The State of Service Desk Strategy

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 through investigating trends, analysing data and engaging with the IT service community. You can find more of Scarlett's work on the SDI blog and can follow her on Twitter @SDIScarlett

Contents

Introduction

Strategy is an important part of a service desk's responsibility; strategies translate purpose and objectives into plans that can be acted upon, measured, and updated as required to achieve the desired outcomes. Furthermore, a service desk strategy should be set in line with that of IT and the wider business, so as to enable the service desk to effectively support the business and help it to achieve its own strategic objectives.

This report looks at how closely the service desk and wider organisation work together in terms of their strategies, and to gain a better understanding of how they can support each other to achieve strategic goals. The report will also look at what influences service desks' strategies and what initiatives are easiest to gain budget or buy-in for. It is important to communicate your strategy to stakeholders, most notably service desk staff; therefore, we will also explore how service desks are currently doing this.

Between September and October 2018, the Service Desk Strategy survey was sent to a wide variety of service desk professionals, working in both public and private sector and covering a wide range of organisational sizes.
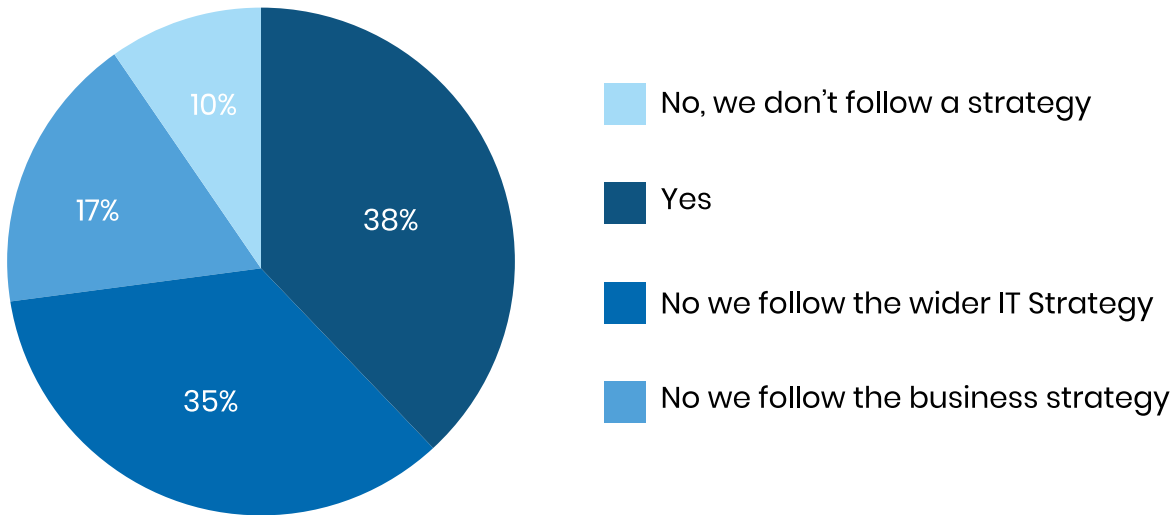
Respondant Demographics

Job Roles

Manager	55%
Team Leader	15%
Analyst	13%
Director	11%
Consultant	5%
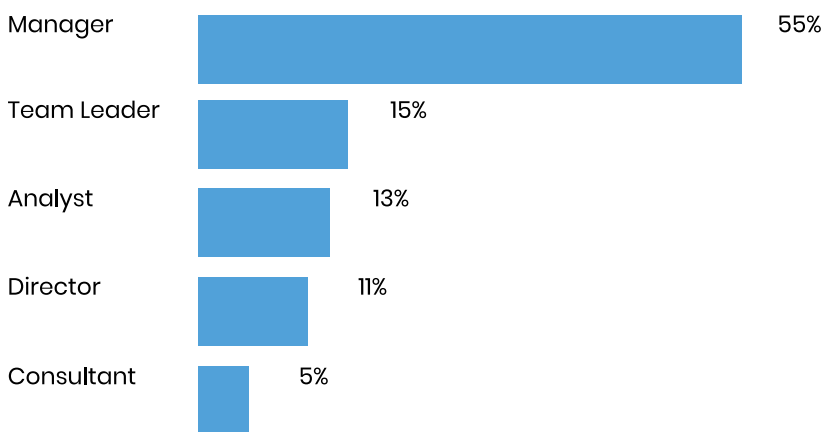
This report contains responses from service desk professionals in 28 countries, across multiple different job roles. This is important to note, as it shows the diversity of respondents and how significant and widespread the topic of service desk strategy is.

Service Desk Strategy

Does your service desk have its own strategy?

- No, we don't follow a strategy
- Yes
- No we follow the wider IT Strategy
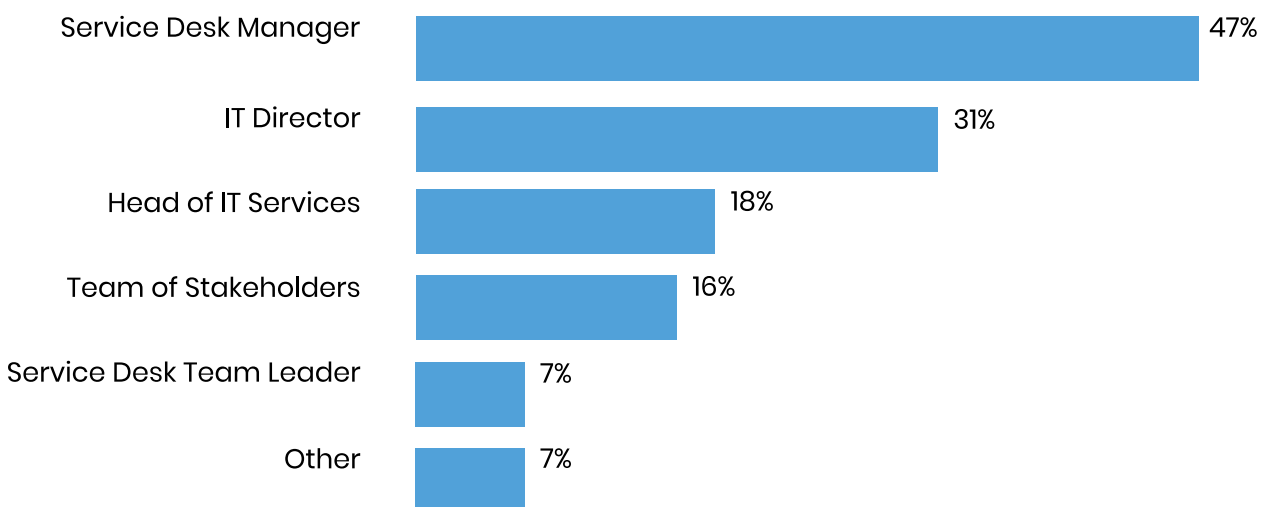- No we follow the business strategy

The largest proportion of respondents, 38%, highlighted that their service desk has its own strategy. The Service Desk Institute's Global Best Practice Standard considers it best practice for the service desk to establish and follow its own strategy, as a defined service desk strategy helps to specify how service desk operations support its strategic objectives. However, it is important to ensure that the service desk strategy aligns with the wider IT strategy and/or the business strategy, as if it is too dissimilar to the rest of the business', this may lead the service desk being unable to support the business needs to their best ability.

