

# **ITIL V3: Making Business Services Serve the Business**

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An ENTERPRISE MANAGEMENT ASSOCIATES® (EMA™) White Paper  
Prepared for ASG

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## Executive Summary

The Information Technology Infrastructure Library (ITIL) is a collection of information technology best practices, published for the unique purpose of providing guidance for the management of IT. Originally consolidated from both the private and public sector, ITIL has become the most widely accepted approach to IT Service Management (ITSM) in the world. ITIL v3 brings us ever closer to managing IT in a manner that makes business services serve the business.

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ITIL v2 processes did a great deal to help steer IT management in the direction of improving service for business customers. It detailed end-to-end IT management processes for each major function within IT, and highlighted the need for sweeping changes in our overall approach to IT management. ITIL v3 takes the next step and organizes the previous processes into a lifecycle for the management of services. It also provides an emphasis on Business Service Management (BSM), essentially bringing ITIL into a new era. The 27 processes now defined in ITIL v3 are presented in five volumes that correspond to

the five phases of the ITIL v3 Service Lifecycle. Although the changes are considerable, organizations that have implemented processes consistent with ITIL v2 will find the new ITIL v3 a logical and valuable step forward in ITSM.

Organizations that have not implemented ITIL v2 processes will still find those core processes to be a natural starting point. The ITIL v3 lifecycle is one of the more visible changes to ITIL. Providing a logical progression from Service Strategy through Continual Service Improvement, it introduces each best practice as it is needed to support the lifecycle. The new version standardizes language and portions of v2 that needed clarification. For example, the v2 Configuration Management Database (CMDB) has been redefined and framed within a broader system, the Configuration Management System or CMS. Although previous versions of ITIL only recognized the need for a single database, v3 is now more grounded to reality, advocating multiple federated CMDBs. Leading adopters of the ITIL are now seeking the additional value of v3, especially the BSM aspects, to supplement their v2 based capabilities. In a recent ENTERPRISE MANAGEMENT ASSOCIATES® (EMA™) survey ITIL training was selected as the first choice when respondents were asked what they are most likely to use in defining service management objectives. As ITIL foundational training is now teaching ITIL v3, the implementation of the new version and its processes can be expected to continue accelerating.

Through exploration of the broad portfolio of IT management offerings from ASG, IT organizations will learn how tools can be used to bridge the gap from ITIL v2 to v3. ASG proves to have products that fit in each stage of the ITIL v3 Service Lifecycle. Not surprisingly, they all gain additional value through their respective integrations with the BSP Foundation, including the metaCMDB.

## Introduction

In its ITIL v3 incarnation, ITSM is an IT management approach focused on end-to-end services rather than individual technology components. It is more aligned with the customer view of IT than the technology view. Simply put, ITSM is the concept of managing IT from the perspective of services. It includes the people, processes and technology used to deliver value to customers through IT services.

BSM takes ITSM to the next level. BSM helps identify problem areas within IT that impact your business. Also focused on services, BSM considers the impact of business-oriented IT services on business performance. Pertinent metrics for BSM include those reflecting impact to revenue and cost reduction as well as customer experience and employee productivity. Metrics on the availability of individual infrastructure components that support a service are only relevant to the business and therefore BSM, when restated in terms of specific business services, especially in today's rapidly changing virtual environments.

The Information Technology Infrastructure Library, known as ITIL, is a collection of best practices that can help companies overcome issues that are common with most Information Technology organizations. This set of books forming ITIL was first published by the Office of Government Commerce of the United Kingdom in the 1980s. ITIL has established itself as the leading best practice framework for ITSM.

ITIL v2 was released in 2000 and emphasized internal IT processes management. Organizations adopting ITIL v2 essentially transform themselves from cost centers focused on delivering IT technology, to service providers focused on delivering value-adding IT services. ITIL v2 consists of seven core books with two being best known: Service Support and Service Delivery. While most organizations that have adopted ITIL best practices are centered on this version, a new version was released last year.

