Contents

1   Introduction

ITIL is part of a suite of best-practice publications for IT service management (ITSM).[1] ITIL provides guidance to service providers on the provision of quality IT services, and on the processes, functions and other capabilities needed to support them. ITIL is used by many hundreds of organizations around the world and offers best-practice guidance applicable to all types of organization that provide services. ITIL is not a standard that has to be followed; it is guidance that should be read and understood, and used to create value for the service provider and its customers. Organizations are encouraged to adopt ITIL best practices and to adapt them to work in their specific environments in ways that meet their needs.

ITIL is the most widely recognized framework for ITSM in the world. In the 20 years since it was created, ITIL has evolved and changed its breadth and depth as technologies and business practices have developed. ISO/IEC 20000 provides a formal and universal standard for organizations seeking to have their service management capabilities audited and certified. While ISO/IEC 20000 is a standard to be achieved and maintained, ITIL offers a body of knowledge useful for achieving the standard.

In 2007, the second major refresh of ITIL was published in response to significant advancements in technology and emerging challenges for IT service providers. New models and architectures such as outsourcing, shared services, utility computing, cloud computing, virtualization, web services and mobile commerce have become widespread within IT. The process-based approach of ITIL was augmented with the service lifecycle to address these additional service management challenges. In 2011, as part of its commitment to continual improvement, the Cabinet Office published this update to improve consistency across the core publications.

The ITIL framework is based on the five stages of the service lifecycle as shown in Figure 1.1, with a core publication providing best-practice guidance for each stage. This guidance includes

key principles, required processes and activities, organization and roles, technology, associated challenges, critical success factors and risks. The service lifecycle uses a hub-and-spoke design, with service strategy at the hub, and service design, transition and operation as the revolving lifecycle stages or 'spokes'. Continual service improvement surrounds and supports all stages of the service lifecycle. Each stage of the lifecycle exerts influence on the others and relies on them for inputs and feedback. In this way, a constant set of checks and balances throughout the service lifecycle ensures that as business demand changes with business need, the services can adapt and respond effectively.

In addition to the core publications, there is also a complementary set of ITIL publications providing guidance specific to industry sectors, organization types, operating models and technology architectures.

1.1   OVERVIEW

ITIL Service Transition provides best-practice guidance for the service transition stage of the ITIL service lifecycle. Although this publication can be
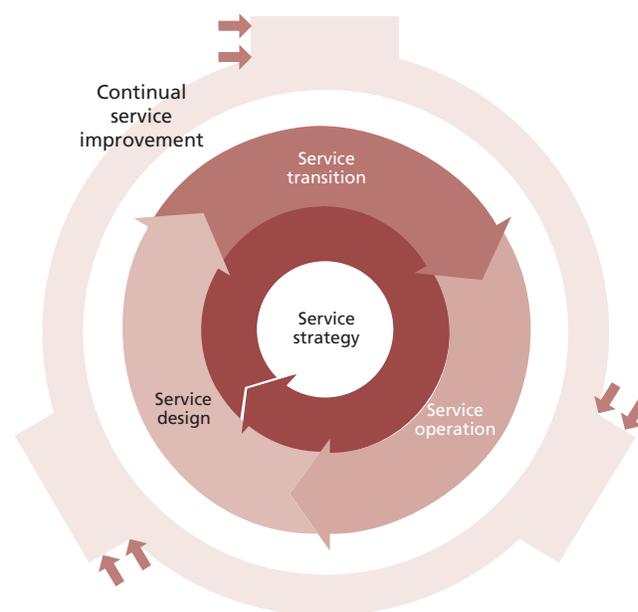

Figure 1.1 The ITIL service lifecycle

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[1] ITSM and other concepts from this chapter are described in more detail in Chapter 2.

read in isolation, it is recommended that it is used in conjunction with the other core ITIL publications.

1.1.1 Purpose and objectives of service transition

The purpose of the service transition stage of the service lifecycle is to ensure that new, modified or retired services meet the expectations of the business as documented in the service strategy and service design stages of the lifecycle.

The objectives of service transition are to:

- Plan and manage service changes efficiently and effectively
- Manage risks relating to new, changed or retired services
- Successfully deploy service releases into supported environments
- Set correct expectations on the performance and use of new or changed services
- Ensure that service changes create the expected business value
- Provide good-quality knowledge and information about services and service assets.

