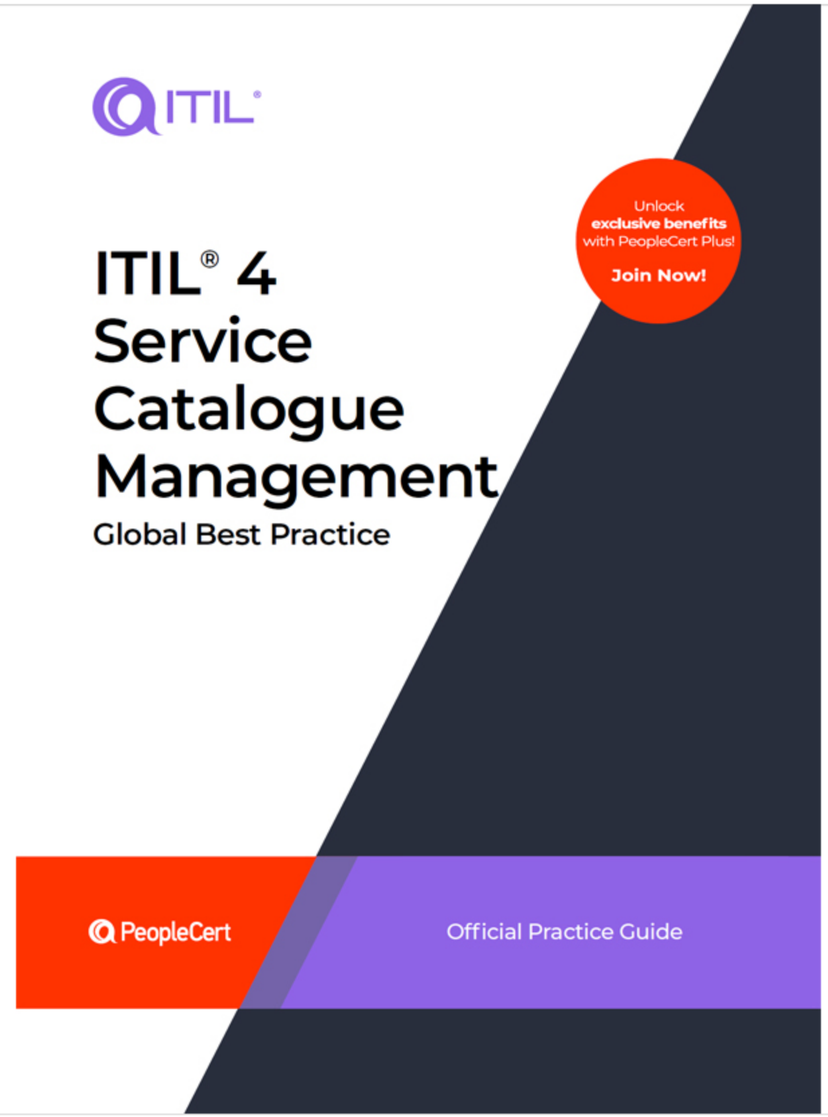
ITIL® 4 Service catalogue management | Official Practice Guide

PeopleCert

expand all | **collapse all**



ITIL® 4 Service Catalogue Management

Global Best Practice

Unlocking your potential to achieve more

Welcome to the ITIL® 4 Service Catalogue Management Official Practice Guide.
Established in 2000, **PeopleCert** is the global leader in the certification industry. **PeopleCert** develops global best practice frameworks and certifications, manages exams, and delivers certifications. Its product portfolio in IT & Digital Transformation, Project Management, Business, and Languages includes two of the most globally recognized IP-protected frameworks, developed and evolved by the UK Government over 30 years: ITIL® and PRINCE2®.

PeopleCert certifications are delivered across 200 countries and territories, 50.000 Corporates (82% of Fortune 500), and 800 government organizations through a global network of 2.500 Accredited Training Organizations and 30.000 venues worldwide, as well as through **PeopleCert's** award-winning Online Proctoring solution. **PeopleCert** consists of over 1.000 employees from 40 nationalities and has received over 50 awards in Entrepreneurship, Business, Technology, and Sustainability.

Powering
Best
Practice

Published by PeopleCert International Ltd.
ISBN: 978-9925-34-563-2 (Digital)
ISBN: 978-9925-34-562-5 (Print)
ISBN: 978-9925-34-564-9 (ePub)
Published in Cyprus
Publication printed in Greece or reproduced electronically in Greece

Disclaimer
This publication is designed to provide helpful information to the reader. Although every care has been taken by PeopleCert International Ltd in the preparation of this publication, no representation or warranty (express or implied) is given by PeopleCert International Ltd as publisher with respect as to the completeness, accuracy, reliability, suitability or availability of the information contained within it and neither shall PeopleCert International Ltd be responsible or liable for any loss or damage whatsoever (indicatively but not limited to, special, indirect, consequential) arising or resulting of virtue of information, instructions or advice contained within this publication.

Contents

List of figures

List of tables

Welcome

Acknowledgements

PeopleCert is grateful to everyone who has contributed to the development of this Official Practice Guide. These Official Practice Guides incorporate an unprecedented level of enthusiasm and feedback from across the ITIL community. In particular, PeopleCert would like to thank the following people.

Authors

Donka Raytcheva, Antonina Douannes

Reviewers

Dinara Adyrbai, Akshay Anand, Roman Zhuravlev

2024 Revision

Antonina Douannes, Adam Griffith, Dmitry Isaychenko, Kaimar Karu, Stuart Rance, Roman Zhuravlev

Information icons

Chapter 1
About this guide

This Official Practice Guide provides practical guidance for the service catalogue management practice. It is split into seven main sections, covering:

- general information about the practice
- the practice's processes and activities and their roles in the service value chain
- the organizations and people involved in the practice
- the information and technology supporting the practice
- considerations for partners and suppliers for the practice
- information on assessing and developing the capability of the practice
- recommendations for succeeding in the practice.

ITIL® 4 qualification scheme

Selected content from this guide is examinable as a part of the following syllabus:

- **ITIL® 4 Specialist:** Drive Stakeholder Value

Please refer to the relevant syllabus document for details.

Chapter 2
General information

2.1 Purpose and description

Key message

The purpose of service catalogue management practice is to provide a single source of consistent information on all services and service offerings, and to ensure that it is available to the relevant audience.

The service catalogue management practice ensures that all stakeholders refer to a single, consistent source of information about services and service offerings. It also helps to provide all stakeholders with relevant views on services and service offerings, matching their needs and level of access.

There are many internal and external stakeholders who have access to and use various views of services and service offerings in their work. These include users, current and potential customers, product teams, support teams, supplier managers, relationship managers, and others. Their service catalogue views are different in scope and structure and include information from different additional sources. For example, internal teams may need technical details on services, the structure of support teams, lists of users, and other information that is neither required nor allowed to be included in a user-facing service catalogue.

The service catalogue management practice ensures a single source of service and service offering information for all groups and supports effective information exchange with other sources, in conjunction with other practices including service configuration management, service financial management, relationship management, supplier management, service request management, and others.

The service catalogue management practice covers all services managed by an organization, including internal, external, provided, and consumed. For example, a supplier manager's view may include the third-party services that are consumed by the organization, as well as the organization's services that are dependent on them.

