IBM and the Information Technology Infrastructure Library

A practical guide to achieving results from ITIL initiatives
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### Introduction

This white paper is for chief information officers, corporate executives and managers who are determining the best approach to integrate Information Technology Infrastructure Library (ITIL) practices into their IT environments and justifying the cost of adopting the ITIL framework as an integrated service management program.

ITIL is a common starting point for IBM, its Business Partners and its clients, as we work together to address the technology component of today's business opportunities and issues. ITIL, in various forms— as a management framework, education vehicle and industry-accepted set of management best practices— has had significant impact across all industries in recent years.

As companies like yours proceed along the ITIL journey, IBM's continued support of ITIL and in-depth global implementation experiences have positioned IBM to share unique and valuable insights with you. IBM's experienced ITIL consultants and knowledge-based methods are ready to guide you— regardless of the size of your company, the nature of your industry, the part of the world that you're located in or the extent of your customer base. Simply creating an ITIL-compliant organization is not enough. IBM has learned how to fully leverage the ITIL best-practices foundations to deliver real value.

IBM can show you how to quickly move to advanced levels of IT service management capability, and how to optimize your (and your partners') performance to match the needs of your business model. We'll help you establish a comprehensive management system linking IT services directly to measurable business results. And as your business model needs to adjust to market conditions, your services environment can have the resilience to change in close synchronization— often proactively.

Today's challenge, and that of the near-term future, has shifted from dealing with the concepts to actually being able to deliver on the bottom line. IBM is uniquely capable of helping you meet that challenge and create tangible business value.
Pitfalls and challenges

The enthusiastic adoption of ITIL, as a globally accepted set of IT management best practices, has indeed become a worldwide phenomenon. And yet the general experience with implementing ITIL has been anything but phenomenal. The gap between the ITIL fervor and the benefits actually gained upon implementation has led the Gartner Group to place ITIL at the top of its Hype Cycle. However, leading the Hype Cycle does not suggest that the best practices are wrong, but rather that the implementation of these best practices has been problematic. In fact, multiple industry analysts have observed that most process-oriented projects fail to deliver. How is it that the promise of ITIL can be so elusive?

The original project to produce ITIL had simple goals. Define the best practices for managing IT services that will result in the achievement of three clear objectives:

- Improve the quality of IT services
- Reduce the long-term cost of IT services
- Align IT services with business objectives

The project’s outcome was the publication of the ITIL books describing best practices that are thought to lead to these desired results.

A user group—the IT Service Management Forum (itSMF)—quickly formed to discuss and share actual experiences and advice in implementing IT best practices. The itSMF itself has also become a global phenomenon, reflecting continued strong interest in augmenting ITIL descriptions with a practical approach to putting IT management best practices into action.

The IT industry needed to know not only what to do but how to do it. “What should we do first? Then what? Why do some companies achieve a 10- to 40-percent reduction in their yearly infrastructure management costs and others receive no benefit at all? How is it possible that the network manager for one of the largest and most sophisticated manufacturing companies in the U.S. could say, ”We implemented ITIL three years ago and received no benefit.”? How can that be, when virtually the whole world agrees that these are the best practices for managing IT services?”

Knowing best practices does not lead to automatically experiencing the benefits of the best practices.
The answer is that there is a great difference between knowing a best practice and being able to effectively implement that best practice. Unfortunately, there is no commonly accepted definition of what it means to implement ITIL.

Very often, “We implemented ITIL” really means that the company promoted widespread ITIL education and then attempted only uncoordinated improvements to its service desk, incident and change management processes. Plans to address configuration management have not yet been formulated, and service level management has suddenly become a hot-button issue. Despite the popularity of ITIL education, many IT organizations still attempt an unbalanced or unfocused approach to adopting ITIL best practices.

Clearly a worst practice has been an ITIL-for-ITIL’s-sake approach to adoption and implementation. These efforts are usually characterized by the lack of adequate funding and limited management commitment: “Just get us ITIL.” Inevitably, these projects degrade into a series of arguments over the content of one paragraph in one ITIL book compared with another paragraph in another ITIL book. Such arguments occur because the focus is academic rather than on achieving crucial and tangible business objectives.

