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IT Service and Asset Management Essential Guides

eBook 1: Overview

Although digital transformation has been an ongoing priority for years, the unprecedented challenges that emerged in 2020 and 2021 have increased the need to achieve greater levels of IT service management (ITSM) maturity. Nonetheless, the average I&O maturity rate (Infrastructure & Operations) has consistently remained below 2.5 on a scale of 1 to 5, according to Gartner.

The average I&O maturity has remained below 2.5 on a scale of 1 to 5 and needs significant improvement to move organizations from technology and process functional silos to transformational partners to the business.[1]

Gartner, Inc.

IT Complexity Explodes

The shift to remote workforce, really an everywhere workforce, resulted in an explosion in the number and complexity of IT endpoints. IT has gone above and beyond to keep the business moving.

There have been long nights, lost weekends and high levels of stress as teams do more than they could ever have anticipated to keep pace with the changing technology environment.

Still, the situation isn't sustainable. As digital transformation and complexity rapidly accelerate, IT needs to reach for a more innovative maturity level that can broadly govern and guide the whole organization to improve efficiency, attract and retain high-caliber employees, reduce costs and drive business value. Lagging behind risks the possibility that product teams will become frustrated, bypass IT, divert budget and create shadow IT silos.

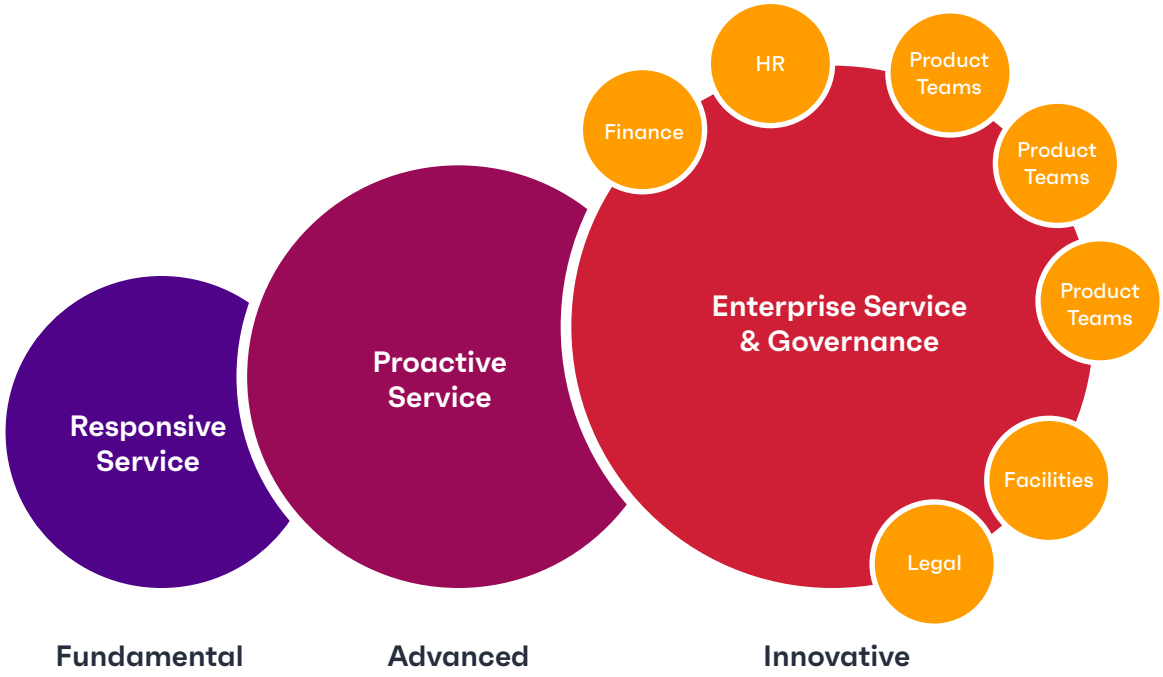
A Corresponding Explosion of ITSM Innovation

Thankfully, innovation in the field of IT service and asset management has moved at an equally accelerated pace. The tools and capabilities available today are codeless, hyperautomated and self-healing. They can be leveraged to provide services and governance to product and cross-enterprise teams across the organization and are rapidly deployed with correspondingly rapid recovery of TCO.

