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Application Portfolio Management - Leverage the CMDB for Success

LATHA KETHINENI
Associate Director, Service Performance Management
Bristol-Myers Squibb

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Agenda

- Introduction
- Application Portfolio Management Journey
- Leverage the CMDB for APM Success
- Implementation Approach (People, Process, Data & Technology)
- Top Takeaways

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Speaker Introduction



NAME: Latha Kethineni

TITLE: Associate Director, Service Asset & Configuration Management
Global Process Owner

FUNCTION: Information Technology

COMPANY: Bristol-Myers Squibb

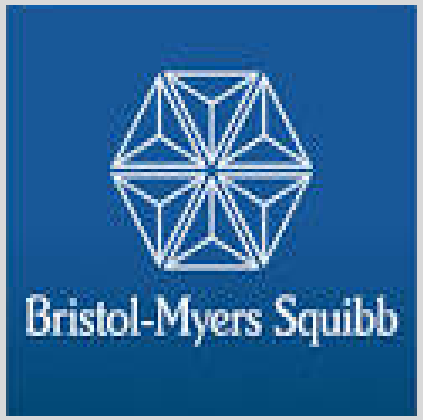
EXPERIENCE: Service Management, Process engineering, Project Management, Application Development & Business Analysis

EXPERTISE: Plays key strategic and operational roles in implementing service management processes (Service Asset & Configuration, Incident, Service Request, and Change) on multiple service management solutions including the ServiceNow based solution at BMS

CURRENT PROJECTS: Latha Kethineni is the Global Process Owner for Service Asset & Configuration Management (SACM) and is accountable for the strategy and management of the SACM/CMDB process used globally to support enterprise service delivery at Bristol-Myers Squibb

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My Company



NAME: Bristol-Myers Squibb

INDUSTRY: BioPharma

MARKET FOCUS: To discover, develop and deliver innovative medicines that help patients prevail over serious diseases

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Opdivo , Coumadin, Eliquis, Plavix… Around the world, our medicines help millions of people in their fight against such diseases as cancer, cardiovascular disease, hepatitis B and hepatitis C, HIV/AIDS and, rheumatoid arthritis

COMPANY-WIDE INITIATIVES: Company transformation, Cost and process efficiencies, IT Transformation - Speed of development/deployment/quality, User Experience Focus, Regulatory Compliance

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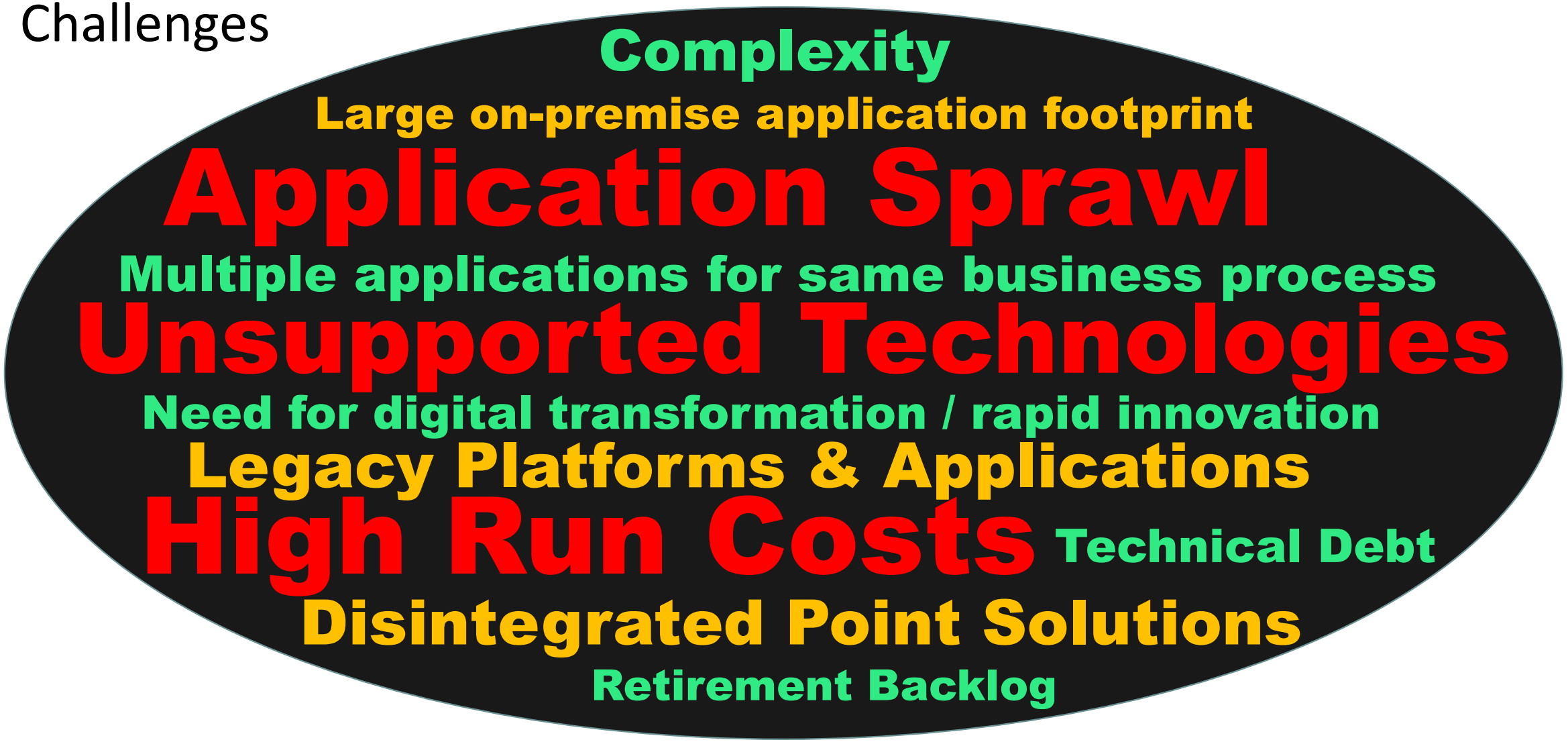
What You Will Learn



- Learn about the challenges, drivers and goals for our APM journey
- Understand how BMS leveraged the ServiceNow CMDB for APM success
- Implementation approach (People, Process, Data & Technology)
- Next steps @ BMS

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Challenges



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Goals



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Application Rationalization Strategy & Execution

Strategy



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Application Rationalization Strategy & Execution

Strategy



Execution



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APM leveraging the CMDB@ BMS

