ATLASSIAN

The Atlassian Approach to ESM

Atlassian eBook

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ATLASSIAN

The Atlassian approach to ESM

Principles and practical advice to help all teams deliver excellent service

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Introduction

The pace of business today demands that teams move at higher velocity. Technology is moving fast, from super quantum computing to artificial intelligence to self-driving cars. Enterprises across every industry – from traditional banks to pizza delivery – are undergoing massive digital transformation.

Now that we're accustomed to things like managing finances online and tracking exactly when we can expect our pizza delivery, we also expect modern tools and practices in our workplaces. Employees have higher expectations for service availability, access to information, and tools and processes that make getting work done easier.

To create this environment, all kinds of teams are becoming service teams, responding to requests, triaging tasks, and continually improving. There is unique opportunity for organizations to embrace this transformation, doing away with old ways of working that constrain progress and rigid processes that restrict team agility.

Imagine you've lost your work ID card and need a replacement to get into the building. What team do you talk to? How do you reach them? How will they put their efforts in motion to deliver you a new ID card? Where does this task fall in their lists of priorities? Even with the best systems, what seems like a straightforward request becomes complex at scale. With the wrong approach and disparate, disconnected tools, the situation can become disastrous.

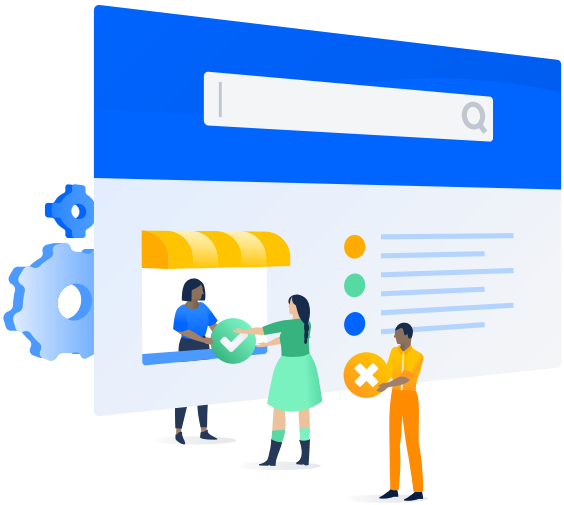
That request could easily be lost to bureaucracy, to a clunky service management tool, to fruitless intranet searches, or to unopened emails. Just replacing your ID becomes frustrating and costs time. Multiply that difficult attempt to get help by all the times similar requests occur and the lost productivity is staggering.

What if...

- you could leverage the knowledge gained over years of practicing ITSM to help not just IT, but all teams in your organization?
- an employee could go to one place to ask for help, regardless of whether they need someone to change a server or change a lightbulb or even change their address?
- every team – from finance to facilities to HR – had the tools they need to provide excellent service, to predict demand and plan accordingly, and to respond quickly and efficiently to incidents and problems?
- there was a central place to gain visibility into work across the enterprise, while enabling diverse teams to track, contextualize and prioritize in the ways that work for them?
- teams felt empowered to collaborate and deliver work quickly, even when working from locations across the world, or remotely?
- new technologies like AI or machine learning could benefit teams across the organization, covering repetitive tasks and providing people the opportunity to focus on complex work?

That's the vision behind Enterprise Service Management (ESM).

ESM overview



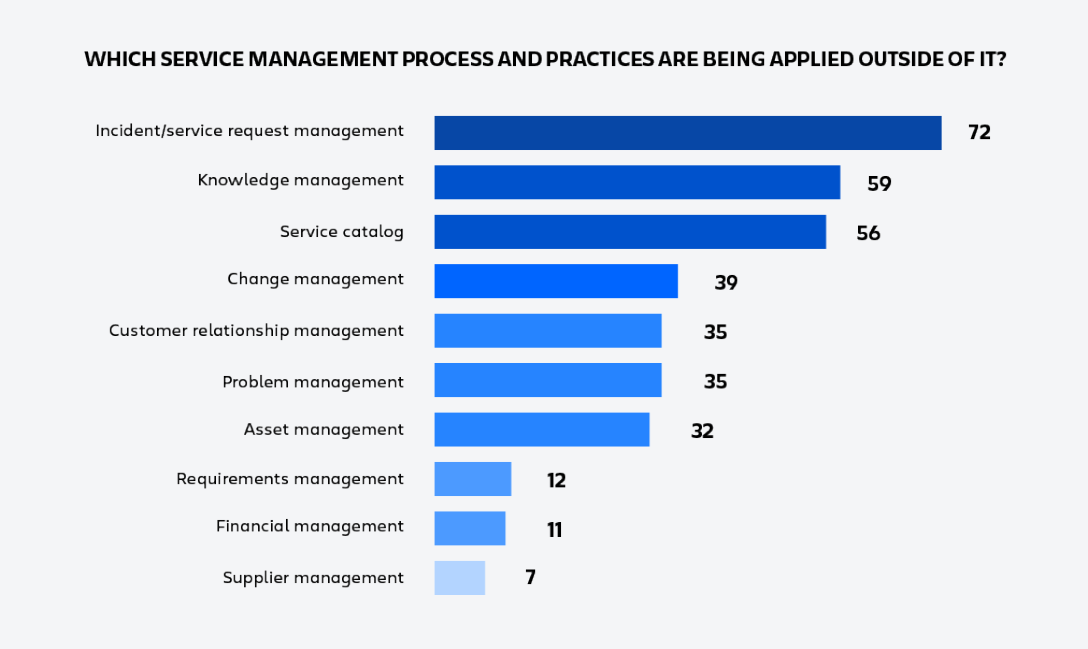
What is Enterprise Service Management (ESM)?

Enterprise Service Management – often referred to as ESM – is the extension of IT Service Management (ITSM) practices to service teams across an organization. While departments like HR and facilities have long offered internal resources and support to other teams, they've recently begun applying service management structure to their work.

Forrester explains that extending service management from IT to more business-centric use cases typically involves "managing service demand and supply through a common platform, portal, and service catalog; and speeding up innovation and workflow automation through PaaS/low-code development tooling."

For instance, teams that receive a high volume of employee requests, like HR responding to policy questions or legal providing contract support, are embracing service request management to advance beyond providing ad hoc support via email and phone and focus more on what matters. An events team that finds something wrong with a venue could follow incident and problem management practices to rapidly resolve the issue, and later determine the root cause of it. A content team trying to launch a new webpage may adapt the change management approach that Dev and Ops teams use when pushing changes to code.

As the Forrester report "**Apply Enterprise Service Management To Your Industry Processes**" explains, ESM brings all kinds of organizations together by creating "a universal system of connected work." Across use-cases and industries Forrester found that organizations practicing ESM facilitated work across department lines, replaced informal systems like shared inboxes, and provided an easy-to-use intermediary with backend systems of record.



