ITIL (Version 5) is here



itSMF Bulgaria
The IT Service Management Forum



Roman Zhuravlev
Senior ITIL Architect

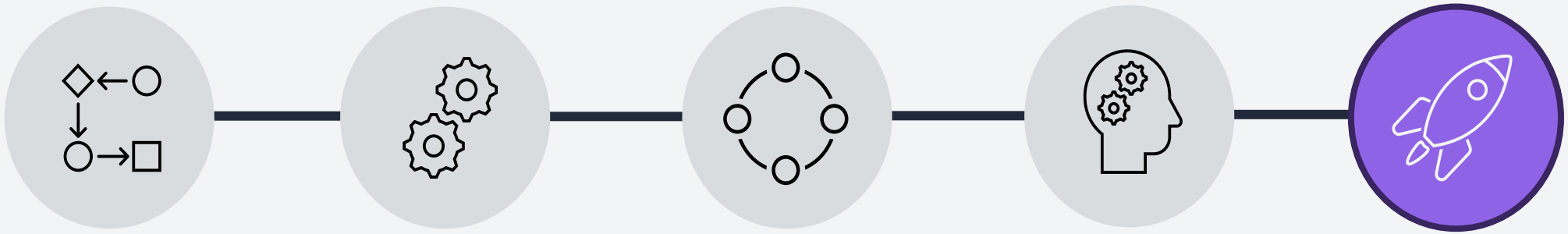
28 April 2026

ITIL®

Agenda

- The industry trends and challenges
- ITIL version 5 is ready
  - Changes in positioning
  - Changes in content
  - Changes in structure and certification
- ITIL and AI
- What does it mean for you?
- Questions and answers

ITIL: four decades of best practice evolution



ITIL v1
Process – based IT Service Management (1980s)

ITIL v2
Service delivery and support – integrated processes (2000)

ITIL v3
Lifecycle Approach (2007/2011)

ITIL 4
Service Value In the Digital Era (2019)

ITIL (Version 5)
Product and Service Management for the Digital and AI-driven world (2026)

ITIL Research and Development (2022-2026)

Contributions from 10,000 participants and organizations, globally, taking a partner- and market-first approach

ITIL in 2026 and beyond



The Guiding Principles - Remain the Soul of ITIL

Focus on value



Start where you are



Progress iteratively with feedback



Collaborate and promote visibility



Think and work holistically



Keep it simple and practical



Optimize and automate



Trends and challenges

What we have been dealing with since 2019

- Fast-growing complexity
- Emergence and fast adoption of AI
- Balance between strategic direction and practicality
- Persistent silos within the technology industry
- Growing attention to the human side of technology

We have been listening and preparing solutions

- For the fast-growing complexity – **a complexity-native framework**
- For the emergence and fast adoption of AI – **an AI-native guidance**
- For the balance between strategic direction and practicality – **clear positioning for leaders, managers, and practitioners**
- For the persistent silos within the technology industry – **an integrated framework for digital product and service management**
- For the growing attention to the human side of technology – **a comprehensive practical guidance for experience improvement**

ITIL (Version 5) is ready

Understand the big picture. Build a strong foundation

Why it matters

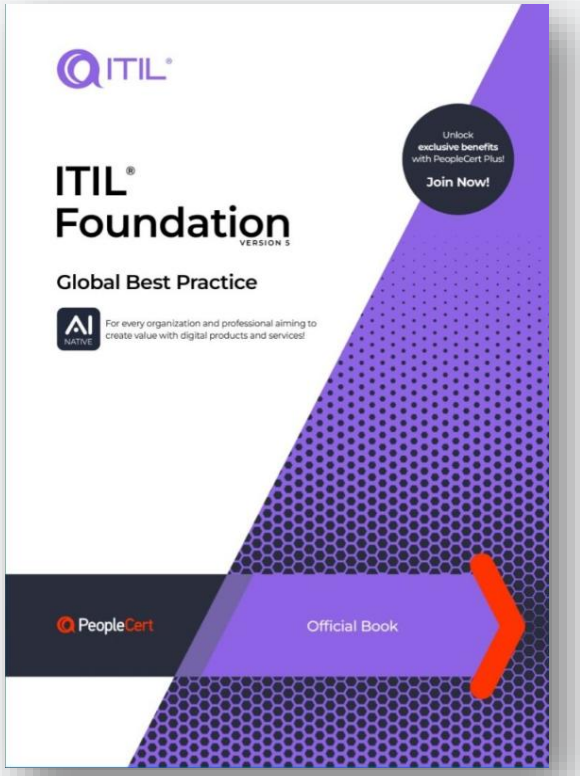
- Understanding of the value creation big picture
- Common language within and across organizations

What's inside

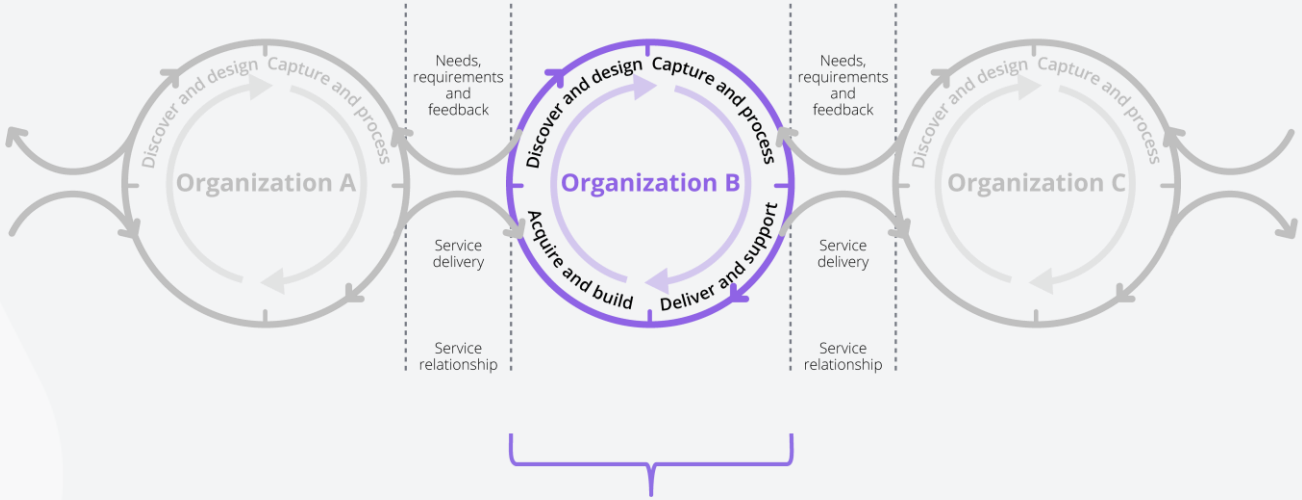
- Key concepts of product and service management
  - Service relationships
  - Quality and value
  - ITIL value system
  - Operating models
  - Practices

Availability

- From February,12 2026



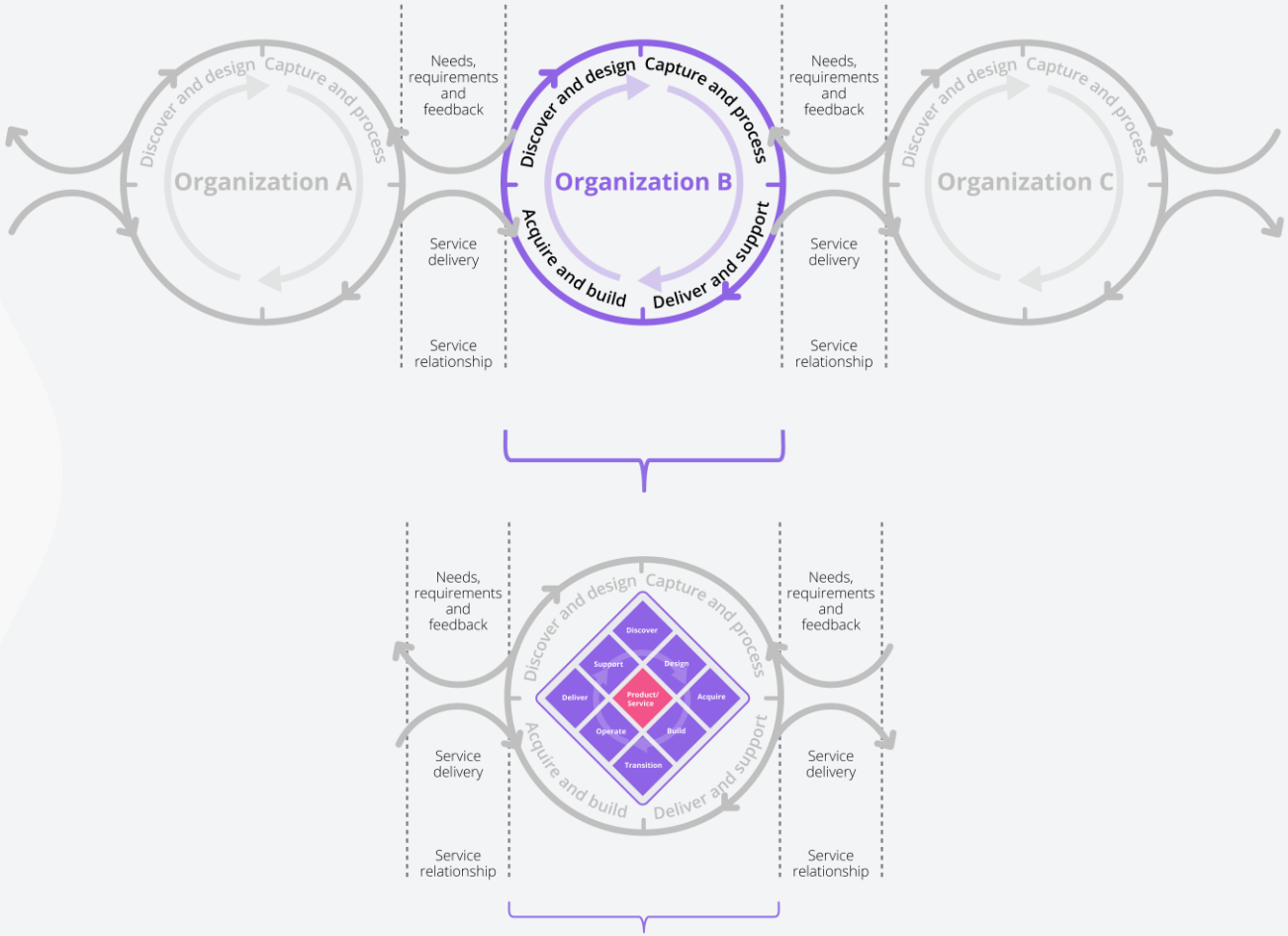
ITIL Foundation | The Big Picture



1. All organizations are engaged in **service relationships**

Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

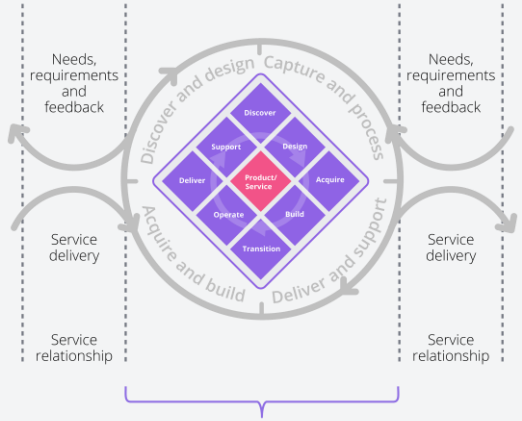
ITIL Foundation | The Big Picture

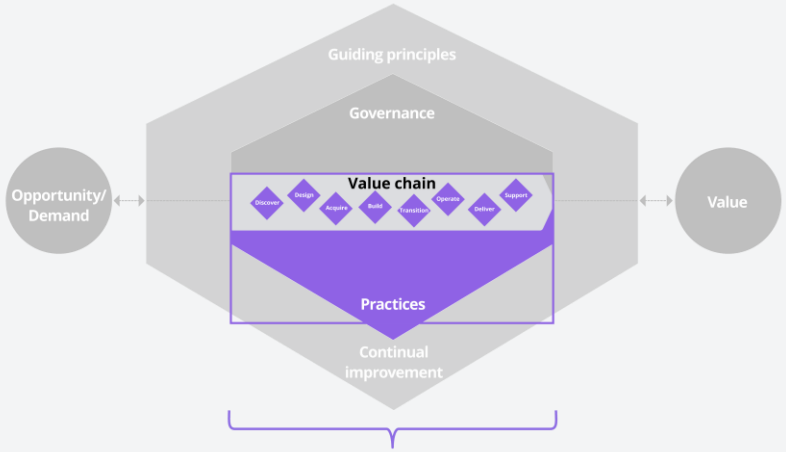


2. In service relationships, every organization takes responsibility for all or some stages of **the product and service lifecycle**

Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

ITIL Foundation | The Big Picture

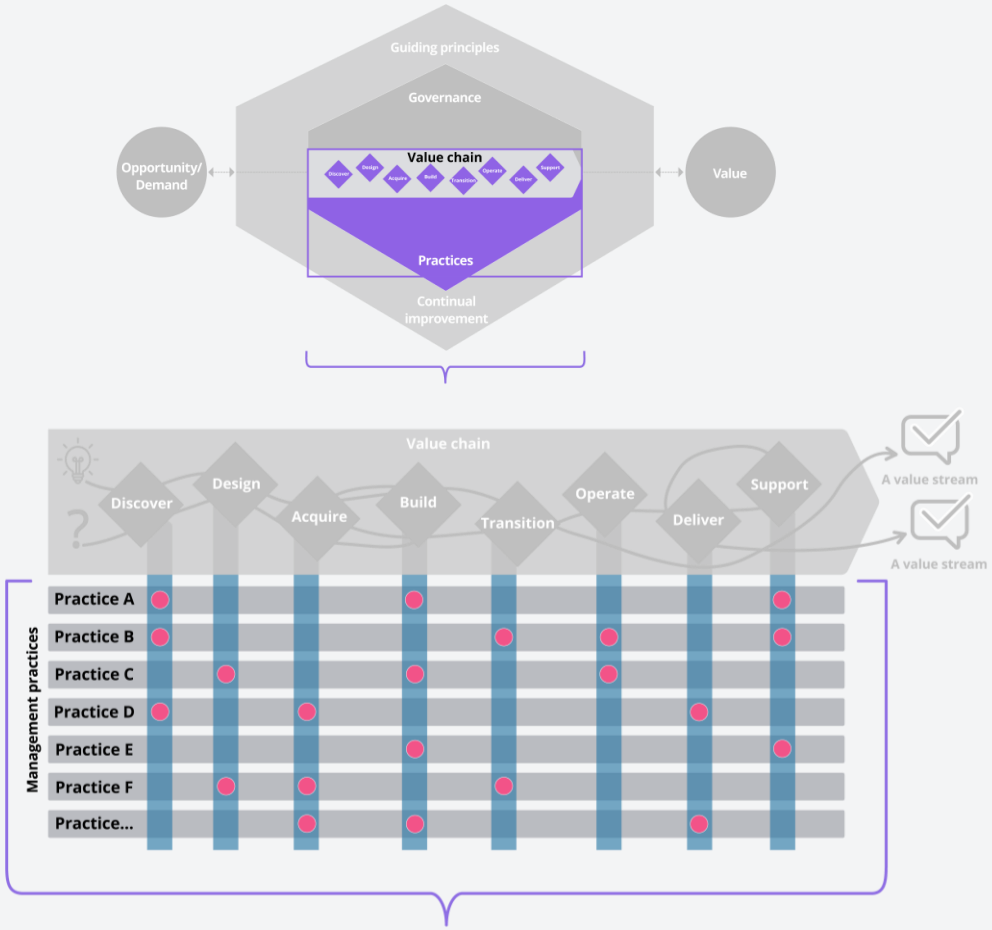




3. Each organization has a **value system** enabling value co-creation
4. The central component of the value system is a **value chain**: activities the organization performs to manage products and services

Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

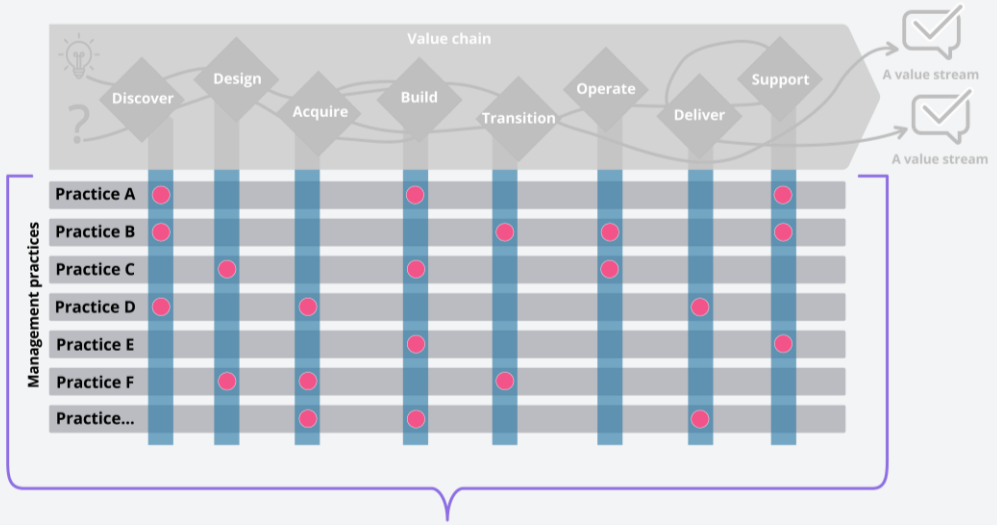
ITIL Foundation | The Big Picture



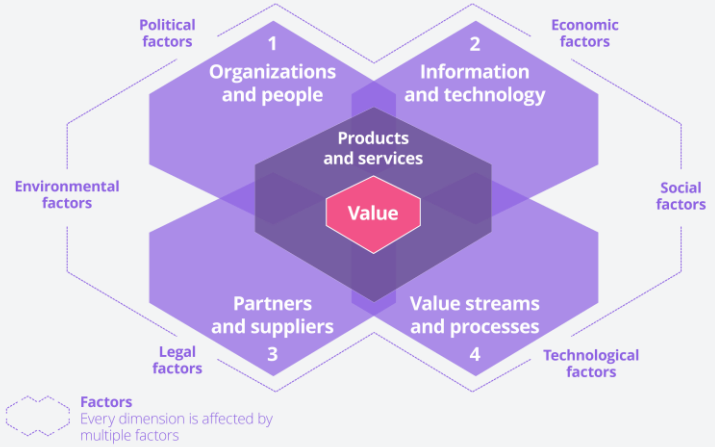
5. The value chain is enabled and supported by the **management practices**

Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

ITIL Foundation | The Big Picture



6. Management practices integrate **resources from the four dimensions** to form the management capabilities required for effective product and service management within an organization

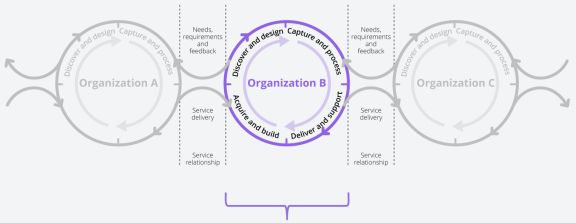


Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

ITIL Foundation | The Big Picture



The ITIL Guiding Principles help make **decisions** at **all levels** and in **all circumstances**



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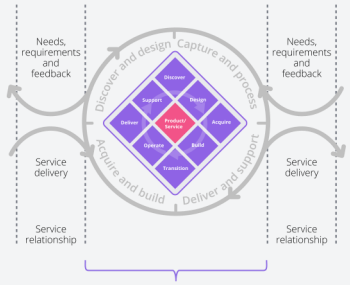

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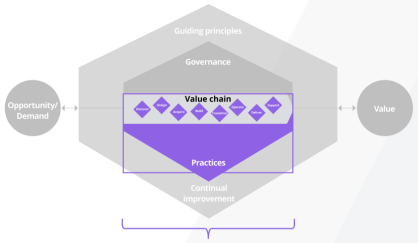

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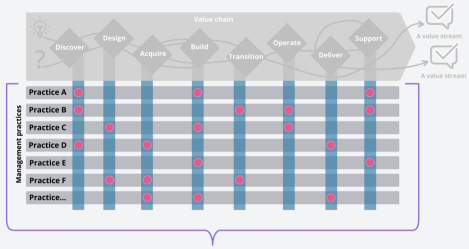
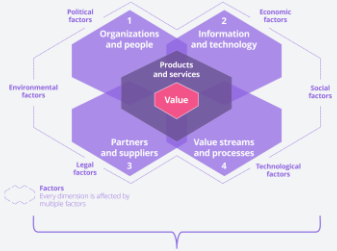


5. The value chain is enabled and supported by the **management practices**



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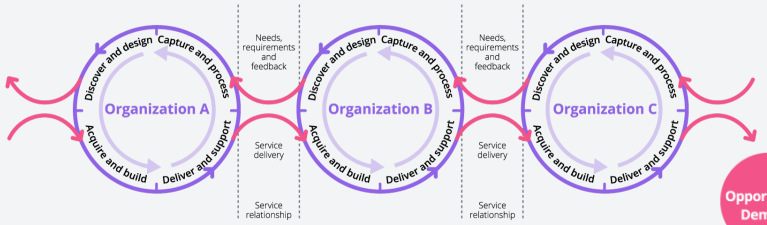
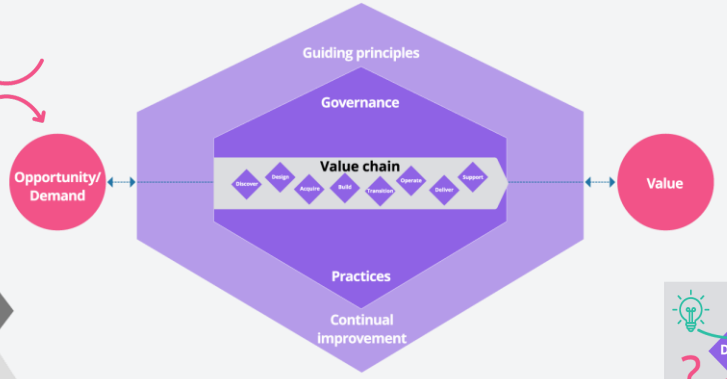
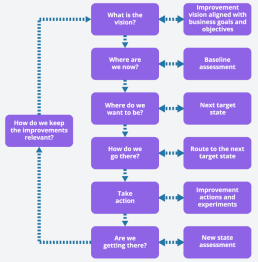
Adapted from Figure 1.10 The key models of ITIL (Version 5): the big picture

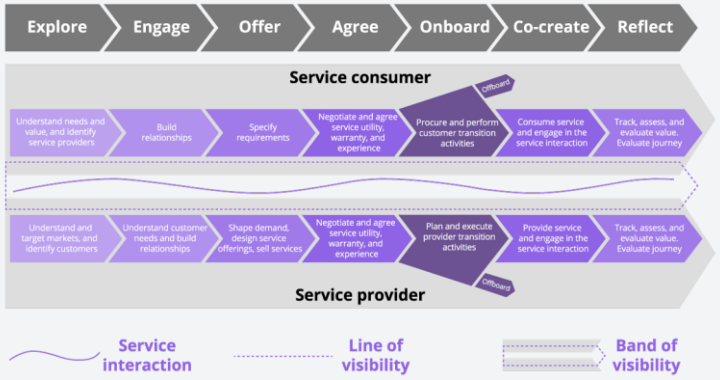
Existing, new, and updated models and tools

