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Information technology — Service management —

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

Technologies de l'information — Gestion des services —

Partie 11: Recommandations sur la relation entre l'ISO/IEC 20000-1 et les référentiels de gestion de service: ITIL®

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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.

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 or www.iec.ch/members_experts/refdocs).

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) or the IEC list of patent declarations received (see patents.iec.ch).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html. In the IEC, see www.iec.ch/understanding-standards.

This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance.*

This second edition cancels and replaces the first edition (ISO/IEC TR 20000-11:2015), which has been technically revised.

The main changes compared to the previous edition are as follows:

— Updates based on the release of ISO/IEC 20000-1:2018;

— Updates based on the release of ITIL 4.

A list of all parts in the ISO/IEC 20000 series can be found on the ISO and IEC websites.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

Introduction

This document can assist readers in relating the requirements specified in ISO/IEC 20000–1 to guidance in one of the most commonly used service management frameworks, ITIL[1)]. Organizations can refer to this guidance as a cross-reference to help them plan and implement a service management system (SMS).

ISO/IEC 20000–1 specifies requirements for a service management system. ISO/IEC 20000–1 can be used in different ways, including:

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

b) to establish a consistent approach for an organization and all other parties involved in the service lifecycle;

c) as a basis to assess, measure and report an organization's service provision and service management capabilities;

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

ISO/IEC 20000–1 specifies an integrated process approach where the organization establishes, implements, maintains and continually improves a service management system (SMS). The services can be delivered to internal or external customers or a combination of both. Other parts of the ISO/IEC 20000 series provide supporting guidance.

ITIL is introduced in the *ITIL® Foundation – ITIL 4 Edition* publication as:

"ITIL has led the ITSM industry with guidance, training and certification (qualifications) *programmes for more than 30 years. ITIL 4 brings ITIL up to date by reshaping most of the established ITSM* (IT service management) *practices in the wider context of customer experience, value streams, and digital transformation, as well as embracing new ways of working, such as Lean, Agile and DevOps."*

"ITIL 4 provides the guidance organizations need to address new service management challenges and utilize the potential of modern technology. It is designed to use a flexible, coordinated and integrated system for the effective governance and management of IT-enabled services."

AXELOS has agreed on the development of this document. ITIL, including the ITIL manuals, is owned by AXELOS.

Organizations can implement and improve their SMS using the requirements specified in ISO/IEC 20000–1, the guidance in the other parts of the ISO/IEC 20000 series and ITIL. Both the ISO/IEC 20000 series and ITIL provide guidance to plan, design, transition, deliver and improve services that create value to the business and its customers. An organization can adopt ITIL guidance to support the management of their services in alignment with the requirements specified in ISO/IEC 20000–1. Other guidance can also be used to support ISO/IEC 20000–1.

1) ITIL® is a registered trade mark and product owned by AXELOS Limited. This information is given for the convenience of users of this document and does not constitute an endorsement by ISO or IEC of the product named. Equivalent products may be used if they can be shown to lead to the same results.

Information technology — Service management —

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

1 Scope

This document provides guidance on the relationship between ISO/IEC 20000–1 and a commonly used service management framework, ITIL 4. It can be used by any organization or person wishing to understand how ITIL can be used with ISO/IEC 20000–1, including:

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

b) an organization 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;

c) an assessor or auditor who wishes to understand the use of ITIL as a support in achieving the requirements specified in ISO/IEC 20000–1.

Clause 4 describes how ITIL can support the demonstration of conformity to ISO/IEC 20000–1. Clause 5 correlates the ITIL documents to requirements in ISO/IEC 20000–1. The tables in Annex A correlate terms and clauses in ISO/IEC 20000–1 to ITIL and vice versa; the tables in Annex B correlate clauses in ISO/IEC 20000-1 to the ITIL 4 publications and vice versa.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 20000-1:2018, *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 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

4 ISO/IEC 20000–1 and ITIL 4

4.1 Introduction to ISO/IEC 20000–1

ISO/IEC 20000-1 specifies requirements for establishing, implementing, maintaining and continually improving a service management system (SMS). An SMS supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization delivering the services. The organization in the scope of the SMS can be a whole or part of a larger organization and can also be known as the service provider.

ISO/IEC 20000-1 is intentionally independent of specific guidance. The organization can use a combination of generally accepted frameworks (e.g. ITIL) and its own experience. Appropriate tools for service management can be used to support the SMS.

All requirements specified in ISO/IEC 20000-1 are generic and are intended to be applicable to all organizations, regardless of the organization's type or size, or the nature of the services delivered. While it can be used 'regardless of the organization's type or size, or the nature of the services delivered', ISO/IEC 20000-1 has its roots in IT. It is intended for service management of services using technology and digital information. The examples given in this document illustrate a variety of uses of ISO/IEC 20000-1.

Exclusion of any of the requirements in ISO/IEC 20000-1:2018, Clauses 4 to 10, is not acceptable when the organization claims conformity to ISO/IEC 20000-1, irrespective of the nature of the organization.

The organization cannot demonstrate conformity to the requirements specified in ISO/IEC 20000-1 if other parties are used to provide or operate *all* services, service components or processes within the scope of the SMS.

ISO/IEC 20000-10 includes the concepts for an SMS, the vocabulary used for the ISO/IEC 20000 series, a description of each part of the series and related standards. The vocabulary is split into subclause 3.1 for terms common to management system standards, subclause 3.2 for terms specific to service management used in ISO/IEC 20000-1 and subclause 3.3 for terms used in the rest of the ISO/IEC 20000 series. Subclauses 3.1 and 3.2 are the same as in ISO/IEC 20000-1.

Guidance is available in other parts of the ISO/IEC 20000 series in the form of :

— ISO/IEC 20000-2 (Guidance on the application of service management systems),

— ISO/IEC 20000-3 (Guidance on scope definition and applicability of ISO/IEC 20000-1),

— ISO/IEC 20000-5 (Exemplar implementation plan for ISO/IEC 20000-1),

— ISO/IEC 20000-6 (Requirements for bodies providing audit and certification of service management systems) and

— ISO/IEC 20000-7 (Guidance on the Integration and Correlation of ISO/IEC 20000-1:2018 to ISO 9001:2015 and ISO/IEC 27001:2013).

Figure 1 illustrates an SMS showing the clause content of ISO/IEC 20000-1.

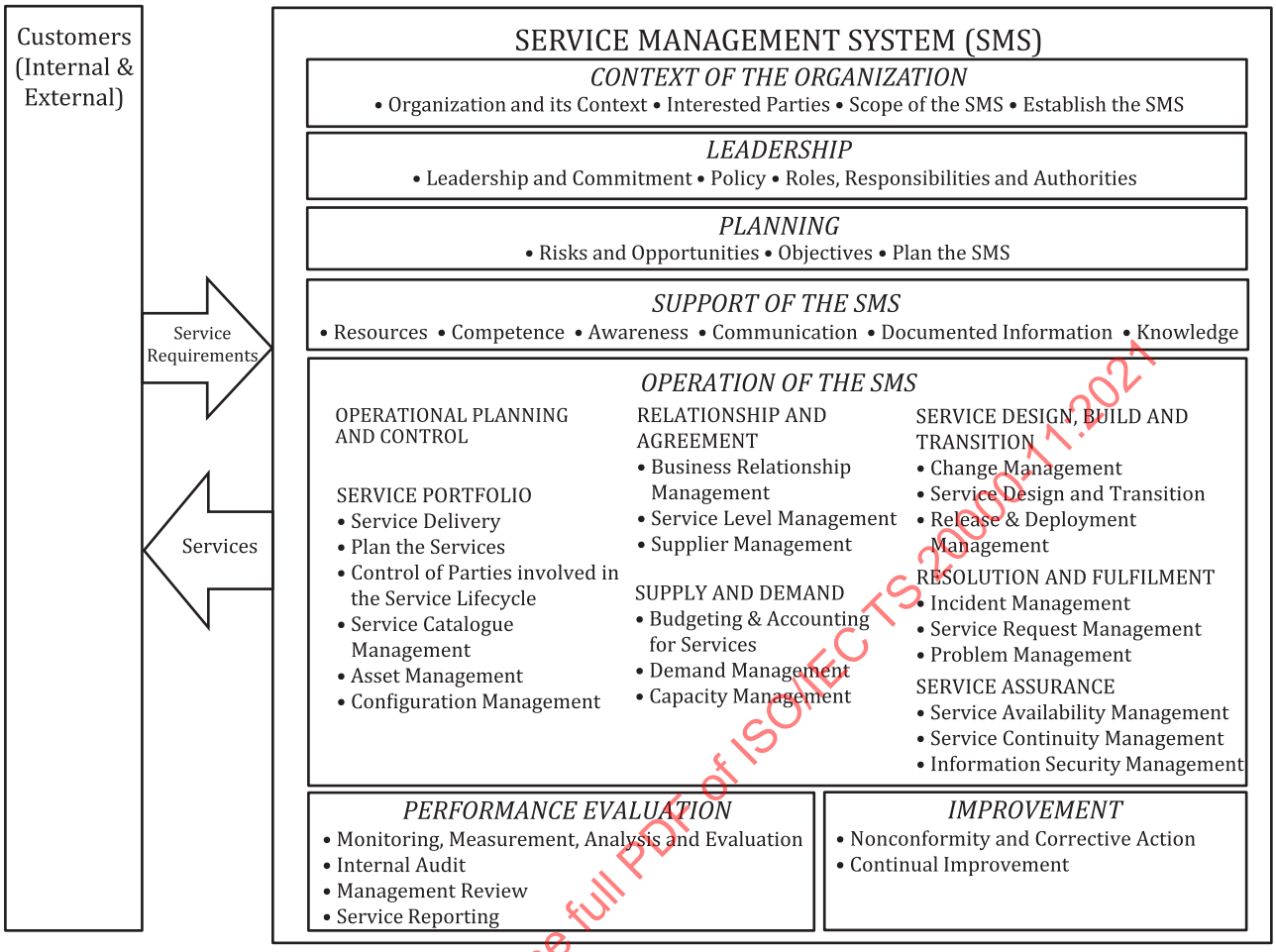

Figure 1 — Service management system

4.2 Introduction to ITIL 4

4.2.1 General

ITIL 4 was published by AXELOS in 2019 as an evolution of previous versions. ITIL 4 has a new architecture and scope. It aims to connect various approaches to the management of digital technology into a holistic and comprehensive framework to address IT service management.

The key components of the ITIL 4 framework are the four dimensions model and the ITIL service value system.

4.2.2 The four dimensions model

To support a holistic approach to service management, ITIL defines four dimensions that collectively are critical to the effective and efficient delivery of value for customers and other stakeholders in the form of products and services. The four dimensions are:

— **Organizations and people**: define the way an organization is managed, the roles and responsibilities and authorities, and communication;

— **Information and technology**: define the information and knowledge necessary for the management of services and the technologies required;

— **Partners and suppliers**: define an organization's relationships with other organizations that are involved in the services, including contracts and other agreements;

— **Value streams and processes**: define how the various parts of an organization work in an integrated and coordinated way to enable value creation through the services.

The four dimensions represent perspectives which are relevant to the whole SVS, including the entirety of the service value chain and all ITIL practices. The four dimensions are constrained or influenced by external factors such as political, economic, social, technological, legal or environmental (PESTLE), which are beyond the control of the service value system.

