



Transforming service management for a global pharmaceutical company

servicenow



The way organisations use software is changing. Whereas automating processes was once the norm, using the core capabilities of software to truly transform an organisation is taking hold. Today, creating an effective, efficient IT service management (ITSM) system requires flexible technology, and the know-how to put it in place. By bringing these two factors together, organisations can create lasting transformations designed to deliver value far into the future.

With over 20 years' experience in the service management arena, KPMG professionals couple an understanding of how businesses work with deep knowledge of transformative ServiceNow technology. Together, we are designing and implementing platforms that can help drive change from the back-office all the way to your relationships with your consumers — this is just one example of how we have done it.

The following case study was originally published by KPMG in the US.

The backstory

A leading global pharmaceutical company wanted to improve the way they organised, deployed and managed IT services worldwide. For almost a decade, they had been using a legacy service management tool that had become highly cumbersome and fragmented, with disconnected processes forming silos across the organisation. They wanted to introduce a standardised process model that could be rolled out internationally to create a comprehensive, consistent

and lasting solution. And they wanted this new model to be enabled by a single, market-leading ITSM platform.

The challenge

Initially, KPMG was brought in to help with the review and comparison of ITSM platforms. After selecting ServiceNow as the technology provider, the client retained KPMG as an advisor to help them transform their processes and harness the full potential of the platform. Ultimately, we would advise and support the programme, laying out a detailed, three-year road map and overseeing its delivery.

Key concerns:



No centralised ownership of global IT processes



An outdated, fragmented ITSM legacy tool with no upgrade plan



No consistency in workflow management, form creation, or requests



Difficulty in producing reports, collecting data and responding to new regulations



No ability to systematically assign tasks and capture or track records

Our solutions

Adjusting to the scale and pacing of this project demanded all of our experience, flexibility, agility and leadership. We needed to get business units with specialised and localised ways of working, entrenched over a period of almost 10 years, to start using one platform with shared processes. This would involve harmonisation of processes across disparate groups, development and configuration of a unifying service management platform, support for data collection, design and delivery of organisational adoption and training programmes, as well as a HyperCare model that offered continuous assistance after the solution went live.

Core activities:

- Reviewing and analysing existing processes against KPMG accelerators
- Conducting process harmonisation workshops with international stakeholders
- Creating a future-state architecture model, instructions and training materials
- Coordinating application configuration, testing and development across all major ITSM modules
- Designing and building over 400 catalogue items
- Transcribing information into 30 different languages.

Gradual change, long-term benefits

Our years of industry experience, knowledge of the client and understanding of how different departments function made the difference on this project. It was these advantages that allowed us to unlock the potential of the ServiceNow platform quickly and apply it across the organisation. To achieve speed to value, we produced a road map and implementation approach that deployed the platform in stages, with release times based on the client's various business drivers and priorities. We created a single global model for all core IT Infrastructure Library (ITIL) processes within service management, including streamlined reporting and metrics, and a successful training programme to support employees as it was launched.

Over a period of two years and through incremental releases, the client went live with a complete platform. The platform included an end-user portal, service catalogue, request fulfillment capability and management applications — which is now being used by over 4,000 IT employees and over 70,000 end users worldwide.

Our years of life sciences industry **experience, knowledge** of the client and **understanding** of how different business departments function made the difference.

Some of the services described herein may not be permissible for KPMG audit clients and their affiliates.

About KPMG

KPMG professionals are leading providers of cloud-enabled IT transformation solutions. KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. We operate in 155 countries and have 174,000 people working in member firms around the world.

About ServiceNow

ServiceNow is changing the way people work. ServiceNow provides service management for every department in the enterprise including IT, human resources, facilities, field service and more.

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