

# The Future of Service Management: Addressing The Impact of Consumerization

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# Coverage

The Evolution Of IT/CIO Challenges

The Consumerization of IT ... or is it the Consumerization of Service?

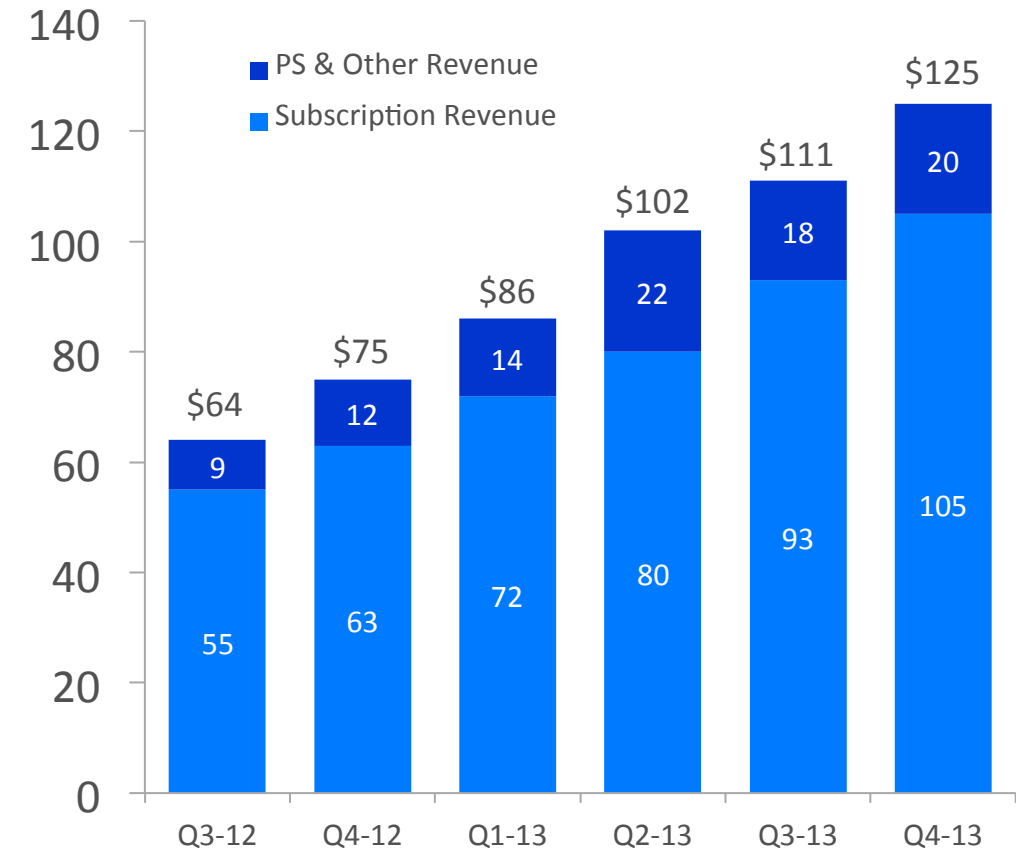
Service experience and service catalog

Beyond IT – meeting service expectations across the enterprise

Key takeaways and Q&A

# ServiceNow Overview

- NYSE: NOW
- >2,000 employees
- Trailing 12-Month Revenue \$425M
- 2,060 enterprise customers
  - 20% Penetrated in Global 2,000
- Platform designed to manage service relationships in the enterprise
- Cloud-hosted delivery; SaaS business model
- Major sites in Silicon Valley, San Diego, Seattle, Amsterdam, and London



# The Evolution Of IT/CIO Challenges



# Common IT/CIO Challenges

## 1. Increased business scrutiny

- The need for IT cost transparency and business-value demonstration.

## 2. Increased business and customer expectations

- Around IT agility, availability, “personal hardware,” and support and customer service.

## 3. Increased business and IT complexity

- Particularly cloud, mobility, and compliance.



