

# Results of public consultations

ITIL® Refresh

April 2005



## Acknowledgments

The OGC wishes to thank and to recognise the diligent efforts of the following organisations who assisted us in the consultation process. Each of these OGC partners contributed time, effort and resources to make the consultation a success. Without their contributions, the breadth of the global consultations would not have been possible.

Our sincere thanks to:

**IT Service Management Forum (itSMF) International**

**itSMF International** for hosting workshops on two continents and arranging the world leaders in ITSM products and services to attend and provide their views.

**ItSMF - International Publications Executive Sub-committee (IPESC)**

**IPESC Chapter Chairs** for ensuring the members in 30 countries had the opportunity to partake in the survey.

**Information Systems Examination Board (ISEB)**

**Examination Institute for Information Science (EXIN)**

**ISEB & EXIN** for conducting workshops with ITIL examiners, training organisations and trainers to gain the views of the qualifications industry sector.

**The itSMF Chapters of Japan, Norway, Sweden, Denmark and Italy** for conducting workshops in their respective countries with their chapter members to provide their insights.

**Capgemini, Hewlett-Packard and Computer Associates** for hosting the itSMF International workshops by providing facilities and catering for participants.

A very special thank you to the hundreds of participants from around the world who took the time to attend a workshop, complete a survey, prepare presentations and meet with us over the past three months. Without your interest and support to this project, we could not have produced the next version of ITIL with the insight and wealth of knowledge from within the ITSM industry that we have gained because of your efforts.

We are confident that, because of the efforts of all these dedicated people, the next version of ITIL will be of tremendous value to them, the next generation of ITIL adopters and the ITSM community as a whole in the years to come.

Executive Summary ..... 02

Introduction ..... 03

Project Critical Path..... 03

Stakeholder Group Identification..... 03

Stakeholder Consultation Process ..... 05

Survey Results ..... 06

Key Findings..... 07

Conclusions ..... 14

Next Steps..... 15

Appendix A - Workshop Method..... 16

Appendix B - Special Interest Group Submissions..... 17

Glossary ..... 17

The two-month consultation process for the scoping phase of the ITIL refresh project included an online survey, focus group workshops, meetings and independent submissions. The consultations spanned all ITSM industry sectors including ITSM communities of vendors, service providers, best practice owners, business users from public and private sectors, qualification bodies, accredited examiners and training organisations. Discussions were held with research bodies which publish ITIL information trends in the industry.

The results of the consultations were analysed and consolidated into a list of the most commonly held views across stakeholder groups. These views will feed into decisions on the scope of the next version of ITIL and the requirements of the development effort.

The following list contains the top suggestions for scope that the participants feel will improve ITIL best practices and make them continue to be relevant to the ITSM community. ITIL should:

1. provide consistent structure and navigation throughout the entire library.
2. preserve the key concepts of Service Support and Service Delivery. The basic concepts are still relevant but could be improved by expanding on them.
3. include best practices that extend deeper into service management concepts. This will reflect ITIL's relevance to business in a more tangible way and can be built into business processes and cycles.
4. provide guidance on the softer issues of organisational structures, cultural issues and an understanding of the interfaces to other best practices that help support effective ITIL practices in the workplace
5. provide a knowledge management strategy to support the service management needs of business and IT environments today and tomorrow. Relatively stable core material would form the base framework. It would be complemented by focussed and topical material in the form of case studies, templates, subject matter expert white papers, implementation packages and business cases, keeping ITIL practices current over time by sharing the wealth of community experience.

6. demonstrate and articulate value, benefits and ROI to establish the value proposition for ITIL.
7. reflect the reality of today's business, operational, procurement and technical environments including the use of ITIL in multi-sourced environments.

Based on the overall consensus of views, the assembly of the next version of ITIL would include a few key changes:

- Restructuring of the layout and navigation to be consistent across all books in the library.
- Addition of new topics not currently covered in the guidance.
- A combination of new volumes as well as the absorption of existing guidance into new and other existing books.
- The elimination of some existing books.
- The addition of value added product to support the core library
- Updates to the qualifications scheme and syllabus.

### Next steps

The ITIL refresh project team is now working on the publication strategy for ITIL based on results of the consultations. In concert with the scoping, a development model is under way to support the objectives of bringing the next version of ITIL to life. By late April 2005 the vision will be finalized and the scope and execution strategy will be completed.

