



| IFS assyst

# The Buyer's Guide to Enterprise Service Management

How to Evaluate Enterprise Service Management Solutions





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# Executive \_\_\_\_\_ Summary



You can see that an Enterprise Service Management solution holds the key to unlocking productivity and delighting customers. You can also see that your choice of provider is what will make or break your investment. This guide unpacks the issues you need to consider and how to select the vendor that's right for you.





# Introduction: \_\_\_\_\_

Enterprise Service Management grew out of ITSM methodologies. It's an operational architecture where each service provider within the organization – whether IT, HR, Facilities, or any other department – is defined as a service domain that offers services to people both inside and outside the organization.

It makes a compelling case for itself because organizations see it has the ability to solve a multitude of thorny problems.

Research shows that Enterprise Service Management strategies are most commonly being executed to meet the need for:



**Process standardization and optimization** – because it ensures only set services and set protocols are followed



**Cost reduction** – because best-in-class solutions are low code no code, which enables BizDevOps approaches and means services can be added and amended without expensive or time-consuming external or expert support.



**Employee experience improvement** – because it is an omni-channel, self-service solution that empowers employees.<sup>1</sup>

Consequently, 71% of organizations have either started or are planning to use ITSM capabilities outside of IT.<sup>2</sup>



## Did you know?

71% of organizations have either started or are planning to use ITSM capabilities outside of IT<sup>3</sup>

<sup>1</sup> ITSM.Tools: The State of Service Management 2021

<sup>2</sup> ITSM.Tools: The State of Service Management 2021

<sup>3</sup> ITSM.Tools: The State of Service Management 2021

<sup>4</sup> ITSM.Tools: The State of Service Management 2021



## Did you know?

Improved customer service and support is the number one reason ITSM solutions are being extended beyond the IT department.<sup>5</sup>

The over-arching benefit of standardizing and optimizing processes, reducing costs, and improving the employee experience is an improved customer experience. Indeed, improved customer service and support is the number one reason ITSM solutions are being extended beyond the IT department.<sup>4</sup>

Ultimately, the opportunities are clear to see.

At the same time, because it's a solution that will touch every part of your organization, it's vital to get it right.

The right Enterprise Service Management solution will drive your organization forward and give you a competitive edge. It will also enhance your reputation within your organization as the individual who had the vision to see what was required.

The wrong tool will create more problems than it solves – with the associated impact on your reputation.

In other words, the stakes couldn't be higher.

In this eBook we'll consider:

whether now is the right time for your organization to embrace Enterprise Service Management

the key considerations when choosing your vendor

the pitfalls to avoid

the benefits of getting your choice of vendor right.

There's also a buyers' checklist to refer to when you start the process of tool selection and we'll conclude with a look at why IFS assyst was named as a Leader in The Forrester Wave™ for Enterprise Service Management in Q4 2021.<sup>6</sup>

<sup>5</sup> [ITSM.Tools: The State of Service Management 2021]

<sup>6</sup> [The Forrester Wave™: Enterprise Service Management, Q4 2021]

# 5 Signs You Need an Enterprise Service Management Solution

If Enterprise Service Management is something you're considering in your organization, what are some of the tell-tale signs your instincts are right?



## 1. Your Customer Experience is Letting You Down

A World Economic Forum Digital Enterprise project created a working group of senior executives from 40 global companies that together represent 70% of global gross domestic product.

In the report on its findings<sup>7</sup>, it notes: “[D]igital technology exposes flawed operational processes to customers. The transparency that comes with a digital business gives customers a window into lax execution, broken flows of information, fumbled transactions and rework.”

It goes on to say: “Successful digital businesses simplify in part by focusing on end-to-end customer episodes. They often put together cross-functional, Agile teams that own each of those episodes and have the mandate to delight the customer. Companies structured in this way can deliver change at a pace and scale that allows them to evolve with their customers’ desires and needs.”<sup>9</sup>

This is, in essence, what Enterprise Service Management does. It streamlines workflow management so employees can get on with their job – delivering for customers.



Did you know?