Another common problem is for organizations to mistake widespread education efforts for real implementation and business benefits. Educating everyone within IT about ITIL best-practice descriptions does not actually implement a single best practice. (But it might result in an educated workforce worth more in the marketplace.) Education does play a vital role. It provides a common language enabling the various parts of IT and the business to communicate more effectively with each other. But if that communication never takes place and if measurable business objectives are not defined as justification for adopting best practices, any ITIL implementation will fall far short of its purpose. Knowing best practices is not the same as managing them, nor does it ensure that an ITIL implementation will pay off for your business.
So, the best definition of implementing ITIL always begins with statements like “When we have implemented ITIL, we will have ... reduced XYZ costs by X percent, or ... improved XYZ quality by Y percent, or ... achieved this specific business objective.” Then the definition must continue on in detail, discussing how ITIL-based best practices (and which ones) will be adapted and applied, and mapping these new service capabilities to today’s and tomorrow’s business imperatives.

The question often put to IBM is “Do you ‘do’ ITIL?” The answer always is: “Of course we ‘do’ ITIL, but what do you want to do with it?”

The best way to embrace ITIL is not to implement ITIL for ITIL’s sake or to merely invest in a broad-based education effort, but rather to apply ITIL as an industry-accepted set of best practices focused on the achievement of clearly defined business objectives.

In ITIL words:

Being a framework, ITIL describes the contours of organizing Service Management ... ITIL does not cast in stone every action you should do on a day-to-day basis because that is something which will differ from organization to organization. Instead it focuses on best practice that can be utilized in different ways according to need.

— ITIL: Best Practice for Service Support

You’ve made the commitment, and you have a framework, now where can you go for sound and specific implementation advice?

ITIL includes a publication called Planning to Implement IT Service Management. This volume offers high-level discussion and generalized advice, such as the need to adopt a capability-maturity perspective and some rudimentary assessment considerations. Because it is only a planning document, it stops short of providing the detailed guidance and viable techniques that you’ll need to begin a serious effort in IT service management improvement.
Likewise, the formal ITIL Assessment provided by the British Office of Government Commerce (OGC) and itSMF is quite broad, but it is also time-consuming and paper-intensive. Its generic nature makes it difficult to glean deep insight, and it does not produce a viable task list to upgrade your practices.

Sound advice comes from real experience, dealing with all the issues. IBM has long been a primary ITIL sponsor and developer, so we know its genesis and its content. IBM uses ITIL in its own successful internal and commercial service-provider businesses, so IBM knows how to get results. Many IBM hardware and software products are designed specifically to enable ITIL-compliant operations, and IBM also partners with other leading software vendors to offer a broad mix of integration alternatives. IBM regularly assists its Business Partners and clients to embed IT best practices into their operations around the world, so IBM has developed superior methods and captured key lessons learned from those projects. IBM can help you answer both questions: “What do we want to do with it?” and “How do we make it happen?”

Don’t just educate your IT staff. Include business-side leaders at the same time. Then schedule internal follow-up sessions to ensure that communication and collaboration continue after the coursework.

Making it happen begins with effective ITIL education and certification credentials for key staff members. As one of the world’s largest IT training companies, IBM IT Education Services understands ITIL and can help you develop the competencies and skills that will be instrumental in enabling your business to succeed in the long term. The IBM ITIL curriculum is designed to meet all your training needs, from basic awareness to full service management certification.

Knowing where you want to go does not mean that you know how to get there.

Thanks to ITIL, and widely available education, generic IT best practices are largely known quantities today. Successful ITIL implementations are another matter. Why is getting to ITIL’s payoff still such an elusive target for many organizations?

Implementation and execution are often significant obstacles to making ITIL deliver tangible results.
The four crucial issues

The key success factors of an ITIL implementation:

- Despite ITIL’s origins and focus on IT service management, implementing it is about being able to show increased business value for IT money spent.
- ITIL-promoted best practices still require strong leadership and management commitment from you to set the course; augmented with proven experience and roadmaps from those who have done it.
- All ITIL deployments require some amount of integration to be effective and efficient—synchronizing people, processes, technologies and information.
- The implementation of service management capabilities must anticipate and accommodate continuous change; both incremental improvements and significant transformations.

This white paper discusses each of these issues, starting with business value.