Source: HDI: The State of Enterprise Service Management

What's behind the rise of ESM?

In the past few years, ESM emerged out of the ITSM space, gaining formal recognition and attention from enterprises, vendors, and industry experts. In his blog "**Accelerate With Enterprise Service Management**", Charles Betz, a Principal Analyst at Forrester, recounted that "Forrester expanded its coverage from ITSM to ESM in 2017, and the market has confirmed this expansion. Our guidance at the time was 'cautious optimism' – we're now changing this to 'full speed ahead.' And in the current environment, ESM provides critical access and coordination services for workforces that suddenly find themselves in a brave new remote world."

Long before it gained formal recognition, Atlassian noticed more and more teams outside of IT were asking for and providing a slew of services. To do this, those teams patched together solutions, oftentimes using email alongside ERP systems, which weren't purpose built to provide service. The resulting mismatch of tools and practices to the tasks at hand became especially challenging just as standards for service heightened, organizations embraced frameworks enabling them to deliver with more agility, and knowledge workers switched to remote work. Read on to learn how those factors have fueled the growth of ESM.

Demand for a better workplace experience

The broad adoption of service management is largely driven by heightened customer experience expectations. Customers – whether external clients or employees from another team in an organization – demand the ability to find help, fast. They have lost tolerance for disparate, disconnected tools that interrupt information flow and detract from the core elements of their work. Nobody wants to jump from place to place searching for the name of someone who might be able to help them. ESM offers ways for teams to deliver fast, seamless service in one place that keeps employees happy and productive.

An HDI survey of organizations in 20 industry verticals and with a wide range of organization sizes found that over 75% of respondents identified improving the customer experience as the leading motivator for the transition to ESM. The survey also found that among organizations that had implemented an integrated service management solution, more than half reported that employee satisfaction had improved.

Influence of ITIL 4, DevOps, and Agile

No discussion of service management is complete without considering ITIL and how that ITSM framework has evolved. The latest update to the ITSM framework, ITIL 4, "provides an emphasis on the business and technology world, how it works today, and how it will work in the future with Agile, DevOps and digital transformation." Gone are the days when organizations practicing service management could rely on heavyweight, inflexible processes. Modern approaches focus on flexibility, collaboration, people-centric processes, and speed.

GROWING ALIGNMENT BETWEEN ITIL AND AGILE

The ITIL 4 guiding principles	The agile manifesto
• Focus on the value • Start where you are • Progress iteratively with feedback • Collaborate and promote visibility • Think and work holistically • Keep it simple and practical • Optimize and automate	• Individuals and interactions over processes and tools • Working software over comprehensive documentation • Customer collaboration over contract negotiation • Responding to change over following a plan

As software continues to **eat the world**, companies strive to operate with the urgency of digital business. The rise of DevOps has softened what used to be a hard divide between Infrastructure and Operations (I&O) and development teams. By breaking down these barriers, I&O teams can enable development teams to accelerate software and service delivery, all while controlling costs and managing risk. And, when there's an incident, the collaboration between teams speeds resolution.

It's not just technical teams that need to collaborate in order for organizations to move at high velocity. Factor in legal, HR, particular business units – all kinds of teams need to effectively work together. ESM can connect with and extend Dev and Ops collaboration, involving more teams in a comprehensive digital product pipeline that meets the moment.

Shifting to remote work

COVID-19 disrupted the typical 9-to-5 office routine. Nearly overnight, workers adjusted to remote work. Of course, knowledge work already relied on SaaS tools, but COVID tested them. Now that we no longer share the same workspaces, chat, video conferencing, and other collaboration tools are critical for connecting with coworkers.

Companies that embraced ESM were best positioned for the sudden transition to remote work. During a chaotic time, centralized sources of information enabled workers to find the resources and help they needed to continue their work with minimal disruption. Workflows, queues, and automation routed and prioritized the most important tasks. Common platforms provided visibility into the work of others in the organization and enabled asynchronous collaboration within and across teams.

This is likely to be an enduring shift. Many employees and employers have reported increases in productivity from remote work, and most employees want to continue working remotely. A The Conference Board report, "**From Immediate Responses to Planning for the Reimagined Workplace**", predicted that "remote working will become the norm, or at least a widely practiced solution, for many employers." And a McKinsey survey, "**What employees are saying about the future of remote work**", found that more than half of employees reported a desire for a more flexible-hybrid working model.

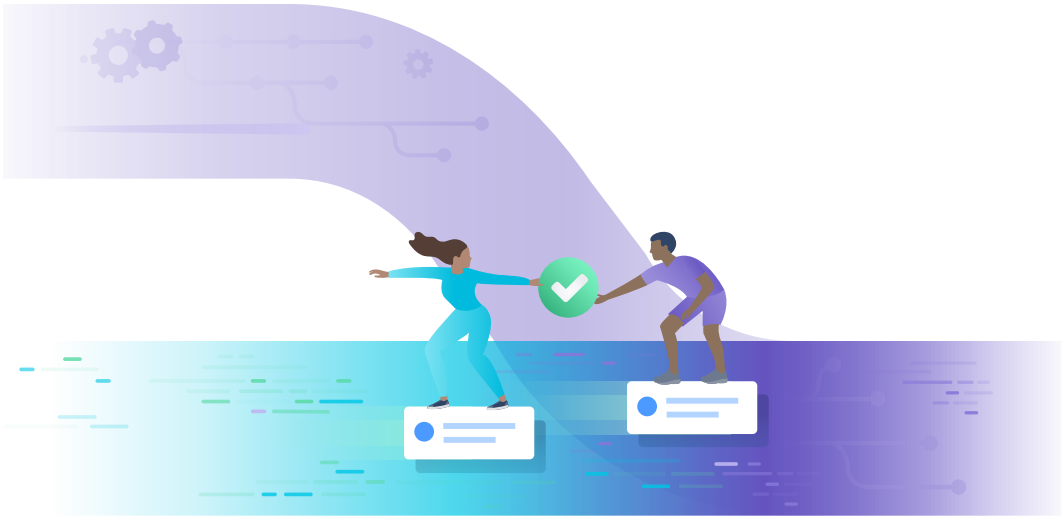
McKinsey also surveyed employees about their concerns about working arrangements and policies. “More than a third of respondents ranked clear hours and expectations for collaboration in their top five policies; several other collaboration policies, including technologies that enable on-site employees to dial-in to remote meetings and guidelines for documentation, also received significant support. Collaboration tools, and training for those tools, also rate highly for employees, as does reimbursement for remote-work office setups.”

