

# THE IMPORTANCE OF ITIL®

A Global View – 2014 and Beyond

# Agenda

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- Demographics and demographic preferences
- ITIL adoption – as it stands today
- Technology and environmental impacts
- How and where is ITIL valued today?
- Recommendations for improving ITIL
- Summary and conclusions

## Purpose of the Research Survey

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- AXELOS are establishing an innovative and high-quality, continuous learning and development destination that is co-designed by and co-created for those who use it. This 'Global Best Practice' portfolio includes ITIL®.
- AXELOS have the objective of driving the full market potential of ITIL as the leading global source of service management best practice for multiple organization verticals, as well as for individual practitioners embarking or improving their career credentials and capabilities.
- ITIL's benefits have more recently come into contention as new technologies such as cloud computing, more advanced forms of automation and analytics have impacted strategic ITIL initiatives and have captured media and industry attention.
- The results of the following piece of research, undertaken by Enterprise Management Associates (EMA), a well-respected research and consultancy company, largely reaffirms ITIL's value. The results do so in the face of those very forces, such as Cloud and Agile, that some industry experts are claiming render ITIL less relevant.
- This research also suggests clear priorities for how organizations, executives and professionals can better optimize their use of ITIL resources.



## Executive Introduction

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The results of the following research largely reaffirm ITIL's value, and do so in the face of those very forces, such as Cloud and Agile, that some industry experts claim render ITIL less relevant.

The research also suggests clear priorities for how IT organizations, IT executives and professionals can better optimize their use of ITIL resources, as well as how ITIL might, itself, evolve to support the continued evolution of IT Service Management (ITSM) in the face of both cultural and technological change.

Next, some highlights.



## Some Highlights

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### **Some of the highlights from the research include:**

- ITIL was positively viewed as growing in importance, or at least holding its own, in the face of trends like Cloud and Agile – 46% viewed ITIL as increased in importance; 49% viewed ITIL as staying the same in importance; and only 5% viewed ITIL as declining in importance.
- When it came to valuing ITIL resources, 68% found ITIL 'very valuable' or 'exceedingly valuable', only 4% found ITIL 'not at all valuable'.
- When asked about reasons for value, 'ITIL helps me work with others in unified processes' came in first, followed by 'ITIL helps me do my job with added context and insight'.
- Latin America and APAC (Asia Pacific) showed a yet stronger faith in ITIL's growing importance than did EMEA (Europe, Middle East and Africa) and North America. This suggests a promising opportunity for growing ITIL's value globally.



## Some Highlights

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### **Some of the highlights from the research include:**

- The trend to unify processes for managing IT and enterprise services together is a clear opportunity for growth for ITIL best practices – where a mature and consistent approach to service management can bring new levels of effectiveness across the broader business or organization.
- The impact of Cloud on ITSM initiatives shows that respondents view Cloud first and foremost as a means for expanding ITSM capabilities, in part through the growth of SaaS-delivered applications. Only 10% saw no impact from Cloud.
- Those with established BSM teams uniting business and IT stakeholders were more than twice as likely to view ITIL as growing in importance.
- When asked about how they would like to see ITIL evolve, 55% preferred modular changes surrounding ITIL's core to minimize disruptions, but still bring added levels of currency – versus 45% who believed that changing ITIL's core was preferred.



## Methodology

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**EMA interviewed 380 respondents globally, with statistically meaningful quotas in each key geography over a period of six weeks during Q4 2013. These included:**

- EMEA – 96
- North America – 119
- Asia Pacific (APAC) – 61
- Central & South America – 100

More specifically, the countries interviewed were:

- EMEA – France, Germany, Netherlands, Spain, Sweden
- North America – United States and Canada
- APAC – Australia, China, India, Japan
- Central & South America – Argentina, Brazil, Mexico

## Methodology

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**In order to focus the research optimally, EMA worked with AXELOS to set additional (non-geographic) quotas on the levels of ITIL involvement and awareness:**

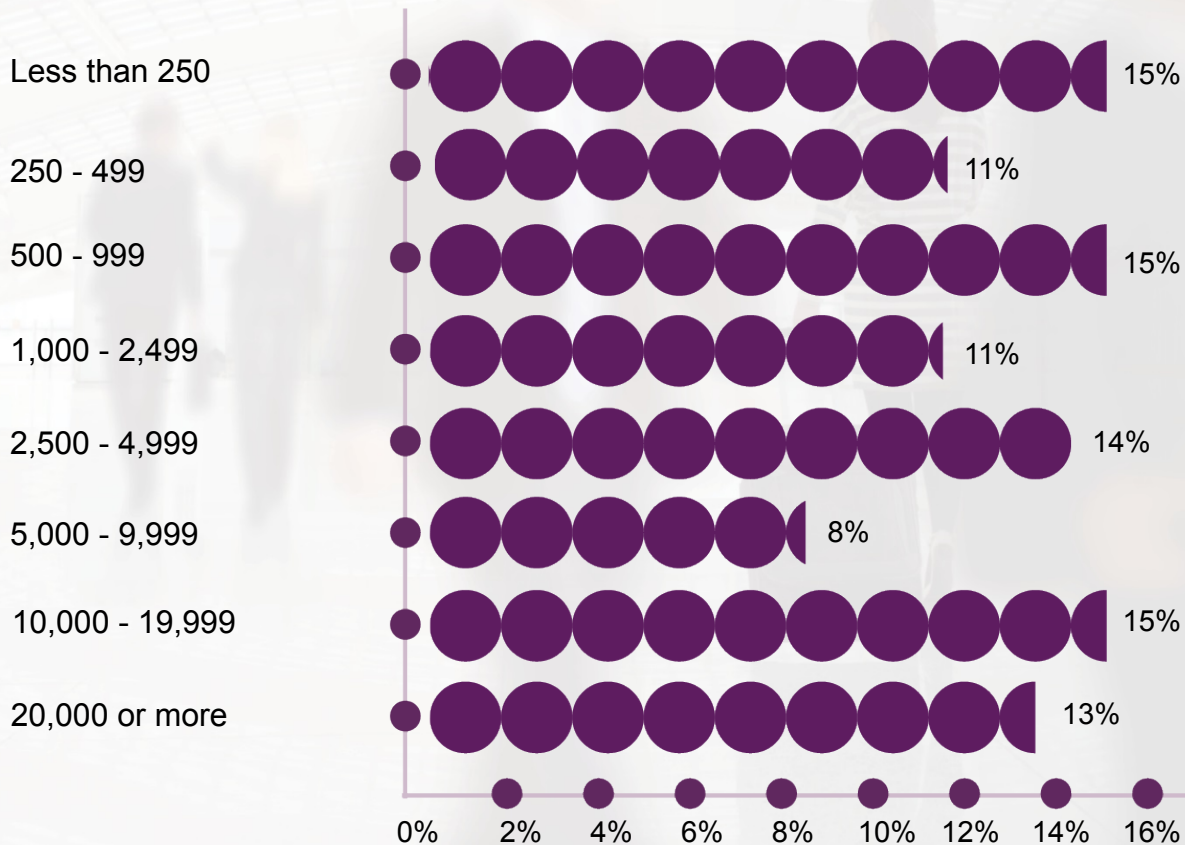
- Aware but not studied or read – 10%
- Aware and studied and read but no plans for certification, and/or plan to get Foundation level within the next 12 months – 30%, Foundation level certified – 30%, Intermediate level certified, Managing across the Lifecycle, Expert or Master – 30%
- In addition, 36 respondents were ITIL certified trainers.
- In order to ensure currency, a quota of 75% was placed on obtaining respondents using the ITIL 2011 edition, versus ITIL 2007 or ITIL v2 based on a total respondent base of 300. Significantly, this quota of 235 respondents, did not prove to be a problem to fill, underscoring ITIL 2011's current popularity.



# Demographics

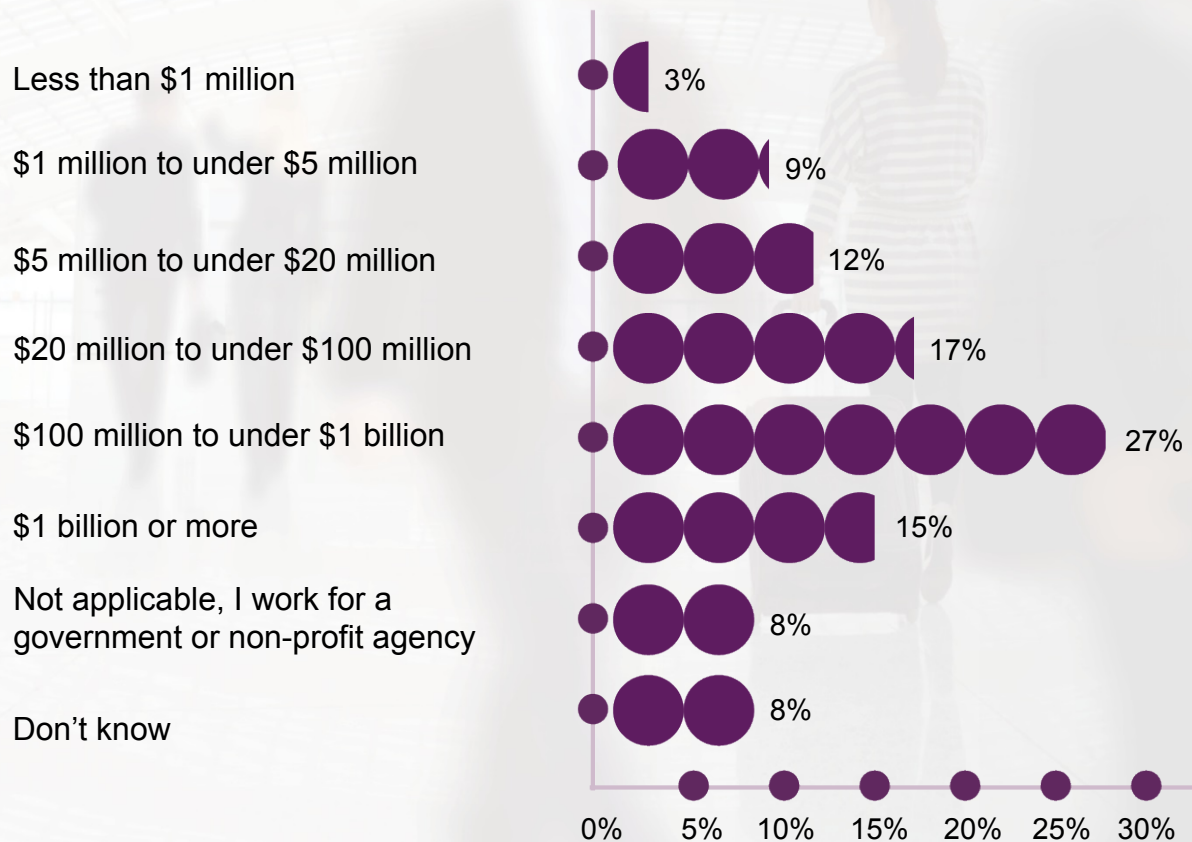
Company size was evenly spread,  
with 26% fewer than 500 employees,  
and 28% more than 10,000

**How many employees are in your company worldwide?**



# Average revenue was about \$100 million

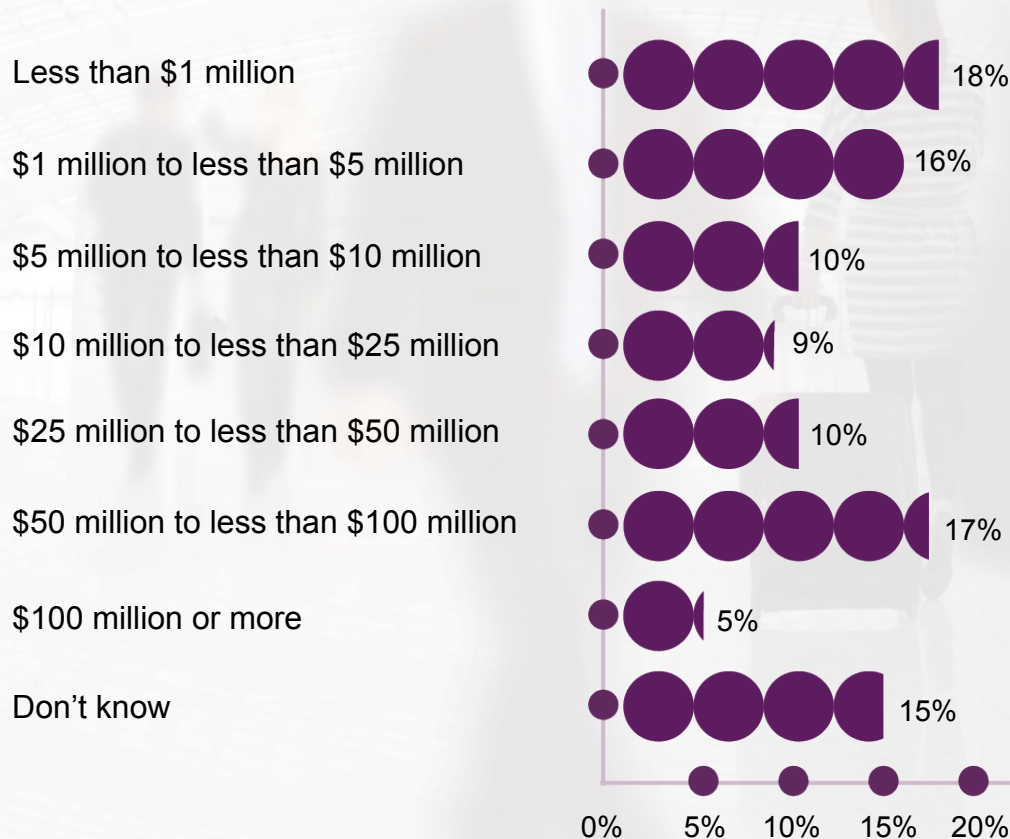
## What is your organization's annual sales revenue?





# With an average IT budget of more than \$10 million

## What is your organization's annual IT budget?



# Only 12% of IT budgets are decreasing, and 45% are increasing 10% or more

**What was the percentage increase or decrease of your organization's annual IT budget from last year to this year?**

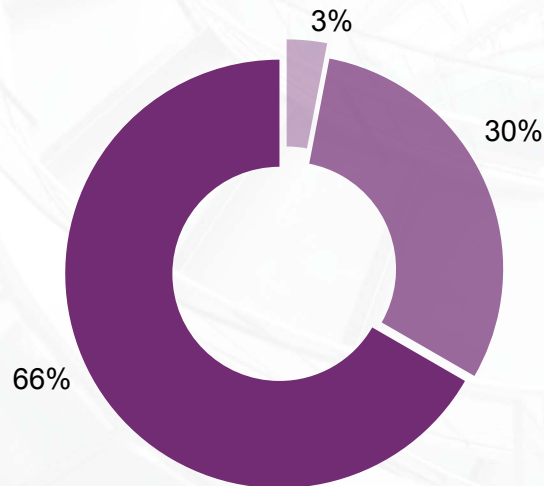


# Those who view ITIL as growing in importance are more likely to see growth in IT budget

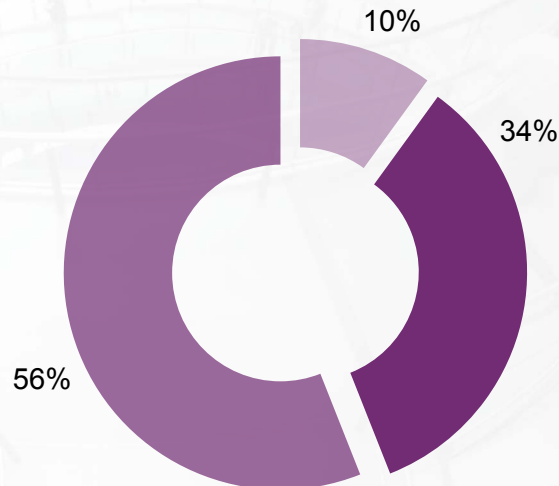
## The correlation between:

- What was the percentage increase or decrease of your organization's annual IT budget from last year to this year?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?

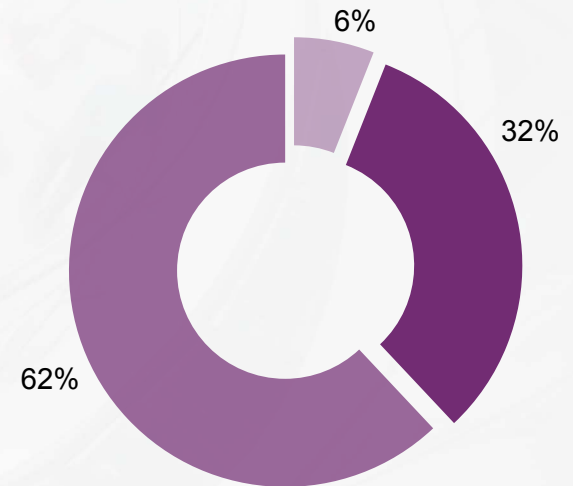
IT budget increased more than 10%



IT budget decreased



IT budget increased less than 10%



ITIL is becoming less important

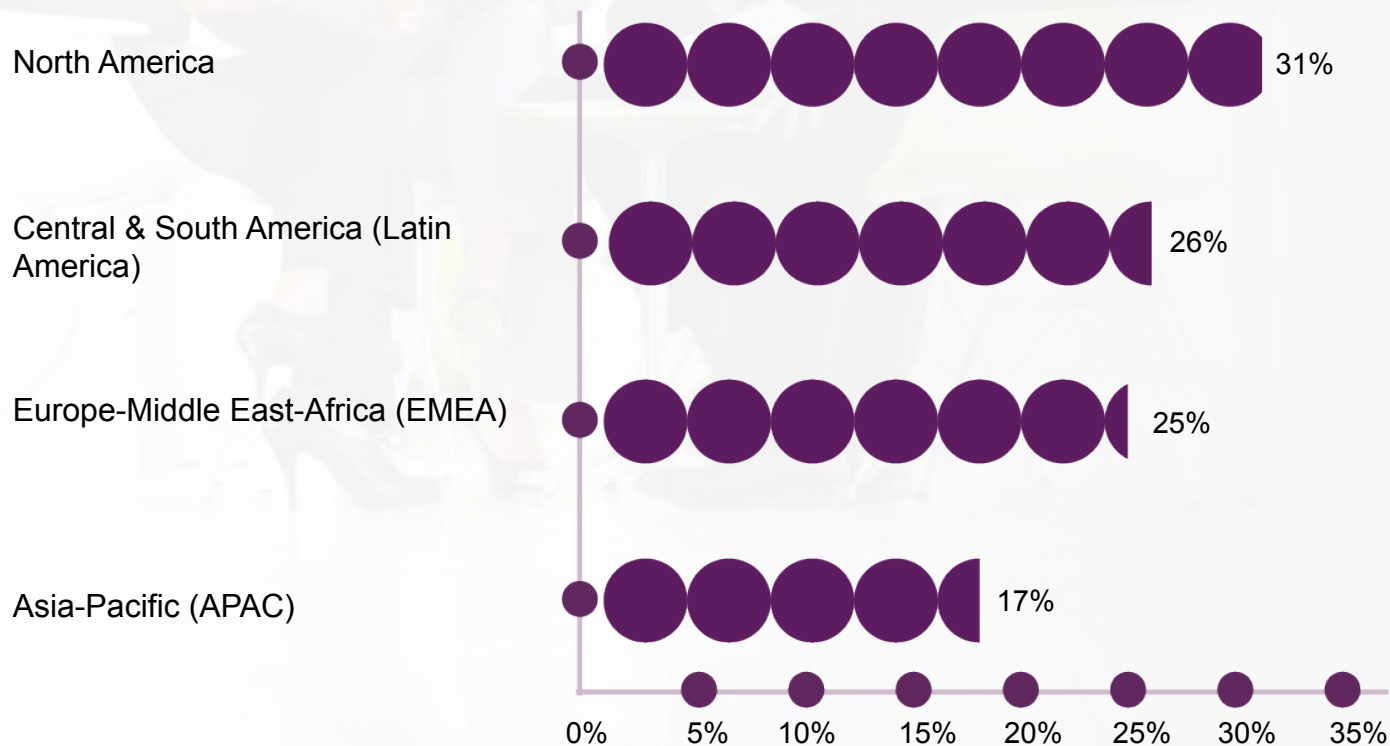
ITIL remains at the same level of importance

ITIL is becoming more important



## Geographical spread favoured NA, with APAC least at 64 respondents

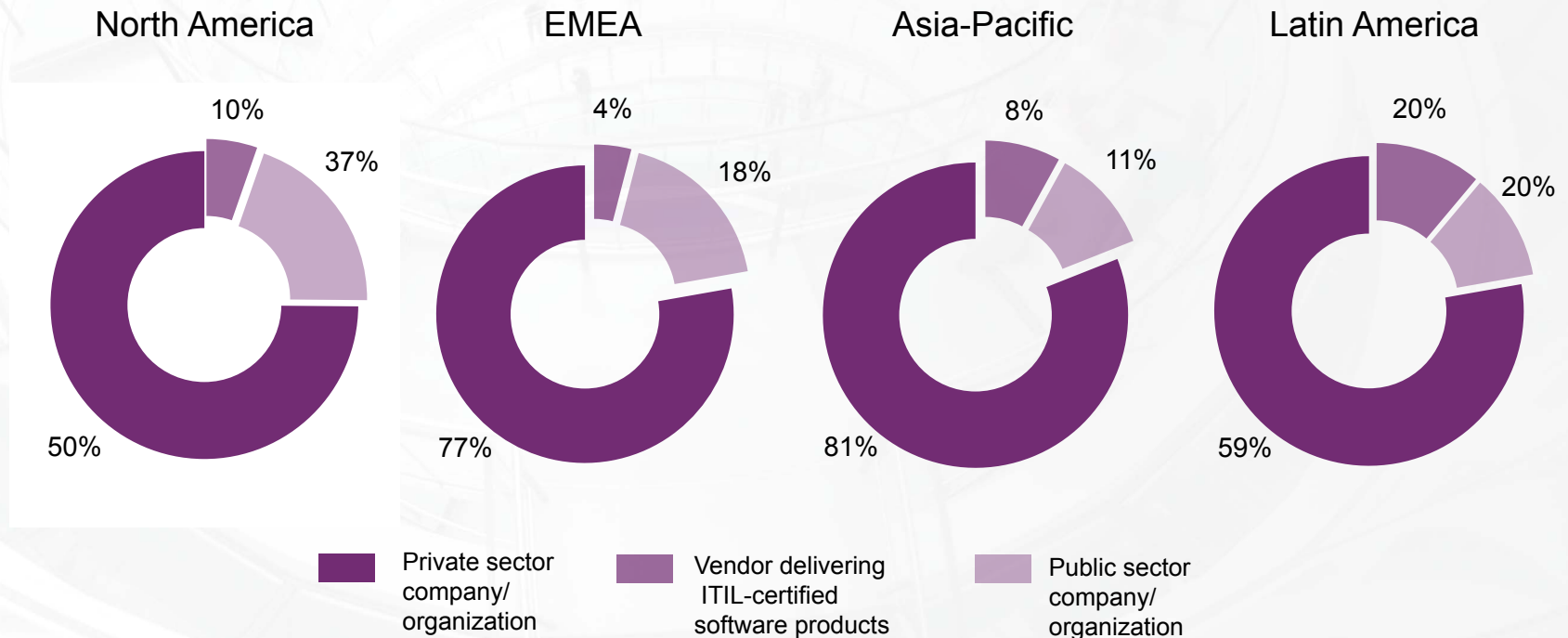
In which region are you located?



# The private sector was most strongly present in EMEA and APAC, least in North America

The correlation between:

- What type of company/organization do you work for?
- In which region are you located?

