

Analyst 2.0

About the author

The author of this report is SDI's Industry Analyst Scarlett Bayes. Scarlett is dedicated to providing insightful and practical research to the service desk industry. Scarlett's work with a wide range of service teams around the world provides her with ITSM expertise across a variety of business sectors.

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Introduction

With developing technologies such as Artificial Intelligence and Virtual Assistants, as well as rising rates of self-help and self-service, the near future of the service desk is set to transform. Service desk professionals will see their job roles shift, as time-consuming, basic tasks become automated. This report will highlight the thoughts and predictions of those that will be most affected by these advances; the service desk professionals themselves.

Throughout this report, we will see how automation is expected to affect the service management industry, such as how this will impact the desired skills and attributes of an analyst and headcount. We will also see how far automation and self-service has already spread within the industry, and how much further it could go. Furthermore, we will observe how service desk professionals feel they are perceived within the business, and why there is pressure to provide the same level of customer service as large corporations.

During June and July 2017, the Analyst 2.0 survey was sent to a wide variety of service desk professionals, from both public and private sector service desks and a large range of organisation sizes.

Key findings

Analyst 2.0

- 55% of respondents believe that customer service skills and empathy are the most significant skills a service desk analyst should have.
- The analyst of 3 to 5 years' time will be expected to have a greater knowledge of technology and industry along with a technical skill set.
- Service desk professionals are taking into account the rise of automation when idealising the skills of the future analyst.
- Respondents have noticed a shift in the time analysts spend on problem management.

Headcount

- Despite the implementation of automated technologies, the largest proportion of respondents (36%) believe that headcount will rise over the next 3 to 5 years.
- Only a quarter of respondents predict headcount will decrease, with 95% only projecting a 0-25% decrease.

Self-service and Automation

- 69% of respondents have an automation or self-service element to their service.
- According to 43% of respondents, customers are becoming happier using self-help and self-service technologies.
- The greatest push for self-service and automation comes from management, as identified by 48% of respondents.

Perceptions of the service desk

- The majority of respondents (65%) highlighted that they feel like the business can sometimes take the service desk and the good work that the team do for granted.
- 64% of respondents feel that the service desk is pressured to provide the same level of customer service as big businesses.
- 33% of these attribute this to customer expectations.

“The service desk is a vital and crucial department that provides first line services to both internal and external users in any business. In few organizations, the service desk doesn’t provide support after office hours, and some of the companies force their service desk agents to work as a telephone operator instead of providing the first level support to their users, as they think it consumes more time and cost, rather focusing on quality and satisfaction level of users. The world is changing rapidly and everyone is now becoming dependent on technology, so the requirement for 24x7 first level support will be mandatory in future.”

- Rahil Vasaya, The Aga Khan University

“The Service Desk needs to adapt further to the needs of the business, not just enforce processes which don’t work for the business. We need to listen more to our customers and utilise the technologies available to deliver business benefit.”

- Nicola Gilder, Speedy

What do you consider to be the top 3 key skills/attributes currently required of a service desk analyst?

“Customer service is absolutely a key priority for CIOs it is a business differentiator that has been overlooked as a cost and with the right focus this can change and shift.” — Damian Bowen, ITSM Value

Customer Service Skills/Empathy

55%

Technical/industry related knowledge/skills

34%

Communication Skills

34%

Team-working ability

12%

Proactive and fast working

10%

Patience

8%

Business Knowledge

8%

Problem Solving Skills

8%

Flexible Adaptable

8%

Innovative

7%

Ability to prioritise

7%

Willingness to learn

6%

Multi-tasking

6%

Attitude

5%

Ability to work under pressure

4%

Understanding what service desk professionals consider to be the top 3 key skills or attributes of a service desk analyst will allow us to benchmark against the skills and attributes an analyst of the future should have.

The most important skill service desk analysts should currently possess, according to 55% of respondents, is customer service skills and empathy. With any customer-facing role, customer service is a major factor, so it is unsurprising that this is currently the most significant skill for service desk analysts. Linked to this is the 34% of respondents who highlighted communication skills as a top skill for an analyst. These two skill sets are intrinsically linked.



