TECHNICAL REPORT

ISO/IEC TR 20000-11

First edition
2015-12-15

Information technology — Service management —

Part 11: Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: ITIL®

Technologies de l'information — Gestion des services —

Partie 11: Relations entre ISO/IEC 20000-1:2011 et les référentiels de gestion de service: ITIL®

Reference number
ISO/IEC TR 20000-11:2015(E)

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Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT), see the following URL: Foreword – Supplementary information.

The committee responsible for this document is ISO/TC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance*.

ISO/IEC 20000 consists of the following parts, under the general title *Information technology — Service management*:

— *Part 1: Service management system requirements*

— *Part 2: Guidance on the application of service management systems*

— *Part 3: Guidance on scope definition and applicability of ISO/IEC 20000–1*

— *Part 4: Process reference model* [Technical Report]

— *Part 5: Exemplar implementation plan for ISO/IEC 20000–1*

— *Part 9: Guidance on the application of ISO/IEC 20000–1 to cloud services* [Technical Report]

— *Part 10: Concepts and terminology* [Technical Report]

— *Part 11: Guidance on the relationship between ISO/IEC 20000–1:2011 and service management frameworks: ITIL®*[1)], [Technical Report]

The following parts are under preparation:

— *Part 6: Requirements for bodies providing audit and certification of service management systems*

— *Part 8: Guidance on the application of service management systems for smaller organizations*

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— *Part 12: Guidance on the relationship between ISO/IEC 20000–1:2011 and service management frameworks: CMMI-SVC®*[2] [Technical Report]

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Introduction

This part of ISO/IEC 20000 can assist readers in relating the requirements specified in ISO/IEC 20000–1:2011 to supporting text in one of the most commonly used service management frameworks, ITIL. Service providers can refer to this guidance as a cross-reference between the two documents to help them plan and implement a service management system (SMS).

A description of the purpose and content of both publications is followed by a table showing high-level correlations between ITIL and clauses in ISO/IEC 20000–1:2011. Annex A provides a comparison of terms and definitions. Annex B provides information on the ITIL text that correlates with requirement clauses of ISO/IEC 20000–1:2011.

ISO/IEC 20000–1:2011 is the International Standard for service management and specifies requirements which can be used as the basis of a conformity assessment. ISO/IEC 20000–1:2011 can be used in different ways, including:

a) as a source of requirements for service providers on the design, transition, delivery and improvement of services and service management capabilities;

b) to establish a consistent approach for an organization to use with all of its service providers, including those in its supply chain;

c) as an unbiased basis to assess, measure and report service delivery and management capabilities including performance of specific service management processes;

d) as a set of criteria for audit and assessment of a service provider's SMS, including service management processes.

ISO/IEC 20000–1:2011 specifies an integrated process approach when the service provider plans, establishes, implements, operates, monitors, reviews, maintains and improves a service management system (SMS). The services can be delivered to internal or external customers or a combination of both. ISO/IEC 20000–1:2011 requires the application of the methodology known as "Plan–Do–Check–Act" (PDCA) to all parts of the service management system (SMS) and the services. Other parts of ISO/IEC 20000 provide supporting guidance.

ITIL is defined in the ITIL Glossary as:

"A set of best-practice publications for IT service management. Owned by Axelos, ITIL gives guidance on the provision of quality IT services and the processes, functions and other capabilities needed to support them. The ITIL framework is based on a service lifecycle and consists of five lifecycle stages (service strategy, service design, service transition, service operation and continual service improvement), each of which has its own supporting publication. There is also a set of complementary ITIL publications providing guidance specific to industry sectors, organization types, operating models and technology architectures. See https://www.axelos.com/best-practice-solutions/itil *for more information."*

AXELOS has agreed on the development of this Technical Report. ITIL®, including the ITIL Glossary, is owned by AXELOS.

ITIL is organized around a service lifecycle framework and provides detailed guidance gathered from practical industry experience.

Service providers can implement and improve their SMS using the requirements specified in ISO/IEC 20000–1:2011, the guidance in the other parts of ISO/IEC 20000 and ITIL. Both ISO/IEC 20000 and ITIL provide guidance to identify, plan, design, deliver and improve services that deliver value to the business and its customers. A service provider can adopt ITIL processes to enable them to plan, deliver and manage their services in alignment with the requirements specified in ISO/IEC 20000–1:2011. Other guidance can also be used to support ISO/IEC 20000–1:2011.

Information technology — Service management —

Part 11: Guidance on the relationship between ISO/IEC 20000-1:2011 and service management frameworks: ITIL®

1 Scope

This part of ISO/IEC 20000 is a Technical Report that provides guidance on the relationship between ISO/IEC 20000–1:2011 and a commonly used service management framework, ITIL. It can be used by any organization or person wishing to understand how ITIL can be used with ISO/IEC 20000–1:2011, including:

a) a service provider that has demonstrated or intends to demonstrate conformity to the requirements specified in ISO/IEC 20000–1:2011 and is seeking guidance on the use of ITIL to establish and improve an SMS and the services;

c) a service provider that already uses ITIL and is seeking guidance on how ITIL can be used to support efforts to demonstrate conformity to the requirements specified in ISO/IEC 20000–1:2011;

d) an assessor or auditor who wishes to understand the use of ITIL as support to achieve the requirements specified in ISO/IEC 20000–1:2011.

The correlations provided in this part of ISO/IEC 20000 are for ISO/IEC 20000–1:2011 and ITIL–2011.

Clause 4 describes how ITIL can support the demonstration of conformity to ISO/IEC 20000–1:2011. Clause 5 relates chapters in ITIL to clauses in ISO/IEC 20000–1:2011. The tables in Annex A and Annex B relate terms, clauses and processes in ISO/IEC 20000–1:2011 to ITIL.

2 Normative references

The following document, in whole or in part, is normatively referenced in this document and is indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 20000–1:2011, *Information technology — Service management — Part 1: Service management system requirements*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 20000–1:2011 apply.

4 Use of ISO/IEC 20000–1:2011 and ITIL

4.1 Introduction to ISO/IEC 20000–1:2011

ISO/IEC 20000–1:2011 specifies requirements for an SMS that can be used for improvement, benchmarking and as the basis for a conformity assessment of a service provider's SMS.

ISO/IEC 20000–1:2011, Clause 4, specifies the general requirements for an SMS. In ISO/IEC 20000–1:2011, Clauses 5 to 9, it specifies the requirements for the service management processes, as shown in Table 1.

Table 1 — Service management processes in ISO/IEC 20000–1:2011

Process group	Clause	Process
—	5	Design and transition of new or changed services
Service delivery processes	6	Service-level management Service reporting Service continuity and availability management Budgeting and accounting for services Capacity management Information security management
Relationship processes	7	Business relationship management Supplier management
Resolution processes	8	Incident and service request management Problem management
Control processes	9	Configuration management Change management Release and deployment management

ISO/IEC 20000–1:2011 requires the application of the methodology known as "Plan–Do–Check–Act" (PDCA) to all parts of the service management system (SMS) and the services. Figure 1 illustrates how the PDCA methodology can be applied to the SMS, including the service management processes specified in ISO/IEC 20000–1:2011, Clauses 5 to 9 and the services.

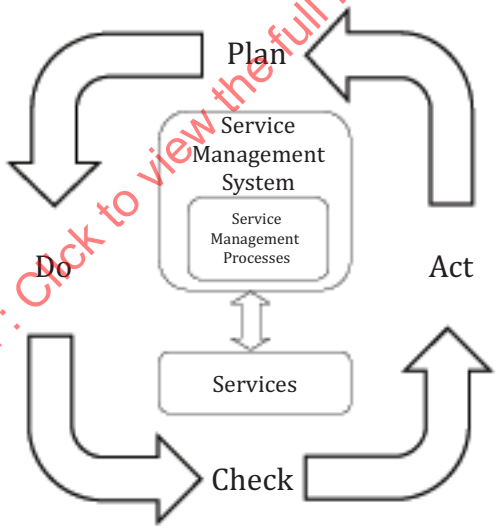

Figure 1 — PDCA methodology applied to service management

Figure 2 illustrates an SMS, including the service management processes. The service management processes and the interfaces between them can be implemented in different ways by different service providers. The nature of the relationship between a service provider and the customer, the business objectives and the scope of the SMS will influence how the service management processes are implemented.

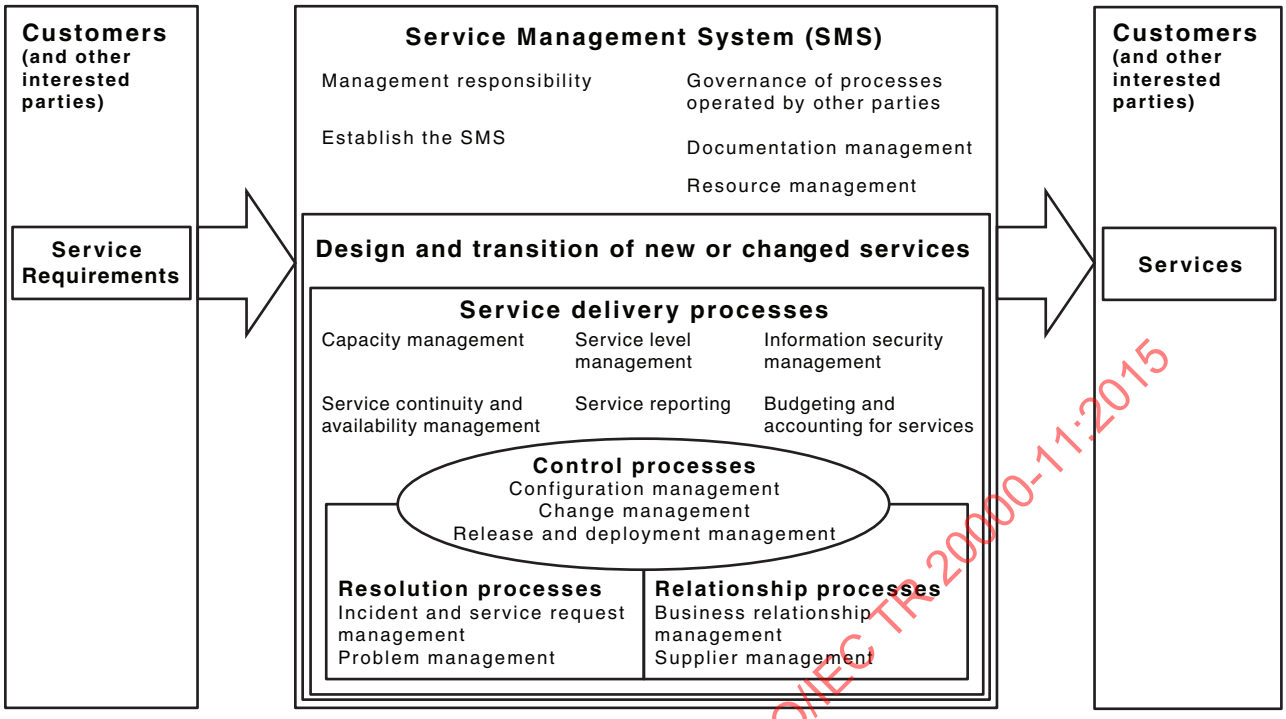

Figure 2 — Service management system

ISO/IEC 20000–1:2011 supports the integration of an SMS with other management systems in the service provider's organization. The adoption of an integrated process approach and a PDCA based methodology enables the service provider to align or fully integrate multiple management system standards. For example, an SMS can be integrated with a quality management system based on ISO 9001 or an information security management system based on ISO/IEC 27001.

