White Paper

Enterprise Architecture and ITIL®: Implementing Service Strategy

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In this time he has developed and implemented Information, Systems and Technology strategies and business automation programmes for a wide variety of large and small organizations, including companies and groups of companies. A special focus has been the introduction of new Products and Services using lean and agile techniques and subsequently scaling up, including in the contexts of major business change and joint ventures.

In the previous paper "Enterprise Architecture and ITIL®: Where is the Value in ITIL®?" we looked at why and under what circumstances Service Management, the focus of ITIL®[1] is important.

Essentially Service Management is important because the concept and use of services is a powerful mechanism for structuring and managing the growth of an organization, including the IT function. As the IT function grows, IT Services reach a level of complexity where they can no longer be managed on an informal basis. ITIL provides the best practice guidelines for managing IT Services on a (progressively) more formal basis.

This process is most easily managed by using an ISO20000 concept, the building of a Service Management System (SMS). In this respect we saw that the effective scope of ITIL was not just the development of a SMS but more importantly, subsequently using the SMS to formally manage IT Services.

The paper concluded by looking at some of the key issues encountered when integrating into ITIL into an established IT function and Enterprise Architecture (EA) environment.

[1] ITIL® and IT Infrastructure Library® are Registered Trade Marks of the Cabinet Office of the Government of the United Kingdom.

In this paper we will:

- Review (briefly) the recommendations of ITIL for developing and managing a Service Strategy for IT Services.
- Try to clarify what is meant by an "IT Service".
- Then apply these principles to managing a small EA department within an IT function[2].

Contents

[2] Please note, a list of the acronyms used in this paper and their meaning is given in Appendix B.

Service Strategy Highlights

The comments in this section are restricted mostly to the content of the introductory ITIL book "Introduction to the ITIL® Service Lifecycle: 2011 edition"[3]. The main Service Strategy book "ITIL® Service Strategy, 2011 edition"[4] is a much weightier book - in all aspects!

Although the introductory book provides a fair summary of the larger book, because it is addressing a wide audience it is still necessarily general in its approach. As a result both books start by addressing Service Strategy principles in situations where the IT function has a significant amount of marketing discretion. Here "marketing discretion" means a choice in the business areas in which the IT function will provide IT Services. Although the (generic) principles discussed are useful to understand, in practice most IT functions operate in a well-defined and mandated environment.

Nevertheless certain principles of those discussed are very useful even in a more constrained environment and worth highlighting, especially the following:

- How to define Services
- Market Spaces
- Value Chains and Value Networks

As one might expect, the greatest value lies in implementing the ITIL Processes for managing Service Strategy:

- Strategy Management for IT Services
- Service Portfolio Management
- Financial Management for IT Services
- Demand Management
- Business Relationship Management

Please note that ITIL only refers to "processes". The processes above are effectively high-level processes and they usually consist of several lower-level processes. In CMMI[5] terms these would be "Process Areas".

[3] Published by "The Stationery Office", ISBN 9780113313099. It is widely available, including from several on-line websites.

[4] Published by "The Stationery Office", ISBN 9780113313044.

[5] Capability Maturity Model Integrated. Part of the Software Engineering Institute series from Carnegie Mellon University.

IT Services – A Point of Clarification

Before we discuss these principles and processes I would like to clarify one potential source of confusion. The term "services" is widely used in differing contexts. In the IT environment it is used particularly in the following contexts:

- SOA, Service Oriented Architecture and WOA, Web Oriented Architecture
- ITIL IT Services

Essentially, these services are different types of services. In SOA and WOA they are system level services which are used to construct complete information systems in a flexible and highly maintainable way. IT Services are often business-level services of which automated systems are usually only part of the service[6]. It is only in relatively unusual circumstances where every aspect of managing the IT Service has been automated that the two types of service coincide and then only at the complete information system level[7].

Note that the customers of IT Services usually differ widely too:

- The IT function itself, especially inter-departmental services
- Other business functions in the organization
- The organization's customers
- The organization's suppliers

Key Service Strategy Principles

How to define IT Services

One of the most important outputs from the Service Strategy stage is the high-level definition of new services required. The ITIL books suggest the following process for defining IT Services[8]:

1. Define the market and identify customers
2. Understand the customer
3. Quantify the outcomes
4. Classify and visualize the service
5. Understand the opportunities (market spaces)
6. Define services based on outcomes
7. [Develop] Service models
8. Define service units and packages

Subsequently the introductory book only discusses steps 6 and 7 of this process in more detail. In summary:

- **Step 6:** Define services based on outcomes. If the service is defined based on the outcomes of the service it ensures that all

[7] Although this situation is becoming more common.