The ROI makes ESM an easy call

The bottom line is: ESM makes fiscal sense. Sophisticated tools – which will continue to become more effective with increased use of AI – allow organizations to “shift left,” resolving problems at a lower cost tier of service. One ESM tool can replace multiple legacy systems, providing savings not only in licensing fees, but also in procurement and negotiation costs, as well as ongoing maintenance.

Seventy-five percent of respondents to the HDI survey reported that productivity had improved since expanding service management beyond IT, further indicating significant savings from implementing ESM, in addition to achieving a better ROI on the ITSM tools that have already been invested in. Thus, ESM allows all teams to deliver faster service with improved quality at a lower cost.

Jira Service Management



Modern teams are racing against the clock to do the seemingly impossible, like supporting a remote workforce, or reshaping business models to meet a rapidly changing world. We designed Jira Service Management to enable teams to create and support exceptional software-driven experiences that are always on, for both their customers and their employees.

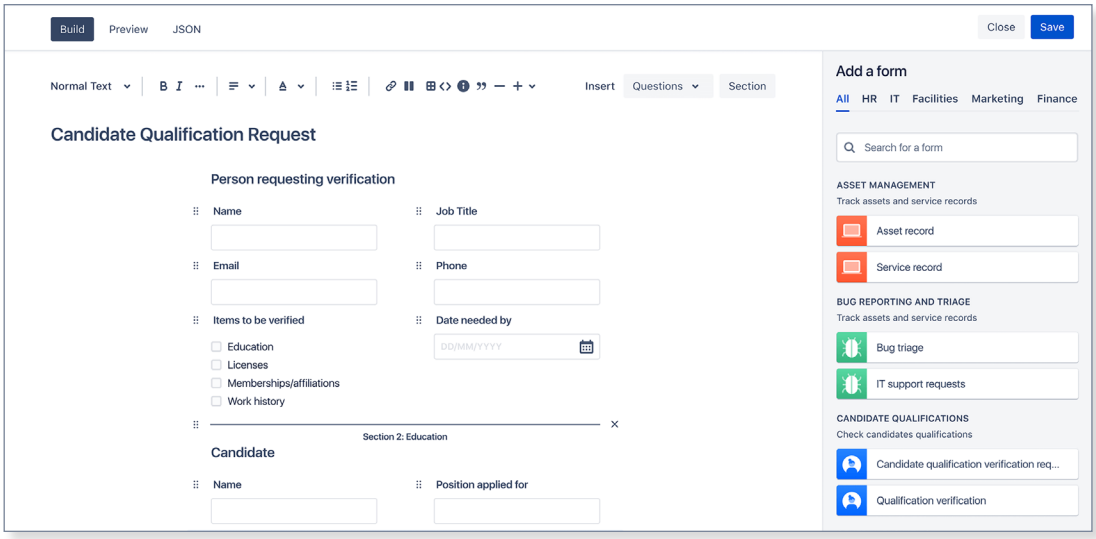
Findings show that legacy service management tools aren't up for the challenge of the moment – promoting conflict over partnership, knowledge hoarding over knowledge sharing, and rigid standardization over business agility. Instead, let's consider incorporating the core ideals of Agile and DevOps: move fast, work in small batches, break down silos, automate wherever possible, and most importantly, ensure that processes adjust to team needs.

Built on Jira, Jira Service Management solution brings development, IT operations, and business teams together on a unified platform for better collaboration, so any team can respond to business changes and deliver great customer and employee experiences fast.

Benefits of Jira Service Management's approach to ESM

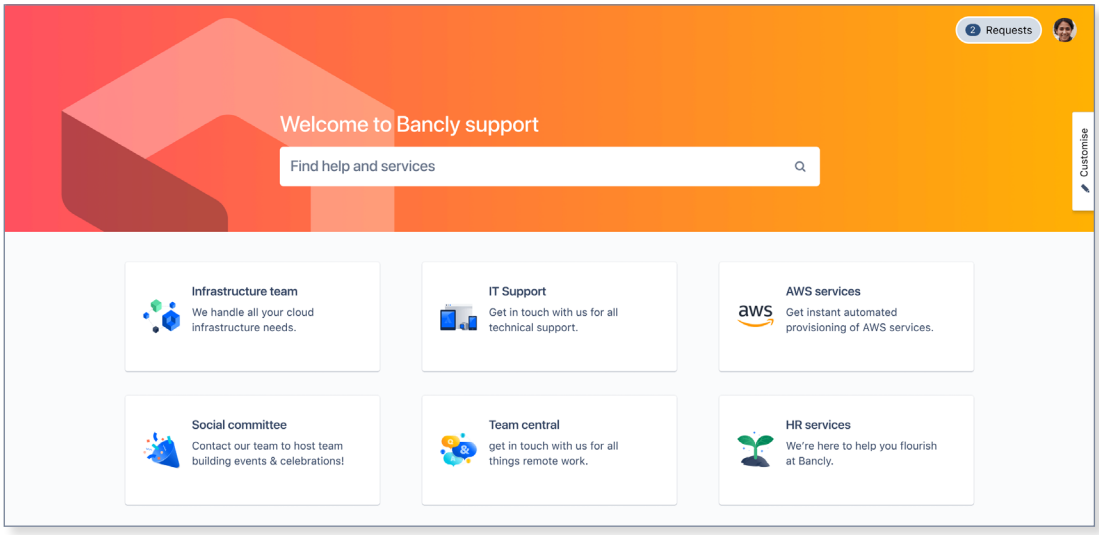
Any team can get started fast

With templates for every use case, teams can easily spin up service portals that fit their unique requirements. Set up workflows with a drag and drop editor and customize forms to collect the information you need to take action without the back and forth.



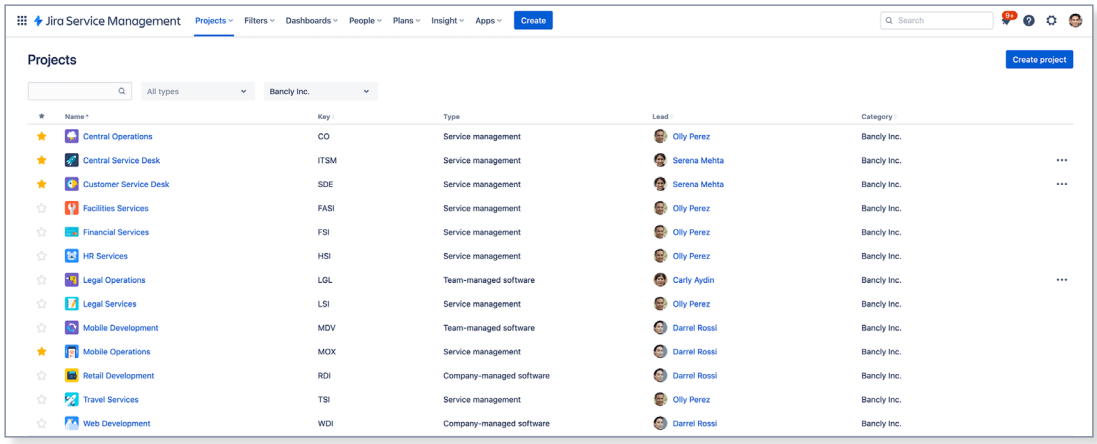
Employees can quickly get help from any team

Meet your customers where they are - email, web, or chat - and prioritize incoming requests with queues and SLAs. Or, configure an intuitive self-service portal so your employees have one place to find help fast.