ISO/IEC 20000 contains requirements in ISO/IEC 20000–1:2011 and guidance in other parts. ISO/IEC 20000–2:2012 is an important reference for a service provider implementing the requirements specified in ISO/IEC 20000–1:2011. Guidance on how an organization can implement ISO/IEC 20000–1:2011 in phases is provided in ISO/IEC TR 20000–5. Guidance on how to define the scope of an SMS and how to determine applicability to achieve conformity to the requirements specified in ISO/IEC 20000–1:2011 is provided in ISO/IEC 20000–3:2012. Guidance is also provided in the other parts of ISO/IEC 20000. The service provider can also use a combination of other guidance and its own experience. One example of other guidance is ITIL.

To demonstrate conformity to ISO/IEC 20000–1:2011, the service provider should implement an SMS that encompasses the following:

a) the SMS general requirements, specified in ISO/IEC 20000–1:2011, Clause 4, demonstrating management commitment, governance of processes operated by other parties, management of documentation and management of resources. These requirements include the operation of continual improvement of the SMS using the PDCA methodology;

b) management of service lifecycles including the design, development and transition of new services, changing services, closure of services or transfer of services to others in a controlled manner, as specified in ISO/IEC 20000–1:2011, Clause 5;

c) for the service management processes specified in ISO/IEC 20000–1:2011, Clause 5 to 9, all processes should be in place and their documented and measurable performance should demonstrate conformance with the requirements detailed in these clauses.

4.2 Introduction to ITIL

ITIL provides guidance to service providers on the provision of services and on the processes, functions and other capabilities needed to support the services. ITIL can be used to support the design, development and implementation of service management processes as part of an SMS.

ITIL is a service management framework based on five ITIL core service lifecycle publications: Service Strategy, Service Design, Service Transition, Service Operation, and Continual Service Improvement. Each publication provides part of the guidance to support an integrated approach as required by ISO/IEC 20000–1:2011.

ITIL does not contain requirements for use in a conformity assessment because it is a best–practice framework and implementation should be customized to individual requirements. The use of ITIL should be guided by the service provider's service management policies, objectives and plans.

ITIL can be adapted to support various business environments, individual organizations and situations. For example in larger organizations, a process or function can be performed across many departments or several functions can be combined into one organizational unit, e.g. the service desk. In smaller organizations one person can perform multiple functions or participate in multiple processes.

The 26 processes and four functions of ITIL are summarized in Table 2.

Table 2 — ITIL lifecycle stages, processes and functions

Lifecycle stages	Processes	Functions
Service Strategy	Strategy management for IT services Service portfolio management Financial management for IT services Demand management Business relationship management	
Service Design	Design coordination Service catalogue management Service-level management Availability management Capacity management IT service continuity management Information security management Supplier management	
Service Transition	Transition, planning and support Change management Service, asset and configuration management Release and deployment management Service validation and testing Change evaluation Knowledge management	
Service Operation	Event management Incident management Request fulfilment Problem management Access management	Service desk Technical management IT operations management Application management

Table 2 *(continued)*

Lifecycle stages	Processes	Functions
Continual Service Improvement (CSI)	Seven-step improvement process	

In ITIL, service reporting is not a process, but an activity to be carried out across many processes.

ITIL guidance covers how to define the roles and responsibilities required to undertake the processes and activities involved in each lifecycle stage. The processes are primarily covered in connection with one lifecycle stage but they are used across lifecycle stages. ITIL provides advice on defining roles and assigning roles to individuals within an appropriate organization structure of teams, groups or functions. One person can have more than one role.

The ITIL Service Operation publication defines four functions that illustrate how service management can work in practice. The other core ITIL publications do not define any functions in detail but they do rely on the technical and application management functions described in ITIL Service Operation. Technical and application management provide the technical resources and expertise to support the whole service lifecycle, and practitioner roles within a particular lifecycle stage can be performed by members of these functions.

4.3 Relationship between ISO/IEC 20000–1:2011 and ITIL

ISO/IEC 20000–1:2011 and ITIL are not based on each other, but they have features in common and there are relationships between the two. There is a strong correlation between most of the ITIL–2011 guidance and requirements in ISO/IEC 20000–1:2011. Any differences are generally related to their purpose, format, structure, style and detail.

Using ISO/IEC 20000–1:2011 and ITIL together can support service providers intending to implement and derive the benefits from service management.

For service providers that wish to demonstrate conformance with the requirements specified in ISO/IEC 20000–1:2011, ITIL can be a starting point. Implementation teams can take the basic principles and approaches suggested by ITIL and adapt the framework to their service management objectives, organizational structure, existing roles and culture. For example, ITIL is a source for identifying key performance indicators for processes. As improvements are implemented, the ITIL framework can be used for ideas on measures and performance indicators to expand the SMS measurement and reporting capabilities.

As ISO/IEC 20000 specifies the critical aspects of service management, it can be used as an approach to navigate through the critical parts of service management frameworks such as ITIL. This can be achieved by looking at the ISO/IEC 20000 requirements and guidance then examining the more detailed guidance that can be found in the framework(s) of choice. This approach can therefore help service providers to identify and establish a solid foundation for service management that can be continually improved upon. Once the processes have been implemented, the service provider can do a gap assessment to see what improvements can be implemented.

Service improvement projects can include modifying or updating documented processes. Using the correlations in the annexes of this part of ISO/IEC 20000, the ITIL framework can be applied to find an extensive explanation of specific elements of the ISO/IEC 20000–1:2011 processes. By carefully reviewing and analyzing relevant sections of the ITIL framework, a service provider can better understand how to design, integrate or improve the ISO/IEC 20000–1:2011 process in question. The service provider can also use ITIL to consider and prioritize possible improvements to existing practices.

5 High-level correlation of ITIL to ISO/IEC 20000–1:2011 Clauses

A summary of the correlation between the main sections in the ITIL core publications to the ISO/IEC 20000–1:2011 subclauses is shown in Tables 3, 4, 5 and 6. This summary is derived from Annex B.

Annex A compares terminology and Annex B provides a correlation of ISO/IEC 20000–1:2011 to ITIL. The tables do not attempt to show the correlation between every topic in ITIL to ISO/IEC 20000–1:2011.

Process areas and clauses where there is a correlation between ITIL and ISO/IEC 20000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++] a strong correlation is present. This approach provides an overall sense of how the two documents are correlated. The different levels of granularity and structure between ITIL and ISO/IEC 20000–1:2011 mean the correlations are open to different interpretations. There can be other views on the strength of a given correlation.

There are correlations between ISO/IEC 20000–1:2011 clauses and ITIL process chapters in their titles (for example, ISO/IEC 20000–1:2011, 8.2, Problem management and ITIL Problem Management). There are also many correlations between other process areas (for example, ISO/IEC 20000–1:2011, 9.2, Change management, is referenced in many of the ITIL process areas as well as the ITIL Change Management process).

The more general requirements specified in ISO/IEC 20000–1:2011, Clause 4 cover the overarching concepts of the SMS. The requirements specified in ISO/IEC 20000–1:2011, Clause 5 cover the design and transition of new or changed services. The coverage of ISO/IEC 20000–1:2011, Clauses 4 and 5 is spread across multiple chapters of the ITIL material. ISO/IEC 20000–1:2011, Clauses 6 to 9 are generally well correlated to specific process chapters within each of the ITIL core publications.

Some of the specific support for ISO/IEC 20000–1:2011 throughout the ITIL publications is focused in the following areas.

a) All ITIL core publications include the ITIL Glossary. In Annex A, terms defined in the ITIL Glossary are compared with the terms defined in ISO/IEC 20000–1:2011, Clause 3. Annex A also identifies terms defined in the ITIL Glossary and used in ISO/IEC 20000–1:2011 without a special definition, but rather, used with their common English dictionary definitions.

b) All ITIL core publications have common chapters with the same content, as listed in Table B.1, that also generally support ISO/IEC 20000–1:2011, Clause 4.

c) All ITIL core publications have chapters with the same title, but lifecycle stage-specific content, such as the following:

   1) Chapter 3 — [Service lifecycle stage] principles;

   2) Chapter 6 — Organizing for [service lifecycle stage];

   3) Chapter 7 — Technology considerations;

   4) Chapter 8 — Implementing [service lifecycle stage];

   5) Chapter 9 — Challenges, risks and critical success factors;

NOTE ITIL text in this part of ISO/IEC 20000 is shown in a different font and in *italics*.

Table 3 — High–level correlation of ITIL–2011 and ISO/IEC 20000–1:2011, Clause 4

ITIL Title	ITIL Process/Practice[a]	ISO/IEC 2000–1:2011 subclause								
		Management responsibility	Governance of process operated by other parties	Document management	Resource management	Define scope	Plan[b]	Do[c]	Check[d]	Act[e]
		4.1	4.2	4.3	4.4	4.5.1	4.5.2	4.5.3	4.5.4	4.5.5
All core publications	*2 Service management as a practice*	++		+			+			
	4.x.4.1 Policies, principles and basic concepts	+								
	4.x.6 Triggers, inputs and outputs			+						
	9.3 Critical success factors								+	
	Appendix Risk assessment and management							+		
Service Strategy	*1.1 Overview*	++								
	3 Service strategy principles	++	+	+		+				
	4.1 Strategy management for IT services	++				+	++	+	++	
	4.2 Service portfolio management			+		+		+	+	
	4.3 Financial management for IT services							+	+	
	4.4 Demand management				++			+	+	
	4.5 Business relationship management							+	+	
	5 Service strategy, governance and ITSM implementation strategies	+					++		++	
	6 Organizing for service strategy	++			+		+			
	8 Implementing service strategy	+								
	9 Challenges, risks and critical success factors	+							+	
Service Design	*3 Service design principles*			+		+	+			
	4.1 Design coordination							+	+	
	4.2 Service catalogue management			++				+	+	
	4.3 Service-level management		+	+				+	+	

[a] Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++}, a strong correlation is present.