4.2.3 The ITIL service value system

The ITIL service value system (SVS) represents how the various components and activities of the organization work together to facilitate value creation. ITIL calls this value co-creation, to indicate that value is created together by the organization, its customers and other organizations in the service relationship. The core components of the ITIL SVS, as shown in Figure 2, are:

— governance;

— continual improvement;

— the ITIL guiding principles;

— the ITIL service value chain;

— the ITIL practices.

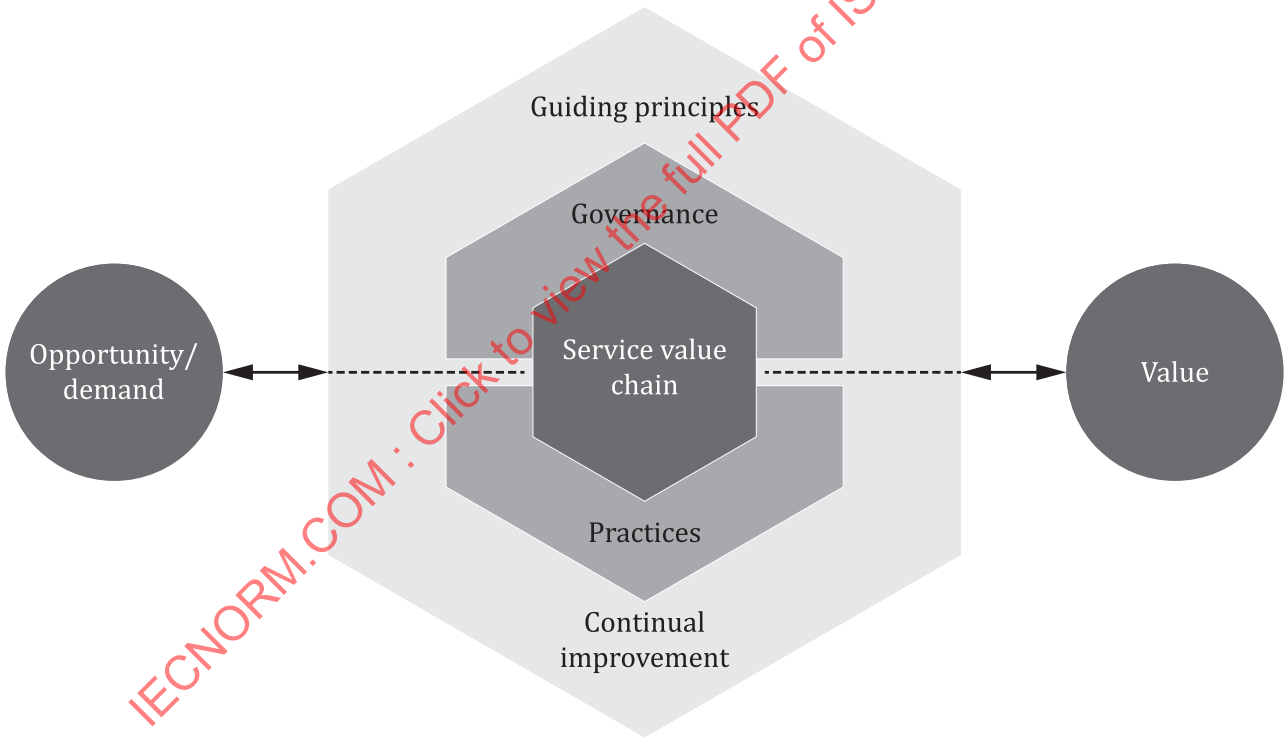

Figure 2 — The ITIL Service Value System. Copyright © AXELOS Limited 2021. Used under permission of AXELOS Limited. All rights reserved.

4.2.4 Governance

Governance is the means by which an organization is directed and controlled. The role and position of governance in the ITIL SVS will vary depending on how the SVS is applied in an organization.

4.2.5 Continual improvement

Continual improvement is a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholders' (interested parties') expectations. ITIL 4 supports continual improvement with the ITIL continual improvement model which includes the steps shown in Figure 3.

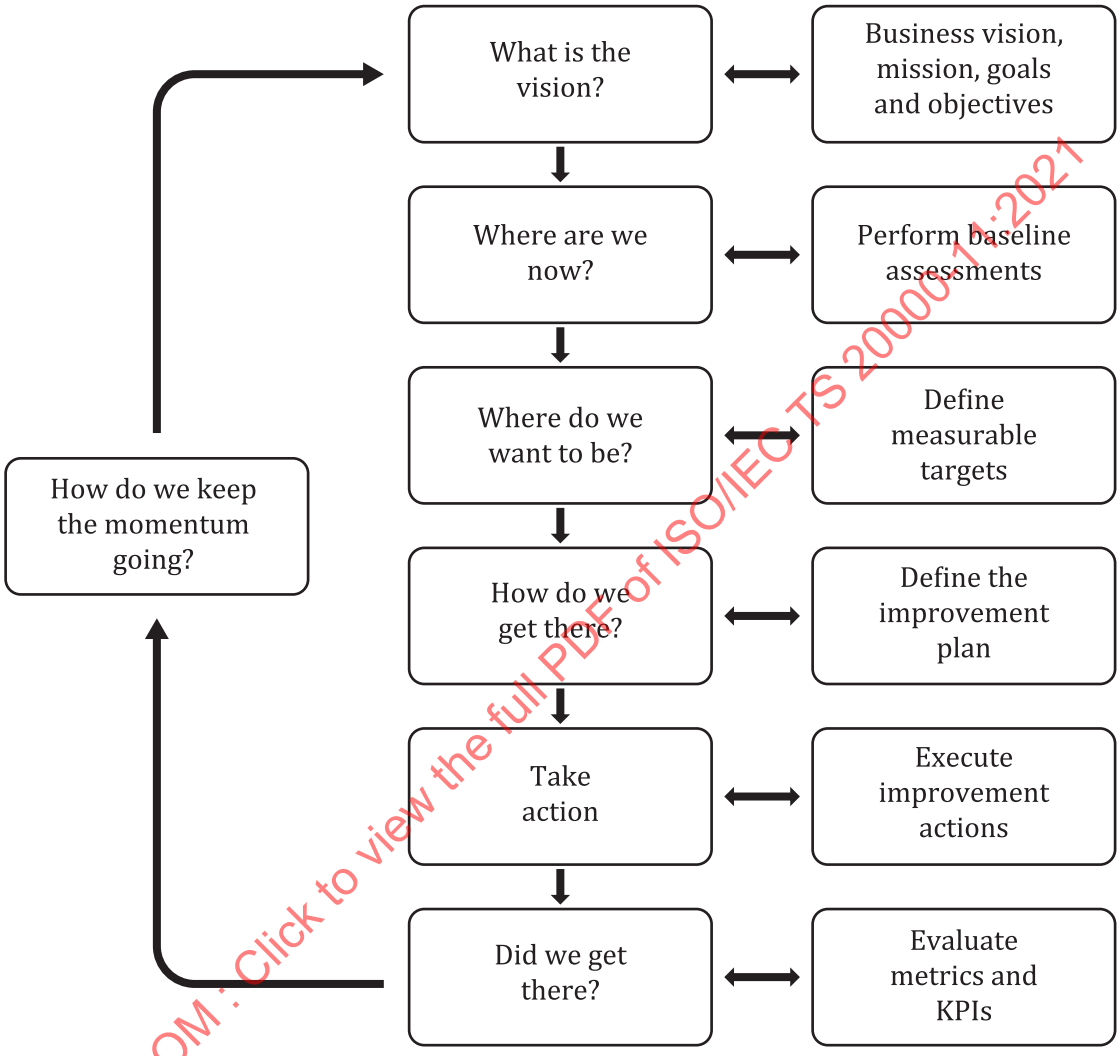

Figure 3 — The ITIL Continual Improvement Model. Copyright © AXELOS Limited 2021. Used under permission of AXELOS Limited. All rights reserved.

4.2.6 The ITIL guiding principles

The ITIL guiding principles are recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work or management structure. They are universal and enduring and represent the core messages of ITIL and of service management, supporting successful actions and good decisions of all types and at all levels. They can be used to guide organizations in their work as they adopt a service management approach and adapt ITIL guidance to their own specific needs and circumstances. The seven ITIL guiding principles are:

— **Focus on value**. Everything that the organization does needs to map, directly or indirectly, to value for the stakeholders.

— **Start where you are**. Do not start from scratch and build something new without considering what is already available to be leveraged.

— **Progress iteratively with feedback.** Do not attempt to do everything at once; organize the work into smaller manageable segments for better results and ongoing improvement through feedback.

— **Collaborate and promote visibility**. Working together across boundaries produces results that have greater acceptance, more relevance to objectives and increased likelihood of long-term success.

— **Think and work holistically**. No service, or element used to provide a service, stands alone. Taking a holistic approach to service management includes establishing an understanding of how all the parts of an organization work together in an integrated way.

— **Keep it simple and practical**. If a process, service, action or metric fails to provide value or produce a useful outcome, eliminate it. Use the minimal number of steps to achieve the objective.

— **Optimize and automate**. Resources of all types, particularly human resources, should be used to their best effect. Eliminate anything that is truly wasteful and use technology to achieve whatever it is capable of. Human intervention should only happen where it really contributes value.

4.2.7 The ITIL service value chain

The central element of the SVS is the service value chain, an operating model which outlines the key activities required to respond to demand and facilitate value realization through the creation and management of products and services. The ITIL service value chain includes six value chain activities, as shown in Figure 4:

— **Plan**: Ensure a shared understanding of the vision, current status and improvement direction of all services in the organization;

— **Improve**: Ensure continual improvement of products, services and practices across all value chain activities and the resources in the four dimensions of service management;

— **Engage**: Ensure transparency, continual engagement, good relationships and a good understanding of stakeholder needs;

— **Design and transition**: Ensure that services continually meet stakeholder expectations for quality, costs and time to market;

— **Obtain/build**: Ensure that service components are available when and where they are needed and meet agreed specifications;

— **Deliver and support**: Ensure that services are delivered and supported to agreed specifications and stakeholders' expectations.

