

White Paper Enterprise Service Management

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Formerly Innovise ESM



Redefining the role of IT in the business

- **Streamlining Departmental delivery and management**
- **Utilising IT Best Practice**
- **Service Management for the entire organisation**

Enterprise Service Management is still a relatively new concept, so this White Paper looks at exactly what Enterprise Service Management is, and how it evolved from IT Service Management.

It covers how this new type of Service Management works and the benefits it can bring to your entire organisation in terms of strategy, growth, innovation and cost savings.

Introduction

As the enterprise becomes more complex (due to various operating models of outsourced, insourced, hybrid or multi-sourced), time-to-market sensitive, service quality focused and cost efficiency driven, many organisations are looking for ways to drive operational excellence programmes as ways of achieving these goals.

In most instances, the enterprise is broken down into three layers: the front office, middle office and back office. We are seeing a significant shift with many organisation's strategic focus as part of their overall operational excellence programmes.

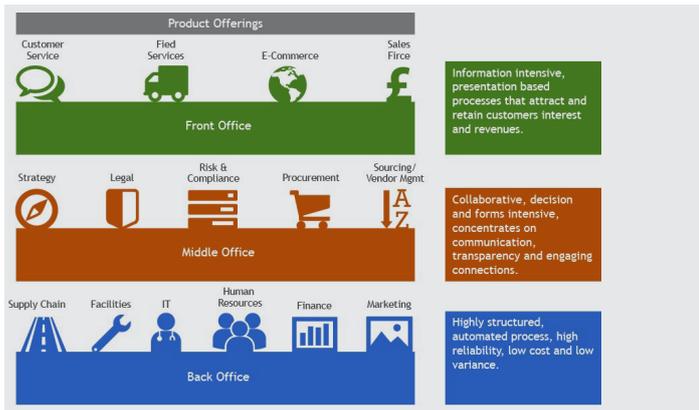


Figure 1. Enterprise structure

Managing the service relationships of these three layers has always existed in the enterprise, but sometimes:

- They are inefficient due to manual processes in place
- They can be expensive to maintain/operate
- Response/resolution times do not align with overall business objectives
- They are not adaptive and agile to support changing business needs

Though these challenges can be attributed to process inefficiencies, it is the existing Enterprise Resource Planning (ERP) and line of business applications causing a lot of the issues that the enterprise is currently facing. Whether it is enabling case management for a particular business function, moving to a "shared services" model, business process outsourcing (BPO) or a multi-sourced approach to service delivery across the enterprise, existing ERP and line of business applications aren't built to enable this operating model across the enterprise. We have seen legacy systems that are inflexible, not adaptive, don't support agile methodologies, expensive (software, implementation and upgrades), and unable to integrate together.

What is Enterprise Service Management?

With the enterprise facing the issues mentioned above, many organisations have seen the value of using Service Management principles such as ITSM and ITIL to drive operational excellence programmes within the IT department. So it was only logical that eventually someone would see the value of taking these same principles outside the IT department.

Consumers of any service domain in the enterprise, whether that is an internal support service or a business customer, have always wanted better value for money and a better customer experience. In recent years, IT Service Management has demonstrated that it can provide best practice frameworks, such as ITIL, to improve the effectiveness and efficiency of how The IT department supports the business and demonstrate that it can add value to the enterprise through a service orientated approach.

Now more and more businesses are seeing real value from making further investment in ITSM tools and best practice processes, and taking these out into the wider enterprise. Moving from 'IT' Service Management (ITSM) to 'Enterprise' Service Management (ESM).

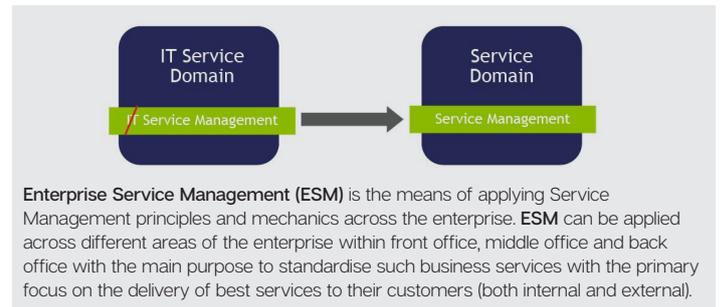


Figure 2. The move to Enterprise Service Management

This focus is around driving "optimisation" and "growth" across all three layers of the enterprise.

