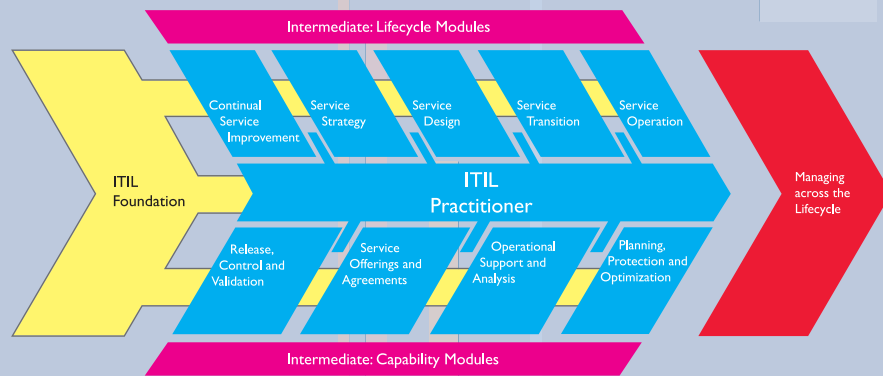


# ITIL® Managing Across the Lifecycle

## Courseware

- Continual Service Improvement
- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Planning, Protection and Optimization
- Operational Support and Analysis
- Service Offerings and Agreements
- Release, Control and Validation
- ITIL Practitioner
- Managing, Protection and Optimization



## Colofon

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## Welcome to ITIL® Managing Across the Lifecycle

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## About the Course

Course Introduction  
- Objectives

- ✓ Final module, leading to ITIL Expert in IT Service Management
- ✓ Validates knowledge across the Core Publications
- ✓ Focuses on business, management and supervisory objectives
- ✓ End-to-end view of management, utilizing all lifecycle and capabilities activities
- ✓ Synthesis of complete lifecycle (as was Foundations)

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## Target Candidate

Course Introduction  
- Targets

- ✓ Chief Information Officers (CIOs)
- ✓ IT Managers and Supervisors
- ✓ IT Professionals
- ✓ IT Operations practitioners
- ✓ Individuals who require a business and management level understanding of the ITIL core Lifecycle
- ✓ Individuals seeking the ITIL Expert in IT Service Management for which this qualification is the final mandatory module leading to the Expert certification
- ✓ Individuals seeking progress towards the ITIL Master in IT Service Management for which the ITIL Expert is a prerequisite



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# Learning objectives

Course Introduction  
- Objectives

MALC candidates can expect to gain competencies in the following:

- ✓ Key concepts of the service lifecycle
- ✓ Communication and stakeholder management
- ✓ Integrating service management processes across the service lifecycle
- ✓ Managing services across the service lifecycle
- ✓ Governance and organization
- ✓ Measurement
- ✓ Implementing and improving service management capability
- ✓ In addition, the training for this qualification should include examination preparation, including a mock examination opportunity

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# Bloom's level

Course Introduction  
- Blooms

MALC differs from Intermediate courses

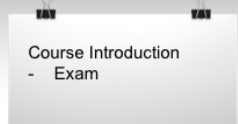
- ✓ Level 4 - Analyzing: At this level the student is able to break down a communication (rendered in any form) into constituent parts in order to make the organization and significance of the whole clear
- ✓ Level 5 - Synthesis: At this level the student is able to put back together again the various parts or elements of a concept into a unified organization or whole

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## Requirements for Examination

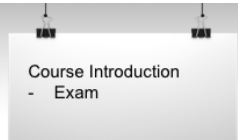
- ✓ At least 30 contact hours of instruction with an Accredited Training Organization (ATO) for this syllabus
- ✓ Hold the ITIL® v3 Foundation Certificate in IT Service Management or ITIL® v2 Foundation plus the bridging certificate
- ✓ A minimum of 15 credits through Service Lifecycle and/or Service Capability



It is also recommended that candidates should complete at least 28 hours of personal study by reviewing the syllabus and the Core Lifecycle publications in preparation for the examination

## The examination

- ✓ Most questions based upon case study
- ✓ 10 multiple choice questions
- ✓ Answers “more or less” correct, score: 0, 1, 3, 5
- ✓ 120 minutes (+30 min if English is not your native language)
- ✓ Maximum 50 points
- ✓ 35 correct to pass (70%)
- ✓ Read questions carefully
- ✓ Answer all questions!



## Passing the examination

Course Introduction  
- Exam

### During the course

- ✓ Pay attention
- ✓ Ask questions if things aren't clear
- ✓ Be active during the exercises

### At home

- ✓ Study the presentation material
- ✓ Study the core books
- ✓ Do the sample exams



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# KEY CONCEPTS OF THE SERVICE LIFECYCLE



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## Key Concepts of the Service Lifecycle

# MANAGING SERVICES AND SERVICE MANAGEMENT



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Managing Services and Service Management

# Service - Definition

Managing services and Service Management

## Service

Is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks

## IT Services

Are provided by an IT Service Provider. An IT Service is made up of a combination of information technology, people and processes.