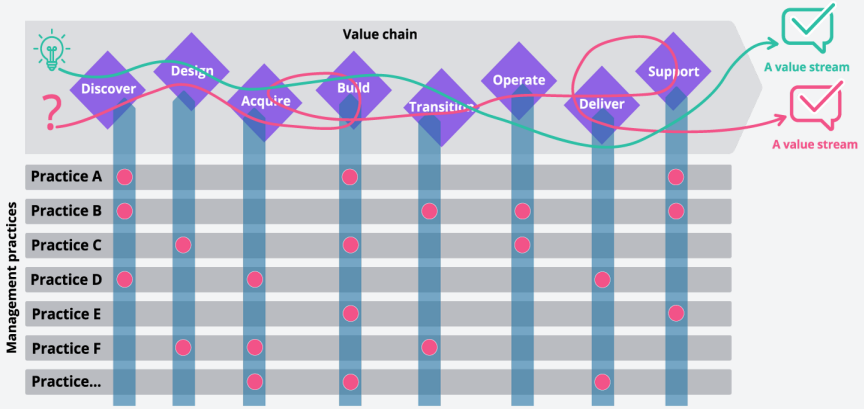


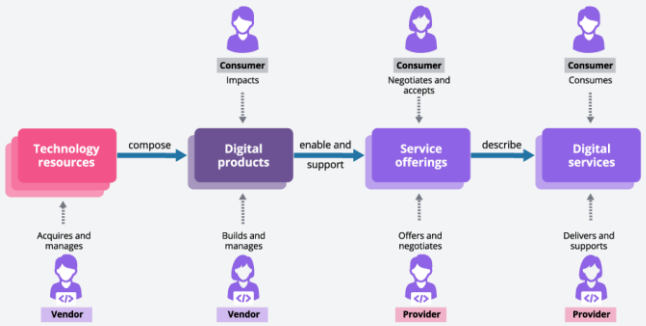


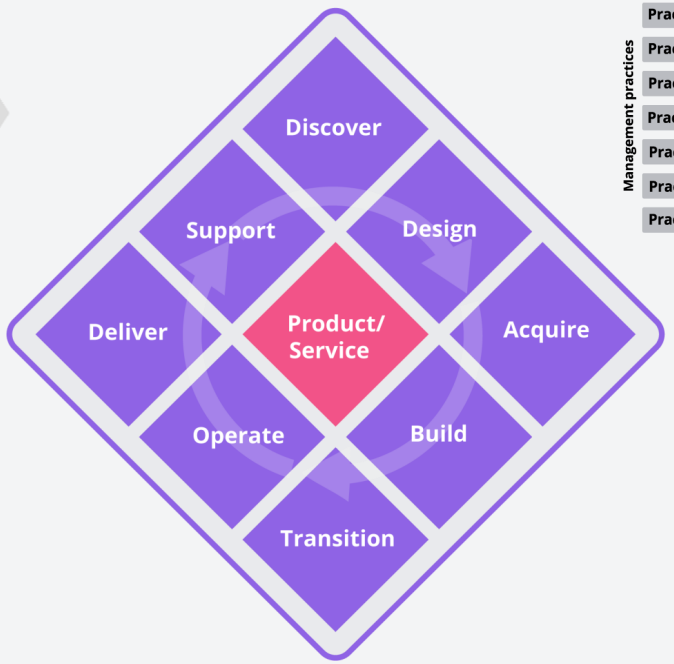


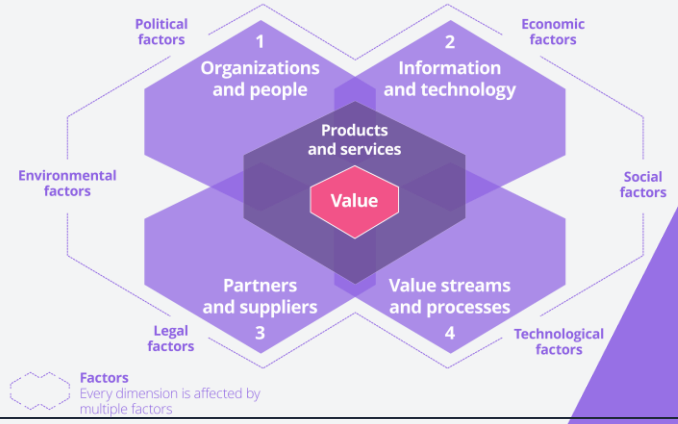












Products and services



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ITIL Product and Service Lifecycle – Unified for Maximum Value

Why it matters

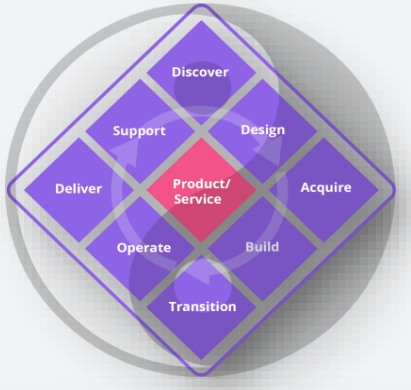
- Digital products and services are two sides of one solution.
- Organisations need to understand and manage the full lifecycle with clarity and confidence

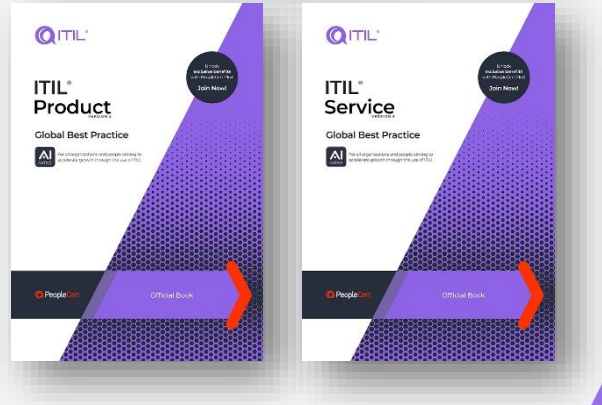
What's inside

- Detailed description of the eight value chain activities from the two perspectives:
  - Product vendor
  - Service provider
- Integration of product and service management within and across organizations

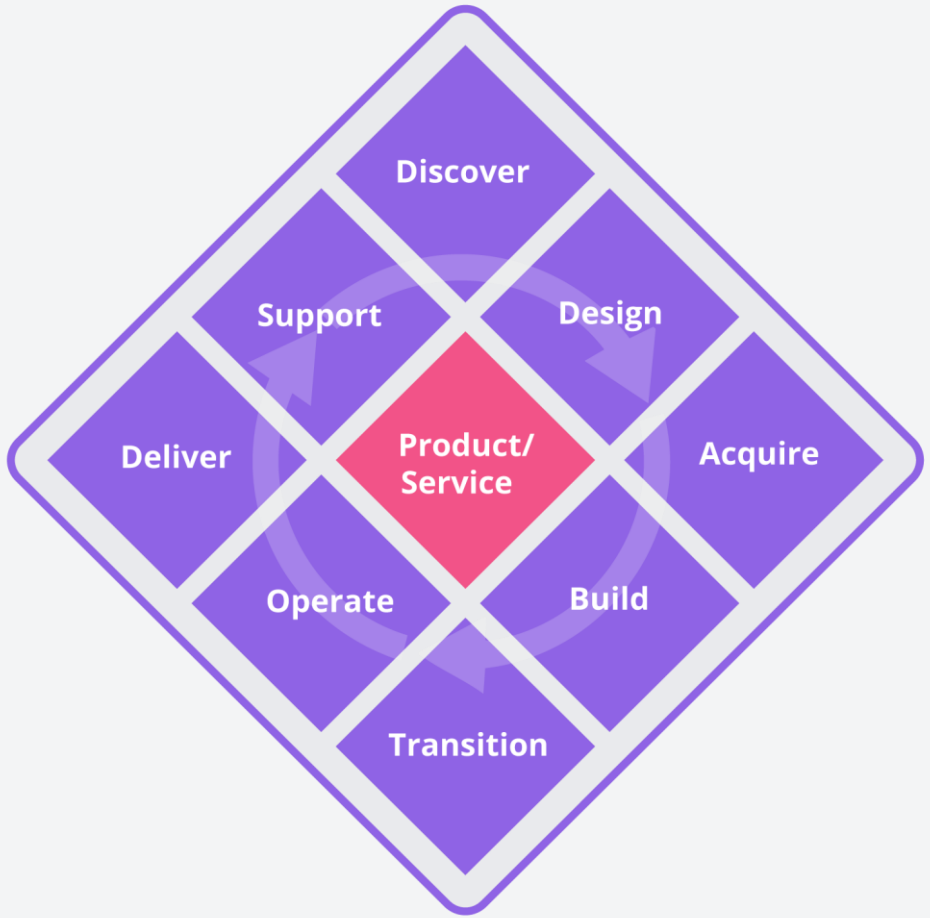
Availability

- From March,12 2026



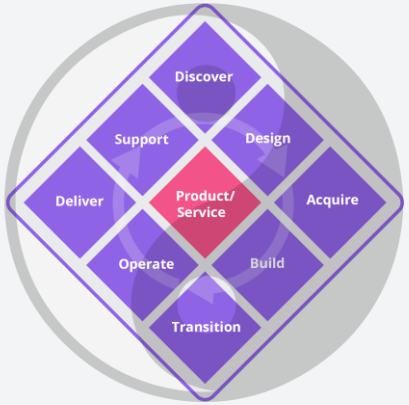


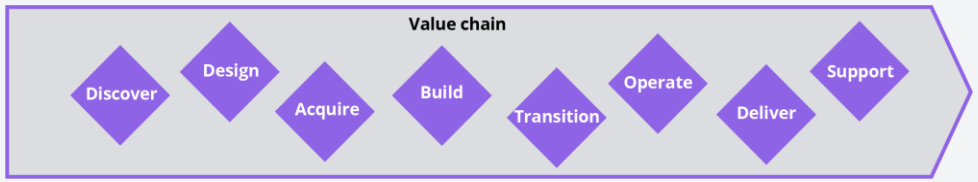
Product and service lifecycle



- Products and services share the same lifecycle
- It should be understood and managed end-to-end
- Full lifecycle is often managed by several organizations

Value chain





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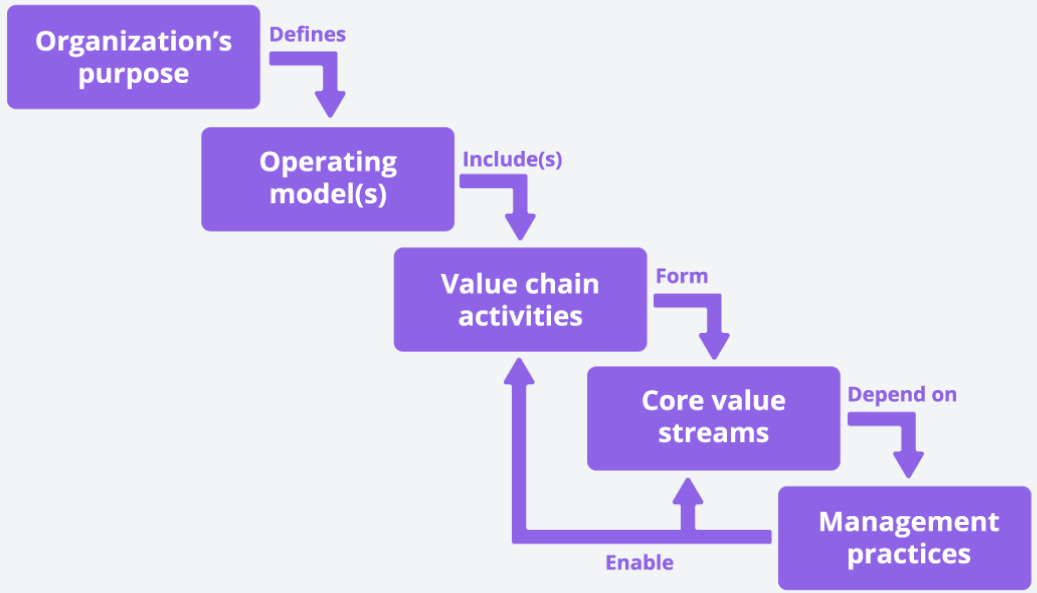
- Full lifecycle is often managed by several organizations
- To manage products and services, organization perform value chain activities
- Organization’s value chain can and should be adjusted to the organization’s strategy, positioning, and sourcing model

