knowledge17

WORK at LIGHTSPEED™

A Journey into Enterprise Service Management Campbell's Story

MARK GRIMMELIKHUIJSEN
SR. MANAGER TECHNOLOGY ENABLEMENT
Campbell's

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servicenow

Agenda

- Background
- It started with a bang!
- Getting organized
- Realizing success
- Growing into new areas
- Top take aways

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$8 Billion Portfolio

Campbell's
SWANSON
Prego
Pace
Plum organics

PEPPERIDGE FARM
ARNOTT'S
Goldfish BAKED
Kjeldsens

Bolthouse FARMS
Garden Fresh Gourmet
V8

12 Brands
~20,000 Employees



The IGS mission - Transform the Way we Work

Campbell created IGS to unlock value. The savings and efficiencies can be reinvested in the growth of the company.

GREATNESS AGENDA



GROWTH

CAPABILITY

Promote the use of global best practices through engaging existing capabilities across the enterprise

EFFICIENCY

Reduce cost and improve efficiency through shared services, enabling the business to run more effectively

FOCUS

Position divisions to focus on core competencies through a complementary partnership

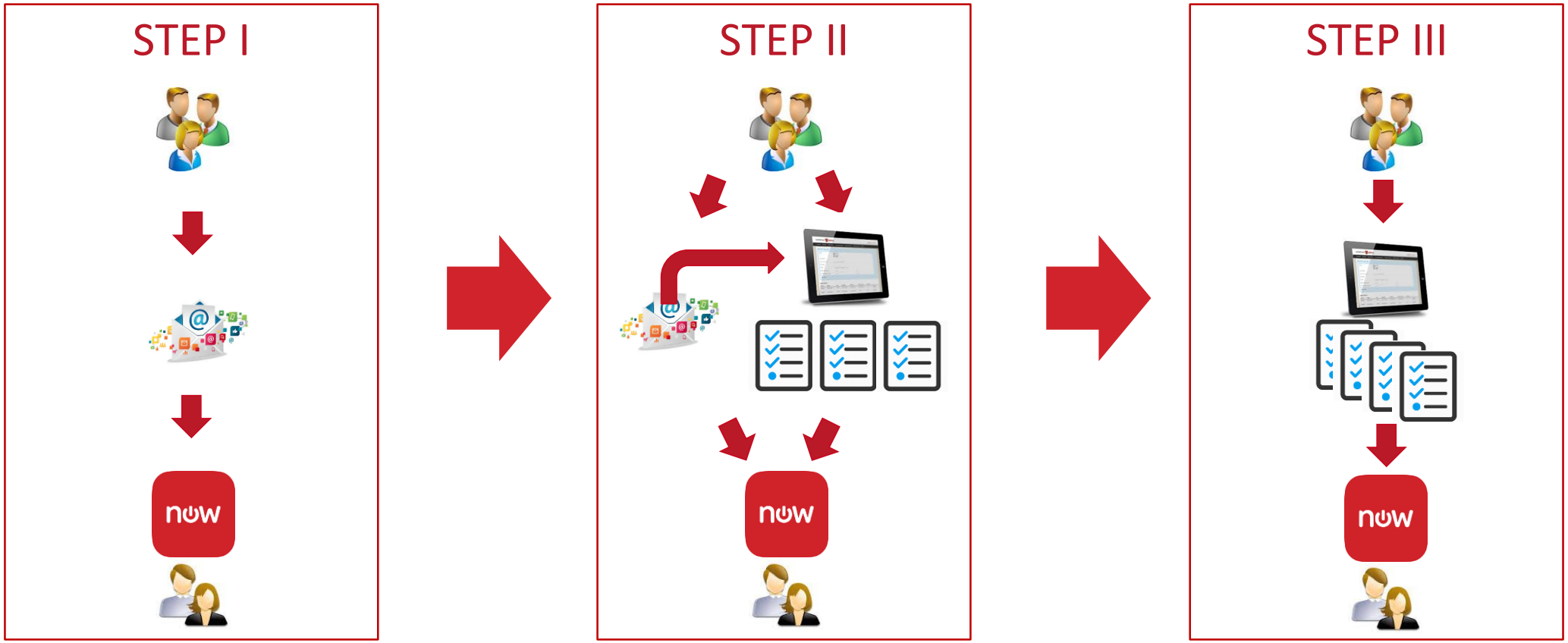
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Our Service Areas

HR	SALES REVENUE MANAGEMENT	GENERAL ACCOUNTING
MASTER DATA	FACILITIES	PROCUREMENT
FINANCE - TRANSACTIONAL SERVICES	SECURITY	MARKETING
FINANCIAL PLANNING & ANALYSIS	IT	

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How We Started - Get Them On, Get Them Off



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Big Bang!

