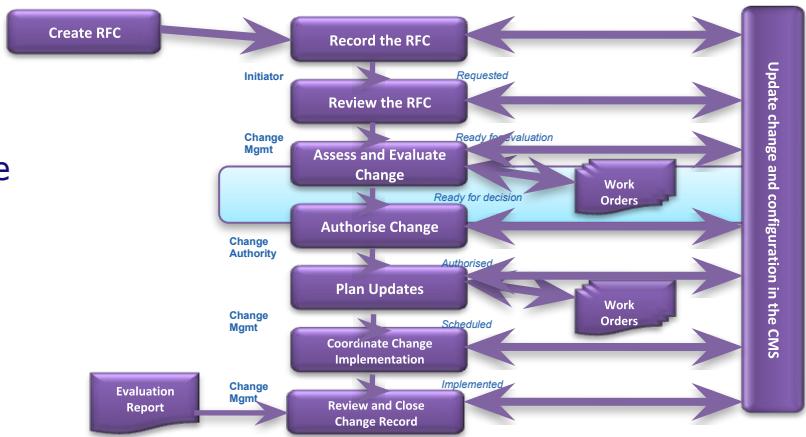


Change Management 7 Rs

- Who **RAISED** the change?
- What is the **REASON** for the change?
- What is the **RETURN** required for the change?
- What are the **RISKS** involved in the change?
- What **RESOURCES** are required to deliver the change?
- Who is **RESPONSIBLE** for the build, test and implementation of the change?
- What is the **RELATIONSHIP** between this change and other changes?

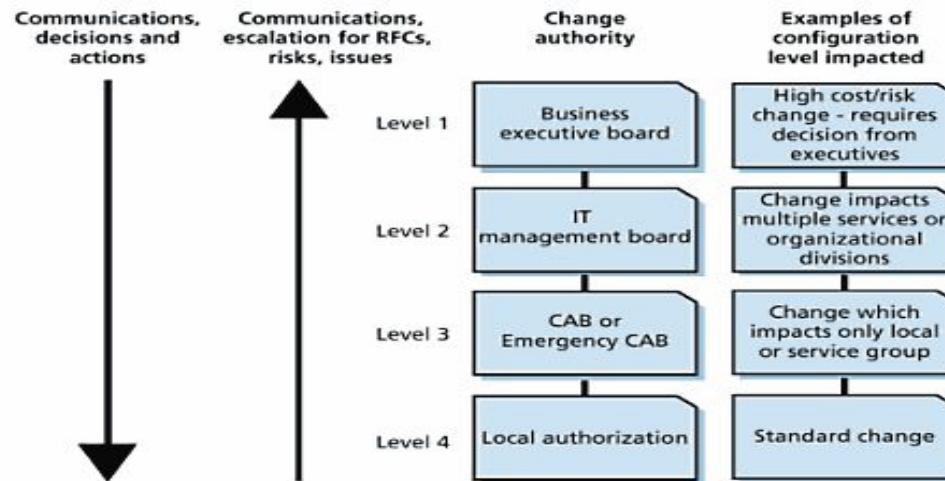
Change Activities

- Authorize the Change:
- Change Authority: a role, a person, or a group of people making the decision
- May be delegated according to:
 - Anticipated business risk
 - Financial implications
 - Scope of the change



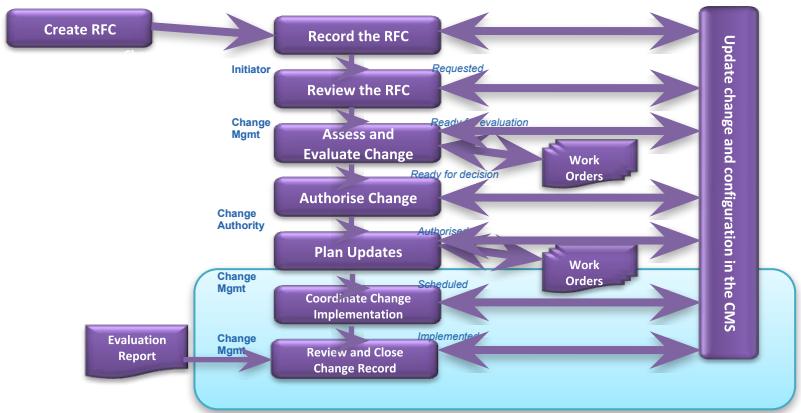
Change Activities

Authorization Models



Change Activities

- Coordinate Change Implementation
 - RFCs splitted into work orders for change building
 - Ensure changes are planned (FSC, SOP) and built (Release) for an on-time implementation
- Review And Close Change Record
 - PIR (Post Implementation Review)



Change Management Roles

- Change Manager:
 - Ensures that the process is followed
 - Usually authorizes minor changes
 - Coordinates and runs CABs meetings / actions
 - Produces change schedule
 - Coordinates change / build / implementation
 - Reviews / closes changes

Change Management Roles

- **Change Advisory Board**
 - Supports the Change Manager
 - Consulted on Significant Changes
 - Composition may vary, but Release & Deployment Manager should be in
- Emergency CAB (ECAB, former CAB/EC)
 - Subset of the standard CAB
 - Membership closely depends on specifics

Change Management Key Metrics Examples

- Compliance
 - Reduction in unauthorised changes
 - Reduction in emergency changes
- Effectiveness
 - % of changes meeting requirements
 - Reduction in disruptions, defects, rework
 - Reduction in changes failed, rollbacks
- Efficiency
 - Benefits (value compared to cost)
 - Average time to implement (by urgency/priority/type)
 - % accuracy in charge estimates

Release and Deployment Management



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Release and Deployment Management

- Release and Deployment Management aims to build, test and deliver the capability to provide the services specified by Service Design and that will accomplish the stakeholders' requirements and deliver the intended objectives.

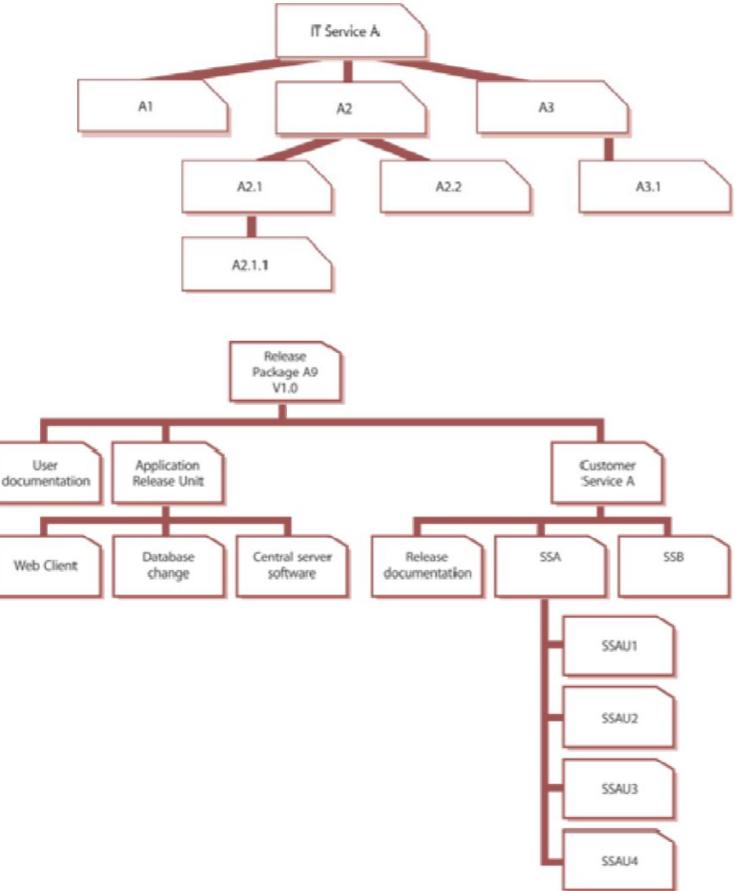


Release and Deployment Management

- Objectives / Value
- Clear, comprehensive release & deployment plans
 - Supporting customer and business change projects
- Release packages that can be built, installed, tested and deployed Efficiently, successfully and on schedule
 - With minimal impact on production services, operations and support teams
 - Enabling new or changed services to deliver agreed service requirements
- Skills and knowledge transfer to enable
 - Customers and users to optimise service usage
 - Operations and support to run and support the service

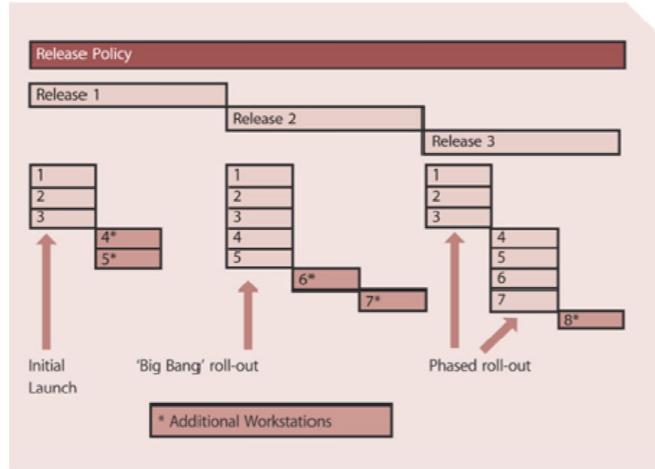
Release and Deployment Concepts

- Release: one or many changes packaged and tested together for release at the same time
- Release Unit:
 - CIs that are normally released together
 - Typically includes sufficient components to perform a useful function (eg. fully configured desktop with Documentum)
 - Consider: ease & amount of change to deploy, resources needed to build, test & deploy, interfaces