[b] Plan the SMS.

[c] Implement and operate the SMS.

[d] Monitor and review the SMS.

[e] Maintain and improve the SMS.

Table 3 *(continued)*

ITIL Title	ITIL Process/Practice[a]	ISO/IEC 2000–1:2011 subclause								
		Management responsibility	Governance of process operated by other parties	Document management	Resource management	Define scope	Plan[b]	Do[c]	Check[d]	Act[e]
		4.1	4.2	4.3	4.4	4.5.1	4.5.2	4.5.3	4.5.4	4.5.5
	4.4 Availability management							+	+	
	4.5 Capacity management				++			+	+	
	4.6 IT service continuity management							+	+	
	4.7 Information security management			+				+	+	
	4.8 Supplier management		+					+	+	
	5 Common service operation activities					+				
	6 Organizing for service design				+		+			
	9 Challenges, risks and critical success factors								+	
	Appendix C Process documentation template			+						
Service Transition	*3 Service transition principles*				+					
	4.1 Transition planning and support							+	+	
	4.2 Change management							+	+	
	4.3 Service asset and configuration management	+		+				+	+	
	4.4 Release and deployment management							+	+	
	4.5 Service validation and testing							+	+	
	4.6 Change evaluation							+	+	
	4.7 Knowledge management			++				+	+	
	5.1 Managing people through service transitions	+								
	6 Organizing for service transition						+			
	9 Challenges, risks and critical success factors								+	
Service Operation	*3 Service operation principles*	+		+				++		

[a] Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++}, a strong correlation is present.

[b] Plan the SMS.

[c] Implement and operate the SMS.

[d] Monitor and review the SMS.

[e] Maintain and improve the SMS.

Table 3 *(continued)*

ITIL Title	ITIL Process/Practice[a]	ISO/IEC 2000–1:2011 subclause								
		Management responsibility	Governance of process operated by other parties	Document management	Resource management	Define scope	Plan[b]	Do[c]	Check[d]	Act[e]
		4.1	4.2	4.3	4.4	4.5.1	4.5.2	4.5.3	4.5.4	4.5.5
	4.1 Event management							+	+	
	4.2 Incident management							+	+	
	4.3 Request fulfillment							+	+	
	4.4 Problem management							+	+	
	4.5 Access management							+	+	
	6 Organizing for service operation				+		+			
	8 Implementation of service operation							++		
	9 Challenges, risks and critical success factors								+	
	Appendix B Communications in service operation	++								
CSI	*3 Continual service improvement principles*	+		+						++
	4.1 The seven-step improvement process	+					+	++	++	++
	5 Continual service improvement methods and techniques								++	++
	6 Organizing for continual service improvement				+		+			
	8 Implementing continual service improvement	+						+		
	9 Challenges, risks and critical success factors								+	

a Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++], a strong correlation is present.

b Plan the SMS.

c Implement and operate the SMS.

d Monitor and review the SMS.

e Maintain and improve the SMS.

Table 4 — High-level correlation of ITIL–2011 and ISO/IEC 20000–1:2011, Clause 5

ITIL Title	ITIL Process/Practice[a]	ISO/IEC 20000–1:2011 subclause			
		General	Plan new or changed services	Design and development of new or changed services	Transition of new or changed services
		5.1	5.2	5.3	5.4
Service Strategy	*3.4 How to define services*		++		
	4.1 Strategy management for IT Services				

Table 4 *(continued)*

ITIL Title	ITIL Process/Practice[a]	ISO/IEC 20000–1:2011 subclause			
		General	Plan new or changed services	Design and development of new or changed services	Transition of new or changed services
		5.1	5.2	5.3	5.4
	4.2 Service portfolio management		++		
	4.3 Financial management for IT services		++		
	4.4 Demand management		+		
	4.5 Business relationship management		++		
Service Design	*3.11 Service design principles*	+		++	
	4.1 Design coordination		++	++	
	4.2 Service catalogue management			+	
	4.3 Service-level management			+	
	4.4 Availability management			+	
	4.5 Capacity management			+	
	4.6 IT service continuity management			+	
	4.7 Information security management			+	
	4.8 Supplier management			+	
	Appendix A The service design package	+	++	++	
	Appendix B Service acceptance criteria (example)	+	++		++
Service Transition	*4.1 Transition planning and support*		++		++
	4.2 Change management	++	+		
	4.3 Service asset and configuration management		+		
	4.4 Release and deployment management				++
	4.5 Service validation and testing		+		++
	4.6 Change evaluation	+	+		++
	4.7 Knowledge management				
	5.2 Managing organization and stakeholder change		+		
	5.3 Stakeholder management		+		
	6.3 Organizational context for transitioning a service				++
Service Operation	*3.4.2 Operation staff involvement in other service lifecycle stages*				+
	4.1 Event management				
	4.2 Incident management				
	4.3 Request fulfillment				
	4.4 Problem management				
	4.5 Access management				
CSI	*4.1 The seven–step improvement process*		+	++	

[a] Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++}, a strong correlation is present.

Table 5 — High-level correlation of ITIL–2011 and ISO/IEC 20000–1:2011, Clauses 6 and 7

ITIL Title	ITIL Process/ Practice[a]	ISO/IEC 20000–1:2011 subclause							
		Service level management	Service reporting	Service continuity and availability management	Budgeting and accounting for services	Capacity management	Information security management	Business relationship management	Supplier management
		6.1	6.2	6.3	6.4	6.5	6.6	7.1	7.2
Service Strategy	*3.5 Service strategy principles — strategies for customer satisfaction*							++	
	3.6.2 Service strategy principles — Service economics — Business impact analysis			+					
	4.1 Strategy management for IT Services								
	4.2 Service portfolio management								
	4.3 Financial management for IT services		++		++				
	4.4 Demand management		+						
	4.5 Business relationship management		++					++	
	6 Organizing for service strategy — business relationship management roles							++	
Service Design	*3.7 Service design principles — Design aspects*		+						
	4.1 Design coordination								
	4.2 Service catalogue management	++							
	4.3 Service-level management	++	++						
	4.4 Availability management		+	++					
	4.5 Capacity management		++			++			
	4.6 IT service continuity management		++	++					
	4.7 Information security management		+				++		
	4.8 Supplier management		+						++
	6 Organizing for service design — supplier management roles								++
	Appendix F Service catalogue example	++							

[a] Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++}, a strong correlation is present.

Table 5 *(continued)*

ITIL Title	ITIL Process/ Practice[a]	ISO/IEC 20000–1:2011 subclause							
		Service level management	Service reporting	Service continuity and availability management	Budgeting and accounting for services	Capacity management	Information security management	Business relationship management	Supplier management
		6.1	6.2	6.3	6.4	6.5	6.6	7.1	7.2
	Appendix G Sample service-level agreement and operational level agreement	++							
	Appendix I Example of the contents of a statement of requirements and/or invitation to tender								++
	Appendix K Typical contents of a recovery plan			++					
Service Transition	*4.1 Transition planning and support*		+						
	4.2 Change management	+	++						
	4.3 Service asset and configuration management		+						
	4.4 Release and deployment management		++						
	4.5 Service validation and testing		+						
	4.6 Change evaluation		+						
	4.7 Knowledge management		+						
Service Operation	*4.1 Event management*		++	++		++			
	4.2 Incident management		++				++		
	4.3 Request fulfillment	+	++						
	4.4 Problem management		+						
	4.5 Access management		+	+			++		
	Appendix B.9 Communication with users and customers							++	
CSI	*4.1 The seven-step improvement process*		++						
	5.7 CSI methods and techniques — Service reporting		++						
	5.8 CSI and other service management processes			+					

[a] Process areas and clauses where there is a correlation between ITIL and ISO/IEC 2000–1:2011 clauses are annotated [+]. Where a correlation is annotated [++}, a strong correlation is present.

Table 6 — High-level correlation of ITIL–2011 and ISO/IEC 20000–1:2011, Clauses 8 and 9

ITIL Title	ITIL Process/Practice	ISO/IEC 20000–1:2011 subclause				
		Incident and service request management [++]	Problem management [++]	Configuration management [++]	Change manage-ment [++]	Release and deploy-ment management [++]
		8.1	8.2	9.1	9.2	9.3
Service Strategy	*4.1 Strategy management for IT Services*					
	4.2 Service portfolio management					
	4.3 Financial management for IT services			+		
	4.4 Demand management					
	4.5 Business relationship management					
	[Other ITIL topics]					
Service Design	*4.1 Design coordination*					
	4.2 Service catalogue management					
	4.3 Service-level management					
	4.4 Availability management					
	4.5 Capacity management					
	4.6 IT service continuity management					
	4.7 Information security management					
	4.8 Supplier management					
	[Process area cross-reference]					
	[Other ITIL topics]					
Service Transition	*4.1 Transition planning and support*	+				
	4.2 Change management	+	+		++	
	4.3 Service asset and configuration management			++		
	4.4 Release and deployment management					++
	4.5 Service validation and testing				++	++
	4.6 Change evaluation				++	
	4.7 Knowledge management					
	Appendix A Description of asset types			++		
Service Operation	*4.1 Event management*	++				
	4.2 Incident management	++				
	4.3 Request fulfillment	++				
	4.4 Problem management	++	++			
	4.5 Access management					
	[Process area cross-reference][++]					
	[Other ITIL topics][+]	+				
CSI	*4.1 The seven-step improvement process*	+	+			

Annex A
(informative)

Correlation of ISO/IEC 20000–1:2011 to ITIL Terms and definitions

This Annex provides a comparison of the terms and definitions used in ISO/IEC 20000–1:2011 and those in ITIL–2011 Glossary. This comparison is shown in Table A.1 below.

Most terms in ISO/IEC 20000–1:2011 are undefined. In accordance with ISO Directives, undefined terms use their common English dictionary definitions. This use of common English dictionary definitions in ISO/IEC 20000–1:2011 facilitates understanding and translation across many languages and cultures. The correlation of terms in ISO/IEC 20000–1:2011 used with a common English dictionary definition to terms specially defined in the ITIL Glossary is in Table A.2.

The definitions in the ITIL Glossary often refer to Information Technology Service Management (ITSM), whereas the definitions in ISO/IEC 20000–1:2011 are worded to apply to service management in general. The brackets in the sentence [This term is not defined in the ITIL Glossary] in Table A.1 are used where a term is not defined in ITIL.

