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#ITSM16



Enterprise Service Management: It's Time to Share ITSM Best Practices Outside of IT

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Audience questions



How many of you (your companies):

- “Do” enterprise service management?
- “Do” it well?
- Plan to do more?
- Think it’s complete bunkum?



Coverage



- What enterprise service management is
- The drivers for, and benefits of, enterprise service management
- Where enterprise service management adoption is and is going
- Practical tips on how to succeed with enterprise service management
- *Did someone say “digital”?*
- Key takeaways and Q&A



Enterprise service management

— *is* —
nothing new

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“The use of ITSM principles and capabilities in other business areas to improve performance and service

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Taking the IT out of ITSM?



SM is not “ITSM without the IT”

- The 1984 book “Service Management: Strategy and Leadership in the Service Business”, by Richard Normann, proposed a different approach to business that refocuses attention from production, and the product, to the value creation process of customers
- This is the real service management, not ITSM without the IT
- ITSM (at least in its real-world incarnation) never truly lived up to the ethos of Normann’s thinking



Enterprise service management

— *is* —
common sense

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Each business function mirrors the corporate IT organisation...



... in terms of dealing with “customer” requests for:

- Help
- Information
- Services
- Changes to existing services

They also provide services to internal or external customers



ESM is a “hot topic”



- A late-2014 **HDI** survey reported that **51%** of respondents are either already doing or are planning to adopt ITSM principles outside of IT
- More recently, a 2015 **SDI** survey reported that **55%** of respondents are planning for “shared service management,” i.e. enterprise service management
- A **TeamUltra** SITS 2016 survey backs this growth in enterprise service management adoption, with only **14.9%** of respondents not using ITSM practices to support service delivery and support for use case scenarios and in other lines of business



The drivers for ESM



1. Consumerisation
2. Business function demand
3. Better ITSM solutions
4. Increased vendor marketing
5. *Digital transformation...*



**The perfect storm for
enterprise service
management**

The benefits of ESM



- Better service and customer experience
- Improved efficiency and reduced operational costs
- Self-service efficiencies and workload reductions
- A better ROI on the corporate ITSM solution investment
- Improved effectiveness
- Improved visibility into operations and performance



The benefits of ESM



- Increased control and governance
- The opportunity for improvement
- Improved access and communication channels, plus more effective communication
- Improved accountability
- Better understanding of what services are needed and provided
- Standardisation

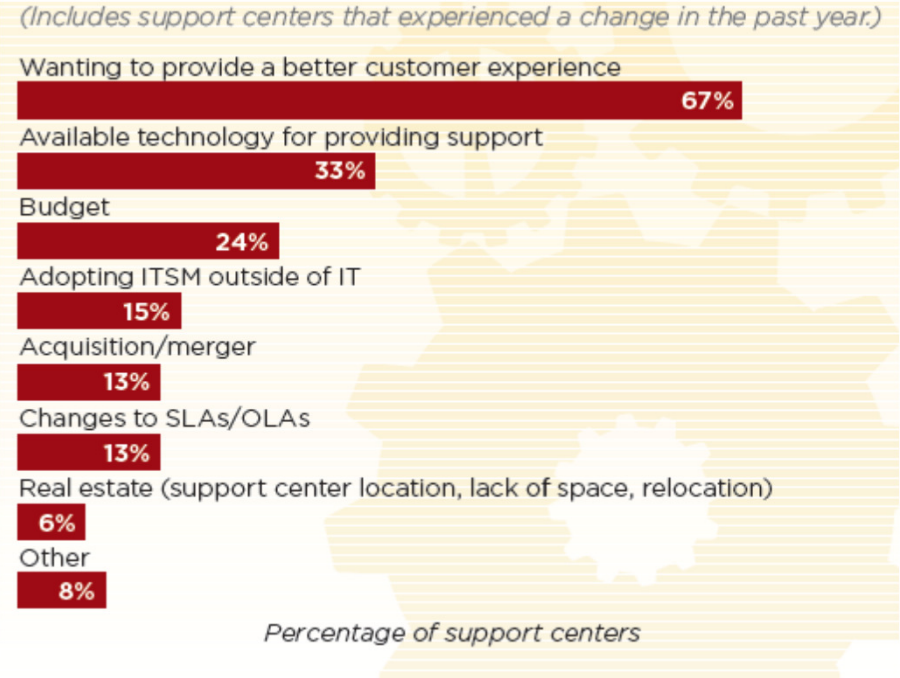


The who, when, and where

— *of* —

enterprise service management

Reasons for the changes in support centers (USA)



