

Introduction

ITIL® Version 3 and
the ITIL® Process Map V3



Contents

- History of ITIL® 1**
 - The Beginnings 1
 - Recognition as a Standard..... 1
 - New Version in 2007: The ITIL® V3 Service Lifecycle 2

- The ITIL® V3 Service Lifecycle 3**
 - ITIL® Main and Sub-Processes..... 4
 - ITIL® Core Principles..... 5
 - Structure of Agreements..... 5
 - Triggers for Action 6

- How the ITIL® Process Map was created from the ITIL® Books 7**
 - Differences between a Book and a Process Model..... 7
 - Where the ITIL® Process Map goes beyond the ITIL® Books 8
 - Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3 8
 - Processes vs. Functions 14

- ITIL® Versions 2 and 3.....15**
 - When to switch from ITIL® V2 to ITIL® V3..... 15
 - How to achieve the Switch to ITIL® V3..... 15

- Detailed Comparison between ITIL® V2 and ITIL® V317**
 - Differences in general 17
 - Differences and Changes: Service Strategy..... 18
 - Differences and Changes: Service Design 19
 - Differences and Changes: Service Transition..... 21
 - Differences and Changes: Service Operation..... 23
 - Differences and Changes: Continual Service Improvement..... 25

- ITIL® and ISO 20000.....26**
 - How ITIL® and ISO 20000 are related..... 26
 - Key ISO 20000 Requirements..... 26
 - ISO 20000 Requirements in Relation to ITIL® Processes..... 27

History of ITIL®

The Beginnings

ITIL®¹ was developed at the end of the 1980's by the Central Computing and Telecommunications Agency (CCTA), a government agency in Great Britain. The reason for commissioning the CCTA was a lack of quality of the IT services procured by the British Government, so that a method had to be found to achieve better quality and simultaneously decrease their costs. The objective was to develop effective and efficient methods for the provision of IT Services - in other words a catalogue of best practices for the IT organization, which today is known as ITIL®.

The essence of the methods is to make IT services explicit and strictly focused on client needs. This is combined with clearly defined responsibilities for the service provision within the IT organization and effectively designed IT processes. As a result, the IT organization concentrates on the services required by the business, rather than being focused on technologies.

The recommendations thus compiled are very broadly valid. It was found that the requirements of the businesses and organizations examined by the CCTA were mostly similar, independent of their size or industry sector.

A series of books on ITIL® has been issued since 1989 by the Office of Government Commerce (OGC), an administrative body of the Government of Great Britain which is the successor of the CCTA. ITIL® is a registered trademark of the OGC.

Recognition as a Standard

In the past years, ITIL® has become the de-facto standard for IT Service Management. Increasingly, IT managers developed awareness for the service- and customer-driven approach championed by ITIL®, and the ITIL® terminology is widely understood and used.

¹ ITIL® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries

The ITIL® philosophy has found its way into a multitude of other models related to IT Service Management, as for example:

- ISO/IEC 20000:2005 (formerly BS 15000): Information Technology - Service Management
- HP ITSM Reference Model (Hewlett Packard)
- IT Process Model (IBM)
- Microsoft Operations Framework

New Version in 2007: The ITIL® V3 Service Lifecycle

In 2007 the OGC published a completely revised version of ITIL®, known as “ITIL® Version 3 (ITIL® V3)”.

ITIL® V3 reflects the experiences gained with the earlier versions and puts a greater emphasis on creating business value. In comparison to ITIL® V2 - which consisted of nine books - it is more streamlined around a set of five new core publications which together form the “ITIL® V3 Service Lifecycle”:

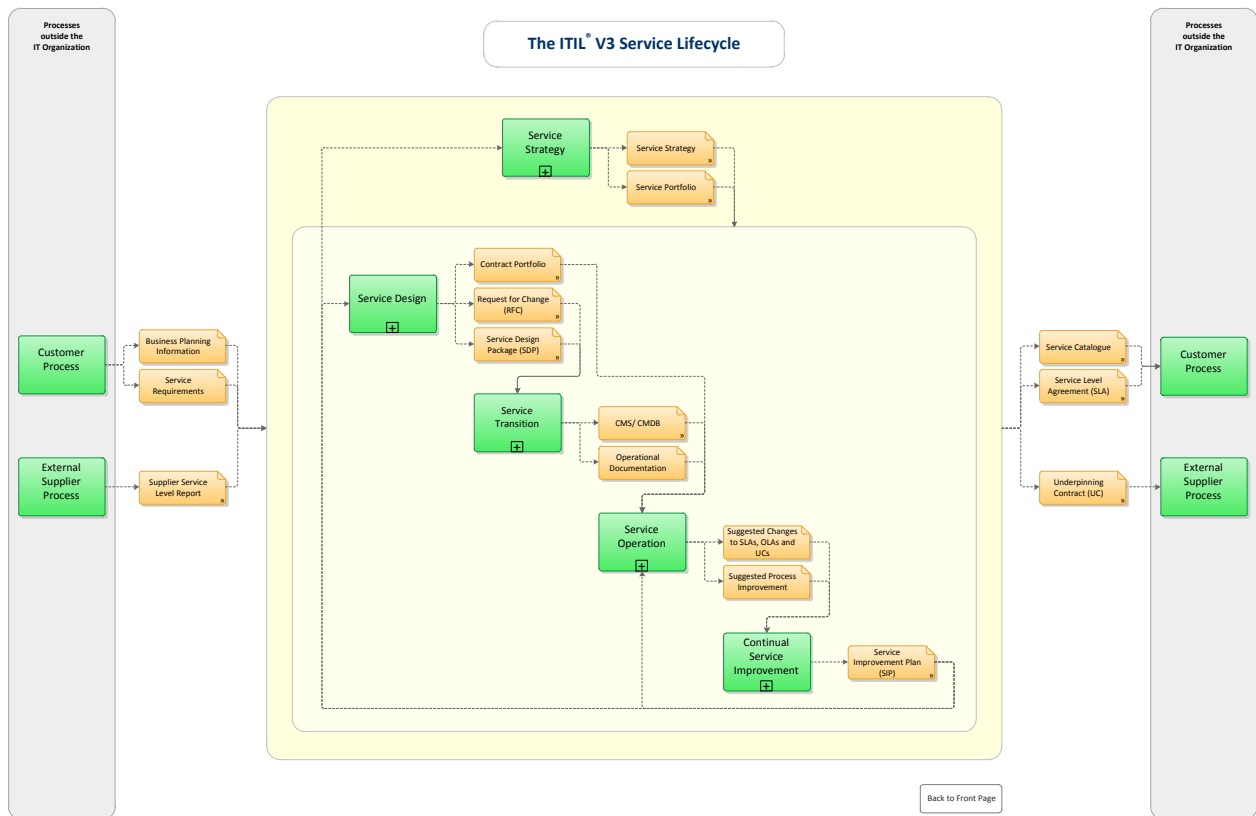
- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

The rationale for organizing the ITIL® books in this way was to establish a Deming-like Plan-Do-Check-Act cycle focused on continual improvement.

Overall, ITIL® V3 complements the processes known from ITIL® V2 with a number of new processes and puts more emphasis on producing value for the business. The underlying principles are largely unchanged.

The following chapter presents an introduction into the ITIL® V3 Service Lifecycle. More detailed information on the differences between ITIL® V2 and V3 can be found further below (see chapter “ITIL® Versions 2 and 3” on page 15).

The ITIL® V3 Service Lifecycle

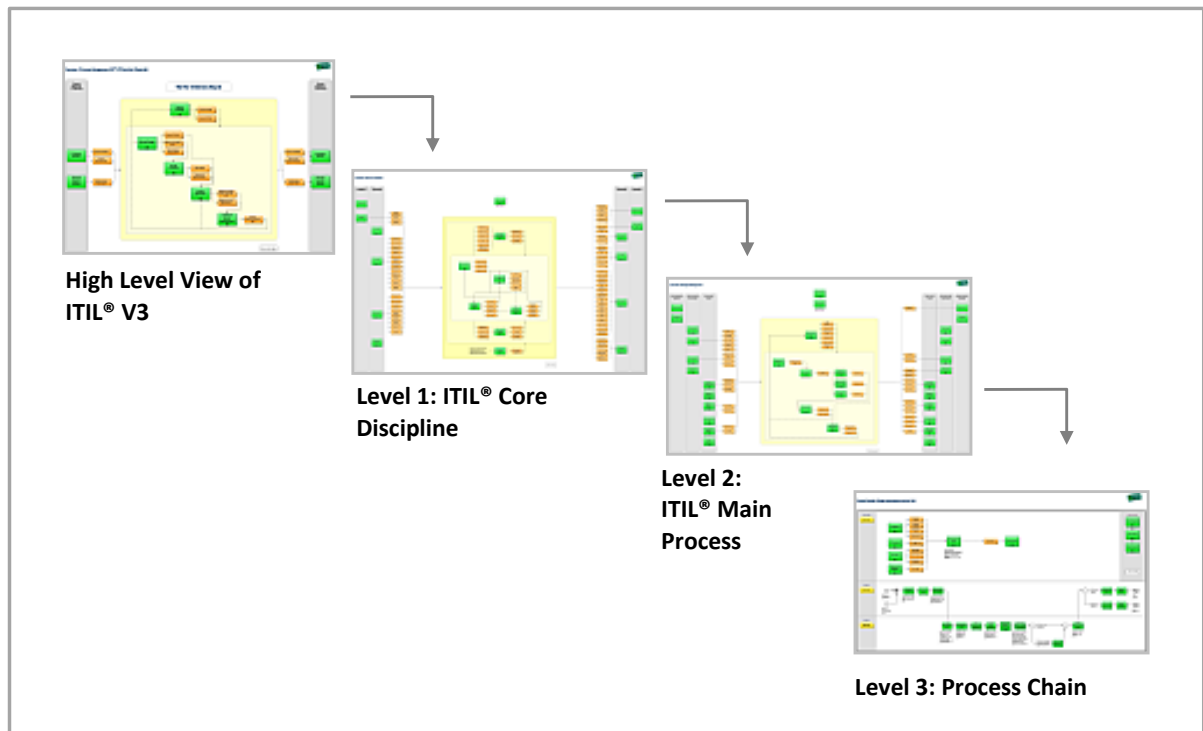


The Service Lifecycle is about managing services from their creation to retirement. Each of the five core elements is focused on a specific phase of a service's lifecycle:

- Service Strategy determines which types of services should be offered to which customers or markets
- Service Design identifies service requirements and devises new service offerings as well as changes and improvements to existing ones
- Service Transition builds and deploys new or modified services
- Service Operation carries out operational tasks
- Continual Service Improvement learns from past successes and failures and continually improves the effectiveness and efficiency of services and processes.

