Lis	t of f	igures	v	
Lis	t of t	ables	vii	
Foreword				
Pre	eface		ix	
Ac	knov	vledgements	х	
1	Inti	roduction	1	
	1.1	Overview	3	
	1.2	Context	6	
	1.3	ITIL in relation to other publications in the Best Management Practice portfolio	8	
	1.4	Why is ITIL so successful?	8	
	1.5	Chapter summary	10	
2	Ser	vice management as a practice	11	
	2.1	Services and service management	13	
	2.2	Basic concepts	20	
	2.3	Governance and management systems	25	
	2.4	The service lifecycle	27	
3		Continual service improvement principles		
	3.1	Continual service improvement approach	35	
	3.2	CSI and organizational change	36	
	3.3	Ownership	36	
	3.4	CSI register	36	
	3.5	External and internal drivers	37	
	3.6	Service level management	37	
	3.7	Knowledge management	38	
	3.8	The Deming Cycle	38	
	3.9	Service measurement	38	
	3.10) IT governance	42	

	3.11	Frameworks, models, standards and quality systems	42		
	3.12	CSI inputs and outputs	44		
4		Continual service improvement processes			
	4.1	The seven-step improvement process	47		
5	Con met	71			
	5.1	Methods and techniques	73		
	5.2	Assessments	74		
	5.3	Benchmarking	79		
	5.4	Service measurement	85		
	5.5	Metrics	91		
	5.6	Return on investment	106		
	5.7	Service reporting	111		
	5.8	CSI and other service management processes	112		
	5.9	Summary	125		
6	Org imp	127			
	6.1	Organizational development	129		
	6.2	Functions	129		
	6.3	Roles	129		
	6.4	Customer engagement	138		
	6.5	Responsibility model – RACI	138		
	6.6	Competence and training	139		
7	Tech	Technology considerations			
	7.1	Tools to support CSI activities	145		
	7.2	Summary	152		

8	Implementing continual service improvement			Appendix B: Exa service improven	
		Critical considerations for implementing CSI	155	Appendix C: Risk management	
	8.2	Where do I start?	155	-	
	8.3	Governance	156	C.1 Definition managem	
	8.4	CSI and organizational change	157	C.2 Managem	
	8.5	Communication strategy and plan	162	-	
	8.6	Summary	164	C.3 ISO 31000	
9	Challenges, risks and critical success factors			C.4 ISO/IEC 270 C.5 Risk IT	
	9.1	Challenges	167	Annondiv Di Evo	
	9.2	Critical success factors	167	Appendix D: Exa outputs across th	
	9.3	Risks	167	Abbreviations an	
	9.4	Summary	168		
Afterword			169	Index	
Appendix A: Related guidance					
	A.1	ITIL guidance and web services	175		
	A.2	Quality management system	175		
	A.3	Risk management	176		
	A.4	Governance of IT	176		
	A.5	COBIT	176		
	A.6	ISO/IEC 20000 service management series	177		
	A.7	Environmental management and green/sustainable IT	177	и. П	
	A.8	ISO standards and publications for IT	178		
	A.9	ITIL and the OSI framework	178		
	A.10	Programme and project management	179		
	A.11	Organizational change	179		
	A.12	Skills Framework for the Information Age	180		
	A.13	Carnegie Mellon: CMMI and eSCM framework	180		
	A.14	Balanced scorecard	180		
	A.15	Six Sigma	180		

Appendix B: Example of a continual service improvement register 1			
Appendix C: Risk assessment and management	187		
C.1 Definition of risk and risk management	189		
C.2 Management of Risk (M_o_R)	189		
C.3 ISO 31000	190		
C.4 ISO/IEC 27001	191		
C.5 Risk IT	192		
Appendix D: Examples of inputs and outputs across the service lifecycle 195			
Abbreviations and glossary			
Index	239		