

The New CIO Imperative:
Recapture Lost Productivity by
Changing the Way People Work.

How can you operate everything as a service
across the enterprise?

Everything as a Service



The Service Experience is Everything

We are all creatures of habit. We gravitate towards services and products that provide consistent and positive experiences. Should the service experience not meet our expectations, we will go elsewhere. We operate this way in our personal lives, in which the cost to move away from an unsatisfactory experience is minimal when dozens of others are waiting to provide a better experience.

While we don't put up with bad service in our personal lives, we silently suffer through it in our professional lives. We don't feel we have a choice or a way to change the way we work with other departments. Poor service leads to dissatisfied customers and unhealthy partnerships. Even more damaging is that it contributes to 'corporate decay' – the continuous decline of workforce productivity created by unnecessary friction between teams.

Applying service management fundamentals to the interactions between employees and their departments can rid the enterprise of 'corporate decay'. Instead of relying on 'who you know' tactics to get things done, employees can participate in structured, repeatable service processes. Friction is eliminated. Everyone contributes to service workflows that go cross-departmental boundaries. And the results can be astounding – dramatic cost savings, happier employees, more predictability, extra time to foster innovative ideas and much higher levels of productivity.

So how can you achieve these results? By changing the way people work.

To change the way people work, a courageous leader must emerge to challenge the status quo. And no other leader is more equipped than the CIO to guide the enterprise through this transformation. After all,



The Enterprise is a Collection of Services

CIOs live and die based on the service experience they deliver. Do you want to make a profound difference in your success? Now is your time. Break out of your comfort zone. Use your service knowledge, experience and technology to help your peers operate everything as a service.

In this paper, we'll take a look at how CIOs can create a service-oriented workforce by integrating disparate functional business areas into a common service fabric. You will learn how IT's core service management competency holds the key to unlocking new levels of productivity. Now's the time to put IT in the driver's seat to change the way we work.

The Modern Enterprise is a Collection of Services

While not all functions see it this way, the modern enterprise is just a collection of services that cut across all departments. These services facilitate valuable interactions between people who have a need and people (and systems) responsible for fulfilling that need. Think about it. Every workflow involves a request, necessary approvals and fulfillment of that request. This all contributes to the delivery of something to someone – whole or in part – whether it's focused internally across departments or externally with customers, partners or suppliers.

Enterprises that adopt a service orientation to the way people work will achieve many quick wins. You can drive higher levels of productivity by engaging employees in service workflow that crosses departmental boundaries. Requestors get what they need faster and providers automate time-wasting repetitive tasks. The service experience emerges from a departmental focus, to a broader set of common goals toward which everyone contributes. Service performance is transparent to both requestors and providers. The purpose of work is crystal clear. As "creatures of habit," we know where and how to get what we need. Everyone inside and outside the firewall is more productive.

Productivity is Under Attack

Unfortunately, the patterns and behavior of how we work has been stuck in neutral for the past 30 years – preventing departments from delivering an integrated set of services. While the PC changed how individual contributors produced documents, created presentations, and sent mail; it didn't change how people engaged with each other to work. The PC simply moved the 'stuff' that sat on our personal desks into a digital format. As a result, collaboration is still limited to face-to-face meetings and productivity is defined by how fast people can find, then respond to emails. The service experience in corporate environments is non-existent. People are frustrated. Our old school way of working, no longer works for us.

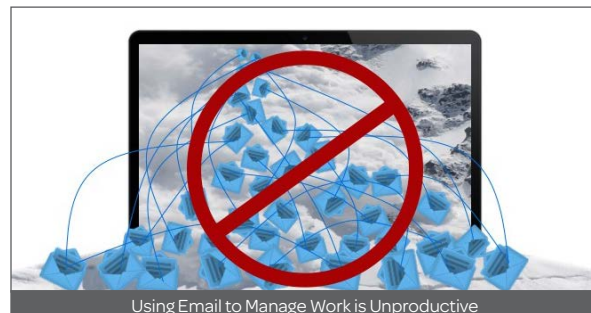
A recent [study](#) found that on average, people spend almost as much time on inefficient admin tasks as they do on their work – almost two full days per week. Put that in context of a 5,000-person company and the impact is exponential. Nearly 4 million unproductive work hours per year – which is equivalent to nearly 2,000 full-time employees.

