

# Integrating Project Management and Service Management

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By Reg Lo with contributions from Michael Robinson.

## 1 Introduction

Project Management has become a well recognized management discipline within IT. Service Management is also becoming a well recognized management discipline within IT. However, not much has been written about how Project Management and Service Management should work together. This article begins to address this gap by discussing how Project Management and Service Management should integrate using *PMBOK® Guide*<sup>1</sup> 4<sup>th</sup> Edition and ITIL<sup>®2</sup> v3 as frameworks for the discussion. PMBOK (the “Project Management Body of Knowledge”) is a standard for project management published by the Project Management Institute (PMI®). ITIL (the “IT Infrastructure Library”) is a popular framework for Service Management published by the Office of Government Commerce.

### 1.1 Overview of Project Management & Service Management

A project “is an endeavor, with a definitive beginning and end, undertaken to create a unique product, service or result”<sup>1</sup>. Project Management is “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements”<sup>1</sup>. PMBOK<sup>®</sup> 4<sup>th</sup> Edition categorizes the processes within project management into five groups:

- **Initiating Process Group:** processes to develop the project charter and seek approval.
- **Planning Process Group:** processes to define the scope, collect requirements, develop the project plan, and analyze and manage risk.
- **Executing Process Group:** processes to manage project execution, the project team, and stakeholder expectations.
- **Monitoring and Controlling Process Group:** processes to control scope, costs, schedule, quality, changes to projects, and risks.
- **Closing Process Group:** processes for wrapping up the project.

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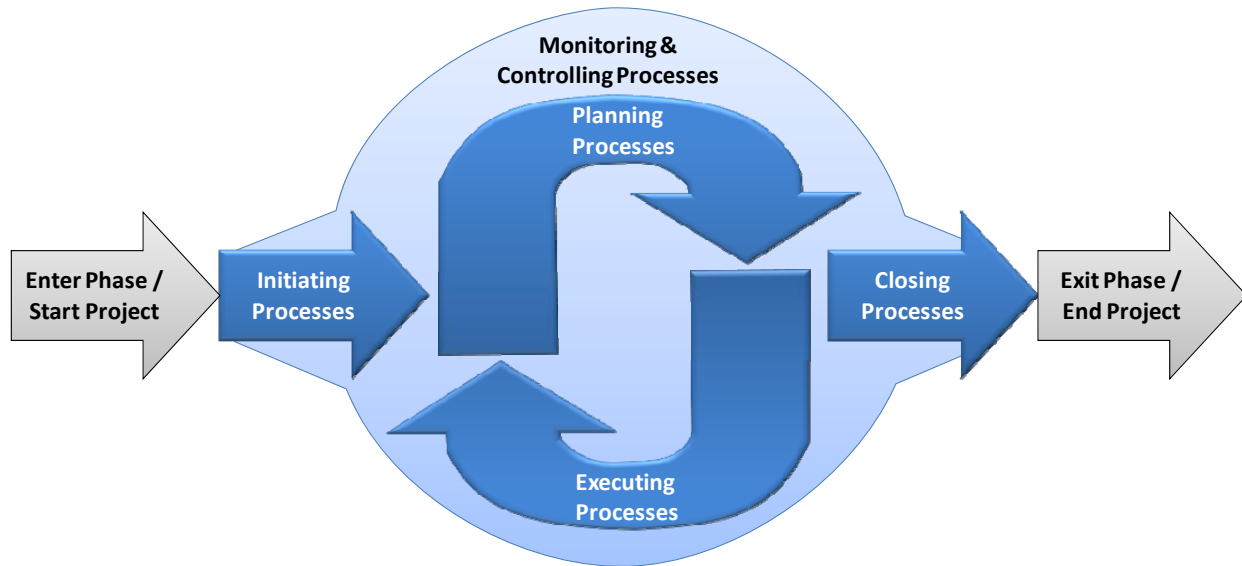


Figure 1: Project Management Process Groups<sup>i</sup>

A service is “a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks”<sup>iii</sup>. Service Management is “a set of specialized organizational capabilities for providing value to customers in the form of services”<sup>ii</sup>. ITIL® v3 identifies five phases to the Service Lifecycle:

- **Service Strategy:** establishes an overall strategy for IT Services and Service Management by setting objectives and expectations and by identifying, selecting and prioritizing opportunities.
- **Service Design:** designs all aspects of the new or changed services including how it will satisfy business requirements, the technical architecture, the processes to deliver and support the service, the service management systems and tools that will manage the service, and the measurement methods and metrics for the service.
- **Service Transition:** implements the design in a controlled manner, according to plan. Implementation activities include, but are not limited to build/buy/configure, different types of testing, knowledge transfer, deployment and early life support.
- **Service Operations:** coordinates and performs the activities and processes required to deliver and support the service.
- **Continual Service Improvement:** identifies and implements improvements to continually align IT services to the business.

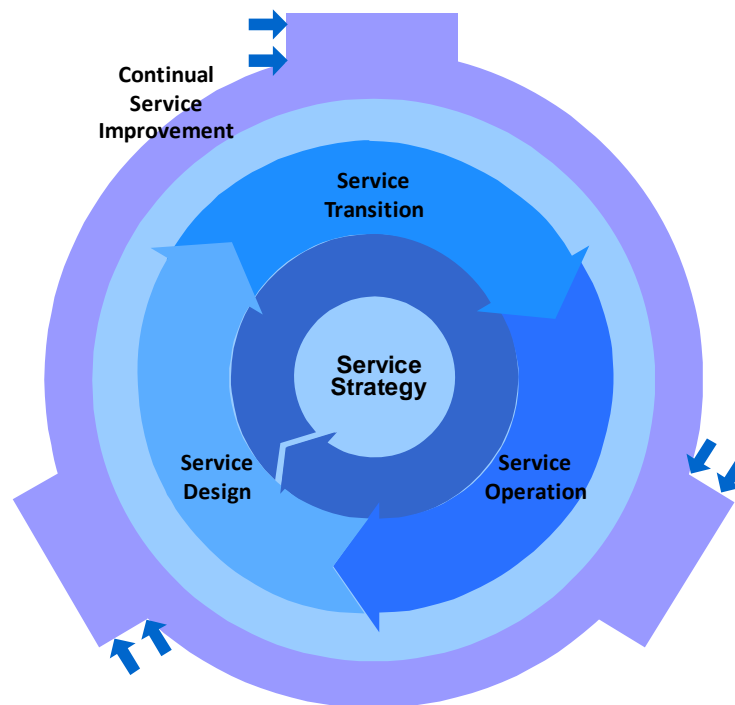


Figure 2: Phases in the Service Lifecycle<sup>ii</sup>

Each Service Lifecycle phase identifies processes that are considered good practices.

## 1.2 Using Projects to adopt Service Management

Within the context of Service Management, Projects may be used to

- Manage a new or changed service through Service Strategy, Service Design and/or Service Transition phases. For example, an organization may charter a project to
  - Build a business case for a new or changed service (Service Strategy)
  - Design and implement a new or changed service (Service Design + Service Transition)
- Define, standardize and adopt ITIL processes that are described within the Service Lifecycle phases.
- Implement an improvement initiative as part of Continual Service Improvement.

Section 2 and subsequent sections of this article focus on projects for creating a new service or changing an existing service.

## 1.3 Project Portfolio Management and Service Portfolio Management

Project Portfolio Management involves “identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives”<sup>i</sup>.

Service Portfolio Management governs the investments in services based on the business value that the services provide<sup>ii</sup>.

Both Project and Service Portfolio Management are similar as they seek to maximize return on investment (ROI) through prioritization and governing the investment. However, the “thing” being managed is obviously different, i.e. projects versus services.

Both Portfolio Management processes are important to an organization. For example, based on an analysis of the Project Portfolio, one project may have a higher ROI compared to another project. This project, therefore, receives a higher priority. However, when comparing how these two projects relate to the Service Portfolio, we find that the project with the higher ROI is associated with a service that is less strategic to the business whereas the other project is associated with service that is core to the business’s strategy. This may result in a re-prioritization of projects, especially if the ROI difference was small.

