



ITSM Leading practices, Lessons learned and The Transition to Enterprise Service Management (ESM) to Achieve True Business Value



Presenter name



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Jason Souliere is a Partner within KPMG's IT Advisory practice. Jason has over 25 years of experience and over 5 years of experience implementing service management solutions leveraging ServiceNow.

As organizations modernize their service delivery model and endeavor to maintain pace with ever changing technology landscape, Jason brings a dynamic skill set honed over decades working globally coupled with deep IT expertise to accelerate their digital transformation.

He is known for his excellent communication and analytical skills, leadership, creativity, perseverance, and the ability to work with diverse populations both individually and as a team member. He always maintains a professional and helpful attitude when dealing with clients

ITSM leading practices

Avoid technology trap

Focus on transformation and not supporting technology

Time value money

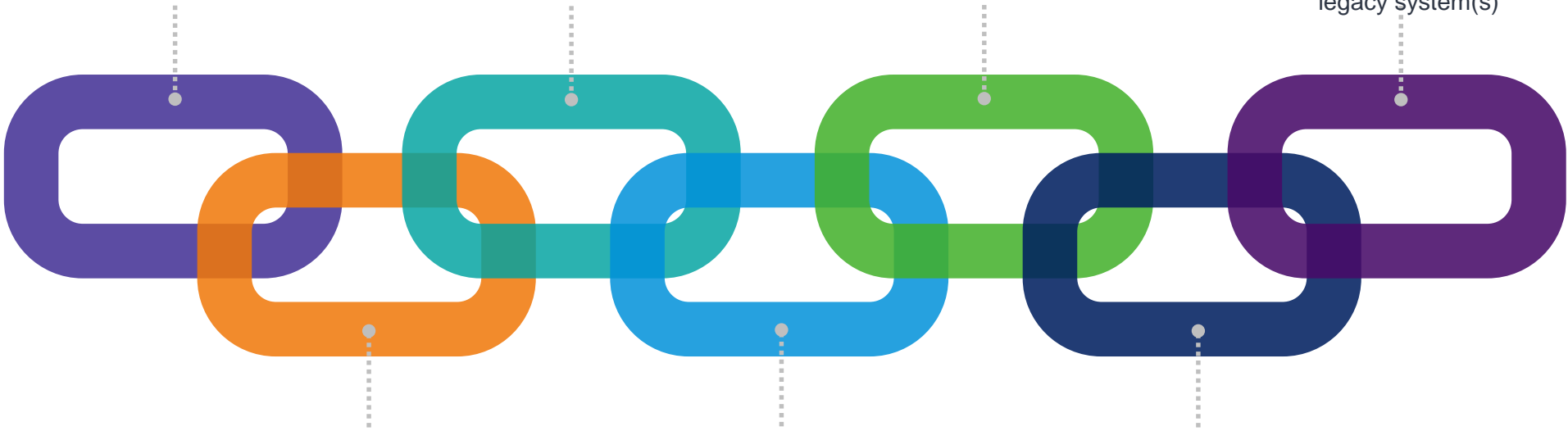
Clients are good with 80% of capability resulting in short term time to value

Less is more

Gone are the days for thousands of catalog items; consolidation is the key

Avoid like for like

Avoid the tendency to recreate the processes and configurations of the legacy system(s)



Crawl, walk, run

Realize value and obtain tangible results, before expanding platform capabilities

Standardization and OOB

Focus on optimizing processes to meet organizational needs. NOT individual needs

Process centric workflow

Email-centric workflows do not work anymore

Lessons learned



- 01 Transformation is more than technical**
Organizations have discovered that simply plugging into cloud systems will not deliver true back-office transformation
- 02 Consumer grade experience**
Simple, intuitive and seamless user-experience that mimics customer's everyday life
- 03 Recognize complexity**
Embrace complexity; not everything will be smooth in the process; important to focus on big picture and strategic goals
- 04 Dwindling budgets and risk-appetite**
Organizations do not have same kind of budgets or risk appetite for implementations; important to stay lean and agile

Drivers for change

Ticket in IT or an employee case in HR



All the departments respond to service requests



As departments modernize their service model and respond to changing consumer behavior

They face similar challenges and drivers for CHANGE



To be effective, departments need to provide services that are:

Cheaper

Faster

Better

and most importantly provide
Simple, intuitive user experience



that mimics how they function
IN THEIR EVERYDAY LIFE

What if...

