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Differences between ITIL® V2 and ITIL® V3 with Respect to Service Strategy and Service Design

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Abstract. Since the release of the latest version of ITIL® v3 - 2011 edition, several years have passed. Nevertheless the question of differences between versions and editions remains up-to-date. The main reason is the large diversity of business environment and culture (company size, use of ICT, company strategy and policy etc.). Therefore article discusses the differences between the last two versions of ITIL®. It is especially focused on changes in publications dealing with service strategy and service design. The aim of this paper is to provide an overview of differences and changes, and thus simplify decision making for implementing ITIL® practices.

Keywords: ITIL, Service Strategy, Service Design, Changes in ITIL, Life Cycle, Service Management.
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INTRODUCTION

Due to the widespread of information and communication technologies, which today affects absolutely all human activity is absolutely necessary to manage all ICT. The ITIL® framework has deal whit this issue with more than 20 years of experience.

ITIL® is a collection of books in the form of extensive and widely available guidance for IT service management. The main goal of ITIL is to improve the quality of IT services. This applies primarily to the operation of information technology. ITIL does not cover the area of production, finance and IS security.

As the key ITIL® publications is marked five books. Each of the book is one phase of the life cycle and describes the relevant principles, processes, functions, organizational and technological aspects and other relevant topics.

Service Strategy represents the basic aims and objectives. Service Design, Service Transition and Service Operation, represent proposals, changes and their implementation and operation. Continual Service Improvement is used to control and monitor services and it allows the company to deliver services of the highest possible quality to end customer.

CHANGES IN KEY PUBLICATIONS

All key publications are again translated into 6 basic languages. The glossary, which is translated into next 23 languages, including Czech and Slovak, is also changed. Totally there are added 55 new terms, nearly 30 terms is completely removed and about 80 terms have changed and update the text - definitions. This change led to the unification of terminology used in all publications, which are all written by different authors. These changes have been applied consistently in all publications and so they are excluded different interpretations of the terms in the Glossary and in the publications.

Changes and corrections made in the latest version of ITIL® can be divided into several categories:

- Bug fixes
- Edit text and images
- Addition of examples and simplified explanation
- Organizational structure is presented as an example - not as an ordering like in ITIL v2
- Edit, add / exclusion and formalization of processes
- Addition / consolidation process roles
- Adding links to other framework models, standards, best practices or quality systems

Service Strategy

This publication underwent the most changes. It is focused on the definition of business strategies and services. Actualization mainly involves both reformulation of majority part of the text and modification of the most illustrations. The largest and currently the main change is the addition of new processes.

The newly defined process responsible for creating strategy is called *Strategy management for IT services*. It is intended to assess the service that provider offers, capabilities and competitors as well as current and potential market spaces in order to develop a strategy to serve customers. Once the strategy has been defined, Strategy Management for IT Services is also responsible for ensuring the implementation of the strategy. Moreover, it defines the different meanings of corporate strategy / business strategy and IT strategy. The business strategy determines the IT strategy. On the other hand, the IT strategy supports the business strategy. Finally it contains detailed explanation of the BSM and definition of process activity.

To manage the portfolio service, there is process *Service Portfolio Management* which ensures whether the service provider has the right mix of services to meet required business outcomes at an appropriate level of investment.

Another process is *Financial Management for IT Services*, which focus is to manage the service that provider budgets, accounting and charging requirements. It contains formal reintroduction of sub-processes (accounting, budgeting, and charging), including cost models and categories. Further there is explained difference between terms: Enterprise Financial management and financial management for IT Services. More detailed description of the cost / revenue centres, funding, and definitions of workflow is also a part of this process. Finally, it mentions that ROI should be determined at the level of the business, not IT.

The last process is *Business Relationship Management* which is determined to maintain a positive relationship with customers. This process identifies the needs of existing and potential customers and ensures that appropriate services are developed to meet those needs. It is also focused on managing relationships with the business, including the management of complaints and compliments. Finally it contains explanation of the differences for various service providers.

Service Design

There are some minor technical or content changes. A single major change is the addition of a completely new process, *Design Coordination*, which is responsible for the entire design services and the creation of SDP (Service Design Package); thus, it is intended to coordinate all service design activities, processes and resources. Design coordination also ensures the consistent and effective design of new or changed IT services, service management information systems, architectures, technology, processes, information and metrics. Further, there is used CSI (Continual Service Improvement) process.

The term BSM (Business Service Management) has been omitted as a concept; it only left as a definition. There was also a consistent reflection of the concept of "five aspects of SD." This is not just about service design (new or existing), but also about management information systems and software tools (especially portfolio of services), technical infrastructure and infrastructure management systems, processes, measurements and metrics.

