

# ITIL 4 Foundation: Exam Prep Workbook

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This is from the ITILv4 textbook (Axelos TSO, Ltd (2019) ITIL foundation (4<sup>th</sup> Ed)

And Value Insights ITIL Free Training Videos on Youtube:

<https://www.youtube.com/watch?v=HloUhMK4E6I&list=PLVzkjYR3xN1V9nlcECuygEZVIS4rj5qaf>

Course Chatter D336 contains the blank Exam Prep Workbook

This is free material provided for any WGU student that may need it for easier studying

Note: any key part of each chapter is usually found in **PURPLE** for Definition or **BLUE** for Key Message. I will paste/highlight them for each section to help people out.



# 1.0 INTRODUCTION

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## 1.1 IT SERVICE MANAGEMENT IN THE MODERN WORLD

What is IT service management, and why is it important?

Service Management (usually IT-enabled) – A set of specialized organizational capabilities for enabling value for customers in the form of services

What is value and how is it created? Provide an example.

Value – Perceived benefits, usefulness, and importance of something

Organizations provide Services/Products that create value for themselves and their customers.

Examples: Think of any service you have purchased and connect with how it was obtained by the organization. What services do you pay for every day or month to live day to day lives. Values are perceived so that cute pink sweater may have a lot of value to you but that does not mean a 60 year old man will equate the same value to it.

## 1.2 ABOUT ITIL 4

What is the purpose of ITIL 4?

ITIL or Information Technology Infrastructure Library provides the guidance organizations need to address new service management challenges and utilize the potential of modern technology.

## 1.3 THE STRUCTURE AND BENEFITS OF THE ITIL 4 FRAMEWORK

What are the two key components of the ITIL 4 framework?

Service Value System and the Four Dimensional Model

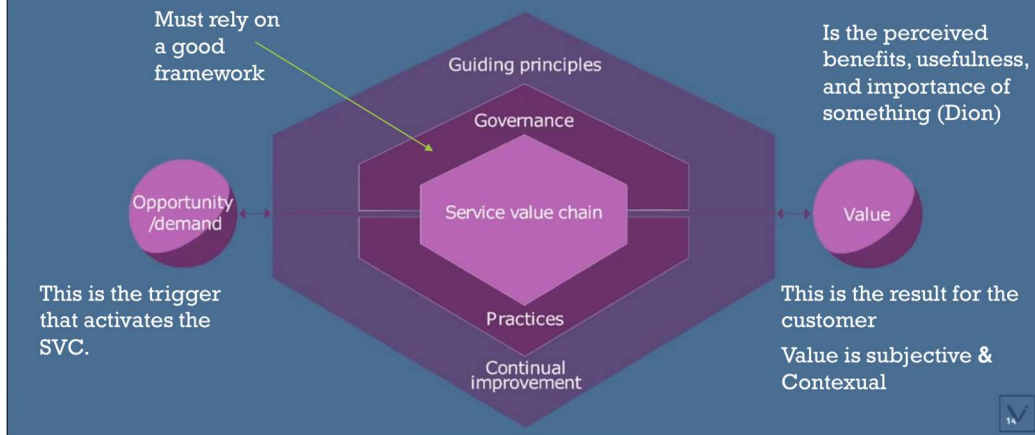
Explain what the SVS is.

The ITIL Service Value System represents how the various components and activities of the organization work together **to facilitate** value creation through IT-enabled services.

According to Value insights: “Converts Opportunity + Demand by applying our own service management magic into actual value for our customers”

Identify the core components of the SVS.

# The Service Value System



Components include:

1. Service Value Chain
2. ITIL Practices
3. Governance
4. Guiding Principles
5. Continual Improvement

What is a **demand**?

**Demand** – Input to the service value system based on opportunities and need from internal and external Stakeholders.

Demand activates the Value Chain

## 2.0 KEY CONCEPTS OF SERVICE MANAGEMENT

Define **service management**.

**Service Management** – A set of specialized organizational capabilities for enabling value for customers in the form of services.

### 2.1 VALUE AND VALUE CO-CREATION

What is the purpose on an organization?

*The purpose of an organization is to create value for stakeholders*

Define the term **value**.

**Value** – Perceived benefits, usefulness, and importance of something

Who is value subject to?

As value is subjective, it is from the perception of the customer or end-user



### 2.1.1 VALUE CO-CREATION

Explain the concept of **value co-creation**.

Value is co-created through an active collaboration between providers and consumers, as well as other organizations that are part of the relevant service relationship.

### 2.2 ORGANIZATIONS, SERVICE PROVIDERS, SERVICE CONSUMERS, AND OTHER STAKEHOLDERS

*When provisioning services, an organization takes on the role of the service provider. The provider can be external to the consumer's organization, or they can both be part of the same organization.*

*When receiving services, an organization takes on the role of service consumer.*

Define the term **organization**

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

Explain the term **service provider**.

**Service Provider**- A role performed by an organization in a service relationship to provide services to consumers

What is a **service consumer**?

**Service Consumer** – generic role that is used to simplify the definition and description of the structure of service relationships

What is **service consumption**?

**Service Consumption** – Activities performed by an organization to consume services. This includes resources needed to use the service, service actions performed by users, and receiving of goods.

Who is a **sponsor**?

**Sponsor** - The Role that authorizes budget for service consumption.

Who is a **customer**?

**Customer** – role that defines the requirements for a service and takes responsibility for the outcomes of service consumption

Who is a **user**?

**User** - The Role that uses services

Are customers and users always the same?

No, the customer pays for the product or service while the users actually uses or consumes the product. They can be the same but think about cpu chips bought by a desktop company. The company is the customer but the people who purchase the desktop would be both customer and user to the desktop itself. The same is true if a company purchases products like tablets for their employees to use. The employees were not the customers, the company was. The employees do use the product.

What is **performance** in terms of service delivery?

**Performance** – A measure of what is achieved or delivered by a system, person, team practice or service

In the realm of service delivery, performance refers to how well a service meets the agreed-upon targets, standards, and expectations set by the organization and its customers.

Define the term **stakeholder**.

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

## 2.3 PRODUCTS AND SERVICES

*The services that an organization provides are based on one or more of its products. Organizations own or have access to a variety of resources, including people, information and technology, value streams and processes, and partners and suppliers aka 4 DIMENSIONS.*

*Service providers present their services to consumers in form of service offerings, which describe one or more services based on one or more products*

Define the term **service**.

Service – A means of **enabling co-creation** by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs or risk

Define the term **product**.

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

How does an organization create value through products and services?

An organization creates value through products and services by improving value flow to customers. This involves focusing on the aspects of Culture, Automation, Lean, Measurement, and Sharing (CALMS) within the organization to enhance the delivery of products and services to customers efficiently and effectively. Some of this aspect is described within the key message above but it is easier to understand when it is processed through this specific question.

What are some examples of organizational resources?

Organizational resources can include tools, technologies, employees, financial resources, information systems, and physical assets.

What is a service offering?

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

What are some examples of service offerings?

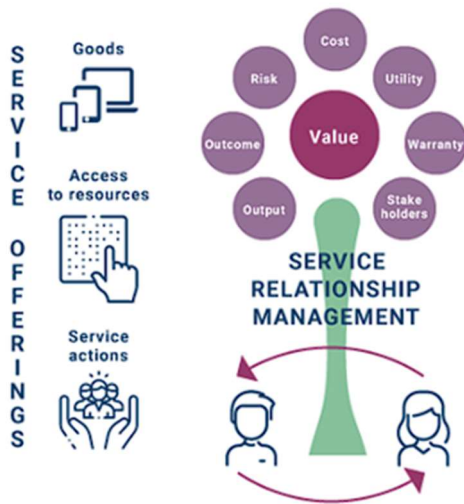
Goods – Supplied to the consumer; ownership transfer to the consumer; consumer takes responsibility for future use

Access to resources – Ownership stays with the Organization; License agreements for consumer usage with consumption period and service terms

Service actions – performed by the service provider to address a consumer's needs Performed according to an agreement with the consumer

## 2.4 SERVICE RELATIONSHIPS

*Service relationships are established between two or more organizations to **co-create value**. In a service relationship, organizations will take on the role of service providers or service consumers. The two roles are not mutually exclusive.*



What is a service relationship?

Service Relationship – A cooperation between a service provider and service consumer. Service relationships include service provision, service consumption, and service relationship management (SRM)

Why are service relationships important?

**Service relationships help establish and nurture connections between an organization and its stakeholders at strategic and tactical levels. They facilitate effective communication, collaboration, and understanding of mutual needs and expectations. This contributes to the success of the organization's services and initiatives.**

What is service relationship management?

Service Relationship Management – JOINT activities performed by a service provider and service consumer to ensure continual value co-creation based on agree and available service offerings

What is service provision?

Service Provision – Activities performed by an organization to provide services.

Service provision includes:

1. Management of the provider's resources, configured to deliver the service
2. Ensuring access to these resources for users
3. Fulfilment of the agreed service actions
4. Service level management and continual improvement

What is service consumption?

Service consumption – Activities performed by an organization to consume services.

Service consumption includes:

1. management of the consumer's resources needed to use the service
2. service actions performed by users, including utilizing the provider's resources, and requesting service actions to be fulfilled
3. receiving or acquiring of goods

## 2.5 VALUE: OUTCOMES, COSTS, RISKS

*Achieving desired outcomes requires resources (and therefore costs) and is often associated with risks. Service providers help their consumers to achieve outcomes, and in doing so, take on some of the associated risks and costs.*

What is the difference between an outcome and an output?

Output – A tangible or intangible deliverable of an activity

Outcome – A result for a stakeholder enabled by one or more outputs

What part does service relationship management play in risk management?

*Service relationships can introduce new risks and costs, and in some cases, can negatively affect some of the intended outcomes, while supporting others.*

SRM plays a crucial role in risk management in helping organizations identify, assess, and mitigate risks associated with their interactions with stakeholders.

### 2.5.2 COSTS

What is a cost?

Cost – the amount of money spent on a specific activity or resource

What types of costs are involved in service relationships?

1. **Costs removed from consumers by the services.**
  - a. Staff
  - b. Technology
  - c. Resources
2. **Costs imposed on the consumer by the service** aka the costs of service consumption aka Invest to consume
  - a. Price charged by provider
  - b. Staff training
  - c. Network utilization
  - d. Procurement (acquiring)

### 2.5.3 RISKS

What is a risk?

Risk – A possible event that could cause harm or loss, or make it more difficult to achieve objectives. Uncertainty of outcome, and can be used in context of measuring the probability of positive outcomes as well as negative outcomes

What is an event in terms of risk?

Event refers to a specific incident or occurrence that has the potential to impact an organization's objectives, projects, or services. In an Organization, they are monitored and can be opportunities or threats.

What are two types of risks that concern service consumers?

1. Risks removed from a consumer by the service
  - a. Lack of staff availability
  - b. Failure of the consumer's server hardware.
2. Risks imposed on the consumer by the service (risks of service consumption) – Examples a security breach or provider ceasing trade

What is a critical success factor (CSF)?

Critical Success Factor – A necessary precondition for the achievement of intended results

## 2.5.4 UTILITY AND WARRANTY

UTILITY VS WARRANTY	
Utility	Warranty
<ul style="list-style-type: none"><li>• 'what the service does'</li><li>• determines whether a service is 'fit for purpose'.</li><li>• The functionality offered by a product or service to meet a particular need.</li><li>• a service must either support the performance of the consumer or remove constraints from the consumer. Many services do both.</li></ul>	<ul style="list-style-type: none"><li>• 'how the service performs'</li><li>• determines whether a service is 'fit for use'.</li><li>• Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity.</li></ul>

Define utility.

Utility – The functionality offered by a product or service to meet a particular need. Also known as 'what the service does' and 'fit for purpose'

Define warranty.

Warranty – Assurance that a product or service will meet agreed requirements. Also known as 'how the service performs' and 'fit for use'.

Explain how warranty relates to service levels.

Warranty often relates to service levels aligned with the needs of service.

What is outsourcing?

Outsourcing – The process of having external suppliers provide products and services that were previously provided internally

## 3. THE FOUR DIMENSIONS OF SERVICE MANAGEMENT

What are the four dimensions of service management?

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

1. *Organization and People*



2. *Information and Technology*
3. *Partners and Suppliers*
4. *Value Streams and Processes*

*These represent perspectives which are relevant to the whole SVS, including the entirety of the service value chain and ALL ITIL practices. They are constrained or influenced by external forces beyond the control of SVS aka PESTLE*

What happens if an organization fails to properly address all four dimensions?

Failing to address all four dimensions properly may result in services becoming undeliverable or not meeting expectations of quality or efficiency

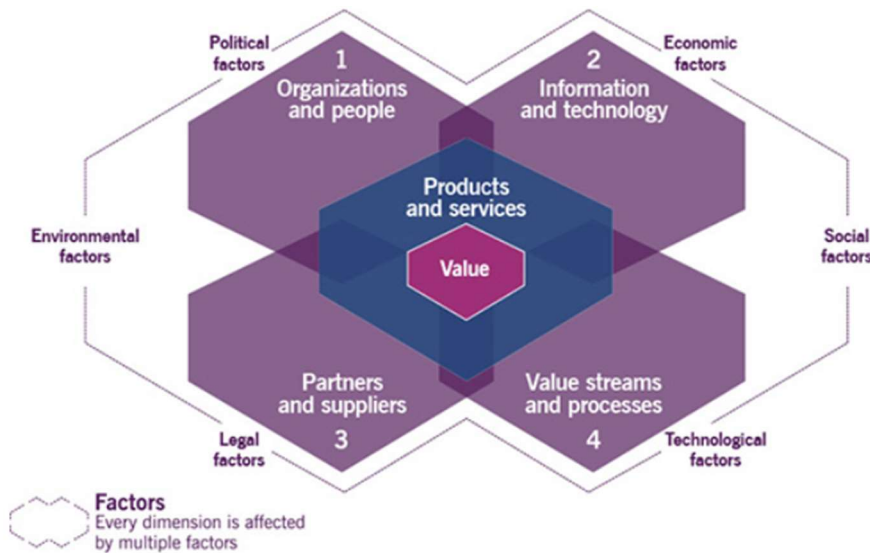


Figure 3.1 The four dimensions of service management

### 3.1 ORGANIZATIONS AND PEOPLE

Why is the organizations and people dimension important?