A slightly smaller proportion of service desks, 35%, follow the wider IT strategy. This can be an alternative to following a service desk specific strategy, especially if the IT or business strategy is clear in how the service desk should support strategic objectives. However, it is crucial that the service desk is considered and has a seat at the table when discussing the IT strategy, as without adequate representation, the service desk could be overlooked, or the impact of IT's strategy is not considered, which could ultimately have a negative impact on the service desk.

17% of respondents' service desks follow the business strategy. This is interesting, as it could be a sign that the service desk is considered a valued part of the business and it not treated as a separate entity, i.e. there are little to no silos inhibiting cross-company communication. However, similarly to those following an IT strategy, it is important that the service desk has some representation during strategic discussion to ensure the service desk is considered and informed at the very least.

A number of Managed Service Providers (MSPs) also completed this survey; it is important to note that for an MSP, typically the service desk is the business, therefore their strategy will differ from an internal service desk. The reason for this, and the main difference, is the type of customer. For an MSP, if their customers are not happy, it could result service penalties, contract renewals, or even a service contract being cancelled. This in turn will significantly impact on the MSP business.

Who is responsible for building the service desk strategy?

| Role	Percentage
Service Desk Manager	47%
IT Director	31%
Head of IT Services	18%
Team of Stakeholders	16%
Service Desk Team Leader	7%
Other	7%

The next six questions were answered only by people indicating that they had a service desk strategy. Almost half of respondents who identified that their service desk has its own strategy, specified that the service desk manager is responsible for building the service desk strategy. A further 7% identified the person responsible is the service desk team leader. As key stakeholders who are at the heart of the service desk, and potentially understand the needs and strategic objectives best, it makes sense to see that professionals in these roles are the most likely to be responsible for the service desk strategy.

31% of respondents highlighted that the IT Director is responsible for building the service desk strategy, with a further 18% identifying the Head of IT Services as the person responsible. There are positives and negatives associated with a more senior stakeholder defining a service desk strategy. Positively, these kinds of stakeholders may carry more influence and may leverage this to establish strategic objectives, which a service desk manager may not be able to as easily. However, there is a chance that such a senior stakeholder, who is responsible for the strategies of more than one aspect of IT, may not fully understand the very specific needs of the service desk as thoroughly as a service desk manger, and important objectives may be overlooked.

16% of respondents specified that the strategy is built by a team of stakeholders rather than one individual. This can be incredibly beneficial, particularly if the team includes stakeholders from different levels and departments, as matters that may have otherwise been missed can be considered and potentially have an impact on the strategy. However, one thing to be wary of is that having too many people involved could be detrimental to progress or take too much time. In similar scenarios, it is important that the service desk is at the very least, consulted at a strategic level about decisions and investments that affect service. Ensuring that the service desk is recognised as an integral part of the organisation's decision-making process, as well as being recognised as fundamental to driving strategic thinking and business transformation, is a significant consideration.

How far does the service desk strategy align with the IT/business strategy?
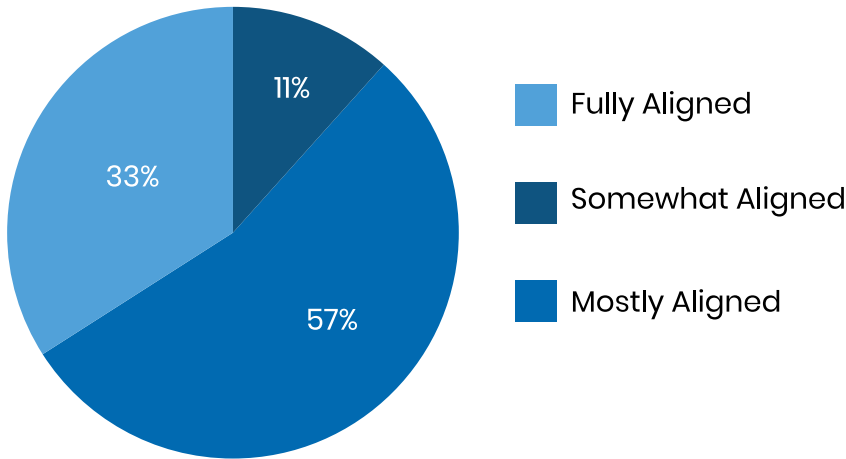
Over half of respondents specified that their service desk strategy is mostly aligned to the IT or business strategy, and a further third specified that their strategy is fully aligned. As previous mentioned, having a separate strategy to the rest of the business can have both negative and positive connotations, however, a strategy will be more effective and allow the service desk to be more successful if it is aligned to the wider IT or business strategies.

