



CASE STUDY

SITA Global Services / Beyond20

› ENHANCING CUSTOMER SATISFACTION THROUGH SERVICE MANAGEMENT EXCELLENCE:

A Journey of ITIL Maturity
and Practice Improvement



INTRODUCTION

SITA or Société Internationale de Télécommunications Aéronautiques, founded in 1949, is a world-leading specialist in air transport communications and information technology in the aviation industry.

SITA provides services to most major airlines and operates in more than 90% of airports globally.

As the company says: **"If you have travelled by air, you have benefitted from the services SITA provides."**

SITA relies on SITA Global Services (SGS), its customer service organisation, to provide highly available, reliable and high-performance IT services.

This includes optimizing new services and products as well as infrastructure management, maintenance, incident prevention and response, governance of IT practices, business continuity, stewardship of IT assets and configuration items and security.

CHALLENGE

As demand for services has grown, SGS needed to **improve upon already high levels of availability** (a main driver of customer satisfaction) while remaining compliant with several international regulations.

THE COMPANY WANTED TO FOCUS ON KEY AREAS FOR POTENTIAL IMPROVEMENT, INCLUDING:

improving consistency in adoption and automation of ITIL 4 practices

improving resolution time

prioritising problems more effectively

optimising the use of technology allowing human intervention to provide additional value where relevant

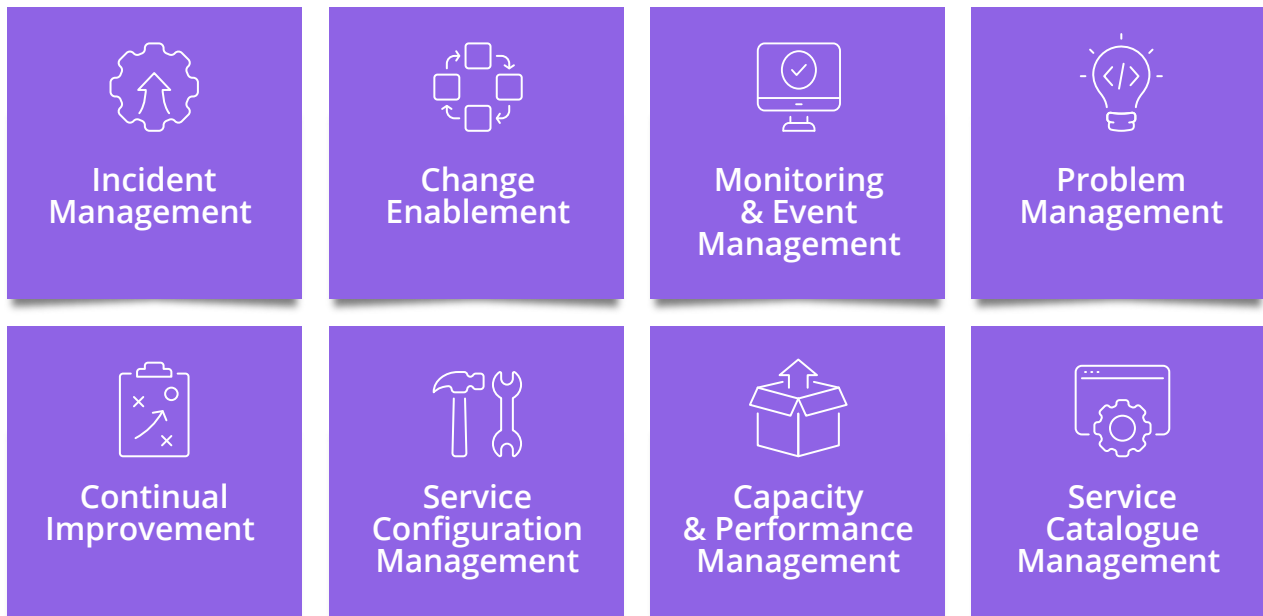
managing risks that could potentially impact customer experience

improving governance of the central SITA Change Advisory Board (CAB)

SGS had previously conducted self-assessments but, in late 2022, the company decided to embrace the rigorous and objective approach of the **ITIL Maturity Model**. **SGS engaged with Beyond20**, an elite Accredited Consulting Partner of PeopleCert, to gain a holistic view of how to mature its ITIL practices and apply ITIL 4 guidance to optimise performance and increase customer satisfaction.


