

Match point: Who will win the game, ITIL or CMMI-SVC?

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IT Process and Service Management

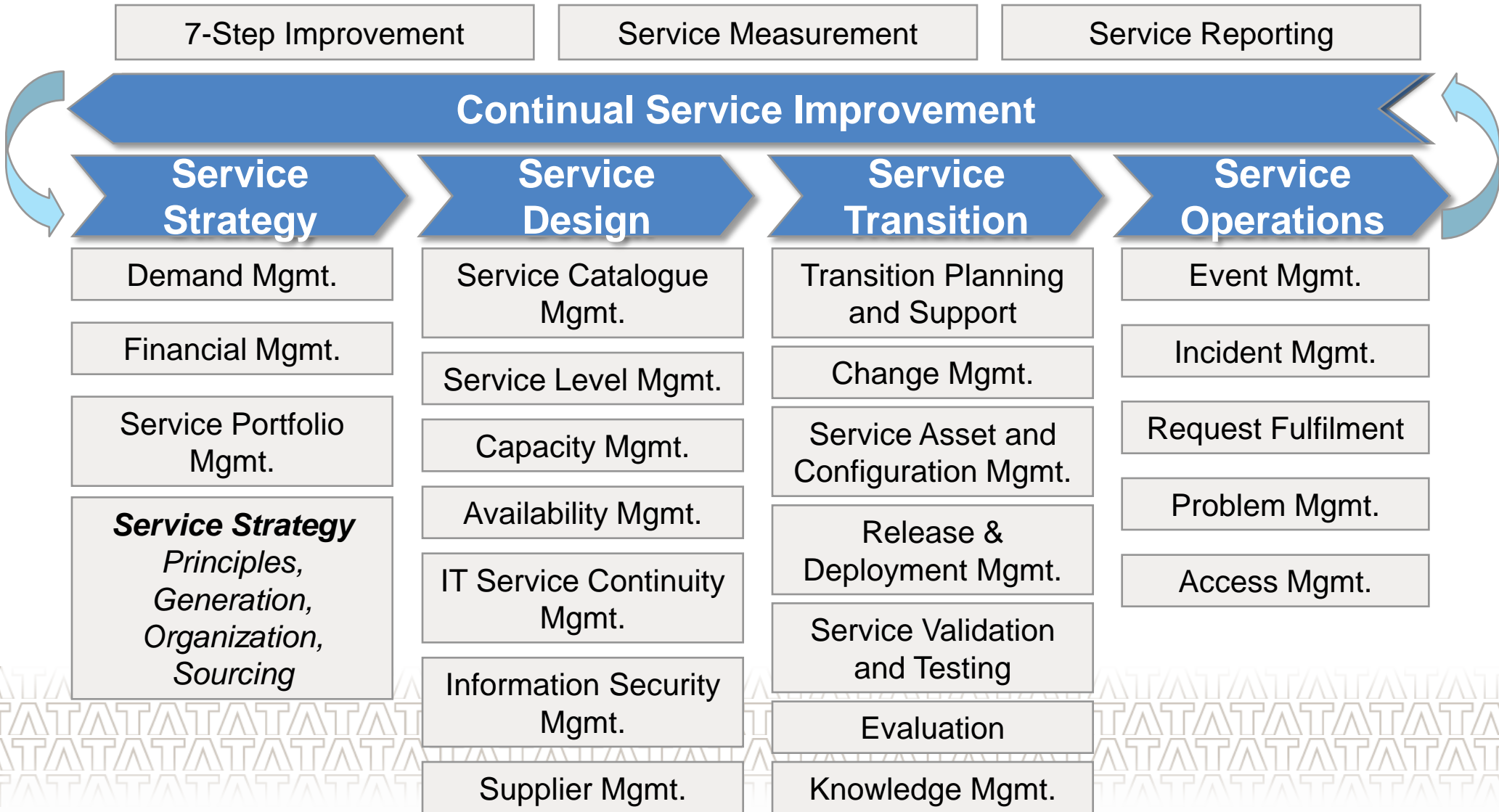
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- **The Players: ITIL and CMMI**
- **The Match**
- **The Winner**

