

ITIL: STATE OF THE NATION SURVEY FINDINGS

SEPTEMBER 2009

A research report sponsored by Hornbill Systems



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ITIL v3 : is the reality v2.5?

The Majority of ITSM implementations are still maturing their v2 processes before moving to v3. Those that have moved to v3 only use the most commonly adopted v2 processes and not a life-cycle approach. *The reality is an adoption of ITIL v2.5*

1. Executive summary

ITIL v3 was officially launched just 2 years ago in June 2007 after a 3 year development period. Much has happened in the world during those 2 years, which has slowed every business down considerably, yet this first major US and UK survey highlights that in ITSM things are still moving well. With over 500 respondents and 80%+ in Executive and Senior management roles, we have a fair picture of what's happening.

Over 50% of those adopting ITIL have already implemented ITIL v2, but interestingly 30% of those have done so in the last 2 years, the same period that v3 was available to us all. Only 13% adopted ITIL v3 from scratch, however 31% are upgrading to v3 currently, making a total of 44% following v3 and 33% are still considering or planning to move within the next 2 years. Of the 55% already with ITIL v2, over 32% are sticking with v2 for now, but introducing some of the v3 concepts. This would indicate that many are still intending to continue to mature their v2 processes before upgrading to v3.

ITIL has been around for more than 20 years now and yet the survey reveals that 46% still admit to having a medium to low level of maturity, with only 31% in the high to very high levels. It was discovered that the more ITIL processes adopted, the more mature the IT services delivered, and the more the key goals and objectives were met.

It would appear that for those that have migrated to v3, it has simply been of the existing, or popular, v2 processes and not all the processes, making it appear, yet again, that "cherry picking" of the processes is still dominant. Although the service lifecycle approach is the top driver for upgrading to v3, it transpires that this is not being implemented or achieved.

If they had the chance all over again to implement, the majority would have a greater focus on the people elements. By improving Attitude, Behaviour and Culture, people have a better overall understanding of the aims and can ensure that processes are adopted to meet the chief objectives of improved service quality and customer satisfaction.

"The survey shows that 13% of Service Management departments have implemented ITIL v3 from scratch. Whilst this appears to be a low number, taken within the context that it's within 2 years of v3 being launched, and most would take 6-12 months to read, train and prepare a plan for implementation, this shows a real determination to implement v3. The survey also highlights that we need to focus on educating the staff, ensuring our tools are ITIL compatible, and verifying our implementations to avoid half baked solutions and remaining in the silos of cherry picked processes. A life-cycle approach to managing Service Management is the way forward and the tide appears to be changing."
Malcolm Fry - Industry luminary

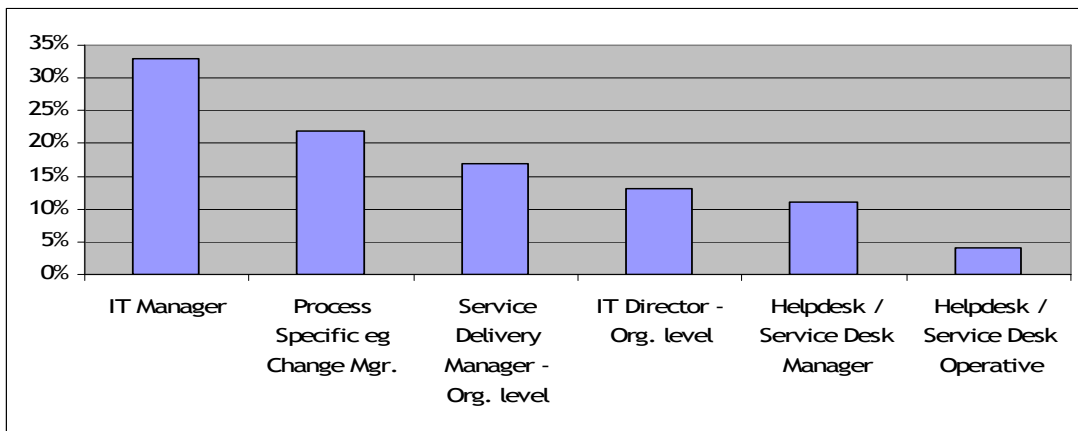
"This research illustrates the reality of ITIL adoption. Two years after the introduction of ITIL v3, to see that its adoption is international but piecemeal rather than following the aim of the service lifecycle, is unsurprising yet still unfortunate. The value of service management and delivery should be good for industrial recovery & growth and yet corporate culture and people are still major hurdles - often tackled, but seldom overcome. Once again, we see that IT and the business are still in need of better alignment."

Lisa Erickson-Harris, Research Director, Enterprise Management Associates (EMA)

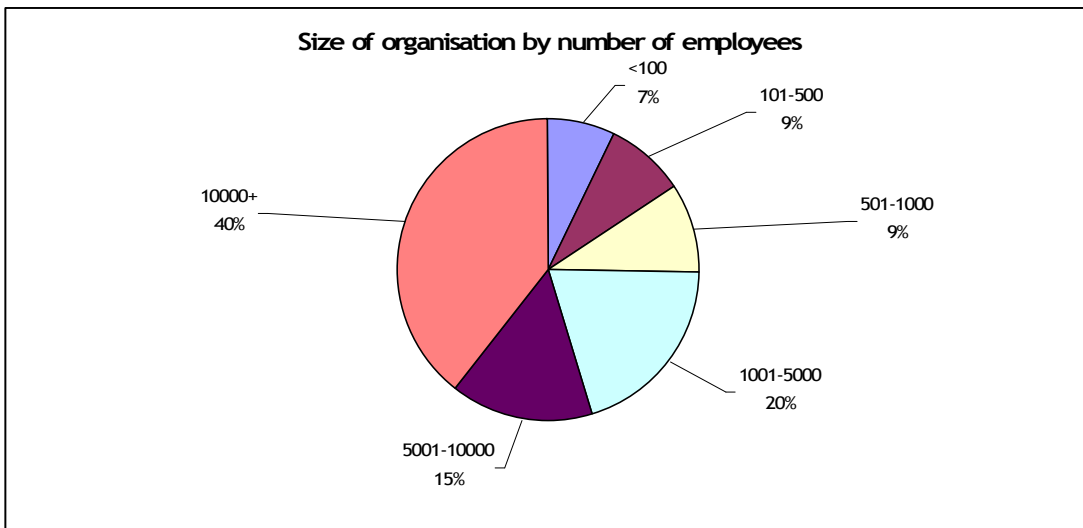
2. Background & Demographics

June 2009 marked the 2nd anniversary of the launch to the IT Service Management marketplace of ITIL v3. Much has been said and written about this latest release, but until now there has been no real evidence or research as to how the market reacted in terms of adoption. Hornbill, an IT Service Management software vendor, approached Ken Turbitt of SMCG and set about preparing a questionnaire to be promoted by Hornbill, *itSMF*, SDI, Pink Elephant and ITP Report online. Mauricio Marrone of the University of Göttingen contributed to statistical data analysis and findings. We wish to thank EMA and Malcolm Fry for their comments.

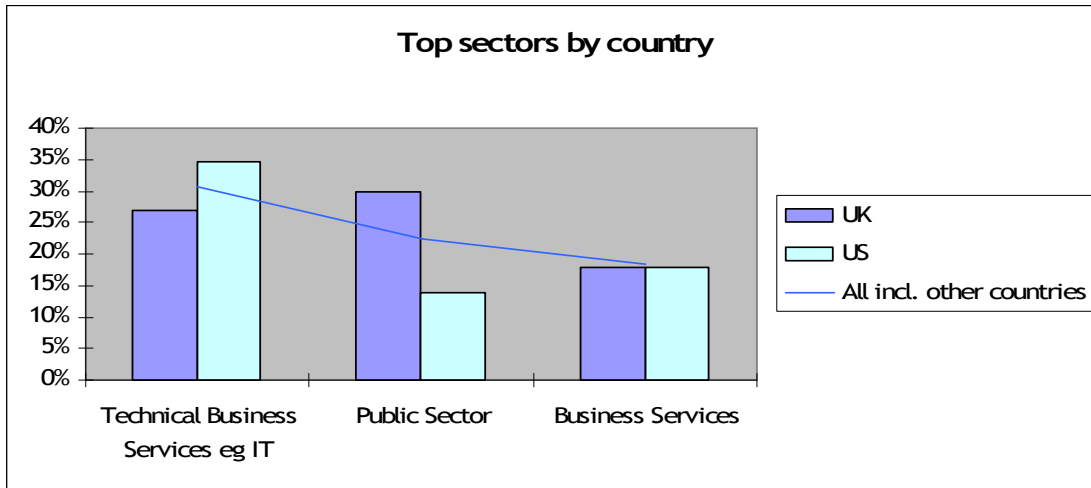
The main purpose of the survey was to determine how wide, or not, the adoption of ITIL v3 was within the marketplace, and what the main drivers were for this. To establish the current baseline, the survey included questions about ITIL maturity levels, process adoption and benefits realization.



