knowledge17

WORK at LIGHTSPEED™

Performance Analytics to Improve ICT Suppliers Governance

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GLOBAL REPORTING LEAD
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Speaker Introduction



NAME: Deborah Meoli

TITLE: Global Reporting Lead

FUNCTION: ICT Process & Methods, ServiceNow COE

COMPANY: Fiat Chrysler Automobiles

EXPERIENCE: > 9 years in Management Consultancy, >2 years in FCA Global ICT Process & Methods

EXPERTISE: Service Management, Agile, Lean principles

RECENT ACHIEVEMENTS: Introduce performance analytics globally in FCA for enabling process improvements and for the governance of FCA two biggest global ICT contracts

CURRENT PROJECTS: Enable FCA to extract value from data in Drive IT (ServiceNow platform)

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About Fiat Chrysler Automobiles

FCA
FIAT CHRYSLER AUTOMOBILES

NAME: Fiat Chrysler Automobiles

INDUSTRY: Manufacturing

MARKET FOCUS: Fiat Chrysler Automobiles (FCA), the seventh-largest automaker in the world, designs, engineers, manufactures and sells passenger cars, light commercial vehicles, components and production systems worldwide

COMPANY RELEVANT DATA: 40+ Countries of Operations, 231000 Employees | 162 Plants | 87 R&D Centers, 140+ Markets | 4.7M Combined vehicle Shipments

COMPANY-WIDE INITIATIVES: Globalize Jeep, Luxury & Premium Strategy, Volume Growth and Financial targets as stated in 5 year plan

COMPANY'S BRANDS:

ALFA ROMEO · CHRYSLER · DODGE · FIAT · FIAT PROFESSIONAL · Jeep · LANCIA · RAM · ABARTH · MOPAR · SRT · MASERATI · COMAU · MAGNETI MARELLI · Teksid

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Session Overview



Objectives

- Share how to improve ICT suppliers' performance control with performance analytics (PA)
- Share how FCA ICT has begun its journey through PA implementation, what was the approach taken, the value achieved and the challenges faced during this never ending journey



What You Will Learn

- Understand the environment and challenges facing in the global ICT of FCA
- Learn about Performance Analytics and Vendor Management
- Gather key lessons related to Performance Analytics Implementation
- Discuss how the lessons may apply to you for your initiatives/projects

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FCA ICT Context

GLOBAL ICT CHALLENGES



- Two companies converging as one
- Cultural differences
- Disparate processes and systems
- Regional outsourcing models
- LIMITED VISIBILITY INTO SUPPLIER PERFORMANCE
- NON-STANDARD REPORTING
- NO TRANSPARENCY ON GLOBAL APPLICATIONS SERVICES
- Lack of effective communication for global applications
- Little alignment with industry best practices

