knowledge17

WORK at LIGHTSPEED

Finally! IT Planning that doesn't suck!

Brian Muffley
Enterprise Architect / Director of ServiceNow
Crawford & Company

Mark Bodman
Sr. Product Manager
ServiceNow

© 2017 ServiceNow All Rights Reserved

Agenda

- Connected Data & Transparency
- Service Centricity
- Vision
- Approach
- Samples
- Lessons Learned

© 2017 ServiceNow All Rights Reserved

Speaker Introduction



Name: Brian Muffley

Title: Sr. Director of Service Management

Function: IT

Company: Crawford & Co.

Experience: 20+ years in IT across Management, Architecture, Product, Project, and Engineering

Expertise: Strategy, Vision, Solution Design, Data Management, Delivery and DevOps

Achievements: Transitioned previous company from BMC to ServiceNow in 6 months. Implemented full ITSM solution, including Asset, License Management and ITFM. Developed and drove a Service Centric approach. Developed Increased customer experience through ha new Customer portal. Improved transparency through operations through connected data and analytics.

Current Projects: Driving process efficiencies through delivery of PPS, APM and ITFM “2.0”.

© 2017 ServiceNow All Rights Reserved

Speaker Introduction



Name: Mark Bodman

Title: Sr. Product Manager

Function: Application Portfolio Management

Company: ServiceNow

Experience: US Army Veteran, 10 years EA @ Dell, 4 years at Troux, 4 years @ HPE

Expertise: Solving the impossible, IT4IT Certified EA, Product Management, DevOps, Cloud, machine vision.

Achievements: Designed Dell Preferred Account, Dell Business Credit, managed Troux product into #1 EA tool. Had 2 kids, married since 1993

Current Project: Managing APM, IT4IT standard Adoption forum chair

© 2017 ServiceNow All Rights Reserved

Case Study on…

Name: 'A global Construction & Property Management Company'

Industry: Construction, Development, and Investment

Market Focus: Provides comprehensive services to the above industries across Australia, Asia, Europe and the Americas

Company's Primary Products/solutions:

- ServiceNow ITSM
- ServiceNow Service Portal
- ServiceNow Asset
- ServiceNow ITBM

Company-wide Initiatives

- Operational and cost efficiencies
- Service Centric modeling
- Improved Delivery and Portfolio Management
- Customer promise
- Connected data (transparency)

© 2017 ServiceNow All Rights Reserved

Objectives and What You Will Learn

Objectives

- How to modify your approach of running IT in a way that is understood and tangible to the business
- How to leverage ServiceNow to connect your data, processes and initiatives together
- Transform your IT organization from an Order Taker to a Strategic Partner

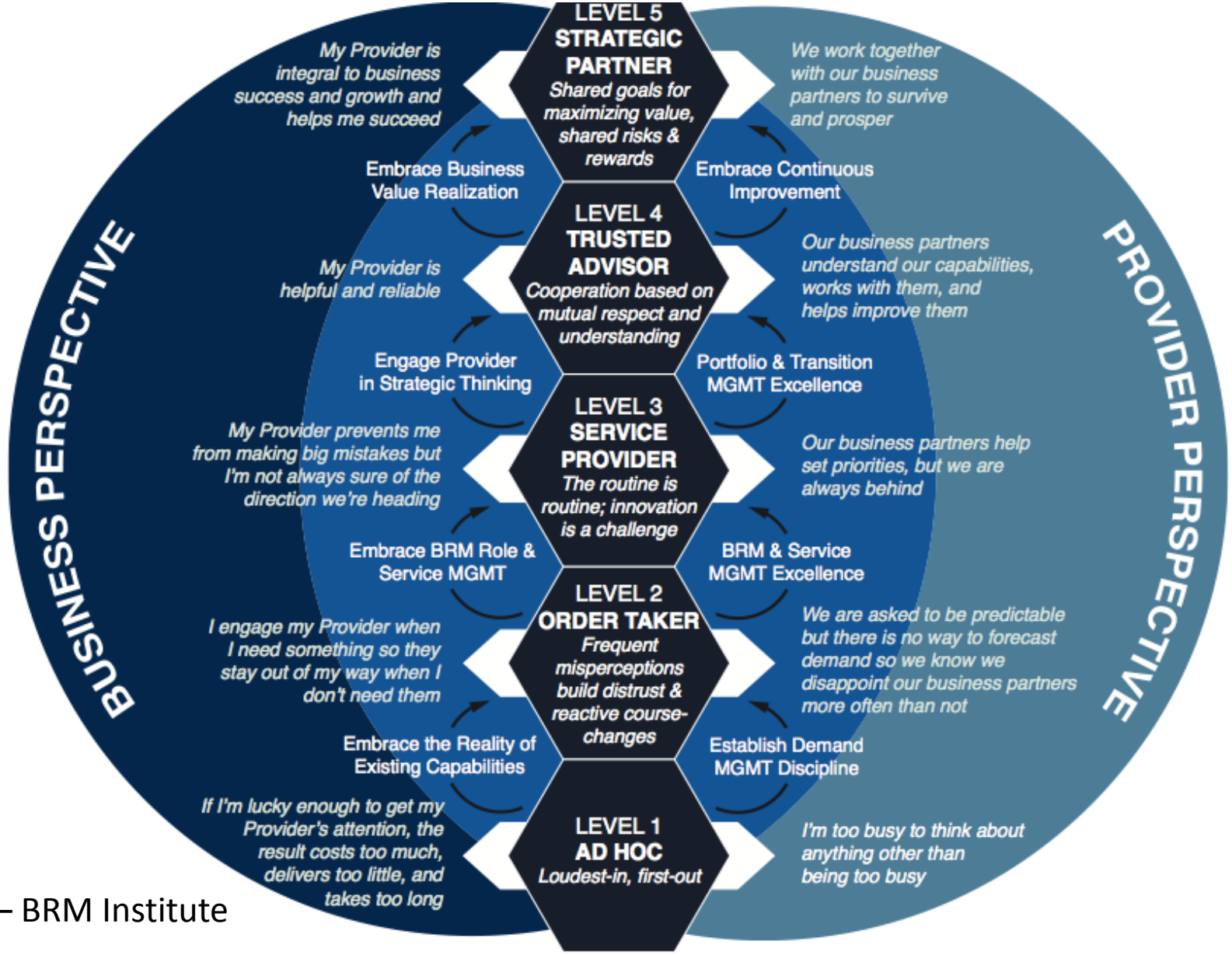
What you will learn

- Understand the environment and challenges facing IT
- How to build a Service Centric approach to IT Management
- Learn about how the ServiceNow ITBM suite can benefit your organization
- Discuss how the lessons may apply to you for your initiatives/projects

© 2017 ServiceNow All Rights Reserved

Drive Greater Maturity

- Honest assessment of current state?
- Do you see value in “moving up”?
- Will the material presented here help you transition?



Source – BRM Institute

© 2017 ServiceNow All Rights Reserved

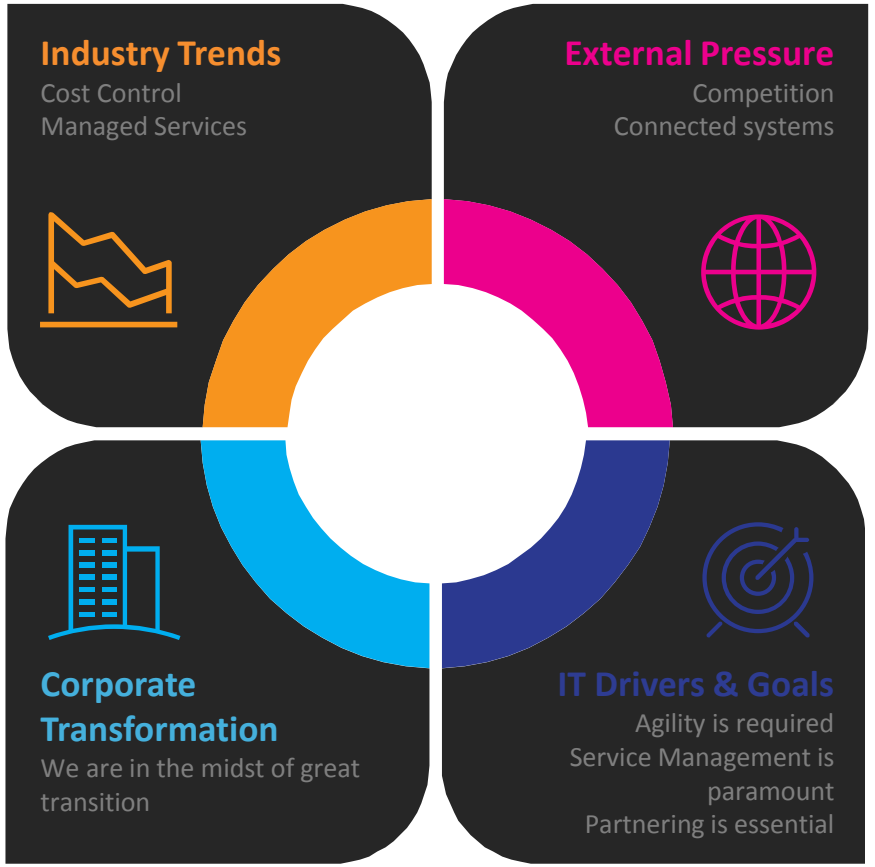
Why is this important?

