

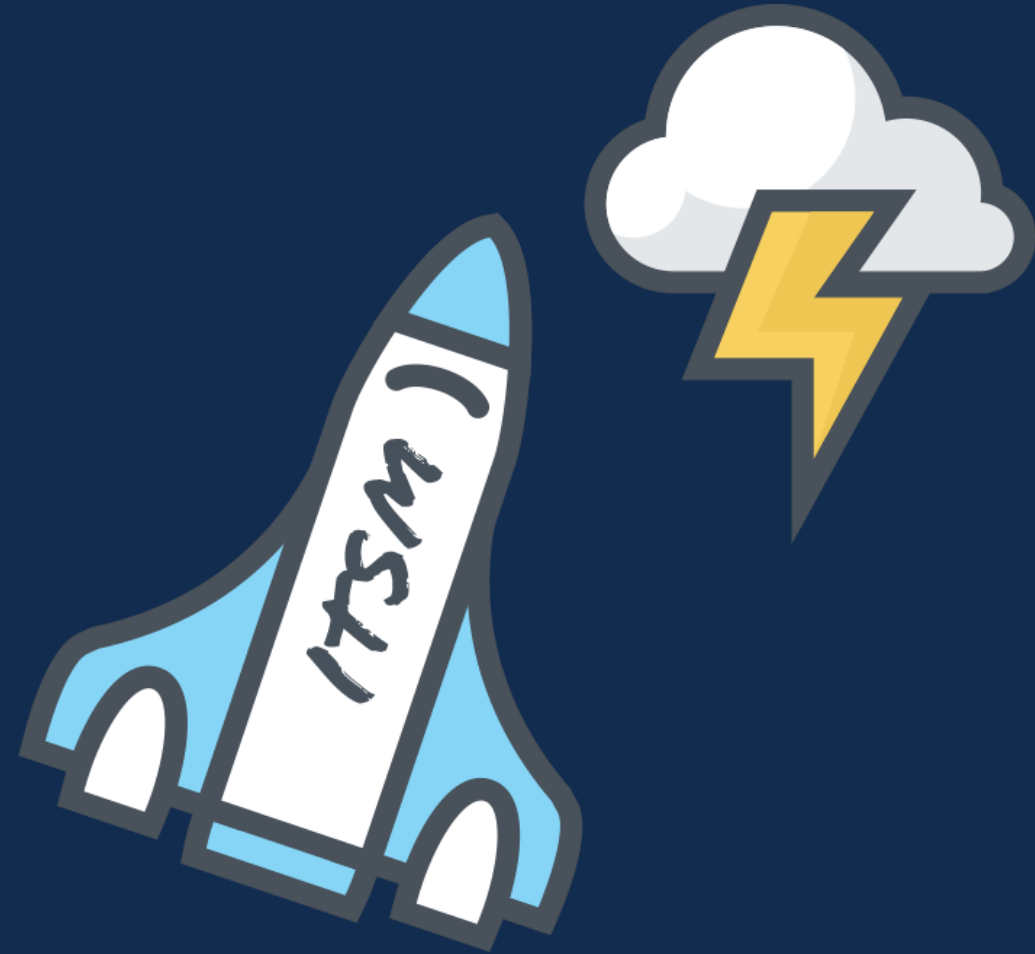
The Inevitable Convergence of Internal and External Support

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Coverage

- Scene setting
- How ITSM* should be helping customer support
- What we need to learn from customer support
- The inevitable convergence of support approaches
- Key takeaways

The **Many** **Challenges** for IT Support

- Budget limitations
- Maintaining and increasing CSAT levels
- *Managing the changing <<technology>> landscape*
- <<ITSM>> tool suitability – for now and the future
- Staff recruitment and retention; upskilling and reskilling
- Getting self-service and knowledge management right
- The suitability of decade-old performance measures
- **Meeting rising employee and stakeholder expectations**
- **The need to deliver value and better business outcomes**

Do We **Miss the Bigger Picture** Trends and Opportunities?

- We might tackle challenges and opportunities individually – seeking discrete solutions
- We compartmentalise and potentially overlook the obvious and sometime not-so-obvious