Source: HDI, "Service Management: Not Just for IT Anymore" (October, 2014)

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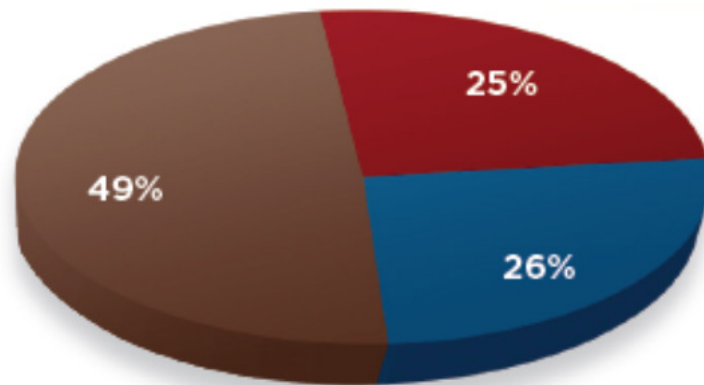
Has your organisation applied ITSM principles and practices to any other lines of business?



Line of Business	
IT operations management	55.7%
Customer service	29.4%
Human resources	25.6%
Facilities management	19.6%
Software development	19.3%
Project and portfolio management	15.2%
Only in IT – not gone to other lines of business	14.9%
Financial service management	11.7%
Employee relations and payroll	8.5%
Other	1.6%



The application of ITSM outside of IT



- Yes, we have adopted them in non-IT areas
- We are currently, or are planning to, adopt them in non-IT areas
- No, and we have no plans to adopt them in non-IT areas

Percentage of organizations

Source: HDI, "Service Management: Not Just for IT Anymore" (October, 2014)

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What initiatives are you looking at in the next 12 months?



Initiative	
Introduce a new service management system	38.3%
IT security and vulnerability	36.7%
Service desk alignment to ITIL	32.9%
Governance, risk, and compliance	30.3%
Upgrade ITSM systems	26.3%
Extend ITSM to non-core IT lines of business (HR, facilities, etc)	17.7%
SIAM (service integration and management)	13.9%
Outsource IT functions	10.1%
Other	2.2%



Please note that these percentages add up to more than 100% due to respondents being able to choose all that are applicable to their organisation.



Source: TeamUltra, "The State of UK IT Service Management in 2016"

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Want the latest stats?



@SDIollie



How individual ITSM capabilities can help other business functions



- Incident management (75%)
- Service request fulfilment
- Change management (51%)
- Problem management (43%)
- Self-service
- Knowledge management (52%)
- Service catalog management (44%)
- Service level management
- Asset management (38%)
- Chat

Source: HDI, "Service Management: Not Just for IT Anymore" October, 2014)

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But it's not just process adoption



- 1. Service strategy.** Which defines the perspective, position, plans, and patterns that the corporate service provider needs to execute
- 2. Service design.** It's not only the design of the services but also the governing practices, processes, and policies
- 3. Service transition.** To quote ITIL: "Service transition ensures that new, modified, or retired services meet the expectations of the business"
- 4. Service operation.** It's the activities and processes required to deliver and manage services at agreed levels
- 5. Continual service improvement.** It's identifying and implementing improvements to services or business function operations.



Image source: AXELOS

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HR use cases



- Employee queries and complaints
- Payroll and benefit administration
- Learning and development administration
- Recruitment
- Demand planning
- Knowledge management across all HR domains

Plus of course the benefits of employee self-service and self-help



Facilities



- Health and safety
- Security
- Maintenance, testing, and inspections (preventative maintenance)
- Cleaning and other office services
- Building management
- Workspace management (including moves)

Plus of course the benefits of employee self-service and self-help.