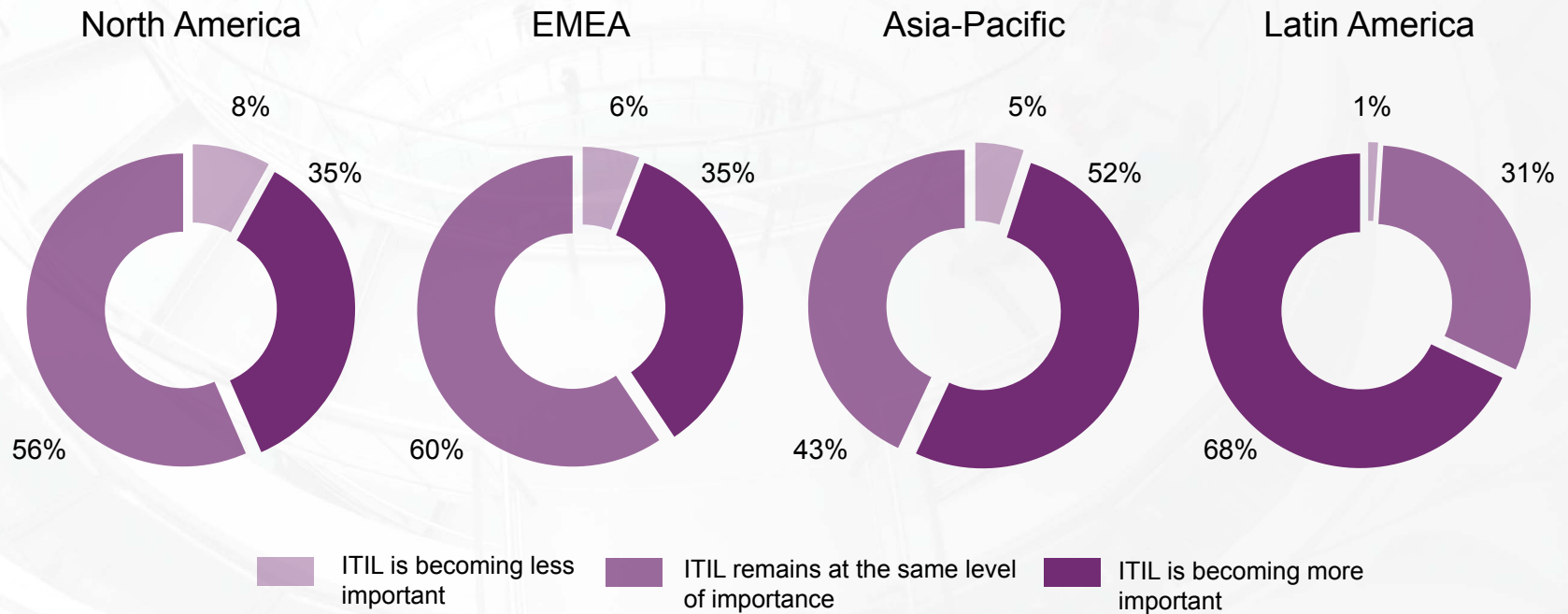


# A geographical view of ITIL valuation highlights Latin American and APAC enthusiasm



**The correlation between:**

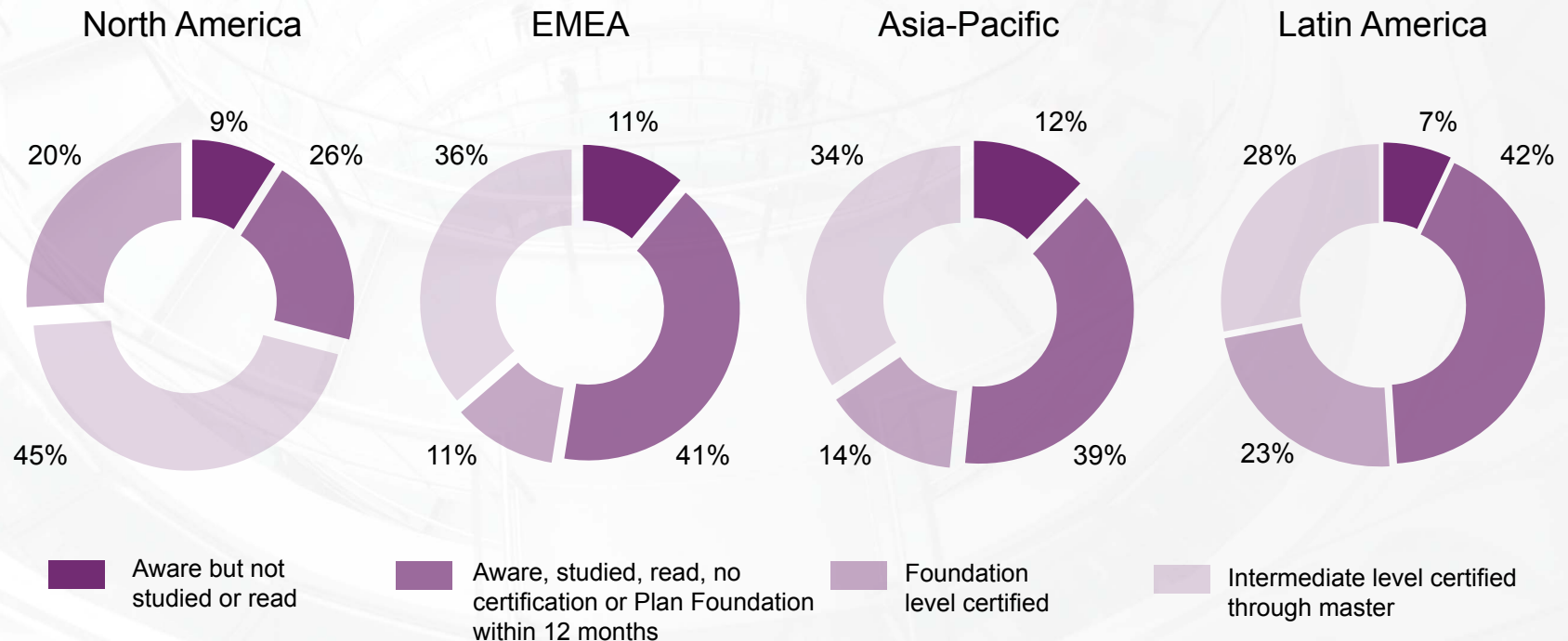
- In which region is your corporate headquarters located?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?



# North America had the highest % of ITIL certification, EMEA/APAC the highest levels

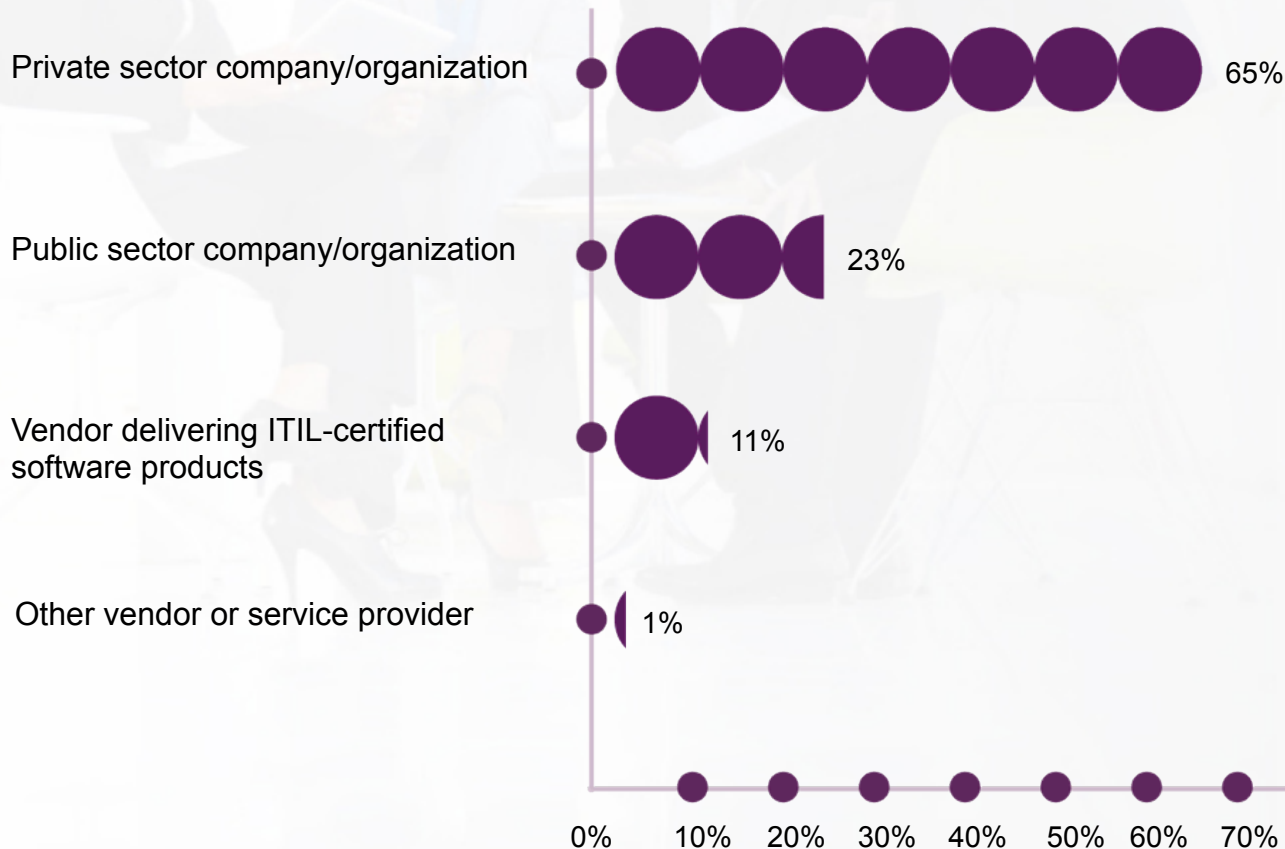
## The correlation between:

- To date, what has been your involvement with ITIL within your company/organization?
- In which region are you located?



The private sector dominated at nearly 2/3 of respondents, the public sector at nearly 1/4

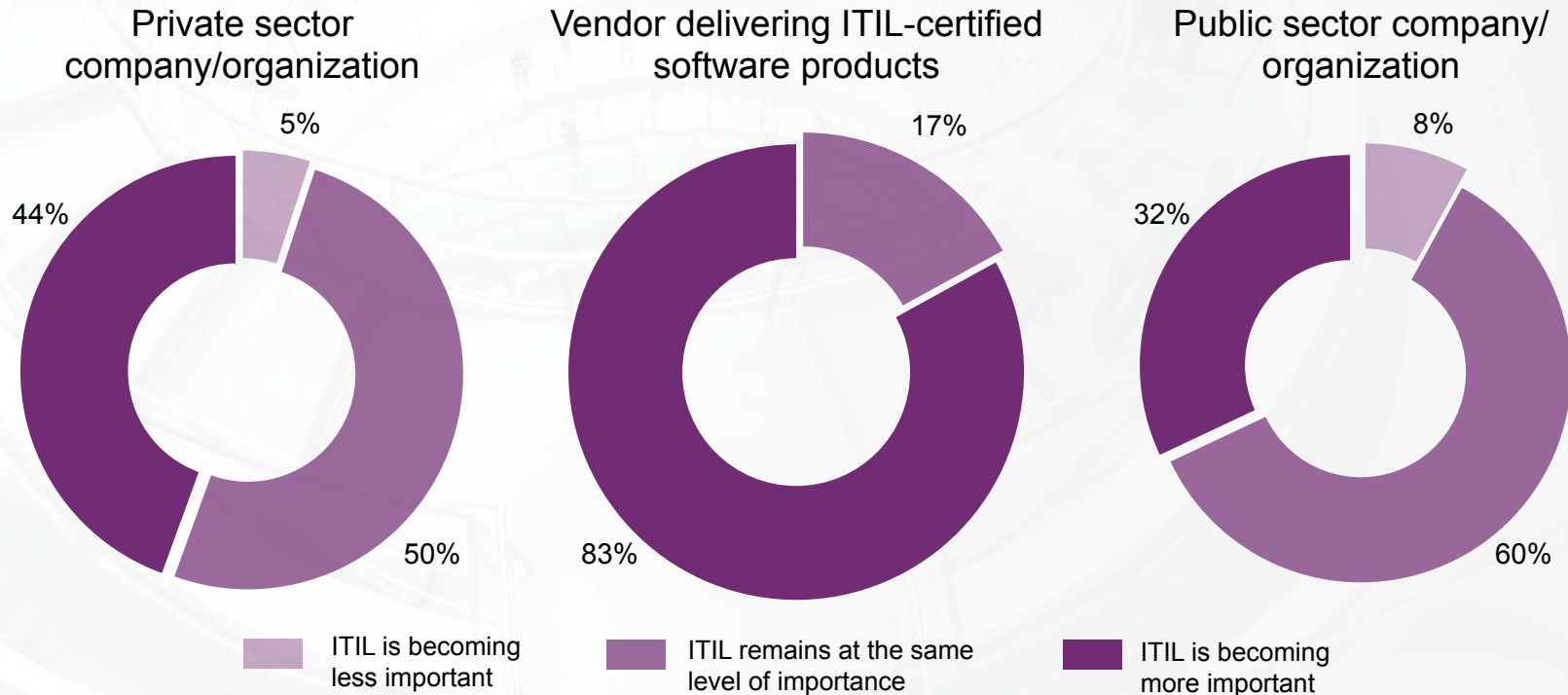
### What type of company/organization do you work for?



# Vendors and private sector are more positive about ITIL's relevance than the public sector

## The correlation between:

- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?
- What type of company/organization do you work for?

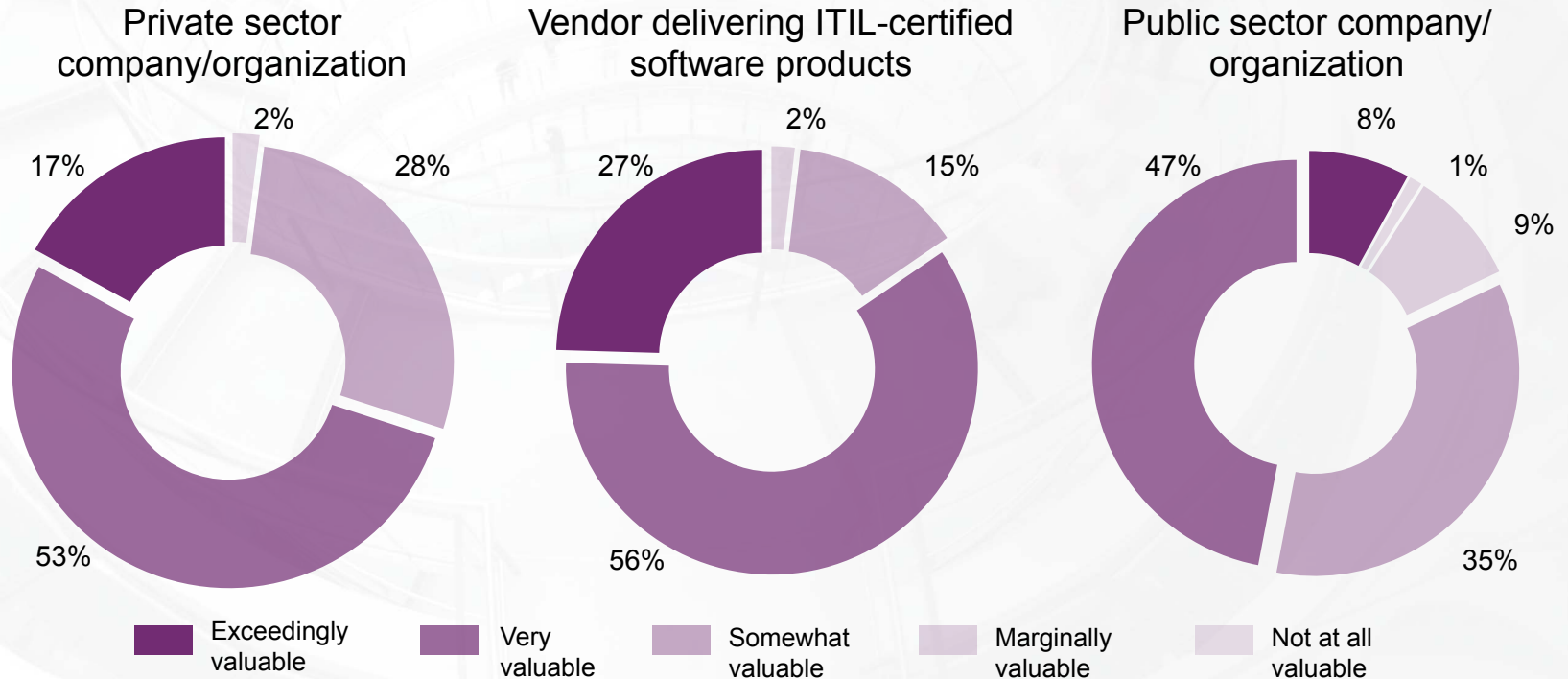




## And more positive about ITIL resources than the public sector

### The correlation between:

- Overall, how valuable do you find ITIL resources such as: print, Internet, training, accreditation, events, etc?
- What type of company/organization do you work for?

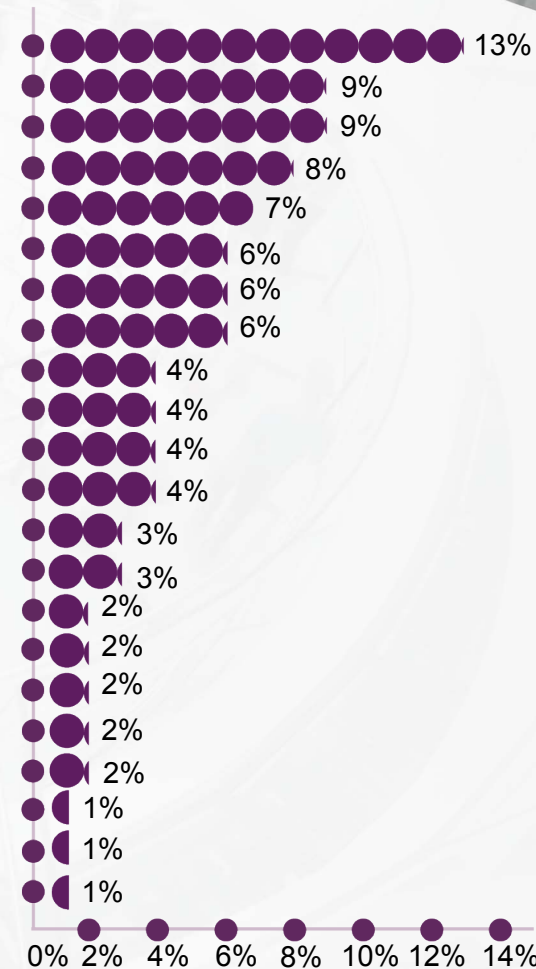


# Manufacturing, government, high tech, and finance-led in verticals represented



## Which of the following best describes your company's primary industry?

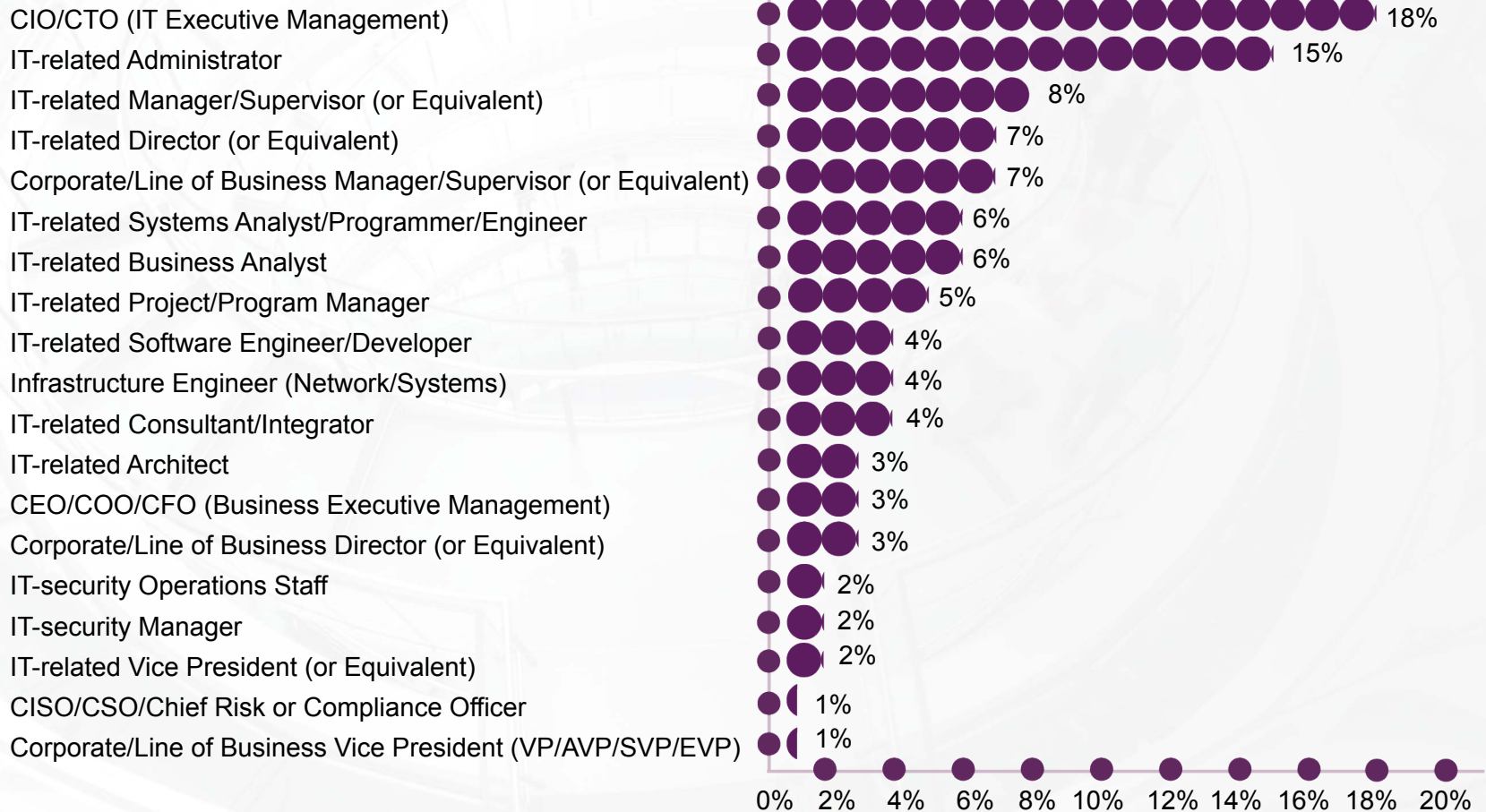
Manufacturing – All Other (Not Computer or Networking-related)  
Government  
High Technology – Software  
Manufacturing – Computer Hardware or Networking-related  
Finance/Banking/Insurance  
Education  
Healthcare/Medical/Pharmaceutical  
Retail/Wholesale/Distribution  
Consulting – Computer or Networking Related  
Professional Services – Computer or Networking-related  
Professional Services – All Other (Not Computer or Networking Related)  
Telecommunications  
Consulting – All Other (Not Computer or Networking-related)  
High Technology - Application/Internet/Managed/Network Service Provider  
High Technology - Reseller/VAR/Systems Integrator  
Hospitality/Entertainment/Recreation/Travel  
Oil/Gas/Chemicals  
Transportation/Airlines/Trucking/Rail  
Utilities/Energy  
Aerospace/Defence  
Legal  
Non-Profit/Not for Profit



# Respondents showed a strong mix of executive and non-executive roles — and 13% were non-IT

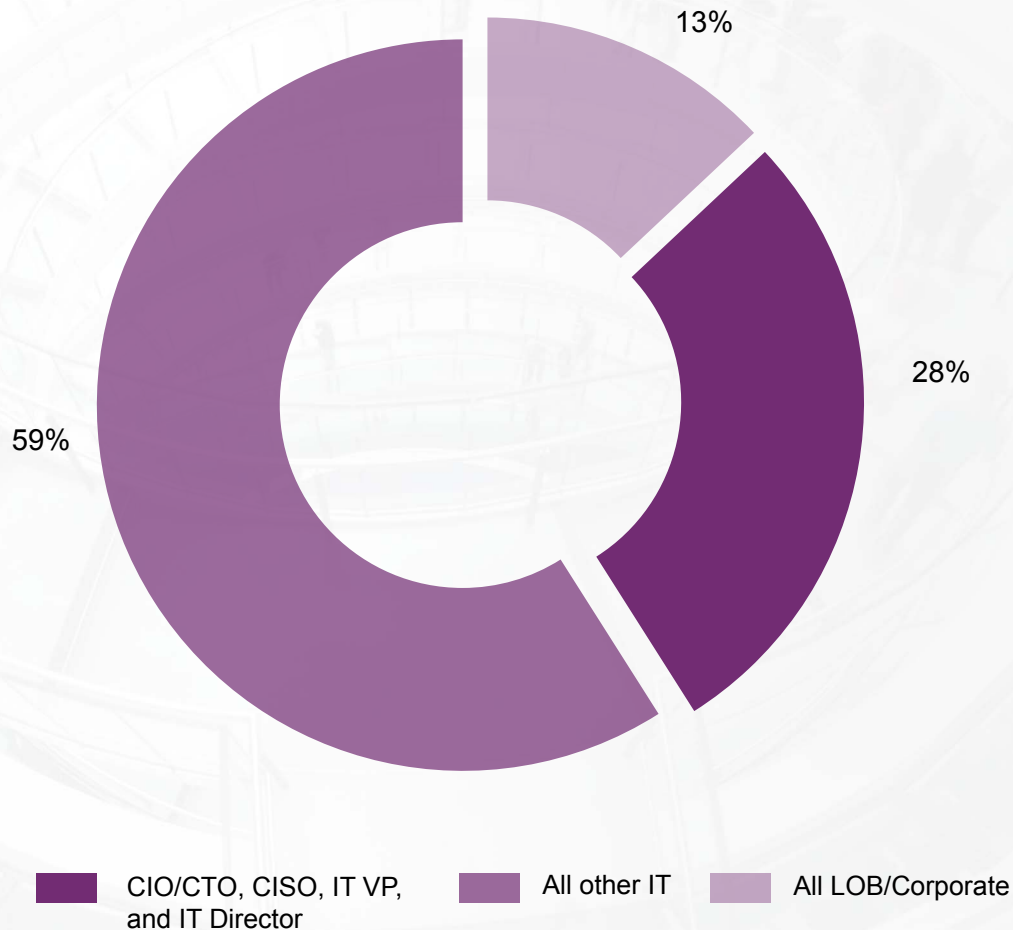


## Which of the following best describes your role in the organization?



## 28% were 'Executive' - Director or above - a group with distinctive ITIL adoption traits

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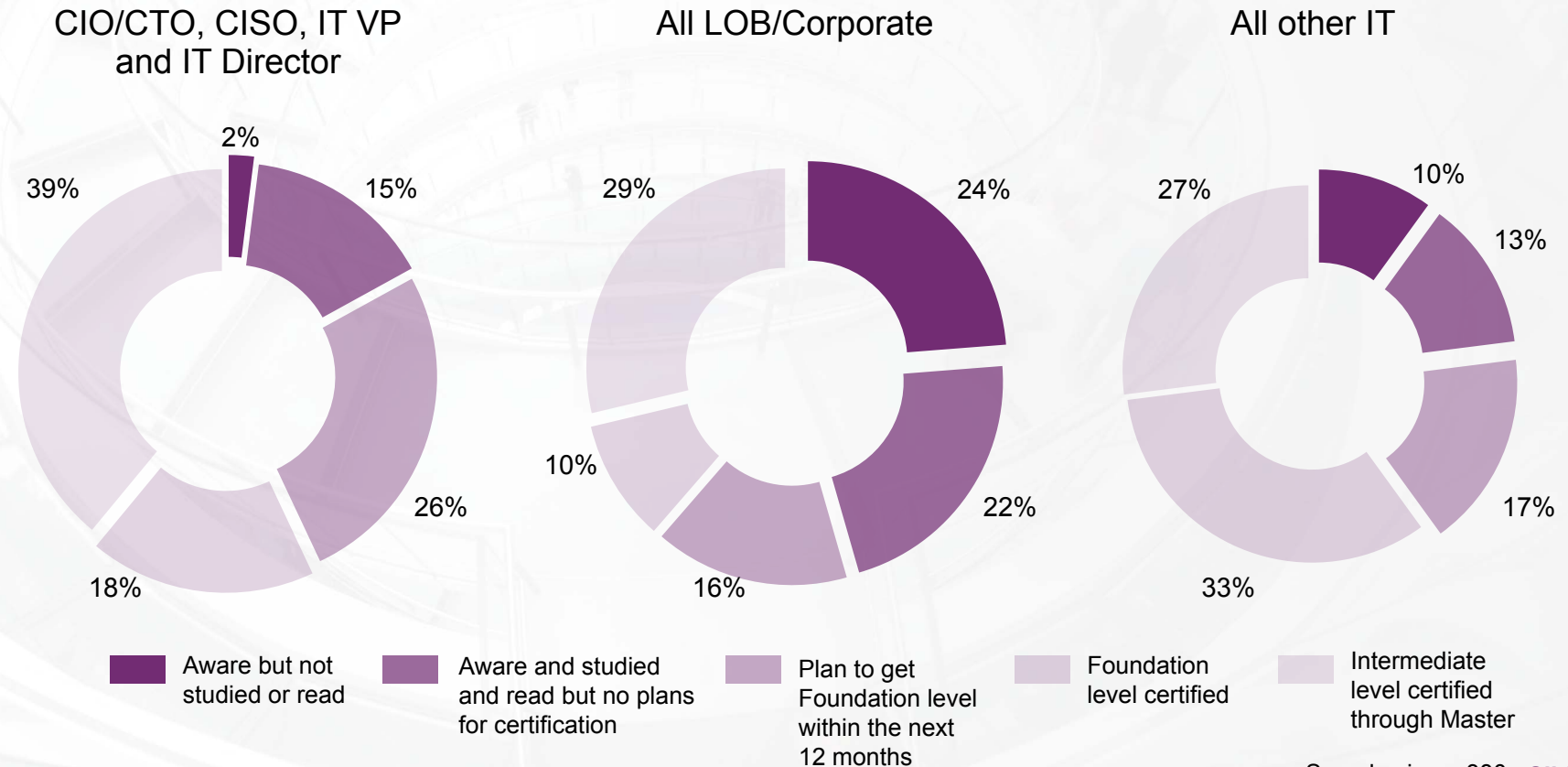


# Executives had highest ITIL ‘levels’, but overall IT had highest certification at 60%



## The correlation between:

- To date, what has been your involvement with ITIL within your company/organization?
- Which of the following best describes your role in the organization?

