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WORK at LIGHTSPEED

Shaw's CSM Journey

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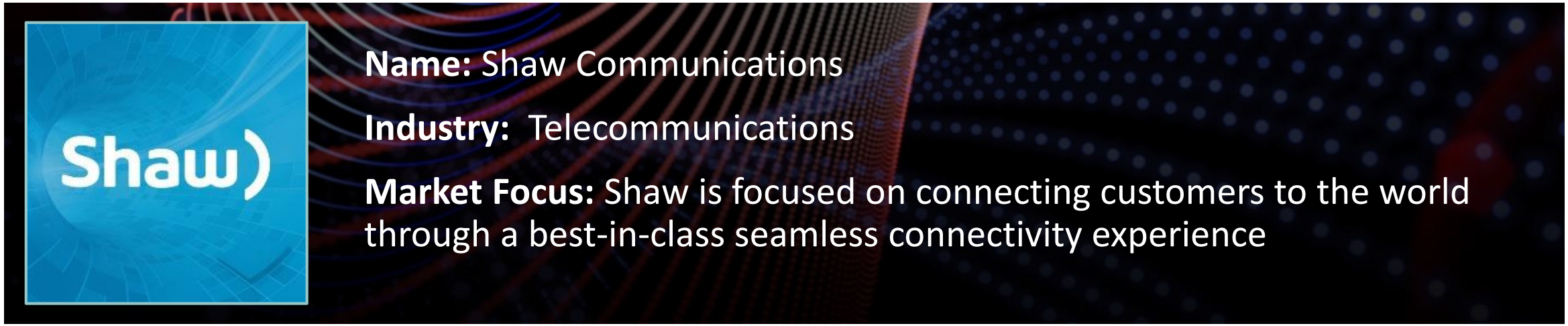
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Agenda

- Three Part Conversation:
  1. Strategy & Vision for Service Management
  2. Execution and Value Creation
  3. Sustainment and Next Steps
- Questions & Answers

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Our Company



Company's Primary Products/solutions:

- Our Consumer division serves consumers with broadband Internet, Shaw Go WiFi, video and digital phone.
- Our Wireless division provides wireless voice and data services through an expanding and improving mobile wireless network infrastructure.
- The Business Network Services division provides business customers with Internet, data, WiFi, telephony, video and fleet tracking services.
- The Business Infrastructure Services division, through ViaWest, provides hybrid IT solutions including colocation, cloud computing and security and compliance for North American enterprises.

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Speaker Introduction



Name: Tanya Foster

Title: Director, Enterprise Technology & Strategy

Function: Technology

Company: Shaw Communications Inc.

Experience: Influential IT Leader with 15+ years of linking business strategy and technology solutions. Champions innovation with a focus on developing flexible, scalable solutions for consumer and organizational problems. Capable of orchestrating transformative technology implementations through strategic business and IT partnerships.

Achievements: Delivered ServiceNow across 14,000 employees at Shaw in 4 months!

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Speaker Introduction



Name: Ian Watson

Title: Manager, Service Management Technology

Function: Technology

Company: Shaw Communications Inc.

Experience: Experienced IT professional with 10+ years of delivery at operational and leadership levels, with a client focused mindset that can deliver value to any organization. Excels at fostering relationships that ensure a high level of ongoing client satisfaction through continuous improvement. Champions client and stakeholder requirements using formal governance that includes all corporate levels to assure client satisfaction, revenue and brand growth.

Achievements: Leads Shaw's governance and operations teams focused on exceptional customer experience enabled through a unified Service Management Practice.

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Speaker Introduction



Name: David Zhao

Title: Manager, Technology, Strategy & Architecture

Function: Professional Services

Company: Deloitte.

Experience: 7+ years' experience in solution architecture and technology transformations. Leads and advises Service Management transformations in countries including Canada, U.S., New Zealand and more. Combines deep business process knowledge with technical architecture experience to drive teams to deliver effective large scale transformations at speed.

Achievements: Lead team to deliver ServiceNow and associated process improvements across Shaw!

