

# VeriSM™

## FOUNDATION STUDY GUIDE

HELEN MORRIS & LIZ GALLACHER

## VeriSM™ Foundation Study Guide

## Other publications by Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods and standards within four domains:

- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

Van Haren Publishing is also publishing on behalf of leading organizations and companies: ASLBiSL Foundation, BRMI, CA, Centre Henri Tudor, Gaming Works, IACCM, IAOP, Innovation Value Institute, IPMA-NL, ITSq, NAF, KNVI, PMI-NL, PON, The Open Group, The SOX Institute.

Topics are (per domain):

### IT and IT Management

ABC of ICT  
ASL®  
CATS CM®  
CMMI®  
COBIT®  
e-CF  
ISO/IEC 20000  
ISO/IEC 27001/27002  
ISPL  
IT4IT®  
IT-CMF™  
IT Service CMM  
ITIL®  
MOF  
MSF  
SABSA  
SAF  
SIAM™  
TRIM  
VeriSM™

### Enterprise Architecture

ArchiMate®  
GEA®  
Novius Architectuur  
Methode  
TOGAF®

### Business Management

*BABOK® Guide*  
BiSL® and BiSL® Next  
BRMBOK™  
BTF  
EFQM  
eSCM  
IACCM  
ISA-95  
ISO 9000/9001  
OPBOK  
SixSigma  
SOX  
SqEME®

### Project Management

A4-Projectmanagement  
DSDM/Atern  
ICB / NCB  
ISO 21500  
MINCE®  
M\_o\_R®  
MSP®  
P3O®  
*PMBOK® Guide*  
PRINCE2®

For the latest information on VHP publications, visit our website: [www.vanharen.net](http://www.vanharen.net).



**VeriSM**  
Service Management  
for the digital age

# VeriSM™

## Foundation Study Guide

A Publication of IFDC (International Foundation of Digital Competences)



# Colophon

Title:	VeriSM™ Foundation Study Guide
A publication of:	IFDC (International Foundation of Digital Competences)
Content Authors:	Helen Morris and Liz Gallagher
Cover illustration:	Frank van Driel , <a href="http://www.frankvandriel.com">www.frankvandriel.com</a>
Publisher:	Van Haren Publishing, Zaltbommel, <a href="http://www.vanharen.net">www.vanharen.net</a>
Design and Layout:	Coco Bookmedia, Amersfoort – NL
NUR code:	981 / 123
ISBN Hard copy:	978 94 018 0270 3
ISBN eBook (pdf):	978 94 018 0269 7
Edition:	First edition, first impression, February 2018
Copyright:	© Van Haren Publishing, 2018

All rights reserved. No part of this publication may be reproduced in any form by print, photo print, microfilm or any other means without written permission by the publisher.

Although this publication has been composed with much care, neither author, nor editor, nor publisher can accept any liability for damage caused by possible errors and/or incompleteness in this publication.

#### Trademark notices:

BiSL® is a registered trademark of ASL BiSL Foundation.

CMMI/SVC is a registered trademark of Software Engineering Institute

COBIT® is a registered trademark of ISACA.

Emotional Intelligence Appraisal® is a registered trademark of TalentSmart

ISO/IEC 20000® and ISO/IEC 27000® are a registered trademark of ISO.

ITIL® is a registered trademark of AXELOS Limited.

IT4IT® is a registered trademark of The Open Group.

NPS® is a registered trademark of Net Promoter Network

PMBOK® is a registered trademark of PMI Inc.

PRINCE2® is a registered trademark of AXELOS Limited.

SAFe® is a registered trademark of Scaled Agile Inc.

SIAM™ is a registered trademark of EXIN.

VeriSM™ is a registered trademark of IFDC

# Preface

This book is intended as a self-study guide for the VeriSM™ Foundation, VeriSM™ Essentials, and VeriSM™ Plus qualifications. It also supports classroom and online courses for these qualifications. It is based on the exam requirements as defined by EXIN, BCS and APMG.

VeriSM™ Foundation proves to be useful to both professionals at the very start of their service management career and also to experienced professionals who need access to a simple service management approach. It refers to the information contained in the VeriSM handbook, "*VeriSM™ - A service management approach for the digital age*", published by Van Haren Publishing.

The Foundation level can be taken in its entirety, but it has also been split up into two parts which are being offered separately as well: VeriSM™ Essentials and VeriSM™ Plus. VeriSM™ Essentials focuses on the basic service management principles, where VeriSM™ Plus focuses on the progressive practices and how these relate to service management. VeriSM™ Plus is more appropriate for existing service management experts who wish to update their knowledge.