Industry Trends
Cost Center reductions
Managed Service and 3rd party providers
Technology proliferation

External Pressure
Business units/groups can easily go to the market and pick the latest “thing”
Increased competition (Companies are presenting themselves as fully turnkey to your CEO)

Corporate Transformations
“Churn” – move to application, process and service rationalization
“Customer First” – renewed efforts focused on user experience
“BI Everywhere” - The need to democratize our data (proliferation to everyone)
“Cloud First” – movement away from hosted applications into Cloud Platforms
- “reduce CapEx, gain agility”

IT Drivers & Goals
Agility to meet business demands effectively and efficiently
Move to DevOps model
Service Management – Everything is a Service
Get to the table – Ability to have strategic conversations as a partner



© 2017 ServiceNow All Rights Reserved

A New Vision…So we can cast a new reality?

VISION **OUTCOMES DELIVERED BY IT BUSINESS MANAGMENT**

Become a Strategic Partner to the Lines of Business

- Vision into cost of Service and Service Performance
- Alignment with Business Strategy
- Velocity Driving Innovation

- **Efficiency** and **transparency** of all work
- **Rationalized** portfolios
- **Cost of service transparency**
- **Shift from operate to innovate**
- **Service supply** meets Business **Demand**
- **Analytics** based Demand Shaping
- Single **supply chain** of IT Delivery – the ERP of IT
- **Service Aware** Business Management

Goal 2:
Data Connectivity & Transparency

Goal 1:
Service Centricity

© 2017 ServiceNow All Rights Reserved

A Service Centric / Connected solution

Allowing IT to Run like a Business

1



Integrate / Orchestrate



Transparency



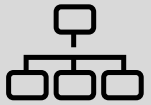
Simplify



Standardize



Automate



Connect

2



Enterprise Management



Performance Analytics

4



SLA Management



Knowledge Management

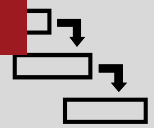


IT Service Management

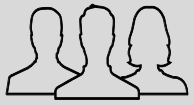


Service Portal

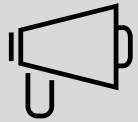
5



Project Management



Resource Management



Demand Management



Portfolio Project Management



Financial Management



Application Portfolio

6



Contract Management



Vendor Management



License Management



Asset Management

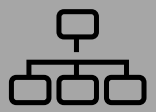
7



Discovery



IT Operations Management



Service Mapping

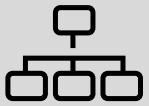


Cloud Management

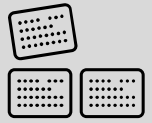
3



Technical Services



Business Service Taxonomy



Application Services



CMDB



Business Services

8



Legal Service Management



Treasury Service Management



Facilities Management



HR Service Management

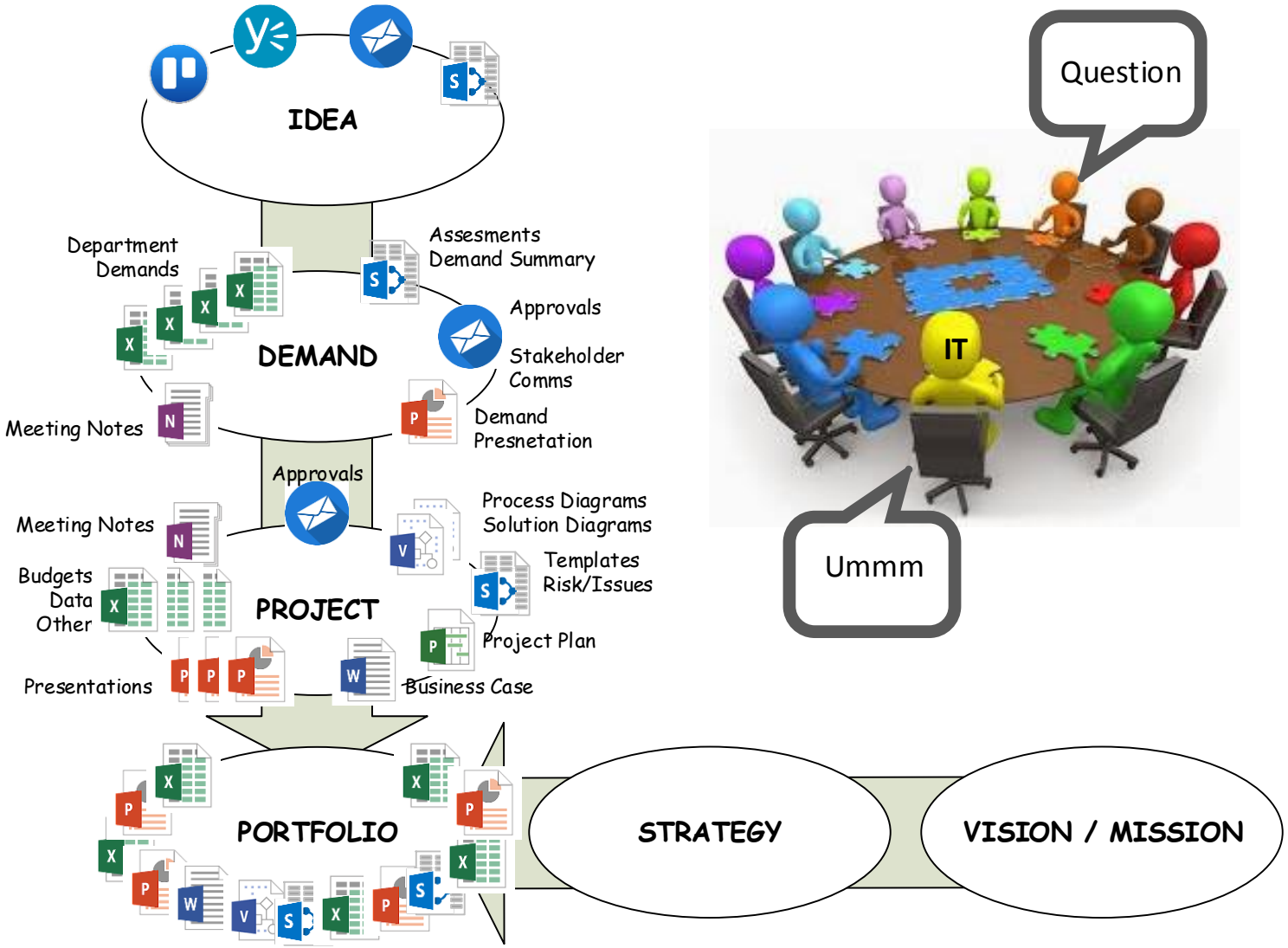
© 2017 ServiceNow All Rights Reserved

Starting with the end in mind…
Connected Data & Transparency

© 2017 ServiceNow All Rights Reserved

Challenges and Goals

- How do we tell a story when:
  - Too many sources
  - Disconnected processes
  - Lack of transparency / trust
  - Endlessly growing demands
- If we cannot give them a “picture” then:
  - We become order takers
  - We lose opportunity to influence
  - They seek other “alternatives”
- If all of our data isn’t connected:
  - Tell incomplete stories
  - Information is often lost
  - Start “explaining” (bad)
  - Lose credibility

