



**ITIL® 4 vs. ISO/IEC 20000-1:2018:
Similarities and Differences &
Process Mapping**

WHITE PAPER

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Scope of this document

This document is intended for IT professionals who are deciding on how to implement IT Service Management in their organization.

It describes similarities and differences between ITIL 4 and ISO/IEC 20000-1:2018, briefly describing mapped processes.

This document is focused on similarities rather than differences between the two, from the aspect of experience in ITSM implementation in various service organizations.

Basic overview

ITIL is a best practices framework for IT Service Management (ITSM). Within ITIL 4, there are several key components that make up the framework. These components are the Service Value System (SVS) and the Four Dimensions of Service Management.

ITIL's SVS is the "system" that enables service management to function properly. It describes how organizational components and activities function together as a system to drive value creation. Within the SVS are 14 general management practices, 17 service management practices, and three technical management practices (for a total of 34) that define the necessary activities to perform work and accomplish objectives.

ITIL's Four Dimensions of Service Management support a holistic approach to ITSM. These four dimensions are: Organizations and Products, Information and Technology, Partners and Suppliers, and Value Streams and Processes. Collectively, the four dimensions play a critical role in the effective and efficient delivery of value to customers and stakeholders in the form of quality products and services. These four dimensions must be taken into consideration when conducting any activities related to the services or scope of the SMS. The four dimensions are relevant to the whole SVS, including all 34 of the ITIL practices.

ISO/IEC 20000 is an international standard for ITSM that is published by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (ICE). The standard describes a set of management processes designed to help you deliver more effective IT services (both to those within your business and to your customers).

ISO/IEC 20000 provides organizations with a set of requirements for establishing, implementing, maintaining, and continually improving a Service Management System (SMS). In ISO/IEC 20000:2018 the standard is structured into the High-level Structure (HLS) to better align / integrate with other ISO management system standards, such as the Information Security Management System (ISMS) contained in ISO 27001.

Comparison of basic facts

COMPARISON	ITIL	ISO/IEC 20000
Documentation Type	Best Practice Framework	International Standard

Comparison of basic facts

COMPARISON	ITIL	ISO/IEC 20000
Overview	Modern best practices framework for IT Service Management with a holistic approach focusing on value creation and encouraging collaboration.	216 mandatory requirements against which an organization can be assessed for effective IT Service Management processes.
Focus	4 dimensions	No dimensions. Instead, emphasis is on the Context of the Organization.
Structure	Organized into the Service Value System (SVS), which includes the six interconnected activities of the Service Value Chain (SVC).	Organized into the High-Level Structure (HLS), which describes and defines the Service Management System (SMS).
Methodology	34 management practices grouped into three categories	17 processes
Purpose	For organizations and individuals. Complex certification path for individuals. Empowers organizations and individual practitioners with ITSM skills and knowledge.	For IT service organizations. Helps preserve knowledge about ITSM processes as an organization's intellectual property.
Implementation	Implement any number of value streams, which include several supporting practices within each. There are 34 practices, grouped into three practice areas.	ALL 17 processes MUST be implemented and audited against the 216 requirements.
Target Market	Markets that are accustomed to requiring ITIL certificates in tenders.	Markets that are accustomed to requiring ISO/IEC 20000 certificates in tenders.
Suitability	Organizations oriented to best practices frameworks (PMI, Prince2) – mindset of rules adaptable to business needs. Integrates best practices from DevOps, Agile, and Lean with ITIL guidance.	Organizations oriented to other ISO Standards: ISO 9001, ISO 27001 – synergy of common requirements and respect for strict rules.

Practices & processes

The table below compares ITIL 4 practices to ISO 20000:2018 processes. In most cases, there are several ITIL practices that align to an ISO process. But to keep the table succinct, only the most relevant practices have been identified below as matches to their respective processes. Following the table, more detailed text is provided that explains the relationship between the identified ITIL practices and their respective ISO 20000 process.

Comparison of practices & processes	
ITIL	ISO/IEC 20000
Best Practice Framework	International Standard
General Management, Service Management, Technical Management	8 Operation of the Service Management System
Architecture management, Infrastructure and platform management	8.1 Operational planning and control
Portfolio management, IT asset management, Service catalogue management, Service configuration management	8.2 Service portfolio
Relationship management, Supplier management, Service level management	8.3 Relationship and agreement
Service financial management, Capacity and performance management	8.4 Supply and demand
Organizational change management, Change enablement, Release management, Service design, Service validation and testing, Deployment management, Infrastructure and platform management, Software development and management	8.5 Service design, build and transition
Incident management, Problem management, Service desk, Service request management, Measurement and reporting	8.6 Resolution and fulfilment
Information security management, Availability management, Service continuity management	8.7 Service assurance

Comparison of practices & processes	
General Management, Service Management	9 Performance Evaluation
Measurement and reporting, Monitoring and event management.	9.1 Monitoring, measurement, analysis and evaluation
Risk management, Business analysis	9.2 Internal audit
Strategy management, Continual improvement	9.3 Management review
Measurement and reporting, Capacity and performance management	9.4 Service reporting
General Management, Service Management	10 Improvement
Continual improvement, Measurement and reporting, Change enablement	10.1 Nonconformity and corrective action
	10.2 Continual improvement

General Management, Service Management, Technical Management / 8. Operation of the Service Management System

All three of ITIL's practice areas align with processes in 8. Operation of the Service Management System of ISO 20000. This indicates the importance of this process. Basically, the success of the SMS depends on an organization's ability to perform effectively in these activities. A significant number of the various ITIL practices map to the processes found in 8 Operation of the Service Management System. Several of the key process-to-practice mappings are detailed below.