Value chain design



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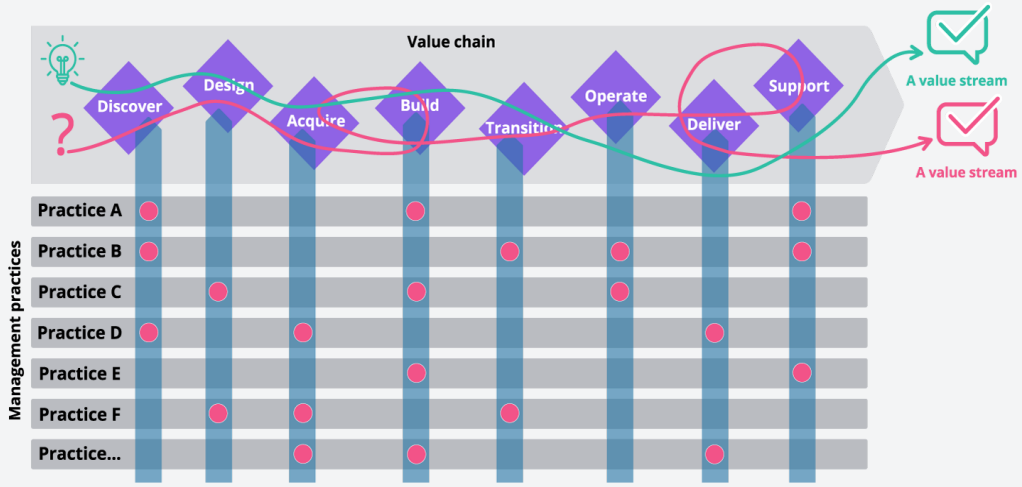
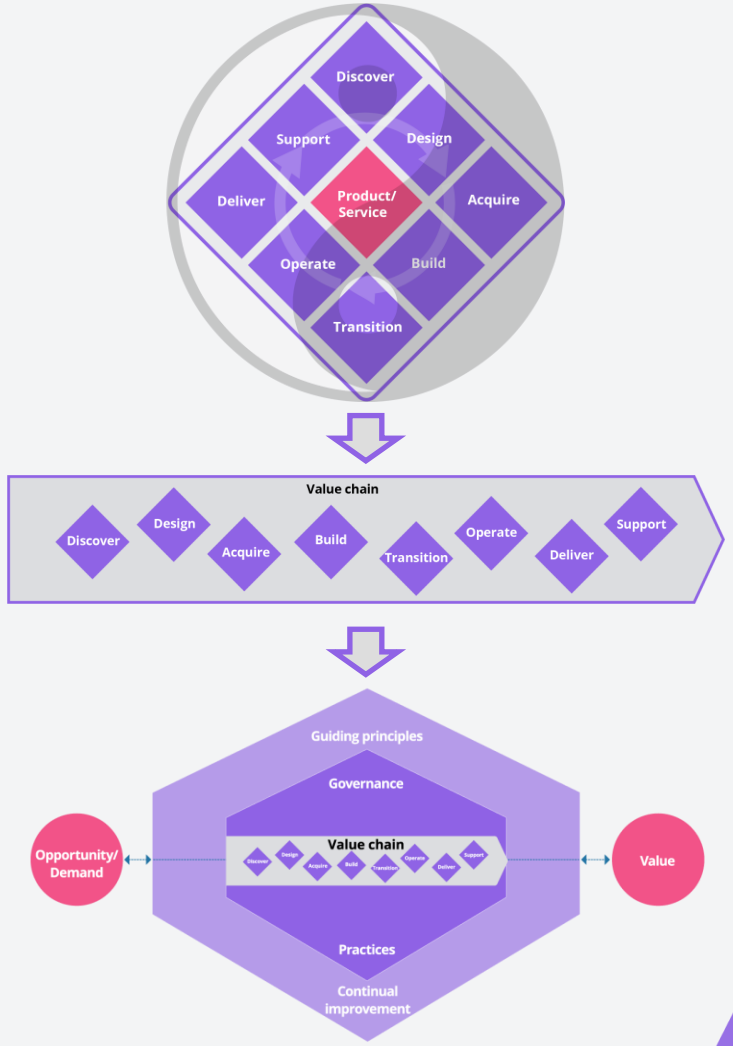
Value streams



- Products and services share the same lifecycle
- It should be understood and managed end-to-end
- Full lifecycle is often managed by several organizations
- To manage products and services, organization perform value chain activities
- Organization's value chain can and should be adjusted to the organization's strategy, positioning, and sourcing model
- Combinations of value chain activities form value streams within and across organizations
- Value streams cannot be managed directly; instead, we can observe, hypothesize and experiment

One Lifecycle.
The Powerful Way to Co-create Value.

- The new ITIL Product and Service Lifecycle unifies digital product and service in one model
- It strengthens the ITIL Value System with clearer modular value chain model
- It provides an end-to-end, experience-driven understanding of how value is created
- The Value System aligns value chain activities with governance, guiding principles, practices and continual improvement



ITIL ensures organisations can co-create value through digital products and services using shared, tailorable, and practical framework

Experience



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Design Experiences. Empower People. Co-create Value.

Why it matters

- User and customer experience are increasingly important for value co-creation
- Employee experience is a predictor of consumer experience

What's inside

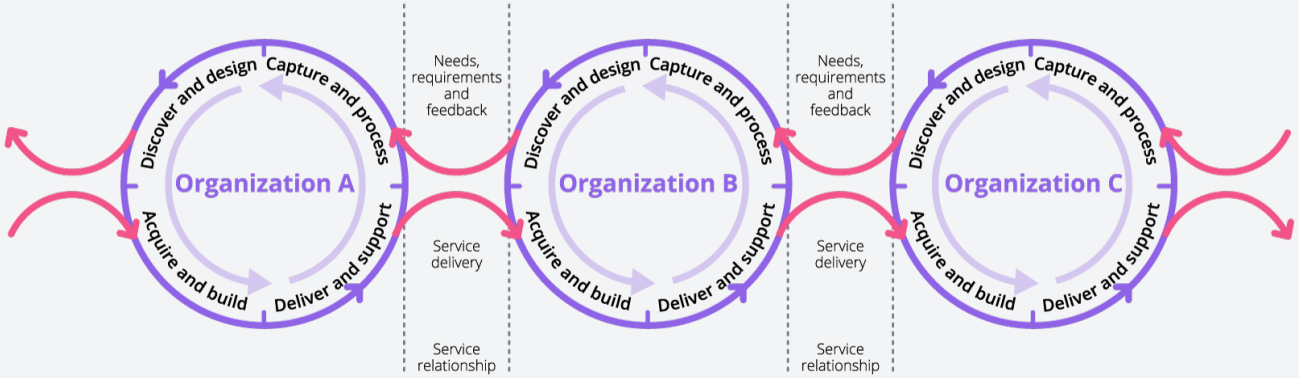
- Service journey (from ITIL4 DSV)
  - From organizational perspective
  - From individual roles' perspective
  - Mapped to the new value chain
- Practical guidance on capturing, assessing and improving experience