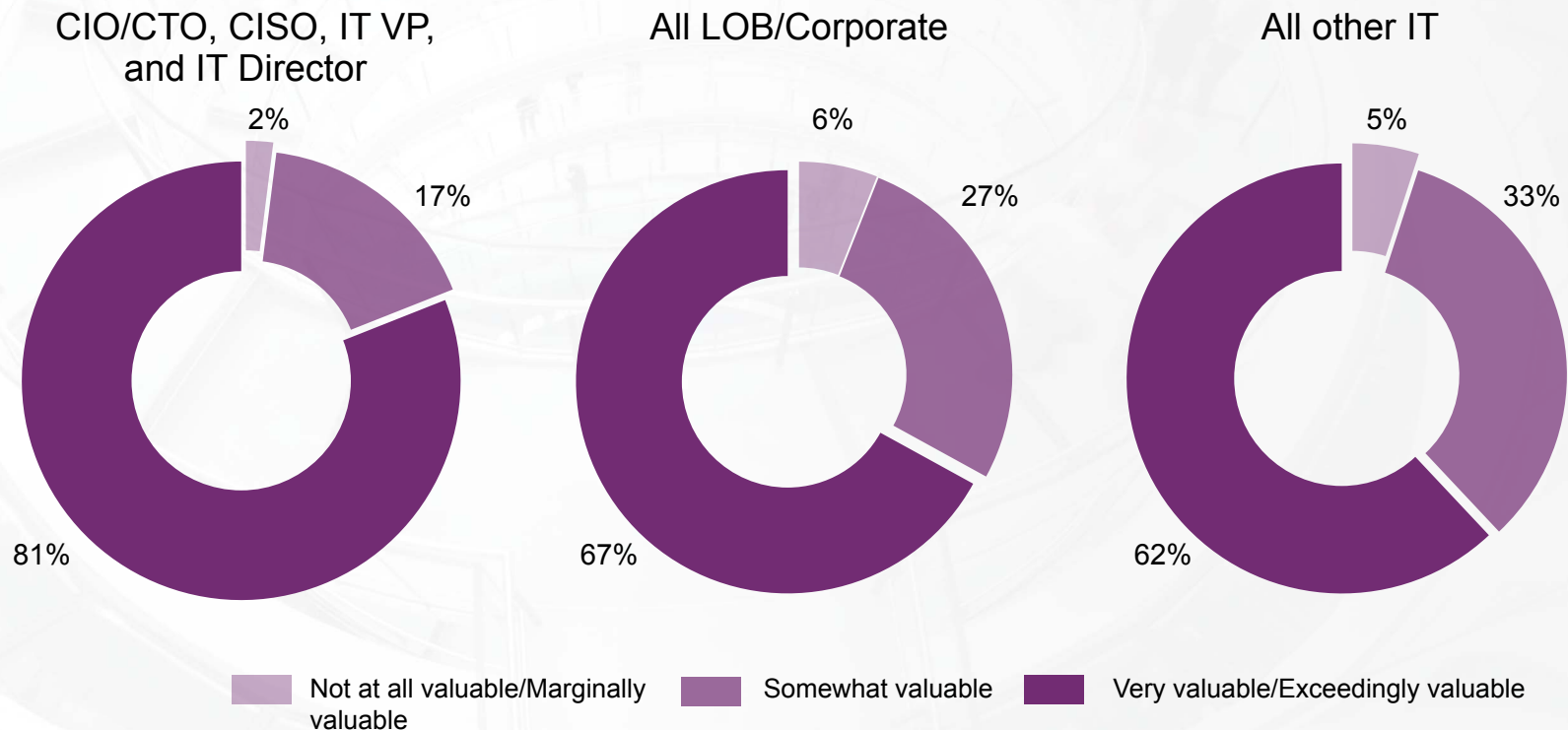


# Executives were also more likely to view ITIL resources as very or extremely valuable



## The correlation between:

- Overall, how valuable do you find ITIL resources such as print, Internet, training, accreditation, events, etc?
- Which of the following best describes your role in the organization?

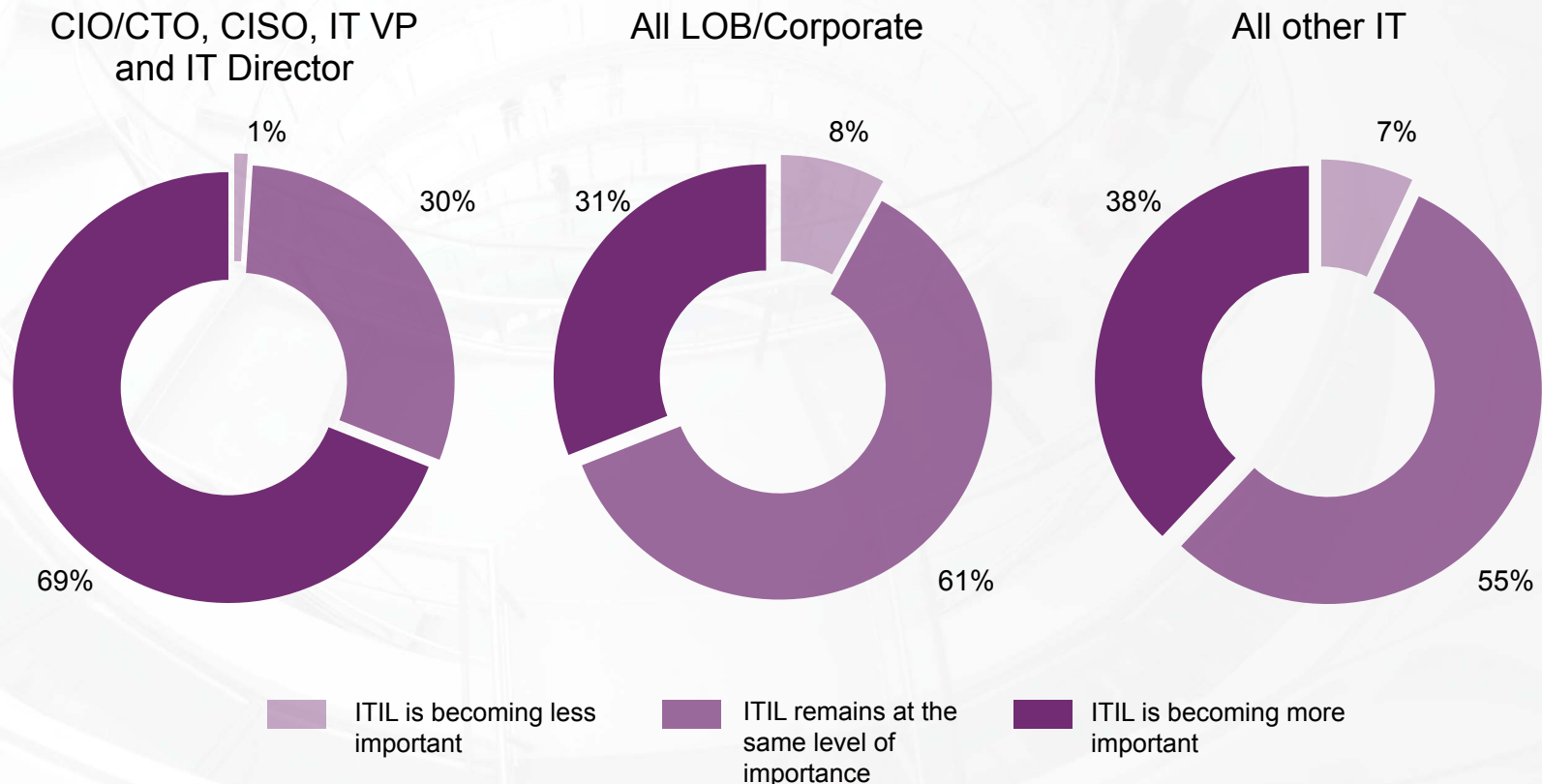




## ...And view ITIL as growing in importance re. trends like Cloud and Agile

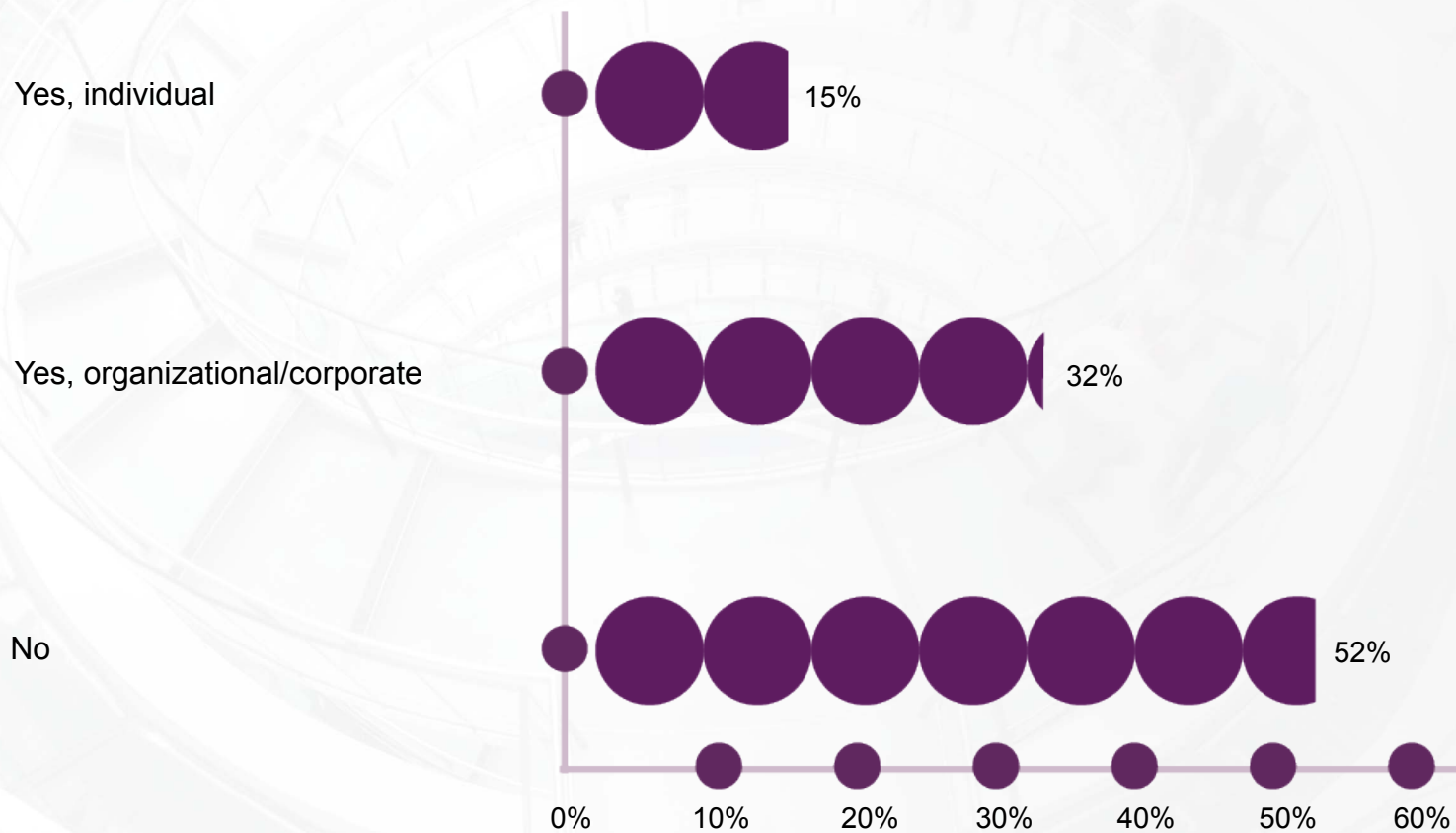
### The correlation between:

- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?
- Which of the following best describes your role in the organization?



## Nearly half enjoy itSMF participation

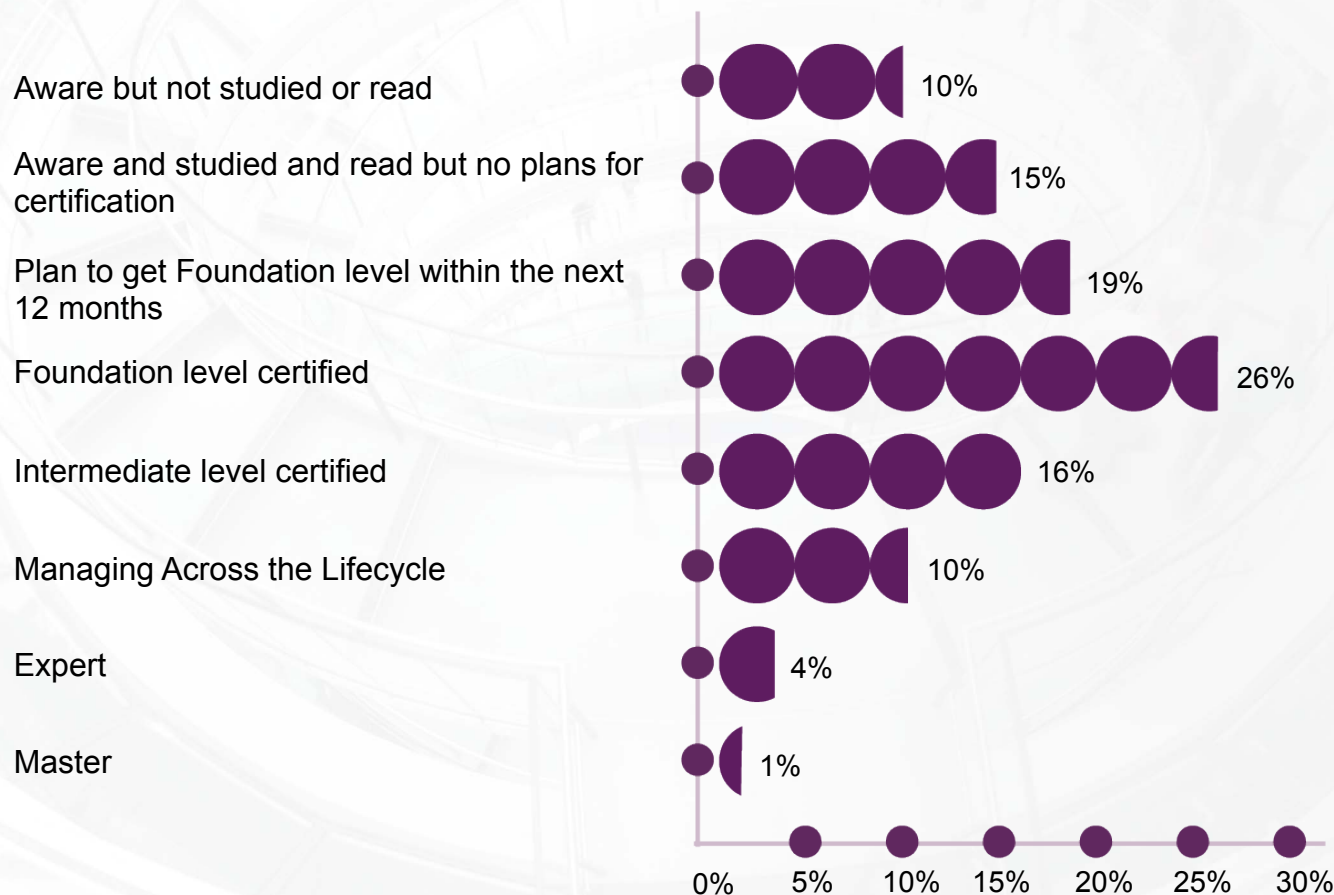
Are you an itSMF member?



# ITIL Adoption as it Stands Today

44% were not yet certified,  
31% Intermediate or above

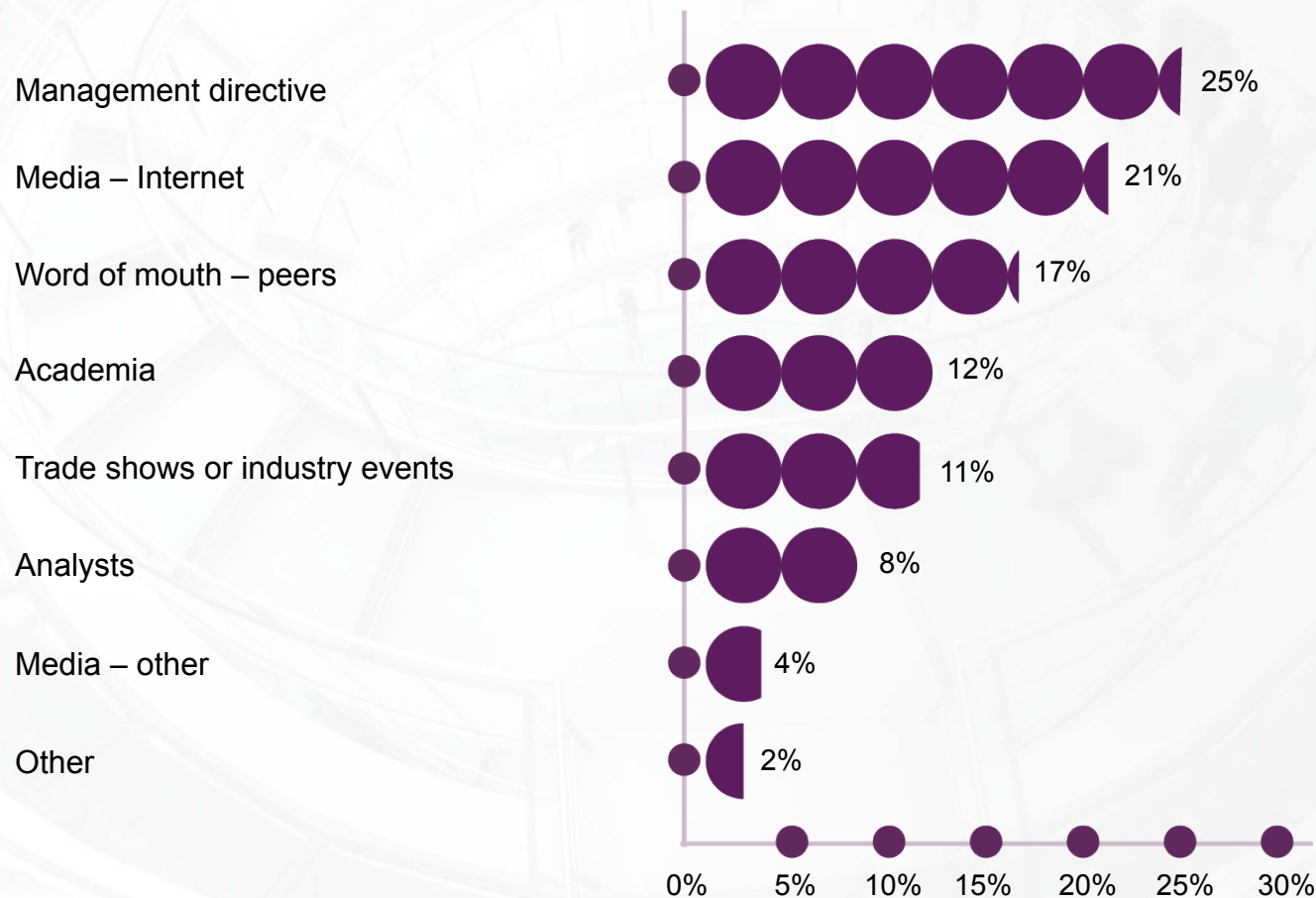
To date, what has been your involvement with ITIL within your company/organization?





# Management directive, media and peers lead in initial ITIL awareness

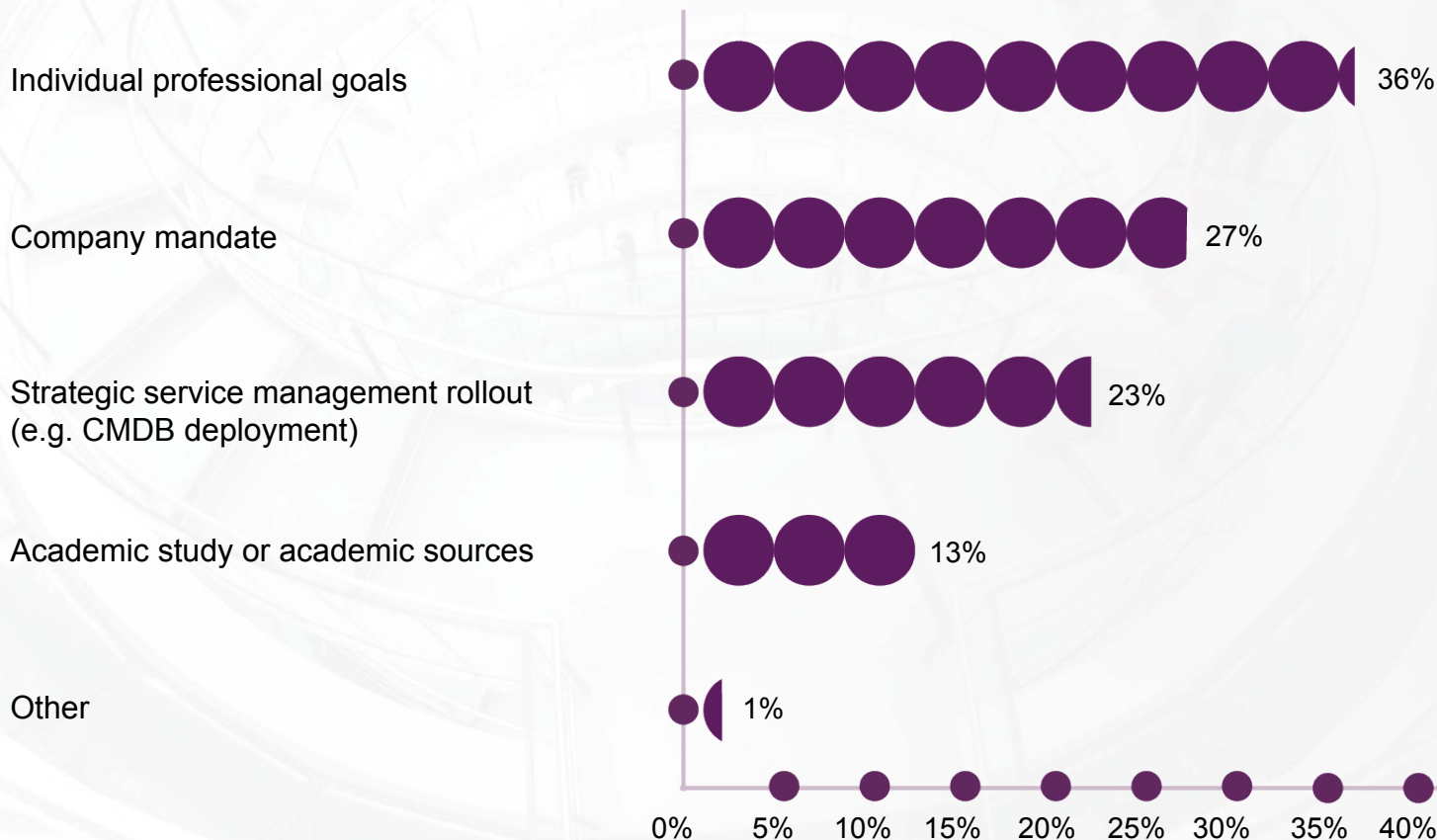
## How did you first become aware of ITIL?