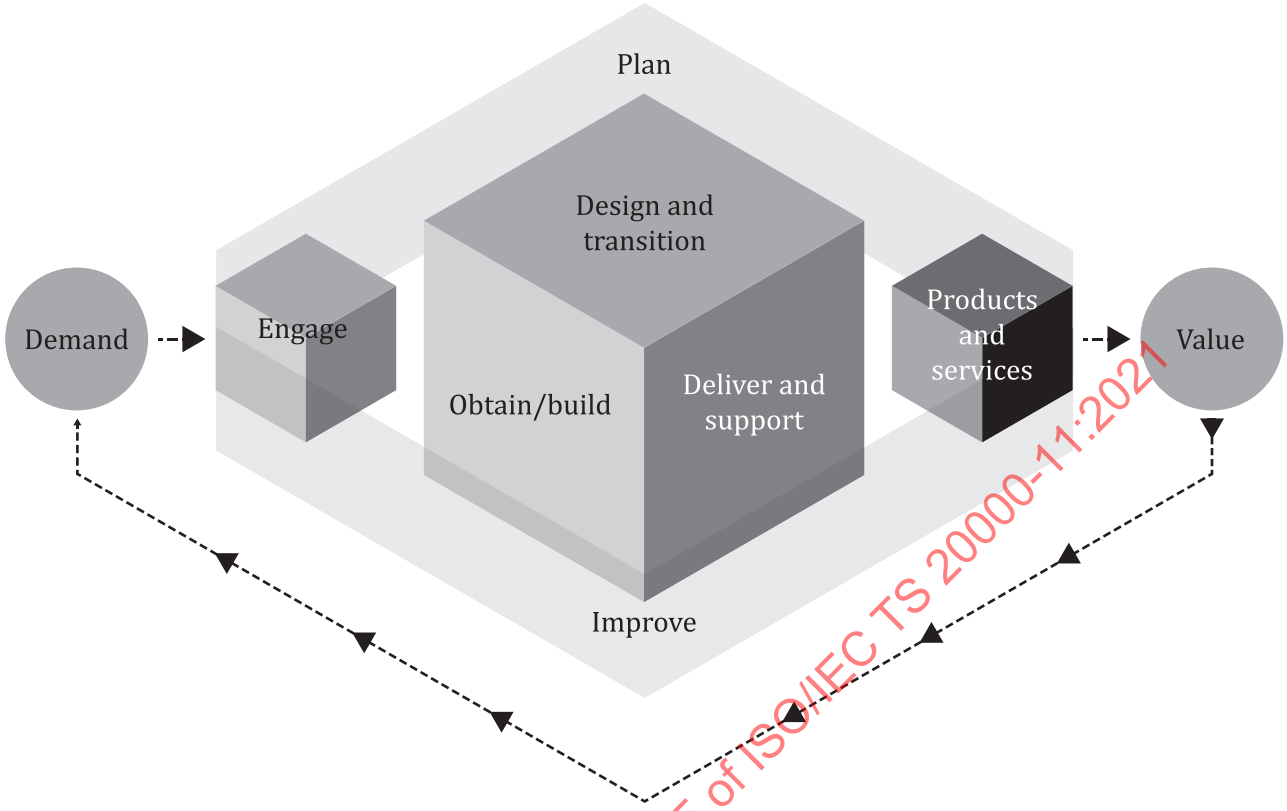

Figure 4 — The ITIL Service Value Chain. Copyright © AXELOS Limited 2021. Used under permission of AXELOS Limited. All rights reserved.

4.2.8 The ITIL practices

Practices are sets of organizational resources designed for performing work or accomplishing an objective. They consider resources required across each of the four dimensions of service management for a more holistic approach to achieve a successful outcome. These are distinct from processes, which are sets of interrelated or interacting activities that transform inputs into outputs. Processes define the sequence of activities and their dependencies and can be part of practices within the value stream and processes dimension. The ITIL SVS includes 14 general management practices, 17 service management practices and three technical management practices, as shown in Table 1.

Table 1 — ITIL management practices

General management practices	Service management practices	Technical management practices
Architecture management	Availability management	Deployment management
Continual improvement	Business analysis	Infrastructure and platform management
Information security management	Capacity and performance management	Software development and management
Knowledge management	Change enablement	
Measurement and reporting	Incident management	
Organizational change management	IT asset management	
Portfolio management	Monitoring and event management	
Project management	Problem management	
Relationship management	Release management	
Risk management	Service catalogue management	
Service financial management	Service configuration management	
Strategy management	Service continuity management	
Supplier management	Service design	
Workforce and talent management	Service desk	
	Service level management	
	Service request management	
	Service validation and testing	

4.2.9 Value streams

A value stream is a series of steps an organization undertakes to create and deliver products and services to consumers. These steps can be seen as journeys through the six value chain activities for specific scenarios or types of demand. They use resources of the service provider and the service consumers to generate required outputs, such as resolving an incident or designing a new service.

4.3 Relationship between ISO/IEC 20000–1 and ITIL

ISO/IEC 20000–1 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 ISO/IEC 20000-1 requirements and ITIL guidance. Refer to Annex B for detailed correlation.

Using ISO/IEC 20000–1 and ITIL together can support organizations intending to implement and derive the benefits from service management. For organizations that wish to demonstrate conformity with the requirements specified in ISO/IEC 20000–1, 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, ensuring that they meet the requirements of ISO/IEC 20000-1. For example, ITIL is a source of guidance that can be used to meet the requirements in ISO/IEC 20000-1:2018, Clause 8 and other clauses.

As ISO/IEC 20000-1 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 before examining the more detailed guidance that can be found in the framework(s) of choice. This approach can therefore help organizations to identify and establish a solid foundation for service management that can be continually improved. Once the processes have been implemented, the organization can conduct a gap analysis to see what improvements can be implemented.

Continual improvement projects can include modifying or updating documented processes. Using the correlations in the annexes of this document, the ITIL framework can be mapped to ISO/IEC 20000–1 requirements. By carefully reviewing and analysing relevant sections of the ITIL framework, an organization can better understand how to design, integrate or improve the ISO/IEC 20000–1 requirement in question. The organization can also use ITIL to consider and prioritize possible improvements to existing practices.

5 Correlation of ITIL to ISO/IEC 20000–1

5.1 General

There are six ITIL 4 publications covering its basic model and its ITIL Specialist, ITIL Strategist and ITIL Leader modules.

5.2 *ITIL Foundation – ITIL 4 Edition*

ITIL Foundation – ITIL 4 Edition covers the ITIL service management framework. It explains key concepts of service management, the four dimensions of service management, the ITIL service value system and the ITIL management practices.

This publication correlates with various clauses of ISO/IEC 20000-1:2018, including Clause 4: The organization and its context; Clause 6: Risks and opportunities; Clause 8: Various service management practices; and Clause 10: Continual improvement.

5.3 *ITIL 4: Drive Stakeholder Value*

ITIL 4: Drive Stakeholder Value provides guidance on establishing, maintaining and developing effective service relationships at appropriate levels. It covers seven steps of the "customer journey": explore, engage, offer, agree, onboard, co-create and realize.

This publication correlates with various parts of ISO/IEC 20000-1:2018, including Clause 4: Interested parties; Clause 5: Leadership; Clause 6: Risks and opportunities and objectives; Clause 7: Communication; Clause 8: Various service management practices; and Clause 9: Monitoring and measurements, internal audit, management review and service reporting.

5.4 *ITIL 4: Direct, Plan and Improve*

ITIL 4: Direct, Plan and Improve helps to align service management with modern business requirements; drive successful organizational transformation; and embed continual improvement into an organization. It covers strategy and direction, assessment and planning, measurement and reporting, continual improvement, communication and organizational change management and developing a service value system.

This publication correlates with various parts of ISO/IEC 20000-1:2018, including Clause 5: Leadership; Clause 6: Risk and opportunities, objectives, plan the SMS; Clause 7: Communication; Clause 8: Various service management practices; Clause 9: Monitoring and measurement, internal audit; and Clause 10: Continual improvement.

5.5 *ITIL 4: Create, Deliver and Support*

ITIL 4: Create, Deliver and Support addresses the cultural and team management aspects of service management. It provides an overview of tools and technologies which support service management and demonstrates how to integrate service management practices into end-to-end value streams. It covers team development, the use of technology to support services, value streams and supplier management.

This publication correlates with various parts of ISO/IEC 20000-1:2018, including Clause 7: Resources, competence and knowledge; Clause 8: Various service management practices; and Clause 9: Monitoring and measurement.

5.6 *ITIL 4: High-velocity IT*

ITIL 4: High-velocity IT addresses the specifics of digital transformation and helps organizations to evolve towards a convergence of business and technology or to establish a new digital organization. It covers digital technology, organizations and transformation; high-velocity IT culture; and high-velocity IT techniques.

This publication correlates with various parts of ISO/IEC 20000-1:2018, including Clause 7: Resources; Clause 8: Various service management practices; and Clause 10: Continual improvement.

5.7 *ITIL 4: Digital and IT Strategy*

ITIL 4: Digital and IT Strategy examines the role of strategy within a digitally-enabled organization. It provides an overview of the capabilities needed to compete in a digital world, as well as suggestions about how organizations can evaluate new technology and its potential for competitive differentiation. It follows the ITIL continual improvement model to develop a digital strategy and covers digital leadership, innovation and managing risk.

This publication correlates with various parts of ISO/IEC 20000-1:2018, including Clause 4: Organization and its context, interested parties; Clause 6: Risk and opportunity; Clause 7: Competence, communication; Clause 8: Various service management practices; Clause 9: Monitoring and measurement; and Clause 10: Continual improvement.

5.8 *ITIL Practice Guides*

The *ITIL Practice Guides* provide guidance on the general management practices, service management practices and technical practices that are sets of organizational resources designed for performing work or accomplishing an objective. Guidance in the practice guides correlates with various parts of ISO/IEC 20000-1:2018, especially Clause 8: Various service management practices, and Clause 10: Continual improvement.

Annex A
(informative)

Correlation of ISO/IEC 20000–1:2018 to ITIL 4 Terms and definitions

This annex provides a comparison of the terms and definitions used in ISO/IEC 20000–1:2018 and those in ITIL 4 publications. Note that each of the ITIL 4 publications have their own glossaries, with occasionally different definitions of the same terms. In addition, some ITIL 4 publications have definitions in other places than the glossaries. This comparison is shown in Table A.1 below.

Most words used in ISO/IEC 20000–1 are not formally defined. In accordance with ISO Directives, undefined words use their common English dictionary definitions. This use of common English dictionary definitions in ISO/IEC 20000–1 facilitates understanding and translation across many languages and cultures. The correlation of words specifically defined in ITIL 4 to words in ISO/IEC 20000–1 used with a common English dictionary definition is in Table A.2.

Both the definitions in ITIL and the definitions in ISO/IEC 20000–1 are worded to apply to service management in general.

Quotations from ITIL are exact and include some rare uses of "must", which is not normally found in ISO documents.

The capitalization of ISO/IEC 20000–1 text is based on normal ISO editorial rules. The capitalization of ITIL text is that used in ITIL.

NOTE The ITIL 4 publications are abbreviated as follows:

— *ITIL 4 Foundation* – F;

— *ITIL 4 Drive Stakeholder Value* – DSV;

— *ITIL 4 Direct Plan Improve* – DPI;

— *ITIL 4 Create, Deliver and Support* – CDS;

— *ITIL 4 High-Velocity IT* – HVIT;

— *ITIL 4 Digital & IT Strategy* – DITS;

— *ITIL 4 Practice Guides* – PG.

