ITIL® v3

Informační management VIKMA07

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IV. blok

Service Management as a Practice

- A Service is means of delivering value to custormers by facilitating outcomes cusetomers want to achieve without the ownership of specific costs and risks.

- Outcomes are achieved when the business is able to perform activities which meet business objectives.

- Within IT Service Management the term Service is also used as a synonym for IT Service.

- An IT service is a set of related activities based on the use of Information Technology.

Service Management & ITSM

- By IT Service Management we mean the implementation and management of Quality IT Services that meet the needs of the Business.

The main goal of ITSM is to align IT services to business needs and requirements. Consequently it means:

- Company culture plays important role in implementation and maintaining of ITSM
- ITSM disciplines are highly influenced by business processes
- IT Services has to support end user's business activities
- The objective is to manage services and not IT environment like HW, SW
- Networks this is only tools for reach the main goal

ITSM Framework

- IT Service Management is performed by IT Service Providers through an appropriate mix of people, process and Information Technology. Best support for its implementation is set of processes specified and described in ITIL (Information Technology Infrastructure Library)

- Gartner (a leading IT research and advisory firm) say that: 80% of infrastructure management improvement will come from implementing IT Service Management (ITSM) Processes - only 20% will come from improved technology

Good Practice

- Practice is a way of working, or a way in which work must be done.
- Practices can include Activities, Processes, Functions, Standards and Guidelines.
- By Good or Best Practice we mean proven Activities or Processes that have been successfully used by multiple Organizations.

Sources for good practise:

- Standards, Industry practices, Academic research, Training & education, Internal experience

Public Frameworks

- ITIL– IT Infrastructure Library
- COBIT – Controlled Objectives for Information and related Technology
- PRINCE2 - Projects in Controlled Environments v2
- PMBOK - Project Management Body of knowledge

Public Standards

- ISO 9000 – An International standard for Quality Management Systems

- ISO/IEC 20000 – ISO specification and code of practice for IT Service management

- ISO/IEC 27001 - ISO specification for Information Security Management

- ISO/IEC 17799 – ISO code of practice for Information Security Management

ITIL® is an example of Best Practice

- ITIL® is used by organizations world-wide to establish and improve capabilities in service management.

- ISO/IEC 20000 provides a formal and universal standard for organizations seeking to have their service management capabilities audited and certified.

- While ISO/IEC 20000 is a standard to be achieved and maintained, ITIL® offers a body of knowledge useful for achieving the standard.

Information Technology Infrastructure Library

What is ITIL?

- ITIL is an acronym for the IT Infrastructure Library
- ITIL is process based framework in area of ITSM
- ITIL was recognised as the world de facto standard for ITSM
- ITIL is based on best practices
- ITIL defines common IT language that is critical element for effectiveness and efficiency of IT projects

Key characteristics

- Vendor-neutral ITIL service management practices are not based on any particular technology platform or industry type.

- Non-prescriptive ITIL offers robust, mature and time-tested practices that have applicability to all types of service organization. Organizations should adopt ITIL and adapt it to meet the needs of the IT organization and their customers.

- Best practice ITIL represents the learning experiences and thought leadership of the world's best-in-class service providers.

ITIL v3 Content

- ITIL Version 3 consists of 5 core books. It will also include supplementary publications.
- ITIL V3 adopts a "Lifecycle" approach to IT Service Management (ITSM) and puts great emphasis on "integrating IT with Business".

The five core volumes (and Stages in the ITIL V3 Lifecycle) are:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

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

Service Lifecycle

5 Stages of the Service Lifecycle

- **Service Strategy** provides strategic guidance IT service creation. It is useful for developing service management policies, guidelines, and processes throughout the service lifecycle.
- **Service Design** provides guidance for the design and development of services and service management processes.
- **Service Transition** provides guidance for transitioning new or improved services into operation.
- **Service Operation** provides guidance on management of currently active (live) services.
- **Continual Service Improvement** provides guidance on creating and maintaining value for customers through constant evaluation and service improvement initiatives

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Service Strategy

The Service Strategy book is designed to help organisations develop the abilities to think about IT Services in a strategic way.

- Service Portfolio
- IT Finanacial Management
- Demand Management
- Business Relationship Management

Service Strategy - Objectives

To offer guidance on:

- What services to offer and to whom to offer them
- How to differentiate from competitors
- How value is created for customers and captured for stakeholders
- How to use Financial Management (Process) to get visibility and control over value creation
- How to build a business case for investment in services and strategic investments
- How to select the best option for service improvement
- How to effectively allocate limited resources across the portfolio of services
- How to resolve conflicting demands on shared resources

Business Value of Service Strategy

Thinking about services in a strategic way adds value to the business by:

- Ensuring services are offered that add value for the customer and for the service provider

- Lays the groundwork for governance and compliance

- Ensures investments in IT services are fully considered and ROI and TCO is determined

- Cost savings attained by maximising the use of limited resources and only providing services that create value

Service Design

The design of appropriate and innovative IT Services, including their architectures, processes, policies and documentation, to meet current and future agreed business requirements.

