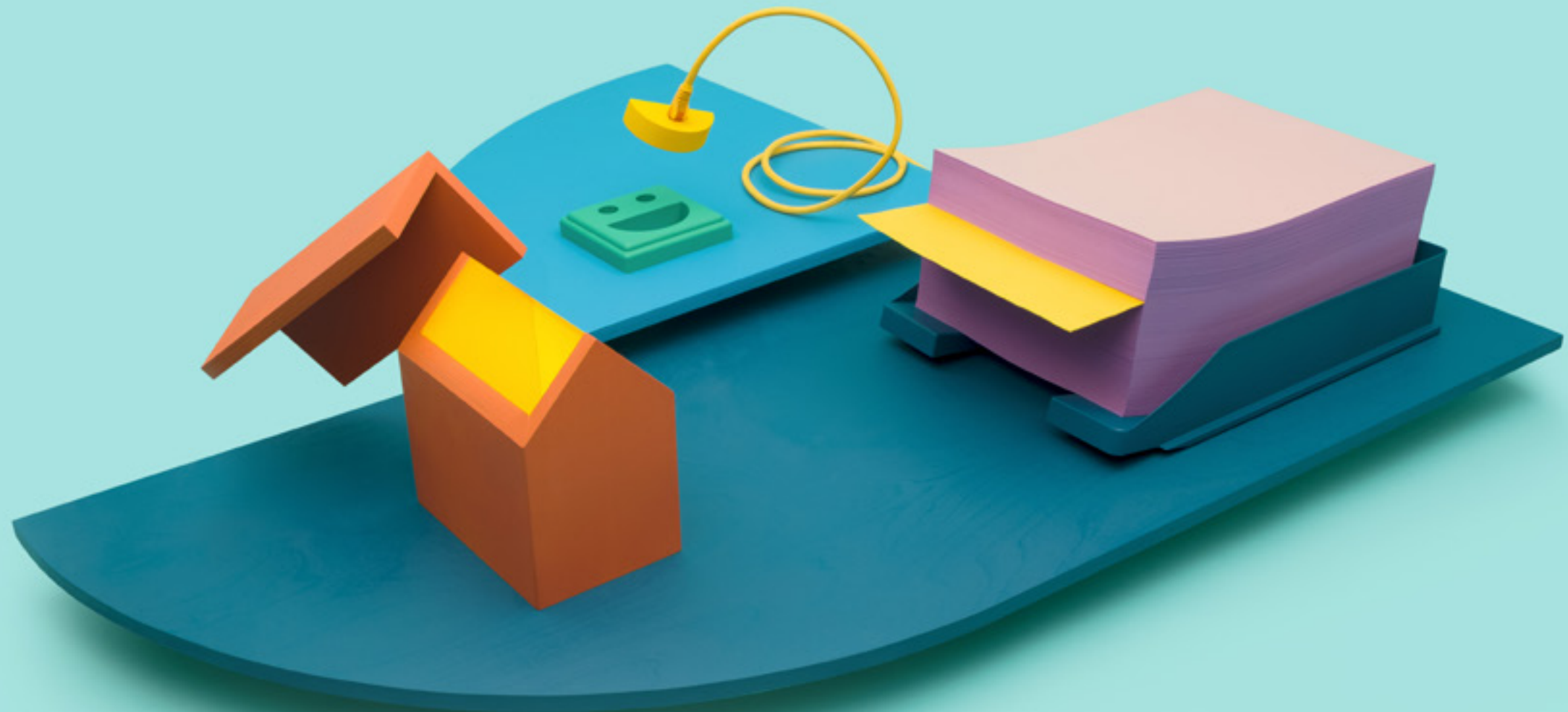


# Enterprise Service Management

Join forces and improve your service delivery



# What is ESM?




It's not as complicated as you think

ESM. You've heard of it, or you wouldn't be here. But what is it, exactly, and why is it relevant?

In this e-book, you'll read what ESM means, why it's such a buzzword in the service management community and how you can go from theory to practice with the concept of ESM. Because while ESM sometimes sounds like a huge project to take on, a small step for your department can make a huge difference in the work your teams do every day.

