

Eliminate Catalog Sprawl in the Digital Workplace

Increase business efficiency with IT service brokering



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Executive Summary

IT service management (ITSM) models and tools designed for an earlier era fall far short of the requirements of today's digital businesses and their employees. While people enjoy intuitive, direct access to the services they use in their personal lives, **at work they must navigate sprawling service catalogs and tedious IT processes that make it hard to get the tools they need, when and how they need them.** Facing constant barriers to productivity, they struggle to work and innovate at the speed of business, making the entire organization less agile and competitive.

Business success now depends on the ability of IT to enable the digital workplace—a new type of environment designed around the needs and work rhythms of the modern workforce. The solution is for IT to become a service broker to the business, using mobility, self-service, personalization, context

awareness, and user engagement to transform every aspect of service consumption, including:

- **Onboarding**, which connects users and vendors more directly while maintaining fine-grain security control for IT
- **Management**, which becomes more configurable, flexible, and automated for greater efficiency
- **Delivery**, which becomes more consumer-like and user-centric
- **Analysis**, which enables informed decision-making with complete information on service adoption, cost, and success

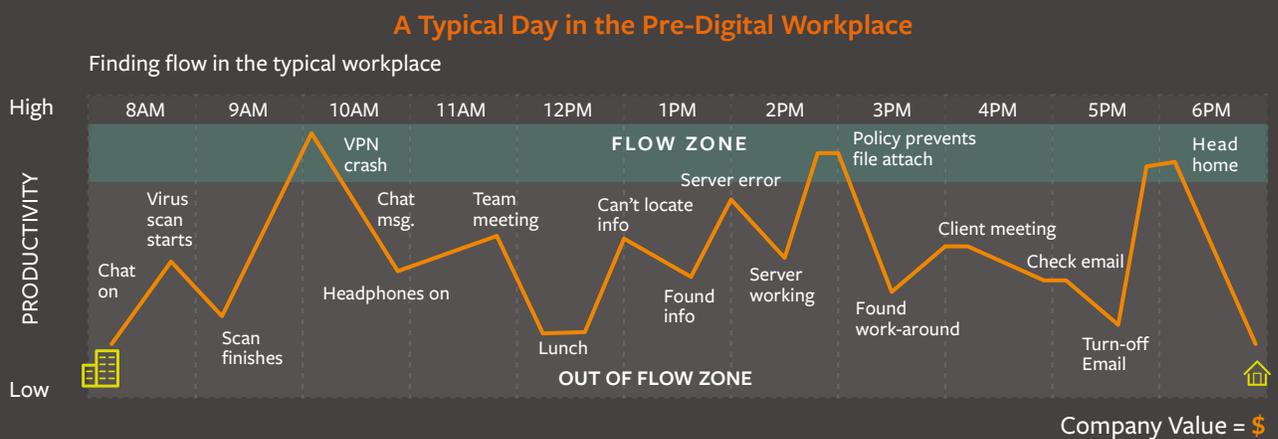
This white paper examines how IT can become a service broker to the business and enable the digital workplace to increase productivity, agility, employee satisfaction, and return on investment (ROI).



A CHANGING WORLD PLACES NEW DEMANDS ON IT

The world of user technology is changing fast—at least in the consumer sphere. In their personal lives, people benefit from a constant stream of innovation, from location-aware services, to social engagement, to instant, self-service access to an unlimited universe of services designed around their needs. In the enterprise, though, it's another story. **Legacy ITSM systems and processes have a strictly pre-digital feel, with slow, unresponsive, and cumbersome methods for accessing IT services.**

At many enterprises, IT runs separate employee portals for various categories of hardware, software, and services. For users, this is as if Apple offered separate iTunes® stores for each genre of music, movies, and books. In fact, according to a 2014 PMG survey, 71% of companies run up to five customer-facing catalogs.¹ In this light, it's no wonder people waste an average of two full days each month on issues like trying to figure out the right tool to use, requesting it, receiving it, and configuring it—a far cry from the simple experience and instant fulfillment offered from consumer services. Support is equally cumbersome, as even the most minor issue triggers a time-consuming workflow of tickets and queues.² This syndrome—often called “**catalog sprawl**”—is a growing problem in businesses around the world. Beyond the productivity lost to tedious ITSM processes, users pay a psychological cost, as **constant interruptions and delays disrupt what should be a fluid and intuitive work experience.** At a time when business agility and IT responsiveness have attained strategic importance, this can have a devastating impact on performance.



