IT Service Operations Transformation: Top Challenges in the Industry & Identification of a Strategy to overcome.

Produced by acrinax - Damian Bowen, IT Service Operations Director, Emma Faller, Head of IT Service Transformation & Karen Taylor, IT Services Transformation Specialist.

Based on years of expertise in the industry and hands-on experience of running and managing Service Desks, we have identified a number of common challenges.
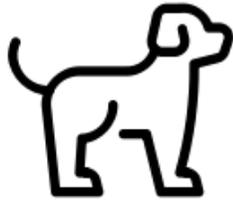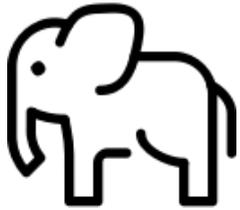
Many organisations are keen to improve but have difficulty effectively identifying their improvement opportunities in conjunction with their challenges.

We hope you will find this list useful. These challenges have been identified as being of particular prevalence for each animal type although it is possible many of them will span multiple areas.

If you would like any clarity in any of the areas or would like to talk through any of your current challenges then please feel free to contact us using the contact form on our website or call Richard on 07960 285 338.
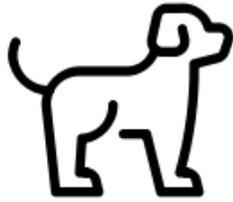
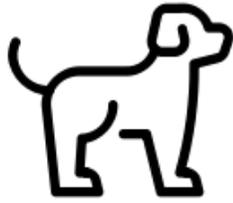| acrinax IT Service Operations Offerings	IT Service Animal	Common IT Challenges
ITSM Tool review: - Business requirements gathering - Creation of tender - Vendor selection	Elephant	We need a system management tool, but don't know where to start
	Elephant	Nobody likes the system management tool we use, they use it as a constant excuse as to why we have a large backlog
	Elephant	Technical teams are always complaining about the quality of tickets they receive from the Service Desk

- Project management - Implementation - Integration - Functional testing	Dog/Eagle	We want a system management tool that enables and supports our customers, automates are processes, enables multiple contact channel options, 24/7/356 support, utilizes the latest AI technologies and provides a state of the art knowledge base
	Dog	We need to integrate many of our systems to provide a single source of the truth, as we currently have multiple monitoring, data collection, reporting systems
	Dog/Eagle/ Chameleon	Our ITSM tool relies on multiple 3rd parties and integrations. Our vendors are not supportive of the complexity and blame each other for issues.

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	Dog	We are happy with the tool we have but it has limited opportunities for automation. How do we get around this?
	Elephant	Our ITSM tool has the capability to improve automation but we don't know where to start.
Service Management Consultancy: - Identify and troubleshoot issues - Undertake a maturity assessment of service against best practice, providing	Dog	Creation and implementation of Service Management Policies, procedures
	Chameleon	Our current service management operating model is no longer fit for purpose as we drive towards our digital transformation strategy

|		Chameleon	Our rapid business growth has impacted our ability to deliver good service, we are now a reactive IT service.
detailed report and current position, quick wins and continuous improvement programme		Dog	We need to develop induction and training plan, implement clear objectives that in line with service practices that encourages our employees to progress
- Full review operational teams		Eagle	We struggle to find the right skilled candidates that fit our values and culture, not enough bandwidth to plan, review CV's, interview candidates, train
- Service Desk Improvements		Elephant	The business don't use the Service Desk, they would rather go direct to a member of the team they know and trust
- Preparing for Outsourcing			

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- Preparing for insourcing - Target Operating Models to support digital transformation - Service Catalogue - Introducing SLA's, OLA's	Elephant	We have to many failed changes that are impacting our service delivery
	Elephant	We continue to have large numbers of Major Incidents each month, how can we prevent this
	Eagle	We need to align our IT Services to match the requirements of the business
	Eagle	We are looking at insourcing our IT Service Model, what do we need to consider
	Dog	We need to introduce alternative contact channels for our customer

- Vendor\Supplier relationship management	Dog	We need to remove email as a contact option as it's not consistent or efficient.
	Dog	We have a Customer Portal but the usage is very low
- Customer Experience programmes	Elephant	Problem Management isn't providing value for money
	Dog	We don't have a standardized approach to knowledge management
- Reporting	Elephant	Our staff turnover within the Service Desk is very high
- Service Recovery	Eagle	We have a cloud first strategy, but need help to understand the business impact
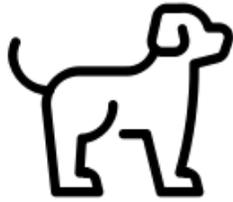
- Mentor and coaching - Advisory/sounding board - SDI Resourcing	Eagle	Our outsourced model isn't working for us
	Eagle	We are considering outsourcing our support service
	Chameleon	How can Service management deal with scalability and increase in cloud technologies
	Chameleon	DEVOPS, ITILV4, VeriSM, ++++ what is the best model for us
	Chameleon	We have a lack of buy in to traditional ITSM processes – they are seen as being restrictive and cumbersome and often bypassed.
	Elephant	Too many tickets, not enough staff. How can we improve our capacity with the resources we have available?
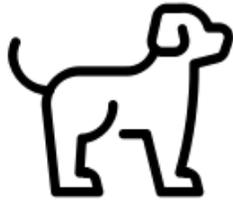
	Elephant	We are far too reactive and never seem to get on top of things so we never have time to focus on improvement.
	Elephant	Incident and problem management not fully understood and don't deliver the required results. Incidents keep increasing and problem Management never seems to have an impact.
	Elephant	Low team morale. Our team feel undervalued and over worked.
	Chameleon	There is disconnect between the Service Desk and other teams - different focus and priorities. How do we stop working in siloes and ensure we are all working together?

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	Chameleon	Technology focus due to digital transformation. We would like to ensure we don't lose track of our customer requirements and meet the business needs in all ways.
	Dog	We don't fully understand our customer requirements. We get a lot of complaints but no real engagement from the business in terms of how they would like us to improve.
	Elephant/Chameleon	BRM is not mature or is non-existent.
	Elephant	Lack of budget to instigate improvements. We have a list of improvements we would like to make to our service but not enough buy in from the budget holders. How do we get around this?

	Chameleon/Elephant	Lack of cohesion - not considering customer facing services and back office as one entity and decisions are made in isolation.
Industry Standards: - ISO 2000 - Service Desk Certification - ITSM Awards	Eagle	Our strategy is to increase our revenue, in order to do this we need to increasing our customer base, how can we demonstrate we are focused on Service Management
	Dog	We want to measure or service operations and continue to build and improve our service
	Dog	This year's objective is to gain ISO2000 accreditation, but where do we start

	Dog	We want to improve morale and team working by instigating a common goal
	Elephant	We don't have the budget for SDC but want to work to the correct standards and improve efficiency

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Or his email - richard.bird@acrinax.com