



THE ITIL MATURITY REPORT

The essential guide for anyone looking to adopt or extend their ITIL® implementation in 2008. Key pointers and the practical realities, based on the experience of 350 leaders of IT.

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Introduction

A bit about ITIL....

ITIL was devised over 20 years ago and is currently in its third version. Commonly referred to in relation to Service Management, the original acronym for the “Information Technology Infrastructure Library” is a set of books that contain guidance and best practice around how organisations can manage the support and delivery of IT services to their internal and external users.

Based upon tried and tested methods and processes that have been around for many years, these guidelines and best practices have become part of the IT scenery, raising the topic at board level across organisations in all sectors.

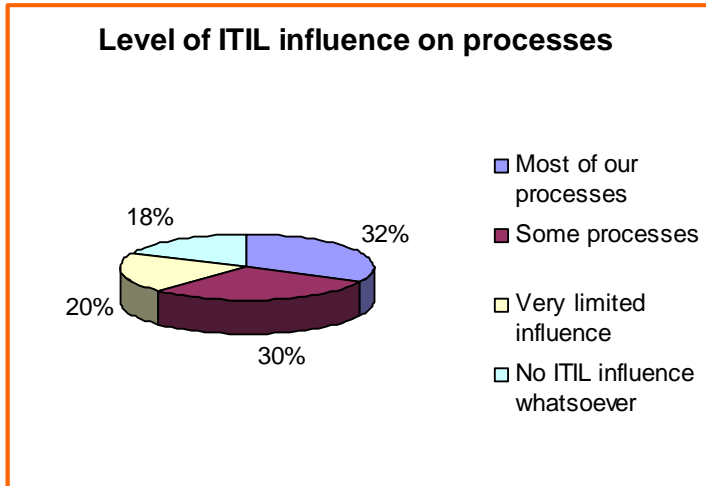
So at this point, what is the reality of ITIL adoption?

What has been the practical experience of implementing the framework?

And more importantly, has it achieved the desired results for the organisations that have adopted it?

With the aim of producing a true picture, Sunrise carried out a major survey in the second half of 2008, gathering the views of 350 senior IT decision makers. This document outlines the results as well as current thinking on the topic of ITIL.

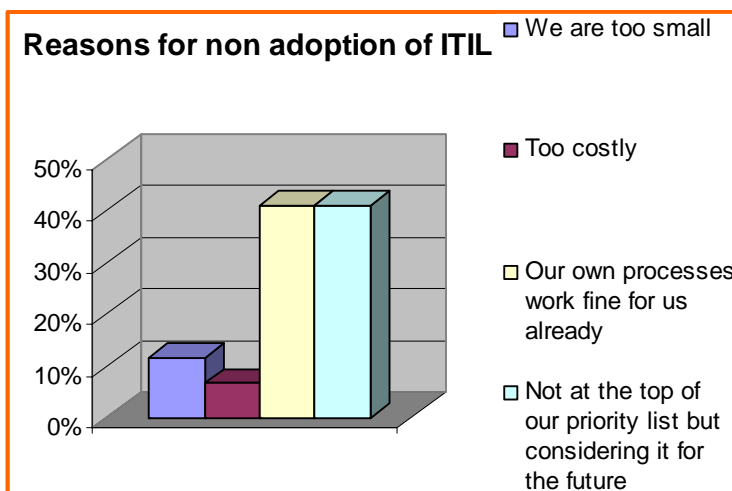
Part A: Overall take up of ITIL



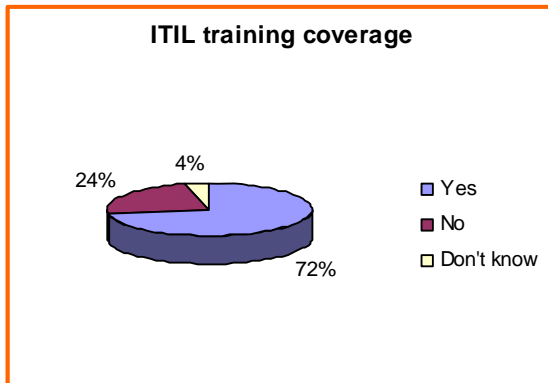
One of the premises of ITIL is its capacity to adapt to any number of scenarios, and through its framework based nature, to allow its adopters to choose the level of ITIL influence they want for their organisation.