Please rank these in terms of their influence on the service desk strategy:
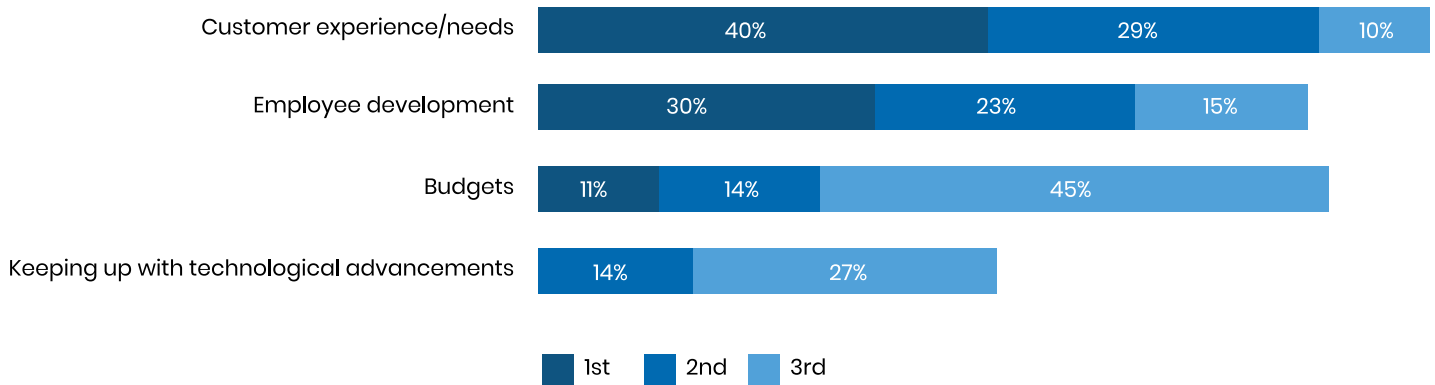
Different service desks will have different key factors or consideration which have an influence on strategy. For this question, we asked respondents to rank what influenced their strategy, from most influence to least influence, including the customer experience or needs, employee development, budgets, and keeping up with technological advancements.
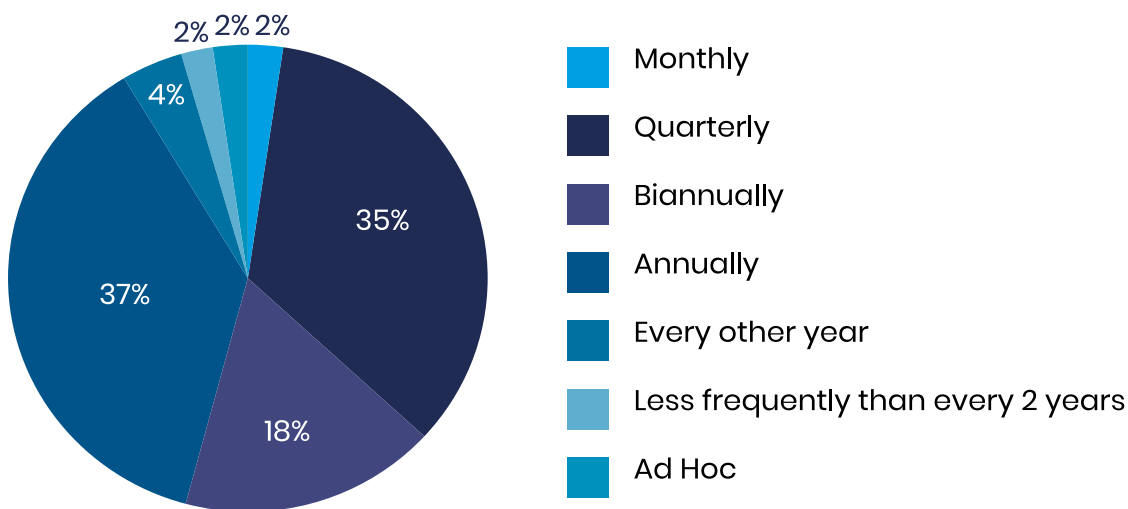
Customer Experience/needs was specified as the main influence on service desk strategy, with 79% of respondents highlighting it as one of the top 3 influences, and it was specified as the most influential factor by 40% of respondents. This is a positive sign, as it shows that service desks are placing the customer at the centre of their service and are aiming to provide a service which meets their customer's needs. This matches the trend we have been seeing across other SDI research reports, where the customer experience recurs as the main influence or motivation for improving the service. For example, 89% of organisations currently undertaking or planning to undertake a Digital Transformation project, highlighted that the main motivation was improving the customer experience. Furthermore, the majority of service desk professionals find more value in customer satisfaction measures over traditional metrics, like first-time fix.

Continuing the focus on the people aspect of ITSM, employee development emerged as the second most influential factor when creating a service desk strategy. Developing your staff and allowing them to improve or grow their skill set is crucial to improving employee satisfaction, which could lead to better retention, as your staff will value the fact that their employer cares about and invests in their development. Furthermore, it is also a way to enhance your service, as service desk staff will potentially be able to handle more complex interactions without the need for escalation, which will improve the customer experience as well as the efficiency of the service.

Though it was specified as a top 3 influencer over employee development, budgets was highlighted as the most influential factor on service desk strategy by only 11% of respondents – 19% fewer than employee development. Many service desks are restricted by budgets and therefore must tailor their strategies accordingly. Service desks may feel unable to develop, innovate, or transform their service due to budgets. Therefore, it may be pertinent to build a detailed business case, with clear and decisive details about the expected return on investment (ROI) and benefits of funding initiatives designed to support the operational delivery of strategic objectives.

Interestingly, keeping up with technological advancements was not highlighted as the most influential factor by any respondents, though it was specified as the second and third most influential factor by 14% and 27% of respondents respectively. It is important that organisations implement technology to resolve an issue or drive service improvement, not merely to "keep up" with advancements. Implementing pieces of technology where there is no requirement, can lead to disappointing ROI, and become a drain on budget and resources, which may result in other areas of the service being affected negatively.

How often is your strategy updated?

■	Monthly
■	Quarterly
■	Biannually
■	Annually
■	Every other year
■	Less frequently than every 2 years
■	Ad Hoc

Pie chart values: 2%, 2%, 2%, 4%, 35%, 37%, 18%

The largest proportion of respondents, 37%, highlighted that they update their strategy annually. In fact, the vast majority of respondents update their strategy at least once a year, with over 50% doing so at least twice a year. As time goes on, a service can evolve and develop, often as a by-product of a strategy. Therefore, it may be necessary to review the strategy to ensure that it remains relevant and continues to meet the service desk's and business' aims. A service may run into trouble if the business conditions detailed in a strategy is different from reality, therefore, it is a good idea to regularly review your strategy to prevent any issues further down the line.

However, updating your strategy too often could lead to the service desk shifting their focus too frequently, resulting in them not achieving goals as targets keep changing. However, having said this, if the service desk does not necessarily change the strategy, merely reviews it for relevance and updates it if necessary; this can be an indicator of an agile service desk. It can also ensure that the service desk is aware of the strategy and knows what they are working towards.

Is your service strategy updated alongside the IT/business strategy?

- Unsure
- Yes
- No

9%
15%
76%
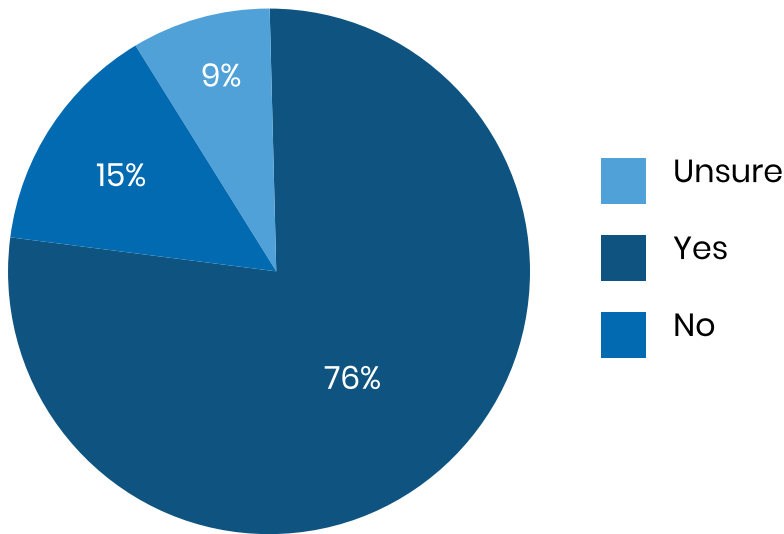
Over three quarters of respondents highlighted that their service desk strategy is updated alongside the IT/business strategy. This is a potential indicator that the service desk, the rest of IT and the business, work closely to align strategies, strategic objectives, and operational activity. Working cross functionally to support business outcomes, ensures the service desk understands what is required to support the business in achieving its goals, how to align its strategy, and develop underpinning operational activity to achieve those goals. 90% of respondents with a service desk strategy specified that their strategy is either mostly or fully aligned to that of the rest of IT/the business, it is positive to see this level of collaboration and understanding between the service desk, IT, and the rest of the business is a reality.

