

The Employee Experience Curve: A Practical Guide to Up-Leveling Service Delivery with Automation

When every piece of the workday is mediated through technology, the digital experience *is* the employee experience. The “digital employee experience” – employees’ interactions with the tools and technology they need to get their work done, and by extension the services they need to ensure that technology works as intended – plays an enormous role in employee productivity, satisfaction and ultimately retention. For IT teams, setting goals against employee experience is a huge opportunity to show up as a strategic partner, not simply “the folks who reset my password.”

But with such a big opportunity come some serious challenges. The explosion of remote and hybrid work is in turn exploding the number and complexity of endpoints, making service delivery more complex and making it easier for frustrated employees to bypass IT to get things done. Meanwhile, IT teams are burnt out: In a [2021 Ivanti survey of IT leaders](#), 41 percent reported losing team members due to high workloads.

So what’s an IT team to do? On one hand, they have a critical role to play in delivering a top-notch employee experience – a must in a churning job market where employees have plenty of leverage. On the other, they’re stretched thin enough as it is: how can they focus on employee satisfaction scores when they’re struggling to manage ticket volume?

How to up-level service delivery (without killing your team)

Making service delivery more efficient and responsive (even proactive) addresses both sides of the equation, taking the pressure off tapped-out IT teams while improving the digital employee experience. The key to pulling it off? Making smart use of automation.

But that’s a statement so broad as to be almost meaningless. In this e-book, we’ll break it down and make it practical. We’ll demonstrate specific use cases for automating aspects of enterprise service management to paint a picture of what’s possible. We’ll give you tools to assess your growth opportunities and offer areas of focus, from getting started implementing automation through advanced use cases. And we’ll look at it all through the lens of the employee experience.

The employee experience curve

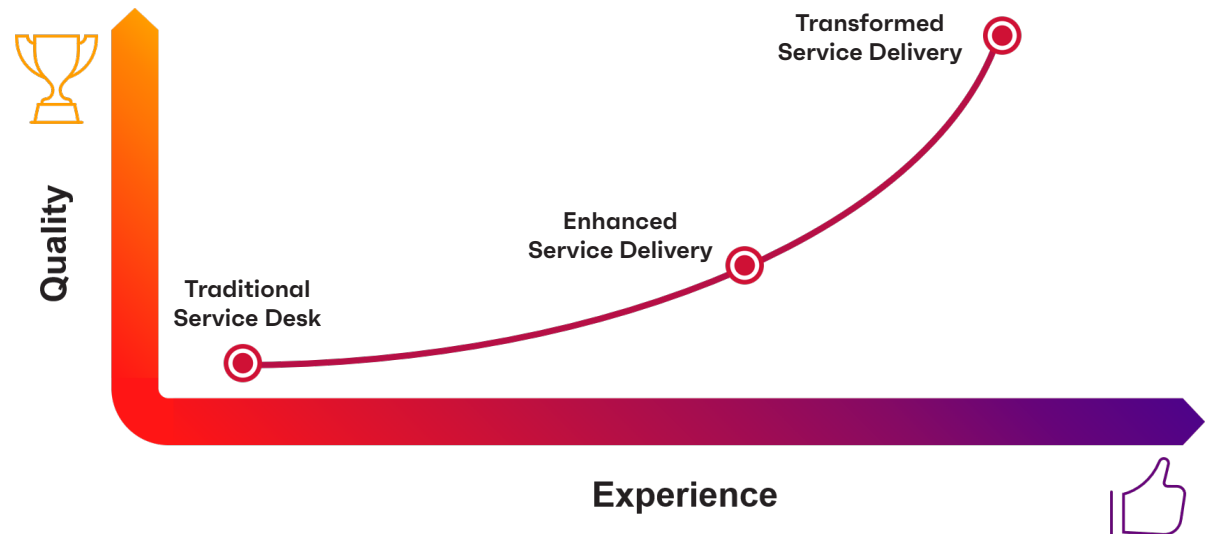
For the sake of expediency, we can think about the employee experience at three main points along an “employee experience curve” – though of course the reality is that there are any number of points along the way:

- **Traditional service desk:** Primarily manual incident response, often leading to long resolution times and inefficient use of resources.
- **Enhanced service delivery:** Automation-augmented service management, reducing analyst workloads and giving employees omnichannel self-service options.
- **Transformed service delivery:** Proactive resolution with little to no human interaction required of either the analyst or employee.

