



Navigating Business Excellence: The Crucial Role of Information Technology Service Management through Best Practice ITIL

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ABSTRACT

The article delves into a contemporary concern within the modern business landscape: the significance of Information Technology Service Management (ITSM) in overseeing business processes through the application of best practices from the Information Technology Infrastructure Library (ITIL). The study aims to pinpoint, articulate, and examine the obstacles that surface during the incorporation of ITIL processes within an organization, as well as the essential contributing factors vital for achieving a successful implementation. Furthermore, the article seeks to elucidate the role played by ITIL in the effective management of business processes.

KEYWORDS: Information technology, ITIL, ITSM

1. INTRODUCTION

In today's dynamic business landscape, where speed, efficiency, and continuous operations are paramount, information technology (IT) integration has become the key to success. As organizations strive to optimize their business processes, the importance of Information Technology Service Management (ITSM) cannot be overstated. This article examines the key role that ITSM plays in advancing business processes, with particular emphasis on the widely recognized best practices documented in the Information Technology Infrastructure Library (ITIL) [1].

In an era where technology is not just a support function but a strategic enabler, businesses are increasingly recognizing the need for a structured and standardized approach to IT service management. ITIL, the comprehensive framework for ITSM, stands out as a beacon that provides a set of best practices that organizations can use to align their IT services with business goals, increase operational efficiency, and enhance overall service delivery.

In this article, we want to show how ITIL, with its proven methodologies and frameworks, has become an indispensable tool for businesses aiming to navigate the complexities of the digital age. From incident management to change control, service transition to continuous service improvement, each aspect of ITIL plays a critical role in not only streamlining IT processes but also enhancing organizational growth and sustainability.

2. MAIN

The study aims to investigate the role of Information Technology Service Management (ITSM) in the administration of business processes, with a specific focus on the Information Technology Infrastructure Library (ITIL), and to assess its impact on business outcomes, success, and competitiveness. The global adoption of ITIL as an international standard for managing IT services underscores its pervasive influence on organizations worldwide. The evolution of various ITIL versions and the widespread embrace of IT service practices have resulted in a growing number of companies adopting these best practices. Notably, empirical studies indicate a remarkably high level of satisfaction among organizations implementing ITIL.

In pursuit of the research objectives outlined in this paper, which include identifying potential barriers to the implementation of best practice processes, elucidating contributing factors to successful implementation, and understanding the role ITIL plays in business process management, a qualitative research approach, specifically in-depth interviews, was chosen. This method is poised to provide comprehensive insights into the nuances of ITIL implementation, shedding light on challenges faced by organizations, key success factors, and the overall impact of ITIL on the efficient management of business processes.

Initially, organizations were chosen based on their functionalities and types to comprehensively present and analyze factors associated with the implementation of ITIL processes across various categories of organizational management. Consequently, one of the largest and most successful entities in the financial, public, private, and consulting sectors in Georgia was selected for the study. This selection aimed to ensure that the shared experiences and information provided by these organizations would be valuable and reliable for all stakeholders interested in the research issue. Following the identification of organizations, their IT leaders were contacted, and pre-interviews were conducted to discuss the study's purpose and address privacy concerns.

To facilitate the in-depth interview process, a written list of tentative questions was prepared as a discussion guide. This approach was employed to ensure that no essential topics were overlooked, enabling the extraction of the most comprehensive information from respondents and facilitating the comparison of insights obtained from different interviews. Despite the structured nature of the questions, the flexibility of the method allowed respondents to introduce additional interesting topics during the interview. To delve deeper into responses, the interviewer frequently posed follow-up questions, seeking to understand the 'why' and 'how' behind the information provided. Importantly, respondents were granted complete freedom to express their opinions and provide answers during the interview process.

The study's findings revealed that organizations predominantly implement crucial processes such as Service Catalog Management, Service Desk, Incident Management, Problem Management, Request Management, Access Management, Change Management, and Knowledge Management. All respondents unanimously emphasized that adopting these approaches significantly aids in organizing processes, documenting them, establishing knowledge bases, closing gaps, and effectively managing business processes within a structured framework. Notably, these processes were automated to the greatest extent possible, with clear differentiation of roles and functions among employees, the allocation of responsible individuals, and the development of career advancement plans.

It is noteworthy that the implementation of these practices led to the formation of thematic committees, further enhancing the ability to make well-informed and analytical decisions. Ultimately, as indicated by the respondents, the collaborative execution of each process plays a pivotal role in enabling businesses to generate value for both the customer and the organization.

