



# The Future of ITIL

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VP  
*Pink Elephant*

# Agenda



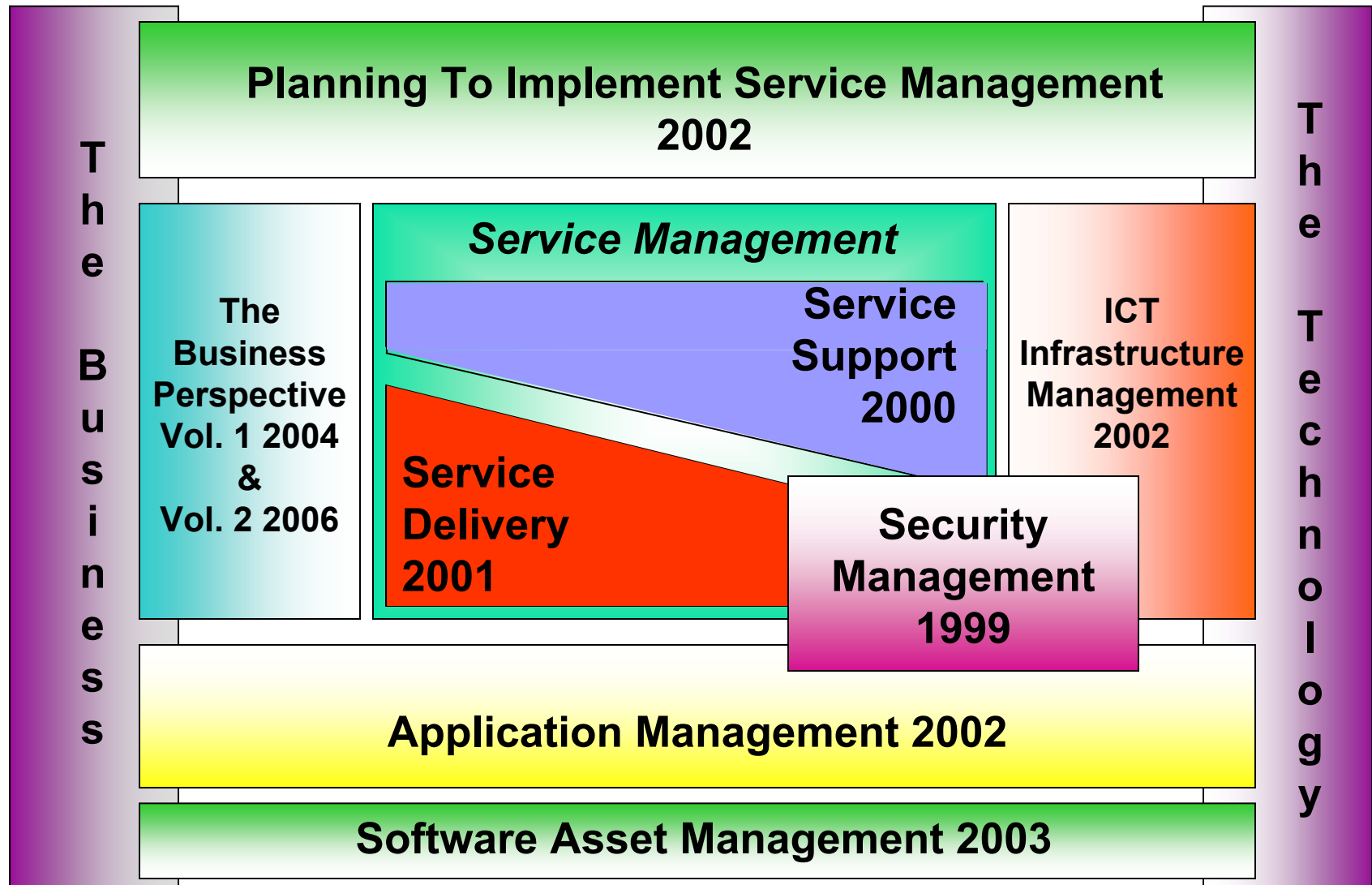
- The 5 new ITIL V3 Books - Core Overview
- The new 'Consistent Structure' of the V3 Books
- Who are the new V3 players?
- Highlight concepts of each of the 5 Core Books
- - Break -
- Will V3 impact your life? ... or your organization?
- I'm already using V2 – what should I do?
- Service Strategy Book – highlight concepts
- What things remain constant from V2 to V3?
  
- *Information Technology Infrastructure Library*



# ITIL - Origins & Evolution

- **Late 1980s**
  - UK government (CCTA / OGC) project started
  - Organizations outside of government became interested (including Pink Elephant)
  - First books published
- **Early 1990s**
  - The library completed
- **Late 1990s**
  - ITIL Version 2 Published
  - Pink Elephant introduced ITIL to North America (1997)
- **Where is it going?**
  - Early Industry Adopters (**Financial \ Government \ Utilities \ Medical**)
  - Global adoption – now defined as ISO20000
  - Major Vendor Support – Tool Compatibility to ITIL
  - ITIL V3 – Set to Publish on 05/30/07

# The ITIL Books (v2)



# ITIL v2





# The ITIL V3 Players

## **OGC - Office Of Government Commerce ([www.itsm.gov.uk](http://www.itsm.gov.uk))**

- Formerly Central Computer & Telecommunications Agency CCTA
- *Kicked off* ITIL®
- Manages the ITIL® portfolio on behalf of the UK government, which owns the intellectual property rights in the ITIL content and data

## **TSO – The Stationery Office ([www.tso.co.uk](http://www.tso.co.uk))**

- Official publisher of the OGCs ITIL®; based in the UK

## **APMG – The APM Group ([www.apmgroup.co.uk](http://www.apmgroup.co.uk))**

- Appointed on 01/29/07 by OGC as the official ITIL® Accreditor
- Known worldwide for their official Accreditor status of PRINCE2, MSP, M\_o\_R