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

# The 4 Dimensions

<b>V</b> alue Streams and Processes <ul style="list-style-type: none"> <li>Activities the organization undertakes</li> <li>Organization of these activities</li> <li>Ensuring value to stakeholders</li> <li>Exercise value stream mapping</li> </ul>	<b>O</b> rganizations and People <ul style="list-style-type: none"> <li>Organizational Structures</li> <li>Decision making habits</li> <li>Staffing and skill requirements</li> <li>Culture and leadership styles</li> </ul>
<b>I</b> nformation and Technology <ul style="list-style-type: none"> <li>Information and tools needed</li> <li>Technologies and innovation</li> <li>Relationship between components</li> <li>Culture of knowledge management</li> </ul>	<b>P</b> artners and Suppliers <ul style="list-style-type: none"> <li>Relationship with external vendors</li> <li>Factors that influence suppliers strategies</li> <li>Service integration management</li> <li>Vendor selection procedures</li> </ul>

What may be included in 'Organization and People' are:

1. *Structure – functional, flat, matrix, divisional*
2. *culture*
3. *leadership – boundarylessness, horizontal, vertical*
4. *employees aka human resources*
5. *skills, competencies, communication channels*
6. *decision making processes*
7. *It is internal*

## 3.2 INFORMATION AND TECHNOLOGY

What is the information technology dimension? What are some considerations for organizations?

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

What may be included in 'Information and Technology' are:

1. *Workflow management systems*
2. *Knowledge bases*
3. *Inventory systems*
4. *Communication systems*
5. *Analytical tools*
6. *IT service specifically includes the information created, managed, and used in the course of service provision and consumption, and the technologies that support and enable that service*
7. *Culture of Knowledge management*
8. *Technologies and Innovations*

If a question has the word Tech or IT in it probably means that it is referring to this dimension. If it has culture make sure it is knowledge culture and not culture of the organization

## What is cloud computing?

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

Note: There is a section on ITSM on pg 39-40. This highlights key features of cloud computing. The workbook does not specifically ask for this but I am making a note for those that would like to check it in the textbook

## 3.3 PARTNERS AND SUPPLIERS

Why is the partners and suppliers dimension important?

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

*What may be included in 'Partners and Suppliers' are:*

1. *vendors*
2. *suppliers*
3. *business partners*
4. *third party entities*
5. *It is external*

Table 3.1 Relationships between organizations

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

Explain factors that may influence an organization's strategy when using suppliers:

Organization strategy should be based on its goals, culture, and business environment

Factors that influence an organization's strategy when using suppliers include:

1. Strategic Focus
2. Corporate Culture
3. Resource Scarcity
4. Cost Concerns
5. Subject matter expertise
6. External constraints
7. Demand patterns

## 3.4 VALUE STREAMS AND PROCESSES

What is contained in the value streams and processes dimension?



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

Define value stream.

Value Stream – a series of steps an organization undertakes to create and deliver products and services to consumers

**A Value Stream is a combination of the organization's value chain activities**

What is a process?

Process- A set of interrelated or interacting activities that transform inputs into outputs. Processes define the sequence of activities and their dependencies

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

Questions asked during within this dimension:

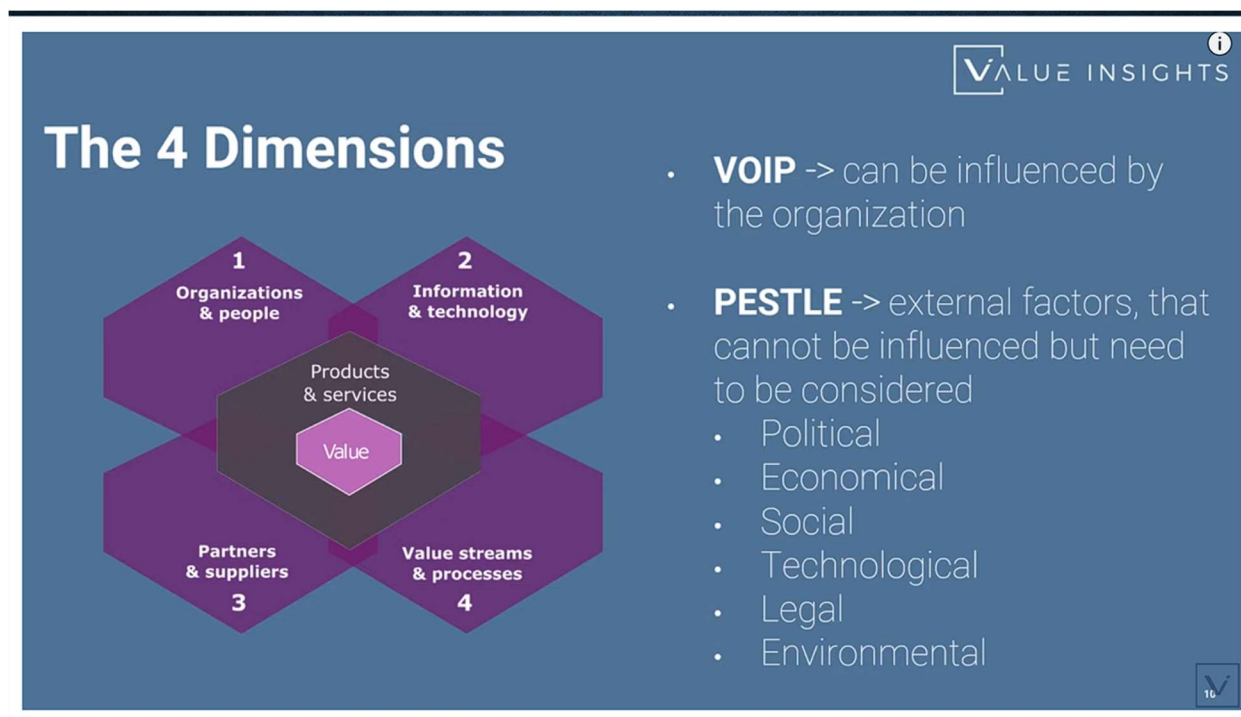
*What is the generic delivery model for the service, and how does the service work?*

*What are the value streams involved in delivering the agreed outputs of the service?*

*Who, or what, performs the required service actions?*

### 3.5 EXTERNAL FACTORS

How do external factors impact service management? PESTLE



## 4.0 THE ITIL SERVICE VALUE SYSTEM

### What is the Service Value System (SVS)?

*The ITIL Service Value System describes how all components and activities of the organization work together as a system to enable value creation. Each organization's SVS has interfaces with other organizations, forming an ecosystem that can in turn facilitate value for those organizations, their customers, and other stakeholders.*

*According to Value Insights video: "Service Value System Converts Opportunity + Demand by applying our own service management magic into actual value for our customers"*

### What are the 5 components of the Service Value System?

- **Guiding Principles** – recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.
- **Governance** – The means by which an organization is directed and controlled
- **Service Value Chain**- A set of interconnected activities that an organization performs to deliver a valuable product or service to its consumers and to facilitate value realization
- **Practices** – Sets of organizational resources designed for performing work or accomplishing an objective
- **Continual Improvement** – A recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholder's expectations.

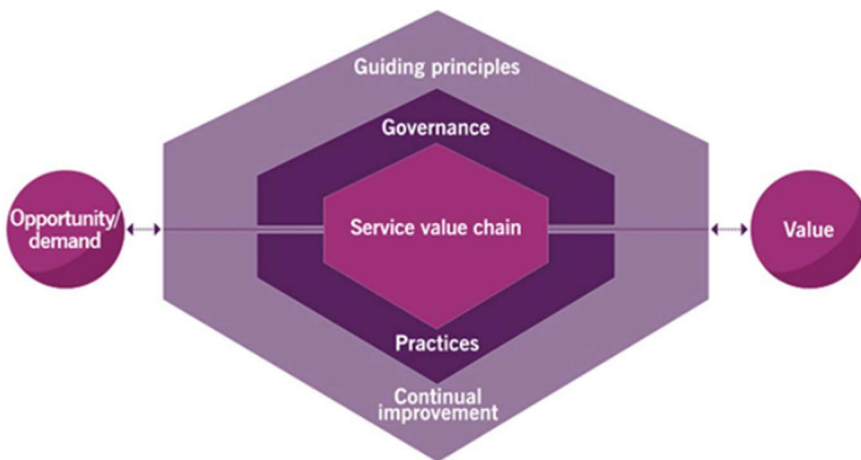


Figure 4.1 The ITIL service value system

### What is a shared vision?

Shared Vision – To become more agile and resilient

### What are challenges of a siloed organization?

1. resistant to change
2. prevent easy access to information and specialized expertise
3. reduce efficiency
4. increase cost and risk
5. higher difficulty for communication or collaboration

## 4.2 OPPORTUNITY, DEMAND, VALUE

Explain opportunity, demand, and value in terms of the SVS?

*Opportunity and demand trigger activities within ITIL SVS, and these activities lead to the creation of value. Opportunity and demand are always entering into the system, but the organization does not automatically accept all opportunities or satisfy all demand.*

What are differences between internal and external customers?

External customers – a customer who works for an organization other than the service provider

Internal customer – A customer who works for the same organization as the service provider

Explain demand in terms of input into the SVS.

It refers to the need or desire for services from customers or stakeholders. It represents the requests, requirements, or expectations for services that drive the organization to deliver value.

Who drives demand?

Customers and Stakeholders

## 4.3 GUIDING PRINCIPLES

What is a guiding principle?

*Guiding Principles – recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.*

*Guiding Principles embody the core messages of ITIL and of service management in general, supporting successful actions and good decisions at all types and all levels.*



### Focus on value

Describe the Focus on value guiding principle.

*Focus on Value – Everything that the organization does needs to map, directly or indirectly, to value for the stakeholders. This encompasses many perspectives, including the experience of customers and users.*

Describe the Agile development process and how it complements the ITIL SVS.

Agile Software Dev teams focus on the rapid delivery of product increments at the expense of a more holistic view that considers the operability, reliability, and maintainability of these products in a live environment.

They work together with examples such as:

1. Streamlining practices such as change enablement
2. Establishing procedures to incorporate and prioritize the management of unplanned interruptions (incidents), and to investigate the causes of failure
3. Separating interactions between 'systems of record' like configuration management databases needed to manage services from 'systems of engagement' like collaboration tools used by software development teams

Describe DevOps development, and how it complements the ITIL framework.

DevOps – An organizational culture that aims to improve the flow of value to customers. Culture Automation Lean Measurement and Sharing (CALMS)

DevOps emphasizes close collaboration between the roles of software development and technical operations.

List of ways DevOps complements ITIL Framework

1. Guiding Principles Alignment – focus on value, adopting a holistic approach, and promoting continual improvement
2. Faster Deployment of Changes
3. Improved Collaboration
4. Continuous Improvement
5. Automation
6. Focus on customer experience

Provide some examples of value.

Questions asked for a service provider

1. Why the consumer uses the services
2. What services help them to do
3. How the services help them achieve their goals
4. Role of cost/financial consequences for the service consumer
5. Risks involved for the service consumer

Value for the service consumer:

1. Is defined by their own needs
2. Is achieved through support of intended outcomes and optimization of the service consumer's costs and risks
3. Change over time and in different circumstances

The success of the aspect of the customer ordering a product and receiving what they ordered at the promised prices and in the promised delivery can be objectively measured; however, if they do not like the style or layout of the website they are ordering from this is subjective.

Explain customer experience.

Customer Experience (CX) – The sum of functional and emotional interactions with a service and service provider as perceived by a service consumer

Provide examples of how an organization might Focus on Value.

1. Know how service consumers use each service
2. Teach staff to be aware of who their customers are and understand CX
3. Located at every step of the continual improvement model



### Start where you are

Explain the Start where you are guiding principle.

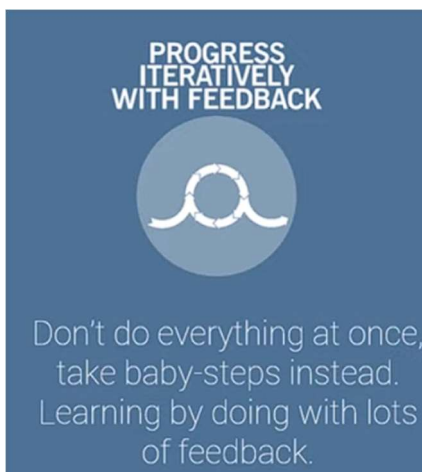
***Start Where you are – Do not start from scratch and build something new without considering what is already available to be leveraged. The current state should be investigated and observed directly to make sure it is fully understood***

Elaborate on the role of measurement in respect to the Start Where You Are principle.

Service and methods already in place should be measured and/or observed directly to properly understand their current state and what can be re-used from them. Decisions made from this should be as accurate as possible.

Provide examples of how this principle might be applied in an organization.

1. Look at what exists as objectively as possible, using the customer or the desired outcome as the starting point (think about the Utility and Warranty of the situation)
2. If successful practices or services are found in the current state, determine if and how they can be replicated or expanded upon to achieve the desired state. Leverage may already exist that will reduce the amount of work needed to transition from current state to the desired state.
3. Apply your risk management. This is to prevent damage to the service in the event of using old habits
4. Recognize that sometimes nothing from the current state can be re-used



### Progress Iteratively With Feedback

Explain the Progress Iteratively with Feedback guiding principle.

***Progress iteratively with feedback – Do not attempt to do everything at once. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, it is easier to maintain a sharper focus on each effort. Using feedback before, throughout, and after each iteration will ensure that actions are focused and appropriate, even if circumstances change.***

What is a feedback loop?

