



# Putting the client in control

servicenow™



As digital technology advances and software becomes more complex, companies across the globe are starting to take a tailored approach to IT service management (ITSM). Service management platforms are becoming ever more powerful, but to harness that power, they need to be shaped around the needs of the client and their people. A customized approach can deliver real, lasting value. KPMG LLP (KPMG) can make those transformations happen.

With over 20 years' experience in the service management arena, KPMG professionals couple an understanding of how businesses work with deep knowledge of ServiceNow's transformative technology. Together, we are designing and implementing platforms that 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 backstory

A major automotive manufacturer had spent a number of years outsourcing its service management capabilities and IT service desk. However, the services they were getting were not meeting quality nor cost expectations, and it became evident that they needed to take more control of the processes themselves. While they could outsource these services, it was their responsibility and management that would provide the most value to their organization. As the contract with their provider was coming to an end, the client decided to take control of these functions themselves, building out an overall service management organization. Ultimately, this shift would unify their people, process, and tools. The aim was to create a brand new platform that would improve the existing level of customer service, streamline support tasks, and place responsibility for the performance of IT back into their hands.

## The challenge

We were brought in to assess the service management plans the client already had in place, discover what would be needed to enhance them, and create a transition road map that aligned with their priorities. As their previous contract drew to an end, the client faced the prospect of not having an ITSM platform in place. This was not an option: The deadline for the transition was fixed and had to be met. We began in February and needed to go live by July. This left no margin for error to successfully implement ServiceNow across six different IT process areas and for about 1,500 IT users in North America. A project of this size would typically take a year to complete, but we dove right in!

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## Our approach

Achieving their objectives required a significant amount of “jump-start” tools and an agile development approach. KPMG brought both. We decided to gather and respond to requirements from the client in real time. Instead of building the platform all at once, we began with identifying the client’s needs, prioritizing them, and developing solutions for them as they came in. We started with our view of critical functionality and leading practice and then confirmed what the client’s absolute “must-have” capabilities were. We challenged the status quo with new ideas and ways of thinking. We then underwent a 12-week sprint cycle to make those key protocols functional, providing regular views of the build through “show-me” sessions and adjusting priorities as needed. Around all this, we supported organizational change, training, and testing activities to help ensure adoption despite the aggressive time line. Once the basic processes were complete, we then introduced elements that we knew could support that infrastructure. This would test our flexibility, experience, and capabilities to the fullest.



**Six core**  
ServiceNow apps



**70+ services**  
for end-user consumption



**150+**  
reports



**20**  
CI classes



**60,000+**  
CI records

## The results

By the end of the project, we had deployed a true platform to run the IT business. The solution included the configuration of six core ServiceNow applications, service catalogue of over 70 services for end-user consumption, over 150 reports including a custom view of “business disruption,” and a configuration management database with 20 CI classes and over 60,000 CI records. The solution provided an improved experience for their users. It gave the client a detailed map of their applications and infrastructure, helping them understand impact, potential, and relationships. It provided levels of consistency and automation that they had not seen before. We were then able to start passing control to the client, helping them build out an ITSM governance structure and allowing them to manage the system themselves, enhancing it to their needs as they evolved.

For more information, please visit [www.kpmg.com/us/servicenow](http://www.kpmg.com/us/servicenow), or e-mail us at [go-snowalliance@kpmg.com](mailto:go-snowalliance@kpmg.com).

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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