

THE NEW ITSM

**A GUIDE TO ENTERPRISE SERVICE MANAGEMENT
(ESM) AND THE FUTURE OF SERVICE TEAMS**

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|----|---|
| 03 | Introduction |
| 04 | Setting the Scene: ITSM of yesterday |
| 05 | Changing perspectives: How-to-why |
| 06 | The rise of enterprise service management (ESM) |
| 07 | Which departments can benefit most from ESM? |
| 08 | The problem with using ITSM tools for ESM |
| 09 | Back-to-basics |
| 10 | Conclusion |
| 11 | How Clearvision can help |
| 13 | Glossary |

CONTENT

INTRODUCTION

Right now, two main desires among service teams and end-users, are driving the future of IT service management (ITSM).

The first, is that people want ITSM tools to be broader in scope, with the capability of being used by other departments. Research has found that a majority of organisations are using ITSM tools outside of the IT department. The problem is that most ITSM tools, aren't designed for this, leading to a growing subset of more versatile solutions that are not just for IT but for service management generally.

The second, is that people want ITSM tools that are simpler and easier to use. Everyday technology is becoming more complicated, making us ever eager to

simplify it and go back to basics. Software vendors have woken up to this. They've realised that people aren't interested in clever capabilities they don't actually need.

The driving force behind these two desires, is a change in the way we think about service. We've gone from focusing on how we do things, to why we do them. We're less concerned with processes than we are with outcomes. In the context of ITSM, the chief outcome is providing a better experience for customers and internal end-users. We are now seeing new methodologies that approach ITSM from this perspective.

Therefore, it is clear that the ITSM landscape of 2019 and beyond, is set to look very different. This white paper will provide an insight into what the future holds

for the people who manage service, regardless of the department they're in. It will also explain how they can take advantage of the interesting new direction that the industry is headed in.

SETTING THE SCENE: ITSM OF YESTERDAY

Last year, ITSM professionals were talking extensively about artificial intelligence (AI) and automation, digital transformation, the expansion of self-service capabilities, and the growing impact of Agile and DevOps methodologies in ITSM.

In recent times, IT teams have been exploring ways of making their operations faster, cleverer and more cost-effective, through the automation of manual/routine activities and AI-powered self-help, knowledge management and predictive demand planning. In many cases these efforts have formed a part of broader digital transformation initiatives, to empower businesses and their people to perform better and smarter, through streamlined and paperless workflows. A top priority has also been the

“left-shifting” of IT support from Tier 3 to Tier 0, i.e. self-service. This keeps service moving, reduces IT support costs and frees up service teams to focus on more pressing issues. Organisations have been adopting Agile/DevOps methodologies to expedite resolutions to customers’ and end-user’ problems, through the speedy release of new software.

This isn’t to say that any of these conversations are about to stop as we move through 2019. What will change, is the emphasis and how we approach these conversations. AI, self-service and DevOps are all concerned with the way teams manage and deliver service. The how rather than the why. Moving forward, service processes will be designed around the recipients of those processes. This will involve

looking at service management differently, shifting focus from how a company sells, to why a customer buys.

AI will likely come into its own in the future, similar to that of social media, which is another area that’s being heavily incorporated into ITSM. Users are now able to raise tickets via Twitter or Facebook. There are service desk tools already out there, with mobile apps allowing tickets to be raised, tracked and monitored straight from a mobile phone or tablet device.

CHANGING PERSPECTIVES: HOW-TO-WHY

The fact that there are so many IT frameworks and methodologies—ITIL, ISO2000, COBIT, Lean, Agile, Scrum, DevOps, and so on—makes it extraordinarily difficult to know which one to choose from. That's from the perspective of what processes would work best. Instead, focusing on why customers use a service will help service teams understand what their needs and challenges are and thus, what framework to employ, to meet them.

VeriSM is a new service management approach, that is focused more on outcomes and goals than processes. It's not a replacement for any of the existing ITSM frameworks, methodologies and best practices; rather, it helps organisations to know which of these frameworks to use, when

providing the kind of service their customers and end-users expect. This is no doubt why VeriSM is gaining traction, and will continue to do so throughout 2019.

VeriSM is a new service management approach, that is focused more on outcomes and goals than processes.

