knowledge17

WORK at LIGHTSPEED™

Organizing Teams for Quick and Efficient Incident Resolution

JAMIE HOLLENBECK
BUSINESS CONSULTANT
Mary Kay, Inc.

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servicenow

Agenda

- Where we started
- Where we wanted to go
- Our approach
- Our solution
- Success or “Opportunity”?
- Lessons learned
- Next steps

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Speaker Introduction



NAME: Jamie Hollenbeck

TITLE: Business Consultant / Process Architect

FUNCTION: IT Governance

COMPANY: Mary Kay, Inc.®

EXPERIENCE: 4 years as a Webmaster, 3 years Enterprise Monitoring, 4 years Process Management / Governance (3+ years working with ServiceNow®)

EXPERTISE: ITIL®, Process Design, Requirement Refinement

ACHIEVEMENTS: Implemented ServiceNow® at Mary Kay® on a global scale. Helped to align ServiceNow® and ITIL® process to business initiatives to improve the way IT works at Mary Kay®

CURRENT PROJECTS: Service Mapping, Continual Service Improvement

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About Mary Kay, Inc.



NAME: Mary Kay, Inc.

INDUSTRY: Direct Sales / Online Selling, Manufacturing

MARKET FOCUS: Mary Kay's focus is on Enriching Women's Lives through Career Opportunities for our Independent Sales Force, and Top Quality Products for their Customers

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Career Opportunities for our Independent Sales Force, Skincare, Cosmetics

COMPANY-WIDE INITIATIVES: Cost efficiency, speed of development/deployment, deliver high quality products and services, align tools and activities globally

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Session Overview



Objectives

- Learn how Mary Kay approached Incident Management and how we used the ServiceNow® platform to implement our solution



What You Will Learn

- Our Incident Management Solution
- Components to consider involving in a full process design
- Lessons learned from our implementation
- Rapid Mock-Up Process

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Where We Started

Mary Kay Environment

- Private Company with Independent Sales Force
- Global IT Organization
- 3 Pillars of IT
- No Centralized Service Desk

Previous Solution

- Help Desk Ticket (Incident, Problem, Request)
- Code Outage
- Change Control
- IT Governance owns the ITSM Strategy

‘Code Outage’

- Notification to all IT
- ‘All Hands on Deck’ Response
- 1 Conference Call with Individual Contributors, IT Management and IT Business Leaders
- Red / Yellow / Green Designation