Table A.1 — Correlation of ISO/IEC 20000–1:2018 terms to ITIL 4 definitions

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.1 audit systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines). Note 2 to entry: An internal audit is conducted by the organization itself, or by an external party on its behalf. Note 3 to entry: "Audit evidence" and "audit criteria" are defined in ISO 19011.	None	ITIL 4 does not define audit, however, it describes an audit as an independent assessment of management performance and conformance [DPI].
3.1.2 competence ability to apply knowledge and skills to achieve intended results	None	Although *competence* is not defined in the ITIL Foundation glossary, the word *competencies* is defined in section 5.1.14 "Workforce and talent management" as the combination of observable and measurable knowledge, skills, abilities and attitudes that contribute to enhanced employee performance and ultimately result in organizational success.
3.1.3 conformity fulfilment of a requirement Note 1 to entry: Conformity relates to requirements in this document as well as the organization's SMS requirements. Note 2 to entry: The original Annex SL definition has been modified by adding Note 1 to entry.	None	
3.1.4 continual improvement recurring activity to enhance performance	**continual improvement practice [F]** the practice of aligning an organization's practices and services with changing business needs through the ongoing identification and improvement of all elements involved in the effective management of products and services.	In ITIL 4, Continual improvement is the ongoing improvement of the organization's services, practices and all other elements required for the provision of services.
3.1.5 corrective action action to eliminate the cause or reduce the likelihood of recurrence of a detected nonconformity or other undesirable situation Note 1 to entry: The original Annex SL[a] definition has been changed. from "action to eliminate the cause of a nonconformity and to prevent recurrence".	None	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.6 documented information information required to be controlled and maintained by an organization and the medium on which it is contained EXAMPLE Policies, plans, process descriptions, procedures, service level agreements, contracts. Note 1 to entry: Documented information can be in any format and media and from any source. Note 2 to entry: Documented information can refer to: – the management system, including related processes; – information created in order for the organization to operate (documentation); – evidence of results achieved (records). Note 3 to entry: The original Annex SL definition has been modified by adding examples.	None	
3.1.7 effectiveness extent to which planned activities are realized and planned results achieved	**effectiveness [F]** a measure of whether the objectives of a practice, service or activity have been achieved.	
3.1.8 interested party person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity related to the SMS or the services Note 1 to entry: An interested party can be internal or external to the organization. Note 2 to entry: Interested parties can include parts of the organization outside the scope of the SMS, customers, users, community, external suppliers, regulators, public sector bodies, nongovernment organizations, investors or employees. Note 3 to entry: Where interested parties are specified in the requirements of this document, the interested parties can differ depending on the context of the requirement. Note 4 to entry: The original Annex SL definition has been modified by deleting the admitted term "stakeholder", adding "related to the SMS or the services" to the definition and by adding Notes 1, 2 and 3 to entry.	**stakeholder [F]** a person or organization that has an interest or involvement in an organization, product, service, practice, or other entity.	Correlates with the relationship management practice, which is the practice of establishing and nurturing links between the organization and its stakeholders at a strategic and tactical level.

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.9 management system set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those objectives Note 1 to entry: A management system can address a single discipline or several disciplines. Note 2 to entry: The management system elements include the organization's structure, roles and responsibilities, planning, operation, policies, objectives, plans, processes and procedures. Note 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations. Note 4 to entry: The original Annex SL definition has been modified by clarifying that the system is a management system and listing further elements in Note 2 to entry.	**management system [F]** interrelated or interacting elements that establish policy and objectives and enable the achievement of those objectives.	
3.1.10 measurement process to determine a value	**measurement [Measurement and reporting PG]** a means of decreasing uncertainty based on one or more observations that are expressed in quantifiable units. **measurement and reporting [F]** the practice of supporting good decision-making and continual improvement by decreasing levels of uncertainty.	
3.1.11 monitoring determining the status of a system, a process or an activity Note 1 to entry: To determine the status there may be a need to check, supervise or critically observe.	**monitoring [F] [Monitoring and event management PG]** repeated observation of a system, practice, process, service, or other entity to detect events and to ensure that the current status is known.	In ITIL 4, monitoring correlates with the Monitoring and event management practice, which is the practice of systematically observing services and service components and recording and reporting selected changes of state identified as events.
3.1.12 nonconformity non-fulfilment of a requirement Note 1 to entry: Nonconformity relates to requirements in this document as well as the organization's SMS requirements.	None	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.13 objective result to be achieved Note 1 to entry: An objective can be strategic, tactical, or operational. Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, service management and environmental goals) and can apply at different levels (such as strategic, organization-wide, service, project, product and process). Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a service management objective or by the use of other words with similar meaning (e.g. aim, goal, or target). Note 4 to entry: In the context of an SMS, service management objectives are set by the organization, consistent with the service management policy, to achieve specific results. Note 5 to entry: The original Annex SL definition has been modified by adding "service management" and "service" to Note 2 to entry.	None	ITIL 4 does not define objective. However, it describes an objective as the outcome that an organization wants to accomplish. [F]
3.1.14 organization person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private. Note 2 to entry: An organization or part of an organization that manages and delivers a service or services to internal or external customers can be known as a service provider. Note 3 to entry: If the scope of the SMS covers only part of an organization, then organization, when used in this document, refers to the part of the organization that is within the scope of the SMS. Any use of the term organization with a different intent is distinguished clearly. Note 4 to entry: The original Annex SL definition has been modified by adding Notes 2 and 3 to entry.	**organization [F]** a person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.	
3.1.15 outsource (verb) make an arrangement where an external organization performs part of an organization's function or process Note 1 to entry: An external organization is outside the scope of the SMS, although the outsourced function or process, is within the scope.	**outsourcing (noun) [F]** the process of having external suppliers provide products and services that were previously provided internally.	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.16 performance measurable result Note 1 to entry: Performance can relate either to quantitative or qualitative findings. Note 2 to entry: Performance can relate to the management of activities, processes, products, services, systems or organizations. Note 3 to entry: The original Annex SL definition has been modified by adding "services" to Note 2 to entry.	**performance [F] [Measurement and reporting PG] [Capacity and performance management PG]** a measure of what is achieved or delivered by a system, person, team, practice, or service.	
3.1.17 policy intentions and direction of an organization as formally expressed by its top management	**policy [F]** formally documented management expectations and intentions, used to direct decisions and activities.	
3.1.18 process set of interrelated or interacting activities that use inputs to deliver an intended result Note 1 to entry: Whether the "intended result" of a process is called output, product or service depends on the context of the reference. Note 2 to entry: Inputs to a process are generally the outputs of other processes and outputs of a process are generally the inputs to other processes. Note 3 to entry: Two or more interrelated and interacting processes in series can also be referred to as a process. Note 4 to entry: Processes in an organization are generally planned and carried out under controlled conditions to add value. Note 5 to entry: The original Annex SL definition has been changed from "set of interrelated or interacting activities which transforms inputs into outputs". The original Annex SL definition has also been modified by adding Notes 1 to 4 to entry. The revised definition and Notes 1 to 4 to entry are sourced from ISO 9000:2015, 3.4.1.	**Process [F] [All PG]** a set of interrelated or interacting activities that transform inputs into outputs. It takes one or more inputs to produce the required output. Processes define the sequence of actions and their dependencies.	**Practice [F]** a set of organizational resources designed for performing work or accomplishing an objective. See subclause 4.2 for an explanation of the difference between processes and practices.
3.1.19 requirement need or expectation that is stated, generally implied or obligatory Note 1 to entry: "Generally implied" means that it is custom or common practice for the organization and interested parties that the need or expectation under consideration is implied. Note 2 to entry: A specified requirement is one that is stated, for example, in documented information. Note 3 to entry: In the context of an SMS, service requirements are documented and agreed rather than generally implied. There can also be other requirements such as legal and regulatory requirements. Note 4 to entry: The original Annex SL definition has been modified by adding Note 3 to entry.	None	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.1.20 risk effect of uncertainty Note 1 to entry: An effect is a deviation from the expected — positive or negative. Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to understanding or knowledge of, an event, its consequence, or likelihood. 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 (including changes in circumstances) and the associated likelihood of occurrence.	**risk [F] [Risk Management PG]** a possible event that could cause harm or loss, or make it more difficult to achieve objectives. 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.	Correlates with the risk management practice in ITIL 4, which is the practice of ensuring that an organization understands and effectively handles risks.
3.1.21 top management person or group of people who directs and controls an organization at the highest level Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization. Note 2 to entry: If the scope of the management system covers only part of an organization then top management refers to those who direct and control that part of the organization.	None	ITIL 4 does not refer to top management, but it does use the term governing body. The governance function includes setting, and being accountable for, the purpose and parameters for the organization. This function is provided by the top management in the organizations where the governing body is not a separate role.
3.2.1 asset item, thing, or entity that has potential or actual value to an organization Note 1 to entry: Value can be tangible or intangible, financial or non-financial, and includes consideration of risks and liabilities. It can be positive or negative at different stages of the asset life. Note 2 to entry: Physical assets usually refer to equipment, inventory and properties owned by the organization. Physical assets are the opposite of intangible assets, which are non-physical assets such as leases, brands, digital assets, use rights, licences, intellectual property rights, reputation or agreements. Note 3 to entry: A grouping of assets referred to as an asset system could also be considered as an asset. Note 4 to entry: An asset can also be a configuration item. Some configuration items are not assets. [SOURCE: ISO/IEC 19770-5:2015, 3.2, modified — Note 4 to entry contains new content.]	**Asset [Information Security PG]** anything that has value to an organization. **IT asset [F]** any valuable component that can contribute to delivery of an IT product or service. **Knowledge asset [PG Knowledge management]** This is an organization's specific information resource that is important for that organization's operations and value co-creation.	
3.2.2 configuration item **CI** element that needs to be controlled in order to deliver a service or services	**configuration item (CI) [F] [Service configuration management PG]** any component that needs to be managed in order to deliver an IT service.	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.2.3 customer organization or part of an organization that receives a service or services EXAMPLE Consumer, client, beneficiary, sponsor or purchaser. Note 1 to entry: A customer can be internal or external to the organization delivering the service or services. Note 2 to entry: A customer can also be a user. A customer can also act as a supplier.	**customer [F]** a person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.	ITIL 4 also describes: Service consumer: an organization that consumes a service. The external customer as a customer who works for an organization other than the service provider; The internal customer as a customer who works for the same organization as the service provider.
3.2.4 external supplier another party that is external to the organization that enters into a contract to contribute to the planning, design, transition, delivery or improvement of a service, service component or process Note 1 to entry: External suppliers include designated lead suppliers but not their sub-contracted suppliers. Note 2 to entry: If the organization in the scope of the SMS is part of a larger organization, the other party is external to the larger organization.	**supplier [F] [Supplier management PG]** a stakeholder responsible for providing services that are used by an organization.	ITIL 4 makes no distinction between internal and external suppliers. 'Suppliers and partners' are one of the four dimensions, incorporating external supplier context across the SVS.
3.2.5 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 or user	**incident [F] [Incident management PG]** an unplanned interruption to a service or reduction in the quality of a service.	Correlates with the incident management practice, which is the practice of minimizing the negative impact of incidents by restoring normal service operation as quickly as possible.
3.2.6 information security preservation of confidentiality, integrity and availability of information Note 1 to entry: In addition, other properties such as authenticity, accountability, non-repudiation and reliability can also be involved. [SOURCE: ISO/IEC 27000:2018, 3.28]	None	Correlates with the information security management practice, which is the practice of protecting an organization by understanding and managing risks to the confidentiality, integrity, and availability of information. Information Security in ISO/IEC 20000-1 can include access and identity management from ITIL 4.
3.2.7 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 27000:2018, 3.31]	None	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.2.8 internal supplier part of a larger organization that is outside the scope of the SMS that enters into a documented agreement to contribute to the planning, design, transition, delivery or improvement of a service, service component or process EXAMPLE Procurement, infrastructure, finance, human resources, facilities. Note 1 to entry: The internal supplier and the organization in the scope of the SMS are both part of the same larger organization.	**supplier [F] [Supplier management PG]** a stakeholder responsible for providing services that are used by an organization.	ITIL 4 makes no distinction between internal and external suppliers
3.2.9 known error problem that has an identified root cause or a method of reducing or eliminating its impact on a service	**known error [F] [Problem Management PG]** a problem that has been analysed but has not been resolved.	
3.2.10 problem cause of one or more actual or potential incidents	**problem [F] [Problem Management PG]** a cause, or potential cause, of one or more incidents.	
3.2.11 procedure specified way to carry out an activity or a process Note 1 to entry: Procedures can be documented or not. [SOURCE: ISO 9000:2015, 3.4.5]	**procedure [F]** a documented way to carry out an activity or a process.	
3.2.12 record, noun document stating results achieved or providing evidence of activities performed EXAMPLE Audit reports, incident details, list of training delegates, minutes of meetings. Note 1 to entry: Records can be used, for example, to formalize traceability and to provide evidence of verification, preventive action and corrective action. Note 2 to entry: Generally, records need not be under revision control. [SOURCE: ISO 9000:2015, 3.8.10, modified – EXAMPLE has been added]	**record [F]** a document stating results achieved and providing evidence of activities performed.	
3.2.13 release, noun collection of one or more new or changed services or service components deployed into the live environment as a result of one or more changes	**release [F]** a version of a service or other configuration item, or a collection of configuration items, that is made available for use. **[Release management PG]** a version of a service or any other configuration item, or a collection of configuration items, that is made available for use.	