The need to reduce costs AND improve service

# The Evolution Of IT/CIO Challenges (\* = still relevant)

## Increased Business Scrutiny

1. Do more with less > Deliver more with less\* > Reduce costs AND improve service
2. Reduce costs > Improve efficiency\* > Demonstrate business value
3. We need governance > We need better governance\* > Help, we need governance

# The Evolution Of IT/CIO Challenges (\* = still relevant)

## Increased Business & IT Complexity

4. Achieve IT to Business alignment > Understand more about the business\* > Be part of business operations
5. Manage technology domains > Manage IT services\* > Manage multi-supplier sourcing scenarios (which includes outsourcing, SaaS, and cloud)
6. “Command and control” IT > Business function IT development > “Shadow IT” (unsanctioned cloud adoption)
7. “Keep the lights on” > Innovation\* > Support growth and competitive advantage (increase the 20 in the 80:20 spend profile)
8. Technology complexity and opportunity: Mainframe > Client server > Web, mobile, social, “Big Data,” cloud, and BYOD
9. Build IT infrastructure > Maintain legacy infrastructure\* > Source third-party infrastructure services
10. Build applications\* > Application rationalization\* > Build mobile apps
11. Skill shortages > People shortages\* > New skill shortages (to manage services) and embracing the rise of automation
12. One song remains the same: Security > Security > Security

# The Evolution Of IT/CIO Challenges (\* = still relevant)

## Increased Business & Customer Expectations

13. Customer satisfaction > User experience > Service experience (Consumerization)
14. IT visionary > Infrastructure custodian > IT/CIO relevancy/irrelevancy
15. Need for IT > Need for more IT\* > Need for speed (agility)
16. Support multi-site operations > Support global operations > Support anytime, anyplace, anywhere operations (mobility)
17. Knowledge retention > Knowledge management\* > Knowledge exploitation, community, and collaboration



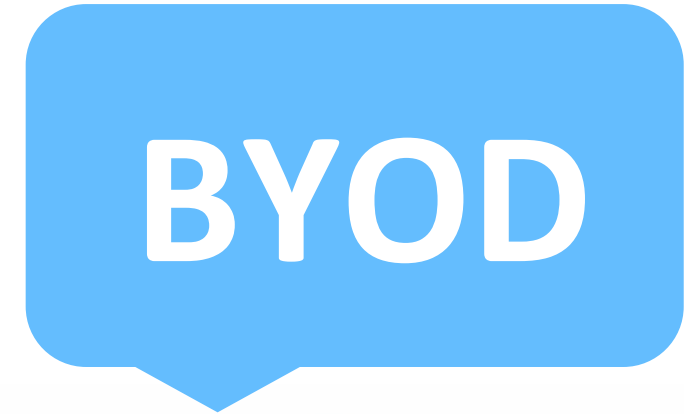
# The Consumerization of IT ... or is it the Consumerization of Service?



## The Consumerization Of IT?

***“Consumerization is the growing tendency for new information technology to emerge first in the consumer market and then spread into business and government organizations.”***

Source: <http://en.wikipedia.org/wiki/Consumerization>



# Did We Learn Anything From Mobility? The IT View:

- Security
- Device selection
- App development
- Cloud back-ends
- New people and technical skills to deal with the technology creation and delivery
- ... and Security (sic)

## Versus The Business View

- But how many “IT people” are talking about the real mobile challenge and opportunity – the fact that **employees and customers want and need to access IT and business services while they are on the move?**
- In particular:
  - That all of the IT people, infrastructure, third-party services, applications, and devices combine into **a service that is ultimately consumed** by an employee, customer, supplier, or partner.
  - That **all of these IT efforts only generate value once a service is consumed.**
  - That the **success of the corporate IT organization needs to be measured not at the point of IT creation but rather at the point of IT or business service consumption.**
- And that, these days, a bad mobile app might be worse, from a customer experience perspective, than having no mobile app at all.