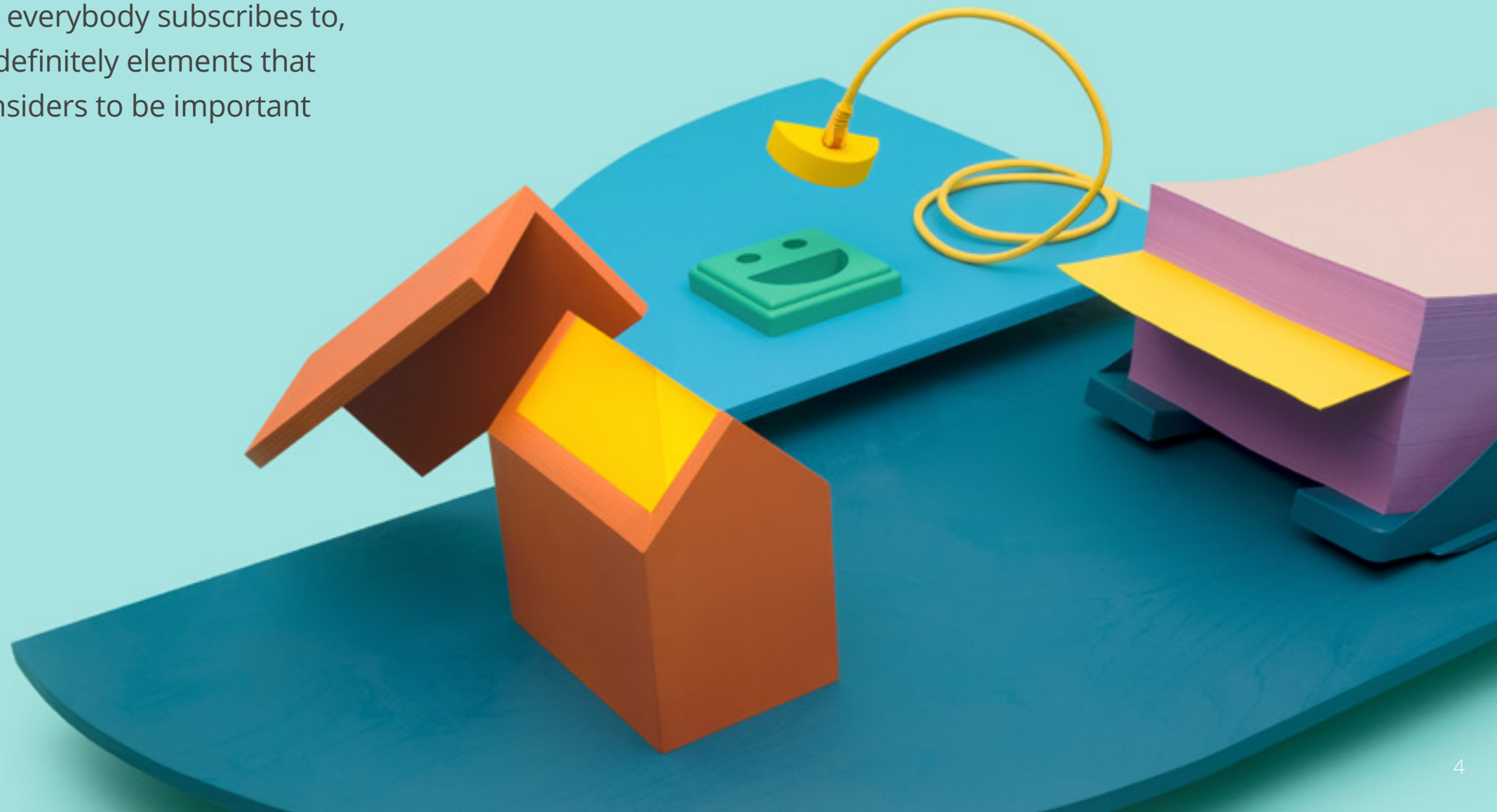
Happy reading!

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# 1. What is ESM?

So, what does ESM mean? Let's start with what it stands for. ESM stands for Enterprise Service Management. There are a number of definitions out there, some narrower than others, but it really isn't rocket science. There isn't one definition that everybody subscribes to, but there are definitely elements that everybody considers to be important parts of ESM.



Collaboration is at the core of ESM. Basically, Enterprise Service Management means working together with different service departments. Usually, this involves using a common tool for processing calls and a single point of (first) contact for customers. Sometimes it goes much further, with a full-blown ESM approach meaning that all service departments are integrated.

Does full integration between service departments sound a bit far removed from reality? Don't worry, this is a

practical guide to ESM, so we don't get too hung up on theory. Let's talk about why you would want ESM in your organization first. And once you've got an idea of the benefits, we'll move on to some practical steps to launch ESM in your organization.