Good luck with updating your skills & giving your career a boost!

Winter 2018, the publisher



# Contents

<b>1 INTRODUCTION .....</b>	<b>1</b>
1.1 Objectives .....	1
1.2 Purpose .....	1
1.3 VeriSM™ .....	2
1.4 VeriSM™ certification scheme .....	2
1.4.1 Target groups.....	3
1.5 VeriSM™ model .....	4
1.6 How to use this Study Guide .....	4
<b>2 SERVICE MANAGEMENT ORGANIZATIONS .....</b>	<b>5</b>
2.1 Introduction.....	5
2.2 Organizational context .....	5
2.2.1 Types of organization .....	6
2.2.2 Consumers .....	6
2.2.3 Assets and capabilities .....	7
2.2.4 Consumer outcomes .....	8
2.2.5 Interactions between business capabilities.....	9
2.2.6 Shadow behavior.....	9
2.3 Organizational governance .....	10
2.3.1 Governance practices and principles .....	11
2.3.2 The governance flow.....	12
2.3.3 Planning activities.....	12
2.4 Digital transformation .....	13
2.4.1 The benefits of digital transformation .....	14
2.4.2 Digital disruption .....	14
2.4.3 The impact of digital transformation .....	15
2.4.4 Summary of digital transformation.....	16
2.5 Summary Chapter 2.....	16
2.6 Quiz questions.....	17
2.7 Assignment Chapter 2.....	18



<b>3</b>	<b>SERVICE CULTURE .....</b>	<b>19</b>
3.1	What is a service culture? .....	19
3.2	Elements of a service culture .....	20
3.2.1	Adaptability/flexibility .....	20
3.2.2	A focus on service quality in addition to product quality .....	20
3.2.3	Management of expectations .....	20
3.2.4	Consumer focus .....	21
3.3	How to create a service culture.....	21
3.3.1	Empowerment .....	22
3.3.2	Motivation .....	22
3.3.3	Behavior .....	22
3.3.4	Management responsibility.....	23
3.3.5	Contribution.....	23
3.3.6	Measuring culture.....	24
3.3.7	Reward and recognition.....	25
3.4	Summary Chapter 3.....	25
3.5	Quiz questions.....	25
3.6	Assignment Chapter 3.....	26
<b>4</b>	<b>PEOPLE MANAGEMENT AND ORGANIZATIONAL STRUCTURE .....</b>	<b>29</b>
4.1	Introduction.....	29
4.1.1	Breadth and depth of knowledge .....	29
4.2	Generic organizational roles.....	30
4.2.1	Leaders .....	31
4.2.2	Managers.....	32
4.3	Emotional Intelligence (EI) .....	32
4.4	Generic competences for service management .....	33
4.4.1	Lifelong learning .....	33
4.5	Occupation or profession? .....	34
4.6	Organizational structures.....	36
4.6.1	Team development .....	36
4.6.2	Team building.....	37
4.6.3	Team motivation .....	38
4.6.4	Team characteristics .....	38
4.7	Service management challenges.....	39
4.7.1	Tribalism and team culture.....	39
4.7.2	Virtual teams.....	39
4.8	Relationship management.....	40
4.8.1	Consumer management.....	40
4.8.2	Supplier management.....	41
4.8.3	Expectation management.....	41
4.8.4	Communication .....	42

4.9	Organizational change.....	44
4.9.1	The 8-step approach.....	44
4.9.2	The volunteer army.....	45
4.9.3	Quick wins.....	46
4.9.4	Managing stakeholders for successful organizational change ....	48
4.9.5	The role of the sponsor.....	48
4.9.6	Planning for organizational change.....	49
4.10	Summary Chapter 4.....	49
4.11	Quiz questions.....	49
4.12	Assignment Chapter 4.....	51