Release and Deployment Concepts

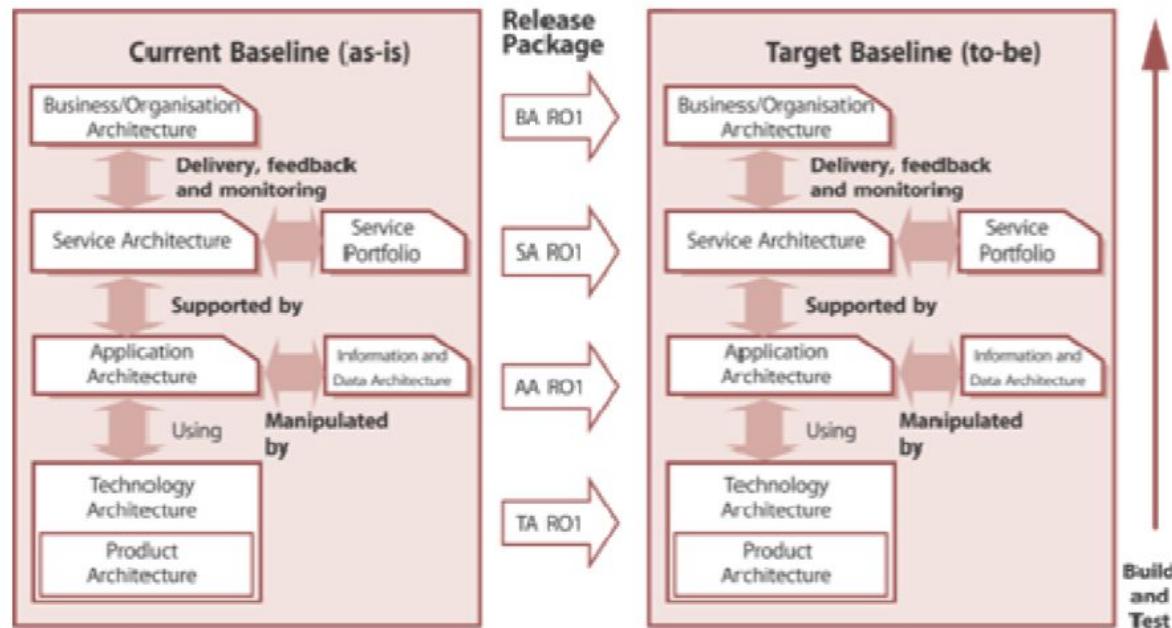
- Deployment Options:
 - Big Bang vs. Phased Approach
 - Phased approach can be by users, locations, functionality
 - Push vs. Pull Deployment
 - Automated vs. Manual Deployment
- Release Package
 - Single Release or many related Releases
 - Can include hardware, software, utility, warranty, documentation, training...



Head Office	Release 1	Release 2	Rel. 3
Branch 1	Release 1	Release 2	R. 3
Branch 2		Release 1	Release 2
Branch 3		Release 1	Release 2
Month	1	2	3
	4	5	6
	7	8	

A phased roll-out across several geographical locations

Release and Deployment Tests



Release and Deployment Roles

- Release Package and Build Manager
 - Establishes final release configuration
 - Builds final release
 - Tests final delivery prior to independent testing
 - Establishes and reports known errors and workarounds
 - Provides input to final implementation sign-off

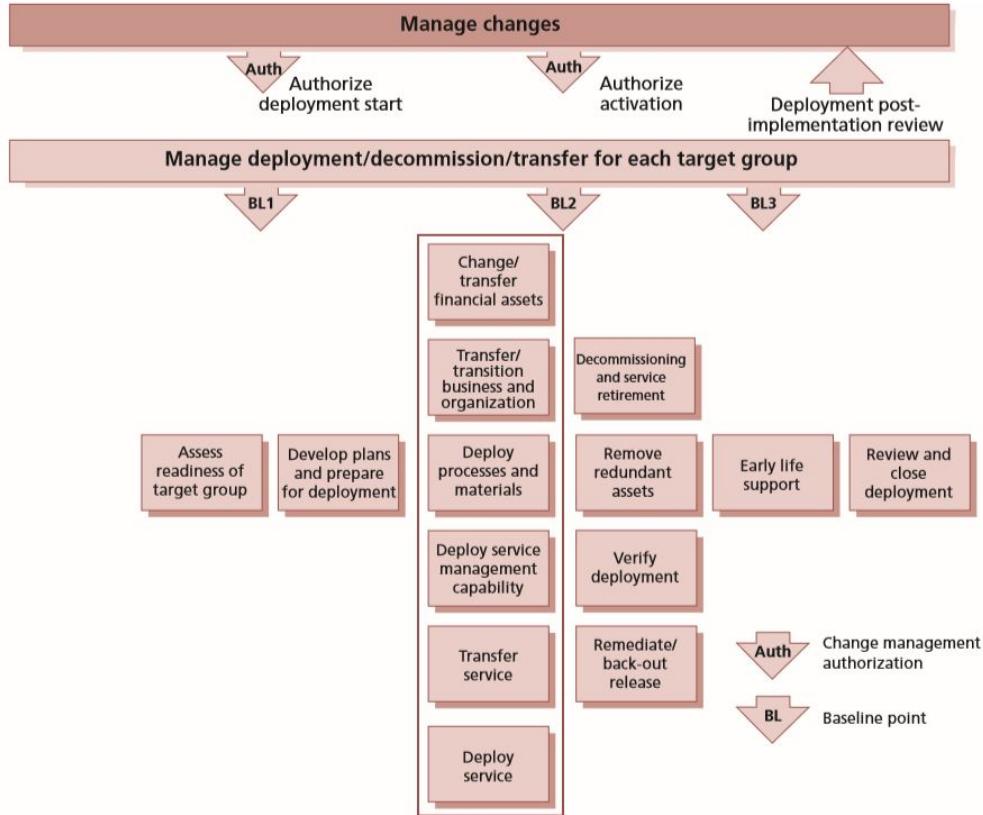
Release and Deployment Roles

- Deployment Manager
 - Final physical delivery of the service implementation
 - Co-ordinates documentation and communications
 - Including training, service management and technical release notes
 - Plans deployment with Change, SKMS and SACM
 - Technical application guidance and support
 - Feedback on the effectiveness of the release
 - Records metrics for deployment to ensure it is performed within agreed SLAs

Service Asset & Configuration Management



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Service Asset and Configuration Management

- SACM Objectives:
 - Protect integrity throughout the SA/CI/CA lifecycle
 - Provide accurate information to support business and service management
 - Establish and maintain a Configuration Management System as part of an overall SKMS
- SACM Scope:
 - Service Assets, Configuration Items and, where appropriate, Customer Assets



SACM Concepts – Configuration Items

- Configuration Items (CIs)
 - Anything that needs to be managed in order to deliver an IT Service
 - CI information is recorded in the Configuration Management System
 - CI information is maintained throughout its Lifecycle by Configuration Management
 - All CIs are subject to Change Management control
 - CIs typically include
 - IT Services, hardware, software, buildings, people and formal documentation such as Process documentation and SLAs.

SACM Concepts

- Service Lifecycle CIs:
 - Business Cases, Plan, Design Package
- Service CIs:
 - Service Packages, Acceptance Criteria
 - Service Assets: management, organization, process, knowledge, people, information, applications, infrastructure, financial capital
- Organization CIs
- Internal / External CIs

SACM Concepts – Configuration Item Attributes and Relationships

- Unique identifier
- CI type.

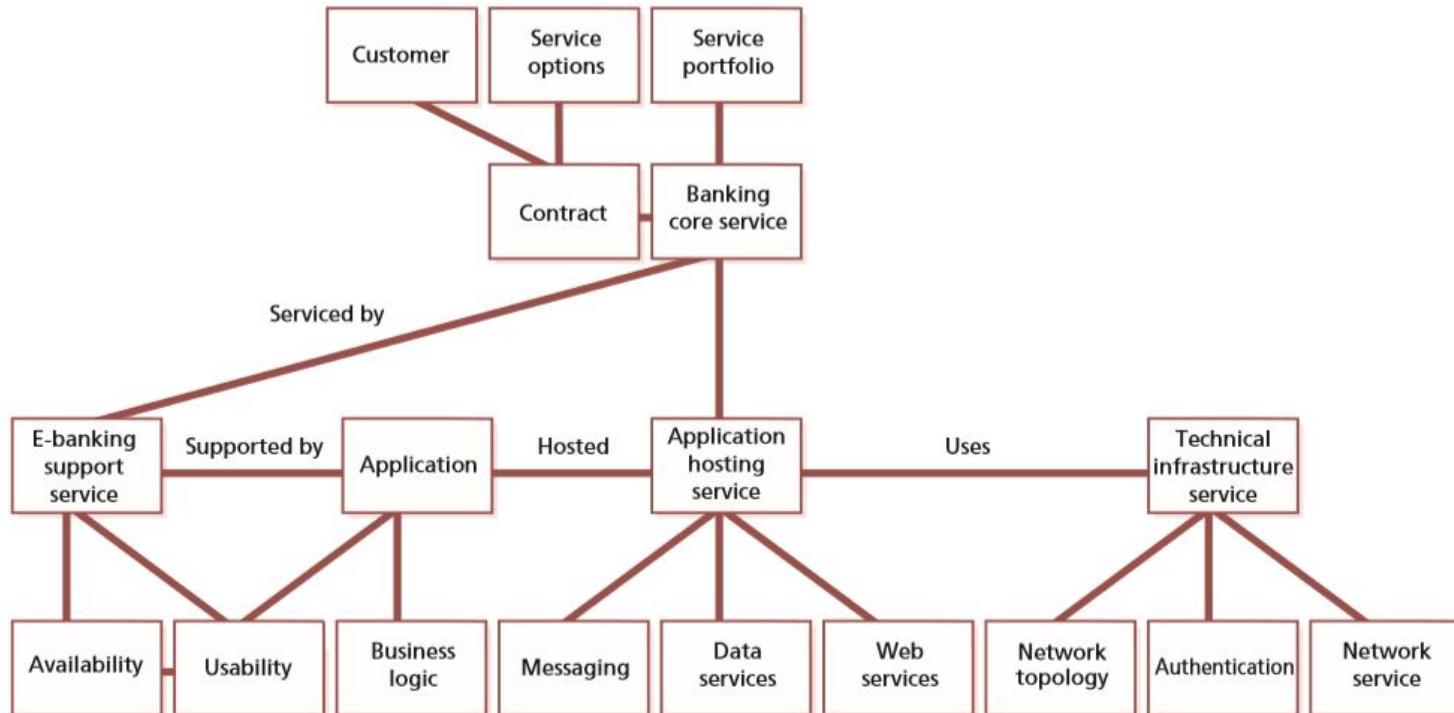
Other attributes depend on the CI type. Typical attributes include:

- Name/description
- Version (e.g. file, build, baseline, release)
- Supply date
- Licence details, e.g. expiry date
- Power utilization, carbon footprint or other information needed to support the organization's green, IT or sustainability plans
- Status
- Historical data, e.g. audit trail.

