

# ITIL 4 – THE FRAMEWORK

## Section 4

# ITIL 4 – THE FRAMEWORK



UNIVERSITÀ  
DEGLI STUDI  
DI PADOVA

## ITIL® 4

I servizi sono la principale modalità attraverso cui le aziende creano valore e la maggior parte di essi sono o saranno digitali. Per questo il Service Management rappresenta una disciplina strategica per qualsiasi organizzazione moderna e ITIL è ancora oggi il framework più utilizzato per la sua adozione.

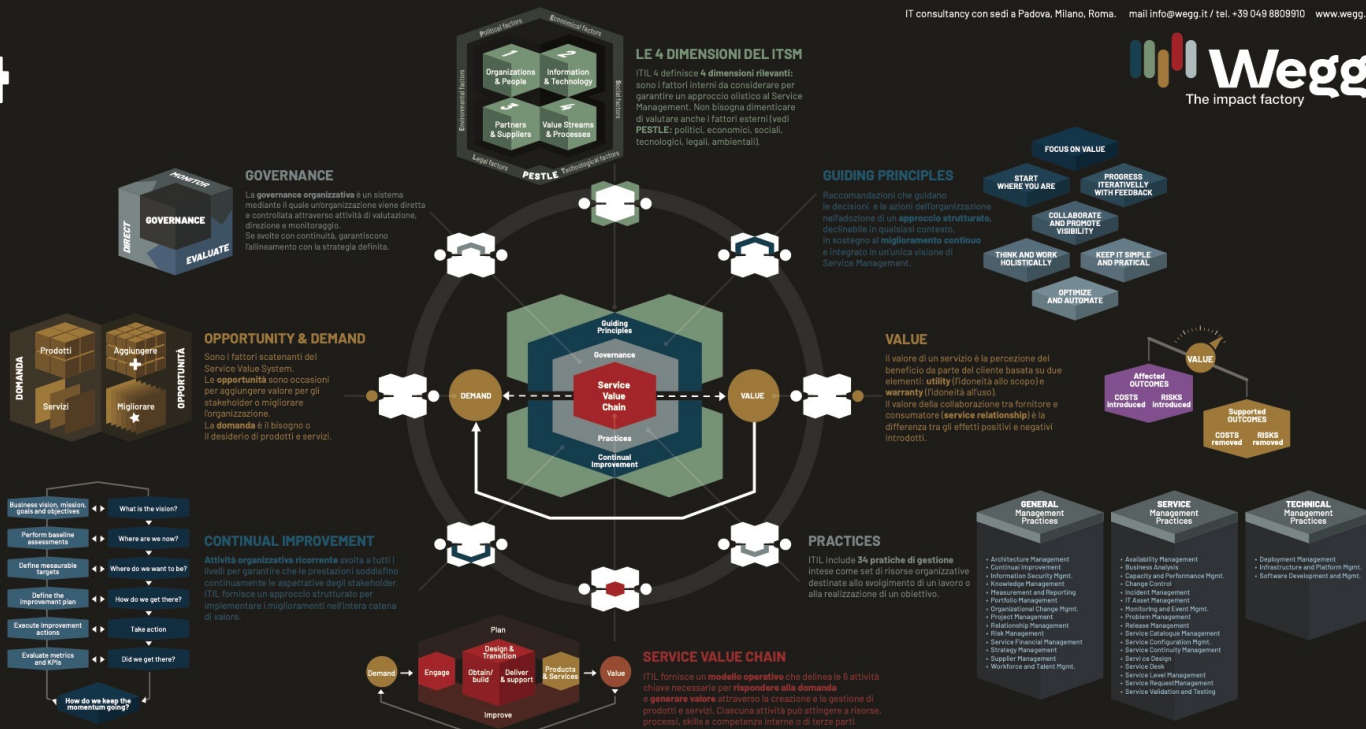
Tuttavia, il cambiamento è parte integrante di tutto, anche di ITIL. ITIL 4 nasce nel 2019 per descrivere un nuovo sistema per governare e gestire i servizi digitali ridefinendo le pratiche IT per valorizzare l'esperienza utente e abbracciando altre metodologie quali Lean, Agile e DevOps.

In WEGG pensiamo che ITIL 4 fornisca la miglior guida presente oggi per permettere alle aziende di sfruttare il proprio potenziale attraverso le moderne tecnologie e abbiamo voluto condividere con te la nostra esperienza attraverso uno schema che permetta un agile passaggio dalla visione d'insieme al particolare, senza perdersi nulla.