People

Process

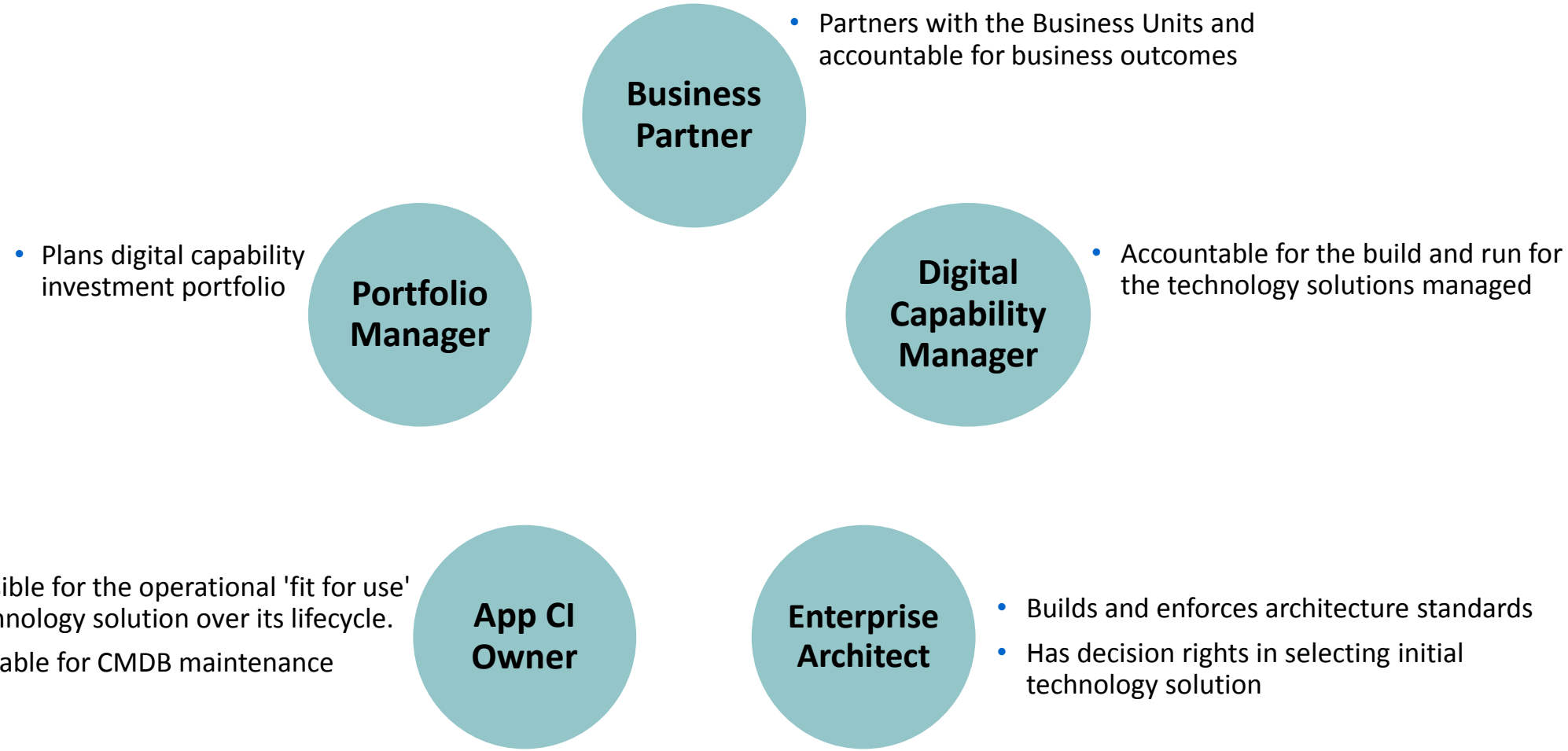
Data

Technology



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APM & CMDB Roles



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Multi-Tiered CMDB / APM Governance Model

SACM & APM Process Owner	• Process Design & Implementation • Manage SACM & APM Strategy, Roadmap & Scope • Monitor SACM Process health & Application Portfolio
Configuration Managers	• Chair Data Governance Board • Monitor & measure CMDB data • Distribute monthly CMDB data quality reports • Increase process adoption and adherence
Domain Owners	• Digital Capability Manager or Representative • Accountable for suite / application life cycle planning • Liaise between CI Owners & Configuration Managers • Ensure that CI Owners complete the certification & data remediation steps
CI Owners	• Own individual configuration items • Accountable for maintaining CI attributes & relationships • Responsible for application life cycle planning • Complete the CMDB data verification & certification

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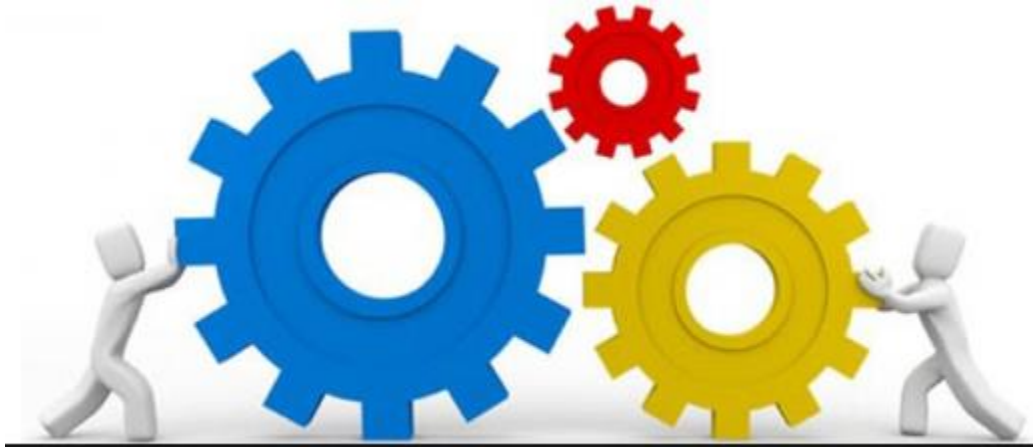
CMDB – A catalyst to APM @ BMS