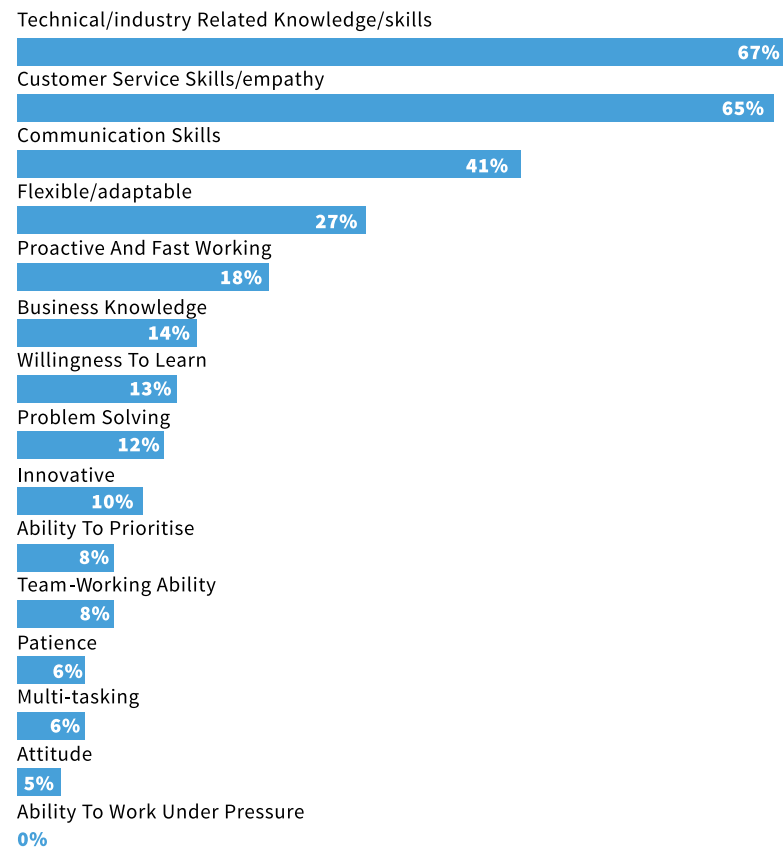
34% of respondents have identified that technical or industry related skills and knowledge is another significant factor, which puts it at second on the list. While it is important for analysts to have knowledge of the technology they are supporting and the industry the service desk supports, these are things that can be taught through training and on-the-job learning. It is interesting to note that service desk professionals prefer their analysts to have the skill and knowledge of the above attributes which can support their learning and development.

Other significant skills or attributes that were identified by respondents include flexibility or adaptability, problem solving skills, and being a proactive and fast worker. Each of these are understandably important skills and attributes of a service desk analyst to have. More importantly, they are all useful skills and attributes to be able to deal with the ever-changing service desk environment and future.

What do you think will be the top 3 key skills/ attributes required of a service desk analyst in 3 to 5 years' time?

"I believe the service desk will become even more crucial as technology develops and grows."

– Lorraine Brown, Orange Bus





Narrowly surpassing customer service skills, technical or industry related knowledge and skills is projected to be most valued skill of a service desk analyst, as highlighted by 67% of respondents. This can be attributed to the fact that automation is becoming more commonplace, and may remove the need for low value, repetitive first line support activities in the near future. Therefore, the role of the service desk analyst will become more akin to second line support, thus requiring more technical knowledge to support higher value business outcomes. It is encouraging to see that service desk professionals acknowledge and embrace the impact that cognitive support technologies such as Virtual Assistants, Service Bots, and Artificial Intelligence will have on service desks, whilst realising that analysts will still be a crucial part of the service desk; their role will evolve to accommodate these new technologies.

Following on from this, the importance of an analyst to be flexible or adaptable will also increase significantly in the near future. Coupled with a willingness to learn, service desk professionals appear to believe analysts will need to adapt to new technologies and the evolving service desk. This supports the hypothesis that service desk professionals are aware of how the role of analysts will change in the near future to accommodate the introduction of new technologies. A significant attribute of service desk analysts currently is patience, as previously identified by 8% of respondents, and ranked quite highly. However, according to a drop of 6 places, the analyst of the future may not need to be as patient. Currently, first line support analysts must be inherently patient to deal with frustrated customers, inflexible processes, or

outdated service desk tools. However, continuing with the impression that analyst roles will evolve, much of the first contact frustration can be dealt with by automation software or process automation. Furthermore, respondents did not highlight the ability to work under pressure as a key attribute of the analyst of the near future. Perhaps this can also be explained by the evolving role of the service desk analyst.

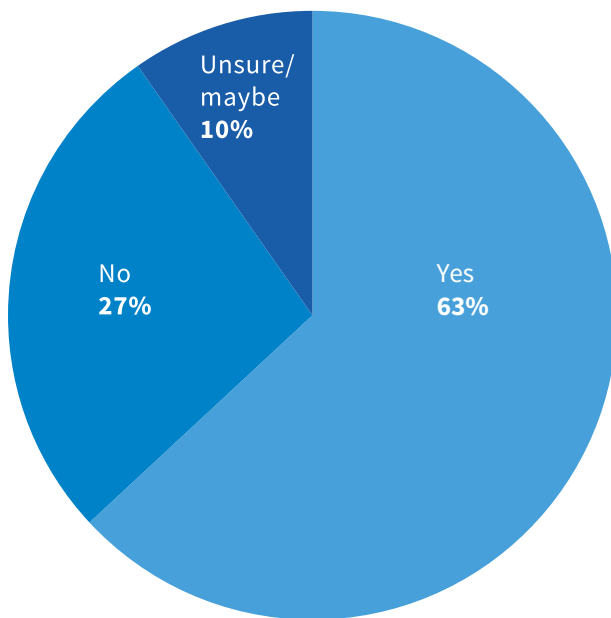
Currently, team-working ability is a major skill that a service desk analyst should ideally have, placing fourth in this ranking. However, in the next 3 to 5 years, respondents believe that the ability to work in a team will be less important. This could be due to the fact that other skills and attributes will be more significant, or because working in a team will become less integral to working on the service desk in the near future. This may be as a result of advances in automation and its impact on lifecycle management or decentralised services and decentralised workforces.

Aside from these significant changes, the skills and attributes of the analyst of the near future have stayed around the same level of significance. This suggests that the fundamentals of a service desk analyst will remain the same despite any development of their role.

Have you seen a shift of analyst time spent more on project/problem management?

