



# IT Service and Asset Management Essential Guides

eBook 4: Innovative Capabilities

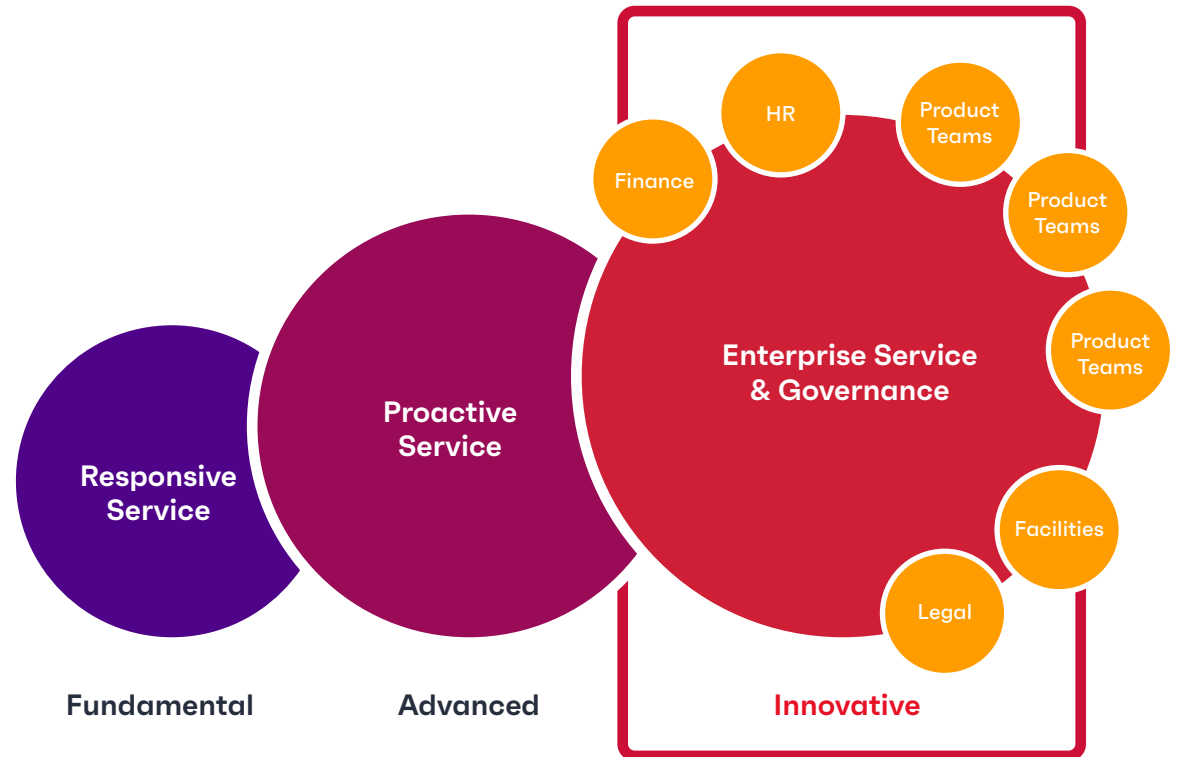


## ITSM Maturity Levels

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 reducing 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.

In this fourth and final eBook in the [IT Service and Asset Management Essential Guide series](#), the capabilities, benefits and risks of the innovative level of IT service maturity are explored.



## 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, Marketing 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.”<sup>1</sup>**

Enterprise Management Associates

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.”<sup>2</sup>**

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.