This practice is an essential aspect of service management and is beneficial for both the service provider and their service consumers.

Benefits for service providers include:
- increased visibility, transparency, and consistency of service offerings
- enhanced communication and collaboration with stakeholders
- improved use of resources and reduction of costs
- more effective and focused service delivery actions
- streamlined consumer experiences and higher levels of satisfaction
- better risk management and decision-making.

Benefits for service consumers include:
- clear understanding of available services and service offerings
- simplified service requests, including potential options for self-service
- reliable access to transparent service information
- fewer misunderstandings and frustrations with the service provider
- increased productivity resulting from enhanced service delivery
- improved alignment of services with organizational strategies and objectives.

2.2 Terms and concepts

Resources

Personnel, material, finance, or other entity that is required for the execution of an activity or the achievement of an objective. Resources used by an organization may be owned by the organization or used according to an agreement with the resource owner.

Organization's resources can be configured into a product to offer value for a consumer or consumer group.

Product

A configuration of an organization's resources designed to offer value for a consumer.

A product is not always fully visible to the consumer and is not exclusive to one consumer group as it can be used to address the needs of several different groups. For example, a software service can be offered as a simpler version for individual users, or as a more comprehensive corporate version. Products can exist regardless of the consumer.

Service

A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.

The services that an organization provides are based on one or more of its products. A service occurs during an interaction with a consumer, which becomes a service relationship. To start this relationship, an organization must present a service offering to a potential customer and a service agreement should be signed.

Service offering

A formal description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions.

The visible part of a product is described in one or more service offerings addressing the needs of potential service consumers. Service offerings are often presented in a service catalogue for potential customers. For existing customers, a service catalogue provides a view on the services being consumed and agreements associated with them. These views are based on the stakeholder's role within the customer organization.

Service catalogue

Structured information about all the services and service offerings of a service provider, relevant for a specific target audience.

The 'service catalogue' term usually refers to a tailored view on services and service offerings. In the context of the service catalogue practice, it can also be used for a collection of service data used as a single source of all service catalogue views. This may be managed as a centralized database or as multiple databases that are managed by different teams of the organization. The practice ensures effective integration of the data and quality of service-related information. This includes ensuring that the service information is correct, up to date, and available to relevant stakeholders. A close integration with other practices in the context of multiple value streams is needed to make it possible.

Request catalogue

A view of the service catalogue, providing details on service requests for existing and new services, which is made available for the user.

Request catalogues are addressed to users and can also be used by the service provider's teams when they are interacting with users. As part of the service catalogue practice, request catalogues are maintained in a correct and up-to-date condition.

2.3 Scope

The scope of the service catalogue management practice includes:
- defining the appropriate service description structure for the service catalogue to be well-structured and meeting the needs of stakeholders, including the agreed mandatory attributes and relationships
- capturing the service information and keeping it up to date, ensuring the quality of data in the service catalogue
- defining the different tailored views of the service catalogue for the relevant groups of stakeholders and, once agreed, implementing the views and changes to the service catalogue structure
- publishing the service catalogue and managing different views for different stakeholders.

There are several activities and areas of responsibility that are not included in the service catalogue management practice, although they are still closely related to service catalogue management. These are listed in Table 2.1, along with references to the practices in which they can be found. It is important to remember that ITIL practices are merely collections of tools to use in the context of value streams; they should be combined as necessary, depending on the situation.

Table 2.1 Activities related to the service catalogue management practice described in other Official Practice Guides

Activity	Official Practice Guide
Defining and managing the service portfolio	Portfolio management
Defining services and service offerings, including details of service utility and warranty	Business analysis Service design
Establishing service level agreements with customers and suppliers	Service level management Supplier management
Managing service requests	Service request management
Managing information about the relationships between services and other configuration items	Service configuration management
Managing information about IT service assets	IT asset management Service financial management

2.4 Practice success factors

Practice success factor (PSF)

A complex functional component of a practice that is required for the practice to fulfil its purpose.

A PSF is more than a task or activity; it includes components from all four dimensions of service management. The nature of the activities and resources of PSFs within a practice may differ, but together they ensure that the practice is effective.

The service catalogue management practice includes the following PSFs:
- ensuring that the organization's service catalogues' structure and scope meet organizational requirements
- ensuring that the information in service catalogues meets stakeholders' current and anticipated needs.

2.4.1 Ensuring that the organization's service catalogues' structure and scope meet organizational requirements

The structure and scope of service catalogue should reflect the organization's architecture of business, products, and services. To ensure this occurs, the service catalogue practice should be based on input from the strategy management, architecture management, and portfolio management practices. This input helps to answer the following questions:
- Who is the target audience for service catalogue views?
- What are their requirements for service catalogue views?
- What services and service offerings should be included in the service catalogue?
- What is the reasonable granularity of the service description?
- What level of detail is needed to present services to stakeholders in an understandable way?
- What set of service attributes can be sufficient to describe all the services and be applicable to all the services?
- How should product and service relationships be reflected?
- What service-related information is needed and where should it be sourced from?
- How is the service catalogue published?
- How should service catalogue information be updated?
- What are the access requirements and controls?

Other sources of information for service catalogue planning include the following practices: service level management, service request management, relationship management, service configuration management, service financial management, and supplier management. These practices maintain information that is usually included in service catalogue views.

After analysing the requirements and expectations of an organization, service catalogue design is performed. It covers all four dimensions of service management:
- **Organizations and people:** roles and responsibilities, service owners, and teams involved in development and operations.
- **Information and technology:** data and technology used, any data, or technology pre-requisites.
- **Partners and suppliers:** third-parties' involvement, existing agreements and contracts, levels of support from partners.
- **Value streams and processes:** procedures and workflows.

Service catalogue design is subject to continual improvement. The main sources of improvements are:
- regular reviews
- changes in customer portfolio or service provider's positioning
- user feedback
- changes in stakeholders' requirements
- changes in the organization's architecture
- technology opportunities.

2.4.2 Ensuring that the information in service catalogues meets stakeholders' current and anticipated needs

Maintaining, updating, and providing the service catalogue should be automated as much as possible. It is uncommon to create service catalogue views manually upon request; typically, they are agreed with relevant stakeholders and updated and provided automatically. Where tailoring is needed, it is usually achieved by providing users with view-setting features.

This practice ensures that different stakeholder groups are considered, and tailored views are defined for them in the service catalogue based on the expectations of the respective stakeholders' groups. The most popular and useful views may include:
- **User view:** providing the information on the services and service offerings, containing the respective details from a user perspective. For example, service description, prerequisites, procedure to request a service, service level agreements, technology and channel usage, and information on service support. All this information should be filtered based on the user status and entitlement to the services.
- **Customer view:** providing the information from a business perspective, containing information about agreed service levels, financial data, service performance and measurement, contractual requirements, and so on. This view may include service offerings describing services and service levels available to the customer. The customer view needs to be filtered to only reflect services and service offerings relevant to the customer and/or customer group. Views for new and existing customers differ in the details and scope of services.
- **Service provider view:** providing technical, security-, risk-, and process-related information for use in service delivery. This includes technical requirements to use a service, technical solution details, security requirements, potential risks and possible mitigating measures, incident and problem information regarding the service, and so on. Multiple views are usually defined for service provider's teams depending on their needs. For example, supplier managers and business analysts are likely to need different details of services. This tailoring can be achieved by creating different pre-set views or by providing flexible settings for internal catalogue users.

