knowledge17

WORK at LIGHTSPEED™

PA: Performance Analytics? More Like Pursuing Awesomeness

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Agenda

- Introduction
  - Who is Smith & Nephew?
  - What we've done with Performance Analytics
  - Why you should care-i.e. how not to make the same mistakes we did with implementation
- Performance Analytics-how we started
- Taking it to the next level-how we fixed it
- Wrap up-what we learned
- Q&A

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Speaker Introduction



NAME: Dean Manning

TITLE: Director, Global Business Services

FUNCTION: Employee Engagement

COMPANY: Smith & Nephew, Inc.

EXPERIENCE: 1 year in Global Business Services, 22 years in IT

EXPERTISE: Employee Engagement, Process Design

ACHIEVEMENTS: Helped guide the rollout of Performance Analytics within GBS, Implemented GBS portal incorporating IT, HR, and Procurement in 60 days

CURRENT PROJECTS: Driving process efficiencies. Automating procurement/HR work streams, driving contacts from employees to more efficient and lower cost channels (shift left)

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Speaker Introduction



NAME: Terry Lindof

TITLE: IT Manager

Function: ServiceNow Application Manager

COMPANY: Smith & Nephew, Inc.

EXPERIENCE: 7 years in Administration, 3 years in Strategy/Architecture

EXPERTISE: DevOps, Compliance, Devices, Analytics, Security

ACHIEVEMENTS: Completed first overhaul of deployment process. Reducing cost to answer through Knowledge.

CURRENT PROJECTS: Driving process efficiencies. Automating all Procurement/HR work streams

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About Smith & Nephew, Inc



NAME: Smith & Nephew, Inc

INDUSTRY: Healthcare

MARKET FOCUS: Smith & Nephew manufactures a wide range of medical devices from replacement knees and hips to minimally invasive surgical instruments

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Replacement knees, replacement hips, minimally invasive surgical instruments, negative pressure wound treatment, advanced wound management

COMPANY-WIDE INITIATIVES: Cost efficiency, speed of development/deployment/quality, responsiveness to customers/partners/other teams, regulatory compliance

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Session Overview



Objectives – We Hope to Convey

- Why Performance Analytics is a powerful platform that meets our needs
- Lessons learned during our implementation



Why Should This Be Important to You?

- What is Performance Analytics-from the perspective of a customer using it
- How Performance Analytics has benefitted Smith & Nephew
- Key lessons learned during our deployment of the product
- How Performance Analytics can help you in your company

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Struggles We Face – Sound Familiar?

- Industry trends
  - Pace of development continues to increase and isn't going to slow…ever
  - Regulatory oversight to control costs in the healthcare industry increasing pressure on margins
  - Inventory control a key factor in profitability and competitive edge
  - Continuing compliance needs, quality of our products is paramount
- Competitive pressures
  - Similar to all industries, we need to produce high quality innovative products at a consistently lower cost over time. Some of our products are implanted into patients, we need to ensure they are flawless and designed to last many decades.
- Corporate transformations
  - Cost savings initiatives
  - Push for greater visibility into running the business
  - Push for greater accountability at lower levels
- Departmental/Project/Program drivers and goals
  - Shift left, moving employee interactions to increased self-service and contacts through lower cost channels
  - Expansion of the GBS Portal, bringing on additional departments

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Challenges and Goals

CHALLENGES

- Abundance of data
- Low visibility into processes and outcomes end to end
- Lag between events and measurements
- Existing inefficient processes
- Everyone wants/needs something different
- Groups and different levels not working towards the same goals

GOALS

- One source of truth, one set of metrics
- Find the metrics you need and that measure the key drivers of your business
- Move to real time metrics
- Highlight where you need to focus
- Compile overall dashboards and then add additional dashboards as needed
- Have all levels of the organization driving to the same metrics but be able to see their contribution