On November 8, 2004 the UK Office of Government Commerce (OGC) launched a six-month project to define the scope and development plans for a new version of ITIL best practice guidance.

The global acceptance and adoption of ITIL, since its last refresh in 1997, required a unique approach in gaining views on the refresh from the ITSM community of stakeholders.

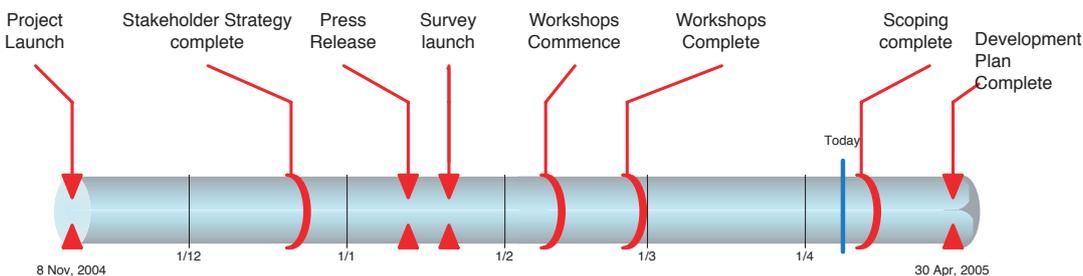
During first quarter 2005, the OGC undertook an extensive worldwide public consultation process to gain the opinions of ITIL users, vendors and educators around the world. The project team gained a comprehensive understanding of the views of the Information Technology Service Management (ITSM) community

This report outlines the key findings of these consultations, what was learned and the trends emerging regarding the ITSM community's view of the scoping and development of the next version of ITIL.

### Project critical path

At the writing of this report, the consultation process and response analysis have been completed. Work is now under way to finalise the scope, prepare a business case, work packages and authoring contracts. Results of the final scope and development plan will be communicated as appropriate.

The diagram below is a view of the entire scoping and development planning critical path and our status as of April 2005. It shows only the major milestones on the critical path, which is adequate for the purposes of this report.



### Stakeholder group identification

The global success of ITIL during the past 10 years has meant that any plans to update or revise the widely accepted core guidance must be done with due consideration for the consumers of ITIL. Immediately following the launch of the refresh project, the OGC ITIL refresh team set out to profile today's ITIL consumer. We consulted with the universally recognised ITSM leaders – itSMF International, ISM,

ISEB and EXIN to seek expert advice on the best means to consult with ITIL stakeholders around the world.

The list of stakeholders is an obvious one for anyone active in the ITSM market, however, ensuring the global coverage was achieved was as important as identifying the stakeholder types themselves.

In December, 2004, a list of stakeholder types was established:

Stakeholder Category	Description	Method of consultation
Users, Private or Public Sector Organizations	An individual or company that has implemented ITIL processes and is considered a consumer of ITIL, rather than an entity which derives profit from the sale of ITIL-based consulting, training or tools. Users, by definition will have invested to some degree, both in resources and money toward implementation of ITIL best practices.	Combination of Survey and Workshop
Vendor / Supplier - ITIL/ITSM consultants, tool vendors	Companies that sell ITSM products or services to users that either use the ITIL framework as its core in the product or service, or market pure ITIL best practice guidance in its service and/or product base. These companies will have invested in ITIL as either their wholesale offerings, or as part of their IT service offerings. These include consultancy, implementation and tool vendors and managed services providers.	Workshops and submission
Accredited Training Providers	For-profit vendors whose focus is EXIN or ISEB accredited training for users in the concepts and practices of ITIL. Vendors from above category may also fall into this category if their product base includes ITIL training. They can be large multi-service companies or independent trainers.	Workshops and Submissions
Best Practice (BP) Owners	Organizations that have proprietary BP guidance in the genre of IT service, and which have alignment or interfaces to the BP guidance of ITIL. E.g., ISACA (CobIT), CMU (CMM), COSO, TMF (eTOM), etc.	Workshops and meetings
Standards Bodies	Organizations that create, maintain or accredit IT related standards either by country or internationally and who have alignment with or interfaces to ITIL.	Meetings
Examination Bodies	EXIN or ISEB, and their examiners, or agents, who establish ITIL exam guidance, case studies, examinations and standards for the training community.	Workshops
Professional Associations	Organizations who promote standards of excellence in the ITSM community.	Submission

The consultation process consisted of four main streams:

### ■ On-line survey

The OGC, in partnership with the International Publications Executive Sub-committee (IPESC), launched an online survey through each National Chapter of itSMF in 30 countries. The survey accommodated a variety of types of ITIL users from individuals to large corporations, ITSM professionals and vendors.

