



ITpreneurs - Making Sense of the ITIL® Certification Scheme

There are many paths to take in the new ITIL training certification scheme. The path you choose will depend on factors such as your role within IT, your career aspirations, your previous ITIL certifications and the final certification recognition you want to achieve. As your thought-leadership partner, ITpreneurs is pleased to be the first to offer this detailed role-based analysis of possible course combinations along with the associated value of this training for each role in a typical IT organization.

This document will assist you in defining your training path within the ITIL certification scheme. The ITIL courses described in this document are:

Course Name	Course Abbreviation	Process / Focus Areas
V3 Planning, Protection and Optimization Capability	PPO	Availability Management, Capacity Management, IT Service Continuity Management, Demand Management, Risk Management, Information Security Management
V3 Service Offerings and Agreements Capability	SOA	Service Portfolio Management, Service Level Management, Service Catalogue Management, Demand Management, Supplier Management, Financial Management
V3 Release, Control and Validation Capability	RCV	Change Management, Service Release and Deployment Management, Service Validation and Testing, Service Asset and Configuration Management, Knowledge Management, Request Fulfillment, Service Evaluation
V3 Operation Support and Analysis Capability	OSA	Event Management, Incident Management, Request Fulfillment, Problem Management, Access Management, Service Desk, Technical Management, IT Operations Management, Application Management
V3 Service Strategy Lifecycle	SS	Service Strategy, Financial Management, Demand Management, Service Portfolio Management
V3 Service Design Lifecycle	SD	Service Level Management, Availability Management, Capacity Management, IT Service Continuity Management, Service Catalog Management, Information Security Management, Supplier Management
V3 Service Transition Lifecycle	ST	Change Management, Service Release and Deployment Management, Service Validation and Testing, Service Asset and Configuration

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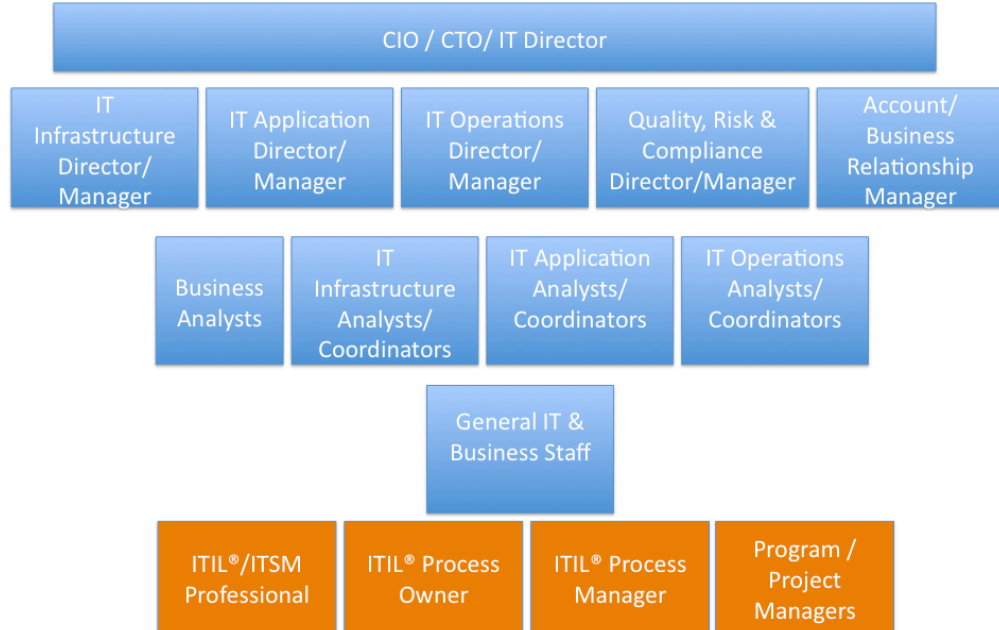


Course Name	Course Abbreviation	Process / Focus Areas
		Management, Knowledge Management, Request Fulfillment, Service Evaluation, Transition Planning and Support
V3 Service Operation Lifecycle	SO	Event Management, Incident Management, Request Fulfillment, Problem Management, Access Management, Service Desk, Technical Management, IT Operations Management, Application Management
V3 Continual Service Improvement Lifecycle	CSI	Continual Service Improvement processes
V3 Managing Across the Lifecycle	MALC	Risk management, management of change, complementary guidance, lifecycle project planning and managerial issues
V2 ITSM Support and Restore Practitioner	IPSR	Service Desk, Incident Management, Problem Management
V2 ITSM Release and Control Practitioner	IPRC	Change Management, Configuration Management, Release Management
V2 ITSM Agree and Define Practitioner	IPAD	Service Level Management, Financial Management
V2 Service Manager		Analyze IT Service Management processes within an organization, design the organizational structure for implementing processes, assess and audit IT Service Management processes.