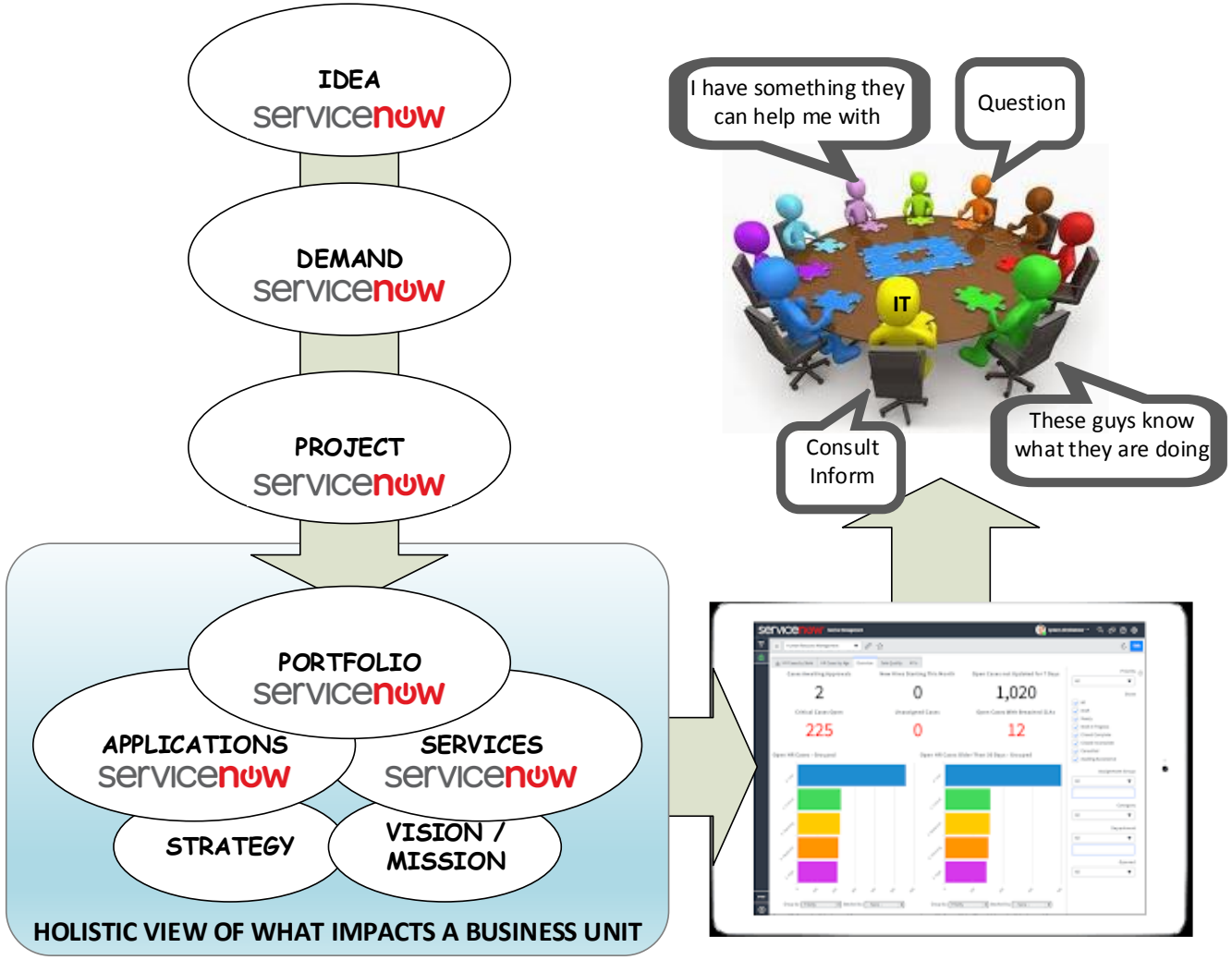


© 2017 ServiceNow All Rights Reserved

Solution at a Glance

- Build Service Taxonomy
  - Decompose IT Services (TS)
  - Decompose Business Services (BS)
  - Define Application Services (AS)
  - Relate Services together
  - Create a cost model in ITFM
- Leverage PPS Suite
  - Ideation, Demand, Project, Portfolio, Resource
  - Remove need for outside data sources
  - Build reporting, dashboards and workbenches to get users INTO the system
- Leverage APM Solution (new in Istanbul)
  - Define your Applications
  - Relate to Services
  - Lifecycle Management, Metadata & Measurements

That is transformative!
That is moving from a “Order Taker” to a “Partner”

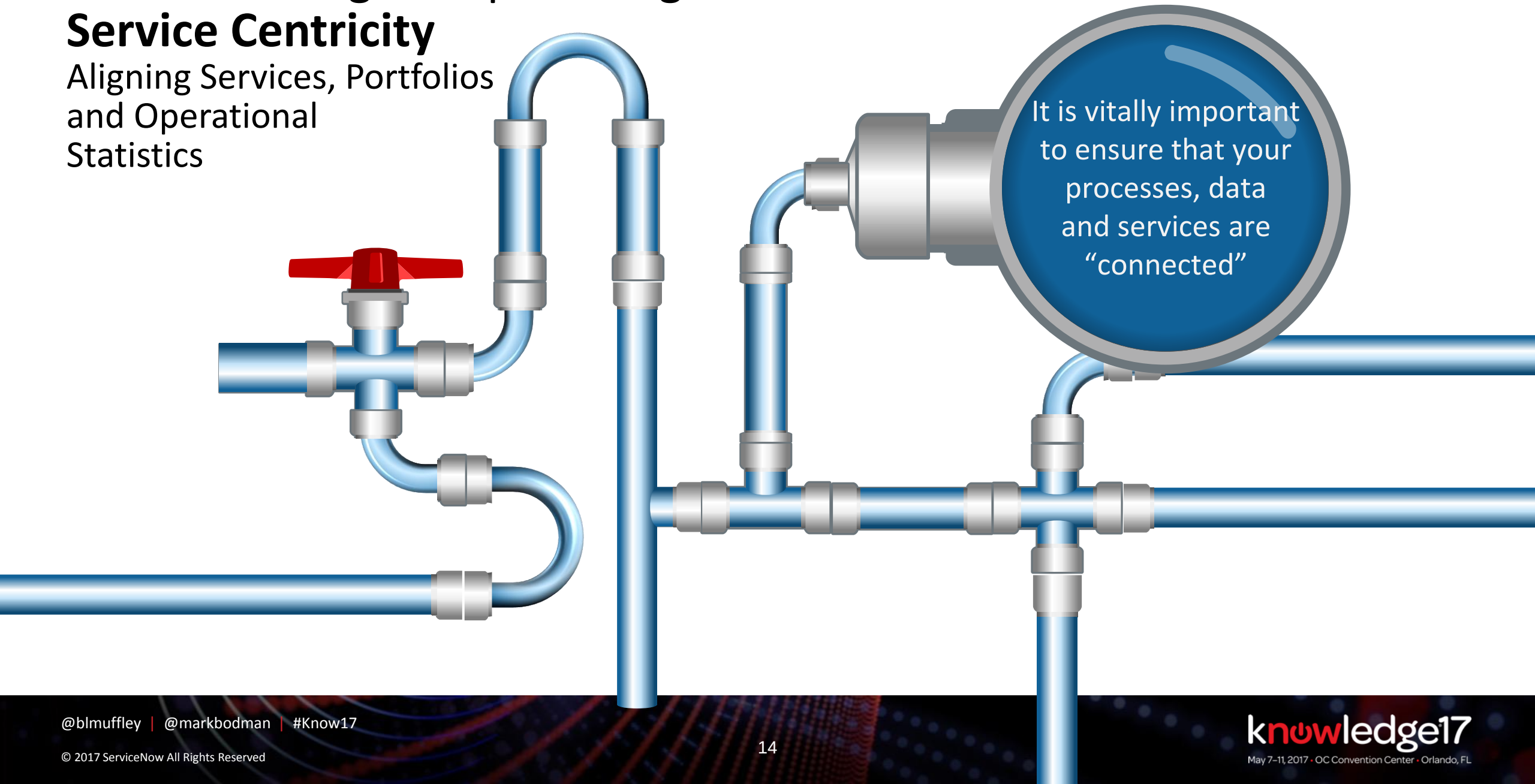


© 2017 ServiceNow All Rights Reserved

Understanding the “plumbing”

Service Centricity

Aligning Services, Portfolios and Operational Statistics



© 2017 ServiceNow All Rights Reserved

Aligning to your business

Building a Service Taxonomy is critical

Technical Services

IT: Internal

What services, applications, etc. are required to run IT. These should not be directly attributed to business applications/services, but are overheads.