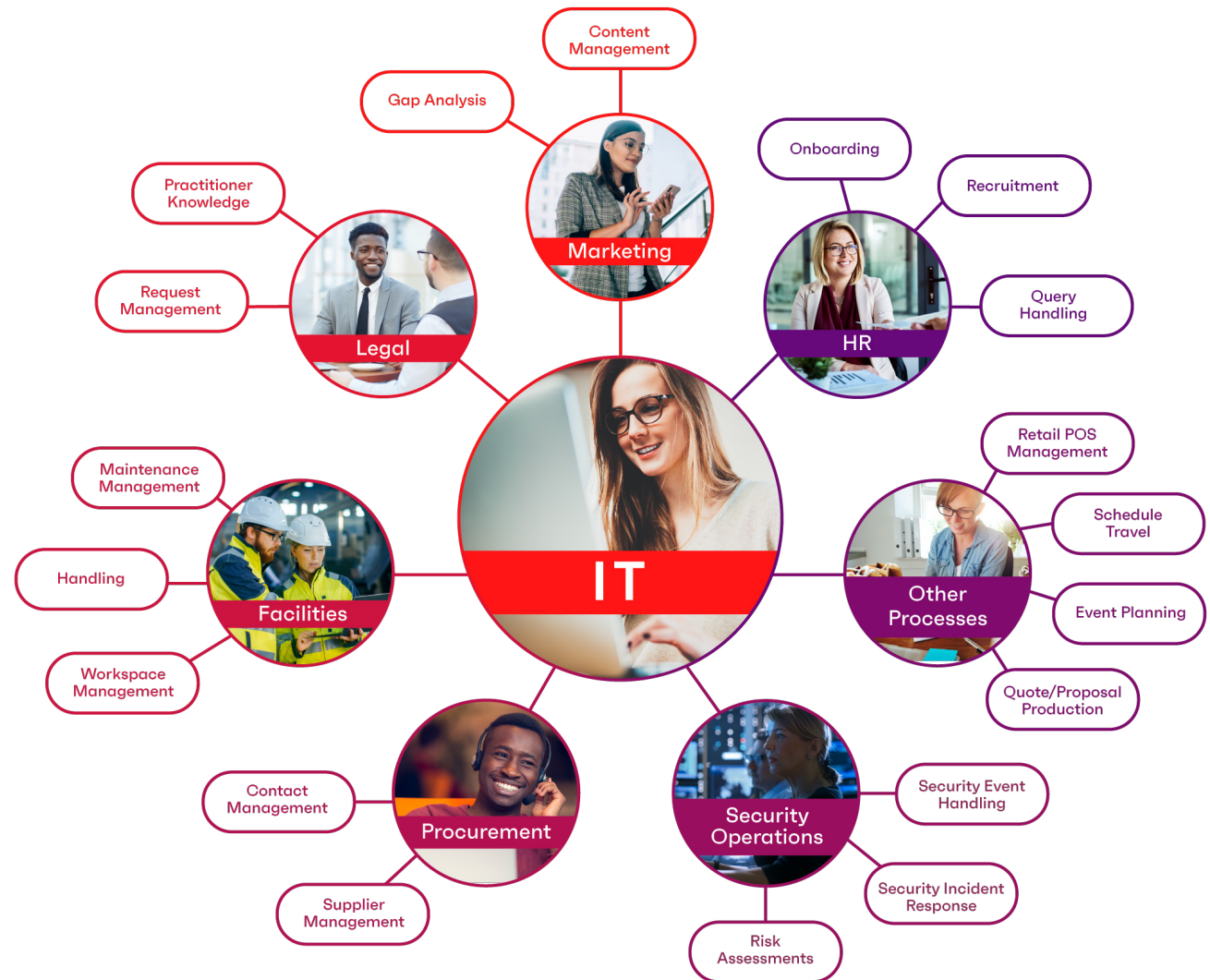
The IT self-service portal is expanded to support enterprise-wide services that provide one-stop shopping for employee requests, problems, information and feedback for optimization. Mobility capabilities are introduced to provide location independence for anywhere operations. Metrics and analysis change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

## Service Management Across the Enterprise

Line of business (LOB) teams have discovered that service management has become a critical factor for ensuring their operational success. By enabling service management as a set of consistent, automated and easily adopted services within the organization, IT helps these groups avoid the same pitfalls that IT fell into in the days before the development of ITIL standards. This enables IT to establish governance over the organization to ensure the best possible employee experience.

Cross-enterprise service management isn't about forcing IT capabilities and tools on other business functions. Instead, it's about improving productivity and optimizing service flows in the pursuit of better business outcomes. Cross-enterprise service management breaks down information silos, fills process and automation gaps and fosters enterprise-wide collaboration.



These tables provide an overview of the key capabilities and benefits of service management across the enterprise.