These varying degrees of influence were clearly apparent in the split of the responses. 32% said that most of their processes were designed around ITIL. At the other end of the scale, only 18% said that their service desk was totally free of ITIL influence whatsoever.

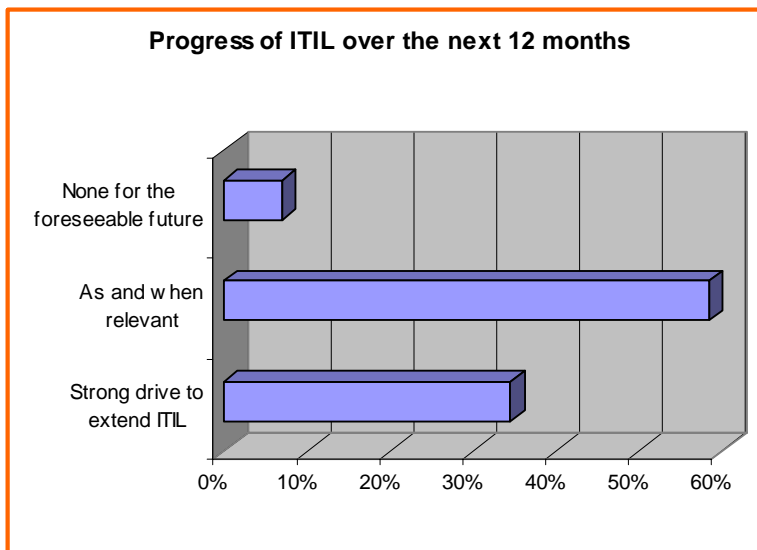
It is interesting to note that nearly half of these service desks that are currently no-ITIL zones were considering it for the future. As for the rest, the main reason for rejecting ITIL was the feeling that existing processes were already working well for them (39%). Only 4% mentioned cost was the issue.



Training statistics are another good indicator of the level of commitment to ITIL, and the overwhelming majority of those asked said that they or their staff had received training (72%)



So how about moving forward, what are the plans for ITIL in the next 12 months? **As many as 33% said there was a strong drive to extend ITIL.** With only 6% saying they foresaw no further progress, this seems to point to a very bright future for ITIL.



Part B: ITIL 3 adoption

The revised ITIL books were published in May 2007, bringing about a number of changes.

What we can see from ITIL 3 is a re-evaluation of how ITIL sits within an organisation. ITIL 3 seeks to build on the success of ITIL 2 and remains a framework of best practice and guidance from which organisations adopt the relevant parts.

In summary, ITIL 3 contains virtually all of ITIL 2 but it has brought those processes up-to-date.

Here is an outline of the key differences:

ITIL 2 is positioned around **Support** and **Delivery** of IT Services based upon the following process areas:

- Service Desk
- Incident Management
- Problem Management
- Configuration Management
- Change Management
- Release Management
- Service Level Management
- Availability Management
- Capacity Management
- IT Service Continuity Management
- Financial Management for IT Services

ITIL 3 has taken these same process areas and grouped them logically into a phased lifecycle approach, as follows:

Service Strategy

- Business Relationship Management
- Financial Management
- Demand Management
- Service Portfolio Management

Service Design

- Availability Management
- Capacity Management
- Information Security Management
- IT Service Continuity Management
- Service Catalogue Management
- Service Level Management
- Supplier Management