The survey was live for 2 months and captured just over 500 respondents, mostly in the UK (50%) and USA (38%). The majority of the respondents were from Management (96%), with the most senior, IT Directors/CIOs representing 13%.

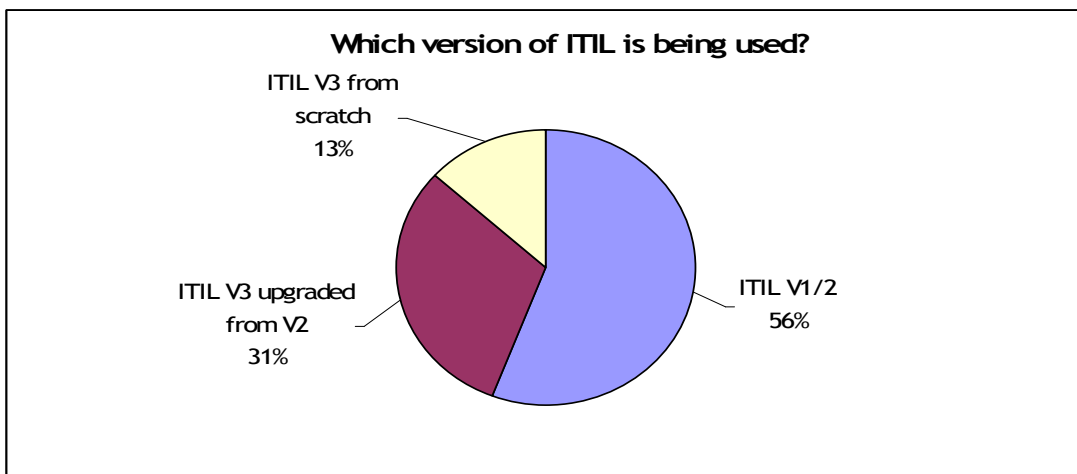


The size of organization was a wide mix, with 16% having fewer than 500 employees and 40% from organizations of 10,000 employees or more.



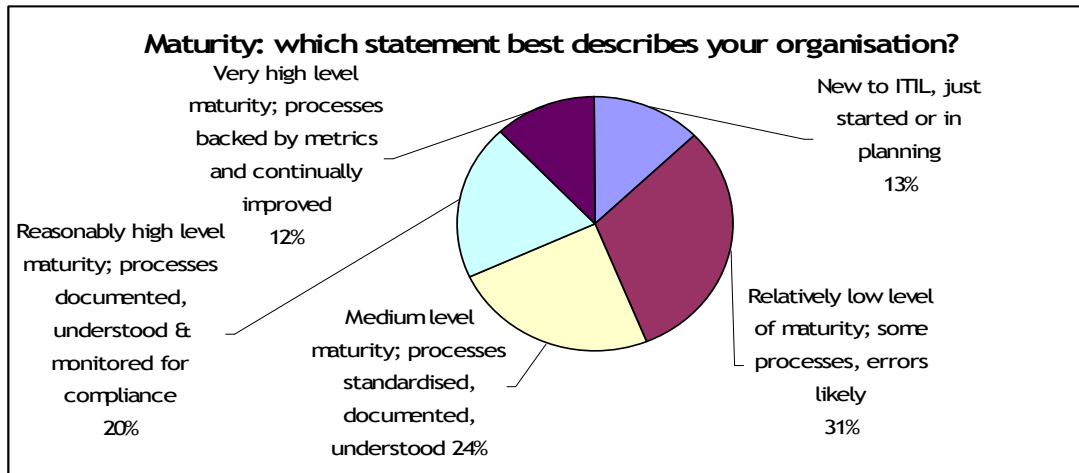
The Top three sectors represented within the survey were Technical Business Services (eg IT), Public Sector and Business Services (eg Finance). The respondents' sector spread would indicate that within the UK market the IT and public sector markets have adopted ITIL more than any other, with IT and other business services leading the way in the US.

3. Overall findings for ITIL v2 and v3 implementations



Of all the respondents using the ITIL framework, 56% are using v2, with 44% using v3. 13% have adopted v3 from scratch and 31% have 'upgraded' from v2. However, as we'll see later in the report, it is mainly the most commonly adopted v2 processes that have been upgraded.

ITIL Maturity - Majority still need to grow up

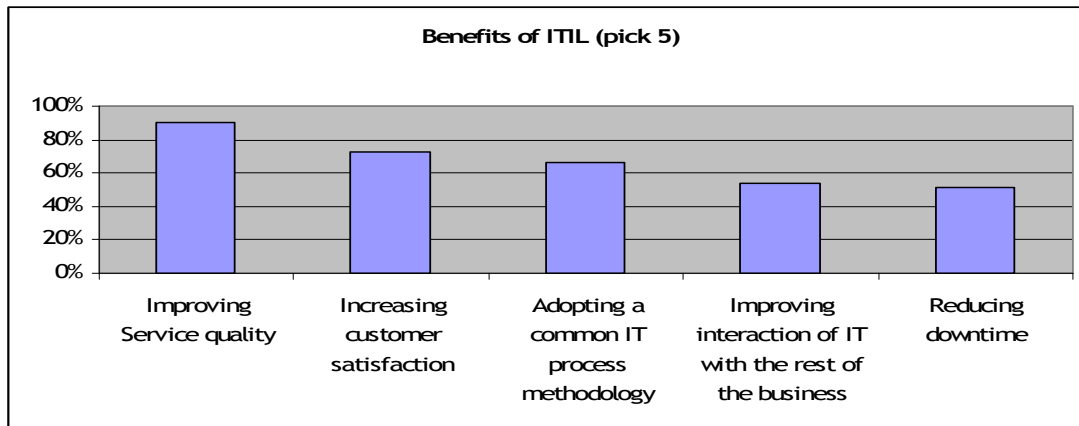


Only 32% of the respondents with ITIL claim to have a high level of ITIL (v2 or v3) maturity. 55% have medium to low maturity and 13% in this category are new to ITIL and just at the planning or implementing phase.

Drivers for ITIL Adoption - Service Quality and Customer Satisfaction

Businesses of today are almost totally dependent upon IT to survive, so the quality of service provided to the business client and end customer needs to be of paramount importance, especially in the current competitive market.