“With the new features being introduced in ITSM tools, the service desk will spend less time carrying out admin tasks.”

- Luke Pardon, Marsh & Parsons

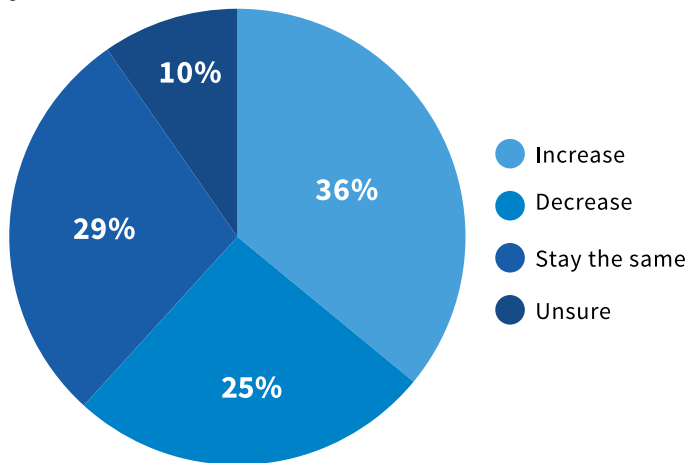


According to data from the 2017 'A View from the Frontline report', over the last 12 months 61% of service desks have spent the majority of time firefighting due to a heavy workload. This allows little time for problem management – identifying and resolving the root cause of multiple incidents. However, service desks are evolving at different rates, and as automation reduces the workload of analysts, 63% of respondents have seen analysts spending more time on project or problem management. This may suggest that self-help, self-service, and automated services on the service desk is having the expected impact, and reducing the amount of time analysts spend on basic, repetitive tasks. 10% of respondents identified that they are unsure whether their analysts are spending more time on project or problem management. This could signify, worryingly, that service desk managers are not fully aware of how their analysts spend their time, which could have a detrimental effect on the efficiency of the service desk, as service desk professionals would be unaware if analysts are using their time effectively.

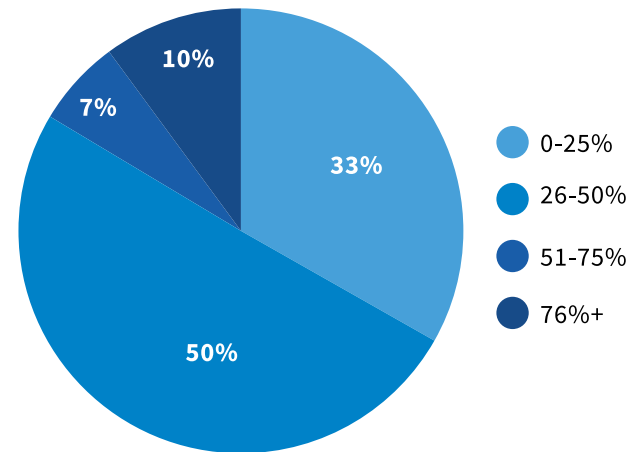
Over a quarter of respondents highlighted that their analysts have not shifted their attention onto project or problem management. This could be due to the high level of firefighting that the 63% of respondents' service desks deal with, or that service desk managers are intentionally not focusing their analysts' time on projects or problem management; or indeed that in some of these operations, the problem management process is either undefined or not as effective as it could be.

"I used to be worried that self-service would make people redundant but I now see it as an additional route into service desk" - Julie Wells, NPL Management Ltd

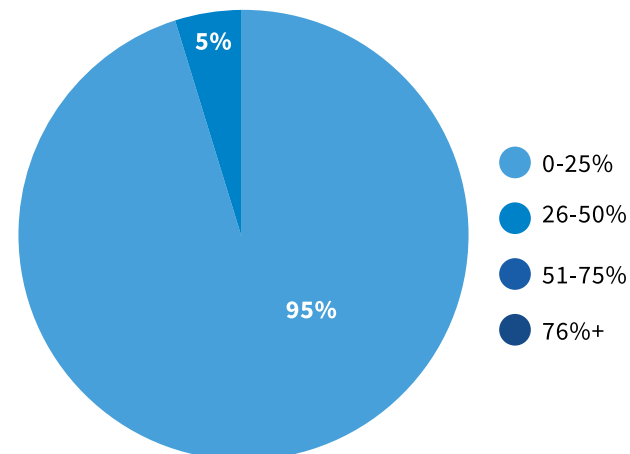
Do you think service desk headcount will increase*, decrease, or stay the same in 3 to 5 years' time?**



***How much do you think the service desk headcount will increase by in 3 to 5 years' time?**



****How much do you think the service desk headcount will decrease by in 3 to 5 years' time?**



Headcount

It is necessary to glean an impression of how service desk professionals expect headcount to change in 3 to 5 years' time, as it will allow us to see whether the IT service management and IT support is expected to shrink or be impacted by new technologies, or whether the perception is more optimistic. Typically, you would expect to be met with pessimism when asking this question, as fear of advancing cognitive technologies and increasing automation may be viewed by many as a negative impact on the service desk analyst role. However, as we have previously established, respondents seem to understand that the analyst role will evolve to accommodate the changes that will come with automation and AI.