# Most pursue ITIL from either individual professional goals or company mandate



## Why did you begin to pursue or study ITIL?

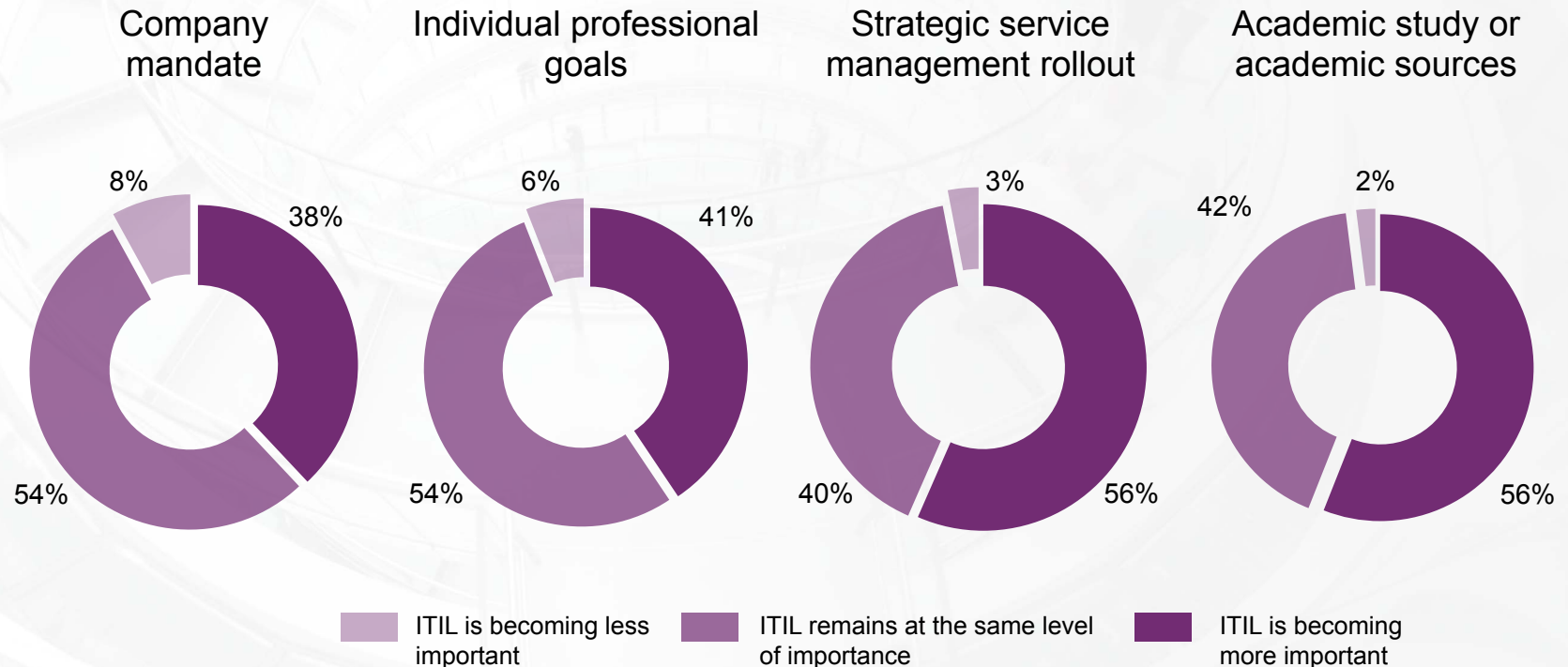




# Those pursuing ITIL via strategic initiatives or academia tend to be more bullish re. future value

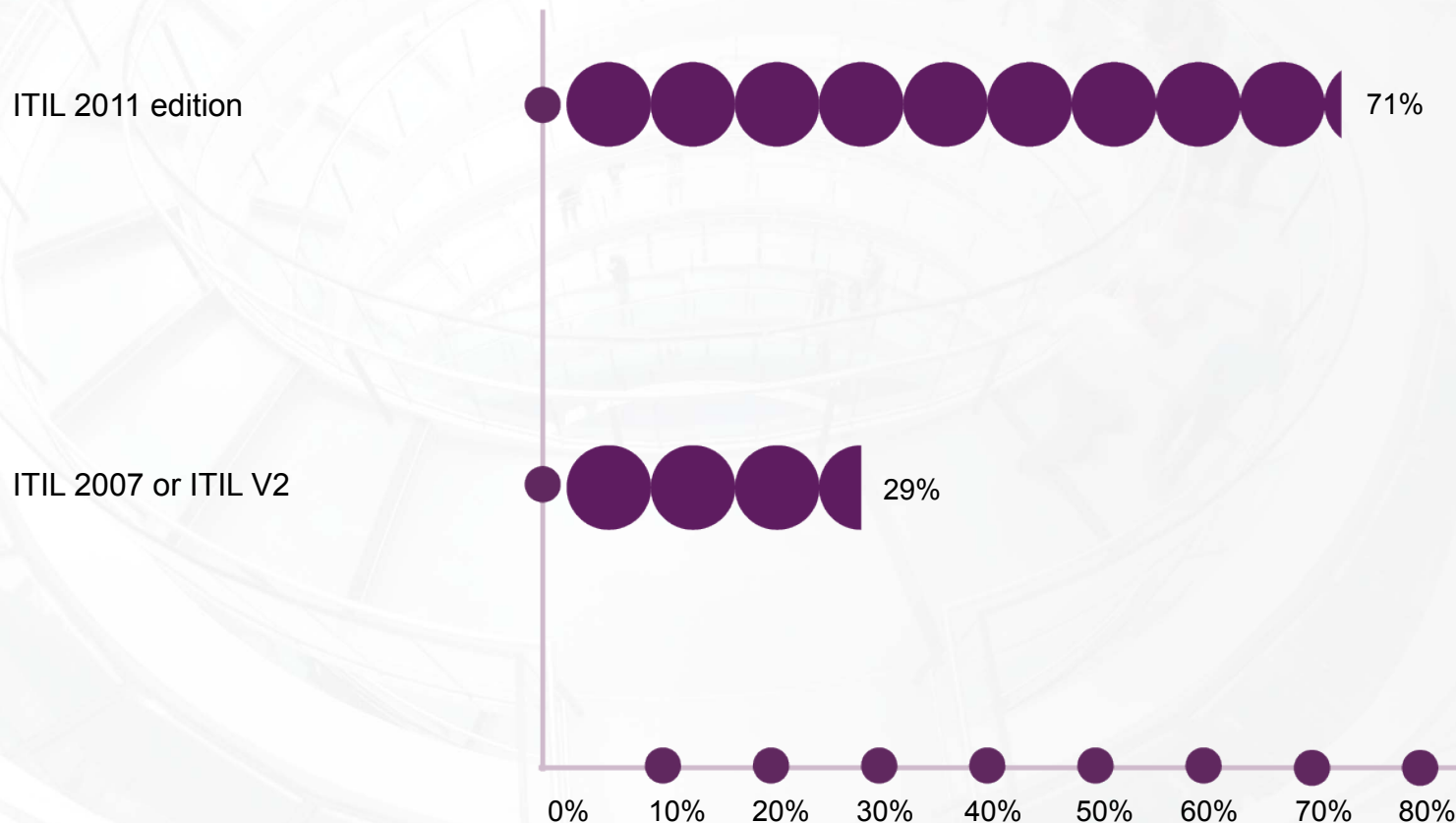
## The correlation between:

- Why did you begin to pursue or study ITIL?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?



# ITIL 2011 led by more than 2 to 1 over v2 or 2007

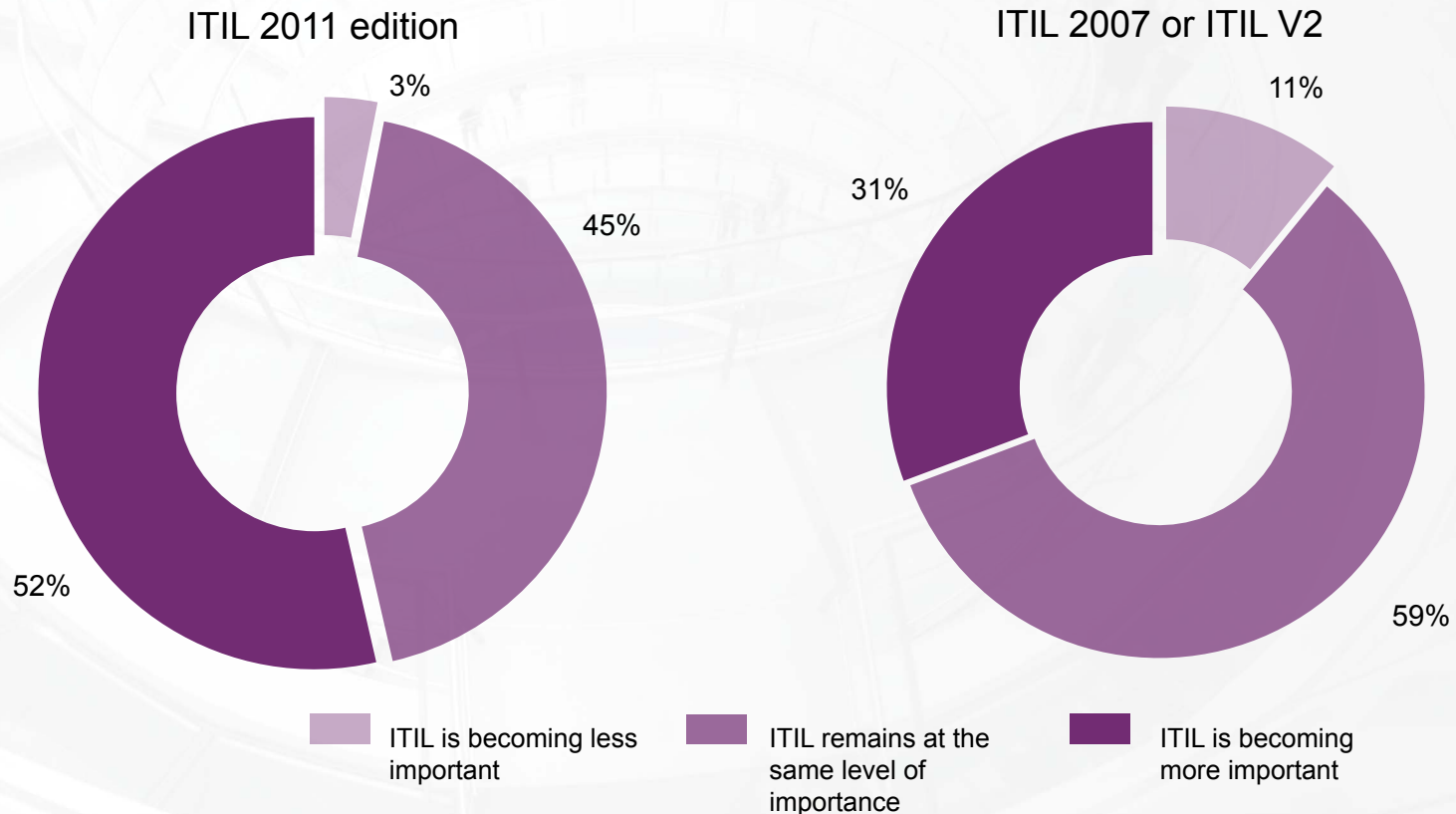
**Which edition is your company/organization currently using?**



# ITIL 2011 adopters are more likely to see ITIL as growing in importance

The correlation between:

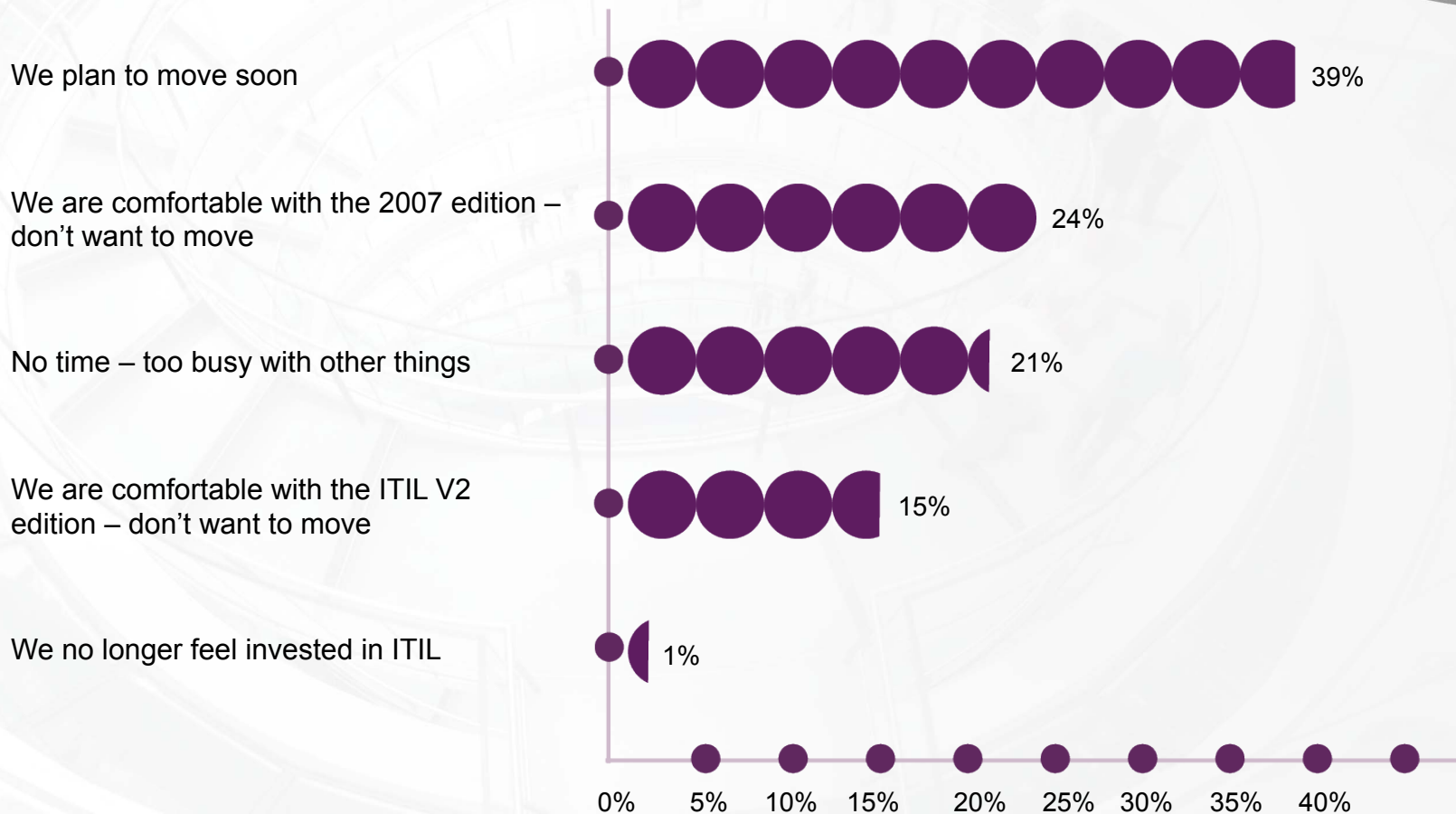
- Which edition is your company/organization currently using?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?



For non-2011, 40% plan to move to 2011 soon. 24% are comfortable with 2007, 15% with v2



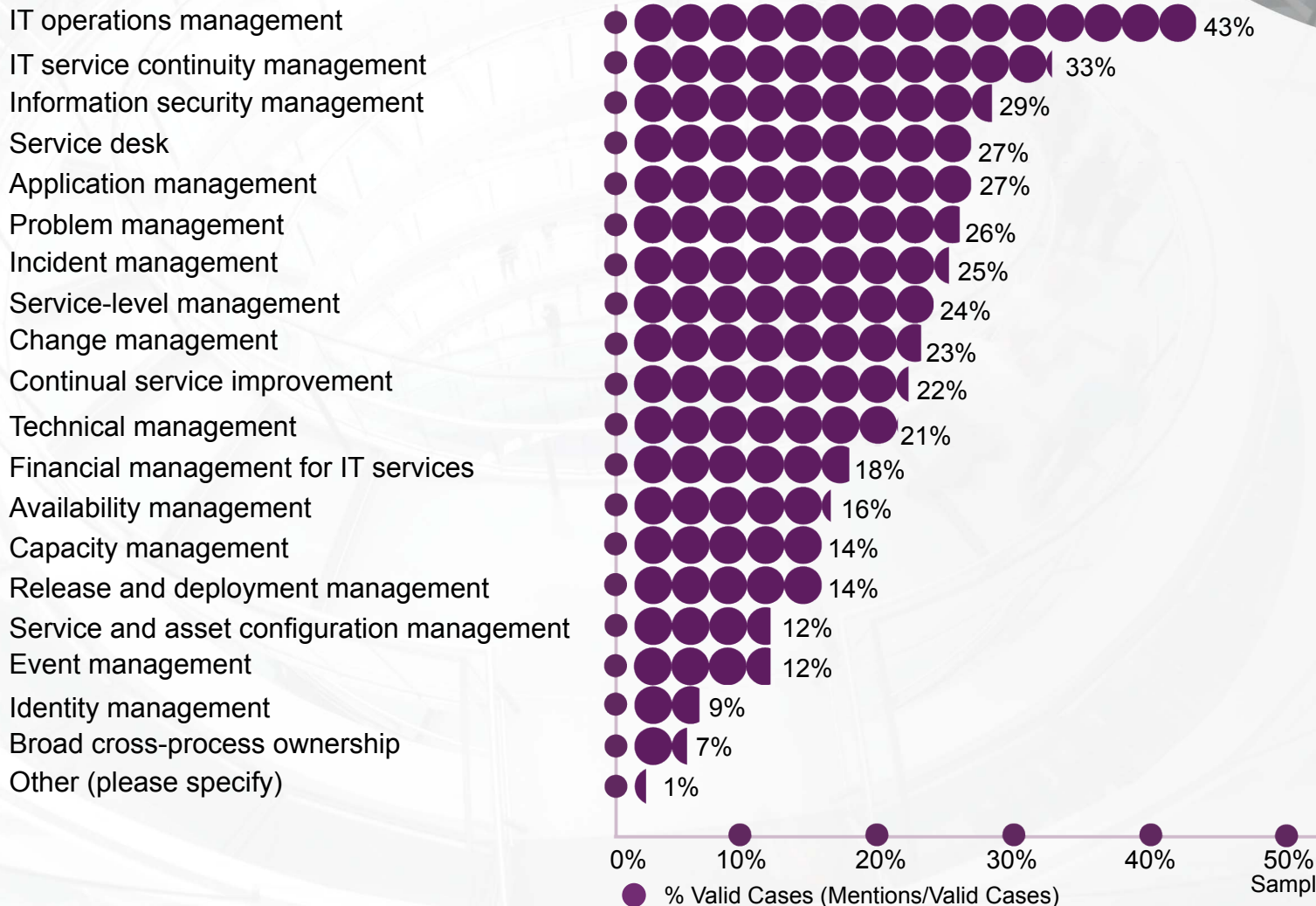
## Why hasn't your organization moved to the ITIL 2011 edition?



# IT Operations and IT Service Continuity Management lead in personal process investment



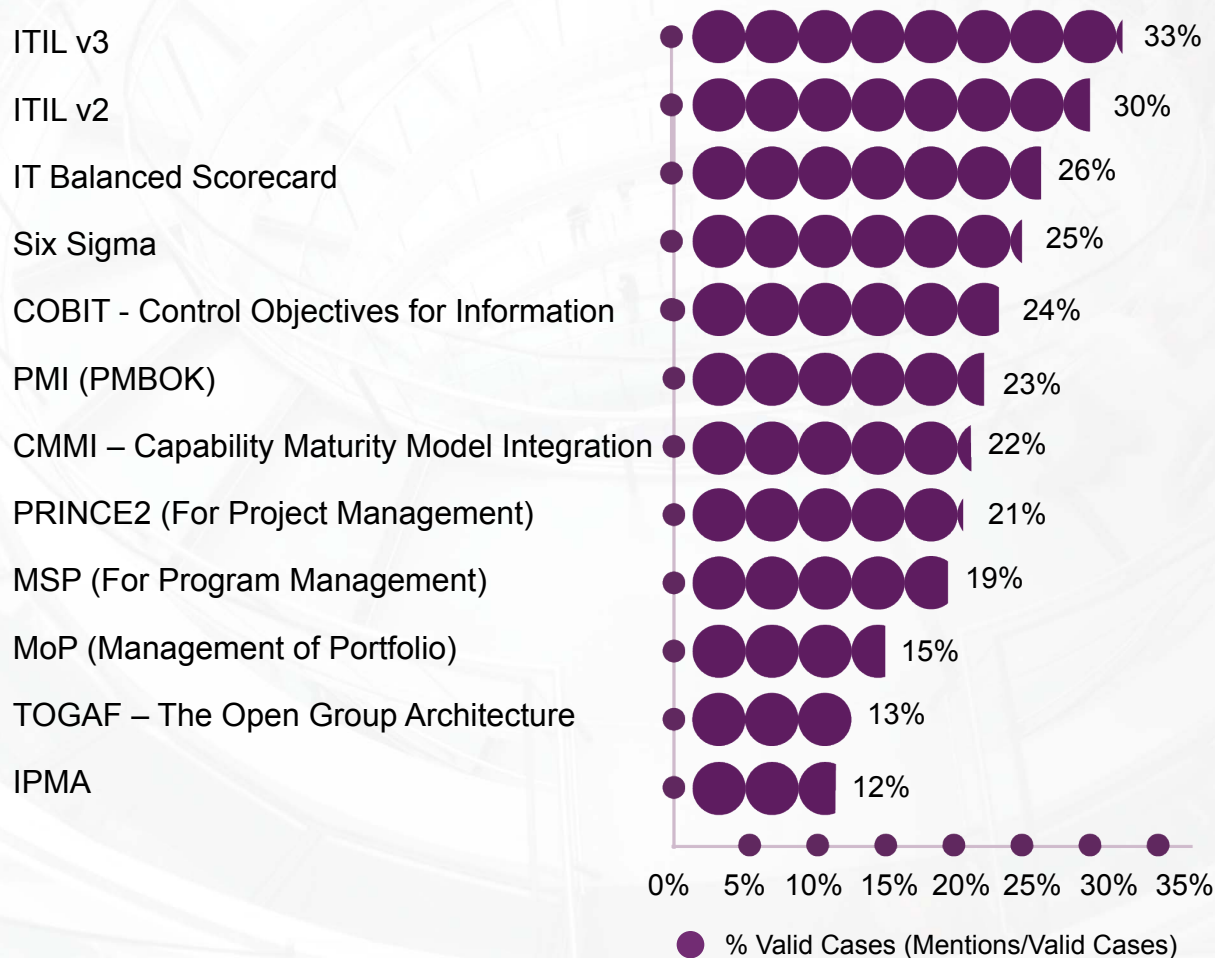
## What ITIL processes are you personally most invested in?





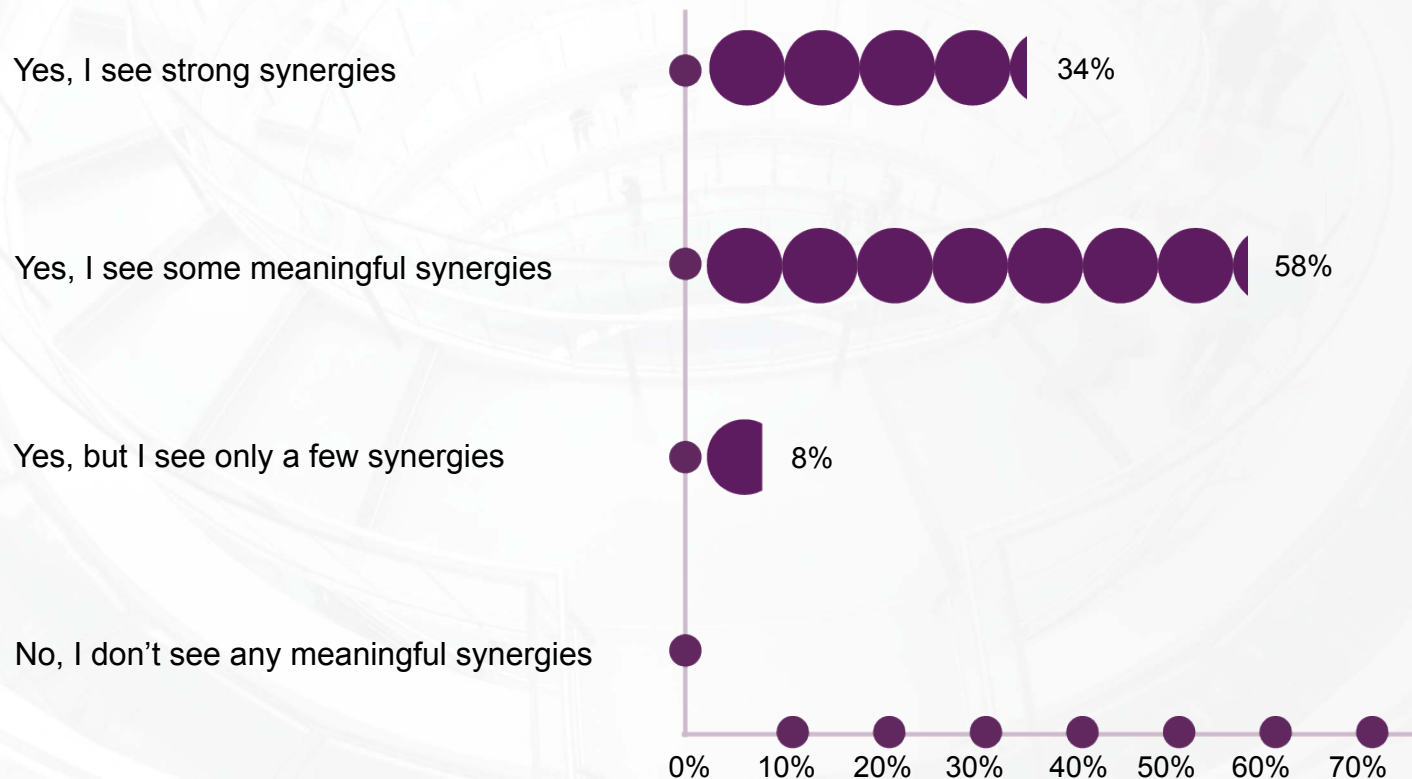
# ITIL v3 and v2, and Balanced Scorecard lead in best practice adoption

**What best practices are your organization currently pursuing?**



## But those who are see strong or meaningful synergies

**Do you see synergies between ITIL and the Best Management Practice Portfolio such as PRINCE2 for project management and MoP (Management of Portfolio) and MSP (for programme management) for managing strategic changes?**

