



“A big criterion in selecting [ServiceNow] was that we wanted to reduce the administration overhead. We are a resource-constrained organisation, so we decided to look at software as a service (SaaS). The low administration burden is a good fit for a small IT organization.”

This ServiceNow case study is based on an interview with Kimberly Benwell, Service Manager for Parks Victoria.



Highlights

Government agency manages IT support for parks and waterways with ServiceNow

Organization

Parks Victoria

Business

Public works – Park conservation and management

Headquarters

Melbourne, Victoria, Australia

Geographies

State of Victoria, Australia

Modern ITSM Software

- ServiceNow Incident Management Application
- ServiceNow Problem Management Application
- ServiceNow Change Management Application
- ServiceNow Service Catalog & Request Management Application
- ServiceNow® Configuration Management (CMDB) Application (partial implementation)
- Service Level Management functionality

Implementation Timeline

Approximately 16 weeks (including process alignment)

Even Nature Needs ITSM

When parks, forests, waterways, marine parks and wildlife sanctuaries cover almost one sixth of your entire state, you take them seriously. How can you track and manage over 25,000 technical and recreational assets spread across 4 million hectares (10 million acres)? Parks Victoria uses ServiceNow to do so as part of a larger IT transformation with a new system and processes.

Parks Victoria works on the ground to protect and enhance park values. Their responsibility is to ensure parks are healthy and resilient for current and future generations. They also manage ports and waterways, and they provide about 30 percent of the emergency services capability – fire and flood – in the state of Victoria.

Process and tool problems

The Business & Information Services (BIS) branch of Parks Victoria comprises 33 staff members in Service Centre, Infrastructure, Business Applications, Spatial/Mapping teams and Business Administration. They support 140 remote locations and two data centres with an average of 100 inbound calls per day.

BIS faced a number of problems in the vital processes and tools they rely on to support their user base:

- **Unpromising tool** – their incumbent IT tool had no viable upgrade path and keeping it meant re-implementing a newer version. The cost estimates of proceeding down this path were prohibitively high, the tool only had PinkVERIFY certification for one ITIL process, and its roadmap did not promise the future that BIS had in mind.
- **Poor reporting** – It was difficult to provide meaningful reports up to management or down through teams, so there was no easy way to demonstrate what BIS was working on and how it affected the organization.
- **Lack of service level agreements (SLAs)** – BIS could not readily prioritize the mixture of incoming transactions and tasks, so the group had trouble establishing SLAs and accurately defining service delivery. There was no agreement on response times among users, front-line resolvers and second-level escalation teams, which obliged IT staff to determine status manually.
- **Undefined services** – BIS struggled to describe and communicate their services in terms that business customers could understand. Processes were still in their infancy and the tool was not helpful in maturing them.

In short, BIS determined that the tool was holding them back and they embarked on an IT transformation.

Nobel's Blueprint for implementation

Parks Victoria spent several weeks specifying and selecting the ITIL processes to take on board, then engaged an ITIL consultant to help design the processes at a high level. Meanwhile, they scanned the market for a new tool, looking for the scalability and SaaS model they missed in their current tool. They settled on *Nobel's Blueprint for ServiceNow*, which delivers what Nobel Consulting Group believes to be a best practice configuration of ServiceNow. Nobel's Blueprint is the result of many years of experience in successfully implementing ITSM tools and understanding the most common requirements of customers.

"We did a gap analysis between the processes we had designed and the Nobel Blueprint and tried to favor Blueprint," says Kimberly Benwell, Service Manager. "A lot of work around roles and responsibilities goes into process design for ITIL, and Nobel provides documentation with the Blueprint to highlight those. It shows you how the processes flow and how you can't move on from one state to the next until you've executed the required task or obtained the required approval."

Given BIS' resource-constraints, it took 16 weeks to implement ServiceNow Incident, Request, Change, Problem, SLA Management and a partial implementation of the CMDB. Benwell believes that, had they gone with Blueprint from the beginning, implementation could have taken only ten weeks.

Despite the fact that the user acceptance testing (UAT) phase was short, go-live went smoothly. Benwell attributes this to the amount of testing and ITIL adherence rolled into Nobel's Blueprint and the amount of work BIS had done in process design.

Solid business value to the agency

The business value of ServiceNow lies in BIS' newfound ability to see the

impact and urgency of incidents and respond according to the priority as an IT department should do.

"For instance," says Benwell, "we had a recent outage on the reservation page for Tidal River, one of the parks that generates the most revenue for us. We were able to see the urgency of the incident and assign a high priority to resolving it. In the past, it would have looked just like dozens of other incidents, but the transparency of ServiceNow lets us prioritise the ones that affect our visitors as customers and Parks Victoria as a business."

BIS has also benefited from the value of dashboards tuned to the needs of its teams. Instead of guessing at status, they can easily obtain information about work in progress and jobs coming up against SLA deadlines.

"Yes, we can do that now."

As Parks Victoria users accustom themselves to working in ServiceNow, Benwell's team can start saying "yes" to some of the most common IT requests about:

- **Reporting** – BIS can now answer questions about the number of hours and resources devoted to specific projects, and the number of calls on a particular site or business service. IT staff members can finally see reports on how they and their colleagues are performing from a team perspective.
- **Change management** – The old tool did not allow for approvals outside of the change advisory board (CAB), so changes had to wait until the weekly CAB meeting. With ServiceNow allowing for change approvals outside of CAB, the change process is accelerated, the organization is more responsive and IT staff can more easily raise change requests.

"We probably wouldn't have had to undertake as much process design work up front if we had known about [Nobel's ServiceNow] Blueprint. It's more than a tool; it guides you through the ITIL best-practice process."

- **Problem management** – The old tool did not handle problems well. It required that BIS leave incidents open until the root cause was addressed and did not equip BIS to document a solid case for addressing it. In ServiceNow, they can close incidents once there is a workaround, while creating a problem record that links all related incidents. The problem record persists until the right team can address the root cause.

“When we started,” says Benwell, “we didn’t have many ITIL processes in place. So it was a matter of having a tool that could support us to quickly transition to a more efficient operation and do things that most other organisations have been doing for years! It’s been a successful transformation for us because now we can perform tasks that were impossible before and we can generate reports to demonstrate our value to the business.”

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