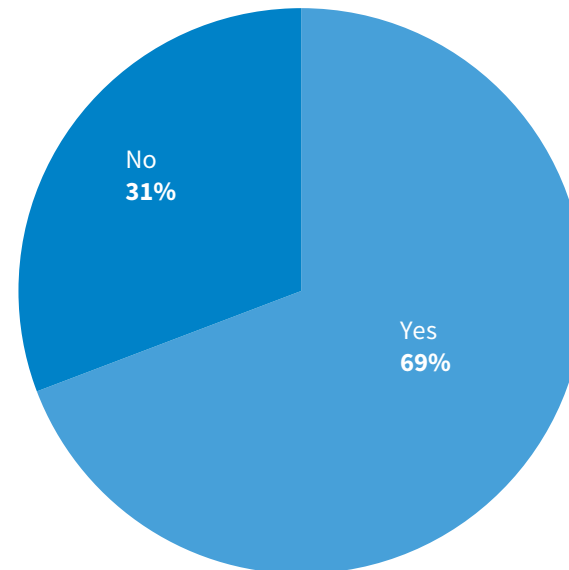
The responses to this question are relatively even, with no clear majority. Encouragingly, the largest percentage of respondents (36%) believe that headcount will increase, with the majority predicting it will increase by 26-50%. Furthermore, while 25% of respondents predict that headcount will decrease, 95% of those believe it will only decrease by 0-25%. Along with the 29% of respondents who believe that headcount will stay the same, this demonstrates a positive outlook on the future of service desk staffing amongst service desk professionals.

Self-service & automation

“In the public sector, there will continue to be a push to do more with less staff, so technology will have to be a big part of allowing that to happen.”

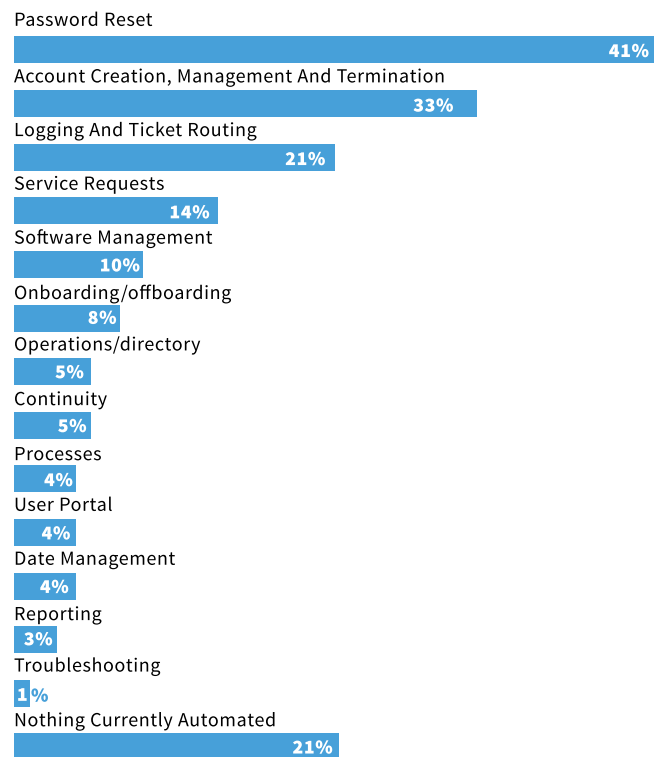
- Sally Hiscock, West Berkshire Council

Does your tool currently have a self-service or automation element?



Self-service & automation

What areas of your service are currently automated? (i.e. password reset)



Automating repetitive tasks can reduce the workload of analysts, which frees up time and resources to allow for more proactive and innovative activities, therefore increasing productivity and service quality, as well as the overall efficiency of the service desk.

The majority of respondents (69%) have identified that there are elements of their service that are automated or have self-service elements. Of that proportion, 41% of respondents identified that they have automated password resets. End user contact pertaining to password resets can take up a significant portion of interactions with a service desk – as many as 35%. This leads to an unnecessary use of time and resources. However, many ITSM tools now have integrated self-help password reset software, which alleviates this drain on time and resources.

The second most common automation, according to 33% of respondents, is account creation, management, and termination. Alongside onboarding and offboarding (8%), automating these repetitive tasks can be beneficial to the service desk. 14% of respondents identified that their ITSM tool has automated service requests. A service request can include very specific process workflows to support the requisition of hardware or software as well as help initiate processes to manage for example new starters or password resets. It is clear to see how easily these processes could be automated, as well as understand the benefits of doing so.

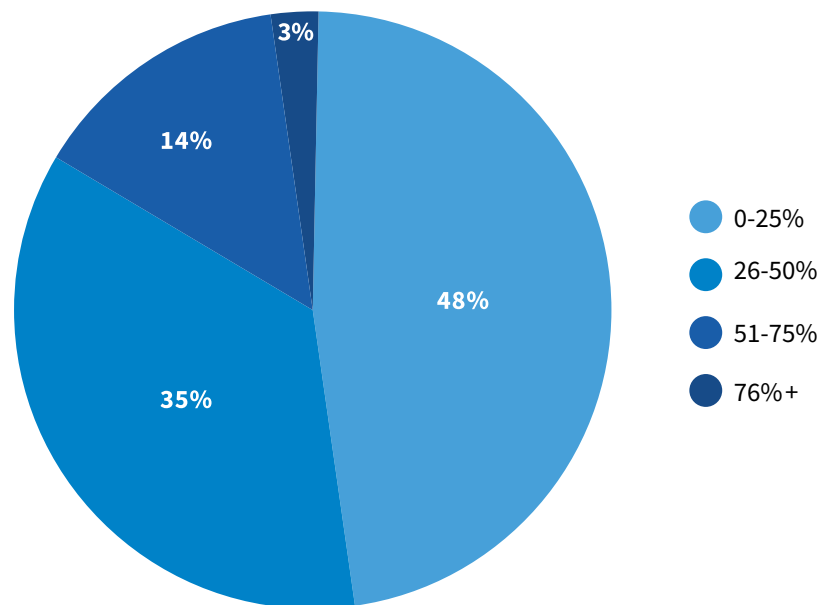
21% of respondents identified that no aspects of their service are currently automated. Therefore, we can infer that 10% of these have no self-service capability to support their service desk's workload management. Based on how automated technologies are becoming more commonplace, it would be safe to assume that this number will dwindle over the next 3 to 5 years'.