3 MONTHS

+ 190 transformed to date

Unstructured mailboxes

✉ Structured processes

Build 1 stop shop ! 🏪

Self-service Portal 🖥

Transparency

Track satisfaction ☺

TRANSFORMATION ROOM

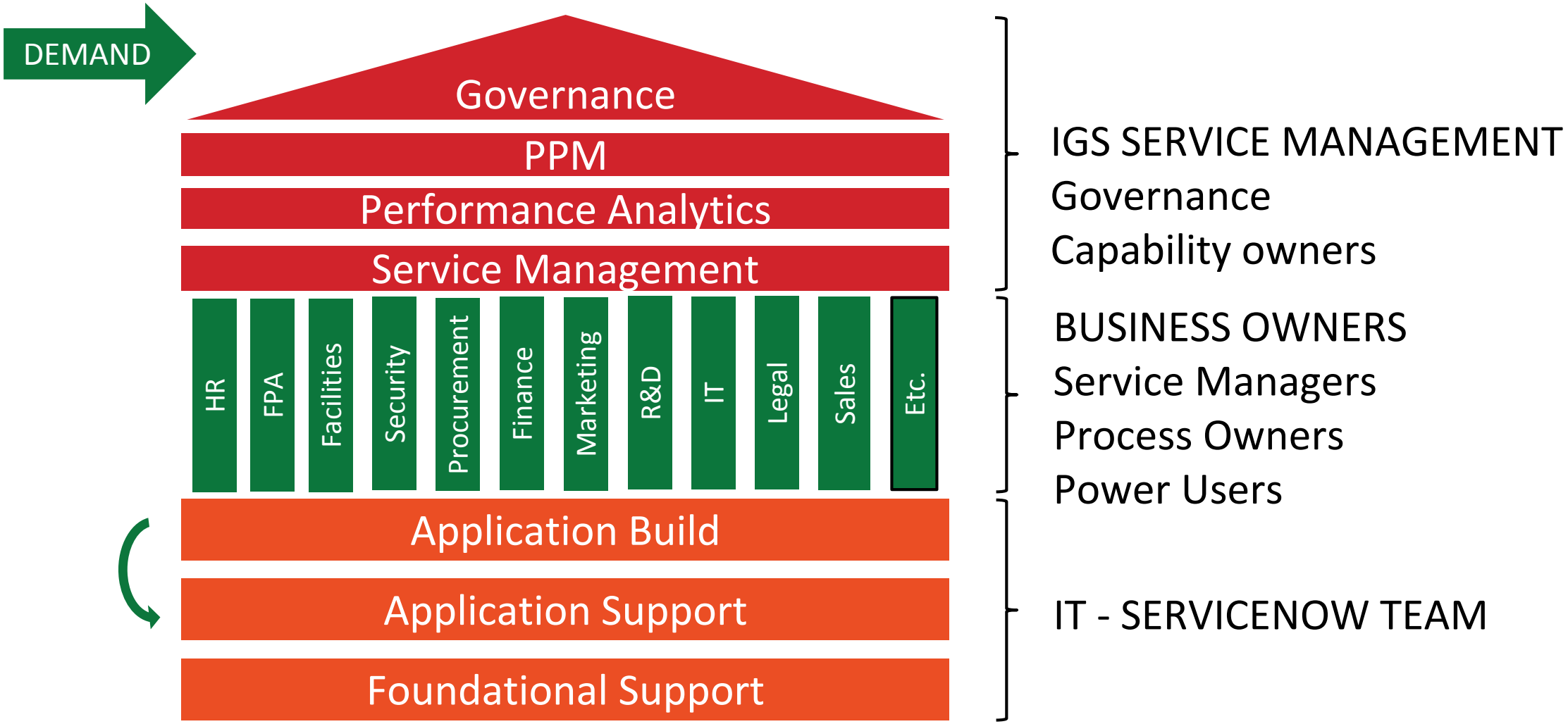


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Getting Organized

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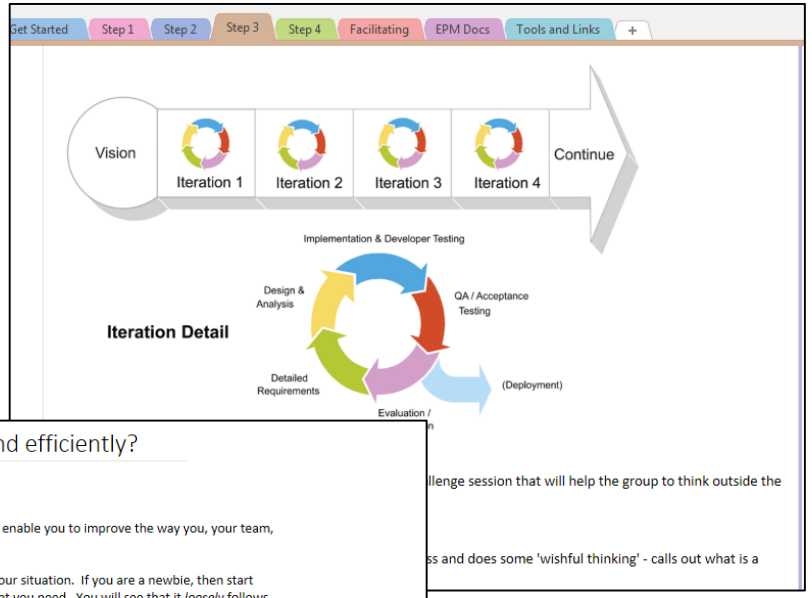
Build Your House - ServiceNow Governance Model