DRIVE IT GLOBAL PROGRAM

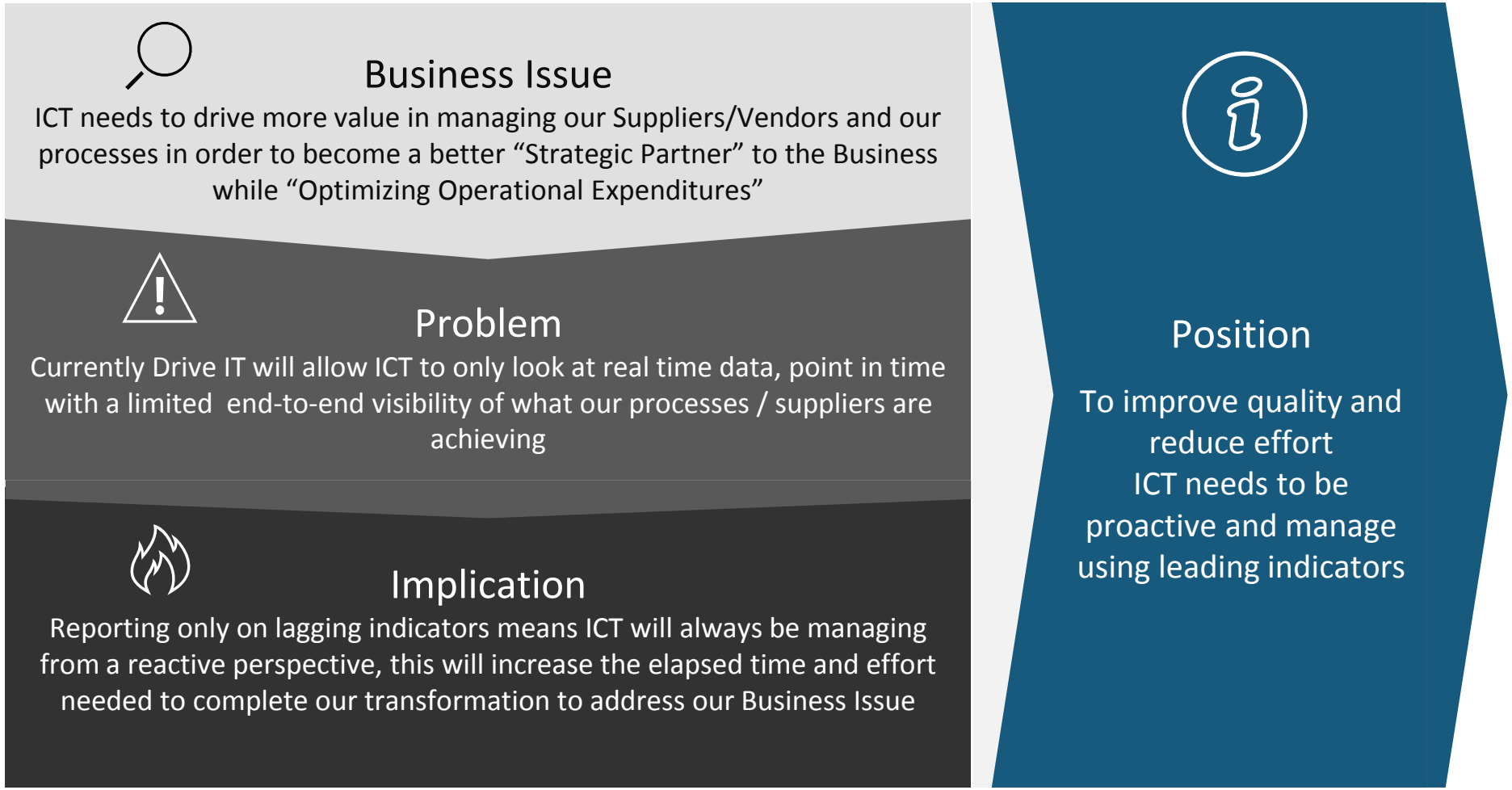
- MULTI-YEAR GLOBAL INITIATIVE, started in 2014, that drives ICT convergence and improve the way we provide global ICT services to the business. Our motto: **SIT LOCAL, THINK GLOBAL**

CURRENT SITUATION

- 8K+ fulfillers | 2K+ PA viewers | 4K+ Applications |60+ suppliers
- 400K End users | 70K Active users | 6 languages | 34 countries
- Incident, Problem, Change, Service Catalog/Request Fulfillment Global processes | Foundation for CMDB and Demand Management
- PERFORMANCE ANALYTICS | 20+ GLOBAL DASHBOARDS
- SN VERSION HELSINKI, ISTANBUL PLANNED FOR JUNE 2017

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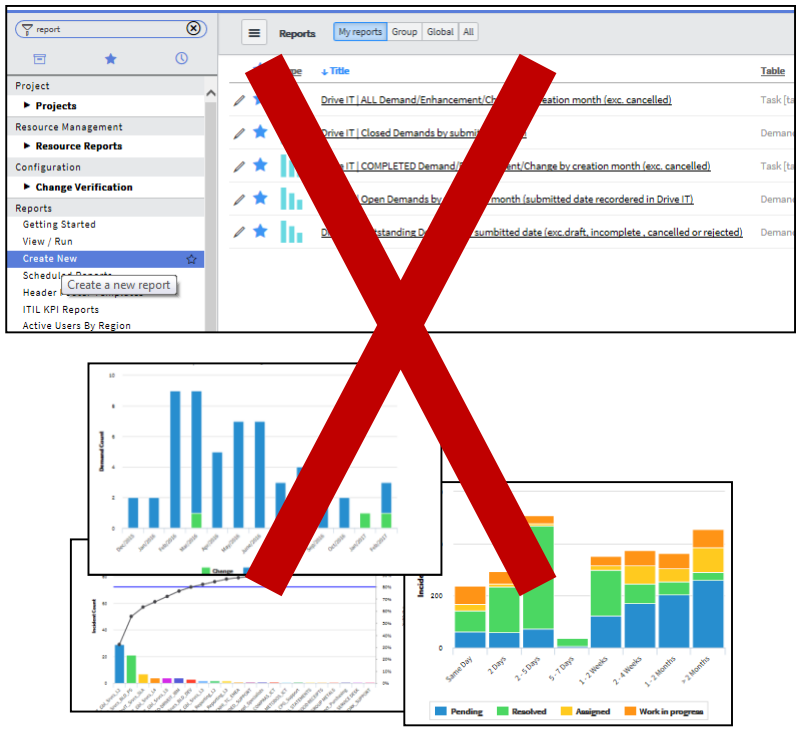
Challenges and Goals



