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Introduction

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allowing for changes in design, scale, scope and service levels. Organizations are provided with detailed process guidelines, methods and tools for use in two major control perspectives: reactive and proactive. This resource helps managers and practitioners to make better decisions in areas such as managing the availability of services, controlling demand, optimizing capacity utilization, scheduling operations and fixing problems. Guidance is provided on supporting operations through new models and architectures such as shared services, utility computing, internet services and mobile commerce.

1.1.5 Continual Service Improvement

Continual Service Improvement provides instrumental guidance in creating and maintaining value for customers through better design, transition and operation of services. It combines principles, practices and methods from quality management, change management and capability improvement. Organizations learn to realize incremental and large-scale improvements in service quality, operational efficiency and business continuity. Guidance is provided for linking improvement efforts and outcomes with service strategy, design, transition and operation. A closed-loop feedback system, based on the Plan–Do–Check–Act (PDCA) model, is established and is capable of receiving inputs for change from any planning perspective.

1.2 OVERVIEW

Planning to Implement Service Management (PISM) forms part of the overall guidance on the management of services through their lifecycle, from an initial set of business requirements to the

delivery of a new or changed operational service as illustrated in Figure 1.3.

The chapters that follow describe the principles of planning and implementing service management, and the structure, practices and methods that can be used to implement effective and efficient service management processes covering the complete service lifecycle. The majority of this publication is structured around the continual service improvement (CSI) model (see Figure 1.4).

Chapter 1 provides a general introduction to the subject and the content and structure of the publication. Chapter 2 contains guidance on achieving cultural change, which is crucial because the success of every service management implementation depends upon achieving cultural change.

Chapters 3 to 8, as shown in Figure 1.4, contain details of the activities, methods and practices involved in steps 1 to 6 of the CSI model. This approach has been used to illustrate the sequence of activities, because a service management implementation project or initiative is effectively the first pass or cycle through the model. These activities, methods and processes should then be consolidated into ‘business as usual’ (BAU) processes and procedures.

Chapter 3 contains guidance on the creation of an overall vision and Chapter 4 provides information on the review and assessment of the current situation with regards to service management practices. Chapter 5 is all about visualizing a ‘desired future state’, while Chapter 6 covers the creation and implementation of a plan of how to reach the selected ‘desired future state’. Chapter 7 then provides information on the techniques, measurements and metrics necessary for recognizing when and

