IFS assyst

Making Enterprise Service Management Happen

How to succeed with Enterprise Service Management





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Executive Summary



Enterprise Service Management (ESM) is the application of proven service management practices, tools, and thinking born and refined in IT to other internal service providers like HR, Facilities and Finance.

Different service providers inside an organization typically suffer from the same issues that have driven development of best practices within IT. Too much time spent on daily firefighting. Not enough time for strategic projects. By applying lessons learned in IT to all service providers, organizations can realize transformational benefits:

Speed & efficiency. Every corporate service provider can improve what they do by applying service management practices and tech (like queue management and workflow automation).

Better collaboration. Enterprise processes (those that span multiple service departments) flow more smoothly and quickly when service providers work together.

Reduce costs. Automation eliminates manual effort and accelerates delivery of services to employees.

Boost productivity. Faster delivery of services and support reduces employee downtime, improves the employee experience, and reduces staff churn.

Accelerate innovation. Less routine work makes more time for business transformation projects.

But where do you start? How do you take what IT knows about service management and apply it to other service domains each with their own goals, ways of thinking, and ways of working?

It's a task that spans the organization. A big bang approach won't work. It's better to break up the implementation into chunks with each phase putting another block of managed services into your service catalog. This is the ESM roadmap.

How you structure it will depend on your organizational pressures and goals.

The IT department plays the part of enabler facilitating each service domain's shift to better service management. It is IT's job to manage the common model and the platform, help service providers select/tailor best practices, help them get to know the tech, and empower them to become self sufficient in managing their service portfolios.

This whitepaper will guide you on your ESM journey.

> **As a cross enterprise initiative, ESM relies on executive sponsorship and collaboration. Organizational Change Management (OCM) is important.**
>
> **You need to bring people with you on your ESM journey. ESM is about bringing your internal services ecosystem out into the open, so communication is key.**

Sell the benefits

Like any digital transformation project, success is about people as well as technology. ESM is made possible by modern service management tech, but it starts with the people.

Take the people with you on the journey the executives who hold budget and authority, the business unit managers who oversee the service domains, and the employees who will benefit from the new digital workplace experience.

Executive buy-in

When IT is pitching the concept of a digital portal and process automation, business managers may start to think about alternative solutions buying their own portal and process engine so that they can havecomplete control. But the key to ESM is a unified approach. Without that, you won't get the big benefits:

- A consistent employee experience: one portal, one mobile app, one service desk number.
- A single view of the customer, their service consumption, and preferences.
- Simple visibility of performance across all service domains without complex reporting tools to tie together data from many sources.
- Simple set up of enterprise processes (those which span a number of service domains) without the need to integrate multiple platforms.
- Reduced software cost. Buying, integrating and administering one ESM platform is more cost efficient than buying a tool for each service domain.

Business unit support

The business unit leaders who head up each service domain need to be fully onboard to allow management of all corporate services as a single enterprise service portfolio which is essential to presenting a one stop service shop to your employees.

The desire to improve each service domain is a prerequisite to success, so you must think about the challenges and needs of each domain and articulate the personal benefits what it means to them . To do this, you will need to communicate in their language . For example, HR managers don't talk about incidents , they talk about cases . Facilities managers talk about job tickets. Use of IT acronyms and jargon can turn off non IT people they won't support what they don't understand.

Employee adoption

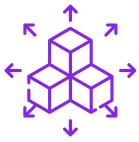
Usability is the key to adoption, and adoption is the key to success. You must communicate frequently with employees the people you need to use your new ESM portal. High adoption means high ROI, Low adoption means low ROI. Involve a small group of employees in your early conversations and beta testing to ensure the employee perspectives are represented throughout as well as creating a team of ground level advocates who will champion adoption of your ESM portal among their colleagues.

What are the benefits of ESM?



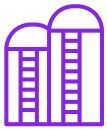
Operational visibility

When you define what your service domain do for the organization you have a map of where different types of value are created.



Prioritise transformation

Reduce daily workloads and devote more time to improvements and business transformation projects.



Breakdown siloes

ESM is the antidote to siloes. Turn barriers into interfaces and walls into windows.



Better governance

With visibility comes governance. With a clear division of labour, it's easier to govern corporate services to align with business strategy.



Manage integration

A system of record ensuresservice transactions are visible, measured, managed, and optimized.



Align services/ demand

With a clear and measurable catalog of services, each business unit can track changing demands.



