

CASE STUDY

Nunsys Group

**> ITIL AS A
GROWTH ENGINE:
THE NUNSYS GROUP
TRANSFORMATION
STORY**



BACKGROUND

Nunsys Group is a leading Spanish technology specialist, expert in implementing comprehensive technology solutions in the country, plus international projects across Europe, the Americas, Asia, Africa, Australia and New Zealand.

With more than 27 branches in Spain and over 2,800 employees, the company forecast revenues of €300m in 2025. It provides technology to a wide range of industry sectors including banking and insurance, chemicals and pharmaceuticals, education, energy, etc.

Its specialisms - including consulting, managed services and solution implementation - cover the lifecycle of organisations' digital transformation.

Within the Group, Sothis Cybersecurity and Managed Services provides cybersecurity and either full or partial managed services to businesses, focusing on areas including systems and software outsourcing, risk assessment, cyber-attack protection and maintaining availability, integrity and confidentiality of business operations, etc.

In 2017, the company's managed services and cybersecurity areas decided to transform and modernise and scale operations through adopting best practices based on ITIL and ISO 20000.

ITIL was chosen because it offered the structured and standardised path necessary to achieve strategic objectives. In addition, it allowed the company to begin preparing for ISO 20000 certification. It also supported Nunsys Group's philosophy of customer centricity: putting the customer at the centre of its managed services strategy.

CHALLENGES

Pre-transformation, Nunsys faced operational challenges that limited scalability and customer satisfaction:

Complexity and high costs

Service management was perceived as complex, costly and inefficient.

Fragmentation and lack of operational standards

Inconsistent methodologies and lack of service level agreements (SLAs) made auditing and value co-creation difficult.

Reactive approach

Teams focused on daily issues, causing unpredictable bottlenecks and distrust in data due to manual processes.

OBJECTIVES

Operational excellence and stability

Simplification of service management processes at scale

Increased automation - especially in report generation

Talent development and ongoing training to strengthen skills in service management and emerging technologies.



SOLUTIONS

TEAMS, ROLES AND RESPONSIBILITIES:

1. Creation of the service management office (SMO)

Comprising two work groups:

- a) Service management - for standardisation of practices, continual improvement and alignment with ITIL/ISO 20000
- b) Tools - configuration and continual improvement of the ITSM system, automated workflows and dashboards for integrated solution and data consistency.

2. Creation of the service manager role

The service manager role - allocated to each client - is directly responsible for the operational relationship, acting as the point of contact that ensures alignment between client needs and service capability.

ITIL knowledge is crucial because it formalises and strategically supports the service manager role. ITIL helps this role to:

- **Ensure governance and quality:** guarantees consistent oversight of service level agreements (SLAs) and service coherence, aligning practices with frameworks such as ITIL and ISO 20000.
- **Drive continual improvement:** the service manager identifies optimisation opportunities and promotes corrective and preventive actions, integrating ITIL's continual improvement model.
- **Act as a strategic link:** coordinate internal service and technology teams plus external client and supplier teams and use reports (based on objective data) for decision-making that demonstrates "business impact", ensuring efforts focus on delivering value.

3. "Internal Quality Circles" in IT services

These are multidisciplinary teams that analyse processes, identify inefficiencies and propose practical improvements.

ITIL knowledge supports Nunsys' Internal Quality Circles by providing structure and focus for continual improvement.

ITIL gives them purpose, standardised methodology and a value-driven approach to accelerate improvement from within.

- **Continual improvement framework (PDCA):** The ITIL continual improvement model integrates and reinforces the Deming (Plan-Do-Check-Act) cycle that Quality Circles use to operate, ensuring sustainable success and constant service evolution.
- **Standardisation and consistency:** ITIL knowledge helps Quality Circles align their proposals with industry best practices (ITIL) and SMO guidelines, guaranteeing quality and predictability.
- **Focus on value:** ITIL encourages circles to center efforts on customer impact, using the ITIL Service Value Chain to ensure improvements deliver real value.

TRANSFORMATION PILLARS: PROCESS, PLATFORM AND PEOPLE

Pillar 1: standardising and simplifying processes

The key ITIL practices and concepts that supported Pillar 1 were:

Simplification (Applicable ITIL guiding principle: keep it simple and practical) The company adopted the principle "Keep it simple and practical" to streamline requirements, simplify SLAs, and clarify operational documentation. This approach eliminated unnecessary complexities and made it easier for teams to adopt the processes.