IT: Infrastructure

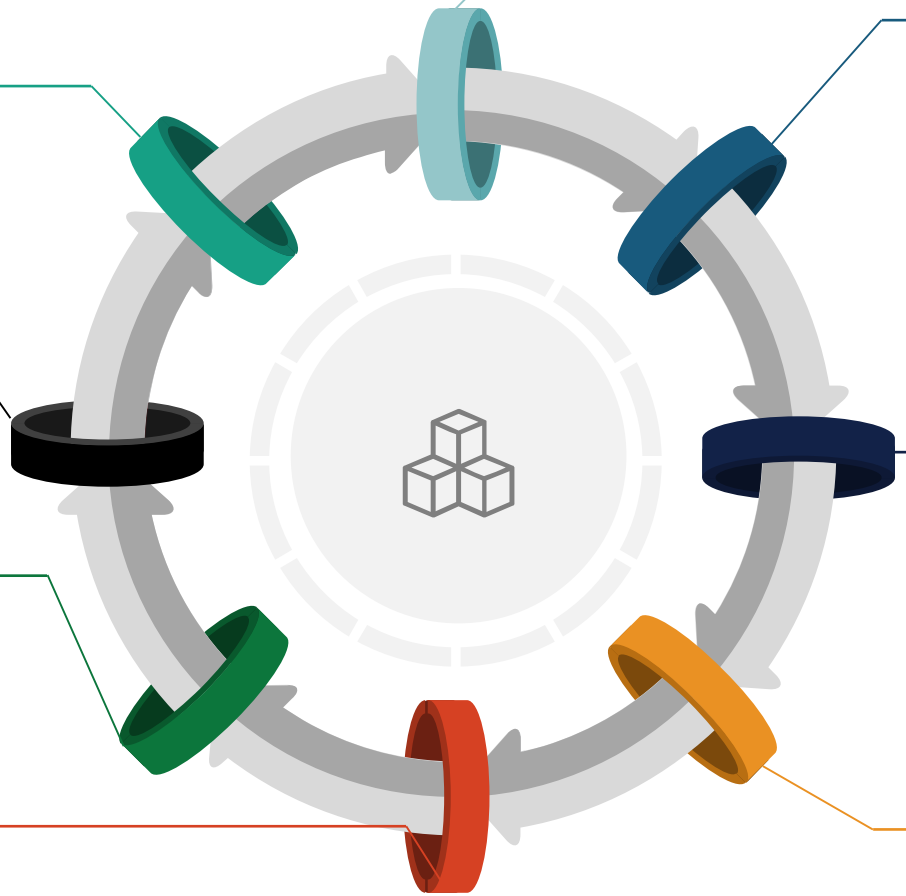
What is required in order to host/manage the applications used by the business or IT.

IT: Applications

What applications does the business leverage. Align to the appropriate Business Service(s)

IT: Services

What IT offers the business that directly relates to the business



Business Services

Core Services offered

What does the business do? How does it make profits? These are your core tenants that will build the hierarchy of your taxonomy.

Sales / Marketing

Breakdown how your organization sells and markets its products and services. This may very well align under each service as it may vary.

Human Capital

Breakdown HR functions for your organization, based on how they operate. Examples: Performance Management, Job Framework./Banding, Policies, Onboarding, Offboarding, etc.

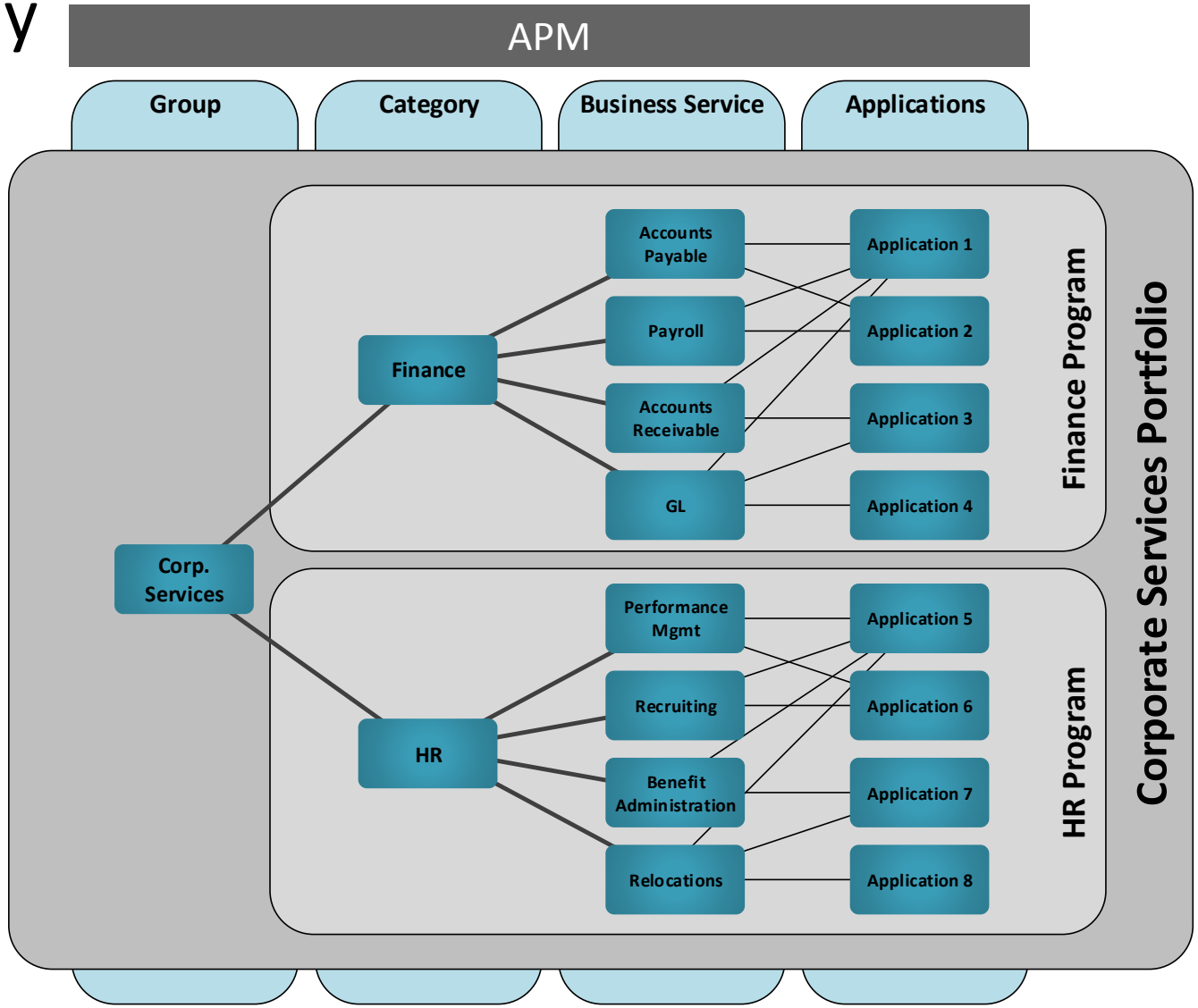
Finance

Breakdown finance services such as Payroll, AP, AR, GL, etc.

