The ultimate guide to

People-centric Enterprise Service Management (ESM)

IFS assyst



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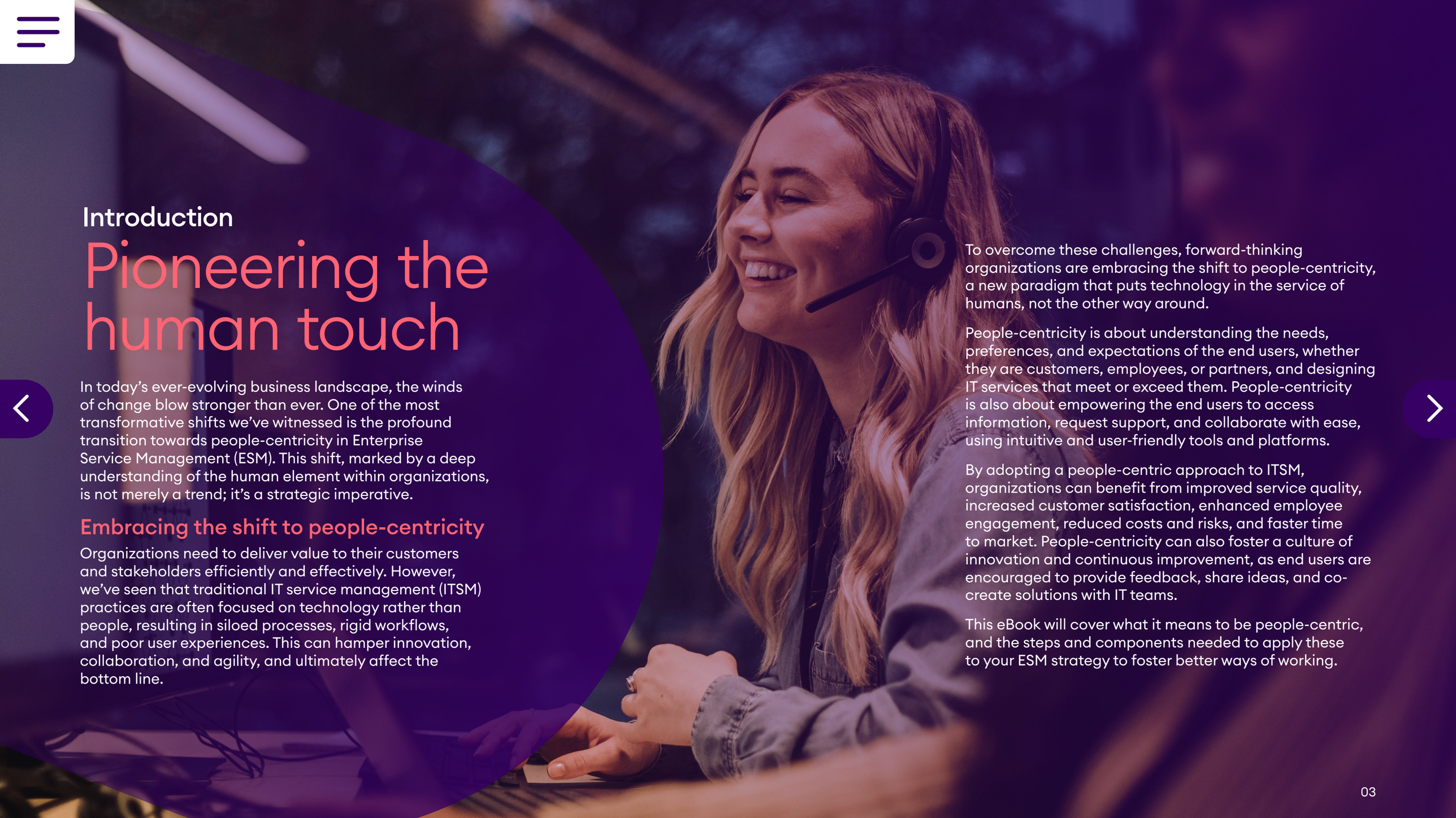
Introduction

Pioneering the human touch

In today's ever-evolving business landscape, the winds of change blow stronger than ever. One of the most transformative shifts we've witnessed is the profound transition towards people-centricity in Enterprise Service Management (ESM). This shift, marked by a deep understanding of the human element within organizations, is not merely a trend; it's a strategic imperative.

