ITIL® V2 to ITIL V3

A Comparison of Best Practice Frameworks: Silos to Lifecycle

Rick Leopoldi
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ITIL V2 Framework and Processes

Planning to Implement Service Management

Service Management

The Business Perspective

Service Delivery

Security Management

Applications Management

ICT Infrastructure Management

Service Support

The Technology
ITIL V2 Framework and Processes

- Service Delivery
  - Service Level Management
  - Financial Management for IT Services
  - Capacity Management
  - IT Service Continuity Management
  - Availability Management
  - Security Management

- Service Support
  - Service Desk *
  - Incident Management
  - Problem Management
  - Configuration Management
  - Change Management
  - Release Management

* Note that Service Desk is a Function, not a process.
ITIL Version 3 Model
ITIL V3 View of the Business

Primary Business Processes

- Legal
- Contracts
- Finance
- Human Resources
- Facilities
- Sales
- Marketing

IT Management

Infrastructure, Applications, Services
ITIL Service Management Practices

- Publicly available collection of books owned by the UK OGC (Office of Government Commerce). Refreshed every 10 yrs or so. This version re-branded to ITIL Service Management Practices.

Business Service Management

The Service Lifecycle

Continual Service Improvement

Service Design

Service Strategy

Service Operation

Service Transition

Continual Service Improvement

Planning to implement Service Management

The Business Perspective

Service Support

Service Delivery

Security Management

Applications Management

RL Information Consulting LLC
ITIL V3 Process Flow

**Service Strategy**
Demand, Strategy, Portfolio, Financial Management

**Service Design**
Service Level, Availability, Capacity, Continuity, Security, Supplier Management, Service Catalog

**Service Transition**
Transition Planning/Support, Change, Release and Deploy, Service Asset and Configuration, Service Valid/Test, Evaluation/Knowledge Mgt

**Continual Service Improvement**

**Service Operations**
Event, Incident, Problem and Operation Management and Service Request fulfilment
ITIL V3 Disciplines and Processes

Service Strategy
- Strategy Generation
- Service Portfolio Management
- Financial Management
- Demand Management

Service Design
- Service Catalogue Management
- Service Level Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management
- Supplier Management

Service Transition
- Transition Planning and Support
- Change Management
- Service Asset & Configuration Management
- Release & Deployment Management
- Service Validation & Testing
- Evaluation

Continual Service Improvement
- 7-Steps Improvement Process
- Service Reporting
- Service Measurement

Service Operation
- Event Management
- Incident Management
- Request Fulfillment
- Problem Management
- Access Management

Operational Activities
V3 - Expanded Processes, Functions, Roles

- New CORE capabilities in the ITIL V3 Service Management Practices:

- Also Official Introduction to the ITIL Service Lifecycle
ITIL V2 training/certification available at the Foundation, Practitioner, Master levels

**Foundation**

- **Basic understanding of the ten ITIL® Service Delivery and Service Support processes and the Service Desk function**
- 2-3 day training, 1 hour multiple choice exam

**Practitioner**

- **Deep understanding of one ITIL® process. Foundation certificate is a prerequisite**
- 2-3 day training, 2 hour essay style exam

**Masters**

- **Deeper understanding of all ten ITIL® processes and the Service Desk Function. Foundation certificate is a prerequisite**
- 2-3 week training, 2x3-hour essay style exams
ITIL V3 Qualification Scheme Diagram
http://www.itil-officialsite.com

- Uses a system that enables an individual to gain credits for each exam they take
- Once candidates accumulate a sufficient number of credits they can be awarded the ITIL Expert in IT Service Management
- There are four levels within the scheme:
  - Foundation Level
  - Intermediate Level (Lifecycle Stream & Capability Stream)
  - ITIL Expert
  - ITIL Master
## V2 Service Support Map to V3