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Kickoff – Process Workshop

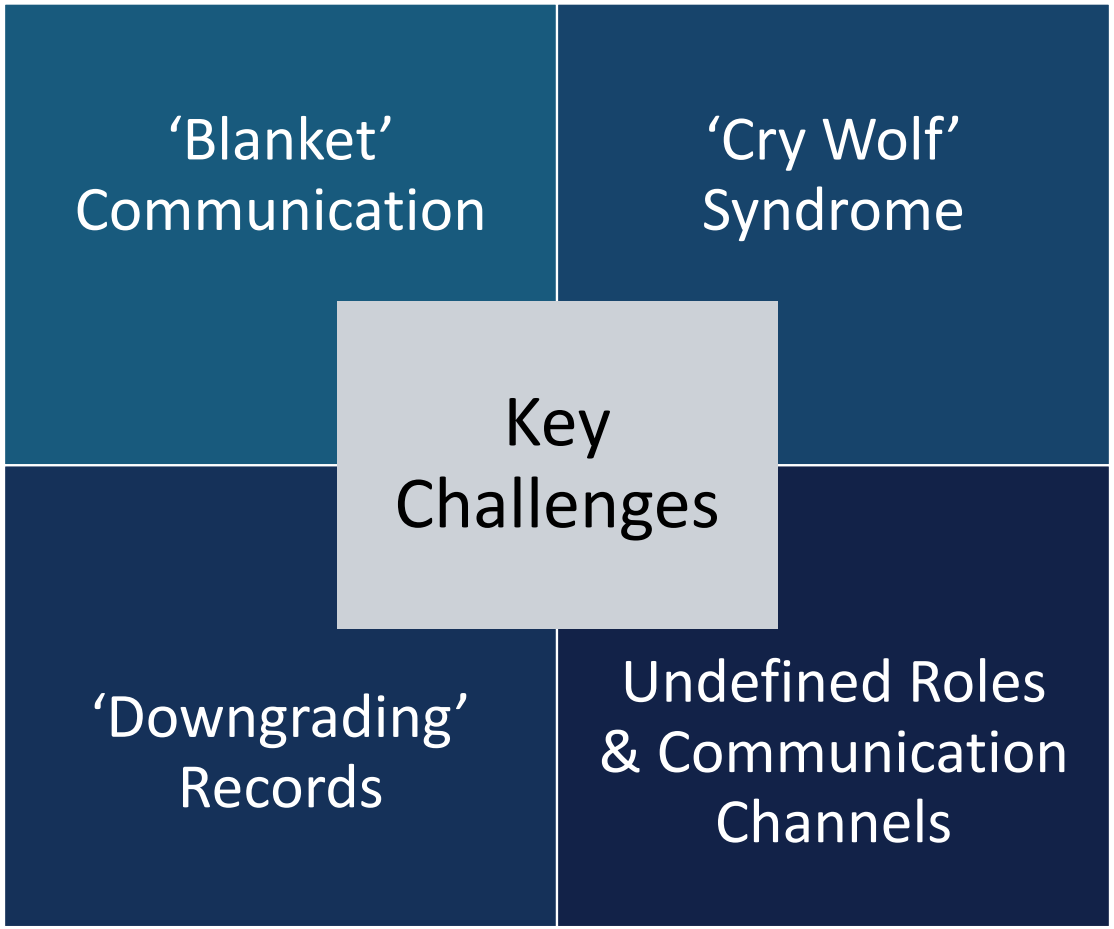


- Bring together representatives from all stakeholder groups
  - Document current processes
  - What's working / not working
  - Identify key goals for new process
  - Identify additional key stakeholders

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Challenges and Goals

- Goals for New Process(es)
  - Align more closely to ITIL® Best Practices
  - Targeted Communication
  - Define roles to separate technical resolution from business communication
  - Short Term: Increase logging of Incidents
  - Long Term: Decrease MTTR and number of resources needed for resolution



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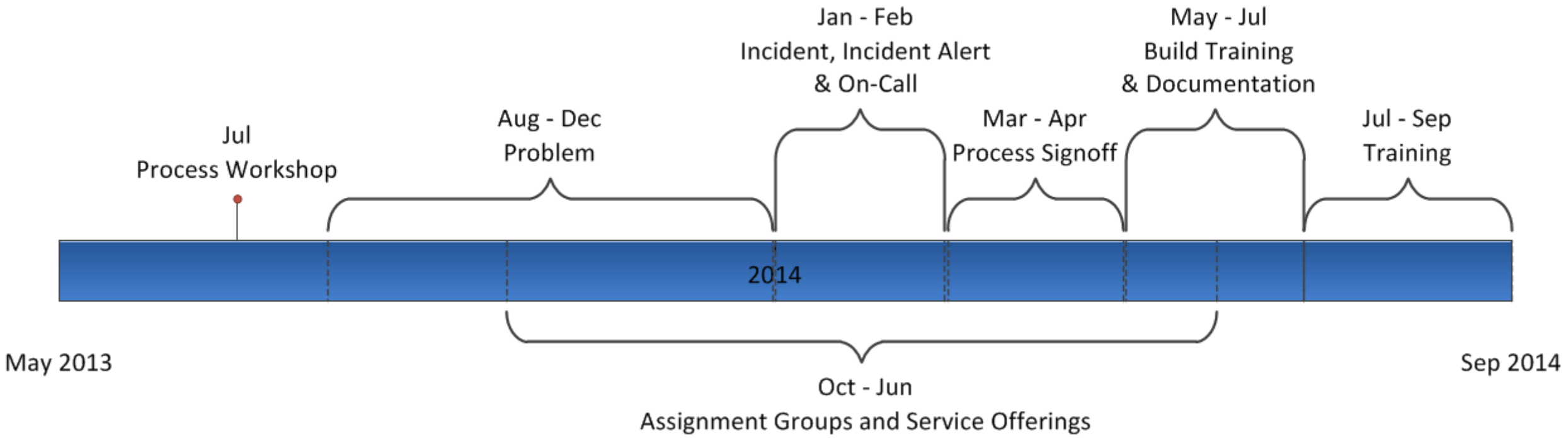
Approach – Rapid Mock-Up



