knowledge17

WORK at LIGHTSPEED™

How APM Brings "Business of IT" Together

RAJEEV SETHI
SR. DIRECTOR, ENTERPRISE ARCHITECT
ServiceNow

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Agenda

- Key Business Problems
- What is Application Portfolio Management (APM)
- ServiceNow APM Implementation

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Speaker Introduction



NAME: Rajeev Sethi

TITLE: Sr. Director, Enterprise Architect

FUNCTION: IT

COMPANY: ServiceNow

EXPERIENCE: Leading large scale business process optimization initiatives, Application Rationalization & Optimization, Cloud Strategy & Migration

EXPERTISE: Enterprise Architecture, Technology Selection, Solution Design, Cloud Strategy, Custom Apps Development, Design Thinking

ACHIEVEMENTS: Application Strategy, Instance Consolidation Rationalization, Build vs Buy, Partner Apps Strategy, Enabled “Citizen/Delegated Development”

CURRENT PROJECTS: Driving implementation and adoption of ServiceNow Applications internally

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Session Overview



Objectives

- Share how we implemented APM at ServiceNow



What You Will Learn

- Understand the environment and challenges facing managing Application Portfolio
- Learn about Application Portfolio Management, and how it integrates with rest of ServiceNow Platform
- How did ServiceNow Enterprise Architect team deployed APM

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Application Inventory & Assessment

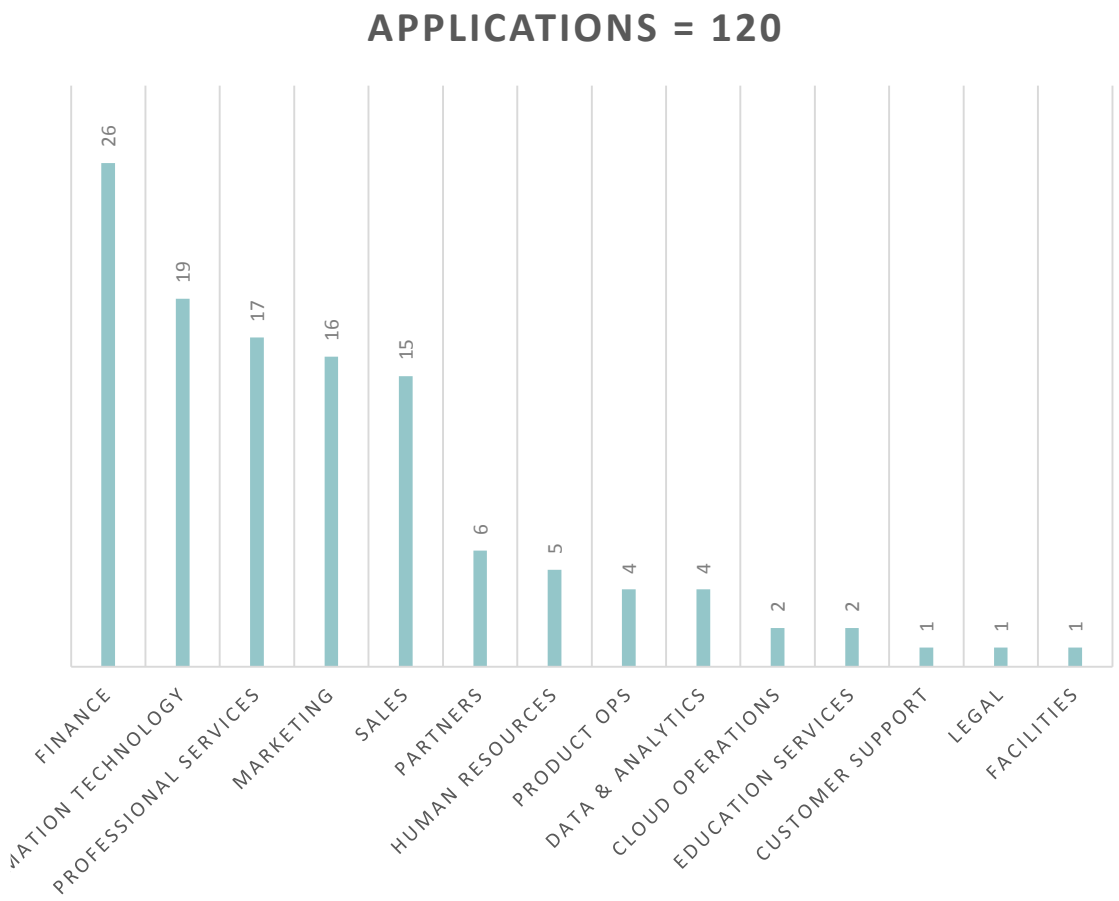
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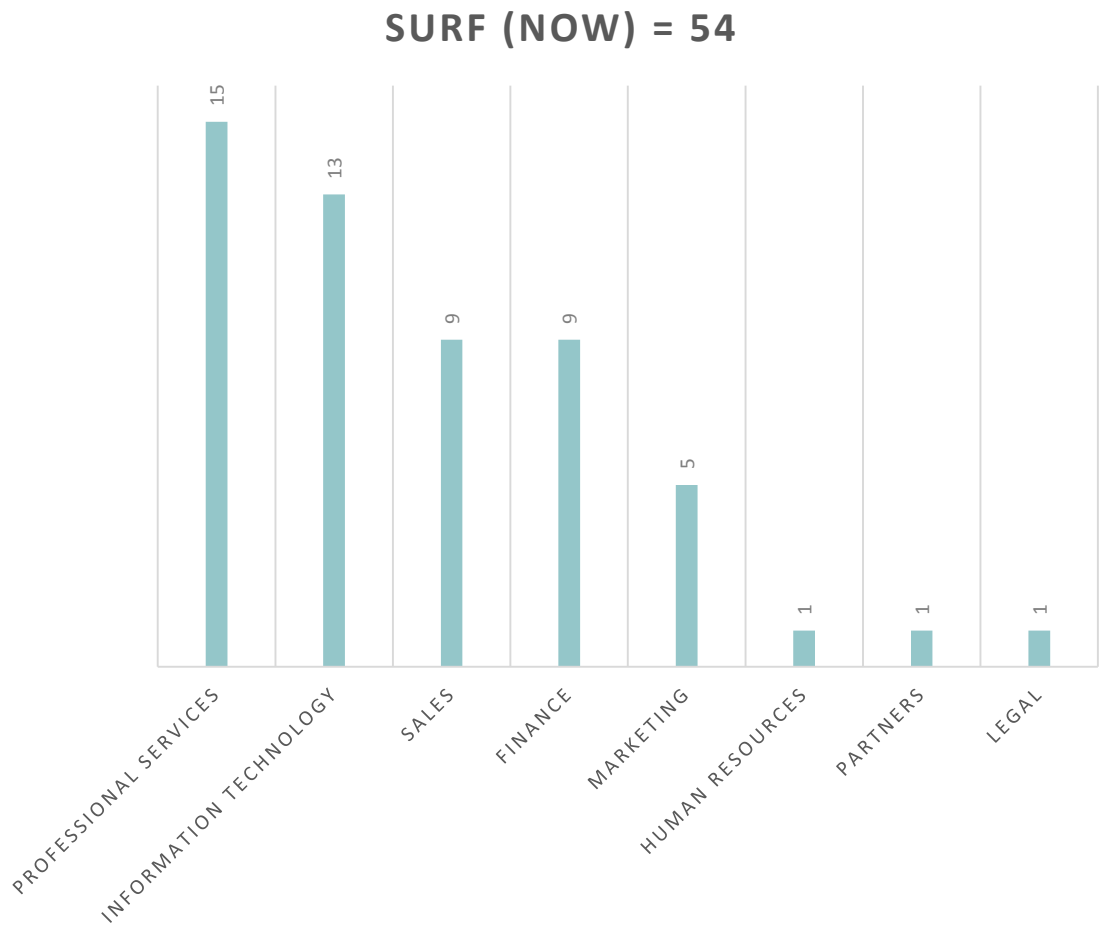
Application Inventory

A	B	C	D	E	F	G	H
Domain	Application Name	Description	Platform	Suite	Cloud/On-Prem	Ownership	Status
Sales	Account Management	Manage Accounts & Contacts	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Opportunity Management	Manage & track opportunities through various stages of sales process	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Quoting	Create and manage quotes, approvals, submission of order form and receipt of s	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Sales Contracts	Manage new contracts and renewals	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Territory Management		SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Product & Pricing	Used for managing ServiceNow product portfolio and pricing, Product Structure	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	Sales Alerts	Used to alert Sales about Customer Retention, Products at Risk, Compliance Tr	SURF (NOW)	SURF CRM	NOW-Cloud	IT	Beta
Sales	EBC	Used for Executive Breifing Centers meeting registration	SURF (NOW)	SURF CRM	NOW-Cloud	IT	Beta
Product Ops	ServiceNow Store	Allows customers and partners to sell and buy apps and use other content writte	Appstore (NOW)		NOW-Cloud	IT	In Use
Sales	Solution Center Portal	Place to go to access communities of specialists for the various areas of Service	SC Portal (NOW)		NOW-Cloud	Business	In Use
Sales	ValueSelling	Used to support ValueSelling framework at ServiceNow.	SURF (NOW)	SURF CRM	NOW-Cloud	IT	In Use
Sales	App Purchase	customer purchasing app from ServiceNow Store	Appstore (NOW)		NOW-Cloud	IT	In Use
Professional Services	CSat Requests	Used to request free work for customers	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Deployments	Manages project information at a high level (no tasks information), creates interr	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	KPIs	Tracks quarterly targets and weekly progress on the key KPIs for Services leade	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Product Management	Covers everything needed to add and configure a Services Offering	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Project Revenue	Tracks forecasted and preliminary actual revenue	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	PS Requests	EM's request staffing changes (add/change/remove)	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	PS Territories	Rollup heirachy for PS	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	PS Utilizations	Utilizaiton calculations for KPI reporting	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Resource Managment	Request and assign staff to deployments	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	SOW Approvals & Generator	Supliments CRM to gather detailed information on all tailored services.	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Skills Profile	Tracks internal and partner consultants skills including certifications	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Surveying	Tracks whom to survey after an engagement and the results after they have ben	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Time Cards	Logs time for interal and partner consultants.	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	WAR Approvals	WAR (Work at Risk) Used to request authoriation to perform work for a client with	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Work Orders	Work Order for sub-contracting which gets converted to PR/PO for the Partner	SURF (NOW)	PSA	NOW-Cloud	IT	In Use
Professional Services	Project Management (StartNow)	Customer and ServiceNow PS track implementtation deployments. Managed by	Services Portal (NOW)		NOW-Cloud	Business	In Use
Product Ops	Express Portal		Express Portal (NOW)		NOW-Cloud	Business	In Use
Product Ops	Developer Portal		Developer Portal (NOW)		NOW-Cloud	Business	In Use
Product Ops	Product Usage Analytics	Track actual product usage of each serivenow instance by customer, and verify	UA (NOW)		NOW-Cloud	IT	In Use
Partners	Partner Registration	Partner Registration and Onboarding, including processing payment from partn	Partner Portal (NOW)		NOW-Cloud	IT	In Use
Partners	Partner Portal	Ability for Partners to login and access/transact relevant functions, collateral, ev	Partner Portal (NOW)		NOW-Cloud	IT	In Use
Partners	Deal Registration	Deal Registration	Partner Portal (NOW)		NOW-Cloud	IT	In Use
Partners	Deployment Registration	Deployment Registration	Partner Portal (NOW)		NOW-Cloud	IT	In Use
Partners	Partner Finder (Internal)	Lookup registered partners (not integrated with dot.com)	SURF (NOW)		NOW-Cloud	IT	In Use
Marketing	Lead Management	Lead Qualification, Lead Conversion	SURF (NOW)		NOW-Cloud	IT	In Use
Marketing	Knowledge Event	Registration and approval tracking for internal employee for Knowledge event, C	SURF (NOW)		NOW-Cloud	IT	In Use
Information Technology	ESM Portal	Enterprise Service Management Portal – for Facilities related request and inform	SURF (NOW)		NOW-Cloud	IT	In Use