Role-Based Study Path

The standard roles within IT and the business are defined in the org chart below:



The IT role/package combinations that follow are recommendations only, as there are many paths within the ITIL Qualification Scheme you can take to achieve your training needs.

You can enter any of the recommended study paths with an existing v3 Foundation or v2 Foundation + v3 Foundation Bridge certificate(s).

Please note that the v3 Intermediate Capability courses are focused on the operational activities of the in-scope processes, while the v3 Intermediate Lifecycle courses are focused on the managing and controlling activities of the in-scope processes.



ITIL v3 Role-Based Study Paths

Typical Role	Training Value for Role	Recommended Packages	Courses
CIO/ CTO/ IT Director	Packages focus on the knowledge and skills to: <ul style="list-style-type: none"> • Present, position and articulate value of IT in support of the business • Develop and deliver IT strategy aligned to business requirements within the Strategy phase of the Service Lifecycle • Lead and support Continual Service Improvement programs • Manage and control service delivery and processes within Service Lifecycle phases <i>Additional Best Practice courses of interest for this role:</i> <ul style="list-style-type: none"> • COBIT® Foundation • COBIT Executive Workshop • ITIL Expert "Fast-Path" Package – for holders of v2 Service Manager certificate 	ITIL Expert Lifecycle Package	Service Strategy Lifecycle Continual Service Improvement Lifecycle Service Design Lifecycle Service Transition Lifecycle Service Operation Lifecycle Managing Across the Lifecycle ITIL Expert Certificate
		Business Knowledge Pack	Service Strategy Lifecycle Continual Service Improvement Lifecycle Certificates received for each successful exam
IT Infrastructure & Application Management (Directors / Managers)	Packages focus on the knowledge and skills to: <ul style="list-style-type: none"> • Manage and control service delivery and processes within the Service Design & Transition Lifecycle phases of the Service Lifecycle • Operate and manage within the processes to plan, protect and optimize services 	Infrastructure Management "In-Depth" Package	Service Design Lifecycle Service Transition Lifecycle Planning Protection & Optimization Capability Service Offerings and Agreements Capability Continual Service Improvement Lifecycle Managing Across the Lifecycle ITIL Expert Certificate

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Typical Role	Training Value for Role	Recommended Packages	Courses
	<ul style="list-style-type: none"> Design, lead and manage service offerings and agreements with a focus on Portfolio Management, Demand Management, Financial Management and Supplier Management Present, position and articulate value of IT in support of the business Support, manage, control and lead Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> COBIT Foundation 	Infrastructure Management Knowledge Pack	Service Design Lifecycle Service Transition Lifecycle Continual Service Improvement Lifecycle Certificates received for each successful exam
IT Operations Management (Directors / Managers) <i>Also includes Service Desk Director / Manager</i>	Packages focus on the knowledge and skills to: <ul style="list-style-type: none"> Manage and control service delivery and processes within the Service Transition & Operation Lifecycle phases of the Service Lifecycle Operate and manage within the processes to operate, support and analyze services Design, lead and manage service offerings and agreements with a focus on Portfolio Management, Demand Management, Financial Management and Supplier Management Present, position and articulate value of IT in support of the business Support, manage, control and lead Continual Service Improvement programs 	IT Operations Management "In-Depth" Package	Service Operation Lifecycle Service Transition Lifecycle Operational Support & Analysis Capability Service Offerings and Agreements Capability Continual Service Improvement Lifecycle Managing Across the Lifecycle ITIL Expert Certificate
		Operations Management Knowledge Pack	Service Operation Lifecycle Service Transition Lifecycle Continual Service Improvement Lifecycle Certificates received for each successful exam



