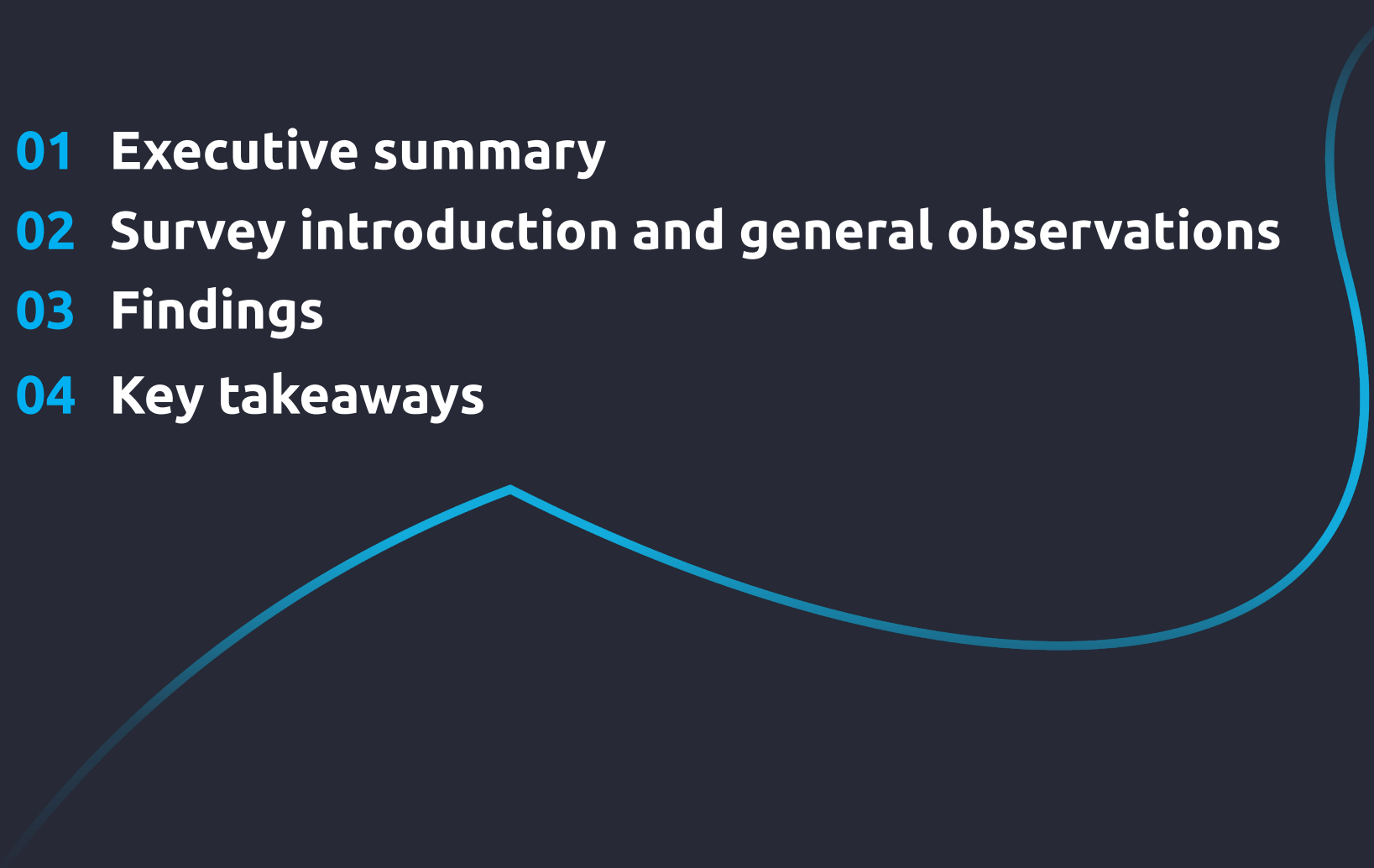


# ITSM: THE PRIMARY FOCUS OF ANY MODERN IT ORGANISATION

June 2022

# AGENDA

- 01 Executive summary
  - 02 Survey introduction and general observations
  - 03 Findings
  - 04 Key takeaways
- 



01

## EXECUTIVE SUMMARY

# CURRENT MARKET TRENDS ARE GIVING RISE TO MANY OPPORTUNITIES FOR **BUSINESS** AND **IT**...



## **Ease of Consumption**

with IT that does what it says:  
Better business outcome alignment and zero disruption  
across hybrid landscapes with everything “as a Service”

## **Hyper-relevancy to Your Business:**

Increased IT alignment to industry, business,  
and end-users

## **Speed as a competitive advantage**

### **A Faster Pace of Innovation:**

New rapidly-exploitable apps and  
technologies

## **Today's innovations are tomorrow's mainstream:**

AI, Automation, IoT, Blockchain, VR, etc.

## **Collaborating to Win**

with the CIO to mitigate risk, industrialize  
innovation, optimize the legacy estate, and  
commoditize services

## **Convergence and New “composite” technologies exploit multiple components:**

AI virtual assistants and software development, IoT  
Apps/Bots and software bots





# ALIGNMENT OF BUSINESS AND IT PRIORITIES



# INCREASE BUSINESS VALUE & IT AGILITY



Many organizations **fall behind** due to their focus on **isolated efficiency metrics** rather than collective ones, aligned to key business goals, such as **customer value** and **fast delivery to the market**. Nowadays, we live in an environment marked by constant business disruption and continuous transformation which demands also the modernization of IT services. Digital transformation opens the door to higher business value from IT if the challenges of “**digital everything**” can be addressed.

**ITSM** helps organizations swiftly respond to new business requirements, technological trends & market demands and should be the **primary focus** of any modern IT Organization.



The extra mile of process alignment: a **seamless integration of the business and IT** processes and procedures. Usual bottlenecks such as procurement procedures impacting supplier management, or the alignment of business strategy with the IT Portfolio can be easily addressed and solved.

To increase the business and IT agility one of the most common IT-Business alignment challenges is the integration between some key processes:

- ➔ Demand Management
- ➔ Capacity Management
- ➔ Projects & Portfolio Management
- ➔ IT Change Management
- ➔ Release Management

Innovation and modernization needs to be a key driver in both business, and IT, and properly aligned in order to yield the expected results.

The survey aims to evaluate the **maturity** and **value perception** of ITSM practices in the local IT organizations, **their impact on business objectives** and **identify the strategic priorities** for competitive IT operations.



# FROM IT MODEL TO VALUES PERCEIVED BY THE BUSINESS...

## STRUCTURE OF THE ITSM SURVEY



Respondent and Company Information



IT Organization



ITSM General info



ITSM - Processes



Implementation and Optimization



Perspectives on ITIL ® 4



Environment and Framework



Perception and value to business

Company Size, Industry, Origination

IT Structure, Operating Model

ITSM Practices, Maturity, Certifications and Frameworks

Key processes implemented and relevance in achieving objectives

Planned / ongoing initiatives for optimization and realignment of ITSM landscape with the changes of business and IT

How are the latest ITIL ® 4 changes perceived in terms of ITSM practices and IT delivery

Maturity of processes, tools and environment

Value perceived by the respondents regarding their ITSM Practices, both from a business and IT point of view