Functional excellence

Leverage a broad pool of best practices and new ideas to achieve superior services in all areas.



Reduce tech costs

Cut costs and complexity by consolidating many department tools into a single enterprisewide ESM platform.



Boost satisfaction

A one-stop-shop for services and information means your people have faster access to everything they need to do their best work.

Know your service ecosystem

ESM is about improving your entire corporate service ecosystem, so first you'll need to understand what you're working with. Until now, much of the work going on may be happening under the radar because it doesn't relate directly to core business processes, so it's not a priority.

This is why ESM is such a great opportunity: there is so much scope for improvement. In most organizations there is a big gap between how well work happens now and how well it could happen. Value is being left on the table while the corporate service ecosystem remains unmanaged and unsupported by automation. To understand this ecosystem you need to engage and ask questions to unearth the truth.



Shine a light into the corners of your service ecosystem

Find teams providing services to other teams. Start having conversations with them about what they do. Plant the seeds of service oriented thinking early.



Define each team's service catalog

Ask them to make a simple list of the things they do for other teams outside of core business processes. Like issuing new key fobs to staff. Or logging vacation requests.



Quantify demand and supply

For each service, estimate how many requests each month. How many people are doing this work. How much of the day is it taking? Don't over analyse. Simple calculations will give you a feel for it.

Pull this information together to help you evaluate candidates for ESM and inform your approach strategy. Targets that would benefit from ESM are typically identified by:



High volume of daily requests

Manifesting as teams of people dedicated to handling inbound requests, or email boxes created for very specific reasons.



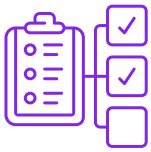
Delivery of requests is time sensitive

Timely work requires pro active tracking and management. Look out for any teams getting lots of “status update” request emails.



Pressure to reduce/divert operational spend

Procurement is a common target for cuts, but this can only take you so far. ESM automation can help you reduce operational spent by 40% or more.



Pressure to deliver on a backlog of projects

Service automation can help you shift people from routine work onto new projects that push your organization forward.



Choose your approach

Implementing an ESM program is similar to the implementation of an ITSM program. The difference is the scope. ITSM is service management applied to one domain IT. ESM covers many service domains, requiring the support of more stallholders.

Organizations that try to launch all services across all service providers often fail because value is delayed andmomentum is lost. Big bang ESM also misses out on regular feedback, which can cause your initiative to miss the mark completely it delivers services that employees don't want, through a portal they don't like.

Large projects are best broken down into bite size chunks. How you are going to break it up into a series of steps? There are two approaches. Both are iterative, deliver early value and build on success.

Sequential adoption

Working department by department to define services, publish to your service catalog, and equip teams to run their own service portfolio.

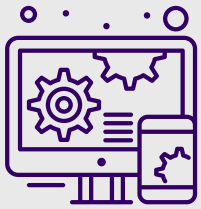


Sequential tips

ESM is a program not a project. It is never "complete", so don't chase perfection in one business area before moving on. ESM is something you build over time.

Sequential adoption

Select services from across a number of different depart vices the most important to employees.



Prioritized tips

Enterprise processes those spanning multiple service providers (like onboarding) are more complex than single team processes. Work together to co design these workflows for the customer.

Which approach is best? Having studied your organization's service ecosystem, you can now list and prioritise the main pressures. This will tell you where the weak points exist in one or two service domains or spread out across many. But before you go ahead, consult your executive sponsors and business unit leaders to share the roadmap and explain why your approach makes business sense. They will want to know what happens next and what you're asking them to do. Explain a little about how services will be created and manager. Keep it simple. Let them know that your IT team will be there for them on the journey.

Form a Service Management Office (SMO)

Like a Project Management Office (PMO), an SMO is there to drive adoption of best practices, share knowledge, educate, establish consistency, measure performance, and enforce compliance.

Enterprise Service Management expands the scope of the IT SMO to span the whole enterprise service portfolio: IT, HR, Facilities, Finance, and others. So why do I need a SMO? Like ITSM, ESM is an ongoing program. Ongoing programs need ongoing ownership. Each service department owns their own service portfolio, but the SMO ties it all together. The SMO needs a permanent presence to ensure your ESM program is always moving forward.

Executive steering committee

Executives give ESM authority and a vision which lines up with the broader corporate strategy. An ESM steering committee should include:

- The CIO fully supporting the program.
- The CEO, COO, or CFO as a non IT executive champion.
- Senior ITSM staff, preferably with experience of implementation.
- Business unit heads from each domain.

