

The top 10 guiding principles for ESM adoption success



How to get maximum progress with your ESM program: Real insights from real implementations



What is ESM?

Enterprise Service Management (ESM) is the application of proven IT service management practices and tools to other corporate service providers (like HR, Facilities Management, and Finance) to improve operational performance and the employee experience.

Effective ESM requires a strategic approach, applying proven practices and tools to individual service providers, but also applying an enterprise-wide architecture to break down silos, enable better flow of value, and encourage sharing of effective practices. By taking a strategic view of enterprise services you can turn a fragmented corporate service ecosystem into an efficient, joined-up network of service providers; simultaneously simplifying the employee experience and increasing operational efficiency - with a positive impact on the productivity of the business.



Improved employee experience, driving increased employee productivity"

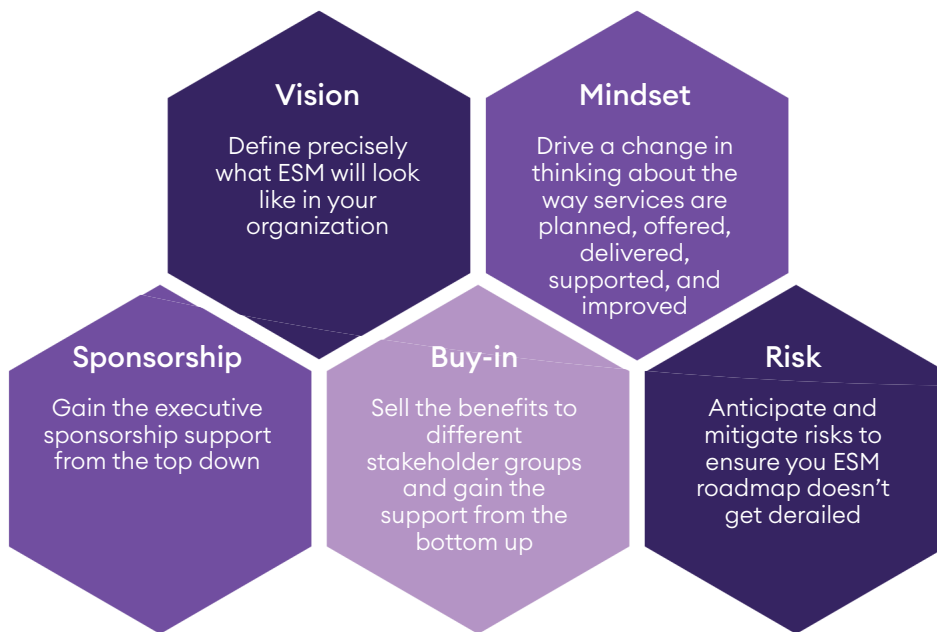
In large organizations, an ESM initiative is a complex and multi-year program, but the benefits are transformative:

- Improved employee experience, driving increased employee productivity
- Reduced operational overheads and costs, enabling corporate service departments to focus more time and budget on strategic projects
- Reduced technology costs by consolidating multiple ticketing and workflow platforms into one
- Visibility of previously invisible corporate services, enabling accountability and governance
- Joined-up and collaborative service ecosystem where siloes are broken down and corporate service providers share and benefit from new best practices and technologies

So how can you ensure your ESM implementation unlocks the benefits?

How can you make the journey easier? And how can you spot and handle the risks along the way?

Success in ESM requires deploying a set of interlocking implementation strategies and tactics which will help you get all the critical success factors in place.



The following are the 10 guiding principles that will help you build and execute a watertight ESM roadmap to success:

1. View ESM as a business project, not an IT project
2. Don't start with tools
3. Understand the difference between tactical and strategic ESM
4. Establish IT as a center of service excellence
5. Apply Organizational Change Management to get more out of ESM
6. Understand the internal service ecosystem
7. Consider consolidating the service footprint first
8. Don't forget shared processes
9. Ensure your chosen toolset can support a broad set of service management use cases
10. Break it down into bite-size chunks

1. View ESM as a business project, not an IT project

The scope of ESM goes far beyond the boundaries of the IT department; it's an ecosystem spanning your organization's service providers. As such, it's not an IT project, it's a business project.