ITIL Service Value Chain (SVC) The Service Value Chain helped structure activities focused on outcomes.

The stages of Plan, Engage, Design and Transition, Obtain/Build, Deliver and Support and Improve were applied in an integrated way to ensure a customer-centric approach. This allowed understanding how each action - from strategic planning to daily operations - contributes to generating real value.

Continual improvement This model was integrated as a permanent element of the management model and deployment supported by three main components:

1. **Service manager**, with the mission of driving corrective and preventive actions aligned with the strategy.
2. **Support from the SMO** - which reviews metrics, trends and optimisation
3. **Internal quality circles** - responsible for analysing processes and identifying inefficiencies.

Service definition (Associated ITIL practice: service catalogue management)

A clear and structured service catalogue was established, precisely defining the scope, boundaries, and characteristics of each service. This definition facilitates communication with clients and internal teams and improves expectation management.

Documentation (Related ITIL practice: knowledge management)

The organisation developed a set of 74 internal procedures designed to describe the operational application of each process. This document repository ensures that knowledge is centralised, accessible and up to date.

Service level agreements (SLAs) inspired by ITIL guiding principle - Keep it simple and practical

The objective was to ensure clear, fast and predictable support for users, avoiding complex metrics and focusing on what truly impacts their experience: response, resolution, support channel availability and customer satisfaction.

For example, setting an SLA for response time to an incident or request:

Priority	Maximum Response Time	SLA
Critical	<15 minutes	>=90%
High	<30 minutes	
Medium	<40 minutes	
Low	<40 minutes	

The ITIL value stream concept

ITIL value streams were mapped to interconnect practices and foster an end-to-end service management mindset. For example, a new critical incident management flow represented a strategic step toward a more robust service model aligned with ITIL. The goal was to establish a standardised process that would allow responding to high-severity incidents with maximum efficiency, from initial detection to continual improvement.

Combining the roles of Service Manager as operational lead for a critical incident, along with the Service Management Office (SMO) validating application and adherence to ITIL/ISO 20000 and the Internal Quality Circles supporting process improvement, the company now has the capability to:

- Automatically detect critical incidents.
- Quickly activate technical teams and the Service Manager.
- Apply diagnostics and solutions based on data and standardised procedures.
- Control any technical change through solid governance.
- Restore the service with coordination and traceability.
- Feed back into service maturity through the SMO and Quality Circles.

Pillar 2: Platform - optimisation and automation

Establishing "Reporting as a Service" was fundamental to the transformation:

Ensuring objective and reliable data

Automation was the cornerstone to guarantee that all reports were generated with objective and reliable data, transforming the delivery of information and reducing bottlenecks caused by manual processes.

Operational efficiency and scalability

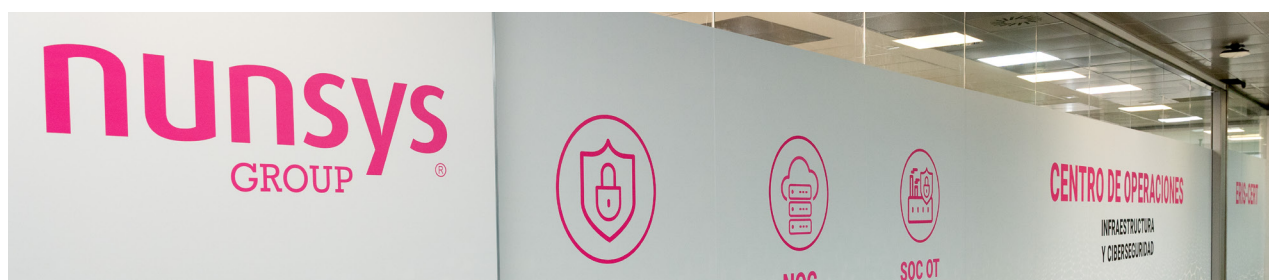
By automating this function, the company achieved significant operational efficiency. For example, multiple relevant data sources were centralised in a single, reliable repository using tools such as Microsoft Power BI and Microsoft Report Builder.

Transition to a strategic and predictive asset

Reports provide a clear perspective on "business impact," enabling data-driven decision-making.

