

CASE STUDY

Galicia Regional Government

› **BUILDING A FUTURE-READY IT WORKFORCE**

How Galicia Is Using ITIL to Prepare
Professionals for the AI Era

BACKGROUND

The Galician Center for New Technologies (founded in 2008) is a unit of the Directorate General for Training and Qualification for Employment within the Galician Regional Government (Xunta de Galicia, Spain). It provides training programs for people working in the IT sector in Galicia and for unemployed individuals seeking to enter the field. The IT sector employs nearly 24,000 people in approximately 3,100 companies.

It is a strategic policy of the regional government that people have the competence and skills to compete in both the global and Spanish markets. Therefore, it includes courses in ITIL and PRINCE2 Project Management.

CHALLENGES

The region is facing a changing market for skills/competencies/roles/technologies and the way people work, notably with AI as one of the challenges/disruptors.

In Galicia, the number of employees in the IT sector is growing at a rate of about 1,000 people per year, although it has now slowed down due to the effect of AI on different professions.

Carlos Vázquez, Director of the Galician New Technologies Centre (CNTG), said: "The Galician IT sector is a strategic sector of the Galician economy. Having highly qualified talent in this sector is a strategic element for the Galician government."

OBJECTIVES

Increase the speed of delivering courses to respond to changes in the IT sector.

Understand the sector's requirements; provide the broadest possible range of training, with free courses and certifications for individuals who meet companies' qualification needs.

Supporting companies bidding on public tenders by ensuring they have candidates with the required certifications.

Invest in the skills and capabilities of people working in Galicia and increase the capacity of companies to compete.

" Through public-private collaboration, there is ongoing dialogue between Galician ICT companies and the regional administration where the sector communicates its training needs, enabling its professionals to compete under the best possible conditions in a global market. The CNTG program reflects this collaboration. "

Carlos Vázquez – Director of the Galician New Technologies Centre (CNTG)

SOLUTIONS

- › Delivering courses in **ITIL and PRINCE2 Project Management** (Foundation and Practitioner levels)
- › **Established ITIL certification programme (ITIL 4):** courses covering a broad range of ITIL certifications, including modules within the ITIL Managing Professional, ITIL Strategic Leader and ITIL Practice Manager designations. This was the first time a public sector organization in Spain had adopted the ITIL 4 certifications of ITIL 4 Leader: Digital and IT Strategy and ITIL 4 Specialist: Drive Stakeholder Value.

Carlos Vázquez explained: "ITIL courses are in high demand in all recent programs. This high demand stems from their usefulness for current and future professionals who receive training in them. Therefore, **ITIL is widely regarded by professionals as an excellent tool for improving performance in the services and projects in which they work.**"

- › **Current ITIL (Version 5) rollout** – courses are now being delivered via three training providers in the region.

Carlos Vázquez added: "**ITIL (Version 5)** represents an improvement over previous versions, as it incorporates highly current elements such as AI, user experience, and a holistic [digital] product and service approach, better aligned with current market realities. Therefore, **it is considered strategic to equip professionals in the sector with the skills in this area** that are most aligned with the evolving needs of the market."

RESULTS AND METRICS

Galicia is one of the pioneering regions in Spain in these certifications, offering the largest number of training courses on this subject in the entire country.

62 ITIL courses

delivered since 2008

1,200 people

attended since 2008

98% of attendees

finished the course

200 people

took an ITIL course in 2025

20% got a new job

based on the skills from the course*

60% of existing sector workers

confirmed that the skills gained improved their career and salary prospects*

**Student survey based on all courses - not only ITIL and PRINCE2 Project Management.*

RESULTS: ORGANIZATIONAL EXAMPLES



Luis Barreiro González: CTO
Inforhouse

OPERATIONAL IMPROVEMENT

The application of this new ITIL knowledge has enabled us to mature as an organization in incident and problem management, transitioning from a purely reactive model to a highly proactive and preventive one. The service value chain has enabled the redesign of workflows, significantly reducing resolution times and downtime. In addition, the integration of more agile service configuration management and change enablement practices has minimized failures in critical deployments, resulting in a far more stable and predictable infrastructure and operations environment.

IMPROVING SERVICE QUALITY

Thanks to ITIL's holistic approach, we have evolved the design of our service level agreements by aligning them directly with business impact and priorities, rather than relying solely on isolated technical metrics. This has led to a sustained increase in user and customer satisfaction levels.

Furthermore, the implementation of regular reviews based on continual improvement has enabled us to identify bottlenecks at an early stage, increasing the availability of critical services and ensuring stronger compliance with agreed commitments.

OPTIMIZATION OF SERVICE AND PROJECT DELIVERY

Predictability and time-to-market for infrastructure projects have improved substantially thanks to the much more rigorous capacity and performance management practice. By aligning the design and transition activities with strategic objectives, we ensure that every new project is launched with the appropriate support, cost structure, and service levels correctly defined from day one.