[8] Introduction to the ITIL® Service Lifecycle: 2011 edition, p.46.

aspects of service management are focused on what is valuable to the customer. Furthermore, to do this well it is important to account for the context in which customers perceive value from the service.

- **Step 7:** Service models. A Service model is a model (or set of models) that shows how the service assets interact with customer assets to create value. It describes the structure (how the components of the service fit together) and dynamics of the service (the activities, flow of resources and interactions) which in turn, are influenced by customer requirements[9].

In practice, for in-house IT functions and the IT departments within it, there is a simpler way to identify and define IT Services and we will use this method later on in an example.

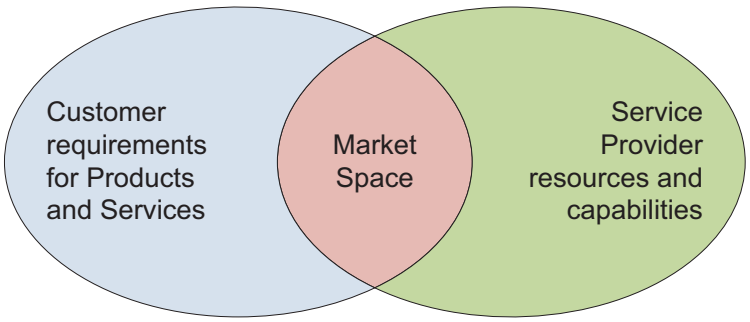

Figure 1: Market Space. The opportunities for the Service Provider

Market Spaces

A Market Space is defined by the set of business outcomes that can be facilitated by a service. Effectively it represents the opportunities for a service provider to meet the business needs of a customer. *Figure 1* summarizes this concept.

It highlights that a service provider is unlikely to have the resources and capabilities to meet all the requirements of a customer but, if the service provider increases its resources and capabilities in line with customer requirements it can increase its market opportunities. It has significant implications for leveraging third party services to help provide such additional resources and capabilities on the supply-side of the organization's supply chain.

[9] I prefer to think of a Service Model as a set of templates for a specific type of service; each type uses similar assets and resources for service delivery. So for example, a "Retail service model" is very different to a "Container Importation service model". Service models are particularly useful for:

- Understanding quickly what is required for a new service of that type.
- Determining if a proposed new service can be delivered using existing assets and resources.
- Understanding the impact of changes proposed to an existing service.

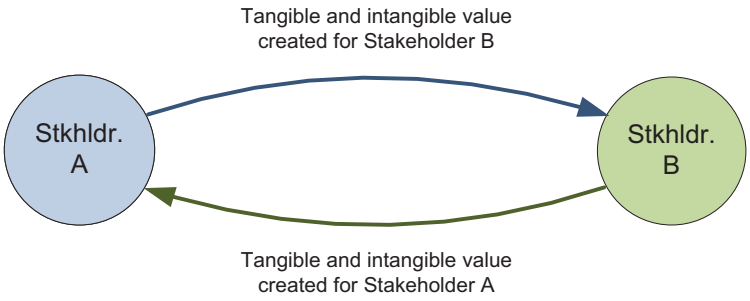

Figure 2: The value added for each transaction between two stakeholders in a Value Chain

Value Chains and Value Networks

The concept of Value Chains has been around for a long time. It describes the process of creating business value as a series of value-adding activities that make up its supply chain, thereby connecting supply-side activities with demand-side activities. It works by understanding the value added for each transaction (link) between different stakeholders in the chain (see *Figure 2*).

Although the principle is important, in practice there are two significant qualifications:

- The "chains" are actually best represented as a network between many stakeholders.
- It is a static model and usually there is also a strong dynamic component to consider.

ITIL Processes for Managing Service Strategy

Strategy Management for IT Services

Key Objective of the Process:

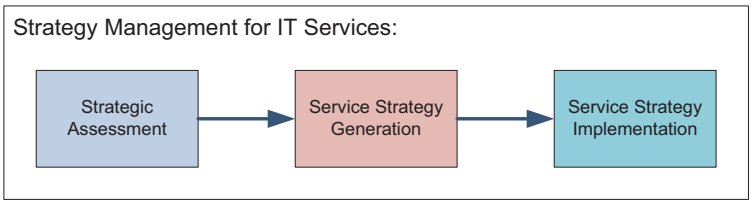

Figure 3: The three stages of Strategy Management for IT Services

To assess the service provider's offerings, capabilities, competitors, current and potential market spaces and to develop a strategy to serve customers. Once the strategy has been defined, also to ensure it is implemented.

