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KAR Auction Services - The Road to ITOM Maturity

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KAR Auction Services, Inc.

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Agenda

KAR Auction Services – The road to ITOM Maturity

- Introduction
- Business Drivers
- Importance of CMDB
- Phases of Implementation
- Lessons Learned From Each Phase
- What's Next for KAR?
- Takeaways
- Q/A

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Speaker Introduction



NAME: Brian Osborne

TITLE: Manager of IT Shared Services – Dev Ops

FUNCTION: Product Management of ServiceNow for KAR

COMPANY: KAR Auction Services, Inc.

EXPERIENCE: 18 years in IT, 5 years in ServiceNow® Development and Product Management

EXPERTISE: Dev Ops, Agile Development, ITIL Program Mgmt, ITIL Foundation, Operational Support and Analysis (OSA), Release Control and Validation (RCV), Project Management (PMP)

ACHIEVEMENTS: Grew ServiceNow® users from just 175 with Incident to over 17,000 with 10+ applications including employees using Employee Self-Service

CURRENT PROJECTS: Service Focused IT Improvements, Automation of IT Tasks, CMDB, Service Mapping

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My Company



NAME: KAR Auction Services, Inc. (NYSE: KAR)

INDUSTRY: Automotive Remarketing

MARKET FOCUS: The KAR group of companies provides sellers and buyers across the global wholesale used vehicle industry with innovative, technology-driven remarketing solutions

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Wholesale Car Auctions, Salvage Car Auctions, Floorplan Financing for Dealers

COMPANY-WIDE INITIATIVES: Growth, Service Focused IT (ignITe), New Wave Online Solution, Regulatory and Security Compliance

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Session Overview



Objectives

- How to deploy ITOM products, using a phased approach, to move organization from being reactive to proactive



What You Will Learn

- How to justify ITOM rollout using business drivers
- Why CMDB is at the heart of a successful deployment
- How to use a phased approached to implement ITOM products
- Options for customization versus out-of-the-box implementation
- How to leverage Performance Analytics to measure success
- Key observations and lessons learned from KAR's experience

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Business Drivers – Why are We Even Doing This?

SINGLE SYSTEM OF RECORD

- No Single Source of Truth
- Limited understanding of relationships

CHANGE IMPACT & ANALYSIS

- Cannot assess impact of changes
- No visibility - infrastructure change was cause of a service issue?

FIRST TO KNOW & FIRST TO REPORT

- Inability to determine business impact before users do
- Lack of integration between Event and Incident Management

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Why Do We Need a CMDB?

CMDB is the heart of the Service Management Platform



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Our Approach

Phase I – Building the Single Source of Truth (SSoT)

- ServiceNow Discovery Deployment
- CI Standards
- Data Certification

Phase II - ITIL Process Integration

- Process Integration of CMDB and Change, Incident, Problem

Phase III – Event & Service Mapping

- Event Management & ServiceWatch - Service Mapping
- Understanding true service Impact

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Phase 1 – Building the Single Source of Truth

Deliverables

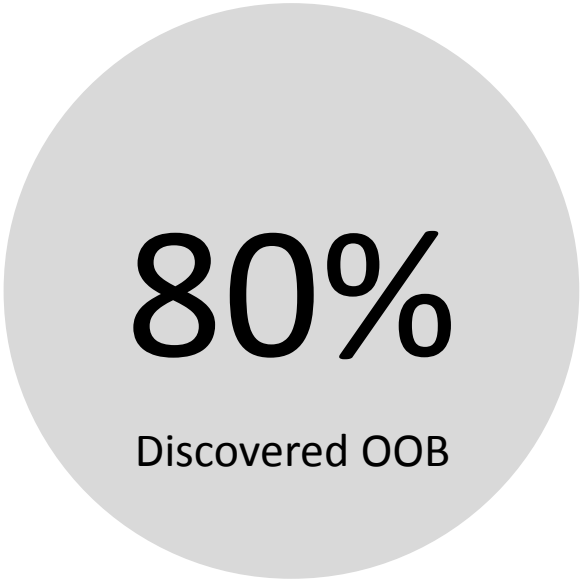
- Automated CI Population in CMDB
- Standardization of CI's Types and associated data
- Automated CI Data Validation Workflow