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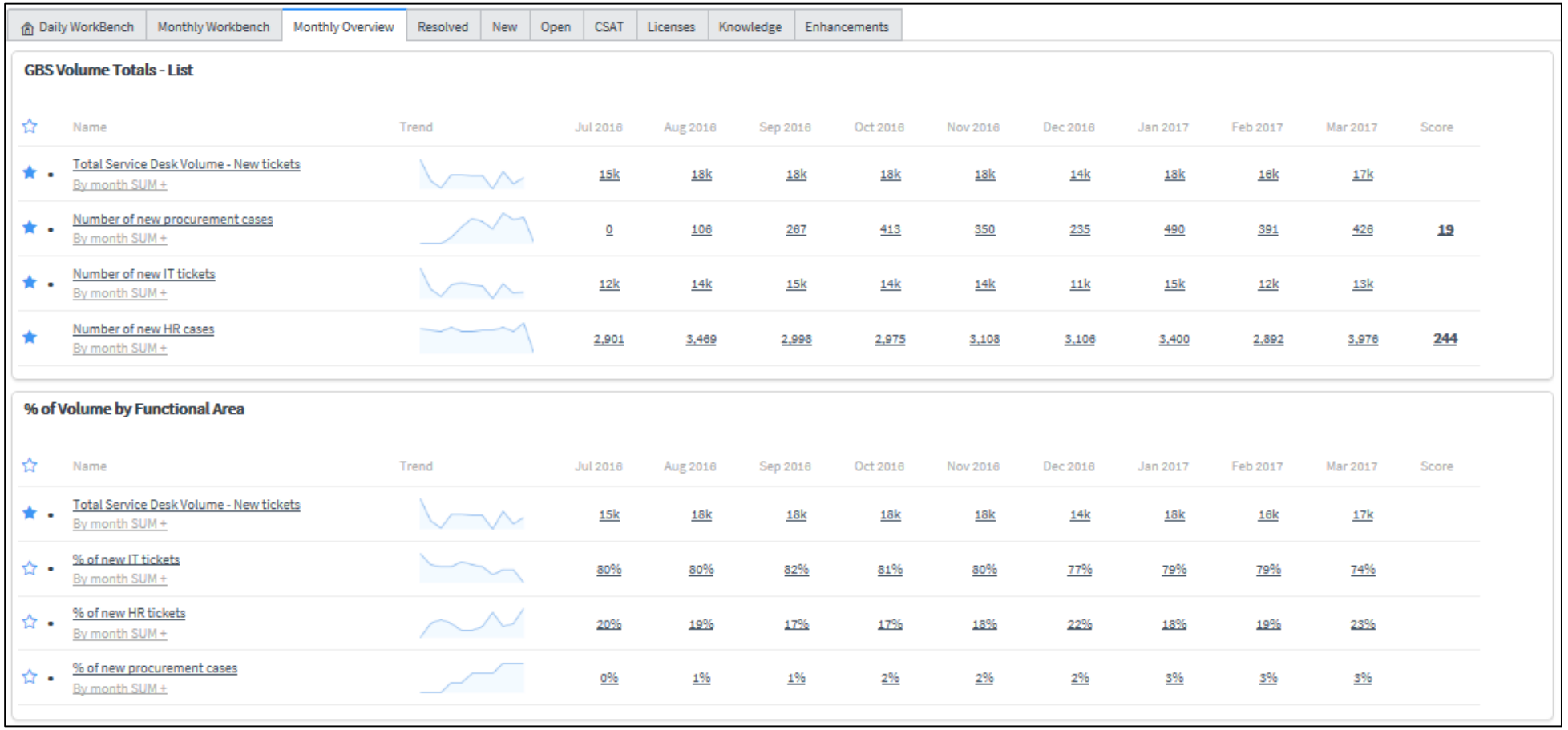
How We See Performance Analytics

- Performance Analytics is a massive data set that can capture anything you need and more data than you can actually comprehend
- When you develop new metrics, you can go back and apply them retroactively, grabbing data in the format and measures you want
- Performance Analytics has allowed us to move beyond point in time, backward looking measures. We have added momentum and velocity metrics
- Performance Analytics is like having the most advanced set of tools available to you, from the smallest screwdriver, to the most powerful plasma cutter. The question is what are you going to build, and do you have the know how to do so?