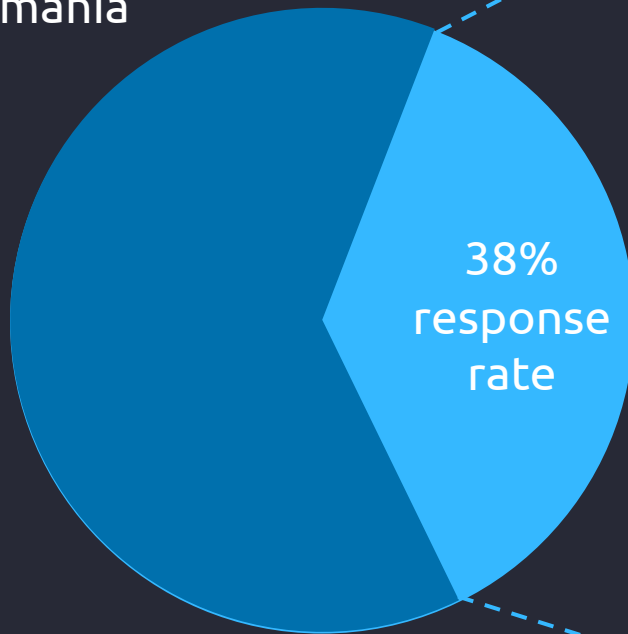
02

**SURVEY  
INTRODUCTION AND  
GENERAL  
OBSERVATIONS**



# THE SURVEY TARGETED LEADING COMPANIES IN ROMANIA WITH INTERNAL IT ORGANIZATION, COVERING THE MAIN INDUSTRIES

Leading companies in Romania



38%  
response  
rate

Financial Services

Energy & Utilities

IT & Telecommunication

Oil & Gas

Pharma & Healthcare

Retail

Manufacturing &  
Consumer Goods

Mass Media

Real Estate

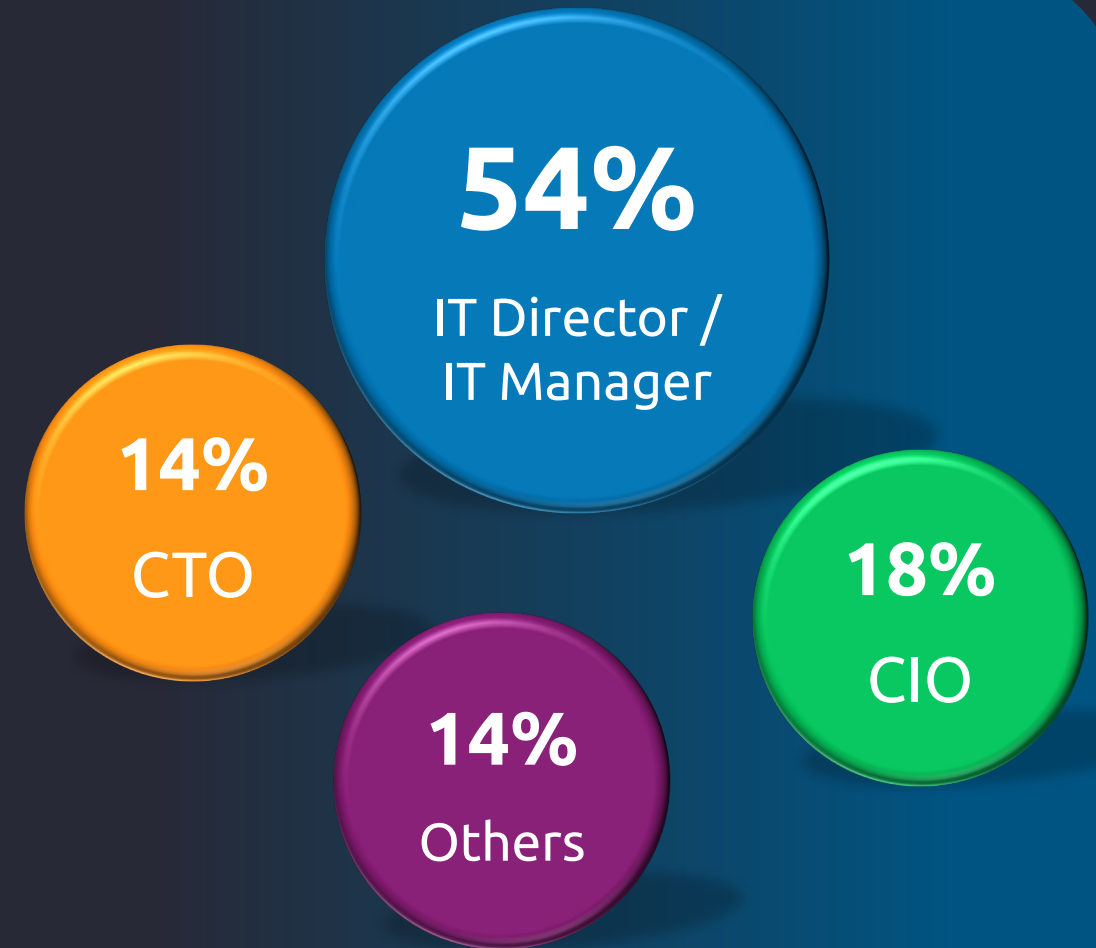
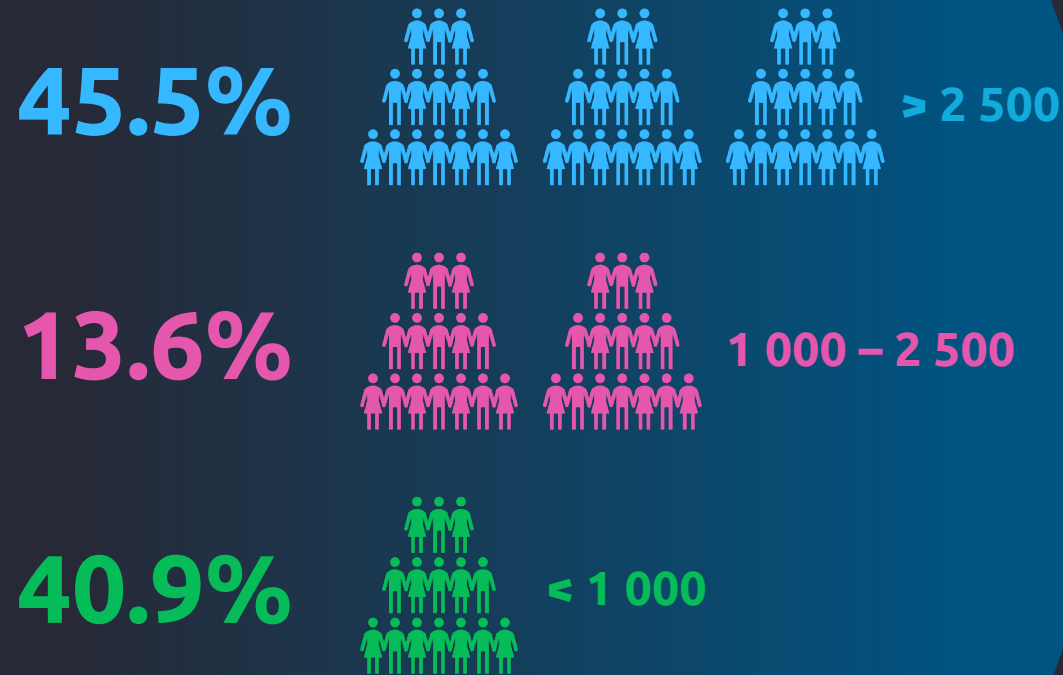
HoReCa

64% of the participating companies/organizations have a parent company outside Romania





# THE RESPONDENTS OF THE SURVEY HOLD EXECUTIVE POSITIONS AND ARE WORKING IN COMPANIES OF DIFFERENT SIZES





03

**FINDINGS**

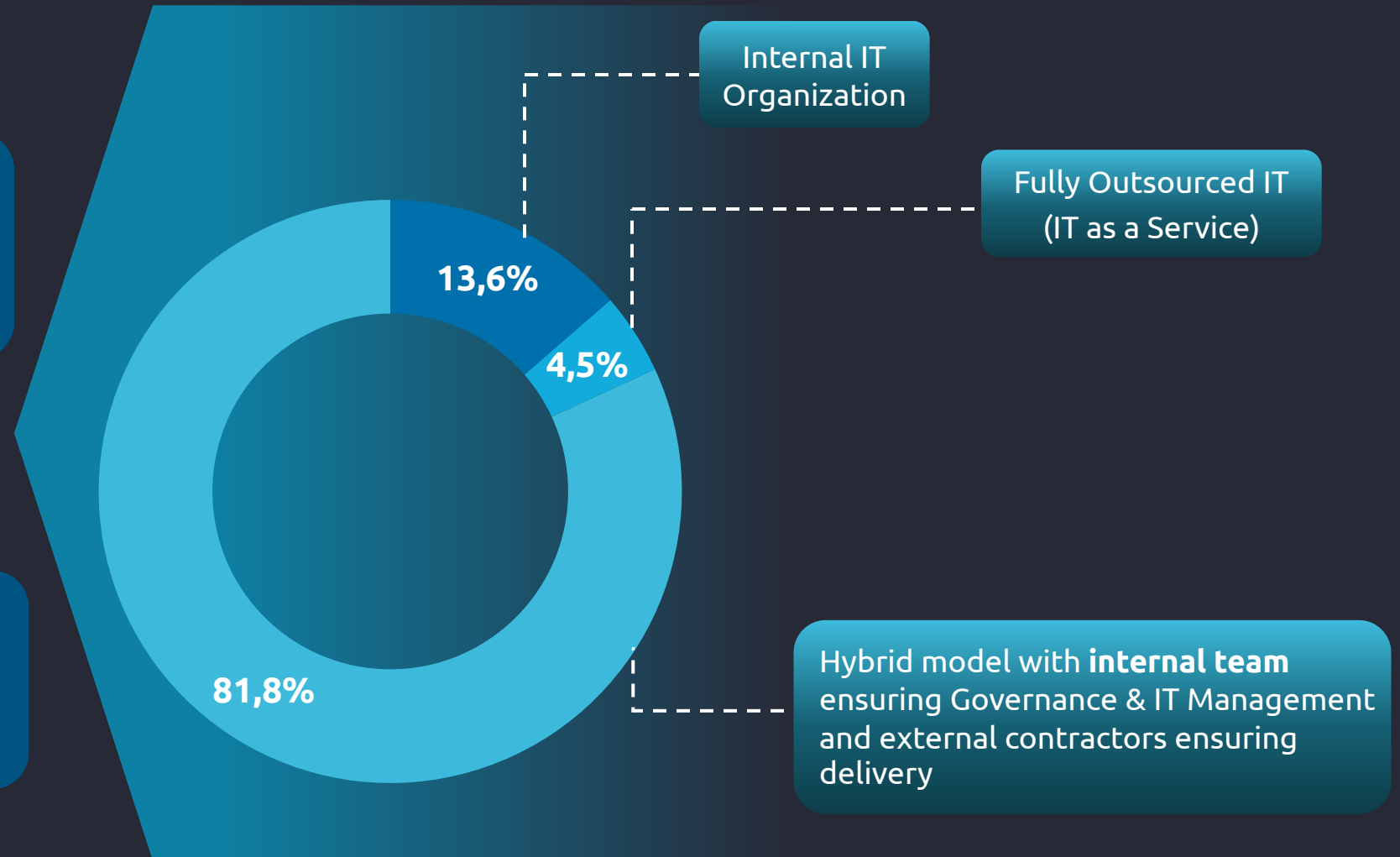
# MOST OF THE COMPANIES HAVE HYBRID IT SERVICES PROVISIONED...



## IT ORGANIZATION

- 68% of the companies have a hybrid approach towards infrastructure provisioning model where apps and systems are being hosted either on prem or in the cloud.

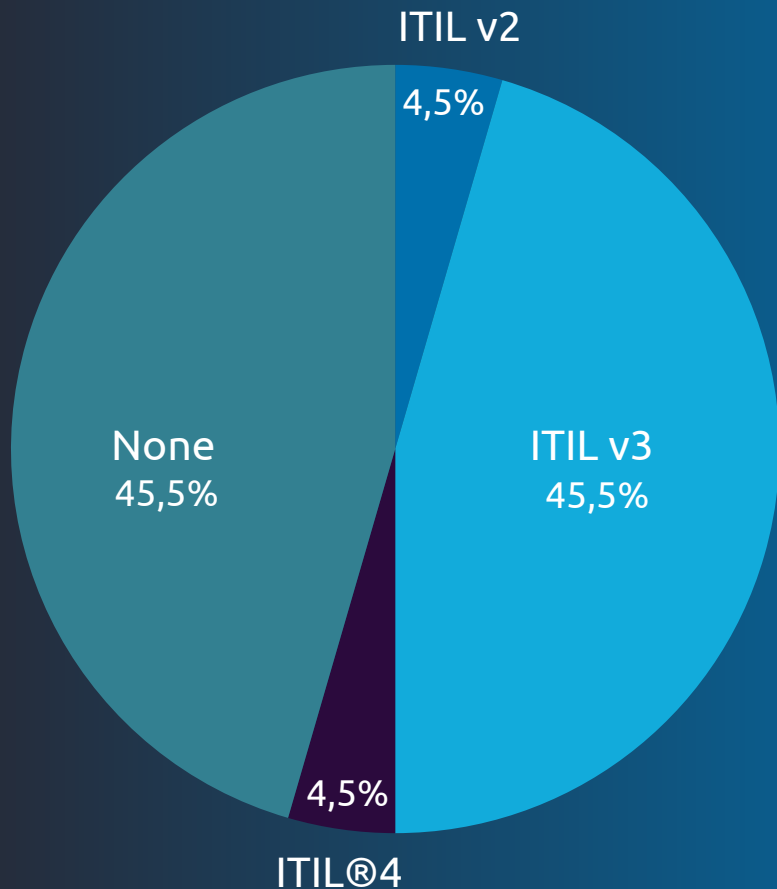
- 62% of respondents have a centralized IT Delivery Model (dedicated SSC), and 28% have a hybrid one (both SSC and small org. units).





# ALMOST HALF OF THE COMPANIES ARE ALREADY USING ITIL v3 FRAMEWORK...

## ITSM STATUS - FRAMEWORK



**27%** adopted an ITSM framework **less than 5 years** ago;

**55%** of respondents adopted **5 to 10 years** ago;

**18%** adopted **more than 10 years** ago.



**91%** of participants have **no** ISO 20000-1 certification.



# ...MOST COMPANIES HAVE LESS THAN 25% OF THEIR IT STAFF CERTIFIED IN AN ITSM FRAMEWORK

## ITSM STATUS - FRAMEWORK



77% of companies train  
**less than ¼** of their staff;



4.5% of companies train  
**more than ¼** of their staff



14% of companies train  
**more than ½** of their staff



4.5% of companies train  
**more than ¾** of their staff

Most of the companies agree that **developing their IT skills** should be the utmost priority. This, in turn, varies based on the size of the company.



