

A man in a brown suit and blue shirt is sitting at a desk, looking at a computer monitor. The monitor displays the Ivanti ITSM dashboard, which features a grid of various service management tools and reports. The background is a blurred office environment.

Five Ways to Modernize IT Service Management (ITSM)

ivanti

INTRODUCTION AND SUMMARY

The Society for Information Management (SIM) 2016 IT Trends Study reveals the most common measures of CIO performance include IT's contribution to business strategy (35.5%), IT user/customer satisfaction (31.9%), and the value of IT to the business (29.6%).¹

The face of IT, and at the heart of IT, is the IT service management (ITSM) operation. Therefore the reality is that your CIO's performance indicators will be and should be directly influenced and contributed to by the performance of and the company's perceptions of your ITSM group including:

- How well the group supports business strategies through the introduction of services relevant to new business initiatives and the continuous, efficient management of service delivery
- The levels of satisfaction as a result of the end-user experiences and interactions you offer
- The effective coordination of resource availability and fast restoration should a failure occur
- The ability to work closely with other business departments and IT teams sharing process best practices contributing to asset and security management

MEASURES OF CIO PERFORMANCE

35.5%

IT'S CONTRIBUTION TO
BUSINESS STRATEGY

31.9%

IT USER/CUSTOMER
SATISFACTION

29.6%

BUSINESS VALUE
OF IT

¹ Business Wire. "Society for Information Management (SIM) 2016 IT Trends Study Reveals Major Shift in Focus of IT Executives." Accessed January 19, 2016. <http://www.businesswire.com/news/home/20151020006164/en/Society-Information-Management-SIM-2016-Trends-Study>

Do these things well as your enterprise grows and responds to market changes and competitive pressure, and your ITSM operation will remain relevant and valuable to the business.

One of the most significant market changes driving C-Level strategies in many enterprises is the rapid advancement of digital business. Gartner surveys indicate leading CEOs report their digital revenues will increase by more than 80% by 2020.²

Many organizations are already implementing a digital business strategy to harness this growth. This will directly impact your ITSM operation. In this rapidly changing environment, how well does your ITSM operation enable the business to meet this challenge? Are you offering the new digital services and support experiences users want and need to be more productive? Do your processes lead to fast, responsive action? Do you have the insight to offer creative and innovative digital solutions?

Modern business challenges like digital leadership demand a modern approach to ITSM to ensure the right mix of optimized user experiences, business value creation, and strategic support to underpin your organization's digital transformation journey. Modernizing service management requires a comprehensive, user-centered approach to service management. In most cases it's a long-term commitment to improvement and optimization.

LEADING
CEOS
REPORT

DIGITAL
REVENUES WILL
INCREASE BY
MORE THAN

80%
BY 2020



² Gartner. "Gartner Says It's Not Just About Big Data; It's What You Do With It: Welcome to the Algorithmic Economy." Accessed January 19, 2016. <http://www.gartner.com/newsroom/id/3142917>

Let's summarize five ways that can help you embark on your path to modernization. You'll find greater detail in each corresponding section of this eBook:

1. Foster Business Relationships

Shadow IT, the unbounded use of technologies in the workplace, is more disruptive on a broader scale now than in the past. If you're not aware of users' needs you won't meet service expectations, and you run the risk of users looking for solutions elsewhere. When they do, it exposes the organization to potential security breaches, data loss, and noncompliance of software licensing policy as well as creating issues of scalability and supportability.

The ITSM team must engage with business productivity teams to understand what users deem critical to their productivity and respond effectively, adding value to the business.

2. Offer Exceptional User Experiences

Your business users are in the driver's seat, and you must understand and meet the requirements and experiences they expect. **In fact, according to one survey,³ the top reason why changes were made in support centers was to provide a better customer experience.**

TOP REASON FOR CHANGE



PROVIDE A
BETTER
CUSTOMER
EXPERIENCE



³ HDI | itSMF USA. "Service Management: Not Just for IT Anymore." January 6, 2015. Accessed January 19, 2016. <http://www.thinkhdi.com/topics/research/infographics/--/media/HDICorp/Files/Industry-Reports/sm-not-just-for-it-anymore.pdf>

PRESSURE TO DEMONSTRATE VALUE

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓

eighty-five percent

TECH MANAGEMENT ORGANIZATIONS

Delivering exceptional experiences through the right channels requires a modern approach. One of those significant points of modernization is your self service portal—the “face of ITSM”—its design, implementation, adoption, and measurement.

3. Adopt Automation

Automating key IT and business processes enables IT service managers to eliminate time spent on manual tasks when service management teams are required to cope with increased demands on a limited headcount while serving business users who won't tolerate failure.

For service managers who must cope with increased demands, such as digital business requirements, automation is a strategic enabler. As well as eliminating the time spent on manual tasks, automating key IT and business processes in a phased approach that satisfies business users who don't tolerate failure will reduce manual errors.

4. Demonstrate Business Value

Forrester Research reports that 85 percent of tech management organizations acknowledge they are under pressure to demonstrate value.⁴ Traditional IT performance and team productivity reporting has its place, but alone doesn't reveal how IT assists the business or business users and how IT can offer insights to drive future strategy.

⁴ David K Johnson, Eveline Oehrlich, and Elinor Klavens, “ITSM Falls Short of Your 2016 Needs,” Forrester Research, November 11, 2015.

Modern ITSM requires modernized reporting that supports a CIO's ability to show the value IT brings to the business. It's time to embrace a value-based reporting approach that ties IT performance and measurement to the business outcomes and financial impacts your C-Level executives are measuring. Business value dashboards offer the rolled-up single view you can provide your CIO.

5. Support Enterprise Agility

To take advantage of the digital era, enterprises now realize they must offer strategic responses faster and to execute effectively. This demands pervasive agility across the enterprise. ITSM teams are already focused on improving or building consistent, repeatable processes that reduce time to action and improve productivity.