Typical Role	Training Value for Role	Recommended Packages	Courses
	<p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • COBIT Foundation 		
<p>Quality, Risk & Compliance Management</p> <p><i>Includes roles such as: IT Quality Assurance Director / Manager, COBIT Project Director / Manager, IT Risk & Compliance Director / Manager</i></p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> • Assess and manage risk associated with IT service delivery in support of compliance, regulatory and quality initiatives • Support, manage and control Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • ISO/IEC 20000 Auditor • COBIT Foundation • Implementing IT Governance Using COBIT and Val IT • The Implications of Compliance on IT • COBIT for Sarbanes-Oxley 	<p>Quality, Risk & Compliance Management Knowledge Pack</p>	<p>Continual Service Improvement Lifecycle Planning, Protection & Optimization Capability</p> <p>Certificates received for each successful exam</p>
<p>Account / Business Relationship Management</p> <p><i>Includes roles such as: Account Director / Manager, BRM Director / Manager, Service Level Management Process Owner / Manager</i></p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> • Understand and apply IT strategy in support of the business • Design, lead and manage service offerings and agreements with business clients of IT services • Support, manage and control Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • COBIT Foundation 	<p>Account / Business Relationship Management Knowledge Pack</p>	<p>Continual Service Improvement Lifecycle Service Offerings & Agreements Capability Service Strategy Lifecycle</p> <p>Certificates received for each successful exam</p>
<p>Business Analyst</p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> • Understand and apply IT 	<p>Business Knowledge Pack</p>	<p>Continual Service Improvement Lifecycle Service Strategy Lifecycle</p>

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Typical Role	Training Value for Role	Recommended Packages	Courses
	<p>strategy in support of the business</p> <ul style="list-style-type: none"> Support Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> COBIT Foundation 		Certificates received for each course
<p>IT Front-Line Staff¹</p> <p><i>Includes Analyst & Coordinator roles in the IT Infrastructure, IT Application, IT Operations, NOC, Service Desk groups</i></p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> Operate and manage within the processes to plan, protect, optimize, release, control, validate, operate, support and analyze services and service delivery Support and deliver within Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> COBIT Foundation 	<p>Infrastructure Front-Line Knowledge Pack</p>	<p>Release Control & Validation Capability Planning Protection & Optimization Capability Continual Service Improvement Lifecycle</p> <p>Certificates received for each successful exam</p>
		<p>Operations Front-Line Knowledge Pack</p>	<p>Operational Support & Analysis Capability Release Control & Validation Capability Continual Service Improvement Lifecycle</p> <p>Certificates received for each successful exam</p>
<p>General IT & Business Staff</p>	<p>The training at this level focuses on the basic framework of the ITIL best practice at an introductory level to:</p> <ul style="list-style-type: none"> Ensure all applicable staff are positioned for success within a larger IT Service Management initiative 	<p>IT & Business Staff Awareness Sessions</p>	<p>Basic awareness of best practice concepts and organizational targets (no exam)</p>
		<p>IT & Business Staff Knowledge Pack</p>	<p>Foundation</p> <p>Certificate received for successful exam</p>
<p>ITSM Professionals</p> <p><i>Includes ITIL/ITSM</i></p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> Present, position and articulate value of IT in support of the business 	<p>ITIL Expert Lifecycle Package</p>	<p>Service Strategy Lifecycle Continual Service Improvement Lifecycle Service Design Lifecycle Service Transition Lifecycle</p>

¹ IT Front Line staff may consider adding Service Offerings and Agreements Capability course to their Knowledge Packs in order to understand the impact of Service Level Target setting on their Service Delivery.