Availability

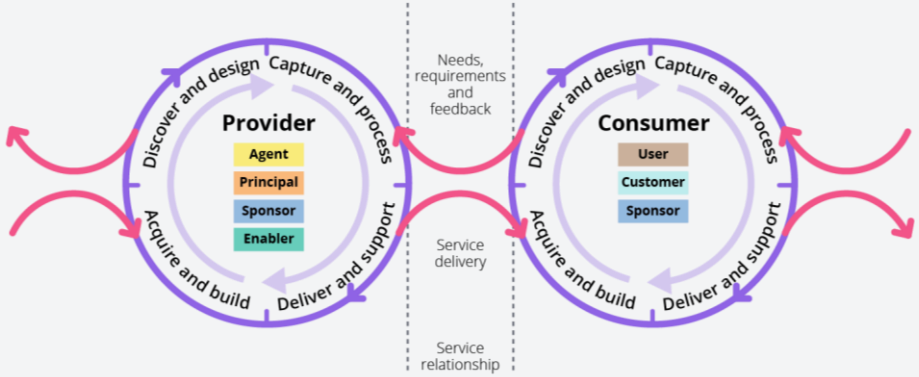
- From March,12 2026



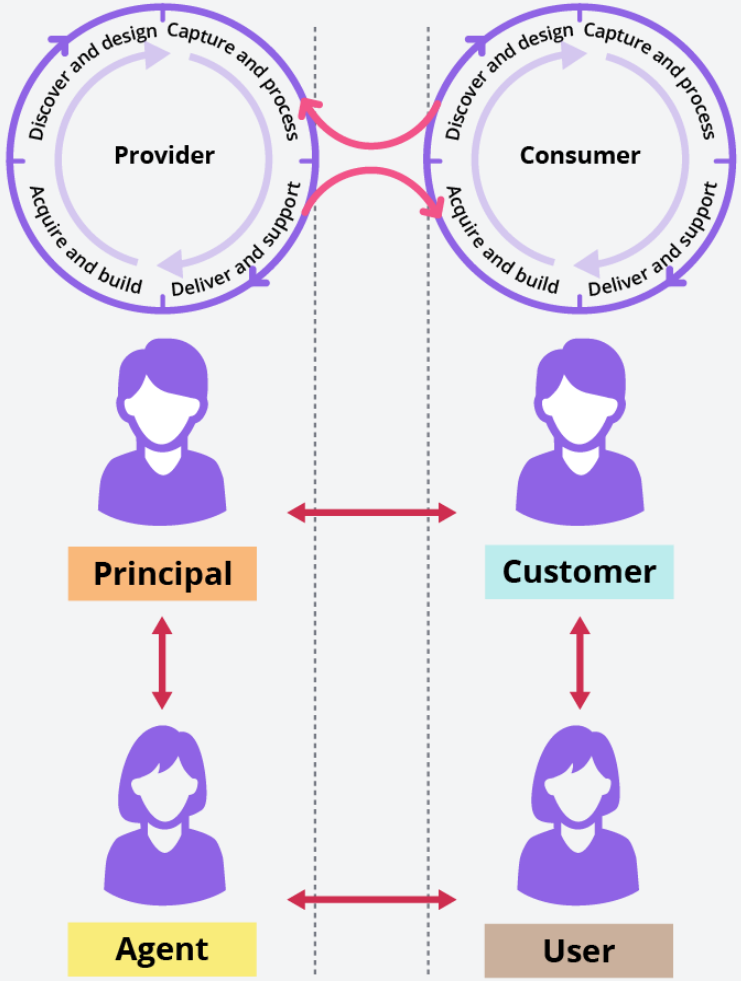
Service experience



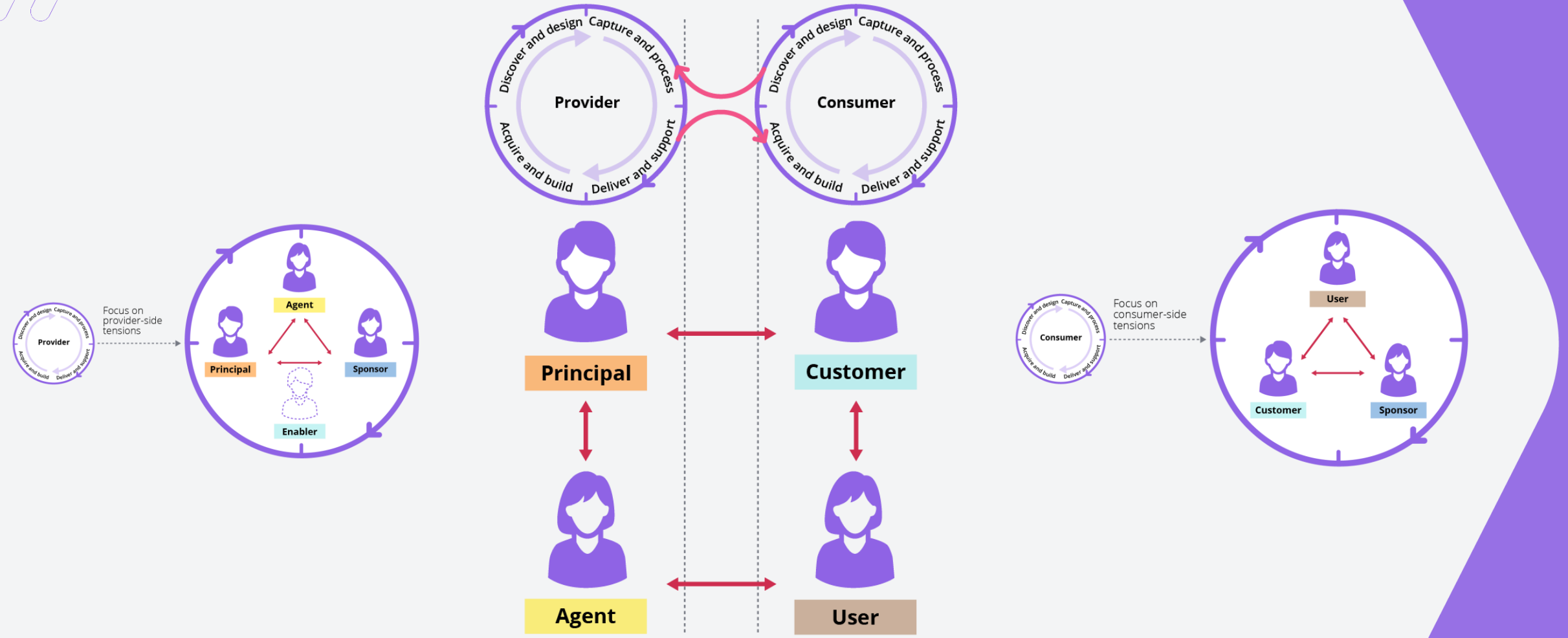
Service relationship roles



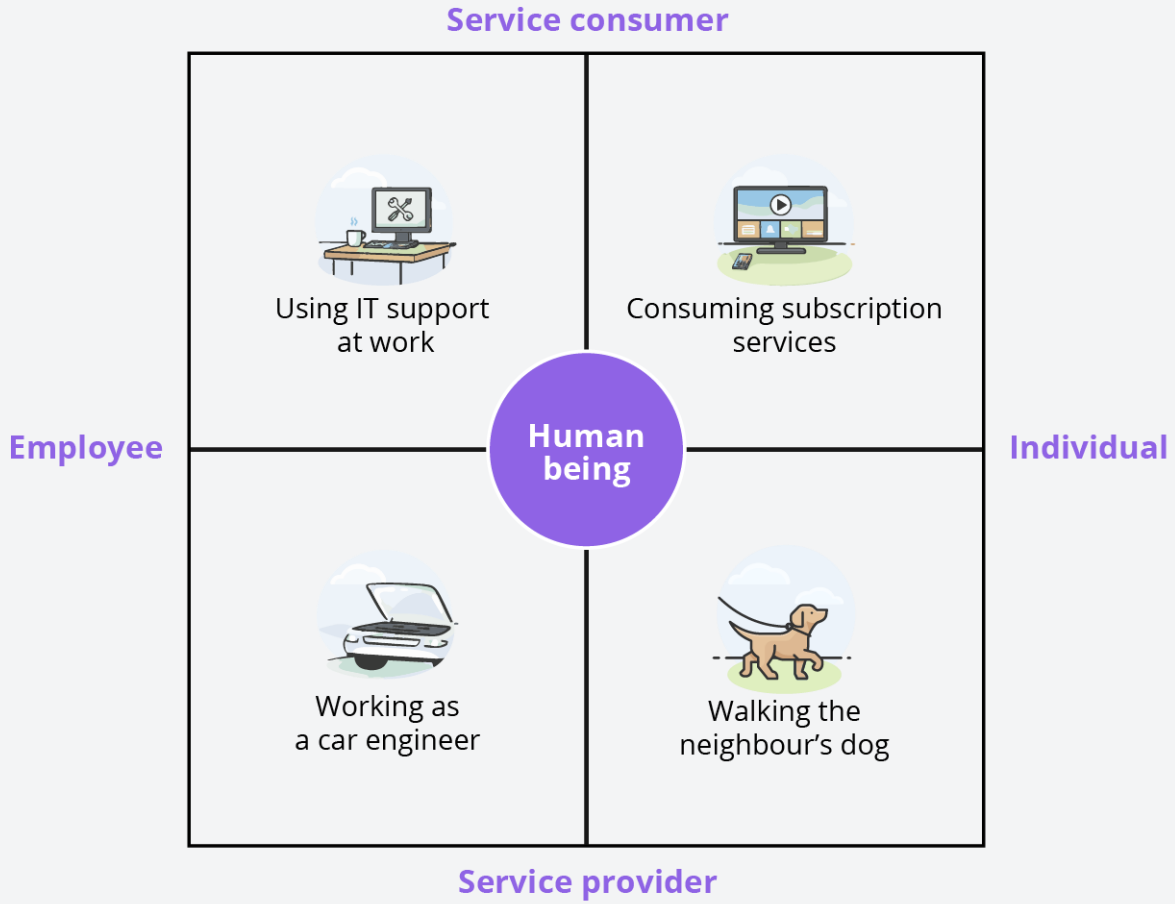
Service relationship roles



Service role frictions



Human experience



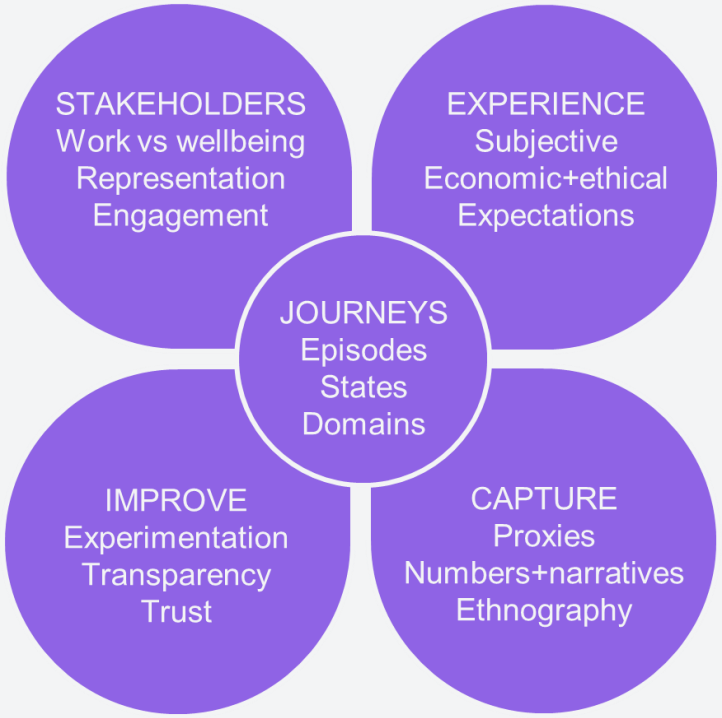
Experience ~~management~~

Understand consumers and providers

Define proportional experience

Capture and interpret perceived experience

Bridge intended and perceived experience



"Observe how people behave, interpret what their actions reveal, and iterate based on learning. Accept constraints you cannot change and persist where you can influence outcomes, so that **digital products and services feel as good as they function**."

Improvement and transformation



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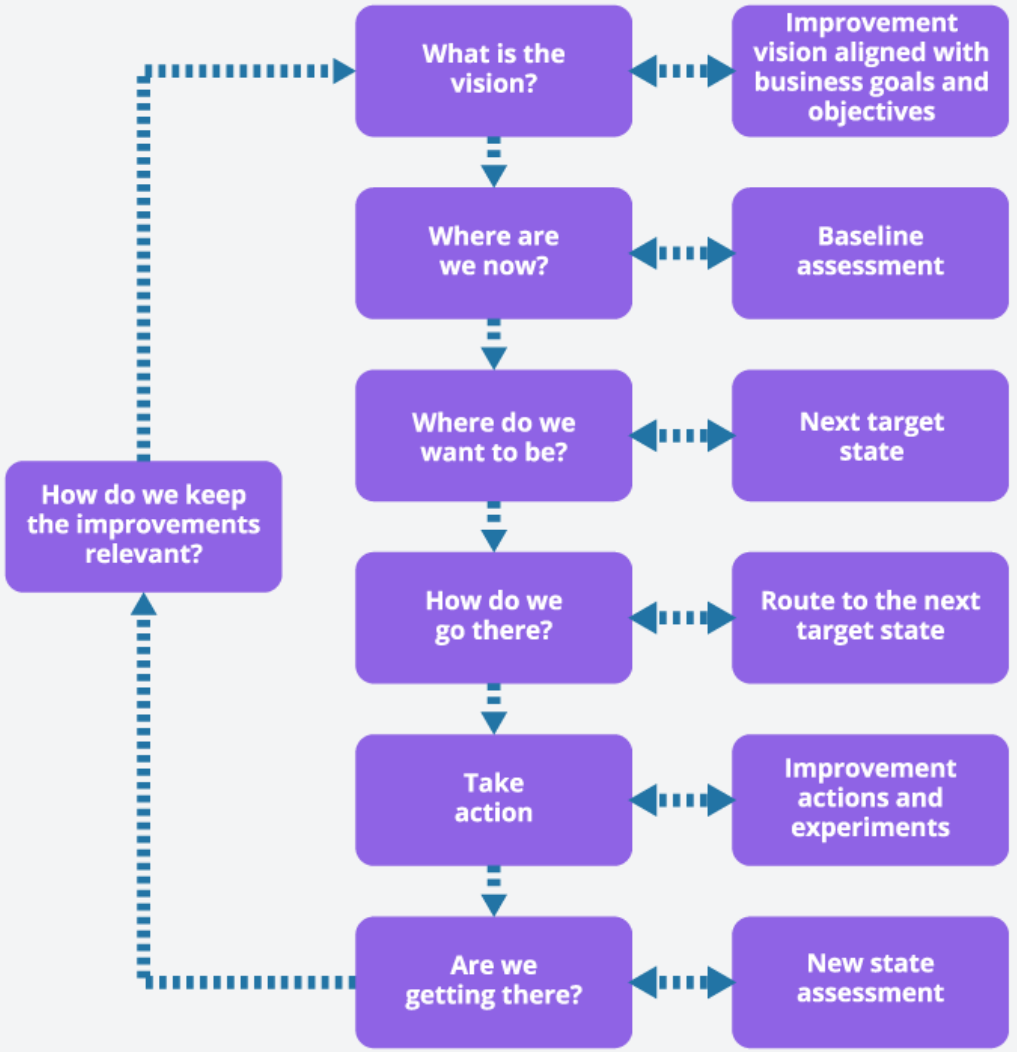
Complexity-native improvements



Transform successfully in the VUCA world

Why it matters

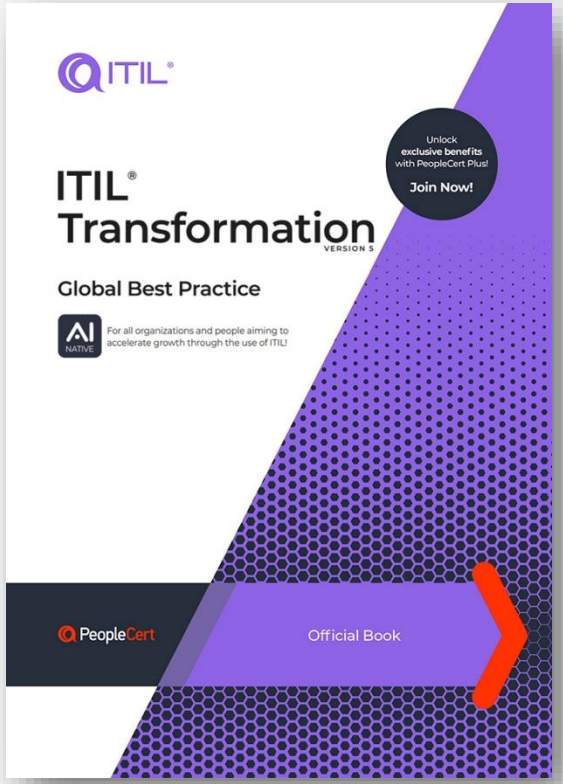
- Organizations' transformation efforts often fail
- Existing frameworks were created for predictable, clear environment (which does not exist)