## **EIs – Examination Institutes**

- **Information Systems Examinations Board (ISEB) &**
- **Examination Institute for Information Science (EXIN) & Loyalist College**
- Examining bodies that administer the ITIL certification process

## **ItSMF - Information Technology Service Management Forum ([www.itSMFUSA.com](http://www.itSMFUSA.com))**

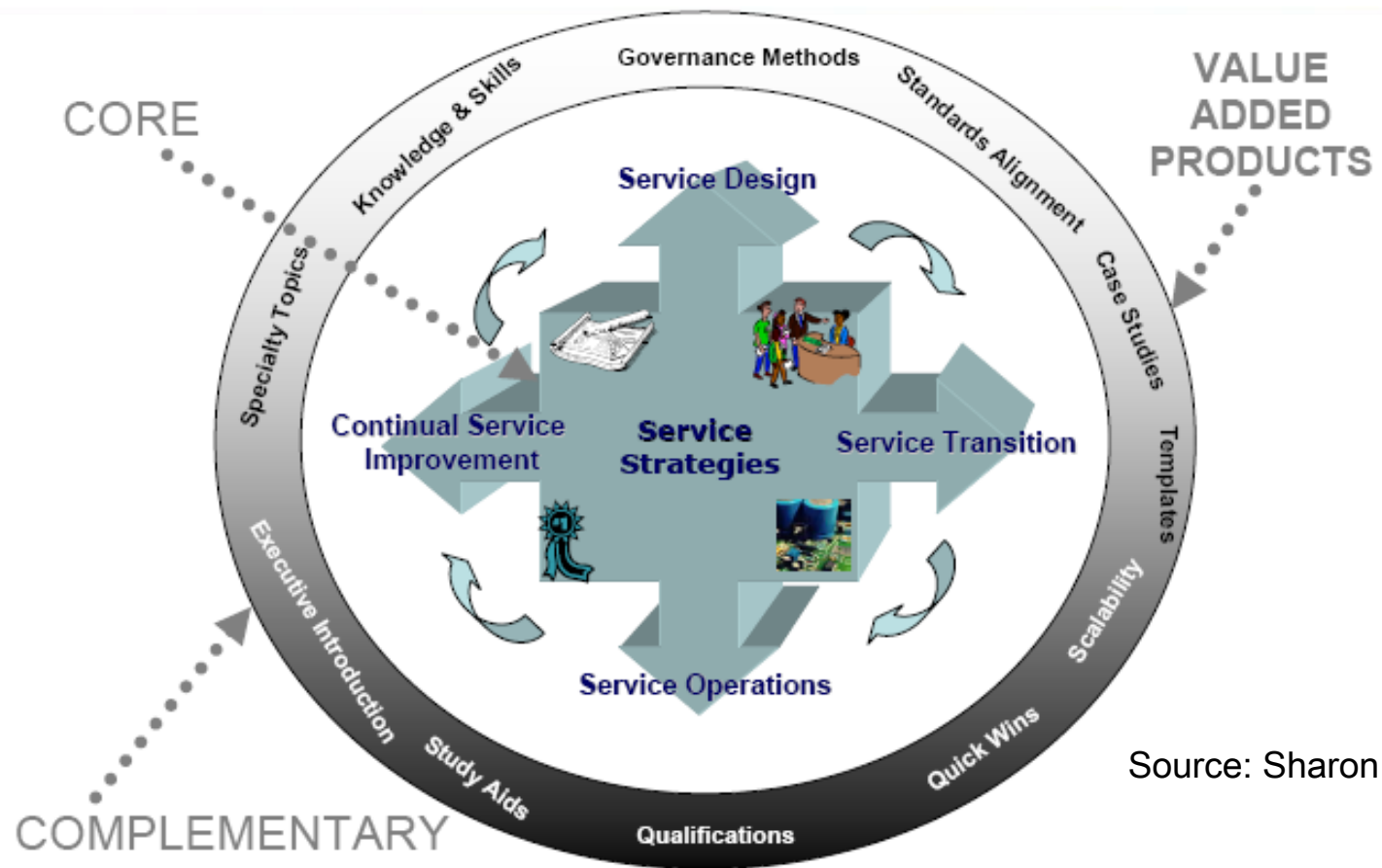
- International Trade Association; Networking forum for ITIL; Membership based