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Where We Started

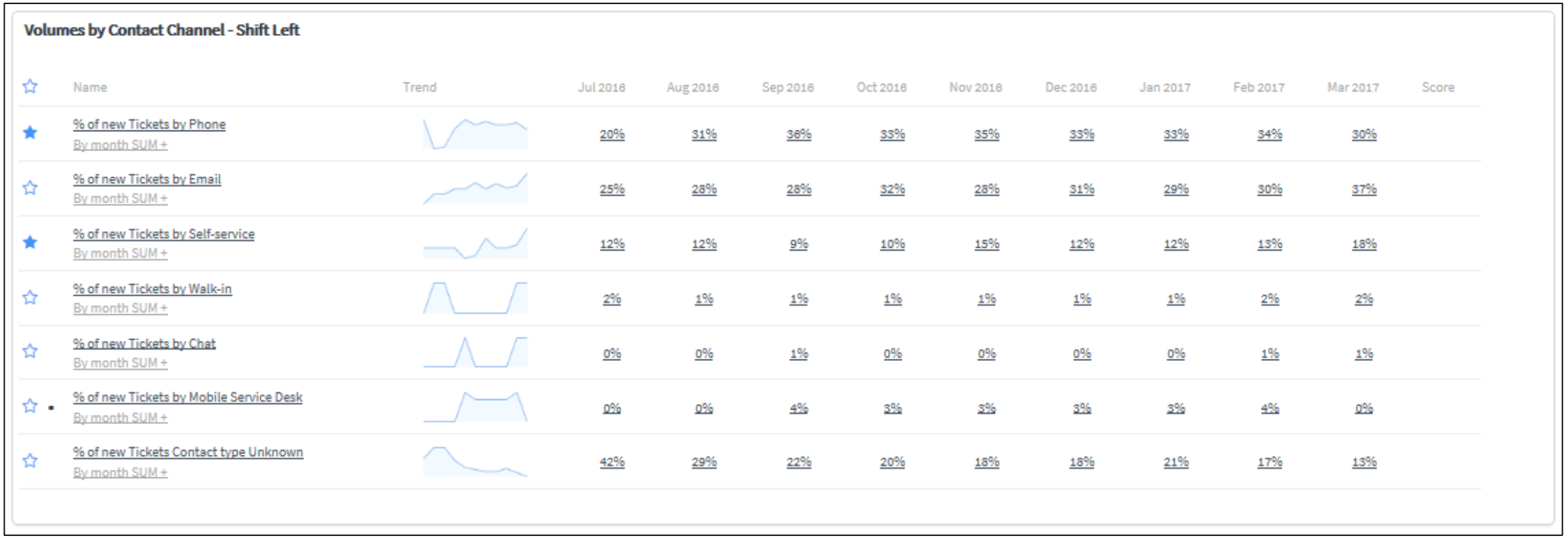
Performance Analytics has automated monthly reporting and replaced the dashboard we manually created each month



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A Good Start…

We can now see trends and drill down into ticket data making up each metric.



Volumes by Contact Channel - Shift Left

	Name	Trend	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Score
★	% of new Tickets by Phone By month SUM +		20%	31%	36%	33%	35%	33%	33%	34%	30%	
☆	% of new Tickets by Email By month SUM +		25%	28%	28%	32%	28%	31%	29%	30%	37%	
★	% of new Tickets by Self-service By month SUM +		12%	12%	9%	10%	15%	12%	12%	13%	18%	
☆	% of new Tickets by Walk-in By month SUM +		2%	1%	1%	1%	1%	1%	1%	2%	2%	
☆	% of new Tickets by Chat By month SUM +		0%	0%	1%	0%	0%	0%	0%	1%	1%	
☆	% of new Tickets by Mobile Service Desk By month SUM +		0%	0%	4%	3%	3%	3%	3%	4%	0%	
☆	% of new Tickets Contact type Unknown By month SUM +		42%	29%	22%	20%	18%	18%	21%	17%	13%	

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New Areas and Measures Added

We have extended the reporting to knowledge articles and other areas we didn't measure previously.

