

Lesson 1 Study Guide

Introducing ITIL

ITIL® Foundation Certificate in IT Service Management





Welcome to the first chapter of your Study Guide. This document is supplementary to the information available to you online, and should be used in conjunction with the videos, quizzes and exercises.

After your subscription to the course has finished online, you will still have the Study Guide to help you prepare for your exam - if you've not taken the exam by the time your subscription expires.

You'll download a Study Guide at the end of most Lessons as you progress through the course.

This Chapter contains the Study Guide information for **Lesson 1 – Introducing ITIL.**

Use this Study Guide in conjunction with your own notes that you make as you progress through the course. You may prefer to print the Study Guides out, or use them on-screen.

After each Lesson, you can consolidate what you have learnt whilst watching the videos and taking the quizzes by reading through the chapter of the Study Guide.

If you progress on to the formal exam, your Study Guide will provide you with vital revision information.

Remember, your Study Guide is yours to keep, even after your subscription to the course has finished.

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Text in *"italics and quotation marks"* is drawn from the ITIL core volumes

Quoted ITIL text is from Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement

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Study Guide Icons

Watch out for these icons as you use your Study Guide. Each icon highlights an important piece of information.

	<p>Tip – this will remind you of something you need to take note of, or give you some exam guidance.</p>
	<p>Definition – key concept or term that you need to understand and remember.</p>
	<p>Role – a job title or responsibility associated with a process or function.</p>
	<p>Exercise Solution – suggested solution to one of the exercises you will complete throughout the course.</p>
	<p>Purpose or Objective – for a particular process or core volume.</p>

Lesson Contents

This Lesson introduced ITIL as a concept.

We studied:

- **The meaning of best practice**
- **Why ITIL is successful**
- **What we mean by service**

Introducing ITIL

ITIL is considered to be best practice for IT Service Management. It was developed by the UK government, and is now globally adopted by many organizations in both the public and private sector.

ITIL is not a prescriptive standard that must be followed. It is a framework that organizations can adopt and adapt to improve the way they deliver their IT services.

ITIL is a widely recognized source of best practice. It allows organizations to deliver services that meet their customer's needs, at a price their customer is willing to pay.

In today's climate, organizations cannot afford to stand still. They need to review their performance and compare it to their competitors, and make sure they are constantly improving.

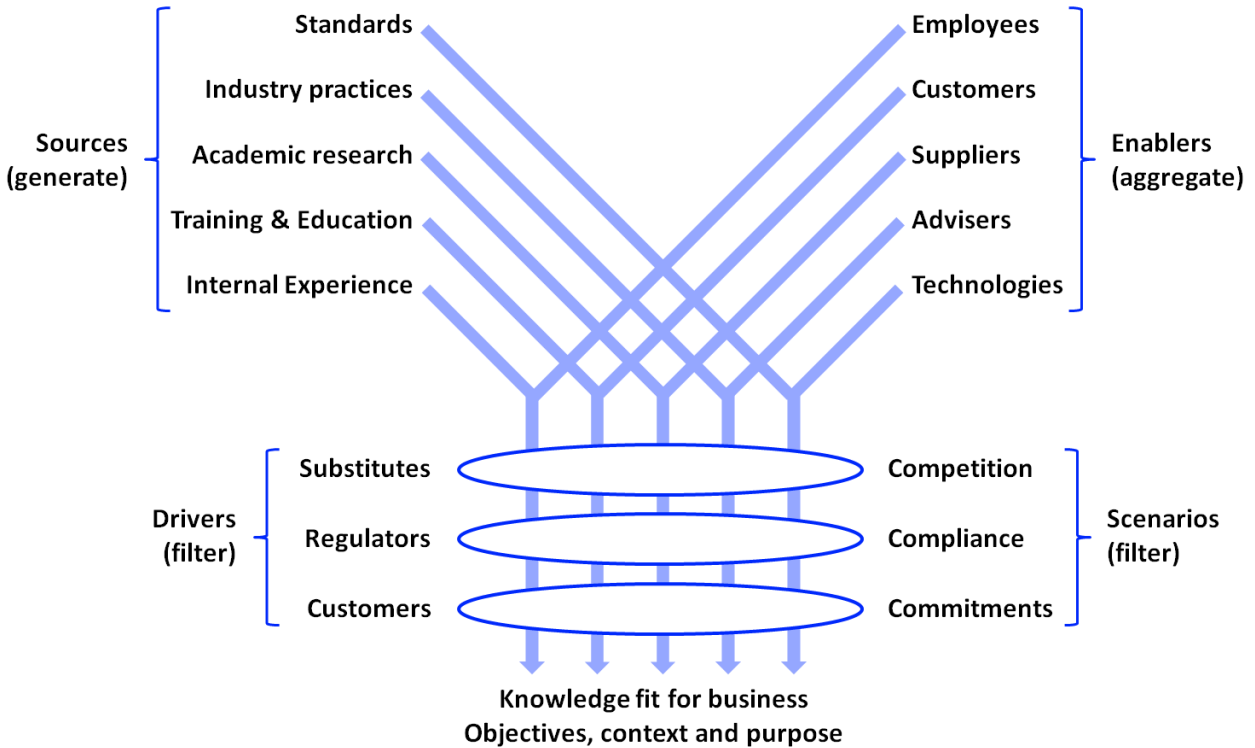
Using the best practice available in the public domain can support improvement. Sources including public frameworks like ITIL and standards like ISO/IEC 20000 can all be used to add value.

