knowledge17

WORK at LIGHTSPEED™

Evolution or Revolution – What a Difference a Letter Makes!!

JULIA MYRAM
HEAD OF IT SERVICE MANAGEMENT OFFICE
Stanley Black & Decker Inc

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servicenow

Agenda

- Introduction
- Revolution or Evolution – choosing the correct path
- Components for Evolution
- Components for Revolution
- Service Mapping – what it is and isn't
- Takeaways
- Q & As

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Speaker Introduction



NAME: Julia Myram

TITLE: Head of IT Service Management Office

FUNCTION: Business & IT Service Management, Global Enterprise Services

COMPANY: Stanley Black & Decker Inc.

EXPERIENCE: Over 25 years of experience in the IT Service Management and Operations disciplines

EXPERTISE: ITIL Expert, Continual Service Improvement, influencer within the organization for culture change to embrace a 'Service' centric model

ACHIEVEMENTS: Led 2012 implementation and the 2016 re-implementation of ServiceNow with configuration management at its core and streamlined and adjusted core processes to fully utilize CMDB. Implemented CMDB, SDLC, Service Mapping and much more

CURRENT PROJECTS: Mature core processes. Build on foundation. Deliver more mapped services. Align metrics, mature formalized process governance and introduce Service Level Management as a discipline

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My Company

StanleyBlack&Decker



Just as it was in 1843, our passion for excellence is seen around the world in our disciplined operations, purposeful business growth, and loyal customer relationships

STANLEY · BLACK+DECKER · DEWALT · PORTER CABLE · BOSTITCH

PROTO · MAC TOOLS · FACOM · AeroScout · Powers FASTENING INNOVATIONS

SIDCHROME · Vidmar · SONITROL VERIFIED ELECTRONIC SECURITY · LISTA · 國強

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Session Overview



Objectives

- Share experience of revolution and evolution (service management culture change)
- Service Mapping – a deeper dive
- Discovery and Service Mapping challenges



What You Will Learn

- Understand the journey we have taken and why
- Learn about the differences between Service Mapping and Discovery
- Gather key lessons related to re-implementing ServiceNow with CMDB at its core
- Discuss how the lessons may apply to you for your initiatives/projects

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Key Challenges

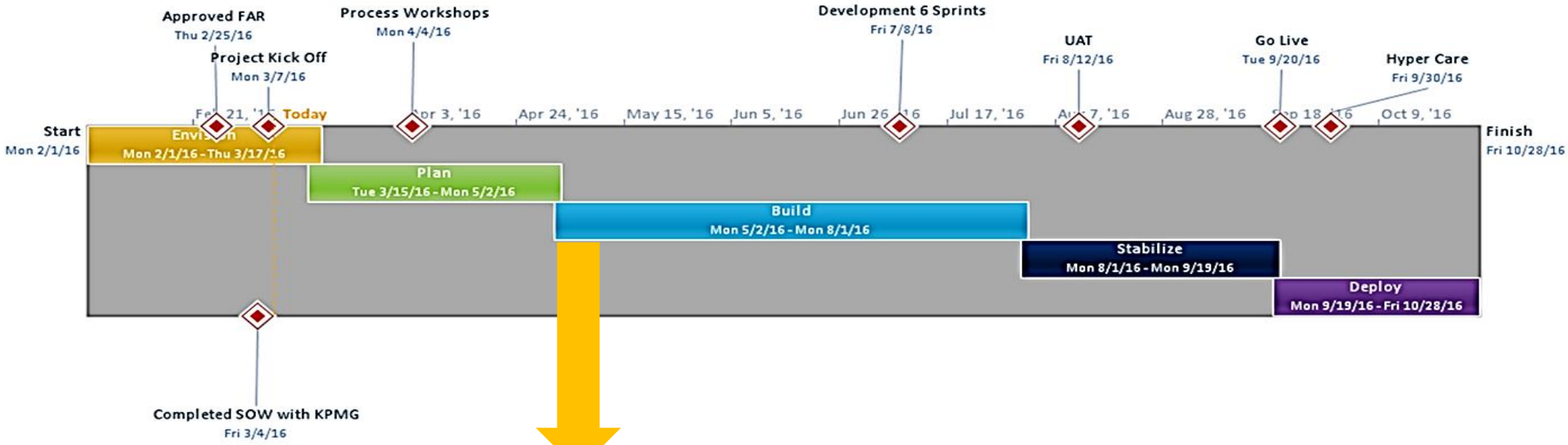
- SERVICENOW INITIAL IMPLEMENTATION IN 2012 FOR:
  - Incident, Change, Problem, Service Request/Catalog and Knowledge, CMS Portal added in 2015, Asset Management
  - PLATFORM HEAVILY USED GLOBALLY 24 X 7
  - Retain audit of ‘old’ tickets and ability to update and close in place for 12 months
- SHORT DURATION OF PROJECT (7 MONTHS)
- Increase ‘languages’ across ALL modules within ServiceNow
- Introduce new type of changes (Expedited)

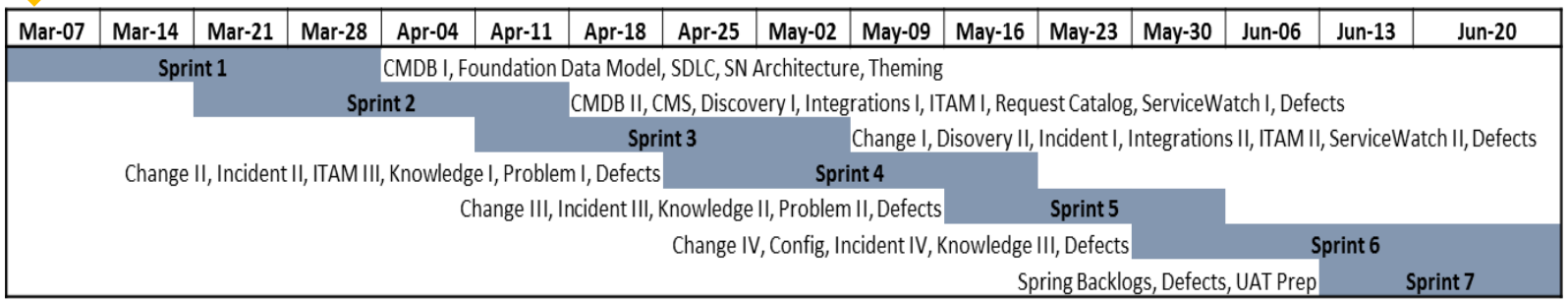
Goals

- RE-IMPLEMENT SERVICENOW WITH CMDB AT IT’S CORE. RE-ENGINEER PROCESSES FOR:
  - Incident, Change, Problem, Service Request/Catalog and Knowledge, Asset Management
- IMPLEMENT NEW PROCESSES/CAPABILITIES FOR:
  - Configuration Management, Discovery, Service Mapping, SDLC
- UTILIZE SERVICENOW TO PROVIDE THE FOUNDATION TO BUILD A TRUE SERVICE MANAGEMENT FOUNDATION
- ULTIMATELY PROVIDE;
  - Enablement of Service Stability
  - Show back costs of IT Services