Standardize on a platform for all teams

Enable every team to shape processes to fit their needs, while unlocking collaboration and maintaining centralized visibility. Requests for things like software access, legal review, and facilities repairs are routed to the right teams for rapid resolution.



Jira Service Management ESM features

SERVICE REQUEST MANAGEMENT
Create a simple, customizable portal so your employees can get help quickly, and your teams can streamline incoming work. Now every team can easily spin up a service desk.

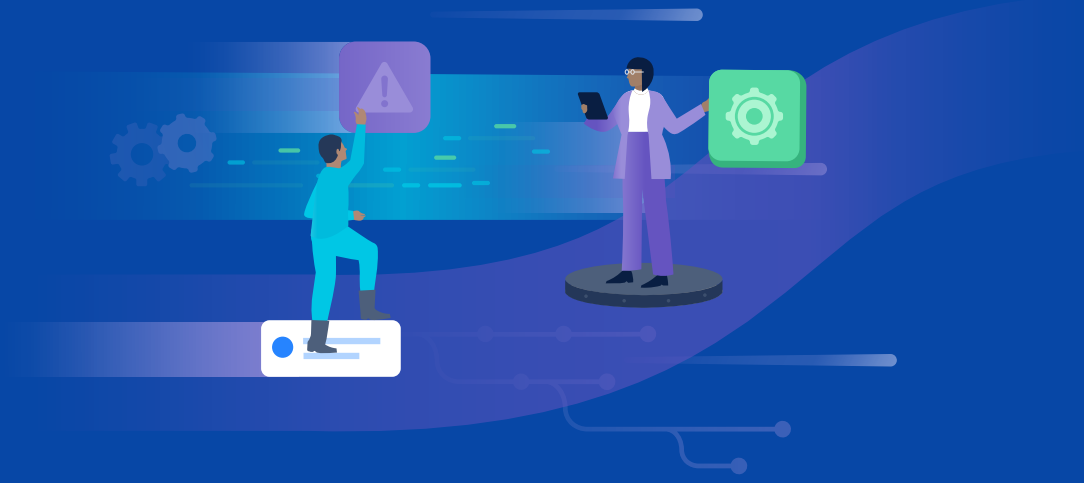
KNOWLEDGE MANAGEMENT
Empower employees to find answers to common questions using a self-service portal. Leverage a knowledge base that surfaces relevant articles to deflect requests.

ADVANCED FORMS
Leverage a no-code/low-code form builder and provide dynamic forms that only surface the relevant fields to your employees. Draw on 300+ pre-built form templates to quickly collect and validate all the information you need about a request.

DELEGATED ADMINISTRATION PERMISSIONS
Democratize service management by delegating administration permissions to project owners. Increase autonomy while maintaining visibility and control.

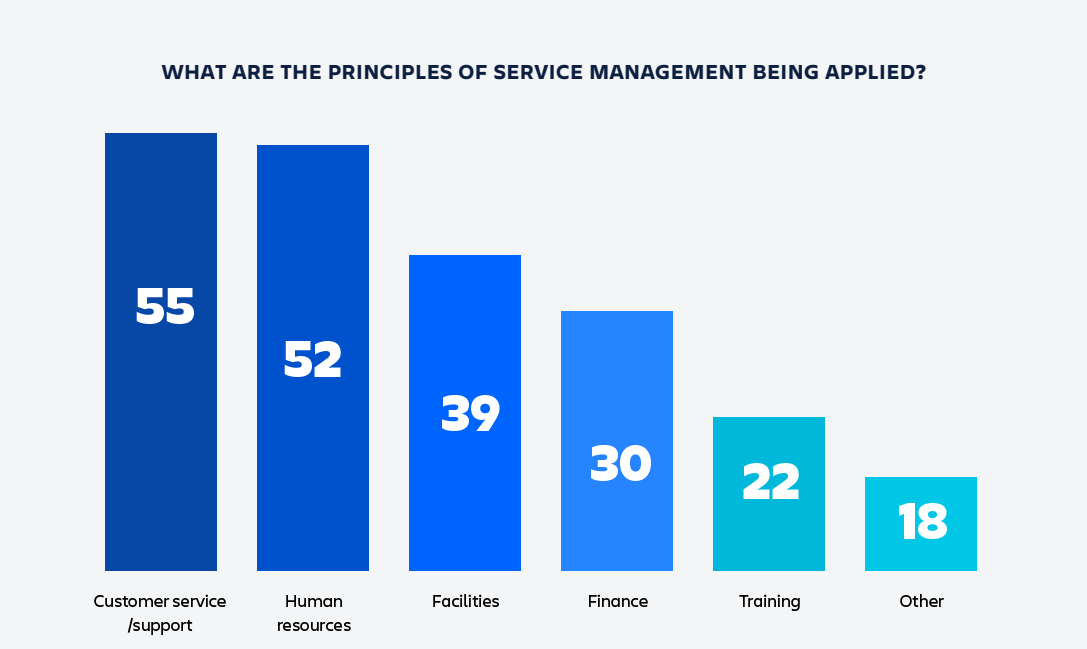
CONVERSATIONAL TICKETING
Users can create a two-way sync between conversations in Slack or Microsoft Teams and Jira Service Management. Employees never have to leave chat tools to get the help they need, and agents get all the information they need right in Jira Service Management.

ASSET AND CONFIGURATION MANAGEMENT
A flexible and open data structure allows teams to manage assets and resources important to their practices – everything from servers to fleets, fish, insurance, and pianos.



Service management teams

Over 50% of the service desks found in Jira Service Management are created by non-IT teams. Prior to the “Enterprise Service Management” wave, organizations were already using IT products for non-IT purposes. After diving into those use cases a bit more, a pattern became clear. IT pioneered the way, implementing service management tools and practices. Eventually other teams would look to IT for support implementing these tools to manage their own work.