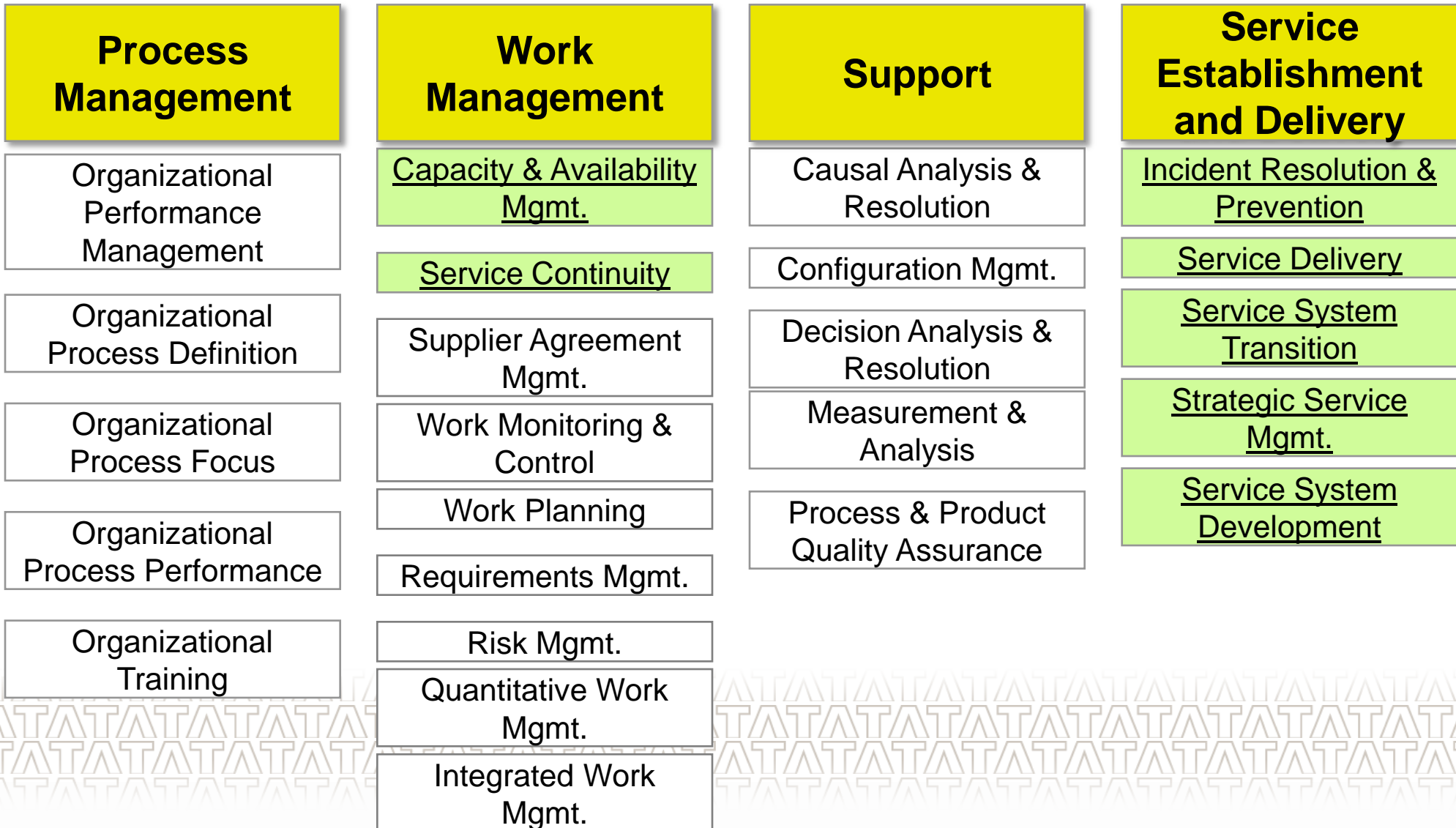
A Brief ITIL Overview

Service Lifecycle approach



A Brief CMMI-SVC Overview

Process Areas in four categories

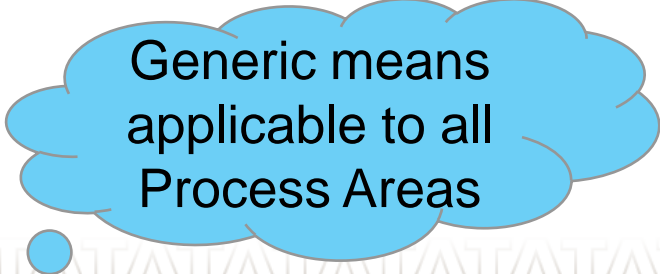


A Brief Overview

CMMI-SVC has Generic Goals and Practices for Institutionalization

Generic Goals

GG 1	Achieve Specific Goals