“[D]igital technology exposes flawed operational processes to customers.”<sup>8</sup>

*World Economic Forum*

<sup>7</sup> [World Economic Forum: The Digital Enterprise Moving from experimentation to transformation](#)

<sup>8</sup> [World Economic Forum: The Digital Enterprise Moving from experimentation to transformation](#)

<sup>9</sup> [World Economic Forum: The Digital Enterprise Moving from experimentation to transformation](#)

## 2. Your Employee Experience is Lacking

An exceptional employee experience is a fundamental part of a successful business. Among a wealth of other benefits, Gallup finds that organizations in the top quartile for employee engagement are 23% more profitable than those in the bottom quartile.<sup>10</sup>

Yet, as Forrester says: “Enterprises deliver services poorly, especially to themselves. From onboarding employees to approving contracts, when you need someone else’s help, the results are often dismal. ‘Send an e-mail to our shared Inbox so we can ignore it’ is too often the default. [...] Today’s intensive knowledge work requires better tools than ERP systems linked by e-mail.”<sup>11</sup>

Forrester concludes that Enterprise Service Management “enables the employee on a daily basis to identify and engage the internal services she needs to get her job done, whether it be hiring a new employee, getting a contract approved, or requisitioning new office space.”<sup>12</sup>

ESM solutions give employees an omni-channel experience that empowers them to self-serve, putting them in control and helping them to be more productive.

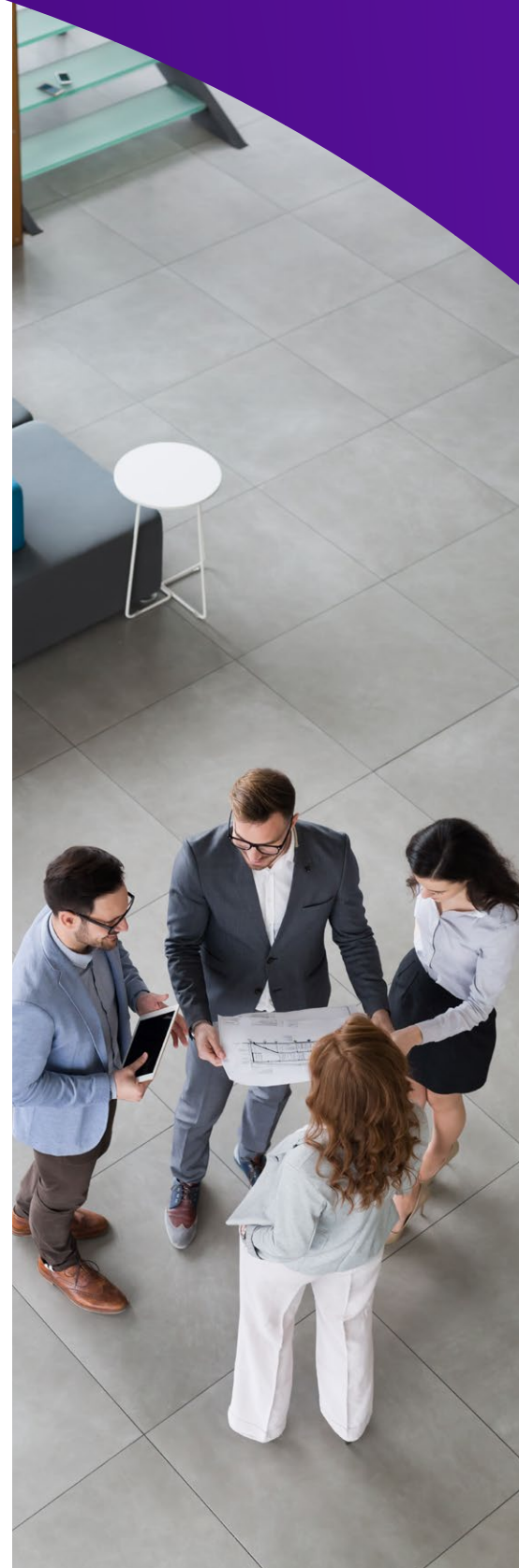
## 3. Your Service Levels Are Falling As You’re Growing

Whether by necessity or not, doing more with less is a common mantra these days. If you are to succeed in this ambition, it’s vital that processes and workflows run friction-free. Employees simply can’t waste time fighting systems that don’t get it right first time.