Employees had a **single, consumer grade digital experience** when requesting and receiving corporate services?

The employee could leverage cross functional services **without having to serve as a service integrator?**

Service organizations are built **on employee focused data and information flows** rather than transactions?

We took a **persona-based approach** to interacting with employees, **understanding their roles and anticipating their needs?**

Transaction centers **shrink in size** by over **50%** due to automation?

Half of business services workforce is **virtual and on demand?** The other half are 'bots'?

Every service offered is as **easy to consume** as the best mobile app we use at home?

There are **no functional** or front, middle, and **back office silos?**

Business services organizations are the **Enterprise Transformation Office** for both growth and efficiency?

Enterprise Service Management (ESM)



ESM is a framework for providing a consistent, streamlined employee experience from request to receipt of services. The framework spans design, delivery and management of all corporate services across the breadth of the enterprise and is based on a connected, consumerized technology platform.

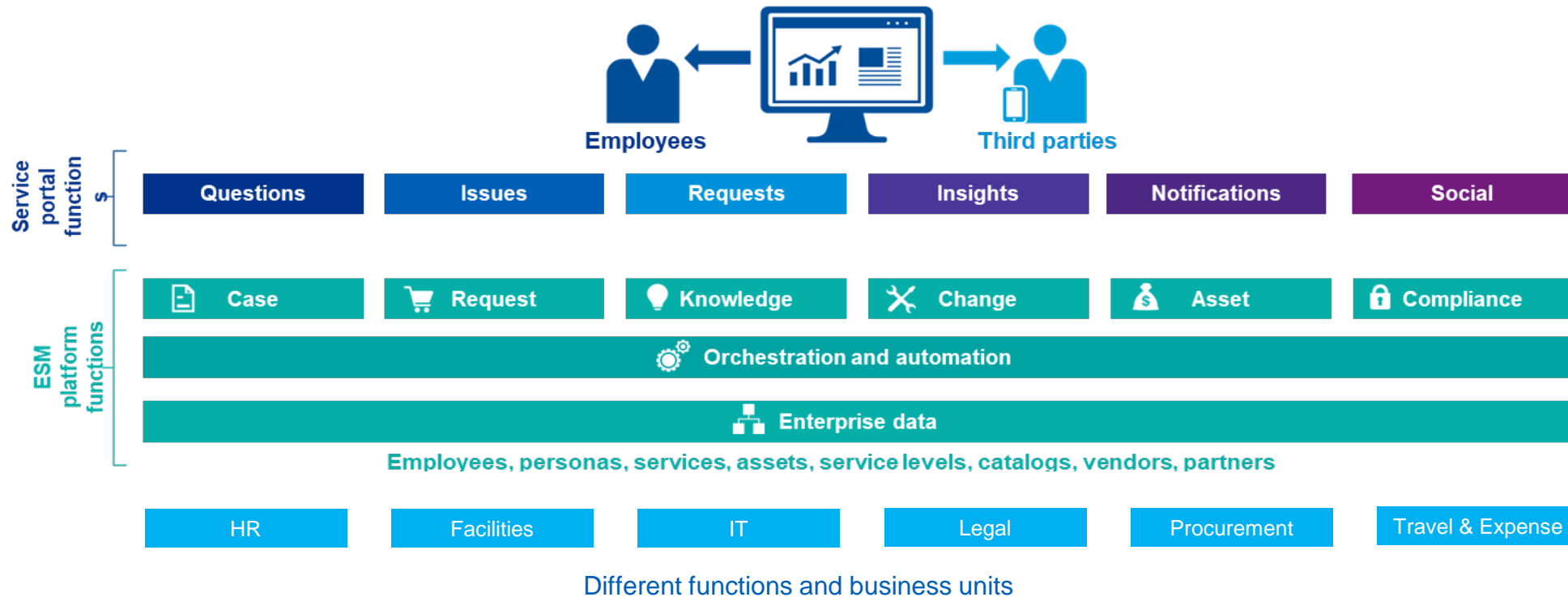
Customer focused ESM portal

The desktop portal features a dark blue header with the KPMG logo and the text "Business Enablement Services Online". Navigation links include "Departments", "Knowledge Base", "KWorld", "My Approvals", "Select Chat", "Language: English", and a user profile for "Prasoon Kochhar". The main content area has a background image of rowers and the heading "How can we help you?". Below this is a search bar with the placeholder text "Search for services and articles". A horizontal menu below the search bar contains four service tiles: "HR on Demand" (Access HR information and request HR services), "ITS Online" (Need IT Assistance?), "Q&RM Online" (Access Quality & Risk Management Online), and "Research & CRM" (Access Research & CRM).

