Enterprise Strategy Group™
by TechTarget

The ServiceOps Advantage:

Improving Enterprise Productivity, Collaboration, and Innovation

FEBRUARY 2024

The ServiceOps Advantage

CONTENTS

CLICK TO FOLLOW

Click here for Research Methodology, Respondent Demographics, and Maturity Model Details

Research Objectives

This eBook, and the research survey that underpins it, seeks to understand whether, and to what degree, an enterprise's pivot to a ServiceOps approach leads to improved outcomes in areas such as innovation, end-user and employee satisfaction, service availability, incident and ticket handling, inter-team collaboration, and more.

Moreover, the research explores commonalities among the enterprises with the most mature approaches to ServiceOps to uncover practical best practices enterprises should strive to adopt in order to improve their own outcomes.

Highlighted Findings

ServiceOps is delivering early wins to adopters

Enterprises leading in terms of ServiceOps maturity have seen numerous positive impacts as a result, including 94% reporting greater staff efficiency, 93% achieving faster incident resolutions, and 92% seeing a rise in user satisfaction.

Maturity matters: The higher the level of maturity, the bigger the impact

Relative to Nascent enterprises, Leading enterprises were 2.2x as likely to report the improvement on efficiency was significant (vs. moderate), 2.3x as likely to say resolutions are significantly faster, and 2.6x as likely to say they have enabled more efficient staff collaboration.

More than just sentiment

Beyond a belief that ServiceOps adoption is helping, objective measures of enterprises' outcomes showed a correlation with ServiceOps maturity, including a ~50% advantage in service team throughput, an ability to support ~74% more apps per full-time equivalent (FTE), being 5.4x as likely to have launched new services on or ahead of schedule, and being 7.6x as likely to achieve user satisfaction metrics that exceed goals.

What Is ServiceOps and Are Enterprises Pursuing It?

ServiceOps Has Mindshare With Enterprises Globally, but Deployments Are Slow

The survey began by defining what ServiceOps means and assessing if it is an end state enterprises are pursuing.

ServiceOps defined:

ServiceOps is an emerging concept in IT referring to the convergence or integration of IT service management (ITSM) and IT operations (ITOps) practices. It emphasizes the importance of streamlining processes, automating routine tasks, and using data-driven insights to enhance decision-making and service quality.

When evaluating their enterprise's goals against this definition, more than four out of five respondents (82%) reported it is on their enterprise's roadmap to converge or integrate ITSM and ITOps into a unified ServiceOps enterprise.

Of course, an intent to pursue ServiceOps is not the same thing as actual ServiceOps maturity—and when it comes to the latter, there are multiple data points substantiating that the current state of ServiceOps in the industry is nascent.

When respondents were asked where they felt their enterprise was on its ServiceOps journey, just 25% believed their enterprise had made significant progress.

When TechTarget's Enterprise Strategy Group (ESG) evaluated respondents' answers against its ServiceOps maturity model, just 17% of enterprises represented were categorized within the Leader cohort.

82%

17%

While 82% of organizations have a stated objective to adopt a ServiceOps approach, **very few organizations have achieved the highest level of ServiceOps maturity to date (17%).**

Figure: Percentage of Respondents Saying It Is on Their Organization's Roadmap to Pursue ServiceOps vs. the Percentage Evaluated as Having a Mature Approach to ServiceOps

CONCLUSION

By either metric, it is clear many enterprises today have work to do to achieve their ServiceOps aspirations.

ServiceOps Is Seen as a Major Shift From Siloed ITSM and ITOps

Enterprises' vision for a future-state ServiceOps enterprise looks much different from today's ITOps and ITSM teams. In many enterprises, ITOps and ITSM operate in silos with distinct objectives. Transitioning to ServiceOps requires breaking down these silos and fostering a more integrated, holistic approach. Overcoming entrenched siloed thinking can be a significant challenge. ITOps and ITSM also often have their own specialized tools and processes. Integrating these disparate systems into a unified ServiceOps framework can be complex and time-consuming.

CONCLUSION

Successfully navigating these challenges necessitates:

- Strong leadership.
- Effective change management.
- Cross-department collaboration.
- A clear implementation roadmap.
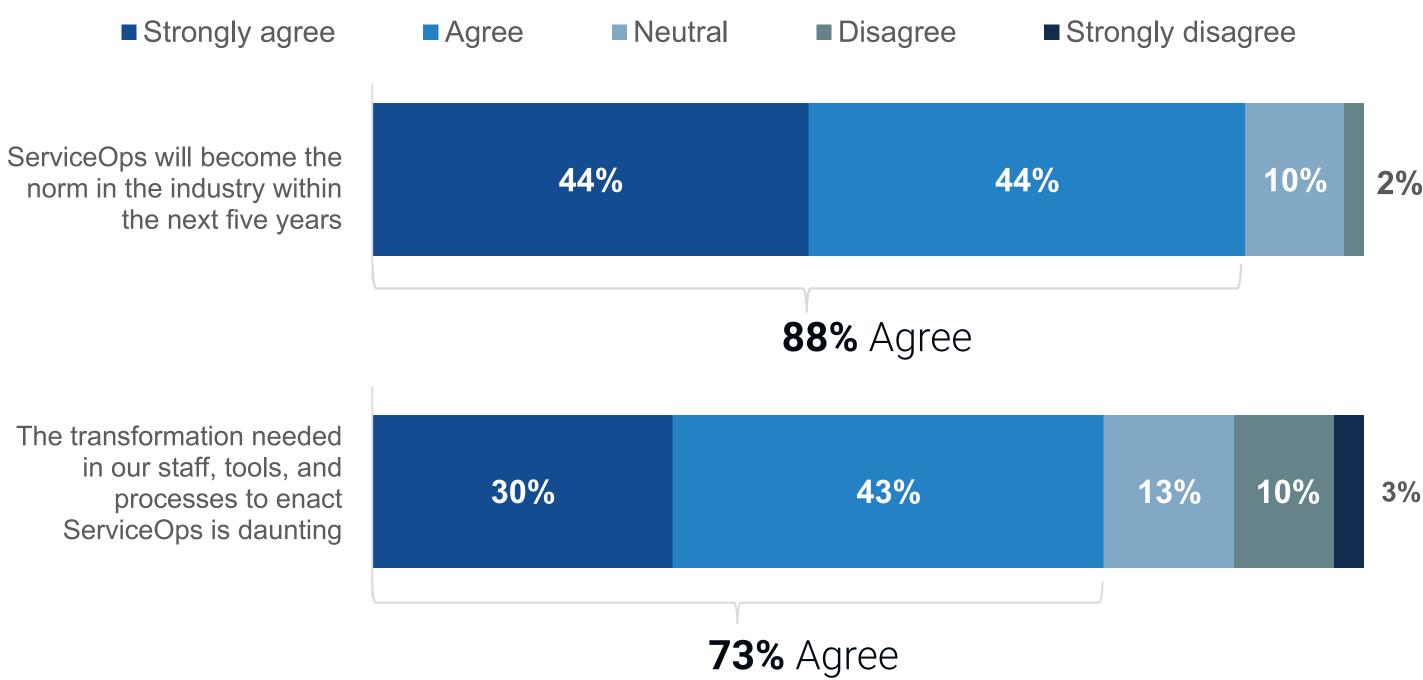
It is also essential for IT leaders to:

- Communicate the benefits of ServiceOps.
- Involve all key stakeholders in the transition process.
- Gradually phase in changes to minimize disruptions while maximizing the advantages of the new operational model.

88%

of respondents agreed that ServiceOps will become the norm in the industry within the next five years, but 73% agreed that the transformation needed in their staff, tools, and processes to enact ServiceOps is daunting.

Legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

ServiceOps will become the norm in the industry within the next five years
Strongly agree	Agree	Neutral	Disagree
44%	44%	10%	2%

88% Agree

The transformation needed in our staff, tools, and processes to enact ServiceOps is daunting
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
30%	43%	13%	10%	3%

73% Agree

Figure: Please rate your level of agreement/disagreement with the following statements.

Understanding ESG's ServiceOps Maturity Model:
A Framework Assessing Progression Toward a ServiceOps Practice

The Current State of ServiceOps Maturity: Very Few Enterprises Have Mature ServiceOps Practices

