

## **Dilemma of Implementing CMMI for Services or ITIL - By: Sally Hassan**

In ICT industry, a lot of service providers who are looking for improved performance face this dilemma. CMMI for services provides market credibility while ITIL is widely accepted and adopted. Both of them handle service management and differences are not clear.

This is why we decided to tackle this dilemma trying to help service providers to select the optimum roadmap. In this article, we will first explain the advantages of each module over the other and then propose a roadmap for improvement.

### **Advantages of CMMI for Services over ITIL:**

- CMMI for service is a well-defined model, which supports any type of service while ITIL is a collection of best practices for IT services only.
- CMMI for services embodies Process Maturity Framework whereas ITIL includes only some discussions about it.
- Institutionalization is clearly addressed in CMMI for services through generic goals yet it is totally absent in ITIL.
- Project Management is explicitly addressed in CMMI for Services however it is only referenced through other sources (like prince II, PMBOK) in ITIL.
- CMMI for services focuses on measurement.
- CMMI for Services covers process management unlike ITIL.
- In CMMI for Services improvement is expected, benchmarked through Capability and Maturity assessments whilst in ITIL improvement is continually expected by not clearly defined.

### **Advantages of ITIL over CMMI for Services:**

- ITIL provides substantial how-to guidance whereas CMMI does not.
- ITIL defines an end-to-end framework to manage all IT services
- Roles & responsibilities are defined in ITIL through processes' definition as they are written in great details covering what to do, how to do and who will do. This is absent in CMMI for Services.
- ITIL explicitly covers some functions like Service Desk, Technical Management, application management and IT operations management.
- ITIL covers Demand Management, Financial Management & Knowledge management unlike CMMI for services.
- ITIL provides clear distinction between Incident and Problem.
- ITIL provides more details in change management rather than CMMI for services.

As mentioned above each of CMMI for Services and ITIL has advantages over the other, hence which one should we adopt?? The answer is: we should get benefit of both, but how???

### **We recommend 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 CMMI-SVC Generic Goals and Practices for institutionalization
4. Adopt and Adapt from CMMI-SVC
  - Capability levels to measure process capability
  - Maturity levels to measure organization maturity as desired