While multiple tailored views of the service catalogue are possible and useful, the creation of separate or isolated service catalogues within different technology systems should be avoided as this will increase segregation and complexity within the organization. Instead, a single repository of service data should be used to generate the agreed tailored views, which is beneficial for the organization. Service catalogue is usually built and managed as a database with a central repository for the services data and additional external data sources for service-related data, it is fed from other tools, providing role-based views and service dashboards. For example, for any given service, core service data is stored in the service catalogue, but also data from the financial, monitoring and event, and customer and user service systems is used seamlessly under the service catalogue interface.

To ensure that service catalogues are used and meet stakeholders' requirements, it is important to measure and evaluate service catalogue usage. The easiest option is to survey stakeholders' satisfaction; in many cases, using technology allows for user experience to be monitored directly (use patterns, favourite view settings, search requests). It is also useful to ensure that errors and inconsistencies in service catalogue information are reported, analysed, and corrected. For user- and customer-facing catalogue views, catalogue errors should be treated as incidents.

An understanding of the quality of service catalogue information and stakeholders' satisfaction should be used as input for the continual improvement of the service catalogue and the practice.

The service catalogue management practice includes promoting the service catalogue and ensuring the catalogue is adopted across target audiences. Adoption is based on the positive experience of catalogue users. Several approaches and techniques can be useful for understanding and improving this experience, including:
- agreeing on the service catalogue utility, warranty, and experience criteria and ensuring the agreements are met
- designing for usability
- ensuring new users are enabled for effective catalogue use
- treating internal and external users equally
- monitoring and improving user satisfaction
- monitoring and addressing feedback.

Service catalogue views for users and customers are an important factor of the overall satisfaction with the organization's services. It is one of the key interfaces between the service provider and service consumers. It is also one of the most used tools within a service provider, and therefore should be easy to use.

Although some services and service management tools require special skills and experience from their users, the service catalogue should have an intuitive, familiar, and smooth interface for both internal and external users. This is especially important for service providers addressing their services to individual consumers on external markets. In this scenario, user and customer roles are usually combined, and individual consumers use a catalogue published by a service provider to engage, agree, and consume services. Inefficiencies in the catalogue interface can easily prevent these consumers from engaging with the service provider.

2.5 Key metrics

Key metrics for the service catalogue management practice are mapped to its PSFs. They can be used as KPIs in the context of value streams to assess the contribution of the practice to the effectiveness and efficiency of those value streams. The key metrics are listed in Table 2.2.

The effectiveness and performance of the ITIL practices should be assessed within the context of the value streams to which the practices contribute. The context of the business and the value streams is important to define what is considered good or not so good performance of a practice. This is why this Official Practice Guide cannot recommend universal key performance indicators for service catalogue management: the target values for each metric can only be defined in the organization's context.

Table 2.2 Key metrics for the practice success factors

Practice success factors	Key metrics
Ensuring that the organization's service catalogues' structure and scope meet organizational requirements	Completeness of the service catalogue (number of services that are managed de-facto, yet not included in the catalogue) Fulfilment of the agreed organization's requirements to the catalogue design Number and impact of missing, ineffective, or manual integrations with information sources required for the catalogue Progress of implementation of documented catalogue design improvements
Ensuring that the information in service catalogues meets stakeholders' current and anticipated needs	Satisfaction with the catalogue information, by stakeholder groups Number and impact of catalogue errors (incorrect, missing, or dated information) Satisfaction with the catalogue interface, by stakeholder group Progress of implementation of documented catalogue content and interface improvements

Chapter 3
Value streams and processes

3.1 Processes

Each practice may include one or more processes and activities that may be necessary to fulfil the purpose of that practice.

Process

A set of interrelated or interacting activities that transform inputs into outputs. A process takes one or more defined inputs and turns them into defined outputs. Processes define the sequence of actions and their dependencies.

Service catalogue management activities form two processes:
- defining and maintaining service catalogue data and standard service catalogue views
- providing and maintaining up-to-date service catalogue views to the agreed target audience.

3.1.1 Defining and maintaining service catalogue data and standard service catalogue views

This process is focused on the design, implementation, and maintenance of a complete and up-to-date repository of service information. This process includes the activities listed in Table 3.1 and transforms the inputs into outputs.

Table 3.1 Inputs, activities, and outputs of the 'defining and maintaining service catalogue data and standard service catalogue views' process

Key inputs	Activities	Key outputs
Organization's architecture	Analyse stakeholders' requirements for the service catalogue	Agreed stakeholders' requirements
Organization's strategy	Define service catalogue data structure	Service catalogue data structure
Organization's service portfolio	Define and agree service catalogue standard views for key stakeholder groups	Standard service catalogue views and user manuals
Customers' and users' requirements	Communicate and implement service catalogue standard views	Template for new service data
Contracts and agreements with customers and suppliers	Collect and maintain service catalogue data	Requirements for catalogue management tools
External data sources as relevant	Review service catalogue performance	Catalogue communications and implementation plans
Service catalogue feedback		Catalogue performance reports
Continual improvement register		Improvement initiatives

Figure 3.1 shows a workflow diagram of the process.

Figure 3.1 Workflow of the 'defining and maintaining service catalogue data and standard service catalogue views' process

This process may vary, depending on the type and size of the organization, type and complexity of services, service customers, and service catalogue stakeholders. Table 3.2 gives an example of these variations.

Table 3.2 Activities of the 'defining and maintaining service catalogue data and standard service catalogue views' process

Activity	Service catalogue for internal services ('IT to business')	Service catalogue for external services in a service provider company ('IT as a business')
Analyse stakeholders' requirements for the service catalogue	The team responsible for service catalogue management analyses the organization's strategy, architecture, and service portfolio. They identify key stakeholder groups, typically: • within IT • customers • users. The team discovers and analyses stakeholders' requirements. This may involve relationship managers, business analysts, supplier managers, and user support specialists. Where possible, interviews with key stakeholders and direct observation of their work are used. The requirements analysis is used to define the following: • service description granularity required for the service catalogue • structure of the core service data applicable to all services • sources of data required by the stakeholders.	The team responsible for the service catalogue management practice analyses the organization's strategy, architecture, and service portfolio. They identify key stakeholder groups, which are typically internal and/or external users and customers, internal teams, partners and suppliers. The team discovers and analyses stakeholders' requirements. This may involve relationship managers, business analysts, supplier managers, and user support specialists. Sources of requirements include: • marketing research • benchmarking research • existing market or industry standards and good practices • applicable regulations. • The requirements analysis is used to define the following: • service description granularity required for the service catalogue • structure of the core service data applicable to all services • sources of data required by the stakeholders.
Define service catalogue data structure	Based on the gathered and analysed requirements, the structure of service catalogue is defined, including core services data that is common for all the services across the organization and view-specific data obtained from other sources. The resulting data structure is analysed to define: • the technical approach to collect and maintain the data • the approach to defining and presenting standard catalogue views	

3.1.2 Providing and maintaining up-to-date service catalogue views to the agreed target audience

This process is focused on operations of the service catalogue. It ensures that requests from catalogue users for an agreed catalogue view are fulfilled promptly and correctly.