GG 2	Institutionalize a Managed Process
GG 3	Institutionalize a Defined Process
GG 4	Institutionalize a Quantitatively Managed Process
GG 5	Institutionalize an Optimizing Process



Generic means applicable to all Process Areas

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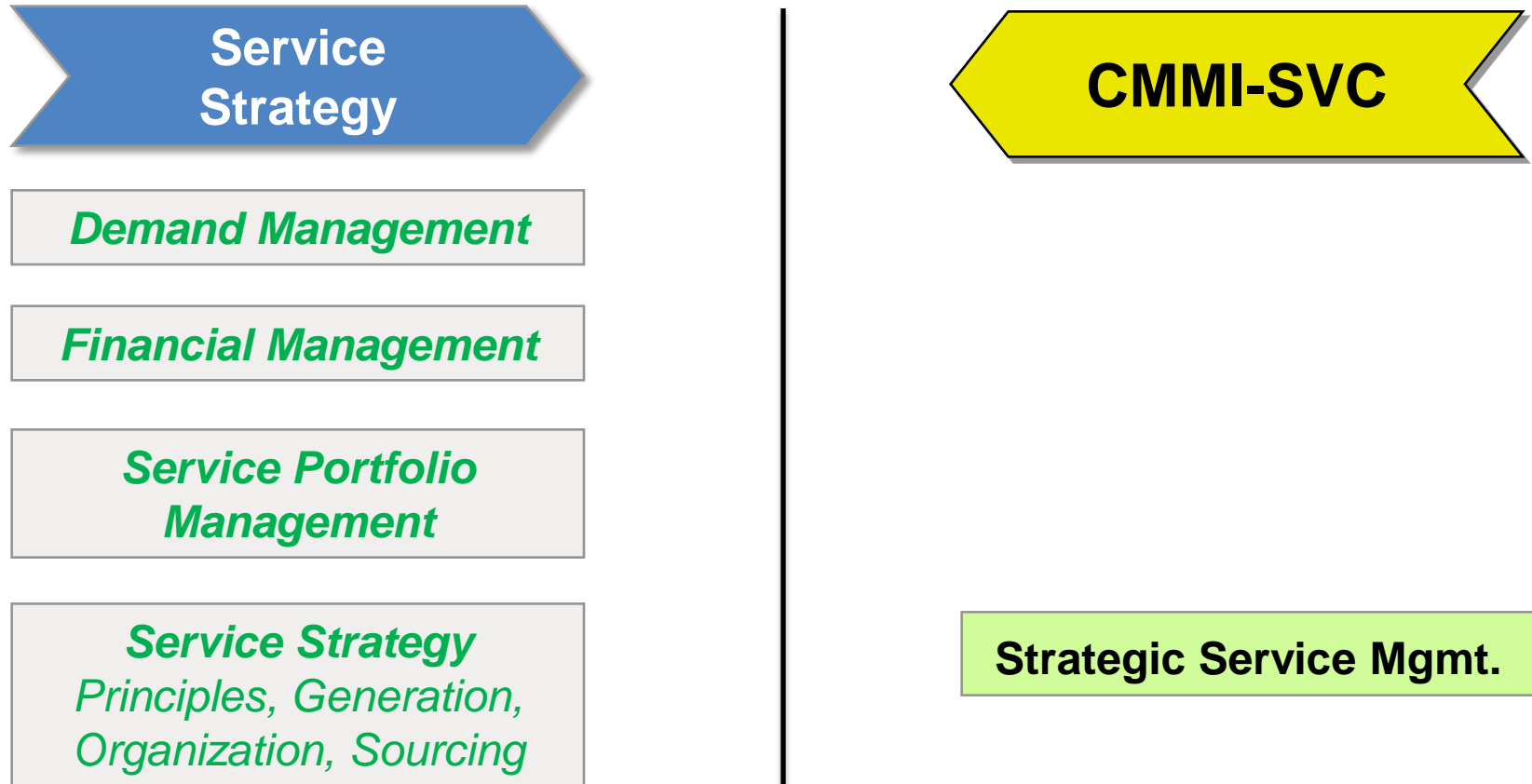
The Match

