From ITSM to ESM

Enterprise Service Management with Jira Service Desk

by Jennifer Choban

Introduction

Enterprise Service Management

- What if you could leverage all of the knowledge gained over years of ITSM to help not just IT, but all teams in your organization?

- What if every team, from finance to facilities to HR had the tools they need to provide excellent service, to predict demand and plan accordingly, and to respond quickly and efficiently to incidents and problems?

- What if an employee in your organization could go to one place to ask for help, regardless of whether they need someone to change a server or a change a light bulb?

- What if new technologies such as AI and machine learning could benefit teams across your organization?

That's the vision behind Enterprise Service Management (ESM).

ESM Overview

It's time to share the lessons, framework and tools of ITSM with all service teams.

What's Driving the Evolution from ITSM to ESM?

Enterprise Service Management (ESM) applies the framework, practices and learnings from IT Service Management (ITSM) to service teams across an organization. The evolution from ITSM to ESM is driven by the desire to provide a better customer experience. Customers – be they clients or employees from another team in the organization – want to have one place to go to get help. They shouldn't have to navigate multiple request or ticketing systems within the same organization. They want access to fast, accurate service and the opportunity to avoid wait times by solving problems for themselves.

A **2018 survey by HDI survey** of organizations in 20 industry verticals and with a wide range of organization sizes found that over 75% of respondents identified improving the customer experience as the a leading motivator for the transition to ESM. The survey also found that among organizations that had implemented an integrated service management solution, 52% reported that employee satisfaction had improved.

Enterprise Service Management also makes fiscal sense. Sophisticated tools – which will continue to become more effective with increased use of AI – allow organizations to "shift left," resolving problems at at a lower cost tier of service. One ESM tool can replace multiple legacy systems, providing savings not only in licensing fees, but also in procurement and negotiation costs, as well as ongoing maintenance. Seventy-five percent of respondents to the HDI survey reported that productivity had improved since expanding service management beyond IT, further indicating significant savings from implementing ESM, in addition to achieving a better ROI on the ITSM tools that have already been invested in. Thus, ESM allows all teams to deliver faster service, with improved quality at a lower cost.

Increasing support costs →

(Level Zero Support) (Level One Support) (Level Two Support) (Level Three Support)

← **Shift left: lower cost and improved user satisfaction**

Which Parts of ITSM are Included in ESM?

Service management is far and away the most common ITSM practice that is being adopted beyond IT. Non-tech teams that receive a high volume of requests (for example HR, Facilities and Marketing) are embracing digital transformation as an opportunity to move beyond the shared inbox and other limitations of providing support through phone and email.

While service management appears to be the main carrot attracting organizations to ESM, other principles of ITSM should be considered. IT is not the only department with changes, problems and incidents to manage. Expanding the ITSM framework can help teams like HR and Finance prepare for incidents and plan for changes. Many organizations are focusing on service management where they can make the fastest and most desired gains, but a more thorough implementation of ITSM principles will pay off in the long run.

Which service management processes and practices are being applied outside of IT?

Process	Value
Incident/service requests management	72
Knowledge management	59
Service catalog	56
Change management	39
Customer relationship management	35
Problem management	35
Asset management	32
Requirements management	12
Financial management	11
Supplier management	7

Source: **HDI: The State of Enterprise Service Management**

Which Non-tech Teams are Adopting ESM and Why?

HR, facilities, legal, marketing and customer service are leading the way among non-tech teams that are adopting service management practices. These teams share common challenges such as needing:

- An easy way for their customers (organization employees) to reach them;

- A centralized system for handling incoming requests (be they **content creation requests for Marketing**, **recruiting requests for HR** or **contract reviews for Legal**);

- The ability to collect all of the right information when a request is placed;

- A place to display their available services.

Lacking a centralized request management system also means that many teams do not have an efficient way to measure/predict the demand for their services. Hence, access to real-time reporting and analytics is a significant improvement that allows team to go from reactive to proactive and predictive.

Teams across an organization will identify processes that need to be streamlined, standardized and made more accessible. For instance, the Sheriff's Office in Monmouth County, New Jersey is using Jira Service Desk to:

- Digitize their employee emergency contact information, transforming it from a difficult to update, paper-based process

- Track requests for their internal printshop, leading to faster delivery and measurable workloads

- Manage critical communications such as requests for legal documents and recordings using ProForma forms and Jira's audit tracking to serve as a "chain of custody."

