ITIL® 2011

Budapest – October 2011

Colin Rudd

FSM, FBCS, CITP, CEng, FIITT

Service Management consultant, mentor and coach
ITIL Author
IT Enterprise Management Service Ltd.
colin.rudd@itemsltd.co.uk
Director of itSMF UK

© Crown Copyright 2011 - reproduced under license from the Cabinet Office
The ITIL® refresh project

- Where we are now and how we got there
- The ITIL 2011 refresh
- The major changes to the core books
- Discussion and questions
The ITIL journey

- 1990: 44 books published
- 2000: 7 books published
- 2007: 5 books published
- 2011: 5 books revised and published
Where we are now

- ITIL is ITIL
- ITIL is now owned by the Cabinet Office (*used to be the OGC*)
- The revised core books were published on the 29th July 2011
- It’s business as usual
Why improve ITIL?

In scope:

- **Resolve:**
  - Errors and inconsistencies
- **Improved ease of use:**
  - Make it easier to read
  - Clearer, single common structure
  - Clarify concepts and principles, more examples
- **Consistent additional guidance**

Out of scope:

- **New concepts**
- **Changes that would invalidate the current adoption of ITIL**
ITIL 2011 - Project team

ITIL update project board

- Project manager, TSO
- Team manager, TSO

Advisors to the project board

- Project mentors
- Project authors
<table>
<thead>
<tr>
<th>Assignment</th>
<th>Authors</th>
<th>Mentor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Strategy</td>
<td>David Cannon</td>
<td>David Wheeldon</td>
</tr>
<tr>
<td>Service Design</td>
<td>Lou Hunnebeck</td>
<td>Colin Rudd</td>
</tr>
<tr>
<td>Service Transition</td>
<td>Stuart Rance</td>
<td>Colin Rudd</td>
</tr>
<tr>
<td>Service Operation</td>
<td>Randy Steinberg</td>
<td>Colin Rudd</td>
</tr>
<tr>
<td>Continual Service Imp.</td>
<td>Vernon Lloyd</td>
<td>David Wheeldon</td>
</tr>
<tr>
<td>Official Introduction</td>
<td>Anthony Orr</td>
<td>Shirley Lacy</td>
</tr>
<tr>
<td>Project mentor</td>
<td></td>
<td>Shirley Lacy</td>
</tr>
<tr>
<td>Technical continuity</td>
<td></td>
<td>Ashley Hanna</td>
</tr>
</tbody>
</table>
ITIL 2011 – Project approach

Simplify | Re-use | Consistent structure | Signpost

Standardise
- Terms and definitions
- Concepts
- Diagrams (*with text*)
- Interfaces
ITIL 2011 – Book structure

1. Introduction
2. Service management as a practice
3. Principles
4. Processes
5. Specific for each book
6. Organizing for <book title>
7. Technology considerations
8. Implementing <book title>
9. Challenges, risks, critical success
ITIL 2011 – Process section

1. Purpose and objectives
2. Scope
3. Value to business
4. Policies, principles and basic concepts
5. Process activities, methods and techniques
6. Triggers, inputs, outputs and interfaces
7. Information management
8. CSFs and KPIs
9. Challenges and risks
## ITIL 2011 - Appendices

<table>
<thead>
<tr>
<th>Specific appendices - each book</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Image of ITIL books]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Common appendices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk assessment and management</td>
</tr>
<tr>
<td>Related guidance</td>
</tr>
<tr>
<td>Terms and definitions</td>
</tr>
</tbody>
</table>
ITIL 2011 – What’s in it for you?

- Service strategy, concepts and language are clearer
- Consistent processes with more examples
- Roles, skills, functions, organisation + examples
Service strategy

David Canon
Agenda

- Why is IT managed as a service?
- Customers and value
  - Are all customers the same?
  - Is all value the same?
  - How should value be measured?
  - Can a customer ever be wrong?
- How does service strategy help IT to answer these questions?
Why not production management?

- Fixed output
- Unvarying route through the factory
- Repeatable, predictable actions
- Raw materials converted to physical products
- Value is created and realized whenever the product changes hands
- Value is carried in the product
Why service management?

- Dynamic, real-time demand
- Variable output
- Changeable routing
- Dynamic components
- Output less important than outcome
- Value only exists when used by the consumer
- Value is carried in the relationship
Strategy

- Perspective
- Position
- Plans
- Patterns
Strategy

Emergent Plans

Plans + - Deferred Plans = Patterns

© Crown Copyright 2011 - reproduced under license from the Cabinet Office
Customers

- Different types of customer:
  - **Internal:**
    - Same business objectives
    - IT is involved in their decision-making
    - We work together to achieve common outcomes
  - **External:**
    - Different business objectives
    - IT is involved in understanding their requirements
    - We enable their outcomes so that we keep their business
Definition of service

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**
Value

Money spent

Value realized

Value added

Database → Application → Application Hosting → Communications → End User Computing → Customer

© Crown Copyright 2011 - reproduced under license from the Cabinet Office
What does this mean for IT?

- If IT wants to demonstrate value it has to link its services to where value is realized, not where value is added.

- If IT can not do this it will always be viewed as ‘money spent’ not ‘value added’.
Customers and services

External Customer → IT Unit → Value added → Money spent → Business Unit

External Customer → IT Unit → Value added → Money spent → Business Unit

External Customer → IT Unit → Value added → Money spent → Business Unit

External Customer → IT Unit → Value added → Money spent → Business Unit

External Customer → IT Unit → Value added → Money spent → Business Unit

Value realized
Measuring ROI (external service provision)
Measuring ROI (internal service provision)

Internal service provider → Service → Business unit → Service → Customer

Business investment → Funding → Business value → Revenue
Strategy management for IT services

- Business strategy
  - Enterprise

BU strategy
  - IT
    - Service strategy
    - Technology strategy
    - Product strategy
  - Manufacturing
Strategy management for IT services

- Strategic assessment
  - Internal
  - External
  - Opportunities
  - Objectives

- Strategy generation
  - Perspective
  - Position
  - Plans
  - Patterns

- Strategy execution (realization)
  Through the lifecycle
Service portfolio management

- The “gatekeeper” of IT
- New services or changes to existing services
- Decides what services will be used to achieve the business outcomes
- Assesses and proposes services based on high-level models
- Charters the design and build of services
SPM process

1. Define
2. Analyze
3. Approve
4. Charter
Service portfolio management

Service Portfolio

- Service pipeline
- Service catalogue
- Retired services

CMS

Supplier & contract management

Customer portfolio

Customer agreement portfolio

Application portfolio

Project portfolio

CMDB

Supplier & contract management

Customer portfolio

Customer agreement portfolio

Application portfolio

Project portfolio
Other processes

• Demand management
  • Understanding the customers’ demand for services
  • Ensuring Service Provider’s ability to supply services that meet the demand

• Business relationship management (BRM)\textsuperscript{t}
  • A process in line with ISO/IEC 20000
  • Supports the BRM role
Other new areas added

- Governance
- Enterprise architecture
- Application development
- ITSM implementation strategies
- A logical organization structure for ITSM
- An appendix on cloud and service strategy