In fact, to avoid the above situation, it is advisable to first assess initiatives from a Service Portfolio perspective; then, charter initiatives as projects and prioritize them using the Project Portfolio.

The following sections will describe how each of the Project Management process groups can leverage the ITIL good practices for Service Management to improve the quality of the project delivery.

## 2 Project Initiation & Service Management

### 2.1 Project Charter

Developing the project charter is a key process within the Project Initiation Process Group. One component of developing the project charter is calculating the ROI. To calculate the ROI, one must understand how to calculate the Total Cost of Ownership (TCO), i.e. the full investment that is required to implement, operate and retire the service (or product). Service Portfolio Management provides a model for categorizing the investments in order to ensure all aspects of TCO are considered:

- **Run the Business** - Investments to maintain the service operation, e.g. labor to support the service, costs to maintain the infrastructure, supplier warranty costs, etc.
- **Grow the Business** - Investments that improve the ability of the business to fulfill its existing business purpose, e.g. service enhancements, greater capacity, etc.
- **Transform the Business** - Investments that enable the business to enter new market spaces.

A mistake that some organizations make when developing their Project Charter is that they only focus on the “Build the Business” and “Transform the Business” investments and ignore the “Run the Business” costs. These organizations tend to launch more and more new services but their operating budget remains constant (or even decreases due to business pressures) resulting in their resources becoming overwhelmed and unable to provide an adequate level of service (both in the delivery and the support of the service). This ultimately reduces the ROI that was forecasted in the Project Charter.

Justifying additional operating expenditure is always difficult. So, the lesson here is to include the business case for increasing the investment in “Run the Business” as part of the Project Charter.

## 2.2 Identify the Stakeholders

The other process in the Project Initiation Process Group is Identify the Stakeholders. Too often, project teams focus on the customer or the business as their stakeholder and ignore other stakeholders whose input is critical to the success of the project. Service Management provides several different perspectives that can help identify all the stakeholders.

- **Customers versus Users.** The Customer is the business organization that is paying for the project. The Users are the individuals that will use the service on a daily basis. Customers and users may have different agendas and requirements. It is important for the Project Team to understand both perspectives.
- **Functions.** ITIL identifies four specific organizational functions that are listed in the sub-bullets below. The Project Team should determine whether these functions are stakeholders in the project. For example:
  - Application Management: they might have requirements to make introducing new changes or upgrades to the service easier.
  - Technical Management: they might have requirements in order to architect resilient infrastructure, e.g. the application may need to handle state in a special way.
  - Service Desk: they may have requirements to make supporting the service easier, e.g. when an error occurs, the last few user interactions and the application state are logged.
  - IT Operations Managements: they may have specific monitoring requirements.
- **Roles.** ITIL identifies many different types of roles. Some of the key roles are listed in the sub-bullets below. The Project Team should determine whether these roles are stakeholders in the project.
  - Product Managers
  - Service Managers
  - Service Owners
  - Business Relationship Managers
  - Process Owners
  - CSI Manager

## 3 Project Planning & Service Management

### 3.1 Collect Requirements

As mentioned above, some Project Teams tend to focus on the business as their only stakeholder and ignore other stakeholders. When these Project Teams collect requirements, they only focus on the business requirements and ignore other types of requirements.

By considering all the Service Management stakeholders identified above, a project team is more likely to be comprehensive in requirements gathering. ITIL® also provides additional perspectives to ensure completeness.

#### 3.1.1 Utility and Warranty

ITIL describes the value delivered by a Service in terms of its Utility and Warranty. Utility is the ability of a service to fit its intended purpose. Utility is “what” the service does and it reflects the business requirements.

Warranty is whether the service is fit for use. Warranty describes “how” the service is delivered, i.e. is it available enough, is there enough capacity, is it secure enough, and is it continuous enough.

Project teams should be careful to capture both the utility requirements and the warranty requirements.