Where are the principles of service management being applied?

Customer service/ support	Human resources	Facilities	Finance	Training	Other
55	52	39	30	22	18
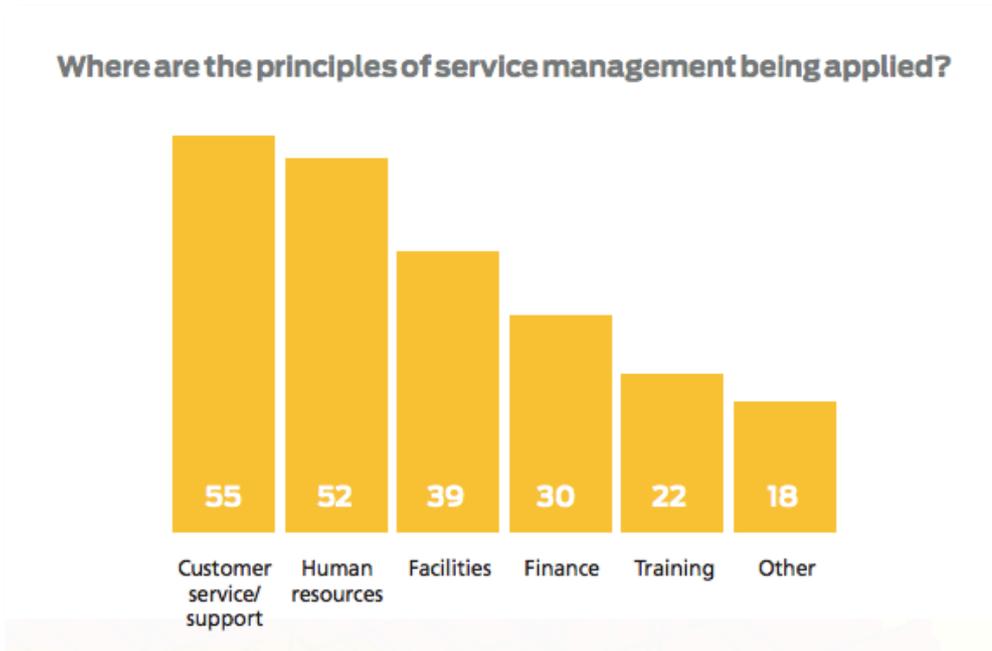
Source: **HDI: The State of Enterprise Service Management**

The Atlassian Advantage
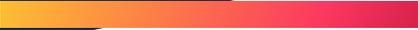
As an ESM Solution, Jira Service Desk outshines the competition in terms of flexibility and affordability.

Jira Service Desk as an ESM Solution

It was exciting news when Atlassian was sited as one of the 12 best Enterprise Service Management (ESM) solutions in the **Q3 2018 Forrester Wave™**. While Atlassian has traditionally been more focused on ITSM, as the Forrester report notes, the ability to select apps/plugins from the Atlassian Marketplace, differentiates Jira Service Desk from other ESM options. Advantages of employing JSD as an ESM solution include:

Affordability and ROI

Starting at as little **as $10 per month**, Jira Service Desk is significantly more affordable than other ESM solutions. Equally important, Atlassian employs a transparent pricing model. There's no bait-and-switch, no need to invest hours negotiating in order to maintain the same services once you're past the introductory year.

And Jira Service Desk delivers a proven return on investment. An independent **Economic Value Validation report** by **ESG (Enterprise Strategy Group)**, one of the leading industry research and analyst firms, found that Jira Service Desk allows organizations to reduce ticket volume by 25%, increase employee self-service by 45%, reduce overall ticket resolution time by 40%, and reduce costs by up to 80%. Hence, the value of adopting Jira Service Desk goes far beyond the low cost.

The Economic Value of Jira Service Desk

Migrating to ⚡ Jira Service Desk

25% Fewer Tickets | 40% Faster Resolution | 45% More Self Service | Up to 80% Lower Cost

Source: Enterprise Strategy Group

The Atlassian Advantage

Lightweight Solution

Service teams across your organization will love Jira Serice Desk for the same reasons IT teams do. JSD is fast to deploy and easy to use, allowing teams to demonstrate value almost immediately. JSD is sized to fit, flexible and easy to scale. It comes out of the box with all of the features you need and not a bunch of features you don't. When additional functionality is required, it can be easily found in the Atlassian Marketplace. Thus, you only pay for what you need.

