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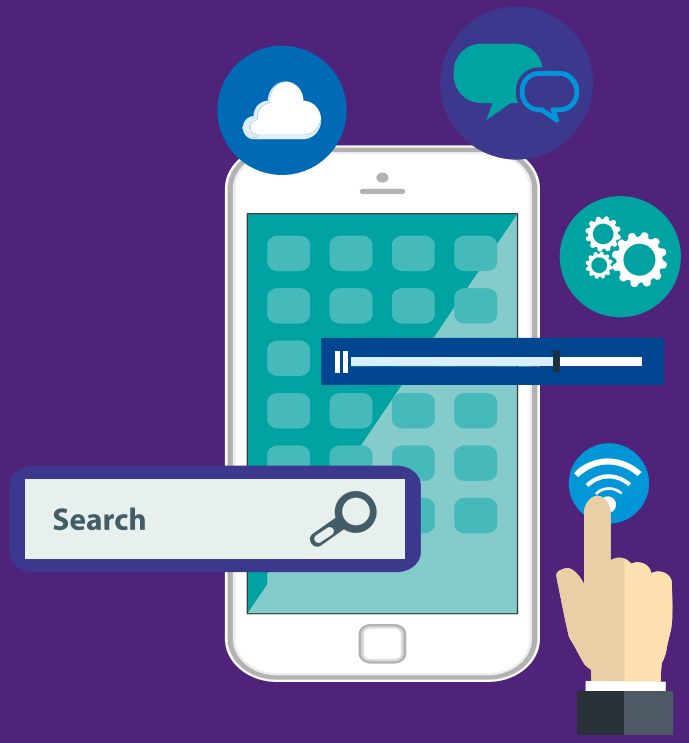
Unlock value with IT service management transformation

KPMG CIO Advisory



Introduction: The transformation imperative

At a time when technology has become the centrepiece of most organizations' transformation to digital business, CIOs are struggling to meet stakeholder demands for innovative solutions to remain competitive. The ubiquitous nature of technology in day-to-day life further compounds these demands, often leading business users to seek technology solutions on their own, outside of the traditional IT organization. While historically this has been viewed as propagation of the "shadow IT" concept, this is no longer the case. The technology budget and governance responsibilities of the business have been growing at unprecedented rates, requiring CIOs to rethink the way they do business. Otherwise, they will not be able to serve as a technology enabler to the organization.

The challenge for today's CIOs is to balance the need to maintain an expensive legacy IT estate, where the focus is on efficiency and reliability, with new user demands for technology-enabled innovation that must often be delivered quickly, can be effectively scalable, adaptive in nature, and that can be continuously improved in a cost-effective fashion to meet the needs of a rapidly changing market. This represents a strategic shift, and cannot be achieved with a cost-containment mindset alone. Investments must be made in the underlying service management infrastructure to improve delivery efficacy, foster transparency, drive innovation, and reduce the friction for IT and supported business technology.

Service management (often referred to as IT Service Management or ITSM, but truncated here to represent its applicability beyond the CIO organization) is nothing new, having its origins in UK government in the 1980s. This work later evolved into IT Infrastructure Library (ITIL) and gained widespread adoption, worldwide, in subsequent decades. But while the implementation of ITIL and initial ITSM improvements resulted in some gains and operational efficiencies, in many cases it has not led to significant improvements in the way IT is perceived by the business. More troubling still is that this perception gap is widening. See Figure 1 for the drivers and challenges with ITSM.

Adoption of new service management technologies can help. However, simply applying technology in-and-of-itself to the problem is not the answer. In fact, the IT landscape is replete with failed or sub-optimal ITSM implementations, where new and adaptable technologies were deployed into an unchanged operating environment with the same organizational constraints, process limitations, governance models and culture. If CIOs are to be successful in a cloud-enabled, "digital everything" world, and their organization is to serve the business with relevance and credibility, the first step is to gain the trust of business stakeholders. This is best achieved by rethinking the way IT engages its customers across the entire lifecycle of technology. It involves looking beyond optimization of IT operations and support delivery, and focusing on fostering the "business of being a technology innovator". It involves investing in solution innovation, strategic planning, cost transparency, governance for the end-to-end service value chain, and customer relationship management. In short, IT must serve its "customers" from their perspective.

