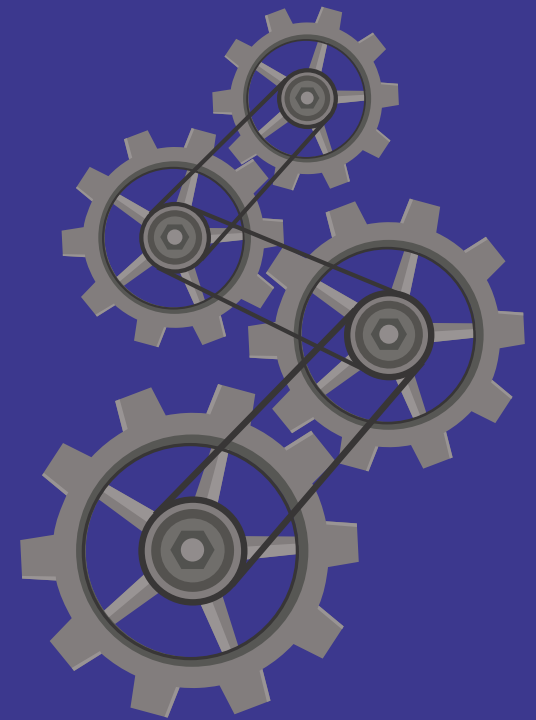




How to transform your IT service management with confidence

**An in-depth case study on rapid
IT service transformation**

kpmg.co.uk/changingfutures



New technology solutions have the power to transform IT service management (ITSM), reducing costs, enhancing ITSM performance and giving employees easier access to the IT they need to do their best work.

The case for replacing an ageing service management platform is usually easy to make. The bigger challenge is often deciding how to implement to ensure a smooth, efficient and low-risk transition.

An approach that builds on best practice processes, eliminates unnecessary customisation and comes with pre-built learning materials is highly effective. These are some of the key features of our Powered IT proposition. We used this to help one of our clients – a global law firm – implement a new ServiceNow ITSM platform in just 14 weeks. Even with this ambitious timeframe, our client had the confidence to pull the plug on their old platform from day one of the new platform go-live. Here's how we got them there.

Time to transform

Efficient IT service and support is vital in every business, but in a law firm it's particularly important. Every delay in resolving an IT problem or providing access to IT services distracts lawyers from their fee-earning work, with a direct and negative impact on revenues.

Our client's existing on-premise service management platform was looking increasingly out of date. It gave ITSM leaders very little visibility of how the service desk and other IT support functions were performing, making effective management difficult. The platform's clunky interface meant that users across the organisation tended to depend almost exclusively on calling the service desk to resolve any problems they were experiencing. In addition, the old ITSM platform suffered performance problems which frequently resulted in complaints from end-users. It was time for a state-of-the-art platform to provide lawyers and their teams with the IT service and support they needed.

We implement ServiceNow with our Powered IT proposition – a methodology that enables our clients to implement quickly and with confidence, maximising their return on technology investment.

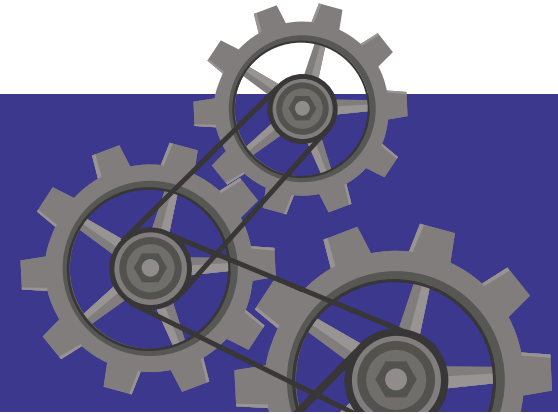
We helped our client draw up a short-list of potential platforms and then build the business case for their preferred option, the cloud-based ITSM platform, ServiceNow. It was more than the platform's status as a market leader that had appeal. We implement ServiceNow with our Powered IT proposition – a methodology that enables our clients to implement quickly and with confidence, maximising their return on technology investment.