Typical relationships include:

- Location
- Owner/custodian
- Supplier/source
- Service(s) supported
- Related document masters
- Related software masters
- Applicable SLA.

SACM Logical Model – Hierarchy and relationship between CIs

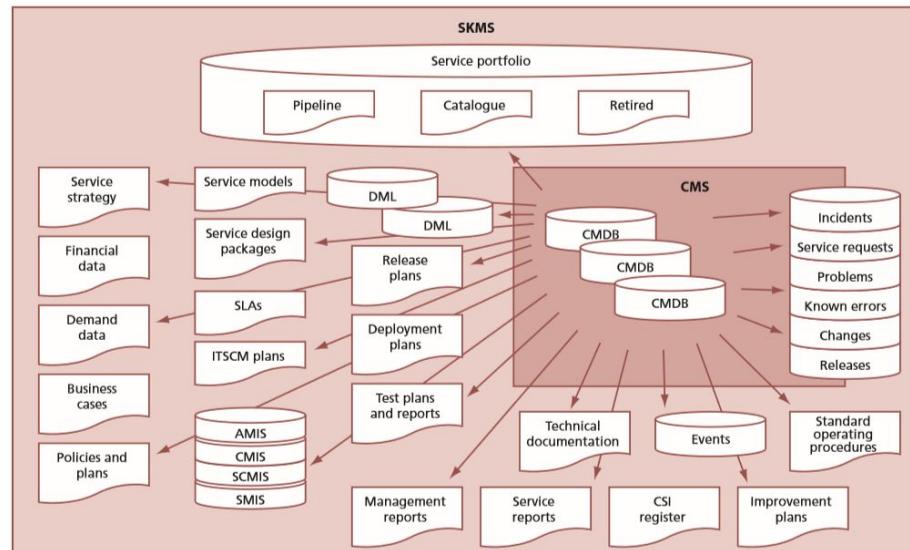


SACM Concepts – Configuration Baseline

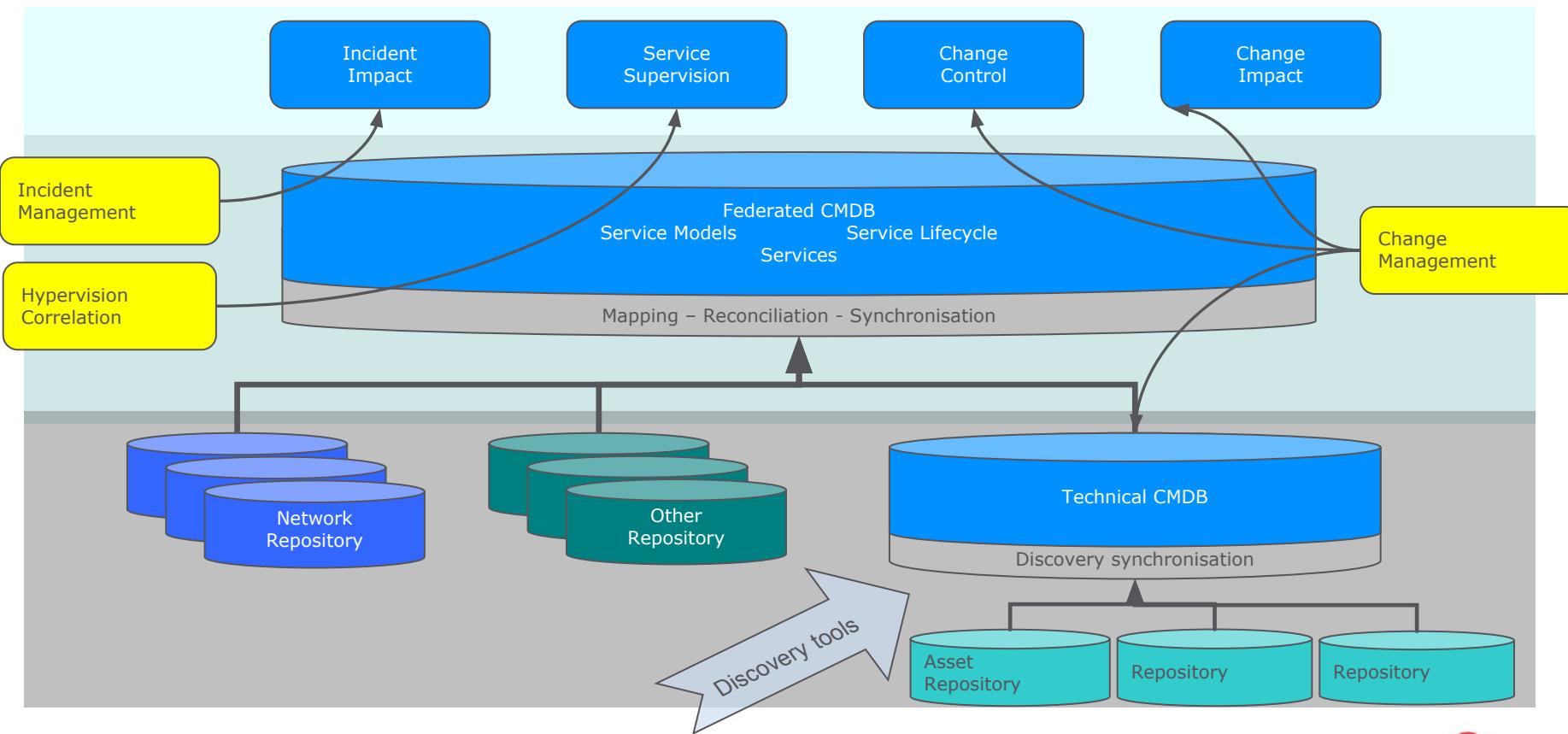
- A Configuration baseline
 - Configuration of a service, product or infrastructure formally reviewed and agreed on, that serves as the basis for further activities.
 - Captures structure, contents and details of a configuration and represents a set of configuration items that are related to each other.
- Establishing a baseline provides the ability to:
 - Mark a milestone in the development of a service, e.g. Service Design baseline
 - Build a service component from a defined set of inputs
 - Change or rebuild a specific version at a later date
 - Assemble all relevant components in readiness for a change or release
 - Provide the basis for a configuration audit and back out, e.g. after a change.

SACM Concepts – Configuration baseline

- Configuration Management System (CMS)
 - Information about all Configuration Items
 - CI may be entire service, or any component
 - Stored in one or more databases (CMDBs)
 - CMS stores attributes
 - Any information about the CI that might be needed
 - CMS stores relationships
 - Between CIs
 - With incident, problem, change records...
 - CMS has multiple layers
 - Data sources and tools, information integration, knowledge processing, presentation