ISO/IEC 20000 is the standard for service management, and is used to certify an organization's processes and management systems.

If organizations benchmark themselves against their competitors and continue to invest in skills and capabilities, they will remain competitive.

This thinking does not just apply to the private sector. Public sector organizations such as local and central government departments also need to demonstrate that they offer quality services and value for money.

The diagram below shows the many sources of service management practice.



Service Strategy fig. 2.30 Sources of service management practice

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You can see how industry practices, training and education are among the sources an organization should consider. Enablers aggregate these sources to bring together what is relevant. Best practice must be passed through a filter of the drivers and scenarios relevant to the organization before it is fit for purpose.

Why is ITIL Successful?

ITIL is not academic and theoretical. It's based on the experience of IT service management practitioners, and offers a practical approach.

The introduction of a service focus means that IT stops thinking about technology, and starts to think about how to deliver value to the customer.

Common processes and practices and a strong service management framework all help to support the focus on value.

ITIL is successful because:

- **It's vendor neutral:** ITIL is not linked to one supplier, or one technology, or one industry. This means it can be adopted across all types and sizes of organization
- **It's none-prescriptive:** Organizations need to adopt and adapt the elements of ITIL that work for them and their customers
- **It's best practice:** ITIL draws on experience from service management practitioners across the globe



Remember

ITIL is seen as being preferable to the proprietary information that builds up in organizations and staff members.

Proprietary knowledge isn't usually documented. It exists because it's built up over time.

This means it's not challenged or improved – and can cause a real risk if an experienced staff member leaves and takes their proprietary knowledge with them.

Exercise – ITIL Benefits

This Lesson included an Exercise to look at how ITIL helps organizations. If you didn't have time to complete the exercise during the Lesson, why not attempt it now?

Exercise

ITIL practices allow organizations to deliver benefits, improve return on investment and be successful.

List 10 ways in which ITIL will help an organization.





Exercise Solution

The list below provides some suggested answers to this exercise. (source: Service Strategy 1.4). ITIL is adopted by organizations to allow help them to:

- *“Deliver value for customers through services*
- *Integrate the strategy for services with the business strategy and customer needs*
- *Measure, monitor and optimize IT services and service provider performance*
- *Manage the IT investment and budget*
- *Manage risk*
- *Manage knowledge*
- *Manage capabilities and resources to deliver services effectively and efficiently*
- *Enable adoption of a standard approach to service management across the enterprise*
- *Change the organizational culture to support the achievement of sustained success*
- *Improve the interaction and relationship with customers*
- *Coordinate the delivery of goods and services across the value network*
- *Optimize and reduce costs”*

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Service

	<p>Service</p>	<p><i>“A Service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks”</i></p>
	<p>IT Service</p>	<p><i>“A service provided by an IT service provider. An IT service is made up of a combination of information technology, people and processes. A customer-facing IT service directly supports the business processes of one or more customers, and its service level targets should be defined in a service level agreement. Other IT services, called supporting services, are not directly used by the business but are required by the service provider to deliver customer-facing services”</i></p>

Service Definition

ITIL recommends the development of outcome-based definitions of services. This means that we look at the customer outcome the service delivers, not the technology we are offering to the customer. An outcome is the result of carrying out an activity, following a process or delivering an IT service. Outcome can refer to intended or actual results.

Customers need to trust their service provider, and believe that the service will continue to meet their needs in the future.




Customer expectations will change over time. Service providers must track their customer’s expectations and update services to make sure they are still delivering value.

It’s very important for a service provider to understand their services. This includes looking at how services relate to each other, and which customers use which services.

If a service is performing poorly and doesn't have many customers, it may be retired. A service that is performing well and attracting lots of customers may receive more investment.

Service Classification

Services can be broken down into 3 classifications - core, enabling or enhancing.

	<p>Core Services</p>	<p>Core services deliver the basic outcomes desired by one or more customers.</p> <p>These services represent the value the customer wants and will pay for. They are what attracts the customer in the first place. Customers must be satisfied with the core service.</p>
	<p>Enabling Services</p>	<p>Enabling services need to be in place for the core service to be delivered.</p> <p>The customer may not even know the enabling service exists, but it is essential.</p> <p>Customers will not see enabling services as being a service that they use. They are a basic factor that makes sure the core service can be delivered.</p>
	<p>Enhancing Services</p>	<p>Enhancing services are non-essential services that are added to the core service to tempt or excite the customer.</p> <p>There is always a danger that customers will get bored with enhancing services, and see them as being part of the core service.</p> <p>Service providers need to make sure they review their enhancing services regularly and update them if necessary.</p>

Services can be very simple and easy to define, or very complex. Service providers should try and define their services from the customer's perspective – what does the customer think the service does?

Service providers must be efficient and effective. Services should only be provided if there is a demand for them, and they need to be provided in a cost-effective way.