## Outcome

The result of carrying out an activity, following a process, or delivering an IT service etc. The term is used to refer to intended results, as well as to actual results.

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# Services

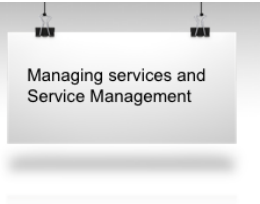
Managing services and Service Management

- ✓ Provide desired outcomes in exchange for payment
- ✓ Provide freedom from certain kinds of responsibility
  - Avoid risks and costs associated with ownership, expertise, tools
- ✓ Enable customers to focus on the economics of obtaining their desired outcomes rather than the mechanics



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## Different types of Services

- ✓ Core services
  - Deliver the basic outcomes desired by customer
  - Represent the value that the customer wants and for which they are willing to pay
- ✓ Enabling services
  - Are needed in order for a core Service to be delivered
  - Are “basic factors”
- ✓ Enhancing services
  - Are added to a core Service to make it more exiting or attractive

IT Services	Core Service	Enabling Service	Enhancing Service
Benefits tracking	Monitor status of benefits (health insurance etc..)	A portal that provides user friendly front-end access	Creation of fitness program

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### SS 2.1.1 Services

Services are a means of delivering value to customers by facilitating the outcomes customers want to achieve without the ownership of specific costs and risks. Services facilitate outcomes by enhancing the performance of associated tasks and reducing the effect of constraints. These constraints may include regulation, lack of funding or capacity, or technology limitations. The end result is an increase in the probability of desired outcomes. While some services enhance performance of tasks, others have a more direct impact they perform the task itself.

The preceding paragraph is not just a definition, as it is a recurring pattern found in a wide range of services. Patterns are useful for managing complexity, costs, flexibility and variety. They are generic structures useful to make an idea applicable in a wide range of environments and situations. In each instance the pattern is applied with variations that make the idea effective, economical or simply useful in that particular case.

#### Definition: outcome

The result of carrying out an activity, following a process, or delivering an IT service etc. The term is used to refer to intended results, as well as to actual results.

An outcome-based definition of service moves IT organizations beyond business–IT alignment towards business–IT integration. Internal dialogue and discussion on the meaning of services is an elementary step towards alignment and integration with a customer’s business (Figure 2.1). Customer outcomes become the ultimate concern of business relationship managers instead of the gathering of requirements, which is necessary but not sufficient. Requirements are generated for internal coordination and control only after customer outcomes are well understood.

Customers seek outcomes but do not wish to have accountability or ownership of all the associated costs and risks. All services must have a budget when they go live and this must be managed. The service cost is reflected in financial terms such as return on investment (ROI) and total cost of ownership (TCO). The customer will only be exposed to the overall cost or price of a service, which will include all the provider's costs and risk mitigation measures (and any profit margin if appropriate). The customer can then judge the value of a service based on a comparison of cost or price and reliability with the desired outcome.

## Definitions

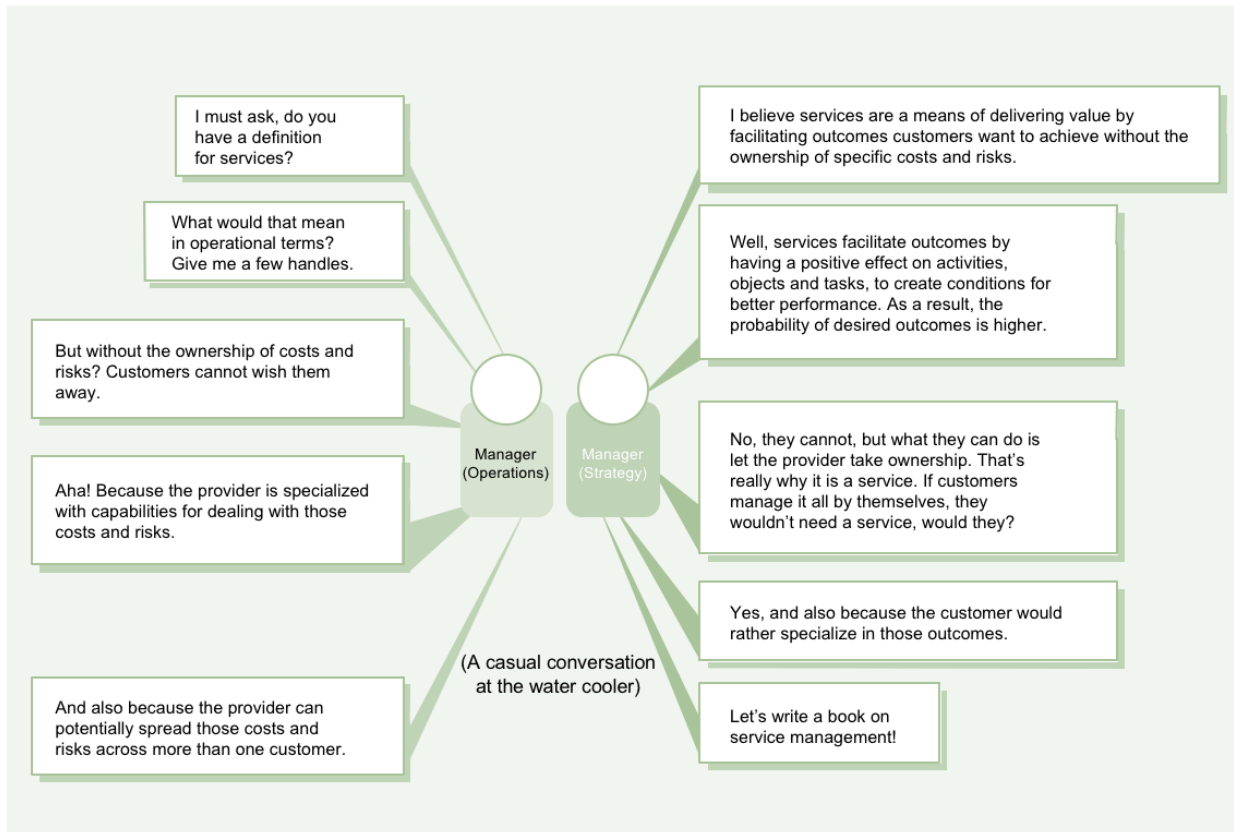
*Service:* A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