To analyze data for this eBook, TechTarget's Enterprise Strategy Group (ESG) created a data-driven model that segmented respondents (and the enterprises they represent) as having attained one of four levels of ServiceOps maturity. The enterprises that are most mature are designated as Leaders, followed by Evolving, Emerging, and Nascent enterprises.
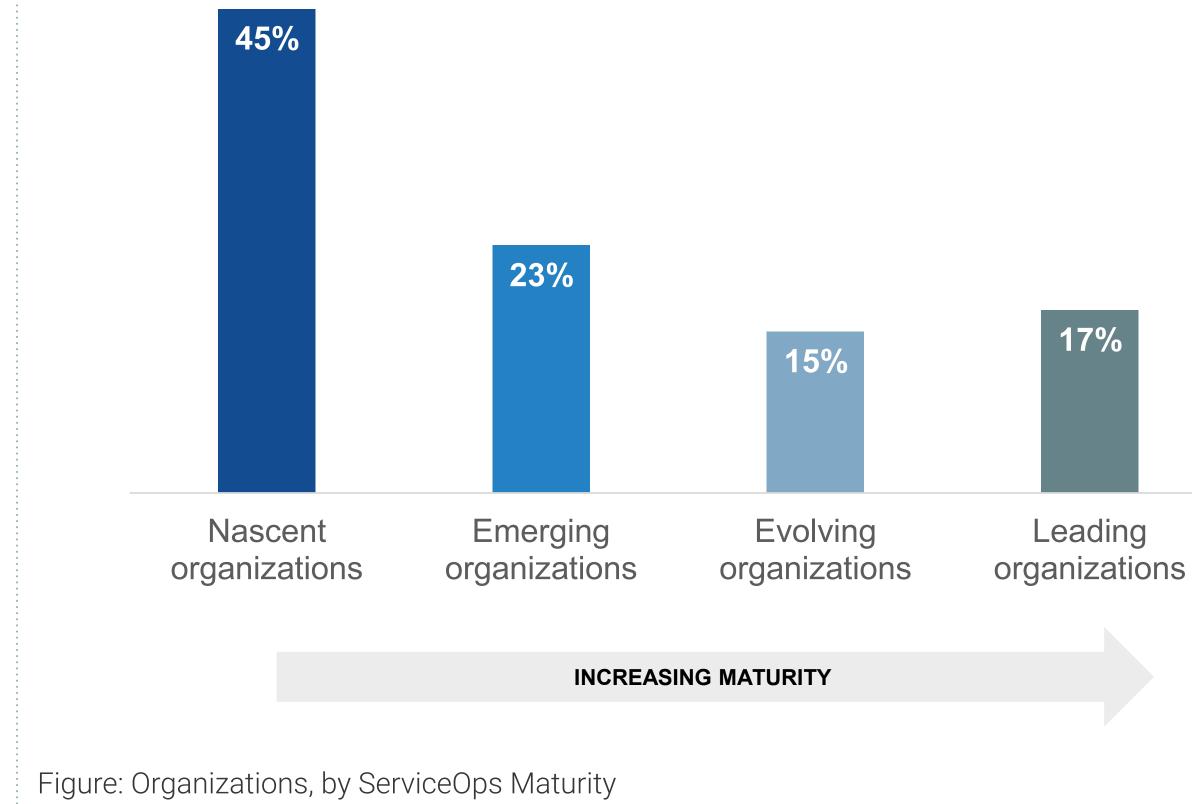
The model used six multifaceted questions from the survey to determine what segment an enterprise belongs to. ESG employed a point-based scoring system in which enterprises were evaluated as having (or not) mature ServiceOps attributes and practices, and they could then earn (or not) maturity points as a result. A maximum of 100 maturity points could be earned.

Attributes and practices assessed include:

- The creation of hybrid roles across ITOps and ITSM teams. (5 maturity points)

- The frequency of collaboration across teams. (15 points)

- Tools and processes implemented to enable teams to collect, share, and consolidate their respective data. (25 points)

- The degree of automation in key workflows. (40 points)

- The degree to which the enterprise is applying AIOps and generative AI (GenAI) technologies to optimize tasks. (15 points)

In the aggregate, just 17% of enterprises were evaluated as having achieved Leader status (earning more than 80 of the 100 available maturity points). Additionally, 15% of enterprises were evaluated as Evolving (earning between 70 and 80 maturity points), 23% were rated as Emerging (earning between 60 and 69 maturity points), and 45% were rated as Nascent (earning less than 60 maturity points).

More specifics about the questions asked, possible responses, and associated maturity scores can be reviewed in the "Research Methodology and Respondent Demographics, and Maturity Model Details" section of this eBook.

Figure: Organizations, by ServiceOps Maturity

What Distinguishes a ServiceOps Maturity Leader From Its Peers?

ESG's ServiceOps maturity model is multifaceted, spanning people, process, and technology. Below, key differences between Leaders and other maturity cohorts are summarized:

TEAM CONVERGENCE:

- 68% of enterprises that reached Leader status reported they have both created hybrid roles that span ITSM and ITOps and increased the frequency with which these teams collaborate.

  » By contrast, 58% of Evolving enterprises, 53% of Emerging enterprises, and just 35% of Nascent enterprises reported the same.

- 84% of Leading enterprises reported that ITSM and ITOps personnel meet to discuss shared objectives and projects multiple times per week.

  » By contrast, 72% of Evolving enterprises, 54% of Emerging enterprises, and just 28% of Nascent enterprises reported the same.

DATA AND TOOL INTEGRATION:

Leading enterprises were much more likely than their peers to take several steps to enable more seamless integration across IT tool sets.

- 62% of Leading enterprises have formalized data definitions and sources for reference (vs. 53% of Evolving enterprises, 49% of Emerging enterprises, and 38% of Nascent enterprises).

- 62% of Leading enterprises have created a centralized data repository for all IT service-related data (vs. 61% of Evolving enterprises, 50% of Emerging enterprises, and 39% of Nascent enterprises).

- 85% of Leading enterprises rate the inter-tool connectivity (i.e., the ability for different ITSM and ITOps tools to exchange information and data) as "excellent" compared to just 55% of Evolving enterprises, 32% of Emerging enterprises, and only 12% of Nascent enterprises.

INTELLIGENT AUTOMATION:

Leading enterprises are driving more automation into IT workflows than their peers.

- 73% of Leading enterprises said alert prioritization and escalation is handled nearly completely by automated systems (vs. 28% of Evolving enterprises, 15% of Emerging enterprises, and 8% of Nascent enterprises).

  » This pattern is repeated across a broad set of workflows, including automated ticket creation when monitoring thresholds are exceeded, scaling of IT resources based on utilization, business process mapping, and more.

- 71% are using AIOps and GenAI to interpret and summarize large data sets and collections of IT service logs, and 74% are using these technologies to recommend actions for IT practitioners to take.

CONCLUSION

Taken together, these three organizational attributes determine where any given enterprise lands on the ServiceOps maturity curve. Enterprises looking to increase their level of maturity should first and foremost seek to drive more convergence across ITSM and ITOps teams, promote greater integration and rationalization of IT management data and tools, and seek to intelligently automate routine tasks to increase agility, repeatability, and team efficiency.

The Direct Impacts of a Mature Approach to ServiceOps

The average respondent selected **more than four** different improvements that were expected, showing that benefits of ServiceOps are anticipated to be multidimensional.

What Do Enterprises Expect to Achieve via ServiceOps Adoption?

It is clear in the data that many enterprise seek to adopt a ServiceOps approach, and also that many anticipate the pivot to be challenging. This dynamic in the data begs the question, "Why should enterprises adopt this approach?"

The research provides the answer. When respondents were asked what a successful pivot to ServiceOps would deliver to the enterprises, many respondents noted improvements in IT staff efficiency, end-user satisfaction, and incident handling.

In fact, the average respondent selected more than four different improvements that were expected, showing that benefits of ServiceOps are anticipated to be multidimensional.

Category	Percentage
Greater staff efficiency	48%
Improved user satisfaction	46%
Faster incident resolution	44%
More effective change management	42%
More proactive problem management	42%
More efficient staff collaboration	42%
More rapid service innovation	38%
Lower costs	37%
Better team morale/engagement	34%
Higher service SLA adherence	33%
The ability to establish more aggressive SLAs	30%
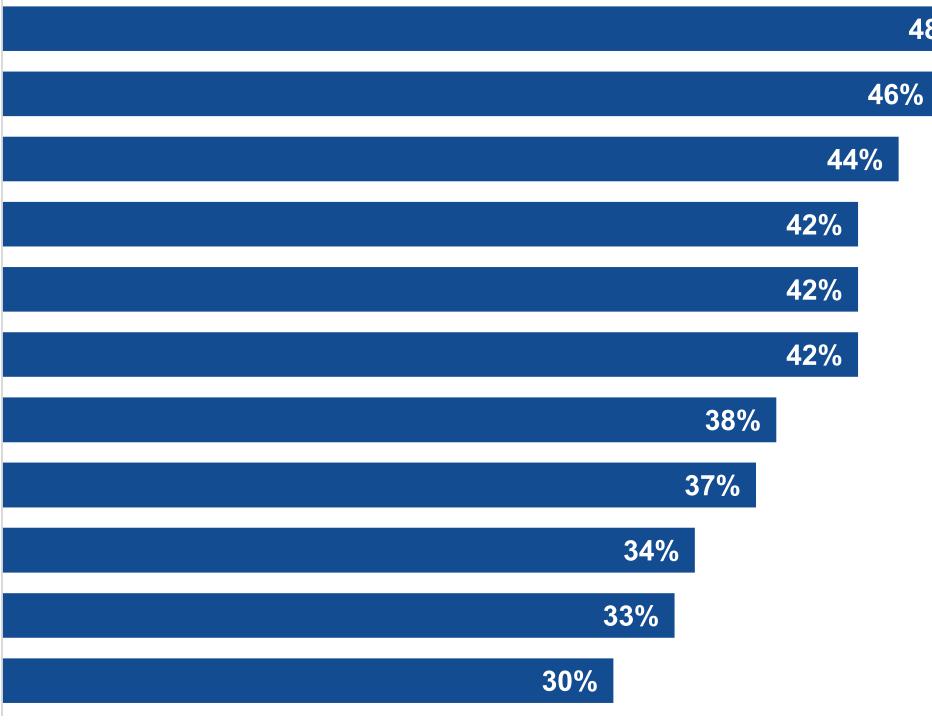
Figure: What do you think a successful pivot to ServiceOps deliver to your enterprise?

ServiceOps Is Overdelivering on Its Promise

While the data makes it clear that the industry is in the early stages of ServiceOps adoption, the research did seek to determine if enterprises' early efforts adopting ServiceOps were having an impact.