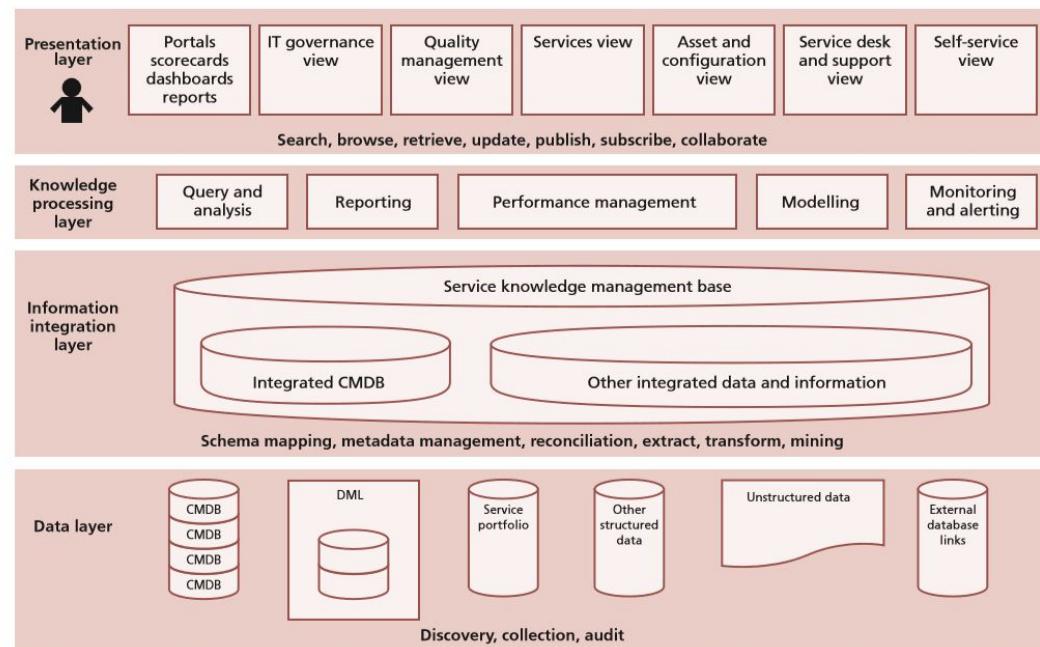


CMS Sample

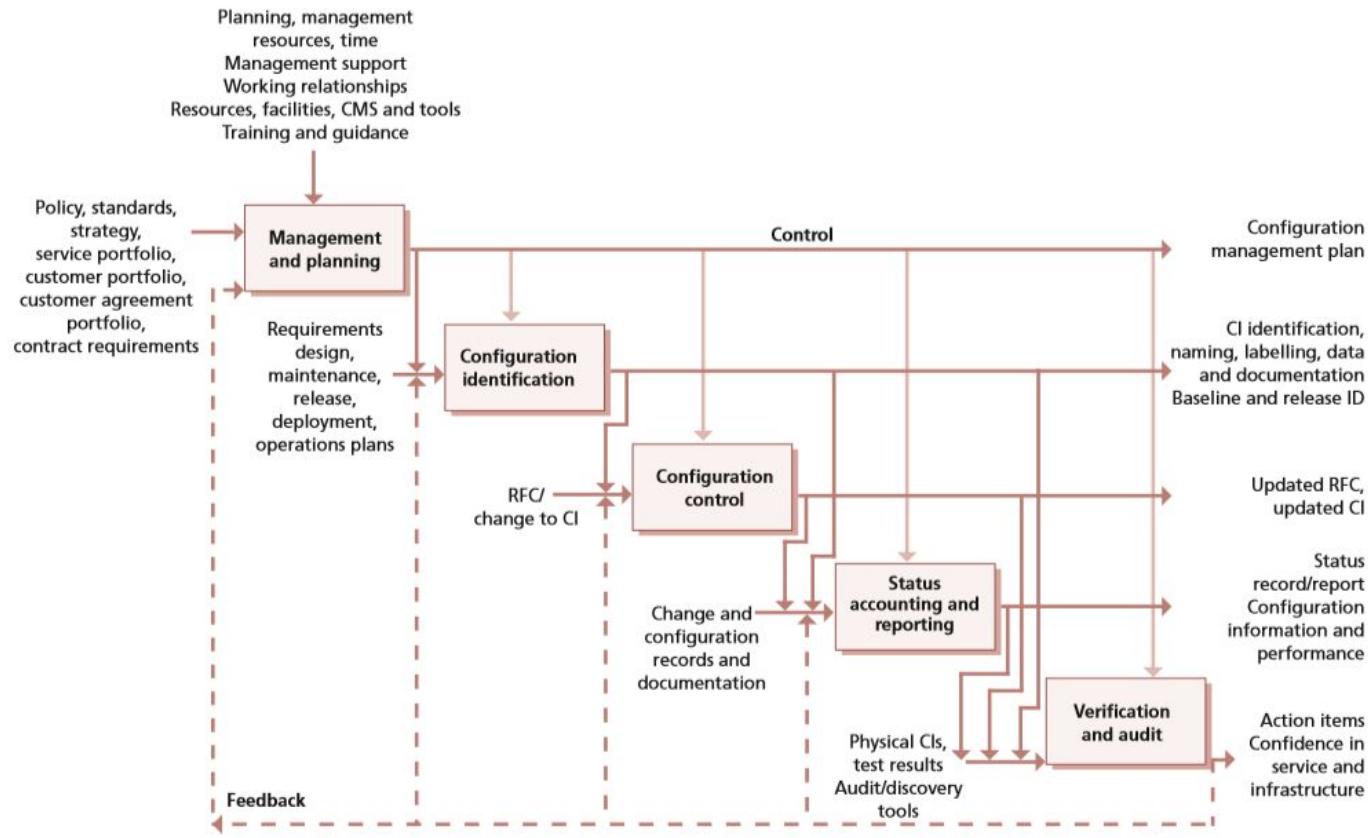


SACM concepts - DML

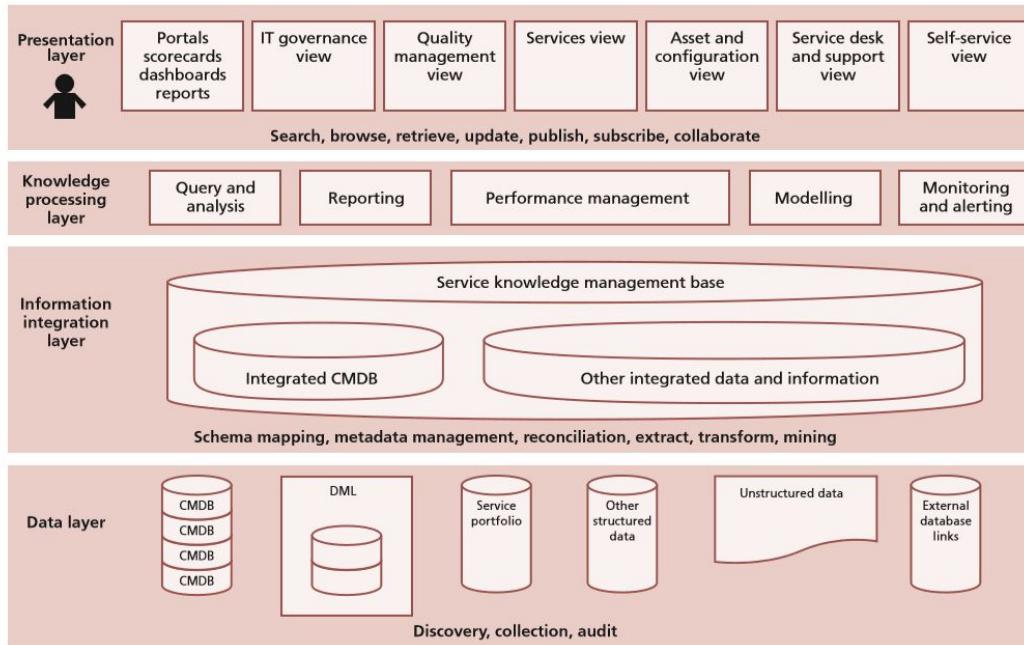
- DML – Definitive Media Library
 - Master copies of all software assets
 - Quality checked
 - The only source for build and distribut



SACM Activities



SACM is responsible to structure and publish data



Service Asset and Configuration Management-Value for business

- Better forecasting and planning of changes
- Changes and releases to be assessed, planned and delivered successfully
- Incidents and problems to be resolved within the service level targets
- Service levels and warranties to be delivered
- Better adherence to standards, legal and regulatory obligations (less non-conformances)
- More business opportunities as able to demonstrate control of assets and services
- Changes to be traceable from requirements
- The ability to identify the costs for a service.

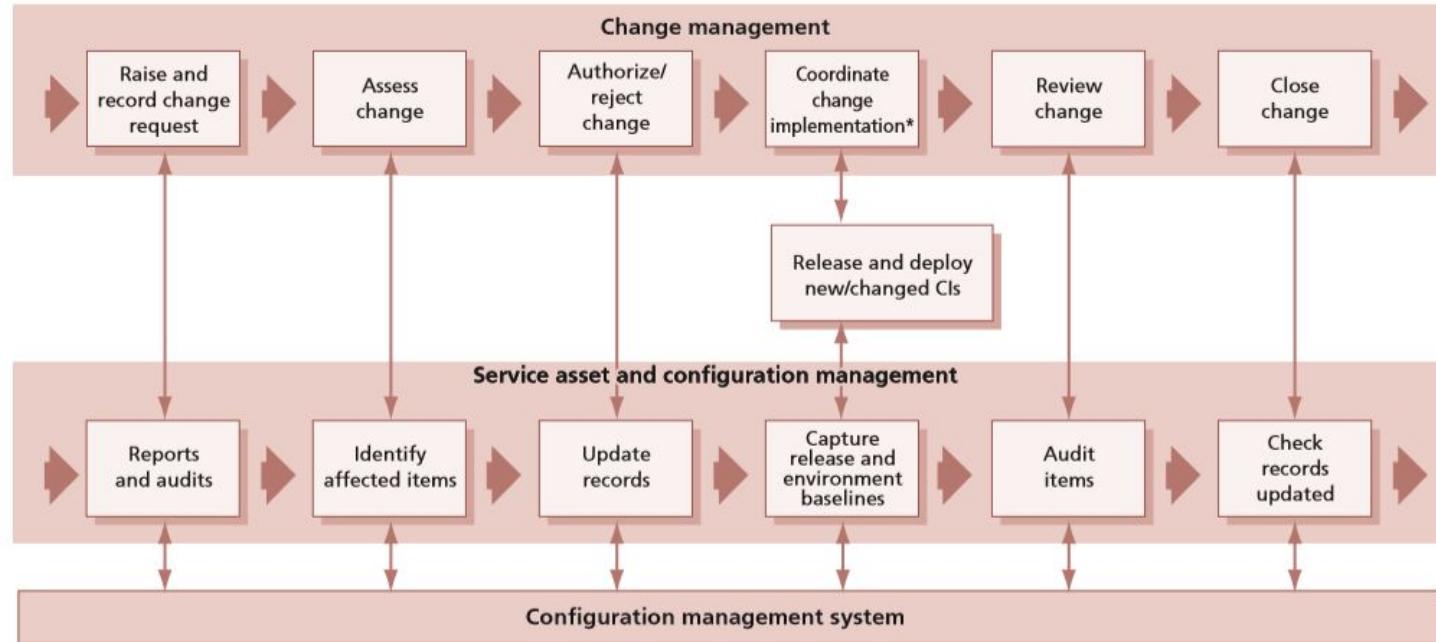
Service Asset and Configuration Management-Value for business

- Challenge
 - Persuading technical support staff to adopt a checking in/out policy
 - Attracting and justifying funding for SACM, since it is typically out of sight to the customer units empowered with funding control;
 - An attitude of 'just collecting data because it is possible to do'; this leads SACM into a data overload which is impossible, or at least disproportionately expensive, to maintain
 - Lack of commitment and support from management who do not understand the key role it must play supporting other processes.