Source: HDI: The State of Enterprise Service Management

While all kinds of teams are embracing ESM, the non-technical teams that tend to lead the way are HR, facilities, legal, marketing, and customer service. These teams share common challenges, including the need to create easy ways for employees to connect with them for help. Shared email inboxes and walking up to someone’s desk for support become unsustainable at a certain scale. A service catalog that customers can look to for support brings order to outreach and brings expectations in line with delivery, helping promote user satisfaction. And, embracing knowledge management practices can reduce redundant questions and often enables employees to help themselves.

Setting up an enterprise-wide system for managing service fosters collaboration and visibility. IT can no longer manage work within its own box, and benefits from extending service management tools to the rest of the organization. For instance, working from the same platform, IT can seamlessly involve a particular business unit in approving an upcoming software change. Rather than outsourcing review processes, by tying relevant stakeholders into work, organizations reduce risk and increase change success. That's just one example though, by offering a more open view of what teams are working on and common systems for working together, there are many opportunities to break down silos.

For example, Atlassian uses over 130 service portals helping employees with everything from IT support to taxes to swag. Since ESM, is integral to work at Atlassian, let's look at a few stories from some of the service teams about what they have learned.

HR team: Improving the onboarding experience through automation

Jira Service Management has become the glue joining disconnected systems, the bridge between separate teams, and a capable tool for filling the feature gaps in a wide range of business platforms.

People team

The Atlassian People Team manages human resources, including talent and recruiting, business partners, rewards and other functions.

Problem

Atlassian's People Team sought ways to facilitate onboarding for a lot of new, distributed hires during the COVID-19 pandemic. Throughout this time, the company had been growing at an unprecedented rate. Some 40% of current employees joined remotely, and have never seen the inside of an Atlassian office before.

The team relies on Workday as its Human Resource Information System (HRIS), or source of people data. However, the tool was disconnected from onboarding workflows and there was an opportunity to make improvements that could save time, add better tracking to processes, and create an intuitive and enjoyable experience for employees.

Solution

Workday data provides the first steps in a chain of onboarding actions for other teams to complete. The team used Workato, a third-party app that provides an integration layer, to incorporate onboarding data into Jira Service Management. Now, when a new hire is added into Workday, Jira Service Management automatically initiates a catalog of requests like laptop and account provisioning, accessory request fulfillment, and scheduling the orientation session for the new employee.

The team built a service delivery front-end and, starting with the high-volume, critical transactions, logs Jira Service Management issues for every transaction awaiting action. Those cases are assigned to the right team member in the applicable geographical area with appropriate Service Level Agreements (SLAs) – two functions that don't commonly exist in an HRIS.

> By having Jira Service Management onboarding tasks landing in the onboarding ops team queue, we reduced risk of human error and eliminated a lot of manual effort. It not only added value to our talent acquisition team and new hires by speeding up the onboarding process, but it also created extra capacity to our onboarding ops team."
>
> **ANDI BRESLIN**
> Head of People Operations at Atlassian

Results

Jira Service Management has allowed Atlassian to bridge siloed teams, reduce company-wide costs, and made the whole catalog of onboarding tasks centrally trackable and measurable. Tracking all this information allows the team to become a more data-analytics enabled operation that supports intelligent decision making.

- [x] Increase the bandwidth of the HR team
- [x] Save time by making workflows simpler and speedier
- [x] Add measurability to workflows for oversight and process improvement
- [x] Create an intuitive and enjoyable experience for employees that use the system

> The team continues building out capabilities in Jira Service Management to improve critical transactions like transfers, terminations, address changes, and many more. I wouldn't be too surprised if the entire employee lifecycle – from recruitment to their first day to annual activities like performance reviews to, literally, their last day – is touched by Jira Service Management in the future. The opportunities are endless and the value is there."

PAUL BIAGIO

Senior Manager of IT

COVID response team: Providing transparency and resources for employees adjusting to remote work

As Atlassian worked to respond to the COVID-19 crisis, the COVID response team made use of Jira Service Management to structure communications and provide transparency around decisions.

Team profile

Atlassian's COVID response team is a cross-functional crisis response group effectively representing the entire company. A critical part of their responsibilities includes internal communications – making sure the entire company could find accurate, up-to-date information.

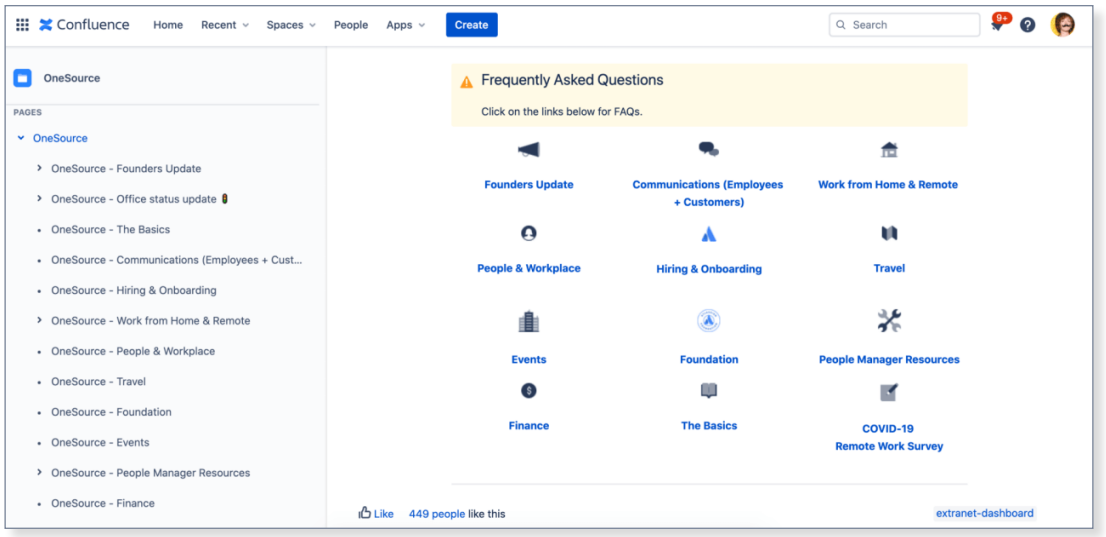
Problem

As the COVID-19 pandemic developed, there was a lot of speculation and rumors floating around Atlassian. With confusion increasing and questions flowing in, it became clear that we needed to coordinate a global response and keep employees informed.

Solution

To bring structure to the chaos, the COVID response team looked to Jira Service Management (then known as Jira Service Desk). Setting up the portal was a way to give employees a place to ask questions while protecting their privacy by default. The team also implemented tight controls around permissions. This way, the only people who could access a given request were the requestor, anyone specifically added by the requestor, and the handful of people on the team who triaged the Jira Service Management queue.

For common issues, the team also drew on knowledge management principles and set up a single place for employees to find information. They created a global landing page for all-the-things related to Atlassian's global COVID response and then various subsections such as travel, hiring & onboarding, events, etc.