The top 5 reasons for adopting ITIL in the first place remain mostly as they have always been:

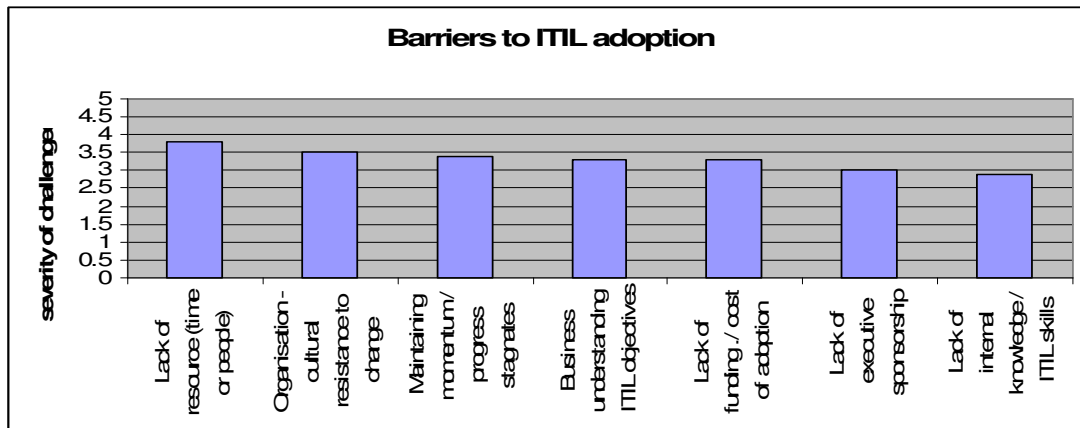


IT has traditionally focussed most of its efforts on implementing back office processes such as change management or CMDB and the value is not often directly visible to the customer. To realize the top drivers, IT needs to focus on its “shop window”, the service desk. By ensuring that service desk staff understand the customer and can react according to business priority, IT can improve its perception, visibility and value within the business. Improving service quality leads to improved customer satisfaction and we can easily see how one impacts the other. ITIL is important in establishing stability and successfully delivering Business services that fulfill the clients’ needs and demands. However we need to remember that our clients, the end users, need to be the focus of our attention throughout all process implementations and improvements. Customers’ satisfaction and

their perception of service quality can be tackled head on, rather than working piecemeal at the processes and hoping that perception of service will eventually improve.

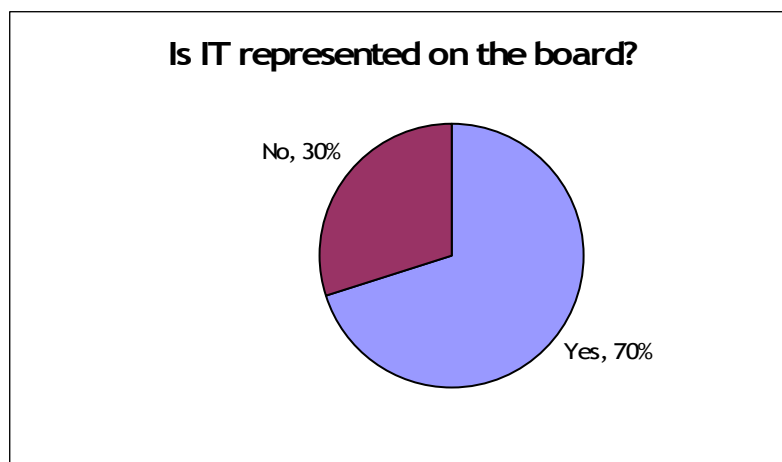
So what appears to be stopping us adopting a more mature ITIL and securing the benefits we all know we want?

Barriers to ITIL Adoption



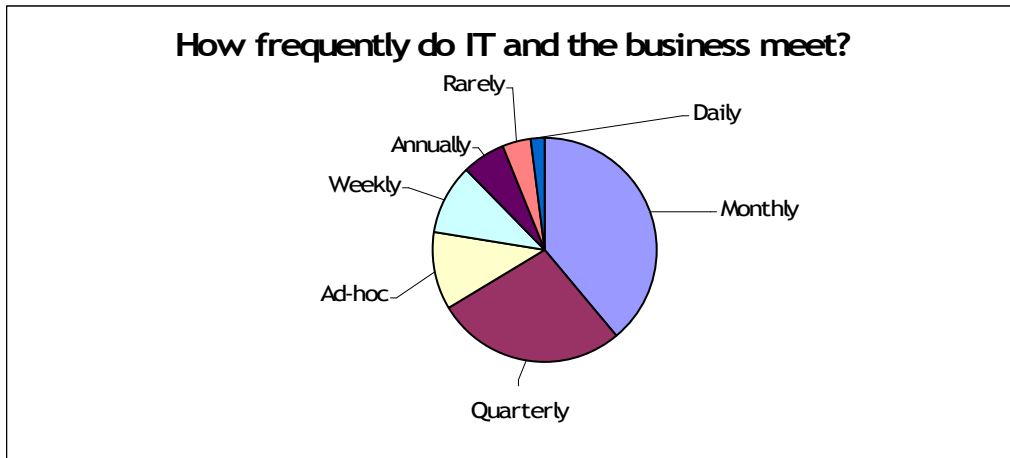
Interestingly the top result here was a “Lack of resource (time or people)” with “Organization - cultural resistance to change” being the 2nd most challenging element. In third place was “maintain momentum/progress stagnates”. This tells us quite clearly, that it’s not a lack of knowledge of the processes, it can’t be blamed on the applications; the core is the PEOPLE element. For ITIL to succeed, we need the right people, with the right skills, and the right quantity to carry out the implementation and on-going tasks involved in implementing the processes. Of equal importance is ensuring we implement Continual Service Improvement plans to keep on track and obtain the benefits we all know are attainable and sought by the business.

IT is finally on board



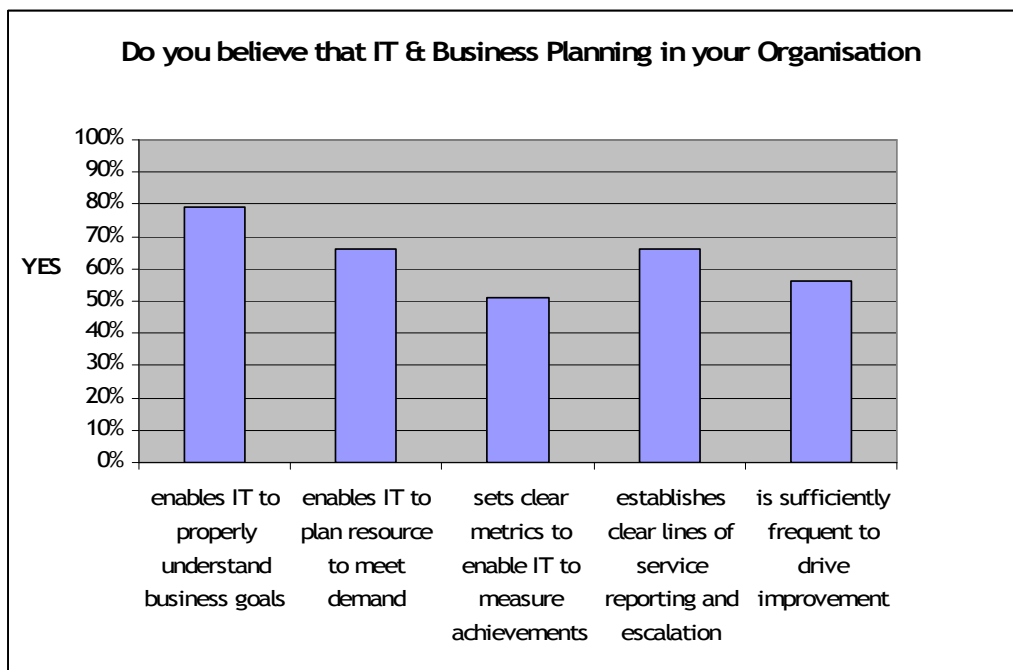
70% of organizations surveyed have IT board representation which is excellent news, as we are all aware that major initiatives, like adopting the ITIL framework, need senior level sponsorship and indeed support across all the main board functions. This is also a validation that IT is now considered essential to the business and worthy of direct board representation, rather than under the role of Finance or Operations Directors, to help drive strategy and the business forward.

