IT Service Management 2021

15 tech leaders share their insights on next-gen ITSM

Introduction

Today's fast-paced world is generating new customer expectations, technology and competition, putting increased pressure on IT departments to evolve process, enhance service quality and drive more business value. A significant portion of Forbes' Global 2000 companies rely on the creation of digitally enhanced products, services and experiences – and that trend was firmly in place even before the pandemic accelerated the digitally-focused Everywhere Workplace.

In this age of digital transformation, IT departments will be left in the past if they're unable to rise to today's challenges and harness opportunities that cement IT as a business imperative for the future.

Your company's ability to compete hinges on your department's IT service management (ITSM) strategy. ITSM must evolve to embrace the challenges and opportunities of the Everywhere Workplace. What can savvy IT leaders and their teams do to ensure that their IT strategy not only meets the demands of today, but drives business growth into the future?

In this e-book, leading IT experts from a variety of industries offer diverse insights to help you develop an ITSM roadmap that takes advantage of this changing landscape. If you're ready to embrace change and lead your company through digital transformation and beyond, let's get started.

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Trend 1:
Transforming Process & Technology

Steve Buchanan
Author, Microsoft MVP and Regional Solutions Director at Concurrency

Businesses need to focus on leveraging technology to meet their customers where they are today and will be tomorrow. In the new digital era, organizations need to compete more and more with the Ubers, Airbnbs, and Nests of the world. Embracing the digital transformation will help old and new businesses stay competitive and find new opportunities.

IT departments within organizations need to become a central core to helping businesses move digital transformation initiatives forward. IT service management processes and technology can help accelerate this if used in the right way. IT of tomorrow is about saying "yes you can", not "wait 6 weeks" or "no".

The ITSM of today and tomorrow needs to empower streamlined self-service, better data analytics, and more efficient processes. ITSM needs to transform into CloudOps and be the main supporter of DevOps so that businesses can pivot strategies as needed to support the business's goals, and keep businesses competitive and nimble.

> ## "IT departments within organizations need to become a central core to helping businesses move digital transformation initiatives forward."

Steve Buchanan Author, Microsoft MVP and Regional Solutions Director at Concurrency

Eric Vanderburg
Director of Information Systems and Security, JURINNOV, LLC

Today's ITSM is characterized in four words: acceleration, awareness, automation, and artificial intelligence.

ITSM needs to accelerate to a pace never seen before in order to support streamlined development cycles, real-time customer response, and immediate vulnerability remediation. This acceleration can be accomplished by giving applications, and their underlying systems increased awareness of resource consumption and changing application requirements, as well as access to a burgeoning IoT sensor network. This awareness must be combined with automation.

Going forward, ITSM will shed many of the human process bottlenecks and make decisions based on data, risk, and complex expert-based rule sets. This data will be processed by artificial intelligence techniques such as machine learning. AI will be utilized more frequently and to a greater degree in order to process a larger amount of data and respond to changing situations quickly and efficiently.

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Eric Vanderburg Director of Information Systems and Security, JURINNOV, LLC

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Ollie O'Donoghue
Head of Research and Insight, Service Desk Institute

As the modern business becomes increasingly dependent on the technology that drives it, the service desk will become a core driver for business growth. Evolving to meet this demand will be tough, but with the right focus will lead to improved quality and higher value IT services.

To meet increased business demand, service desks must make sure they have the right tools. These tools must offer opportunities to automate the mundane and low-value areas of the support structure. This gives resources space to undertake the highly skilled and valuable work service desk professionals should be spending time on. Automation isn't about reducing cost; it's about boosting productivity by freeing up the resources necessary to deliver increased business value.

"Automation isn't about reducing cost; it's about boosting productivity."

Ollie O'Donoghue Head of Research and Insight, Service Desk Institute

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Trend 2:
Eliminating Business Silos

Jonah Kowall
Vice President of Market Development & Insights, AppDynamics

I see today's service management as largely being reactive and focused on end-users in a corporate environment. I believe this should shift towards being proactive and inclusive of a holistic view of managing end user experience and the operations of IT systems.