However, IT can make a valuable contribution:

As a service management center of excellence: Sharing best practices in service management so other service providers can benefit from proven practices and wisdom

As a technology facilitator: Helping other service departments deploy the technology they need to solve their service management challenges at scale

Likewise, other service providers in your organization may also have developed valuable service management practices (transferrable knowledge) or be using tools to

improve performance. Indeed, it may be that another service provider is more mature than IT. IT doesn't have the monopoly on service management. Because of this, ESM should be approached with the mindset that all service providers have an equal potential for contribution. ESM should be owned by the ESM community; with all the service providers across your organization working together to improve the way they work to achieve a more productive and prosperous business.

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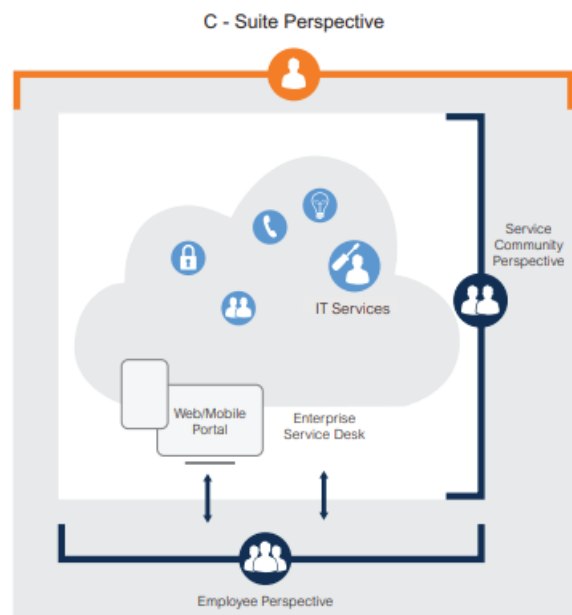


Diagram: Enterprise Service Cloud

2. Don't start with tools

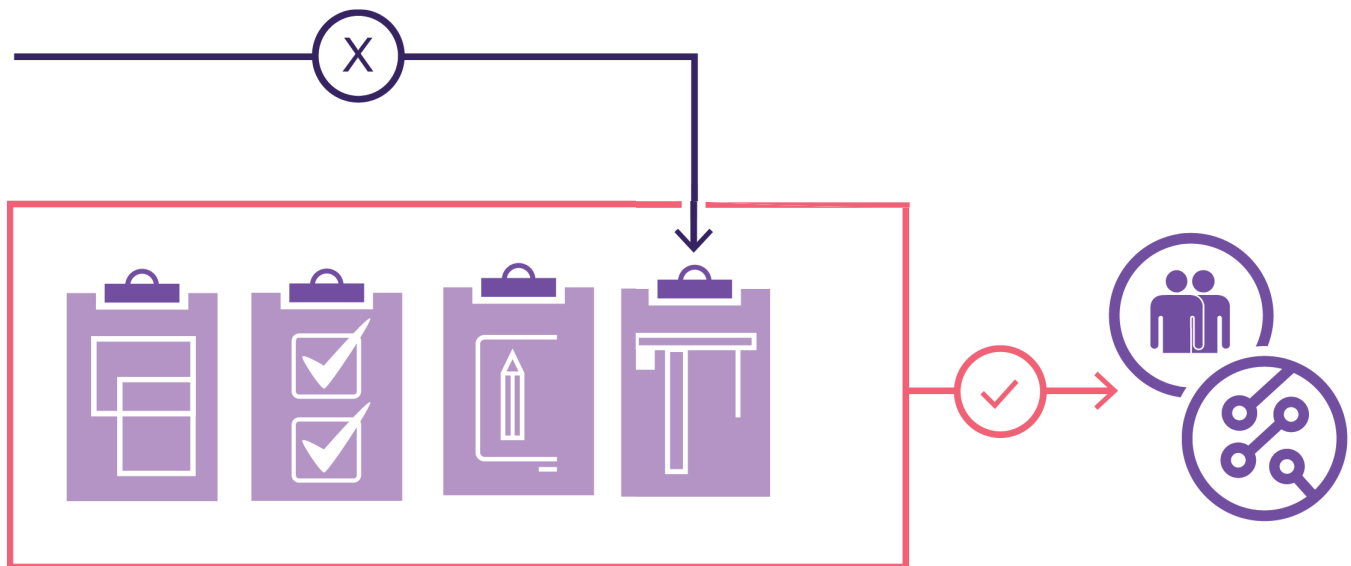
It's tempting to jump ahead and simply start replicating what IT has done with service management tools in other corporate service functions.

