

Continuous Improvement using Platform Intelligence

How a major energy company achieved high performance teams using ServiceNow's Platform Intelligence

A large producer and supplier of energy based in the Netherlands serves more than 2 million businesses and residential customers each year. By partnering with Plat4mation, they were able to transform their organization's culture to one of operational excellence in a short time span of just 8 months.

Through re-design of governance, process mapping and utilization of analytics tools, employees now take ownership and drive continual improvement, proactively discovering and implementing those improvements.

Their IT team, for example, shifted from an operational tasks group to a team of "experience" owners who became proficient in continuously analyzing data to find opportunities for process improvement, and being able to quickly implement them.



Challenge

This organization had initially partnered with a big consulting firm to maximize their ServiceNow investment, but didn't get expected results. Despite organization-wide efforts to create automation and operational excellence in digital services (for both employees and customers), benefits were never realized. Many IT incidents were not being resolved efficiently (or at all), and too many incidents went to "critical" status because they weren't being solved in reasonable time. This was causing a bad experience for employees who were a part of the task chain, a poor experience for customers, and incurred unnecessary costs in terms of incident duration and the amount of stakeholders involved.



Solution

Plat4mation performed an assessment of the Customer’s IT service management model and created a roadmap with steps to introduce a pragmatic and repeatable practice of continuous improvement.

They went from a team focused on completing routine operational tasks required to address an incident, to a tactical steering team who relies on data to assess the efficiency of the entire process and stakeholder/vendor landscape with which incidents were being solved. The team members also became proficient in using various platform intelligence tools to proactively uncover issues, identifying ways to improve the process, and implementing the changes into workflows. Specifically, the improvements were focused on process efficiency, resolution times and (customer or employee) user experience -- all of which aimed to drive down service costs.

Using platform intelligence tools to uncover issues



Figure 1: The organization needed to improve day to day management of incidents. In order to uncover issues, we configured a single (real-time) view of all incident related activity.

Standing up a Continuous Improvement Practice

Key components of the project engagement included:



Reorganize team structure and provide coaching to drive high performing, self-steering teams focusing on maximizing process efficiency



Define baselines and KPIs to show value of continuous improvement activities to drive a cultural shift



Involve team members in the analyze/improve/implement process, empowering and inspiring them to take more ownership of their roles.



Configure data analysis tools (already available to the company in their ServiceNow instance) to uncover and visualize process inefficiencies



Create a governance model to implement continuous improvement practices including the motions to implement (and secure resources for) such improvements



Perform process mining to uncover opportunities for improvement, and process mapping to enhance workflows.

Manage progress of improvement initiatives with the Continuous Improvement dashboard