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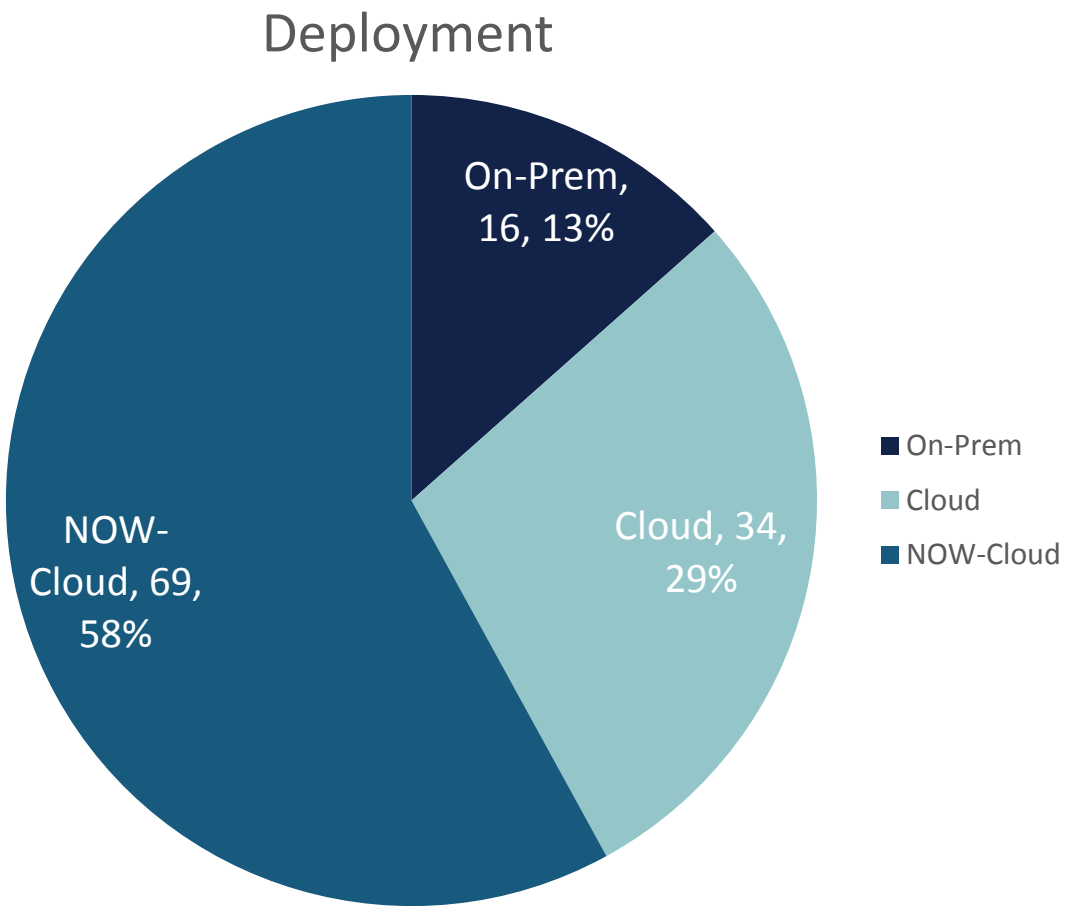
What Does Application Footprint Look Like?