As increasing use of automation reduces the degree of intervention required (in other words, shifting left), it speeds time to resolution and lowers the cost of service delivery. Meanwhile, we see a corresponding improvement in the employee experience.

Where do you sit on the employee experience curve?

In this e-book, we’ll cover each of these three points in turn. To help you assess where you sit today, the chart on the next page provides an overview of each stage across a handful of dimensions.



	Traditional Service Desk	Enhanced Service Delivery	Transformed Service Delivery
Service delivery model	Manual incident resolution	Automation-augmented service management	Proactive resolution
Employee experience	Employee experience often overlooked	Employee embraces omnichannel self-service and automation for enhanced experience	Amazing employee experience
IT experience	High ticket volume; IT time eaten up by lower-value manual tasks	More manageable workload allows IT to focus on optimizing and simplifying service delivery	IT drives transformation across the organization
Speed to resolution	Long work queues and wait times lead to lost productivity	Automation and self-service drive significant improvements in speed to resolution	Autonomous resolution: incidents resolved before they happen
Cost of service delivery	Inefficient use of resources drives up cost	Reduction in analyst effort leads to cost savings	Proactive incident resolution produces significant savings; increased employee productivity compounds value to business
Key capabilities	<ul style="list-style-type: none"> ■ Request and incident management ■ Knowledge management 	<ul style="list-style-type: none"> ■ Expanding ITSM and ITAM ■ Employee self-service ■ Workflow automation, dashboards and analytics ■ Enterprise service management 	<ul style="list-style-type: none"> ■ Enterprise self-service ■ Hyperautomation and AI ■ Enterprise analytics

Traditional service desk: a reactive state

At this point on the employee experience curve, the focus is on tracking the work coming into the service desk to improve operational stability.

To be clear, the vast majority of IT service teams are at this point, working to better handle requests and manage break/fix incidents – no small feat given the massive workplace disruptions of the past few years. They may be using some basic automation (for instance, routing tickets to the appropriate team member), but many tasks, such as asset acquisition, will still require manual handling.

The good news? Incremental adjustments can make a sizeable impact – making things easier for employees and alleviating some of the pressure on the IT team – and there’s a lot of low-hanging fruit to be picked. Looking at operational KPIs like ticket volume and type, closure rates and response times can pinpoint opportunities to improve efficiencies and reduce workloads, and an early-stage knowledge management system can keep agents from having to reinvent the wheel when resolving incidents or fulfilling requests.

Where to focus to up-level service

Request and incident management

Request and incident management capabilities are all about restoring normal service operation as quickly as possible, minimizing any adverse impact on business operations or employees.

A centralized ticketing system helps service staff deal with incidents more promptly and effectively, whether they are reported by users, discovered by technical staff or detected automatically by a monitoring solution.

The incident and request management solution standardizes workflows to bring uniformity and efficiency to helpdesk operations, thereby avoiding human error. Many of the most tedious tasks can be automated, as well as reporting operational KPIs and staff performance.

Knowledge management

Knowledge management is one of the most useful service management processes. Not only does it provide the shortest route from problem to solution, it's also foundational to capabilities that you'll build as you continue along the employee experience

curve, such as effective configuration, problem and change management, asset resource management, employee and customer self-service and software release management.

A centralized and managed “known error” database of knowledge articles resolves incidents faster by avoiding redundant actions. For example, if a software upgrade causes an error at a desktop, you may need an initial discussion, an escalation, and troubleshooting before finally discovering the best solution. Documenting that solution with a knowledge article lets your team skip those steps for all subsequent occurrences, so the same error can be resolved in minutes rather than hours or days.

As you are getting started, key metrics to evaluate the effectiveness of your knowledge management system might include the number of entries in the known error database and the proportion of responses to incident management tickets that include a reference to it, as well as service agent usage, click-throughs and duration of activity.



Use Cases

- A senior executive is working remotely and calls the service desk for access to an application to open an important file from a partner. She sits on hold for ten minutes before the first analyst determines he needs to route her to a different analyst, who then needs to ask her again for her employee number and other basic information, slowing things further and leaving her frustrated.