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Objectives and What You Will Learn

Objectives

- To learn about Shaw's Service Management Journey from a strategic, program and operational point of view

What you will learn

- How we got started on our Service Management journey
- What value we have realized to date
- How we continue to realize value, and move Shaw towards Service Management maturity
- This will be framed at three levels:
  - Strategy & Vision
  - Execution and Value Creation
  - Sustainment and Next Steps

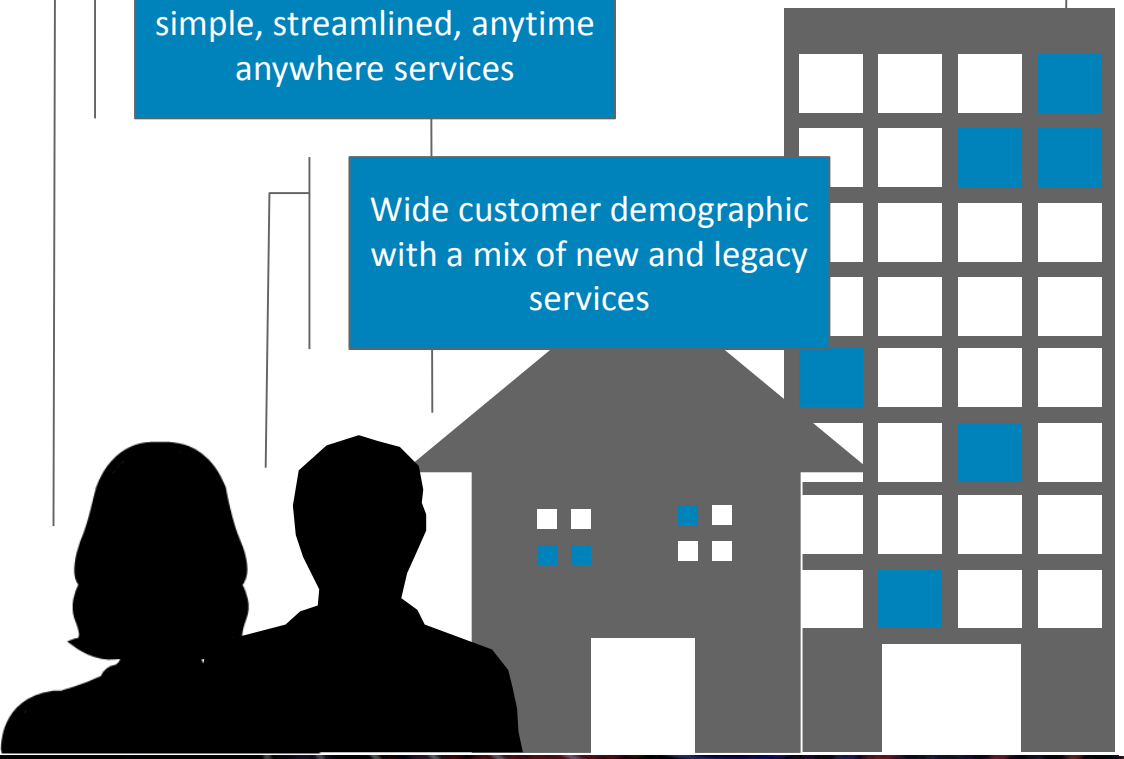
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Shaw Vision and the Strategy – Understanding the Motivation

Highly competitive – Service and Customer Experience must be a differentiator

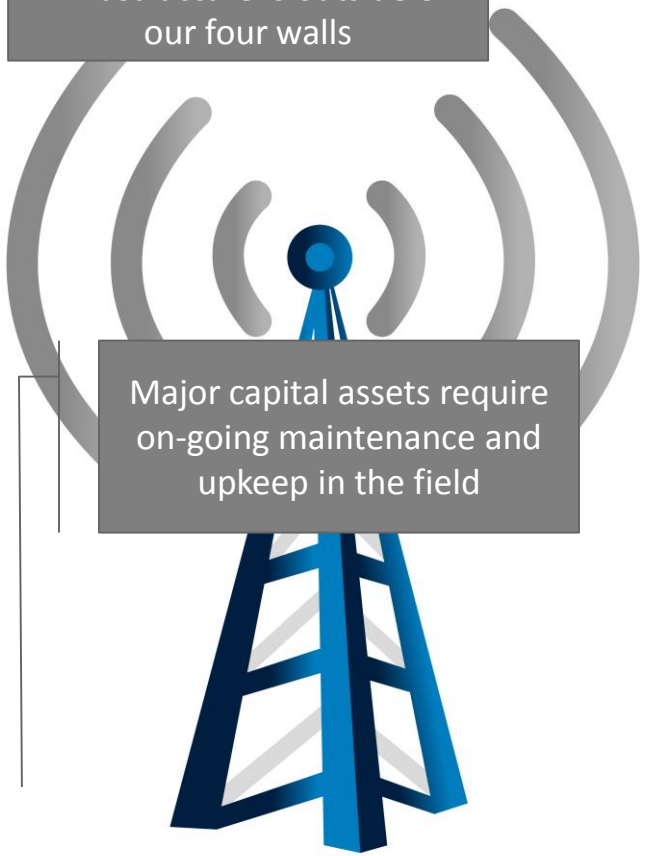
Consumer behaviors driving simple, streamlined, anytime anywhere services