### ■ Focus Group workshops

The OGC in partnership with itSMF International, ISEB and EXIN conducted a series of workshops targeted at Vendors, Managed Services Providers, Examiners, Training Organisations and the Qualifications Sector. OGC also conducted a special focus group workshop with UK Public Sector organisations.

itSMF Chapters in Norway, Italy, Sweden, Japan and Denmark also held workshops to obtain views from their respective local members.

### ■ Meetings

A number of meetings with special interest groups were held to gain their views where the survey or workshop participation were not possible or appropriate.

### ■ Independent presentations

A number of unsolicited presentations were received from stakeholders in a variety of areas of interest were reviewed.

## Survey

The survey was divided into five sections:

■ **User information** – To ensure the responses were auditable, users were asked to provide contact information. This helped ensure that only one response was tracked to a user and that the response was legitimate for consideration in the scoping exercise.

■ **Organisation demographics** – We were interested in the types of organizations responding, their size, geography, itSMF affiliation and maturity of knowledge of ITIL best practice guidance.

■ **Existing publications** – Respondents could select any one or all of the existing core ITIL publications to provide comments on. No restriction was placed on the length of the comments. Respondents were also asked to rate their suggestions as mandatory, highly desirable, or nice to have, and to comment on the impact their suggestions might have on both stakeholder groups and on the suite of existing publications.

■ **New publications** – Respondents were asked to suggest major topic areas that might be considered for a new ITIL publication. Again, respondents were asked to rate and assess the impact of their suggestions.

■ **Marketing and publication media** – Respondents were asked to suggest improvements to the way ITIL publications are made available and any additional formats beyond print and CD media currently available.

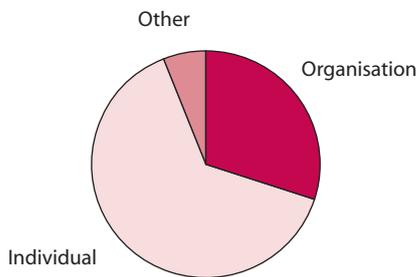
The survey received 530 responses and included over 6000 comments. 80% of countries with a chartered itSMF Chapter responded to the survey. Overleaf are statistics providing insight into the key respondent information.

The results of the survey are outlined in the section entitled key findings. A copy of the survey is available separately. A description of the methods applied to the consultation appears as Appendix A

**Response by type**

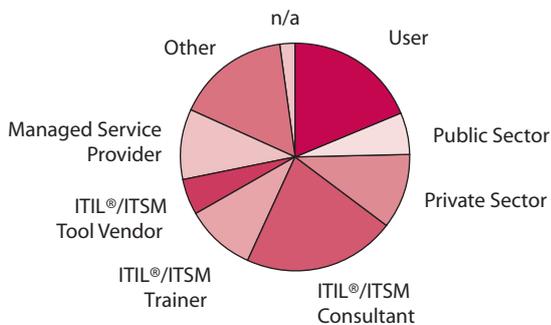
We wanted to see if the respondent views were on behalf of an organisation, or views of individuals with ITIL experience.

**Who responded?**



159 (30%) responded on behalf of an Organisation  
 339 (63%) responded as an Individual  
 32 (7%) answered "Other"

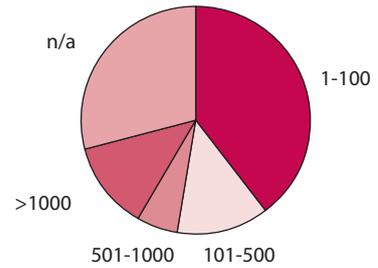
**What was their work area?**



37.4% User  
 11.9% Public Sector User Organisation  
 21.3% Private Sector User Organisation  
 43.0% ITIL®/ITSM Consultant  
 19.8% ITIL®/ITSM Trainer  
 10.2% ITIL®/ITSM Tool Vendor  
 20.0% Managed Service Provider  
 32.1% Other  
 4.3% of respondents did not answer this question

