



Switch stories:

How 5 enterprises left
their legacy ITSM behind

Table of contents

Introduction3

SAP 4

Experian8

Aljazeera Media Network 12

Kaiser Permanente/Group Health 15

The Royal Bank of Scotland..... 19

Conclusion 22

Introduction

This eBook takes you through the digital transformation of five leading brands: SAP SuccessFactors, Experian, Group Health (Kaiser Permanente Washington), Al Jazeera Media Network, and Royal Bank of Scotland.

Each company has a section in the eBook. The sections detail the vision the companies had, the challenges they faced with their legacy ITSM, why they switched to ServiceNow solutions, and the numerous benefits they realized *following the switch*.

Background

Digital transformation is in full swing and impacting businesses—large and small—across all industries. In fact, two out of three Global 2000 CEOs say digital transformation is at the center of their corporate strategy¹.

A modern, cloud-based solution such as ServiceNow® IT Service Management lays the foundation for digital transformation. It allows IT to:

- Be agile,
- Engage with employees
- Respond quickly to rapid changes in the business
- Boost productivity by shifting budgets from maintenance to innovation.

¹ Source: IDC http://www.idc.com/getdoc.jsp?containerId=US40526216&lipi=urn%3Ali%3Apage%3Ad_flagship3_pulse_read%3B%2BQPKqQevR%2BSgY8hbKkRsXw%3D%3D



Transforming internal IT operations to better support clients

SuccessFactors is an SAP company that offers the world's leading cloud-based HCM (human capital management) Suite. The company provides HCM services to 6,000+ customers and 45+ million cloud application subscribers across 60+ industries in 175+ countries.

The vision

Due to fragmented internal processes, issues, and service, incidents were taking longer and becoming more difficult to identify and resolve. SuccessFactors recognized that the status quo was not acceptable.

"You could see the problem by looking at metrics like increasing MTTR (mean time to repair)," said Alex Hernandez, senior director of SDO service management. "Our MTTR had risen to roughly of four hours for Level 2 security incidents. Our executives didn't have access to real-time metrics, and it was exhausting and time-consuming to try to explain to customers why a service was impacted."



The challenges

- Proliferating and misaligned ITSM processes, resources, and tools were leading to an increased number of service delivery issues
- External customers were frustrated with service levels
- Internal staff dealing with more incidents and issues

The solutions and transition

ServiceNow unifies and streamlines processes

ServiceNow ITSM allowed SuccessFactors to modernize incident, change, problem, and configuration management, as well as customer impact and notification capabilities. More specifically, the Now Platform® allowed them to integrate and gain visibility into multiple processes, data sources, operational KPIs, and IT financial metrics.

SuccessFactors was focused on four promises to their customers: 1) increasing availability, 2) speed, 3) transparency, and 4) maturity.

ServiceNow ITSM gave SuccessFactors a way to ensure they were able to accomplish all of these goals while also making it easy for them to integrate existing tools and data. The value in a single platform is that it unifies and streamlines processes.

Go-live and preliminary results occurred in just 100 days.



The Now Platform

- Integration of processes, data, infrastructure, and workstreams across multiple sources
- Advanced dashboards to facilitate data-based decision-making
- Transparency and reporting on business process performance

ServiceNow Inspire®

- Aligns business and IT objectives
- Expedites executive buy-in and advocacy
- Demonstrates the “art of the possible”

“

The ServiceNow platform is transforming ITSM, and it's capable of far more than that.

— **Mike McGibbney**,
Senior Vice President,
Service Delivery and Operations (SDO)



The results

A significant drop in MTTR

Results show a significant drop in MTTR for Level 2 severity incidents. For example, there was a 32% reduction from 4.06 hours in May 2017 to just 1.28 hours by August, 2017 with steady downward progress projected for the months ahead.

In addition, ServiceNow calculated the following results based on the company's SDO (service & delivery operation) data:

- 2,435 FTE hours per year saved in change creation
- 563 FTE hours per year saved in incident creation
- \$400,000 savings in the first six months of transformation

