



ESM on Now

Remove silos and let work flow

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A new frontier



For more than three decades, the multi-functional shared services operating model has been transforming from a back office, low-cost service to an integrated Enterprise Service Management (ESM) model. It has evolved to drive business value for the organization, meeting both external and internal customer demands as well as elevating the user experience.

While the maturity of the ESM function has increased, it also led to complexity within the operating model:

- ESM still misses the end-to-end perspective in process, scope, and range of support. This can reduce its potential to deliver broader, more holistic value for the organization.
- Lack of global ownership hampers the sharing of insights with upstream business processes.
- Fragmented technology landscapes (with legacy applications and multiple support systems) break the end-to-end flow. It means automation can only ever patch up the system, rather than fundamentally transform it.
- Without real-time progress tracking or a single source of truth, ESM fails to provide leaders with the insights to be proactive with operational management.
- Fragmented ESM is a challenge for recruiting and retaining talent: digitally savvy employees are demanding flexibility and agility within the workplace. If their digital experience is clunky and limited, they are more likely to move elsewhere.

The past few years have challenged much of the conventional wisdom around ways of working, which have underpinned traditional ESM. Organizations that embraced a radical shift in thinking have improved their operational resilience and performance—making the talent market even more competitive, with higher employee expectations.

Key growth factors

Global standardization of services and processes

Alignment of business and ESM

Time to market of new services

Ability to demonstrate value

Creating trust

Multilocation operations

Avoiding disparate systems

Organizations today need the ability to virtualize operations and have seamless connectivity. Employees are travelling less, working remotely, meeting virtually, and continuing to work differently—the need and urgency to do so have only increased, given that hybrid working is here to stay.

Many ESM organizations have yet to resolve common employee experience questions: Are your processes optimized to meet employee needs? Do your people have the right tools and solutions to support these processes? How are you keeping employees engaged and productive?

In this white paper, we explain how ESM leaders can transition to a stronger model for service management. One which is fully integrated, insight-driven, and has employee experience at the heart of its purpose—a model that is ready for the future.

Taditional views		New realities
 Physical proximity is required to run effective processes	▶	Work performance, for many processes, is not location dependent
 Shared services and outsourcing are mainly for back-office operations	▶	Complex processes can be delivered through shared services and outsourcing
 Current business continuity plans (BCP) are sufficient	▶	Addressing risks requires more than BCP – need to develop continuous resilience
 Legacy systems are good enough, and some manual processes are acceptable	▶	Full automation and agile technology should be the standard practice
 Physical sites (brick-and-mortar) are required to maintain security	▶	Policy, process and technology are the foundation for security in a world of remote work

Adaptability depends on three key pillars:

1

Simplifying the organizational architecture to remove unintended complexity. Create a network of teams, streamline collaboration and decision-making processes, and remove silos to allow agile responses to external and internal situations.

2

Design everything around “experience”, from the organizational structure to the physical workplace. Focus on the organization’s objectives, and how the workplace can support the right behaviors to drive those ambitions. Treat employees as the customer in their working environment, emphasizing staff needs and preferences in both the physical and digital realm.

3

Make organizational boundaries more fluid, to better sense what is around the corner. The workplace no longer ends at the office door—it encompasses the current and potential workforce, customers, and supplier/partner ecosystem. By being open to the new possibilities and out-of-the-box thinking, organizations can anticipate future needs and opportunities.

The Center Office

ESM leaders are spinning many plates. They're balancing employee requirements for digital tools, the need for speed and agility in the organization, and the demand for proactive insights and personalized user experiences. Traditional shared services with a back-office mindset are struggling to keep up as work moves onto digital platforms, with a unified system landscape and automated workflows.