There are three stages:

- Perform a strategic assessment to identify the "market spaces" and the strategic objectives for managing services. Remember there are two important perspectives here:
  - The IT Services to be provided to customers
  - The Service Management System that will be used to manage these services.
- Generate the Service Strategy using the remaining Service Strategy processes (that have been included in your SMS) to document the Service Strategy.
- Implement the Service Strategy using the Service Design, Service Transition and Service Operation processes (that have been included in your SMS).

Use the Continual Service Improvement processes (that have been included in your SMS) to improve the IT Services provided.

Service Portfolio Management

Key Objective of the Process:

To manage the Service Portfolio and to ensure that the service provider has the right mix of IT Services to meet required business outcomes at an appropriate level of investment.

Additional Notes:

There are three key categories of services or stages through the Service Portfolio:

- The Service Pipeline: IT Services that are proposed or in development
- The Service Catalogue: IT Services that are live or available for deployment to customers
- Retired Services: IT Services that have been withdrawn

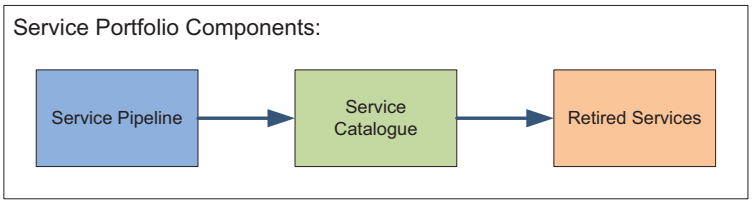

Figure 4: The three stages of IT Services through the Service Portfolio

The details of services in the Service Catalogue are the only part of the Service Portfolio that are published to customers.

Overall Approach:

- Analyze and define new or changed IT Services to identify the assets and resources required
- Obtain approval for new or changed IT Services and prepare for the handover to Service Design
- Review the Service Portfolio regularly to ensure it is aligned with the Business and IT Strategies
- In particular, formally decommission IT Services to be withdrawn

Financial Management for IT Services

Key Objective of the Process:

To manage IT Services in a way that meets the service provider's budgeting, accounting and charging requirements. Also to track, analyze and report the financial performance of IT Services.

Additional Notes:

To manage the financial performance of IT Services there are three key areas to consider:

- Budgeting for service income and expenditure
- Charging for services delivered
- Accounting for actual income and expenditure

This helps to highlight and quantify the value and contribution of IT to the organization.

Overall Approach:

- Establish and maintain the financial management structure required.
- Prepare financial management plans (especially budgets).
- Invoice for IT Services delivered.
- Track, analyze and report the financial performance of IT Services.

Demand Management

Key Objective of the Process:

To understand, anticipate and influence customer demand for IT Services. Also to work with Capacity Management to ensure that the service provider has sufficient capacity to meet the required demand.

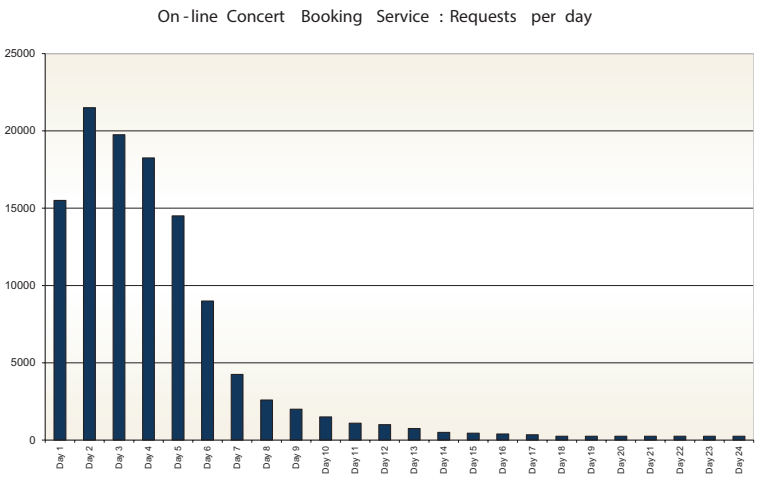

Figure 5: Typical Demand or Service Usage Profile

Additional Notes:

The main difficulty with Demand Management is the variety of different triggers of activity that may be relevant for an IT Service. The principle is that for each service it is important to identify "patterns of activity". These patterns of activity can be triggered by various sources to create demand or service usage profiles. For example, the opening of booking for a concert given by a popular group will trigger a different service usage profile of an on-line concert booking service to say, a concert given by a less well-known group.

