

ITIL Foundation

ITIL 4 Edition

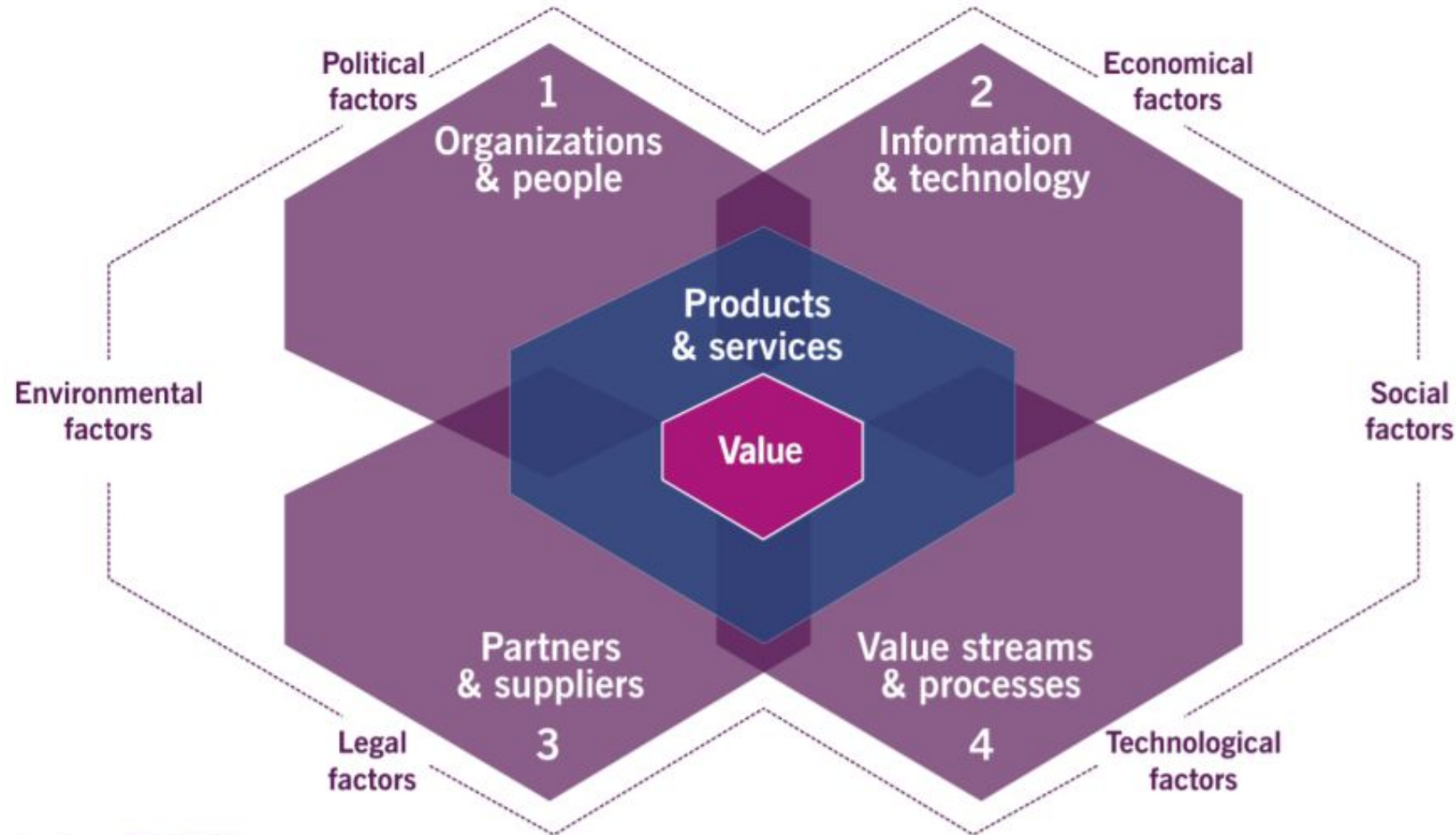
3 The four dimensions of service management

Key message

To support holistic approach for service management, ITIL defines four dimensions that collectively are critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services.

