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1.0 Introduction

The Information Technology Infrastructure Library (ITIL) is an infrastructure designed to facilitate the Information Technology service management (ITSM) of an organization, ITIL ensures the quality of the IT services across the organization while focusing on the customer and whole business perspective. ITIL framework defines a set of guidelines, controls, processors, and resources that will enable superior delivery of IT service management depending on the desired delivery objective of the company (Santosa & Mulyana, 2023).

In today's context practice of IT services is a common and vital part of every organization, professional body, and in day-to-day life which enable superior quality aspects in terms of perceived benefits. ITIL framework enables an organization to link its IT services to organization goals, objectives, and deliverables by making sure that the organization is following the accepted good practices within the industry (Lopes, 2021).

Current global context technology drastically disrupts industries and digitization, cloud base products, virtual organizations, and various product and service offerings are surrounded by IT services, hence proper adaptation and adoption of ITIL are vital for all the corporate and professional bodies

2.0 Literature Review

2.1 Summary of Articles

Title/ Author/ Year	Summary
<p>“The IT Services Management Architecture Design for Large and Medium-sized Companies based on ITIL 4 and TOGAF Framework” (Santosa & Mulyana, 2023).</p>	<p>IT service value chain will contribute to the well-structured architectural design of IT service management ensuring effective factors contribute to efficient ITSM with proper ITLE framework.</p>
<p>“The importance of the ITIL framework in managing Information and Communication Technology services” (Lopes, 2021)</p>	<p>The best practices of ITIL will enable organizations to achieve their objectives while different structural analyses and implementations will contribute to the delivery of desired outcomes.</p>
<p>“Auditing Learning Management System using Information Technology Infrastructure Library” (Togatorop, 2023)</p>	<p>The effectiveness of the e-commerce offerings will depend on the ITIL framework while ensuring the objective of the IT system is achieved within the framework.</p>
<p>“Challenges and Directions in Service Management Automation” (Keller, 2017)</p>	<p>Changes based on the ITIL framework with ITSM will make sure efficient and effective ITSM by simplifying gaps with continuous improvement and minimizing repetition by evaluating the event management structure. Continuous cloud automation will become a daily norm in delivering value.</p>

<p>“Information Technology Services Management Audit using the COBIT and ITIL framework” (Safitri et al., 2023)</p>	<p>ITSM effectiveness measurement through ITIL, COBIT 1019, and CPM suggestion of best practices to achieve objectives of the organization with various matrices.</p>
<p>“Introducing ITIL Framework in Small Enterprises: Tailoring ITSM Practices to the Size of Company” (Yamammi et al., 2019).</p>	<p>SME’s will require proper ITSM within tailormade ITLE framework, for SME’s to deliver its superior benefits to customers while enhancing its efficiency, and quality in delivery.</p>
<p>“Strategic Management for IT Services Using the Information Technology Infrastructure Library (ITIL) Framework” (Gunawan, 2019)</p>	<p>Value creation with organization objectives will harness by better ITSM and ITIL framework which create continuous improvement.</p>
<p>“Towards Cloud Computing Management Model Based on ITIL Processes” (Karkošková, 2018)</p>	<p>ITSM and ITIL framework will govern proper cloud base systems based on required changes by service end benefits.</p>
<p>“Exploring ITIL Implementation Challenges in Latin American Companies” (Lucio-Nieto & González-Bañales, 2019)</p>	<p>Challenges in ITIL implementation, top management commitment, time constrain, and ITIL framework understanding was identified as concerns, and the service management office (SMO) suggested a solution to overcome with optional best practices to experience efficient benefits of the ITIL framework</p>

<p>“Resolution of Challenges That Are Facing Organizations Before ITIL Implementation Dedication” (Mourad & Johari, 2014)</p>	<p>IT goals should align organizational objectives to gain a competitive edge ensuring delivery of perceived benefits to its stakeholders, careful evaluation should be carried out to overcome challenges before implementation of the ITIL framework.</p>
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2.2 ITIL Impact on ITSM

IT services are vital for any organization irrespective of the nature of the industry, where customer-perceived value creation is mainly surrounded by ITSM offerings of an organization, proper ITSM will be governed by the ITIL framework ensuring a prominent methodological approach for efficient ITSM with enhanced features (Gunawan, 2019).