Embracing the shift to people-centricity

Organizations need to deliver value to their customers and stakeholders efficiently and effectively. However, we've seen that traditional IT service management (ITSM) practices are often focused on technology rather than people, resulting in siloed processes, rigid workflows, and poor user experiences. This can hamper innovation, collaboration, and agility, and ultimately affect the bottom line.



To overcome these challenges, forward-thinking organizations are embracing the shift to people-centricity, a new paradigm that puts technology in the service of humans, not the other way around.

People-centricity is about understanding the needs, preferences, and expectations of the end users, whether they are customers, employees, or partners, and designing IT services that meet or exceed them. People-centricity is also about empowering the end users to access information, request support, and collaborate with ease, using intuitive and user-friendly tools and platforms.

By adopting a people-centric approach to ITSM, organizations can benefit from improved service quality, increased customer satisfaction, enhanced employee engagement, reduced costs and risks, and faster time to market. People-centricity can also foster a culture of innovation and continuous improvement, as end users are encouraged to provide feedback, share ideas, and co-create solutions with IT teams.

This eBook will cover what it means to be people-centric, and the steps and components needed to apply these to your ESM strategy to foster better ways of working.

Laying the ESM foundation

Decoding Enterprise Service Management (ESM)

Enterprise Service Management (ESM) is a term that describes the application of IT Service Management (ITSM) principles and practices to other business functions, such as human resources, finance, legal, marketing, and more. ESM aims to improve these functions' performance, service, and outcomes by providing a common platform, portal, and service catalog for delivering enterprise services of all forms.

ESM continues to gain more attention in recent years as businesses face increasing demands from customers and employees for faster, easier, and more transparent service delivery. ESM helps businesses meet these expectations by leveraging the best practices of ITSM, such as self-service, automation, knowledge management, problem management, and more.

ESM also enables businesses to create more value by fostering collaboration and co-creation across different functions and departments. By using a shared service management tool, ESM can facilitate cross-functional workflows, communication, and reporting, as well as reduce duplication and silos. ESM can also support innovation and agility by allowing business functions to customize and adapt their service delivery processes using low-code or no-code development tools.



Unveiling the essence of people-centric principles and values

While ESM can bring many benefits to businesses, it is not enough to simply adopt ITSM tools and processes for other functions. ESM requires a shift in mindset and culture that puts people at the center of service delivery. People-centric ESM means designing and delivering services that are aligned with the needs, expectations, and preferences of the service consumers, whether they are customers or employees.

People-centric ESM also means empowering and engaging the service providers, whether they are IT staff or other business function staff. It recognizes that service providers are not just executing tasks but creating value and delivering outcomes for the service consumers. So, equipping the service providers with the right skills, tools, and feedback is paramount in enabling them to perform their roles effectively and efficiently.

Crafting your people-centric masterpiece

5 steps to aligning ESM with your organizational aspirations

You can create a more efficient, agile, and customer-centric organization by applying service management principles across all departments. But how do you align ESM with your organizational aspirations? Here are some steps to consider:



1 Start with your mission and vision statements
These are the core of your organization's identity and purpose. They should guide your ESM strategy and inform your decisions.

2 Define your desired outcomes and key performance indicators (KPIs)
These are the measurable results that you want to achieve with ESM. They should align with your mission and vision, and reflect your customer needs and expectations.

3 Assess your current state and identify gaps
This is where you evaluate your existing processes, systems, and capabilities, and compare them with your desired outcomes and KPIs. You should identify the strengths, weaknesses, opportunities, and threats (SWOT) of your current situation, and prioritize the areas that need improvement.

4 Design your future state and plan your roadmap
This is where you envision how your organization will look after implementing ESM. You should define the roles, responsibilities, workflows, policies, standards, and tools that will support your ESM framework. You should also plan the steps, resources, timelines, and milestones that will help you achieve your future state.

