



Introduction to the ITIL Maturity Model

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» Speakers



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»» Agenda

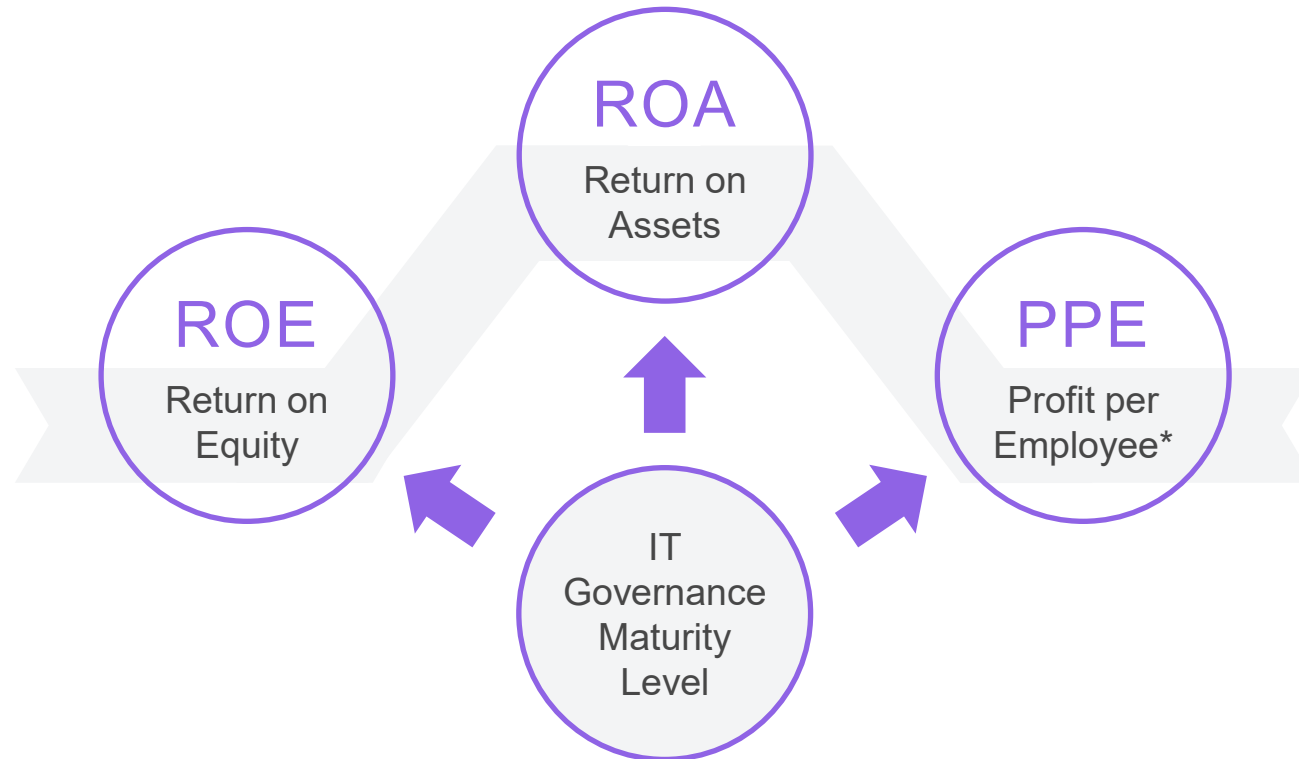
- 01 Introduction
- 02 Capability assessment
- 03 Maturity assessment
- 04 Conducting an assessment

> Introduction



» What is Maturity and Does it Matter?

- Maturity is a measure of an organisation's **ability to deliver predictable outcomes** including on-time delivery, productivity, quality, compliance, and customer satisfaction. The higher your maturity score, the more likely you are to achieve your organisational objectives.



(*) For commercial IT service providers.

»» Why Measure Maturity?



To help organisations **identify areas for improvements** to achieve the strategic objectives



To **focus investment** on those aspects that will yield the best improvements for the specific organisational context



To **monitor the progress of improvements** to the organisation's capabilities and maturity



To understand how an organisation's maturity compare to those of other organisations (**benchmarking**)



To obtain a formal confirmation of the organisation's ability to act as an effective service provider (**certification**)

»» What is the ITIL Maturity Model?

