OSHKOSH®

Oshkosh drives new enterprise-wide service delivery with ServiceNow

$3M

Saved in license, maintenance, and hardware costs

6%

Increase in employee satisfaction with IT in one year

8K

Saves IT staff hours through business process improvements

Industry: Automotive
Location: Oshkosh, Wisconsin
Size: 12,000 employees

Oshkosh's successful growth by acquisition prompts need for unified service delivery model

Since 1996, Oshkosh Corporation, a leading designer and manufacturer of specialty vehicles, truck bodies, and access equipment, has made 15 strategic acquisitions. While this created significant business growth, it also left Oshkosh with multiple service desks and disconnected IT tools.

According to Greg Thoreson, Business Architect at Oshkosh Corporation: "Our existing IT tools were holding us back. Every division had its own tools and processes. There was no consistency or end-to-end visibility, and the cost was astronomical. It could cost up to $500,000 to upgrade a single tool."

ServiceNow provides Oshkosh with a unified platform and fundamentally transforms enterprise-wide service delivery while reducing costs

Oshkosh decided to replace its legacy tools with a unified IT management platform and deliver services across the enterprise—not just in IT, but in other areas such as HR and facilities. Greg says: "This wasn't about taking small steps. We wanted to fundamentally transform our delivery capabilities. That takes a true enterprise platform. Once you understand that you need an enterprise platform, there's only one choice—ServiceNow."

Rather than take an incremental approach, Oshkosh pursued an aggressive strategy. It decided to go live with a comprehensive ServiceNow implementation, replacing all of its legacy tools at the same time. Greg explains: "Our go-live included service catalog, mobile, incident, problem, change, knowledge, and configuration—and it was a huge success. We've had no major defects since we launched, and we're saving $3 million in license, maintenance, and hardware costs. Plus, upgrades are now just a change, and not a full-blown project."
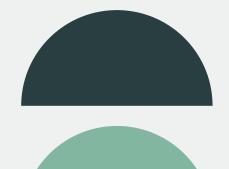
Challenge

Unite multiple legacy service management systems, tools, and processes on a single, streamlined platform to deliver key services to Oshkosh employees worldwide

Products

- ServiceNow® IT Service Management

Solution

Consolidated disparate service applications and processes onto the Now Platform®, focusing on IT service management at launch and then extending into other business areas such as facilities and HR

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> **"**
> With ServiceNow, we replaced fragmented tools with a single enterprise platform that improved our service quality and saved millions of dollars. IT is just the start—there's huge potential for ServiceNow across our business.

Greg Thoreson, Business Architect, Oshkosh Corporation

Oshkosh sees immediate, significant benefits from business process improvements powered by ServiceNow

Greg describes the platform rollout: "With most rollouts, you spend 80% of your time dealing with technology and 20% on business process. With ServiceNow, we've flipped that to 20% technology and 80% business process. That allowed us to deliver significant business benefits out of the gate."

ServiceNow has saved Oshkosh 8,000 hours of work through business process improvements. For example, the company eliminated 36,000 unnecessary approvals, saving time and money. Oshkosh was also able to structure its employee onboarding, transfer, and offboarding processes.

"With ServiceNow, we've replaced fragmented tools with a single enterprise platform that improved our service quality and saved millions of dollars," says Greg. "IT is just the start—there's huge potential for ServiceNow across our business."

Greater visibility with ServiceNow helps Oshkosh exceed service level targets, improving employee satisfaction

Oshkosh's employees are equally impressed. Alicia Hopkins, IT Manager at Oshkosh, says: "Within a year of launching ServiceNow, IT's customer satisfaction rating rose by 6%. That's incredibly hard to do. Employees now see IT as efficient and responsive, and that perception continues to build."

That shift in perception is backed by hard metrics. Greg says: "Shortly after we went live, we turned on ServiceNow's performance analytics. That gave us the visibility we needed to drive change and improvement. Before ServiceNow, we struggled to hit our service level targets. Today, we're exceeding targets for both incidents and service requests."

ServiceNow helps Oshkosh better manage shared resources and budget by connecting and automating additional processes

Oshkosh's IT organization continues to build out ServiceNow's capabilities. It has turned on discovery and event management, and plans to follow this up with service mapping in the near future. It has also used ServiceNow to automate laptop software installation directly from the service catalog, saving IT and end-users 2,000 hours of effort annually.

Project portfolio management is another priority. Greg explains why: "Like most IT organizations, our people are involved in both projects and operations. It's the same resources and budget. That means you need to manage work in one place; everything needs to be connected and not housed in separate project management and IT systems. Otherwise, your projects will suffer."

Oshkosh adopts ServiceNow across the enterprise for a seamless employee experience

As part of Oshkosh's vision, it will extend ServiceNow beyond IT. Facilities will be first out of the gate, followed by human resources.

Greg says: "IT, HR, and facilities need to work seamlessly together. We've already had huge success in IT, so bringing HR and facilities on board is a no-brainer. Over time, we'll grow ServiceNow into a single enterprise destination where employees can get all of their support services."

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