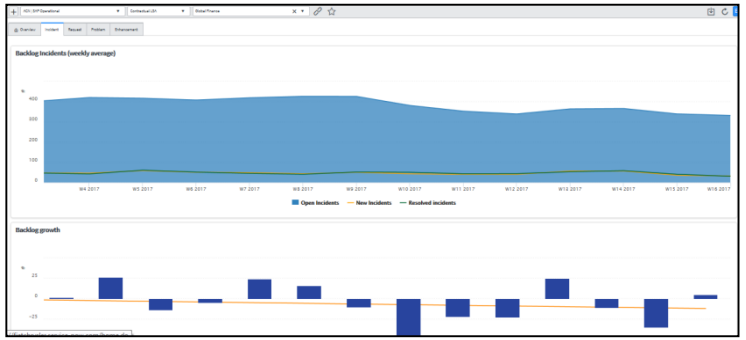
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Solution at a Glance

Build And Run Reports



One Single Click





Supporting presentation for additional information, improvement actions, etc

Governance Meeting



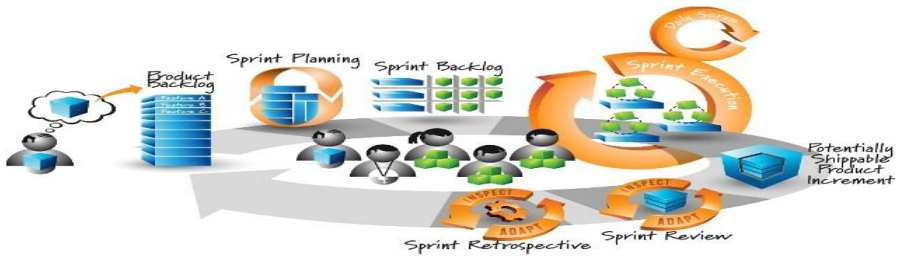
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Solution | APPROACH

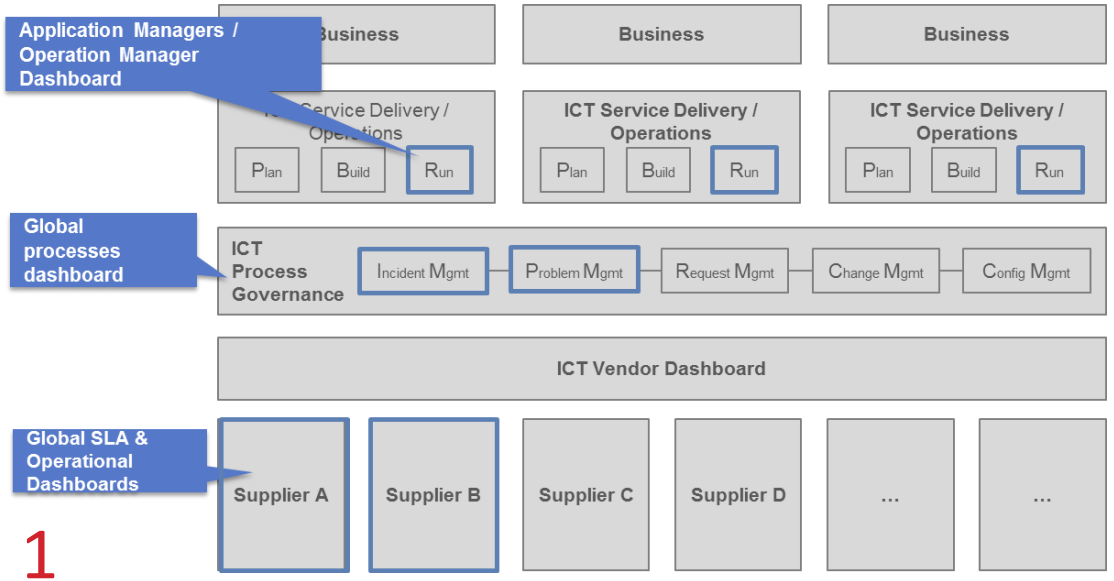
1. Implement a first set of dashboards and then increase the scope following next Global & Regional priorities