We Often Compartmentalise



Source: <https://knowyourmeme.com/photos/1405661-venn-diagram-parodies>

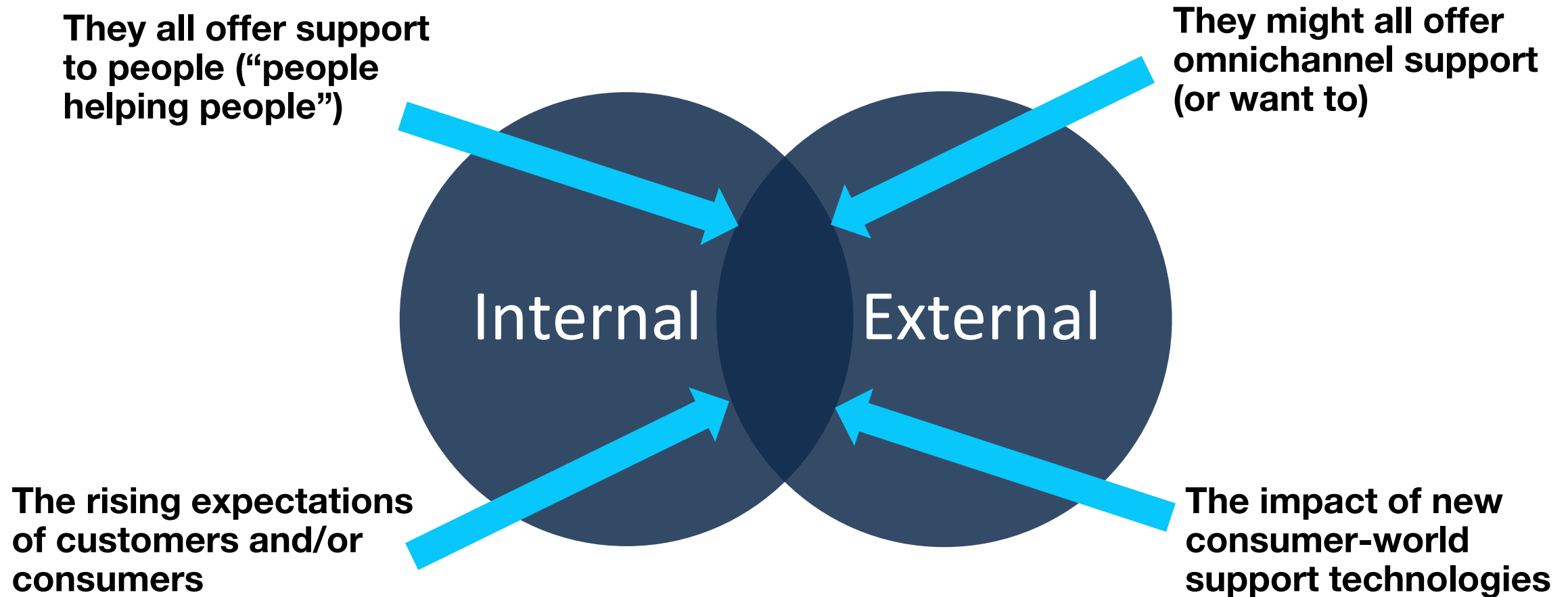
Do We **Miss the Bigger Picture** Trends and Opportunities?

- We might tackle challenges and opportunities individually – seeking discrete solutions
- We compartmentalise and potentially overlook the obvious and sometime not-so-obvious
- We look for inspiration and help in the same places

“We cannot solve our problems with the same thinking we used when we created them” – Einstein

- We might try to change in a vacuum – ignoring the moving goalposts
- For IT, with enterprise service management, we currently *give a lot more than we take*

Where Are the **Internal and External Support Overlaps**?



Internal and External Support are **Converging**



What are the key things that are bringing/will bring these many corporate capabilities closer together?

Sharing ITSM Good Practices

Enterprise Service Management:

“The use of ITSM principles and capabilities in other business areas, to improve performance, service and outcomes.”

The 3 Elements of **Digital** **Transformation**

1. The introduction of **new products and services**
2. The improvement of **customer engagement** mechanisms
3. The **improvement of back-office operations**

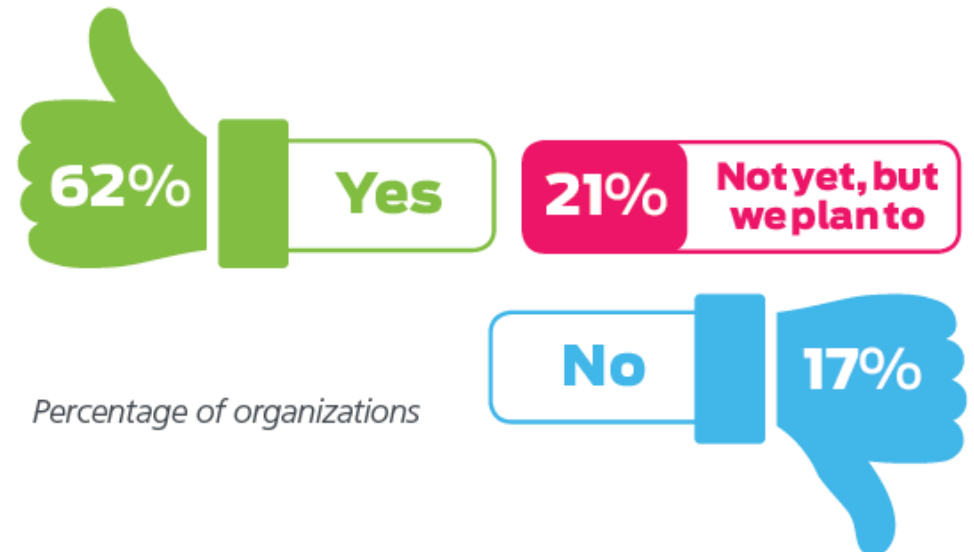
Enterprise Service Management
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Digital Transformation #3

The Growing Use of **ITSM Tools Outside of IT**

Can your service management solution be used outside of IT?



Is your service management solution being used outside of IT?