Knowledge Articles Accessed

	Name	Trend	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Score
★	Number of Self-Service Articles By month SUM +		0	0	189	247	260	271	312	338	360	**362**
★	Number of Self-Service Articles viewed By month SUM +		0	7	438	1,397	812	973	1,073	1,221	1,592	**86**
☆	Number of Self-Service Articles - IT By month SUM +		0	0	75	93	97	105	111	117	119	**119**
★	Number of Self-Service Articles viewed - IT By month SUM +		0	3	150	819	548	421	658	711	696	**40**
☆	Number of Self-Service Articles - HR By month SUM +		0	0	70	107	109	112	118	127	134	**134**
★	Number of Self-Service Articles viewed - HR By month SUM +		0	4	138	358	134	488	198	282	387	**23**
☆	Number of Self-Service Articles - Procurement By month SUM +		0	0	44	47	54	54	56	58	68	**70**
★	Number of Self-Service Articles viewed - Procurement By month SUM +		0	0	150	220	130	84	154	176	337	**14**
★	Knowledge searches without result By month SUM +		0	0	0	0	0	253	416	323	297	**17**

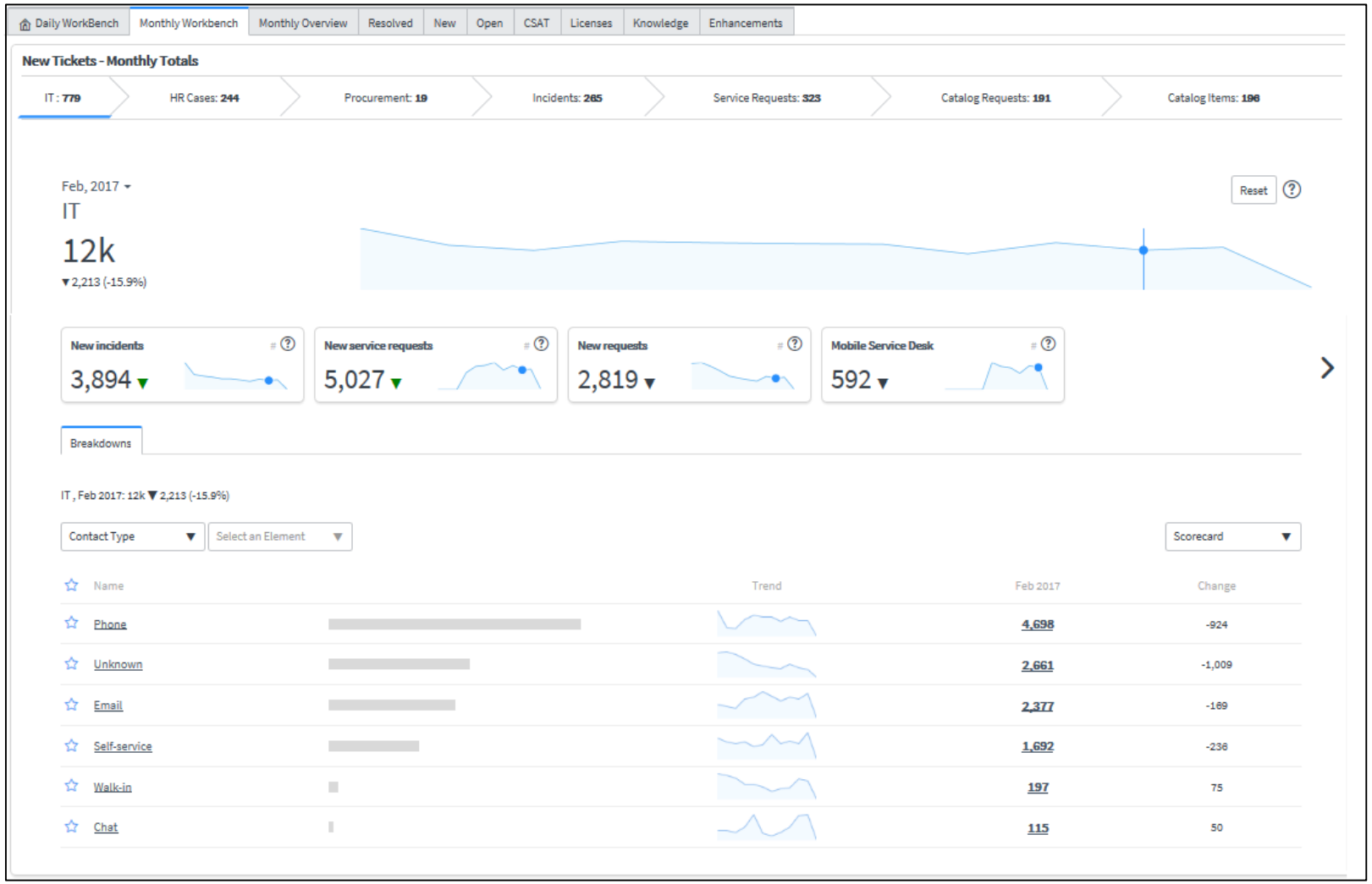
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Where We Got Stuck and How We Moved Forward

