knowledge17

WORK at LIGHTSPEED™

Optimizing Service Management Post Merger

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SENIOR MANAGER, IT SERVICE MANAGEMENT
Dell Technologies

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Agenda

- Introduction and Overview
- The Challenge
- Decision Framework and Approach – what do we do?
- Where to focus
- What's in it for me? (Business and IT)
- Execution and Delivery
- How did we do

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Speaker Introduction



Name: John Sheridan

Title: Senior Manager

Function: Global IT Service Management

Company: Dell Technologies

Experience: 16+ years in IT Leadership, Application and Infrastructure Support Operations and Delivery

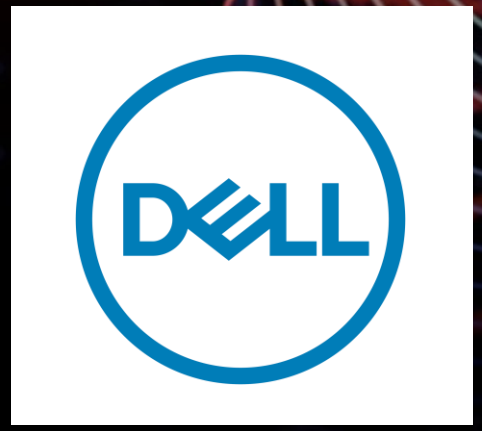
Expertise: Process Improvement, ITIL, Service Management, Program and Project Management

Achievements: First enterprise wide application to consolidate and unify processes, users, accessibility and IT Operational capabilities post closing of the Dell acquisition of EMC

Current Projects: HR Case Management enablement, Discovery Automation, ongoing Event Management Consolidation, Chat, Major Incident Notification and Service Portal refinement

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My Company



Name: Dell Technologies

Industry: IT Services

Market Focus: A unique family of businesses that provides the essential infrastructure for organizations to build their digital future, transform IT and protect their most important asset, information. The company services customers of all sizes – ranging from 98 percent of the fortune 500 to individual customers – with the industry's broadest and most comprehensive innovative portfolio from edge to core to cloud.

Company's Primary Products/solutions:

- Digital Transformation
- IT Transformation
- Workforce Transformation
- Security Transformation

Company-wide ITSM Initiatives

- HR Case Management
- Discovery Automation
- Event Management
- Portal Consolidation

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Objectives and What You Will Learn

Objectives

- Learn how we combined two massive, complex IT organizations onto a single ServiceNow platform in 6 months

What you will learn

- How we executed 14 months of work in 6 and delivered with zero disruption
- What was the challenge, why accelerate to combine the organization and ITSM
- The Value Proposition for IT, the Business and our Customers
- Outcomes and lessons learned – see the results, what went well and what we learned in the process

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Context

A massive acquisition

- Dell announced plans to acquire EMC for $67B in October of 2016 with a “day 1” target of September 2017 – the largest privately funded technology acquisition by 3x

Competitive pressures

- The need to keep IT relevant as a competitive provider of services enabling business outcomes aligned with corporate strategy