#### 3.1.2 5 Aspects of Service Design

The project team should use the 5 Aspects of Service Design<sup>iii</sup> from ITIL to ensure they are systematically identifying all requirements. These requirements include:

1. Business requirements for the new or changes services
2. Technical requirements for the technical architecture
3. Process requirements for delivering and supporting the service
4. Requirements for the Service Management systems and tools used to monitor and support the service
5. Requirements for measuring the quality of the service and identifying where to improve

#### 3.1.3 4 P's of Design

The 4 P's of Design<sup>iii</sup> from ITIL also provides a systematic mechanism for identifying requirements. These requirements include:

1. **People.** What are the requirements for role definition, training, knowledge transfer, etc?
2. **Process.** What procedures are required to deliver and support the service?
3. **Products/Technology.** What are the business requirements and technical requirements of the product?

4. **Partners/Suppliers.** Do vendors that need deliver and support the service also have requirements? E.g. ability to provide remote administration, etc.

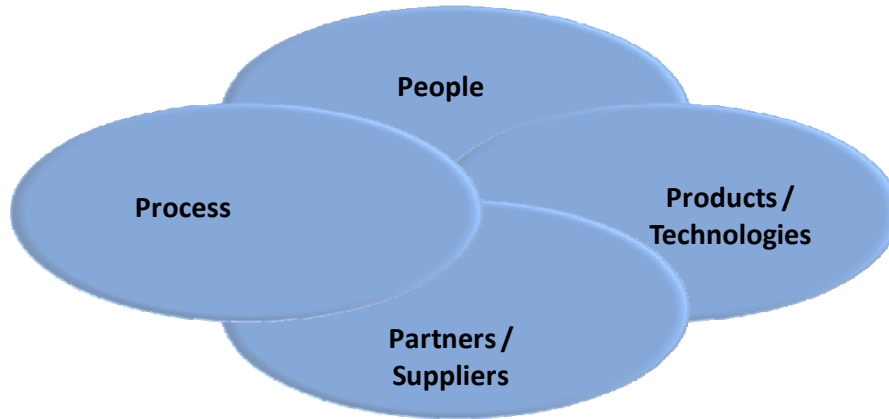


Figure 3: 4 P's of Design<sup>iii</sup>

### 3.1.4 Processes within the Service Lifecycle Phases

Another systematic approach to ensure that all requirements are collected is to consider each Service Lifecycle Phase and the processes within each phase. For example:

- What can we learn from Incident Management and turn them into requirements for this project? E.g. logging requirements, requirement to make error reporting understandable to humans, etc.
- What can we learn from Change Management? E.g. requirements to make deploying new changes easy, requirements to make backing out a change easy, etc.

## 3.2 Define & Sequence Activities

Considering each ITIL® process within the Service Lifecycle Phases can be helpful when carrying out the “Define Activities” and “Sequence Activities” processes (two processes within the Project Planning Process Group). Mature organizations include specific activities for each ITIL® process within their template Project Plan. Examples of these activities are listed below, by ITIL® process (as opposed to sequentially):

ITIL Process	Activities to consider in Project Plan
Service Portfolio Management	<ul style="list-style-type: none"> <li>• Create/update the service definition</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Determine cost allocation / charge back methodology</li> </ul>
Demand Management	<ul style="list-style-type: none"> <li>• Determine business demand</li> </ul>
Service Catalog	<ul style="list-style-type: none"> <li>• Create/update the service definition</li> </ul>

ITIL Process	Activities to consider in Project Plan
Service Level Management	<ul style="list-style-type: none"> <li>• Collect Service Level Requirements</li> <li>• Create/update SLA</li> <li>• Create/update OLAs</li> <li>• Design service level reports and reporting methods</li> <li>• Build service level reports and reporting methods</li> <li>• Test service level reports and reporting methods</li> </ul>