## 2. What is the added value of ESM?

When you start working with ESM, you can improve your service delivery. Wonder how? Discover the three biggest advantages of ESM below.





## 2.1 Improve customer satisfaction

Imagine this: an employee has to give a presentation in half an hour when they find out the screen in the meeting room isn't working. Bummer! Luckily, there are multiple phone numbers they can call. But your employees never really know who's going to answer the phone, or which number they have to call to fix which problem. Instead, they end up in a black hole.

### **Houston, we have a problem**

If every supporting department has a joint point of contact, your customers don't have to wonder who to turn to with a question. Such a point of contact can take many different forms, from an actual location to a joint self-service portal or phone number. It's nice to have a place to turn to with questions and requests, especially when customers need help fast. This means a broken screen is fixed in no time so your employee can go ahead with their presentation. This step gets you started on the way to ESM.

Utrecht University embarked on its very own ESM journey, with most of its departments now working together – from the service desk and local support to the University Library IT department and security. Before, students nor university employees knew who to turn to with their issues. Thanks to ESM, it's become clear where to go if you need help. And unlike before, the university service desk is now happy to assist both students and employees. Want to know which other steps Utrecht University took towards ESM?

**Check out their Enterprise Service Management case!**

## 2.2 Work together more

Supporting departments such as IT, Facility, and HR are no longer light years away from each other. In fact, they're becoming closer and closer. Imagine: you get feedback from inside the organization about meeting rooms that are often fully booked, while no one's actually using them. What a shame. To fix this problem, you decide to place sensors that measure whether someone's using the room or not. You have to connect these sensors via WiFi. You can't do this with the FM department alone – you need help from IT. And whose sensors are they anyway? Is FM or IT responsible for maintenance?





## High customer expectations

Supporting departments need each other more and more – not only because of smart technology, but also because of high customer expectations. Your customers expect meeting rooms with intuitive technology that support Bring Your Own Device and a flawless on- and offboarding process. This may seem impossible, but despair not: you can meet all of these demands with a joint approach. This means different teams don't work in their own bubble, but work together to ensure the best employee experience.

## 2.3 Cost reduction

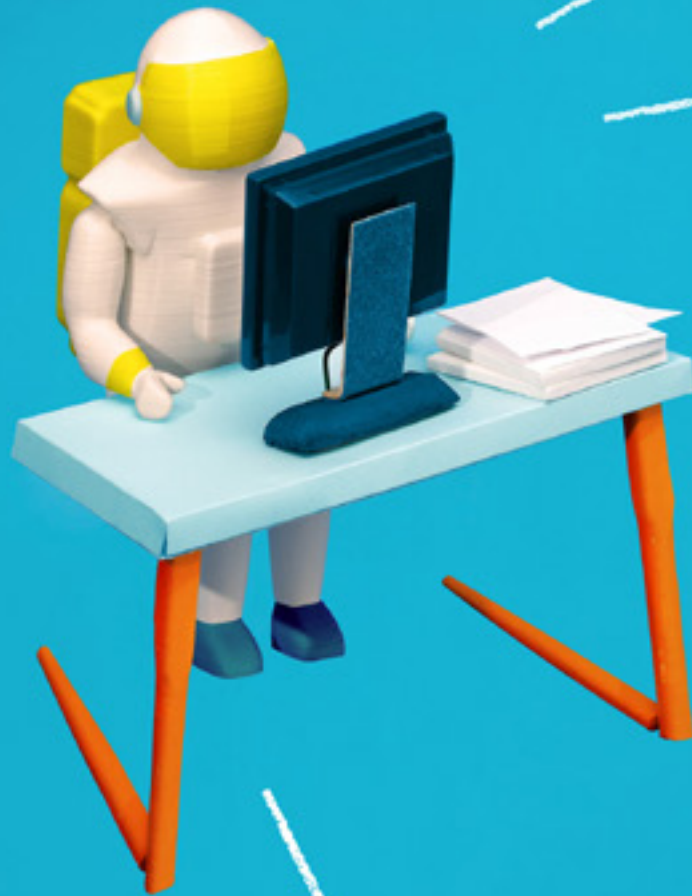
If supporting departments combine forces, they should also work in the same software. This reduces costs in two ways. You no longer waste money on double licenses and you prevent

your employees doing work twice, since departments know exactly who does what. Think, for instance, of a mobile phone that's registered in a different tool at IT, HR, and FM.