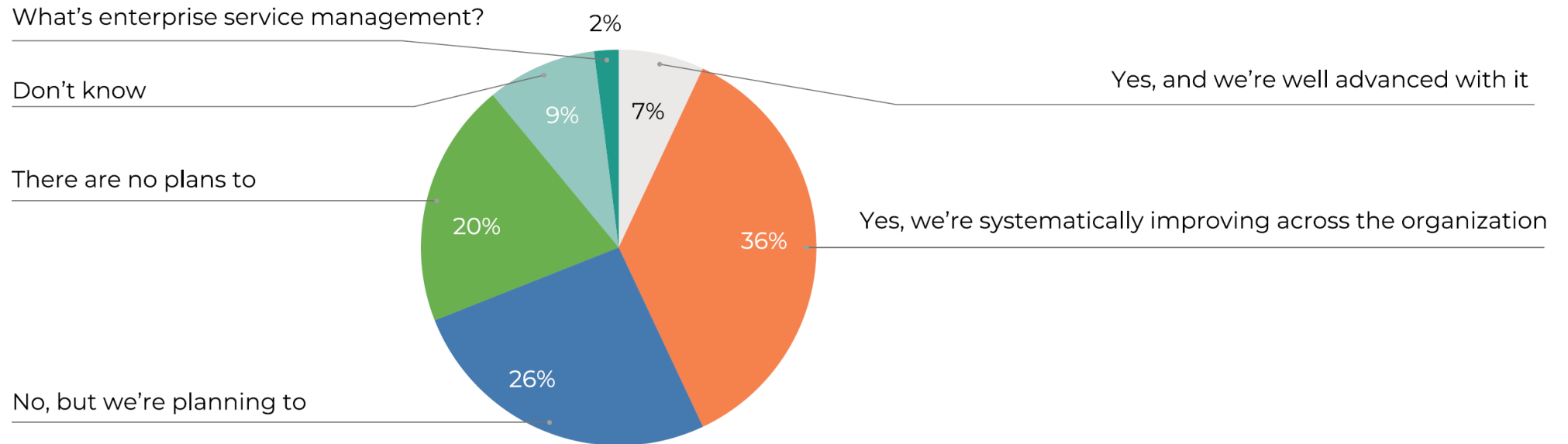
Percentage of organizations

84% of orgs use a solution (up from 68% in 2014), only 6% have no plans to

Source: HDI, The State of Enterprise Service Management (2018)

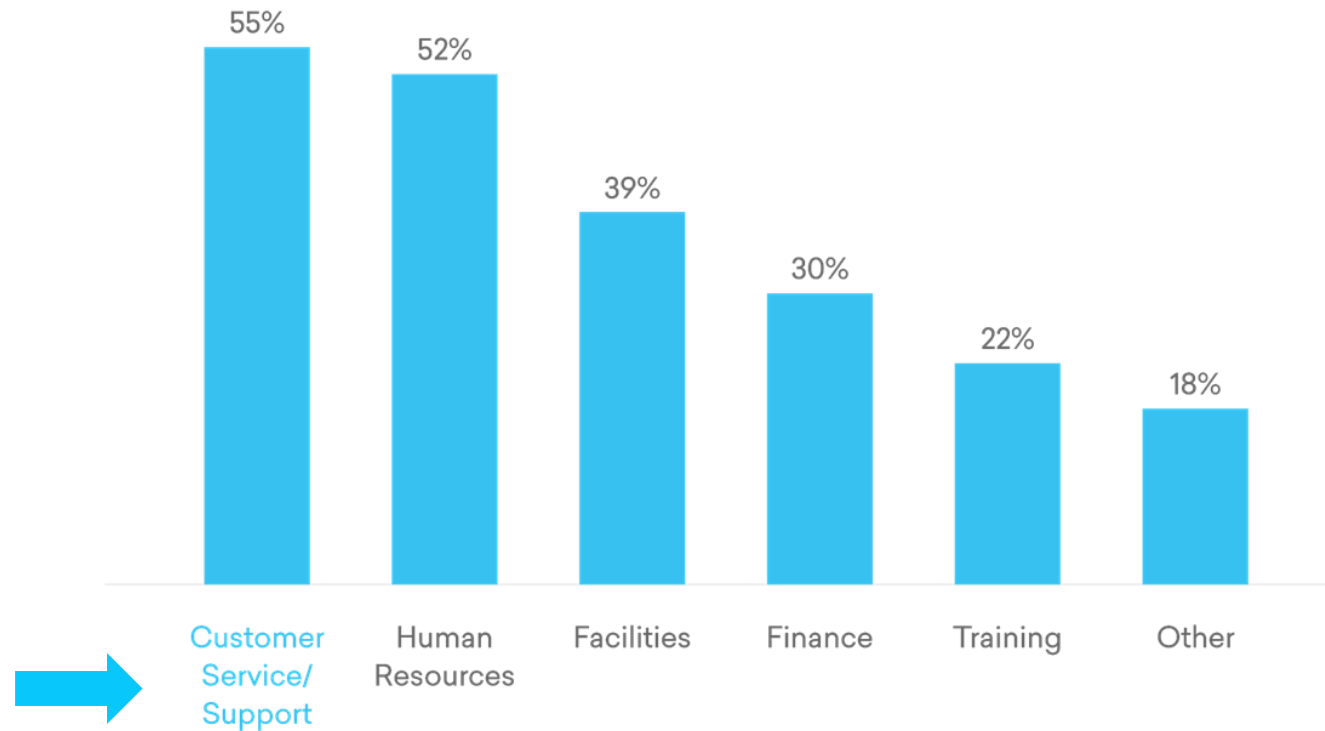
The Growing Use of **ITSM Tools Outside of IT**

“Does your organisation have an enterprise service management strategy or approach?”



