ITIL® v3 výkladový slovník

Informační management VIKMA07

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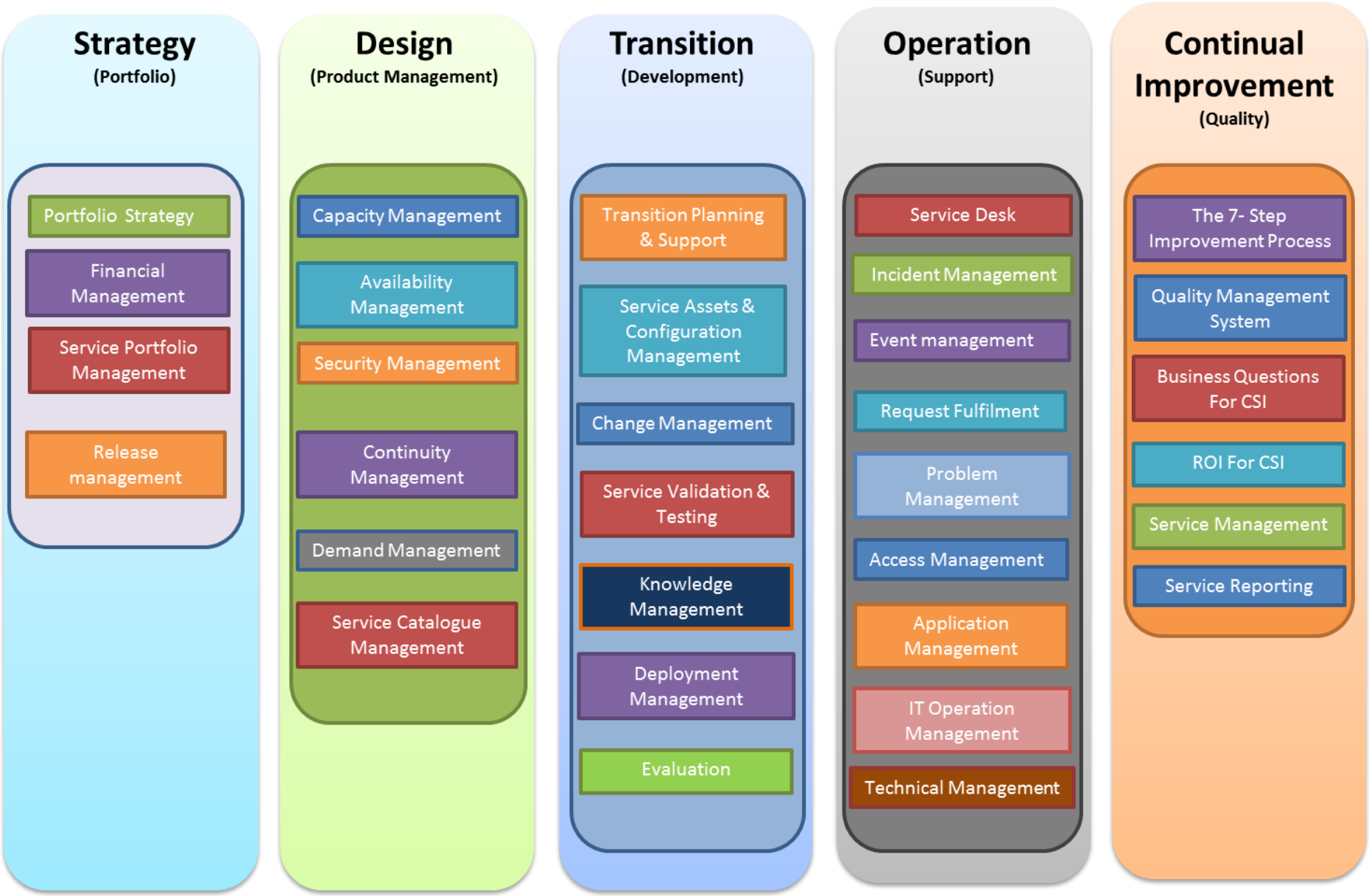
IV. blok - pokračování


Strategy
(Portfolio)
Portfolio Strategy
Financial Management
Service Portfolio Management
Release management
Design
(Product Management)
Capacity Management
Availability Management
Security Management
Continuity Management
Demand Management
Service Catalogue Management
Transition
(Development)
Transition Planning & Support
Service Assets & Configuration Management
Change Management
Service Validation & Testing
Knowledge Management
Deployment Management
Evaluation
Operation
(Support)
Service Desk
Incident Management
Event management
Request Fulfilment
Problem Management
Access Management
Application Management
IT Operation Management
Technical Management
Continual Improvement
(Quality)
The 7- Step Improvement Process
Quality Management System
Business Questions For CSI
ROI For CSI
Service Management
Service Reporting

