knowledge17

WORK at LIGHTSPEED™

Taming the Wild West of Performance Analytics – BRE4199

EVONNE FLOOD
PRODUCT MANAGER – SERVICENOW
Expedia, Inc

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servicenow

Agenda

- My Background
- Expedia
- ServiceNow at Expedia
- The problem
- Our Solution
- The pitfalls

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Speaker Introduction



NAME: Evonne Flood

TITLE: Product Manager, ServiceNow

FUNCTION: IT

COMPANY: Expedia

EXPERIENCE: 3.5 years in role, 7 years using ServiceNow, 20+ years in IT

EXPERTISE: Analysis, Process Design, Reporting & Analytics

ACHIEVEMENTS: Implemented Product Management practices for ServiceNow

CURRENT PROJECTS: Improving Stakeholder Engagement, Backlog Reduction

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Expedia, Inc. at a glance

expedia inc.



Largest travel company
$72B
gross bookings[1]



$8.8B revenue growing
>2X faster vs. industry



600M+ monthly site visits[2]



75+ countries served



1.5M+ lodging options for travelers[3]



20K+ employees globally

Notes: Expedia, Inc. results shown for 2016. [1]Gross bookings is an operating and statistical metric that captures the total dollar value, generally inclusive of taxes and fees, of travel services booked by our customers; gross bookings excludes HomeAway. [2]Monthly visits based on data for Brand Expedia (including Travelocity and Wotif), Hotels.com, Orbitz, HomeAway, trivago and Hotwire combined during 2016. [3]Consists of 350K Expedia properties plus 1.2M online bookable HomeAway listings.
Sources: Overall travel industry growth rate based on Phocuswright data for 2016 Y/Y.

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Session Overview



Objectives

- Show how Expedia dug them out of their Performance Analytics



What You Will Learn

- How we put ourselves there
- The plan to dig ourselves out
- How did the plan go?

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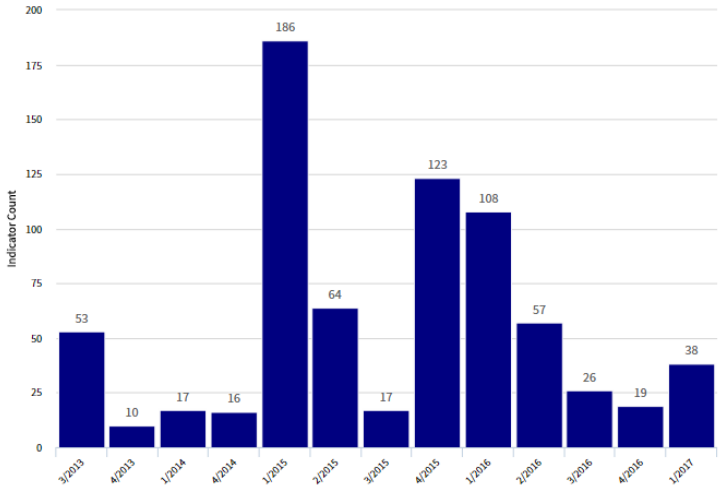
In the Beginning…

- Purchased Performance Analytics in January 2015
  - Eureka based functionality
- Gave people access
- No controls