Business value

Besides improving IT service management capabilities, the art of weaving together ITIL best practices to create value for a given organization also involves facilitating improvement in four business capabilities:

- Business focus—the ability to concentrate on differentiating competencies and partnering externally when appropriate. This is enabled by leveraging ITIL common language and framework across partner entities, and by implementing IT management techniques and technologies based on open industry standards for inter-enterprise collaboration.
- Business responsiveness—the ability to act quickly through insight-driven decision making. This is enabled by leveraging ITIL process definitions and key performance indicators, and then by integrating systems, data, and processes within and across organizations.
- Variable cost capabilities—the ability to shift from fixed to variable cost structures. This is enabled by leveraging ITIL service level agreement (SLA) practices and metrics, and by virtualizing IT resources to exploit demand-driven usage-based IT costing and economics.
- Business resiliency—the ability to anticipate and reduce operational and marketplace risks. This is enabled by using proven best practices from ITIL and deploying advanced self-monitoring and self-healing technologies (known as autonomics).
Recently, IBM has begun to employ component business modeling (CBM) techniques to define common business process architectures that depict basic business components and their relationships. And it has started to use these models to explore how the elements can readily fit together in new ways to help increase the resilience and responsiveness of your business while predicting the impact of such changes on service requirements. These techniques link the ITIL world of best-practice service-management concepts tightly to business value.

**Leadership and management commitment**

The second crucial issue in getting superior results with your ITIL implementation is strong leadership and management commitment as you set your course; augmented with proven experience and practical roadmaps from experts who have done it.

The time and money spent on your ITIL-based best-practices implementation competes with other business and IT projects for priority. You simply can’t afford to stray off course and schedule, or to get negligible improvements in your IT service management capabilities.

ITIL is widely recognized for its potential as the medium for better communication throughout and across enterprises. Its common perspective allows, but certainly doesn’t guarantee, more effective collaboration among suppliers and consumers of IT services.

Getting everyone moving in the same direction requires a shared vision of both how to accomplish the task, as well as what the actual operational characteristics of such an environment will need to be.
To address this issue, over the past several years, IBM has compiled a comprehensive collection of ITIL-related materials based on IBM’s global consulting engagements and operational lessons learned. The award-winning IBM AssetWeb Intellectual Capital Management system ensures that IBM practitioners around the world have convenient access to and actively share their extensive ITIL knowledge and project experiences. IBM’s experiences in running global ITIL-conforming IT operations play a major role in validating the effectiveness of our consulting approach and offerings. Content includes:

- **The IBM ITIL Capability Maturity Model**, which is one of the industry’s most detailed and comprehensive model, showing what must be in place at each level of maturity.
- **Assessment and diagnostic materials** (plus interactive workshops) that produce a clear picture of your current ITIL capability baseline, identify viable recommendations, and guide you in prioritizing what must be done first and to precisely define the required improvement outcomes. IBM diagnostics also recognize and acknowledge all your existing strengths that can be leveraged to speed up your ITIL implementation.
- **Extensive lessons learned and industry-specific insights**.
- **Advanced design techniques and proven straw-man templates**.
- **Prebuilt Infrastructure Resource Management (IRM) Accelerator and Availability Management Accelerator solutions** for quick installation of ITIL-based service management capabilities and organizational roles.
- **Proven ITIL Adoption Roadmaps** and tailored variants for special circumstances.
- **The IBM IT Process Model**, with detailed coverage of other IT processes not directly addressed by ITIL.

When used in conjunction with one another, these models and roadmaps help you outline a practical and phased approach to ITIL adoption, verifying that all of your service partners, internal or external, are pulling in the same direction. Starting with IBM’s proven straw-man designs for ITIL-based integration of processes, organization, technology and service management information, highly experienced IBM consultants can guide you quickly through the assessment, design, integration, deployment and activation phases. IBM offers a number of unique and proven alternative approaches to implementation so that you can define practical next steps in the continuous transformation of your service management capabilities. You’ll get a comprehensive Roadmap for IT service management best-practices implementation that is based on the needs of your business.
IBM's approach to ITIL adoption also aligns closely with other important initiatives, such as the COBIT control framework and Sarbanes-Oxley upgrades. You can have confidence knowing that what you implement for IT service management will consistently meet those requirements as well.

**True integration and full synchronization**
The third crucial issue in getting superior results with your ITIL implementation is helping to ensure that your ITIL deployment truly integrates and fully synchronizes people, processes, technologies and information.

Another common problem with first-time ITIL projects is the tendency to succumb to the all-or-nothing line of thinking; some ITIL zealots would have you believe that you have to do it all—now—to get the benefits. Instead, with IBM, you create an implementation architecture that allows you to progressively enhance your service management capabilities but encourages you to integrate people, processes, technologies and information at each level of maturity.

