For Enterprise Service Management 2023: A Connected Service Experience Matters Now More Than Ever

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Think about your last experience when you used an application, during a point of sale, or visiting a website. Did it leave you with positive emotions? Was the interaction easy for you? Did you achieve the outcome you had intended? Was there too much effort or what is efficient? If I go back to my last week, unfortunately my responses would not be so positive. In theory, every experience with applications, websites or otherwise should be delightful, easy, and efficient. An experience is the feeling that's created at every interaction, defining, and building lasting relationships between you and the service provider or brand. Businesses, governments, and other institutions are working and improving their service experience not just with external customers but also across their employee base. As business and internal interactions are shifting towards digital there is great emphasis on making experiences matter. Within IT Service Management (ITSM) and Enterprise Service Management (ESM) we have been focusing on the improvement of service experiences for a long time. Some organizations are further along than others but no matter where you are, here are some thoughts to ponder

- Customer Experience (CX) is the total experience a customer has with an organization or institution and/or its functions and/or employees throughout the customer journey. The start of the journey varies depending on the type of engagement, channel, and topic.
- Employee experience (EX), which is shaped by many factors, is defined as the experience your employee has within your organization and has an impact on your customers.
- The Connected Service Experience (CSX) is the entire experience during a specific engagement with an organization or institution, connecting the customer and employee experience.

Delight, Easiness, and Effectiveness Shape Employee and Customer Experience

The word experience is defined as "an event or occurrence which leaves an impression on someone". While customers experience a company's brand, processes, offerings, and services, so do employees as well. So, when we speak about experience management, we must understand that this should be applied to external (customers) and internal customers (employees). Which one to address depends on where an organization faces challenges. To shape employee and customer experience, one must understand how to delight both and provide easy and effective interactions, services, or support. Essential is that:

- **Any experience is shaped by service employees.** A service employee within the customer care center is the interface to external customers. This person shapes the customer experiences during the interaction via attitude and ability to serve. Unfortunately, there is a great dissatisfaction within this group and customer care centers are reporting attrition due to employee dissatisfaction. A

service employee must be enabled with different capabilities to deliver an effective experience to customers.

- **For all employees to be productive, they must be able to retain flow and function. To** unlock employee's productivity and cut down on energy-zapping frustrations, you must address, optimize, and continuously innovate the flow of work for all employees. Function refers to ensuring that the technology applied is working for all employees, no matter where they are located.

- **Employee engagement can positively impact employee experience. A** nice side effect of engaging employees into the customer or employee journey is that this could make their role more meaningful by realizing the immediate impact of their work. If they are included in decision-making, service innovation and acknowledged for their contributions, it achieves a positive employee experience.

Look Out For The Next Normal: The Connected Service Experience Management (CSX)

While not every employee has direct customer contact, all employees, no matter if product manager, sales leader or IT technician are there to serve customers, clients, or patients. CSX is typically shaped and dependent on the speed, quality, and efficiency of integrations across a variety of tasks, processes, and decision. CSX must be designed so that there is an overall integration across the related workflows and decisions.

The idea is to improve the integration of data, tasks, processes, events, and decisions for a quality, speed, and effectiveness across all – customers, employees and others within the value stream. While ITSM has a strong foothold within large and small organizations, today ESM is a transitional development stage on the journey to the fully digital enterprise delivering a CSX for all. To begin your CSX journey, here are some things to check:

- **Are your services consumable?** If you automate a service, your internal and external customers will only come if the experience of the services are exceptional and engaging throughout each engagement. Designing and offering consumable services not only ensure consistency and personalization, but also standardizes and orchestrate technologies involved such as a combination of augmented and virtual reality, 3D imagery, and gamification, robotics (such as chatbots) and more.

- **Do you offer quality services?** The service quality must be an interactive experience, enhance collaboration and deliver outcomes. This means that the services must be designed to be interactive, immersive, and collaborative, all while delivering a specific trusted outcome.

- **Are the services integrated and do you continuously update them?** While the available consumable services ensure orchestration and standardization of technologies, seamlessness is achieved via the support of workflow platforms. A platform integrates the different workflows

within and across functions but also ingests and analyses different types of data (customer, history, preferences, etc.) to understand and take intelligent proactive actions to improve the quality of the experience of the service.

Embrace Enterprise Service Management Because A Connected Service Experience Matters

We are working on updating our ESM Vendor Selection Matrix research with the focus towards CSX. Some ESM vendors are already enabling a connected service experience no matter for whom, when and from where. These vendors can automate business functions (e.g., Human Resources, Legal, Facilities) to automate a range of services and support for their workforce and business partners. For example, HR teams can answer questions regarding payroll, holiday leave, and ever-changing rules and regulations. These teams leverage ESM to articulate the services, present the services consistently through a unified portal, and allow employees to access these services 24/7. ESM is a path towards CSX because:

- **ESM forces collaboration, which drives workplace experience.** One business process very seldom stands on its own. The interdependency of processes and tasks which must be interconnected is best seen in the example of onboarding a new employee. IT, Facilities, and HR teams must work together to follow a variety of steps to get the individual ready. Facilities must provide a workspace, IT must provide end-user equipment, applications and network access, HR must prepare for orientation and manage a flow of paperwork. Here, ESM allows for an orchestrated approach with defined and connected workflows integrating both IT and other enterprise processes. An integrated intelligent automation of the variety of tasks, processes, or events ensures well-orchestrated, timely and quality services and happy and productive employees on day one.

- **ESM provides a connected service experience for the employee.** The onboarding example where there is integration of both IT and employee services is a first step towards the connected service experience. Today, 24% of global enterprises are investing in employee experience to improve collaboration and automation or to digitally improve the flow of work and in turn improve employee experience today.

- **ESM allows for the automation of back-office processes beyond IT.** While in 2022, 42% of global enterprises are prioritizing the automation of IT workflows, 29% are automating back-office processes moving away from some traditional manual work. For example, financial service institutions are automating their payment automation processes to ensure that their customer service employees can focus on customer interactions for quality and efficient services.

- **…and ESM indirectly improves customer experience.** Improvements and integration of back-office processes ensure that an employee can solve customer problems faster and therefore have a direct impact on customer experience. As ESM principles and its adoption continues to expand and more and more services are defined across teams, key processes can be centralized, further automated,

and/or streamlined. Process re-engineering and value stream improvements become essential efforts to simplify the work within an organization so that more effort can be placed on the interactions with customers, clients, or patients.

In 2023 You Must Go Further Than ITSM and ESM, Towards CSX

We believe that ESM focusing on CSX has the potential to disrupt both the commodity ITSM market and existing ESM market because when focusing on CSX, it enables managing, automating, coordinating, and optimizing service demand and supply across contextual enterprise services in a connected and intelligent way. The goal for both IT and business teams should be to work on connecting the service experiences across value streams towards the delivery of outcomes which are achieving happy and engaged internal and external customers.

Our previous research highlights vendors in both ESM and ITSM. And as I already indicated, we are kicking off updating the vendor research with publication of new Vendor Selection Matrix™ research in March of 2023. Look for some announcements here.

Stay connected.

Sincerely,

Eveline Oehrlich