What could make this better? VIP identification moves her to the top of the queue, and call routing connects her to the best resource the first time around. She gets access to the application she needs right away and can continue working without interruption.

- An upgrade to an important piece of software used across the finance department causes an error, prompting a finance manager to open a ticket. The analyst assigned to the ticket spends four hours troubleshooting before figuring out that the finance manager needs to update to the latest version of his preferred web browser to avoid the error. Over the next week, multiple people in finance encounter the same error and open the same ticket, each time prompting whoever is assigned the ticket to troubleshoot anew.

What could make this better? The service management workstream includes a prompt for the first analyst to create a knowledge base article. When the same error is reported the following day, the second analyst immediately finds the article and fixes the issue in a matter of minutes.

Dive deep: Visit the appendix for details on the key capabilities to build at this point

Enhanced service delivery: a proactive state

There's ample opportunity for service desks to improve their ability to respond to incidents, but the key word here is respond – it's still a fundamentally responsive state. For teams that have developed the foundational capabilities of request management, incident management and knowledge management, the true growth opportunity is to evolve from fighting fires to preventing them.

The goal here is to build on the work that has been done to respond quickly and efficiently to incidents by working to minimize the chances of them happening in the first place. The lynchpin in this effort is asset and configuration management. A well-designed configuration management database (CMDB) makes it considerably easier to wrangle the thousands – or even millions – of data and metadata points in a dynamic IT service environment. With the right data, IT teams can generate valuable insights into costly information bottlenecks and blockages.

Meanwhile, work can continue apace to make service requests more efficient for IT and more pleasant for employees. Self-service portals and knowledge articles make it easy for employees to fix simple problems themselves, without waiting

for an analyst to be available. Expanding support to multiple channels – phone, web, instant message, email, mobile app – allows employees to seek support in whatever way they find simplest and most convenient. More advanced workflow automation further standardizes routine IT tasks, reducing human error and freeing up analyst time.

At the same time, IT teams can begin to expand their service delivery capabilities across the enterprise, helping other lines of business apply service management best practices to their workflows.

Where to focus to up-level service delivery

Expanding IT service and asset management

The overarching goal of IT service and asset operations management is quick resolution or prevention of all incidents to come as close as possible to 24/7 uninterrupted service – admittedly a tall order.

IT teams can approach this goal by leveraging the CMDB to consolidate and manage real-time, point-to-point data about IT assets: where they are, how they are configured and the relationships that exist between them. The CMDB consolidates data from asset management auto-discovery and configuration auto-dependency mapping tools, the request and incident ticketing system and the knowledge base.



Use Cases

- A sales manager is hurrying to finish an urgent proposal response from a client while traveling to an important meeting. She realizes the version of the application she's using doesn't have a necessary feature, so she calls the service desk to get the upgraded version, but IT staff are all on other calls. She is forced to choose between sitting on hold with IT and being late to her meeting or waiting until after the meeting to call IT back and submit the proposal response late.

What could make this better? With a self-service portal and automated approval workflows and license checks, the sales manager could request the software, select the approved version, initiate an order and get it installed – all without any intervention from IT.

- IT decides to launch a new collaboration software. Before the migration, they perform a manual risk assessment to minimize disruption to service delivery. However, they neglect to anticipate the sheer volume of network traffic the new application would receive, and employees are left without access while they address the issue.

What could make this better? With an automated risk assessment, the IT team could correctly anticipate the network traffic the new application would receive and address it in their migration plan so that no employee is locked out.

Dive deep: Visit the appendix for details on the key capabilities to build at this point

This is where advanced automation techniques come into play, interacting with the data in the CMDB to reduce the risk of operational failures. Problem management processes can identify the root causes of recurring incidents automatically and alert IT staff to impending problems that can be fixed before they impact users. Automated risk assessment analyses and change policy and approval mechanisms can curtail potential service disruptions due to change implementations.

IT teams can also continue to build upon their workflow automations, automating tasks beyond basic request and incident management and significantly reducing human error and manual activity. Workstreams that incorporate visual editors and low-code capabilities enable staff without a coding background to create new or customized workflows, allowing highly skilled resources to spend their time on higher-value service optimizations.

Employee self-service

Employee self-service isn't just about launching a web-based service portal; it's about creating a service experience that matches the online experiences employees are used to having as consumers outside the workplace.