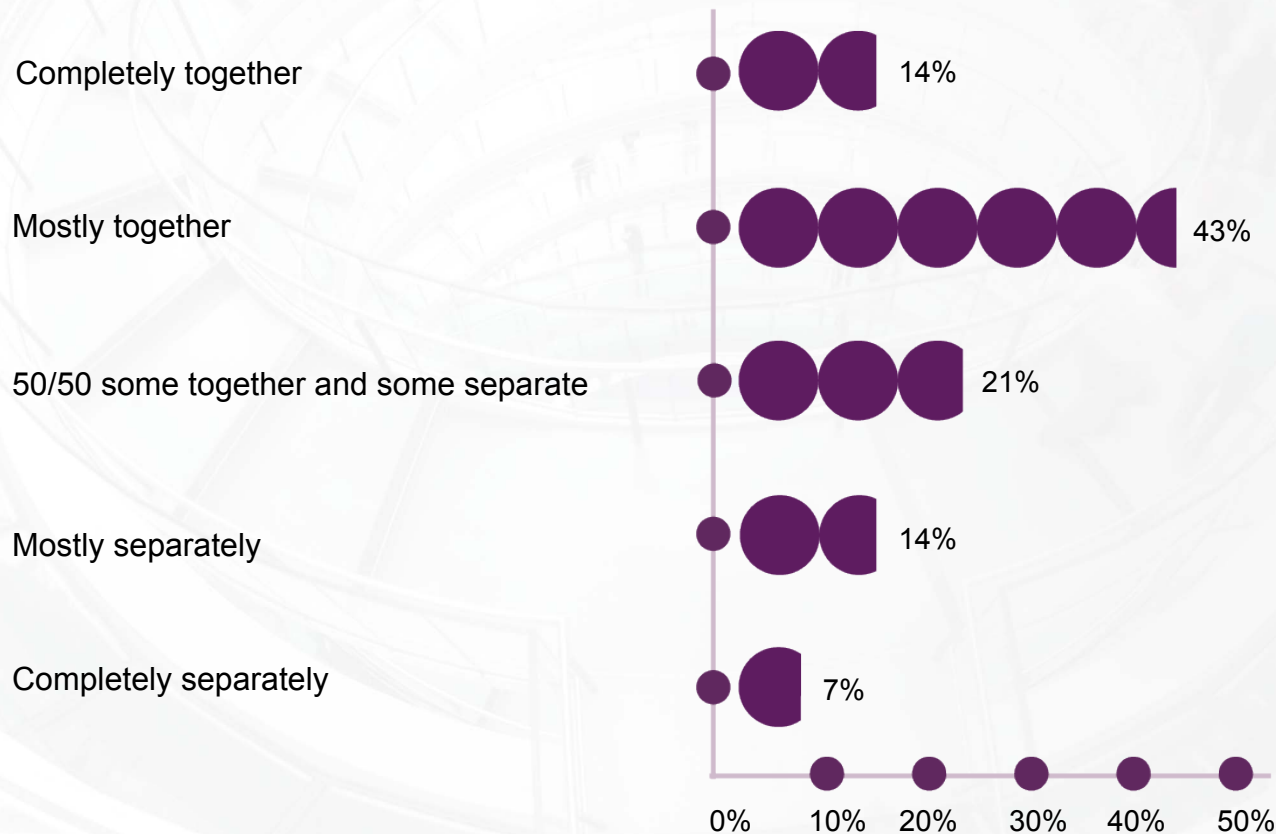


# Technology and Environmental Impacts

# 57% mostly or completely combine enterprise and IT services, only 7% are all separate



**Are IT services and enterprise services (e.g. HR, payroll, facilities, etc.) supported together or separately in your organization from an incident and request management (e.g. call centre) perspective?**





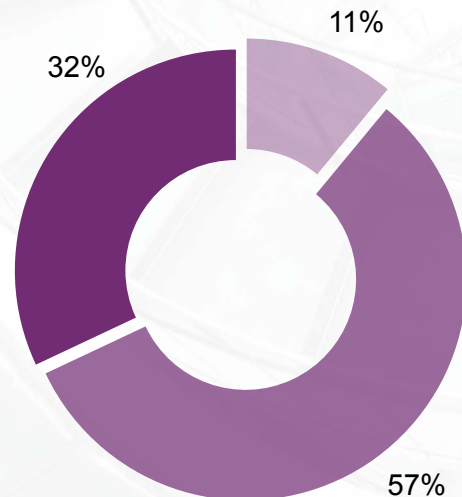
# Growth in support for enterprise services leads to a stronger appreciation of ITIL's value



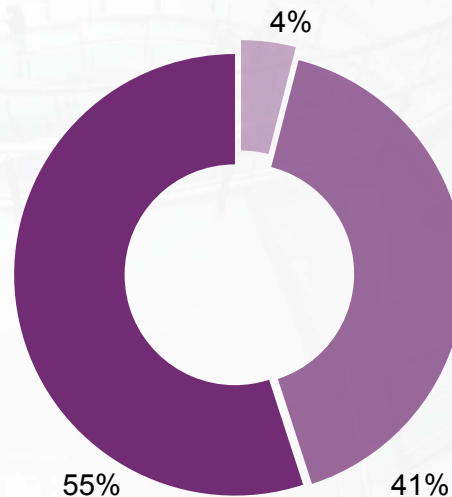
## The correlation between:

- Are IT services and enterprise services (e.g. HR, payroll, facilities, etc.) supported together or separately in your organization from an incident and request management (e.g. call centre) perspective?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?

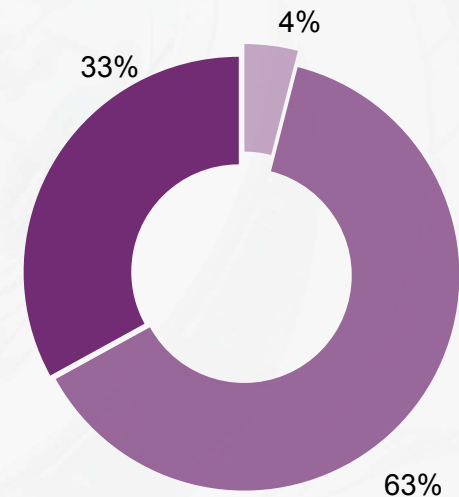
Completely/Mostly separate



Mostly/Completely together



50/50 some together and some separate/Mostly together



ITIL is becoming less important

ITIL remains the same level of importance

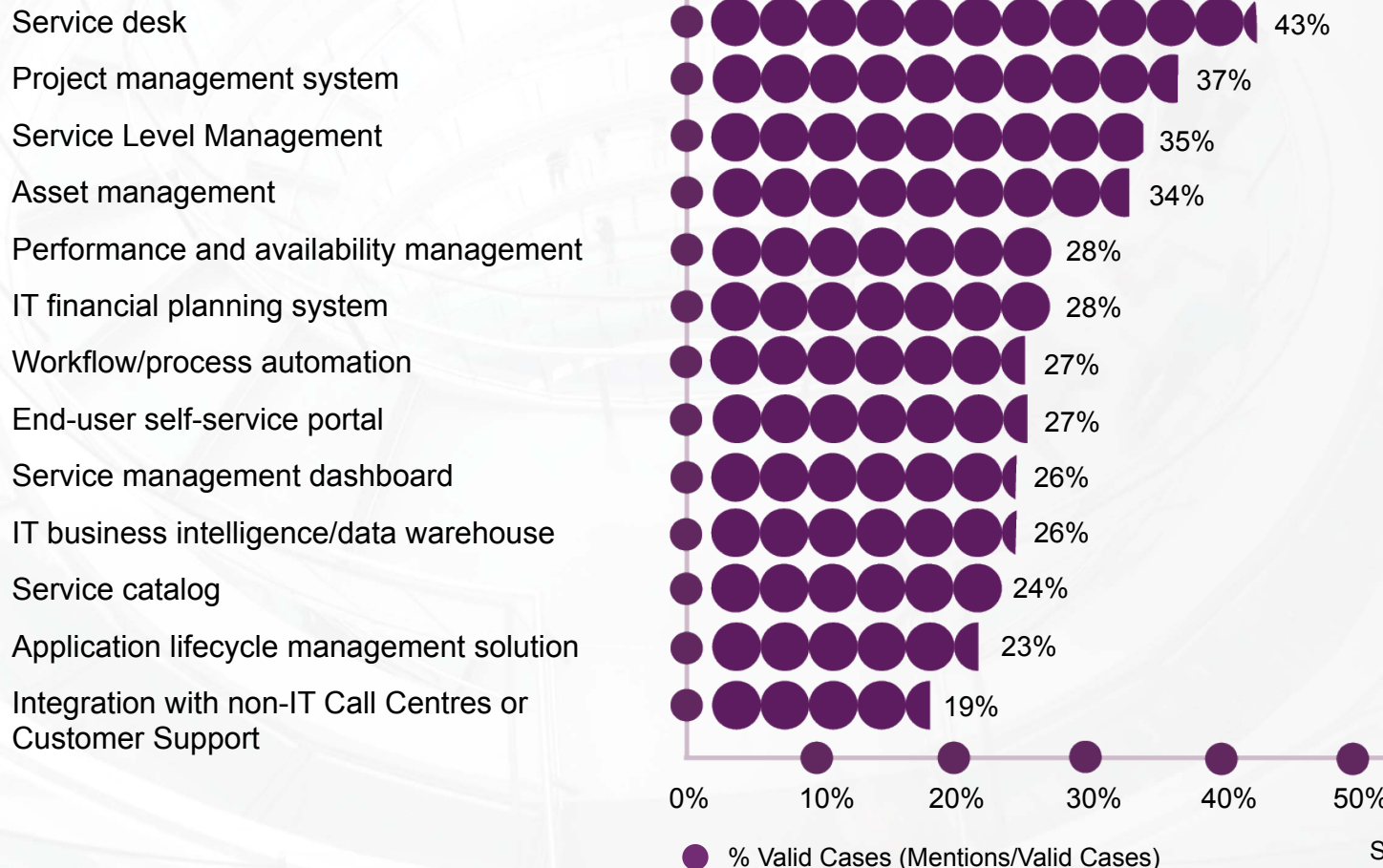
ITIL is becoming more important



# Service desk, project management, SLM and asset management lead in deployed technologies

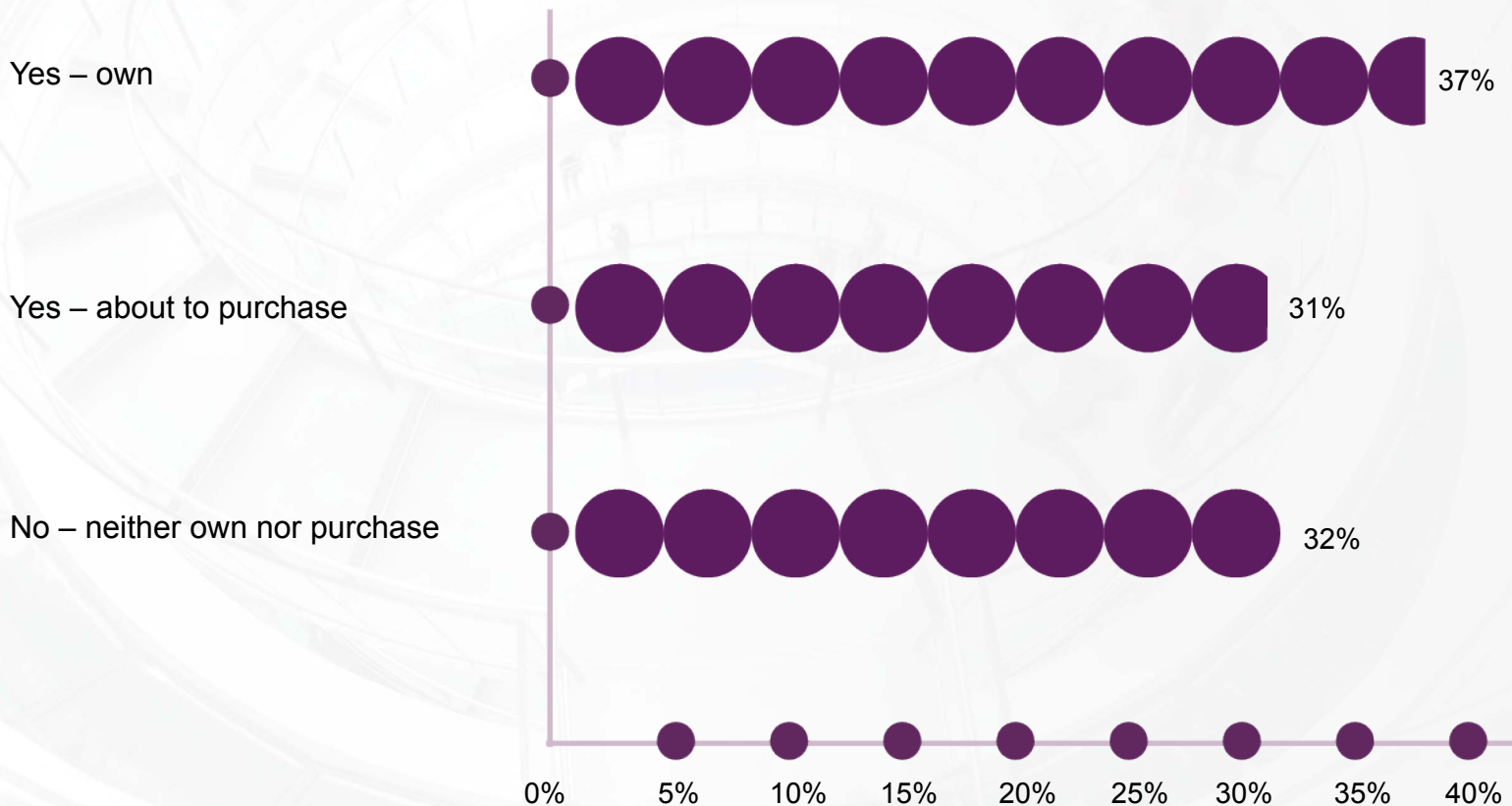


**In your organization's IT Service Management environment, which of the following service management technologies are deployed?**



## 68% either own or are about to purchase a CMDB

**Does your organization own, or is your organization about to purchase, a CMDB/CMS-related solution?**

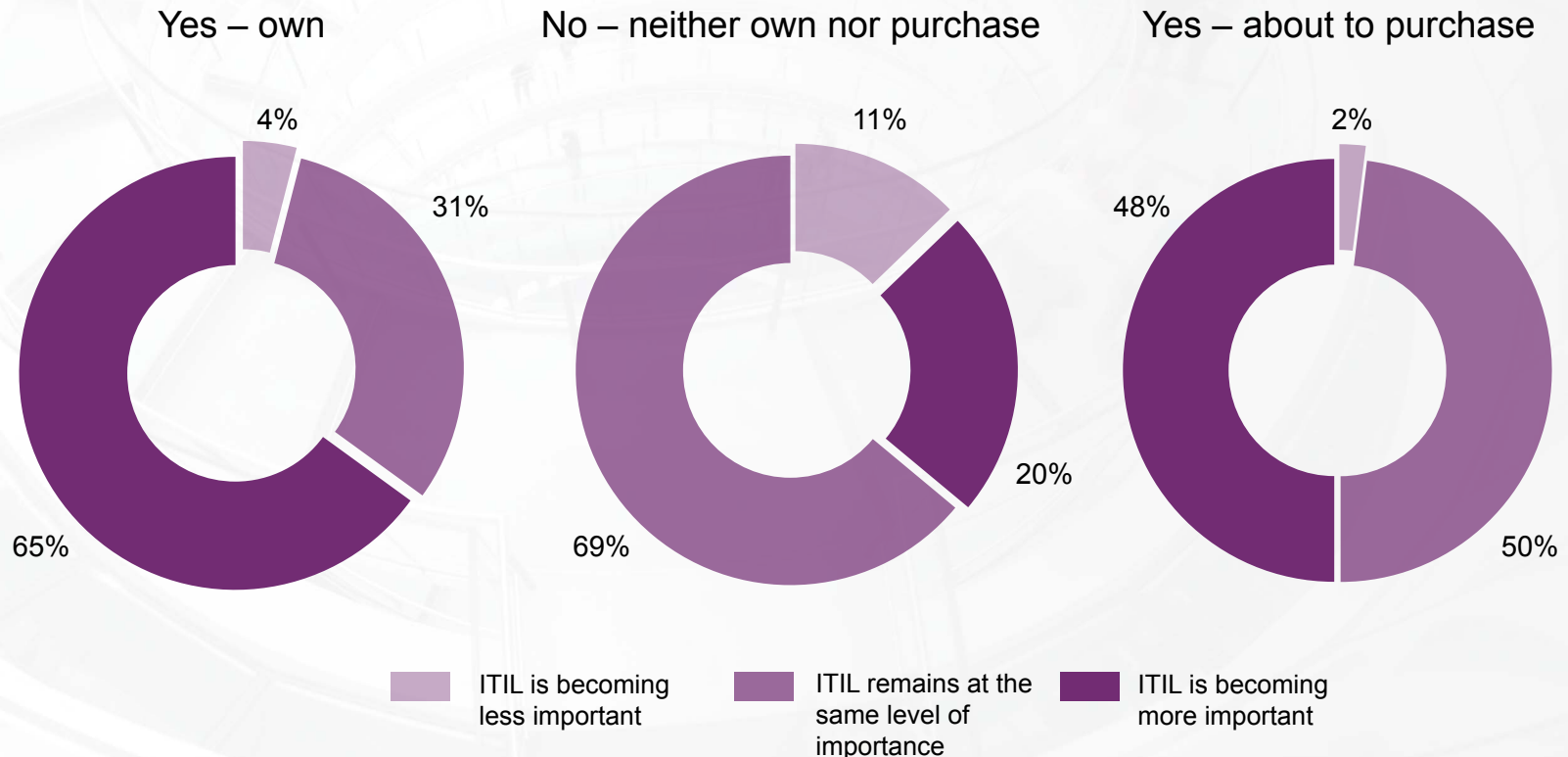


# CMDB commitment strongly reflects an appreciation of ITIL's growing values



## The correlation between:

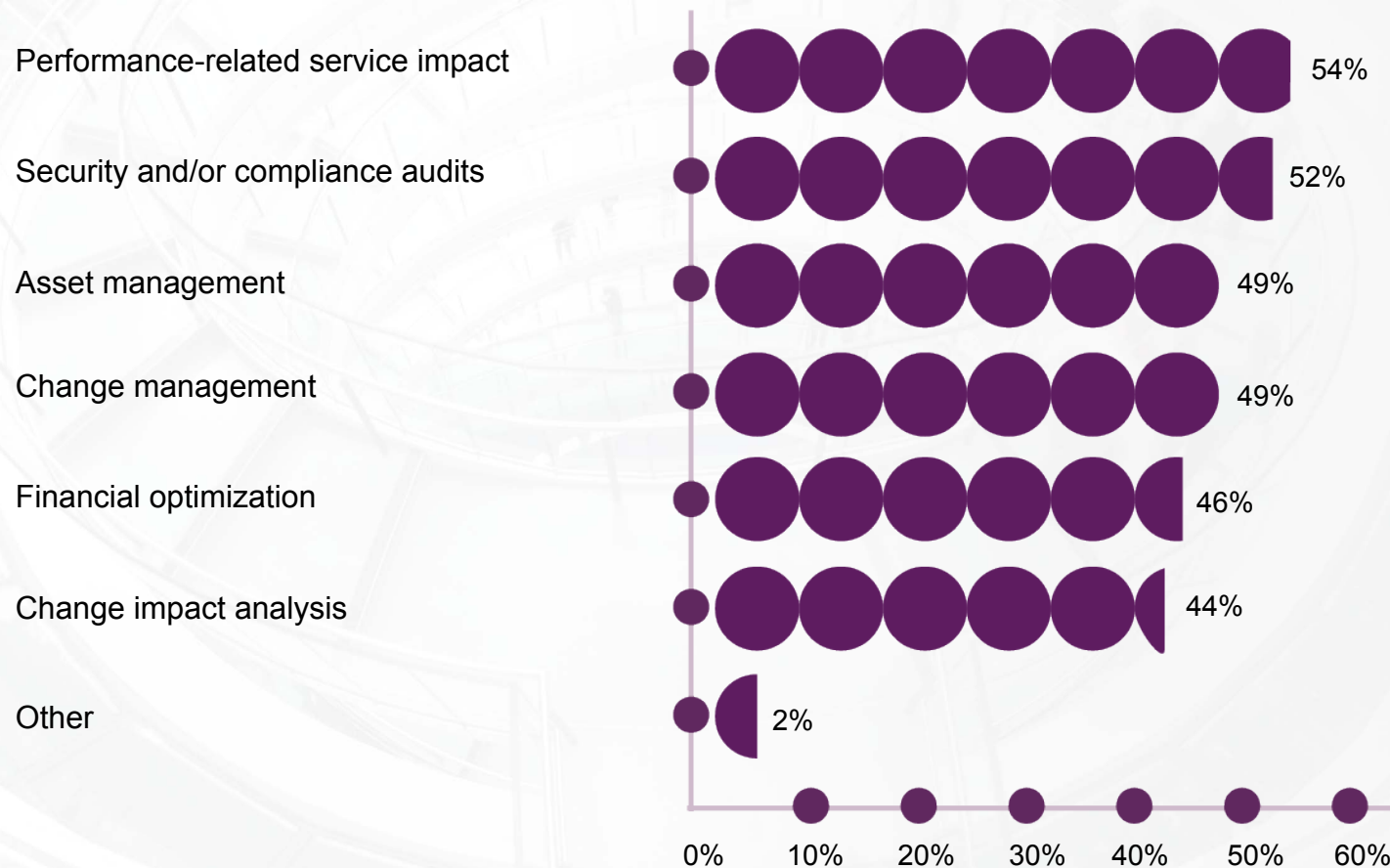
- Does your organization own, or is your organization about to purchase, a CMDB/CMS-related solution?
- How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?



# Performance/service impact, security/compliance, asset and change lead CMDB uses



**What is/are the use-case(s) that your organization is targeting currently for its CMDB/CMS?**

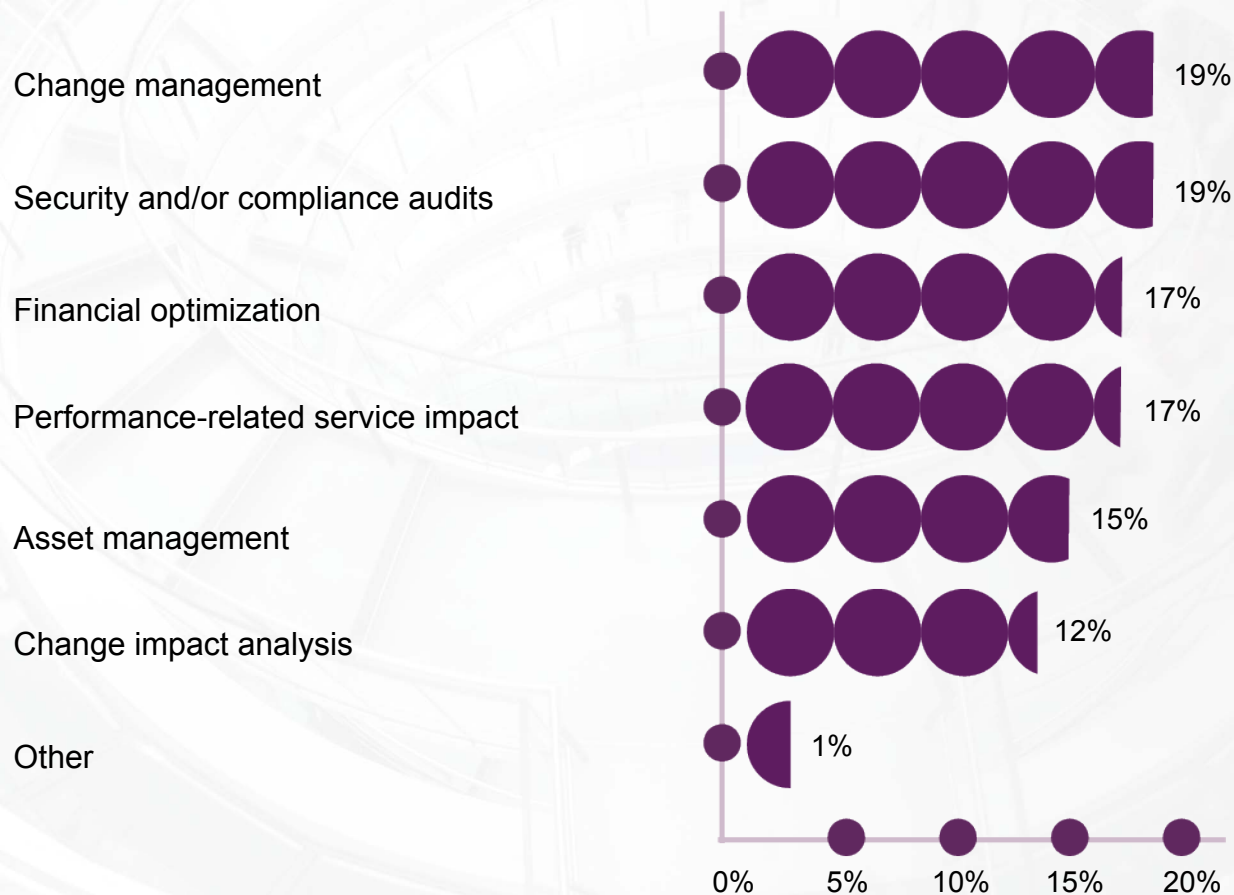




# But change management ties with security for the 'most dominant' CMDB use-case



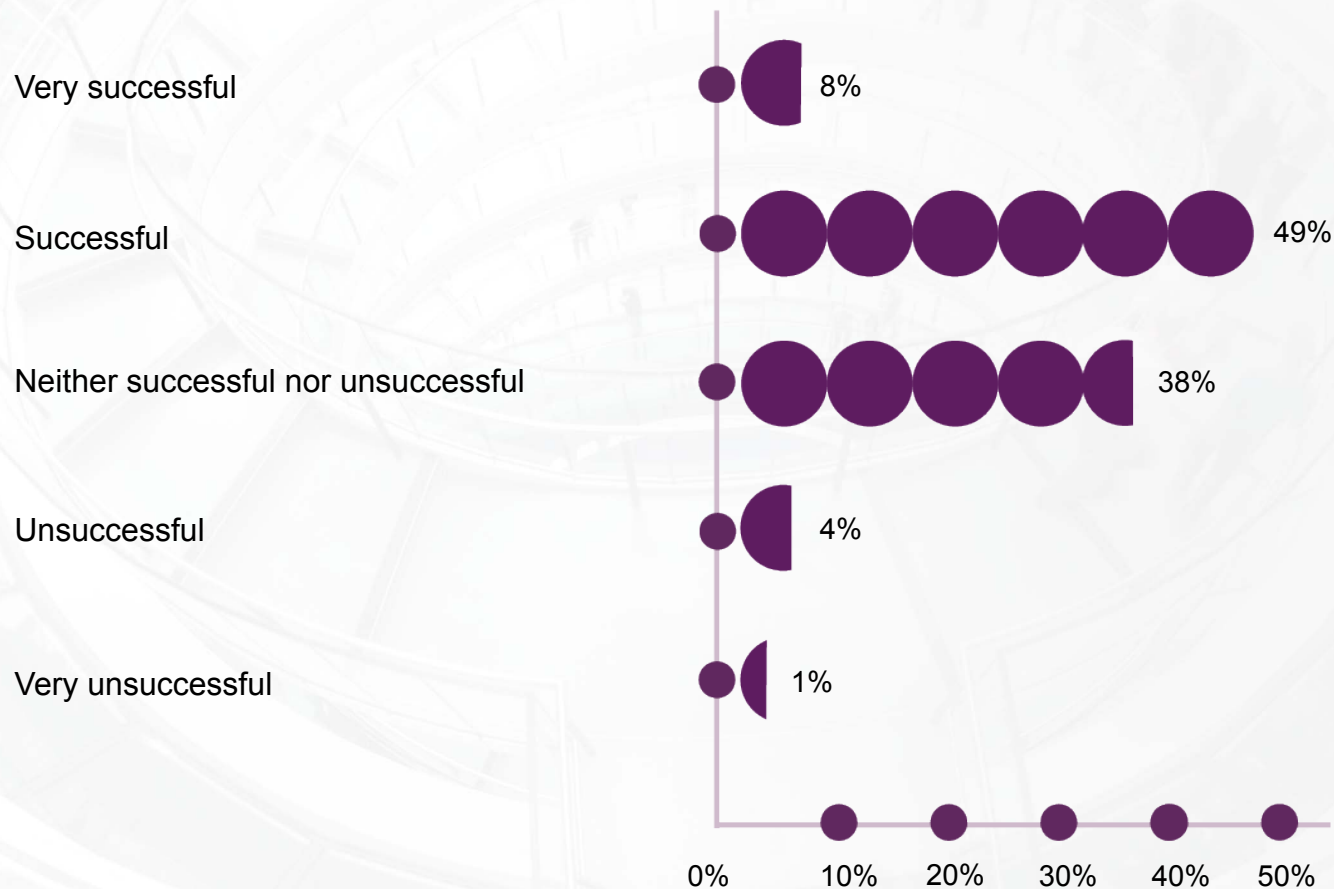
**What is/are the use-case(s) that your organization is targeting currently for its CMDB/CMS? Single most dominant case**





