Mana'o Pili LLC

SERVICENOW
ITSM MODERNIZATION

A ServiceNow Customer Use Case Study of ITSM Implementation from Legacy Processes and Tools

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Executive Summary

Enterprise organizations increasingly recognize that operational resilience, service reliability, and digital transformation depend on more than simply deploying new tools. Many IT Operations Management (ITOM) and AIOps initiatives fail to deliver expected value because foundational service management processes and configuration data are not mature enough to support automation, correlation, and predictive analytics. This white paper presents a Transform-in-Place approach to ITSM modernization that prioritizes operational stability, trustworthy configuration data, and service modeling before introducing advanced ITOM capabilities. By improving maturity within existing organizational structures, enterprises can achieve measurable efficiency gains today while creating a scalable foundation for proactive and predictive operations tomorrow.

Customer Profile

The organization is a large, multi-facility healthcare enterprise supporting clinical, administrative, and business operations across multiple geographic regions. Technology systems are mission-critical, and service interruptions directly impact patient care, revenue cycles, and regulatory compliance. Leadership sought measurable improvements in service delivery and transparency without introducing operational disruption or major organizational restructuring.

Initial Maturity State: Reactive Operations

At program initiation, the organization exhibited characteristics typical of Reactive maturity in both IT service management and operational monitoring. Service outcomes were heavily dependent on individual experience, and data was not sufficiently reliable to support automation or predictive capabilities.

Operational Characteristics

• Incident resolution driven by individual expertise rather than standardized workflows

• Frequent ticket reassignment due to unclear service ownership and routing logic

• Changes implemented with limited dependency and impact analysis

• Problem Management largely reactive and retrospective

• Knowledge articles inconsistent, outdated, or difficult to locate

Data and Platform Characteristics

• CMDB contained incomplete, outdated, and duplicate CI records

• Minimal service-to-technology mapping

• Inconsistent categorization and CI usage

• Reporting focused on ticket volume rather than service reliability

Business Impact

• Extended outages due to slow root cause identification

• Repeated incidents affecting the same services and systems

• Low confidence in SLA reporting and performance management

• Elevated operational risk during changes

Transform-in-Place Strategy: Stabilize Before You Optimize

Rather than pursuing large-scale organizational redesign or forcing immediate adoption of advanced automation, the organization adopted a Transform-in-Place strategy. This approach improves maturity within existing operational structures while minimizing service disruption and change fatigue. Improvements were sequenced to stabilize service delivery first, then strengthen data foundations, and finally enable predictive and automated operations.

Phase 1: Stabilized Operations: ITSM and CMDB Foundation

Objectives

• Establish consistent, ITIL-aligned service workflows

• Improve data quality and service visibility

• Clarify service ownership and accountability

• Enable meaningful performance measurement

Process and Workflow Design

Detailed workshops were conducted with service desk, infrastructure, application, and operations teams to document actual working practices. Bottlenecks, manual handoffs, and data quality issues were identified. Future-state processes were then designed using ServiceNow out-of-the-box capabilities aligned to ITIL best practices, favoring configuration over customization.

Key design elements included:

• Standardized incident categorization and priority models

• Assignment rules aligned to services and support teams

• Controlled request catalog growth based on operational capacity

• Embedded knowledge usage and article feedback loops

CMDB and Service Modeling Strategy

The CMDB was positioned as an operational system of record rather than a static inventory. CI classes were prioritized based on business-critical services and operational relevance. Initial service models focused on enabling impact analysis, routing, and problem identification rather than full infrastructure representation.

Key activities included:

• Definition of service offerings aligned to CSDM concepts

• Identification of supporting application and infrastructure CI classes

• Establishment of CI ownership and stewardship responsibilities

• Implementation of CMDB Health dashboards and remediation workflows

Governance and SLA Enablement

SLA definitions were aligned to service maturity and data confidence. Rather than immediately enforcing automated escalations, the organization first implemented performance visibility and accountability. Enforcement mechanisms were phased in gradually as process compliance and data quality improved.

Operational Outcomes: Typical Improvements Observed

• Up to 25–30% reduction in Mean Time to Resolve (MTTR)

• Up to 35–40% improvement in Request Fulfillment cycle time

• Up to 35–45% reduction in ticket reassignment rates

• SLA compliance improving to 85%+ after phased enforcement

• Measurable improvement in CMDB completeness and relationship accuracy

Phase 2: Predictive Operations: ITOM and Duplication Control Readiness

With stable workflows and reliable configuration data in place, the organization was prepared to introduce IT Operations Management capabilities without destabilizing service delivery. This phase focused on enabling noise reduction, service impact analysis, and proactive detection.