The ITIL Glossary often includes extended explanations of concepts and practices following the initial definition. Table A.1 includes as much of the explanation as is relevant to the comparison of definitions. Quotations from ITIL are exact and include some uses of "must", which is not normally found in ISO documents.

The capitalization of ISO/IEC 20000–1:2011 text is based on normal ISO editorial rules. The capitalization of ITIL text is that used in ITIL. ITIL text is shown in a different font and in *italics*.

Table A.1 — Correlation of ISO/IEC 20000–1:2011 terms to ITIL Glossary terms

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.1 **availability** ability of a service or service component to perform its required function at an agreed instant or over an agreed period of time Note 1 to entry: Availability is normally expressed as a ratio or percentage of the time that the service or service component is actually available for use by the customer to the agreed time that the service should be available.	*availability* *Ability of an IT service or other configuration item to perform its agreed function when required. Availability is determined by reliability, maintainability, serviceability, performance and security. Availability is usually calculated as a percentage. This calculation is often based on agreed service time and downtime. It is best practice to calculate availability of an IT service using measurements of the business output.*	The definitions have the same meaning but different wording is used. ITIL also gives information that it is good practice to use measurements of the business output.
3.2 **configuration baseline** configuration information formally designated at a specific time during a service or service component's life Note 1 to entry: Configuration baselines, plus approved changes from those baselines, constitute the current configuration information. [SOURCE: ISO/IEC IEEE 24765:2010]	*configuration baseline* *The baseline of a configuration that has been formally agreed and is managed through the change management process. A configuration baseline is used as a basis for future builds, releases and changes.*	The two definitions have the same meaning but different wording is used. ISO/IEC 20000–1:2011 defines the configuration baseline by its formal designation at a specific point in time. The ITIL definition links the baseline to the change management process and gives information about how the baseline is used.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.3 **configuration item** **CI** element that needs to be controlled in order to deliver a service or services	*configuration item* *Any component or other service asset that needs to be managed in order to deliver an IT service. Information about each configuration item is recorded in a configuration record within the configuration management system and is maintained throughout its lifecycle by service asset and configuration management. Configuration items are under the control of change management. They typically include IT services, hardware, software, buildings, people and formal documentation such as process documentation and service-level agreements.*	The definitions have the same meaning but different wording is used. ITIL refers to a configuration management system, a concept that is not referred to in the ISO/IEC 20000–1:2011 definition for this term. ITIL also gives information on how configuration items are used and examples of CIs.
3.4 **configuration management database** **CMDB** data store used to record attributes of configuration items, and the relationships between configuration items, throughout their lifecycle	*configuration management database (CMDB)* *A database used to store configuration records throughout their lifecycle. The configuration management system maintains one or more configuration management databases, and each database stores attributes of configuration items, and relationships with other configuration items.*	The definitions have the same meaning but different wording is used. The ITIL definition points out that there can be more than one CMDB in a configuration management system.
3.5 **continual improvement** recurring activity to increase the ability to fulfil service requirements [SOURCE: ISO 9000:2005]	*continual service improvement* *Continual service improvement ensures that services are aligned with changing business needs by identifying and implementing improvements to IT services that support business processes.*	The meaning is the same but with one difference. The ITIL definition explains more of what is to be done. The ISO/IEC 20000–1:2011 definition is adapted from ISO 9000 to facilitate consistency between management system standards as well as integration of an SMS and a Quality Management system (QMS).
3.6 **corrective action** action to eliminate the cause or reduce the likelihood of recurrence of a detected nonconformity or other undesirable situation [SOURCE: ISO 9000:2005]	[This term is not defined in the ITIL Glossary.]	The term 'corrective action' is used in ITIL with the same meaning but not defined in the ITIL Glossary.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.7 **customer** organization or part of an organization that receives a service(s) Note 1 to entry: A customer can be internal or external to the service provider's organization. [SOURCE: ISO 9000:2005]	*customer* *Someone who buys goods or services. The customer of an IT service provider is the person or group who defines and agrees the service-level targets. The term is also sometimes used informally to mean user, for example, "This is a customer-focused organization."'*	The meaning is the same except for one difference. The ITIL definition specifies buying services but the ISO/IEC 20000–1 definition specifies receiving services. The ITIL framework differentiates between the customer as the entity that buys goods and services and agrees to service-level targets, and the informal use of the word "customer" to refer to user(s). Further, the ISO/IEC 20000–1:2011 definition refers to organization, whereas ITIL refers to person or organization purchasing the service.
3.8 **document** information and its supporting medium EXAMPLE Policies, plans, process descriptions, procedures, service-level agreements, contracts or records. Note 1 to entry: The documentation can be in any form or type of medium. Note 2 to entry: In ISO/IEC 20000, documents, except for records, state the intent to be achieved. [ISO 9000:2005]	*document* *Information in readable form. A document may be paper or electronic, for example, a policy statement, service-level agreement, incident record or diagram of a computer room layout.*	The definitions have the same meaning but different wording is used.
3.9 **effectiveness** extent to which planned activities are realized and planned results achieved [SOURCE: ISO 9000:2005]	*effectiveness* *A measure of whether the objectives of a process, service or activity have been achieved. An effective process or activity is one that achieves its agreed objectives.*	The definitions have the same meaning but different wording is used.
[a] Withdrawn.		

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.10 **incident** unplanned interruption to a service, a reduction in the quality of a service or an event that has not yet impacted the service to the customer	*incident* *An unplanned interruption to an IT service or reduction in the quality of an IT service. Failure of a configuration item that has not yet affected service is also an incident, for example, failure of one disk from a mirror set.* *event* *A change of state that has significance for the management of an IT service or other configuration item. The term is also used to mean an alert or notification created by any IT service, configuration item or monitoring tool. Events typically require IT operations personnel to take actions, and often lead to incidents being logged.*	The definitions for incident have the same meaning but different wording is used. The word "event" is used in the ISO/IEC 20000 definition in the normal English dictionary usage. In ITIL, event is also used to mean an alert or notification created by any IT service, configuration item or monitoring tool.
3.11 **information security** preservation of confidentiality, integrity and accessibility of information Note 1 to entry: In addition, other properties such as authenticity, accountability, non-repudiation and reliability can also be involved. Note 2 to entry: The term "availability" has not been used in this definition because it is a defined term in this part of ISO/IEC 20000 which would not be appropriate for this definition. [SOURCE: ISO/IEC 27000:2009][a]	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL. However, information security management is defined as "*The process responsible for ensuring that the confidentiality, integrity and availability of an organization's assets, information, data and IT services match the agreed needs of the business. Information security management supports business security and has a wider scope than that of the service provider, and includes handling of paper, building access, phone calls, etc. for the entire organization.*"
3.12 **information security incident** single or a series of unwanted or unexpected information security events that have a significant probability of compromising business operations and threatening information security [SOURCE: ISO/IEC 27000:2009][a]	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL. See "incident" in this table.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.13 **interested party** person or group having a specific interest in the performance or success of the service provider's activity(ies) EXAMPLE Customers, owners, management, people in the service provider's organization, suppliers, bankers, unions or partners. Note 1 to entry: A group can comprise an organization, a part thereof, or more than one organization. [SOURCE: ISO 9000:2005]	*stakeholder* *A person who has an interest in an organization, project, IT service, etc. Stakeholders may be interested in the activities, targets, resources or deliverables. Stakeholders may include customers, partners, employees, shareholders, owners, etc.*	The definitions have the same meaning but different wording is used.
3.14 **internal group** part of the service provider's organization that enters into a documented agreement with the service provider to contribute to the design, transition, delivery and improvement of a service or services Note 1 to entry: The internal group is outside the scope of the service provider's SMS.	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL.
3.15 **known error** problem that has an identified root cause or a method of reducing or eliminating its impact on a service by working around it	*known error* *A problem that has a documented root cause and a workaround. Known errors are created and managed throughout their lifecycle by problem management. Known errors may also be identified by development or suppliers.*	The meaning is the same except for one difference. The ITIL definition has a root cause and a workaround; the ISO/IEC 20000–1:2011 definition has a root cause or a workaround.
3.16 **nonconformity** non-fulfilment of a requirement [SOURCE: ISO 9000:2005]	[This term is not defined in the ITIL Glossary]	The term 'nonconformity' is used in ITIL, but not defined in the ITIL Glossary.
3.17 **organization** group of people and facilities with an arrangement of responsibilities, authorities and relationships EXAMPLE Company, corporation, firm, enterprise, institution, charity, sole trader, association, or parts or combination thereof. Note 1 to entry: The arrangement is generally orderly. Note 2 to entry: An organization can be public or private. [SOURCE: ISO 9000:2005]	*organization* *A company, legal entity or other institution. The term is sometimes used to refer to any entity that has people, resources and budgets, for example, a project or business unit.*	The definitions have the same meaning but different wording is used.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.18 **preventive action** action to avoid or eliminate the causes or reduce the likelihood of occurrence of a potential nonconformity or other potential undesirable situation [SOURCE: ISO 9000:2005]	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL.
3.19 **problem** root cause of one or more incidents Note 1 to entry: The root cause is not usually known at the time a problem record is created and the problem management process is responsible for further investigation.	*problem* *A cause of one or more incidents. The cause is not usually known at the time a problem record is created, and the problem management process is responsible for further investigation.*	The definitions have the same meaning but different wording is used.
3.20 **procedure** specified way to carry out an activity or a process [SOURCE: ISO 9000:2005] NOTE Procedures can be documented or not.	*procedure* *A document containing steps that specify how to achieve an activity. Procedures are defined as part of processes.*	In both ISO/IEC 20000–1:2011 and ITIL, procedures are a specific way to carry out the activities that are part of a process. In ISO/IEC 20000–1:2011, procedures can be documented or not. In ITIL, procedures are defined as documents.
3.21 **process** set of interrelated or interacting activities which transforms inputs into outputs [SOURCE: ISO 9000:2005]	*process* *A structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs. It may include any of the roles, responsibilities, tools and management controls required to reliably deliver the outputs. A process may define policies, standards, guidelines, activities and work instructions if they are needed.*	The definitions are similar but ITIL calls for the process to support the accomplishment of a specific objective. ITIL mentions that a process has objectives and also defines the different components identified by a process.
3.22 **record** document stating results achieved or providing evidence of activities performed EXAMPLE Audit reports, incident reports, training records or minutes of meetings. [SOURCE: ISO 9000:2005]	*record* *A document containing the results or other output from a process or activity. Records are evidence of the fact that an activity took place and may be paper or electronic, for example, an audit report, an incident record or the minutes of a meeting.*	The definitions have the same meaning but different wording is used.
[a] Withdrawn.		