Initiatives that prove impactful within ITSM can extend to the delivery and management of business services beyond the realms of IT. Service management teams become a consultative role model for the enterprise, and your integrated, process-driven ITSM system enables the agility that supports business strategy.



FOSTER BUSINESS RELATIONSHIPS

Successful IT service management (ITSM) organizations understand their users, the problems they need resolved, and the business environment they operate in. But many ITSM organizations fail to engage and add value to their business operations due to a lack of understanding beyond their own IT domain.

Old-style support is focused on solving specific technical challenges and problems as individual users bring them to the attention of the service desk. Modern ITSM incorporates the development of relationships with business units and their business users to ensure that service delivery and support meets users' needs.

It's easy to fall into the trap of building a service management environment that's based on the internal workings of the IT department, its systems, and the structure of existing workflows. But the true value of the ITSM operation flows from enabling the business to meet its objectives quickly and completely. The business simply doesn't care about nor understand the internal ITSM structure. Users only desire to stay productive and have any issues resolved as quickly and painlessly as possible.

At the operational level, users connect with IT teams for problem resolution, information, or access to a service. This could involve:



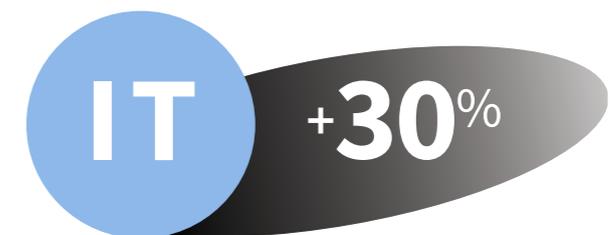
- Creating a new incident: Someone reports an issue or raises an issue on another's behalf
- Raising a new request: Someone requires hardware, software, or another service
- Seeking help: Someone is searching for information to solve an issue or feels that the problem can't be resolved with self-service and is seeking a knowledgeable human being for assistance
- Employee request: Someone requires an HR services request for a new or leaving employee, or other non-IT service

A business user's ultimate goal is fulfilling the objectives of their role to support the wider enterprise mission. Any interruption along the path is an unwelcome distraction that the user expects to be dealt with quickly.

To do so, it's imperative that you understand the business and the industry your organization operates in, the processes your users employ, the regulations they must comply with that affect the data, and the services they need to access. Successful service management teams become trusted business partners. The risk of lack of engagement is already apparent through Shadow IT implementations when a business group or department acquires, builds, or implements a technology without IT's participation.

Gartner Research Vice President Matt Cain recently stated that **“Shadow IT investments often exceed 30 percent of total IT spend. This will only increase because demand for new apps and services to pursue digital opportunities outstrips the capacity of IT to provide them.”**⁵ This poses

SHADOW IT INVESTMENTS



OFTEN EXCEED 30 PERCENT OF TOTAL IT SPEND

⁵ Gartner. "Gartner Says Every Employee Is a Digital Employee." Accessed January 19, 2016. <http://www.gartner.com/newsroom/id/3115717>

a significant security risk and creates issues of scalability and supportability as the system is standalone—neither integrated nor scales well. All of which translates to an increased volume of incidents to the service desk. When you develop trust and build relationships with business users, they know they can come to you with questions. By having the conversation, IT helps the business understand its needs, and the solution will most likely be better overall because everyone is involved from the outset.

You simply can't achieve success without the support and engagement of the business users, business leaders, and influencers you serve. Once identified, meet with them regularly, whether through travel or forming business productivity teams, with clear objectives. You're more likely to be included in departmental decisions about new services and less likely to be supporting a Shadow IT service implementation that places your team in fire fighting mode and casts doubt within the organization whether the ITSM operation is valuable and relevant to the business.

Remember that every interaction with your business users is an opportunity to develop and improve relationships. Put yourself in your end users' shoes as you evaluate each interaction they experience with the ITSM team. What little extras would enable you to have a better experience? This includes not only how users work and the services and experiences you need to build into your self service (see Offer Exceptional Experiences), but also how they would prefer to engage.

When your team engages with business users wanting to make a request or resolve an issue, that interaction creates a lasting perception. At the



operational end, there are several areas where small, fast, incremental improvements can enrich relationships substantially.

For example, when a business user interacts with your team or ITSM system, consider what information is already known or can be retrieved automatically to inform the team about the user's current situation and state of mind. This ensures a smoother, more pleasant interaction rather than adding to the frustration a user may feel when a service fails. You can build better relationships and achieve a faster, streamlined service that meets SLAs.

Here are a few recommendations for speedy improvements that Ivanti customers employ to ensure they maintain solid relationships with their business users and minimize frustrations that can fracture working relationships:

- Don't force your team or business users to re-enter login information when they're already logged into your service management system
- Populate data fields automatically, and provide easy drop-down options to pick from
- Clearly label mandatory fields to prevent rework and try to minimize forms
- Consider the use of dynamic form displays to ensure your users are only presented with the questions they need to answer based on previous responses (the larger or more complex the form, the less likely the user will fill it out if it's presented in one block, or the user will fill it out badly, slowing your response time)



Communicate Business Value

Once you understand your users, the business, and the industry—and you're offering the services and experiences that meet expectations—you should measure, communicate, and report the impact your team makes on the business regularly. **Gartner's 2015 CIO Survey revealed that only 54 percent of respondents reported that internal customer satisfaction is a major metric.**⁶ For positive, ongoing business relationships, you need an intimate understanding of the audience served to detect changes in satisfaction levels and take action.

Promoting and marketing your operation to the business may be unfamiliar to your team, but demonstrating your success impacts the perception and ultimately the relationship to the business and the users you support (see Demonstrating Business Value).