Self-service provides important benefits to the IT team – reduced costs, greater productivity – but the defining characteristic should be how easily employees can get their requests fulfilled or problems resolved.

Workflow automation, dashboards and analytics

Workflows and dashboards that formalize and standardize IT processes avoid human error and incorporate tiered approvals, reducing costs while boosting operational efficiencies.

Sophisticated automation can control self-serviced, semi-manual and manual work, including nested workflows based on predefined sets of actions. Pre-built workflows incorporating ITIL best practices are widely available and can be customized using visual editors, drag-and-drop wizards and other editing efficiencies to meet specific needs.

Dashboards present workflows in a graphical, intuitive way that can be tailored to a wide variety of applications and users. For example, an IT technician's dashboard might display a drop-down menu of tasks, prompt for required information and, if approvals are needed, trigger authorizations processes. A change manager's dashboard might display change-impact mapping and require a change form to be completed before the next action can proceed.

Dashboards also present operational analytics that can likewise be tailored to different applications and audiences. An IT technician's dashboard for daily service fulfillment might also display a list of pending assigned tasks, how long they have been in the queue and which ones are nearing a KPI infraction. An IT manager might see team performance modeling compared against historical operations and industry benchmarks, to determine if the workload is optimized or to identify

bottlenecks where adjustments are needed. An IT director might be presented with analysis that is less operational and more focused on costs and supported services, including forecasting and financial modeling. Dashboards for company executives may display key accomplishments that highlight the value of IT as well as visual presentations that help them make quick and informed decisions.

Service management across the enterprise

Service management is a critical factor for LOB teams' operational success. IT can help other groups by establishing a set of consistent, automated and easily adopted services, establishing governance over the organization to ensure the best possible employee experience.

Cross-enterprise service management isn't about forcing IT capabilities and tools on other business functions. Instead, it's about improving productivity and optimizing service flows for better business outcomes. Cross-enterprise service management breaks down information silos, fills process and automation gaps and fosters enterprise-wide collaboration.

HR and Facilities are often the first to adopt service management best practices from the IT team, but many other LOB teams – project management, legal operations, marketing, etc. – can benefit from this approach.

Transformed service delivery: the true inflection point

By shifting from fighting fires to preventing them, IT teams make enormous strides towards enabling a productive and secure employee experience – making the best possible use of their resources and demonstrating that IT is not just a ticket-taker but a reliable partner by continuing to advance cross-enterprise governance.

IT can further their role with hyperautomation to self-heal, self-secure and self-service the enterprise. Together, these capabilities meaningfully improve the employee experience. As a result, the visibility and value of IT is similarly elevated. In turn, IT is free to tackle higher-value projects that add value to the bottom line.

Where to focus to up-level service delivery

Enterprise self-service

The employee experience has become so important it's now a differentiator for attracting and retaining the best talent at a time when remote working models have made it an employees' market.

In response, innovative IT groups can offer a single self-service portal that delivers services, information and tools from LOBs across the company. When employees have problems or need help, they can go to a single service portal for one-stop shopping, removing the frustration of encountering different processes across different departments.

IT can further improve the employee experience by taking an omnichannel approach to the portal so that employees can access services and information whenever they want, from wherever they are and on whatever device they choose, using mobility capabilities like a smartphone application, chat boxes and virtual agents. They can also personalize the experience, presenting information to employees in their native language and showing only the services available to them in their location, based on the role and approval level.

Hyperautomation and artificial intelligence

As the IT team's role and sphere of governance expands, so does the complexity and scope of data point, processes and workstreams. To manage this vast, interconnected digital environment, IT teams can turn to the most innovative automation capabilities, or hyperautomation.

Hyperautomation is essentially the concept of automating the automations, where potential issues are discovered, mitigated and logged without any need for human intervention. This creates self-healing, self-securing and self-servicing solutions that improve the cost, speed and accuracy of the services IT delivers. Teams that have built standardized and automated workflows and instituted a full-formed CMDB are in a good position to move from advanced automation to collaborative hyperautomation.

