ITIL®

THE LANGUAGE OF GROWTH

ORGANIZATIONAL MATURITY AND PERFORMANCE

Evidence from the ITIL Performance Benchmarking Survey

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PeopleCert

EXECUTIVE SUMMARY

Organizational maturity is generally believed to be associated with higher performance, yet empirical evidence supporting this relationship remains limited. This paper examines this relationship using data collected from 720 organizations that participated in the first international ITIL Performance Benchmarking Survey in 2026.

Across the survey sample, organizations in the higher-maturity group consistently reported higher average performance across key aspects of digital product and service management, with the distribution of results also shifted towards higher-performing values. These findings reinforce the importance of systematically assessing and improving management capability as a foundation for achieving better organizational performance and business outcomes.

INTRODUCTION

The relationship between organizational maturity and business performance is widely assumed but rarely supported by empirical evidence.

To better understand how practitioners perceive this relationship, we asked the same question over the past two years: "Is there a correlation between an organization's maturity and performance?" In total, 104 respondents from different professional communities participated. As shown in Figure 1, the responses were widely distributed, indicating that there is no clear consensus among practitioners.

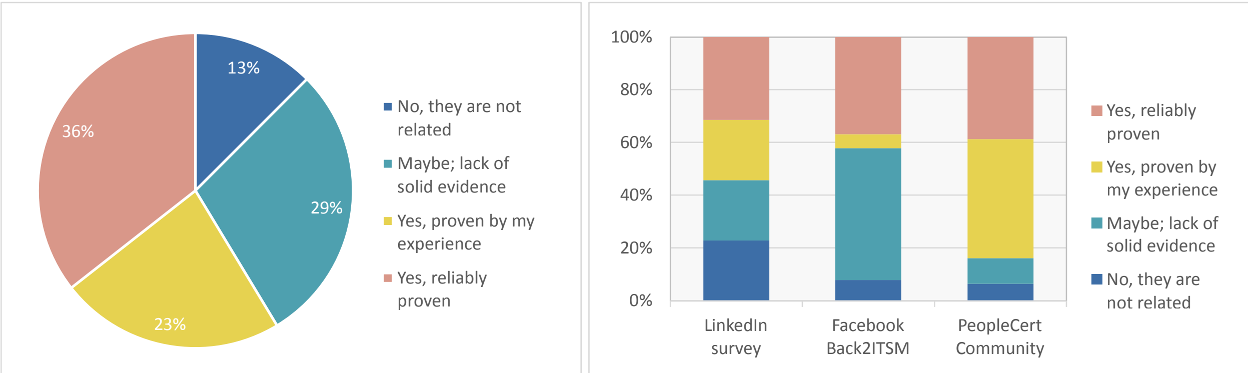

Figure 1. Is there a correlation between an organization's maturity and performance?

This uncertainty may stem from two factors. First, organizational capability maturity is interpreted differently by practitioners (see the “Maturity and Performance” section). Second, empirical evidence on the relationship between maturity and performance remains limited.

This paper addresses this gap using data collected through the ITIL Performance Benchmarking Survey, conducted between February and June 2026. The following sections describe the survey methodology and present the findings.

MATURITY AND PERFORMANCE

Capability maturity is a measure of an organization's ability to deliver predictable results despite changing conditions. It reflects the extent to which practices, governance, skills, measurement and improvement mechanisms are established and consistently applied. It provides leaders with assurance that organizational performance is aligned with business priorities and based on repeatable capabilities rather than individual effort or good fortune.

To assess individual practice capabilities and organizational maturity in digital product and service management, ITIL provides the **ITIL Maturity Model**. The model is used by organizations worldwide to evaluate current state, identify improvement opportunities, and guide transformation initiatives.

Capability maturity, however, does not directly measure organizational performance. A mature organization is expected to perform consistently, but maturity alone does not indicate whether desired results are being achieved.

To assess performance directly, ITIL offers the **ITIL Performance Benchmarking Model.** It defines twelve benchmark-ready performance metrics for measuring how effectively organizations use and manage digital technology:

Business focus area	Key performance metrics
Business alignment and integration	• Management satisfaction with how digital technology enables the business • Digital value realization • Digital workplace satisfaction score • SLA compliance rate
Organizational agility	• Management satisfaction with solution delivery • On-time project delivery • On-budget project delivery
Organizational resilience	• Incident rate • On-time incident resolution
Operational excellence	• Digital cost per user • % Allocated digital cost • Management satisfaction with digital cost transparency

RESEARCH METHODOLOGY

The findings presented in this paper are based on data collected through the ITIL Performance Benchmarking Survey, which was conducted between February and June 2026 as an organizational self-assessment. The survey was open to organizations of all sizes, industries, and geographic regions. In total, 720 organizations participated in the survey. Figure 2 summarizes the industry and geographic distribution of the survey sample.