2. Follow “Drive IT” Design principles to take decision

3. Follow an agile development approach *(bi-weekly sprints)* and involve stakeholders during the iterative process

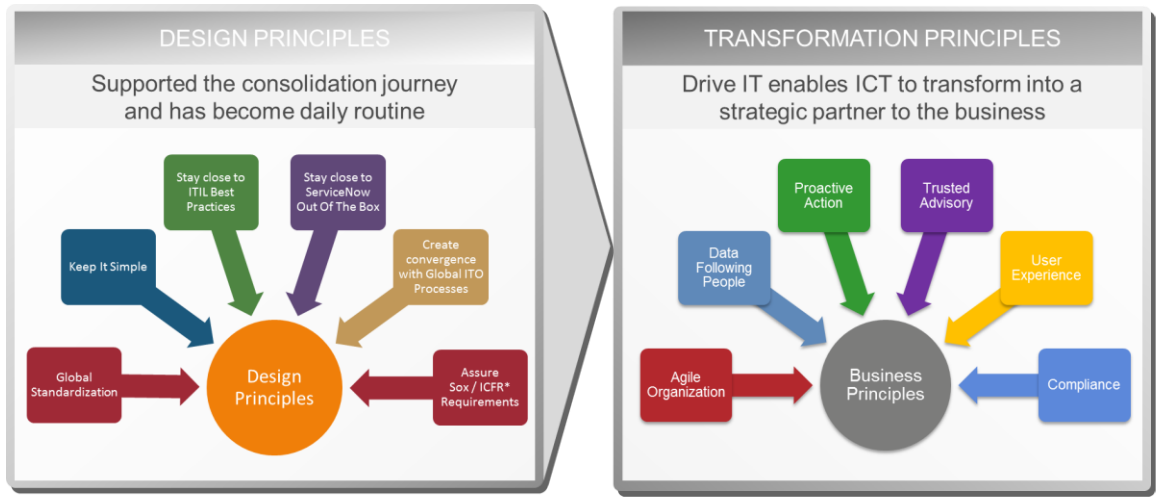


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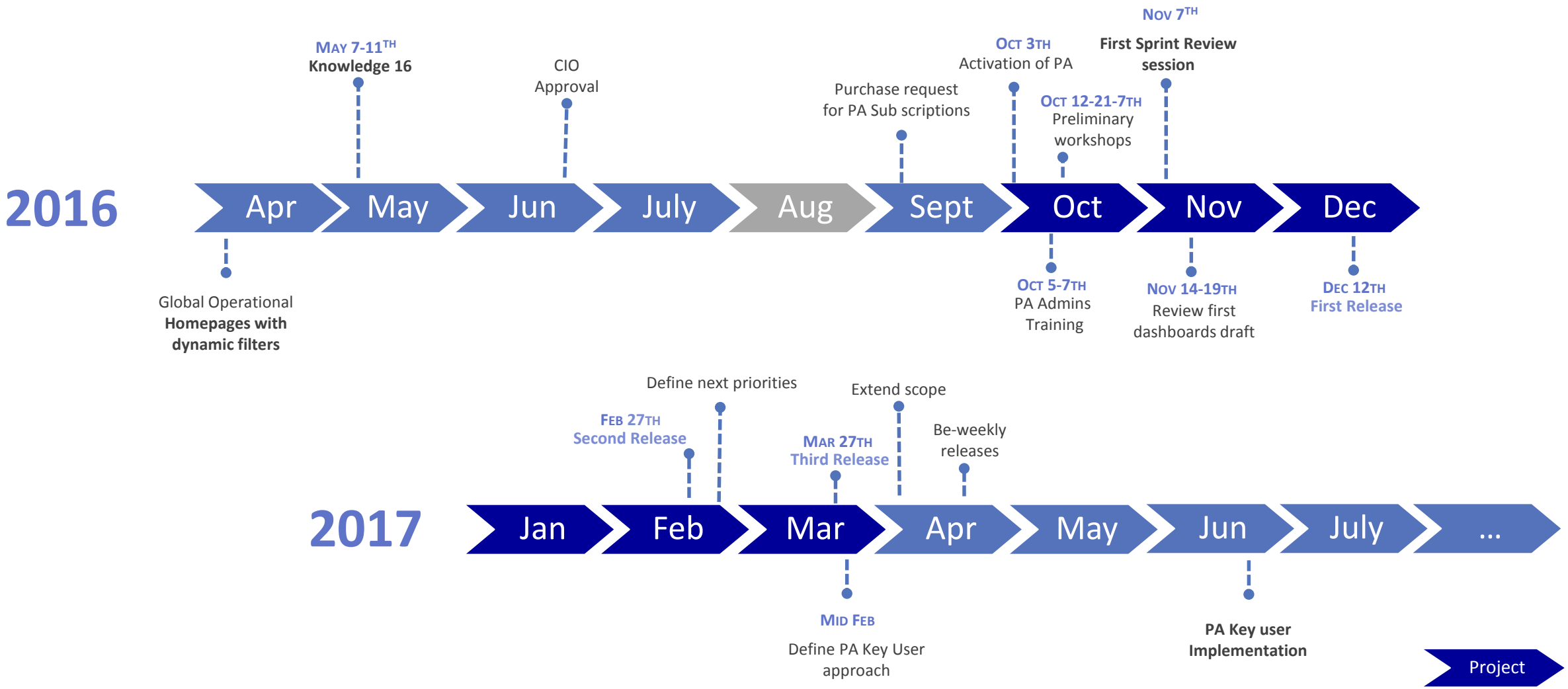
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Solution | TIMELINE