5 Identifying the champions of change
Ensuring a successful ESM transformation that focuses on the people requires choosing the right champions to lead that change.

Identifying the champions of change

Here are some tips to find and empower your champions of change:

Look for people who have influence, credibility, and enthusiasm

Your champions of change should be able to inspire others, overcome resistance, and foster a positive culture. They should also have a good understanding of the benefits and challenges of ESM and be able to articulate them clearly.

Involve them in the planning and execution of ESM

Your champions of change should be part of the ESM governance team, which is responsible for defining the vision, strategy, objectives, and governance model of ESM. They should also be involved in the design, implementation, evaluation, and improvement of ESM processes and practices.

Provide them with training and coaching

Your champions of change should have the skills and knowledge to perform their roles effectively. You should provide them with training on ESM concepts, principles, methods, and tools. You should also coach them on how to communicate, collaborate, and resolve conflicts with other stakeholders.

Recognize and reward their efforts

Your champions of change should feel valued and appreciated for their contributions to ESM. You should acknowledge their achievements, celebrate their successes, and provide them with feedback and support.

By aligning ESM with your organizational aspirations and identifying the champions of change, you can craft your people-centric masterpiece that will deliver value to your customers and stakeholders.



The art of user-focused services

Painting with personas: A user-driven design approach

User personas are fictional representations of your ideal customers, based on real data and user research. They help you understand the needs, goals, and pain points of your target audience, and design services that are tailored to them.

Creating user personas is a crucial step in developing a people-centric ESM strategy. By empathizing with your users, you can deliver services that are intuitive, relevant, and satisfying. You can also avoid wasting time and resources on features that are not aligned with your users' expectations.

To create user personas, you need to follow these steps:

Sort users strategically

Identify the main segments of your user base, based on criteria such as role, department, location, or behavior. You can use tools like surveys, interviews, or analytics to gather this information.

Research the real experience

Immerse yourself in the perspective of each user segment, and observe how they interact with your current services.

Map patterns and primary goals

Analyze the data you collected, and look for common patterns, themes, or insights. Identify the main goals, motivations, frustrations, and preferences of each user segment.

Validate user personas as a team

Share your user personas with your stakeholders and get feedback from them. You can also test your personas with real users and refine them as needed.

Crafting an intuitive service catalog that speaks user

A service catalog serves as a single point of access for users to request or consume services, and as a communication tool for service providers to showcase their value.

Yet, many service catalogs are not designed with the user in mind. They are often complex, confusing, or outdated, making it hard for users to find what they need or understand what they get. This leads to frustration, dissatisfaction, and inefficiency.

To create an intuitive service catalog that speaks to the user, you need to follow these principles:

Align your services with your user personas

Use your user personas as a guide to define your service offerings, and make sure they match the needs and goals of your users. You can also segment your service catalog by user persona, and personalize it based on their preferences.

Simplify your service descriptions

Use clear, concise, and consistent language to describe your services, and avoid technical jargon or acronyms. You can also use icons, images, or videos to illustrate your services visually.

Organize your service catalog logically

Use categories, subcategories, or tags to group your services by function, topic, or relevance. You can also use filters, search bars, or breadcrumbs to help users navigate your service catalog easily.

Update your service catalog regularly

Keep your service catalog current and accurate by adding new services, removing obsolete ones, or modifying existing ones. You can also use feedback mechanisms like ratings, reviews, or surveys to collect user input and improve your service catalog continuously.

Streamlining the symphony of services

Harmony in process redesign: A human-centric approach

To deliver a seamless and satisfying service experience to your employees, you need to rethink your processes from their perspective. A people-centric ESM approach puts the employee at the center of every service interaction, whether it's with IT, HR, legal, or any other department. By understanding the employee's needs, expectations, and pain points, you can design processes that are efficient, effective, and empathetic.

One way to achieve this is by applying the five principles of service design thinking[1]: user-centered, co-creative, sequencing, evidencing, and holistic. This method of creating services enables businesses to provide useful, usable, and desirable outcomes for customers, as well as efficient, effective, and profitable for providers.

Self-service and automation: Empowering your service orchestra

Another way to streamline your symphony of services is supercharging your self-service and automation capabilities. They can benefit everyone in various ways.