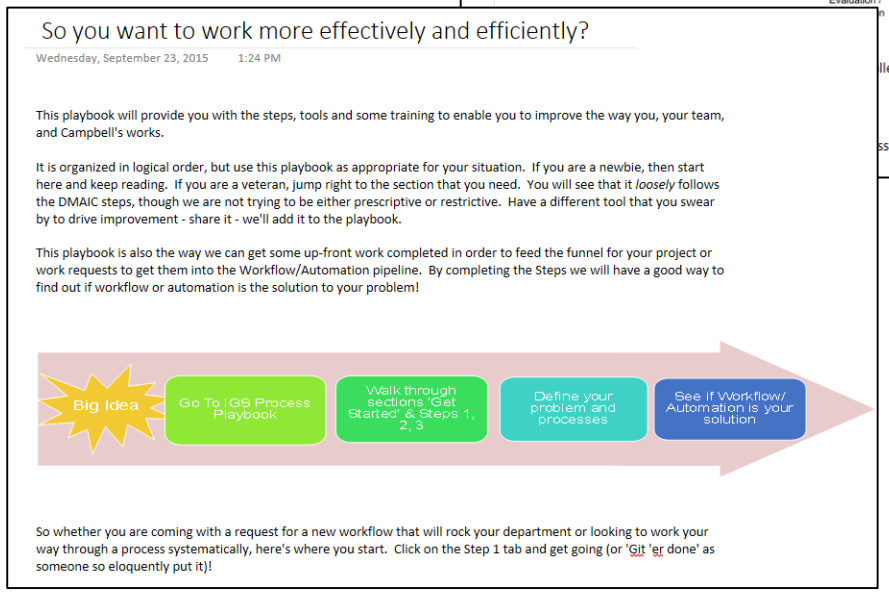


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The Process Playbook

- Limited resources
- Developed a simple box of tools
  - Lean, Six Sigma (DMAIC, SIPOC)
  - As is - > to be
  - Agile
- Used videos and simple descriptions and templates
- Provided guidance and feedback
- Focus on Agile approach – get started





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Managing the Funnel with ServiceNow

Demand Management



Planning (Workshops)

Execution and Benefits realization





Ideation → Select & Prioritize → As Is → To Be → Execute → Benefits Capture

PPM



Business Process Management

PPM



PA



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Our Rules

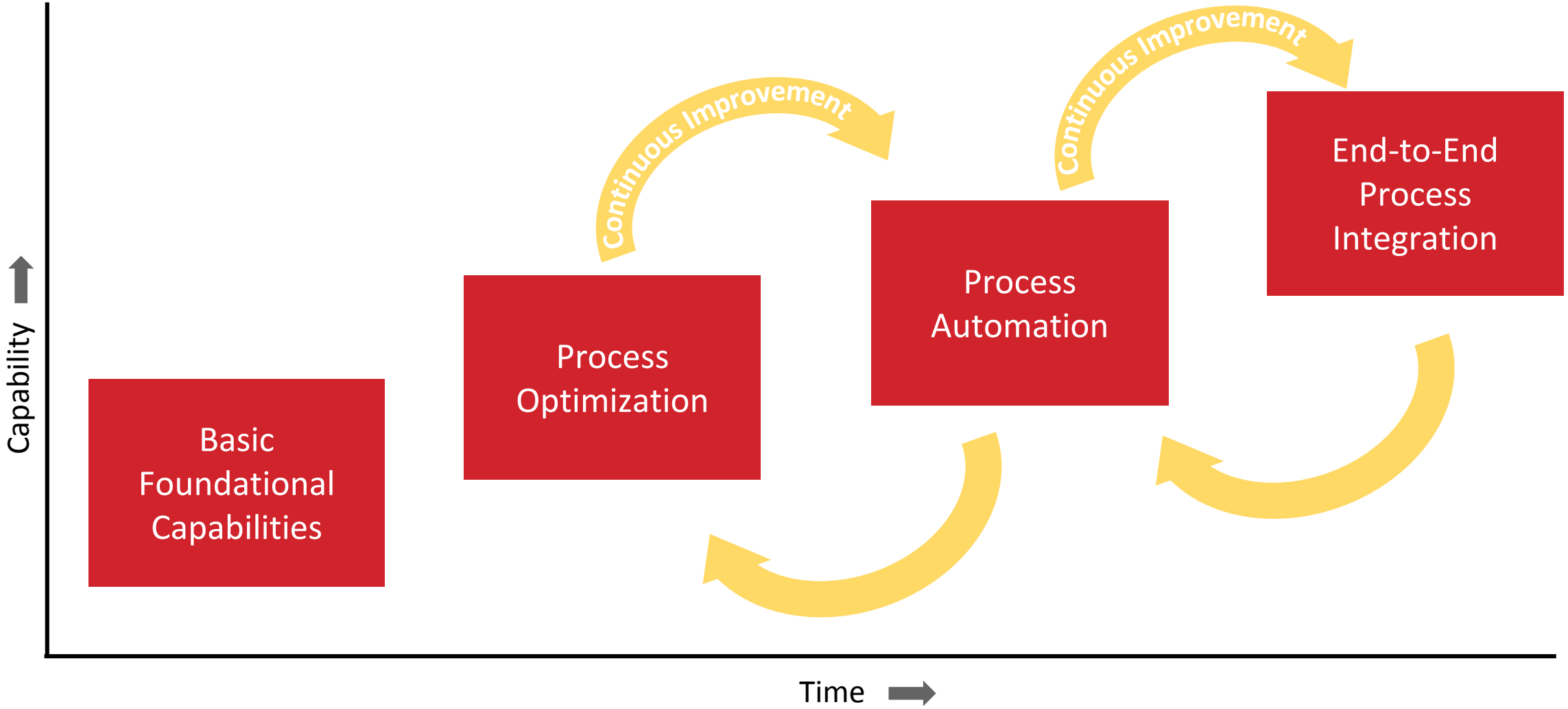
1. Process must provide VALUE that is quantifiable
2. There must be 1 OWNER
3. Owner & Power User must be an EXPERT IN THE PROCESS
4. All requirements & changes need to be vetted, documented by the owner
5. There must be a senior stakeholder
6. Must provide positive and negative workflows
7. Must provide stories
8. Must test all roles in the process
9. Must train all users on new process
10. Must communicate new process