People

Process

Data

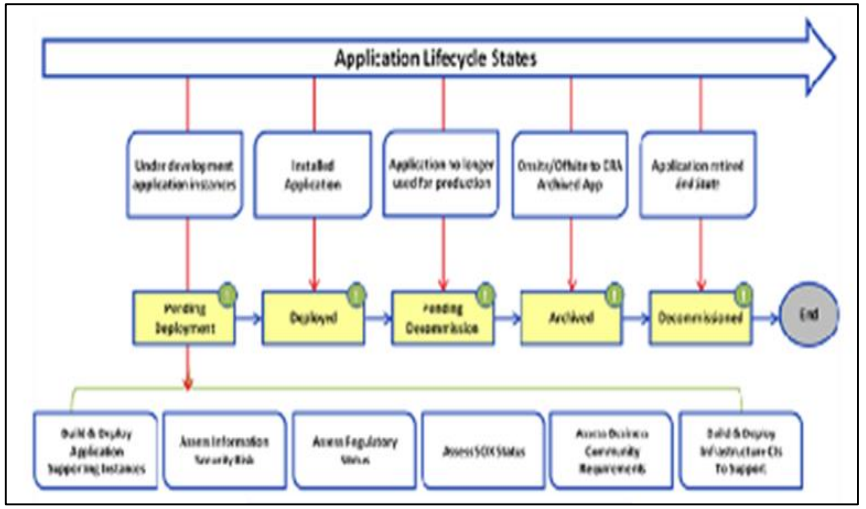
Technology

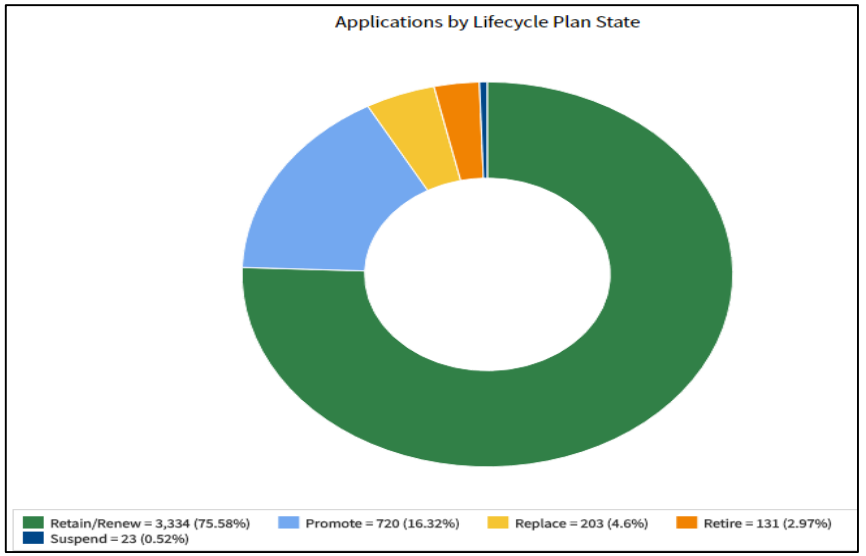


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Process Design, Implementation & Governance

- Define APM & CMDB roles & responsibilities
- Manage Asset / CI Lifecycle in the CMDB
- Assess your applications portfolio
- Application Scoring - Value / Risk / Cost model
- Review application portfolio periodically
  - APM Process Owner & Senior leaders
- Align employee incentives & service provider SLAs tied to APM & CMDB Success

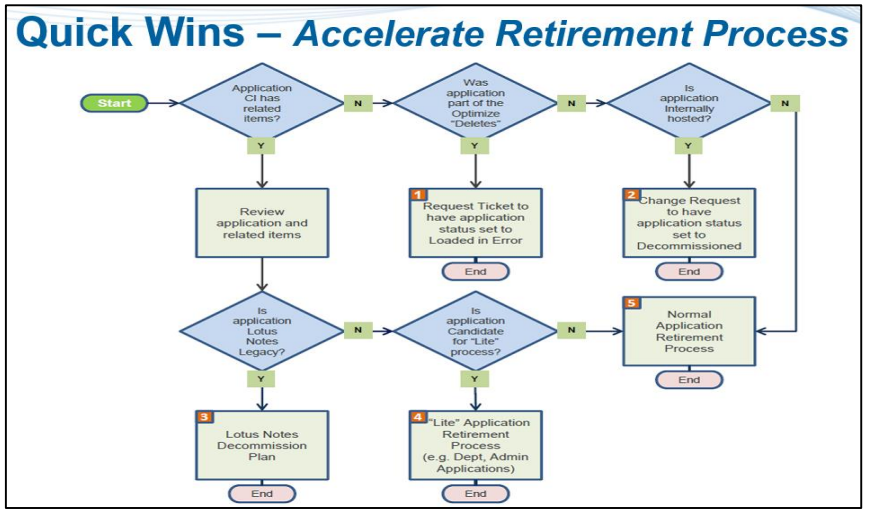


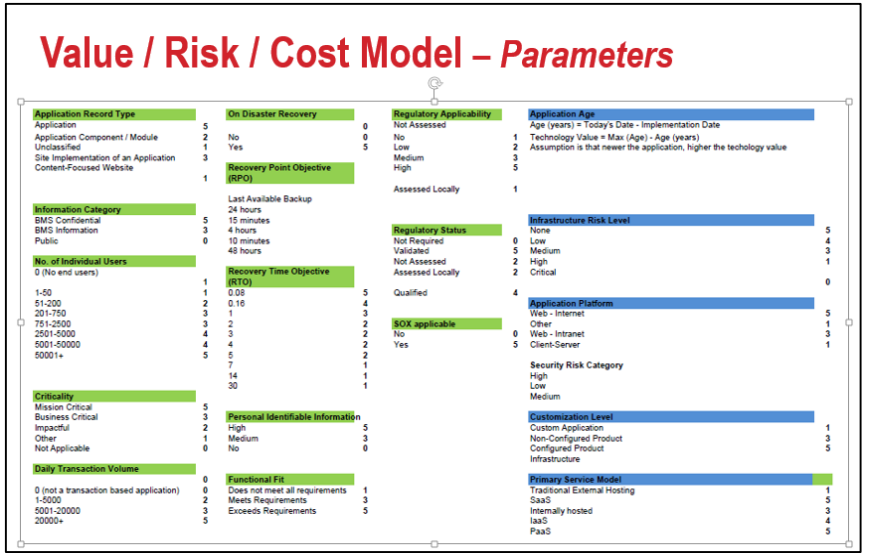


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Process Design, Implementation & Governance

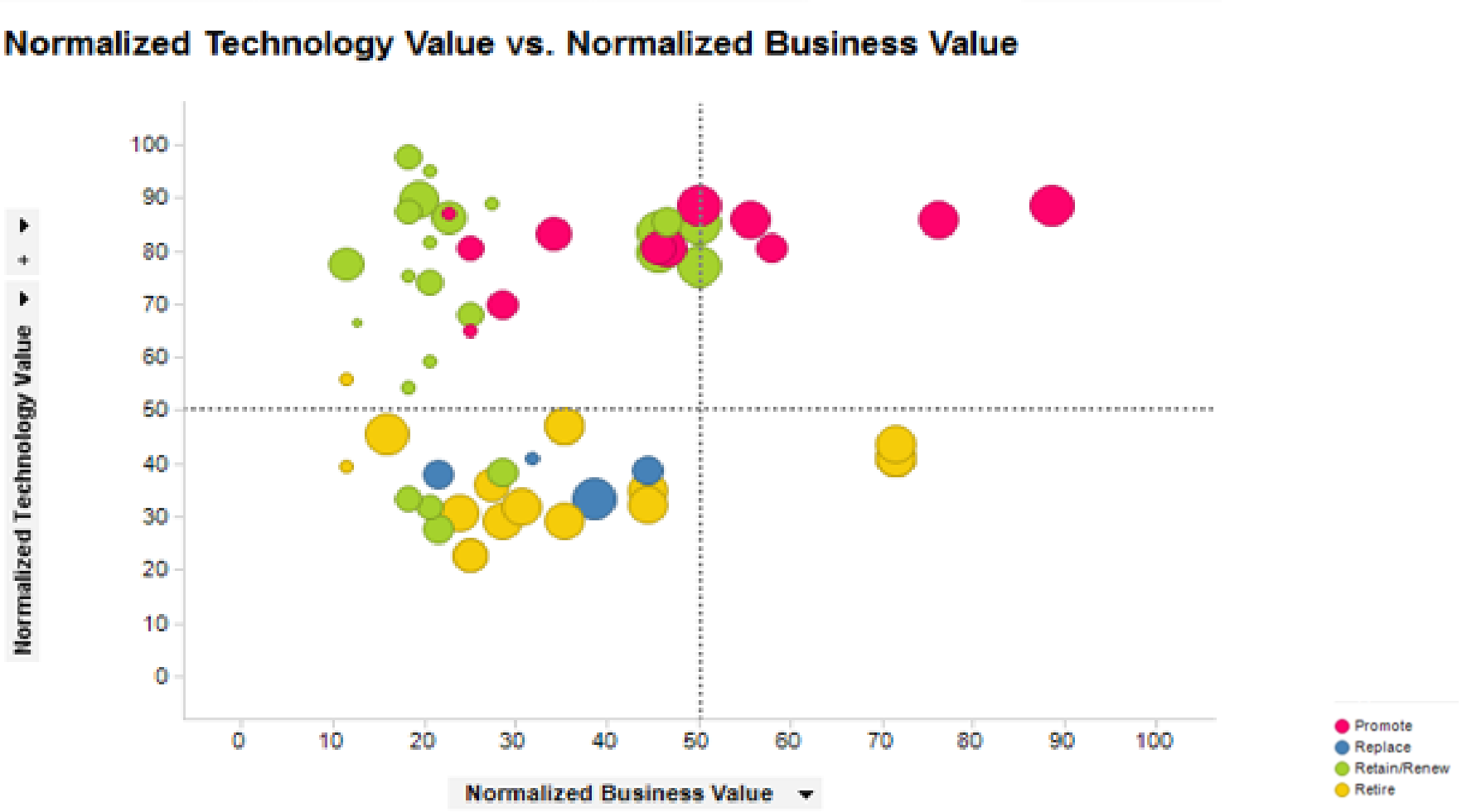
- IT Cost Spend governance
  - Application portfolio investments
  - Application Support Costs
  - Accelerate application retirement
  - Archive expiration management
  - Application Scoring Value / Risk / Cost model





