



2022 State of ITSM and ESM Survey Report

Executive Summary

When supported by IT Service Management (ITSM) platforms that are easy to use and administer, ITSM leaders can allocate resources towards more strategic goals. Codeless platforms with a low administrative burden can go a long way toward improving the efficiency of IT resources and budgets. ITSM disciplines like change management, self-service, knowledge management and effective workflow management, all contribute to lower costs and higher effectiveness in how the IT team supports its users. Additionally, with a service management platform that is easy to use, adoption in other departments becomes a reality. Broader Enterprise Service Management (ESM) can reap benefits in areas like finance, HR and beyond.

Data from InformationWeek's 2022 State of ITSM and ESM survey indicates that as we look forward, enterprise integration and automation stand to fundamentally change how organizations think about service management. Most service organizations are spinning their wheels when dealing with procedural and repetitive ITSM tasks like user management, onboarding and offboarding, name updates and so on, primarily handling them manually.

The study also shows that while many organizations have a decent level of maturity on the ITSM front, there still remains a lot of room for improvement. It shows that many organizations struggle to implement repeatable and automated ITSM processes, and the high cost of ITSM platform administration stands in the way of them getting the most out of ITSM and ESM programs.

The survey results found that:

Low Maturity Levels Could be Costing ITSM Teams Time and Money

- Only 8% of organizations operate with a very high level of maturity where their ITSM technology is fully optimized.
- The heavy reliance on IT to administer ITSM systems tops all challenges, which was named by 44% of respondents.
- The lack of automation was the second most common challenge burdening teams, named by 41% of organizations.
- Additionally, 36% of organizations said one of their biggest challenges was in integration and workflow management.
- 40% of organizations reported that the last time they refreshed their ITSM technology was six years ago or longer.

Automation and Workflow Management Lags

- Fewer than half (49%) of organizations have formal intake, prioritization and review processes in place to handle new work.
- Only 27% of organizations can manage all ITSM work on one platform.
- More than half (52%) of organizations handle repetitive ITSM tasks like user management, provisioning and name updates, manually.
- Another 38% have implemented automation, but only through a patchwork of scripts and APIs.
- Just 10% of organizations say they're able to leverage an integration and workflow platform to handle these tasks automatically.

Organizational Structure and Processes are Still Loosely Defined

- Over half of the organizations (51%) report high or very high maturity in IT service desk organizational structure and processes.
- But 58% of ITSM practitioners admit they either do not have an ITSM framework in place or don't know if they have one.
- Among those with a framework, the most commonly used ones are ITIL v4 and v3.

Change Management Needs Better Control and Visibility

- Only about 10% of ITSM practitioners say they operate with very high maturity in change management.
- Nearly six in ten (57%) of organizations use approval workflows and 49% track change types.
- Fewer than a third of organizations integrate change management or create change records based on automation.

Self-services Struggle with Usable Portals and Knowledge Bases

- Most organizations at least acknowledge the importance of self-service, with 81% reporting they have a knowledge base and 56% stating they run a self-service portal.
- However, only 5% of those with a knowledge base say that it is fully maximized with updated, crowdsourced and relevant information.
- Only 25% of organizations with a self-service portal say it is highly adopted and effective in administering self-service support.

ESM Extending ITSM Gains, but Mostly Informally

- Half the organizations today have extended their ITSM or ticketing platform and use it for managing work in other departments.
- However, only 31% of organizations have a broader ESM program in place to leverage ITSM principles outside of IT.

Understanding Maturity Levels

As we assess the current state of ITSM, one of the most obvious places to start is by asking those involved in the discipline how mature their practices and technologies truly are.

ITSM is hardly a new niche in the world of IT, but it is one that has tended to evolve very organically at most organizations. So, mileage can vary, even at very large organizations, as to how far along they are in formalizing processes, standardizing technology and in keeping that technology stack updated.

Nearly half of the organizations surveyed state that they are on the low-end of the maturity scale, and only about 8% believe that they operate with a very high level of maturity where their ITSM technology is fully optimized, and their IT group offers best-in-class service delivery through a formal program. At the same time, looking at the glass half full, the good news is that the majority-by-a-hair at 51% report a decent level of maturity with automation and at least some best practices in place.

Nevertheless, the results point to the fact that opportunities to improve performance and contain costs in a number of areas exist at the majority of organizations.