In order to achieve these objectives, there are many things that need to happen during the service transition lifecycle stage. These include:

- Planning and managing the capacity and resources required to manage service transitions
- Implementing a rigorous framework for evaluating service capabilities and risk profiles before new or changed services are deployed
- Establishing and maintaining the integrity of service assets
- Providing efficient repeatable mechanisms for building, testing and deploying services and releases
- Ensuring that services can be managed, operated and supported in accordance with constraints specified during the service design stage of the service lifecycle.

1.1.2 Scope

ITIL Service Transition provides guidance for the development and improvement of capabilities for transitioning new and changed services into supported environments, including release

planning, building, testing, evaluation and deployment. The publication also considers service retirement and transfer of services between service providers. The guidance focuses on how to ensure that the requirements from service strategy, developed in service design, are effectively realized in service operation while controlling the risks of failure and subsequent disruption.

Consideration is given to:

- Managing the complexity associated with changes to services and service management processes
- Allowing for innovation while minimizing the unintended consequences of change
- Introducing new services
- Changes to existing services, e.g. expansion, reduction, change of supplier, acquisition or disposal of sections of user base or suppliers, change of requirements or skills availability
- Decommissioning and discontinuation of services, applications or other service components
- Transferring services to and from other service providers.

Guidance on transferring the control of services includes transfer in the following circumstances:

- Out to a new supplier, e.g. outsourcing
- From one supplier to another
- Back in from a supplier, e.g. insourcing
- Moving to a partnership or co-sourcing arrangement (e.g. partial outsourcing of some processes)
- Multiple suppliers, e.g. co-sourcing or multi-sourcing
- Joint venture
- Down-sizing, up-sizing (right-sizing) and off-shoring
- Merger and acquisition.

In reality, circumstances generate a combination of several of the above options at any one time and in any one situation.

The scope also includes the transition of changes in the service provider's service management capabilities that will impact on the ways of working, the organization, people, projects and third parties involved in service management.

1.1.2.1 Processes within service transition

The processes described in *ITIL Service Transition* can be categorized into two groups, based on the extent to which process activities take place within the service transition stage of the service lifecycle.

Processes with significant activities throughout the service lifecycle

The first group are processes that are critical during the service transition stage but influence and support all stages of the service lifecycle. These comprise:

- Change management
- Service asset and configuration management
- Knowledge management.

Processes which have most of their activities in the service transition stage of the service lifecycle

The second group are processes that are strongly focused within the service transition stage:

- Transition planning and support
- Release and deployment management

- Service testing and validation
- Change evaluation.

Some activities of all service transition processes may be carried out during the service design stage of the service lifecycle – for example, design of a release package or planning of a service transition.

Figure 1.2 shows all of the processes described in *ITIL Service Transition*. Processes that are largely within the service transition stage of the service lifecycle are shown within the central rectangle; the other stages of the service lifecycle that come before and after these processes are shown in the smaller darker rectangles.

