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WORK at LIGHTSPEED

# Integrating IT service suppliers
# Our way to integrated service delivery

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# Agenda

- Introduction: Who, What and Why?
- Context and Challenges: Service integration - Mind the Gaps
- Solution: ServiceNow as single system-of-record for our service suppliers
- Outcome and Lessons learnt: Which were the gaps we did not mind
- Next steps: Expand and leverage
- Top takeaways and Q&A


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# Speaker Introduction



**Name:** Mats Önnestam

**Title:** Services and Configuration Manager

**Function:** Earth Observation Payload Data Services Delivery

**Company:** European Space Agency

**Experience:** 24 years in management of payload data projects and service delivery

**Expertise:** Ground segments, Service procurement, Quality and Configuration Management

**Achievements:** Introduced a common tool-set for service delivery to be used by Ground segment service suppliers; Managed sourcing and delivery of Ground Segment services

**Current Projects:** Establishing service governance processes; Integrating service delivery



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# Speaker Introduction



**Name:** Salvatore Iovieno

**Title:** Management consultant

**Function:** Earth Observation Payload Data Services Delivery

**Company:** **Solenix for** European Space Agency

**Experience:** **~**30 years in management of IT projects and service delivery

**Expertise:** Program management, Service sourcing and procurement, Service and Software Quality Management

**Achievements:** Introduced a common tool-set for ITSM to be used by Ground segment service suppliers; Managed sourcing and delivery of Ground Segment services

**Current Projects:** Establishing service governance processes; Integrating service delivery


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# European Space Agency (ESA)




"To provide for and promote, for exclusively peaceful purposes, cooperation among European states in **space research** and **technology** and their **space applications.**"

Article 2 of ESA Convention


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# ESA’s eye on earth

**ESRIN**, in Frascati, Italy, is ESA’s centre for Earth Observation where operations and exploitation of Earth Observation satellites are managed.

The world’s largest database of environmental data for both Europe and Africa is managed from ESRIN.




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# ESA’s industrial policy



About 85% of ESA’s budget is spent on contracts with European industry.

- **ESA’s industrial policy**:
- ensures that Member States get a fair return on their investment;
- improves competitiveness of European industry;
- maintains and develops space technology;
- exploits the advantages of free competitive bidding, except where incompatible with objectives of the industrial policy.


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# Objectives and What You Will Learn

## Objectives

- **Mind the Gaps in the long and winding road towards service integration**

## What you will learn

- **Insight in the challenges of service integration in a multi-sourcing environment**
- **Introduction to ESA TellUS – our common service management portal and platform**
- **Understand some of the obstacles we met in integrating service delivery**
- **Reflect on how to overcome these obstacles in other environments**


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# Our context – Currents trends

## Services as Commodities – You pay for your agreed service level

**Help desks** – *Service levels on resolution of Tickets*

- **Computing and storage capacity** – *Service levels on system and storage capacity*
- **Software application maintenance** – *Service levels on time to repair*

Integration leads to need for common system-of-record:

- *Effective service delivery?*
- *Efficient service delivery*


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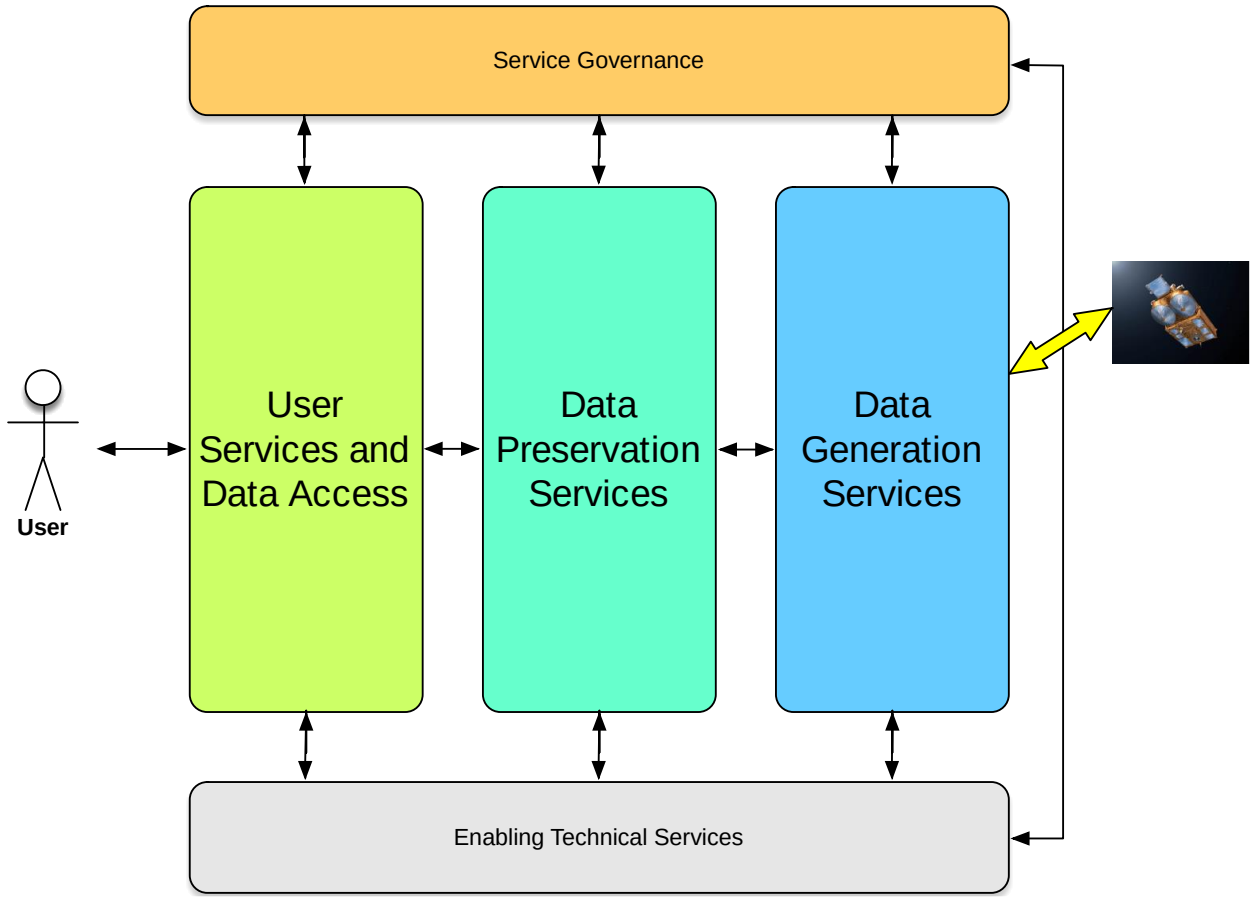
# Our context – Stakeholder expectations

- Innovative solutions and disruptive processes
- Increased service delivery efficiency
- Preservation of data and knowledge in periods of transitions


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# Challenges and goals

- Continuing the momentum from the first go-live
- Gaining acceptance and buy-in from sceptical stake-holders
- Maintain and develop the two service views
  - Effective service delivery in accordance to user expectations
  - Efficient service delivery in accordance to stakeholder expectations