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Solution – Timeline





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EVOLUTION

“the gradual development of something, especially from a simple to a more complex form”

Incident Management

Language Localization

Change Management



Knowledge Management

Problem Management

Service Requests

CMS Portal (Quick Tickets)

Asset Management

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EVOLUTION

SBD Branding & New System Name

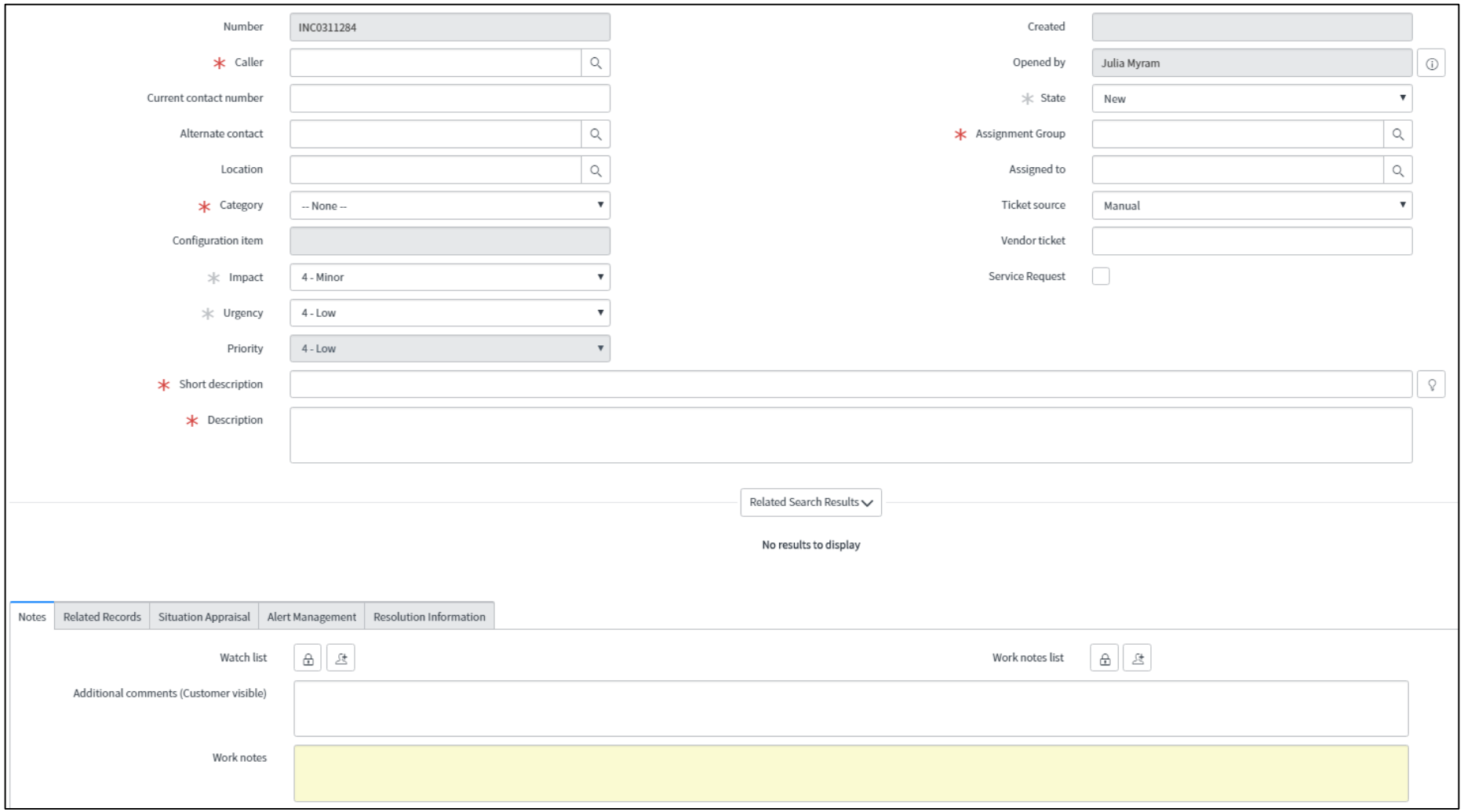


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EVOLUTION

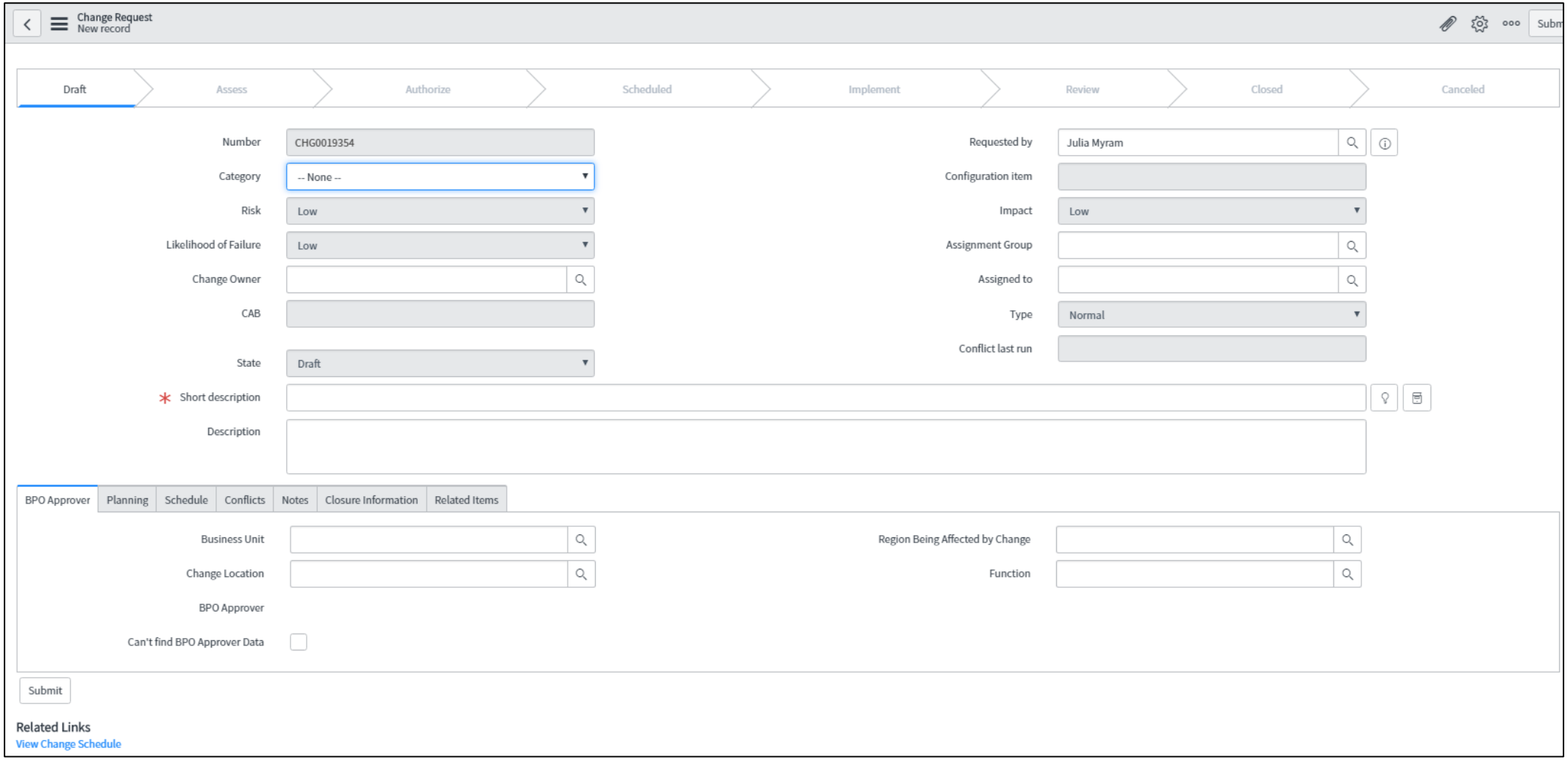
"streamlined Incident & Problem tickets"



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EVOLUTION

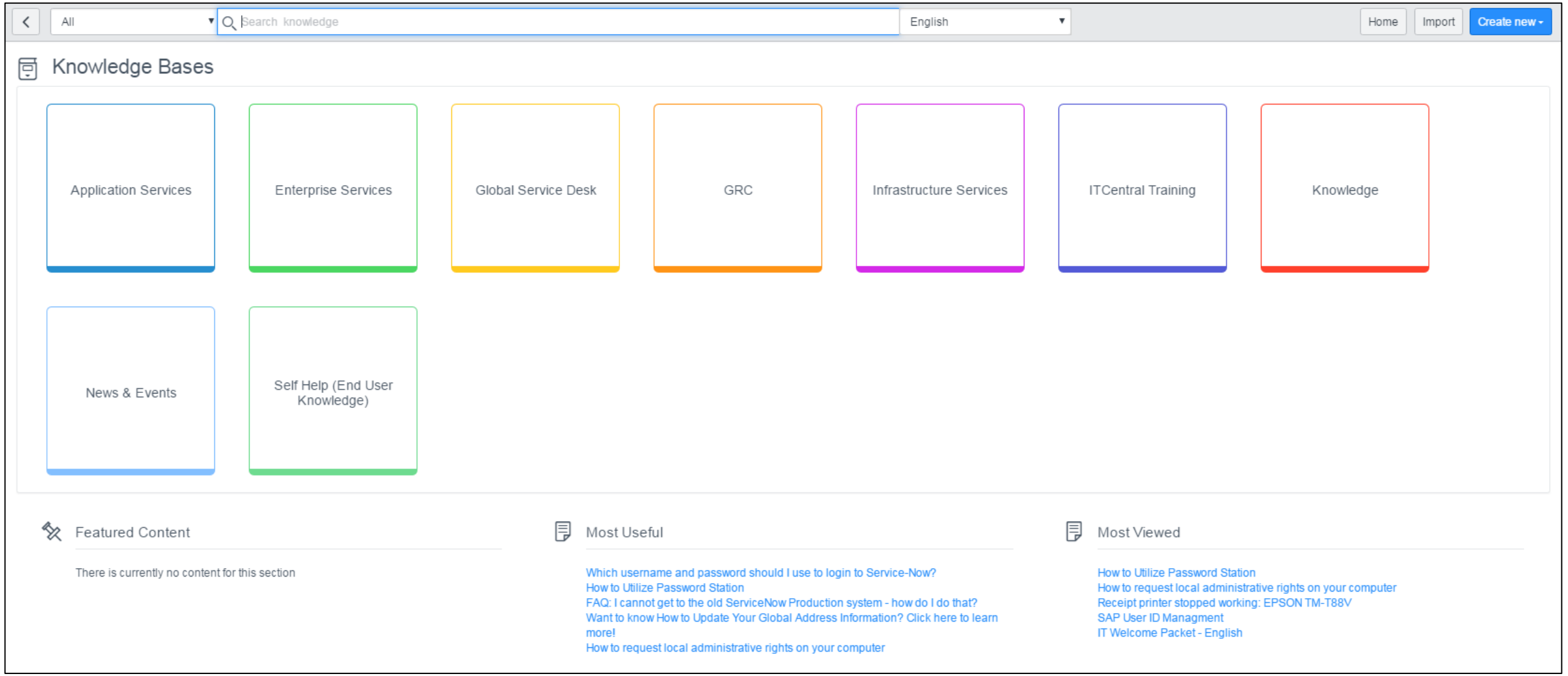
"streamlined Change tickets"