Educational institutions ITSM

- The admissions office
- The alumni office
- Faculty services
- Libraries
- Medical centers
- Research departments

Students => there will most likely be an even greater expectation for consumer-world, technology-supported, support and customer service



How to improve your chances

—— of ——
ESM success

Don't treat ESM as an IT project



- Requires organisational change as much as technology change
- Not just about implementing ITSM processes and technology outside of IT
- It's ultimately about improving other business function service delivery and the service experience



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Allow for the differences



- Recognise that some business functions will be more “excited” than others:
 - They better understand the opportunity
 - This is a lower priority for some
- Ensure that the less-excited groups don’t get marginalised – avoid it becoming all IT-push and very little enterprise-pull
- Recognise and accommodate inter-team differences:
 - The relative capacity for change (or even the appetite for change)
 - Process-based differences, in that some ITSM best practice might not be an exact fit
- Definitely don’t try to force-fit other business functions to your ITSM tool



Don't try to help other corporate service providers before helping yourself



- Ensure that IT's ITSM capabilities are optimised
- In particular, that self-service and reporting/metrics are truly fit-for-purpose
- Don't assume that IT has all the answers and all the best processes – other business functions might have processes in place that would benefit IT
- Remember that the goal here is business improvement, not to impose IT's way on the rest of the organisation.



Don't assume that ESM will sell itself – justify it in business terms



- The benefits need to be clearly articulated in business terms
- So talk to the real business benefits – which usually relate to pounds (say cost reduction), customers, and competitive advantage
- Don't just sell the theory of enterprise service management, show how other companies have benefited to justify your projected financial ROI and quality of service improvements
- Refrain from using IT, ITSM, or ITIL language*



Think long and hard about how to deliver the ESM project



- A big bang approach will be difficult and risky
- Instead start small, focusing on a single business function or a new capability
- Build on your successes, communicating achievements maintain interest, excitement, and momentum
- Quick wins are just as applicable to ESM as they are to ITSM – so plan what you deliver when carefully



Did someone say “digital”? ITSM



Why are we pushing “**enterprise service management**” when the business wants “**digital transformation**”?



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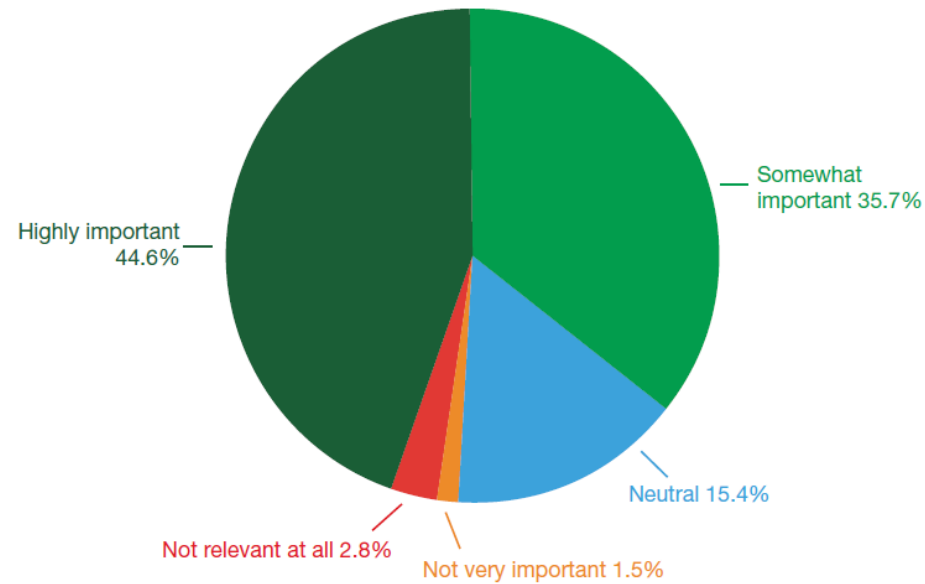
Digital transformation =

“The use of technology to radically improve performance or reach of enterprises ... to change customer relationships, internal processes, and value propositions” (Sloan MIT)

Source: <http://sloanreview.mit.edu/article/the-nine-elements-of-digital-transformation/>



How important is ITSM to digital transformation in your business ?



Source: TeamUltra, "The State of UK IT Service Management in 2016"

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Key takeaways



Understand that enterprise service management is **about more than sharing an ITSM tool**

Ensure that the available benefits are sold and aimed for – **don't "do" enterprise service management as "a good thing to do"**

Get your IT house in order first

Create business function solutions not IT's solution for business functions – remember to appreciate the differences

Sell your successes, communicating what one business function has achieved to others to maintain interest, excitement, and momentum





Image source: <https://www.flickr.com/photos/renaissancechambara/>



Questions
Answers



THANK YOU



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