To demonstrate those areas, we had respondents dive deeper into their maturity status by carving up their program into four major categories:

- IT service desk organizational structure and processes.
- Change management.
- Self-service and knowledge base design and
- Automation and workflow management.

We'll examine specific insights into each of these practice areas in a moment but if we look broadly at the maturity queries for each of these four, we see that organizations have made the most progress on the service desk structure and process development front, with 51% of them reporting high levels of maturity (Figure 1). Change management is fairly close with 47% reporting high maturity—this is a crucial area since poor change management practices can

lead to increased ticket volume, which perpetuates a vicious cycle of performance and cost woes.

Meanwhile, automation and self-service functions remain areas for growth at most organizations, with 62% and 63% reporting low levels of maturity in these ITSM spheres, respectively.

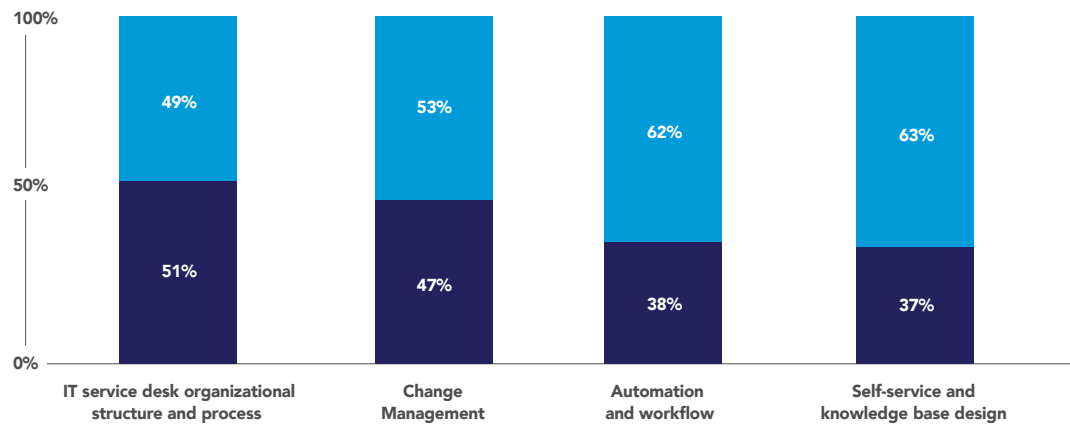
Achieving higher levels of maturity across the entire range will require organizations to address a number of challenges along the way. The study shows that some of the heaviest burdens ITSM programs face come by way of poorly optimized ITSM technology.

While management issues like a lack of resources or the inability to build a culture that drives self-service adoption, certainly plague at least a quarter to a third of organizations, the biggest issues are platform-related. Tops among them is the heavy reliance on IT to administer the system, which was named by 44% of

Rate of IT Service Management Maturity

Figure 1

Please rate your ITSM maturity in each of the following areas.



Note: Respondents rated each area's maturity: Very high maturity - fully optimized, best in class service delivery, High maturity - very automated, best practices in place, Moderately low maturity - some processes and automation, but not much, Low maturity - very immature, nothing in place

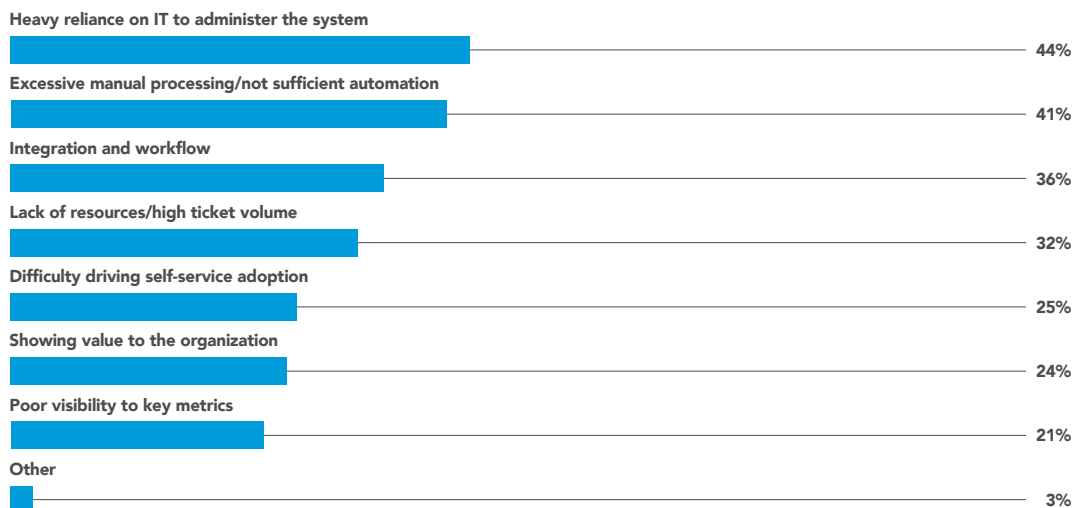
Very high or high maturity (Dark Blue)
Low or moderately low maturity (Light Blue)

Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

IT Service Management Top Challenges

Figure 2

When it comes to IT Service Management, what are your top challenges?



Note: Maximum of three responses allowed
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

respondents, followed closely by a lack of automation, which was named by 41% of organizations (Figure 2).

Additionally, 36% of organizations said one of their biggest challenges was integration and workflow management, yet another platform-related issue.

Automation and Workflow Management

Automation and workflow management provide the fundamental infrastructure underpinnings for ITSM success. ITSM groups that are able to manage the flow of service requests as effective project managers—and automate away the most time-consuming tasks—are the ones that maximize their resources in the pursuit of servicing end users with minimal delay or frustration.

Currently a little over half of organizations engage in some sort of resource planning and workload balancing and just under half have a formal intake, prioritization and review process in place. That’s good, but it leaves the other half with no official method for starting and tracking tickets—likely many of these groups have staff accepting user requests in the parking lot, on disparate messaging platforms and during conference calls about other issues.

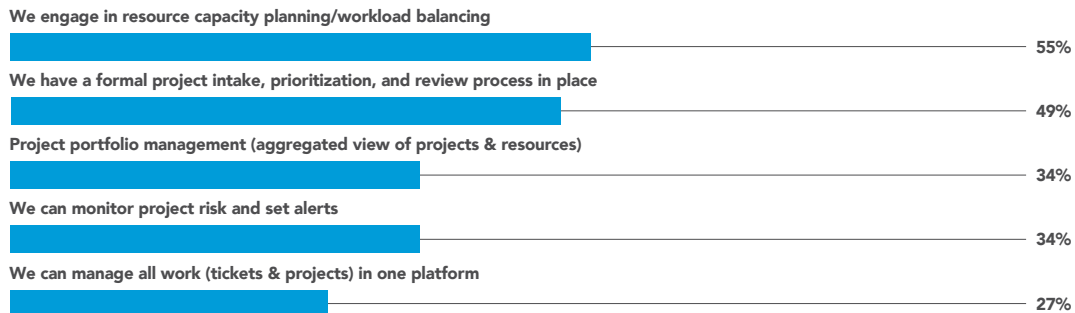
In a resource-constrained world, this creates a push-me, pull-me chaos where no one is on the same page or able to prioritize the most important projects and tickets in an orchestrated manner. It leaves IT in a constant cycle of repositioning resources, budgets and expenses, while at the same time, failing to adequately set expectations with users who constantly want to know why IT hasn’t addressed their issue.

The study also shows that just under two-thirds of organizations do not have

Project Management Best Practices

Figure 3

Which of the following project management best practices and processes does your organization have in place today?



Note: Multiple responses allowed
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

aggregated views of projects and resources, and do not have a way to monitor project risk or set alerts. More frustrating is that only 27% of organizations are able to manage all ITSM work on one platform, increasing administrative overhead and also the risk of problems flying under the radar or surprising the team at inopportune times (Figure 3).

At the same time, most service organizations are also spinning their wheels when dealing with procedural and repetitive ITSM tasks like user management, onboarding/offboarding, name updates and so on. Approximately 52% handle these manually. Another 38% have implemented automation, but only through a patchwork of scripts and APIs. Just 10% of organizations say they're able to leverage an integration and workflow platform to handle these tasks automatically.

These workflow and automation results echo the top two ITSM challenges identified earlier, namely dealing with the burden of administering a clunky service platform and an overall lack of automation built into the ITSM stack. These are the

hidden costs of legacy ITSM platforms that can lead to a much higher TCO of the entire ITSM program.