Typical Role	Training Value for Role	Recommended Packages	Courses
Consultant, ITIL/ITSM Trainer, ITIL/ITSM Program Director/ Manager	<ul style="list-style-type: none"> Operate, manage and control service delivery within all phases and processes of the Service Lifecycle Design, lead, manage and support Continual Service Improvement programs Lead Service Management programs and consult clients on ITIL best practice application as best suits their unique business situations and goals Gain the required certification to lead instruction for these courses <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> ISO/IEC 20000 Consultant COBIT Foundation Implementing IT Governance Using COBIT and Val IT Implications of Compliance on IT 		Service Operation Lifecycle Managing Across the Lifecycle ITIL Expert Certificate
		ITIL Expert Capability Package	Planning Protection & Optimization Capability Release Control & Validation Capability Operational Support & Analysis Capability Service Offerings & Agreements Capability Managing Across the Lifecycle ITIL Expert Certificate
ITSM Process Owners	Packages focus on the knowledge and skills to: <ul style="list-style-type: none"> Present, position and articulate value of IT in support of the business Manage and control service delivery and processes within the phases of the Service Lifecycle Design, lead, manage and support Continual Service Improvement programs Lead Service Management 	ITIL Expert Lifecycle Package	Service Strategy Lifecycle Continual Service Improvement Lifecycle Service Design Lifecycle Service Transition Lifecycle Service Operation Lifecycle Managing Across the Lifecycle ITIL Expert Certificate



Typical Role	Training Value for Role	Recommended Packages	Courses
	<p>programs, applying ITIL best practice as best suits the organization's business situation and goals</p> <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • ISO/IEC 20000 Consultant • COBIT Foundation • Implementing IT Governance Using COBIT and Val IT 		
<p>ITSM Process Manager</p>	<p>Packages focus on the knowledge and skills to:</p> <ul style="list-style-type: none"> • Present, position and articulate value of IT in support of the business • Operate and manage within the processes to plan, protect, optimize, release, control, validate, operate, support, analyze, services and service delivery • Design, manage and support service offerings and agreements with business clients of IT services • Support, manage, control and deliver within Continual Service Improvement programs • Manage IT Service Management programs, applying ITIL best practice as best suits the organization's business situation and goals <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • ISO/IEC 20000 Consultant 	<p>ITIL Expert Capability Package</p>	<p>Planning Protection & Optimization Capability Release Control & Validation Capability Operational Support & Analysis Capability Service Offerings & Agreements Capability Managing Across the Lifecycle</p> <p>ITIL Expert Certificate</p>



Typical Role	Training Value for Role	Recommended Packages	Courses
	<ul style="list-style-type: none"> • COBIT Foundation • Implementing IT Governance Using COBIT and Val IT 		
Program / Project Manager	Packages focus on the knowledge and skills to: <ul style="list-style-type: none"> • Understand management of change and project management interfaces as applicable to the transition of IT services from design through to operation • Support, manage and control Continual Service Improvement programs <p><i>Additional Best Practice courses of interest for this role:</i></p> <ul style="list-style-type: none"> • COBIT Foundation 	Program / Project Manager Knowledge Pack	Continual Service Improvement Lifecycle Service Transition Lifecycle Certificates received for each successful exam

Special Notes on Package Recommendations:

Note 1: The Role-based perspective on ITIL v3 education is designed to give you appropriate depth of knowledge based on your role. Some packages are based on a combination of “like” Capability and Lifecycle courses. These recommendations don’t emphasize the credit requirements to become an ITIL expert as much as they focus on helping you become a well-rounded specialized Practitioner. However, if the ITIL Expert certification is your desired target, you may want to consider following the APMG v3 “Option Routes” noted in the v3 Path to ITIL Expert certification section of this document. The APMG optional study routes focus on recommended combinations of ITIL courses to ensure a balanced study path in preparation for the ITIL Expert certification via the Managing Across the Lifecycle course.

Note 2: Those with existing ITIL v2 or v1 certifications should look at our recommendations in the v2-v3 Path to ITIL Expert section of this document.

Note 2: Professional ITIL trainers should refer to their Examination Institute to determine full certification requirements for training delivery.

ITIL v2/v3 Combined Study Paths ²

These package recommendations are meant for those with existing qualifications within the ITIL v1/v2 certification scheme. Please note, that these recommendations hold only if you believe that you still

² See the v2-v3 Path to ITIL Expert section of this document for guidance on mix of v2 Practitioner and v3 Intermediate study options, as there are some combinations that will not generate full credits in the ITIL qualification scheme.



retain most of the knowledge and have practiced what you learned post your ITIL v1/v2 certification courses. Also note that the v2 courses will be discontinued at some time in the near future. 6-months notice will be given prior to retirement of any existing v2 certifications.

