

# Why and How Your ITSM Capabilities Need to Change in 2022 and Beyond

ENTERPRISE SERVICE MANAGEMENT  
PREDICTIONS FOR 2022 AND 2023

APRIL 2022

## INTRODUCTION

The fact that the global pandemic changed the world forever doesn't need explaining, nor does the impact on your organisation's employees and their traditional ways of working. However, the pandemic's effect on your organisation's IT service delivery and support capabilities and what this means in terms of required change might do. Especially the need for greater focus on employee experience, particularly in productivity terms, and business value, amongst other key ITSM trends.

To help, this eBook provides insights and assistance across three areas where your organisation's IT service management (ITSM) capabilities need to change in 2022 and beyond:

1

**Delivering better employee experiences and productivity**

2

**Providing greater business agility and efficiency**

3

**Extending the benefits of ITSM through Enterprise Service Management**

# 1 DELIVERING BETTER EMPLOYEE EXPERIENCES AND PRODUCTIVITY

Employee experience is one of the hottest ITSM trends right now; however, to be successful, IT organisations need to understand what it means to their IT service delivery and support capabilities. That while some employee experience definitions mirror those for customer experience (CX) – for example, that there’s a particular employee experience perspective that resonates most with IT.

## The IT perspective of employee experience

Most employee experience definitions call out three key elements:

- Company culture and people policies
- The physical work environment
- Technology.

It’s therefore crucial for IT leaders and their teams to appreciate that what they “do” in delivering IT services plays a significant part in employee experience. This need is articulated well in a 2019 Forrester Research quote:

“...the most important factor for employee experience is being able to make progress every day toward the work that they believe is most important.”



# 1

## DELIVERING BETTER EMPLOYEE EXPERIENCES AND PRODUCTIVITY

Cont

### Employee Experience Metrics

This quote emphasises the need for IT organisations to move their focus from their operational performance to what their services achieve (or help end-users achieve) and to understand how their services help or hinder employee productivity as a key driver of the employee experience.

This crucial insight is likely hidden from the traditional ITSM metrics that focus on IT service delivery and support “mechanics” (for example SLAs and not experience based measurements) but not the outcomes. The effect of this is often amplified when the IT organisation “decides” on how best to support their business customers (i.e. employees) with technology and the associated performance metrics. What’s really needed is a partnership between IT and the business to define, measure, and improve experience levels.

The importance of improving employee productivity is two-fold. It’s related to the productivity of end-users and to the IT staff providing service and support, who also expect and need the employed ITSM capabilities, including intelligent automation that leverages artificial intelligence (AI), to make them as capable and efficient as possible.

# 1

## DELIVERING BETTER EMPLOYEE EXPERIENCES AND PRODUCTIVITY

Cont

### The value of experience data

While IT organisations need to focus on the employee experience they deliver, the real value is created by capturing, analysing, and actioning experience data. This data allows IT leaders to understand better how their IT service delivery and support capabilities affect end-user productivity – i.e. what’s working well and what’s not, plus what’s misaligned with business and employee wants and needs.

When used correctly, experience data allows IT organisations to highlight issues from an end-user perspective. It also provides insight into what matters most and how related improvements affect productivity (positively and negatively).

There are also often tactical experience improvement quick-wins available. For example, response time improvement is commonly as important as the resolution time to the delivered experience. Or the introduction of a standard catalogue can improve fulfilment times by leveraging AI-led analysis and automation.

# 1 PRACTICAL SUCCESS TIPS

## The current state of experience management in IT

The 2022 AXELOS ITSM Benchmarking Report found that two-thirds of survey respondents (67%) thought their organisations understood the need to deliver a better employee experience, with another 18% expecting them to in 2022. Only 9% thought that their organisations would never see the need to improve the employee experience.

Whilst these percentages relate to understanding rather than action, they indicate the growing interest and importance of employee experience and productivity to IT organisations and their operations and outcomes.

## Follow these three tips to improve your employee experience

- It's essential to understand what employee experience means to your organisation rather than simply adopting an external definition and approach
- Recognise that employee productivity plays a significant part in the delivered employee experience and its improvement, with the IT organisation critical to maximising it
- Start by baselining the status quo and employ suitable experience measurement capabilities to identify end-user issues (and what's most important to them) and to measure the success of improvements, with course correction as needed.