# MORE THAN A HALF OF THE COMPANIES ARE ALREADY USING DEVOPS...

## ITSM STATUS - FRAMEWORK



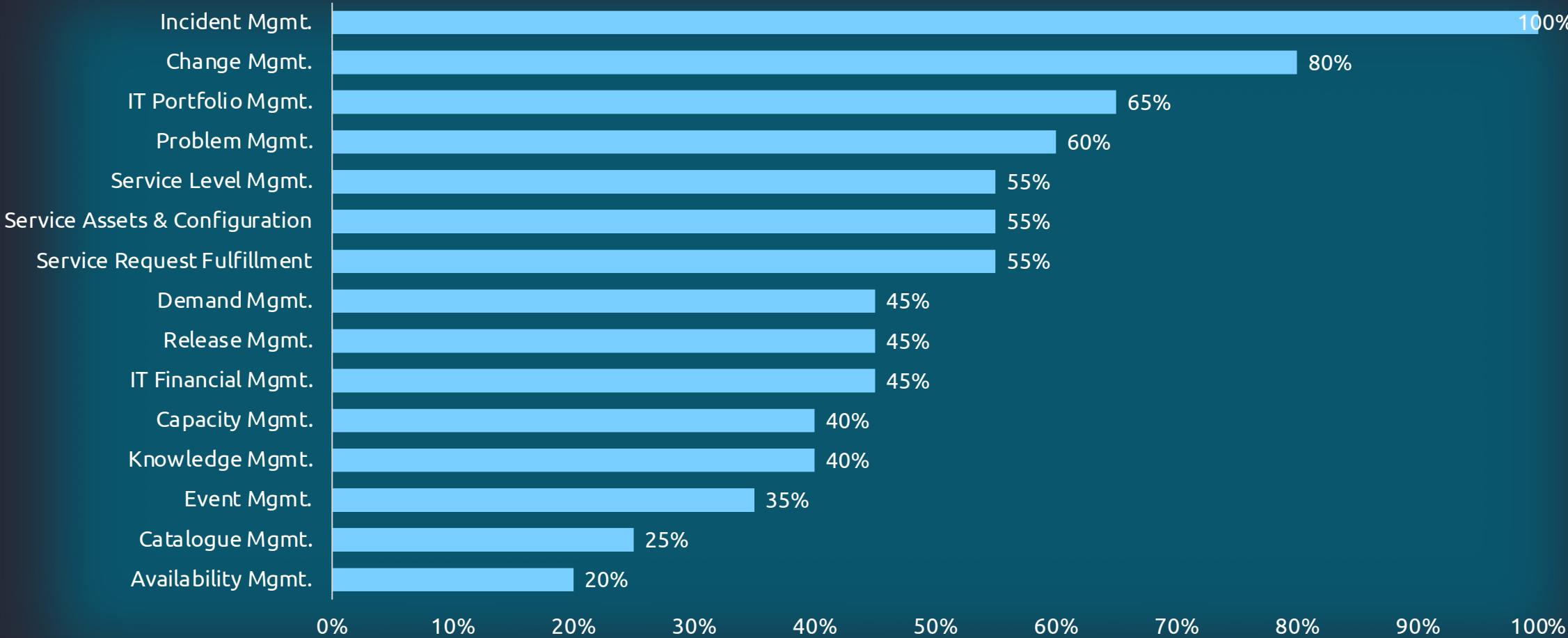
# 53%

- Out of those who are using a standardized ITSM framework, **53%** add **DevOps**, almost **30%** are using **CloudOps** and only **6%** using **AIOps**;
- Only 10% have **fully aligned** & integrated ITSM practices and processes with DevOps, AIOps and Cloud frameworks while half of them only **partially**; 40% **did not perform** any alignment between frameworks.

# MOST COMMON ITSM PROCESSES IMPLEMENTED...



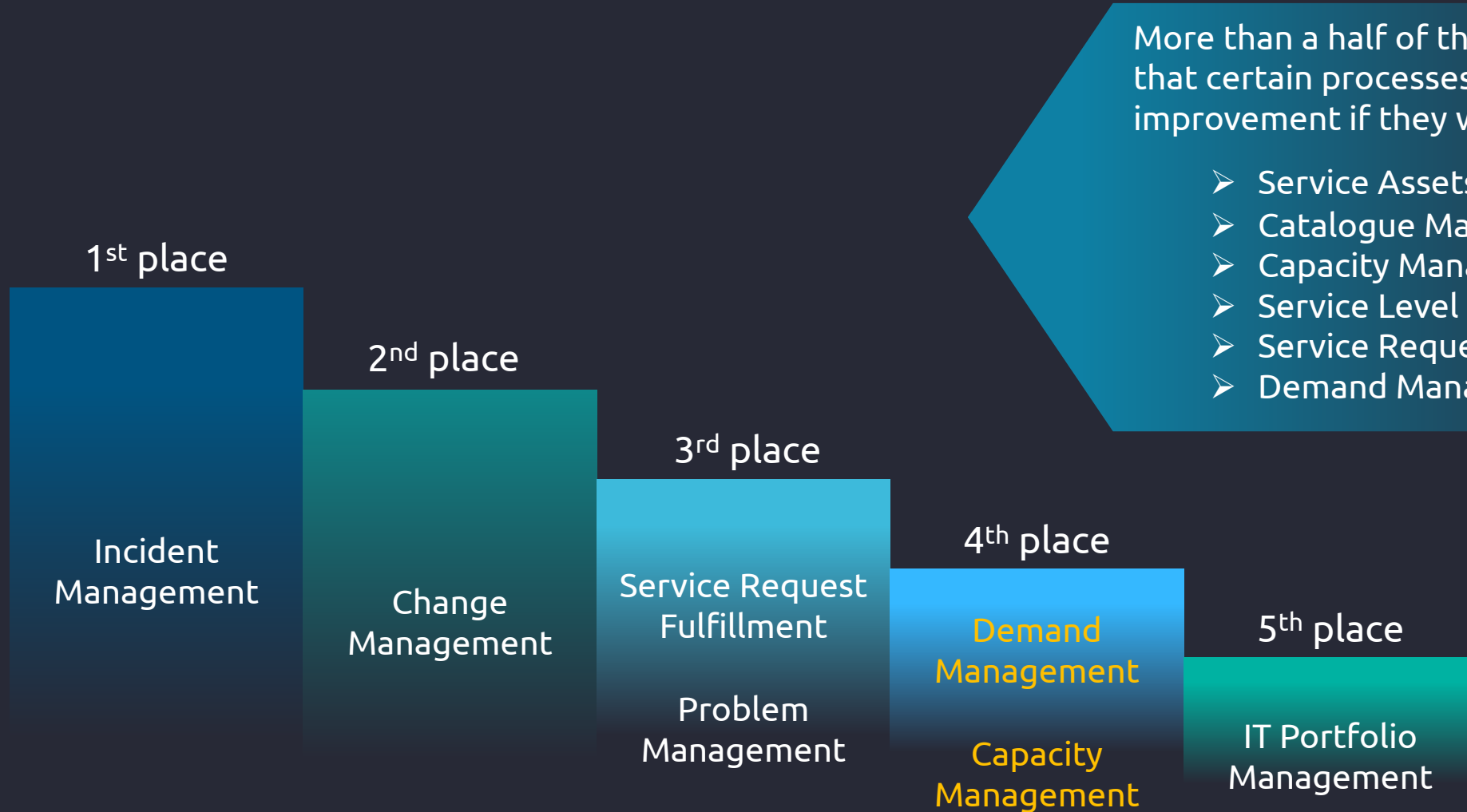
## ITSM STATUS - PROCESSES



# ...THE MOST CRITICAL PROCESSES FOR THEIR ORGANIZATION ARE...

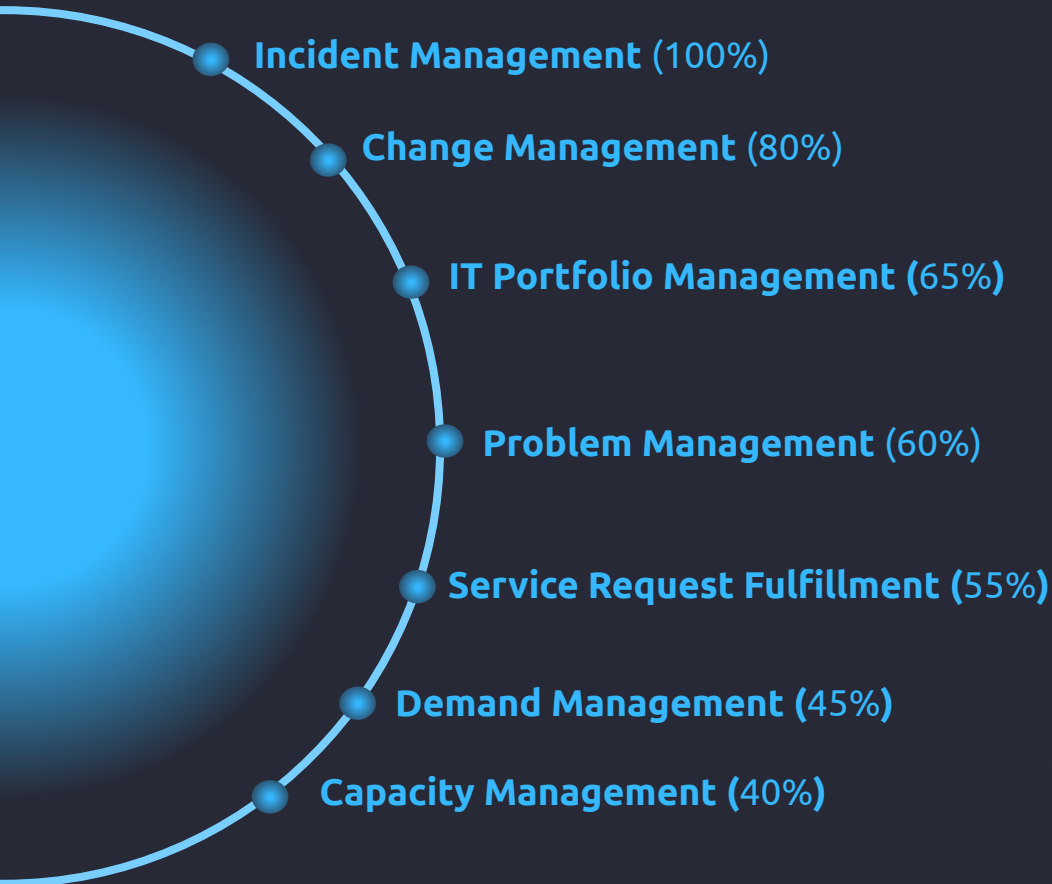


## ITSM STATUS - PROCESSES





# ...THE MOST CRITICAL PROCESSES & THEIR IMPLEMENTATION RATE...



To increase the business and IT agility one of the most common IT-Business alignment challenges is the integration between some key processes:

- ➔ Demand Management
- ➔ Capacity Management
- ➔ Projects & Portfolio Management
- ➔ IT Change Management
- ➔ Release Management

Innovation and modernization needs to be a key driver in both business, and IT, and properly aligned in order to yield the expected results; Capgemini's **Innovation Council** approach is a dedicated framework for successful adoption of innovation and change

Is your organization ready for cloud migration?

