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## The Critical Role of Information Technology Service Management Using ITIL Best Practices to Improve Business Management

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**Abstract.** The ITIL is a well-known and internationally recognized Information Technology Infrastructure Library. A study was conducted to ascertain the role of Information Technology Service Management in business processes and to understand its impact on business results, success, and competitiveness on the example of ITIL. The importance of ITIL, the key processes and activities essential for its effective implementation from the perspective of Georgian organizations is discussed. As part of this project, research was done to determine the benefits and obstacles of implementing ITIL processes across different orga-

nizational divisions. The activities of the first phase create the foundation for a more thorough exploration and detailed examination of the problem.

**Keywords:** ITIL; ITSM; service management.

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### Introduction

The sudden development of information technology has, in turn, contributed to the process of globalization and has become a driving force of social progress. The development of modern information technology systems (ITS) has moved the relationship between the

company and the customer to a completely new phase. Through technology, humans have taken tasks to be performed to a perfect level, and the tasks performed have become much larger and more sophisticated. Companies evolve along with the perfection of technological systems (Lortkipanidze & Otkhazia, 2024), (Otkhazia, Petriashvili, Kudukhashvili, & Kakhurashvili, 2023).

Today, one of the main foundations of business process management and successful functioning is information technology (IT), which provides services to all structural units involved in the organization's activities. Technological development has helped by optimizing time and automating processes, making quick decisions, accelerating results, saving material and human resources. This is a useful opportunity for any company to develop, adapt to a rapidly changing business environment, and become more competitive. That is why, for the continuous improvement of efficiency and effectiveness, each link of modern business organizations fully relies on information technologies and services. Accordingly, with the correct development and application of Information Technology Service Management (ITSM), the organization is given the opportunity to become more savvy, agile, able to easily respond to environmental changes, create value, and successfully compete in the ever-changing business world. By using ITSM correctly, the business gets the support it needs because it creates the combination of information technology, people, and processes that are the lifeblood of the organization. The role of ITSM in managing business processes is one of the important factors. Today, ITSM is part of the so-called service science, which combines computer, social, and cognitive sciences, organizational development theory, operational research, industrial engineering, business strategy, and management.

International standards and methodologies have been developed for the smooth operation of ITSM and the solution of set tasks, of which the Information Technology Infrastructure Library (ITIL) is particularly well-known and recognized worldwide. ITIL offers a thought-

ful, disciplined, flexible, and optimal system for managing IT services. Its purpose is to improve the efficiency and effectiveness of the organization by providing predictable service (The Stationery Office, 2020).

Through ITIL, IT representatives are empowered to be more than just back-end technical support staff, but business partners. ITIL practices are focused on creating value for the customer and the business. It enables the organization to manage business risks, improve customer relations, and be focused on their requirements. Implementation of an international standard and proper management provide a cost-effective system for service management, support business changes, and create a stable environment for service delivery. Worldwide, ITIL, as the best example of an international standard, has been implemented by thousands of companies, including NASA, Microsoft, Disney, Visa, Walmart, and others (The Stationery Office, 2020).

### Main Part

The special importance of the research conducted within the scope of this work is determined by the fact that no research has been conducted on the mentioned issue in Georgia. Accordingly, ITIL implementation processes and their importance are presented in the paper not only through the example of foreign companies but also through the example of Georgian organizations (Lortkipanidze & Otkhazia, 2024).

It is necessary for the management and development of information technology in the organization to align with the business plans. A kind of guarantee and precondition for this is proper management of IT services based on international practices. ITSM is a concept that enables an organization to maximize business value. Managing information technology services according to best practices allows the organization to take bold steps, set ambitious plans, and most importantly, become as focused as possible on customer needs and satisfaction.

The purpose of the study is to determine the role of information technology service management in managing business processes using the example of ITIL, its

impact on business results, success, and competitiveness (Lortkipanidze & Otkhozoria, 2024).

Based on the research objective of the paper, the barriers the organization may face when implementing best practice processes, the contributing factors leading to its successful implementation, and its role in managing business processes, a qualitative research method—in-depth interviews—was selected.

An in-depth interview provides a good opportunity to obtain the most detailed and complete information from the respondent and is based on open questions. Depending on the structure of the research and the type of questions, a semi-structured approach was chosen, which allows providing comprehensive and valuable information to all interested parties.