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Value / Risk / Cost Model – Business Unit View



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APM leveraging the CMDB@ BMS

People

Process

Data

Technology



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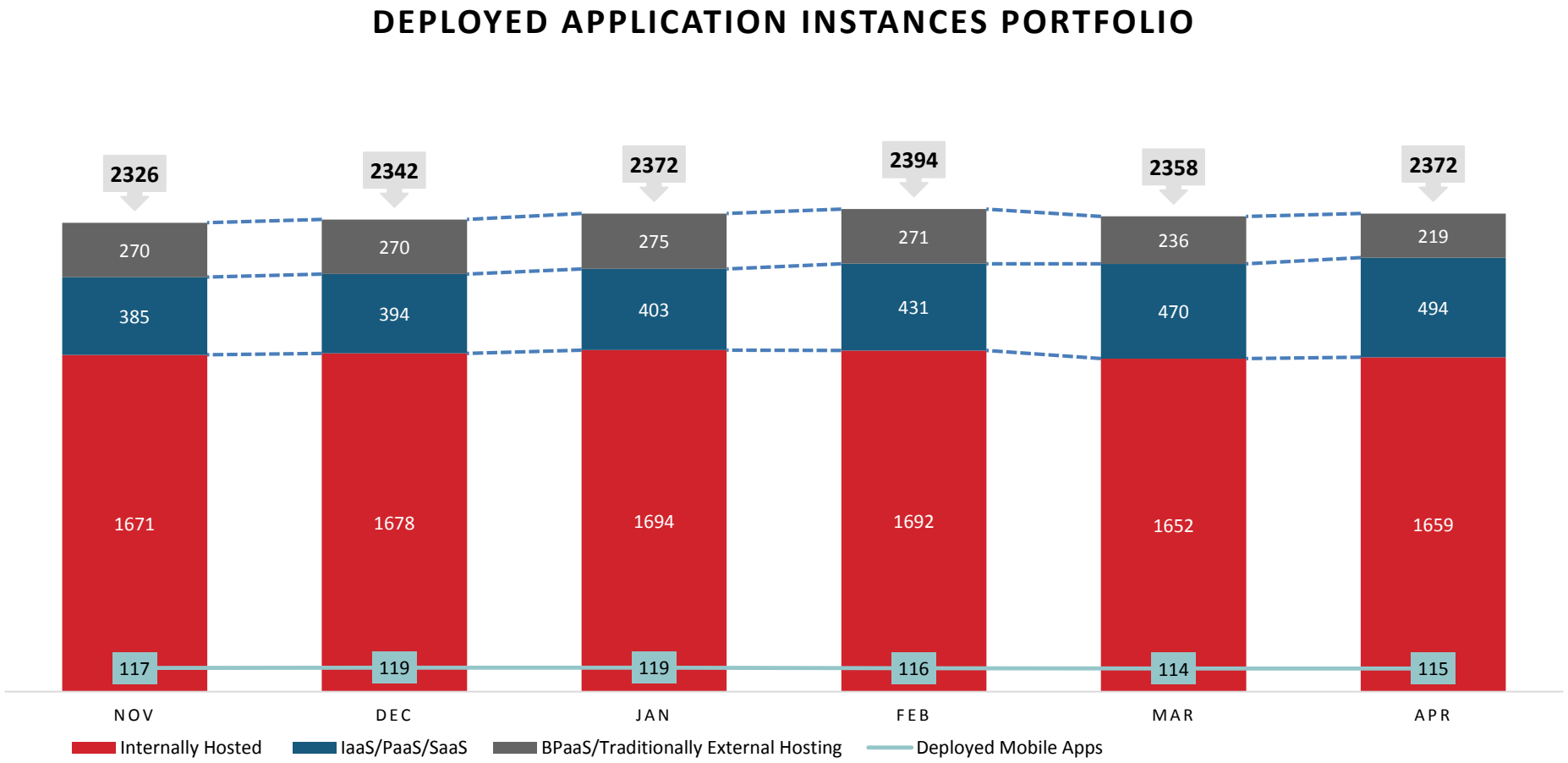
MAKING CMDB DATA-DRIVEN DECISIONS



Bristol-Myers Squibb

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Overall Application Portfolio