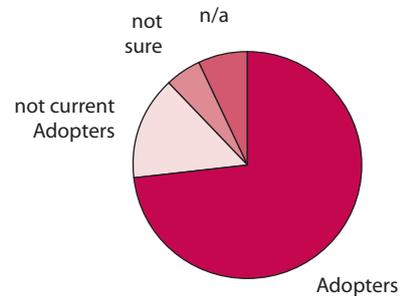
**Note:** More than one description can apply to any one respondent; e.g. an ITSM consultant and trainer

**What was their organisation size?**



39.6% 1 - 100 employees  
 13.0% 101 - 500 employees  
 5.8% 501 - 1000 employees  
 12.5% over 1000 employees  
 29.1% did not answer this question

**ITIL adopters and non-adopters**



The survey asked respondents to identify whether they currently use ITIL best practice guidance and what level of maturity of practice in the service support and delivery processes they felt they had. We were interested in trends on the type of suggestions and the relative nature to the level of maturity and adoption.

73.2% Adopters  
 14.7% not currently Adopters  
 5.1% of users were not sure  
 7.0% did not answer the question

**Top five publications most commented on:**

1. Service Support
2. Service Delivery
3. ICT Infrastructure Management
4. Application Management
5. Security Management

Throughout the consultation process, the views received carried many innovative, valuable suggestions for improving the guidance. One of the most significant findings was an underlying consistency in the nature of these. Each workshop, survey instrument, meeting and submission contained similar themes describing how the next version of ITIL could be most valuable to the ITSM community.

The OGC project team conducted extensive analysis of thousands of views and consolidated commonly expressed stakeholder views. Each of the following views was expressed by at least 98% of the entire stakeholder group consulted.

While it is not feasible to list each of the thousands of individual comments, the consolidation of similar views does reflect the overall sentiment of the stakeholders. It is the consistency of views expressed that really indicates where the ITSM community thinks the direction of ITIL should go.

All responses were ranked according to the opinion of the stakeholder groups and the number of times this view was provided by different stakeholders. Each of the views shown here are considered the top in importance overall compared against all responses, but are also ranked by level of importance to the stakeholders.

The ranking is expressed as:

**High (H)** – Considered the top views in terms of importance mandatory to include in the refresh scope.

**Medium (M)** – Considered important to include but not expressed as often as other views.

**Low (L)** – Important to include in the scope of refresh, but considered nice to have.

Ranking	Suggested Improvement	Description
H	Consistent Structure and navigation	The current version for the publications evolved over time and some volumes are not consistent in the layout of the content. A commonly held view is that the volumes should have a consistent structure and navigation style.
H	Preserve Key concepts – no radical changes to SS & SD	It is critically important to preserve the brand identity of ITIL associated with SS and SD. While ITIL and service management are much more than this, a careful transition to the next version must be undertaken. The key concepts of SS and SD must remain and be supported by enhancements and improvements to be successful. This does not limit the need to improve and update these core books, but the exercise does need to be planned well to ensure the core remains intact.
H	Reflect the service lifecycle – Strategic to Operational Service Management Framework	The ITSM community sees the current version of ITIL guidance as focused mostly on the operational layer of IT operations. The industry shift to embrace more holistic service management practices, including the business and IT at strategic, tactical and operational layers, should form part of the next version of ITIL. This will more accurately position ITIL as part of overall service management.

