



ITIL® V3

- The Future Is Here

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## Introduction

Over the past two years, as the ITIL framework has been undergoing its transformation, much has been reported in the IT trade media about the implications of changes to ITIL.

ITIL's Chief Architect, Sharon Taylor has authored this whitepaper to help the ITSM community understand the changes to ITIL and how the new version, due to be launched May 30<sup>th</sup> 2007, will provide major benefits to existing ITIL practitioners, and those considering adopting ITIL.

Over its 20 year history, ITIL has spawned an entire community of practice, along with an industry of product and service vendors who believe in ITIL's many benefits. The vendor community serves up ITIL expertise in three main areas:

- Consulting Services
- Technology Solutions
- Accredited ITIL Training

There is no doubt that the changes to ITIL will have an effect on these vendor services and it is important that the ITSM community will continue to be supported by the industry with new innovations that align with the new ITIL Service Management Practices (commonly referred to as V3).

## ITIL® Service Management Practices

ITIL has undergone some intensive changes. Notably, the title of the framework itself has been changed. Once called the IT Infrastructure Library, ITIL is now known as ITIL Service Management Practices. So, what's in a name? The name change is a reflection of ITIL's evolution, from an operationally focused set of processes to a mature service management set of practice guidance. Just the new name itself implies a broader scope for ITIL and this is definitely the case for V3.

In fact, the entire vision for V3 is a holistic, value based, business focused service practice for today and tomorrow's service management professionals.

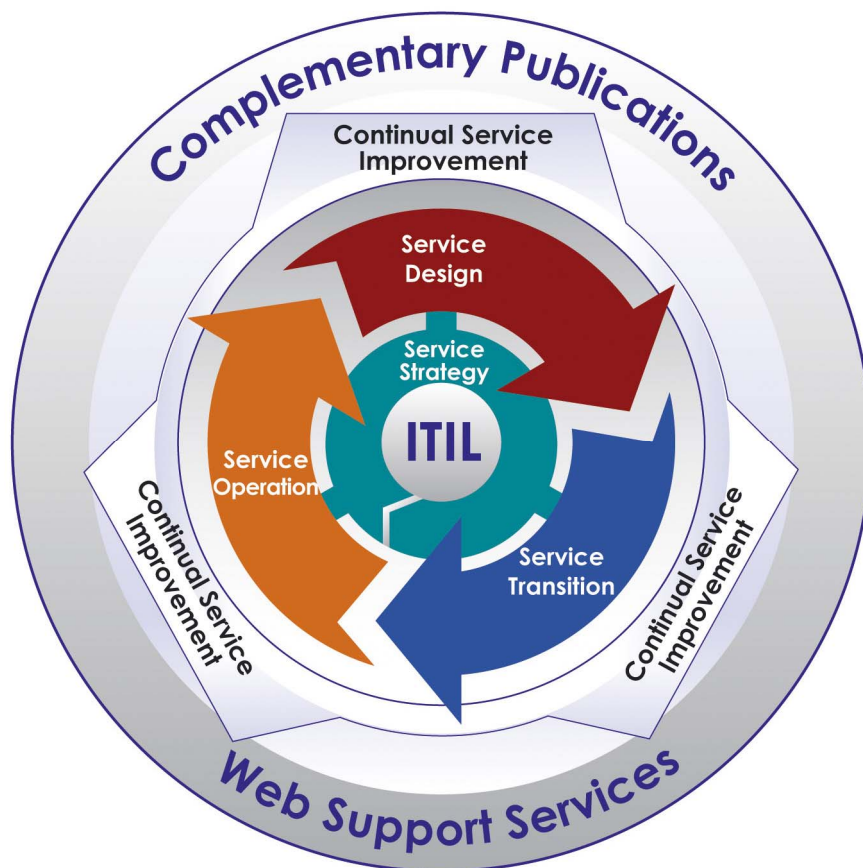
## V3 Format

The structure of V3 has matured into a service lifecycle format. ITIL itself has become a service and its 'Service Portfolio' looks like this:

### Core of Practice:

At the heart of the practice is a set of core guides that revolve around the ITIL Service Lifecycle. The lifecycle is presented as a logical flow from Strategy, through Design, Transition, Operation and Improvement, but the real beauty of its structure is that it is entirely multi-dimensional.