The same is true if you’re growing, whether organically or through acquisition. And since global merger and acquisition M&A activity topped \$5 trillion in 2021, far exceeding any previous record, this is a problem more and more businesses will be facing.<sup>13</sup>

Enterprise Service Management tools mean employees can self-serve to solve problems faster. At the same time, because they give you a service catalog that reflects workflow requirements rather than internal department delineations, requests that require active input from multiple departments don’t fall through the cracks.

The best Enterprise Service Management tools also include AI functionality so you can deliver better services faster and at scale.



<sup>10</sup> [Gallup: The Relationship Between Engagement at Work and Organizational Outcomes](#)

<sup>11</sup> [Forrester: Enterprise Service Management Drives Engagement](#)

<sup>12</sup> [Forrester: Presenting The Forrester Wave™: Enterprise Service Management](#)

<sup>13</sup> [Reuters: Global M&A activity smashes all-time records to top \\$5 trillion in 2021](#)



#### 4. Your ITSM Solution is No Longer Fit for Purpose

The Service Delivery team at the University of Canterbury, New Zealand, was keen to implement a single solution to meet the needs of the Learning Resources department, which encompasses IT as well as Audio-Visual, Campus Services, and Library Services. A single Service Desk was required to meet the needs of Student Services, HR, and Finance.

An Enterprise Service Management approach was the right way to go. And because Enterprise Service Management is an evolution of ITSM, the logical thing for the University of Canterbury to do was to extend their ITSM solution.

However, in this case, the team knew the existing ITSM solution would not be fit for purpose. The software enforced lengthy workflows which could not be modified and the user experience was not intuitive, resulting in poor uptake and doubts as to the benefits of service management internally.

The University turned to the IFS assyst solution to deliver the required step change. Six months after implementation it was seeing 50% fewer calls to the Service Desk and an 8.5% incremental increase in self-logging requests on a monthly basis.<sup>14</sup>

For the University of Canterbury, the right thing to do was replace their ITSM solution with an ESM solution. Many organizations find it beneficial to bring an ESM solution on-stream while maintaining their ITSM and run the two in parallel. IT workflows are then migrated to the ESM solution when the time is right.

<sup>14</sup> [University of Canterbury Case Study](#)





## 5. You Have No Idea What's Working and What Isn't

Improving productivity is a must for every business.

But when it comes to how effectively internal services are running, how can you target improvements when you can't measure what's happening? When employees get things done by emailing a shared inbox, dropping a note in Microsoft Teams, or even picking up the phone, there's zero accountability. You have no idea what's going on or where things could be improved.

Enterprise Service Management solutions change all that. They force you to define and formally document enterprise services and processes. As a result, assuming you conform to agile methodologies, enterprise-level governance and controls can be established.

### If Enterprise Service Management is Right for You, What's Next?

Once you've recognized the need for Enterprise Service Management in your organization, it's time to consider potential providers. What are the key considerations when drawing up your shortlist? Let's look at this next.

# Key Considerations When Evaluating an Enterprise Service Management Solution Provider

As we discussed in the introduction, your choice of Enterprise Service Management solution provider is business critical. This isn't a solution that has the potential to solve the problems of a single department, it's a solution that has the potential to solve the internal workings of your entire business. It follows, therefore, that if you get it wrong, it has the potential to slow down the internal workings of your entire business.

So what do you need to consider?

## The Core Features

First things first, your solution must have all the core features that indicate a solid, reliable tool that has the capabilities needed to deliver a strong return on investment.

When considering vendors for inclusion in The Forrester Wave™: Enterprise Service Management, Q4 2021<sup>15</sup>, Forrester set these criteria as the baseline:

- innovation in core ITSM
- ITSM capabilities that extend beyond technology services
- demand and supply management through a service app store and service portfolio
- workflow automation through PaaS/low-code development
- active engagement in the Enterprise Service Management market
- demonstrated interest from Forrester clients.

Note here that the criteria not only cover core functionality but also the wider credentials of the provider.