» The ITIL Maturity Model (ITIL MM) is a tool that organisations can use to objectively and comprehensively assess their service management **capabilities and the maturity** of their Service Value System (SVS)



ITIL MM is a proven model based on ITIL that's **trusted by clients across the globe**



ITIL MM is **tailorable model** that can be deployed in a variety of ways to suit your needs



ITIL MM is a **holistic model** addressing all four dimensions of service management

» The ITIL Maturity Model and ITIL

Although the ITIL maturity model is based on the architecture and concepts of ITIL 4, it is NOT designed to assess the extent or success of the implementation of ITIL guidance.

Both practices and Service Value System (SVS) components can be assessed in organisations which have been developing their service management capabilities and management systems using relevant guidance and good practice.

» ITIL MM Assessments

01

Capability assessment

- Practices only
- Any number of practices
- Confirmed with a capability statement, certification is not available

02

Maturity assessment

- Service Value System, including up to 6 practices
- Continual improvement practice must be included
- Confirmed with a statement of results, certification is not available

03

Comprehensive assessment

- Service Value System, including 7 or more practices
- Continual improvement practice must be included
- Certification is available

»» What Customers Say



The ITIL Maturity Model assesses much more than siloed processes or individual practices. It aims to evaluate an organisation's entire service management ecosystem, considering people, tools, processes, workflows, and how we interact with third parties. It gave us a holistic view across our business, helping us improve both how we work and what we achieve.

Nicci Postlethwaite – Operational Excellence Lead, BT



By utilising the ITIL Maturity Model, we were able to achieve our goal based on ITIL best practices, which helped us strive for operational and service excellence within our organisation. This assessment provided us with the objectivity and validation we needed to gain deeper insights into our ITIL practices and improve them further.

Erick Figueroa – Head of Global Process COE, SITA



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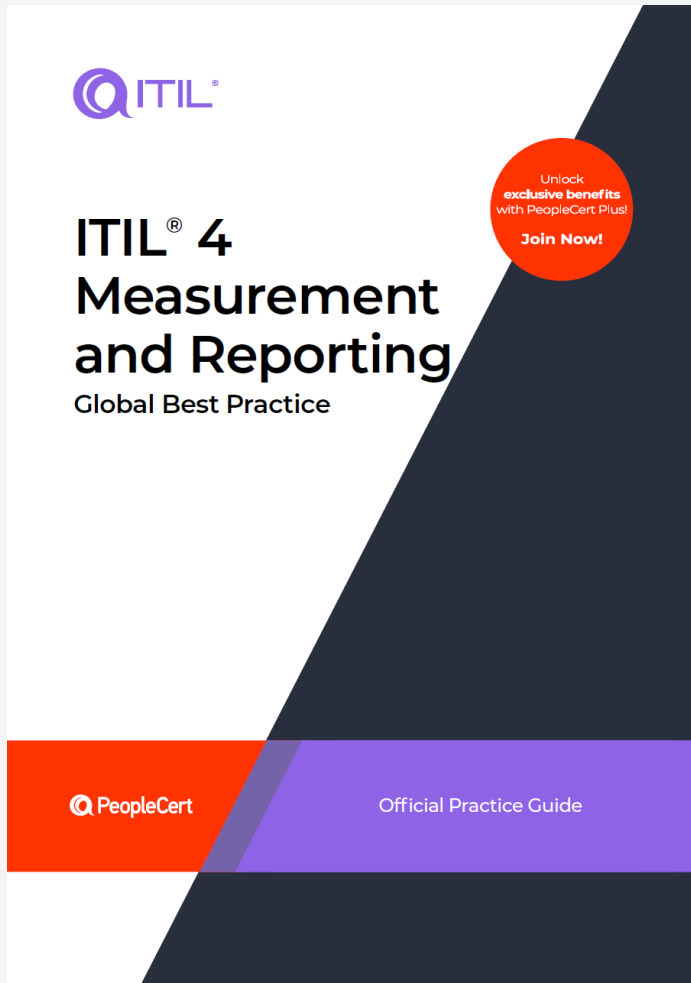
I thoroughly enjoyed the ITSM maturity assessment. I genuinely believe it provided an honest view of where we are and clear guidance on where to go next. It validated many items that were sitting at the top of our backlog, which was great to see. But it also gave us valuable insights into areas where we had some room to grow our expertise. I would highly recommend the maturity assessment to anyone considering it.