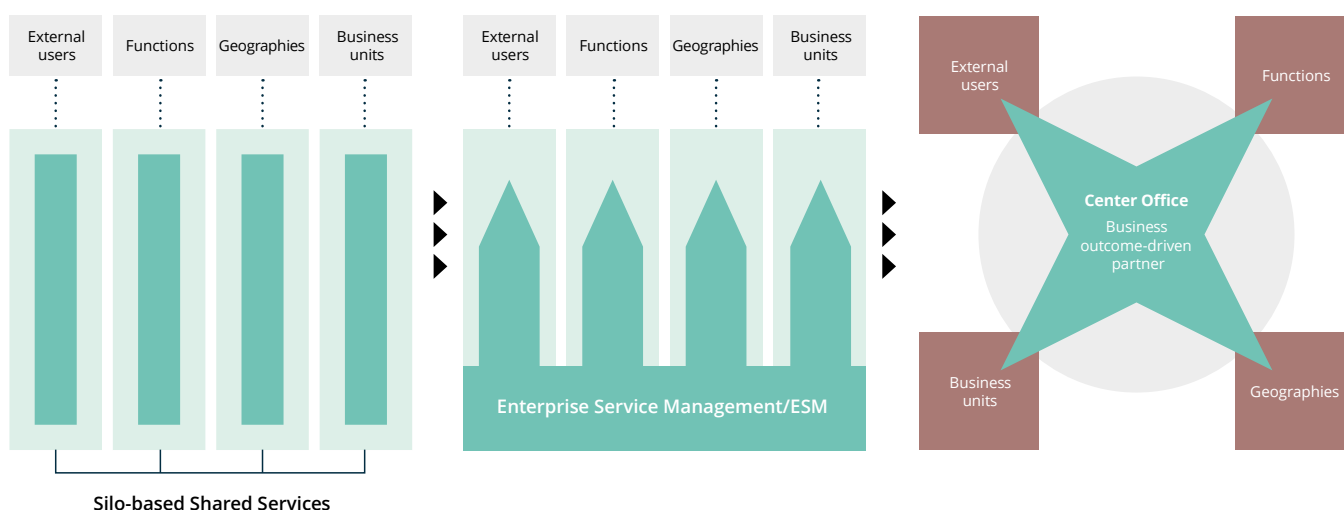
In response, a new ESM delivery model emerged, which reimagines the role of service delivery to improve agility, quality, and speed. It's called the Center Office.

This new operating model leverages enterprise-wide data and brings together cross-functional teams to deliver end-to-end services. It delivers automation, analytics, and continuous improvements as a service, and it is hyper-focused on the employee experience.

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This shift from back-office to center office is the next evolution of Enterprise Service Management (ESM). It can help build the resilient and adaptable delivery models that are increasingly in demand.

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The Back Office

- ✓ Processes transactions
- ✓ Supports individual functions/businesses
- ✓ Cost focused
- ✓ Responds to issues



The Center Office

- ✓ Generates proactive insights
- ✓ Strategic asset to the ecosystem
- ✓ Innovation and integration focused
- ✓ Rich career paths

Adopting the Center Office model can bring together service delivery units within an organization, giving them a platform for coordination and allowing them to become the central nervous system of the enterprise.

Three key characteristics embody the shift to the Center Office:

1

Delivering specialized, cross-functional capabilities as a service to the enterprise

2

Focusing on customer and user experience, not just efficiency

3

Overcoming a distributed technology landscape and creating a more integrated, scalable structure for the organization

How a mature Center Office model drives value for the enterprise



ESM on Now: the model



Organizations cannot deliver the services and employee experiences of the future using the tools of the past.

Harmonizing and **optimizing service delivery** is the top priority of ESM organizations

88%

respondents*

Service Management and ServiceNow are perceived as key solution enablers by ESM leaders

