Understanding the Impact of Enterprise Service Management
Thanks to the superior consumer-world service experiences they receive in their personal lives, your organization’s employees now want – and expect – a better service experience from their business services, such as human resources (HR), finance, workplace services, procurement, legal and IT. This includes commonality and consistency across all the different business services teams they engage with. Because a great service experience makes a big difference, not only in terms of their satisfaction but also in their level of productivity.

Hence, it’s time for your organization’s business services to understand the real impact of their inadequate service experiences and the need for a new approach to corporate service delivery and support. Especially in light of the early-2020 employee migration to homeworking, due to the COVID-19 crisis, where responsive business services support is often even more critical.

To help your organization understand the need and opportunity, this three-part series of eBooks explains how, through enterprise service management, your organization can better support its employees. Starting with the basics of enterprise service management, then how to drive enterprise service management throughout your organization, and finishing with the continual improvement of your capabilities via new-technology enablement and the adoption of new organizational structures.
What enterprise service management is (and isn’t)

The elevator pitch for enterprise service management is: “The use of IT service management (ITSM) principles and capabilities in other business areas to improve performance, service, and outcomes.” Although there are many definitions and many different names for it out there such as, “outside IT,” “beyond IT,” “taking the IT out of ITSM,” and simply “service management.” It can also be equated to an enterprise-wide digital transformation. Plus, both global business services (GBS) and shared services models are a way to leverage enterprise service management.

Importantly, enterprise service management is an approach to service and support, not a tool or technology. It’s aimed at the delivery of better service outcomes and business results, not simply the sharing of the corporate ITSM tool across different business services such as HR. It might have started this way – as a lift-and-drop of the corporate ITSM tool into another business function to help improve operational efficiency and effectiveness – but modern enterprise service management needs to be so much more.

So, think of enterprise service management as a strategic approach to improving business operations and outcomes, that involves all three of people, process, and technology change, not simply the sharing of the corporate ITSM tool with other business functions to save money.
The key drivers for enterprise service management adoption

According to a 2019 Enterprise Management Associates (EMA) survey of IT leaders, 87% of large organizations already have some level of enterprise service management. With Forrester Research stating that: “By expanding service thinking and the service catalog into domains outside of IT as well as speeding up workflow development, enterprise service management vendors and infrastructure and operations professionals are unlocking new value.” And that “The goals are reducing friction and overhead, increasing predictability in service outcomes, and facilitating efficient cross-department interactions.”

As touched on in the latter quote, enterprise service management adoption initiatives are commonly tasked with:

1. **Improving processes**, including simplification and standardization
2. **Reducing costs**, especially through the use of automation
3. **Improving service quality**, for the employee and enterprise.

However, while these “hard objectives” include a shifting of resource plans, many organizations are additionally expecting a better employee (or service) experience and productivity gains through their enterprise service management investment.
Enterprise service management in action via the GBS model

In terms of putting the aforementioned GBS into context, GBS is an organizational model and a way to deliver enterprise service management.

A GBS organization provides services across the enterprise. Incorporating support services such as IT, HR, workplace services, finance, procurement, and legal. While it might be viewed as a cost-saving transformation, the benefits of GBS extend well beyond the financials by placing the traditionally separate, and siloed, corporate service providers into a single support organization with consistent operations and a better service experience for employees.

However, there’s not a “one-size-fits-all” GBS model, and many may be early in their GBS journey. For example, GBS could simply be cooperation among an organization’s business services, perhaps with common forums to share learning and a loose global leadership structure. At the other end of the spectrum, there’s the more-unified GBS model with a common leadership and governance structure tied to overall organizational objectives reporting directly to the CEO. Think of this model as a single business services organization that covers everything an employee (and customer) might need in terms of service and support.
The opportunity of enterprise service management

While enterprise service management is often talked about in terms of the IT, HR, and workplace services departments, the opportunity is truly enterprise-wide. To start, the IT opportunity is not limited to ITSM, and enterprise service management strategies can also accommodate the needs of other IT teams such as IT operations management (ITOM) and information security.