However, Successful adoption will vary based on top management support, staff resistance along with the traditional mindset and lack of skills, process uncertainty, and lack of dedication (Mourad & Johari, 2014). Hence proper skills, capabilities, continuous improvement along with timely responsiveness to technological requirements in the digital era are required with the capitalization of IT assets, software, and hardware based on requirements (Müller & Lichtenberg, 2017).

With the current global environment, ITSM is coupled with a complex structure of software, hardware, assets, and people. To sustain in the long run by satisfying stakeholder and business objectives strong ITIL governing structure is vital. There are optional frameworks such as Control Objectives for Information and Related Technology (COBIT) (Safitri et al., 2023), International Electrotechnical Commission (IEC) 20000, Distributed Management Task Force (DMTF), and International Organization for Standardization (ISO) are available as ITSM tools (Gunawan, 2019).

In contrast to traditional service management (SLM) which is very time and resource-consuming, COBIT is widely used to assess the ITIL framework in SLM, Service level

agreements (SLA), and service level controls (SLC) are widely assessed using COBIT V5 (Moudoubah et al., 2021).

According to the studies it is found that 50%-80% of ITSM projects are unsuccessful due to less top management commitment, unable to meet customer requirements, budgetary constraints, fear of ITIL, Capacity and skill shortage, resistance to change, and traditional thinking. Successful ITSM implementers were gifted with continuous improvement, high customer satisfaction, less time consumption, and a competitive advantage. Proper training, top management and whole stakeholder continuous involvement, and a clear responsibility structure with delegation, will support overcoming ITSM failures (Lucio-Nieto & González-Bañales, 2019).

However, digitization, cloud computing, and virtual business models have disrupted the global world with innovative systems and a clear ITSM and ITIL framework is vital (Karkošková, 2018). With digital business models ITSM, and ITIL framework needs to be tighter as information security, data storage, system maintenance, information transparency, consistency with data protection standards, and delivering customer-perceived services approaches, hence proper ITSM, ITIL governing structure should be in place (Lopes, 2021).

Management practice based on ITLE covers general, technical, and service management which may differ based on the organization and it will architecturally create IT service value chain in delivering services. It connects support services with business functions which are linked to organization ultimate value delivery (Santosa & Mulyana, 2023).

ITSM practice in SME's should use tailor made ITLE framework with less bureaucratic simplified approach where SME's are managed by multi task employees sometimes without major specialization skills and the importance of ITSM in SME's are becoming higher as ITSM will direct organizations toward its ultimate value delivery objective creating proper link between IT and company (Yamammi et al., 2019).

In today's context continuous improvements and cloud automation with minimized gaps in service delivery will change the direction of ITSM while delivering superior enhanced value creation to its ultimate customers (Keller, 2017). Effective control will provide a holistic governing structure in ITSM with ITIL framework, it will contribute to the sustainable

development of business with IT while ensuring proper ITSM structure within an organization (Safitri et al., 2023).

2.3 Findings

ITSM is widely used in many organizations and the ITIL framework will direct with best practice guidelines and support the ITSM with automation, and continuous improvement by making sure sustainable growth in all aspects of an organization. With an evolution of over 30 years, ITIL 4 is the latest version practiced. Which detailed in figure 1, comprising organization and people, information and technology, partners and suppliers, and value streams and processors.