Duplication Control and Event Noise Reduction

By correlating events to services and infrastructure dependencies, the organization could suppress duplicate alerts and surface only actionable service-impacting incidents. This reduced alert fatigue and prevented service desks from being overwhelmed during infrastructure or application failures.

Key enablers included:

• Discovery-driven CI enrichment

• Dependency-aware event correlation

• Service-based incident creation

• Automated suppression of secondary alerts

Expected ITOM Outcomes: Typical Improvements Observed

• 50–70% reduction in event noise

• 30–50% faster detection of major incidents

• Faster root cause identification

• Reduced escalation to Tier 2 and Tier 3 teams

Executive ROI and Business Value

Cost Avoidance

• Reduced duration and frequency of major incidents

• Fewer emergency changes and rollback events

• Reduced dependence on overtime and external consultants

Productivity Recapture

• Reduced downtime for clinical and business users

• Faster service restoration

• Lower operational friction across IT teams

Platform ROI Acceleration

• ITOM deployments require minimal remediation

• AIOps initiatives can leverage trusted data immediately

• Automation delivers value faster across services

Scope of the Use Case: ITSM Modules and Enablement Areas

The modernization effort included core ITSM modules, each addressed through a balanced focus on People, Process, and Technology to ensure sustainable adoption and measurable performance improvements.

Incident Management

People

• Clear ownership of services and assignment groups

• Training on prioritization and escalation standards

• Adoption of knowledge usage during resolution

Process

• Standardized categorization and priority models

• Defined escalation paths and major incident procedures

• Integration with Problem Management for recurring issues

Technology

• Configured routing rules and assignment automation

• Knowledge search embedded in incident workflow

• CI relationships available for impact awareness

Request Fulfillment

People

• Clear fulfillment ownership by service area

• Defined approval responsibilities

• Training on catalog-driven intake

Process

• Rationalized service catalog aligned to support capacity

• Standard request workflows with SLAs

• Reduced exceptions and manual handling

Technology

• Service Portal request automation

• Workflow-driven task generation

• SLA tracking and reporting

Change Management

People

• Defined change roles and CAB participation

• Accountability for risk assessment and approvals

Process

• Standard, normal, and emergency change models

• Impact assessment using CI relationships

• Post-implementation reviews linked to Problems

Technology

• Change workflows and approval automation

• CI-based impact visibility

• Calendar and blackout window controls

Problem Management

People

• Ownership of root cause analysis

• Collaboration between support tiers

Process

• Trend analysis from Incident data

• Known error and workaround tracking

• Integration with Change for permanent fixes

Technology

• Problem record linkage to Incidents and CIs

• Dashboards for recurring issues

• Knowledge article creation from known errors

Knowledge Management

People

• Defined authorship and review responsibilities

• Feedback loops from service desk and users

Process

• Standardized article lifecycle management

• Approval and quality control workflows

Technology

• Knowledge base integrated into ITSM workflows

• Search optimization and usage reporting

Configuration Management (CMDB)

People

• CI ownership and data stewardship roles

• Accountability for data quality

Process

• CI lifecycle management standards

• Data remediation workflows from CMDB Health

Technology

• CMDB Health dashboards

• Relationship mapping aligned to CSDM

• Foundation for Discovery and Event correlation

Strategic Takeaway

This use case demonstrates that ITSM modernization, CMDB maturity, and ITOM success are inseparable stages of the same transformation journey. Enterprises that stabilize service workflows and configuration data first avoid failed automation programs, reduce operational risk, and achieve faster returns on digital operations investments. Transform-in-Place enables measurable operational improvements today while building the foundation for predictive, AI-enabled service management.

About Mana'o Pili

Mana'o Pili is a ServiceNow-focused consulting and advisory firm specializing in operational transformation through platform-led enablement. Our approach centers on helping organizations extract real business value from the ServiceNow platform by aligning people, processes, and technology within existing operating models.

We focus on Transform-in-Place modernization, improving maturity without disrupting day-to-day operations and emphasize platform governance, data quality, and sustainable adoption as the foundation for long-term success.

Our consultants combine deep ServiceNow technical expertise with strong process and operating model experience across ITSM, ITOM, ITAM, and enterprise workflow domains. We partner closely with our clients to ensure that each phase of transformation delivers measurable outcomes while enabling future capabilities such as automation and AI-driven operations.