Typical Role	V2-V3 Mixed Package	Current v2 Certification level (Pre-requisites)	Recommended Course
CIO/IT Director	ITIL Expert "Fast-Path" Package	<i>Foundation Service Manager</i>	Service Manager Bridge ITIL Expert Certificate
IT Infrastructure & Application Management (Directors / Managers)	Infrastructure Management "v2-v3 Mix" Package	<i>Foundation Release & Control Practitioner Support & Restore Practitioner</i>	Foundation Bridge Service Transition Lifecycle Service Design Lifecycle Continual Service Improvement Lifecycle Managing Across the Lifecycle ITIL Expert Certificate
IT Operations Management (Directors / Managers) <i>Also includes Service Desk Director / Manager</i>	Operations Management "v2-v3 Mix" Package	<i>Foundation Release & Control Practitioner Support & Restore Practitioner</i>	Foundation Bridge Service Transition Lifecycle Service Operation Lifecycle Continual Service Improvement Lifecycle Managing Across the Lifecycle ITIL Expert Certificate
IT Front-Line Staff <i>Includes Analyst & Coordinator roles in the IT Infrastructure, IT Application, IT Operations, NOC,</i>	Front-Line Staff "v2-v3 Mix" Package	<i>Foundation Release & Control Practitioner Support & Restore Practitioner</i>	Foundation Bridge Service Transition Lifecycle Service Operation Lifecycle Continual Service Improvement Lifecycle Managing Across the Lifecycle ITIL Expert Certificate

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Typical Role	V2-V3 Mixed Package	Current v2 Certification level (Pre-requisites)	Recommended Course
<i>Service Desk groups</i>			
ITSM Professionals Includes ITIL/ITSM Consultant, ITIL/ITSM Trainer, ITIL/ITSM Program Director/ Manager	ITIL Expert "Fast-Path" Package	<i>Foundation</i> <i>Service Manager</i>	Service Manager Bridge ITIL Expert Certificate
ITSM Process Owners	ITIL Expert "Fast-Path" Package	<i>Foundation</i> <i>Service Manager</i>	Service Manager Bridge ITIL Expert Certificate
ITSM Process Manager	ITIL Expert "Fast-Path" Package	<i>Foundation</i> <i>Service Manager</i>	Service Manager Bridge ITIL Expert Certificate

Special Notes on Package Recommendations:

Note 1: Professional ITIL trainers should refer to their Examination Institute / Accredited Training Provider to determine full certification requirements for training delivery.



Credit-Based Study Path

The ITIL certification scheme is based on a credit recognition system. Credits are assigned by course, and entry-level credit requirements are defined for certain courses. 22 credits are required in order to achieve the ITIL Expert certification. The v3 course credits are defined in the table below:

Course Name	Credits For Each Course
V3 Foundation	2
V3 Foundation Bridge	0.5
V3 Intermediate Lifecycle (5 courses available)	3
V3 Intermediate Capability (4 courses available)	4
V3 Managing Across the Lifecycle	5
V3 Service Manager Bridge	5

V3 Path to ITIL Expert Certification

In the direct v3 course route to achieve ITIL Expert certification, all students must complete the Managing Across the Lifecycle “capstone” course. In order to enter into this course, you are required to have accumulated at least 15 credits across a balanced portfolio of v3 Intermediate courses. You may want to consider following the APMG recommended “Option Routes” noted below in order that you best position yourself to achieve the desired credits and certification recognition.

APMG has recommended these option combinations based on a balanced study path to ensure you have enough base information to best prepare for entry into the Managing Across the Lifecycle “capstone” course. Of course, you are always able to take courses based on your role suitability noted in the previous section, and as best meets your training requirements. Although there are varying levels of overlap across certain combinations of Lifecycle and Capability courses (SO & OSA, RCV & ST, SD & SOA), there are no combinations of v3 Intermediate courses that will be denied full credits in your accumulation of credits in the ITIL Qualification scheme.

APMG Option to ITIL Expert Route	V3 Foundation Level	V3 intermediate Level									V3 Capstone Level	Total Credits to ITIL Expert
		OSA	PPO	RCV	SOA	SS	SD	ST	SO	CSI		
Course											Managing Across the lifecycle	
Option A credits*	2	4	4	4	4						5	23
Option B credits*	2					3	3	3	3	3	5	22
Option C credits*	2		4		4			3	3	3	5	24
Option D credits*	2		4	4	4				3	3	5	25
Option E credits*	2	4		4	4		3				3	25
Option F credits*	2	4		4		3	3			3	5	24

Adapted from: © OGC's Official Accreditor – The APM Group Limited 2007 -ITIL Service Management Practices: V3 Qualifications Scheme- 09 November 2007 Version 3.0 (Status - Live)

Note 1: Additional credits will not be awarded for repeated / duplicate courses taken within the v3 qualification scheme.