IT/Business planning



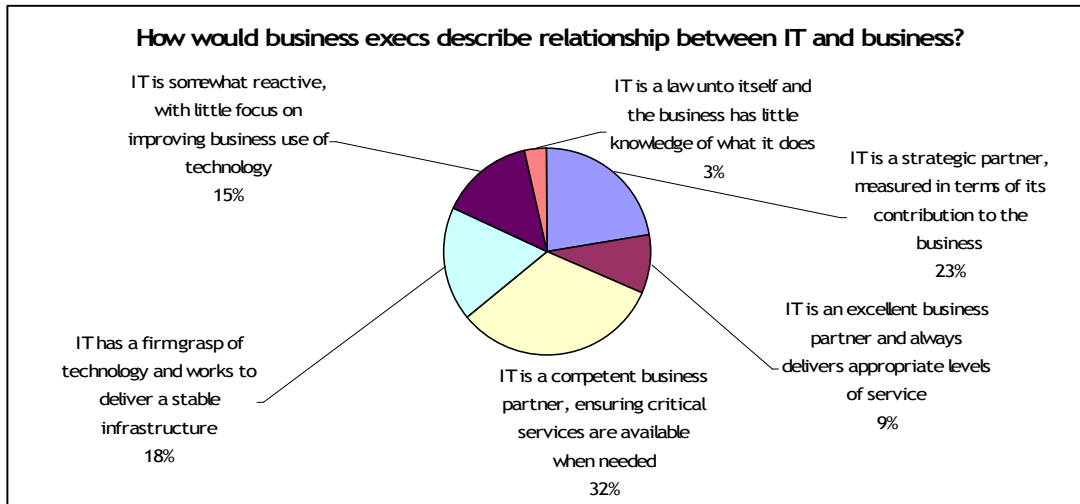
IT and the business hold planning meetings every day, week or month (50%), with the remainder meeting quarterly, or even less frequently. Those in the latter category are at grave risk of either being out of tune with the business needs and drivers, or delivering irrelevant services at the wrong time, making IT a likely victim of outsourcing.

All too often we hear of websites down, or the failure to deliver goods as a direct result of the IT/Business disconnect. The proof point is highlighted within the report. Respondents were asked to agree or disagree whether the output from IT and Business planning meetings were sufficient to enable IT to achieve its objectives.



Although most (78%) agree that planning enables IT to understand business goals, it would appear that many (35%) struggle with planning resource to meet demand. A notable point of failure for IT lies in its measurement; only 51% believe they have clear metrics set to enable IT to measure achievements. “If you can’t measure it, you can’t manage it”, comes to mind here!

IT/Business integration

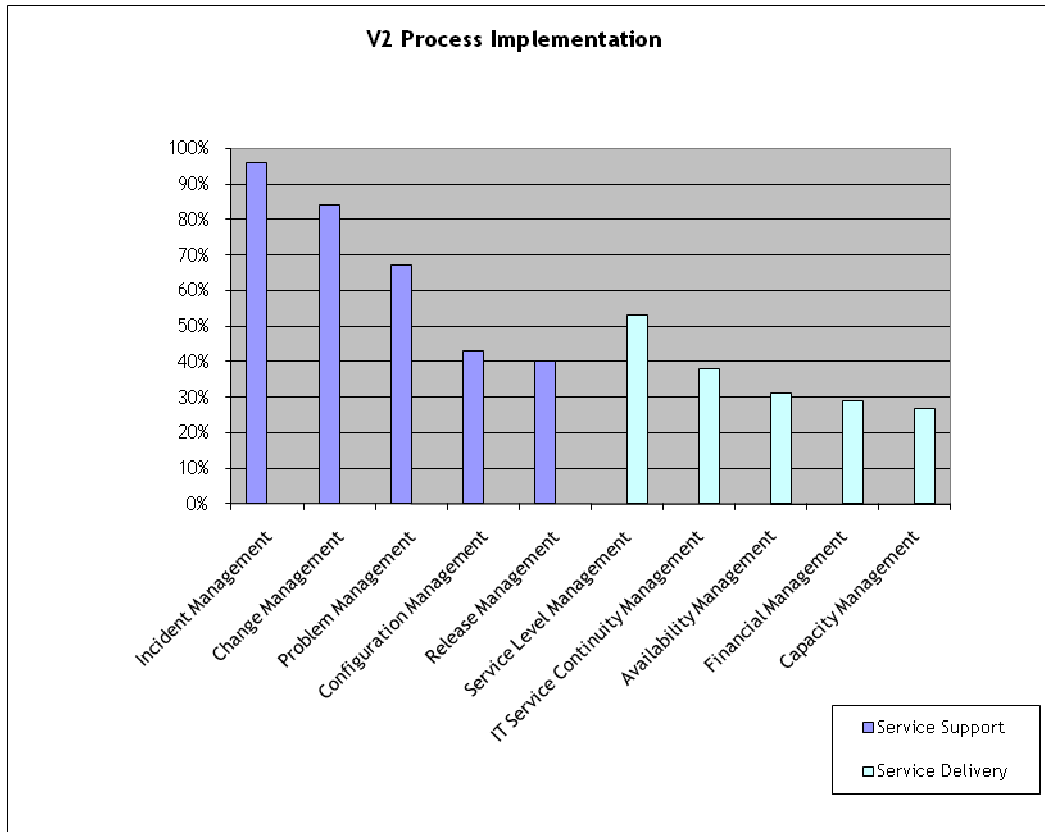


The good news is that only 3% believe that IT is a law unto itself. The other respondents are split fairly evenly, with a third indicating that their focus is more on the technology. Just under a third believe they have a competent business partnership, delivering critical services when needed. The remaining third classed themselves as excellent, or a strategic partner within the business. This infers that in many organizations, IT is still seen as a part of the business infrastructure and not as a business strategy enabler.

Over 54% do not charge the business for the delivery of IT, in fact 51% do not even track the cost of providing services; it is seen as an infrastructure overhead. Even those that do charge for the IT services, the majority (31%), allocate a cost per user for each service, or divide the costs evenly across all employees and departments (24%). This reflects the earlier findings that IT does not yet have metrics or designs in place to measure the services and therefore the costs versus value per service provided.

4. ITIL v2 Findings - Mature and progress

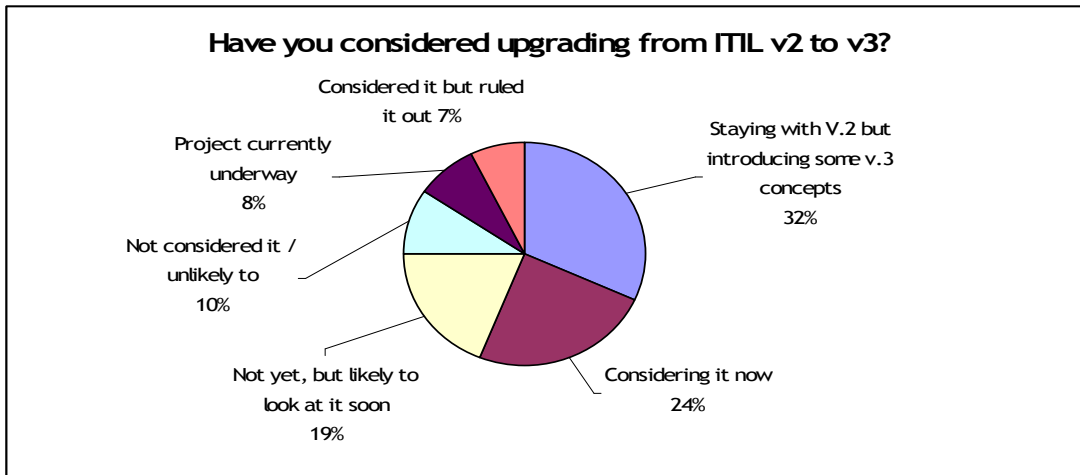
Almost half (49%) of the total respondents have adopted ITIL v2, interestingly with almost 30% within the last 2 years, after v3 was released to the market. The majority of these (46%) adopted ITIL V2 between 2-5 years ago. Now it's a sweeping statement to say you have implemented ITIL v2, so digging a little deeper we see that the majority of adopters (65%) have implemented the Service Support processes and only 35% have implemented Service Delivery processes.



As expected, the most commonly adopted process is Incident management (96%), closely followed by Change management (84%), then Problem management (67%). Of the remaining Service Support processes, only 43% have implemented Configuration Management and 40% Release management.

Interestingly of the processes implemented the most mature appears to be Change Management. Change is recognized as being the best process to reduce unplanned outages of business services and therefore prevent loss of profit and erosion of margins. Change is also key for the recent focus many businesses have on Compliance and in particular legislations like SoX in the US. Next comes Incident and Release Management, followed by Finance and IT Service Continuity. Again this indicates that more resources and time needs to be spent on maturing Service Level, Problem and Availability Management if you want to continue and meet the benefit objectives of ITIL listed earlier (Improved quality and better Customer satisfaction).