Today, the silos between ITSM and operations are a major gap that must change based on the gravitation towards DevOps and Product Engineering Teams. Integration of ITSM processes should include Event Management and other operational use cases. Although this is the right evolution, I doubt much progress will be made due to organizational silos.

"The silos between ITSM and Ops are a major gap that must change."

Jonah Kowall Vice President of Market Development & Insights, AppDynamics

Jarod Greene
Cherwell Software

To support and accelerate business growth, IT Service Management practices and technology require IT organizations to eliminate functional silos and build a singular focus around the end-to-end customer experience.

Today, many IT organizations support and deliver services in silos — software, middleware and infrastructure — where success is defined by service and operational level agreements, largely driven by the ITIL process framework. Despite years of ITIL-based investments, it is a sub-optimal framework to address the needs of digital business.

The pace of a digital business requires the IT organization to support rapid change and development that would overwhelm even the most sophisticated change advisory board. Enter automation and cloud services, which will enable operational efficiencies, and empower IT professionals to do what they do best: solve problems that support a business outcome.

With applications at the forefront of the customer experience, the outcomes businesses are trying to achieve are related to delivering a product or a service with higher levels of quality at a lower cost than the competition. Initiatives around application release automation and infrastructure-as-a-code required development and operations to come together, not only for the support and delivery of these experiences, but to drive faster innovation and create more competitive differentiation.

"IT organizations [must] eliminate functional silos and build a singular focus around the end-to-end customer experience."

Jarod Greene Cherwell Software

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Claire Agutter
Director, Scopism

There has been a lot of talk recently about whether it's time to drop the "IT" from IT service management. Whether that's true or not, one thing that's certain is the gap between IT and the business needs to close.

High quality IT service managers need to draw on a range of management practices from ITIL to DevOps to make sure they can deliver what's needed, when it's needed, and at the right level of quality to support business goals. Good IT is a strategic advantage. Poor IT puts a business at risk of failure.

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Claire Agutter Director, Scopism

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Trend 3:
Enhancing Agility, Speed & Efficiency

Roy Atkinson
Senior Writer/Analyst, UBM Americas – HDI

There's a scene in the movie Jurassic Park when the T-Rex is chasing the Jeep with our protagonists. Jeff Goldblum's character says, "Must go faster. Must go faster!"

For ITSM practices, those three words — must go faster — are the imperative for the foreseeable future. In organizations now driven by Agile and DevOps, IT change management, along with release and deployment management, must be able to accommodate hundreds or even thousands of deploys per day.

As for the technology, having a tool that unifies these processes (and others) is increasingly important. In the accelerating business world, service managers and customers cannot be switching from tool to tool hunting for the right information. The competitor's T-Rex will catch up otherwise.

"For ITSM practices, those three words – must go faster – are the imperative for the foreseeable future."

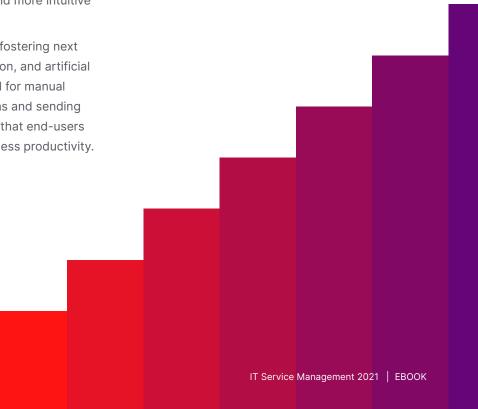**Roy Atkinson** Senior Writer/Analyst, UBM Americas – HDI

Robert Young
Research Director of IT Service Management and Client Virtualization Software, IDC

Digital transformation continues to place enormous pressure on businesses to move fast in order to maintain competitive advantage. As a result, IT service management (ITSM) needs to evolve from a reactive to proactive posture in terms of both adopting and supporting new technologies. Thus, IT needs to better utilize its massive storage of data associated with business users' preferences, priorities and practices to create faster, smarter, easier and more intuitive interactions with its customers.