Respondents were asked where they felt their enterprise was on its ServiceOps journey:

- 25% of respondents said they had made significant progress.

- 26% said they had begun putting their plan in action.

These respondents were then asked to what degree, if at all, their efforts to adopt ServiceOps had positively impacted their enterprise. By comparing the percentage of respondents that expected each benefit to the percentage of respondents that reported an actual significant positive benefit had been achieved, it quickly becomes clear that a pivot to ServiceOps delivers:

- 44% of all respondents said they expected adopting ServiceOps to help their enterprise resolve incidents faster.

- However, 60% of ServiceOps early adopters said they had achieved a significant improvement in incident resolution speed as a result of adopting ServiceOps.

CONCLUSION

This pattern was repeated for each of the 11 different benefits included in the survey, showing that, in the aggregate, the returns delivered by adopting ServiceOps tend to be underestimated by the market.

■ Percentage of all respondents expecting each benefit as a result of ServiceOps adoption (N=500)
■ Percentage of respondents reporitng a "Significant" positive impact has been realized through ServiceOps adoption among early ServiceOps adopters (N=206)

| Benefit	Expected	Significant
Faster incident resolution	44%	60%
Greater staff efficiency	48%	57%
Improved user satisfaction	46%	56%
More efficient staff collaboration	42%	55%
More effective change management	42%	53%
Better team morale/engagement	34%	51%
More proactive problem management	42%	50%
More rapid service innovation	38%	47%
Higher service SLA adherence	33%	46%
The ability to establish more aggressive SLAs	30%	43%
Lower costs	37%	39%
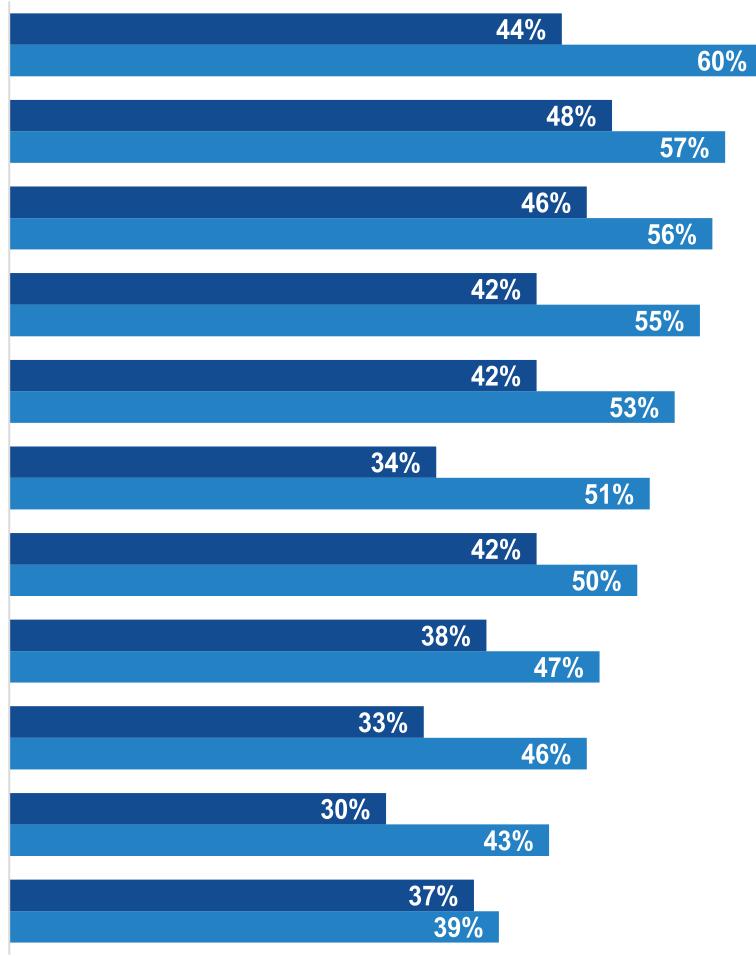
Figure: Results of ServiceOps Adoption vs. Expectations

ServiceOps Impacts Are Bigger for Enterprises Leading on ServiceOps Maturity

In the aggregate, nearly all enterprises reported that their efforts to enable ServiceOps are having some positive impact: 94% reported seeing significantly or moderately higher staff efficiency, 93% said they have achieved significantly faster or moderately faster incident resolutions, and 92% reported seeing a significant or moderate rise in end-user satisfaction.
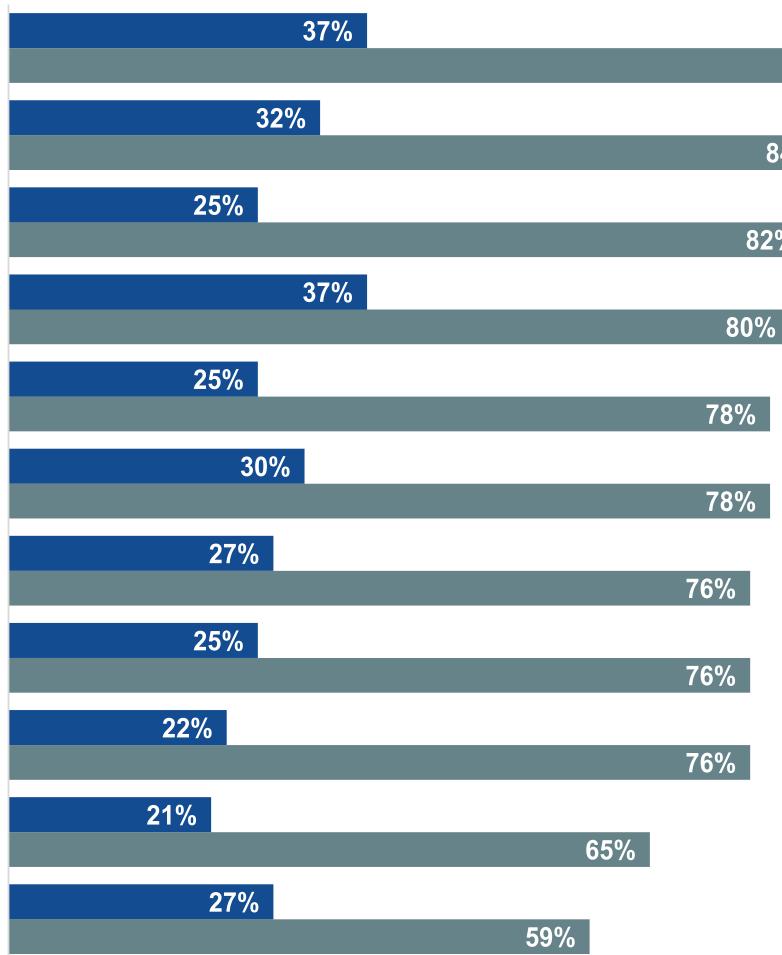
However, when ESG's maturity model is overlayed on these results, it quickly becomes clear that not all enterprises achieve the same level of success with ServiceOps. Leading enterprises were much more likely than their Nascent counterparts to have achieved significant positive impacts in every area included in the survey, including being:
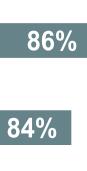
- 3.1x as likely to say they've dramatically accelerated service innovation (78% vs. 25%).

- 2.8x as likely to have improved service-level agreement (SLA) adherence by a high degree (76% vs. 27%).

- 2.6x as likely to say they've significantly improved user satisfaction (78% vs. 30%).

- 2.6x as likely to have enabled more efficient collaboration (84% vs. 32%).

- 2.3x as likely to say they've materially accelerated incident resolution (86% vs. 37%).

- 2.2x as likely to say they've significantly improved staff efficiency (80% vs. 37%).

■ Nascent organizations   ■ Leading organizations

	Nascent	Leading
Faster incident resolution	37%	86%
More efficient staff collaboration	32%	84%
More effective change management	25%	82%
Greater staff efficiency	37%	80%
More rapid service innovation	25%	78%
Improved user satisfaction	30%	78%
Higher service SLA adherence	27%	76%
More proactive problem management	25%	76%
Better team morale/engagement	22%	76%
The ability to establish more aggressive SLAs	21%	65%
Lower costs	27%	59%

Figure: Likelihood of Having Achieved a Significant Improvement Through ServiceOps Adoption

Quantifying the Advantages Delivered by ServiceOps Maturity:
Efficiency, Productivity, User Experience, and Innovations Gains

Measuring the Efficiency Lift ServiceOps Maturity Delivers

We know from the previous section that Leading enterprises are much more apt than less mature enterprises to report that their efforts to adopt ServiceOps have provided a significant improvement to staff efficiency. ESG's research went beyond this qualitative assessment to capture quantitative measures of efficiency that could be compared across maturity levels.

Enterprises with high ServiceOps maturity deflect many more tickets with self-service and automated channels. One way to boost ITSM practitioner efficiency is to reduce the amount of time dedicated to manual user support. We see a trend in the data:

- Leading enterprises are much more apt than Nascent to report their most active support channels are either online self-service help centers (38% vs. 20%) or automated chatbots (29% vs. 14%).

- When respondents were asked to estimate the percentage of issues resolved without an IT practitioner's involvement, **Leading enterprises reported resolving roughly 74% more end-user inquiries without human agent involvement** (estimated mean of 61% vs. 35% among Nascent enterprises).

80%
of all service requests are resolved in a single interaction.

Enterprises with high ServiceOps maturity see more one-touch tickets.
Another measure of efficiency is the propensity to solve an end user's issue in a single support interaction. Leading enterprises were much more likely than their peers to report over 80% of all service requests are resolved in a single interaction.