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Solution | RELEVANT DATA

# Global Dashboards	20+
# Professional Service Partner	1
# PA Admins	4
# Stakeholders	400+

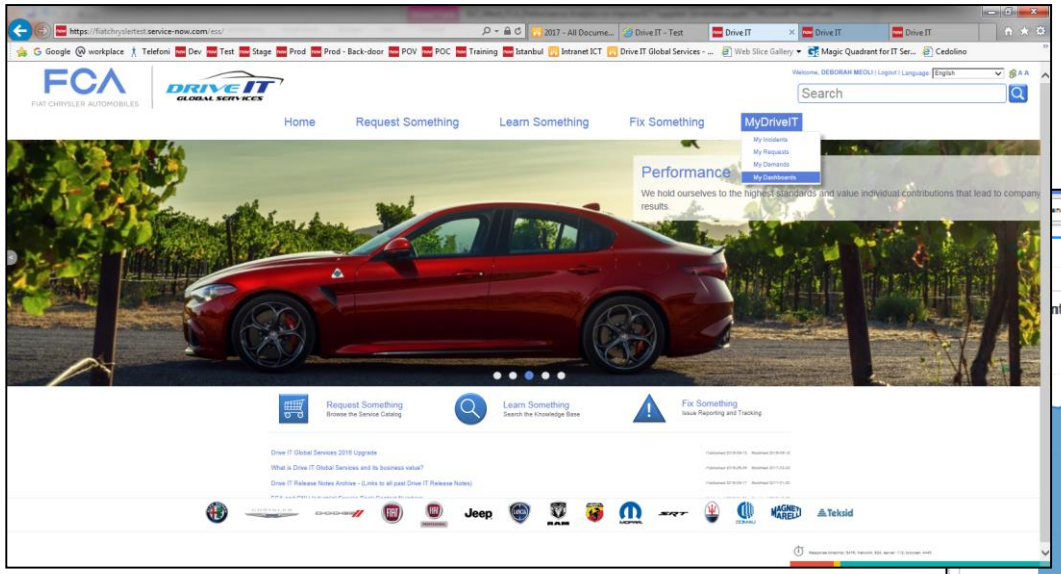
# Suppliers involved	2
# Potential PA users	2K+
# PA User Training Sessions	10
# PA User Training Hours	20