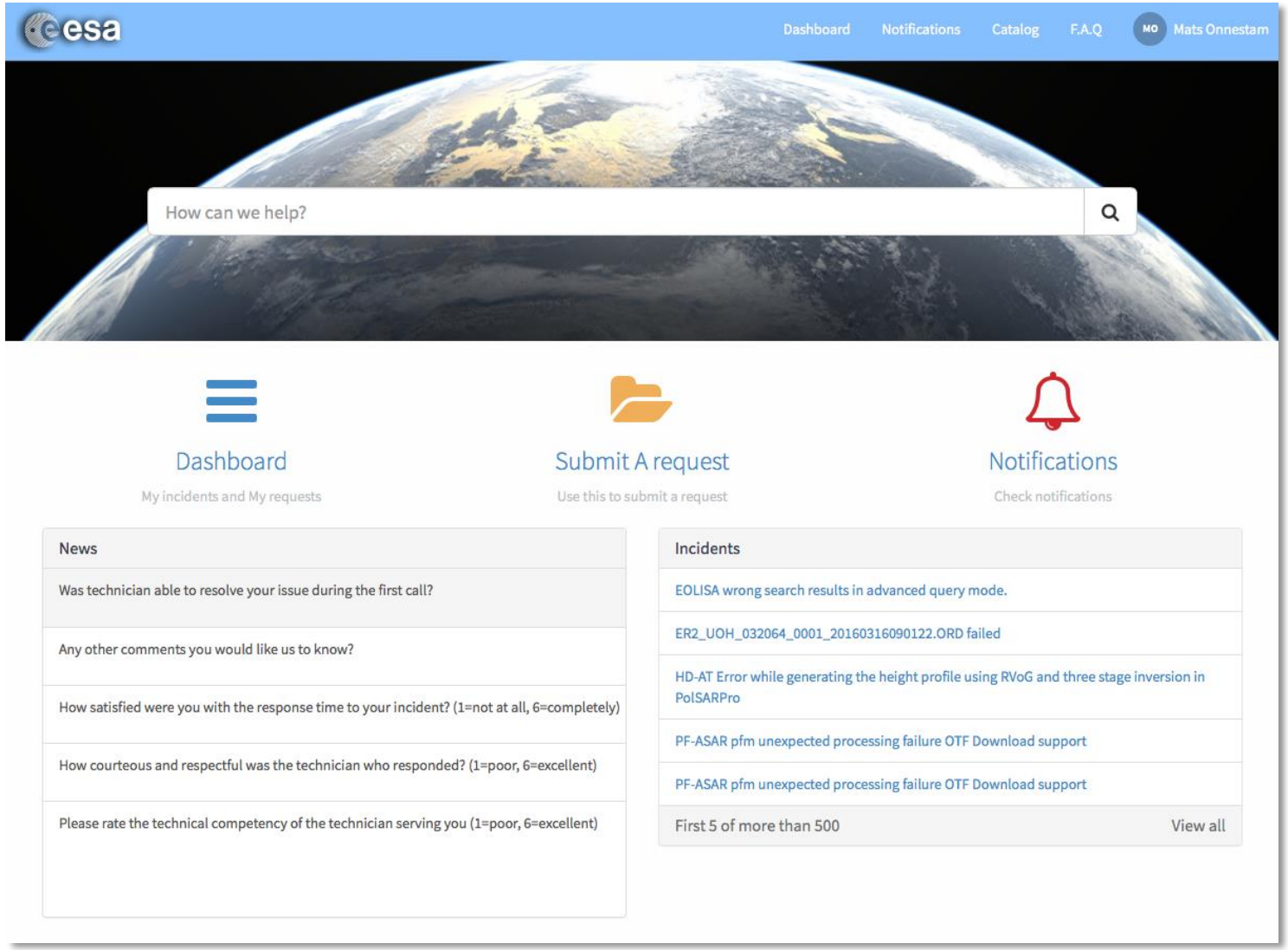


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# Solution at a Glance

***ESA TellUS***

A single system-of-record to be used by all our contracted service suppliers



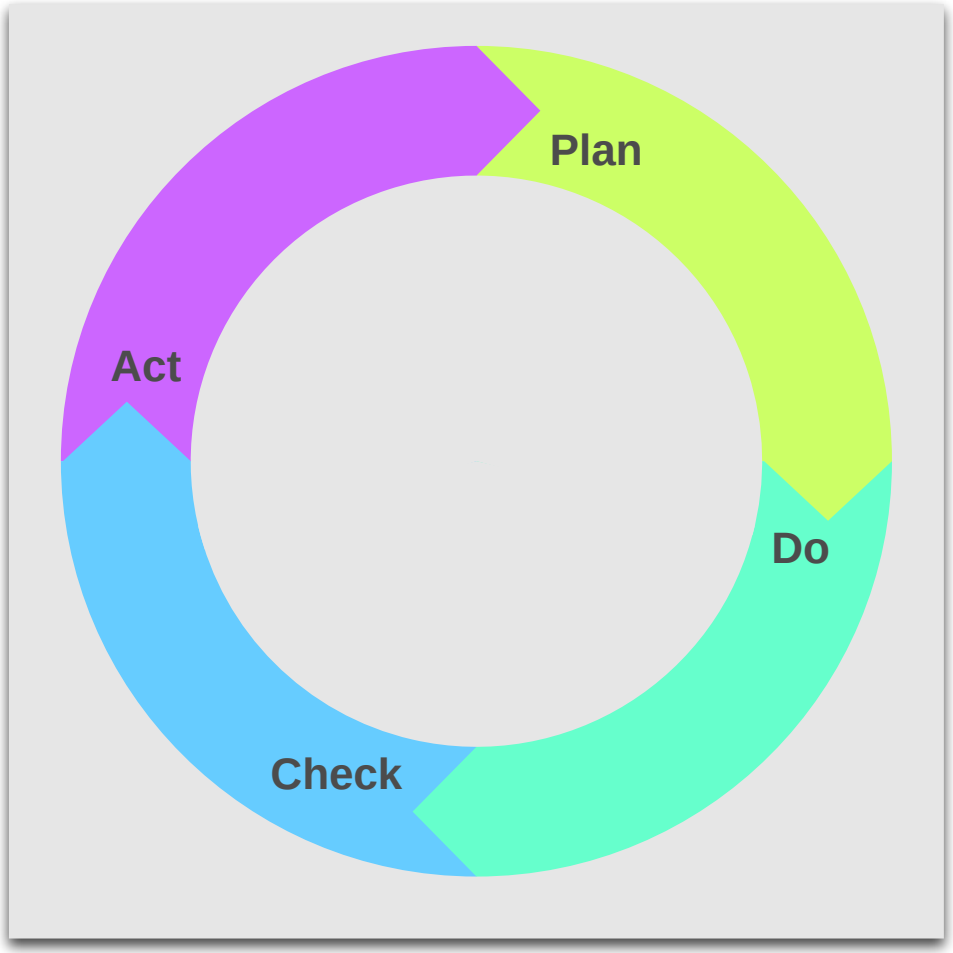


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# Solution – Our drivers

**ACT:** One shared repository for decision records

**CHECK:** Automated reporting and visual dashboards




**PLAN:** Agreed and shared change and release plan

**DO:** One single system of records to steer the production process


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# Solution – Standardise and share service requirements

- One document to rule them all
  - Common document specific for the service management requirements used in all service procurements
