ITSM and ESM in the Bigger World
A Modern Approach of ITIL for the Enterprise
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Introduction and Agenda
What we’ll cover today

• ITIL® – from processes to practices
• ITSM implementing ITIL and orchestrating/using ITOM
• ESM : ITSM equals greater lines of business
• Separation of concerns

• Key to digital transformation
• BizDev Ops
• Why this matters
• Simplicity is key
• How to get there
ITIL 4 – from ITIL V3 and before
16 processes to 34 practices

Organizations/Value stream / processes Information/Technology Partners/suppliers

Value, Information, Failure
ITIL 4 – from ITIL V3 and before

16 processes to 34 practices
## ITIL 4 Practices
Manage the discrete capabilities that underpin ITSM

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ITIL 4 Practices
Manage the discrete capabilities that underpin ITSM
ESM/ITSM/ITOM tools and capabilities

Implementing ITIL

An omnichannel self-service front-end where end users can:
- Make/track requests, seek support, search for knowledge

Service offerings can be designed as forms and workflows in a catalog

Tickets and requests are handled through workflows

- reports/analytics
- asset discovery and management
ITSM use cases

IT service management:
• ITIL for IT and by IT
• How IT teams manage the end-to-end delivery of IT services to users (internal and external e.g., IT for customers) and meet the needs of the organization self-service IT requests and helpdesk for users.
ESM use cases

ESM is a practice that was established to leverage the work that has been done in ITSM/ITIL to benefit the entire enterprise. It enables anyone to make a request or seek support and any Line of Business to offer omnichannel self-service and support.
ITOM use cases

IT Operation management has a broad meaning in the industry, related to all aspects of ITSM, automation, service assurance (monitoring/observability), and AI (AIOps).

In ITSM, ITOM is often referring to:
• Service/asset discovery and management (CMDB)
• Licence Management,
• Software Asset Management
• Event management (e.g., from change management, or as a result of automation, monitoring/observability, or remediation).
ITOM

- IT Ops (and now often Cloud Ops) use many tools for provisioning, automation, service assurance/monitoring, remediation, security, governance, compliance, and analytics (including AIOps) = ITOM

- ITSM tools can be used as:
  - Source of asset and service knowledge (what, when and how was it changed) [CMDB]
  - Historical data [CMDB]
  - Additional source of events [User reported]
  - Repository of incident and problems details to be addressed and resolved by IT Ops when reaching it
  - Repository of remediations/changes and outcomes
  - Self-service (or automation hub) for automation/provisioning/remediations requests and changes

- ITSM is a tool for ITOM
- ITOM is an input for ITSM, along with other ITOM tools like monitoring, automation, etc.
ESM: Beyond IT and Lines of Business

- ITIL for LOB and non-IT
- LOBs and Enterprise have their own tools: ERP/Enterprise applications
- How to position ITIL and ESM?
  - Not just reuse as-is for LOBs
  - What about existing tools, practices, and processes?
  - They understand the better domain and are preferred by many personas in LOB
ESM

Beyond IT and Lines of Business à la IT

- ITSM/ESM are not part of the DevOps toolchains
- DevOps is about agility and somehow antithesis of change management processes
- ITSM does not subsume DevOps toolchains but works with them in such that:
  - ITSM user can perform release and DevOps (work) management without having to use DevOps toolchain
  - DevOps can pursue their daily business without bothering about change management and ITIL
- Yet both can work together
ERP and Enterprise Applications

- ERP challenges
- Omni channel Self Service for ERP/Enterprise applications
- Good backend integration makes things easier: simpler request in catalog
- Rarely the case when enterprise apps are from different vendors and ESM vendor does not know well the enterprise app processes
- Domain-specific knowledge, logic/business processes are and remain in enterprise applications

Intimate knowledge of processes and of enterprise app is essential for smooth requests.

