knowledge17

WORK at LIGHTSPEED™

One Workflow + One Catalog = Thousands of Approvals

ALISHA HOPKINS
ITSM MANAGER
Oshkosh Corporation

© 2017 ServiceNow All Rights Reserved

servicenow

Agenda

- Introduction
- Oshkosh the company
- Oshkosh's Transformation Project
- OSCAR
- How we provided value and continue to provide value?

© 2017 ServiceNow All Rights Reserved

Speaker Introduction



NAME: Alisha Hopkins

TITLE: Manager of Service Management

FUNCTION: IT/Governance/Platform

COMPANY: Oshkosh Corporation

EXPERIENCE: 3 years in ITSM, 12 years in Client Services

EXPERTISE: ITSM, Analytics, Governance

ACHIEVEMENTS: Project Leader for Oshkosh's Big Bang Rollout, Performance Analytics

CURRENT PROJECTS: Driving Process Improvement, PPS, ITAM, Facilities, ITFM, HR Case Mgmt

© 2017 ServiceNow All Rights Reserved

About Oshkosh Corporation

Trucks, Not Overalls



Access Equipment | Defense | Fire & Emergency | Commercial

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Leading provider of specialty vehicles, 13,100 employees selling in 130 countries, manufacturing in 7 countries, and providing service in 23 countries, people first culture, exactly 100 years in business; incorporated in 1917 in Oshkosh, WI

© 2017 ServiceNow All Rights Reserved

Session Overview



Objectives

- When confronted with resistance to change you can adapt a catalog to allow flexibility while still pushing towards your goal of consolidation and quick implementation



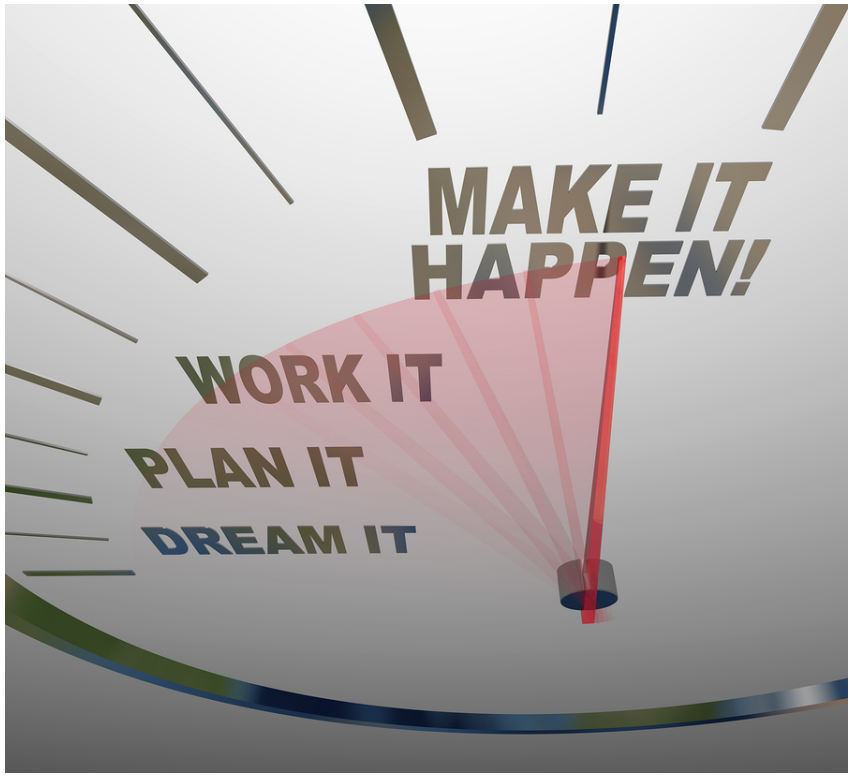
What You Will Learn

- How to rapidly deploy catalog items?
- How Oshkosh made their catalog flexible?
- Why ownership is important in a flexible model?
- Why you should keep the future and impact in mind?

© 2017 ServiceNow All Rights Reserved

Goals

- Improved IT Experience
  - Consolidate Tools, not Teams
  - Forget everything you did before
  - Eliminate work to focus on strategic efforts
- Improved Customer Experience
  - Searchable catalog of requests filtered for each unique user experience
  - Faster request fulfillment



© 2017 ServiceNow All Rights Reserved

Our Challenges

- 5 Segments and 16 Disparate IT Organizations
- 8 Different Request Systems
- Unique Processes
- Cross segment changes impossible
- A lot of Service Desk Overhead
  - Volumes of non approvals
  - White glove service
  - Inconsistent terminology
- Huge cost with very little implemented



© 2017 ServiceNow All Rights Reserved

How Do We Solve the Challenges?

