knowledge17

WORK at LIGHTSPEED™

Driving a ServiceNow Evolution with a Commercial Mindset

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Agenda

- Our Journey
- Challenges and Solutions
- Lessons Learned

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Speaker Introduction



NAME: Michael DelCorsano

TITLE: Director, Software Engineering

FUNCTION: ServiceNow Development

COMPANY: DTCC

EXPERIENCE: Development & Engineering (13 yrs) -> ITSM & ServiceNow (7 yrs)

EXPERTISE: Building Systems, Teams and Organizational Strength

ACHIEVEMENTS: ServiceNow Implementation/Migration, Product Management & Development Functions

CURRENT PROJECTS: BAU Enhancements, Lotus Notes Decom, Event Mgmt, Cloud Migration, Tech Debt Remediation, Agile/DevOps Transition, etc.

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Speaker Introduction



NAME: Maureen Benjamin

TITLE: Director

FUNCTION: ServiceNow Product Management

COMPANY: DTCC

EXPERIENCE: IT Infrastructure/Leader (20 yrs) -> ITSM & ServiceNow (5 yrs)

EXPERTISE: Process Optimization, Building collaborative teams

ACHIEVEMENTS: ServiceNow – 2 new implementations and 1 transformation, Established ITSM processes for "start-up" software company

CURRENT PROJECTS: ServiceNow Event Management; On-Premise to SaaS/Hosted solution

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My Company



NAME: DTCC (The Depository Trust & Clearing Corporation)

INDUSTRY: Financial Services

MARKET FOCUS: With over 40 YEARS OF EXPERIENCE, DTCC is the premier post-trade market infrastructure for the global financial services industry. DTCC, through its subsidiaries, automates, centralizes, and standardizes the processing of financial transactions across the trade lifecycle and mitigates risk for THOUSANDS OF INSTITUTIONS worldwide.

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Matching, Settlement and Clearing Services, Asset Services, Wealth Management Services, Collateral Management Services, Derivatives Services, Data Services

COMPANY-WIDE INITIATIVES: Client Experience, Cloud Computing, Agile / DevOps, FinTech (Blockchain, Robotics, Machine Learning)

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Session Overview



Objectives

- To share how we are continually evolving our ServiceNow implementation at DTCC to keep moving the needle forward



What You Will Learn

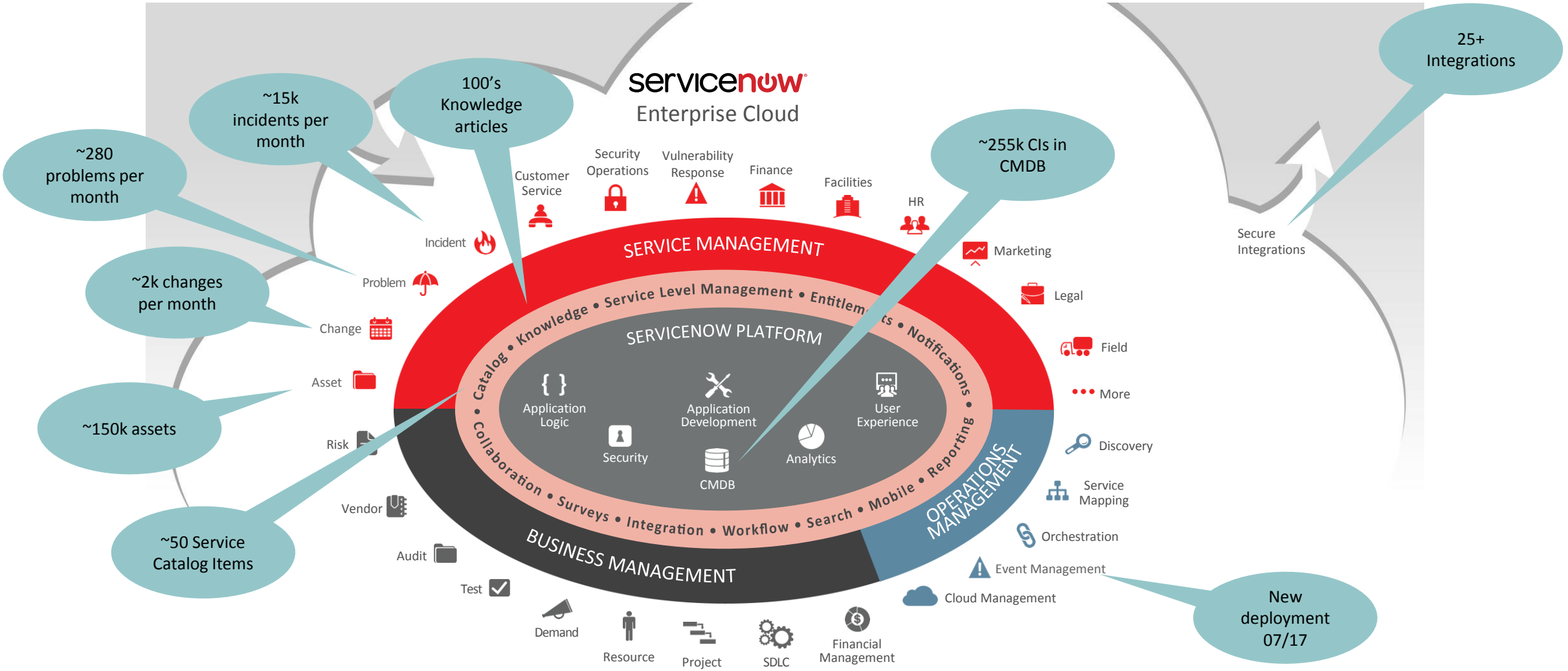
- Our implementation, journey and challenges
- Our solution approach, operating model and commercial mindset
- How we tuned up our delivery