Support for all aspects of ITSM

Atlassian software is ITIL certified for multiple ITSM processes including service/request management, incident management, problem management and change management. Jira Service Desk is unique among service management solutions in being built on a software development platform and is therefore especially suited for DevOps. Incident management can be further supported using other Atlassian tools such as **JiraOps** and **Statuspage**. See **Tips to make a lean, mean ITSM machine** for a comprehensive description of Atlassian's ITSM offering.

Evolving

Atlassian continues to enhance and expand their tools. They provide clear **examples for how artificial intelligence and machine learning can be used with Jira Service Desk** for skill-based ticket routing, knowledge-base recommendations, and topic discovery resulting in time savings for the customers and cost savings for the organization. Using JSD as an ESM solution makes it possible to multiply these benefits across the organization.

Built for Teams

Successful implementation of any change means working with people, not just products. This becomes even more important when tech solutions are extended to non-tech teams. Atlassian dedicates significant resources to supporting teams – in monitoring their team health, in making decisions and in having more efficient (and fewer) meetings – to name just a few items from the **Atlassian Playbook**. Atlassian doesn't approach addressing organizational culture as a simple afterthought. It's at the heart of the Atlassian approach.

Easy to Adapt

Unlike competing ESM tools, Jira Service Desk is remarkably easy to adapt for use by any service team. Customizations can be made quickly, usually without coding. And with the addition of the right apps/plugins (see below), it can be done without complex Jira configurations or Jira custom fields.

Atlassian is poised to become a leader in ESM with Jira Service Desk's affordability, flexibility and ITSM capability.

Implementing an ESM Solution
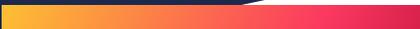
Successful implementations focus on people and processes rather than just tools.

People, Not Just Products

In order for any implementation to be successful, attention needs to be paid to the people, not just the tools. In a 2015 White Paper on **Organizational Change Management**, Roy Atkinson pointed out that, "Service management isn't something you buy; it's something you do. If it 'didn't work', that's because it didn't address the existing culture of the organization…" Stakeholders need to agree on a shared vision of ESM and how it could benefit your organization. Keeping this vision in mind throughout the implementation process will help to ensure a successful transition.

Be prepared to address concerns that may emerge from various stakeholders.

Decision Makers

Leadership may be hesitant to change or may not want to appear to be forcing a top-down decision. They will be motivated by ESM's potential for:

- Increased efficiency and reduced costs in multiple departments as service teams are able to shift support requests left.

- Reduced licensing and maintenance costs from replacing multiple legacy systems with Jira Service Desk.

- Better internal and external customer service, and reduced friction between departments.

IT Ops

Not wanting to strain limited resources or introduce complications, IT Ops teams can be risk averse. Why disrupt systems that are perceived to be working? Will increased responsibility be accompanied by an increase in budget?

Let IT teams know that:

- Once implementation is complete, their work will be simplified as JSD can be used to replace multiple legacy systems.

- The proper apps/plugins will allow them to simplify Jira configurations and reduce custom field use even as they bring more teams into Jira.

Non-tech Teams

Each team has developed its practices for a reason. Each team has different compliance requirements, different demands and different pain points. And change is hard. **Simple steps** such as gradual implementation (see page 16), avoiding tech jargon and cultivating a Jira champion within the team will go a long way towards smoothing the transition. Pay particular attention to assuring teams that:

- Jira's flexibility means that the workflows fit how they work, they won't have to adapt their processes to fit the software.

- They'll be able to collect exactly the data they need for each one of their services.

- They'll be able to provide better, faster service.

- Digitizing processes means it will be easier to measure and show what they can do.

- They will be fully trained on the new system before they are expected to use it.

Customers/Employees/End Users

Providing a better customer experience is at the heart of ESM, so be sure to include customers in your implementation plan. You can speed and smooth adoption by:

- Communicating why the change is being made.

- Letting customers know about the benefits of the new system.

- Requiring as few changes as possible. (For example, can they access the new help center via the same place on the intranet that they used to go to? Can they use one of their existing logins as their Jira login? Can employees still send in requests via email?)

How to Implement an Enterprise Service Management Solution

In acknowledgement that non-tech teams are embracing digital transformation in the interest of providing better service to their customers, and not from a desire to become more technical, implementation strategies should be well-thought out and gradual.