© 2017 ServiceNow All Rights Reserved

OSCAR

Oshkosh Service Catalog and Request

Welcome, ALISHA HOPKINS

HOME | REPORT AN ISSUE | MAKE A REQUEST | CHECK YOUR STATUS | LEARN ABOUT IT

CHAT SUPPORT IS NOT CURRENTLY AVAILABLE. PLEASE SUBMIT YOUR ISSUE BY CLICKING HERE.

Report an Issue

Something is broken... An application is unresponsive...

Make a Request

Order something from the catalog, request access...

Check Your Status

0 Issues, 4 Approvals, 18 Requests, 0 Ideas

Learn About IT

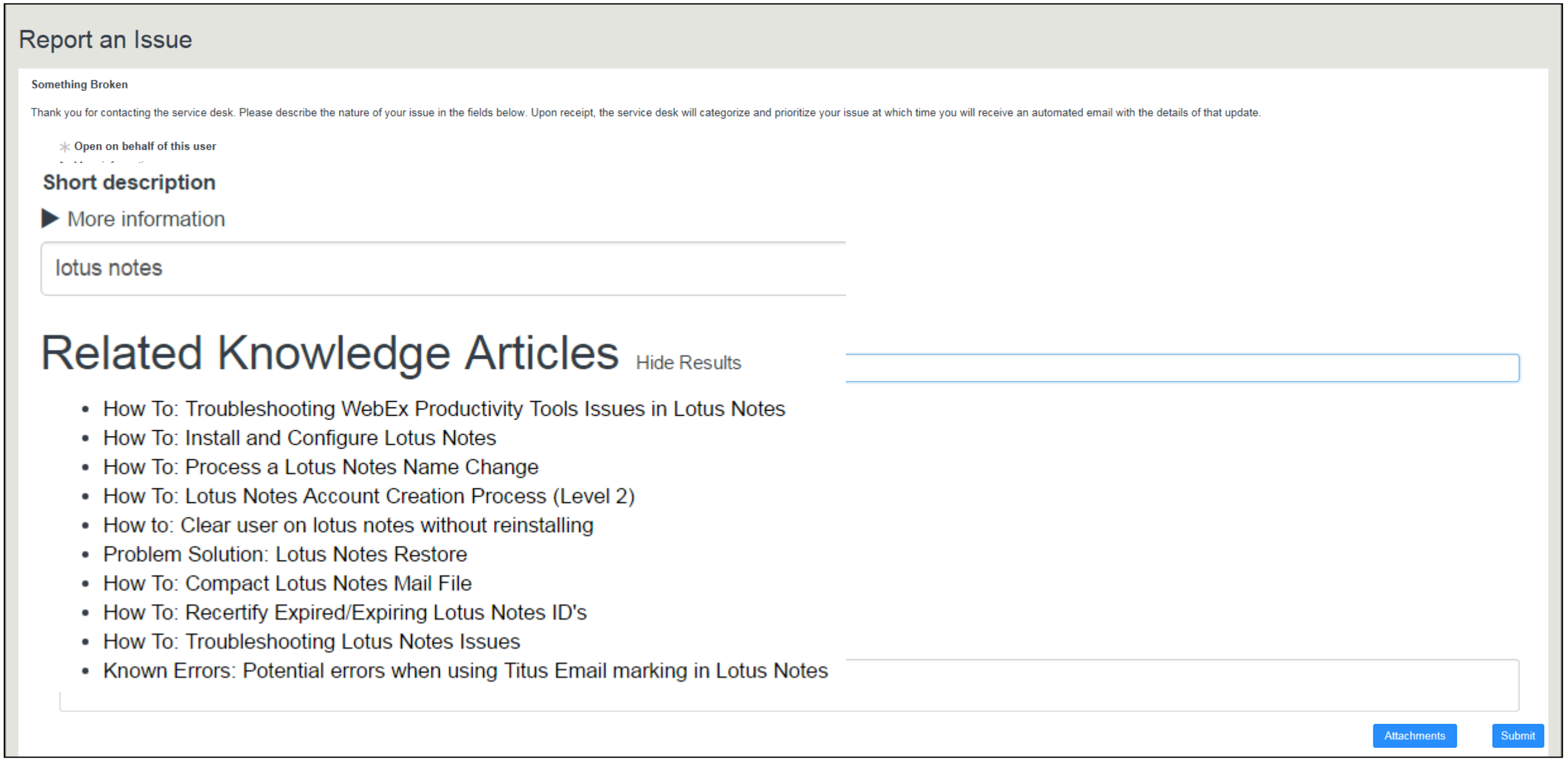
Take me to the Global IT Intranet Site

IT Notifications

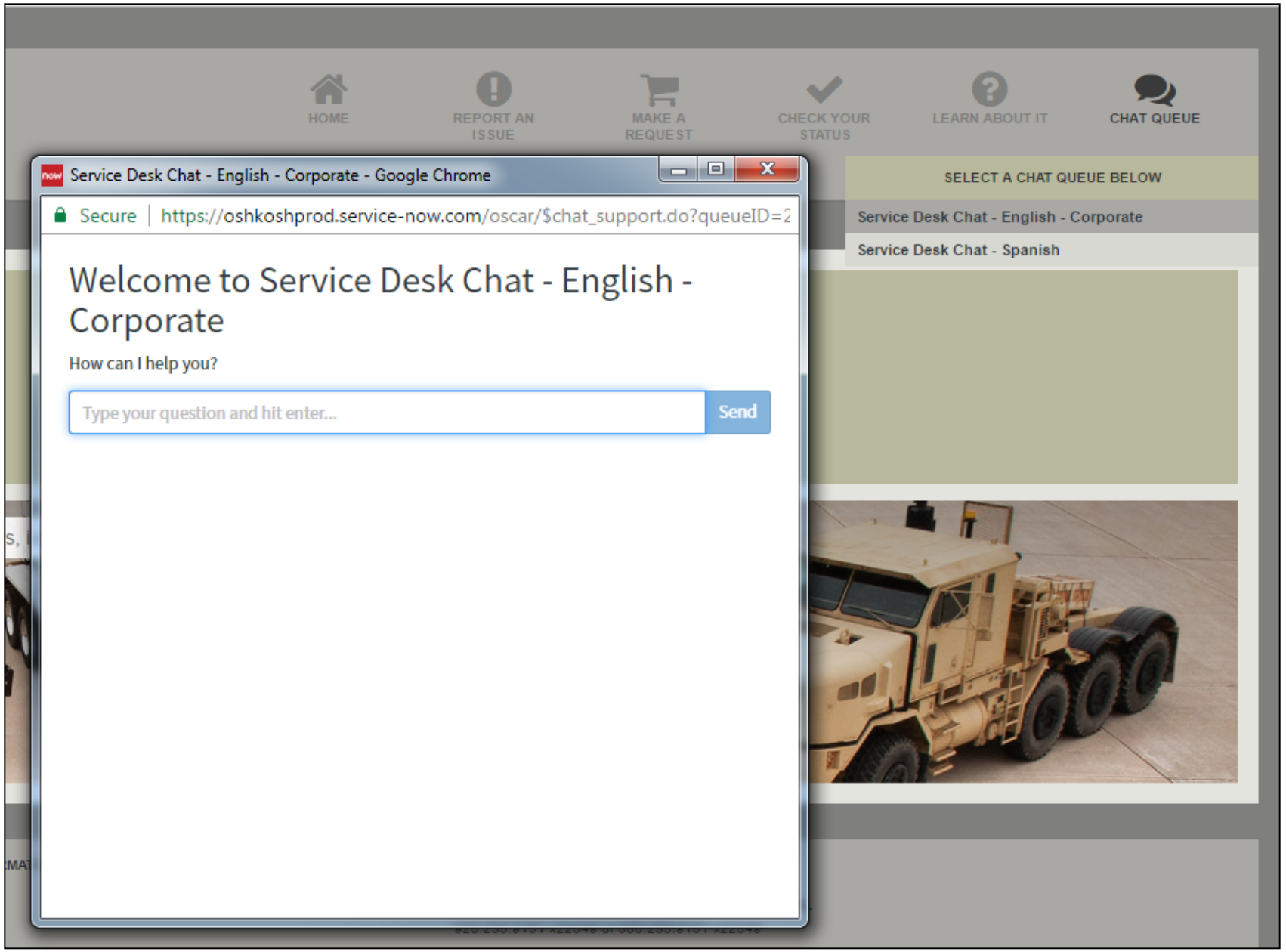
Welcome to OSCAR! - Published 2015-07-23



© 2017 ServiceNow All Rights Reserved



© 2017 ServiceNow All Rights Reserved



© 2017 ServiceNow All Rights Reserved

Check Your Status

My Open Issues | My Closed Issues | My Open Requests | My Closed Requests | My Open Ideas | My Closed Ideas | My Approvals