Ranking	Suggested Improvement	Description
H	Reflect the service lifecycle Strategic to Operational Service Management Framework  (continued)	<p>ITIL needs to reflect industry directions by including best practice guidance that spans the entire service management lifecycle. This means expanding the core to include strategic service management practices such as planning, design, introduction, operation and improvement. This needs to be clearly organised into volumes that improve the reference library from what it is today. Rather than document specific topics in the service management spectrum, it needs to flow in alignment with a service management lifecycle.</p> <p>Service lifecycle topics of importance:</p> <p><b>Service Design</b>            Participants place a strong emphasis on having dedicated best practices for service design capability. The current version of ITIL refers repeatedly to the need for careful planning and considerations of services, but does not go further to discuss the “how to” of service creation practices. Having this would bring a stronger connection the operational process layer and help ensure that services are positioned to take best advantage of ITIL best practices.</p> <p><b>Service Introduction</b>            A well-designed service or set of services is at risk of not being successful if not properly introduced into the organisation. ITIL needs to include a process for service introduction that may also absorb some of the current Release and Change Management practices. A rethink of the relationship between service introduction and the core processes is needed.</p> <p><b>Service Operation</b>            Service operation is currently contained in ICT, SS and SD. The problem is the disparity between these sets of guidance and a lack of reflection of current industry trends. Participants felt that there is room to improve these books and consolidate the key processes into service operations. This must be done however in a way that doesn’t radically alter the brand recognition of SS and SD today.</p> <p><b>Service Retirement</b>            As above, this is part of the service lifecycle not currently addressed in ITIL. The proper best practices for service retirement or transition to internal or external providers needs to be a part of ITIL in the next version.</p>

Ranking	Suggested Improvement	Description
H	<p>Organisational structures and models for service management</p> <p>Dealing with cultural issues</p> <p>Other Best Practices</p>	<p>Participants are requesting more guidance on optimal organisational structures that one could expect to see in an organisation using ITIL and ITSM best practices. It was felt that organisation structure is a strong contributor to best practice achievement, KPI measures and cultural acceptance.</p> <p>It wasn't considered mandatory for ITIL to encompass all organisational models in the industry but to refer to case studies that have practical implementation experience, and to organisational model concepts within the industry at large.</p> <p>Since adoption and implementation of ITIL or any other best practice really is a change management issue of cultural shift, ITIL needs to discuss this more and provide guidance on the management and achievement of cultural acceptance, adoption and championship of ITIL. Specific cultural issues should also be located within each process where there is a benefit to do so.</p> <p>ITIL should refer to other best practices in existence where there is a benefit in applying or understanding them in relation to ITIL use.</p>
H	<p>Business Case examples, Case Studies, templates, implementation work packages</p>	<p><b>Business case examples:</b> This was a unanimous comment from participants. Many struggle to build business cases to senior management on adopting ITIL or to improve and expand its use. ITIL should include guidance on the creation of positive business cases for using the best practices and the ways to further implement and exploit them for organisational benefit. This should also include the business side of things.</p> <p><b>Case studies:</b> It would be useful to have a repository of actual case studies of best practice use to serve as a knowledge base of shared experiences and lessons. This should exist as a value added product in addition to the core and be managed and updated frequently.</p> <p><b>Implementation work packages:</b> The next version of ITIL should contain samples of work packages based on best practice to assist organization in implementing one or more of the processes. This could potentially be aligned with the guidance contained in PRINCE2® methods, and /or generic examples, case studies, etc.</p> <p><b>Templates:</b> The guidance should include samples of templates for a variety of process needs such as service level agreements, requests for change, configuration records, etc. The template would be useful for organisations implementing the practices. These could exist extraneous to the core publications and be updated frequently and be available online.</p>

Ranking	Suggested Improvement	Description
H	ITIL in multi-sourced environments	<p>Participants were unanimous in their view that ITIL must include best practices for service management in multi-sourced environments. This has become the reality of IT operations and is missing from the current version of the guidance.</p> <p>It is accepted that this would be a major improvement and all process should include guidance on the issues and opportunities when applying the best practice in multi-sourced IT organisations.</p>
H	Alignment to other frameworks	<p>Clear indications are that a lack of clarity exists on where ITIL fits with and aligns to other frameworks. ITIL should refer to and identify the interface points to other frameworks such as CobiT, CMM, Six Sigma, eTOM, etc.</p>
H	Scalability	<p>ITIL is composed currently as a 'one size fits all'. The reality is that organisations of different sizes or complexity, may in fact implement ITIL process in differing ways or to different levels of depth. A common view was that ITIL should reflect this and discuss issues and practical guidance for small to large organisations.</p>
H	Remain non-prescriptive	<p>The participants did have some differing views on this, but more of them agreed that on of ITIL's current strength is its homogeneous generic nature. It services a diverse ITSM user base and should remain non-prescriptive in future versions. Complementary guidance could serve as more prescriptive guidance when necessary, but the core of ITIL would still serve a diverse client base effectively over time.</p>
H	Return on Investment	<p>Consistent with the industry directions, the next version of ITIL must contain performance indications and ROI information on the processes. This will serve to create adoption by the business, IT management and operational layers of the organisation.</p> <p>The measures of ROI need to include not only monetary values, but also efficiencies, bridging internal and external cultural and sourcing environments and demonstrate clearly the benefits from an improved service management perspective.</p>
H	Quality of Authoring	<p>In the past, ITIL has come under criticism for inconsistent quality of authorship. This is predominantly around the consistency of the manner and style of authorship. While it is generally understood and accepted that past versions have evolved over time and through the massive effort of volunteer authors, much can be done to improve the development method. For ITIL to be successful in future, most participants felt authorship needs to have consistent manner and quality and be a professionally managed and funded product.</p>