Figure 8.2 in Chapter 8 gives an example of how the many processes involved in service transition might interact.
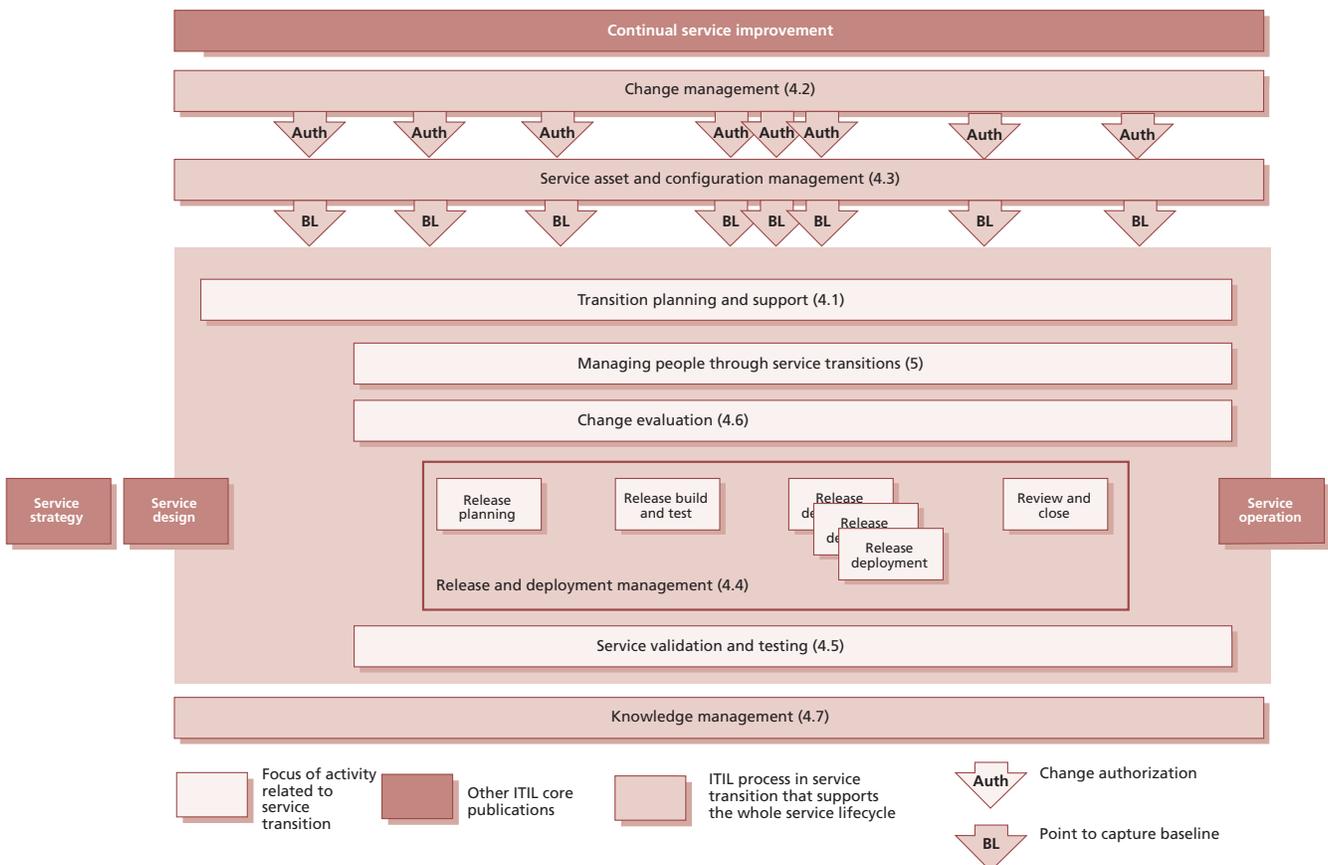

Figure 1.2 The scope of service transition

1.1.3 Usage

ITIL Service Transition provides access to proven best practice based on the skill and knowledge of experienced industry practitioners in adopting a standardized and controlled approach to service management. Although this publication can be used and applied in isolation, it is recommended that it is used in conjunction with the other core ITIL publications. All of the core publications need to be read to fully appreciate and understand the overall lifecycle of services and IT service management.

1.1.4 Value to business

Selecting and adopting the best practice as recommended in this publication will assist organizations in delivering significant benefits. It will help readers to set up service transition and the processes that support it, and to make effective use of those processes to facilitate the effective transitioning of new, changed or decommissioned services.

Adopting and implementing standard and consistent approaches for service transition will:

- Enable projects to estimate the cost, timing, resource requirement and risks associated with the service transition stage more accurately
- Result in higher volumes of successful change
- Be easier for people to adopt and follow
- Enable service transition assets to be shared and re-used across projects and services
- Reduce delays from unexpected clashes and dependencies – for example, if multiple projects need to use the same test environment at the same time
- Reduce the effort spent on managing the service transition test and pilot environments
- Improve expectation setting for all stakeholders involved in service transition including customers, users, suppliers, partners and projects
- Increase confidence that the new or changed service can be delivered to specification without unexpectedly affecting other services or stakeholders
- Ensure that new or changed services will be maintainable and cost-effective
- Improve control of service assets and configurations.