To govern interconnected, cross-enterprise workflows, IT teams can set up nested automations. For example, onboarding a new hire involves workstreams across

multiple LOBs. The IT team can create an automated workflow that initiates all the activities needed to get the new hire settled, with each nested workstream optimized for efficiency based on time, cost and employee-experience considerations. The parent workstream triggers:

- An IT workflow to secure onsite and/or remote network access and activate email.
- A facilities workflow to provision office space, a computer and other functional necessities.
- A security workflow to issue an ID badge.
- A finance workflow to establish a salary and paychecks
- A resource management workstream to create a project assignment, send an invite to corresponding meetings and incorporate individual work into project status reporting

These automated workflows would employ techniques like natural language processing, location management and role-based personalization to filter and deliver information and tools to the new hire in their native language. The services and capabilities offered would be determined by the country and location where the new employee resides, their security and employment status, permissions level and approval authority.

Enterprise analytics

Much like IT teams can extend service management processes to LOB teams, they can also extend their real-time analysis capabilities to create an aggregated view of the business. A cross-company view connects the dots to increase productivity, control and reduce costs and reveal new insights.

Teams throughout the organization can further standardize and optimize their own systems and processes. They can also present executives with interactive dashboards and scorecards that display success criteria clearly and accessibly. These can include financial and risk analysis as well as forecasting and predictive analysis to investigate transformative initiatives for bottom-line improvements.

AI-powered analysis enables LOB leaders to better anticipate and respond to rapidly changing market situations, providing the information they need to determine which ideas to implement and fund, how much they will cost and how to allocate the right set of resources. Proposals are evaluated using a central repository that integrates cost, benefit, resource and risk data, with scoring matrices for prioritization.



Use Cases

- An HR director has been watching her computer's performance slowly decline over time, getting used to progressively more disruptive slow-downs that cut into her productivity and leave her irritated. Not knowing what else to do, she eventually requests a new laptop.

What could make this better? With self-service hyperautomation, a bot detects the underlying issue affecting performance long before the HR director sees a noticeable slow-down. The bot determines optimal settings to improve performance, applies them and logs the incident automatically, with no intervention required from an IT analyst. The HR director continues working productively, and the life of her laptop is significantly extended.

- An IT manager is onboarding her first hire in several months. She's completed seven different forms she thinks are needed, but she's unsure if they're the latest version, if she's missed a step or overlooked a department – never mind the IT-related tasks. Her doubts prompt her to contact each department individually to make sure everything is in place.

What could make this better? With a single self-service portal, the IT manager could kick off the onboarding process with a single click, setting off automated workflows across all relevant departments and providing her visibility into the status of all actions and approvals. The manager would know that her new hire has everything she needs to be successful from day one without worrying that anything had fallen through the cracks.

- A project management officer is trying to gauge which projects she can feasibly execute in the second quarter. She needs to figure out if she has the right talent and how much budget she can contribute for the length of the project. She projects her resources in a spreadsheet, a time-consuming process that still leaves her feeling that she is guessing.

What could make this better? An interactive dashboard that accurately maps her resources, portfolio and budget puts the information she needs at her fingertips and enables her to make an analysis she is confident in so she can deliver the projects on time and on budget.

Dive deep: Visit the appendix for details on the key capabilities to build at this point

Take the next step

We've discussed three stages along the employee experience curve, but of course there are any number of points along the way. No matter where your IT organization sits today, there are myriad opportunities to make incremental progress to improve the employee experience – all while making service delivery more efficient and raising IT's profile across the broader organization.

To learn more about the capabilities outlined here, read about Ivanti's [service management solutions](#) or [request a demo](#).



Appendix A: Traditional Service Desk

Request and incident management

Key capabilities	Benefits
Centralized management	
A ticketing system acts as a central location for agents to manage all service requests and incidents	Handle all requests and incidents, without any lost or forgotten tickets or dangling issues left behind
Documents all transactions and communications	A complete log of employee-to-IT-communications and actions is stored for reference and, if necessary, escalation
Identifies important and/or urgent issues automatically	Restore normal operations faster by taking action or escalating before an IT incident turns into a service outage, thereby increasing productivity across the organization
Basic workflows	
Standardizes procedures and automates most common user requests with best practice-based workflows	Increase IT and employee productivity and satisfaction while reducing staff churn
Automatically routes tickets to the correct IT team member and immediately sends acknowledgement of receipt to the employee	Automate staff assignments by task and manage employee expectations
Generates tickets automatically with network monitoring tools	Reduce the impact on the business and users and lower IT administrative overhead with faster incident detection and resolution
Reporting	
Automatically collects resolution times, satisfaction ratings, tickets processed per day and other agent-performance indicators	Hold IT staff accountable with indicators like highest customer satisfaction rating or fastest time to resolution and generate KPI reports to focus the content of development and training exercises
Provides pre-built request and incident operational reports and enables easy customization to provide additional insights	Spot operational insights like staff requirements during anticipated high-ticket loads and the cost of different types of requests and incidents