Francesco Ciabot

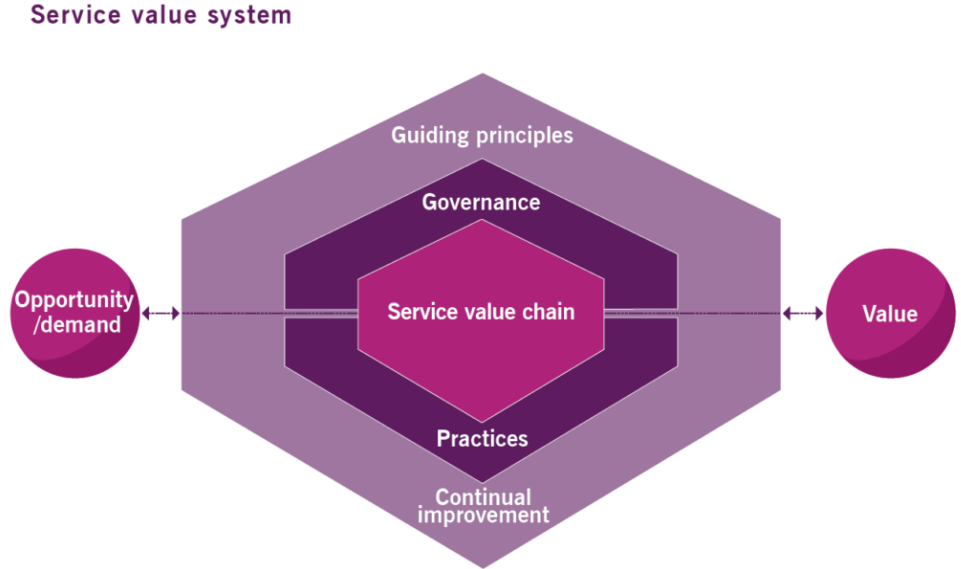
CTO di WEGG  
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More info:



## SECTION 4: ITIL 4 – THE FRAMEWORK

- 4 dimensions of ITSM
- Governance
- Guiding principles
- Service Value Chain
- Continual Improvement
- Practices



# FOUR DIMENSIONS OF SERVICE MANAGEMENT

Section 5

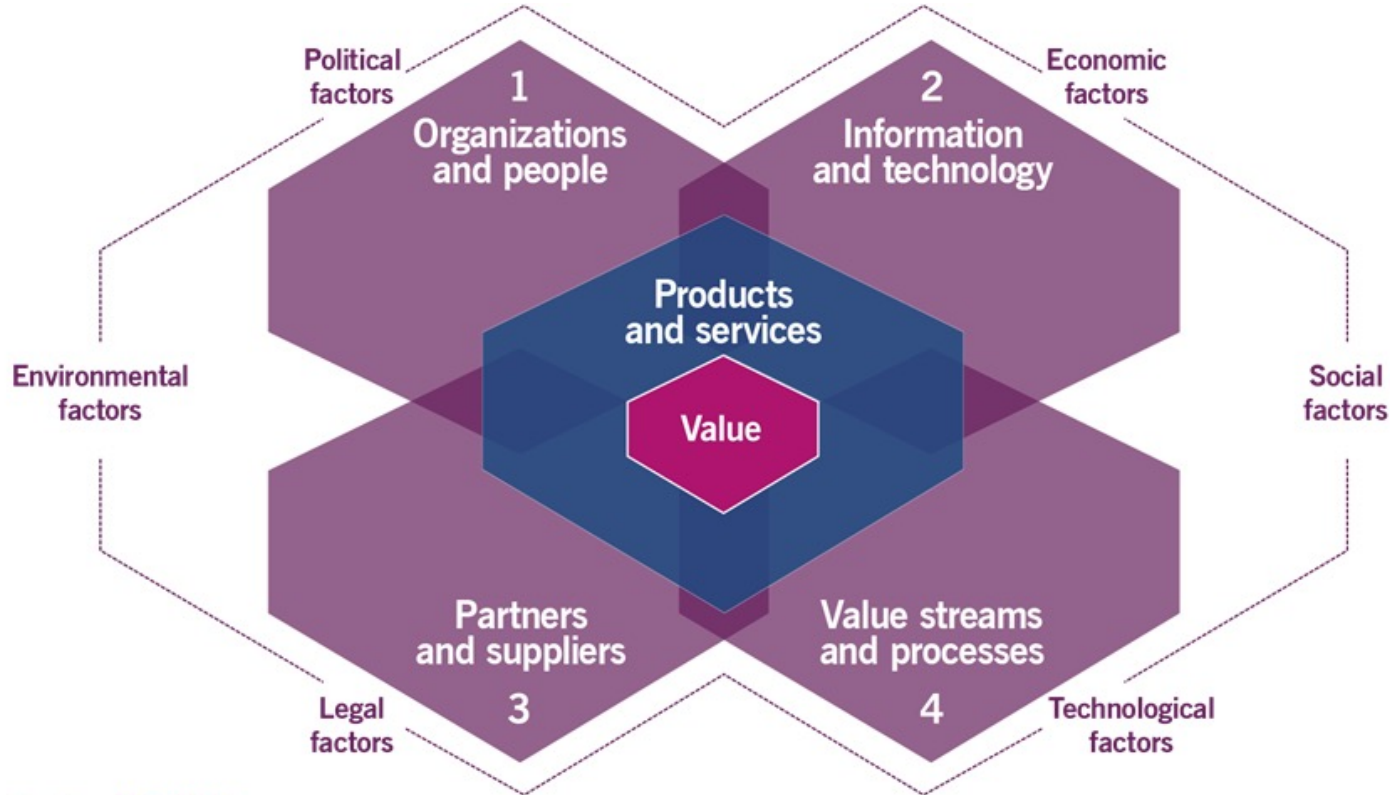
## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > AGENDA