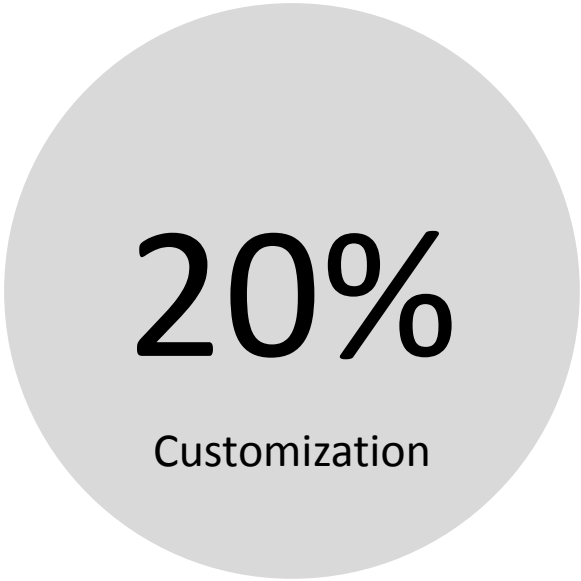
Scope

- All ITSS Managed Infrastructure
  - ~140 Discovery Schedules
  - ~10,000 Infrastructure related CI's

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Discovery Roll-Out





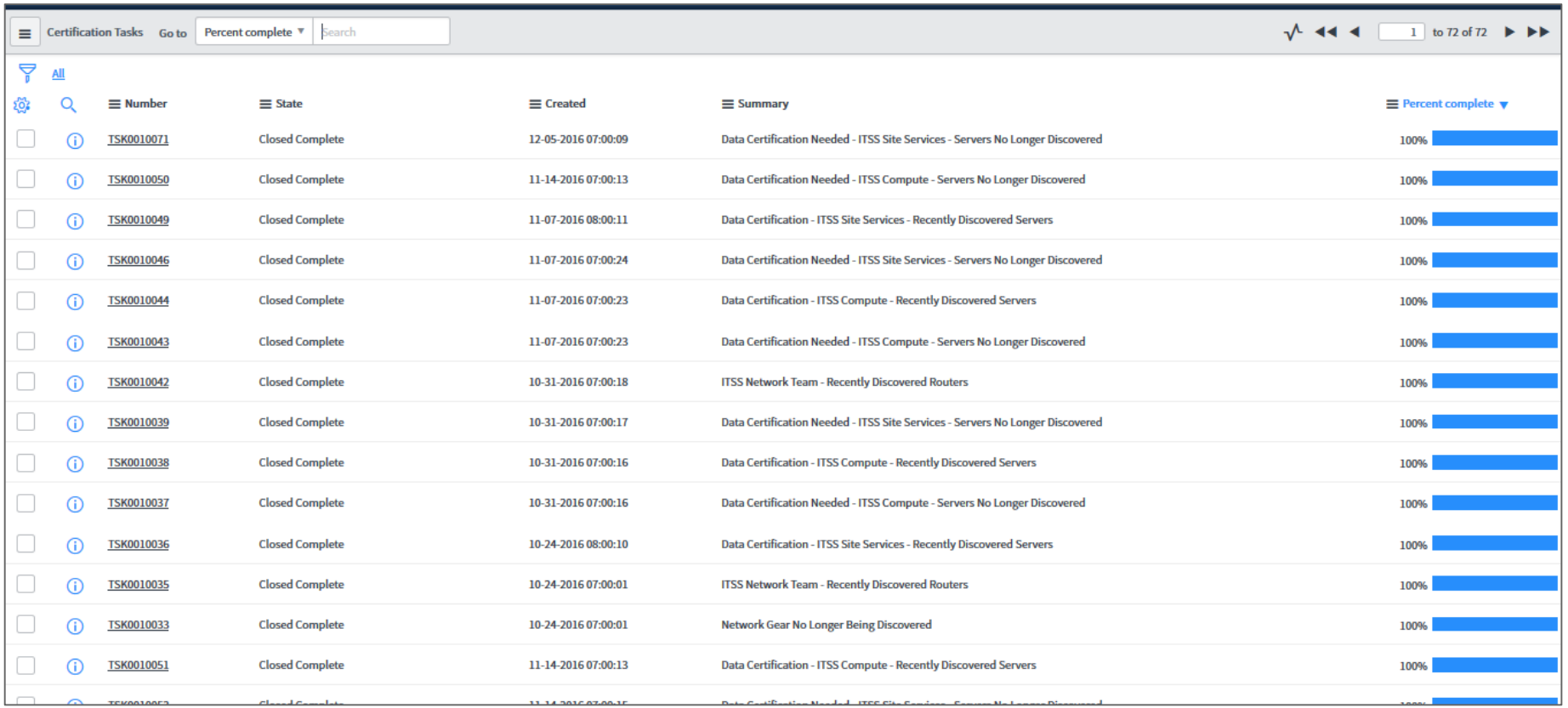
pSeries – lpar Discovery, Active Directory Mapping, Cisco UCS Environment Mapping, Matching CI Ownership