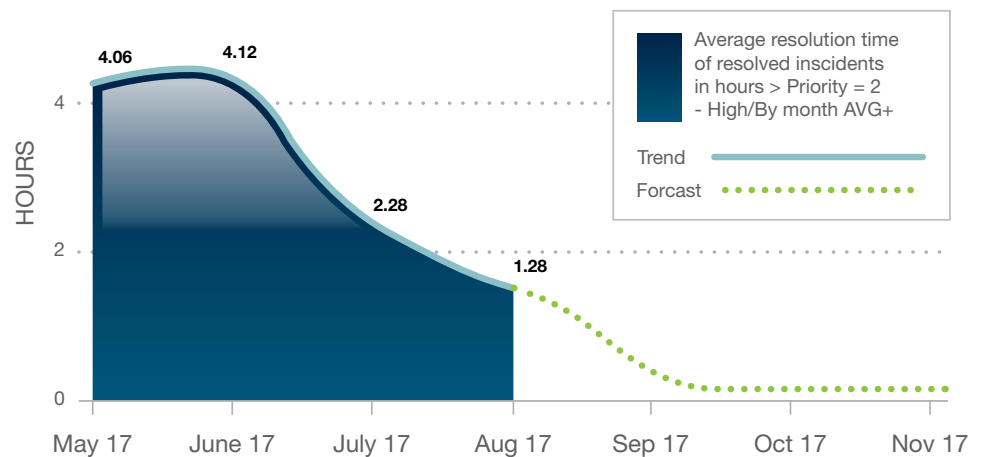


Figure 1: SDO has seen a steady reduction (32%) in MTTR since the Now Platform was deployed.



Creating a single system of engagement for a global organization

Experian is the world's leading global information services company with 16,000+ people operating across 37 countries. The company provides data and analytical tools that help businesses to make smarter decisions, lenders to lend more responsibly, organizations to prevent identity fraud, and individuals to take financial control.

The vision

Faced with disparate processes, disconnected systems, and high costs, Experian needed to transform their IT service delivery. "Experian had an unnecessarily complex and inflexible IT services set up, with a multitude of disparate technologies and processes. We were in essence putting veneer on veneer to keep up, rather than making inherent and lasting changes to evolve our approach," said Jonathan Hayes, VP global IT service excellence, Experian IT services.

The CA Service Desk was a core area of concern, with a configuration that didn't align with how Experian wanted to serve its customers. "Our service desk tool was no longer fit for purpose. Even some of the basic functions were long, slow, and inappropriate, so it took too long to log a ticket. We were putting an unfair expectation on our agents to effectively manage a situation and deliver a great level of service," said Hayes.

Experian had a vision to modernize ITSM and consumerize the employee experience. This vision extends beyond IT to transforming every business line.



The challenges

- Inefficient service delivery because of a complex and inflexible IT service due to organic and acquisition growth, which has created multiple disparate technologies and processes
- High running costs and a reliance on manual processes due to multiple, end-of-life legacy systems and homegrown tools
- Suboptimal visibility of the customer journey due to a limited technology integration between service and sales of the organization

“

Experian had an unnecessarily complex and inflexible IT services set up, with a multitude of disparate technologies and processes. We were, in essence, putting veneer on veneer to keep up, rather than making inherent and lasting changes to evolve our approach.

— Jonathan Hayes,
VP Global IT Service Excellence,
Experian IT Services



The solutions and transition

Driving service transformation across the business

"Choosing ServiceNow was a conscious decision to move away from standard tools to adopt a single platform that would power the seamless delivery of services for every business function," said Hayes.

For most employees, the only direct interaction they had with IT was when they needed to ask for something via a request portal. It used to be a clunky, painful process. Now, with ServiceNow, interacting with IT is fast, easy, and highly-satisfying.

"We pride ourselves on unlocking the possibilities that data holds to empower organizations and individuals, and this is exactly what ServiceNow has supported further for Experian," said Hayes. "With ServiceNow, we have created a single system of engagement for Experian that expands far beyond IT. We've initiated a significant change in how large, global organizations deliver services."

The Now Platform

- Incident management
- Problem management
- Change management
- Knowledge management
- Asset discovery
- Service mapping
- Vulnerability response,
- HR service delivery
- Self-service request management
- Performance analytics

“

I frequently hear very positive feedback about how much faster and smarter work is with ServiceNow. Previously, it would take two to three minutes for managers to approve a simple request, but now it's a matter of seconds. Likewise, agents would battle through an incident form to log a ticket, yet with ServiceNow this has been reduced by over 50% in many situations.

— Jonathan Hayes,
VP Global IT Service Excellence,
Experian IT Services

The results

Moving from minutes to seconds with faster, smarter service delivery

Results show a significant drop in MTTR for Level 2 severity incidents. For example: there was a 32% reduction from 4.06 hours in May 2017 to just 1.28 hours by August 2017 with steady downward progress projected for the months ahead.