<sup>15</sup> [The Forrester Wave™: Enterprise Service Management, Q4 2021](#)

## The Functionality

However well-rated a tool is, it's vital that it's fit for your purpose. The core features are essential but you must also be sure that it gives your organization what it needs. Before scoping providers, take time to understand the specific use cases you have and the specific functionality your solution will need. This process will be invaluable when you're looking to draw up your shortlist.

At the same time, remember that nine times out of ten, it's better to adapt your processes to the Enterprise Service Management workflow rather than vice versa.

When considering your processes, take time to assess which ones are genuine and valuable points of difference with your competitors. Be ruthless in the realization that some of your processes may look distinctive because 'we've always done it that way' rather than because they're the best way to do things.

Enterprise Service Management tools are built on real-world applications built up over decades and are therefore likely to be based on best practices. Implementing Enterprise Service Management is an opportunity to take a fresh look at processes and streamline legacy activities.

## The Expertise and Understanding

Enterprise Service Management solutions have evolved from ITSM solutions and at one level, they're essentially the same – they allow users to create workflows to execute a task.

The big difference is that ITSM solutions evolved for use in IT settings. Enterprise Service Management solutions encompass the whole business and therefore introduce a myriad of complexities.

For example, highly regulated industries will have compliance requirements to factor in. HR workflows involve confidentiality and privacy requirements that IT workflows don't need.

It's why it's wise to work with a provider who understands industry- and domain-specific processes and requirements because they'll be able to hit the ground running and will have your back.

## The Ease of Use for Users

One of the key attractions of Enterprise Service Management is that it enables non-IT teams to take control of their service catalog.

But this will only become a reality if the tool is intuitive and requires no specialist knowledge or input from IT.

When trialing any solution, make sure to involve stakeholders from all the departments that will be affected. Ask them to build new workflows as well as test them.

It's very easy to take for granted how much you instinctively understand about the way IT systems work. Just because something's obvious to you doesn't mean it will be obvious to the average non-IT expert.

In practice, what this typically means is that a codeless platform is almost certainly essential.

## The Interoperability with Other Systems

Because Enterprise Service Management solutions go into every department in your organization, so it follows that it needs to interact with a multitude of systems.

Remember too that ensuring every system interfaces with your Enterprise Service Management solution isn't a done-once activity. It's something that will need to be checked every time there's a update to any product in the set-up.

You don't want to find yourself with a system that uses bespoke APIs that require specialist knowledge that could be lost if a key employee leaves the business. Instead, look for a solution that uses web services and open APIs. This will make it easier for different tools to share data with your Enterprise Service Management solution – and for you to maintain functionality.

## The Future

When evaluating providers, your mind will inevitably be focused on the present and immediate future. It's likely that you see Enterprise Service Management as an essential building block in rolling out wider improvements or digital transformation initiatives in the business.

But it's a mistake to think that Enterprise Service Management solutions only solve problems. They can also be used to drive improvements and deliver strategic advantage.

As well as thinking about the problems an Enterprise Service Management solution could solve now, also think about what improvements it could unlock in the future.

When you choose a solution that's as future-proofed as it can be, you minimize product churn and the inevitable disruption that's associated with it.

## What Could Go Wrong?

Just as important as what to look out for is what to avoid. In the next section we'll look at the common pitfalls you must avoid when choosing your provider.



# 3 Pitfalls to Avoid When Choosing an Enterprise Service Management Vendor

As well as the must-haves, it's also important to consider the traps to avoid. Here are three of the most common.



## 1. Choosing the Wrong Licensing or Hosting Option

When conducting your cost-benefit analysis and total cost of ownership calculations, pay particular attention to licensing options to make sure they make sense for your organization.

Per-user pricing offers transparency and is ideal for smaller organizations with fewer employees. On the other hand, at enterprise level, the cost of per-user pricing quickly stacks up.

Consider hosting options too. Is a cloud-based provider the way forward? This will give you automatic product updates but consider whether you'll be hosting it directly or via a third party. There are cost and security implications you'll need to consider in either case. On-premise hosting might appear to offer better value in the long term but consider how you'll manage product updates (and whether there will be costs involved in implementing them).