In most situations, this process is fully or largely automated. Request channels, access rules, presented data, and its visualization are agreed as part of service catalogue design and automated; catalogue users simply 'open' the catalogue view they need and have access to. In some cases, this process may have manual activities due to unusual requests or incomplete automation.

This process includes the activities listed in Table 3.3 and transforms the inputs into outputs.

Table 3.3 Inputs, activities, and outputs of the 'providing and maintaining up-to-date service catalogue views to the agreed target audience' process

Key inputs	Activities	Key outputs
Service catalogue data	Process a request for a service catalogue view	Service catalogue data
User and customer feedback	Validate service catalogue request	Service catalogue
Standard catalogue views	Form and present the requested view	Feedback data
Catalogue access and usage rules and procedures	Request and process users' feedback	External data queries
Catalogue users' requests for catalogue views		
Access rules and controls		
Relevant external data		

Figure 3.2 shows a workflow diagram of the process.

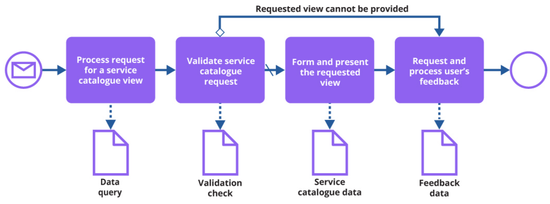


Figure 3.2 Workflow of the 'providing and maintaining up-to-date service catalogue views to the agreed target audience' process

The activities of this process should be automated as much as possible. Table 3.4 provides an overview of the process activities.

Table 3.4 Activities of the 'providing and maintaining up-to-date service catalogue views to the agreed target audience' process

Activity	Fully automated process	Largely manual process
Process request for a service catalogue view	The catalogue user works with the service catalogue automation tool to select a catalogue view.	Internal catalogue users contact the service catalogue manager; external users and customers contact the service provider through agreed channels. After receiving the request, the service catalogue manager identifies data and data sources needed to fulfil the request.
Validate service catalogue request	Where applicable, the service catalogue automation tool checks the availability and quality of the requested data, including external integrations. If the validation has failed, the user receives a relevant message.	The service catalogue manager validates the requestor's entitlement to the requested data and data availability. If the validation has failed, the user receives a relevant message.
Form and present the requested view	The requested data is used to form the requested view and present it in the agreed form (usually on-screen).	The service catalogue manager collects relevant data and forms the requested view. It is presented to the requestor in the agreed form.
Request and process users' feedback	According to the agreed schedule or in case of validation check failure, the catalogue user is invited to leave feedback. The feedback data is used as input to the process of catalogue design and other improvement initiatives.	

Service catalogue management activities are performed by the service catalogue managers and teams responsible for the service's development and operation as described in Tables 3.2 and 3.4. They may also involve suppliers and partners. These activities are also supported (and sometimes fully or partially automated) by tools and technologies. Automation is described in chapter 5.

3.2 Value stream contribution

3.2.1 Service value streams

To perform certain tasks or respond to particular situations, organizations create service value streams. These are specific combinations of activities and practices, and each one is designed for a particular scenario. Once designed, value streams should be subject to continual improvement.

Value stream

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

In practice, however, many organizations identify the value stream concept after having worked for a while (sometimes for years) without the value streams being managed, mapped, or understood. This means that when the importance of the concept becomes clear, the first step is to understand and map the 'as is' situation and the true flows of work, then analyse them in order to identify and eliminate the non-value-adding activities and other forms of waste.

Identifying and understanding existing value streams is critical to improving an organization's performance. Mapping activities in the form of value streams allows the organization to understand what it delivers and how, and to make continual improvements to its services. Combined, an organization's value streams form an operating model which can be used to understand and improve how the organization creates value for the stakeholders.

Many organizations follow best practice recommendations for various service management practices, such as incident management, change enablement, software development, and many others. However, the practices are often adopted and organized in a siloed, isolated manner, just as they are presented in service management bodies of knowledge. In reality, a flow of work required to create or restore value, for a customer or another stakeholder, is almost never limited to one practice.

3.2.2 Service catalogue management in service value streams

Service catalogue management is an important practice for many service value streams as it provides information about the agreed service quality and sets objectives for many value stream activities.

Table 3.5 describes how the key service value streams involve service catalogue management.

Table 3.5 Service catalogue management in key service value streams

Value stream	The role of service catalogue management
Creation of a new or changed product or service	Providing information of existing services and offerings for planning of new products and services; updating the service catalogues at different stages of the new product and service release
Service delivery	Providing information about the available service offerings and provided services, including available service requests, to customers, users, and other stakeholder groups
Product and service support	Providing information about the available service offerings and provided services, including available service requests, to customers, users, and other stakeholder groups
Product and service operations	Providing information about the available service offerings and provided services, including available service requests, to service support teams and other relevant stakeholder groups
Continual improvement of products and services	Providing information about the available service offerings and provided services, including available service requests, to service support teams and other relevant stakeholder groups Providing information about service catalogue performance and stakeholders' feedback

3.2.3 Analysing a service value stream

3.2.3.1 The key steps of a service value stream analysis

The following are some simple and practical recommendations for service value stream analysis and mapping.

1. **Identify the scope of the value stream analysis:** this can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, incidents can be solved and communicated differently for internal and external customers, B2B and B2C products, or services based on products developed in-house or sourced externally.
2. **Define the purpose of the value stream from the business standpoint:** make sure the stakeholder's concerns are clearly understood, since they are the ones defining value. The definitions of service quality should be aligned with the organization's strategy and support value creation for the organization and other stakeholders.
3. **Do the service value stream walk:** walk through or directly experience the steps and information flow as they go in practice (consider the Lean technique of Gemba walk):
   a. **Identify the workflow steps**
   b. **Collect data as you walk**
   c. **Evaluate the workflow steps:** typically, the criteria for evaluation are:
      - value for the stakeholder (does the step add value for the business stakeholder?)
      - effectiveness and performance (is the step performed well?)
      - availability (are required resources available to execute the step?)
      - capacity (are required resources enough?)
      - flexibility (are the required resources interchangeable within the step?)
   d. **Map the activities and the information flows:** in an ideal situation, the flow goes smoothly without delays and pauses, there are no disconnections between the steps, and the workload is level with minimal (and agreed) variation.
   e. **Create and review the timeline and resource level:** map out process times and lead times for resources and workload through the workflow steps.
4. **Reflect on the value stream map (VSM):** identify factors that might not have been entirely apparent at first. The information collected is used at this step to find the waste. Some commonly performed interactions between stakeholders and team members can be undocumented or even contradict the agreed procedures.
5. **Create a 'to be' VSM:** this informs and drives improvement. The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements.
6. **Using the 'to be' VSM, plan improvements:** refer to the ITIL® 4 Continual Improvement Official Practice Guide for a practical improvement model. Include relationship models in the continual improvement plan for the value streams.