Moving up from v2 to v3

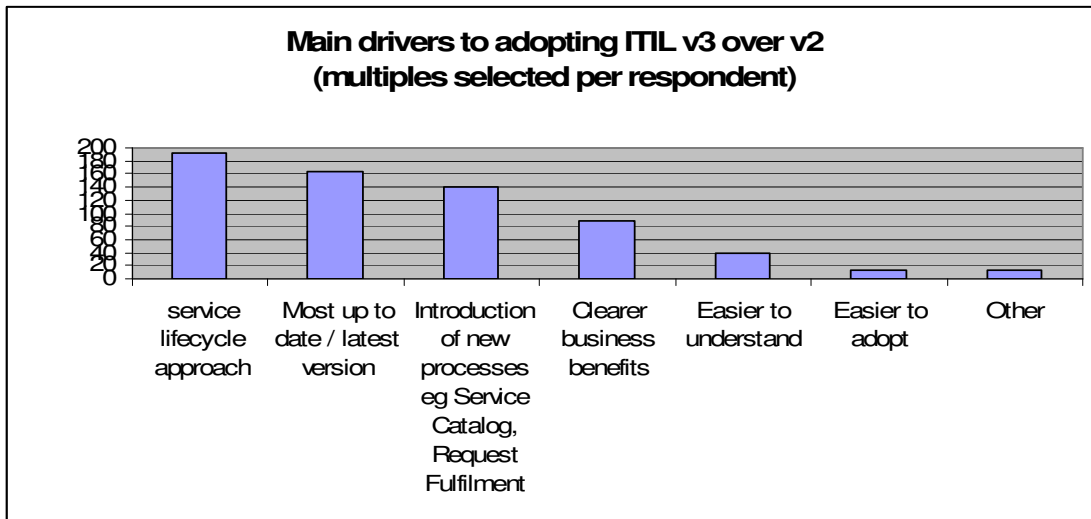


Of those with ITIL v2, 17% are unlikely to consider moving to v3, or have already ruled it out. 19% have not yet considered v3, but are likely to soon. 24% are considering upgrading and a further 8% already have a project underway. 32% are sticking with V2 for now, but introducing some of the v3 concepts. However, it is good to see that there are plans within the next 12 months to implement Configuration Management (36%) and Release Management (34%). It would appear to suggest that many intend to continue to implement v2 and certainly to mature with v2 before considering V3.

Of those considering v3, 63% intend to do so within 2 years, and 17% within 12 months. This again highlights that many are committed to maturing their existing V2 processes before moving onto v3, and it also highlights that considerable planning is required for the migration.

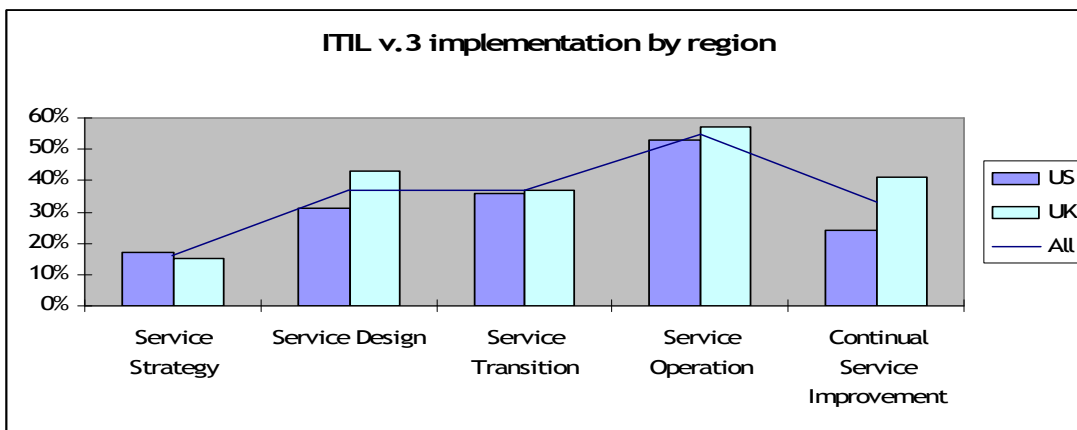
So of those sticking with v2, what are the main reasons for not moving? 52% are still getting to grips with implementing and maturing v2. Many (25%) think v3 is just too much for their current requirements, v2 is sufficient. Over 24% just cannot justify the added value to the business, perhaps this is because many are still not reaping the benefits of v2 whilst in their immature state.

5. ITIL v3 Findings - Still cherry picking



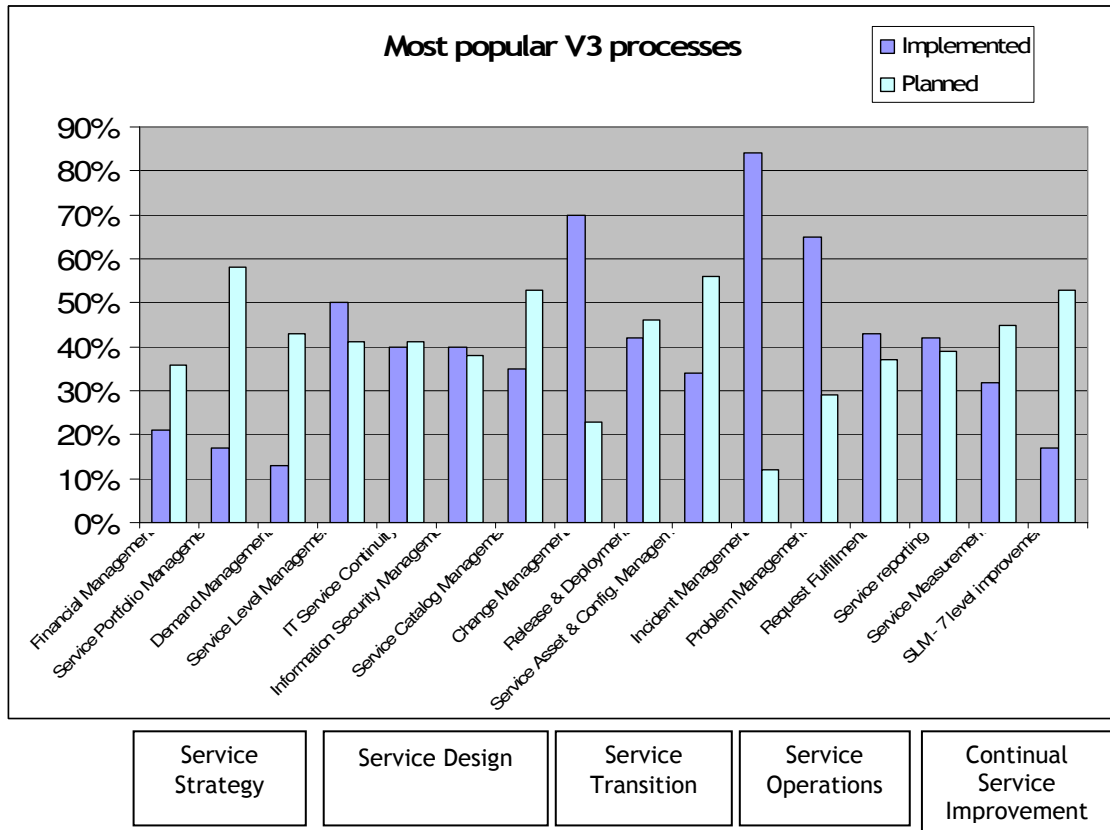
The good news for ITIL v3 is that 44% of ITIL adopters are either adopting v3 from scratch, or as a continual service improvement from v2. The Service Lifecycle approach in v3 appears to appeal most and was the most selected driver for adoption. Interestingly, many simply want to be up to date, ensuring their organization is in line with the latest version and ready to take advantage of the new processes within v3, such as Request Fulfillment, Service Catalog and Event Management.

So what are most popular v3 processes to date?:



The research highlights that v3 adoption is not being carried out using a Life-cycle approach, but more of a siloed process approach, even though the top driver for adoption is the Service Lifecycle. Service Strategy is the least adopted and implementation of the processes within this life-cycle phase are low overall.