The mobile portal shows the same KPMG logo and "Business Enablement Services Online" text. A hamburger menu icon is visible on the right. The service tiles are arranged vertically: "HR on Demand" (Access HR information and request HR services), "ITS Online" (Need IT Assistance?), "Q&RM Online" (Access Quality & Risk Management Online), and "Research & CRM" (Access Research & CRM). The mobile interface also includes a search bar at the top and a status bar showing the time as 5:16 PM and 48% battery.

Connecting moments that matter is key

Employees and third parties rely upon a number of complex cross functional corporate services in order to be productive. These are made up of multiple micro services delivered by business units across the enterprise. ESM is designed to seamlessly connect those delivery centers with the employee in a simple, orchestrated and efficient way.



Business value of ESM

Superior customer experience

Enable seamless internal and external customer experience through single, centralize and easy to use self-service portal that mimics customer’s everyday life



Information and insights

Get a clear view on the key metrics and insights on the service requests across the organization; identify bottlenecks and make informed decisions on process improvements and staffing needs

Efficiency and cost savings

Automate and simplify repetitive functions across the organization to reduces costs of wasted time and energy.; consolidate to a common and modern platform, bringing licensing, support, administration, and technical staff down to a single product



Cross-department collaboration

ESM enables different functions in the organization to work together to complete shared business goals; Digital workflows connect and streamline complex, cross functional services

KPMG believes that ServiceNow is the anchor to ESM

Utilizing the elements of the ServiceNow platform to drive consistent employee experience, automation of process, and execution of work is a key aspect of ESM. This includes multiple ServiceNow products as well as the creation of custom scoped applications.

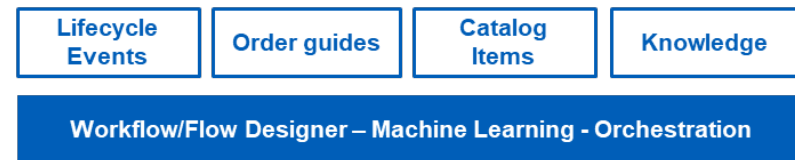
System of Engagement

- Provides a unified experience for interaction with all enterprise service and support departments
- Includes a persona based design to understand you, your role, your needs
- Streamlines request and support activities
- Connects services that span corporate functions



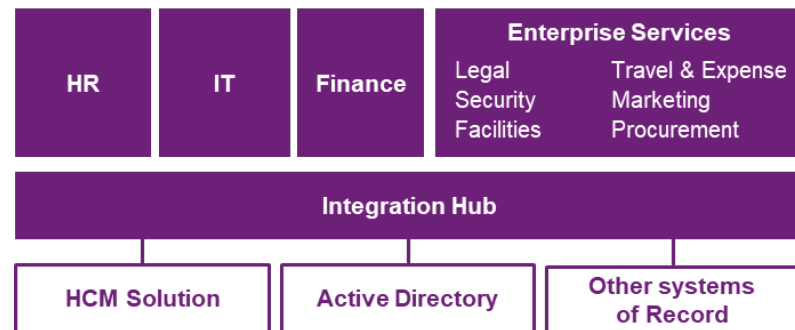
System of Action

- Drives consistent service delivery through automation of process.
- Enforces standard submission of request for services
- Nests micro services into macros services, coupled with process automation
- Leverages machine learning and the orchestration engine to drive efficiency



Systems of Record

- Integrates with the core management solutions for all other enterprise departments
- Tracks and manages all tasks that need to be completed by departments
- Updates functional systems of record using orchestration and integration techniques



Systems of Insight

SN PA
Utilizing native ServiceNow Reporting and Dashboards for data within the platform, coupled with BI insights for records outside of ServiceNow.