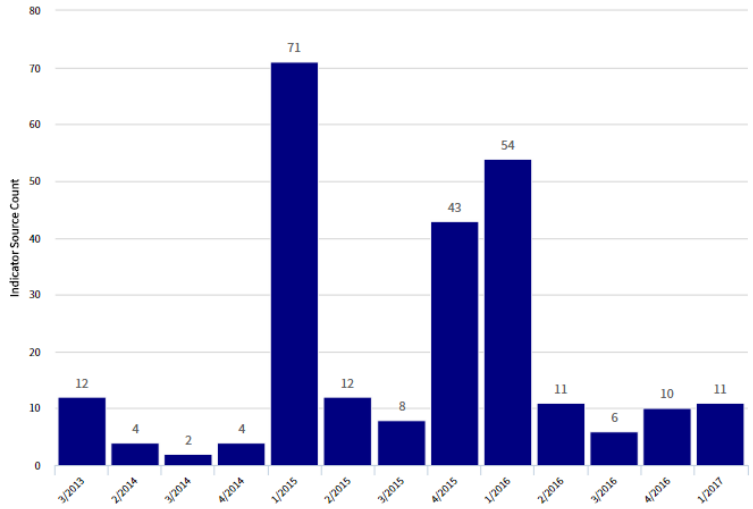


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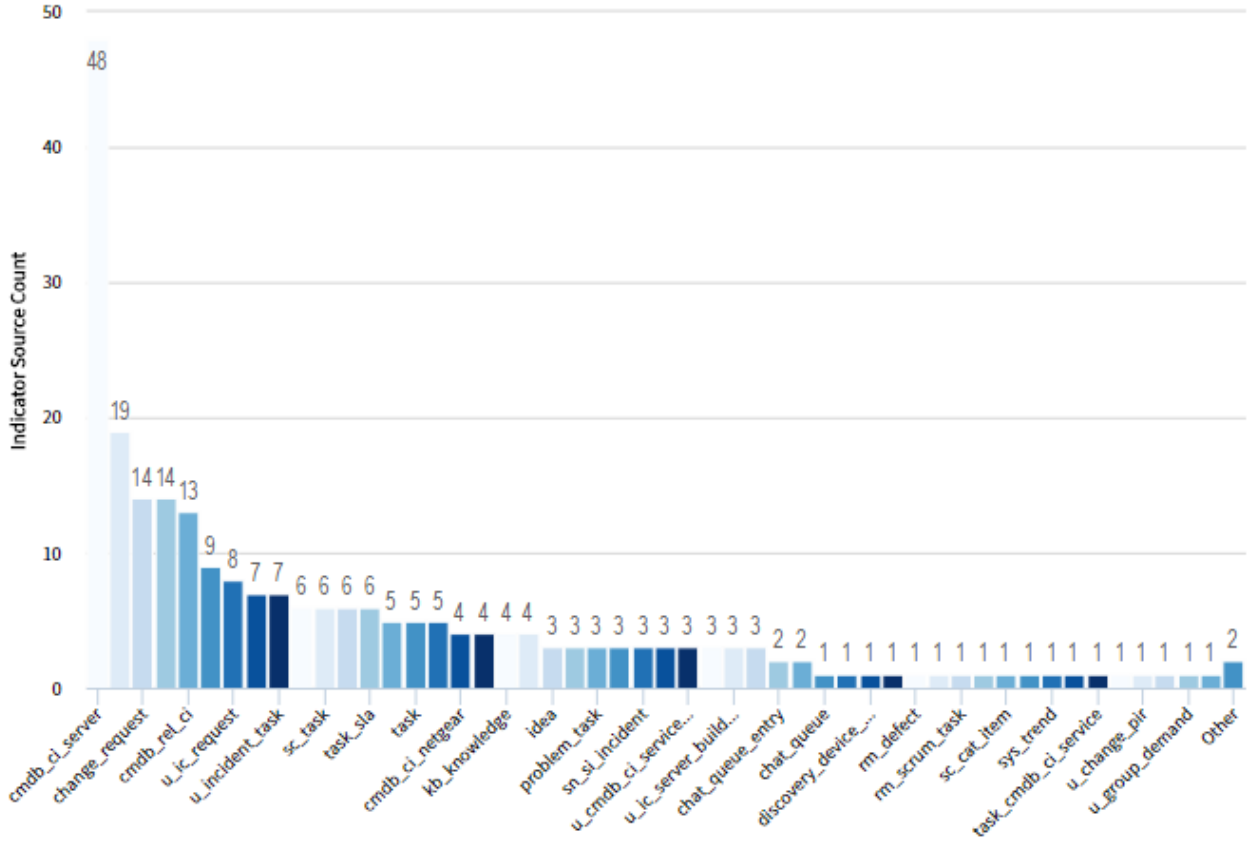
How Our Indicators and Indicator Sources Grew



Indicators



Indicator Sources


Indicator Source Count
50
40
30
20
10
0
48
19
14 14 13
9
8
7 7
6 6 6 6
5 5 5
4 4 4 4
3 3 3 3 3 3 3 3 3 3
2 2
1 1 1

Challenges

- Understanding the tool
- Adoption
- How do we measure success?



