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WORK at LIGHTSPEED™

BRE4152 - Lexmark's Journey From Ad Hoc to Service Asset Management and Configuration Management

MARTY BYRO
MANAGER DIGITAL INNOVATION TEAM
Lexmark International

ERIC-STEPHAN NEILL
MEMBER ENTERPRISE ARCHITECTURE TEAM
Lexmark International

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Speaker Introduction



NAME: Marty Byro

TITLE: Manager Digital Innovation Team

FUNCTION: Global IT

COMPANY: Lexmark International

EXPERIENCE: 12 IT management and project management, 6 years content strategy and consulting

EXPERTISE: Program management, business communications

ACHIEVEMENTS: WW rollout CRM and Case Management systems (PeopleSoft), global Sales Enablement platform (SAVO), and corporate portal (Broadvision)

CURRENT PROJECTS: Various applications of the ServiceNow platform, including SACM, Service Catalog portal, and ITBM; SharePoint Online rollout

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Speaker Introduction



NAME: Eric-Stephan Neill

TITLE: Member, Enterprise Architecture Team

FUNCTION: Global IT

COMPANY: Lexmark International

EXPERIENCE: 4+ years in enterprise architecture, 20+ years project management, 10+ years lean

EXPERTISE: Supply Chain, Project management, Business Process Management, Value Stream Mapping

ACHIEVEMENTS: Ran manufacturing plant. Worldwide rollout of ERP (Telex). Worldwide training and communications for SAP (Lexmark). Worldwide implementation of MES (Lexmark)

CURRENT PROJECTS: Driving process efficiencies. Mapping processes with business entities. Aligning business simplification with strategy

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My Company



NAME: Lexmark International

INDUSTRY: Imaging Systems and Related Software

MARKET FOCUS: Provides printer, scanner technology through direct sales or managed print services

EMPLOYEES / LOCATIONS: – 14,000 55 offices worldwide

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Large Workgroup Multi-function printers, Small Workgroup Multi-function printers, Productivity Software

COMPANY-WIDE INITIATIVES: Customers for Life, Elimination of incidents, Responsiveness to customers/partners/other teams, Regulatory Compliance

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Agenda

- The way we were
- Where we want to be
- Our current journey – where we are
- Key takeaways

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Session Overview



Objectives

- Provide insights to our struggles to get to asset management and configuration management. Everyone agrees it is vital, no one wants to pay for it!



What You Will Learn

- Understand the environment and challenges facing teams wishing to implement asset management
- Learn about how Lexmark is moving to ServiceNow Asset Management and Configuration Management
- Gather key lessons related to the project approach
- Discuss how the lessons may apply to you for your initiatives/projects

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Context – Setting the stage

INDUSTRY TRENDS

- Growing constituent service demands
- Increased regulatory and compliance – CIFIUS and ISO 27001
- Increased demand for self service



COMPETITIVE PRESSURES

- Constituents self-serving in grey apps



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Context – Setting the stage

CORPORATE TRANSFORMATIONS

- From legacy on premise to Cloud first, Mobile first
- Push for self service
- Push for vastly improved service delivery



DEPARTMENTAL/PROJECT/PROGRAM DRIVERS AND GOALS

- Push for nimble IT
- Reorganization in a more global structure
- Replacing SLAs with SVAs