What's inside

- New complexity-driven transformation model
- Step-by-step contextual guidance
- Governance, initiation, and execution patterns
- A toolbox of supporting methods and techniques

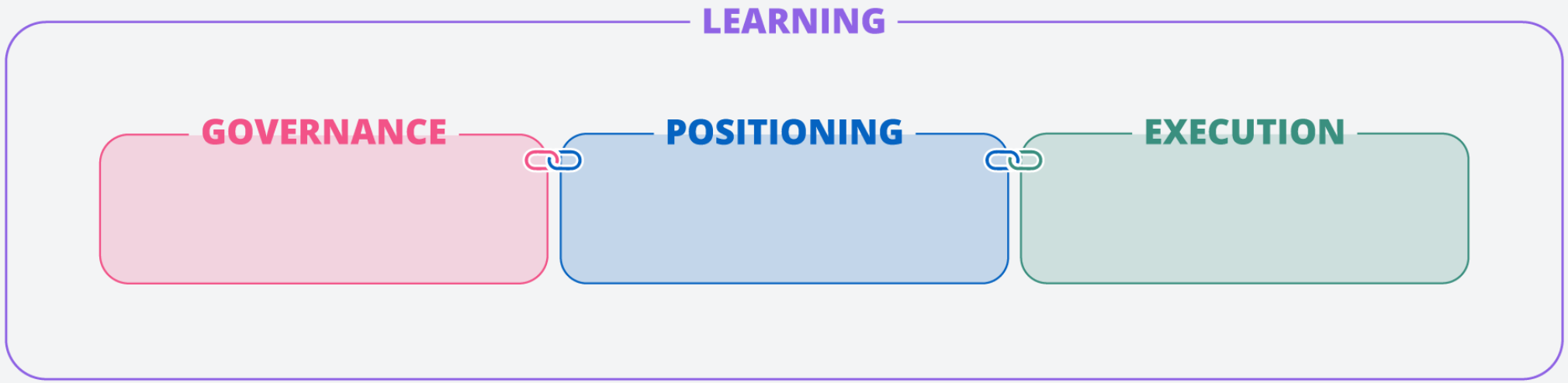
Availability

- From April,9 2026



* Previously known as "How to Implement"

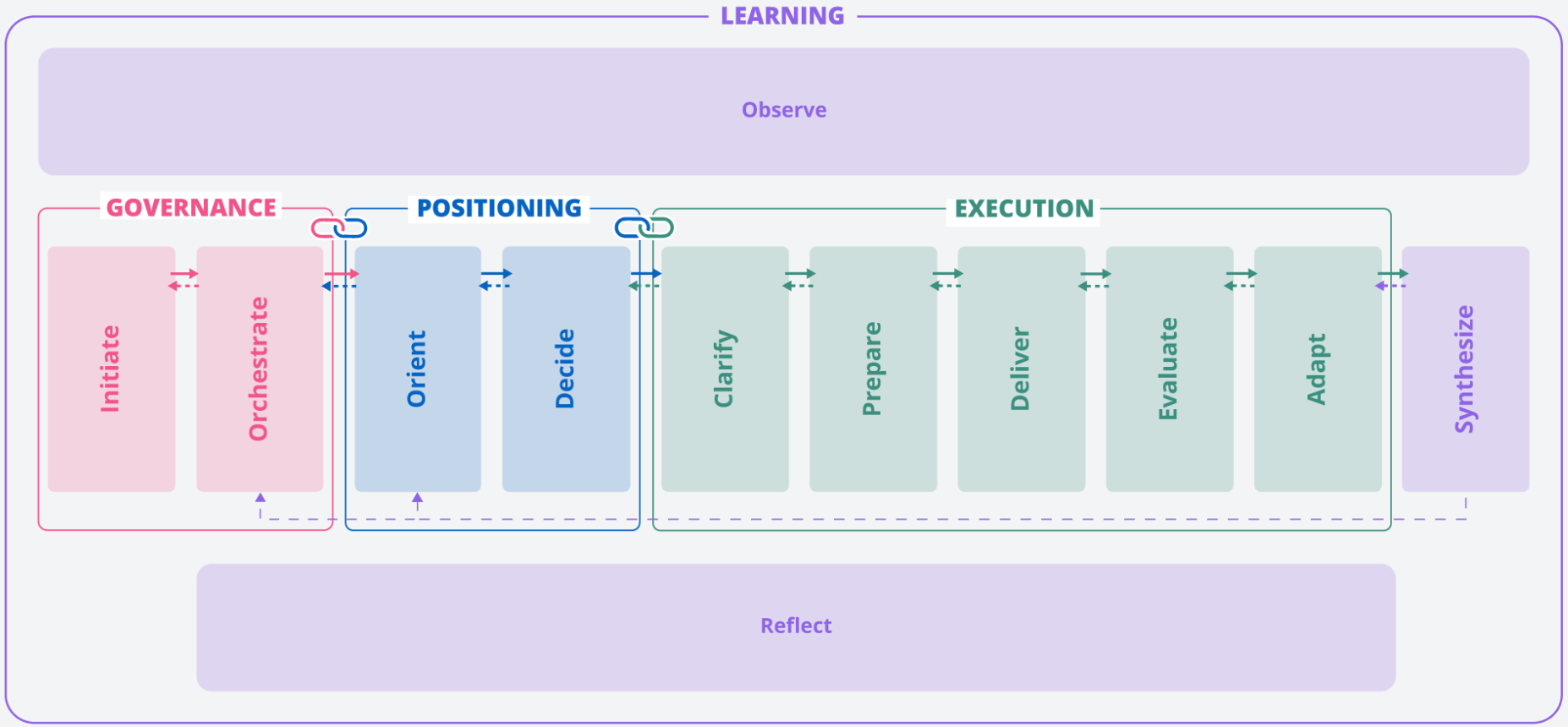
Complexity-native transformation



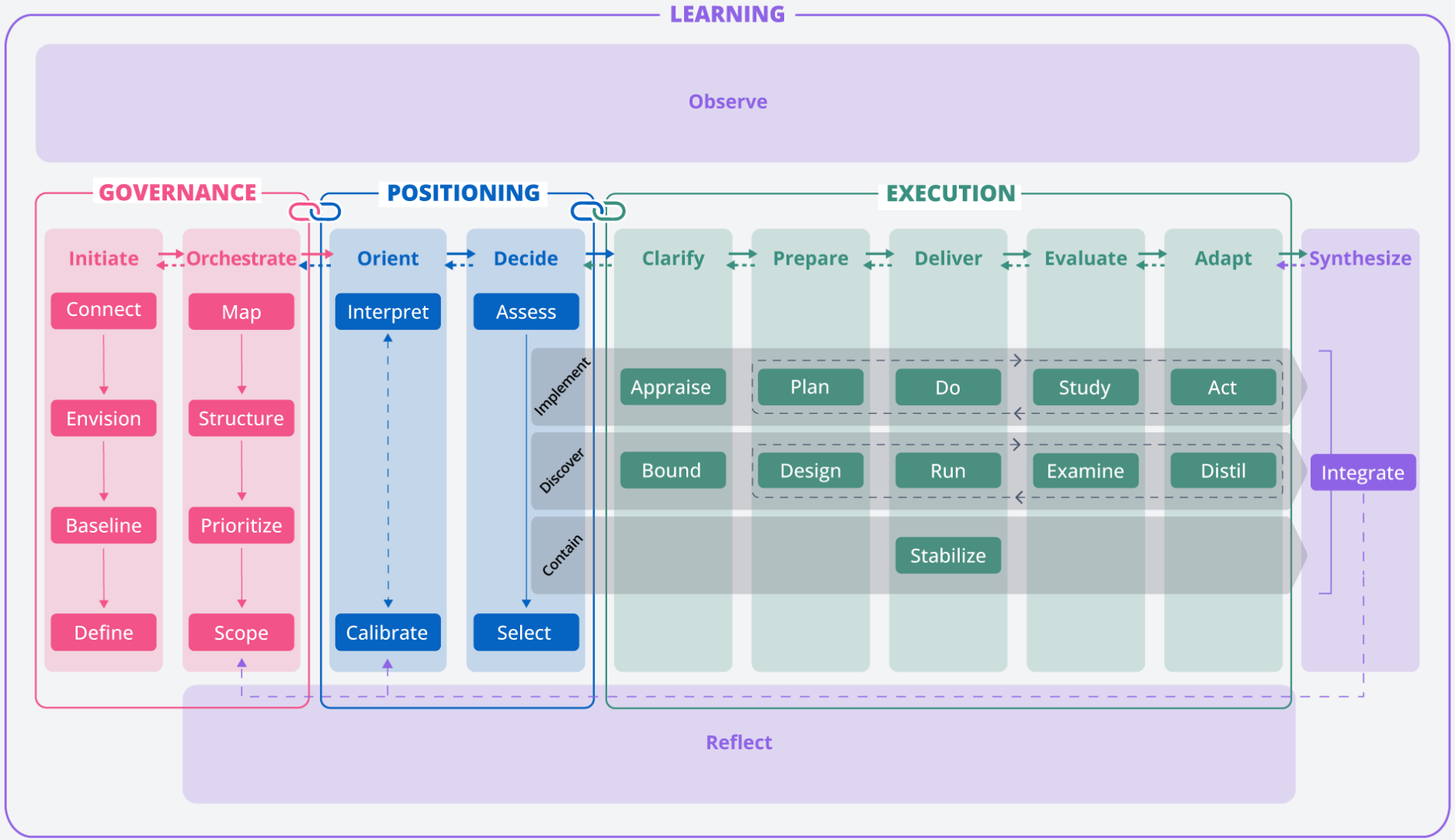
Connection

Note: *symbols are coloured according to the relevant layer, stage, or step.*

Complexity-native transformation



Complexity-native transformation



Strategy



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Define strategy. Navigate complexity. Realise vision.

Why it matters

- Strategy needs to be adjusted for growing VUCAness
- A practical guide to planning and implementation

What's inside

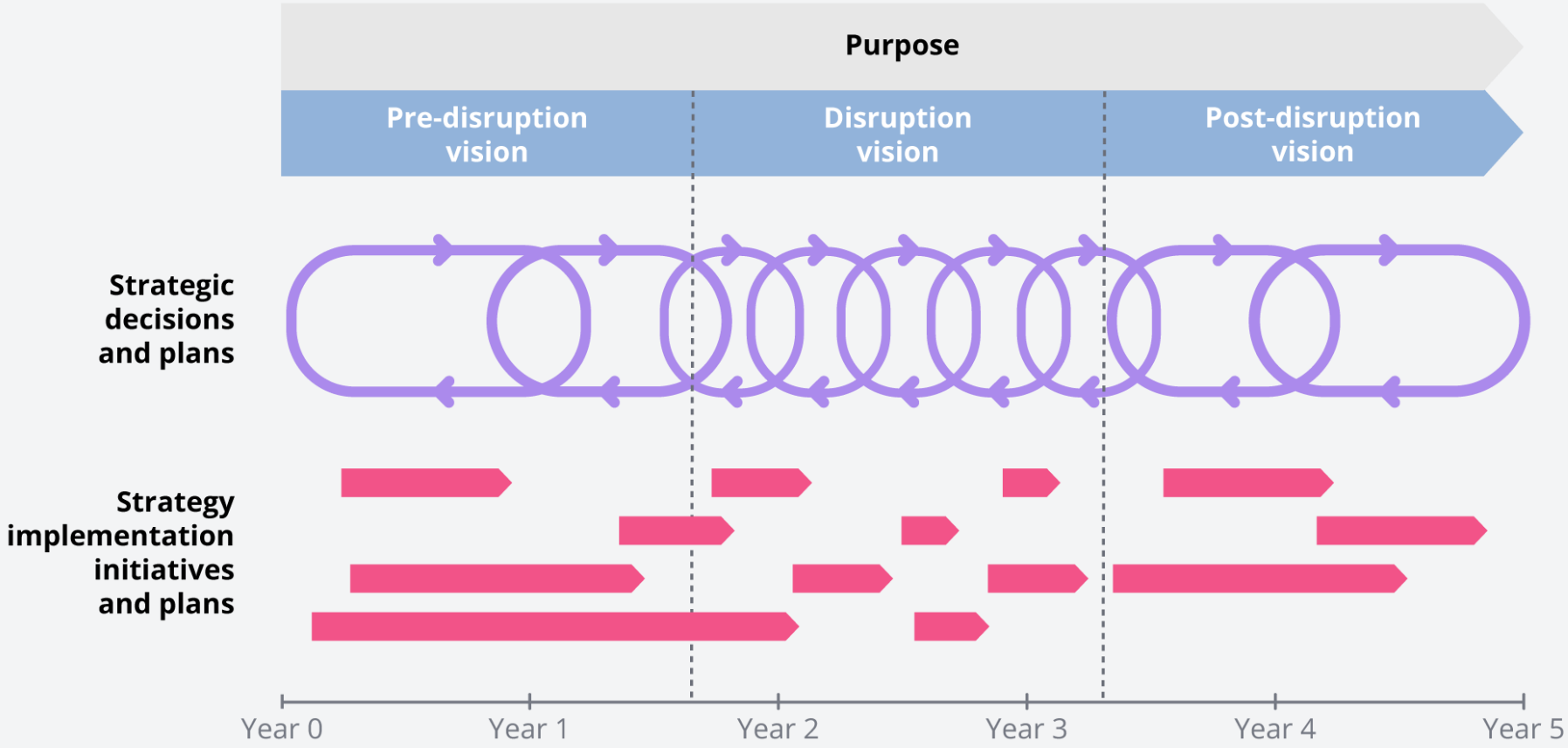
- New Strategy planning and implementation model
  - Optimised for complexity
  - Actionable, step-by-step guidance
  - Tailorable and integrated with the transformation model
- A supporting toolbox of strategic capabilities