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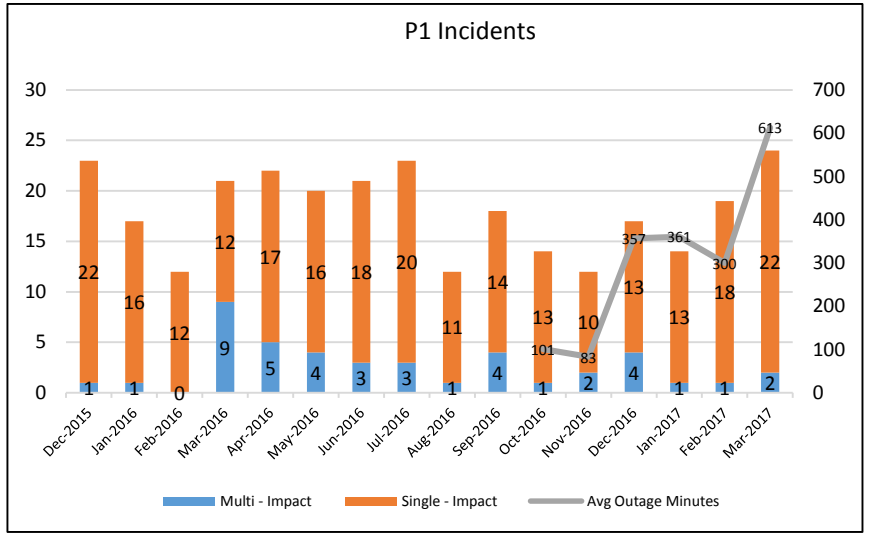
EVOLUTION

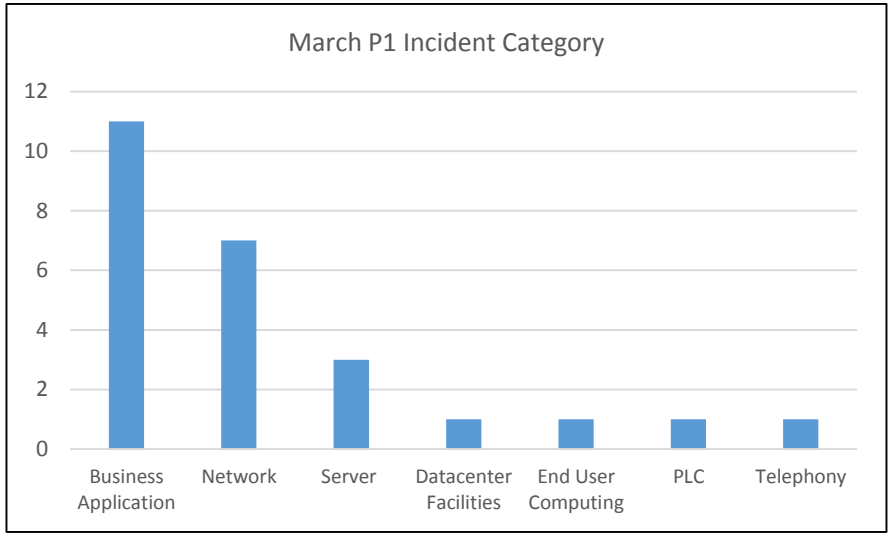
“new look Knowledge base”

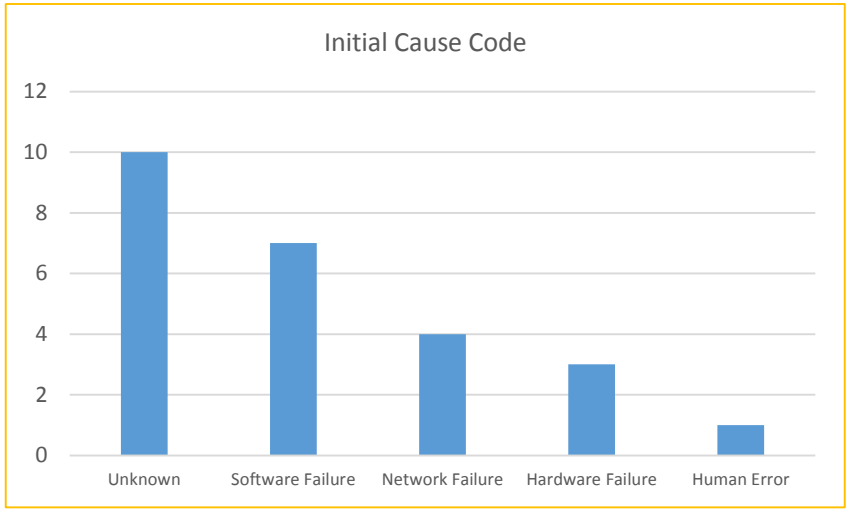


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Value Outcomes – October 2016 to March 31st 2017







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The Revolution

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REVOLUTION

SDLC (software development life cycle)

Service Mapping



Configuration Management

Expedited Changes

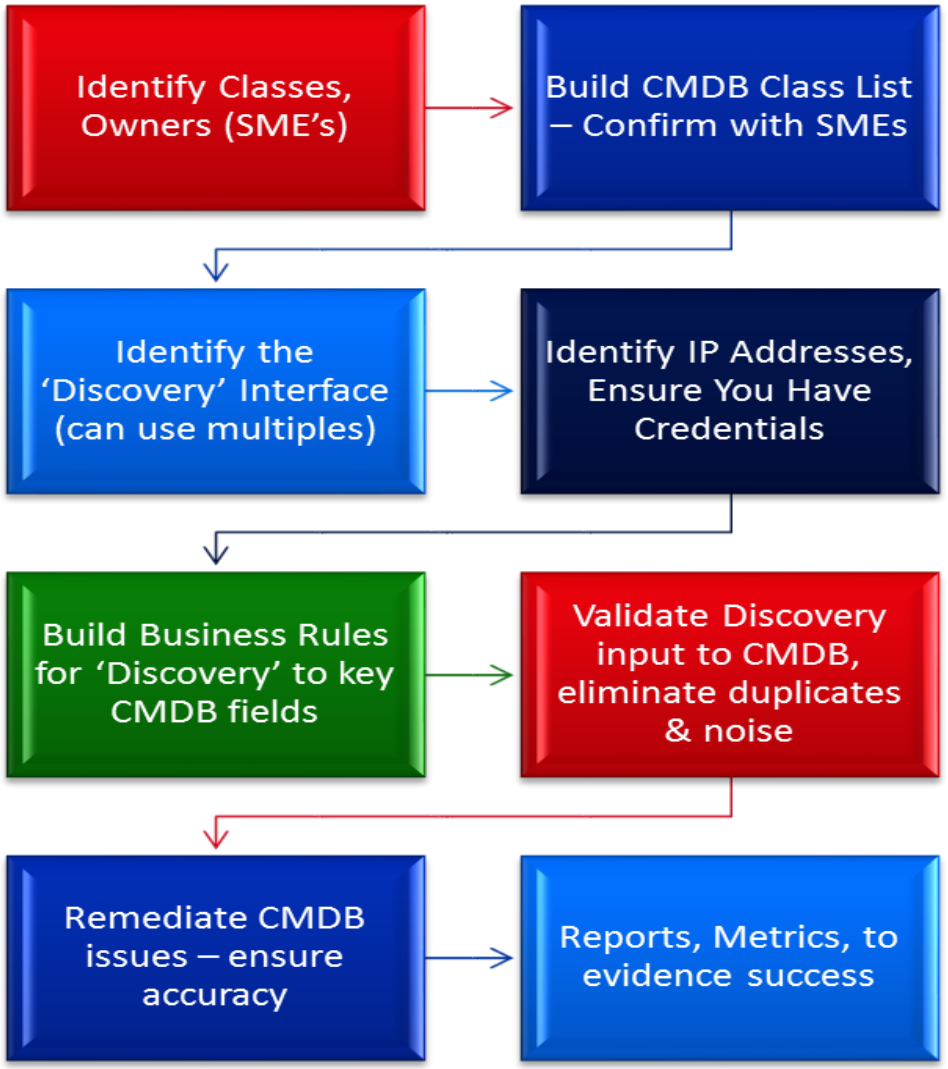
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Solution – Implementing Configuration Management