These simple tips for modernization can better equip your service management organization to develop strong relationships with business users and gain a comprehensive understanding of what they need to be productive. With this knowledge, you can respond in a way that fully supports business productivity goals, which is crucial to remaining relevant to the business.

GARTNER'S 2015 CIO SURVEY



REPORTED INTERNAL
CUSTOMER SATISFACTION
IS A MAJOR METRIC

⁶ <http://www.slideshare.net/DerekMulrey1/cio-agenda-2015-flipping-into-digital-leadership-43662808>

OFFER EXCEPTIONAL USER EXPERIENCES

It's clear the rules of engagement now embrace the world of the consumer, and business users' behaviors and attitudes reflect this change. Your business users are in the driver's seat, and you must understand and meet their needs. But remember that advances in technology alone can't replace a first-rate user experience. You must ensure the IT experience is engaging, consistent, and memorable, and that it provides outstanding user satisfaction.

A survey conducted by HDI and ITSMF revealed that the top reason for changes made in support centers was to provide a better customer experience (67 percent of support centers).⁷

Organizations that fully comprehend their business users' issues are able to structure their experiences to help users resolve these issues easily and with minimal disruption to their working day. The delivery of exceptional user experiences requires a comprehensive, user-centered approach to service management. You need to understand your users and what they deem as critical in an experience, in a service, or in an application as you design your interactions.

TOP REASON FOR CHANGE



⁷ HDI | itSMF USA. "Service Management: Not Just for IT Anymore."

Gartner stresses the need to offer choices to business users in terms of support channels: **“ITSD leaders must realize that the digital workplace requires multi-channel access and high-value collaborative channels that drive satisfaction, loyalty and relevance.”**⁸ They suggest that it’s no longer sufficient to offer telephone and email contact channels only. You must provide alternative channels including chat, walk-up support, IT taxi, and self service.

A typical business user’s day includes using different communication mediums. Determine what alternative and more modern communication tools your users employ daily. Reflect these options in your service management delivery. If certain users who require low-complexity interactions use a channel such as the phone, which is relatively expensive for the organization, it’s likely due to their own experience. For instance, if a business user believes that making a phone call is the path of least resistance, perhaps he or she has a history of bad experiences with self service. Invest the time to train resistant users to leverage alternative channels.

You can employ techniques to remove the reward should an end user tend to overuse the phone channel. One approach is to erect a small barrier to phone usage, such as a short but reasonable wait time, regardless of service desk availability. This implicitly establishes that the phone channel is not the path of least resistance. Business users will learn over time that alternative channels will resolve their issues more quickly and with a greater feeling of empowerment. You can foster this desired behavior with a recorded message,



⁸ Katherine Lord and Hank Marquis, “IT Service Desk Should Support Digital Transformation,” Gartner, November 23, 2015.

for example, that tells customers what they can accomplish via self service during the imposed wait time.

This next section outlines a few modern IT service management interaction channels used by successful organizations today.

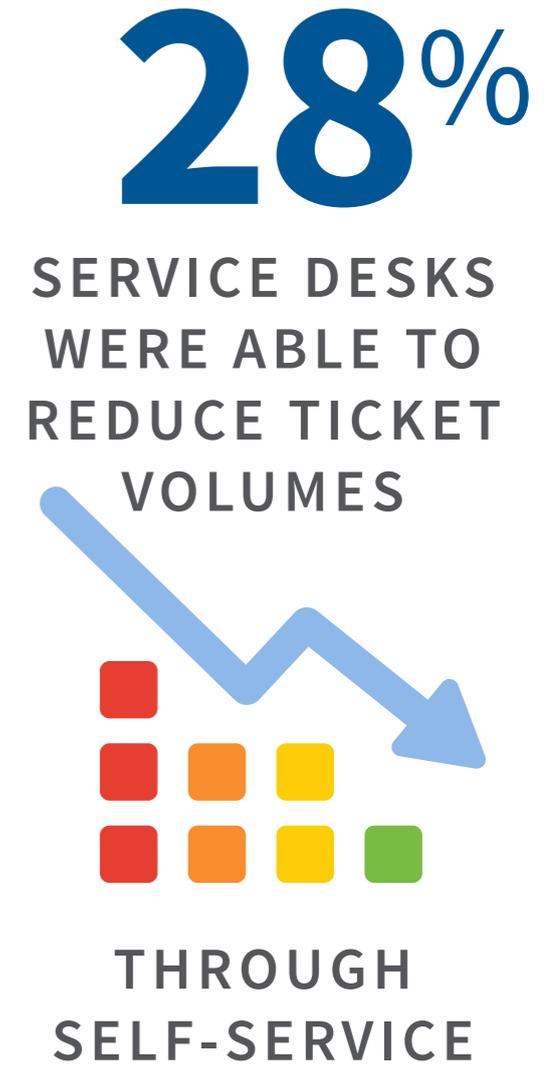
The Self-Service Experience

For user experience and service management efficiency, one of the most obvious points of focus is a self-service capability.

Forrester Research survey results show that “28% of service desks that were able to reduce ticket volumes did so through self-service.”⁹

In the grand scheme of a user’s workweek, self service use is infrequent and likely not memorable. For adoption to succeed, self service must be simple to use without instructions. Business users don’t want to re-learn how to use your self-service site every time they access it.

You can gain significant immediate and short-term benefits by following a few best practices that empower your business users to gain the most from self service. Get it right and user adoption will increase. You’ll also benefit from enhanced user loyalty, less Shadow IT, and word-of-mouth endorsements for the self-service portal. Consider these best practices:



⁹ Klavens and Oehrlich, “Five Key Initiatives to Wow Your Workforce with Service Desk.”