Ranking	Suggested Improvement	Description
H	Improved Standard terms and definitions	<p>The industry has come to know a few disparate sources for ITIL terms and definitions. The core guidance contains a glossary, the itSMF has published pocket book glossary and the Dutch ITSM community has published a broader compendium. Over the years, each of these has undergone translations into many languages and has evolved to be inconsistent over time. Participants felt that a refreshed, standard accepted English terms and definitions for ITIL should be undertaken and used as the basis for all translations.</p> <p>Further to the suggestion to refine a standard list of terms and definitions, ITIL needs to improve the guidance by using business language. This is especially important in the strategic layers of guidance for adoption, benefits, Return on investment (ROI).</p> <p>ITIL can foster the evolution of IT centricity toward business centricity.</p>
M	Address - IT Governance	<p>There was a large consensus that the next version of ITIL need not attempt to be all encompassing; however, best practices for IT governance is a growing movement in the ITSM space. ITIL should cover some generic best practices for IT governance and refer to external best practice methods in the industry. This could be most beneficial if placed intentionally in the parts of the guidance where governance issues need to be considered as complementary to ITIL.</p>
M	Executive level awareness and marketing guidance	<p>Guidance should include a condensed overview of ITIL, its benefits to business and IT that appeals to an executive audience. The thrust of such a publication will help IT managers raise awareness and foster support and adoption at the strategic levels of the organisation.</p>
M	Evaluation guidance for tools	<p>Currently, ITIL refers to the benefit of proper tools to make processes more efficient and effective. What it does not do is provide guidance for organisation on how to evaluate tools to find best options. The next version of ITIL must include this, either in each process or a chapter within the core books.</p> <p>Participants did not expect ITIL to introduce a standard on tool compliance or detailed requirements. What is viewed as necessary is basic minimum automation opportunities to improve process efficiency and effectiveness.</p>

Ranking	Suggested Improvement	Description
M	Key Performance Metrics  Improved Self-assessment	<p>The current version of ITIL touches briefly on key performance metrics. This needs to be greatly enhanced to support the service management lifecycle approach. More guidance is needed on KPIs, how to apply them and examples of their use.</p> <p>In addition to gap assessments toward BS15000, many participants agreed that the current self assessment survey (now managed by itsSMF) should be improved. It was felt that much could be done to make the assessment more useful, including not only the results of maturity and compliance to ITIL, but reference to where further information to undertake improvement is located within the core guidance and value added products.</p>
M	Reduce the core guidance and increase ancillary guidance	<p>Many participants indicated that if the core guidance contained just the basic best practices and value added products contained the ancillary guidance, the core guidance would not need to be updated on a frequent cycle since the basic principles withstand time, giving it a longer life cycle value to the ITSM community. This reduces the costly upgrade of a large set of guidance and ensures that the basics remain intact, and ancillary guidance, that shifts with the evolution of ITSM can be updated as frequently as needed and by topic for a fraction of the cost of a full refresh cycle.</p>
L	Integrated Process Model	<p>The current version of ITIL does not have a companion high-level process model that illustrates the points of integration and flows between major process areas.</p> <p>There was a consensus in the view across all stakeholders that ITIL should contain a complete high-level process model.</p> <p>It was also felt that the process model should indicate links at key point to other best practices such as CobiT, COSO, etc.</p>
L	Quick wins in each process	<p>The ITIL guidance should include proven quick wins and their benefits within each process. These do not necessarily have to be in the core books, but should have links to complementary guides. These should be updated, as more cross industry knowledge in practice is available.</p>

The following suggestions were commonly expressed among many stakeholder groups. While they are not directly related to the scoping of the guidance, they are worthy of inclusion in this report due to the relative significance and positive impact that stakeholders felt these changes would bring to the overall benefit of the ITSM community.