Please rank these in terms of ease to gain buy-in/budget as part of your next strategy update:

	1st	2nd	3rd
Implementing new technologies (i.e. self-service, a new ITSM tool, basic automation	18%	31%	23%
Employee development	30%	23%	15%
Staffing/resource increases	18%	18%	24%
Implementing advanced technology (i.e. chatbots, Virtual Assistants, robotic process automation)	19%	16%	21%
Following new frameworks/methodologies/ initiatives (Shift Left, DevOps, VeriSM)	9%	11%	22%
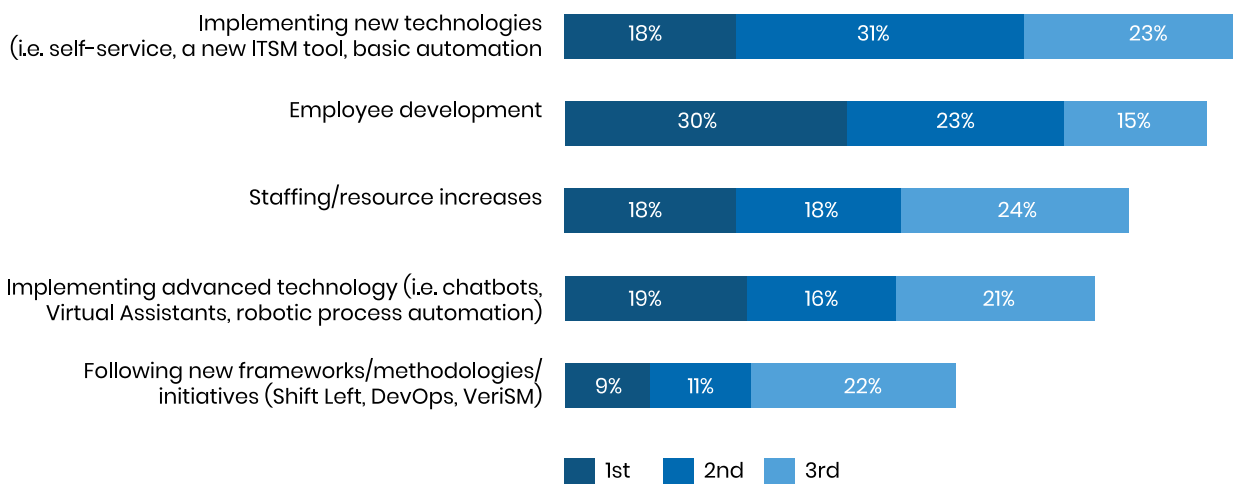
Often defining a strategy will signify that the service desk may need to obtain budget or buy-in for certain goals or initiatives. Of course, different organisations will have different priopities, so it may be easier to gain budget or buy-in for certain endeavours, whereas others may be more difficult. In an attempt to obtain a broad overview of what the average service desk's priorities in terms of strategy are, we asked repsondents to rank these options in terms of the easiest to least easy to gain budget or buy-in for.

Employee development was ranked as the easiest aspect of a strategy to gain buy in for by 30% of respondents, and it was ranked at least the third easiest to gain buy-in/budget for by 68% of respondents, which signifies that it is only slightly behind implementing new technologies as the overall easiest to gain buy-in/budget for (i.e. it has the largest proportion of respondents ranking it within the top 3 for ease of gaining buy-in or budget). Employee development is an incredibly important matter for service desks, and it can have numerous benefits for both employees and the organisation. Firstly, in today's workplace, where technology is developing and evovling at an exponential rate, it is important that service desk staff are able to evolve their skill set and can take on more complex tasks. This can have a threefold effect; in the first instance, it can signify that the service desk is more prepared for implementing new technologies, for example. Secondly, service desk staff could feel more secure in their role and become less fearful that they will be made redundant as a result of technolgoical advancements. As a result of this, employee morale could increase, therefore having a positive impact on efficiency and ultimately could improve staff retention, as employees would recognise that the organisation is proactive about investing in their personal and professional development.
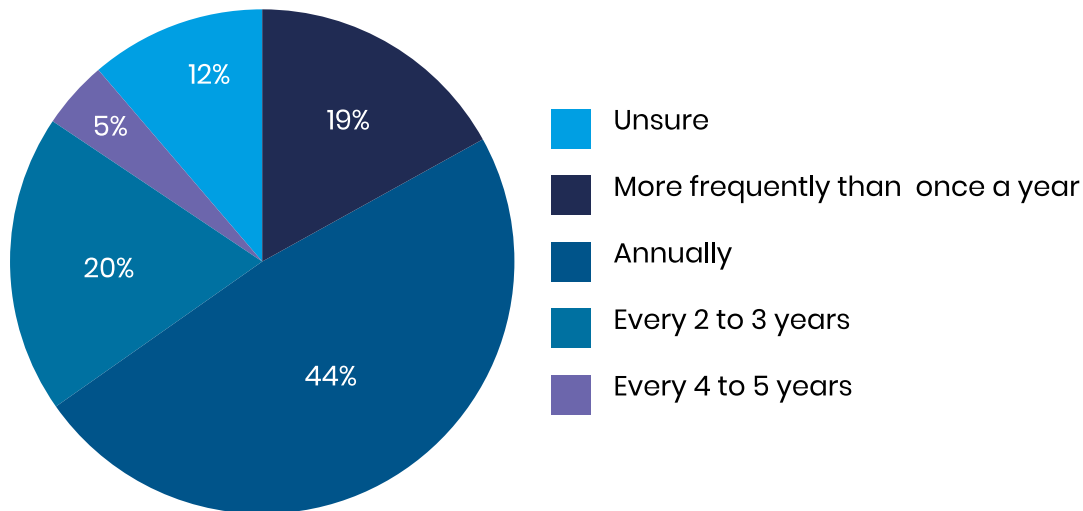
Furthermore, it can be less costly to offer training or development opportunities to existing staff rather than trying to fill skills gaps from hiring externally. However, sometimes it is necessary to employ new staff. Staffing or resources increases emerged third easiest strategic goal overall, with 18% of respondents highlighting it as the easiest to gain buy-in/budget for. Often, service desks may not be able to perform to their best ability or evolve their service due to a lack of time and resources, therefore, it may be pertinent to increase resource bandwidth before you're able to improve or develop service capabilties and offerings.