3.2.3.2 Service catalogue management considerations in a service value stream analysis

- To ensure that relevant service catalogue management activities are included in service value streams, the following steps can be added to the above recommendations.
- At the scoping step (1), identify the customers related to the value stream and other involved external and internal stakeholders. What are their service catalogue views? Do they have specific service catalogue requirements? Do they use service catalogue performance reports? Are these stakeholders satisfied?
- During the service value stream walk (3a), identify the practices involved at every step and how service catalogue is used. What service catalogue views, service requests, and other relevant data are readily available? Are there situations where required service catalogue information is not available?
- During the workflow steps evaluation (3c), evaluate the service catalogue management impact on the value stream's effectiveness and efficiency. Special attention should be paid to steps where required service information is not available or insufficient, or provided manually. Does service catalogue management create any risks or delays in the value stream? Are service catalogue views sufficient? Are they available when needed and in a convenient form?
- At the reflection and planning steps (4-5), ensure that service catalogues are available to the relevant stakeholders throughout the value stream and their provision and use are optimized for business value.
- Include the creation or update of the service catalogue structure, views, and interfaces in the value stream improvement plans (6).

Chapter 4
Organizations and people

4.1 Roles, competencies, and responsibilities

4.1.1 Service catalogue manager role

The service catalogue manager is responsible for the service catalogue in the organization. This role has the following main responsibilities:

- defining, designing, and maintaining the service catalogue
- understanding and managing stakeholder relationships
- continually improving the service catalogue structure, automation, and views
- effectively integrating the service catalogue into value streams
- effectively cooperating with other teams and roles
- continually improving the practice.

In larger organizations, it is common to see job positions fully dedicated to this role, with one or more employees.

4.1.2 Service catalogue management roles in an organization

The ITIL practices do not describe the practice management roles such as practice owner, practice lead, or practice coach. They focus instead on the specialist roles that are specific to each practice. The structure and naming of each role may differ from organization to organization, so any roles defined in ITIL should not be treated as mandatory, or even recommended. Remember, roles are not job titles. One person can take on multiple roles and one role can be assigned to multiple people.

Roles are described in the context of processes and activities. Each role is characterized with a competency profile based on the model shown in Table 4.1.

Table 4.1 Competency codes and profiles

Competency code	Competency profile (activities and skills)
L	**Leader:** decision-making, delegating, overseeing other activities, providing incentives and motivation, and evaluating outcomes
A	**Administrator:** assigning and prioritizing tasks, record-keeping, ongoing reporting, and initiating basic improvements
C	**Coordinator/communicator:** coordinating multiple parties, maintaining communication between stakeholders, and running awareness campaigns
M	**Methods and techniques expert:** designing and implementing work techniques, documenting procedures, consulting on processes, work analysis, and continual improvement
T	**Technical expert:** providing technical (subject matter) expertise and conducting expertise-based assignments

The roles which are typically involved in the service catalogue management activities are listed in Table 4.2, together with the associated competency profiles.

Table 4.2 Roles involved in the service catalogue management activities

Activity	Responsible roles	Competence profile	Specific skills
Defining and maintaining service catalogue data and standard service catalogue views			
Analyse stakeholders' requirements for the service catalogue	Service catalogue manager Service designer Business analyst Product owner Service owner	CTA	Understanding the stakeholder's work and needs Analytical skills, Communication skills
Define service catalogue data structure	Service catalogue manager Service architect Service designer Supplier manager	TCM	Understanding of the organization's system and data architecture System analysis Communication skills Understanding of the catalogue management purpose and target audience Good knowledge of the service catalogue management tools
Define and agree service catalogue standard views for key stakeholder groups	Service catalogue manager Service architect Service designer Product owner Service owner Customer relationship manager Supplier manager	TCM	Understanding of the organization's system and data architecture System analysis Communication skills Understanding of the catalogue management purpose and target audience Good knowledge of the service catalogue management tools
Communicate and implement service catalogue standard views	Service catalogue manager Service architect Product owner Service owner	CT	Understanding of the organization's system and data architecture Understanding the stakeholder's work and needs Communication skills Good knowledge of the service catalogue management tools
Collect and maintain service catalogue data	Service catalogue manager Service owners Technical specialists	TA	Knowledge of the catalogue data architecture Technical skills
Review service catalogue performance	Service catalogue manager Product owner Service owner Supplier manager Customer relationship manager	CTM	Understanding of the organization's system and data architecture System analysis Communication skills Understanding of the catalogue management purpose and target audience
Providing and maintaining up-to-date service catalogue views to the agreed target audience (if performed manually)			
Process request for a service catalogue view	Service catalogue manager Service desk agent Account manager Service owner Sales manager	C	Understanding of the requestor's context and needs
Validate service catalogue request	Service catalogue manager	CTA	Understanding of the catalogue users' needs Good knowledge of the service catalogue structure and integrations Good knowledge of the service catalogue management tools
Form and present the requested view	Service catalogue manager	TC	Good knowledge of the service catalogue management tools Good knowledge of the service catalogue structure and integrations Communication skills
Request and process users' feedback	Service catalogue manager Service desk agent Relationship manager	C	Communication skills Knowledge of the previous feedback and improvement status Good knowledge of the service catalogue management tools

4.2 Organizational structures and teams

If an organization employs more than one service catalogue manager, a service catalogue management team may be formed. This team may be formed from members of different organizational structures or can be supported by an organizational structure of its own.

It is more common to have a dedicated team for service catalogue management when one or more of the following conditions are met:

- The service catalogue is complex and critical for the organization's business.
- There is no sufficient automation of the catalogue data updates, so manual work is required.
- Requirements for the catalogue's structure and content are constantly changing.

Together, members of the service catalogue management team should develop the competencies and skills described in Table 4.2. However, it is important to ensure that relevant stakeholders are involved in the service catalogue management activities, to prevent the team from becoming isolated from the organization's and customers' context.

Chapter 5
Information and technology

5.1 Information exchange: inputs and outputs

The effectiveness of the service catalogue management practice is based on the quality of the information used. This includes, but is not limited to, information about:

- the organization's strategy, portfolios, and architectures
- the organizational structure and stakeholder groups
- service consumer groups, customers, and users
- services and their architecture and design, statuses, and configurations
- partners and suppliers, including contracts and agreements
- legislation, policies, and requirements that regulate service provision
- the financial aspects of services and service offerings (prices, promotions, offers, terms and conditions)
- the service provision procedures and workflows
- service delivery and support teams' contact details and work schedules.

This information may take various forms. The key inputs and outputs of the practice are listed in chapter 3.

The volume of information used in the service catalogue may vary depending on its agreed purpose and structure. However, there is key service data that is usually included:

- service name
- service description
- service status
- service owner
- service target audience.

Table 5.1 includes examples of information that is usually included in a service catalogue from other sources.

Table 5.1 Examples of service catalogue information obtained from other sources

Attributes	Sources
Service level, customers, users and users' details, prices, agreements' statuses, and key dates, contacts, available service requests, service metrics, and KPIs	Service level agreements with customers
Supporting services, related contracts, service levels, contacts, constraints, statuses, and key dates	Service level agreements with suppliers
Service costs, prices, other financial data	Service financial models, budgets, pricelists
Related services and configuration items, and supporting teams and their contacts	Configuration management database, service models
Service-related records (incidents, problems, changes)	Records of the respective practices

5.2 Automation and tooling

The service catalogue management practice can significantly benefit from automation. Where this is possible and effective, it may involve the solutions outlined in Tables 5.2. and 5.3.