Overall Approach:

- Identify the relevant sources that trigger demand for IT Services.
- Identify the typical service usage profiles for each source.
- Identify the frequency of demand and any options for controlling it.
- Work with Capacity Management (and if appropriate, the organization's Marketing function) to determine how best to manage demand.

Business Relationship Management

Key Objective of the Process:

To maintain a positive relationship with customers. Also to identify the needs of existing and potential customers and to ensure that appropriate IT Services are developed and maintained to meet those needs.

Overall Approach:

- Maintain customer relationships.
- Carry out and react to customer satisfaction surveys.
- Monitor and manage customer complaints.
- Identify customer service requirements and collaborate with Service Level Management to sign up the customer to IT Services.

Applying Service Strategy principles to a small EA department

To illustrate the development of a Service Strategy for a small EA department within the IT Function of an organization we have to start by setting the scene for our example. So the order proposed is as follows:

- Establish the Business Context (and some key assumptions)
- Starting with the "Strategy Management for IT" process, perform a strategic assessment. In this we will do a simple "market analysis". This will complete the context required to:
  - o Identify the Services that need to be offered by our EA department
  - o Identify which ITIL processes need to be implemented and on what basis; effectively the initial "Service Management System" (SMS)
- We will finish by discussing the Strategy Generation section of "Strategy Management for IT" including the remaining Service Strategy processes to illustrate the results if they were part of the SMS.

Figure 6 shows the structure of the approach taken using the Service Strategy ITIL process recommendations.

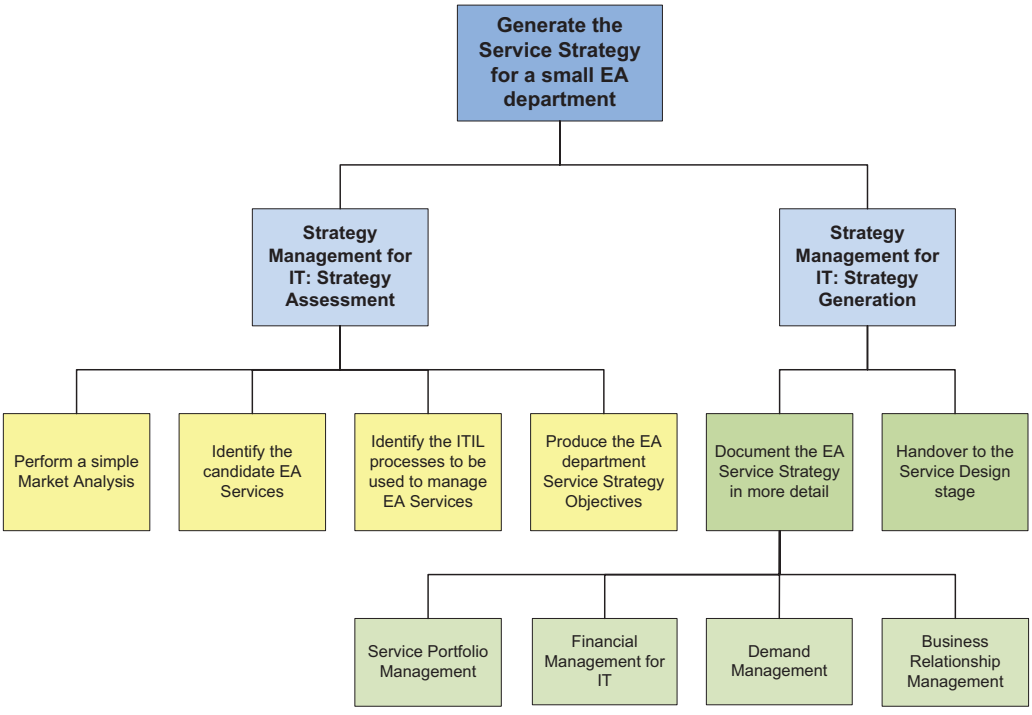

Figure 6: Summary of the processes we will be applying below

The Business Context for the Example[10]