Feedback Loop – A technique whereby the outputs of one part of a system are used as inputs to the same part of the system

Why is feedback important to performance?

Well-constructed feedback mechanisms facilitate understanding of:

1. End user and customer perception of the value created
2. The efficiency and effectiveness of value chain activities
3. The effectiveness of service governance as well as management controls
4. The interface between the organization and its partner and supplier network
5. The demand for products and services
6. Feedback can be analyzed to identify improvement opportunities, risks, and issues

How do iteration (smaller changes) and feedback work together? Provide examples.

1. Greater flexibility
2. Faster responses to customers and business needs
3. The ability to discover and respond to failure earlier
4. An overall improvement in quality

Provide examples of how this principle might be applied in an organization.

1. **Comprehend the whole but do something**
2. Ecosystem is constantly changing, so feedback is essential
3. Fast does not mean incomplete – there should be a minimum viable product or a version of the final product which allows the maximum amount of validated learning with the least effort



### **Collaborate and Promote Visibility**

Explain the Collaborate and Promote Visibility guiding principle.

***Collaborate and Promote Visibility – Working together across boundaries produces results that have greater buy-in, more relevance to objectives, and increased likelihood of long-term success.***

***Objectives require:***



1. *Information*
2. *Understanding*
3. *Trust*
4. *Work and consequences should be visible*
5. *Hidden agendas avoided*
6. *Information shared to the greatest possible degree*

Provide examples of collaboration across business groups in an organization.

#### Stakeholder Groups

1. Customers – facilitate outcomes that they are interested in by properly communicating to receive input or feedback
2. Developers – can be part of operation teams investigating problems and developing workarounds or permanent fixes
3. Internal and external Suppliers to review shared processes and identify opportunities for optimization and potential automation
4. Relationship managers

What is collaboration and visibility important when working on a project?

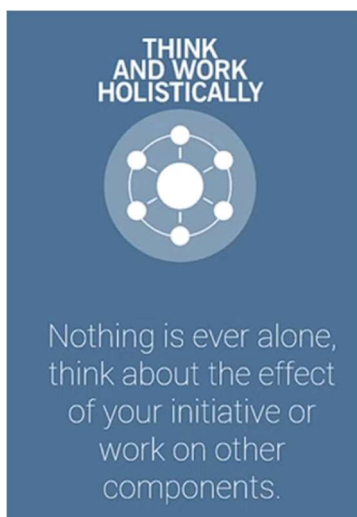
When stakeholders have poor visibility of the workload and progression of work, there is risk of creating the impression that the work is not a priority

Critical analysis activities need to be performed

1. Understanding the flow of work in progress
2. Identifying bottlenecks, as well as excess capacity
3. Uncovering waste

Provide examples of how this principle might be applied in an organization.

1. Collaboration does not mean consensus
2. Communicate in a way the audience can hear – selecting the right method and message for each audience is critical for success
3. Decisions can only be made on visible data



#### Think and Work Holistically

Explain the Think and Work Holistically guiding principle.

*Think and Work Holistically – No service, element used to provide a service, stands alone. Coordination provides a defined value to internal and external customers*

You need:

1. *Effective management*
2. *Efficient management*
3. *Dynamic integration of information, tech, organization, people, practices, partners, and agreements*

Provide examples of how this principle might be applied in an organization.

1. Recognize the complexity of the system – Different levels of complexity require different *heristics* for decision-making
2. Collaboration is key to thinking and working *holistically* – Right mechanisms are put in place for all relevant stakeholders to collaborate in a timely manner
3. Where possible, look for patterns in the need of and interactions between system elements
4. Automation can facilitate *working holistically* – automation can support end-to-end visibility for the organization and provide an efficient means of integrated management



### **Keep it Simple and Practical**

Explain this guiding principle.

*Keep it simple and practical – If a process, service, action or metric fails to provide value or produce useful outcomes, eliminate it. In a process or procedure, use the minimum number of steps necessary to accomplish the objective(s). Always use outcome-based thinking to produce practical solutions that deliver results.*

Provide examples of how this principle might be applied in an organization.

1. Ensure value -every activity should contribute to the creation of value
2. Simplicity is the ultimate sophistication
3. Do fewer things, but do them better
4. Respect the time of the people involved
5. Easier to understand, more likely to adopt
6. Simplicity is the best route to achieving quick wins





## Optimize and Automate

Explain this guiding principle.

***Optimize and Automate – Resources of all types, particularly HR, should be used to their best effect. Eliminate anything that is truly wasteful and use tech to achieve whatever it is capable of. Human intervention should only happen where it really contributes to value.***

What is the difference between automation and optimization?

Optimization means to make something as effective and useful as it needs to be. Before an activity can be effectively Automated, it should be optimized to whatever degree is possible and reasonable.

Automation typically refers to the use of technology to perform a step or series of steps correctly and consistently with limited or no human intervention.

### Road to Optimization

1. Understand and agree the context in which the proposed optimization exists
2. Assess the current state of the proposed optimization
3. Agree what the future state and priorities of the organization should be, focusing on simplification and value
4. Ensure the optimization has the appropriate level of stakeholder engagement and commitment
5. *Execute the improvements in an iterative way*
6. Continually monitor the impact of optimization

### Applying the principle

1. Simplify and/or optimize before automating
2. Define your metrics
3. Use the other guiding principles when applying this principle
  - a. Progress iteratively with feedback
  - b. Keep it simple and practical
  - c. Focus on value
  - d. Start where you are

What is continuous deployment?

Continuous Deployment – The automatic and continuous release of code from development through to live, and often automatic testing occurring in each environment

What is a baseline measure?

Baseline – a report or metric that serves as a starting point against which progress or change can be assessed

## 4.4 GOVERNANCE

Explain the role of governance in terms of the SVS.

The role and position of governance depends on how the SVS is applied in an organization.

SVS is a universal model

The governing body should retain oversight of the SVS to ensure alignment with the objectives and priorities of the organization

The governing body can adopt the ITIL guiding principles and adapt them, or define its own specific set of principles and communicate them across the organization.

Must maintain visibility of the outcomes of continual improvement activities and the measurement of value for the organization and its stakeholders.

Provide examples of governance in an organization.

1. SVC and the organization's practices work in line with the direction given by the governing body
2. The governing body of the organization, either directly or through delegation of authority, maintains oversight of the SVS
3. Both the governing body and management at all levels maintain alignment through a clear set of shared principles and objectives
4. The governance and management at all levels are continually improved to meet expectations of the stakeholders

## 4.5 SERVICE VALUE CHAIN

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What is the Service Value Chain?

***Service Value Chain - Transforms demand into actual value***

How does the Service Value Chain relate to the Service Value System?

SVC is the central element of the Service Value system. It is an operating model which outlines the key activities required to respond to demand and facilitate value realization through the creation and management of products and services

## 4.5.1 PLAN

### 1.1.1 Key message: Shared understanding of the vision, current status and improvement direction for all four dimensions and all products and services across the organization

#### Key Inputs:

Type of Input	Who is responsible for the output
Policies, requirements and constraints	Organization's governing Body
Consolidated demands & opportunities; Knowledge and information about new and changed products and services	Engage
Value Chain performances info, improvement status reports, and improv initiatives	Improve
Knowledge & info about new and changed products and services	Design/Transition & Obtain/Build

#### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
<u>All Value Chains</u>	Strategic, tactical, and operational Plans
<u>Design and Transition</u>	Portfolio Decisions
<u>Improve</u>	Improvement Opportunities
<u>Engage</u>	Product and Service Portfolio Contract and Agreement requirements

## 4.5.2 IMPROVE

### 1.1.2 Key message: Continual Improvement of products and services

#### Key Inputs:

Type of Input	Who is responsible for the output
Products & Service Performance Info	Deliver & Support
Stakeholder's feedback	Engage
Performance information and improvement opportunities	All Value Chains
Knowledge & info about new and changed products and services	Design/Transition & Obtain/Build
Knowledge & Information about 3rd party service components	Engage

#### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
<u>All Value Chains</u>	Improvement initiatives; Improvement status reports
<u>Plan Governing Body</u>	Value Chain performance information
<u>Engage</u>	Contracts and agreement requirements
<u>Design &amp; Transition</u>	Service Performance Information

4.5.3 ENGAGE

1.1.3 Key message: Understand Stakeholders needs and demands

Key Inputs:

Type of Input	Who is responsible for the output
High-level demand data Requirements for services and products from customers Contract and agreement requirements Third-party service component information from suppliers and partners (as part of supply chain management)	Direct Demand & Requests
Product and service portfolio	Plan
Improvement Initiatives	Improve
New and changed products and services information	Design/Transition & Obtain/Build
Support task and performance information	Delivery & Support

### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
Obtain/Build	Contracts and agreements with internal and external suppliers; Change or project requests
<u>Plan</u>	Demand and opportunities
<u>Design/Transition</u>	Requirements; Contracts and agreements with internal and external suppliers
<u>Delivery &amp; Support</u>	Support tasks
<u>Direct output</u>	Third-party service component information Improvement opportunities Service performance reports for customers

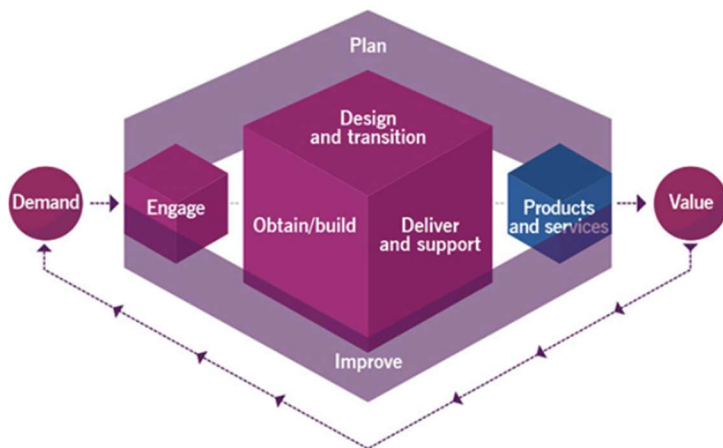


Figure 4.2 The ITIL service value chain

## 4.5.4 DESIGN & TRANSITION:

### 1.1.4 Key message: ensure that products and services continually meet expectations for quality, costs, and time to market

#### Key Inputs:

Type of Input	Who is responsible for the output
Portfolio decisions and architectures and policies	Plan
Service performance information; Improvement initiatives and improvement status reports	Improve
Product and service requirements, knowledge and information about third-party service components, and contracts and agreements with external and internal suppliers	Engage
Service components and new and changed products and services information	Obtain/Build
Service performance information	Delivery & Support

#### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
Engage	Contract and agreement requirements
<u>Obtain &amp; Build</u>	Requirements and specifications
<u>Delivery &amp; Support</u>	New and changed products and services
<u>All Value Chains</u>	New and changed products and services information
<u>Improve</u>	Performance information and improvement opportunities

## 4.5.5 OBTAIN/BUILD:

### 1.1.5 Key message: Ensure Components are available when needed

#### Key Inputs:

Type of Input	Who is responsible for the output
Architectures and policies	Plan
Contracts and agreements with external & internal suppliers & partners; Change or project initiation requests; Knowledge & information about 3rd party components	Engage
Improvement Initiatives; Improvement status reports	Improve
Requirements & Specifications provided; Knowledge & Info about new and changes products & services	Design/Transition & Obtain/Build
Change requests	Delivery & Support

#### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
<u>All Value Chains</u>	Strategic, tactical, and operational Plans
<u>Design and Transition</u>	Portfolio Decisions
<u>Improve</u>	Improvement Opportunities
<u>Engage</u>	Product and Service Portfolio Contract and Agreement requirements



# Service Value Chain



## 4.5.6 DELIVER & SUPPORT:

### 1.1.6 Key message: ensure that service delivery and support are in line with agreed specifications and expectations.

#### Key Inputs:

Type of Input	Who is responsible for the output
Improvement initiatives and improvement status reports	Improve
User support tasks and third-party service component information	Engage
New and changed service components and services information; New and changed products and services	Design/Transition
Service components; New and changed service components and services information	Obtain/Build

#### Key Outputs:

Input is in Plan & improved; Output goes to	Possible Outputs (any output possible from the list)
<u>Engage</u>	User support task completion information; Contract and agreement requirements; Product and service performance information
<u>Improve</u>	Product and service performance information; Improvement opportunities
<u>Obtain &amp; Build</u>	Change requests
<u>Direct output</u>	Services delivered to customers and users

## 4.6 CONTINUAL IMPROVEMENT



Figure 4.3 The continual improvement model

What is the continual improvement model?

### Step 1: What is the vision?

**Key message:** *Vision of the initiative provides context for all subsequent decisions and links individual actions to the organization's vision for the future*

Focus: The organization's vision and objectives need to be translated for specific business unit, dept, team and/or individual, so that the context, objectives, and boundaries for any improvement initiative are understood. Second a high-level vision for planned improvement needs to be created.

Outcomes:

1. High-level direction has been understood
2. Planned improvement initiatives is described and understood in that context
3. Stakeholders and their roles have been understood
4. Expected value to be realized is understood and agreed
5. Role of the person or team responsible for carrying out the improvement is clear in relation to achieving the organization's vision

### Step 2: Where are we now?

**Key message:** *success of an improvement initiative depends on a clear and accurate understanding of the starting point and the impact of the initiative. This step defines what Point A looks like on the journey from Point A to point B.*

Focus: Current state assessment – objective baseline measurement

- a. Existing services

- b. Users' perception of value received
- c. People's competencies and skills
- d. Process and procedures involves
- e. Capabilities of the available tech solutions
- f. Understand organization culture

Outcomes: point A is defined using accurate information and an objective baseline measurement.



### Step 3: Where do we want to be?

**Key message:** Step 3 outlines point B, the target state for the next step of the journey and what it should look like.