8.1 Operational planning and control emphasizes the importance of planning, implementing, and controlling the operational processes. These are key activities to meet requirements laid out in the overall plans for the SMS. Similarly to ISO 20000, several of ITIL's key practices, such as Architecture management, Infrastructure and platform management, Change enablement, and Measurement and reporting, align with these requirements.

8.2 Service portfolio is one of the most important parts of ISO 20000. It is used to manage the entire service lifecycle of the organization, encompassing services that are active, proposed, developing, and pending removal. Proper management of the service portfolio ensures the organization has the necessary

mix of services and assets to successfully operate the SMS. ITIL practices such as Portfolio management, IT asset management, Service catalogue management, and Service configuration management are some of the activities perfectly in accord with the ISO requirements for this process.

8.3 Relationship and agreement has several ITIL practices that align with the requirement. But Relationship management, Supplier management, and Service level management are the three key ones to be aware of.

The requirements for 8.4 Supply and demand focus on budgeting and accounting for services and managing and forecasting for demand, as well as capacity. These are not only important for meeting agreed capacity and performance objectives, but also for identifying potential opportunities for performance improvement. The two most noteworthy ITIL practices that align to this process are Service financial management and Capacity and performance management. Respectively, they focus on ensuring the organization's service management financial resources and investments are being used effectively and ensuring that services achieve agreed performance objectives and satisfy demand in a cost-effective way.

In 8.5 Service design, build and transition, change management-related activities are prevalent. This demonstrates the critical importance of seamlessly and successfully implementing changes and deploying new releases in an organization. There are many ITIL practices that conform to the ISO requirements for this process. The list of practices that align with this process includes Organizational change management, Change enablement, Release management, Service design, Service validation and testing, Deployment management, Infrastructure and platform management, and Software development and management.

8.6 Resolution and fulfilment addresses incident management, service request management, and problem management. These are also important areas of ITSM that should be an organizational focal point for ensuring a high level of proficiency in these activities. Incident management, Problem management, Service desk, and Measurement and reporting are the practices that align to this area.

Ensuring the security and availability of services is the focus of 8.7 Service assurance. Information security is extremely important, and this is reflected in some of the ITIL practices that align to this process, such as Information security management, Availability management, and Service continuity management. Nevertheless, organizations that have adopted an ISO/IEC 27001 Information Security Management System (ISMS) would benefit significantly in this area. They can simply refer to it for most of the requirements. However, organizations not having an ISMS should put in the effort to ensure that ITIL and ISO 20000 guidance addresses their security needs.

General Management, Service Management / 9. Performance Evaluation

The overall focus of 9. Performance Evaluation is to assess the performance of the SMS through monitoring, measurement, analysis, and evaluation of the system. This includes conducting audits with

specific requirements for establishing an audit program and conducting management reviews of findings to support informed decision making on the SMS.

The specific requirements to meet these objectives are detailed in the ISO 20000 processes, 9.1 Monitoring, measurement, analysis, and evaluation, 9.2 Internal audit, 9.3 Management review, and 9.4 Service reporting. These processes intersect with several of the ITIL General Management and Service Management practices. Some of these practices include Continual improvement, Measurement and reporting, Risk management, Strategy management, Business analysis, Capacity and performance management, and Monitoring and event management.

General Management, Service Management / 10. Improvement

Included in 10.1 Nonconformity and corrective action and 10.2 Continual improvement are requirements regarding nonconformity, corrective action, and continual improvement. These requirements specify corrective actions to be taken when nonconformities are encountered in the organization. Aligned with these ISO processes are the ITIL practices of Continual improvement, Measurement and reporting, and Change enablement.

Conclusion – Implement ITIL or ISO 20000?

The best answer to this would be – implement them together. ISO 20000 can be used for implementation and measurement of essential high-level processes, while ITIL is perfect for details – it is invaluable when it comes to developing every step in ITSM processes.

To learn more about similarities and differences, see this article: [ITIL and ISO 20000: A Comparison](#).

Check out the ITIL & ISO 20000 Documentation Toolkit

Here you can download a free preview of the [ISO 20000 Documentation Toolkit](#) and the [ITIL Documentation Toolkit](#) – in this free preview, you will be able to see the Table of Contents of each of the mentioned documented procedures, as well as a few sections from each document.



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