

# *Lesson 2 Study Guide*

## Introduction to Service Operation

ITIL® Lifecycle Courses - Service Operation



## Introduction to Service Operation

**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 the Service Operation exam - if you've not taken the exam by the time your subscription expires.

At the end of each Lesson as you progress through the course, you'll be prompted to download a new chapter of the Study Guide. By the end of the course, you'll have 10 chapters that build up into the full guide.

This Chapter contains the Study Guide information for **Lesson 2 – Introduction to Service Operation.**

Use this Study Guide in conjunction with your own notes that you make as you progress through the course. You may prefer to print it out, or use it 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 do the Service Operation 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 Service Operation Course has finished.

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

## Lesson 2 Contents

**This Lesson provided an introduction to Service Operation. We covered:**

- **The definition of Service Operation**
- **Service Operation goal and objectives**
- **The value delivered by Service Operation**
- **Threats to the value from Service Operation**
- **Service Operation generic roles**

## Syllabus Reference

**The material in this Lesson relates to syllabus section SO01.**

You can also use your syllabus to identify areas in the Service Operation volume for further reading as part of your self study.

## Service Operation – Meaning and Lifecycle Placement

**The first concept that you covered in this Lesson is the meaning of Service Operation, and its place within the service lifecycle.**

Remember, Service Operation is where services are managed and operated in line with the SLAs agreed during Service Design. Service Operation receives outputs from Service Transition and confirms via acceptance criteria that the quality of a service is acceptable.

Service Operation is often the phase of the lifecycle where Return on Investment is realized, creating a financial return for the service provider to offset any costs borne during Service Design and Service Transition. The live service delivers value to both the customer and the service provider.

The Service Operation phase of the lifecycle protects the **value** of the service by delivering and supporting the service in the most effective and efficient way.

The Service Operation core volume includes guidance on how to keep services stable and the overall operational environment healthy - using processes, methods, and tools.

## Operational Activities

**Operational activities are typically divided into two areas – reactive and proactive.**

**Reactive** activities relate to how we respond to stimulus such as incidents.

**Proactive** activities look at how we try and predict stimulus – thereby potentially preventing incidents and problems from occurring in the first place.

Reactive and proactive activities are both necessary to provide balanced and stable operational services.



**Better understanding of Service Operation will allow organizations to be better prepared to make decisions that relate to areas such as:**

- **Availability**
- **Controlling demand for your services**
- **Optimizing operational infrastructure and functions**
- **Operational scheduling**
- **Problem and incident identification and resolution**

## Service Operation - Purpose

**The next key concept you studied for Service Operation related to the overall purpose of this phase of the lifecycle.**

Service Operation realizes the value of processes and services created during Service Design. These processes need to be controlled and managed on a day-to-day basis to enable the customer to really see and experience the benefits of an efficient and effective service.

Service Operation also has an overall improvement role, by ensuring that day-to-day measurements and metrics are collected to facilitate ongoing service improvement.

To support their effectiveness, Service Operation staff need to be able to manage end to end services. The operational focus should not be on siloed areas such as networks, or servers. Instead, the operational focus should fall on all of the technology components that are delivering services to end users and customers.

Taking an end to end service view allows operational staff to:

- **Identify threats to the services they provide**
- **Have the ability to spot potential failures**
- **Understand the negative impacts of such threats and failures on the actual service delivery and in particular any service level targets agreed with the business**

Remember: end to end service management may also include third party suppliers too. It is important that any elements of a service provided by external parties can also be incorporated into our end to end view.



### Service Operation Purpose

*“The purpose of Service Operation is to coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers. Service Operation is also responsible for the ongoing management of the technology that is used to deliver and support services.”*



## Exercise – Poor Service Operation

This Lesson included an Exercise to look at the effects of poor Service Operation on an organization. If you didn't have time to complete the exercise while you were watching the video lesson, why not try it now?

### Exercise

**What would be the consequences for an IT department and its business customers if they were ineffective in Service Operation? This would mean that day-to-day processes and functions such as Incident Management and the Service Desk performed badly.**

**Try and think of at least 5 consequences for IT, and 5 for the business.**



### Exercise Solution

This exercise looked at the organizational consequences of poor Service Operation. You were asked to try and think of at least 5 for IT, and 5 for the business.

Here are some suggestions – how do they compare to your answers?