ITIL v3, released in May of 2007, consolidated the v2 processes into five books that represent the five stages of the ITIL Service Lifecycle shown in Figure 1. In fact, the five books share the same names as the five lifecycle stages: Service Strategy, Service Design, Service Transition, Service Operations, and Continual Service Improvement. ITIL v3 is still built around ITSM but is also now better aligned with BSM by placing the emphasis on creating and measuring business value.



Figure 1: ITIL Lifecycle (Source OGC ITIL v3)

## Bridging from ITIL v2 to v3

Good news spreads fast, and so does information on best practices. Hearing about the advantages of v3, including the new CMS and recognition of BSM, many IT organizations are anxious to gain the additional benefits of ITIL v3. This is very natural since the improvements in v3 can be utilized without giving up prior investments in v2. Organizations that have already spent time and money on ITIL v2 training or process adoption can take comfort in knowing that all of the v2 processes remain in v3.

Some of the v2 processes have been improved and some have been incorporated into more comprehensive processes. For instance, Configuration Management is now part of Service Asset and Configuration Management (SACM). One of the major changes in Configuration Management is the redefinition of the Configuration Management Database (CMDB) as part of the new Configuration Management System (CMS). This recognizes the need for multiple specialized CMDBs organized in a federated system with a single centralized CMDB as the entry point to the CMS.

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Several new processes and systems have also been defined in ITIL v3. One of the most significant additions is the Service Portfolio Management process. Introduced in the first volume of the ITIL, Service Strategy introduces the concept of a service lifecycle used to manage services from conception through retirement. Closely related is another new process, Service Catalog Management. Introduced in the Service Design volume, Service Catalog Management is all about presenting information about services to customers in their own terms. A new system, the Service Knowledge Management System, which includes the CMS, now provides knowledge to all other management processes and elevates the value of the CMDB even further.

This paper explores how IT tools can be used to help IT organizations take advantage of the improvements in ITIL v3, including the new and changed elements involved in managing from the BSM perspective. After all, processes alone only carry an organization so far. Tools are available to help automate, improve quality, and lower costs for services across each stage of the new Service Lifecycle. Some of the offerings from ASG, a company with a broad portfolio of IT management solutions, will be explored to highlight how technology can be used in embracing ITIL and bridging from v2 to v3.

## ASG Business Service Platform and ITIL v3

ASG has been building and refining a leading portfolio of IT management software products and solutions since 1986, with over 8500 clients using ASG's solutions to manage their IT Service Management and Service Delivery. ASG provides solutions that cover the spectrum of IT Service Management. With an emphasis on Business Service Management, their tools are naturally aligned with ITIL v3, covering Information Management, Applications Management, Infrastructure and Operations Management and Service Support.

## Business Service Platform

The ASG BSM solution, Business Service Portfolio™ (BSP™), advances the concept of BSM by automatically understanding business service dependencies, monitoring their status in real-time via customizable visual dashboards, reporting on their health, and then predicting their performance, all with an intuitive interface. This enables organizations to provide services that both deliver and increase business value.

BSP's platform approach delivers foundational capabilities that are used to build a broad array of BSM solutions whether focused on industry verticals such as banking or insurance; departments/roles such as C-level or service desk manager; or specialty areas such as ITIL or compliance and audit. However, rather than traditional solutions that employ software products with a heavy mix of services, ASG provides out-of-the-box functionality to reduce costly services engagements and speed time-to-value. This platform plus solutions approach is evident in the breadth of ASG's solutions, which are tuned to the specific needs of industry verticals.

## ASG's BSP Foundation

ASG goes beyond providing the base on which to build targeted solutions. ASG's BSP provides a flexible platform that allows IT organizations to respond to the increasing demands of their business and enables them to meet these demands with minimal impact. BSP provides core capabilities such as the ASG metaCMDB, dynamic information models and dashboards. It also allows customers to leverage their existing investments in monitoring tools and data sources through a powerful and extensible interface layer. See Figure 2.

