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ITIL® 4

A Pocket Guide

Jan van Bon



ITIL® 4 – A Pocket Guide

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Colophon

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Foreword

This pocket guide delivers a concise summary of ITIL 4, published in 2019. It is based on the ITIL® Foundation, ITIL 4 edition and the associated training instructions, providing the ultimate fit in terms of preparing for the ITIL 4 Foundation exam. If you're not preparing for the exam, it offers a quick reference to the basic concepts of ITIL 4.

This pocket guide will provide readers with an awareness of the ITIL 4 service management framework, by understanding:

- the key concepts of service management
- how the seven ITIL guiding principles can help an organization adopt and adapt service management
- the four dimensions of service management
- the purpose and components of the ITIL service value system
- the six activities of the service value chain, and how they interconnect
- the purpose and key terms of 15 of the 34 ITIL practices
- seven of these 15 ITIL practices in detail

All requirements for the ITIL 4 Foundation exam are covered in this pocket guide. Chapter 6 describes these requirements. The pocket guide delivers all information on the material you need to know at Blooms level 1 (recall/define) together with the material you need to understand at Blooms level 2 (describe/explain). Please note that this pocket guide represents the content

of the ITIL 4 Foundation Exam Specification of January 2019. If any new version is subsequently released after that date, students should study the differences.

It also provides support for anyone who has knowledge of previous ITIL editions and is looking for a bridge to the new edition. ITIL 4 took a big leap into the modern world of IT service management, covering the latest principles and practices in a customer-focused, service-centric way, enabling Agile principles for the maximum support of any business.

If you want to use this pocket guide as a preparation for the ITIL 4 Foundation exam, please focus on the standard (black) text. All content that is beyond the basic exam requirements is formatted in a different way, as slightly colored text (*as in this paragraph*). This will support you even more in using this pocket guide in your preparations for the exam.

I'm convinced that this pocket guide will provide an excellent reference tool for practitioners, students and others who want a concise summary of the key ITIL 4 concepts.

Acknowledgements

Following the official publication of ITIL 4, this pocket guide was developed as an update of the well-known ITIL V2 and V3 pocket guides, produced by the same editors.

The text of this pocket guide was reviewed by a team of experts in the domain of IT service management and ITIL. The integrated Review Team was composed of the following experts:

- Maarten Bordewijk (Bordewijk Training & Advies, NL)
- John Deland (ITSM Consultant, Canada)
- Frederik van Eeden (Erik van Eeden, NL)
- Jaap Germans (Pink Elephant, NL)
- Peter van Gijn (CGI, NL)
- Jan Heunks (Management Consulting Solutions, NL)
- Kevin Holland (independent, UK)
- Matiss Horodishtiano (independent, Israel)
- Karel Höster (Global Knowledge, NL)
- Roman Jouravlev (AXELOS)
- Steve Mann (SM2 Ltd, UK)

All reviewers spent their valuable hours on a detailed review of the text, answering the core question, “Is the content of this pocket guide a correct reflection of the core content of ITIL 4 and does it cover the ITIL 4 Foundation exam requirements, given the limited size of a pocket guide?”

Providing several hundred valuable improvement issues, they contributed significantly to the quality of this pocket guide, and we thank them for that.

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The ITIL story

ITIL has been the leading guidance for IT service management over the past three decades. Millions of practitioners worldwide have applied its guidance in their daily jobs, providing a structured approach to one of the most important support domains for modern business: the provision of information technology services for the improvement of business results.

In the modern digital business, the role of information technology (IT) has further increased and it has merged with many other domains. This emphasizes the role of IT even more. And with the acceleration of business change, IT itself needs to change even faster to support the business that it has merged with. This means that the IT service provider will have to apply Agile ways of delivering its contribution to the co-creation of value. In other words: it was time for a new edition of ITIL guidance.