LOB Service Management	Benefits
<b>Release Management</b> coordinates and manages releases and new deployments as they move from development to build, test and live environments	Launch products and applications faster and remove process silos
<b>Employee Administration Management</b> governs and automates complex employee onboarding and transition processes	Improve HR operational efficiency, streamline employee provisioning and standardize service delivery for a consistent employee experience
<b>Employee Case Management</b> resolves most employee inquiries with self-service automation	Consistent, on-demand response to a wide range of employee requests
<b>Procurement Management</b> unifies the supply chain with stakeholders and contracts to control and foster intelligent spend	Improve compliance with better visibility across contract lifecycles, provide a single marketplace for stakeholders and reduce costs
<b>Legal Operations Management</b> categorizes and assigns legal requests; provides a unified view of pending requests, assignments and progress; and includes a practitioner knowledge center	Speed up legal review and response while increasing practitioner productivity
<b>Project Management</b> automates role-based project tracking data collection, translates and displays project status graphically and includes drill downs into individual work and costs	Collaborate, evaluate and communicate product status across a LOB or the enterprise as a whole
<b>Project Demand Management</b> consolidates LOB proposals, requests and information, integrating relevant cost, benefit, resource and risk data with scoring matrices to enable comparison and prioritization	Make the right investment decisions clear
<b>Portfolio Management</b> provides an executive-level view of the health and status of LOB portfolios, with automated reporting and financial analysis for roll-up budgets, costs, revenues, resources and effort across all projects	Give leaders the intelligence needed to ensure alignment of the portfolio with strategic corporate timelines and objectives, including what-if analysis as new project demands surface
<b>Resource Management</b> optimizes allocation and utilization of project and portfolio staffing — with capacity planning by organizational role or by specific individual — as well as automated time and task reporting for planned versus actual effort views	Avoid unexpected delays, over-allocation, or inefficient resource use that can affect project outcomes adversely
<b>Marketing Content Management</b> employs agile project management tools to assign, track and manage content development, govern released content shelf-life and identify content gaps by persona, EPIC, sales funnel and more	Manage marketing content from ideation to retirement and ensure a full set of assets for EPICs, personas and sales cycle stages
<b>Facilities Management</b> governs projects, work orders, property status, scheduled and/or recurring maintenance and space utilization; supports field staff with mobility capabilities; provides time and expense reporting	Increase productivity and drive down overhead
<b>Information Security Management</b> unifies risk and compliance management with incident handling and includes risk assessment, GRC compliance and audit response management capabilities	Maintain security compliance, anticipate and mitigate security risks, speed remediation, improve outcomes, and manage and track completion of audit schedules

## Enterprise Self-Service

The employee experience has become so important it's now a differentiator for attracting and retaining the best talent at a time when remote working models have made it an employees' market.

In response, innovative IT groups offer an integrated cross-enterprise portal that delivers services, information and tools from LOBs across the company. When employees have problems or need help, they go to a single service portal for one-stop shopping, removing the frustrations associated with encountering one process for one department and an entirely different process for another.

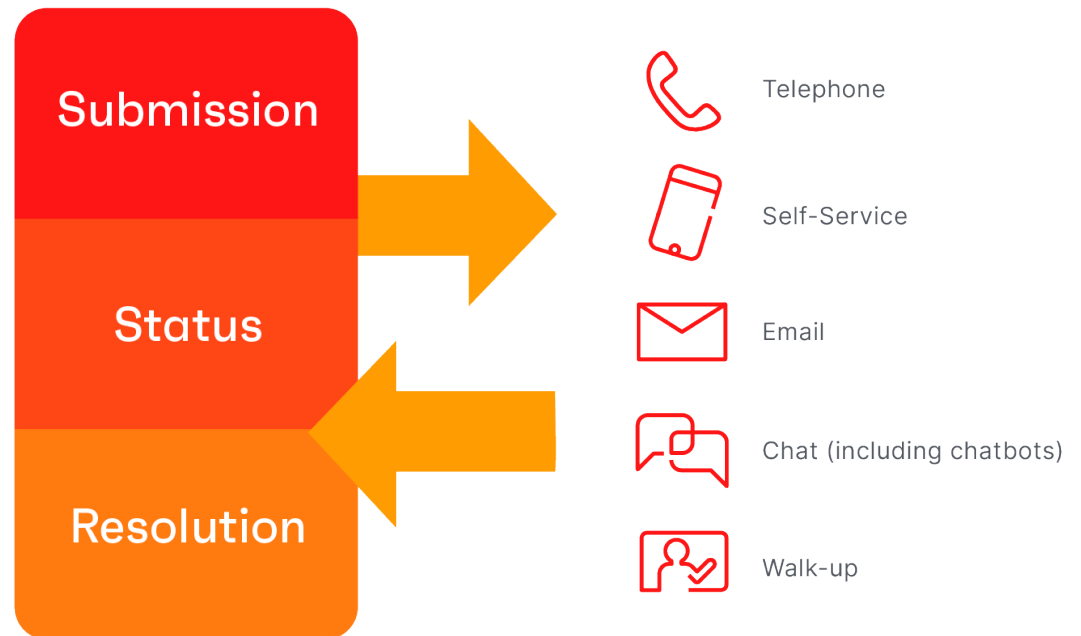
IT also provides a variety of ways for employees to access cross-enterprise portal capabilities. Employees can access and obtain services and information whenever they want, from wherever they are and on whatever device they choose, using mobility capabilities like a smart phone application, chat boxes, and virtual agents like Slack. The omni-channel self-service experience is also personalized to present information to employees in their native language. It's further personalized so employees receive only the services available to them in their location, based on their role and approval level.

