

The ITIL[®] Story White Paper

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1. ITIL® Defined

The Information Technology Infrastructure Library (ITIL) is a set of guidance developed by the United Kingdom's Office Of Government Commerce (OGC). The guidance, documented in a set of books, describe an integrated, process based, best practice framework for managing IT services. To date, these books are the only comprehensive, non-proprietary, publicly available guidance for IT service management.

ITIL was conceived in the late 1980s. It was originally initiated to improve IT service management at the UK central government, however it is relevant to all organizations; public or private sector, large or small, centralized or distributed.

Today, ITIL represents more than books alone. It has generated an entire industry that includes:

- Training
- Certification
- Consulting
- Software Tools
- Trade Associations



2. Non-Proprietary

The OGC did not write the entire library. They approached many different organizations, including Pink Elephant, for assistance. Editorial boards consisting of industry experts determined the scope of the books. The books were written by one organization and quality assured by others. The OGC performed an editorial function and examined processes presented in the books. They ensured the processes matched any requirements from the ISO9001 quality system to ensure ITIL supported the ISO quality approach.

As a result, the books are:

1. Non-proprietary because the end results are not based on a single person or organization's view of a particular process.
2. Best practice because the books represent the experience of many IT professionals.
3. Written to quality standards because OGC ensured processes met with ISO9001 requirements.



3. Concepts Behind The Library

IT service in organizations is usually provided by an internal department (known as the IT organization) and consists of an IT Infrastructure. The IT infrastructure is a term used to describe hardware, software, procedures, computer-related communications, documentation and skills required to support IT services. These components and their use must be managed -- hence the term IT infrastructure management. Overall, IT services and management of the IT infrastructure is referred to as *IT Service Management*. However, the terms *IT Service Delivery* and *IT System Management* are also commonly used to describe this function.



4. Books In The Library

The seven book series guides business users through the planning, delivery and management of quality IT services. At a time of increasing dependence on IT, the series is an essential reference source for IT professionals.

Two books, *Service Support* and *Service Delivery* describe key processes IT organizations must have in place to provide quality IT services for its customers. *Service Support* reviews a function and the operational processes. *Service Delivery* reviews the tactical processes.

These books are described in more detail here:

Service Support

This book describes the related components that provide stability and flexibility for IT services. It deals with identifying and recording IT configuration items, incidents, problems and changes. It covers the following function and processes:

- **Service Desk (Function)**
Service Desk is not a process but a function. The Service Desk's objective is to provide a single point contact between users and the IT service organization. The book provides guidance about creating and operating a Service Desk to provide an efficient channel of communication between the user community and the IT provider.
- **Incident Management**
The Incident Management process aims to restore normal service operation as quickly as possible and minimize the adverse impact on business operations. This ensures that the best possible levels of service quality and availability are maintained.
- **Problem Management**
The process of Problem Management diagnoses the underlying cause of the incidents identified by the Service Desk. It arranges for correcting errors in the IT infrastructure and performs proactive problem prevention.
- **Change Management**
The Change Management process ensures that standardized methods and procedures are used for efficient and prompt handling of all changes to minimize the impact of change related incidents on service quality. Consequently, change management aims to improve the day-to-day operation of the organization.
- **Release Management**
Good resource planning and management are essential to package and distribute a release successfully to the customer. Release Management takes a holistic view of an IT service change to ensure that all aspects of a release, technical and non-technical are considered together.



- **Configuration Management**

Configuration Management provides a logical model of the infrastructure or a service by identifying, controlling, maintaining and verifying the Configuration Items in existence.

Service Delivery

This book describes the processes necessary to deliver quality, cost effective IT services. It includes the following processes:

- **Availability Management**

Availability Management's goal is to optimize IT infrastructure capability, its services and the supporting organization. This results in a cost effective, sustained level of service availability that enables the business to meet its objectives.

- **Capacity Management**

Capacity Management enables an organization to manage resources in times of crisis and predict the need for additional capacity in advance. It describes the procedures necessary for planning, implementing and running this process.

- **IT Service Continuity Management**

IT Service Continuity Management describes managing an organization's ability to continue providing a pre-determined level of IT service following an interruption to the business. This may range from an application or system failure, to a complete loss of the business premises.