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Realizing Success

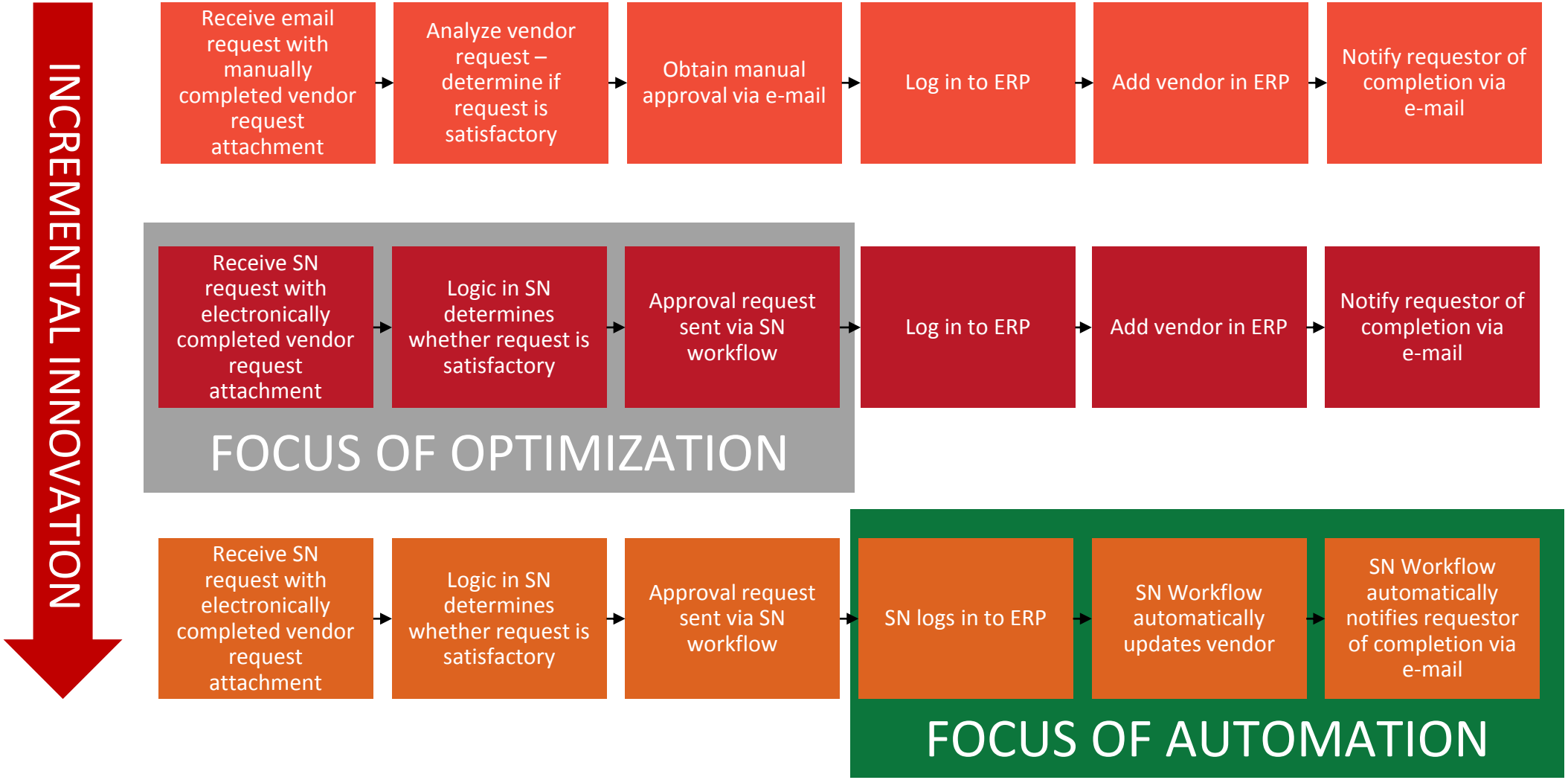
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A Bigger Plan