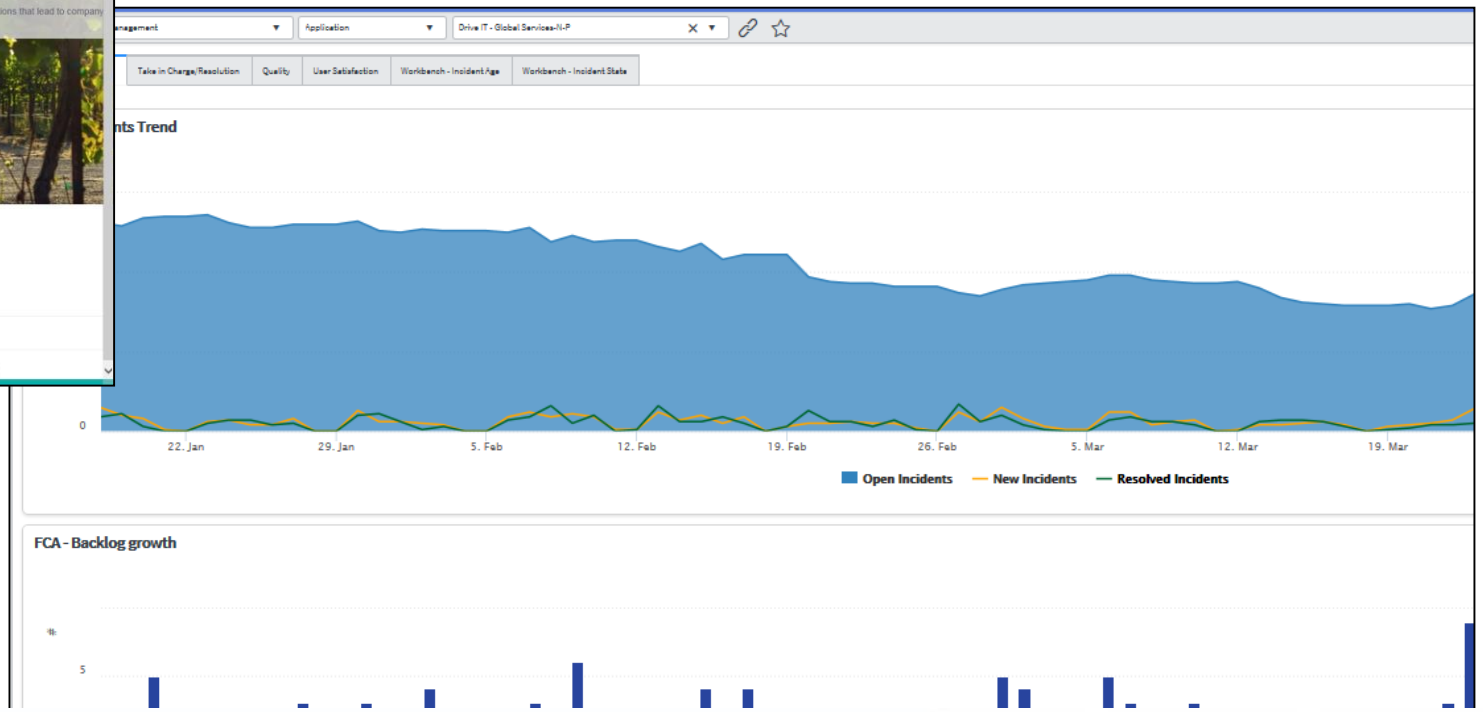


First global dashboards released after 6 weeks from workshops

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Solution | DEMO





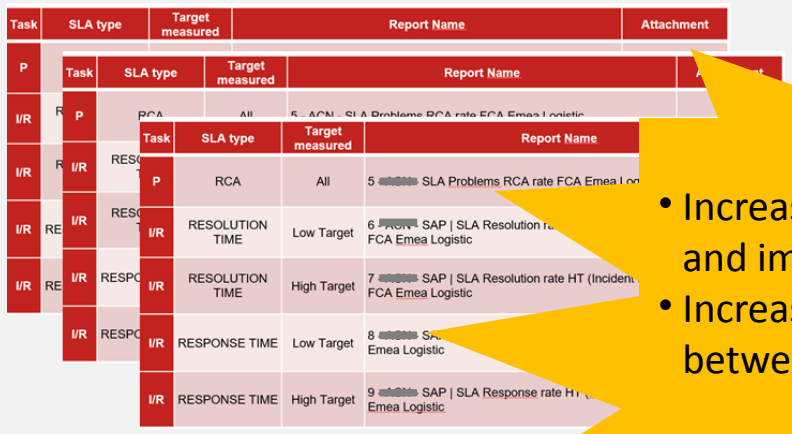
Let's see it !