- **Service Level Management**

Service Level Management's goal is to maintain and improve IT service quality through a constant cycle of agreeing, monitoring and reporting IT service achievements. Service Level Management instigates actions to eradicate poor service and allow a stronger relationship to develop between IT and its customers.

- **Financial Management For IT Services**

Financial Management is the sound stewardship of the organization's monetary resources and supports the enterprise in planning and executing its business objectives. Within an IT organization this process is visible in three main areas: Budgeting, IT accounting and charging.

Security Management

This book covers security from the service provider standpoint and identifies how security management relates to the IT Security Officer.



The Business Perspective Set

This series of three books addresses issues associated with IT that the business manager may have to deal with. The books are:

1. In Times Of Radical Change

This book addresses the issue of rapid and radical business change and its impact on IT. Its purpose is to help to control IT and to integrate it with the business.

2. Surviving IT Infrastructure Transitions

IT infrastructure changes can impact the manner in which business is conducted or the continuity of business operations. It is important that business managers take notice of these changes and ensure that steps are taken to safeguard the business from adverse side effects. This book is designed to help business and IT managers address their worst fears about IT transitions.

3. Understanding & Improving

This guide provides the business manager with the awareness and insight needed to play a part in ensuring the right quality of IT support is available for the business processes of the organization. It describes the responsibilities and opportunities available to the business manager to improve what is, in most organizations one of the key contributing services to business efficiency and effectiveness.

ICT Infrastructure Management

Covers Network Service Management, Operations Management, Management of Local Processors, Computer Installations and Acceptance, and for the first time Systems Management.

Applications Management

Covers Software Lifecycle support, testing of IT services and business change with emphasis placed on clear requirement, definition and implementation of solutions to meet business user needs.

Planning To Implement Service Management

Covers “*Where do I start with ITIL*”, and helps organizations identify their strengths and weaknesses.



5. The ITIL Philosophy

ITIL's existence triggered the growth of a healthy industry. The industry grew from the OGC's realization that supporting products need to be available to facilitate the adoption of the ITIL functions and from OGC's work with the Information Systems Examination Board (ISEB) in 1990 to develop the first certifications based on ITIL. With the exception of examinations, where it was felt that a non-proprietary approach was important for credibility and wide acceptability the private sector was encouraged to develop supporting products in a commercial and competitive environment. Supporting products include:

- Software Tools
- Books
- Training
- Consulting
- Trade Associations

Customers are provided with a range and selection of competing commercial products. Nonetheless, the fact that the books and examinations are non-proprietary permits the commercial products surrounding it to flourish. ITIL's independence remains its major strength.



6. Certification

The following organizations offer formal certification, using ITIL as their syllabus:

Examination Institute For Information Science (EXIN), based in the Netherlands, providing examinations in the UK, Europe and various parts of the world, in different languages.

Information Systems Examination Board (ISEB) operates the UK and British Commonwealth in English only.

ITIL Examination Agency – North America operates in Belleville, Ontario, Canada. It organizes EXIN's paper-based ITIL exams in the United States and Canada and provides independent proctoring and administrative services.

All three organizations are non-proprietary and non-profit. They prepare and administer examinations but do not deliver training themselves.

Training organizations are accredited by the examination bodies to deliver courses, which lead to the exams. Pink Elephant is an accredited organization. EXIN, ISEB and ITIL Examination Agency – North America provide three types of certificates. They are:

Foundation Certificate In IT Service Management

This certifies that the holder has a basic understanding of the ITIL principles: the terminology, the Service Desk function, the 10 core processes and their relationships and interfaces with other processes and the business. This certificate is awarded after exam participants achieve a passing grade of 65% on a multiple-choice examination.

Practitioner Certificate In IT Service Management

A practitioner certificate is available for most processes. It identifies that the holder has an in-depth knowledge of the applicable ITIL process and is capable of managing and implementing that process in an organization. The prerequisite is three to four years of line management experience in IT plus the *Foundation Certificate In IT Service Management*. This certificate is awarded after exam participants achieve a passing grade of 60% on a multiple-choice examination.