For employees, self-service and automation can:

- Increase convenience and satisfaction by allowing them to find answers and resolve issues faster and easier
- Enhance productivity and performance by reducing interruptions and distractions
- Boost engagement and empowerment by giving them more control and choice over their service experience

Likewise, for service desk teams, self-service and automation can:

- Reduce workload and costs by eliminating repetitive and low-value tasks
- Improve quality and consistency by minimizing errors and variations
- Accelerate innovation and agility by freeing up time and resources for more strategic and creative work

To implement self-service and automation effectively, choose the right enterprise service management tool that supports these capabilities. For example, IFS assyst is a low-code solution that helps you create a unified portal for all your service teams, where employees can access a service catalog, a knowledge base, a chatbot, and other self-service options. It also helps you automate workflows, notifications, approvals, escalations, and other aspects of service delivery.

By leveraging self-service and automation, you can empower your service orchestra to play in harmony with your employees' needs.



1. Axelos: The 5 principles of service design thinking

Conversations that create

One of the key aspects of people-centric ESM is fostering a culture of open and constructive communication among teams. Conversations that create are those that enable feedback, collaboration, and innovation across the organization. Here are some ways to facilitate such conversations:



Opening channels for harmonious feedback

Feedback is essential for continuous improvement and learning, but it can also be challenging to give and receive. To make feedback more harmonious, you can use an ESM tool that allows you to rate and comment on the services you receive, as well as to see how others rate and comment on your services. This way, you can get a balanced and transparent view of your performance and areas for improvement. You can also use knowledge management to share best practices, tips, and insights between colleagues, as well as learn from each other's experiences. By opening channels for harmonious feedback, you can build trust and respect among service teams and employees.

Collaborative crescendos: Uniting in problem-solving

Problem-solving is another crucial skill for people-centric ESM, as it helps you address the challenges and opportunities that arise in your work. To make problem-solving more collaborative, you can use a ticketing system that allows you to create and track tickets for issues or requests, as well as to assign them to the right service team or individual. Some tools also enable you to collaborate with other service teams or employees on the same ticket, by adding comments, attachments, or subtasks. By collaborating on problem-solving, you can leverage the collective intelligence and creativity of your organization.

The metrics that make music

Tuning into relevant KPIs

To deliver a people-centric ESM, you need to measure what matters to your employees. You need to tune into the key performance indicators (KPIs) that reflect their satisfaction, productivity, and engagement with your services. Which KPIs to track can vary greatly depending on the type of service it is and what is involved in delivering those services. It's important to maintain open communication with the different departments to get an understanding of what is worth tracking within their areas.

By tracking the right KPIs, you can identify the strengths and weaknesses of your ESM, and make data-driven decisions to improve the service experience.

Continuous improvisation for a seamless user experience

People's needs and wants on what makes great service rapidly change and evolve and so should your service experience, otherwise, you could very well see your business left behind in the dust. People-centric ESM requires constant monitoring and evaluation of your service performance, as well as seeking feedback from your employees. You also need to embrace agile and DevOps practices, such as iterative development, frequent testing, and fast deployment, to deliver value faster and more reliably.



Technology’s role in the performance

AI, Machine Learning, and Automation: The virtuoso’s toolkit

As major trends indicate, one of the most powerful ways to enhance performance and deliver exceptional value is by leveraging AI, machine learning, and automation in your service management processes. With the right application, AI is a great tool for people-centred enterprise service management.

AI, machine learning, and automation are not just buzzwords. They are the virtuoso’s toolkit that can help you achieve higher levels of efficiency, quality, and innovation. Here are some of the benefits of using these technologies in your ESM:

- AI can help you analyze large amounts of data, identify patterns and trends, and provide insights and recommendations that can improve your decision-making and problem-solving abilities.
- Machine learning can help you create self-learning systems that can adapt to changing environments, optimize performance, and automate tasks that are repetitive, tedious, or error-prone.
- Automation can help you streamline workflows, reduce costs and risks, enhance customer satisfaction, and free up your time and resources for more strategic and creative activities.