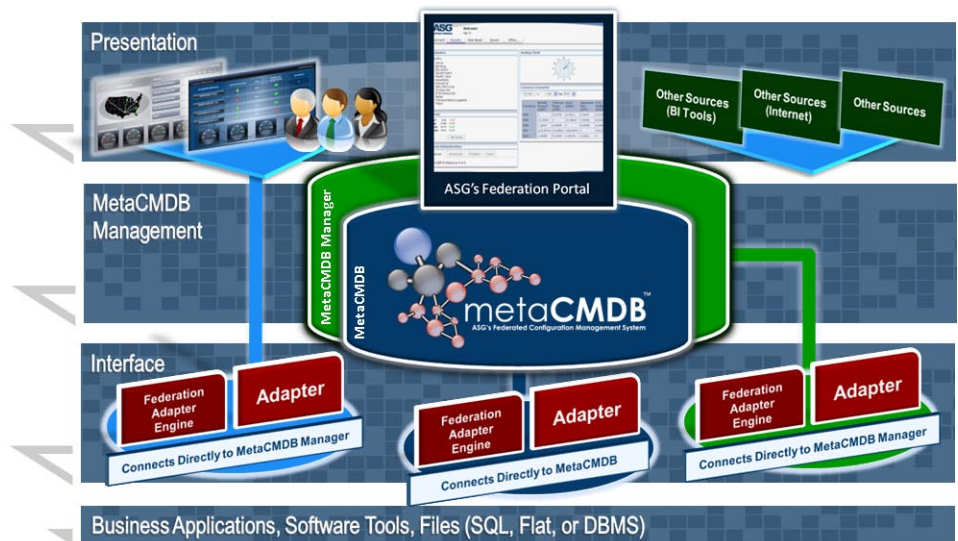


Figure 2: ASG's BSP Foundation

The heart of ASG's BSP is the metaCMDB. It provides a repository describing IT infrastructure, business applications and their relationships. These components together define the business and IT services which in turn provide the direct value to the business. The metaCMDB is built on the highly respected ASG-Rochade Metadata repository and can act as either master or "citizen" CMDB in a federated system of CMDBs, such as the CMS defined in ITIL v3. Recall that the CMS provides a central data connection point for all

ITIL management processes. This allows metaCMDB to serve as the foundation for any broad adoption of ITIL v3 by providing data integration and sharing between products and processes. Figure 3 illustrates how the ASG metaCMDB is designed to support the ITIL v3 notion of the CMS.

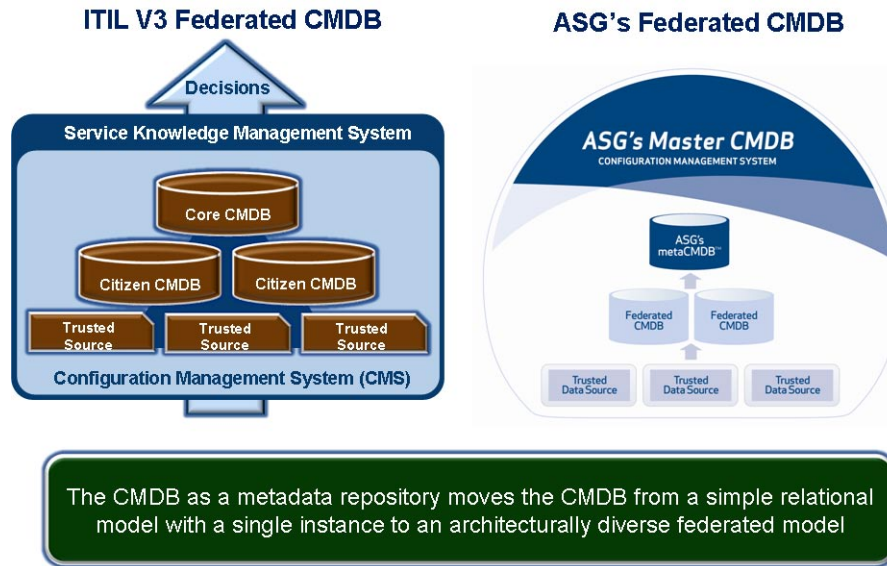


Figure 3: ASG's metaCMDB and the ITIL v3 CMS

CMDBs serve as the store of record for configuration items (CIs), as well as their attributes and relationships. CIs are used to represent any configurable element of the IT infrastructure that could impact the delivery of services. By tracking and managing CIs, IT gains a better understanding of service dependencies and greater control of service quality. The metaCMDB dynamically discovers CIs and initiates federation and reconciliation automatically so that other data repositories may serve as trusted sources. ASG metaCMDB adapters enable data translation and mapping between disparate data models and formats.

