



British-Dutch oil and gas company

End-to-End ServiceNow IT Business Management (ITBM) implementation

Introduction

Our customer was struggling supporting their IT Business Management (ITBM) processes via 12+ systems throughout various businesses globally. They set out to leverage ServiceNow as an integrated solution supporting all their ITBM functions on a single platform.

The main problems were:

- IT4IT processes are complex and were heavily customized.
- End-to-end insights were limited or not available.
- Tooling was not integrated, and vendors had limited plans for innovation.
- End user experience was poor.

Objectives

- One single cloud-based platform that is integrated for data, process, and people.
- The elimination of manual activities reduces errors and it accelerates workflow.
- Faster time to value in resource and demand management leads to measurable financial gains.
- Simplify Demand, Resource, Project, & Application Portfolio Management processes.
- Enable skill-based Resource Management.
- Replace all 12+ systems by ServiceNow.

Implementation

Bringing IT together

The project consisted of three major releases and several minor releases for smaller enhancements.

We started out with a pilot on Demand Management where one of the main businesses - a Fortune 500 company by itself - would set the new standard which was implemented in three months time. While the user feedback was coming in, we engaged with other businesses on a detailed level to get them onboarded. We onboarded a business every two months.

After the first release we had four teams work in parallel, one for each process: Demand Management, Project Management, Resource Management & Application Portfolio Management.

The Project Management approach was derived from the in-house delivery framework. Main focus was the cross-process alignment and security model allowing different businesses, contractors and delivery partners to collaborate.

As part of Resource Management we first deployed a self-service portal where IT personnel could register and manage their own skills, to be later used for Resource Management. The ultimate solution enables resource managers to find & match resources globally.

Application Portfolio Management introduced an inventory of business applications with a defined lifecycle process and established ownership.

Lessons Learned

- When implementing new technology it is undoubtedly key for the customer to be able to provide support and maintenance themselves post project.
- Data Migration also proved to be a challenge due to the scale, its complexity and infrastructure. Plan for proper analysis and define pre-set migration rules you will not deviate from.
- The legacy data at times wasn't compatible with the new solution nor was the data quality always on par. A fresh start may sometimes be more effective.
- Scale and/or complexity can be a major contributor to delays. Start small, think big while keeping all stakeholders involved.
- Use iterative development cycles and user feedback to build something great together with your end user communities.

Duration:	< 12 months
Users onboarded:	4000+
Resource Management:	6000+ resources
Systems replaced:	12+