knowledge17

WORK at LIGHTSPEED™

ServiceNow Keeping PPM Simple and Functional

MARTHA JUAREZ
STAFF IT PROJECT PORTFOLIO MANAGER
illumina

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servicenow

Agenda

- Introduction
- Objectives and what you will learn
- Project Management Landscape
- Challenges & Goals
- Solution
- Timeline
- Value outcomes

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Speaker Introduction



NAME: Martha Juarez

TITLE: Staff IT Project Portfolio Manager

FUNCTION: Information Technology

COMPANY: illumina, Inc

illumina EXPERIENCE: 2 Years IT Customer Service Manager, 3 Years IT/Facilities Project Portfolio Management, 2 Years IT PPM including ServiceNow Platform Strategy, 1 Year OCM & ServiceNow PPM SME

EXPERTISE: Information Technology Applications

ACHIEVEMENTS: ITIL based Service Desk, Project Portfolio Processes & Strategy, OCM Framework

CURRENT PROJECTS: Driving Organizational Change Management Processes & Strategy

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About illumina, Inc

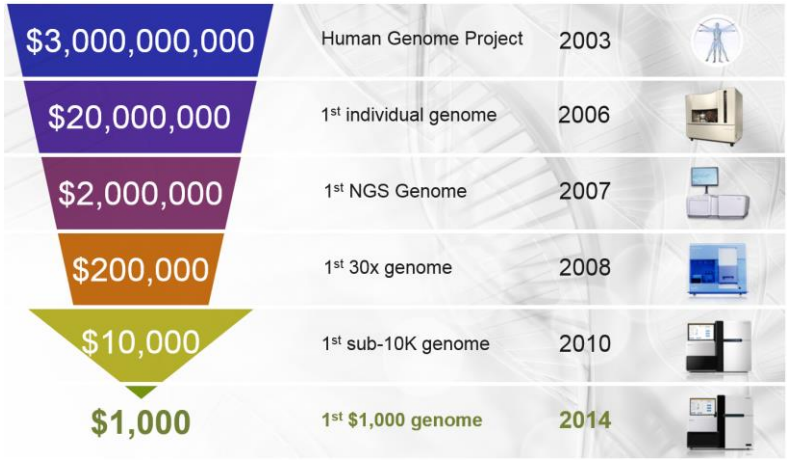
NAME: illumina, Inc

INDUSTRY: Bio-Technology / Genomics

OUR MISSION: To improve human health by unlocking the power of the genome

PRIMARY PRODUCTS/SOLUTIONS: Sequencing Systems, FastTrack - Array and NGS Services, Enterprise Bio-Informatics

COST PER GENOME:



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illumina's Background

COMPANY

Fall, 1998
FOUNDED

July 27, 2000
IPO

Francis deSouza
President and CEO

~5,500
EMPLOYEES

San Diego, CA
HEADQUARTERS

20
OFFICES GLOBALLY

FINANCIALS

$2.40B
2016 REVENUE

8%
REVENUE GROWTH YOY

AWARDS

TOP 10 MOST INNOVATIVE COMPANIES IN BIOTECH
2017 FAST COMPANY

10 BREAKTHROUGH TECHNOLOGIES
2016 MIT TECHNOLOGY REVIEW

TOP 3 SMARTEST COMPANIES
2016 MIT TECHNOLOGY REVIEW

TOP 10 INNOVATIONS
2015 THE SCIENTIST MAGAZINE

12 MOST DISRUPTIVE NAMES IN BUSINESS
2013 FORBES

TOP 10 INNOVATIONS
2012 THE SCIENTIST MAGAZINE

FASTEST GROWING TECH COMPANIES
2010 FORBES

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Session Overview



Objectives

- To illustrate best practices in the implementation of the ServiceNow Project Portfolio Management application while keeping it simple and functional



What You Will Learn

- Understand what to include in your implementation plan
- Learn about how to keep your PPM configuration simple and functional
- Key lessons related to setting functionality expectations
- Discuss how the lessons may apply to you for your PPM initiatives

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illumina's Global Project Management Landscape

- Teams conducting project management
  - Information Technology
  - New Product Development
  - New Product Introduction
  - Bio-Informatics Development
  - Venture Development
  - Construction
- Corporate transformations
  - Scalable Processes
  - Cloud Adoption
  - Enabling business through Digital Transformation
- Departmental/Project/Program drivers and goals
  - IT PMO consolidated to a single platform in a hybrid environment
  - Regulatory Compliance
  - Performance Analytics