ITIL V3 uses a closed loop feedback system that provides feedback throughout all areas of the lifecycle. This is consistent with our real ITSM worlds – nothing is strictly linear. Although we view the flow of service management practice similar to the Deming cycle of Quality - Plan, Do, Check, Act - we know that rarely is real life IT service management quite so linear. So, ITIL has been re-designed in a way that encourages a logical flow, but is not restricted to a solely linear path for service management.



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The Service Lifecycle is illustrated in a hub and spoke design with Strategy at the core of practice and revolving stages of Design, Transition and Operation. The wheel is anchored by Continual Service Improvement which exerts its influence throughout the entire lifecycle.

The core practice guides, listed in their logical flow are:



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

A sixth book in the core of practice is the 'Introduction to ITIL Service Management Practices'. This covers the key concepts and articulates the business case for adopting ITIL.

The new core practice guidelines offer a greater level of prescription than older versions of ITIL whilst maintaining a generic customizability. It offers more 'how to' expertise.

The core of practice is design for longevity and continued relevance over the long-term.

## Complementary Guidance:

The complementary portfolio is a living library of guidance that will evolve over time and will provide continual improvements with new topics added regularly. Exceptional service management is a matter of balance in benefit, cost and risk. That balance is also part of the ITIL structure. Too much prescriptive guidance reduces the broad adaptability of ITIL, too little requires a lot of adaptation. The new version of ITIL strikes the optimal balance in its structural design.

Every organization is different in some respects. Although ITIL guidance is adaptable and applicable within a variety of organizational contexts, industry trends within different sectors often have unique requirements. Some of these differences are driven by compliance legislation, others by the industry sector itself. Businesses in manufacturing, finance, public sector, not for profit, science or retail all have special needs and requirements unique to that sector. This portfolio is a blend of topics that range from specific technologies and ITIL practice adaptation to specific business industry sectors and their unique needs.

The complimentary portfolio is additional, focused guidance that supports the core practices and offers added traction to organizations in their service management practices. Because it is a living library, it will remain current with industry trends and needs.

A signature trademark of the complementary portfolio is the source of the topic guidance itself. The publications are from collaborations within the practicing industry itself. Some publications will be commissioned from industry experts, some from the user community, some from research and academic institutions. All will carry the trusted ITIL brand, meet a standard of content quality and truly reflect a living library of community practice.

## ITIL Live™

This service in ITIL's portfolio is delivered through web support products. This includes a series of case studies, templates, a glossary of ITIL terms and definitions and value added products available to the ITSM community at no cost. A key feature of ITIL Live is the interactive, integrated ITIL Service Model that brings the entire lifecycle into focus graphically and shows the interaction between the lifecycle stages and the processes used within them.

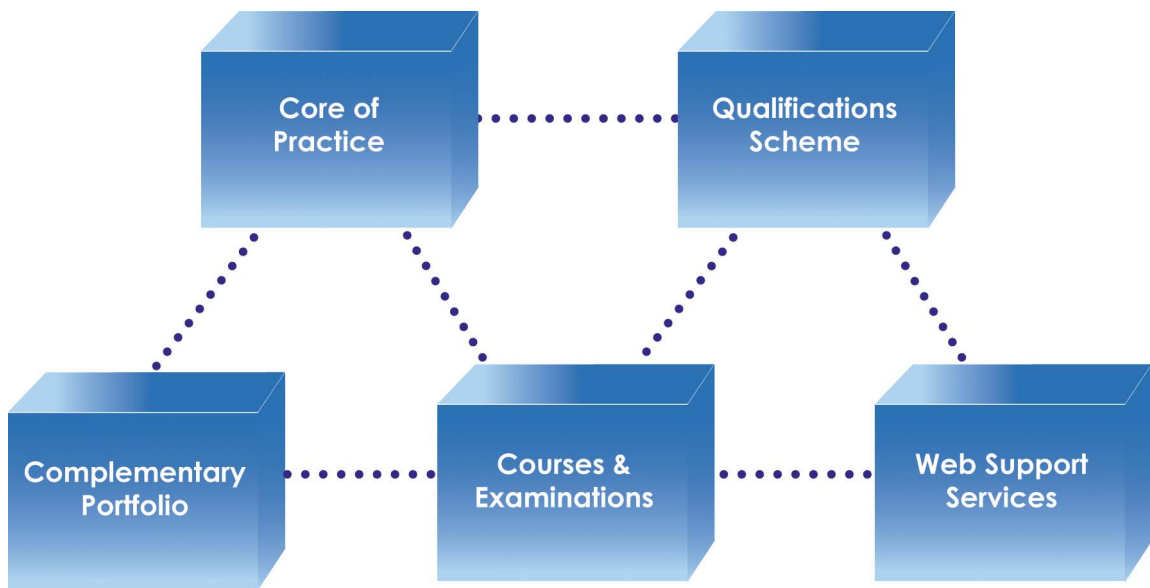
ITIL is also going 'interactive' by offering 'e-lets' for breaking news and additions to the ITIL portfolio, an online subscriber service for ITIL e-books (great for those 'paperless' readers) and the ITIL Live Service Management Knowledge Center where you can interact with industry experts and pose your questions, discuss issues and provide input.