Capgemini's **eAPM (economic Application Portfolio Management)** tool is a dedicated solution for defining and designing your organization's cloud strategy, providing a clear and comprehensive view to both business and IT regarding costs, roadmap, actions and focus points.

Bringing the client benefits to your organization:

- ➔ Conversational processes
- ➔ Virtual assistants
- ➔ Automated fulfillment

are not just for your clients; enhance the user experience of your IT and business staff by providing them with state-of-the-art self-service and assistance capabilities.

# CAPGEMINI CAN HELP YOU CAREFULLY PLAN YOUR **MIGRATION** TO CLOUD WITH SUPPORT OF EAPM FRAMEWORK...

...AND ENSURE THAT YOUR **ITSM PROCESSES** ARE EFFECTIVE AND RELEVANT



eAPM is a cloud assessment and decision making framework that delivers a solid foundation to translate your cloud strategy into action and helps create the right overall transformation roadmap to the cloud – aligning all stakeholders in the process





# CAPGEMINI'S EXPERTISE RELIES ON SIX MAJOR PILLARS OF ACTION, RESULTING IN **ITSM EXCELLENCE**



## Unlock the Automation Potential of Your ITSM Processes

SELF-SERVICE  
VIRTUAL ASSISTANCE  
EMPLOYEE DIGITAL  
ONBOARDING  
AUTOMATED FULFILLMENT



PROACTIVE & PREVENTIVE SERVICE  
MANAGEMENT  
ENRICHED UX

SERVICE CATALOGUE  
KPI-DRIVEN MANAGEMENT  
DATA & ANALYTICS



**ITSM Landscape Health  
Check & Optimization**

## Alignment of Business and IT priorities



CLOUD, DEVOPS & AIOps  
AGILE DELIVERY  
ENTERPRISE ARCHITECTURE

DISRUPTION MANAGEMENT  
IT FINANCIAL MANAGEMENT  
PIONEERING TECHNOLOGY



**Total Cost of Ownership  
Optimization for IT Services**

## Increase Business & IT Agility



ITAAS: VERSATILE,  
SCALABLE, FLEXIBLE

PERFORMANCE CULTURE  
CONTINUOUS SERVICE  
IMPROVEMENT

EARLY ADOPTION AS A MINDSET  
INDUSTRY WISDOM AT WORK: COST-  
BENEFIT ANALYSIS



**Innovation Driven  
Service Strategy**

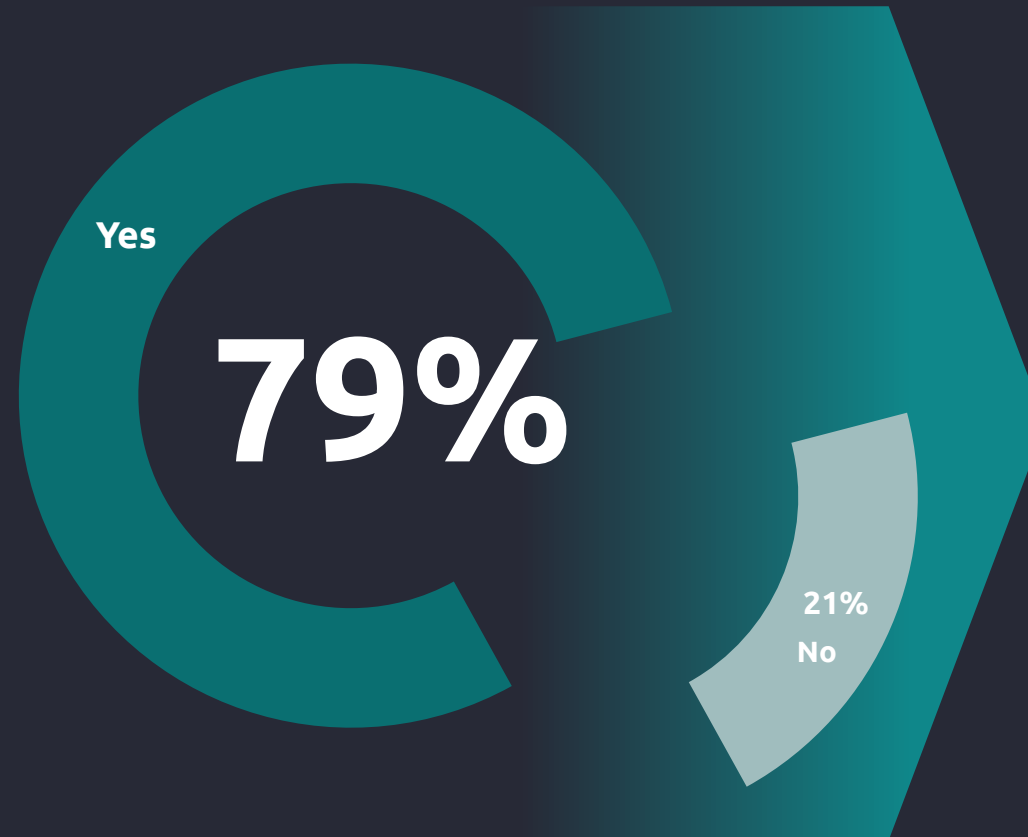


# MORE THAN A HALF OF THE RESPONDENTS REVISE THEIR IMPLEMENTED PROCESSES...

## ITSM STATUS – IMPLEMENTATION & OPTIMIZATION EFFORT

The main reason for revisiting the ITSM processes is the organization's **Digital Transformation efforts**

Digital Transformation efforts are driven by **change management approach, operational gaps or internal changes.**



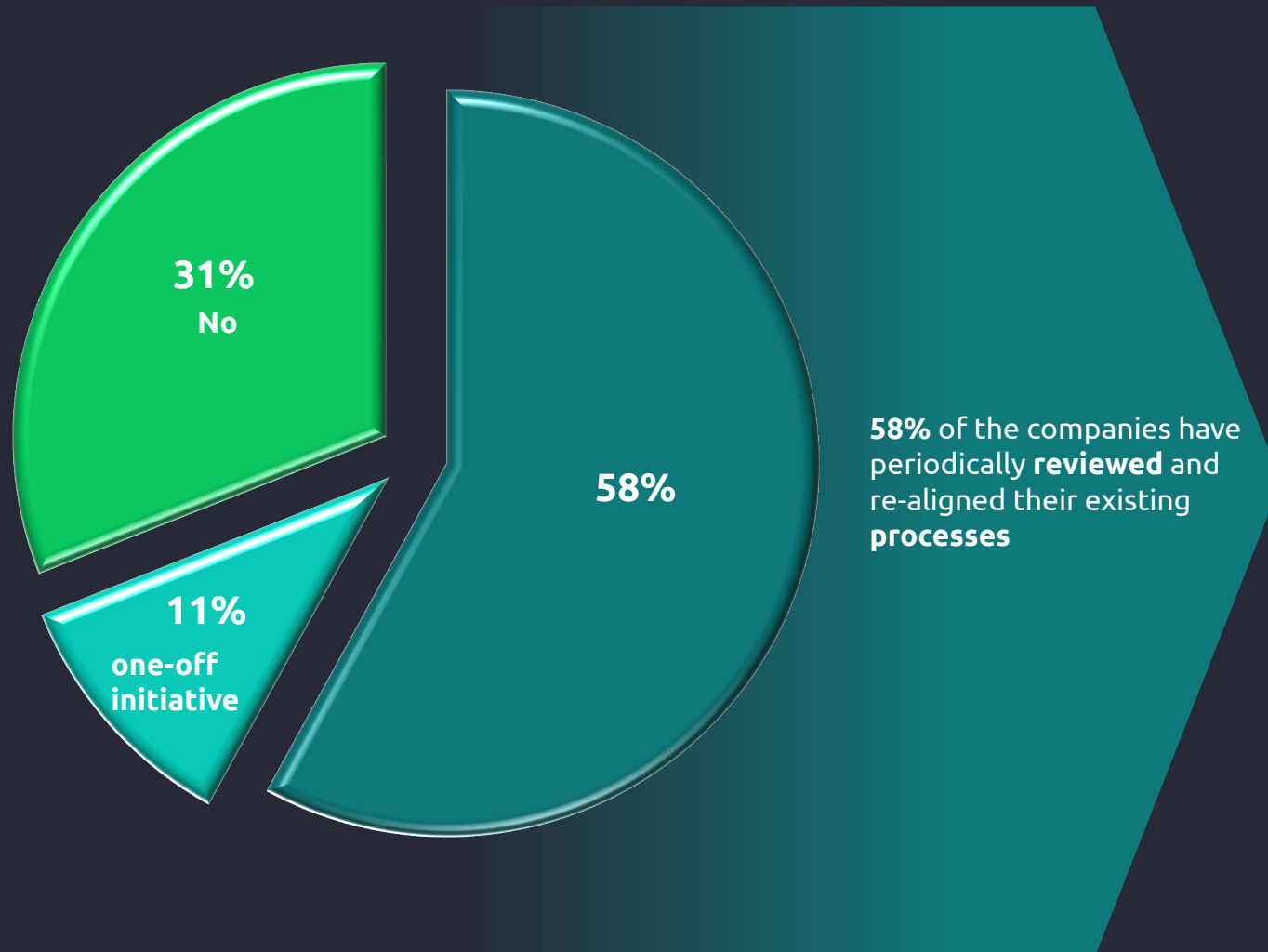
37% of the companies revisit their ITSM processes as a result of changes in business, changes in organizational model and business objectives

If most of the organizations revisit their processes as a result of digital transformation efforts, a few companies consider that the main reason for revisiting processes is change (business, organizational model, objectives).