Andy Ferguson – ITIL Operations Manager, the University of Birmingham

» Capability assessment



» ITIL Management Practices



- › Practices are defined as a set of organisational resources designed for performing work or accomplishing an objective.
- › Full practice guides are available online via PeopleCert+.
- › For each practice, a set of practice success factors (PSFs) is defined. PSFs include components from all four dimensions of service management.
- › The model provides tools for assessing the practices' capabilities (whether or not they fulfil each purpose).



<https://peoplecert.org/membership>

Practice Capability Levels

Level 5

The practice is continually improving organisational capabilities associated with its purpose.

Level 4

The practice achieves its purpose in a highly organised way, and its performance is continually measured and assessed in the context of the service management system.

Level 3

The practice is well defined and achieves its purpose in an organised way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system.

Level 2

The practice systematically achieves its purpose through a basic set of activities supported by specialised resources.

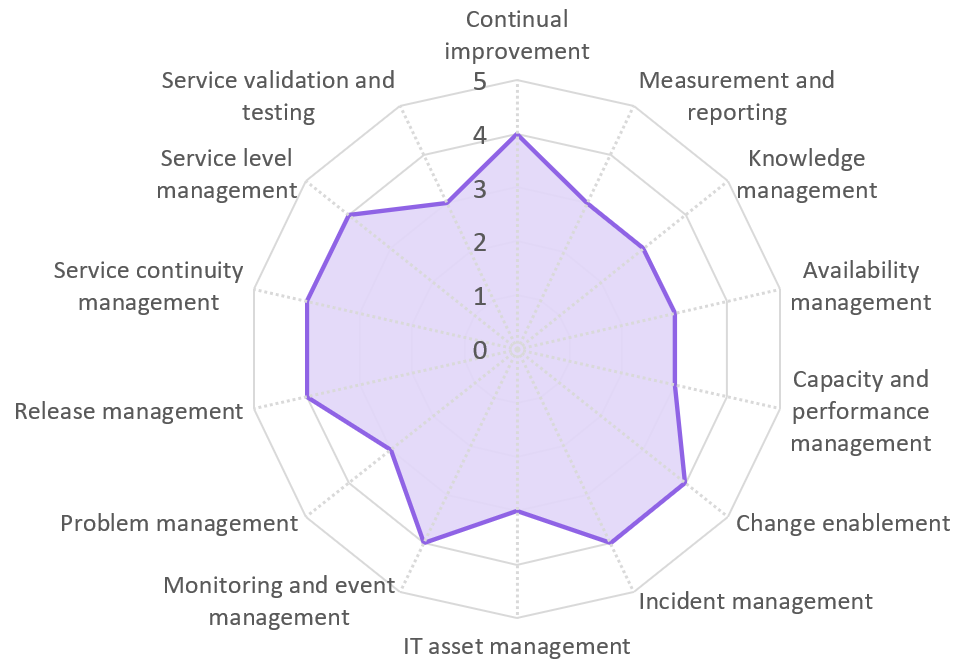
Level 1

The practice is not well organised; it is performed as initial/intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities.

» Capability criteria

- › Are defined for each capability level, from level 2 to level 5
- › Have been designed to ensure that capability assessment comprehensively covers the practice's ability to achieve its purpose
- › Are based on the practice success factors (PSFs)
- › Have been mapped to one of the four dimensions of service management and to the supported capability level
- › The higher the capability level, the more comprehensive the realisation of the practice is expected to be

Practice Capability Scores



The overall capability level of the practice is defined by the highest level for which all capability criteria are met. No criteria are mapped to capability level 1. The overall practice's capability level is assessed as 2 if all level 2 criteria are met:

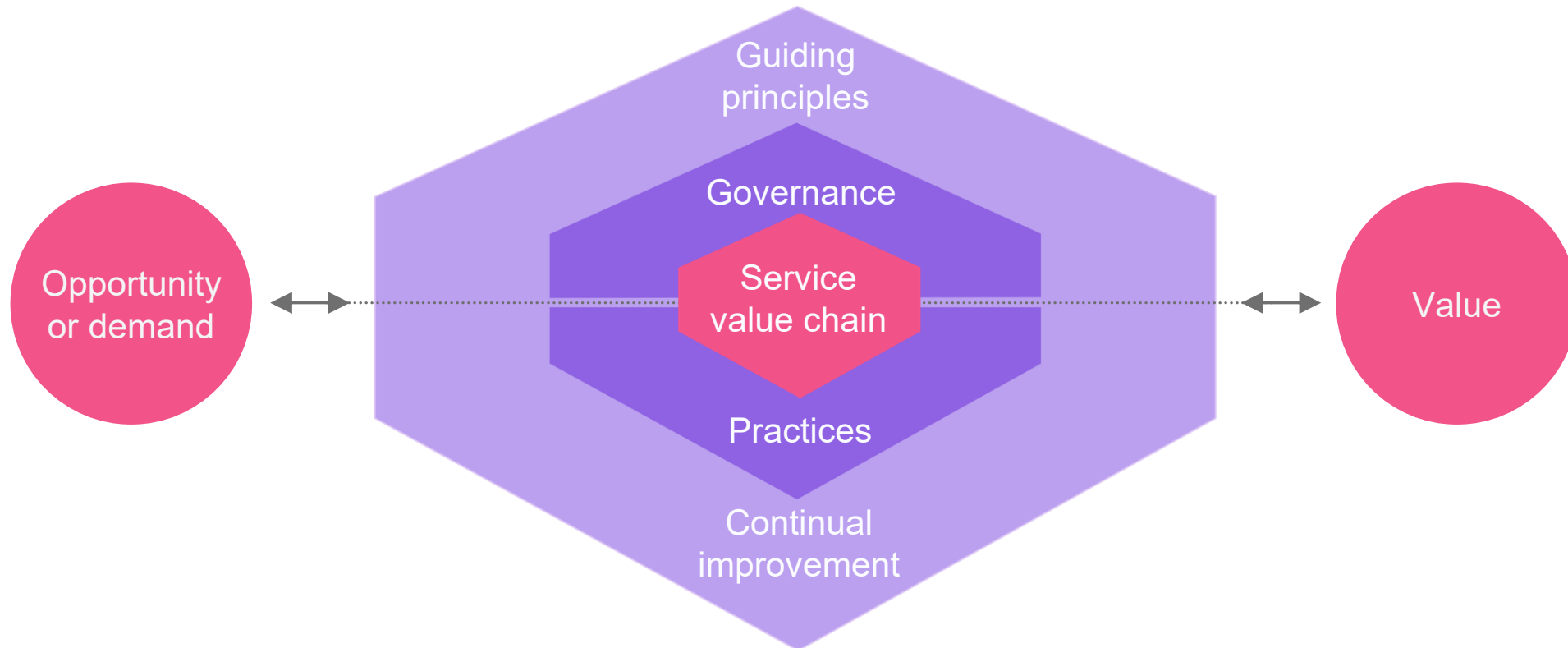
- › If more than half of them are met, the overall capability level is assessed as 1
- › If fewer than half of the level 2 criteria are met, the overall capability level is not assigned

» Maturity assessment



ITIL Service Value System (SVS)

The ITIL Service Value System (SVS) describes how all the components and activities of the organisation unite as a system to enable value co-creation.



» The SVS Components

SVS components	Description
Guiding principles	Recommendations that guide an organisation in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.
Governance	The means by which an organisation is directed and controlled; realised through the activities of evaluate, direct, and monitor.
Service value chain	An operating model consisting of a set of interconnected activities that an organisation performs to deliver a valuable product or service to its consumers and to facilitate value realisation.
Management practices	Sets of organisational resources designed for performing work or accomplishing an objective
Continual improvement	A recurring organisational activity performed at all levels (strategic, tactical, operational) to ensure that an organisation's performance continually meets stakeholders' expectations.