The underlying challenge of corporate productivity has little to do with work ethic. It has everything to do with how people get work done. Email is sucking the life out of the company's most valuable asset – its people. Employees reflexively use email, aided by relevant file attachments, for almost everything.

The unstructured nature of this reflex is incredibly unproductive for routine and repetitive processes. Add instant messaging and micro blogging and our means of communication has become even more fragmented and unstructured. These systems can cater to one-on-one communication, idea sharing and broadcasting of information. But when it comes to orchestrating service

processes that require systematic contribution from people across multiple disciplines, they fall short. These systems simply don't apply the necessary structure and rigor needed to drive business processes and deliver a service experience that people expect and need to be more productive in today's work environment.

Changing the Way We Work is Paramount



Why is changing the way people work so critical? It's simple. Employees are not spending quality time on the strategic aspects of their job. Instead, much of a typical work day is spent handling mind-numbing, unproductive email-aided tasks. Submitting forms, requesting status updates, soliciting managerial approval, searching for information, and recording and re-entering data are just a few of the many. Work cannot break beyond the confines of a personal inbox that is managed by one person within a single department. Valuable services are not created or managed because enterprises have been slow to digitize unstructured work. Nothing is shared, recorded or learned. There is no transfer of valuable cardinal knowledge. Improving the service experience is near impossible. Everyone suffers.

We have clearly reached the limits of our incessant and obsessive use of email. It's time to break away from the norm and usher in a new era of service-oriented work. To see what is possible in the enterprise, you don't need to look any further than the services you consume outside of work.

“Our team has a mantra... if you are using email, it's a sign of a broken process.”

– **Rob Pickering**, CIO, AAA Allied Group



The Consumer Experience Outside Work is the Benchmark for the Experience Inside



Outside of work, we are comfortable interacting with automated systems. We use cloud-based services to solve our everyday needs, like buying products, booking trips, checking account balances and more. In fact, we are surrounded by entire industries using cloud-based services, be it banking, media, retail, government, and education. Without giving it a second thought, we engage with cloud services more than people. Messaging systems like email and chat have been relegated to a supporting role, perhaps even a backup. They are no longer our main mode of transacting and getting what we need.

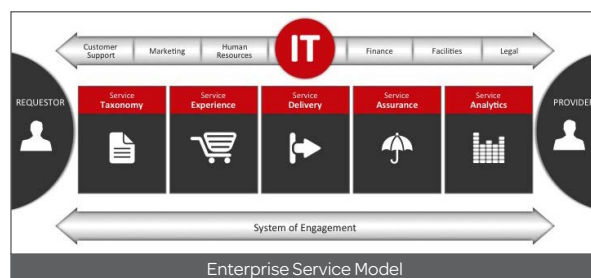
Today, nearly everything can be rendered “as-a-service”. We clearly have the technology and the knowledge to replicate the concepts we rely on outside of work to use at work. Services like Uber, OpenTable and AirBnB aren’t powered by new technology. These companies are simply applying existing technology in new ways. Innovative CIOs are doing just the same. They are extending IT’s service management expertise, knowledge and technology across the enterprise to help teams transform how they serve their customers – both internally and externally.

“We envisioned that IT Service Management is not just an IT function or capability. It is something that should be extended out to the business.”

– **Brian Golis**, IT Director, Enterprise Services, Ashley Furniture

Everything as a Service is Possible. IT is Proof.

What is IT’s core competency? Clearly, it is service management. Think about it. Everything IT does – every activity and every system – exists to serve the enterprise. And no other department is more proficient at delivering service. IT successfully translated a complex web of technology into a set of services that people can understand and easily consume. But getting to this point didn’t happen overnight.



As the dependency on technology grew, the need to manage critical business systems and support a growing population of tech-gadget using employees skyrocketed. At the same time, executives and the board of directors began to hyper-focus on IT costs. Then, a significant shift occurred.