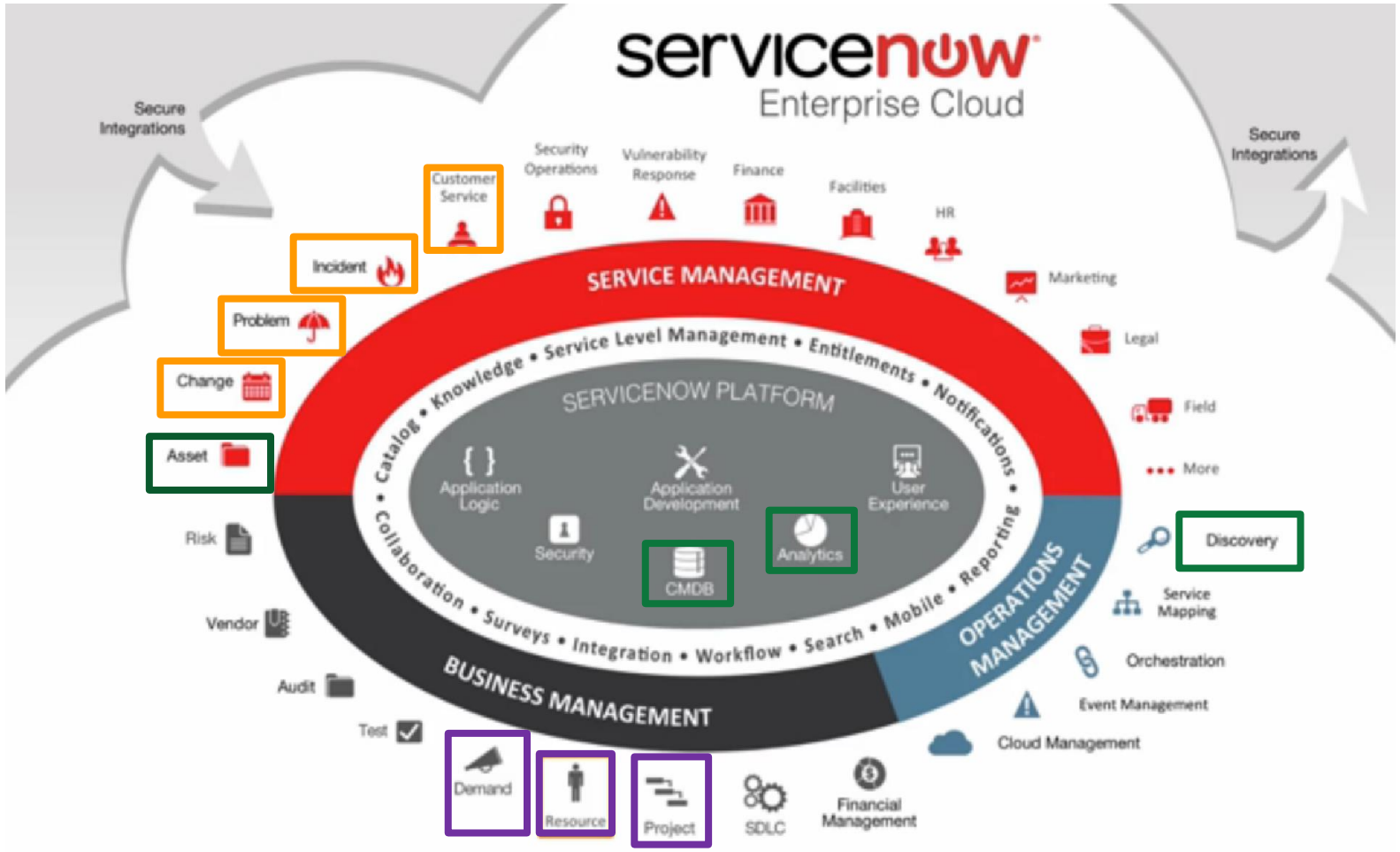
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Challenges & Goals

- Having one system for IT Service Management
- Leveraging IT Services data across the IT Enterprise
- Having a tool that could be leveraged throughout the organization
- Metrics, and Performance Analytics

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The Solution: A Collaborative Enterprise Platform



Service Management Live PPM/RM Live Applications In Progress Applications

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Process Before Tools: Framework & Governance

- Governance is the:
  - **Framework**
  - Functions, and
  - Processes that guide activities in
    - Project
    - Program, and
    - Portfolio management
- In organizational project management
- (OPM), governance provides:
  - Guidance,
  - **Decision making**, and
  - Oversight for the OPM strategic execution framework