- **Focus on design simplicity:** Simplicity doesn't equal usability, but simple designs are typically easier to use. The 80/20 rule often applies to self service. Eighty percent of visitors are seeking only about 20 percent of the content. Remove what isn't used or doesn't add anything meaningful. Once deployed, go back and track what is used. Move things used less frequently to an "out-of-the-way place," but make them easy to find when needed. It may sound counterintuitive, but, rather than risk the whole experience being abandoned, provide fewer options to improve the chance that any one option will be chosen. Each additional option adds complexity to your business user's decision-making process.
- **Engaging content:** Ensure content is written plainly without jargon, especially knowledge articles intended for business users and your ITSM team. This also makes it easier to translate content if you're serving a multilingual customer base. The more complex the language in your content, the more likely it will be poorly translated or misinterpreted.
- **Group-displayed items:** Place things into logical groups—like all hardware or all software available for a Mac—so they're easier to find. In the service catalog, highlight featured services or recommended services so they stand out.
- **Guide users:** Enriching your content with product images or icons a user will recognize, videos, and bolded text can increase user engagement and help them select an option quickly.

A graphic illustrating the 80/20 rule. The numbers "80/20" are in a large, bold, green font, with a blue diagonal slash between them. Below this, the word "RULE" is written in a bold, blue, sans-serif font.

- **Think white space:** Too much information will overwhelm users and they'll abandon self service. Create plenty of white space around items, and then use techniques to expand items so more information is revealed if required.
- **Offer optimal viewing:** Craft your self service for optimal viewing and interaction across a range of devices (from desktop computers to mobile phones). Check each device view to ensure the reading, navigation, and interaction can be accomplished with minimal resizing, panning, and scrolling. Make sure the user experience is consistent no matter the device that's used.

Those companies that achieve the best self-service success rates are the ones that make their business users feel self-confident, self-reliant, and empowered. Every self-service experience, every interaction opportunity, every process, and every technology chosen for deployment must reflect the requirements of the users it serves.

Instant Messaging

Forrester Research published a blog post by Kate Leggett titled “**Chat Core to the Promise of Effortless Service.**” This post states that “**customer service chat usage rates have risen year on year—from 38% in 2009 to 43% in 2012 to 58% in 2014.**”¹⁰ This being the customer service environment, your business users will expect to engage in an office experience similar to what they encounter in their personal lives.

¹⁰ Kate Leggett, “Chat – Core to the Promise of Effortless Service,” Kate Leggett’s Blog, Forrester Research, July 30, 2015. Accessed January 19, 2016. http://blogs.forrester.com/kate_leggett/15-07-30-chat_core_to_the_promise_of_effortless_service

CUSTOMER SERVICE CHAT USAGE



Workplaces these days use instant messaging (IM) services such as Skype for Business. Users gravitate toward IM when they need a response or information from another staff member quickly. Give your team this option to communicate with each other and with business users. But it's vital to ensure these moments of communication are captured in your ITSM system as part of your team's natural service management routine, and as a part of their use of service management best practices.

Take care not to change the standard user experience your business users expect with a chat service. These valuable exchanges enable fast, efficient knowledge sharing and improve the user experience without breaking productivity. This quick exchange can deflect the need to call your team and reduce lengthy call queues. It enables your team to identify a point of information required to resolve an issue or request quickly.

Face-to-Face

When business users and the service management team are in the same office, or for highly mobile users who visit the office infrequently, it's not uncommon to experience "walk-ups" where a user demands immediate attention, often at a time not suitable to your team. If support isn't provided when the user wants to engage, the relationship is fractured. In other situations, it's your ITSM team that attempts to track down a business user for a desk-side visit, only to discover the user is in a meeting. To alleviate these time-sapping situations, consider offering a "genius bar" style of walk-up service to make this a win-win scenario. Work with your team to set aside time for face-to-face appointments, possibly incorporating gamification to encourage adoption (see Foster Business Relationships). Enable your



business users to book appointments with your team through the self-service portal that publishes a calendar of dates and times your team is available and block out times it isn't.

Mobilize Your Team

Too often, service management teams are hidden away from the rest of the business. Set aside time for your team to walk the floors of the business to assist and progress relationships with users. Gartner calls this the "IT taxi model." Issue your team iPads connected to your service management system. They're able to work as if at their desks, logging or updating issues and requests in real time.

Make your team easy to identify with "here to help" T-shirts. Business users better understand technologies that are available to them and are reminded that your team is there to help in the future, reducing potential Shadow IT challenges. This continual presence builds relationships with end users and offers your team insights into how the business interacts with systems and services.

Measure to Improve and Show Value

When you've spent hours developing and designing your self-service, chat, or walk-up experience, it's easy to be biased because you're so close to the project and forget whether it truly satisfies your business users' needs. In addition, measuring the performance and publishing the results of successful new initiatives in business-impact terms lets you demonstrate the value ITSM brings to the business (see Demonstrate Business Value).



Gartner’s 2015 CIO Survey revealed that only 54 percent of respondents reported that internal customer satisfaction is a major metric.¹¹ Yet the Society of Information Management Survey 2016 finds that one of the most common metrics of CIO performance value is IT user/customer satisfaction.¹²

Implementations of new initiatives are never one-and-done activities. That is why on-going user feedback is a necessary component. Consider providers of feedback as mentors helping you improve. Perhaps the self-service channel isn’t being used as much as anticipated. Maybe your business users aren’t booking appointments for 1:1 face-to-face support, but continue interrupting your team at will. Use feedback to capture and analyze data that, for example, will help improve adoption and deflection rates from other channels such as the phone, or that will help you understand which groups of users fail to or embrace each channel.

Numerous methods exist for gathering valuable user feedback—user satisfaction surveys, web analytics, interviews, and focus groups. There’s no single right way to understand your business users. Information may come from a variety of sources. Organizations that continually measure and improve their experiences based on user input are the ones most likely to achieve their goals. This means incorporating processes for regular review and revision in response to shifting business-user behaviors. By understanding the perceptions and attitudes of your business users and catering to their needs, you can offer experiences that are more engaging, consistent, and memorable.