Results

Rather than sending off Slack messages and tagging people in comments, any employee can now submit a question via a dedicated portal. The COVID response team could triage incoming requests, reach out to other teams when necessary to get information, and provide answers within 48 hours. Providing a single source of truth for information and resources helped eliminate confusion and empowered those managing the crisis response to focus on the most critical tasks at hand.

> When the COVID-19 crisis emerged, we relied on Jira Service Management to set up a convenient, confidential way for employees to get answers. The queue made it easier for our team to track incoming issues and respond efficiently. Centralizing information helped reassure employees. Jira Service Management helped us maintain a sense of connection, even after our offices closed."
>
> **L'TEISHA RYAN**
> Head of Internal Communications

Workplace Experience team: Scaling service while maintaining personal connections

The team uses service request management best practices and Jira Service Management features like dynamic forms to deliver better experiences for employees.

Team

Workplace Experience oversees the day-to-day operations and management of Atlassian's office and remote experiences such as internal virtual events. This includes facilities, guest services, events, employee rewards, in-office food and beverage service, and wellness programs.

Problem

> Before Jira Service Management, it was basically the wild, wild west for some time."
>
> **REBECCA SILER**
> Workplace Experience Manager

Everything started when The Atlassian Sydney Workplace Experience team became overwhelmed with requests. They had gotten big enough that having a direct relationship with everyone wasn't possible. Sometimes people would submit requests virtually, but they were still looking for a personal connection with the people who provided these services, so there would still be pings coming though Slack and other channels.

The team was juggling the various forms, tickets, messages, walk-by questions, and one-off requests. They used spreadsheets and spent going back and forth looking through documentation pages while trying to get answers to employees. Unfortunately, things would accidentally get dropped, and the breadth of this work wasn't accurately reflected and visible to the global team.

Solution

Jira Service Management is now the place that facilitates all Workplace Experience offerings. Service requests coming through Jira Service Management include everything from issues that come up in the office, office supply orders, guest service needs, food and beverage concerns, and more.

When there is an incident with something like a coffee machine, facilities teams look to Jira Service Management to rapidly resolve that issue. Sometimes these events involve contractor vendors or other outside teams, and Jira Service Management helps to triage, track, and enable conversation.

To reduce back and forth and more efficiently address requests, the team makes use of dynamic forms. The feature enables them to gather relevant information from employees. And as needs change, it's easy for Workplace Experience to set up forms without having to involve administrators. Some of this data is also used to automate certain tasks like transitioning workflows, tag managers, and generating relevant comments for increased context.

Results

Workplace experience cares deeply about their direct relationships with employees at the company. There was a concern that implementing service management practices and Jira Service Management could feel a little impersonal. The reality is that Jira Service Management actually allows Workplace Experience to better manage their work and better serve the Atlassian team.

It allows for accountability and transparency on tasks and sets clear timeline expectations. The team can also understand trends. This process tells a better story about how they can evolve to meet the latest company needs. In reality, all these things have enabled the Workplace Experience team to deliver, better, more personalized experiences for employees.

Atlassian Kudos

Following the transition to remote work, requests for things like travel and event space in the office have totally dropped off. On the other hand, the need to support things like gifts, celebrations, work anniversaries, and kudos is going strong.

What is a kudos? At Atlassian any employee can nominate a coworker for going above and beyond their job description with what's called a Kudos. This small gift could be a gift card, or a donation on behalf of the nominee. Employees fill out a simple Jira Service Management form to nominate a co-worker, which automatically creates a service request that gets assigned to the local Experience Team so they can give a gift to the appropriate employee.

The Kudos workflow involves an approval step, linked to Slack to automatically notify managers when they need to approve a bigger gift. The entire process is streamlined, simple, and helps boost employee morale in a world where teammates no longer get to express their appreciation for each other in person.

Web team: Bringing transparency and tracking to projects

The web team was able to gain context, reduce back-and-forth and track their work using Jira Service Management.

Team

The web team is a group of product managers, producers, designers, and engineers responsible for building and maintaining all Atlassian web properties. Atlassian relies on these sites, with millions of visits and transactions taking place on them each year.

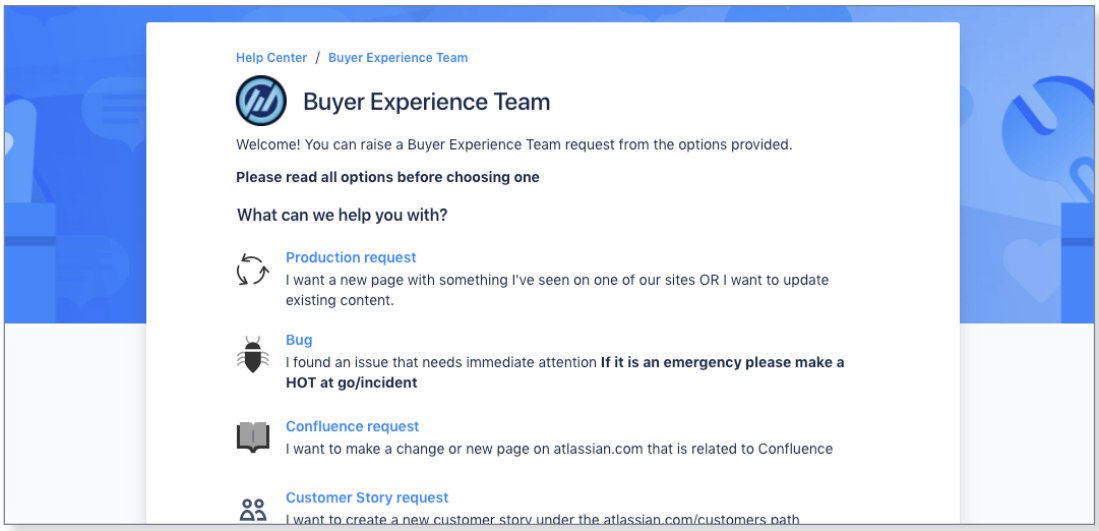
Problem

Mike Heimowitz is the web team lead and oversees all updates to webpages. In the early days of Atlassian, Mike and his small team would receive requests via a basic form. This worked well for a while, but as Atlassian grew in size and complexity, Mike noticed that his team was not receiving enough details or context via the basic form submission.

It was also a one-size-fits-all process where the team would have to go back and forth with other teams to gather details and context before they could begin work. Many times, the team would need to manually reroute the request to someone else who was better equipped to help. All of this slowed down response time and made for a frustrating customer service experience.