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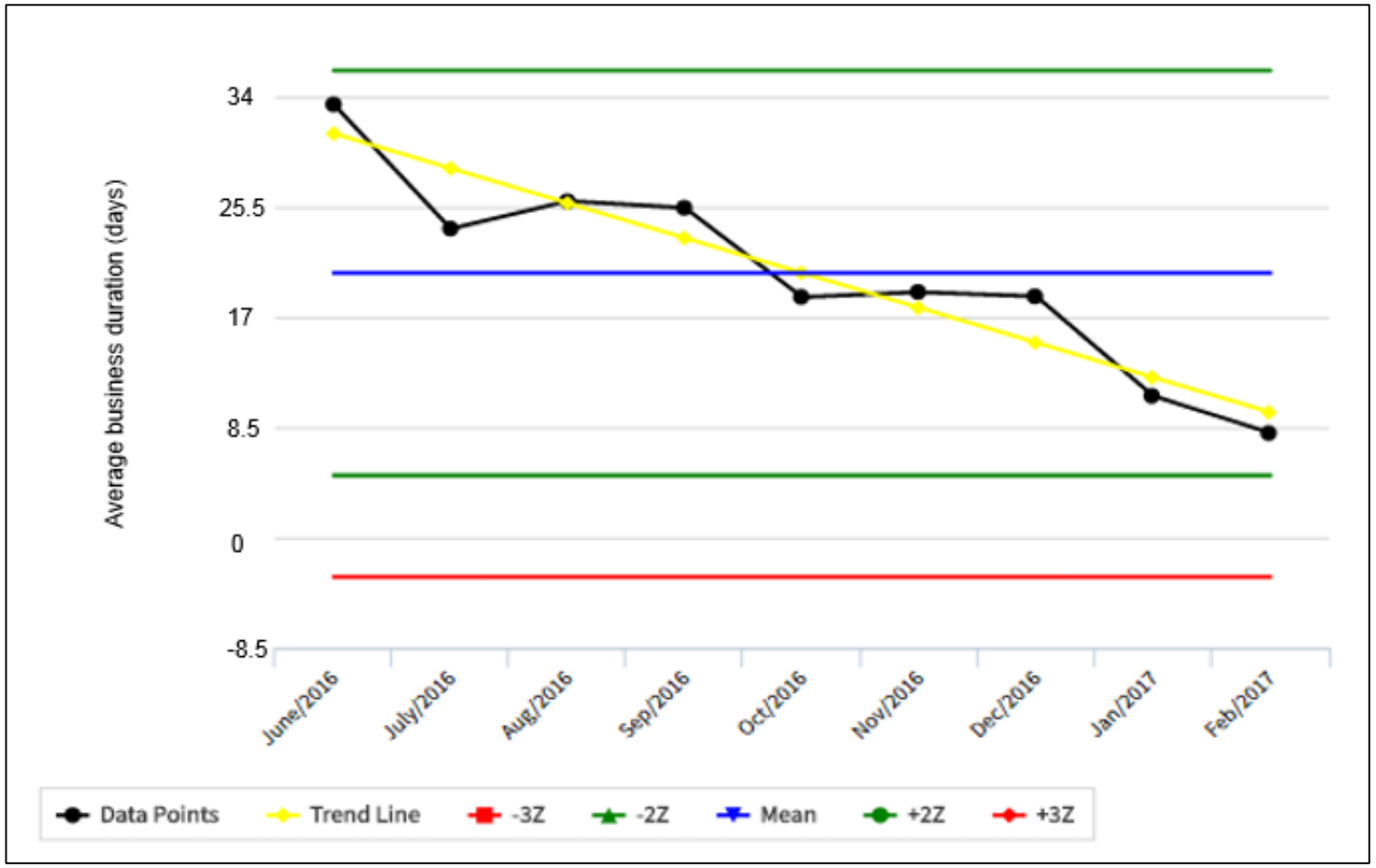
Incremental Innovation