## **ATOs – Accredited Training Organizations (by APMG, EXIN, ISEB)**



# An Update is Coming: ITIL V3

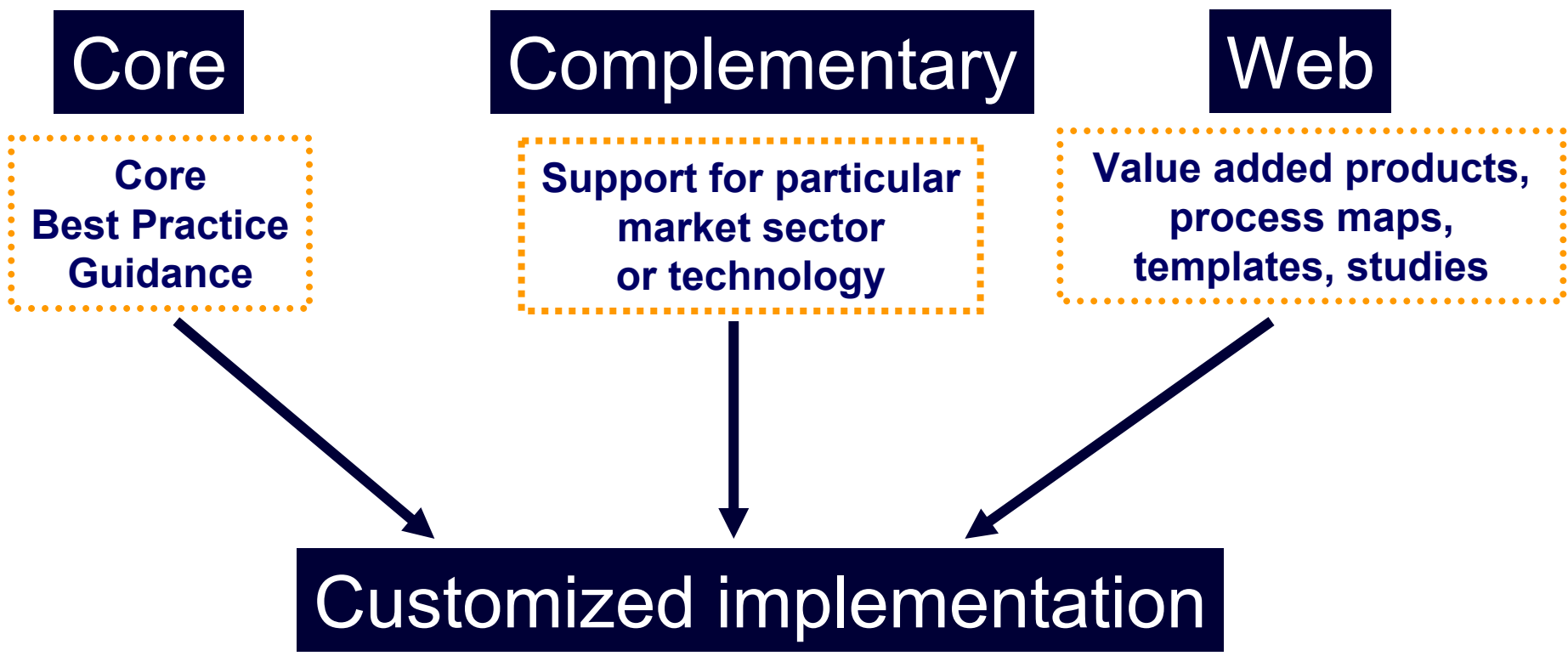
## ITIL Refresh: Version 3, A Lifecycle Approach



Source: Sharon Taylor



# ITIL V3 – The Structure



- **Communications** [www.itil.co.uk/comms.htm#cat1](http://www.itil.co.uk/comms.htm#cat1)
- **"Status update - 27 February 2007 "**
- The Public Review of the core books began on 8 January and ended on 22 January. **471 reviewers** were selected from about 700 applications. Of the applicants, those chosen represent the best balance of views from small, medium and large, public and private sector users, vendors, consultants and training organizations from all continents. **249 completed the review. The numbers of reviews per book were: Service Strategy 50, Service Design 48, Service Transition 49, Service Operation 56, Continual Service Improvement 46.** At the moment we are analysing responses and deciding actions. The Review is being formally recorded, so every comment will be evaluated and either accepted, accepted in part or rejected. Actions or reasons for rejection are being logged. TSO and OGC would like to thank everyone who took part for generously giving their time and sharing their views.
- Authors will revise their books in the light of the Review comments and submit back to the Editorial Board for final editing and alignment. At the same time the ITIL glossary is being updated.
- The **APM Group (APMG), which has assumed the role of official ITIL accreditor for OGC, has reached an agreement with EXIN and BCS-ISEB**, the existing ITIL examination institutes. The agreement means candidates taking ITIL examinations will have maximum access to the quality training and assessment they require in order to gain certified ITIL qualifications.

# Key ITIL V2 to V3 concept differences

ITIL V2	ITIL V3
Business and IT Alignment,	Business and IT integration.
Value Chain Management	Value Service Network Integration
Linear Service Catalogues	Dynamic Service Portfolios
Collection of integrated processes	Service Management Lifecycle

Source of Table: “ITIL Refresh Newsletter 1st Edition Autumn 2006”.

- ITIL V2 worked to align service management with business strategy
- ITIL V3 integrates IT and the business into a single ecosystem.



# Concept Differences

## Value Chain Management vs. Value Service Network Integration

- **V2 Value Chain Management** = a Business Customer being supported by a single internal IT Service Provider
- **V3 Integrated Value Service Network** = a Business Customer being provided service by internal IT Service Providers + those provided by a shared service model to multiple business units + the option of using different external outsourcing options + leveraging a software as a service model
- **Source: Troy's Blog**  
[http://blogs.pinkelephant.com/index.php?/troy/comments/itil\\_v3\\_the\\_past\\_and\\_the\\_future/](http://blogs.pinkelephant.com/index.php?/troy/comments/itil_v3_the_past_and_the_future/)



# Concept Differences

## Linear Service Catalogs vs. Dynamic Service Portfolios

- **V2 Linear Service Catalog** = a brochure of IT Services where IT publishes the services it provides with their default characteristics and attributes.
- **V3 Dynamic Service Portfolio** = the product of a set of process where service strategy and design conceive of and create services that are built and transitioned into the production environment based on business value.
  - The services documented in this catalog are bundled together into fit for purpose offerings which are then subscribed to as a collection and consumed by business units.
- **Source:** Troy's Blog [http://blogs.pinkelephant.com/index.php/?troy/comments/itil\\_v3\\_the\\_past\\_and\\_the\\_future/](http://blogs.pinkelephant.com/index.php/?troy/comments/itil_v3_the_past_and_the_future/)



