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WORK at LIGHTSPEED™

Managing Change and Release at Illumina

SHAHBAZ ANWAR
IT MANAGER
Illumina

KASIA DINEN
STAFF BUSINESS SYSTEMS ANALYST
Illumina

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Agenda

- Introduction
- Objectives and What You Will Learn
- Setting the Stage
- Challenges and Goals
- Solution
- Value Outcomes
- Our Next Steps
- Top Takeaways
- Q&A

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Speaker Introduction



NAME: Shahbaz Anwar

TITLE: IT Manager

FUNCTION: Information Technology

COMPANY: Illumina, Inc

EXPERIENCE: 17 years in IT, 1.5 years at Illumina

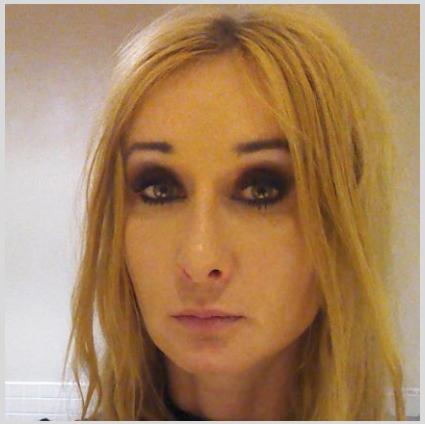
EXPERTISE: Software Development, IT Applications (Analytics, Process, Commerce, ITSM)

ACHIEVEMENTS: ITSM and Facilities applications Service Owner. ServiceNow implementation of PPM, Change and Release Management, Problem Management

CURRENT PROJECTS: Performance Analytics, Discovery/CMDB, Asset Management

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Speaker Introduction



NAME: Kasia Dinen

TITLE: Staff Business Systems Analyst

FUNCTION: Information Technology

COMPANY: Illumina, Inc

EXPERIENCE: 16 years in IT, 3.5 years at Illumina

EXPERTISE: ITSM, CRM, ERP, Integrations, Software Development, Business Process Analysis

ACHIEVEMENTS: ServiceNow implementation of Change and Release Management and Performance Analytics

CURRENT PROJECTS: Discovery/CMDB, Asset Management

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My Company

NAME: illumina, Inc

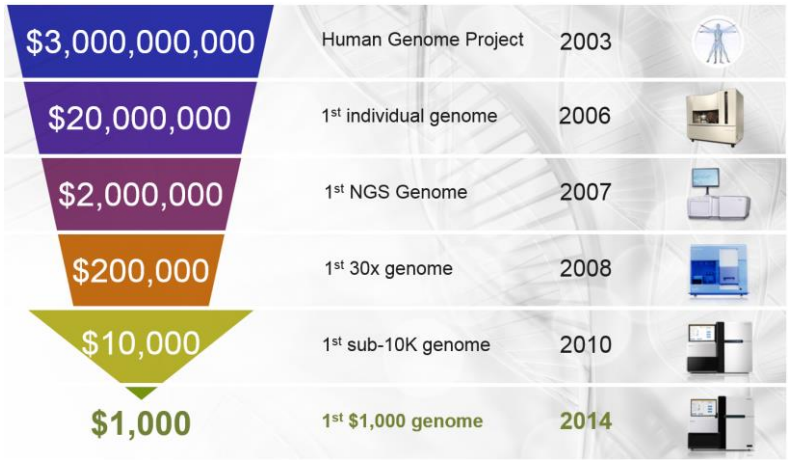
INDUSTRY: Bio-Technology / Genomics

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

- Learn how Illumina used ServiceNow to implement Change and Release Management process to help manage compliance and regulatory requirements



What You Will Learn

- Understand the environment and challenges facing Clinical industries
- Learn how we used Features, Release and Change to meet our requirements
- Learn aspects of the ServiceNow platform that allowed us to meet compliance requirements Out of the Box

This isn't everything! Other assessments and activities make up compliance that aren't covered in this presentation

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Illumina's IT Systems In Scope

- Quality Systems
  - Systems that support clinical or manufacturing of product and adhere to strict compliance requirements for any changes initiated against them (i.e. SAP, Camstar, etc.)

