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This ServiceNow case study is based on an interview with Robert Coenen, Senior Director Technology Services at Carlson Wagonlit Travel.



Highlights

ServiceNow develops and conducts global training for users of incident and change

Organization

Carlson Wagonlit Travel

Business

Corporate travel management

Headquarters

Paris, France

Geographies

Global

Modern ITSM Software

ServiceNow® Incident Management Application

ServiceNow Change Management Application

ServiceNow Configuration Management (CMDB) Application

Implementation Timeline

Incident and change: Requirements gathering started July 2012 and switch to ServiceNow was January 27, 2013

Global Training Eases Migration

CWT is a global leader specializing in business travel management as well as meeting and events. CWT serves companies, government institutions and non-governmental organizations of all sizes in more than 150 countries and territories. By leveraging both the expertise of its people and leading-edge technology, CWT helps clients derive the greatest value from their travel program in terms of savings, service, security and sustainability. The company is also committed to providing best-in-class service and assistance to travelers. CWT services and solutions comprise Traveler & Transaction Services, Program Optimization, Safety & Security, Meetings & Events and Energy Services. In 2012, sales volume for wholly owned operations and joint ventures totaled US\$27.7 billion. As part of its commitment to responsible business, CWT is a signatory of the United Nations Global Compact Ten Principles.

When deciding to upgrade its IT Service Management tool, CWT established two main criteria:

- The new tool needed to leverage ITIL best practices to support CWT in optimizing their handling of service incidents and support requests; and
- The tool vendor needed to provide custom training to fit CWT’s needs globally.

Looking for more than just ticketing

CWT’s existing IT service management tool was adequate for logging and tracking incidents. However, the company wanted to automate some of the processes their current system required handling manually, such as password resets.

Internal IT and customer facing support units were processing about 13,000 tickets per week, 10,000 of which were service requests. About 10% of those were for password resets, a process that could be automated – with the right tool.

“We looked to the approval processes and workflows in ServiceNow to take away some of the manual workload for service desk,” says Robert Coenen, Senior Director Technology Services at Carlson Wagonlit Travel.

Previous ITSM deployments had been rocky due to complexity of the system and less-than-optimal training. Just two or three CWT subject matter experts were available to

train over 1,000 global users with a handful of Web sessions. This resulted in two major issues:

- CWT personnel were only able to train in English, and the limited training time allowed little more than walking through screens and describing improvements superficially.
- Current resources could not support the time required to create proper training materials and instruct a worldwide audience in the new product.

In fact, the internal training actually created more confusion for CWT's employees. Valuable time and resources needed to be spent correcting the situation rather than on development and innovation.

Designing better training...

CWT knew training was a key component to their success on their next ITSM tool deployment. So before committing to a new tool, CWT polled its subject matter experts and regional support leaders on what they would require.

They realized they needed to use separate content-gathering sessions for two completely different groups of trainees: IT users and the business population. While some general elements were common to both, each group executed different tasks within those elements, so each group required unique content and training sessions.

Coenen points out the time element in the project: "For the material to stick with users, we had to conduct our sessions in a three-week window prior to go-live."

CWT looked back to previous training exercises, which were marked by limited resources and materials to effectively train its large group of users.. Coenen's team

was keen to ensure that training provided all users with the practical experience necessary to get the most out of the tool. They looked for flexible training designed to match the skill level, learning style and schedule of each set of users. After vetting tool and training proposals, CWT selected ServiceNow because:

- ServiceNow was able to mobilize a large number of skilled trainers quickly and worked with CWT to design the training as a combination of Web and classroom sessions for 1,400 people in different time zones and languages.
- Implementation had given ServiceNow a chance to understand CWT's needs and processes.
- CWT found ServiceNow's pricing to be competitive with specialty training vendors.

...and executing custom training

"We knew that we would use the tool for more than out-of-the-box functionality," said Coenen, "so we needed more than out-of-the-box training. Adding custom content to the logistics of training globally in a compressed window meant a formidable project scope."

Nevertheless, ServiceNow designed and delivered:

- **Virtual sessions** – CWT assumed 1,200 active users of ServiceNow, which meant roughly 50 virtual training sessions each attended by 25 people at most.
- **Three-day training (Face to Face Sessions)** – About 125 IT staff went through the whole product, with live, hands-on lab sessions to make them fully aware of what's possible in ServiceNow. These sessions

"I think the training has prepared our people well for the switch and ensured that we have fewer internal support calls than if we had not trained them. The ServiceNow trainers showed dedication and drive in many of the virtual sessions I watched over. They also took ownership and responsibility for their sessions."

were conducted in Singapore, Gurgaon, Paris, Amsterdam, Warsaw and Minneapolis.

- **Virtual Two-day Full sessions –** They ran three virtual Instructor-led additional sessions on training for business needs. The content in these sessions was based on the three day face to face sessions.
- **Multilingual content –** To ensure memorable, relevant lessons, the trainers delivered courseware in three different languages – English, French and Spanish – depending on the region and audience.

In addition, smaller groups and more sessions in the trainees' native languages meant more time for hands-on exercises, such as showing the differences between building a ticket in ServiceNow and building a ticket in the previous tool.

"The cutover went relatively smoothly and we had few questions on how to use the tool after go-live," says Coenen. "I think that's because we expended a lot of effort on training. We prepared regional subject matter experts to filter questions so that our core project team wouldn't be swamped, but we never received the volume of questions we'd had with implementations of our old tools."

An eye to the future

When designing training, CWT and ServiceNow set up the in-person sessions with an eye to the future, creating a group

of super-users who knew the strengths of the tool. The focus was beyond the immediate migration, to get trainees accustomed to asking, "Okay, what comes after this?"

With incident and change management up and running, CWT looks at what's next on their list:

- **Separate tickets –** CWT's Incident Management Application currently includes service requests from the legacy tool. CWT plans to move them to the ServiceNow® Service Catalog & Request Management Application and have users work them from there.
- **Integration with CRM –** When customer-travelers call with questions, agents often need to request their personal details. CWT envisions an integration with the company's proprietary CRM to pull the details up automatically.
- **Earlier start on content –** Even with the tremendous success of the ServiceNow sessions, Coenen believes that an early start on developing content will help future training, especially in helping trainees understand CWT's processes.

"The broader goal was to use our knowledge workers in a more effective way," says Coenen. "Users now see our migration as a positive development, and they are looking forward to future ServiceNow deployments."

"One of the main reasons that ServiceNow won the training business was their ability to mobilize a large number of trainers in a short period of time."



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