SOLUTION

Beyond20 conducted a comprehensive ITIL maturity assessment, which included a **review of SGS' service value system and eight ITIL 4 practices:**



Beyond20's assessment showed that many of SGS' ITIL practices had already attained a high-level of maturity. This was evidenced by a culture where governance is integrated into every process and continual improvement is seen as a standard business practice.

However, to reach a higher level of operational efficiency and increase customer satisfaction, **Beyond20 assisted SITA in developing an ITIL Maturity Roadmap.** This roadmap aimed to enhance the implementation of ITIL 4 practices and covered the following areas:

 **identifying potential areas for automation to eliminate technical debt**

 **reducing downtime and improving availability by preventing incidents**

 **improving Mean Time To Resolve an incident**

 **improving governance of configuration items after service modifications**

RESULTS

ITIL 4 PRACTICE IMPROVEMENTS:

ITIL 4 Problem Management practice

The enhancement of this practice significantly **improved inter-departmental value streams and cross-team collaboration**. As a result, it greatly reduced the duration and resolution time of problem records and defects:

86%

of SGS problems resolved with the 120-day target, with a 2024 target of 90 days

66%

decrease on the average age of active problems by end of 2023

Another enhancement is **problem management automation**. Currently, SITA auto-generates problem records that highlight trends in incidents associated with capacity. This method enables the skilled team to focus on discovering and resolving the fundamental cause of problems instead of identifying capacity-related issues via incident trend analysis.

ITIL 4 Change Enablement practice

New approaches created a better focus on managing change risks and improving change governance through the **central SITA Change Advisory Board (CAB)**. By consolidating four different CABs into a central CAB with dedicated change managers, this reduced the number of people able to authorise high and extreme risk changes. Also, a support matrix ensures a quick response for emergency change scenarios.

ITIL 4 Service Configuration Management practice

Introducing the **auto-detection of changes** – and automation of changes via discovery sources – brought process and technology improvements to the practice which reduces the resource-intensive task of updating millions of configuration items:

62%

of configuration items are now updated automatically by discovery tools

98%

of business attributes in configuration items are updated and monitored by the configuration management database health check dashboard



ITIL 4 Incident Management practice

The **incident data quality has been notably improved** by removing generic values and decreasing the variations of resolution codes and incident categories by approximately 80%. This refinement has fostered better integration with the Problem Management process, **enabling more effective trend analysis based on more precise data.**

ITIL 4 Continual Improvement practice

Recently introduced **Digitalised training campaigns** based on staff roles for each practice – delivered via the SITA learning management system and including a test to evaluate knowledge – has led to enhanced awareness about the practices and improved their adoption and adherence.

Establishing regular discussion and feedback between departments to improve collaboration among practice owners, champions and practitioners, has led to simpler and more refined practices.