*IT service:* 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.

Customer satisfaction is also important. Customers need to be satisfied with the level of service and feel confident in the ability of the service provider to continue providing that level of service or even improving it over time. The difficulty is that customer expectations keep shifting, and a service provider that does not track this will soon find itself losing business. *ITIL Service Strategy* is helpful in understanding how this happens, and how a service provider can adapt its services to meet the changing customer environment.

Services can be discussed in terms of how they relate to one another and their customers, and can be classified as core, enabling or enhancing.

*Core services* deliver the basic outcomes desired by one or more customers. They represent the value that the customer wants and for which they are willing to pay. Core services anchor the value proposition for the customer and provide the basis for their continued utilization and satisfaction.



**Figure 2.1 Conversation about the definition and meaning of services**

*Enabling services* are services that are needed in order for a core service to be delivered. Enabling services may or may not be visible to the customer, but the customer does not perceive them as services in their own right. They are 'basic factors' which enable the customer to receive the 'real' (core) service.

*Enhancing services* are services that are added to a core service to make it more exciting or enticing to the customer. Enhancing services are not essential to the delivery of a core service, and are added to a core service as 'excitement' factors, which will encourage customers to use the core service more (or to choose the core service provided by one company over those of its competitors).

Services may be as simple as allowing a user to complete a single transaction, but most services are complex. They consist of a range of deliverables and functionality. If each individual aspect of these complex services were defined independently, the service provider would soon find it impossible to track and record all services.

Most service providers will follow a strategy where they can deliver a set of more generic services to a broad range of customers, thus achieving economies of scale and competing on the basis of price and a certain amount of flexibility. One way of achieving this is by using service packages. A service package is a collection of two or more services that have been combined to offer a solution to a specific type of customer need or to underpin specific business outcomes. A service package can consist of a combination of core services, enabling services and enhancing services.

Where a service or service package needs to be differentiated for different types of customer, one or more components of the package can be changed, or offered at different levels of utility and warranty, to create service options. These different service options can then be offered to customers and are sometimes called service level packages.

#### **SS 3.2.2.4 Core, enabling and enhancing services**

All services, whether internal or external, can be further classified in terms of how they relate to one another and their customers. Services can be classified as core, enabling or enhancing. Examples of these services are provided in Table 3.5.

To illustrate this in another context, the core services of a bank could be providing financial capital to small and medium enterprises. Value is created for the bank's customers only when the bank can provide financial capital in a timely manner (after having evaluated all the costs and risk of financing the borrower).

Enabling services could be:

- Aid offered by loan officers in assessing working capital needs and collateral
- The application-processing service
- Flexible disbursement of loan funds
- A bank account into which the borrower can electronically transfer funds.

As basic factors, enabling services only give the provider an opportunity to serve the customer. Enabling services are necessary for customers to use the core services satisfactorily. Customers generally take such services for granted, and do not expect to be additionally charged for the value of such services. Examples of commonly offered enabling services are service desks, payment, registration and directory services.

In most markets, enabling services will allow the minimum requirements for operation, although many provide the foundation for differentiation, but it is the enhancing services that will provide the differentiation itself the 'excitement factor'.

Examples of enhancing services are more difficult to provide, particularly because they tend to drift over time to be subsumed into core or enabling services. In other words, what is exciting to a customer today becomes expected if it is always delivered.

An example is the provision of a broadband internet service in a hotel room. A few years ago the provision of a chargeable broadband service might have been regarded as a differentiator (this hotel offers this service, other comparative hotels do not). As more and more hotels started to offer this service, customers came to regard it as essential so it became an enabling service. Hotels then started to offer 'free' broadband internet services so for a time this was an enhancing service, but that is now more common, and is quickly becoming a necessary (and thus enabling) service. For some travellers this service has actually become part of the core, in the same way, say, as an en-suite bathroom.