#### Consequences for IT could include:

- Inability to identify improvement areas – if incidents and problems are not recorded and managed then poorly performing services cannot be identified
- Duplication of workloads and work being lost – due to poor management and record keeping
- Poor customer satisfaction ratings – as work is not being prioritized effectively
- Higher cost of support – more manual work and duplicated tasks mean more resources are used
- Inability to bid for funding – there is no supporting information for business cases and investment proposals

**Consequences for the Business could include:**

- Lost business – as IT systems may be performing poorly
- Lack of faith in IT – meaning new incidents will not be logged leading to further service degradation
- Higher cost of IT – more money will need to be given to IT to provide services, leading to reduced profit for the organization overall
- Poor reputation – with external customers
- No management information – leading to poor decisions being made with relation to IT investment

## Service Operation Value

**Effective Service Operation delivers value to the business in a number of ways, including:**

- The provision of a clear point of contact and communication to customers and end users
- The management of activities and processes that deliver stable services
- The provision of measures and metrics that feed into service improvement
- Carrying out proactive activities that remove potential threats to services

## Threats to the Value of Service Operation

There are a number of threats to the value and stability delivered by Service Operation.

These are normally linked to a reluctance to invest in services once they are live and operational, or linked to a lack of understanding of what level of investment is needed.

Threat	Notes
<p><b>Poor planning of ongoing service costs</b></p>	<p>Project teams and design teams are usually able to plan effectively for the costs associated with the design and development of a service. However, the ongoing running costs that will be incurred during the service lifecycle are usually much more difficult to quantify.</p> <p>Planning properly for these ongoing costs – or lifecycle costs - should improve over time as an organization matures. One-off events, such as major technological changes or developments, can still impact an organization’s ability to accurately plan lifecycle costs and their associated cost models.</p>
<p><b>Lack of funding to fix bugs and errors after deployment</b></p>	<p>Ongoing costs concerning fixing errors or bugs may not have been foreseen and budgeted for, so once the service is live such costs can have a detrimental effect on the allocated operational budget.</p>
<p><b>Lack of investment in the operational area</b></p>	<p>Investment in areas such as training or new management tools are not linked to one specific service and so the responsibility for providing funding may not be clear to management or stakeholders.</p> <p>Customers may expect the cost of training and tools, and other similar areas, to have been built into a service during the initial service scope, and so these customers may be reluctant to make any further investment. Such reluctance can lead to a variety of negatives consequences, such as the inability to take advantage of new technology - due to the lack of investment or other knowledge in the operation.</p>

<b>Changing Customer Perspectives</b>	<p>At first, a service may be seen as an enhancement or improvement, but over time it becomes business as usual and therefore seen as part of the normal customer expectation. Customers may resist any further investment in services that are seen as business as usual and may only choose to invest in services that are performing very poorly.</p> <p>When budget is requested for improvements to services that are working well - customers may very well respond with <b>“if it’s not broken - don’t fix it!”</b></p>
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## Exercise – Service Operation Threats

This Lesson also included an Exercise to look at the Service Operation threats. If you didn’t have time to complete the exercise while you were watching the video lesson, why not try it now?

The exercise is reproduced below, and you’ll find a suggested solution underneath.

### Exercise

**Consider this scenario: One of the threats to your Service Operation teams is that your development team doesn’t seem to understand what they do. They just see Operations as a team that fixes things, and worse still they see them as a team that fixes things when they don’t work properly after go live.**

**Prepare a presentation with headings and bullet points to explain to the development team what Service Operation actually do, and why Service Operation is so important to the organization.**

**Remember your audience. Try to tailor your explanation accordingly.**



### **Exercise Solution**

This exercise looked at how you could explain the role of Service Operation to developers. Here are some suggestions – how do they compare to your answers?

#### **Section 1 – What is Service Operation?**

This part of your presentation could include the goal and objectives of Service Operation, and explain how it interacts with Design, Transition and CSI.

#### **Section 2 – The Value of Service Operation**

This part of your presentation could reiterate the importance of an effective Service Operation area. You could mention the costs and impacts you identified in the earlier exercise you completed about the effect of poor Service Operation.

#### **Section 3 – What Service Operation Won't Do**

This section could be used to really reinforce the role of Service Operation – remember it's part of the role of Service Operation to receive outputs from Design and Transition, then manage the live services. It's NOT part of the Service Operation role to clear up after any rushed roll outs or poorly documented new services.

## Service Operation Generic Roles

This Lesson also included the generic Service Operation roles:

- **Service Owner**
- **Process Owner**
- **Process Manager**
- **Process Practitioner**