- Initial development was replicating the manual monthly reporting in PA
- This is not what Performance Analytics is designed to do (point in time versus active monitoring)
- Working with ServiceNow we zeroed in on what we really needed in terms of metrics
- Additional metrics and templates added, new format
- Manual checks continued until data matched or better metrics were agreed upon

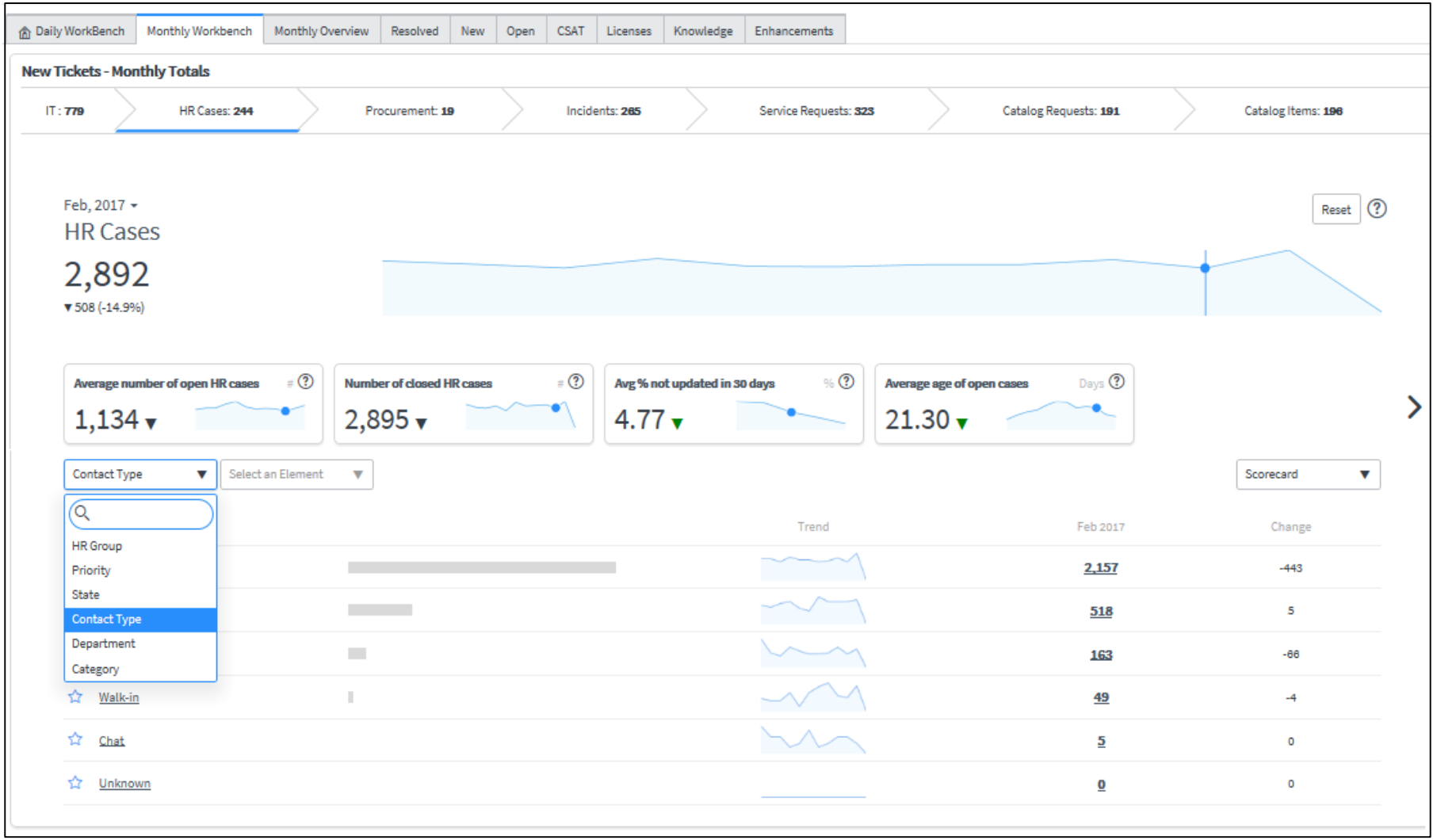
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New Daily and Monthly Dashboards Added



