

Highlights

Initiative:

Enterprise wide ServiceNow implementation

Industry: consumer retail

Business: large Canadian retailer

Key client challenges:

- Establishing the right service management strategy for consolidating multiple tools across multiple organizations
- Addressing technical complexity in order to advance a stalled project
- Replacing legacy incident and change management tools across multiple organizations
- Defining and implementing the service catalogue

Duration: 12 months

Delivery objectives:

- Define the master implementation strategy
- De-commission and replace three legacy service management systems with one unified tool
- Establish the service catalogue to address service requirements of nearly 1,500 users across 3 divisions
- Address significant gaps in approval wait-times and channels
- Develop user training tools, workshops and support on how to use the tool and leverage it for enhanced service

Service management excellence for Canadian retailer

Self-serve culture

This Canadian retailer operates hundreds of stores run by thousands of employees. In the early 2000s the organization expanded, adding several subsidiaries and over time, was challenged to process, manage and deliver internal services efficiently.

Armed with a good understanding of service management, this retailer recognized the potential of service management to change its operations by enabling an internal “self-serve” culture. Senior management viewed internal service delivery improvements as critical component of competitiveness. Replacing and consolidating the retailer’s existing service management systems across the multiple divisions was considered a game changing project that would profoundly impact the company.

Master implementation strategy

In 2012, ServiceNow was selected as the platform to replace all existing service management systems for three divisions. This massive undertaking ultimately involved the migration of incident management, change management, IT asset management and contract management, impacting 1,500 users by the end of 2015.

By 2013, the initiative had become stalled as the organization wrestled with the technical challenges associated with uniting distinctly separate IT organizations in a single service management tool. Integritas was brought in to establish the master implementation strategy which addressed the technical challenges and defined the implementation

approach over 3 divisions and 30 project phases. Within the first month, the strategy was designed, delivered and approved.

With a mandate to complete incident management and change management migrations, and go live across each division within 12 months, this aggressive timeline required a strict methodology and a rigorous focus on the end goal.

Governance speeds implementation

Integritas was responsible for leading the retailer's ServiceNow implementation and re-designing the service request and workflow processes. Integritas put two small teams in place, consisting of a business analyst and developer.

The next step was to establish a governance framework that would support the project. The framework leveraged the principles of agile development, which demands that the right level of planning take place with the right level of participation from the right level of people. The assignment of product owner roles and responsibilities ensured that the project team would be able to determine its priorities, obtain approvals and define the work approach.

The intent of a ServiceNow implementation is to build new, efficient, automated methods for delivering services from the service catalogue. Without the rigorous adherence to the governance model, project participants may fall back to 'this is how we've always done it' and not realize the benefits of the platform.

Integritas employed a four week 'sprint' model for implementing new functionality which consisted of a week of requirements definition, two weeks of development, and a week of user acceptance testing. Then the process would go live in ServiceNow. The benefit of this approach is an accelerated implementation process across the four-week sprints.

"We were able to successfully execute one sprint per month (per team), with a framework that allows the client to roll-out future sprints independently as required."

-Integritas, Lead Project Manager

Independence is a significant indicator of Integritas' success as the lead service provider for this engagement. They were able to provide the client with the framework, governance and processes to independently manage the platform as their needs evolve.

"The roll-out of ServiceNow with this retailer was met with resounding success. We faced little to no issues with implementation, and received accolades from all levels of the executive. To-date, this has been one of our most successful ServiceNow implementations, grounded by our up-front work in planning the implementation, our governance framework and building a detailed service catalogue." - Integritas, Lead Project Manager

Mobile, automated, approved

This framework supported an early platform launch with all identified divisions running successfully on ServiceNow by November 2014. With ServiceNow fully live across the company, all initial project and legacy goals had been accomplished.

In addition to achieving significant cost savings by unifying its service management tools into one platform, the transition to ServiceNow ensured that every service request in the company flows through a single tool directly to a manager for formal approval. Relevant approvals are now automated, along with mobile approvals, and unique conditions are tracked within the service workflow to ensure that all requests are channeled to the appropriate parties for approval.

The retailer continues to leverage the platform by adding functionality in areas such as notifications, event management, asset management, contract management and an employee self service portal.

The Integritas Way

Integritas specializes in service management. We combine our passionate belief in the value of good process and our battle tested ServiceWise methodology with a collaborative client approach, in order to optimize service delivery.

We have years of experience with the ServiceNow platform and a deep understanding of its possibilities. Through our belief that people, process and technology must be considered together, we can help organizations deliver measurably better service performance.

Learn more at integritas.ca