  - Covering
    - Service catalogue and fulfillment
    - Incident management
    - Problem management
    - Change management
    - Release management
  - Sets the scene from Service kick-off – Clarifies our expectations towards our service supplier
  - Normalises nomenclature and processes among all entities

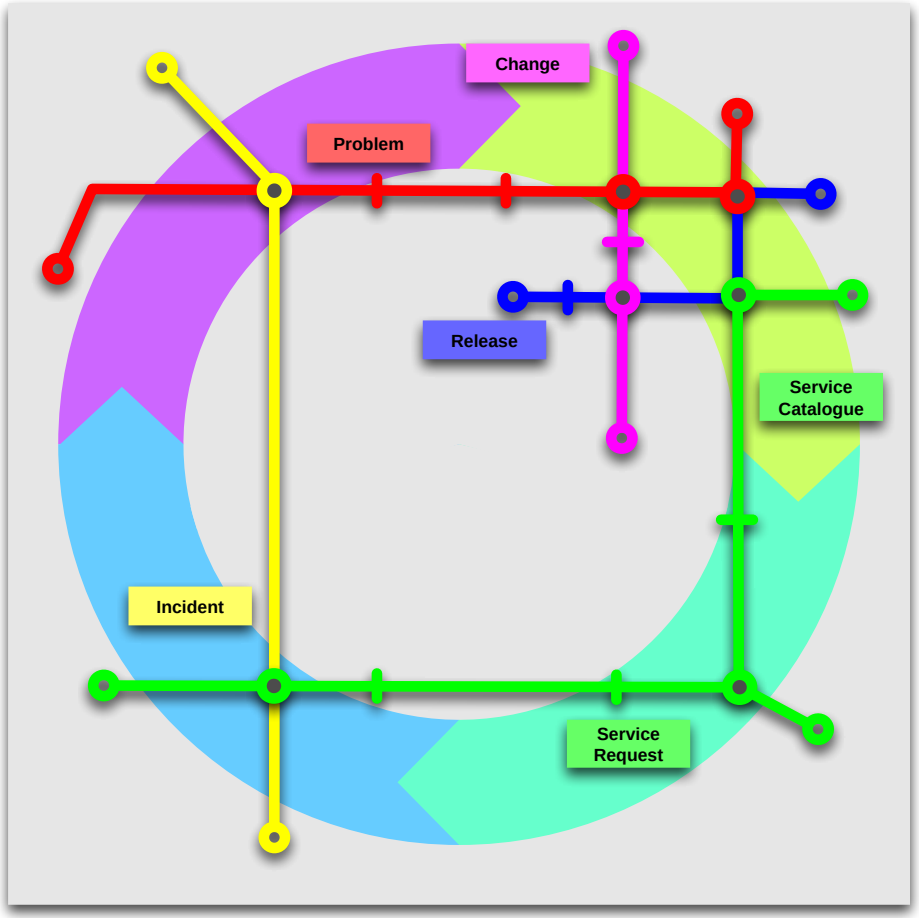

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# Solution – Mind the detail

- Spend time on common service definitions at the end-points:
  - What is an Incident? How should we classify it?
  - When do we employ support? Do all teams work at the same time?
  - How do we measure Customer satisfaction in a uniform way?
- Once you have the responses, use the same ones everywhere!