Key Takeaways

- It is no longer sufficient for IT to deliver efficiency and reliability. IT must also deliver technology enabled innovation to its stakeholders.
- CIOs must rethink the way IT engages its customers across the entire lifecycle of technology.
- CIOs must invest in solution innovation, strategic planning, cost transparency, governance for the end-to-end service value chain, and customer relationship management.
- IT service management transformation provides the foundational benefits to support the agility and responsiveness required in today's market.
- Don t confuse implementing service management tools and technologies with ITSM transformation.

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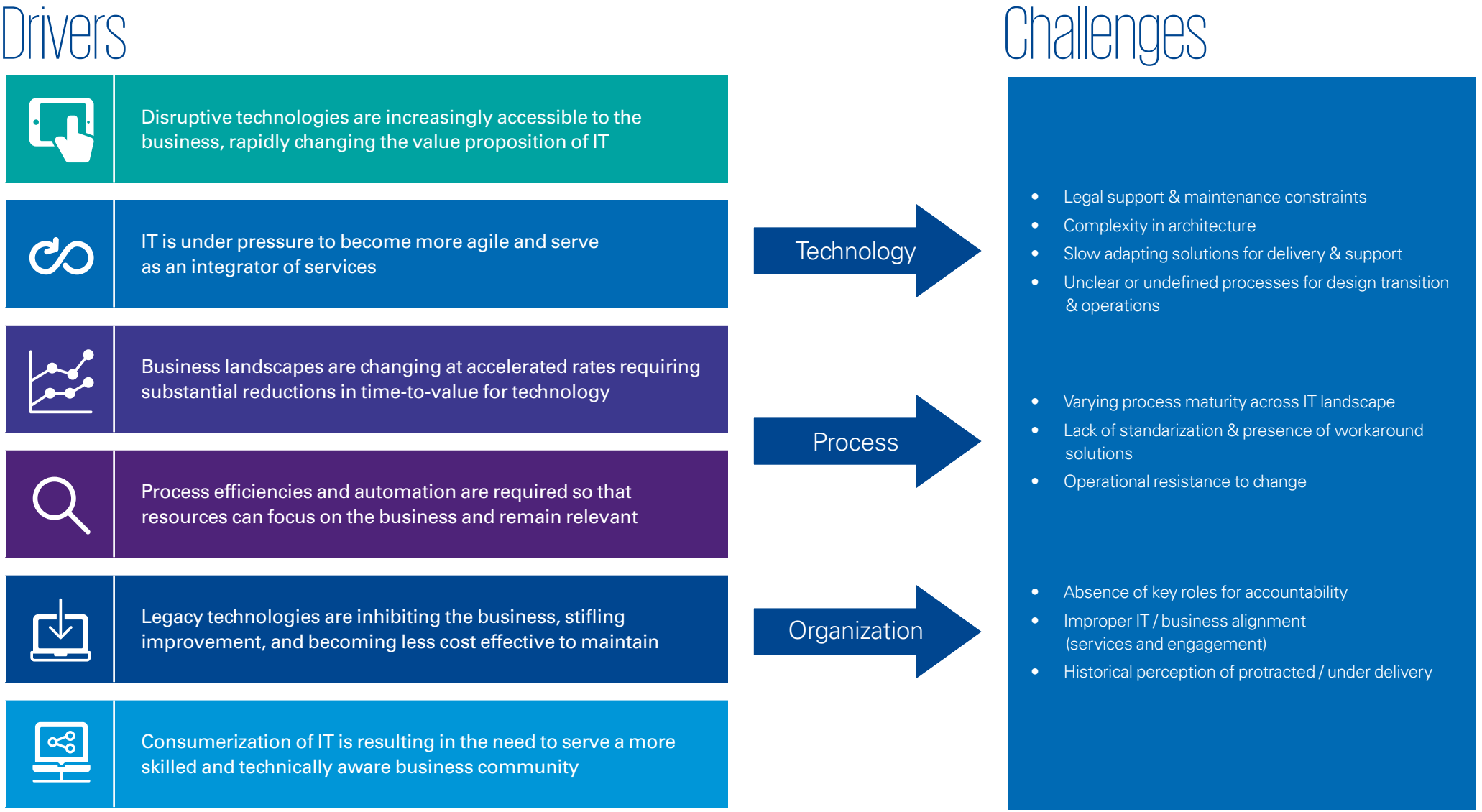
Figure 1: CIOs are being driven toward service management to maintain relevance