Wide customer demographic with a mix of new and legacy services



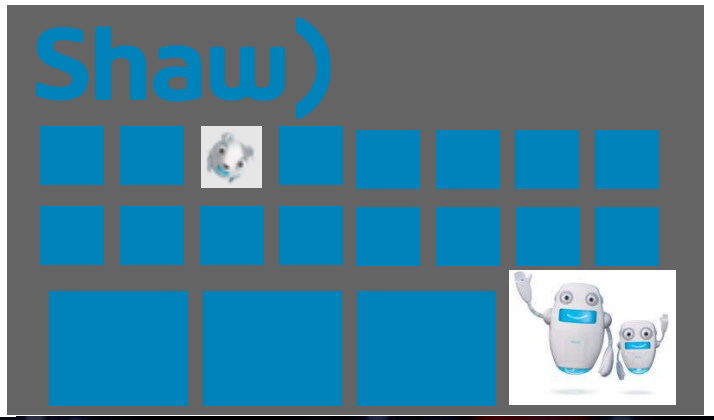
Large portion of asset base and technology infrastructure is outside of our four walls

Major capital assets require on-going maintenance and upkeep in the field



Complex processes including many teams and vendors involved in service delivery

Rapidly evolving technology requires speed and agility for new products and services



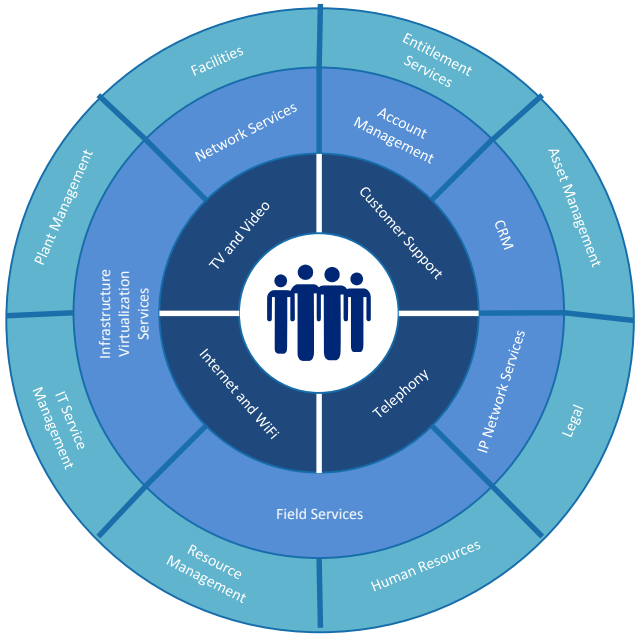
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ESM Vision and the Strategy – Setting the Course

Vision

Provide a **consistent, exceptional customer experience** enabled through a **unified Service Management Practice**

The ESM components



Desired outcomes

- Customers are better enabled
- Teams are proactive (sales and support)
- Processes are standardized across Shaw
- Metrics are aligned to values
- Risk levels are reduced

Agility – Bring products to market quicker

Collaboration – Shaw working to common goal

Efficiency – Optimized processes reduce costs

Growth – Platform for future growth

Productivity – Quicker, more effective workforce

Satisfaction – Improve customer experience

Strategy – Support strategic growth projects

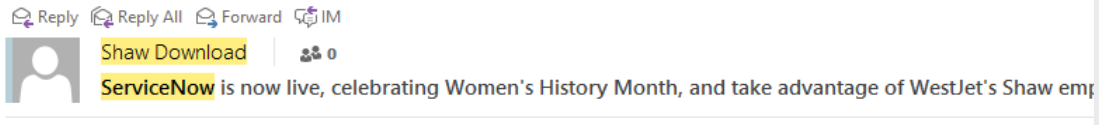
Value – Greater customer & shareholder value

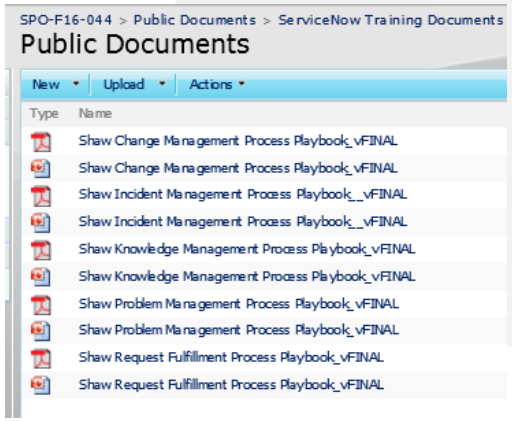
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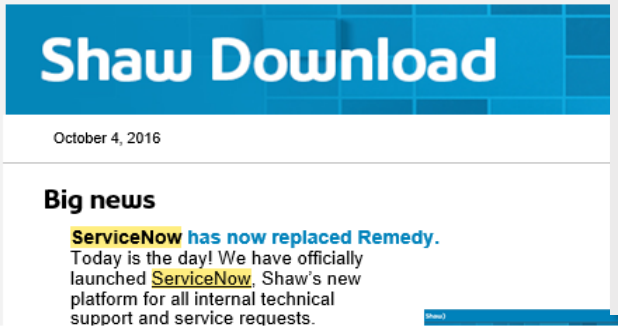
Execution & Value Creation – Aligning the Organization