# FOUR DIMENSIONS OF SERVICE MANAGEMENT



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT

- The **objective** is to create value for its stakeholders, which is achieved through the provision and consumption of services
- The **four dimensions of service management** must be introduced
- **Organizations** should consider all aspects of their behavior to achieve desired outcomes
- However, in practice, organizations often become too focused on one area of their initiatives and neglect the others

## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT

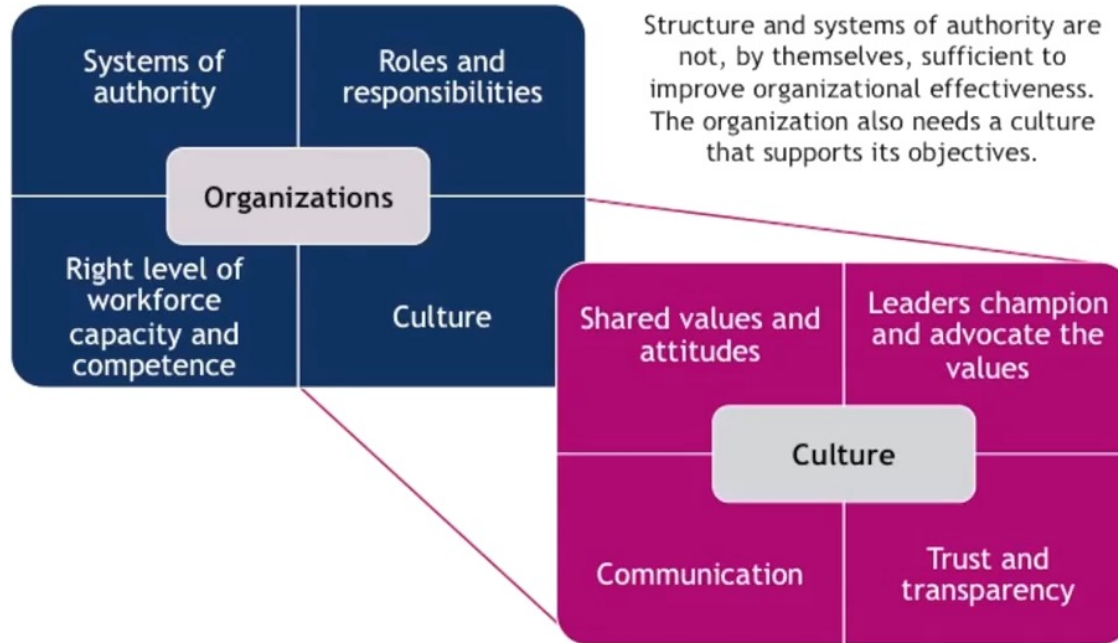
- These **four dimensions** represent perspectives that are relevant to the whole SVS, including the entirety of the service value chain and all ITIL practices
- The **four dimensions** are constrained or influenced by several external factors that are often beyond the control of the SVS
- Failing to address all **four dimensions** adequately may result in services becoming undeliverable or not meeting expectations of quality or efficiency



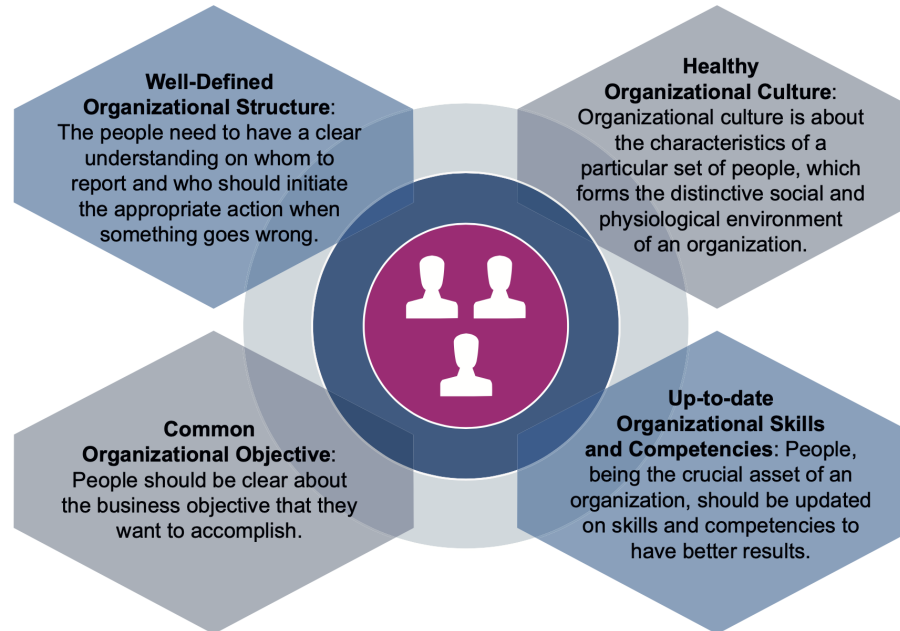
## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT

- Four Dimensions of Service Management
  - Organizations & People
  - Information & Technology
  - Partners and Suppliers
  - Value Streams and Processes
- PESTLE
  - Political, Economic, Social, Technological, Environmental and Legal

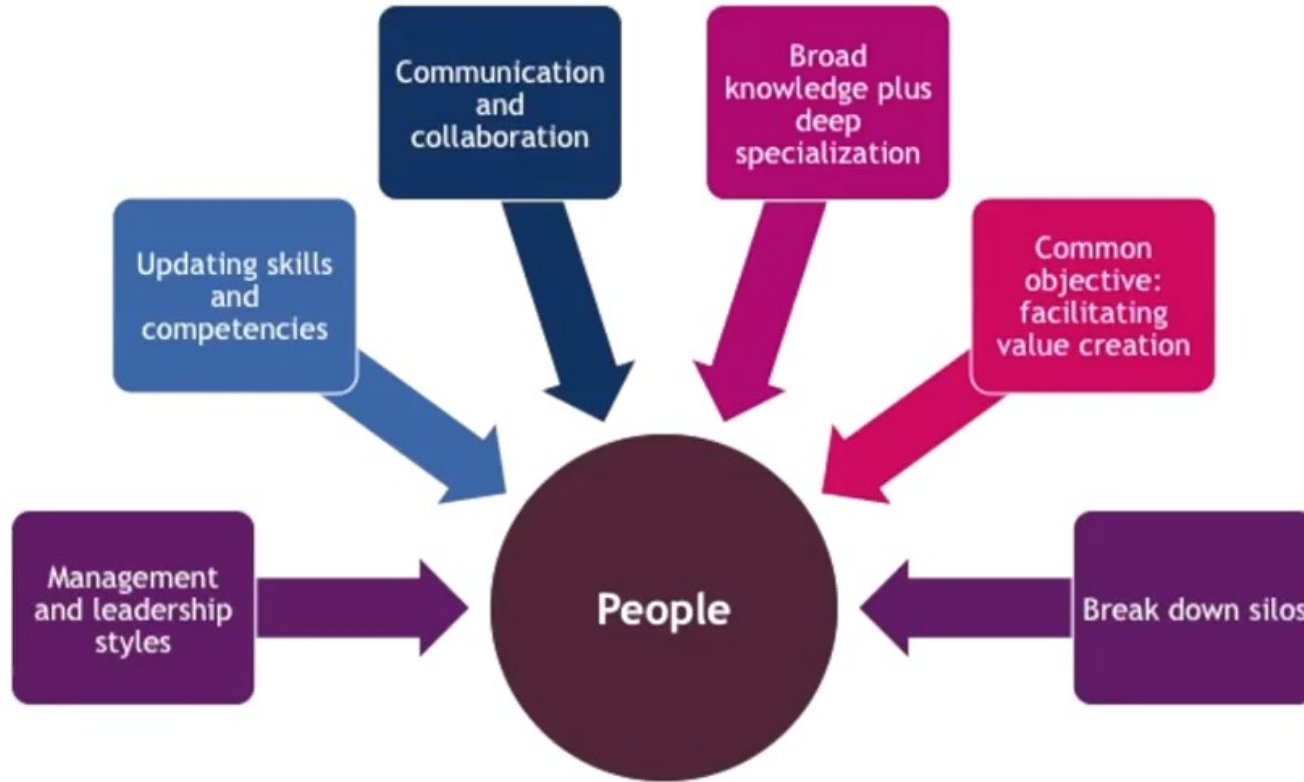
The **first dimension** of service management is **organizations and people**



The **first dimension** of service management is **organizations and people**



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > ORGANIZATIONS & PEOPLE



- Every **person** in the organization should have a clear understanding of their contribution towards creating value for the organization
- Promoting a **focus on value** creation is an effective method of breaking down organizational silos
- The **organizations** and people dimension of a service covers:
  - Roles and responsibilities
  - Formal organizational structures
  - Culture
  - Required staffing
  - Competencies