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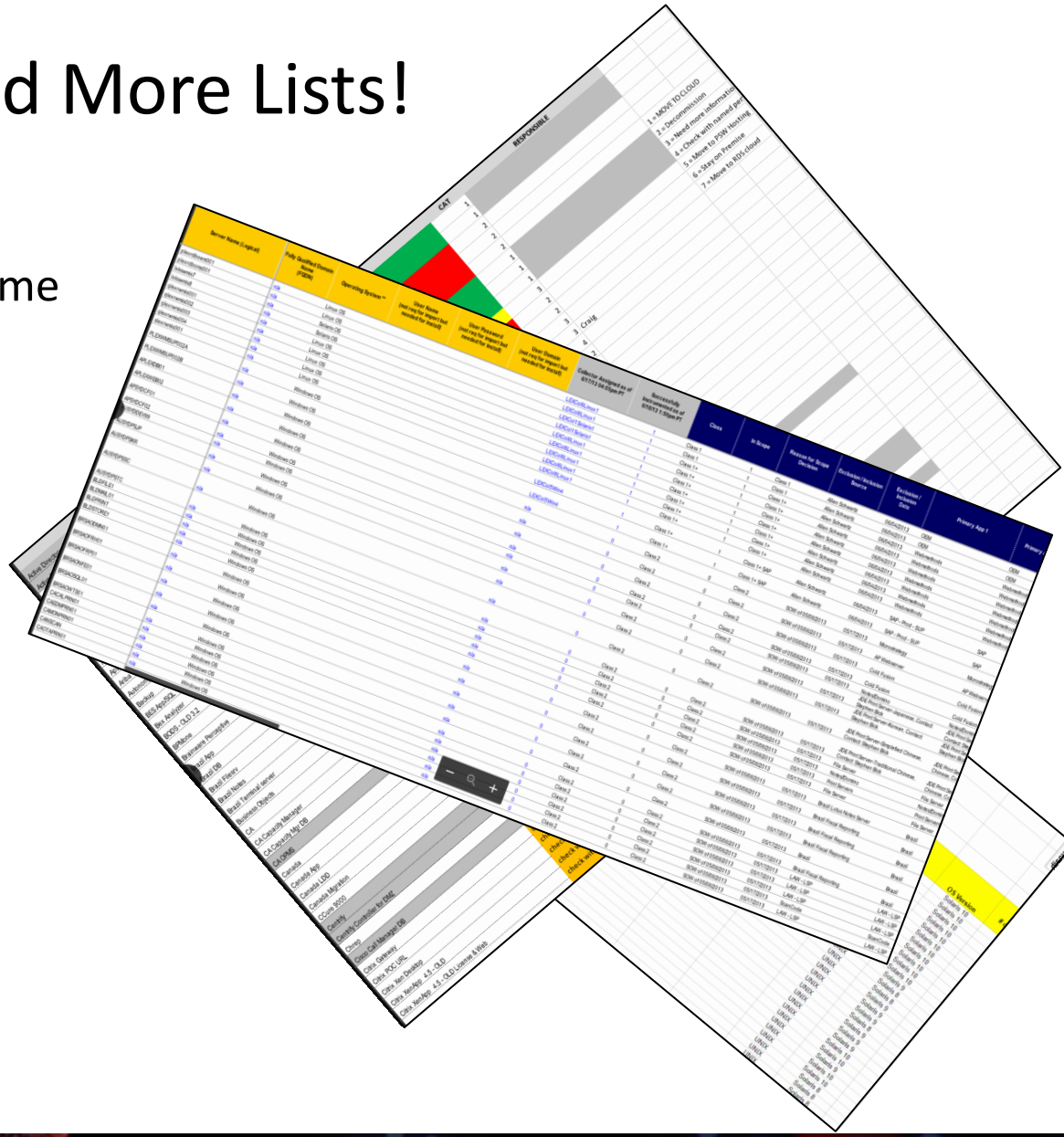
The Way We Were



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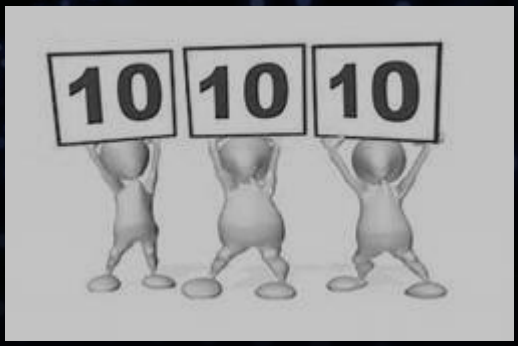
Spreadsheets, More Spreadsheets and More Lists!

- Multiple spreadsheets
  - Multiple versions of master server lists – no two the same
  - Multiple application lists – no two at the same level
  - Multiple user lists – some more detailed than others
  - Multiple asset lists
    - Laptops identified using Altiris – when they called home
    - Manual spreadsheets in some regions/countries
  - Multiple versions of network devices
    - Collected and identified by CA Spectrum and other tools



