ITIL® v3 2011 - Service Strategy

Governance

Strategy
Policy
Plans

Evaluate — Direct — Monitor

1. Define the market and identify customers
2. Understand the customer
3. Quantify the outcome
4. Classify and visualize the service
5. Understand the opportunities (market spaces)
6. Define services based on outcomes
7. Service Models
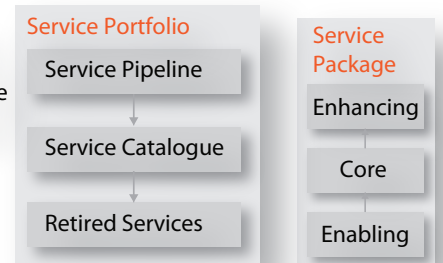8. Define service units and packages
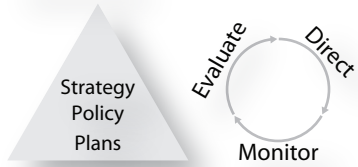
Perspective - Vision & Mission.
Position - Policies & distinctiveness.
Plans - Method & execution.
Patterns - Ongoing actions & adjustments.

Define
Analyze
Approve
Charter

Service Portfolio

Service Pipeline
Service Catalogue
Retired Services

Service Package

Enhancing
Core
Enabling

Strategy Management

Demand Management

User Profiles
Patterns of Business Activity

Consumption

Customer Assets — Service Assets

Production

Capacity

Service

Internal
External

Type I - Internal Service Provider
Type II - Shared Service Unit
Type III - External Service Provider
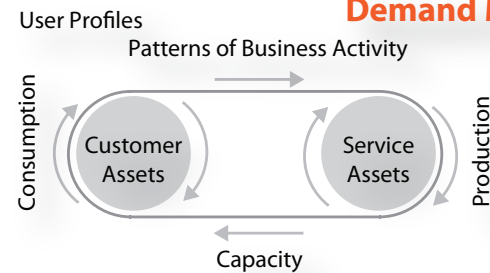
Service Portfolio Management

Financial Management

Budgeting   Business Case
Accounting   BIA ROI IRR NPV
Charging

External funding   Rolling plan funding
Internal funding   Trigger based plans
                      Zero-based funding

Sourcing Strategy

Insourcing
Outsourcing
Co-sourcing aka multi-sourcing
Partnership
Business Process Outsourcing (BPO)
Application Service Provision
Knowledge Process Outsourcing (KPO)
Cloud
Multi-vendor sourcing
Managed sourcing

Sourcing Governance

Service Provider Interface (SPI)
Technical Procedural Organizational

Business Relationship Management

Customer satisfaction

Outcome
Preference
Perception

Customer portfolio
Customer agreement portfolio
Defined business outcomes
Service requirements

Implementation

Assess current state
Define target state
Gap analysis
Project identification
Project estimation
Project consolidation
Roadmap

Challenges

Complexity
Coordination and control
Preserving Value
Effective measurement

Kano

Satisfaction
Excitement
Performance
Indifferent
Fulfilment
Basic
Reversed
Questionable

Lines of Service	Service Archetypes		Assets		
Access/Rental	U1	Lease License Provide	A1	Management	
Managed	U2	Manage Operate Maintain	A2	Organization	
Remedial	U3	Recover Resolve Repair	A3	Processes	
Custodial	U4	Store Protect Monitor	A4	Knowledge	
Administrative	U5	Process Fulfil Record	A5	People	
Evaluation	U6	Analyze Assess Audit	A6	Information	
Transformational	U7	Modify Transform Transport	A7	Applications	
Creative	U8	Design Develop Engineer	A8	Infrastructure	
Communication	U9	Connect Integrate	A9	Financial Capital	

Capabilities

Resources