**How will we form our organizational structure?**

**Horizontal** structure tend to be more agile

**Vertical** structures tend to be more process driven

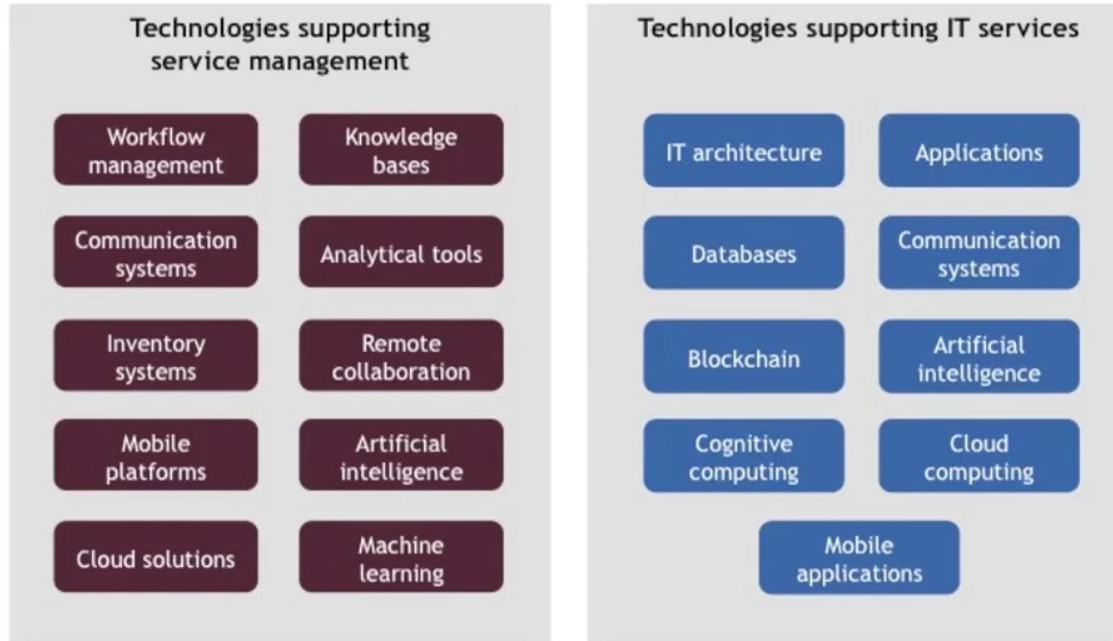
**Continual training** and development of your workforce is important

**Culture:** Shared values and attitudes of the organization

**Culture** starts at the top and funnels down throughout the company

## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > INFORMATION & TECHNOLOGY

The second dimension of service management is **information and technology**



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > INFORMATION & TECHNOLOGY

For many services, **Information Management** is the primary means of enabling customer value



Availability

Reliability

Accessibility

Timeliness

Accuracy

Relevance



**Information management** has challenges such as security and regulatory compliance requirements

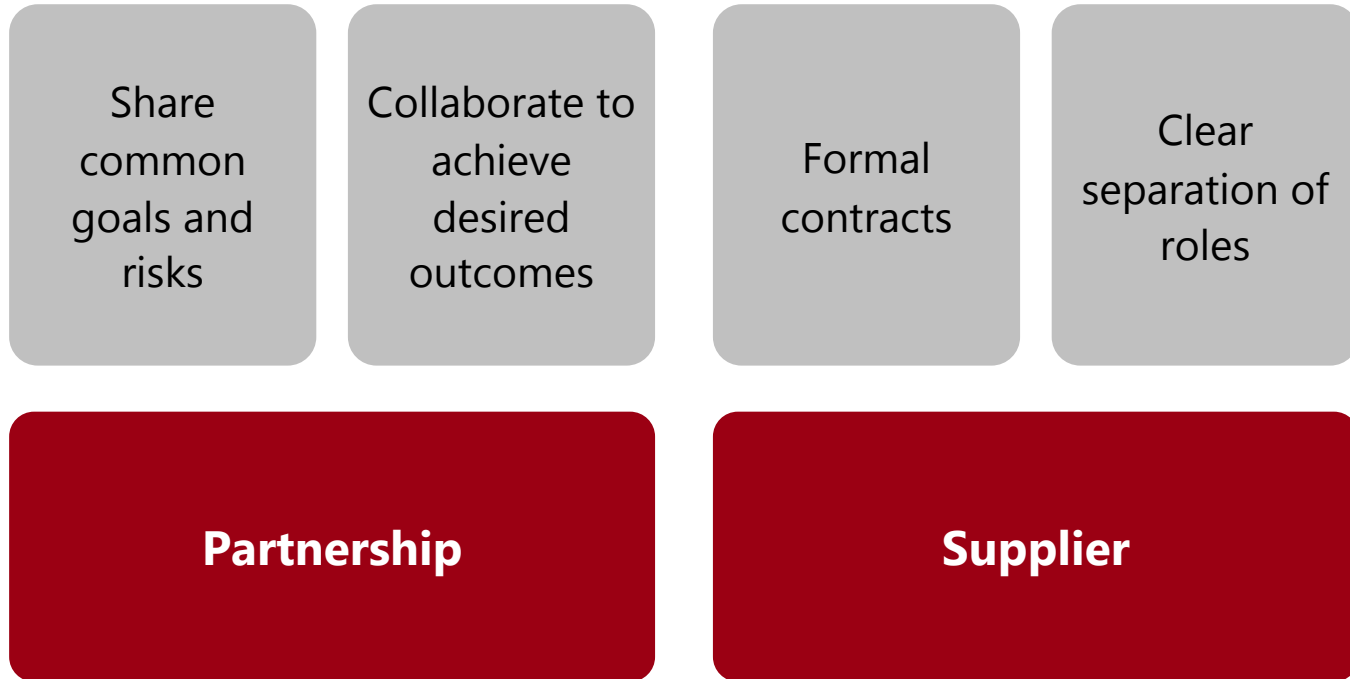
Information technology considerations			
✓	Is it compatible with the current architecture?	✓	Does the organization have the right skills to support and maintain it?
✓	Does it raise any regulatory, compliance, or information security control issues?	✓	Does it have sufficient automation capabilities to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