ITIL® Main and Sub-Processes

The ITIL® Process Map allows exploring the Service Lifecycle processes in a top-down manner. The example on this page shows why this is ideal for getting familiar with the ITIL® processes:



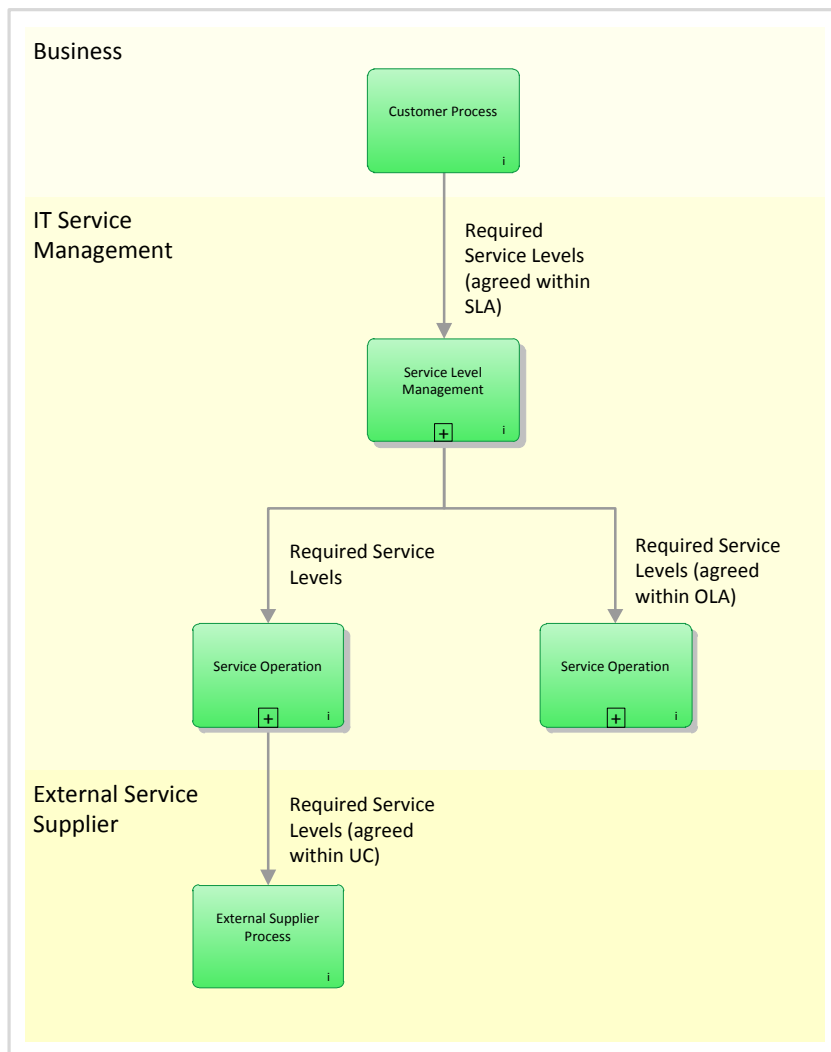
- The High Level View shows the ITIL® V3 Service Lifecycle and its most important external relationships on one single page
- Zooming in by clicking the corresponding process object, the viewer is presented an overview of the Service Transition process. This diagram illustrates what Service Transition is about: It includes all sub-processes with their interrelationships, as well as all the interfaces to processes outside of Service Transition.
- Zooming in once again leads to an overview of Change Management...
- ...and finally to a detailed process flow for the “Change Assessment by the CAB” process, which also includes a complete list of inputs and outputs, and linked checklists/ document templates.

ITIL® Core Principles

The ITIL® Process Map consistently adheres to two important ITIL® principles. Having these in mind will help to understand each process's meaning within the ITIL® Service Lifecycle.

Structure of Agreements

The layered structure of ITIL® agreements ensures that the IT organization is aligned with the business needs:

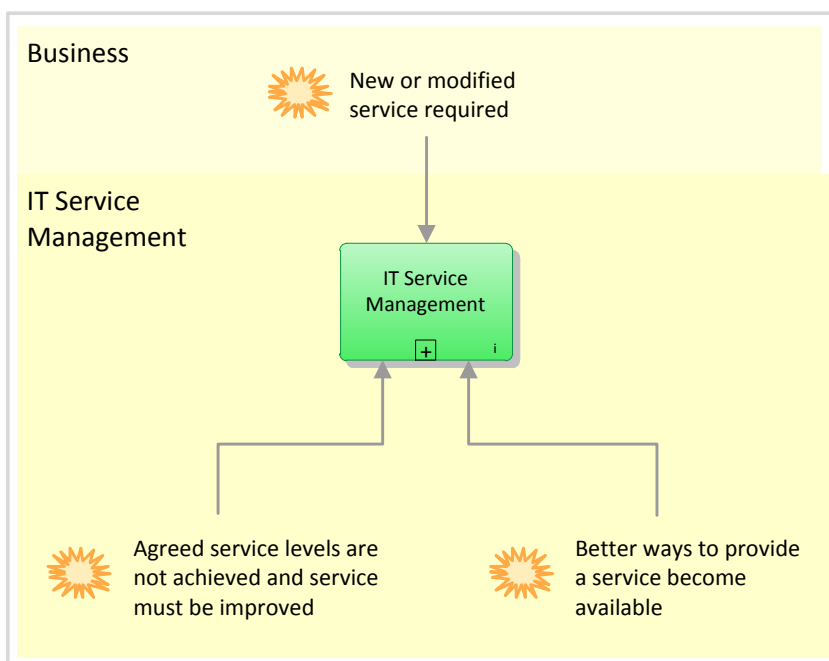


— Service Level Agreements (SLAs) define the service requirements from the business perspective

- Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) make sure that those service requirements are matched from within the IT organization

Triggers for Action

All of an IT organization's activities should be strictly focused on providing business services as required by the customer. As a consequence, there is only a limited number of events which can trigger the introduction of a new service or the modification of an existing one:



- A new service is required, either because a customer is requesting it or because Service Portfolio Management decided that a new service must be created
- Service levels which are already agreed cannot be achieved – in this case the service must be redesigned to fulfill the commitments
- Better ways to provide a service become available, for example in the form of new technologies or improved external service offerings – the service will be redesigned in such cases to make it more economical

How the ITIL® Process Map was created from the ITIL® Books

Our decision to create the ITIL® Process Map was based on the insight that books are not ideally suited to describe complex bodies of knowledge - like ITIL®. Hence, the ITIL® Process Map takes a different approach to presenting ITIL® Best Practice in the form of a clearly structured and layered Reference Process Model. It provides overview diagrams to illustrate the ITIL® big picture and allows drilling down into details where necessary.

Differences between a Book and a Process Model

The new set of ITIL® books contains some 2000 pages of Best Practice recommendations, while our Reference Process Model consists of about 20 overview diagrams and some 100 detailed process flows, plus more than 60 checklists and templates. The ITIL® Process Map is therefore not so much about presenting every single detail in a different format – rather, it depicts the essential contents in an easily accessible and understandable way.

A Reference Process Model is also subject to stricter rules. By definition, it must explicitly state which activities are to be carried out in what order, and what outputs are to be produced for subsequent processes. Redundancies are not allowed – any activity occurs only once within a well-defined process, with clearly assigned responsibilities for its execution.

Books, in contrast, can get away with being less strict. Statements like “Risk must be analyzed and managed during all stages of Service Transition” are perfectly suitable for books. When developing a process model, however, it must be precisely defined how and when risks are analyzed and who is responsible for the execution.

In short, creating the ITIL® Process Map meant extracting the essentials from the ITIL® books, sorting out redundancies, and translating the text-based content into clear-cut activity flows. This required a lot of expertise and effort - the present version 3 of the ITIL® Process Map took us about 2 years to develop.

Where the ITIL® Process Map goes beyond the ITIL® Books

While we followed the books as closely as possible, we decided in some instances to introduce improvements which assign clear responsibilities and make it easier to implement the processes:

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3			
Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
Service Strategy	Service Strategy	1	
Service Portfolio Management	Service Portfolio Management	1.1	--
Strategy Generation	--		Strategy Generation is treated as part of Portfolio Management.
Demand Management	--		The chapter on Demand Management in the Service Strategy book does not offer enough substance to justify a separate Demand Management process and a dedicated Demand Manager role. At the same time, the Capacity Manager is well placed to perform those activities. The approach to influence service demand in the ITIL® Process Map is as follows: The Capacity Manager identifies "Suggestions to Influence Service Demand"; those suggestions will be considered during Service Reviews as part of Continual Service Improvement
Financial Management	Financial Management	1.2	--
Service Design	Service Design	2	
Service Catalogue Management	Service Catalogue Management	2.1	--

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3

Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
Service Level Management	Service Level Management	2.2	--
--	Risk Management	2.3	ITIL V3 calls for "coordinated risk assessment exercises", so we assigned clear responsibilities for managing risks by introducing a specific Risk Management process. Having a basic Risk Management process in place will also provide a good starting point for applying best-practice Risk Management frameworks like M_o_R (as recommended in the ITIL V3 books)
Capacity Management	Capacity Management	2.4	--
Availability Management	Availability Management	2.5	--
IT Service Continuity Management	IT Service Continuity Management	2.6	ITIL V3 provides some guidance on the invocation of ITSCM plans in Service Design. In Service Operation, however, it also states that restoring services is an operational activity. The ITIL® Process Map takes the approach of dealing with major incidents, including disaster events and the invocation of ITSCM and recovery plans, through the Incident Management processes, especially Handling of Major Incidents.
Information Security Management	Information Security Management	2.7	Since the ITIL® Process Map has a Risk Management process in place, Risk Management identifies and assesses all the risks that would be faced by services, including information security risks. Our Information Security Management process addresses the management of information security risks, including their mitigation.