Traditional enterprise IT makes it difficult for users to maintain optimal productivity³

Frustrated with enterprise IT, users understandably turn to unauthorized “shadow IT” to try to meet their own needs more effectively. For example, some workers may use personal storage devices to transfer files. But companies hire employees to put their talents to work for the business—not to spend time trying to develop their own IT expertise. From IT’s perspective, of course, **shadow IT erodes control over spending and provisioning, complicates management, and introduces new risks to security and compliance.**

A New ITSM Model Is Needed

It’s no wonder people—and businesses—are demanding a new ITSM model designed for the way we work today. This model must address **three trends central to the digital transformation of business:**

- **The consumerization of IT** – People want to use the same kind of tools at work as they do outside of work: convenient, user-centric, collaborative, and cool. Beyond its impact on productivity, this approach is essential to recruit and retain the most in-demand talent.
- **The speed of digital innovation** – To increase productivity and accelerate time-to-market for new digital services, businesses have to give people ways of working designed around their own needs, with self-service, integration, mobility, and automation to help them get more done, faster.
- **The changing nature of work** – The rhythms and patterns of work are undergoing a profound shift. Traditional boundaries and constraints of the workplace are giving way to a more fluid, on-demand environment to support people as they move across locations over the course of the day and week, and the experience IT provides needs to be equally flexible and user-focused. Work is not a location, it’s an activity.

¹ PMG, 2014 PMG Catalog Sprawl Survey. <http://www.pmg.net/portfolio-items/2014-pmg-catalog-sprawl-survey/?portfolioID=4956>

² Forrester Research, “Exploring Business And IT Friction: Myths And Realities,” April 2013.

³ Forrester Research, “A Crisis of Attention: Technology, Productivity, and Flow,” July 2014.

In short, **this new IT model must support the digital workplace.** A transformation driven by the trends described above, the digital workplace revolves around three core principles:

- By **promoting employee engagement**, digital workplaces create a workforce that makes discretionary contributions to business effectiveness. Employees whose goals align with the organization’s mission are more likely to be enthusiastic team contributors, resulting in better business performance.
- Digital workplaces have an explicit goal of **creating a consumer-like computing experience** that enables teams to be more effective. Most employees have a growing level of digital dexterity in their consumer lives that the majority of businesses do not exploit.
- Digital workplace strategies exploit **emerging smart technologies and people-centric design** to support dynamic, non-routine work. The changing nature of work demands a significant degree of employee autonomy, which is not well supported by existing IT infrastructure.

The purpose and value of the digital workplace are clear—the question now is how best to enable it. IT needs to find a way to make work as easy as consumer life, with simple access to everything their jobs require no matter where, when, or how they work.

REQUIREMENTS AND CHALLENGES OF THE DIGITAL WORKPLACE

The evolution to the digital workplace begins with a clear understanding of **what the user experience must provide.** This experience must be:

- **Mobile** – People need to be able to access all the services they need, from anywhere. Mobility isn’t just a matter of delivering apps on mobile devices; it also encompasses the availability of services on laptops and other connected devices, so **people can work anywhere** without compromise..
- **Self-service** – Traditional ITSM processes are highly intermediated, with portals, forms, tickets, and phone calls standing between people and the services they need. Users must request assistance, and then wait for it to be provided. In the digital workplace, **people can take care of their own needs**—just as they do for consumer needs from retail purchases to booking travel. When in-person service or support is needed, users should be able to arrange it on their own schedule so IT waits on them, not the other way around.
- **User-centric** – IT must **engage with users on their own terms**, rather than forcing people to accommodate themselves to task-focused technologies. Interfaces should be as clean and intuitive as the best consumer services. IT processes should **reflect the changing rhythms of work** across locations and times of day, rather than introducing new constraints and delays. Communication should be seamless and convenient across channels, with modes of all kinds—IM, text, videoconferencing, voice, and email—available through the same point of access.

The Digital Workplace from the End-User Perspective



⬆ The digital workplace reflects the way users work today

To meet these requirements, IT must replace the sprawl and confusion of traditional service catalogs with a unified store for enterprise apps and services of all kinds, available on any device, with a simple, self-service experience. **An enterprise service app store provides a unified and simple self-service experience with complete cost transparency across all users, assets, and deployment options.** It merges capabilities of service catalogs and app stores into a single service **broker model** across private and public clouds, meeting corporate security policies and processes while delivering a consumerized experience.

