



ITIL4[®]

Introduction to Mapping SVC Activities and Practices

The Service Value Chain is your guide –
From opportunity to value creation

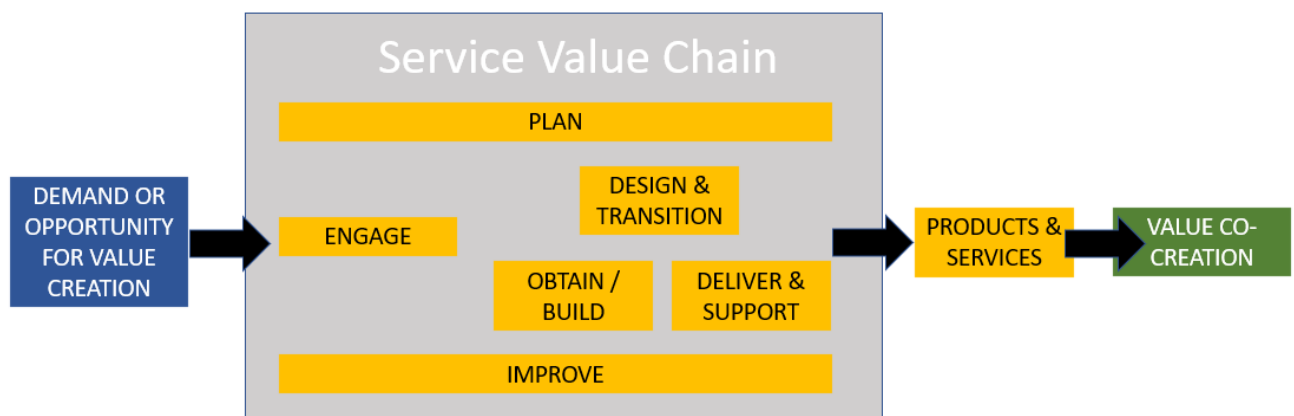
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ITIL4® - Understanding how ITIL Practices work with and map to Service Value Chain activities – Adam White-Bower, Quanta Training

The ITIL4® Service Value Chain provides a useful tool for mapping a small, concise and practical set of activities so they can be used to understand the flow of work to achieve an outcome at a high level. Once the nature and need for VALUE has been understood then mapping the nature and types of activities, or the ‘WHAT’ before diving into the detail of the underlying processes and procedures or the ‘HOW’ needs to be done.

The Service Value Chain

The Service Value Chain, or ‘SVC’, is an operating model with intention of helping map and visualise how activities performed contribute to value co-created with customers. It is made up of a small number of generic types of activity that can be performed in any order, are linked to each other via their inputs and outputs and may be performed many times within the same value stream. The only requirements are that an activity must add value and contribute to the overall goal of taking demand for value and delivering that value for the customer. If an activity doesn’t add value, it’s very simple – don’t do it.