A Powered implementation

Powered IT got the implementation off to a rapid start. The proposition provides a large amount of pre-built collateral, including a core operating model, IT Infrastructure Library-aligned processes and pre-configured ServiceNow applications, all built using KPMG's extensive experience from multiple ITSM implementations. These pre-defined processes and applications usually meet the bulk of any organisation's requirements, so there's no need to spend time and effort designing from scratch. With this head start, we are able to focus on customising the solution in areas where this is necessary to meet requirements specific to our client.

Early on, we organised a series of workshops to give key decision makers a chance to experience the Powered IT proposition and the ServiceNow environment before they made their final choice of platform. This close collaboration continued throughout. We made sure stakeholders had early sight of any new processes we were proposing and got to revisit them frequently as the implementation progressed.

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This iterative, Agile approach allowed us to gain regular feedback throughout and make sure users ended up with something they liked and that worked for them in their everyday roles. It was also useful in overcoming scepticism about the transformation among some of our client's ITSM managers.

We used our Powered IT pre-written test scripts to accelerate pre-launch testing and accurately identify and eliminate any glitches ahead of go-live. We also ran training for the new platform, capitalising on our pre-built learning collateral to get users ready to work more efficiently from day one. Thanks to Powered IT, our client was able to move rapidly from project kick-off to launch of the new platform for 5,000 users worldwide in just 14 weeks.

More than an implementation

The Powered IT implementation has done more than replace an ageing IT service management platform. It has transformed the way IT services are run and the way ITSM supports the business. With a mature set of auditable IT processes, aligned to a toolset that captures all activity and presents associated metrics in a set of focused reports and dashboards, managers in ITSM have a clear view of performance, enabling them to manage and prioritise work for maximum efficiency. This enhanced performance management capability has also driven an uplift in the function's overall maturity

For service users, the experience is transformed too. The new user interface encourages and enables self-service. Meanwhile new chat functionality provides a popular and more cost-efficient alternative to a traditional help-line.

The ServiceNow platform incorporates a powerful workflow engine which will enable future automation and, with this, further efficiencies. In addition, the coherent architecture that now underpins the firm's data lays the groundwork for future expansion across other back office functions with ServiceNow. This successful implementation makes transformation across corporate services a real and exciting possibility.

Transformation take-outs



Engage the right stakeholders. Understand the different groups of stakeholders and the different ways they can support or disrupt a successful implementation. Beyond ensuring the senior team is united in their support, look out for resistance to new ways of working at middle-management level. Close engagement with this group throughout is vital.



If you want to stick to timeframe, stick to scope. Your senior stakeholders have a key role to play in keeping the implementation on track. Make sure they are clear that requests to add extra functionality and new processes to the original scope will impact the timetable (and the budget). Seek high-level support to push back on out-of-scope requests that will extend the implementation period.



Stay 'close to the box'. Limit customisation of your chosen solution to areas where your organisation has genuinely unique requirements that the core product does not meet. This reduces implementation risk dramatically and, as an additional advantage, helps reduce the cost of maintaining your new platform in the long term.

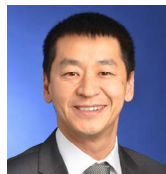


Commit time to attending sprint reviews. 'Sprints' are a key component of Agile delivery – short bursts of activity (typically lasting just a fortnight) with a chance for your team to provide feedback at the end of each sprint and shape the focus of the next one. Make sure key people are available to attend these reviews, so that everyone keeps pace and the implementation can progress in efficient, forward steps.



Don't skimp on training. Not allowing enough time or budget for training is a false economy. People who have been using one platform for years need support to switch to another with confidence. Remember – you only get one chance to launch a new platform and win over users. Prime users for a positive experience by committing adequate budget for training.

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