- Examine how the ServiceNow® modules are configured out of the box
- Using configuration changes only – mock up processes in ServiceNow®
- Identify gaps where customization may be necessary
- Review with the team / stakeholders to gain buy-in for customization, or acceptance of feature removal

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High Level Timeline



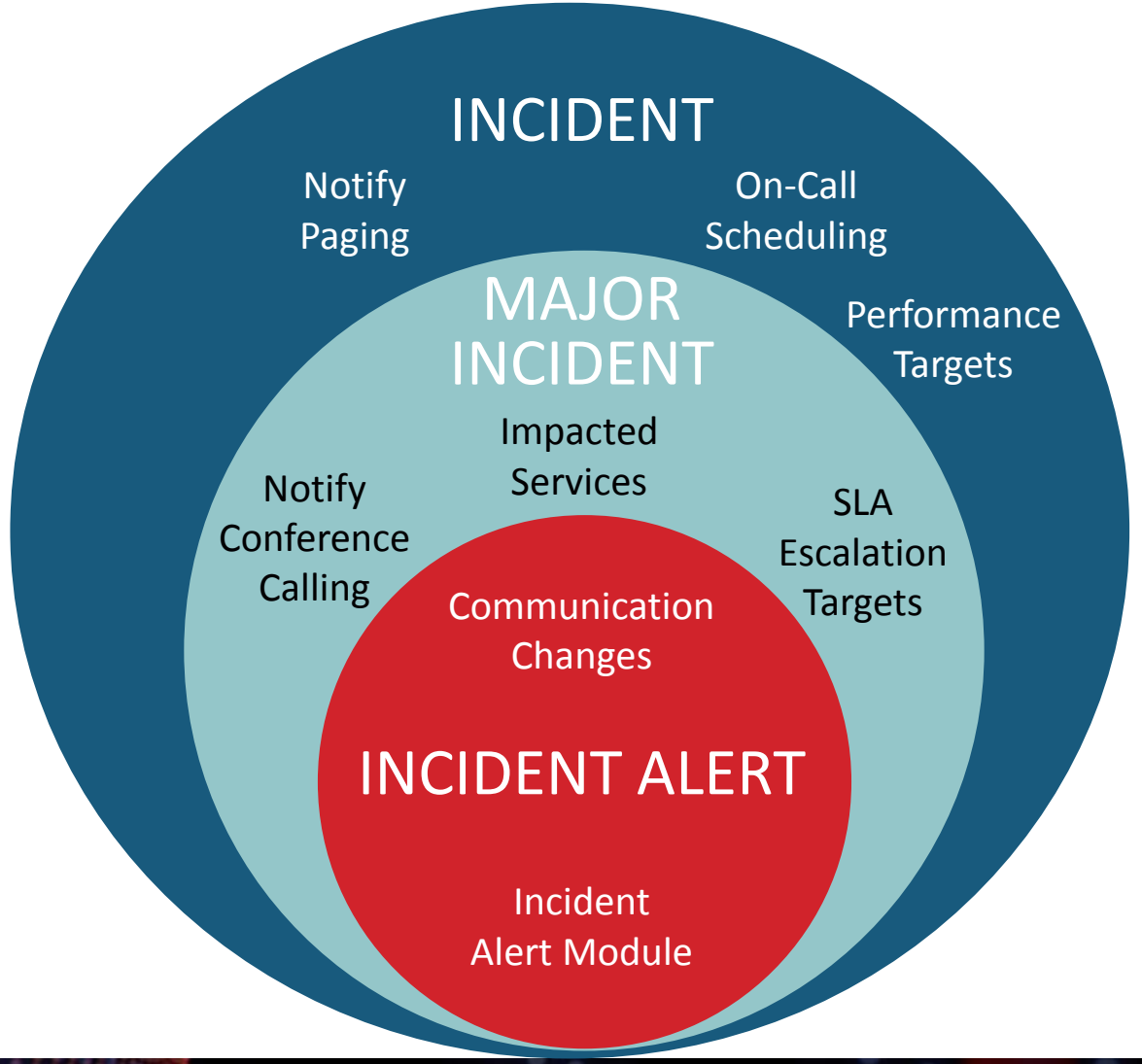
- Took development process from ~6 months for Problem to <2 months for Incident
- Combination of Sprints (Agile) and Waterfall Project Management
- Notify Integration Configured 4 months after initial Go-Live (January 2015)

