knowledge17

WORK at LIGHTSPEED™

Accelerating IT Modernization at Fiat Chrysler Automobiles

KIMBERLY ARANGO
GLOBAL PROGRAM MANAGER
Fiat Chrysler Automobiles

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servicenow

2016 FCA Year In Review Video

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Agenda

- WHO WE ARE
- What we do
- Challenges
- Drive it global services
- Lessons learned



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Speaker Introduction



NAME: Kimberly Arango

TITLE: Global Program Manager

FUNCTION: ICT Process & Methods, ServiceNow COE

COMPANY: Fiat Chrysler Automobiles

EXPERIENCE: 10+ years in IT application development & infrastructure project management, 3 years in ITSM at FCA

EXPERTISE: Agile, ITIL, IT Service Management, Lean Principles

ACHIEVEMENTS: Project Manager for global launch of ServiceNow platform at FCA

CURRENT PROJECTS: Upgrade to Istanbul, Automate Test Suite, Improve CMDB Foundational Data, Implement Asset Management

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My Company

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:

- Operating in over 40 countries
- 236, 400 Employees | 166 Plants | 84 R&D Centers
- 150+ Markets | 4.6M Vehicles Shipped

COMPANY'S BRANDS:

COMPANY-WIDE INITIATIVES:

Globalize Jeep, Luxury & Premium Strategy, Volume Growth and Financial targets as stated in 5 year plan

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Session Overview



Objectives

- If you are looking to standardize IT service management across your organization, you'll learn what we did and how we accomplished it. Our experiences in process convergence and globalization can save your company time and aggravation.



What You Will Learn

- Understand the environment and challenges facing Fiat Chrysler Automobiles
- Learn about Drive IT Global Services
- Gather key lessons related to driving global collaboration
- Discuss how the lessons may apply to you for your initiatives/projects

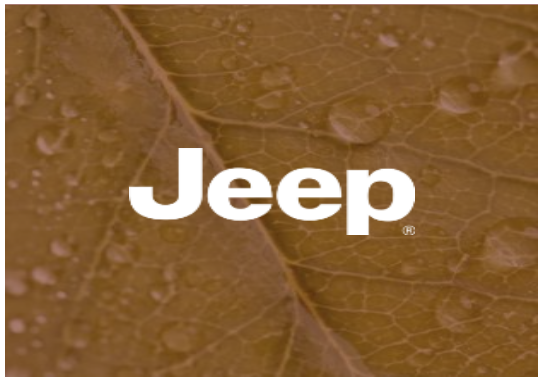
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A Few of Our FCA Brands

















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FCA Business Processes



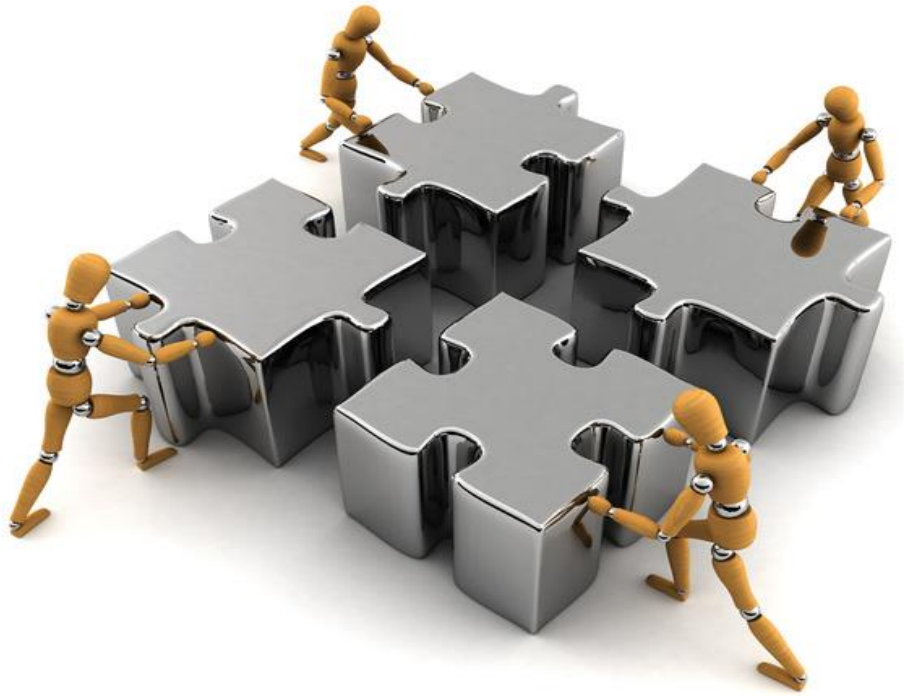
Product Development	Purchasing	Manufacturing	Quality & Safety
Supply Chain	Sales & Marketing	CRM Parts & Service	Finance, Legal, HR, ICT