An effective configuration management database (CMDB) is essential to taking the first step. Although ITIL documentation describes the CMDB only at a high level, it is clear that it needs to be a comprehensive (and technically sophisticated) repository that identifies all components in the IT infrastructure, and how they relate to one another as well as to events which affect them.

The IBM Software Group Tivoli® brand provides systems management products and services that support ITIL by driving general descriptions of systems management capabilities down to more procedural levels of functionality. In conjunction with IBM Tivoli and our global Business Partners, such as Peregrine Systems and Remedy (a BMC Software company), we offer a wide range of Service Support solutions designed to address ITIL configuration, incident, problem, change and release management; along with Service Delivery solutions designed to address ITIL availability, capacity, service continuity, service level and financial management.
Tivoli and IBM Rational® products provide support for other aspects of ITIL as well, including:

- Information and Communications Technology Infrastructure Management — Tivoli products support all operations activities.
- Application Management — Rational products support the entire application development life cycle.
- Security Management — Tivoli security products support all aspects of IT security and privacy management.

As IBM helps you implement and automate the foundational IT management best practices, we will apply the best of IBM’s industry-leading technology initiatives for openness, integration, virtualization and autonomies — helping to convert your ITIL vision to an integrated, effective and robust operational environment.

Effective solutions always involve well-trained people executing technology-enabled processes with access to the right information, efficiently delivering needed services to the business. Businesses can realize substantial economic value from their IT management systems through thoughtful integration.

IBM is committed to the ongoing development of industry-accepted best practices for IT management. The primary goal is to continue to build upon the ITIL solid foundation and apply advanced IT management techniques and technologies, such as on demand business, autonomic computing and grid computing, to deliver new business benefits.

**Anticipation and accommodation of change**

And last, the fourth crucial issue in getting superior results with your ITIL implementation is execution. That is, enabling your IT service management capabilities to come alive and stay that way by anticipating and accommodating continuous change.

*If your proposed integration design doesn’t also reduce the complexity of your IT environment, think again.*
The fundamental drivers of the responsive enterprise

Business objectives, priorities and imperatives are the fundamental drivers of the responsive enterprise. The challenge lies in translating them to day-to-day (business and IT) execution results.

Implementation has been no easy task, even with the ITIL starter set of best practices. But you have followed your plan, tailored the best practices to your needs, completed the requisite architecture and integration work, and finally started to deploy your ITIL-based service management environment. You are well down the road to ITIL compliance.

In addition to the performance engineering activities conducted during the earlier phases of the ITIL solution life cycle, IBM’s highly experienced consulting teams can show you how to apply performance engineering methods for load and stress testing, how to conduct parametric modeling, establish event correlation, generate capacity-planning models and start end-to-end monitoring—so that you can validate your upgraded practices and achieve dependable results day by day. You (and your service partners) can implement and execute with confidence; knowing that you can manage IT services and achieve critical business objectives.

At this point, it might be tempting to declare end of job. But there is no such thing. Basking in the glow of having reached a major project milestone, you’ve really just begun another journey—the continuous-improvement lifestyle required by today’s competitive business climate.

What has changed along the road to implementation is that IT service management commitments are now fully documented and constantly measured in the broader context of meeting the needs of the business. Successful businesses continuously respond and transform; consistently high returns can be achieved and sustained only by actively addressing the constant flux in customer demands, legislative requirements, market opportunities and competitive threats. The entire IT service-level-to-cost benefit equation needs constant attention and direct customer feedback to achieve optimal results as you execute day by day.
Such optimization can be achieved only in a continuous-improvement culture with IT service management capabilities designed for responsive adjustments. One of the ITIL foundational concepts is the requirement for continuous incremental improvement in internal IT operations used to support and deliver IT services. ITIL documentation references the Deming Lifecycle as one example of this type of quality management system, and suggests goal summaries, key performance indicators and critical success factors for nearly all of the ITIL processes. The ongoing Deming “Plan, Do, Check, Act” Life cycle provides the mechanism for advancing the overall maturity of your service management capabilities.