## Simplified customer journey

In addition, you make the customer journey more simple with ESM, which is in itself a cost reduction. If a customer has no clue where to make a request, they might need half an hour to ask their question to begin with. With a joint point of contact, it might only take him five minutes, which leaves 25 minutes for him to focus on the things he does best.

Can't wait to get started with ESM after reading this? In the next chapter, you can find out how!



### 3. How to launch Enterprise Service Management

Ok, you've got the what and the why of ESM down, but what about the how? How will you get started? Getting a new project off the ground is a challenge in all organizations and in all departments. And although ESM sounds like an excellent idea in theory. Will it really work for you?

### **3.1 Small steps really can be giant leaps**

Let's be realistic. Enterprise Service Management sounds great, but you can't just merge a bunch of departments tomorrow and expect everybody to be on board and ready for take-off. The reality is, different departments have different ways of working. Calls go through different processes, and even terms like 'incident' don't mean the same in IT and, for instance, facilities. And if you tell HR that there's been an incident, they might get really worried. So if you don't even speak the same language, how will you work together on calls and projects?

Well, here's the thing: ESM is often seen as a complete package. A single goal to work towards: happier customers through total collaboration. But who says you have to stick to this all or nothing approach?

What if each small step could make a big difference? You don't need to do a complete overhaul of your department to get started. You can get excellent results with a few small changes. Here are three courses of action that take you closer to ESM. We believe the best way to improve is to just get started. So pick which option suits your organization best and take off from there.





## 3.2 Make first contact

Let's talk about the first and most important step towards better collaboration: First contact and learning to speak each other's language. Whether you want to work towards a more advanced

form of ESM or not, getting to know your colleagues and suppliers is always a good idea. Because if you don't know who you're working with and what their day looks like, you can't really work together.

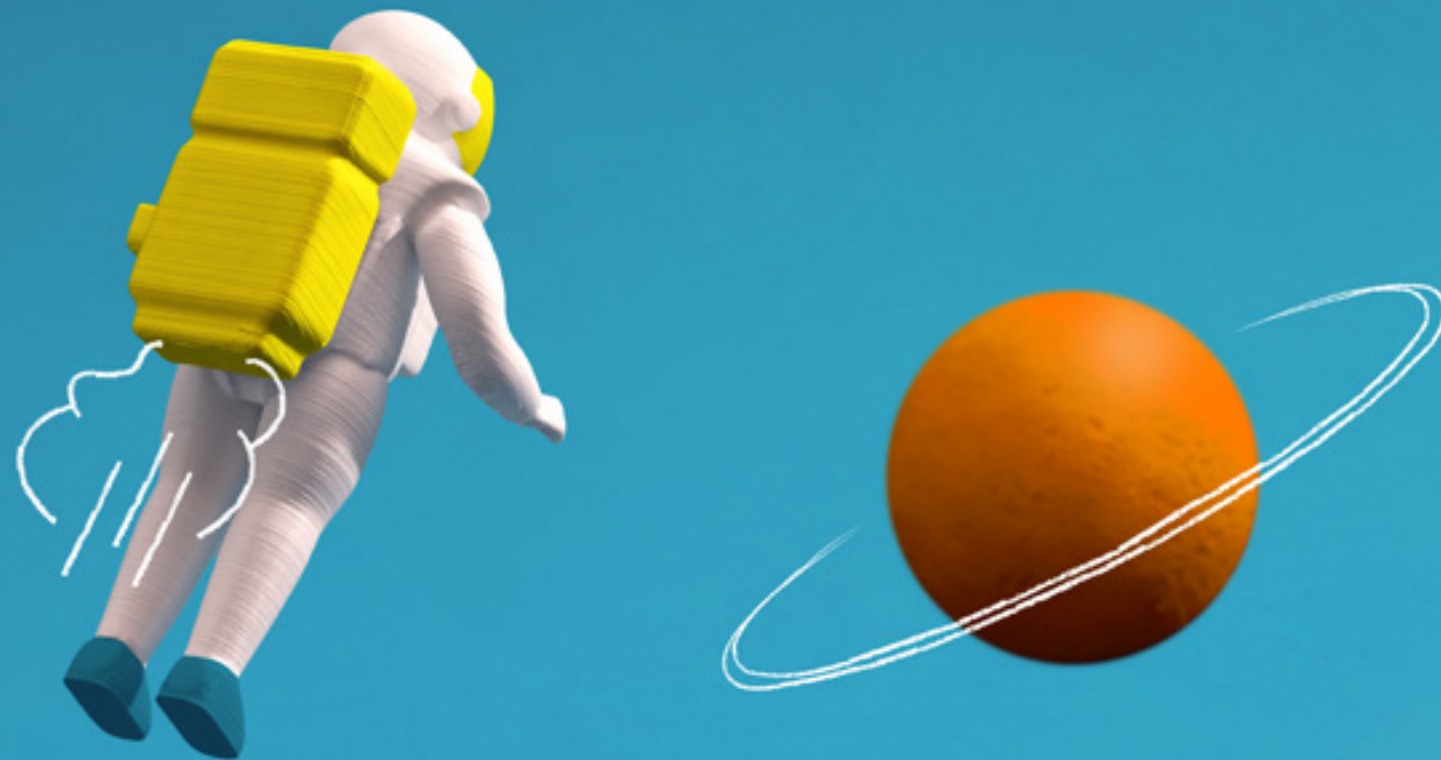
Start simple: Get together. Quickly find out who's who and discuss how you work. How do the different departments perceive each other? What problems do you run into when you have to communicate? If you're not sure how to set up a meeting like this, use a practical example. How can you improve collaboration for a specific process, like getting a new employee up and running? Come up with solutions for the problems you run into. Make a plan, stick to it, and get together again after some time to see if your collaboration is improving.