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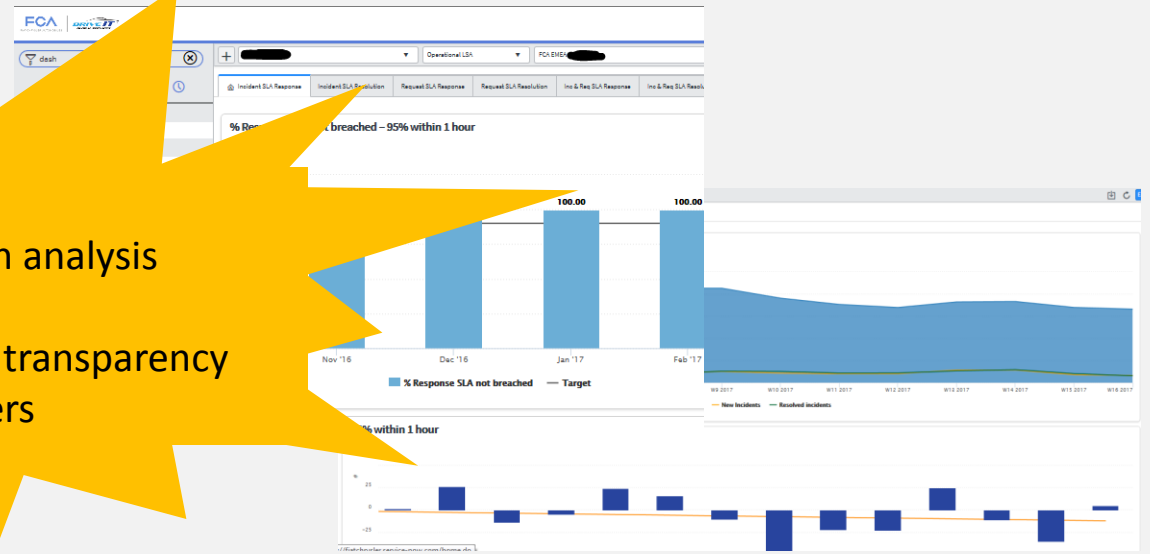
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Value Outcomes | ONE REAL EXAMPLE

Before



After



Benefits:

- Increase the time spent in analysis and improvement
- Increase partnership and transparency between FCA and Suppliers

Manual Process:

Previous process to prepare a monthly SLAs within Governance meeting

1. Supplier runs and save the results of all agreed reports in Drive IT (from 10 to 100+ depending on the complexity of the contract)
2. Supplier creates a PPT with the summary of the SLA Results and Operational indicators
3. Supplier and FCA Governance team discuss the results in the monthly governance meeting

Automated Process:

Current process to prepare a monthly SLAs within Governance meeting with Performance Analytics

1. Supplier creates a PPT with an high level summary and some considerations, improvement actions, etc
2. Supplier and FCA Governance team discuss the results in the monthly governance meeting using the shared SLA & Operational Dashboard and the PPT for deeper discussions

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Challenges Related to Organizational Change Management

80% of the challenges are related to Organizational Change Management

- some real examples -

Q: I understood that some tickets were worked in delay, can you exclude them?

A: If you want a better trend, you have to improve the process and the way people is working or you can implement a formal exception process in ServiceNow

Q: Excel is better, I can manipulate data as I want

A: Be sure to have all the information that you need in the platform, PA is not a magic ball

Q: How can I trust SLAs measurement?

A: If the SLA configurations on ServiceNow are correct, the dashboards / reports are correct

Q: Can you please provide my row data?

A: Ask people what they want to achieve. In the 80% of times they are resistant to the change

Q: People have difficulties to express clear requirements

A: Try to select the right stakeholders with decision making power and asks use cases, not requirements

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Challenges Related to Technical Constrains

20% of the challenges are related to technical constrains

- some real examples -

Constrain: Breakdown levels limited to two

Possible solution: PA Admins can review the indicators or use breakdown relations

Constrain: PA user has not the flexibility to group multiple breakdown elements

Possible solution: PA admins can create buckets if needed

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Our Next Steps



Drive value out of existing investment throughout 2017



Drive use of data to improve efficiency and performance of ICT

Q2 ‘17	Q3 ‘17	Q4 ‘17	2018
• Increase awareness on PA benefits and value in the overall FCA ICT • Implement PA Key User functionalities (custom role, Istanbul required)	• Move to dashboard only • Extend dashboard usage to all suppliers / contracts	• Support Contract managers with a comparison Dashboard among suppliers • Usage of In-form analytics capabilities	• Threshold functionality usage • Forecast functionality usage