Corporate transformations

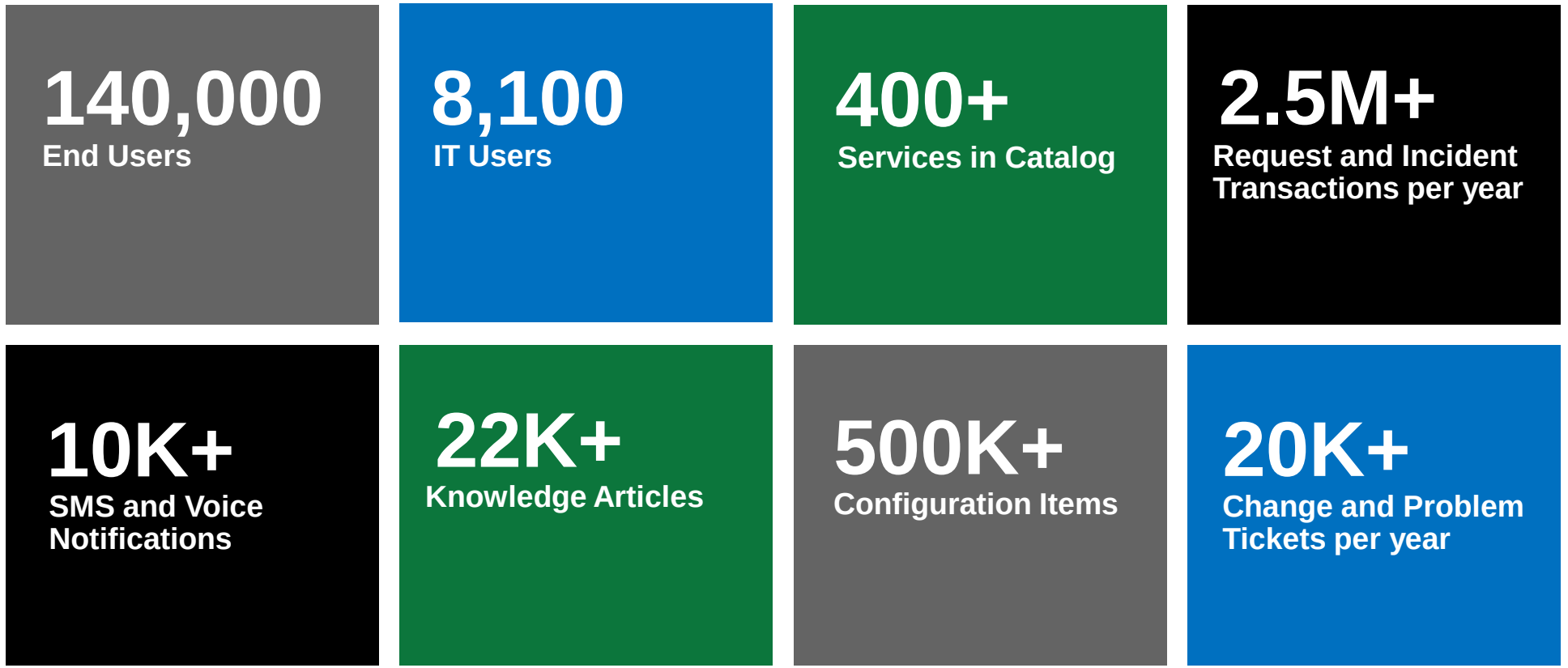
- Push for virtualization, cloud, PaaS, IaaS and ITaaS and transparency in IT operations

Departmental/Project/Program drivers and goals

- It was critically important to have the combined organization’s IT operations positioned and able to function as one and provide seamless services as quickly after “day 1” as possible
- Financial implications associated with operating two IT operations, platforms and processes

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A Massive Undertaking



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Scope of Work

Processes
Defined & Documented

Requests / Portal
Priority Req's

Integrations
Simplify & Consolidate

Platform
Foundation & Access

Data & Rept
All Data & Reporting

Testing
Functional & UAT

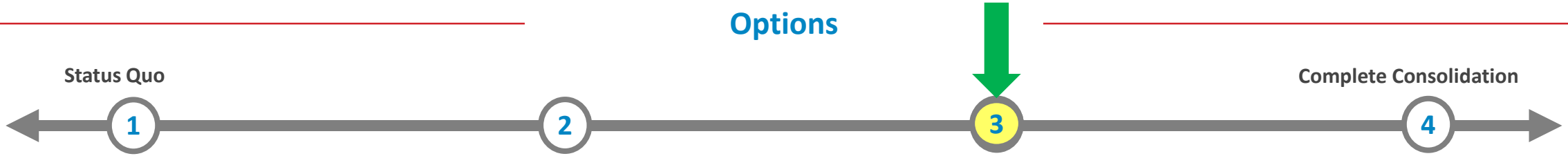
Training
TTT & End User

Communications
Marketing & Branding

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Solution – Strategy or Approach or Methodology

Options



1 Delayed Integration of processes / instances

2 Current Instance & Adopt all EMC processes

3 Current Instance & Adopt best processes from each of EMC & Dell

4 New Instance & Clean Sheet with newly defined processes

Supporting Data Points:

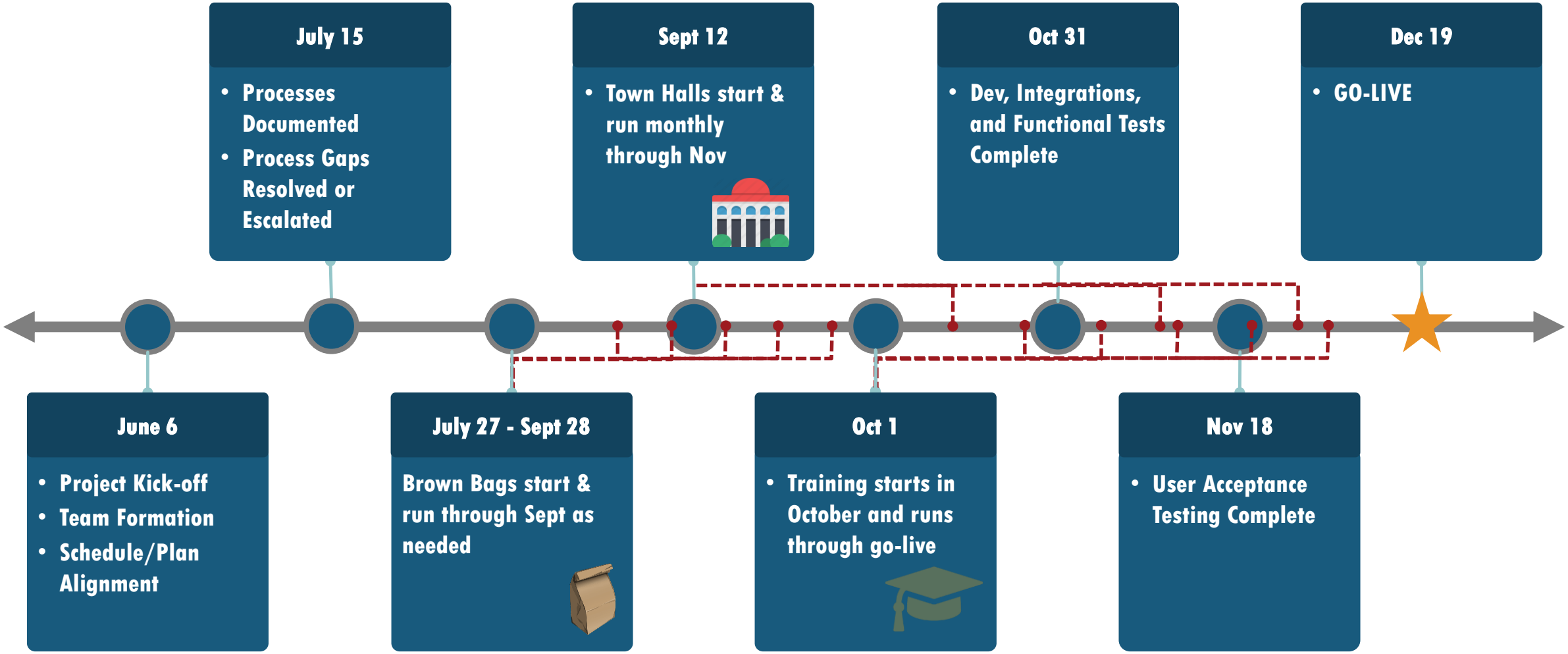
of key gaps to be resolved:
- 20 Process
- 12 Organizational

# of licensed resolvers/fulfillers:
- Dell 4,800
- EMC 3,600

# of Integrations & Effort hours to build all integrations
- Dell 42 integrations
- EMC 20 integrations

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6 Month Timeline to Deliver



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De-Risking Implementation

October and November deployments reduced Go-Live weekend run-book time from ~60hrs to 20hrs

URL Rename in EMC Production
- Impact to EMC Users only

October 22, 2016

ESM ServiceNow Release
- Impact to EMC users only
- Friday Nov 11th
- Incident, Knowledge/V3, Request, CMDB Roles, Problem if ready

November 11, 2016

Project Implementation
- Impact to Dell & EMC Users
- Remaining project items, SRM, infinIT, any defect remediation