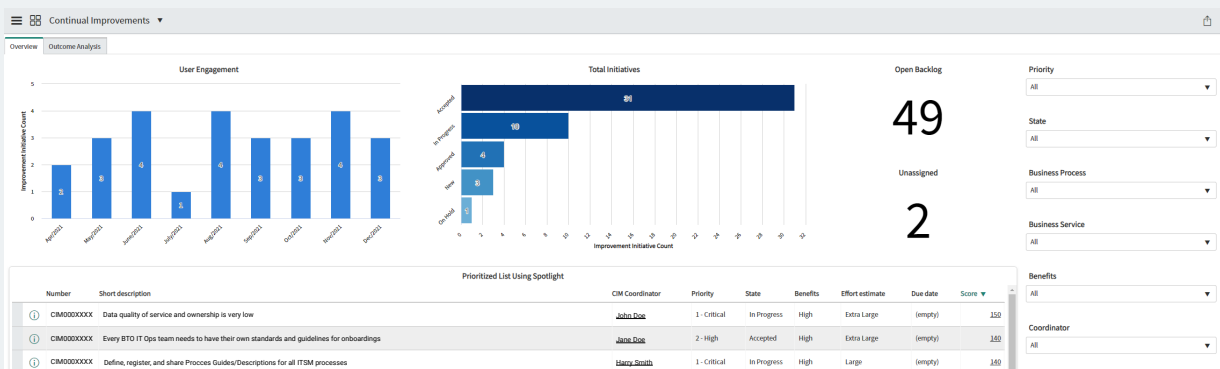
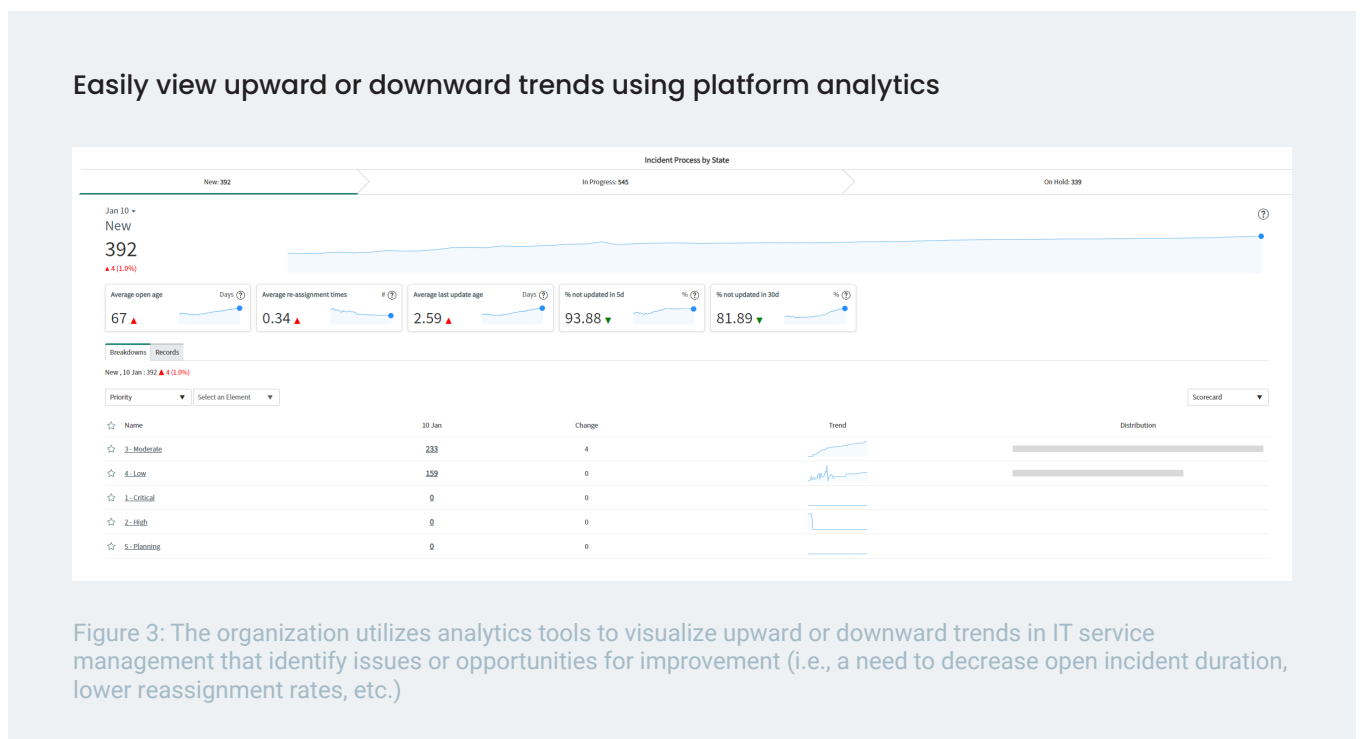


Figure 2: Using ServiceNow's Continual Improvement module, the organization manages and tracks the success of improvement initiatives.

Results

The organization now has the governance structure, team structure, analytics tools, knowledge and processes in place to easily uncover opportunities for improvement, and then adopt them in an agile fashion.

By having clear visibility of all incident related activities and trends (as shown in Figure 3 below), incidents are now solved in a more timely and efficient manner, but each one is approached with a mindset of “how can we prevent or improve this in the future?”. The team is now organizationally structured to easily act on those improvements to provide better service and experiences.



One example of the benefits achieved included a reduction in the amount of tickets that resulted in a call to an external service desk – a very small and easy fix that amounted to nearly \$18,000 in annual cost savings.

What started out as a very operationally-focused service desk who forwarded and managed incidents, became a team full of customer and employee experience owners focused on continuous improvement of their operation.