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3

Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
--	Compliance Management	2.8	Compliance is an increasingly important topic for IT organizations; this called for introducing a specific Compliance Management process
--	Architecture Management	2.9	Having a well-defined architecture blueprint in place is very important for IT organizations; as a consequence, we defined a specific Architecture Management process
Supplier Management	Supplier Management	2.10	--
Service Transition	Service Transition	3	
Change Management	Change Management	3.1	--
Transition Planning and Support	Project Management (Transition Planning and Support)	3.2	The Transition Planning and Support process was renamed and enhanced to provide a full-featured Project Management process; this will also provide a good starting point for introducing best-practice Project Management frameworks like PRINCE2 or PMBOK (as recommended in the ITIL® V3 books)
--	Application Development and Customization	3.3	The ITIL® V3 books do not cover Application Development in detail and, as a consequence, do not provide for this process; a complete ITIL® Process Model, however, must at least show the interfaces between Application Development and the other Service Management processes, so we decided to introduce a basic Application Development process.
Release and Deployment Management	Release and Deployment Management	3.4	--

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3

Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
Service Validation and Testing	Service Validation and Testing	3.5	--
Evaluation	--		Evaluation (ensuring that the service will be useful to the business) is an aspect of Service Validation. Therefore, the ITIL® Process Map treats Evaluation as part of the Service Validation and Testing process.
Service Asset and Configuration Management	Service Asset and Configuration Management	3.6	--
Knowledge Management	Knowledge Management	3.7	--
Service Operation	Service Operation	4	
Event Management	Event Management	4.1	--
Incident Management	Incident Management	4.2	--
Request Fulfillment	Request Fulfillment	4.3	--
Access Management	Access Management	4.4	--
Problem Management	Problem Management	4.5	--
--	IT Operations Management	4.6	ITIL® V3 treats IT Operations Management as a "Function", while the ITIL® Process Map treats it as a "Process" (<i>see below: Processes vs. Functions</i>)

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3

Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
--	IT Facilities Management	4.7	ITIL® V3 treats Facilities Management as a "Function", while the ITIL® Process Map treats it as a "Process" (<i>see below: Processes vs. Functions</i>)
Continual Service Improvement	Continual Service Improvement	5	
--	Service Evaluation	5.1	CSI is focused on the improvement of two elements of Service Management: Services and Processes. This focus is not clearly reflected by the processes suggested in the ITIL® V3 books, so while staying true to the ITIL® V3 principles the ITIL® Process Map adopted a different process structure: Service Evaluation and Process Evaluation with the aim of finding improvement potentials, plus Definition of Improvement Initiatives and CSI Monitoring to design and monitor specific improvement activities.
--	Process Evaluation	5.2	
--	Definition of Improvement Initiatives	5.3	
--	CSI Monitoring	5.4	
7-Step Improvement Process	--		The "Seven-Step Improvement Process" presented in the ITIL® V3 books is in fact the description of a methodology which can be universally applied to identify shortcomings in services and processes and to implement improvements. The principles it contains are applied in a number of ITIL® processes, most importantly in Service Design (e.g. in the Service Level Management, Capacity Management, and Availability Management processes). As a result, the "Seven-Step Improvement Process" cannot be treated as a standalone ITIL® process, and there is no such process in the ITIL® Process Map V3. The "Seven-Step Improvement" principles, however, are included in a checklist.

Alignment of Processes: ITIL® V3 Books and the ITIL® Process Map V3

Processes from the "Official itSMF Overview of ITIL® V3"	Processes within the ITIL® Process Map V3	ID	Remarks on Differences
Service Measurement	--		Service Measurement is embedded into various ITIL® Processes: For example, Capacity and Availability Management will be involved in the definition of metrics and measurement requirements during Service Design, and will also take care of the actual data gathering. To avoid redundancies, the ITIL® Process Map treats Service Measurement as part of those processes and does not feature a Service Measurement process as part of Continual Service Improvement.
Service Reporting	--		Service Reporting is embedded into various ITIL® Processes: For example, Service Level Management produces the Service Level Report, which in turn is compiled from other reports like the ones from Capacity and Availability Management. To avoid redundancies, the ITIL® Process Map treats Service Reporting as part of those processes and does not feature a Service Reporting process as part of Continual Service Improvement.

Processes vs. Functions

In various parts of the new books, ITIL® V3 refers to "Functions" rather than "Processes". For instance, Service Level Management is introduced as a Process and IT Facilities Management as a Function.

By definition, a "Function" is an organizational entity, typically characterized by a special area of knowledge or experience. Examples would be a team operating the SAP environment, a software development department, or (to name a Function outside of the IT organization) a Human Resources (HR) department.

"Processes", in contrast, are clusters of activities which produce a defined outcome, like the Incident Management process. Several Functions may have a part in a Process (the Service Desk and the SAP operating team might both have to perform activities within the Incident Management process).

Much confusion stems from the fact that in the real world there are often "Functions" and "Processes" with identical names: For example, the Facilities Management team (a "Function") will perform a set of facilities-related activities, which as a whole are called the Facilities Management process.

