

Contents

Welcome to ITIL 4	vi
About this publication	vii
1 Introduction	1
1.1 IT service management in the modern world	2
1.2 About ITIL 4	2
1.3 The structure and benefits of the ITIL 4 framework	3
1.3.1 The ITIL SVS	3
1.3.2 The four dimensions model	4
2 Key concepts of service management	5
2.1 Value and value co-creation	7
2.1.1 Value co-creation	8
2.2 Organizations, service providers, service consumers, and other stakeholders	9
2.2.1 Service providers	9
2.2.2 Service consumers	10
2.2.3 Other stakeholders	11
2.3 Products and services	12
2.3.1 Configuring resources for value creation	12
2.3.2 Service offerings	13
2.4 Service relationships	14
2.4.1 The service relationship model	14
2.5 Value: outcomes, costs, and risks	16
2.5.1 Outcomes	16
2.5.2 Costs	18
2.5.3 Risks	18
2.5.4 Utility and warranty	19
2.6 Summary	21
3 The four dimensions of service management	23
3.1 Organizations and people	25
3.2 Information and technology	26
3.3 Partners and suppliers	30
3.4 Value streams and processes	31
3.4.1 Value streams for service management	32
3.4.2 Processes	33
3.5 External factors	34
3.6 Summary	34

4	The ITIL service value system	35
4.1	Service value system overview	36
4.2	Opportunity, demand, and value	38
4.3	The ITIL guiding principles	39
4.3.1	Focus on value	41
4.3.2	Start where you are	44
4.3.3	Progress iteratively with feedback	47
4.3.4	Collaborate and promote visibility	49
4.3.5	Think and work holistically	51
4.3.6	Keep it simple and practical	52
4.3.7	Optimize and automate	54
4.3.8	Principle interaction	56
4.4	Governance	56
4.4.1	Governing bodies and governance	56
4.4.2	Governance in the SVS	57
4.5	Service value chain	57
4.5.1	Plan	61
4.5.2	Improve	62
4.5.3	Engage	63
4.5.4	Design and transition	64
4.5.5	Obtain/build	64
4.5.6	Deliver and support	65
4.6	Continual improvement	66
4.6.1	Steps of the continual improvement model	67
4.6.2	Continual improvement and the guiding principles	73
4.7	Practices	74
4.8	Summary	74
5	ITIL management practices	75
5.1	General management practices	78
5.1.1	Architecture management	78
5.1.2	Continual improvement	80
5.1.3	Information security management	83
5.1.4	Knowledge management	85
5.1.5	Measurement and reporting	87
5.1.6	Organizational change management	89
5.1.7	Portfolio management	91
5.1.8	Project management	94
5.1.9	Relationship management	96
5.1.10	Risk management	97
5.1.11	Service financial management	100
5.1.12	Strategy management	103
5.1.13	Supplier management	105
5.1.14	Workforce and talent management	109

5.2	Service management practices	112
5.2.1	Availability management	112
5.2.2	Business analysis	114
5.2.3	Capacity and performance management	117
5.2.4	Change control	118
5.2.5	Incident management	121
5.2.6	IT asset management	124
5.2.7	Monitoring and event management	128
5.2.8	Problem management	130
5.2.9	Release management	134
5.2.10	Service catalogue management	137
5.2.11	Service configuration management	139
5.2.12	Service continuity management	143
5.2.13	Service design	145
5.2.14	Service desk	149
5.2.15	Service level management	152
5.2.16	Service request management	156
5.2.17	Service validation and testing	158
5.3	Technical management practices	160
5.3.1	Deployment management	160
5.3.2	Infrastructure and platform management	162
5.3.3	Software development and management	165
	End note: The ITIL story, one year on	169
	Appendix A: Examples of value streams	171
	Further research	179
	Glossary	181
	Acknowledgements	199
	Index	203