Organizational Structure and Processes

Planning ahead and orchestrating who does what (and when) within an IT service team is one of the most important parts of building a high-performing and cost-effective ITSM program. Because there is so much overlap between general IT projects and day-to-day ticketing and service management work, it requires effective planning and folding of broader project portfolio management (PPM) practices into ITSM. For example, a team with three IT technicians that need to cover three functional areas of business—like service, projects and operations—should ideally be engaging in resource capacity planning to optimize each technician's workload based on their skill set and availability. That way each technician

is focused on work that plays to their strengths and the team is not consistently overcommitted or underutilized.

This study shows that organizations are starting to build up momentum when it comes to formalizing this discipline of ITSM. With slightly more than half of organizations reporting a high maturity in the area of organizational structure and processes, ITSM teams appear to be overcoming a tipping point here. There's still room to grow, however, as only 13% of organizations would report themselves as very mature.

A lot of the success in achieving high levels of process maturity hinges on the adherence to standardized practices, which can best be predicted by the adoption of formalized frameworks.

As of yet, 60% of ITSM practitioners admit they either do not have an ITSM framework in place or don't know whether they have one which is effectively a 'nay' answer

(Figure 4). Among the 40% of those who do have a framework, the most commonly used ones are ITIL v4 and v3, a hybrid framework based on principles of more than one other framework or COBIT.

Change Management

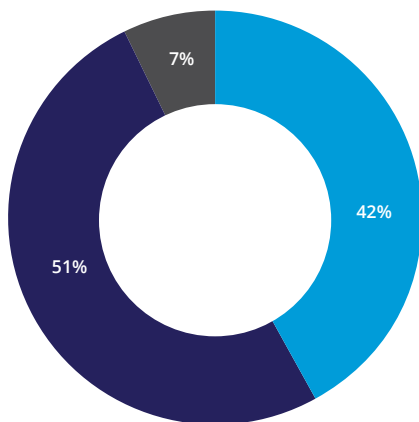
Change management is a critical component of improving an organization's ITSM maturity. When done poorly, a significant number of IT incidents—and tickets—are generated by the fallout that occurs when a change to one system affects other systems in unexpected ways. Ideally, organizations should have methods in place to both control and track how and when changes are executed so they can prevent change-related problems and troubleshoot them quickly when they occur.

While slightly more than half of organizations are still working to add

Figure 4

Formalized Framework

Does your organization follow a formalized framework?

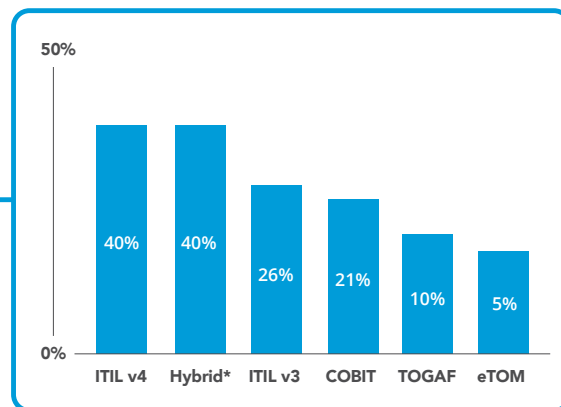


■ Yes ■ No ■ Don't know

Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

Frameworks In Use

Which of the following frameworks does your organization follow (or plan to follow within 12 months)?