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.2.14 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, transfer of a service or the removal of a service that is no longer required.	**request for change (RFC) [F]** a description of a proposed change used to initiate change control.	The change control practice was renamed 'change enablement' after Foundation was originally published.
3.2.15 service means of delivering value for the customer by facilitating outcomes the customer wants to achieve Note 1 to entry: Service is generally intangible. Note 2 to entry: The term service as used in this document means the service or services in the scope of the SMS. Any use of the term service with a different intent is distinguished clearly.	**service [F]** a means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.	
3.2.16 service availability ability of a service or service component to perform its required function at an agreed time or over an agreed period of time Note 1 to entry: Service availability can be expressed as a ratio or percentage of the time that the service or service component is actually available for use compared to the agreed time.	**availability [F] [Availability management PG]** the ability of an IT service or other configuration item to perform its agreed function when required. **availability [Information security management PG]** a characteristic of information that ensures it is able to be used when needed.	
3.2.17 service catalogue documented information about services that an organization provides to its customers	**service catalogue [F] [Service catalogue management PG]** structured information about all the services and service offerings of a service provider, relevant for a specific target audience.	
3.2.18 service component part of a service that when combined with other elements will deliver a complete service EXAMPLE Infrastructure, applications, documentation, licences, information, resources, supporting services. Note 1 to entry: A service component can include configuration items, assets or other elements.	None	ITIL 4 does not define service component. However, it describes components as technical resources which include applications, data, platforms, infrastructure [HVIT].
3.2.19 service continuity capability to deliver a service without interruption, or with consistent availability as agreed Note 1 to entry: Service continuity management can be a subset of business continuity management. ISO 22301 is a management system standard for business continuity management.	**[Service continuity management PG]** The capability of the service provider to continue service operation at an acceptable level following a disaster event or disruptive incident.	ITIL 4 does not define service continuity. However, it describes the service continuity management practice, which is the practice of ensuring that service availability and performance are maintained at a sufficient level in case of a disaster. [F]

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.2.20 service level agreement **SLA** documented agreement between the organization and the customer that identifies services and their agreed performance Note 1 to entry: A service level agreement can also be established between the organization and an external supplier, an internal supplier 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) [F] [CDS] [DSV] [DPI] [HVIT] [Service level management PG]** a documented agreement between a service provider and a customer that identifies both services required and the expected level of service.	Correlates with the service level management practice, which is the practice of setting clear business-based targets for service performance so that the delivery of a service can be properly assessed, monitored and managed against these targets.
3.2.21 service level target specific measurable characteristic of a service that an organization commits to	None	Service level management PG defines service level as: "one or more metrics that define expected or achieved service quality." It also states: "to define and manage the service level, it is common to agree on relevant metrics and target values, as well as the approach to the measurement, evaluation, reporting and improvement of the achieved service level."
3.2.22 service management set of capabilities and processes to direct and control the organization's activities and resources for the planning, design, transition, delivery and improvement of services to deliver value Note 1 to entry: This document provides a set of requirements that are split into clauses and sub-clauses. Each organization can choose how to combine the requirements into processes. The sub-clauses can be used to define the processes of the organization's SMS.	**service management [F] [CDS] [DSV] [DPI] [HVIT]** a set of specialized organizational capabilities for enabling value for customers in the form of services.	
3.2.23 service management system **SMS** management system to direct and control the service management activities of the organization Note 1 to entry: An SMS includes service management policies, objectives, plans, processes, documented information and resources required for the planning, design, transition, delivery and improvement of services to meet the requirements specified in this document.	**service value system (SVS) [F]** a model representing how all the components and activities of an organization work together to facilitate value creation.	The ITIL 4 SVS covers governance and therefore is not a complete match with the ISO/IEC 20000-1 SMS. An SMS in ITIL 4 would be a combination of service value chain, practices, improvement and principles.
3.2.24 service provider organization that manages and delivers a service or services to customers	**service provider [F]** a role performed by an organization in a service relationship to provide services to consumers.	When provisioning services, an organization takes on the role of the service provider. The provider can be external to the consumer's organization or they can both be part of the same organization. [F]

[a] Annex SL is the high-level structure for management system standards.

Table A.1 *(continued)*

ISO/IEC 20000-1:2018 Entry	ITIL 4 Entry	Comment
3.2.25 service request request for information, advice, access to a service or a pre-approved change	**service request [F] [Service request management]** a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery.	
3.2.26 service requirement needs of customers, users and the organization related to the services and the SMS that are stated or obligatory Note 1 to entry: In the context of an SMS, service requirements are documented and agreed rather than generally implied. There can also be other requirements such as legal and regulatory requirements.	None	
3.2.27 transition activities involved in moving a new or changed service to or from the live environment	None	Design and transition are described in ITIL 4 Foundation as: The value chain activity that ensures products and services continually meet stakeholder expectations for quality, costs and time to market.
3.2.28 user individual or group that interacts with or benefits from a service or services Note 1 to entry: Examples of users include a person or community of people. A customer can also be a user.	**user [F]** a person who uses services.	ITIL 4 also uses the term consumer for users.
3.2.29 value importance, benefit or usefulness EXAMPLE Monetary value, achieving service outcomes, achieving service management objectives, customer retention or removal of constraints. Note 1 to entry: The creation of value from services includes realizing benefits at an optimal resource level while managing risk. An asset and a service are examples that can be assigned a value.	**value [F] [CDS] [DSV] [DPI] [HVIT]** the perceived benefits, usefulness, and importance of something.	
[a] Annex SL is the high-level structure for management system standards.		

Table A.2 lists terms defined in ITIL 4 that are also used in ISO/IEC 20000–1:2018, but are not defined. These terms are used in ISO/IEC 20000-1 as common English dictionary definitions. The ITIL definitions can be useful to organizations establishing and improving an SMS. Most of the ITIL terms have the same meaning as the term used in ISO/IEC 20000–1. However, some dictionary definitions can differ from the specialized ITIL definitions, for example, “change” and “resources”.

Table A.2 — ITIL 4 Glossary terms usage in ISO/IEC 20000–1:2018

ITIL 4 entry	Usage in ISO/IEC 20000-1
Acceptance criteria [F] a list of minimum requirements that a service or service component must meet for it to be acceptable to stakeholders.	Used variously in the context of risk acceptance criteria and service acceptance criteria.
Availability [F] the ability of an IT service or other configuration item to perform its agreed function when required.	Used in the context of service availability management and as part of information security.
Baseline [F] a report or metric that serves as a starting point against which progress or change can be assessed.	Used in the context of deployment of a release into the live environment, a baseline of the affected CIs shall be taken before deployment.
Benefit [Project management PG] A measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.	Used once in the definition of *value*.
Budget [Service financial management PG] A documented estimate of all the spending and earning of money during a particular period or initiative.	Used in the context of budgeting and accounting for services.
Capability [F] the ability of an organization, person, process, application, configuration item, or IT service to carry out an activity.	Used in the context of capability to deliver a service without interruption or with consistent availability as agreed part of service continuity. Also used as a possible target for improvement.
Change [F] the addition, modification, or removal of anything that could have a direct or indirect effect on services.	Used variously in the context of control of changes to services, processes and SMS.
Charging [F] the activity that assigns a price for services.	Used once, mentioning that budgeting and accounting for services excludes charging.
Confidentiality [F] a security objective that ensures that information is not made available or disclosed to unauthorized entities.	Used in the context of Information security as a preservation of confidentiality, integrity and availability of information. Also used in the control of documented information.
Configuration [F] an arrangement of configuration items (CIs) or other resources that work together to deliver a product or service. Can also be used to describe the parameter settings of one or more CIs.	Used in the context of a service component that can include configuration items, assets or other elements.
Control [F] the means of managing a risk, ensuring that a business objective is achieved, or that a process is followed.	Used variously in many contexts.
Cost [F] the amount of money spent on a specific activity or resource.	Costs are used in the context of Budgeting and accounting for services (8.4.1) and in the context of Continual Improvement (10.2).
Data [HVIT] information that has been translated into a form that is efficient for movement or processing.	Used variously in its dictionary meaning.
Demand [F] input to the service value system based on opportunities and needs from internal and external stakeholders.	Used variously in the context of identifying the demand for services

Table A.2 *(continued)*

ITIL 4 entry	Usage in ISO/IEC 20000-1
Deployment [F] the movement of any service component into any environment.	Used variously in the context of deploying services and components
Design and transition [F] the value chain activity that ensures products and services continually meet stakeholder expectations for quality, costs, and time to market.	Used in the context of Service Design and Transition.
Directing [DPI] Leading, conducting or guiding someone. This includes setting and communicating the vision, purpose, objectives, and guiding principles for an organization or team. It may also include leading or guiding the organization towards its objectives.	Used once in the context of leadership responsibilities.
Efficiency [F] a measure of whether the right amount of resources have been used by a practice, service, or activity.	Used once in the introduction, but not used in a requirement.
Emergency change [F] a change that must be introduced as soon as possible.	Used in the context of category of a change and as part of change management policy.
Employee [Workforce management PG] any individual engaged to work in an organization.	Used once as an example of an interested party.
Environment [F] a subset of the IT infrastructure that is used for a particular purpose, for example a live environment or test environment. Can also mean the external conditions that influence or affect something.	Used variously, especially in the context of live environment as part of release and deployment management.
Error [F] a flaw or vulnerability that may cause incidents.	Used in the context of known error as part of problem management.
Escalation [F] that act of sharing awareness or transferring ownership of an issue or work item.	Used once in its dictionary meaning.
Event [F] any change of state that has significance for the management of a service or other configuration item.	Used variously in many contexts.
Experience [Business analysis PG] the sum of the functional and emotional interactions with a service and service provider as perceived by a stakeholder.	Used twice in the context of competence.
External customer [F] a customer who works for an organization other than the service provider.	Used in the definition of *organization*.
Failure [F] a loss of ability to operate to specification, or to deliver the required output or outcome.	Used in the context of success or failure of releases as part of release and deployment management.
Governance [DITS] the means by which an organization is directed and controlled.	Used in the Introduction only.