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.23 **release** collection of one or more new or changed configuration items deployed into the live environment as a result of one or more changes	*release* *One or more changes to an IT service that are built, tested and deployed together. A single release may include changes to hardware, software, documentation, processes and other components.*	The definitions have the same meaning but different wording is used. ISO/IEC 20000–1:2011 refers to a release as a collection of modified CIs, while ITIL refers to a collection of changes. This results in similar concepts being defined.
3.24 **request for change** proposal for a change to be made to a service, service component or the SMS Note 1 to entry: A change to a service includes the provision of a new service or the removal of a service which is no longer required.	*request for change (RFC)* *A formal proposal for a change to be made. It includes details of the proposed change, and may be recorded on paper or electronically. The term is often misused to mean a change record, or the change itself.*	The definitions have the same meaning but different wording is used.
3.25 **risk** effect of uncertainty on objectives Note 1 to entry: An effect is a deviation from the expected—positive and/or negative. Note 2 to entry: Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization–wide, project, product and process). Note 3 to entry: Risk is often characterized by reference to potential events and consequences, or a combination of these. Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (includes changes in circumstances) and the associated likelihood of occurrence. [SOURCE: ISO 31000:2009]	*risk* *A possible event that could cause harm or loss, or affect the ability to achieve objectives. A risk is measured by the probability of a threat, the vulnerability of the asset to that threat, and the impact it would have if it occurred. Risk can also be defined as uncertainty of outcome, and can be used in the context of measuring the probability of positive outcomes as well as negative outcomes.*	The definitions have the same meaning but different wording is used.
3.26 **service** means of delivering value for the customer by facilitating results the customer wants to achieve Note 1 to entry: Service is generally intangible. Note 2 to entry: A service can also be delivered to the service provider by a supplier, an internal group or a customer acting as a supplier.	*service* *A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. The term 'service' is sometimes used as a synonym for core service, IT service or service package.*	The definitions have the same meaning but different wording is used.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.27 **service component** single unit of a service that when combined with other units will deliver a complete service EXAMPLE Hardware, software, tools, applications, documentation, information, processes or supporting services. Note 1 to entry: A service component can consist of one or more configuration items.	*component* *A general term that is used to mean one part of something more complex. For example, a computer system may be a component of an IT service; an application may be a component of a release unit. Components that need to be managed should be configuration items.* [The term service component is not defined in the ITIL Glossary.]	The definitions have the same meaning but different wording is used.
3.28 **service continuity** capability to manage risks and events that could have serious impact on services in order to continually deliver services at agreed levels	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL. However, service continuity management is defined as *'The process responsible for managing risks that could seriously affect IT services. Service continuity management ensures that the IT service provider can always provide minimum agreed service levels, by reducing the risk to an acceptable level and planning for the recovery of services. Service continuity management supports business continuity management.'*
3.29 **service-level agreement** **SLA** documented agreement between the service provider and customer that identifies services and service targets Note 1 to entry: A service-level agreement can also be established between the service provider and a supplier, an internal group or a customer acting as a supplier. Note 2 to entry: A service-level agreement can be included in a contract or another type of documented agreement.	*service-level agreement (SLA)* *An agreement between an IT service provider and a customer. A service-level agreement describes the IT service, documents service-level targets, and specifies the responsibilities of the IT service provider and the customer. A single agreement may cover multiple IT services or multiple customers.*	The meaning is the same except for one difference. The ITIL definition includes responsibilities in the content of the SLA. The notes for the ISO/IEC 20000–1:2011 definition indicate that an SLA can be established between other parties than the service provider and customer.
3.30 **service management** set of capabilities and processes to direct and control the service provider's activities and resources for the design, transition, delivery and improvement of services to fulfil the service requirements	*service management* *A set of specialized organizational capabilities for providing value to customers in the form of services.*	The definitions have the same meaning but different wording is used.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.31 **service management system** **SMS** management system to direct and control the service management activities of the service provider Note 1 to entry: A management system is a set of interrelated or interacting elements to establish policy and objectives and to achieve those objectives. Note 2 to entry: The SMS includes all service management policies, objectives, plans, processes, documentation and resources required for the design, transition, delivery and improvement of services and to fulfil the requirements in this part of ISO/IEC 20000. [SOURCE: ISO 9000:2005]	*management system* *The framework of policy, processes, functions, standards, guidelines and tools that ensures an organization or part of an organization can achieve its objectives. This term is also used with a smaller scope to support a specific process or activity, for example, an event management system or risk management system.* [The term "service management system" is not defined in the ITIL Glossary.]	"Management system", as defined in Note 1 of ISO/IEC 20000–1:2011, 3.31, has the same meaning as management system in the ITIL Glossary, but different wording. The ITIL Glossary definition applies the term "management system" to processes and activities as well as to organizations being managed.
3.32 **service provider** organization or part of an organization that manages and delivers a service or services to the customer Note 1 to entry: A customer can be internal or external to the service provider's organization.	*service provider* *An organization supplying services to one or more internal customers or external customers. Service provider is often used as an abbreviation for IT service provider.* *IT service provider* *A service provider that provides IT services to internal or external customers.*	The definitions have the same meaning but different wording is used. ISO/IEC 20000–1:2011 does not limit service providers to IT service providers. ITIL defines a generic service provider and separately, specific types of service provider, although it acknowledges that "service provider" is sometimes used as an abbreviation of "IT service provider".
3.33 **service request** request for information, advice, access to a service or a pre-approved change	*service request* *A formal request from a user for something to be provided, for example, a request for information or advice; to reset a password; or to install a workstation for a new user. Service requests are managed by the request fulfilment process, usually in conjunction with the service desk. Service requests may be linked to a request for change as part of fulfilling the request.*	The definitions are similar except for one difference. The ITIL definition states that service requests are managed by the request fulfilment process; the ISO/IEC 20000–1:2011 definition does not give this detail.
3.34 **service requirement** needs of the customer and the users of the service, including service-level requirements, and the needs of the service provider	*requirement:* *A formal statement of what is needed, for example, a service-level requirement, a project requirement or the required deliverables for a process.* [The term service requirement is not defined in the ITIL Glossary.]	The ISO/IEC 20000–1:2011 definition equates a service requirement with a need. The ITIL definition equates a requirement with a formal statement of a need and covers requirements for processes and deliverables as well as services.

[a] Withdrawn.

Table A.1 *(continued)*

ISO/IEC 20000–1:2011, Clause 3	ITIL Glossary	Commentary
3.35 **supplier** organization or part of an organization that is external to the service provider's organization and enters into a contract with the service provider to contribute to the design, transition, delivery and improvement of a service or services or processes Note 1 to entry: Suppliers include designated lead suppliers but not their subcontracted suppliers.	*supplier* *A third-party responsible for supplying goods or services that are required to deliver IT services. Examples of suppliers include commodity hardware and software vendors, network and telecom providers, and outsourcing organizations.*	The meaning is the same with one difference. The ISO/IEC 20000–1:2011 definition states that there is a contract; the ITIL definition does not mention a contract.
3.36 **top management** person or group of people who direct and control the service provider at the highest level [SOURCE: ISO 9000:2005]	[This term is not defined in the ITIL Glossary.]	There is no matching definition in ITIL.
3.37 **transition** activities involved in moving a new or changed service to or from the live environment	*transition* *A change in state, corresponding to a movement of an IT service or other configuration item from one lifecycle status to the next.*	The meaning is similar in that both refer to a change in status, but the scope is different as ISO/IEC 20000–1:2011 refers to a change in environment, whereas ITIL refers to a change in lifecycle status, which includes a change in environment.
[a] Withdrawn.		

Table A.2 lists terms defined in ITIL–2011 Glossary that appear in ISO/IEC 20000–1:2011, but are not specifically defined there. These terms are not defined in ISO/IEC 20000–1:2011, as they use common English dictionary definitions. The ITIL definitions can be useful to service providers establishing and improving an SMS. Most of the ITIL definitions have the same meaning as the term used in ISO/IEC 20000–1:2011. However, some dictionary definitions can differ from the specialized ITIL definitions. For example, "impact" and "resources".

Table A.2 — ITIL Glossary terms in ISO/IEC 20000–1:2011

ISO/IEC 20000–1:2011 (use as defined in the common English dictionary)	ITIL term defined in the ITIL Glossary
Accounting	*The process responsible for identifying the actual costs of delivering IT services, comparing these with budgeted costs, and managing variance from the budget.*
Agreement	*A document that describes a formal understanding between two or more parties. An agreement is not legally binding, unless it forms part of a contract.*
Asset	*Any resource or capability. The assets of a service provider include anything that could contribute to the delivery of a service. Assets can be one of the following types: management, organization, process, knowledge, people, information, applications, infrastructure or financial capital.*
Attribute	*A piece of information about a configuration item. Examples are name, location, version number and cost. Attributes of CIs are recorded in a configuration management database (CMDB) and maintained as part of a configuration management system (CMS).*

Table A.2 *(continued)*

ISO/IEC 20000–1:2011 (use as defined in the common English dictionary)	ITIL term defined in the ITIL Glossary
Budgeting	*The activity of predicting and controlling the spending of money. Budgeting consists of a periodic negotiation cycle to set future budgets (usually annual) and the day–to–day monitoring and adjusting of current budgets.*
Build	*The activity of assembling a number of configuration items to create part of an IT service. The term is also used to refer to a release that is authorized for distribution, for example, server build or laptop build.*
Business	*An overall corporate entity or organization formed of a number of business units. In the context of ITSM, the term includes public sector and not–for–profit organizations, as well as companies. An IT service provider provides IT services to a customer within a business. The IT service provider may be part of the same business as its customer (internal service provider), or part of another business (external service provider).*
Capability	*The ability of an organization, person, process, application, IT service or other configuration item to carry out an activity. Capabilities are intangible assets of an organization.*
Contract	*A legally binding agreement between two or more parties.*
Deployment	*The activity responsible for movement of new or changed hardware, software, documentation, process, etc. to the live environment. Deployment is part of the release and deployment management process.*
Design	*An activity or process that identifies requirements and then defines a solution that is able to meet these requirements.*
Development	*The process responsible for creating or modifying an IT service or application ready for subsequent release and deployment. Development is also used to mean the role or function that carries out development work. This process is not described in detail within the core ITIL publications.*
Emergency change	*A change that must be introduced as soon as possible, for example to resolve a major incident or implement a security patch. The change management process will normally have a specific procedure for handling emergency changes.*
Escalation	*An activity that obtains additional resources when these are needed to meet service-level targets or customer expectations.*
Failure	*Loss of ability to operate to specification, or to deliver the required output. The term may be used when referring to IT services, processes, activities, configuration items, etc. A failure often causes an incident.*
Financial management	*A generic term used to describe the function and processes responsible for managing an organization's budgeting, accounting and charging requirements. Enterprise financial management is the specific term used to describe the function and processes from the perspective of the overall organization. Financial management for IT services is the specific term used to describe the function and processes from the perspective of the IT service provider.*
Fulfilment	*Performing activities to meet a need or requirement, for example, by providing a new IT service, or meeting a service request.*
Governance	*Ensures that policies and strategy are actually implemented, and that required processes are correctly followed. Governance includes defining roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.*
Impact	*A measure of the effect of an incident, problem or change on business processes. Impact is often based on how service levels will be affected. Impact and urgency are used to assign priority.*
Major incident	*The highest category of impact for an incident. A major incident results in significant disruption to the business.*
Monitoring	*Repeated observation of a configuration item, IT service or process to detect events and to ensure that the current status is known.*