The associations and connections found within the research indicate that, based on the results of the companies participating in the research, it is possible to generalize the procedures associated with the introduction of ITIL to companies in Georgia. Despite the different functionalities of the organizations presented in the research, the results of the questions asked were not contradictory; on the contrary, they complement each other to some extent.

When asked what led to the implementation of the ITIL methodology in the organization, the answers were almost identical. When an organization actively starts to focus on development, the workload increases, making it necessary to develop IT, which needs to be properly managed according to best practices for proper functioning. Also, the organizations noted that the desire to comply with international standards and the recommendations issued by audits largely determine the initiation of the implementation of best practices. The representative of organization provided an additional interesting answer to the mentioned question. According to his experience, often the competitive market forces the management of the organization to implement ITIL practices to increase competitiveness (Petriashvili & Khomeriki, 2024).

According to the respondents, the duration of process implementation depends on the organization's

size and the complexity of the specific process. On average, they stated it takes 3-6 months for implementation, although it's worth noting that it may take up to 1-2 years to complete processes and achieve the desired results.

Respondents spoke clearly about the challenges and barriers encountered in ITIL process implementation, as well as factors contributing to successful implementation. The responses were nearly identical and provided valuable insights for stakeholders. Primarily, the challenge lies in the lack of documented processes within organizations, information gathering, and knowledge sharing, which require substantial time and effort to address. Therefore, practical experiences shared by companies in the research should be considered if management decides to implement the ITIL methodology. It's crucial for organizational management to fully understand the necessity of implementing desired processes to ensure tangible business benefits.

The research revealed that management's decision and commitment to implementing ITIL methodology are critical contributing factors to successful process implementation. A representative from the financial sector emphasized that for successful ITIL implementation, it's vital for the IT department to be hierarchically subordinate to the CEO within the organizational structure and considered a strategic department. Without this alignment, achieving successful IT service development and fostering transparency becomes challenging. Additionally, respondents highlighted the importance of having qualified IT personnel in the organization who are familiar with ITIL principles and methodologies.

The research findings align with those of studies conducted on foreign companies. In both cases, obtaining management buy-in, their active involvement, and overcoming employee resistance to change were identified as significant challenges. Qualified IT professionals, understanding of necessary processes, and management support were identified as contributing factors in both contexts. Each respondent highlighted ITIL's flexibility and adaptability to business needs as

distinguishing features from other best practices. ITIL doesn't provide strict directives, but offers a comprehensive approach to delivering value to customers. A novel finding from the research is that ITIL is not only relevant and effective for the IT department, but also attracts active interest from other structural units in managing and organizing work processes according to ITIL practices.

This further data underscores the importance of best practices in effectively managing business processes within the organization. In conclusion, the research indicates that IT service management according to the ITIL best practice plays a crucial role in managing business processes. In today's business landscape, ITSM is a key factor in enhancing competitiveness and efficiency. The ITIL methodology is essential for supporting businesses in creating value by seamlessly delivering desired services to customers.

In today's evolving business landscape, ITIL offers collaboration with crucial methodologies such as Agile, DevOps, and Lean. Integrating these methodologies in the face of unexpected global challenges promotes rapid and efficient process production to the fullest extent possible.

For an organization to successfully implement the ITIL methodology, it's crucial to first analyze the spe-

cific process needs and ensure maximum involvement. This involves creating documentation describing the processes, introducing the planned plan and new methodology to employees, and maintaining constant communication with them throughout the process to ensure adherence to the new methods. Implementing ITIL processes requires qualified staff, for which management should provide training or seek assistance from consulting companies.

An important factor for the successful implementation of new processes is the availability of knowledge and information within the organization. Prior to implementing processes, gathering and documenting knowledge and information should be prioritized to minimize implementation time loss.

The study showed that for successful implementation of ITIL, it is critical to identify problem areas in the business and prioritize solutions to them. This approach initiates a transformative journey, changing the organization's operating methodologies for the better.

In the initial stages of implementation, focusing on key processes is paramount. These processes typically include Service Design, Service Operation, and Service Transition (Fig.1).