» Maturity Levels

Level 5

The SVS is optimized and focused on continual improvement.

Level 4

The SVS is data driven, with quantitative performance evaluation.

Level 3

Organisation-wide standards provide guidance across the SVS.

Level 2

Planning and performance measurement take place, and the purpose and objectives of the SVS in scope are repeatedly achieved, although not in a standardised way.

Level 1

Work is completed, but the purpose and objectives of the SVS in scope are not always achieved.

» Scoring Maturity

Level 5 maturity

Optimizing: The SVS is optimized and focused on continual improvement.

5

5

5

5

5

Level 4 maturity

Quantitative: The SVS is data driven, with quantitative performance evaluation.

4

4

4

4

4

Level 3 maturity

Defined: Organisation-wide standards provide guidance across the SVS.

3

3

3

3

3

Level 2 maturity

Managed: Planning and performance measurement take place, and the purpose and objectives of the SVS are achieved, although not in a standardised way.

2

2

2

2

2

Level 1 maturity

Initial: Work is completed, but the purpose and objectives of the SVS in scope are not always achieved.

1

1

1

1

1

Guiding principles

Governance

Service value chain

Practices

Continual improvement

SVS maturity assessed at level 2

» Assessment Rules

- 01 The scope of a maturity assessment includes all five SVS components.
- 02 To ensure a valid and representative assessment of the practices as a part of the organisation's SVS, it is recommended to include at least seven practices in the scope of a maturity assessment.
- 03 The continual improvement practice is included in every maturity assessment. Other practices in scope are defined when the assessment is planned, depending on its objectives.

» Primary and Supporting Practices

» During the assessment scoping, practices are identified as primary or supporting

Primary practices

Primary practices are directly involved and necessary to achieve the objectives of the SVS in scope of the assessment

Supporting practices

Supporting practices are needed for the primary practices to effectively achieve their objectives and to function at higher capability levels

