



Transformative ITIL[®] 4 adoption for sustainable growth and customer success

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Introduction

In today's fast-paced digital world, businesses face unprecedented challenges in keeping mission-critical applications and infrastructure running smoothly while simultaneously developing transformative technologies such as cloud computing, artificial intelligence (AI), and Big Data. For HPE Managed Services, the mission is clear: drive sustainable growth by securely delivering world-class managed services. By adapting and adopting ITIL® 4 guidance, Hewlett Packard Enterprise aims to deliver exceptional customer experiences and enable business outcomes.

This business white paper presents our approach and the journey taken to implement ITIL best practices, illustrating design thinking, people aspects, and how to perform, transform, and align with the HPE Managed Services strategy. It offers an example of benefiting from ITIL within a short cycle time.

About HPE Managed Services

HPE Managed Services offloads the heavy lifting of running modern IT when and where customers need it. With unique IP and automation, along with a team of over 15,000 service professionals, our services deliver comprehensive monitoring, operations, administration, and optimization, resulting in nearly continuous improvement across all areas of IT. HPE is focused on driving the business forward for partners and customers so their IT runs at optimal performance, reliability, and cost-effectiveness.

Competitive advantage: HPE operations value proposition

HPE's strategic imperatives are centered around providing unmatched value to its customers through innovation, reliability, advancement of our talent and culture, and a commitment to sustainability. Key competitive advantages include:



Innovation at scale: Leveraging advanced technologies and a robust ecosystem, HPE continually innovates to meet evolving customer needs.



Operational excellence: HPE's extensive experience and proven methodologies help ensure seamless integration and operation of IT services. This is underpinned by ITIL 4 best practices, which streamline processes and enhance service delivery.



Customer-centric approach: HPE places the customer at the heart of operations, offering tailored solutions that align with specific business goals. This customer-first mindset drives satisfaction and loyalty.



Sustainability leadership: HPE is committed to reducing its environmental impact through sustainable IT practices. This includes optimizing data efficiency, energy consumption, and resource utilization across its operations.



Three components that make HPE Managed Services unique

Platform: Our award-winning hybrid operations console uses an advanced suite of integrated management tools to manage and optimize the environment. This helps customers reduce their investment in tools, staff, and training with HPE intellectual property and platforms, helping minimize the risk with AI-driven business insights and supporting business-aligned decisions from core to cloud to edge. AIOps capabilities, fueled by the OpsRamp acquisition by HPE, create a unified and intelligent operational framework that saves time and improves efficiency.

People: Customers experience premium support with a dedicated relationship manager, gain faster business results with full-stack certified expertise, and significantly reduce risk with continuous management provided by experts across multiple global support centers.

Process: By following industry best practices and standard, such as ITIL and ISO 20000, HPE Managed Services delivers compliant outcomes through the use of IT service management and HPE intellectual property to help customers achieve greater IT continuity and drive business efficiency with continual improvements.

The right
skills & resources

at the right time

An agile **as-a-service**

experience to accelerate your digital agenda

Simplified, centralized

insights

to effectively manage across edge to cloud

Security and compliance

tools and expertise to reduce risk



The issue statement

Top challenges

- Endeavoring to constantly improve and meet growing customer needs and deliver greater customer satisfaction
- Continuously improving quality and transforming IT into a strategic asset capable of delivering a competitive advantage
- Enabling more efficient operations and optimizing the total cost of ownership (TCO)

HPE provides a suite of services by expanding hybrid managed service provider offerings and capitalizing on HPE Complete Care Service, a comprehensive support solution that provides edge-to-cloud service coverage and HPE GreenLake cloud install base, thereby scaling operations delivery capacity. Business rules, policies, regulatory needs, and other factors can all cause unpredictable bottlenecks. Regardless, customers expect great HPE Managed Services support whenever they need it and an IT environment that performs consistently and predictably. Therefore, it is imperative that processes are suited to manage these dependencies and expectations in this complex model.

The HPE IT Operations Center (ITOC) is organized and operated as a shared services delivery model that has centralized all resources and shares them for delivering HPE Services across its managed services customer base. A lot of effort often goes into managing and solving day-to-day issues as they appear. This sometimes leads to informal procedures as employees frequently divide their time among various other tasks and adopt a reactive approach to challenges. This method may work in the short term. However, it could be challenging for long-term growth.