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Where We Want To Be



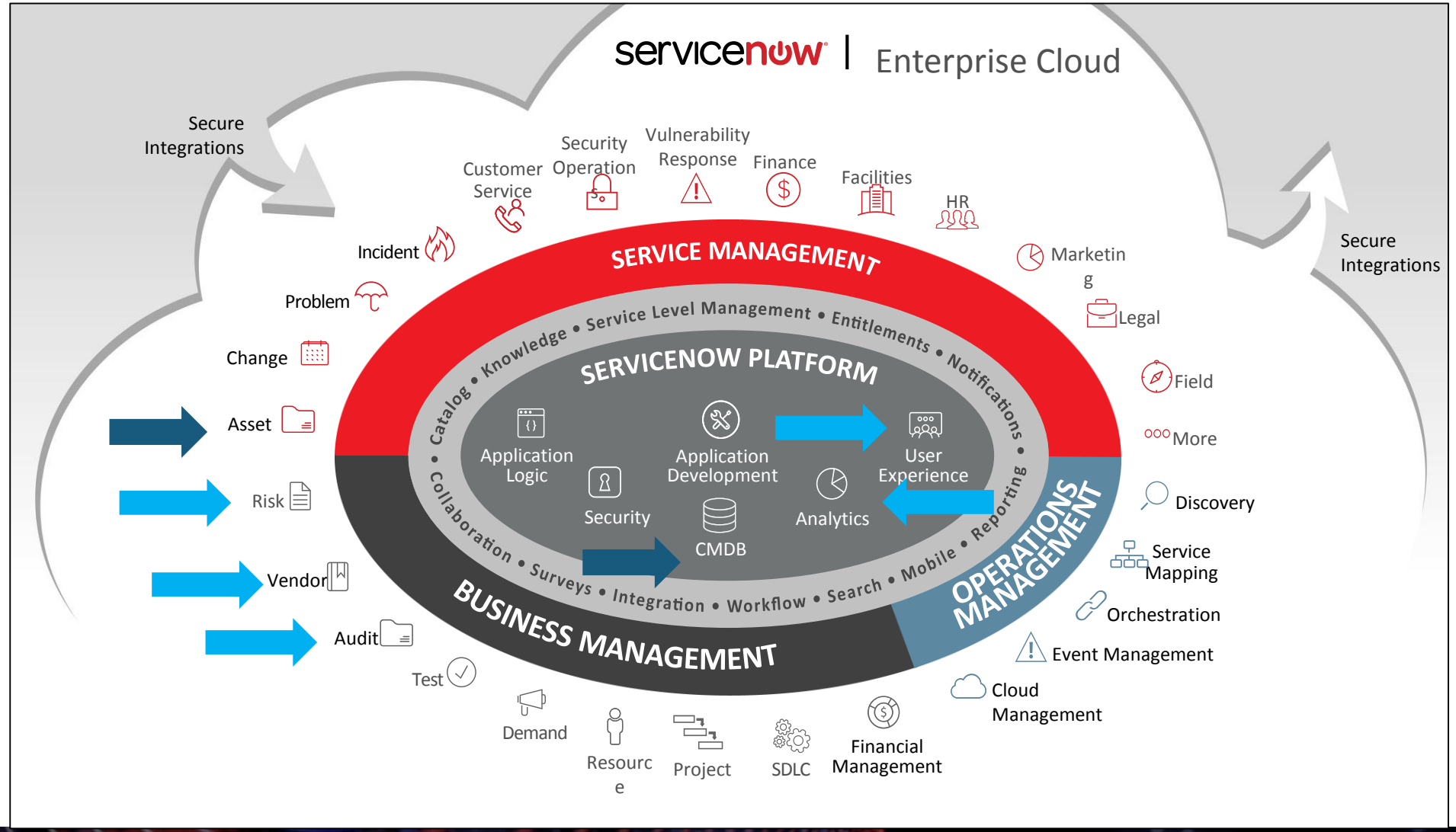
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Where We Want To Be

- Single pane of glass
  - Rational sources of truth
- Leverage ServiceNow
  - Asset Management
  - CMDB
  - Power and feed GRC!
  - Inform the Service Catalog
- Enter or write once – use many

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ServiceNow Platform Approach