As a result, the ITIL® Process Map features a Facilities Management process even though, strictly speaking, the ITIL® books define Facilities Management as a Function.

ITIL® Versions 2 and 3

As explained earlier, ITIL® has undergone a major review, resulting in the new version (ITIL® V3) being published in June 2007.

For anyone familiar with the previous version 2 this raises three important questions:

- When to switch to ITIL® V3
- How to go about switching to V3
- What are the differences between the two versions

The answers to those questions will influence the decision on when to switch to ITIL® V3.

When to switch from ITIL® V2 to ITIL® V3

For any IT organization with ITIL® processes in operation there is no urgent need for action.

However, before long there will be only one version of ITIL® around - ITIL® V3. This means that even in cases where the processes itself do not need to be changed, at one point in time a switch to the new “Service Lifecycle” process structure will have to be made. Such an alignment also offers the chance to benefit from the improvements of ITIL® V3.

For anyone starting with ITIL® there is no reason to begin with ITIL® V2, because ITIL® V3 is based on the same principles and contains all the processes from ITIL® V2 plus a number of important improvements. Starting with ITIL® V2 will only create additional work when finally switching to V3.

How to achieve the Switch to ITIL® V3

The new ITIL® V3 books are based very much on the principles known from ITIL® V2, but unfortunately there are no detailed instructions for switching to the new set of “Service Lifecycle” processes. As a result, the only advice available is a rough outline of a two-step strategy for switching to V3:

1. Take all existing ITIL® processes and plug them into the new Service Lifecycle process structure

2. Benchmark the existing processes against the new ITIL® V3 recommendations and replace, add or improve processes as appropriate

The ITIL® Process Map supports switching to V3 because it contains a complete ITIL® V3 process structure which makes it possible to plug in any existing V2 processes.

The overview of Problem Management, for example, presents on one single page how this process is interfacing with the other Service Operation processes. This makes it easy to decide where process interfaces must be modified, and any existing documentation on the Problem Management process can be incorporated into this structure.

Detailed Comparison between ITIL® V2 and ITIL® V3

Differences in general

Most importantly, a detailed comparison between ITIL® V3 and V2 reveals that all the main processes known from ITIL® V2 are still there, with only few substantial changes. In many instances, however, ITIL® V3 offers revised and enhanced process descriptions. The main difference between ITIL® V3 and V2 is the new ITIL® V3 Service Lifecycle structure; this means the old structure of Service Support and Service Delivery was replaced by a new one consisting of:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

ITIL® V3 also complements the processes known from ITIL® V2 with a number of new processes and puts more emphasis on producing value for the business.

Due to the new Service Lifecycle structure, all interfaces between the ITIL® processes were changed in order to reflect the new ITIL® V3 process structure; so even if processes in ITIL® V3 and V2 are broadly identical, their interfaces have changed.

Example:

The Incident Management process must now link to the Service Design processes, although a comparison between Incident Management in ITIL® V2 and V3 reveals that the process itself did not change substantially.

Differences and Changes: Service Strategy

Differences between ITIL® V2 and ITIL® V3: Service Strategy	
ITIL® V3 Process	Differences with ITIL® V2
Service Portfolio Management	<ul style="list-style-type: none">— Managing services as a portfolio is a new concept in ITIL® V3— ITIL® V3 takes this concept further, introducing strategic thinking about how the Service Portfolio should be developed in the future
Financial Management	<ul style="list-style-type: none">— Essentially, the activities and process objectives of the Financial Management process are identical in ITIL® V2 and V3— Financial Management was part of Service Delivery in ITIL® V2

Differences and Changes: Service Design

Differences between ITIL® V2 and ITIL® V3: Service Design	
ITIL® V3 Process	Differences with ITIL® V2
Service Catalogue Management	<ul style="list-style-type: none"> — Service Catalogue Management was added as a new process in ITIL® V3 — In ITIL® V2, the Service Level Management process mentioned the concept of a Service Catalogue — ITIL® V3 takes this concept further, introducing a dedicated process to ensure that the Service Catalogue is up-to-date and contains reliable information — ITIL® V3 introduces a clear distinction in the Service Catalogue between Business Services (services visible to the customer, defined by SLAs), Supporting Services (services visible only inside the IT organization, defined by OLAs or UCs)
Service Level Management	<ul style="list-style-type: none"> — Essentially, the activities and process objectives of the Financial Management process are identical in ITIL® V2 and V3 — Financial Management was part of Service Delivery in ITIL® V2
Risk Management	<ul style="list-style-type: none"> — Risks are addressed within several processes in ITIL® V2 and ITIL® V3; there is, however, no dedicated Risk Management process — ITIL® V3 calls for “coordinated risk assessment exercises”, so at IT Process Maps we decided to assign clear responsibilities for managing risks, which meant introducing a specific Risk Management process as part of the ITIL® Process Map V3 — Having a basic Risk Management process in place will provide a good starting point for introducing best-practice Risk Management frameworks like M_o_R (as recommended in the ITIL® V3 books)
Capacity Management	<ul style="list-style-type: none"> — No major differences between ITIL® V2 and ITIL® V3
Availability Management	<ul style="list-style-type: none"> — No major differences between ITIL® V2 and ITIL® V3
IT Service Continuity Management	<ul style="list-style-type: none"> — No major differences between ITIL® V2 and ITIL® V3

