

CISG-PCMG22 – ‘New solutions for a new world’

ServiceNow: The Power of Automation *Imperial College London Case Study*

Brendan Whitfield

Product Manager, Cross Functional Products - ICT

About me



Brendan Whitfield
Product Manager

My Background

- Over 10 years' experience in the Higher Education at multiple University's
- Career focused on delivering complex changes around technology products

Current Role

Product Manager focused on **Maximising value for the College** and embedding a product model at Imperial College. Manage multiple delivery squads across:

- Service Management
- Website, Mobile application,
- Corporate CRM
- Governance tools.

My Service Management team focus on supporting our users on the current ServiceNow platform and enhancing the platform.

Imperial College
London

Imperial College London

- A world top ten university with an international reputation for excellence in teaching and research
- 17,000 students & 8,000 staff, 9 campuses
- College is focused on science, engineering, medicine and business

Mission Statement: *to achieve enduring excellence in research and education in science, engineering, medicine and business for the benefit of society.*

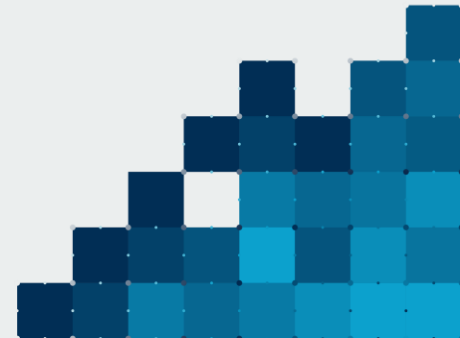


Where we were

ServiceNow customers since 2011 (ITSM) instance over time became heavily customised (**90 plus!**) in an attempt to align to specific business requirements.

These customisations caused significant issues, such as:

- Fragmentation: Other Service Management platforms utilised to fill perceived gaps
- Technical debt & upgrades: Very expensive as significant outside expertise required
- Poor customer experience: Very fragmented experience
- Inability to take advantage of many of the platforms capabilities
- Negative perception of value from the ServiceNow solution across the College



What we decided to do

March 2021 - A challenging decision point

Stay with ServiceNow or not!

We accessed:

- The product offering possible outcomes and the multiple capabilities
- Position in the Market
- Business case (opportunities if we got this right)
- Opportunity to forge a new relationship



Major decision point in March 2021

A major factor was that Customer Service Management (CSM) module was the right tool for the wider College and student cases without customising the platform.

There was also a widespread acceptance that many previous issues were caused by the way the product was being utilised rather than the product itself.

What we decided to do

Out of the box re-implementation

- Tight deadlines: **Couldn't slip by 1 day!!!**
- April to August (**forced upgrade due on 1st Sept**)
- Complex piece spanning multiple departments ITSM for ICT and CSM for Finance, Library, Student Hub, Clinical Trials and multiple others.

Partnership with ServiceNow professional services

- Utilise expertise
- Shared high stakes

Result:

Delivered Minimum Viable Product (MVP) on time for the end of August as planned. Significantly under the initial budget forecasts



What we decided to do

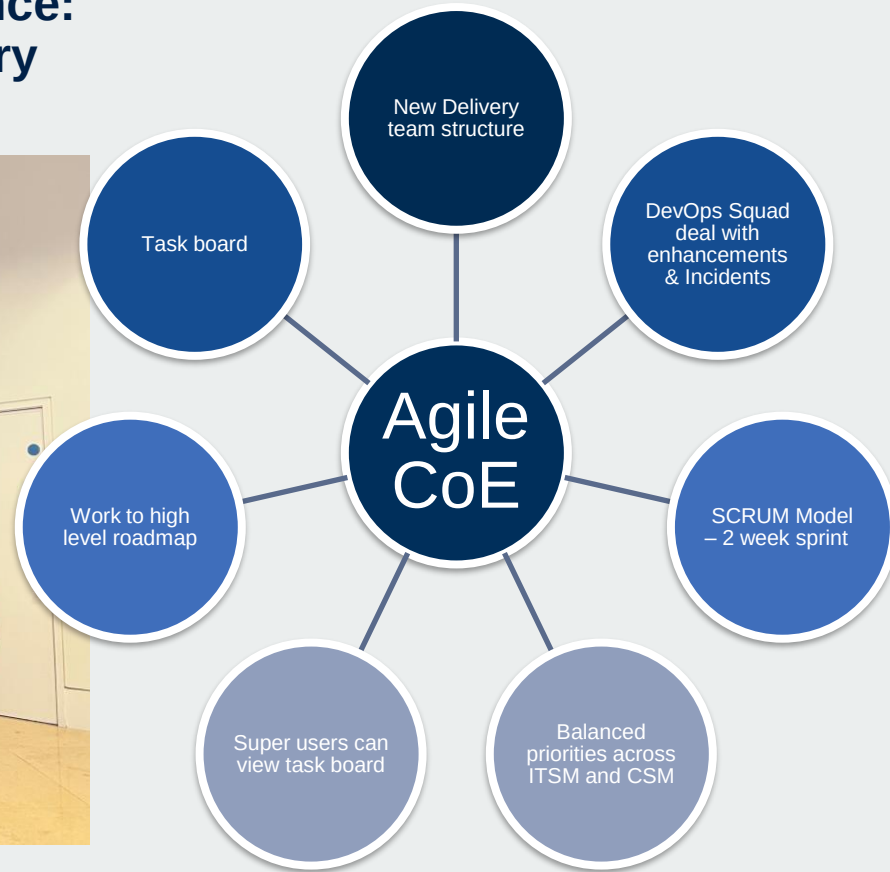
Establishing Service Management Centre of Excellence

- Delivering continuous improvements to the platform.
- Governance Board (making decisions)
- Established a Roadmap
- User Group (super users across all areas),
- SCRUM Development Team (doing the work),



ICT Collaboration Day July 22 Demonstrating Automated Workflows to Stakeholders and Customers

Centre of excellence: using agile delivery





With the implementation of CSM the focus of the platform of the University has become much wider than just an ITSM platform. It is now genuinely an Enterprise platform used across both staff and students with significant room for future growth.