- Business Systems
  - Systems outside of quality systems scope (Jabber, etc.)

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Illumina's Change and Release Management Landscape

- Corporate Transformations
  - Focus on meeting compliance and process improvements to meet Illumina's customer base transition from R&D to clinical customers
  - Push for cloud systems, auditability and analytics
  - Single system of record to manage Change and Release functions
- Departmental Drivers and Goals
  - Relate other ITIL processes to Change and Release
  - Robust Reporting capabilities

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Challenges and Goals

- Robust Platform
  - Replace existing inflexible change management system with a ServiceNow solution optimized for end-to end ITSM collaboration
- One System to Manage Change and Release
  - Legacy processes were managed on multiple systems
- Reduce Manual Processes
  - Multiple systems and manual processes meant looking in multiple locations, emails, and spreadsheets
- Ensure Platform Flexibility
  - Implement Change and Release modules within ServiceNow with a tailored validation approach to keep agility for the rest of the platform

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Solution at a Glance



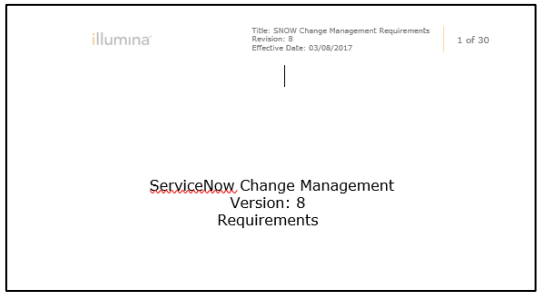
- Implemented Change and Release modules
- Leveraged Feature to drive individual components of changes
- Implemented workflows to capture approvals and task management
- Leveraged out of box audit trails to meet auditability requirements
- Utilized E-Signature to capture approvals

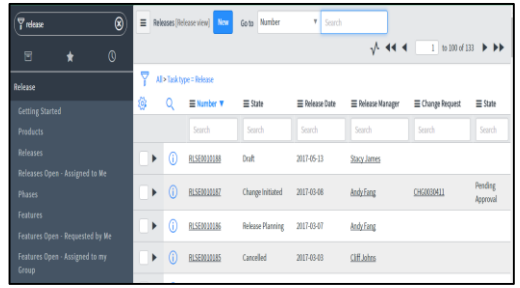
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Solution – Approach









- Conducted Process and Technical Workshops with ServiceNow to define implementation approach for the project
- Worked closely with stakeholders to define processes and design workflows
- Provided frequent system demos to stakeholders to refine requirements and drive as much out of the box functionality as possible

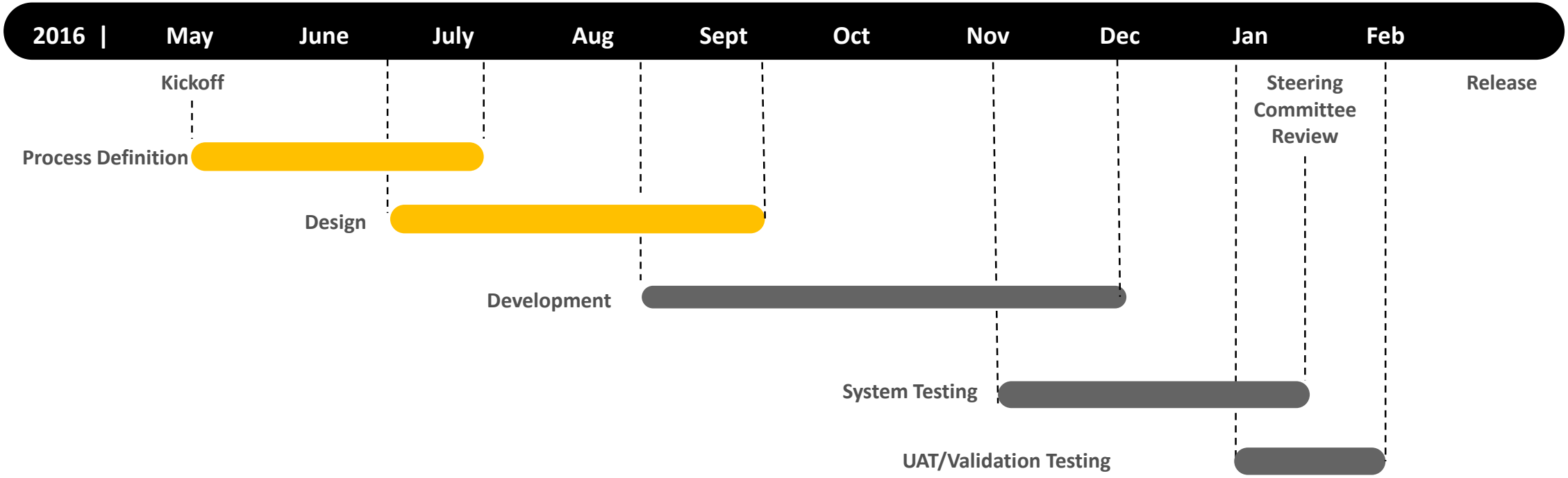
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Solution – Approach