Self-service & automation

What percentage of your service could be automated?

“A lot of the services that the service desk offer will need to be automated, in order to free up resources for more project work and service improvements.”

- Fola Braimoh, Goldsmiths College, University of London



Looking to the future, only 3% of respondents believe that 76% or more of their service could be automated. For all the processes and tasks that a service desk undertakes, much of that workload could be automated; incident management, service requests, reporting, and so on. However, what often sets a service desk apart is the human touch, which is crucial to consider when developing automated solutions. Furthermore, as we have established, analysts will take on more as cognitive technology supports and manages more repetitive low value workloads.

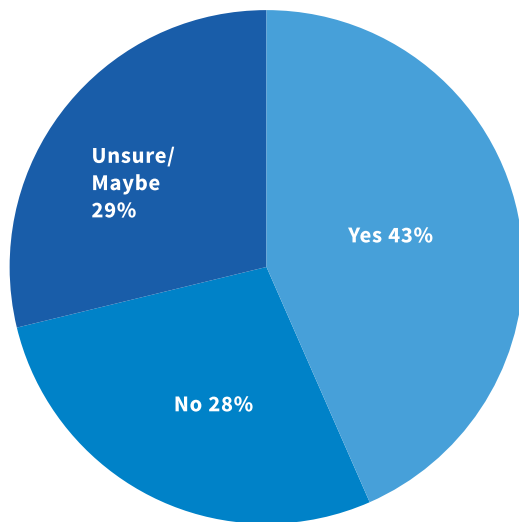
One theme to note throughout this report is that service desk professionals seem to understand that the analyst role will not become redundant, but will develop to more in-depth and proactive roles. Therefore, the 49% of respondents who argue that around 26-75% of their service could be automated may best understand the benefits of automation while taking into consideration the need for analysts alongside technology.

The largest proportion of respondents (48%) have identified that 0-25% of their service could be automated, which suggests that the services they provide are unsuitable for automation. This could be linked with very specific service environments, business requirements, or relate to tools and technology capability. Undoubtedly, in the near future, technology will become more advanced and may be able to better support unique service desks, thus allowing a greater possibility for automation. Some respondents work in the public sector, and while automation can improve efficiency and reduce costs, legislation may currently limit how far digital transformation can impact a public sector service desk.

Self-service & automation

Do you think that your users are becoming happier with using self-service/self-help?

“The future service desk should more closely align with the consumer experience in terms of self-service and the availability of applicable information.” - David Slavkin, Gensler



It can be relatively difficult to change user habits, and according to recent data, as many as 50% of service desks struggle with user adoption of self-service support channels. This is also evident in the 28% of respondents who have highlighted that their users are not, in fact, becoming happier with using self-service and self-help.

However, a larger proportion (43%) of respondents have found that users are becoming more comfortable using self-service and self-help tools. This suggests that users are generally responding well to the self-service support channel and realising the benefits that this channel provides. With the advent of self-service and self-help developing through virtual assistant and cognitive technologies, it will be interesting to see the effect on these statistics in the coming years.

29% of respondents are unsure as to whether their customers are becoming more comfortable using self-help and self-service technologies. This suggests that almost 30% of respondents do not engage as effectively as they could with their end users in order to fully understand their challenges and how the service they receive can be improved, possibly with self-service or self-help.

Who is pushing self-service/automation?

Management

48%

The Service Desk

42%

No push for self service/automation

27%

Customers

19%

Others

3%

Knowing where the push for self-service and automation, if any, derives from is necessary to understand the process for a service desk's evolution. For example, only 19% of respondents identified that their customers are pushing for these advanced technologies, whereas nearly 50% of respondents highlighted that the push for self-service and automation is coming from management. There are challenges and benefits to both sides of this issue, as a push from customers can signify that the service is lacking and that end users are dissatisfied, or that end users have been consulted on how they want to see the support capability developed, and have identified self-service or automation as a way to do so.

In the first example, the service desk may not have communicated with the customers particularly well, which could signify that the service desk is unaware of customer experience. However, in the second example, the customers would be involved in the development of the support capability and their opinions and feelings are considered. This not only allows the customer to feel more valued, but can also help improve customer experience.

Similarly, with the push from management, there should be a balance to avoid service issues created by evolving the too quickly for end users and the service desk itself to be comfortable with, i.e. not considering the impact on the business and customer user experience.