The goals were:

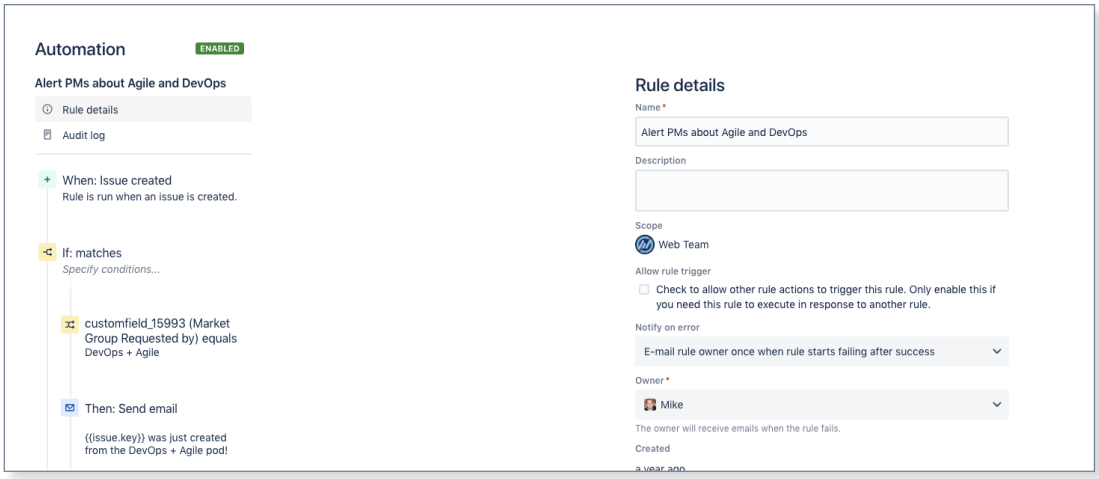
- Efficiently gather context and details up front
- Cut down on the back and forth between the customer and web team
- Reduce noise and route every request to the proper team at the proper time via automation
- Increase transparency across the company on work status and progress towards completion



Solution

Mike and his team migrated to Jira Service Management where they created a request type for every project that they worked on. Along with adding various request types, they used labels and descriptive text to guide the customer to provide the exact detail and information needed so the web team could get to work on the request more easily.

They also rely on automation rules to further organize and simplify service delivery. On each request type the “team requested by” field ensures each ticket is routed to the proper web team’s queue. Additionally, each team member can customize how and where they receive their tickets and work. Some choose to receive an email, while others work directly out of Jira Service Management or Slack.



Results

The team has become more efficient and is able to collaborate better with product marketing and other teams.

Another benefit of Jira Service Management is that as Atlassian grows, Jira Service Management makes the web teams' work visible across the organization. This transparency keeps every team accountable for progress towards the completion of projects and also opens up communication channels so anyone can view a ticket, comment, and have a conversation about a project.

> Jira Service Management helps us receive more complete requests that have all of the context, and detail that our team needs to understand the project so we can get to work quickly"

MIKE HEIMOWITZ
Web Producer Team Manager

SLAs

Jira Service Management provides powerful built-in SLAs (service level agreements), so teams can track how well they're meeting the level of service expected by their customers. These plain-language agreements between all kinds of teams and customers define the services you will deliver, the responsiveness that can be expected, and how you will measure performance.

> Jira Service Management helps us cut down on the friction that can occur when customers don't know the status of their request. With filters and automation rules everyone involved can see tickets, comment and work together, and know the status of every project."

MIKE HEIMOWITZ
Web Producer Team Manager

Privacy team: Scaling up service on privacy issues

Atlassian's Privacy team transitioned from juggling ad hoc questions to maintaining an organized, collaborative approach to managing service requests.

Team

The Privacy team is a growing organization in Atlassian's legal department. Their group helps thousands of Atlassian employees address privacy concerns including responding to product teams checking in on privacy issues related to potential features.

Problem

To comply with GDPR, Atlassian, and many other companies, established privacy teams. In those early days, privacy lawyers would tactically handle issues from teams across Atlassian, attending meetings and contributing insights, answering questions in one-on-one meetings, and providing comments on pages.

This approach quickly became unsustainable as privacy concerns became increasingly important. Jen Luther, Senior Privacy and Product Counsel, recalled that "knowledge management was a struggle. You'd know you answered a question before, but you'd have to search through a ton of old messages and try to remember keywords from your past answer. It was a journey just to answer a question you knew you already knew the answer to!"The team needed to be able to easily and scalably surface what they had done previously and how they made decisions.

Solution

The Privacy team wasn't set up to manage queues to handle incoming requests. So, they used Halp to answer questions directly through a Slack channel. Hundreds of employees use the Slack channel, and the Privacy team usually replies directly from Slack. Now, the Privacy team takes comfort knowing that should they need it, the request is tracked in Jira Service Management.

The team uses alert scheduling features in Jira Service Management to coordinate schedules and delegate work. There is a rotation of responsibilities for when privacy related incidents occur. That level of planning ensures the team is sharing the workload and avoiding burnout.

The team strives to improve at anticipating and automating responses to recurring questions. They use topic-based tagging and automation to categorize incoming Slack messages. They also pull reports to understand top questions and where they originate. From this information, the team creates playbooks of answers. When new laws come into effect, the Privacy team updates the playbook to maintain a central source of truth and mitigate spikes in requests.

The Privacy team works with most teams at Atlassian and uses Jira Software to manage big projects. It has enabled them to prioritize large efforts, collaborate with other teams, and link projects to context from relevant privacy requests and incidents through the common Jira Platform.

Results

With Jira Service Management,the team spends more time on strategic thinking and less time searching through message histories. Reporting, tagging, and automation have made it easier to get through incoming requests in a timely manner. Moreover, Jira Service Management has provided a knowledge bank that the Privacy team and others can always look to for important information.

> “Jira Service Management took us from one time conversations, to Slack messages, to having an accessible database of knowledge that is searchable, reportable, and scalable.It’s really nice to be able to capture everything so seamlessly.”
>
> **JEN LUTHER**
>
> **Senior Privacy and Product Counsel**

Product Marketing team: Avoiding campaign bottlenecks

Team

Atlassian Product Marketing teams are responsible for making sure the products that the team builds are successful in the market.