Implementation will go smoother if IT teams work closely with the leaders of the non-tech teams they are onboarding to fully understand the team's workflows before implementing a solution. Then implementation should be done in phases, beginning with getting key items of the team's service catalogue available on a customer portal. Possible criteria for identifying which items to make available first may be:

- Those services that are most frequently requested;

- Those that are pain points for the service team;

- Those that are most in need of standardization.

Each service that's been identified will have its own data set – the information that the service team needs in order to fulfill the request. Using the **ProForma** app/plugin allows teams to collect this process-specific information without custom fields or complex Jira configurations. ProForma allows teams to use a simple form builder to create forms that embed in Jira issues/requests (no code, no screen configurations or schema changes required). Teams are able to get all of the information they need up front - when the request is first created.

Which request will get better results?

Help Center / Ops Service Desk
Ops Service Desk
Welcome! You can raise a Ops Service Desk request from the options provided.

Contact us about

General ▾

What can we help you with?

📖 Print request ▾

Raise this request on behalf of *

👤 Jenny Chobin (jenc@thinktilt.com) ✕ ▾

Summary *

50 copies

Description

Hi,
Please print off 50 copies of my presentation slides for Thursday next. I put a hard copy in your mailbox. Thanks

---

Ops Service Desk
Welcome! You can raise a Ops Service Desk request from the options provided.

Contact us about

General ▾

What can we help you with?

📖 **Print Request**
Order printing or copying from the print room ▾

Raise this request on behalf of *

👤 Jenny Chobin (jenc@thinktilt.com) ✕ ▾

Summary *

ProForma Presentation Slide deck

Print Order

Job Name *

XYZ Presentation Slide deck

Link to electronic file

http://Support/Presentations/XYZ

Cost center (acct #) *

5628

Date work needed by

28/Mar/2019 📅

Delivery to:

Main Building

Room #

12

Printing

Color *

○ Black white only
● Color printing or colored paper

Size

Letter ▾

Number of copies *

50

Collated

● Yes
○ No

Paper

● Standard
○ Card stock

Print sides

○ 1 to 1 sided
● 1 to 2 sided
○ 2 to 1 sided
○ 2 to 2 sided

About Us

Tools that allow for items from the team's service catalogue to be added to the service management system without coding or complex technical configurations have an advantage, as they will allow service teams to control their transition and lesson the burden on IT teams. (Notably, 60% of respondents to the HDI survey reported that IT now supports tools for service management in non-IT areas; however, only 39% reported having more IT staff to provide that support).

Once the team has a functioning portal and queues, the next phase is to implement a linked knowledge base. This need not be limited to "how-to" articles (How do I change the number of deductions on my W4?), but can also include relevant policies and procedures, such as information from an Employee Handbook.

Bells and whistles like automation and SLAs can be added later (or not at all) depending on the preferences of the team. IT should be careful not to overwhelm non-tech teams as they transform to digital solutions. Rather, let them adjust, then iterate adding more functionality when teams have seen the potential and are hungry for even greater efficiency.

> Transition to an Enterprise Service Management system based on Jira Service Desk will allow organizations to deliver better, faster service to both internal and external customers. ESM achieves this while reducing costs and freeing service team members to focus on higher value work.

ABOUT THINKTILT

ThinkTilt was founded to provide powerful support tools that give teams like yours power over their processes.

Our premiere product, **ProForma**, makes it easy for non-tech teams to build and deploy user-friendly forms that embed in Jira issues/requests. Now teams can have all of the custom data they need, without the custom fields. Empower every team in your organization to take control of their processes and deliver first class request management. You get all the information you need, where you need it.

ProForma is available through the Atlassian Marketplace, both as an unlimited version and a fully-featured free version (ProForma Lite).

Other Resources

CITED IN THIS PAPER

1. HDI, **The State of Enterprise Service Management**, 2018.

2. **The Forrester Wave™: Enterprise Service Management, Q3 2018**

3. **Enterprise Strategy Group**, **Economic Value Validation Report**, 2018

4. Paul Buffington & Swati Jain, **Tips to make a lean, mean ITSM machine**

5. Geoff Simms, **Inside Atlassian: Transforming Customer Support With Artificial Intelligence**, 2018

6. **The Atlassian Team Playbook**

7. Roy Atkinson, **Organizational Change Management**, 2015

Download other resources and ebooks at
www.thinktilt.com/ebook