### 3.3 Move into the same space

Now that you've made first contact, which direction do you take to planet ESM? One possible course is to try sitting together with multiple departments. While it's a slightly larger investment (you'd have to at least find a space and move some desks),

working together in a shared space has benefits on both sides of the service desk counter. First of all, it's much easier to work together or even ask questions when your colleague is close by. So if Aaron from HR has a new employee joining the

company next month, he can just swivel round to Jen from IT to discuss what devices and software the new colleague will need on their first day. Another huge benefit is customer experience.





Even if your work isn't really integrated with other departments, customers will appreciate the simplicity of having a single place to go whenever they need the help of any service department. Even if they're not quite sure which department they need, they'll at least know where to go.

There's one more hidden benefit to moving your teams to a shared space. Moving work stations conveniently requires the expertise of different departments. You'll need facilities to make sure there's a suitable space and set everything up for the actual move. IT is usually responsible for making

sure all workstations have the right equipment. Finance might have something to say about costs, and perhaps even HR will weigh in on the right conditions to work in after you move. So, you've got a great opportunity to see how the different departments work together. If you want to make further improvements, you can use the opportunity to prepare for another step towards Enterprise Service Management: aligning specific processes to improve customer experience. Next up: map your customer journey and improve how you handle calls that involve multiple departments.

### 3.4 A 5-star customer journey

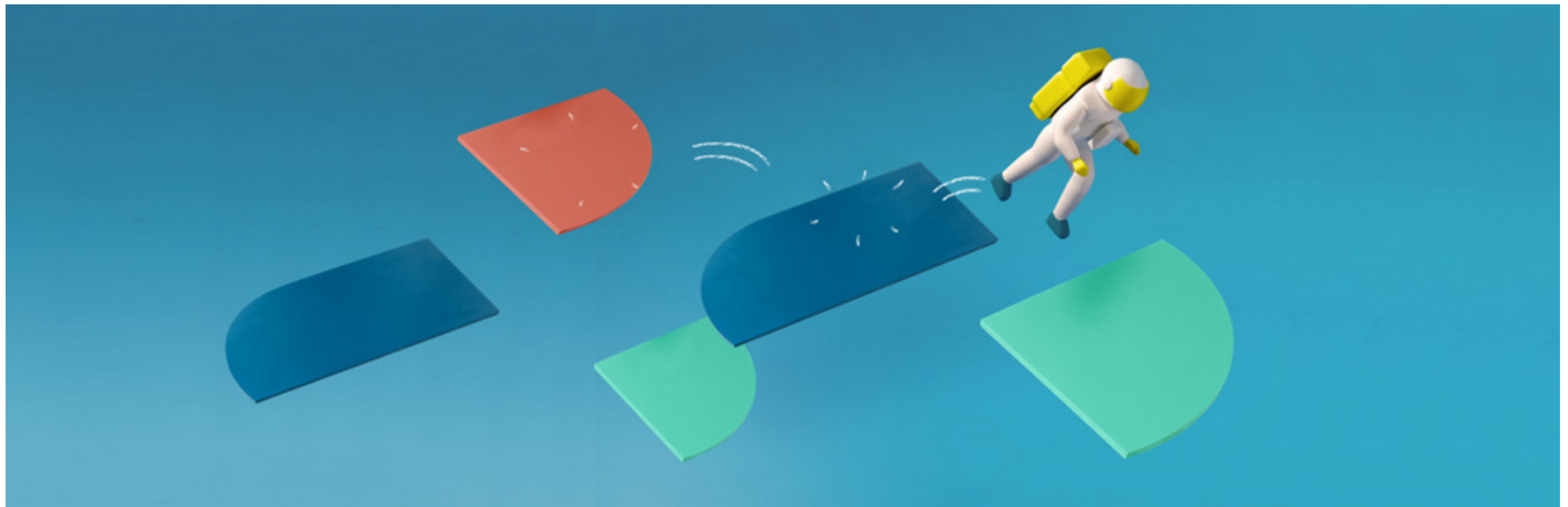
Maybe sitting together isn't the best option for your service organization right now. Or perhaps you sit together already and want to move on to the next step.