Table A.2 *(continued)*

ITIL 4 entry	Usage in ISO/IEC 20000-1
Guideline [DPI] a recommended practice that allows some discretion in its interpretation, implementation, or use.	Used in the Bibliography only.
Improve [F] the value chain activity that ensures continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management.	Used variously in many contexts.
Improvement [HVIT] a deliberately introduced change that results in increased value for one or more stakeholders.	Used variously in many contexts.
Information technology [DITS] the application of digital to store, retrieve, transmit and manipulate data (data processing), often in the context of a business or other kind of organization.	Used in document title and Bibliography only.
Information security policy [F] the policy that governs an organization's approach to information security management.	Used in the context of information security policy as part of information security management.
Innovation [Strategy management PG] the adoption of a new technology or way of working that has led to the significant improvement of an organization, product, or service.	Used as an example of continual improvement.
Integrity [F] a security objective that ensures information is only modified by authorized personnel and activities.	Used in the context of Information security as preservation of confidentiality, integrity and availability of information.
Internal customer [F] a customer who works for the same organization as the service provider.	Used variously in many contexts.
Inventory [IT Asset management PG] data collection and clean-up performed to build or verify the IT asset register data.	Used once in the definition of asset.
Lifecycle [F] the full set of stages, transitions, and associated statuses in the life of a service, product, practice, or other entity.	Used in the context of service lifecycle.
Live [F] refers to a service or other configuration item operating in the live environment.	Used in the context of live services and live environments.
Live environment [F] a controlled environment used in the delivery of IT services to customers.	Used in its dictionary meaning.
Maintenance [Software development and management PG] the modification of the application as part of development, for both correction and enhancement purposes.	Used once in its dictionary meaning.
Major incident [F] an incident with significant business impact, requiring an immediate coordinated resolution.	Used in the context of major incidents as part of incident management.

Table A.2 *(continued)*

ITIL 4 entry	Usage in ISO/IEC 20000-1
Measurement [HVIT] a means of decreasing uncertainty based on one or more observations that are expressed in quantifiable units.	Used in the context of performance evaluation.
Model [F] a representation of a system, practice, process, service, or other entity that is used to understand and predict its behaviour and relationships.	Used once in its dictionary meaning.
Operation [F] the routing running and management of an activity, product, service, or other configuration item.	Used variously in many contexts.
Opportunity [DITS] a situation that allows an organization to expand its existing operation, either by introducing new products and services or by moving into a new market.	Used frequently in its dictionary meaning, often in the context of risk management.
Outcome [F] a result for a stakeholder enabled by one or more outputs.	Used variously in many contexts.
Output [F] a tangible or intangible delivery of an activity.	See *process* in ISO/IEC 20000-1.
Plan [F] that value chain activity that ensures a shared understanding of the vision, current status, and improvement direction of all four dimensions and all products and services across an organization.	Used variously in many contexts.
Portfolio [DITS] a collection of assets into which an organization chooses to invest its resources in order to receive the best return.	Used in the context of service portfolio.
Practice [F] a set of organizational resources designed for performing work or accomplishing an objective.	Used once in its dictionary meaning.
Product [F] a configuration of an organization's resources designed to offer value for a consumer.	Used variously in many contexts.
Programme [F] a set of related projects and activities, and an organization structure created to direct and oversee them.	Used in the context of audit programme as part of internal audit.
Project [F] a temporary structure that is created for the purpose of delivering one or more outputs (or products) according to an agreed business case.	Used once in the definition of *objective*.
Purpose [Strategy management PG] the reason that an organization exists, or its core business	Used as purpose of the organization.
Recovery [F] the activity of returning a configuration item to normal operation after a failure.	Used in the context of service recovery as part of service continuity management.

Table A.2 *(continued)*

ITIL 4 entry	Usage in ISO/IEC 20000-1
Reliability [F] the ability of a product, service, or other configuration item to perform its intended function for a specified period or number of cycles.	Used in the context of Information security as a preservation of confidentiality, integrity and availability of information.
Resolution [F] that action of solving an incident or problem.	Used in the context of problem resolution as part of problem management.
Resource [F] personnel, material, finance, or other entity that is required for the execution of an activity or the achievement of an objective. Resources used by an organization may be owned by the organization or used according to an agreement with the resource owner.	Used variously in many contexts.
Risk assessment [F] an activity to identify, analyse and evaluate risks.	Used in the context of risk assessment as part of management review.
Role [HVIT] a role is a set of responsibilities, activities, and authorizations granted to a person or team in a specific context.	Used in the context of organizational roles, responsibilities and authorities.
Service desk [F] the point of communication between the service provider and all its users.	Used in the context of the application of ISO/IEC 20000-1, how organizations can demonstrate evidence.
Service level [F] one or more metrics that define expected or achieved service quality.	Used in the definition of *service level target.*
Service portfolio [F] a complete set of products and services that are managed throughout their life cycles by an organization.	Used in the context of service portfolio as part of service delivery.
Specification [F] a documented description of the properties of a product, service, or other configuration item.	Used once in its dictionary meaning.
Software [Software development and management PG] a set of instructions that tell the physical components (hardware) of a computer how to work.	Used once in its dictionary meaning.
Sponsor [F] the role that authorizes budget for service consumption. Can also be used to describe an organization or individual that provides financial or other support for an initiative.	Used in the definition of *customer.*
Standard [F] a document, established by consensus, and approved by a recognized body, that provides for common and repeated use, mandatory requirements, guidelines, or characteristics for its subject.	Used in the reference to the ISO/IEC 20000 series standards.
Status [F] a description of the specific states an entity can have at a given time.	Used in the definition of *monitoring* and twice in its dictionary meaning.
Supplier [F] a stakeholder responsible for providing services that are used by an organization.	Used various times in the context of supplier management and the use of other parties involved in the service lifecycle.

Table A.2 *(continued)*

ITIL 4 entry	Usage in ISO/IEC 20000-1
System [F] a combination of interacting elements organized and maintained to achieve one or more stated purposes.	See *management system* in ISO/IEC 20000-1
Third party [F] a stakeholder external to an organization.	Used in the definition of "audit" in the context of third-party audits
Threshold [Monitoring and event management PG] the value of a metric that triggers a pre-defined response.	Used once in the context of capacity management.
Verification [IT asset management PG] 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.	Used once in the definition of *record*.

Annex B
(informative)

Correlation of ISO/IEC 20000–1:2018 clauses to ITIL 4

The correlation of ISO/IEC 20000–1:2018 clauses to paragraphs in ITIL 4 is intended to provide a view of the relationships between the two references. Although this correlation cites ISO/IEC 20000–1 requirements 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. Not all the requirements in a listed ISO/IEC 20000–1 paragraph are necessarily covered in each of the associated ITIL sections.

ITIL includes a number of publications: *Foundation*; *Create, Deliver and Support*; *Drive Stakeholder Value*; *High-Velocity IT*; *Digital and IT Strategy*; and various *Practice Guides*. ITIL provides detailed descriptions of service management practices for creating, delivering and improving services. This annex relates ISO/IEC 20000–1 clauses to sections in the ITIL publications.

In correlating ISO/IEC 20000–1 and ITIL, this document applies the following methodology.

a) references are cited from each ISO/IEC 20000–1 clause and subclause requirements to directly relevant chapter references from the ITIL 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, correct any obvious conflicts and gaps and use this to provide a high-level view of the correlation.

Clause numbers from ISO/IEC 20000–1 and chapter titles from the ITIL publications are quoted exactly. Chapter titles are shown in italics.

The capitalization of ISO/IEC 20000–1 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.

NOTE The ITIL 4 publications are abbreviated as follows:

— *ITIL 4 Foundation* – F;

— *ITIL 4 Drive Stakeholder Value* – DSV;

— *ITIL 4 Direct Plan Improve* – DPI;

— *ITIL 4 Create, Deliver and Support* – CDS;

— *ITIL 4 High-Velocity IT* – HVIT;

— *ITIL 4 Digital & IT Strategy* – DITS;

— *ITIL 4 Practice Guides* – PG.

Table B.1 shows how the ITIL guidance can be used to satisfy the ISO/IEC 20000-1 requirements. It shows the correlation of ITIL 4 to ISO/IEC 20000–1.

Table B.2 shows the correlation of ITIL 4 publications to ISO/IEC 20000-1 clauses.