The solution

To address the aforementioned challenges, the HPE Managed Services management team committed to this program by ensuring leadership attention, securing the necessary funding, training, and resources to assess process and operational maturity, and developing a road map for improvements using best practices. HPE Managed Services India ITOC reorganized team members under the ITSM and operations excellence umbrella in a centralized structure to manage a broad range of service management activities, including:

- Process assessment
- Process design and documentation
- Establishing ITSM roles
- Process implementation and enablement
- Process governance
- Continual improvement



HPE Managed Services India ITOC utilized an internal service management implementation approach to support knowledge-driven self-assessment. This comprehensive framework covers all practice areas, focuses on high-priority areas, and incorporates ITIL 4 best practices. It encourages formal approaches that withstand practical challenges and complements other operational excellence initiatives. The ITIL 4 framework enabled uniform assessments across customer accounts and clarified stakeholder requirements. Process leads were trained and calibrated on the framework to facilitate assessments, derive action items, and implement process controls. Effective project management was essential for timely program delivery, risk identification, clear milestone communication, and governance. A tenured project manager was deployed to oversee the program, effectively communicating goals and objectives and providing regular status updates to all the stakeholders.



Figure 1. ITSM program lifecycle

The program was implemented in three phases.

Discovery phase

The program started with an internal evaluation of our current state to measure the process maturity and respective capabilities. Some of the key parameters assessed included:

- Estimating which resources could be devoted to the program
- Applying learnings from past audits from global best practice guidelines and coupling them with HPE Managed Services India ITOC team findings
- Identifying areas where our service management strategy wasn't working at optimum productivity
- Setting priorities and identifying the process areas requiring immediate intervention

The process team conducted a detailed analysis through structured sessions, focus groups, and document reviews to understand current tools and procedures. A global independent consulting firm was engaged to assess and improve the maturity of key practices such as incident management, change enablement, release management, problem management, and knowledge management. The firm collaborated with stakeholders to baseline maturity and implemented a phased approach to achieve quick wins and meet ITOC objectives. A phased implementation approach was adopted to cover top accounts based on business criticality and preference to achieve quick wins, bring tangible benefits in a short time, and enable the program to meet ITOC objectives.





Deployment phase

This phase involved assessing process compliance with ITIL 4 framework by examining objective evidence. Findings were shared with ITOC leaders, service delivery managers, and SMEs. The process leads created an implementation plan, categorizing actions into short term and long term. Additionally, this phase helped ensure the effective implementation of practice controls and alignment with ITIL 4 best practice guidance.

Identifying and helping minimize people-related risks, such as barriers to commitment and resistance to change, ensured a smooth transition. The ITIL training plan was revised to meet the program expectations, with multiple training batches covering all shift patterns and key practice areas. Incident management, problem management, change enablement, and release management were the focus, as they are crucial for the operations team. A structured communications plan kept all stakeholders informed about program milestones. The highly collaborative program involved managed service managers, service delivery managers (SDMs), and subject matter experts (SMEs), with effective communication and participation achieved through weekly updates.

Robust governance was established to continuously drive program objectives, focusing on account-specific action plans and maturity improvements from baseline. Regular cadences with key stakeholders reviewed performance metrics through internal meetings, top account reviews, and program status updates with management.

As part of the change program, HPE Managed Services India ITOC conducted ITIL 4 quizzes, activities, and evaluations, rewarding winners with token of appreciation. The structured approach prioritized early stakeholder involvement, enhancing service delivery quality. Collaborative efforts integrated ITIL 4 guiding principles into the culture, helping ensure sustained success and effective behavioral changes in critical resources.

Note: The ITIL 4 guiding principles are 1) focus on value, 2) start where you are, 3) progress iteratively with feedback, 4) collaborate and promote visibility, 5) think and work holistically, 6) keep it simple and practical, and 7) optimize and automate.





Verify phase

This phase involved validating results against objectives and improvement plans. The adoption of best practice guidelines was regularly monitored to achieve compliance with the ITIL 4 framework. The third-party consulting firm reassessed and verified the implementation of new practice controls and alignment with the recommended road map.

Figure 2 presents the final assessment results.