47%

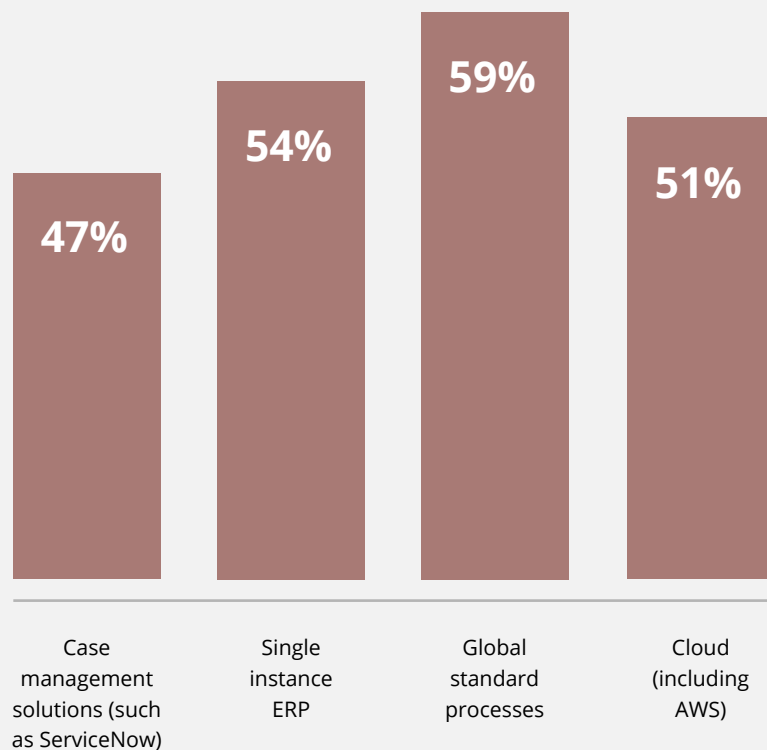
respondents*

COVID-19 led ESM organizations to **rethink how services** should be delivered

87%

respondents*

Which technologies are being implemented?



Speed

The longer it takes to implement a change, the more its value dissipates. It's important that change comes with momentum, to take full advantage of new technologies.

Scale

Disruption can't be absorbed with a siloed approach. Understanding how work moves across the enterprise can help you address change effectively.

Insight

Rather than reacting to all disruptions, use data and expertise to help you contextualize changes for your business and decide whether to act.

ESM on Now



ESM on Now is a joint Deloitte and ServiceNow solution that merges Deloitte's market-leading ESM strategy and advisory practice with ServiceNow's capabilities in technology orchestration. Together, we help ESM leaders reimagine their organization and transform their technology landscape—building a model to drive value.

With ESM on Now, we help leaders break silos and move towards a new operating model that provides the benefits of the Center Office.

Our approach revolves around three themes, which we'll explore on the following pages:



Engage

Unifying your service experience



Act

Driving the flow of work across the enterprise



Perform

Exploiting insights to improve performance





1. Engage

Unifying your service experience

Digital experiences fill our everyday lives. They are often seamless, predictable, and tailored to us. However, ESM experiences rarely meet the same criteria. This huge experience gap damages employee engagement with ESM departments.

There are many touchpoints where this could be improved, if ESM departments can provide a unified service experience. Users need to have a single interface with the organization, providing seamless service across multiple functions.

ESM Engage acts as the first point of contact for ESM users. It is an interface to multiple functions within the organization, allowing employees to access them through a universal request or with virtual agent support.



I want to
Know

Search for a policy or 'how to' guide for important processes



I want to
Do

Complete simple tasks such as ordering items, approving requests, or updating information