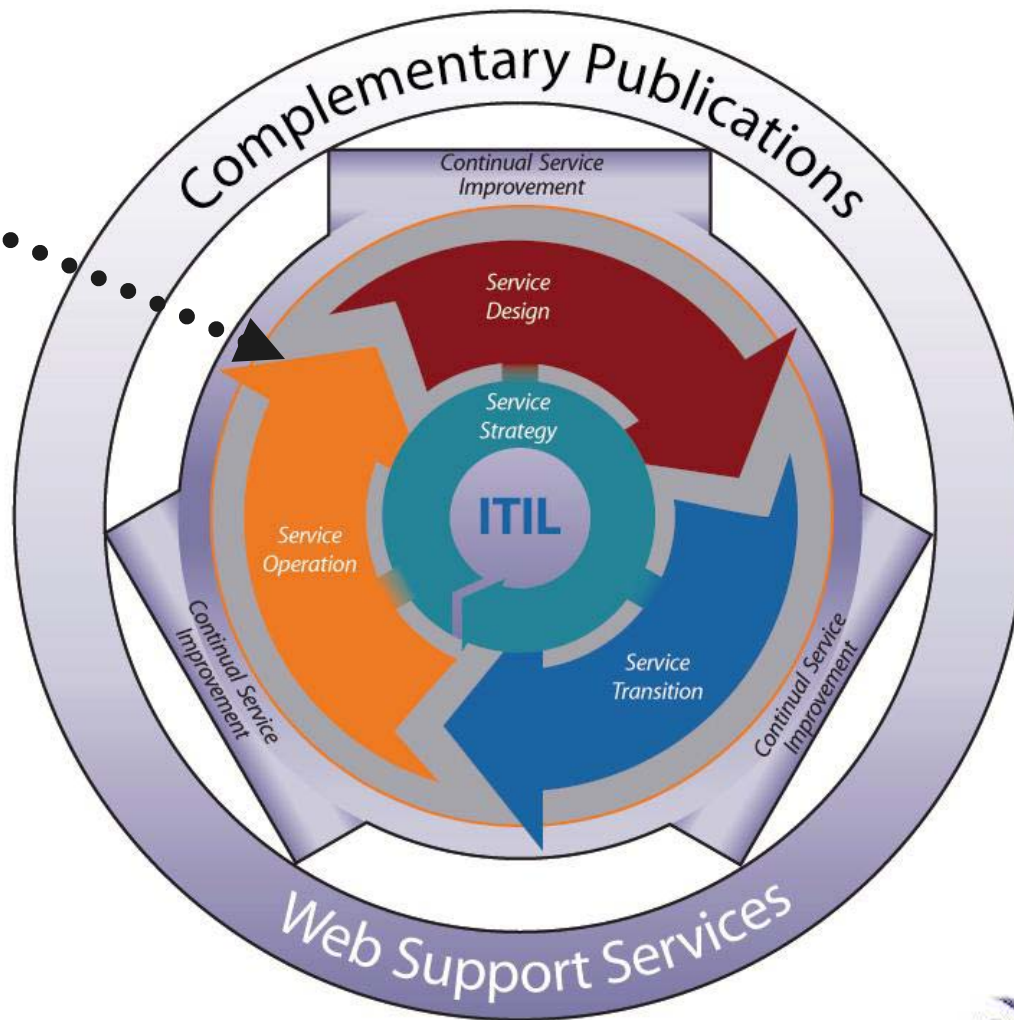
# Concept Differences

## Collection of Integrated Processes vs. Service Mgmt Lifecycle:

- **ITIL V3 core books are structured around a Service Lifecycle. This new structure organizes the processes we understand from ITIL V2 with additional content and processes we are waiting to hear more about within the context of the life span of IT Services. From this observation we can see that **the primary focus is shifting from Process to IT Service.****
- **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 Catalog** from being an accessory of the Service Level Management process to being **the corner stone of ITSM.****
- **Source: Troy's Blog [http://blogs.pinkelephant.com/index.php?/troy/comments/itil\\_v3\\_the\\_past\\_and\\_the\\_future/](http://blogs.pinkelephant.com/index.php?/troy/comments/itil_v3_the_past_and_the_future/)**



# V3 Package



# ITILv3 - 2007



Service  
Strategy



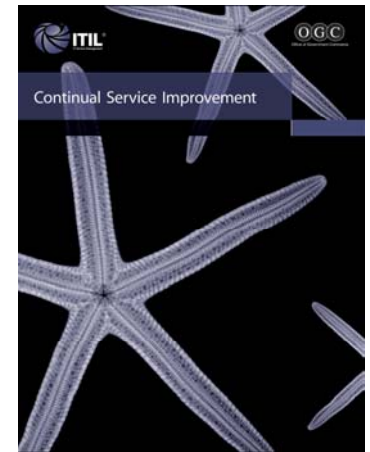
Service  
Design



Service  
Transition



Service  
Operation



Continual  
Service  
Improvement

Service Lifecycle Approach  
Consistent Structure

Available May 30, 2007

All Core volumes published at the same time

# ITIL V3 - Authors

- **ITIL V3 Chief Architect: Sharon Taylor, Aspect Group**
- **APM Group: Richard Pharro**

- **ITIL V3 Core Book Authors:**

- **Service Strategy**

- **Majid Iqbal, Carnegie Mellon University, USA**
- **Michael Nieves, Accenture USA**

- **Service Design**

- **Vernon Lloyd, FoxIT, UK**
- **Colin Rudd, IT Enterprise Mgmt Services, Ltd., UK**

- **Service Transition**

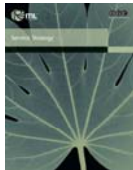
- **Ivor McFarlane, Guillemot Rock, UK**
- **Shirley Lacy, ConnectSphere, UK**

- **Service Operation**

- **David Cannon, HP USA**
- **David Wheeldon, HP UK**

- **Continual Service Improvement**

- **Gary Case, Pink Elephant Canada/USA**
- **George Spalding, Pink elephant, USA**