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Why do it? Potential benefits of service management transformation

The potential benefits of a successful service management transformation can be substantial, and more than enough to justify the investment. However, a more compelling reason may be the rapidly expanding ecosystem for technology enabled solutions that today's IT organizations must compete with. If IT is unable to deliver services and solutions with the same level of responsiveness, quality and cost as readily-accessible external providers, they will experience a diminished role and may even be viewed as an impediment to a growing and ever-evolving business.To support the agility and responsiveness required in today's market, service management transformation provides the modern IT organization with foundational benefits including:

Streamlined processes: Service management transformation means scrutinizing the entire suite of IT operational processes, consolidating process activities, governance, and system interactions well beyond the historical "ITIL" context. This consolidation ensures that processes are standardized as much as possible across the enterprise, consistently executed, and proactively measured and monitored for performance. Yes, operational processes such as problem management, incident management, and other core support capabilities must be addressed, but service management moves deeper into the "business of IT", establishing capabilities that increase transparency, safeguard the value proposition of services, and proactively manage the voice of the customer. With these capabilities in place, IT can confidently access real-time data to make better decisions. For example: a well-designed service taxonomy and catalog enables IT and the business to better understand service demand, service consumption, costs for delivery, and the technology utilization associated with a given service portfolio. This in turn can be used on a proactive basis to provide insights into service improvement options and innovation for the business.

Reduced operating costs: By establishing common processes and platforms for workflow automation, and utilizing the insights gained from streamlined service delivery, IT can substantially reduce the cost of service delivery and support to the business. In KPMG member firms' experience, IT organizations that successfully undertake the investments required for comprehensive service management transformation benefit from up to 33% reductions in operating costs. These reductions allow IT to remain competitively relevant to the business, and free resources for higher value functions like digital innovation, cloud integration, and enterprise service management enablement.

Improved customer experience and engagement:
As processes and services are streamlined with the end-user in mind, the customer engagement model shifts from one of transactional delivery to a more customer-centric experience that focuses on the nature of the technology, service, or solution being provided, and the way in which business customers interact with IT. As a result, with mature service management, IT and business users alike access services via self-service portals using a modern e-commerce like interface – often supporting mobile interactions – with each service clearly defined down to the component-level. Pricing is provided, usage is tracked and reported, and the service itself proactively managed for improvement on a continuous basis to maintain business relevance. In many cases a number of services can be fully automated, empowering IT customers to "help themselves" whether it be a simple password reset, checking the status of a request, requesting new hardware, or downloading an application. Customers win as they experience more control and get immediate service, and IT wins because it can re-allocate or reduce staff. For example, after transformation one client saw a 54% increase in the use of self-service, while at the same time significantly reducing service desk operating costs. Finally, the business wins from improved services, increased transparency into usage and costs, and improved visibility over the status of technology related requests. Eventually a better understanding of the linkage between business decisions and their impact on IT emerges, setting the stage for a more open and productive dialogue that changes the relationship from "us versus them" to "we". This enables IT and business leaders to communicate in a common language and makes planning an informed and collaborative exercise as opposed to a guessing game.

More informed decision-making: Today's IT organizations benefit greatly from the ability not only to adopt industry-relevant, flexible, and easily configurable Software as a Service (SaaS) solutions for their business stakeholders, but also to run the business of IT. These solutions provide powerful "out-of-the-box" capabilities that substantially reduce deployment times. Furthermore, their extensibility allows for end-to-end visibility into processes and infrastructure through a single system of record. This in turn enables the consolidation and automation of service management processes, increases efficiency, lowers cost, and gives IT management and business users the data necessary to drive informed decision making, leading to optimized IT. Finally, as IT and the business procure more solutions from external sources, managing multiple vendors, solutions, and contracts can become a significant challenge. Service management solutions provide the tools necessary to effectively measure and manage vendor relationships across the value chain of the business, ensuring that providers are not only meeting contractual obligations, but they are doing so in a business-relevant fashion.