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Measuring Success - PA Pros & Cons

Pro	Con
Real Time Data Availability	Significant Learning Curve/Ease of Use
Drill Down in to underlying records	Building layers (daily/weekly/monthly) is difficult
Can update tickets from dashboard	Inability to pull and blend data from outside data sources
All team members can see the same dashboard	Inability to combine multiple data tables (Jakarta)
	Can’t export to excel or CSV; only PDF
	People may be using PA but it’s not obvious on the dashboard

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Goals

- No more than 3 collectors per FACT table*
  - New
  - Open
  - Closed
- Complete clean up with no loss of data
- SOME type of Governance in place



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The Plan

- Phased approach with 3 parts to each phase
  - Governance
  - Clean Up
  - Training

Phase 1 – Breakdowns & Breakdown Sources

Phase 2 – Indicator/Indicator Sources*

Phase 3 - Widgets

Phase 4 – Dashboards

Phase 5 - Jobs



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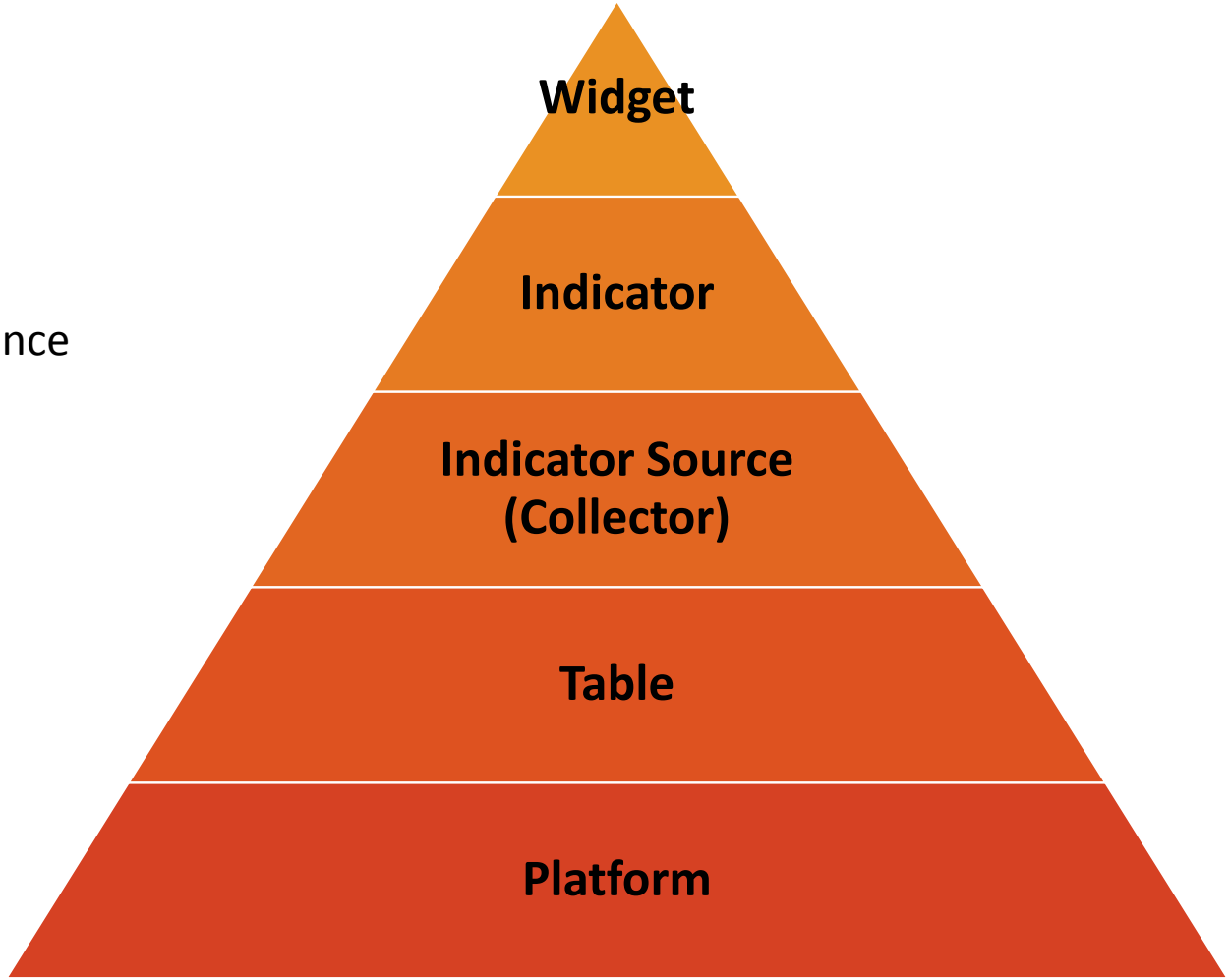
Phase – Detail Steps

- Governance
  - Naming Standards
  - Permissions
- Clean-up
  - Align with standards
  - Build/Update Catalog Item
  - Eliminate Duplicates
- Training Materials