## 5 THE VERISM MODEL..... 53

5.1	The VeriSM operating model.....	55
5.2	Service management and the VeriSM model.....	57
5.2.1	Service management benefits.....	57
5.2.2	Evolving service management.....	58
5.3	Governance.....	58
5.4	Service Management Principles.....	60
5.5	The Management Mesh.....	60
5.5.1	Building the Management Mesh.....	62
5.6	The VeriSM model: Define.....	63
5.6.1	Consumer need.....	65
5.6.2	Required outcome.....	65
5.6.3	Solution.....	67
5.6.4	Service Blueprint.....	69
5.7	The VeriSM model: Produce.....	71
5.7.1	Change control.....	71
5.7.2	Produce activity: Build.....	74
5.7.3	Produce activity: Test.....	75
5.7.4	Produce activity: Implement and Validate.....	77
5.8	The VeriSM model: Provide.....	78
5.8.1	Provide activity: Marketing.....	78
5.8.2	Provide activities: Protect.....	81
5.8.3	Provide activities: Measure and Maintain.....	82
5.8.4	Provide activities: Improve.....	82
5.9	The VeriSM model: Respond.....	84
5.9.1	Respond interactions.....	85
5.9.2	Respond activities: Record.....	87
5.9.3	Respond activities: Manage.....	88
5.10	Adapting the VeriSM model.....	91
5.10.1	Selecting management practices.....	91
5.10.2	Establish the Governance and Service Management Principles.....	91

- 5.10.3 Select and integrate a set of management practices.....91
- 5.10.4 Create a responsive (or flexible) operating model..... 93
- 5.10.5 Measuring performance ..... 93
- 5.10.6 Measurement perspectives.....94
- 5.10.7 Reporting..... 98
- 5.11 Summary Chapter 5..... 99
- 5.12 Quiz questions..... 100
- 5.13 Assignment Chapter 5..... 101

**6 PROGRESSIVE PRACTICES ..... 103**

- 6.1 Introduction..... 103
- 6.2 Common success factors..... 103
- 6.3 Agile ..... 104
  - 6.3.1 Sprints ..... 104
  - 6.3.2 The Agile Manifesto ..... 105
  - 6.3.3 Four Agile values ..... 105
  - 6.3.4 Twelve Agile principles ..... 106
  - 6.3.5 The Agile mindset.....107
  - 6.3.6 When should Agile be used? .....107
  - 6.3.7 When should Agile not be used?.....107
  - 6.3.8 Agile Service Management ..... 108
  - 6.3.9 Agile variants ..... 108
- 6.4 DevOps ..... 109
  - 6.4.1 DevOps and VeriSM™ ..... 110
  - 6.4.2 DevOps principles and values ..... 110
  - 6.4.3 The three ways of DevOps..... 111
  - 6.4.4 DevOps supporting practices ..... 111
  - 6.4.5 When could DevOps be used?..... 112
  - 6.4.6 When is DevOps not appropriate?..... 112
  - 6.4.7 DevOps variants ..... 113
  - 6.4.8 DevOps and service management ..... 113
- 6.5 SIAM..... 113
  - 6.5.1 The SIAM ecosystem ..... 114
  - 6.5.2 Service broker..... 115
  - 6.5.3 IT as Service Integrator ..... 115
  - 6.5.4 Benefits of SIAM ..... 115
  - 6.5.5 Possible dangers of a SIAM approach ..... 115
  - 6.5.6 When should SIAM be used?..... 116
  - 6.5.7 When should SIAM not be used?..... 116
  - 6.5.8 SIAM variants ..... 116
  - 6.5.9 SIAM and service management ..... 116
- 6.6 Lean..... 117

- 6.6.1 Lean considerations ..... 117
- 6.6.2 Lean principles ..... 117
- 6.6.3 Flow and pull..... 118
- 6.6.4 Waste ..... 118
- 6.6.5 Takt time and cycle time ..... 119
- 6.6.6 Value stream mapping ..... 119
- 6.6.7 When should Lean be used?..... 120
- 6.6.8 When should Lean not be used?..... 120
- 6.6.9 Lean variants ..... 120
- 6.6.10 Lean and service management ..... 121
- 6.7 Shift Left..... 122
  - 6.7.1 Required capabilities for Shift Left..... 122
  - 6.7.2 Shift Left and VeriSM™ ..... 123
  - 6.7.3 When should Shift Left be used?..... 124
  - 6.7.4 When should Shift Left not be used? ..... 124
  - 6.7.5 Shift Left and service management ..... 124
- 6.8 CX and UX..... 125
  - 6.8.1 CX ..... 125
  - 6.8.2 EX ..... 126
  - 6.8.3 UX..... 126
  - 6.8.4 DX ..... 126
  - 6.8.5 Net Promoter Score (NPS) ..... 126
  - 6.8.6 The relationship between CX and UX ..... 127
  - 6.8.7 When is using CX and UX principles appropriate? ..... 127
  - 6.8.8 When is using CX and UX principles not appropriate?..... 127
  - 6.8.9 CX/UX Variants ..... 127
  - 6.8.10 CX/UX and service management ..... 129
- 6.9 Continuous Delivery ..... 129
  - 6.9.1 Key concepts ..... 129
  - 6.9.2 When should Continuous Delivery be used? ..... 130
  - 6.9.3 When should Continuous Delivery not be used? ..... 130
  - 6.9.4 Continuous Delivery variants ..... 130
  - 6.9.5 Continuous Delivery and service management..... 131
- 6.10 Summary Chapter 6..... 132
- 6.11 Quiz questions..... 132
- 6.12 Assignment Chapter 6..... 133