Ranking	Suggested Improvement	Description
H	Standards for Qualifications	<p>Participants expressed a strong desire to see Qualifications for ITIL certification brought to a uniform standard. This would be in collaboration with the current examination bodies, but also expanded to ensure that training organisations, trainers, etc are all working to a consistent standard. This has become increasingly important to organisations with the global adoption of ITIL since there is risk in the industry of disparate, non-accredited and even sub-standard education and certification. Having this would help ITIL users to ensure they can access training and certification with confidence that there is a global standard and a branding that helps them recognise where it is offered.</p> <p>OGC intends to collaborate with itsSMF, EXIN and ISEB to assure a uniform standard for qualifications.</p>
M	A formally recognized role for collaborative improvements to ITIL between OGC and itsSMF International.	<p>Throughout ITIL's history the OGC and the itsSMF have enjoyed an informal collaborative relationship. Although OGC owns ITIL, itsSMF and OGC share a stewardship role wherein itsSMF help support the maturity and growth of ITIL best practices around the world.</p> <p>The participants in the consultations expressed the view that a formal relationship should be established between the OGC and itsSMF International to ensure the continuing momentum, preservation and growth of ITIL continues over the coming years.</p>

A consistent view exists across the ITSM community of how the future version of ITIL must be changed to bring value to the consumer.

In terms of content:

1. provide consistent structure and navigation throughout the entire library.
2. preserve the key concepts of Service Support and Service Delivery. The basic concepts are still relevant but could be improved by expanding on them.
3. include best practices that extend deeper into service management concepts. This will reflect ITIL's relevance to business in a more tangible way and can be built into business processes and cycles.
4. provide guidance on the softer issues of organisational structures, cultural issues and an understanding of the interfaces to other best practices that help support effective ITIL practices in the workplace.
5. provide a knowledge management strategy to support the service management needs of business and IT environments today and tomorrow. Relatively stable core material would form the base framework. It would be complemented by focused and topical material in the form of case studies, templates, subject matter expert white papers, implementation packages and business cases, keeping ITIL practices current over time by sharing the wealth of community experience.
6. demonstrate and articulate value, benefits and ROI to establish the value proposition for ITIL.
7. reflect the reality of today's business, operational, procurement and technical environments including the use of ITIL in multi-sourced environments.

Based on the overall consensus of views, the assembly of the next version of ITIL would include a few key changes:

- Restructuring of the layout and navigation to be consistent across all books in the library.
- Addition of new topics not currently covered in the guidance.
- A combination of new volumes as well as the absorption of existing guidance into new and other existing books.
- The elimination of some existing books.
- The addition of value added product to support the core library
- Updates and perhaps a reorganisation of the qualifications scheme and syllabus.

The ITIL refresh project team is now working on the publication strategy for ITIL based on results of the consultations.

In concert with the scoping, a development model is under way to support the objectives of bringing the next version of ITIL to life.

By late April, 2005, the vision will be finalized and the scope and execution strategy will be completed.

At a high level these are a selection of the project activities that are under way:

1. Business case preparation
2. Work package creation
3. Development project governance strategy
4. Roles and responsibilities for development
5. Skill requirements for project board, Chief Editor, Chief Architect, Authors
6. Approval of business case
7. Establish formal agreement for future stewardship, maintenance and revisions
8. Contracting for development work

We've come a very long way since November 8, 2004, and have learned much about where ITIL needs to go in future. The work to get there is already under way and will need the support of the entire ITSM community as we move forward. Our experience with the consultations helps us know that this will happen.

The next section of the report may be useful as a reference for the methods and structure that were used for the consultation process .

OGC partnered with itSMF International, ISEB and EXIN to conduct focus group workshops to gather views from the Qualification, Vendor and Managed services stakeholder groups. The workshops were structured to cover the same basic areas as the on-line survey, with an open forum to allow participants to take the discussions in a productive direction and not lead in a pre-established direction by the facilitator. This was done intentionally to ensure that participants could speak freely and share their views knowing there had been no scoping decisions made prior to their views being considered.