Table B.1 — Correlation of ISO/IEC 20000–1:2018 to ITIL 4

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
	Introduction			No correlation
1	**Scope**			No correlation
2	**Normative references**			No correlation
3	**Terms and definitions**			See Annex A for correlation of terms and definitions
4	**Context of the organization**			
4.1	Understanding the organization and its context	F	2.1, 2.2, 2.4, 2.5, 3	*Value and value co-creation; organizations, service providers, service consumers, and other stakeholders; service relationships; Value: outcomes, costs, and risks; the four dimensions of service management* - Discuss aspects relevant to the context of the organization.
		DSV	3.1	*Understanding service consumers and their needs* – Discusses the use of methodologies to identify internal and external factors influencing the organization.
		HVIT	2.6	*Adopting the ITIL service value system to enable high-velocity IT* – Discusses factors influencing the organization's operating model and methodologies to identify these.
		DITS	3.3, 4.1	*Positioning tools for digital organizations; Environmental analysis* - Discuss the organization's positioning in the market and issues influencing it.
		PG	*Strategy management, Architecture management, Portfolio management, Relationship management*	Discuss various practices in terms of the organization and people ITIL dimension.
4.2	Understanding the needs and expectations of interested parties	F	2.2, 3.3, 5.1	*Organizations, service providers, service consumers, and other stakeholders* - Discusses various types of interested parties; *Partners and suppliers* - Discusses the role of partners and suppliers in the service value system; *General management practices* - Discusses strategy, relationship and supplier management practices.
		DSV	1.2, 2.1, 3.1	*Key principles* – Discusses ways to identify stakeholders of the service value system. *Stakeholder aspirations* – Discusses how to determine the needs and expectations of stakeholders. *Understanding service consumers and their needs* – Discusses stakeholder analysis.
		DPI	6.2	*Identifying and communicating with stakeholders* – Discusses stakeholder mapping and communication.
		DITS	3.3, 4.1	*Positioning tools for digital organizations; Environmental analysis* - Discuss the organization's positioning in the market and issues influencing it.
		PG	*Strategy management, Relationship management, Supplier management*	Discuss these practices in terms of the four ITIL Dimensions.
4.3	Determining the scope of the service management system	DPI	7.3	*The four dimensions of service management in the SVS* – Discusses the scope of the SVS in terms of the four ITIL dimensions.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		DITS	3.2 ,5.1	*Deciding on a balanced strategic focus* - Discusses the focus of strategic development of the services. *Strategy planning* - Discusses business models to determine the scope of services being developed.
		PG	All	Each practice guide discusses the specific practice scope contributing to the SVS.
4.4	Service management system	F	4	*The ITIL service value system* - Discusses similar concepts to the ISO/IEC 20000-1 SMS, but includes governance as well.
		DPI	7.3	*The four dimensions of service management in the SVS* – Discusses the scope of the SVS in terms of the four ITIL dimensions.
		DITS	2.10	*Strategy and the service value system* - Discusses the service value system in the context of strategy development.
5	**Leadership**			
5.1	Leadership and commitment	F	4.3	*The ITIL Guiding Principles* – Discusses setting and using service management principles.
		DSV	1.1, 2.4, 6.1, 9.2, 9.3	*Value* – Discusses service value co-creation. *Designing customer journey*-Discusses supporting optimal value co-creation. *Agreeing and planning value co-creation* - Discusses service value co-creation. *Tracking value realization* – Discusses how to measure creation of value. *Assessing and reporting value realization* – Discusses how to assess and report on value realization.
		DPI	2.2, 8.1	*Defining the structures and methods used to direct behaviours and make decisions* – Discusses governance and management structures and methods. *Modern leadership* – Discusses leadership models and methodologies.
		CDS	2	*The evolution of professionalism in IT and service management* – Discusses resourcing, organizational culture and workforce planning.
		DITS	9, 12.1	*Digital leadership; Governance* - Discuss the role of leadership in the service management system.
		PG	*Workforce and talent management, Organizational change management*	Discuss workforce and talent management and organizational change management in terms of the four ITIL Dimensions.
5.2	Policy	DPI	1.2, 2.1, 2.5	*Direction* – Discusses policies and guidelines. *Strategy Management* – Discusses policy development. *Direction via governance, risk and compliance* – Discusses defining policies and controls.
		HVIT	2.6	*High-velocity IT operating models* – Discusses the use of policies to direct the SVS.
		PG	*Strategy management*	Discusses Strategy management in terms of the four ITIL Dimensions.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
5.3	Organizational roles, responsibilities and authorities	DPI	1.2, 7.1, 7.3	*Direction* - Discusses organization's vision and mission. *Centre of excellence for service management* – Discusses organizational structures for service management. *The four dimensions of service management in the SVS* – Discusses the role of organizations and people in the SVS.
		CDS	2.2	*Building effective teams* – Discusses roles and competencies.
		DITS	12.2	*Structuring the organization* - Discusses the organizational structure for delivering the services.
		PG	All	All PGs discuss ITIL practices in terms of people and organization.
6	**Planning**			
6.1	Actions to address risks and opportunities	F	2.5, 5.1	*Value: outcomes, costs, and risks* - Discusses risks. *General management practices* - Discusses risk management.
		DSV	3.1, 4.3, 9.5	*Understanding service consumers and their needs* – Discusses assessing risks and mitigating them. *Building service relationships* – Discusses risks and costs, tracking, assessing. *Realizing value for the service providers* – Discusses tracking, assessing and evaluating risk and compliance in correlation notes.
		DPI	1.2, 2.3	*Direction* – Defines risks and controls. *Role of risk management in direction, planning and improvement* – Discusses risk management in the context of managing the SVS.
		HVIT	3.2	*Models and concepts of HVIT culture* – Discusses the culture in which risks can be optimally managed.
		DITS	11	*Managing strategic risks* - Discusses risk management methodologies.
		PG	*Risk management, Portfolio management, Continual improvement, Availability management, Capacity and performance management, Service continuity management, Information security management, Problem management, Project management*	Discuss these practices in terms of the four ITIL Dimensions.
6.2	Service management objectives and planning to achieve them	DSV	3.1, 9.3	*Understanding service consumers and their needs* – Discusses agreeing on service objectives. *Assessing and reporting value realization* - Discusses customer objectives.
		DPI	1.3, 2.1, 4.2	*Planning* – Discusses organizational planning. *Strategy management* – Discusses setting objectives and planning to achieve them. *Types of measurements* – Discusses measuring achievement of objectives.
		HVIT	2.5	*High velocity objectives and key characteristics* – Discusses the objectives for the SVS in an HVIT environment.
		PG	*Strategy management, Architecture management, Portfolio management, Continual improvement*	Discuss these practices in terms of the four ITIL Dimensions.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
6.3	Plan the service management system	F	4.5	*Service value chain* – Discusses planning in the service value chain
		DPI	1.3, 2, 3.2, 6.1, 7	*Planning* – Discusses organizational planning. *Strategy and direction* – Discusses planning of the SVS in general. *Basics of planning* – Discusses project planning and methodologies. *Basics of effective communication* – Discusses planning of communication to various stakeholders. *Developing a service value system* – Discusses developing an SVS.
		HVIT	3.2	*Models and concepts of HVIT culture* – Discusses the culture in which risks can be optimally managed.
		DITS	2.10	*Strategy and the service value system* – Discusses strategic planning of the service value system.
		PG	*Organizational change management, Strategy management, Architecture management, Portfolio management, Continual improvement*	Discuss these practices in terms of the four ITIL Dimensions.
7	**Support**			
7.1	Resources	F	3, 5.1	*The four dimensions of service management* - Discusses the role of various types of resources in service management. *General management practices* – Discusses workforce and talent management.
		DPI	7.2	*Centre of excellence for service management* – Discusses organizational structures for service management.
		CDS	2.3, 5.1	*Developing team culture* – Discusses development of human resources in terms of culture. *Why do we need to prioritize work?* – Discusses prioritization of work and demand across available resources.
		HVIT	2.3, 3.2, 7.1	*Digital organizations* – Discusses the impact of digital transformation on organizational resources. *Models and concepts of HVIT culture* – Discusses organizing knowledge work and fostering a healthy and productive workplace. *People* – Discusses organizing knowledge work and fostering a healthy and productive workplace.
		DITS	5.1	*Strategy planning* – Discusses resources needed to implement the strategy.
		PG	*Workforce and talent management, Organizational change management, Architecture management, Continual improvement*	Discuss these practices in terms of the four ITIL Dimensions.
7.2	Competence	F	5.1	*General management practices* – Discusses workforce and talent management.
		DPI	7.3	*The four dimensions of service management in the SVS* – Discusses job roles and responsibilities and competencies.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		CDS	2.3	*Digital organizations* – Discusses the impact of digital transformation on organizational resources and competence.
		HVIT	3.3	*People* – Discusses organizing knowledge work and fostering a healthy and productive workplace.
		DITS	6.2, 9.4	*Coordinating strategy and strategic initiatives; Education and learning* - Discuss education and training needs.
		PG	Workforce and talent management, all	Discusses Workforce and talent management in terms of the four ITIL Dimensions. All PGs discuss practices in terms of organizations and people.
7.3	Awareness	F	5.1	*General management practices* - Discusses organizational change management and knowledge management.
		DPI	6.3	*Basics of OCM* – Discusses using organizational change management to create and maintain awareness of changes in the SVS.
		HVIT	3.2	*Models and concepts of HVIT culture* – Discusses the role of awareness in Lean culture.
		PG	*Organizational change management, Knowledge management*	Discuss Organizational change management and Knowledge management in terms of the four ITIL Dimensions.
7.4	Communication	CDS	2.3.7	*Positive communications* – Discusses the value of focusing on the positive in communications.
		DSV	4.1	*Communicating and collaborating* – Discusses communication between service providers, consumers and suppliers.
		DPI	2.4, 6.1, 6.2	*Portfolio management: a key decision-making practice* – Discusses the role of communication in portfolio management. *Basics of effective communication* – Discusses communication principles and methodologies. *Identifying and communicating with stakeholders* – Discusses communication with (internal and external) stakeholders.
		DITS	5.3, 6.2, 9.2	*Strategy discussion and approval; Coordinating strategy and strategic initiatives; Communication* – Discuss communication needs during various stages of digital transformation initiatives.
		PG	*Organizational change management*	Discusses OCM in terms of the four ITIL dimensions.
7.5	Documented information	F	5.1	*General management practices* – Discusses knowledge management.
		PG	*Knowledge management*	Discusses Knowledge management in terms of the four ITIL Dimensions.
7.6	Knowledge	F	5.1	*General management practices* – Discusses knowledge management.
		CDS	2.2	*Building effective teams* – Discusses knowledge in terms of competencies.
		HVIT	3.2	*Models and concepts of HVIT culture* – Discusses organizing knowledge work and fostering a healthy and productive workplace.
		DITS	5.2	*Strategic approaches for digital organizations* – Discusses knowledge management as part of operational excellence.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		PG	*Knowledge management*	Discusses Knowledge management in terms of the four ITIL Dimensions.
8	**Operation**			
8.1	Operational planning and control	F	5.1	*General management practices* – Discusses organizational change management, measurement and reporting.
		DPI	3.2, 6.3, 7.3	*Basics of planning* – Discusses planning the work and resources to provide services. *Basics of OCM* – Discusses preparing the organization for changes to the SVS. *The four dimensions of service management in the SVS* – Discusses process design and control.
		PG	*Organizational change management, Measurement and reporting*	Discuss these practices in terms of the four ITIL Dimensions.
8.2	**Service portfolio**			
8.2.1	Service delivery	PG	All	Discuss various ITIL practices in terms of the four ITIL Dimensions.
8.2.2	Plan the services	F	5.1, 5.2	*General management practices* – Discusses portfolio management, service level management, business analysis. *Service management practices* – Discusses service design.
		DSV	3.1	*Understanding service consumers and their needs* – Discusses gathering service requirements and service management objectives.
		HVIT	2.5	*High-velocity objectives and key characteristics* – Discusses service management objectives in an HVIT environment
		DITS	4, 5.1	*Where are we now?* – Discusses setting a baseline for improvement. *Strategy planning* – Discusses planning of the service strategy.
		PG	*Portfolio management, Service level management, Business analysis, Service design*	Discuss these practices in terms of the four ITIL Dimensions.
8.2.3	Control of parties involved in the service lifecycle	F	5.1	*General management practice* – Discusses supplier management, relationship management, workforce and talent management.
		DSV	4.2, 4.4	*Understanding service relationship types* – Discusses the different types of relationships between service providers and consumers. *Managing suppliers and partners* – Discusses supplier management.
		DPI	7.3	*The four dimensions of service management in the SVS* – Discusses the role of partners and suppliers in the SVS.
		CDS	5.2	*Commercial and sourcing considerations* – Discusses the use of partners and suppliers in service provision.
		PG	*Supplier management, Relationship management, Workforce and talent management*	Discuss these practices in terms of the four ITIL Dimensions.
8.2.4	Service catalogue management	F	5.2	*Service management practices* – Discusses service catalogue management, service level management, service request management