High-level differences

	ITIL	CMMI-SVC
Scope	<ul style="list-style-type: none">• IT services only	<ul style="list-style-type: none">• Any type of service
Model ?	<ul style="list-style-type: none">• Collection of good practices	<ul style="list-style-type: none">• Well-defined model
Architecture	<ul style="list-style-type: none">• 5 Books covering IT Service lifecycle• 4 functions• Roles and responsibilities	<ul style="list-style-type: none">• Has 5 Generic Goals with Generic Practices, 24 Process Areas with Specific Goals and Specific Practices
Maturity Model	<ul style="list-style-type: none">• Some discussion of Process Maturity Framework	<ul style="list-style-type: none">• Embodies Process Maturity Framework
Institutionali-zation	<ul style="list-style-type: none">• Not addressed	<ul style="list-style-type: none">• Addressed through Generic Goals and Practices
Improvement	<ul style="list-style-type: none">• Continual expected; not defined	<ul style="list-style-type: none">• Expected, benchmarked through Capability and Maturity Levels
Project Management	<ul style="list-style-type: none">• Addresses through reference to other sources: PRINCE 2, PMBOK, etc.	<ul style="list-style-type: none">• Explicitly addresses in process areas

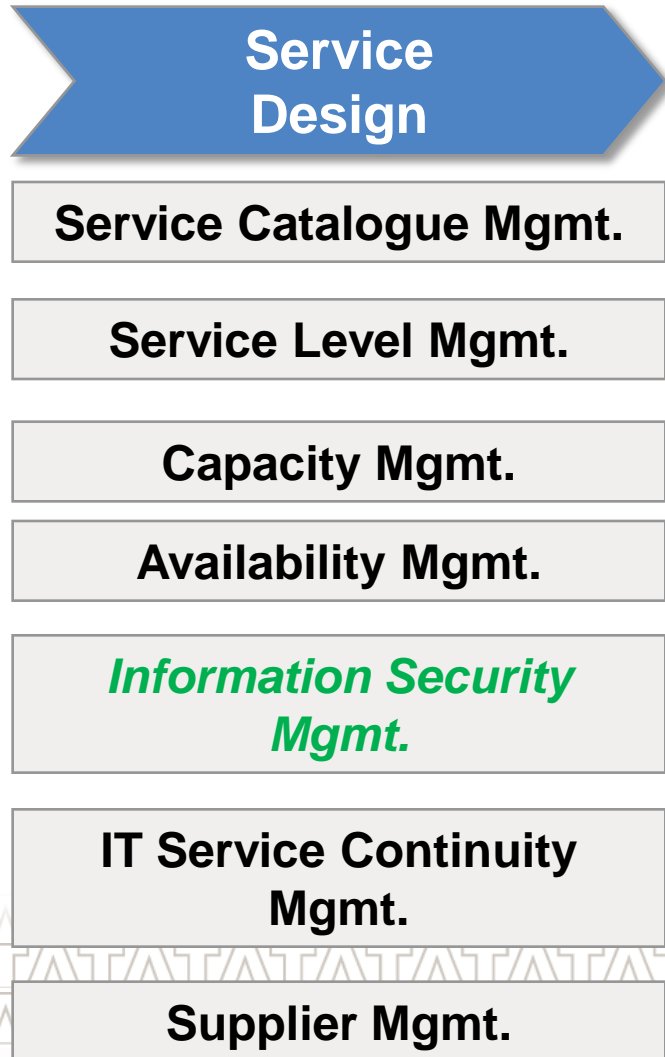
The Match

ITIL Service Strategy has no direct equivalent in CMMI-SVC



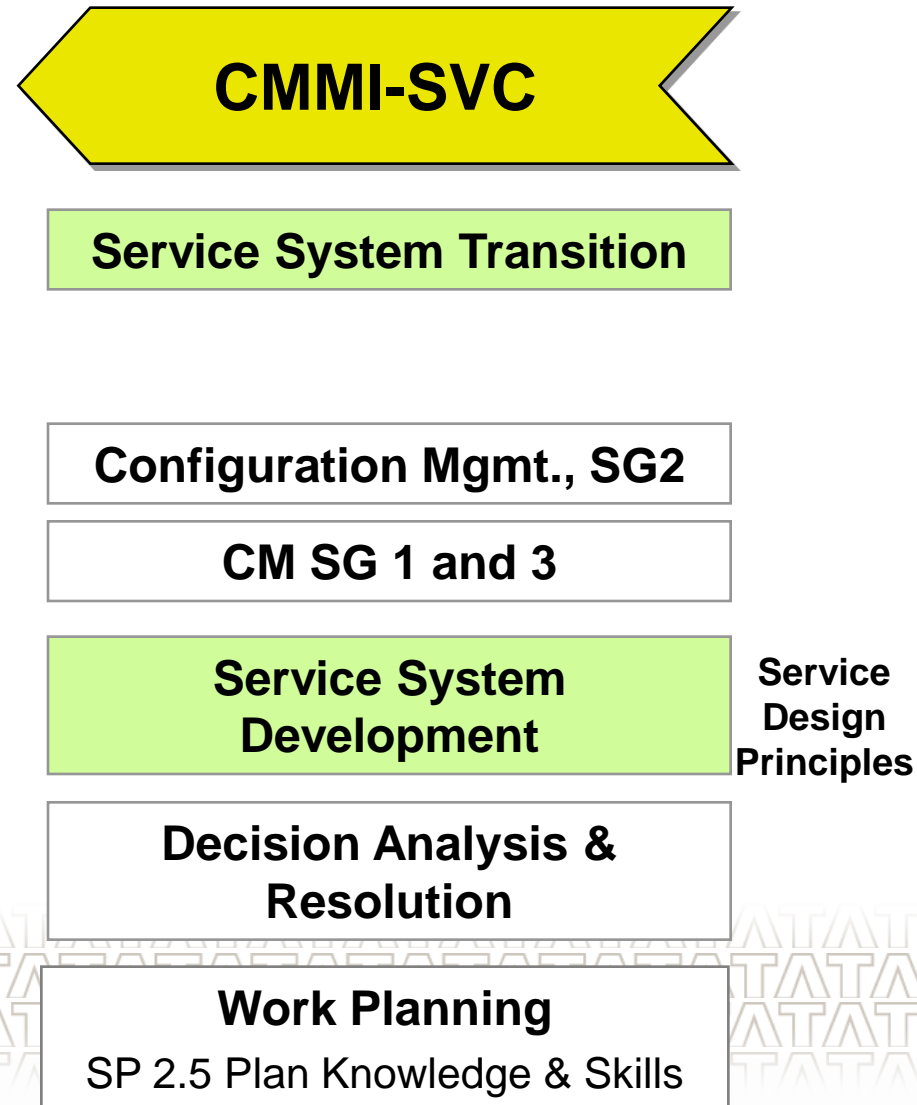
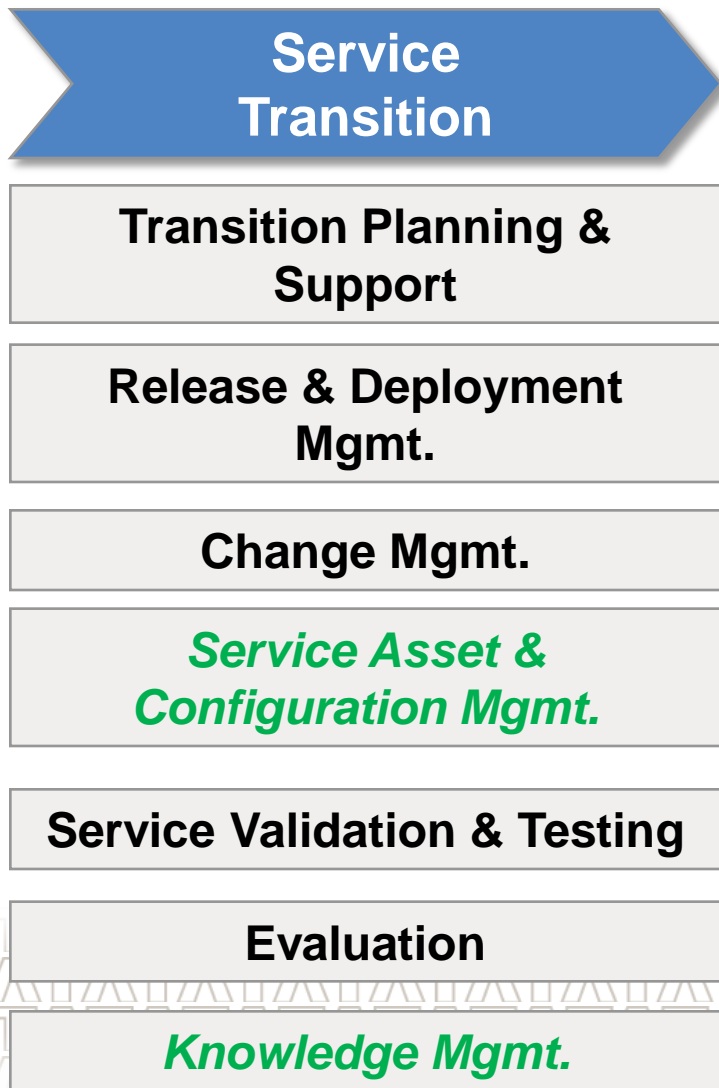
The Match

