Enterprise Service Management and the ServiceNow Service Catalog
Enterprise Service Management and Organizational Stewardship

Today’s customers are demanding a positive, consumer-focused experience equal to what they get every day from their banks, hotels, and airlines, even if the entire experience is online. This is the consumerization of IT.

Many organizations have taken first steps toward agile and service-enabled solutions, but this has generally occurred within Information Technology (IT) departments. Flexibility, processing power, and storage capacity have all been established through recent technology trends that have included Service Oriented Architecture (SOA), IT Service Management (ITSM), the use of Cloud-based technologies, and mobility. These concepts have provided innovation to IT, but their value has yet to be broadly applied to other organizational units outside of IT.

By adopting an Enterprise Service Management (ESM) perspective, rather than maintaining an exclusive IT Service Management focus, an organization can extend the concepts and capabilities of service management throughout its organization.

Organizations can demonstrate outstanding stewardship by responding quickly with service-focused solutions that effectively address customer challenges and sustain future mission goals.

Enterprise Service Management is different from IT service management. ESM considers all departments (e.g., Finance, Human Resources, Facilities) as locations where service solutions can be created, consumed, and supported through a standardized technology platform.

IT departments who have adopted an IT Service Management (ITSM) framework are well positioned to guide and support the delivery of ESM to their organization. By harnessing the rigor and disciplines of ITSM, IT departments can deliver service solutions back to the business units. And as business units begin adopting ESM concepts, they will rely on the knowledge and technical ability of IT to shape and deliver new and innovative solutions.

An Enterprise Service Management (ESM) approach creates a foundation to generate cost-savings and operational innovations throughout an agency. The resulting actions and outputs, enabled by ESM solutions, look very similar to characteristics demonstrated by what Accenture calls High Performance.

ESM and High Performance Organizations

Accenture has shaped its Enterprise Service Management delivery approach based on findings from research on High Performance organizations. The research findings indicate that specific capabilities and characteristics distinguish high performer organizations from others.¹

High Performers:

• Excel at sensing and reacting to the changing demands of their customers
• Develop growth and service strategies and roll them out widely, taking advantage of the economies of scale
• Create and support agile operating models that accommodate new products and service models. They do this while keeping the work environment from becoming too complicated for individuals to manage

In the end, an organization’s ability to achieve these high performance capabilities depends on the agility of their technology solution to enable the work.

How IT departments can support ESM

The IT organization’s service management learnings can accelerate an organization’s ability to understand the concept of ‘services’.

An IT department with a developed ITSM framework can position itself as a legitimate leader in the organization’s ESM journey. From Service Strategy to Service Operations, and iterated through Continual Service Improvement, the ITSM lifecycle supports the building, design and operational guidance required for a successful ESM program.

It is important for IT departments to strengthen and maintain key capabilities such as Business Relationship Management, Service Catalog Management, Service Validation and Testing, and Change Management when they begin ESM work.

ESM and the Service Catalog

Establishing an effective, customer-focused service catalog is the primary objective for initiating an organization’s ESM journey.

An effective service catalog provides clearly defined services that meet the needs of business departments and their customers. Traditionally, the service catalog has limited publication of services to only those provided by IT; however, when implementing an ESM capability, IT departments must expand their concept of services and undertake cataloging services that are offered throughout the organization by all departments. What emerges is a storefront of services similar to those offered commercially to consumers.

A Federal organization’s many departments handle a variety of service requests in order to meet the mission goals; examples include:

• The Facilities department handles physical access and maintenance requests
• Human Resources supports requests for recruiting and on-boarding new hires
Legal departments respond to requests for counsel and review. Many non-IT requests are initiated and managed through email or phone calls, and the answers to these requests are found in a variety of locations. The locations can range from a spreadsheet on an individual’s computer to institutional knowledge retained by a select number of employees. It is no surprise that department requests often bounce from person to person in an attempt to locate the appropriate information or generate the proper action. For those requests that move through the department in search of a correct response, the audit trail is invisible at an enterprise level and there are often no standards for prioritization or resolution.

IT can support the ESM transformation by working with departments to identify the services they provide throughout an organization, and then moving those services into an enterprise-wide service catalog. This catalog should promote services over and above just IT services. A single, centralized, self-service portal for all service requests can be provided. The ability for requestors to monitor the status of their requests can be ensured. Support for the management and tracking of frequent requests and a consistent look and feel for the processes can also be provided. Reporting of key metrics such as service level agreement compliance, request volume, approval status, and associated financial costs can be facilitated. A workflow tracked by agreed-to standards for status and fulfillment can also be maintained.

The ability to schedule, plan, and track workloads using key datasets like floor plan visualizations (Facilities) or training plans for new hires (Human Resources) can be provided. The ability to schedule, plan, and track workloads using key datasets like floor plan visualizations (Facilities) or training plans for new hires (Human Resources) can be provided. The ability to schedule, plan, and track workloads using key datasets like floor plan visualizations (Facilities) or training plans for new hires (Human Resources) can be provided. The ability to schedule, plan, and track workloads using key datasets like floor plan visualizations (Facilities) or training plans for new hires (Human Resources) can be provided.

Using ServiceNow for Enterprise Service Management

Enabling ServiceNow as an Enterprise Service Catalog solution is not just about implementing new technology; it’s about bringing IT and the departments within an organization together to deliver service-based solutions. Using ServiceNow, organization can build an enterprise service catalog and evolve the IT service model to service domains inside and outside the organization.

Accenture’s ESM solutions utilize ServiceNow to enable organizations to deploy an enterprise-wide service model that is underpinned by a service catalog. Such large, complex programs require a focus on many different skills, including organizational design, service architecture, change enablement, process excellence, stakeholder communications, training, and much more. Accenture understands the requirements of this type of transformation, and can guide clients through the balancing act of configuring tools, changing processes, and organizational design to help meet their strategic goals across multiple departments and geographies.

Accenture Delivers ServiceNow

Accenture can scale to meet the needs of any implementation by leveraging our Global Delivery Network – the largest and most diversified group of technology, business process, outsourcing and consulting professionals in the world with more than 186,000 professionals and a presence in 120 countries.

Accenture has developed a holistic, outcome-focused implementation methodology for ESM.

Accenture delivers ServiceNow with high velocity, utilizing our dedicated practice of experienced ServiceNow resources and assets.

Accenture has unparalleled enterprise-level SaaS experience combining business process enablement, deep technical implementation expertise, and organizational change management.

Accenture has over 350 ServiceNow practitioners across the world.

Accenture and ServiceNow

Accenture's ServiceNow solutions help clients achieve greater value from their ServiceNow investment. Accenture leverages deep industry knowledge, global capabilities, and cross-functional expertise in Enterprise Service Management to design holistic solutions that go beyond technology in order to deliver more effective business outcomes.

Accenture’s pragmatic experience in complex, global projects helps clients to best leverage the power of the ServiceNow platform today, while positioning the business toward future success.

Footnote

Footnote 1 Infrastructure transformation: A holistic approach to achieve High Performance © 2010 Accenture, LLP
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