## 2

## PROVIDING GREATER BUSINESS AGILITY AND EFFICIENCY

While organisations have long sought greater efficiency, the need for corporate agility is more modern. Businesses change for various reasons and in a digital world change is faster than ever before. Their IT organisations need to respond accordingly (or even to pre-empt or drive the need to change). The focus on agility allows IT to better deliver against these changing business requirements more quickly, with it able to “move at the speed of business”.

It can be argued that ITSM is ultimately about improvement (or continual improvement if ITIL 4 is the ITSM best practice guidance of choice). And agility and efficiency, especially when viewed through this improvement lens, can cover several IT areas, including:

- Revising IT services to meet changing business needs and potentially external forces
- Adapting operational processes to reflect changing business needs and new industry best practices
- If needed, changing the corporate ITSM tool to deliver new and revised ITSM capabilities.

## 2

## PROVIDING GREATER BUSINESS AGILITY AND EFFICIENCY Cont

### Revising IT Services

As already mentioned, IT organisations need to “move at the speed of business”. This need is where agility plays strongly, providing the ability to change IT services quickly. The dictionary definition of agility, as the “ability to move quickly and easily”, shows the need for more than simply speed, with the ease of change imperative.

This “ease” covers a spectrum of activities from preemptively understanding the impact of external forces such as regulatory and legislative change or unexpected “seismic” events such as the global pandemic of 2020. Through business-driven changes that reflect product or service enhancements caused by customer demands and innovation-based changes. To the service-level-based changes needed to reflect updated business requirements of IT or business services.

Ultimately, the failure of IT to be agile, efficient, or both adversely affects business operations and outcomes across all three of the need to be “better, faster, cheaper”.



## 2

## PROVIDING GREATER BUSINESS AGILITY AND EFFICIENCY Cont

### Adapting Operational Processes

As with IT services, the agility and efficiency needs relate to the ability to change the status quo “quickly and easily”. They also relate to their ongoing operations, with operational processes created with agility and efficiency as central tenets.

Hence, the title “adapting operational processes” has two perspectives. The first relates to their original design (or redesign), where process rigidity should be avoided in terms of not misinterpreting ITIL (where the mantra of “adopt and adapt” is ignored), and proactively embracing Agile, Lean, and DevOps principles in ITSM capabilities.

The second relates to their improvement over time to better align IT with existing and new business needs. There’s likely scope to improve ITSM operations and outcomes in most IT organisations, with the AXELOS 2022 ITSM Benchmarking Report finding that organisations commonly require improvements across a range of ITSM capabilities. The table below shows a subset of the report’s data, where the percentage level of individual ITSM capabilities requiring improvement ranges from 51%-80% of organisations.

Describe your organisation’s current capabilities with the following ITSM practices

Practice	Working well	Needs improving
1. Incident management	49%	51%
2. Service request management	39%	61%
3. Asset management	27%	73%
4. Continual improvement	27%	73%
5. Knowledge management	20%	80%
6. Problem management	31%	69%
7. Change enablement	36%	64%
8. Service catalogue/self-service	29%	71%

## 2

## PROVIDING GREATER BUSINESS AGILITY AND EFFICIENCY Cont

### Changing the corporate ITSM tool

An organisation's ITSM tool underpins its IT service delivery and support capabilities, with the lack of agility and efficiency again adversely affecting IT operations and business outcomes. The possible tool-based issues can relate to the tool itself, its implementation, or both.

Whatever the root cause(s), an ITSM tool's limitations inhibit day-to-day operations and the ability to change, or bring in new, tool capabilities over time. This issue has agility and efficiency implications for your IT organisation and the wider business.

Organisations shouldn't underestimate the criticality of a correctly selected and implemented ITSM tool to agility and efficiency, plus ITSM success. To support this, the AXELOS 2022 ITSM Benchmarking Report found that for the organisations reporting "great" ITSM success:

- All had an ITSM tool (whereas 10% of the other organisations didn't)
- They were significantly happier with their ITSM tool and over twice as likely to have used it for more than two years
- Only 4% were planning to replace their ITSM tool.