	Industry benchmark (5-point scale)	Point improvement from baseline, August 2023 (5-point scale)
Service request management	3.2	0.6 ↑
Incident management	3.2	0.5 ↑
Knowledge management	3.2	1.3 ↑
Event management	3.2	1.3 ↑
Problem management	3.2	0.7 ↑
Change enablement	3.2	0.9 ↑
Configuration management	3.2	0.6 ↑
Release management	3.6	0.9 ↑
Service quality management	3.2	2.1 ↑
Service reporting	3.2	0.7 ↑
Continual service improvement	3.0	1.2 ↑

↑ Number of points improved from baseline maturity score and greater than industry benchmark

↑ Improved in comparison to baseline score but lesser than industry benchmark

Figure 2. Final assessment results for the scoped practice areas



Implementation challenges and intervention

Customized solution

In a shared services delivery model, standard process alignment is crucial to help ensure consistent service for every transaction. However, significant customized solutions were already in place to meet customer requirements. The challenge was to identify and implement standard controls applicable to all scenarios. Here are a few examples of implemented best practices, process improvements, and templates:

- Major incident management process
- Post-incident review and root cause analysis templates and timelines
- Incident, change, and problem dashboard
- Standard metrics and targets (SLAs and KPIs)
- Standard changes with SOPs and Standard change catalogue
- Reduction of emergency changes
- Release management with patching plan and calendar
- Enhanced risk management effectiveness

HPE Managed Services focus

HPE Managed Services India ITOC launched the Know Your Customer initiative, training engineers on customer business and account-specific solutions. This familiarized them with the customer's business and clarified how their actions impacted customer needs and goals. Consequently, the team understood the connection between customer objectives and HPE Managed Services deliverables, enhancing service delivery. The initiative also emphasized effective approaches to customer interactions for positive outcomes.

Service mindset and service management capability

A structured approach to capability building focused on core skills to meet customer needs. Programs conducted include:

- Mandatory ITIL 4 training for all engineers and managers working in managed services (~425 engineers trained and certified in ITIL 4 Foundation)
- HPE Managed Service mindset training program with brown bag sessions by the chief technology officer
- Ongoing outage management training for all engineers
- Hiring strategy pivoted to focus on acquiring talent from a managed services background



Best practice—Alignment with ITSM / ITIL® 4 / ISO 20000

HPE Managed Services journey toward continual improvement incorporates ITIL® 4 guiding principles into its culture that helped determine the strategic road map for service improvement in a dynamic environment, resulting in the following deliverables:

- A defined continual improvement framework and process
- Regular quality circle meetings to drive service improvements
- A centralized portal for idea submission
- Predefined templates are available to build business cases for the idea submission
- Weekly communication and regular status reports
- Success stories published monthly

Figure 3 represents the approach taken for continual service improvement.