■ Nascent organizations ■ Emerging organizations ■ Evolving organizations ■ Leading organizations

Figure: When end users interface with self-service tools, what percentage of those inquiries are resolved without human involvement?
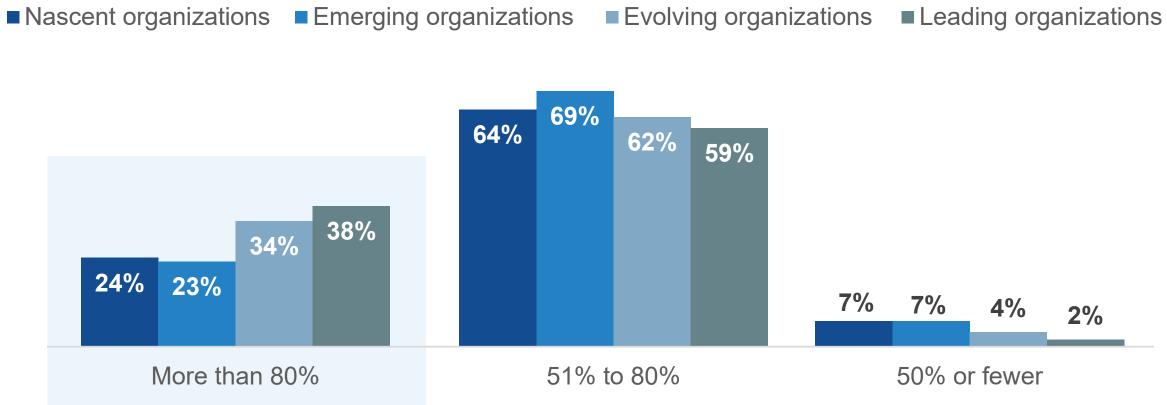
Figure: Approximately what percentage of service requests are resolved with a single user interaction?

ServiceOps Maturity Delivers Increases in IT Productivity

The data also makes it clear that ServiceOps maturity is correlated with material increases in IT staff productivity. In this regard, two quantifications stand out from the data set.

Enterprises with high ServiceOps maturity dramatically increase service team throughput. When respondents were asked how many service inquiries and requests the typical staff member is able to successfully handle per day, we observed a dramatic difference across the maturity cohorts:

- **Leading enterprises reported their staff resolve 50% more issues per day** (estimated mean of 27% vs. 18% among Nascent enterprises).

Enterprises with high ServiceOps maturity are able to support far more apps per Ops staff member. The survey included two separate questions that allow us to quantify the ratio of apps supported per ITOps staff member:

- First, the survey asked respondents how many full-time ITOps practitioners are employed at the enterprise.

- Next, the survey asked respondents to estimate how many total business applications their ITOps team is responsible for monitoring and managing.

In the aggregate, Leading enterprises tend to operate ~17.6 apps per ITOps team member, while Nascent enterprises operate ~10.1 apps per team member. **In other words, Leading enterprises gain a 74% productivity advantage relative to their peers.**

Figure: Approximately how many service inquiries per day can the typical practitioner successfully resolve at your enterprise?
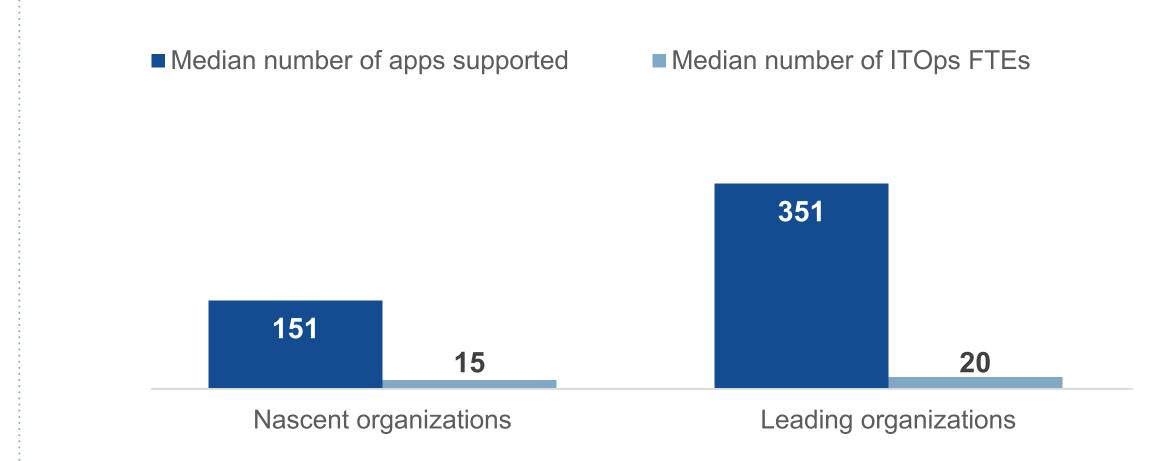
Figure: Median Number of Apps Supported and ITOps Team Size: Leading Organizations vs. Nascent Organizations

ServiceOps Maturity Drives Improvements in Service Reliability

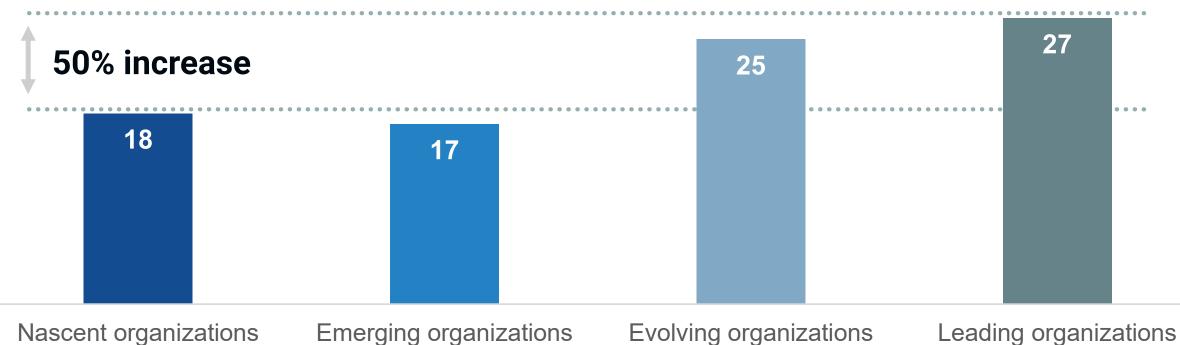Previous insights have shown that whether assessing SLA adherence, incident resolution time, or change management effectiveness, Leading enterprises believe their ServiceOps progress is positively impacting service reliability. The quantified data in the data set further supports this analysis.

Enterprises with high ServiceOps maturity achieve superior application uptime. Any ITOps practitioner will tell you the adage "You only notice IT when it breaks" rings true. And in this regard, Leading enterprises are definitely seeing things break less often. Respondents were asked to estimate how often any business-critical application suffered downtime or significant performance degradations over the past two years, and Leading enterprises were much more likely than their less mature peers to have seen one or no instances of downtime per year.

Issue resolution time. When applications go down, Leading enterprises are able to fix them faster. When respondents assessed their mean time to repair (MTTR) applications, Leading enterprises were 3.1x more likely to have an MTTR of less than an hour (25% vs. 8% of Nascent enterprises), while Nascent enterprises were 66% more likely to have an MTTR of several hours or more (48% vs. 29% of Leading enterprises).

Figure: In the past two years, how often have any business-critical applications suffered from downtime or significant performance degradations?

Figure: What is your enterprise's MTTR unplanned downtime or serious degradations of business-critical applications?

The research also provides insight into *how* Leading enterprises achieve these materially better outcomes. Leading enterprises were 4.3x more likely to say they always have the bandwidth to conduct root cause analyses when incidents happen. ESG believes the efficiency advantages offered by ServiceOps maturity are a direct causal factor to their improved application reliability.

With ServiceOps, Reliability and Responsiveness Pay Off in the Form of Elevated EUX

Given that Leading enterprises achieve materially improved issue-handling and service reliability outcomes, we would expect that their users would be more satisfied with the end-user experience (EUX). This hypothesis is borne out in the data in multiple ways.

Enterprises with high ServiceOps maturity see improved customer effort scores (CES). ESG asked respondents to estimate the percentage of users they support that would agree that the ITSM team "made it easy" to handle their issue. Respondents at Leading enterprises were much more likely to report that more than 80% of users would agree with this sentiment; in the aggregate, they achieved a 10% higher CES than their Nascent peers.

The ability to surpass end-user satisfaction goals. The ultimate goal of the ITSM team is to deliver experiences that delight employees and customers alike. When it comes to turning this mission statement into "mission accomplished," Leading enterprises are having far more success. The majority (53%) of respondents at these enterprises said their user satisfaction metrics, such as customer satisfaction and net promoter score, typically exceed their goals—a rate 7.6x as high as their Nascent counterparts.

Legend (left chart):
- Nascent organizations
- Emerging organizations
- Evolving organizations
- Leading organizations

Left chart data:

More than 80%: Nascent 29%, Emerging 27%, Evolving 39%, Leading 53%
51% to 80%: Nascent 62%, Emerging 68%, Evolving 58%, Leading 45%
50% or fewer: Nascent 5%, Emerging 4%, Evolving 3%, Leading 0%

Figure: What percentage of users supported would agree IT has "made it easy" to resolve their issues?