Interestingly, though implementing new technologies was ranked as the easiest overall strategic goal (i.e. ranked in the top 3 by the largest proportion) to gain buy-in or budget for, implementing advanced technologies was ranked as the easiest by 19% of respondents, whereas new technologies was ranked as the easiest to gain buy-in/budget for by only 1% fewer respondents. Implementing advanced technologies could most likely be a higher priority for large organisations, whereas small or medium sized organisations may not have the budget to implement such technologies, or it may not be as much of a strategic priority. However, it is interesting to see that implementing new technologies, like self-service or basic automation, is the easiest overall to gain buy-in or budget for. This could suggest that the availability and accessibilty of such technologies is far greater for small to medium organisaitons than it perhaps was a few years ago. Considering that keeping up with technological advancements emerged as having the least influence on service desk strategy, it is interesitng to see that it is relatively easy to gain buy-in or budget for. New technoliges bring with them a level of hype that may influence strategic direction at the highest level in an organisation and the apparent omnipresence of techonology within the industry could contribute to the ease to gain budget or buy-in.

Over the past 30 or so years, IT service management has been at the forefront of exponential development of frameworks and methodologies which have been designed to improve the way IT provides a service in terms of efficiency, quality, and speed. In more recent years, methodoligies like Agile and DevOps have gained more traction within ITSM, as although these ways of working were not designed specifically for IT support services, they have been adapted and are able to be applied to different areas of service management. Though overall it is the least easy to gain buy-in for, it is potentially the most difficult project or development to undertake, as it often requires a shift in culture and changing the potentially entrenched way IT support services work without causing extreme disruption to service or negatively impacting employee satisfaction. Therefore, it is incredibly positive to see that just under half of respondents have specified that it is at least the third easiest strategic goal to gain buy-in for.

Strategy Beyond the Service Desk

How often does the business/IT update its strategy?

Pie chart:
- 12% Unsure
- 19% More frequently than once a year
- 44% Annually
- 20% Every 2 to 3 years
- 5% Every 4 to 5 years

Legend:
- Unsure
- More frequently than once a year
- Annually
- Every 2 to 3 years
- Every 4 to 5 years

Interestingly, whereas the 55% of service desks update their strategy more than once a year, only 19% of businesses do the same. The largest proportion of IT departments/businesses update their strategy annually, in comparison to 37% of service desks.

25% of businesses/IT departments update their strategy every 2 to 5 years, which may present some issues, particularly if the service desk follows this strategy. For example, it is virtually impossible to document 2 to 5 years' worth of strategy, as with every change that is made to achieve the goals that have been set out the organisation becomes further separated from how it was when the strategy was created. Therefore, the organisation might not be able to fulfil certain goals as its circumstances have changed, which can ultimately slow down progress. Furthermore, this can impact the service desk as it restricts their ability to be agile and change tact, if necessary, to support business needs.

12% of respondents are unsure how often the business/IT updates its strategy. This is quite concerning, as the service desk should at least be aware of the business and IT strategy in order to effectively support the rest of the business and help it to meet its goals.

Is your service desk's vision and mission statement tied to your main strategy?

Legend:
- We don't have a vision and mission statememt
- Yes
- No
- Unsure

Pie chart values: 15%, 15%, 6%, 63%
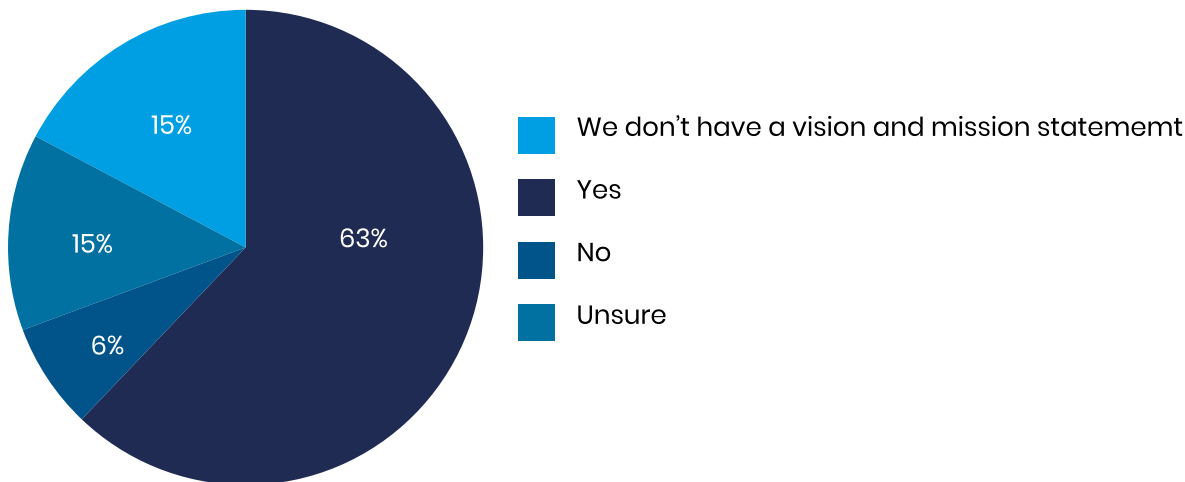
The majority of respondents highlighted that their service desk vision and mission is tied to their main strategy. A vision should define a high-level, strategic purpose for the service desk; for example, to be the number one point of contact for all our customers. A mission should underpin the vision and define how you will achieve it; for example, to provide our customers with a one-stop shop service desk experience by ensuring customers can access all IT services through the service desk.

The SDI Global Best Practice Service Desk Standard defines the vision and mission of a service desk as being reflected in the organisation's strategy and plans, as well as demonstrating the service desk's role and contribution to the organisation's success. Therefore, aligning your service desk's vision and mission to your main strategy places your main goals at the centre of your service and can ensure service desk staff are aware of the strategy and how they can support the wider business.

15% of respondents identified that their service desk does not have a vision and mission statement and 6% do not have a vision and mission statement aligned to their main strategy, which is somewhat concerning. A service desk without a vision and mission statement may struggle to unify support staff to work towards a specific goal, or it may start to develop in a different direction to the rest of the business, which could mean that they are no longer able to support the business effectively.

Are your CSFs and KPIs influenced by your main strategy?