ITIL Process	Activities to consider in Project Plan
<b>Availability Management</b>	<ul style="list-style-type: none"> <li>• Business impact analysis &amp; risk assessment</li> <li>• Create Availability Management Plan for service</li> <li>• Test proactive availability measures, i.e. redundancy and fail over work as expected</li> </ul>
<b>Capacity Management</b>	<ul style="list-style-type: none"> <li>• Determine capacity and performance requirements</li> <li>• Create Capacity Management Plan</li> <li>• Test ability to measure utilization</li> </ul>
<b>IT Service Continuity Management</b>	<ul style="list-style-type: none"> <li>• Business impact analysis &amp; risk assessment</li> <li>• Determine Restore-Time-Object / Restore-Point-Objective (RPO)</li> <li>• Create IT Service Continuity Plan</li> <li>• Test IT Service Continuity Plan</li> </ul>
<b>Information Security Management</b>	<ul style="list-style-type: none"> <li>• Authentication requirements &amp; design</li> <li>• Access and permission requirements &amp; design</li> <li>• Access and transaction audit requirements &amp; design</li> <li>• Data-at-rest encryption requirements &amp; design</li> <li>• Data-in-motion encryption requirements &amp; design</li> <li>• Test/validate security mechanisms</li> </ul>
<b>Supplier Management</b>	<ul style="list-style-type: none"> <li>• Create RFP</li> <li>• Assess responses &amp; select supplier</li> <li>• Negotiate contract</li> <li>• Register supplier &amp; contract in supplier/contract database</li> <li>• Test supplier engagement model during Service Operational Readiness Testing (SORT)</li> </ul>
<b>Change Management</b>	<ul style="list-style-type: none"> <li>• Define Change Advisory Board (CAB) for service (both for initial implementation and for future changes)</li> <li>• Submit Request for Change (RFC) for production deployment</li> </ul>

ITIL Process	Activities to consider in Project Plan
<b>Configuration Management</b>	<ul style="list-style-type: none"> <li>• Add Configuration Items (CIs) to the Configuration Management System (CMS)</li> <li>• Map relationships between CIs and between the CI and the service</li> </ul>
<b>Release &amp; Deployment Management</b>	<ul style="list-style-type: none"> <li>• Define release schedule and release packaging policy</li> <li>• Define version control policies &amp; procedures</li> <li>• Define build policies &amp; procedures</li> <li>• Define test environment controls &amp; procedures</li> <li>• Define deployment policies &amp; procedures</li> </ul>
<b>Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Develop user documentation and job aids</li> <li>• Develop support documentation and job aids</li> <li>• Document operational activities, i.e. run book</li> </ul>
<b>Event Management</b>	<ul style="list-style-type: none"> <li>• Collect monitoring requirements</li> <li>• Configure monitoring</li> <li>• Test monitoring during Service Operational Readiness Testing (SORT)</li> </ul>
<b>Incident Management</b>	<ul style="list-style-type: none"> <li>• Review/update Incident categorizations for service</li> <li>• Define/update escalation procedures</li> <li>• Service Desk / 2nd Level Support training</li> </ul>
<b>Request Fulfillment</b>	<ul style="list-style-type: none"> <li>• Define service requests forms</li> <li>• Define request approval procedure</li> <li>• Define request fulfillment procedure</li> </ul>
<b>Problem Management</b>	<ul style="list-style-type: none"> <li>• Updated related work-arounds (and known-errors)</li> </ul>
<b>Access Management</b>	<ul style="list-style-type: none"> <li>• Define authority matrix</li> <li>• Define access request procedure</li> <li>• Define access termination &amp; audit procedures</li> </ul>

### 3.3 Risk Management, Analysis & Response

The Project Planning Process Group contains a series of Risk Management processes. The ITIL® Service Strategy book provides additional guidance which compliments these Risk Management processes by presenting a generic framework for Risk Management, discussing how risk is transferred between the customer and service provider, and by identifying different categories of risks. The project team can use these risk categories to systematically identify the project risks:

- **Service Provider Risks:** these risks may originate from uncertainty in the customer’s business to the uncertainty of the service provider ability to deliver, e.g. financial risks, regulatory compliance risks, technical risk, information security risks, etc.
- **Contract Risks:** these risks are associated with the service provider’s ability and the supplier’s ability to meet its legal obligations.



- **Design Risks:** these risks occur if the design fails to meet the utility and warranty requirements. Refer to section 3.1.1 for a discussion of utility and warranty.
- **Operational Risks:** these risks occur if Service Transition is unable to mitigate the risk of change and Service Operations is unable to remove risk from the customer's business.
- **Market Risks:** these risks refer to the customer's prerogative to change their sourcing decision. Projects may be affected if the customer decides to use a different (internal or external) supplier for all or parts of the project.