**7 INNOVATIVE TECHNOLOGIES ..... 135**

- 7.1 When to use new technologies..... 135
  - 7.1.1 Service management considerations for new technologies..... 136
- 7.2 Cloud computing..... 137
  - 7.2.1 Cloud computing benefits ..... 138

7.2.2	Characteristics of cloud computing.....	138
7.3	Virtualization .....	139
7.3.1	Benefits of virtualization .....	140
7.4	Automation .....	140
7.4.1	Benefits of automation .....	141
7.5	Big Data .....	141
7.6	Internet of Things (IoT) .....	142
7.6.1	Benefits of IoT .....	143
7.7	Mobile computing .....	143
7.7.1	Benefits of mobile computing.....	144
7.7.2	Bring Your Own Device (BYOD) .....	144
7.8	Mobile Device Management (MDM).....	145
7.9	Serverless computing .....	146
7.9.1	Benefits of serverless computing .....	146
7.10	Artificial Intelligence (AI) .....	147
7.10.1	Benefits of AI .....	147
7.11	Robotic Process Automation (RPA) .....	147
7.11.1	Benefits of using RPA .....	148
7.12	Machine Learning .....	148
7.13	Containerization.....	149
7.14	Summary Chapter 7.....	149
7.15	Quiz questions.....	149
7.16	Assignment Chapter 7 .....	150

## **8 GETTING STARTED WITH VERISM ..... 151**

8.1	Getting Started.....	151
8.2	Proactive Approach .....	152
8.2.1	Discover .....	153
8.2.2	Contain.....	153
8.2.3	Improve .....	154
8.3	Acceptance of VeriSM .....	154
8.4	Summary Chapter 8.....	154

## **APPENDIX A – VERISM FOUNDATION SAMPLE EXAM ..... 155**

A.1	Sample exam.....	155
A.2	Answer key .....	164
A.3	Evaluation.....	184

**APPENDIX B – QUIZ QUESTION ANSWERS . . . . . 185**

**APPENDIX C – ASSIGNMENT EXAMPLE ANSWERS . . . . . 193**

**APPENDIX D – AUTO TRADER CASE STUDY . . . . . 203**

**APPENDIX E – SITUATIONAL ANALYSIS OF MANAGEMENT PRACTICES . . . 209**

**APPENDIX F – VERISM GLOSSARY . . . . . 211**



# 1

## Introduction

### ■ 1.1 OBJECTIVES

This chapter explains the purpose and use of this publication and introduces a new Service Management approach called VeriSM™.

The content of this chapter does not form part of the examinable material required by the VeriSM™ Foundation qualification syllabus, but sets the context for the study of the VeriSM™ model.

### ■ 1.2 PURPOSE

This book is intended as a self-study guide for the VeriSM™ Foundation, VeriSM™ *Essentials*, and VeriSM™ *Plus* qualifications. It also supports classroom and online courses for these qualifications. It is based on the requirements of the syllabuses for these three qualifications (Certification requirements for the VeriSM™ Foundation, VeriSM™ *Essentials*, and VeriSM™ *Plus*, a publication of the IFDC International Foundation for Digital Competence).

This guide is also useful for all professionals and organizations involved in delivering value to customers through the development, delivery, operation and/or promotion of services.

VeriSM™ Foundation, VeriSM™ *Essentials* and VeriSM™ *Plus* prove to be useful to both professionals at the very start of their service management career and also to experienced professionals who wish to certify for an up-to-date service management approach. It refers to the information contained in “VeriSM™ - A service management approach for the digital age” - published by Van Haren Publishing.



## ■ 1.3 VERISM™

The VeriSM approach has been developed in partnership with the global service management community to respond to the changing demands on service management and the impact of digital transformation.

VeriSM is:

- **V**alue-driven: focuses on providing value;
- **E**volving: an up-to-date approach which will continually evolve;
- **R**esponsive: facilitates a tailored approach depending on the business situation;
- **I**ntegrated: helps you fit all the different practices together;
- **S**ervice;
- **M**anagement.