- **Service Management** increasingly benefits from developments in **Technology**
- **Artificial Intelligence, Machine Learning** and other cognitive computing solutions are used at all levels, from strategic planning and portfolio optimization to system monitoring and user support
- The use of mobile platforms, cloud solutions, remote collaboration tools, automated testing, and deployment solutions has become a common practice among service providers

- When applied to the **SVS**, it includes the information and knowledge necessary to manage services and the technologies required
- It incorporates the relationships between different components of the SVS, such as the **inputs** and **outputs** of activities and practices
- **Technology** that supports **IT Service Management** ensures the business can function properly
- Sometimes the **Technology** may be used in both areas
- For many **services**, **information management** is the primary means of enabling customer value

- **Encompasses** an organization's relationships with other organizations involved in the **design, development, deployment, delivery, support**, and/or **continual improvement** of services
- Incorporates contracts and other agreements between the organization and its partners or suppliers
- **Relationships** between organizations may involve various levels of integration and formality.
  - Formal contracts
  - Flexible partnerships

## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > PARTNERS & SUPPLIERS



- An organization acting as a **service provider** will have a position on this spectrum
- An organization acts as a **service consumer**, its role will depend on its strategy and sourcing and supplier management objectives
- When using **partners and suppliers**, an organization's strategy should be based on its goals, culture, and business environment
- **Other organizations** may choose to rely as much as possible on their resources, using partners and suppliers as little as possible

- One method an organization may use to address the partners and suppliers' dimension is **service integration** and management
- This involves the use of a specially established integrator to ensure that **service relationships** are properly coordinated
- **Service integration** and management may be kept within the organization but can also be delegated to a trusted partner

## Service Integration & Management

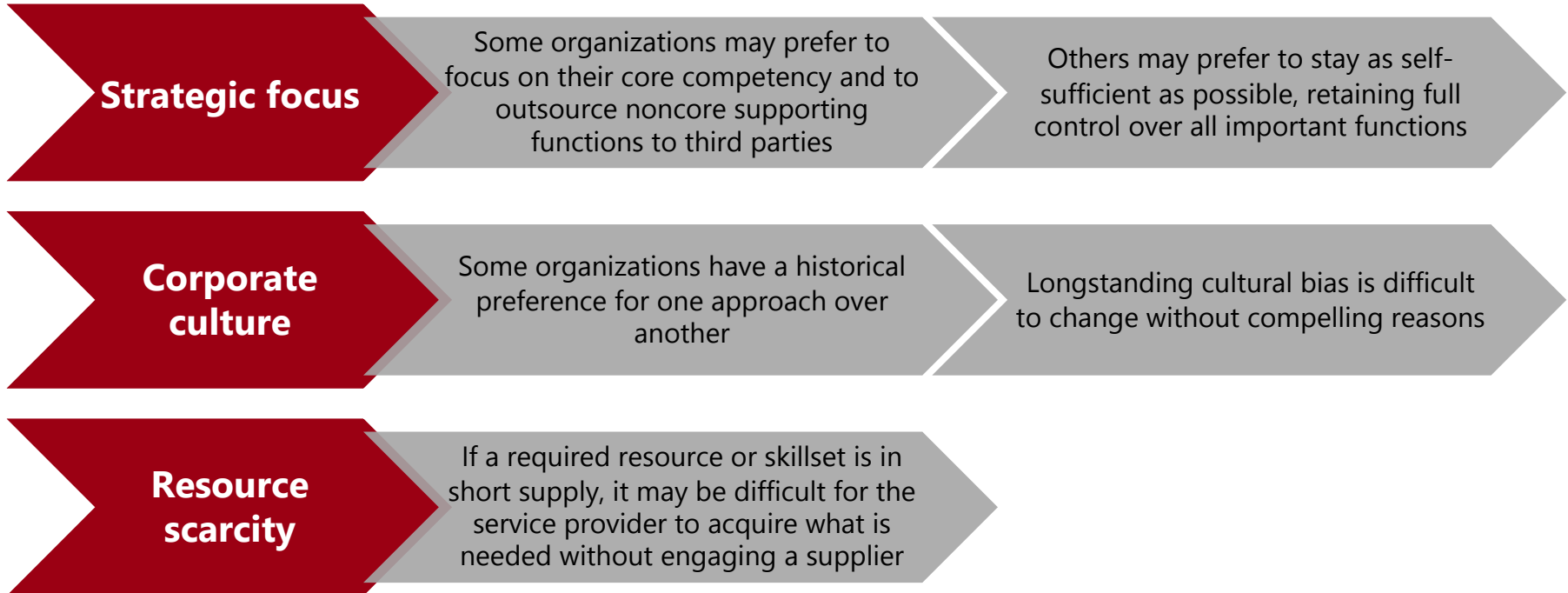
- involves the use of specially established integrators to ensure that service relationships are properly coordinated

Every organization and every service depend on some extent on services provided by other organizations

An organization's strategy when it comes to using partners and suppliers should be based on its goal, culture and business environment



## Factors that influence supplier strategies



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > PARTNERS & SUPPLIERS

### Cost concerns

A decision may be influenced by whether the service provider believes that it is more economical to source a particular requirement from a supplier

### Subject matter expertise

Sometimes it is less risky to use a supplier that already has expertise in a required area

### External constraints

**Government regulation** or policy, industry codes of conduct, and social, political or legal constraints may impact an organization's supplier strategy

### Demand patterns

**Customer activity** or demand for services may be seasonal or demonstrate high degrees of variability

## Value Stream and Processes

define the activities, workflows, controls and procedures needed to achieve the agreed upon objectives

- The activities undertaken
- How activities are organized
- How value creation is ensured

## Value Stream

a series of steps an organization undertakes to create and deliver products and services to service consumers



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > VALUE STREAMS & PROCESSES

For example, in McDonalds they are automating the cashiers and replace them with a machines.