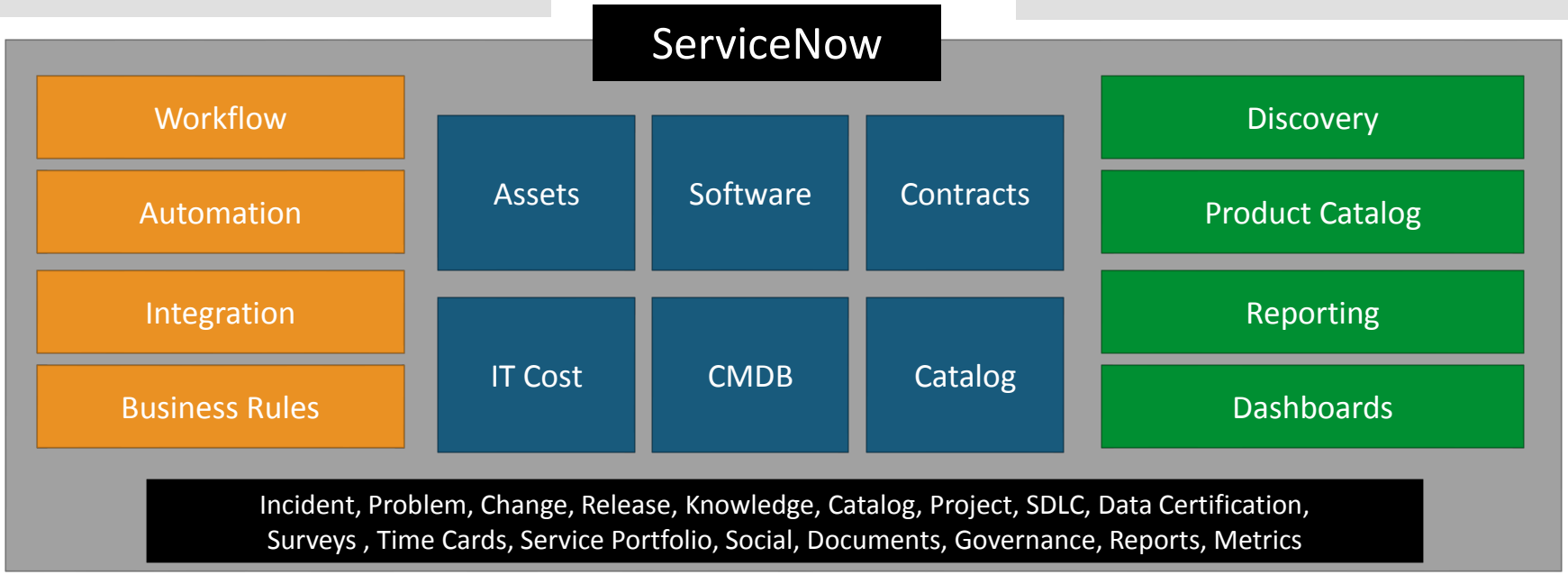


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Why ServiceNow?

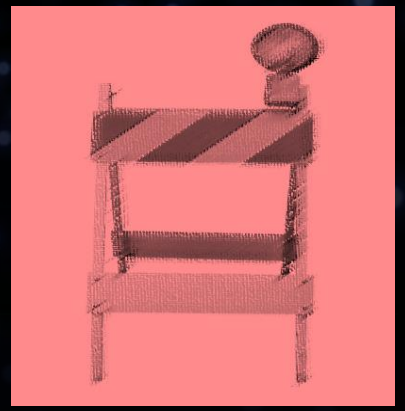
- One Platform
- Single Production Database
- One Workflow engine across all data and apps
- One Automation engine across all data and apps

- Discovery that directly updates the Asset and CI
- Asset and CMDB life-cycles are married together
- Real front end for end users
- All your data is already cross related and in one place



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Our Current Journey – Where We Are



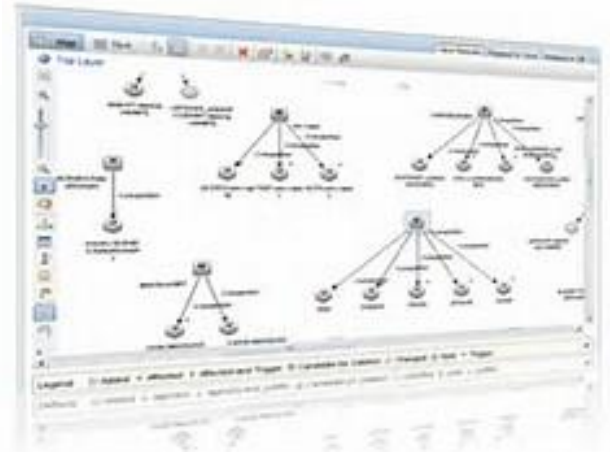
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Our Current Journey

- Obtain leadership support



- Perform asset and CMDB workshop



- Begin the process



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Obtain Leadership Support & Stakeholder Support

- Start with a business case
- Find out what the current processes are... Globally
- Set proper expectations

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The Workshop(s)

- Get a good partner
- You will need more than one workshop
- Try to get everyone on site.

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The Project

PHASE (Month)	HARDWARE	SOFTWARE	CONTRACTS
PHASE 1 (Month 1)	Trustworthy Data	Prep	Prep
PHASE 2 (Month 2)	Practical Management	Trustworthy Data	Trustworthy Data
PHASE 3 (Month 3)	Operational Integration	Practical Management	Practical Management
PHASE 4 (Month 4)		Operational Integration	Operational Integration
POST-PHASE (Months 5-12)	Financial Management	Financial Management	Financial Management

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Key Takeaways

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Top Takeaways

1

Executive sponsorship is critical

2

Cohesive, inclusive, staged approach is critical

2

Pick the right partner

4

Persevere!

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Thank You

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Thank You

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