The ITIL Service Catalog and Service Portfolio

Expected business results are not fixed targets. As the enterprise responds and transforms, IT also needs a robust set of advanced management techniques to help ensure that its processes and services support continuous business transformation in a timely, efficient and very customer-oriented way. The ITIL suggested focal point is the Service Catalog as depicted in the IBM ITIL Process Model.
The ITIL Service Catalog Management concept is an enabler for end customers and IT to collaborate in the selection, building and execution of value-added services. The Service Catalog relies on the foundation supplied by ITIL Service Support (such as configuration, incident, problem and change management processes) and Service Delivery practices (such as capacity, availability, service level and IT service continuity management). On an operational level, ITIL activates the catalog through the ITIL Service Level Management process and maintains relationships with service consumers through the service desk. The early phases of ITIL implementation require significant focus first on building a solid configuration management repository of the attributes and interrelationships between the configuration items and services, and then on creating a service catalog to define available services and their characteristics in terms of agreed-upon expectations.

Service Level Management “sits on top of” (in a governance sense) the Catalog, while the Catalog itself is designed to ensure the coordination of Infrastructure Management, Application Management, Asset Management and Service Management practices. Service Level Management provides the overall picture of IT effectiveness—mapping and monitoring the relationship and impact of business objectives and service key performance indicators. As ITIL-based environments mature, enterprises focus attention on optimization of the Catalog and its contribution to the business.

The ability to see all your IT services as a Service Portfolio is essential.

A Service Portfolio is a managed collection of (business and) IT services and service commitments. Your portfolio is a coordinated set of investments and capabilities, optimizing the value that your customers receive from their partnerships with you; allowing them to shop for and select services in the Service Catalog as they are needed.

Portfolio suggests regular evaluation and the ability to rapidly adjust—add, change, delete, as well as re-source—the components in the portfolio, or modify the characteristics of those components to help meet the changing needs of your business. A primary objective of ITIL implementation is an advanced level of management control and capability, constantly optimizing your Service Portfolio as you run day-to-day operations.
Evaluating and optimizing your entire IT service portfolio is the key to demonstrating solid IT value.

Managing your Service Portfolio allows you to get the full measure of ITIL benefits:

- Better alignment between IT and the business
- Documented and auditable controls (COBIT and Sarbanes-Oxley)
- Reduced costs and improved return on investment (ROI)
- More responsive service capabilities
- Improved and advancing quality
- Higher customer satisfaction
- Better intra- and inter-organizational communication
- More flexibility in establishing business and service partnerships

Although there are many challenges facing IT today, IBM believes that implementing ITIL best practices can and should play a major role in enabling IT to provide demand-driven services that deliver agreed-upon business benefits, responsively, at lower costs and of higher quality – on an ongoing basis.

Partnering with IBM for tangible value from ITIL
IBM is an active participant in the development and enhancement of ITIL, and has played an important role in helping ITIL reach its current level of maturity. It strongly supports organizations, such as the itSMF, which seek to promote ITIL and effective service management best practices. As Global itSMF members – and a Platinum Sponsor in the U.S – IBM helps to initiate and nurture new itSMF chapters in other countries, too. IBM has been and will continue to be a funding sponsor, author, reviewer, developer and user of the IT Infrastructure Library. In the early 1980s, IBM documented the initial view of management best practices in a four-volume series called *A Management System for Information Systems*. These widely accepted “yellow books,” along with the associated education and expertise, were primary inputs that IBM provided to the original set of ITIL publications.
Since then, IBM service management implementation experience gained during the 1980s and 1990s has been used to contribute fresh ideas to the ongoing development of many ITIL books. IBM staff are regularly involved as contributors and reviewers for the content of the new versions of the ITIL collection.

IBM is fully committed to using ITIL for its own operational environments, including those that it operates for your business as a commercial service provider. IBM offers a flexible and adaptable process model for outsourcing operations. Beginning with your initial inquiry, service definitions and service management are part of the IBM commitment dialog as new clients or new functions are introduced to IBM Service Delivery Centers around the globe. IBM is one of the world’s largest and most successful IT service providers, and it depends on ITIL-aligned enterprise-scale operational processes to manage day-to-day operations and the delivery services, and achieve agreed-upon service levels.

IBM Service Delivery process templates are designed to significantly enhance the scope of the individual practices as published in ITIL, because they define end-to-end linkages across all elements of IT operations. In addition, IBM process definitions capture a deep level of procedural detail; they have been proven in daily operations many times over and are promptly usable typically without startup or implementation delays.