## 2. Choosing A Provider of the Wrong Size

Your Enterprise Service Management solution provider will be a partner for your business so it's essential that you're a good match for each other.

If you're a multi-national organization you can always expect prompt service from any provider because you'll be a blue chip customer. However, make sure you won't be too big for your provider. Smaller, challenger providers may not have the resources to service the relationship properly.

On the other hand, if you're an SME, you might struggle to attract the attention of a big-name provider. You might find you're always bottom of the priority list because you're a small fish in a big pond.

In short, conduct your due diligence carefully to ensure you'll get the service you need.

## 3. Not Considering All Use Cases

Many organizations choose to bring in an Enterprise Service Management solution alongside their existing ITSM solution with a view to migrating the ITSM workflows into the ESM solution at a later date. It can also make good sense to introduce ESM one line of business at a time to minimize disruption.

However, if you take either of these approaches, it's essential to do all the strategic thinking up-front. If all goes well and the solution meets all its objectives and delivers an impressive total cost of ownership, what use cases will it be extended to cover?

Not all providers offer all use cases as part of the core product. Instead, they are add-ons that need to be integrated, potentially at a cost that is prohibitive and adversely affects return on investment. You'll want to make sure you're future-proofing your provider.

# A Buyers' Checklist

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When the time is right to start the process of Enterprise Service Management tool selection, use this checklist to start your thinking.

## Assess and Define Your Requirements

The first step is to think carefully about your organization's requirements.

- Consider where your organization is and where you want it to be.
- Look at the processes, technologies and management disciplines you use, as well as the people involved.
- Balance current and future business requirements to future-proof your selection as far as is possible.

By the end of this process you should be able to commit to specific business outcomes. These should be reflected in your RFP so it goes beyond a list of required features.

## Assess the Market

The Forrester Wave™ for Enterprise Service Management in Q4 2021<sup>16</sup> assesses providers against criteria in three areas:

<u>Current offering</u>	<u>Strategy</u>	<u>Market presence</u>
<ul style="list-style-type: none"><li>• Functional modules</li><li>• Platform</li><li>• Technology management</li></ul>	<ul style="list-style-type: none"><li>• Product vision</li><li>• Innovation roadmap</li><li>• Execution roadmap</li><li>• Commercial model</li><li>• Partner ecosystem</li><li>• Supporting products and services</li></ul>	<ul style="list-style-type: none"><li>• Number of customers</li><li>• Average deal size</li><li>• Revenue</li></ul>

It advises organizations to weight each criteria depending on their unique requirements to find the best fit.

<sup>16</sup> [The Forrester Wave™: Enterprise Service Management, Q4 2021](#)

## Delve Deeper

Because Enterprise Service Management is such a critical area, it's vital to go beyond the basics when you're assessing providers:

- Keep focused on your organization's specific requirements – don't be swayed by features that aren't relevant to your needs.
- Stay impartial – assess each solution on its merits and don't pick a favorite too early in the process.
- Dig deeper into the answers you receive – don't take “yes, our tool does this” at face value – take time to understand how it does it.
- Check for specific industry and use case expertise – you need a provider that understands the practice as well as the theory.
- Ensure all your use cases are covered in the core product and are covered by an ‘all-you-can-eat’ license – you don't want to be caught with prohibitive integration fees because something is an add-on.

When you make the right selection, you'll reap the rewards – as we'll see in the next section.



# The Benefits of Partnering with the Right Vendor

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As we've seen, Enterprise Service Management is a powerful solution. The partner you select has the capacity to make or break your implementation.

The wrong provider could prevent you realizing the gains that Enterprise Service Management offers. The right provider will be a powerful partner to support you on your journey.

Accordingly, Forrester<sup>17</sup> says leaders in the sector should be able to support you in three specific areas:

- “Empower service owners to act as product owners. Leading ESM vendors don't just allow adopters to assess service demand – they're also introducing features to enable continuous improvement.
- Move customers from reactive to proactive support. ESM leaders are reimagining how organizations handle support. Rather than acting as facilitators of reactive support, vendors are introducing capabilities to help customers identify problems before they occur and automate their remediation.
- Embed and integrate ESM across platforms of work. While ESM has been helping service organizations – from IT to finance to lines of business – reimagine how they perform and facilitate work/service fulfillment, it has frequently been an island inside organizations. Leaders are building bridges across platforms of work and building tighter ties to development pipelines; IT operations management, including unified endpoint management (UEM) and endpoint; and CRM and enterprise resource planning (ERP) solutions.”