This is a mistake. It means skipping ahead to the execution stage; ignoring the planning, analysis, and design stages which are necessary to deliver the right technology to the right people to solve the business problem in hand.

First, define the business problem that needs to be solved for your organization:

- How can you improve the employee service experience to make employees more productive (with a knock-on effect on business productivity)?
- How can you improve service delivery and support operations to accelerate outcomes for employees while increasing quality and driving down costs?

It is only after a proper analysis of the problem that you can form an accurate view of the shape of the required solution. Then you can define the shape of the technology you need to support it.



3. Understand the difference between tactical and strategic ESM

The singular use of the ITSM tool in another corporate service function to help with the efficiency and effectiveness of operations can be considered tactical ESM. Think of it as a one-time hit of improvement.

An example would be the sharing of the ITSM tool and practices with HR department to replace the currently-unstructured management of employee-related issues/cases using a communal email inbox and personal productivity tools such as spreadsheets. With the ITSM tool's proven workflow management, and wider work enhancement, capabilities making the previously-manual HR practices significantly better, faster, and cheaper – including the improvement of the employee experience.

Whereas, when a business-level decision is made to systematically share ITSM best practice and technology across the organization, this can be considered strategic ESM. The aim is to improve as much of the organization's internal service capabilities as is economically possible.

An example would be the strategic decision to share the ITSM tool and practices throughout the enterprise (when advantageous). Perhaps starting, after gaining business-level agreement, with HR, then progressing to facilities, then the customer service team etc. This reflects the fact that many business functions offer service and support but don't have a formal technology that's designed to manage the related work. However, it's not just the common corporate functions that can be helped. If educational institutions are considered, not only do these organizations have all the opportunities across HR, facilities, etc. There are also opportunities to enable and better manage service and support in other areas including medical center and research department operations, for example.

In a nutshell, the tactical approach is limited in scope (one or two service providers outside IT) and could be considered extended service management. A strategic approach looks to involve all service providers within your corporate ecosystem and can be considered a true enterprise service management approach.



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4. Establish IT as a center of service excellence

If IT aims to facilitate an ESM program, establishing IT as a center of service excellence is a prerequisite. If IT isn't universally accepted as a center of service excellence, it has no credibility to mentor other service providers within the organization.

For instance, the top three commonly-shared ITSM capabilities (in enterprise service management scenarios) should be considered:

1. Incident management/service request fulfilment (72% adoption level)
2. Knowledge management (59% adoption)
3. Service catalog (56% adoption) – which is likely to include selfservice capabilities too

While the first of these is a commonly adopted and successful ITSM capability, the following two are both capabilities that IT organizations often struggle with. Service Desk Institute (SDI) research in 2017 found that only 12% of organizations had realized the anticipated return on investment (ROI) for their self-service initiatives¹. With a primary cause being low employee uptake – due to not delivering capabilities that meet employee expectations of self-service and not being suited to the employees' preferred ways of working, the industry has done much to improve this in recent years.

So, take a good look at your ITSM capabilities and their respective success levels within IT – improving them where necessary – as a prelude to sharing them with other business functions. Sharing capabilities that have limited success with other business functions would be like sharing something suboptimal at best and unwanted at worst. It's so important not to try to help other business functions through ITSM practices that need improvement internally.