Knowledge management

Key capabilities	Benefits
Data capture and integration	
Stores the “known error” database of knowledge articles	Retain organizational knowledge and reduce loss of intellectual capital when employees depart
Consolidates and integrates data flowing from request and incident management	Dynamic updating ensures only the most current data is applied
Information mapping	
Controls which knowledge sources should be used, when and how. Includes tagging, titling and search optimization tools	Knowledge is easy to find, useful and purposeful
Integrates the knowledge base with service management workstreams to prompt IT staff automatically to refer to knowledge base as they perform relevant tasks	Avoid problem-solving redundancies and wasted time
Knowledge security configuration	
Controls who can log, approve, publish and access which knowledge sources	Protect your organization’s intellectual capital
Knowledge presentation	
Visually presents information and knowledge to users and provides tools to maintain the knowledge base	Increase speed and quality of service by offering the shortest route from problem to solution

Appendix B: Enhanced Service Delivery

Expanding IT service and asset management

Key capabilities	Benefits
Asset management	
Performs auto-discovery and consolidation of hardware and software assets	Simplify coordination, reconciliation and updating of asset data from many sources
Tracks and manages assets, capturing usage, compliance and license status	Maintain compliance, identify software license shortfalls and avoid software audit risks; reallocate licenses and unused or underutilized software assets to eliminate waste
Reconciles purchasing data with asset inventory	Manage asset inventory from purchasing to eventual disposal
Feeds reliable, real-time asset inventory data to CMDB automatically	Enable configuration management
Configuration management	
Dependency tools monitor configuration items, recording status and upstream/downstream interrelationships automatically	Find redundancies and inconsistencies in configuration relationships and interdependencies to increase efficiency and stability while reducing costs
Configuration topology maps graphically display interconnections	Spot, understand and resolve underlying issues
CMDB maintains and stabilizes complex network interactions	Achieve holistic management of IT service operations based on accurate, real-time data
Real-time integration with the incident, problem and change workstreams	Enable proactive problem and change management and integrate with the ticketing system
Problem and change management	
Unites request and incident processing with problem and change workstreams to enable integrated management	Curb incident recurrence proactively, identify root causes to resolve problems faster and avoid unplanned, reactive outages; retain staff by significantly alleviating service agent frustration

Key capabilities	Benefits
Performs risk impact analyses to identify and assess change impacts, with dependency visualization to the configuration item level	Plan changes and reduce the risk of change collisions and service disruptions efficiently and proactively
Triggers change policy and approval mechanisms for different tiers of changes	Structure and automate change implementations and accelerate time to value

Employee self-service

Key capabilities	Benefits
Service catalog	
Provides a centralized and searchable catalog of IT services	Enable self-service and information delivery on a web-based portal
Integrates with service and asset operations management	Deliver service continuity
Imposes and manages employee access permissions and approval levels	Govern who can use which services, what approval levels are needed and how they are obtained
Self-service portal	
Translates and displays the IT service catalog to employees in simple terms	Deliver a self-service portal with navigation that employees understand and want to use
Supports a search field with keyword tagging, subject headings, indexing and more	Reduce employee clicks to find the services and information they need, increasing portal usage
Routes requests that require human interaction to the correct person and provides alerts when incomplete tasks are nearing SLA violations	Increase efficiency of non-automated service requests
Provides analytics tools that monitor and report portal usage	Increase self-service effectiveness