## 4 Project Execution & Service Management

As an IT project progresses past design, ITIL®'s Release and Deployment Management process from the Service Transition Phase provides guidance on activities that should be part of project execution. These activities include:

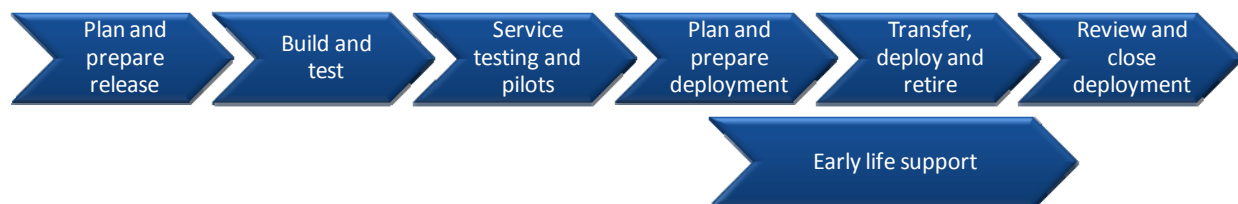


Figure 4: Activities within Release and Deployment Management<sup>iv</sup>

### 4.1 Plan and Prepare Release

There are many different types of planning to consider. These include:

- Plans for managing the scope and risk of a release
- Pass/fail criteria for each authorization point through the project
- Plan for creating and managing builds
- Test plans including unit testing, system testing, integration testing, service operational readiness testing, etc.
- Planning the pilot
- Planning how to package the release
- Planning the deployment
- Planning for financial and commercial considerations

### 4.2 Build and Test

The following activities are frequently missed in project plans during the build and test phase:

- Creating and managing the build environment

- Documenting the build procedure
- Documenting the process to create the release package
- Creating and managing the test environment
- Creating release documentation such as
  - User manuals
  - Communication and training materials
  - Support and operations manuals
  - Updated service catalog
  - Business and IT Service Continuity plans

### 4.3 Service Testing and Pilots

Traditionally, projects tended to test the system but not the end-to-end service. The end-to-end service includes not only all the technical components, but also the operations and support processes and procedures, the service management tools used to manage the service, and the measurement methods and metrics. To test the end-to-end service, consider these types of Service Operational Readiness Tests:

- **Service management test** – validate that the service can be monitored, measured and reported on.
- **Service operations test** – validate that the operations teams can manage and use the service management tools
- **Service level test** – validate that the service can satisfy warranty requirements, i.e. right availability, right capacity, right continuity and the right level of security.
- **User test** – go beyond User Acceptance Testing to include validating that users can request the service (and the request can be fulfilled), that users can request support for the service (and support can be provided), etc.

One approach for performing these tests is to conduct a Service Rehearsal. A Service Rehearsal is like a “dress rehearsal” that simulates as much of the service as possible. Service Rehearsals tend to be complex, time consuming, and relatively expensive to prepare, execute and analyze, so the costs and benefits of this risk mitigation approach need to be carefully balanced. <sup>iv</sup>

Another approach to mitigating risk is to conduct a pilot. The key to a successful pilot is to manage the scope of the pilot while ensuring that the areas of risk are exercised, have clear objectives and exit criteria for the pilot, and set clear expectations on how feedback from the pilot will be incorporated (there may be limitations on whether all feedback from the pilot can be addressed).

### 4.4 Plan and Prepare for Deployment

Planning and preparing for deployment should include conducting a readiness assessment as well as selecting a deployment strategy, e.g. big bang, phased, etc.

## 4.5 Transfer, Deploy and Retire

Activities to consider include:

- Manage the organizational change
- Deploy processes and materials
- Deploy Service Management capabilities
- Deploy the service and transfer the responsibility of the service to Operations
- Decommission retiring services and infrastructure
- Remove redundant assets

## 4.6 Verify Deployment

The project team should not assume that the successful execution of the deployment plan resulted in a successful deployment. They should verify the deployment, i.e. perform the “check” and “act” phases of the Plan-Do-Check-Act cycle (also known as the Deming cycle). This is an opportunity to conduct satisfaction surveys, observe the use of the service and how IT is managing the service, and gather feedback to identify any issues and to take remedial action if necessary.