Service Transition

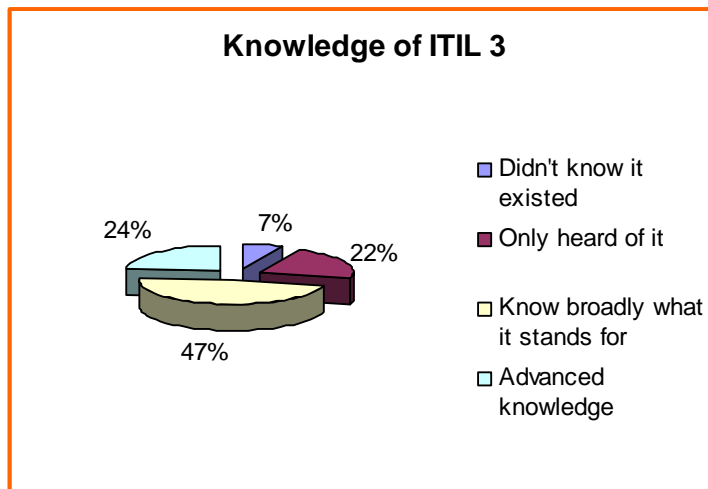
- Service Asset & Configuration Management
- Knowledge Management
- Change Management
- Release & Deployment Management

Service Operation

- Service Desk
- Access Management
- Event Management
- Incident Management
- Request Fulfilment
- Problem Management

Continual Service Improvement

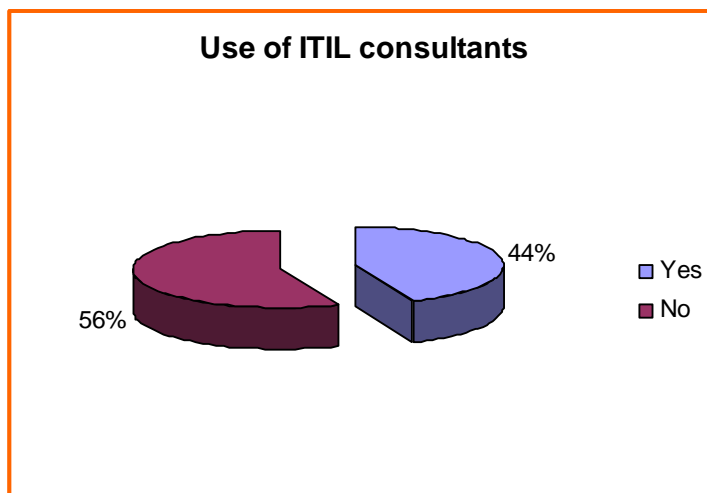
ITIL 3 appears to be gaining acceptance, as the available ITIL training courses have gradually adapted to accommodate the new and revised guidelines: 47% of respondents knew broadly about ITIL 3 and 24% had advanced knowledge already.



46% said they were planning to take steps over the next few months to incorporate ITIL 3 into their processes.

Part C: Practicalities of implementing ITIL

The most successful implementations are managed as a formal project, which begins with a review of existing processes to identify how closely aligned these are to ITIL. **A large proportion of organisations (44% according to the survey) get external help from an organisation experienced in assessing their capability and implementing ITIL.**



In the following phase it is important to plan your approach and the overall scope of your implementation and to allocate clear levels of ownership i.e. which processes are involved, who will own them from a day-to-day perspective.

ITIL is all about aligning the support and delivery of IT services to business needs. Implementing ITIL will enable IT to focus on areas the business sees as key. It is vital that the business is included in your decision making and that they understand the true benefits that the organisation can achieve by implementing ITIL.