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Designing Incident Management Solution at a Glance

Three Layers to One Process.

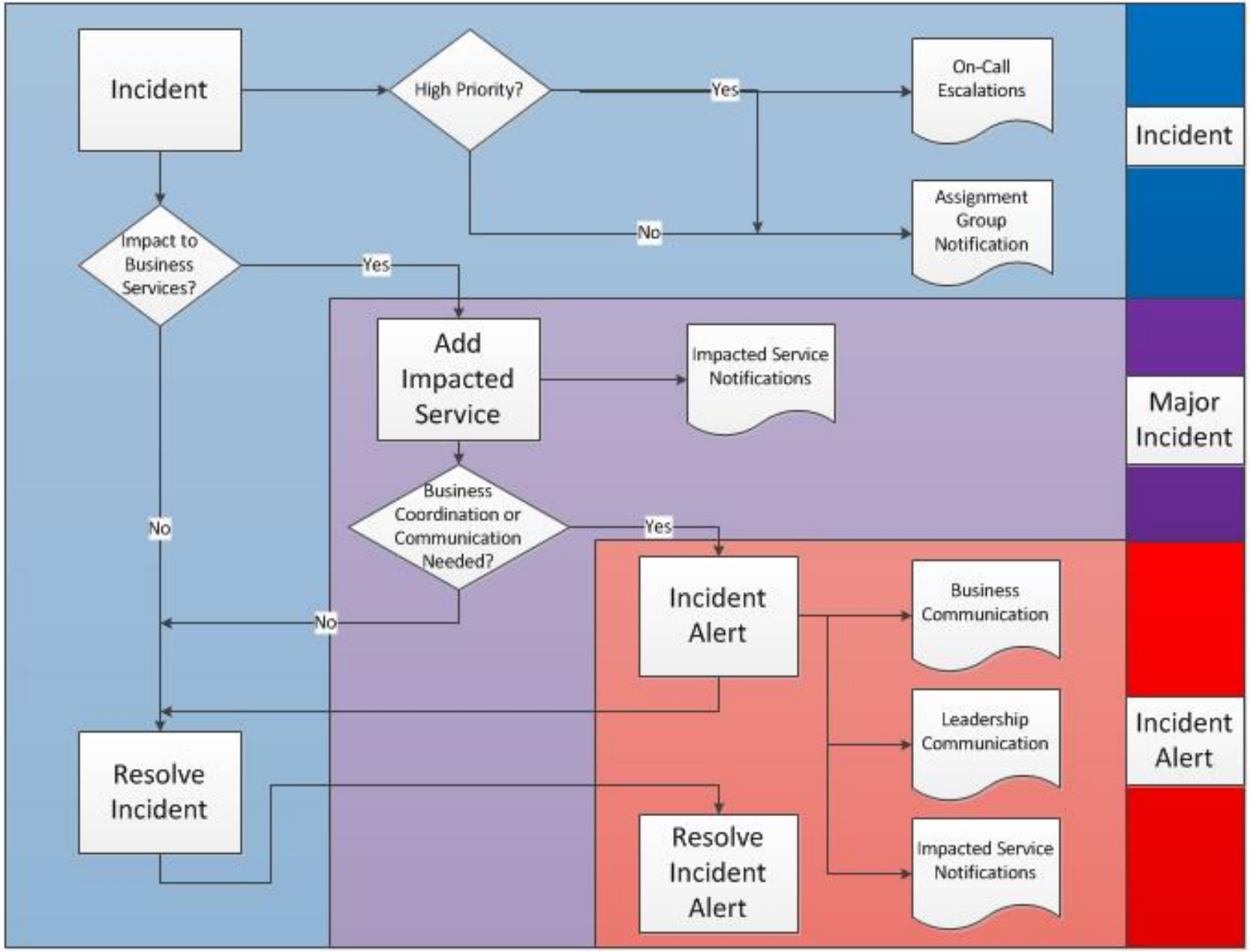
- **BASIC INCIDENT**
  - Consider all entry points
  - Determine Global Process & Prioritization
  - Build Core Components
- **MAJOR INCIDENT**
  - Define Escalation to Major Incident
  - Build out Communication Strategy
  - Gap in Business Communication
- **INCIDENT ALERT**
  - Define additional roles
  - Account for Communication Overlap