The transition to a service broker model involves challenges of several types, including:

- **Technical challenges** pertaining to the consolidation of multiple service catalogs into a unified store and the integration of services from hundreds or thousands of suppliers into IT's system of records, ITSM solutions, and the broader enterprise ecosystem
- **Content challenges** related to the aggregation and federation of services and apps from diverse sources, including public cloud, private cloud, and packaged applications, as well as the management of user identity and access management
- **Organizational challenges**, as IT develops a deeper partnership with business units to enable a more direct and effective response to business needs
- **Cost control challenges**, including working with asset data and corporate finance to build cost models and guide sourcing decisions for optimal ROI
- **Process challenges** as IT evolves new approaches to service portfolio management and increases partnership and collaboration with the enterprise project management organization (PMO) and other service groups

The bigger the organization is, the harder these problems can be to solve.

BECOMING A SERVICE BROKER TO THE BUSINESS

The transition from traditional resource provisioning and consumption to a service broker model involves the transformation of four processes at the core of ITSM.

Onboarding services and people

Large IT departments typically work with hundreds or thousands of suppliers for various services. Using traditional ITSM models, managing these offerings is enough to keep several IT staffers busy full-time.

Under a service broker model, IT shifts responsibility for the management of third-party services to the vendors themselves. **Suppliers are invited to publish their products and services directly into the enterprise service catalog;** the motivation to maximize their opportunity within the enterprise provides an incentive for vendors to ensure a high-quality user experience. For example, a modern service app store should come with out-of-the box adapters to major vendors and service providers, such as Salesforce, Dell, and American Express. In addition, easy to use software development kits (SDKs) will provide a simple way for IT to build additional adapters to both internal and external sources. The end user gets value from the service app by accessing multiple tools through a single pane of glass. Thus, building a robust ecosystem of hardware, software and services is key. These services can take a wide variety of forms, from desktop applications, to cloud-based development and test environments, to the fulfillment of human resources processes. At the same time, the ability to assign services to individual users or groups helps IT maintain fine-grain control over user entitlement and governance as well as full cost transparency. IT can also empower business units to handle their own entitlements by allowing them to distribute services and create their own groups.

By selling services directly to users, rather than navigating enterprise gatekeepers, vendors will have no choice but to stay focused on user value. IT can also offer and manage hybrid business and IT services through the same pane of glass. The most popular and useful services can be featured within the store—just as the best consumer apps rise to the top of third-party app stores—to help people find the right solutions for their needs.

Managing services and people

Even as the number of services in the enterprise grows, IT needs to maintain flexibility and configurability in how each service is delivered. **A service broker model should include simple, drag-and-drop workflow design** to set up a series of steps to be initiated each time a given service is ordered. This includes the collection of information from the user through conditional questions in the course of the shopping cart experience, which can then be sent through a connector to wherever the service is being fulfilled.

The workflows created in this way can be used to **complete the provisioning process in a fully automated way.** For example, an HR app can gather all the information needed to set up a 401K account for a new employee, or a third-party cloud storage service can collect the details needed to set up credentials for a new user.

Delivering services to people

By taking a service broker approach, IT can make it easy for people to access a rich catalog of IT and business services with a **consumer-like feel** reminiscent of Amazon or iTunes. **Recommendations and context awareness** based on the individual's department and location help people discover the services most relevant to their jobs. Peer reviews provide real-world feedback into the comparative utility and value of various options to help users make informed selections.

Analyzing services and people

Traditional service catalogs don't provide nearly enough insight into which services are the most successful and which are underperforming. As the next generation of the service catalog, a service broker model captures **complete information on service adoption, cost, delivery against SLAs, and other metrics** so IT can evaluate the ROI of each service being delivered. In this way, IT can make informed decisions on which services to invest in further and which to retire. This inverts the usual shadow IT pattern—instead of users sourcing their own tools, IT makes a broad array of tools available, and then uses rich data to determine which ones people really want to use, which deliver the most business impact, and which are most cost-effective. **IT can act like a trusted advisor for business owners**—using data only IT can provide—the way it should be.