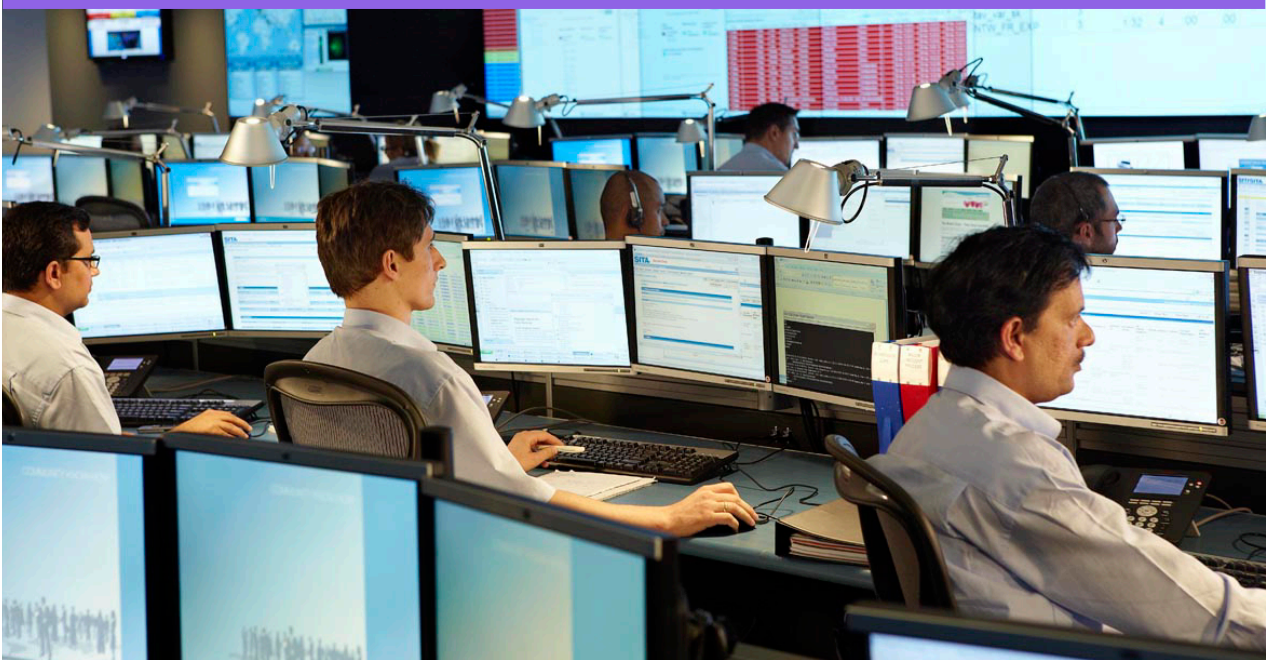
ITIL 4 Capacity and Performance Management practice

Formalising the practice by introducing defined and governed processes, as well as a practice owner role, increased both accountability and visibility of key metrics. This resulted in **enhanced responsiveness and better alignment with the needs of the organisation.**

What customers say:

The guidance and support we received from Beyond20 has been invaluable in our journey towards ITIL maturity. Their detailed assessment and excellent recommendations have helped us confirm that we are on the right path in our transformation journey to increase automation, self-healing and proactive capabilities which align with the current industry standards. I am grateful for their partnership and we look forward to continuing to work with them as part of our three-year plan.

Erick Figueroa – Senior Manager, Head of Global Process COE, SITA



BUSINESS IMPROVEMENT OUTCOMES:

As practices mature and improve, service operations have become more efficient. This is achieved through **implementing automation, process simplification, continuous collaboration, enhancement, training and awareness.**

Results for 2023 versus 2022:

25% decrease of the Mean Time To Resolve (MTTR) an incident, with high-priority incident resolved in 1.7 hours on av.

40% of events that result in proactive incidents are now effectively handled by a new automated system that manages false positives

96% success rate for changes under SITA CAB

0.18% high risk change-induced incidents

What customers say:

" By utilising the ITIL Maturity Model, we were able to achieve our goal based on ITIL best practices, which helped us strive for operational and service excellence within our organisation. This assessment provided us with the objectivity and validation we needed to gain deeper insights into our ITIL practices and improve them further. "

Erick Figueroa – Senior Manager, Head of Global Process COE, SITA

Drawing inspiration from the ITIL Maturity Model, we successfully attained our objective by embracing ITIL's finest methodologies. These practices propelled us towards operational and service excellence within our organisation. Through this evaluation, we obtained the impartiality and affirmation necessary to delve into our ITIL strategies, refining them to greater heights.

Mathew White – Vice President of Global Operations, SITA



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