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Do it right: Implementation is not transformation

Over the past ten years many IT organizations have improved a portion of their operational processes by adopting the ITIL framework in some form. Along the way they have also implemented various automated tools (e.g. service desk, CMDB, system management) with varying levels of success and persistence. While these are certainly good foundational steps to take toward service management, history has revealed many more failures than successes, as results didn't justify the resources and investments made. Even initiatives begun with the best of intentions often lost momentum, succumbing to the pressures of ever-increasing demands for immediate cost reductions, or giving way to the pressure to develop new solutions for the business. In fact, it is estimated that the failure rate of service management related programs is close to 50%, putting it on par with large-scale system deployments for ERP and other complex, multi-year initiatives. However, succumbing to the pressures of short-term priorities only serves to protract the pain points of the organization, exacerbating the perception deficit of IT in the eyes of the business.

So how can IT avoid the pitfalls that plague these initiatives? The first thing to do is to recognize that the potential benefits associated with service management take time to realize, increase with operational maturity, and require appropriate investment. Return on investment (ROI) for service management is often difficult to quantify in the short-term. Additionally, it is imperative that IT organizations focus on the transformation and not on the supporting technology. Too often businesses are focused on replacing legacy service management platforms with new features and capabilities, without appropriately thinking through how these capabilities can – and should be – used. Today's cloud-based, easy to configure and deploy platforms make it easier than ever to stand up new technology in the hope that it will somehow transform the organization. The problem is not with the technology, yet this is often where the blame erroneously falls.

Getting the full benefit from service management requires a complete organization transformation that shifts the emphasis from a tactical program of incremental fixes to specific problems or pain points, to a strategic and holistic approach that completely changes the way IT engages and satisfies its stakeholders' needs. It means behaviors change from an emphasis on operational efficiency and technical skills to an emphasis on customer satisfaction and softer relationship skills.

Accommodating this shift requires new roles, new governing models, additional business processes, new capabilities for analytics and reporting, and appropriate views into operational service and delivery costs. Tooling changes from disconnected, single-function solutions to an integrated solution that provides a window into the entire IT service lifecycle. The result enables data-driven decision making to identify, prioritize and implement services needed to position IT as an intelligent business partner and proactive provider of competitive solutions with harmonized processes. Finally, it is imperative that organizations do not underestimate the need for organizational change management for the transformation effort. This is one of the most overlooked functional requirements of the transformation program.

The business value and impact of service management is greatly stunted when the effort is viewed as just another project implementing software tools without behavior changes and user adoption. Functional stakeholders, executive leadership, and end-users all require regular and consistent engagement throughout the program to engender sustained support. This goes far beyond communications management and requires equires a proper program to be formally established and executed against in order to manage the change at the operational level. Customer-centric processes that drive efficiency and speed must be backed by a skilled and trained workforce to ensure business objectives are met, measured and monitored. Business users must understand the value behind the transformation program in terms that align with them, not IT.

Fortunately, today's IT organizations have ready access to mature service management frameworks, expanding and cost effective SaaS solutions, and a growing body of tested, mature practices that may be employed to drive the broader transformation effort and facilitate success. These move service management adoption from a complex, failure-prone challenge to an attainable opportunity for CIOs. With demand for innovative digital business solutions only accelerating, and a rapidly growing ecosystem of easily accessible and cost-effective alternatives available, it's impossible for IT to remain successful as a vertically integrated provider of custom solutions. Service management transformation is required for CIOs and the IT function to remain relevant and competitive.

> "The ITSM journey is achievable. We managed transformation as a mission-critical program, not as a 'when we have time for it' IT project. Transformation was a driving priority that business and IT agreed on."
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> **CIO, Telecommunications industry**

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Here's how: Getting started

KPMG member firms' experience of working with clients across multiple industries has shown that a successful service management transformation is a journey that typically takes between 18 and 36 months to fully complete. While this may sound daunting, capabilities and benefits delivered to the organization are provided via multiple defined phases, with the time to value for the organization accelerating exponentially over time. In fact, timelines to implement requisite capabilities for service management continue to accelerate with the emergence and evolution of supporting SaaS solutions, frameworks, and readily accessible process collateral. Contrast the scope of full-scale service management against the similarly-sized historical timelines to implement foundational ITIL capabilities alone (incident, problem, change, etc.), and the support provided by these solutions becomes evident.

