ITIL: The Key Differences Between Versions 2 and 3

A brief History of ITIL
First published in the late 1980s, ITIL started as a project to document best practices in IT. Since that time it has become known worldwide as the most credible framework for IT Service Management and is now an international standard (ISO IEC 20000).

The second version of ITIL was published in 2000 and then in 2004 work commenced on the ITIL version 3. The project has involved extensive consultations with thousands of global ITSM Practitioners from the public and private sectors, vendors, qualification bodies, exam institutes and education providers.

Key Changes:

- Move towards a service-driven lifecycle approach
- More prescriptive guidance
- Demonstration of return on investment

Key Evolutional Changes in ITSM Philosophy:

Business and IT – From Alignment to Integration
For many years, we have been discussing the topic of how to align business and IT objectives. We have done this from the assumption that while business and IT share the same corporate brand, they are somehow two separate and very distinct functions.

However, when does the line between the business process and its supporting technology begin to fade to a point where there is no longer a true ability to separate or revert back to manual options?

If you consider banking as an example, the financial management business processes and their supporting technologies are now so inter-dependent that they are inseparable. It is due to this growing realisation that the term alignment is being replaced with the concept of integration.

From Value Chain Management to Value Service Network Integration
When reading ITIL v2, you get the perception that the business and IT relationship is primarily about a business customer being supported by a single internal IT service provider (Value Chain Management). Little acknowledgement or guidance is provided about the reality of life never being quite that simple.

Today's business and IT relationship for service provision is much more complicated and complex than the concept of a single provider meeting all business needs. We need to consider that yes, there are internal IT functions, but some are found within a business unit structure where others are providing a shared service model to multiple business units.

Add to this the option of using different external outsourcing options or leveraging software as a service (SaaS) model and what you end up with is what ITIL v3 refers to as an Integrated Value Service Network.

From Linear Service Catalogues to Dynamic Service Portfolios

While ITIL has always been referred to as an IT Service Management Framework, the primary focus up until now has been on the ten Service Support and Delivery processes. In previous versions of ITIL, the concept of a "service" has almost been an afterthought or at least something you would get to later.

Consider that in ITIL v2 the process of Service Level Management has, as one of its many deliverables, a Service Catalogue which can be summarised from the theory as a brochure of IT Services. Where IT publishes the services it provides with their default characteristics and attributes or Linear Service Catalogue.

In contrast to this, a Dynamic Service Portfolio can be interpreted as the product of a strategic process where service strategy and design conceive of and create services that are built and transitioned into the production environment based on business value. From this point, an actionable service catalogue represents the published services and is the starting point or basis for service operations and ongoing business engagement.

The services documented in this catalogue are bundled together into fit-for-purpose offerings that are then subscribed to as a collection and consumed by business units.

From Integrated Processes to The Service Management Lifecycle

Based on publicly available information, we know the ITIL v3 core books are structured around a Service Lifecycle.

This new structure organises the processes we understand from ITIL v2 with additional content. While processes are important, they are secondary and only exist to plan for, deliver and support services. This moves the importance and profile of the Service Catalogue from being an accessory of the Service Level Management process to being the corner stone of ITSM.

As organisations evolve from a technology focus to a service orientation focus, these core changes to ITIL provide the context and ability to support this emerging reality.

New areas in ITIL v3 (Core publications)

Core ITIL v2 – All processes except Service Desk	Core ITIL v3 – Lifecycle approach	Comments
Service Desk	Service Desk	The focus remains the same
Incident Management	Incident Management Request Fulfilment	The addition of an optional request fulfilment process
Problem Management	Problem Management	Remains the same but is only covered as an overview
Change Management	Change Management	Slight changes in terminology i.e. CAB/EC – ECAB
Release Management	Release and Deployment Management	Release and deployment covered as an overview only but an introduction of the V model is best introduced here
Configuration Management	Service Asset and Configuration Management	Service Assets are included with Configuration. Covered as an overview
Service Level Management	Service Portfolio Management Service Level Management Supplier Management	Focus is on the Lifecycle approach and not the process of SLM. Included is Supplier Management and Service Portfolio Management
Financial Management for IT Services	Financial Management for IT Services	Main concepts are unchanged but the focus is more on economics and VOI
Capacity Management	Capacity Management	Capacity as an overview only there is the introduction of Demand Management at the Strategic level in terms of Value to the Customer
Availability Management	Availability Management Access Management	Availability as an overview and the introduction of Access Management
IT Service Continuity Management	IT Service Continuity Management	ITSCM as an overview supporting the Business Continuity
IT Security Management (EXIN only courses)	IT Security Management	The introduction of IT Security Management, (Only EXIN included this as a V2 process)