Differences between ITIL® V2 and ITIL® V3: Service Design

ITIL® V3 Process	Differences with ITIL® V2
IT Security Management	<ul style="list-style-type: none"> — ITIL® V2 provided guidance on IT Security Management in a separate book — ITIL® V3 treats IT Security Management as part of the Service Design core volume, resulting in a better integration of this process into the Service Lifecycle — The process was updated to account for new security concerns
Compliance Management	<ul style="list-style-type: none"> — Compliance issues are addressed within several processes in ITIL® V2 and ITIL® V3; there is, however, no dedicated Compliance Management process — Compliance is an increasingly important topic for IT organizations, so at IT Process Maps we decided to assign clear responsibilities for ensuring compliance, which meant introducing a specific Compliance Management process as part of the ITIL® Process Map V3
IT Architecture Management	<ul style="list-style-type: none"> — IT Architecture Management was covered within Application Management in ITIL® V2 — ITIL® V3 provides guidance on IT architecture issues as part of a chapter on “technology-related activities” — Having a well-defined architecture blueprint in place is very important for IT organizations, so at IT Process Maps we decided to assign clear responsibilities for managing the IT architecture, which meant introducing a specific IT Architecture Management process as part of the ITIL® Process Map V3
Supplier Management	<ul style="list-style-type: none"> — Supplier Management was covered within ICT Infrastructure Management in ITIL® V2 — In ITIL® V3, Supplier Management is part of the Service Design process to allow for a better integration into the Service Lifecycle

Differences and Changes: Service Transition

Differences between ITIL® V2 and ITIL® V3: Service Transition	
ITIL® V3 Process	Differences with ITIL® V2
Change Management	<ul style="list-style-type: none"> — Essentially, the activities and process objectives of the Change Management process are identical in ITIL® V2 and V3 — ITIL® V3 introduces "Change Models", putting more emphasis on defining different types of Changes and how they are to be handled — Emergency Changes in ITIL® V3 are authorized by the Emergency Change Advisory Board (ECAB), which was known as the Emergency Committee (EC) in ITIL® V2
Project Management (Transition Planning and Support)	<ul style="list-style-type: none"> — Transition Planning and Support is a new process in ITIL® V3; ITIL® V2 covered some aspects of this process within Release Management but ITIL® V3 provides considerably enhanced guidance — Transition Planning and Support in ITIL® V3 is actually about managing service transition projects, so at IT Process Maps we decided to make this clear by slightly changing its name to "Project Management (Transition Planning and Support)"
Release and Deployment Management	<ul style="list-style-type: none"> — Essentially, the activities and process objectives of the Release and Deployment Management process in ITIL® V3 are identical to Release Management in ITIL® V2 — ITIL® V3 provides considerably more details in the areas of Release planning and testing; this led to the addition of two dedicated processes in ITIL® V3 which were subsumed under Release Management in the previous ITIL® version: <ul style="list-style-type: none"> — Project Management (Transition Planning and Support) — Service Validation and Testing

Differences between ITIL® V2 and ITIL® V3: Service Transition

ITIL® V3 Process	Differences with ITIL® V2
Service Validation and Testing	<ul style="list-style-type: none"> — Service Validation and Testing is new process in ITIL® V3; ITIL® V2 covered some aspects of Release testing within Release Management but ITIL® V3 provides considerably enhanced guidance — Major additions in ITIL® V3 are details on the various testing stages during Service Transition and descriptions of the corresponding testing approaches
Application Development and Customization	<ul style="list-style-type: none"> — Application Development is barely mentioned in the ITIL® V3 books, as ITIL® V3 focuses on different topics like service design and rollout — At IT Process Maps we decided to eliminate that gap by introducing an Application Development process which takes care of the actual application coding and the customization of standard software packages — Even if Application Development is generally regarded a field of its own, we think an Application Management process must be included in any ITIL® V3 process structure to make sure that there are clearly defined interfaces between the design, development and rollout stages of a service
Knowledge Management	<ul style="list-style-type: none"> — Knowledge Management was added as a new process in ITIL® V3 — Many aspects of Knowledge Management were covered by various other processes in ITIL® V2 - for example, Problem Management was (and in ITIL® V3 still is) responsible for managing the Known Error Database — ITIL® V3, however, defines Knowledge Management as the one central process responsible for providing knowledge to all other IT Service Management processes

