



“I’m trying to create a culture of Why more than What, and to generate a more dynamic project portfolio. With ServiceNow I’ve added user-defined attributes that allow us to quantify the amount of work we’re doing by business unit and present it along with the Why.”

This ServiceNow case study is based on an interview with Jeannine McConnell, senior director of IT for Kronos Incorporated.



Highlights

Software company couples project and change management to improve workflow

Organization

Kronos Incorporated

Business

Workforce management software

Headquarters

Chelmsford, Massachusetts, USA

Geographies

Global

Modern ITSM Software

ServiceNow® Incident Management Application

ServiceNow Change Management Application

ServiceNow Project Management Application

Implementation Timeline

Project Management: 4-5 weeks

Transforming IT from What to Why

Kronos develops and markets workplace management software that helps organizations control labor costs, minimize compliance risk and improve workforce productivity. Their cloud-based product simplifies the processes of recording attendance, scheduling workforces and managing employee absence.

The company has implemented ServiceNow Project Management Application in a way that takes advantage of the configuration items (CIs) and relationships already used by the Incident Management and Change Management Applications.

Problem: Project visibility

Regular projects at Kronos are as varied as developing business intelligence software, building data warehouse applications, and implementing new facilities in India. Previously, the company managed IT projects with Microsoft SharePoint and Microsoft Project. But to boost project visibility, IT needed a solution with more functionality and breadth.

“We have project plans galore,” says Jeannine McConnell, senior director of IT for Kronos. “Our teams are not dedicated to any specific thing – they work projects, incidents, requests for change and other cases – so they were up against more to-do lists than any human being or project manager could keep track of.”

It was difficult for IT leadership at Kronos to see how many projects were going on at any given time. Kronos needed a single point of reference to keep track of the work and provide critical visibility.

To lift the veil from over her team’s project workload, McConnell worked with Fruition Partners to implement the ServiceNow Project Management Application in a matter of weeks.

Solution: Coupling the Project and Change applications

After the initial implementation, Kronos integrated the workflow built in Project Management with the ServiceNow Change Management Application.

“To me,” McConnell notes, “that relationship is mission-critical.”

Coupling Project and Change resulted in a single workflow and a central station for managing all IT projects. Now, Kronos uses a consistent, identical workflow and task format irrespective of what generated a change. In McConnell’s words, this makes it easier “for all members of the team to see the most important thing they need to do each day.”

McConnell wants her six project managers to use ServiceNow templates. With about 40 active projects at any one time, her team can rely on templates to ensure that all IT project plans contain the same universal milestones.

Business value: The Why of IT projects

At a higher level, Kronos has consolidated all IT project work across the enterprise. The company can now see its resource management, task management, aging and workload distribution in a single repository. In addition to an IT central station, the ServiceNow Project Management application has found its way into architecture, application development, facilities and finance at Kronos.

McConnell uses the consolidated view of project status to create what she calls a *culture of Why instead of What*. ServiceNow dashboards easily present her portfolio and project categorization among three different Whys: compliance/security, revenue generation and helping IT perform its work faster and better.

“With ServiceNow I’ve added user-defined attributes that allow us to quantify the amount of work we’re doing by business unit and present it along with the Why,” she says. “It’s a more dynamic way to generate our portfolio and make our work visible to the business.”

Future projects

McConnell foresees several more projects involving ServiceNow:

- **Social IT** – Kronos rolled out Social IT in ServiceNow’s feed along with Change Management, including a channel for questions, answers and short instructional videos. They plan to carry the social functionality over to project management as well.
- **Executive-level reporting** – McConnell wants to configure the application to present the status of the entire project portfolio to upper management.
- **Data center** – Kronos plans to manage its huge, upcoming migration effort entirely in ServiceNow.

“We saw the capabilities of the ServiceNow Project Management Application and how it would weave together all of IT work across the enterprise, including the impact to the configuration items. That’s when it became crystal-clear to me that it was – and still is – the only way to manage our portfolio from now on.”

“It’s been a very straightforward and low-impact effort for us to build up our portfolio of projects because we already had a strong foundation in ServiceNow. We know how to use the tool and understand the power and the flexibility of the platform.”



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