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Vendor Management Success

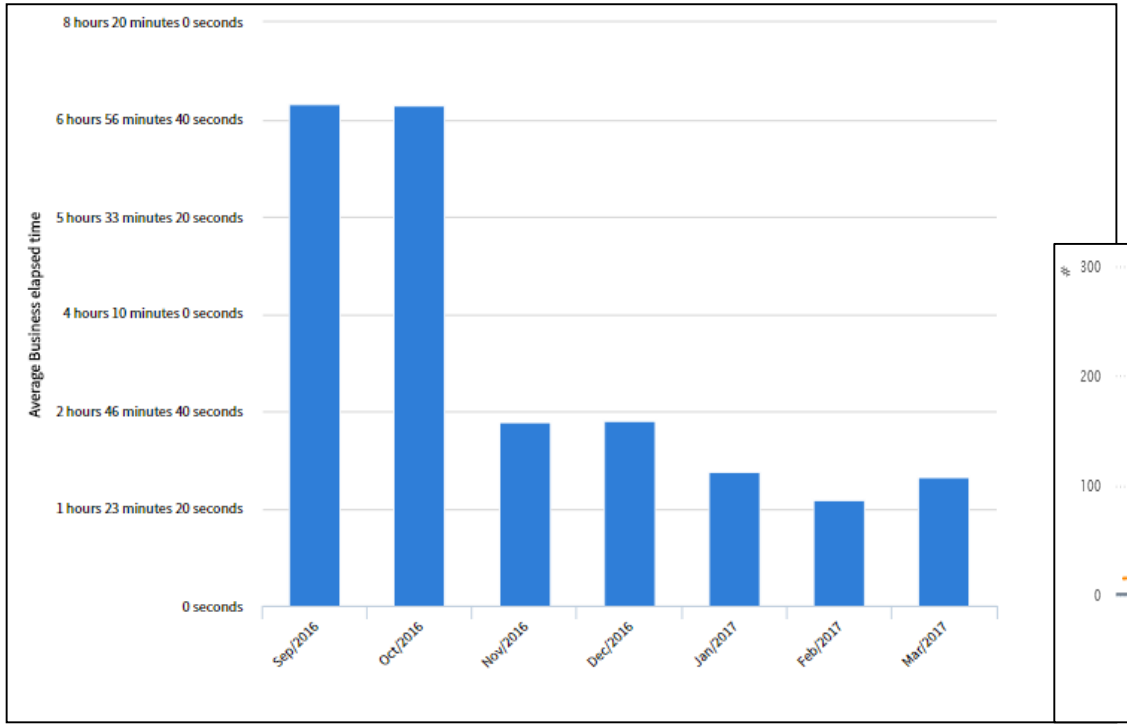
- Provided visibility to process
- Transparency to the process
- 4 weeks to 6 days
- Eliminated multiple approvals
- Discovered new opportunities

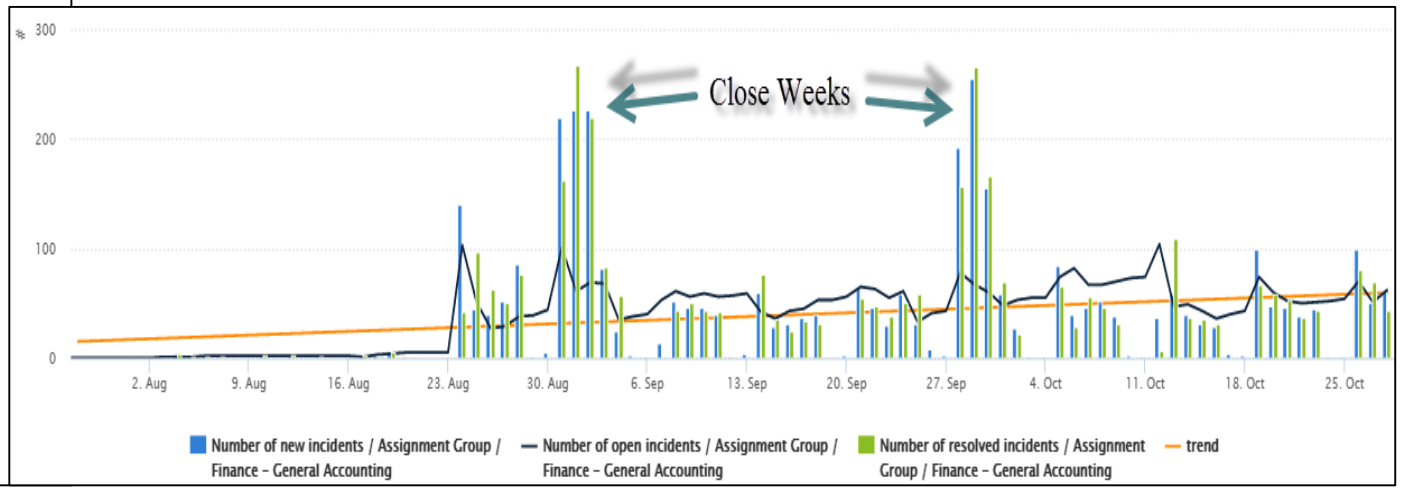


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Manual Journal Entries Success

- Average process time for 7 hrs. to under 2 hrs.
- Eliminated 12% of requests
- Ability to categorize and “spread” processing