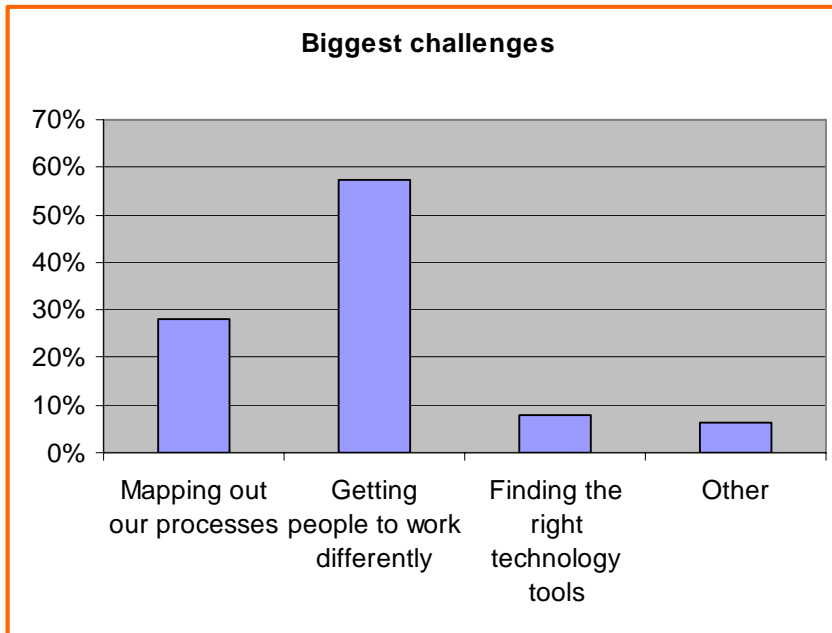
Main pitfalls and challenges

The main pitfalls that emerge appear to be lack of appropriate commitment to the implementation of ITIL and lack of planning. Make sure you define what your objectives are, what the scope of your implementation will be, who will own the processes elements and how you intend to measure progress.

In addition to this, a lack of internal skills and experience can also delay or impact any implementation. There are skills and experience for hire and it pays to seek professional advice where possible.

According to well over half of those who have implemented ITIL, the biggest challenge they have to face is the cultural change, whilst a third pointed the finger at the process mapping stage.

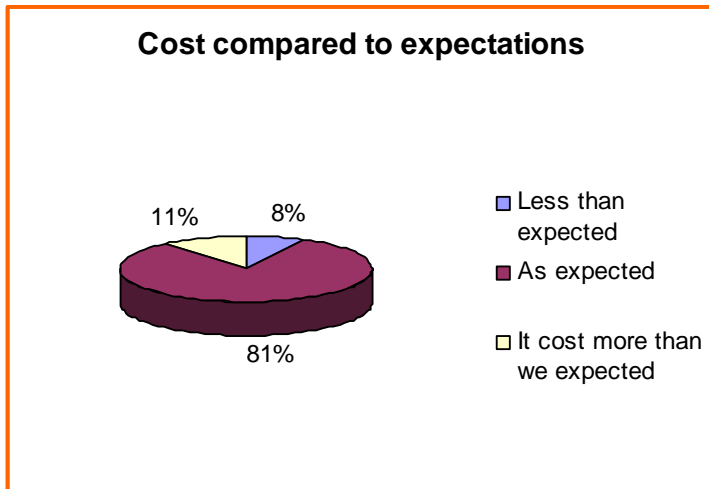
Other challenges cited include finding the time in a busy environment, achieving management buy-in, securing the funding, the change management aspects, and 'getting people to understand that ITIL is for guidance only'.



The cost of ITIL

Generally costs will vary dependent on which ITIL process you choose to adopt and to what degree you intend to adopt them. ITIL is not prescriptive so you implement what works for your organisation.

It's reassuring news for those worried that embarking on an ITIL project is synonymous with signing a blank cheque. Practical experience says otherwise as **over 80% of ITIL projects have ended up costing the amount their managers expected**. Only 11% said their project was over budget.



Timescales

ITIL promotes the philosophy of Continual Improvement so commitment to implementing ITIL in your organisation will be on-going. However, the creation and embedding of an ITIL-aligned Service Desk, for example, can be achieved in a matter of weeks.

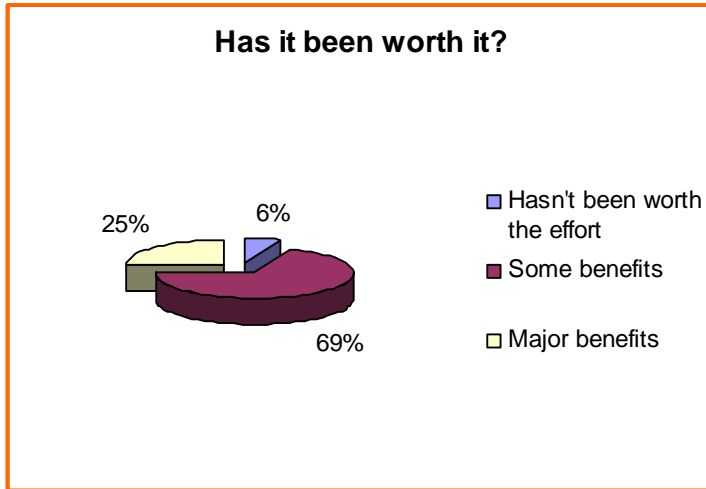
Over a third of our respondents told us that there was a strong drive to further extend ITIL in their organisations. Only 7% were not considering any further roll-out in the foreseeable future.