- Created 3 workflows based on system that is being changed
  - Quality Systems
    - Full – Requests for new functionality
    - Lean- Pre-approved, non-emergency defects/bug fixes, or infrastructure changes
  - Business Systems
    - Non-Quality Flow: all changes to non-quality systems such as Jabber, etc.
- Identified 3 processes to implement the workflow
  - Feature – Individual system work unit that originates from a request, system defect, upgrade, or enhancement
  - Release – One or more Features that are built, tested and deployed together
  - Change – Any addition, modification or removal of an authorized, planned or supported service – can contain one or more Releases and Features
- Initiated approvals and task creations based on states
  - Created traceability to support audits

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Solution – Timeline



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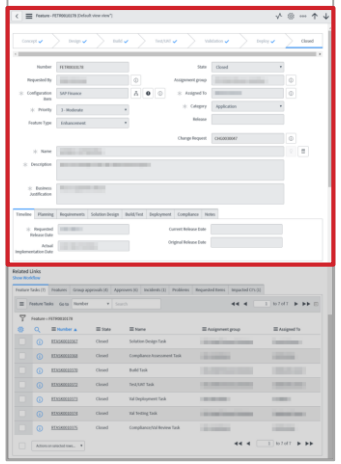
Solution – Lessons Learned

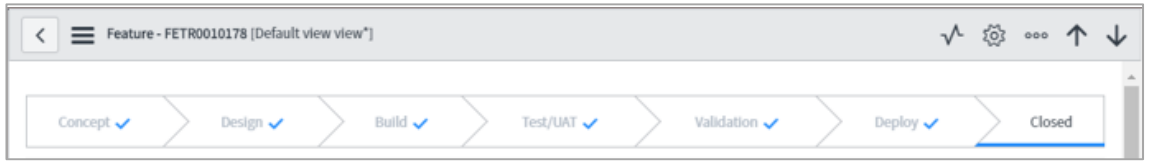
- Define Processes Upfront
  - Regulated processes ≠ ITIL processes!
- Plan the Work
  - Working with ServiceNow Professional Services helped drive what modules to use to meet requirements
  - Try to stick to what's out of the box as much as possible
- Workflows are Tough!
  - Numerous conditions to account for, including rollbacks
  - Don't squeeze testing
- Plan for Training/Re-training for Complex Processes
  - Engage business and IT teams to keep them apprised on process changes that are coming