The metaCMDB and associated presentation layer, with its real-time and predictive dashboards, are also core components of a BSM solution. By discovering, mapping, and maintaining the relationships between the CIs that form an IT or business service service, the metaCMDB can correlate performance, availability and events to the service and map them to business performance indicators. This enables a real-time picture of the attributes of any given service, and ultimately, the health of the business. It also provides root cause and impact analysis of IT service problems. The presentation layer, with customizable configuration views and queries, offers critical visibility for decision support. Rather than waiting for infrastructure or application issues to impact the business, problems can be predicted and prevented.

## Service Strategy

The first stage of the ITIL v3 Service Lifecycle is explored in the Service Strategy volume. This is depicted in Figure 1, appropriately placed at the core of the lifecycle. It addresses developing an overall strategy for IT Services and IT Service Management. The Service Portfolio Management process is introduced in this volume of the ITIL with the main pur-

pose of optimizing investment in services across the complete lifecycle, from the initiation of the service in strategy and design through operation and into retirement.

As the ASG tools are based on BSM concepts, they provide a natural link to the Service Strategy stage of the ITIL v3 lifecycle. ASG's BSP allows companies to manage services through a clear understanding of their underlying technology by ensuring the IT infrastructure enhances business performance. ASG's BSP Service Dependency Mapping inventories existing services as discussed in v3 Service Portfolio Management. This advances the concept of BSM software by using a sophisticated engine, collecting information on IT assets and relating those assets to overall business services.

## Service Design

The second ITIL Volume, and stage of the ITIL Service Lifecycle, is Service Design. It addresses the best practices surrounding the design of services along with their associated processes up to and including their introduction into the live IT environment. One of the highlights of this volume, Service Level Management, helps ensure appropriate service targets to support the needs of the business.

ASG provides the links between services and service levels through BSP Service Level Management. Core to BSP is the capability to fully define services by the CIs that comprise them. This allows integrated monitoring, analysis, and management of events, incidents and problems, along with robust reporting capability and dashboards to graphically display critical information effecting services. One of the keys of the v3 CMS is to integrate data from other tools through federation. ASG provides this throughout their tools, including BSP Service Level Management, to maintain the integrity and security of data while providing views that are appropriate to the user.

## Service Transition

Continuing clockwise around the Service Lifecycle diagram in Figure 1 is the third ITIL volume and lifecycle stage, Service Transition. This volume provides for the implementation of services. Two of the key processes included here are Change Management and Service Asset and Configuration Management, which includes the CMDB. As discussed, the CMDB and the new CMS is core to the success of other ITIL processes and best practices in part by holding and maintaining the relationships within and across all services.

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ASG's powerful metaCMDB provides the tools to enable Service Transition best practices. It addresses the ITIL v3 best practice of multiple CMDBs federated to one centralized CMDB comprising a CMS. ASG also addresses Service Asset and Configuration Management with the BSP Asset Management tool which is tightly integrated with the metaCMDB. ASG adds more to the Service Transition picture with its robust Change management capability. Through use of the metaCMDB, Change Management takes on a new dimension with active monitoring for unauthorized changes to CIs.

## Service Operation

The fourth stage of the Service Lifecycle, Service Operation, addresses day to day operations. Some of the key processes in this volume include Incident, Problem, and Event Management. Through these processes, Service Operation provides the capability to de-

liver and manage services at the agreed upon service levels. This ITIL volume also discusses common ITIL Service Operation Activities beyond the defined ITIL processes. These include monitoring and control and infrastructure management.