Focus: Perform Gap Analysis between Step 1 and Step 2 – Evaluate the scope and the nature of the distance to be travelled between the starting point to the achievement of the initiative's vision. Step 1 may not be achieved in full

Outcomes:

1. Improvement opportunities can be identified and prioritized based on gap analysis, and improvement objectives can be set along with critical success factors and key performance indicators.
2. CSFs and KPI need to follow the SMART principle. They should be specific, measurable, achievable, relevant, and time-bound

### Step 4: How do we get there?

**Key message:** Step 4 can be straightforward and direct route to completing a single simple improvement or it may be more involved. Sometimes design experiments will be used to test which options have the most potential

Focus: Carryout the work in series of iterations, each of which will move the improvement forward part of the way. With each iteration, there is an opportunity to check progress, re-evaluate the approach, and change direction if appropriate.

Outcomes: A plan in in place to take action based on achievable goals in small batches/steps then checked

### Step 5: Take action

**Key message:** The plan for improvement is acted upon. This could involve waterfall approach or Agile. Agile approach would include experimenting, iterating, changing directions, or even going back to previous steps

Focus: Measure progress towards the vision and managing risks, as well as ensuring visibility and overall awareness of the initiative.

Outcomes: Work will be at the end point of the journey resulting in a new current state

### Step 6: Did we get there?

**Key message:** After the continual improvement action is completed, it is assumed that the expected benefits have been achieved, and that attention can be redirected to the next initiative. In reality, the path to improvement is filled with various obstacles, so success must be validated

Focus: have the original objectives been achieved? Are those objectives still relevant? Must determine each other the outcome was achieved or if previous steps need to be re-taken

Outcomes: The result from this step determines whether momentum needs to be addressed from Step 7 or previous steps need to be taken.

### Step 7: How do we keep the momentum going?

**Key message:** *If the improvement has delivered the expected value, the focus of the initiative should shift to marketing these successes and reinforcing any new methods introduced. This ensures that the process made will not be lost to build/support and momentum for the next improvements*

Focus: change management and knowledge management practices should embed the changes in the organization and ensure that the improvements and changed behaviours are not at risk of reversion, Stakeholders need to be informed of the reasons for the failure of the initiative if it occurred.

Outcomes: **Successful change practices are adopted and improvements that prevent reversion and new analysis for continual improvement occurs (back to Step 1)**

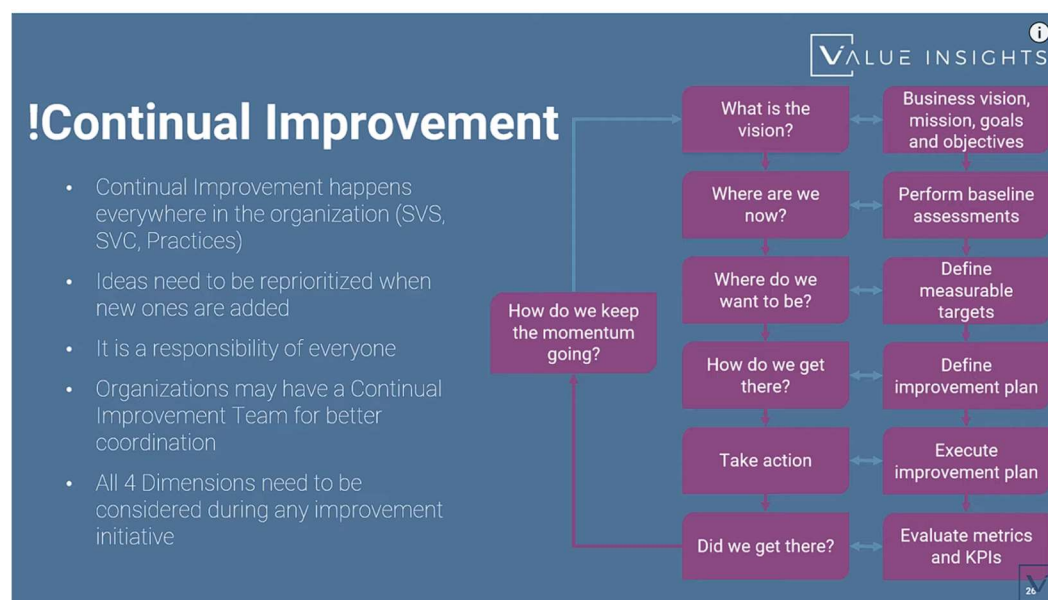
## ITIL PRACTICES

Complete the definition for each ITIL Practice listed below. You will need to use the online textbook to view the heat maps and examples of how the ITIL Practices contribute to value chain activities. Write an example of each primary contribution for each practice.

**Practices are a set of organizational resources designed for performing work or accomplishing an objective. This does not mean that they are a specific department. Just because a practice may be service desk does not mean that it is the specific department in a organizational unit**

### 5.1.2 CONTINUAL IMPROVEMENT

**Key message:** *The Purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing improvement of products, services, and practices, or any element involved in the management of products and services*



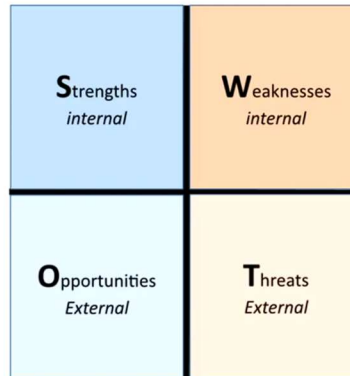


## What is a SWOT Analysis?

### SWOT Analysis and Strategy Formulation

#### SWOT analysis

- A comparison of strengths, weaknesses, opportunities, and threats that helps executives formulate strategy.
- Incorporates the information gathered in earlier external and internal analysis.



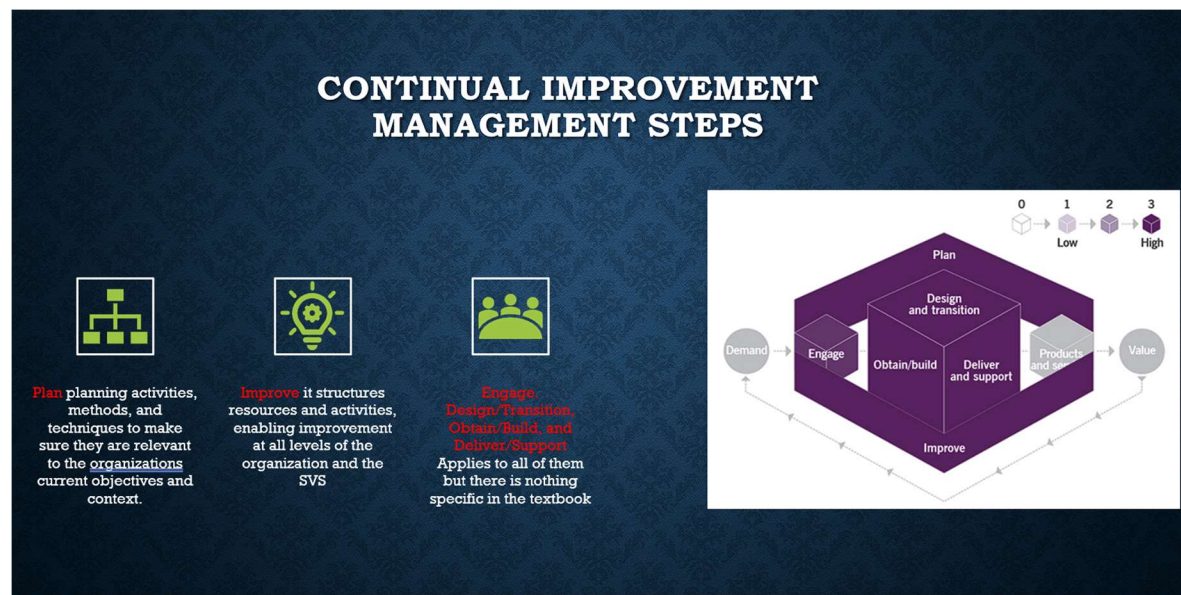
WGU COLLEGE OF BUSINESS

(This is a slide from WGU principles of Business Management Course to understand the Basics of SWOT)  
This is not searchable in the textbook. There is a small reference to it on page 83-84

Configuration Items – Any component that needs to be managed in order to deliver an IT service

**Who is responsible for continual improvement?** Everyone; Any phrase that indicates an improvement of some kind will be part of this management practice

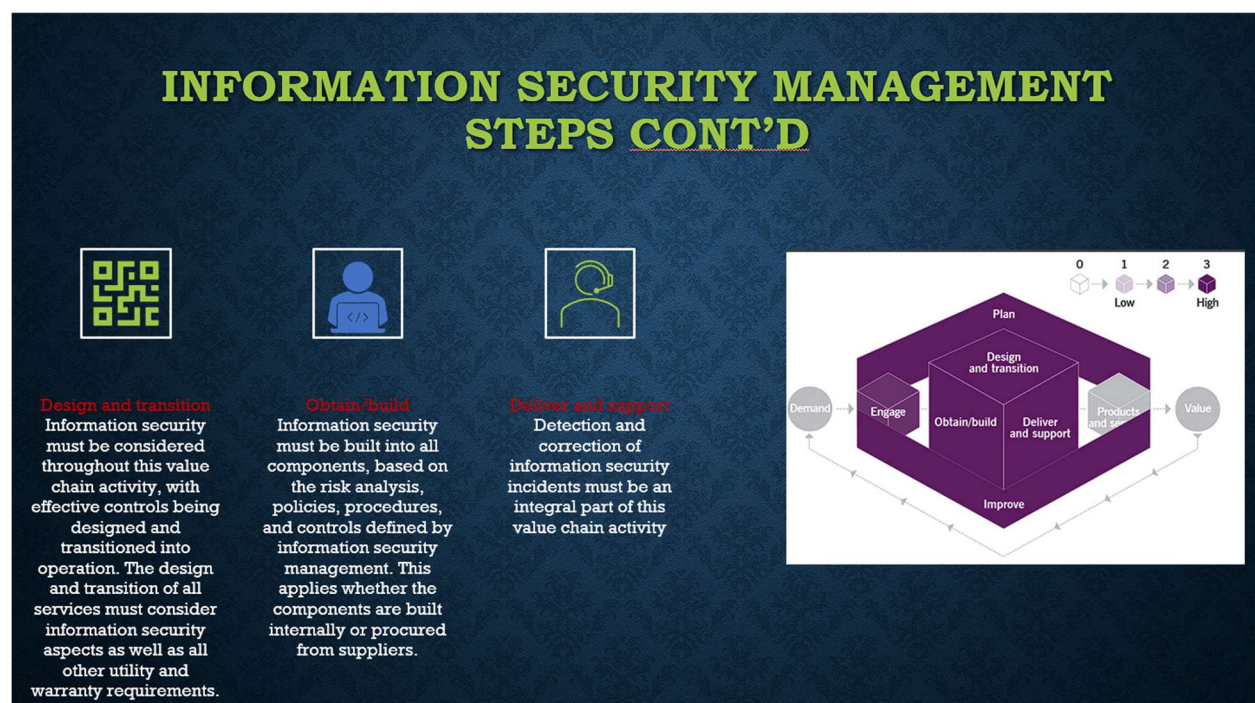
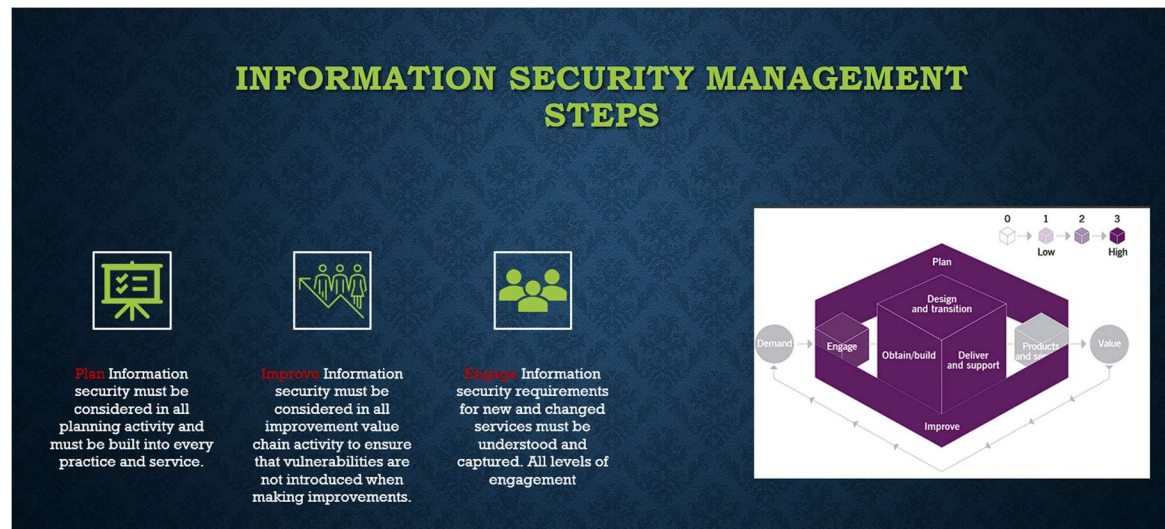
**Contribution to SVC:**



### 5.1.3 INFORMATION SECURITY MANAGEMENT

*Key message: Purpose is to protect the information needed by the organization to conduct its business. This includes understanding and managing risks to Confidentiality, Integrity, and Availability of information aka CIA. There are other aspects such as authentication and non-repudiation (documenting proof of use/action)*

Contribution to SVC:





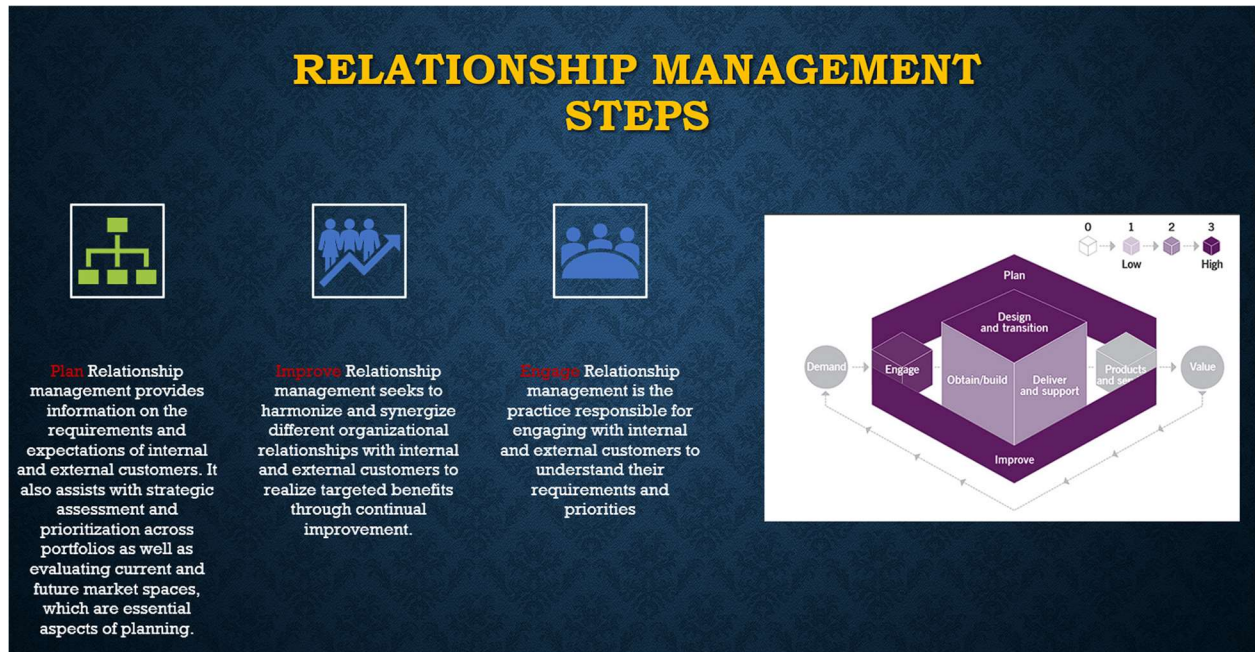
### 5.1.9 RELATIONSHIP MANAGEMENT

*Key message: The purpose is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels. This includes the ID, analysis, monitoring, and continual improvement of relationships with and between stakeholders*

What does it mean to escalate something?

Escalation – the act of sharing awareness or transferring ownership of an issue or work item

Contribution to SVC:

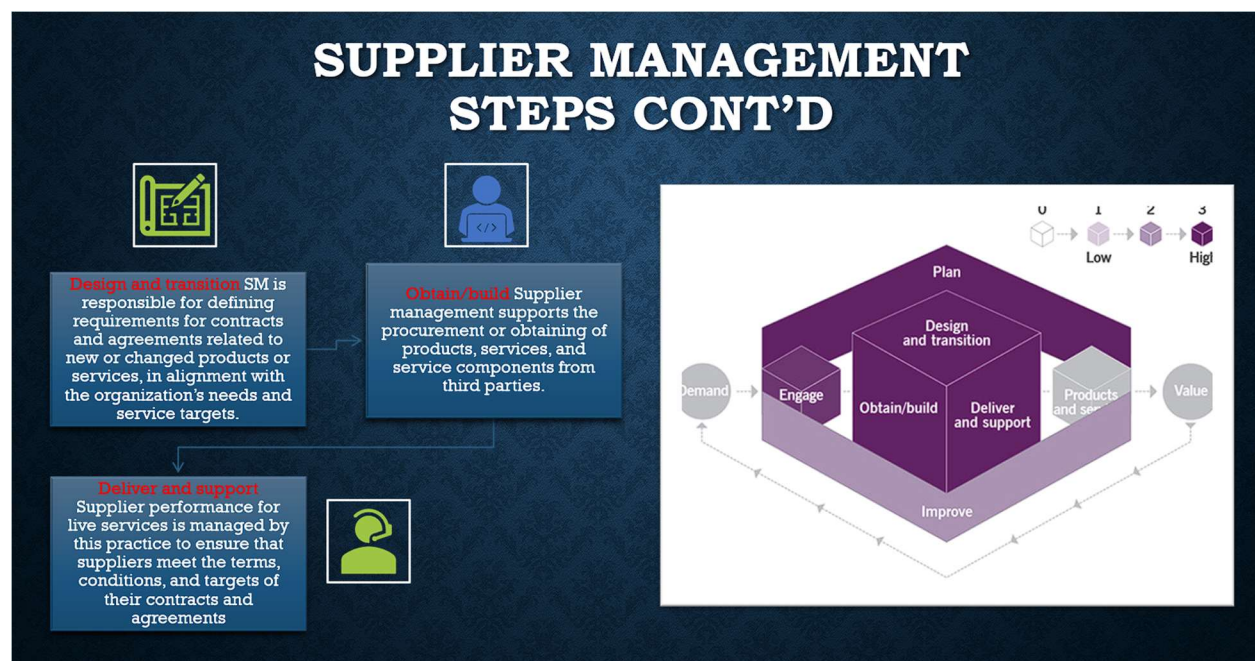




### 5.1.13 SUPPLIER MANAGEMENT

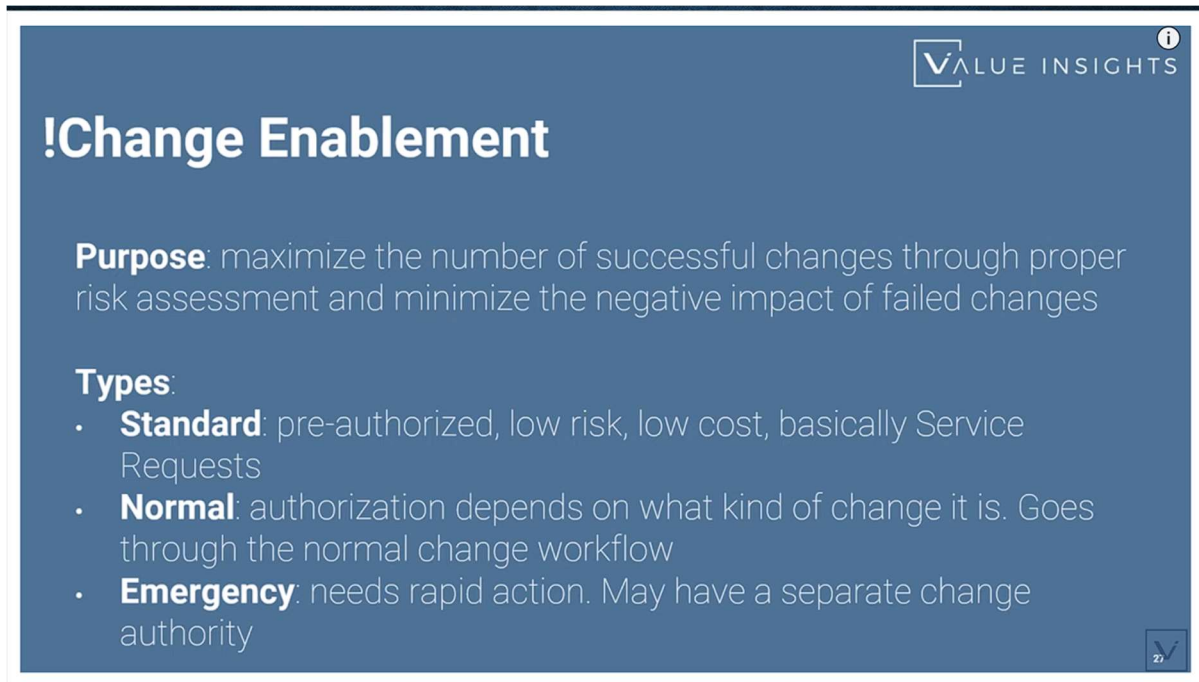
**Key message:** The purpose is to ensure that the organization's suppliers and their performances are managed appropriately to support the seamless provision of quality products and services. This includes creating closer, more collaborative relationships with key suppliers to uncover and realize new value and reduce the risk of failure

Contribution to SVC:



## 5.2.4 CHANGE ENABLEMENT

Key message: (purpose) What are the three types of changes?



**!Change Enablement**

**Purpose:** maximize the number of successful changes through proper risk assessment and minimize the negative impact of failed changes

**Types:**

- **Standard:** pre-authorized, low risk, low cost, basically Service Requests
- **Normal:** authorization depends on what kind of change it is. Goes through the normal change workflow
- **Emergency:** needs rapid action. May have a separate change authority

What is a change?

**Change-** The addition, modification, or removal of anything that could have direct or indirect effect on services

Which change could be fulfilled by the Service Desk?

All change types can be fulfilled by the service desk. Service desk could assist in managing and coordinating communication related to changes and providing support to users during change implementations

What is the change authority?

Change Authority – person or group who authorizes a change

Correct Change authority is assigned to each type of change to ensure that change enablement is both efficient and effective.

Should there be only 1 change authority for an organization?

No. While it may allow for consistency, accountability, and efficiency in the change management process. What if that one authority is on vacation or ill. It is important to establish clear roles, responsibilities, and communication channels to effectively manage changes across the organization. In this case, multiple authorities may be necessary to handle different types of changes or to decentralize decision-making for faster approvals. This all depends on the size and complexity of the organization.



## CHANGE ENABLEMENT MANAGEMENT STEPS



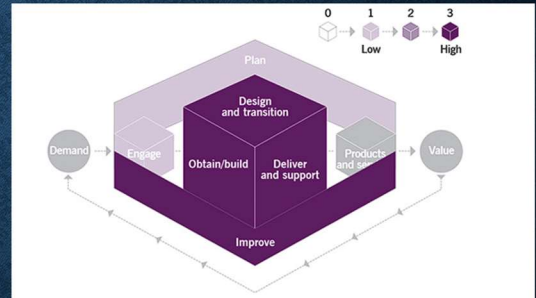
**Plan** Changes to product and service portfolios, policies, and practices all require a certain level of control, and the change enablement practice is used to provide it.



**Improve** Many improvements will require changes to be made, and these should be assessed and authorized in the same way as all other changes.



**Engage** Customers and users may need to be consulted or informed about changes, depending on the nature of the change.



## CHANGE ENABLEMENT MANAGEMENT STEPS CONT'D



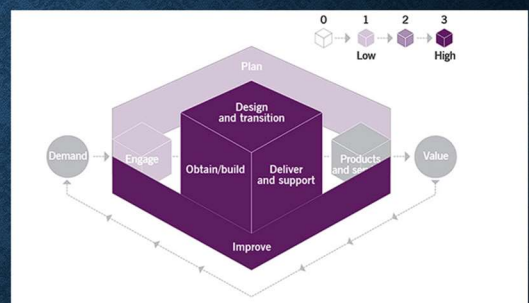
**Design and transition** Many changes are initiated as a result of new or changed services. Change enablement activity is a major contributor to transition.



**Obtain/build** Changes to components are subject to change enablement, whether they are built in house or obtained from suppliers.




**Deliver and support** Changes may have an impact on delivery and support, and information about changes must be communicated to personnel who carry out this value chain activity. These people may also play a part in assessing and authorizing changes



## 5.2.5 INCIDENT MANAGEMENT

Key message: (purpose) What is an incident? Is a major incident managed as part of incident management?




# !Incident Management

**Purpose:** minimize negative impact of incidents by restoring normal operation as soon as possible

**Incident:** unplanned interruption or reduction of quality  
Must be logged, prioritized and managed through their lifecycle.  
Uses same categorization as Problem tickets.  
Swarming may help with complex issues.

**Major Incidents:** need a separate procedure. Swarming can be used for quicker solutions.



Disaster Recovery Plans may be invoked to resolve an incident and are referenced in service continuity management practices

Explain swarming.

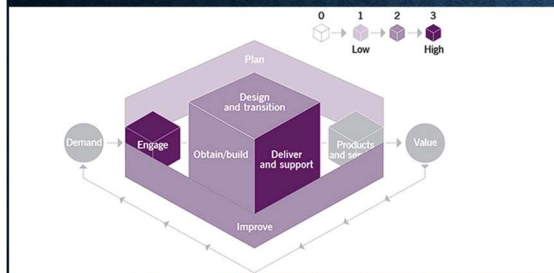
Swarming – Involve many different stakeholders working together initially, until it becomes clear which of them is best placed to continue and which can move on to other tasks.

Contribution to SVC:





## INCIDENT MANAGEMENT STEPS CONT'D



**Design and transition**  
Incidents may occur in test environments, as well as during service release and deployment. The practice ensures these incidents are resolved in a timely and controlled manner.



**Obtain/build** Incidents may occur in development environments. Incident management practice ensures these incidents are resolved in a timely and controlled manner.



**Deliver and support**  
Incident management makes a significant contribution to support. This value chain activity includes resolving incidents and problems

### 5.2.6 IT ASSET MANAGEMENT

Key message: (purpose) What is an IT asset?

**IT Asset Management**

Plans and manages the full lifecycle of IT assets to:

- Maximize their value
- Control their costs
- Support decisions about reusing or purchasing new assets

**IT Asset:** any financially valuable component that can contribute to the delivery of IT products or services.

How is an IT asset different and similar to a configuration item?

IT asset – Any financially valuable component that contribute to the delivery of an IT product or service

Configuration Item – Any component that needs to be managed in order to deliver an IT service

Something can be both an IT asset and a Configuration Item such as server or software license. It could be tracked and control its attributes and relationships via service configuration management

What is an asset register?

Asset Register – A database or list of assets, capturing key attributes such as ownership and financial value

Contribution to SVC:

# IT ASSET MANAGEMENT STEPS



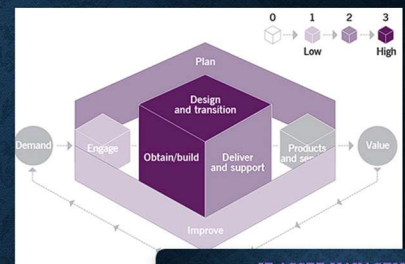
**Plan** Most policies and guidance for IT asset management comes from the service financial management practice. Some asset management policies are driven by governance and some are driven by other practices, such as information security management. IT asset management can be considered a strategic practice that helps the organization to understand and manage cost and value.