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ServiceNow @ DTCC

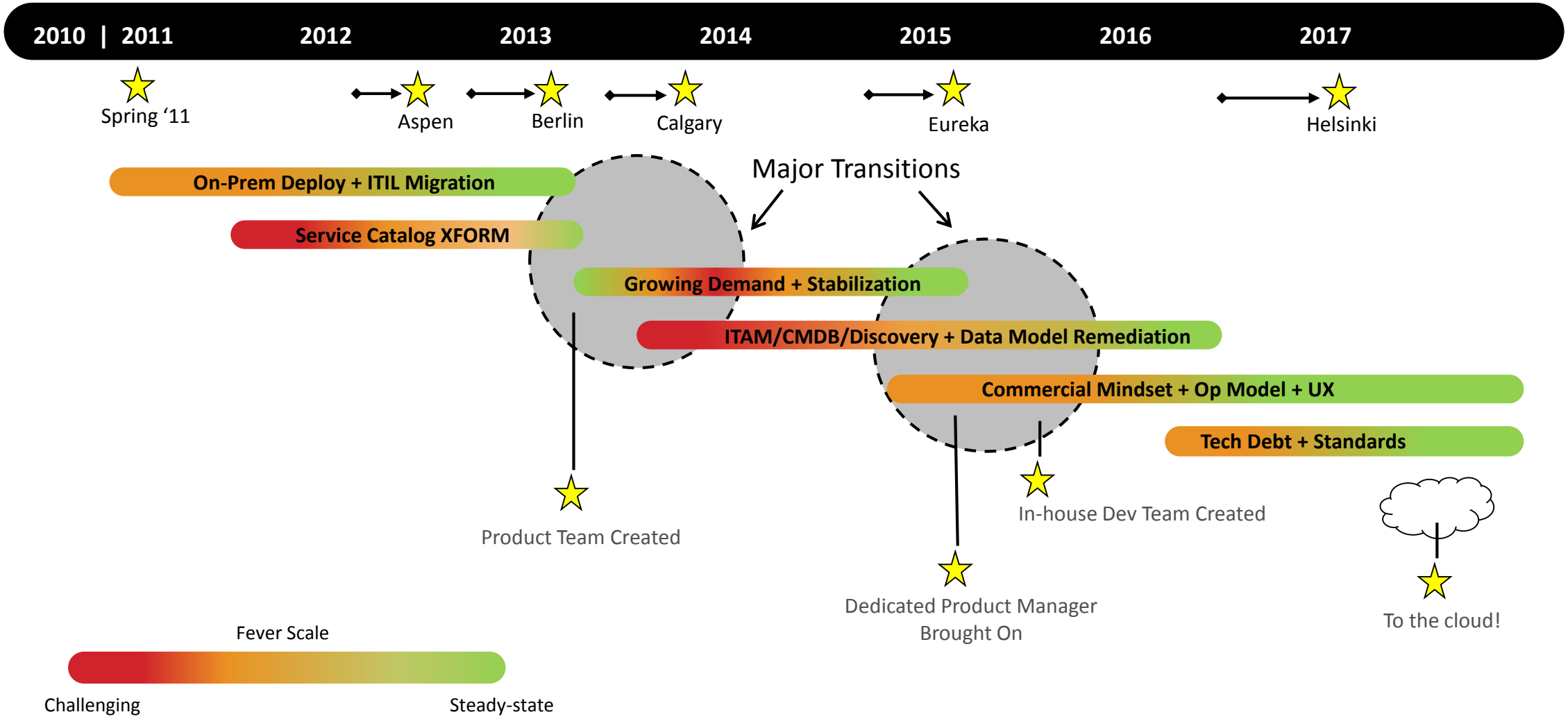
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Our Implementation