42% of respondents have highlighted that the service desk is pushing for self-service and automation. This high number indicates that these service desks are looking to encourage

their organisations to invest and innovate to become more efficient. Ensuring an organisation recognises the value of a service desk, and that the service desk is able to fully articulate its business value is a key consideration when trying to secure budget for such initiatives. Alongside this, being able to articulate the end user feedback in relation to new service solutions is also a key consideration.

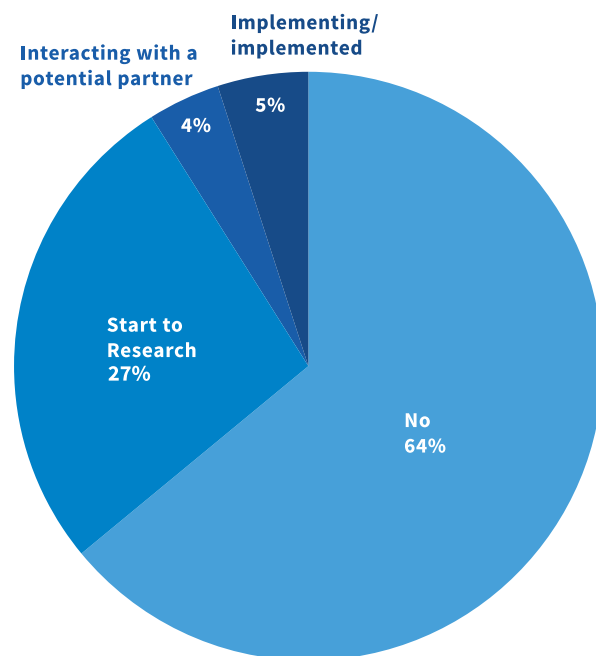
There were also respondents who identified that the push for self-service and automation comes from more than one source. This could signify that the service desk, management, and customers are all on the same page and that through cross functional collaboration and effective business relationship management, these respondent organisations are moving forward together for the benefit of the whole organisation. It could also signify however, that the need for change is so great in these organisations, that multiple business stakeholders are looking at self-service and automation as a silver bullet to fix a less than effective service. As we've seen historically, implementing new service solutions without fully understanding the business goals and business motivations, can see such initiatives fail and not achieve the desired outcomes for any party involved.

27% of respondents identified that there is no push for self-service and automation. Perhaps these respondents are based in organisations that either do not see the need for such solutions, or that the benefits of such solutions are not fully understood, or indeed, there is no available budget.

Have you started looking in to Artificial Intelligence or Virtual Assistants?

“Voice enabled virtual assistants on a IVR could well replace the old fashioned ‘push 1 for x’ method by directing users to the right analyst after asking the user to briefly describe their issue in plain English.”

- Steve Leachman, Arup



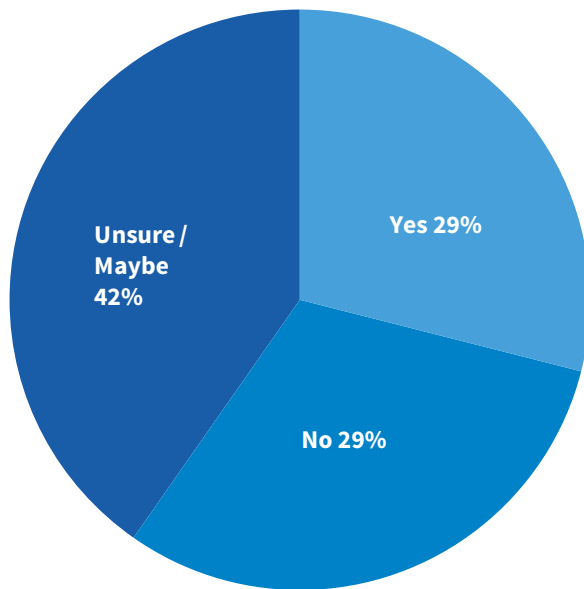
An overwhelming 64% of respondents identified that they have not started investigating Artificial Intelligence or Virtual Assistants. Considering that a large proportion of industry commentators are focusing on these technologies as they develop and become more accessible, this percentage is rather high. It is not unreasonable to assume that, while larger service desks and MSPs may have the necessity, budget, and buy-in to implement AI and VAs, small to medium organisations may not be able to implement these technologies due the lack of budget, resources, or buy-in. Alternatively, as noted by 27% of respondents, there is simply no push for automation, which would impact on the procurement and implementation of an AI or VA solution.

5% of respondents are either implementing or have implemented Artificial Intelligence or Virtual Assistants, with these respondents being from multiple countries. Given that such a small percentage are directly engaged in AI implementation, it would be fair to assume that while there is a lot of hype surrounding AI, this 5% early adopters will increase as the early majority and late majority of adopters start to explore what this technology can offer. It's clear to see that at this point in time, this technology is not yet a must have for a significant portion of the service desk industry.

However, 31% of organisations are actively exploring Artificial Intelligence or Virtual Assistants right now.

Self-service & automation

Do you feel like technology is keeping up with the hype of automation/AI?



Respondents were split over whether technology is keeping up with the hype of automation and AI, with no difference between the proportion of respondents who agreed with the statement and those who did not. We can assume that the industry is fairly divided on this issue and potentially that awareness is low. Furthermore, 42% of respondents highlighted that they are not sure whether technology is keeping up with automation and AI. As this technology is still relatively inaccessible to many service desks, there may not be enough knowledge about the capabilities of automation and AI.