Ultimately, if the existing ITSM tool's capabilities can't be changed easily, then the ITSM tool needs to be changed. This need applies to changing the status quo and when adopting new ITSM capabilities or bringing in the benefits of intelligent automation.

## 2

## PRACTICAL SUCCESS TIPS

**Follow these three tips to improve how IT can support business agility, whilst improving efficiency**

- Assess how difficult or easy it is for the IT organisation to quickly respond to changing business needs, invest time and effort in measuring key metrics and making the improvements required to match the growing business expectations
- Leverage end-user experience data to understand where IT services and operational capabilities, and the corporate ITSM tool, aren't delivering against business needs; plus, to assess the success of related improvements
- Employ traditional and intelligent automation to deliver greater efficiency and an improved ability to change the operational status quo as needed.



# 3

## EXTENDING THE BENEFITS OF ITSM THROUGH ENTERPRISE SERVICE MANAGEMENT

The “enterprise service management” approach, where ITSM capabilities are shared with other business functions (to improve their operations, services, experiences, and outcomes), is not new. However, on the back of the accelerated digital transformation initiatives caused by the global pandemic, the industry has seen rapid growth in enterprise service management adoption as an enabler for the digital capabilities business functions need.

In addition to the workflow automation offered by ITSM tools, business functions are also benefitting from other digital capabilities such as self-service, knowledge management, and intelligent automation enhancements.

### **The current state of enterprise service management**

The AXELOS 2021 State of Enterprise Service Management and Digital Transformation Report provided insight into enterprise service management adoption growth. It found that 68% of organisations had already adopted enterprise service management strategies, while only 11% of organisations had no plans.

The report also found that the top three drivers for enterprise service management were:

- Process standardisation and optimisation (64% of organisations)
- Digital transformation enablement (52%)
- Employee productivity improvement (51%).

# 3

## EXTENDING THE BENEFITS OF ITSM THROUGH ENTERPRISE SERVICE MANAGEMENT Cont

### The value of enterprise service management

While it's easy to state that enterprise service management "extends the benefits of ITSM to other business functions", this statement needs further explanation to better articulate the available benefits.

This articulation could be an eBook in its own right. Still, in summary, the benefits of enterprise service management can be grouped into four areas that align with the "better, faster, cheaper" mantra:

- Service quality and experience improvements
- Operational improvements
- Operational cost reductions
- Reporting and analytics insights that facilitate continual improvement.

These benefits relate to the adopting business functions and cross-business working, the business as a whole, and the IT organisation. However, while a fit-for-purpose ITSM tool enables enterprise service management, there's also a need to ensure that the shared ITSM processes are optimised.

## 3 PRACTICAL SUCCESS TIPS

**Follow these three tips to take advantage of enterprise service management in your organisation**

- Start the selling of enterprise service management early, articulating the benefits in business rather than ITSM capability terms
- Be honest about the maturity of the ITSM capabilities to be shared with other business functions, improving subpar capabilities as needed
- Remember that enterprise service management is not simply the sharing of the ITSM tool. Instead, it's about better business function operations and outcomes, with the business functions seeking digital enablement, not service management.





## NEXT STEPS

In 2022 and beyond, your IT organisation needs to focus on three key ITSM trends:

- **Delivering better employee experiences and productivity**
- **Providing greater agility and efficiency**
- **Extending the benefits of ITSM through enterprise service management.**

If you'd like to learn more about how these and other ITSM trends will impact your ITSM capabilities, and what to do, please contact [mark.twomey@xcession.co.uk](mailto:mark.twomey@xcession.co.uk).

# ABOUT XCESSION

We specialise in helping organisations optimise service performance, increase business agility and improve customer experience across the enterprise. Our passion is supporting businesses with planning, implementing and managing their ESM solutions, whilst ensuring they can evolve with new technology and innovations.

With highly experienced people we help you understand which ESM software is the best fit for your business and how to maximise its value, ensuring that that your solution delivers outcomes efficiently and effectively in line with your objectives. In addition we don't carry traditional fixed costs like office space so we ensure that our prices are transparent and competitive.

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