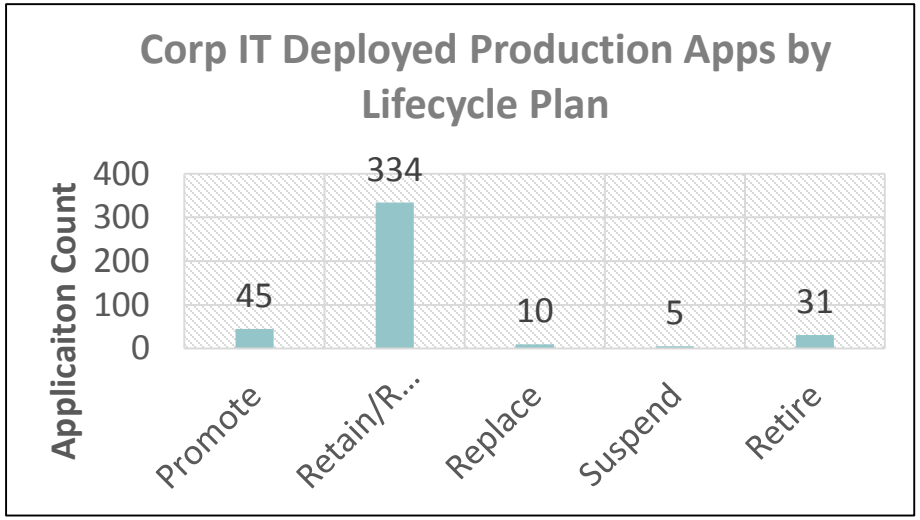
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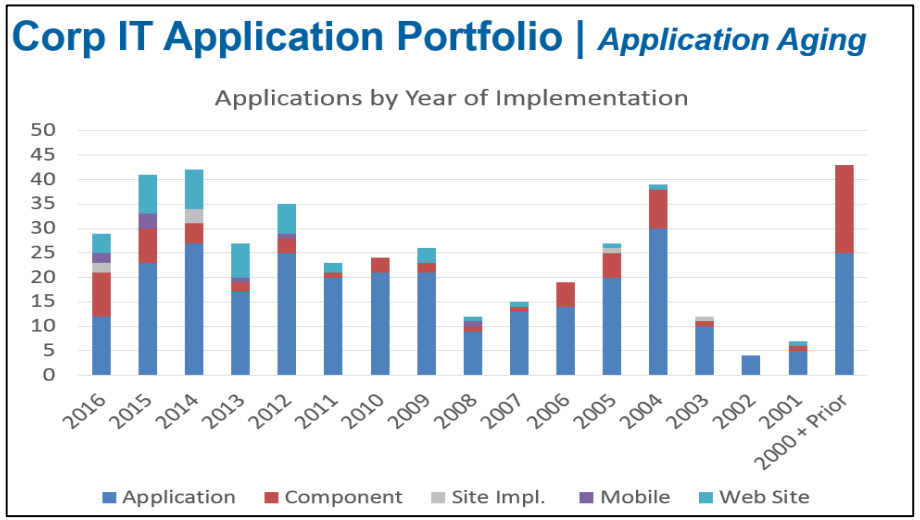
CMDB Governance – Application Data Quality Leaderboard

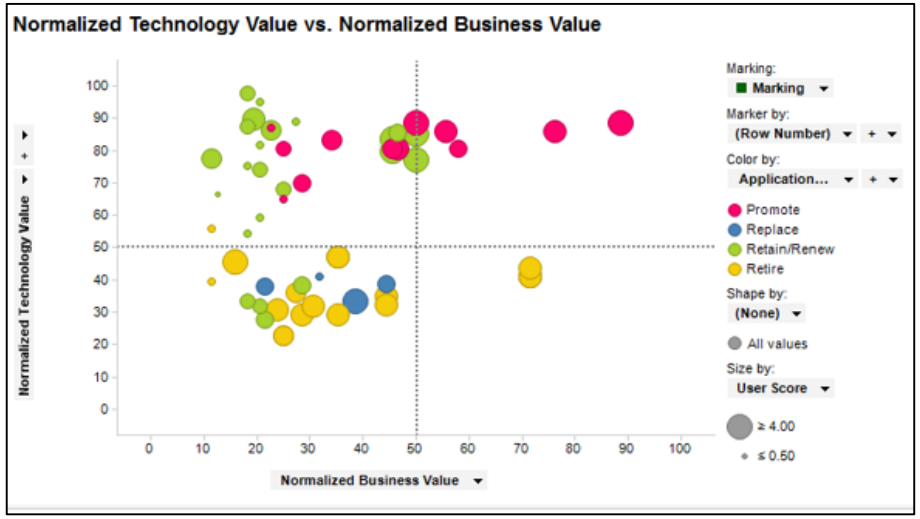
Domain Area	New apps in Domain	Open Issues	Apps	Issues Per App	Rank	Change in Rank	Issues Resolved This month
Infrastructure Services	0	0	210	0.00	1	0	4
Global Commercial IT	-10	11	359	0.03	2	0	3
Corporate IT - Intranet	-2	2	37	0.05	3	0	0
Corporate IT - SAP	1	9	72	0.13	4	0	-2
Research Informatics & Automation	-1	40	288	0.14	5	▲ 2	38
Global Development & Regulatory IT	-1	20	118	0.17	6	▲ 3	42
Corporate IT - Mobile Applications	0	1	5	0.20	7	▼ -2	0
Corporate IT - Services	0	9	37	0.24	8	▼ -2	0
GMS IT	-6	87	240	0.36	9	▲ 2	94
Corporate IT - Finance & Procurement	0	44	107	0.41	10	▼ -2	-1
Workplace Services	1	18	26	0.69	11	▼ -1	-1
Pharmaceutical Development IT	0	52	70	0.74	12	▲ 1	1
Corporate IT - Corporate	3	47	59	0.80	13	▼ -1	-5
Human Resources IT	0	8	7	1.14	14	0	0
Enterprise Information Management	0	20	17	1.18	15		1
Corporate IT - MDM and Data Architec	0	26	21	1.24	16	0	0

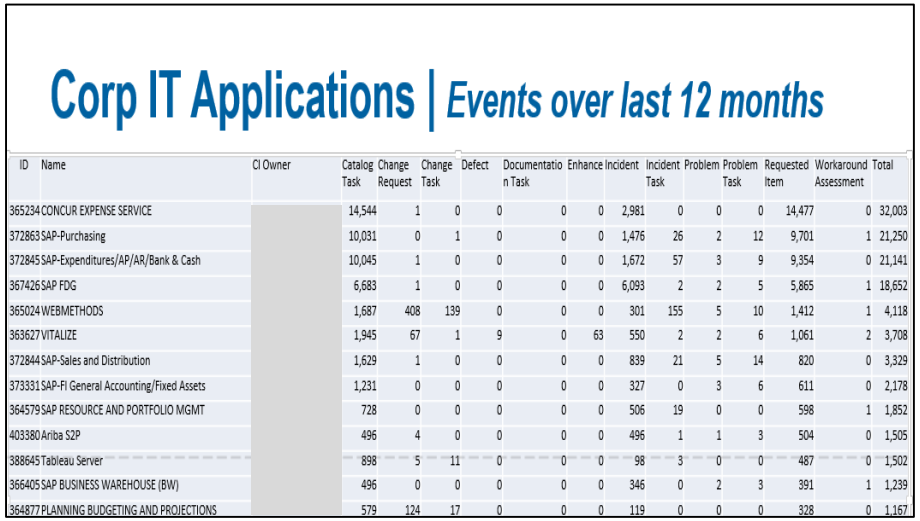
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Application Portfolio by Business Unit