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Performance Management

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Critical Success Factors

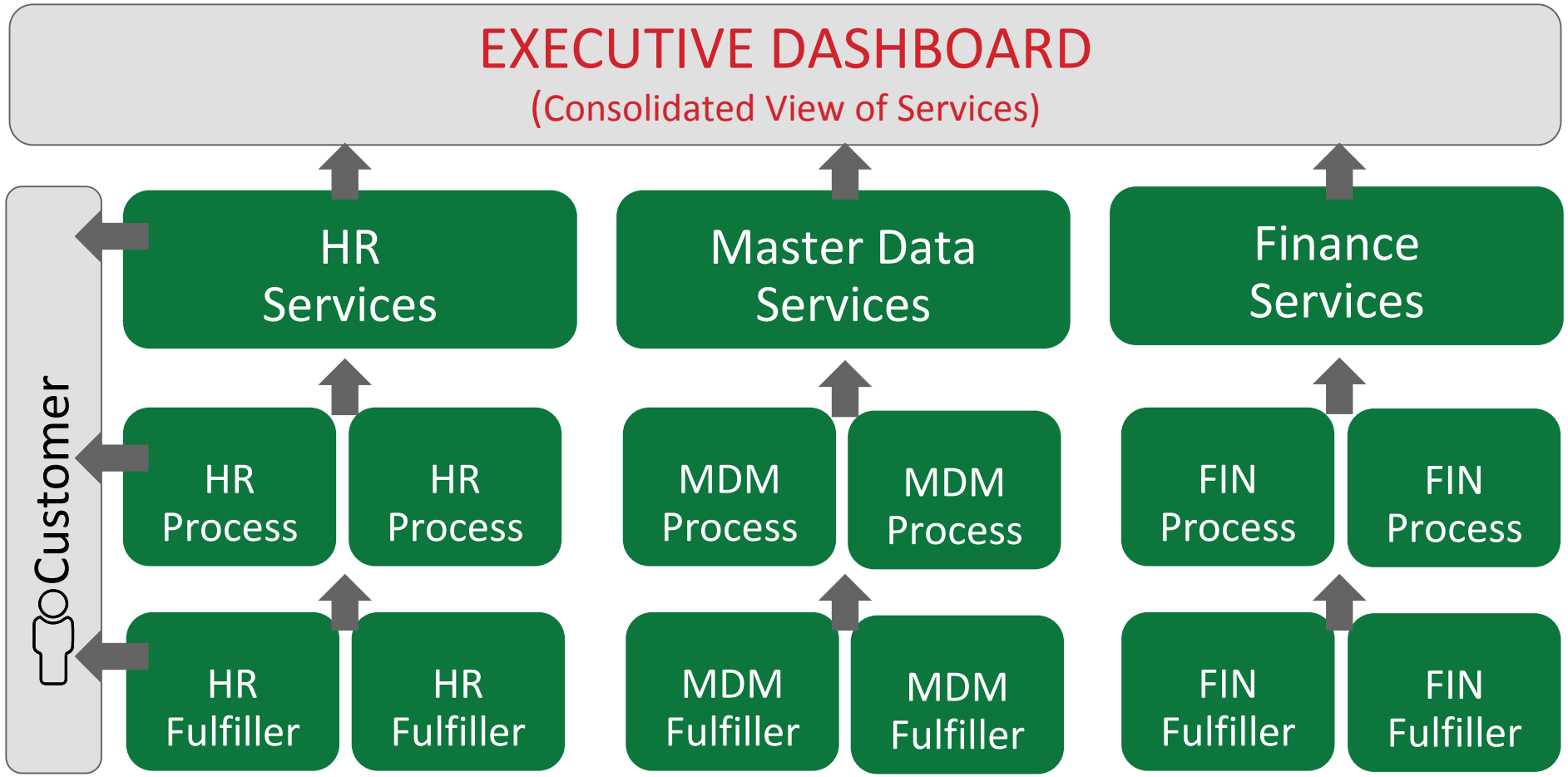
Transform the way we work!

IGS Strategy

Timely Service Delivery	Quality Delivery	Improved Productivity	Satisfied Customers	Best Cost
Cycle time, start time, finish time, hand offs, , on-hold, mis-assignment	Rework, repeat cases, reopen, iterations, right first time, 1st call res. Rejections	Process improvements, level of automation, integrations, # of requests (trends), manual vs. electronic	Customer satisfaction surveys, Interviews, focus groups	Cost-to-Serve, Cost drivers, labor costs

