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—Colin McEvoy, Head of Service Transition, Bank of Ireland

Bank of Ireland

Headquarters

Dublin, Ireland

Industry

Financial Services

Highlights and Results

- Replaced legacy service management tool with Service Integration and Management (SIAM) solution based upon ServiceNow
- Reduced the time required to raise a change ticket by 75%
- Improved change quality and evaluation efforts by 50%
- Reclaiming 75+ hours a week for employees and partners involved in change processes
- Enabled effective conversations with service providers based on trusted, empirical data
- Enhanced user experiences by improving change decision-making
- Gained a single view of change management, streamlining compliance

Adopting Service Integration and Management for Consistency and Control

The Bank of Ireland Group has a rich history that dates back to 1783, the year the bank was established by Royal Charter and opened for business at Mary’s Abbey in Dublin. Today the bank is one of the largest financial services providers in Ireland and a cornerstone of Irish financial markets. It also offers retail banking services in the UK, as well as corporate and treasury services to international jurisdictions.

Because the bank operates in multiple highly regulated markets, it is subject to numerous and ever-changing compliance requirements. To deliver effective and compliant IT services, the bank partners with a number of the major service providers. As compliance became increasingly complex, the bank wanted to improve governance and controls; however, a legacy system did not offer enough flexibility to manage a multi-vendor environment.

“We found it very difficult to establish a single version of the truth when it came to tracking the delivery of IT services to the bank’s 15,000 employees—our customers,” says Colin McEvoy, Head of Service Transition at the Bank of Ireland. “We tried using manual, spreadsheet-based processes, but the manual effort required to effectively manage the change process was still higher than we wanted it to be. We take compliance very seriously, and do everything we can to protect the bank’s customers and reputation. It was clear that in order to be more nimble, we needed to adopt an automated, integrated approach to service management.”

To mitigate risk, the bank launched a Service Integration and Management (SIAM) program led by McEvoy and his colleague Mark Kellett, Head of Service Design. Their goal was to deliver more efficient and cost-effective service to internal customers by working consistently across all major providers, using a single source of empirical data to track delivery metrics. But first, it needed a strategic service management platform that could enable a flexible and scalable SIAM program.

“We knew we needed to improve our processes, but we didn’t have the right tools,” says Kellett. “We needed more transparency around incidents, improved root cause analysis, and more effective change management. We began looking for a mature, cloud-based platform, and the analyst and peer references we consulted kept pointing to ServiceNow.”

Happier, More Productive Employees

The bank partnered with TESM, a ServiceNow specialist, for the implementation. The first phase of the rollout concentrated on integrating the bank’s incident, problem, and change management processes to minimize manual effort and raise changes faster.

“ServiceNow was the right toolset to enable us to improve processes and launch our SIAM program.”

-Mark Kellett, Head of Service Design, Bank of Ireland

“We process hundreds of changes a week,” says McEvoy. “Using ServiceNow, we were able to unify incident, problem, and change management for significant ongoing time savings. Reducing this manual effort is having an incredible impact on our teams—we’re reclaiming at least 75 hours a week across our employees and partners alike for the change process alone. We’ve also greatly improved morale by giving employees the tools to do their jobs better and empowering them to provide better service.”

Raising a change now takes an average of 5 minutes, a 75 percent reduction from the previous average of 20 minutes. As a result, IT can be more responsive and build trust with the business. “We’re demonstrating that when people engage with us, they get results,” says McEvoy. “We can raise and execute changes faster and with more confidence.”

Improving Multi-Vendor Governance

With automated IT controls and data gathering, the bank can be confident of the integrity and efficiency of its IT key performance indicators (KPIs). As a result, it can have productive conversations with service providers about SLAs and cost targets while improving crucial service delivery metrics such as mean time between failures and mean time to restore service.

“The ServiceNow platform provides us with the capability to hold our partners accountable and get the best service for the bank. That translates to more reliable service for millions of customers on the street,” says McEvoy.

Delivering Industry-Leading Service

With ServiceNow, the Bank of Ireland can remain adaptable and compliant even as regulatory environments and outsourcing relationships become more complex. As a result the bank can:

- Offer the highest quality services to end customers
- Track service delivery metrics to hold providers accountable
- Keep staff focused on adding value, improving morale
- Inspire confidence that IT can help the business achieve its goals
- Maintain compliance across locales
- Preserve its reputation as a premier global financial institution

“ServiceNow was the right toolset to enable us to improve processes and launch our SIAM program,” says Kellett. “We have evidence that we’ve been successful, and we’re getting better all the time.”

Next Steps: Building on a Strong Foundation

As the bank continues its SIAM journey, it is looking for opportunities to remove dependence on legacy infrastructure and take advantage of new opportunities offered by cloud services.

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