In terms of other corporate service providers to include, some might not have traditionally been seen as “service providers.” However, most business functions have service-based workflows where a service provider serves or supports a service requester. And some workflows, such as employee onboarding, will span multiple business services teams. The following examples, by business function, show such service-based workflows:

- **HR** – employee onboarding
- **Workplace services** – office-move requests
- **Finance** – the financial close process
- **Legal** – the patent submission process
- **Sales** – contract reviews
- **Marketing** – creative services requests
- **Procurement** – contract management
- **Supply chain management** – supplier relationship management
- **Product management** – patent requests
- **Security** – the management of security audits and reviews
- **Governance, risk, and compliance** – internal and external audit automation.
Plus, there are enterprise service management opportunities for core business operations too – where the automation of workflows is also applicable. Including where service automation platform capabilities offer improvements that go beyond the opportunities found with traditional ITSM tools.

Importantly, enterprise service management opportunities and the associated employee experiences aren’t always functionally “boxed.” Many are cross-functional experiences, where the employee shouldn’t be expected to play a service integrator role. For example, the office-visitor experience. So, imagine an employee visiting a different office for the first time. They receive an email with a code to scan at the office reception, allowing them to bypass the long queue for signing in. The email also has route directions, details of where to park (or key transport options), the meeting room location, the local contact’s details, the location of nearby coffee shops, the guest Wi-Fi log-in details, and other helpful information for a visitor. With this superior employee experience facilitated by a number of different business services teams.

Finally, enterprise service management isn’t limited to the business services within your organization and the associated employee interactions. It’s also applicable to your external customer service and support teams. In fact, customer service management is now one of the top use cases for enterprise service management.
Enterprise service management success stories

Thanks to the Now Platform’s capabilities, many ServiceNow customers were early adopters of enterprise service management. While others are just starting to reap the benefits of its adoption.

The European Organization for Nuclear Research, CERN, was one such early adopter – using enterprise service management to run its city.³ Business services – from the provision of doormats and toilet paper to requests for repairs or renting a car – were made more accessible in a service catalog. With these services, and the associated workflows for service provision, available to CERN’s 3,000 employees and 12,000 visiting scientists via a central portal.

Technology company Dell reinvented its HR capabilities using enterprise service management.⁴ Now, with 250 harmonized processes, and after the retirement of over 40 legacy HR tools, Dell provides a single, unified experience to employees. This includes a portal designed and personalized with the knowledge to support each employee’s unique HR-related needs.

Insurance company Asurion replaced its manual processes, reduced multiple systems, and built a shared services employee onboarding team – that handles everything from identifying and interviewing candidates through to onboarding and administration – to free up recruiters’ time. It considers these new employee onboarding capabilities a competitive advantage.⁵

More enterprise service management success stories can be found at https://www.servicenow.com/customers.html
Driving up the service experience and productivity for employees

Every corporate service provider is now judged by employees against their best consumer-world service experiences. For example, 77% of employees now expect their employers to offer a portal to access information in one central location. These often-superior consumer-world experiences put business services under pressure to improve. With the gap between employee personal-life experiences — that are buoyed by customer experience strategies and investments — and their work-based equivalents growing while business services fail to act. Plus, when one business services team does improve, it further highlights the service-related deficiencies of the others.

So, there’s a need for a consolidated enterprise approach to improvement. One that brings in the aforementioned simplification and standardization along with the require uplift in service-experience-affecting capabilities.

First, it requires that organizations and their previously disparate business services teams work together to build consumer-like service and support capabilities around employees and not themselves. Then there’s the need to create consistent ways of working — which deliver both business function optimization and a better service experience for employees, no matter their need. This not only involves back-office digital transformation and new technology exploitation but also people and process change.

For many organizations, the creation of a unified employee service portal is a key foundation stone in improving the service experience for employees. With mobile access and new automation technologies critical in providing the availability and swiftness of response that ups the service experience. Especially since 54% of employees now expect mobile-optimized tools, while only 37% of employees say that their employers always automate processes to improve the worker experience.
Next steps

It’s time for many organizations to up their service experience. Enterprise service management, and potentially the GBS approach, is key to doing this. As are the capabilities of a service automation platform.

While this eBook is an introduction to enterprise service management, the second eBook in the series—“Driving Enterprise Service Management Adoption Across the Enterprise”—takes a deeper dive into the factors driving enterprise service management adoption and how best to approach it.

Sources
1. EMA, “Automation, AI, and Analytics: Reinventing ITSM” (2019)
6. ServiceNow, “The Employee Experience Imperative”
7. ServiceNow, “The Employee Experience Imperative”