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Challenges

- Two companies, Fiat and Chrysler, converging as one FCA
- Disparate processes and systems
- Lack of transparency for global applications
- Little alignment with industry best practices
- Regional outsourcing models
- Cultural differences



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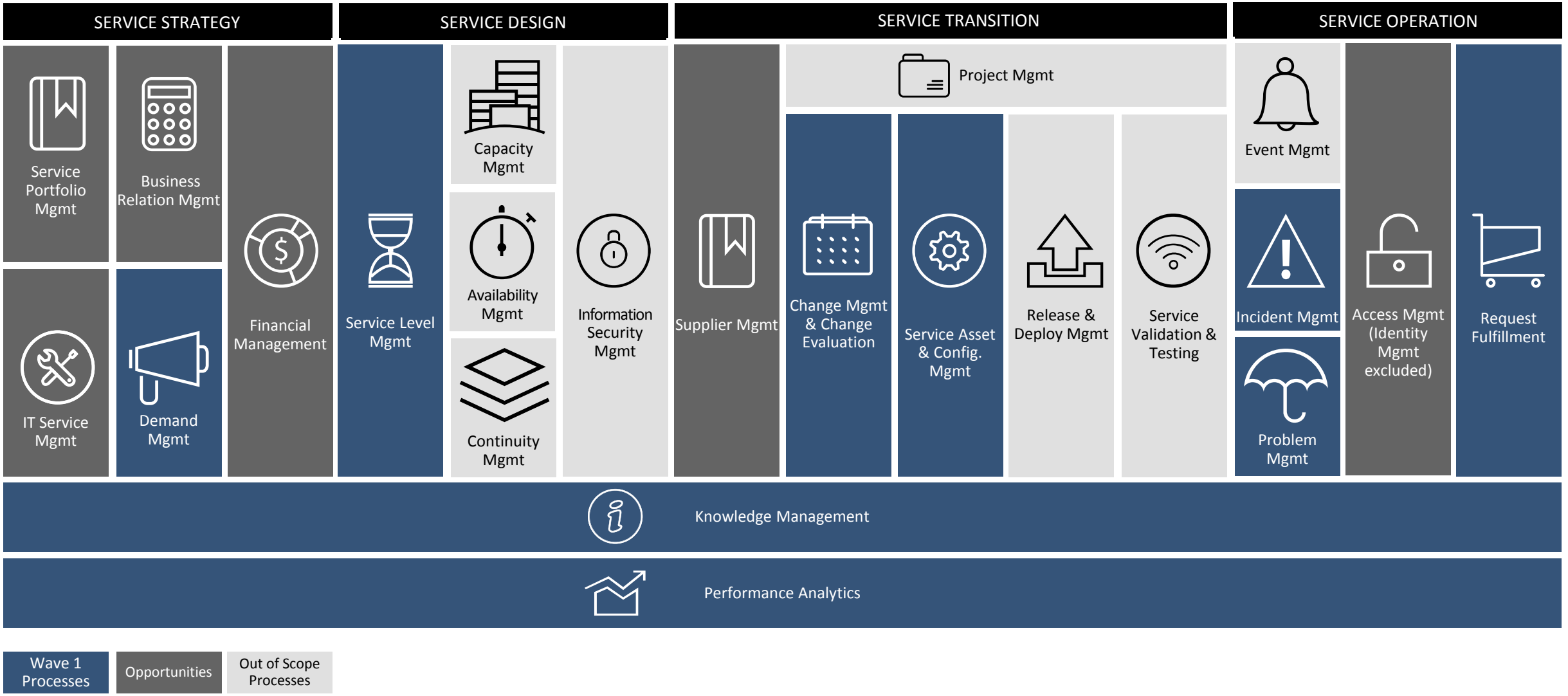
Goals