Differences and Changes: Service Operation

Differences between ITIL® V2 and ITIL® V3: Service Operation	
ITIL® V3 Process	Differences with ITIL® V2
Event Management	<ul style="list-style-type: none"> — Event Management was part of ICT Infrastructure Management in ITIL® V2 — Activities and process objectives of the Event Management process are broadly identical in ITIL® V2 and V3 — ITIL® V3 sees Event Management as an important trigger of the Incident and Problem Management processes
Incident Management	<ul style="list-style-type: none"> — Essentially, the activities and process objectives of the Incident Management process are identical in ITIL® V2 and V3 — ITIL® V3 distinguishes between Incidents (Service Interruptions) and Service Requests (standard requests from users, e.g. password resets) — Service Requests are no longer fulfilled by Incident Management; instead there is a new process called Request Fulfilment — There is a dedicated process now for dealing with emergencies (“Major Incidents”) — A process interface was added between Event Management and Incident Management. Significant Events are now triggering the creation of an Incident
Request Fulfilment	<ul style="list-style-type: none"> — Request Fulfilment was added as a new process to ITIL® V3 with the aim to have a dedicated process dealing with Service Requests — This is motivated by a clear distinction in ITIL® V3 between Incidents (Service Interruptions) and Service Requests (standard requests from users, e.g. password resets) — In ITIL® V2, Service Requests were fulfilled by the Incident Management process
Access Management	<ul style="list-style-type: none"> — Access Management was added as a new process to ITIL® V3 — The decision to include this dedicated process was motivated by IT security reasons, as granting access to IT services and applications only to authorized users is of high importance from an IT security viewpoint

Differences between ITIL® V2 and ITIL® V3: Service Operation

ITIL® V3 Process	Differences with ITIL® V2
Problem Management	<ul style="list-style-type: none">— Essentially, the activities and process objectives of the Problem Management process are identical in ITIL® V2 and ITIL® V3— A new sub-process “Major Problem Review” was introduced to review the solution history of major Problems in order to prevent a recurrence and learn lessons for the future
IT Operations Management	<ul style="list-style-type: none">— IT Operations Management was part of ICT Infrastructure Management in ITIL® V2— Some operational aspects were described in more detail in ITIL® V2 as in the new ITIL® V3 books
IT Facilities Management	<ul style="list-style-type: none">— IT Facilities Management was part of ICT Infrastructure Management in ITIL® V2— Some aspects of managing facilities were described in more detail in ITIL® V2 as in the new ITIL® V3 books

Differences and Changes: Continual Service Improvement

Differences between ITIL® V2 and ITIL® V3: Continual Service Improvement

ITIL® V3 Process	Differences with ITIL® V2
Continual Service Improvement	<ul style="list-style-type: none">— ITIL® V2 contained some Continual Service Improvement activities within the Service Level Management process, for example holding Service Reviews and managing a Service Improvement Plan— ITIL® V3 expands this into a whole new book, introducing dedicated processes for service and process evaluation and improvement.

ITIL® and ISO 20000

How ITIL® and ISO 20000 are related

The basic principles behind ITIL® and ISO/IEC 20000:2005 (abbreviated to ISO 20000 in this document) are very much in line. The key differences are:

- ITIL® qualifications are available for individuals, whereas ISO 20000 is a certification scheme for organizations.
- ITIL® is a rather detailed collection of best practices, while ISO 20000 is an international standard that sets out requirements for service quality management systems in IT organizations.
- When organizations say they are compliant to ITIL®, very often this statement is not verifiable; a certification according to the ISO 20000 standard means there has been an objective assessment.

Frequently, a certification according to ISO 20000 is sought after introducing ITIL®, because it allows an IT organization to actually prove that it is a customer-oriented, efficient and effective supplier of IT services. A certification can thus be used for marketing purposes, or to gain access to customers and markets which require their service suppliers to be ISO 20000 certified.

Key ISO 20000 Requirements

ISO 20000 promotes the “adoption of an integrated process approach to effectively deliver managed services to meet the business and customer requirements”.

ISO 20000 does not prescribe that its requirements must be met by following the ITIL® recommendations, so there are many possible ways to achieve compliance. Introducing ITIL®, however, is the most widely used approach for obtaining an ISO 20000 certificate.

It is also important to prove that IT processes are documented, actively managed, and continually improved.

The ITIL® Process Map supports ISO 20000 initiatives in that it facilitates the creation of a high-quality process documentation which is at the center of any certification project.

ISO 20000 Requirements in Relation to ITIL® Processes

ITIL® V3 was explicitly written to be aligned with ISO 20000, as the following table exemplifies: for every section in ISO/IEC 20000:2005, Part 1 (Mandatory Requirements) there are one or several related ITIL processes.

ISO/IEC 20000:2005 Sections and related ITIL® V3 Processes		
ISO 20000 Sections		Related ITIL® V3 Processes
5	Planning and Implementing New or Changed Services	Service Strategy and Service Level Management
6	Service Delivery	
6.1	Service Level Management	Service Level Management
6.2	Service Reporting	Service Level Management
6.3	Service Continuity and Availability Management	IT Service Continuity Management and Availability Management
6.4	Budgeting and Accounting for IT Services	Financial Management
6.5	Capacity Management	Capacity Management
6.6	Information Security Management	IT Security Management
7	Relationship Processes	
7.2	Business Relationship Management	Service Portfolio Management, Service Level Management and Continual Service Improvement
7.3	Supplier Management	Supplier Management
8	Resolution	
8.2	Incident Management	Incident Management
8.3	Problem Management	Problem Management

ISO/IEC 20000:2005 Sections and related ITIL® V3 Processes

ISO 20000 Sections		Related ITIL® V3 Processes
9	Control	
9.1	Configuration Management	Service Asset and Configuration and Asset Management
9.2	Change Management	Change Management
10	Release	
10.1	Release Management	Release and Deployment Management

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Each user must decide in his own particular case, whether the illustrated procedures are respectively applicable to his own person or his business.