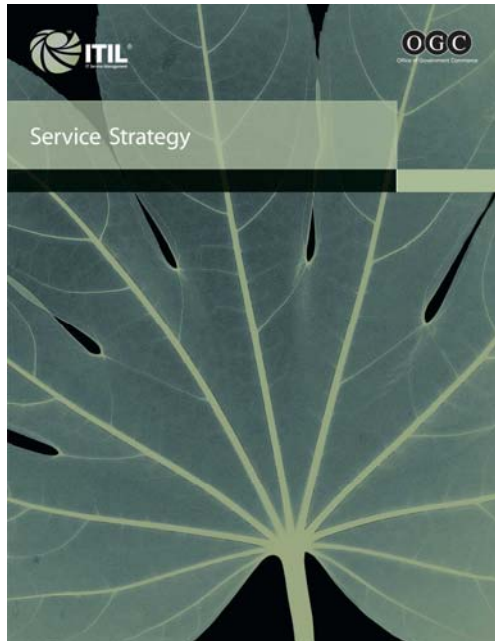
- The 5 new V3 Core books will all follow this consistent structure:
  - Introduction, Overview, context
  - Service management as a practice
  - Service lifecycle
  - Role of processes in the lifecycle
  - Role of functions in the lifecycle
  - Practice fundamentals
  - Practice principles
  - Processes
  - Organizational design and structures roles and responsibilities
  - Challenges, critical success factors, risks
  - Supplemental guidance
  - References



# Practical Decision Making



Office of Government Commerce



- **Business Eco systems**
- **From value chains to value nets**
- **Adaptive processes for customers, services and strategies**
- **Linking to external practices and standards**
- **Managing uncertainty and complexity**
- **Increasing the economic life of services**
- **Selecting, adapting and tuning the best IT service strategies**

CIO's  
IT Managers  
Consultants  
Practitioners  
Vendors



# Service Strategy

The first book in the lifecycle is the Service Strategy book which looks at the overall business aims and expectations ensuring the IT strategy maps onto these:

- Value Creation
- Business Fundamentals of services (**New**)
- Service Provider Types
- Service Structures (**New**)
- Service Strategy Processes
- IT Financial Management
- Service Portfolio Management (**New**)
- Demand Management (**New**)



# Pragmatic Service Blueprint



Office of Government Commerce



IT Managers  
Consultants  
Practitioners  
Outsourcers  
Vendors

- **Policies, Architecture, Portfolios, service models**
- **Effective technology, process and measurement design**
- **Outsource, shared services, co-source models? How to decide & how to do it**
- **The service package of utility, warranty, capability, metrics tree**
- **Triggers for re-design**



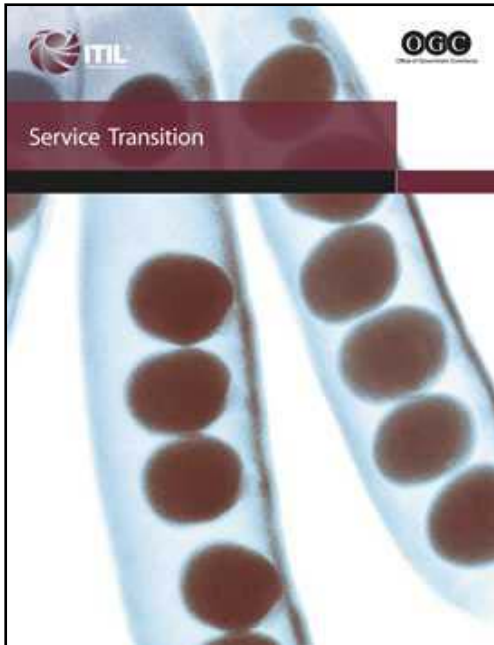
The second book is Service Design, which starts with a set of new or changed business requirements and ends with the development of a solution designed to meet the documented needs of the business.

- Service Design Principles
- Service Design Processes
- Service Catalog Management (**New focus**)
- Service Level Management
- Capacity Management
- Availability Management
- Service Continuity Management
- Information Security Management (**New as core**)
- Supplier Management (**New**)
- Application Management (**New as core**)
- Requirements Engineering (**New**)

# Managing Change, Risk & Quality Assurance



Office of Government Commerce



IT Managers  
Consultants  
Practitioners  
Outsourcers  
Vendors

- **Newly designed Change, Release & Configuration processes**
- **Risk and quality assurance of design**
- **Managing organisation & cultural change during transition**
- **Service management knowledge system**
- **Integrating projects into transition**
- **Creating & selecting transition models**



The third book is Service Transition which is concerned with managing change, risk & quality assurance and has an objective to implement service designs so that service operations can manage the services and infrastructure in a controlled manner.

- Service Transition Principles
- Service Transition Processes
- Change Management
- Configuration Management System (New)
- Service Asset & Configuration Management
- Service Level Management
- Knowledge Management (**New**)
- Service Releases Planning

# Responsive, Stable Services



IT Managers  
Consultants  
Practitioners  
Outsourcers  
Vendors

- **Robust end to end operations practices**
- **Redesigned, incident and problem processes**
- **New functions and processes**
- **Event, technology and request management**
- **Influencing strategy, design, transition and improvement**
- **SOA, virtualisation, adaptive, agile service operation models**

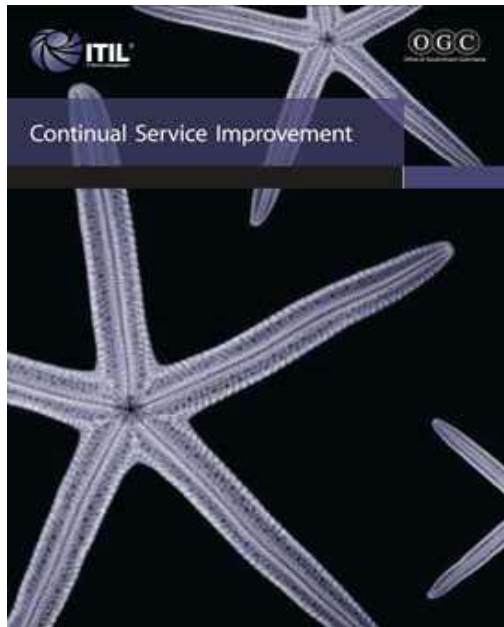


# Service Operation

The fourth book in the lifecycle is Service Operation which is concerned with business as usual activities.