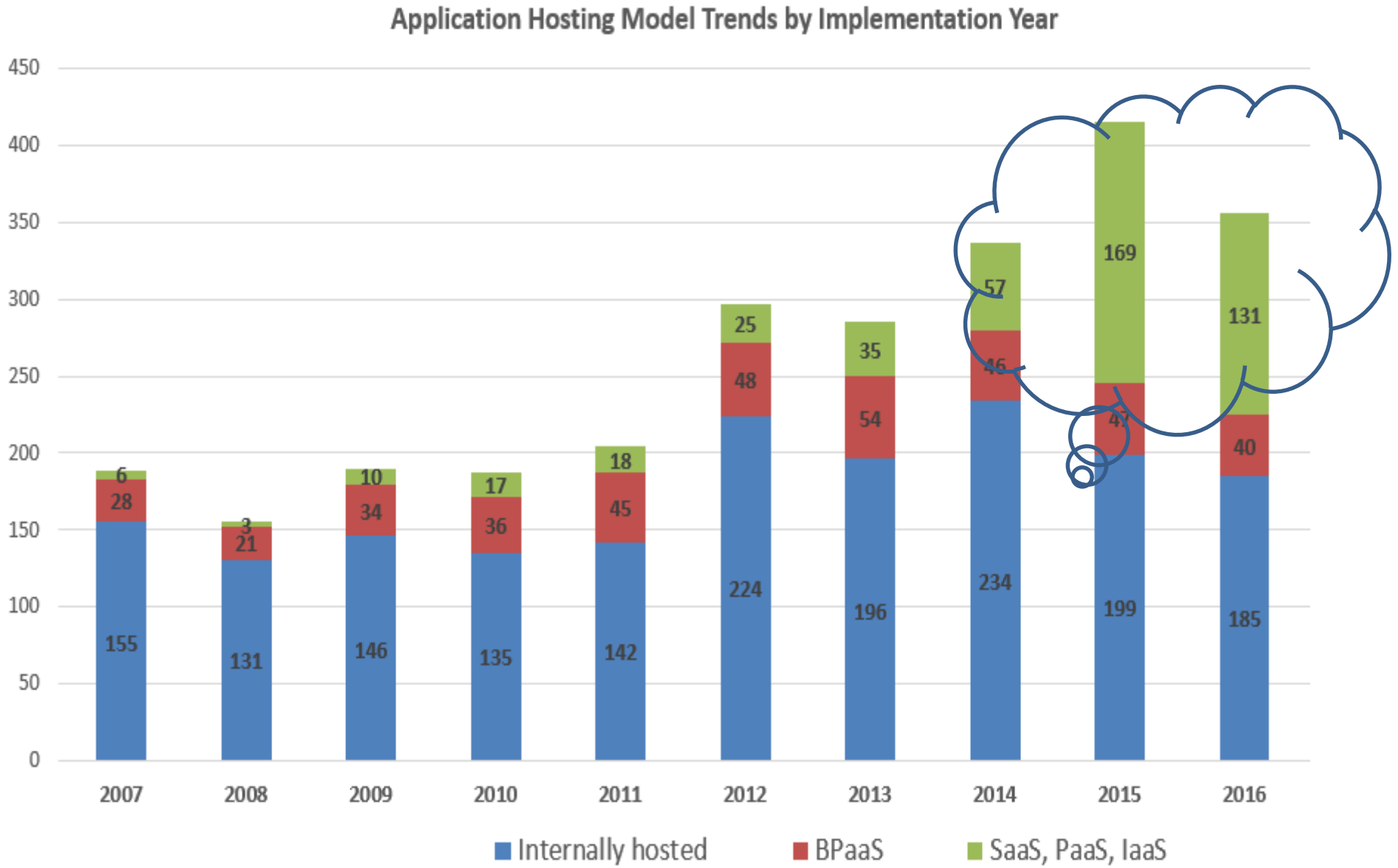






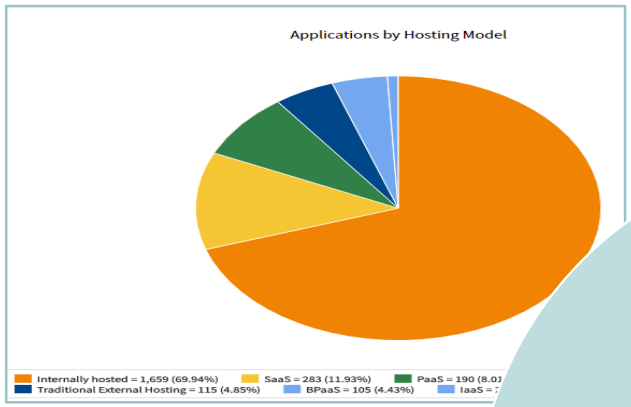
ID	Name	CI Owner	Catalog Task	Change Request	Change Task	Defect	Documentation Task	Enhance	Incident	Incident Task	Problem	Problem Task	Requested Item	Workaround Assessment	Total
365234	CONCUR EXPENSE SERVICE		14,544	1	0	0	0	0	2,981	0	0	0	14,477	0	32,003
372863	SAP-Purchasing		10,031	0	1	0	0	0	1,476	26	2	12	9,701	1	21,250
372845	SAP-Expenditures/AP/AR/Bank & Cash		10,045	1	0	0	0	0	1,672	57	3	9	9,354	0	21,141
367426	SAP FDG		6,683	1	0	0	0	0	6,093	2	2	5	5,865	1	18,652
365024	WEBMETHODS		1,687	408	139	0	0	0	301	155	5	10	1,412	1	4,118
363627	VITALIZE		1,945	67	1	9	0	63	550	2	2	6	1,061	2	3,708
372844	SAP-Sales and Distribution		1,629	1	0	0	0	0	839	21	5	14	820	0	3,329
373331	SAP-FI General Accounting/Fixed Assets		1,231	0	0	0	0	0	327	0	3	6	611	0	2,178
364579	SAP RESOURCE AND PORTFOLIO MGMT		728	0	0	0	0	0	506	19	0	0	598	1	1,852
403380	Ariba S2P		496	4	0	0	0	0	496	1	1	3	504	0	1,505
388645	Tableau Server		898	5	11	0	0	0	98	3	0	0	487	0	1,502
366405	SAP BUSINESS WAREHOUSE (BW)		496	0	0	0	0	0	346	0	2	3	391	1	1,239
364877	PLANNING BUDGETING AND PROJECTIONS		579	124	17	0	0	0	119	0	0	0	328	0	1,167

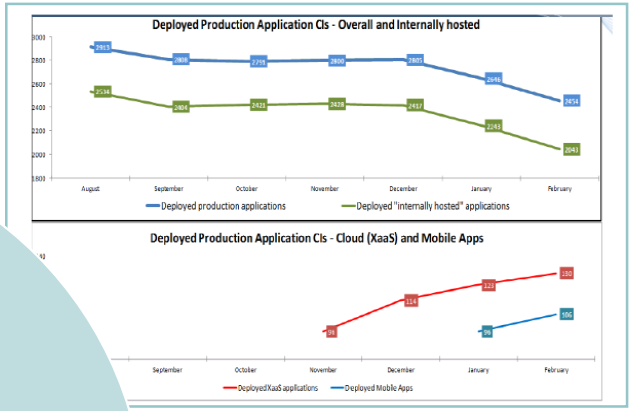
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Application Portfolio Management