Software aspects

The software should be capable of meeting the requirements of your organisation, fitting in with your own processes rather than forcing you to adapt your processes to fit the tool. Therefore, it is important that you have clearly defined your processes prior to selecting and implementing your software. See appendix: "ITIL in 2008: what to look for in a software solution."

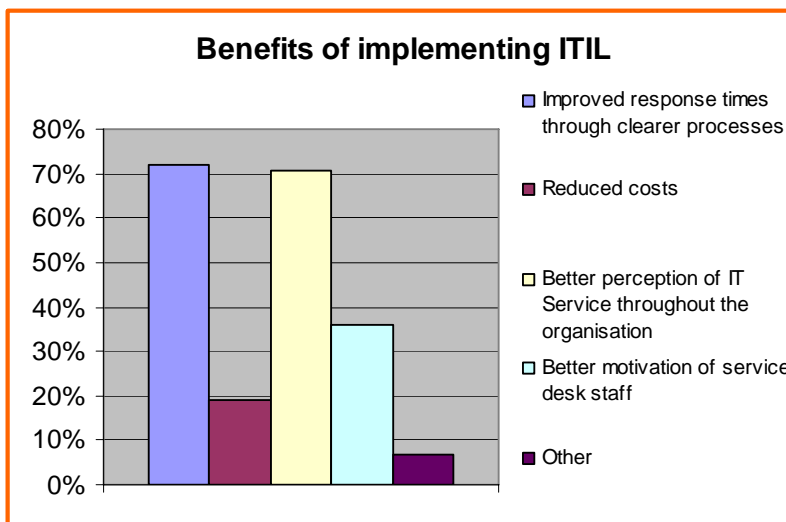
Part D: Benefits of ITIL

More encouraging feedback from our survey as **one quarter of those questioned said that ITIL had brought about major benefits** and only 6% thought it hadn't been worth the effort.



What you get from ITIL really depends on how far you go. In essence, efficient processes and good practice lead to overall cost savings to the organisation through reduction in duplication of work, improving and increasing productivity levels and improving resource management and system usage.

The two top benefits experienced by users were improved response times through clearer processes and better perception of IT service throughout the organisation. Other benefits were better staff motivation, reduced costs, better process transparency and improved audit trail.



Another way of ensuring ITIL delivers value within the organisation is by transferring the methodology to other areas of the business. Even though the IT department might be pioneering when it comes to understanding the value of processes and introducing technology to support these, this approach can also benefit other departments. It was telling that **over a quarter of people we asked said that they were either using ITIL already or planning to use it to support processes outside of IT support.**

Only 3% thought that ITIL could never be useful outside of IT.

There are many areas in which Sunrise customers have seen the value of ITIL in other departments and the main ones include:

- External customer service
- Facilities management
- Operational functions. E.g. telemetry systems
- Complaints management
- Aspects of HR
- Etc...

Conclusion

350 IT leaders shared with us their experience of ITIL, successes and challenges alike, offering us a unique opportunity to create a snapshot of ITIL maturity at the end of 2008.

What this snapshot highlights is that ITIL is not just about a one-off implementation project. It is a continuous process of evolution for the service desk, with the advantage that even the most mature operations can still take their service to the next level.

The framework itself is evolving of course, and our results showed how ITIL 3 was being widely embraced, but another aspect, perhaps less frequently mentioned, is the influence that ITIL can have on departments outside of IT.

ITIL truly seems to have established a tool through which the modern IT department can finally and unequivocally position itself as a leading example for the rest of the organisation.

Appendix: ITIL in 2008 – 9 key points to look for in a software solution

1. Is it ITIL compatible?

Pink Verification is awarded to products that are compatible with the ITIL framework and the PinkVerify™ certification is a good indicator to go by.