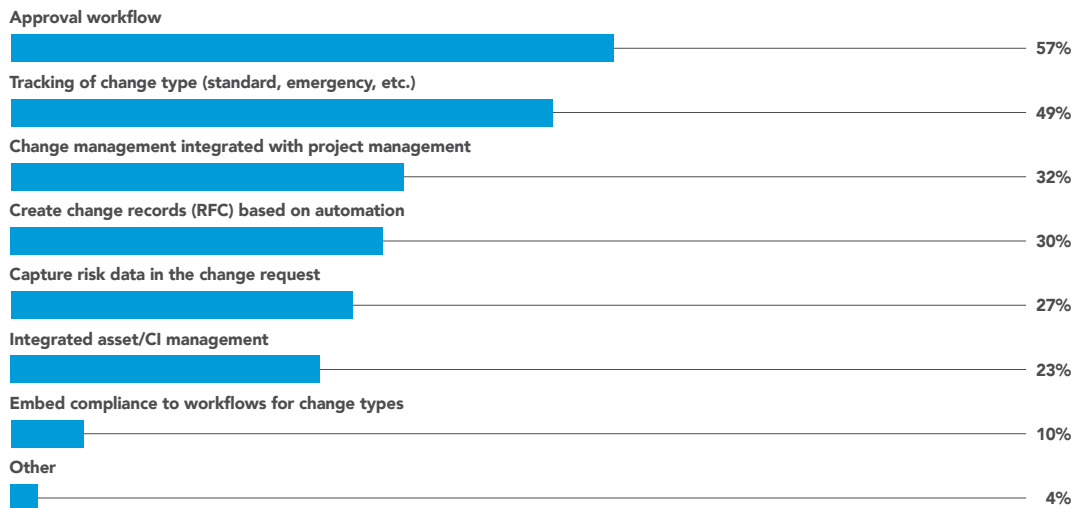


*Based on principles from more than one framework
 Note: Multiple responses allowed
 Base: 60 respondents who follow a formalized framework
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

Figure 5

Automated or Tracked Change Management Practices

Which of the following change management practices does your organization automate or track within an ITSM platform today?



Note: Multiple responses allowed
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

acceptable levels of visibility, tracking and process discipline to their change management practices, change management is one of the higher maturity areas of ITSM for many organizations. Approximately 10% of practitioners say that they operate with very high maturity and best-in-class delivery in change management. Another 37% report that they have high maturity with a lot of automation and best practices in place.

Two of the most common change management practices that are automated and tracked well are the use of approval workflows, which are utilized by 57% of organizations, and the tracking of change types, which is in place at 49% of organizations (Figure 5). Third and fourth places - integrating change management and project management (32%) and creating change records based on

automation (30%) - are less prevalent, but occur at a statistically significant number of organizations.

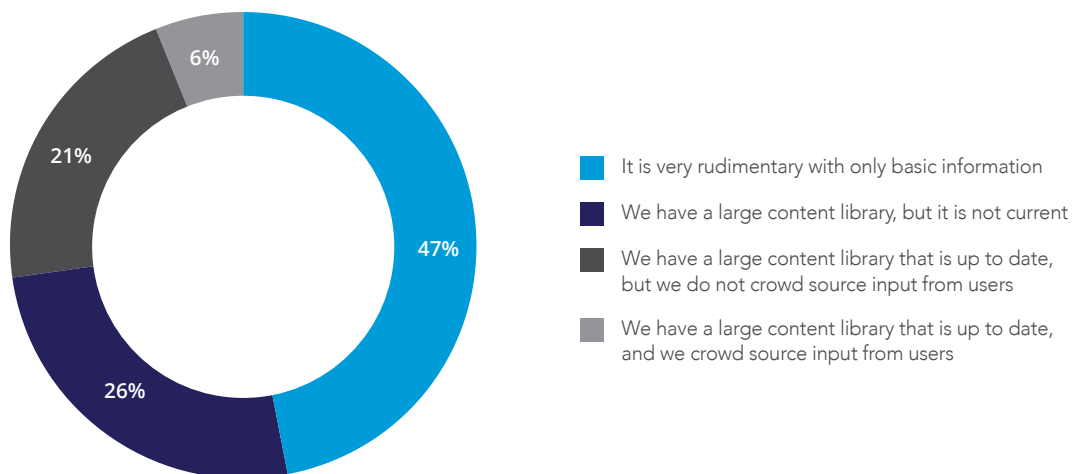
Self-Service and Knowledge Management

One of the most efficient ways to improve ITSM and service desk delivery is by removing the need for starting a ticket in the first place—by empowering users to answer their own questions and solve their own problems before an issue requires human intervention. Self-service models that deflect calls from the helpdesk to the portal and give users access to an intuitive, timely catalog of technical knowledge not only improve customer satisfaction, they also dramatically reduce the per-incident cost incurred by IT.

Figure 6

Keeping Knowledge Base Content Up To Date

Which of the following best describes your ability to keep your knowledge base content up to date or relevant?