Workflow automation, dashboards and analytics

Key capabilities	Benefits
Advanced workflows	
Provides pre-built workflows for standard ITIL processes	Institute standardized operational workflows immediately based on best practices
A low-code or no-code automation platform enables modification of automated workflows without scripting or coding knowledge	Roll out optimizations faster
Includes visual editors, drag-and-drop wizards and “action blocks” of multiple automated steps	Quickly build workstreams, dashboards and portal enhancements with pre-built configuration elements
Combines CMDB analytics with knowledge-base intelligence to trigger nested workflows automatically	Automate self-serve operations
Initiates and completes pre-defined actions and workflows like password changes and asset request against individual records or groups of records	Support rapid, no-IT-touch self-service
Dashboards	
Steps staff through simple tasks with intuitive dashboards and drop-down menus	Lower the skill threshold of IT staff who provide services when human interaction is needed
Offers capabilities such as visualization managers that predict and display change impacts and trigger necessary approvals	Simplify and structure complex tasks to standardize, optimize and secure the operational environment
Presents management reporting and operational metrics in customized views based on user role	Generate on-demand reporting that is appropriate for different layers of management and roles, including executives, IT directors, IT technicians and others
Analytics	
Gathers operational metrics across all ITSM workstreams and processes	Visualize IT service environment operations as a whole, avoiding decisions made with incomplete analysis

Key capabilities	Benefits
Generates reports using real-time, dynamic data with both current and historical performance data	Reveal actionable insights in the details of day-to-day operations and manage audits and compliance with aggregated data
Provides pre-built reports with time charts, forecasts and breakdowns based on industry requirements and best practices	Expedite KPI tracking, identify bottlenecks and areas for improvement, and enable stakeholders to make better decisions
Offers reporting customization capabilities using simple or complex search criteria	Quickly pinpoint meaningful patterns and trends to increase efficiency, reduce costs and deliver optimized employee experiences
Graphically displays performance trends and predictive forecasts	Easily create presentations that enable executives and managers to make quick, informed decisions at a glance while demonstrating and promoting IT's value to the business
Ability to drill down into performance and cost reporting	Answer questions on the spot

Service management across the enterprise

Key capabilities	Benefits
LOB Service Management	
Release management coordinates and manages releases and new deployments as they move from development to build, test and live environments	Launch products and applications faster and remove process silos
Employee administration management governs and automates complex employee onboarding and transition processes	Improve HR operational efficiency, streamline employee provisioning and standardize service delivery for a consistent employee experience
Employee case management resolves most employee inquiries with self-service automation	Consistent, on-demand response to a wide range of employee requests

Key capabilities	Benefits
<p>Procurement management unifies the supply chain with stakeholders and contracts to control and foster intelligent spend</p>	<p>Improve compliance with better visibility across contract lifecycles, provide a single marketplace for stakeholders and reduce costs</p>
<p>Legal operations management categorizes and assigns legal requests; provides a unified view of pending requests, assignments and progress; and includes a practitioner knowledge center</p>	<p>Speed up legal review and response while increasing practitioner productivity</p>
<p>Project management automates role-based project tracking data collection, translates and displays project status graphically and includes drill downs into individual work and costs</p>	<p>Collaborate, evaluate and communicate product status across a LOB or the enterprise as a whole</p>
<p>Project demand management consolidates LOB proposals, requests and information, integrating relevant cost, benefit, resource and risk data with scoring matrices to enable comparison and prioritization</p>	<p>Make the right investment decisions clear</p>
<p>Portfolio management provides an executive-level view of the health and status of LOB portfolios, with automated reporting and financial analysis for roll-up budgets, costs, revenues, resources and effort across all projects</p>	<p>Give leaders the intelligence needed to ensure alignment of the portfolio with strategic corporate timelines and objectives, including what-if analysis as new project demands surface</p>
<p>Resource management optimizes allocation and utilization of project and portfolio staffing – with capacity planning by organizational role or by specific individual – as well as automated time and task reporting for planned versus actual effort views</p>	<p>Avoid unexpected delays, over-allocation or inefficient resource use that can affect project outcomes adversely</p>
<p>Marketing content management employs agile project management tools to assign, track and manage content development, govern released content shelf-life and identify content gaps by persona, EPIC, sales funnel and more</p>	<p>Manage marketing content from ideation to retirement and ensure a full set of assets for EPICs, personas and sales cycle stages</p>
<p>Facilities management governs projects, work orders, property status, scheduled and/or recurring maintenance and space utilization; supports field staff with mobility capabilities; and provides time and expense reporting</p>	<p>Increase productivity and drive down overhead</p>
<p>Information security management unifies risk and compliance management with incident handling and includes risk assessment, GRC compliance and audit response management capabilities</p>	<p>Maintain security compliance, anticipate and mitigate security risks, speed remediation, improve outcomes and manage and track completion of audit schedules</p>