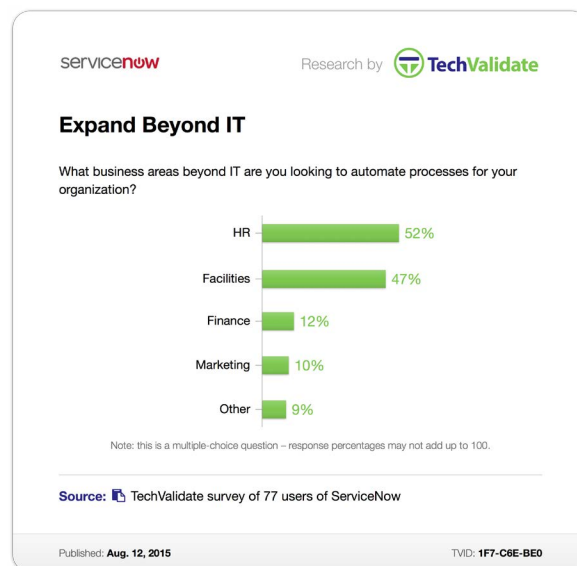
IT was forced to take a service-oriented perspective and digitize manual processes for three main reasons. First, to better serve employees with little technical experience; second, to demonstrate value by aligning technology investments to business objectives; and third, to combat cost, speed and quality pressures applied by external service providers. IT organizations that integrated a service fabric into all aspects of the business thrived through these pressures.

At the core of the service fabric is a common service model that is powered by a system of engagement and automated workflow. It brings much needed structure to service consumption, delivery, assurance and analytics. And now, this same service model is used to integrate every business discipline into a service fabric that can benefit every department.

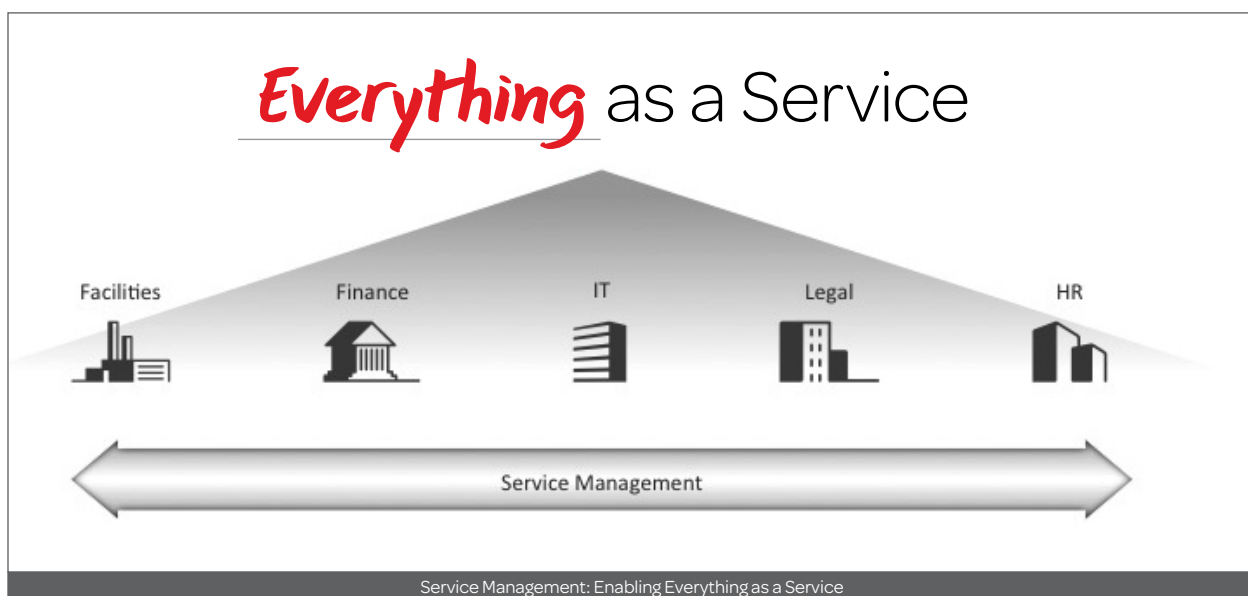
Using Service Management For Critical Business Functions