It's useful if a service provider can offer a generic set of services to lots of customers, although this isn't always practical.

Offering generic services allows the provider to use economies of scale to compete based on price, as well as flexibility to tailor the service to meet the customer's exact needs.

Service Packages

Service providers can use service packages to help them offer their services to customers. Service packages are made up of combinations of core, enabling and enhancing services.

The package contains 2 or more services that have been bundled together to meet the customer's needs.

Customers will want different levels of service as part of their service package. These different levels are documented in a Service Level Package, which is then delivered with the service package.

Creating a service package with just the right combination of services and service levels will make sure that customers are kept happy.

Internal and External Services

Internal services are delivered to departments or business units in the same organization as the service provider.

External services are delivered to an external customer, who could be an individual or another organization.

Internal services usually support internal activity. External services support business outcomes.

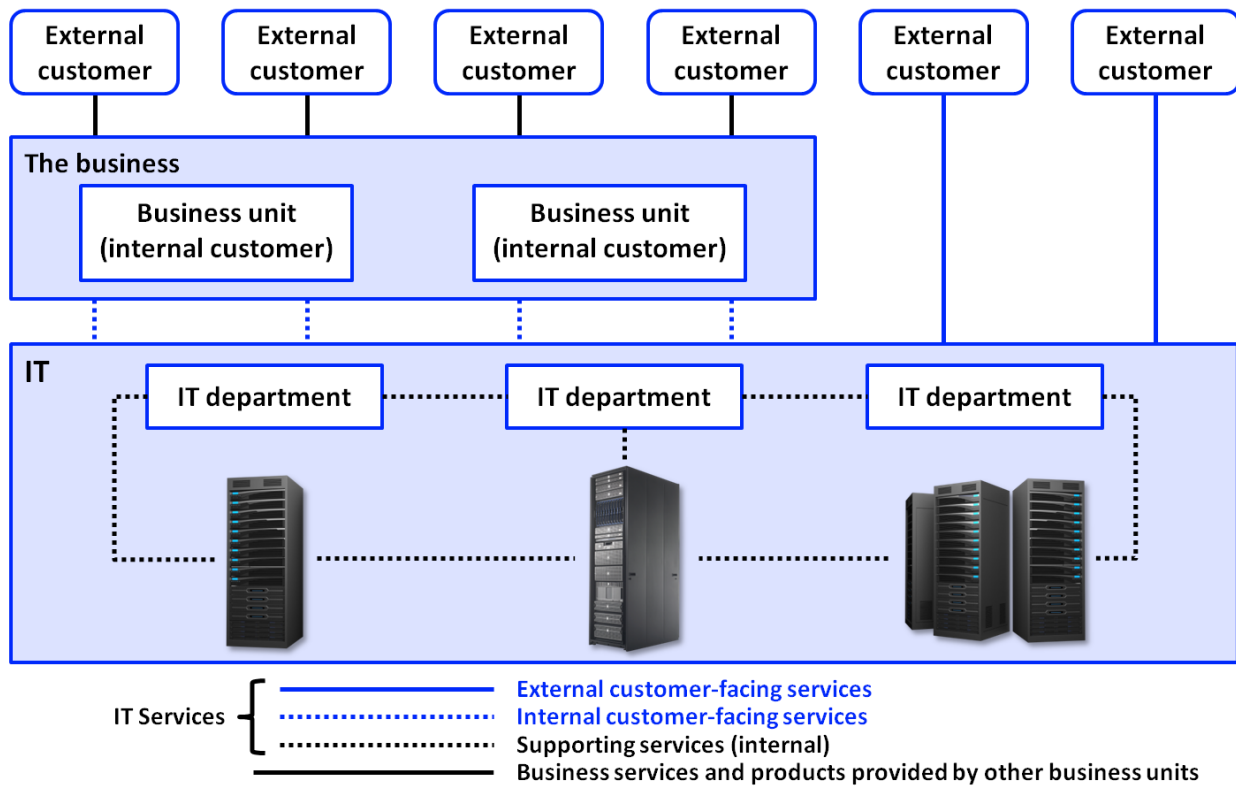


Remember

It's usually easier to see how external services provide value. For example, if our website is down, we lose ten thousand dollars an hour.

Internal services need to be linked to external services before their value can be understood. An example of this could be – if the payroll system goes down, the warehouse staff won't work and then we'll lose ten thousand dollars an hour.




The diagram below shows the internal and external services.



Service Strategy fig. 3.5 Internal and external services

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Types of Service

	<p>Supporting Service</p>	<p>Supporting services are often infrastructure services. They need to be in place for other services to be delivered, but the business might not be aware of them.</p> <p>For example, the network is a supporting service. If the network isn't available, many other services will be unavailable.</p>
	<p>Internal Customer Facing Services</p>	<p>These are used by customers in the same organization as the service provider.</p> <p>For example, your finance team might use an accounting service to track payments that have been made.</p>
	<p>External Customer Facing Services</p>	<p>Here, the customer is not part of the same organization as the service provider.</p> <p>For example, when you use an ATM you are an external customer for that particular service.</p>