VeriSM isn't targeted at IT departments exclusively, but at the whole organisation. Virtually every department within an organisation, is a service provider. If a department deals with requests from employees, users or customers via a group mailbox or some other system, it's providing a service. VeriSM takes this into account by helping organisations adopt an end-to-end system for service management that cherry-picks from present and past best practices.

This brings us to the most interesting thing about the way ITSM is changing: the fact that soon we're going to have to lose "IT" from the name. VeriSM reflects the growing realisation that the capabilities and benefits of ITSM are not exclusive to the IT department and can be extended to other business functions such as human resources (HR), facilities, legal and marketing.

THE RISE OF ENTERPRISE SERVICE MANAGEMENT (ESM)

Now that companies are recognising the pan-enterprise opportunities of ITSM, the industry is calling it enterprise service management, or ESM, instead. This reflects the fact that ITSM principles and practices are being applied company-wide, with the purpose of improving efficiency, productivity and service performance. Forrester defines ESM as:

“The extension of ITSM platform capabilities beyond technology services to also address business-centric use cases; managing service demand and supply through a common platform and portal; a customisable service catalog; and workflow automation through platform-as-a-service (PaaS)/low-code development tooling.”

What we’re seeing now, is that other departments within an organisation, are using the service management tools and tactics that IT traditionally owned. The benefits for those departments are clear. They include:

Improved efficiency, accuracy and productivity

By automating processes and organising service assets, service teams are able to deal with requests without getting bogged down in admin. This makes for less cluttered inboxes and zero scope for error, and frees up teams to focus on more customer-oriented tasks.

Less waste

ESM platforms help service teams take a more outcome-focused approach by mapping and defining processes, so that they can under-

stand how much value those processes are adding. By knowing exactly what is needed, redundant activities and surpluses can be eliminated.

More visibility and control

With a 360° view of every customer, asset, ticket and interaction, service teams can measure KPIs with more ease.

Higher customer/end-user satisfaction

Teams are able to respond to requests at a faster rate, enabling them to identify problem areas, and provide more satisfying resolutions for internal and external end-users sooner. Meanwhile, self-service portals enhance transparency for end-users and provide a single point of contact for requests. This helps them find and engage with the services and resources they need, with minimal effort.

WHICH DEPARTMENTS CAN BENEFIT MOST FROM ESM?

Any department that deals with requests for service or information from employees, users or customers via emails, can benefit from having an ESM tool manage those requests. While this is likely to be every department in an organisation, companies need to decide who would see the most value, so that they know who to prioritise when rolling out an ESM solution. Interconnectivity must also be considered in the decision making process. A HR ticket for a New Starter, for example, may itself generate a request for IT to provision the New Starter a laptop and Active Directory account.

The best candidates for ESM are the teams who:

- * Receive large numbers of requests about similar topics
- * Receive requests that require

collaboration from multiple departments or have clearly defined dependencies

- * Have to deal with time-sensitive requests that need to be tracked and managed properly
- * Provide approvals and permissions and actionable “next steps”
- * Provide standard reports regularly

Common examples include:

- * Customer service — handling a high volume of requests about products and services
- * HR — handling salary enquiries, and requests for leave and training
- * Facilities — managing spaces and handling requests for repairs, bookings and office furniture/equipment
- * Finance — sending invoices, tracking payments and approving expenses.

As previously mentioned, many organisations have extended the application of their existing ITSM solution to other departments, meaning that they are using their ITSM solution as an ESM solution. In most cases, this approach brings various difficulties and pitfalls.

THE PROBLEM WITH USING ITSM TOOLS FOR ESM

At face value, it would seem sensible and cost-effective to use the same ITSM tools in other areas of the business. In theory, when more business units start using a solution that was originally intended for the IT team, the return on investment (ROI) of that solution should increase drastically. Furthermore, the fact that core ITSM principles, such as request, problem and change management, are applicable to any department, is the very reason we are talking about ESM instead of ITSM.

The problem is that most ITSM solutions, are not designed with other departments in mind and therefore, include numerous functions and processes they won't use. In fact, most ITSM solutions include functions and processes not even used by IT teams. Service

Desk tools habitually incorporate most, if not all, of the ITIL processes, including capacity management, event management and IT service continuity management. Many of these add minimal practical value to IT departments, and are completely irrelevant beyond them. They can also be very complex and resource-hungry to set up and run, and can lead service teams to become confused about the nature and purpose of their role. In turn, this can lead to failure of use of the Service Desk, in the most optimal manner.