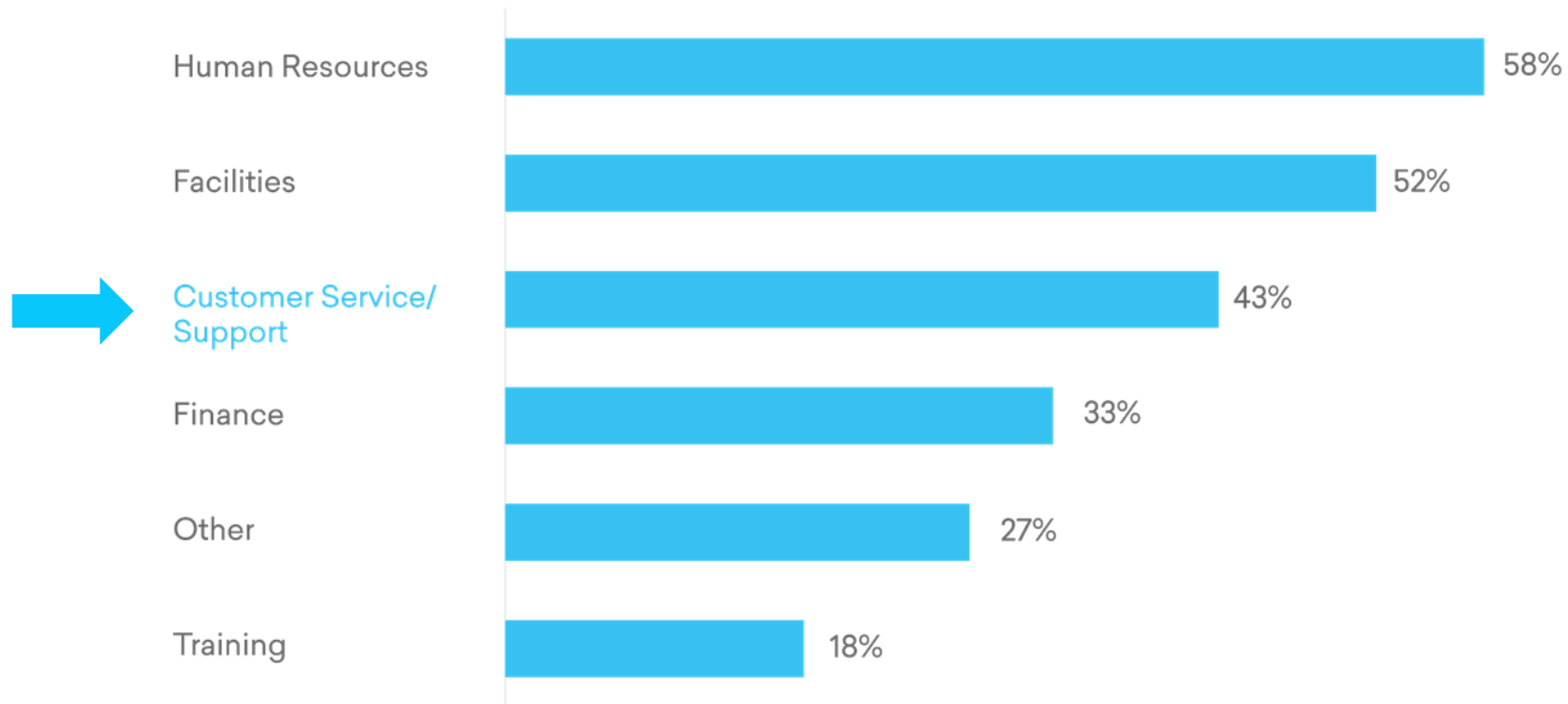
Source: ITSM.tools, "Future of ITSM Survey" (2019)

Where Are the **Principles of Service Management** Being Applied?



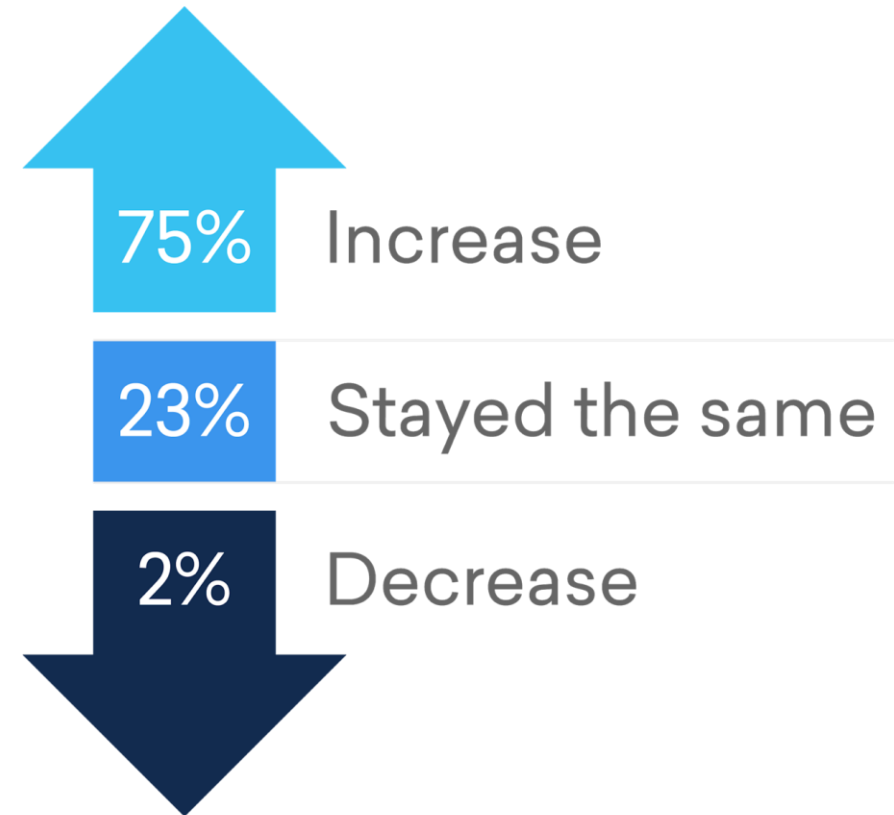
Source: HDI, The State of Enterprise Service Management (2018)

In Which Non-IT Areas Will Your **Service Management Solution** Be Implemented?



Source: HDI, The State of Enterprise Service Management (2018)

How Has **Productivity Changed** Since Expanding ITSM Outside IT?