- Smarter, faster service delivery through a single platform has helped remove technology islands and seamlessly integrated organization-wide processes
- More than 50% reduction on time spent on incidents and changes in many situations through process and the Now Platform capabilities
- Improved alignment of sales and service due to the seamless integration of ServiceNow and Salesforce
- After just 12 weeks, 3,000 Experian employees globally were using ServiceNow to handle cases, service requests, and incidents for a client or employee



Leading the media industry in service management

Al Jazeera Media Network (AJMN) now broadcasts to 300+ million households in 140+ countries. With 82 news bureaus globally and 70+ nationalities represented on its staff, AJMN's newsrooms are among the most diverse in the world.

The vision

"Our previous ITSM efforts were not widely adopted by the business because the tools we tried to use were IT-focused and difficult to customize," says Grant Totten, head of performance management for AJMN.

To make its operations more efficient, AJMN needed to consolidate disparate systems into one easy-to-use service request portal and establish a single system of record.

The challenges

- Protect uptime and viewership by increasing and improving service management processes
- Enable 80+ global locations to better manage assets, contracts, and service requests
- Drive user adoption of self-service with more agility and faster speed to market
- Improve visibility and decision-making with standardized processes and metrics

The solutions and transition

After evaluating several solutions, AJMN replaced its legacy tool with ServiceNow. Working with a ServiceNow partner, AJMN swiftly implemented incident, change, problem, and asset management.

Then, AJMN built a shipping module in just a few weeks, using ServiceNow's out-of-the-box functionality.

"That would have been impossible with our previous tool because it really wasn't intended to be a platform that we could develop on top of. With ServiceNow, just 2.5 full-time employees manage over 30 development streams," said Totten.

Saving time and money

"Because of the visibility ServiceNow gives us, we were able to take level-three technical requests and push them down to the service desk," says Totten. "We're saving money and reclaiming time for our highly skilled engineers."

"We've reached a tipping point where the value of ServiceNow is well known throughout our organization," says Totten. "It's so fast and easy to use that people are now coming to us and asking how we can streamline more workflows and solve more business problems."



“

No matter which part of the business we interface with, ServiceNow lets us be more effective. I haven't yet found a single business problem we haven't been able to solve.

– **Aamer Maqsood**,
Head of Service Management,
Al Jazeera Media Network

The results

- Brought structure to service management by consolidating processes and breaking down silos
- Increased service management processes 700% and drove 100% user adoption for ITSM
- Improved access to broadcast equipment and IT services, reducing business risk
- Cut costs and improved decision-making through greater visibility
- Improved access to broadcast equipment and IT services, reducing business risk
- Reduced MTTR for tickets by an average of 84% (13 hours vs. 83 hours)
- Resolved 28,000 incidents by tracking problems to resolutions
- Nearly eliminated emergency changes



How Group Health reduced clicks and improved customer satisfaction

Group Health was a non-profit organization that was established in 1945. It provides both medical insurance coverage and care for 650,000+ for people in Washington (state) and Idaho. It has 6,000+ employees. In February 2017, it was acquired by Kaiser Permanente, a national leader in integrated health care and coverage. Group Health is now referred to as Kaiser Permanente Washington and has 9300+ employees and contractors, of which 480+ are IT employees and IT contractors. Using ServiceNow Discovery, they found they had 2715 servers and 17,000+ devices.

The vision

"We had Vantiv. We had Remedy. We had RightNow. We had Perspective. We had an IT request center as well as many other processes that were being managed in email, spreadsheets, and SharePoint," said Troy Holmes, senior systems engineer, KP Washington. "And with all of those, we had very limited integration. This led to a very disjointed and 'untrackable' process. We were in a really bad spot at that point."

Low user adoption, complex and costly technology stacks, and high maintenance costs were some of the key challenges Group Health's IT service delivery team was facing every day. But their existing legacy ITSM technologies were taking far too much effort, leaving no time for building new services, meeting business goals, or driving innovation.



The challenges

- Multiple aging and unsupported ITSM systems
- Four service desk tools (EPIC, ITOPS, HR, Facilities)
- Limited integration between systems
- No affordable CMDB solution
- Facing major upgrade of BMC Remedy
- Low customer satisfaction and adoption of tools
- More than 18 FTEs were needed for system administration (7 FTEs Remedy, 10 RightNow, 1 Vantive)
- Anything but Remedy" was common feedback

“

We had Vantiv. We had Remedy. We had RightNow. We had Perspective. We had an IT request center as well as many other processes that were being managed in email, spreadsheets, and SharePoint.

— **Troy Holmes,**
Senior Systems Engineer, KP Washington



The solutions and transition

A one-stop shop for processes

Group Health had an existing set of ITSM solutions and decided to select a new solution because they had multiple aging systems that were unsupported.