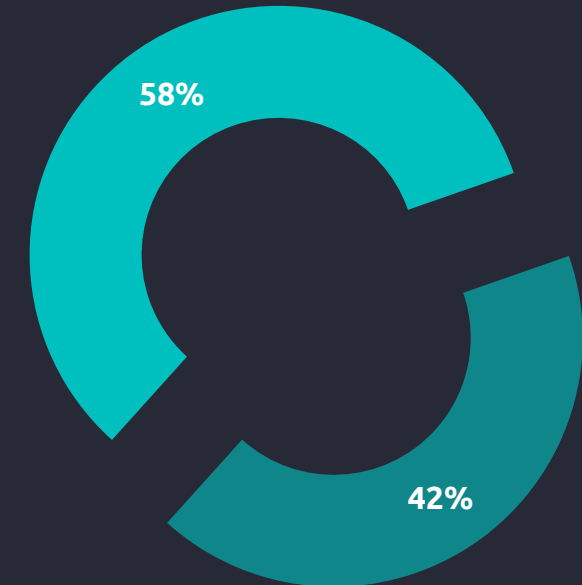


# ... AND MORE THAN A HALF OF THE COMPANIES REVIEWED AND RE-ALIGNED THEIR EXISTING PROCESSES IN THE LAST 5 YEARS...

## ITSM STATUS – IMPLEMENTATION & OPTIMIZATION EFFORT



58% do not currently have any ITSM processes under implementation or optimization

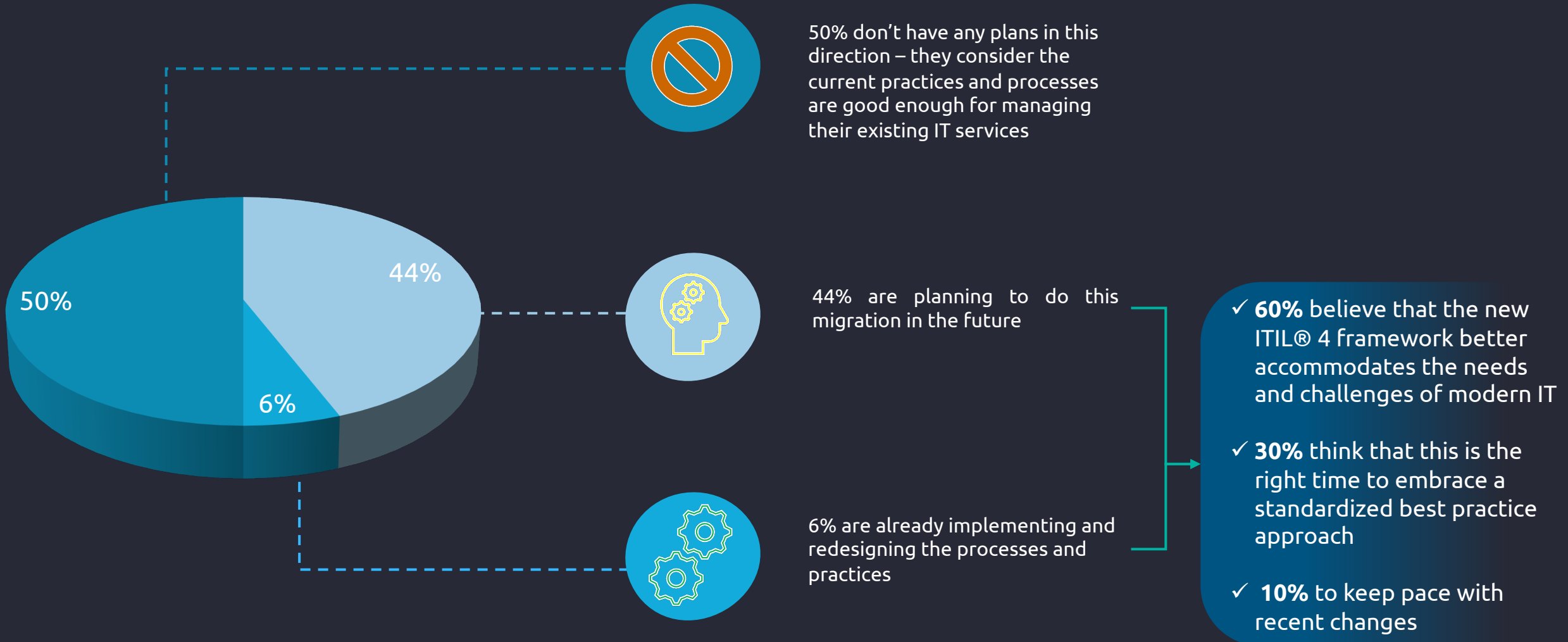


42% currently have under optimization processes like: Incident Management, Change Management, Information Security Management, Service Assets & Configuration

# ALTHOUGH ITIL® 4 WAS RECENTLY LAUNCHED... HALF OF THE COMPANIES TAKE MIGRATION INTO ACCOUNT



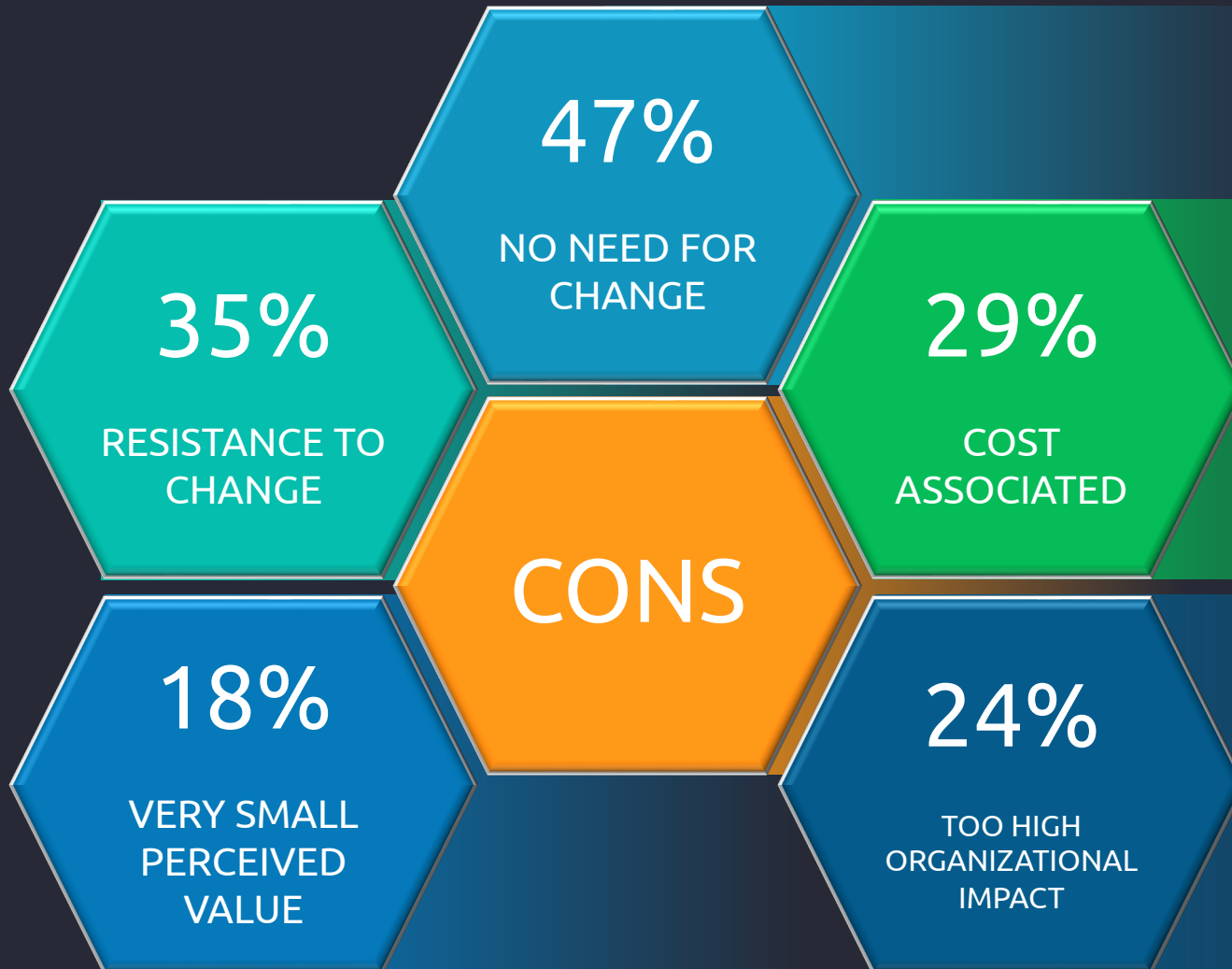
## PERSPECTIVE ON ITIL® 4



# THERE ARE STILL SOME CONS AGAINST IMPLEMENTING/UPDATING THE SERVICE MANAGEMENT FRAMEWORK



## PERSPECTIVE ON ITIL® 4



- ❖ Companies with more than 2 500 employees considered that there is no need to change anything because everything is working smoothly. Also, the **huge costs** and the **resistance to change** are the most common challenges.
- ❖ For companies with less than 1 000 employees the fear of unwanted organizational impact is usually the one criteria against implementing an ITSM framework.

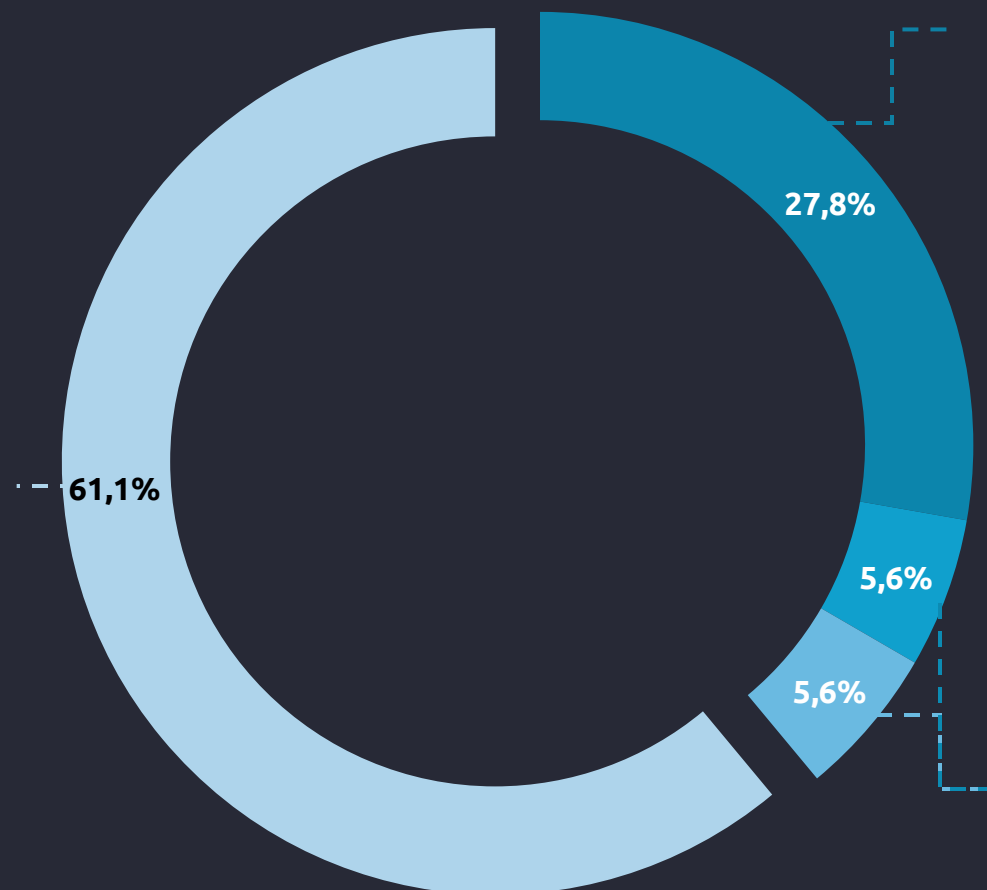


# ...MORE THAN A HALF OF THE COMPANIES ARE NOT AWARE OF ITIL SHIFT FROM LIFECYCLE STAGES AND PROCESSES TO MANAGEMENT PRACTICES...