Every business discipline handles and processes requests from employees, partners and even customers. And each group often participates in complex service workflows that incorporate the input of resources from several departments. Take new-employee onboarding as an example. Bringing a new employee into a company appears to be a human resources service. But in reality, virtually every part of the enterprise including HR, Payroll, IT, Compliance, Facilities and Training is tapped to contribute to a successful employee start date. Other examples of services that cross multiple departments include purchase request fulfillment, disaster response, office moves, creative service requests and new system deployments. And there are many more! These are the kind of services that drive corporate productivity. In the modern enterprise, service management is everything.

Because nearly every worker is both a participant in the delivery of service and a consumer of service, service management is inherently an enterprise-wide discipline. At the core, HR, facilities, finance and other departmental service delivery processes are quite similar to those orchestrated using the IT service model. There are requestors with a need. Requests are categorized, routed for approval, and assigned to the people who can get the work done.



At some point, the requestor gets what they need to do their job. Because these business disciplines share distinct commonalities, it is possible to orchestrate and automate the fulfillment and management of the services they support.



CIOs can move all service disciplines onto a single system of engagement – a workflow-based approach using a service model that applies structure to work, traverses all departmental boundaries and engages the right people at the right time. When implemented across the enterprise, a system of engagement provides an intuitive storefront or service catalog that structures information at the first point of interaction and continues to keep the requestor in the know.

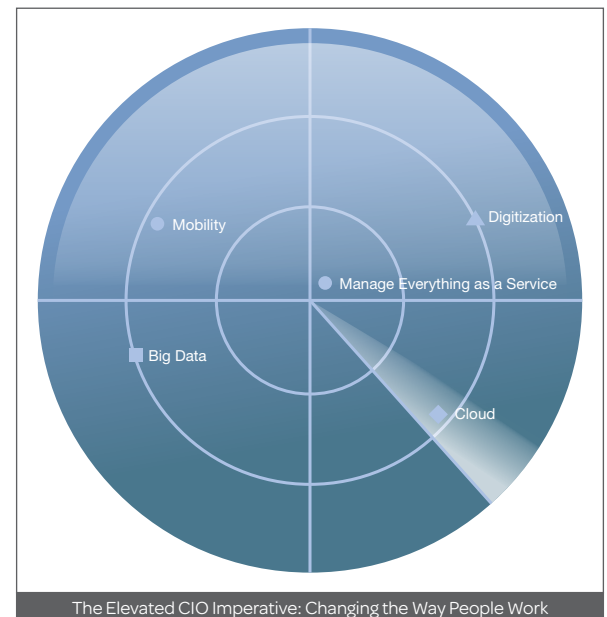
It orchestrates real-time interaction and collaboration between multiple service areas to drive active participation. Repetitive tasks are completed automatically and at light speed. And it provides the insight that CIOs and their business counterparts use to make better decisions. The entire enterprise is more productive when departments are integrated into a service fabric.

CIOs – Making Everyone More Productive

In the early days of IT, service management manuals did not exist. Everything was defined as a reaction to new challenges. Many corporate functions like Human Resources, Facilities, Finance and Marketing, to name a few, have recognized they are service providers to the rest of the business. These departments are entering the early stages of their service transformation – a transformation that IT has mastered. And to dramatically improve productivity, every team must get on board and rapidly adopt service management fundamentals.

Innovative CIOs are applying their organization’s service expertise and service model to manage everything as a service. For the first time, departments are transforming into providers of services. They are gaining complete visibility into service performance. Administrative overhead is now being replaced with automation. And employees are receiving the service experience that they have grown to expect as consumers.

CIOs can create a more integrated workforce. They can instill cultural change and drive new levels of productivity by getting the entire enterprise to deliver everything as a service. It is your time. Get obsessed with improving productivity and change the way we work.



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