¹¹ Jerome Thiebaud, “5 Key Takeaways from Gartner Digital Workplace Summit,” LinkedIn, June 4, 2015. Accessed January 19, 2016. <https://www.linkedin.com/pulse/5-keytakeaways-from-gartner-digital-workplace-summit-jerome-thiebaud>

¹² Business Wire. “Society for Information Management (SIM) 2016 IT Trends Study Reveals Major Shift in Focus of IT Executives.”

GARTNER’S
2015 CIO SURVEY



REPORTED INTERNAL
CUSTOMER SATISFACTION
IS A MAJOR METRIC

SOCIETY OF
INFORMATION
MANAGEMENT
SURVEY 2016



A COMMON METRIC OF CIO
PERFORMANCE IS
USER/CUSTOMER SATISFACTION

ADOPT AUTOMATION

Forrester Research reported that “57% of service desks struggle with increased ticket volumes, but only 31% are expanding headcount.”¹³

Indeed, service management teams must confront increased demands with a limited headcount. Automation enables key IT and business processes through new business initiatives such as digitization to serve business users who demand exceptional experiences and who don’t tolerate IT failure. What’s more, automation offers a predictable and repeatable sequence of steps from start to finish and takes the same route each time. It reduces risk and eliminates ambiguity by following a tested path consistently.

In a service management environment, a workflow or a process like an incident passes from one person to the next as it progresses through different stages. It’s at these handoff points where tasks can fall through the cracks or workflow is interrupted, resulting in a breach. Imagine automating that workflow. Your processes can run faster and more efficiently while lessening the risks of human error. What once took weeks can be accomplished in hours or days or minutes, maximizing the productivity of all involved.

There’s been a growing requirement recently for IT service management (ITSM) teams to “shift left” for cost and efficiency reasons, but without the necessary injection of resources at the front end. Talk about challenging. Automation offers the potential to resolve this dilemma. **Recent Gartner**

TICKET VOLUME OUTPACES HEADCOUNT

INCREASED
TICKET VOLUMES **57%**



EXPANDING
HEADCOUNT **31%**



13 Elinor Klavens and Eveline Oehrlich, “Five Key Initiatives to Wow Your Workforce with Service Desk,” Forrester Research, September 18, 2015.”

research cites the top three reasons for driving organizations to automate:¹⁴

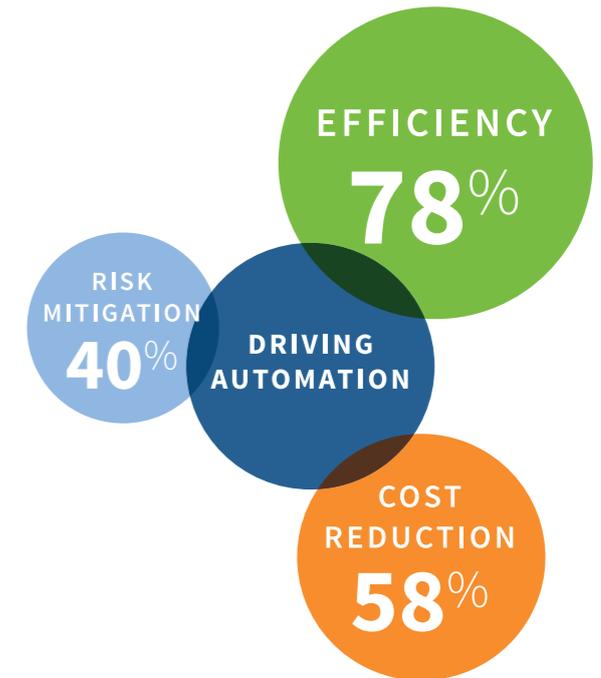
1. **Efficiency (78%)**
2. **Cost reduction (58%)**
3. **Risk mitigation (40%)**

Whether you're aiming to work faster, maintain consistency, or reduce costs, automation can help. Automated service management processes let you refocus your time and resources on strategic activities that support business initiatives and goals.

It's often assumed that automation means delivering more of the same. However, effective automation also provides opportunities to mature and unify individual workflows into a continuous set of processes and capabilities that work collectively. Automation enables a better quality of support and user satisfaction through faster response times, improved quality, and a broader range of services delivered. In addition, automation helps streamline communication and minimize costs.

Where Do You Start?

Many areas of your environment are ripe for automation, and like any part of your service management operation, taking a maturity path approach assists you on that journey. Each journey needs a road map, but where you start is equally important.



¹⁴ Robert Naegle and Ronni J. Colville, "Survey Analysis: The Realities, Opportunities and Challenges of I&O Automation," Gartner, May 27, 2015. Accessed January 19, 2016. <https://www.gartner.com/doc/3062427/survey-analysis-realities-opportunities-challenges>

Gartner recommends IT organizations focus on moving redundant and repetitive tasks into automation processes. But before you start, understand that automated processes are only as effective as the planning that goes into their development. Einstein is widely attributed with saying that “the definition of insanity is doing the same thing over and over again, but expecting different results.”

Before automating processes, re-evaluate them. Too often ITSM teams consider the elements in closest proximity to their own environment but don’t incorporate considerations that affect the business at large. Automation requires user-centric planning. To map out the current workflow and ensure it’s optimized and makes sense for the users it touches, you must keep engaging with business users directly or through business productivity teams (see Foster Business Relationships). Only then should you review which optimized processes to automate.

Initial Maturity Steps

Start by reviewing any routine, low-complexity, resource-intensive tasks, e.g., password resets. Employing automation to reduce call volumes will deliver immediate value to the operation and the business user experience. Any repetitive request is an opportunity for automation.