Availability

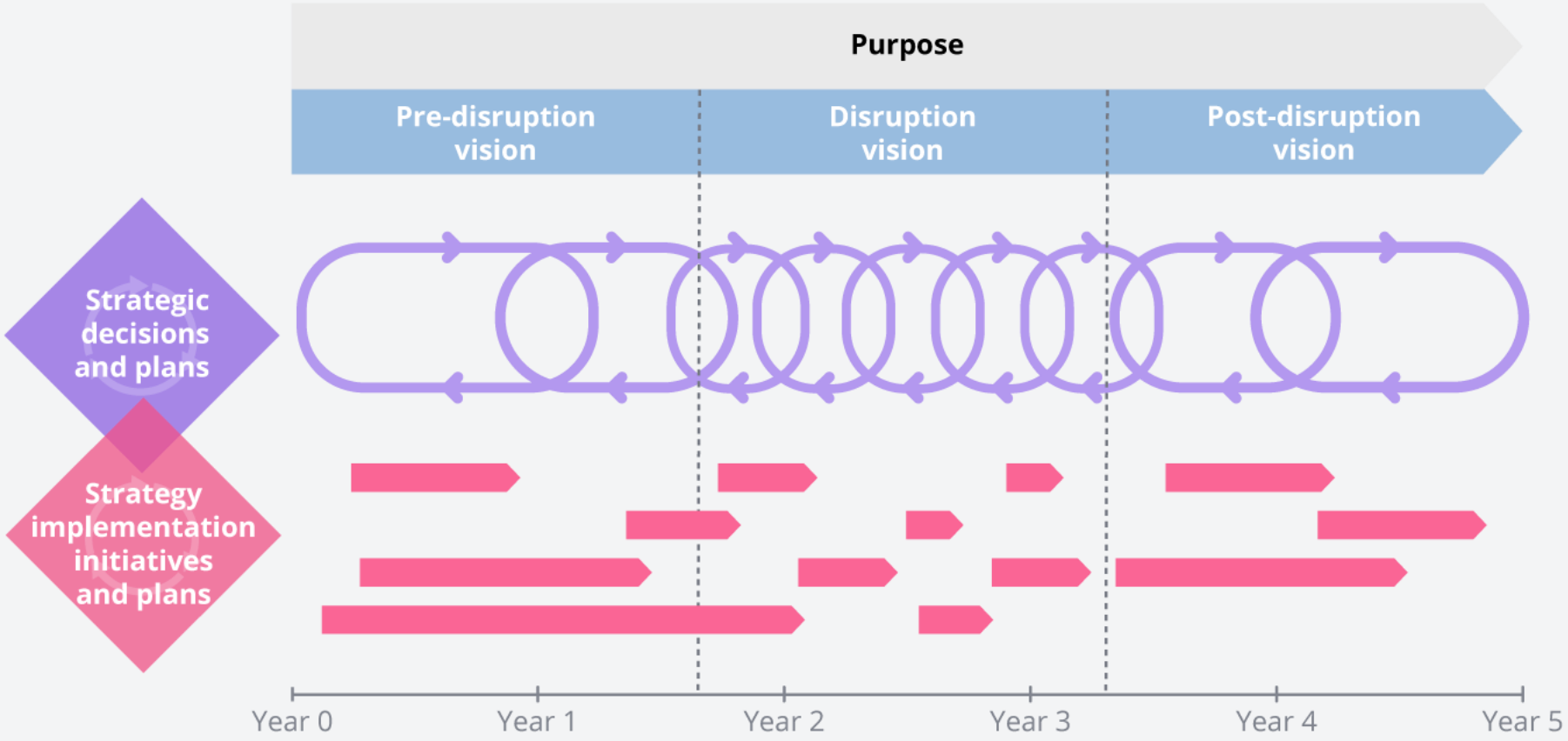
- From April,9 2026



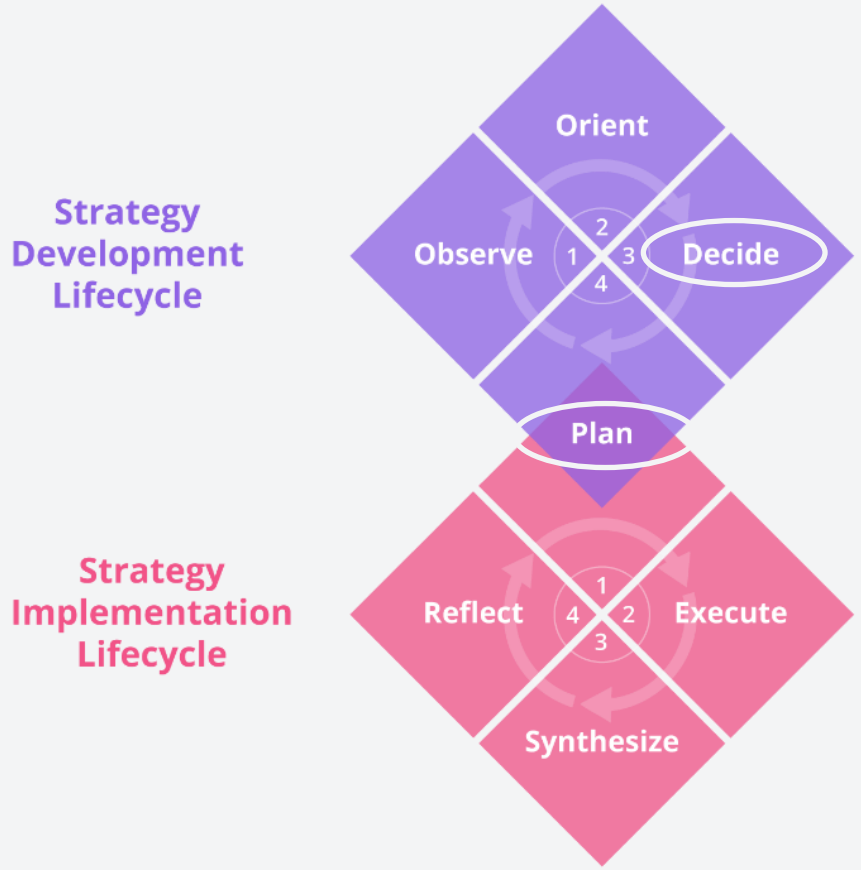
Strategic cycles in the VUCA world



Strategic cycles in the VUCA world



Complexity-native strategy management



Strategy

A set of decisions and plans that enable an organization to fulfil its purpose and progress towards its vision. Strategic decisions and plans can be expressed as architectures, portfolios, and roadmaps.

Digital strategy

Defines how the organization applies digital technology to fulfil its purpose and progress towards its vision.

Enable AI. Build Trust with AI Governance.

Why it matters

- Organizations adopt AI faster than learn learn to control it
- Existing technology governance is not enough

What's inside

- New governance assessment and development model
- New AI Capability model
- Risk assessment guide
- Actionable governance development guidance