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# Solution – Define and assign process ownership




- Assign ownership of each process, each class of records, to one of your suppliers
- Identify hand-over points between processes and suppliers
- Minimise data transfer in interfaces
- Enforce the process through the tool


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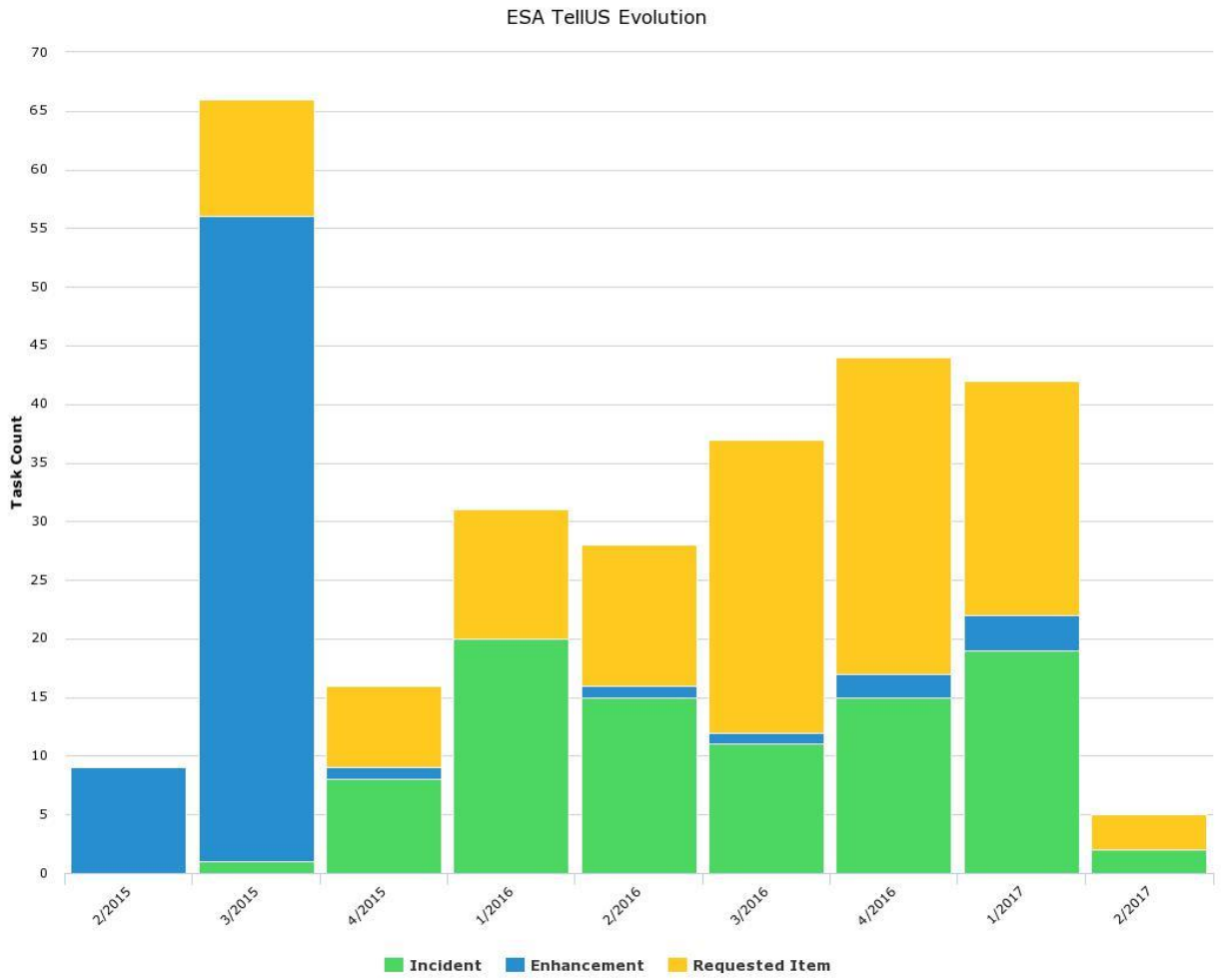
# Solution – Understand the exceptions and exclusions

- Do you really need to cover everything within the solution?
  - Does this process support your core business service?
  - Do you know the process in enough detail to automate it?
  - Is the process stable enough, is each instantiation following the same process flow?
  - Does this process instantiate often enough?