## ITIL Qualifications

The ITIL Service Management Practices are supported by an official qualification scheme which offers certification at various levels of formalized ITIL learning. The scheme has also been restructured to better meet the needs of ITIL users and offers flexible career driven learning options to help practitioners use their certifications in everyday ITIL practice and as career advancement options. The scheme structure is a modular design with course selections designed to offer graduated proficiency in skills and competencies. In addition, the standard for course provider competence is being enhanced to ensure that in a rapidly growing market consumers can be certain that their course provider of choice maintains a professional standard of competency and quality. Only officially accredited course providers who are members of an accredited examination institute can offer ITIL certified training courses.

The future of ITIL is about continual evolution and staying connected with its readers and students.



## What's Different in V3?

Aside from the new overall architecture of ITIL Service Management Practices, there are new topics covered in V3 that haven't been a part of ITIL's past. Among the many new topics are:

<ul style="list-style-type: none"> <li>✓ Strategy Generation</li> <li>✓ Service Design Aspects</li> <li>✓ Supplier Management</li> <li>✓ Outsourcing Models</li> <li>✓ Service Knowledge Management System</li> </ul>	<ul style="list-style-type: none"> <li>✓ Application Design and Management</li> <li>✓ Technology Architecture Design &amp; Management</li> <li>✓ Service Measurement</li> <li>✓ Event Management</li> <li>✓ Request Fulfillment</li> </ul>
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## Some things haven't changed

The most widely read books in the last version of ITIL – Service Support and Service Delivery - consisted of 10 processes and the function of the Service Desk. Even with a new lifecycle structure, every stage in the ITIL Service Lifecycle relies on processes to execute elements of every lifecycle stage. These processes have been brought forward to V3 and many have been overhauled and improved. New processes have been added as well, but these tried and tested processes form a major part of the ITIL Service Management Practices.

Here’s an example of where the former ITIL processes fit into the new lifecycle structure:

ITIL V2 Process	Primary ITIL V3 Book
Change Management	Service Transition
Configuration Management	Service Transition
Incident Management	Service Operation
Problem Management	Service Operation
Release Management	Service Transition
Service Desk	Service Operation
Availability Management	Service Design
Capacity Management	Service Design
Financial Management	Service Strategy
IT Service Continuity Management	Service Design
Service Level Management	Continual Service Improvement

The processes listed above and those newly added to ITIL flow through the entire service lifecycle. The primary book listed above is where the entire process is documented in its entirety.

## Benefits of Adopting ITIL

During the 20 years of ITIL practice, it remains the world's most widely recognized and adopted framework for IT Service Management. It has grown from a cottage industry in the 80's to a global influence.

Over this time the many benefits of ITIL have become widely known and continue to grow as the community of practice matures.

Whether you are a business customer, a service provider, a CIO or CEO, ITIL Service Management Practices offer benefits that demonstrate their value and return on investment. Some of the widely published benefits are:

**Non-proprietary practice** – ITIL is owned by the Office of Government Commerce, a department of the UK Government. ITIL does not require a license to practice and it is independent of any commercial solution or platform.

**Scalable** – ITIL can be adapted for any size of organization. This is a key benefit since the industry predictions for the growth of small to medium enterprise is a major developing trend.

**Reduce Costs** – ITIL has proven its value in reducing overall cost of managing services.

**Improved Quality** – ITIL helps improve the quality of IT services through sound management practices.

**Aligned to Standards** – ITIL is well aligned to the ISO/IEC 20000 Standard for Service Management.

**Qualification** – ITIL supports the ITSM professional with a line of accredited training and education courses.

**ROI** – ITIL helps IT organizations demonstrate their return on investment and measurable value to the business. This helps establish a business case for new or continuing investment in IT.