If pre-integrated – easier to trigger (no need to orchestrate different modules).
Facilities (example)

**ESM**
- Service Request
- Request Fulfillment
- Configuration Management
- Knowledge Management
- Service Request Status

**FSM**
- Work Order
- Plan & Prepare
- Scheduling & Dispatch
- Execution
- Invoice Preview

**ERP**
- Service Order
- Inventory
- Customer Order

Diagram:
- Assessment
  - Maintenance Request Accepted
  - Investigation
  - Task - Rejected
  - No
    - Remote Maintenance
    - Resolution
    - Complete
  - Yes
    - Check Feasibility
    - Check HSE
    - Perform Service
    - Service Report
    - Complete

Diagram:
- Work Order
  - Service Inventory Details
  - Status Update
  - Material Need
  - Delivery Date
  - Stock Transactions
  - Time & Materials
Field Service Management (FSM)

Enterprise Service Management
Self-service, service catalog, first line support, and knowledge base

Field Service Management
Installed base assets, service contracts, and field service execution

ERP Backbone
Financials, HR
HR
Building a digital-connected enterprise
Outbound Facing

Using ESM and ITSM to support and offer self-service to external stakeholders

- Customers, partners, suppliers:
  - Support
  - Knowledge
  - Request

- Require extra features:
  - SSO/Federation etc.
  - Requests on On-behalf

- Handling of unknown users if it needs to be B2C:
  - More social channels: WhatsApp, Twitter, etc.
  - Connection to CTI, Contact Center, CRM etc.
ESM as an enabler of digital transformation

Digital transformation is an overused term, yet ESM is an enabler of key aspects of DX evolution toward digital self-service.

Digital transformation (inbound, outbound, both) essentially amounts/encompasses to implementing a subset of ESM!

An overall omnichannel: a definition that fits the capabilities of ESM

Less expensive method, faster, and supported therefore increasing efficiency
BizDevOps

• Next step in digital transformation

• Bring agility to the business user and LOB:
  • It is not DevOps
  • Allow non-developers in LOB to build self-service offerings, KM, and support, and automate processes within LOB or across LOBs

• Low code/no code:
  • Processes/workflows
  • Offerings/forms
  • Integrations
  • Secure way to integrate across the enterprise by triggering other LOBs workflows from catalog
Why all this matters

• Importance/size ITSM market
• ESM opportunity
• ESM deployment << Opportunity (can we prove)
• License challenges: model + LOB/ESM specific additions in terms of capabilities/modules
• DX opportunity/value/need
• ERP size considering self-service challenges
Pandemic
Hybrid work became a reality overnight. Employees needed to mobilize remote workforces. Employee engagement became critical.

Risk of disruption
Furlough schemes have given people the time to finally activate dormant intentions of entrepreneurship.

Mergers and acquisition boom
24% increase despite the pandemic

The shortage of tech talent
Difficulty in finding and keeping the people you need. CEOs repeatedly stating hiring new talent is a top-three business challenge.
Digital service management

Chatbots become the go-to helper

Automate everything

The AIOps boom

AI-assisted service management

ESM TRENDS

Trends
Siloed business units leave little room for communication
Build a digital-connected enterprise
Top ITSM and ESM challenges

- Heavy reliance on IT to administer the system
- Excessive manual processing/not sufficient automation
- Integration and workflow
- Lack of resources/high ticket volume
- Difficulty driving self-service adoption
- Showing value to the organization
### Business Drivers Influencing ESM and ITSM

1. **Improve the customer experience**
   - Bar length: 75
2. **Expanded capabilities of SM solutions**
   - Bar length: 45
3. **A business need or challenge**
   - Bar length: 40
4. **Improve employee satisfaction engagement**
   - Bar length: 35
The value to the business

Hopping from one platform to the next and back again isn’t exactly the best use of time. When the average employee wastes as many as 32 days a year switching between apps, a company that employs 100 people will lose out on 3,200 days of work – or the rough equivalent of 12.8 full-time workers for a year!

Companies that adopt ESM are distinctly different by gaining digital maturity. Digitally transformed companies have 3x the growth as non-digital companies.

according to RingCentral
Simplicity is key

Purchase and licenses
Deployment and extensions
UX/UI
Omnichannel Self-service
Intuitive – no training
Simplicity is key

- Low code/no code
- Offerings
- Processes
- Integrations
- Keep the tools you need where needed
How to get there