ITSM Maturity Levels

The discipline of IT service and asset management encompasses three levels of IT maturity: fundamental, advanced and innovative. This spectrum of capabilities and tools can be built upon and leveraged to achieve increasingly better operational efficiency and user experiences while lowering risks to the business. At the most advanced level, it can act as a catalyst for strategic digital initiatives that provide quantifiable value to the business.

If your organization is looking to lay the foundation for an innovative future, deliver superior employee and customer experiences, streamline operations and ultimately become a leader in core business functions, it's important to understand the spectrum of IT maturity levels and where you stand in relation to them. Awareness of the IT maturity hierarchy provides guidance to help you move from a reactive and turbulent state to one that is proactive, managed and strategic.



Overview of Service and Asset Management Tools and Capabilities

This table provides an overview of the service and asset management capabilities that are associated with each of the three IT maturity levels.

An overview of each level of IT maturity is described on the following pages. The remaining three eBooks in the IT Service and Asset Management Essential Guides series delve deeper into each maturity level, describing the key capabilities and benefits, as well as the risks, associated with each. Together, these guides provide a roadmap to help IT service management teams plan for continual improvement and provide direction to help define the next steps to increase the value of IT service and asset management to the overall business.

Fundamental Maturity	
A set of foundational capabilities for a strong baseline of functionality	■ Request and Incident Management ■ Knowledge Management
Advanced Maturity	
Proactive capabilities for better user experiences that increase satisfaction and productivity, and also enable IT to continuously optimize and simplify service delivery	■ Operationalizing IT Service and Asset Management ■ Employee Self-Service ■ Workflow Automation, Dashboards and Analytics
Innovative Maturity	
The most robust service management capabilities help IT respond faster to changing business needs, manage the value stream to drive transformation across the organization and provide superior employee and customer experiences	■ Service Management Across the Enterprise ■ Enterprise Self-Service ■ Hyperautomation and Artificial Intelligence ■ Enterprise Analytics

Fundamental IT Maturity

A Responsive State

Fundamental IT maturity focuses on tracking the work coming into the service desk to improve operational stability. At this basic, "responsive" state, the IT service team improves operations by using tools to better handle requests and manage break/fix incidents. The team also begins to measure and analyze operational performance.

Based on ITIL best practices, these tools are combined with the beginnings of a knowledge management system that houses information about incidents already encountered and resolved, to avoid duplication of work and to speed service handling. Automation is introduced at this level, but usually with little integration to other tools. IT responds better to issues, but not in a strategic way and without full visibility into business needs and impact. Many tasks, such as asset acquisition, still require manual handling.

> "Digital business acceleration may feel like a temporary strategic focus in response to COVID-19, but CIOs and other leaders are making a mistake that could cost the enterprise if they treat acceleration like this. The accelerated pace of digital business will likely prove to be permanent in markets and industries."[2]
>
> Gartner, Inc.

Key Capabilities and Benefits

Key capabilities include incident and request management to begin standardizing processes, measuring response times and leveraging automation. Metrics and key performance indicators (KPIs) are operational in nature and measure activities like ticket volume and type, closure rates and resolution times.

These metrics are used to identify the 'low hanging fruit', for example, the most commonly submitted user requests, to improve efficiency and reduce workloads. An early-stage knowledge management system is also implemented, so agents aren't 'reinventing the wheel' when resolving incidents or fulfilling requests.

Risks

Although IT is directing tools, skills and knowledge at fires that are underway, rogue systems and processes still abound, increasing exposures when users do an end-run around IT. User satisfaction is improved, but there is a wide margin of improvement yet to be obtained. There is some control over the fires, but IT never comes close to containment. At this level, visibility is increasing, but costs and risks remain high and user satisfaction, though improved, is still low. Nonetheless, the basic building blocks are in place, based on industry-tested best practices that provide a firm foundation for future maturity. There are many more tools and innovations in the spectrum of IT maturity that can be introduced to this foundation to add greater value to both IT and the organization as a whole.

Find Out More

To explore the capabilities, benefits and risks of Fundamental IT maturity in more depth, see eBook 2 of the IT Service and Asset Management Essential Guide series.