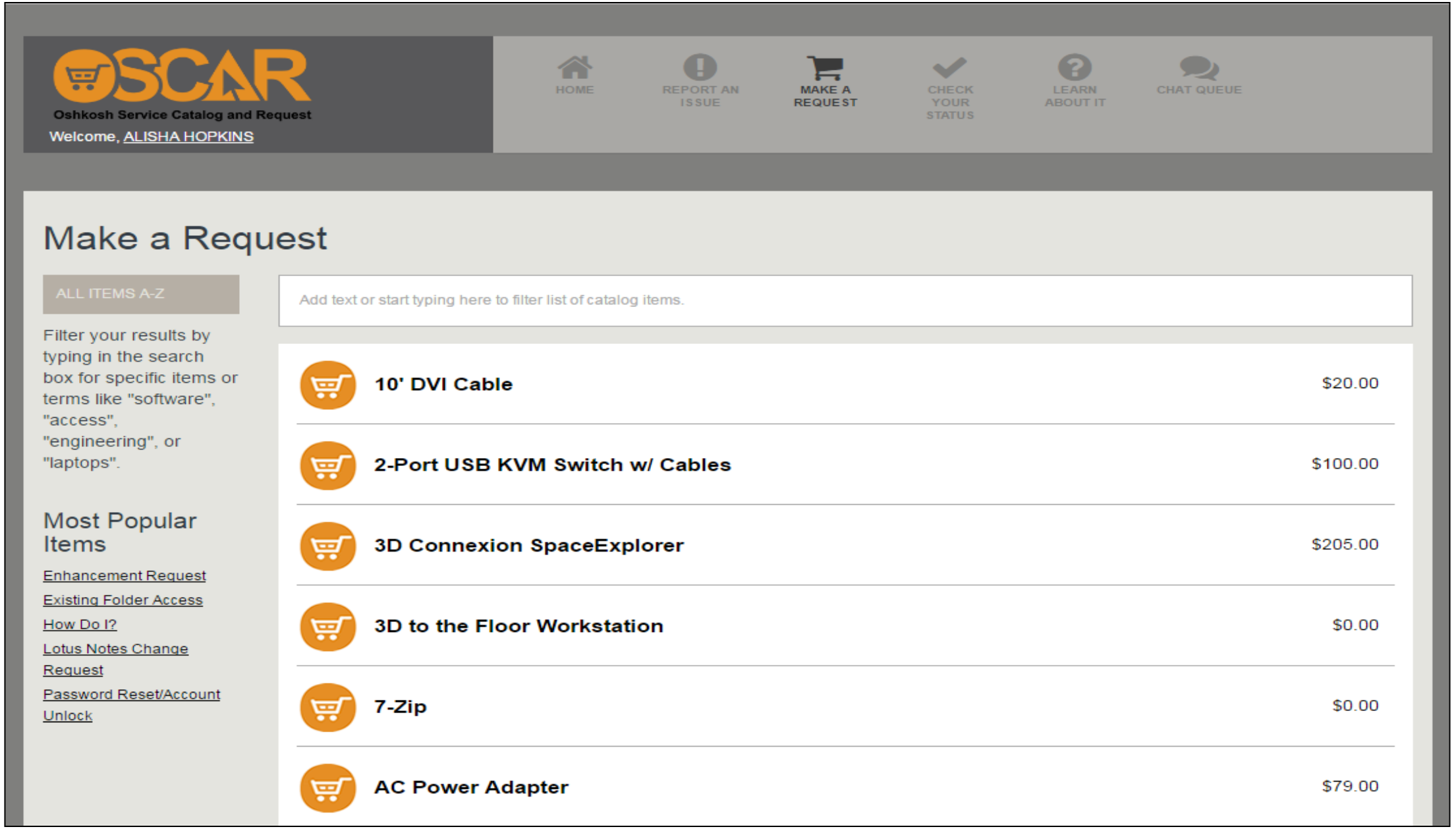
Approvals | New | Go to | State | 1 to 5 of 5

