

It SErvice Management simple (for real)



Gabriel Rovesti

**Disclaimer**

Summary

[2 01 - Introduction 3](#_Toc160133958)

[3 02 - Information System Governance 4](#_Toc160133959)

[4 03 - ITSM and ITIL 10](#_Toc160133960)

[5 04 - Service Management Concepts 11](#_Toc160133961)

[6 05 - Four Dimensions of Service Management 12](#_Toc160133962)

[7 06 - Service Value System 13](#_Toc160133963)

[8 07 - Guiding Principles 14](#_Toc160133964)

[8.1 07a - Other philosophies 14](#_Toc160133965)

[9 08 - Service Value Chain 15](#_Toc160133966)

[10 09 - Continual Improvement 16](#_Toc160133967)

[11 10 - ITIL Practices 17](#_Toc160133968)

[12 11 - General Management Practices 18](#_Toc160133969)

[13 12 - Service Management Practices 19](#_Toc160133970)

[14 13 - Software Asset Management (SAM) 20](#_Toc160133971)

[15 14 - FinOps 21](#_Toc160133972)

# 01 - Introduction

You can’t run business without IT and these need to be up themselves up and running. This needs organization and how to do this the best way possible. Many positions are much abstract and will be sought in the next/immediate future, comprehending knowledge from IT but also economics and other means (from engineers of data/robotics up to managers/developers/consultants).

Running a business is understanding the change when it happens and how to embrace it. Famous examples are Nokia, Blockbuster, Motorola (giants now fallen) and other have risen believing in their goals (Apple, Netflix, Tesla). It’s important to understand the dimensions of the challenge and also the role in all of this.

ITSM (IT Service Management, from now on and in header of file) is a very broad subject, for this reason we are going to explore in particular one of the most famous methodologies. In particular:

* The course is designed upon the official ITIL 4 Foundation textbook
* There are different objectives
  + To provide attendees with the ITSM foundation, methods and concepts
  + In a practical workshop environment
  + Using Real life Scenarios and Exams
* There is a lot of material
  + Slides of the course
  + Videos and multimedia
    - Based on ITIL 4
  + Web articles
* Exam methods
  + Multiple choice test (crosses) 🡪 ITIL 4 Foundation Test (prof. says it’s feasible)
  + Production of a small thesis on a real case (oral exam)
* Evaluation criteria
  + The written test evaluates the student's acquisition of the foundational aspects addressed during the course
  + The second test evaluates the student's ability to analyze and evaluate concrete aspects of the methodology taught and their application in real life cases
* ITIL 4 Foundation Test
  + 60 minutes
  + 40 questions, each question is worth 1 mark
    - ‘standardʼ
    - ‘missing wordʼ
    - ‘listʼ (2 correct items)
    - Very rarely, ‘negativeʼ (“what is NOT…”)
  + Pass mark: 65% or higher (26 marks or above)
    - levels 1 and 2 of Bloomʼs Taxonomy (understand/remember)
      * 9 questions at Level 1 (Recall) = 22.5%
      * 31 questions at Level 2 (Understand, Describe, Explain) = 77.5%

He says the order is important: first the test, then the thesis itself.

# 02 - Information System Governance

There are separate roles in the context of ITIL's Information System Governance:

1. *CISO (Chief Information Security Officer):* Responsible for overseeing cybersecurity strategy and implementation to protect the organization's information assets.
2. *CEO (Chief Executive Officer):* Sets strategic direction for the organization, ensuring IT initiatives align with business objectives.
3. *CIO (Chief Information Officer):* Manages IT strategy, systems, and services, ensuring alignment with business goals and compliance with regulations.
4. *CFO (Chief Financial Officer):* Manages financial activities, including budgeting for IT projects and assessing their budgetary impact.
5. *CMO (Chief Marketing Officer):* Develops marketing strategy, increasingly reliant on technology and data, which intersects with IT governance for compliance and strategic alignment.

Like industrial revolution, things constantly changed and, overtime, industrial revolution brought different waves of change. We’ve come to a 4th as of now, with intelligent system interconnected between them and other means of electronics and traditional industry, up to discussion of a 5th, based on AI and gathering of data.

Let's start by understanding what the *current global scenario* is. Why?

* Because the issues we are going to deal with are typical of extremely complex environments where it is never immediate to give an answer
  + complex questions are often followed by equally complex answers
* The aim is to rationalize and simplify needs and the Information System

Inside the *business context*, there are several factors to consider:

* Dynamism and complexity as structural elements
  + Cannot have proper control of all elements
* Scenarios not definable a priori
  + Blind in a period of next ½ years
* New forms of business
* Collapse of the myth of planning as an antidote to complexity
* Multiple actors involved (e.g., shareholders, stakeholders, globalization ...)
* Management not ready to define requirements and operationally describe "strong" choices
* Digital economy (IT as a productive factor)
* Permanence of a gap between company needs and the Information System

There are different *consequences for company information systems*:

* There is not enough time to activate cycles of revision and modification of the information system that are consistent with company times
* The changing pace of business scenarios give little space to management processes of information systems that are strongly oriented towards planning
* It is necessary to design information systems with a high degree of "self-adaptation" to changed business conditions
* This result can only be achieved thanks to a radical paradigm shift in information systems and their management