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Solution Detail

- Resolver Perspective
  - Involved Quickly
  - Focused on Quick Resolution
- Coordinator Perspective
  - Facilitates Communication
  - Coordinates Resources
- Customer Perspective
  - Informed of Impact to their Service
  - Updated on Progress and Resolution



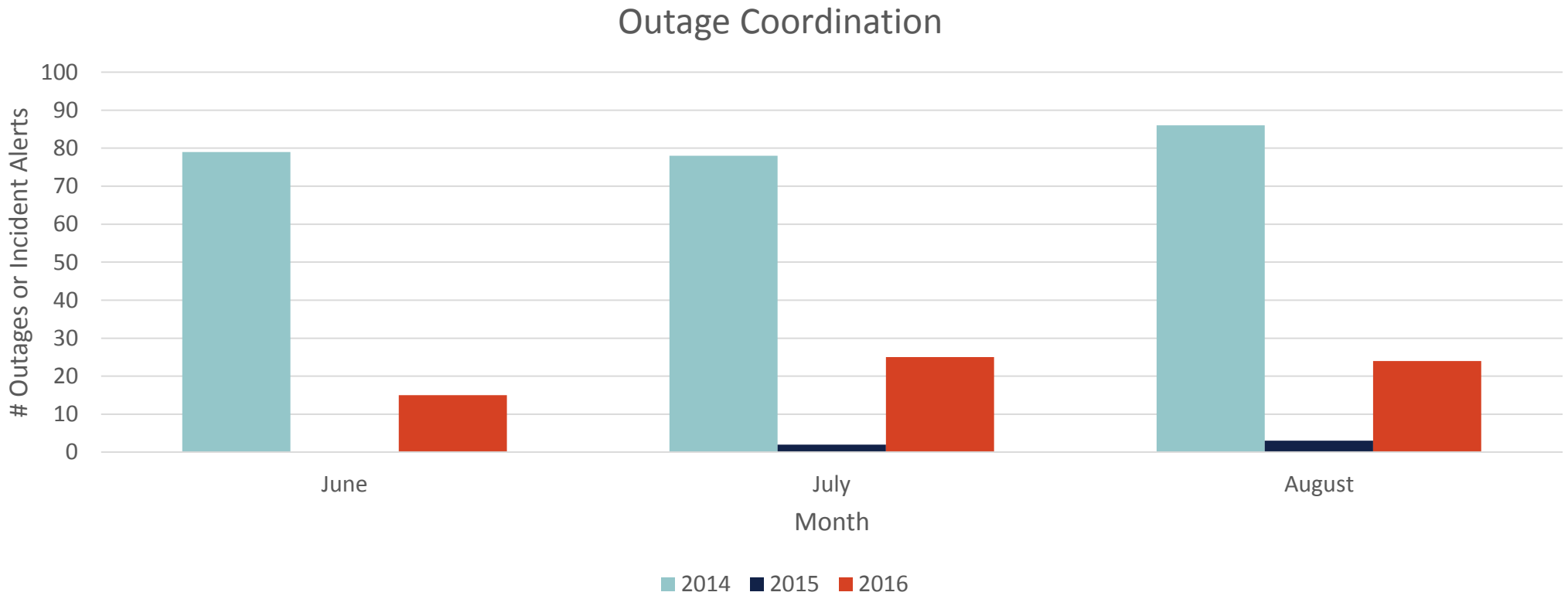
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Solution – Relevant Data