### Service Owner

*“The service owner has the following responsibilities:*

- *Ensuring that the ongoing service delivery and support meet agreed customer requirements*
- *Working with business relationship management to understand and translate customer requirements into activities, measures or service components that will ensure that the service provider can meet those requirements*
- *Ensuring consistent and appropriate communication with customer(s) for service-related enquiries and issues*
- *Assisting in defining service models and in assessing the impact of new services or changes to existing services through the service portfolio management process*
- *Identifying opportunities for service improvements, discussing these with the customer and raising RFCs as appropriate*
- *Liaising with the appropriate process owners throughout the service lifecycle*
- *Soliciting required data, statistics and reports for analysis and to facilitate effective service monitoring and performance*
- *Providing input in service attributes such as performance, availability etc.*
- *Representing the service across the organization*
- *Understanding the service (components etc.)*
- *Serving as the point of escalation (notification) for major incidents relating to the service*
- *Representing the service in CAB meetings*
- *Participating in internal service review meetings (within IT)*
- *Participating in external service review meetings (with the business)*
- *Ensuring that the service entry in the service catalogue is accurate and is maintained*
- *Participating in negotiating SLAs and OLAs relating to the service*
- *Identifying improvement opportunities for inclusion in the CSI register*
- *Working with the CSI manager to review and prioritize improvements in the CSI register*
- *Making improvements to the service”*

*“The service owner is responsible for continual improvement and the management of change affecting the service under their care. The service owner is a primary stakeholder in all of the underlying IT processes which enable or support the service they own. For example:*

- *Incident management Is involved in (or perhaps chairs) the crisis management team for high-priority incidents impacting the service owned*
- *Problem management Plays a major role in establishing the root cause and proposed permanent fix for the service being evaluated*
- *Release and deployment management Is a key stakeholder in determining whether a new release affecting a service in production is ready for promotion*
- *Change management Participates in CAB decisions, authorizing changes to the services they own*
- *Service asset and configuration management Ensures that all groups which maintain the data and relationships for the service architecture they are responsible for have done so with the level of integrity required*
- *Service level management Acts as the single point of contact for a specific service and ensures that the service portfolio and service catalogue are accurate in relationship to their service*
- *Availability management and capacity management Reviews technical monitoring data from a domain perspective to ensure that the needs of the overall service are being met*
- *IT service continuity management Understands and is responsible for ensuring that all elements required to restore their service are known and in place in the event of a crisis*
- *Information security management Ensures that the service conforms to information security management policies*
- *Financial management for IT services*
- *Assists in defining and tracking the cost models in relationship to how their service is costed and recovered”*





## Process Owner

*“The process owner role is accountable for ensuring that a process is fit for purpose. This role is often assigned to the same person that carries out the process manager role, but the two roles may be separate in larger organizations. The process owner role is accountable for ensuring that their process is performed according to the agreed and documented standard and meets the aims of the process definition.*

*The process owner’s accountabilities include:*

- *Sponsoring, designing and change managing the process and its metrics*
- *Defining the process strategy*
- *Assisting with process design*
- *Ensuring that appropriate process documentation is available and current*
- *Defining appropriate policies and standards to be employed throughout the process*
- *Periodically auditing the process to ensure compliance to policy and standards*
- *Periodically reviewing the process strategy to ensure that it is still appropriate and change as required*
- *Communicating process information or changes as appropriate to ensure awareness*
- *Providing process resources to support activities required throughout the service lifecycle*
- *Ensuring process technicians have the required knowledge and the required technical and business understanding to deliver the process, and understand their role in the process*
- *Reviewing opportunities for process enhancements and for improving the efficiency and effectiveness of the process*
- *Addressing issues with the running of the process*
- *Identifying improvement opportunities for inclusion in the CSI register*
- *Working with the CSI manager and process manager to review and prioritize improvements in the CSI register*
- *Making improvements to the process”*



## Process Manager

*“The process manager role is accountable for operational management of a process. There may be several process managers for one process, for example regional change managers or IT service continuity managers for each data centre. The process manager role is often assigned to the person who carries out the process owner role, but the two roles may be separate in larger organizations.*

*The process manager’s accountabilities include:*

- *Working with the process owner to plan and coordinate all process activities*
- *Ensuring all activities are carried out as required throughout the service lifecycle*
- *Appointing people to the required roles*
- *Managing resources assigned to the process*
- *Working with service owners and other process managers to ensure the smooth running of services*
- *Monitoring and reporting on process performance*
- *Identifying improvement opportunities for inclusion in the CSI register*
- *Working with the CSI manager and process owner to review and prioritize improvements in the CSI register*
- *Making improvements to the process implementation”*



## Process Practitioner

*“A process practitioner is responsible for carrying out one or more process activities. In some organizations, and for some processes, the process practitioner role may be combined with the process manager role, in others there may be large numbers of practitioners carrying out different parts of the process. The process practitioner’s responsibilities typically include:*

- *Carrying out one or more activities of a process*
- *Understanding how their role contributes to the overall delivery of service and creation of value for the business*
- *Working with other stakeholders, such as their manager, co-workers, users and customers, to ensure that their contributions are effective*
- *Ensuring that inputs, outputs and interfaces for their activities are correct*
- *Creating or updating records to show that activities have been carried out correctly”*