The UK is only marginally ahead of the US across most of the life-cycle phases, with the notable exception of Continual Service Improvement. Given that the UK market was exposed to ITIL much earlier than the US, this is no great surprise.



The research indicates that the most commonly adopted and mature v2 processes are updated to comply with v3 first. This is probably because it is easier to upgrade an existing mature process, than to revisit all the processes from a Business Service perspective and design the improvement from that standpoint.

We also know that the changes made to Incident and Problem management within v3 were minimal and therefore very easy to “upgrade” them. The ones with some major improvements, like Change, Release & Deployment and Request Fulfillment are at least in the top processes being implemented today.

The more strategic processes are still being planned in and, as expected, could not be implemented overnight in any case. However, the warning signs are there, that we may end up, like v2, with people just “cherry picking” favorite quick win processes, as opposed to meeting the strategic objectives of implementing a life-cycle approach to services. If that happens, then the v3 refresh approach will have been ignored and simply used to validate, or upgrade existing processes.

6. Deployment findings

The majority believe they have the skills necessary to implement Service Operations and Service Transition, which is hardly surprising considering these two books hold most of the content of ITIL v2 within.

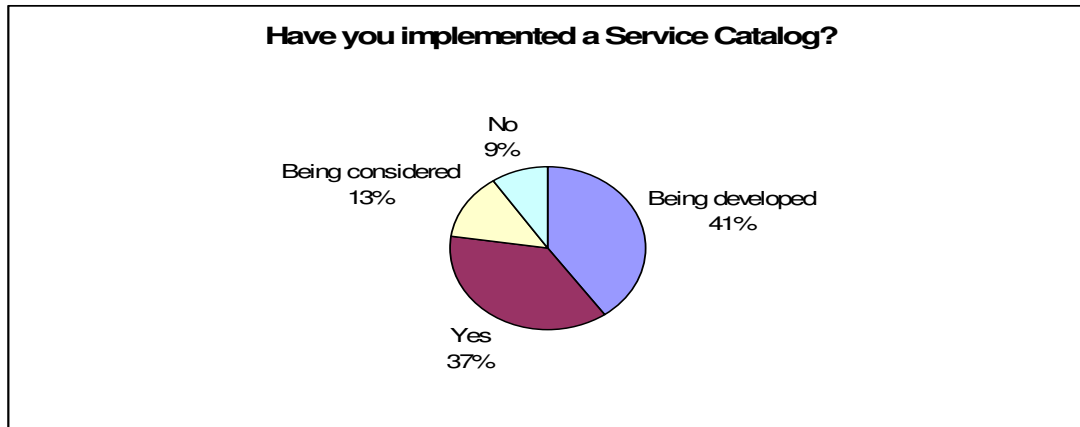
The survey highlighted that training and new skills are required within their teams to enable them to start understanding and then working on the contents of Service Strategy and Service Design. This may explain why so many found these books difficult to understand and implement (see section 8 below). Whilst this leaves lots of opportunities for training organizations and consultancies, the issue remains that many are simply upgrading their existing processes to v3's recommendations and not taking a new strategic look at how they deliver services to the business.

IT has traditionally followed the 80/20 rule, with most of its resources focused on simply 'keeping the lights on' and little effort expended on innovation, working on new ways to enhance the business, perhaps into new markets, initiatives and client bases. When this occurs some major paradigm shifts take place, after all it was IT who "invented" the ATMs we all take for granted. Amazon and eBay, with E-banking and on-line shopping have revolutionized the way we engage and do business, and all from IT focusing more on the Business enablers and less on business as usual. The most worrying element is that they are not designing the V3 process upgrades into their services, but simply upgrading as one would an application, simply to be at the latest revision, without exploiting all the benefits the new version brings - taking a life-cycle strategic view.

We are still bad at measuring and metrics.

One of the good news elements within the survey is highlighting that the old barriers between IT and the Business are beginning to be broken down. The survey highlighted that the majority (43%) believe Business and IT planning and communication is sufficient to enable implementation and ongoing management of the ITIL processes. However, still over a third (35%) do not believe there is enough planning and communication between them, so plenty of room for improvement in the years ahead. One reason for this could be because most (40%) do not believe they have the ability currently to define, capture and report on Service Quality. Since improving service quality is one of the main drivers for investing in ITIL, we need to have ways of proving how good or bad service quality currently is, and then monitor alterations over time, highlighting which processes are adding most value. Without this ability, communications within IT and between the business will be difficult if not strained. This area needs serious attention to ensure investments are made in the most appropriate areas to meet the main goals of improving Service quality.

The Service Catalog



Looking at some of the key v3 processes which will aid the lifecycle approach to services we see that 37% have already implemented a Service Catalog and 41% are developing one currently.

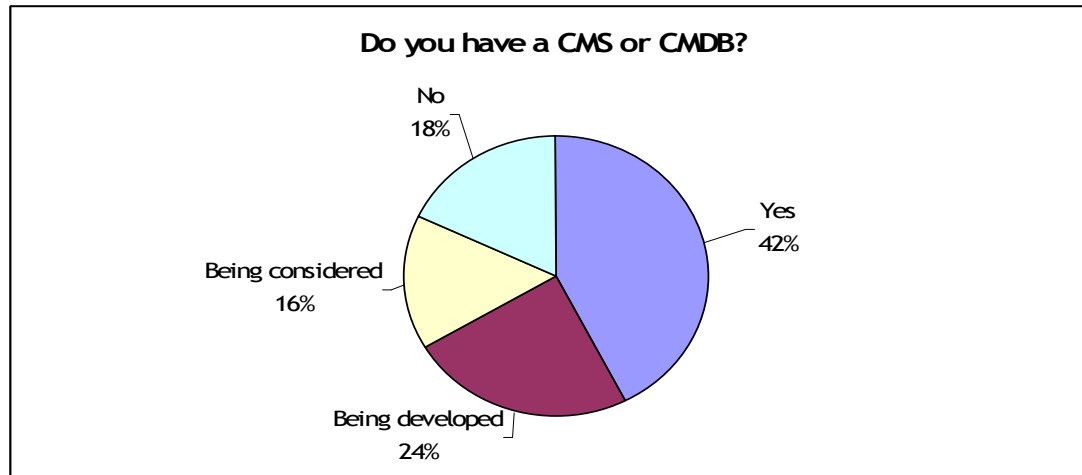
In the majority of these cases (50%), IT owns the service catalog with the Service Delivery/Service Level manager being the close runner up at 41%. Only 7% declare that the Business owns this catalog, which is perhaps not that surprising, as according to V3 the business would own the Service Portfolio, and the appropriate service owners owning their part of the Service Catalog, a sub-set of the Portfolio. However, with only 17% of adopters implementing Service Portfolio Management and 58% still planning, there appears to be much work to do in this area.

We all know that understanding the services, defining them and capturing them into the Service Catalog is not an easy task. Defining these services jointly between IT and the business is the most common method (50%), but a close 2nd is IT defining the services in isolation (35%) and just 12% being defined by the business. We need to, again, work more collaboratively with the business and ensure we agree, define and document them together. This way both parties understand the impact and benefit of those services and can determine the resources required to support the business appropriately. It's a balance between what is requested and what can be delivered with the current constraints of funding, infrastructure and technology implemented. If both the Business and IT are aware at the outset, realistic expectations can be both set and met.

Whilst designing their service, the survey highlighted that, the majority (85%) mapped out their IT services focusing on IT service continuity for critical services (72%) and differentiated between business services and IT services (69%).