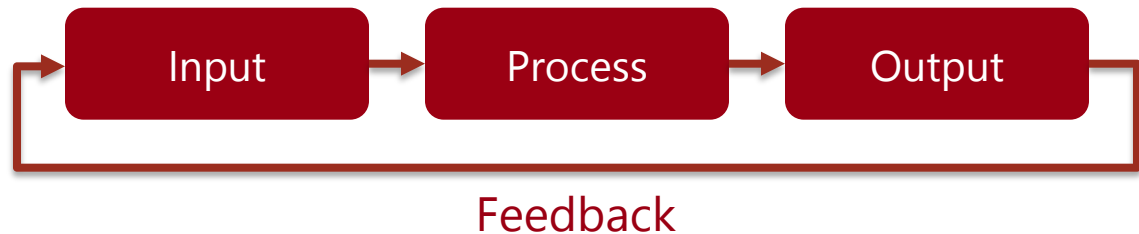


## Process

a set of interrelated or interacting activities that transforms inputs into outputs

A well-defined process can improve productivity, be optimized and then become automated

- Ordering
- Manufacturing
- Delivery



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > VALUE STREAMS & PROCESSES

- A **well-defined** process can improve productivity, be optimized and then become automated
- What is the generic delivery model for the service and how does the service work?
- What are the value streams involving the agreed output of the service?
- Who and what will perform the required service actions?

## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > PESTLE

**P** – Political  
**E** – Economic  
**S** – Social  
**T** – Technological  
**E** – Environmental  
**L** – Legal

**PESTEL** model describes factors that constrain or influence how a service provider can operate

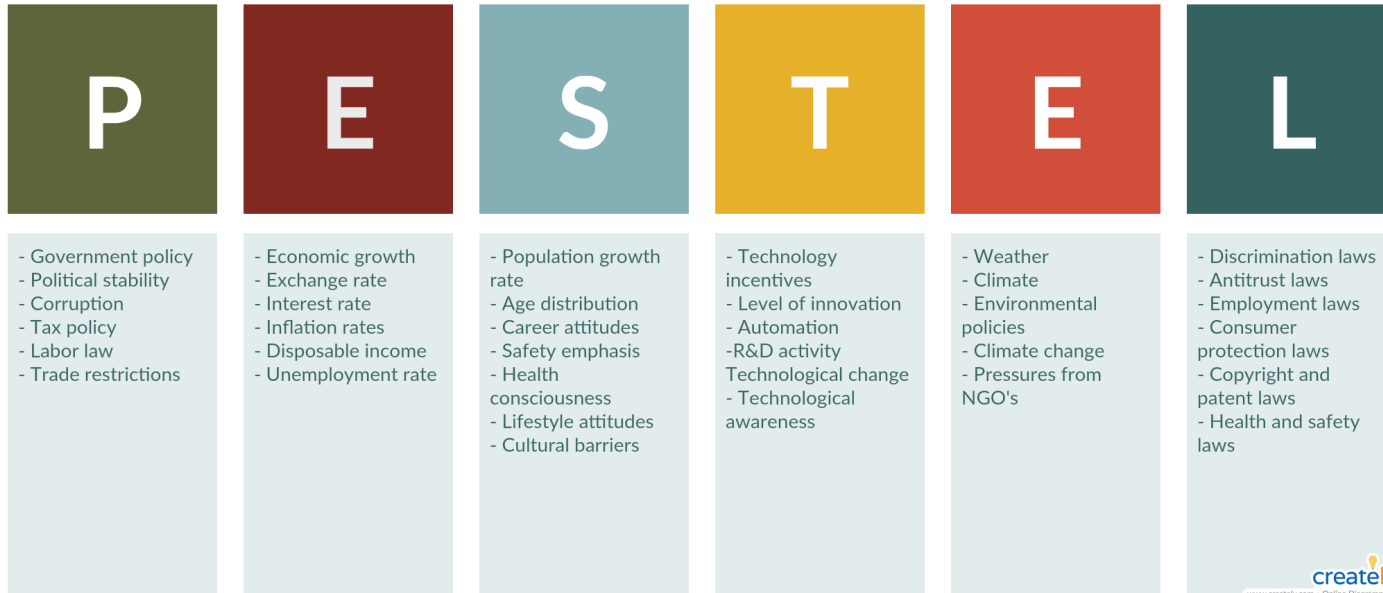




## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > PESTLE

# PESTEL ANALYSIS

*Add your company's basic information here*



## INCIDENT AS AN EXAMPLE

### Organization and People

- How to organize our Team?
- How to organize communication, how to escalate, how to decide how many people we need...etc.
- Qualification, Hiring, paying salaries, testing...etc.