Legend (right chart):
- Nascent organizations
- Emerging organizations
- Evolving organizations
- Leading organizations

Right chart data:

Scores generally exceed goals/expectations: Nascent 7%, Emerging 19%, Evolving 34%, Leading 53%
Scores are generally inline with goals/expectations: Nascent 61%, Emerging 70%, Evolving 61%, Leading 41%
Score are below expectations/no formal measurement: Nascent 31%, Emerging 10%, Evolving 5%, Leading 6%

FIgure: How does your enterprise generally perform in terms of formal end user satisfaction scores?

ServiceOps Maturity Enables Market-leading Innovation

IT teams have the opportunity to be a pivotal business differentiator by spearheading faster service innovation within enterprises. The data shows that Leading enterprises are capitalizing on this opportunity. Respondents were asked to look back over the prior 12 months and estimate the proportion of new services that were delivered on or ahead of schedule and on or under budget. As a cohort, Leading enterprises were much more likely to report all of their new services were delivered on time and on budget. ESG believes several organizational characteristics help Leading organizations achieve this performance, including:

- Their ability to effectively manage IT infrastructure, processes, and systems enables efficient workflows that accelerate service delivery.

- By swiftly identifying potential bottlenecks or inefficiencies, they pave the way for rapid innovation, enabling businesses to promptly adapt to market changes, launch new services, and respond to customer needs with agility.

- Their ability to maintain high service availability and reliability cultivates an environment conducive to experimentation and innovation, positioning the enterprise at the forefront of evolving market demands.

"As a cohort, Leading enterprises were much more likely to report all of their new services were delivered **on time and on budget.**"

—**Adam DeMattia, Senior Director, Research, Enterprise Strategy Group**

■ Nascent organizations   ■ Emerging organizations   ■ Evolving organizations   ■ Leading organizations

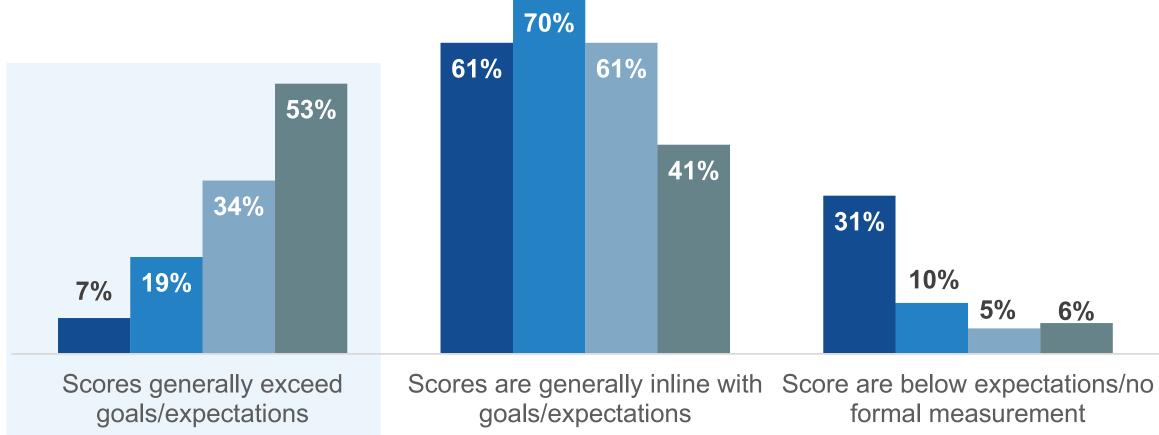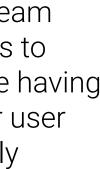Percentage reporting that all new services have been delivered on or ahead of schedule:
- Nascent: 9%
- Emerging: 21%
- Evolving: 34%
- Leading: 49%

Percentage reporting that all new services have been delivered on or under budget:
- Nascent: 12%
- Emerging: 17%
- Evolving: 28%
- Leading: 46%

Figure: Over the last 12 months, how has your enterprise performed on new service deliveries?

Learning From the Leaders:

Three Steps to Accelerate the ServiceOps Journey

Leading enterprises allocated **60% more of their IT budget to ITSM and ITOps tools**.

Leaders Allocate More Funding for ITSM and ITOps Solutions

In the survey, respondents were asked approximately how much of their annual IT technology budget (i.e., excluding salaries) is dedicated to ITSM and ITOps tools. Relative to Nascent enterprises, Leading enterprises allocated 60% more of their IT budget to ITSM and ITOps tools. Moreover, when looking ahead to the next fiscal year, the gap was forecast to grow to 67%.

CONCLUSION

It is clear that Leading enterprises invest in ITSM and ITOps tools at a higher level than their peers and that they will continue to lean into these investments over time. Using these budget thresholds as a guide can help you answer the question of if your enterprise is allocating sufficient budget to ITSM and ITOps solutions today and in the future.

■ Nascent organizations   ■ Emerging organizations   ■ Evolving organizations   ■ Leading organizations

The average percentage of IT solution budget allocated to ITOM tools in the current fiscal year:
- Nascent organizations: 10%
- Emerging organizations: 12%
- Evolving organizations: 15%
- Leading organizations: 16%

The average percentage of IT solution budget expected to be allocated to ITOM tools in the next fiscal year:
- Nascent organizations: 12%
- Emerging organizations: 15%
- Evolving organizations: 18%
- Leading organizations: 20%

Figure: How much of your organization's annual IT budget went to ITOps and ITSM solutions in the current fiscal year? What percentage will be allocated in your next fiscal year?
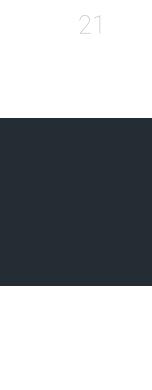
Leaders Are Much More Likely to Emphasize Certain Priorities

Next, regarding enterprises' ITOM priorities, several differences emerged that differentiate what Leading enterprises are focused on as compared with Nascent enterprises:

DATA CONSISTENCY

- Why it matters: Data consistency is a prerequisite to data integration, which enables the consolidation of information from diverse sources. In turn, this enables more unified understanding of operational data for efficient decision-making.

- 49% of Leaders say this is a top priority vs. 34% of Nascent organizations.

A FOCUS ON ROOT CAUSE ANALYSIS

- Why it matters: The identification of the underlying issues that trigger service disruptions is critical, as it enables teams to implement long-term solutions and enhance service reliability. Without a focus on root cause analysis, IT teams might repeatedly address symptoms rather than the core problems.

- 47% of Leaders say this is a top priority vs. 36% of Nascent organizations.

EASING COLLABORATION BETWEEN TEAMS

- Why it matters: Without cohesive collaboration, discrepancies between service management and operational execution can lead to inefficiencies, disjointed workflows, and compromised service performance, impacting both reliability and customer satisfaction.

- 45% of Leaders say this is a top priority vs. 34% of Nascent organizations.

CENTRALIZING WORKFLOWS IN A SINGLE PLATFORM

- Why it matters: A proliferation of tools can lead to redundancy, increased maintenance efforts, and difficulties in data integration, impeding effective service delivery and decision-making.

- 45% of Leaders say this is a top priority vs. 35% of Nascent organizations.

CONCLUSION

IT executives focused on improving their enterprise's ServiceOps maturity should carefully consider if their teams are appropriately focusing on each of these priorities.

■ Nascent organizations   ■ Leading organizations

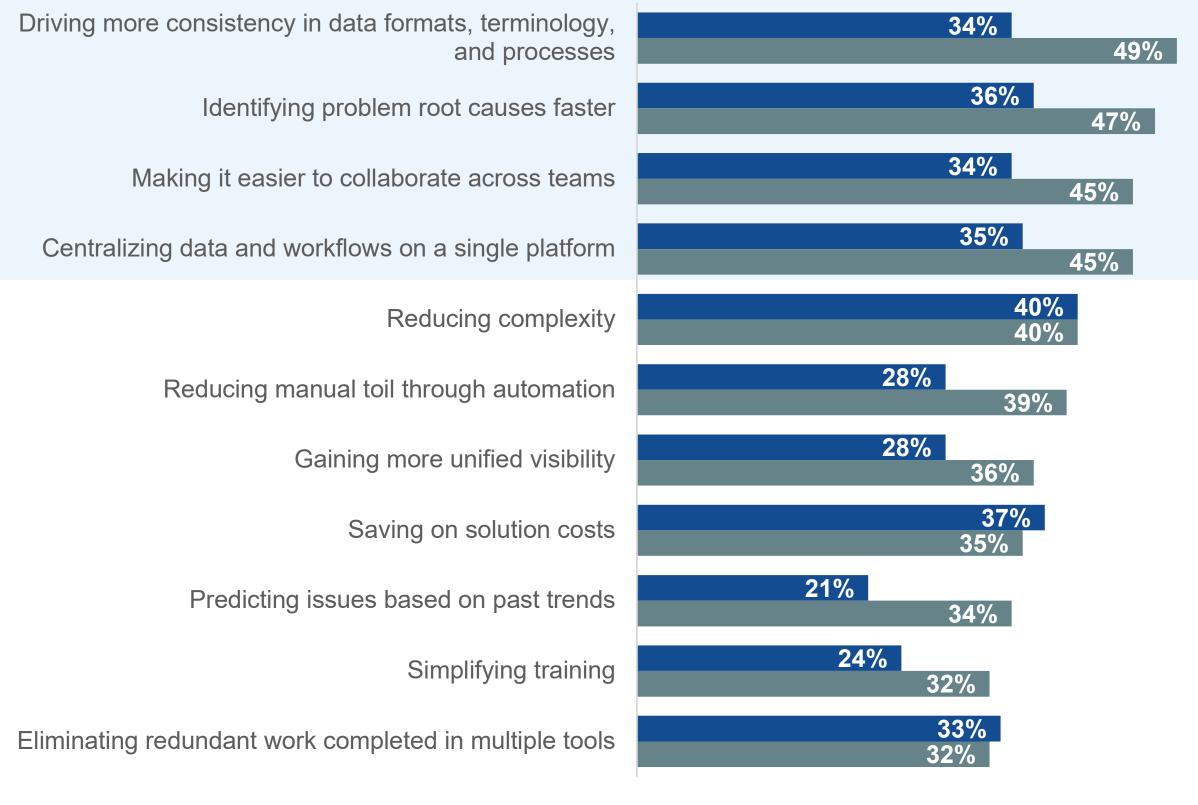| Priority	Nascent	Leading
Driving more consistency in data formats, terminology, and processes	34%	49%
Identifying problem root causes faster	36%	47%
Making it easier to collaborate across teams	34%	45%
Centralizing data and workflows on a single platform	35%	45%
Reducing complexity	40%	40%
Reducing manual toil through automation	28%	39%
Gaining more unified visibility	28%	36%
Saving on solution costs	37%	35%
Predicting issues based on past trends	21%	34%
Simplifying training	24%	32%
Eliminating redundant work completed in multiple tools	33%	32%