## 4.7 Early Life Support

Early Life Support provides a transition period before full responsibilities are given to Service Operations. For example, during Early Life Support, the application developers might work closely with the support organization until the service is stabilized. If early life support is planned, the exit criteria for early life support must be clearly defined.

## 4.8 Review and Close Deployment

The review and closure of deployment, and the overall Service Transition phase, should include a project review. The project review should consider both lessons learned from the effort of achieving the projects objectives as well as lessons learned to improve the process of project management and service transition.

# 5 Monitoring and Control & Service Management

The following Service Management concepts are important to understand in relation to the Project Management Monitoring and Control Process group.

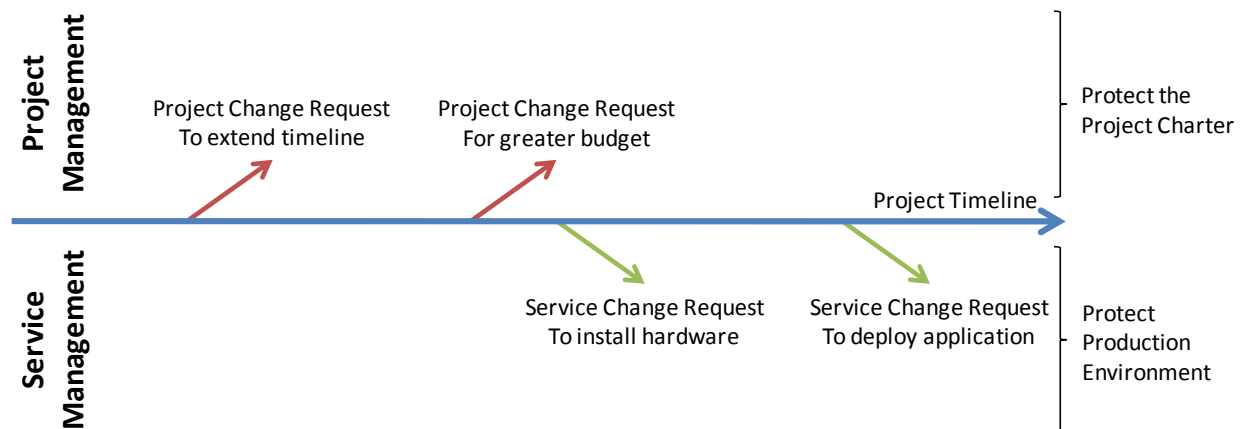
- The difference between Project Change Control and the Change Management process described in Service Management.
- How the Service Transition Planning and Support process integrates with Project Management Monitoring and Control.
- How the Evaluation Process from Service Transition facilitates Monitoring and Controlling Risk within Project Management.

## 5.1 Project Change Control versus Service Management Change Management

Project Change Control is “the process of reviewing all change requests, approving changes, and managing changes to the deliverables, organizational process assets, project documents and the project management plan”<sup>i</sup>. One of the goals of Project Change Control is ensure the business justification within the Project Charter is still sound.

Change Management, within the context of Service Management, is the process for recording and then evaluating, authorizing, prioritizing, planning, implementing, documenting and reviewing changes to the production environment in a controlled manner<sup>iv</sup>. The goal of Change Management is to protect the production environment, i.e. ensure that changes introduced into the production environment do not cause Incidents or disruptions.

It is important to note that Project Change Control and Service Change Management are different and both are required for a successful outcome. A project may have zero or more Project Change Requests and should have one or more Service Change Requests. Consider the following example:



**Figure 5: Project and Service Change Requests**

During the requirements phase of the project, the project team discovers that the requirements are more complex than expected, so they submit a Project Change Request to the Project Sponsor asking for more time. The Project Sponsor confirms that even with the extra time, the business case for the project still makes sense and approves the Project Change Request.