All > Approver = ALISHA HOPKINS > State = Requested

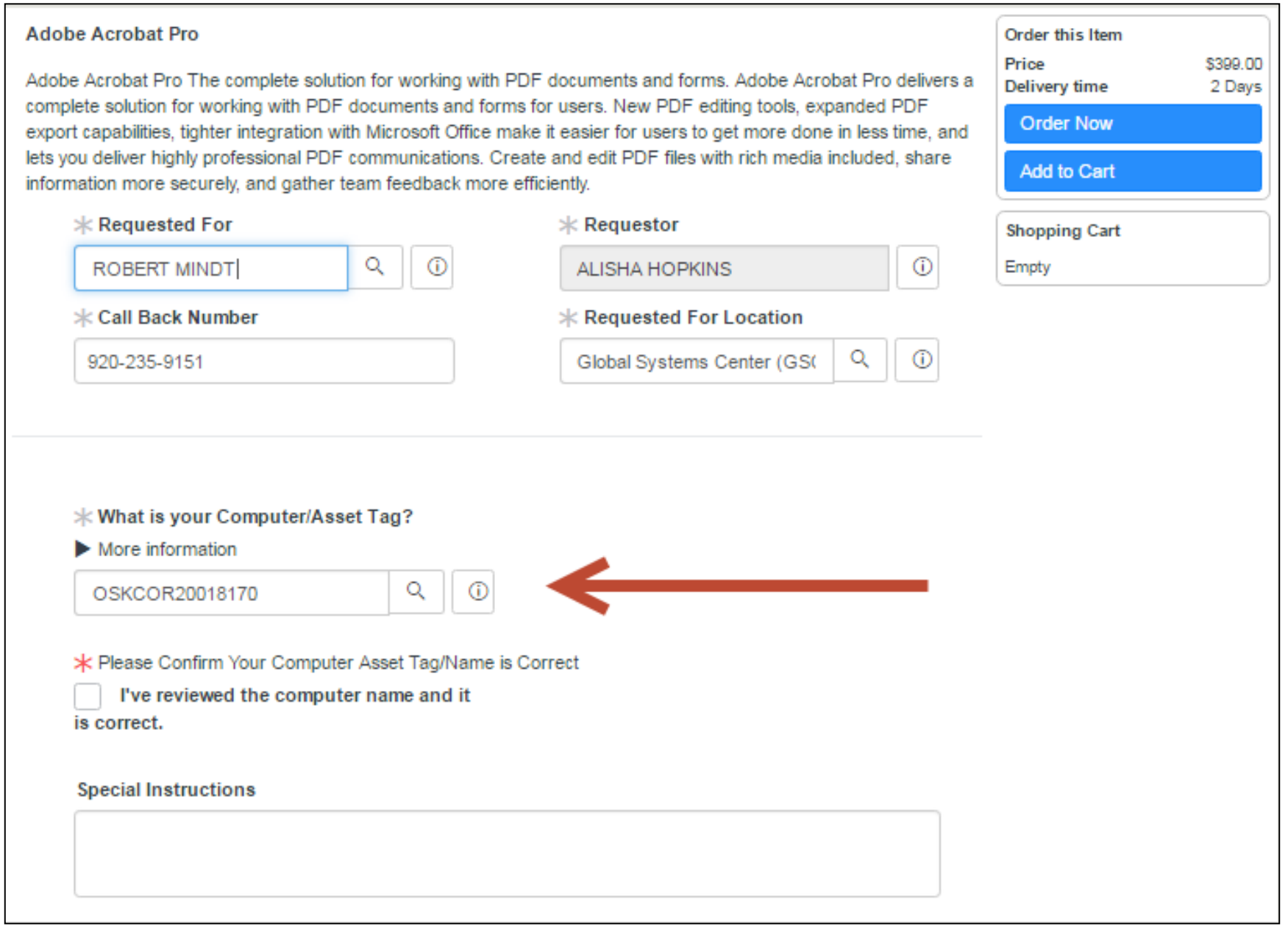
State	Approver	Comments	Approving	Created
Requested	ALISHA HOPKINS		Problem: PRB0040155	2016-03-08 16:27:09
Requested	ALISHA HOPKINS		Problem: PRB0040579	2016-02-24 11:13:41
Requested	ALISHA HOPKINS		User Requirement: USR10749	2017-02-17 10:21:05
Requested	ALISHA HOPKINS		User Requirement: USR10762	2017-04-06 07:07:36
Requested	ALISHA HOPKINS		User Requirement: USR10765	2017-04-10 09:40:53

Actions on selected rows... | 1 to 5 of 5

© 2017 ServiceNow All Rights Reserved



© 2017 ServiceNow All Rights Reserved



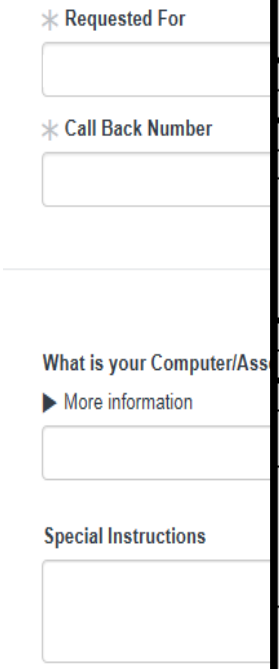
© 2017 ServiceNow All Rights Reserved

How Do We Optimize the Build?

© 2017 ServiceNow All Rights Reserved

Materials to Build Items

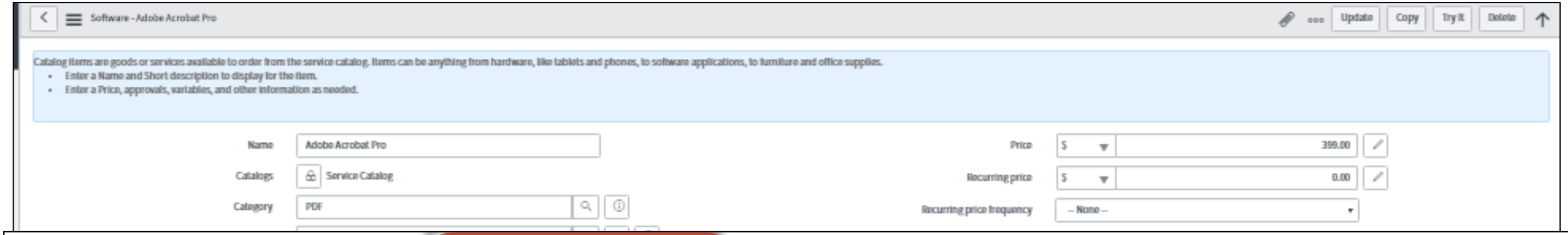
- Structured Published Process
- Data Collection Template
- Screen Mockups
- Risk, Value, Size, Analysis