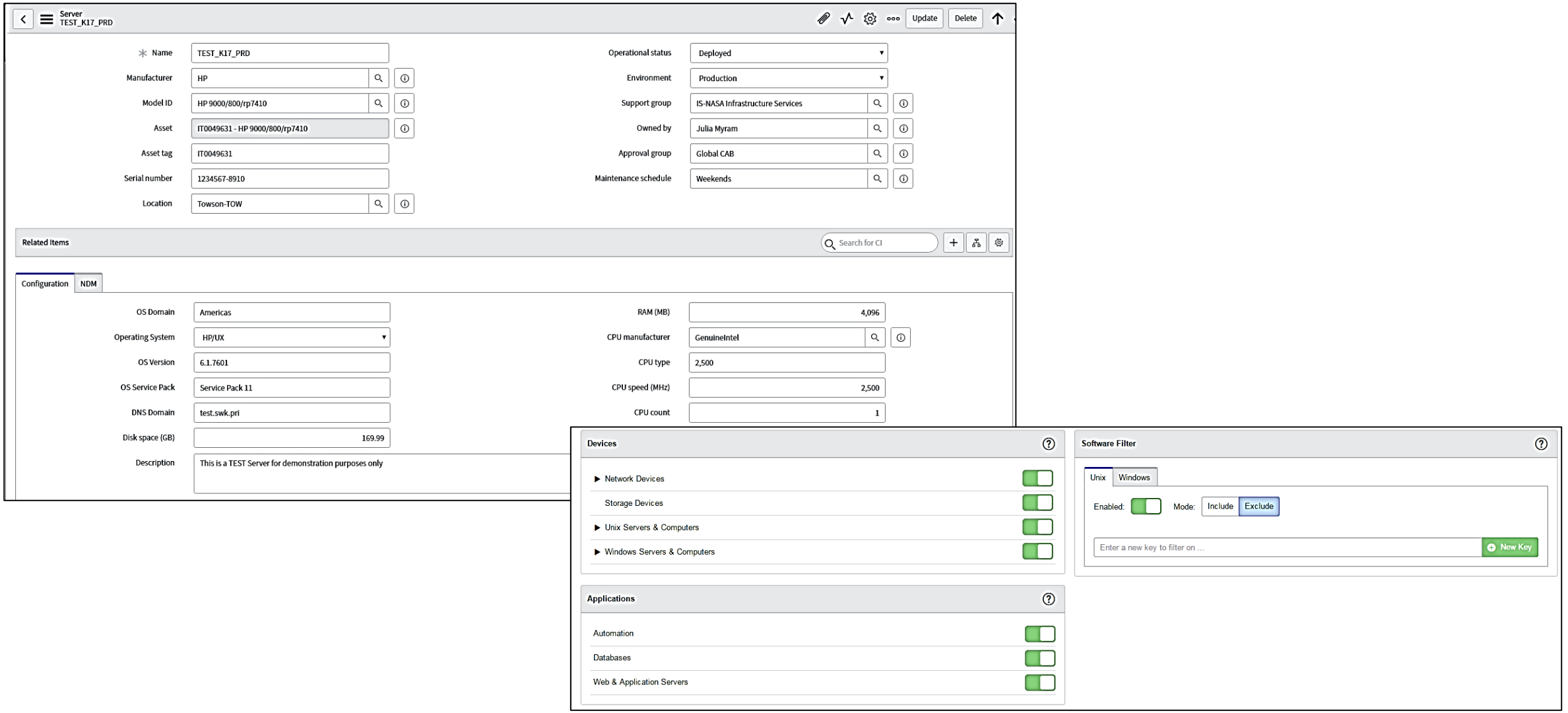
Start Small – Validate,

Only Use Fields Required for Key Processes



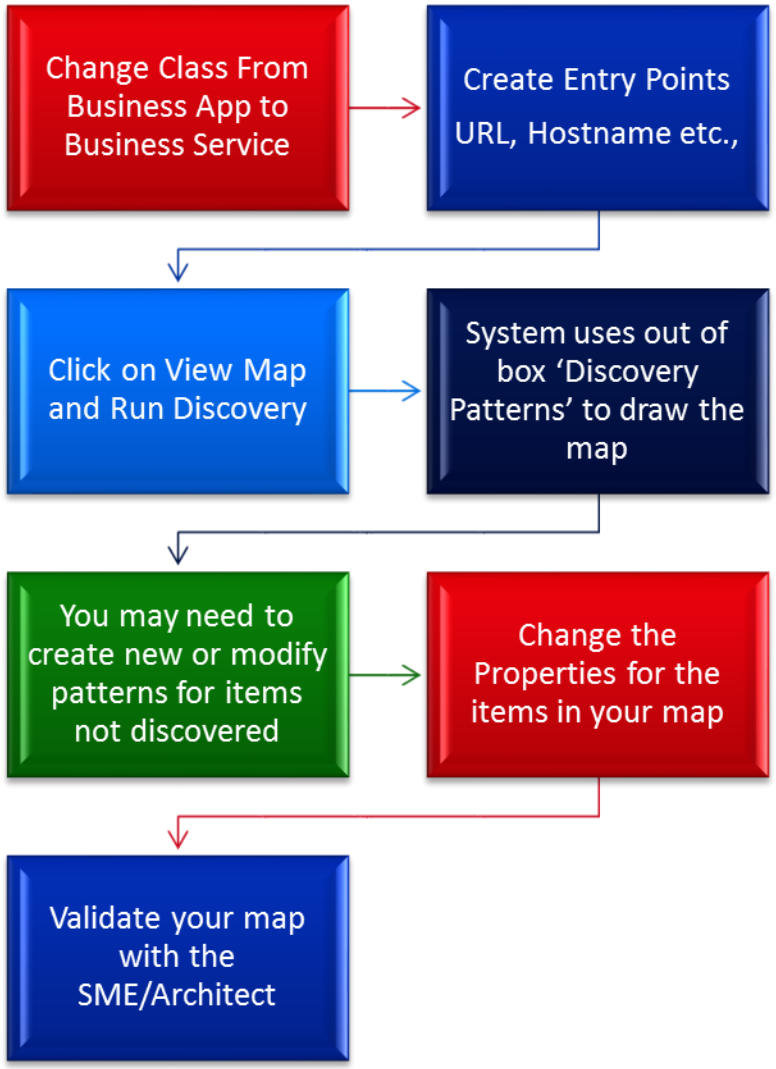
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Solution – Implementing Configuration Management



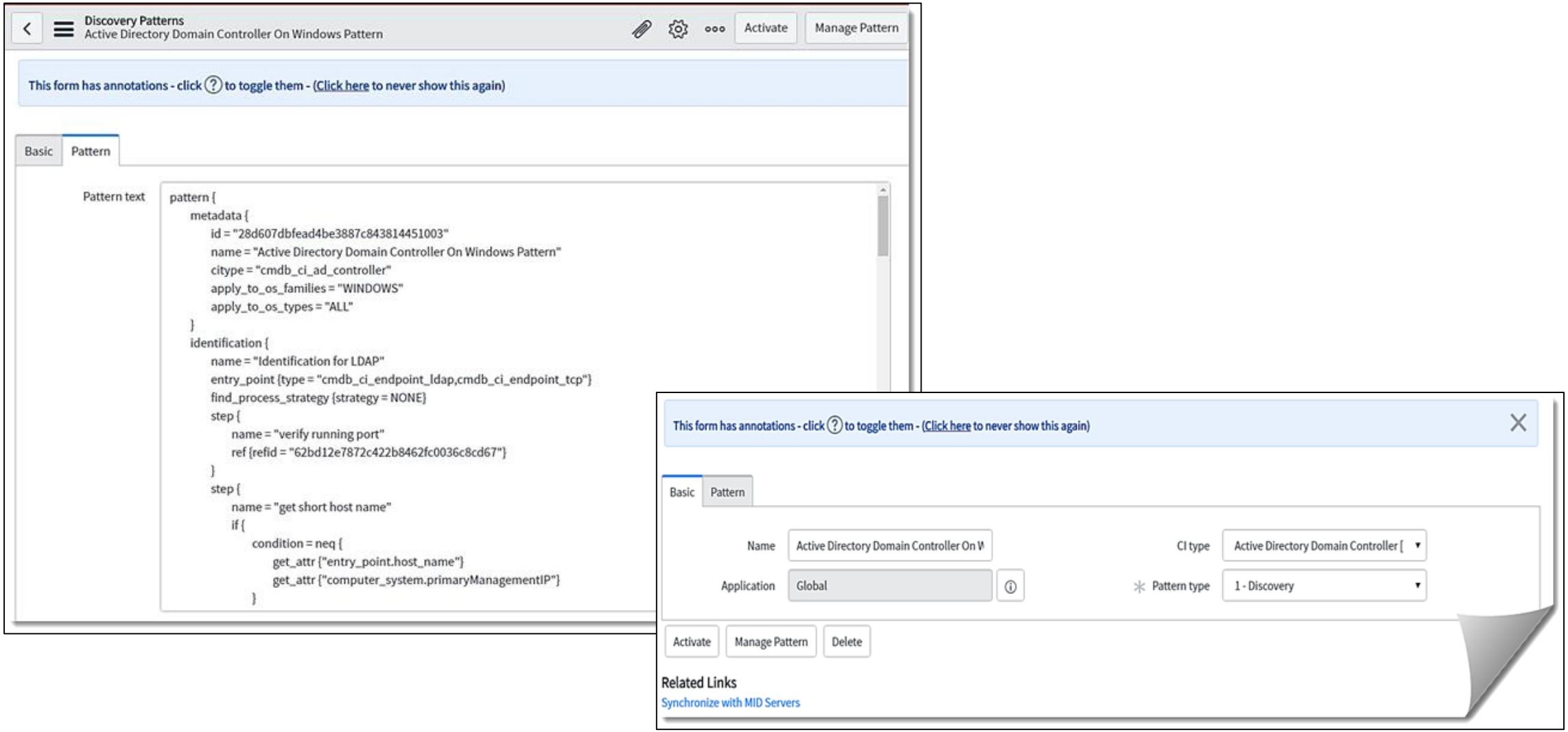
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Solution – Implementing Service Mapping



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Solution – Implementing Service Mapping



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Solution – SDLC (Software Development Lifecycle)



The Business identifies a requirement



The Business – Creates an AER



Business Services – Assess



Business Services – sets 'Disposition'

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Solution – SDLC (Software Development Lifecycle)

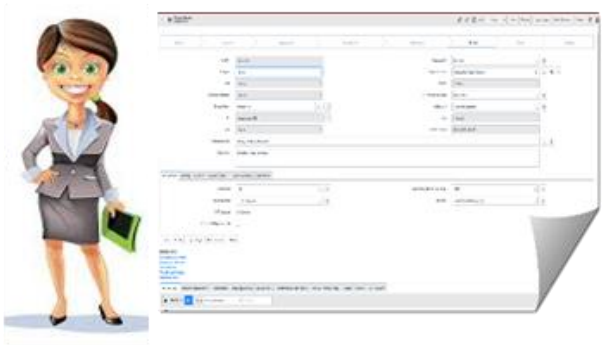


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Solution – SDLC (Software Development Lifecycle)