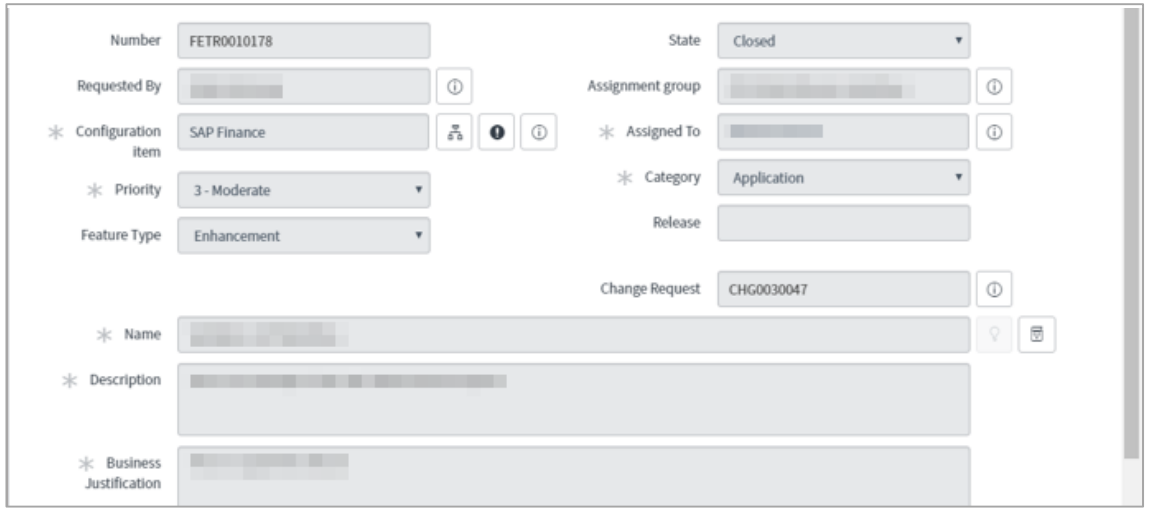
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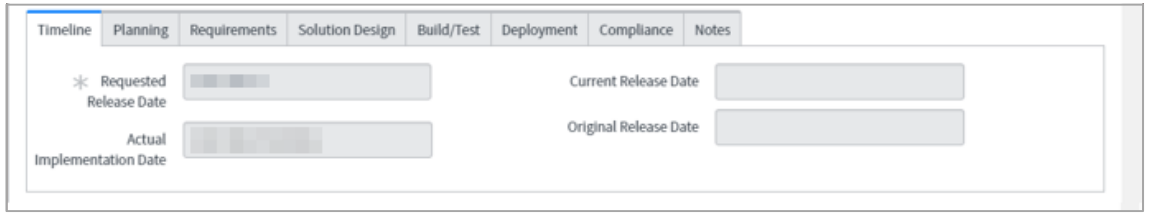
Solution – Navigation for Features

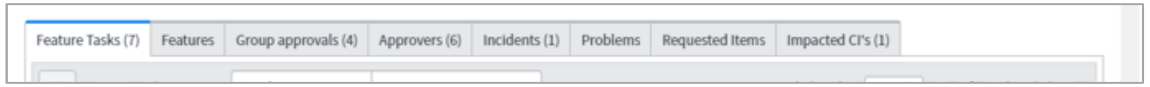
Feature











— Navigation for the Feature.
Provides a view of all process states.

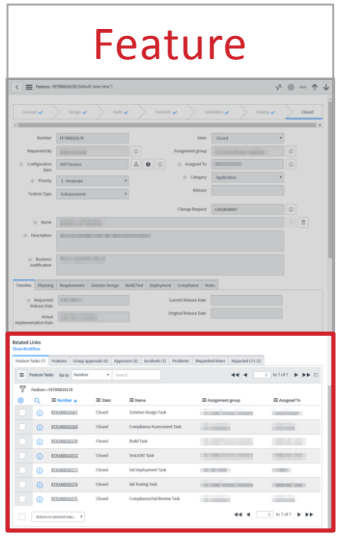
— Feature Summary.
Feature information provided in the request.