Continual improvement

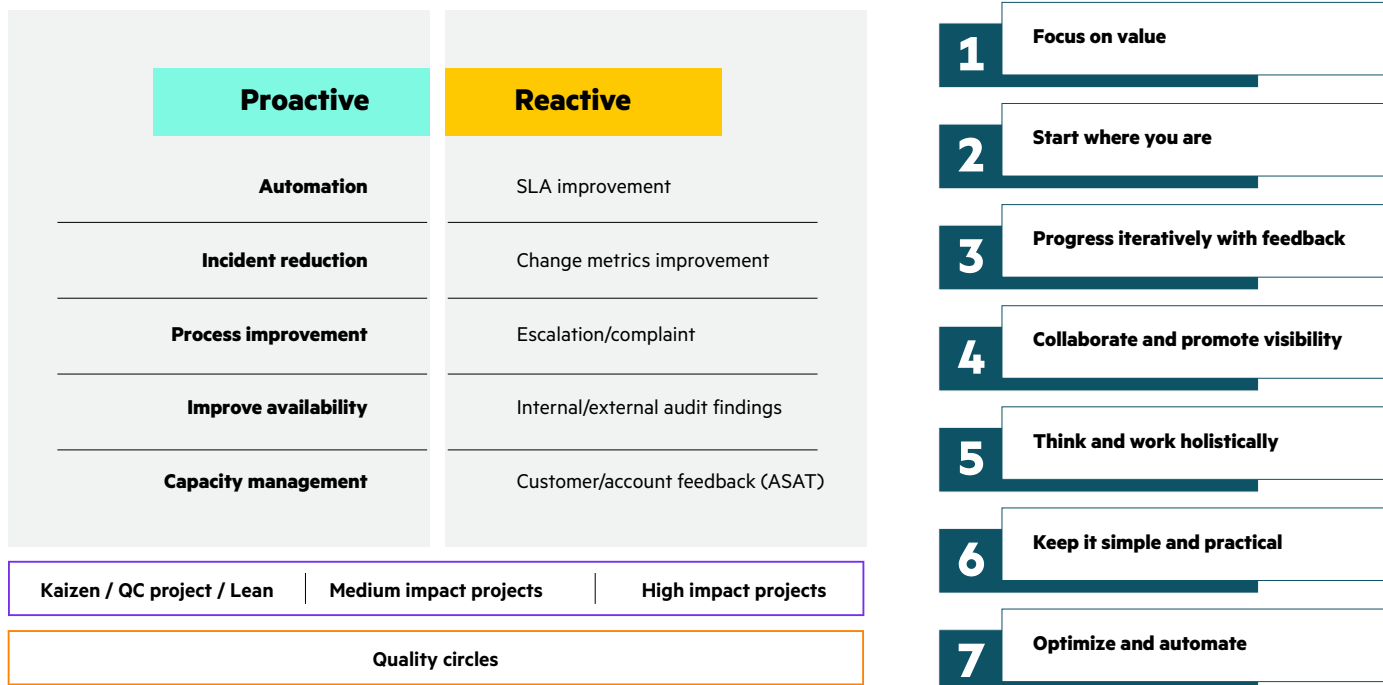


Figure 3. Continual service improvement approach, showcasing the framework in alignment with ITIL 4

An automation core team was formed with SMEs from all technical capabilities to drive improvement levers. Automation was adopted to drive efficiency and operational capabilities, helping ensure integration with HPE GreenLake cloud. This led to proactive management of operational activities and standardization of service management workflows, with an automation catalog defined for more than 40 use cases.



Figure 4 shows the approach taken for automation ideation and adoption.

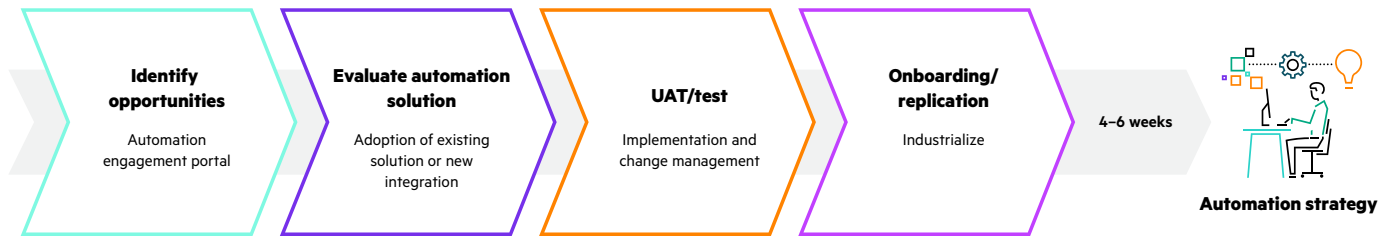


Figure 4. Automation ideation and adoption approach

Additionally, service quality audits were initiated to cover incident management, problem management, and change enablement practices. The primary goal was to achieve compliance with established processes. This initiative helped HPE Managed Services teams to continuously identify and evaluate areas for improvement through a regular feedback mechanism.

Figure 5 figure highlights the key features of the service quality audit framework.