New areas in ITIL v3 (non-core publications)

Other Library Books	v2-v3 additional scope	Comments
Planning to Implement Service Management		
• What is the vision? • Where are we now? • Where do we want to be? • How do we get where we want to be? • How do we check our milestones have been reached? • How do we keep the momentum going?		
ICT Infrastructure Management		
• Design and Planning • Deployment • Operations • Technical Support • *Appendices	• Guidance for Service Design • Basis for Release and Deployment • IT Operations Management	The ICTIM publication included many of the roles that are now included as part of the V3 core.
Security Management		
Application Management		
• Positioning of Application Management • Managing the business value • Aligning the delivery strategy with key business drivers and organisational capabilities • The Application Management Lifecycle • Organising roles and functions • Control methods and techniques	• Service Strategy basis	Business value and the Service Lifecycle are mentioned in the V2 Application Management publication and these have been brought up-to-date in V3
Business Perspective		
Software Asset Management		

ITIL Qualifications

Structure

V2 Examinations 'standalone'	V3 Examinations, points awarded toward an IT Diploma
Foundation – pre-requisite for;	Foundation– pre-requisite for;
Practitioners	Capability – Process / Role based
	Management – Lifecycle based
Managers	IT Diploma
	Advanced IT Diploma

Key focus for foundation qualification of each core publications

Service Strategy
- Service Management strategy and the links to other best practices and complementary standards
- Policy setting, Strategic Assets and objectives for services
- Market space, Provider types, Business case, Risks, Constraints, Value = Utility and Warranty
- Customer assets and Service assets, Service Models and Service Portfolio, which includes 3 areas, what is being developed and in the pipeline i.e. requirements, what is currently being offered to the customer i.e. Service Catalogue and what is being retired
- Planning and implementing service strategies
- Processes: Financial Management for IT Services, Demand Management
- Roles: Service Owner, Financial Manager, Demand Manager

Service Design
- 5 aspects of design in the Lifecycle
- The 4Ps – People, Process, Products, Partnerships
- Processes: Service Catalogue Management, SLM, Supplier Management, Availability Management, Capacity Management, ITSCM, IT Security Management
- Roles: Design Manager, Service Level Manager, IT Service Continuity Manager, Supplier Manager, Process Owner (General)

Service Transition
- Managing new or a changed service change
- The 'V' Model or the Configuration and Test Model
- Processes: Change Management, Release and Deployment Management, Service Asset and Configuration Management, Knowledge Management
- Roles: Change Manager, Release and Deployment Manager, Test and Validation Manager, Service Asset Manager, Configuration Manager, Configuration Analyst, Configuration Administrator / Librarian, Configuration Management System (CMS) / tools Administrator

Service Operation
- Managing services
- The 7Rs of Change Management
- Processes: Incident Management, Request Fulfilment, Problem Management, IT Operations Management, Application Management, Technical Management, Event Management, Access Management
- Roles: Service Desk, Incident Manager, Major Incident Manager, Problem Manager, Operations Control roles – Mainframe team, Server Department, Desktop team, Storage team etc… Facilities Management roles – Data centre team, power manager, fire systems manager etc…

Continual Service Improvement
- Project approach
- The 7 step improvement Process
- Types of metrics: Technology Process and Service
- Continual Service Improvement Model
- Process Improvement stages
- Deming Cycle

Further Information

ILX Group are a leading provider of ITIL training and consultancy services. If you would like to talk to a training adviser about you requirements please call 01270 611600.

If you would like to keep up to date on all developments in ITIL please visit our resource centre:

http://www.ilxgroup.com/itil-v3-resources.htm