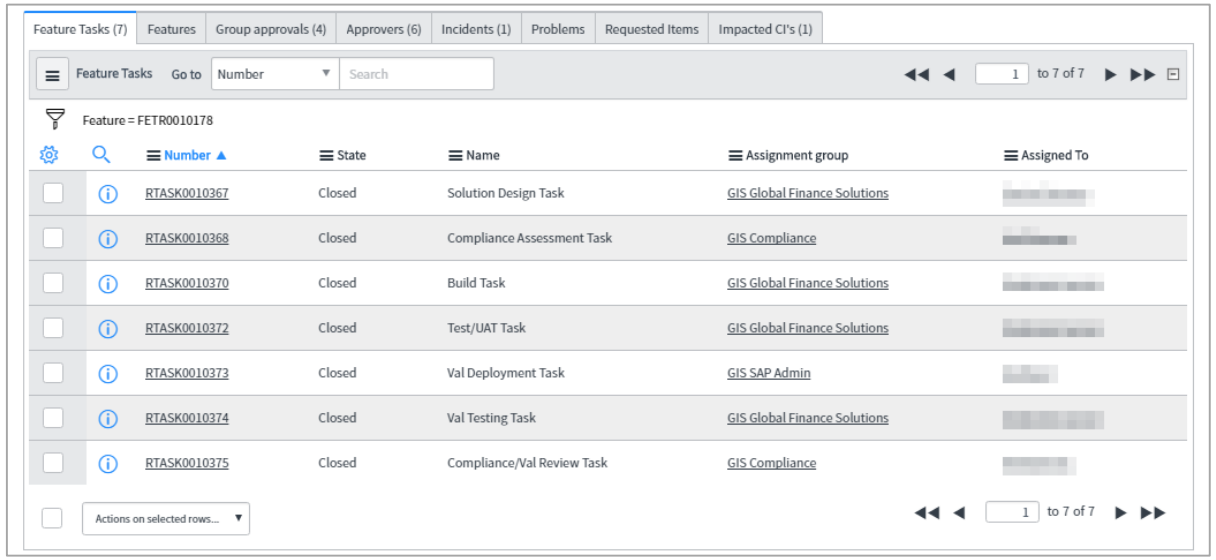
— Feature Details.
This is the associated data collection.
The feature work will be performed in the tabs within this area.

— Feature tasks, approvals & associated related records.

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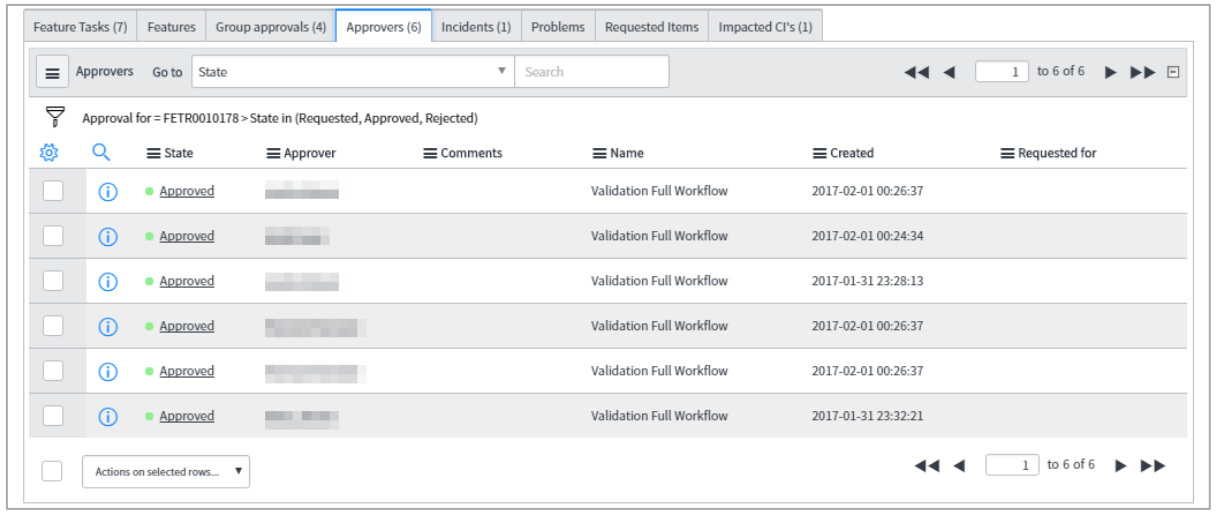
Solution – Navigation for Features





Feature Tasks.

Provides a view of all process states.