Required Details	Comments	Data
New Catalog Item/Form Title	This is how it would appear to the User in the Service Catalog.	e.g. Adobe Acrobat Pro or Remote Access or Standard Computer
New Catalog Item/Form	This would appear under the form title and would be a short summary of the form's purpose.	e.g. Adobe Acrobat Pro The complete solution for working with PDF documents and forms. Adobe Acrobat Pro delivers a complete solution for working with PDF documents and forms for users. New

Risk	***Selection***	***Comments***
Will this use the standard workflow?	Yes	
Is there a clearly defined process owner?	Yes	*Process owners ensure consistency across the enterprise on how the request is presented to the customer and work towards similar processes across*
For other ITSM processes and existing catalog items, rate the risk/impact to existing modules or other items?	Minor	*Minor represents no impact to the other processes or items. Moderate impact may have some impact to other processes, but not to the process guide. Significant impact is a deviation from existing established documented processes.*
Risk Score:	2	
Final Risk Evaluation:	**Low Risk**	*Any item of risk above 5 will be deferred.*
Value		
Is this shared across the enterprise?	Yes	*Items shared across the enterprise will have a higher priority*
Rate the value to IT or the business?	Moderate Value Adde	*Value should be directly linked to number of requests submitted per month or the value it brings to the organization. Significant cost savings, time savings, or changes that impact our customers outside of IT should have a higher value.*
Value Score:	8	
Final Value Evaluation:	**Moderate Value**	*Value less than 5 will be deferred.*
Size	*Please mark N/A for those that don't apply.*	
For New, do the questions vary based on segment or selections?	Yes	*Variances have a higher complexity and therefore are larger in size.*
For existing, how large are the impacted changes?	N/A	*Minor represents only changes to variables or PFD that can be easily changed by an admin. Moderate change requires minimal development to questions or assignments of a catalog item. A revamp of workflow or tasks of an item should be considered significant.*
For other ITSM process, how large are the impacted changes?	N/A	*Changes to workflow or process guide requires more OCM effort and therefore larger in size. Minor changes to text should be done to provide clarification and value to existing process. Moderate changes don't directly impact the process but may require some OCM efforts.*
Size Score:	5	
Final Size Evaluation:	**Medium**	*The number of items prioritized > 4 for each release will be minimal. Existing items/processes with size < 4 should be complete within 3 weeks. New items and those requiring moderate/significant change will be prioritized against risk and value.*

© 2017 ServiceNow All Rights Reserved



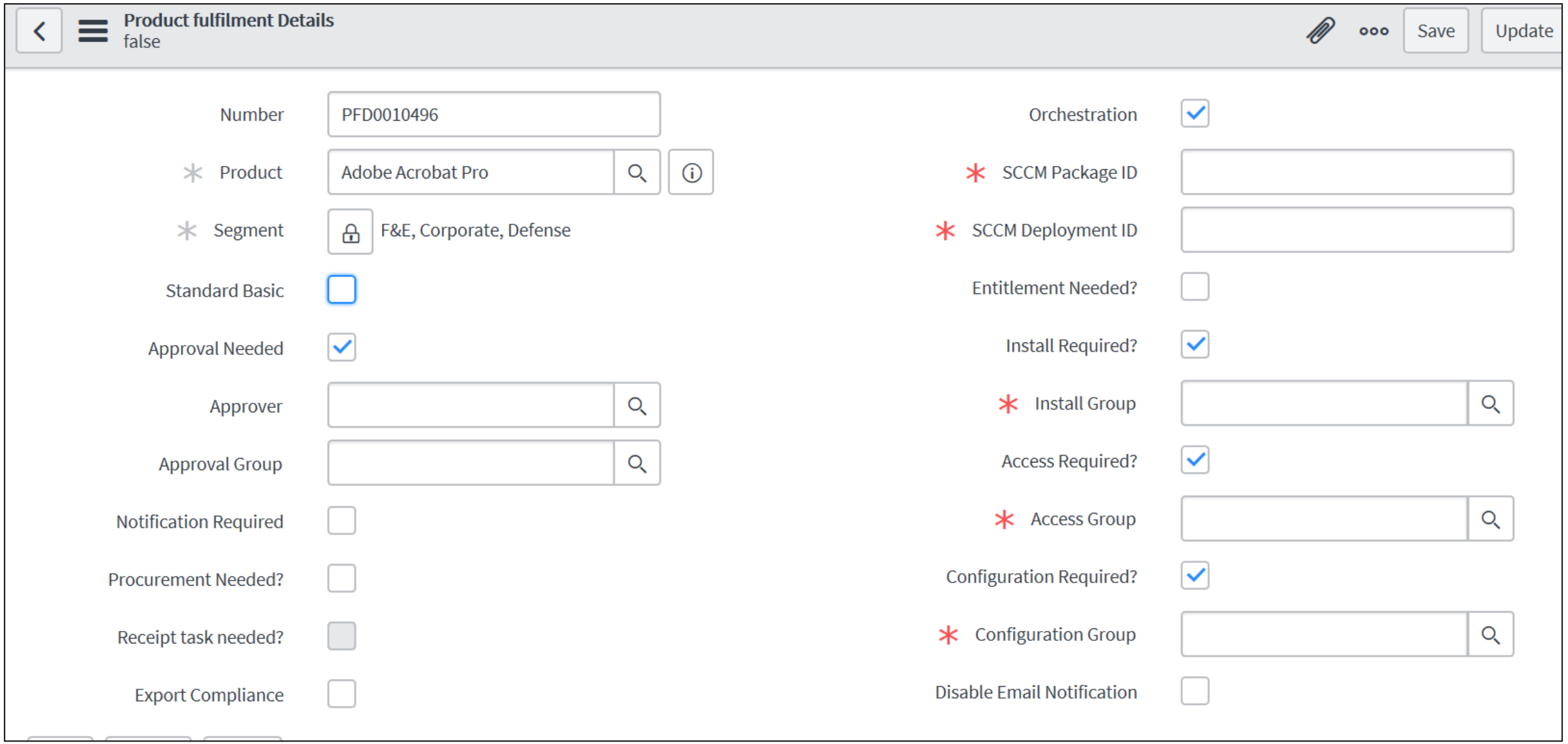
Includes | Variables | Variable Sets (2) | Product fulfilment Details (3) | Categories (1) | Catalogs (1) | Catalog Client Scripts | Catalog UI Policies | Catalog UI Policy Actions