© 2017 ServiceNow All Rights Reserved

Solution – Building your Taxonomy

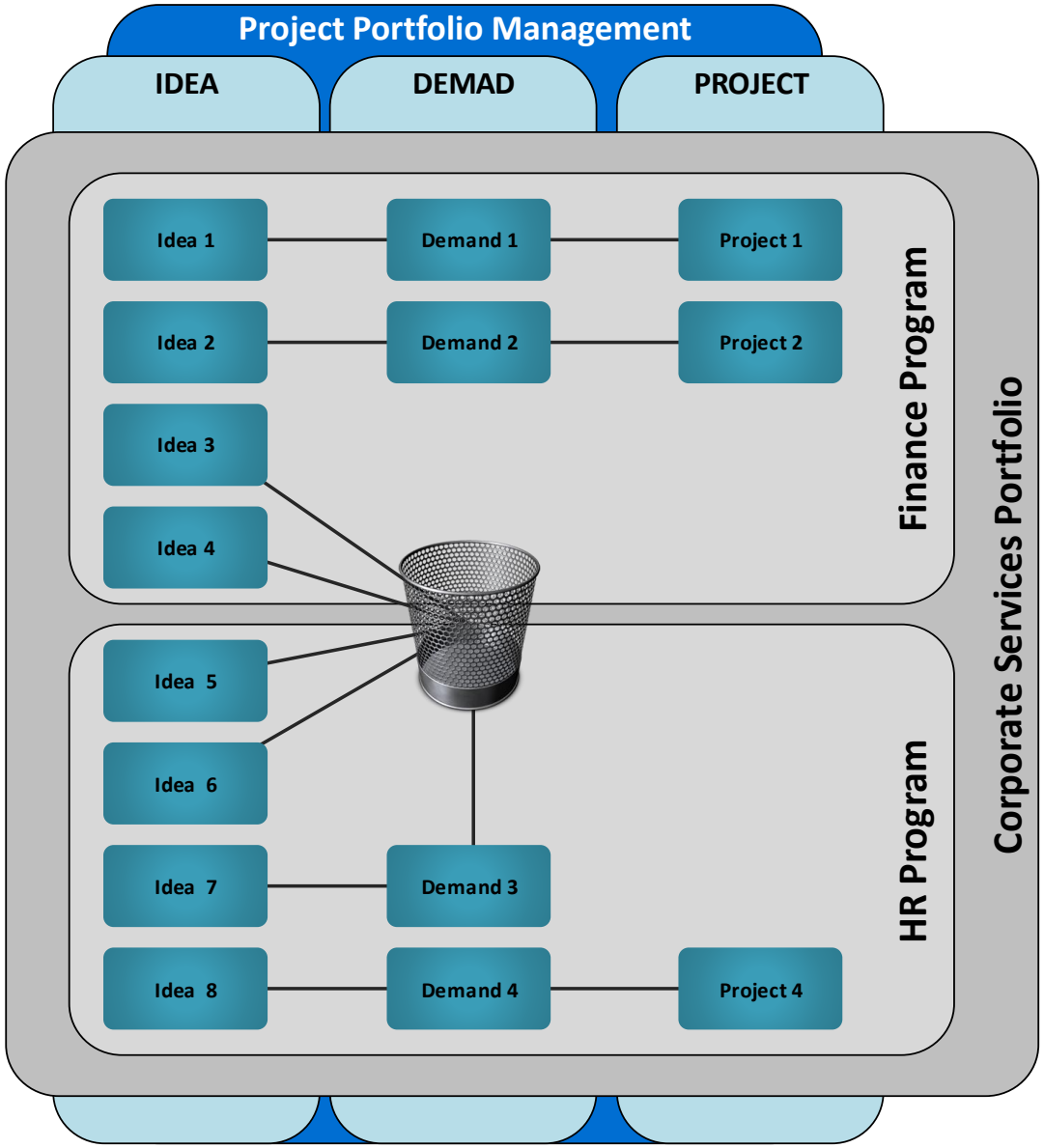
- Start with the Business
- Use Groups and Categories to structure it
- Collaborate with Business Partners in each Category *(don't do this alone)*
- Define "What they do" – Services
- Define "How they do it" – Applications
- Build a Technical Service Catalog to define "How you build, support, and maintain"
- Align Technical Services to Business Services (Suggestion: use ITFM Allocation Rules)
- Build Portfolios and Programs (which feed Portfolios) and align to model. This will be used in PPS/APM and will create the lifecycle approach needed for maintenance!
- You now have a working structure that the business will embrace since it started with them



© 2017 ServiceNow All Rights Reserved

Solution – Idea – Demand - Project

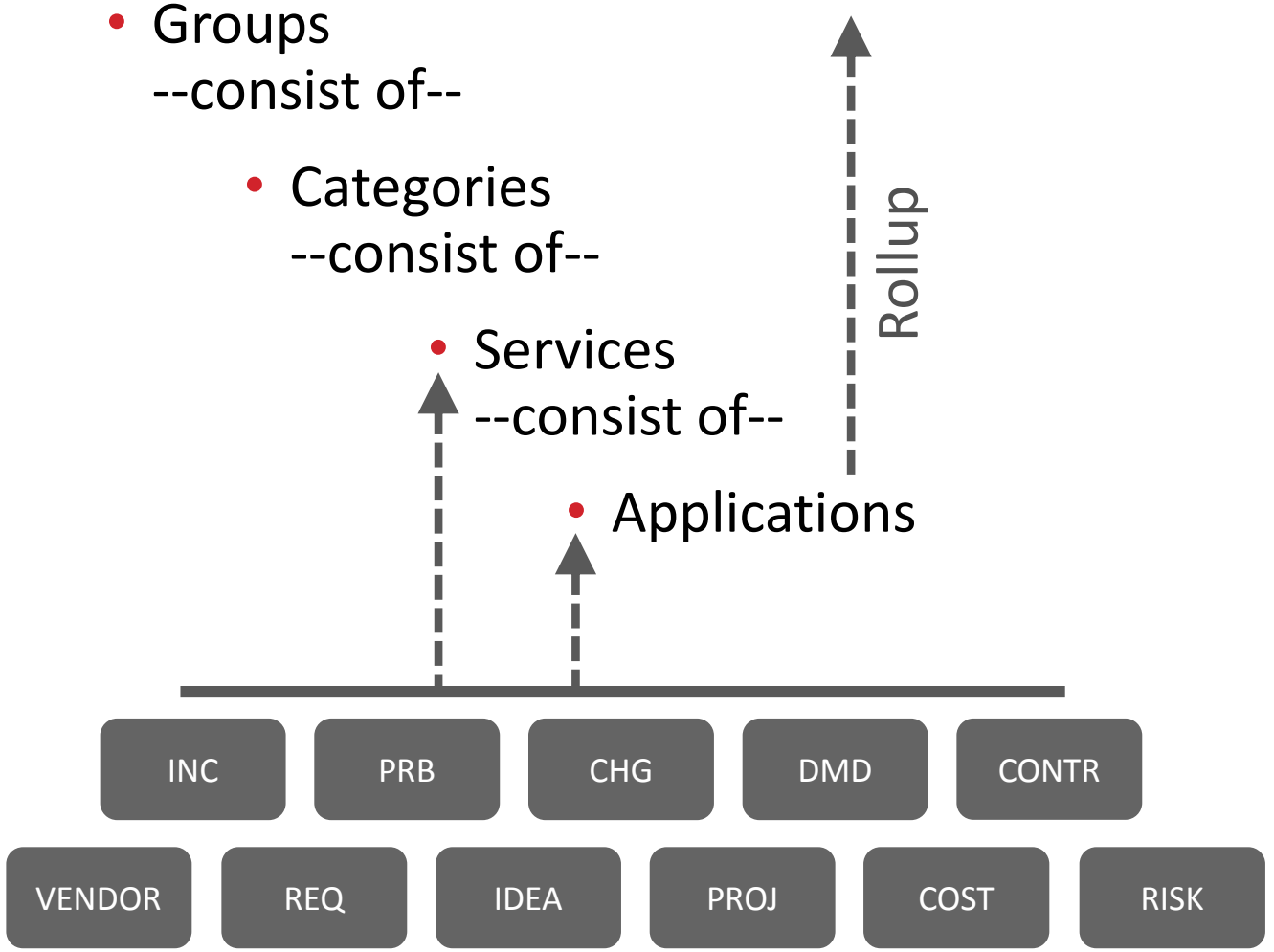
- Align IDEAS to Programs / Portfolios
- Determine what Ideas are worth progressing
- Build the Demand as a Business Partner
  - Collaborating with Business leaders to determine what…
    - Fit for purpose (theirs)
    - What will produce the greatest impact
    - When (Road Mapping)
  - To accomplish
    - Alignment
    - Faster delivery
    - Benefit realization
- Rollup to Program and Portfolio views
  - Visibility



© 2017 ServiceNow All Rights Reserved

Concept-to-Reality: Business Service Taxonomy

- Groups
  --consist of--
  - Categories
    --consist of--
    - Services
      --consist of--
      - Applications