ASG BSP Service Desk Management provides a comprehensive integrated solution for Incident and Problem Management. ASG also delivers consolidated event management across the many technology specific ASG monitoring tools as well as any existing third-party monitoring tools in the environment by federating the related data with the metaCMDB. Monitoring is addressed with ASG products that included BSP Enterprise Performance.

## *Continual Service Improvement*

The final Service Lifecycle stage and ITIL volume, Continual Service Improvement, is appropriately wrapped around the other volumes depicted in Figure 1. This stage inter-relates with all of the other stages and their processes to provide a constant feedback loop to ensure improvements to the services as business requirements change. The Continual Service Improvement processes are designed to improve the effectiveness and efficiency of the other processes throughout the Service Lifecycle.

ASG understands the adage that “you can’t improve something you can’t measure,” and has developed a comprehensive reporting solution to pull information out of the metaCMDB, correlate it with business services and present the complete status of services through the BSP dashboards. Through BSP Service Level Management, ASG ties services to service level agreements, automates their management, and presents the metrics in an intuitive graphic dashboard.

## **EMA Perspective**

ITIL v3 must be approached pragmatically. No single IT organization will implement every best practice in ITIL v3 just because they exist – and they should not. IT organizations should consider their unique pain points and then prioritize the adoption of ITIL processes appropriately. It is also wise to build on a foundation designed to unite the management of IT services from end to end with integrated ITIL processes and data. The ASG BSP Foundation, with its metaCMDB and dashboards, is a great architectural framework for this.

ITIL v3 is a logical successor to ITIL v2 and can lead to one of those “Aha!” moments. It just makes sense to approach management of IT from a business or BSM perspective. Likewise, it makes sense to implement tools that use this approach as well.

ASG has positioned itself to help IT organizations transition from ITIL v2, which is focused on improving internal IT processes, to ITIL v3 which, like BSM, is focused on improving business performance through the best practice management of IT services.

Before v3 was developed, EMA had professed the need for multiple CMDBs that would account for the natural storage and management of data closest to its source. This was to be a federated system allowing for relationships not just between a central CMDB and remote management data repositories, but between a central CMDB and a supporting set of citizen CMDBs. Citizen CMDBs are true CMDBs, most often with federation and reconciliation capabilities of their own. However, they tend to be specialized with a focus on

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systems management, application management or other domains. This very approach is now documented as part of v3 and is called the Configuration Management System (CMS). To ASG's credit, their metaCMDB supports this exact configuration.

While alignment of IT and the business has been the mantra since IT organizations were first implemented, ASG offers solutions that complement ITIL v3 in such a way as to make it a reality. The ASG BSP and metaCMDB provide powerful capabilities that enable companies to begin the transition from the ITIL v2 to v3. This is really the next logical step for organizations that are serious about BSM. As one of the pioneers of BSM solutions, ASG presents a compelling alternative for companies wanting solutions that will take them well into the future and provide the flexibility they need to partner and grow with them.

## About ASG

ASG provides software solutions to over 85 percent of the world's largest companies. Through its comprehensive BSM solution, Business Service Portfolio™, ASG is an established BSM provider with a strong heritage in Information Management, Applications Management, Infrastructure and Operations Management and Service Support. ASG enables clients to reduce costs, enhance customer service, meet business objectives, and truly go beyond BSM. Founded in 1986, ASG is a privately held company based in Naples, Florida, USA, with more than 90 offices around the world.

## **About Enterprise Management Associates, Inc.**

Founded in 1996, Enterprise Management Associates (EMA) is a leading industry analyst and consulting firm dedicated to the IT management market. The firm provides IT vendors and enterprise IT professionals with objective insight into the real-world business value of long-established and emerging technologies, ranging from security, storage and IT Service Management (ITSM) to the Configuration Management Database (CMDB), virtualization and service-oriented architecture (SOA). Even with its rapid growth, EMA has never lost sight of the client, and continues to offer personalized support and convenient access to its analysts. For more information on the firm's extensive library of IT management research, free online IT Management Solutions Center and IT consulting offerings, visit [www.enterprisemanagement.com](http://www.enterprisemanagement.com).

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