To maintain strong emphasis on continuous quality improvement, key staff and managers within IBM Service Delivery Centers are ITIL-trained and accredited, regularly contributing their insights, experiences and suggestions to organizations, such as the itSMF. IBM is also active in the growth and development of related efforts such as the British Standard in IT Service Management (BS15000).
IBM has integrated the ITIL concepts and process information with the methodologies used by IBM Global Services practitioners worldwide, and continuously develops new and improved methods in support of service management best practices. IBM Global Services actively promotes the awareness and use of ITIL among its clients and Business Partners, too. Let IBM show you how to apply unique diagnostic, design and implementation techniques, along with proven approaches such as the comprehensive ITIL Capability Maturity Model, to optimize your investment by extending ITIL’s reach across IT and business functions.

The deep systems and service management skills of IBM professionals have been captured in our AssetWeb system as reusable techniques and materials applied to educate your staff, diagnose ITIL processes and capabilities, present effective adoption strategies, and adapt proven ITIL Capability Maturity Models and Implementation Roadmaps. Based on years of practical experience in solving client problems, the IBM life-cycle approach closely corresponds to the ITIL-recommended Process Delivery Methodology. IBM experiences in running global ITIL-conforming IT operations play a major role in validating the effectiveness of every consulting offering.

In addition to offering a broad range of products from Tivoli and Rational in support of ITIL, IBM also has strong collaborative relationships with other leading software solution providers such as Peregrine Systems and Remedy. Coupled with our unique Fast-Track approach to ITIL-based solution design and predefined Accelerator solutions, these products permit IBM to reduce the time-to-value of your new ITIL environment. Predefined implementation packages are tailored from industry-leading infrastructure management solutions and tools, and then further personalized to your organization. Each includes job and role definitions, user procedures, installation aids, key measurements and management reports. You can have a functional system in just a few weeks.
IBM methods are modular and configurable to the individual needs of different projects, so you can count on getting off to a fast start and staying on track all the way through to day-to-day operations. Whether you choose to start with practical ITIL education and business-justification offerings or are ready to start deploying your unique ITIL solution, IBM has a proven track record for successful implementation of ITIL-based solutions worldwide. IBM has the expert project managers and teams to help make your effort a success, or if you prefer, you can migrate part or all of your operations to an ITIL-conforming IBM processing complex.

IBM can help you achieve continued success with ITIL, regardless of whether you choose to out-task or outsource, or to develop, maintain and enhance your information technology capabilities in-house. Structuring your internal operations and your outsourced services along the same set of industry-accepted best practices positions you to leverage on demand service capabilities—optimizing scalable flexibility and customer satisfaction while reducing cost.

**Conclusion**

Successful ITIL implementations must create acknowledged business value in addition to the IT benefits associated with best practices for service management. IBM can make it happen for you.

IBM doesn’t just teach and talk about ITIL from an academic perspective. Over the years, we have been a strong player in the development and enhancement of ITIL. We manage our own IT operations using the ITIL framework. Our family of services and products embeds ITIL best practices directly into hardware and software functionality, and tightly integrates with the industry’s leading solution-provider partners. IBM has compiled a comprehensive collection of ITIL-related materials based on successful consulting engagements and operational lessons learned by nearly 1400 ITIL-certified IBM practitioners around the world.
This deep knowledge means IBM can help you establish a comprehensive management system that links IT services directly to business results, while helping overcome the common obstacles to implementation and execution in ITIL environments. We provide fresh, sound advice on strategy, proven integration methods and implementation roadmaps tailored to your needs. We can provide a full set of Accelerator solutions designed to get you up and running very quickly. Or, if you do not want to create your own ITIL environment, IBM offers a full range of sourcing options in ITIL-conforming Service Delivery Centers. IBM can show you how to quickly move to advanced levels of ITIL and service management capability maturity, as well as how to optimize your (and your partners’) performance.

Virtually no other potential partner has IBM’s breadth and depth of ITIL experience. You can deliver tangible business value through an ITIL partnership with IBM today.

**For more information**

For more details about IBM’s consulting methods and life cycle, see the white paper *IBM and the IT Infrastructure Library. How IBM supports ITIL and provides ITIL-based capabilities and solutions (G510-3008-03F)*.

To schedule a visit, contact your IBM representative today or to learn more about IBM and ITIL, visit [ibm.com/service](http://ibm.com/service) and search for ITIL.