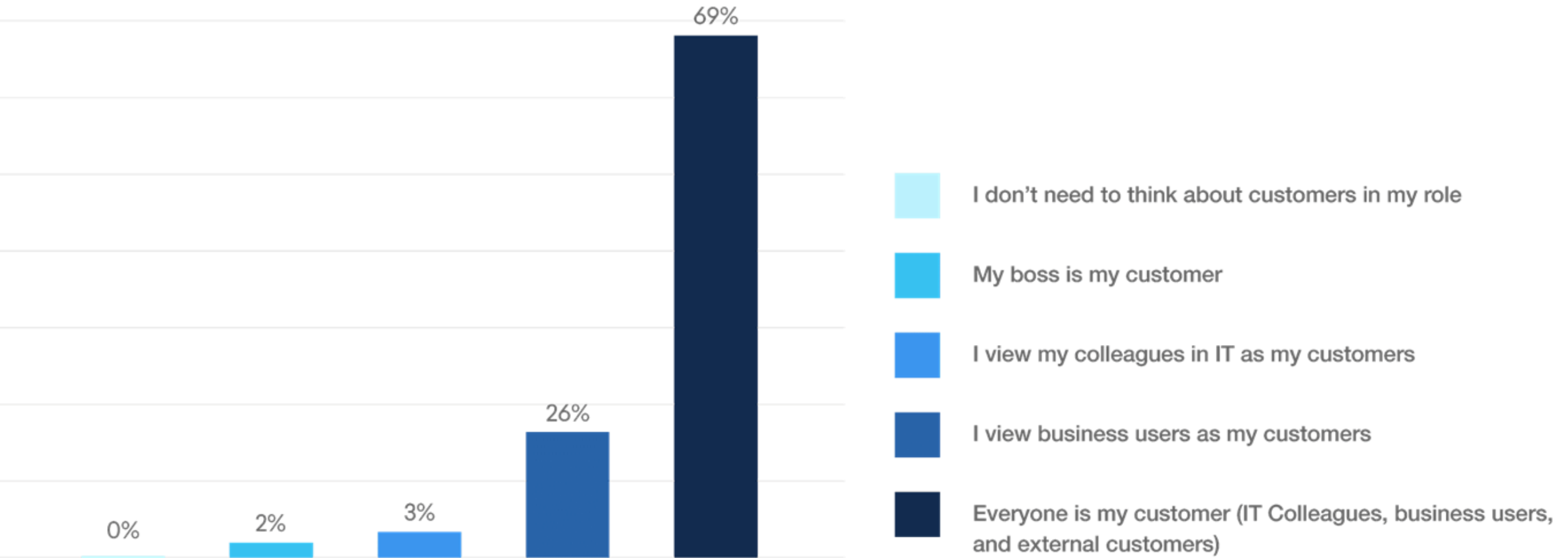
Source: HDI, The State of Enterprise Service Management (2018)

But **ITSM Doesn't Have
All the Answers!**

Examples of Where **External Support Can Help Internal Support**

1. Consumerisation – with employees applying B2C experiences and expectations to corporate IT
2. Getting better at omnichannel support (with operational and outcome standardisation)
3. Improving the **customer/employee experience**
4. Leveraging **artificial intelligence** (AI)
5. Jointly addressing the impact of a **changing ticket mix** (thanks to self-service, automation, and AI)

ITSM Pros: Who Do You Consider a Customer?



Source: <https://itsm.tools/2018/07/24/itsm-statistics-does-it-know-the-business/>

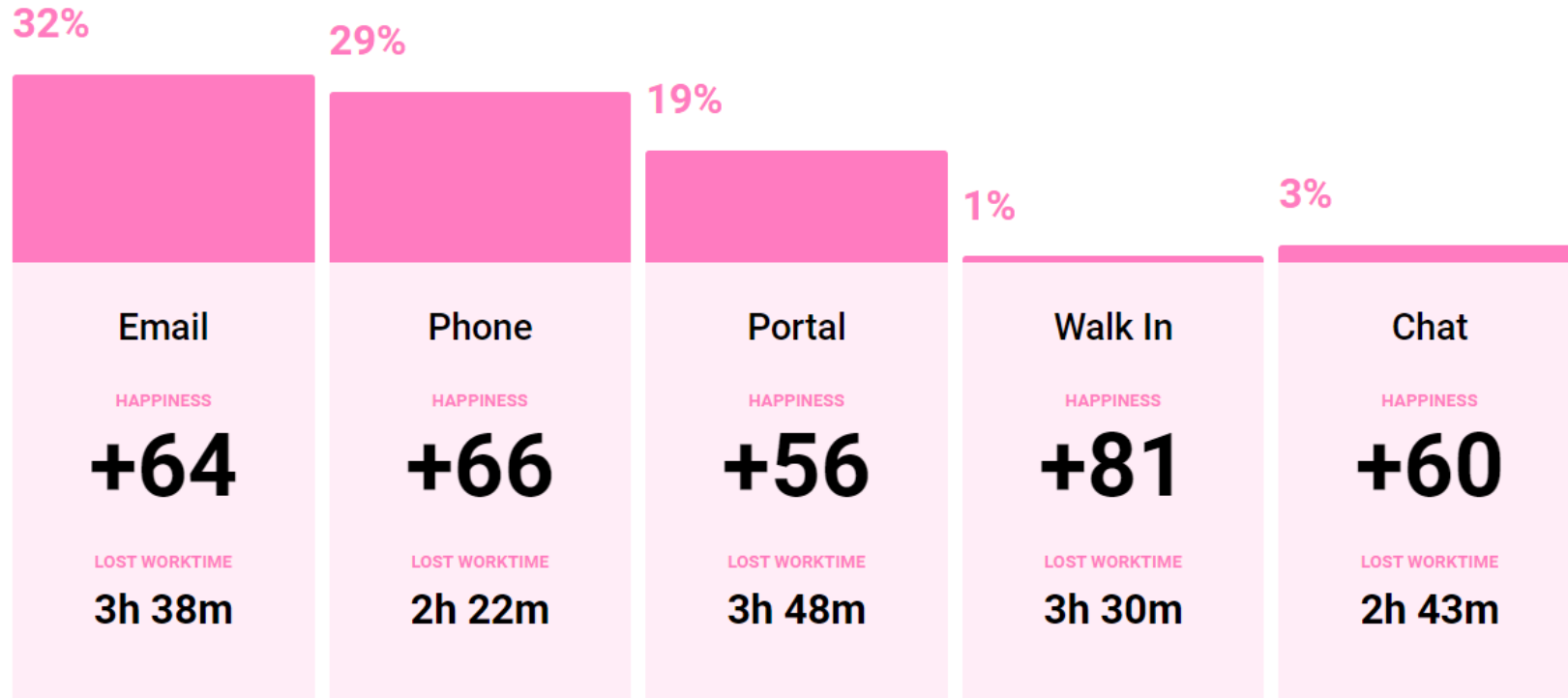
1. Consumerisation – the Genie Is Out of the Bottle