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Our Journey



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Challenges

Process Governance & Ownership

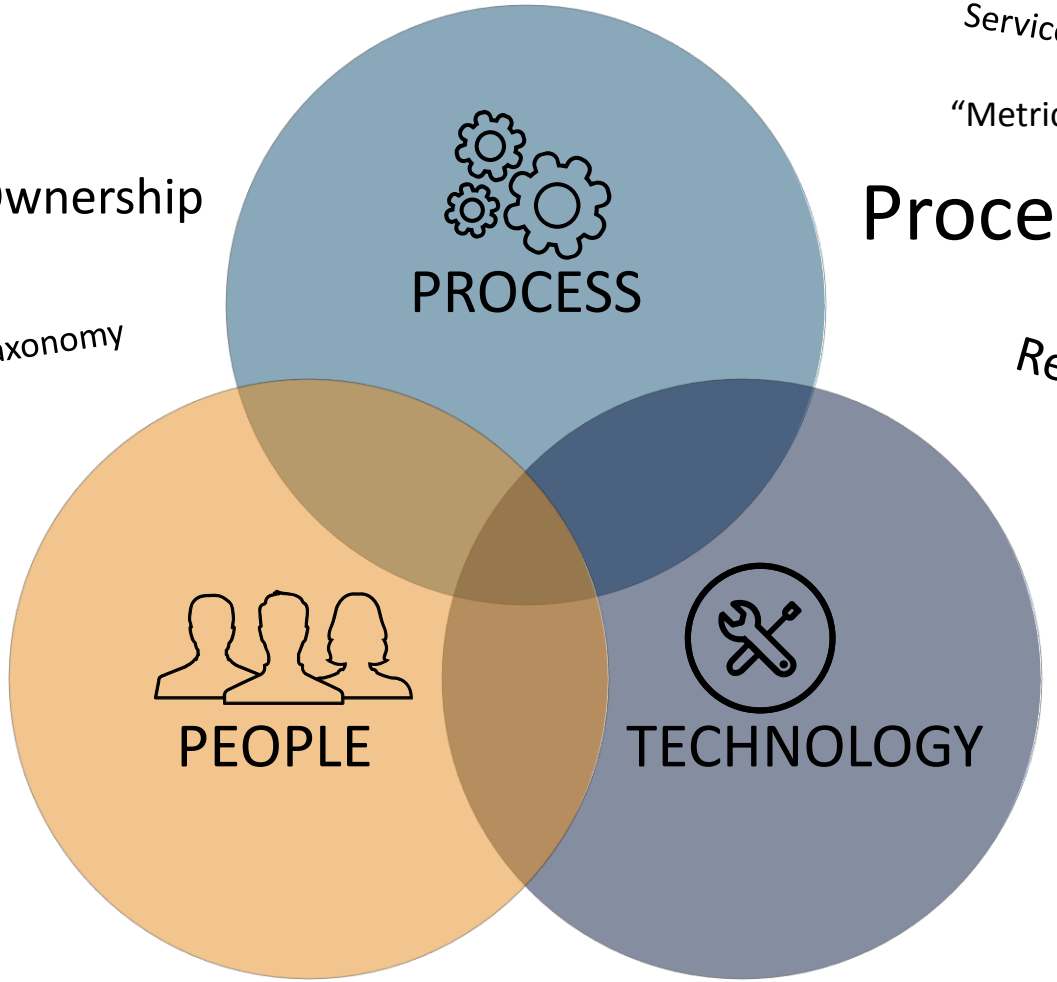
Service taxonomy

Release delivery not predictable or timely

Limited in-house expertise

Unable to keep pace with demand

Perception – It takes forever!