Table A.2 *(continued)*

ISO/IEC 20000–1:2011 (use as defined in the common English dictionary)	ITIL term defined in the ITIL Glossary
Objective	*The outcomes required from a process, activity or organization in order to ensure that its purpose will be fulfilled. Objectives are usually expressed as measurable targets. The term is also informally used to mean a requirement.*
Operate	*To perform as expected. A process or configuration item is said to operate if it is delivering the required outputs. Operate also means to perform one or more operations. For example, to operate a computer is to do the day-to-day operations needed for it to perform as expected.*
Outcome	*The result of carrying out an activity, following a process, or delivering an IT service, etc. The term is used to refer to intended results as well as to actual results.*
Performance	*A measure of what is achieved or delivered by a system, person, team, process or IT service.*
Policy	*Formally documented management expectations and intentions. Policies are used to direct decisions, and to ensure consistent and appropriate development and implementation of processes, standards, roles, activities, IT infrastructure etc.*
Priority	*A category used to identify the relative importance of an incident, problem or change. Priority is based on impact and urgency, and is used to identify required times for actions to be taken. For example, the service-level agreement may state that Priority 2 incidents must be resolved within 12 h.*
Relationship	*A connection or interaction between two people or things. In business relationship management, it is the interaction between the IT service provider and the business. In service asset and configuration management, it is a link between two configuration items that identifies a dependency or connection between them. For example, applications may be linked to the servers they run on, and IT services have many links to all the configuration items that contribute to that IT service.*
Resource	*A generic term that includes IT infrastructure, people, money or anything else that might help to deliver an IT service. Resources are considered to be assets of an organization.*
Risk management	*The process responsible for identifying, assessing and controlling risks. Risk management is also sometimes used to refer to the second part of the overall process after risks have been identified and assessed, as in "risk assessment and management". This process is not described in detail within the core ITIL publications.*
Service acceptance criteria	*A set of criteria used to ensure that an IT service meets its functionality and quality requirements and that the IT service provider is ready to operate the new IT service when it has been deployed.*
Catalogue of services	*A database or structured document with information about all live IT services, including those available for deployment. The service catalogue is part of the service portfolio and contains information about two types of IT service: customer-facing services that are visible to the business; and supporting services required by the service provider to deliver customer–facing services.*
Service target	*A commitment that is documented in a service-level agreement. Service-level targets are based on service-level requirements, and are needed to ensure that the IT service is able to meet business objectives. They should be SMART, and are usually based on key performance indicators.*
Service reporting	*Activities that produce and deliver reports of achievement and trends against service levels. The format, content and frequency of reports should be agreed with customers.*
Status	*The name of a required field in many types of record. It shows the current stage in the lifecycle of the associated configuration item, incident, problem, etc.*
Test	*An activity that verifies that a configuration item, IT service, process, etc. meets its specification or agreed requirements*
Urgency	*A measure of how long it will be until an incident, problem or change has a significant impact on the business. For example, a high-impact incident may have low urgency if the impact will not affect the business until the end of the financial year. Impact and urgency are used to assign priority.*

Table A.2 *(continued)*

ISO/IEC 20000–1:2011 (use as defined in the common English dictionary)	ITIL term defined in the ITIL Glossary
User	*A person who uses the IT service on a day-to-day basis. Users are distinct from customers, as some customers do not use the IT service directly.*
Utility	*The functionality offered by a product or service to meet a particular need. Utility can be summarized as "what the service does", and can be used to determine whether a service is able to meet its required outcomes, or is "fit for purpose". The business value of an IT service is created by the combination of utility and warranty*
Verification	*An activity that ensures that a new or changed IT service, process, plan or other deliverable is complete, accurate, reliable and matches its design specification.*
Warranty	*Assurance that a product or service will meet agreed requirements. This may be a formal agreement such as a service-level agreement or contract, or it may be a marketing message or brand image. Warranty refers to the ability of a service to be available when needed, to provide the required capacity, and to provide the required reliability in terms of continuity and security. Warranty can be summarized as "how the service is delivered", and can be used to determine whether a service is "fit for use". The business value of an IT service is created by the combination of utility and warranty.*
Workload	*The resources required to deliver an identifiable part of an IT service. Workloads may be categorized by users, groups of users, or functions within the IT service. This is used to assist in analyzing and managing the capacity, performance and utilization of configuration items and IT services. The term is sometimes used as a synonym for throughput.*

Annex B
(informative)

Correlation of ISO/IEC 20000–1:2011 clauses to ITIL–2011

The correlation of ISO/IEC 20000–1:2011 clauses to paragraphs in ITIL–2011 is intended to provide a view of the relationships between the two references. Although this correlation cites normative clauses of ISO/IEC 20000–1:2011 and aligns them with ITIL guidance, the correlation itself is informative, not normative. The user should consult the source documents to determine the applicability of requirements and informative guidance.

Not all ITIL guidance referenced in this Annex is necessary to fulfil the requirements of ISO/IEC 20000–1:2011. Not all the requirements in a listed ISO/IEC 20000–1:2011 paragraph are necessarily covered in each of the associated ITIL sections.

ITIL is a service management framework and includes five ITIL core publications: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement. ITIL provides detailed descriptions of service management processes and practices for creating, delivering and improving services. This Annex relates ISO/IEC 20000–1:2011 clauses to sections in the five ITIL core publications. It does not include correlations to the set of complementary ITIL publications that provide guidance specific to industry sectors, organization types, operating models, and technology architectures.

In correlating ISO/IEC 20000–1:2011 and ITIL, this part of ISO/IEC 20000 applies the following methodology.

a) References are cited from each ISO/IEC 20000–1:2011 clause and subclause requirement to directly relevant chapter references from the five ITIL Service Management core publications based on the appearance of the same concept, term, process, activity or outcome. Annex B tables concentrate on the most immediately relevant ITIL sections.

b) Review the correlation to ensure consistency and completeness, including accuracy of the quoted titles.

c) Prepare a reverse correlation from cited paragraphs in the ITIL framework to ISO/IEC 20000–1:2011, Tables 3, 4, 5 and 6 and correct any obvious conflicts and gaps and to provide a high-level view of the correlation.

The correlation is generally shown to the most appropriate level to clause or paragraphs within ISO/IEC 20000–1:2011.

Clause numbers from ISO/IEC 20000–1:2011 and chapter titles from the ITIL core publications are quoted exactly. Where necessary to more precisely identify the subject of a generic title from the ITIL core publications used in many subclauses, the higher-level section title is included in brackets.

EXAMPLE Subclause 9.3, Risks is cited as *9.3 [Service operation] Risks* to distinguish it from numerous other subsections also entitled “Risks.”

The capitalization of ISO/IEC 20000–1:2011 text is based on normal ISO editorial rules. The capitalization of ITIL text is that used in ITIL, except that headings are not shown in all capital letters. To clearly distinguish copyright-protected ITIL material, quoted ITIL titles and text are shown in a different font and in *italics*.

The following abbreviations are used throughout Tables B.1 to B.7:

— SS — ITIL Service Strategy publication;

— SD — ITIL Service Design publication;

— ST — ITIL Service Transition publication;

— SO — ITIL Service Operation publication;

— CSI — ITIL Continual Service Improvement publication.

Several chapters and appendixes in the ITIL core publications have identical text repeated in each publication, either in the same numbered chapter or in variously lettered appendixes. To avoid repetition, these repeated sections are cited as [All].

Table B.1 introduces the structure and overview of the content of the chapters in the ITIL publications. It is useful to understand Table B.1 before reading the rest of Annex B. For example, Chapter 4 covers processes, many of which are the same as processes in ISO/IEC 20000. Table B.1 covers the generic content of the ITIL publications.

Tables B.2 to B.7 are more specific about how the process can be used to satisfy the ISO/IEC 20000 requirements. They show the correlation to ITIL for ISO/IEC 20000–1:2011, Clauses 4 to 9, respectively. References to a specific requirement in ISO/IEC 20000–1:2011 are shown as {x.y}, for example {4.1.4a}.

Table B.1 — Sections in the ITIL publications and how they can be used

ITIL Chapter and Title	Section and explanation	Coverage
Chapter 1 Introduction	Introduction to the specific core publication	
	1.1 Overview — Purpose, objective, scope, usage, value to the business and target audience for the core publication	Specific to each core publication
	1.2 Context *1.3 ITIL in relation to other publications in the Best Management Practice portfolio* *1.4 Why is ITIL so successful?*	Common to all core publications
	1.5 Overview of the content of the core publication	Specific to each core publication
Chapter 2 *Service management as a practice*	Covers the concepts of service management and services and other generic ITIL concepts used in the publication.	
	2.1 Services and service management *2.2 Basic concepts* *2.3 Governance and management systems* *2.4 The service lifecycle*	Common to all core publications
Chapter 3 *<Service lifecycle> principles*	This chapter describes some of the key principles of the core publication that will enable service providers to plan service management and implement best practices. These principles are the same irrespective of the organization; however, the approach should be tailored to circumstances, includes the size of the organization, geographic distribution, culture and available resources. The chapter concludes with a table that shows the major inputs and outputs for the specific service lifecycle stage with the other service lifecycle stages. This is useful for understanding how to reflect the service lifecycle stages within the SMS.	Specific to each core publication