All of these capabilities stimulate better and more productive daily work experiences so the employee experience is meaningfully improved. Productivity increases throughout the organization and, as a result, the visibility and value of IT is similarly elevated. In turn, IT is free to tackle higher-value projects that add value to the bottom line.

Natural language processing

Location management

Role-based personalization





These tables provide an overview of the key capabilities and benefits of service management across the enterprise.

Enterprise Service Catalog	Benefits
Integrates and centralizes a catalog of enterprise-wide services	Enable self-service and information delivery across the enterprise
Imposes and manages employee access and security permissions and approval levels	Govern who can use which services, what approval levels are needed and how they are obtained

Enterprise Service Portal	Benefits
Presents and translates the cross-enterprise service catalog and displays it to employees in simple terms	Deliver an enterprise-wide self-service portal with navigation that employees want to use and instructions they can understand
Provides one-stop shopping for employee requests and problems	Streamline service delivery, provide a consistent and excellent experience for employees and avoid portal sprawl
Supports a search field with keyword tagging, subject headings, indexing and more	Reduce clicks to find the services and information users need
Filters and fulfills requests using location and role-based personalization	Optimize the employee experience by serving up only services and information relevant to them, in their own language
Routes requests requiring human interaction to the correct person	Increase efficiency of non-automated service requests
Supports delivery of organizational news and FAQs, as well as surveys and a help center	Promote portal usage and enable feedback mechanisms for targeted analysis
Provides analytics tools that monitor and report portal usage	Increase self-service effectiveness and gain insights like the relative importance customers and employees place on a service or information requests for which there is no content available

Omni-Channel and Everywhere Access	Benefits
Provides omni-channel, work-anywhere access to enterprise services with collaboration tools like live chat, Slack and MS Teams	Improve the employee experience and increase organization productivity by enabling interaction with services from anywhere, anytime, on any device

## Hyperautomation and Artificial Intelligence

As the IT team's role and sphere of governance expands, so does the complexity and scope of data points, processes and workstreams. The most innovative automation capabilities — collaborative hyperautomation supported by AI and machine intelligence — are implemented to manage what is now a vast, interconnected digital environment. Hyperautomation enables development and implementation of self-healing, self-securing and self-servicing solutions to improve the cost, speed and accuracy of the services IT delivers.

**“More than 80% of executives are accelerating plans to digitize work processes and deploy new technologies.”<sup>3</sup>**

World Economic Forum

Hyperautomation is essentially the concept of automating the automations. With standardized and automated workflows and a full-formed CMDB already in place, innovative IT teams are well positioned to move from advanced automation to collaborative hyperautomation.

Governance of interconnected, cross-enterprise workflows is achieved by creating a parent hyperautomation that initiates a family of sub-hyperautomations, which in turn may also contain nested hyperautomations.

For example, provisioning a new hire for success involves workstreams and processes that involve nearly every LOB in the organization. The IT team creates a hyperautomated workflow that initiates all the activities needed to enable the new hire to get settled and be productive. All of these nested workstreams and processes have been optimized to work in the most efficient manner possible, based on time, cost and employee-experience considerations.

The parent workstream triggers:

- an IT workflow to secure onsite and/or remote network access and activate email
- a facilities workflow to provision office space, a computer and other functional necessities
- a security workflow to issue an ID badge
- a finance workflow to establish salary and paychecks
- a resource management workstream to create a project assignment, send an invite to corresponding meetings and incorporate individual work into project status reporting

**“Hyperautomation is... inevitable. Everything that can and should be automated will be automated.”<sup>4</sup>**

Gartner, Inc.

These automated workflows employ AI techniques like natural language processing, location management and role-based personalization to filter and deliver information and tools to the new hire in their native language. Only the services and capabilities available in the country or location where the new employee resides are offered, commensurate with their security and employment status, permissions level, and approval authority.



This table provides an overview of the key capabilities and benefits of hyperautomation and AI.