Multi-year global initiative to DRIVE THE CONVERGENCE OF ICT PROCESS AND SYSTEMS ACROSS FCA and improve the way we provide global services to the business.

- Build upon BEST PRACTICES and continuous improvement
- Single source of truth via a COMMON ENTERPRISE SYSTEM (ServiceNow)
- Improved COMMUNICATION across the regions
- Increase TRANSPARENCY and flexibility
- Support / Enable SOX/ICFR COMPLIANCE
- Compare SUPPLIER PERFORMANCE efficiently
- Support GLOBAL ITO and GLOBAL APPLICATIONS

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Program Scope and Future Opportunities

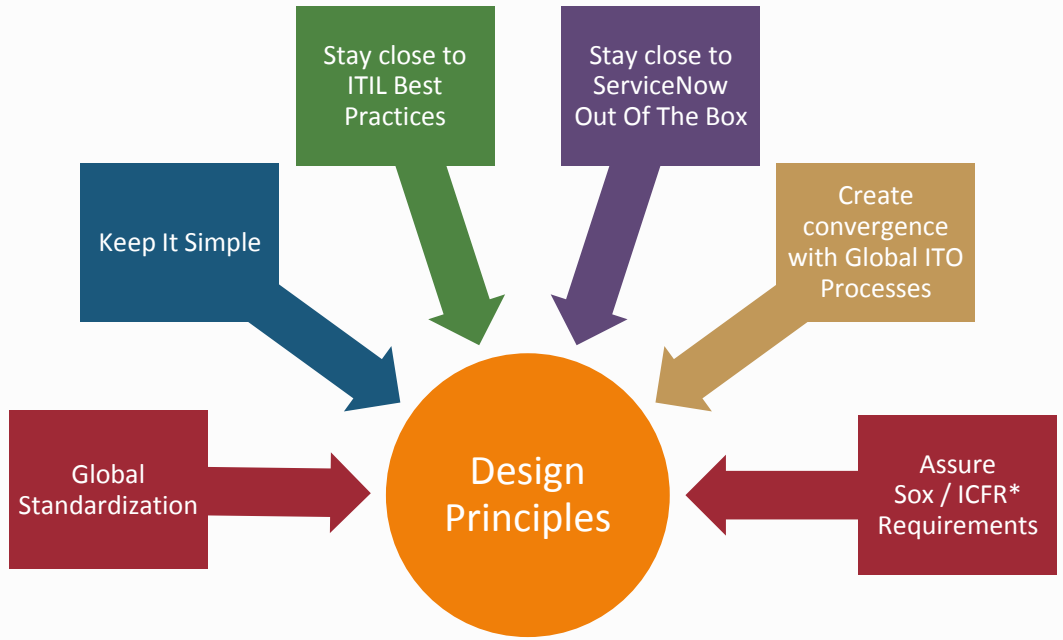


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Program Guiding Principles

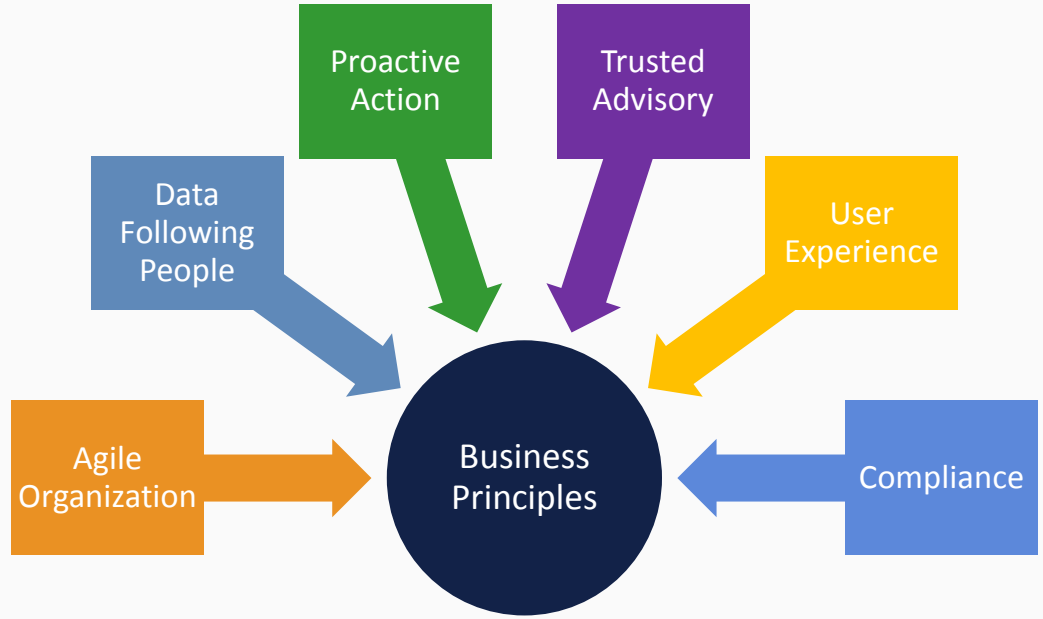
DESIGN PRINCIPLES

Supported the consolidation journey and has become daily routine



TRANSFORMATION PRINCIPLES

Drive IT enables ICT to transform into a strategic partner to the business



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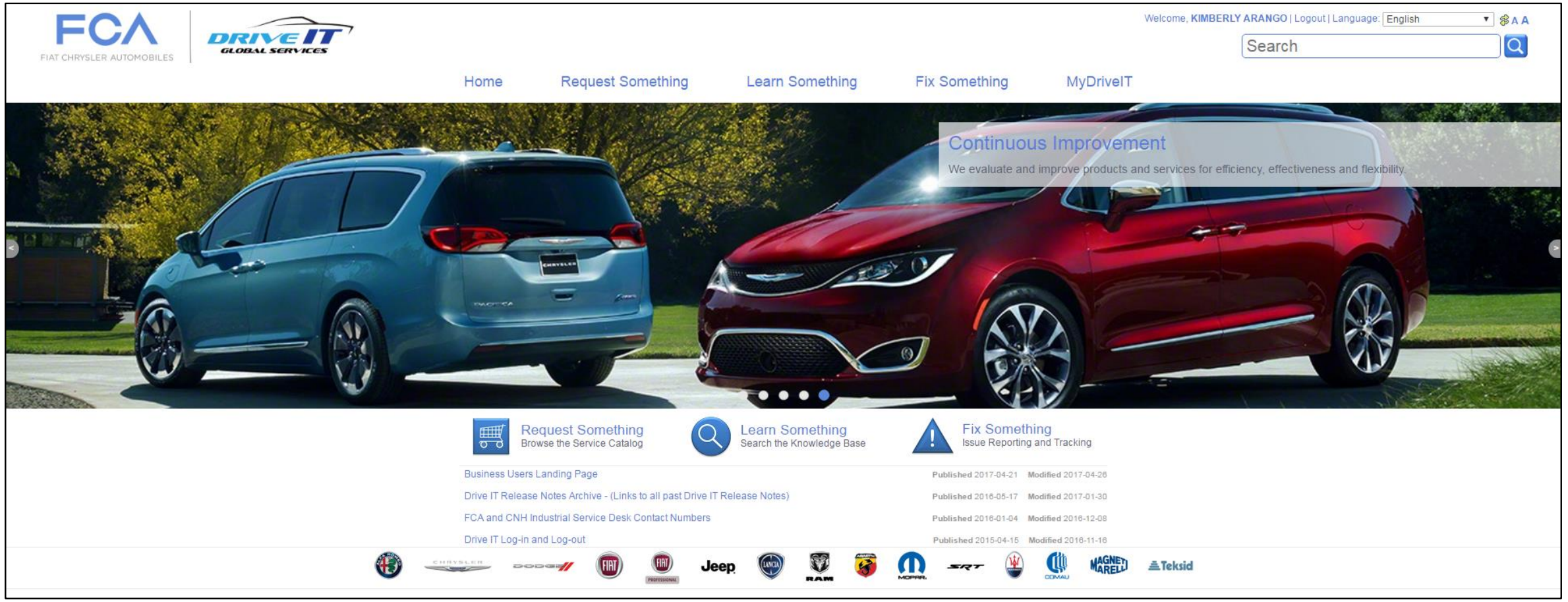
Program Coverage