There's also a need to recognize that IT doesn't necessarily have all the best answers. Other business functions might have practices in place that would benefit IT, plus the wider organization if a strategic approach is being taken.

And, finally, it's important to remember that the key goal with enterprise service management is business improvement, not the imposition of "IT's way of doing things" on the rest of the organization.



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1. Shared Service Management, Service Desk Institute

5. Apply Organizational Change Management to get more out of ESM

ESM is a complex initiative spanning service providers across the enterprise, so there is a high risk that the initiative will fail to unlock the full benefits if an organization doesn't address the people issues. To reflect this, organizational change management now appears in ITIL 4 as a formal practice, stating “People are essential to the success of change”.

An ESM plan will set out the steps you need to take. That's the easy part. The difficult part is getting different groups of people to support the change. ESM is a transformation of the way services work across a diverse set of stakeholders: IT, HR, Facilities Management, and more. It's a different journey for all of them and you need to work to lead them on their respective journeys.

The effort required to take people with you on this journey should not be underestimated. Executive sponsorship is necessary, but top down support is not enough; you need to develop support from the bottom up, too. ITIL 4 talks about the willing participants. For participants to be willing, they must understand what's in it for the organization and what's in it for them, personally. They must understand the importance of the change and they need to see what success looks like.

The number of willing participants also counts; people will get involved when they see surge of support among their peers. To get the ball rolling you will need to create champions inside every stakeholder group - people who will create broader support from the inside. Doing so means considering the different team requirements and selling the benefits to each.

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Organizational Change Management for ESM:



Communicate the why – what’s the vision for the organization and what does it mean for each stakeholder group? What’s in it for HR? What’s in it for Facilities Management?



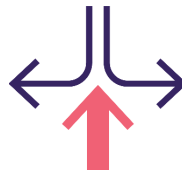
Sell the benefits and address any negatives – for example temporary disruption to operations.



Show people what success looks like – use internal successes achieved in IT as an example. Continue to communicate successes throughout the journey.



Engage with people to find and enable potential champions. Build alliances to help you scale-up support.



Proactively **identify** and resolve resistance. Don’t wait for it to manifest; resistance can spread like wildfire.



Training its essential to empower participants to accept and digest the change. Education solves the fear of the unknown.



Measure adoption as a KPI throughout your ESM program. If corporate service providers aren’t using your service management technology platform, or employees are not using your enterprise web portal, you need to know about it – and you need to ask why. Adoption is not true adoption unless it is sustained over time.



Benchmark performance before you begin so you have a yardstick to measure progress.

6. Understand the internal service ecosystem

It is dangerous for IT as a service provider to assume that other service providers work in the same way. If IT is to facilitate the adoption of service management practices and tools in other service domains, it must understand the role of these domains and how service management can support its specific service responsibilities and business objectives.

IT must engage with each service domain to understand how they work. In doing so, IT must be sensitive to the different ways that service providers communicate. IT people talk about incidents and problems. HR people talk about cases. Facilities Managers talk about work orders.

IT people must also talk about service management in a way that is relatable to each service domain. Talking about ITIL won't resonate with them. Some departments have their own standards and best practices (HR has the People-CMM; Facilities Management has the ISO 41001 standard). Others do not. It is up to the IT department, as an ESM facilitator, to relate service management concepts to each service provider in a way that they can understand and use.

The questions you need to ask:

- What does the full scope of ESM look like? Which corporate service providers make up your organization's ecosystem?
- What do each of your organization's corporate service departments do? What are their core missions? What is their strategic purpose in the business?
- Who do they do it for? Who are their customers?
- How is their time split between their core mission and unplanned work (e.g. ad-hoc requests from outside the department)?

- What are the interfaces they present to employees and other departments? Email, phone, web portal, mobile app, walk-up?
- What does their service portfolio look like?
- Do they have defined service level agreements (SLAs)?
- What operational tools do they use?
- What do their processes look like? Are they defined? Are defined processes being followed consistently? Is there a need for process improvement before automation is applied?



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7. Consider consolidating the service footprint first

When an organization spends time analyzing their internal service ecosystem, they tend to find duplicate services; situations where two or more departments provide the same service to the employee community.