- Employee expectations of support are being driven by B2C support experiences
- B2C support is being driven by CX strategies designed to win, retain, and grow customers



- Internal support will need to get closer to personal-life, consumer-world experiences
- From the quality of support (and the experience) to the technologies employed
- This will continue to be *dialled up* as B2C CX investments continue

2. Employee Experience with IT Support Channels



Mar 11th 2019

HappySignals

Source: <https://happysignals.com/happiness-score/> (based on 302k feedback responses @ 25 March 2019)

3. Improving the Employee Experience

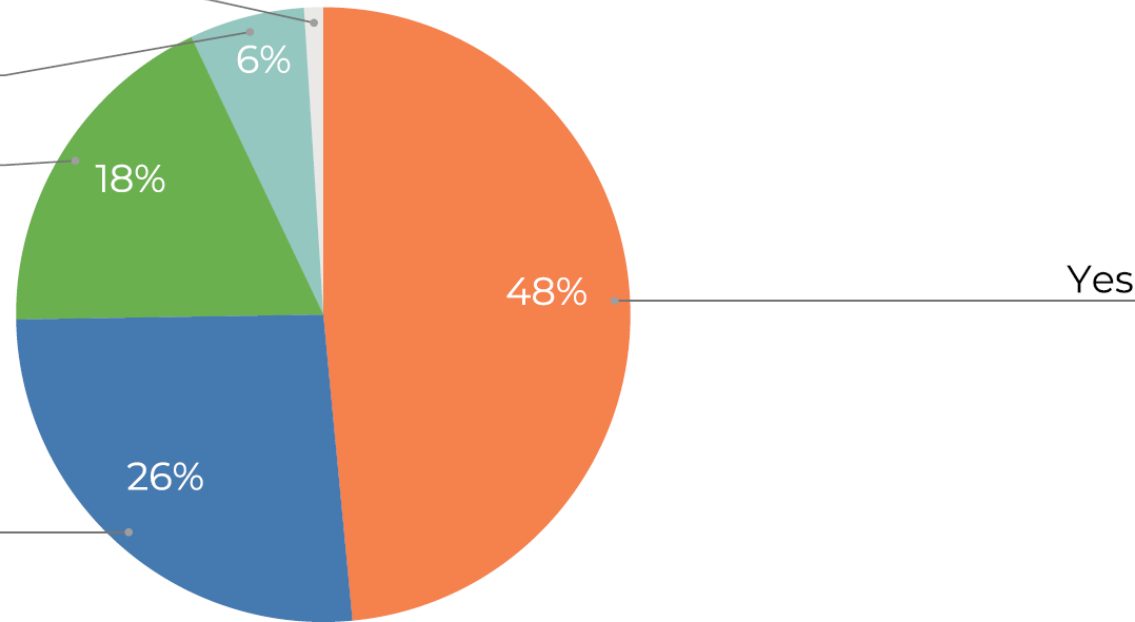
“Has your IT organisation bought into the need for delivering a better customer experience for employees (the employee experience)?”

What's "customer experience for employees"?