# We Need To Think Beyond BYOD



Image source: Dilbert.com

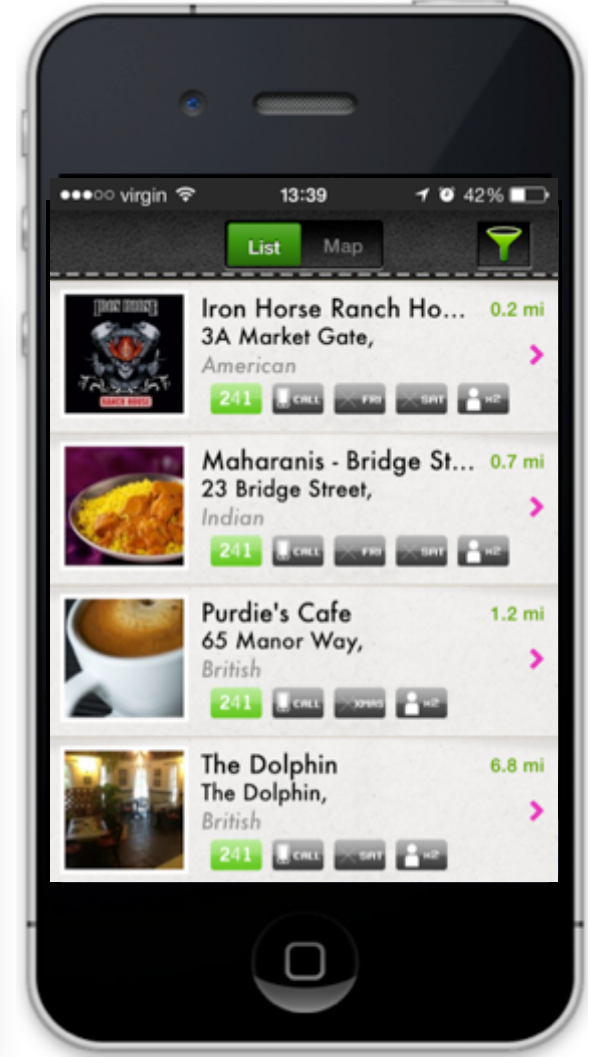
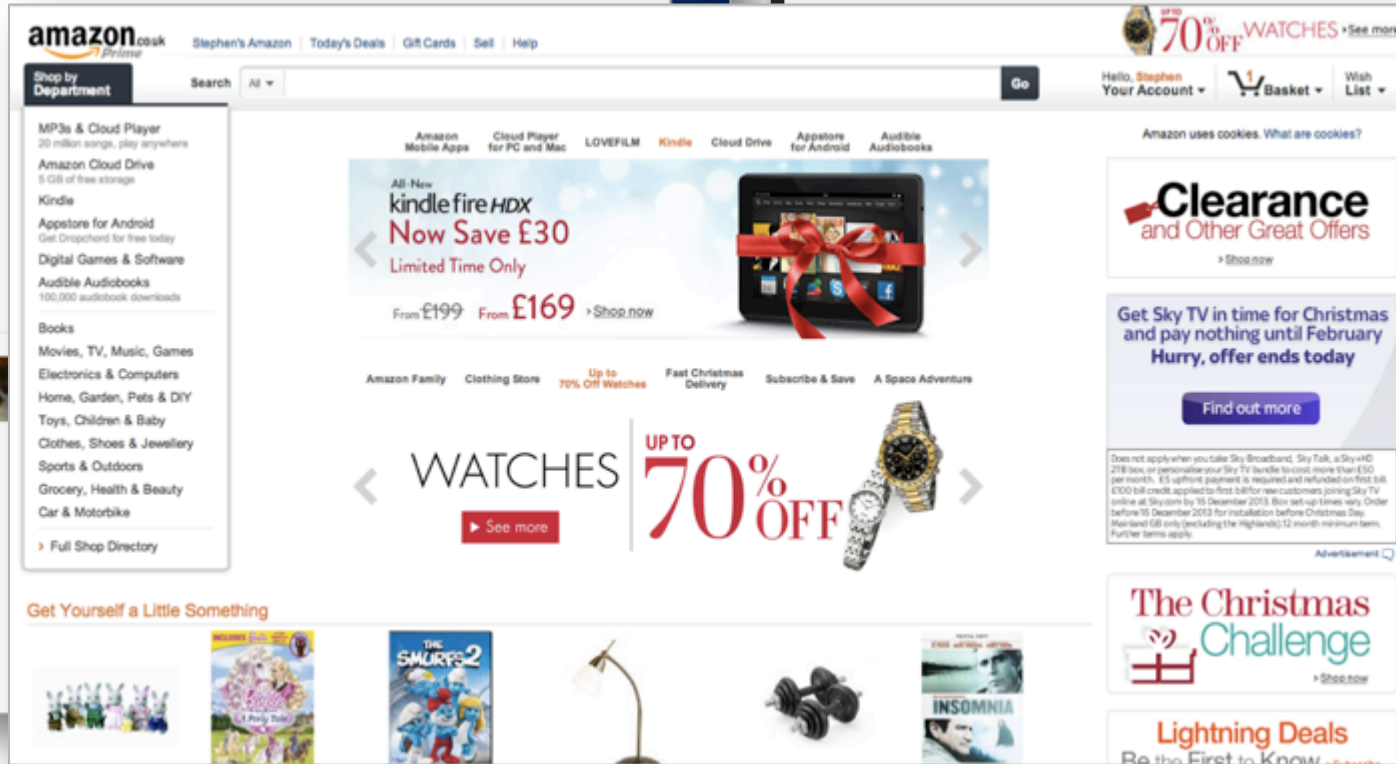
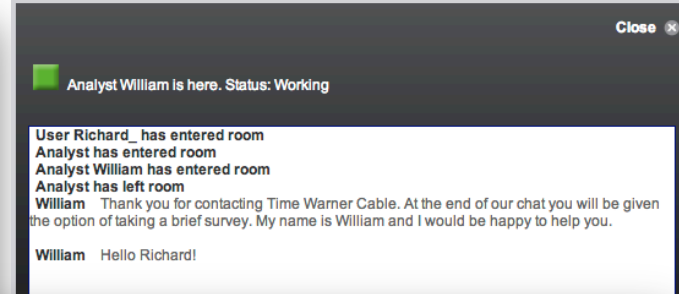
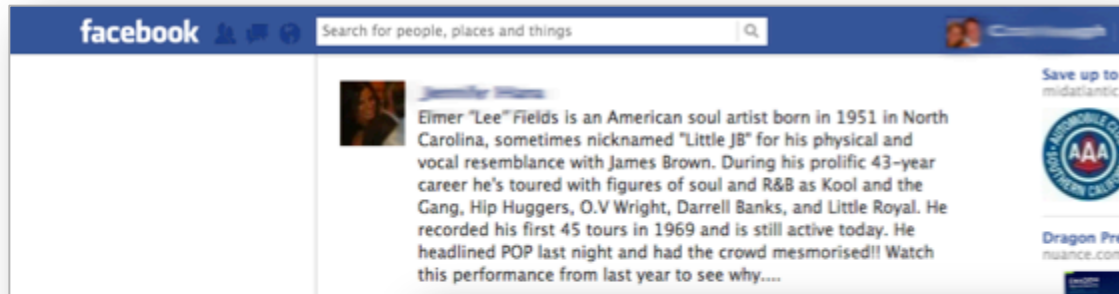
... The Consumerization of  
IT is so much more than  
**BYOD**