- Our case – our exclusions
  - Security operations
  - Software development life cycle
  - Requirements change management


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# Solution – Iterate, iterate, iterate...






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# Value Outcomes

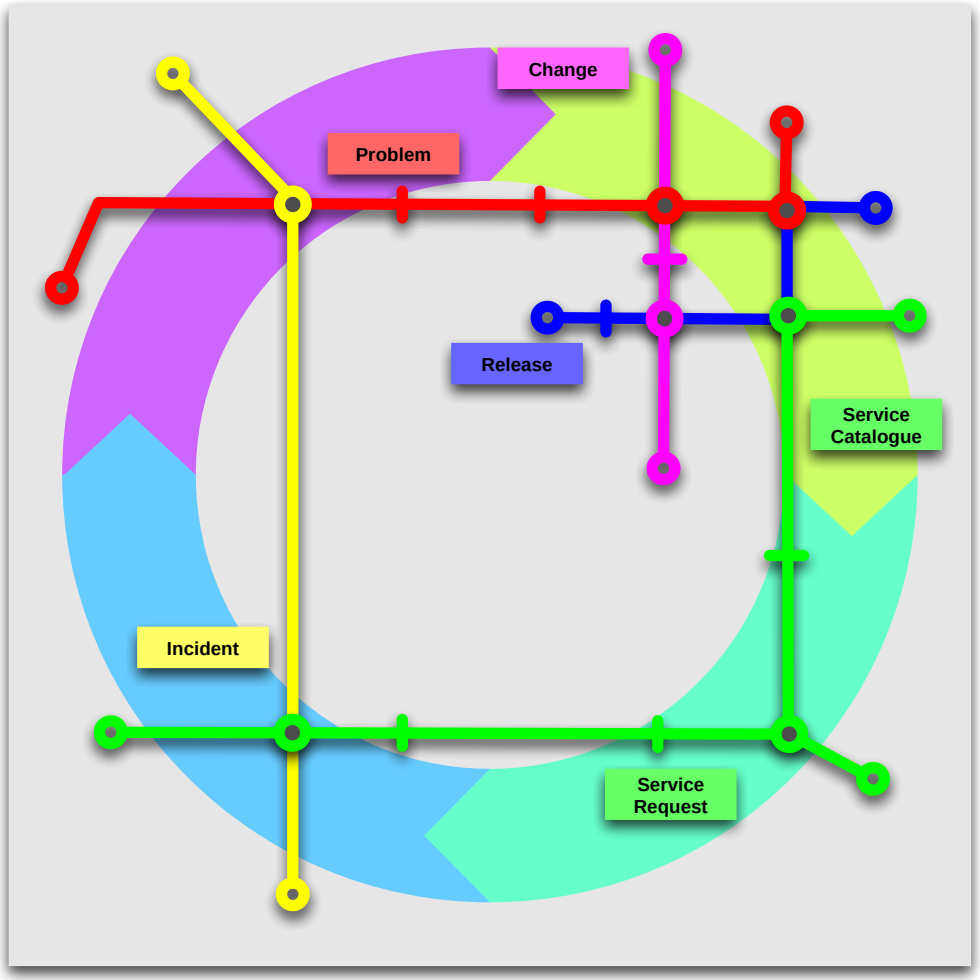
| | At go-live | 18 months later |
|---|---|---|
| Incident management | Many incidents “missing in action”<br>Identified issues left open forever | Single system of record brings backwards closure from release to incident<br>No more “missing in action” incidents |
| Problem management | Problem records only used as placeholders to link incidents and changes. | Problems and problem tasks used to coordinate investigations involving several teams. 10-fold increase in managed problem tasks. |
| Change management | Recording changes after their delivery in software maintenance releases | Managing and planning changes on the platform. A priori linking between changes and releases |
| Release planning | Plan maintained in spreadsheets, illustrating a snapshot in time. Several releases without associated change records | Plan maintained on service management, status always update<br>Number of changes per release increased by more than 20% |