ITIL scores for attention to practical detail



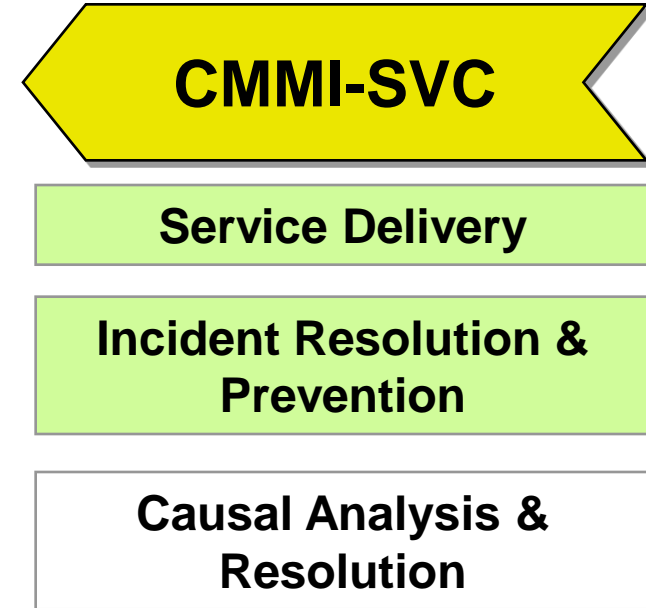
The Match

ITIL holds a slight edge for full-service focus



The Match

CMMI-SVC catching up, but still running behind



The Match

Edge goes to CMMI-SVC for focus on measurement and real improvement

Continual Service Improvement

7-Step Improvement

Service Measurement

Service Reporting

CMMI-SVC

Measurement & Analysis

Organizational
Innovation &
Deployment

Organizational Process
Performance

Process & Product
Quality Assurance

Quantitative Work Mgmt.