SACM Roles

- Service Asset Manager
- Configuration Manager
 - Similar roles, different bias
- Configuration Analyst
- Administrator / Librarian
- CMS / Tools administrator

Change & Configuration Processes Relationships



* Includes build and test where applicable

Agenda

1. Introduction

- Key principles and models
- Service Management as a Practice - ITIL
- Service Lifecycle

2. Service Operation

- Incident - Problem - Request
- Functions
- Portal & user experience

3. Service Transition

- Asset - Change - Release

4. Service Design

- Catalog - SLM - Availability - Capacity - IT Service Continuity

5. Service Strategy and Continuous Service Improvement

- Demand - Financial

4

Service Design



Service Design



- Five individual aspects of Service Design in the service delivery scope:
 - Design of a new change or service
 - Design of a new portfolio including service catalogue
 - Design of the technology including management system
 - Design of process required
 - Design of measurement method and metrics

Service Design

- Scope of Service Design : « The four Ps »

- People:

- Users, Customers, IT staff and Managers; communication

- Processes

- Service Management processes are the core of ITIL and are distributed along the service management lifecycle

- Products (services, technology and tools)

- Numerous tools are viewed as conforming to ITIL Guideline

- Partners (suppliers, manufacturers and vendors)

- Service is composed of subparts provided by several groups of the organization, including suppliers; service management includes the management of the services from all contributors

Service Design Package

- Concept
 - Detail all aspects of a service through all stages of its lifecycle
 - The SDP is passed from Services Design to Service Transition for implementation
- SDP contents
 - Requirements
 - Business requirement
 - Service applicability
 - Service Contacts
 - Service Design
 - Service functional requirements
 - Service Operational Management Requirement
 - Service Design and Topology
 - Organisation of Readiness Assessment
 - Service Lifecycle Plan
 - Service Program
 - Service Transition Plan
 - Service Operational Acceptance plan
 - Service acceptance criteria

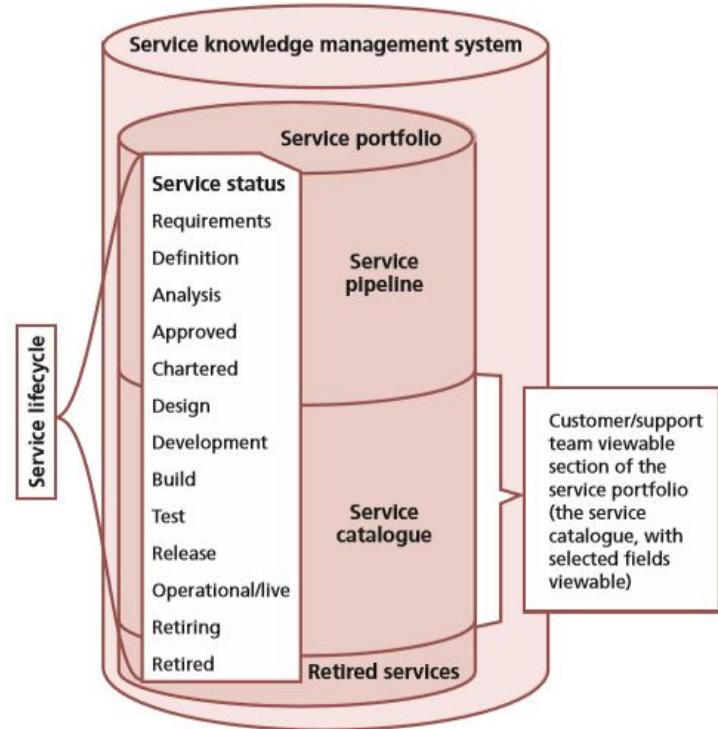
Catalog



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Service Portfolio & Catalogue

- Service Catalog – basic concept
 - Part of the Service Portfolio
 - Detail of all operational services and those being prepared for transition
 - Business service Catalog
 - Detail of all the IT services delivered to the customers
 - Visible to the customers
 - Technical Service Catalog
 - Detail of all services
 - Not usually visible to the customer



Service Catalogue Management

- Objective:
 - Create and manage an accurate Service Catalog
 - A single source of information on all services
- The value for Business
 - Provide the Business with a single source of information on all of agreed services
 - Ensure the Business that a service catalog is produced and maintained containing accurate information on all operational services

SERVICE DESIGN

Service Catalogue Management

▶ Service Level Management

▶ Capacity Management

▶ Availability Management

▶ IT Service Continuity Management

▶ Information Security Management

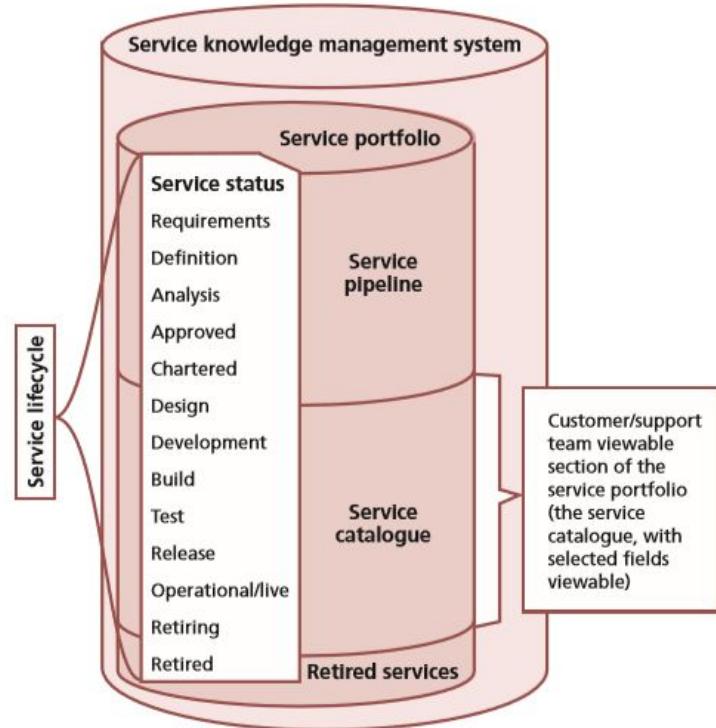
▶ Supplier Management

▶ Requirements Engineering

▶ Data & Information Management

Service Catalogue Types

- The service Catalog has two aspects
 - Business Service Catalog
 - Contains relationship to the business unit and process that rely upon IT services
 - Contains relationship to the business unit and process that rely upon IT services
 - Technical Service Catalog
 - Contains details of all of the IT services delivered to the customer
 - Contains relationship to the supporting services, shared services component and CIs necessary to support the provision of the service to the Business
 - Should underpin the Business Service Catalog and not form part of the customer view



Service Catalogue Management

- Service Catalog Manager role
 - Produce and maintain the Service Catalog
 - Ensure all operational services and those being prepared for operational running are recorded
 - Ensure all information in the service Catalog is accurate and up to date
 - Ensure all information is consistent with the information in the Service Portfolio
 - Ensure all information is adequately protected and backed up

Service Level Management



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Service Level Management

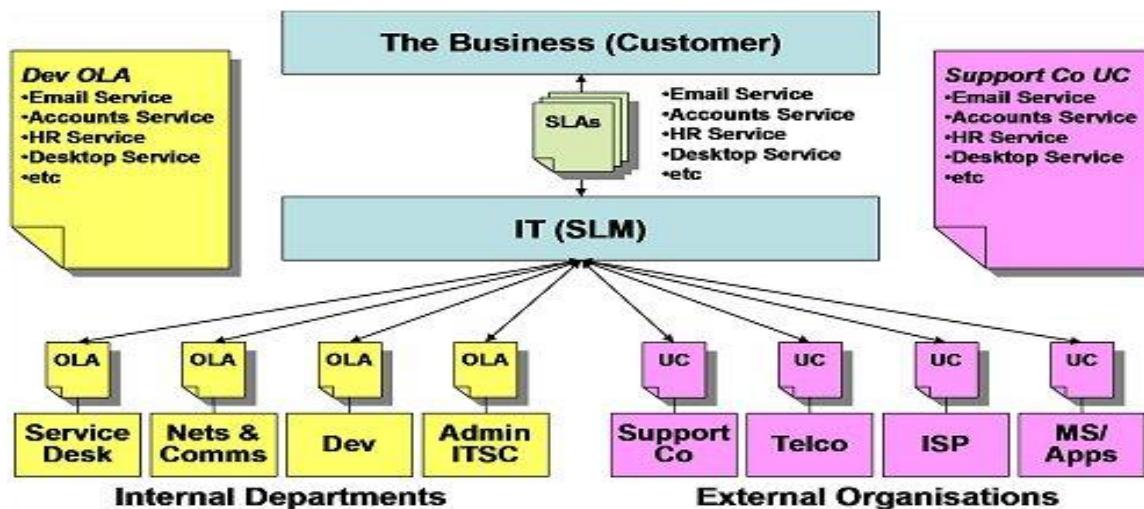
- Objectives
 - Negotiate agree and document service levels
 - Measure, report and improve service levels
 - Communicates with business and customers
- Value for Business
 - Consistent interface to the business for all IT services related issues
 - Feedback on services failures or breaches & resolution actions taken
 - Reliable communication channel and trusted relationship