Additionally, the adoption of ITIL guiding principles, particularly "Progress iteratively with feedback" and "Collaborate and promote visibility", has enabled seamless integration with agile frameworks such as Scrum and Agile/DevOps, used by clients, partner organizations, and internally within Inforhouse when collaborating across departments. This has accelerated delivery and improved coordination without compromising operational stability.

TRANSFORMATION AND ORGANIZATIONAL IMPROVEMENT OUTCOMES

The greatest impact has been cultural transformation. We have expanded the service and business-oriented mindset across all areas, consolidating a genuine value- and service-driven culture while breaking down the traditional silos between technical departments and business areas.

Through organizational change management practices, the team has embraced the idea that technology is a strategic enabler rather than an end in itself. This has elevated the role of the IT department within the company, transforming it from an operational cost center into a key strategic partner for digital transformation and organizational resilience.

FROM VENDORS/INSTALLERS TO TRANSFORMATION CONSULTANTS

Overall, the application of this knowledge has transformed technology management into a driver of strategic value, delivering more efficient and predictable operations, service quality directly aligned with business objectives, and a collaborative organizational culture that positions us as a key partner for digital transformation.

Previously, we were more like vendors and installers; today, we act as transformation consultants focused on identifying how to deliver value to our clients' businesses, helping them become more efficient organizations, so our services are perceived as an investment rather than a cost.

This learning journey has increased Inforhouse's organizational maturity by breaking down silos and aligning criteria across clients and internal departments, ensuring that every operational improvement, service quality metric, or infrastructure project directly impacts efficiency, agility, and the company's strategic goals. This impact also benefits clients, who receive a higher-quality service fully focused on their business needs and performance improvement.



Ana Belén Grela Rodríguez
Associate Manager, DXC Technology

At an organizational level, ITIL has contributed to improving service delivery efficiency by strengthening the alignment between IT and business objectives, optimizing processes, and fostering a culture of continual improvement and collaboration across teams, ultimately delivering greater value and quality to the business.

Now, ITIL (Version 5) represents the evolution of the framework, with a clear focus on value creation, continual improvement and the integrated management of digital products and services in increasingly complex, AI-enabled environments.

This evolution will strengthen the integrated management of products and services, support transformation initiatives through a structured approach, and further align service delivery with customer value and experience. And it will contribute to developing a more modern and strategic vision aligned with evolving business needs.

In my professional experience, applying the knowledge and best practices acquired has enabled me to improve operational performance through the definition of clear processes for incident management, change enablement, and broader service management activities, reducing response times and increasing efficiency.

Implementing metrics and monitoring mechanisms has provided greater control over service performance, enabling the identification of improvement opportunities and supporting more informed and proactive decision-making, while embedding continual improvement as a core element of service management.

As a result, this has driven the evolution towards a more structured, results-oriented, and continually improving management model, strengthening collaboration across teams and ensuring greater consistency and quality in service delivery.



Antonio de Lorenzo Martínez:
Project Manager, Plexus Tech

OPERATIONAL IMPROVEMENT

In the context of a highly complex user support service, involving a large number of users, vendors, and different applications, adopting ITIL best practices has helped us standardize and simplify incident management across multiple teams.

The clearer definition of processes, responsibilities, escalation flows, and SLA-based prioritization criteria has enabled us to standardize ways of working, improve cross-functional coordination, and reduce incident resolution times; something especially critical in a highly dynamic environment with constant change.

IMPROVING SERVICE QUALITY

At the business level, **applying ITIL practices helps us improve service quality, optimize processes, introduce**

greater structure, and foster continual improvement, making teams more efficient. Furthermore, it also allows us to better serve our clients. One of the great advantages of ITIL is that its best practices can be adapted to the specific realities and working methods of each organization.

Having a common framework greatly has facilitated the monitoring and measurement of service quality, resulting in more stable, consistent, and efficient service delivery for both the client and us. And all of this was achieved without ever losing focus on what is truly important in a support service: supporting users and addressing their needs in the most agile, transparent, and efficient way possible.



Rubén Tubio
PMO Manager

From the PMO, we implemented an internal dashboard based on ITIL continual improvement principles, including KPIs related to availability, response times, and recurring incident rates. This enabled us to identify infrastructure bottlenecks and improve the internal availability of project management systems.

Additionally, the application of ITIL incident management practices allowed us to structure the response process within our infrastructure. **We reduced the average incident resolution time by 35%** thanks to the clear definition of roles, escalation levels, and standardized operating procedures.

RESULTS: IMPACT FOR INDUSTRY PROFESSIONALS

Technology professionals based in Galicia who have now achieved **ITIL Master** level shared their experiences of training and certifying in ITIL and how it has supported their skills and career development:

Antonio de Lorenzo Martínez: Project Manager, Plexus Tech

ITIL has given me a much more structured view of IT service management, with a strong focus on business value and on keeping things simple, practical, and efficient.

I would also highlight **the importance of continual improvement**. Often, it's the small feedback and continual improvement processes that truly make the difference in service quality and team development. And above all, it has helped me better understand the importance of people. Ultimately, projects and services are delivered by people and teams, and managing that aspect well is probably the most complex and most important.