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# Lesson Learned – Mind the Gaps

Potential signs of process gaps:

1. Rogue email
2. Alternative facts
3. Scapegoats

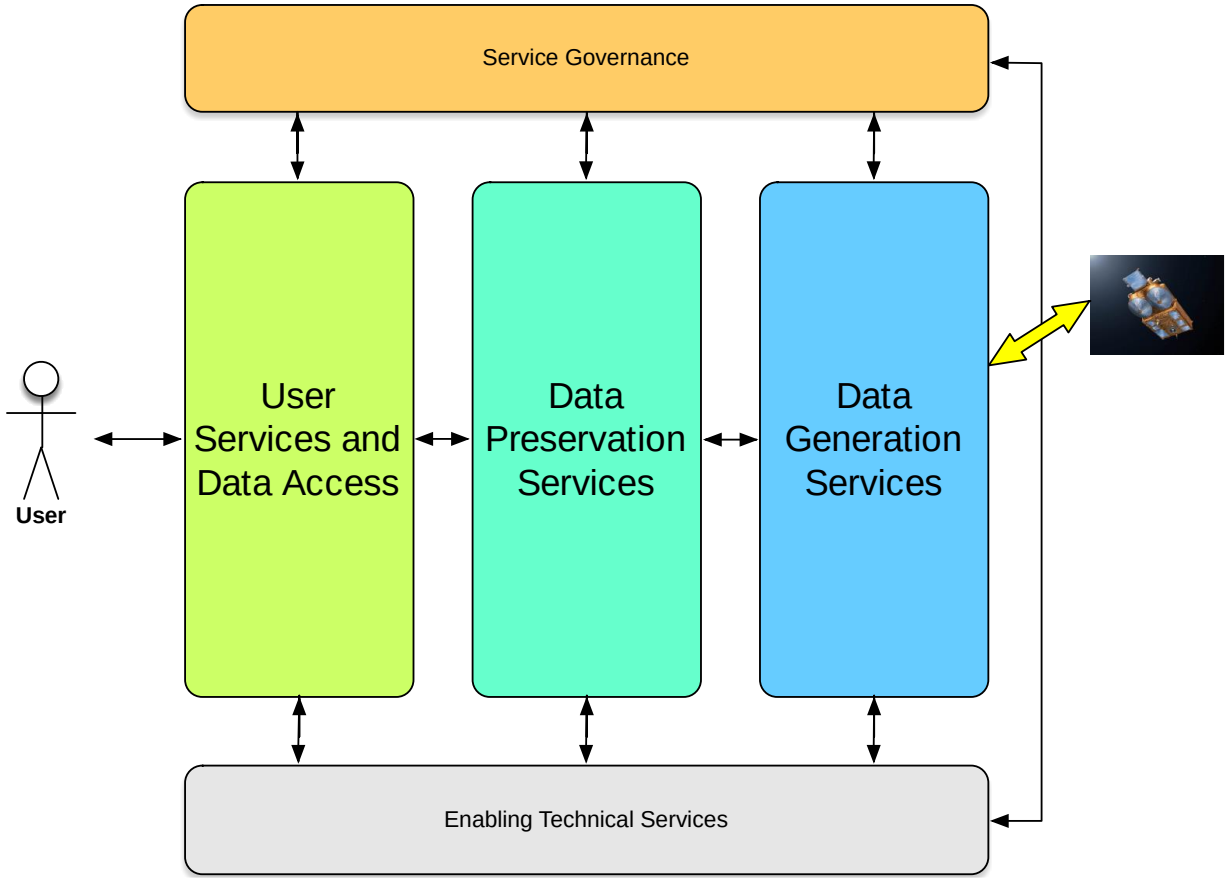




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# Our Next Steps

- Expand coverage
  - Re-visit excluded supplied processes
  - Integrate new service suppliers
  - Address internal processes
- Leverage platform potential
  - Extend use of platform capabilities
  - Improve reporting
  - Use available business intelligence





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# Top Takeaways

1

Define and use your supplier service requirements to implement the process you as a customer want

2

Mind the process gaps

3

Use the platform to enforce the process


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# Thank You

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# Q & A

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