Transparency / Visibility
360 degree

© 2017 ServiceNow All Rights Reserved

Samples

© 2017 ServiceNow All Rights Reserved

PPS Sample: Demand Workbench

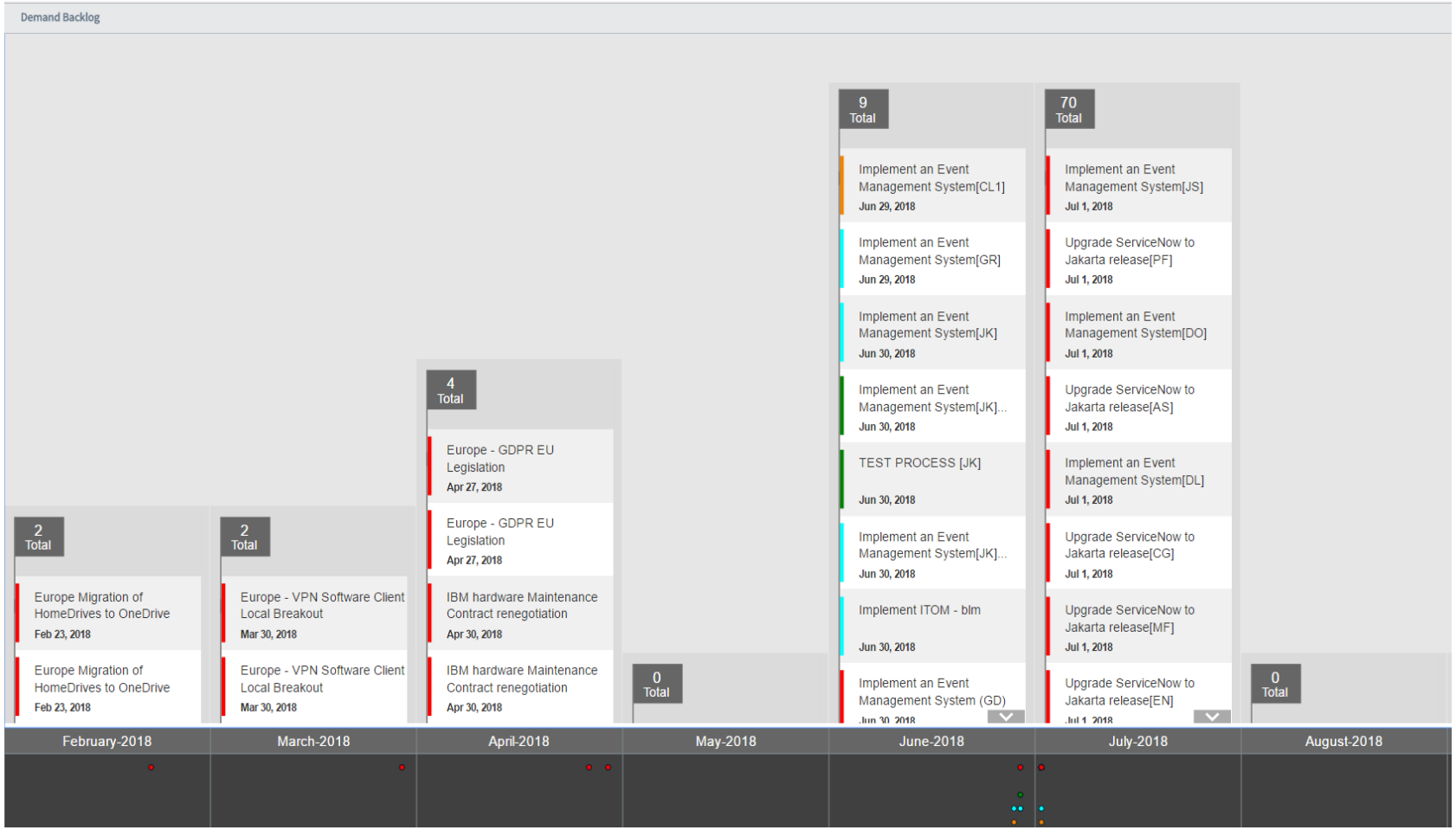
- Ability to assess demands against one another in a given portfolio/program
- 3 axes of scale (Cost (x),Value (y), Risk (z))
- Ability to maneuver within the workbench
  - Allows this to be used within a working meeting (no need for a PowerPoint or Excel sheet)
- Can filter this down by Year, by Demand state, etc. to get the view you need



© 2017 ServiceNow All Rights Reserved

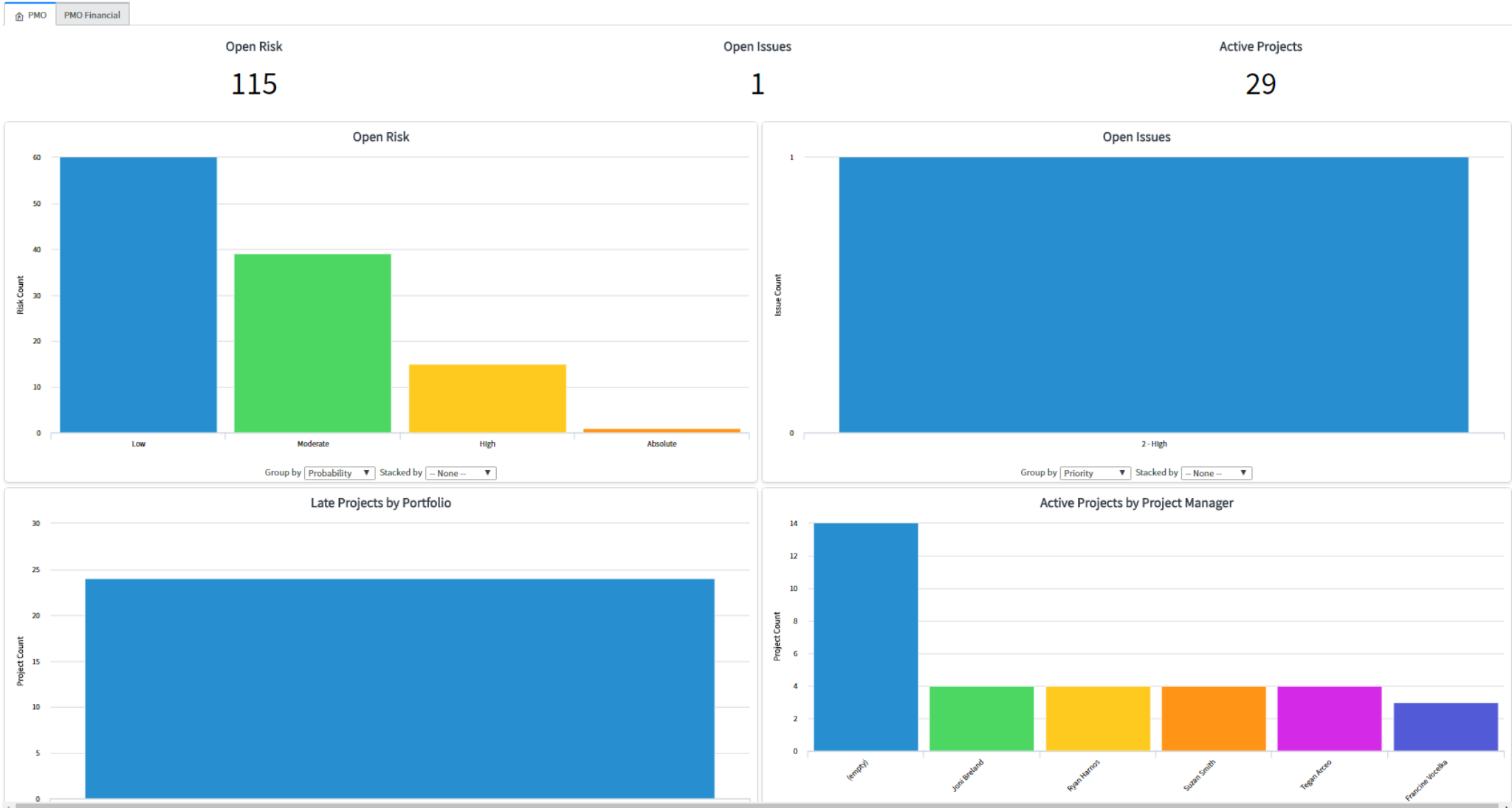
PPS Sample: Demand Roadmap (Backlog)

- Demands also need to be reviewed over a time relationship “How much load do we have coming up”
- Allows for “leveling”
- View currently does not show duration of demand, only start
- Color coding can allow you to visualize differences by state (default) or other attributes such type (Strategic vs. Tactical vs. Operational)