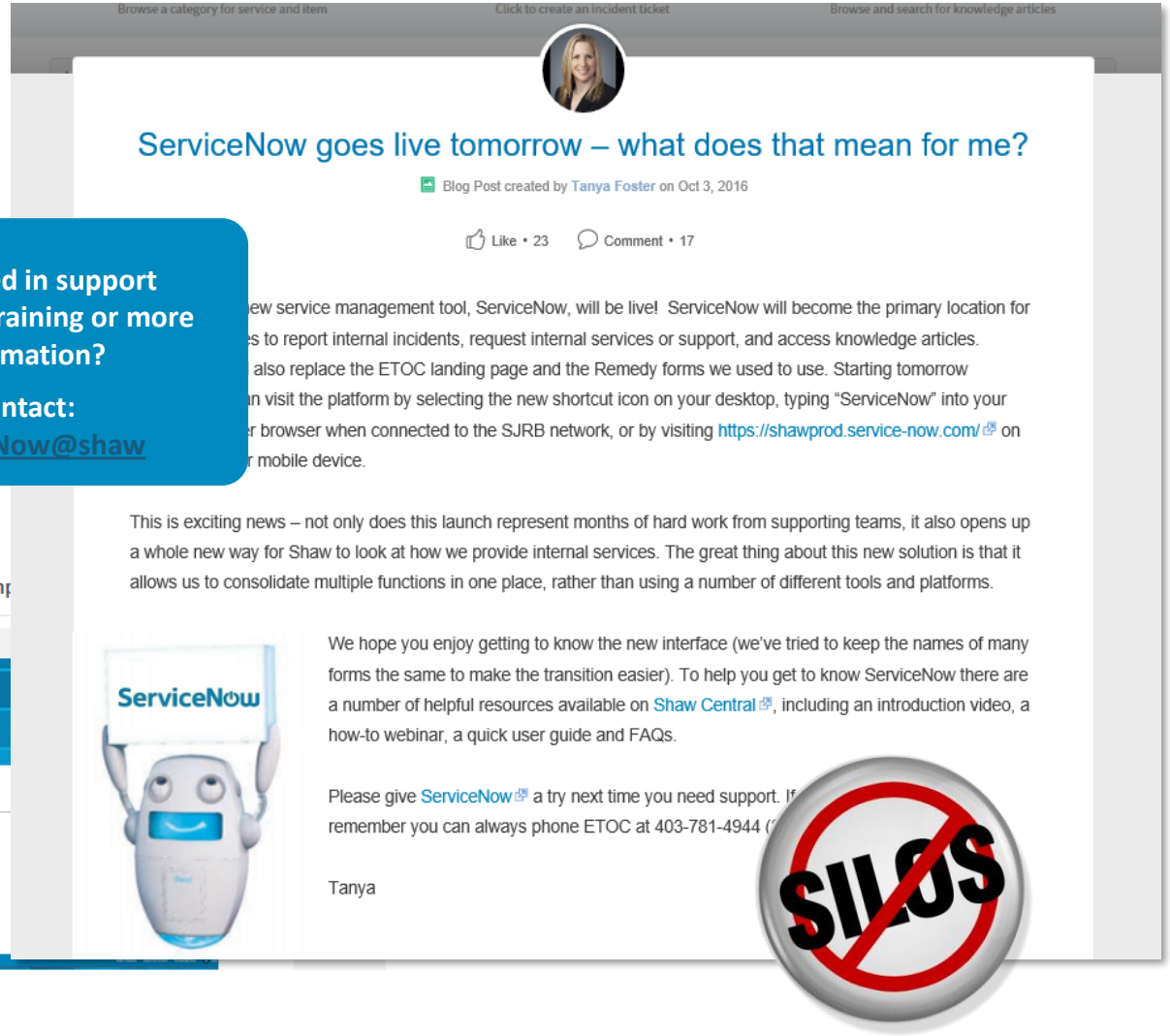
- Shared Vision & Objectives
- Organizational Change Management
- Break down Silos
- Integrated Delivery Partners
- Continuous Delivery Model











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Execution & Value Creation - Real Results