SERVICE DESIGN

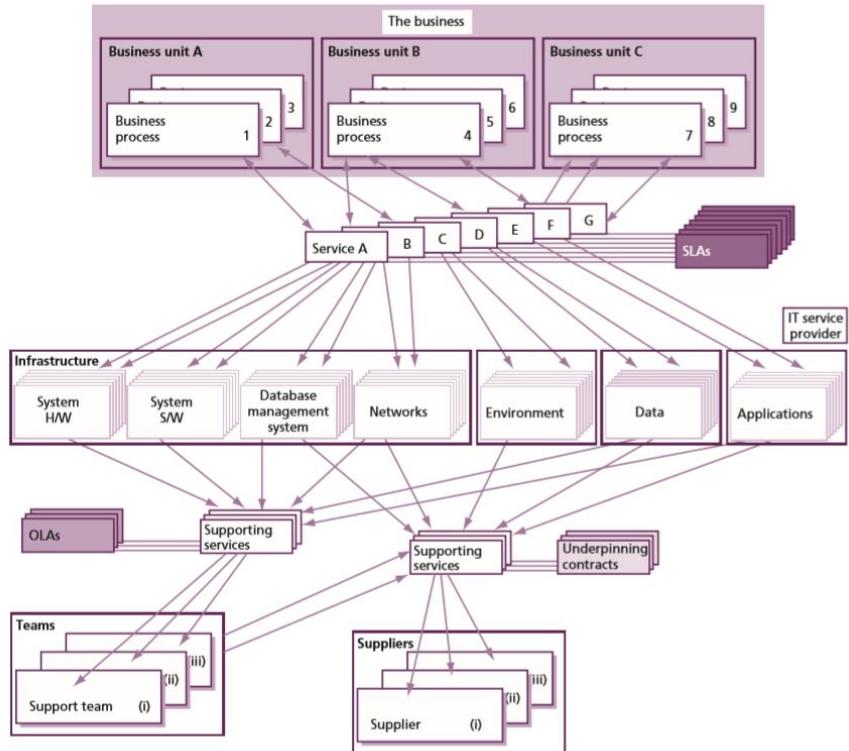
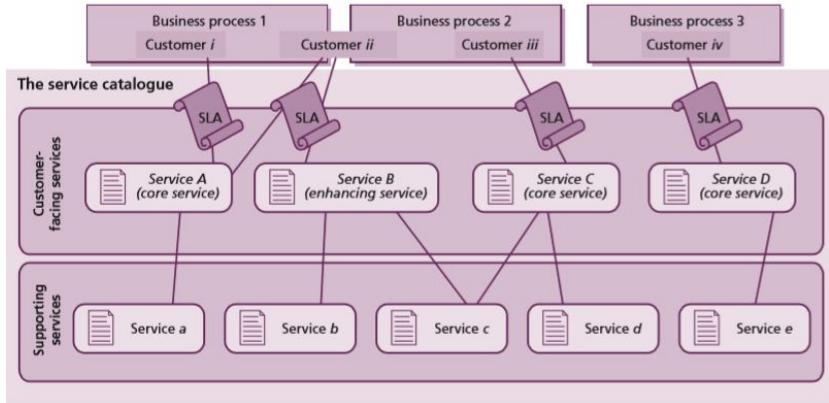


Service Level Management

- SLM and SLA
 - SLM is the process of planning, coordinating, agreeing, monitoring and reporting SLA
 - SLA is a written agreement between IT Service provider and IT customer
- SLA, OLA and UC
 - SLM is responsible for ensuring that all targets and measures agreed by the SLAs are supported by appropriate underpinning Operational Level Agreements (OLAs) or contract with internal support units and external partners and suppliers



IT - Business alignment is based on Services and SLAs



Service Level Management - Process

- Activities
 - Design SLA Frameworks
 - Identify Service Level Requirements (SLRs)
 - Agree and document SLA
 - Negotiate OLA and UCs
 - Monitor service performance against SLA
 - Produce service reports
 - Conduct service reviews and instigate improvements
 - Review and revise SLAs OLAs and UCs
 - Develop contacts and relationships
 - Manage complaints and compliments

Service Level Management

Input

- Business information from the organization's
- Business and IT strategy,
- Business Impact Analysis,
- Business requirements:
- The Service Portfolio
- The CMS
- Feedback from all other processes

Output

- Service reports
- Service Improvement Plan (SIP)
- The Service Quality Plan
- Service Level Agreements (SLAs)
- Service Level Requirements (SLRs)
- Operational Level Agreements (OLAs):
- Reports on OLAs and underpinning contracts

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Service Level Management- Roles

- Service Level Manager
 - Process Owner
 - Understand Customers
 - Create and maintains SLAs and OLAs
 - Review and reporting about SLA
 - Ensure that Changes are assessed for impact on services levels

Service Level Management- Challenge

- Challenge
 - Identifying suitable customer representatives with whom to negotiate (who « owns » the service?)
- Interfaces with other processes and role in the lifecycle
 - Service Portfolio Management
 - Service Catalog Management
 - Change Management
 - Configuration Management
 - Incident Management
 - Capacity Management
 - Availability Management

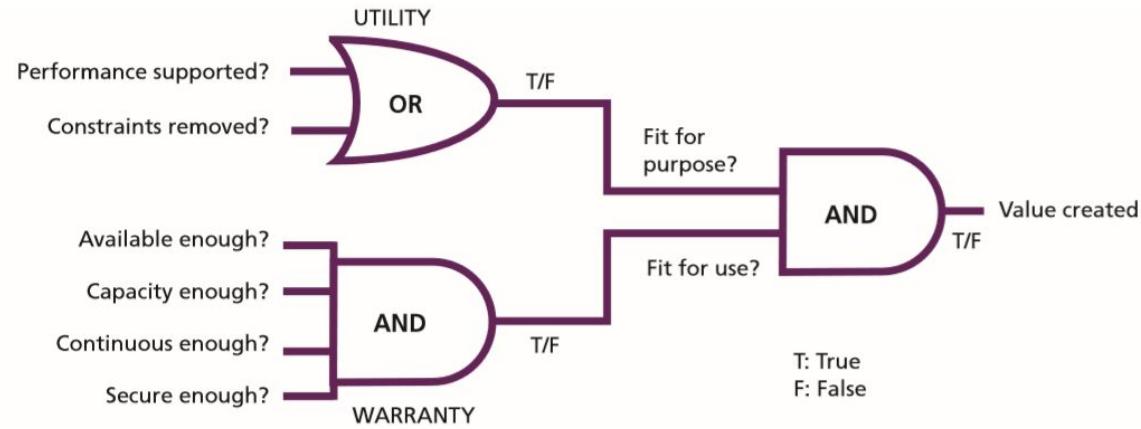
**Availability
Management**

**Capacity
Management**



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Service Value Warranty is mainly based on Availability and Capacity



Availability Management

- Objectives
 - Ensure agreed level of availability is provided
 - Continually optimize and improve availability of
 - IT infrastructure
 - Services
 - Supporting organisation
 - Provide cost effective availability improvements that can deliver business and customer benefits
 - Produce and maintain an availability plan

SERVICE DESIGN



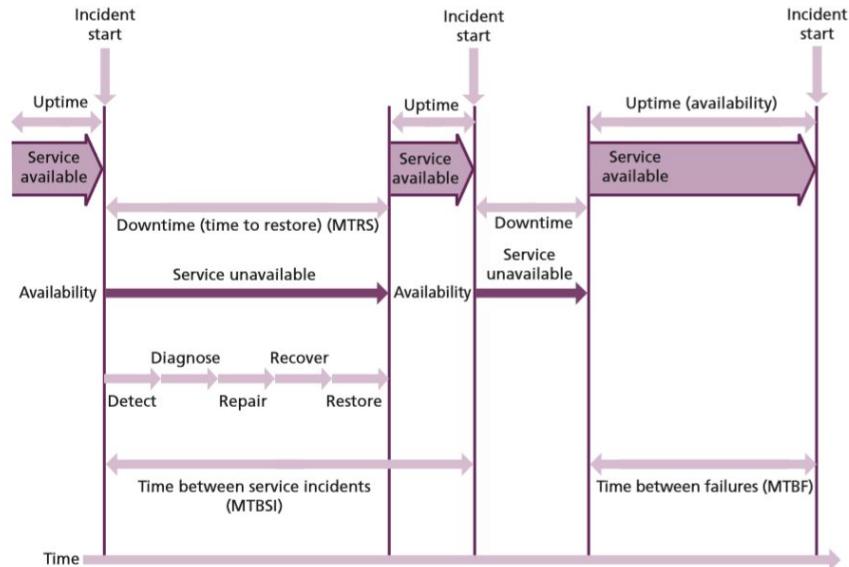
Availability Management – Concepts (1/3)

- Availability definition
 - The ability of a service, component or configuration item to perform its agreed function when required
 - Often measured and reported as a percentage
 - Availability (%) = $\frac{\text{Agreed service time (AST)} - \text{downtime}}{\text{AST}} \times 100$
 - Most important measurements are those that reflect availability from the business and user perspective

$$\text{Availability (\%)} = \frac{\text{Agreed service time (AST)} - \text{downtime}}{\text{AST}} \times 100$$