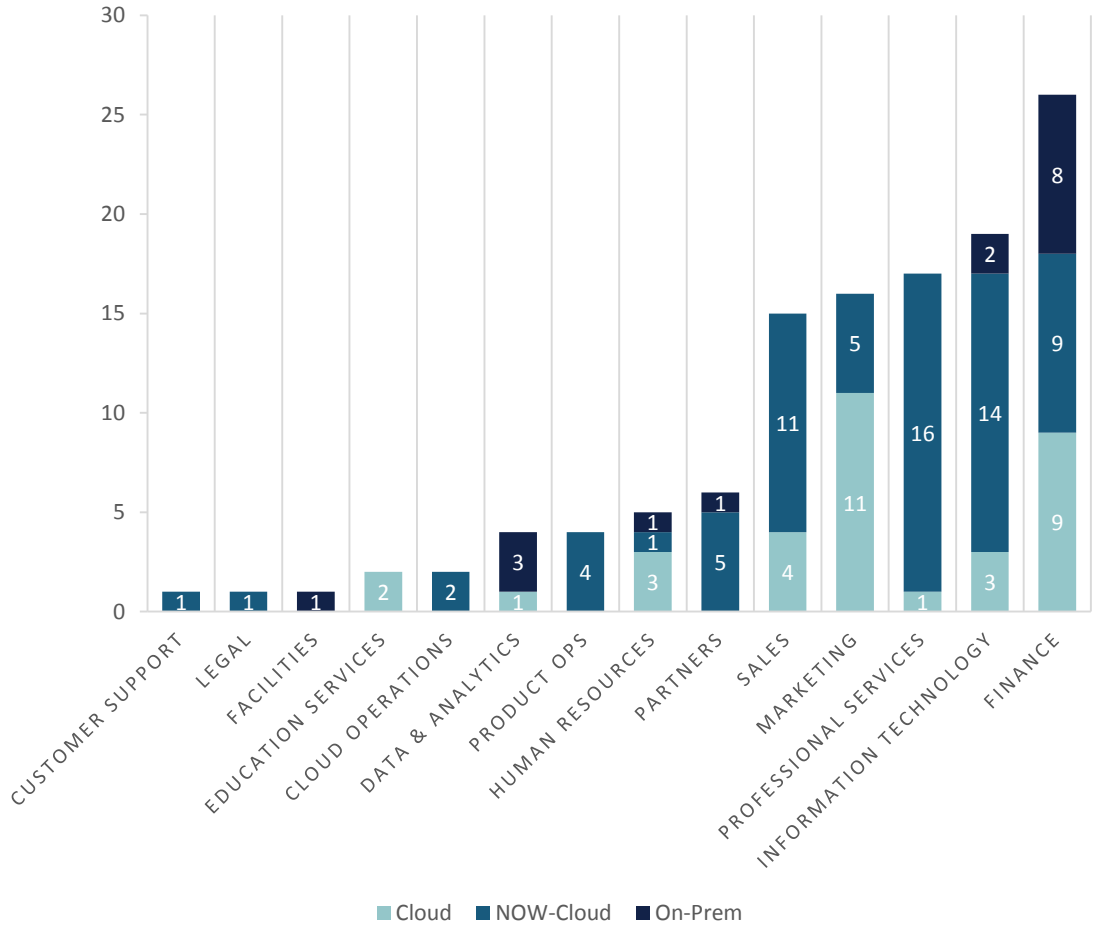




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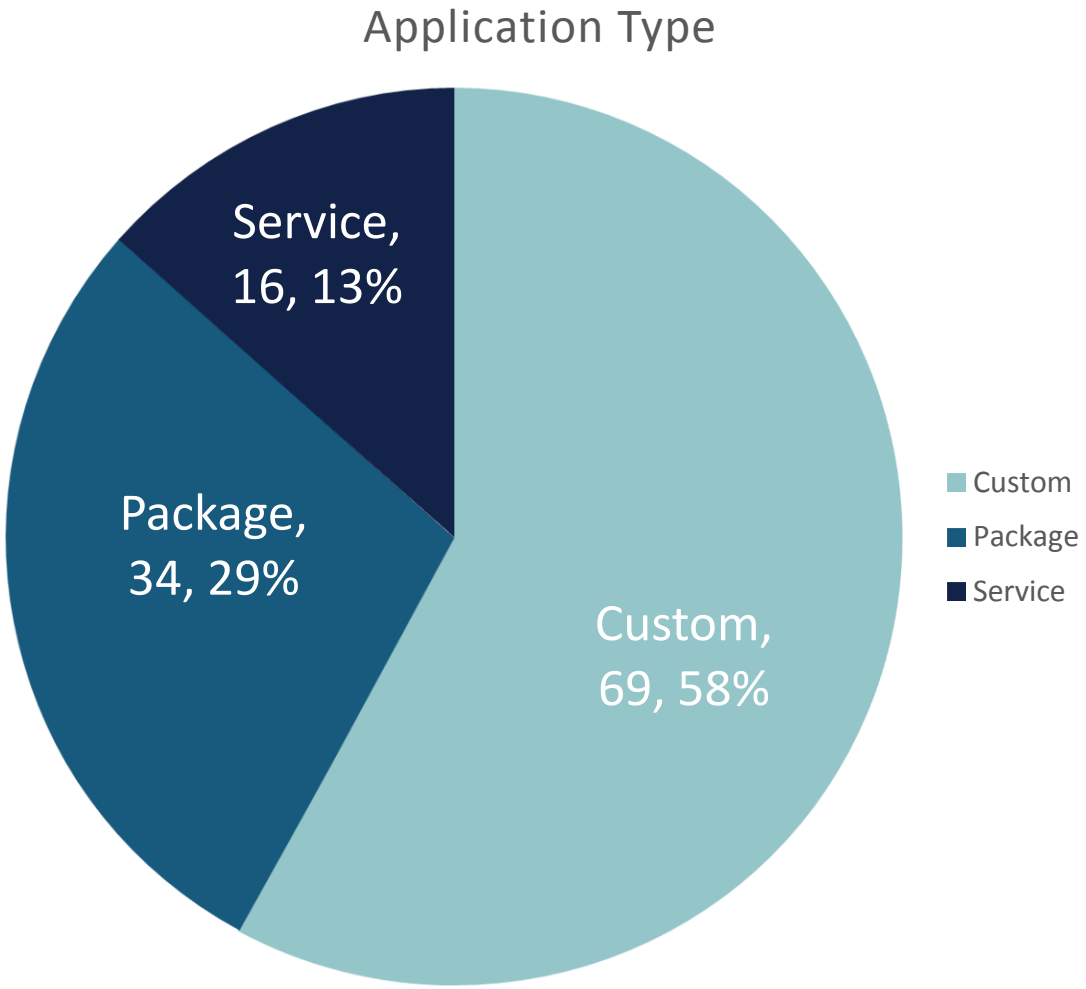
Where are the Applications Running?

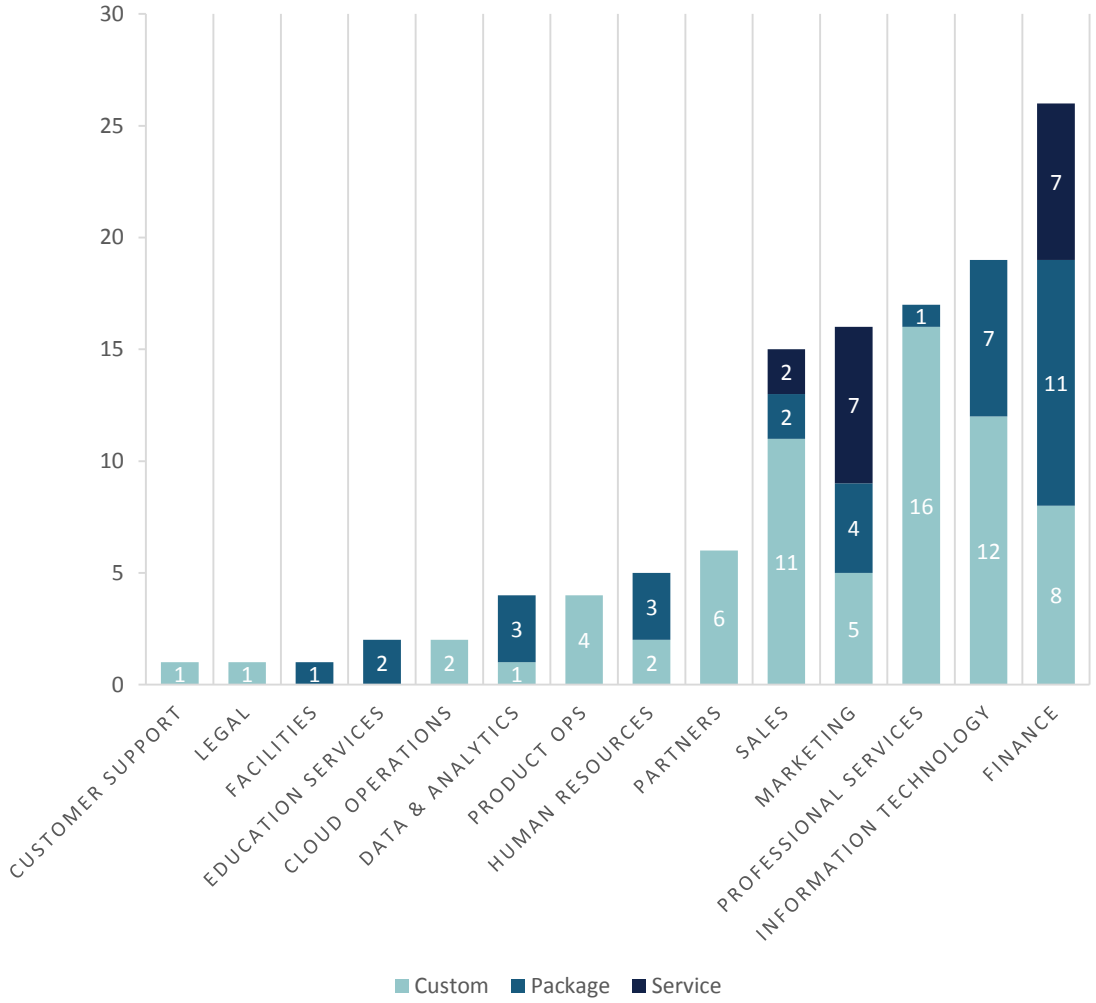




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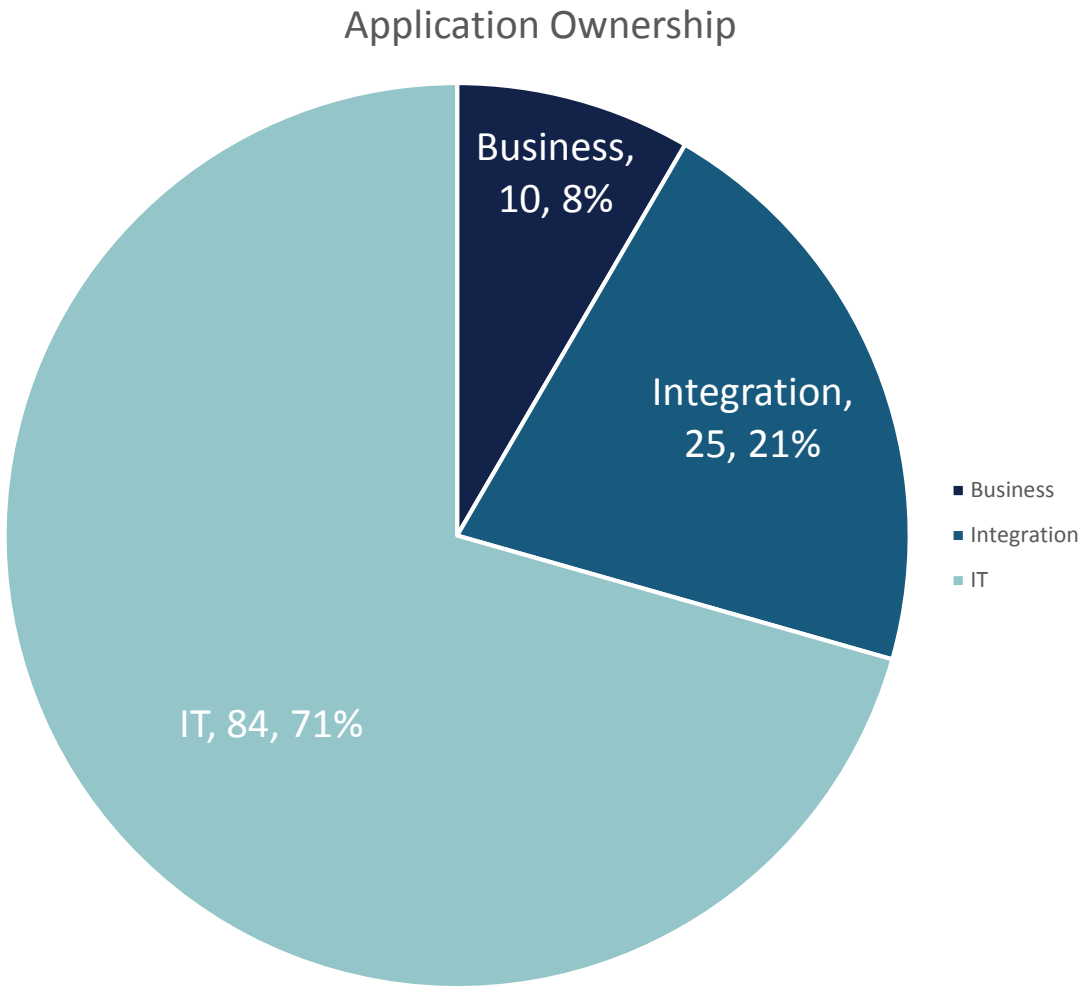
Are the Application Off-the-Shelf, or Custom?