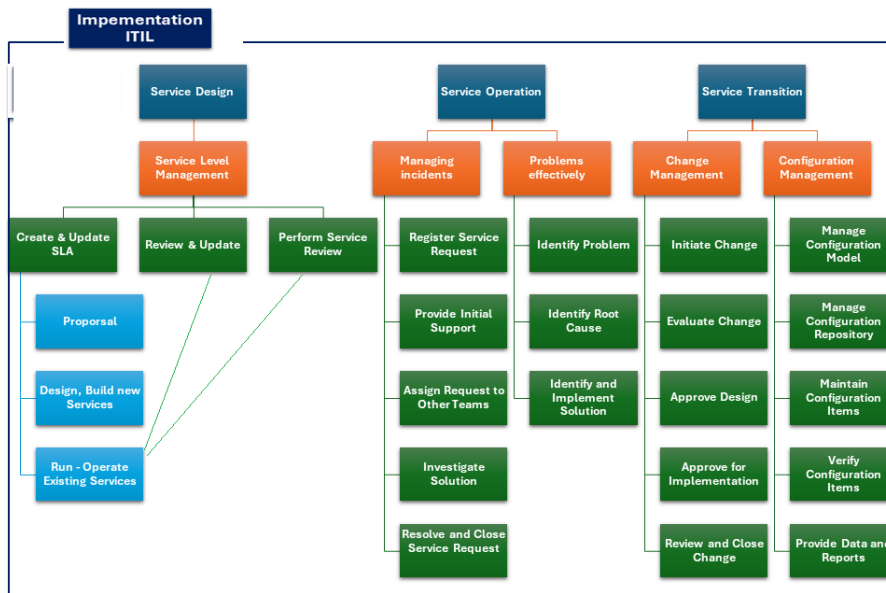


Fig. 1. Implementation of ITIL

Service Design encompasses critical aspects such as Service Level Management, ensuring that services meet agreed-upon levels of quality and performance. In Service Operation, the focus is on managing incidents and problems effectively, ensuring minimal disruption to services. Meanwhile, Service Transition involves processes like Change Management and Configuration Management, facilitating smooth transitions of new or modified services into the operational environment.

By addressing these fundamental processes early in the ITIL implementation journey, organizations lay a strong foundation for improving service delivery, efficiency, and overall business outcomes.

### Conclusion

In conclusion, based on the experiences presented in the study, it's recommended to first establish a proper service catalog. Subsequently, the organization can implement operational processes in the initial stage,

focusing on practical and essential areas such as incident request and access management.

An intriguing finding from the research conducted within the paper is the desire and demand to implement ITIL processes across various structural units of the organization, not just within the IT department. This suggests the need for further, more in-depth studies on the topic. Additionally, initiating new studies in organizations in Georgia and other countries specifically focusing on the introduction of ITIL4 practices and the updating of existing processes would be beneficial.

Ultimately, the study's results underscore the modern business world's need for a variety of IT services and their effective management. In this regard, ITIL emerges as an indispensable best practice that is customizable and adaptable to organizations of any type and size. Today, effective management of technologies is crucial for successful business process management.

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## ბიზნესის მენეჯმენტის სრულყოფისათვის ინფორმაციული ტექნოლოგიების სერვისების მართვის გადამწყვეტი როლი ITIL-ის საუკეთესო პრაქტიკით

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**ანოტაცია.** გამორჩეულად ცნობადი და მსოფლიოში აღიარებულია ITIL ინფორმაციული ტექნოლოგიების ინფრასტრუქტურის ბიბლიოთეკის არსი. ჩატარებულია კვლევა, რომლის მიზანია ინფორმაციული ტექნოლოგიების სერვის-მენეჯმენტის როლი ბიზნესპროცესების წარმართვაში ITIL-ის მაგალითზე, რაც მნიშვნელოვან გავლენას მოახდენს ბიზნესშედეგებზე, წარმატებასა და კონკურენტუნარიანობაზე. ITIL-ის დანერგვის პროცესები და მისი მნიშვნელობა წარმოდგენილია ქართული ორგანიზაციების მაგალითზე, აღწერილია ITIL-ის ეფექტური დანერგვის აუცილებელი პროცესები და აქტივობები. ჩატარებული კვლევის შედეგად გამოვლენილია ITIL პროცესების დანერგვის აუცილებლობა და პრობლემები ორგანიზაციის სხვადასხვა სტრუქტურულ ერთეულში. პირველ ეტაპზე განხორციელებული აქტივობები ახალი კვლევის ჩატარების პერსპექტივას, საკითხის დეტალური შესწავლის საფუძველს იძლევა.

**საკვანძო სიტყვები:** ITIL; ITSM; სერვისის მენეჯმენტი.

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