» Scoring Practices

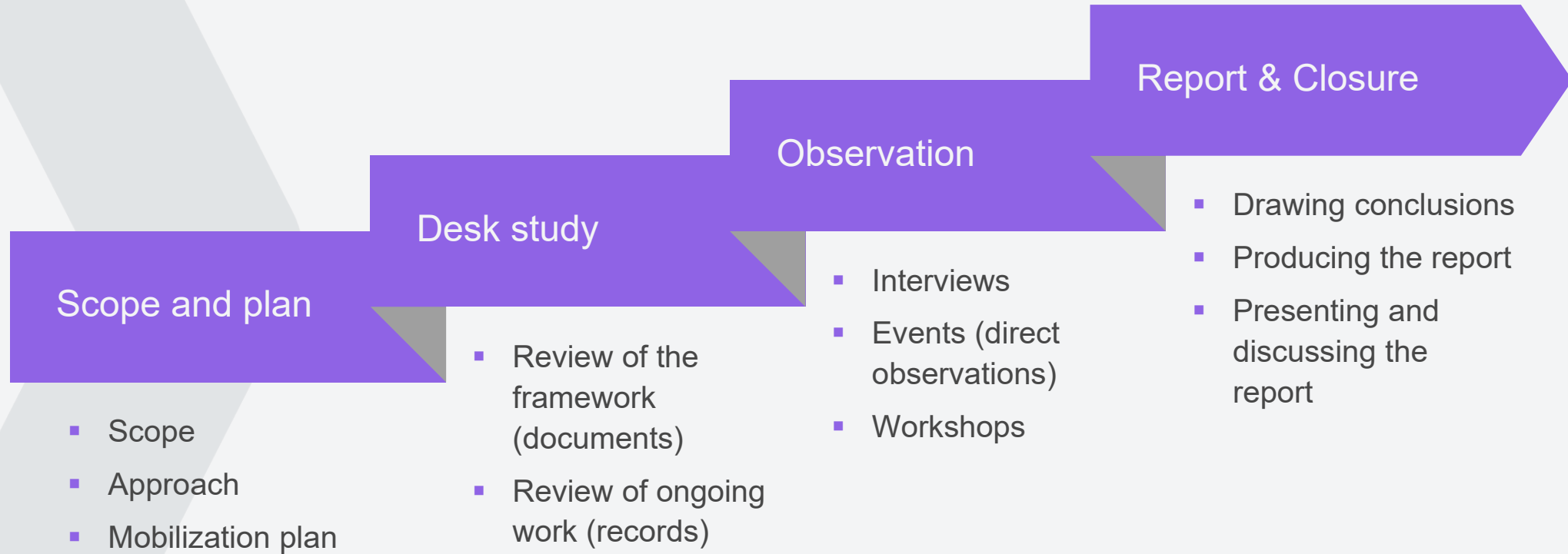


» To achieve the Nth level of maturity for the Practices component of the SVS, all primary practices must have at least the same level of capabilities, and all supporting practices must be scored at level N-2 or above.

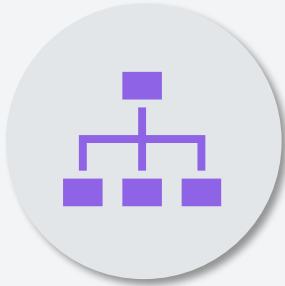
» Conducting an assessment



Assessment Process

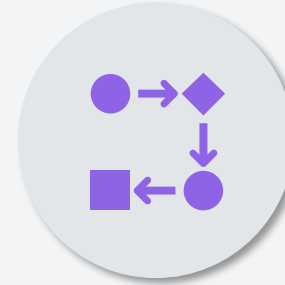


» Scoping Guidelines



Organisational context

- Why does the organisation need this assessment (who will be using it and what will be done with its results)?
- Why is it needed now?
- Are there previous assessments that need to be taken into consideration?
- Which entities / organisation structures will be assessed?



Functional context

- The optimal assessment type – high-level maturity assessment, practices' capability assessment, or comprehensive assessment?
- Which practices are to be assessed – based on the objectives cascade or a value stream mapping exercise?
- Which services / project / workstreams are to be assessed?

» Assessment Deliverables

- › **Current achievements** – If this is not the first assessment, the results can be compared with previously agreed improvement goals and shown in a dynamic (trend-based) view.
- › **Areas for improvement** – These can be prioritised based on the risks they mitigate and the business value they help to deliver.
- › **Critical success factors** – Key conditions that must be met to ensure the success of the improvement programme.

If agreed with the consultants, the report may also include additional elements, such as benchmarks or an improvement roadmap.

» Running an Assessment


ACCREDITED
CONSULTING PARTNER

by PeopleCert

The ITIL maturity and capability assessment can be conducted by one of our Accredited Consulting Partners (ACPs).

Find the right partner to enhance your IT service and product management!



<https://www.peoplecert.org/Organisations/consulting-partners/find-a-consulting-partner>

» Assessment Certification



- › Formal certification is available if an assessed organisation wants to showcase an official confirmation of its ability to act as an effective service provider
- › To certify an assessment, PeopleCert reviews the key findings and evidence, and validates the assessment report
- › Only comprehensive assessments are subject to certification
- › The maturity certificate provides a clear indication of the assessment scope

» Key takeaways



» Key Takeaways

- 01 The ITIL Maturity Model (ITIL MM) is a tool that organisations can use to assess their service management capabilities and the maturity of their Service Value System (SVS)
- 02 The primary purpose of these assessments is to support improvement planning by identifying areas for development and tracking progress over time
- 03 Although the ITIL MM is based on ITIL 4, it is NOT designed to assess the extent or success of the implementation of ITIL guidance, and can be used with other ITSM frameworks or approaches
- 04 The ITIL maturity and capability assessment can be delivered by one of our Accredited Consulting Partners (ACPs)
- 05 You can also conduct a capability self-assessment as the capability criteria are included in all ITIL practice guides available through the PeopleCert+ membership subscription

> Questions?



Questions

- 01 Quite often seeking to improve the ITIL maturity could come at the risk of offsetting other expenditure/improvements in other areas within the organization. Can you take us through some ways of showcasing how ITIL is not so much an IT improvement area as it is empowering other areas through the better use of IT or digital transformation?
- 02 Have you faced situations where it's better suited to remain at the maturity levels instead of seeking to go higher? Could factors such as nature of business, market conditions, etc lead to diminishing return?