- Single global process for Incident, Problem, Change, Catalog/Request and PA
- 6,000+ applications/services onboarded to platform
- Five continents | 34 countries | 6 languages
- 8000+ Fulfillers | 2000+ PA viewers
- Available to 400K end users; 70K active end users
- Over 60 suppliers worldwide managing FCA services on platform
- Available in English, Spanish, Italian, Brazilian Portuguese, French and rolling out German

SIT LOCAL, THINK GLOBAL

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Solution at a Glance



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Solution at a Glance

- Established foundation as the unified / global ICT service delivery platform for FCA
- Provides transparency to global applications owners and business users at the core of the FCA value chain
- Enables structural change towards a new way of working with both the business and the vendors



1.56M Incidents since June 2015



15K Problems since June 2015



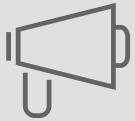
23K Requests since June 2015



335K CIs maintained in the CMDB



170K EUS Assets Tracked in Drive IT



82K Demands since Dec 2015



10K Enhancements since Dec 2015



39K Changes since Dec 2015



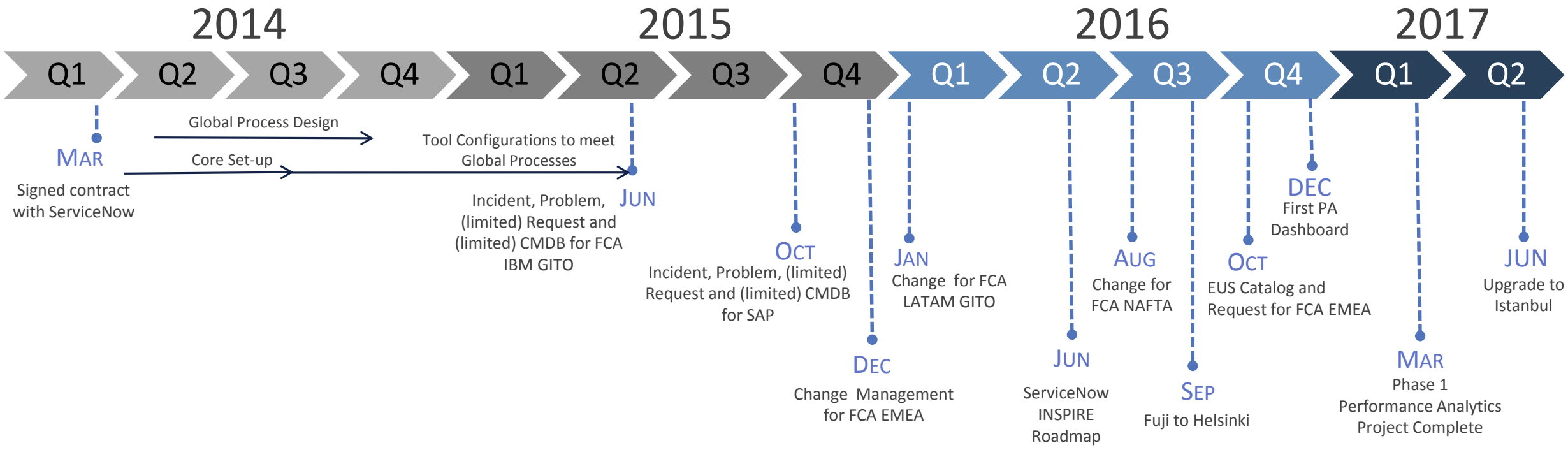
20+ PA Dashboards



11 Knowledge Bases Service Desk / Drive IT

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Solution Timeline at a Glance