## 57% see CMDB as successful, versus 5% as unsuccessful

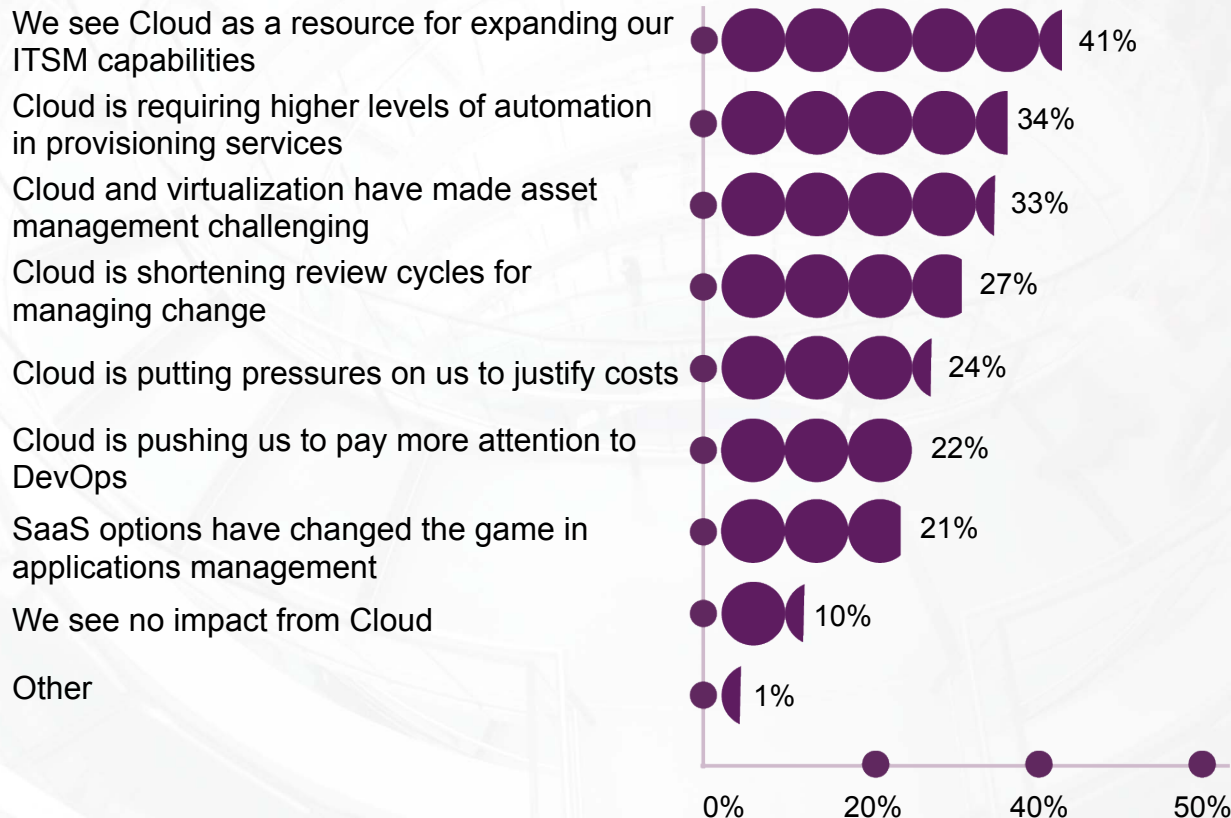
**How successful would you say your organization has been to date with its CMDB/CMS initiative?**



# Expanding ITSM capabilities, automation and asset management lead in the impacts of Cloud



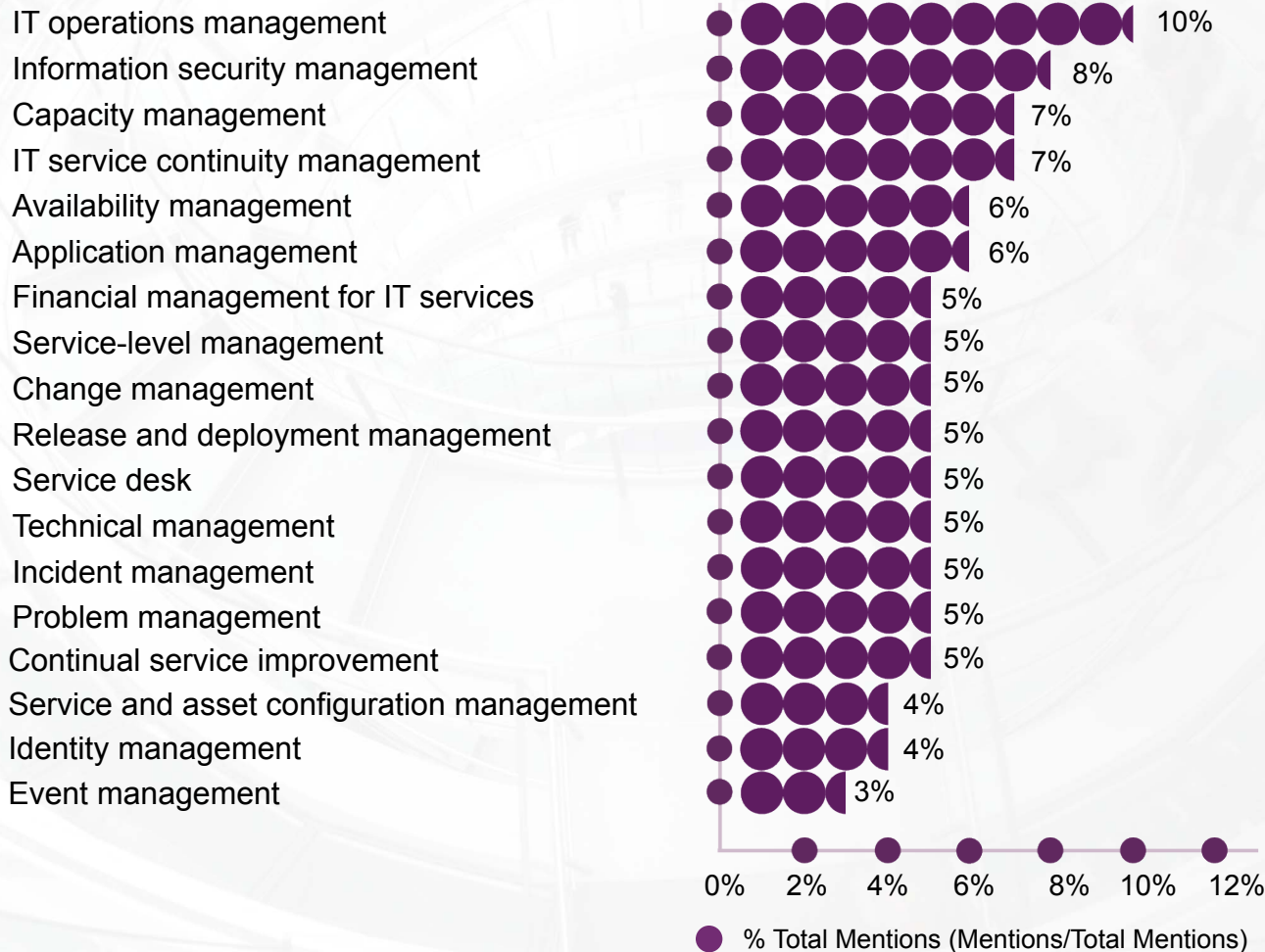
## How would you describe the impact of Cloud vis-à-vis the IT Service Management in your organization?



# IT operations, security, capacity and service continuity are processes most impacted by Cloud



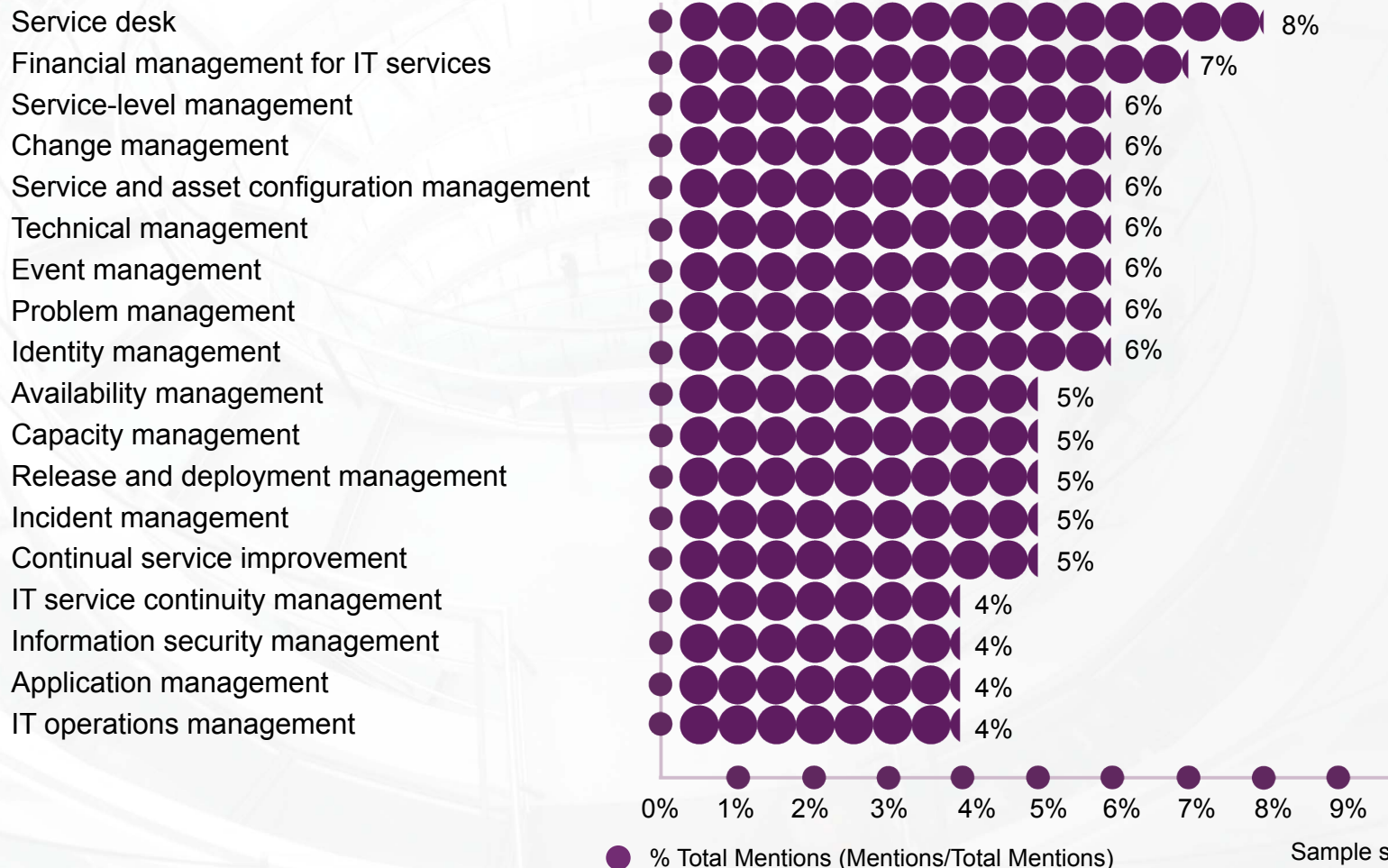
## What ITIL processes do you believe are most impacted due to Cloud and associated trends like DevOps?



# Whereas service desk and financial management are least impacted by Cloud



**In your opinion, what ITIL processes are least impacted due to Cloud and associated trends like DevOps?**

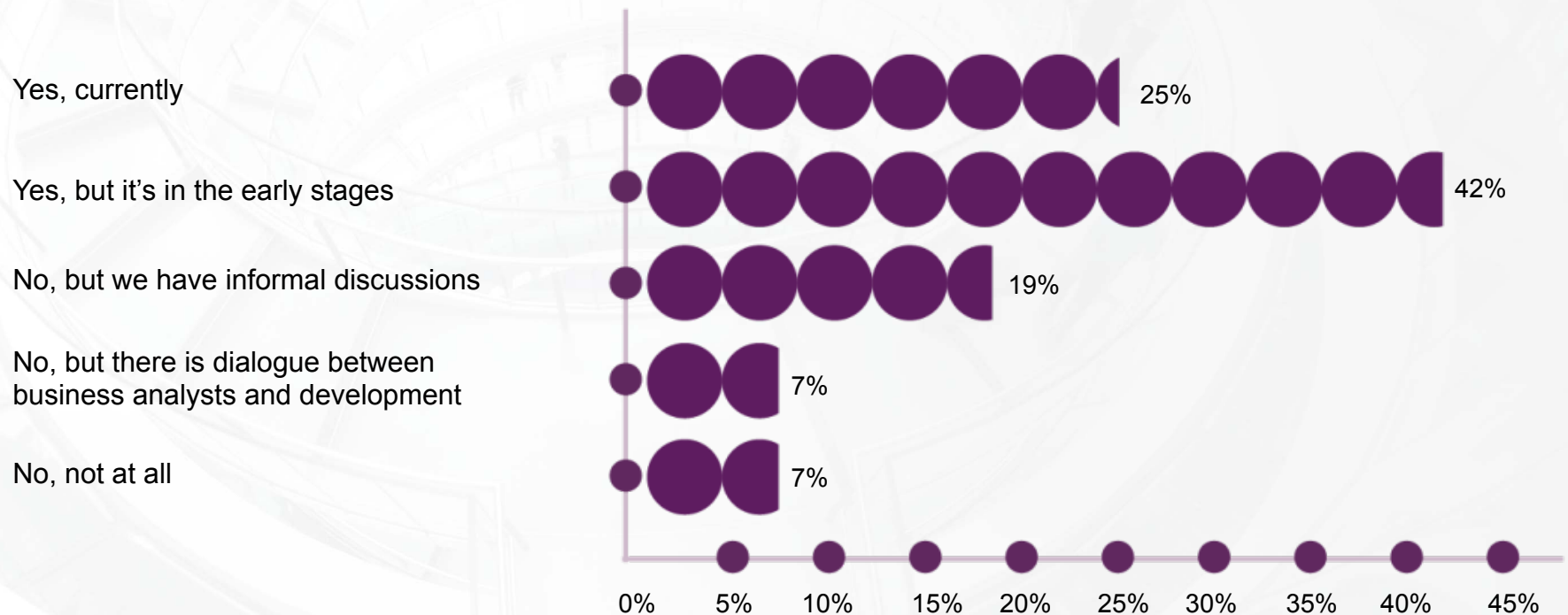




67% have an integrated BSM team at some level, while only 7% see no IT/business dialogue at all



**Do you have an integrated team devoted to supporting Business Service Management requirements including both IT and business stakeholders for optimizing IT services to business needs and values?**

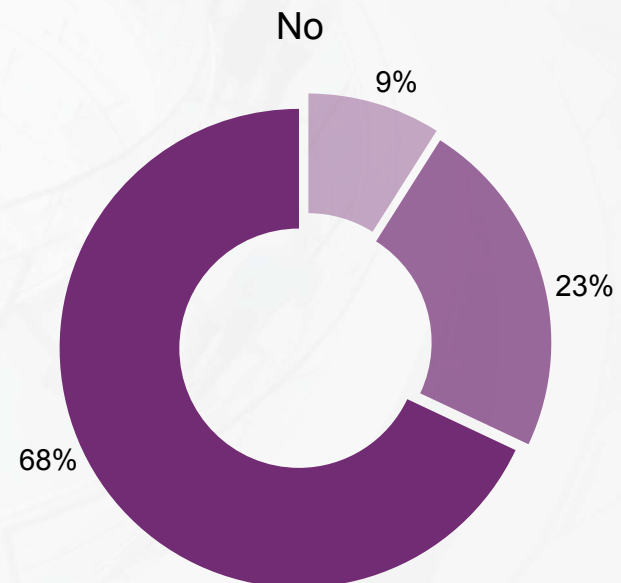
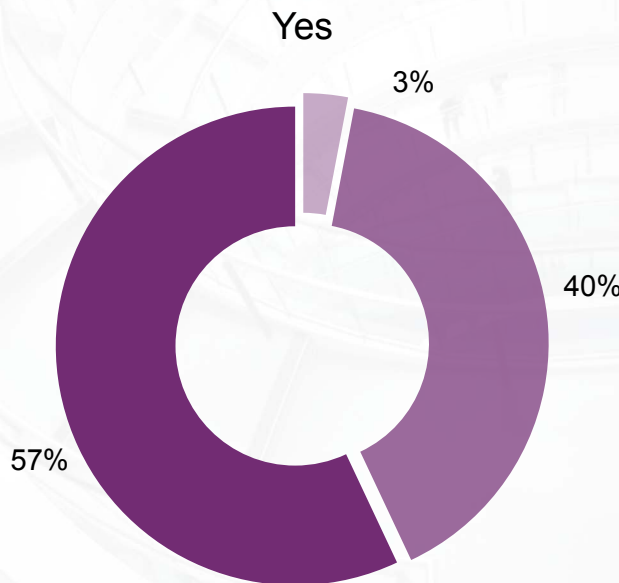




And those with a BSM initiative in place are more likely to view ITIL as growing in importance



**Do you have an integrated team devoted to supporting Business Service Management requirements including both IT and business stakeholders for optimizing IT services to business needs and values?**



ITIL is becoming less important

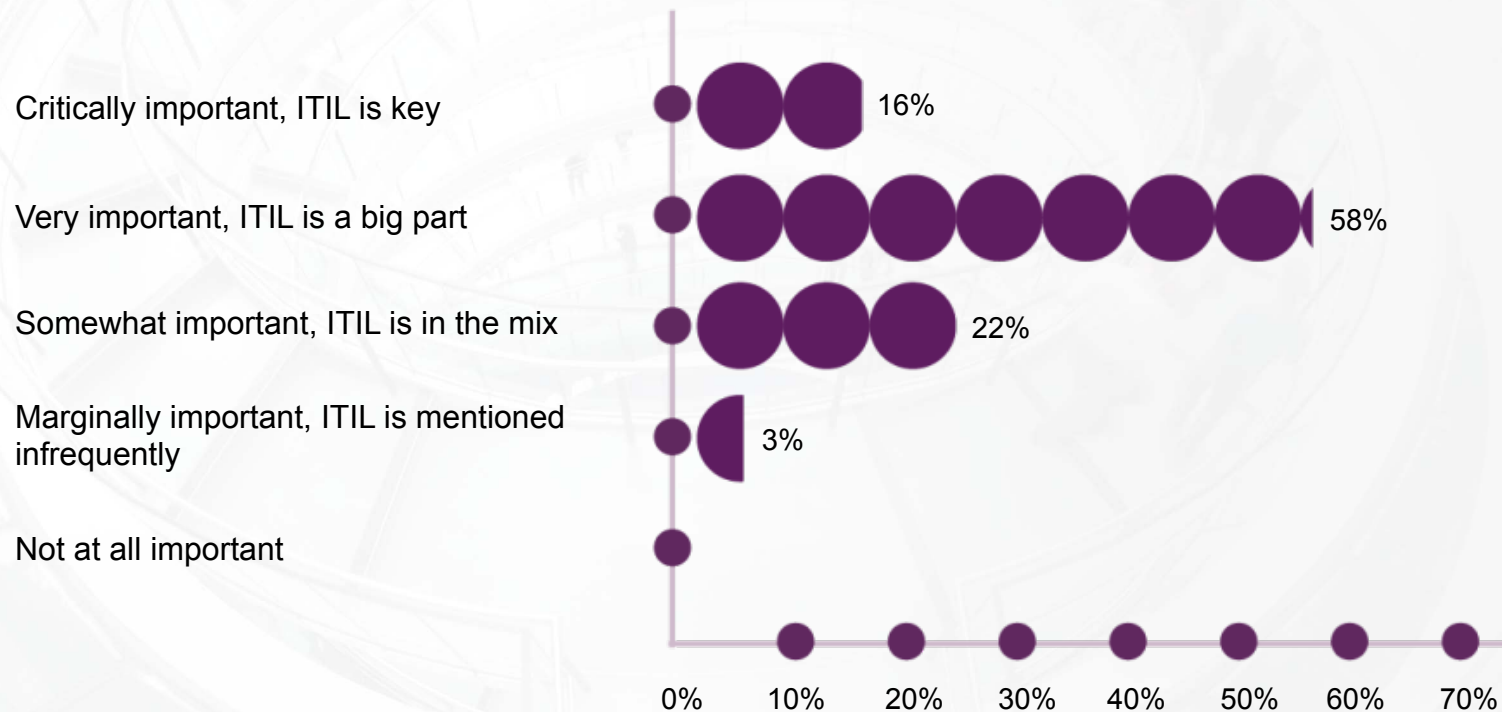
ITIL remains at the same level of importance

ITIL is becoming more important

# 74% see ITIL as very important or critical for their BSM-related discussions



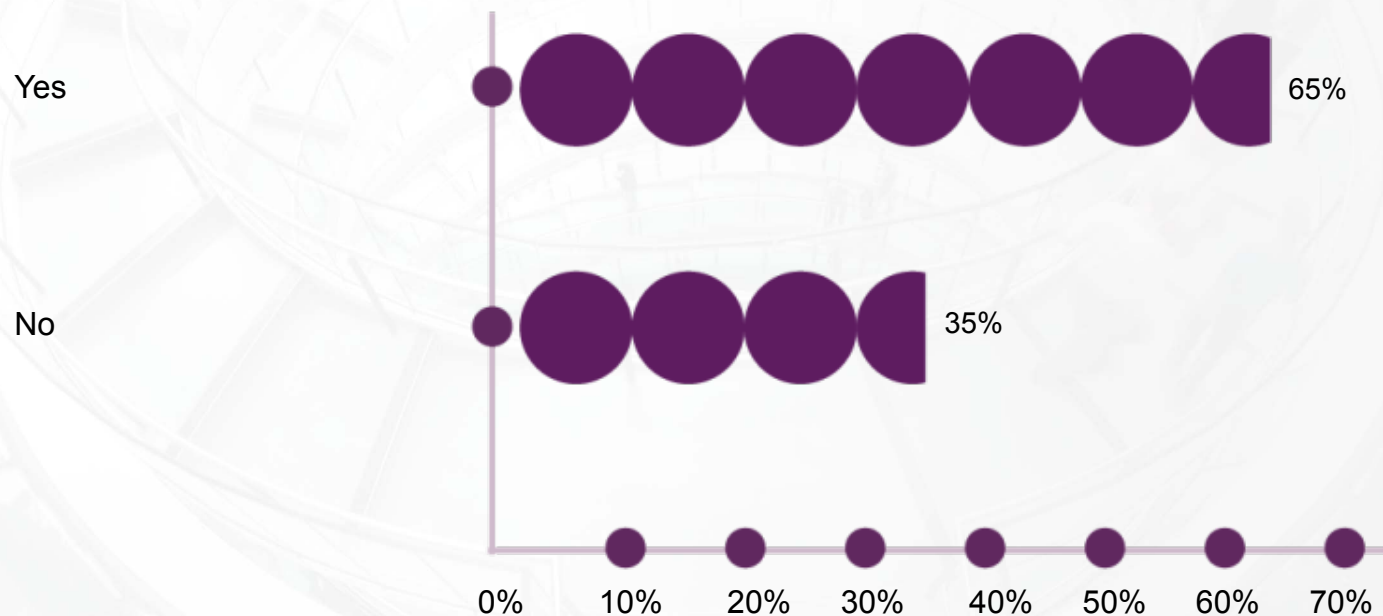
## How important is ITIL in those discussions?