### Qualifications Sector

The examination bodies of ISEB and EXIN conducted focus group workshops on behalf of OGC with accredited training organisations, examiner and agents to gain the perspectives of the qualifications sector on improvements to ITIL. Since ITIL based training and exams could be impacted by any changes to the core guidance, the views of this sector were extremely important for us to understand.

The results of these views are included in the section entitled “key findings”.

### Vendors and Managed Service Providers

With the expertise of itSMF International, four workshops were conducted for this sector. The workshops were by invitation only and limited to one participant per company. A list of participants was selected to meet the OGC criteria of global, regional and small organisations that have ITIL based products and / or services. ItSMF researched a list of organisations to meet the OGC requirements and contacted companies to attend. There was a requirement for the participant to have expert ITSM / ITIL knowledge to represent their organisation and its views on ITIL improvements.

The workshops – two Vendor and two Managed Services – were held in North America and Europe. Each was well attended by subject matter experts and very successful.

### Public Sector

The OGC project team held a UK Public Sector focus group workshop following a similar format to the itSMF lead workshops. Although it sees great value in the establishment of ITIL as leading best practice in IT Service Management globally, OGC has a particular responsibility to the UK public sector and recognises the importance of ensuring that ITIL continues to support UK public sector strategic agendas.

Participants were very knowledgeable about ITIL guidance and provided valuable insights for the project team into the ways the refresh could improve the adoption and use of ITIL within the public sector. Significantly, findings and views in this workshop did not significantly diverge from those in the commercial workshops.

### itSMF Chapter Members

In addition to making the online survey available to all itSMF Chapter members, some Chapters conducted workshops using the common format and provided submissions based on the views received. These Chapters are:

- Italy
- Japan
- Norway
- Sweden
- Denmark

A number of special interest groups submitted presentation of their views for ITIL scoping, some refined to a particular process area, others over all guidance publications.

Each of these proposals were reviewed and analysed along with all consultation feedback. The following organisations submitted proposals:

**ItSMF UK Publications strategy working group**  
– Core guidance improvement views

**UK Capacity Management Group (UKCMG)**  
– views on Capacity Management improvements.

**Dimension Data (Australia)**  
– Scope, development, and funding suggestions

### Glossary

BP	Best Practice
BS	British Standard
CMM	Capability Maturity Model
CMU	Carnegie-Mellon University
CobiT	Control Objectives for IT
COSO	Committee of Sponsoring Organizations
eTOM	enhanced Telecommunications Operations Map
EXIN	(Dutch) Examinations Institute for Information Science
ICT	Information and Communications Technology
IPESC	International Publications Executive Sub-Committee of itSMF
ISACA	Information Systems Audit Compliance Association
ISEB	Information Systems Examination Board
ISM	Institute of IT Service Management
IT	Information Technology
ITIL	IT Infrastructure Library
ITSM	IT Service Management
itSMF	IT Service Management Forum
KPI	Key Performance Indicators
OGC	UK Office of Government Commerce
ROI	Return on Investment
SD	Service Delivery

**About OGC**

OGC – the UK Office of Government Commerce – is an office of HM Treasury.

The OGC logo is a Registered Trade Mark of the Office of Government Commerce.

ITIL<sup>®</sup> is a Registered Trade Mark, and a Registered Community Trade Mark of the Office of Government Commerce, and is Registered in the U.S. Patent and Trademark Office.

IT Infrastructure Library<sup>®</sup> is a Registered Trade Mark of the Central Computer and Telecommunications Agency which is now part of the Office of Government Commerce.

PRINCE<sup>®</sup> is a Registered Trade Mark and a Registered Community Trade Mark of the Office of Government Commerce, and is Registered in the U.S. Patent and Trademark Office

Other trademarks are acknowledged as the property of their respective owners.

**OGC Service Desk**

OGC customers can contact the central OGC Service Desk about all aspects of OGC business.

The Service Desk will also channel queries to the appropriate second-line support. We look forward to hearing from you.

You can contact the Service Desk  
8am-6pm Monday-Friday  
**T:** 0845 000 4999  
**E:** ServiceDesk@ogc.gsi.gov.uk  
**W:** www.ogc.gov.uk



Office of Government Commerce