

Automated service ops

This Success Insight provides guidance on the transformation that ServiceNow® leaders—including platform owners and executive sponsors—should drive across their organizations to successfully automate and optimize technology service operations with ServiceNow. This guidance is organized by three business capabilities:



Expand technology services while reducing costs

- Discover and gain visibility of your infrastructure and services.
- Automate the core service and operations processes.



Deliver extraordinary employee experiences, resiliency, and productivity

- Deliver a unified catalog experience across all technology services.
- Increase change throughput while minimizing risk.
- Use built-in analytics and machine learning to improve staff's productivity.
- Prioritize business service issues and identify root causes faster.



Drive technology leading practices with optimized, efficient processes

- Make sure all technology teams meet vendor, compliance, security, and performance standards.
- Identify and operationalize ways to improve workplace effectiveness and improve processes.



Expand technology services while reducing costs

Shifting to a single IT platform can increase your technology service visibility and automation while reducing costs. Take these actions to help your teams and processes adapt to the upcoming transformation:

Prepare for the impact of changing your processes.

- **Commit to process redesign.** Engage your teams in a redesign effort and push them to identify higher-value tasks that your frontline staff can shift their efforts to as your manual processes are redesigned and automated. Encourage them to take advantage of the opportunity to identify and eliminate out-of-date processes and tasks.
- **Prepare your teams for the impact that automation will have on how they work.** Make sure that your teams understand your process changes, especially new process automation. Automation will likely replace the manual, time-intensive tasks your teams previously performed, so they'll need instruction on what new, higher-value tasks to perform.
- **Anticipate the impact of automating core processes on business users.** You'll need to establish new practices and processes to make sure the business is getting the most out of your service operations improvements. This could require defining new SLAs and processes to get user feedback and to help users follow the processes.
- **Treat communication and OCM planning as crucial.** Confirm that your teams are informed of and committed to the upcoming changes and that they understand the upside of the transformation.

Redefine your teams' operating model.

- **Develop shared goals across teams.** If process changes require new IT services and operations groups to work together, follow through by defining metrics that they'll share. Consider what shared data and dashboards they'll need to inform how they interact and work together toward shared goals, then clearly define KPIs they can measure to see the improvements they make as a team. Review KPI performance at least quarterly to assess the new operating model's performance, inform future your direction, and celebrate incremental wins.
- **Plan for changes to how teams interact.** Adopting a single IT platform may break down silos and require teams to collaborate in new ways. Make sure the involved teams recognize these changes and set expectations for how they should collaborate. In some cases, changing the organization and/or team structure can help.

Audit existing tools.

- **Review existing tool set capabilities and determine which have overlapping capabilities that you can retire and which provide additional value.** Build integration plans for tools that provide additional value.



Deliver extraordinary employee experiences, resiliency, and productivity

A unified catalog, process automation, machine learning, and AI-powered self-service capabilities can deliver exceptional experiences to employees. Take these actions to prepare your organization to deliver and support these new capabilities:

Select the right self-service use cases to build momentum.

- **First, identify common requests that AI-supported self-service and chatbots can support.** Review the top service requests to determine which could be deflected using automated conversations with chatbots. Then check the ServiceNow Store for OOTB conversations you can use to get started. If you need help, ask your ServiceNow account executive about ServiceNow's Virtual Agent and Predictive Intelligence services.
- **Deploy OOTB conversations first.** Start with the OOTB conversations that are built into ServiceNow Virtual Agent. When you're ready to expand, work with partners if your teams don't have the experience or skills needed to design and implement customized conversations, such as NLU modelling.

Have a plan to ramp up data collection requirements.

- **Prepare to populate historical and real-time data from existing IT systems to use AI capabilities.** ServiceNow Predictive Intelligence can require over 30,000 records to most effectively use machine learning to classify tasks, incidents, and cases at scale.

Support your teams so they can adopt and manage the new capabilities.

- **Train your teams to take advantage of and work with AI.** Teams will need to shift some focus from managing their processes directly to managing the AI capabilities that support how their processes work. This will at least require training but could require new skill sets and roles on these teams.
- **Prepare operations teams to adapt their roles as processes change.** Operations teams will likely need to fulfill different tasks to support new, more automated and AI-enabled processes. For example, IT operators using ServiceNow Event Management can expect to spend less time chasing false positives or duplicate signals and more time targeting root causes and consolidating seemingly disparate events into a single issue. This is a different focus that teams will need to practice.

Ensure new processes align with how development teams work.

- **Keep developer teams needs top of mind.** Operational improvements should consider your development teams' current and future needs—especially if development teams currently use waterfall methodologies but have ambitions to transition to agile processes. When automating change approval, for example, work closely with development groups to make sure that the functionality you deliver will support their future goals.



Practitioner insight

Self-service and automation that streamlines employees' inquiries and demands could impact the work that's currently managed or outsourced to IT partners. Consider how your partner relationship transforms in tandem with the changes to how you deliver services to users. For example, a solution that lets employees self-serve their own device requests could encroach on the tasks managed by an external partner hired to support your employee device provisioning.

Drive technology leading practices with optimized, efficient processes

New workspaces are powerful tools that can radically improve operational resilience and performance. Take these actions to make sure your teams are ready to take advantage of these new capabilities:

Anticipate how adopting new workspace interfaces will impact services and operations teams.

- **Start by undertaking user research.** Schedule workshops or interviews with agents across teams to learn about what they need, including their design preferences, what information they use, and how they'd prefer that information to be presented to them when they're completing tasks. Keep in mind that different agents may need custom workspace views based on their responsibilities, level, geography, etc. There is no one-size-fits-all approach to workspace design.
- **Anticipate your teams' training needs.** Teams may need training on how to best use the new workspace. Expect that productivity, and even operations performance, may dip slightly for a short time during adjustment.

Prepare teams to use and support new, improved processes.

- **Identify and support changes to how your teams use data and tooling to manage operations.** Your operations teams will need training and dedicated practice time to learn how to best take advantage of new workspaces, process automation, and newly available data to more efficiently manage their processes.
- **Adjust how you track and measure performance.** Adopt new dashboards to track metrics that better measure the performance of newly optimized service operations, for example, using proactive metrics that track how many issues are avoided; not just how speedy reactive resolution times are.
- **Redesign incentives to drive adoption.** Reward teams that adopt new workspace features and deliver against new metrics most quickly and effectively.
- **Set expectations for teams to continuously identify improvement opportunities.** Initial solution designs will add value, but continuous process improvements will be essential to maximizing productivity over time. Request periodic feedback and process enhancement ideas from your teams to identify and target opportunities to further optimize your processes.

Understand where you'll need integrations with other IT systems.

- **Develop a central workspace.** IT services and operations teams need visibility and access across many systems to effectively manage their service. A central workspace that pulls everything they need into one place can dramatically improve their productivity and effectiveness.



Practitioner insight

Take advantage of ServiceNow features to help you reengineer and improve your processes. You can use ServiceNow Process Optimization, for example, to build visual process maps and take advantage of machine learning cluster analyses to help to identify bottlenecks and streamline work.