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Data Certification

How do we keep this data accurate?

- Weekly data certification tasks assigned to infrastructure & platform CI owners



Certification Tasks Go to Percent complete Search 1 to 72 of 72

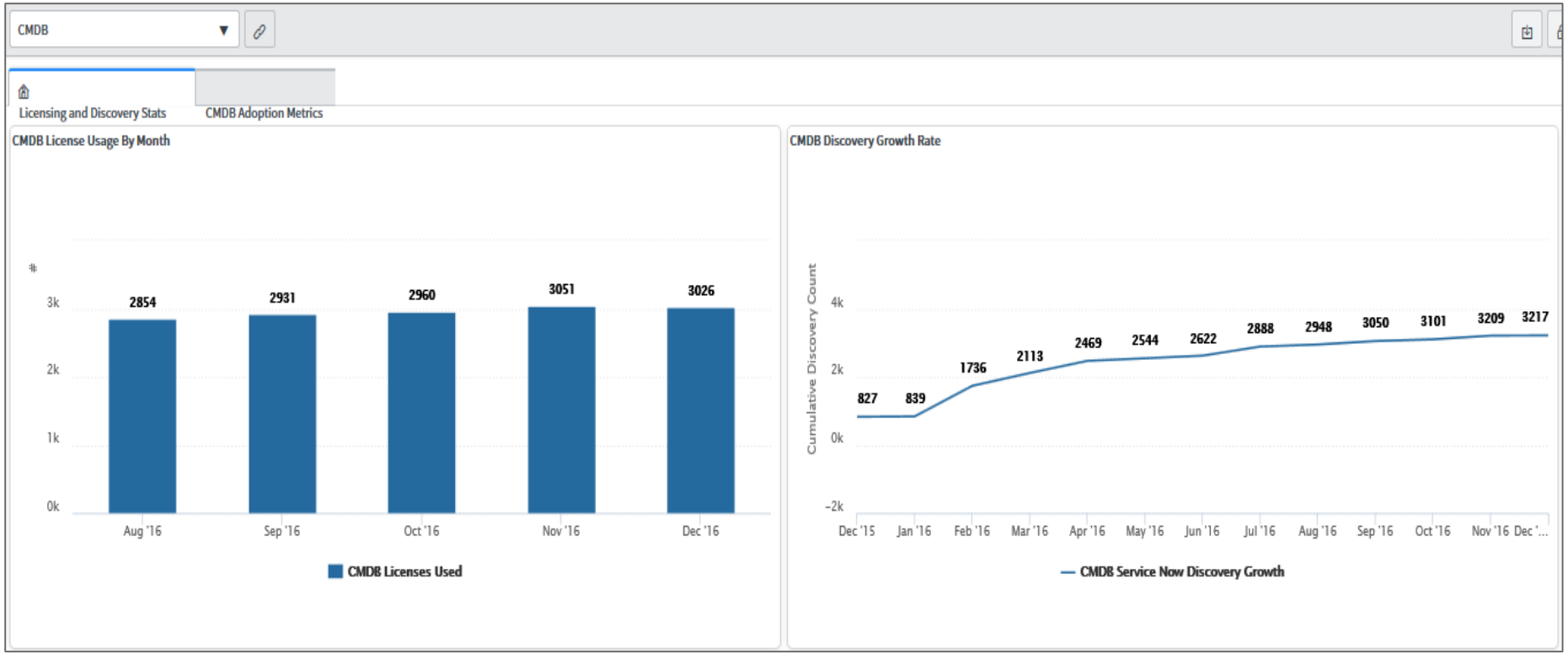
All

Number	State	Created	Summary	Percent complete
TSK0010071	Closed Complete	12-05-2016 07:00:09	Data Certification Needed - ITSS Site Services - Servers No Longer Discovered	100%
TSK0010050	Closed Complete	11-14-2016 07:00:13	Data Certification Needed - ITSS Compute - Servers No Longer Discovered	100%
TSK0010049	Closed Complete	11-07-2016 08:00:11	Data Certification - ITSS Site Services - Recently Discovered Servers	100%
TSK0010046	Closed Complete	11-07-2016 07:00:24	Data Certification Needed - ITSS Site Services - Servers No Longer Discovered	100%
TSK0010044	Closed Complete	11-07-2016 07:00:23	Data Certification - ITSS Compute - Recently Discovered Servers	100%
TSK0010043	Closed Complete	11-07-2016 07:00:23	Data Certification Needed - ITSS Compute - Servers No Longer Discovered	100%
TSK0010042	Closed Complete	10-31-2016 07:00:18	ITSS Network Team - Recently Discovered Routers	100%
TSK0010039	Closed Complete	10-31-2016 07:00:17	Data Certification Needed - ITSS Site Services - Servers No Longer Discovered	100%
TSK0010038	Closed Complete	10-31-2016 07:00:16	Data Certification - ITSS Compute - Recently Discovered Servers	100%
TSK0010037	Closed Complete	10-31-2016 07:00:16	Data Certification Needed - ITSS Compute - Servers No Longer Discovered	100%
TSK0010036	Closed Complete	10-24-2016 08:00:10	Data Certification - ITSS Site Services - Recently Discovered Servers	100%