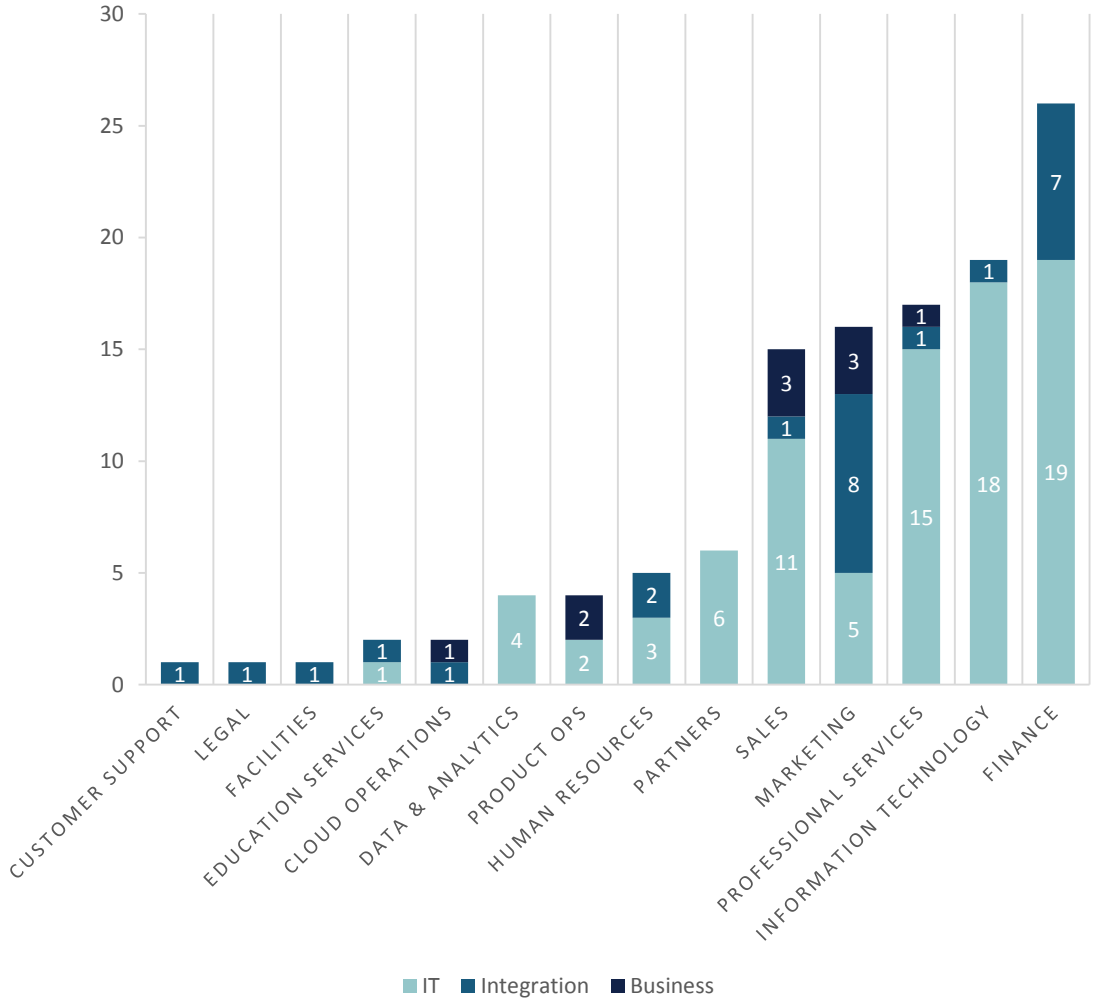




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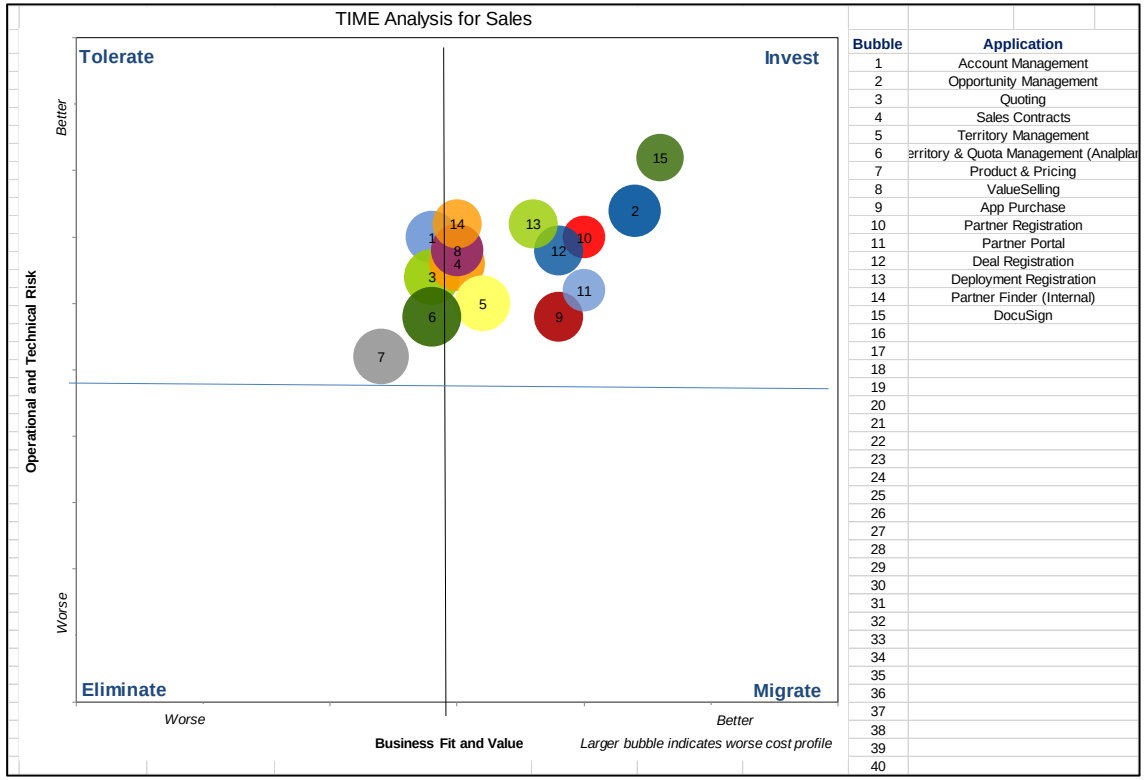
Who Owns the Applications?



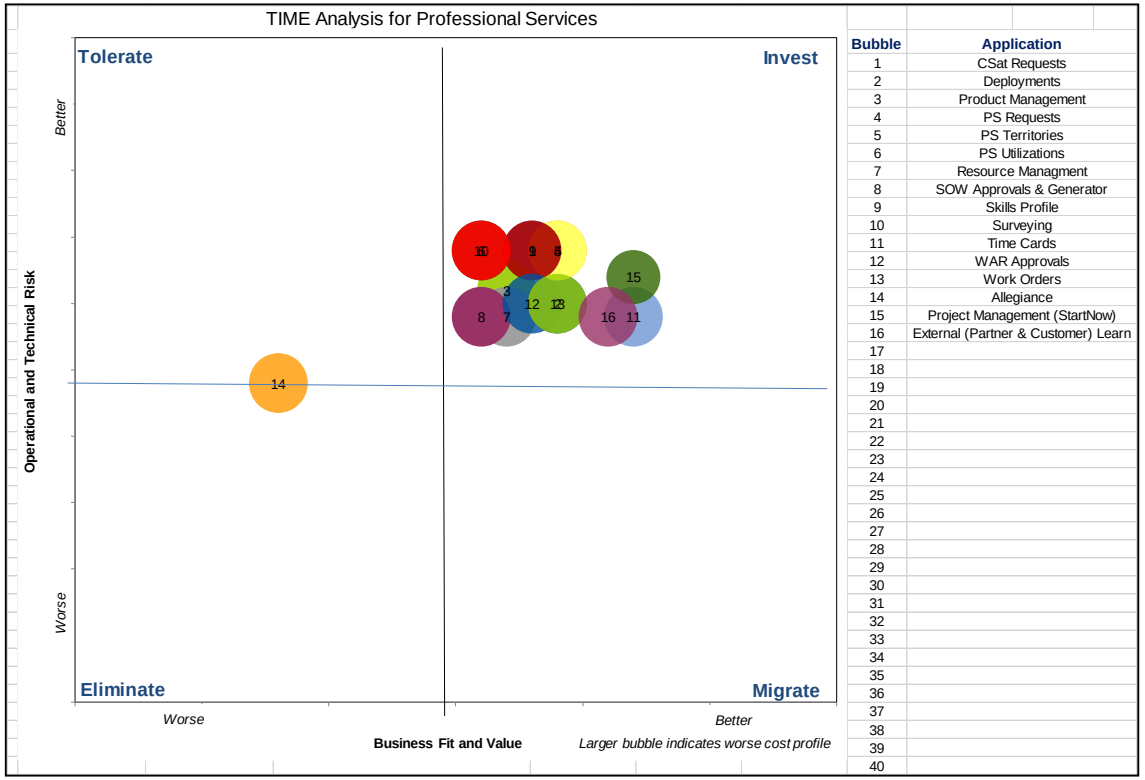


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Application Assessment



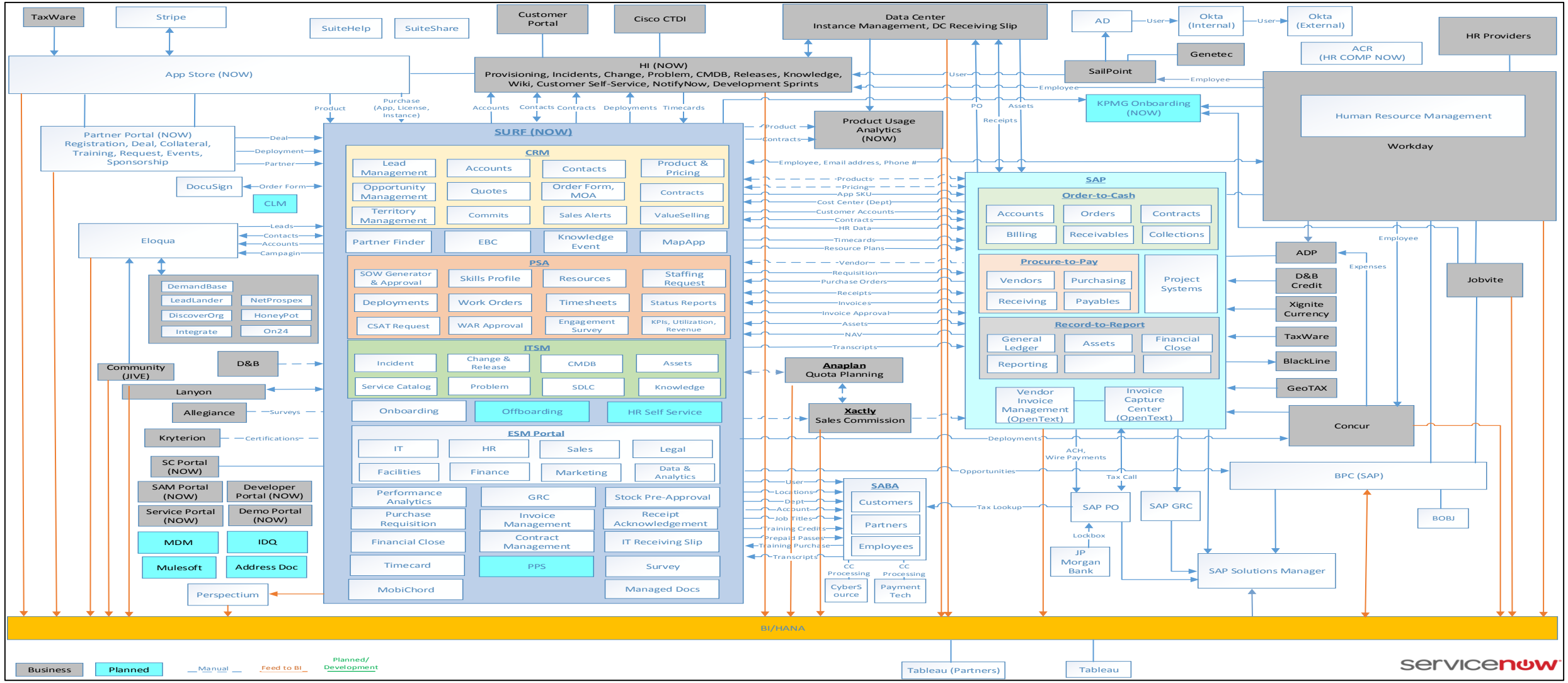
Bubble	Application
1	Account Management
2	Opportunity Management
3	Quoting
4	Sales Contracts
5	Territory Management
6	erritory & Quota Management (Analplar
7	Product & Pricing
8	ValueSelling
9	App Purchase
10	Partner Registration
11	Partner Portal
12	Deal Registration
13	Deployment Registration
14	Partner Finder (Internal)
15	DocuSign