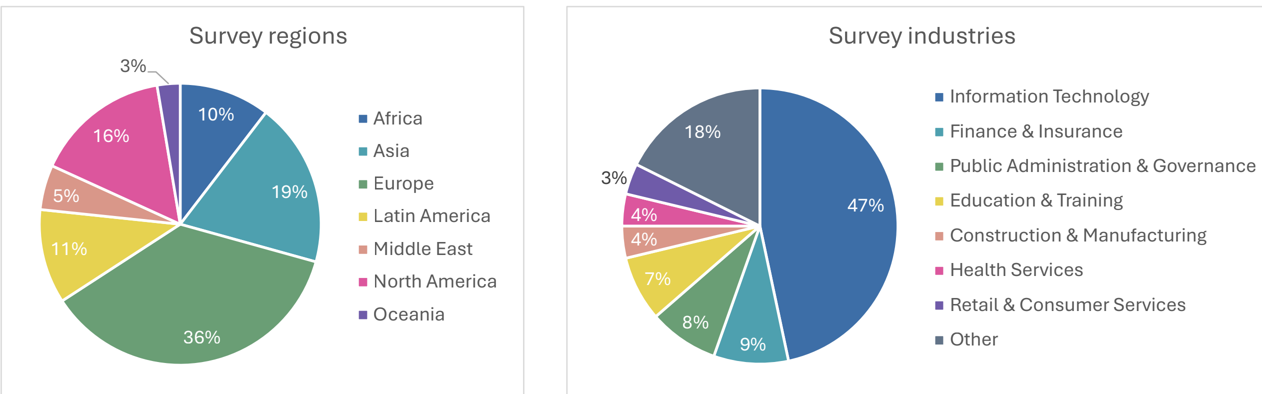

Figure 2. Survey sample characteristics

Participating organizations were asked to provide:

- performance values for the metrics included in the ITIL Performance Benchmarking Model;
- information on whether each metric was measured regularly, measured occasionally or collected for the first time as part of the survey; and
- a self-assessment of the capability of their digital product and service management practices (the list of practices is provided in Appendix 1).

The reported capability scores were used to analyze the relationship between capability maturity and organizational performance. Since formal ITIL Maturity Model assessments are not feasible within a large-scale organizational self-assessment, capability maturity was estimated using a simplified approach based on the average capability scores across the 25 ITIL management practices included in the survey.

Survey responses were then grouped according to this estimated capability maturity into three categories: lower maturity (bottom 25%), medium maturity (middle 50%), and higher maturity (top 25%). Average values of the reported metrics were then calculated for each maturity group to examine the relationship between capability maturity and business performance.

KEY FINDINGS

This section examines the relationship between organizational maturity and performance across the metrics included in the ITIL Performance Benchmarking Model.

The analysis covers the following performance metrics:

- Management satisfaction with digital technology as a business enabler;
- Digital value realization;
- Digital workplace satisfaction score;
- SLA compliance rate;
- Management satisfaction with solution delivery;
- On-time project delivery;
- On-budget project delivery;
- On-time incident resolution; and
- Management satisfaction with digital cost transparency.

Three performance metrics were excluded from the findings presented in this paper for the following reasons:

- **Incident rate,** because organizations with more mature management of digital technology typically have greater digital reliance, which may offset the reduction in incident generation, resulting in similar incident rates across maturity levels.

- **Digital cost per user** and **% Allocated digital cost**, because both metrics reflect organizational strategy and business context more than the capability of digital product and service management practices. However, the survey does indicate that digital cost allocation is more widely adopted among higher-maturity organizations.

The comparison is based on the average performance of organizations in the lower- and higher-maturity groups. Variability within each group is represented by the interquartile range (IQR), covering the middle 50% of reported values.