GG4 and GG5

The Match

CMMI-SVC scores again for focus on process and work management

Process Management

Organizational Process Definition

Organizational Process Focus

Organizational Training

Work Management

Work Monitoring & Control

Work Planning

Requirements Mgmt.

Risk Mgmt.

Integrated Work Mgmt.

ITIL Service Design
Appendix C: Process Framework

ITIL Service Design
Roles: Process Owner

Service Design 5.1 Requirements Engineering

The Match

CMMI-SVC leads for its path to process institutionalization

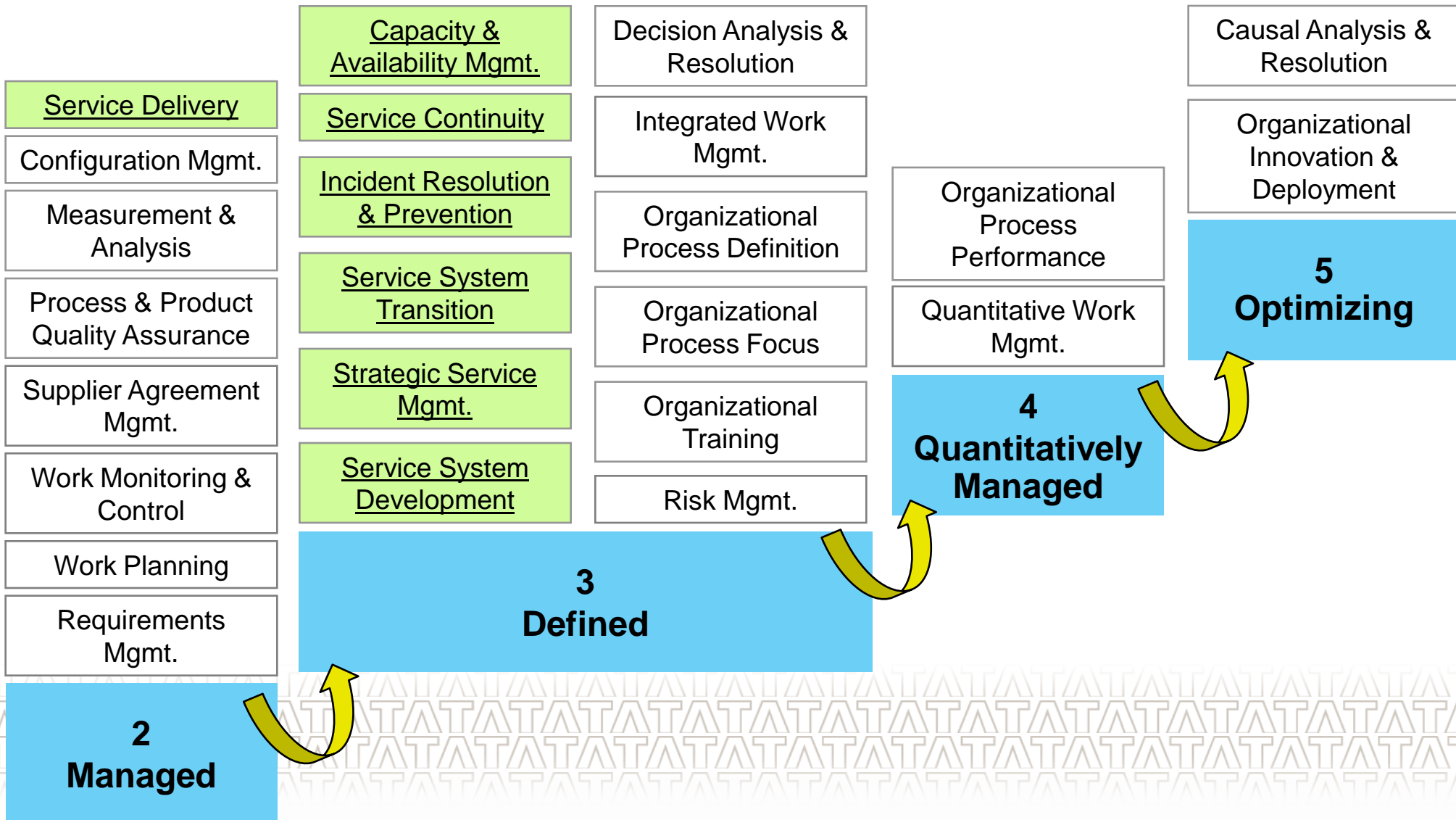
Generic Goal	Progression of Processes
GG 1	Performed process
GG 2	Managed process
GG 3	Defined process
GG 4	Quantitatively managed process
GG 5	Optimizing process