**Improve** This value chain activity must consider the impact on IT assets, and some improvements will directly involve IT asset management in helping to understand and manage costs.



**Engage** There may be some demand for IT asset management from stakeholders. For example, a user may report a lost or stolen mobile phone, or a customer may require reports on the value of IT assets



IT ASSET MANAGEMENT STEPS



**Plan** Most policies and guidance for IT asset management comes from the service financial management practice. Some asset management policies are driven by governance and some are driven by other practices, such as information security management. IT asset management can be considered a strategic practice that helps the organization to understand and manage cost and value.

**Improve** This value chain activity must consider the impact on IT assets, and some improvements will directly involve IT asset management in helping to understand and manage costs.

**Engage** There may be some demand for IT asset management from stakeholders. For example, a user may report a lost or stolen mobile phone, or a customer may require reports on the value of IT assets

# IT ASSET MANAGEMENT STEPS CONT'D



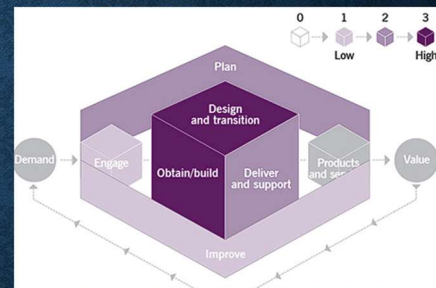
**Design and transition** This value chain activity changes the status of IT assets, and so drives most IT asset management activity.



**Obtain/build** IT asset management supports asset procurement to ensure that assets are traceable from the beginning of their lifecycle.



**Deliver and support** IT asset management helps to locate IT assets, trace their movements, and control their status in the organization





## 5.2.7 MONITORING AND EVENT MANAGEMENT

Key message: (purpose) What is an event?

**Monitoring & Event Management**

Observes services and components and records changes in their state.  
Identifies those events, categorizes them and establishes standard responses.

**Event:** any change of state that has a significance for the management of a configuration item or service.

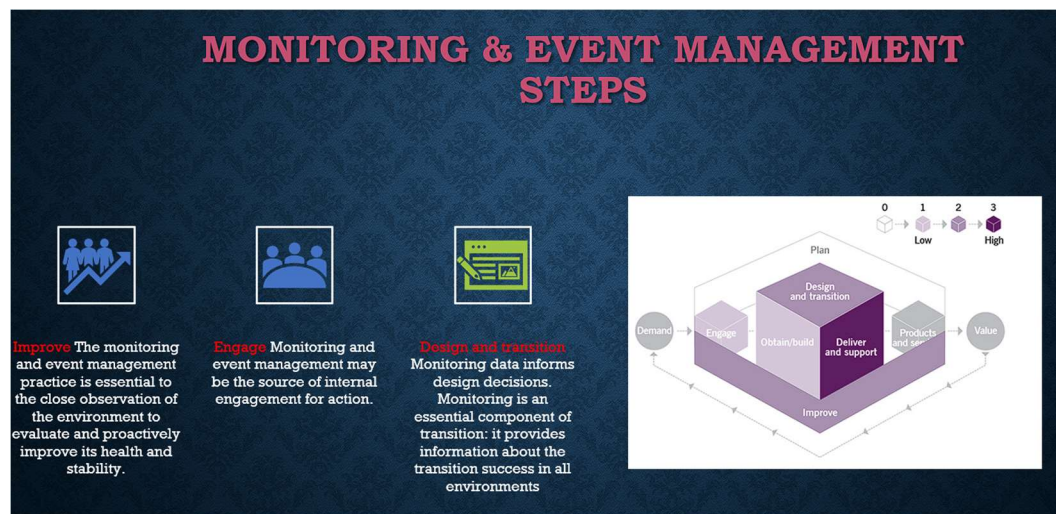
**Types:** Informational, Warning, Exception

[Can you explain how the guiding principle of optimize and automate could be used in this practice?](#)

Automation is the Key to successful monitoring and event management. Some service components come equipped with built-in monitoring and reporting capabilities that can be configured to meet the needs of the practice, but sometimes it is necessary to implement and configure purpose-built monitoring tools.

Automated tools should also be used for the correlation of events. It helps the ITSM workflow systems have clear policies and strategies in conjuncture with the huge volumes of data generated

**Contribution to SVC:**





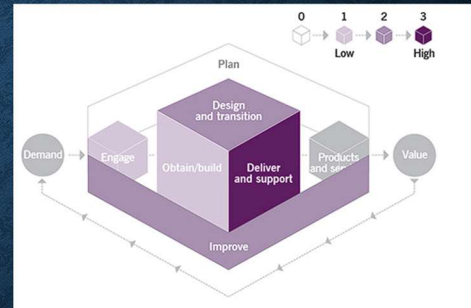
## MONITORING & EVENT MANAGEMENT STEPS CONT'D



**Obtain/build** Monitoring and event management supports development environments, ensuring their transparency and manageability.



**Deliver and support** The practice guides how the organization manages internal support of identified events, initiating other practices as appropriate



### 5.2.8 PROBLEM MANAGEMENT

Key message: (purpose) What is a problem? What is known error? What is error control? What is a workaround?

## !Problem Management

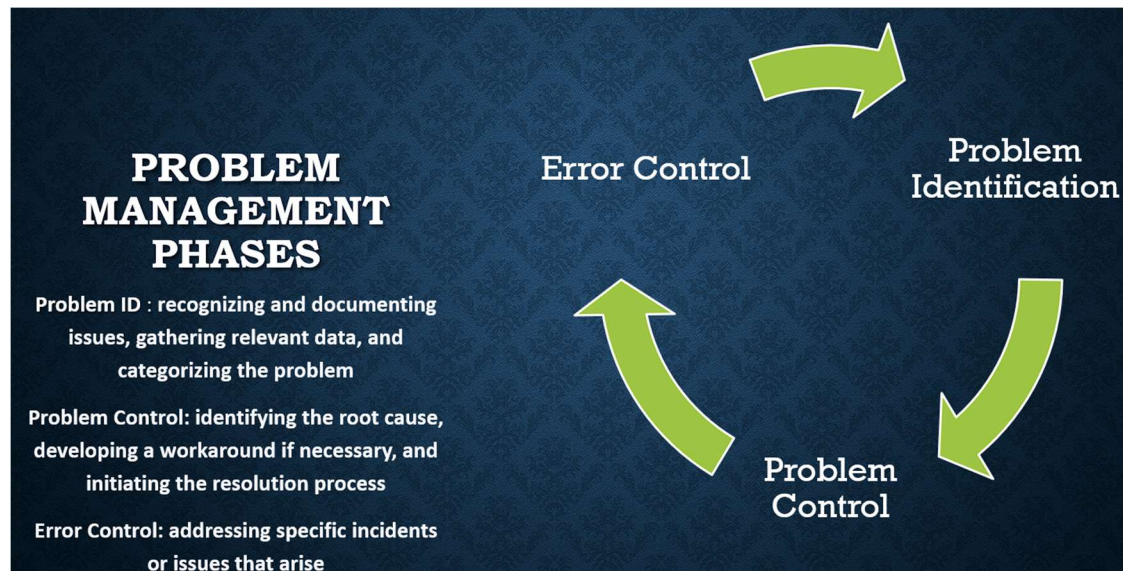
**Purpose:** reduce likelihood of recurring incidents by identifying root causes and eliminating those

**Problem:** unknown cause of one or more incidents

**Known Error:** a problem with a known root cause but no solution yet

**Workaround:** alternate solution, reducing the impact of the problem

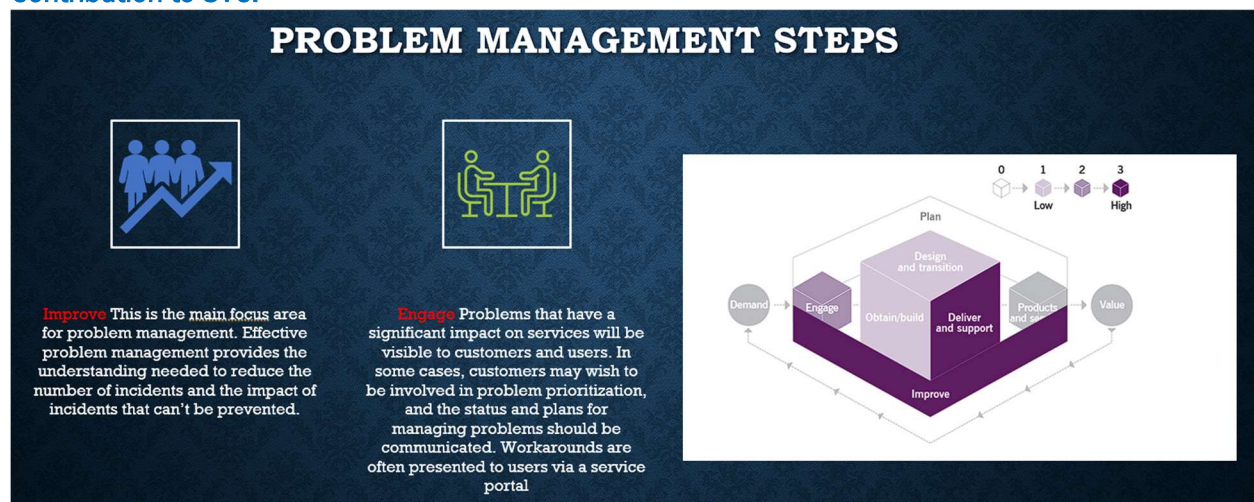
**Phases:** Problem Identification -> Problem Control -> Error Control



### How are incident management and problem management similar?

Incident and Problem management are the difference between proactive and reactive. An incident is an unplanned interruption to a service or reduction in the quality of a service. A problem is the underlying cause of one or more incidents. Problem management is proactively seeking out underlying causes while Incident management is handling issues as they occur. They both attempt to restore services to normal operations as quickly as possible. They both focus on identifying, diagnosing, and resolving issues that impact service availability and performance.

### Contribution to SVC:



## PROBLEM MANAGEMENT STEPS CONT'D



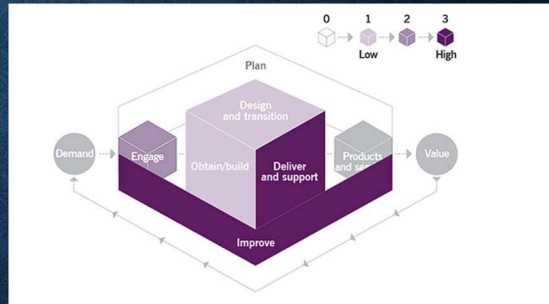
**Design and transition**  
Problem management provides information that helps to improve testing and knowledge transfer.



**Obtain/build** Product defects may be identified by problem management; these are then managed as part of this value chain activity.



**Deliver and support**  
Problem management makes a significant contribution by preventing incident repetition and supporting timely incident resolution



### 5.2.9 RELEASE MANAGEMENT

Key message: (purpose) **What is a release?**

#### Release Management

Makes new and changed services and features available for use.

**Release:** a version of a service or other configuration items, or a collection of configuration items, that is made available for use.

Releases have been disconnected from deployments with **canary / dark releases**.



Explain Agile/DevOps and Blue/green release.

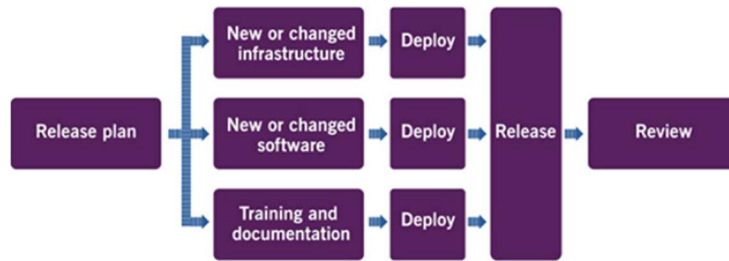


Figure 5.26 Release management in an Agile/DevOps environment

Blue/Green Releases use two mirrored production environments. Users can be switched to an environment that has been updated with the new functionality by use of network tools that connect them to the correct environment.

Feature flags enable specific features to be released to individual users or groups in a controlled way. The new functionality is deployed to the production environment without being released.

DevOps Environment, release management is often integrated with the continuous integration and continuous delivery toolchain.

Explain waterfall.

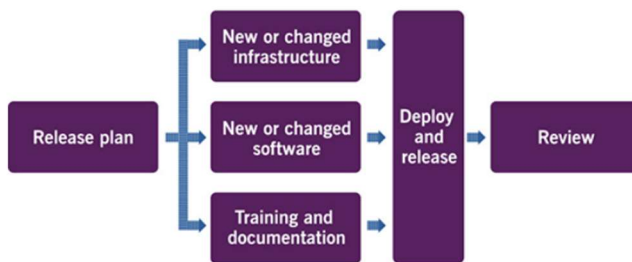


Figure 5.25 Release management in a traditional/waterfall environment

Waterfall Method: A dev approach that is linear and sequential with distinct objectives for each phase of development

## RELEASE MANAGEMENT STEPS



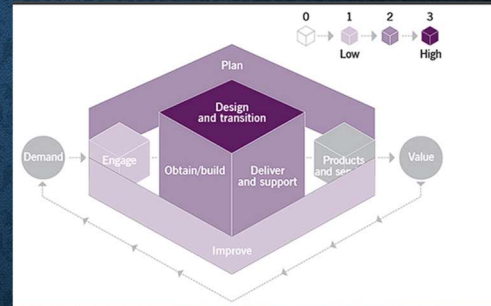
**Plan** Policies, guidance, and timelines for releases are driven by the organizational strategy and service portfolio. The size, scope, and content of each release should be planned and managed.



**Improve** New or changed releases may be required to deliver improvements, and these should be planned and managed in the same way as any other release.