“The consumerization of IT is  
really about **societal change**”

Source: The consumerization of IT- The next-generation CIO, PwC, 2011

It's all about  
**Consumerization of Service.**



# Consumerization In Our Personal Lives



# Consumerization: It's What Our Customers Want At Work

### Company Feed

What are you working on today?

Add:  

**Joe Employee:** Is anyone having issues with email?  
2013-10-04 12:39:06 • Reply • Like • Co  
Follow

**Joe Employee:** is anyone else  
2013-04-17 10:26:17 • Reply • Like • Co  
Follow

**Joe Employee:** Can't access  
2013-04-04 10:38:55 • Reply • Like • Co  
Follow

**Joe Employee:** I can't access  
2013-03-22 12:26:32 • Reply • Like • Co  
Tags: [SAP](#)  
Follow

**Eric Schroeder:** #joined Live  
2013-03-22 11:13:28 • Reply • Like • Co  
Tags: [joined](#)  
Follow

**System Administrator:** Live  
knowledge source for sharing  
- Users can post, reply to, and  
- Administrators can set up au  
- Users can subscribe to recei  
[Check out the Wiki article!](#)

### Service Desk Chat - Joe Employee

Monday, January 6 2014

**Service Desk Chat:** How can I help you? 19:45

**Joe Employee:** I can't access the invoicing system 19:46

**Service Desk Chat:** Thank you for contacting support. Your problem has been submitted and an agent will be with you shortly. 19:45

*You are currently in position 1 in the queue. Your approximate wait time is 0 Minutes.*

Account Settings Welcome, System Administrator | Logout AA

## servicenow™ Office of Information Technology

Home Order Things Knowledge Get Help

### Order Things

Browse the Service Catalog

- Hardware
- Software
- Office and Print
- Services

### Knowledge

Search the Knowledge Base

- Today's News
- Common Answers
- Highest Rated
- Most Read

### Get Help

Questions and Answer Tracking

- Something Broken
- Ask a Question
- Issue Status
- Live Feed



# The Consumerization Of Service = Greater Expectations Of Service

## IT Services

- **Corporate hardware** – PCs, phones, tablets
- **Corporate software** – traditional large enterprise applications, line of business applications, mobile apps
- **IT services** – such as internet connectivity and storage – think Box or Dropbox versus the shared network drives of old