If the IT Function has established an EA department it is a reasonable assumption that the organization is moderately mature and probably at least a larger SME. It also seems reasonable under these circumstances that the IT Function itself is moderately mature and is probably considering the introduction of IT Services if they have not done so already. To do this it will need to be proficient at managing the organization's information systems and the chosen technology (or technologies) on which they run. It is also probable that there is a degree of outsourcing involved. As a result, let us make the following basic assumptions:

- The IT Function manages the core transaction processing systems required by the organization:
  - Most of these systems are COTS systems but there is a small development department that manage the development and maintenance of the organization's principle operational systems. Version control is practiced in this department.
  - At least one of the COTS systems is provided on a SAAS basis.
  - However, there is a significant amount of Office Automation used, some of which is used for managing business transactions but these are generally in a support role.
- The IT Function manages the core technology required by the business but relies on outsourcing here too:
  - The organization's LANs are connected to a centralized Data Centre running on a VM basis.
  - At least one of the Information Systems has special technology requirements and hence runs on an outsourced PAAS basis.
- The IT Function has established an IT Service Desk for use by the entire organization and has made a small commitment to ITIL but primarily in the IT Operations area.
- The EA department is relatively new but has committed to using TOGAF. In this respect, let us assume that so far, there is a:
  - Basic Business Architecture
  - A good high-level view of the Information Systems architectures although in both the Application and Data Architectures, the detail varies depending on the business function.
  - A good (comprehensive) high-level view of the Technology Architecture but not a great deal of detail underneath.

[10] Please see Appendix B for a list of acronyms used and their meaning.

With respect to the EA department I would like to make some further assumptions that I find are fairly typical:

- The architecture views generated by the department are generally well accepted if not well understood. Furthermore there is some confusion about what is and what is not available in terms of content.
- Further the department is finding that keeping the architecture up-to-date has become significantly more difficult with the introduction of agile techniques, e.g. Scrum.
- The strategy planning period is for one year.

Strategy Management for IT: Strategic Assessment

At the corporate level, the most effective strategic assessments focus on the IT Strategy, Business Automation Planning and the activities of each of the functions in the organization. However, for the IT departments within an in-house IT function, there is a simpler way to identify and define IT Services.

A simple "market analysis"

The first part of this approach addresses the "market analysis" and consists of two steps:

- Identify the key work-products from the EA department that add tangible or intangible value to the department's customers.
- Identify the (types of) customers that can (or should) benefit from the department's work-products and how they could benefit.

Key Work-Products from the EA department

The primary work-products are the Business, Application, Data and Technology Architectures for our organization.

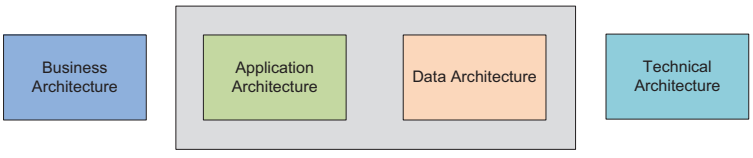

Figure 7: Key Categories of Work Products from a typical EA Department

But for each of these architectures there are other important views too:

- The current (As Is) view
- Future or target (To Be) views

The current view provides the basis for several types of assessments, e.g. current condition, performance, cost and risk and the subsequent gap analysis help to identify appropriate enhancements. The future views, which may include new types of models and views, provide the blueprints for new development.

Types of Customers and how they could benefit

The most obvious types of Customers within the IT department are:

- The CIO (or equivalent)
- Programme and Project Managers
- Scrum teams
- Development staff

Let's consider Project Managers and Scrum teams as an example. The following are the key work-products they would use and the most obvious reasons why[11]:

- Details of the architectures of the existing infrastructure relevant to the project that are presently available. The primary reasons for this are:
    - o It provides them with the baselines from which they will start their project and use to measure progress.
    - o It helps avoid design mistakes based on erroneous information and assumptions and hence, the potential for rework.
    - o It helps to avoid unnecessary duplication and omissions in design and development.
    - o If the current infrastructure (architecture) views are not available, the ability to provide these views quickly would minimize delays to the project and loss of productivity.
- During the project, the future views of the architectures of the infrastructure are to be built. The primary reasons for this are:
    - o They help to identify, evaluate and eliminate design errors early.
    - o They help to identify important related areas in the business requiring integration for a successful solution.
    - o If the architecture views are kept up-to-date and regularly used as a baseline as changes are made they can provide a key part of the baselines. Development teams would then roll back in the case of failed changes, eliminating a great deal of confusion and rework. This is particularly important in an agile development environment.