Integrating user-friendly tools and platforms: Your orchestra’s instruments

Of course, using AI, machine learning, and automation is not enough. You also need to integrate user-friendly tools and platforms that can support your ESM goals and enable collaboration and communication among your team members and customers.

User-friendly tools and platforms are your orchestra’s instruments. They allow you to create harmonious and seamless experiences that delight your customers and empower your team. Here are some of the features that you should look for in choosing your tools and platforms:



Compatibility

Ensures smooth data exchange, interoperability, and accessibility.



Customizability

Easily tailors your workflows, processes, standards, and branding to your needs and preferences.



Scalability

Add or remove features, users, or resources as needed without compromising performance or quality.



Security

You should be able to control access, encryption, backup, recovery, and compliance.



Support

Get help from your suppliers when you need it, whether it’s through documentation, tutorials, forums, chatbots, or human agents.

A symphony of success stories

Real-life sonatas: Triumphs in people-centric ESM

What does people-centric ESM look like in action? How do organizations achieve it and what benefits do they reap? Here are some real-life examples of companies that have embraced people-centric ESM and have seen remarkable results.



Parexel

In times of growth, any forward-looking company faces exciting opportunities but also some challenges. As the workforce expands, relying solely on manual methods becomes impractical and hard to adapt at a growing scale, especially when ensuring that the digital needs of a hybrid workforce are met. Parexel, a leading clinical research company with over 25,000 employees, grappled with these issues.

To address these challenges, Parexel saw the need to extend its approach to Enterprise Service Management (ESM) beyond just the IT department. This shift from using IFS assyst exclusively for IT purposes to adopting it across the entire enterprise began with some straightforward questions. They focused on their people, asking how other parts of the company were managing their workloads and effectively handling their tasks. This initial curiosity quickly gained momentum as word spread about the rapid and tangible benefits IFS assyst offered.

Soon, various non-IT departments recognized the value of these service management capabilities and desired to apply them to their own processes. This desire stemmed from a shared goal: achieving a streamlined and efficient experience for all aspects of their work, just as IT had successfully accomplished.

Read their full story here.

Ministry of Media

Aligned with the Kingdom of Saudi Arabia's 'Saudi Vision 2030', which seeks to enhance government services by leveraging technology, the government entity Ministry of Media recognized the need to streamline its operations and modernize service delivery. Their existing in-house solution was no longer sufficient, lacking the real-time visibility required to support their growing demands.

The ministry decided to invest in an enterprise service management (ESM) solution to align with this vision. They chose IFS assyst to manage all services through a unified platform, enabling real-time visibility into operations, process streamlining, and reduced reliance on manual tracking. This initiative has resulted in quicker responses to inquiries and requests, leading to elevated service experience for employees and customers, as well as improved satisfaction levels among all stakeholders.

Read their full story here.

The future’s overture

Predictive and proactive service delivery: A prelude to what’s ahead

One of the key benefits of leveraging the right tools is the ability to enable predictive and proactive service delivery. This means using data to anticipate needs, proactively address issues, and create exceptional “wow moments” across all channels and at each step of the user journey.

Predictive and proactive service delivery is not only applicable to external customers, but also to internal ones. By applying predictive and proactive approaches to ESM, organizations can improve employee satisfaction, engagement, and productivity. For instance, an HR team can use employee data to predict their needs and preferences, such as career development opportunities, training courses, or benefits packages. They can then proactively offer these services through a unified portal or a service catalog, making it easier for employees to access them.

