

Empowering the Workforce

Deliver a service management experience that drives productivity



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Executive Summary

The role of enterprise service management technology has changed. For many years, the focus has been on improving IT efficiency through process automation and industrialized IT. While this approach has many benefits, it doesn't go far enough to address the needs of the modern digital business. **Productivity is the new measure of success.**

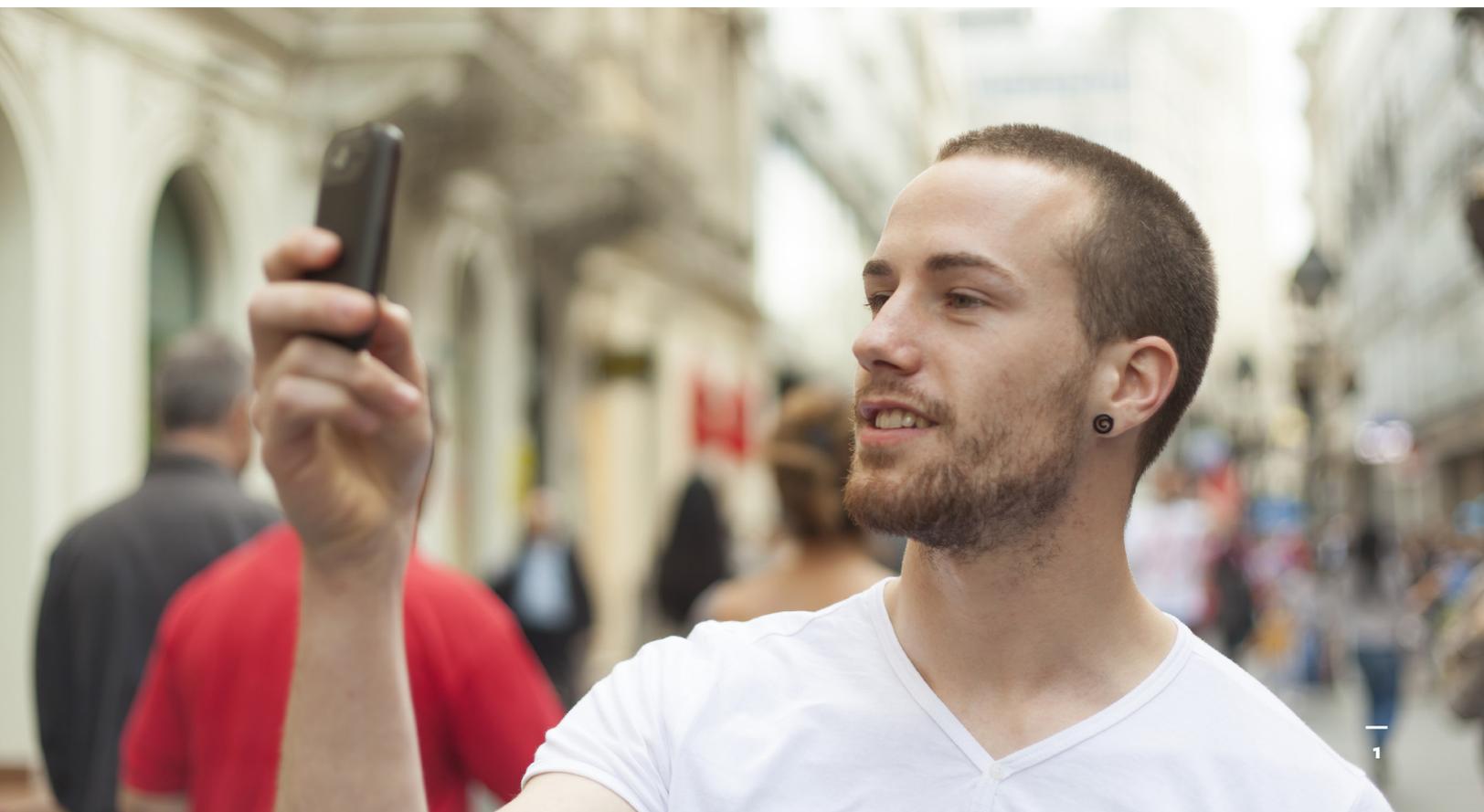
Optimum enterprise productivity relies on an empowered workforce, enabled by transformative technology to help people work smarter, faster, and more easily. It is the intersection of people and technology. Engaging, intuitive user experiences define the success of this intersection.

To support this way of thinking, it is imperative that service management functions embrace a set of tools that empower the workforce on both sides of the service desk and drive new levels of productivity.

This white paper discusses four key elements for modernizing service management through engaging user experiences, including:

- **Full mobility** – With more mobile devices than people on the planet and increasingly mobile workforces, it's essential to equip the workforce with the full power of the service desk on every device.
- **Consumerized self-service** – Business users demand an intuitive, engaging self-service experience that improves the way they work.
- **Embedded social** – Social collaboration and crowdsourcing capabilities must be embedded within standard workflows to maximize adoption and harness the power of the crowd.
- **People centric** – The user experience should be focused on empowering people, keeping process enforcement behind the scenes.