According to Forrester, respondents to one of its surveys reported that “the average cost of resolving a password issue was \$31 and that approximately 20% of all help desk calls were password-related.”¹⁵

15 Merritt Maxim and Jennie Duong, “Benchmark Your Employee Password Policies and Practices,” Forrester Research, September 9, 2015, Updated September 14 2015. Accessed January 19, 2016. <https://www.forrester.com/Benchmark+Your+Employee+Password+Policies+And+Practices/fulltext/-/E-res122799>

**RESOLVE
PASSWORD ISSUE
AVERAGE COST**



**20% OF ALL HELP DESK CALLS
WERE PASSWORD-RELATED**

Enabling business users to access self service and reset passwords automatically reduces direct contact with your team, offers an enhanced experience (see Offer Exceptional User Experiences), and saves administrative costs. Business users that get locked out of systems are unproductive. Automating other components of your self-service function will help you manage a larger volume of requests more efficiently. Plus you'll decrease the time it takes a business user to receive the new services needed to be productive.

Consider a software request for example. Let's say a business user wants Adobe Acrobat® and initiates a request in self-service. Once the request is submitted, it triggers the start of a workflow. The software request requires approval from the requester's manager. An approval-request email is sent automatically. No one needs to remember who these requests are routed to—the workflow goes from step to step without any intervention needed. The process is handled, recorded, and captured or escalated according to service levels automatically. And let's not forget the business user who requested the service. Nothing's more frustrating than having to request information updates constantly. Ensure that status-update communications to users are part of the automated process.

Advanced Maturity Steps

As you and your team master the basics of automation, you should search for opportunities for more advanced automation activities across the wider enterprise systems and accelerate productivity.

Taking the previous example of the Adobe Acrobat request, you can add steps to automate not only the request workflow routing, approvals, and

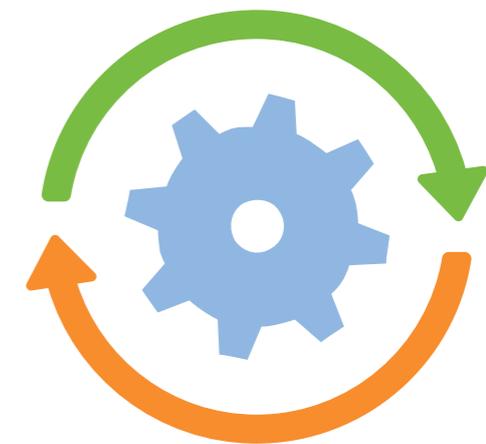


communication stages, but also the fulfilment stages. By instigating closed-loop automation across service management through client management systems capable of deploying software, you can create zero-touch fulfilment for certain requests that improve experiences and return time to your team.

Connected to request management is the management of assets used to fulfill requests. The discovery, import, reconciliation, and synchronization of your asset data from asset management databases into your ITSM environment benefits from an automation layer. Your ITSM Configuration Management Database (CMDB) depends on the accuracy of the shared data imported from other systems. Workflow integration and automation that brings in that data paints a more efficient and accurate picture of your assets and services. Once that data is available, it enables visibility over the assets that make up your business services, such as license usage or the cost of licenses, for a faster response to requests, incidents, changes, or other processes that affect business productivity.

Imagine the creation of an efficient, self-healing environment where you can turn data into actions automatically that positively impact your operations. By using your event management capabilities integrated with service management systems, you can detect and then route, record, and potentially correct issues within your IT environment before the business is even aware through automatic self-healing loops. You minimize reactive fire-fighting by team members when business users report issues.

Once you've carefully reviewed your internal IT processes, consider looking beyond traditional processes. Deliver a similar benefit to other service management teams such as Human Resources. Automating the HR on-



boarding process ensures that new employees won't be waiting for their equipment, email box setup, or other tasks on their first day that could hinder productivity and motivation. Wasted time following up on requests and emails is avoided, and you provide business value across other departments so they can be more effective.

By automating processes within service management, you can attain higher levels of consistency and execution. In addition, the review you conduct prior to automation ensures that, in the future, your processes meet user needs, are easy to maintain, and are scalable. IT administrators and service management teams retain more control over IT maintenance and operational process flows while working more smoothly. Teams benefit from faster problem resolution and lower problem frequency. Bottlenecks, duplicated work, poor links, and interaction experiences between departments disappear. By freeing up time, you can support new business initiatives and still offer the experiences your business users demand.



DEMONSTRATE BUSINESS VALUE

One of the most significant challenges facing IT service management (ITSM) organizations is the inability to measure and find meaningful ways to communicate metrics around the value they bring to the business. While many organizations have effective operational performance measures in place, a focus on demonstrating and maximizing business value often isn't evident.

A Forrester Research survey reveals that 85 percent of tech management organizations acknowledge being under pressure to demonstrate value.¹⁶ But it cannot be ignored. The Society of Information Management Survey 2016 finds that one of the most common metrics of CIO performance is the value of IT to the business.¹⁷

Traditional metrics focus on the performance of the ITSM team and tools, e.g., first contact resolution or number of service requests logged in a given day. They describe the current and past situation but don't provide the necessary insight to predict what to do next, spot moments of importance, and make connections between them. These traditional metrics are not the figures that business leaders use to make strategic decisions.

IT performance and productivity reporting has its place, but alone doesn't reveal how IT assists the business or business users presently and how it can drive future strategy.

¹⁶ David K Johnson, Eveline Oehrlich, and Elinor Klavens, "ITSM Falls Short of Your 2016 Needs," Forrester Research, November 11, 2015

¹⁷ Business Wire. "Society for Information Management (SIM) 2016 IT Trends Study Reveals Major Shift in Focus of IT Executives."