© 2017 ServiceNow All Rights Reserved

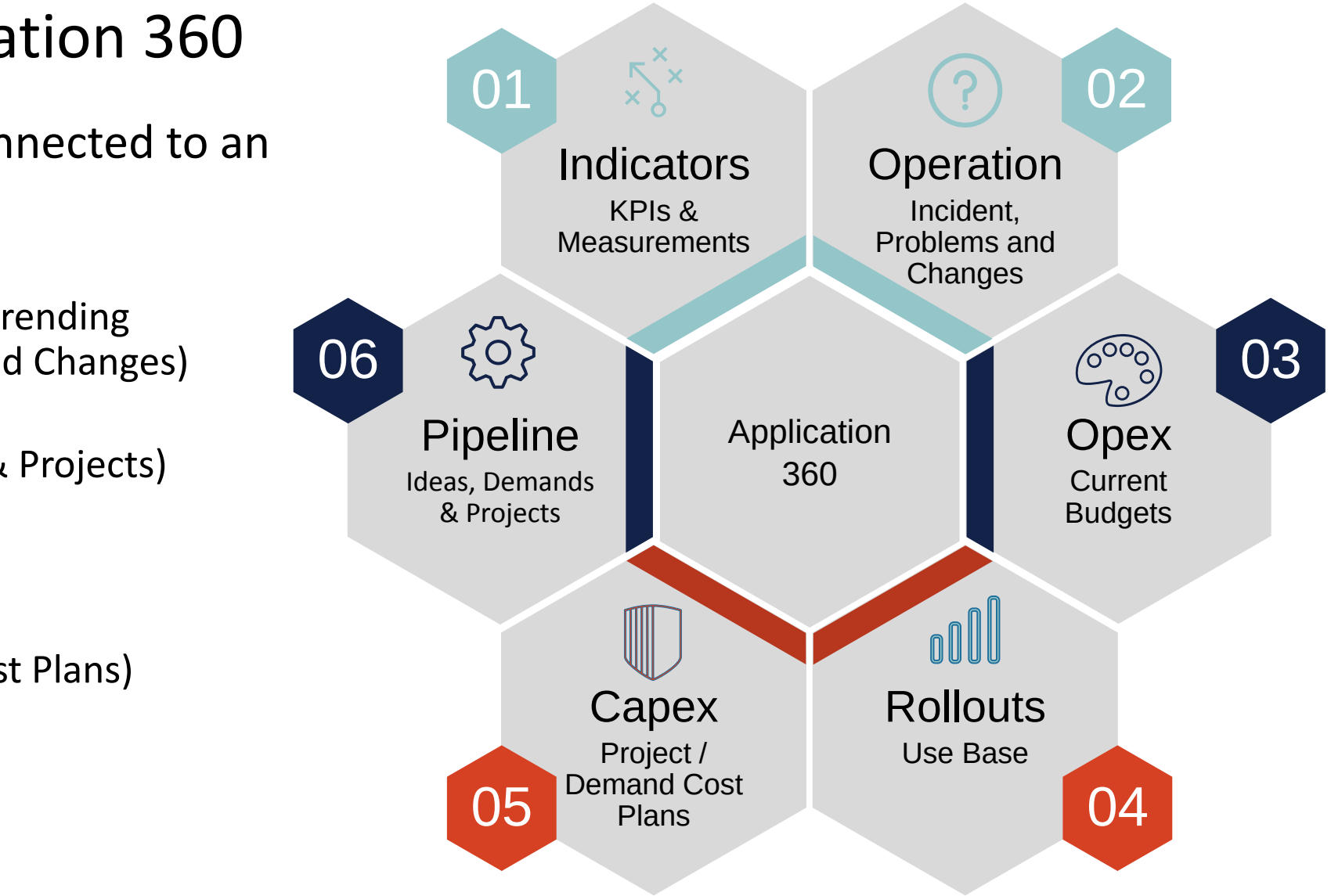
PPS Sample: PMO Dashboard



© 2017 ServiceNow All Rights Reserved

APM Sample: Application 360

- Review all critical data connected to an application
  - Overview - Indicator scores
  - Operational Workload with trending (New Incidents, Problems and Changes)
  - Pipeline report (Upcoming Ideas Demands & Projects)
  - Operational Costs (From ITFM and Budgets)
  - Demand & Project Costs (From Demand & Project Cost Plans)
  - Rollouts

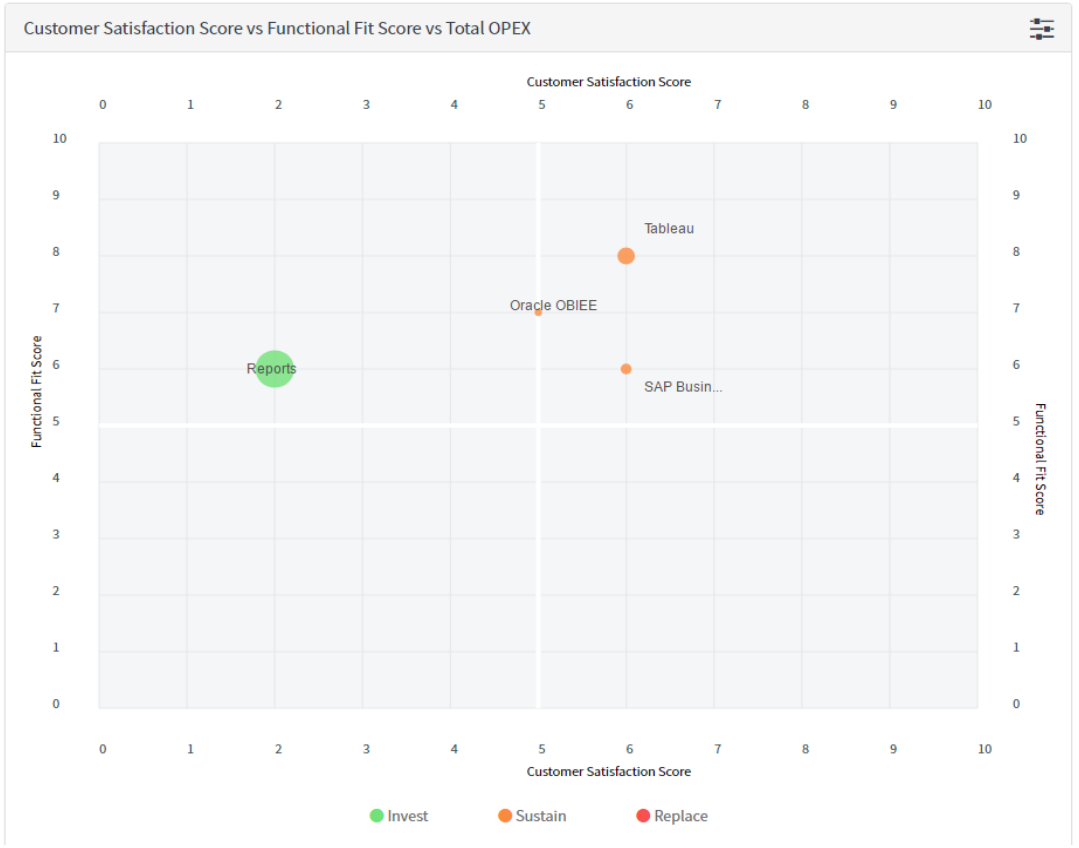


© 2017 ServiceNow All Rights Reserved

Sample: Application Analysis

- Analyze applications across a service
- Useful for Business Conversations regarding:
  - Rationalization
  - Usefulness
  - Cost
  - CSAT
  - Etc.

Finance: First time they actually saw their application stack in front of them. Did they know they had 9 Payroll apps????