Service Requests Not Aligned to Business Processes

"Metrics"

Process maturity

Automation

Regulatory needs!

Fulfillment

Technical Debt

Usability, Design, Navigation

System Tuning, Stability (On-premise)

LIMITED FUNDING

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Solutions

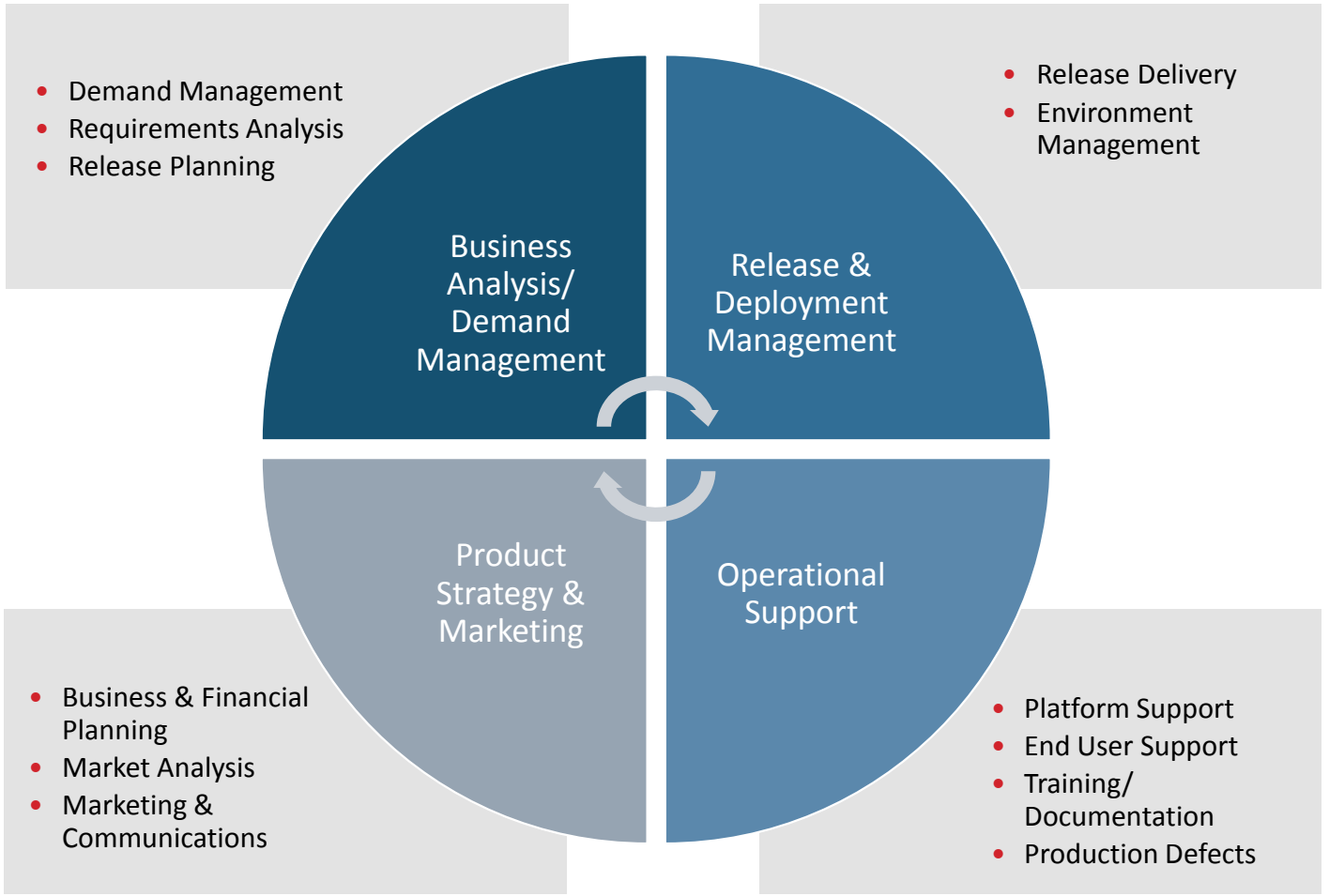
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Operating Model – Establishing a Commercial Mindset



"If I was the CEO of my own software company, what would I need to have in place to be successful?"