**Engage** The content and cadence of releases must be designed to match the needs and expectations of customers and users



## RELEASE MANAGEMENT STEPS CONT'D



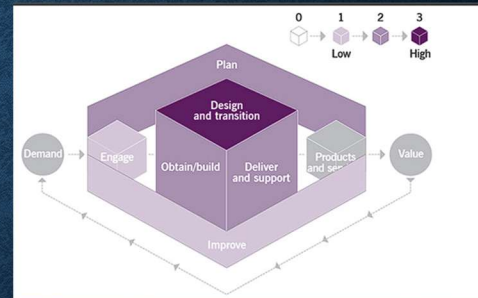
**Design and transition** Release management ensures that new or changed services are made available to customers in a controlled way.



**Obtain/build** Changes to components are normally included in a release, delivered in a controlled way.



**Deliver and support** Releases may impact on delivery and support. Training, documentation, release notes, known errors, user guides, support scripts, etc. are provided by this practice to facilitate service restoration



## 5.2.11 SERVICE CONFIGURATION MANAGEMENT

Key message: (purpose) What is a service catalog? What is a configuration record?

**Service Configuration Management**

Ensures accurate information is available when needed about services, configuration items and their relationships.

**CI (Configuration Item):** any component that needs to be managed to deliver an IT service.

**CMDB (Configuration Management Database):** a database or collection of databases holding CIs and their connections

**CMS (Configuration Management System):** a frontend / user interface for CMDBs

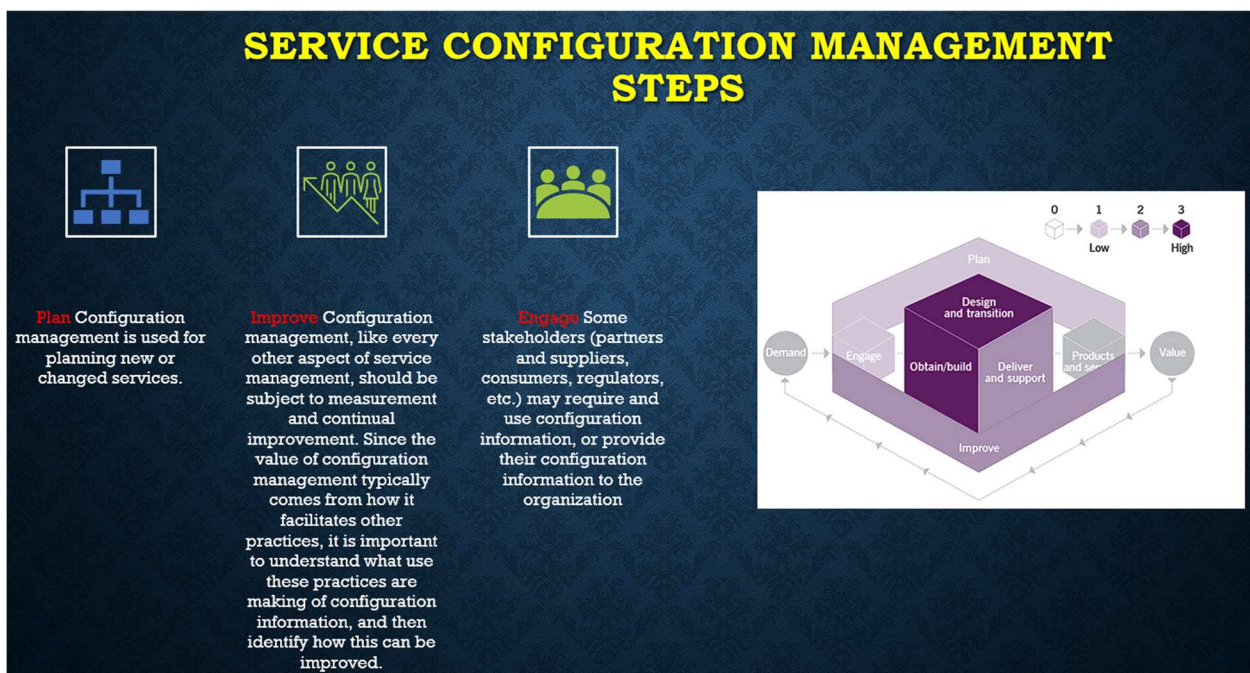
**Service Catalog** – a comprehensive list or database of all IT services offered by an organization to its customers or users.

**Configuration Record**- a detailed document that contains information about a specific configuration item (CI) within an organization's IT infrastructure.

How does service configuration management assist an organization be more efficient?

SCM helps an organization be more efficient by providing a structured approach to managing and controlling the configuration of IT service and related components. Key features up-to-date CI and maintaining accuracy

**Contribution to SVC:**





## SERVICE CONFIGURATION MANAGEMENT STEPS CONT'D



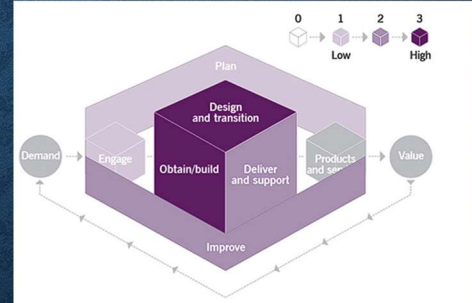
**Design and transition**  
Configuration management documents how assets work together to create a service. This information is used to support many value chain activities, and is updated as part of the transition activity.



**Obtain/build**  
Configuration records may be created during this value chain activity, describing new or changed services and components. Sometimes configuration records are used to create the code or artefact that is being built

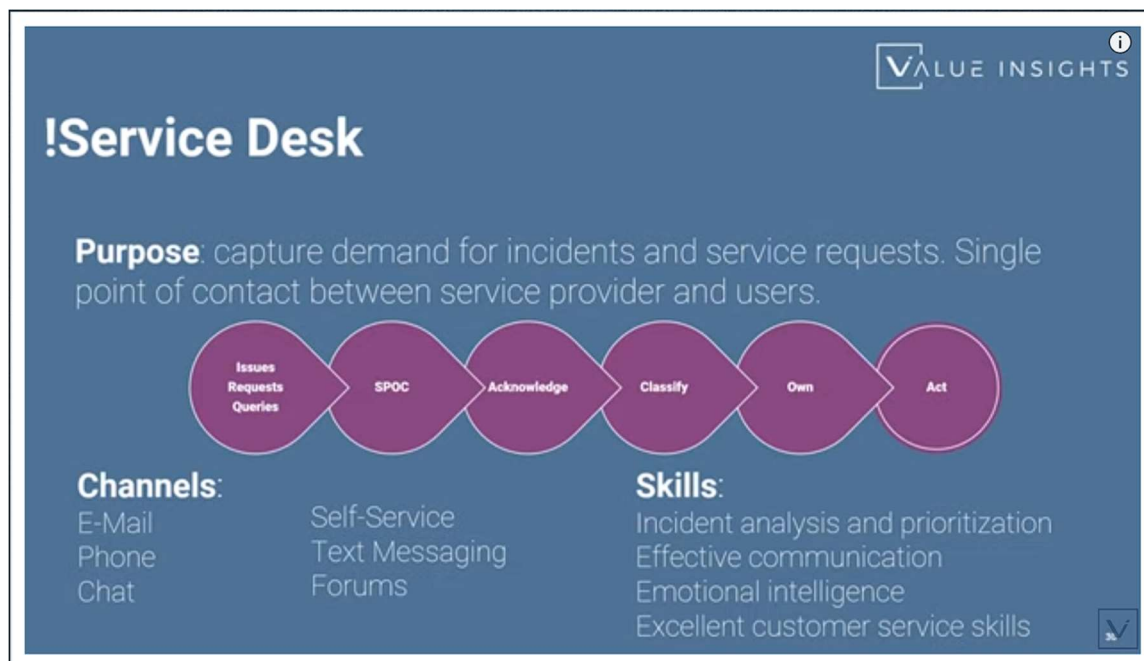


**Deliver and support**  
Information on CIs is essential to support service restoration. Configuration information is used to support activities of the incident management and problem management practices



### 5.2.14 SERVICE DESK

Key message: (purpose) Name contact channels for the service desk.



Why is it important for the service desk to have a good understanding of the business?

Service desk add value by understanding and acting on the business context of the business process. The service desk should be the empathetic and informed link between the service provider and its users. Without understanding the business there are in, it causes conflict between the two.

What is the impact of increased automation on this practice?

Automation reduces phone contact, less low-level work, and a greater ability to focus on excellent CX when personal contact is needed



### What is a virtual service desk?

Allows agents to work from multiple locations and geographically dispersed. A virtual service desk requires more sophisticated supporting tech, involving more complex routing and escalation; these solutions are often cloud-based.

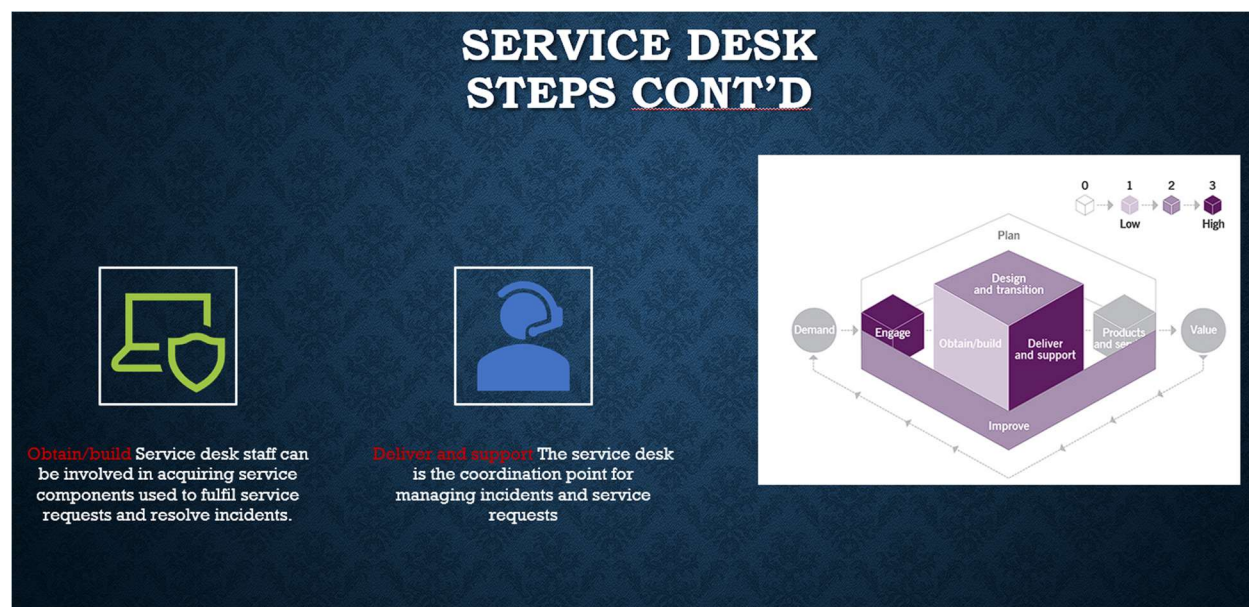
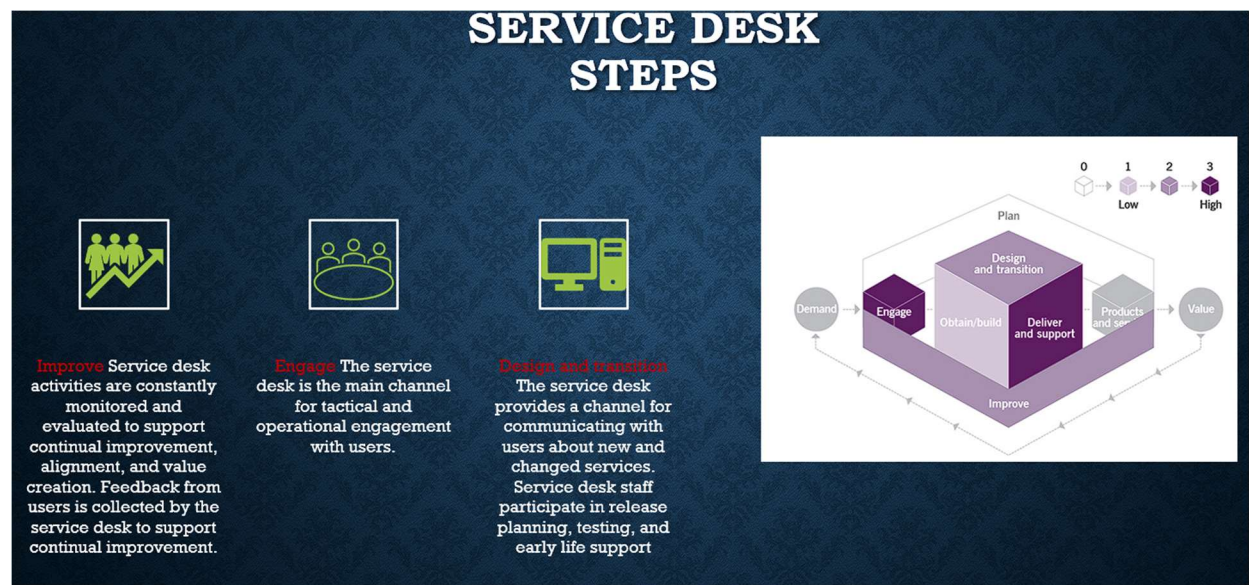
### What is a follow the sun service desk model?

Follow the Sun- supports customers around the globe. It is available 24/7

### What is technical debt?


Technical Debt – The total rework backlog accumulated by choosing workarounds instead of system solutions that would take longer

### Contribution to SVC:



## 5.2.15 SERVICE LEVEL MANAGEMENT

Key message: (purpose) What is an SLA? Name key requirements for a successful SLA. (recommendations)




# !Service Level Management

**Purpose:** to set clear business-based targets for service performance, so that the delivery of a service can be measured properly.