FORRESTER RESEARCH
REVEALS THAT

→ 85% ←

TECH MANAGEMENT
ORGANIZATIONS ACKNOWLEDGE
BEING UNDER PRESSURE TO
DEMONSTRATE VALUE

SOCIETY OF
INFORMATION
MANAGEMENT
SURVEY 2016



A COMMON METRIC OF CIO
PERFORMANCE IS THE VALUE
OF IT TO THE BUSINESS

Take a typical incident report. It might indicate there were 25 major incidents over a two-week period. But for the executive level, it's difficult to understand the business impact of this number. Showing how those major incidents translate into hours of unavailability for each service, coupled with financial cost, helps the executive level understand the business impacts and risks of a particular service outage, and to make appropriate decisions.

Dashboards and reports are vital to modernizing IT service management, but to be most effective, it's necessary to understand the required outcomes and priorities of different business managers within the organization. The most valuable reports are those that offer accurate insights into performance and how that translates into business impact. Valuable dashboards highlight areas to drive improvements. These reports and dashboards focus communication on what's important to each business manager viewing the data—the CIO, VP of Operations, or the CEO.

It's time to embrace a value-based approach that ties IT performance and measurement to business outcomes. Only then can you add value by disclosing insights in a business-centric way. **These value-based views are defined by Gartner as business value dashboards.**¹⁸

This aggregated business view requires inputs from multiple data sources such as incident data, service availability, and cost. **IDC predicts that by 2017, 80 percent of CIOs will have a plan in place centered on using data to drive the business past its competition. The same study found that**



¹⁸ Gartner. "IT Glossary." Accessed January 19, 2016. <http://www.gartner.com/it-glossary/dashboard>

more than 70 percent of organizations that have data valuation processes in place are primarily collecting and analyzing data manually.¹⁹

Use reporting tools to avoid manual, time-intensive analysis. These tools roll up old-school metrics to dashboards in a way that individual systems and tools can't achieve easily. Offer the context of business impact alongside standard performance metrics. Ensure that dashboard data can be filtered easily so any business user can dig into the results and make a fast decision that matches your modern-responsive ITSM operation. Enable your service management teams to communicate effectively to business decision-makers and stay relevant to the business.

The Foundation for Value

The value of timely dashboards with relevant data cannot be overstated. Using visualizations that are intuitive and easy to interpret, these dashboards help managers quickly determine:

- The current state of where they are
- If they're on track to meet objectives
- What changes or fine-tuning are required to stay on course

Value-based dashboards and reports targeted at business users are a requirement for every modern ITSM organization to drive performance efficiencies, facilitate business strategy, optimize processes, monitor trends, and quickly identify new opportunities for growth.

ORGANIZATIONS
THAT HAVE DATA
VALUATION PROCESSES

70% 

ARE COLLECTING AND
ANALYSING DATA MANUALLY

¹⁹ Sarah K. White, "Digital Transformation Will Shape 2016," CIO, November 30, 2015. Accessed January 19, 2016. <http://www.cio.com/article/3009670/it-strategy/digitaltransformation-will-shape-2016.html#slide4>

According to Gartner, “By 2020, more than 50% of infrastructure and operations (I&O) organizations will adopt business value dashboards (BVDs), which will be a significant increase from today’s level of less than 10%.”²⁰ These business-oriented dashboards create the foundation for demonstrating and improving value and effectiveness for your business by improving the speed and accuracy of decision-making.

Enterprise agility concerns the ability to react and adapt to expected and unexpected business changes and opportunities as they arise to gain leadership, market share, enter new markets, and operate in a competitive environment. While agility encompasses numerous aspects, the constant is “time.” It’s the ability to identify new risks and opportunities and develop a strategic response quickly, with the flexibility to execute on the response.

BY 2020,
MORE THAN **50%**
OF INFRASTRUCTURE
AND OPERATIONS
ORGANIZATIONS



WILL ADOPT BUSINESS
VALUE DASHBOARDS

²⁰ Gary Spivak and Robert Naegle, Market Guide for I&O Business Value Dashboards, Gartner, May 2015. Accessed January 19, 2016. <https://www.gartner.com/doc/3059017/market-guide-io-business-value>

SUPPORT ENTERPRISE AGILITY

Traditional IT service management (ITSM) is driven by stability and cost control. Detailed enterprise strategy and planning initiate requests for technical capabilities to support those plans in a waterfall style that is often slow moving. Although cost control remains important, the goal is now innovation and relationships with business users. Enterprises today turn to IT as the primary means of help, and they expect IT to be at the forefront of strategy. From IT's perspective, everything it does must be about creating business value and enabling greater enterprise agility.

The Society for Information Management 2016 IT Trends Study suggests that one of the most common measures of CIO performance is IT's contribution to business strategy.²¹

Enterprise agility concerns the ability to react and adapt to expected and unexpected business changes and opportunities as they arise to gain leadership, market share, enter new markets, and operate in a competitive environment. While agility encompasses numerous aspects, the constant is "time." It's the ability to identify new risks and opportunities and develop a strategic response quickly, with the flexibility to execute on the response.

The market leaders in today's digital world are those who identify changes and respond to them with speed and agility. It's an operational and competitive requirement for every successful enterprise. It should be no surprise that linking together IT execution and enterprise strategy within a

**CIO
PERFORMANCE
MEASURE**



**IT'S CONTRIBUTION TO
BUSINESS STRATEGY**

²¹ Business Wire. "Society for Information Management (SIM) 2016 IT Trends Study Reveals Major Shift in Focus of IT Executives."

flexible environment is the foundation of enterprise agility. To accommodate this new operating environment, service management teams must be more responsive and adaptive to organizational changes. IT teams must step outside the mind-set of merely supporting and maintaining email systems and such to become innovators who enable and shape business strategy. This requires changes in systems, processes, and the roles that people perform.

Agility versus stability is a paradox for service management teams who are more versed with the command and control environment. Concentrating on internal operations at the expense of an innovative, user-centered approach is when failure occurs. Reasons why organizations fail to support agility include complex processes, functional silos that don't communicate effectively, a lack of alignment with the needs of business users to maintain productivity, and the inability to understand and take advantage of new trends quickly.