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Data Structure



Performance Analytics

Platform

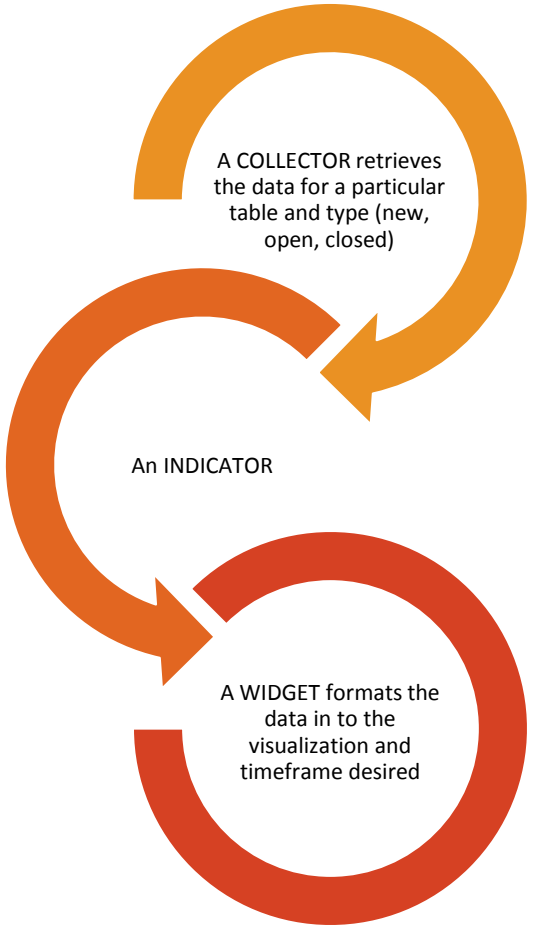
Managed by PA User

Managed by Expedia ServiceNow Team

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Training on Widget vs Indicator vs Indicator Source

An indicator is
- How to filter the data for your calculation



The collector ‘collects’ data for the
- associated indicators
- breakdowns for the indicators
- associated timeframes

A widget defines
- The time frame for the data
- How the data will be presented
- What type of calculation

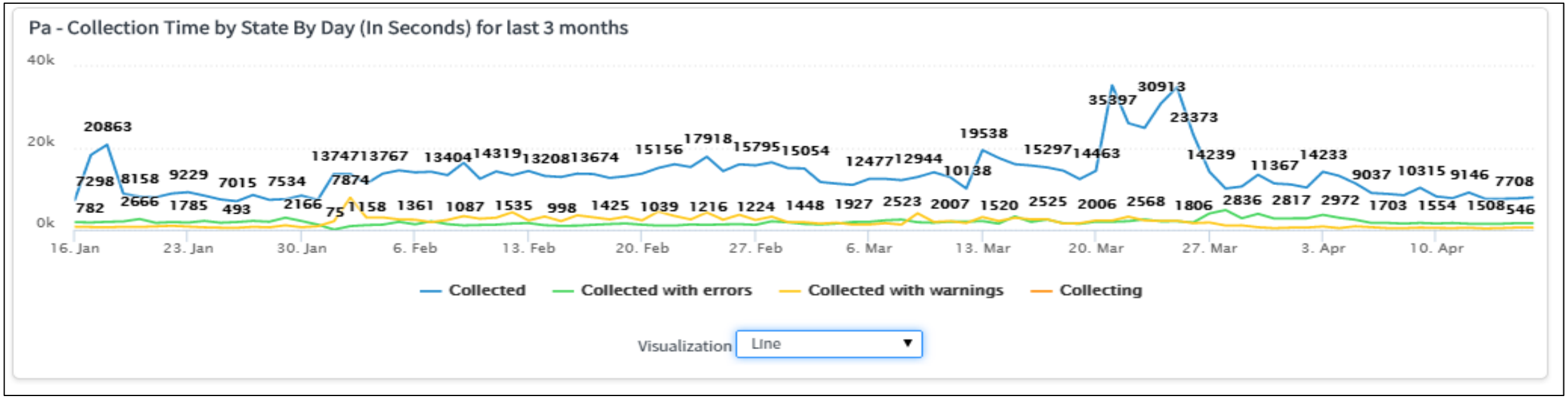
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Oversight

- Wanted to be more aware of what was going on
  - Scheduled report for errors, warnings & reports running “too long”
  - PA Dashboard showing run times for jobs