Another process is *Service Catalogue Management*. This process is intended to ensure that a Service Catalogue is produced and maintained and that it contains accurate information on all operational services and those being prepared to be run operationally

Negotiation of *Service Level Agreements* with the customers and design of services according to the agreed service level targets is ensured by Service Level Management, which is also responsible for ensuring that all Operational Level Agreements and Underpinning Contracts are appropriate. Further, it is responsible for monitoring and reporting on service levels. This process is almost unchanged. It is bound to BRM and it solves complaints and praises.

Capacity Management process deals with ensuring the capacity of IT services and the IT infrastructure which will be able to deliver the agreed service level targets in a cost effective and timely manner. Capacity Management considers all resources required to deliver the IT service, and plans for short, medium and long term business requirements. Change is mainly in workflow. Further, the process is bound on CMIS (Contract Management Information System).

Further process, which was slightly modified in the process workflow, is *Information Security Management*. This process is intended to ensure the confidentiality, integrity and availability of an organization's information, data and IT services.

Supplier management ensures that all contracts with suppliers support the needs of the business, and that all suppliers meet their contractual commitments. SCD (Supplier and Contract Database) is replaced by SCMIS (Supplier and Contract Management Information System).

The last two processes, *IT Service Continuity Management* and *Availability Management*, were not changed. The first deals with management of risks that could seriously impact IT services. ITSCM ensures that the IT service provider can always provide minimum agreed Service Levels, by reducing the risk from disaster events to an acceptable level and planning for the recovery of IT services. ITSCM should be designed to support Business Continuity Management. The latter definesanalyses, plan, measure and improve all aspects of the availability of IT services. Availability Management is responsible for ensuring that all IT infrastructure, processes, tools, roles etc. are appropriate for the agreed availability targets.

Newly, the book is focused on synchronizing with the SS - in the previous version of ITIL ® v2 was a lot of inconsistent or missing parts. There are mainly binding process SLM (Service Level Management) and SCM (Service Catalogue Management) process on BRM (Business Relationship Management) process.

Conclusion

Even though the ITIL ® is updated to version 3 since 2011, there remain many companies and IT managers who still hold the ITIL ® v2. It is not easy to say which of these versions is better.Tab. 1 summarizes and compares intentions of last two versions.

TABLE 1. Intentions

Intention	ITIL® v2	ITIL® v3	Note
Consistent structure and better navigation	60%	85%	Actually occurred in the edition of 2011 to achieve this goal.
Preserving the original concepts of SD and SS v2	95%	90%	Decrease compared with the previous version.
Reflection of the service lifecycle	95%	100%	Probably fulfilled.
Organizational structures and models of service management	60%	75%	Partially fulfilled. Organizational structures are available. Models of Service Management are discussed more theoretically.
Treatment of different cultures in companies	40%	50%	Incomplete. ITIL is rather designed for Enterprises (Western Europe, USA).
References to other practices, standards and control framework	95%	100%	Complete.
Examples of case studies, templates and implementation packages	40%	50%	Partially available online, not in key publications. Missing examples of project plans for the implementation process. Missing a larger number of case studies and procedural map.
ITIL ® in multiple source environment	50%	60%	Processed rather theoretically. In ITIL® v3 added cloud only in form of definitions.
Scalability	30%	50%	ITIL® is primarily focused on enterprises. The book Small Scale Implementation.
Non-prescriptive standard	95%	90%	Fulfilled except SKMS or CMS. More links definitions between processes.
Authors quality	95%	100%	Professional project management for ITIL refresh and ITIL® v3 update.
Improvement of terms and definitions	70%	95%	Great improvement over the previous version.

IT Governance - basic principles and reference	60%	80%	Fulfilled at the level of definitions and links to external reference.
Improving awareness and marketing	100%	105%	ITIL® no longer needs.
Improving recommendations for tools	30%	40%	Still very imperfect - recommendations do not reflect the situation with the tools on the market.
Key performance metrics	50%	95%	Partially applicable ITIL SW Scheme. Almost fulfilled. For some metrics is not clear how to measure - CSF (Critical Success Factor) has no recommended minimum or maximum values.
Reduce number of key publications and increase number of support publications	10%	0%	Number of key publications decreased, but the content is more extensive than previous versions.
The integrated process model (SM model)	20%	0%	Included in the publication ITIL Introduction - useless in practice. Linearity of serially linked processes in various stages of the life cycle - this part of the ITIL v3 completely dropped.

A typical problem which negatively affected ITIL® is the problem in implementation. ITIL® terminology is accepted by people from IT operations, but not from development (IS development) - Configuration Management and Release Management in the development have a completely different meaning. Implementation is taken rigidly – it is proceed by method of cover all processes, regardless of the business requirements, budget limitations, the availability of human resources and their knowledge / experience.

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