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		DSV	4.3, 5.4, 7.4	*Building service relationships* – Discusses the use of service catalogue to engage with the customer. *Selling and obtaining service offerings* – Discusses the use of the service catalogue to engage with internal customers. *Enabling users for service* – Discusses the use of the service catalogue for user onboarding.
		DPI	2.4	*Portfolio management: a key decision-making practice* – Discusses developing a service portfolio.
		DITS	2.6, 5.3	*Products and services; Strategy discussion and approval* – Discuss product and service development and portfolio management.
		PG	*Service catalogue management, Service level management, Service request management*	Discuss these practices in terms of the four ITIL Dimensions.
8.2.5	Asset management	F	5.2	*Service management practices;* discusses IT asset management.
		DSV	7.6, 9.5	*Offboarding customers and users* – Discusses the role of IT asset management in offboarding customers. *Realizing value for the service provider* – Discusses asset management in controlling costs.
		PG	*IT asset management*	Discusses IT asset management in terms of the four ITIL Dimensions.
8.2.6	Configuration management	F	5.2	*Service management practices* - Discusses service configuration management,
		DSV	7.6, 9.5	*Offboarding customers and users* – Discusses the role of configuration management in offboarding customers. *Realizing value for the service provider* – Discusses configuration management in controlling costs.
		PG	*Service configuration management*, All	Discusses Service configuration management in terms of the four ITIL Dimensions. All PGs discuss the supplier and partner dimension.
8.3	**Relationship and agreement**			
8.3.1	General	F	5.1 5.2	*General management practices; Service management practices* – Discuss service desk, relationship management, supplier management, service level management.
		DSV	5.4, 7.4, 8.2	*Enabling users for service* – Discusses the role of the service desk in user onboarding. *Selling and obtaining service offerings* – Discusses the role of the service desk in providing services to customers. *Ongoing service interactions* – Discusses the service desk as a first point of contact for customers.
		PG	*Service desk, Relationship management, Supplier management, Service level management*	Discuss these practices in terms of the four ITIL Dimensions.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
8.3.2	Business relationship management	F	5.1, 5.2	*General management practices; Service management practices* - Discuss service desk, relationship management, supplier management, service level management, business analysis.
		DSV	4.3, 5.2, 6.2, 9.2	*Building service relationships* – Discusses building trust through BRM. *Specifying and managing customer requirements* – Discusses gathering service requirements. *Negotiating and agreeing a service* – Discusses service agreements. *Tracking value realization* – Discusses ensuring service value is created and customer satisfaction.
		DPI	4.4	*Measurement of products and services* – Discusses using customer satisfaction measures to assess product and service value.
		CDS	2.3	*Developing team culture* – Discusses customer experience measures
		DITS	5.2, 9.3	*Strategic approaches for digital organizations* – Discusses customer relevance as part of strategy. *Relationship management;* discusses relationship management in the context of digital transformation.
		PG	*Relationship management, Service level management, Business analysis*	Discuss these practices in terms of the four ITIL Dimensions.
8.3.3	Service level management	F	5.2	*Service management practices* – Discusses service level management.
		DSV	6.1, 6.2, 9.2	*Agreeing and planning value co-creation* – Discusses types of service levels. *Negotiating and agreeing a service* – Discusses service level agreements. *Tracking value realization* – Discusses measuring service level performance.
		DPI	3.1	*Basics of assessment* – Discusses service level agreements and their analysis.
		CDS	5.2	*Commercial and sourcing considerations* – Discusses service level management in vendor relationships.
		PG	*Service level management*	Discusses Service level management in terms of the four ITIL Dimensions.
8.3.4	Supplier management	F	5.1	*General management practices* – Discusses supplier management.
		DSV	4.4	*Managing suppliers and partners* – Discusses supplier management in general.
		DPI	4.3, 7.3	*Measurement of partners and suppliers* – Discusses measuring SLAs with suppliers and partners. *The four dimensions of service management in the SVS* – Discusses the role of partners and suppliers in the SVS.
		CDS	5.2	*Commercial and sourcing considerations* – Discusses supplier management in creating service components.
		PG	*Supplier management*	Discusses Supplier management in terms of the four ITIL Dimensions.
8.4	**Supply and demand**			

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
8.4.1	Budgeting and accounting for services	F	5.1	*General management practices* – Discusses service financial management.
		DSV	5, 9.5	*Step 3: Offer* – Discusses some elements of budgeting, pricing and charging. *Realizing value for the service provider* – Discusses some elements of costs, charging and billing.
		DPI	2.4	*Portfolio management: a key decision-making practice* – Discusses the financial aspects of the service portfolio.
		DITS	5.2	*Strategy planning;* discusses financial aspects of digital and IT strategy.
		PG	*Service financial management*	Discusses Service financial management in terms of the four ITIL Dimensions.
8.4.2	Demand management	F	5.1, 5.2	*General management practices; Service management practices* – Discuss business analysis, portfolio management, relationship management, service desk, capacity and performance management.
		CDS	5.1.2	*Prioritization and demand management* – Discusses ways to shape demand.
		DSV	4.3, 5.1, 9.2	*Building service relationships* – Discusses demand as part of service engagement. *Managing demand and opportunities* – Discusses demand management in terms of patterns of business activity and shaping demand. *Tracking service usage* – Discusses demand in terms of capacity needs of the users.
		DPI	2.4	*Portfolio management: a key decision-making practice* – Discusses the demand management aspects of the service portfolio.
		DITS	2.10	*Strategy and the service value system* – Discusses opportunity and demand as strategy drivers.
		PG	*Business analysis, Portfolio management, Relationship management, Service desk, Capacity and performance management*	Discuss these practices in terms of the four ITIL Dimensions.
8.4.3	Capacity management	F	5.2	*Service management practices* – Discusses capacity and performance management
		CDS	5.1.3	*How to prioritize work* – Discusses adapting human capacity to meet demand.
		DSV	4.3, 5.1, 9.2	*Building service relationships* – Discusses capacity as part of service engagement. *Managing demand and opportunities* – Discusses capacity management in terms of business, product/service and component capacity. *Tracking service usage* – Discusses capacity in terms the needs of the users for a service.
		DPI	2.4	*Portfolio management: a key decision-making practice* – Discusses the capacity management aspects of the service portfolio.
		PG	*Capacity and performance management*	Discusses Capacity and performance management in terms of the four ITIL Dimensions.
8.5	**Service design, build and transition**			
8.5.1	Change management	F	5.2	*Service management practices* – Discusses change enablement.
		DSV	7.1	*Planning onboarding* – Discusses using change enablement during customer onboarding.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		CDS	3	*Using information and technology to create, deliver and support* services – Discusses various automation techniques that can be used in change enablement.
		PG	*Change enablement*	Discusses Change enablement in terms of the four ITIL Dimensions.
8.5.2	Service design and transition	F	4.5.4, 5.1, 5.2	*Design and transition* – Discusses design and transition as a value chain activity. *General management practices* – Discusses Organizational change management. *Service management practices* – Discusses service design and business analysis.
		DSV	2.3, 2.4, 5.3	*Mapping the customer journey* – Discusses using the concept of customer journeys in service design. *Designing the customer journey* – Discusses using the concept of customer journeys in service design. *Designing service offerings and user experience* – Discusses designing services in general.
		DPI	7.3	*The four dimensions of service management in the SVS* – Discusses workflow design and tools.
		CDS	4.2	*Model value streams for creation, delivery and support* – Discusses the use of value streams in service design.
		HVIT	4.4	*Techniques for fast development* – Discusses techniques for fast service design.
		DITS	6.1	*How strategies are implemented* – Discusses the implementation of service strategy.
		PG	*Project management, Service design, Organizational change management, Business analysis*	Discuss these practices in terms of the four ITIL Dimensions.
8.5.3	Release and deployment management	F	5.2, 5.3	*Service management practices* – Discusses release management and service validation and testing. *Technical management practices* – Discusses deployment management.
		DSV	7.1. 7.6	*Planning onboarding* – Discusses the role of release management and deployment management during onboarding. *Offboarding customers and users* – Discusses the role of release management and deployment management during onboarding.
		CDS	3	*Using information and technology to create, deliver and support* services – Discusses various automation techniques that can be used in release and deployment.
		HVIT	4.4	*Techniques for fast development* – Discusses techniques for fast service design and deployment.
		PG	*Release management, Deployment management, Service validation and testing*	Discusses these practices in terms of the four ITIL Dimensions.
8.6	**Resolution and fulfilment**			
8.6.1	Incident management	F	5.2	*Service management practices* – Discusses incident management.
		DSV	8.2	*Ongoing service interactions* – Discusses interacting with end users during incidents.

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
		CDS	4.2	*Model value streams for creation, delivery and support* – Discusses the use of value streams in incident management.
		PG	*Incident management*	Discusses Incident management in terms of the four ITIL Dimensions.
8.6.2	Service request management	F	5.2	*Service management practices;* discusses service request management.
		DSV	8.2	*Ongoing service interactions* – Discusses interacting with end users with service requests.
		CDS	4.2	*Model value streams for creation, delivery and support* – Discusses the use of value streams in service request management.
		PG	*Service request management*	Discusses Service request management in terms of the four ITIL Dimensions.
8.6.3	Problem Management	F	5.2	*Service management practices* – Discusses problem management.
		DSV	8.2	*Ongoing service interactions* – Discusses interacting with end users in problem management.
		CDS	4.2	*Model value streams for creation, delivery and support* – Discusses the use of value streams in problem management.
		PG	*Problem management*	Discusses Problem management in terms of the four ITIL Dimensions.
8.7	**Service assurance**			
8.7.1	Service availability management	F	5.2	*Service management practices* – Discusses availability management.
		DSV	6.2	*Negotiating and agreeing a service* – Discusses agreeing SLAs for service availability.
		HVIT	4.5	*Techniques for resilient operations* – Discusses techniques to ensure availability of services.
		PG	*Availability management*	Discusses Availability management in terms of the four ITIL Dimensions.
8.7.2	Service continuity management	F	5.2	*Service management practices* – Discusses service continuity management.
		DSV	6.2	*Negotiating and agreeing a service* – Discusses agreeing SLAs for service continuity.
		HVIT	4.5	*Techniques for resilient operations* – Discusses techniques to ensure continuity of services.
		PG	*Service continuity management*	Discusses Service continuity management in terms of the four ITIL Dimensions.
8.7.3	Information security management	F	5.1	*General management practices* - Discusses information security management.
		DSV	3.1	*Understanding service consumers and their needs* – Discusses information security requirements gathering.
		HVIT	4.7	*Techniques for assured conformance* – Discusses DevSecOps to include information security in the service development process.
		DITS	11.5	*Risk identification* - Discusses cybersecurity risks.
		PG	*Information security management*	Discusses Information security management in terms of the four ITIL Dimensions.
9	Performance Evaluation			

Table B.1 *(continued)*

ISO/IEC 20000-1:2018		ITIL 4		Correlation notes
9.1	Monitoring, measurement, analysis and evaluation	F	5.1, 5.2	*General management practice* – Discusses measurement and reporting. *Service management practice* – Discusses monitoring and event management.
		DSV	2.5, 9.2, 9.3	*Measuring and improving the customer journey* – Discusses measurements within the concept of the customer journey. *Tracking value realization* – Discusses assessing and evaluating service value realization. *Assessing and reporting value realization* – Discusses assessing and reporting on service value realization.
		DPI	1.5, 3.1, 4, 5.9	*The role of measurement and reporting* – Discusses the role of measurements and metrics in service planning. *Basics of assessment* – Discusses assessing service performance. *Measurement and reporting* – Discusses service measurement and reporting in detail. *Using measurement and reporting in continual improvement* – Discusses the use of measurement and reporting in continual improvement.
		CDS	2.2, 3.2	*Building effective teams* – Discusses measurement and reporting on team performance. *Reporting and advanced analytics* – Discusses the role of advanced reporting and analysis techniques in service measurement.
		DITS	7	*Did we get there?* - Discusses service measurement and reporting.
		PG	*Measurement and reporting, Monitoring and event management*, All	Discusses these practices in terms of the four ITIL Dimensions. All PGs define key performance indicators for measuring and evaluating practice performance.
9.2	Internal audit	DPI	3.1, 5.3	*Basics of assessment* – Discusses assessment in general, including audits. *Step 2: Where are we now?* – Discusses the role of assessment in continual improvement.
9.3	Management review	DPI	4.1	*Basics of measurement and reporting* – Discusses the benefits of measurement and reporting for top management.
9.4	Service reporting	F	5.1, 5.2	*General management practices* - Discusses measurement and reporting. *Service management practices* - Discusses monitoring and event management.
		DSV	2.5, 9.2, 9.3	*Measuring and improving the customer journey* – Discusses measurements within the concept of the customer journey. *Tracking value realization* – Discusses assessing and evaluating service value realization. *Assessing and reporting value realization* – Discusses assessing and reporting on service value realization.