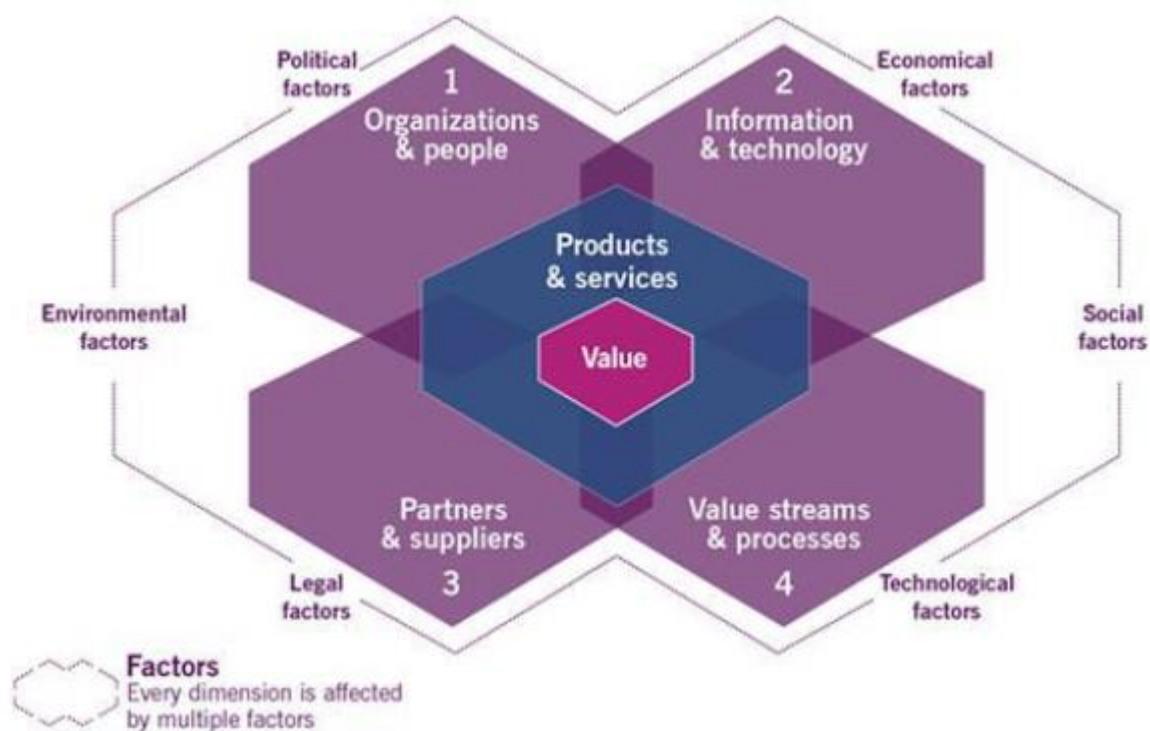


Figure 1 ITIL 4 dimensions of ITSM

Source: *International Journal of Advanced Engineering Research and Science* (Lopes, 2021)

Continuous improvement with automation, digitization, and virtualization is key in today's context while ensuring delivery of customer-perceived service expectations, ITSM lifecycle is comprised of continuous service improvement, service strategy, service design, service transition, and service operation which are interrelated in ITSM with proper implementation of

ITLE framework. ITLE framework may be customized based on size and nature of the organization.

There are many obstacles resulting failure of ITSM and proper change management strategies should be adopted along with a top-down approach with key contributions from top management, along with general management, service management, and technical management best practices while ensuring people, process, product, and partners are equally valued which are fundamental requirements for ITLE frame work.

Depending on the nature of the financial, project, IT asset, and change management perspective successfulness of ITSM will be determined. The organization's attitude and culture towards risk, training and learning management, and change resistance will also contribute to successful ITSM within the framework if ITLE. Many project management (PMBOOK, Prince), governing (COBIT), and ITSM (ITIL, ISO 20000) standards help to assess the effectiveness, quality, consistency, and efficiency of IT systems across the world.

ITSM will focus on creating the best service value for the customer while ensuring alignment with the organization's strategy, Portfolio, financial and demand management are key aspects while focusing on key deliverables of service design, transition operation, and continuous improvement. ITLE will support the effectiveness of ITSM in delivering its ultimate organizational objective.

3.0 Conclusion

ITIL will facilitate a best practice framework for ITSM which focuses on sustainable value creation for organizations and their stakeholders. ITIL guidelines may differ depending on the industry and organization and customized approaches may apply depending on the nature of requirements. With the global era of business, an organization may need to welcome sudden changes in the external/ internal environment to be competitive in the sustainable long run. Continues improvement along with a digitized, cloud-based approach will be key in shaping the future of ITSM and organizations should evaluate the best possible options with current capabilities to sustain in the long run with sustainable growth in terms of value creation to its stakeholders.

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