Release – scheduled, finalized & approved



Change Ticket created for the Release



Change Ticket Approved



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The Full Picture – SDLC (Software Development Lifecycle)



The Business identifies a requirement



The Business – Creates an AER



Business Services – Assess



Business Services – sets 'Disposition'





Delivery Team completes the 'Enhancement' & delivers the solution



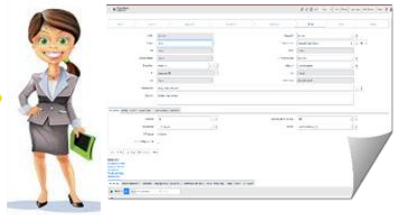
Testing successfully completed



'Enhancement' added to 'Release'



Release – scheduled, finalized & approved



Change Ticket created for the Release

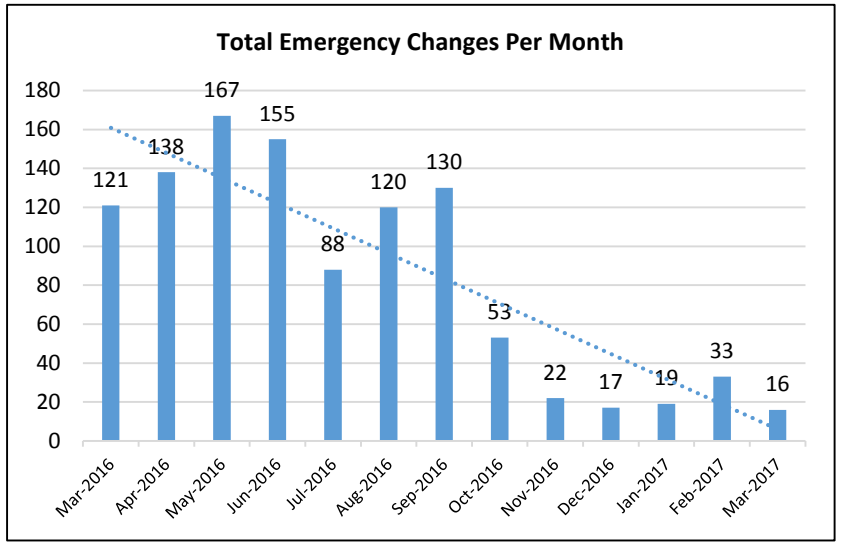


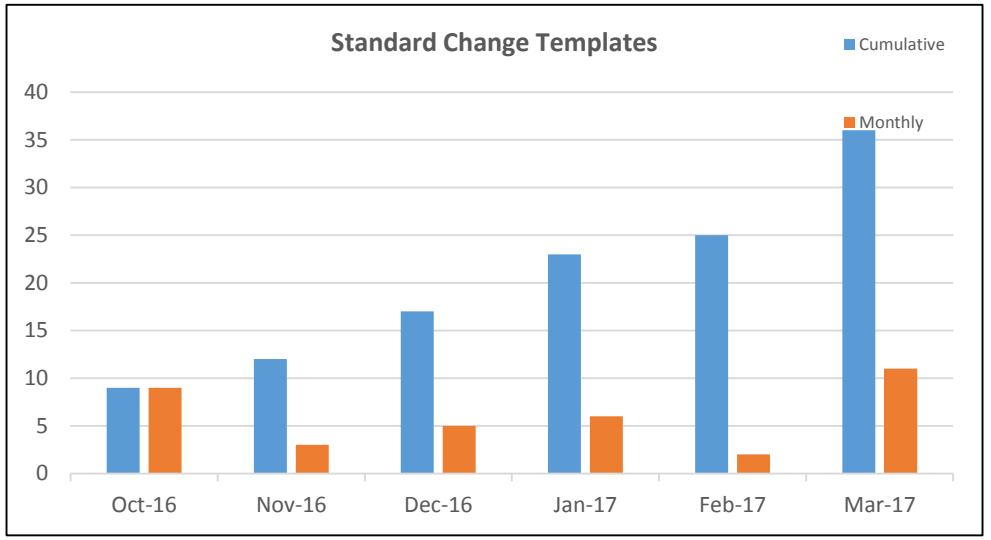
Change Ticket Approved

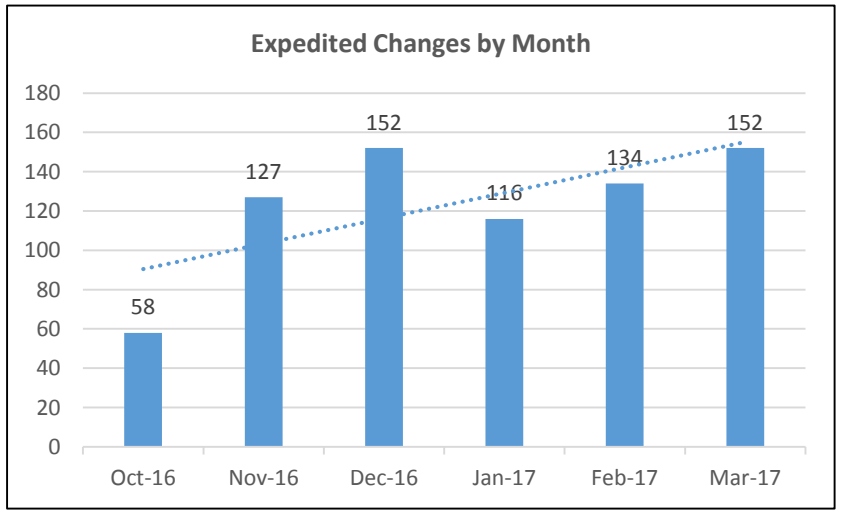


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Value Outcomes – October 2016 to March 31st 2017







March 2017				
Change Type	Change Count	%	Target	
Emergency Changes	20	2%	< 1%	
Expedited Changes	152	16%	< 5%	
Normal Changes	202	21%	20%	
Standard Changes	590	61%	75%	