Likewise, big data-driven ITSM is fostering next gen predictive analytics, automation, and artificial intelligence that reduces the need for manual processes, such as filling out forms and sending emails, and deliver an experience that end-users prefer, and enhances IT and business productivity.

"IT service management will need to evolve from a reactive to a proactive posture."

Robert Young Research Director of IT Service Management and Client Virtualization Software, IDC

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Troy Dumoulin

Vice President of Research & Development, Pink Elephant

The IT industry is going through a profound shift based on market pressures it has, in one sense, helped to create. The speed and cultural expectations that have evolved from an internet/ streaming economy have created a business culture and expectation that requires unprecedented levels of agility to remain viable — let alone profitable. This has created a downstream impact on internal and external IT providers, who must find ways to optimize the way they process requests and deliver services.

Lean service management for better, faster, cheaper value delivery

To compensate for this growing pressure, IT organizations have finally begun to standardize processes and systems focusing on optimizing their horizontal IT value stream as a complete system. They're turning to the principles of Lean, which are focused on quality and flow. Lean principles have, in turn, spun up the practices of Agile software development and recently, DevOps. All of these concepts have one thing in common: speed.

> ## "The IT industry is going through a profound shift based on market pressures it has, in one sense, helped to create."

Troy Dumoulin Vice President of Research & Development, Pink Elephant

Jayne Groll

CEO, DevOps Institute

Process speed is becoming a critical success factor for ITSM as business requirements change and organizations begin to take a DevOps approach.

Agile Service Management is becoming the norm. Agile Release Management is playing a prominent role as the bridge between development and operations. Agile Change Management is authorizing more standard changes. Reliance on automation to perform repeatable, consistent development and operational tasks is becoming more common.

In turn, ITSM technology needs to go faster, require less manual effort, auto-populate when possible and interoperate through APIs with the automation that supports continuous delivery.

> ## "Agile Service Management is becoming the norm."

Jayne Groll CEO, DevOps Institute

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Trend 4:
Driving Business Objectives & Value

Doug Tedder
Principal Consultant, Tedder Consulting LLC

Good ITSM is key for IT organizations that want to remain relevant to the businesses they serve, and to expand service management into the enterprise or enable digital transformation.

Many ITSM implementations have lost sight of "service management" and focused only on "process management." As a result, ITSM is at risk of being left out within those organizations unless it can become a business-enablement capability.

ITSM practices must evolve to a business-enablement capability by:

- Identifying and understanding business value chains, and then understanding and communicating how IT contributes to those value chains.

- Breaking down internal IT barriers to become more responsive and results-focused, without neglecting reliability. Let's face it, no one will care how ITSM can help if email is constantly down, or changes have to unnecessarily wait a week for a review meeting.

- Asserting ITSM into strategy and design discussions. One of the ways that businesses can be more responsive and nimble is to reuse existing capabilities and leverage standards.

- Automating the obvious. If it can be modeled, it can be automated. Automation puts abilities into the hands of the people that are doing the work.

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> **Doug Tedder** Principal Consultant, Tedder Consulting LLC

John Custy
ITSM Educator and Consultant, JPC Group

IT Service Management is evolving from IT Service Management to Service Management and/or Enterprise Service Management. As more revenue, margin and product/service differentiation comes from services, organizations will formalize their service management processes understanding what is good enough.

As a result, all business units need to adopt a consistent service management framework; blending knowledge with flexibility to use the tools that are appropriate to each business unit. Knowledge management continues to be a service quality differentiator.

Service management teams also need to adopt a more collaborative, agile lean and visual approach, using more quality methodologies, e.g. Kanban, enabling them to respond quickly to business needs and customer demands, to increase customer satisfaction and loyalty.

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> **John Custy** ITSM Educator and Consultant, JPC Group

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Sophie Danby

ITSM Marketing Consultant, Socommunity Ltd.