Problem

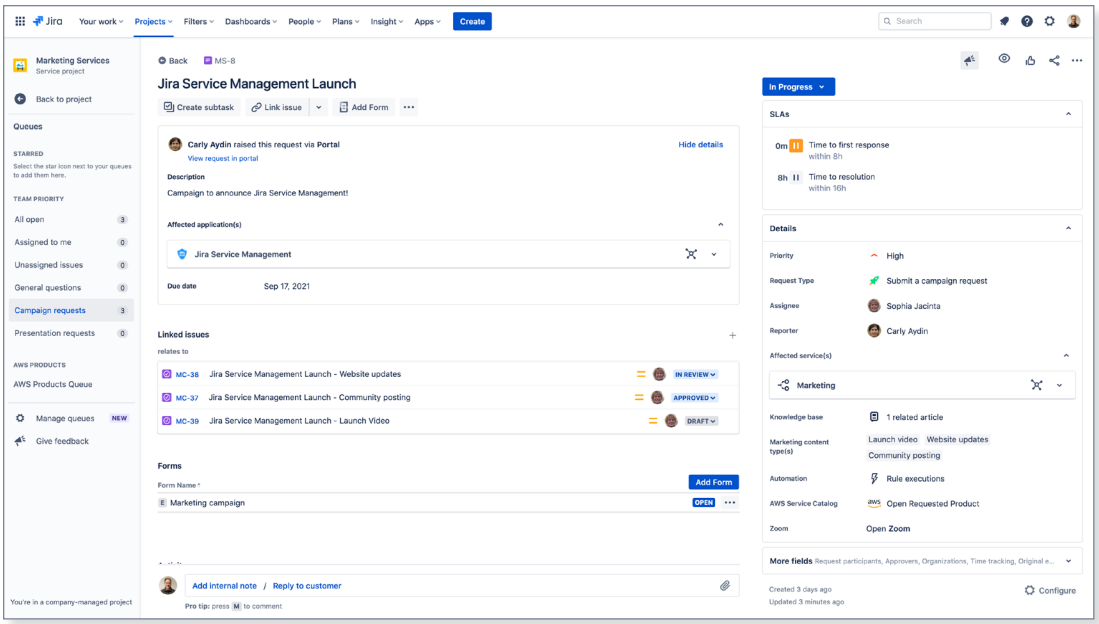
To accomplish their goals, Product Marketing works closely with numerous other teams. At Atlassian, a Product Marketing project kickoff might include forty people representing various stakeholder groups like product management, design, performance marketing, legal, analytics, and many more.

When product marketing plans for a big launch, there is a variety of content and projects that require collaboration from various teams and individuals. “When you are sending Slack reminders to too many stakeholders reminding them to provide feedback on a webpage, things can get frustrating fast,” said Blythe Ebersole, Senior Team Lead, Product Marketing.

Solution

Product Marketing set up a Jira Service Management project to manage campaigns. Rather than having one-off conversations about tasks, it was easy to assign issues to cross-functional teams while keeping track of the big-picture project milestones. This meant the team could assign work to the web team, the brand team, editorial, and design teams from one central place.

Borrowing principles from change management helped Product Marketing avoid bottlenecks as they published content. For instance, the team created plans and templates to explain the intent and audience for their pieces. High visibility pages would go through a formal approval workflow with a core group of stakeholders. A more minor update could be approved directly by the team. They set up a “proofing” channel in Slack to swarm edit campaign pieces and avoid the lengthy review process that could otherwise occur.



Results

The team has reduced back-and-forth communication and been able to publish more rapidly. Jira Service Management has also made it much easier to see where projects are hitting snags and enabled the team to work more efficiently with partners across the organization.

Three ESM implementation tips from the folks behind ITIL

FOCUS ON VALUE

ITIL, the world's leading IT Service Management framework, has a set of guiding principles, which help practitioners understand how to create successful service organizations. One of these guiding principles is "Focus on Value." It sounds simple enough, but there can be tremendous risks to applying it simplistically.

There are no easy answers here, except to find a practical and balanced way to get multiple stakeholder groups to collaborate. It might involve some automation, some delegation of authority, or even a deliberate decision NOT to get involved.

IT'S MORE THAN JUST THE TOOLS

Successful products and services require an appropriate level of investment into people, skills, roles and responsibilities, tools, processes, and "supplier" (be they internal or external) relationships

Technology will undoubtedly play a critical role in your ESM journey. Just remember that successful ESM also requires investments in people, in ways of working, and in relationships with other teams and organizations.

COMMUNICATE!

Let's take our cue from some of the products and services we use outside of the workplace. The teams behind those products invest in multiple communication channels, such as newsletters, webinars, YouTube livestreams, embedded videos, and chatbots. And it isn't only when they're about to release a new feature or upgrade – the communication is frequent and regular.

AKSHAY ANAND

ITSM Product Ambassador and Evangelist, AXELOS

Customer stories

Additional ways teams use Jira Service Management

Don’t just take our word for it! Atlassian customers use Jira Service Management for all kinds of creative use cases. Below are some highlights of how different teams have delivered excellent service across industries.

CUSTOMER	SUMMARY
LUCID	Jira Service Management is used by over 15 departments (including HR, Legal, and Purchasing) with plans for more in the works.
box	Jira Service Management is used for most of the general administration functions, from HR, finance and IT to security and workplace services. In response to COVID-19, Box set up a Jira Service Management web portal, bringing communication into a single place, with up-to-date paths for employees to find information and resources.
Yale SCHOOL OF MANAGEMENT	The Communications department uses Jira Service Management for managing requests for communication and marketing materials like brochures, business cards, and other collateral.
ISS	Finance uses Jira Service Management with their vendors and suppliers to submit questions on invoices, payments, and more. HR also transformed onboarding workflows and automated tasks like tracking leave.

CUSTOMER	SUMMARY
nextiva	All of Support , Operations, HR, Customer Solutions Engineering, Design, and Administration turn to Jira Service Management and its integrations with other Atlassian tools for quickly submitting, tracking, and resolving service requests.
APPDYNAMICS	Teams at AppDynamics use Jira Service Management for HR (including onboarding and termination requests), permission and data issue reporting, event planning, maintenance issues, and procurement.
Flo	Legal and Compliance turn to Jira Service Management for guidance on what tasks need to be completed any time an employee joins the company, leaves, or assumes a new role.
	More than 100 teams – including Human Resources, Procurement, and Facilities – use Jira Service Management at Twitter.

To learn more about how you can leverage Jira Service Management to improve your company service delivery, for employees and customers, contact your local Atlassian Solution Partner today.

ATLASSIAN

Thank you for downloading this Atlassian eBook! Carahsoft is pleased to serve as Atlassian's exclusive public sector aggregator, working with an extensive ecosystem of resellers, system integrators, and solution partners who are committed to helping government agencies select and implement the best solution at the best possible value.

To learn how to take the next step toward acquiring Atlassian's solutions, please check out the following resources and information:

For additional resources:
carah.io/AtlassianResources

For upcoming events:
carah.io/AtlassianEvents

For additional Atlassian solutions:
carah.io/AtlassianPortfolio

For additional DevSecOps solutions:
carah.io/DevSecOpsSolutions

To set up a meeting:
atlassian@carahsoft.com
833-JIRA-GOV

To purchase, check out the contract vehicles available for procurement:
carah.io/AtlassianContracts