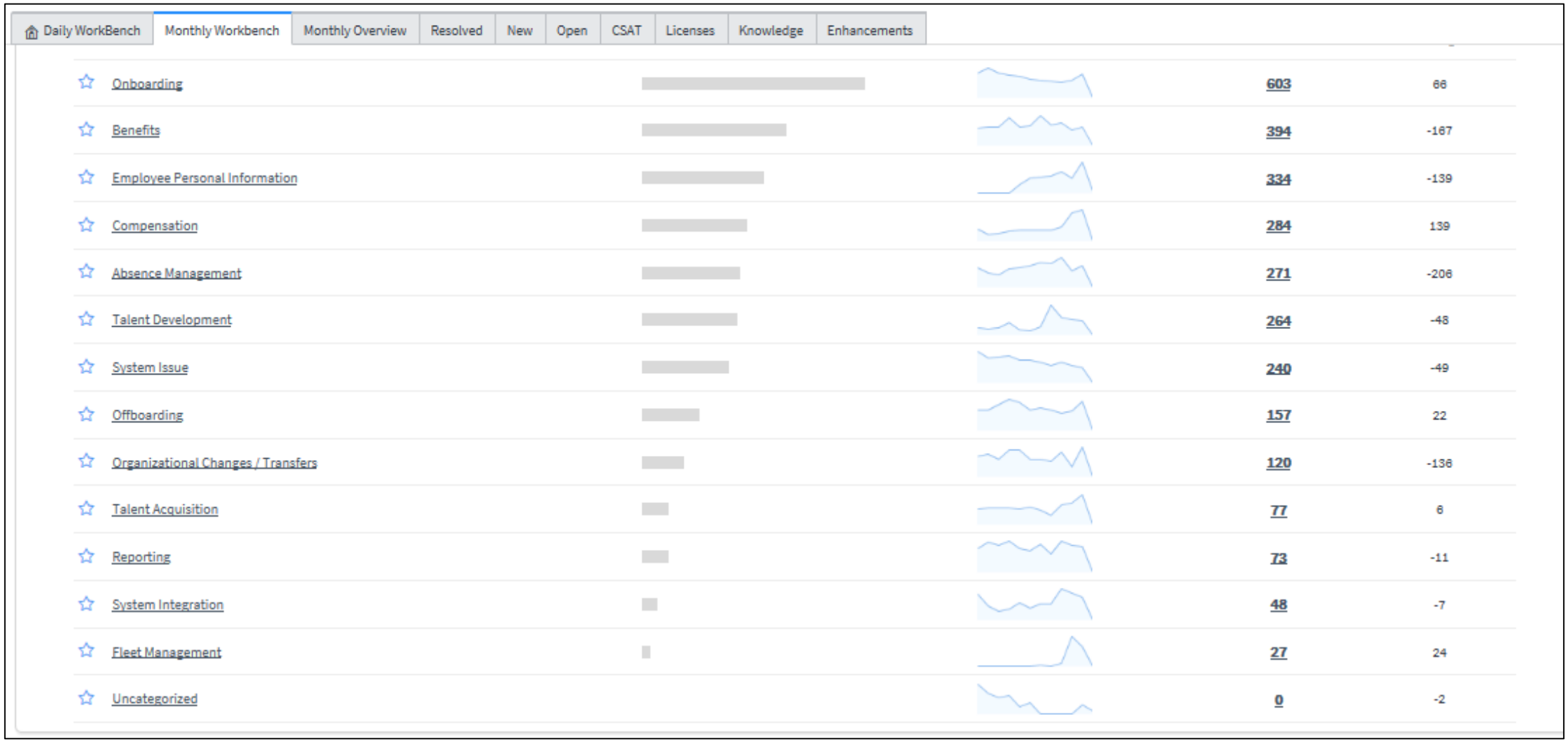
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All Relevant Metrics In One Place – With Different Breakdowns