TSK0010035	Closed Complete	10-24-2016 07:00:01	ITSS Network Team - Recently Discovered Routers	100%
TSK0010033	Closed Complete	10-24-2016 07:00:01	Network Gear No Longer Being Discovered	100%
TSK0010051	Closed Complete	11-14-2016 07:00:13	Data Certification - ITSS Compute - Recently Discovered Servers	100%

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Discovery Growth

- Measuring growth with Performance Analytics



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Phase 1 – Key Observations & Lessons Learned

Credentials

- Getting the appropriate credentials are Critical to your success. Get credentials prior to kickoff.

Discovery ACL's

- Ensure that your MID Servers have the right access for discovery. Reuse existing Monitoring Gateways in your environment or build mid servers on the same network/VLAN.

Don't boil the ocean

- Start simple with the data you will collect in your CMDB. All data in the CMDB must be managed! Leverage data certification and give ownership to those who manage CI's.

Don't Panic if your first discoveries fail!

- Some of your initial discovery results will fail. You'll get past it, I promise! Leverage a partner and/or ServiceNow's Doc website (https://docs.servicenow.com) for Discovery quick starts and Mid Server best practices.
  - Leverage your discovery findings to drive standardization and consistent operational procedures

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Phase 2 – ITIL Process Integration

Deliverables

- Integrate the CMDB CI's with existing ITSM Processes
- Develop KPI's to track CMDB adoption