Figure: Organizations' Top ITSM and ITOps Priorities

BMC Customers Have Achieved Greater ServiceOps Maturity

While not a central hypothesis to the research, ESG did explore whether vendor utilization was correlated with ServiceOps maturity. The data showed that BMC customers as a group tend to have a higher degree of ServiceOps maturity:

- **They are more than twice as likely as non-BMC customers to be Leaders (28% vs. 12%) while also being far less likely to be Nascent in their approach (29% vs. 53%).**

BMC's approach to ServiceOps extends beyond simply combining service and operations management. The BMC Helix Platform empowers enterprises in a number of ways:

- Unify data and workflows throughout hybrid cloud environments to minimize manual, repetitive processes and increase the speed to desired business outcomes.

- Spend less time reactively responding to incidents and proactively resolve them before they occur through integrated cross-platform AI/ML, intelligent automation, and predictive service management combined with other BMC Helix solutions.

- Automate processes and reduce silos to foster collaboration across IT, lines of business, product teams, and customers.

LEARN MORE

CONCLUSION

Organizations and decision-makers focused on advancing their ServiceOps strategy would be well served to explore the usage of BMC's Helix Platform.
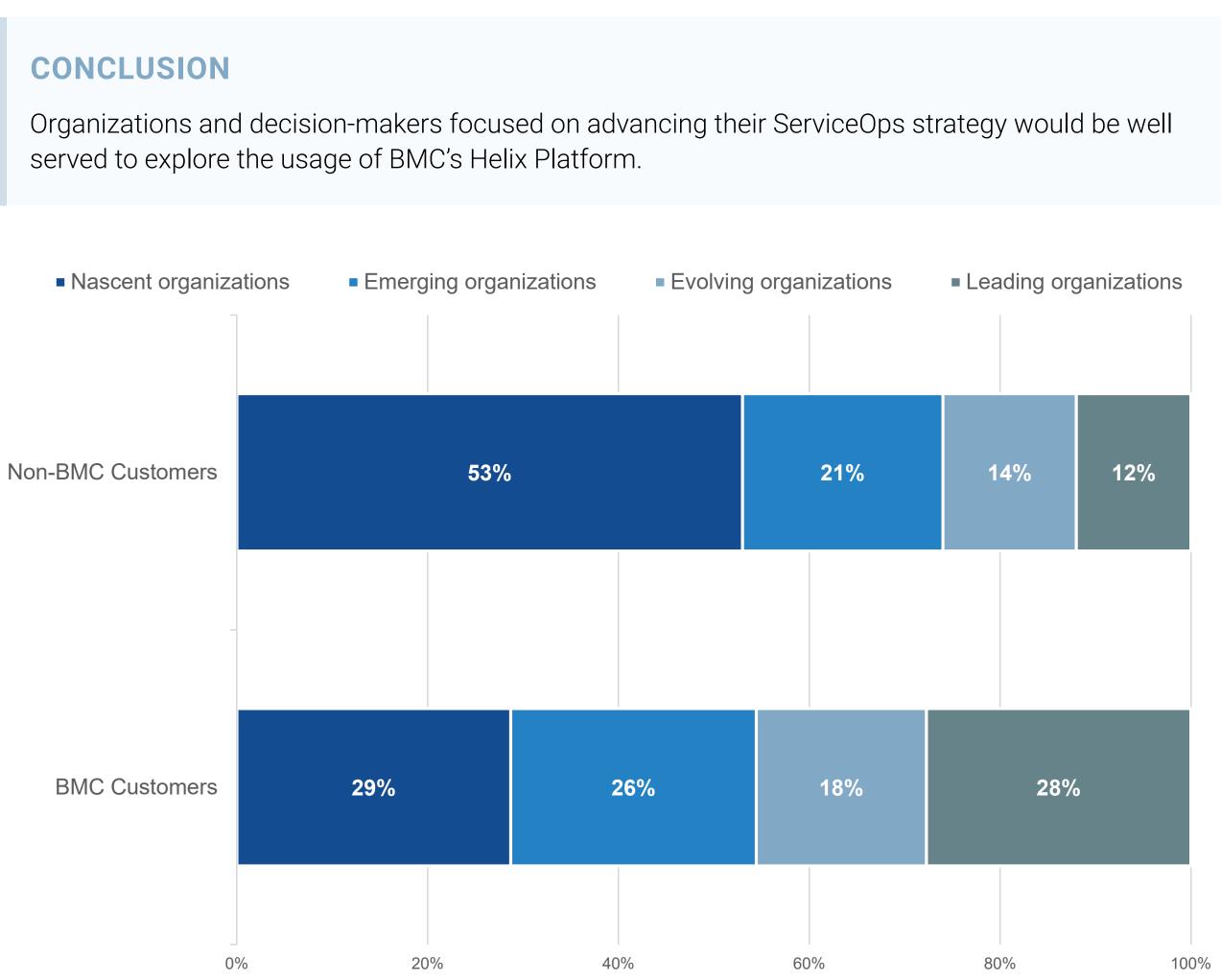
Figure: The Propensity of BMC Customers to Have Achieved More ServiceOps Maturity

Research Methodology,
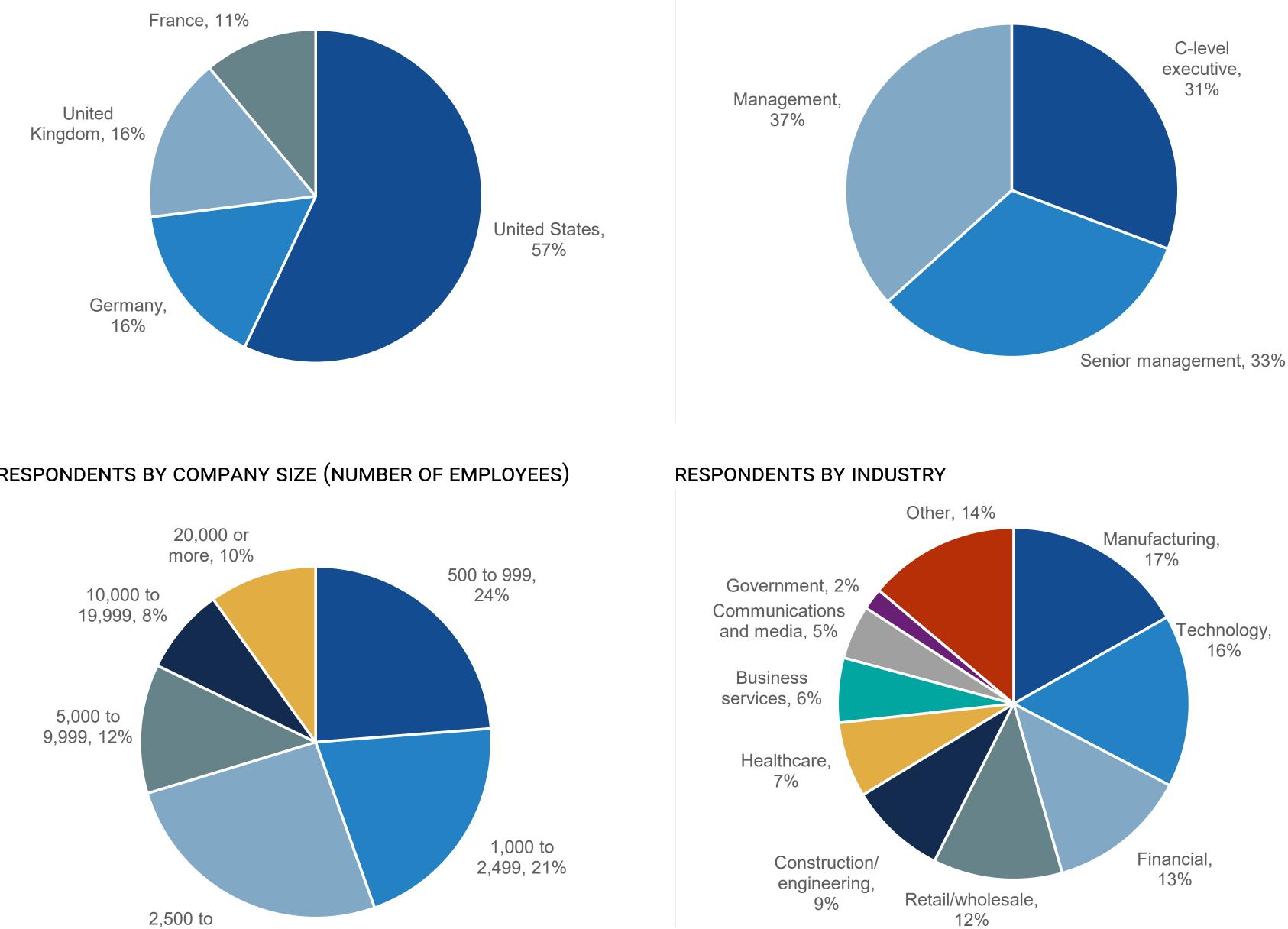Respondent Demographics,
and Maturity Scoring Questions