Student

- **Student Hub** (Accommodation support and advice, registry enquiries, international student support)
- **Student Finance**
- **Timetabling**
- **Hardware and Software** requests (Phd)
- **Sport Centre** Membership, bookings
- **Library** - Borrowing and accessing resources

Staff

- **Hardware and Software** requests
- **NHS staff support** (Libraries and knowledge base)
- **Open Access** – Publishing Research work and info
- **Finance** – Expenses, new suppliers, payment queries, purchase order requests, custom clearance queries (at borders)

****Also we still do all the ICT services via ITSM like we always did.*

Benefits



Surveys: Real time measures of satisfaction feeding into enhancements **89.7% satisfaction**



Knowledge Management: 200 articles at present to support 1st line and reduce tickets.



Forms: Large increase in forms mean we have more targeted requests and structured data.



Upgrades: Previous huge costs taking months with multiple contractors. Now conducted in house in 2 weeks.



Automated testing Framework: Started to replace lengthy UAT. Clinical trials in the last upgrade shortened testing from 2.5 hours to 6 seconds. Still working on having this fully rolled out prior to the next upgrade.



Results: The Power of Automation

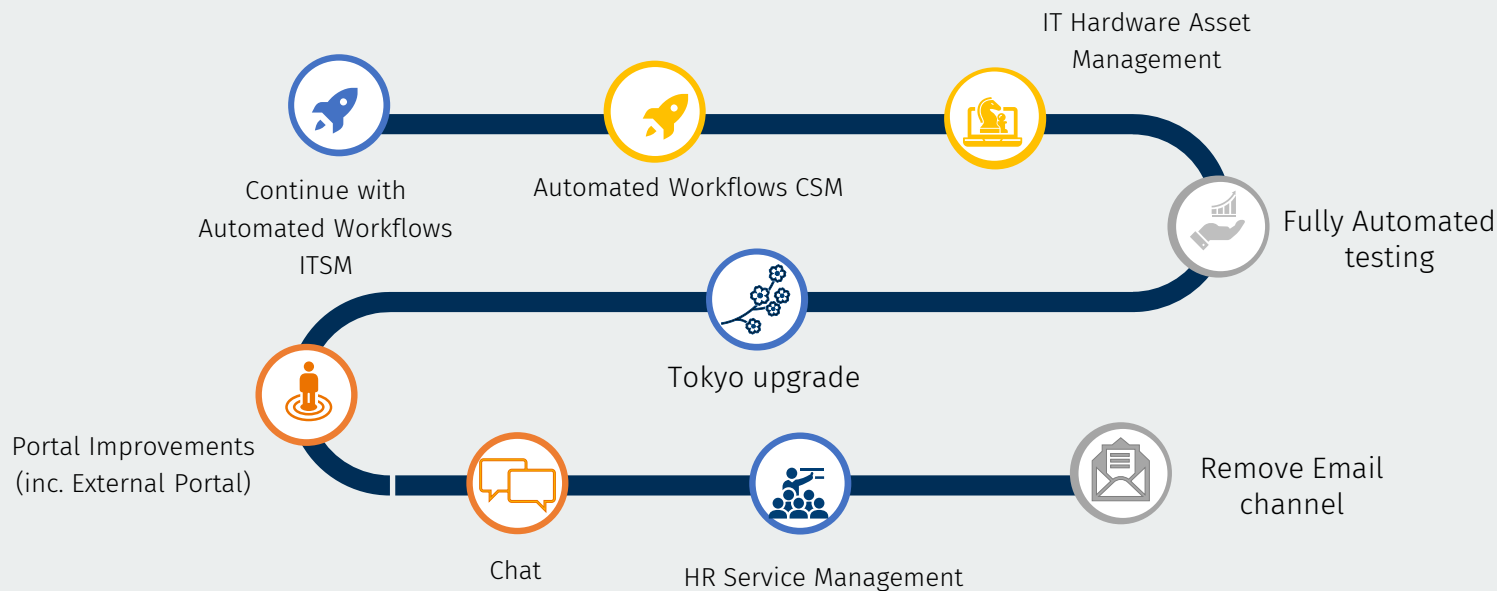
- **Automation** - Worked closely with ICT Helpdesk and End User Computing Teams to identify Forms that can automate current processes and frequently logged Requests from Customers in College
- **Benefit realisation** - met as soon as Form(s) were deployed:
 - Mobile Order Form: Time to close Request -> Previous: 7 mins | Now: 30 secs
 - Laptop Order Form: Time to close Request -> Previous: 10-20 mins | Now: 1 min
 - Monitor Order Form: Time to close Request -> Previous: 20 mins | Now: 10 secs
 - Software Licensing Form: Previous: 1-3 days | Now: 10-20mins
- Other ITSM Forms prioritised and included in the pipeline delivery roadmap! Looking to automate a new form on average every sprint and expand these benefits to our CSM users.

Remaining Challenges

- Generic Requests
- Reliance on Email
- Lack of External Portal
- Remains of fragmented Service Management estate
- ServiceNow Skills



Looking to the future – What's next?



Questions?

Brendan Whitfield

Cross Functional - Product Manager