Product fulfilment Details New Go to Number Search 1 to 3 of 3

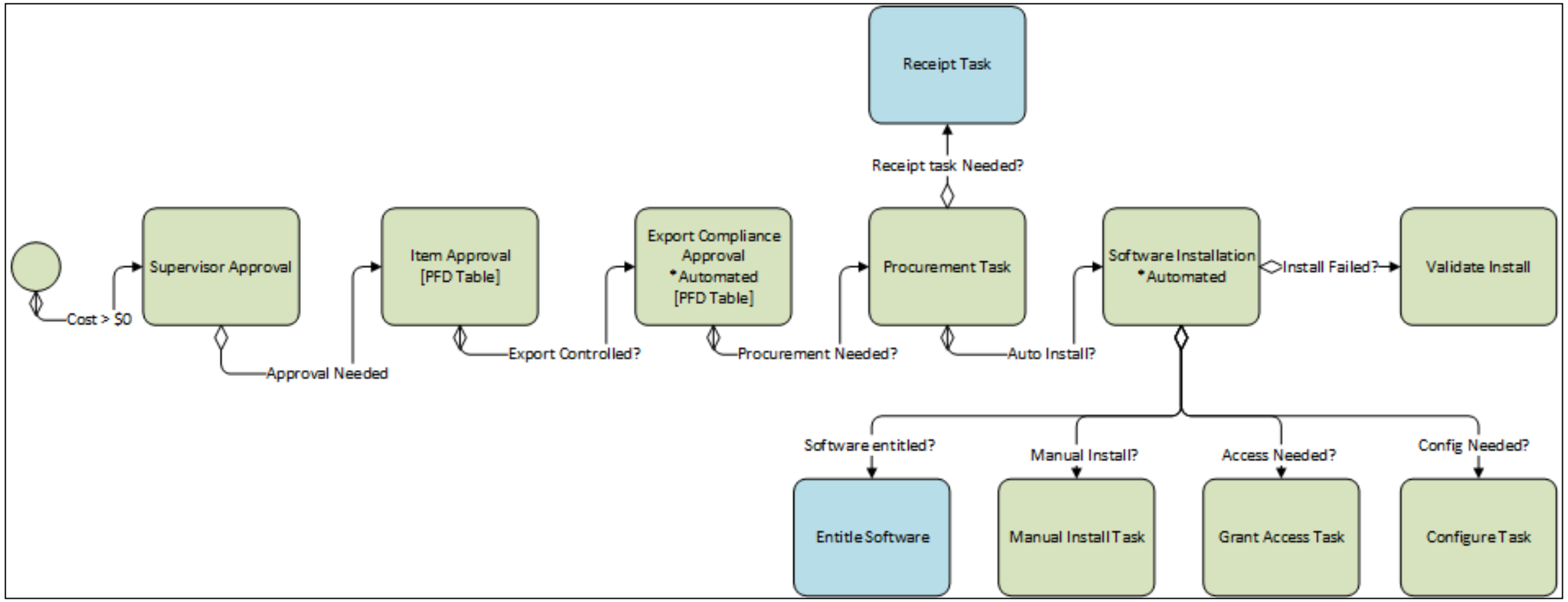
Product = Adobe Acrobat Pro

Number	Segment	Approval Needed	Procurement Needed?	Orchestration	Access Required?
PFD0010035	F&E	true	false	true	false
PFD0010495	Access	true	false	true	false
PFD0010496	Corporate, Defense	true	false	true	false