**Seamless Sourcing Partnerships** – Outsourcing, often with multiple service providers, is increasingly common today. ITIL is widely practiced among industry service providers and offers a common practice base for improved service chain management.

## ITIL Service Management Practices and Vendors

Type 'ITIL' into any web search engine and you will see an unlimited number of commercial vendors offering ITIL based products and services. As a consumer, where do you start when you are looking for third party expertise to get you started, or to mature your ITIL practices?

Commercial vendors have helped to advance ITIL practices through their investments in experienced consultants, trainers, managed services and technology solutions. Through the global network of commercial providers who contribute to advances in technology innovation and research, formative best practices have benefited the consumer of ITIL.

A common mistake made by new adopters of ITIL is trying to “go it alone”. Mistakenly, many new adopters feel that external consulting expertise adds prohibitive costs to their implementation. In many cases, the opposite is the case.

Best practices are just that – proven over time and used in a variety of contexts to stand above all other practices. Many third party vendors offer the wisdom of experience in ITIL best practices and can greatly reduce the time and investment to get your ITIL practice up and running and to help establish proven business cases for additional improvement investment.

IT service transformation often involves a shift in the vision and focus of an IT organization. This will often require organizational cultural change. Third party expertise is often a major selling feature in gaining unbiased, objective advice in ITIL implementations and maturity improvements. The best of breed ITIL consultant will have seen and heard it all before and will be well positioned to help you make the most compelling business case for ITIL adoption as well as providing the skills to get you there.

ITIL V3 devotes many pages of guidance, drawn from the experience of industry experts and will help guide you in managing organizational and cultural changes effectively to gain improvements in your service management practice.

To some degree like anything else, navigating the vendor marketplace can be a buyer beware situation, so good advice is to follow the best practice trail!

- ✓ Seek out vendors that have proven track records with practical results.
- ✓ Ensure they can demonstrate their past experiences with situations relevant to your needs.
- ✓ Ask for references, and follow up with them.
- ✓ Look for providers that offer a variety of practice areas and end to end solutions.
- ✓ A good indicator of dedication in a vendor's practice is one who is certified to the ISO/IEC 20000 Standard for service management. Large organizations often require that any vendor doing business with them is ISO certified.
- ✓ Seek out like-minded vendors who share your philosophy and vision for Service Management.
- ✓ Don't be afraid to ask tough questions.

Many vendors are already preparing to help their customer's transition to the new ITIL Service Management Practices. They are investing now in the knowledge and technical solutions that will meet the practice innovations of V3.

This issue is so important that the V3 core books dedicate chapters of guidance in how to find the right vendor for your service needs and how to effectively measure performance and manage relationships with service management suppliers.

## ITIL Practices and Automation

Business is no longer enabled by IT; it is inexorably dependent on it. Any organization who invests in a method, framework or practice knows that as technology advances, greater efficiencies and possibilities emerge for these practices.

ITIL itself is a great living example of the evolution that technology has played in the maturity of service management practices. Each core book in the new ITIL Service Management Practice guidance contains a chapter discussing the benefits of technology automation and what to look for in good tool solutions.

A few short years ago for example, a configuration management solution was simply a back end data base with a data entry interface. Today, integrated asset and configuration solutions exist that automatically tie into discovery technology, monitoring and control systems, and change control systems.

In fact, service management technology is a fast growing area of technological advance, driven by consumer demand for robust, integrated and intelligent systems.