Bubble	Application
1	CSat Requests
2	Deployments
3	Product Management
4	PS Requests
5	PS Territories
6	PS Utilizations
7	Resource Managment
8	SOW Approvals & Generator
9	Skills Profile
10	Surveying
11	Time Cards
12	WAR Approvals
13	Work Orders
14	Allegiance
15	Project Management (StartNow)
16	External (Partner & Customer) Learn

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Application Integration Diagram



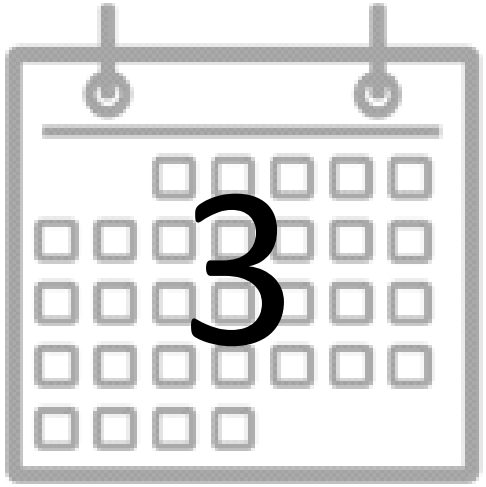
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Effort Invested to Build Application Inventory

Interviewed

50+

IT Team members



Months

15

versions

Spreadsheets & Slides

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Key Business Problems Still Exists…

- No Single Repository of Applications
- Applications tracked in multiple spreadsheets
- No single definition of Application
- Value provided by an Application is more subjective, and…

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Insights Required for Application Roadmap Decisions

What is the application architecture?

Which applications share the same platform?

Should I develop a new application or leverage an existing one?

How much does it cost to modernize an application?



What are the Application dependencies?

What are the infrastructural components?

How can I deliver the application and it's improvements sooner?

Is any infrastructural component obsolete?

What is the adoption, risk and quality of an application?

Are there applications with overlapping functionality?

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How to Bridge the Gap Between the EA and the PMO

How do I report status of my recommendations?

Are the projects aligned to the strategic goals?

How to report progress against strategic goals?

Can I crowd source ideas for apps?

How do I track strategic projects?

How to communicate the strategic demands?



Enterprise Architect

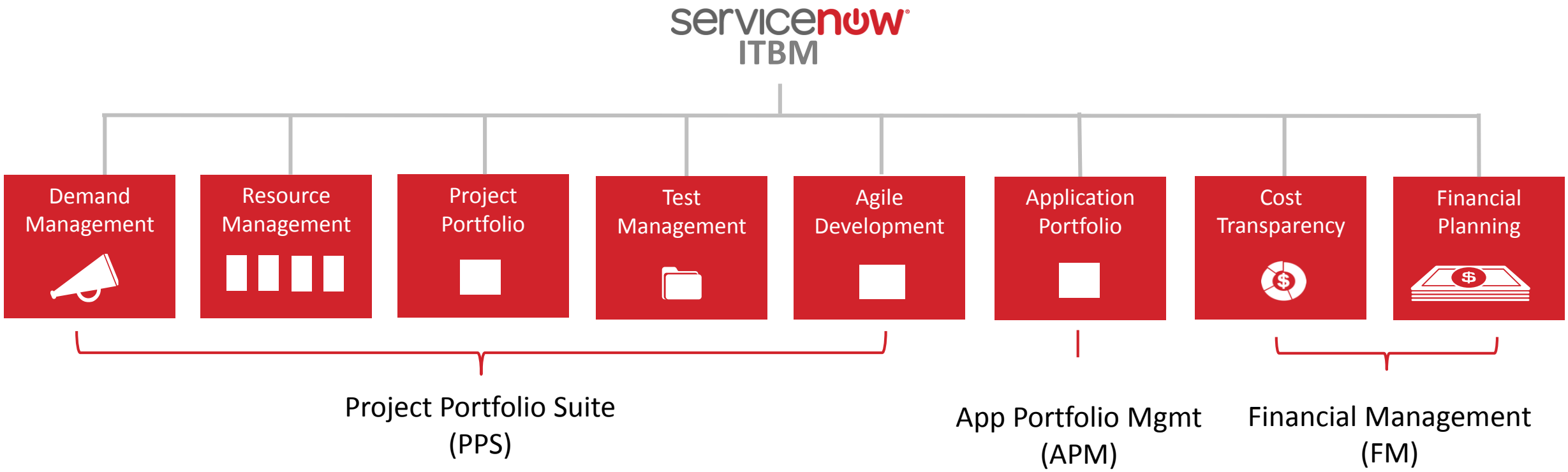
PMO

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ServiceNow Application Portfolio Management (APM)

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IT Business Management Suite



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Application Portfolio Management

Classify

What applications do we have and maintain to run the business?

Measure

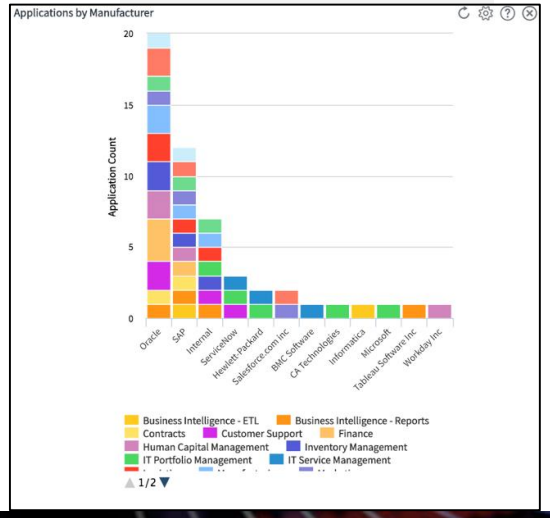
Define and gather metrics such cost, functional value, performance…

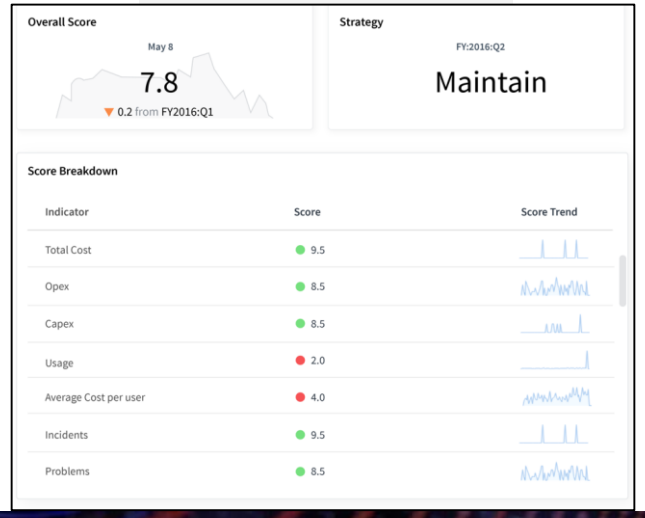
Analyze

Use insights to analyze, assess and evaluate

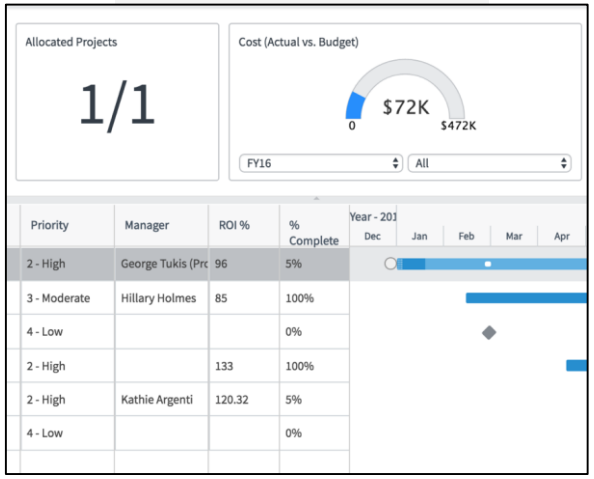
Plan

Decide on the fate of the application, create IT modernization roadmaps and execute them