Service App Stores Unify the Self-Service Experience



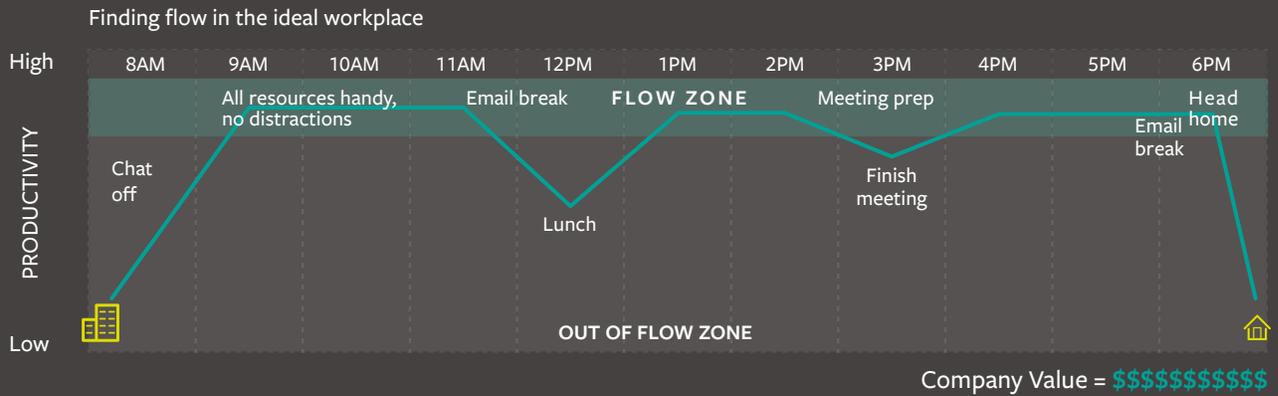
By adopting a service broker model, IT can unify user access to internal and third-party services

IMPROVING PRODUCTIVITY, BUSINESS AGILITY, EMPLOYEE RETENTION, AND ROI

As a new model for ITSM designed to enable the digital workplace, a service broker model drives strategic value.

- **The core of a service broker model's business value is the way it helps increase user productivity.** People spend less time navigating cumbersome ITSM portals and processes, and can more easily find the most relevant and useful tools for their needs. Able to spend more time being fully productive, wherever and however they work, they are more able to innovate and drive business results.
- **A service broker model also helps the organization improve business agility.** IT can provide fast access to a range of systems—in-house or third-party, and traditional, cloud, or hybrid—for users anywhere. Process-intensive procurement methods are replaced with vendor self-publishing and user self-provisioning, making it possible to bring new systems and tools online in a day or two instead of several months, with full cost transparency. As a result, people and business units can more quickly and easily put the latest innovations and practices to work.
- With competition fierce for the most talented and savvy workers, **a more consumer-like IT experience helps organizations recruit and retain the best employees.** Recent graduates want to begin their careers at the leading edge, not mired in outdated tools and practices. By acting as a service broker, IT can enable the fully modern digital workplace these individuals demand.
- By using a service broker model to deliver a more relevant, seamless, and intuitive experience, **IT can increase ROI for IT services of all kinds.** Any tool is only as valuable as its ability to win adoption. When frustrated users go around IT to source their own services, they undermine the value of existing IT investments.

A Typical Day in the Modern Digital Workplace



⬆ In the digital workplace, users can more easily achieve and maintain full productivity⁴

CONCLUSION

To succeed in the era of digital business, organizations need to replace outdated methods for service procurement, provisioning, and consumption with a new model designed for the way employees work today. People now expect a more consumer-like IT experience designed around their own needs, and by meeting this demand, IT can help them become more productive and innovative wherever, whenever, and however they work. This is the essence of the digital workplace.

In order to enable the digital workplace, IT needs to make access to services more mobile, self-service, and user-centric. People need to be able to find all the tools their work involves in one place, with context-aware recommendations and peer reviews to help them make the best selections. From an IT perspective, shifting service publishing and management to vendors can greatly improve efficiency while making a broader universe of options available. Detailed success metrics and analytics help IT assess the effectiveness and ROI of each service to make informed decisions about which service to promote and which to leave behind.

By using a service broker model to enable the digital workplace, IT can drive strategic business value by increasing user productivity and business agility, helping the organization recruit and retain the best workers, and boost ROI for investments in services. IT becomes a trusted partner to the business and a valued resource for its employees, helping maximize success in the era of digital business.

FOR MORE INFORMATION

To learn more about using a service broker model to enable the digital workplace, please visit bmc.com/it-solutions/myit-service-broker.html

⁴ Forrester Research, “A Crisis of Attention: Technology, Productivity, and Flow,” July 2014.

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