

CHAPTER 5

CONCLUSION AND

RECOMMENDATIONS

5.1 CONCLUSION AND SUMMARY OF RESULTS

ITIL service management framework stress discipline on IT processes to improve productivity, governance and agility to respond to changing market and business needs.

Organizations around the world started to adopt ITIL to accomplish business aspirations and goals. ITIL being a set of best practices does not mean that it can be implemented in MSC status organizations and immediately sufficient to support the business. Organizations need to consider that what are the organizational and success factors that shape a winning ITIL implementation.

In summary, this is the first research which establish a reference point to gauge the level of penetration and ITIL implementation progress in MSC status organizations. This research also identified relationship among different organizational factors and ITIL implementation progress. Senior management support, sufficient funding for ITIL / ITSM initiative and staff training on ITIL has been identified as top 3 perceived success factors of successful ITIL implementation.

This research established that in MSC status organizations:

- 1) The implementation of ITIL is positively associated with organization size in terms of turnover.
- 2) The implementation of ITIL is positively associated with organization size in terms of number of staff
- 3) The implementation of ITIL is positive associated with organization size in terms of number of IT staff
- 4) The implementation of ITIL is NOT associated with implementation of COBIT framework.
- 5) ITIL satisfaction is positively associated with the ITIL implementation progress
- 6) Top 3 success factors for ITIL implementations are 1) Commitment from senior management, 2) sufficient funding, 3) ITIL/ITSM training provided to staff and sufficient allocation of staff to ITIL initiative

This study highlighted that organizational factors such as organization size in term of turnover, number of staff and number of IT staff are important factors for ITIL implementation progress. Large MSC status organizations are making comparably significant progress in implementing ITIL framework. This research also established that satisfaction level with ITIL increased as ITIL implementation progressed.

This research established that ITIL implementation progress is not necessarily dependent on COBIT or other frameworks. People from different cultures have different set of attitudes to similar management control systems and management practices (Chow, 1996). Management control tools and management practices perceived to be effective in one environment could be ineffective in another environment (Chow, 1996). Hence, in Malaysian MSC status organizations, COBIT is not seen as a framework that compliment ITIL implementation.

This study also established that in MSC status organizations, ITIL satisfaction level can increase as ITIL implementation activities progress. As ITIL implementation progressed in an organization, the benefits were realized and satisfaction level started to increase.

In light of this study, we recommend organizations to understand different organizational factors before implementing ITIL. MSC status organizations implementing ITIL need to ensure that senior management support is secured throughout the ITIL implementation phases, with sufficient funding/staffing and relevant staff trained in ITIL framework. In short, ITIL readiness assessment must be performed before organizations move towards ITIL implementation. The CIOs need to align the benefit to the funding as appropriate funding and

resources are identified as success factor of ITIL implementation in MSC status organizations.

We also recommend that ITIL consultants should develop success factor metrics to gauge organizations readiness to implement ITIL. Without understanding the success factors, organization may struggle to implement ITIL and may not able to get full benefits. A success factors based self assessment must be performed before ITIL project kick off. This could be another area of academic research which will lead towards the development of ITIL adoption models.

5.2 MANAGERIAL IMPLICATIONS

The level of awareness need to be escalated among the CIOs and IT managers community as ITIL enable IT organizations to deliver IT services with agility and quality while keeping the cost and risk at lower level (OGC, 2007).

As discussed in this report, adequate implementation of ITIL or ITSM framework can provide competitive advantages to organizations. ITIL is a set of best practices, but this does not mean that best practices lead to best implementation practices. Managers need to holistically understand the ITIL framework, implementation success factors and align ITIL with organization technology and service objectives. The ITIL need to be embedded in technology, operations, process and procedures of organizations.

An important factor which managers need to consider is ITIL education and certification which enable ITIL implementers to understand ITIL framework. As this research has shown the need for ITIL training is one of the vital success factor of successful ITIL implementation.

The implication for managers is to equip themselves with ITIL framework certification. This will raise the level of awareness about ITIL transformation process. Investing in ITIL training will have a positive impact on the skills and development of IT professionals.

Since ITIL is catching up in Malaysia, there is a need to equip graduates with ITSM and ITIL education. It is recommended that the relevant Universities in Malaysia offer ITIL graduate streams in technology and business programs.

5.3 CONTRIBUTION TO ACADEMIC LITERATURE.

This study makes significant contribution as this is the first study in the Malaysian context to gauge ITIL implementation progress and established a reference for future studies. This research is the first academic research (In Malaysian context) on ITIL implementation which provides evidence of ITIL implementation progress and success factors in MSC status organizations. As it has found that there is inadequate academic research in the area of IT service management.

This research will further add to the body of ITIL knowledge. The results of this research will enable practitioners and consultants to understand issues related to ITIL implementation. This research also paved way for further studies on how relationship between the success factors influence the effectiveness of ITIL implementation.

5.4 LIMITATION OF THIS RESEARCH

There are limitations associated with this research. As the data collected was only from MSC status organizations, the findings cannot be generalized to all Malaysian organizations. Further empirical studies are required to replicate this study in different contexts. This research derived statistical measures to test hypothesis. Further research in the form of qualitative research can be done to gauge better understanding of ITIL implementation in MSC status organizations in Malaysia.