## Ways of Working

- **Improved efficiency and effectiveness** – that's both within IT and the consumers of IT services
- **Interaction mechanisms** – service catalog, self-service, and self-help
- **Messaging and collaboration** – the impact of social
- **Mobility** – working any time, any place, anywhere

## Service Experience

- **Service relationships including IT support** – responsiveness and customer service
- **Innovation** – leveraging IT to create business value or improving business operations
- **Speed of change** – the ability to meet increasing business expectations with increased speed of change



# Consumerization Offers Benefits To Everyone



**Improved customer/service experience : Improved perception of service provider**

# Service experience and service catalog



# Current Setting

Inconsistent UI

Request / buy service

Report Issue

I want to know

Fragmented response

- Multiple Desks
- No consistency
- Unpredictable



Swivel Chair

- Many supplier desks
- Different processes
- No consistency



SLA Opacity

- No end to end view
- Different rules
- No transferability

SLA



SLA



SLA



SLA



SLA

Supplier 1

Supplier 2

Supplier 3

Supplier 4

Supplier 5

SILOS, NOT TOWERS

## Consumerization: An Increasingly Common Story

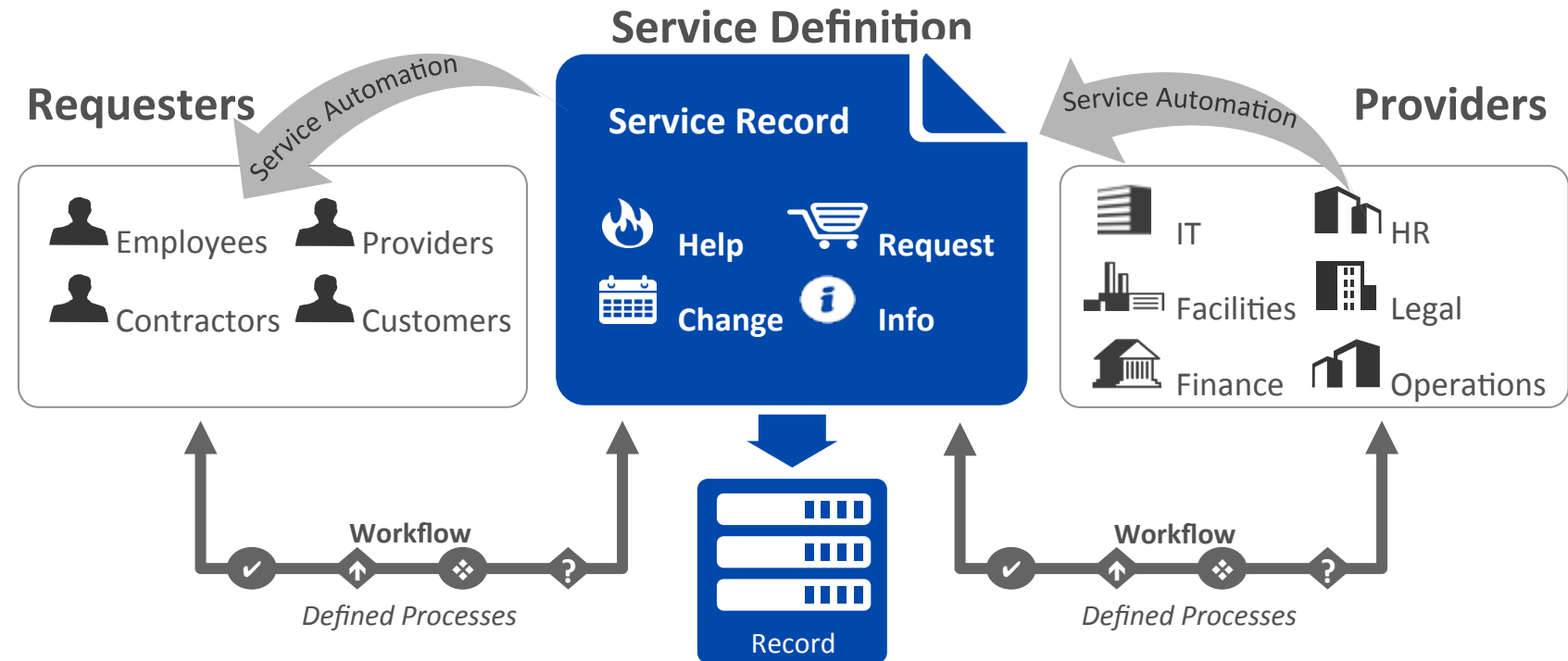
**“We created a service catalog, promoted the new IT storefront to the business, and then other shared service business leaders asked how they can get their own services included in our storefront”**