Project Framework	Concept	Feasibility	Plan/ Design	Execute	Close
Deliverables					
Core Activities					
Key Events/ Meetings					
Approvals					

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The Solution: PPM Targeted Design Approach

- Determine a governance model, decision making, and approvals
- Define a framework : milestones, and its activities
- Decide which activities/tasks are worth tracking (compliance are a must)

- Design ServiceNow workflow based on governance model gates
- Assign Status based on Milestones
- Create standard project template based on milestones and tasks



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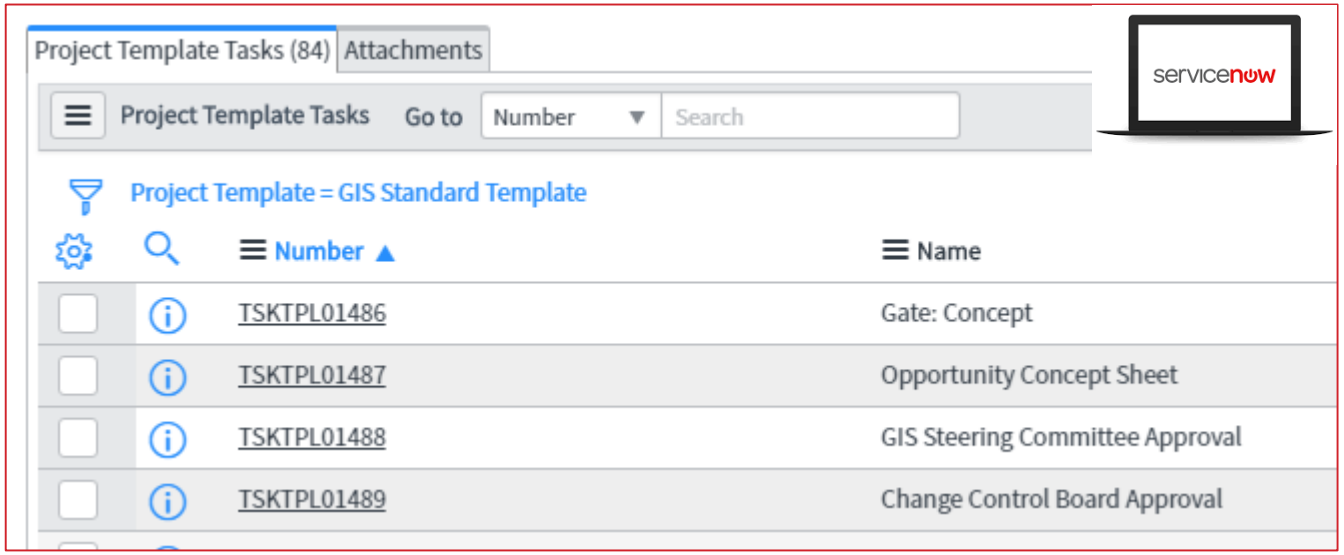
Project Framework	Concept	Feasibility	Plan/ Design	Execute	Close
	Demand Workbench	Project Portfolio & Resource Management			
Deliverables	1.01 - Opportunity Concept Sheet (OCS)	2.01 - ARB Lite 2.02 - Business Case (Charter) –CCB/GSC 2.03 - Project Kickoff Presentation 2.03 - Budget 2.05 - Master Deliverables Checklist (MDC) (Add Column for "Assigned To") 2.06 – Roles and Responsibilities Chart 2.08 - Initial Business Requirements 2.09 - 15057761 - Risk Assessment Form 2.10 - Project Risk Evaluation	3.01 - Deployment Activities 3.02 - Training Plan (*) 3.03 - Project Kickoff Presentation 3.04 - Communication Plan 3.05 - Support Model	4.02 - Project Announcement 4.03 - Production Turnover Checklist 4.04 - Execution Kickoff Presentation 4.06 - Final Architecture Review 4.07 - Change Catalog	5.01 - Lessons Learned
Core Activities	• Develop Opportunity Concept Sheet (w/ business sponsor) • Develop Feasibility Resource Plan (w/stakeholders as part of developing OCS)	• Business Processes As Is/To Be • Project Scoping(High-Level Requirements/Preliminary Solution) • Vendor / Source Selection (Collaborate w/ Stakeholders) • Project Prioritization • Identify Stakeholders • Resource Plan (For Business Case) • Schedule Start Date • Work Breakdown Structure (PPM) • Identify Risks and Assumptions (PPM) • Vendor Support & Licensing • Initial Support Model	• Acquire Team Members • Contract Management • Draft Service & Support Model (w/ EUS) • Backup and Recovery Requirements • Archiving / Data Retention • Generate Product Backlog (PPM) (+) • Project Risk Log (PPM) • Resource Plan (PPM) • Detailed Task List including Level of Effort (PPM) • Design and Configuration Specifications	• Finalize Development • Executing Training (*) • Execution of Communication Plan • Product Planning (+) • Sprint Planning(+) • Sprint Demo's (+) • Sprint Retro (+) • Technical Testing and UAT • Request for Change (BA/Tech Lead) Before VAL and PROD, Validation Doc Approval • Execute Deployment "Go-Live"	Warranty (2-4 weeks) Close Project (PPM)
Key Events/ Meetings	• Opportunity Concept Sheet Development Meeting (GPS/GSC) • Concept Doc Review Meeting (Meet w/ sponsor beforehand) • GSC/GPS Presentation • CCB/CCB Presentation	• Business Case and Initial Design (ARB) Presentation (GSC/CCB) • Pre-Project Planning	Project Kick-Off Meeting (w/ project team)	• Approval of UAT • Execution Kickoff Meeting • Production Turnover Checklist Review • Operational Readiness Signoff • Train the Trainer • Go-Live Announcement	Lessons Learned Session
Approvals	• Steering Committee Awareness/Review • GBP Awareness/Review • "Go/No Go/Change" Decision	• Steering Committee, "Go/No Go" Decision • GBP Council /Approval (Project Specific), "Go/No Go" Decision • CIP/Budget Approval , "Go/No Go" Decision			Steering Committee Close Awareness