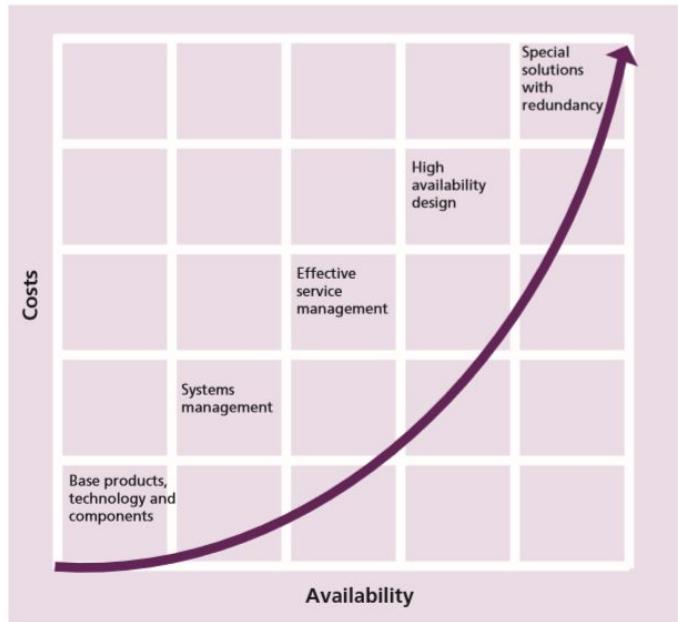
Availability Management – Concepts (2/3)

- Definitions
 - Reliability :
 - Measure of how long a service, component or CI can perform its agreed function without interruption
 - Maintainability :
 - Measure of how quickly and effectively a service, component or CI can be restored to normal working after a failure
 - Serviceability :
 - Ability of a third party supplier to meet the terms of their contract



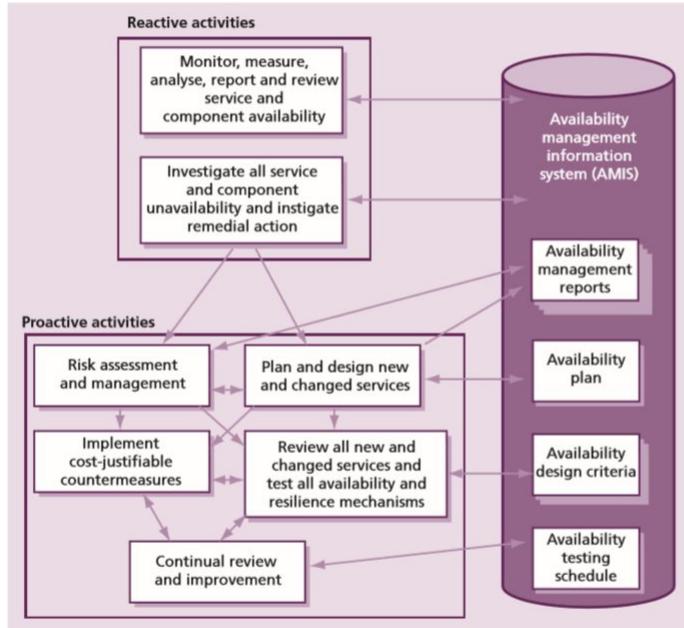
Availability Management – Concepts (3/3)

- Definitions
 - Vital Business Function (VBF) :
 - A function of a business process which is critical to the success of the business
 - High Availability :
 - Minimizing or hiding the effects of a component failure
 - Fault Tolerance
 - Ability of an IT service, component or CI to operate correctly after component failure



Availability Management - Activities

- Availability Management process includes
 - Pro active Activities
 - Design and planning
 - Planning design and improvement of availability
 - Reactive Activities
 - Operational Activities
 - Monitoring, measuring , analysis and management of all events, incidents and problems including un availability
 - Planning design and improvement of availability



Capacity Management

SERVICE DESIGN

- ▶ Service Catalogue Management
- ▶ Service Level Management
- Capacity Management**
- ▶ Availability Management
- ▶ IT Service Continuity Management
- ▶ Information Security Management
- ▶ Supplier Management
- ▶ Requirements Engineering
- ▶ Data & Information Management

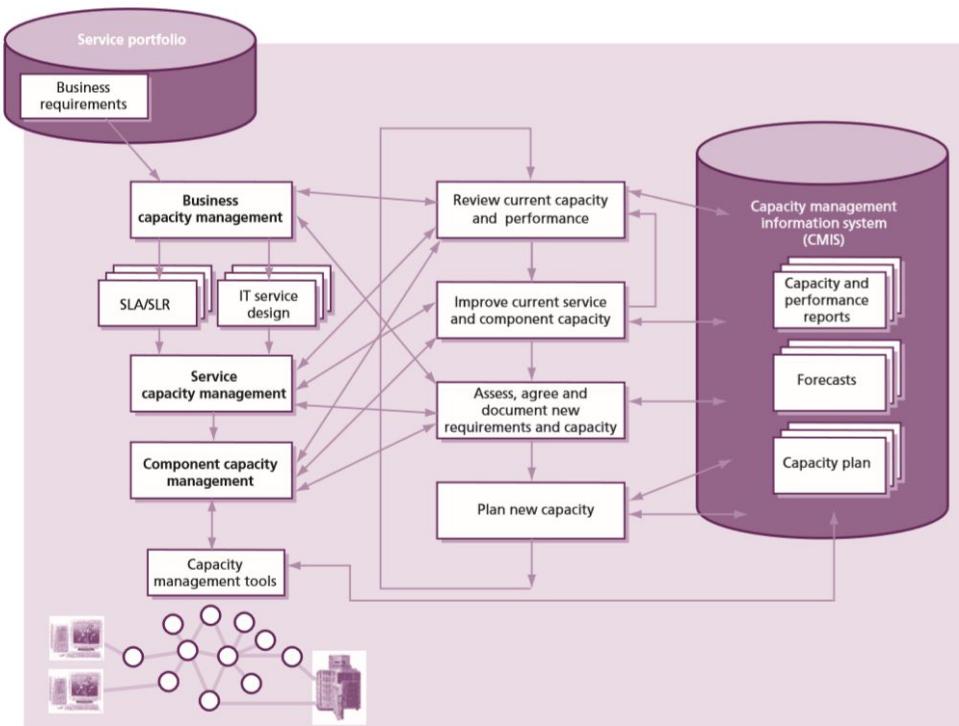
- Objective
 - To produce and regularly update Capacity Plan
 - To provide advice and guidance on capacity and performance related issues
 - To ensure services meet or exceed performance targets
 - To assist in diagnosing and resolving capacity related problems and incidents
 - To assess the impact of changes on the capacity plan
 - Proactive capacity and performance measures

Capacity Management - Concepts

- Basic Concepts
 - Balancing costs against resources needed
 - Balancing supply against demand
 - Should be involved of all stage of the lifecycle
 - Forward looking, regularly updated capacity Plan
 - Three levels of concerns
 - Business Capacity management : Translate business needs and plans into requirements for service and IT infrastructure
 - Service Capacity management : Ensure that the performance of all services is monitored and measured and meet SLA targets
 - Component capacity management : Ensure that all components within the IT infrastructure that have finite resource are monitored and measured and the collected data is recorded and analyzed.

Capacity Management - Activities

- Try continually to cost effectively match IT resources and capacity to the ever changing needs and requirements of the business
- Require tuning and optimization of the current resources
- Require effective estimation and planning of the future resources
- Capacity Management Information System
 - The CMIS holds the information needed by all sub-processes within capacity management.



IT Service Continuity Management



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IT Service Continuity Management

SERVICE DESIGN



- Objectives

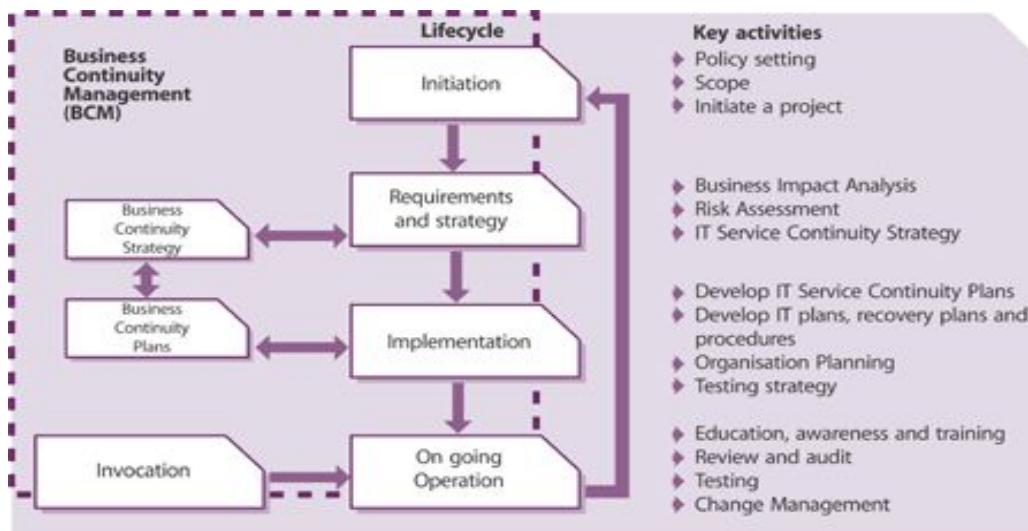
- To maintain Service Continuity and IT Recovery plan that support the business continuity plan
- To complete regular Business Impact Analysis exercise to ensure that plans are current and relevant
- To conduct regular risk assessment and management activities
- To provide advice and guidance on issue related to service continuity
- To implement measures to meet or exceed Business Continuity targets
- To check the impact of changes on existing plan
- To negotiate necessary contacts with suppliers