In the first version of ITIL, from the end of the 1980's up to the turn of the century, the guidance was based on a long list of best practices that were documented in dozens of small books. Although the exact number of books is under some debate, the total library counted some 50 titles. This guidance largely focused on the support of technology.

In 2000-2001 the ITIL guidance was updated and documented in a set of two core books: ITIL Service Support and ITIL Service Delivery. In the

following years, additional guidance was published, but the two core books remained the authoritative references.

In 2007, the third version of ITIL was published: ITIL v3. It was built on the paradigm of a Service Lifecycle with five phases, and each phase was documented in a separate publication. These five core books were then updated in 2011 in a minor review of ITIL v3, with few differences. The ITIL v3 editions changed the focus from technology to services.

The pace of development in the IT industry in the last decade accelerated in such a way that a thoroughly redefined version of ITIL was required. It was not only technology and the role of IT in business that had made huge progress, but the practices used in the IT industry had also gone through some serious evolution, with Agile and DevOps approaches, cloud technology, and the merging of IT with many other domains being some of the most prominent features.

With the new ITIL 4, a major step has been taken to cover the latest developments. The ITIL 4 guidance supports modern ways of co-creating value in an active collaboration of stakeholders, using an Agile approach in a customer-focused setting. Its holistic approach not only underpins the management of IT services, but now also supports other domains, enabling the integration of IT with the business and with other support domains.

1

Introduction

Learning outcomes:

- Understand the purpose and components of the ITIL service value system.

Assessment criteria:

- Describe the ITIL service value system

The past decade has illustrated that delivering services has become the mainstream economic model. The merging of IT and business, and the increasing pace of development of technology, has created the need for a fully-fledged, strategic IT service management capability.

The digitization of companies and economies has made it clear that organizations must learn to deliver their IT-enabled services in a flexible way, combining Agile approaches with guarantees for predictability and stability. This places significant responsibility on the shoulders of IT service management and on its leading guidance, ITIL.

ITIL has provided leading guidance for IT service management for more than 30 years. ITIL 4 brings ITIL up-to-date by re-shaping much of the established practices in the wider context of customer experience, value streams, and digital transformation, as well as embracing new approaches such as Lean, Agile, and DevOps.

■ 1.1 THE ITIL 4 FRAMEWORK

The key components of the ITIL 4 framework are the ITIL service value system (SVS) and the four dimensions model.

1.1.1 The ITIL service value system (SVS)

The **ITIL service value system (SVS)** is a model demonstrating how all the components and activities of an organization work together to facilitate value creation through IT-enabled services.

These components of the SVS include:

- the ITIL service value chain
- the ITIL practices
- the ITIL guiding principles
- governance
- continual improvement

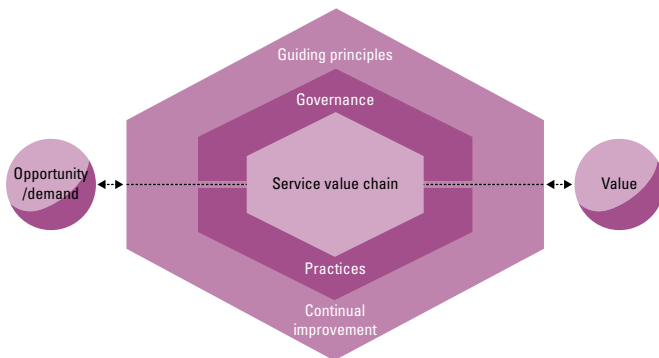


Figure 1. The ITIL service value system (SVS)

The **ITIL service value chain** is a set of interconnected activities that an organization performs in order to deliver a valuable product or service to its consumers and to facilitate value realization. It provides an operating

model for service providers that covers six key activities, applying practices to continually improve the enabled values.

The **ITIL practices** are sets of organizational resources designed for performing work or accomplishing an objective. Activities in the service value chain can be based on established practices.

The **ITIL guiding principles** are recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure. The ITIL guiding principles assure that the organization performs in a consistent, effective and efficient way.

