Accelerating Continuous Transformation

Suncor unleashes the potential of its people and the power of ServiceNow with IBM

IBM

Optimizing ServiceNow investment to accelerate major cross-enterprise change

With mergers and acquisitions, multi-stakeholder business priorities, and complex technical projects that require much more on-demand elasticity, Suncor's dynamic business needed more efficient processes and more integrated systems.

Suncor had invested in the ServiceNow automation platform, yet needed help in prioritizing and accelerating their project roadmap, reskilling teams, standardizing and scaling repeatable IT processes and enterprise-wide Service Management.

The team replaced legacy systems and processes, stabilized and integrated the enterprise service foundation, phased IT and Employee enabling workstreams as well as other modules, such as Customer Service Management, Virtual Agent, Agent Workspace, Mobile, Portals, Asset Management, and a COVID Application Suite.

What started out as a singular project became a true example of full enterprise transformation. Now Suncor employees can avoid thousands of hours of repetitive, unproductive tasks.

Goals

— Prioritize and accelerate project delivery
— Create a scalable, iterative delivery Innovation Factory model for continuous growth for all ServiceNow platform modules
— Ingrain Agile and DevOps practices into day-to-day operations
— Drive cost savings and efficiencies through retirement of siloed legacy systems and optimizing productivity of resources

Key Suncor challenges to overcome
Value for time

— High project development costs and long delivery timelines
— Lack of resourcing to support a scalable and continuous model
— Expensive and complicated legacy tools

Business processes

— Siloed systems for IT and HR
— Complex UX
— Inconsistent customer experience
— Huge project backlog of competing priorities

ServiceNow's solution

ServiceNow's Enterprise Service Management capabilities provide one easy, extensible, responsive, integrated platform that automates and consolidates IT, HR and other enterprise processes.

IBM added value to ServiceNow solution

IBM Business Analysts and Architects work in tandem with the client's Innovation Factory POD teams to co-create and define user stories through IBM's Garage method and through design thinking and user-centric techniques.

Together, these PODs deliver agile, cost-reducing, customizable, repeatable, multi-tier support, development projects and enhancements at scale.

Process

The Suncor modernization journey began with IBM identifying skills gaps, exploring efficiencies and defining governance. From there, Suncor and IBM partnered to build a research-driven delivery model in collaboration with IBM BUs from around the world.

With quickly-gained efficiencies from automated support, rapid agile development, and restructured, reskilled delivery teams, this evolved into the co-creation of an extensible NOW COE that delivers speedy, global, multi-tier support, scale, and enhancements.

IBM implemented these initial ServiceNow enhancements through an Innovation Factory based agile delivery model, supported by a strong AMS team in a series of phased workstreams. ServiceNow offerings evolved into a full Enterprise Service Management scope when IBM also implemented other modules, such as:

— ITOM	— Security Incident
— CSM	Response
— ITBM	— COVID Application
— HRSD	— SuiteAgent Workspace
— ITAM	— Mobile
— Virtual Agent	— Portals

Together, IBM and Suncor engrained Agile and DevOps practices into day-to-day operations:

— Scrum and Iterative Delivery
— User story-driven development
— Test automation and management
— Cross POD Agile teams
— Product Owner/Proxy Engagement
— Continuous integration and daily reporting

IBM created—and continues to support—a single pane dashboard for their employees, HR module for case management, IT operations and asset management.

This elegant workflow foundation enabled Suncor to quickly respond to their back to work requirements during the pandemic. In just days, they designed and implemented the COVID App Management Suite and in just over two months, the custom COVID-19 application provided additional functionality, realtime dashboarding and employee communications.

Email us at **servicenow@ibm.com** to hear how IBM can amplify the value your company receives with ServiceNow.

Results

85+
NPS for HR services

Accelerated speed to market

90%
Reduction app development effort

Increased productivity through automation

Now and in the future

IBM is implementing APM, ITAM, SAM Pro modules to further consolidate licenses and provide cost benefits.

The IBM team is delivering 18K hours of enhancements, implementing new NOW modules to Suncor every year to further transform and empower the employee experience.

In their words

"During the pandemic, we went from chaos to collaboration. Once we realized how quickly we could react to a situation like this, that's when the true power of the platform and the team really came to the surface like never before. Centralizing requests from each geo, looking at the data to learn how to progress, and then pumping out solutions in a really rapid way was powerfully transformational."

Steve Gilliss
Information Technology Operations Manager
Suncor Energy

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