

Highlights

Initiative: Service management roadmap for corporate services

Industry: Oilfield services

Business:

Canada's largest oilfield services company, specializing in contract drilling services, completion and production. A rapidly growing international presence powered by 330 rigs and over 8,000 employees.

Key client challenges:

- Weak communication across corporate services leads to poor customer experience
- Processes were not well understood nor documented
- Reactive service delivery model,
- Weak workflows, duplication, and manual processes
- Too many forms leading to data duplication

Duration: 4 months

Delivery objectives:

- Improve communications, collaboration, and customer service across Corporate Services
- Reduce service fulfillment timeframes and consolidate processes to optimize customer experience
- Integrate processes and tools to create value throughout the organization
- Drive value in critical business areas beyond corporate services and IT
- Measure benefits and demonstrate value for long-term sustainability

Service management goes beyond IT: corporate services

Realizing tangible benefits from a ServiceNow implementation; IT applies its learnings and streamlines the service delivery model for corporate services (human resources, facilities management, and IT) by extending ServiceNow platform.

Fragmented, manual processes

In 2012, this oilfield services giant embarked on a service management program focused on the selection and implementation of a new service management tool. While the initial implementation was confined to IT, the value of expanding the use of ServiceNow and its automated workflow capabilities across the enterprise into departments such as human resources, quickly became apparent. As a result, a decision was made to include other corporate services groups.

The service management roadmap engagement focused on improving service delivery within the client's corporate services group, specifically human resources, facilities management and IT. In the discovery phase stakeholder interviews were conducted revealing many opportunities, notably in the area of staff on-boarding and off-boarding.

Departments operated in isolation and the corresponding work flow tools were neither well understood nor effective. Services were perceived as reactive, highlighting the need for more streamlined processes. Compounding all this were many undocumented, manual processes (email, phone calls, paper forms) weighing down service response times and leading to a poor customer experience for on-boarding and off-boarding.

Communicating the roadmap

The service management roadmap outlined a series of operational and project initiatives that would be executed over a three-year period across corporate services.

An initial step was to conduct a number of ServiceNow demonstration sessions in order to showcase the automation and workflow capabilities of the platform and the service improvements that could be easily and quickly delivered.

Another step was making users aware of what the platform was already capable of doing. The organization had implemented change management in ServiceNow but wasn't using it. Our road map recommended that the client plan and conduct a number of orientation sessions to improve user adoption.

From a project standpoint, the service management roadmap identified five key initiatives:

- staff on-boarding and off-boarding
- asset and configuration management
- knowledge management, including improving the existing knowledge base
- service catalogue and self service
- service level management

Stakeholders agree that the service management roadmap is subject to change and should be revisited on a regular basis. Revisions based on changing business priorities and market conditions are anticipated. A lifecycle approach for managing the roadmap was also defined and put in place, as part of the engagement.

"The seniority and deep expertise offered by Integritas' resources paired with their leadership and high-touch approach left a distinct impression with our team. They stood beside us during a significant re-organization and transition of project sponsors and helped us gain critical support at the director level in terms of pitching the value of the project and telling the business story of Service Management as a long-term, value-adding investment applicable organization-wide."

Beyond the walls of IT

Despite significant challenges, which included an IT reorganization, resource and time constraints, and a changing business climate, a multi-year service management roadmap was completed for corporate services.

The corporate services group anticipated greatly increased service response levels, significant efficiencies in delivering services to clients, and reduced operational costs.

This unique initiative demonstrates the value that service management brings, when extended beyond the walls of IT, across the enterprise. In this case, the long term impact of service management for corporate services will be clearly defined, automated processes, that match the way employees do work, resulting in a high quality user experiences. The net effect is a more cost effective process which contributes to long term competitive advantage.

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.

Since 2007, we have completed more than 50 service management projects across a broad range of industry verticals with our team of process experts who are passionate and enthusiastic about improving service management.

Learn more at integritas.ca