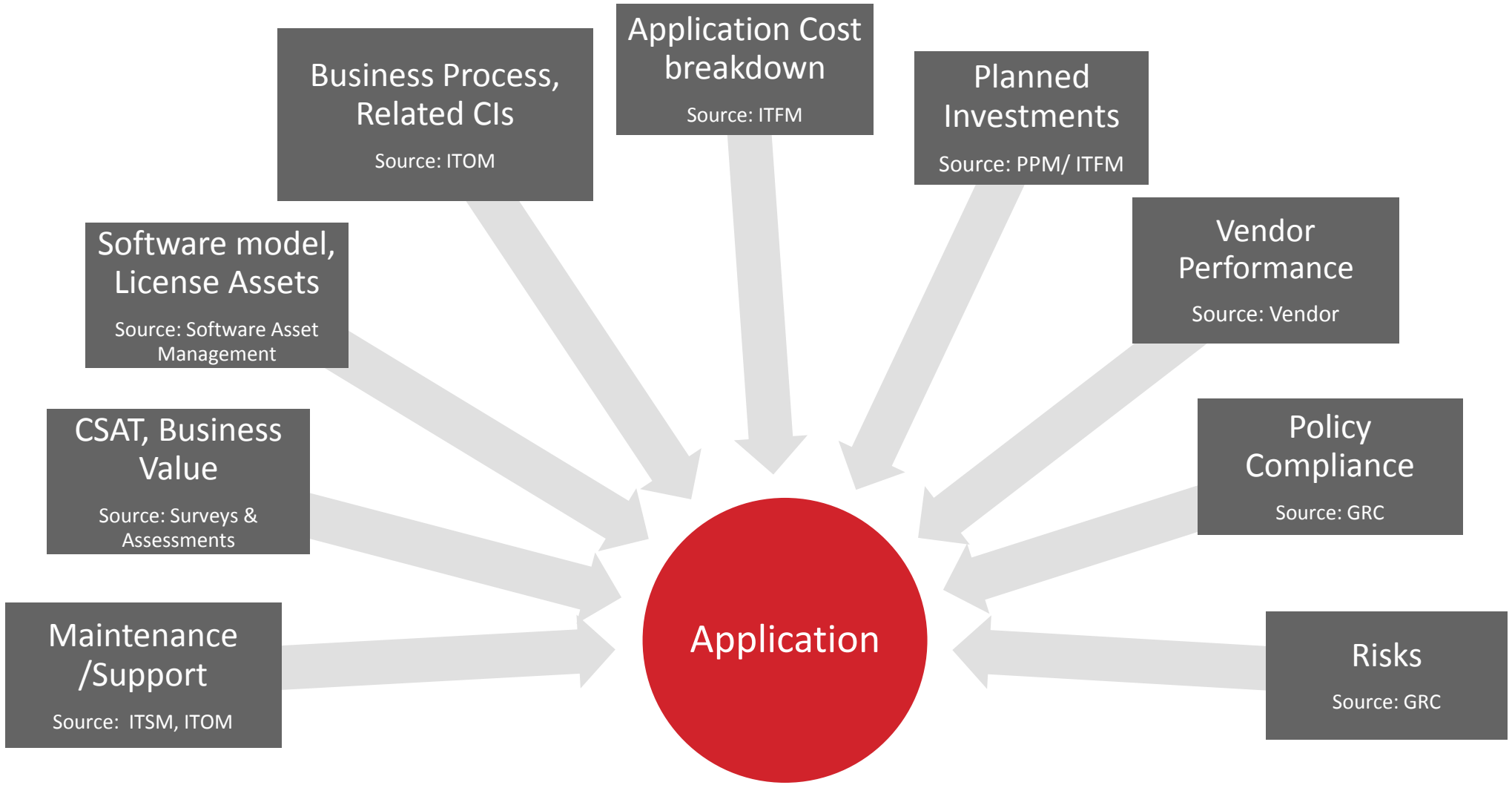






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Assessment Framework – Leveraging the ServiceNow Platform



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ServiceNow APM Implementation

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Classify

Business Applications [Business Application view] | New | Go to Name | Search | 1 to 50 of 133

All

Name	Application category	Manufacturer	Business process	Application type	Application family	Architecture type	Portfolio	Install type
Account & Contact Management	Sales	ServiceNow	Account Management	Homegrown	CRM	Web Based	Sales	NOW-Cloud
ACR	HR	ServiceNow	Hire-to-Retire	Homegrown	HCM	Web Based	Human Resources	Cloud
ActiveVos	BPM	Informatica	BPM	COTS	Others	Web Based	MDM	On Premise
Address Doctor	Data Quality	Informatica	Account Management	COTS	Data	N-Tier	MDM	On Premise
Adobe Analytics	Marketing	Adobe	Analytics	COTS	CRM	Web Based	Marketing	Cloud
ADP Payroll	HR	ADP	Payroll	COTS	HCM	Web Based	Human Resources	Cloud
Allegiance Survey Builder	Professional Services	MaritzCx	Professional Services	COTS	CRM	Web Based	Professional Services	Cloud
App purchase store	Sales	ServiceNow	Sales	Homegrown	CRM	Web Based	Sales	Cloud
Blackline-Finance Close	Finance	BlackLine	Finance	Homegrown	Finance	Web Based	Finance	Cloud
Business Object	Data & Analytics	SAP	Analytics	COTS	Analytics	Client Server	Analytics	On Premise
Calabrio	Marketing	Calabrio	Marketing	COTS	CRM	Web Based	Marketing	Cloud
Campaign	Marketing	ServiceNow	Marketing	Homegrown	CRM	Web Based	Marketing	NOW-Cloud
Case Management	Customer Support	ServiceNow	Customer Support	Homegrown	CRM	Web Based	Customer Support	NOW-Cloud
Change Management	Information Technology	ServiceNow	Infrastructure Services & Operations	COTS	ITSM	Web Based		Cloud

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Application Portfolio Management

Assess, optimize and modernize the enterprise



View Landscape

View Enterprise wide app landscape



Create Goal

Create goals to align with IT strategy



Create Program

Create Program to execute the goals



View Roadmap

View app rationalization roadmap

Application Overview

No of Applications	136
No of Applications Categories	19
No of manufacturer	43
COTS	69
Homegrown	67
Cloud	68
NOW-Cloud	50
On Premise	18
Implementing	9
In Production	127

Recent Goals

- Minimize Number of Instances
- Minimize Homegrown Applications
- Eliminate issues and target 100% data sync between Workday & SURF
- Target New Hire NPS average of >90%

Programs

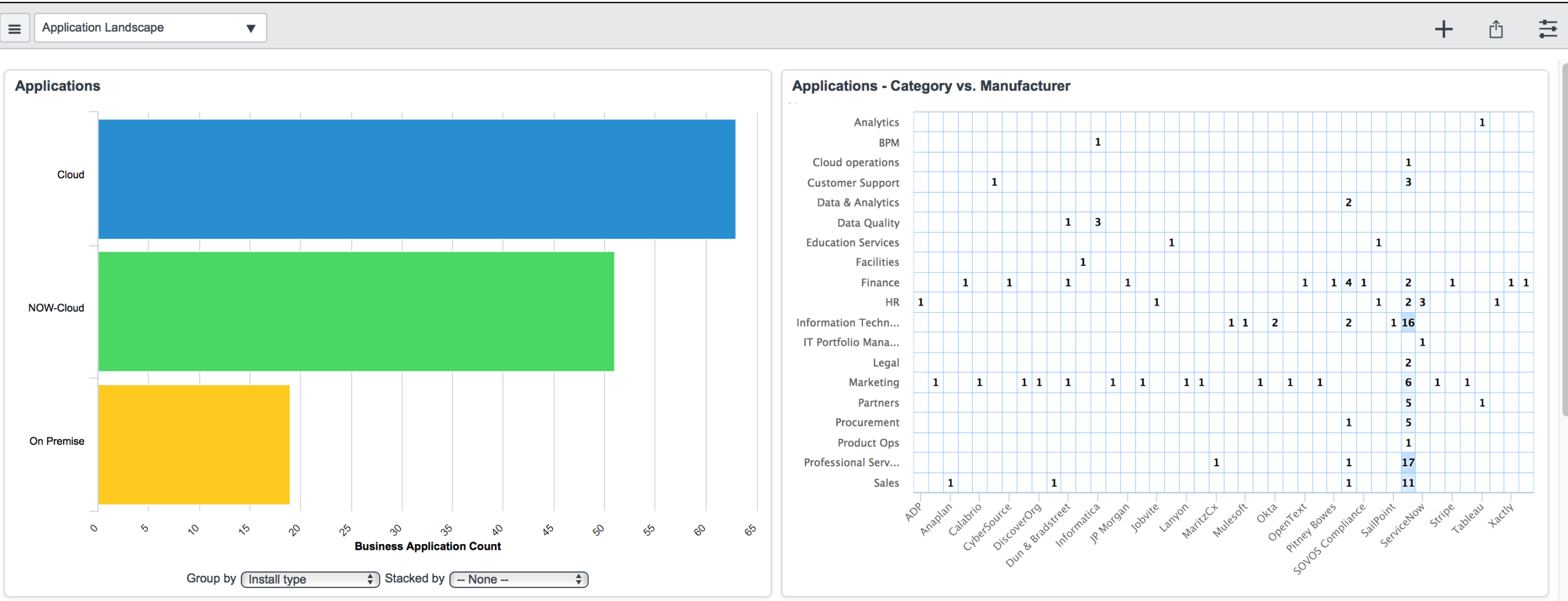
HR Enterprise Onboarding & Offboarding
Minimize Number of Instances to Single Instance by FY17 • 0

