

# Summary notes:

## Service Management: Key concepts

In this module, you learned that:

- ★ In the context of service management, an organization can act as a service provider or as a service consumer; in reality, an organization can play both roles at any given moment.
- ★ The purpose of an organization is to create value for stakeholders. Value is subject to the perception of different stakeholders, whether they are the service consumer or part of the service provider organization(s).
- ★ The products are tailored to meet the requirements of the different consumer groups and to appeal to them.
- ★ Different service offerings can be created based on the same product, which allows the product to be used in multiple ways to address the needs of different consumer groups.
- ★ Service relationships are established between two or more organizations to co-create value. In a service relationship, organizations will take on the roles of service providers or service consumers.
- ★ Services facilitate one or more outcomes for a customer. Achieving desired outcomes requires resources (and therefore costs) and are often related to risks.
- ★ Both utility and warranty are important for a service to facilitate its desired outcomes and enable value creation. Utility determines whether a service is 'fit for purpose'; Warranty determines whether a service is 'fit for use'.

# 7 Guiding Principles

In this module, you learned that:

The seven guiding principles are:

- ★ Focus on Value: Aims at creating value for service consumers.
- ★ Start Where You Are: Focuses on considering what is already available instead of starting from scratch (or Reusability).
- ★ Progress Iteratively with Feedback: Focuses on avoiding everything in a go and gathering the timely feedback.
- ★ Collaborate and Promote Visibility: Focuses on removing silos and building trust.
- ★ Think and Work Holistically: Focuses on working in an integrated way.
- ★ Keep it Simple and Practical: Focuses on simplifying the complex work methods.
- ★ Optimize and Automate: Focuses on optimizing the work carried out by its human and technical resources.

The following guidelines that you should consider for each guiding principle:

- ★ Focus on Value: Know how service consumers use each service. Encourage a focus on value among all staff. Focus on value during normal operational activity as well as during improvement initiatives.
- ★ Start Where You Are: Look at what exists as objectively as possible, using the customer, or the desired outcome, as the starting point. When examples of successful practices or services are found in the current state, determine if and how these can be replicated or expanded upon to achieve the desired state. Apply your risk management skills. Recognize that sometimes nothing from the current state can be reused.
- ★ Progress Iteratively With Feedback: Comprehend the whole, but do something. The ecosystem is constantly changing, so feedback is essential. Fast does not mean incomplete.
- ★ Collaborate and Promote Visibility: Collaboration does not mean consensus. Communicate in a way the audience can hear. Decisions can only be made on visible data.
- ★ Think and Work Holistically: Recognize the complexity of the systems. Collaboration is key to thinking and working holistically. Where possible, look for patterns in the needs of and interactions between system elements.
- ★ Keep it Simple and Practical: Ensure value. Simplicity is the ultimate sophistication. Do fewer things, but do them better. Respect the time of the people involved. Easier to understand, more likely to adopt. Simplicity is the best route to achieving quick wins.
- ★ Optimize and Automate: Simplify and/or optimize before automating. Define your metrics. Use the other guiding principles when applying this one.

# The Four Dimensions of Service Management

In this module, you learned that:

- ★ The four dimensions defined by ITIL to service management are organizations and people, information and technology, partners and suppliers, and value streams and processes.
- ★ The organizations and people dimension focuses on having a well-defined organizational structure, healthy culture, updated skills and competencies, and common objective.
- ★ When dealing with the information part of the information and technology dimension, an organization should answer the following questions:
  - ★ What information will the services manage?
  - ★ What supporting information and knowledge do you require to deliver and manage the services?
  - ★ How will you protect, manage, archive, and dispose of the information and knowledge assets?
- ★ Service providers should be ready with the answers to the questions that an organization can raise when they choose to use technology for its services or products.
- ★ Organizations work with partners and suppliers to achieve the organizational objective. Therefore, maintaining healthy relationships with partners and suppliers is, therefore, essential for organizations to deliver the required value to the customers.
- ★ One of the methods to address partners and suppliers is SIAM.
- ★ A value stream is a combination of the organization's value chain activities and helps to have improved performance, better understanding, increased productivity, and continual Improvement.
- ★ A process is a set of interrelated or interacting activities that transform inputs into outputs.
- ★ Organizations should consider the following questions when creating, delivering, and improving a service:
  - ★ What is the generic delivery model for the service, and how does the service work?
  - ★ What are the value streams involved in delivering the agreed outputs of the service?
  - ★ Who, or what performs the required service actions?

# The ITIL Service Value System

In this module, you learned that:

- ★ The ITIL Service Value System (SVS) explains how the components and activities of the organization work together as a system to enable value creation.
- ★ The main inputs to the SVS are opportunity and demand.
- ★ The value represents the perceived benefits, usefulness and importance of something.
- ★ The ITIL SVS includes the following components:
  - ★ Guiding principles
  - ★ Governance
  - ★ Service value chain
  - ★ Practices
  - ★ Continual improvement
- ★ The biggest challenge for organizations today is the presence of organizational silos. The ITIL SVS discourages working in silos.
- ★ The service value chain is an operating model that defines the key activities required to respond to demand and enable value creation through the formation and management of products and services.
- ★ The ITIL service value chain includes six value chain activities that lead to the creation of products and services and, in turn, value.
- ★ The six value chain activities are:
  - ★ Plan
  - ★ Improve
  - ★ Engage
  - ★ Design and transition
  - ★ Obtain/build
  - ★ Deliver and support
- ★ A value stream is a series of steps that an organization takes to create and deliver products and services to a consumer.

# Continual Improvement

In this module, you learned that:

- ★ The practice of identifying and improving services, service components, or any other element involved in the efficient and effective management of products and services to align the organization's practices and services with changing business needs.
- ★ Several key activities that make special contributes to the continual improvement.
- ★ The continual improvement model, which can be applied to any type of improvement, from high level organizational changes to individual services and configuration items.
- ★ The steps involved in the continual improvement model are:
  - ★ What is the vision?
  - ★ Where are we now?
  - ★ Where do we want to be?
  - ★ How do we get there?
  - ★ Take action
  - ★ Did we get there?
  - ★ How do we keep the momentum going?
- ★ An organization may significantly benefit from applying the ITIL guiding principles by following the continual improvement model.

# The ITIL Practices

In this module, you learned that:

- ★ A management practice is a set of organizational resources designed for performing work or accomplishing an objective.
- ★ Continual improvement refers to the practice of identifying and improving services, service components, or any other element involved in the efficient and effective management of products and services to align the organization's practices and services with changing business needs.
- ★ The purpose of the change control practice is to maximize the number of successful IT changes by confirming that risks have been properly measured. The scope of change control is defined by each organization. It will typically include all IT infrastructure, applications, documentation, processes, supplier relationships and anything else that might directly or indirectly impact a product or service.
- ★ The incident management reduces the undesirable impact of incidents by refurbishing normal service operations as soon as possible. The key activities that are important for resolving incidents efficiently and effectively include:
  - ★ Logging and managing incidents
  - ★ Agreeing, documenting, and communicating the target resolution times
  - ★ Prioritizing the incidents based on an agreed classification
- ★ The purpose of problem management is to minimize the probability and impact of incidents by analyzing actual and possible causes of incidents. Problem management involves three phases: problem identification, problem control, and error control.
- ★ The purpose of the service request management practice is to provide the promised quality of a service by handling all predefined, user-initiated service requests in an effective and comprehensible manner.
- ★ The purpose of the service desk practice is to understand demand for incident resolution and service requests. A service desk acts as the entry point/single point of contact for the IT or service organization.
- ★ The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored, and managed against these targets.