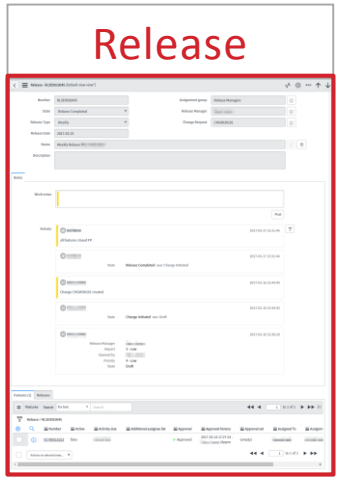


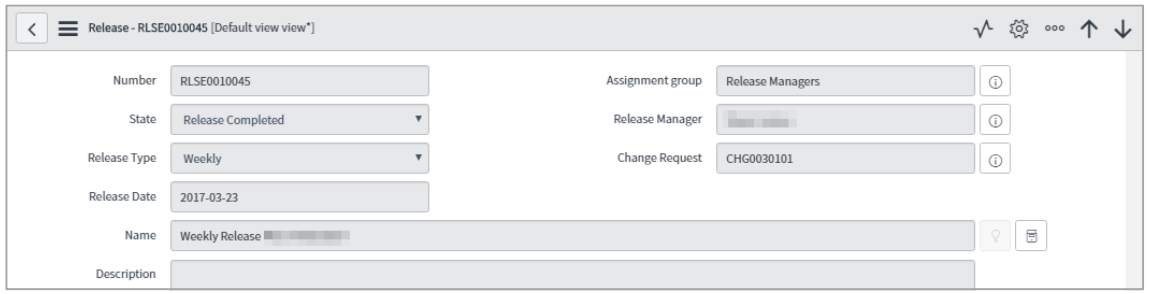
Feature Approvals.

Provides a view of all process states.

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Solution – Navigation for Release

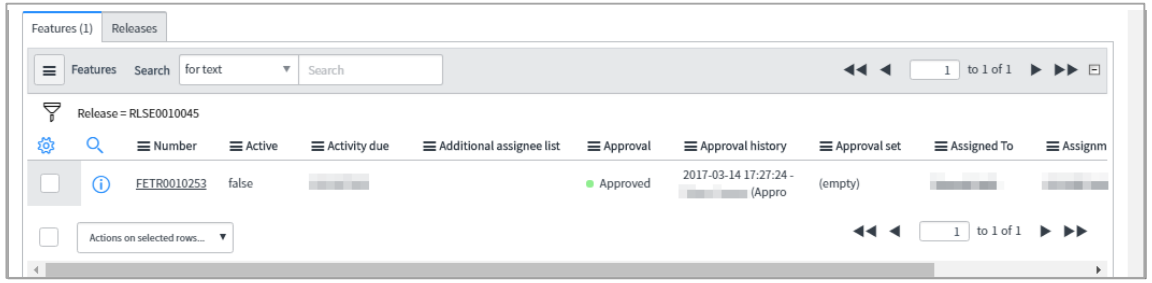




— Navigation for the Release.
Provides a view of all process states.



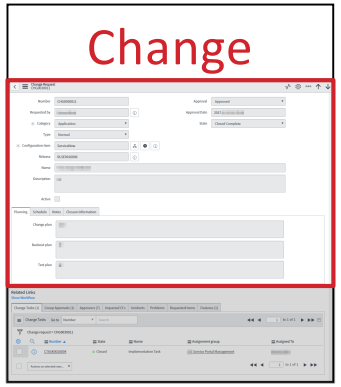
— Release Notes.
Information log provided in the release.