These problems underpin the desire for systems and tools, that are simple and easy to use and serve the right outcomes. Service teams have enough on their plate, providing resolutions to scores of problems and questions on a daily basis. The last thing they need is an over complicated solution, that isn't working for the department in the way it should, or delivering the outcomes that the department is seeking to achieve.

BACK-TO-BASICS

Robust back-to-basics solutions, such as Atlassian's Jira Service Desk (JSD), are ideal for any organisation looking to deliver the benefits of ITSM enterprise-wide. In the case of Jira Service Desk, there are three main reasons for this:

1. Jira Service Desk, is not only an ITSM tool, it is also an ESM tool. This means it is designed to serve all business functions, including IT.
2. Jira Service Desk, keeps things simple. It includes the core functions and processes inherited from ITSM, that have pan-enterprise relevance, minus the frills and extras that most teams don't need. The Atlassian marketplace, named a differentiator by Forrester for its extensiveness, is home to a

full suite of apps and add-ons, in cases where service teams require additional functionality.

3. Thanks to Jira Service Desk, Atlassian is recognised as a "strong performer" in The Forrester Wave™: Enterprise Service Management, Q3 2018 report, its' first-ever evaluation of the emerging ESM landscape.

“The company’s loyal customer following an Agile and DevOps credibility, along with Jira’s wide industry recognition, all add up to a non-traditional but strong, ESM strategy.”

**The Forrester Wave™:
Enterprise Service Management, Q3 2018**

CONCLUSION

We are living in the Age of the Customer. Everyone expects the companies they deal with to be responsive to their needs, and employees have come to expect this from their employers as well. Advances in technology have heightened expectations for exceptional service and required companies to adjust their focus from processes to outcomes, in order to keep up with user demands.

This is why enterprise service management (ESM) has come about, and why it is gaining traction as we move through 2019. Companies need all departments to deliver fast, efficient and effective service experiences, both internally and externally, and have turned to the IT department for inspiration. They've recognised the benefits that ITSM can offer in non-IT contexts, and are looking to implement the same practices across the rest of the enterprise.

The primary benefit of ESM in any

organisation, is being able to take IT service management, and have it viewed (managed) by individual departments in a way that doesn't always require the involvement of IT. Instead, users are able to raise issues quickly, and have them managed in a way that works for the department involved.

As interest in ESM grows, companies are tempted to extend the ambit of their existing ITSM solutions to other departments, saving on investment in a new solution. However, most of these solutions are unfit for purpose as an ESM tool, and will cause unnecessary, resource-hungry process complexities, across the whole business. This will negatively impact a company's productivity, efficiency and service performance, in the long-run.

In order to deliver real value to service teams and end-users, companies should first look at what their service teams are trying to achieve, perhaps by adopting

broad-spectrum and non-IT-oriented approaches to service management like VeriSM. They should then invest in tools, that match those goals and are designed for ESM. These tools should be simple and easy to use, so that service teams can focus less on the hows' (service processes) and more on the whys' (improving the customer experience).

Moving forward, ITIL 4 will be out in 2019, transitioning toward a much more user and support focus in incorporating automation. This means more ownership to department users - VeriSM, each user/department can run it's own IT - IT for everyone!

The fact IT is such a key part of ITSM, has to be a business requirement for it to work properly. An important reminder, is that ITSM does not save money directly or generate revenue, but it does add and deliver value, which can improve service quality within an organisation.

HOW CLEARVISION CAN HELP

Whether you're a seasoned user looking for more information around ITSM, or you're thinking about buying it, Clearvision can assist.

We provide end-to-end solutions from discovery, to proof of concept, evaluation and acceptance testing, including non-traditional ITSM Service Desks such as HR, Legal and facilities with customisation, to training and more.

Unsurprisingly, Jira Service Desk straddles the ITSM environment, and is now recognised as a solution by the wider community.

For big businesses, the de facto ITSM/Service Desk solution, is ServiceNow. Clearvision is being asked more and more what we can do for customers who are currently using ServiceNow. Jira Service Desk can often plug smaller and nicher gaps off the shelf, that ServiceNow can-

not, and that applies to organisations of all sizes.

It's finding where JSD fits in the market when stacked against the big players. Clearvision delivers JSD following ITIL/VeriSM and is often more flexible and agile than its competitors.