BI Insights

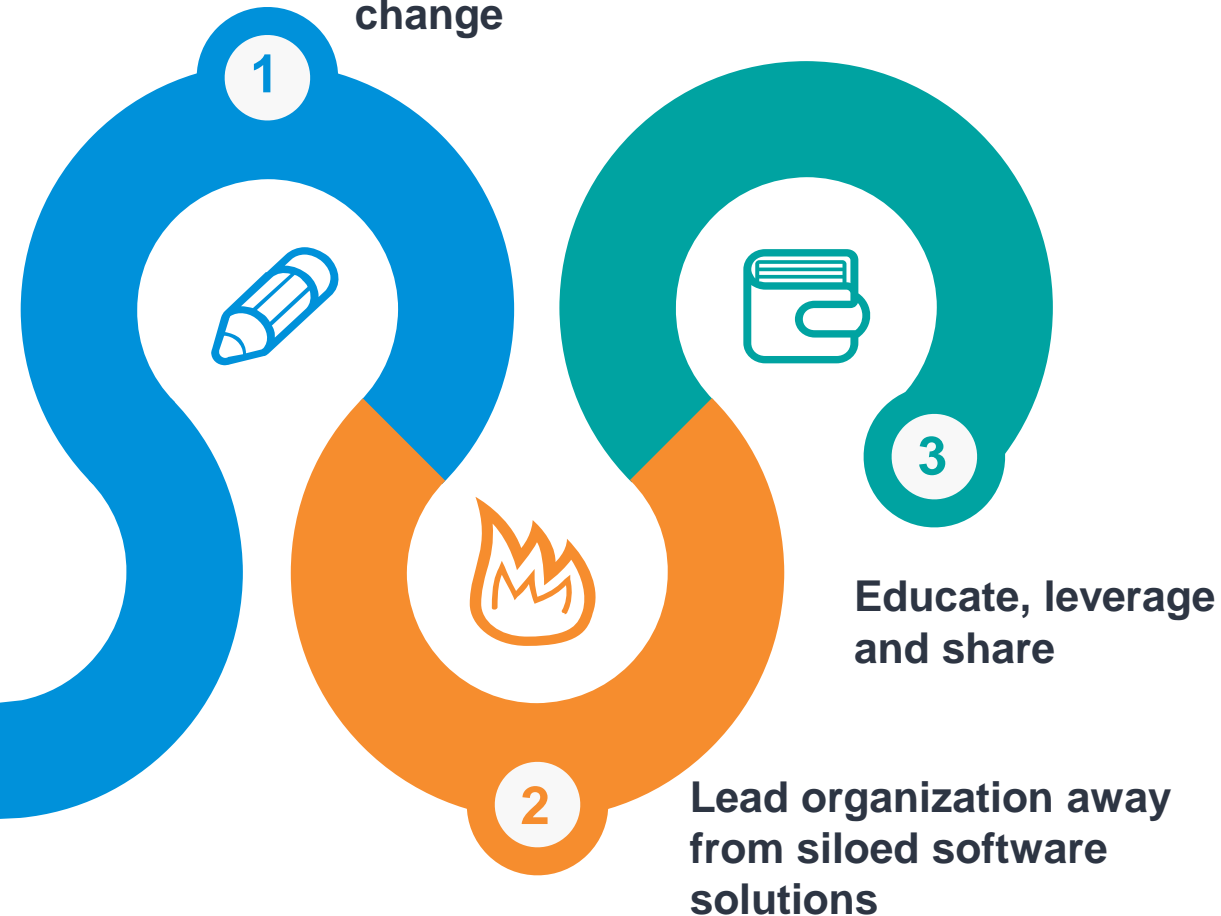
Tips to accelerate the ESM journey

- Be deliberate, not tactical
- Be employee centric, not portal centric
- Be inclusive, not siloed
- Be contextual, not generic
- Be future driven, not limited by today



IT department – key player in ESM strategy

Common drivers for change



Common drivers for change

HR, Facilities, Legal; all the departments have common drivers for change; IT with its service management learnings can accelerate the ESM journey



Lead organization away from siloed software solutions

IT can support the ESM transformation by working with departments to identify the services they provide throughout an organization, and then moving those services into an enterprise-wide service catalog



Educate, leverage and share

IT departments who have adopted an IT Service Management (ITSM) framework are well positioned to guide and support the delivery of ESM to their organization



Thank You





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