### Information & Technology

- How to register the incident?
- Relationship between incidents, using technologies, software, hardware...etc.
- Incident workflow, reports, events, communicate data and share them.

# APPLYING FOUR DIMENSIONS OF SERVICE MGMT

SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > APPLYING FOUR DIMENSIONS OF SERVICE MGMT

## INCIDENT AS AN EXAMPLE

### Partner and Supplier

- How to communicate?
- How to choose suppliers, do we need partnership?
- Do we need external team for specific products like: printers, IPTV?

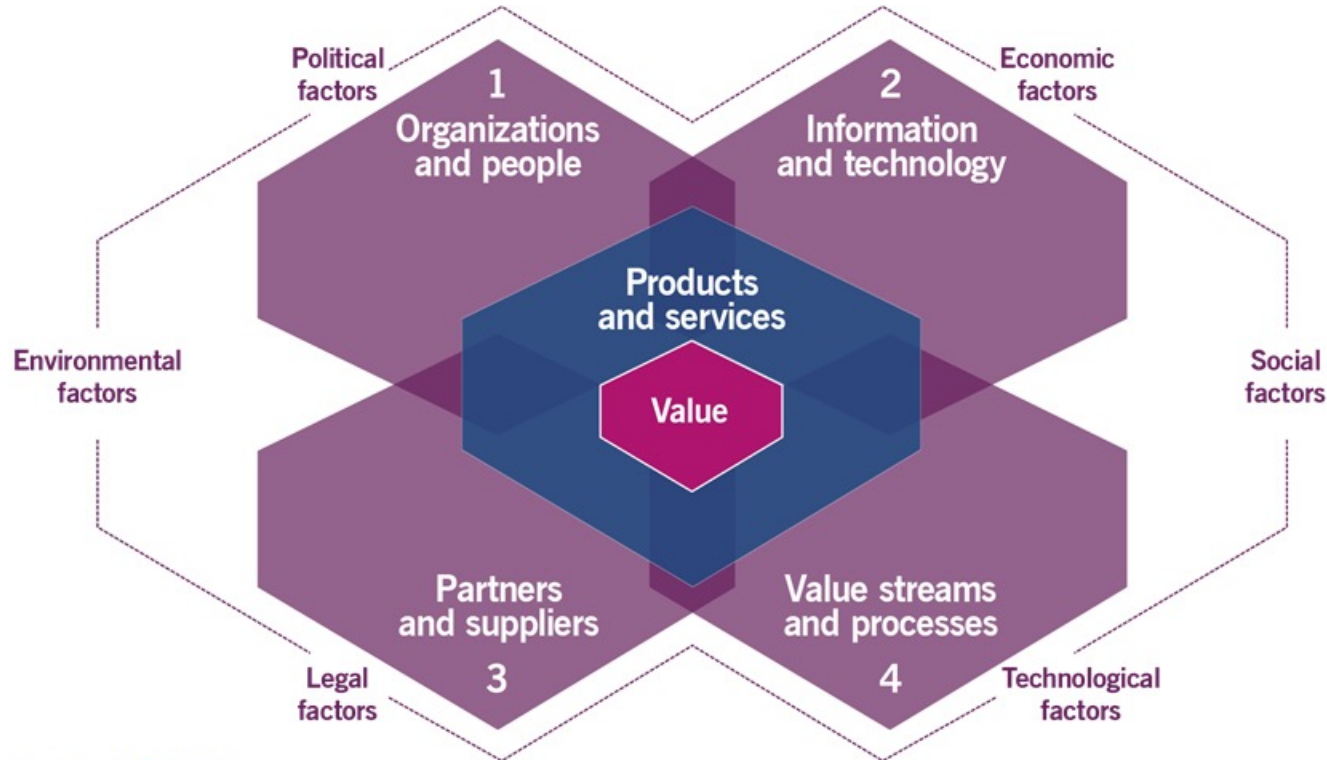
### Value Streams & Processes

- How to build the incident process?
- who is the owner of this process?
- how to manage and how to monitor?

# FOUR DIMENSIONS OF SERVICE MGMT



## SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > FOUR DIMENSIONS OF SERVICE MGMT



# FOUR DIMENSIONS OF SERVICE MGMT



SECTION 5: FOUR DIMENSIONS OF SERVICE MANAGEMENT > FOUR DIMENSIONS OF SERVICE MGMT

ITIL v4 Other Stakeholders in Value <https://youtu.be/aYEwVmtcKsg>

Which service management dimension is focused on the communication systems and knowledge bases used by employees?

- Organizations and people
- Information and technology
- Partners and suppliers
- Value streams and processes

Which service management dimension is focused on the roles and responsibilities of the people involved in a process' workflow?

- Organizations and people
- Information and technology
- Partners and suppliers
- Value streams and processes

Which service management dimension is focused on an organization's relationships with other organizations in order to deliver its services?

- Organizations and people
- Information and technology
- Partners and suppliers
- Value streams and processes