[11] In essence we are starting to build an initial view of Value Chains.

Identify the Candidate IT Services for entering the Service Pipeline

With this information it is possible to open a dialogue with representatives of each customer type to assess their needs in more detail. There are two objectives of this part of the process:

- To identify the needs of customers in order for them to benefit most from the type of work-products generated by the EA department to facilitate the outcomes they want to achieve. These needs do not need to be numerous (or in great detail) but sufficient to make top level decisions about the nature of services that need to be provided. Generally these are the needs that customer's rank most highly and they will probably number less than 20.
- To identify the processes that will help customers to benefit most from the work-products generated by the EA department to facilitate the outcomes they want to achieve. These provide the candidate processes that subsequently can be packaged on a formal basis to provide IT Services to these customers, i.e. the Candidate IT Services.

A typical result of this stage of the process is as follows:

Core Customer Needs:

Clearly the needs of different organizations will differ depending on their circumstances. However, typically they will look something like the following:

Those needs that describe a solution that is "fit for purpose". For example, a solution that:

- Provides simple, understandable models and model views.
- Provides architectural views that are relevant to the project.
- Provides views that can help to:
  - o Highlight inconsistencies in designs proposed
  - o Resolve architectural problems identified
  - o Identify related parts of the organization that are affected by the changes being made in the project and the likely issues that will have to be addressed.
- Provides access to relevant views of the current architecture quickly and "on location" to authorized staff.
- Ensures the EA models are synchronized with those used to manage the Configuration Management System.

[12] It is interesting that the term "bureaucracy" often comes up in discussions about architecture. It does have negative connotations for many. However, the positive view of this is that someone with the relevant knowledge of how to create architecture quickly and to the required standards for current and future use (an architect) can easily shield the rest of the team from this obligation and provide considerable value in doing so.

- Provides views of new architecture quickly, especially when the absence of this architecture is holding up new development and which also shields the rest of the project team from the "bureaucracy"[12] of producing these new views.
- Enables the Project Manager or Scrum teams to control the release of new architecture views, especially when for the use of other (related) teams.
- Tracks the costs of keeping the architecture up-to-date for a project and that these details are also up-to-date.
- Produces meaningful reports about the architecture used by the project.

Those needs that describe a solution that is "fit for use". For example, a solution that:

- For Agile project teams in particular:
  - o Helps to explain the meaning of existing architecture on demand
  - o Identifies inconsistencies and recommends solutions
  - o Updates the "To Be" architecture quickly after key decisions are made
  - o Is available to help resolve problems as soon as they are found
  - o Can represent the interests of DevOps teams.
- Is readily available.
- Is easily maintained.
- Is flexible.
- Saves time and effort for the development team.
- Increases productivity.

Candidate Processes for packaging as IT Services:

A full list of the processes performed by a typical EA department is actually quite extensive. One only has to look at the TOGAF Architecture Development Method (ADM) to get a view of this. Extracting and adding to the most important of these from the customer perspective gives a list that will probably include the following:

- Create an awareness of what architecture is available for use by customers. For example publish a simple register of the architecture views available (for staff with the appropriate access rights).
- Provide a governance infrastructure for the EA, especially policies, standards and controls. Publish these policies, also the standards agreed by the organization to be used to maintain architecture diagrams and the (simple) controls that will be used to ensure these standards are maintained.
- Identify the stakeholders in Enterprise Architecture and understand their requirements. Meet with them regularly to keep these

requirements up-to-date and to ensure that the EA department is delivering the outcomes they require.
- Provide assistance to these stakeholders to understand and get the greatest benefit out of EA.
- In particular, assign an architect to each project team to take on the management of the architecture for that team and to help them to get the greatest value from this architecture. Their responsibilities would be to manage the architecture for the team and specifically to ensure that it meets the required standards (using the agreed controls to do so) and integrates well with the organization's Configuration Model.
- Provide an information system that allows the EA models and views to be managed, maintained and used by all staff who have the responsibilities and (hence) the access rights to do so.
- Manage the allocation of EA resources, especially EA staff.
- Formally decommission old Architecture.

These processes have been highlighted as they give us some good clues of the processes that could and perhaps should be constituted as IT Services for the customers of EA. Hence two initial candidate IT Services from the EA department might be:

- A service that publishes details of baseline (current) architecture and the policies, standards and controls that are used to manage EA.
- A service that provides architectural support for a project, including a qualified architect that will act as part of the project team and represent the interests of the project.