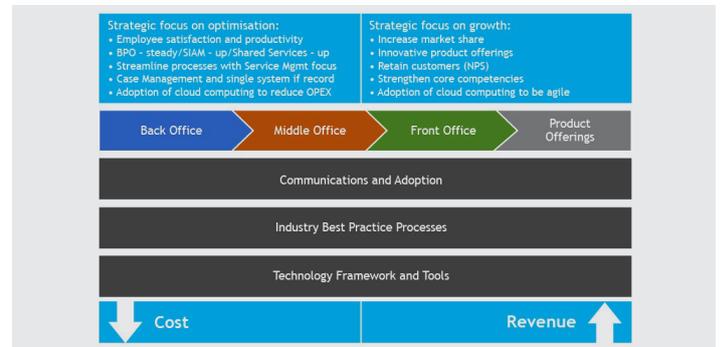


Figure 2. The move to Enterprise Service Management

With this shift in focus, many organisations are starting to look at ways of driving further optimisation on how they deliver their services (not just as a silo, but holistically). Therefore, we are seeing areas across the enterprise start to adapt Service Management best practice processes and start to focus on managing service relationships. Service relationships have always existed in the enterprise. With typical use cases seen with other service domains consuming IT services, Facilities, HR, Legal, Marketing and even between the service domains (eg. HR to/from IT) themselves.

Organisations are now looking to take the principles and lessons learned from that journey and apply them to other back-office, middle-office and front-office service domains.

Benefits of Enterprise Service Management

Using Service Management beyond the IT domain can:

- Reduce or eliminate multiple redundant business resources and their costs/complexities
- Enable new, innovative, high-business-value applications and services
- Leverage and extend the value of investments in IT consolidation platforms and processes
- Increase IT's alignment with and relevance to the business, and its perception as a business ally and enabler
- Make the enterprise more agile, efficient and responsive
- Staunch the flow of money out of your organisation for supporting legacy systems (eg. expensive hardware, licensing and maintenance)
- Reduce or eliminate user and support challenges caused by reliance upon multiple disparate or incompatible resources
- Enable organisations to build, deploy and support innovative, high-value shared services and line of business applications

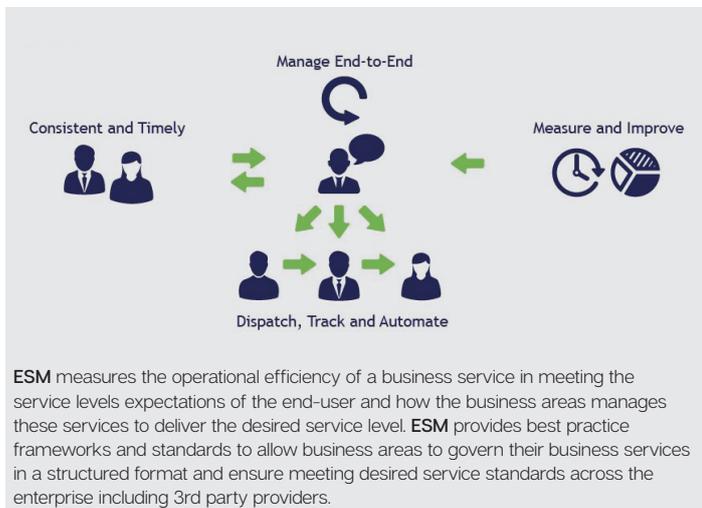


Figure 4. Benefits of Enterprise Service Management

Key Success Factors

ESM is service domain agnostic. The enterprise as a service in its own right is built up of other service domains (eg. back-office, middle-office and front-office) and each of the service domains is required to measure operating efficiency to meet the business objectives of driving optimisation and growth.

When adopting ESM in an enterprise, it must meet these 4 critical success factors:

- Manage end-to-end service requests (cases/enquiries) from its requestors (service domain customers/users)
- Be able to measure the fulfilment and delivery of such requests/cases/enquiries to drive continuous service improvement
- Be able to dispatch, track and automate such requests/cases/enquiries to provide an enriched service back to customers/users
- Ensure customers/users receive consistent and timely service from the service domain they are consuming.

Why ServiceNow?

ServiceNow, a scalable platform developed initially for IT Service Management, has expanded into a Service Automation Platform perfect for Enterprise Service Management. ServiceNow can be leveraged to enable case management for various service domains, shared services or even manage a multi-sourcing operating model.

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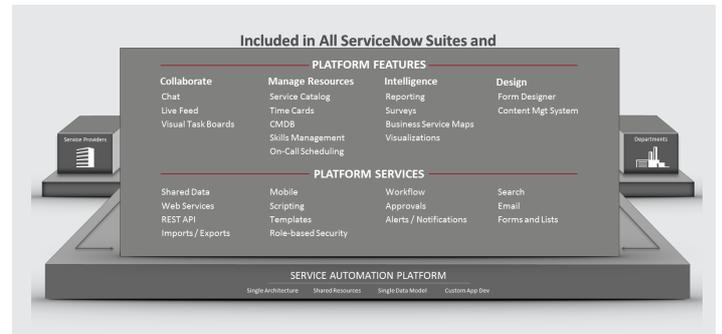


Figure 5. ServiceNow features and services

ServiceNow can help the enterprise consolidate or eliminate incompatible or redundant business applications, shared services, support centres and other resources, thus reducing costs and complexity to support the overall enterprise operational excellence programmes driving optimisation and growth. As part of ServiceNow's Service Management application suite, it allows Legal, Finance, Field Services, Marketing, HR and Facilities to truly share a single enterprise service model.

