

THE FAST TRACK

Speed Ahead with Technology That Streamlines Work & Collaboration

cherwell





Transformation Station

Unless people work together and work efficiently, it's easy for anything to get derailed. The right technology, however, can put you on the fast track, surging past the competition.

This is true for both high-speed railways and digital transformation efforts.

Unfortunately, most companies struggle to depart the station, or get their tracks crossed, because their crew isn't working together and their time is dominated by mundane, redundant tasks.

To bring your crew together – from conductor all the way down to engineer and attendant – you need to increase their efficiency and collaboration.

To help you fast-track your digital transformation, we tapped top technology leaders for insights on:

- how technology plays a role in cross-department collaboration;
- how to ensure a seamless transition in a transformation process; and
- how workflow automation can improve the customer and employee experience.

These leaders helped us assemble this map for success with four 'stops' along the way.

Stop 1

All Aboard: Improving Cross-Departmental Integrations

Stop 2

Laying Down the Rails: Giving Employees a One-Track Mind

Stop 3

Full Steam Ahead: Automate Processes for a Smoother Ride

Stop 4

Reaching Maximum Speed
with a Boost from Technology



ALL ABOARD

Improving Cross-Departmental Integrations

Digital transformation efforts are notorious for failing – 70% of complex, large-scale initiatives either have their departure significantly delayed, or worse, cancelled.

Gaining consensus and activating engagement is a significant challenge, especially for larger companies with numerous stakeholders. Due to siloed departments, there is often duplicated functionality within disparate systems which leads to redundant work and poor collaboration. Upgrading the tools and processes that employees use every day is a great place to start bringing everyone onboard and up to speed.

70%

of digital transformations fail

Source: McKinsey

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Take Control of Wayward Technology

Technology has become a risk inside the company. It needs to be under control because of the important role it plays in supporting the business objectives. Availability may be the first objective for the technology infrastructure, but control should be second.

Any asset that is important should be safe and controlled. Uncontrolled sprawling technology is difficult to maintain, update, and to guarantee availability when it is needed. This software tends to be more expensive in the second or third year due to higher TSO and difficulty to update.

The first step for a top leader: Be aware of every digital asset and reduce risk by controlling, keeping secure, updating, and substituting when needed. A Software Asset Management policy helps to evaluate in 360 degrees.



Marlon Molina

Certification Officer, Computerworld University, IDG Communications España



"Be aware of every digital asset and reduce risk by controlling, keeping secure, updating, and substituting when needed." @marlonmolina

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Ian Moyse

EMEA Sales Director, Natterbox



"Roles have become less defined. Learning and sharing with others is an essential part of the agile, faster-moving, and mobile workforce." @imoyse

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Leveraging Technology for Improved Collaboration

It is more important than ever to foster both a culture and an environment where collaborating with people outside of the immediate team is easy and the norm. Roles have become less defined, and learning and sharing with others is an essential part of the agile, faster-moving, and mobile workforce.

Approaches such as live document sharing and collaboration – from the likes of Google Docs, web conferencing, interactive whiteboards, discussion solutions such as Slack, and cloud telephony such as Natterbox – are empowering cross-functional teams to more easily share, communicate, relate, and discuss in ways never before possible.

New, engaging cloud-driven tech has driven a new knowledge and experience economy where we can all easily crowdsource knowledge, opinion, and expertise to help us deliver a better outcome for the activity we have at hand.

Achieving Best-Case Results

When innovating with technology, we need to consider the different technology needs for each department in our company.

Innovating for departments that rely only on people and data can easily integrate new tools like robotic process automation (RPA) or centralised software agents to streamline processes and automate work.

Conversely, innovating for departments like production is different because you need to deal with machines and devices that form the Operational Technology (OT). So, you need to design a strategy to foster an IT/OT convergence. Not impossible, just a bit more tricky.

In terms of performance or effectiveness, leaders need to set up an adequate number of KPIs. Those performance indicators are different between industries. For example, the total production output, the duration of some business process, or customer satisfaction can be useful to analyse.




Antonio Grasso

Founder/ CEO, Digital Business Innovation Srl



“When innovating with technology, we need to consider the different technology needs for each department in our company.” @antgrasso

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Employees who
feel heard are

4.6x

more likely to feel
empowered to do
their best

Source: Salesforce

LAYING DOWN THE RAILS

Giving Employees a One-Track Mind

When it comes to digital transformation, everyone within the organisation, from the CEO down, needs to have a one-track mind. Active engagement from senior leaders, as well as those leading the charge, increases the chance of success.

However, employees who see technology as encroaching upon their unique value to the organisation often pump the brakes on digital transformation. Leaders need to listen to these concerns and prioritise communication. When employees feel their voice is heard, they are 4.6 times more likely to feel empowered to do their best.

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Claire Agutter
Director, Scopism



Treat Technology Change as Any Other Change

When the management of an organisation needs to select technology that will be used across departments, they should follow Organisational Change Management (OCM) best practices to improve the likelihood of the technology being adopted and integrated into business processes. *This includes:*

- **Explaining the 'why.'** It's important to focus on why a tool has been chosen, rather than just saying what a new tool is.
- **Getting people involved with the decision.** As far as possible, focus on consensus decision making rather than an individual's choice, no matter how senior they are.
- **Clearly and specifically aligning technology with the organisation's goals and principles.** For example, we chose tool A over tool B because it meets the audit requirements we have, or because it is the tool of choice in the new market we hope to expand into.

"Treating technology change as any change will increase the likelihood of buy-in from all stakeholders." @claireagutter

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Treating technology change as any change will increase the likelihood of buy-in from all stakeholders.