Communication was not Targeted	• On-Call Scheduling & Notify • Service Offerings / Subscriptions • Incident Alert
‘Cry Wolf’ Syndrome	• Impact/Urgency/Priority • Impacted Services • Performance Targets (SLA)
‘Downgrading’	• State vs. Priority • Incident / Incident Alert Relationship
Lack of Defined Roles & Communication Channels	• Warm Handoff • Incident Alert • Conference Calling (Notify)

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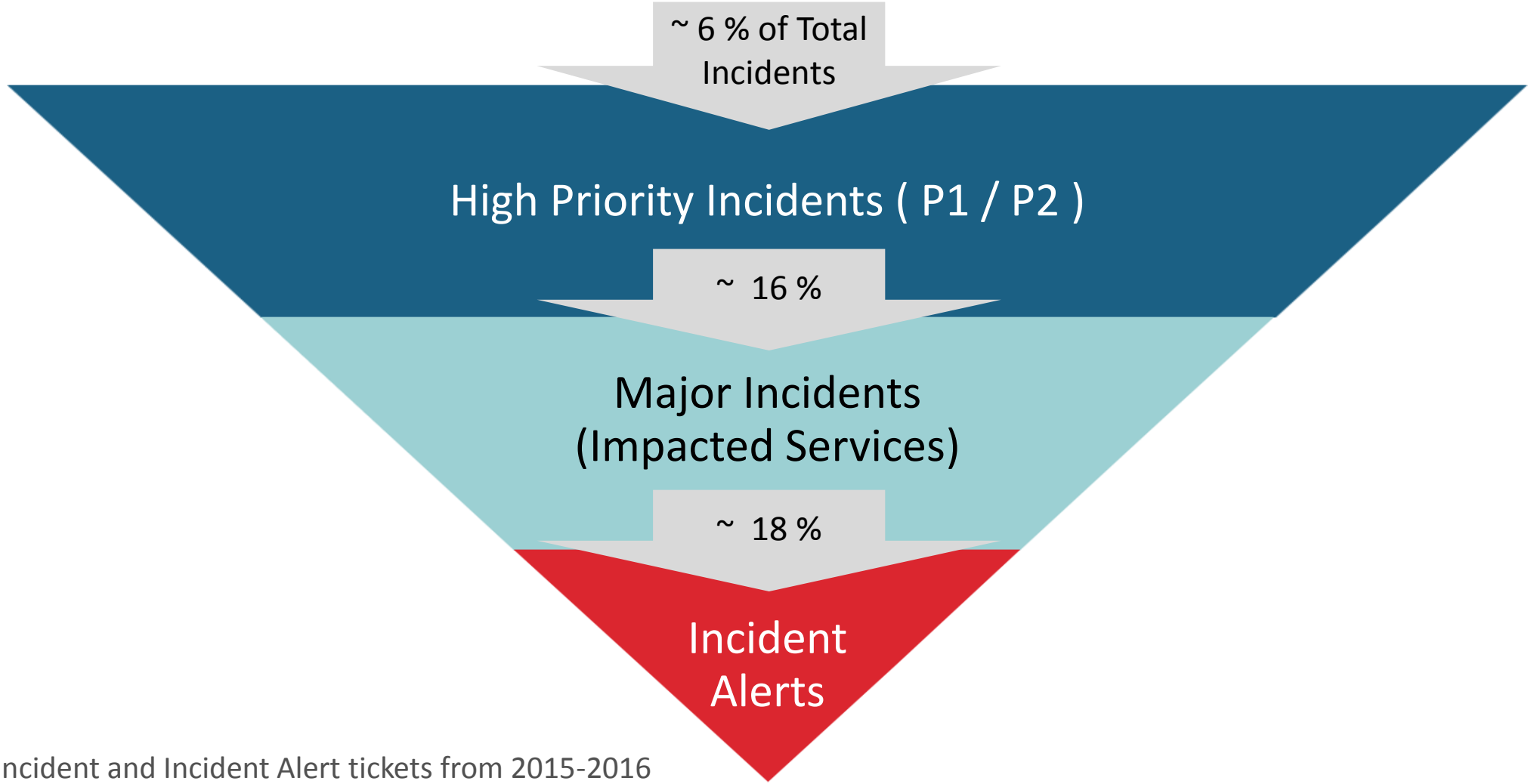
Value Outcome – Decreased Number of Outages Requiring IST Wide Communication & Coordination