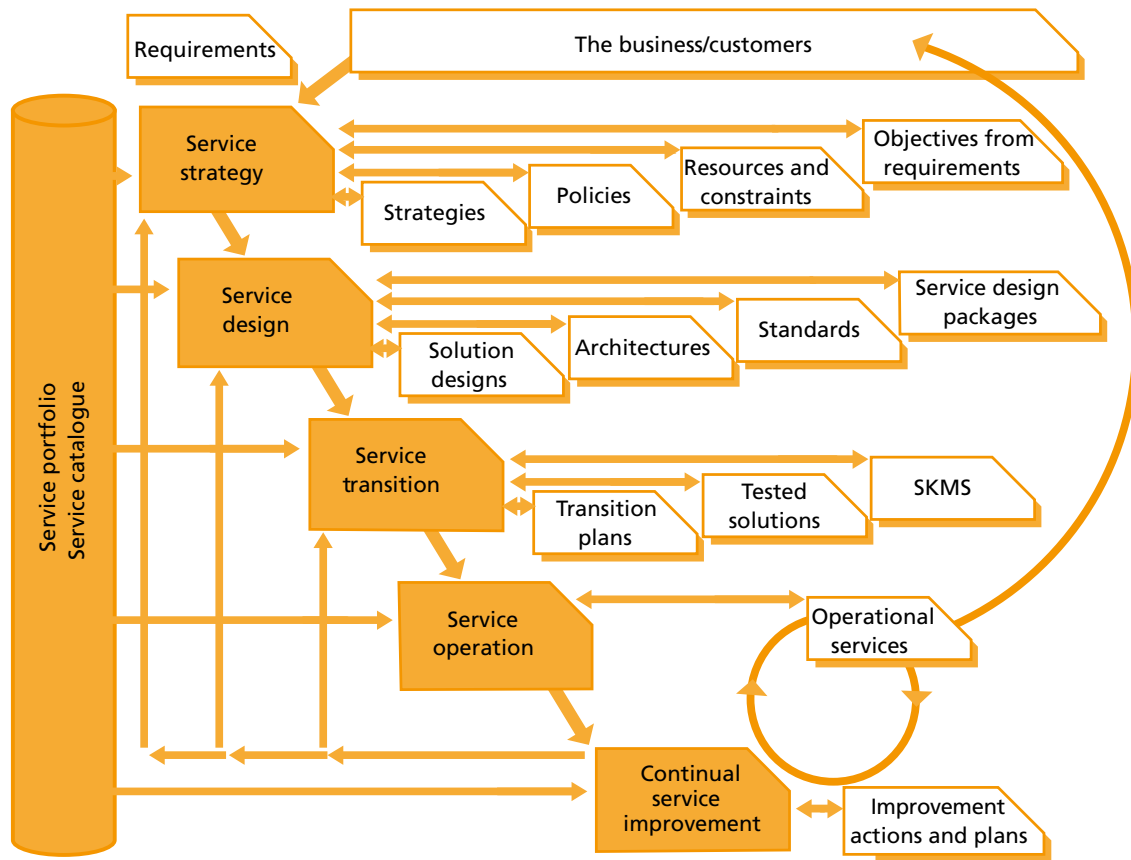


Figure 1.3 *The service lifecycle*

whether the 'desired future state' is achieved. Chapter 8 is all about maintaining the focus and momentum on continuous improvement once the initial service management implementation project or programme is complete.

Chapter 9 discusses business relationships, organization and business value; finally, the 'enablers' and 'blockers' to successful implementation are discussed in Chapter 10. An overall summary of the publication is provided in Chapter 11.

1.3 PURPOSE

The aim of this publication is to give the reader guidance on using recommended practices when planning and implementing IT service management processes and IT services.

This publication follows on from the core set, which provides guidance on the alignment and integration of IT services with business needs. It enables the reader to assess the requirements when planning

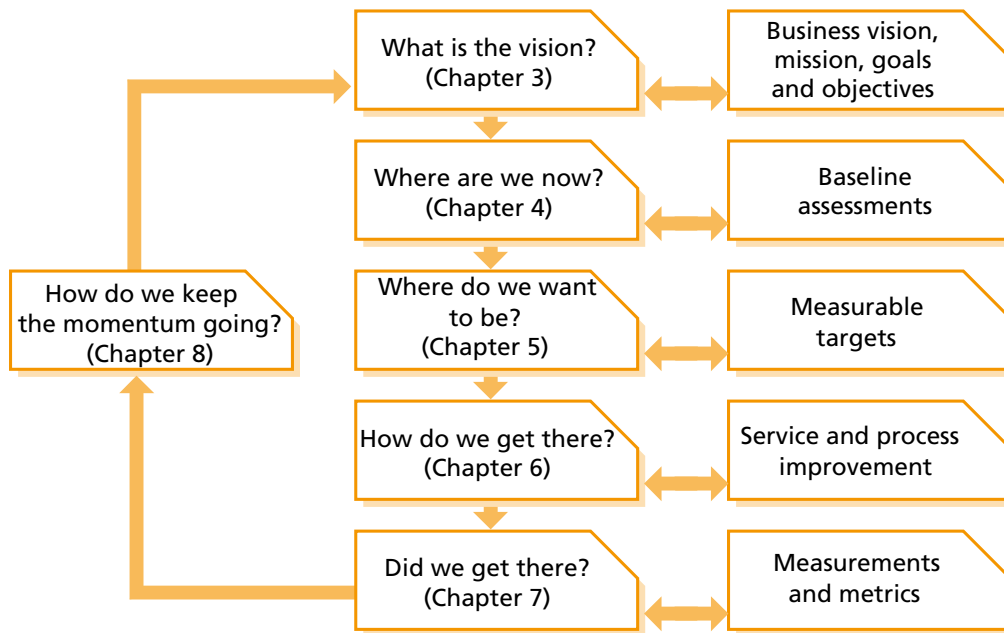


Figure 1.4 *The continual service improvement model*

and implementing service management within an organization, and documents industry best practice for their use.

Although this publication can be read in isolation, it is recommended that it be used in conjunction with the other ITIL publications, particularly the five ITIL core publications described previously in section 1.1. The guidance in the ITIL publications is applicable generically. It is neither bureaucratic nor unwieldy if utilized sensibly and in full recognition of the business needs of the organization.

This publication provides invaluable information on the types of organization, culture and approach necessary for creating the required environment for the successful planning and implementation of service management initiatives.

1.4 USAGE

This publication is relevant to anyone involved in the planning and/or implementation of service management activities within an organization. It will be relevant for IT managers, team leaders, planners, project managers, implementers and practitioners at all levels. The five ITIL core publications need to be read to fully appreciate and understand the overall lifecycle of services and the planning and implementation of IT service management.

Business managers may find this publication helpful in understanding and establishing best-practice IT services and support. Managers from supplier organizations will also find this publication relevant when setting up agreements for the delivery and support of services.