There is no singular and best approach to service management transformation, but there are some practices that may significantly improve outcomes. Prior to starting however, a baseline assessment of the current-state organization should be conducted to determine the organization's readiness for change and the current maturity of processes and use of automation. This can be accomplished utilizing standard industry assessments to gain a realistic and powerful understanding of the operational start-point for the organization, in as little as 1-3 weeks and does not have to be a heavyweight exercise. However, by taking a holistic approach, the assessment will not only produce an inventory of the services currently offered, but also the maturity of the people, technologies and tools, and governance practices that require modification. Baselining provides clarity to scope the transformation effort, highlighting areas where IT needs to develop or add incremental roles and skills.
When getting started, the following success factors must be taken into consideration:

1 Define the vision and strategy

Successful organizations treat service management transformation as a strategic objective, with an enterprise-wide vision. Before starting, it is imperative that the case for change, needs of the organization, and scope of the effort be clearly defined. Program purpose, success factors, guiding principles, and the desired future-state delivery for IT must be well-established. Execution phases must be thought through in advance, and a roadmap developed outlining how activities and capabilities will be sequenced throughout the transformation effort. To do this, IT must work closely with business leaders to identify common customer-centric goals. This approach is beneficial in that it starts the process of altering the working arrangement between the business and IT, and sets the tone for the way interactions will persist throughout the transformation effort.

Three primary domains should be covered by the program and associated roadmap effort. The first is that of IT's "front-end". This includes everything from self-service portals and the development of a customer-centric service catalog, to demand intake and request management functions for the organization. The second addresses how IT executes day-to-day from a workflow automation and capability creation perspective. And the third addresses the back-end data and administrative capabilities required to monitor and manage the business of IT (financial management, performance reporting & analytics, etc).

By establishing a comprehensive vision and roadmap for service management, the CIO and transformation team can effectively predict and manage risk, provide end-to-end visibility to work in progress and value delivered, and ensure that services/capabilities are fully integrated in the design phase. Stakeholders benefit as well since they can track program progress against a defined plan.

2 Gain proper stakeholder commitment

To gain approval from business and IT stakeholders, benefits, expectations, required changes and program timelines must all be communicated to the enterprise. Proper stakeholder engagement requires more than tacit executive support. CIOs must take an active and direct role in this process, moving beyond budgetary approvals and status reports to engage with the business on a regular basis. Many times CIOs find this engagement to be challenging since business leaders may not be familiar with service models, or even think about how IT supports them beyond "is it fixed quickly when it breaks?", and "do I get the applications and capabilities I need to do my work?". Examples must be provided that underscore cost awareness, quality improvement benefits, and opportunities to gain efficiency that will have a clear impact to top-line growth for the business.

IT can't accomplish transformation alone. Since the effort will span multiple years and will almost certainly cause short-term disruptions – at least in the early stages – full commitment across executive management and business partners is key to addressing the organization's service management drivers, and to realizing tangible outcomes.

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3 Establish a defined service taxonomy

As a concept, service management is tied to the need for well-defined, business-aligned services. Historically this has proven to be challenging for IT organizations. Many define technical capabilities or operational capabilities (i.e., "network support", "data centre management", "SFA system access"), and package these offerings into a customer-facing catalog that offers little bearing to the broader business value they are attempting to provide. To be effective, the service taxonomy must make clear distinctions between: technology components, the technical capabilities to which they map, the technical solutions comprised by combining these capabilities, and the business consumable services these solutions are employed to provide. Once defined, the service taxonomy must serve as a cornerstone for service catalog definition, financial & cost modelling activities, asset & configuration management, service portals, and performance reporting/management.

4 Align and invest in governance

With a finite number of resources, limited funding, and increasing demand for both, CIOs need to align priorities, monitor results, and communicate progress effectively. Doing this requires investing in critical points of accountability, particularly in five key governance areas: services, processes, technology, customers, and providers. While many of these roles exist in traditional IT organizations, some (such as service ownership) have been viewed historically as overhead. However, this can no longer be the case if IT is to maintain a proactive and value-driven service portfolio. (For a description of these roles, see Figure 2). In all cases, this level of accountability does not require a 1:1 mapping of resources. However, clear alignment and assignment of resources is an imperative if IT is to be successful in the service management journey.

With core accountability in place, service management performance is effectively managed, and the resulting data may be made transparent and available to the enterprise. Governance then supports enterprise decision making, drives accountability and promotes continuous improvements.