Manager's Certificate In IT Service Management

This certifies that the holder has an overall management view of the Service Desk, the 10 core disciplines of IT Service Management and their interrelationships and interfaces. It also identifies that the holder is capable of overseeing and managing an entire IT Service Management department either in the implementation stages or in a standing organization. The prerequisite is three to four years of management and/or consulting experience plus the *Foundation Certificate In IT Service Management*. This certificate is awarded after participants meet the following criteria:

- Receive a passing grade of 50% on a management skills assessment
- Receive a passing grade of 50% on the Service Support examination and a passing grade of 50% on the Service Delivery examination

All examinations are designed to be taken following an approved training course. The examinations are held regularly, in several countries and languages around the world.



7. Who Should Read The IT Infrastructure Library

ITIL is primarily targeted at people responsible for managing the delivery of quality IT services. However, all staff delivering IT services will find the books useful. The books help them gain an understanding of the context of their work.

IT directors need to be aware of the books and the subjects they cover to ensure that appropriate staff members within their organizations are aware of the detail. To assist when determining who should read the books, refer to the introduction where the target audience is identified.

The books are of importance to business staff, both managers and day-to-day customers or end-users involved in building good relationships with their IT service providers. Software developers, maintainers and testers need to be aware of IT service management requirements so that they can understand their relationship with IT service managers and ensure that requirements are incorporated into new and revised products and services from the outset.

The guidance is useful to any size of organization, in both the public and private sectors. The books intentionally describe functions and staff roles rather than work groups and job titles, so that the guidance can be applied to organizations of various sizes.



8. Benefits Of Using The ITIL Framework

ITIL offers a systematic, professional approach to the management of IT service provision.

Adopting its guidance can provide benefits such as:

- Increasing customer satisfaction with IT services
- Reducing the risk of not meeting business requirements for IT services
- Reducing costs when developing procedures and practices within an organization
- Better communication and information flows between IT staff and customers
- Standards and guidance for IT staff
- Greater productivity and better use of skills and experience
- A quality approach to IT services

There are also benefits to the customer of IT services, such as:

- Reassurance that IT services are provided in accordance with documented procedures that can be audited
- The ability to depend upon IT services, enabling the customer to meet business objectives
- The identification of contact points for enquiries or discussions about changing requirements
- The knowledge that information is produced to justify charges for IT services and to provide feedback from monitoring of service level agreements

ITIL emphasizes the importance of providing IT services to satisfy business needs in a cost effective manner. Many IT organizations are attempting to become more customer oriented to demonstrate their contribution to the business. The library can help IT organizations achieve this.

Organizations are encouraged to adapt the guidance to suit their needs. They are however, cautioned against omitting activities without due consideration, since IT Service Management is a set of integrated and coordinated functions. Organizations are likely to gain most benefit -- in the longer term -- from implementing all of the functions rather than some discrete functions.

ITIL provides a consistent and comprehensive approach to service management ranging from software products to consultancy, training and qualifications. The common approach brings with it a common language of ITIL terms, which permits better communication between IT and suppliers.



9. Frequently Asked Questions

Q. Are the books available in electronic format?

A. The books are available on CD ROM and in the future they will be available at: www.clicktso.com.

Q. What is the difference between ITIL and ISO9001?

A. ISO9001 is a Quality Assurance process that essentially asks, *Are you doing what you say you are doing?* whereas ITIL defines what you should be doing in the first place.

Q. Is the information in some of the older ITIL titles still relevant today with all the changes in technology?

A. ITIL best practices are constantly being updated. This is done to ensure that the advice is consistent with the basic ITIL process model and to take into account changes in technology and business practice. However, the best practice messages in the *older* books are as valid today as when they were written.

Q. Does ITIL work in an e-business environment?

A. Absolutely. The processes to provide an e-business application are no different to any other application. In fact, numerous organizations use the ITIL framework to increase stability in their IT infrastructure to keep e-business operating smoothly.

Q. How can I purchase ITIL Books?

A. Books can be purchased from specialized on-line booksellers at www.ITILbooks.com. Some of the books are also available from Amazon Books at www.amazon.com.

Q. Can the courses leading to certification be delivered on site?

A. In addition to Pink Elephant's public course schedule, the organization also offers courses delivered on site. This can lead to significant savings and the courses can be tailored. Examinations can also be taken on site.