1.1.5 Target audience

ITIL Service Transition is relevant to organizations involved in the development, delivery or support of services, including:

- Service providers, both internal and external
- Organizations that aim to improve services through the effective application of service management and service lifecycle processes to improve their service quality
- Organizations that require a consistent managed approach across all service providers in a supply chain or value network
- Organizations that are going out to tender for their services.

The publication is also relevant to IT service managers and to all those working in service transition or areas supporting the objectives of service transition, including:

- Staff working in programmes and projects who are responsible for delivering new or changed services and the service environment
- Transition managers and staff
- Testing managers and testing practitioners, including test environment and test data managers and librarians
- Quality assurance managers
- Service asset and configuration management staff
- Change management staff
- Release and deployment management staff
- Procurement staff
- Relationship managers and supplier managers
- Suppliers delivering services, support, training etc.

1.2 CONTEXT

The context of this publication is the ITIL service lifecycle as shown in Figure 1.1.

The ITIL core consists of five lifecycle publications. Each provides part of the guidance necessary for an integrated approach as required by the ISO/IEC 20000 standard specification. The five publications are:

- *ITIL Service Strategy*
- *ITIL Service Design*
- *ITIL Service Transition*

- *ITIL Service Operation*
- *ITIL Continual Service Improvement*

Each one addresses capabilities having direct impact on a service provider's performance. The core is expected to provide structure, stability and strength to service management capabilities, with durable principles, methods and tools. This serves to protect investments and provide the necessary basis for measurement, learning and improvement. The introductory guide, *Introduction to the ITIL Service Lifecycle*, provides an overview of the lifecycle stages described in the ITIL core.

ITIL guidance can be adapted to support various business environments and organizational strategies. Complementary ITIL publications provide flexibility to implement the core in a diverse range of environments. Practitioners can select complementary publications as needed to provide traction for the ITIL core in a given context, in much the same way as tyres are selected based on the type of vehicle, purpose and road conditions. This is to increase the durability and portability of knowledge assets and to protect investments in service management capabilities.

1.2.1 Service strategy

At the centre of the service lifecycle is service strategy. Value creation begins here with understanding organizational objectives and customer needs. Every organizational asset including people, processes and products should support the strategy.

ITIL Service Strategy provides guidance on how to view service management not only as an organizational capability but as a strategic asset. It describes the principles underpinning the practice of service management which are useful for developing service management policies, guidelines and processes across the ITIL service lifecycle.

Topics covered in *ITIL Service Strategy* include the development of market spaces, characteristics of internal and external provider types, service assets, the service portfolio and implementation of strategy through the service lifecycle. Business relationship management, demand management, financial management, organizational

development and strategic risks are among the other major topics.

Organizations should use *ITIL Service Strategy* to set objectives and expectations of performance towards serving customers and market spaces, and to identify, select and prioritize opportunities. Service strategy is about ensuring that organizations are in a position to handle the costs and risks associated with their service portfolios, and are set up not just for operational effectiveness but for distinctive performance.

Organizations already practising ITIL can use *ITIL Service Strategy* to guide a strategic review of their ITIL-based service management capabilities and to improve the alignment between those capabilities and their business strategies. *ITIL Service Strategy* will encourage readers to stop and think about why something is to be done before thinking of how.

1.2.2 Service design

For services to provide true value to the business, they must be designed with the business objectives in mind. Design encompasses the whole IT organization, for it is the organization as a whole that delivers and supports the services. Service design is the stage in the lifecycle that turns a service strategy into a plan for delivering the business objectives.

ITIL Service Design provides guidance for the design and development of services and service management practices. It covers design principles and methods for converting strategic objectives into portfolios of services and service assets. The scope of *ITIL Service Design* is not limited to new services. It includes the changes and improvements necessary to increase or maintain value to customers over the lifecycle of services, the continuity of services, achievement of service levels, and conformance to standards and regulations. It guides organizations on how to develop design capabilities for service management.

Other topics in *ITIL Service Design* include design coordination, service catalogue management, service level management, availability management, capacity management, IT service continuity management, information security management and supplier management.

1.2.3 Service transition

ITIL Service Transition (this publication) provides guidance for the development and improvement of capabilities for introducing new and changed services into supported environments. It describes how to transition an organization from one state to another while controlling risk and supporting organizational knowledge for decision support. It ensures that the value(s) identified in the service strategy, and encoded in service design, are effectively transitioned so that they can be realized in service operation.