Research Methodology, Respondent Demographics
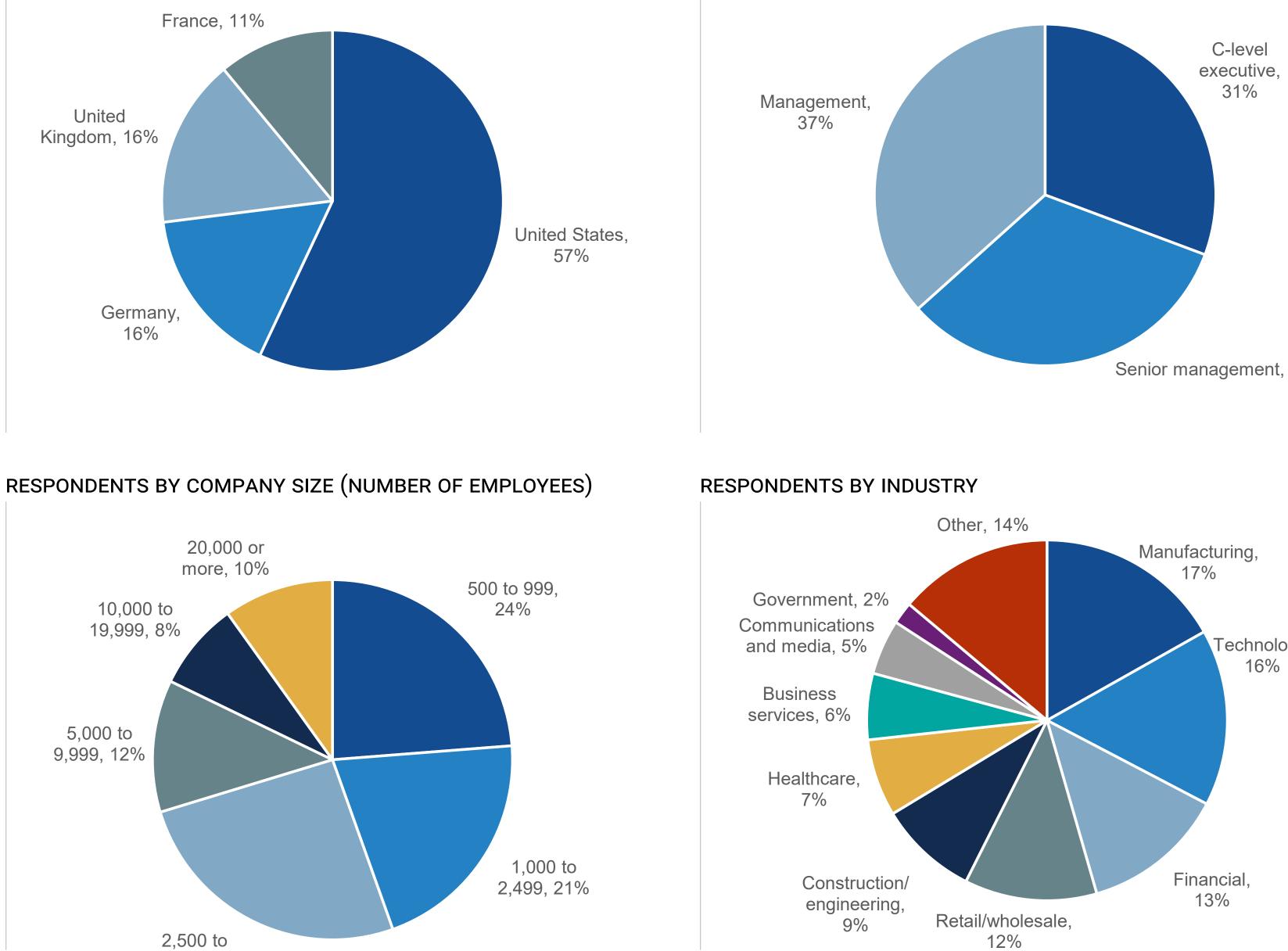
To gather data for this eBook, Enterprise Strategy Group (ESG) conducted a comprehensive online survey of 500 Senior ITDMs (manager+) knowledgeable about both their enterprise's ITSM and IT operations environments, processes, and technologies in use.
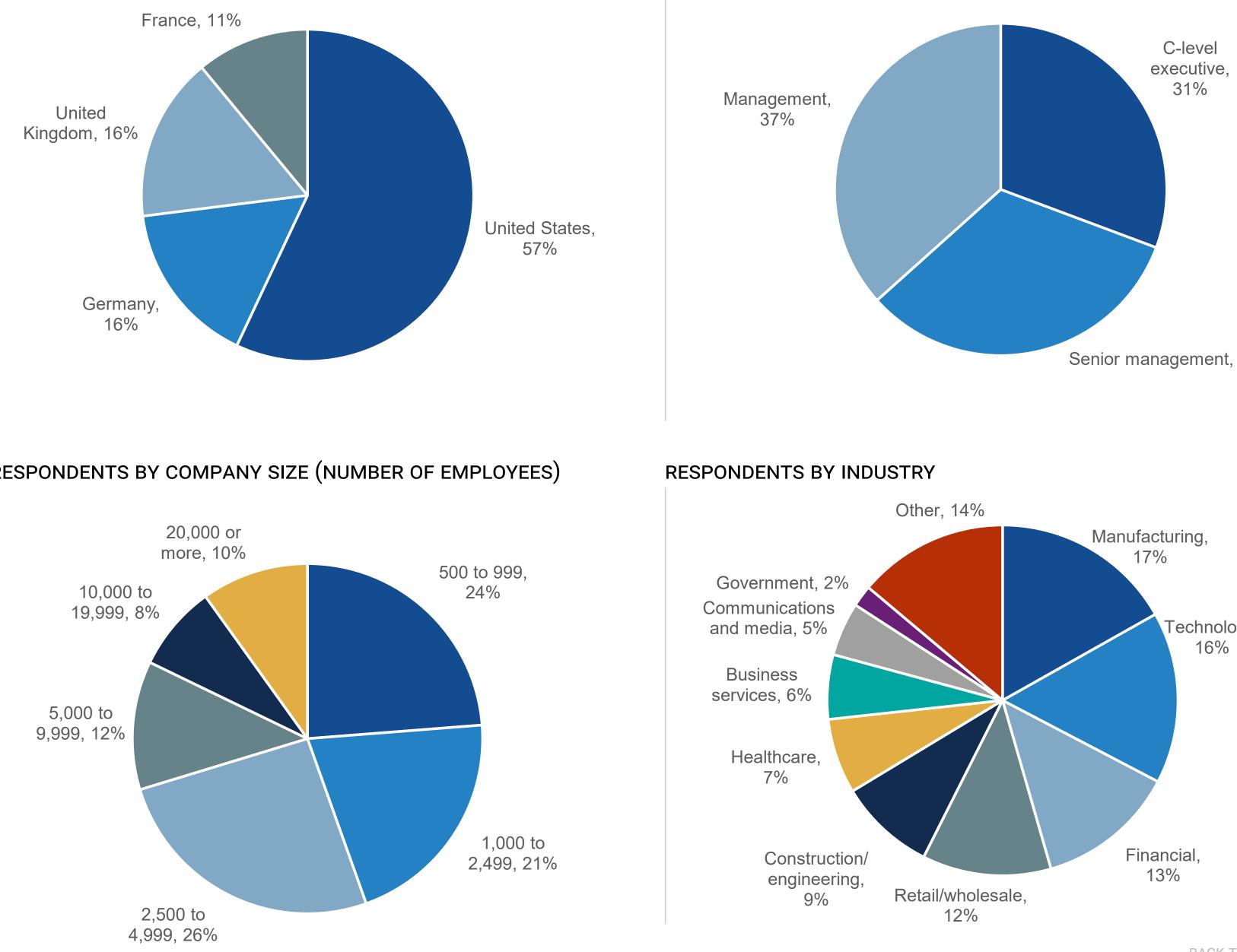
Organizations represented span all private- and public-sector enterprises in both the U.S. (57% of respondents) and Western Europe (U.K., Germany, and France; 43% of respondents). The survey was fielded between September 22, 2023, and October 12, 2023.

The margin of error at the 95% confidence level for this sample size is + or - 4 percentage points.

Note: Totals in figures and tables throughout this report may not add up to 100% due to rounding.