Since Launch



- Used by over 10000 employees since launch
- Consolidated Incident, Change, Problem and Service Request processes
- Decommissioned 2 Remedy instances, Heat, and large number of in-house custom applications and tools
- Enabled standardization and reporting of MTTR, Change success, Problem SLAs
- Enabled metrics that measure the SLA for fulfillment to internal and external customers
- Reduced swivel chair by >1500 hours/mth through automated escalation workflow
- Created end-to-end visibility of customer interaction

Program Establishment



- Aligned wide array of stakeholders across Shaw to create enterprise wide vision and strategy for service management:
- ESM Program Vision – Provide a consistent, exceptional customer experience enabled through a unified Service Management practice
- Conducted workshops and interviews to define a consolidated ESM roadmap to address pain points and realize benefits
- Continue to identify future opportunities for increased value through process and technology improvements

Sustainment



- Implemented 850 enhancements to date
- Developed reports, metrics and KPIs to better measure service management performance
- Delivered an improved intake process to accelerates delivery and improve ticket transparency
- Created champions to improve process and toolkit
- Completed just shy of 1M operational support tasks

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Execution & Value Creation – Establish the Roadmap

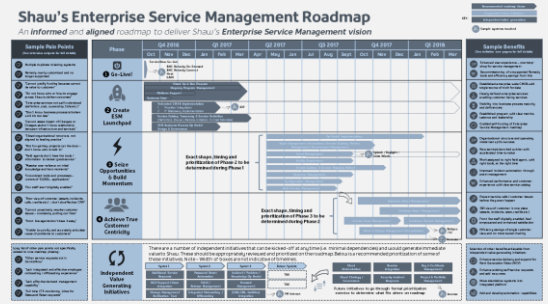
The program team conducted **interviews** with **business stakeholders** to define the consolidated **ESM roadmap** for Shaw. To Guide our conversations we considered:

- What are some of the business pain points?
- What is some of the value that we want to relies?
- What is the gap between the pain and the value?
- How will we address the gap and move the needle on ESM?









ESM Vision

- ✓ Understand what it means to be ‘service orientated’ and the benefits to Shaw and customers

Op Co Interviews

- ✓ Interviews with Op Co members
- ✓ Top priorities / opportunities
- ✓ Capabilities required to take services to next level

Consolidation of Results

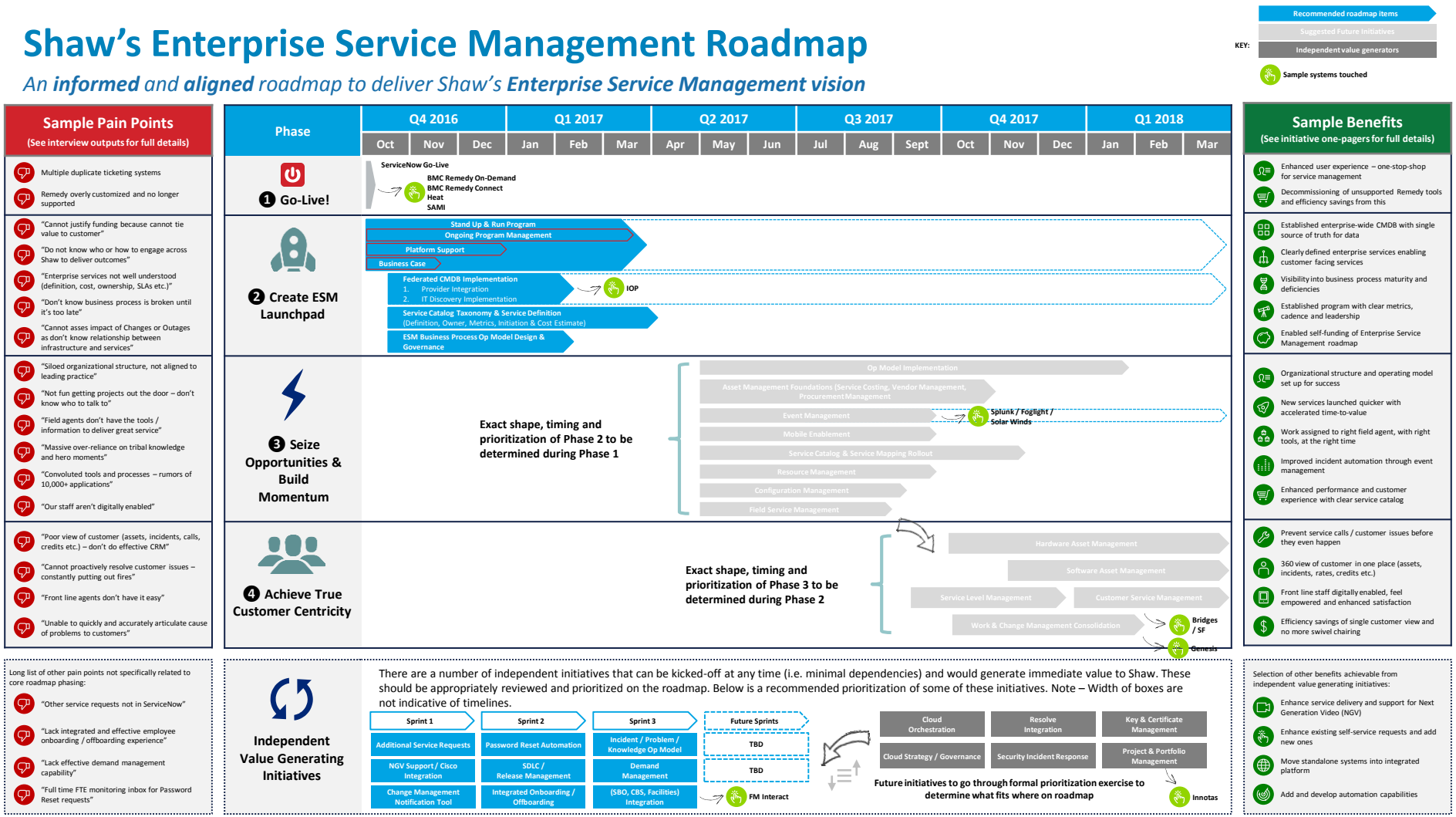
- ✓ Consolidate and review key findings with Sub-Op Co members