Implementation task force

You'll need people who know ITSM and the supporting technology and can adapt these to suit the needs of each domain so that they can:

- Analyse non IT services and the value chains that enable them.
- Help service domains become self sufficient in managing their services.
- Provide early life support, monitoring performance and suggesting adjustments.



What SMO does:



Drive adoption

Communicate the benefits of an ESM portal, measure adoption, and drive sustained employee use.



Own the EX

Own the ESM Employee Experience (EX), measure performance and satisfaction, and drive improvement.



Drive collaboration

Driving collaboration among service domains to share practices and co design mutual processes.



Ensure compliance

There's room for unique needs but some compliance is vital, for example, using a shared technology platform.



Evolve practices

Track and share the latest developments in service management thinking, practices, and tools.



Track performance

Track and report performance measures (including employee satisfaction with ESM) to senior executives.



Manage conflict

Identify and resolve conflicts between service domains by spotting problems early and arbitrating disputes.



Drive improvement

Establish performance analysis and feedback loops to ensure the quality of services and the experience are always going up.

Who else do I need?

Executive commitment and technical/best practice support from IT are key to ESM success.

What are the benefits of ESM?

Enterprise service management is made possible by modern service management tech it allows teams to self create and self manage their own service portfolios on a single platform. Simplicity is the key.

Do you want to spend time creating and improving services, or managing your ESM platform? Automation is the key to releasing people from routine work so that they can pursue business transformation projects. Here are some other attributes you should look for:



Cloud technology

Accelerate your ESM roadmap by sidestepping the need to install software in your datacenter and on user devices.



Web and mobile

Employees want choice in the way they get help. They want anytime, anyplace, any device access to support. In the office, café, or airport.



Drag-and-drop setup

You don't have months to spend on ESM platform setup. Intuitive drag and drop configuration accelerates time to value.



Workflow templates

Look for out of the box workflow templates for all service providers so you can adapt instead of build.



Chatbot

Having a chatbot is like having 100 more people to help employees and every service domain can benefit.



Codeless admin

Simplicity is everything. Non IT people want to be able to admin their own service portfolio and workflows without learning code.



Simple pricing

Complex, multi dimensional pricing models mean hidden costs. Look for a simple pricing model.



Knowledge management

Capture and share knowledge to transform service management and empower employees.



Collaboration

Built in collaboration elevates an ESM platform from a system of record to a system of engagement.

Conclusion

ESM is about making back office work visible and getting it under control so that it can be automated, measured and improved. Efficient corporate services and a service experience that delights your employees doesn't happen by accident. You need a strategy, a clear roadmap, executive sponsorship, and grassroots support.

Getting people excited about new ways of working is half the battle. When you have a strong "why", and you can articulate clearly the benefits for each group, your ESM initiative will have the energy it needs to gain momentum and succeed.

It's a digital transformation - changing the way internal service providers work, work together, and interact with internal service customers (your employees). It's about finding hidden opportunities to do things better to free people from routine work so they have more time to engage with projects that inspire them. It's about building a more agile business.

> **Don't look at it just as an IT tool. Open the door for other departments to utilize assyst for tracking.**



> **assyst is a superb tool which enabled my company to cut a lot of cost on resources.**

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About IFS assyst

Global brands trust IFS assyst to automate complex business processes easily without fuss. We deliver frictionless customer and employee experiences, one intelligent workflow at a time. Our modern service management technology lets you automate service delivery and support so your customers get what they need fast, and you can focus on building the future of your organization. IFS assyst is uniquely easy to buy, set up, use, and upgrade. Whether you're in IT, HR, Facilities, Finance, or any other team that provides services to customers and employees, IFS assyst puts service management technology within your reach.

Our process automation takes the boring out of everyday tasks, allowing you to focus on work that matters.

Everyday we assyst!

About IFS our Parent company

IFS develops and delivers enterprise software for companies around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. Within our single platform, our industry-specific products are innately connected to a single data model and use embedded digital innovation so that our customers can be their best when it really matters to their customers – at the Moment of Service.

The industry expertise of our people and of our growing ecosystem, together with a commitment to deliver value at every single step, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 4,000 employees every day live our values of agility, trustworthiness and collaboration in how we support our 10,000+ customers.

Find out more

For further information, e-mail assystme@ifs.com, contact your local IFS office or visit our website, https://www.ifs.com/solutions/enterprise-service-management/

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