Four dimensions represent perspectives which 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.

The four dimensions of service management



Factors

Every dimension is affected by multiple factors

3.1 Organizations and people

Key message

The complexity of organizations is growing, and it is important to ensure that the way the organization is structured and managed, as well as its roles, responsibilities, and systems of authority and communication is well defined and supports its overall strategy and operating model.

3.2 Information and technology

Key message

When applied to SVS, the information and technology dimension includes information and knowledge necessary for the management of services, as well as the technologies required. It also incorporates the relationship between different components of the SVS, such as the inputs and outputs of activities and practices.

In relation to the information component of these dimension, organizations should consider the following questions:

- ▶ What information is managed by the services?
- ▶ What supporting information and knowledge are needed to deliver and manage the services?
- ▶ How will the information and knowledge assets be protected, managed, archived, and disposed of?

3.2 Information and technology

The information architecture of the various services needs to be well understood and continually optimized, taking in to account such criteria as the availability, **reliability**, accessibility, timeliness, accuracy, and relevance of the information provided to users and exchanged between services.

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

Cloud computing

Definition: Cloud Computing

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

Key characteristics of cloud computing include:

- On demand availability (often self service)
- Network access (often internet access)
- Resource pooling (often among multiple organizations)
- Rapid elasticity (often automatic)
- Measured service (often from service consumers perspective)

3.3 Partners and suppliers

Key message

The partners and suppliers dimension encompasses an organization's relationship with other organizations that are involved in the design, development, deployment, delivery, support, and/or continual improvement of services. It also incorporates contracts and other agreements between the organization and its partners and suppliers.

Responsibilities between organizations

Form of cooperation	Outputs	Responsibility for the outputs	Responsibility for achievement of the outcomes	Level of formality	Examples
Goods supply	Goods supplied	Supplier	Customer	Formal supply contract/invoices	Procurement of computers and phones
Service Delivery	Service Delivered	Provider	Customer	Formal agreements and flexible cases	Cloud computing (infrastructure of platform as a service)
Service partnership	Value co-created	Shared between provider and customer	Shared between provider and customer	Shared goals, generic agreements, flexible case-based arrangements	Employee onboarding (shared between HR, facilities and IT)

Organizations strategy when using suppliers

- ▶ Strategic focus
- ▶ Corporate culture
- ▶ Resource scarcity
- ▶ Cost concerns
- ▶ Subject matter expertise
- ▶ External constraints
- ▶ Demand patterns

3.4 Value streams and processes

Key message

Allied to the organization and its SVS, the value streams and processes dimension is concerned with how the various parts of the organization work in an integrated and coordinated way to enable value creation through products and services. The dimension focuses on what activities the organization undertakes and how they are organized, as well as how the organization ensures that it is enabling value creation for all stakeholders efficiently and effectively.

3.4.1 Value streams for service management

Key message

A value stream is a series of steps that an organization uses to create and deliver products and services to a service consumer. A value stream is a combination of the organization's value chain activities.

Definition: Value streams

A series of steps an organization undertakes to create and deliver products and services to consumers.

3.4.2 Processes

Key message

A process is a set of activities that transform inputs to outputs. Processes describe what is done to accomplish an objective, and well defined processes can improve productivity within and across organizations. They are usually detailed in procedures, which outline who is involved in the process, and **work instructions**, which explain how they are carried out.

Definition: Process

A set of interrelated of interacting activities that transfer inputs to outputs. A process takes one or more defined inputs and turns them in to defined outputs. Processes define the sequence of actions and their dependences.

RACI Model

R

- People who are expected to actively participate in the activity and contribute to the best of their abilities

A

- The person who is ultimately responsible for the results

C

- People who either have a particular expertise they can contribute to specific decisions or who must be consulted for some other reason before a final decision is made

I

- People who are affected by the activity/decision and therefore need to be kept informed, but do not participate in the effort

3.5 External factors

To analyze external factors framework such as PESTLE model is used:

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