Op Co Roadmap Review

- ✓ Review consolidated roadmap with broader Op Co group
- ✓ Align on prioritization and next steps

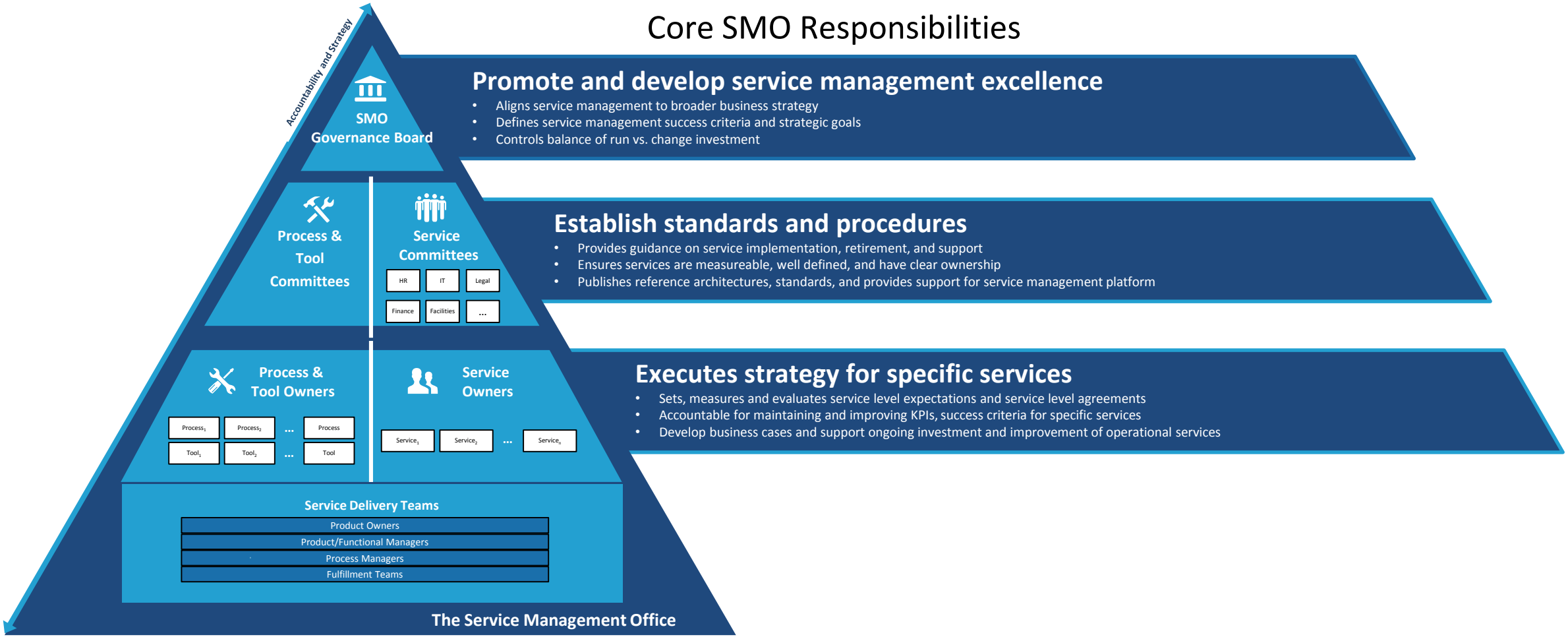
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Execution & Value Creation – the Roadmap