Legend:
- We don't use CSF's or KPIs
- Yes
- No
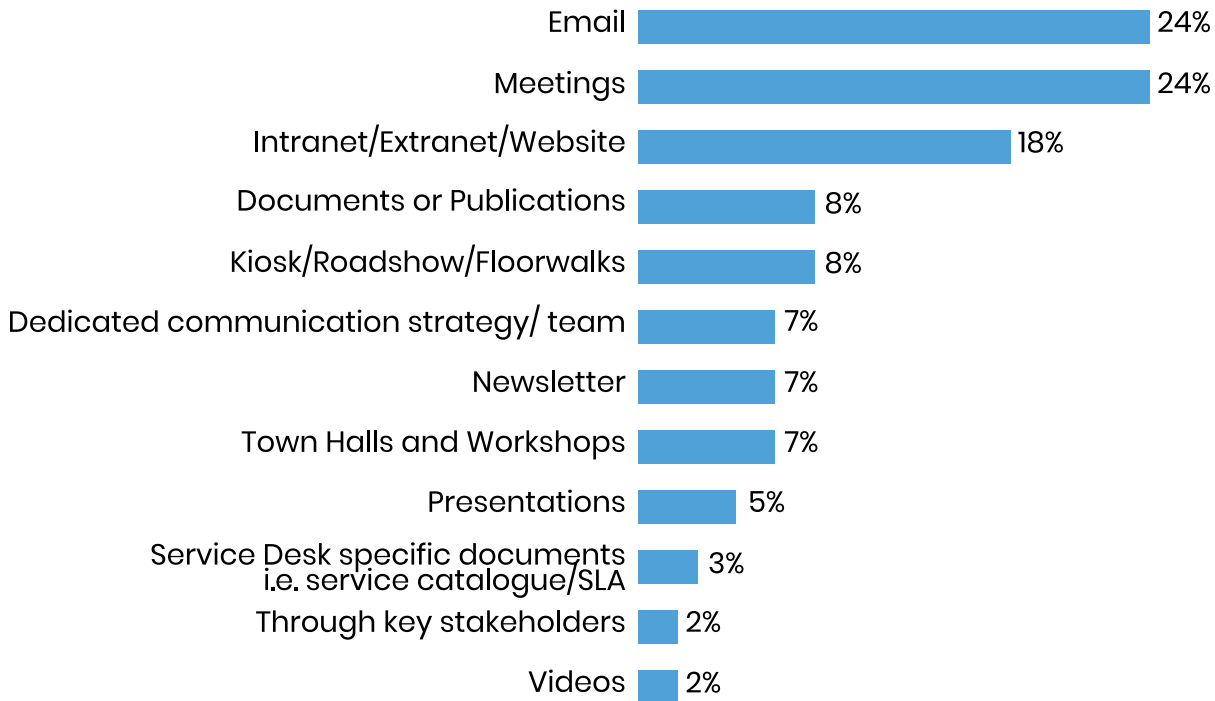- Unsure

Pie chart values: 61%, 18%, 11%, 10%
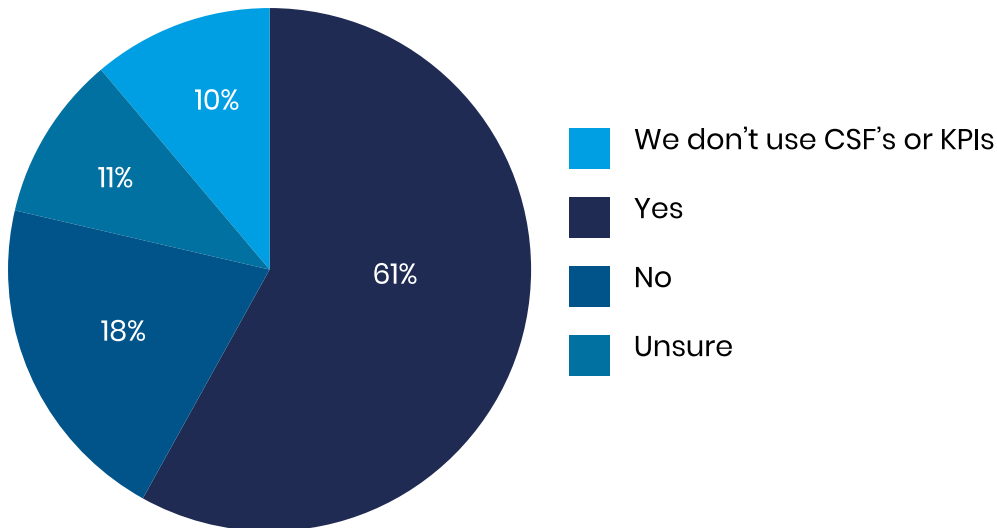
Critical Success Factors (CSFs) typically consists of 3 to 5 objectives which underpin with the vision and mission. Key Performance Indicators (KPIs) can act as the final stage of the vision and mission definition process, linking to CSFs, making the defined objectives relevant to an individual's job role. They typically lay out clear and transparent indicators which can be used to measure performance against a CSF.

61% of respondents highlighted that their CSFs and KPIs are influenced by their main strategy. Structuring KPIs to underpin CSFs and, subsequently, the vision and mission is a positive step towards embedding the objectives of the business and the service desk in the culture of the organisation. KPIs are clearly defined targets that a member of the service desk can easily identify with; this builds the relevance of CSFs, the vision, and the mission to service desk stakeholders.

18% of respondents stated that their CSFs and KPIs are not influenced by their main strategy, and a further 10% do not have CSFs or KPIs. Again, this is somewhat concerning, as CSFs and KPIs are arguably one of the most effective ways a service desk's vision and mission can be cascaded to stakeholders and staff, therefore without CSFs and KPIs which are linked to your main strategy, or indeed any at all, the service desk may struggle to monitor how it is performing and developing. It may also signify that the service desk is unable to support the business effectively, and it may struggle to demonstrate value or ROI from the service desk.

Communicating Strategy

How do you communicate your strategy to people outside the service desk?

Method	%
Email	24%
Meetings	24%
Intranet/Extranet/Website	18%
Documents or Publications	8%
Kiosk/Roadshow/Floorwalks	8%
Dedicated communication strategy/ team	7%
Newsletter	7%
Town Halls and Workshops	7%
Presentations	5%
Service Desk specific documents i.e. service catalogue/SLA	3%
Through key stakeholders	2%
Videos	2%

Communicating your strategy to stakeholders outside of the service desk is important to allow visibility and transparency across an organisation. The most common way to communicate a strategy is via emails and meetings, each totalling 24% of all responses. Some other similar examples include newsletters, 7%, town halls or workshops, 7%, and presentations, 5%. These are good methods to share and discuss the strategy and answer any questions people may have, but it may be ineffective without continuous exposure.