ACR -2017
Target New Hire NPS average of >90% • 0

HR OOB Implementation
Minimize Homegrown Applications • 0

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Application Landscape



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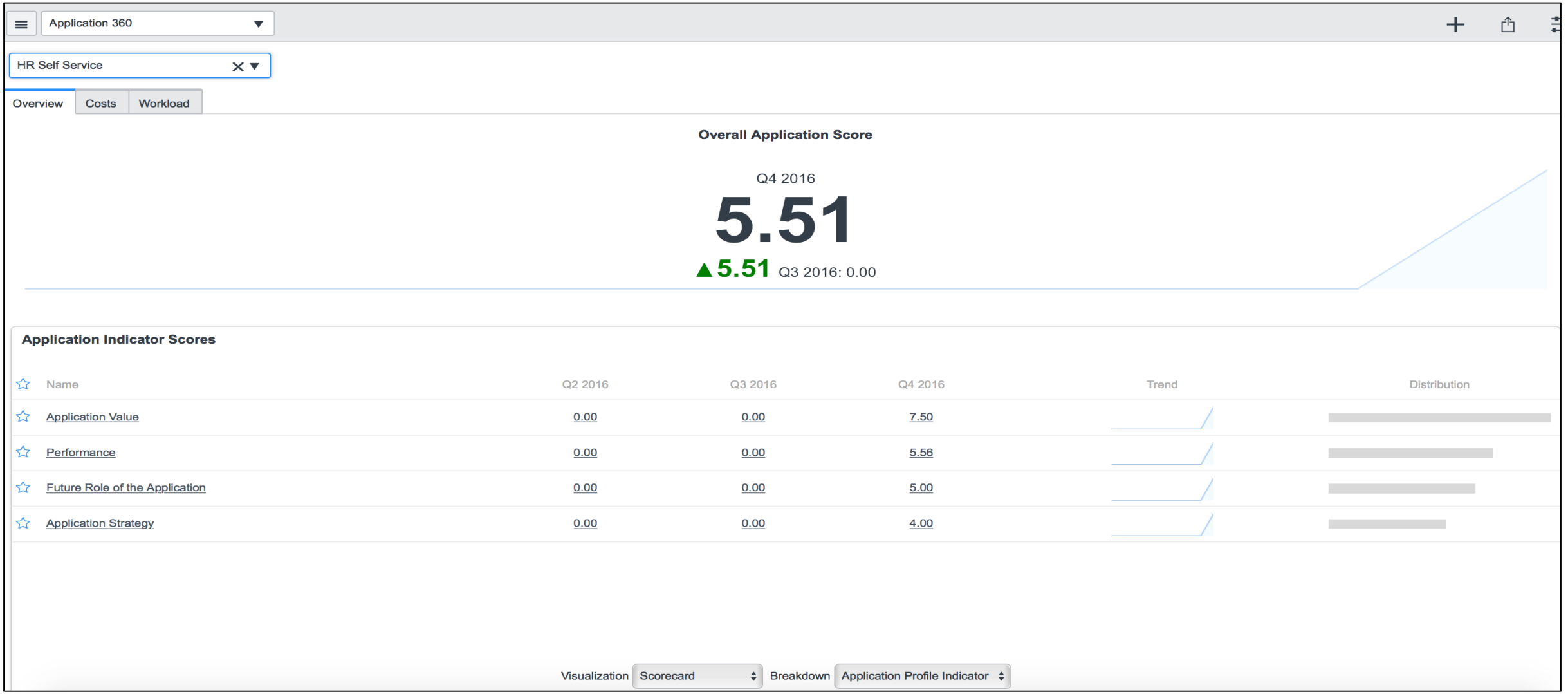
ServiceNow Application Assessment Indicators

- Business Value – using assessment every 6 months by Business Owner
- Technical Risk – using assessment every 6 months by IT Owner
- Operational Risk – source is ITSM – Incident, Change, Problems
- Cost – source is ITFM



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Measure



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Analyze – Business Value vs Application Strategy vs Performance

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Akash Choudhary

Home > Category Analysis > HR

Assessment Period

Select Fiscal Period to start Analysis

FY16

Filter Applications

Application score

greater than

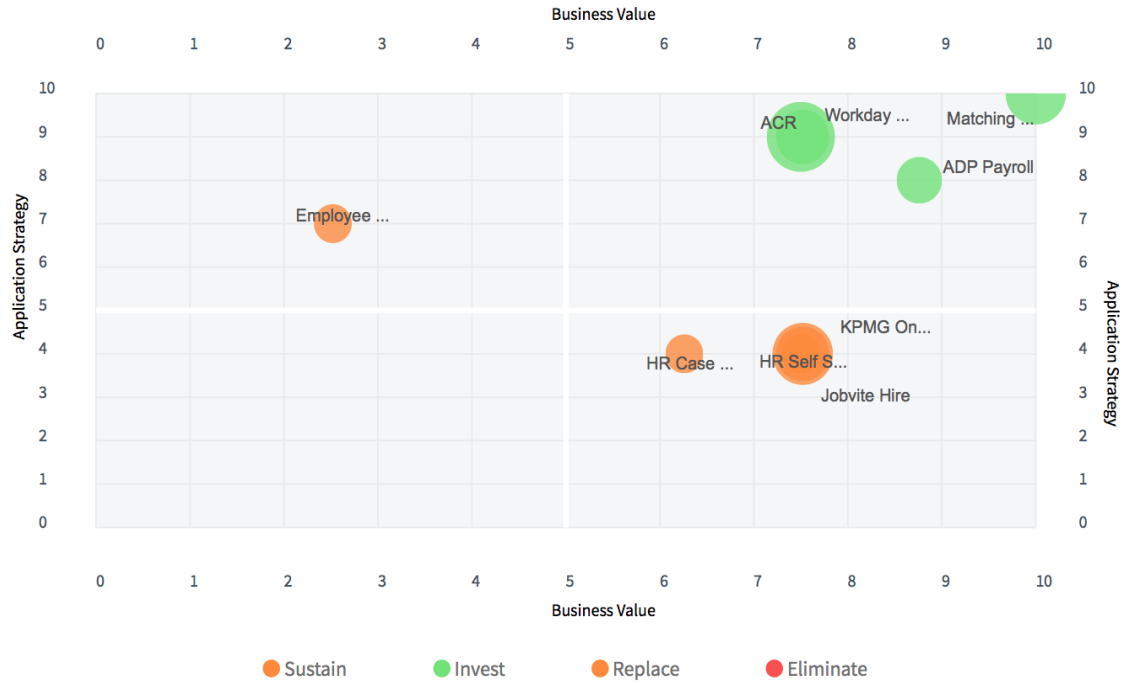
Application Robustness score

greater than

Application Value score

greater than

Business Value vs Application Strategy vs Performance



Applications

Gift					
Employee learn	4.395	2.5 ⚠	7	2.52 ⚠	5.56
HR Case Management	5.205	5	4	6.26	5.56
KPMG Onboarding	6.7	7.5	4	7.52	7.78
Workday Core HR	7.95	7.5	9	7.52	7.78
HR Self Service	5.515	5	4	7.5	5.56
ADP Payroll	7.105	5	8	8.76	6.66
ACR	9.125	10	9	7.5	10
Jobvite Hire	6.975	7.5	4	7.52	8.88

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Analyze – Business Value vs Performance vs Role of Application

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Akash Choudhary

Home > Category Analysis > HR

10

Assessment Period

Select Fiscal Period to start Analysis

FY16

Filter Applications

Application score

greater than

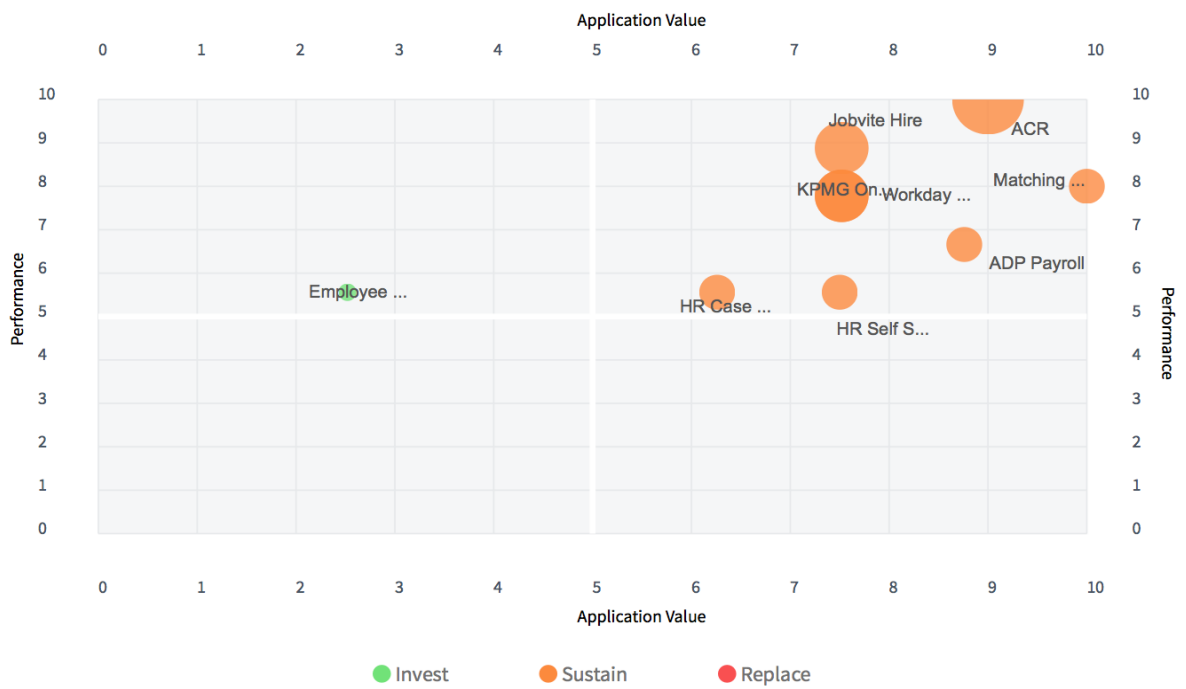
Application Robustness score

greater than

Application Value score

greater than

Application Value vs Performance vs Future Role of the Application



Applications

Name	Total Score	Future Role of the Application Score	Application Value Score
Matching Gift	8.164	5	10
Employee learn	3.426	2.5 ⚠	2.52 ⚠
HR Case Management	5.672	5	6.26
KPMG Onboarding	7.592	7.5	7.52
Workday Core HR	7.592	7.5	7.52
HR Self Service	6.168	5	7.5
ADP Payroll	7.002	5	8.76
ACR	9	10	9