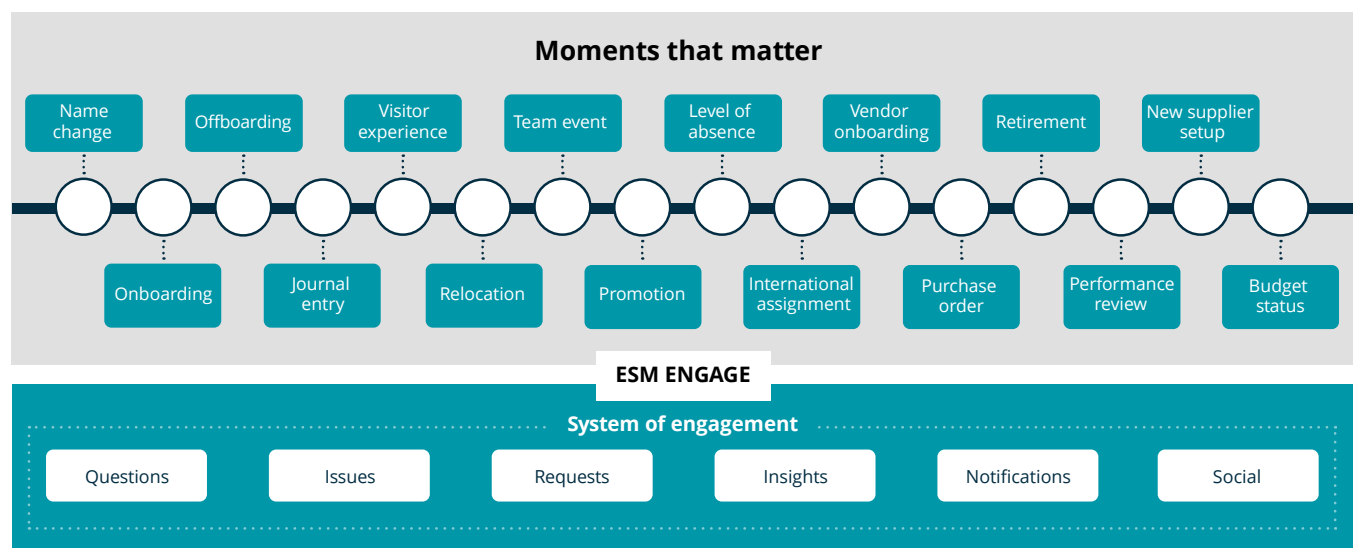
I need
Help

Receive help to resolve issues or complete complex tasks



I need
Care

Receive personalized service, information and assistance for key lifecycle events





2. Act

Driving the flow of work across the enterprise

Delivering business services without a unifying platform can be a slog. It inevitably means a ton of manual interaction and back-and-forth communication for the ESM team.

ESM Act is the core of the ESM on Now proposition. It provides a framework for integrated services, giving employees a unified solution to manage processes across numerous functions. ESM Act is designed to remove the complexity of working across different departments, so users can easily access resources from IT, HR, finance, legal, facilities, and other teams.



ESM Act



Intelligent

Using automation, machine learning, and AI to eliminate repetitive tasks and boost employee productivity



Agile

Streamlining cross-functional business processes



Unified

Integrating operational and systemic silos



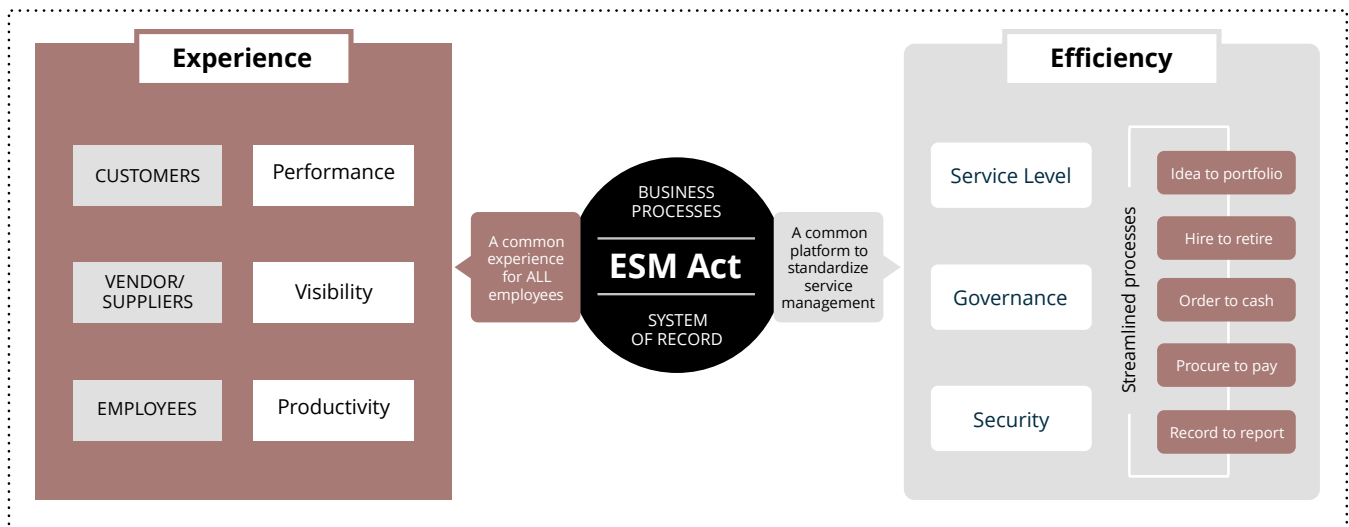
Omni-channel

Delivering consistent experiences for all employees across all channels



Holistic

With visibility to manage the entire employee lifecycle





3. Perform

Exploiting insights
to improve performance

Thanks to the rapid pace of change today, real-time customized experiences have become the norm. This is true in our lives as consumers and ESM leaders are increasingly following the same line of logic.