Consumerization is a big driver for service catalog and better service delivery across the enterprise

# Service Catalog – The Front Door To Service

The **Service Catalog** is the front door to service:

- Service Requests to IT, HR, Legal, Facilities
- Change Requests
- Incident or Case Management



# Extend Beyond IT

The screenshot shows the Netflix Help Desk interface. At the top, it says "NETFLIX Help Desk" and "Welcome, Service-now: John Roberts [maint,admin,ltit] | Logout | Feedback | Advanced View | A A". Below this is a navigation bar with "Submit Instantly", "Browse Marketplace", "Your Requests", "Your Queue", and "Quick Links for You". A search bar is on the right.

The main content area has "Latest Announcements" and a welcome message: "Welcome to the new Netflix Self-Service Page. Posted 01-20-2012. More fun and exciting things are in store for the future, so stay tuned!! click here."

Under "New Arrivals", there's a section "Choose from the following:" with five movie posters:
 

- THE BEATLES HELP!** with a callout "IT Support" pointing to it.
- ACCEPTED** with a callout "IT Access" pointing to it.
- INCEPTION** with a callout "Facilities" pointing to it.
- Bob Builder CAN WE FIX IT?** with a callout "Facilities" pointing to it.
- WALL STREET** with a callout "Purchasing" pointing to it.

 Below each poster is a red button: "I need Help", "I need Access", "I need a Production Change", "I need Facilities", and "I need to Buy Something".

At the bottom, there's a "Your Recent Requests" section with a table of tasks. The table has columns: Ticket, Opened, Active, Task type, Requester, Assignment group, Assigned to, Urgency, State, Updated, and Short description.

-   
Engineering
-   
HR
-   
IT
-   
Facilities
-   
Legal
-   
Finance
-   
Travel

# The Consumerization Of HR? It Exists, Google It!

About 82,200 results (0.30 seconds)

[\[PDF\] the Consumerization of HR - SuccessFactors](#) ✓

[www.successfactors.com/docs/successconnect/london/ngahr.pdf](http://www.successfactors.com/docs/successconnect/london/ngahr.pdf) ▾

The **Consumerization of HR**. Michael Custers ... global HR solutions and the trusted partner of HR ... Our business model: all around HR. 3. HR Consulting.

[Expert Roundtable - Consumerization of IT: A Call to Arms for HR?](#) ✓

[new-talent-times.softwareadvice.com](http://new-talent-times.softwareadvice.com) › Blogs › New Talent Times ▾

7 Mar 2012 - How will this shift—the **consumerization of IT**—impact the way an ... Bob has 30 years of experience in **HR**, with his most recent role at IBM as the ...

[The consumerization of HR: HR's days as middle man are over \(2/2 ...\)](#) ✓

[www.visionsforhr.com/.../the-consumerization-of-hr-hrs-days-as-middle-...](http://www.visionsforhr.com/.../the-consumerization-of-hr-hrs-days-as-middle-...) ▾

1 Aug 2013 - We expect the new **HR** to be supported by a high degree of automation and governed by a 'one to many' approach. **HR** professionals of the ...

[Human Capitalist at HR Tech Conference 2013: Consumerization is ...](#) ✓

[www.cornerstoneondemand.com/.../consumerization-disruptive-hr-techn...](http://www.cornerstoneondemand.com/.../consumerization-disruptive-hr-techn...) ▾