- ✓ Establishing the Operating Model has enabled accountability by clearly defining roles
- ✓ Cross-team collaborative approach has resulted in improved quality and speed of delivery

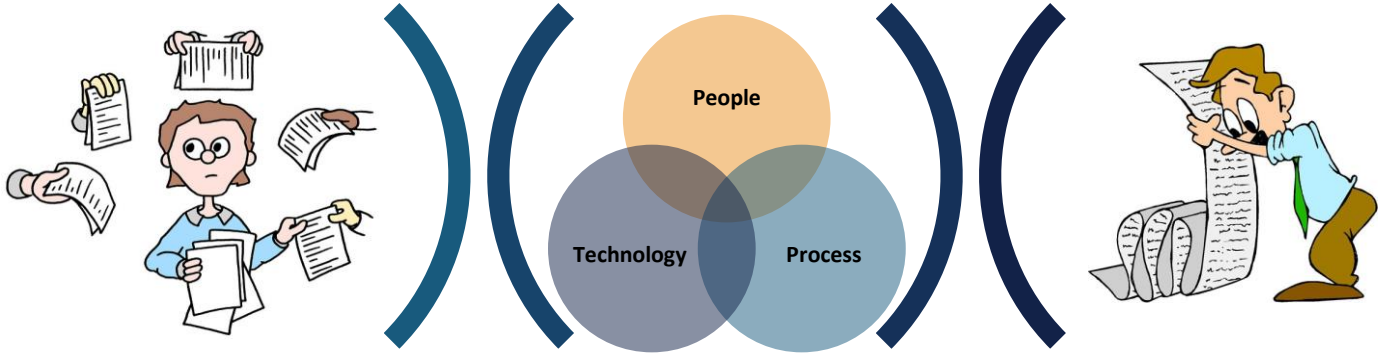


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Solution Approach – Continuous Improvement!

With so many challenges at hand, where do we begin?

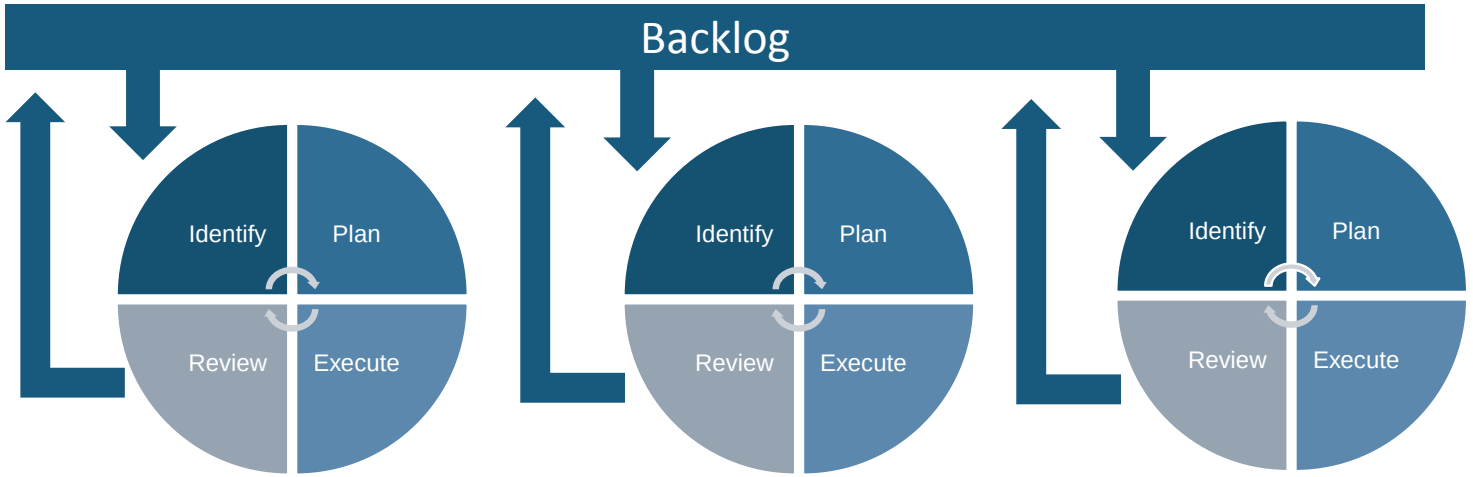
1. Initial Discovery
2. Prioritize Actions
3. Iterative, Continuous Improvement



