Managing a major IT transformation in a shifting landscape

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As technology advances ever more rapidly, organizations across the globe are confronting the same issues. Users of IT service management (ITSM) platforms are demanding higher levels of accessibility, speed, and performance than ever before. Keeping up with that demand does not just require the right software—it requires the insight and experience to implement it in the right way so that it delivers the right results as quickly as possible.

With over 20 years' experience in the service management arena, KPMG LLP (KPMG) professionals couple an understanding how businesses work with deep knowledge of ServiceNow's transformative technology. Together, we are designing and implementing platforms that drive change from the back-office all the way to your relationships with your consumers—this is just one example of how we have done it.

The backstory

A major media and entertainment company was undergoing an ITSM platform migration, having purchased ServiceNow and begun the implementation process. However, the migration had stalled at an early stage due to the previous project leader leaving the business. KPMG was called in to advise the new leader on their existing strategy, identify ways in which the process could be improved, and help ensure that they were getting the maximum value from their investment.

The challenge

In the first few weeks of working with our client, we quickly noticed a number of clear issues that we would address through our standard implementation approach in critical areas such as platform governance and policy design. Two months in, based on the value we had already brought to the project, we were asked to scope out and take over the next phases of the transformation. The size and diversity of our team meant we were able to quickly move from our limited advisory role to running eight overlapping projects in parallel.

Our time frames for this transformation were particularly demanding. Due to changing license agreements, we would need to replace all of their previous ITSM capabilities—built up over nine years—in less than seven months.

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Developing our solution

As we did more work with the client, we realized that they could increase the value of the platform by integrating their ITSM ServiceNow solution with different transformations that were happening around the business. They were looking to us to provide a vision, based on strategic thinking, which would enable their existing capabilities and lead them into future transformation capabilities. We knew that our solution had to adapt to an organization that was expanding, undergoing a changing environment, and continuously evolving their tool while simultaneously satisfying their customers trying to "do their jobs right."

By aligning our approach with the work they were doing in software asset management as well as their technology business management implementations, we were able to produce a detailed technology services improvement program. This gave them a road map with transparency into service costs, time lines, and performance, as well as the underlying reasons behind them. Our long-term vision would help enable them to understand the specific levers within their services, each of which could be pulled to provide better performance, control costs in line with expectations and ultimately, more business-valued technology services.

Systems implementation versus IT transformation

For clients to get the full value from their investment, system implementation is rarely enough. In this case, an end- to-end strategy was required, which went beyond implementation into organizational change management: It was our broad perspective and long-term planning that really made the difference. We went in with a team comprising people who – rather than knowing just one piece of the puzzle – could see how it should fit together as a whole and who had the extensive experience to put that vision into practice.

For more information, please visit **www.kpmg.com/us/servicenow**, or e-mail us at **go-snowalliance@kpmg.com**.

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KPMG professionals are leading providers of cloud-enabled IT transformation solutions. KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. We operate in 155 countries and have 174,000 people working in member firms around the world.

About ServiceNow
ServiceNow is changing the way people work. ServiceNow provides service management for every department in the enterprise including IT, human resources, facilities, field service, and more.

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August 2021

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