What else can you do? Take a look at your customer journey. Map how your customers traverse space and time when they use a service you provide. When your customer needs service from different departments, do they get a smooth ride

or is there a lot of turbulence? That's what a customer journey map will tell you. And it'll give you valuable information to help you make improvements to the process. Let's stick with the moving workstations example. What happens when a colleague needs to sit in a different office, or maybe they're transferring from another part of the company and need to sit with their new team. From the moment they first contact the service desk, what is their

experience like, and how can you make it better together?

Pick a relevant journey that involved multiple departments, and interview customers who have experience with that particular journey in the past. Was it easy for them to contact the right department? What happened after they submitted their request?



The interviews help you pinpoint what makes your customer experience less pleasant than it could be, but also what you're doing right. They may have complaints that you can't really fix, but focus on what you can improve. Perhaps the biggest question when you're working towards ESM is: what happens when a call changes departments? Do you see a drop in customer satisfaction? An increase in wait time? The customer journey map will show you the quickest and most pressing improvements to your collaboration.

Does customer journey mapping sound like a good way to improve efficiency in your organization? Then we've got good news. We have a complete interactive workshop for you and your team. You can just download it online, prepare, and plan a meeting. The workshop is free, too. All you have to do is download the materials and you're ready to go.

**Download our customer journey mapping toolkit!**

### 3.5 Digital collaboration: one tool at the centre of your service universe

Have you started working together and are you ready to process calls even more efficiently? Or has your customer journey shown that sending calls to another department causes delays? There is another way to work together more closely besides physically sitting in the same space: sharing a digital space. Chances are, each department has a tool to keep track of their work. While this is useful for individual departments, it can be a hassle to share calls and information for processes that involve multiple departments.

If you want to embrace ESM, try working together in a single digital environment, where you can share calls and information easily. Take your office's printers for instance. Are they registered with facilities or with IT? Chances are both departments have

an entry for the same printers in their tool, and no way to view each other's information. If there's a problem with one of your printers, you may be missing valuable clues that would help you identify the cause. This is no longer an issue if service departments share their information in a single digital system.

Of course, you could opt to simply share calls via email or other media you already have in place. But a dedicated tool does have additional benefits. Obviously, having all information on your assets in a single place makes solving issues related to any object easier. You don't waste time documenting solutions multiple times.

A single tool also makes it easy to report on how your calls get processed, which helps you identify how your teams could work more efficiently. Many service management tools also let you keep a knowledge base, where all service agents can find the information they need to

solve calls. And perhaps the biggest benefit to customer experience? Sharing a digital space opens up the possibility for a single digital point of contact, where customer can register all their calls, and where your teams can even share solutions directly with customers. The result? Better customer experience, and more time for your teams to focus on complicated issues and innovation.

# To the stars and beyond

You've read about ESM: what it is, why you should start using it, and how you can take your first steps into its wondrous world.

ESM isn't the only way you can improve your customer experience. With Agile or service culture, you can take your service delivery to the next level. Wonder how you can do this? We'd like to send you new inspiration every week. In our blogs, we use 25 years of experience to share practical tips and best practices.

Go to **[blog.topdesk.com](https://blog.topdesk.com)**

Do you have questions or suggestions about this ebook? Yay! Please send an email to

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We'd love to hear from you.

Nienke Best  
Gunnar Oldenhof