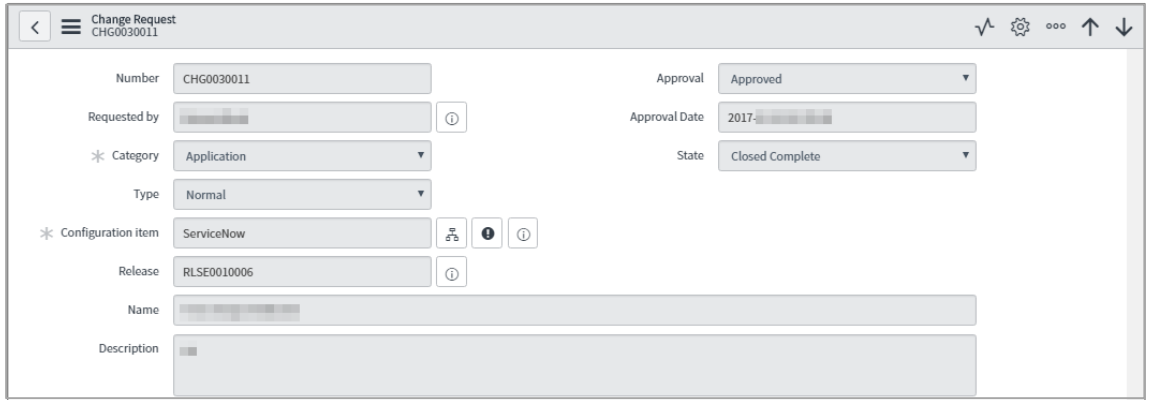


— Features & associated related records.
Associated Features included in the release.

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Solution – Navigation for Change





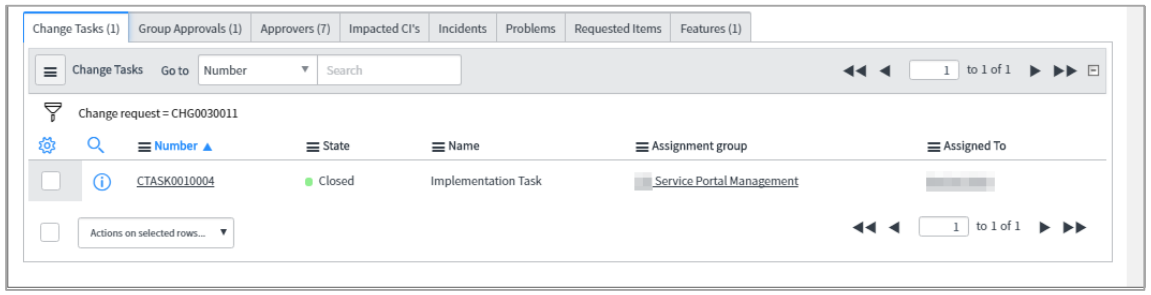
Change Summary

Change information provided in the request.



Change Details

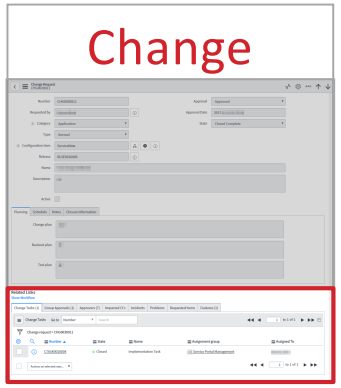
This is the associated data collection. The Change work will be performed in the tabs within this area.