The result is a modern approach to service management that can **make both business users and IT more productive.**



THE MILLENNIAL EFFECT

By 2020, millennials (those born after 1980) will account for 50 percent of the workforce and by 2025, they will comprise 75 percent¹. This generation has grown up with the Internet, smartphones, social networks, immediate feedback, and exceptional levels of service. Consumer IT has been outpacing enterprise IT for a decade now. **The technology from many of the world's largest enterprises typically affords employees less productivity than the technology available to employees in their personal life.** Many millennials are shocked to find out just how large the gap is when they enter the workplace.

The millennial effect is helping fuel the rise of digital workplace initiatives in the enterprise. More than just virtualization and bring-your-own-device (BYOD) strategies, many digital workplace initiatives now span social, collaboration, app store, chat, digital marketplace, and smart office capabilities. The modern service management function should be equipped to drive and unify these requirements.

Growth of Millennials in the Workforce



MOBILE DEVICES DRIVE INNOVATION

Today, there are more mobile connected-devices in the world than there are people². Mobilizing employees has created radical new ways for professionals to work:

- Field engineers always have access to the latest data
- In-store customer support agents can walk the floor and are no longer constrained to kiosks
- Business users can make service requests from anywhere, at any time
- Service desk agents can work remotely

But the impact of mobile devices has been far more extensive than pure mobility. Smartphones and tablets have inspired revolutionary new ways for people to interact with applications. Formless, touch-screen interfaces have replaced the traditional form-based data input screens of yesteryear; built-in cameras let users add photos to applications; GPS makes applications location-aware; voice recognition allows hands-free typing; and the list goes on.

The pace of innovation for mobile apps has fueled the consumer IT market and forced developers to compete for users' attention. The best user experience typically emerges as the victor. While the enterprise may have been watching patiently from the sidelines, **it's now time for enterprise IT and consumer IT to converge.**

One area of service management that has already embraced many consumer IT trends is self-service. Service desks have provided self-service capabilities for many years but enterprises have historically been littered with unrealized business cases that failed to significantly drive down calls to the service desk. For occasional self-service users, the old-style experience of logging on to the intranet, navigating through screens, and trying to find solutions through form- and list-based user interfaces was not only unintuitive but far more laborious than sending an email or making a call. Mobile applications have revolutionized self-service by giving users a modern, engaging experience that helps them to help themselves quickly and easily.

1 How Millennials Could Upend Wall Street and Corporate America, Brookings Institute, May 2014.

2 Number of Mobile Devices Surpasses World Population, The Business Journals, October 2014.

THE ROLE OF SOCIAL IT

There is no trend in consumer IT that is more ubiquitous than the proliferation of social networks. The instant nature of insight, knowledge, collaboration, and communication has changed personal lives forever. It's these productivity-enhancing, social IT features that will drive enterprise productivity forward.

The key to successful social IT in the enterprise is to make it pervasive. In employees' personal lives, they can choose to tweet, pin, like, or share web articles from within a web page itself; there is no need to log in to a separate social feed or site. By embedding social capabilities and making them immediately available to users in their normal workflow, adoption and use can flourish. Service management relies on collaboration and knowledge sharing, so **user experiences should be built with embedded social capabilities to foster better collaboration and create more engaged teams.**

IT'S ALL ABOUT THE USER EXPERIENCE

User **interfaces** are designed to be *looked* at, but user **experiences** are designed to be *engaged* with. User experiences are more than just the screens an employee looks at; user experiences define how you interact with an application. To create truly engaging, empowering user experiences, software and process designers must focus on people's habits, patterns, and workflows; simplifying these is the priority.

Historically, service management has taken a different approach, focusing on implementing processes, based on ITIL[®], as a framework to guide people through an application. While this approach helps enforce a consistent process, it is not the optimum experience for end users and can in fact be incredibly inefficient. A great user experience doesn't need to reveal its process steps to the user. To create empowered workforces, service management must focus on a persona-based approach to user experiences and keep the best practice processes and frameworks behind the scenes.

“A great user experience doesn't need to reveal its process steps to the user.”

A persona-based approach also recognizes that, for example, a *Change Requester* needs a vastly different experience to a *Change Manager*. They are both interacting with Change records but there are significant differences in the type of information they need, the purpose of their activity, and their experience level in Change Management. Equally, a *Knowledge Author* is not the same as a *Knowledge Manager*. Creating optimized user experiences based on the persona, not the process, drives significant increases in workforce engagement and productivity.

The combination of mobile, consumerized, social, and persona-driven service management is the cornerstone of a modern platform. **Engaging user experiences that foster collaborative teams are the key to empowering the workforce and driving employee productivity.**

FOUR ESSENTIAL ELEMENTS OF USER-CENTRIC SERVICE MANAGEMENT

Traditionally, IT Service Management has focused on embedding best practice processes and leveraging automation to drive efficiency. Process automation is indeed critically important and it plays a key role in a broad range of IT initiatives. But today it is equally important to ensure that the customers and consumers of technology are well understood and have tools that are designed to help them work smarter. By embracing the needs of the modern consumer, IT leaders can help bring their IT organization and business to new levels of performance.