## PERSPECTIVE ON ITIL® 4

- ❖ 61% of the respondents are **not aware** of those changes
- ❖ They are also **not familiar** with the separation of General Management Practices, Service Management Practices and Technical Management Practices



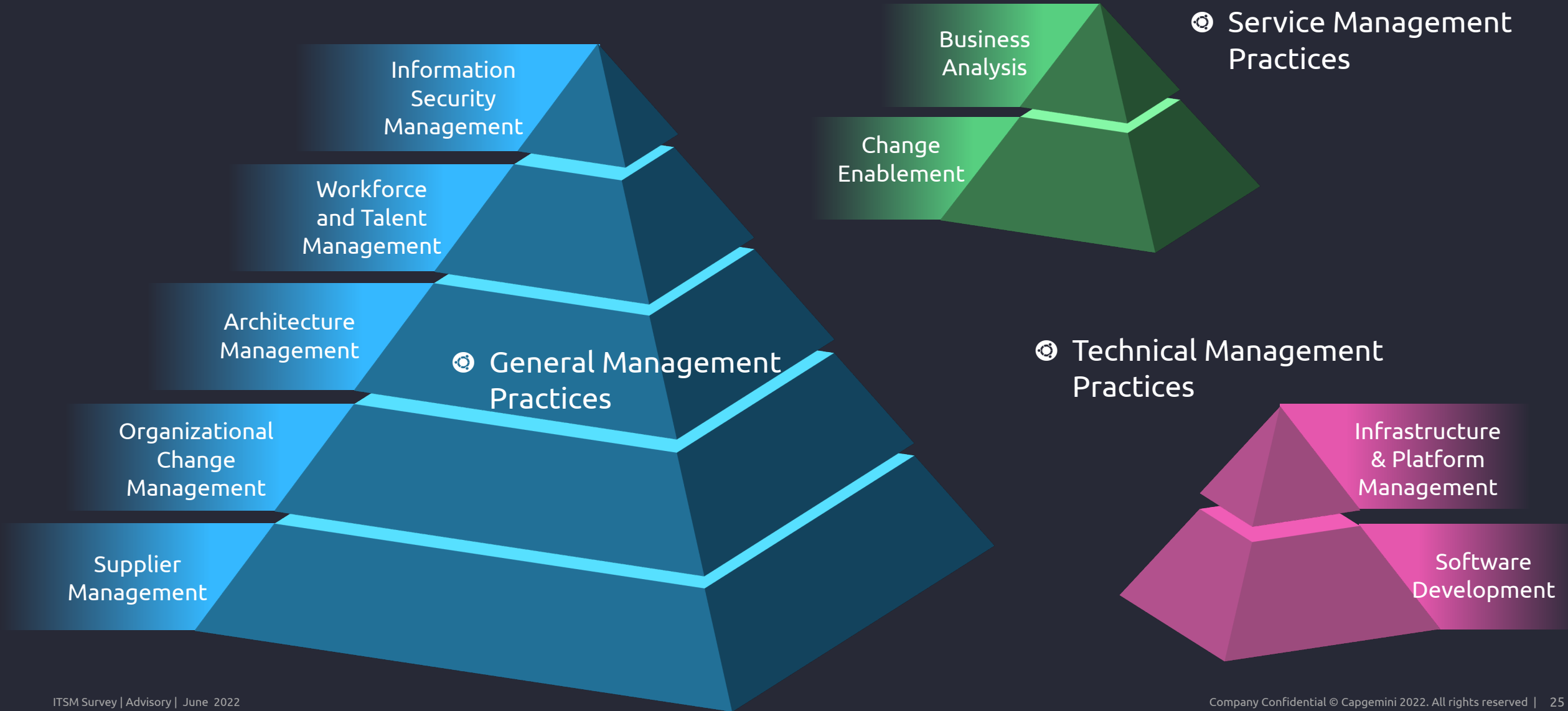
- ❖ 28% consider that this shift is a **much-needed change**, as ITIL v3 processes were no longer sufficient to cover the complex and dynamic modern IT

- ❖ 11.2% think that this shift is only a **superficial change** without a real adjustment to the day-to-day way of working or they feel that the framework **only increases complexity**

# ...THE MOST RELEVANT ITIL® 4 MANAGEMENT PRACTICES

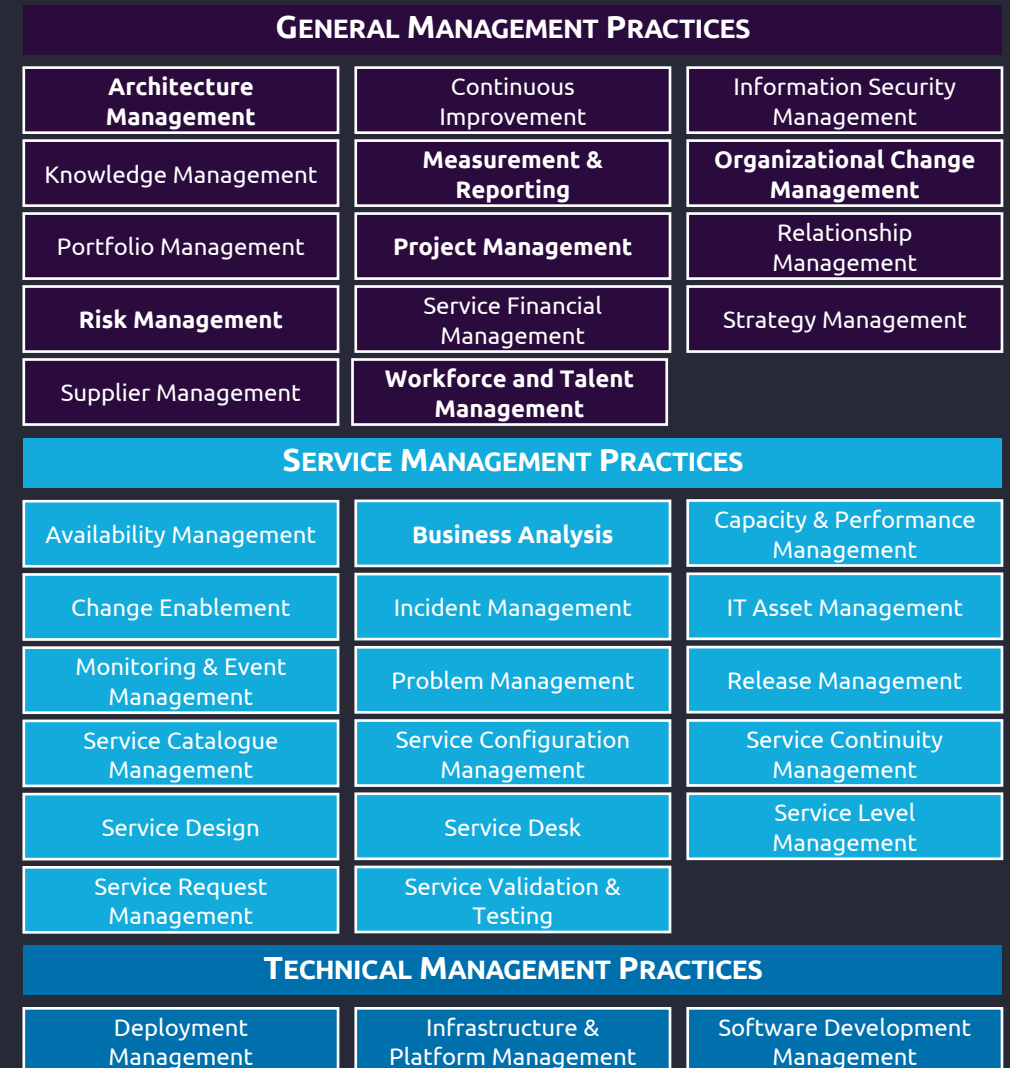
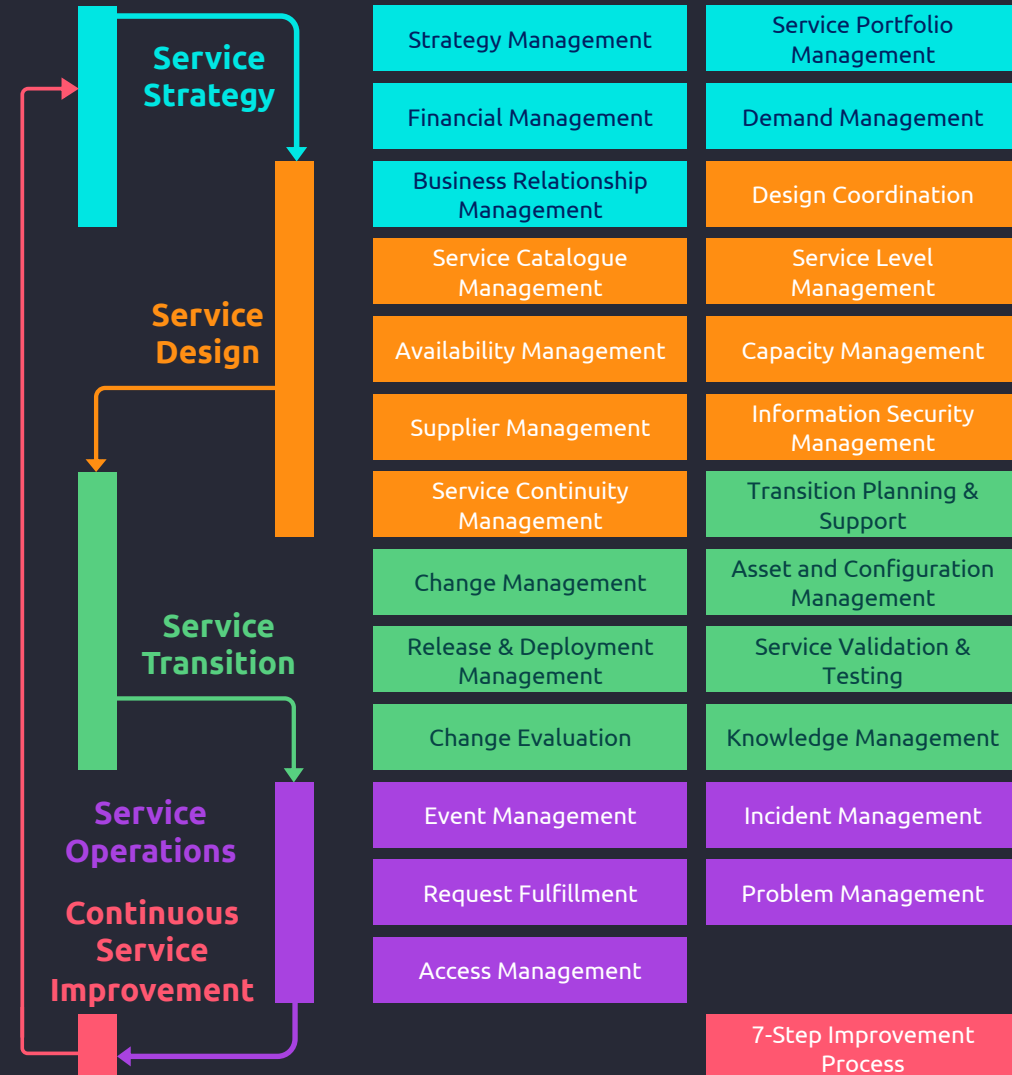