Pink Elephant

Pink Elephant is a respected IT service management provider with more than 20 years of experience. We specialize in Information Technology Infrastructure Library (ITIL) education, conferences, consulting and managed services. Pink Elephant also has offices in Australia, New Zealand, Malaysia, Singapore and Hong Kong.

We are very proud of our commitment to ITIL. In fact, we were involved in a number of ITIL firsts:

- Introduced ITIL to North America
- Introduced the ITIL education program to North America
- Founding member of the IT Service Management Forum (*itSMF*) -- a user group for IT service management professionals
- Initiated the partnership between the Examination Institute for Information Science (EXIN) and ITIL Examination Agency – North America
- Introduced the IT Executive Management Certification program -- based on ITIL's strategic business perspective books: *Understanding & Improving*, *In Times Of Radical Change* and *Surviving IT Infrastructure Transitions*

And, Pink Elephant's ITIL consultants contributed to numerous books in the library. As a result, we are recognized as **The ITIL Experts**.

We take our knowledge of ITIL and IT best practices and work with clients in any or all of the following areas:

Education Services

Pink Elephant is the only North American ITIL course provider accredited by EXIN and Information Systems Examinations Board (ISEB). Pink Elephant is accredited to provide training for all three certification levels: *Foundation*, *Practitioner* and *Service Manager*. In addition, we also offer numerous courses focused on the *people* side of IT.

Conferences

Pink Elephant conducts several major events each year including the *International IT Service Management Conference & Exhibition*, *IT Service Desk Case Studies Symposium* and *ITIL Implementation Road Map*. No other organization in North America offers such a broad range of events focused on ITIL.



Consulting

Using the ITIL best practice approach to IT service management as a springboard, Pink Elephant provides end-to-end consulting services. This means that from assessment to strategic planning to implementation and beyond, our experienced consultants work hand-in-hand with you every step of the way.

Together, you follow ITIL's process improvement model to answer these important questions:

1. Where are we now?
2. Where do we want to be?
3. How do we get where we want to be?
4. How do we know when we've arrived?

As a result, you receive the measurements and analysis needed to define your current IT department. You also discover the areas in which you are currently successful and how to leverage those opportunities to less mature areas of your IT business. Additionally, Pink Elephant works with you on improvement initiatives at the strategic, tactical and operational levels, assisting you to become an efficient, process-based IT delivery organization.



The Pink Elephant Approach

**Step 1:
The Executive
Strategic
Workshop**

Our expert consultants begin by explaining ITIL and its processes. They discuss how it assists in aligning IT strategy with business strategy – as well as the elements that comprise a typical implementation. In this session, we focus on how to take the proven best practices of ITIL and successfully apply them within your organization.

**Step 2:
IT Department
Assessment**

Pink Elephant completely assesses your entire organization at your site. The results assist in answering the question: *Where are we now?*

**Step 3:
Project Planning**

With the results of the assessment in hand, Pink Elephant works with you to develop a strategic plan that aligns people, process and technology, linking these elements to business objectives. After this step, you have the answer to: *Where do we want to be?*

**Step 4:
Implementation**

Once the strategy is developed and approved, we execute its tactics. As a result, you know the answer to the question: *How do we get where we want to be?*

**Step 5:
Reassessment**

Our work doesn't stop after strategy implementation. We continue to review results with you to ensure IT is continually meeting business objectives. At this step, you receive the answer to: *How do we continue to improve?*

**Step 6:
Continuous
Improvement
Strategy**

Once your processes are in a state of control, we work with you to analyze the results and apply continuous improvement. That's because we understand that business needs are continually changing. And IT must be in sync. So, we believe in developing additional strategies that evolve with the organization.



Global Hosting Services

Using the ITIL best practice approach to IT service management as a springboard, Pink Elephant provides outsourcing solutions maintained under a defined service level agreement with specific key performance indicators.

We will work with you to:

- Improve quality by using 10 key ITIL processes to manage all aspects of the service/help desk – with continuous improvement processes built into the mix
- Reduce costs through better business planning
- Enhance customer satisfaction through pro-active issues and problem management – and by keeping user informed
- Maintain control by tracking, measuring and managing quality – and service level provision.
- Maximize flexibility through customized configurations
- Accelerate value by reaping the benefits of service improvement initiatives in weeks, rather than months or years