EMA™ IT & DATA MANAGEMENT RESEARCH, INDUSTRY ANALYSIS & CONSULTING

Enterprise Management Associates (EMA)

Research Calendar

IT Service/Operations (ServiceOps)

2027

IT Service/Operations (ServiceOps)

The Economics of ServiceOps: Measuring the Cost of Operational Complexity

IT organizations invest heavily in tools, integration, automation, and consolidation to improve service delivery, but they can still struggle to quantify operational complexity. This research will measure the ServiceOps Complexity Tax that tool overlap, fragmented data, incident handoffs, information-search delays, reconciliation, redundant alerts, failed integrations, and other operational friction create. Building on EMA research that identified legacy technology, data problems, siloed tools, integration challenges, and resource constraints as barriers to ServiceOps success, the study will determine which forms of complexity create the greatest financial and operational impact, and whether consolidation eliminates complexity or simply relocates it.

Change Intelligence: Predicting Business Risk Before IT Changes Go Live

Change management increasingly requires more than workflow control and approval. This research will examine whether organizations can predict a change's business impact and operational risk before implementation. EMA will investigate how organizations combine CMDB data, service mapping, ITAM, observability/AIOps, dependency intelligence, change history, AI, and automation to understand potential blast radius and business-service impact. The study will benchmark automated pre-change impact analysis, AI-assisted risk scoring, rollback readiness, dependency awareness, and the operational evidence organizations require before approving higher-risk production changes.

The ServiceOps Control Plane: Governing AI Action Across ITSM, ITOM, Observability, and Automation

AI increasingly operates across multiple platforms rather than within a single management domain. This forward-looking research will investigate how organizations coordinate and govern AI agents, automation, operational data, policies, and systems of action across ITSM, ITOM, AIOps/observability, ITAM, and automation environments. EMA will examine cross-platform orchestration, agent coordination, authority boundaries, shared operational context, policy enforcement, auditability, and emerging agent-sprawl challenges. The study will explore how organizations maintain governance and accountability as AI-driven actions cross traditional platform and organizational boundaries and determine whether these requirements create a distinct ServiceOps control-plane function.

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ServiceOps Without Borders: Managing Third-Party and SaaS Dependencies as Part of the Service

Enterprise IT increasingly owns service outcomes without owning all of the infrastructure that produces them. SaaS applications, hyperscalers, APIs, communications platforms, identity providers, managed services, internet infrastructure, and business partners can all affect service quality while remaining outside direct IT control. This research will examine the growing gap between service accountability and infrastructure control. EMA will explore third-party dependency visibility, external service monitoring, supplier escalation, business-service mapping, contractual accountability, incident communication, and how ServiceOps teams identify and manage failures that originate beyond enterprise boundaries.

From Resolution to Prevention: Benchmarking Proactive ServiceOps

For decades, IT organizations have optimized their ability to detect, diagnose, and resolve incidents. This research will examine the next stage of ServiceOps maturity: preventing service degradation before users experience it. EMA will benchmark organizations across a progression from detection and diagnosis through response, prediction, and prevention. The study will examine predictive anomaly detection, dependency intelligence, problem management, change-risk analysis, capacity forecasting, proactive DEX remediation, automated remediation, recurrence prevention, and preventive automation. Critically, it will investigate how organizations measure and prove the business value of incidents, outages, and service degradation that proactive ServiceOps helps them avoid.

ITAM AI Readiness: Assessing the Operational Foundation for AI

EMA's 2026 ITAM benchmark identified six capabilities that significantly differentiated AI-Ready ITAM organizations from Optimized organizations: runtime asset data, CMDB accuracy of at least 95%, integrated FinOps and ITAM, a single authoritative source of truth, confidence in AI governance controls, and automated pre-change impact analysis. This research will turn those findings into an actionable readiness framework. EMA will assess organizations across asset intelligence, data quality and context, financial and operational integration, and governance and change intelligence to identify where their ITAM foundations support AI—and where gaps create risk.

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Enterprise IT Management Pricing and Licensing Benchmark

As IT management platforms expand across discovery, ITAM, CMDB, service mapping, automation, and AI, buyers face increasingly complex licensing and consumption models. This research will benchmark what enterprise buyers consider fair, predictable, understandable, and aligned with value. EMA will examine buyer preferences across subscription, asset-, device-, user-, capability-, and consumption-oriented approaches while exploring pricing transparency, AI-related charges, overage risk, budget predictability, renewal behavior, and willingness to pay. The research will focus on buyer preferences rather than ranking individual vendors, creating an independent benchmark for both technology providers and enterprise customers.

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Parker leads EMA's IT service operations (ServiceOps) practice, focusing on the convergence of ITSM, ITOM, enterprise service management, business service management, and AIOps to help enterprises align business objectives with technology strategy. With over a decade of senior-level experience in product marketing, competitive research, and analyst engagement, Parker has led teams in enterprise information management, process automation, discovery, and observability at companies including Dynatrace and Redwood Software. His client-side background gives him deep insight into how organizations engage with analyst research and implement complex technology solutions.

Parker Hathcock

Research Director

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The 2027 Research Calendar provides multiple ways to engage, and each opportunity can be tailored to your specific goals.

About Enterprise Management Associates, Inc.

Founded in 1996, Enterprise Management Associates (EMA) is a leading IT analyst research firm that specializes in going "beyond the surface" to provide deep insight across the full spectrum of IT management technologies. EMA analysts leverage a unique combination of practical experience, insight into industry best practices, and in-depth knowledge of current and planned vendor solutions to help its clients achieve their goals. Learn more about EMA research, analysis, and consulting services at **www.enterprisemanagement.com**. You can also follow EMA on **X** or **LinkedIn**.

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