- **The accepted norm for IT services:** ITIL is widely accepted and adopted
- **Focus is on 'service'** and service lifecycle, an intuitive concept in ITSM.
- **Process content:** Most of the processes in ITIL are written in great detail, covering 'What to do', 'How to do', 'Who will do'
- **Functions** such as Service Desk, Technical Management, IT Operations, Application Management are explicitly covered
- **IT Process Specific, e.g.,**
 - Clear distinction between Incident and Problem
 - Strong Change Management process
 - Focus on Demand, Financial, and Knowledge Management

- **Wide applicability:** applies to any service; not limited to IT services only
- **Current with DevOps trend:** trend to integrate development (especially with agile methods) and operations seamlessly is ideal for using CMMI-DEV/SVC combinations.
- **Ease of adoption for CMMI-DEV model users:** 70% of the total PAs reused
- **Process management and institutionalization:** through GGs, GPs, and Process Management PAs
- **Focus on work management and strong measurement**
- **Two evolution paths, each with ability to benchmark capability:** dual representations allow flexibility in implementation

The Match

Staged Evolution Path in CMMI-SVC



- **The Players: ITIL and CMMI**
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And the winner is...



You



Us

- Complementary models provide leverage
- The CMMI suite can be augmented by ITIL
- An ITIL shop can benchmark with CMMI
- Together they offer a balance of improvement and management focus, detail and service cycle orientation, and effective implementation.
- An organization can begin to move toward full development / service integration using CMMI + ITIL to fulfill business goals



All of Us

Scenario 1

Using ITIL; Adopting CMMI-SVC

1. Make ITIL your base
2. Take
 - Roles, policies, etc., from ITIL
 - Process Management process areas from CMMI-SVC
 - Processes from ITIL SS, SD, SO, ST
 - Project and Work Management process areas from CMMI-SVC / PRINCE2 / PMBOK
3. Adopt from CMMI-SVC
 - Generic Goals and Practices for improvement and evolution
4. Adopt and Adapt from CMMI-SVC
 - Capability levels to measure process capability
 - Maturity levels to measure organization maturity as desired

Scenario 2

Using CMMI-DEV; Adopting CMMI-SVC and/or ITIL

1. Use CMMI-DEV as your base
 - Shift from project management to work management in IT operations
 - Substitute service PAs for engineering PAs or develop a blend that uses both concepts across the development and operations arenas
2. Add
 - Service processes, using ITIL as reference for “How to...”
 - Refer to SS, SO, ST for processes, functions
 - Roles, policies, etc., as needed; can elaborate existing policies or create new ones
3. Extend / expand from CMMI-DEV/SVC
 - Focus on process capability and maturity across development and operations

Scenario 3

New Improvement Effort; Adopting CMMI-SVC and/or ITIL

1. Appraise both development and service functions with CMMI-DEV/SVC
2. Determine, from appraisal results and business drivers, where to start—operations, development, or both—and what areas to focus on.
3. Use ITIL as reference for addressing functions, roles, and detailed activities
4. Use CMMI-DEV/SVC for addressing improvement infrastructure, work and improvement planning and management, and institutionalization
 - Avoid unnecessary duplication by integrating CMMI-DEV with –SVC for institutionalization issues (policy, improvement team, asset library, etc.)
5. Appraise periodically, replan, and go for the next round using both sets of models for guidance



Acknowledgments

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- Anju Saxena, TCS
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- Rohit Sarin, TCS

- The ITIL Books (v3)
 - ITIL Service Strategy
 - ITIL Service Design
 - ITIL Service Transition
 - ITIL Service Operation
 - ITIL Continual Service Improvement
- CMMI for Service 1.3

Thank You

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