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Top Takeaways

1

A strong Organizational Change Management will make the difference

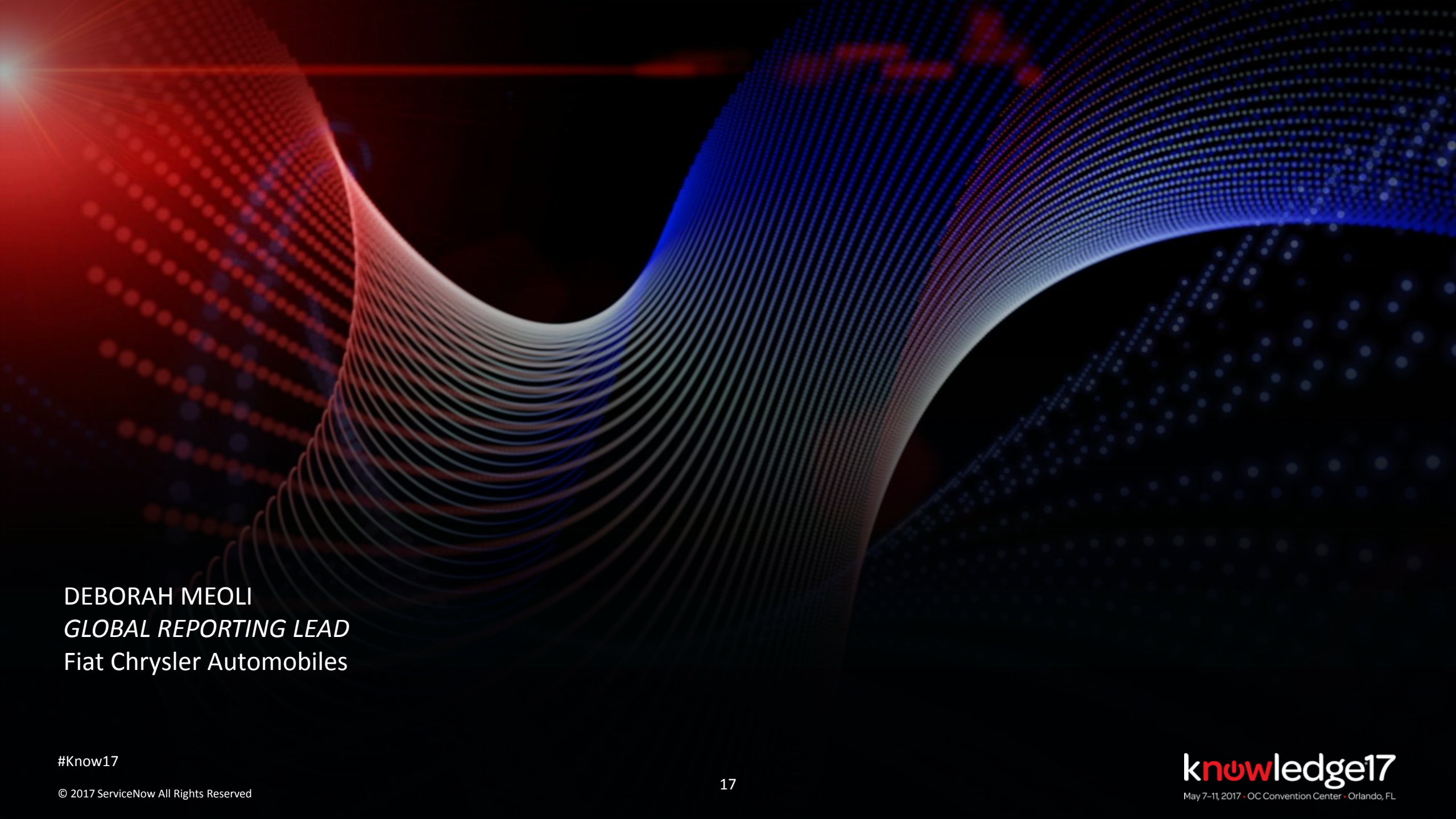
2

Structure your data thinking of the analysis needed and keep the data updated

3

Performance Analytics is not “Reporting module” re-placement

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Q & A

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Thank You

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