Base: 118 respondents who have knowledge base content
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

While there are definite signs that organizations are striving to hit the ITSM pressure release valve through improved self-service functions and knowledge base design, only a sliver of organizations—7%—consider themselves fully optimized in this category. What's more, a sizeable 16% of respondents say that they have very little to no self-service capabilities in place. The plurality of respondents say they have moderately low maturity with some processes and automation in place but not much.

The good news is, a majority of organizations have, at very least, started their self-service journey by developing a user knowledge base and by putting an end-user portal in place.

Approximately 81% organizations have a knowledge base of some sort and 56% of respondents run an end-user portal for self-service.

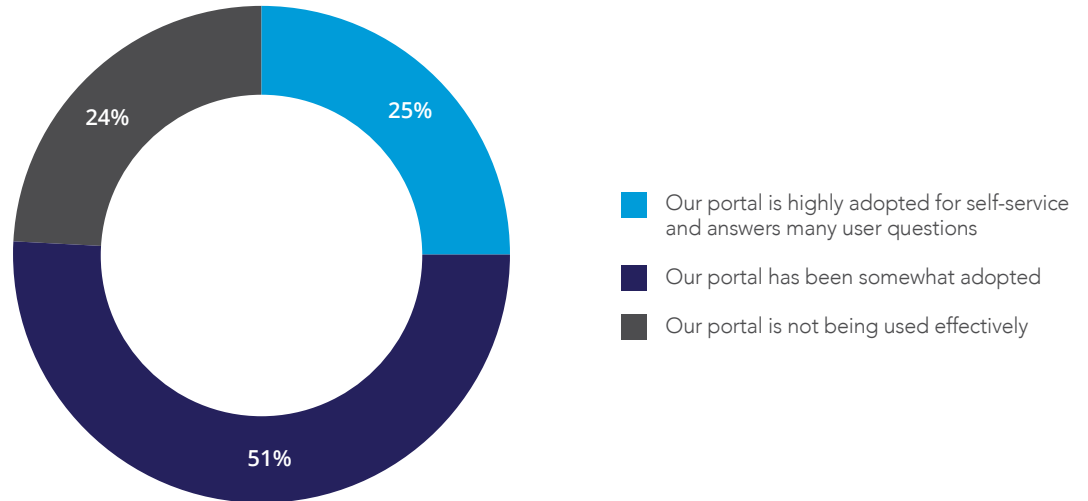
Beyond checking the box for these basics, however, organizations are still struggling to make the most of these processes. Among those with a knowledge base, approximately 47% of them admit that their knowledge base is very rudimentary with only basic information (Figure 6). Another 47% say that while they do have a large library, the content is either outdated or it does not include crowdsourced input from users, thereby not meeting their needs. That leaves only about 6% of those with a knowledge base that are fully maximizing their investment.

Meanwhile, among those with an end-user portal, just about three in four of them include some sort of search and service catalogue. Most portals haven't moved much beyond that basic functionality, however. Only a third of organizations have created rich, in-depth content for the portal or engaged in knowledge-centered

Figure 7

Effectiveness of End-User Portal for Self Service

How would you rate the effectiveness of your end-user portal for self service?



Base: 80 respondents who have an end-user portal for self service
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

service. Just 23% have assigned owners to knowledge base articles, and only 10% are WCAG 2.0 compliant for accessibility.

The proof is in the pudding with these portals, and unfortunately most respondents report that their portal is lacking in adoption and/or effectiveness. Just 25% of them say that their portal is highly adopted for self-service and answers many user questions (Figure 7).

ESM and the Future of ITSM

As IT organizations plan for the future of service management, the overwhelming trend they're preparing for is digital transformation. Approximately 51% of survey respondents report this as the most critical trend barreling for them in the next couple of years (Figure 8).