The first step to implementing an ITSM solution, is looking at an organisations requirements for a service desk. Is there a need for it in the first instance?

The organisation in question, needs to be setup in a way that allows for ITSM to succeed. They need to make sure the right people have been brought in, and that the right processes are in place. An ITSM tool, is the icing on the cake, not the magic answer for solving underlying issues in an organisation. If an organisation is not performing well, putting another tool in place, is not going to solve the problem.

In the discovery phase, Clearvision will assess a company's setup (operational), and ensure that the tool is right for them before moving forward. Quite often, an ITSM tool is not the problem, it's the people and practices using them.

Whilst its crucial to have the right ITSM solution that matches requirements to functionality, it is imperative to have the right setup in place to make the most of this.

It is vital for any organisation to assess the interaction with an ITSM tool, from both customers and users. It can take upto one year to implement an ITSM tool properly, and it can also be very expensive, especially when consultants are involved. If you're considering having ITSM in place, you need to have the right people and processes first, as well as being prepared for the journey. Keep it simple, select a solution tailored for your company.

And now, Jira Service Desk is ITIL certified in four processes from PinkVerify™ and Axelos™.

Jira Service Desk is ITIL certified in four processes from PinkVerify™ and Axelos™, namely Incident Management, Problem Management, Service Requests and Change Management. For the vast majority of customers, this covers around 80% of the total scope of their Service Desk, and additional functionality can be provisioned by way of Clearvision approved extensions for other required processes.

JSD has matured rapidly over time, particularly over the last eighteen months. It's completely scalable, and can be as large or small as required. At Clearvision, we recommend incremental project delivery to ensure value is delivered as fast as possible. With this in mind, we go from a Discovery Phase straight into a

Proof of Concept configuration, to validate any assumptions and to test the foundations of the solution prior to adding any additional functionality in later phases. By validating the Minimum Viable Product, we can start with a simple solution and through configuration management, extend out as required.

CLEARVISION CAN PROVIDE HEALTH-CHECKS FOR SEASONED USERS, AND SUPPLY RESOURCES WHERE NEEDED, THROUGH OUR CLEARHUB SERVICES. FOR USERS IN THE CONSIDERATION-PHASE, CLEARVISION WILL PROVIDE HONEST FEEDBACK TO PROVE IF IT WILL WORK FOR YOU.

GLOSSARY

ESM - Enterprise Management System

ESM is preferred over multiple mailboxes, as it prevents messages from getting lost between colleagues, or from being marked as 'read' and forgotten about. Shared mailboxes can receive thousands of messages per day, ESM makes this manageable, and solutions can be tailored to each departments' unique requirements. Performance can also be monitored, for instance, response time to tickets and completion. Imagine, service management systems, for the entire organisation.

We look at ESM very much as being the area that is developing into the future.

ITIL

Information Technology Infrastructure Library. There are 27 different documents, which make up ITSM best practice. The library is a catalogue of books and literature, which are updated as incre-

mentally - ITIL 1, ITIL 2, ITIL 3 and ITIL 4. These are all built around a framework of Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.

The driving force behind ITIL stages, is industry best practice and the evolution of processes, as well as business requirements of ITSM. Every business operates in a different way, with different departments and functions. There is no 'one size fits all' ITSM solution out there. Following the ITIL guidance, provides a best fit solution.

ITSM

ITSM is very broad, and covers a huge area of IT, predominantly associated with ITIL, the best practice, and governing body for IT service management.

ITIL has moved on since 1995, from computing into more complex systems, such as mainframes, and then the development of corporate level systems. ITIL became formal at ITIL 1, through ITIL 2 and

3. We're now on ITIL 4, which covers other areas of service management and the service supply chain, along with veriSM.

VeriSM

Value-driven, **E**volving, **R**esponsive, **I**ntegrated, **S**ervice, **M**anagement

VeriSM is not just IT for the IT department. Traditionally, companies have employed IT people to work in the IT department, now IT people can work in any department, and any department can use IT. Employers and organisations, need to get used to this new way of distributing skills, for example, a web developer may sit within marketing, and not within an IT department.

JSD / Jira Service Desk

A highly popular, and cost effective solution for Service Desk, IT and Development Teams, Jira Service Desk can be configured to handle most of the ITIL processes. It is easy to use, with a speedy installation and configuration, which is why it's not surprising that the customers of users, are keen on it too.