As the project team continues to progress through the project, they find that during the design phase more third-party technology needs to be purchased in order to satisfy the complex requirements. Again, the project team submits a Project Change Request to the Project Sponsor, this time asking for a bigger budget. The Project Sponsor confirms that even with the extra cost, the business case for the project still makes sense and approves the Project Change Request.

When the project team gets ready for the testing phase, they decide that the technology infrastructure might as well be installed in both the test environment and the production environment. At this point, they submit a Service Change Request to the Service Management Change Management process. The request to install the hardware is reviewed by the Change Advisory Board (CAB) to ensure the change will not have a negative impact on production. The CAB typically consists of IT stakeholders from various disciplines within IT, customer and user representatives, and possibly vendor representatives. In this example, the CAB approves the Service Change Request and the infrastructure is installed.

Finally, when the project team is ready to go live, they submit another Service Management Change Request to get approval for installing the application on the production infrastructure. Again the CAB reviews the Service Change Requests, evaluates whether the change poses a risk to production, and in this case, ultimately approves the request. The application is then deployed into production.

In this example, this one project resulted in multiple Project Change Requests and multiple Service Change Requests.

## 5.2 Service Transition Planning and Support

Transition Planning and Support is a Service Management process for planning and coordinating resources to support changes and releases. For example, there may be only one staging environment and the Transition Planning and Support process will be responsible for coordinating the use of that environment. Therefore, it is important for Project Managers to coordinate their plans with the plans of Transition Planning and Support.

## 5.3 Service Transition Evaluation Process

The Evaluation process in the Service Transition phase provides guidance that is useful for monitoring and controlling risks. The Evaluation process seeks to understand

- Whether the actual performance from a service change is aligned with the predicted performance; and, if not, how to manage the deviations.
- Both the intended and unintended effects of a service change.
- Risk profile of the service change, i.e. the residual risk “after the change has been implemented and after countermeasures have been applied”<sup>iv</sup>.

## 6 Project Closing & Service Management

As a project closes, the service needs to be transitioned to the Service Operations Phase. Activities that facilitate a smooth transition include:

- Knowledge transfer to operations and support teams
- Validating that monitoring, operational activities, support activities and service level reporting activities are occurring correctly in production

- Completing documentation and registering it in the knowledgebase, e.g.
  - Documents that educate the customer on how to engage with IT to request the service, request support, and set expectations about the service. This document should also be shared with the customer.
  - Trouble-shooting and support procedures
  - Documents that describe the final system configuration
- Submitting, to Problem Management, known errors and workarounds that were identified during the project
- Submitting any opportunities for improvement, that were identified during the project, to Continual Service Improvement

## 7 Conclusion

This article discussed the key integration points between Project Management and Service Management. ITIL® provides guidance for each of the Process Groups within the *PMBOK® Guide*. The two frameworks complement one another.

Without the appropriate education, project teams may not realize the depth of integration between these two management disciplines. They may mistakenly think that the only integration point is when Project Management hands-off the service to the operation teams within Service Management. This article has shown that the points of integration between Project Management and Service Management are much deeper and more complex.

Given the minimal industry discourse on integrating Project Management and Service Management, more should be written on this topic. In particular, Service Management's relationship with other Project Management frameworks, such as PRINCE2® from the Office of Government Commerce, should be analyzed.

## 8 About Reg Lo and Third Sky

**Reg Lo** is a certified ITIL v3 Expert and Vice President for Third Sky. Reg has helped over a hundred organizations learn about ITIL, adopt the framework, and select and implement tools that support IT Service Management good practices. He has facilitated workshops at itSMF Fusion 2008 and 2009, the leading national conference on Service Management, and will be delivering a workshop on “Aligning IT with the Business” in 2010. He is a reviewer for the ITIL v3 Update project. Reg is a frequent speaker at itSMF and HDI local interest groups, and has been invited to speak at the Harvard Extension School and Babson College. He has also contributed many articles to *The Forum* - the official newsletter of itSMF USA, and to [advice.cio.com](http://advice.cio.com).

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<sup>ii</sup> ITIL Service Strategy, Copyright © 2007 Office of Government Commerce.

<sup>iii</sup> ITIL Service Design, Copyright © 2007 Office of Government Commerce.

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