Table B.1 *(continued)*

ITIL Chapter and Title	Section and explanation	Coverage
Chapter 4 *<Service lifecycle> processes*	This chapter covers the processes and activities on which the service lifecycle stage depends and how they integrate with the other stages of the lifecycle. Each process is covered in the following sections: *4.x.1 Purpose and objectives* *4.x.2 Scope* *4.x.3 Value to the business* *4.x.4 Policies, principles and basic practices* *4.x.5 Process activities, methods and techniques*. Useful when designing and implementing processes and procedures. *4.x.6 Triggers, inputs and outputs* — Useful for deciding the approach to be taken for the interfaces between service management processes and their integration with other components of the SMS (ISO/IEC 20000–1:2011, 4.5.2 Plan the SMS). This section also helps with documentation management (ISO/IEC 20000–1:2011, 4.3) to understand the documents, including records, required to ensure effective planning, operation and control of the SMS *4.x.7 Information management* *4.x.8 Critical success factors and key performance indicators.* — Useful for planning how the effectiveness of the SMS and the services will be measured, audited, reported and improved. (ISO/IEC 20000–1:2011, 4.5.2). *4.x.9 Challenges, risks and critical success factors*	Specific to each core publication and each process
Chapter 5 Specific to each core publication	*Service Strategy — Service strategy, governance, architecture and ITSM implementation strategies* *Service Design — Service design technology related activities* *Service Transition — Managing people through service transitions* *Service Operation — Common service operation activities.* *Continual Service Improvement—– Continual service improvement methods and techniques.* These chapters are useful for establishing and improving best practices for a service lifecycle stage. ITIL Service Strategy includes guidance on creating a strategy to implement service management that is useful for ISO/IEC 20000–1:2011, 4.5 Establish and improve the SMS. The common service operation activities in ITIL Service Operation include examples of the activities from the other ITIL publications that are performed on the Service operation lifecycle stage.	Specific to each core publication

Table B.1 *(continued)*

ITIL Chapter and Title	Section and explanation	Coverage
Chapter 6 *Organizing for <service lifecycle stage>*	Chapter 6 in each ITIL core publication covers the organizational roles and responsibilities that can be considered to manage the < service lifecycle > stage and processes. The roles can be combined to fit into a variety of organizational structures. The generic roles are service owner, process owner, process manager, process practitioner. Examples of organizational structures are included. The last section in Chapter 6 of each core publication covers Competence and training. The ITIL Service Operation publication also covers the following functions: Service desk, IT operations management, Technical management, Application management.. ISO/IEC 20000–1:2011 does not include requirements for specific organizational structures and responsibility. Service providers with very differing organizational structures can be certified to ISO/IEC 20000–1:2011. Chapter 6 can be useful to support the ISO/IEC 20000–1:2011, Clause 4 requirements on authorities and responsibilities and human resource management.	Common text: generic roles, competence and training. Other sections: specific to each core publication.
Chapter 7 *Technology Considerations*	This chapter in each core publication provides recommendations for the use of technology and the basic requirements a service provider will need to consider for service automation and service management tools to support the service lifecycle stage and processes within the core publication. It can be used for the ISO/IEC 20000–1:2011 requirements to plan the technology used to support the SMS.	Specific to each core publication
Chapter 8 *Implementing the <service lifecycle stage>*	*For organizations new to ITIL, or those wishing to improve their maturity and service capability, this chapter outlines effective ways to implement the <service lifecycle stage>.*	Specific to each core publication
Chapter 9 *Challenges, risks and critical success factors*	Helps organizations to understand the challenges, risks and critical success factors that could influence their success. The chapter discusses typical examples of these for the specific lifecycle stage.	Specific to each core publication
Appendices	*The appendices provide working templates and examples of how the practices within the core publication can be applied. Each can be adapted within any organizational context. The following appendices are common across the core publication.*	
Appendix *Related Guidance*	*Contains a list of external methods, practices and frameworks that align with ITIL best practice. Common across the core publications.*	SS — Appendix D SD — Appendix N ST — Appendix C SO — Appendix A CSI — Appendix A
Appendix *Risk assessment and management*	*Basic information about commonly used approaches to the assessment and management of risk. Common across the core publications.*	SS — Appendix E SD — Appendix M ST — Appendix B SO — Appendix G CSI — Appendix C
Appendix *Examples of inputs and outputs across the service lifecycle*	*Identifies some of the major inputs and outputs between each stage of the service lifecycle.*	SS — Appendix F SD — Appendix O ST — Appendix D SO — Appendix I CSI — Appendix D
	Abbreviations and glossary (subset)	All core publications

Table B.2 — Correlation of ISO/IEC 20000–1:2011, Clause 4, to ITIL–2011

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
4.1.1 Management commitment to planning, improving the SMS and services	*SS 1.1*	*Overview* — Explains that the purpose of the service strategy stage of the service lifecycle is to define the perspective, position, plans and patterns that a service provider needs to be able to execute to meet an organization's business outcomes. It includes the generic principles and processes of service management to enable them to be applied consistently to the management of IT services. This helps to show that there is top management commitment.
	SS 4.1	*Strategy management for IT Services process* — Includes how to define and maintain an organization's strategy, which is a strategic plan designed to achieve defined objectives. The purpose of the service strategy is to articulate how a service provider will enable an organization to achieve its business outcomes. This can provide evidence of the service provider's commitment to planning, establishing, implementing, operating, monitoring, reviewing, maintaining, and improving the SMS and the services.
	SS 5	*Service strategy, governance, architecture and ITSM implementation strategies* — Explains aspects of service strategy as they relate to the business, and the overall implementation of IT service management.
	SS 6	*Organizing for service strategy* — Includes the general concepts of organizing for service management in relation to service strategy and the related processes and practices.
	SS 8	*Implementing service strategy* — Covers how strategic positions and perspectives are converted into strategic plans and patterns with goals and objectives for execution through the service lifecycle.
	SD 3.1.6	*[Service strategy principles] — Setting direction, policy and strategy for IT services* — Explains the role and responsibilities of a committee consisting of senior management roles from the business and IT organizations. This committee has the overall accountability for setting governance, direction, policy and strategy for IT services which form a critical element of the overall service management system of the service provider. Many organizations refer to this group as the IT strategy or steering group (ISG).
4.1.2 Service management policy	*SS 3*	*Service strategy principles* — Describes the terminology and key principles which form the building blocks of service strategy best practice. These principles include the policies and governance aspects of the service strategy lifecycle stage and activities to achieving their objectives.
	Any 4.x.4.1	*[Any process] — Policies, principles and basic concepts* — Includes examples of policies for that process. In ITIL, policies are used to direct decisions, and to ensure consistent and appropriate development and implementation of processes, standards, roles, activities, IT infrastructure, etc.
4.1.3 Authority, responsibility	*SS 6.8.5*	*[Organizing for service strategy] — Service strategy roles* — Describes a number of roles that need to be performed in support of the strategy management process to demonstrate top management commitment.

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
	SS 6 *SD 6* *ST 6* *SO 6* *CSI 6*	*Organizing for <service lifecycle stage>* — Includes the generic roles that apply across the service lifecycle and specific roles for the <service lifecycle stage> . This chapter describes the RACI model or "authority matrix" that is often used within organizations to clearly define the roles and responsibilities in relation to processes and activities. SS 6 covers aspects that concern top management: organizational development, organizational change, organizational departmentalization, organization design, functions and a logical organization structure for an IT service provider.
4.1.3 Communication	*Any 2.1.5*	*[Service management as a practice] — Stakeholders in service management* — Includes the many different stakeholders both internally and externally to the organization.
	SS 4.5	*[Service strategy processes] — Business relationship management* — Includes the role of the process and communication with customers throughout the service lifecycle.
	ST 5.1	*[Managing people through service transitions] — Managing communications and commitment* — Covers the communications required during any service transition change process. This can help to establish and implement documented procedures for communication.
	SO 3.6	*[Service operation principles] — Communication* — Introduces the need for good communication and the principle that all communication should have an intended purpose or a resultant action.
	SO Appendix B	*Communication in service operation* — Covers different types of communication that can help to establish and implement documented procedures for communication.
4.1.4 Management representative	*SS 6.8.6.3*	*[Organizing for service strategy] — IT director or service management director* — Covers appointing an IT director or service management director to be responsible for all of its ITSM processes and/or to establish a service management office.
	ST 4.3.4.4	*[Service asset and configuration management process] — Asset management* — Includes managing fixed assets that have a financial value, software asset management including licences {4.1.4d}.
4.2 Governance of processes operated by other parties	*SS 3.7.4*	*[Service strategy principles] — Service provider interfaces* — Explains how to support the development of sourcing relationships in a multi–vendor and service provider environment. A service provider interface (SPI) is a formally defined reference point which identifies some interaction between a service provider and a user, customer, process or one or more suppliers. SPIs are generally used to ensure that multiple parties in a business relationship have the same points of reference for defining, delivering and reporting services.
	SD 4.3	*Service-level management process* — Covers how to plan and prioritize process improvements with customers acting as suppliers and internal groups.
	SD 4.8	*Supplier management process* — Covers how to work with partners/ suppliers to plan and prioritize improvements,

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
4.3 Documentation management — activities	*ST 4.7*	*Knowledge management process* — Covers how to manage and maintain a service knowledge management system (SKMS), including controlled access to knowledge, information and data appropriate for each audience. The SKMS contains many different types of data, information and knowledge. The process includes activities to gather, analyze, store, share, use and maintain knowledge, information and data throughout the service provider organization.
4.3 Documentation management — documents and records	*All 2.4.2*	*[Service strategy principles] — The service portfolio* — Describes the complete set of services that is managed by a service provider including the service pipeline, service catalogue and retired services. .
	All 4.x.6	*Triggers, inputs and outputs* — Defines the inputs and outputs, with the documents and records required to ensure effective planning, operation and control of the SMS for each process.
	SS 3.9	*[Service strategy principles] — Service strategy inputs and outputs* — Covers the main outputs from service strategy e.g. the vision and mission, strategies and strategic plans, the service portfolio, change proposals and financial information. The outputs include the documented policy and objectives for service management {4.3 a}, the service management plan {4.3 b}, documented processes {4.3 f}, procedures and records {4.3 g} and additional documents {4.3 h}.
	SS 4.2	*Service portfolio management process* — Describes the documentation and information for complete set of services that is managed by a service provider. The service portfolio, consists of a service pipeline, service catalogue and retired services.
	SD 4.2	*Service catalogue management process* — Includes how to create and maintain the service catalogue. This is a database or structured document with information about all live services, including those available for deployment {4.3.1 d}.
	SD 3.7.4	*[Service design principles] — Designing processes* — Includes how to design a process and the process documentation {4.3 f}.
	SD 3.12	*[Service design principles] — Service design inputs and outputs* — Covers the main inputs to service design are requirements for new or changed services. The main output of service design is the service design package, which includes all of the information needed to manage the entire lifecycle of a new or changed service. It includes updates for the catalogue of service {4.3d}, documented SLAs {4.3 e}, documented processes {4.3 f}, procedures and records {4.3 g} and additional documents {4.3 h}.
	SD Appendix C	*Process documentation template* — Includes typical content of a process specification or framework. .
	SD Appendix D	*Design and planning documents and their content* — Includes design and architectural documents and standards, IT plans and service management plans.
	ST 3.2	*[Service transition principles] — Service transition inputs and outputs* — Includes a service design package, which includes all of the information needed to manage the entire lifecycle of a new or changed service. The main output is the deployment into live use of a new or changed service, with all the supporting knowledge and information, tools and processes required to support the service. This includes documented processes {4.3 f}, procedures and records {4.3 g} and additional documents {4.3 h}.