- Service Operation Principles
- Service Operations Processes
- Event Management (**New**)
- Incident Management
- Problem Management
- Service Request Management (**New**)
- Functions (Detailed Information for each)
  - Service Desk
  - Technical Management (**New**)
  - IT Operations Management (**New**)
  - Applications Management (**New**)

# Measurements That Mean Something & Improvements That Work



IT Managers  
Consultants  
Practitioners  
Outsourcers  
Vendors

- The business case for ITSM
- Getting past just talking about it
- Overall health of ITSM
- Portfolio alignment in real-time with business needs
- Growth and maturity of SM practice
- How to measure, interpret and execute results





# Continual Service Improvement

The final book is Continual Service Improvement which has an overall view of all the other elements and looks for ways that the overall process and service provision can be improved.

- Continuous Improvement Fundamentals
- Continuous Improvement Principles
- Continuous Improvement Models
- Measurement and Control
  - Measurement
  - Benchmarking
  - Reporting
  - Implementation Consideration



# Will ITIL V3 Impact Your Life? ... or your organization?

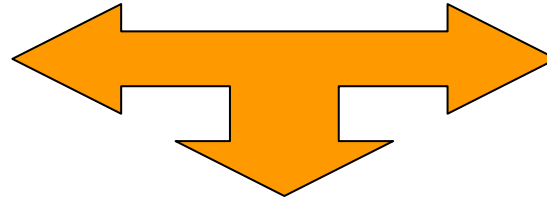
# V3 – How Will It Affect You?



## Qualifications

- New Scheme
- Enhanced learning
- Status Quo
- Upgrading
- More choice

**Customers**  
**Vendors**  
**Service Providers**



## Standards

- Aligned to 20000
- Links to Security
- Links to Asset
- Links to Governance
- More flexibility

## Your ITSM Practice

- Greater scope of practice
- Greater flexibility of adaptation and choices
- Current with industry directions and ITSM reality
- Complementary to other common practices
- Easier to start, operate and mature
- Relevant to the real issues and opportunities
- Enhanced ability to prove ITSM ROI