2. Will it be compatible with ITIL 3?

According to OGC; "The main functional elements of most IT service management tools will still be required for version three since the main process elements from version two remain."

It is fair to say that version three enhancements will not be made overnight by vendors so it is crucial that you engage with vendors who are fully committed to ITIL in the first place. Look for software that is flexible enough to incorporate the changes that are required.

3. Is it going to cost me the earth?

Avoid vendors that force you to buy ITIL functionality which you are not yet ready to use. Sunrise provides two ITIL product options: the entry-level Sostenuto Foundation that includes the core ITIL modules as standard with the option to add the remaining modules at a cost effective rate when you wish and Sostenuto ITSM that includes all of the ITIL modules at once.

4. Is it flexible enough to be configured beyond the vendor's interpretation of ITIL?

ITIL is made up of a set of guidelines which are not prescriptive. This means there can be different interpretations when it comes to applying the guidelines to software. Beware of software systems that are hard-coded around the vendor's interpretation of the ITIL guidelines because your own requirements are likely to be slightly different. What you need is a system which meets ITIL requirements but can also be configured to accommodate the way you do things.

5. Does it offer ITIL in a fully integrated way?

Many systems available today began as call management systems. As ITIL came to the fore, vendors created additional modules to manage the new disciplines it recommended.

Hence disciplines such as change management are often provided as add-on modules which are not fully integrated with the core system, isolated from each other, even using separate databases. With Sostenuto Foundation or Sostenuto ITSM all of the modules are fully integrated, allowing you to create associations between the various areas of the system.

6. Does it allow you to extend ITIL processes for remote and mobile support staff?

Many systems offer a web interface which is like a watered down version of the core system, and may include little functionality beyond the ability to log and track incidents for example. Sunrise allows for remote staff to update the system as if they were in the office and ITIL disciplines such as Incident, Problem and Change can be supported via PDA.

7. Does the solution come with advanced change management?

Change management is often provided as a costly separate module rather than being integrated as standard with the rest of the service management solution. This is not good enough!

As business and IT objectives become more closely aligned, effective change management is increasingly required and so it is important to find a solution that includes advanced change management as standard.

8. Will it scale up to accommodate other functions within your organisation?

Whilst the helpdesk or service desk is most probably your priority and responsibility, do be aware of the other business functions that your tool can support, particularly as IT and the rest of the business becomes increasingly aligned. At Sunrise, many of our customers choose us so that they can support areas outside of IT. Thanks to a flexible structure and dynamic business rules engine, our system can be configured to suit very specific requirements. You could create a system to manage enquiry based functions spanning any area from staff training to telemetry systems.

9. Is it supported by a vendor fully committed to delivering effectiveness within ITIL?

Beware of systems that just tick ITIL boxes and look out for areas where ITIL processes are applied in an intelligent way. For example, closely inter-related incident and problem functions mean that it is possible to identify the root cause of multiple calls so that these calls can then be solved automatically. Not all systems can do this and it is important to beware the wide variations between systems here.

Notes on the survey

The survey was carried out online over July and August 2008 and targeted senior IT decision makers in organisations with 200+ employees across all sectors. The results are based on the replies of over 350 respondents who agreed to take part. The overall numbers included 60% representatives from private sector organisations and 40% responses from the public sector.

About Sunrise

Sunrise was founded in 1994 and is a leading independent provider of IT service management solutions.

Our customer base includes over 1,000 blue chip and public sector organisations, including:



About Sostenuto

"This is IT service management software going way beyond the basics that ITIL dictates..."
(Computer Weekly)

Sostenuto ITSM is a powerful, fully browser-based IT service management solution. ITSM is fully pink verified, accredited by Pink Elephant as having ITIL compatibility and awarded the highest possible vendor certification level of 'ITIL Service Support Enhanced'.

Sostenuto Foundation is also a fully browser-based IT service management solution with a dynamic business rules engine. Foundation offers the core ITIL disciplines of incidents, problems, configuration and service levels as standard, meaning you can adopt full ITIL compatibility at a later stage.

For further information:

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Or call us on 020 8391 9000