1

We're creating data at an exponential rate. We could use that information more effectively.

2

Cognitive computing, robotics, AI, and other digital technologies... What do all these innovations have in common? Data.

3

The ways in which we make decisions are shifting from 'gut feel' to fact and insight-based.

4

Using analytics to better understand what we do now makes us more agile and adaptable to the next phase of disruption.

Why data insights are relevant for ESM:

- ESM leaders use analytics to prove their strategic value to the parent organization
- When advanced analytics are used across complex end-to-end workflows, rather than discrete activities, the benefits are amplified
- Visual analytics can be used to evaluate and identify areas for growth in complex processes
- Automation can further boost your ability to provide real-time and accurate insights, to accelerate decision-making

ESM Perform

provides a set of automated, insight-driven dashboards which integrate data across multiple applications. It supports ESM leaders in making analytics-driven decisions. It helps to clarify roles and accountabilities to drive action based on the data. And it is customizable for different stakeholders, allowing them to drill into the numbers that they need for their specific role.

ESM Perform

uses advanced algorithms to process information and improve sources, enhancing the quality and trustworthiness of dashboards and insights. Leaders can rely on their reports, whenever they need them, instead of querying the numbers.

Potential benefits

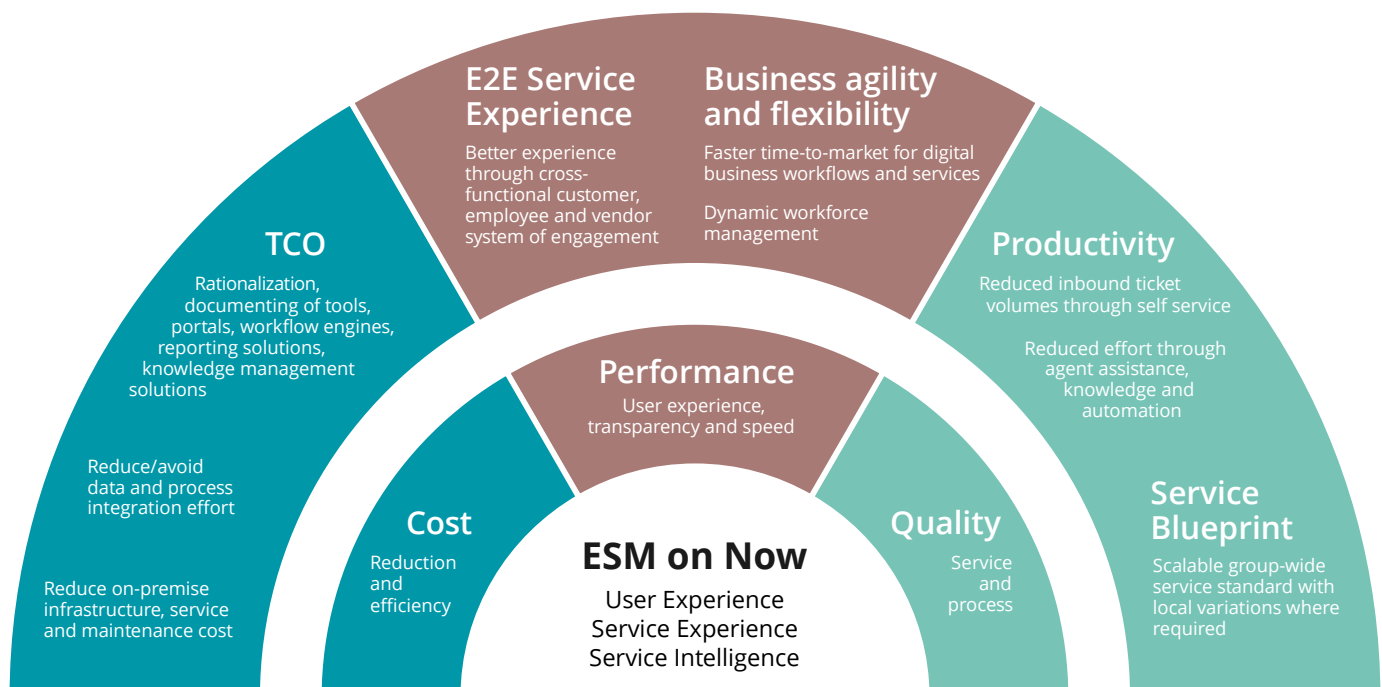


ESM on Now delivers measurable strategic value to ESM leaders, as laid out in the diagram below.