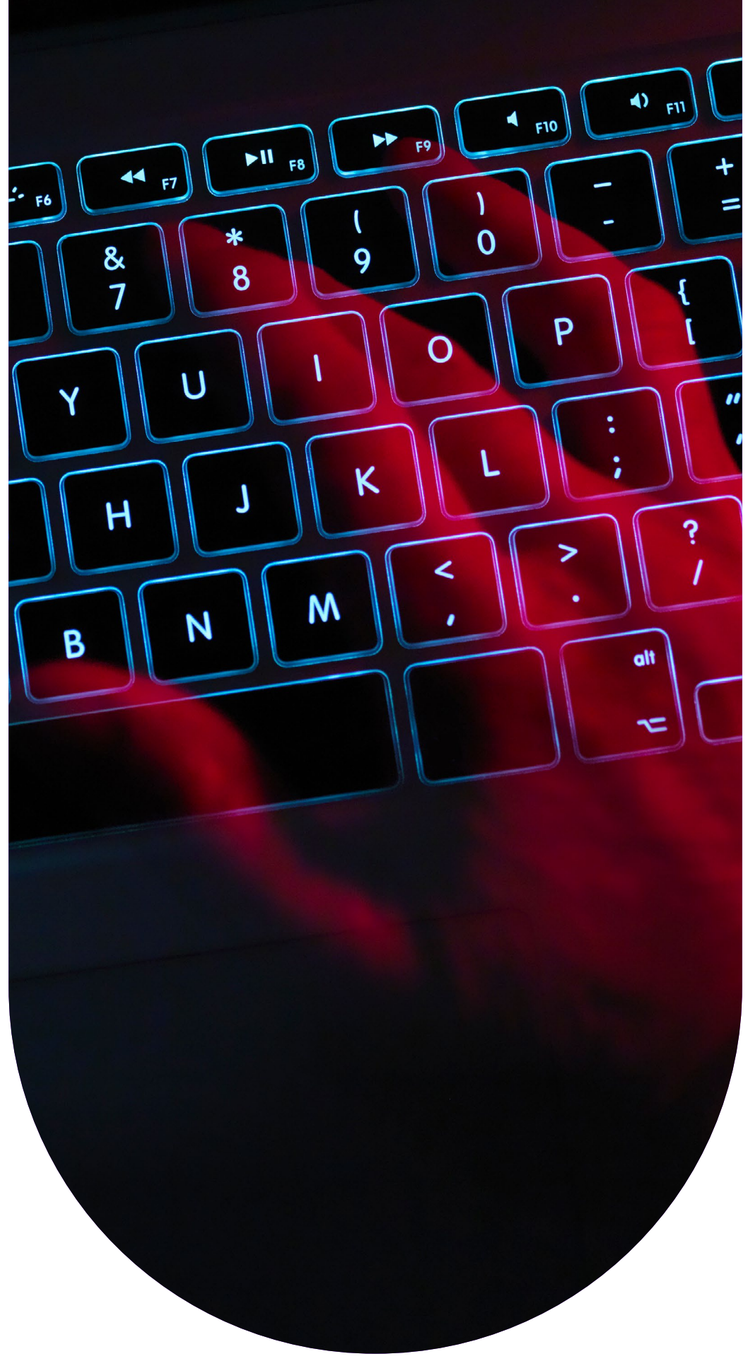
Predictive and proactive service delivery is not only a desirable goal, but also a necessary one. As the world becomes more complex and uncertain, organizations need to be agile and resilient to cope with these changing needs and expectations. Predictive and proactive service delivery can help them achieve this by reducing uncertainty, enhancing efficiency, and creating value.

ESM’s unfolding role in a dynamic landscape

As you embark on your journey to implement and enhance people-centric ESM within your organization, remember that this guide is just the beginning. The path ahead may be dynamic and challenging, but the rewards are substantial. By prioritizing the needs and experiences of your people–employees, customers, and stakeholders–you’re not just adapting to change; you’re shaping the future of service management in a world that increasingly revolves around human connections and experiences. Embrace it, evolve with it, and excel in it, because the journey toward people-centric ESM is a journey towards lasting success.

Looking to take the next step? Discover how you can kickstart your ESM journey with IFS assyst.

Learn more



Kickstart your ESM journey with IFS assyst

Implementing ESM doesn't have to be complicated. Kickstart your stress-free ESM journey with IFS assyst!

By using ITSM best practices, IFS assyst helps organizations take service management beyond IT, eliminating team silos and enhancing the service delivery experience. With its low-code technology, non-technical teams can create their own workflows and design solutions without relying on IT or external developers. And its simple licensing model empowers organizations to take advantage of assyst's ITOM, ITSM, and ESM capabilities under a single enterprise-wide license – no barriers to expansion across the business.

Contact us today to learn how to get started.

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