Table 5.2 Automation solutions for the service catalogue management practice

Automation tools	Application in service catalogue management
Analysis and reporting tools	Analysis of stakeholders' requirements and satisfaction Analysis of the enterprise architecture Analysis and reporting of the service catalogues' performance
Collaboration and communication tools	Collaboration between organization's teams and stakeholders involved in the practice's activities
CRM tools	Identification and management of the stakeholders
Enterprise architecture management tools	Analysis of the enterprise architecture
Financia management system (FMS)	Integration of the service catalogue with cost management and pricing activities, identification and publication of service offering prices in commercial service relationships
Knowledge and document management tools	Communication of the service catalogue management and usage rules and procedures
Orchestration and integration platforms	Integration of service catalogue information across multiple service management systems
Service catalogue tools	Design, integration, and communication of the service catalogues and service catalogue views
Service configuration management tools	Provision of relevant service configuration information to service catalogue
Social media	Communication of service catalogue views to relevant stakeholder groups (typically, users and customers)
Supplier management tools	Identification and integration in the service catalogue of the supplier's services
Workflow and task management tools	Automation of the practice's workflows, integration in the organization's value streams

Table 5.3 Automation solutions for service catalogue management activities

Process activity	Means of automation	Key functionality	Impact on the effectiveness of the practice
Defining and maintaining service catalogue data and standard service catalogue views			
Analyse stakeholders' requirements for the service catalogue	Analysis and reporting tools Collaboration and communication tools CRM tools Enterprise architecture management tools Supplier management tools Workflow and task management tools	Requirements gathering and analysis Integration of multiple sources of service information	High
Define service catalogue data structure	Enterprise architecture management tools Orchestration and integration platforms Service catalogue tools Service configuration management tools Supplier management tools Workflow and task management tools	Data modelling Mapping of customers, services, requests, and service offerings from different sources	High
Define and agree service catalogue standard views for key stakeholder groups	Enterprise architecture management tools Orchestration and integration platforms Service catalogue tools Service configuration management tools Supplier management tools Workflow and task management tools	Data modelling Mapping of customers, services, requests, and service offerings from different sources	High
Communicate and implement service catalogue standard views	Collaboration and communication tools Knowledge and document management tools Service catalogue tools Social media Workflow and task management tools	Communication of rules and procedures to relevant audience	High
Collect and maintain service catalogue data	Service catalogue tools Orchestration and integration platforms Workflow and task management tools	Integration of relevant data from many sources and integration into agreed service catalogue views	High
Review service catalogue performance	Service catalogue tools Collaboration and communication tools Analysis and reporting tools CRM tools Workflow and task management tools	Capturing, processing, analysis and reporting of the service catalogue usage data and stakeholders' feedback	High
Providing and maintaining up-to-date service catalogue views to the agreed target audience (if performed manually)			
Process request for a service catalogue view	Collaboration and communication tools CRM tools Service catalogue tools Workflow and task management tools	Identification and authentication of users, making sense of non-standard requests	Medium to High
Validate service catalogue request	Collaboration and communication tools Workflow and task management tools Service catalogue tools	Categorization of service catalogue requests according to the security policies, agreed service offerings, and other relevant policies	Medium to High
Form and present the requested view	Collaboration and communication tools CRM tools Service catalogue tools Workflow and task management tools	Presentation of service catalogue information in agreed formats	High
Request and process users' feedback	Collaboration and communication tools CRM tools Service catalogue tools Workflow and task management tools	Feedback capturing, processing, and reporting	Medium to High

5.2.1 Recommendations for automation of service catalogue management

The following recommendations can help when applying automation to service level management:

- **Provide tailored views of service catalogue to different groups of stakeholders:** ensure that service catalogue tools and other information systems used to deliver service information to stakeholders, support models, patterns, and role-based views. Tailor service catalogue views for current and prospective customers and users.
- **Automate service catalogue presentation as much as possible:** use specialized tools or features of integrated service management tools to fully automate provision of service catalogue information to stakeholders. Optimize for different types and formats of user devices.
- **Integrate service catalogue tools with other ITSM systems:** design service catalogue to integrate and automatically update data from CMDB, supplier management systems, monitoring and event management systems, CRM systems, asset management and financial management systems. In a corporate environment, consider integrating IT service catalogue with other service catalogues relevant to users and customers (HR, facilities, fleet management, procurements, and so on).
- **Automate monitoring of service catalogue utilization and performance:** collect data based on utilization of the service catalogue views, satisfaction of the catalogue users, monitor user journeys including viewing of a catalogue. Provide an opportunity to submit feedback and to suggest improvements.
- **Optimize service catalogue validation and updates:** consider integrating service catalogue with the live service health status. Status of the provided services may be relevant to some group of stakeholders.
- **Automate communications supporting effective use of the service catalogue:** use knowledge management systems and workflow, and task management tools to promote rules and procedures of service catalogue utilization. Tailor these communications for different stakeholder groups.

Chapter 6
Partners and suppliers

6.1 Dependencies on third parties

Very few services are delivered using only an organization's own resources. Most, if not all, depend on other services, often provided by third parties outside the organization. These dependencies are likely to affect the service catalogue management practice and be reflected in the service catalogue. There are four major considerations for the practice:

- third-party services reflected in the service catalogue
- suppliers' access to the organization's service catalogue
- using third-party tools for service catalogue automation
- involving external consultants in the catalogue design and automation.

6.1.1 Third-party services reflected in the service catalogue

Some third-party services may be technically provided directly to an organization's customers, with the organization serving as a single point of responsibility and contact. Service catalogue serves as a key interface for customers and users and should provide correct and up-to-date information about third-party services; it should be as actionable as other organization's services.

Quite often, organization's services depend on third-party services and many of these dependencies affect service attributes included in the catalogue.

It is important to ensure that the organization's service catalogue is integrated with suppliers' data sources and their service catalogues. This integration should be as seamless as possible, ensuring an update of the relevant data without delays that may impact the quality of the organization's service catalogue information.

When organizations participate in a complex service network, as a service integrator or as one of the integrated suppliers, the service catalogue is likely to become an important integration point between the parties involved in the network.

6.1.2 Suppliers' access to organization's service catalogue

The need for suppliers' specialists to be involved in the organization's service operation and support is reliant on the organization's dependency on third-party services. Many organizations provide access to relevant information about their services to suppliers and partners, and service catalogue serves as a key interface. Suppliers' specialists may use catalogue views similar to those used by organization's technical teams, but with different level of access. It is important to ensure that security policies and contract obligations in an organization are not compromised, especially where suppliers may have access to information about service consumers and other suppliers.

6.1.3 Using third-party tools for service catalogue automation

The service catalogue management practice depends greatly on automation, and it is common to use third-party specialized solutions to automate service catalogue management activities. It is important to consider requirements for this automation and integration when organizations select an integrated service management toolset. Service catalogue data most likely will be available to the ITSM toolset vendor or support partner during service catalogue structure design and review, and during ongoing operations. This access implies extra due diligence checks when an ITSM toolset vendor is selected and support contracts are agreed. The more integrated the service catalogue, the more sensitive its raw data.