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
	ST 4.3	*Service asset and configuration management process* — Covers how to records and maintain information about the assets required to deliver the service. This information includes details of how the assets have been configured and the relationships between assets.
	ST 4.7	*Knowledge management process* — Explains how to ensure that reliable and secure knowledge, information and data are available throughout the service lifecycle
	SO 3.8	*[Service operation principles] — Service operation inputs and outputs* — Includes documented processes {4.3f}, procedures and records {4.3 g} and additional documents {4.3 h}.
	CSI 3.12	*[Continual service improvement principles] — Continual service improvement inputs and outputs* — Includes documented processes {4.3 f}, procedures and records {4.3 g} and additional documents {4.3 h}.
4.4.1 Provision of resources	*SS 4.4*	*Demand management process* — Includes how to understand, anticipate and influence customer demand for services and the provision of capacity to meet these demands. It works closely with the capacity management process to ensure the service provider has capacity to meet the demand.
	SD 4.5	*Capacity management process* — Explains how capacity management is supported initially in service strategy where the decisions and analysis of business requirements and customer outcomes influence the development of patterns of business activity, lines of service and service options. The process extends across the service lifecycle and provides the predictive and ongoing capacity indicators needed to align capacity to demand.
4.4.2 Human resources	*SS 6.10* *SD 6.5* *ST 6.6* *SO 6.9* *CSI 6.6*	These sections are the same in all the ITIL publications. They cover *Organizing for <service lifecycle stage>* including the competence and skills for service management and training.
4.5.1 Define scope — SMS and services to be delivered	*SS 4.1*	*Strategy management for IT services process* — Covers how to define the overall strategy of services, what type of services to include in the service portfolio, the objectives for investment and the market spaces which will be targeted.
	SS 4.2	*Service portfolio management process* — Includes activities to investigate and decide on which services to provide, based on an analysis of the potential return and acceptable level of risk. It covers maintenance of the definitive portfolio of services covering all services a service provider plans to deliver, those currently delivered and those that have been withdrawn from service.
4.5.1 Define scope — factors affecting the services to be delivered	*SS 3.4.1*	*[How to define service] — Step 1: Define the market and identify customer* — Covers defining the market by considering various factors and criteria: geographical {4.5.1 a, b}, industry{4.5.1 b}, demographic{4.5.1 b}, corporate relationships {4.5.1 b}.
	SO 3.1.4.4	[Functions within service operation] — Application management — Describes the management of applications {4.5.1 c}.
	SO 5.3 to 5.11	*[Common service operation activities]* — Describes the management of various technologies including: Server and mainframe, Network, Storage and archive, Database administration, Directory services, Desktop and mobile devices, middleware, web/internet, facilities and data centre management {4.5.1 c}.

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
4.5.2 Plan the SMS (Plan)	*Any 2.3*	*Governance and management system* — Covers the role of governance and management systems when planning an SMS to achieve the service management objectives and fulfil the service requirements within the known limitations {4.5.2 a, b, c, d}.
	Any 6	*Organizing for <service lifecycle stage>* — Describes the authorities and RACI model or 'authority matrix' that can be used within organizations to clearly define the roles and responsibilities in relation to processes and activities {4.5.3 e}.
	SS 4.1	*Strategy management for IT services process* — Includes how to ensure that the service strategy articulates how a service provider will enable an organization to achieve its business outcomes. It establishes the criteria and mechanisms to decide which services will be best suited to meet the business outcomes and the most effective and efficient way to manage these services. The process includes the following: — strategic assessment activities that establishes the objectives {4.5.2 a}; — activities to generate a documented service strategy that includes: — service portfolio {4.5.2e], — financial management {4.5.2 e}, — service design requirements to ensure services will meet objectives {4.5.2 c, d, e, f, g, h, i, j, k}, — service transition requirements to build, test and validate the services {4.5.2 b, g}, and — service operation requirements to ensure services are effectively managed {4.5.2 b, g, k}; — continual service improvement activities that measure and report the service achievements; identify any gaps between the service requirements and delivery reported with actions for improvement {4.5.2 l}.
	SS 5.2	*Establishing and maintain a service management system* — Covers adopting an SMS as a strategic decision for an organization and its relationship with other management systems.
	SS 5.6	*Creating a strategy for implementing service management processes* — Includes how to define a strategy for implementing the service management processes.
	SD 3	*Service design principles* — Covers the role of service design in the design of the service provider's overall service management system and the many aspects required to deliver services effectively such as processes, architectures and tools.
	SS 9.2	*[Challenges, critical success factors and risks] — Risks* — Includes examples of risks such as inaccurate information, the risk of taking, or failing to take, opportunities, design risks, operational risks, market risks, .
	SS Appendix E	*Risk assessment and management* — Contains basic information about several broadly known and used approaches to the assessment and management of risk.
	CSI 4.1.5	*The seven step improvement process* — Includes how to measure report and improve the SMS and the services {4.5.2 l}.
	All Appendices	*Risk assessment and management* — Contains basic information about several broadly known and used approaches to the assessment and management of risk.

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
4.5.3 Implement and operate the SMS (Do)	*All Chapter 4*	Cover activities for the management of the service management processes, {4.5.3 e}. Each process covers Information management, {4.5.3 c}.
	All Chapter 6	*Organizing for [name of each ITIL lifecycle publication]* — Covers authorities, roles and responsibilities {4.5.3 b} and aspects of managing human resources {4.5.3 c}.
	All Chapter 7	*Technology considerations* — Covers the requirements and recommendations for the use of technology for service management {4.5.3 c}.
	All Chapter 9.2	*[Challenges, risks and critical success factors] — Risks* — Includes the risks that could influence a service provider's success. This can help a service provider to identify, assess and manage risks to the services {4.5.3 d}.
	SS 4.3	*Financial management of IT Services process* — Includes allocating and managing funds and budgets {4.5.3 a}.
	SO 3.1.4	*[Service operation fundamentals] — Functions within service operation* — Provides examples of several organizational functions that execute operational tasks. These functions include groups of skilled people who carry out one or more service lifecycle processes and activities. They include: Service desk, Application management, Technical management, IT operations management {4.5.3 c}.
	SO 8	*Implementation of service operation* — Covers the implementation considerations which should have been addressed by the time service management processes and activities come into operation.
	CSI 4.1	*[The seven step improvement process]* — Can be used to monitor and report in the performance of the service management activities {4.5.3 f}. Step 3 is Gather the data and Step 4 is Process the data.
	CSI 8	*Implementing continual service improvement* — Covers the implementation of CSI activities around services, and the implementation of CSI around service management processes.
4.5.4 Monitor and review the SMS (Check) — General	*All Chapter 4*	All the ITIL publications provide suitable methods for monitoring and measuring the SMS and the processes in Chapter 4.
	Any Chapter 9.3	*[Challenges, risks and critical success factors] — Critical success factors* — Can help a service provider to identify how to measure success.
	CSI 4.1	*The seven-step improvement process* — Discusses the need to define what you will measure after looking at the requirements and the ability to measure. Step 5 is Analyze the information and data and Step 6 is Present and use the information.
	CSI 5	*Continual service improvement methods and techniques* — Includes guidance on service measurement and service reporting. It includes how to determine what critical success factors, key performance indicators and metrics to use. It also covers creating a return on investment and a business case that can be used in reviewing the SMS.
4.5.4 Monitor and review the SMS (Check) — Internal audit	*SS 5.6.3.2*	*Service management assessment — Compliance- and maturity-based assessments* — Includes how types of assessment differ and the circumstances under which each should be used.

Table B.2 *(continued)*

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
4.5.5 Maintain and improve the SMS — Management review	*SS 4.1.5*	*[Strategy management for IT services — Process activities, methods and techniques] — Strategic assessment* — Focuses on the overall strategy of the organization, and how that relates to services. It includes a strategic analysis of internal factors and external factors that can enable top management to review the services at planned intervals to ensure their continued suitability and effectiveness.
	SS 5.6.3	*Service management assessment* — Covers how to confirm the current situation, and identify strengths and weaknesses. It is a tactical assessment focused specifically on what elements of service management are required to meet a specific set of business issues and IT management challenges. A service management assessment forms part of the execution of the overall service strategy.
4.5.5 Maintain and improve the SMS (Act) — Management of improvements	*CSO 3.4*	*CSI register* — Covers how to record all the improvement opportunities. It provides a structure and visibility to CSI by ensuring that all initiatives are captured and recorded, and benefits realized. Additionally the benefits will be measured to show that they have given the desired results.
	CSI 4.1	*The seven step improvement process* — Includes how to define and manage the steps needed to identify, define, gather, process, analyze, present and implement improvements. Step 7 is Implement improvement.
	CSI 5.1.2	*Implementation review and evaluation* — Covers an implementation review and evaluation to determine the effectiveness of a CSI improvement programme.

Table B.3 — Correlation of ISO/IEC 20000–1:2011, Clause 5 to ITIL–2011

ISO/IEC 20000–1:2011 clause	ITIL core publication	ITIL core publication reference
5.1 General	*SD 3.11*	*[Service design principles] — Service design models* — Includes how to conduct a review of the current capability and provisions with respect to all aspects of the delivery of IT services. This review provides a structured mechanism for determining an organization's capabilities and state of readiness for delivering new or revised services in support of defined business drivers and requirements.
	SD 3.12	*[Service design principles] — Service design inputs and outputs* — Covers the main inputs to service design are requirements for new or changed services. The main output of service design is the service design package, which includes all of the information needed to manage the entire lifecycle of a new or changed service. It includes updates for the catalogue of service {4.3d}, documented SLAs {4.3 e}, documented processes {4.3 f}, procedures and records {4.3 g} and additional documents {4.3 h}.
	SD Appendix A	*The service design package* — Lists the outputs from the planning and design activities for new or changed services and it can support the service provider to ensure that the design enables the new or changed services to fulfil the service requirements given in Clauses 5.2 and 5.3.
	SD Appendix B	*Service acceptance criteria (example)* — Lists criteria for the service provider to accept or reject the outputs from the planning and design activities.