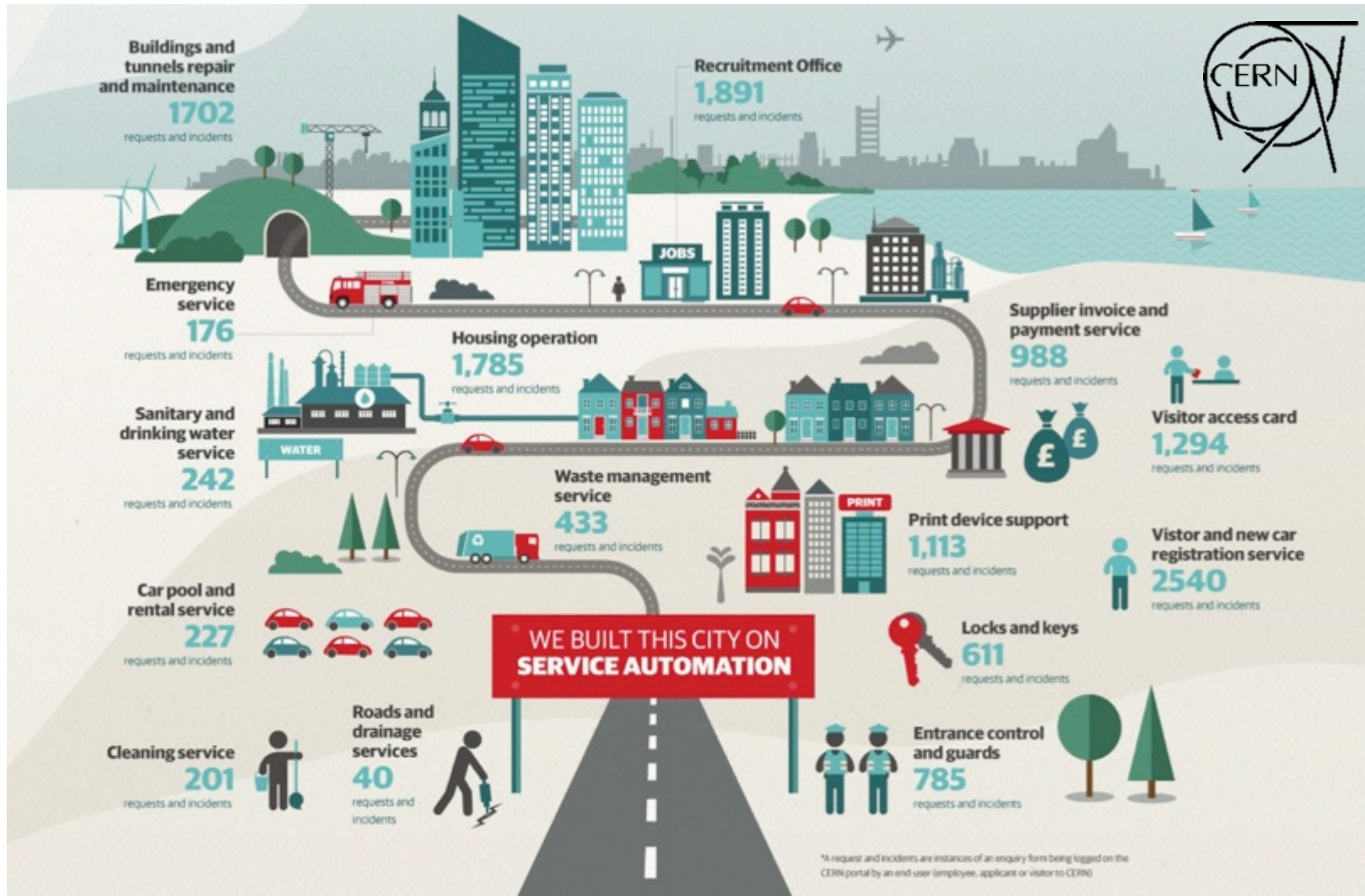
14 Oct 2013 - Over on the Human Capitalist blog, they have just posted a Storify highlighting one of the biggest themes coming out of last week's big **HR** ...

[Learn: The Consumerization of HR? Yes, Consumer... | ServiceNow](#) ✓

<https://community.servicenow.com/.../the-consumerization-of-hr-yes-con...> ▾

3 Feb 2014 - Something at the back of my mind was telling me that **consumerization** had to be affecting corporate **HR** departments as well as corporate IT ...

