Enterprise Service Management

BUILDING HIGH-VALUE SERVICES ON EXISTING INVESTMENTS IN CA SERVICE MANAGEMENT AND CA IT ASSET MANAGER

EMA

EMA research consistently identifies ITSM as a hub of innovation and change. Situated at the crossroads of IT and functions as diverse as DevOps and HR, ITSM has increasingly become Command Central for customer service and experience. By 2017, all but four percent of EMA's research base had implemented (83%) or planned (13%) to have IT-to-enterprise teams and functionality, most built on existing ITSM platforms and processes. Today, this business-savvy, customer-centric momentum is simply called Enterprise Service Management (ESM). Unlike so many shiny "new" technologies or movements, ESM has high value and is largely hype-free. Where CA Service Management and CA IT Asset Manager are already installed, ESM is a logical, low/no cost step toward vital IT business partnerships, a first-rate service culture, and explosive ROI.

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The Case for ESM

IT has a long record of service ranging from firefighting major incidents to fielding routine password reset requests. This expertise, born from a necessity fueled by mission criticality and complexity, matured into the discipline of IT Service Management (ITSM). From the service desk and well beyond, IT knows service.

Common sense and business logic argue for maximizing existing investments and processes wherever possible. Enterprise Service Management (ESM) taps into the established, institutional expertise of IT, leveraging existing investments in ITSM solutions, people, and processes to deliver non-IT services with effectiveness and great added value.

This ESM extension is not an IT land grab. Business leaders turn to IT for IT-enabled solutions to serve a demanding and discerning customer base. The employee as customer demands a level of service quality at least comparable to that of the everyday consumer–a level of service as unimaginable as it is unattainable in a world of Excel spreadsheets and multi-day response wait times.

Any group that fields and resolves requests, answers inquiries, or solves problems is a candidate for ESM, especially if those transactions are at all predictable or routine. As simple as self-service from a catalog or as complex as an ERP equivalent for global services, ESM is at home anywhere services are needed or offered. Common use cases abound in human resources (HR) facilities, customer service, legal, accounting/finance, purchasing, security, administration, and operations across all industries.

Most successful ESM initiatives are driven and owned by the business stakeholders who also own the processes that fulfill the requests or solve the problems. IT comes in as the enabling middleman. In a simple example, a requestor (employee or consumer) opens a service desk ticket. The ITSM solution routes it to the appropriate department, where a process is initiated for taking action. The ticket remains open until the need is addressed. Throughout the fully-audited cycle, the requestor is kept informed of the status and anticipated resolution or fulfilment. When assets are required to complete a task, integrated asset management capabilities further expedite the processes.

The Case for CA-Enabled ESM

CA Technologies (CA), a Broadcom company, recently surveyed its extensive CA Service Management (CASM)[1] community to understand use patterns in the installed base. Predictably, almost all of the respondents are successfully using CASM as an IT service desk. In a finding consistent with EMA research and observed trends, 65 percent are using it for non-IT use cases (ESM), with more planning to add and expand those capabilities.

An additional fact that makes the ESM case a slam dunk for the CASM community is that managing these non-IT assets and services incurs little to no additional CA license costs. Yes, there are the internal costs of planning, staffing, and executing ESM, as with any new initiative. However, the gains (expanded service to the business, greater business-IT alignment, and impressive feats of ROI) all go to CA clients.

ESM Case Study: When Ingenuity Teams with CASM and CA ITAM

Worthy of a Harvard Business School case study, a multi-national retail corporation with 35,000 employees transformed its operations and services by innovating numerous ESM initiatives with CASM and CA IT Asset Manager (CA ITAM). Beginning with the simple premise that an incident is an incident, whether it occurs in IT, facilities, or retail store operations, the company now ranks the CA platform as a top-tier application running on high availability at two data centers. The company runs on it daily. An IT executive observed,

> "Our service desk is now as big as our ERP system. Entire business processes are built on the CA service desk. A good example is our distribution center operation, which is the core of our retail business. All of our eight distribution centers run on this tool's automation.
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> With over 650 trucks on the road every day, delivering stock to 600 stores, there are so many things that can go wrong: a truck runs late or didn't arrive, the security seal was broken, the vehicle was out of temperature so the stock was spoiled, the shipment was short, the goods were damaged…and on it goes. To the service desk, all of these issues are simply incidents to be logged and routed to the appropriate distribution center or department, which in turn kicks off its own resolution process to make things right with each store. Over the course of four years, the company gradually consolidated eight help desks into one effective, central service that now fields between eight and nine thousand incidents each month."

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Head of IT Operations and Service
at multi-national retail group

ESM 101: Elevators, Furniture, Lightbulbs, and Toilets

The initial foray into ESM at this organization was a much more modest venture. Eighty specialized help desks were opening 35,000 tickets per month from roughly 50,000 monthly IT and facilities calls. The company took stock of what they were doing when elevators shut down, lightbulbs went out, desk drawers stuck, or toilets clogged, and employees realized they could deal with non-IT requests and incidents the same way they handled IT issues.

Rather than start up a facilities service desk or department from scratch, they took the logical step to channel those non-IT activities through their existing ITSM system, using established practices. Today, all electrical, plumbing, furniture, and access cards not working–any issue related to facilities–is logged within CASM, then routed to the appropriate facilities or maintenance department for resolution. Resolution is reported back to the CA service desk (a component of CASM), which closes the ticket.

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[1] CASM includes Service Desk, CMDB, and Service Catalog. Many in the community also use CA IT Asset Manager, as well as IT operations and monitoring solutions.