Governance is the means by which an organization is directed and controlled. The organization's governance is based on a consistent set of guiding principles. Governance enables the organization to ensure that its operations are always aligned with its strategy.

Continual improvement is a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholders' expectations.

Using all these components, the service provider can continually improve its services. Continual improvement is a core component of the SVS, as in previous versions of ITIL guidance. It is based on the continual improvement model (Figure 10) and supported by various ITIL practices.

1.1.2 The four dimensions model

In a holistic approach, ITIL 4 covers all four dimensions required for the effective and efficient facilitation of value for customers and other

stakeholders in the form of products and services. The SVS should be considered from all of these four dimensions:

- organizations and people
- information and technology
- partners and suppliers
- value streams and processes

These four dimensions should be managed in an integrated way, balancing their contribution to an effective SVS. The four dimensions are described in more detail in chapter 3.

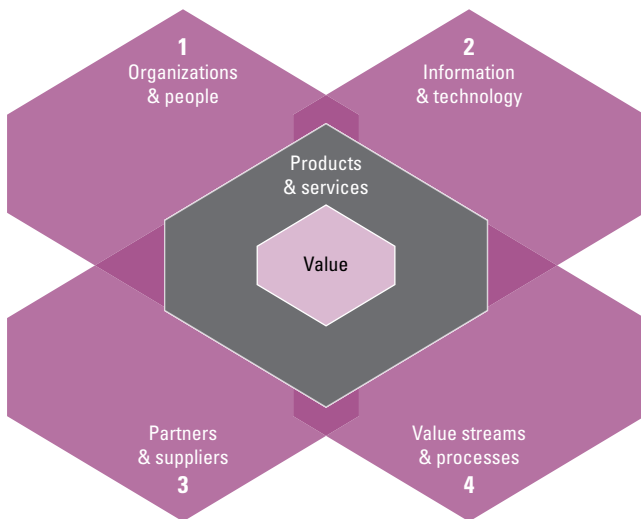


Figure 2. The four dimensions of service management

2

Key concepts of service management

Learning outcomes:

- Understand the key concepts of service management.

Assessment criteria:

- Recall the definitions of Service management, Customer, User, Sponsor, Service, Utility, Warranty.
- Describe the key concepts of creating value with services: Cost, Value, Organization, Outcome, Output, Risk, Utility, Warranty.
- Describe the key concepts of service relationships: Service offering, Service relationship management, Service provision, Service consumption.

Before describing how ITIL supports organizations to continually improve services and co-create value, the definitions of service management and value need to be clear.

Service management: *A set of specialized organizational capabilities for enabling value for customers in the form of services.*

The purpose of an organization is to create value for its stakeholders.

Value: *The perceived benefits, usefulness and importance of something.*

This introduces the following questions:

- What is the nature of value?
- What is the nature and scope of the stakeholders involved?
- How is value creation enabled through services?

■ 2.1 VALUE CO-CREATION

Value can be subjective: the value is determined by the stakeholders.

Organizations increasingly recognize that value is co-created through an active collaboration between stakeholders, including the service providers and service consumers. Each stakeholder receives its own value in the interaction. The relationship between service provider and service consumer is mutually beneficial. An effective service value chain requires collaboration between providers and consumers.

After many years of focusing on operational excellence, the era of customer-focused service excellence has now arrived. Service delivery is increasingly becoming the core element in the economy. People are buying less and less 'pure' goods, and suppliers are increasingly packaging supplied goods into a service offering. The support that comes with that service has already revealed itself as a dominant differentiator for the success of organizations. This observation applies to both internal and external services.

In the economy this shift is indicated with Service-Dominant logic (S-D logic), as a successor to the Goods-Dominant logic (G-D logic) in which the transfer of goods played the main role. According to the S-D logic, service is the fundamental basis for all value-sharing¹.

1 [Ref.: Service-dominant logic 2025]