Identify the ITIL Processes that will be used to manage the EA department's IT Services

Having identified the candidate EA services that might be developed over the strategic planning period (one year) we still need to identify which of the ITIL Processes will be used to manage these services throughout their lifecycle. (Effectively the purpose of this is to identify which Service Management processes will be included formally in the Service Management System used by the EA department).

If the IT function has already implemented some of these processes and mandates the use of these by processes by all IT departments, then this decision has already been taken. However, in many IT functions, not all the IT departments get involved at the same time. Most IT functions with an EA department are sophisticated enough to have also established a Service Desk with at least the following ITIL processes:

- Incident and Problem Management
- Request Fulfilment
- Asset and Configuration Management

- Change Management
- Release and Deployment Management.

Let us assume that the IT function has implemented all of these processes but up to now the EA department has not been required to implement these processes in full but only participate when required.

If the IT function has, or is also making the transition to focus on IT Services (and this is not always a quick and easy transition to make), then other ITIL processes that are likely to have been implemented are:

- Service Catalogue Management
- Service Level Management
- Availability Management.

Let us assume that the IT function has not yet implemented these processes. The implication here is that when (parts of) these processes are applicable to our EA department they are going to have to be done on an informal basis – in a similar way to the Strategy Management processes we are dealing with now.

Our EA department need to fully engage with those ITIL processes already established, especially Asset and Configuration Management. This represents a significant obligation over and above normal operating duties for the department. Furthermore, to implement even one service will require the department to follow the guidelines of at least Service Level Management (on an informal basis). So let us agree that for the purposes of this example, to engage with the ITIL processes already established will be a sufficient challenge for our EA department.

Service Strategy Objectives

As a result we are now in a position to summarize the strategic objectives for the Service Strategy for our EA department for the next year:

- To design, develop and implement the following IT Services:
  - A service that publishes details of baseline (current) architecture and the policies, standards and controls that are used to manage EA.
  - A service that provides architectural support for a project, including a qualified architect that will act as part of the project team and represent the interests of the project.
- To engage fully with the following ITIL Processes:
  - Incident and Problem Management
  - Request Fulfilment
  - Asset and Configuration Management
  - Change Management
  - Release and Deployment Management.

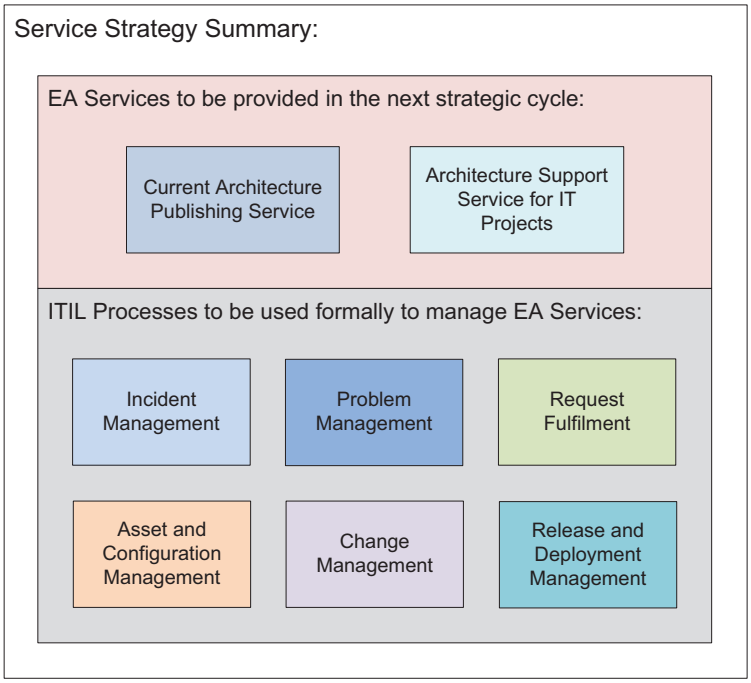

Figure 8: Summary of the new Service Strategy for the EA department

Please Note: *In practice, this set of ITIL processes is insufficient, especially to define and design an IT Service, but we will look at the additional processes required and how they affect our chosen services as we go through all the ITIL processes at each stage.*

Strategy Management for IT: Strategy Generation

The next step is to document the Service Strategy for the EA department in more detail, especially to establish:

- A clear "vision" of the outcomes desired from this programme of work.
- The policies required to implement the new services and the ITIL processes successfully.
- The development and operating plans for implementing the new services and the ITIL processes.
- The performance and other measures that will be used to measure success.