Today, many organizations and governments offer their services in a rapidly changing environment. This has created demand for highly-educated professionals with the right knowledge and skills in service management. To meet those changing demands, the International Foundation for Digital Competences (IFDC) has launched VeriSM™, a new service management approach. It's important to remember that VeriSM™ doesn't replace any effective ways of working that you might already have in place. Instead, it shows you how to fit these into an overall organizational context and flexibly adopt different management practices to meet different service management situations.

## ■ 1.4 VERISM™ CERTIFICATION SCHEME

The VeriSM™ Foundation, VeriSM™ *Essentials* and VeriSM™ *Plus* certifications are part of the VeriSM™ qualification program. They build the fundamental skills and knowledge enabling individuals to participate in a service organization and to deliver value to the consumer.

The Foundation level can be offered in its entirety, but it has also been split up into two parts which are being offered separately as well: the VeriSM™ *Essentials* and the VeriSM™ *Plus*. The VeriSM™ *Essentials* focuses on the basic service management principles, where VeriSM™ *Plus* focuses on the progressive practices and how these relate to service management. VeriSM™ *Plus* is more appropriate for existing service management experts who wish to update their knowledge.

This certification scheme includes the following topics:

- The Service Organization
- Service Culture
- People and organizational structure
- The VeriSM™ model
- Progressive practices

- Innovative technologies
- Getting started

The table below shows the topics and relative weight given to each topic for the three certifications.

Certification requirement	Exam specification	Weight Foundation	Weight Essentials	Weight Plus
1. The Service Organization				
	1.1 Organizational context	2,5%	5%	
	1.2 Organizational governance	2,5%	5%	
	1.3 Digital transformation	5%	5%	5%
2. Service culture				
	2.1 Service culture	5%	10%	
3. People and organizational structure				
	3.1 Organization structure	10%	10%	15%
	3.2 Service Management challenges	10%	15%	
4. The VeriSM™ model				
	4.1 The VeriSM™ model	25%	50%	15%
	4.2 Adapting the VeriSM™ model	7,5%		15%
5. Progressive practices				
	5.1 Progressive practices	20%		30%
6. Innovative technologies				
	6.1 Impact of technology	10%		15%
7. Getting started				
	7.1 Getting started	2,5%		5%
Total		100%	100%	100%

As a reminder in each chapter you will see these images to denote which section applies to which course:



### 1.4.1 Target groups

All professionals and organizations involved in delivering value to customers through the development, delivery, operation and/or promotion of services. VeriSM™ Foundation, VeriSM™ Essentials and VeriSM™ Plus prove to be useful to both professionals at the very start of their service management career and also to experienced professionals who need access to a simple service management approach.

The certifications are essential for anyone who works with products and services and will be of particular interest to:

- Graduates and undergraduates – who will be joining organizations and who need to understand the principles of service management.
- Everyone within a service organization, in particular:
  - Managers – who want to understand how to leverage evolving management practices;
  - Service owners and service managers – who need to bring their skills up to date and understand how service management has changed;
  - Executives – who are accountable for effective service delivery;
  - IT professionals - who need to understand the impact of evolving management practices and new technologies on their role.

## ■ 1.5 VERISM™ MODEL

VeriSM™ describes a service management approach from the organizational level, looking at the end to end view rather than focusing on a single department. Based around the VeriSM™ model, it shows organizations how they can adopt a range of management practices in a flexible way to deliver the right product or service at the right time to their consumers. VeriSM™ allows a tailored approach depending upon the type of business you are in, the size of your organization, your business priorities, your organizational culture, and even the nature of the individual project or service you are working on. Rather than focusing on one prescriptive way of working, it helps organizations to respond to their consumers and deliver value with integrated service management practices. VeriSM™ shows you how to fit your current, effective ways of working into an overall organizational context and flexibly adopt different management practices to meet different service management situations.

## ■ 1.6 HOW TO USE THIS STUDY GUIDE

Each chapter refers to an element in the exam specification, and provides information based on the book “*VeriSM™ - A service management approach for the digital age*” - published by Van Haren Publishing, sufficient to prepare the reader for examination in the subjects covered.

Each chapter has a set of quiz questions at the end, designed to measure the learning achieved during the chapter. Where appropriate, each chapter also has an assignment, to encourage further exploration of the subject areas, to enhance understanding. Answers are available in the appendices of this publication.

Each chapter shows whether it is applicable to the VeriSM™ Foundation, VeriSM™ Essentials and VeriSM™ Plus certification.