RESPONDENTS BY COUNTRY

- France, 11%
- United Kingdom, 16%
- Germany, 16%
- United States, 57%

RESPONDENTS BY SENIORITY

- Management, 37%
- C-level executive, 31%
- Senior management, 33%

RESPONDENTS BY COMPANY SIZE (NUMBER OF EMPLOYEES)

- 20,000 or more, 10%
- 10,000 to 19,999, 8%
- 5,000 to 9,999, 12%
- 2,500 to 4,999, 26%
- 1,000 to 2,499, 21%
- 500 to 999, 24%

RESPONDENTS BY INDUSTRY

- Other, 14%
- Government, 2%
- Communications and media, 5%
- Business services, 6%
- Healthcare, 7%
- Construction/ engineering, 9%
- Retail/wholesale, 12%
- Financial, 13%
- Technology, 16%
- Manufacturing, 17%

Maturity Scoring Questions Related to Team Convergence

To evaluate how mature an enterprise's ServiceOps practices are, ESG developed a ServiceOps maturity model that evaluated six multifaceted questions about the state of ITOM at enterprises.

Based on the answers to these questions, enterprises with a mature approach earned more maturity points, and those with an immature approach earned fewer. Respondents' enterprises could earn between 0 and 100 maturity points. Leading enterprises were defined as those enterprises earning more than 80 maturity points, Evolving enterprises as those that earned between 70 and 80 points, Emerging enterprises as those that earned between 60 and 69 points, and Nascent enterprises as those that earned fewer than 60 points.
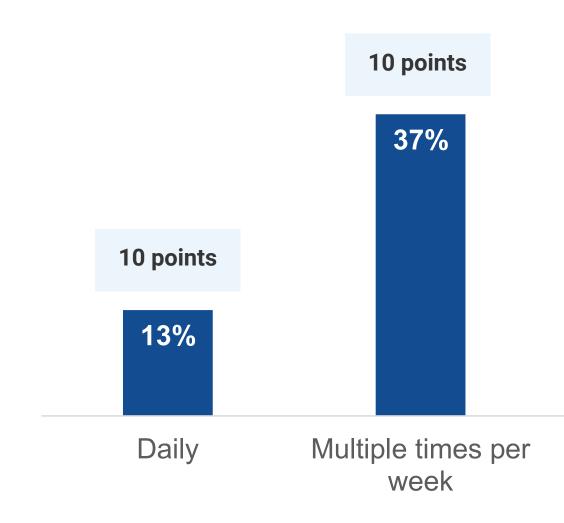
The questions ESG asked to assess digital work technology maturity are shown in the following figures, along with the number of maturity points ascribed to each response.
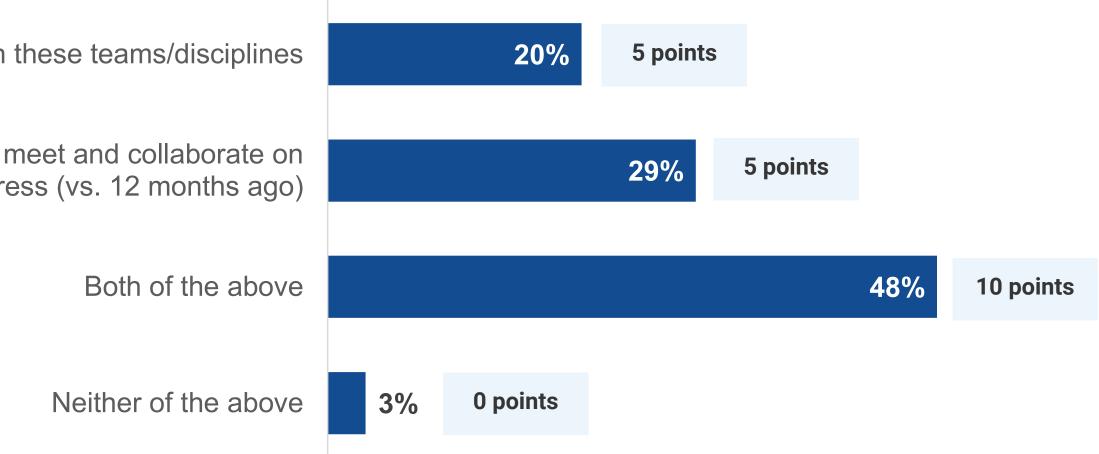
Please consider your enterprise's ITOps and ITSM staff and indicate if your enterprise is doing either of the following.
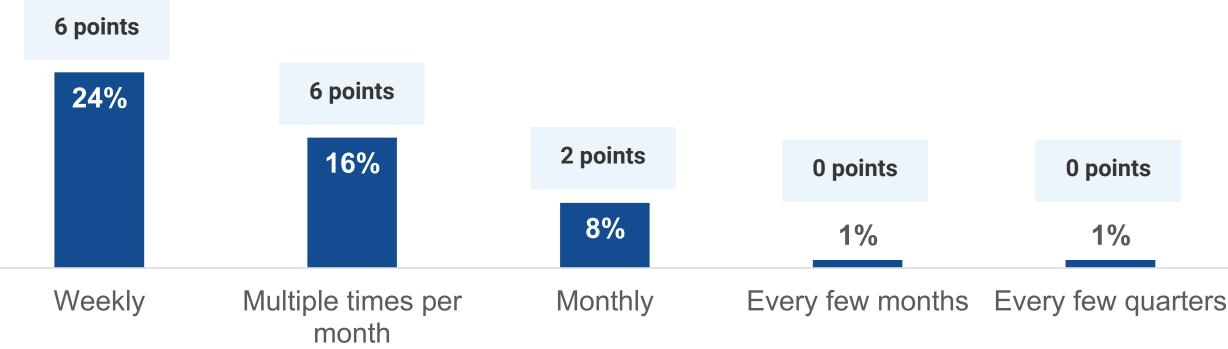
Creating hybrid roles that span these teams/disciplines	20%	5 points
Increasing the frequency these teams meet and collaborate on shared objectives and progress (vs. 12 months ago)	29%	5 points
Both of the above	48%	10 points
Neither of the above	3%	0 points

How often do members of your enterprise's ITOps staff and ITSM staff meet to discuss shared objectives, goals, and projects?

Daily	Multiple times per week	Weekly	Multiple times per month	Monthly	Every few months	Every few quarters
10 points	10 points	6 points	6 points	2 points	0 points	0 points
13%	37%	24%	16%	8%	1%	1%

Maturity Scoring Questions Related to Data and Tool Integration

Please consider your enterprise's ITOps and ITSM staff and indicate if your enterprise is doing any of the following.

|	
Developed policies to regularly audit IT service-related data to ensure quality	53%
Created a centralized data repository for all IT service-related data	49%
Deployed automated data collection and integration tools	48%
Formalized data definitions, data sources, and processes for reference	47%
Completed data mapping to show relationships and dependencies in the environment	47%
Established broad use of standardized data formats for collection and storage	45%
Harnessed data to determine causal relationships	36%
None of the above	1%

2-3 maturity points awarded for each selection

How would you describe the inter-tool communication of ITOps and ITSM tools/platforms in use today?

Excellent	Good, with room for improvement	Adequate	Spotty/inconsistent
10 points	**5 points**	**2 points**	**0 points**
35%	42%	17%	5%

Maturity Scoring Questions Related to Intelligent Automation

How automated are the following actions/workflows at your enterprise?

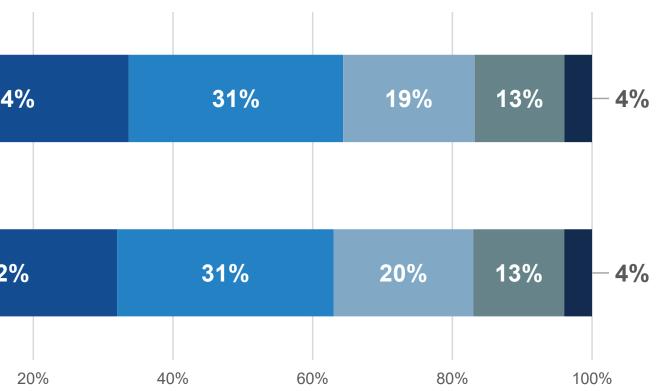|	Completely (or nearly) automated	Mostly automated	Even mix of automated and manual work	Mostly manual work	Completely (or nearly) manual work
Ticket creation when thresholds in monitoring systems are exceeded	28%	32%	29%	8%	3%
Verification that changes to production systems were successful	27%	31%	27%	11%	3%
Routine maintenance	26%	37%	28%	6%	2%
Configuration discovery	24%	33%	29%	10%	4%
Alert/ticket prioritization and escalation	23%	37%	28%	9%	3%
Provisioning of resources in response to user requests	23%	29%	35%	9%	4%
Business process mapping	21%	34%	33%	10%	3%
The deployment of approved changes to production systems	19%	37%	31%	9%	4%
Scaling of resources based on demand	19%	34%	31%	10%	6%

Maturity Points

■ Completely (or nearly) automated	5 points
■ Mostly automated	3 points
■ Even mix of automated and manual work	1 points
■ Mostly manual work	0 points
■ Completely (or nearly) manual work	0 points

To what extent, if at all, is your enterprise using these technologies to assist in ITSM or ITOps work?

	Currently using	Piloting these technologies	Actively working towards enabling this	Not using, but interested	No, and not interested
Using AIOps and generative AI to interpret and summarize large sets of log data	34%	31%	19%	13%	4%
Using AIOps and generative AI to create recommended actions for ITOps/ITSM practitioners to take when dealing with an incident	32%	31%	20%	13%	4%

■ Currently using	7.5 points
■ Piloting these technologies	5 points
■ Actively working towards enabling this	2 points
■ Not using, but interested	0 points
■ No, and not interested	0 points

Enterprise Strategy Group is an integrated technology analysis, research, and strategy firm providing market intelligence, actionable insight, and go-to-market content services to the global technology community.