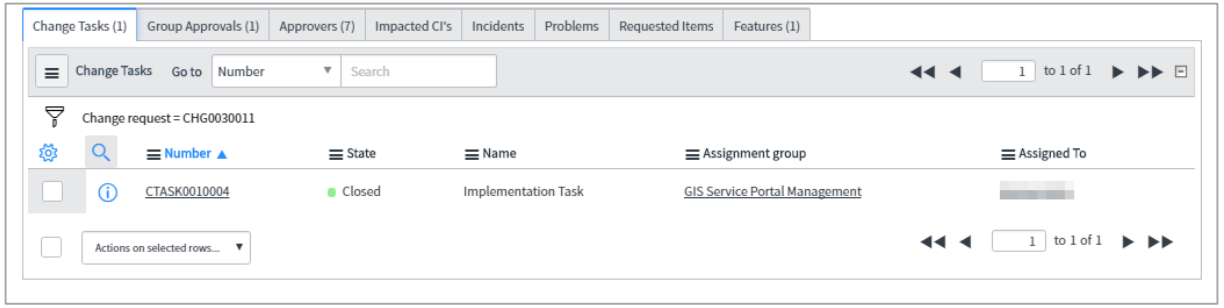


Change tasks, approvals & associated related records

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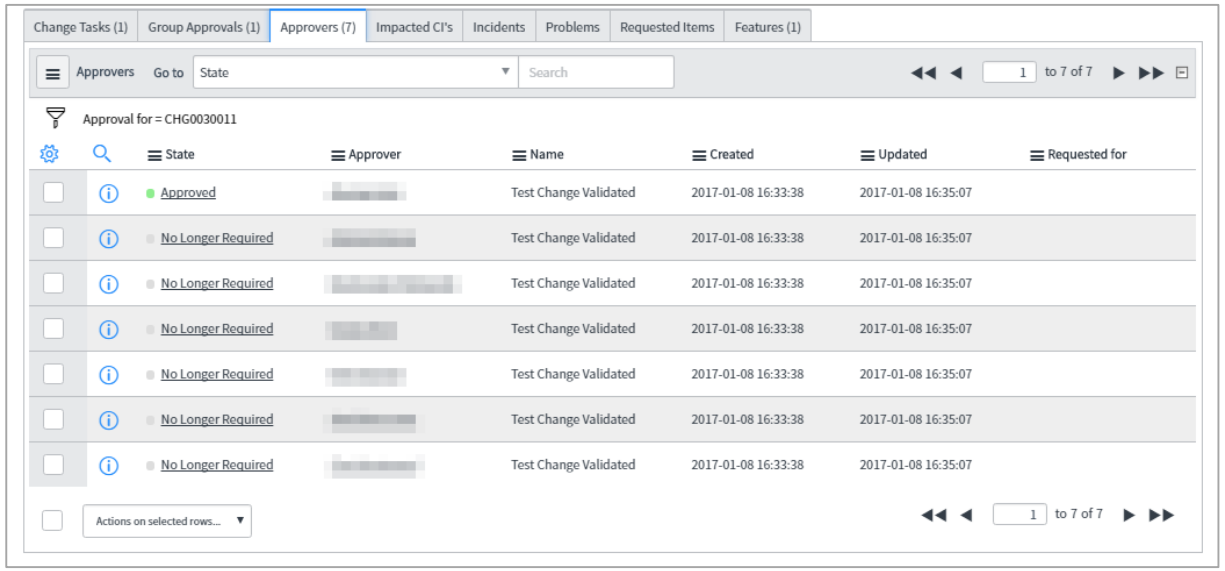
Solution – Navigation for Change





Change Tasks.

Provides a view of all process states.



Change Approvals.

Provides a view of all process states.

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Value Outcomes

	BEFORE	AFTER
ROBUST SYSTEM	• Outdated and inflexible change management system • Manual process managed in multiple systems • Manual collaboration required • Ineffective reporting	• Robust platform optimized for end-to-end ITSM collaboration • Consolidated systems to provide a single system of record • Tracking of system relationships and impacts • Valuable reporting and metrics
STREAMLINED PROCESS	• Legacy processes managed on multiple systems • Inconsistent processes across IT groups • Difficult to coordinate changes that have cross system impacts	• Consistent process for managing changes and releases • Improved efficiency and response to business requests for change • Reduced risk of changes • Improved coordination between IT groups to ensure smooth and timely delivery of IT services
AUDITABILITY	• Multiple systems and manual processes meant looking in multiple locations, emails, and spreadsheets for audit trail • Lack of traceability	• Traceability of requests through the release and change management lifecycle • Single system of record • System based audit trail for changes and approvals

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Our Next Steps

- Drive education around new processes
- Leverage Performance Analytics to measure performance
- Request feedback to ensure processes and system are meeting needs
- Provide continuous improvements through ongoing system enhancements

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Top Takeaways

1

Plan

- Know what you want to build
- Have a clearly defined and approved process
- Get early buy-in from impacted team leads

2

Execute

- Go in with a plan and design in mind
- Organizational Change Management - prepare people for the change
- Regular system demos for stakeholders

3

Deliver

- Measure performance with KPI's
- Continue to drive improvements to the process

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Thank You

SHAHBAZ ANWAR
IT MANAGER
Illumina

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Q & A

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Thank You

Shahbaz Anwar

IT Manager

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