Scope

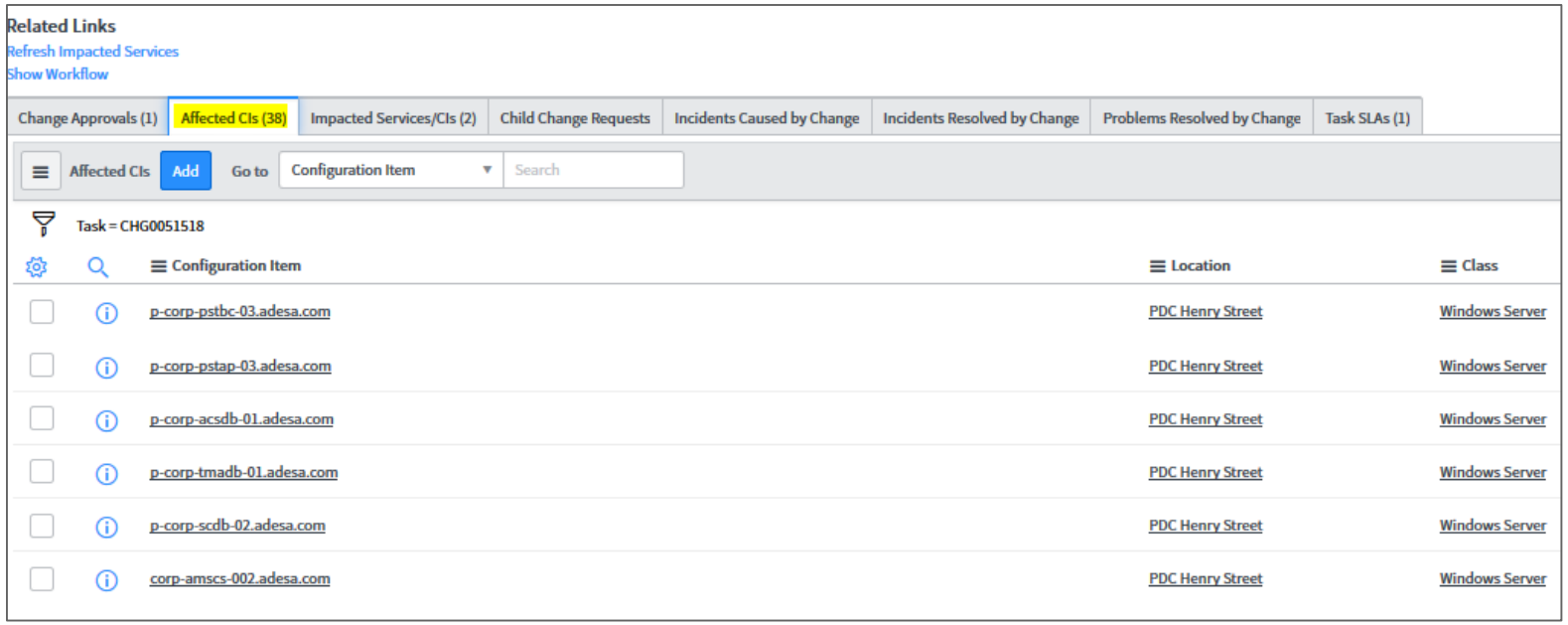
- Limited to infrastructure & platform related CI's only
- Processes – Incident, Change, Problem

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Phase 2 – ITIL Process Integration