Appendix C: Transformed service delivery

Enterprise self-service

Key capabilities	Benefits
Enterprise service catalog	
Integrates and centralizes a catalog of enterprise-wide services	Enable self-service and information delivery across the enterprise
Imposes and manages employee access and security permissions and approval levels	Govern who can use which services, what approval levels are needed and how they are obtained
Enterprise service portal	
Presents and translates the cross-enterprise service catalog and displays it to employees in simple terms	Deliver an enterprise-wide self-service portal with navigation that employees understand
Provides one-stop shopping for employee requests and problems	Streamline service delivery, provide a consistent and excellent experience for employees and avoid portal sprawl
Supports a search field with keyword tagging, subject headings, indexing and more	Reduce clicks to find the services and information users need
Filters and fulfills requests using location and role-based personalization	Optimize the employee experience by serving up only services and information relevant to them, in their own language
Routes requests requiring human interaction to the correct person	Increase efficiency of non-automated service requests
Supports delivery of organizational news and FAQs, as well as surveys and a help center	Promote portal usage and enable feedback mechanisms for targeted analysis
Provides analytics tools that monitor and report portal usage	Increase self-service effectiveness and gain insights like the relative importance customers and employees place on a service or information requests for which there is no content available

Key capabilities	Benefits
Omnichannel and everywhere access	
Provides omnichannel, work-anywhere access to enterprise services with collaboration tools like live chat, Slack and MS Teams	Improve the employee experience and increase organization productivity by enabling interaction with services from anywhere, anytime, on any device

Hyperautomation and artificial intelligence

Key capabilities	Benefits
Hyperautomation and AI	
Facilitates cross-functional governance by optimizing the slow, rigid internal processes with automated, end-to-end collaborative workflows	Improve enterprise-wide productivity by completing 70-80% of tasks automatically, standardizing and optimizing processes across the organization
Empowers first-tier staff to accomplish tasks that traditionally required escalation to specialists using pre-defined decision-making parameters	Further increase productivity and employee satisfaction by pushing decision making down the chain, reducing escalations and speeding remediation
Enables customizations with clicks, not code	Empower non-technical staff to easily customize workstreams based on changing requirements, while managing allowable adjustments based on authority level
Autonomously self-heals the operational environment as conditions change using hyper-automated bots for proactive response	Autonomously sense, predict and auto-remediate issues with proactive, non-disruptive resolutions
Integrates and aggregates asset auto-discovery, auto-tracking and auto-management work to enable spend intelligence across the hardware and software landscape	Manage spend more effectively by auto-identifying missing and unaccounted devices, managing compliance, improving utilization of existing assets and additional insights that can be obtained from a current and interconnected view
Adaptively self-secures all digital assets, including endpoint and workplace IoT devices that exist on the edge of the operational environment	Compress the window of exposure to security threats and eliminate duplication of effort between security and IT teams

Enterprise analytics

Key capabilities	Benefits
AI-powered analytics	
The CMDB extends beyond IT asset inventory, configuration and security management to include data about employees, product development, sales, customers, marketing and all areas of the business	See the intricacies of the business through a single pane of glass, using an integrated source of reliable data that reveals cross-functional understanding and enables faster, more efficient, more accurate and more detailed business plans
Workflows built with embedded analytics trigger automated actions even when unusual situations arise	Automate more actions with AI and machine learning mechanisms that address outlier situations, further optimizing processes and productivity
Natural language processing enables users to ask their own questions about the data using conversational ad hoc queries, eliminating the need for cryptic query types that only a data professional can construct	Offer self-service analytics to all business users, simplifying access to critical information and enabling them to dig deeper into areas of potential interest
Value stream analysis captures and visualizes data typically associated with different stakeholders into integrated workstreams that enable planning of new product lines and capabilities, identify waste and focus on value from planning to production	Connect team-level work at the portfolio and enterprise level to strategic planning that drives business success and competitiveness