The CMS/CMDB

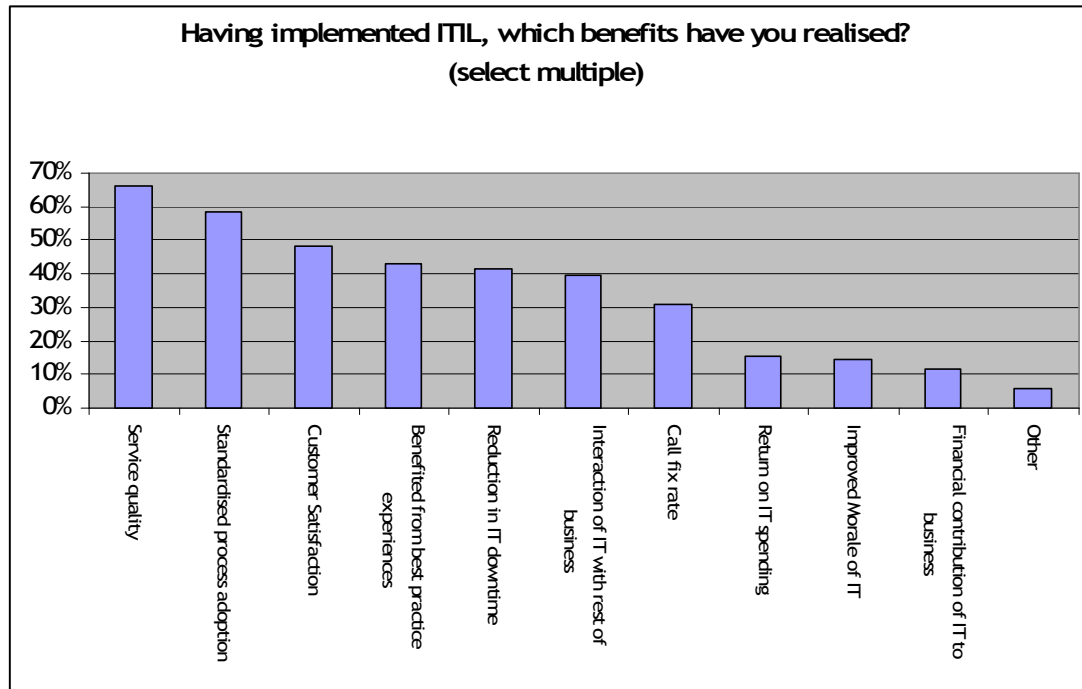
One of the other key areas focused on was the implementation of a Configuration Management System (CMS) or Database (CMDB). Whilst it is understood that the concept of the CMS is new and may consist of several CMDBs federated to other core data sources, the two were combined for the purpose of the survey.



The survey highlighted that 42% have already implemented a CMS or CMDB and that almost a quarter (24%) are developing one currently. However it is interesting that 18% have not, or, are not currently considering this. Of those that have implemented, the majority have the relationship between CIs (78%) and the dependencies between IT services and the CIs (64%).

It should be noted that over one third do not consistently update through Change and Release Management, with 43% stating that their CMDB is not accurate. As the CMDB should be the trusted source of reference for IT to understand who it delivers services to, so we need to ensure that we have all the relationships and dependencies recorded, with regular updates and auditing to ensure it remains accurate and dependable. To facilitate this many, 55%, already have federation to other trusted sources, a trend we can see continuing over the next few years.

7. Realizing the benefits

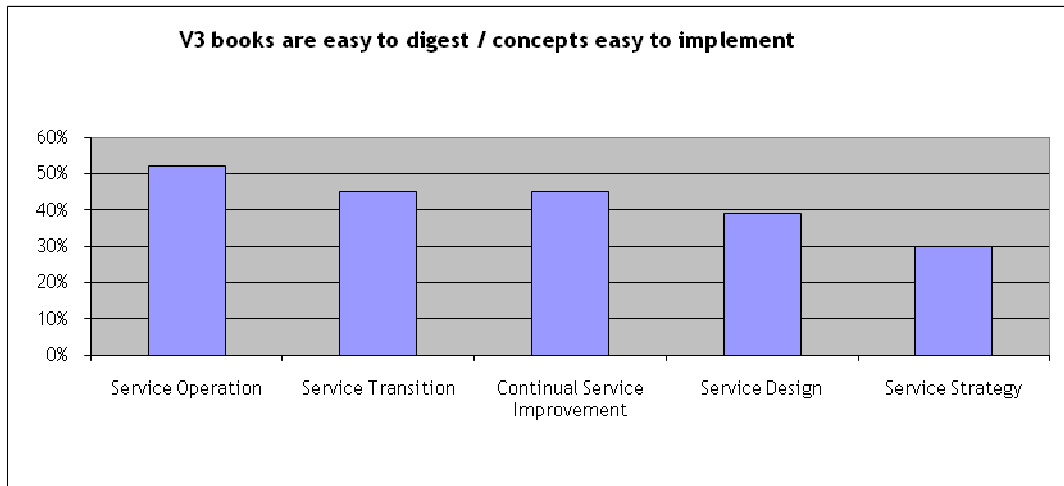


For those that have already implemented ITIL (v2 or v3) the top benefit realization was in direct correlation to the drivers. 66% of ITIL adopters saw an improvement in Service quality, 58% benefited from introducing standardized process and 48% saw improved customer satisfaction. These were closely followed by a reduction in IT downtime and benefitting from best practice experience of others.

Whilst this proves that ITIL has achieved the benefits of the main objectives sought, without the current ability to design and measure quality and satisfaction we cannot inform the business of the exact improvements, nor can we identify the key areas where most improvement was appreciated. Moving forward, we need to start working on metrics. The majority note changes to the processes and services being used and delivered, but few have metrics in place to back up and report on the results. The top 2 areas that have some focus are reported as being ensuring the standardization of process across all of IT (58%), and the call/fix rate (42%).

8. Interesting Findings

The Books.



When ITIL v3 was launched, the new life-cycle approach was widely applauded as one of its most notable improvements. However there was much criticism about the new Service Strategy book, with many declaring that it was too theoretical for practitioners, and was more suited to helping the business to understand what ITSM is all about. This was not the authors' intention; this book was put in place so that IT and the Business can work on a collaborative cohesive strategy from which they can start to design the services to underpin that strategy.

The findings within this survey indicate that Service Operations (52%), Service Transition (45%) and CSI (45) are easier to digest and contain concepts that are easy to implement, with Service Design (40%) and Service Strategy (30%) being the least easy. This probably explains why so many are implementing elements from the V3 Service Transition and Service Operations books and ignoring the life-cycle approach. People appear to simply be upgrading existing processes and aligning with the newly documented process additions.

54% believe that they will have implemented most, or all of the processes within each lifecycle process by 2014. So within 5 years the world should be a much better place in terms of IT quality and customer satisfaction, with ITSM improving business performance. Considering ITIL has been around for 20 years and has been widely adopted for 10 years, yet, most organizations have still not implemented all of ITIL v2, it is therefore interesting that the majority expect to have fully implemented V3 within 5 years. Let's hope it's not wishful thinking, but that it becomes reality.

What would you do differently?

Hindsight is a great thing, if only we had it up-front, we'd all be better off! So the survey asked respondents what they would do differently, given the chance to implement ITIL all over again. Actually many do get the chance all over again as people move from company to company, however, as always the top answers fell into the categories of Communication and Education.

The majority (48%) would spend more time helping the business to understand the ITIL objectives and put much more effort into obtaining executive sponsorship, which should now be easier, considering the majority have an IT Director at board level. The culture

issue was third, with many underestimating the impact and resistance many people have towards change.

So what worked really well during the ITIL adoption that others could learn from and repeat? Educating key staff early in the project was top of the list, closely followed by enablers of this: running workshops with other departments and attending seminars and educational events. These go hand in hand with getting advice from colleagues & peers and working with a consulting organization.

The survey asked “what was the major influence in the selection of an ITIL tool?”. The top answer was cost, followed by the ease of customization and use.

The majority were only somewhat satisfied with their current tool in production (43%) and over 20% dissatisfied or very dissatisfied with their current tool. The main reason for this dissatisfaction appears to be a lack of product functionality and difficulty in upgrades (55%), with many stating their organizations inability to make best use of the tool (24%).

9. Summary

Overall the findings were very interesting, showing a **13% adoption of ITIL v3 from ‘scratch’, another 31% upgrading from v2. It was perhaps surprising that 30% of those adopting ITIL chose to adopt v2 in the 2 years after v3 was published;** however, the maturity level in both v2 and v3 still leaves lots of room for improvement.

Adoption of ITIL v3 has largely mirrored the adoption of v2; contrary to its planned ‘lifecycle’ pattern, v3 adoption has been primarily led by the common processes of *Incident, Change, Problem and Service Level Management*. It could be said in conclusion that the current status, 2 years on of ITIL v3, that the majority are still adopting the common v2 processes, but with a v3 coat on - possibly ITIL v2.5 may be a more appropriate label.