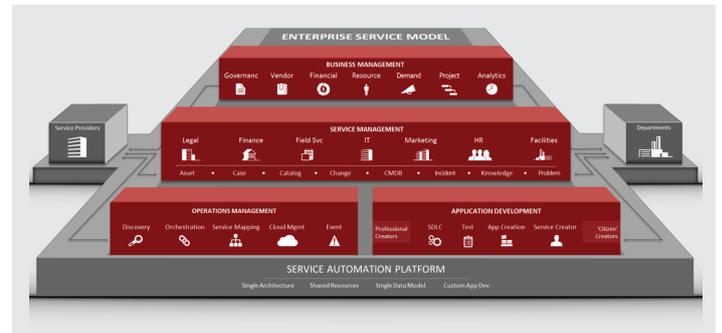


Figure 6. ServiceNow Enterprise Service model

Using ServiceNow as the Enterprise Service Management platform, an organisation can benefit from:

- A single, simple, secure and proven cloud-based platform that's "business-ready" and "IT-friendly"
- Hundreds of integrations with third-party applications and data sources supported
- A vast ecosystem of knowledge, partners and users from global implementations to draw upon for experience, information and inspiration
- A firm, proven foundation for consolidation and support of current and new shared services and line of business applications

How can Engage ESM help your Enterprise?

Having been in the business of Enterprise Service Management for the past 14 years, Engage ESM not only have the thought leadership, but also vast experience in not only taking your enterprise to the ESM journey, but also providing the required expertise in leveraging your current investment with ServiceNow.

Engage ESM have 2 solution offerings as ESM accelerator frameworks for HR and Facilities Case Management (Legal, Finance and Marketing to follow shortly). For the past 3 years, we have been delivering our accelerator frameworks successfully for our global customers.

HR Case Management

The Engage HR Framework provides an enterprise class HR Case Management solution that enhances the out-of-the-box HR Case Management application within ServiceNow.



Facilities Management

The Engage Facilities Framework provides a good starting point for Facilities Case Management solution that can be used either for back-office operations or as part of a Managed Service (eg CREM – Corporate Real Estate Management) that enhances the out-of-the-box Facilities Management application within ServiceNow.



If you are looking to on-board other service domains then please speak to us about the other areas we have enabled within the ServiceNow platform. Here are some that we have deployed successfully for our customers:

- Royalties Management
- Music Library Ingestion Management
- Customer Relationship Management
- Marketing and Event Management
- Car Dealership Management
- Vendor and Procurement Management

About Engage ESM

Engage Enterprise Service Management focus on both advising organisations at a strategic level as well as the design, build, test, deployment and operation of Enterprise Service Management solutions and best practice processes.

Our offerings include:

- IT Service Management Strategy (Consulting/Trusted Advisor)
- Communications and Adoption Strategy
- Solutions Provision (Process, Software and Integration)
- Technical Support Services

We pride ourselves on taking the time to really understand our clients' businesses allowing us to translate customer needs into results that exceed expectation. Each of our consultants has extensive hands-on practitioner experience, so their guidance is practical rather than purely theoretical. We work as part of your team, questioning and challenging your decisions to ensure that the solution we deliver really does answer your problems.

ServiceNow Gold Services Partner

Engage ESM have been delivering ServiceNow for over 8 years, and is recognised as a premiere ServiceNow Gold Services Partner.



A Gold Services Partner is required to maintain a high level of Customer Satisfaction (CSAT survey results of 8 to 10) as well as maintain a high number of qualified consultants. Engage ESM have over 60 Service Management consultants with 40 ServiceNow implementation certified consultants. We are currently No. 1 in the ServiceNow SHARE portal for community contribution and are active participants in the ServiceNow UK User Group.

Why are Engage ESM different?

- Our People are Our Business: Engage ESM has a culture of commitment to continual learning and improvement
- Proven Holistic Approach: Engage ESM solutions encompass technology, people, process and culture
- Experience and Expertise: Engage ESM can provide true thought leadership
- Intellectual Property: Frameworks mean a quick deployment and increase time to value
- Hearts and Minds: Through communication and adoption we ensure real but-in and stakeholder engagement
- Transformation Partner: An end-to-end service offering complete business transformation

For more information on Engage ESM or how we can help you with your IT Service Management or Enterprise Service Management requirements visit our website or contact us at: Engage ESM Limited, Keypoint, 17-23 High Street, Slough, Berkshire SL1 1DY. **Telephone +44 (0) 1753 513 903**