## PERSPECTIVE ON ITIL® 4



# TRANSITION TO ITIL®4

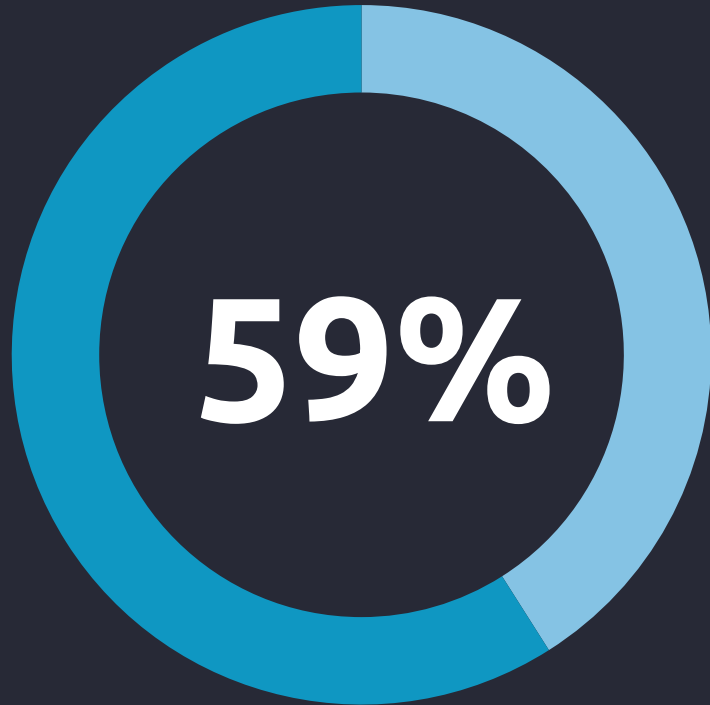
*With Capgemini's help, you can start the migration journey from the lifecycle-based approach of ITIL® V3 to the new management practices-based ITIL®4. Our ITSM experts will guide you through this journey with the support of strong transformation methodologies, predefined tool-kits and established change management practices.*





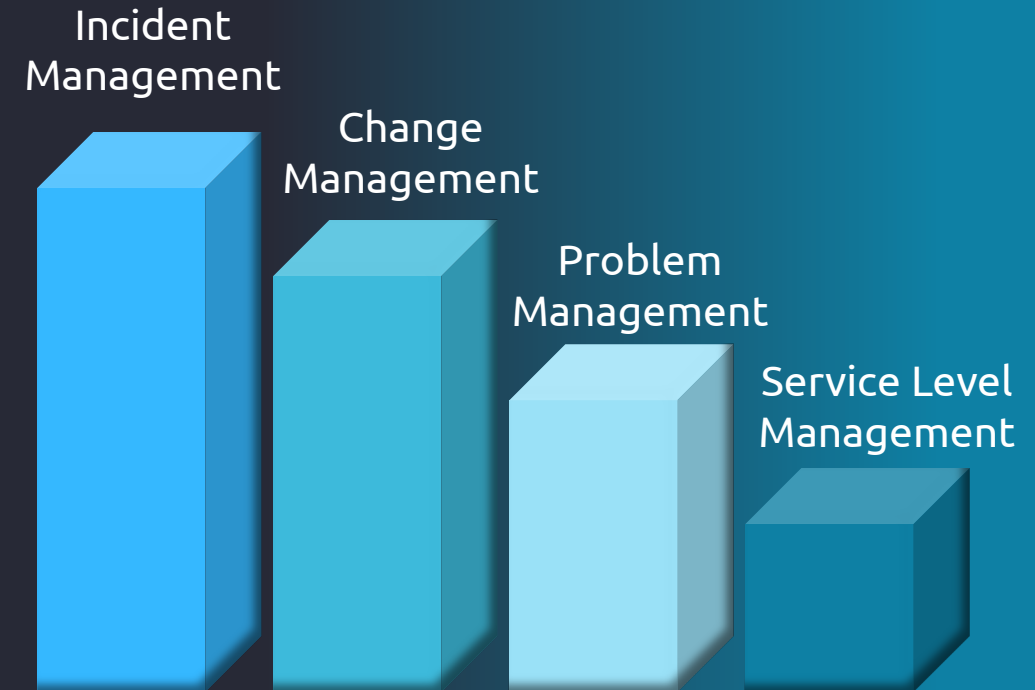
...MOST OF THEM EVALUATE THE MATURITY OF THEIR ITSM PRACTICES AS DEFINED AND PREDICTABLE, HOWEVER...

## ITSM ENVIRONMENT & FRAMEWORK MATURITY



59% of the companies are not performing reviews and maturity assessments

The processes with the highest maturity level\* are:

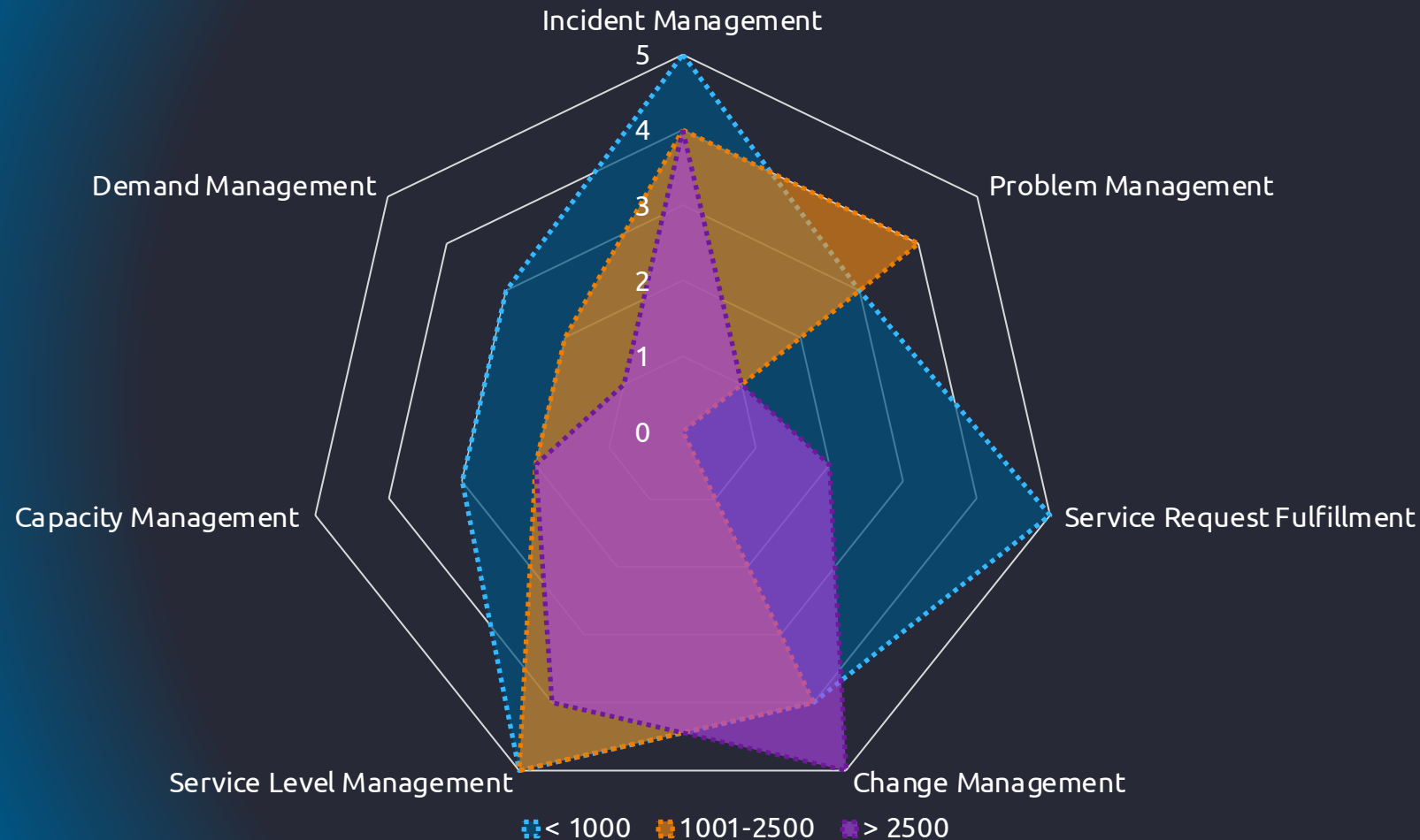


*\*this is a personal point of view of the respondents using a scale from 1 to 5 (1-Performed, 2-Managed, 3-Defined, 4-Predictable, 5-Optimizing)*