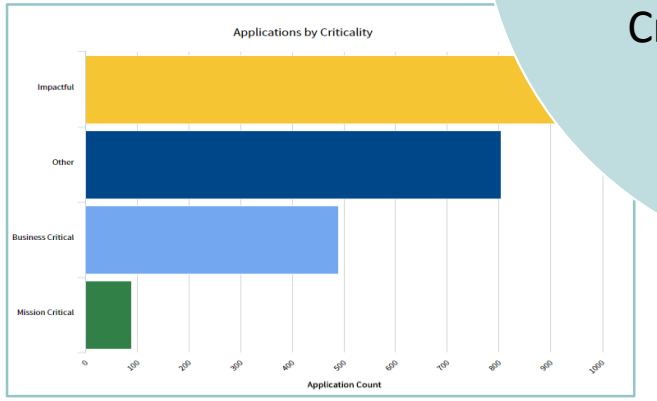


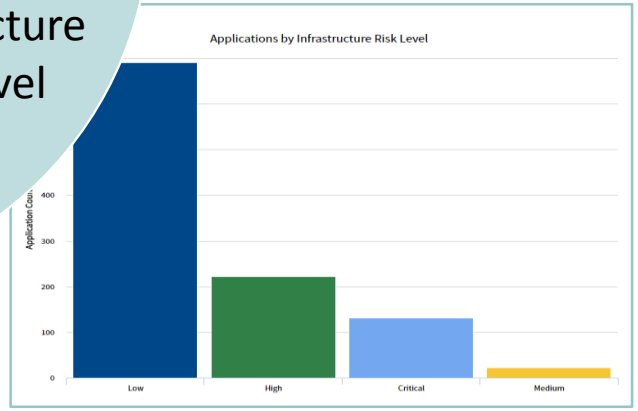
Hosting Model

Growth Trends

Criticality

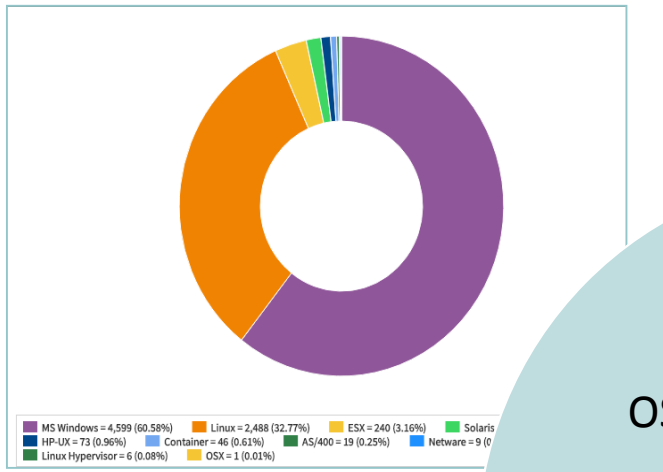
Infrastructure Risk Level

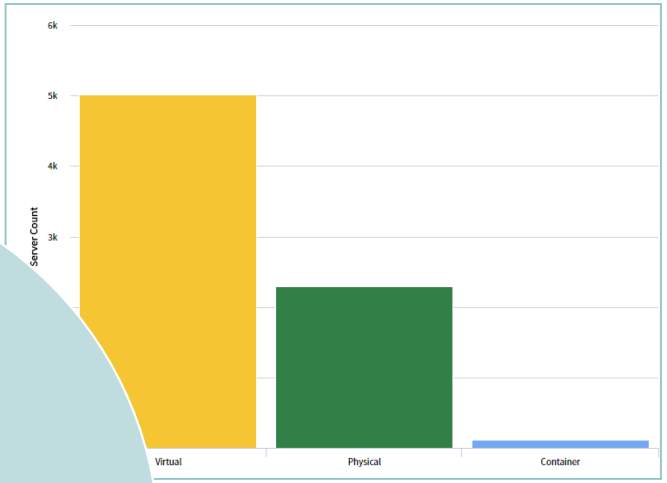




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Technology Lifecycle Management



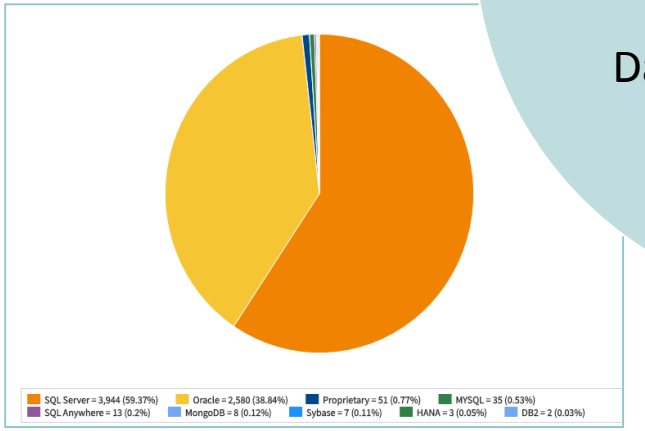


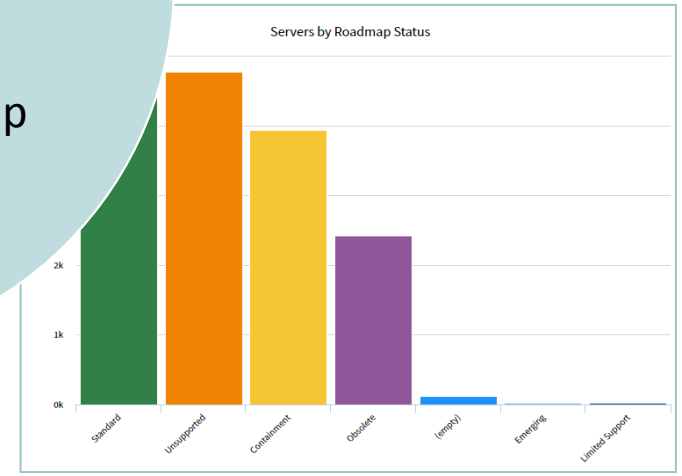
OS Types

Virtual

Databases

Roadmap





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APM leveraging the CMDB@ BMS

People

Process

Data

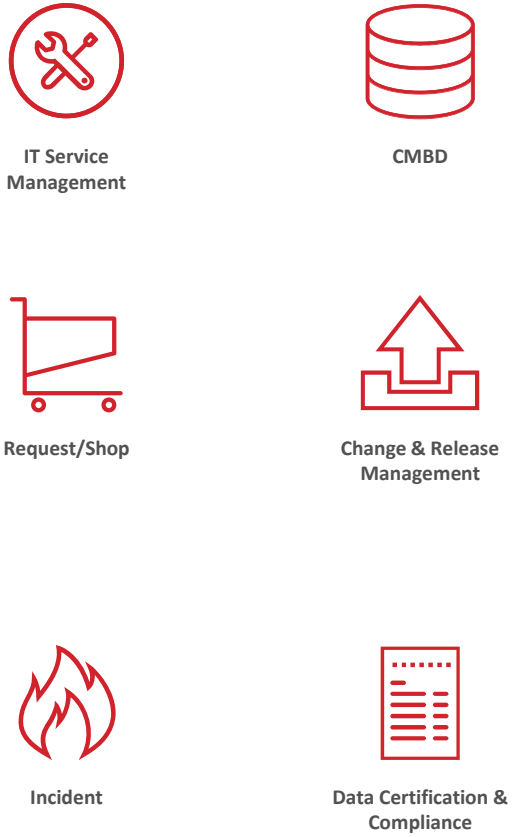
Technology



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Service Now Technology for APM

