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This ServiceNow case study is based on an interview with Anthony Lamoureux, IT Transition Leader at Gatwick Airport.

Gatwick

Highlights
Busy London airport replaces inefficient, outsourced and poorly perceived service desks with ServiceNow

Business
Business services

Company Size
2,500 Gatwick Airport employees plus 23,000 more, like retailers, that are customers of Gatwick IT

Challenges
Low customer satisfaction ratings on service requests

Expensive outsourced service desks

Onsite IT staff had little visibility into the operation of its own processes

No platform to expand ITSM framework outside of IT

Results
Higher customer approval rating

A more knowledgeable, agile workforce

Cost savings of 15% year over year

Dramatic increase in Net Promoter Score

IT can have it all: Gatwick Airport reduces costs while simultaneously improving service delivery

London's Gatwick Airport is a model of efficiency in many ways. In addition to being the world's most efficient single-runway airport, it serves about 200 destinations in 90 countries, processing 34 million passengers each year. And unlike U.S.-based airports that act as landlords for the security staff, retail outlets, parking facilities and other services they house, Gatwick manages it all—from building maintenance and security to bag checking infrastructure, retailers and parking facilities.

Managing so many different businesses results in a variety of operational and IT service desks with calls on everything from how to use a piece of software, to reporting a malfunctioning elevator, to complaining about the lack of WiFi signal. Until recently, Gatwick outsourced all IT requests to using the suppliers in-house service management system.

A survey spearheaded by Gatwick's CIO showed some major issues with the current set-up: The resounding message was that users felt let down by the quality of the IT service desk operations.

There were good reasons why the outsourced service desk approach wasn't working. For one thing, the call centers were driven by the cost per call instead of the quality of the call.

"We had lost control of understanding our own systems, and the people at the other end of the phone didn't feel ownership or understand our systems; in short they didn't care about this like we do," said Anthony Lamoureux, IT Transition Leader for Gatwick. "They wanted to resolve the call quickly, but we wanted the calls to be resolved well."

It was clear that entrusting IT service management to anyone outside of the Gatwick organization no longer made sense. Gatwick's CIO put Anthony Lamoureux, Director of Velocity Solutions Europe Ltd, in charge of finding a better way.

"We were trying to find a way to provide a much higher level of service that was agile and flexible, and that we could grow with," he said. "We finally realized that we had a unique opportunity at Gatwick, because unlike many large organizations, everything Gatwick does—human resources, IT, finance, etc.—is done right here on the Gatwick Airport campus. It made sense to bring everything in-house."

But moving the IT service desk function in-house was just the start of the ambitious plan. The idea, Lamoureux explained, was to cross-train employees so they would know not only how to handle IT service desk requests but could actually work in the IT department. He would combine Gatwick's field support team with its desk side support

team and rotate them so they would have first-hand knowledge of the technology and the users. Eventually, IT wanted to be able to solve 80% of service desk contacts at first contact.

At the same time, Gatwick's CIO wanted to move as much of Gatwick's technology to a cloud-based environment as possible. That factor, plus the need for agility and flexibility, made ServiceNow the only logical choice.

"I've seen large organizations crippled because they were tied to an inflexible, expensive service platform," Lamoureux said. "I knew that the core to everything had to be our selection of a tool that would be agile and flexible and could grow with us."

Time crunch

Because contracts with current outsourcing providers were coming to an end, Gatwick's IT team had less than three months to get a new system in place. That wasn't enough time to build an in-house team and implement the ServiceNow applications needed, so Lamoureux chose to partner with Getronics, a managed services provider with deep ServiceNow expertise. For six months, Getronics ran Gatwick's application support, IT service desk and service management, giving Gatwick time to transition to its own ServiceNow instance without affecting service.

Meanwhile, Gatwick engaged Focus Group Europe to implement ServiceNow, and Lamoureux's team worked on developing its own service processes—a complex job, since it had never owned those services processes before.

"All of those processes had been owned by third-party suppliers, so we had to design our own processes—how they would work, how many people we needed, how we would be organized, and what ServiceNow applications we needed," he said.

Part of the Gatwick team's work was hiring 23 new people, including an IT operations center manager and managers dedicated to change management, configuration, problem management, incident management, reporting and other roles. Within the six month timeframe, Gatwick had finished its planning and had trained its employees, and Focus Group Europe had finished the implementation. Gatwick was now about to take over all processes from Getronics.

Once Gatwick began running its own IT service desk, the team noticed remarkable improvements. In addition to saving money, approval ratings rose dramatically.

"With the implementation of this IT operations center, we have calculated to save IT about 15% of our Opex costs year on year for the next seven years," Lamoureux said.

In addition, the service desk's Net Promoter Score (NPS) rose from a low of -70 with the outsourced operations to +47 with our own people and ServiceNow. That's an almost unheard of seismic shift of customer satisfaction increase.

Big plans

Good ratings and cost savings are only the tip of the iceberg for Gatwick. The team plans to automate as many functions as possible using ServiceNow Orchestration.

"We're looking at providing everything from zero-touch automated delivery of new user accounts to the ability to deploy applications to users' desktops automatically," Lamoureux said. "We're even going to link ServiceNow to our human resources system so we can create an automated leave/join process and have one single version of the truth for every employee."

Plus, Lamoureux hopes that with the help of Focus Group Europe, his team can develop a multitenant view of Gatwick's ServiceNow instance giving each airport retailer its own service portal.

Products

ServiceNow® Incident Management Application

ServiceNow® Problem Management Application

ServiceNow® Knowledge Management Application

ServiceNow® Change Management Application

ServiceNow® Configuration Management (CMDB)

ServiceNow® Service Catalog & Request Management Application

ServiceNow® Orchestration

Lamoureux also expects ServiceNow to help improve server and cost efficiency by eliminating unused test servers that continue to take up space and resources after their use period has expired. By automating the testing process, he expects users to be able to request test servers for up to three months – and if nobody requests an extension, the server will automatically be decommissioned at the end of the time period.

"Although ServiceNow has 'service' in its name," Lamoureux said, "It's capable of much, much more than just IT service functions."

> "We want to push the limits of what we can do in terms of orchestration."

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