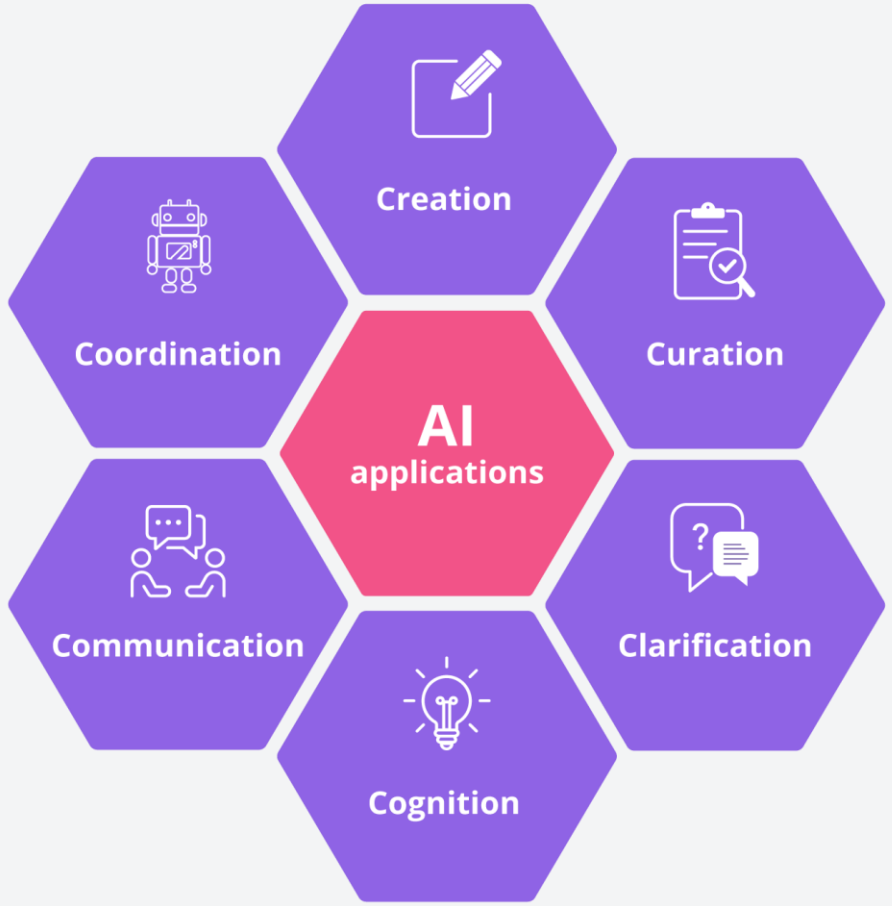
Availability

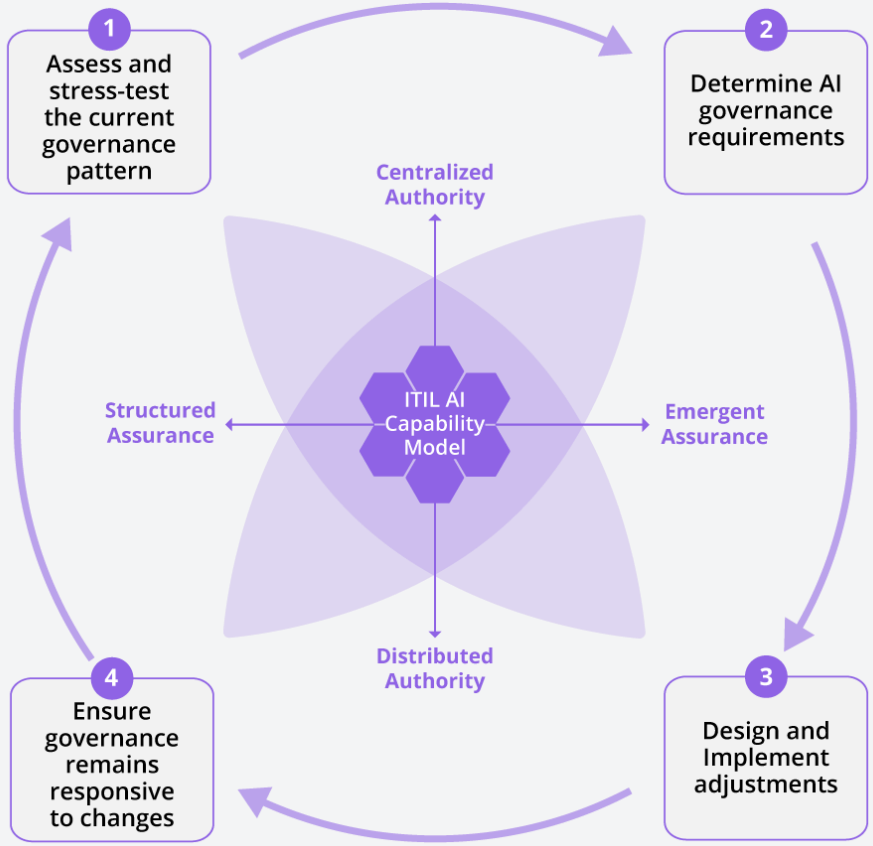
- From June 2026

- Based on the whitepaper available at ITIL.com



AI Capabilities and Governance

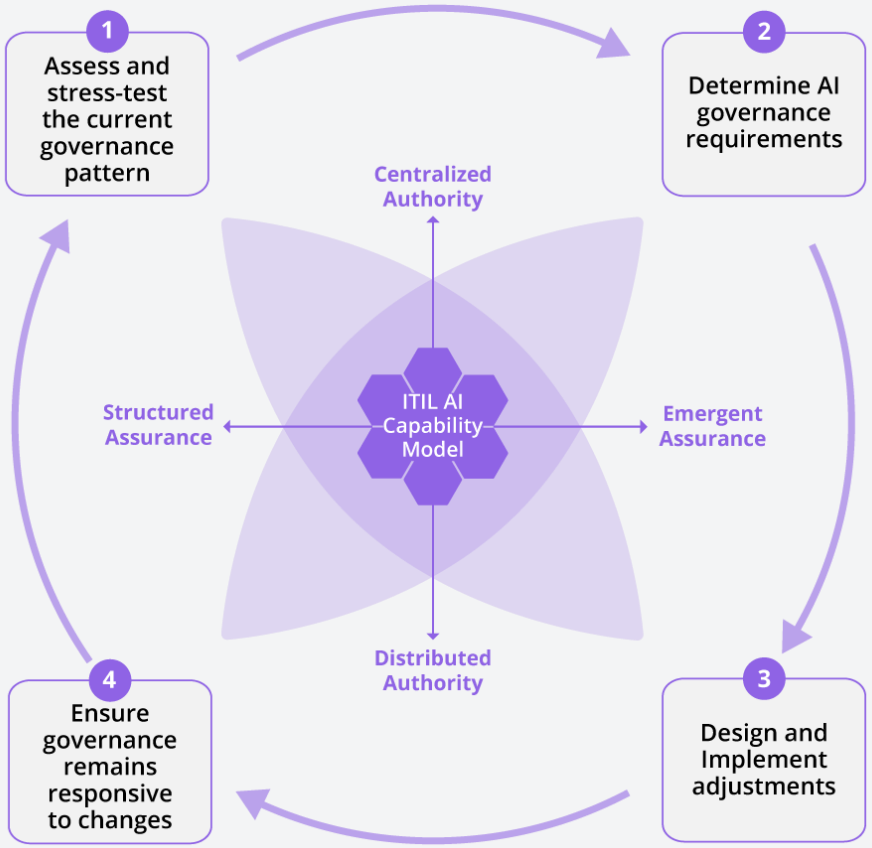




AI Capabilities and Governance

- Want to know more?
  Join us tomorrow at 18:00!

- We will cover:
  - The ITIL AI Governance assessment and implementation approach
  - Practical recommendations

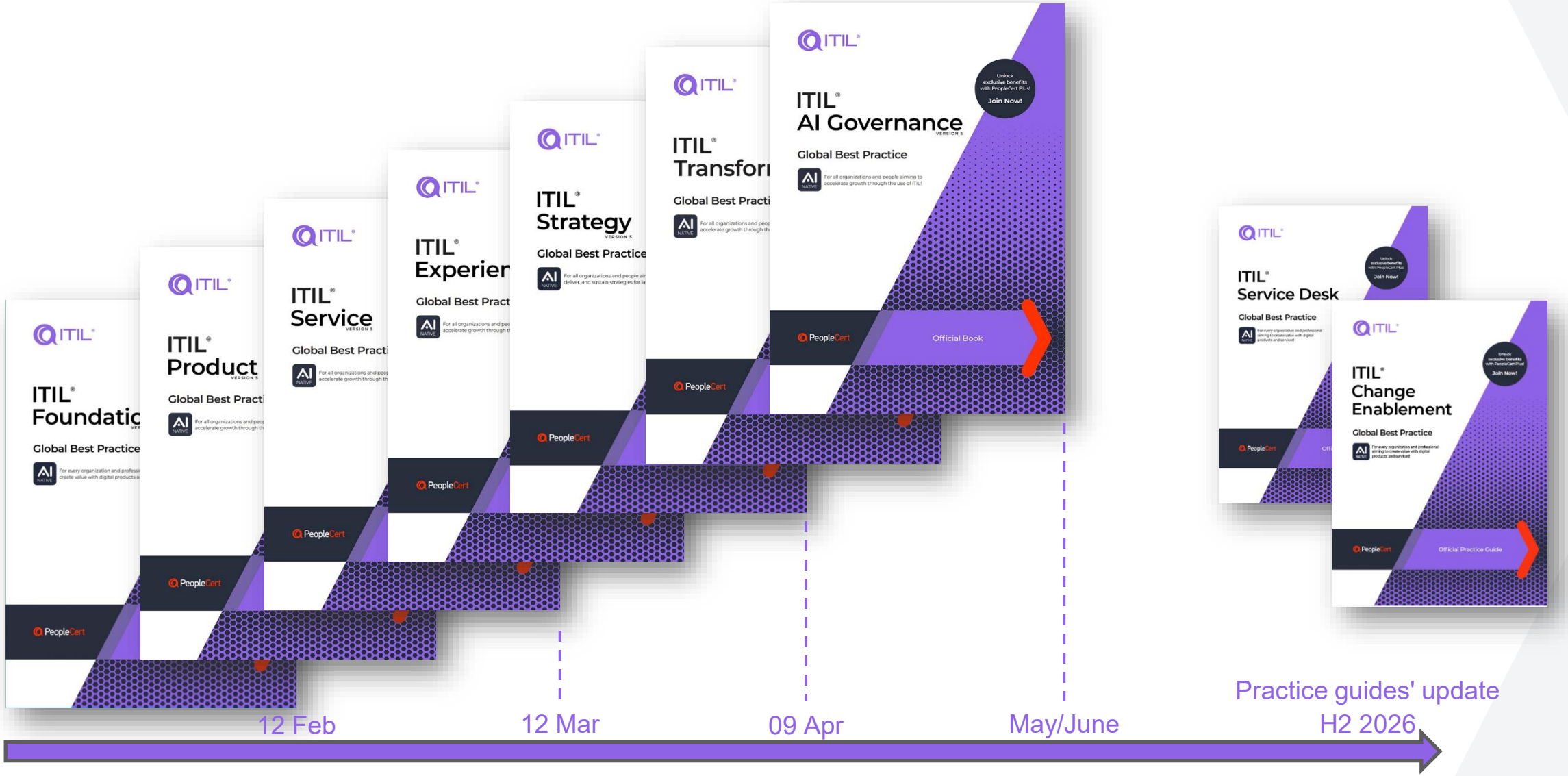


The Practices You Know. The Confidence You Need.

- Currently unchanged
- Will be updated in H2 2026:
  - Terminology alignment (all)
  - Addition of established AI use (selected)
  - Additional product focus (selected)
  - Transition to open-book exams (TBC)

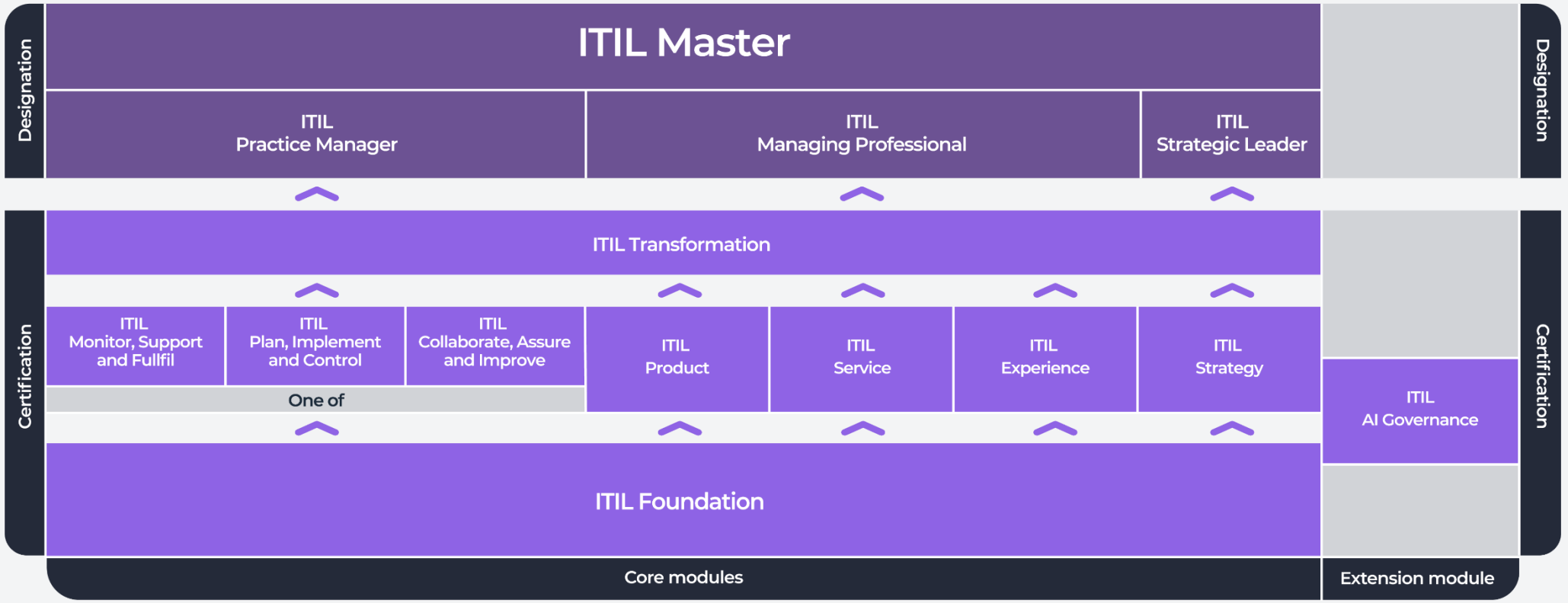


ITIL in 2026 and beyond



Develop the Skills Today's Digital World Demands

ITIL® Official Qualification Scheme



- All new exams above Foundation are open book
- ITIL4 Foundation is recognised as a prerequisite for the upper levels
- All ITIL4 designations have a one-step transition path to the version 5
- ITIL 4 modules will remain available at least till the end of 2026 (or longer)

Key takeaways

- Understand your stakeholders
- Listen, observe, measure
- Hypothesize, experiment, learn
- Value is subjective, emergent, evolving
- Complexity is unavoidable
- Navigating complexity is a vital skill
- ITIL is here to help



itSMF Bulgaria
The IT Service Management Forum

Thank you!
We might have time for questions



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