Hyperautomation and AI	Benefits
Facilitates cross-functional governance by optimizing slow, rigid internal processes with automated, end-to-end collaborative workflows	Improve enterprise-wide productivity by completing 70%-80% of tasks automatically, standardizing and optimizing processes across the organization
Empowers first-tier staff to accomplish tasks that traditionally required escalation to specialists using pre-defined decision making parameters	Further increase productivity and employee satisfaction by pushing decision making down the chain, reducing escalations and speeding remediation
Enables customizations with clicks, not code	Empower non-technical staff to easily customize workstreams based on changing requirements, while managing allowable adjustments based on authority level
Autonomously self-heals the operational environment as conditions change using hyper-automated bots for proactive response	Autonomously sense, predict and auto-remediate issues with proactive, non-disruptive resolutions
Integrates and aggregates asset auto-discovery, auto-tracking and auto-management work to enable spend intelligence across the hardware and software landscape	Manage spend more effectively by auto-identifying missing and unaccounted devices, managing compliance, improving utilization of existing assets and additional insights that can be obtained from a current and interconnected view
Adaptively self-secures all digital assets, including endpoint and workplace IoT devices that exist on the edge of the operational environment	Compress the window of exposure to security threats and eliminate duplication of effort between security and IT teams

## Enterprise Analytics

At the innovative level of IT maturity, analysis focuses on key business capabilities and impacts using data-driven insight based on real-time analysis and an aggregated view of the business.

Collaborative cross-company and cross-project views connect the dots to increase productivity, control and reduce costs, and reveal insights not previously available. Teams throughout the organization can further standardize and optimize their own systems and processes. They can also present executives with interactive dashboards and scorecards that display success criteria in clearly defined and easily accessible ways. These can include financial and risk analysis as well as forecasting and predictive analysis to investigate transformative initiatives for bottom-line improvements. In fact, according to a Forrester 2020 survey, 70% of respondents whose companies leverage augmented analytics report their firms have experienced revenue growth of 10% or more on average over the past three years.

AI-powered analysis enables LOB leaders to improve their ability to anticipate, shift and respond to rapidly changing market situations, providing the information they need to determine which business initiatives will be seen as high value by customers, which ideas to implement and fund, how much they will cost and how to allocate the right set of resources. Proposals are evaluated using a central repository that integrates cost, benefit, resource and risk data, with scoring matrices for prioritization.

This table provides an overview of the key capabilities and benefits of enterprise analytics.

AI-Powered Analytics	Benefits
The CMDB extends beyond IT asset inventory, configuration and security management to include data about employees, product development, sales, customers, marketing and all areas of the business	See the intricacies of the business through a single pane of glass, using an integrated source of reliable data that reveals cross-functional understanding and enables faster, more efficient, more accurate and more detailed business plans
Workflows built with embedded analytics trigger automated actions even when unusual situations arise	Automate more actions with AI and machine learning mechanisms that address outlier situations, further optimizing processes and productivity
Natural language processing enables users to ask their own questions about the data using conversational ad hoc queries, eliminating the need for cryptic query types that only a data professional can construct	Offer self-service analytics to all business users, simplifying access to critical information and enabling them to dig deeper into areas of potential interest
Value stream analysis captures and visualizes data typically associated with different stakeholders into integrated workstreams that enable planning of new product lines and capabilities, identify waste, and focus on value from planning to production	Connect team-level work at the portfolio and enterprise level to strategic planning that drives business success and competitiveness

**Respondents at AI high performers [across regions, industries, company sizes and functional specialties] are 2.3 times more likely than others to consider their C-suite leaders very effective.<sup>5</sup>**

McKinsey Analytics Global AI Survey

## 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 only an infrastructure operator, line-of-business (LOB) decision makers rely on IT as a trusted partner to advance the services and solutions that support key business initiatives.

## 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](https://www.ivanti.com)

## Ivanti can help

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

Find out more here:

- [Ivanti Neurons for ITSM](#)
- [Ivanti Neurons for ITAM](#)
- [Ivanti Neurons Hyperautomation Platform](#)

You may also want to take a look at eBook 4 of the [IT Service and Asset Management Essential Guide series](#) to find out more about the innovative level of maturity.

The Ivanti logo consists of the word "ivanti" in a bold, lowercase, sans-serif font. The letter "i" is red, while the remaining letters "vanti" are black. A small registered trademark symbol (®) is located at the top right of the letter "i".

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1. 1 O'Connell, V.; "ESM: The (R)evolution of ITSM." Enterprise Management Associates (EMA); May 2020]
2. 2 Burke, B., "Top Strategic Technology Trends for 2021"; Gartner, Inc. 2020
3. 3 Russo, A., "Recession and Automation Changes Our Future of Work, But There Are Jobs Coming, Report Says"; World Economic Forum; October 20, 2020
4. 4 Burke, B., "Top Strategic Technology Trends for 2021"; Gartner, Inc. 2020
5. 5 Results of McKinsey Global Survey on AI; "The State of AI in 2020"; McKinsey & Company; November 17, 2020