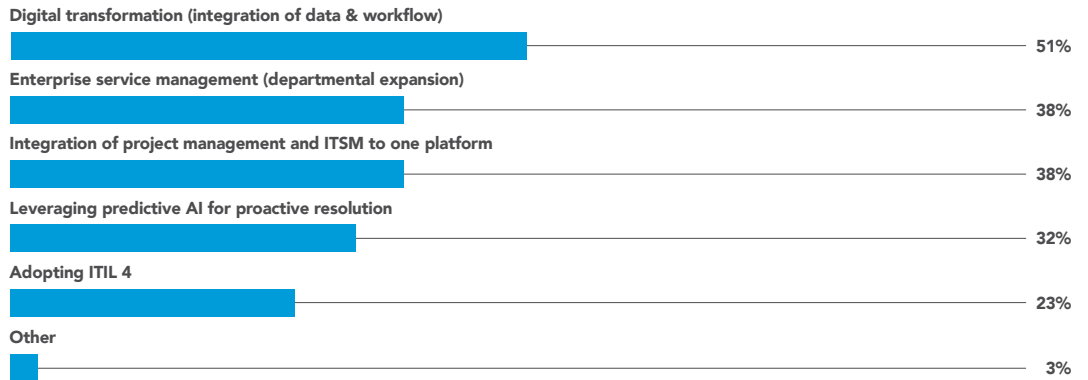
This indicates that ITSM leadership will need to be cognizant of how their service platforms and workflows integrate with user technologies and, more appropriately, tie data and services together on the back end. This will be crucial in creating seamless digital experiences that drive transformation investments.

This push for end-to-end service is echoed by the next two critical trends, each named by 38% of respondents. Those are integrating ITSM and project management on a single platform, and extending ITSM to other departments through broader enterprise service management (ESM) initiatives. Like the digital transformation trend, these two trends are also driven by the more tightly coupled and complex technology platform relationships needed to build digital ecosystems that enable critical business functions. ITSM groups must ensure that disparate platforms like Salesforce and DocuSign are well

Most Critical ITSM Trends

Figure 8

Which of the following ITSM top trends do you see as the most critical in the next 12 to 24 months?



Note: Multiple responses allowed
Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

integrated to provide valuable functionality across numerous groups like business development, HR and legal.

Currently only about three in ten organizations have a formal ESM program to leverage ITSM principles outside of IT. However, work on this front is clearly

underway. Even though many of them may not have an ESM program on the books, half the organizations have extended their ITSM or ticketing platform for use in managing work in other departments. Approximately a quarter of organizations say they've deployed ESM in more than two departments outside of IT.

State of ESM Deployment

Figure 9

Please describe the state of ESM deployment plans in each of the following areas.

	Already in place	We're planning to expand in this area within 12 months	We're discussing potential future expansion	No plans in place
Security/Compliance	41%	18%	21%	20%
Finance	35%	13%	21%	31%
HR	34%	18%	18%	30%
Facilities	33%	15%	15%	37%
Marketing	23%	18%	17%	42%
Legal	22%	15%	19%	44%
Other	12%	12%	9%	67%

Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

The extension of ESM seems to be fairly evenly spread out across a number of different departments, with security and compliance, finance, HR and facilities being the most likely areas to be serviced by ESM (Figure 9).

Recommendations

All of the technology-oriented problems named by organizations in this survey as key ITSM challenges are unsurprising given the high reliance many have on older ITSM platforms and DIY or custom solutions. Our study found that nearly four in ten (36%) organizations reported that they last refreshed their ITSM technology six or more years ago (Figure 10).

Meanwhile, well over one in ten organizations said they've developed their own platform, and many of those rely on platforms that don't provide end-to-end ITSM functionality but instead provide

limited functions such as ticketing, or don't have full integration across other IT functions.

Given the need for better ITSM performance and discipline, and better integration of systems with ITSM, as well as the desire to expand into ESM, this state of aging ITSM infrastructure presents an opportunity for organizations to re-evaluate the tech backbone of their service management practice in order to align it with future priorities such as:

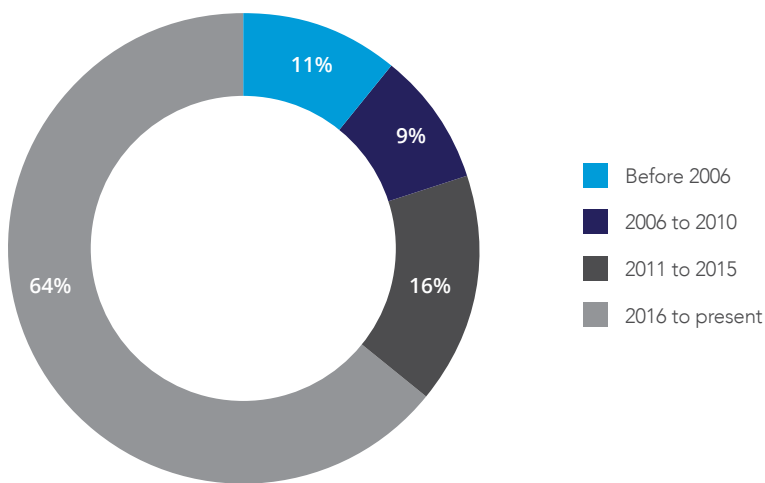
- Integration and automation with other enterprise systems.
- Ease of administration.
- Adaptability to non-IT use cases.
- Single pane of glass visibility into project and ticket status.