ITIL Service Transition describes best practice in transition planning and support, change management, service asset and configuration management, release and deployment management, service validation and testing, change evaluation and knowledge management. It provides guidance on managing the complexity related to changes to services and service management processes, preventing undesired consequences while allowing for innovation.

ITIL Service Transition also introduces the service knowledge management system, which can support organizational learning and help to improve the overall efficiency and effectiveness of all stages of the service lifecycle. This will enable people to benefit from the knowledge and experience of others, support informed decision-making, and improve the management of services.

1.2.4 Service operation

ITIL Service Operation describes best practice for managing services in supported environments. It includes guidance on achieving effectiveness and efficiency in the delivery and support of services to ensure value for the customer, the users and the service provider.

Strategic objectives are ultimately realized through service operation, therefore making it a critical capability. *ITIL Service Operation* provides guidance on how to maintain stability in service operation, 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. Managers and practitioners are provided with knowledge allowing them to make better decisions in areas such as managing the availability of services, controlling demand, optimizing

capacity utilization, scheduling of operations, and avoiding or resolving service incidents and managing problems. New models and architectures such as shared services, utility computing, web services and mobile commerce to support service operation are described.

Other topics in *ITIL Service Operation* include event management, incident management, request fulfilment, problem management and access management processes; as well as the service desk, technical management, IT operations management and application management functions.

1.2.5 Continual service improvement

ITIL Continual Service Improvement provides guidance on creating and maintaining value for customers through better strategy, design, transition and operation of services. It combines principles, practices and methods from quality management, change management and capability improvement.

ITIL Continual Service Improvement describes best practice for achieving incremental and large-scale improvements in service quality, operational efficiency and business continuity, and for ensuring that the service portfolio continues to be aligned to business needs. 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) cycle, is established. Feedback from any stage of the service lifecycle can be used to identify improvement opportunities for any other stage of the lifecycle.

Other topics in *ITIL Continual Service Improvement* include service measurement, demonstrating value with metrics, developing baselines and maturity assessments.

1.3 ITIL IN RELATION TO OTHER PUBLICATIONS IN THE BEST MANAGEMENT PRACTICE PORTFOLIO

ITIL is part of a portfolio of best-practice publications (known collectively as Best Management Practice or BMP) aimed at helping organizations and individuals manage projects, programmes and services consistently and effectively (see Figure 1.3). ITIL can be used in harmony with other BMP products, and

international or internal organization standards. Where appropriate, BMP guidance is supported by a qualification scheme and accredited training and consultancy services. All BMP guidance is intended to be tailored for use by individual organizations.

BMP publications include:

■ *Management of Portfolios* (**MoP™**) Portfolio management concerns the twin issues of how to do the 'right' projects and programmes in the context of the organization's strategic objectives, and how to do them 'correctly' in terms of achieving delivery and benefits at a collective level. MoP encompasses consideration of the principles upon which effective portfolio management is based; the key practices in the portfolio definition and delivery cycles, including examples of how they have been applied in real life; and guidance on how to implement portfolio management and sustain progress in a wide variety of organizations. Office of Government Commerce (2011). *Management of Portfolios*. TSO, London.

■ *Management of Risk* (**M_o_R®**) M_o_R offers an effective framework for taking informed decisions about the risks that affect performance objectives. The framework allows organizations to assess risk accurately (selecting the correct responses to threats and opportunities created by uncertainty) and thereby improve their service delivery. Office of Government Commerce (2010). *Management of Risk: Guidance for Practitioners*. TSO, London.

■ *Management of Value* (**MoV™**) MoV provides a cross-sector and universally applicable guide on how to maximize value in a way that takes account of organizations' priorities, differing stakeholders' needs and, at the same time, uses resources as efficiently and effectively as possible. It will help organizations to put in place effective methods to deliver enhanced value across their portfolio, programmes, projects and operational activities to meet the challenges of ever-more competitive and resource-constrained environments. Office of Government Commerce (2010). *Management of Value*. TSO, London.