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Project Management Templates

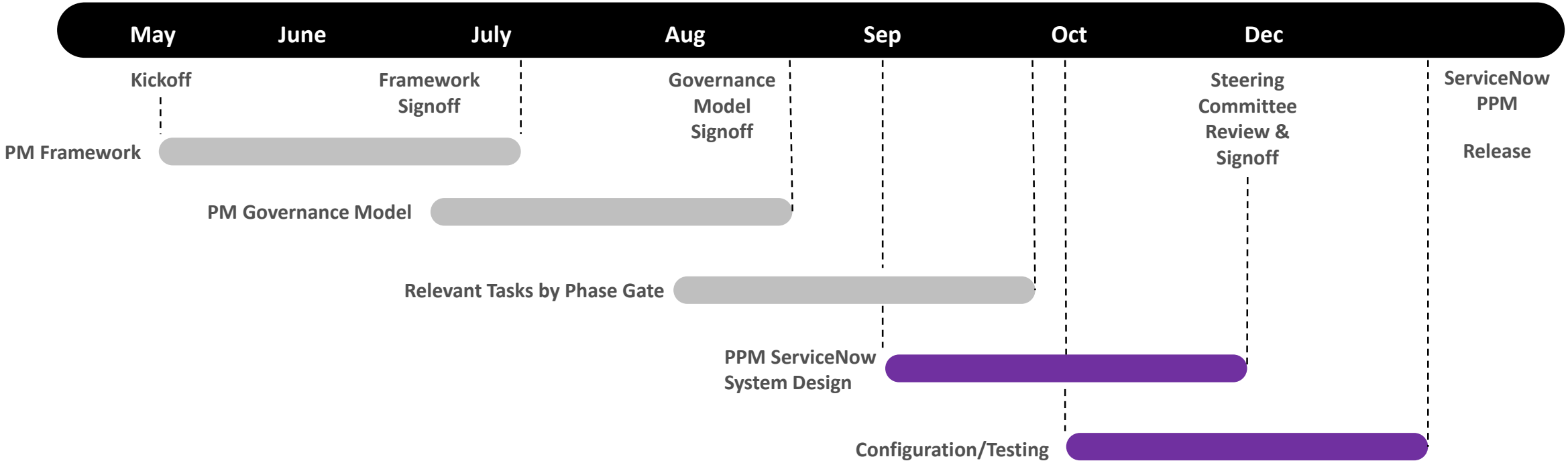
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Approvals	• Steering Committee Awareness/Review • GBP Awareness/Review • "Go/No Go/Change" Decision





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PPM Enablement – Timeline



Business Management

DEMAND RESOURCE PROJECT

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Solution – Lessons Learned

1. Keep Project Managers involved throughout the implementation
2. Compromise some functionality for IT Enterprise platform
3. Highlight the benefits of a single platform
4. Stay informed of ServiceNow PPM Development Roadmap
5. Participate in providing feedback for future development plans

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Value Outcomes

- Project approval workflow based on governance model
- Visibility of Project pipeline through use of Demand
- Offer PPM as a service throughout the organization
- Single source of data for producing reports
- IT Enterprise platform