Don't know

No, and I don't think it will

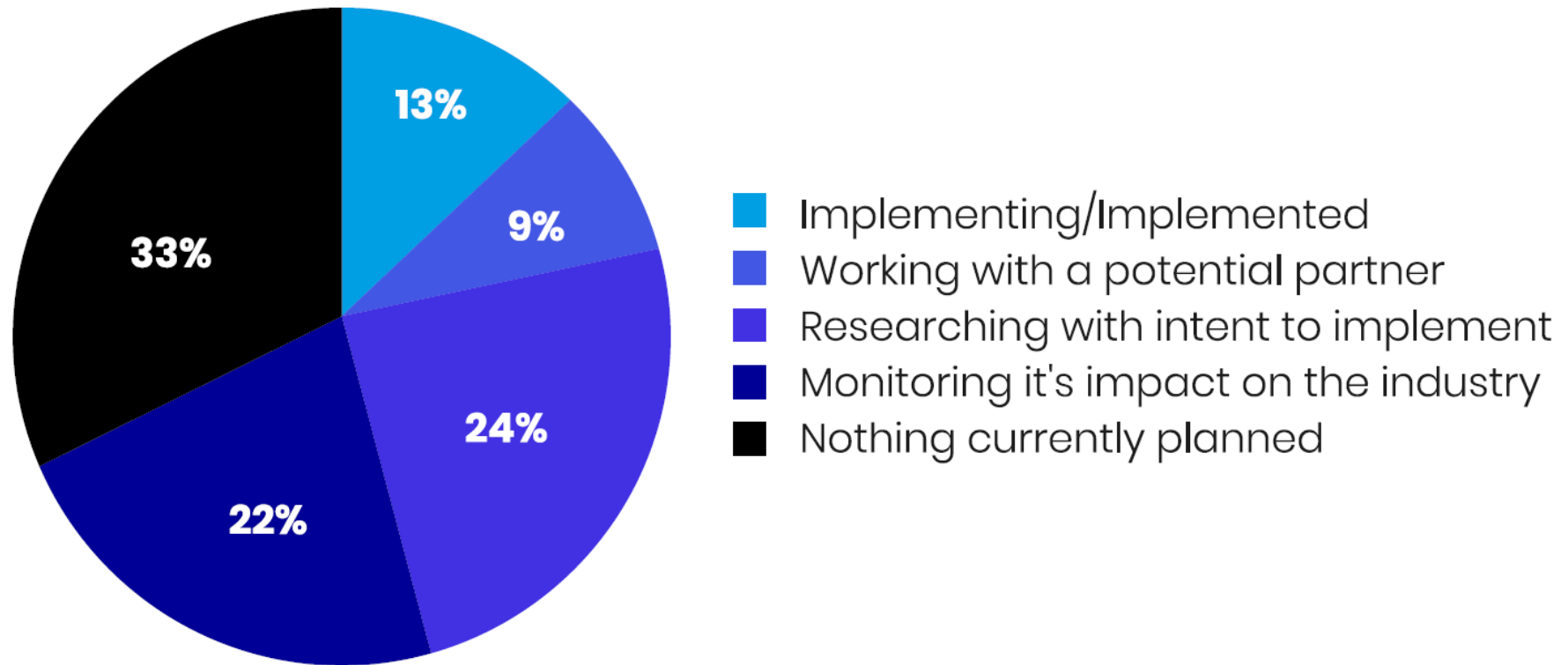
Not yet, but I know it will before 2021



Source: ITSM.tools, "Future of ITSM Survey" (2019)

4. Leveraging AI

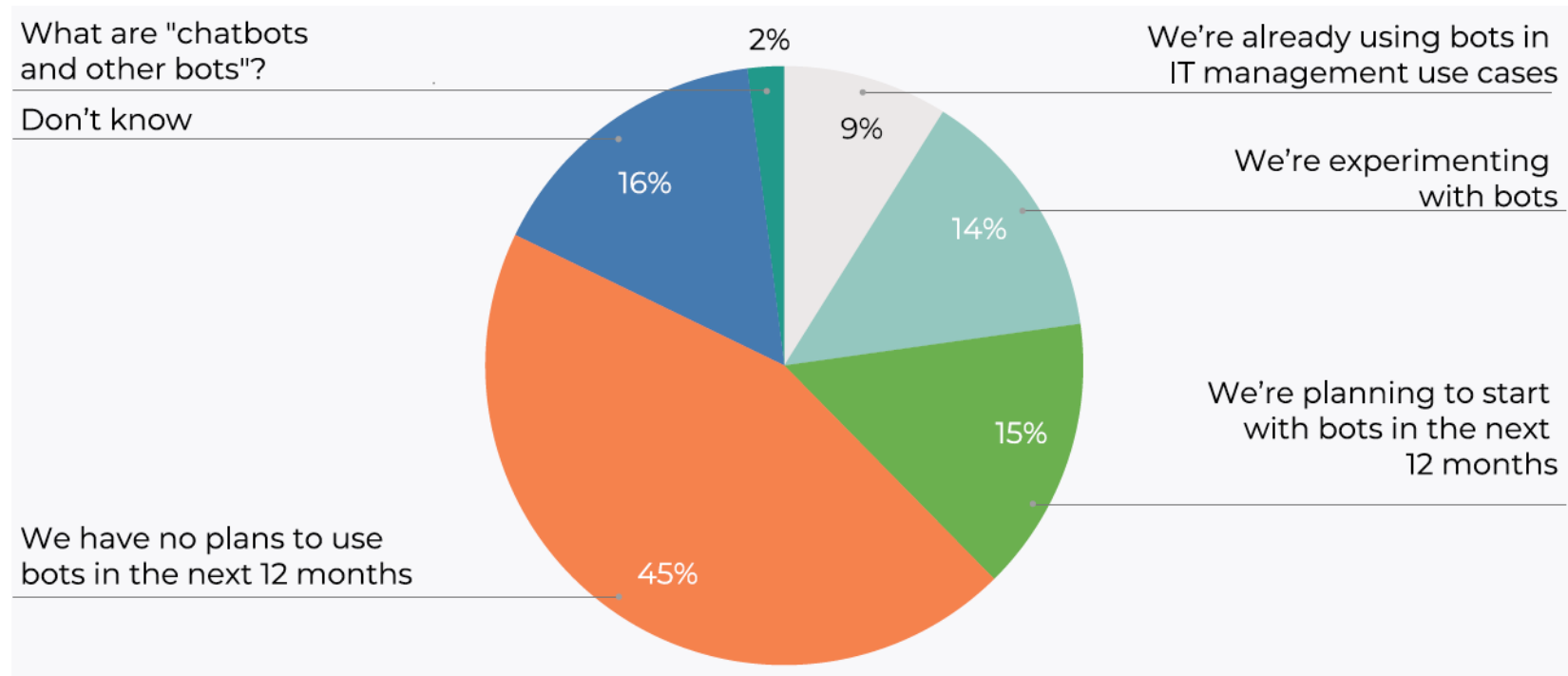
How is internal IT support currently adopting AI? (UK)



Source: SDI, "Digital Transformation" (2018)

4. Leveraging AI

“What’s your IT organisation’s current position on chatbot and other bot adoption?”