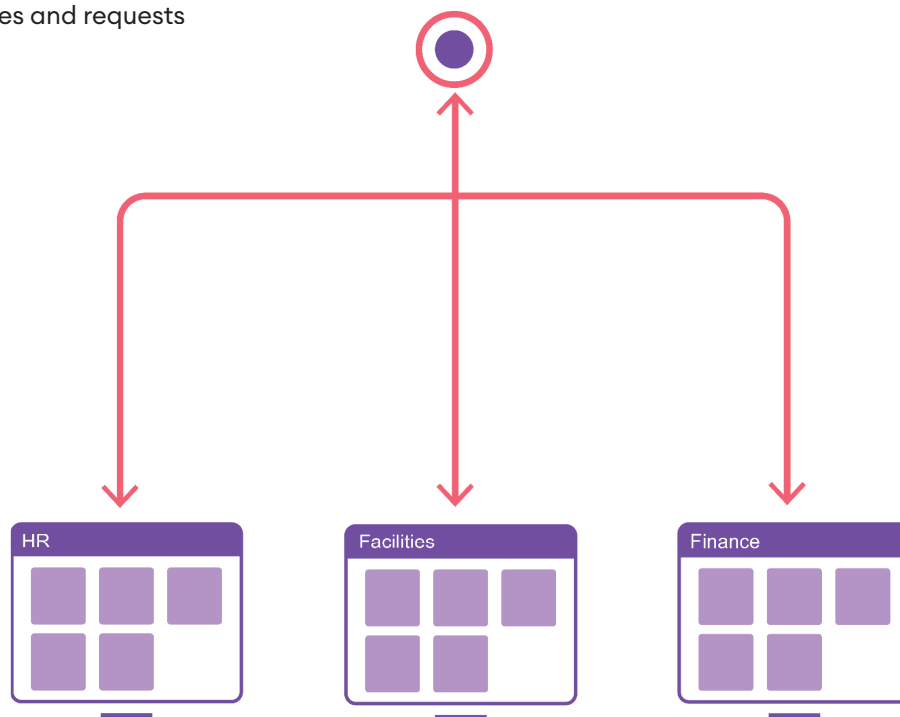
There are two problems with this:

- The people, processes, and infrastructure/assets required to deliver a service are probably duplicated which represents a waste of budget and resource.
- An employee searching an enterprise service portal will see multiple options for the same service, a source of confusion.

By applying a shared services model, you can consolidate the service portfolio and remove duplicate services (and reassign supporting resources). The result is that any given service is delivered and supported by just one team or department. This is a critical success factor for strategic ESM. For the ESM model to work well, you need to be able to route issues and requests quickly and cleanly to one team

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8. Don't forget shared processes

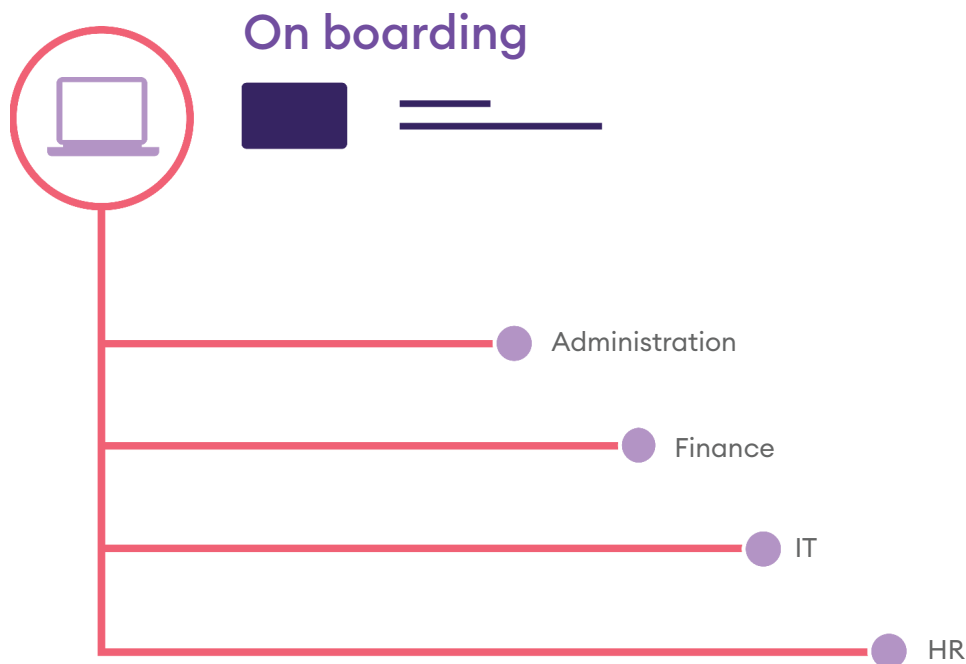
When you're looking at individual corporate service providers, it's easy to forget about the big processes, like onboarding and offboarding – complex processes which involve multiple corporate service departments like IT, HR, Facilities Management, Finance and others.