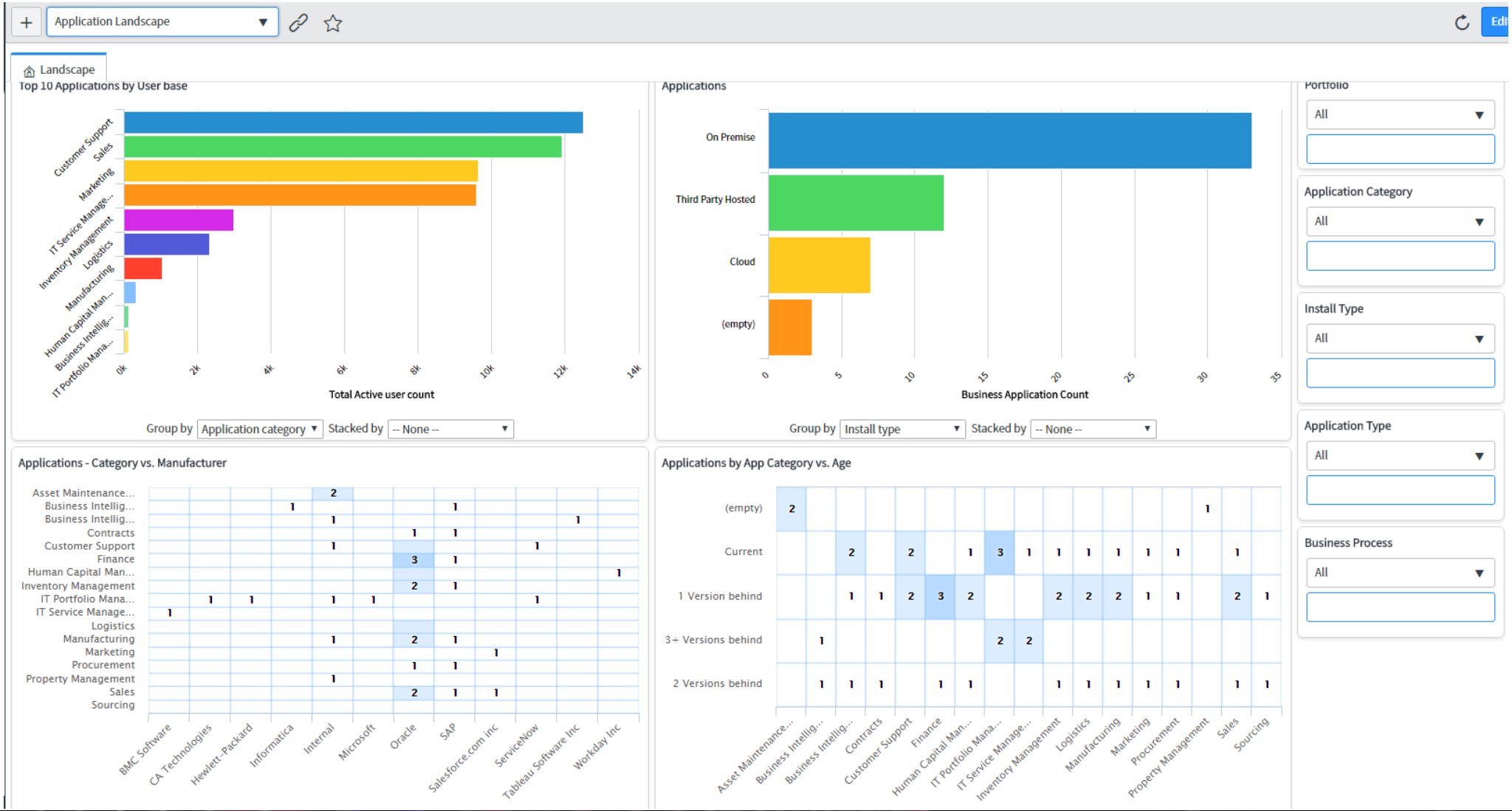


Applications

Name	Total Score	Install Type	Application Type	Days To Contract Renewal	Application Age	Total change hours	CSAT Score	No. of CI
Reports	4	On Premise	Homegrown	-228	1-2 Years	2,700 Hrs	2 ⚠	1
Oracle OBIEE	6.9	On Premise	COTS	949	3-5 Years	105 Hrs	5	5
Tableau	6.7	Cloud	COTS	-150	1-2 Years	222 Hrs	6	3
SAP Business Objects	6.6	Third Party Hosted	COTS	959	6-10 Years	221 Hrs	6	6

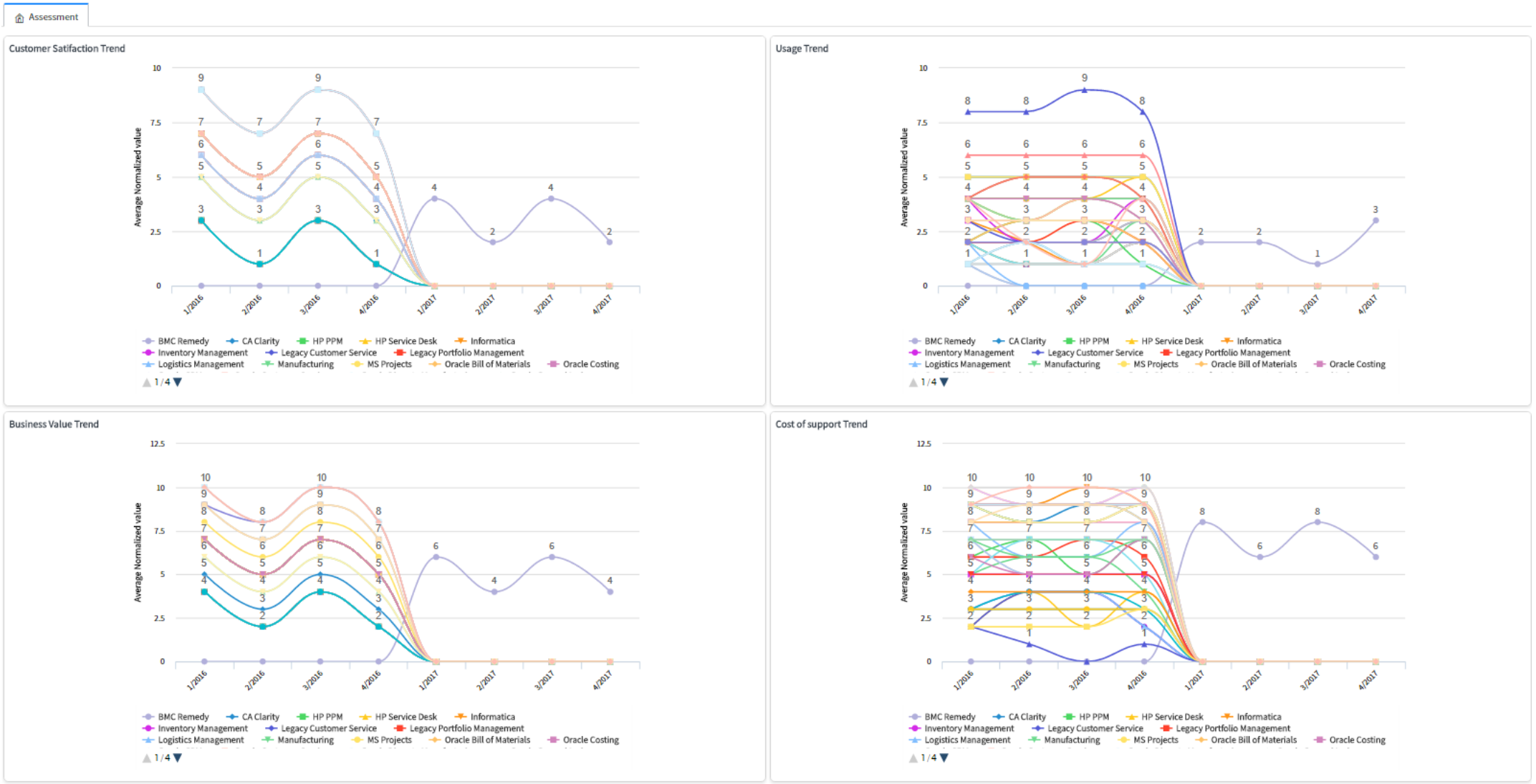
© 2017 ServiceNow All Rights Reserved

Sample: Application Landscape Dashboard



© 2017 ServiceNow All Rights Reserved

Sample: Application Assessment Dashboard



© 2017 ServiceNow All Rights Reserved

Lessons Learned

1. Defining your Service Taxonomy is an iterative exercise
2. Business Focused – from Services to Portfolios
3. If you are overthinking it; follow the money trail
4. Simplified approach to Demand Management will pay of in spades
   a) Pay attention to configuration as all of this data is interrelated!
5. Get your customers involved!
6. Embrace Continuous Improvement: not everything has to be in v1

© 2017 ServiceNow All Rights Reserved

Gauging your progress

Keep tabs to your progress and measure your successes and failures.



Order Taker

Continue to be “told” what is needed
Trends are too often sought after as the “magic pill”
3rd party consultants are too often used by the business



Trusted Advisor-to-Strategic Partner

Business understands and agrees with your taxonomy
Service discussions and agreements are occurring
Business understands their application/service set
Strategic goals are occurring between IT and the business
Pipeline/Portfolio processes aligned and are collaborative



Too Fast

Implemented approach without the business inputs
Revisit your change management exercises
Reengage with the Business

© 2017 ServiceNow All Rights Reserved

Other Breakout Sessions

Related to PPS and APM

Tuesday		
3:50	BRE4073	Effective Resource Management for Portfolio Planning and Project Execution
3:50	BRE4053	ServiceNow keeping PPM simple and functional
5:00	BRE4078	How APM brings "business of IT" together
5:00	BRE4070	Application Portfolio Management - Leverage the CMDB for success
Wednesday		
11:40	BRE4096	Transforming Cost Analysis into Margin Analysis with ITFM
11:40	BRE4286	Panel: IT Portfolio Management
2:40	BRE4086	PPM as value chain integrator
2:40	BRE4075	Engaging Stakeholders Through Request, Demand, Project, and SDLC
3:50	SIGN1322114	SIG Networking: IT Business Management
3:50	BRE4085	Maximizing PPM to paint a picture of alignment, productivity and effectiveness, for the C-suite
5:00	BRP4288	Panel: Real Life Experiences and Future Plans for Application Portfolio Management
Thursday		
9:00	BRE4079	How Demand Management Feeds into Resource Capacity Management at Pacific Life
10:10	BRE4080	Implementing PPM the Govt way: Its a whole different world!
10:10	BRE4074	Enabling Complimentary Module Integration for the Project Management Lifecycle
11:30	BRE4071	HMS and How We Automated the IT End-to-End Process

© 2017 ServiceNow All Rights Reserved