# ...LARGER COMPANIES TEND TO HAVE LESS MATURE PROCESSES THAN THE SMALLER ONES...



## ITSM ENVIRONMENT & FRAMEWORK MATURITY



**Demand and Capacity Management** maturity levels are **low** especially for the medium and large companies

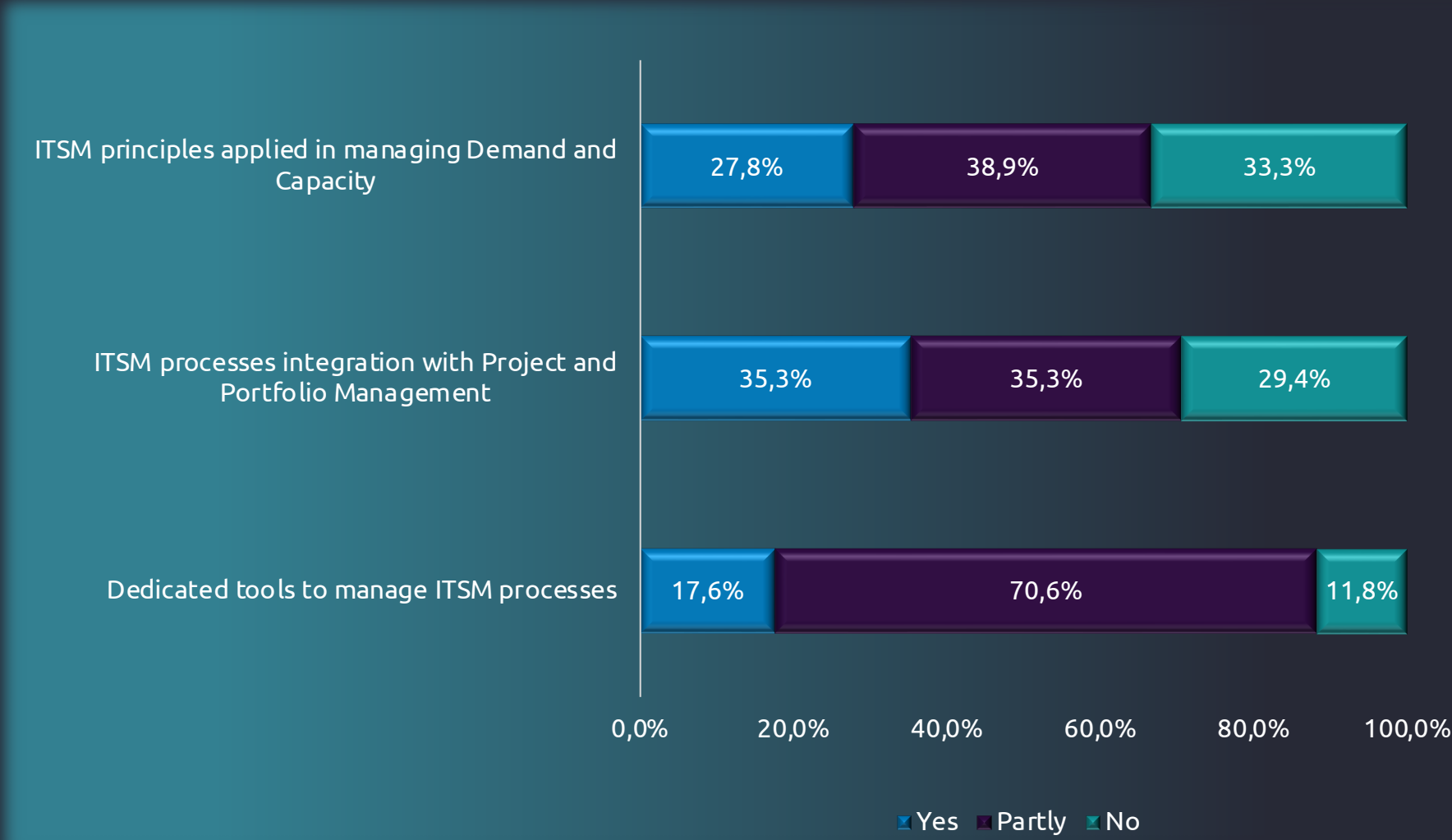
**Service Request Fulfillment** has a higher maturity level for small companies than large ones



# PERSPECTIVE ON COMMON APPROACHES OF THE LOCAL MARKET



## ITSM ENVIRONMENT & FRAMEWORK MATURITY

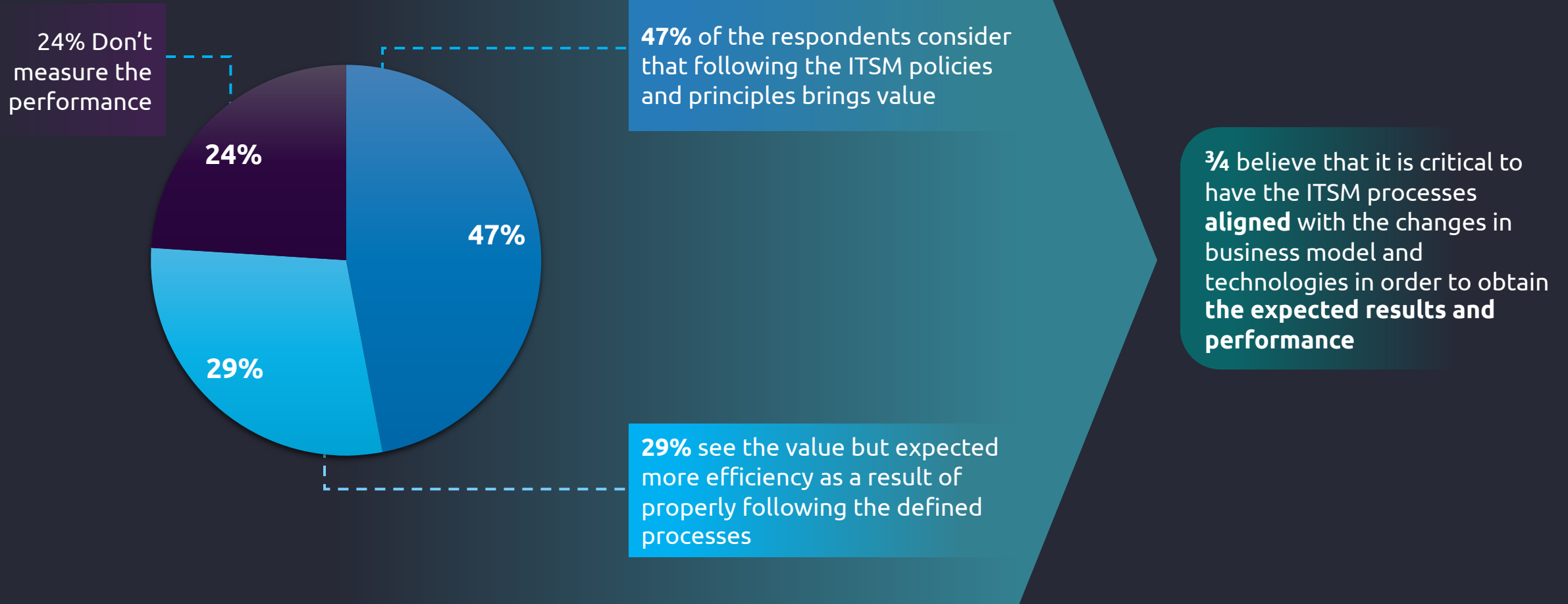


- Almost 40% have the most initiatives driven by business, where IT is part of the process, while 1/3 of the respondents said that the business dictates the demand, and the IT Organization must cope with the requirements.
- 35% have the integration points defined and 29.4% have no alignment between frameworks.
- 70% of the companies are only using tools for ticketing; standardized tools or other tools developed in house.



# MOST OF THE COMPANIES BELIEVE THAT A WELL ALIGNED ITSM PRACTICE WILL HELP GAIN A COMPETITIVE ADVANTAGE...

## PERCEPTION & VALUE TO BUSINESS

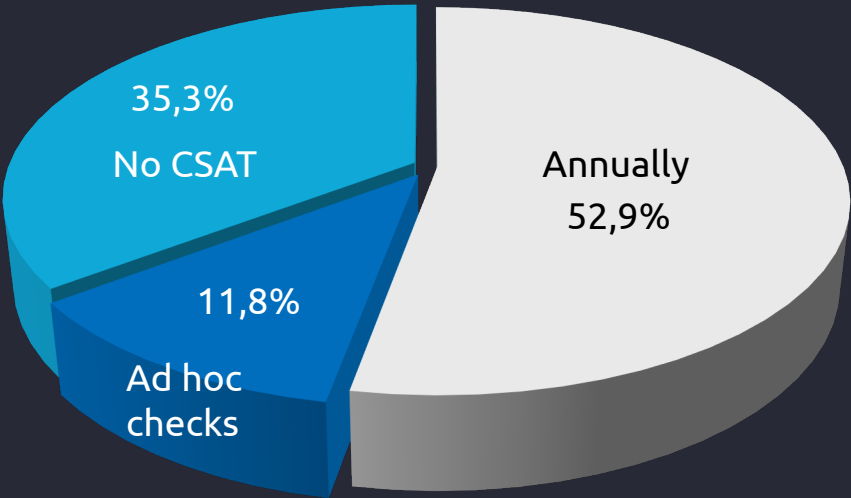


# ALMOST HALF OF BUSINESS STAKEHOLDERS ARE PLEASED WITH THE EFFECTIVENESS AND PREDICTABILITY OF THE IT SERVICES...



## PERCEPTION & VALUE TO BUSINESS

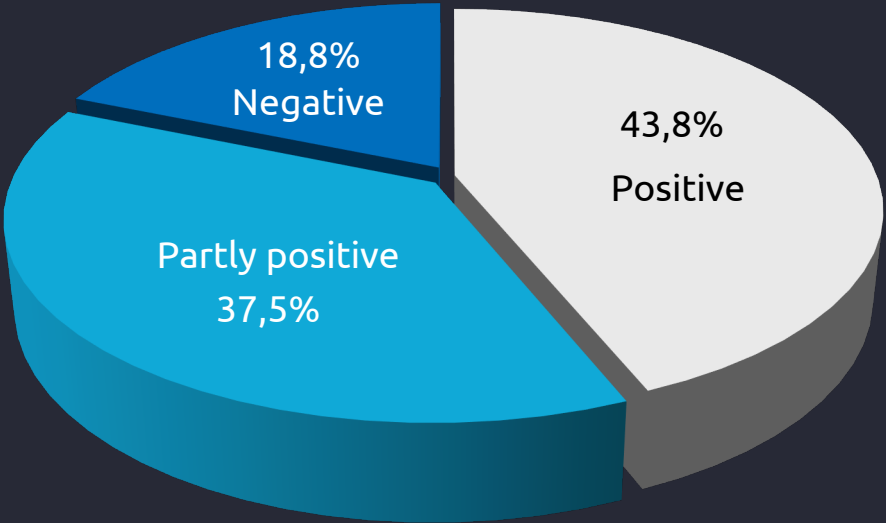
Rate for conducting regular customer satisfaction surveys



**Half** of the respondents conduct regular CSAT Surveys to measure the impact of their ITSM Practices

**Almost half** of the respondents state that business stakeholders are pleased with the effectiveness and predictability of IT services.

**~38%** receive constant feedback from business stakeholders, but not always positive



Business point of view regarding the value of Service Management Process



04

## KEY TAKEAWAYS

# KEY TAKEAWAYS...



- **More than a half** of the companies are using a **standardized ITSM framework** for more than 5 years and there is a small percentage that is already using **ITIL 4**;
- Although the survey respondents consider updating the IT Service Management framework necessary, more than half of the companies are **not aware of the changes brought by ITIL® 4** and the shift from lifecycle stages and processes to management practices;
- We observe the **skepticism of implementing or updating the ITSM framework** due to the usual resistance to change, the costs implied, or the belief “**why change it if it works**”;
- Half of the companies that are either planning or already in process of transitioning, believe that **ITIL 4 better accommodates the needs and challenges of modern IT**, and it is also the right time to embrace a standardized best practice approach;
- **ITIL in combination with DevOps** enables companies to achieve digital operating eminence which is also why it is the most common philosophy adopted.

- **Incident Management, Change Management, IT Portfolio Management, Problem Management** are the most implemented ITSM processes and have a **high rate of implementation** and **high maturity level** because they strongly impact customer satisfaction;
- Despite being perceived as both critical and valuable processes, **Capacity Management** and **Demand Management** have a less than average implementation rate. Small organizations have a higher rate of implementing Demand and Capacity compared to larger organizations;
- If most of the organizations **revisit** their processes as a result of **digital transformation efforts**, a small number of companies consider that the main reason for revisiting processes is change (business, organizational model, objectives);
- Companies that have not priorly identified and addressed the **need for realigning and optimizing** ITSM processes in **the last 5 years**, currently find themselves having to allocate resources in order to do that.



# CONTACTS

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## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 325,000 team members more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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