Advanced IT Maturity

A Proactive State

As organizations mature, they evolve from fighting fires to fire prevention. They become more proactive and shift from tracking how work comes into the ticketing system to managing how work gets done within IT. At the advanced level of maturity, IT focuses on maintaining service continuity across the service environment while also increasing operational effectiveness and speed.

Key Capabilities and Benefits

Building on the basic capabilities introduced in the fundamental level of maturity, IT teams implement asset and configuration management systems that make it considerably easier to control the thousands — or even millions — of data and metadata points in a dynamic IT service environment.

The management of assets and configurations is one of the most important processes for service continuity because its presence is felt throughout the operational environment and the service lifecycle. Each data point generates extensive amounts of information, all of which become important when maintaining uninterrupted service during problem identification and resolution and when implementing changes. All of this data is fed into a Configuration Management Database (CMDB), which consolidates it with all other service workstreams to create a single, detailed and holistic view of the service environment, making it possible to Econtrol and manage IT service operations proactively.

For employees, interacting with IT is no longer fraught with delay and frustration. They use a self-service portal, supported by a service catalog and a fully-formed knowledge base, to troubleshoot many of their own problems.

> "Employees expect fast, consumer-grade access to the services and information they need to get their jobs done."[3]
>
> Forrester

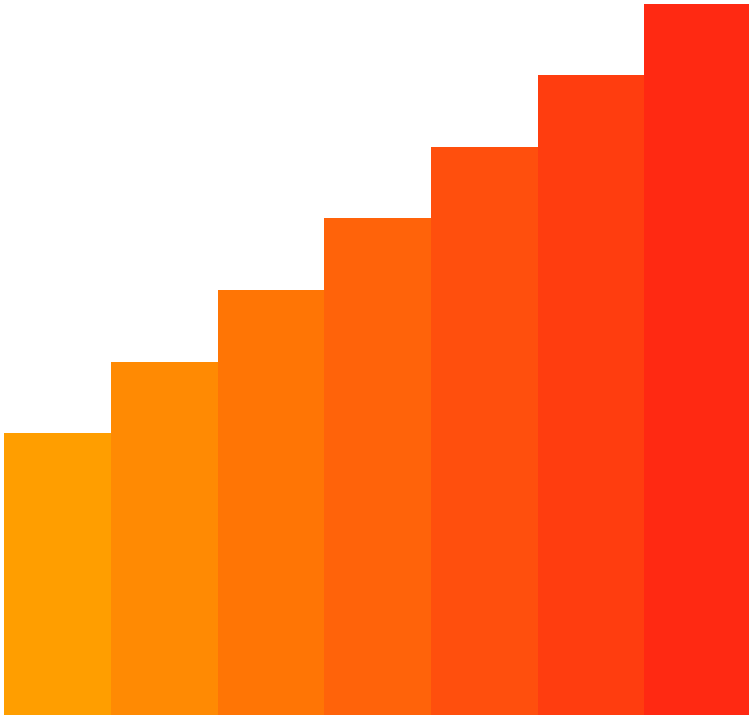
The IT team also formalizes, standardizes and automates operational workstreams across the service environment using advanced workflow automation and dashboards. Metrics are less operational and more focused on supported services. Analytics not only measure success and performance, but also expose costly information bottlenecks and blockages, providing in-depth insights. The algorithms needed to generate this kind of analysis automatically require clean data sources, so instituting a reliable database, and one that integrates operational data across the whole of the service environment, is another extremely valuable benefit of the CMDB.

Risks

At this level, the business impact from IT issues remains uncertain, and change analysis may be too slow to meet business expectations. Costs and risks are reduced due to greater visibility and control; timeframes for most IT projects are more predictable; and overall service quality is increasing. Employees feel they have the support resources necessary to be productive, and the business has confidence in IT as a reliable partner that can keep key services and systems available and performing well.

Find Out More

To explore the capabilities, benefits and risks of Advanced IT maturity in more depth, see eBook 3 of the IT Service and Asset Management Essential Guide series.



Innovative IT Maturity

The True Inflection Point

The innovative maturity level represents a true inflection point, where IT teams look outward, not inward, to enable the whole enterprise to mature into a single interconnected, optimized and strategic entity. IT now plays a major role by helping line of business (LOB) teams across the enterprise adopt service management best practices and avoid the pitfalls that led to the development of ITIL standards in the first place.