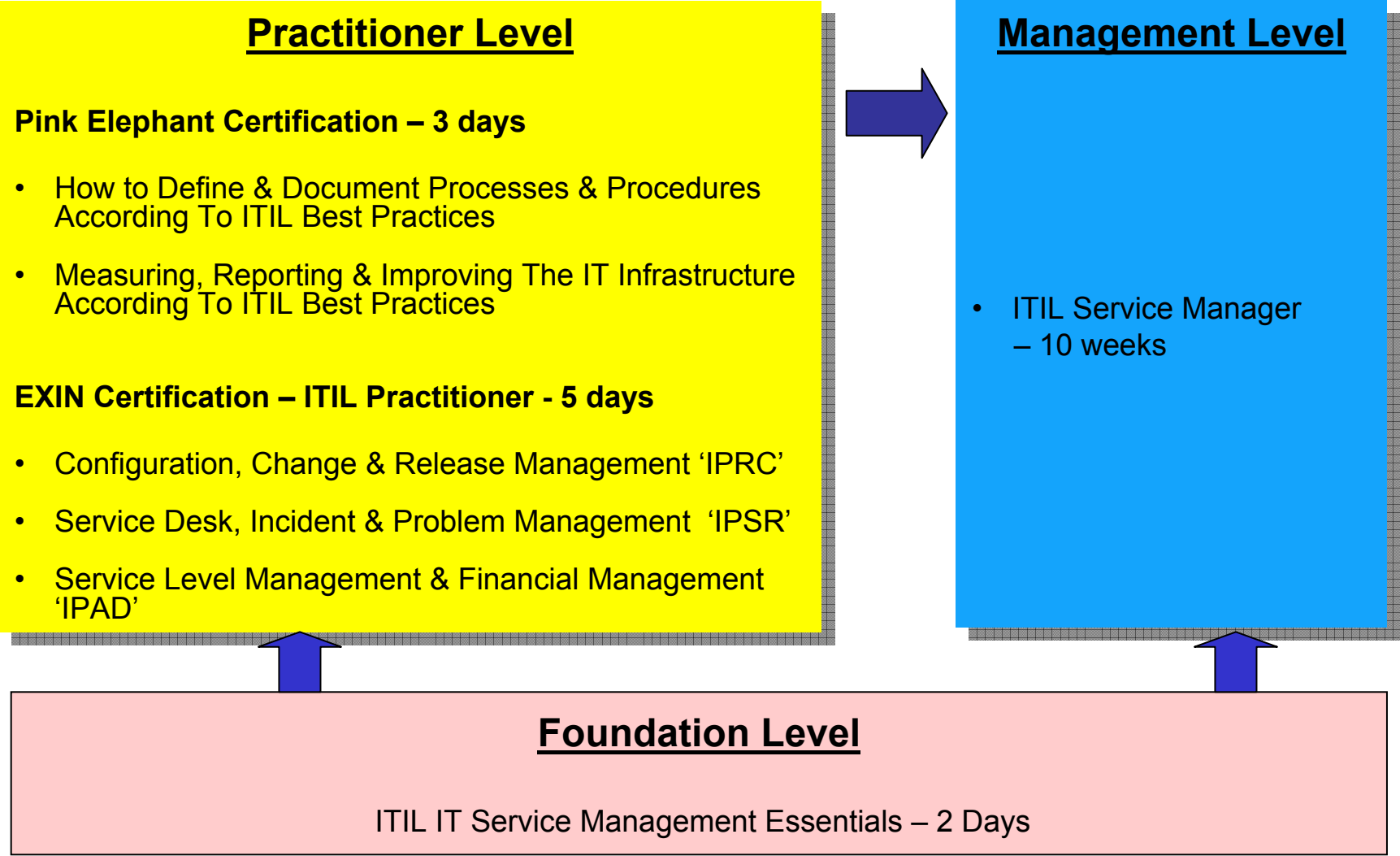


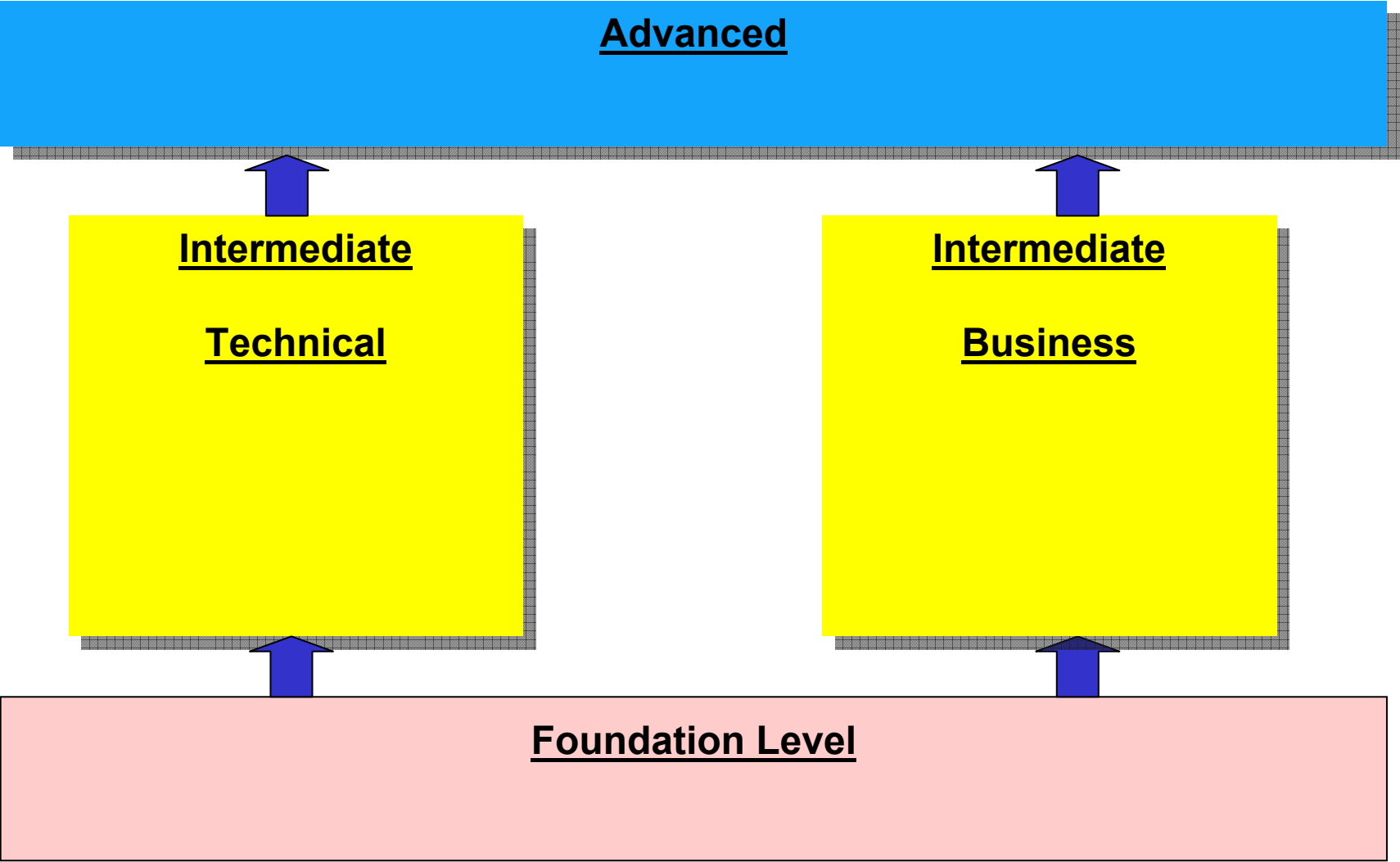


# I'm Already Using V2 – What Should I Do?



# ITIL Education & Certification – V2





# Your role for ITIL V3



- **05/30/07 - new ITIL V3 Books Publish**
  - Determine which option for attaining the new V3 books best fits you & your organization
    - Hardcopy set, online pdf books, TSO-hosted option
  
- **Keep Posted on the ITIL V3 Sites for breaking updates**
  - Web links on Resource Slides at back
  - Updates on V3 Certification Scheme
  - Course Offering Modifications defined – if any:
    - For example Foundation, Practitioner, Manager levels
    - Any course ‘grandfathering’ guidelines
    - Any ‘bridging material’ guidelines
  
- **Be part of the V3 Evangelist Team!**
  - Encourage the adoption of the *V3 Service Lifecycle* concepts
  - ... all 5 books vs. just the 2 Service Support & Delivery Books