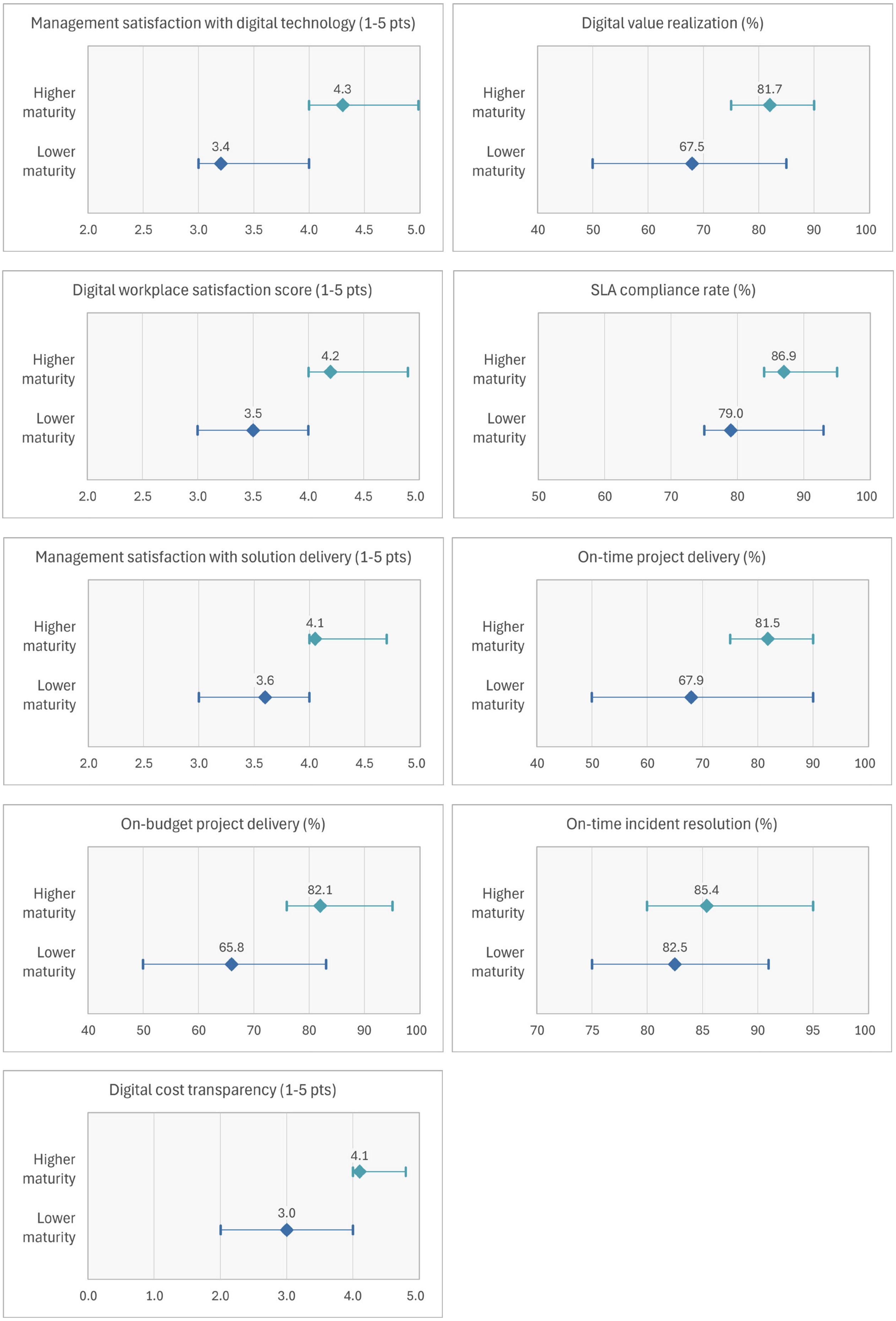

Figure 3. Maturity vs performance in statistical figures

Across the survey sample, higher organizational maturity is consistently associated with higher performance for all analyzed metrics. For each metric, the higher-maturity group has a higher average, and the distribution of results, represented by the interquartile range, is shifted towards higher-performing values.

The analyzed metrics represent two complementary approaches to measuring organizational performance. Some metrics assess performance directly through operational data, while others capture management and user perceptions of the outcomes delivered by digital technology. The consistent relationship observed across both types of measures suggests that higher organizational maturity is associated not only with improved operational performance but also with greater stakeholder confidence in digital technology.

CONCLUSION

This paper examined the relationship between organizational maturity and performance using responses from 720 organizations participating in the first international ITIL Performance Benchmarking Survey.

Across all analyzed metrics, organizations in the higher-maturity group consistently reported higher average performance than organizations in the lower-maturity group. While the study demonstrates an association rather than causation, the consistency of the findings provides strong empirical support for the proposition that higher organizational maturity is associated with better performance.

For organizational leaders, the findings reinforce the importance of systematically assessing management capability, identifying improvement opportunities and measuring the resulting business outcomes. ITIL provides a globally recognized framework for assessing and improving management capability in the digital product and service management domain. Maturity assessment and performance benchmarking enable leaders not only to understand where they are today but also to make informed investment decisions, prioritize improvement initiatives and demonstrate the business value of management capability over time.

" The significance of these findings extends beyond IT service management. Modern organizations increasingly rely on digital technology to deliver products, services, customer experiences and innovation. In this environment, improving organizational capability is no longer just an operational objective, it is a strategic business priority. The results suggest that organizations with mature management practices are more likely to realize business value from digital technology, deliver reliable services, satisfy stakeholders and increase transparency into their digital investments. These outcomes directly influence competitiveness, resilience and long-term business success. "

Markus Bause, VP Product, PeopleCert

APPENDIX 1. A LIST OF ITIL PRACTICES USED IN THE ITIL PERFORMANCE BENCHMARKING SURVEY

Below is a list of ITIL practices used in the ITIL Performance Benchmarking Survey:

- Architecture Management
- Availability Management
- Business Analysis
- Capacity and Performance Management
- Change Enablement
- Continual Improvement
- Incident Management
- IT Asset Management
- Knowledge Management
- Measurement and Reporting
- Monitoring and Event Management
- Portfolio Management
- Problem Management
- Project Management
- Relationship Management
- Release Management
- Service Catalogue Management
- Service Configuration Management
- Service Continuity Management
- Service Design
- Service Desk
- Service Financial Management
- Service Level Management
- Service Request Management
- Service Validation and Testing

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