# Nearly 2/3 are integrating application release management with ITSM



**Is Application Release Management integrated with your IT Service Management strategy (e.g. integrated DevOps)?**



# Scheduling and automation lead in integrating app release management with ITSM



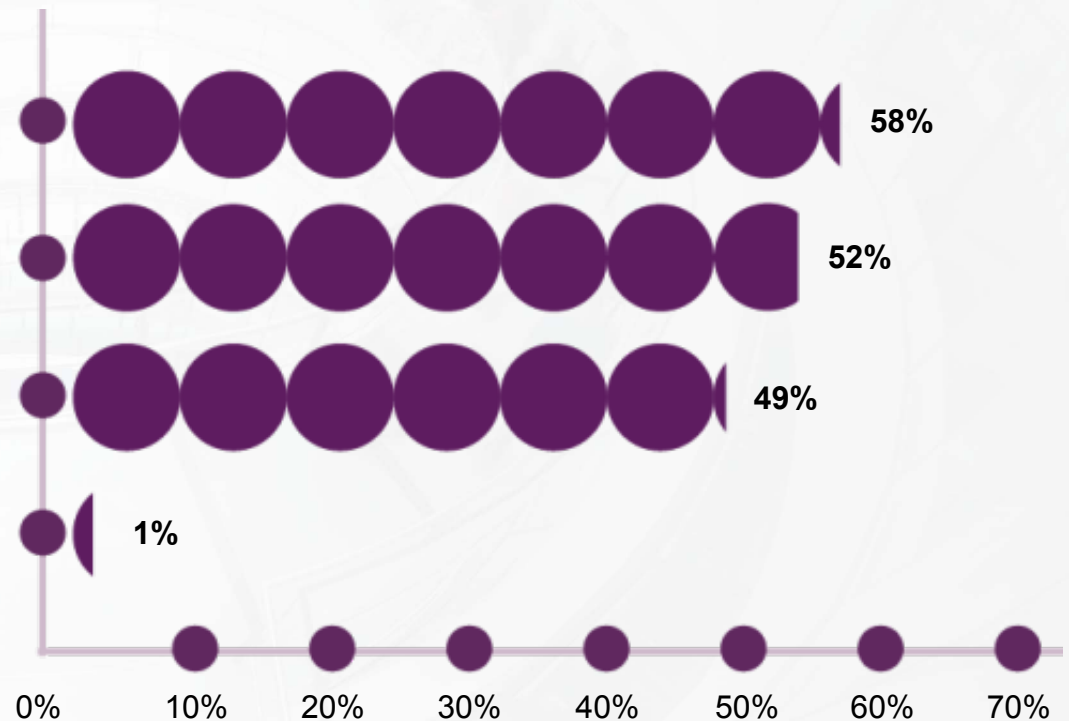
## How is ITSM integration achieved?

Releases are scheduled via the service desk platform

The service desk helps in supporting automation requirements for release review, provisioning and/or SLA assessments (is the new service meeting SLA expectation?)

Service desk operators are notified of releases

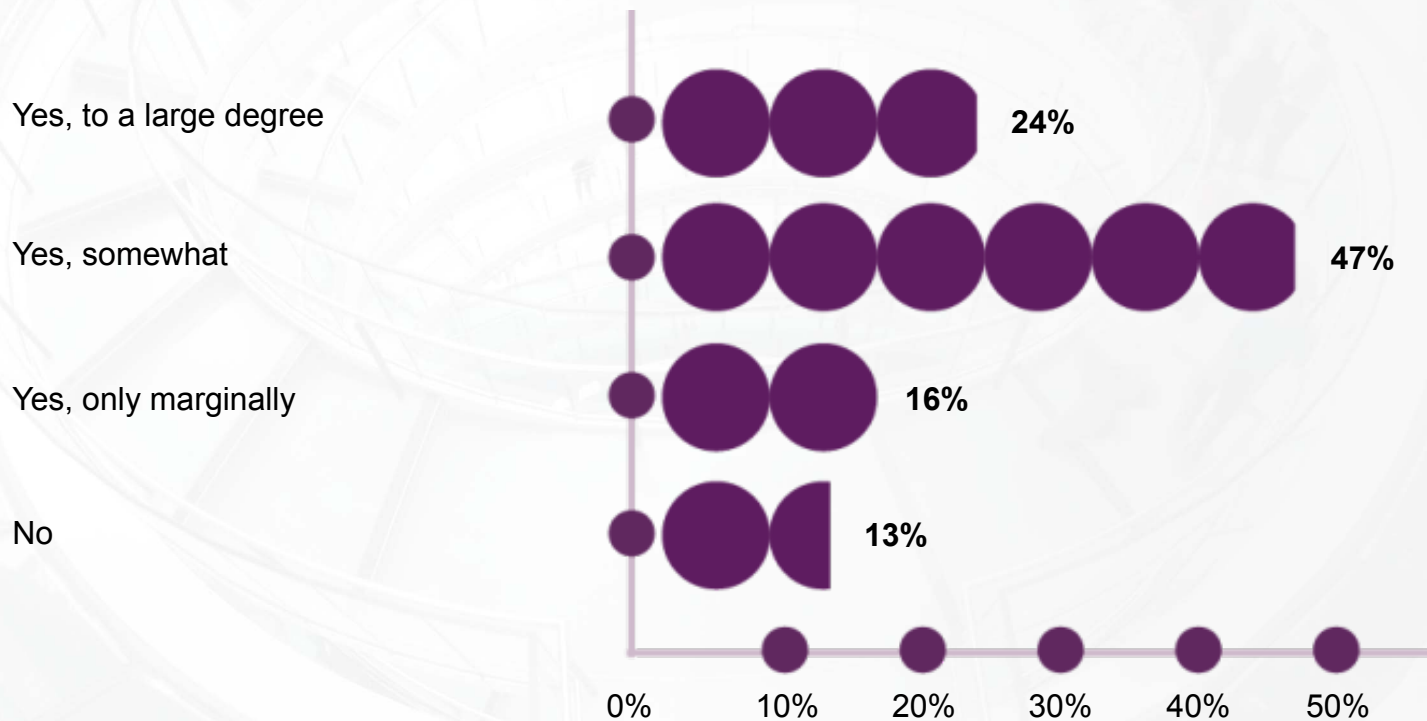
Other



# 71% view ITIL as playing a tangible role in supporting the move to DevOps and Agile



**Has ITIL been a part of your overall move to support DevOps and Agile?**

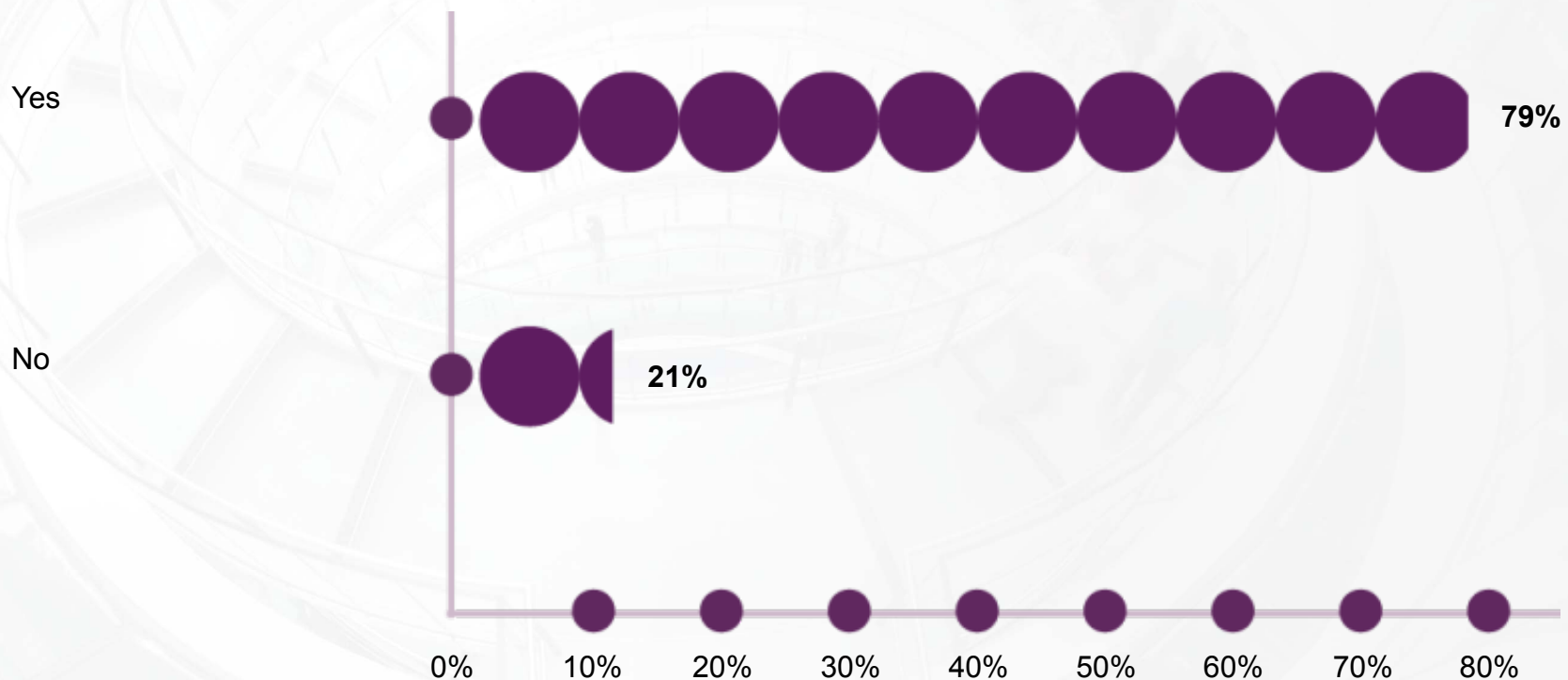




# 79% are sharing knowledge of known defects between service desk agents and development



**Do service desk agents and development teams share knowledge of known defects or planned resolutions to ongoing issues?**

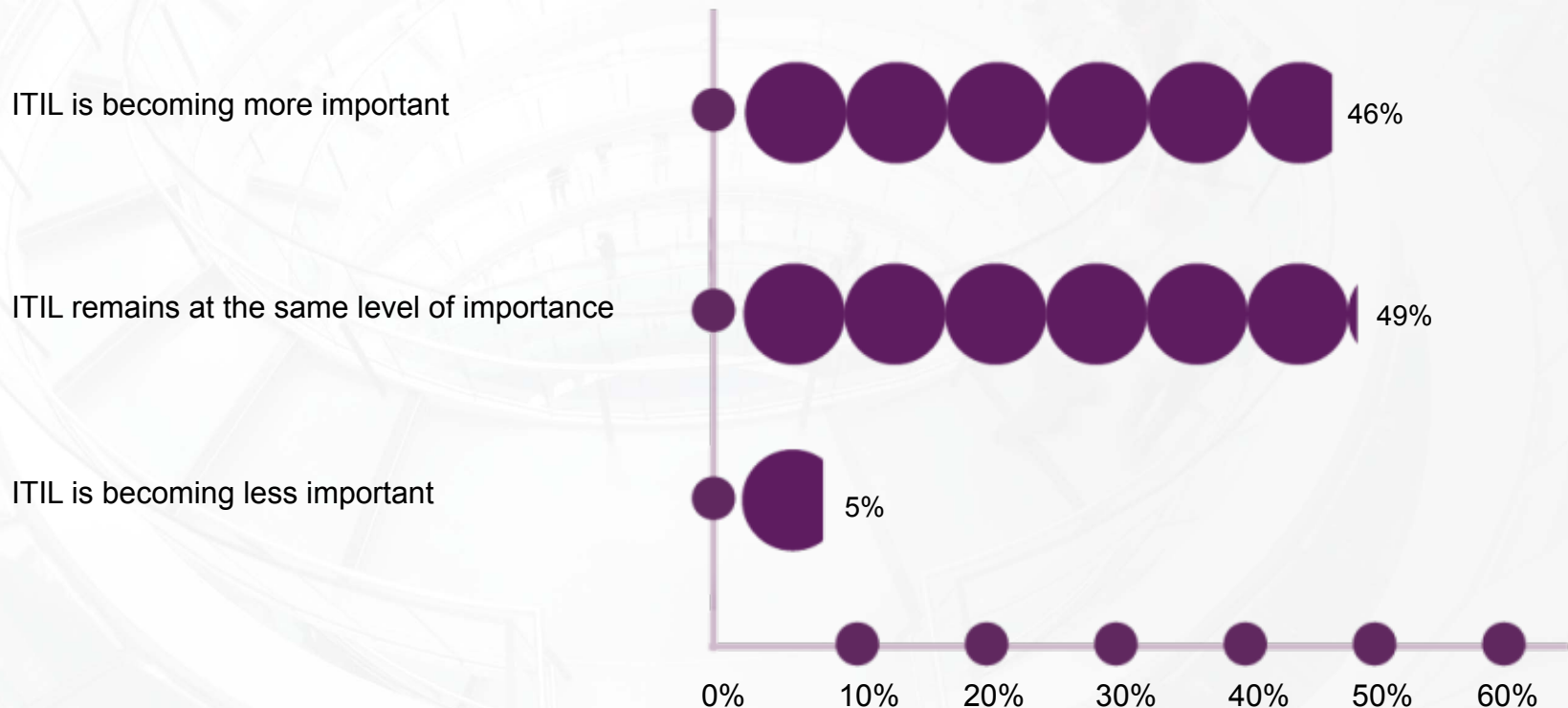


# How and Where is ITIL Valued Today?

# Nearly half see Cloud and Agile as making ITIL more important, only 5% see it diminishing



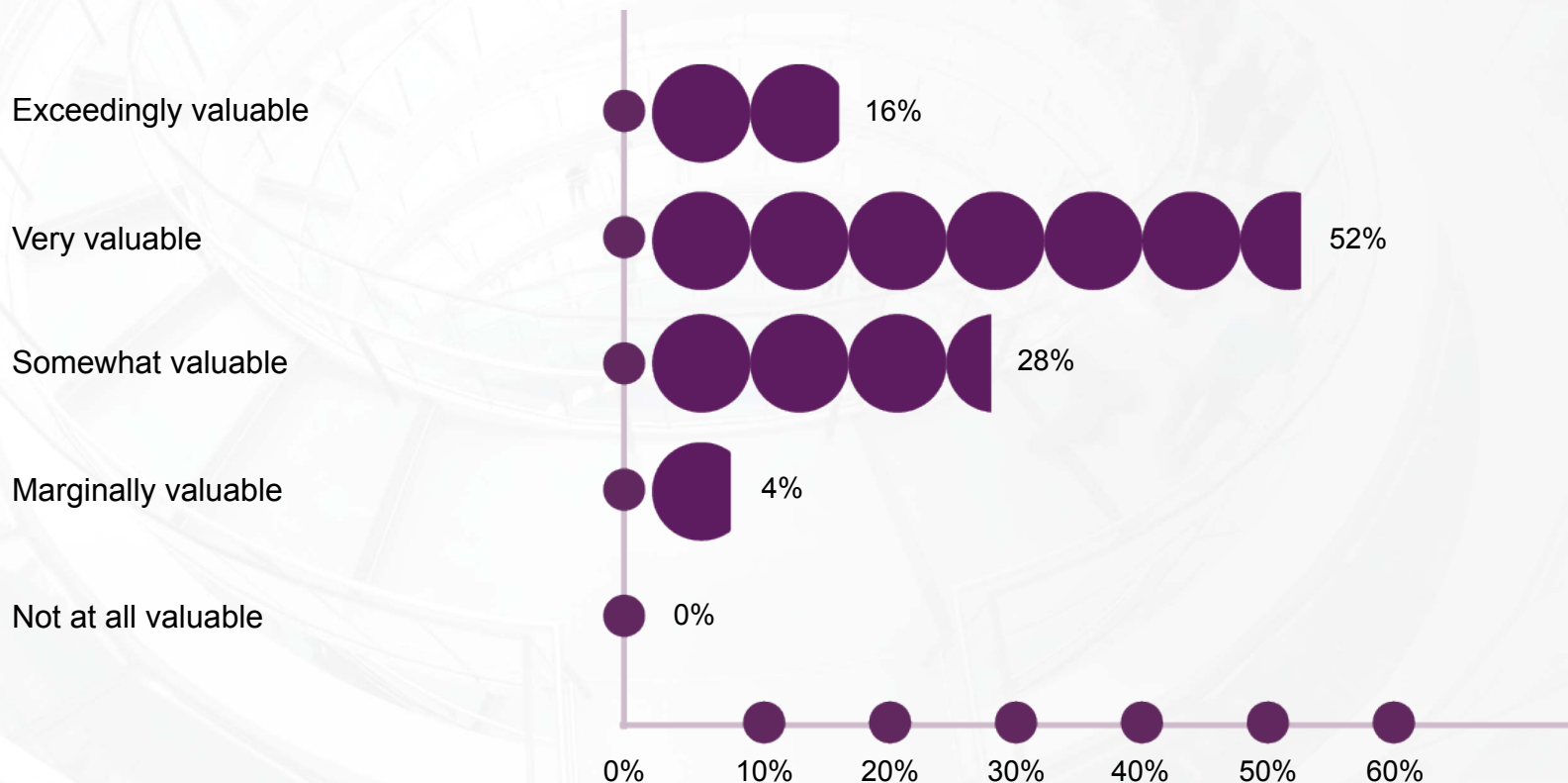
**How has the importance of ITIL changed in the past year due to trends like Cloud and Agile?**



# 68% find ITIL resources very or exceedingly valuable, 0% not at all valuable



**Overall, how valuable do you find ITIL resources such as print, Internet, training, accreditation and events, etc?**





# ITIL's support for working together in unified processes leads in defining ITIL's value



## How can ITIL benefit me in the workplace?

ITIL helps me to work more effectively with others in unified processes



ITIL helps me to do my job with added insight and context



ITIL is good for my career because of management priorities



ITIL has opened the door to a broader community of people like me with similar concerns



ITIL is good for my career for other reasons



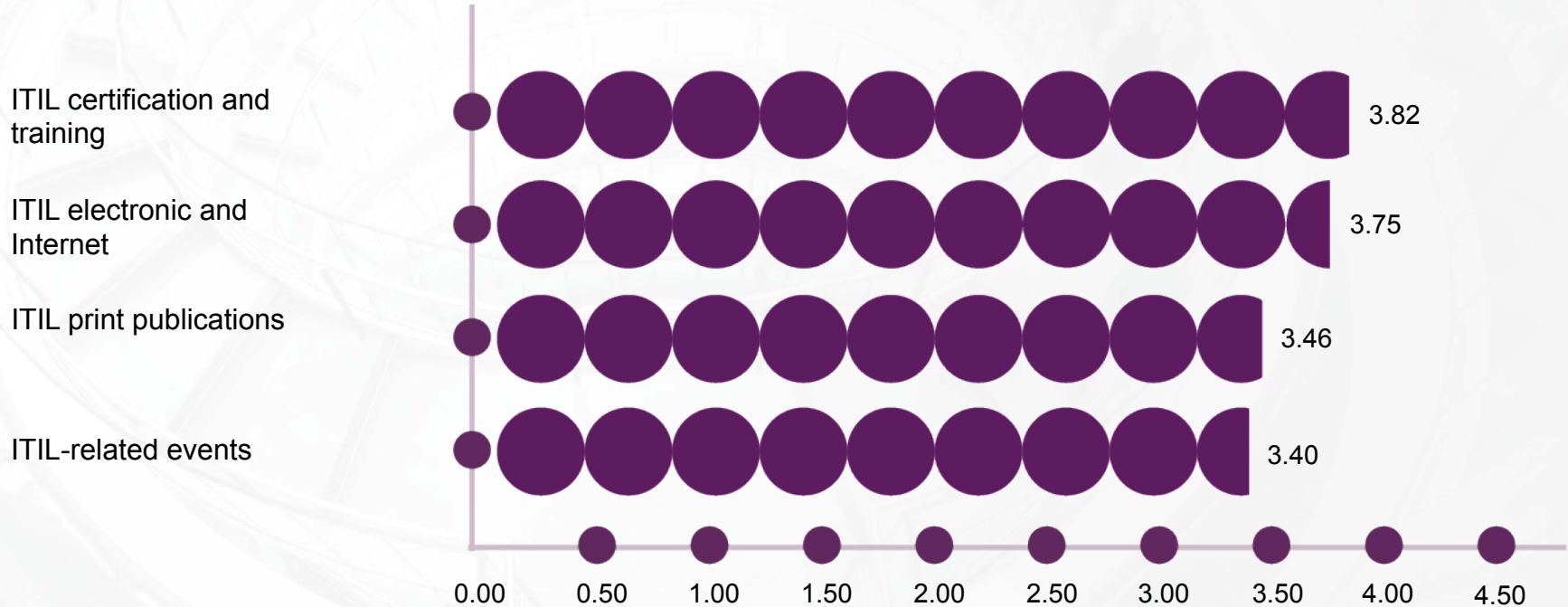
0% 5% 10% 15% 20% 25% 30% 35% 40%



# Certification and training is deemed to be the most valuable single resource

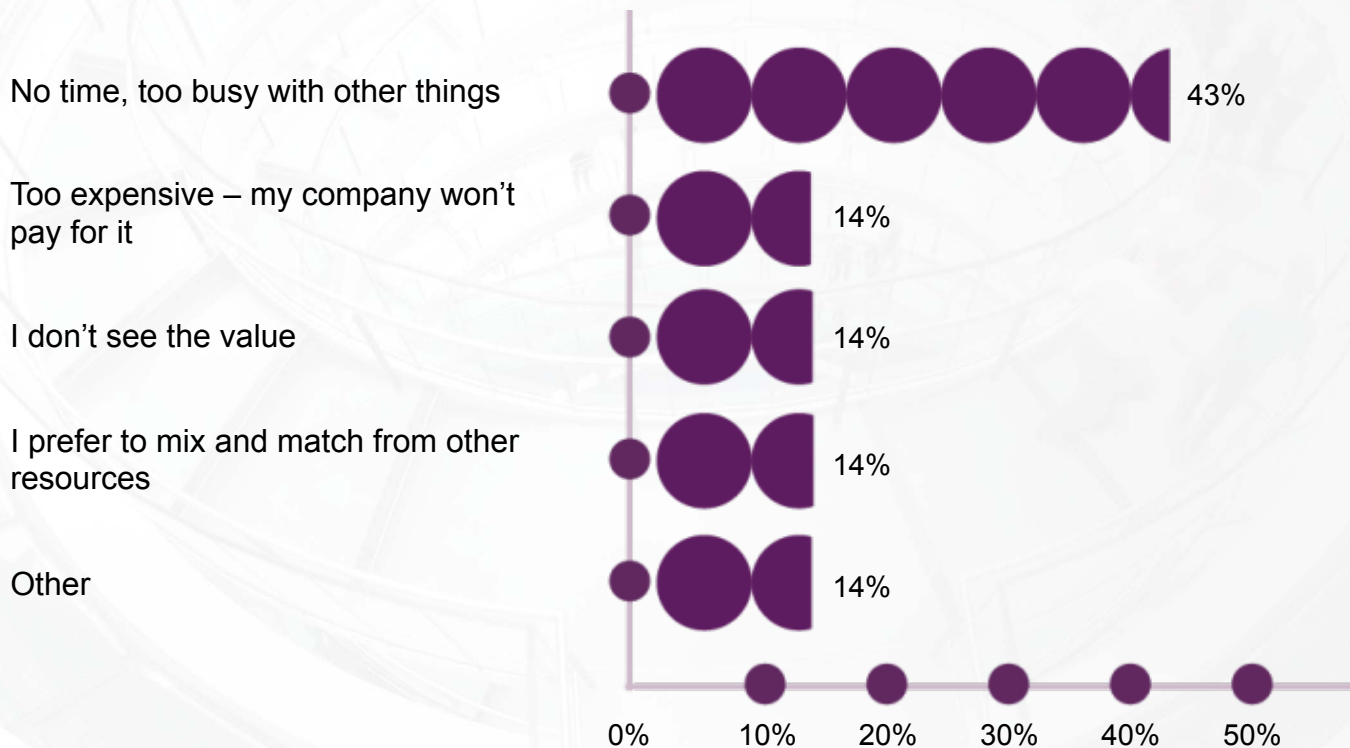


How valuable are each of the following as resources?



# If you haven't taken ITIL training, then why?

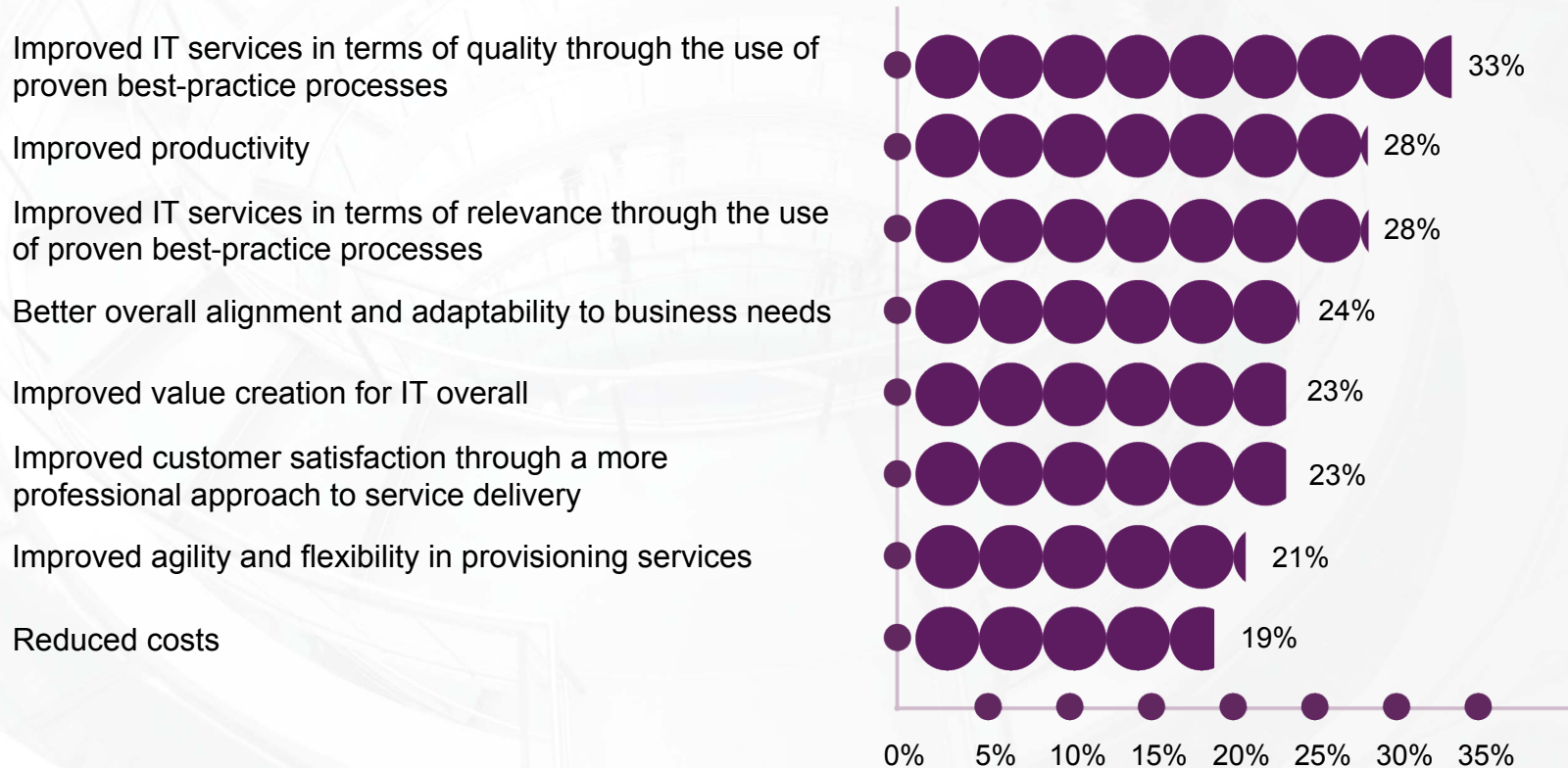
## What are the main reasons?