Introducing employees to new methods and accompanying documentation poses a considerable challenge. The primary difficulty lies in raising awareness among staff members and convincing them of the necessity of implementing ITIL. The evident resistance of employees toward this novelty underscores the importance of actively involving management, conducting meetings, and organizing training sessions to dispel skepticism and foster acceptance of the new approach. As emphasized by each respondent, it becomes crucial to familiarize employees with the new methodology in the most positive manner possible during such times. To facilitate adaptation to these processes, organizations additionally adopt the strategy of prioritizing the means of demand, gradually prompting employees to change their behavior over time [2,3].

Based on the research findings, it is noteworthy that managers in Georgian organizations actively engage in the introduction of the ITIL methodology, demonstrating a strong commitment to facilitating successful process management. This commitment is evident in the financial investments made in funded training and process management tools, as well as in their efforts to persuade employees of the necessity of working with the new methodology[2, 4].

As indicated by every respondent surveyed, ITIL significantly contributes to the achievement of business goals and plays an unequivocally vital role in the effective management of business processes. For instance, ITIL aids businesses in aligning with international standards, transforming organizational data into valuable information, and making informed and effective decisions based on these insights. Within the organization, there is no differentiation between business and best practices; today, ITIL is an integral part of business operations, facilitating the creation of value. Moreover, ITIL serves as a valuable tool for businesses to assess the quality of their services and gauge their progress toward set objectives.

According to the findings, the ITIL methodology significantly contributes to maximizing transparency and security within the business, a point emphasized by one of the respondents who noted its direct impact on the outcomes of the initial audit. Research companies have reported that the implementation of ITIL processes has streamlined work procedures, allowing for the delivery of more services with considerably fewer interruptions. Personnel involved in these new processes have

developed additional competencies, ultimately contributing to business success and the ability to create value for the customer. Notably, ITIL serves as a business tool that aids in standardizing processes.

A representative from the private sector highlighted that the functionality of IT systems and adherence to standards have a direct bearing on the quality of services. In this context, ITIL emerges as a transformative force, simplifying service processes and imbuing them with enhanced security, a service-oriented approach, and a commitment to quality.

Thanks to the flexibility of the research methodology, in addition to the pre-designed questions, respondents were encouraged to share additional insightful perspectives. Notably, during the interviews, the role of ITIL in ensuring business continuity amid the global pandemic was underscored, aligning precisely with the viewpoint presented in the foreign article cited in this paper. In the challenging circumstances created by the pandemic, ITIL played a pivotal role in sustaining the continuity of value creation. Consequently, services were delivered to customers seamlessly and without any interruptions, highlighting the resilience and effectiveness of ITIL in navigating unforeseen challenges.

Finally, the research unveiled a crucial and innovative perspective. Currently, ITIL transcends being merely an intriguing and effective methodology for the IT department; other structural units also exhibit a keen interest in overseeing and organizing work processes in accordance with ITIL practices. This newfound interest underscores the broader significance of best practices in ensuring the effective management of business processes throughout the organization.

3. CONCLUSION

In conclusion, the research indicates that consulting companies in the Georgian market are prepared to meet customer requirements and effectively facilitate the implementation of desired processes. The recommendations outlined in the study will assist interested parties in being thoroughly prepared to successfully attain their goals in collaboration with the consulting company.

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ბიზნესის მენეჯმენტის სრულყოფისათვის ინფორმაციული ტექნოლოგიების სერვისების მართვის გადამწყვეტი როლი ITIL-ის საუკეთესო პრაქტიკით ნინო ლორთქიფანიძე¹, ნონა ოთხოზორია²

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სტატია განიხილავს თანამედროვე ბიზნეს გარემოს: საინფორმაციო ტექნოლოგიების სერვისების მართვის მნიშვნელობას ბიზნეს პროცესების ზედამხედველობისას ინფორმაციული ტექნოლოგიების ინფრასტრუქტურის (ITIL) საუკეთესო პრაქტიკის გამოყენებით. კვლევა მიზნად ისახავს ზუსტად განსაზღვროს, ჩამოაყალიბოს და შეისწავლოს დაბრკოლებები, რომლებიც წარმოიქმნება ორგანიზაციაში ITIL პროცესების დანერგვის დროს. ასევე გამოყოს, არსებითი ხელშემწყობი ფაქტორები, რომლებიც სასიცოცხლოდ მნიშვნელოვანია წარმატებული იმპლემენტაციის მისაღწევად. გარდა ამისა, სტატია ცდილობს გაარკვიოს ITIL-ის როლი ბიზნეს პროცესების ეფექტურ მართვაში.

საკვანძო სიტყვები: ინფორმაციული ტექნოლოგიები, ITIL, ITSM