- Design Coordination
- Service Catalogue Management
- Service Level Management
- Capacity Management
- Supplier Management
- Availibility & Service Continuity
- IT Security Management

Service Design - Objectives

- A holistic (all inclusive) approach to design new or changed services for transition to the life environment
- Design of services that are aligned with and satisfy business objectives
- Design services that are developed within appropriate time-scales and costs
- Design effective and efficient processes to manage the service throughout its lifecycle
- Identify and manage risks
- Design secure and resilient infrastructure including availability and capacity requirements to meet current and future business needs
- Design metrics and measurement methods
- Document plans, policies, and architecture, train staff
- Contribute to continual service improvement by ensuring a quality service is implemented in the live environment

Business Value of Service Design

Service Design adds value to the business by ensuring services are designed to specifically meet customer requirements therefore customer satisfaction is easier to obtain.

- Ensuring cost effective design processes that are documented and repeatable
- Services are cost-effectively designed to meet future recognised business capacity requirements
- Ensures metrics and measurements for governance and compliance are considered
- Designs services to be the 'right fit', with capacity and availability requirements suited to the business no more and no less but with the flexibility to respond rapidly to change

Service Transition

The Service Transition book provides guidance on the coordination of all the requirements to bring a new or updated service smoothly and efficiently into the live environment.This involves detailed planning and management of capacity and resources required to build, test and deploy a release into production.

Goal:

- Manage customer expectations as to how the new or changed service will enable business change
- Enable the integration of the Release into the business change project
- Reduce the number of variations from what is expected against what is delivered
- Reduce the number of known errors and risks whilst transferring the release into production
- Ensure the service is fit for purpose and fit for use
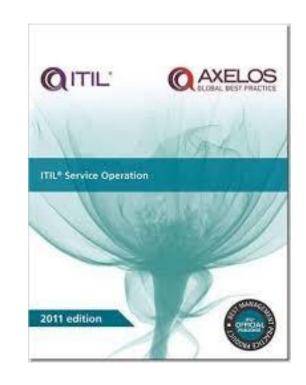
Service Transition - Objectives

- Deliver Changes successfully across to the live environment
- Ensure minimal unpredicted impact on production services, operations and support organisation
- Increase satisfaction with Service Transition practices
- Increase proper use of services and underlying applications and technology solutions
- Provide clear and comprehensive plans to enable change projects to align with Service Transition plans

Business Value of Service Transition

- Align the new or changed service with the customers business requirements and business operations

- Ensure that customer and users can use the new or changed service in a way that maximises value to he business operations

Service Operation

To coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers. Service operation is also responsible for the ongoing management of the technology that is used to deliver and support services.

Service Operation - Objectives

- Perform actions required to deliver services at agreed service levels
- Responsible for on-going management of technology required for service delivery
- Control and management of day-to-day process operation
- Monitor performance, collect and assess metrics and data. This information can then be used to improve service quality via the Continual Service Improvement process.

Business Value of Service Operation

Service Operation adds "Value to the Business" by controlling and managing the live operation of services that were designed and implemented using other service lifecycle processes.

Service operation is where the customer sees culmination of value from all Service Management processes in the form of the services used to fulfil the business requirements.

Continual Service Improvement

The aim of CSI is to Improve process effectiveness and efficiency. CSI depends largely on the gathering of process performance measures in order to determine performance gaps, variances and improvement effectiveness.

- You cannot manage what you cannot control
- You cannot control what you cannot measure
- You cannot measure what you cannot define

Continual Service Improvement - Objectives

- Review, analyse and make recommendations on improvement opportunities in each lifecycle phase
- Review and analyse Service Level Achievement results
- Identify and implement improvement activities
- Improve cost effectiveness
- Ensure applicable quality management methods are used to support continual improvement

Business Value of Continual Service Improvement

Continual Service improvement adds value to the business through improved service quality, more cost-effective delivery of services giving a better return on investment (ROI).

Better value on Investment (VOI) realised from the extra value created such as faster response to change.

Other intangible benefits are also realised such as increased organisational competency, increased throughput, reduced exposure to risk, and minimised lost opportunities through the ability to react to change rapidly