6.1.4 Consulting and advisory

Although it is uncommon to outsource the practice or its ongoing activities, review and design of service catalogue, especially combined with changes in automation, are often conducted in cooperation with specialized technical and management consultants. Their expertise may be very useful for initial design of the service catalogue structure, views, and automation.

Chapter 7
Capability assessment and development

7.1 The practice capability levels

The practice success factors described in section 2.4 cannot be developed overnight. The ITIL maturity model defines the following capability levels applicable to any management practice:

Level 1 The practice is not well organized; it is performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities.

Level 2 The practice systematically achieves its purpose through a basic set of activities supported by specialized resources.

Level 3 The practice is well-defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system.

Level 4 The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system.

Level 5 The practice is continually improving organizational capabilities associated with its purpose.

For each practice, the ITIL maturity model defines criteria for every capability level from level 2 to level 5. These criteria can be used to assess the practice's ability to fulfil its purpose and to contribute to the organization's service value system.

Each criterion is mapped to one of the four dimensions of service management and to the supported capability level. The higher the capability level, the more comprehensive realization of the practice is expected. For example, criteria related to practice automation are typically defined at level 3 or higher because effective automation is only possible if the practice is well-defined and organized.

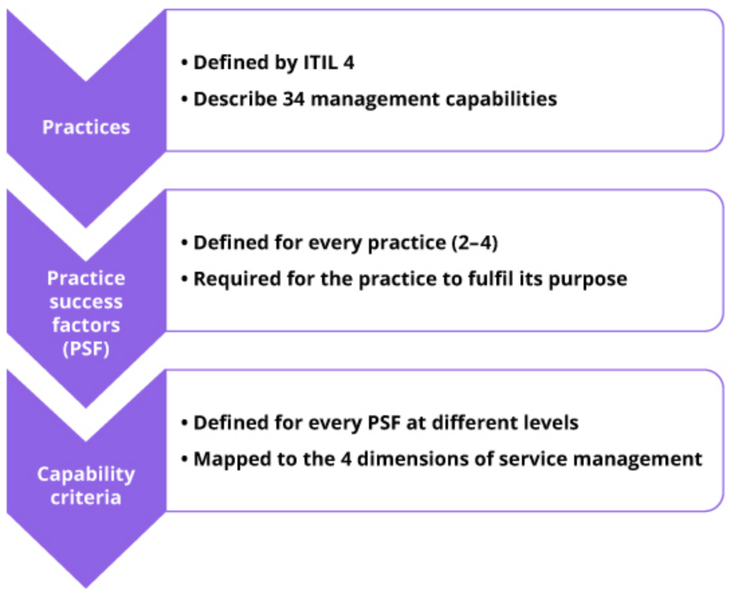


Figure 7.1 Design of the capability criteria

This approach results in every practice having up to 30 capability criteria based on the practice PSFs and mapped to the four dimensions of service management. The number of criteria at each level differs; the four dimensions are comprehensively covered starting from level 3, so this level typically has more criteria than others.

Table 7.1 outlines the capability criteria that are defined in the ITIL maturity model for the service catalogue management practice.

Table 7.1 Service catalogue management capability criteria

PSF	Criterion	Dimension	Capability level
Ensuring that the organization's service catalogue's structure and scope meet organizational requirements	The service catalogue is used by the target stakeholder groups	Information and technology	2
	Stakeholders' requirements for the service catalogue's structure and scope are identified	Value streams and processes	2
	Responsibility for the development and maintenance of the service catalogue's structure and scope is assigned	Organizations and people	3
	The service catalogue is integrated with catalogues of suppliers and partners, as required by the stakeholders	Partners and suppliers	3
	The service catalogue is effectively automated to meet the requirements of the user groups	Information and technology	3
	The service catalogue's structure and scope are regularly assessed	Value streams and processes	4
	The service catalogue structure and scope are regularly reviewed and continually improved	Value streams and processes	5
Ensuring that the information in service catalogues meets stakeholders' current and anticipated needs	The service catalogue provides up-to-date and relevant information to the target stakeholder groups	Information and technology	2
	The service catalogue is available and accessible to the target stakeholder groups	Information and technology	2
	Responsibilities for maintaining the up-to-date information in the service catalogue are assigned and fulfilled	Organizations and people	3
	Information in the service catalogue is updated as needed to reflect changes in the catalogues of suppliers and partners	Partners and suppliers	3
	The service catalogue is integrated with other service management information	Information and technology	3
	The quality of the information in the service catalogue is regularly assessed	Value streams and processes	4
	The effectiveness of the service catalogue is regularly reviewed and continually improved	Value streams and processes	5

These capability criteria can be used by organizations for self-assessment and improvement of the practice.

7.2 Capability self-assessment

A self-assessment can be conducted by the service provider's internal audit team, if the service provider has one, or by the respective team of the parent organization. If there is no specialized team in the organization, the assessment can be done by a team of practice owners and managers responsible for other management practices of the service provider, or a mixed team of the service provider's executive leaders and managers.

To perform a quick self-assessment using the capability criteria, the following rules should be followed.

1. Start with the level 2 criteria. Based on the knowledge of your organization, answer the question, 'Is this a valid description of our organization in MOST cases?'
2. If the answer to the question above is 'yes', make a list of at least three types of material evidence that could prove the answer. These can be records, documents, interviews with business stakeholders, or service provider's employees.
3. If the answer is 'yes' to all criteria of level 2, this level is considered achieved. Proceed to the criteria of level 3.
4. If not all criteria of level 2 are met, the practice is considered to be at level 1. Focus on the criteria that are not met; what is missing in the organization? Why? How can it affect the service consumer and the quality of the IT services? What can be done to meet the criteria that are currently missed?
5. The same approach is applied at every next level; the practice is considered to be at the level where all criteria are met. It is important to focus on the missing capabilities and improvement opportunities, rather than on a formal achievement of a high capability level.

7.3 Service catalogue management capability development

Management practices should support the achievement of the organization's objectives and enable the creation of value for stakeholders. Depending on the service provider's strategy, positioning, and business and operating models, some practices may be more important and therefore require a higher level of capability. No organization requires all management practices to be at capability level 5. A higher capability level provides higher assurance of the fulfilment of the practice's purpose, but it comes with a cost: the cost of management, automation, and training, for example. To achieve optimal performance with a sufficient level of assurance, organizations should define a target capability level for each management practice.

Figure 7.2 and Table 7.2 show the capability development model, which can be applied to every management practice. The structure of this Official Practice Guide is aligned with the development steps.