IPSoft's Amelia and IBM's Watson are two of the most well-known AI software within the ITSM industry. Both are Virtual Assistants, with slight differences. Amelia is able to take on repetitive tasks, and compliment the first line support role. Watson is able to more analytical work, but is usually assisted by a knowledge worker. VAs have the potential to be invaluable to IT service desks, as they can take low value tasks out of analysts' hands to allow increased time and resources for more proactive tasks. Furthermore, in cases that need functional escalation, VAs are becoming advanced enough to select an analyst best suited to deal with a specific issue, which has the potential to greatly improve customer experience and the efficiency of the service desk.

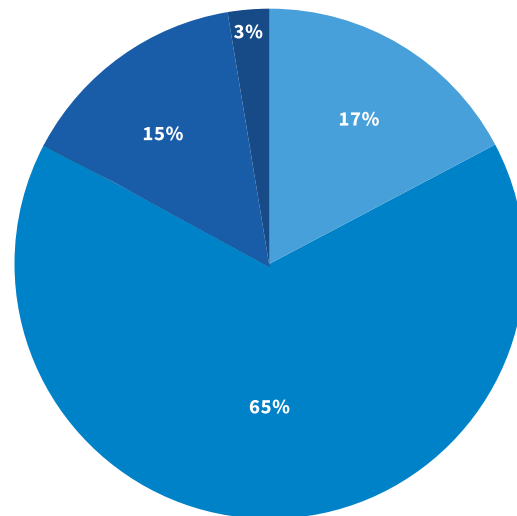
Perceptions of the service desk

Do you feel that the service desk team feel valued for the job they do?

"I think Service Desks will always be important due to being the contact point between a business/service provider and their customers/users."

- Simon Minnitt, Taunton and Somerset NHS Foundation Trust

- The whole service desk team feel totally motivated and work well with the business
- The business can sometimes take the good work that the service desk team do for granted
- There is often a bad feeling experienced with certain members of the business community
- The service desk are not trusted or respected by the business



Understanding how the service desk believes they are perceived within the business is important, as in many cases, there may be a divide between IT and the business. The service desk can often be overlooked or taken for granted,

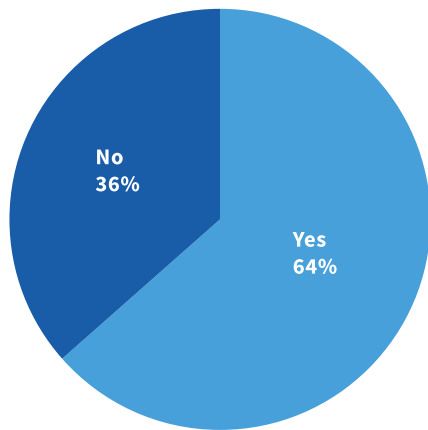
which can lead to sour inter-business relations. In order to become a more valued part of the business, the service desk needs to be proactive in reaching out to the business and realising how the business is affected by external issues. The service desk has the ability to make the business more profitable, and as such the service desk needs to communicate this and articulate their value through the services they provide in order to gain recognition and profile.

The majority of respondents (65%) highlighted that they feel like the business can sometimes take the service desk and the good work they do for granted. There is a large jump between the next cohort, with 17% of respondents believing that the whole service desk team feel totally motivated and work with the business.

Only 3% of respondents feel that their service desk is not trusted or respected by the business. While this is a small percentage, this is still 3% of the industry who feel undervalued by the business, which can have a negative impact on morale and therefore the efficiency of the service desk. Coupled with the 15% who stated that there is a bad feeling experienced with certain members of the business, almost a quarter of respondents are dissatisfied with the perception of the service desk within the business. It will be interesting to see if service desk professionals feel differently in a few years' time. Using this as a benchmark for a report in the near future will allow us to see whether the changing service desk environment alters how service desk professionals feel they are perceived within the business.

Perceptions of the service desk

Do you feel pressured to provide the same level of customer service as big businesses?



Why do you think this is?

Customer Expectation

33%

General Expectations

17%

Pressure From Management/business

17%

Competition

13%

Drive From Service Desk

7%

Self-service

4%

Unsure

9%

Over 60% of respondents have identified that they feel pressured to provide the same level of customer service as big businesses, and over 30% of these respondents identified that this is due to customer expectations.

13% of respondents find that pressure to match high levels of customer service stems from the levels of customer service provided by their competitors. If a competitor provides a better level of customer service, logically they may win more business as a result and therefore customers may choose their service over less customer-centric organisations. This may also be connected to the 33% of respondents who identified customer expectations as the source of the pressure. Many respondents highlighted that customers expect the same level of customer service they receive outside of work; for example, in line with large corporations, such as Amazon or Apple. As we have previously seen, 48% of respondents suggest that management are pushing for self-service and automation. Here, we can also see that 17% of respondents highlighted that pressure for better customer service comes from management. This combination is a positive sign that management are not simply pushing the service desk to keep up with the hype of self-service and automation without considering the customer.

Also noteworthy is the 7% of respondents who highlighted that the push for better customer service derives from the service desk itself. It is important for service desks to take their users into consideration and aim to continually improve their customer service in line with the experiences they have with big business. It is encouraging to see that some service desks understand the importance of customer centricity.