Cost is about reducing the total cost of ownership (TCO) and becoming more efficient. That means rationalizing and decommissioning tools, portals, workflow engines, reporting systems, and knowledge management solutions. ESM on Now can help reduce the effort required to integrate data and processes, as well as save you money on legacy infrastructure, service, and maintenance costs.

Performance covers the user or employee experience. It includes the transparency and speed of the services that are delivered. Organizations can deliver better experiences to customers, employees and vendors through a cross-functional system of engagement. From a business agility and flexibility point of view, they can accelerate time-to-market for digital services and focus more time on dynamic workforce management.

Quality is focused on services and processes. ESM on Now uses self-service and automation to help reduce inbound ticket volumes, so service agents can improve productivity and assist more customers. We help enhance your service blueprint, with scalable groupwide standards that can be customized locally where required.



ESM on Now: putting it into practice



Functional benefits

ESM on NOW Benefit	Description
Improved employee experience	<p>ESM employees have a consumer-grade mobile experience</p> <p>They no longer have to navigate numerous disparate technologies and instead have one place to go to get support/service and via the channel of their choosing</p>
Improved practitioner productivity	<p>Increase in self-service due to self-service portal and relevant in-the-moment knowledge articles</p> <p>Basic requests are digitized and automated to reduce administrative tasks</p> <p>Employees can see the status of their requests/issues without having to make multiple follow-up calls or emails</p>
Improved Enabling Function productivity	<p>Live dashboards will allow Enabling Functions to proactively report on and improve the delivery of services. It will be easy to understand the volume, types of services and workloads handled by Enabling Functions</p> <p>Relevant, in-the-moment knowledge articles will facilitate case resolution and reduce resolution times</p> <p>With basic requests digitized and automated wherever possible, Enabling Function teams will no longer have to spend time on low value activities and can focus on what matters most for their customers</p> <p>Service Desk agents have more time to address complex requests and offer more personal service</p>
Tool simplification	<p>Simplification of technology estate, e.g. decommissioning of tool, reduction in number of ad hoc web apps being developed, etc.</p>
Improved compliance	<p>Reduction/elimination of email as a means of sharing sensitive information</p> <p>Opportunity to leverage platform for enhanced tracking and reporting of compliance activities</p>

Client journey:

1. Review of corporate services
2. Operating model design and implementation
3. Process transformation
4. Service management & CX strategy
5. ServiceNow implementation

By the numbers:

10+ process improvements

32 group mailboxes removed

2,500+ knowledge articles created (reducing pressure on customer service)