Having your strategy somewhere anyone within the business can view it, such as an intranet or website, 18%, in a document or publication, 8%, or in service desk specific documents, 3%, can be a good way to allow transparency, but it is important to ensure stakeholders know where to find it. 7% of responses highlighted that the service desk has a dedicated communication strategy or team, and 8% highlighted that some service desks communicate their strategy through kiosks, roadshows, or floorwalks. These can be excellent ways to ensure the service desk's main strategy is continually communicated to people outside the service desk, and potentially gain feedback on how the service desk is doing in line with their strategy, or what they could be doing better.
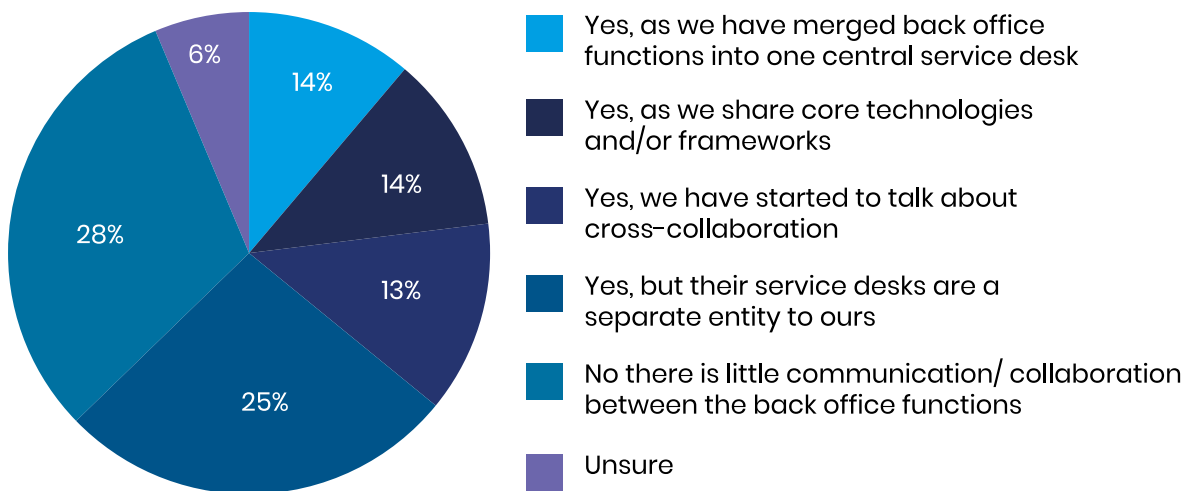
Do you believe the service desk team understands your strategy, how it impacts them and vice versa?

Legend:
- We don't use CSF's or KPIs
- Yes
- No
- Unsure

Pie chart values: 61%, 18%, 11%, 10%
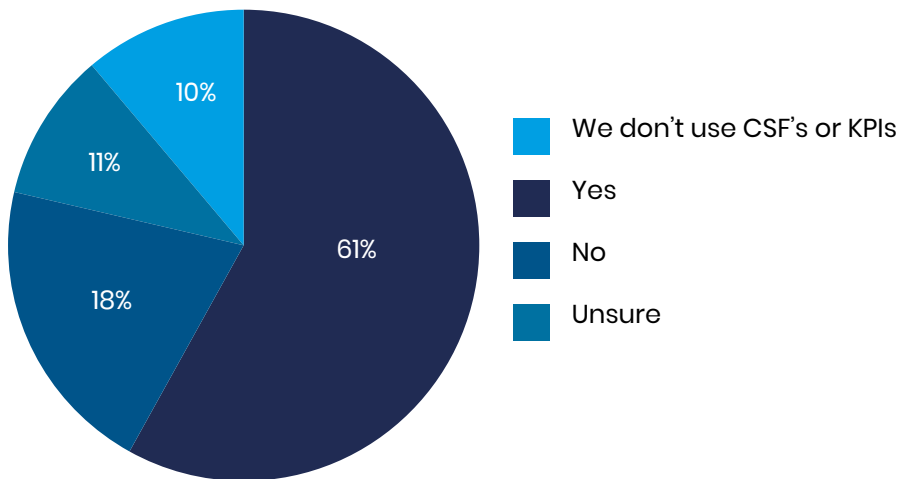
30% of respondents identified that the service desk team are fully aware of their strategy and how it influences them, with a further 60% specifying they agree with this statement to some extent. It is crucial to the success of a strategy that the service desk staff are aware of it, understand how it impacts them, and how they can actively work towards helping the service desk and wider business achieve the goals set out in the strategy. Vision and mission statements, underpinned by CSFs and KPIs, can help to effectively communicate strategy to service desk staff. Furthermore, it may be beneficial to ensure the service desk manager or team leader fully understands the strategy and has effective leadership skills. An effective leader can communicate the strategy and motivate service desk staff to work in-line with strategic objectives.

7% of respondents stated that they do not believe the service desk team understands the strategy. Support staff who do not understand the service desk or wider business strategy may find it difficult to support the rest of the business in line with their strategy.

Are other back office functions (i.e. HR, Finance, Facilities) aware of the service desks' main strategy?

Pie chart with the following segments:
- 14% (Yes, as we have merged back office functions into one central service desk)
- 14% (Yes, as we share core technologies and/or frameworks)
- 13% (Yes, we have started to talk about cross-collaboration)
- 25% (Yes, but their service desks are a separate entity to ours)
- 28% (No there is little communication/ collaboration between the back office functions)
- 6% (Unsure)

Legend:
- Yes, as we have merged back office functions into one central service desk
- Yes, as we share core technologies and/or frameworks
- Yes, we have started to talk about cross-collaboration
- Yes, but their service desks are a separate entity to ours
- No there is little communication/ collaboration between the back office functions
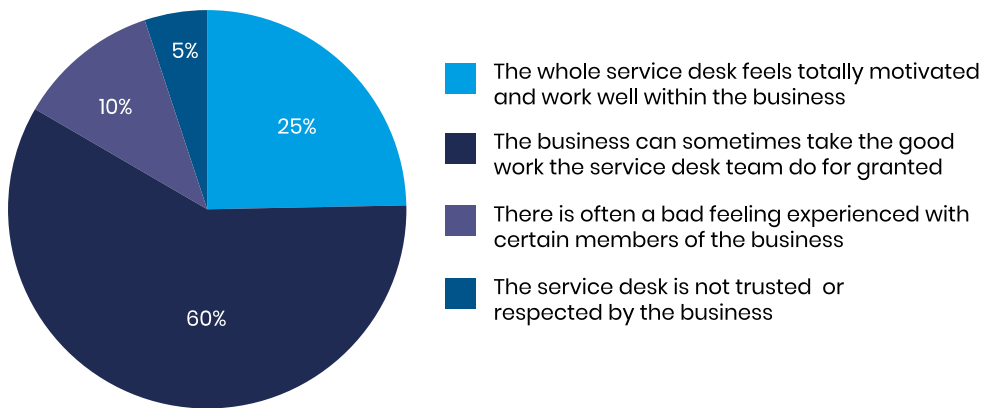- Unsure

Back office functions and their respective service desks will often need to interact for one reason or another. As such, it may be beneficial to be aware of each service desk's individual strategy, if applicable, to understand how they can support each other and the wider business. 25% of respondents identified that while their service desks are separate entities, they are still aware of other service desks' main strategies.

