



## CASE STUDY

Vodafone (VOIS)

# › USING THE ITIL MATURITY MODEL TO ASSESS SERVICE MANAGEMENT MATURITY, VALUE DELIVERY AND CUSTOMER EXPERIENCE



## BACKGROUND

Vodafone Intelligent Solutions (VOIS) is part of Vodafone Group plc and is the largest shared services organisation in the global telecommunications industry. Its solutions and services are designed in partnership with customers across the Vodafone Group, local markets and partner markets to simplify and drive growth.

In a previous PeopleCert case study, the company shared its journey to create a global service management (GSM) function, supported by the ITIL framework. The purpose behind creating the GSM was to drive a vision of simplification, standardisation and consolidation in its service management capability.

Actions included creating a single vision and strategy to underpin all practices and a single data repository for standard practices and ways of working, along with creating service compliance to set standards for different classes of service and meet business requirements.

The company's own internal measurements revealed how the GSM had reduced major incident volumes across its markets, increased change volumes and reduced customer issues.

Four years after the GSM team was formed, VOIS – in the process of becoming a commercial shared operation – decided to seek external validation of its service management capability through undertaking an ITIL Maturity Model assessment with itSMF UK.

## OBJECTIVES

VOIS wanted to engage an official assessment to measure progress achieved following the formation and development of the GSM.

In addition, it wanted to demonstrate transparency about the value that organisations – both within Vodafone's global operations and other customers in the telecommunications sector – were gaining from the services it provided.

Key objectives included:

Consolidation and simplification to ensure the organisation remained fit for purpose

VOIS becoming a profit centre versus a cost centre

Assessing risk as part of a profit centre

Therefore, obtaining an industry-accredited assessment of service management maturity, such as that provided by the ITIL Maturity Model, would deliver independent evidence and credibility when responding to commercial requests for proposal as a service provider.

The assessment would need to demonstrate that VOIS was:

A value-driven organisation

Innovating and modernising existing practices

Creating new practices

Supporting operational stability and customer experience

Growing in terms of maturity as an organisation

## SOLUTION

Vodafone selected itSMF UK – a PeopleCert Accredited Consulting Partner – to conduct an ITIL Maturity Model Assessment.

The purpose of the assessment was to:

Assess whether processes follow universal good practice and fulfil their purpose

Inform overall improvement planning

Monitor progress of improvements

Benchmark against the industry

Obtain a formal certification as a service provider

The assessment focused on ITIL's four dimensions of service management, the ITIL service value system (SVS) and numerous ITIL practices across the organisation, including:

Continual improvement

Change enablement

Incident management

Problem management

Service design

IT asset management

Service configuration management

This covered the key practices the GSM delivers to multiple markets, including 11 or more European markets plus multiple internal business units along with cloud and infrastructure, office and IT.

Jason Hamer - who leads Service Management Architecture and Governance at VOIS-provided the assessor with background to the company's aims, vision and strategy and then facilitated information gathering from people within the process centre of excellence, governance team, plus contacts in each practice area.

The ITIL Maturity Model lead assessor for itSMF UK, Caroline Wyatt, then conducted a three-stage approach which included:

Assessment interviews with the project team to understand fully what the team delivered and identify the evidence for this

Documentation review

Systems and record review

### The assessment approach itself focused on:

Identifying key business objectives, issues and drivers

Identifying and reviewing ITSM processes and capabilities

A review of:

- The operating model
- Organisation structure
- Roles and responsibilities
- Culture
- Training
- Communications

Observing all practices in scope

Maturity (service value system) and capability scores (practices)

Recommendations to develop a service improvement plan

### Considerations VOIS needed to make while undertaking the ITIL Maturity Model assessment

Having confidence that teams understood what they were doing and were speaking the same language within their areas of activity.

Having the right people to provide their views to the assessor and confirm that the same messages were understood across different parts of the organisation.

Ensuring that documentation was well-structured and fit for purpose to share with the assessor.

Having proof of value delivered – for example, digital dashboards that showed change, value delivered and benefits.

## RESULTS

Vodafone/VOIS Digital and IT Service Management achieved certification at maturity level 4 according to the ITIL Maturity Model. The second highest level of maturity, this score reflects that the organisation's service value system is data driven and with quantitative performance evaluation.

### The report generated by the ITIL Maturity Model assessment contained evidence of:

Consistent articulation of value and goals and strong guiding principles of customer, simplicity and growth.

Clear direction, strong governance, data analytics and reporting.

Ongoing improvement, tracking of deliverables, practice interactions and embedded continual service improvement (CSI) across all practices.

Quality of documentation.

## In terms of improvement recommendations, the report focused on:

**Configuration management** – a need to invest and build a new service data model, a repository for configuration management data and to become more business and customer focused. A project to deliver this has been underway since the report findings.

**Software asset management** – a new focus on vendor management, standardising documentation and cross-department collaboration.

**IT asset management documentation** – now managed using standard templates, formats, frameworks and governance to ensure consistency.

In addition, within the technical career path in Vodafone, service management is now part of this; recognising that ITSM, ITIL and the associated skills are vital to the organisation's success, underpinning how to work and deliver value.

## INSPIRATION

“This passion of wanting to make things better all the time is one reason we went down the maturity (assessment) route. And this ratifies the value we deliver as a service management organisation, both internally and externally.”

“You can talk about a vision or a process, but teams need to be embedding it and living it day to day – and that's what you need to prove in an assessment.”

**Jason Hamer** - Service Management Architecture and Governance

“The commitment [shown by VOIS] to embed this vision culturally and live by the values, backed up with documentation, was outstanding across the whole team.”

“In the process of interviewing people for ITIL Maturity Model assessments, lightbulbs go on in people's heads – the added value is bringing experience from different organisations and finding incremental improvement opportunities.”

**Caroline Wyatt** - Lead assessor for itSMF UK

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