10,000+ views of knowledge articles in just two weeks

32 group mailboxes removed

250 ServiceNow forms developed

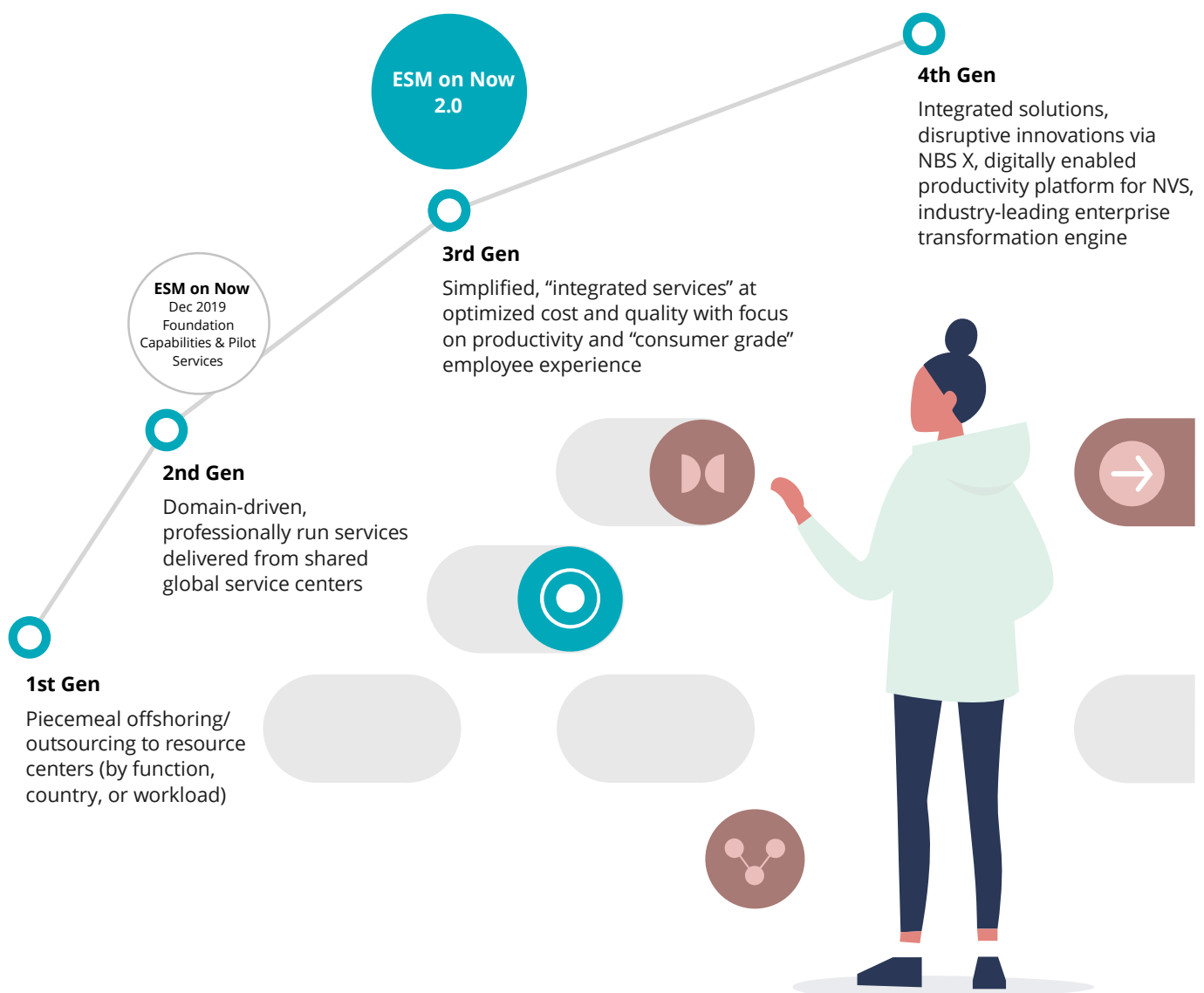
50% reduction in paper forms for requests

5-15% productivity gain

Solutions:

- ServiceNow Customer Service Management Professional
- ServiceNow HR Service Delivery Professional
- ServiceNow IT Service Management

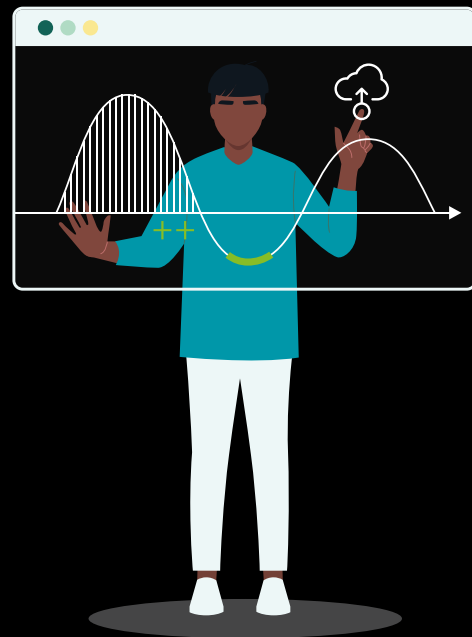
Enable enterprise transformation with ESM on Now



ServiceNow and Deloitte

Deloitte has a leading reputation for supporting organizations in their shared service transformation journey. ServiceNow is a globally recognized innovator, delivering a unified enterprise platform that can scale to support a global organization. Combining these capabilities, we believe we offer a unique service.

We welcome the chance to talk you through the Center Office model and how it could work for your organization. If you'd like to set up a discovery call with our experienced team, please contact us.



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