Source: ITSM.tools, “Future of ITSM Survey” (2019)

4. Leveraging AI – the level of cognitive assistant maturity

	Customer Service	Sales	HR	IT	Other Mid and Back Office
BFSI					
Manufacturing					
Retail and CPG					
Travel					
Utilities					
Healthcare					
Telecom and media					
Public sector					



Source: www.hfsresearch.com/pointsofview/dont-fall-for-these-six-cognitive-assistant-myths (2018)

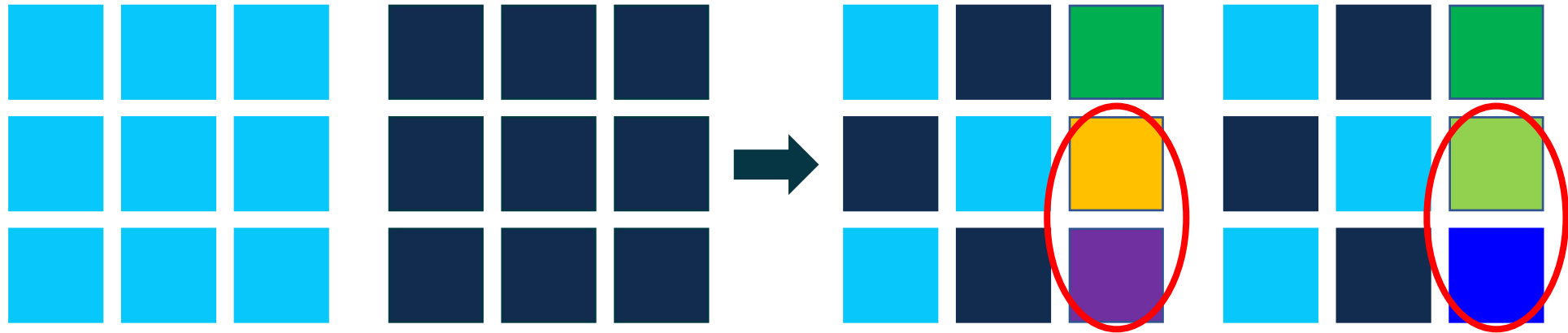
5. Changes to the **Ticket Profile Mix**

- Self-service, automation, and AI will remove many of the **easy** tickets
 - IT service desk is left with complicated transactions that take longer
 - Will possibly have a detrimental effect on end-user/customer perceptions
- Service desk agents will:
 - Need to be *better equipped*
 - Become a premium resource
 - Potentially become a more expensive resource

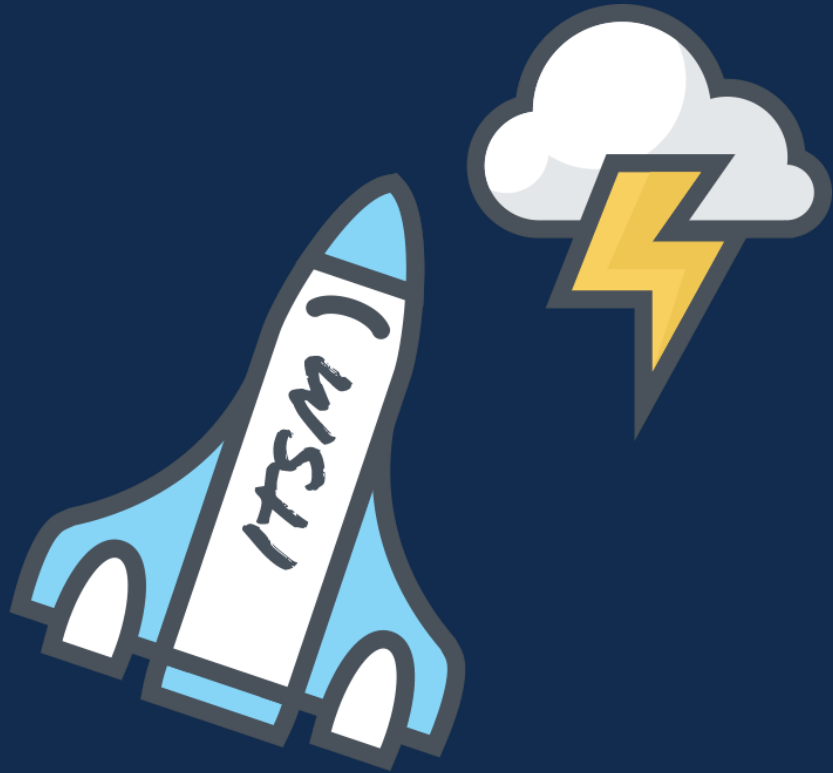
5. Changes to the Ticket Profile Mix

- Traditional metrics and targets become skewed:
 - Ticket volumes should decrease
 - FCR will potentially drop dramatically – will it still be relevant?
 - Average handling time will increase and tickets handled per hour will drop
- Customer relationships are strained or may even be lost due to lower levels of H2H engagement

Internal and External Support: More Sharing Leads to Greater Likeness



Key Takeaways



1. The multi-directional sharing between internal and external support will **significantly improve the operations and outcomes of all parties**
2. Internal support and external customer support will become **more alike**, thanks to good practice and technology sharing
3. Please **don't wait** (and then play catch-up) or *reinvent the wheel* – there are opportunities to improve even if you don't believe in this inevitable convergence!