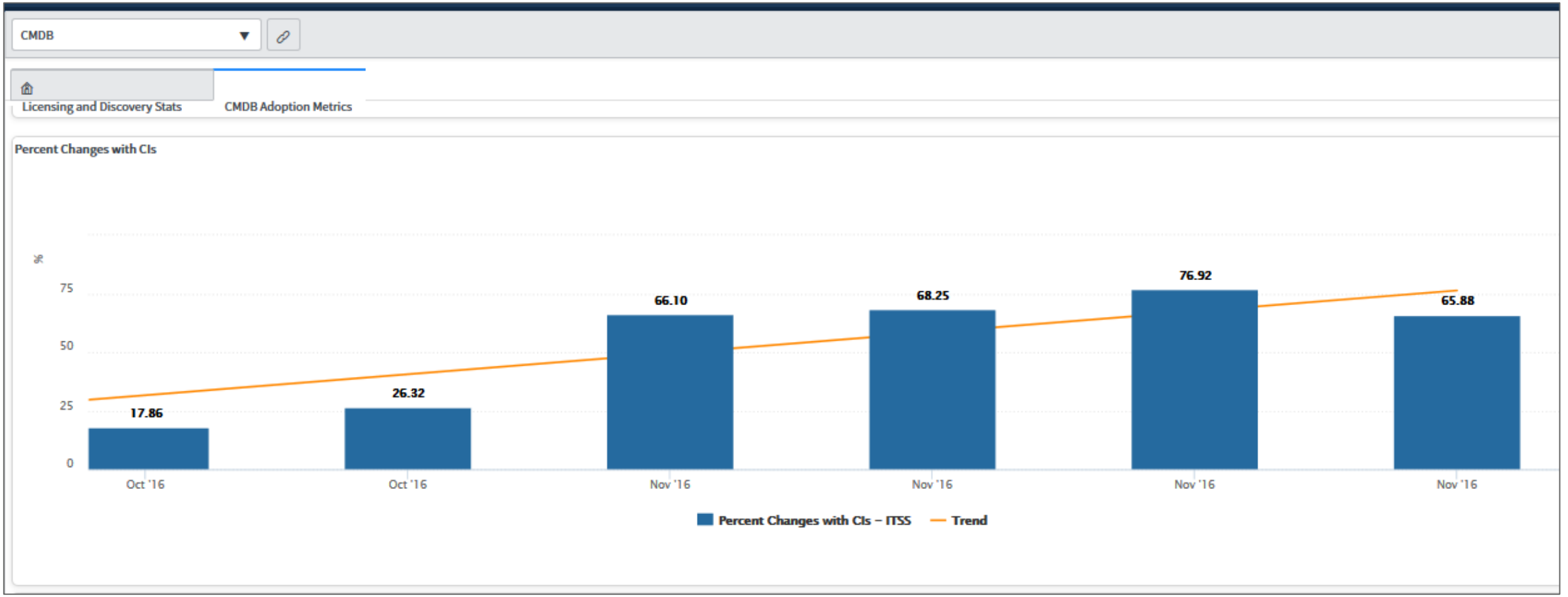
Affected CI's versus Configuration Item

- We chose to use the Affected CI's related list rather than the OOB Configuration Item field for Incident, Change and Problem
- Why?
  - Allows the ability to add multiple CI's
    - Example- Windows Patching, location wide outages, etc



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Phase 2 – Measuring CMDB Adoption



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Phase 2 – Key Observations & Lessons Learned

Adding CI's to Incidents, Changes and Problems not mandatory

- Why? -Found that our existing processes and workflows need to mature to consume CMDB data. Don't wait for perfection to implement

Began tracking the adoption through Performance Analytics

- % of Incident, Changes, Problems with associated CI's. Develop your set of KPI's you want to measure to track your adoption

Training critical to adoption

- Implemented Monthly Lunch and Learns. Joined team meetings to explain the "What's in it for me?" details.

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Phase 3 – Event and Service Mapping

Deliverables

- Deploy Event Management in ServiceNow® to act as source of truth for all events in environment
- Develop automated SLA Adherence reports for Monitoring Team
- Deploy ServiceWatch and integrate with CMDB

Scope

- All alerts with associated alert response procedures
- 10 Business Services

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Phase 3 – Event and Service Mapping

Our Approach

- Pick one application/service to map for each of our technology stacks
  - (Example- One app running on Jboss, One for WebSphere, One for IIS, etc)
  - Thought being mapping one per technology will allow for faster deployment
- What we found
  - ServiceWatch Discovery Patterns can be easily modified to accommodate when applications are not built to “out of box” standard
  - Our approach worked when our environment allowed it to work…
- What we also found…
  - We have a lot of applications not built to “out of box” standards or with consistency…

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Phase 3 – Event and Service Mapping

A Blessing In Disguise

- We can now leverage this data for conversations with application development and Infrastructure teams to drive consistency and standards.
- We now know where our dirty laundry is and in more detail than we've ever had.
- We can now use this to drive our environment automated deployments in the future.

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Phase 3 – Key Observations & Lessons Learned

Service Mapping is a powerful tool but does require some upfront heavy lifting

- Ensure that you get the necessary resources/SME's to participate in your service mapping efforts to reduce time.

You will learn a lot about your environment... Use it to drive improvements!

- Leverage the information gathered to drive consistency and standardization as this will speed up Service Mapping and position your teams to automate activities in the future

Engage your application development teams throughout the process

- Ensure your app/dev teams are aware of how you are mapping services. Ensure you are consulted/informed when there are any major releases.

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Our Next Steps

- Service Availability Management
- Automated Alert Response
- Automated Infrastructure Provisioning
- Business Service Catalog



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Top Takeaways

1

People
– Teams should have ownership

2

Process
– Don’t wait for perfection.
Simplify, standardize then automate.

3

Technology
– Get access and credentials first and leverage out-of-box before customization

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Thank You

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Q & A

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