

# ITIL<sup>®</sup> PRACTICES FOR HIGH-VELOCITY IT

ITIL<sup>®</sup> 4



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*ITIL® Practices for High-Velocity IT | r1.0.0*

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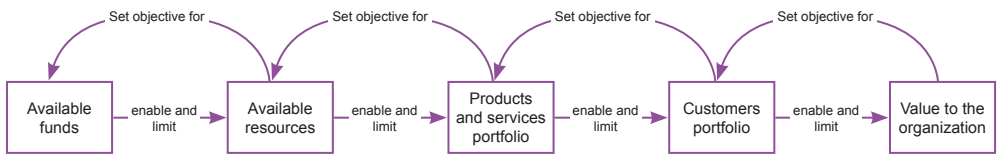
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# **SUPPORTING PRACTICES FOR HIGH-VELOCITY OBJECTIVE - VALUABLE INVESTMENTS**

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## PORTFOLIO MANAGEMENT

<b>Purpose</b>	The purpose of the portfolio management practice is to ensure that the organization has the right mix of programs, projects, products, and services to execute the organization’s strategy within its funding and resource constraints.
<b>Role</b>	Portfolio management plays an important role in allocating, deploying, and managing resources across the organization.
<b>Portfolio</b>	A collection of assets into which an organization chooses to invest its resources to receive the best return.
<b>Types of Portfolio</b>	<p>Portfolio management encompasses several portfolios, including:</p> <ul style="list-style-type: none"> <li>■ Product and service portfolio</li> <li>■ Project portfolio</li> <li>■ Customer portfolio</li> </ul>
<b>Product and Service Portfolio</b>	It is a complete set of products and services that are managed by the organization, representing the organization’s commitments and investments across all of its customers and market spaces. The portfolio also represents current contractual commitments, new product and service development, and ongoing improvement plans.
<b>Project Portfolio</b>	It is used to manage and coordinate projects, ensuring the objectives are met within time and cost constraints and to their specifications. The project portfolio also ensures that projects are not duplicated and stay within the agreed scope, and that resources are available for each project. This portfolio is used to manage single projects as well as large-scale programs. It supports the organization’s product and service portfolio and improvements to the organization’s practices and Service Value System (SVS).
<b>Customer Portfolio</b>	This portfolio reflects the organization’s commitment to serving certain consumer groups and market spaces. It may influence the structure and content of the product and service portfolio and the project portfolio. The customer portfolio is used to ensure the relationship between business outcomes, customers, and services is well understood.
<b>Return on Investment</b>	<p>Portfolios can also be created to manage resources (for example, applications), customer groups, business segments, and so on. The key concepts behind portfolio management are the same regardless of the items being managed in the portfolio. It helps to achieve optimal return on investment from a holistic system of assets, as listed in the following figure.</p>  <pre> graph LR     A[Available funds] -- "enable and limit" --&gt; B[Available resources]     B -- "enable and limit" --&gt; C[Products and services portfolio]     C -- "enable and limit" --&gt; D[Customers portfolio]     D -- "enable and limit" --&gt; E[Value to the organization]     C -.-&gt; Set objective for  A     D -.-&gt; Set objective for  B     E -.-&gt; Set objective for  C     E -.-&gt; Set objective for  D     </pre> <p style="text-align: center;"><b>Organization's Portfolios Enable Returns on Investments</b></p>
<b>Level of Application</b>	The portfolio management practice can be applied at every level of the organization. Every team should decide how to distribute existing or potential resources among new and ongoing initiatives.

<b>Relation with Other Practices</b>	The portfolio management practice is closely connected to other practices, especially the service financial management practice. Portfolio management ensures that fiscal oversight exists for the entire lifecycle of resources, products, and services. This includes a review of costing and value propositions for new initiatives, as well as tracking financial health for in-flight projects and live products and services. The portfolio management practice also ensures that the financial health of current offerings is regularly monitored and assessed against respective plans.
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## SERVICE CATALOG MANAGEMENT

<b>Purpose</b>	<p>The purpose of Service Catalog Management (SCM) practice is to provide a single source of consistent information on all services and service offerings and to ensure the information is available to the relevant audience.</p> <p>The purpose of the information security management practice is to protect the information required by the organization to conduct its business. This includes understanding and managing risks to the confidentiality, integrity, and availability of information, as well as other aspects of information security, such as authentication and non-repudiation.</p>
<b>Role</b>	The SCM practice ensures that all stakeholders refer to a single, consistent source of information about services and service offerings. At the same time, it helps to provide all stakeholders with relevant views on services and service offerings, matching their needs and level of access.
<b>Service Catalog</b>	It is structured information about all the services and service offerings of a service provider, relevant for a specific target audience.
<b>Level of Access</b>	<p>There are many internal and external groups of stakeholders who access and use various views of services and service offerings in their work: users, current and potential customers, product teams, support teams, supplier managers, relationship managers, and others. Their service catalog views are usually different in scope and structure and include information from different additional sources.</p> <ul style="list-style-type: none"> <li>■ <b>Example:</b> Internal teams may need technical details on services, the structure of support teams, lists of users, and other information that is neither required nor allowed to be included in a user-facing service catalog. The SCM practice ensures a single source of service and service offering information for all audience groups and supports effective integration of this information with other sources, in conjunction with other practices (including the service configuration management, service financial management, relationship management, supplier management, and service request management practices, among others.)</li> </ul> <p>The SCM practice covers all of the services managed by an organization, including those that are internal, external, provided, and consumed.</p> <ul style="list-style-type: none"> <li>■ <b>Example:</b> A supplier manager's view may include third-party services that are consumed by the organization as well as the organization's services that depend on them.</li> </ul>