# ITIL helps IT organizations improve service quality and relevance, and enhance productivity



**In your opinion, which of the following are most reflective of the value that your organization has achieved through ITIL?**



# While reducing costs and agility are least reflective of ITIL-delivered value



**In your opinion, which of the following are least reflective of the value that your organization has achieved through ITIL?**

Reduced costs

Improved agility and flexibility in provisioning services

Better overall alignment and adaptability to business needs

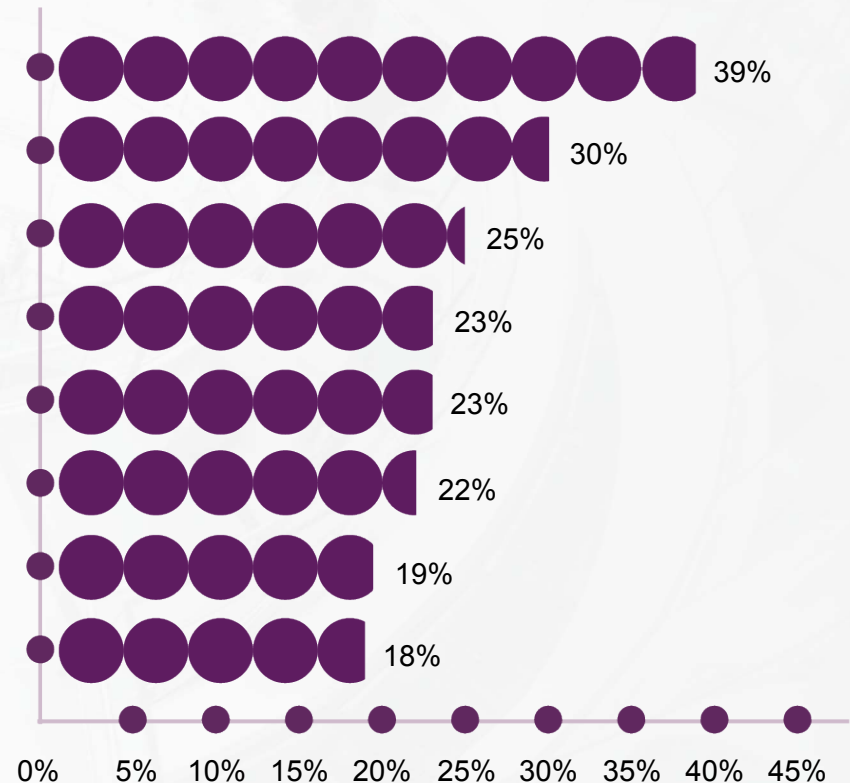
Improved productivity

Improved value creation for IT overall

Improved customer satisfaction through a more professional approach to service delivery

Improved IT services in terms of relevance through the use of proven best-practice processes

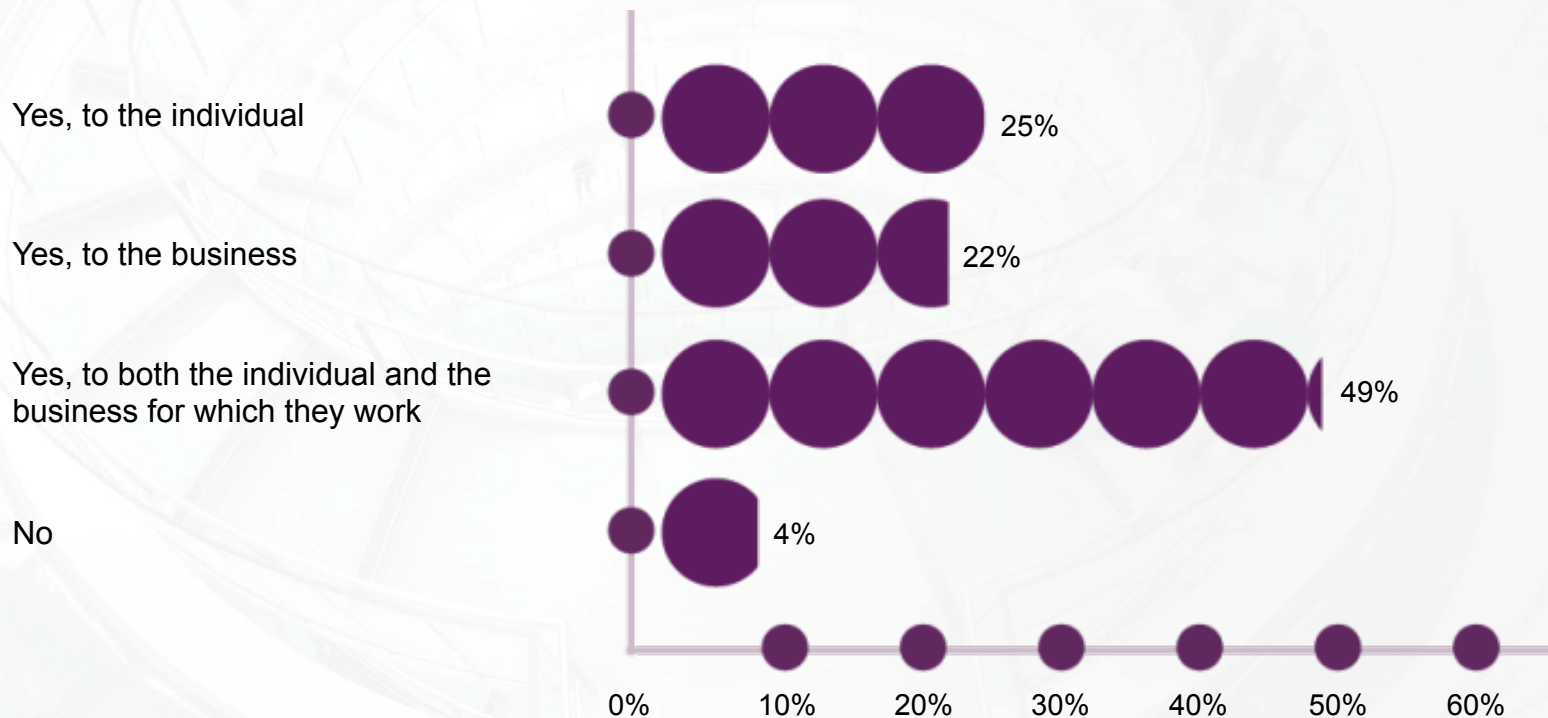
Improved IT services in terms of quality through the use of proven best-practice processes



# Roughly half see CPD as contributing both to the business AND to the individual



**Do you think that continued professional development adds value to the individual and the business for which they work?**





# Recommendations for Improving ITIL

# In 'usefulness to your organization' 'tech-savvy' content tops simplicity

**ITIL's usefulness to you: if you were to single out one thing to improve each of the following, what would it be?**

Better content – more adapted to changing technologies like automation, analytics and Cloud

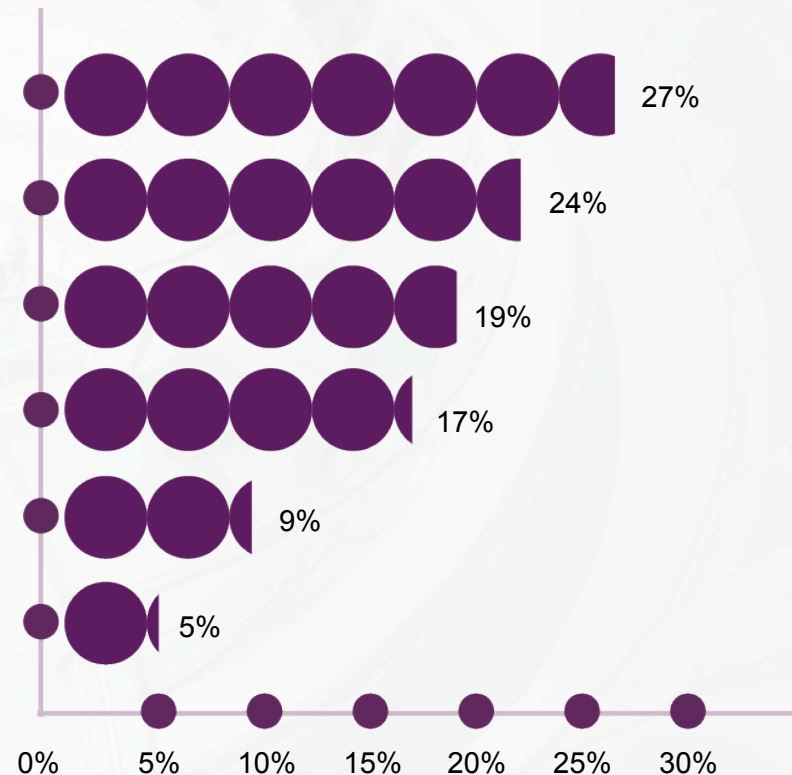
Better content – simpler, more easily understood terms and processes

Better materials overall – in terms of structure and presentation

Broader/better support for training and certification

More industry forums and events

More active use of social media and the Internet



# Whereas in ‘usefulness to you’ simplicity, presentation and support lead



**ITIL’s usefulness to you: if you were to single out one thing to improve each of the following, what would it be?**

Better content – more adapted to changing technologies like automation, analytics and Cloud

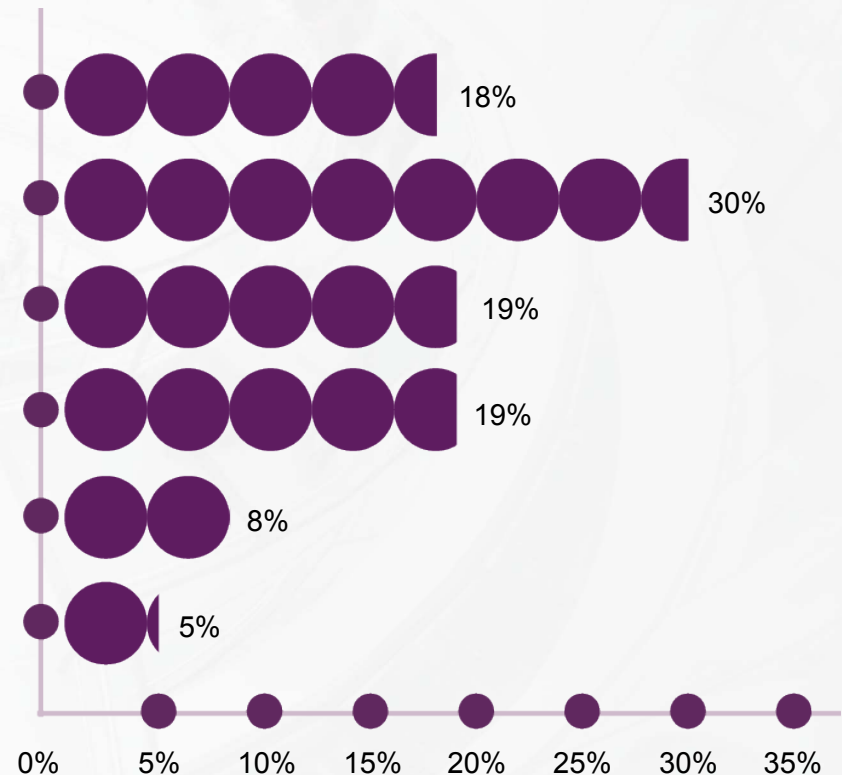
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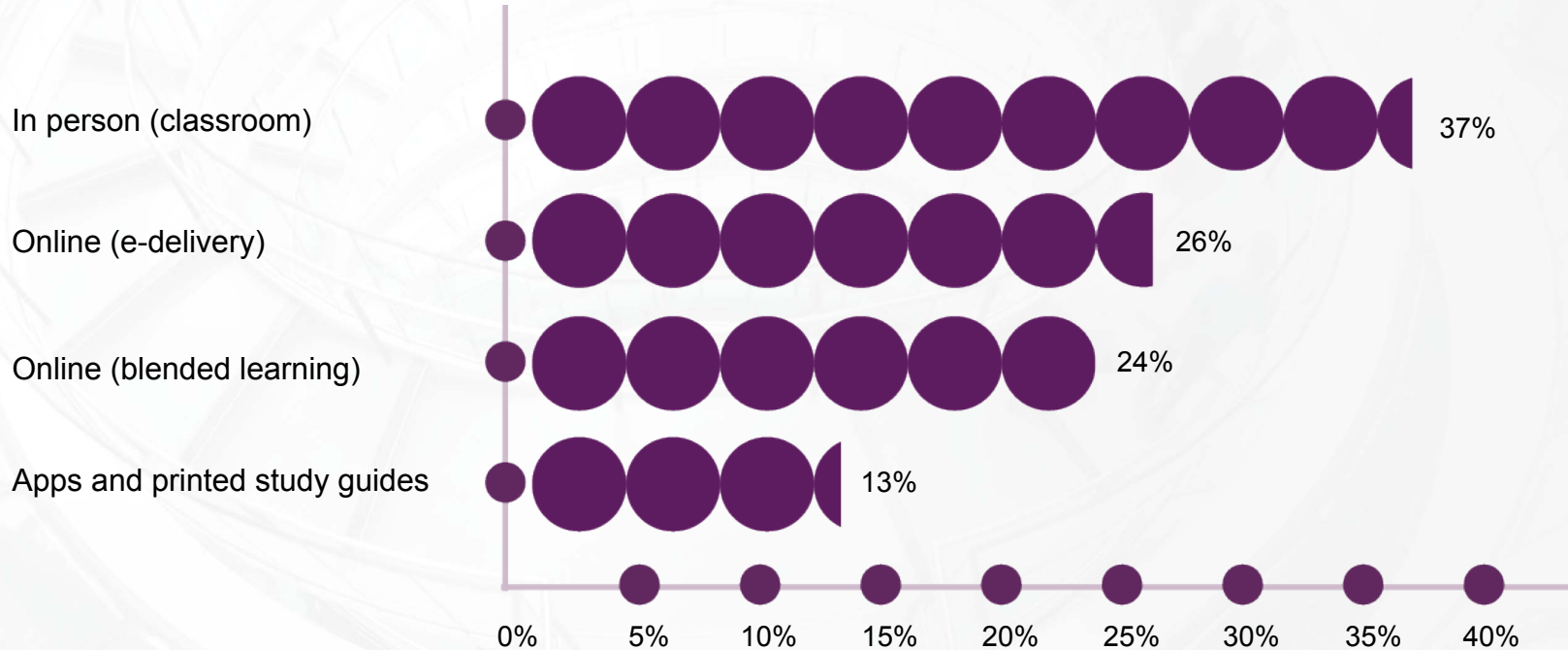
More active use of social media and the Internet



# 61% prefer training either in person, or via blended learning online



**How would you best like to be trained in ITIL?**



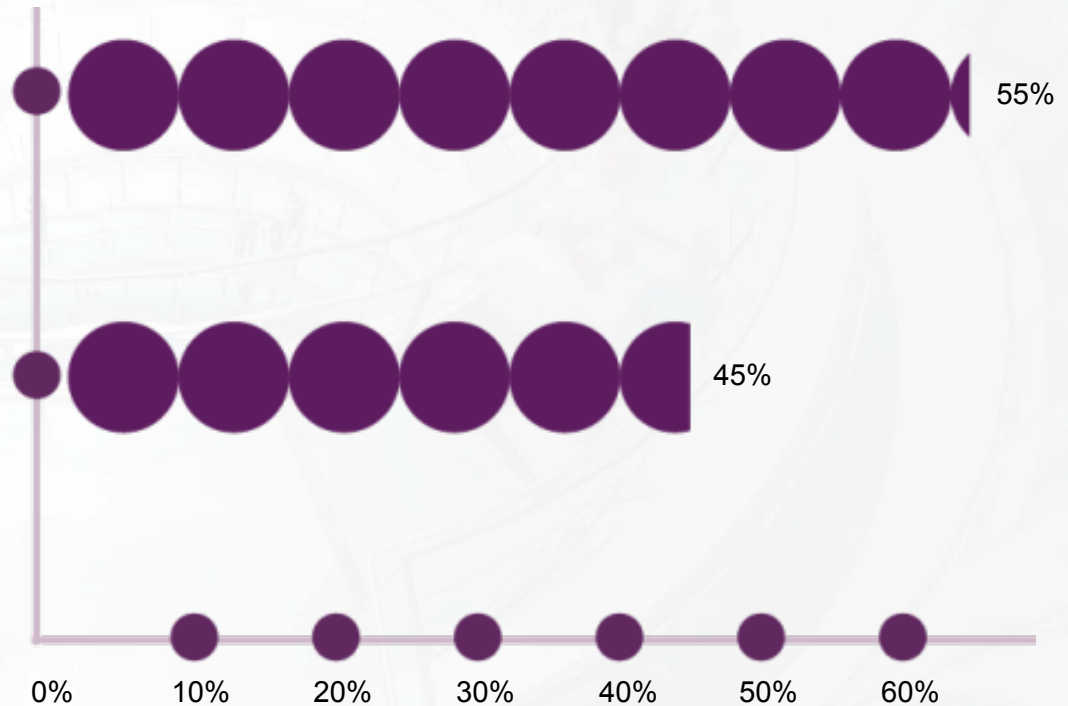


# Modular evolution edges out changes to ITIL core

## How would you like to see ITIL evolve?

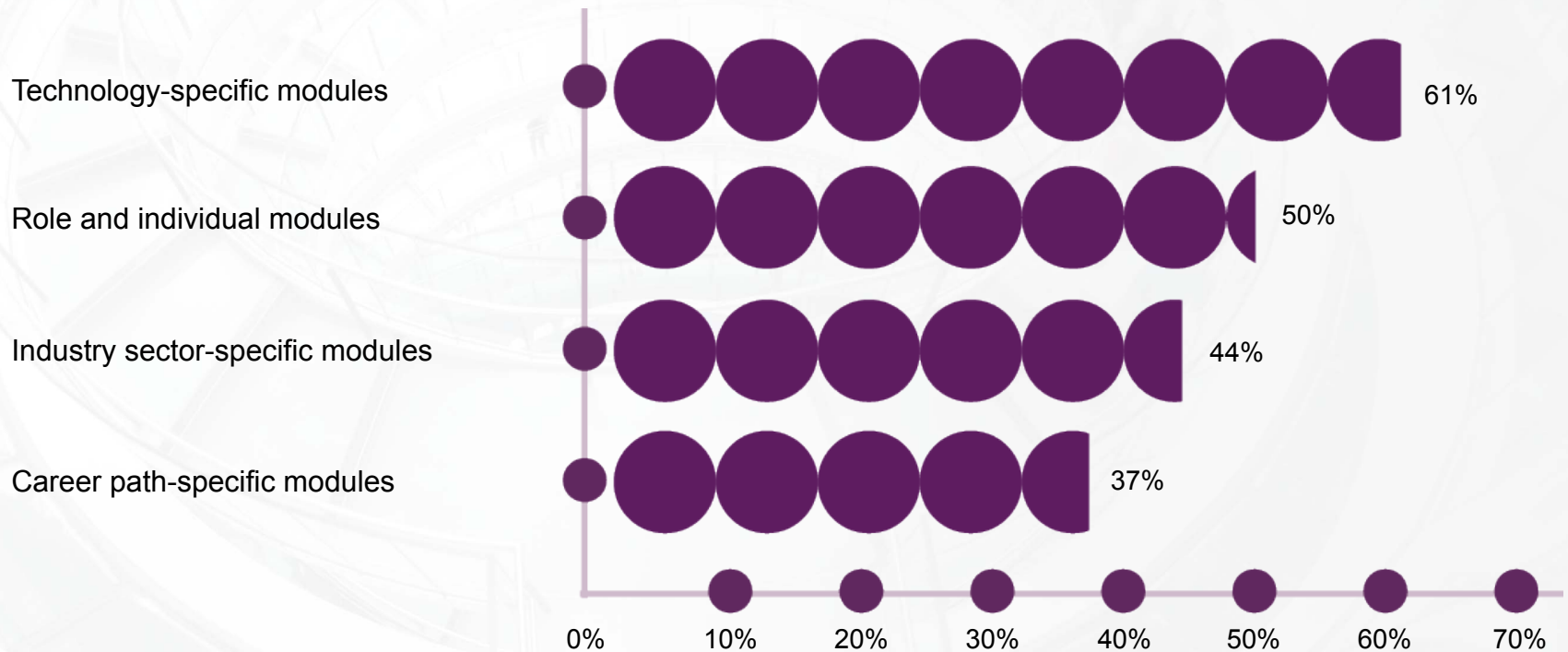
Modular changes surrounding the ITIL core, to minimize disruptions whilst providing additional levels of currency and reliability

Changes in ITIL core – to keep up with current trends



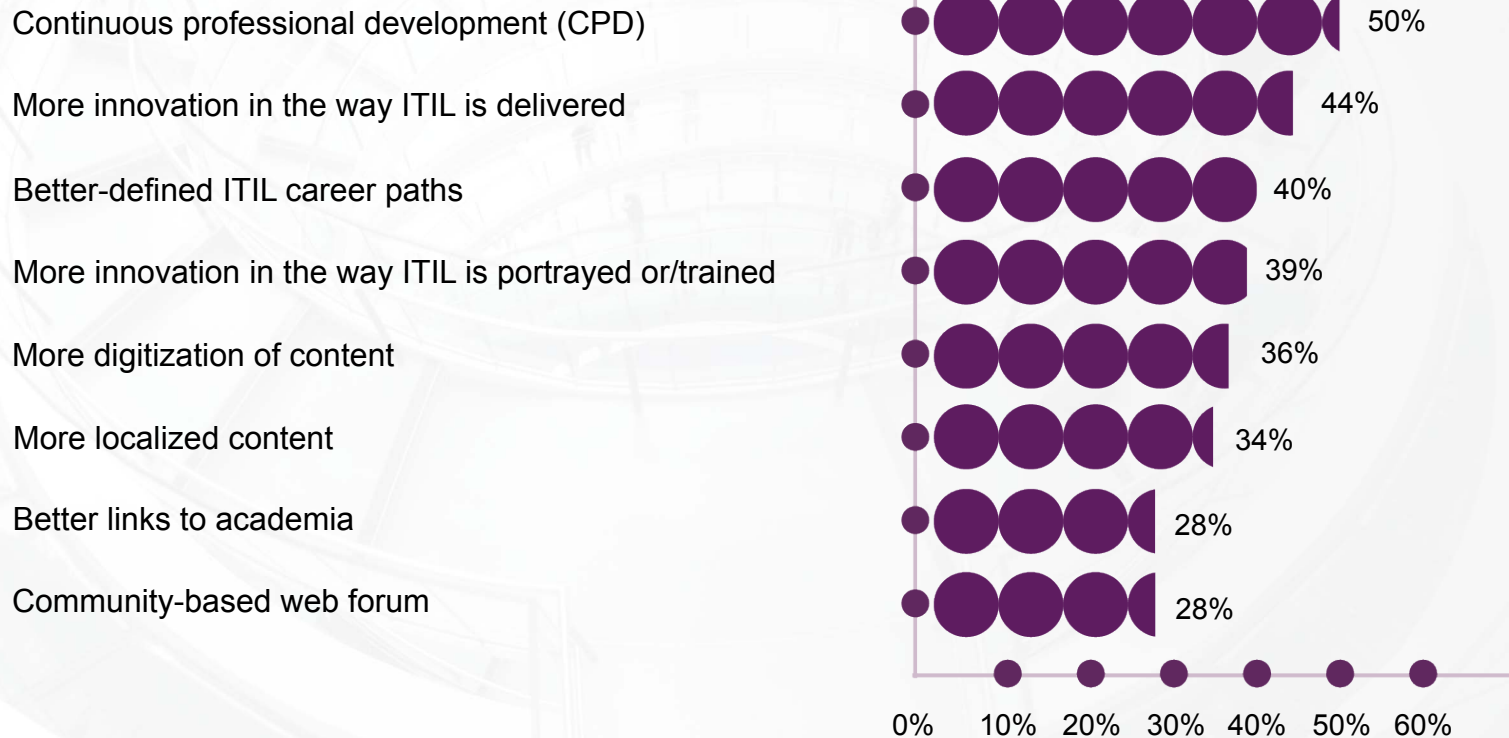
# Technology-specific and role-related modules are the most favoured

**What modules would you find the most useful?**



# CPD and innovation in ITIL delivery are preferred as enhancements

**In which of these enhancements to ITIL would you be most interested?**



# Summary and Conclusions



## ADOPTION

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- ITIL 2011 is more than 2/3 more widespread than 2007 or ITIL v2
- ITIL 2011 adopters are generally more progressed in ITIL training, CMDB and BSM adoption, as well as in other aspects

## VALUE

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- 68% view ITIL as 'very' or 'critically' valuable, only 4% as marginal and 0% as 'not at all'
- Nearly half see Cloud and Agile as making ITIL MORE important
- The private sector globally is currently more positive about ITIL than the public sector
- Executives (Directors and above) are more positive about ITIL than general IT, most likely because they most strongly own the need for IT transformation
- Most progressed in certification feel ITIL helps them to *work more effectively with others in unified processes* – at the very heart of what ITIL is/should be about
- *Improved service quality, IT productivity and improved service relevance* – led in achieved ITIL benefits

# Resource Perspectives and ITIL Evolution

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- ITIL certification was prized as the #1 resource
- Improved content re. simpler and more easily understood processes was the #1 recommendation for improving ITIL's footprint in the market (followed by content improvements targeted at changing technologies)
  - These were reversed in #1 and #2 positions when it came to improving ITIL's relevance to the organization
  - But resumed position for ITIL's 'usefulness to you'
- Modular changes beat out core changes 55% to 45%