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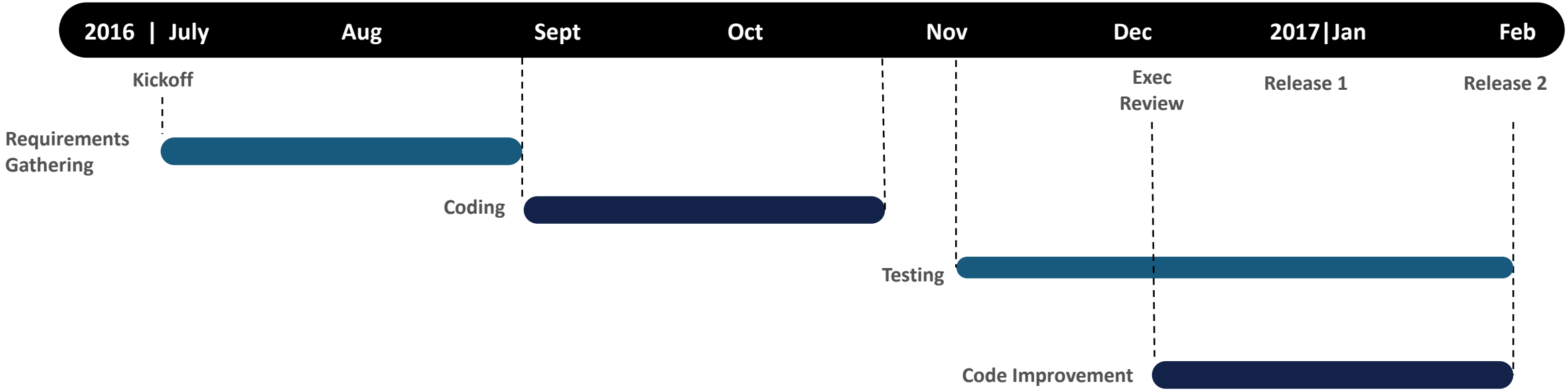
Example: HR Tickets by Type



Onboarding	603	66
Benefits	394	-167
Employee Personal Information	334	-139
Compensation	284	139
Absence Management	271	-206
Talent Development	264	-48
System Issue	240	-49
Offboarding	157	22
Organizational Changes / Transfers	120	-136
Talent Acquisition	77	6
Reporting	73	-11
System Integration	48	-7
Fleet Management	27	24
Uncategorized	0	-2

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Solution – Timeline



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Relevant Data

- Measuring failed searches was reduced 30% in a month due to the visibility PA granted, and has continued to decline through processes put in place resulting from this visibility
- Data showed we were missing entire categories of searches
- Monthly data provided perfect baseline for improvements in 2017
- New metrics, measuring velocity and momentum have been introduced which were not possible without PA

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Value Outcomes

	BEFORE	AFTER
Failed Knowledge Searches	258 Legitimate Searches	181 Legitimate Searches
Tracking Searches	98 Tracking Searches	47 Tracking Searches
Access to Common Measures	Monthly metrics complied manually at high level	Access to common metrics for all (single truth)
Access to real time measures	Monthly view mid way through following month	Near real time measures of data

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Lessons Learned

1. Plan your implementation-what are you going to measure? Why? Is that the best measure? Is that the best method to measure it?

2. Engage experts up front and agree on definitions-don't simply replicate what you have today

3. Build in templates for all metrics for new services and to push lower levels in the organization

4. Think about building capacity after implementation, either internally or externally

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Our Next Steps

- Continue to build capacity internally to do more with Performance Analytics
- Define standard measures for new services
- Continue to innovate and develop new measures

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Top Takeaways

1

Find the right partner who will give you what you need, not what you ask for

2

Build internal capacity, once you roll out PA everyone will want something different, and more of it

3

Drive key metrics to the lowest levels of the organization

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Take the Survey

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

Thank You

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Q & A

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