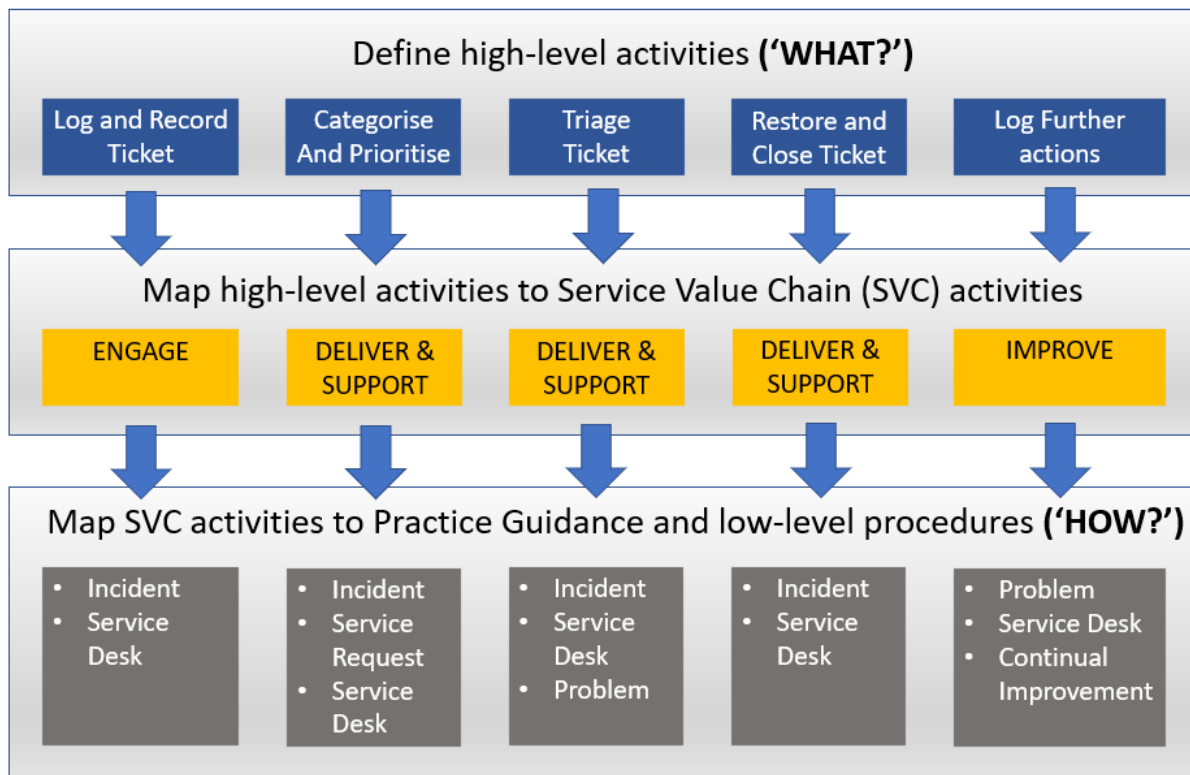


Each of the stages in the Service Value Chain describes a broad type of activity that can be mapped into a specific *value stream*, or workflow, to provide a high-level view of all the activities that will actually add value. A summary of the activities can be seen in the table below.

SVC ACTIVITY	DESCRIPTION
PLAN	Ensure a common understanding of what needs to be done
IMPROVE	Identify and prioritise improvement initiatives
ENGAGE	Communicate with stakeholders outside the service provider
DESIGN & TRANSITION	Ensure services meet requirements and are delivered at acceptable risk
OBTAIN / BUILD	Ensure service elements are developed or purchased as required
DELIVER AND SUPPORT	Operate services in line with agreed targets and expectations

The Service Value Chain provides the operating model to map high-level activities (**‘WHAT’**) to low-level advice and guidance (**‘HOW’**) in order to try and produce the most efficient Value Streams. Rather than being generic in our approach, ITIL4® encourages the creation of workflows that are right and appropriate for the context rather than just following generic process diagrams.

The diagram below illustrates a very simple value stream where it has been recognised that there is a need to respond to calls that come from the wider user community.



However, what this diagram doesn’t do is show us how we were able to arrive at the choice of practices and the specific guidance they provide. In the ITIL4® Foundation publication each practice is graded on a heatmap as to its level of ‘usefulness’ to each of the activities on a scale of 0 to 3, where 0 is no real use to the activity and 3 provides key guidance for this type of SVC activity. It is in the use of these ‘heatmaps’ we can work out which practices will provide the most appropriate and useful methods and guidance.

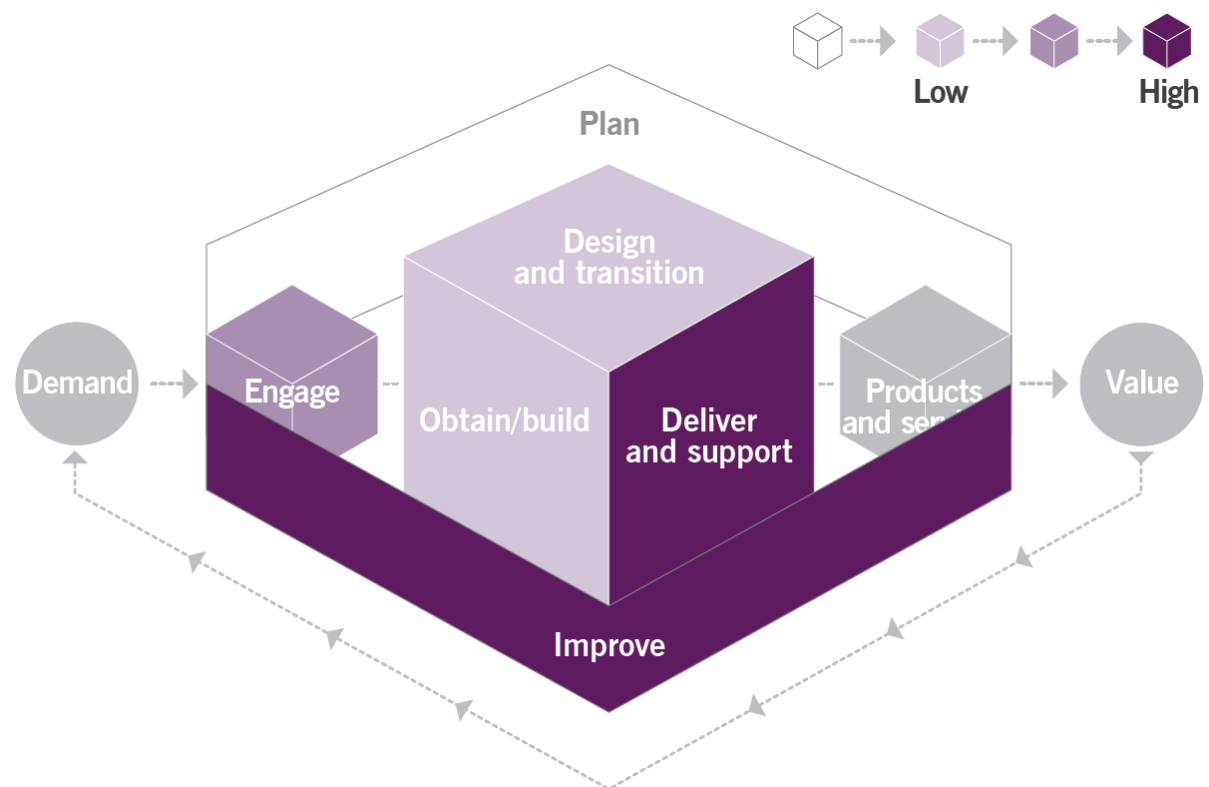
It is up to the organisation to apply the guidance as it sees fit in order to create processes and procedures for each value stream step to achieve its goal and contribute to the end goal of creating value for the customer.