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Dashboard Structure



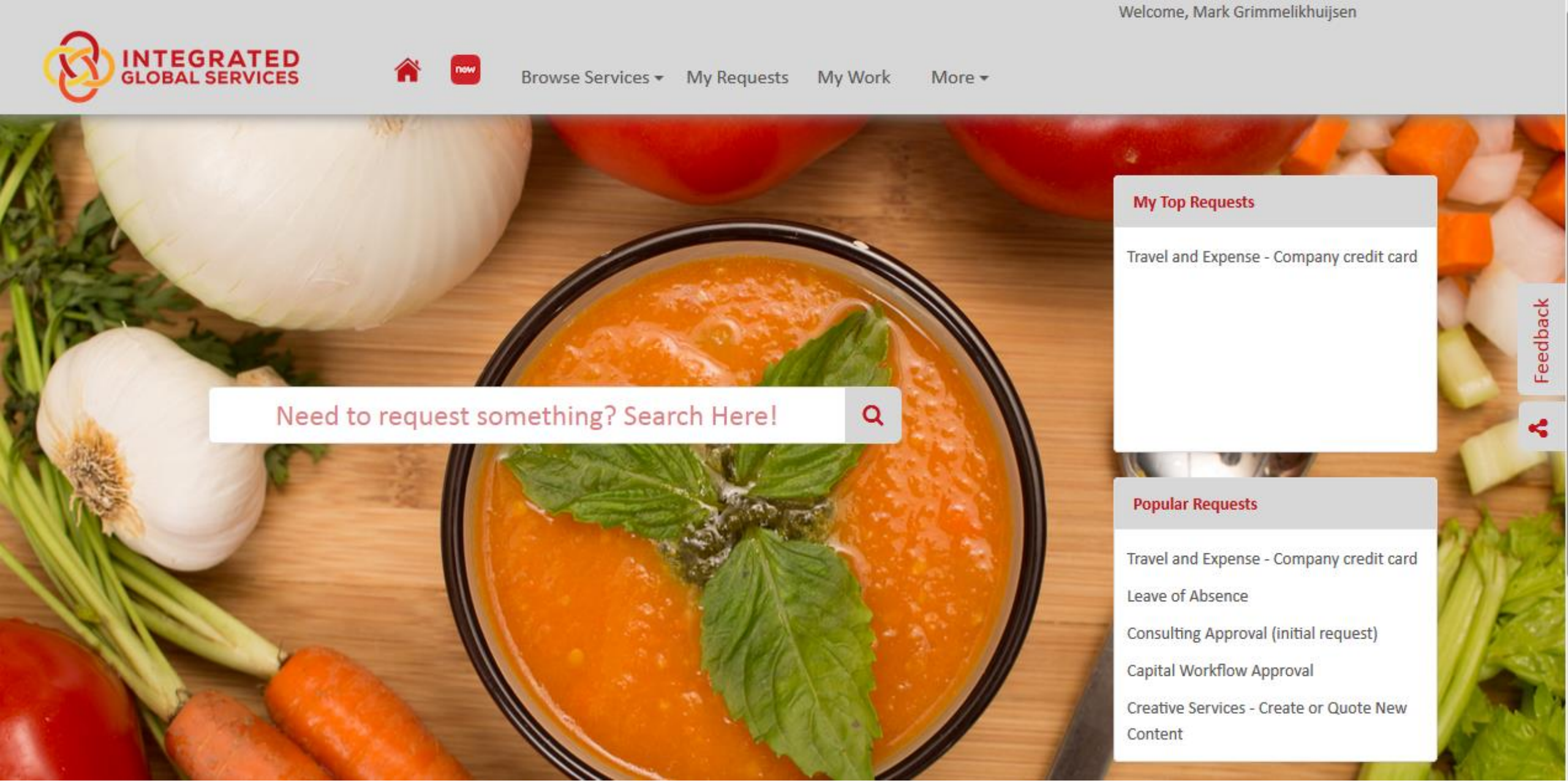
Critical Success Factors

- ✓ Timely Service Delivery
- ✓ Quality Service Delivery
- ✓ Improved Productivity
- ✓ Satisfied Customers
- ✓ Best Cost

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1 Stop-shop

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Need to request something? Search here!

Browse Services

Browse the catalog for services and items you need

My Requests

Click here to view list of requests you raised

My Approvals

Click here to view your approvals pending with you and history of approvals

My Top Requests

- IGS ServiceNow Incidents
- Re-assign an Add Vendor Request
- Vendor - Add/Reactivate (PO based vendors only)
- Vendor - Change/Extend/Deactivate (PO based vendors only)

Popular Requests

- Customer
- Non-trade deductions (US Retail, Plum, PFF, US Foodservice)
- Post Manual Journal
- Vendor - Change/Extend/Deactivate (PO based vendors only)
- WHQ Campus Security Requests

My Approvals

PRADVD0001617 - Add a new vendor for Brian DeRosier
Requestor Ryan Schwartz
Options
Reject | Approve

PRADVD0001650 - Add a new vendor for Tracy Malkowski
Requestor Ryan Schwartz
Options
Reject | Approve

PRADVD0001685 - Add a new vendor for Shannon Johnson
Requestor Shannon Johnson

Feedback

Our Marketing Video – Too large to embed.
I will bring it with me

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Outcomes

Mission	Outcomes leveraging ServiceNow
 CAPABILITY Promote the use of global best practices through engaging existing capabilities across the enterprise	• Centralized, standard processes • Self-Service – 'One stop shop' • Identified further opportunities
 EFFICIENCY Reduce cost and improve efficiency through shared services, enabling the business to run more effectively	• Transparency to work • 20-30% process improvement • Waste elimination
 FOCUS Position divisions to focus on core competencies through a complementary partnership	• Measured performance • Ability to focus on value add work • Take on more work in shared services

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Top Takeaways

1

Build the framework. Get organized before you start building

2

Keep it simple and iterate

3

Choose value - Set the rules of engagement

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Thank You

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Q & A

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Thank You

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