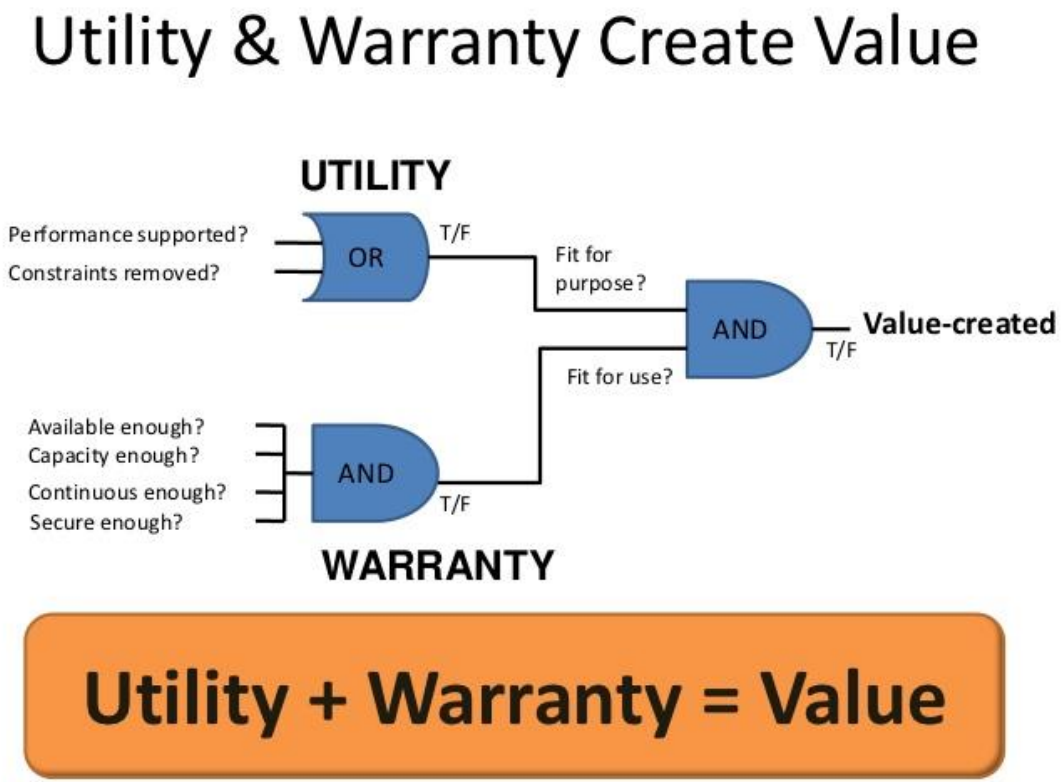
Utility and Warranty

From the customer's perspective, value consists of two primary elements:

- **Utility** - fitness for purpose
- **Warranty** - fitness for use

- Utility is what the customer gets, and warranty is how it is delivered.

Utility & Warranty



Value Creation through Resources & Capabilities

- Capabilities are the organisation's ability to use these resources to produce value for customers.
- **Resources and capabilities are types of assets.** Organisations use them to create value in the form of goods and/or services.

"*Customers do not buy services, they buy fulfilment of needs*".

- Fulfilment of these needs provides value for the customer. Services fulfil these needs creating value for the customer and the service provider.

Service Portfolio Management

The purpose:

- to ensure that the service provider has the right mix of services
- tracks the investment in services throughout their lifecycle to ensure that the appropriate returns are being achieved

Service Portfolio Management process (SPM) is an important part of the ITIL framework as it ensures that any services (including the resources used) that are listed within the Service Portfolio are aligned with the Service Strategy, have a found business case, approved funding and that risks and costs are managed.

Service Portfolio Management

Control which services are offered, under what conditions and at what level of investment

Track the investment in services throughout their lifecycle, thus enabling the organization to evaluate its strategy, as well as its ability to execute against that strategy

