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WORK at LIGHTSPEED™

Chaotic Agile Development to Demand Management

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Agenda

- Introduction
- Difference between agile development and demand management!
- What can demand do for you?
- Lessons learned, challenges, goals, top take-aways
- Q&A

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Speaker Introduction



NAME: Darus Terrebonne

TITLE: Principal Business Process Advisor

FUNCTION: Demand Manager/Integration Process Owner

COMPANY: GE Digital - Commercial

EXPERIENCE: 10+ years in ITSM, 5 years in Demand Management , 3 years in Integrations

EXPERTISE: ITIL & SCRUM Certified, Agile Development

ACHIEVEMENTS: Pioneered a demand management roll out to GE Capital that Reduced ticket counts 90%, Integrated with partners such as HP, GE, and IBM, Lead in 2 Major ServiceNow deployments in Career, Father of 2 and Married to the girl next door

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My Company



NAME: GE Digital - Commercial

INDUSTRY: IoT, Predix, O&G, Aviation, Healthcare, Entergy, Power, etc.

MARKET FOCUS: Industrial companies are entering a new period of explosive value creation. The rapid spread of digital innovation will reboot industrial productivity growth

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Predix, Service Max, Brilliant Manufacturing, APM, Meridium

COMPANY-WIDE INITIATIVES: Delight Customers, Speed of development/deployment/quality, Improve sales and productivity, System consolidation, Consolidation of customer support function across entire business

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Session Overview



Objectives

- In this breakout we will discuss the difference between making changes using just an Agile Development Process, compared to using Demand Management for Releases



What You Will Learn

- Agile development VS. demand management
  - How agile development fits in demand management
  - How to best leverage demand and agile development to be most successful
  - Challenges, lessons learned, and key take-aways
- How to’s on cajun cooking, such as crawfish, etouffee, and gumbo

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Why Implement Demand Management?

INDUSTRY TRENDS

- Consolidations of service management functions into a single tool
- Ensuring traceability is established for reporting and tracking
- Ensuring there is governance without bottlenecks
- Process governance between teams

COMPETITIVE PRESSURES

- Deadlines causing processes to be accelerated

CORPORATE TRANSFORMATIONS

- Governance
- Structure
- Accountability

DEPARTMENTAL/PROJECT/PROGRAM DRIVERS AND GOALS

- Push for agile methodologies
- Make “needed” changes

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Demand Management Vision Statement

Embrace the workflow capabilities of the ServiceNow to put structure and prioritization around Enhancement Demand

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Defects & Enhancements - “Agile?” Development?

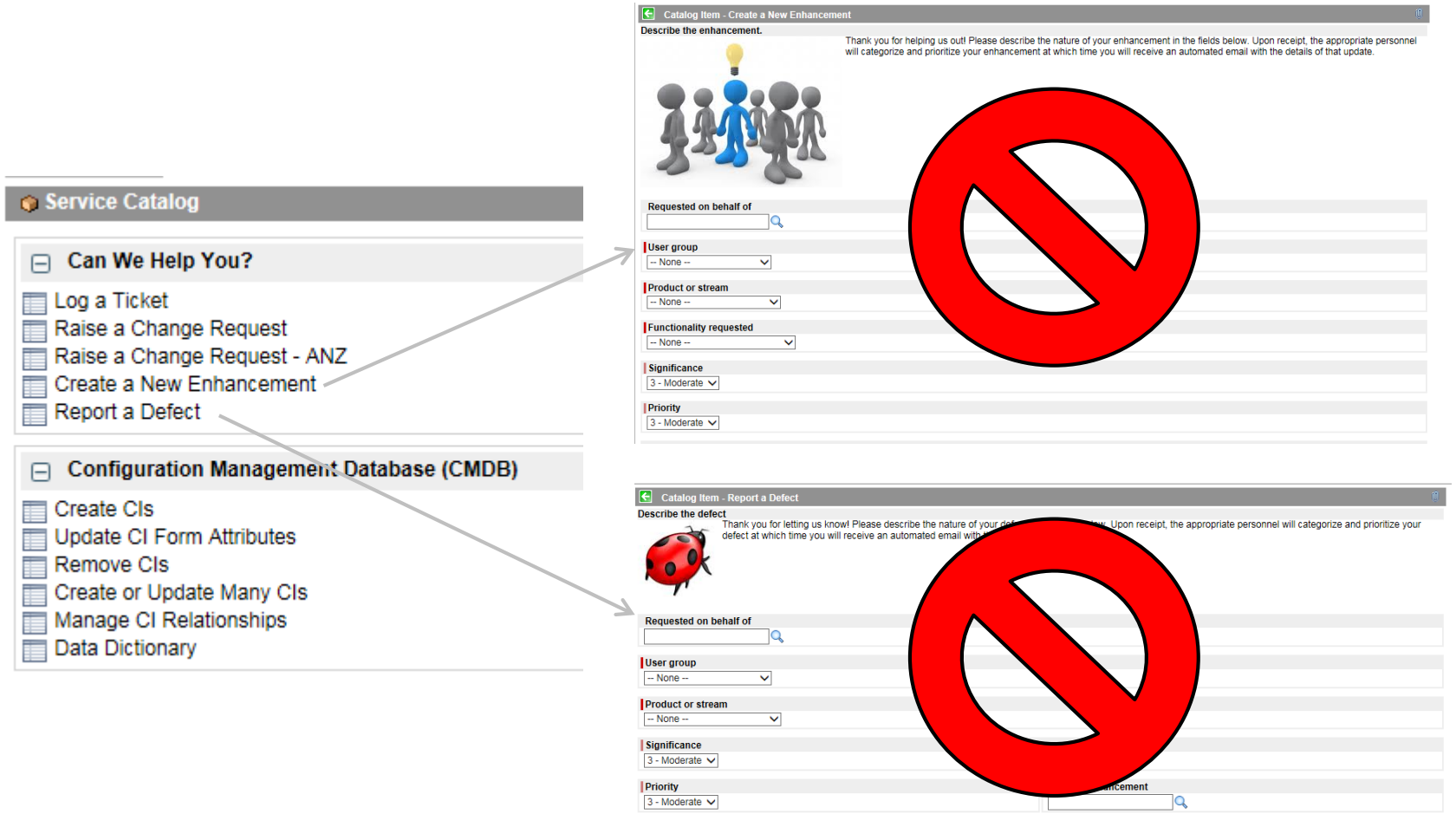
Agile Definitions:

DEFECTS – ServiceNow functionality “is not working”

ENHANCEMENTS – “everything else” such as new ServiceNow functionality, data hierarchy loads, Group/Role maintenance, etc..

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Service Now – Defects & Enhancements
Agile Development Process



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Getting to Demand
Know Your Ticket Definitions

Definitions:

INCIDENT – Availability, and *previously working* functionality related issues

SERVICE REQUEST – Repeatable Requests, such as: Data Maintenance, Inquiry/Help, Groups/Roles, Ticket Assistance

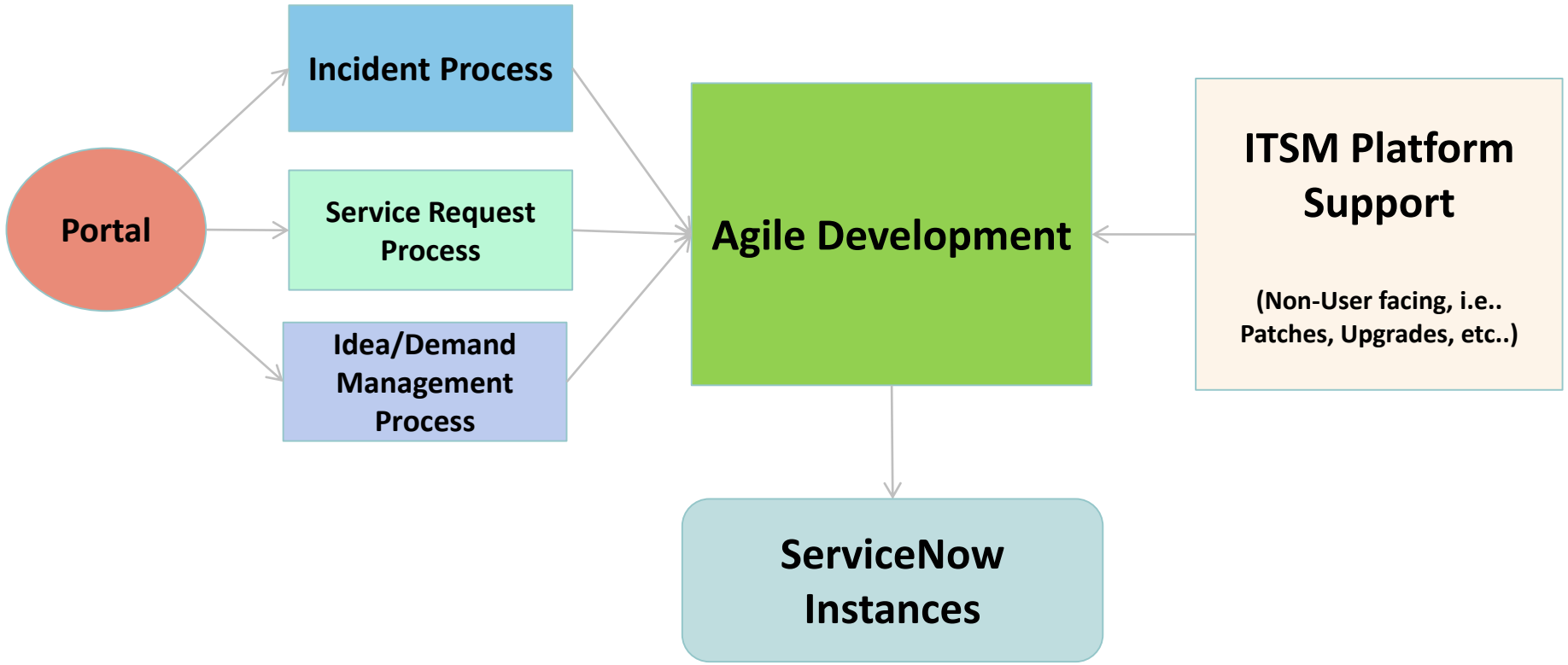
IDEA – Non approved Business requests

DEMAND MANAGEMENT – Approved business Requests for additional functionality to be added that currently is not in the tool

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Work Streams to Development Team

- Demand Management is just one of many Processes that feed the development team



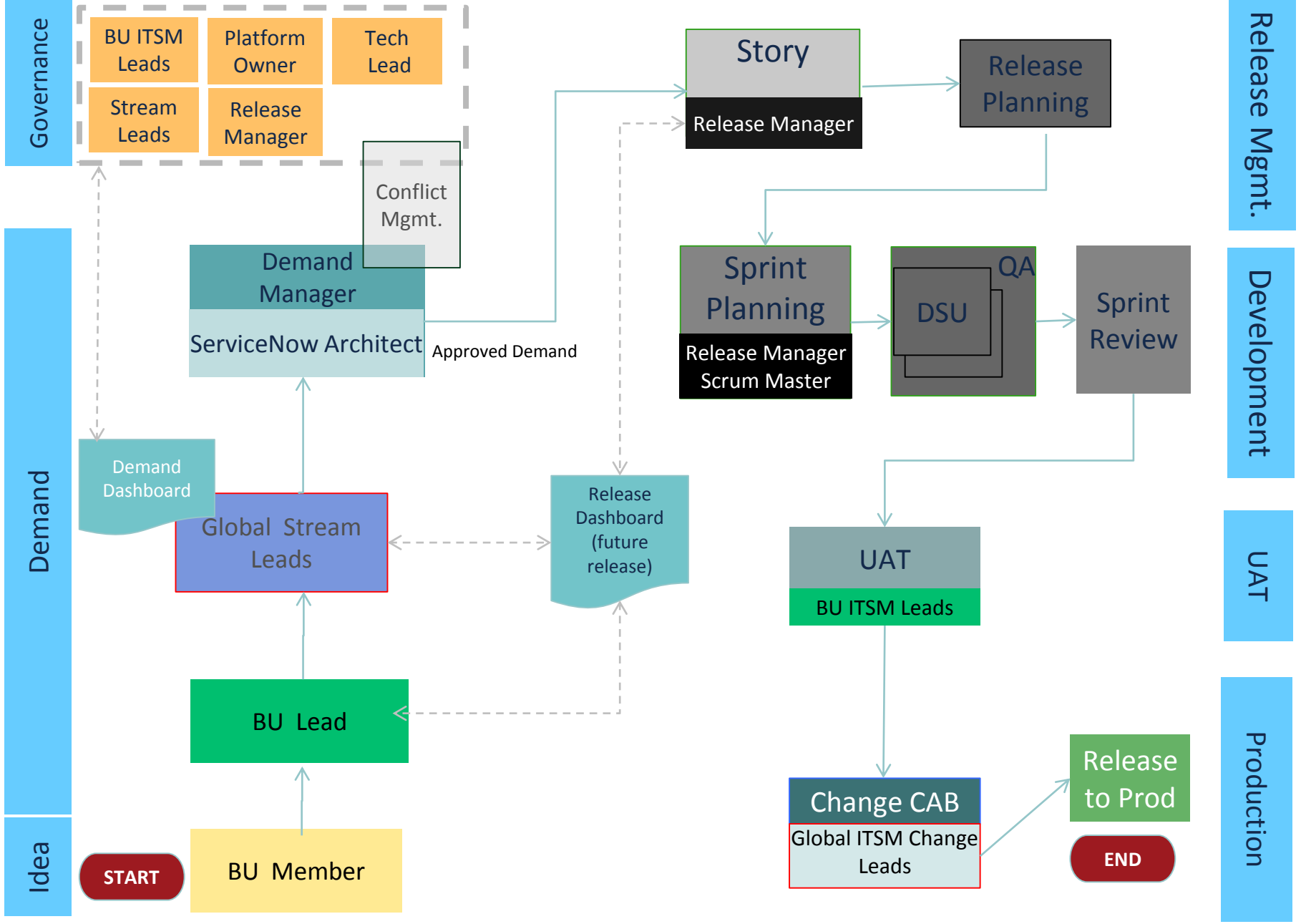
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Demand Management Roles

