COGNIZANT STREAMLINES SERVICENOW OPERATIONS FOR LEADING DUTCH TELECOMMUNICATIONS MAJOR

Major Dutch telecom provider gains streamlined operations and improved service delivery with Cognizant-led optimization and management of the ServiceNow Multi Service Provider (MSP) ITSM platform.

The challenge

The client faced a very large backlog of tickets. The incumbent vendor team did not have sufficient knowledge of ServiceNow to clear the backlog and work on enhancements. Burdened with addressing the ticket backlog, customer SMEs were finding it difficult to effectively work on enhancements and strategic initiatives. The situation was hampering the client’s operations efficiency as well as its ability to carry out future business plans. The client turned to Cognizant to rectify the situation and provide continuing support and development.

The solution

Cognizant deployed a highly skilled transition team that produced up-to-date documentation of the ServiceNow processes and functionalities for customer SME approval. During the transition, the Cognizant team regularly presented its analysis and key findings to customer SMEs.

After the transition, the Cognizant team worked to reduce the backlog by analyzing the tickets and finding resolutions with the help of customer SMEs. That accomplished, Cognizant and the client focused on enhancing the ServiceNow platform, forming separate SCRUM teams and business-as-usual (BAU) teams with a dynamic capacity model so the BAU team also contributes to the enhancements when capacity is available.
Our approach

Cognizant arranged fact-finding sessions with key stakeholders and understood the problem areas and pain points and deployed teams with the right mix of development and maintenance-oriented team members, all of whom were ServiceNow and ITIL Foundation certified. Through joint planning sessions, Cognizant planned a nine-week transition to take over operations from the incumbent vendor. The transition encompassed a five-week knowledge acquisition phase, then two weeks of shadow and two weeks of reverse shadow support. During the transition, Cognizant did the following:

- Conducted and recorded all knowledge acquisition sessions via video conferencing.
- Documented run books for review and sign-off by the client.
- Presented detailed reverse knowledge transition presentations via video conferencing.
- Carried out shadow and reverse shadow phases in presence of customer SMEs in India.
- Deployed teams on live ticket solving and a small enhancement build during shadow and reverse shadow phases.

Post transition, the Cognizant team put extra effort into analyzing the backlog of tickets and expedited their closure with assistance from customer SMEs. The teams focused on closing current tickets, resulting in no backlogs, which eventually freed up the capacity of the Cognizant team as well as customer SMEs to address enhancements and strategic initiatives.

Once the BAU operations were stabilized, Cognizant formed dedicated teams for Agile development using ServiceNow SCrum. The BAU team has the flexibility to work on enhancements when it has available capacity to do so.

The teams established a process to update the documentation whenever enhancements and fixes are deployed into ServiceNow. Team members now rotate from the BAU team to the development team and vice versa on a quarterly basis to gain and maintain knowledge and keep team members motivated.

The client’s SMEs make quarterly offshore visits; this activity has resulted in a cohesive, amicable and productive working environment.

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