Full mobility

Both sides of the service desk must have access to a fully functional service management experience through native smartphone, tablet, and browser-based applications. Native applications should be tailored to suit the device, ensuring an optimum user experience. Mobile devices also offer a unique set of capabilities to enhance the service desk experience:

- **Built-in cameras** to attach photos to incidents or scan barcodes to retrieve data
- **Voice recognition** to enable hands-free annotation of tickets
- **GPS** to provide location-aware self-service
- **Touch screens** to support interactive user experiences that accelerate resolutions
- **Push notifications** to keep consumers updated on relevant incidents, assets, changes, or other items of interest

These types of capabilities help service delivery teams be productive in entirely new ways.

Embracing mobile devices in service management has the ability to engage teams that were previously underserved or ill equipped to do their jobs optimally: field technicians no longer have to print their tasks; incidents can be logged or created immediately in any location; even complex tasks, like change requests, can be created simply and immediately. Truly useable apps help the enterprise ensure processes are followed and not circumvented and that information is recorded accurately and in a timely fashion, eliminating risk along the way.

Mobile devices enable a mobile workforce, empowered by intuitive user experiences to deliver amazing service from any device, in any location. Mobile should no longer be an afterthought; it should be a priority.

Consumerized self-service

For self-service to be pervasive in the enterprise, it has to help consumers work smarter while being quick, simple, and easy to use. Optimal adoption requires self-service to be:

- Immediately useable by untrained consumers without manuals or tutorials
- Consumerized with app-store style interfaces
- Delivered through native mobile applications
- Social and collaborative with the ability to tag, like, follow, share, or comment, and consequently drive adoption
- Deeply integrated with knowledge management to stay relevant and up to date

Effective self-service empowers consumers to take control of their own destiny and no longer be a slave to lengthy processes and procedures. But it's important to remember that to convince an entire organization to stop calling the service desk and start self-serving, self-service has to be easier, faster, and more enjoyable than making that call. This must be a priority when deciding on the right technology and approach.

A mobile app, that's enjoyable to use, collaborative, social, and always up to date with relevant content is what self-service should look like in the digital enterprise.

Social collaboration and contextual content

Social capabilities should be designed to drive collaboration, and collaboration tools are more readily adopted when they are inherently social. This is why **social collaboration** should be a goal.

Chat and social collaboration capabilities should be embedded within the tool and pervasive to encourage use without breaking consumers' workflows. **The purpose of this functionality is to help both the business and IT work smarter and faster while fostering more engaged teams.**

Traditional ITIL-based service desks have previously struggled with collaboration as the restrictions of ITIL mean that an incident can only have one owner. Modern service desk technology must enable service desk analysts to invite other colleagues or subject matter experts into conversations to harness tribal knowledge and help resolve incidents faster.

Driving IT productivity upwards can be achieved by presenting the right data, at the right time, to the right people to ensure they can work more efficiently. Collaboration is a great way to share data between people but there is also a wealth of existing system data and records that can be intelligently leveraged to help people work smarter. Service management toolsets have always been great at storing data, but the requirement today is to turn this into meaningful, actionable insight. This requires an intelligent system that understands context so it can automatically present relevant data to the consumer.

For service desk analysts entering an incident, they want the system to present them with relevant incidents, problems, knowledge articles, assets, and other content as they type. This type of context-aware content presentation is necessary for the workforce to work optimally.

Persona-based user experience

ITIL processes are vital to ensuring consistency and data integrity, and minimizing risk. But to the customer, they can be perceived as a hindrance to working productively. A modern user experience should be persona-based to shield the customer from laborious and tedious process steps.

Creating a persona based user experience requires a deep understanding of customers, their workflows, and their work requirements. User observation sessions are the best way to capture this information and should be actively carried out for important applications.

A persona-based user experience requires burying ITIL “under the hood.” In traditional ITIL-aligned service management systems, the ITIL processes might be separated out into individual modules, tabs, or even apps. However, a typical service desk analyst might need to access several of these modules simultaneously to help resolve a customer issue. A persona-based approach to user experience ensures that all consumers have instant and intuitive access to the information they need to do their job.

CONCLUSION

A new era of enterprise productivity will be defined by an empowered and engaged workforce. Human productivity is the key to success. Service management must take a leading role in supporting and delivering digital workplaces that enable both IT and business users to work smarter, faster, and easier. **The service desk must prioritize a consumerized approach to self-service and use native, mobile applications with embedded social capabilities to drive collaboration.** The combination of these capabilities will allow self-service to flourish.

By focusing on the customer, and hiding the complexity and rigor of best practice processes like ITIL, user experiences can empower, engage, and inspire the workforce across all levels of workers. Supporting services is no longer sufficient for IT; enabling and empowering the workforce is mandatory.



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