<table>
<thead>
<tr>
<th>ITIL V2 Process</th>
<th>Primary ITIL V3 Book</th>
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<tbody>
<tr>
<td>Change Management</td>
<td>Service Transition</td>
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<td>Configuration Management</td>
<td>Service Transition</td>
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<tr>
<td>Release Management</td>
<td>Service Transition</td>
</tr>
<tr>
<td>Configuration Management and the CMDB</td>
<td>Service Transition as part of the Configuration Management System</td>
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<td>Incident Management</td>
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<td>Problem Management</td>
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<tr>
<td>Service Desk</td>
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<tr>
<td>Fault (ICT Volume)</td>
<td>Service Operation</td>
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<tr>
<td>Knowledge Management (New)</td>
<td>Service Transition</td>
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</tbody>
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*Primary ITIL V3 Book was not specified for Fault (ICT Volume)*
## V2 Service Delivery Map to V3

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<td>Service Design</td>
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<td>Capacity Management</td>
<td>Service Design</td>
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<tr>
<td>IT Service Continuity Management</td>
<td>Service Design</td>
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<td></td>
<td>Referenced in Service Transition, Service Operation and Continual Service Improvement</td>
</tr>
<tr>
<td>Service Level Management</td>
<td>Service Design</td>
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<tr>
<td>Service Catalogue (New)</td>
<td>Service Design</td>
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Some Critical Success Elements

- Limit scope to a number of core processes that can be done realistically. Don’t try to “boil the ocean”.
- Focus on Service Management. Know your Business Services.
- Ensure necessary measurements and metrics are in place. Move rapidly to establish baselines and show measurable benefit.
- Create an organization-wide communication plan to assist in your organizational change project:
  - Creating organizational awareness
  - Set and manage expectations
  - Maintaining momentum
- Focus on Training and Working Sessions for all departments and management. Ensure Commitment, Coordination, Cooperation.
- Create transitional road map for organization style, needs, ability.
- Leverage Experienced Consultant Expertise for support as needed.
Some Roadblocks/Overarching Factors

- Prioritize transition initiatives: Stabilize, Rationalize, Transform
- Evaluate what can speed up process i.e. Intellectual Capital, etc.
- Adopt a Service Management Culture – Value connection of people and process activities to customer - not just “a new set of rules” and bureaucracy
- Espouse End-to-End Service concept not technology silo solution
- Effective Organization/IT Governance: Separate Owners, Users
- Process Support areas: i.e., Knowledge, Risk, Quality Management
- Assess, Plan, Design, Implement Skills are not "Managing" Skills
- Manage technology vendor relationships and the value of "one throat to choke"
Top Reasons for Failure

1. Absence of high visibility, participative executive management
2. Poor organizational readiness: Wants/Capability mismatch. Adopt/Adapt
3. Being too ambitious, “Boil the Ocean”, Is “world class” needed?
4. Allowing departmental demarcation (silos)
5. Lack of effective communication plan for organization change
6. Organization/IT Culture: Failing to maintain momentum. ITIL zealotry. Academic fad vs Experience. No CSIP
7. Not assigning process owners and other internal resources: Governance
8. Lack of best-practice process knowledge for use during implementation
9. Effective Program/Project Management - Time and Resources
10. Improper training of staff, and no embedding of processes. Mistaking education for implementation experience
ITIL V3 Approach

• Assess Current then Future Desired States
• Focus on How for new ITIL processes:
  ➢ Life cycle approach
  ➢ Service Portfolio, Service Catalog
  ➢ Knowledge Management
• Address Perspectives Holistically:
  ➢ People: Broad and deep training options
  ➢ Process: Mapping and Leadership/Governance
  ➢ Technology: Integrated yet Incremental, Qualified and Quantified, ITIL process Automation
  ➢ Information: Measurements and Metrics to ensure SIP
  ➢ Partners: Options for Service and Educational Offerings
ITIL V2 or V3?

- Could be Either – Depends on Requirements, Focus, Priorities but V3 is Preferred
- “Focused” Organization Transformation – ITIL: IT more efficient, Service Management: More Effective Organization
- Adopt and Adapt: customized to fits business needs and requirements to be Value Add
- Focus on Perspective of Horizontal not Vertical, Business use of IT as a Service Provider
V3 Benefits Summary

• The result of current and future best practices in IT Service Management – Silo to Lifecycle
• Provides a basis for faster implementation, reduced time-to-value and ultimately better IT-business integration
• Supports all ITIL V2 processes and leads the journey forward
• IT Service Management: Future Desired State that includes virtualization and automation
• IT more Efficient and the Organization more Effective