Furthermore, as this data shows, 28% of respondents' service desks are actually practicing some form of Enterprise Service Management (ESM), and a further 13% are talking about cross functional collaboration. ESM can be defined as the merging or sharing of service desks, processes, best practices, and/or tools.

The largest proportion, 28%, actually highlighted that there is little to no communication or collaboration between back office functions. This is indicative of siloed organisations, which can stifle efficiency and effective service and cross-company communication. By breaking down silos and centralizing service strategy, technology, and processes, teams become more efficient and effective at reaching the business' goals.

Do you think the service desk is considered valuable by the rest of IT/the business?

Pie chart:
- 25% — The whole service desk feels totally motivated and work well within the business
- 60% — The business can sometimes take the good work the service desk team do for granted
- 10% — There is often a bad feeling experienced with certain members of the business
- 5% — The service desk is not trusted or respected by the business

Understanding how the service desk believes they are perceived within the business is important, as is 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 poor cross-business relations. It is important for there to be effective communication across departments, particularly in terms of strategy and understanding how different business factions can support each other, which can be stunted if the service desk, or any other department, feels undervalued.

The majority of respondents, 60%, highlighted that they feel like the business can sometimes take the service desk and the good work they do for granted. There has historically been a perception that the service desk is seen negatively by the rest of the business, and this statistic, unfortunately, supports this statement. There is a significant drop to the next group, in which 25% of respondents believe that the whole service desk team feel totally motivated and work with the business.

5% of respondents feel that their service desk is not trusted or respected by the business, which can have a negative impact on staff morale and efficiency. A further 10% believe that there is often a bad feeling experienced with certain members of the business, which totals 15% of service desks which are struggling with how their perceived. This can have a negative impact in terms of strategy, because it may mean the service desk is overlooked when allocating budget or is not considered when the business/IT is updating its strategy.

Improved communication and collaboration across a business can have great benefits, not only for the service desk but for the organisation as a whole. From greater visibility of how other departments work to a better understanding of what IT can do to better support the business, leading to greater efficiency and potentially happier staff, organisations should aim to demolish the traditional siloed ways of working to realise the potential benefits a more collaborative business can have. Furthermore, it may be interesting to survey customer or other business stakeholders and compare the actual perception of the service desk versus what service desk professionals believe it to be.

Conclusion

With fewer than half of service desk professionals highlighting that their service desk has its own strategy, it is important to ensure that the main strategy, be it IT's or the wider organisation's, does not overlook the service desk and it is well represented in strategy discussions. The service desk is key to helping the business achieve its strategic goals, therefore, there needs to be communication between a service desk representative and the people responsible for creating the strategy to ensure the service desk understands what it can do to support the business and convey what the service desk needs in terms of strategy in order to do that. On a positive note, the majority of the service desks which have their own strategy identified that their strategy is at least mostly aligned with that of IT or the business.

It is incredibly positive to see that customer experience and employee development were identified as the main influences on strategy, which suggests that service desks place value on people over cost savings or technology. Furthermore, employee development was ranked as the second overall easiest strategic goal to gain buy-in or budget for. Again, this shows that organisations understand the value of investing in people over technology.

In terms of updating strategies, service desks appear to be more flexible than the wider organisation. Reviewing and updating your strategy regularly can help to ensure the service desk is progressing in the right direction and allows the service desk to alter its approach or goals if they are no longer relevant to support the business.

Communicating strategy is a vital task to ensuring support staff and key stakeholders outside of the service desk understand how they can work in-line with the strategy to support the service desk and the business. An effective way to do this is the filter down the key strategic goals through a vision and mission statement, which is then underpinned by CSFs and KPIs. A sizeable proportion of the industry utilise this, but there is still a significant quantity who do not do this, though they may be utilising other methods to communicate their strategy.

Service desks are arguably at the centre of an organisation; they support their business in achieving strategic goals, but they also keep organisations running. It is imperative that service desk professionals are involved in building strategies, as not only does it allow them to understand how they play a part in helping the business achieve its goals, but they can also influence the strategy to help the business understand what the service desk needs to provide a better, more effective service.

Summary from Vivantio

As noted by SDI, building and maintaining a strategy is a primary responsibility of a service desk. Having a working team strategy makes operational decisions and individual tasks much easier to coordinate and execute. The results of this report show that there are many different approaches to strategy. It is unclear whether there is one right strategy. But, it is encouraging to see that most survey respondents make sure that their service desk strategy is at least mostly aligned to the overall IT/business strategy. It is also fantastic to see that most service desks regularly review their strategy. It is important to make continual strategy updates to align with new business goals or industry innovations.

One major concern that the report brings up is that a good portion of service desks still struggle to communicate their strategy and value to the rest of their organisations. This points to operational silos which negatively impact overall business effectiveness. Service desks arguably serve as the "heart" of internal support. They will have the best position to break down these silos and positively affect other service teams. Therefore, it is critical for service teams to build their strategy around CSFs and KPIs. This will help teams to effectively communicate their business value and take on internal leadership roles. There are a good number of teams that do this, but there are still several teams that don't.

Technology is often an underutilized tool to help communicate your team's strategy and value. Leveraging the right service management technology makes sharing your service performance and knowledge easier with robust reporting tools. It can also help aid in service extensibility and unification, helping teams transition to Enterprise Service Management. We've worked directly with many service desk teams who utilize our service management technology to improve service across their entire organisation and become internal leaders of service.

About Vivanto

At Vivantio, we provide flexible and scalable IT Service Management (ITSM) software solutions that enable organisations to provide the best possible service. Ranging from small and medium-sized service desk operations to large, multi-site organisations, hundreds of companies across the globe work with Vivantio to deliver service excellence.

The Vivantio Platform offers competitively priced cloud-based software that is built to grow alongside your service desk team. Its customizable and intuitive design aligns perfectly with ITIL practices, but also remains versatile enough to empower service teams across an entire company. Our in-house and accredited onboarding and support teams will ensure that you reach your service goals with Vivantio. To learn more about Vivantio and the Vivantio Platform, visit www.vivantio.com.

About SDI

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