These processes need to be coordinated to ensure the moving parts in different service provider teams work together to deliver the right outcomes at the right time (and within the right cost and to the right quality).

Shared processes (sometimes called enterprise processes) need to be co-owned by the constituent service providers, with a focus on the whole process. Changes to part of the process by one service provider are likely to influence the whole outcome of the process, so changes should be evaluated and agreed amongst the full group of service providers.



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9. Ensure your chosen toolset can support a broad set of service management use cases

If you're already using a modern cloud ITSM platform, it is likely that you have the technology you need to support a broad set of service management use cases.

A traditional and basic on-premise ITSM solution is less likely to provide such flexibility and may require development projects to support non-IT use cases. In this situation, it is worth evaluating the benefits of a new solution which is fit-for-purpose without complex and expensive customizations.

The questions you need to ask:

- Is it flexible enough to support the nuanced requirements of each service provider?
 - Is it scalable? Will it support the volume of demand across all our service providers and all our employees?
 - Is it easy for non-technical administrators to manage service offerings and delivery workflows? Will each service provider need regular administrative assistance from IT?
 - How easy is it to create a category structure and business rules to enable automated routing of issues and requests to the right team – first time and every time?
 - Can each service domain apply their own language (for example, “incidents” versus “cases” versus “work orders”)?
 - Can data be securely partitioned for each service provider to ensure privacy is maintained?
- Can it handle concurrent workflows flowing across different teams (for example, an onboarding process which involves coordinated actions from HR, Facilities Management, IT, Legal, and Administration)?
 - Is it simple to create and adapt work queues, reports, and dashboards?
 - Is the vendor committed to developing deeper Enterprise Service Management functionality across a broad set of non-IT use cases?



There are a number of questions you need to ask, from scalability to empowering endusers.

10. Break it down into Bite-size chunks

Rolling out service management across multiple internal support functions is a big task. Each service domain has its own objectives, people, culture, service portfolio and maturity, so implementing ESM requires being able to handle a variety of dynamic situations.

The big question is: where do you start? How do you structure an ESM road map to gain value quickly? Should you tackle each service domain sequentially, select key services by priority, or opt for a big bang and hope you have mitigated all risks?

The strategic decision of which implementation model is best for you must be founded on an understanding of the internal services that business functions provide, as well as the demands being put on them. It is critical to understand the business context of each service domain in order to assess the true priority.

Taking a big bang approach is not feasible for most large organizations, so it is necessary to break up the implementation into phases – with each phase bringing another tranche of services into the enterprise service portfolio. However, the success of ESM in the long term is reliant on executing the first phase effectively to prove value and gain support for the next round. To make it work, the IT department needs the right mix of strategy, sponsorship, manpower, skills and relationship-building.

There are two practical approaches you can take:

- Sequential – Working across the company to implement service management on a department-by-department basis.

- Prioritized – Selecting a small bundle of key services from across a number of different departments in order of business priority, i.e. what's going to make the most difference to the business, in the shortest timescale.

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