The next step was to roll all of those non-IT service requests into a service catalog. They had already built a catalog for IT laptops, screens, and keyboards. It was a simple matter to add things like furniture and generators. IT tracks SLAs for facilities' use but is not held accountable for their performance. The service desk is now down to under 8,000 tickets a month, with facilities at about 400. Successful by any metric that could be devised, news of the facilities' IT venture into ESM drew other functions and departments to IT's door.

Textbook Incident Management: No Customization Required for ESM

When asked what IT had to do differently to accommodate the non-IT use cases, the IT executive answered, "Nothing. It's actually easier to do than IT incidents. It was business as usual for us. The businesses came to us with a problem. We gave them the solution–the textbook version of incident management. Their only expectation was the business outcome. We never had an ITIL discussion; they just use Service Desk."

He added, "There was absolutely no customization on our side. The most time-consuming element was incident configuration, which you have to do anyway, and we keep separate databases. That's it. There were no new licenses or plug-ins needed because you can have unlimited non-IT assets in CA IT Asset Manager. So, we added 24,000 assets without a hitch. It's actually crazy what we've been able to do with this."

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ESM Lessons Learned

The retail organization covered earlier illustrates some key factors in successful ESM initiatives. To begin with, they had a mature and efficient ITSM platform and processes already in place for IT before extending their services to non-IT use cases. Engagement with the non-IT functions was initiated and owned by the business stakeholders. The ITSM team offered its existing capabilities to centralize, log, route, track, and report incidents and requests, leaving the actual fulfillment and resolution squarely in the hands of each business interest.

As for the businesses, their processes remained largely unchanged. The difference was the speed, efficiency, and effectiveness of entering into those processes, expediting resolution, and tracking and reporting. The tie-in between CASM and CA ITAM streamlined automation.

Keys to ESM Success

Points to consider in formulating ESM initiatives include:

- Make certain that IT has its house in order. Build ESM on a stable and mature basis of ITSM platforms and processes.
- Let stakeholders own their processes, including all user-facing content.
- Customization should be the court of last resort. Configuration is necessary, but customization is a complication that should be avoided where possible.
- Take small, reasonable, and measurable steps to begin. Start with a few functions, adding on capabilities and groups as quickly as users can advance. Success breeds success.
- Measure and publicize results, always on the lookout for ways to expand value and improve services.
- Leverage the business service partnership into an elevated place for IT at the corporate "table."

EMA™

Even modest successes in ESM bring IT and business stakeholders into an active partnership that adds value to both. Using consistent processes and governance/audit controls, ESM delivers results, and offers great savings in time, resources, and operating expenses.

A logical but less obvious result of collaborative ESM initiatives is a decrease in shadow IT. When IT is seen as a solver of business problems and additive to business value, shadow work decreases and the level of trust and collaboration rises. As the customer in the case study noted, "Years ago, we used to have a problem with shadow IT. Not now. Now, our businesses really see us as a strategic partner. They work hand-in-hand with us. ESM has given us points and a place at the table."

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A Handful of the Many CASM Non-IT Use Cases

With many thousands of installations, CASM boasts ESM use cases across all walks of industry life, including:

- HR onboarding of new employees with self-service across the full employment lifecycle
- University student and staff self-service portal for schedules, services, and resources
- Assembly line defect tracking and workflow for resolution and improvement
- Bank operations for branch openings, ATM installations, and customer self-service
- Retail and hospitality facilities issue and request management
- Governmental services requested and processed with individualized responses
- Medical equipment leasing from inventory and sterilization to demand and fulfillment

Any organization that offers or consumes services or assets can benefit from ESM, especially when those instances are high-volume and even loosely predictable. Any function that has approval processes is a good candidate, including purchasing, legal, marketing, accounting, and finance, as well as security, customer service, and facilities. The argument for ESM is especially compelling when it can be implemented at minimal cost using existing ITSM technology and processes.

EMA Perspective

ESM is a direct map to trends surfaced by EMA research over the years. It checks every box in the eternal quest for cost savings, increased productivity, and business value, as well as sitting squarely in the drive for heightened customer experience. The employee as customer, in the age of digital transformation, means that response time must approach "immediate" and the experience must be fluid across functions.

EMA research shows that, far from diminishing IT's role, ESM initiatives are overwhelmingly staffed by ITSM teams using ITSM to log activity and route to the relevant fulfilling department. The consolidation of IT and non-IT service desks into a single organization is a pronounced cost-saving trend. Most companies project continued growth of their investment in ITSM activities and staff. Building on established ITSM solutions and processes, IT brings immediate business value to business stakeholders. In doing so, it becomes a true business partner and elevates the level of conversation around the corporate table.

Eliminating the waste of time delay and the effort of overlapping services is only a small part of the ESM advantage. The boost in customer service and satisfaction due to efficiencies of processes and self-service capabilities in turn feed increases in productivity.

When existing investments in ITSM can be leveraged to serve additional functions, by definition, ROI is improved. In the case of CA, the financial logic of ESM is unarguable. An unlimited number of non-IT users and assets can be added to CASM and CA ITAM at no additional license cost. The solutions are rock solid, proven by decades of performance and innovation across thousands of organizations along the spectrum of vertical industries.

Because all businesses offer some services to others, much of it routine and some with assets, ESM makes business sense. Start small, but *start*. Find a service-driven department and partner up. Keep initial projects well-defined, with goals modest enough to leave room to exceed expectations. Execute, measure, report, improve, and build upon the successes. Repeat.

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About Enterprise Management Associates, Inc.