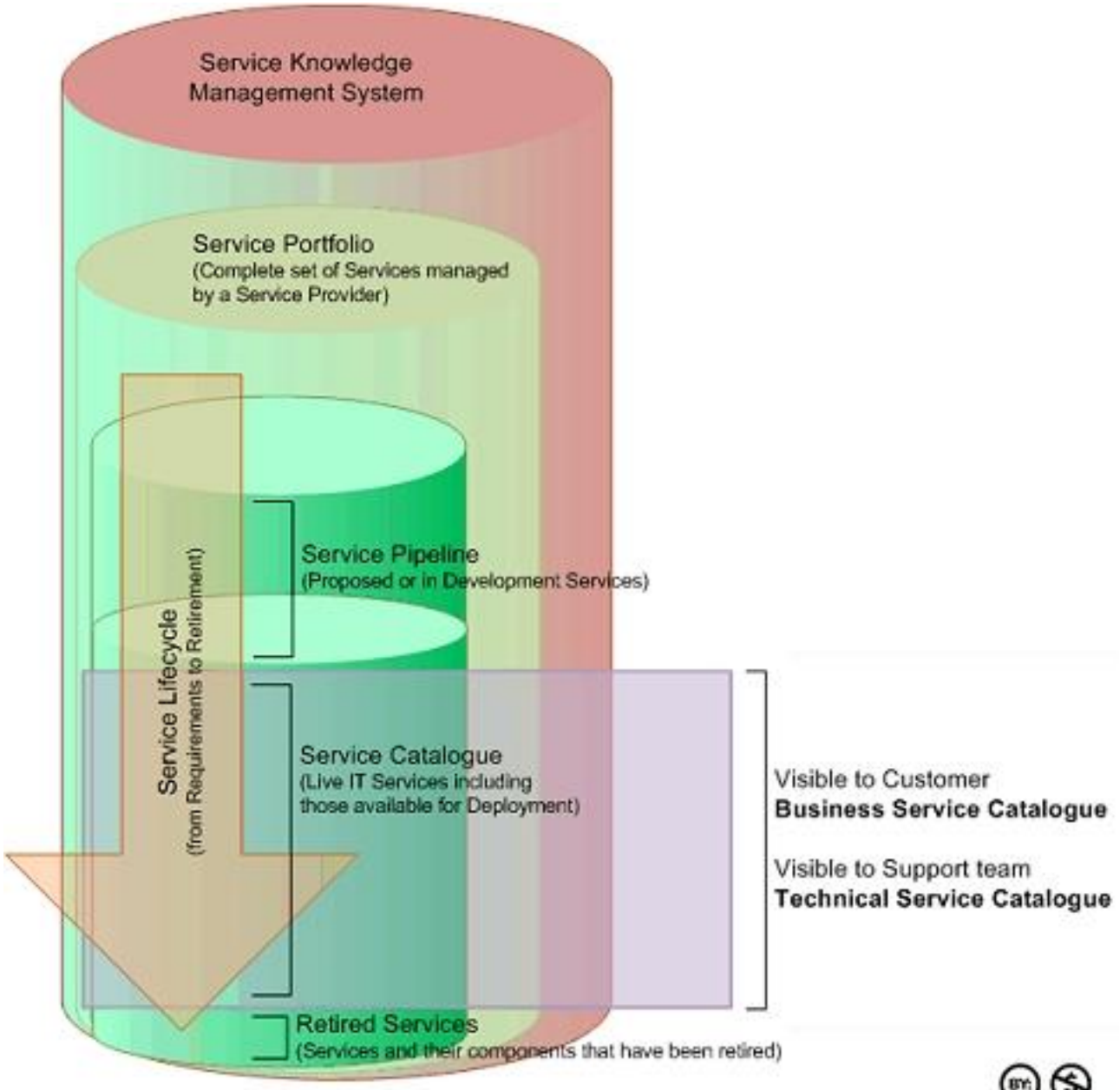
The Service Portfolio is the complete set of services managed by a Service Provider. It is used to manage the entire lifecycle of services and includes 3 components:

- Service Pipeline
- Service Catalogue
- Retired Services

Resources & Capabilities

The Service Pipeline: This contains all of the future services that are proposed or in development but not yet available to customers.

- A customer requests a new service.
- The service provider's strategy has identified a new opportunity.
- A customer has identified a new business opportunity that will require support from IT.
- A business outcome is under-served by current services.
- A new technology is available and has the potential to create new business opportunities.



Service Portfolio, Service Catalogue Big Picture

Resources & Capabilities

The Service Catalogue: is a database or structured document with information about all live IT services

- Services that are performing well and are popular are identified for allocation of additional resources
- Services that are performing in an acceptable manner but are either inefficient or do not address all aspects of the business requirements
- Services that are unused or consistently performing poorly are marked for retirement

Retired Services: Contains decommissioned services that are no longer in production, offered or available in the live environment.

- The replacement service might not meet all requirements, and it is important to be able to fall back to the previous service.
- When defining a new service some functionality is available from a retired service
- Regulatory requirements to maintain archived data that can only be accessed using the previous service.

Roles

The Product Manager

- Create business cases
- Plan new service development programs
- Evaluate market opportunities and customer needs
- is responsible for managing services as a product throughout their entire service lifecycle.

Service Portfolio Owner

- is accountable and responsible for the Service Portfolio Management Process.
- There can only be one owner of Service Portfolio Management or any process for that matter and this person is an internal member of the IT Service Provider team (not external).

Business Case

- One of the activities of Service Strategy is to build a Business Case that gives a detailed analysis of the benefits and impact of any proposed actions by IT Service Management (for example implementing a new process or introducing a new service).
- A Business Case gives a detailed analysis of the benefits and impact of change on the business.
- A business case is often used to justify significant expenditure by including information about costs, benefits, available options, and possible issues, risks and problems.

Risk Management

- **Risk Definition** - A possible event that could cause harm or loss, or affect the ability of the business to achieve its objectives
- **Risk Analysis** - identification and assessment of the level of the risks calculated from the assessed values of assets and the assessed levels of threats to, and vulnerabilities (probabilities) of those assets.
- **Risk Management** - identification, selection and adoption of countermeasures justified by the identified risks to assets in terms of their potential impact upon services if failure occurs, and the reduction of those risks to an acceptable level

The importance of the 4 P's for Service Management

Implementing ITIL Service Management as a practice is about preparing and planning the effective and efficient use of the four P's:

1) People
2) Processes – the IT Service Management processes
3) Products - services, technologies and tools
4) Partners - suppliers, manufacturers and vendors