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Sustainment and Next Steps – Embedding Sustainment



Core SMO Responsibilities

Promote and develop service management excellence

- Aligns service management to broader business strategy
- Defines service management success criteria and strategic goals
- Controls balance of run vs. change investment

Establish standards and procedures

- Provides guidance on service implementation, retirement, and support
- Ensures services are measureable, well defined, and have clear ownership
- Publishes reference architectures, standards, and provides support for service management platform

Executes strategy for specific services

- Sets, measures and evaluates service level expectations and service level agreements
- Accountable for maintaining and improving KPIs, success criteria for specific services
- Develop business cases and support ongoing investment and improvement of operational services

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Sustainment and Next Steps – Managing Demand

Add content

Executive Dashboard - Case

Change Layout

Customer Service : Time Saved

Totals	
Cases	241013
Escalations	5742
RTS	20155

Time Saved (hrs)

1294.8

Based on estimated 3 minutes per escalation or support request

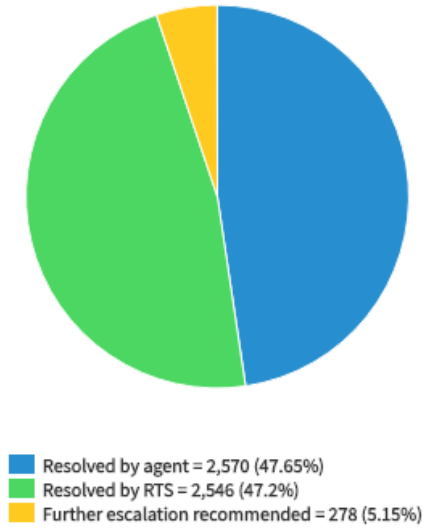
Case Statistics

Cases

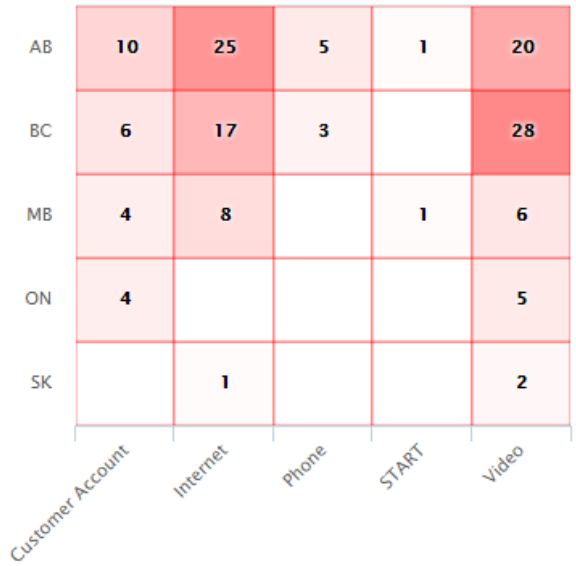
241014

% Escalated	% Support Req.
2.0	8.0

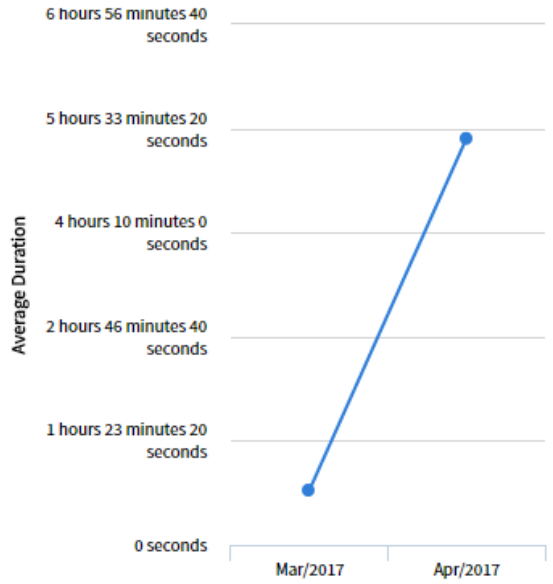
EC - Support Resolution Result - Last 7 days



EC - Residential Issues by Province Last 15 minutes



Case - Average Case Duration



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Top Takeaways



Strategy & Vision

- Have a clear vision
- Empower the right team
- Stay informed



Execution & Value Creation

- Pick the right start
- Communicate and celebrate
- Enable continuous delivery



Sustainment & Next Steps

- Transformation does not stop at ‘go-live’
- Plan for Sustainment

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Thank You

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@trf_tweets (Tanya)| @ipmw_tweets (Ian)| #Know17 | #ShawSMJourney

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Q & A

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Appendix

The following is a summary of the conversation covered in the presentation.