IFS assyst is a provider who embodies all these benefits and more. We'll find out why next.



<sup>17</sup> The Forrester Wave™: Enterprise Service Management, Q4 2021

# Why IFS assyst

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IFS assyst was named as a Leader in The Forrester Wave™ for Enterprise Service Management in Q4 2021.<sup>18</sup>

[Read The Forrester Wave™ for Enterprise Service Management in Q4 2021](#)

It means we meet all the criteria to be a robust, reliable Enterprise Service Management solution provider. But that's just the start.

## 30+ Years of Experience and Results

Our solution is backed by over 30 years' experience, more than any other vendor in the market. What's more, our proven methodology has helped us maintain our 100% success rate across 30 years of implementations. It's why we've been ranked as a vendor to consider in analyst reports for over 20 years. And it's why our solution has 1,000+ customers in 80+ countries, ranging from mid-level enterprises to the Fortune 500.

**30+**

years' experience

**100%**

success rate

**1,000+**

customers

## Long Term Vision Over Short Term Profits

As an independent company, we're free from the pressure to constantly pump up share prices. It means we're free to pursue a long-term vision rather than chase short-term profits.

## One App One Focus

We have one Enterprise Service Management app that includes all capabilities and all use cases as standard. It was the first solution to achieve all 16 ITIL v3 2011 general, core, and integration suitability requirements, as verified by PinkVERIFY™.<sup>19</sup>

We operate a simple, universal, 'all-you-can-eat' licensing model rather than having individual modules that are billed additionally or need to be integrated separately.

At the same time, as part of the IFS suite of solutions, we're the cloud enterprise software vendor of choice for many leading global businesses looking to automate digital outcomes and build a foundation for an autonomous enterprise.

[Learn more and request a demo](#)

<sup>18</sup> The Forrester Wave™: Enterprise Service Management, Q4 2021

<sup>19</sup> PinkVERIFY™ Certified ITIL® v3 Toolsets



# Conclusion

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Your choice of Enterprise Service Management solution is a crucial element of your organization's digital transformation strategy. Get it right and you're on course to enhance productivity and deliver better moments of service. Get it wrong and you'll have a solution that's at best ignored and at worst slows the organization down. There is a wealth of tools on the market and a wealth of buying advice. The providers named as leaders in Forrester's Enterprise Service Management Wave, Q4 2021 are a great place to start. It's a list that includes IFS assyst.

# About IFS assyst

Global brands trust IFS assyst to automate complex business processes easily without fuss. We deliver frictionless customer and employee experiences, one intelligent workflow at a time. Our modern service management technology lets you automate service delivery and support so your customers get what they need fast, and you can focus on building the future of your organization. IFS assyst is uniquely easy to buy, set up, use, and upgrade. Whether you're in IT, HR, Facilities, Finance, or any other team that provides services to customers and employees, IFS assyst puts service management technology within your reach.

Our process automation takes the boring out of everyday tasks, allowing you to focus on work that matters.

Everyday we assyst!

# About IFS our Parent company

IFS develops and delivers enterprise software for companies around the world who manufacture and distribute goods, build and maintain assets, and manage service-focused operations. Within our single platform, our industry-specific products are innately connected to a single data model and use embedded digital innovation so that our customers can be their best when it really matters to their customers – at the Moment of Service.

The industry expertise of our people and of our growing ecosystem, together with a commitment to deliver value at every single step, has made IFS a recognized leader and the most recommended supplier in our sector. Our team of 4,000 employees every day live our values of agility, trustworthiness and collaboration in how we support our 10,000+ customers.

## Find out more

For further information, e-mail [assystme@ifs.com](mailto:assystme@ifs.com), contact your local IFS office or visit our website, <https://www.ifs.com/solutions/enterprise-service-management/>