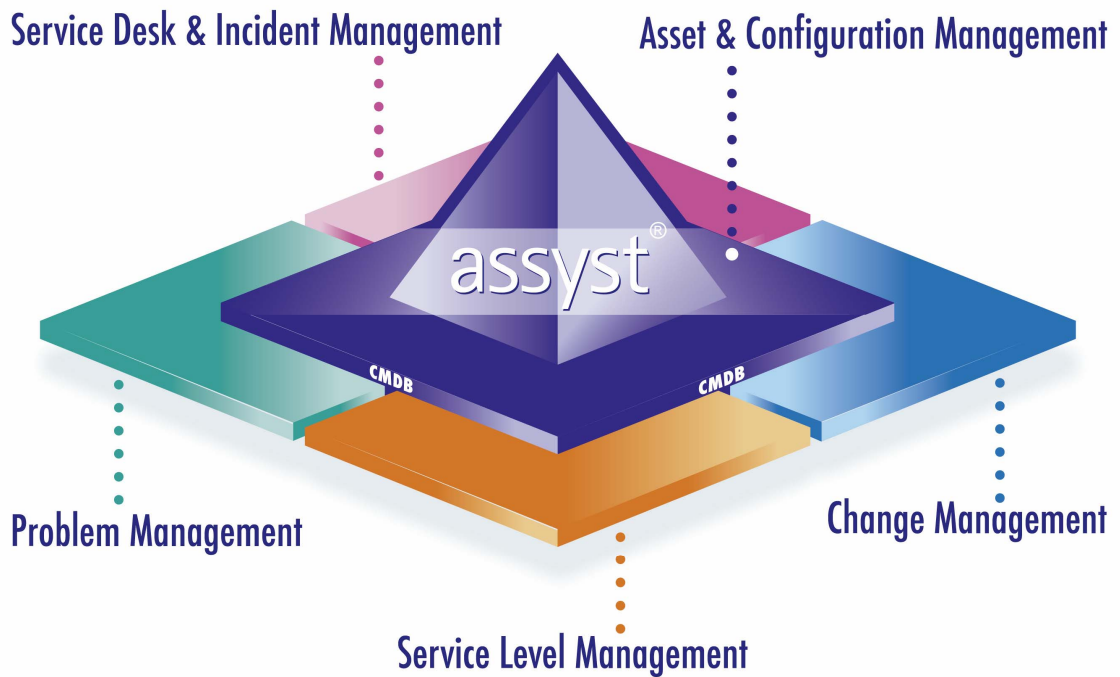
The strength of ITIL comes from the multi-dimensional synergy among the lifecycle stages, processes and activities. None exist efficiently in isolation. Adding automation in key areas such as monitoring, event management, Incident, Demand, Change, Configuration and Service Desk systems, deeply enrich the service management capability of any organization. These are just a few examples that illustrate how using technology solutions built for the purpose of service management can expand our reach and range in service excellence.

The ability for technology automation that supports ITIL practices has given rise to new achievements in knowledge management. Automation can provide business intelligence and analytical information capabilities that move us beyond collecting data to having information, knowledge and ultimately wisdom in service management.

Being a consumer of ITIL Service Management Practices in today's complex environment is a benefit that is growing exponentially year after year. The synergy developing between the people, practices and technology is offering a higher level of choice and opportunity for innovation than ever before.

There couldn't be a better time in the evolution of IT to be gearing up for ITIL. The future is now and the new generation of ITIL products and services will be the key ingredient in your journey to service excellence.

## assyst by Axios Systems



**assyst** by Axios Systems is an excellent example of technology automation supporting ITIL practices. **assyst** is an out-of-the-box enterprise-class application which offers a lifecycle approach to ITSM. Full integration of all ITIL processes including; Incident, Change, Asset & Configuration and Service Level Management is consolidated in a single software solution, underpinned by a pre-integrated and federated Configuration Management Database (CMDB). This allows consumers to align their service and support organizations with the overall goals of their business.



## About the Author

*Sharon Taylor, President of the Aspect Group is a well known and respected figure within today's IT Service Management community.*

*As the Chief Architect and Chief Examiner for ITIL®, the world leading IT Service Management best practices, Sharon is the author of ITSM books and regular columnist for a variety of IT management publications around the world.*

*Sharon is the Chair of the itSMF International Publications Executive Committee, responsible for ensuring global quality publications in over 30 countries, and is at the centre of best practice development and endorsement and President of the North American Institute of Certified Service Management Professionals, a sister organization to the UK Institute of Service Management.*

*Her contributions to the community and to best practice are based upon extensive professional experience in the industry. After many years as an active ITSM professional within Canada, she is currently President of Aspect Group Inc, leading AGI's consultancy, training and ITSM practice, working with clients throughout North America, Asia and Europe.*

*As a long time CEO, Sharon brings a business background and focus to IT service management and has used her business experience in influencing the future directions of the IT service management industry.*



## About Axios

Axios Systems is a leading provider of Best Practice-based IT Service Management (ITSM) solutions. Our customer-centric approach combined with our award-winning solutions, ensure customers worldwide can align their Service and Support organizations with the overall business goals. Our core solution, **assyst**, intuitively steers users through the ITIL processes. Axios Global Services provides a range of consulting, project management and training services. Our commitment to Best Practice is demonstrated through being the first to achieve BS 15000 certification which has now become, ISO/IEC 20000, the International standard for ITSM. Axios is headquartered in the UK, with offices across the Americas, Europe, Middle East and Asia Pacific.



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