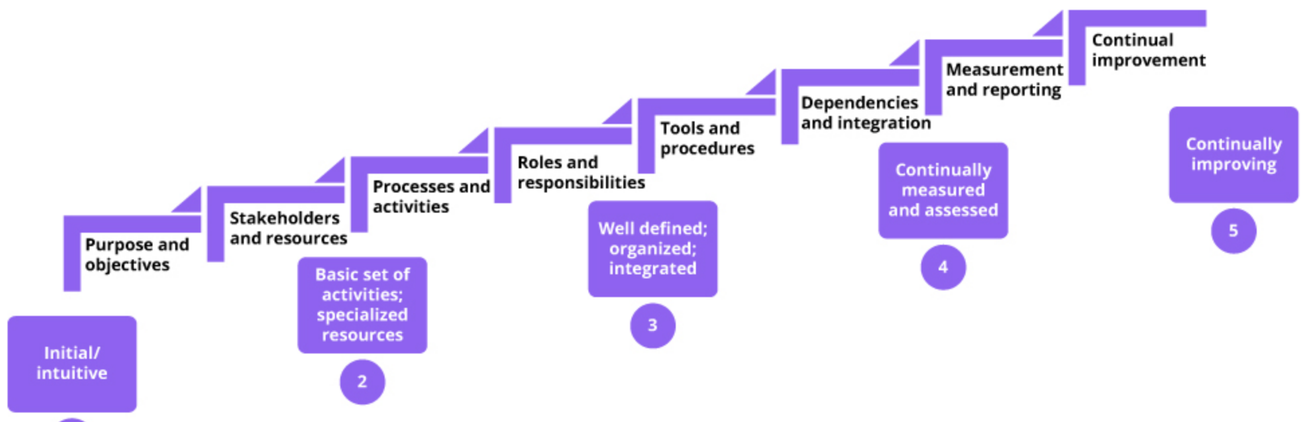


Figure 7.2 The capability development steps and levels

Table 7.2 The service catalogue management capability development steps

Capability level	Define, agree, and implement	Comment for service catalogue management	Chapter (for recommendations)
2	Purpose and objectives	Customers, products, and services	2.1
	Scope	Business analysis context and scope (organizational vs product-focused)	2.3
	Processes and activities	Business analysis approach and guidelines	3.1
	Roles and responsibilities	Business analyst role	4
	Tools and procedures	Automation tools	5
3	Dependencies and integration	Integration in the organization's service value streams	3.2
		Use of integrated information system	5
		Suppliers and other parties involved in business analysis	6
4	Measurement and reporting	Metrics	2.5
5	Continual improvement	Regular review of practice and the business analysis approach	2.4, 2.5, 7

Chapter 8
Recommendations for practice success

Most of the content of the Official Practice Guides should be taken as a suggestion of areas that an organization might consider when establishing and nurturing their own practices. When using the content of the Official Practice Guides, organizations should always follow the ITIL guiding principles:

- focus on value
- start where you are
- progress iteratively with feedback
- collaborate and promote visibility
- think and work holistically
- keep it simple and practical
- optimize and automate.

In Table 8.1, recommendations for the success of the service catalogue management practice are linked to the relevant guiding principles.

Table 8.1 Recommendations for the success of service catalogue management

Recommendation	Comments	ITIL guiding principles
Design catalogue for the stakeholders	Service catalogue should be designed and presented in a language relevant for the stakeholders it is addressed to. The same applies to the information the catalogue provides. Use business terms for business customers, IT systems or operational terms for internal technical teams, and so on. Include only relevant information, minimize the noise.	Focus on value Collaborate and promote visibility Keep it simple and practical
Consider integration of service catalogues from different service providers	If possible, present a single catalogue view relevant to customers and users, even when services are provided by different service providers. This is particularly relevant to a corporate (enterprise service management) scenario, but may also be relevant to a service integration and management situation where service integrator manages a service catalogue presenting service information from various suppliers.	Focus on value Collaborate and promote visibility Think and work holistically
Manage service request catalogue as a view of service catalogue	Make available service requests a part of service information provided to the current users, adjusted for their service levels and SLA.	Keep it simple and practical Optimize and automate
Ensure that service catalogue presentation is automated and optimized for the preferred format and media of the catalogue users	Different stakeholders prefer different tools. Optimize catalogue presentation to their preferences. Service catalogue is only used to its full potential when it is available, convenient, and offers positive user experience. Apply this recommendation to all stakeholders, internal and external, prospective and current.	Focus on value Optimize and automate
Start with service catalogues for customers and users	If experience and resources are limited, start by providing a useful service catalogue to prospective customers; current customers; and current users. Iteratively increase the scope by including internal teams, suppliers, and other relevant stakeholders.	Start where you are Progress iteratively with feedback
Start with existing services	If service catalogue management is developed in an existing service provider, some services are already being delivered and consumed. Start by interviewing customers and users to identify their view on the consumed services, not with a list of IT systems.	Collaborate and promote visibility Start where you are Progress iteratively with feedback Focus on value
Review design of the service catalogue and tailored views regularly.	Make sure that service catalogue is regularly reviewed, ideally in the context of the organization's value streams. Continually improve the catalogue relevance, automation, and user experience.	Collaborate and promote visibility Optimize and automate Progress iteratively with feedback

Glossary

four dimensions of service management

The four perspectives that are critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services.

information and technology

One of the four dimensions of service management. It includes the information and knowledge used to deliver services, and the information and technologies used to manage all aspects of the service value system.

ITIL continual improvement model

A model which provides organizations with a structured approach to implementing improvements.

ITIL guiding principles

Recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.

ITIL maturity model

A tool that organizations can use to objectively and comprehensively assess their service management capabilities and the maturity of their service value system.

ITIL service value chain

An operating model for service providers that covers all the key activities required to effectively manage products and services.

metric

A measurement or calculation that is monitored or reported for management and improvement.

organization

A person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.

organizations and people

One of the four dimensions of service management. It ensures that the way an 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.

output

A tangible or intangible deliverable of an activity.

partners and suppliers

A tool that organizations can use to objectively and comprehensively assess their service management capabilities and the maturity of their service value system.

practice

A set of organizational resources designed for performing work or accomplishing an objective. These resources are grouped into the four dimensions of service management.

practice success factor

A complex functional component of a practice that is required for the practice to fulfil its purpose.

process

A set of interrelated or interacting activities that transform inputs into outputs. A process takes one or more defined inputs and turns them into defined outputs. Processes define the sequence of actions and their dependencies.

product

A configuration of an organization's resources designed to offer value for a consumer.

request catalogue

A view of the service catalogue, providing details on service requests for existing and new services, which is made available for the user.

resources

Personnel, material, finance, or other entity that is required for the execution of an activity or the achievement of an objective. Resources used by an organization may be owned by the organization or used according to an agreement with the resource owner.

service

A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.

service catalogue

Structured information about all the services and service offerings of a service provider, relevant for a specific target audience.

service offering

A formal description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions.

service provider

A role performed by an organization in a service relationship to provide services to consumers.

service provision

Activities performed by an organization to provide services and/or supply goods. Service provision includes:

- management of the provider's resources, configured to deliver the service
- ensuring access to these resources for users
- fulfilment of the agreed service actions
- service level management and continual improvement.

service relationship

A cooperation between a service provider and service consumer. Service relationships include service provision, service consumption, and service relationship management. Relationships can be basic, cooperative or collaborative (also known as a partnership).

service value system

A model representing how all the components and activities of an organization work together to facilitate value creation.

stakeholder

A person or organization that has an interest or involvement in an organization, product, service, practice, or other entity.

supplier

A stakeholder responsible for providing services that are used by an organization.

user

A person who uses services.

value

The perceived benefits, usefulness, and importance of something.

value stream

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

value streams and processes

One of the four dimensions of service management. It defines the activities, workflows, controls, and procedures needed to achieve the agreed objectives.

Index