V2-V3 Path to ITIL Expert Certification

The ITIL Qualification scheme recognizes credits for v2 courses towards the total credits required for the ITIL Expert certification.

By far, the fastest path still available for ITIL Expert certification is the v2 Service Manager to v3 Service Manager Bridge set of courses. The v2 series of courses will be retired at some point in the future. If this path is your preferred route to ITIL Expert, be sure to take this combination soon so you don't miss this opportunity!

The v2 Practitioner courses are also recognized in the ITIL Qualification Scheme. Below is a table that details the v2 course credits:

Course Name	Credits Per Each Course
V2 Foundation	1.5
V2 Clustered Practitioner (4 courses available)	3.5
V2 Single Practitioner (multiple courses available)	2
V2 Service Manager	17

Holders of 12 or more credits in the v2 Practitioner courses are eligible for entry into the v3 Service Manager Bridge course. Upon completion of the v3 Service Manager Bridge course, the students must complete the v3 Managing Across the Lifecycle course in order to qualify for ITIL Expert status.

It is important to note that the APM Group (APMG), who manage the ITIL certification scheme on behalf of the Office of the Government of Commerce (OGC), have stated that there are combinations of v2 & v3 courses that will not receive full credit recognition. This is because there is deemed to be greater than 40% overlap in the learning objectives of similar courses. Within the ITIL Qualification scheme, candidates cannot achieve duplicate credits for courses between the v2 and v3 scheme which cover a high percentage of the same content, as this limits both a candidates' knowledge base and the number of credits that can be considered when trying to attain Expert Level certification. It is therefore recommended that candidates DO NOT take V3 Intermediate courses that map very closely to the v2 Practitioner certifications you currently hold.

Below is a chart of the currently known combinations of credits that are considered "duplicate" within the ITIL Certification scheme:

If you have V2 Course ...	We recommend you do not take V3 Course(s) ...	Total Highest # of Credits Possible in This Combination
IPRC	RCV Capability	4
IPAD	SOA Capability	4
IPPI	PPO Capability	4

If you have combinations of v2 courses from an Examination Institute other than EXIN, please download the document from the ITIL Best Practice website for a more detailed listing. <http://www.itil-officialsite.com/News/NewCreditAdministrationPolicyfortheITILV3Scheme.asp>



APMG's Credit Calculator

You can view the official APMG credit calculator tool via this link: <http://www.itil-officialsite.com/itilmapping/v2/map.asp>. Please be aware that if you choose v3 Intermediate courses that do not follow one of the APMG recommended Option Routes, you may be informed that “you do not have enough credits to enter the Managing Across the Lifecycle course”.

As noted earlier, this does not mean that v3 Intermediate courses taken outside of APMG's recommended Option Routes do not count for credits towards your ITIL Expert certification.

Indeed, APMG in their New ITIL v3 Credit Administration Policy also states the following: *“It is hoped that many candidates will use the flexibility of the scheme to acquire qualifications in both Lifecycle and Capability streams. This will be of interest to candidates charting a career that requires qualification and demonstrated skill in particular genres of ITIL. For some, an in-depth focus on one or more Capability areas, supplemented with broader management focused qualification(s) from the Lifecycle stream will be of interest.”*

About the Author:

Abbey L. Wiltse

As the Global Product Manager for the ITSM Product Category at ITpreneurs, Abbey has been instrumental in creating the world's most innovative, comprehensive, and diverse training product portfolio while at ITpreneurs. An early adopter in North America, Abbey has been involved with ITIL as a practitioner as well as a consultant since the mid-90s in various roles. This mix of experiences makes Abbey successful in a very challenging and international job at ITpreneurs, where training companies and educational institutes from 50 countries and across several languages rely on ITpreneurs for modern and effective training and implementation solutions.

Sources:

ITIL Qualification Credit Administration Policy_v1.0_LIVE_MAY09.doc – 01 May 2009 - ©
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