ServiceNow was selected after Group Health looked at Gartner and compared all the leading ITSM vendors (BMC, HP, CA, ServiceNow). "We saw ServiceNow as a platform. It was exactly what we were looking for. We saw it as a one-stop shop for our current processes as well as our future processes," said Holmes. "None the other solutions looked like a platform."

Implementation

- Delivered project in two six-month phases

Phase 1 – Enterprise Core ITSM services (Incident, Problem, Change, CMDB, Asset Management, Service Request)

- Minimal data conversion strategy was possible
- Minimal customization strategy

Phase 2 – Converted four legacy systems that added HR case management, knowledge management, release management, and physical security incident management platform capabilities

The results

Reducing support requirements more than 75%

After adopting ServiceNow (three years prior to being acquired), Group Health was able to reduce support requirements for system administration from 18 FTEs (full-time employees) down to four FTEs.

According to Holmes, over time, the organization was able to “turn off” six different systems and consolidate them into the ServiceNow solution. Another highlight was employing ServiceNow Discovery to find they had 2715 servers and 17,000+ devices on their network.

KP Washington extended the use of the Now Platform for:

- Contract management
- Supply chain
- Pharmacy procurement (nurses can return drugs)
- HR customer service (forms, service desk)
- Facilities security incidents and reports
- Password reset
- Discovery
- Release management
- Disaster recovery and business continuity incident



Better banking experience

At Royal Bank of Scotland (RBS), providing industry-leading service is always first priority. Through their offices and branches in Europe, North America, and Asia, RBS offers a wide range of financial products and services to 20+ million customers.

The vision

With a focus on transforming customer experience, RBS has set a goal to be the number-one UK bank for customer service, trust, and advocacy by 2020.

As RBS grew through acquisitions, their IT environment became more complex and difficult to manage. To achieve their business transformation, customer service, cost reduction, and compliance objectives, the bank needed to simplify ITSM.



The challenges

- Business growth and control and compliance requirements had increased the complexity of service management with many tools and processes
- Time to market for service delivery and changes lagged, making it difficult for employees to provide world-class customer service
- Risk and costs associated with change management and compliance began to mount, putting a strain on resources
- Needed to support the bank's stated business objective to become the #1 bank for customer service, trust, and advocacy—while reducing costs and meeting compliance requirements

The solutions and transition

A new baseline for banking

RBS decided to partner with ServiceNow for their ITSM journey and engaged ServiceNow® Professional Services to assist with the implementation.

"ServiceNow appealed to us because it is cloud-based and easy to use," said RBS Head of Service Delivery Pete Coleman. "ServiceNow gave us a sandbox environment to experiment with for six months before we actually signed the deal, so we were confident that the solution would meet our needs."

Working together with ServiceNow Professional Services and internal stakeholders, RBS integrated ServiceNow with 15 data sources and delivered the solution to all 14,000 users in just 10 months, setting a new baseline for the bank on how to deliver success quickly.

“

The ServiceNow team listened well, gave us good direction, and helped drive quality and efficiency throughout the process. The result was a successful and collaborative implementation.

— Pete Coleman,
RBS Head of Service Delivery

The results

ServiceNow technical expertise allowed RBS to focus on their own stakeholder engagement efforts and managing business change.

Other benefits realized, include:

- Significant savings by the decommission of 10 legacy systems
- 76% improvement in average time to raise a change
- 60% improvement in average time to raise an incident
- More than 50% of the controls associated with IT critical processes automated
- One CMDB that is visible to all processes
- 46,000 man hours per month saved
- Reduced the risks associated with unauthorized and failed change through automated integration between Change and Incident
- Rollout of common service management processes and controls to areas that historically operated independently
- Introduction of standard change, giving the option for pre-approved, repeatable changes
- Improved forward planning and conflict management



Conclusion

If these five case studies prove anything, it's that ServiceNow can easily and quickly transform an enterprise.

ServiceNow has helped 2000+ organizations worldwide switch from their legacy ITSM to a digital-ready, cloud ITSM solution. In fact, there is a clear continuous movement in the market where 30+ companies a month switch from their legacy ITSM to our ServiceNow solution.

As a result, ServiceNow has become the fastest growing cloud company in the history of cloud and has captured 43% of ITSM market share². This is important because it is a barometer of where large companies are investing and how much confidence they have in ServiceNow.

Ready to join the list of enterprises that switched to ServiceNow and left their legacy ITSM behind?

www.servicenow.com

² Source: Gartner, "Market Share: All Software Markets, Worldwide, 2016," 14 April 2017

Next steps

Interested in learning more? Read the full case studies for each enterprise.

- SAP SuccessFactors
- Experian
- Al Jazeera Media Network
- Group Health [Kaiser Permanente Washington]
- Royal Bank of Scotland