Figure 2: New or enhanced roles are required by ITSM

Service Owners	Assist business partners in definition of service objectives, prioritisation of investments, and establishment & monitoring of service level agreements.
Process Owners	Focus on the efficacy of the delivery and support processes comprising the IT organization. They behave similarly to Service Owners but with an inward and operationally oriented focus.
Technology Owners	Align to and optimise the architectural integrity of assigned technology solutions/services, working with Service and Process Owners to understand requirements, establish improvement roadmaps, and address any known shortfalls.
Account Managers	Assigned to individual lines of business, engaging them at an executive level to aid with go-to-market strategy, strategic planning, and investment.
Business Relationship Managers	Carry the customer accountability torch down to the specific service/ solutions level, representing the pulse of the business during feature/ function planning, testing etc.
Provider Owners	Address the performance of internal and external providers beyond contract management, establishing business-aligned metrics for IT's providers and setting expectations for multi-provider integration & interactions.

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5 Invest in an integrated platform

A key enabler of service management transformation is the availability and maturity of software solutions that provide end-to-end visibility into processes and infrastructure through a single system of record. Successful organizations typically migrate away from a multi-platform / multiple tool environment, toward a single, centralized, service management platform that not only provides core ITSM capabilities, but is extensible and scalable in function such that future business needs may be addressed seamlessly by the ecosystem. Diverse single-function systems running across the enterprise cause confusion, increase costs, protract improvement and integration timeframes, and produce fragmented, often conflicting, data.

With today's SaaS platforms, IT can significantly lower costs and increase the time-to-value (TTV) behind service management transformation and delivery. The systems are service-aligned, connecting data points across multiple processes, service offerings, and delivery areas, and providing CIOs with a deep understanding of IT operations, service utilization and cost components. Cloud-based service management solutions facilitate the service management transformation strategy by reducing fragmentation of IT, automating repeatable processes, enhancing service delivery, and ultimately making business more productive. These platforms offer plug-and-play applications that enable core IT service management (incident, problem, change, knowledge, asset, CMDB), operations management (event, cloud mgmt.), application management (systems development life cycle, test), and business management (resource, demand, project, analytics, financial) to run more effectively. This streamlines the business of IT. Beyond IT related functions, these same platforms may be used to support future enterprise services, enhancing and automating work processes in HR, Legal, Finance, Facilities, Supply Chain, Procurement, and other business areas.

"As part of our ITSM transformation we changed to a cloud-based tool solution and started building basic IT services. Tool usage enhanced productivity in incident, change, and problem management between 30-45% with the payback period starting within 6-9 months of implementation. Unplanned downtime decreased by 38%. ROI was significantly higher than our conservative projections and reflected organization-level benefits and investment. The numbers support future service expansion using the same transformation approach."

COO, Global medical device manufacturer

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Maximize success: Seven lessons learned

When interviewed on their own experiences with service management transformation, CIOs recognized the importance of addressing the organization-wide impact of transformation to keep things on track. Processes and tools were viewed as only part of the equation. CIOs cited several lessons learned that should be considered by anyone wishing to undertake the service management transformation journey. These factors can maximize chances for success.

OCM is critical to transformation

Organizational Change Management (OCM) expertise should be included to listen to and build a plan that includes all stakeholders in the service management transformation. They are a critical part of the exercise, yet are commonly absent or undervalued in practice. Leaders, users, and IT need to understand and embrace new processes, and provide valuable input to implementation and continuous improvement measures. This dialog is most impactful when IT and business leaders collaborate and gain alignment on priorities. Remember that the transformation is about changing the perception gap that exists between IT and its customers. Consensus must be attained on how to achieve a cultural and behavioral shift, while inventing and reinforcing these new behaviors.

Invest in the message

To secure buy-in, senior executives need to be fully informed on the strategy, plan and benefits of ITSM transformation. This messaging is difficult for many CIOs, yet critical to convey the scope of effort and funding required. Seek experience and invest in a message that focuses on tangible, customer-centric outcomes. Be sure to effectively communicate the time-to-benefit curve and be realistic about expectations with stakeholders. Remember, this has been done (and successfully sold) before, so seek to incorporate the lessons learned from others in the message.