Immagine che contiene testo, diagramma, schermata, linea

Descrizione generata automaticamenteThink about vaccines: prevent the problem and give a cure. Governance revolves around common principles. Consider this *business dynamics example*:

* In this system, there are reinforcing loops represented by the roosters and hens producing eggs, which in turn leads to more foxes due to increased food supply
  + This loop is denoted by the "+" sign, indicating a positive reinforcement
* However, there are also balancing loops present. The presence of hunters can control the fox population, indicated by the balancing loop denoted by the "+" and "-" signs, reflecting the dynamic equilibrium between foxes and hunters

The *new paradigm* is to spend money the good/best way:

* Less planning and more accountability
* Less budget and more cost-effectiveness
* The «Information Systems» (IS) faces a radical change
* More adaptation systems and fewer synthetic performance indicators
  + Consider for example KPI = Key Performance Indicators, which allow to measure efficiency and effectiveness and it’s a measure of objective quality
* From managing IS to setting the conditions for their correct development (IS governance logic)

Immagine che contiene testo, Carattere, schermata, linea

Descrizione generata automaticamenteWe can give the following definition:

What is the Governance of Information Systems (IS Governance)?

* It is a set of logics and tools aimed at creating a structural set-up and a governance context of the Company Information System that make it constantly consistent with the business needs in environments characterized by a high level of complexity

The *Governance Logic* is the following:

* The Information System is configured and managed in such a way as to “naturally” tend to provide good performance
* We renounce to anticipate single phenomena, we try to make the Information System structurally adequate to a complex environment
* Theories and ideas as tools for guiding action and not as the antithesis to doing
* (theory 🡪 practice and not theory vs practice)

Immagine che contiene testo, schermata, Carattere, linea

Descrizione generata automaticamenteThe “traditional” logic goes this way: the effort goes continuously to align with business needs.

Immagine che contiene testo, linea, schermata, diagramma

Descrizione generata automaticamenteInstead, the “new” logic tries to adapt naturally towards the system we want to align upon:

Immagine che contiene testo, cerchio, schermata, Carattere

Descrizione generata automaticamente

Different types of governance intersect between each other:

* IT is technology and tools
* IS is about culture, made directly on our employees what to do (e.g. use a VPN – do not play games)

In particular:

* Corporate Governance
  + Deals with overall management, accountability, and ethical behavior within a company, ensuring alignment with stakeholder interests
* Information Systems (IS) Governance
  + Focuses on governing the use of information systems to align with business objectives, emphasizing effective management, risk mitigation, and value creation from information assets
* Information Technology (IT) Governance
  + Encompasses broader aspects of IT management, including infrastructure, applications, and services, ensuring efficient use of IT resources to support business goals and manage IT-related risks

Immagine che contiene testo, schermata, Carattere, diagramma

Descrizione generata automaticamenteGovernance and management go in parallel according to the specific conditions:

In implementing the IS Governance, some considerations need to be made:

* Within an articulated system (group of companies or complex companies) it is necessary to think of different degrees and methods of applying the IS governance system
* The diffusion and applicability of an IS Governance system must be modulated by considering some factors:
  + Level of integration in the group (financial vs industrial only)
  + Homogeneity level of the business system
  + Company life cycle (own or with respect to the Group)
  + Corporate governance and results measurement system
  + Areas of managerial independence
* Depending on these characteristics, each company / area is assigned to a different "IS Governance Layer"
* The differentiation may also take place at the level of individual aspects of IS Governance.

Immagine che contiene testo, cerchio, diagramma, schermata

Descrizione generata automaticamenteThe reference model is the following, defining policies and a matrix what to do for a specific company:

While management looks at current, governance looks at the future, maintaining all the positions and business-oriented practices towards common goals:  
Immagine che contiene testo, schermata, Carattere, diagramma

Descrizione generata automaticamente

Degree of maturity comes with different expectations; in the context of a company, it measures how to deal with problems had in the past and confront them in new/original ways (the geniuses) or with some more careful yet corporate approach.

Immagine che contiene testo, diagramma, Carattere, schermata

Descrizione generata automaticamenteTo maintain quality, constant effort is needed. This is what the *Deming Cycle* is all about: given quality is a function of the time, resources should be aligned going towards a common direction. This needs to be automatized, checking the quality of the jobs and processes:

Immagine che contiene testo, schermata, design

Descrizione generata automaticamenteMaturity is learning from our mistakes, and we can divide the management in different levels according to the level of control we want to have over the company’s activities:

Immagine che contiene testo, schermata, Carattere, design

Descrizione generata automaticamente

Quality means measurement over performance, guaranteeing one can be able to manage resources effectively, going backwards and in the future (e.g., capacity management).

Immagine che contiene testo, menu, schermata, Carattere

Descrizione generata automaticamenteWe can measure how quality can be perceived by the final user, according to different levels:

# 03 - ITSM and ITIL

# 04 - Service Management Concepts

# 05 - Four Dimensions of Service Management

# 06 - Service Value System

# 07 - Guiding Principles

## 07a - Other philosophies

# 08 - Service Value Chain

# 09 - Continual Improvement

# 10 - ITIL Practices

# 11 - General Management Practices

# 12 - Service Management Practices

# 13 - Software Asset Management (SAM)

# 14 - FinOps