- Configuration Management (CMDB)
  - Application Portfolio
  - Related Infrastructure model
  - Application hosting models
  - Application business process hierarchy
  - Application Value / Risk model
  - Related Service Management activity
- Data Certification & Compliance
- Request Management
- Change & Release Management
- Incident Management



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Future Technology Evaluation @ BMS

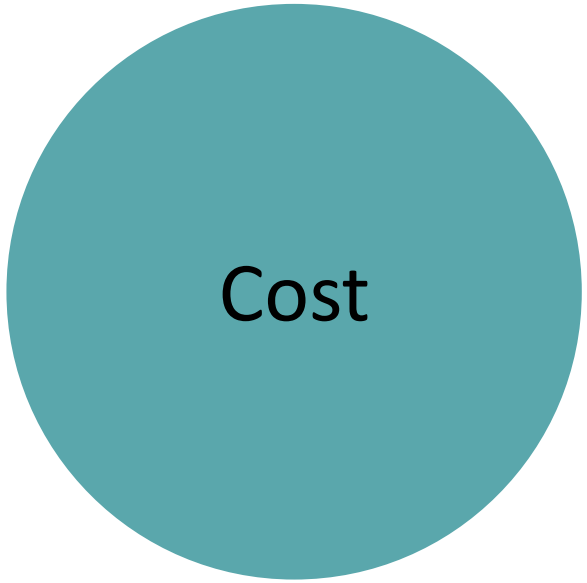
- Application Portfolio Management
- IT Financial Management
- IT Cost Management

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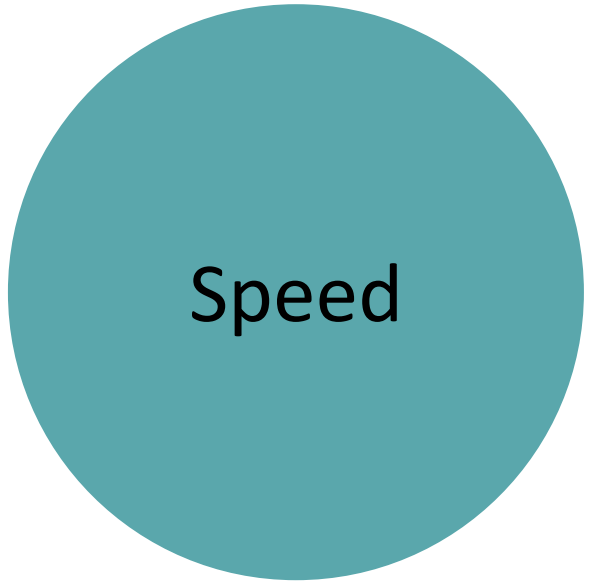
Value Outcomes



- Portfolio simplification
- Legacy platforms retired
- Simpler user experience



- Centralized Technology budget
- Increased digital investments
- Reduced legacy debt



- Cloud sourcing
- Virtualization
- Leverage enterprise platforms
- Agile solution delivery

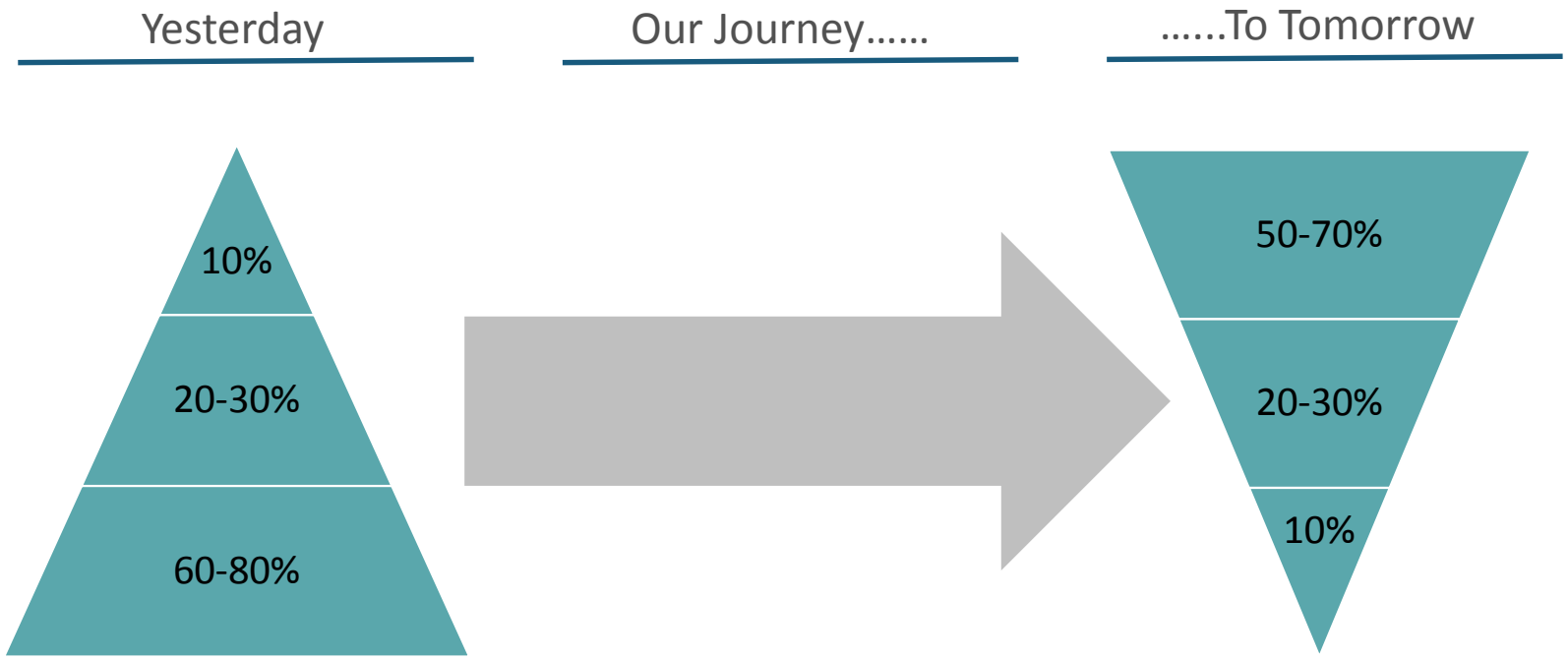
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Our Next Steps @ BMS

Enterprise Platforms

Standard Solutions

Point Solutions



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Top Takeaways

1

Engage, enrich & empower the process participants

2

Define & build your governance models

3

Adapt, Adopt, Evolve…and celebrate every success

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Take the Survey

Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Latha Kethineni

Associate Director, Service Management

Bristol Myers Squibb

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Q & A

Latha Kethineni
Associate Director, Service Management
Bristol Myers Squibb

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Thank You

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