The **'co-creation of value'** is only possible when there is a **shared culture and a common vision** of what truly adds value for the customer and the business. That originates with individuals and teams.

ITIL MASTER: PROFESSIONAL RECOGNITION

Obtaining the ITIL Master certification is a significant professional recognition and has helped me approach IT projects and services with a much more comprehensive and mature perspective.

ITIL (VERSION 5): ENHANCING CUSTOMER EXPERIENCE

From what I've seen, I understand that ITIL (Version 5) has evolved toward a much more **natural integration between digital product and service management**, something very much in line with how technology organizations currently operate.

I also believe it has a strong focus on continual improvement, automation, artificial intelligence, and enhancing the customer experience. Ultimately, anything that improves the customer experience is positive, because the customer should always remain at the center of value creation.

[And] since I obtained my **PRINCE2 Foundation** certification...it provided me with a very **structured understanding of project management**, especially in planning, organization, role definition, and process control. It also helped me better understand the importance of governance and risk management.

Regional government funding courses like ITIL and PRINCE2 Project Management for professionals in Galicia [means] many professionals [can] access internationally-recognized, high-level certifications...it helps improve the competitiveness of Galician companies, **boosting the professionalization of the Galician technology sector** and better preparing professionals to address increasingly demanding digital transformation initiatives and processes.

Ana Belén Grela Rodríguez Associate Manager, DXC Technology

It is essential that the regional government of Galicia promotes the funding of training and certifications such as ITIL, as this provides a common framework that facilitates the use of a shared language and strengthens knowledge and confidence in IT service management.

Having qualified professionals fosters greater consistency across organizations and enhances collaboration in joint initiatives between the public and private sectors, generating positive impact and shared value across the entire ecosystem.

I have acquired a deep understanding of ITIL as a framework for the holistic management of value-driven services, enabling me to effectively align services with business objectives and make decisions based on impact, risk, and priorities.

The knowledge gained has given me the capability to design and evolve services in a structured manner, applying principles of continual improvement, end-to-end management, and governance of service management practices, supporting a more efficient and consistent service delivery model.

At an advanced level, achieving the ITIL Master designation has strengthened my strategic vision and leadership capabilities, enabling me to manage complex environments, coordinate teams, and ensure effective collaboration between business and technology, with a clear focus on value creation and sustainable outcomes.

And ITIL Master has had a highly positive impact on my professional development. It has allowed me to consolidate a strategic vision of IT service management, positioning me as a professional capable of leading initiatives, making business-driven decisions, and navigating complex environments through a structured approach.

Also, I hold the PRINCE2 Project Management Foundation certification, which has provided me with a solid foundation in structured project management. In particular, I have developed capabilities in phased planning and control, clear definition of roles and responsibilities, risk and resource management, as well as decision-making based on business justification.

This training has strengthened my ability to structure and govern projects more rigorously, improve coordination across teams, and ensure alignment with defined objectives, enabling a more efficient, controlled, and results-oriented approach to project management.

Luis Barreiro González: CTO - Inforhouse

It's important for the regional government in Galicia to fund courses like ITIL because it provides us with an **ideal framework so that we all speak the same language** and provide much more knowledge and confidence in the field of IT service management.

Since the beginning of this training - and achieving ITIL Master - we have been able to **improve our processes and our applications** thanks to what we have learned. That includes learning about ITIL (Version 5) concepts such as unifying products and services under the digital product and service lifecycle, eliminating silos, and automating with AI from the design stage.

And, thanks to the PRINCE2 Project Management certification, I have improved my understanding of structured project management through an approach based on the seven principles, themes, and processes. **I gained skills to control resources, manage risks, improve communication, and ensure business justification, guaranteeing successful projects** for quality, time, and budget.



Rubén Tubio - PMO Manager

It is very important for a regional government like Galicia to fund certifications such as ITIL for both employed and unemployed people, as it helps to improve the technological infrastructure of the region. Companies are much more aligned, having trained local professionals and especially where there are many joint projects between private companies and public entities. It is a mutual benefit for the community.

The **skills and knowledge gained by studying and certifying in ITIL to Master level offer a very interesting end-to-end journey in service management**. Many courses train you in management and/or development, but reaching the ITIL Master means you have a comprehensive perspective from all angles, from service desk management to business strategy, incident management, and deployment, etc. It helps a lot to have that holistic vision and see that value can be added in all areas.

Achieving ITIL Master level has given me a lot. As a PMO manager, I have to work with all levels of the company, and I have that global perspective that ITIL gives you. It also helps me to put the guiding principles into practice and always keep in mind how to make decisions, manage people, and focus on value. For me, obtaining this certification has been important because, combined with my more than 20 years of technical experience, it gives me a very strong foundation for my daily work.

And with **ITIL (Version 5)**, it places more emphasis on AI technology applied at all levels. I believe it will help deliver more value and align better with real-world, high-speed IT environments. It's an adaptation to the current situation, I think.

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