IT Service Continuity Management - Concepts

- Concepts
 - ITSCM should be based on Business Continuity
 - Appropriate protection and recovery measures
 - Written recovery plans
 - Lifecycle approach
 - Initiation , Requirements & Strategy, Implementation, Operation
 - Regular Business Impact Analysis (BIA), Risk Assessment and Risk Management to ensure plans remain valid
 - Regular testing of plans
 - Negotiate with suppliers as necessary
 - Assess changes for impact on ITSCM

IT Service Continuity Management Concepts

- ITSCM is Cyclic process through the lifecycle to ensure alignment between Service Continuity / Recovery plan and Business Continuity plan / Business priorities



IT Service Continuity Management – Recovery Options

- Common Recovery Options include
 - Manual workarounds
 - Reciprocal Arrangements
 - Gradual Recovery (Cold Standby) : >72h, empty room
 - Intermediate Recovery (Warm Standby) : 24<72h, accommodation with hardware
 - Fast Recovery (Hot Standby) : <24h, need to restore last backup
 - Immediate Recovery : mirrored sites

IT Service Continuity Management

- Value for business
 - ITSCM is used to raise awareness of continuity and recovery requirements and is often used to justify and implement a Business Continuity Planning process and Business Continuity Plans.
 - ITSCM should be driven by business risk as identified by Business Continuity Planning

IT Service Continuity Management-Role

- Service Continuity Manager
 - Process owner for ITSCM
 - Responsible for producing testing and maintain service continuity plan
 - Part of overall Business Continuity Team

Agenda

1. Introduction

- Key principles and models
- Service Management as a Practice - ITIL
- Service Lifecycle

2. Service Operation

- Incident - Problem - Request
- Functions
- Portal & user experience

3. Service Transition

- Asset - Change - Release

4. Service Design

- SLM - Catalog - Availability - Capacity - IT Service Continuity

5. Service Strategy and Continuous Service Improvement

- Demand - Financial

5

Service Strategy and Continuous Service Improvement



Service Strategy



- Shows organizations how to transform Service Management into a strategic asset and then to think and act in a strategic manner
- Helps clarify relationships between various services, systems, and processes and the business models, strategies, and objectives they support
- Ensures that organizations are in position to handle the costs and risks associated with their service portfolios, and are set up not just for operational effectiveness, but for distinctive performance

Service Strategy

- Key concepts
 - Utility and Warranty
 - Value Creation
 - Service Provider
 - Delivery Model Options
 - Service Model
- Processes
 - Service Portfolio Management
 - Demand Management
 - Financial Management

Service Strategy Activities

- Define the market
 - Evaluate the services you could potentially offer, and who you may be able to offer them to
- Develop the offerings
 - Continue to formulate the services you think it will be worthwhile pursuing
 - Utility and Warranty are considered at this stage
- Develop strategic assets
 - Service Management should become a strategic asset
 - Look for opportunities to exploit your services and capabilities
- Prepare for execution
 - Take all the necessary steps to ensure that we are ready to go ahead and it is worthwhile doing so



Service Portfolio Management

Demand Management



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Service Portfolio Management - Objectives

- Decide what services to offer
- Understand
 - Why should a customer buy these services?
 - Why should they buy these services from us?
- Provide direction to Service Design
 - So they can manage and fully exploit the services in the future

SERVICE STRATEGY

Financial Management

Service Portfolio Management

Demand Management

Service Portfolio Management- Basic Concepts

- Business Service
 - A service that directly supports a business process
- IT Service
 - A service that the business does not think of in business context or semantics
- Business Service Management
 - Considering service management in terms of business processes and business value

Service Portfolio Management - Activities

- Define:
 - Inventories, Business Cases
- Analyze:
 - Value Proposition, Prioritization
- Approve:
 - Service Portfolio, Authorization
- Charter:
 - Communications, Resource Allocation

Service Portfolio Management - Roles

- Product Manager
 - Owns and manage a set of related services
 - Evaluates market opportunities and customer needs
 - Creates business cases
 - Plan new service development programs
- Business Relationship Manager
 - Identify and document customer needs

Demand Management - Objective

- Understand customer requirements and how these vary over the business cycle
- Ensure the provision of appropriate levels of service
- Ensure that offered Warranty and Utility match customer needs



Demand Management Concepts

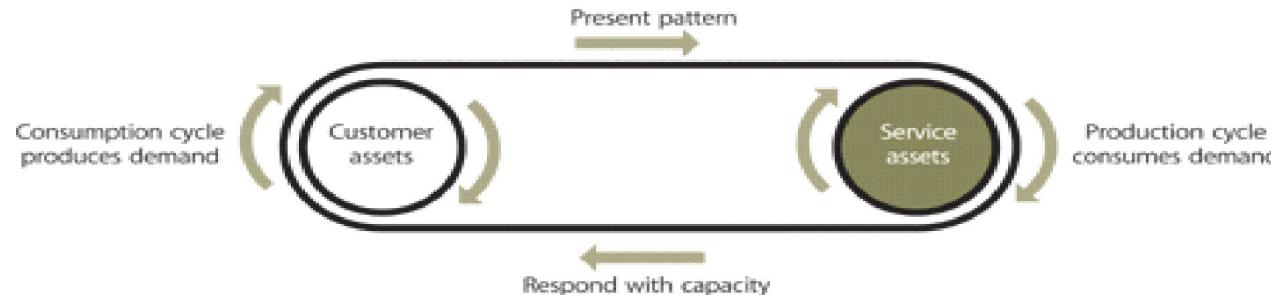
- Core Service vs. Supporting Service
 - IT Service (that delivers outcome desired by one or more customers) vs. Backup Service (that enable or enhance a core service)
- Pattern of Business Activity (PBA)
 - Workload profile of one or many activities
 - Varies over time
 - Represent changing business demands
- User Profile
 - Pattern of user demand for IT Services
 - Each user profile includes one or many PBAs

Demand Management Concepts

- Service Package
 - Detailed description of a service
 - Includes a service level package and one or more core services or supporting services
- Service Level Package
 - Define level of utility and warranty for a particular service package
 - Designed to meet the need of PBA (for example, gold, silver or bronze service)

Challenge in Managing demand

- Demand management is a critical aspect of service management.
 - Poorly managed demand is a source of risk for service providers because of uncertainty in demand
 - Excess capacity generates cost without creating value
- Insufficient capacity : impact on the quality of services delivered and limits the growth of the service
- Demand cannot exist simply because capacity exists
- Pull-system in which consumption cycles stimulate production cycles to synchronous production and consumption. Demand and capacity are far more tightly coupled in service systems even when compared with just-in-time (JIT) manufacturing.



Financial Management



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Financial Management

- Objectives:
 - Financial visibility & accountability
 - Financial compliance & control
 - Enhanced decision making
 - Operational control
 - Value capture and creation
 - Understand the value of IT Services

SERVICE STRATEGY

Financial Management

Service Portfolio Management

Demand Management

Financial Management Concepts

- Service Valuation:
 - Cost of providing a service
 - Value to the customer receiving the service
- Service Investment Analysis:
 - Understand the total lifecycle value and costs of proposed new services
- Accounting:
 - Keeping track of what has been spent, assigned to appropriate categories
- Business Case:
 - A decision support and planning tool that predicts outcomes of a proposed action – to justify investments
- Business Impact Management:
 - Understand the financial cost of service outages

Wrap-Up

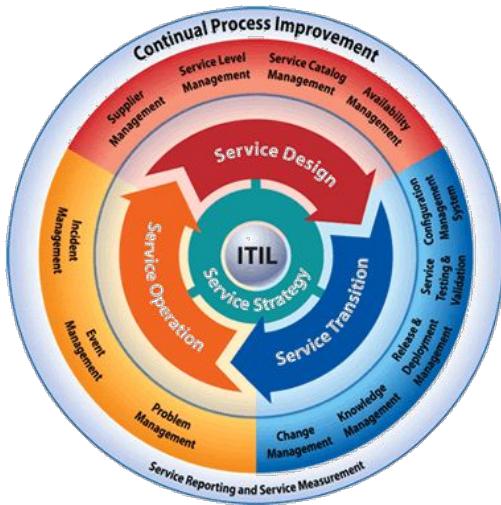


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Benefits of ITIL

- Bring value to customers with services
- Align service strategy with business strategy and customer needs
- Improve interactions between IT and the business
- Optimize and reduce costs
- Put under control and optimize the quality of the services as well as the performance of the organization that provides them
- Ensure the efficient use of goods that contribute to the provision of services
- Manage investments and risks, manage knowledge
- Promote standardization of service provision
- Changing the corporate culture to actively contribute to a sustainable success

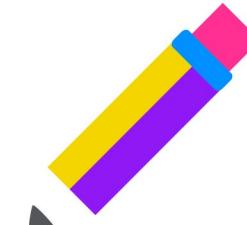
ITIL Processes View



Service Strategy	Service Design	Service Transition	Service Operations	Continual Service Improvement
Demand m.	Service Catalogue m.	Knowledge m.	Incident m.	Service Measurement
Financial m.	Service Level m.	Change m.	Problem m.	Service Reporting
Strategy Generation	Capacity m.	Asset and Configuration m	Event m.	Service Improvement
Service Portfolio Management	Availability m.	Release and Deployment m	Request Fulfillment	
	Service Continuity m.	Transition Planning and Support	Access m.	
	Information Security m.	Information Security m.	Operations m.	
	Supplier m.	Service Validation and Testing	Service Desk	
		Evaluation	Applicationm	
			Technical m.	
			IT Operations	

Any questions ?





Jean-Marc Chevereau

It Service Excellence Director

Jean-marc.chevereau@devoteam.com

T : +33 6 64 44 96 99