Process Area	Role	Responsibilities
Idea Management	BU Member	Create Ideas for how the GED ServiceNow Platform can be enhanced
Demand Management	Local Stream Lead	Submit Demand that relates to business needs
Demand Management	Global Stream Lead	Evaluate Demand to ensure it aligns with Global Processes
Demand Management	Demand Manager	Submit, Enhance and Approve Demands
Demand Management	ServiceNow Architect	Estimate LOE/Contribute to requirements
Demand Management	Governance Board	Voice concerns throughout the Demand process
Agile Development	Release Manager	Manages software releases from development stage to production.
Agile Development	Scrum Master	Serves as the facilitator for the Product Owner (Demand Manager) and team.
Agile Development	Development Team	All development resources

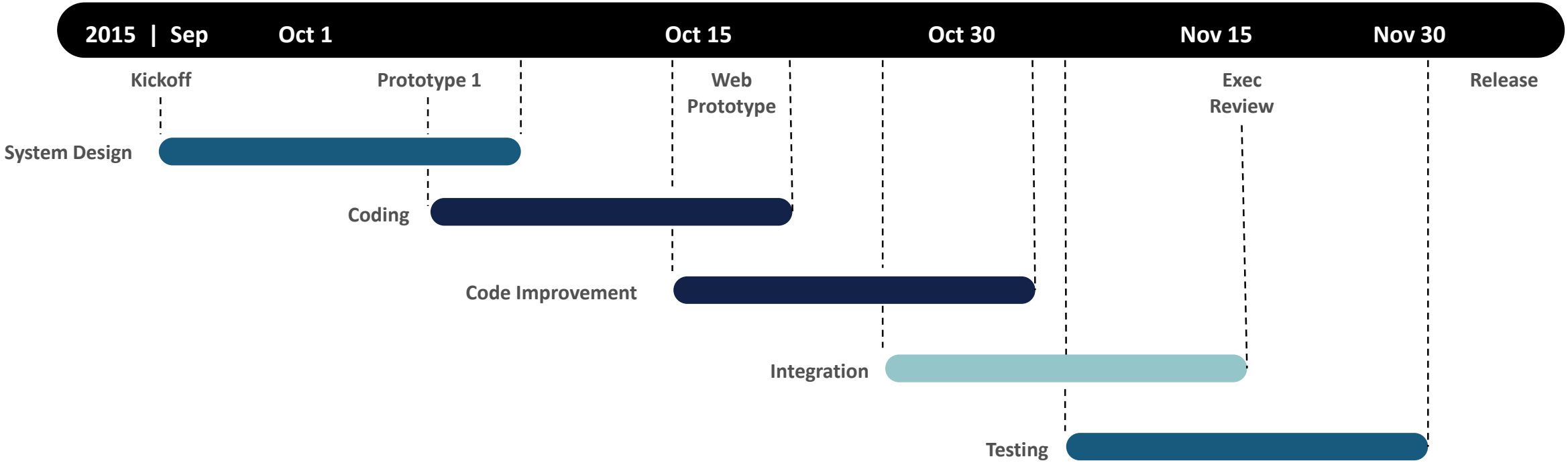
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Demand Management Process



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Solution – Timeline



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Value Outcomes

	Before	After
Ticket Count	100 a week	10 a month
User Count	4000 +	<50
Scaled	One instance of ServiceNow	Being adopted by other GE businesses
Business Expectations	Loudest scream	Structured priority
Communications	None	Detailed release dashboards

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Challenges and Goals

- Challenges:
  - Establishing team rhythm
  - Enforcing governance
  - Ensuring traceability
  - Adhering to the process
  - Change accpetance
- Goals
  - Adopt Agile methodologies
  - Enforce “needed” code is prioritized
  - Enable pathways for gaining better stories without causing bottlenecks
  - Ticket Reduction
  - Development reduction

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Lessons Learned

1. Customization is not always best
2. Culture change is always the toughest
3. Process before Tool



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Our Next Steps

- Scale
- Measure
- Improve
- Repeat



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Top Takeaways

1

Ensure your process is flexible enough to scale to your needs

2

Remember that cultural change expectations is a big part of go-live

3

Create a process that empowers, delivers, and holds all stakeholders accountable

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Q & A

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Thank You

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Thank You

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