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Shaw Vision and the Strategy – Understanding the Motivation

What business challenges were you trying to address when you started?

What type of unique challenges do you see in telecommunications that impact Customer Service Management?

- Highly competitive – Service and Customer Experience must be a differentiator
- Consumer behaviors driving simple, streamlined, anytime anywhere services
- A lot of the technology that you manage in outside of our 4 walls
- Effective service delivery requires a highly connected environment
- Complex processes including many teams and vendors involved in service delivery

What are some of Shaw's specific challenges:

- Silo'ed applications and fragmented processes leading to inefficient process and large amounts of swivel chair
- Custom in-house tools not scalable
- Master data challenges
- Hybrid between legacy & next generation platforms
- Acquisition & Partnership System Integration

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Shaw Vision and the Strategy – Understanding the Motivation

What was the underlying business need for ServiceNow?

How does Customer Service Management through ServiceNow enable Shaw's strategic delivery?

- Helps with our operational priorities:
  - Reduce Operational Footprint
  - Manage Risk
  - Extract Value & Optimize Investments
  - Exploit Data & Analytics
- Allows us to see our end to end interaction with our customer which industrializes fulfillment
- Connected Anytime, Anywhere
- Enables us to analyze rich data easily about our customer's service history
- Enables integrated process across large number of partners and teams

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ESM Vision and the Strategy – Setting the Course

How did you get started?

Once you understood Shaw's challenges, how did you get started?

- A clear vision for enterprise service management including our internal needs and our customer needs
- Selected first implementation based on :
  - Good business value
  - Quick, efficient delivery
  - Wide exposure to many groups to gain excitement
- Our first implementation:
  - Started with ITSM and evolved with CSM – decommission of existing tools, gained efficiencies
  - Selected the right team and partners to have us deliver quickly
  - Launched to all employees with a positive experience
- Ensured that we didn't only focus on the first go live
  - Set up a multi-year program
  - Set up a sustainment model

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Execution & Value Creation – Aligning the Organization

How did you get aligned?

One of our observations working with many clients is that organizational barriers between LOBs sometimes hamper the ability to achieve truly enterprise process. Was this the case at Shaw, and if so, how did you overcome this?

- The right team
  - Selecting the right partner to help lead our journey has helped us move quickly
  - Working as a single team to support our customer and delivery effective service
- Buy-in to a shared vision / outcome for Shaw
  - Boardroom conversation
  - SteerCo / OpCo / Coffee's / Committees
- Setting up the enterprise vision and governance model
  - Breaking silos
  - Integrated platform, processes
  - Joint application design
- Focus on Organizational Change Management
  - Communication – Tanya's blog, LMS, coffees, Tailgates …

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Execution & Value Creation - Real Results

What type of value have you realized to date?

- <Stats in main content slides>

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Execution & Value Creation – Establish the Roadmap

What are you doing to sustain the momentum?

As part of the program, Shaw created an ESM roadmap, how important was this in terms of aligning stakeholders to move the ESM program forward?

- The process was critical to our success
- The actual roadmap is continually evolving
- Shared vision
- Continued alignment – Road mapping sessions

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Sustainment and Next Steps – Embedding Sustainment

Shaw has done a great job at embedding sustainment into its Service Management program. Can you talk a bit about the Service Management Governance you have in place, particularly as it relates to Customer Service Management?

- Transformation never stops, the needle must keep moving
- Setting up the Service Management Office – participation
- Process owners and coordinators
- Operating Committees
- SMTech playbook – defines what we do and how we do it – this helps us focus
- We are a business partner, not an order taker

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Sustainment and Next Steps – Managing Demand

What we have seen with many of our clients is that as ServiceNow becomes embed into an organization is that the demand grows. How have you managed to stay on top of the demand and meet the business expectation?

- Now have the ability to baseline and measure improvement
- Demand Management
- Establishing the right controls to validate demand – identify what some of these are
- Ops delivery – ongoing platform enhancements, a living system
- SMTech team composition and process

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Sustainment and Next Steps – Managing Demand

What's next for Shaw?

- We are just getting started
- Two pronged approach – 1 – further what we have in terms of automation and the connected experience, 2 – rollout the platform more broadly
- In terms of further what we have – automation in request – CMDB – Service Mapping
- In terms of rollout – HR Automation – Security Management, Customer Rollout
- We are engaged in roadmap refresh as we speak to align on our priorities
- All-users model
- Single pane of glass

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