AI implementation

Although AI implementation is still in its infancy, Nunsys has already enhanced its platform with these capabilities, enabling the transition to a proactive service management model. AI analyses historical and current service reports, detects patterns and identifies critical trends for decision-making.



Pillar 3: People, culture and training as a strategic asset

Nunsys' investment in developing its human capital and promoting a culture of excellence is fundamental to the success and continual evolution of its services.

This has involved:

- **A commitment to ITIL excellence through training/awareness**
- **Ongoing training plans**
- **Creating an internal training centre created**

ITIL training completed for employees to date includes:

ITIL Leader:
Digital and IT Strategy:
16 people

ITIL Specialist:
High-velocity IT:
11 people

ITIL Foundation:
110 people

Training in ITIL High Velocity IT and Digital and IT Strategy was key to improving service management by instilling a different way of thinking and operating in an environment that demands speed and value-based decisions, placing the customer at the centre.

The specific contribution of these higher level ITIL modules included:

Improved operational speed:

HVIT enabled adoption of more agile practices, reduced manual tasks through automation and shortened response cycles. For example, Nunsys incorporated Scrum and Kanban practices to organise team tracking in project execution, which accelerated resolution and reduced rework.

More strategic decisions:

DITS strengthened the ability to connect daily operations with business objectives, incorporating real impact metrics into reports. Its contribution was present across all areas of strategy in an agile manner.

Common language among teams:

Training created coherence between technical areas, ensuring that everyone speaks the same language and works in a much more coordinated way from start to finish. This deep level of training meant ITIL became a shared cultural language across technical and business teams, not just a set of processes.

Overall, training and certification in these ITIL modules:

- Helps gain visibility: greatly increasing the likelihood that projects and services are executed well and daily operations run more smoothly.
- Increases perceived quality for the customer.
- Drives an internal culture of continual improvement.
- Reduces operational risks and improves stability.
- Facilitates scaling services in an orderly and consistent way.

RESULTS AND METRICS

Investment in ITIL has delivered value for Nunsys Group in three dimensions:

- **Efficiency:** Less manual work and fewer errors.
- **Stability:** Fewer incidents, more availability.
- **Business:** Higher retention, better decisions and greater customer trust.

OPERATIONAL RETURN:

Direct savings in time and resources:

Standardisation and automation driven by ITIL reduced **300 hours per month** just in reporting (a 44.6% reduction in time). This recurring saving frees team capacity for value-added tasks, translating into immediate economic return.

Greater service stability (>99% availability):

A more stable service reduces incidents, interruptions and costs associated with rework, urgent interventions or penalties.

300 hours
per
month

>99% availability

97.1% client retention
(three-year
average)

INDIRECT ECONOMIC RETURN:

97.1% client retention (three-year average)

Stability, transparency and continual improvement from ITIL helped retain key clients and strategic contracts. Retention, especially in managed services, has a much higher economic impact than acquisition.

Increased customer trust and better Net Promoter Score (NPS)

A better NPS facilitates renewals, contract expansions and new business opportunities.

STRATEGIC RETURN

Greater ability to scale services without increasing costs at the same rate.

Thanks to ITIL, growth does not require multiplying resources - processes are optimised and predictable. In practice, ITIL gave Nunsys the ability to scale services and customer demand without proportionally increasing operational costs, one of the strongest value signals for decision-makers.

Data-driven decisions:

Reports with "business impact" allow prioritising investments, reducing unnecessary expenses and anticipating problems.

SMO, SERVICE MANAGERS, AND QUALITY CIRCLES

In practice, these are mechanisms that prevent inefficiencies, losses and rework; ensuring that operations scale in a controlled manner. Their profitability is demonstrated on three levels: economic, operational and strategic. Therefore, the cost of these structures is far lower than the cost of not having them.

Service managers and Quality Circles reduce operational "variability". This translates into:

- Fewer repeated incidents
- Fewer interruptions
- Fewer emergencies
- Fewer hours lost on manual tasks
- More foresight and less improvisation

With governance including an SMO and service managers the company grows without costs increasing at the same rate because:

- Deliverables are standardised
- Best practices are repeated
- Implementations are accelerated
- Quality becomes more predictable

" The adoption of ITIL, supported by significant and ongoing investment in staff training, has transformed Nunsys Group from a reactive model into a strategic growth engine, capable of scaling operations efficiently and securely and delivering exceptional customer value."

Juanjo Escribano – Service Management Office, Nunsys Group



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