One aspect of v3 that has certainly given IT food for thought is its orientation towards business services, moving IT away from a pure technology focus. What is now becoming apparent is the need to focus on People, for they are the enablers of process. The main drivers for implementing ITIL (v2 or v3) are the same; improve service quality and increase customer satisfaction. Process can only take you so far. It is people that make the difference between poor and excellent service. The service desk is IT’s shop window and by ensuring that it is manned by the right staff, with the right attitude and the right tools, IT can tackle service quality and customer satisfaction head on, instead of expecting processes alone to make a difference.

The challenge for IT remains to demonstrate some quick wins to secure business attention, then forge ahead with the more strategic aspects of v3, complete the service lifecycle and show the world the true benefits of ITIL.

Appendix

About ITIL

ITIL is Best Practice IT Service Management which is used by many hundreds of organizations around the world. A whole ITIL philosophy has grown up around the guidance contained within the ITIL books and the supporting certification and qualification scheme.

The ethos behind the development of ITIL is the recognition that organizations are becoming increasingly dependent on IT in order to satisfy their corporate aims and meet their business needs. This leads to an increased requirement for reliable, high-quality IT services.

ITIL provides the foundation for quality IT Service Management through documented, proven processes that cover the entire Service Lifecycle. It is easy for organizations to learn, tailor and implement to suit their environment.

The widespread adoption of the ITIL guidance has encouraged organizations worldwide, both commercial and non-proprietary, to develop supporting products as part of a shared 'ITIL Philosophy'. The ITIL publications and supporting schemes are kept up to date with current best practice and changes within the marketplace through a regular review cycle to update content in collaboration with a wide range of international users and stakeholders in the IT service management community. ITIL Version 3 was formally released on 5th June 2007.

ITIL is aligned with various international quality standards including international standard ISO/IEC 20000 (IT Service Management Code of Practice).

About OGC

ITIL was originally developed by the UK government organization CCTA (Central Computer and Telecommunications Agency) which in 2000 was merged into the Office of Government Commerce (OGC) an office of HM Treasury.

OGC are the owners of several best practice products and are committed to maintaining and improving the guidance, working with organizations internationally to develop and share business and practitioner guidance within a world-class best practice framework.

OGC have now established collaborative partnerships with two organizations to provide support for their ITIL portfolio. As the Official Accreditor APM Group provides accreditation services related to training, registration and the examination scheme. The Stationery Office (TSO) is the official publisher of all official ITIL library books. For further information on TSO please visit their website at www.tso.co.uk

OGC retain the rights to all IPR (copyright and trade marks) relating to ITIL though permits APM Group to use this within certain contexts on the ITIL work. Their predominant role in the official scheme is one of ownership and stewardship of the ITIL library content and qualifications. APM Group chair the Qualifications Board (the steering committee made up of representatives from the community who make decisions about qualification policy) and ensure decisions made are to the benefit of both ITIL and users alike. OGC are responsible for initiating the consultation and update process to the official publications library, though they may outsource the management of this project to TSO.

To find out more about the ITIL Qualification Scheme please visit the official ITIL website, where you are also able to download the appropriate scheme brochure. <http://www.ital-officialsite.com>

About Hornbill

Service Management software from Hornbill enables organisations to provide excellent customer service while benefiting from the economies of consolidation on a single technology platform. Supportworks' service desk templates are designed for rapid deployment within any employee or customer support environment, including ITIL-compatible IT Service Management, IT Helpdesk, Customer Service, HR and Facilities Management with the flexibility to build additional desks at minimal extra cost.

Hornbill's customers experience the shortest possible time to value, with many achieving full ROI within 12 months or less. Our clients achieve more with existing resources, increasing operational efficiency by as much as 50%. Using the 'Human Touch' within Supportworks, service desks increase service quality, improve communication with the business, and achieve higher customer satisfaction ratings.

Hornbill's software supports thousands of commercial and governmental sites worldwide. Hornbill Systems was founded in the UK in 1995 and has US offices in Dallas and New York. Hornbill has earned many industry accolades including; Service Desk Institute "IT Service and Support Technology Supplier of the Year" for 2008, "Best Business use of Support Technology" with Sharp Electronics and "Support Excellence Award for Smaller Helpdesks" with Camelot in 2005. High profile customers include Atos Origin (Athens Olympics 2004, Torino Winter Olympics 2006 and Beijing Olympics 2008), Buckinghamshire Hospitals NHS Trust, London Borough of Waltham Forest, Greggs, London Metropolitan University, RSPB, Chubb Insurance, House of Fraser, Halfords, The National Archives, and Camelot.

For more information about Hornbill's solutions please visit <http://www.hornbill.com>

About Service Management Consultancy (SMCG) Ltd

SMCG is a joint venture with AGI and was founded to cater for the need in IT and the Business market for an independent consultancy that understands both the Business and IT elements within an organisation, and help them understand these services and improve upon them. SMCG is the first company to be awarded a license from APM group on behalf of the OGC to carry out ITIL assessments of vendors solutions. The assessment cover the Application, User documentation and Process models, and if shown to be compliant to ITIL the vendor will be awarded an OGC approved Trademark "ITIL Process Compliant".

AGI is a global leader in ITSM consultancy and professional services. AGI's thought leaders are renowned in the industry. AGI publishes thought leadership in ITSM around the world and its President is the recipient of the 2008 Lifetime Achievement Award for IT Service Management. For more information about AGI's services, visit www.aspect360.net or contact us at info@aspect360.net.

For more information please register with SMCG at www.smcgltd.com

About Mauricio Marrone

Mauricio Marrone is a PhD candidate in Information Management at the University of Göttingen in Germany. The topic of his research is on IT Best Practices and their effect on the performance of IT. With over seven years experience in the field of IT, he has worked with companies such as the Panama Canal Commission, Scottish and Southern Energy in England and Würth in Germany. He completed his Bachelor at Florida State University and gained a degree on Master of Business Administration at the University of Louisville.

Glossary of Terms

APMG	APM Group Limited	Partner to OGC and contracted as OGC's Official Accreditor for the ITIL qualification and accreditation scheme trading as APM Group. Also operate as an EI trading under APMG
EMA	Enterprise Management Associates	Founded in 1996, Enterprise Management Associates (EMA) is a leading industry analyst and consulting firm that specializes in going 'beyond the surface' to provide deep insight across the full spectrum of IT management technologies. We deliver research, analysis, and consulting services to two key client groups: Enterprise IT Professionals and IT Management Vendors.
ITIL	IT Infrastructure Library	The core OGC owned publications from TSO on which the ITIL official scheme is based
OGC	Office of Government Commerce	A UK government department (formally CCTA) who developed and owns the ITIL publications and official scheme
SMCG	Service Management Consultancy (SMCG) Ltd	Joint Venture with Sharon Taylor and Ken Turbitt. First officially licensed company to offer ITIL Compliant Assessments for vendor's tools.
itSMF	IT Service Management Forum	The itSMF® is the only truly independent and internationally-recognised forum for IT Service Management professionals worldwide. This not-for-profit organisation is a prominent player in the on-going development and promotion of IT Service Management "best practice", standards and qualifications and has been since 1991.
ITP Report	ITP Report	ITP has been publishing the ITP Report, a cutting-edge business-to-business industry report, since 2001 and has become a brand synonymous with delivering high levels of service to both its partners and readers. Ever since it was founded, ITP set about building strong relationships with the leading businesses in the IT and technology sectors, focusing on ITSM, IP communications and media, wireless and next-generation networks and business continuity management.
SDI	Service Desk Institute	The Service Desk Institute is the leading professional organisation for everyone working in the IT service and support industry. Dedicated to setting the standards for the industry, SDI delivers knowledge and career enhancing skills for IT service professionals and enables you to deliver exceptional results for your organisation.
ITSM	IT Service Management	A discipline for managing <u>information technology</u> (IT) systems, philosophically centered on the <i>customer's perspective of IT's contribution to the business</i> . ITSM stands in deliberate contrast to technology-centered approaches to IT management and business interaction.

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