# Proof Points from the real world





## Consider The Entire Process Needed To Onboard A New Employee.

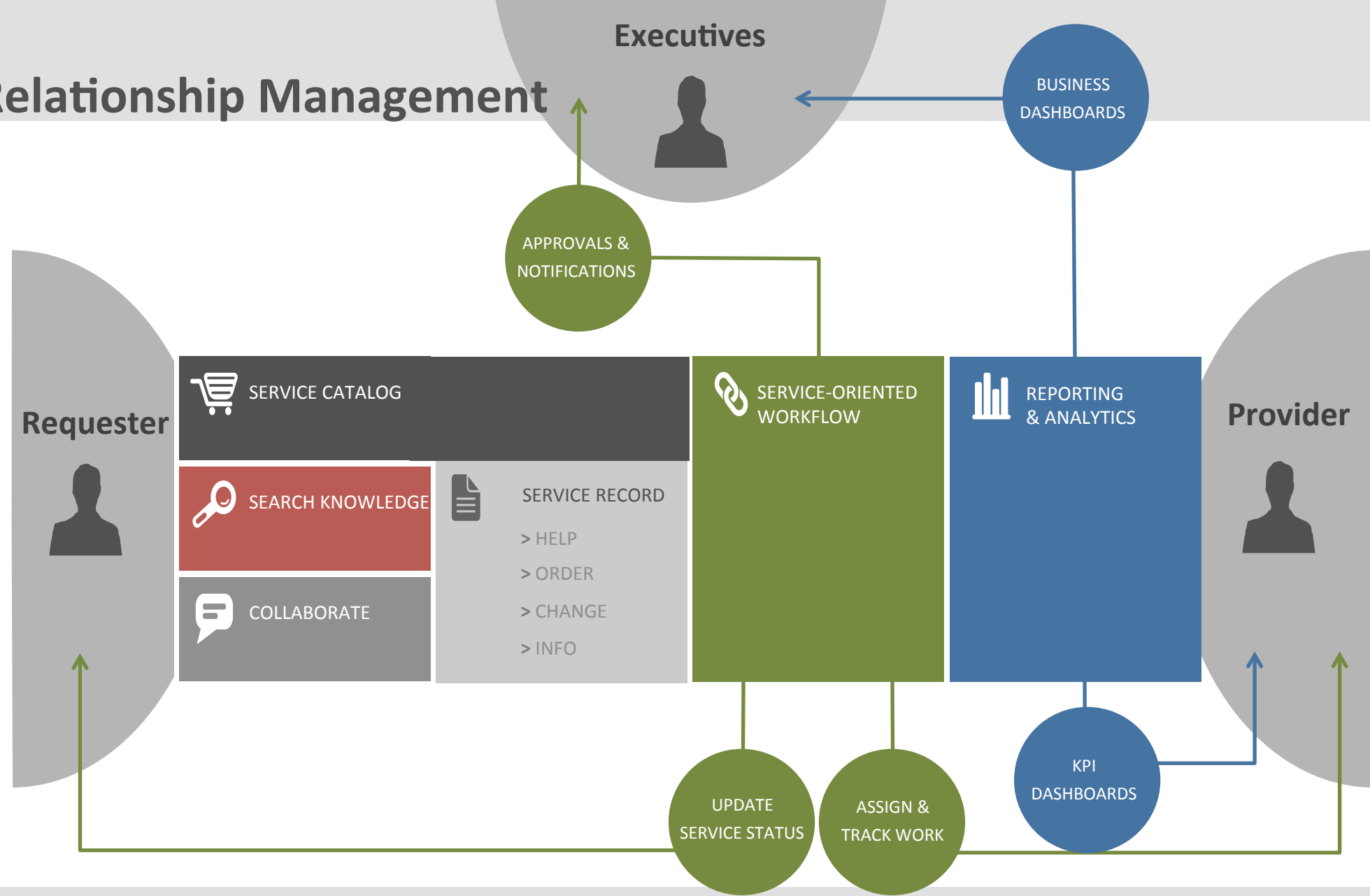
This requires HR to orchestrate and manage a number of discrete services across a number of business functions, including but not limited to:

- **HR:** Collecting and verifying employee personal data, the signing of contracts and other official forms, agreeing to a start date, providing HR policy information, and arranging induction training.
- **IT:** Providing telephony and IT equipment, software, access to corporate IT services, instructional information, and corporate usage policy information.
- **Facilities:** Providing suitable working accommodation, a security pass, and maybe a new network point in conjunction with IT.
- **Fleet:** Arranging a company car and maybe working with the facilities group to arrange parking facilities.

# Beyond IT – meeting service expectations across the enterprise



# Service Relationship Management



# Improving Service Experience Across The Enterprise

## Service Relationship Management



# Summary And Key Takeaways

1. Consumerization is shaping the future of corporate IT
  - But consumerization is so much more than a BYOD policy for IT
2. Service catalog has a key role to play
  - But the back end is also key to improved service delivery
3. Think beyond IT, think enterprise service management
  - Remember that it's about the need for better service experience

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Max Vorhies; Senior Manager, IT  
Associated Wholesale Grocers

*"There's no better place to learn more about the platform, gain access to more customers, or to be a part of the ServiceNow community than the Knowledge event."*

Jason Wojahn; President - ServiceNow BU  
Cloud Sherpas

now

**Thank you**