In the process of doing this we would normally include the remaining Service Strategy processes if they were part of the SMS. However, here we will review the remaining Service Strategy processes only to illustrate some examples of how these processes deliver additional value. There is no obligation to perform these steps as, like the "Strategy Management for IT" process, the remaining Service Strategy processes are not part of the formal SMS at this stage.

Service Portfolio Management

One of the principal recommendations of Service Portfolio Management (SPM) is to define the new Services in more detail using either an existing Service Model or if this is the first of a new type of service, by creating a new Service Model.

A very simple Service Model would consist of the following:

- A breakdown of the components required for the service.
- Key policies, standards and constraints affecting the service.
- Views of the recommended processes for delivering the service, especially for the main orchestration process.
- A template for the business case if one was required.

It would make sense to define our two candidate services in more detail and, if these were effectively new IT Services with no precedent,

we would use our analysis to create two new Service Models (one for each new type of service). However, in an IT function that has already started to implement IT Services, it is worth checking for precedence as there may well be at least a similar service that has been established elsewhere that can be used as a “quick start”.

As part of the definition process, both new services would be registered into the Service Pipeline.

Financial Management for IT

The only requirements here (as Financial Management for IT is undefined) will be for the EA department to follow the established company level financial management and accounting practices, especially the preparation of budgets. This may also extend to the completion of timesheets for tracking staff utilisation, say by project.

Demand Management

Demand Management frequently produces important information for Service Design. Our examples are no different, in this case especially to:

- Identify the sources that trigger demand for the new EA Services. For example, Programme Management to identify the start of new projects, their type and which areas of the business are affected.
- Identify the typical service usage profiles for each source. For example, will the new project be managed on a “waterfall” or agile basis? The service usage profiles will be different for each of these approaches.
- Identify the frequency of demand. For example, if the project is going to be run on an agile basis, the demand is likely to be for relatively short and intense periods on a regular basis throughout the life of the project.

Business Relationship Management

One of the key customer management processes is to: “Identify the stakeholders in Enterprise Architecture and understand their requirements. Meet with them regularly to keep these requirements up-to-date and to ensure that the EA department is delivering the outcomes they require”. This is the essence of Business Relationship Management (BRM).

Communicating regularly with customers can be harder than it sounds. The best way to start is to identify key customer representatives and assign one or more people in the EA department to meet with these representatives say, at least once every two to three months. The purpose of these meetings is to:

- Maintain customer relationships.
- Carry out and react to customer satisfaction surveys.
- Identify and record new or changed service requirements.
- Identify and record any customer problems and in particular, any complaints.

Any customer complaints identified should be passed immediately to someone senior in the department assigned to manage them.

The Final Step

The last step in the Service Strategy Generation process is to get the Service Strategy documentation approved. Once this has been done, in practice the next steps are usually performed either as part of an approved IT Programme of work or a project within the EA department although this is not part of the ITIL recommendations. Whichever is the actual route used, the next ITIL stage to consider is Service Design.

Appendices

Appendix A: Summary of the Processes at each ITIL Service Lifecycle Stage

ITIL Service Lifecycle Stage	ITIL Process
Service Strategy	Strategy Management for IT Services Service Portfolio Management Financial Management for IT Services Demand Management Business Relationship Management
Service Design	Design Coordination Service Catalogue Management Service Level Management Availability Management Capacity Management IT Service Continuity Management Information Security Management Supplier Management
Service Transition	Transition Planning and Support Change Management Service Asset and Configuration Management Release and Deployment Management Service Validation and Testing Change Evaluation Knowledge Management
Service Operation	Event Management Incident Management Request Fulfilment Problem Management Access Management
Continual Service Improvement	Seven-step Improvement Process

Appendix B: Summary of acronyms used and their meaning

Acronym used	Meaning
CIO	Chief Information Officer
COTS	Commercial, Off-the Shelf (usually applied to information systems)
EA	Enterprise Architecture
IT	Information Technology
ITIL	IT Infrastructure Library
LAN	Local Area Network
OLA	Operating Level Agreement
PAAS	Platform as a Service
SAAS	Software as a Service
Scrum	Scrum is not an acronym but the name given to an agile software development method.
SLA	Service Level Agreement
SM	Service Management
SMS	Service Management System
SOA	Service Oriented Architecture
TOGAF	The Open Group Architecture Framework
VM	Virtual Machine
WOA	Web Oriented Architecture

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