At this level of maturity, the main business driver for digital transformation is to increase innovation and boost competitive advantage. IT is critical to a successful transformation of the business, working in partnership with the business and executive management in a cross-organizational approach. In a comprehensive enterprise service portfolio, company projects, initiatives and supplier relationships are tightly managed. All enterprise ITSM capabilities come into play, building upon the foundation from previous levels.

The evolution of service management across the enterprise typically begins with optimization and integration of processes used by cross-functional teams like Human Resources, Finance, Legal and Facilities and ultimately extends to product teams and, in some cases, to customers and partners.

> 38% of organizations rate the impact of supporting [enterprise service and governance] as "transformational" to the relationship between IT and business stakeholders.[4]

Forrester

Key Capabilities and Benefits

To support a cross-functional governance role, modern technological hyperautomation efficiencies like artificial intelligence (AI) and machine learning are introduced to self-heal, self-secure and self-service the enterprise with hyperautomation.

> "Hyperautomation is the key to both digital operational excellence and operational resiliency for organizations."[5]

Gartner, Inc.

The IT team increasingly engages in value stream management with product teams, coordinating and managing newly developed deployments from build to test and live environments to reduce the risk of business interruptions. IT also contributes to application enhancements with bug fixes initially exposed by incidents and problems. Other key capabilities include a fully realized CMDB that provides complete visibility into the operational relationships between business services, applications and products within the underlying architecture.

The IT self-service portal is expanded to support enterprise-wide services that provide one-stop-shopping for employee requests, problems, information and feedback for optimization. Mobility capabilities are introduced to provide location independence for anywhere operations. Metrics and analysis change from a view of IT services to key business capabilities and impacts.

Finally, the most advanced groups determine their strategy for the coming years, to align to and integrate with services that deliver business value and boost competitive advantage. They can deploy product and service modernizations rapidly, modify processes easily and rely less on expert developers for customization.

Risks

Teams across the organization now have the people, processes and technology in place to fully embrace innovation — with the ability to identify, track and manage risk. The business can leverage IT innovations as a competitive strength and an enabler for new business opportunities. Costs and risks are highly visible and well managed, timeframes are shorter and responsive and service quality is high, with IT and the business tightly aligned on goals and initiatives. No longer is IT an infrastructure operator only. Line-of-business (LOB) decision makers rely on IT as a trusted partner to advance the services and solutions that support key business initiatives.

Find Out More

To explore the capabilities, benefits and risks of Innovative IT maturity in more depth, see eBook 4 of the IT Service and Asset Management Essential Guide series.

Ivanti can help

If you are interested in exploring some or all of the capabilities described here, Ivanti can help.

Find out more about Ivanti Service and Asset Management solutions online.

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About Ivanti

Ivanti makes the Everywhere Workplace possible. In the Everywhere Workplace, employees use myriad devices to access IT networks, applications and data to stay productive as they work from anywhere. The Ivanti automation platform connects the company's industry-leading unified endpoint management, zero trust security and enterprise service management solutions, providing a single pane of glass for enterprises to self-heal and self-secure devices, and self-service end users. More than 40,000 customers, including 78 of the Fortune 100, have chosen Ivanti to discover, manage, secure and service their IT assets from cloud to edge, and deliver excellent end user experiences for employees, wherever and however they work. For more information,visit ivanti.com

1. 1 Matchett, C., Lord, K., Gonzalez, K., & Williams, R. "2019 Strategic Roadmap for IT Service Management" (ID G00441522). Gartner, Inc.; August 2019
2. 2 CIO Agenda: Global Perspectives on "Seize This Opportunity for Digital Business Acceleration;" Gartner, Inc.; 5 March 2021
3. 3 Betz, C., McKeon-White, W., Balaouras, S., Flug, M., Lynch, D; The Forrester Wave: Enterprise Service Management, Q4 019; "The 15 Providers That Matter Most and How They Stack Up; October 10, 2019
4. 4 O'Connell, V.; "ESM: The (R)evolution of ITSM." Enterprise Management Associates (EMA); May 2020]
5. 5 Burke, B., "Top Strategic Technology Trends for 2021"; Gartner, Inc. 2020