As organizations work to gain better ITSM efficiency at lower cost through improved ITSM maturity, TeamDynamix experts

Timeframe for Current ITSM Platform

Figure 10

When did you implement your current ITSM platform?



Base: 131 respondents who have implemented an ITSM platform
 Data: Informa Tech survey of 146 help desk, ITSM, or ESM professionals, January 2022

recommend that they consider how technology such as codeless platforms—that are easy to use, own and operate—can help them improve in the four disciplines we examined in this study:

Automation and Workflow Management

Recommendation: When contemplating the use of automation and integration as part of a broader ESM strategy, it's important to consider the different ways a tool like iPaaS (integration platform as a service) can be used to extend ESM even further. With hundreds of different systems in use, the lack of transparency across departmental tech stacks can lead to errors, service drops and employee dissatisfaction. Modern integration and automation platforms (iPaaS) help address the problems of growing integration debt by making it quick and easy to connect any systems you bring on board with the rest of the organization.

Organizational Structure and Processes

Recommendation: Consider bringing ITSM and PPM together on a single platform to better understand resource capabilities

and engage in true resource capacity planning. With resource capacity planning, organizations get a big-picture view of their entire IT organization, allowing them to balance workloads across projects and support.

Change Management

Recommendation: Organizations undergoing rapid growth with limited IT resources should prioritize technology that can improve change management control and visibility. Consider a system that can facilitate automated change approval workflows, communication during troubleshooting and changes linked to ticket calendars, to get easy visibility into which changes were made on which days.

Self-Service and Knowledge Management

Recommendation: Enable effective self-service functionality by providing a portal and knowledge base that's easy to configure, provides publicly accessible answers and services through customizable views, and is easy to use by all types of users regardless of proficiency, devices used or their need for adaptive or accessible technology.

About Team Dynamix

Work better together. Our philosophy is that technology should be easy to use, own, and operate — so we put IT Service Management (ITSM), Project Portfolio Management (PMM), and Enterprise Service Management (ESM) together — on one, simple, codeless platform. From there, we focused on enterprise connectivity and workflow by delivering iPaaS. Life is complicated enough... we make it easier. More at [TeamDynamix.com](https://www.teamdynamix.com), [@TDXBuzz](https://twitter.com/TDXBuzz), [LinkedIn](https://www.linkedin.com/company/teamdynamix).

Our Website: www.teamdynamix.com/it-service-management-itsm/

Survey Methodology

InformationWeek conducted a survey in January 2022, on behalf of Team Dynamix, exploring trends in ITSM and ESM maturity. The final data set used for this report is made up of 146 help desk, ITSM or ESM professionals. Respondents work at companies of all sizes, from more than 20 industries spread mainly across North America. All respondents were screened to participate in the survey by affirming that they are involved in managing, staffing or purchasing technologies for their organization's help desk, ITSM or ESM.

Nearly one-quarter of respondents (23%) hold high-level IT executive titles such as CIO, CTO or VP of IT. Forty percent have titles involving ESM or help desk, such as head of help desk/ITSM or ESM team (5%), manager or group leader in ESM/help desk/IT/ITSM (33%) and staff member in help desk/ITSM (2%). Rounding out other survey respondent titles are IT staff, corporate management, engineer and consultant. Forty-five percent of respondents work at companies with 1,000 or more employees, 25% at companies with 100 to 499 employees and 30% at companies with fewer than 100 employees.

The survey was conducted online. Respondents were recruited via email invitations containing an embedded link to the survey. The emails were sent to a select group of Informa Tech's qualified database and Informa Tech, which is the parent company of InformationWeek, was also responsible for all survey administration, data collection and data analysis. These procedures were carried out in strict accordance with standard market research practices and existing US privacy laws.