1. **The rise of customer experience.**
   Consumerization has affected corporate IT by more than just the use of consumer devices, apps and personal cloud services in the workplace. It has also upped employee expectations around services, customer service and support; and will continue to do so as B2C companies continue to invest in providing a better customer experience.
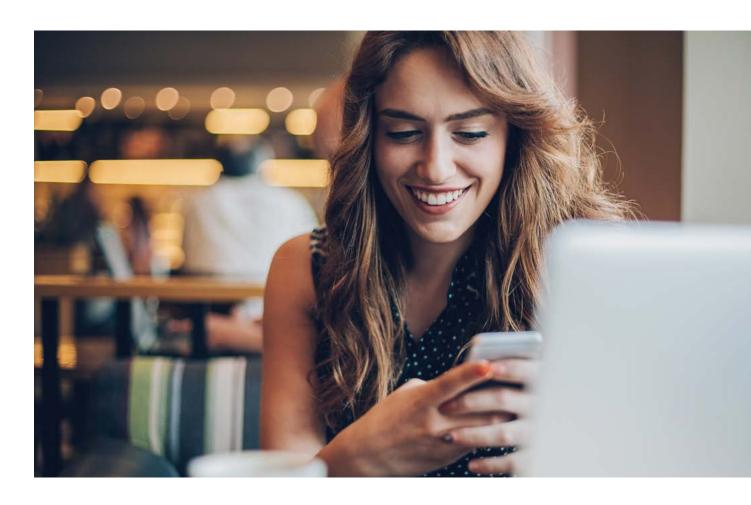
2. **The growing use of automation.**
   Not just the traditional datacenter scripts, ITSM- process enablement, and third-party tool/service orchestration, but the use of AI — and in particular machine learning — to do things quicker and better plus things that people couldn't do in a reasonable amount of time.

3. **Feedback from enterprise service management.**
   The use of ITSM principles, practices, and technologies in other lines of business — such as HR and facilities — will continue to grow and, in doing so, IT will receive line of business best practices back in return. ITSM will evolve as a consequence.

"The use of ITSM principles, practices and technologies in other lines of business... will continue to grow."

Sophie Danby ITSM Marketing Consultant, Socommunity Ltd.

Trend 5:
Focusing on Customer Experience

Stuart Rance
Owner and ITSM Consultant, Optimal Service Management

The biggest change to ITSM technology and practices over the next 3-5 years will be a move away from process-based silos to more customer-focused value streams. This means that people will focus on doing the work needed to create value for their customers, rather than on resolving tickets and reviewing changes.

In terms of tools, this will lead to greater integration across traditional processes, with more use of Kanban boards to show flow and bottlenecks, and fewer separate queues of work. At the same time, many traditional ITSM practices will spread across the digital enterprise, moving from a focus on delivering internal IT to delivering value to end customers.

"The biggest change... is a move away from process-based silos to more customer-focused value streams."

Stuart Rance Owner and ITSM Consultant, Optimal Service Management

Marc-Roger Gagné, MAPP
Senior Privacy and Data Governance Advocate, Gagné Legal Services

If the role of IT services is to enable technology in a way that promotes company goals, then the traditional notion of IT must change.

We're now living in a time when businesses must focus on the customer experience to thrive. ITSM technology and practices must now serve to align all operations with the needs and desires of customers. Increasingly, to this end, we are seeing more applications of artificial intelligence as innovation flourishes.

All this means increased demands for big data, stronger cybersecurity, the ability to support mobile devices, and integration of all departments, not just sales and marketing, in efforts to acquire and keep customers. ITSM professionals are now relationship managers, too, and their tools and practices need to evolve along with their new roles.

In addition, as machine learning-enhanced technologies are adopted across all these and more functions in business, ITSM will need to cozy up and step up to manage the automation that comes with increased use of AI.

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Marc-Roger Gagné, MAPP Senior Privacy and Data Governance Advocate, Gagné Legal Services

Closing

The one constant our experts agree on is change. Embracing change and using it as a driver for innovation will ensure IT is an integral part of future business success. Use these insights to build a framework that will position your IT organization as the growth leader now and in the future.

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ivanti.com
1 800 982 2130
sales@ivanti.com