■ *Managing Successful Programmes* (**MSP®**) MSP provides a framework to enable the achievement of high-quality change outcomes and benefits that fundamentally affect the way in which organizations work. One of the core
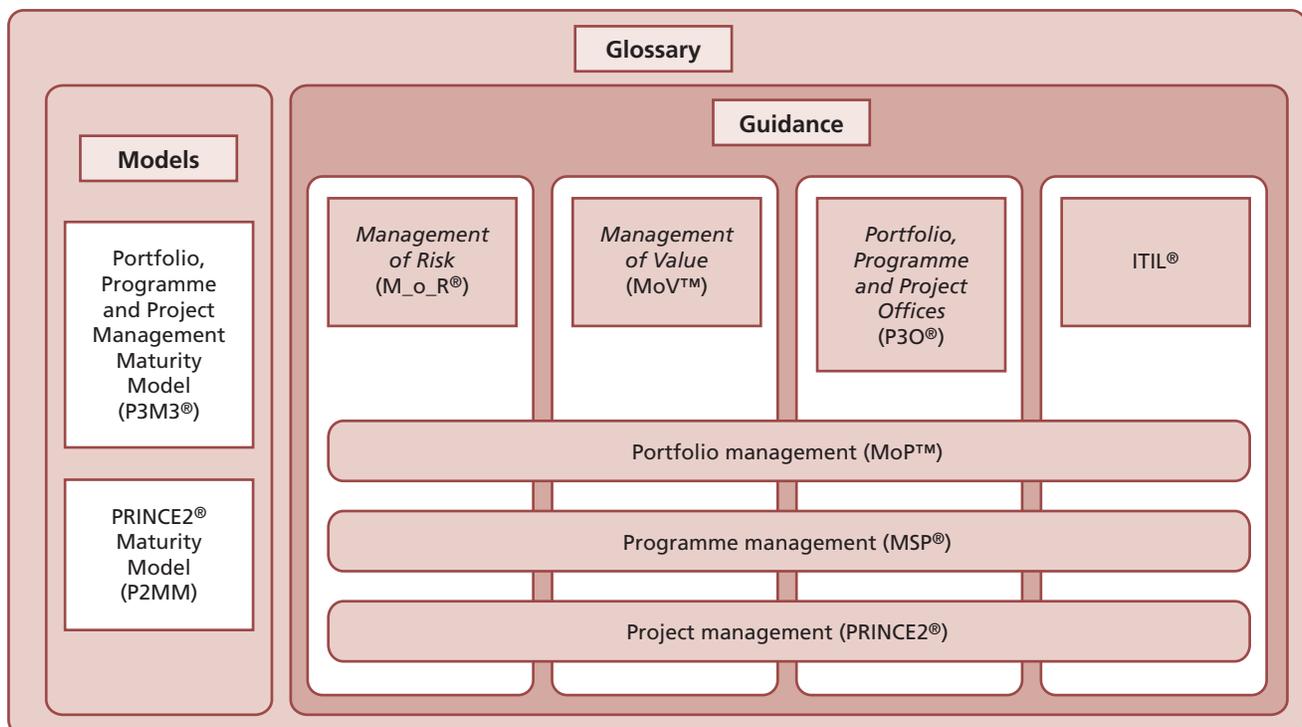

Figure 1.3 ITIL's relationship with other Best Management Practice guides

themes in MSP is that a programme must add more value than that provided by the sum of its constituent project and major activities. Cabinet Office (2011). *Managing Successful Programmes*. TSO, London.

■ *Managing Successful Projects with PRINCE2®* PRINCE2 (PRojects IN Controlled Environments, V2) is a structured method to help effective project management via clearly defined products. Key themes that feature throughout PRINCE2 are the dependence on a viable business case confirming the delivery of measurable benefits that are aligned to an organization's objectives and strategy, while ensuring the management of risks, costs and quality.
Office of Government Commerce (2009). *Managing Successful Projects with PRINCE2*. TSO, London.

■ *Portfolio, Programme and Project Offices (P3O®)* P3O provides universally applicable guidance, including principles, processes and techniques, to successfully establish, develop and maintain appropriate support structures. These structures will facilitate delivery of business objectives (portfolios), programmes and projects within time, cost, quality and other organizational constraints.
Office of Government Commerce (2008). *Portfolio, Programme and Project Offices*. TSO, London.