Do you have any other comments or thoughts on the future of the service desk?

Throughout this report have been quotes from respondents in response to the question above. Many service desk professionals have strong opinions and projections for the future of the service desk, regarding anything from the impact of automation to the integration of ITSM with other business services.

While the outlook for these respondents has been generally very positive, there is still some fear for the future of the service desk and the service desk analyst role. Automation, bots, VAs, and AI will undoubtedly assume first line support in the near future. However, service desk managers need to be prepared to train their analysts to take on more proactive and technical workloads. While the acknowledgement of this is exemplified in the 67% of respondents that expect analysts of the near future to have technical skills and knowledge above anything else, whether an organisation will invest in such technology and develop business strategies to evolve their service capability is another matter.

Several respondents specified that they believe the service desk will become more crucial as technology develops, and that there will always be a need for human intervention despite advancing technologies. There may come a point where end users are willing to pay a premium for a human point of contact if they prefer it.

Some respondents highlighted that they believe the service desk will merge with other business units to form a single point of contact, otherwise known as Shared Service Management. A single point of contact has the potential to be greatly beneficial to a service desk due the streamlined processes and technology improving customer experience and the overall efficiency of the service desk. Combining automation and SSM could create an incredibly efficient and effective service desk that is the single point of contact for an entire organisation.

This report has made it clear that service desk professionals are aware of the impact that automation and self-service technologies are having within the ITSM industry currently, and seem to have an optimistic view for the future. The data suggests that the core skills and attributes of a service desk analyst in 3 to 5 years' time will remain roughly the same, but will have a greater focus on technical skills and knowledge. This is an indicator of the idea that the analyst role will evolve into more of a second or third line support role as low value, less technical, repetitive workloads continue to shift into self-service, automation, and bots.

It is encouraging that most respondents expect that headcount will actually increase over the next 3 to 5 years, as typically it would be expected that service desk professionals anticipate technology to replace analysts, not be implemented in conjunction with analysts to positively evolve the service capability. Again, this shows that service desk professionals still value people and the benefits of a human point of contact over the benefits of technology. The majority of respondents have implemented a self-service or automated element to their service, and many agree that their users are becoming happier using these technologies. What needs to be avoided is pushing automation and self-service on users without communicating the change effectively or considering the impact it will have. Furthermore, not communicating with end users may lead to them wanting new technologies implemented to improve their experience of the service, which may also have a negative impact on the service desk.

If one thing is certain about the near future of the service desk, automation, bots, virtual assistants, AI, self-service, and self-help will become the first line support of most service desks. From the outcome of this report, service desk professionals seem to understand that analysts will need to develop their skills and be able to take on more proactive and technical roles.

Of all the findings in this report, the need for flexibility within service desk solutions stands out in particular. It's not only the service desk professionals themselves who need flexibility. A flexible service desk will greatly enhance service desk professionals, giving support teams more room to focus on problem solving, as well as the ability to adapt to changing technology. Flexibility allows teams to evolve, so they can continue to meet the growing expectations of their customers, which is, of course, a key priority for businesses of all sizes.

An agile service desk

This demand for flexibility is why newer, more lightweight options are becoming increasingly popular. Organisations are moving away from legacy software, tools that are often bloated with outdated or unnecessary features and expensive to maintain, towards simpler alternatives. Atlassian's JIRA Service Desk is a prime example of this shift. JIRA Service Desk has become Atlassian's fastest growing tool, and its swift rise in popularity is due largely to its agile nature.

Service desk agents are looking to newer solutions like this as an alternative to legacy service desk software. Not only do these solutions offer the strong knowledge base integrations and self-service capabilities customers are coming to expect from their service desks, but they also bring a much needed level of transparency.

It's easy to track the progress of tickets from submission to resolution. The many possible integrations with development tools (JIRA Service Desk allows agents to link tickets to

JIRA Software issues, for example) keep IT closely connected to development teams. This goes a long way to breaking down cross-team silos. At the same time, the improved visibility helps with the business-wide perception of the service desk team - another key consideration that comes to light in this report.

Moving away from legacy software to more agile service desk solutions paves the way for teams to adapt and adopt the most efficient work methodologies, and provide the best level of customer service.

About Clearvision

Clearvision's professional services help the world's biggest enterprises successfully deploy solutions based on Atlassian software. It offers consultancy, implementations and migrations, managed hosting and services, support and training. With a focus on promoting collaborative, agile teamwork through its services, Clearvision has been an Atlassian Partner for over ten years. Its experts have helped more than 800 global enterprises and public sector organisations, designing and delivering software development, service desk, and collaborative solutions that empower their teams to reach their full potential.

For more information on Clearvision's services, visit <https://www.clearvision-cm.com/>



The SDI company mission is to inspire service desks to be brilliant. To achieve this mission SDI has developed a set of goals by which it aims to inspire service desks to:

Embrace:

To raise the quality of service delivery by valuing best practice

Engage:

To create an inspiring and engaging customer experience

Invest:

To empower their teams to be inspired, take action and be better

Shine:

To demonstrate and deliver exceptional business value

SDI sets the globally recognised best practice service desk standards that provide clear and measurable benchmarks for service desk operations and professionals. The standards are designed to encourage service desks to embrace and value best practice in order to raise the quality of service delivery.

For more information about SDI please visit

www.servicedesk institute.com