Gather Stakeholder Feedback

Identify Gaps & Categorize

Develop Action Plan & Prioritize



Iteration 1

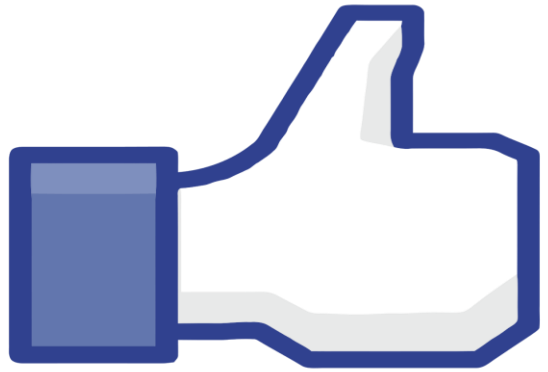
Iteration 2

Iteration 3 ···

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Application Development – Improving the Delivery

Team + Quality =



Service Delivery!

In-House Competency + Augmentation
Key Role Recruitment, Offshore Growth, Buffer Resources

Vendors/Partners
Reduce Reliance, Fit for Purpose

Operating Model
On/Off Shore Delivery, Rotations, Stand-Up Meetings

(Current) Manage Down the Noise
Production Incidents/Problems Inform Improvements

(New) Focus on Design & Standards
Leverage OOB, Code Consistency, Release Management

(Old) Reduce the Technical Debt
Remediate code, Leverage OOB, Simplify/Modify Design

Business-As-Usual Demand
2x enhancements in ½ time YoY

Unplanned Demand
Product Demos, Proof-of-concepts, etc.

Program Delivery
UX program in-sourced (17 services in 5 mos),
ITAM Program CMDB remediation + new work

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Managing Down Technical Debt



EXAMPLES

Business Rules & Client Scripts

UI Policies & Actions

ACLs

Scripting Standards

Design Debt

Product Changes

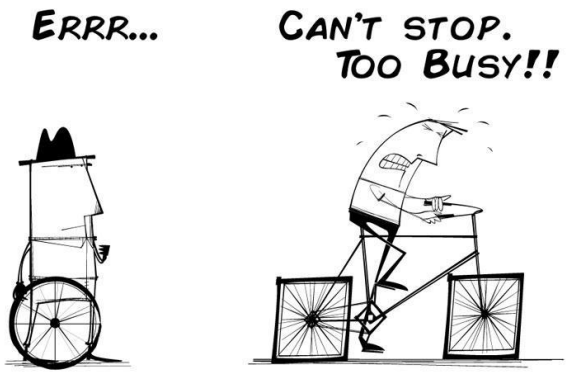
TIPS

Utilize ACE Report

Assess Old vs. New Debt
Chart your curve & Reduction methods

Prioritize for Greatest ROI

Address Opportunistically
During upgrades, Enhancements, etc.



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Wrap-Up

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Our Next Steps

- Move to the Cloud
- Transition to ServiceNow Event Management
- Apply DevOps Principles (Agile/Scrum, Kanban, Test Automation, CI/CD)
- Continuous Improvement!

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Top Takeaways

1

START SMALL

Incremental Improvements Create Momentum

2

EXPERIMENT

Try, Evaluate, and Adjust Improvements Accordingly

3

PRIORITIZE

It Takes Time - Address Improvements Opportunistically

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Thank You

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Q & A

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Thank You

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