Global ServiceNow Transformation | Steven R. Greene

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$938K Under Initial Budget

79% First-Contact Resolution

5,000+ Global Enterprise Users

$1.6M Annual Cost Takeout

The Challenge: Fragmented Global Support

Oldcastle Infrastructure faced the complexities of a large, distributed enterprise environment. Prior to the transformation, service delivery was siloed, lacking a unified platform for intake, governance, or operational visibility.

- **Platform Inefficiency:** Existing support workflows were manual and lacked the automation required to support 5,000+ mobile and field users.
- **Governance Gaps:** The absence of a formalized Change Advisory Board (CAB) and incident management framework led to excessive unplanned downtime and service disruption.
- **M&A Friction:** There was no repeatable mechanism to integrate newly acquired businesses, leading to headcount inflation and delayed synergy realization.

The Strategy: Scalable Platform Governance

The objective was to professionalize the global IT service organization by deploying a world-class ITSM platform and institutionalizing the governance routines required to maintain stability at scale.

1. ServiceNow Enterprise Rollout

Led the implementation of ServiceNow as the enterprise standard for IT operations. By optimizing workflows and consolidating licensing, the program was delivered $938K under initial estimates while providing 100% visibility into global ticket trends and asset lifecycles.

2. Change Management & Stability

Established and governed a formal Change Management process and CAB. This disciplined approach reduced unplanned incidents by 4% through controlled execution and rigorous impact analysis for all production-impacting events.

3. Service Excellence & Knowledge Management

Matured Knowledge Management and SOP frameworks within ServiceNow. This initiative increased self-service adoption and enabled a global service team to resolve 79% of total ticket intake without escalation.

4. Strategic M&A Playbook

Designed and owned the enterprise IT M&A integration and separation playbook. This repeatable framework allowed the organization to onboard new acquisitions without increasing internal headcount, delivering $140K in immediate annual savings per transaction.

The Results: High-Performance Global Delivery

The transformation successfully shifted the organization toward a proactive, business-aligned service model with measurable financial and operational impact.

- **Bottom-Line Efficiency:** Reduced annual IT costs by over $1.6M through strategic vendor negotiations and platform consolidation across infrastructure and ITSM tooling.
- **First-Class Resolution:** Achieved a 79% first-contact resolution rate, significantly improving service accessibility and response times for field operations.
- **Operational Stability:** Improved system uptime and reduced technical debt by streamlining the application portfolio and strengthening root-cause remediation practices.
- **Asset Transparency:** Standardized IT asset lifecycle practices for 5,000+ cellular users and 90+ locations, ensuring compliance and improving financial predictability.