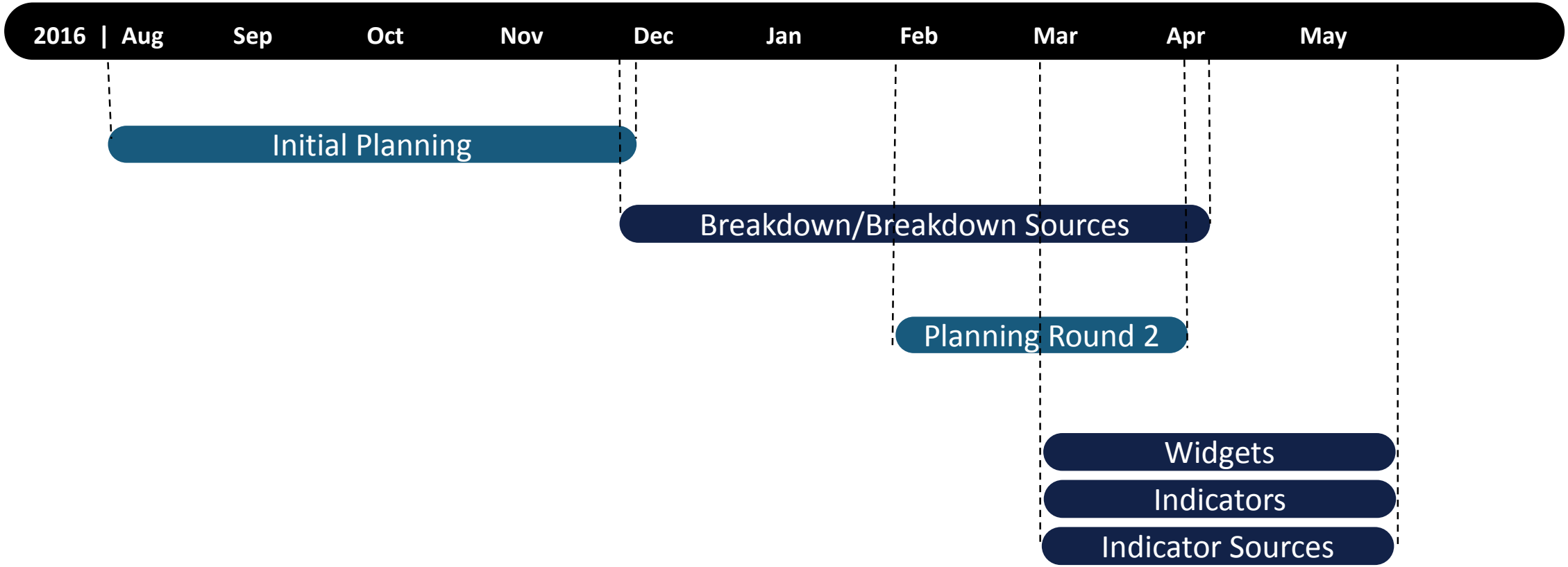
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Place Holder Slide – Changes In PA Run Times



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Solution – Timeline



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Value Outcomes

	BEFORE	AFTER	DELTA
Breakdowns	217 @ 02/27/2017	222 @ 5/1/2017	0% Reduction
Breakdown Sources	174 @ 12/06/2016	167 @ 5/1/2017	5% Reduction
Indicators	734 @ 02/27/2017	683 @ 05/1/2017	7% Reduction
Indicator Sources	248 @ 02/27/2017	196 @ 05/1/2017	21% Reduction
Widgets	754 @ 02/27/2017	549 @ 05/1/2017	27% Reduction
Dashboards	86 @ 02/27/2017	107 @ 04/17/2017	24% Increase
Active Jobs	181 @ 02/27/2017	51 @ 04/17/2017	72% Reduction
Job Runtime on a daily basis	5 hours, 24 minutes, 7 seconds @ 02/27/2017	2 hours, 48 minutes, 53 seconds @ 04/17/2017	48% Reduction

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Our Next Steps

- Complete the cleanup
- Complete catalog buildout
- Correct Error/Warning Report Issues
- Complete Management Value Statement

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Top Takeaways

1

Have Governance Model before Launch

2

Understand your Operational Support model

3

Iterate on your solution

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Thank You

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PRODUCT MANAGER – SERVICENOW
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Q & A

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PRODUCT MANAGER – SERVICENOW
Expedia Inc

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Thank You

Evonne Flood

Product Manager – ServiceNow

Expedia Inc.

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