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Our Next Steps

- PPM Performance Analytics
- Jakarta Upgrade
- Incorporate the use of Programs into PPM
- Incorporate Financial components in Portfolios

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Top Takeaways

1

It is possible to keep PPM simple and functional

2

Have a framework and governance model prior to starting implementation of ServiceNow PPM

3

Stay informed of new developments and voice any functionality gaps to ServiceNow

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Thank You

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Q & A

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Take the Survey

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

Thank You

Martha Juarez

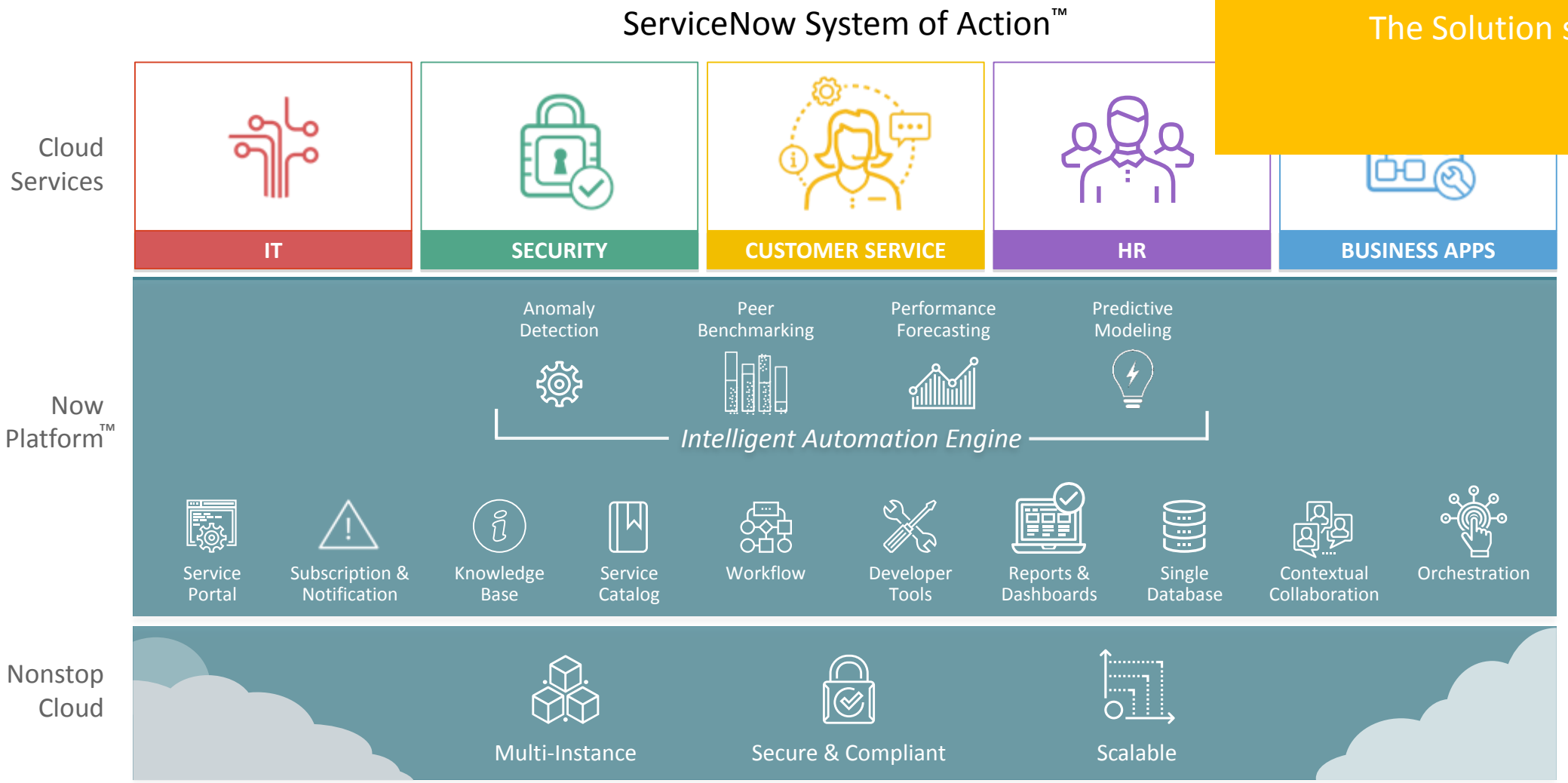
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Family Portrait added recommended substitute in place of The Solution slide



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