"Our prior attempts with ITSM failed. IT tried twice - we couldn't get out of our own way. The project was far more complicated than expected. Our biggest miscalculation was the impact of digitally induced change on the organization. We drove too much focus on technology and not enough on people and process as success factors."

CIO of a global media and communications company

Commit to talent

Invest in the right skills and talent development in both IT and business units, understanding that some roles may be new to the organization. Build these capabilities and develop expertise within teams to enable confident use of the processes, tools, and data within the service management environment. Recognize this is more than an IT project: service management transformation will affect the enterprise across the board. It is a service-driven, customer-centric program, and a full-time job for key team members.

Recognize that "out of the box" does not exist

In most cases, today's platforms provide features, functions, and even process configurations that address many service management functions. These platforms typically start with ITIL-based functions and radiate outward to accommodate other business areas. However, while the capabilities afforded by these platforms go a long way toward reducing implementation time and cost, it is a fallacy to believe that these systems may be deployed "out of the box". Even the most robust and well-defined platform requires organization, business, data, and service-specific configuration to function. Routing queues must be rationalized and reflective of a streamlined operating environment, approval processes must meet the needs of the business. Service level expectations vary from company to company and must also be appropriately configured. These are only a few examples of where business-specific influences and expectations must be factored into the system. This is more of an introspective exercise, and one having more to do with the processes and operating environment than the technology itself. To prepare, work with providers and delivery resources to understand the level of input and configuration required to make industry-standard processes function within the system. Engage stakeholders to serve as design leaders as well as change agents that can not only support the definition of future-state requirements, but also promote usability and adoption.

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Ensure platform selection accountability lies with the transformation team

Selecting a platform to serve as a unified environment for service management is a business decision and not solely an architectural exercise. As a result, it is important to allow those responsible for the transformation of the business to drive the platform selection process. When technology is selected by a separate tooling/architecture group, or teams are forced to simply inherit the legacy environment, the benefits afforded by service management can be greatly stunted. Transformation teams should carefully consider the flexibility, scalability, extensibility, security, and configurability of the service management platforms being scrutinized against the context of the broader transformation roadmap and strategy. Process stakeholders and technical users should be consulted and involved in the selection process.

Let go of the past

Embracing service management is an opportunity to significantly overhaul and streamline historical operating processes and business functions. This can be difficult to do when holding on to legacy technology, processes, organizational models, and governance. CIOs must be prepared to let go of sunk costs related to prior deployments and legacy environments, and seek to adopt industry-standard practices wherever possible to avoid complex workflows and governance. Processes must be homogenized to the maximum extent feasible across the enterprise to reduce complexity and cost both in operations and execution. Historically many organizations have found this difficult to achieve as it requires acceptance of initial increases in spend and investments before reaping the cost savings that are often behind the transformation exercise. However, those who understand the delayed nature of service management's benefits, and invest appropriately, will gain the most as the transformation progresses through to completion. Returns are exponentially received, but only if complexity can be taken out of the system.

"We brought in leaders from other organizations and invited a frank conversation on their ITSM journey. Hearing the pitfalls first hand brought awareness to risks that could be mitigated. Importantly, they helped us understand how services drive efficiency and how to grow this new customer-centric culture. This level of dialogue was a game-changer."

CIO, Fortune 1000 power-sports company

Remember it's a journey

Finally, stay the course. Many times, IT places less emphasis on internal "IT projects", cutting funding and shifting resources. CIOs that understand this as a journey requiring a passionate champion and fully committed resources will be the most successful. And remember: benefits will be exponentially realized with time. Service management is the underpinning for broader enterprise-level efficiencies and competitiveness. It is the foundation for the business-relevance of IT and essential in today's world of readily accessible technologies. Organizations that embrace this concept will thrive.

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How KPMG can help

KPMG recognizes that today's CIOs face increasingly complex demands and challenges in becoming the strategic technology partner their businesses require.

KPMG's CIO Advisory practices help CIOs, technology leaders, and business executives harness technology disruption, more effectively manage technology resources to drive agile, improved business performance, enhance strategic position, and improve the strategic value of their technology investments.

If your IT organization is seeking ways to leverage technology as a source of innovation and competitive growth, KPMG member firms can help. For more information on CIO Advisory's service and capabilities, please visit kpmginfo.com/cioagenda.

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