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Rajeev Sethi

Home > Category Analysis > HR

Assessment Period

Select Fiscal Period to start Analysis

FY16

Filter Applications

Application score

greater than

Application Robustness score

greater than

Application Value score

greater than

Business Value score

greater than

Cost of Support score

greater than

Cost of Support

greater than

Application Value vs Performance vs Future Role of the Application

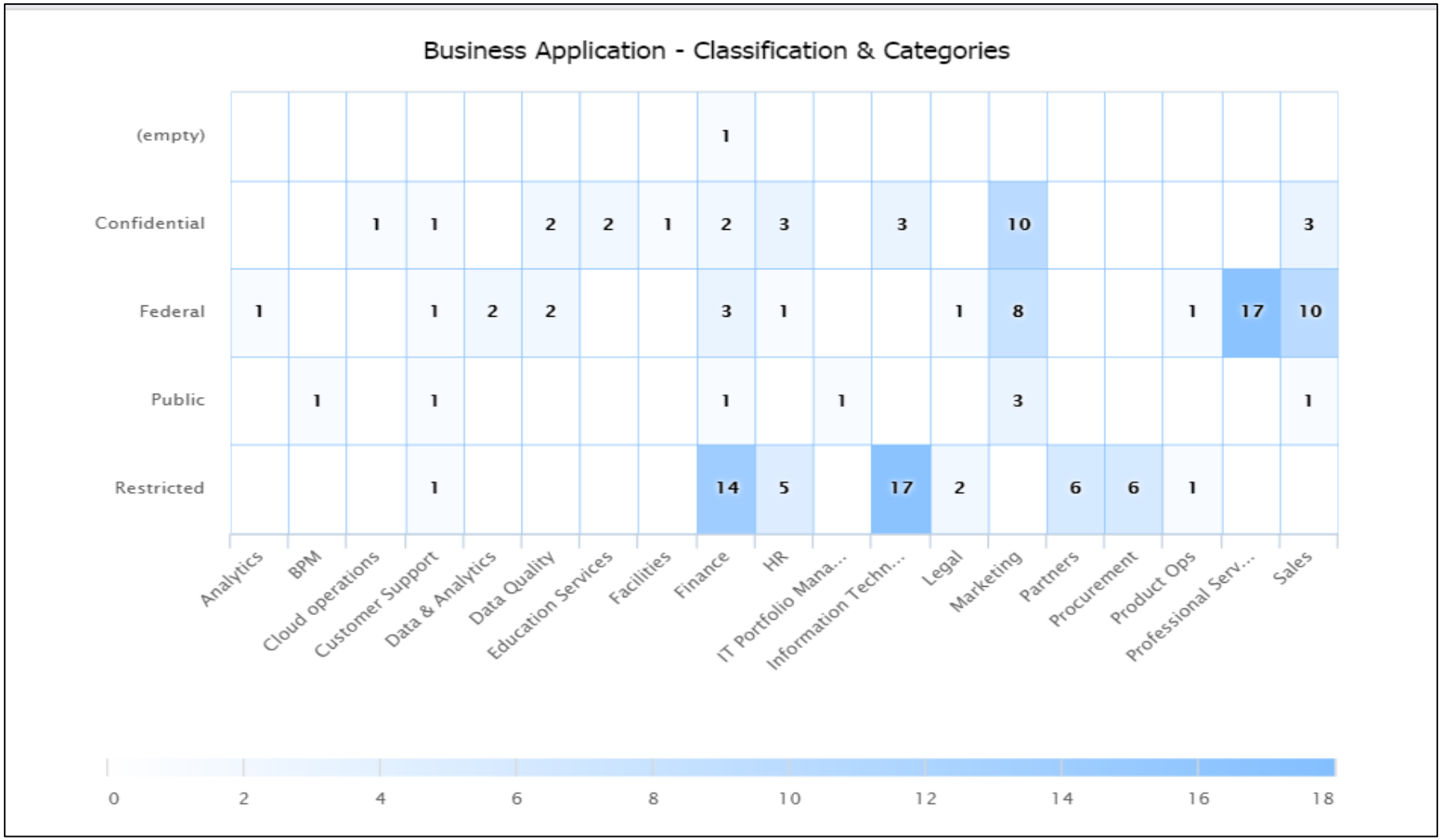


Applications

Name	Total Score	Application Age	Future Role of the Application Score	Application Value Score	Performance Score
Matching Gift	8.47	-	5	10	8.88
Employee learn	4.395	-	2.5 ⚠	5	5.56
HR Case Management	5.205	-	5	6.26	5.56
KPMG Onboarding	6.7	-	3 ⚠	7.52	3 ⚠
Workday Core HR	7.95	-	7.5	7.52	7.78
HR Self Service	5.515	-	5	7.5	5.56
ADP Payroll	7.105	-	5	8.76	6.66
ACR	9.125	-	10	7.5	10
Jobvite Hire	6.975	-	4	7.52	4

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Tracking Data Classification for Security



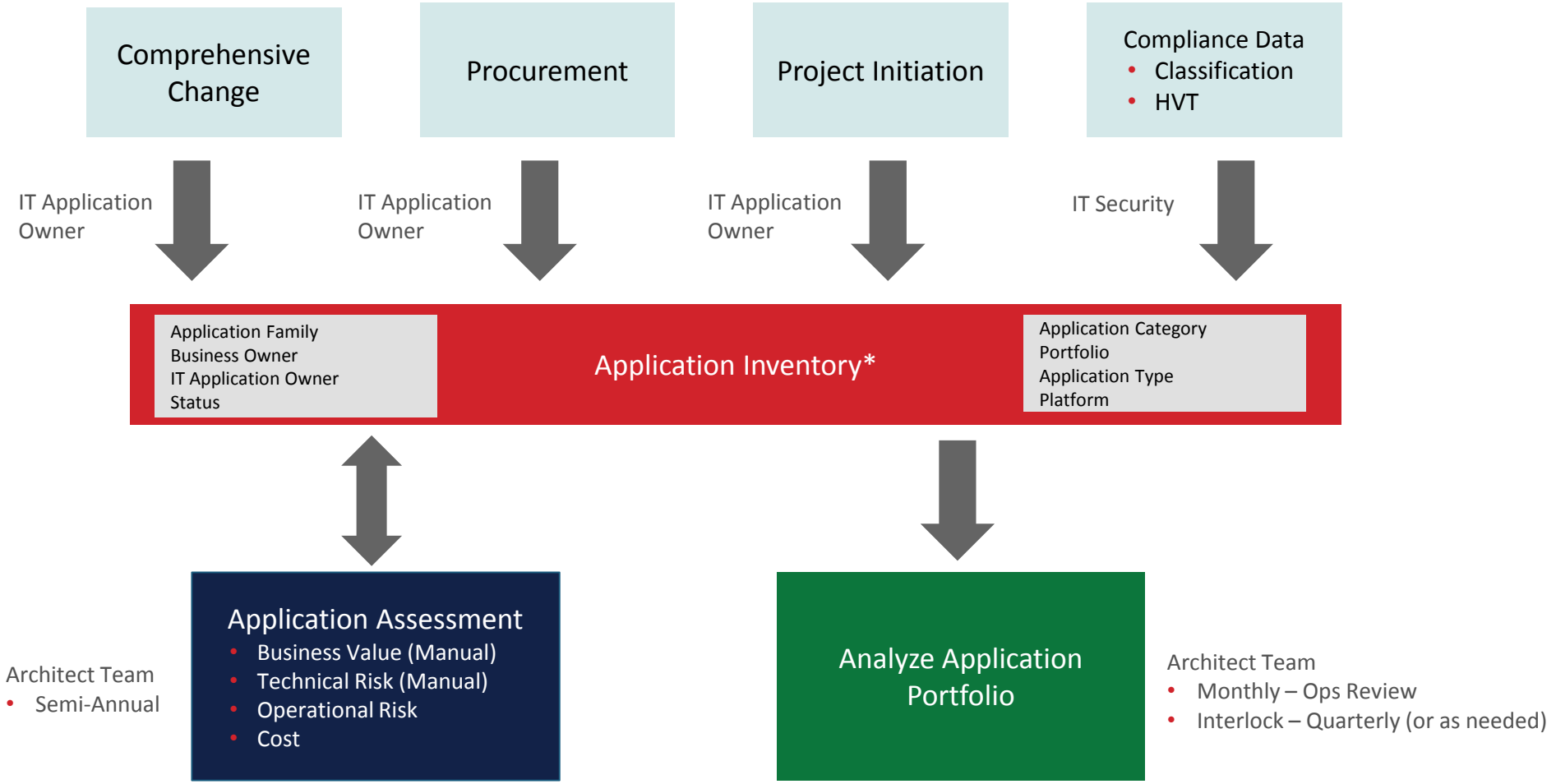
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Findings & Observations

- 120 Applications, 42 Point Solutions
- 54 Applications on ServiceNow Platform
- 16 Instances of ServiceNow Instances
- 100+ integrations/data exchange and counting
- Application Value considered as a good fit and meeting business needs on all custom built applications, but significant backlog of stories exists!
- Operational Risk - considered low by technical team as adequate staffing available (or planned) to support and maintain.
- Technical Risk is overall low for custom applications built on ServiceNow platform
- Cost is overall low as there is there no direct license, or maintenance cost associated with applications built on ServiceNow platform. Labor is not factored in. Separate exercise done in parallel to identify current resource allocation by applications
- Level of support for Cloud Applications (Non ServiceNow) varies
- [illegible] duplication

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ServiceNow IT Application Portfolio Management Process



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ServiceNow IT APM Implementation Journey



Application Inventory & Classification	Application Assessment	PPM Integration	ITSM Integration	ITFM Integration	GRC Integration	Software Asset Management Integration (J release)
• Category, Portfolio, Owner, Data Classification	• Create Indicators & Gather Scores • Analyze & Create Ideas	• Analyze Application and Create Ideas	• Incident, Change Problem for each Application	• linking via Business Services		

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Top Takeaways

1

Start with building your Application Inventory, with owners and deploy the process to keep it updated

2

Keep indicators simple

3

Prioritize and Incrementally enable the capability

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Q & A

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SR. DIRECTOR, ENTERPRISE ARCHITECT
ServiceNow

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Other Sessions You May Want to Attend

- CCB3928 - Rationalizing your Technology Landscape with ServiceNow
- BRE4070 - Application Portfolio Management - Leverage the CMDB for success
- BRE4083 - Finally - IT planning that doesn't suck!
- BRE4089 - Roadmap: Future Direction for ServiceNow Application Portfolio Management
- BRP4288 - Panel: Real Life Experiences and Future Plans for Application Portfolio Management
- BRE4078 - How APM brings ''business of IT'' together
- LAB132027 - APM 201: The capabilities of the new Application Portfolio Management solution in Istanbul – Admin Focus
- LAB132026 - APM 101: Using the New Application Portfolio Management Solution to identify opportunities for Application Rationalization
- PCW4533 - Optimize IT value through Application Rationalization and Portfolio Management (2-Day Course)

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Take the Survey

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

Thank You

Rajeev Sethi
Sr. Director, Enterprise Architect
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