It is in the identifying of the practices and using the heatmaps that we hit a snag though.

Mapping SVC Activities to ITIL4® Practices

The ITIL4® Foundation book maps practices to SVC activities practice-by-practice but this raises an issue – it is necessary to rely on pre-existing experience to know which practices are likely to contribute to an activity OR it will probably be necessary to go through ALL 34 practices to work out which ones are going to provide useful advice and guidance.

An example of the ‘heatmaps’ that are used in the ITIL4® Foundation publication, taken from the *Problem Management* practice can be seen below to illustrate how the table has been generated. Following the table is a further breakdown by individual SVC activity, only showing those practices that contribute to the activity with those rated ‘0’ not being listed.



The table below turns this process around and provides a list of all 34 practices and the level of usefulness they provide to each of the 6 different SVC activities so it is easier to find the relevant practices when they are needed.

	SERVICE VALUE CHAIN ACTIVITIES					
	[Ranked on scale 0=None, 1=Low, 2=Medium, 3=High]					
	PLAN	IMPROVE	ENGAGE	DESIGN & TRANSITION	OBTAIN / BUILD	DELIVER & SUPPORT
BUSINESS MANAGEMENT PRACTICES						
Architecture Mgmt.	3	3	2	3	2	2
Continual Improvement	3	3	3	3	3	3
Information Security	3	3	3	3	3	3
Knowledge Mgmt	2	2	2	2	2	3
Measurement and Reporting	3	3	3	3	3	2
Organisational Change Mgmt	2	3	2	2	1	1
Portfolio Mgmt.	3	2	2	2	2	1
Project Mgmt	2	2	2	3	3	2
Relationship Mgmt	3	3	3	3	2	2
Risk Mgmt.	3	3	3	3	3	3
Service Financial Mgmt	3	2	2	2	2	2
Strategy Mgmt	3	2	2	2	2	2
Supplier Mgmt	3	2	3	3	3	3
Workforce & Talent Mgmt.	3	3	2	2	2	2
SERVICE MANAGEMENT PRACTICES						
Availability Mgmt	3	2	1	2	2	2
Business Analysis	3	3	3	3	3	2
Capacity & Performance Mgmt	2	3	1	2	2	2
Change Enablement	1	3	1	3	3	3
Incident Mgmt	1	2	3	2	2	3
IT Asset Mgmt	2	1	1	3	3	2
Monitoring & Event Mgmt	0	2	1	2	1	3
Problem Mgmt.	0	3	2	1	1	3
Release Mgmt.	2	1	2	3	2	2
Service Catalogue Mgmt	1	1	3	2	1	2
Service Configuration Mgmt	1	2	1	3	3	2
Service Continuity Mgmt	2	2	1	2	2	2
Service Design	2	2	1	3	3	1
Service Desk	0	2	3	2	1	3
Service Level Mgmt.	3	3	3	2	2	2
Service Request Mgmt.	0	1	3	2	2	3
Service Validation & Testing	0	2	1	3	3	1
TECHNICAL MANAGEMENT PRACTICES						
Deployment Mgmt.	0	1	0	3	3	0
Infrastructure & Platform Mgmt.	2	1	0	3	3	3
Software Development & Mgmt	1	2	1	2	3	3

Just about anyone can leverage this process. Starting with the activities from the SVC operating model leads to the appropriate practices, making it far more simple to achieve the goal for the operating model – to create efficient value streams without any more unnecessary work done (or waste generated) than is absolutely necessary.