## ITIL V3

Some things that *stay constant*  
from ITIL V2 to ITIL V3 implementations

# Technology Selection

## Critical Success Factors



- Buy-in from all stakeholders!!!
  - Watch out for: “It does not meet all of our needs”
  - Never stop selling the benefits
- A thorough Awareness Campaign
- A formal training program to coincide with tool deployment
  - Process / Policy / Technology
- Reduce redundant ticketing systems
- Data conversion strategy
  - “To convert or not to convert?” ... this is the question!
- Eliminate private data repositories with extreme prejudice
- Watch out for the customization trap



# Why Do Organizational Change Efforts Fail?

Source: ITIL – Best Practices For Service Support

- Lack of:
  - **staff commitment & understanding**
  - **education, communication & training (all are different!)**
  - **effective “champions”**
  - **funding**
  - **appreciation for the discipline required to implement processes**
  - **quantifiable long term cost benefits**
- Staff have responsibility but not sufficient decision making authority
- **Over-focus on tactical, isolated solutions rather than a strategic solution**
- Loss of impetus after the initial hype
- **Trying to do everything at once; Over ambitious**
- Unrealistic implementation timetable
- **No accountability; Ownership**
- Difficulty changing the culture of the organization
- **Tools are unable to support the processes**
- People not skilled to support the processes
- **No structured project management controls**

# Re-engineering Gotcha's



- Don't live too long with people who refuse to change their behavior.
- Don't forget the above applies to all levels: managers & workers.
- Don't expect people to change unless their work and performance measures are designed differently.
- Don't expect cultural change to happen immediately. A complete cultural change is usually measured in years rather than months.
- Don't develop a new set of values and then delay aligning your management processes to support them.

James Champy

# Implementation Checklist



- ✓ Awareness campaign
- ✓ Management commitment
- ✓ High level process flow
- ✓ Guidelines / support and policy documents
- ✓ Detailed procedures and work instructions
- ✓ Correctly installed and configured tool
- ✓ The right level of staff skill and knowledge
- ✓ Supporting staff commitment to authority matrix
- ✓ Customer awareness and acceptance

# Official ITIL Resources



- **OGC Site** The Office of Government Commerce (The official owners of ITIL)  
[www.ogc.gov.uk](http://www.ogc.gov.uk); [www.itil.co.uk](http://www.itil.co.uk)  
The logo for the Office of Government Commerce, consisting of the letters "OGC" in a bold, black, sans-serif font, with the full name "Office of Government Commerce" written in a smaller font below it.  
Office of Government Commerce
- **APM Group** (The official ITIL certification and exam provider)  APM GROUP  
[www.apmgroup.co.uk](http://www.apmgroup.co.uk); [www.itil-officialsite.com/home/home.asp](http://www.itil-officialsite.com/home/home.asp)
- **TSO** (The official ITIL publishers) - to order the ITIL books  The Stationery Office  
[www.tso.co.uk](http://www.tso.co.uk); [www.tso.co.uk/itil](http://www.tso.co.uk/itil)
- **Other Stakeholders**
  - *itSMF* (The World's Largest ITIL User Group)  
[www.itsmf.com](http://www.itsmf.com); [www.itsmf.ca](http://www.itsmf.ca); [www.itsmfusa.org](http://www.itsmfusa.org)  
The logo for itSMF, featuring the text "itSMF" in a stylized, italicized font where the "i" and "t" are lowercase and "SMF" are uppercase.
  - EXIN - [www.exin-exams.com](http://www.exin-exams.com)  
The logo for EXIN, consisting of the word "EXIN" in a bold, blue, sans-serif font, with horizontal lines to the left of the letters.
  - Loyalist College - [www.itilexams.com](http://www.itilexams.com)  
The logo for Loyalist College, featuring a circular emblem with a red cross on a white background, surrounded by the text "LOYALIST COLLEGE" and "BELLEVILLE - ONTARIO".
  - ISEB - [www.bcs.org/iseb](http://www.bcs.org/iseb) The logo for ISEB, featuring a stylized green and blue figure resembling a person or a letter 'i' next to the text "iseb" in a lowercase, sans-serif font.
  - Pink Elephant – V3: <https://www.pinkelephant.com/en-US/AboutPink/Information+Central.htm>
    - [http://blogs.pinkelephant.com/index.php/?/troy/comments/itil\\_v3\\_the\\_past\\_and\\_the\\_future/](http://blogs.pinkelephant.com/index.php/?/troy/comments/itil_v3_the_past_and_the_future/)

# Official ITIL Resources – additional



- **ITIL Refresh Newsletters - TSO**  
[www.best-management-practice.com/ITILRefreshRegister](http://www.best-management-practice.com/ITILRefreshRegister)  
[www.ital.co.uk/ITIL\\_Refresh%20News\\_1st\\_Edition.pdf](http://www.ital.co.uk/ITIL_Refresh%20News_1st_Edition.pdf)
- **ITIL Certification Management Board (ICMB) Message**  
[www.ital.co.uk/icmb.htm](http://www.ital.co.uk/icmb.htm)
- **ITIL Accreditation Pyramid Handout & ITIL Press Center**  
[www.ital-officialsite.com/home/home.asp](http://www.ital-officialsite.com/home/home.asp)
- **ITIL Official Site (APMG)** [www.ital-officialsite.com](http://www.ital-officialsite.com)
- **Factsheet: ITIL Refresh - The Impact on Examinations** [www.ital.co.uk/car4.htm](http://www.ital.co.uk/car4.htm)
- **ITIL Refresh Scope and Development Plan** [www.ital.co.uk/scope\\_web.pdf](http://www.ital.co.uk/scope_web.pdf)
- **ITIL Communication Update** [www.ital.co.uk/comms.htm#cat1](http://www.ital.co.uk/comms.htm#cat1)



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