1.4 WHY IS ITIL SO SUCCESSFUL?

ITIL embraces a practical approach to service management – do what works. And what works is adapting a common framework of practices that unite all areas of IT service provision towards a single aim – that of delivering value to the business. The following list defines the key characteristics of ITIL that contribute to its global success:

■ **Vendor-neutral** ITIL service management practices are applicable in any IT organization because they are not based on any particular technology platform or industry type. ITIL is owned by the UK government and is not tied to any commercial proprietary practice or solution.

■ **Non-prescriptive** ITIL offers robust, mature and time-tested practices that have applicability to all types of service organization. It continues to be useful and relevant in public and private sectors, internal and external service providers, small, medium and large enterprises, and within any technical environment. Organizations should adopt ITIL and adapt it to meet the needs of the IT organization and their customers.

■ **Best practice** ITIL represents the learning experiences and thought leadership of the world's best-in-class service providers.

ITIL is successful because it describes practices that enable organizations to deliver benefits, return on investment and sustained success. ITIL is adopted by organizations to enable them to:

■ Deliver value for customers through services
■ Integrate the strategy for services with the business strategy and customer needs
■ Measure, monitor and optimize IT services and service provider performance
■ Manage the IT investment and budget
■ Manage risk
■ Manage knowledge
■ Manage capabilities and resources to deliver services effectively and efficiently
■ Enable adoption of a standard approach to service management across the enterprise
■ Change the organizational culture to support the achievement of sustained success
■ Improve the interaction and relationship with customers
■ Coordinate the delivery of goods and services across the value network
■ Optimize and reduce costs.

1.5 CHAPTER SUMMARY

ITIL Service Transition comprises:

■ Chapter 2 Service management as a practice This chapter explains the concepts of service management and services, and describes how these can be used to create value. It also summarizes a number of generic ITIL concepts that the rest of the publication depends on.

- Chapter 3 Service transition principles
  This chapter describes some of the key principles of service transition that will enable service providers to plan and implement best practice in service transition. These principles are the same irrespective of the organization; however, the approach may need to be tailored to circumstances, including the size of the organization, geographic distribution, culture and available resources. It concludes with a table showing the major inputs and outputs for the service transition lifecycle stage.

- Chapter 4 Service transition processes
  Chapter 4 sets out the processes and activities on which effective service transition depends and how they integrate with the other stages of the lifecycle.

- Chapter 5 Managing people through service transitions
  Chapter 5 deals with the management of organizational and stakeholder change, and communications. These critical aspects of service transition are key to the success of any transition, and must be carefully managed.

- Chapter 6 Organizing for service transition
  This chapter identifies the organizational roles and responsibilities that should be considered to manage the service transition lifecycle stage and processes. These roles are provided as guidelines and can be combined to fit into a variety of organizational structures. Examples of organizational structures are also provided.

- Chapter 7 Technology considerations
  ITIL service management practices gain momentum when the right type of technical automation is applied. This chapter provides recommendations for the use of technology in service transition and the basic requirements a service provider will need to consider when choosing service management tools.

- Chapter 8 Implementing service transition
  For organizations new to ITIL, or those wishing to improve their maturity and service capability, this chapter outlines effective ways to implement the service transition lifecycle stage.

- Chapter 9 Challenges, risks and critical success factors
  It is important for any organization to understand the challenges, risks and critical success factors that could influence their success. This chapter discusses typical examples of these for the service transition lifecycle stage.

- Appendix A Description of asset types
  This appendix describes the key asset types of management, organization, process, knowledge, people, information, applications, infrastructure and financial capital.

- Appendix B Risk assessment and management
  This appendix contains basic information about several commonly used approaches to the assessment and management of risk.

- Appendix C Related guidance
  This contains a list of some of the many external methods, practices and frameworks that align well with ITIL best practice. Notes are provided on how they integrate into the ITIL service lifecycle, and when and how they are useful.

- Appendix D Examples of inputs and outputs across the service lifecycle
  This appendix identifies some of the major inputs and outputs between each stage of the service lifecycle.

- References and further reading
  This provides a list of other sources of information that both informed the writing of this publication and can be used for further study and exploration by readers.

- Abbreviations and glossary
  This contains a list of abbreviations and a selected glossary of terms.