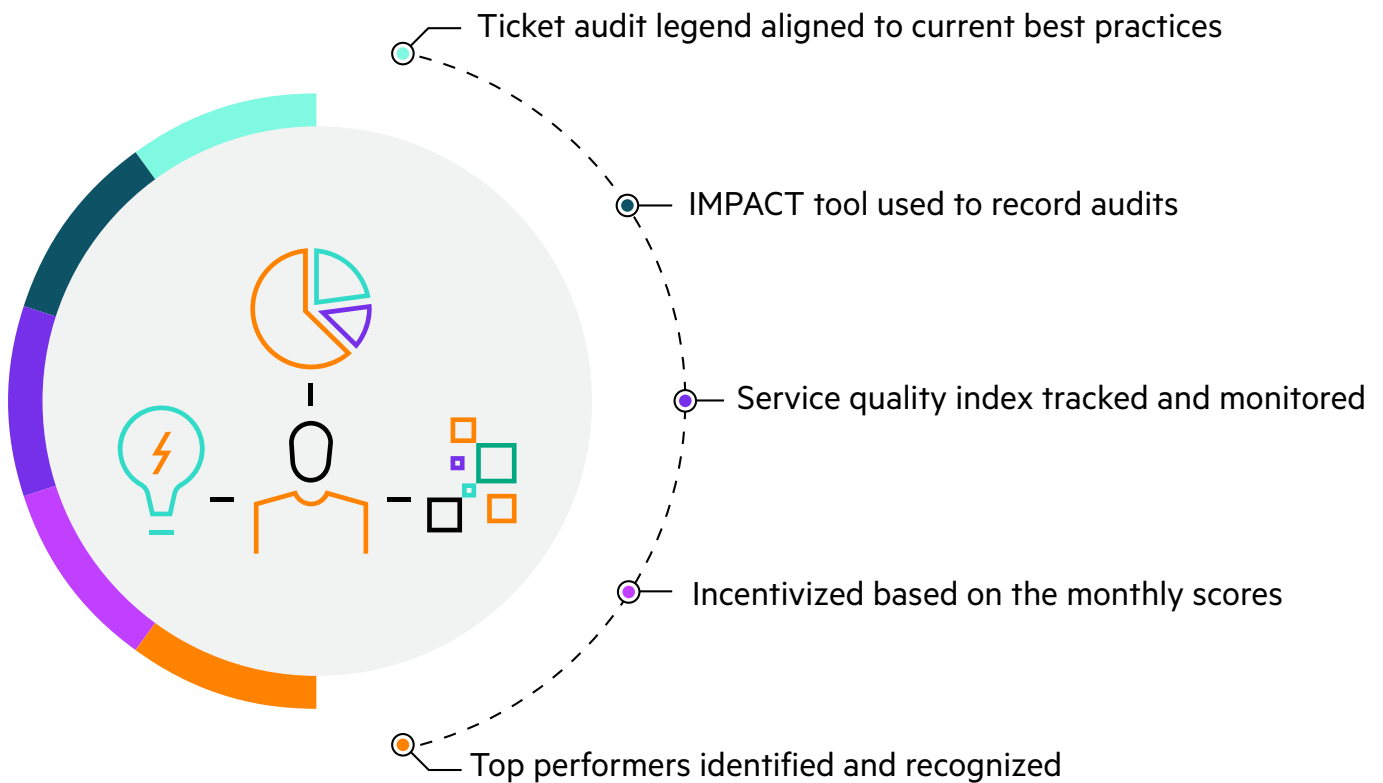
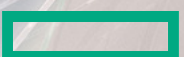


Figure 5. Key features of the service quality audit framework

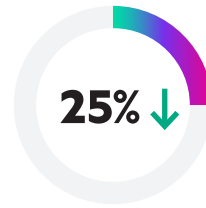


Benefits to end customer and HPE

The ITIL improvement program significantly supported the adoption of best practice guidelines, resulting in key benefits¹:



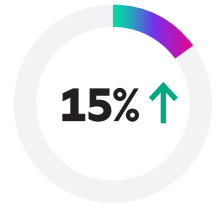
A **50%** reduction in major incidents



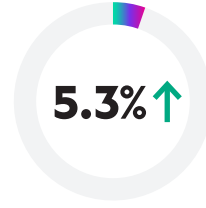
MTTR reduced by **25%**



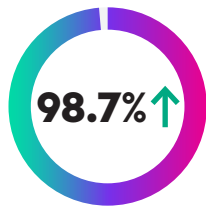
Improved change success rate by **3.5%**, reduced emergency changes by **15%**, and faster delivery through standard changes



Overall incident volume reduction by **>40%**



Service quality index increased by **5.3%**



Improved customer experiences leading to a **98.7%** retention rate

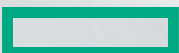


Public reference from leading global technology companies

Lower the better, positive decrease ↓

Higher the better, positive increase ↑

¹ As per data from HPE ITOC, Bangalore, 2023



Looking ahead

While focusing on existing operational accounts, it was essential to internalize learnings across functions and teams for performance and transformation in both operational accounts and new transitions. The transition and managed service manager (MSM) teams were engaged throughout the value chain to redesign the account onboarding checklist utilized by transition and HPE MSM teams, incorporating key practice controls to help ensure that the accounts align with the best practices during the transition itself. As an ongoing journey, continuous adoption of best practices and regular assessments serve as feedback mechanisms for the plan-do-check-act cycle, sustaining and improving processes.

The following areas are critical to success and culture:

- Focus on customer experience, priorities, and growth
- Regular process assessment to sustain and improve the maturity
- Alignment to workstreams and directions by Delivery Operations Standards Office (DOSO)
- Early warning system and risk management



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