© 2017 ServiceNow All Rights Reserved



© 2017 ServiceNow All Rights Reserved



© 2017 ServiceNow All Rights Reserved

Solution – No Longer a Culture of “Choose Your Own Adventure”

- Implement a single catalog across the enterprise
- Allow for flexibility w/o compromising vision
- Rapid development process
- Item Ownership
- Easily deploy future roadmap initiatives
- Simplify maintenance
- No Cost, No Approval



- Simplified Collection + Simplified Development = Rapid Deployment

© 2017 ServiceNow All Rights Reserved

Value Outcome

PROJECT OBJECTIVE	PROJECT OUTCOME
Improved Customer Experience	• >75% items using standard workflow • Reduction in processing of items from weeks to days/minutes • Unique customer experience to filter catalog • Instant approval of export compliance based on HR data • Instant standard software installation via orchestration with SCCM (2,000 per year) • Eliminated non-value add approvals (36,000 per year) • Passed account termination audit for the first time in 10 years
Improved IT Experience	• Flexibility to manage workflow differently for the same item • 11,000 hours of process work • Retired all legacy request systems • 1 workflow for over 220 items • Performance analytics provides decision support for individuals, assignment group owners, segment IT executives and the CIO • New items developed in less than 10 minutes

© 2017 ServiceNow All Rights Reserved

Lessons Learned

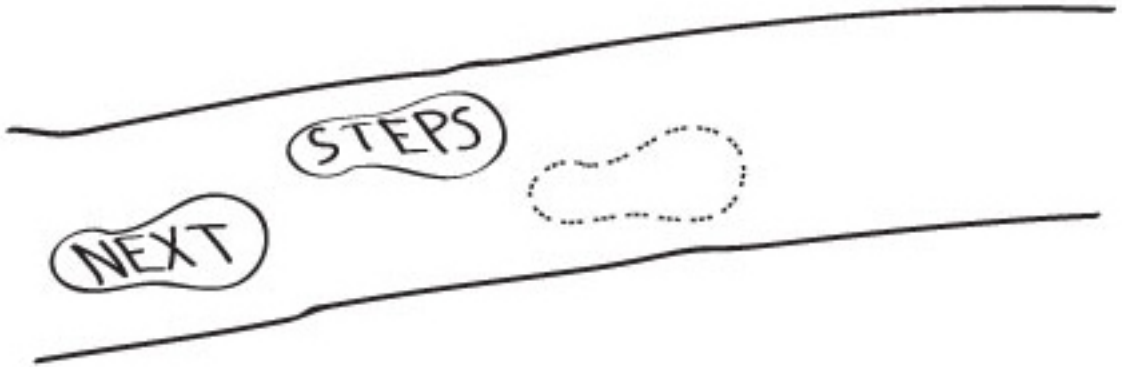
1. Strong Steering Committee a Must
2. Don’t Underestimate Resistance to Change
3. Stand Firm where Flexibility May Hurt



© 2017 ServiceNow All Rights Reserved

Our Next Steps

- Continuous Improvement
  - Analytics of items
    - Analyze search terms and results
    - Usage of items
- Bringing Asset Management into our standard workflow
- Continual analysis of new items
- Facilities Mgmt



© 2017 ServiceNow All Rights Reserved

Top Takeaways

1

Allow for flexibility when confronted with resistance

2

Consider maintenance and future in design

3

One workflow allows for rapid deployment

© 2017 ServiceNow All Rights Reserved

Thank You

ALISHA HOPKINS
ITSM MANAGER
Oshkosh Corporation

© 2017 ServiceNow All Rights Reserved

Q & A

ALISHA HOPKINS
ITSM MANAGER
Oshkosh Corporation

© 2017 ServiceNow All Rights Reserved

Take the Survey

Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Alisha Hopkins

ITSM Manager

Oshkosh Corporation

© 2017 ServiceNow All Rights Reserved

Value Outcomes

Eliminate

36000

Approvals

Non Value Work



Create a new item

75%

Adoption

Using Standard Workflow

© 2017 ServiceNow All Rights Reserved

Context – Setting the stage

Industry trends

- Growing customer expectations for…(ease of use, responsiveness, quality)
- Demand fluctuations (seasonality, unpredictability)

Corporate transformations

- Push for analytics

Departmental/Project/Program drivers and goals

- Organizational alignments
- Easy deployment

© 2017 ServiceNow All Rights Reserved