Andrew Spence

HR Transformation Director, Glass Bead Consulting



“Automation will replace certain work-tasks, but reassuringly for us human beings, we will still need empathy, critical thinking, complex problem-solving skills, communication skills, and creativity.” @AndySpence


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Get Real About the Future

We can't possibly predict the actual work we will be doing in 10 years' time. What we can say is that automation will replace certain work-tasks, but reassuringly for us human beings, we will still need empathy, critical thinking, complex problem-solving skills, communication skills, and creativity.

To support your employees, you should encourage them to:

- **Know yourself:** What really drives you at work? Many people fall into careers, but are we doing the roles that best suit our lifestyles and personalities?
- **Stay curious, folks!** Expect learning to be lifelong and continuous, and collect your digital career credentials along the way.
- **Think like a business:** In long careers, pace yourself and think about what skills will be marketable now and in the future.
- With a more liquid and flexible market for skills – continue to **build great networks** outside your current employer.



Teams with high engagement have a

21%
greater profitability

Source: Gallup

FULL STEAM AHEAD

Automate Processes for a Smoother Ride

Digital transformation and process integration have the potential to drastically improve the lives of employees, shifting the burden of mundane tasks, redundant activities, and mind-numbing work – such as combining and deduping spreadsheets – to automated processes and workflows. This transference would allow employees to focus on more meaningful tasks.

Furthermore, when companies shape employee experience, employees are 44% more likely to be high performers (*Gartner*). So, it's no wonder that teams with high engagement have a 21% greater profitability (*Gallup*).

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Preparing Your Crew for Success

A key business issue and opportunity is the need to improve employee experience, with this having two key elements. First, employee “happiness” with internal service and support providers and, second, the level of employee lost productivity when they are faced with IT, human resources (HR), facilities, or other business-function-related needs or issues. And here, the former is strongly influenced by the latter.

Enterprise service management can be a great way to help improve the employee experience. The consistent use of similar practices and technology means that all service and support capabilities can be built around employees rather than around each service provider. When done right, the result is a better employee experience, higher employee productivity, and better business outcomes – with the latter due to lower levels of lost productivity, more effective service and support staff, and a better-motivated workforce.



Stephen Mann

Principal Analyst & Content Director ITSM.tools



“A key business issue and opportunity is the need to improve employee experience.” @stephenmann

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Sally Eaves

CEO and Director, Sally Eaves Consultancy



"Process integration can both differentiate and elevate the customer experience to create brand loyalty, operational efficiency, and sustainable competitive advantage." @sallyeaves

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Elevating the Passenger Experience

The customer journey has many touchpoints, and the experience through these can be deeply impacted by disconnected processes and siloed data. By contrast, process integration can both differentiate and elevate the customer experience to create brand loyalty, operational efficiency, and sustainable competitive advantage. This applies to B2B and B2C companies alike.

Noted benefits include the capacity to optimise and streamline the sharing of data across functional units so that data can be integrated, filtered, and evaluated – turning big data noise into nuanced insights and action. This directly impacts the quality of customer experience in terms of speed, convenience and efficiency, and critically, the capacity to personalise the experience to individual needs and preferences.

REACHING MAXIMUM SPEED

With a Boost from Technology

Digital transformation is an ongoing process. And celebrating iterative wins helps maintain momentum. As a result, organisations with successful transformations deploy more technologies (*McKinsey*) than those who struggle to achieve implementation milestones.

Success is often seen when demonstrable value is provided to everyone in the organisation; transformation initiatives that included digital self-serve technology (*McKinsey*) – such as

lo-code or no-code platforms – are twice as likely to report success. And when the technology is easy to implement, such as Enterprise Service Management (*Cherwell*), companies can more quickly ramp up the speed of their transformation efforts.

Digital transformation is

2.0x

more effective with digital self-serve technology

Source: McKinsey





Pierre Aeschlimann

Solution and Sales Strategist & Evangelist, Cherwell



"It is time to invest in new technologies when you are trapped in complexity with inadequate agility, poor efficiency, outdated experiences, and are unable to fulfill your business' demands." @PierreAeschlim1

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Gaining Momentum with Technology

It is time to invest in new technologies when you are trapped in complexity with inadequate agility, poor efficiency, outdated experiences, and are unable to fulfil your business' demands.

Manual or swivel-chair workstreams, siloed and disconnected business units, the proliferation of redundant products and tools, lack of visibility or insights, and dependency on legacy or homegrown technology are all signs that IT is no longer in the driving seat and is falling in an execution gap.

While insufficient IT operational maturity and efficiency is often a primary trigger to invest in new technologies, one should not forget the employee or customer experiences. Employees (and customers) expect modern, omnichannel experiences. These are imperative to drive adoption, engagement, and performance. Modernising and transforming these experiences will most certainly require upgrading the technology stack and investing in new solutions.

Have Your Digital Transformation Efforts Derailed?

In 2020, 40% of organisations will be scaling and refining digital initiatives – a drastic increase from 17% in 2018. Is your organisation ready to embark on your transformation journey?

Learn how Cherwell Enterprise Service Management can get your digital transformation efforts on the right track. And, for more insights into the state of cross-departmental integrations, read the results of our EMEA survey for learnings to help you create a new plan with a fast-track to success.

Cherwell Software™ is one of the fastest-growing IT service management software providers with corporate headquarters in Colorado Springs, CO, U.S.A., and EMEA headquarters in Swindon, UK. Cherwell Software's flagship product Cherwell Service Management®, delivers an innovative, award-winning, holistic approach to service management, allowing IT and support departments to align with strategy and deliver maximum IT business value.

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