- Note: None of the Incident Alerts shown in this graph utilized the catch-all Notification Group previously used in 2014's Code Outages
- 2015 numbers are low due to a learning curve on the new process

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Value Outcome – Focused Communication and Efforts



* Based on Incident and Incident Alert tickets from 2015-2016

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Lessons Learned

1. Notify Integration: SMS to SMTP is not supported in all global locations
2. Define On-Call Involvement with Performance Targets: Standardizes Resource Engagement Process
3. Rapid Mock-up: Leverage what's already provided as much as possible
4. Socialize the Solution: Emphasizes the Importance of Training
5. Document Test Plans: Streamlines Patch / Upgrade Processes and future Releases
6. Define KPIs and Allocate Resources to Processes: Defines and Enables Process Management and Measurement
7. Spread out Process Ownership: Gain Insight from Key Areas of the Organization
8. Use Process Architecture: Identify Process Touchpoints and Overlap; Maintain High Level IT Service Management Strategies

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Benefits with Additional Modules (Recent Releases)

- Service Catalog added a clear distinction between Incident and Request logging
- Service Desk Call Module allowed for a central entry point for Service Desk tickets

Our Next Steps

- Refine our Service Offerings through configuration of Service Mapping
- Leverage Process Management to ensure the process is being followed and begin reporting on the existing data – Reviewing Performance Analytics
- Measure the maturity of our processes and determine what steps could be taken to get to the next maturity level
- Continue to record and evaluate improvements to the released processes – Using SDLC
- Continue to release new processes and provide oversight to process touchpoints to ensure compatibility

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Top Takeaways

1

Separate Resolver from Communicator

2

Target Communications to the Right Audience

3

Encourage Global Process Adoption and Teaming between IT Groups

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Thank You

JAMIE HOLLENBECK
BUSINESS CONSULTANT
Mary Kay, Inc.

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Q & A

JAMIE HOLLENBECK
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Thank You

Jamie Hollenbeck

Business Consultant

Mary Kay, Inc.

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