December 19, 2016

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Enabling the Business



FASTER RESOLUTION

infinIT

CONSUMER-GRADE EXPERIENCE

BETTER SELF-SERVICE

IMPROVED COMMS

Enabling IT



CONSOLIDATION

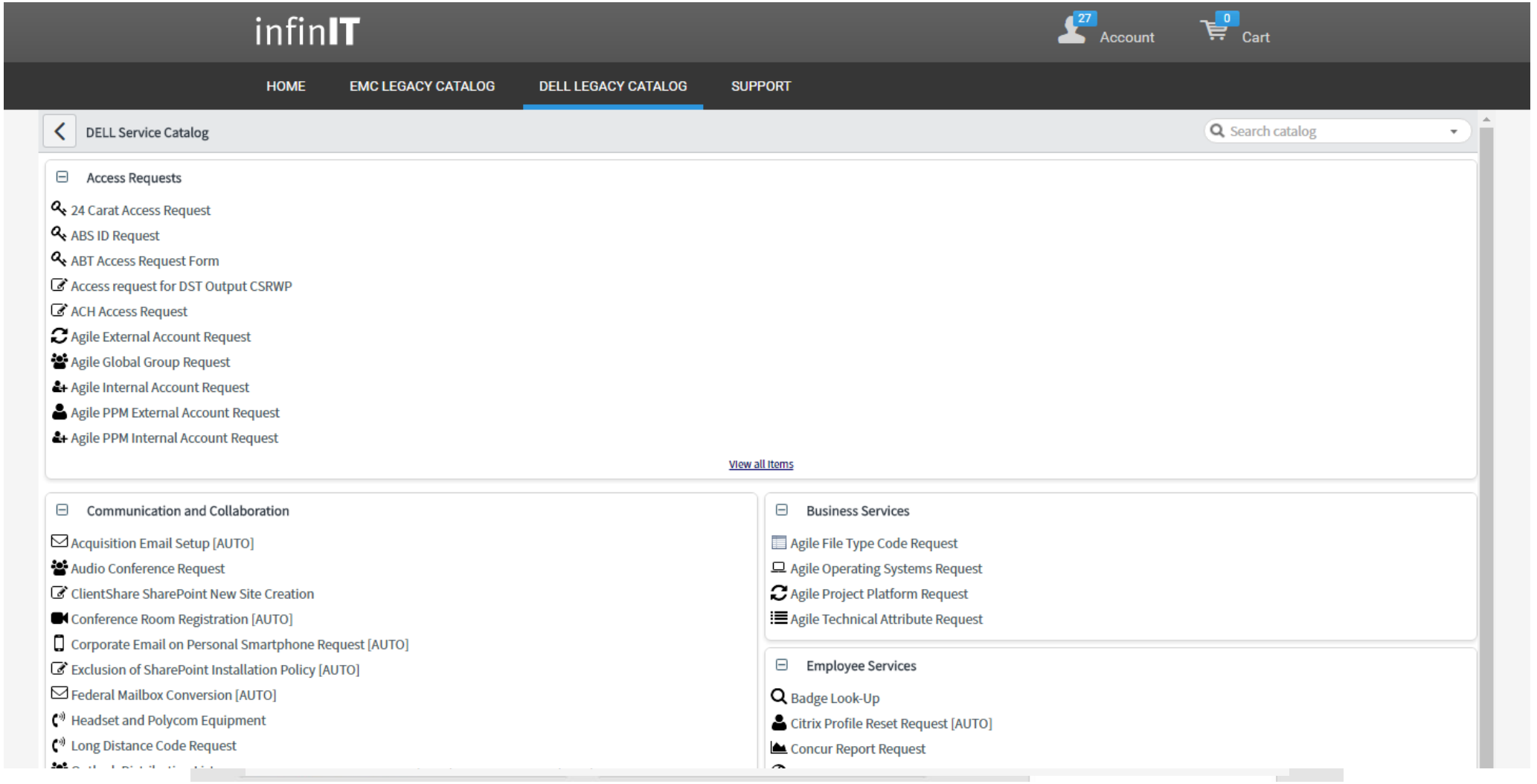
VISIBILITY

AGILITY

QUALITY

ECONOMIES OF SCALE

infinIT Portal and Catalog



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Value Outcomes – How did we do?



CONSOLIDATION

- ✓ 140k end users & 8k IT users on one platform
- ✓ Unified Service Portal



VISIBILITY

- ✓ Single pane of glass for Service Desk & IT Ops
- ✓ End user incident, request & approval tracking



AGILITY

- ✓ ITSM Process alignment across IT
- ✓ Reporting & real-time homepage views



QUALITY

- ✓ Consistent user engagement
- ✓ Metrics & SLA's visible



ECONOMIES OF SCALE

- ✓ Consolidated licensing
- ✓ Single support structure
- ✓ Enhanced platform capabilities

"Great to say 'goodbye' to Remedy

Outstanding progress towards organizational integration!

infinIT is great, can't wait to see what's next"

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Lessons Learned

1. Communicate, Communicate, Communicate!

2. Agile delivery leveraging ServiceNow SDLC allowed the team to focus on specifics, show progress and iteratively deliver

3. Testing, Training and User Validate schedules come together around the same time. Need to distribute further in the future

4. Engage functional test resources at the very beginning of the project

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Where do we go from here?



Internal - Confidential

Top Takeaways

1

Communications, Marketing and Training are keys to success

2

Start with the Process!

Identify Process Owners and document processes before technical enablement is scoped

3

Executive buy-in, understanding and a clear value proposition for short and long term

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Thank You

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Q & A

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Thank You

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