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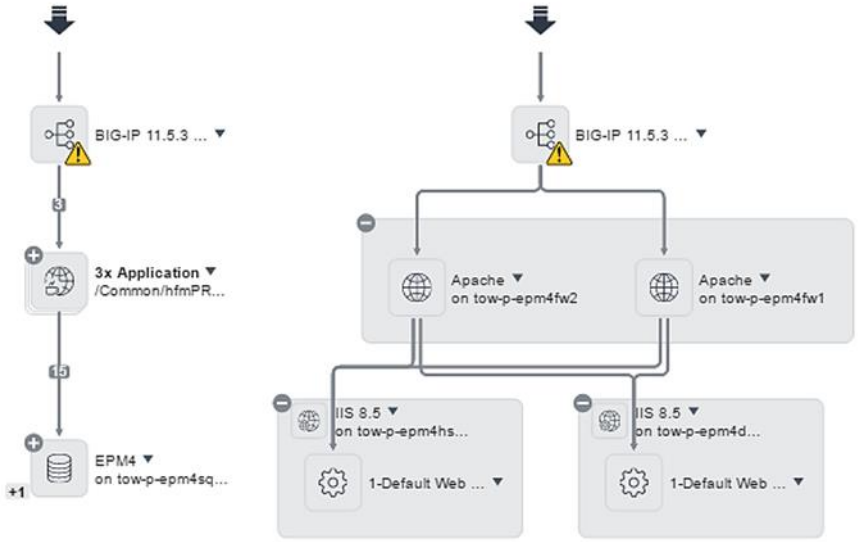
Service Mapping – A Deeper Dive

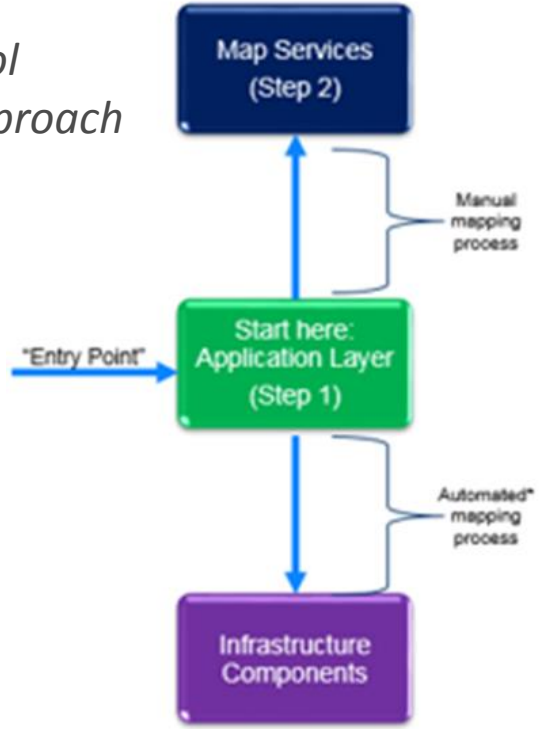
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Service Mapping – What Is It?

ITIL defines a **Service** as "a **means** of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks." *In other words, when we do something for another party that gives them something they want or value, we're providing a **service***

ServiceNow's Service Mapping is actually an Application Dependency Mapping (ADM) tool
***Difference is**: It takes a top down approach rather than a traditional bottom up ADM approach*





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Our Plan To Implement Service Mapping

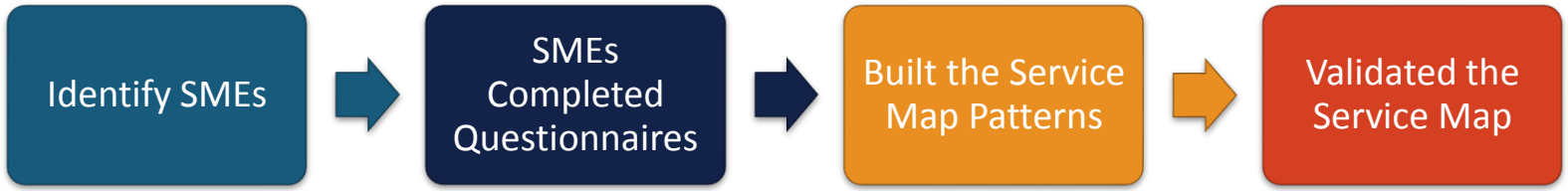
SAP C11 E03 P10

Hyperion Business Analytics & Reporting

RedPrairie

We selected our first five services using the following criteria:

- Business Critical
- Identified in SBD's Application Stability Program
- Global Facing with Moderate to High Complexity





End-to-end process to complete a Service Map averaged 46 hours
Most amount of time used on completing the questionnaire, and modifying the patterns

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Service Mapping Benefits & Challenges



Benefits:

- **Lays the foundation to map upwards to Business Processes & Services**
- Line of sight to changes/incidents affecting a Business Application (and eventually a Service in graphical view)
- **Assists with quickly understanding dependencies for each application**
- Being able to reuse map patterns for similar applications – speeds up the process and you map more
- **Assists with targeted communications for outages and changes when users subscribe to a 'service'**
- Ability to easily scroll back in the map timeline to see what has changed with the map at any given time period



Challenges:

- **Time consuming to get started – but still faster than doing it manually**
- **We really wanted 'Service' mapping – this was an expectation miss**
- Questionnaire responses are reliant upon the knowledge of the SME
- Need to watch out for duplicate items used in the map and in the CMDB
- Need a team dedicated to building map patterns initially
- **Not all Apps can be mapped automatically. You need to install CIMs clients on storage devices**
- If you build your maps in a sub-instance, they don't move over well. We had to re-build our maps from scratch in our Prod instance

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Top Takeaways

1

To increase adoption, include as many ‘influencers’ as possible. People who can lead the revolution, and those that can help you evolve

2

Set expectations very carefully, especially around Service Mapping – it’s not ‘magic’.

Introduce Basics and build on your success

3

Ensure you provide detailed, adequate training to ensure adoption, and compliance with new processes and capabilities

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Lessons Learned

- Involve the naysayers, make them a part of the design planning & decision making
- Ensure that your technical team has adequate training and scripting experience
- Make your training mandatory for those that are using the processes and new functions
- Train people on how to read a Service Map
- Design your metrics, and reporting at the beginning and don’t wait until the end

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Our Next Steps

- Service Management Foundation 2 – our next program to mature:
  - SDLC Process
  - CMDB, expanded functionality to some of our ‘Businesses’ Configuration Items
  - More Service Mapping to include, Business Capabilities, Functions (end to end view)
  - Expand and increase adoption for Knowledge Management
  - Implement Service Level Management capabilities
    - ITGRC for Governance
    - Cloud Provisioning Management
    - Automation for End User Support

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Thank You

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Q & A

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Thank You

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