**SLA:** agreement between customer and service provider  
**OLA:** agreement between different units of the same organization  
**UC:** agreement between service provider and external supplier

**Recommendations:**

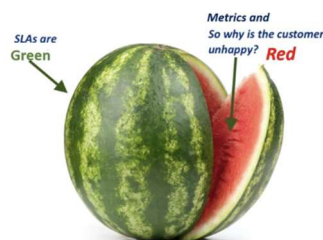
- Clear language, no jargon
- Simply written, easy to understand
- Should relate to defined outcomes
- Listen actively to customer needs



In the textbooks the keys to the success of an SLA are:

1. Related to a defined 'service' in the service catalog
2. Should be related to defined outcomes and not simply operational metrics. Balanced bundles of metrics such as customer satisfaction and key business outcomes
3. They should reflect an agreement i.e. engagement and discussing between the service provider and the service consumer. It is important to involve all stakeholders
4. It must be simply written and easy to understand and use for all parties

What is the watermelon SLA effect?



When a service provider thinks that it is doing a good job, when in fact its customers are dissatisfied with the service received and also frustrated that the provider doesn't notice this.

How does this practice use customer engagement and feedback?

SLM requires focus and effort to engage and listen to the requirements, issues, concerns, and daily needs of customers. Engagement is needed to understand and confirm the actual ongoing needs and requirements of customers, not simply what is interpreted by the service provider or has been agreed several years before. Feedback is gathered from a number of sources both formally and informally.



## SERVICE LEVEL MANAGEMENT STEPS



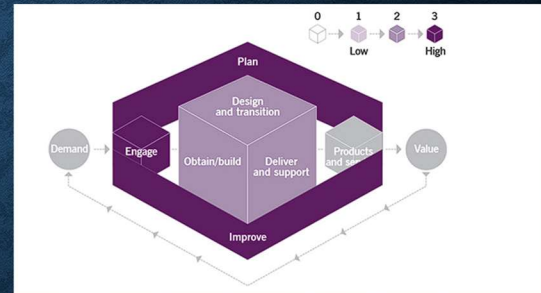
**Plan** Service level management supports planning of the product and service portfolio and service offerings with information about the actual service performance and trends.



**Improve** Service feedback from users, as well as requirements from customers, can be a driving force for service improvement.



**Engage** Service level management ensures ongoing engagement with customers and users through feedback processing and continual service review



## SERVICE LEVEL MANAGEMENT STEPS CONT'D



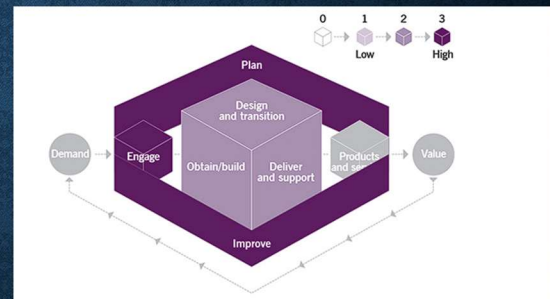
**Design and transition**  
The design and development of new and changed services receives input from this practice, both through interaction with customers and as part of the feedback loop in transition.



**Obtain/build** Service level management provides objectives for components and service performance, as well as for measurement and reporting capabilities of the products and services.




**Deliver and support**  
Service level management communicates service performance objectives to the operations and support teams and collects their feedback as an input for service improvement



## 5.2.16 SERVICE REQUEST MANAGEMENT

Key message (purpose) What is a service request?



# !Service Request Management

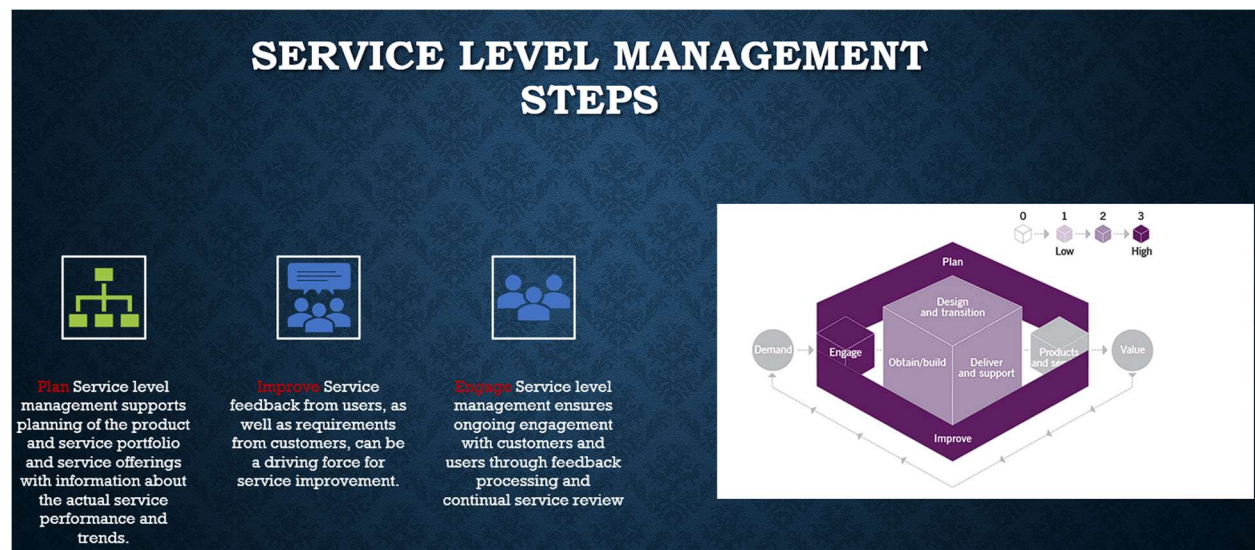
**Purpose:** to support the agreed quality of services by handling all pre-defined, user-initiated service requests.

**Service Request:** a formal request for something other than incident resolution (e.g. information, advice, how-to questions...)

Steps to fulfill requests should be well know (for both simple and complex requests)  
When defining new workflows, try to reuse already existing ones.  
User expectations must be managed in regards of what can be delivered.

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Contribution to SVC:





## SERVICE LEVEL MANAGEMENT STEPS CONT'D



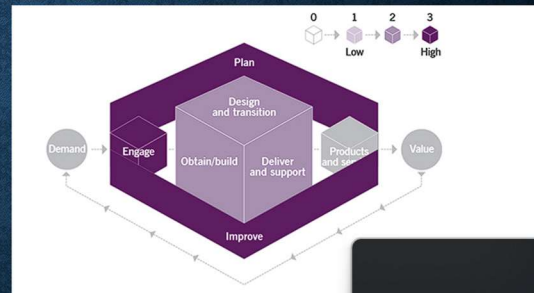
**Design and transition**  
The design and development of new and changed services receives input from this practice, both through interaction with customers and as part of the feedback loop in transition.



**Obtain/build** Service level management provides objectives for components and service performance, as well as for measurement and reporting capabilities of the products and services.



**Deliver and support** Service level management communicates service performance objectives to the operations and support teams and collects their feedback as an input for service improvement



### 5.3.1 DEPLOYMENT MANAGEMENT

Key message:

#### Deployment Management

Moves new or changed hardware, software documentation or any other components from one environment to the next.  
E.g. DEV -> QA -> PROD

With the help of DevOps we can reach continuous delivery, where the developer build the change in DEV, which is automatically tested and moved to the next environment until it arrives in PROD.

**Deployment  $\neq$  Release**

What is the difference between a deployment and a release?

These are two distinct phases of something like software development and delivery process. Deployment refers to the process of moving while Release is a updated version of something already available to users

What is phased deployment?

Phased Deployment - The new or changed components are deployed to just part of the production environment at a time, for example to users in one office, or one country

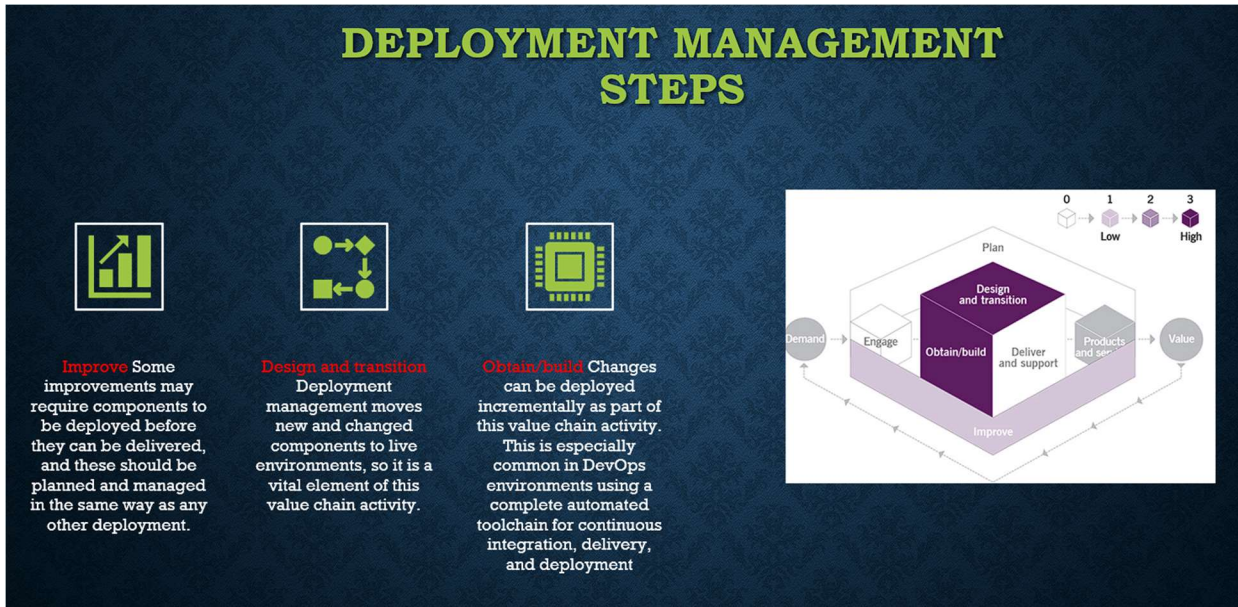
What is continuous delivery?

Continuous Delivery – Components are integrated tested, and deployed when they are needed, providing frequent opportunities for customer feedback loops

What is pull deployment?

Pull Deployment – New or changed software is made available in controlled repository, and users download the software to client devices when they choose. This allows users to control the timing of updates, and can be integrated with service request management to enable users to request software only when it is needed.

Contribution to SVC:



### D336 ITILv4 Foundation Resources

There are many resources indicated all over discord, reddit, and WGU. These can be overwhelming especially since some people take this certification with little to no studying or resources. I am providing the list of resources that worked for me in a specific order.

#### Step 1: Visual Insights Playlist

<https://www.youtube.com/playlist?list=PLVzkjYR3xN1V9nlcECuygEZVIS4rj5qaf>

This resource will give you the complete overview and has great details on what each practice, its purpose, and some key definitions. The material is quick to watch and I would recommend watching it multiple times

#### Step 2: Cohort Video #3

<https://wgu.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=afd319f1-fb07-46e2-a33f-af9a0106fff7>

Almost no reddit or discord mention any cohorts. This one is very useful for one large reason: it provides an review of all of the previous topics and he connects the value chain steps to each practice. This is NOT something provided by any other resource.

#### Step 3: ITILv4 app by Zindiak

Android: [https://play.google.com/store/apps/details?id=uk.co.zindiak.Quiz\\_ITIL4](https://play.google.com/store/apps/details?id=uk.co.zindiak.Quiz_ITIL4)

Apple: <https://apps.apple.com/us/app/itil-4-foundation-exam-prep/id1507155404>

Virtual Phone via desktop <https://www.ldplayer.net>

People that are having issues getting the ITILv4 (?) app because of the type of phone that they have you can download LD player 9 on your desktop (decline any additional stuff on the install) go to the google play on it and search for Zindiak Limited. This will give you the app above. You can then practice from your desktop. If it asks you to fix virtualization, due to the type of app you should be able to ignore it.

ITILv4 app will drill in concepts with tests through each main section of concepts and a practice test.

#### Step 4: ITIL app that retired from the official company that is now on Github

<https://d12.github.io/itil-quiz/index.html>

This is good for practice tests. It keeps repeating the questions, there is not as much variety so make sure you are not just getting a high score because of exam question memorization

#### Step 5: ITIL official Sample Exam paper

<https://www.axelos.com/certifications/itil-service-management/itil-4-foundation>

(or search on PeopleCert. As of 2/27/24 there is a transition so the location of the materials may change.

#### Step 6: PluralSight Exams known as Cybervista

<https://lrps.wgu.edu/provision/258495030>

This is very useful for randomized questions on the exam. It will use any material that may not be covered by anything but the textbook. This is good to give you a reality check before taking the exam. It can be continued to be taken, they give explanations as to why the questions are correct and you are able to filter the questions to only those not already asked so you can eventually get every single question.

### Other Resources:

#### Where is Dion's Cram Card?

It is located in Course Chatter under ITIL Support documents

<https://srm.file.force.com/servlet/fileField?id=0BE3x000000gKQN>

#### What about Dion's Courses?



I personally found little use from the course. It is completely introductory and mostly goes over definitions. It does NOT provide details. It is there to encourage people to go buy his training materials. If you want it to reinforce your learning go for it, it is on wgu.udemy.com <https://wgu.udemy.com/course/service-management-4/learn/lecture/16775338#overview>

His practice exams do not display real certification exam questions. It is fine to use if you understand this going in.

[Where did CBDNuggets videos go?](#)

## Sorry, this training no longer exists.

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AXELOS Limited, the governing body for ITIL® content, changed its requirements for organizations that provide ITIL® training, resulting in CBT Nuggets no longer being able to create and provide ITIL®-based content.

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[I am still confused, is there any other resources I can get?](#)

1. Please check out WGU discords, I am on at least 7 of them and have pdf and ppt slides for the majority of the information that may not have been added to this document
2. Talk to your instructor and ask for help. Set up an appointment
3. Attempt to look at ITIL Mind map studies from YouTube
4. Purchase a video course if you can afford it.