Business units become frustrated that their internal IT team is slow to respond and is not error free. While business units don't want to run their own IT, they believe they don't have a choice. Meanwhile, service management teams express frustration that business users search out and purchase their own tools, which they still expect to be supported corporately (see Foster Business Relationships).

To keep pace, service management teams must develop an "outside-in" approach that helps the business identify and understand signs of change and turn these into actionable goals. The modern ITSM organization has become one of the most critical departments in the business and it's time it took a more active role. IT can lead out in identifying and applying value creation activities, process improvements, digitization, and service



automation opportunities to enable greater effectiveness across IT and into the business, including finance, HR, procurement and supply chains, and facilities.

ITSM manages most of the services that run an enterprise and is already focused on building consistent, repeatable processes that reduce time to action and improve productivity. Initiatives that prove impactful within ITSM can be incorporated into the delivery and management of business services beyond the realms of IT. Service management teams become a consultative role model for the enterprise. An integrated, process-driven ITSM system becomes an effective enabler of enterprise agility. Many departments beyond IT are benefiting from this approach already.

An HDI and ITSMF survey indicates that over 50 percent of organizations have implemented service management outside of IT.²²

Many service management organizations have the platforms and practices in place to assist enterprise agility but may not yet have activated all its facets. To get started, you must understand what will make a difference to your business. The greater your understanding, the swifter and more pre-emptive your responses and actions will be to support the required agility to reconfigure your platform, fine-tune and automate processes, and measure business impact.

- 1. Understand your business and the users you serve** (see Foster Business Relationships): Know industry and compliance regulations. Understand who the ultimate customer of your business is (not IT), how the

ORGANIZATIONS
IMPLEMENTED
SERVICE MANAGEMENT
OUTSIDE OF IT



²² HDI | itSMF USA. "Service Management: Not Just for IT Anymore."

organization is solving its challenges, and how IT could help do it more effectively. This isn't necessarily the wholesale creation of a new market but potentially the recombination of services and technology in a different workflow—think transportation network Uber. As you understand your business more clearly, you'll begin to better comprehend the changing needs of your business users, how they prefer to communicate with your team, or when there are busy and quiet periods in the working year. Understanding the seasonality of an industry helps avoid the risks, incidents, and instability due to changes. You'll create stronger relationships as you offer the tools and services users need to do their job more productively.

- 2. Offer exceptional experiences to your business users** (see Offer Exceptional User Experiences): As you cement your relationships with your business users and learn the services they require, you can gain a more coherent view of how your users want to access services and support. This will help you craft the optimal experience to match your business users' expectations.

Like any enterprise that creates a service or product for the consumer world, you can have the most compelling offering, but it will fail if it isn't distributed correctly through the right channels, if it can't be easily accessed, or if users don't know it's available. Adopt the same operating principles when creating your multi-channel interaction experiences to make your users their most productive.

- 3. Adopting automation** (see Adopt Automation): This will help you speed up all of your responses while optimizing your cost management. You'll



be able to shift resources to react faster to changes in your enterprise's operating environment.

Enterprise agility is pervasive. Every department, not just IT, must be involved for the business to be more agile. Through stronger relationships, better user understanding, and collaboration with other departments, you'll be positioned to offer consultative advice to HR teams, facilities teams, sales and marketing teams, and others. You won't just advise on needed services, but also on how they can optimize their workflows through automation. Instead of being the tail end of an activity faced with supporting a Shadow IT service that increases pressure and reduces your ability to support business agility, you can craft and automate the workflows with other departments and suggest new services as you go.

- 4. Understand business value creation and demonstrate how you support it** (see Demonstrate Value): Through better relationships, you'll begin to understand the objectives and priorities of different business managers within the organization. Your effectiveness at tying IT performance, measurement, and reporting to business outcomes will improve. You'll add value by revealing insights that better support, enable, and impact the enterprise.

Enterprise agility requires a single, consolidated view that anyone can access easily to spot trends, highlight areas to drive improvement, and communicate them so the enterprise can take action ahead of its competitors



IVANTI CAN HELP YOU MODERNIZE YOUR IT SERVICE MANAGEMENT (ITSM)

Ivanti ITSM tools, processes, and interfaces help you deliver services and support today with the ability to respond to future needs. Let Ivanti serve as your expert guide on your journey to IT modernization.

About Ivanti ITSM

Ivanti Service Management helps enterprises meet today's regulatory and technology demands for automated workflows for service delivery, engaging stakeholders inside and outside of IT. The solution, with drag and drop workflow automation and Cloud-based or on premise deployment, enables IT organizations to quickly deploy and configure effective, world-class service delivery, and increase customer satisfaction.

Ivanti Cloud Service Management fully supports Incident, Problem, Change and Release Management, Self-Service, 3rd party integration and more within the ITIL framework, and is Pink Verified on 13 ITIL processes to improve IT support performance and efficiency.

Xtraction

Xtraction from Ivanti brings together data from multiple vendors and multiple enterprise applications—each with its own reporting interface—into one consolidated business view instantly. In a single view, you can pull together and display data from enterprise systems like IT service management, IT asset management, client management, project management, and more.



Report daily IT operations activity such as incidents, changes, and requests, or roll up to business value dashboards, then drill down to focus on information important to your business managers. The Xtraction self-service solution enables anyone to view and create reports and business-value executive dashboards without coding. Even those with limited technical or analytical knowledge can quickly extract data, create dashboards, and view actionable insights.

LEARN MORE ABOUT THESE TOOLS FROM THE IVANTI WEBSITE:

[ivanti.com](https://www.ivanti.com)

OR CONTACT YOUR LOCAL IVANTI REPRESENTATIVE