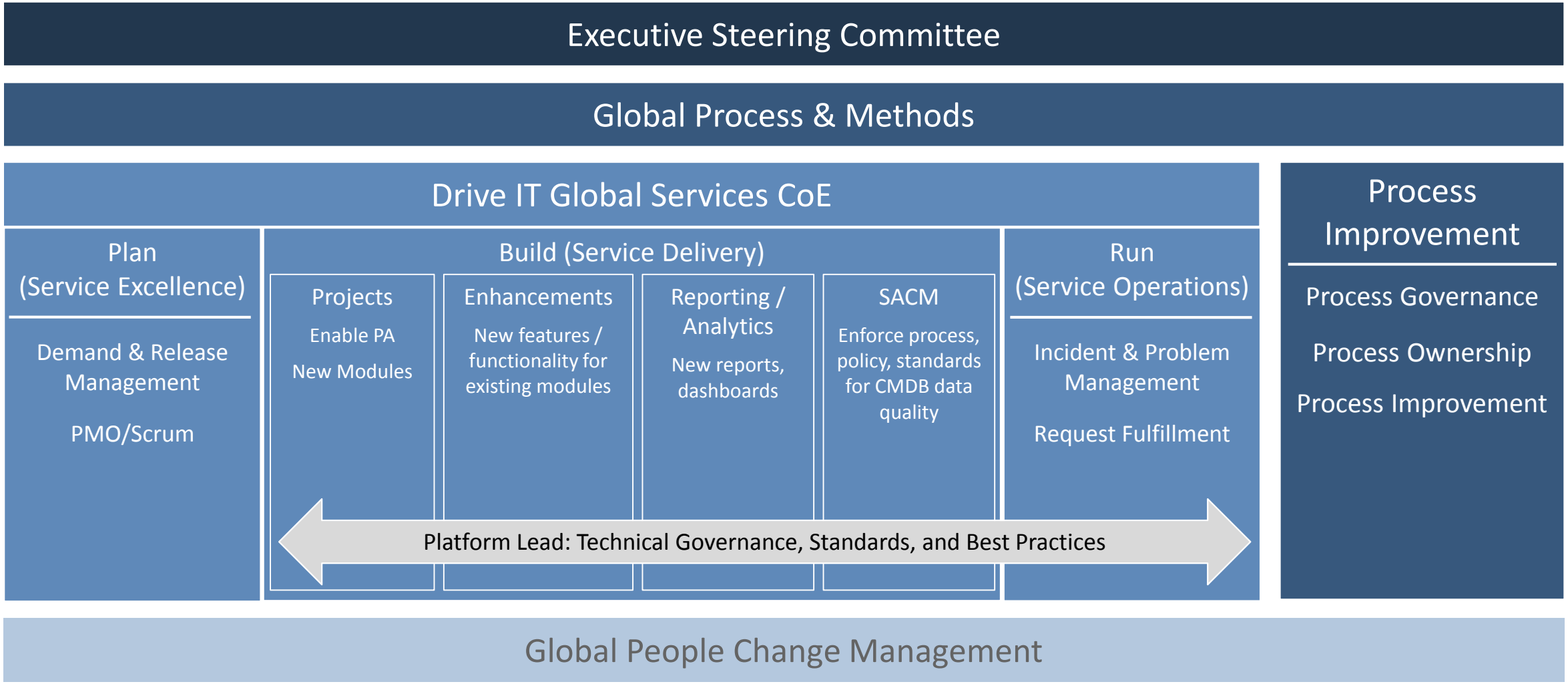


NOTES:

- FCA NAFTA and FCA APAC used big-bang approach
- FCA EMEA and FCA LATAM on boarded incrementally by supplier or by application
- Program team has released minor enhancements every 2 weeks using an agile approach since initial launch

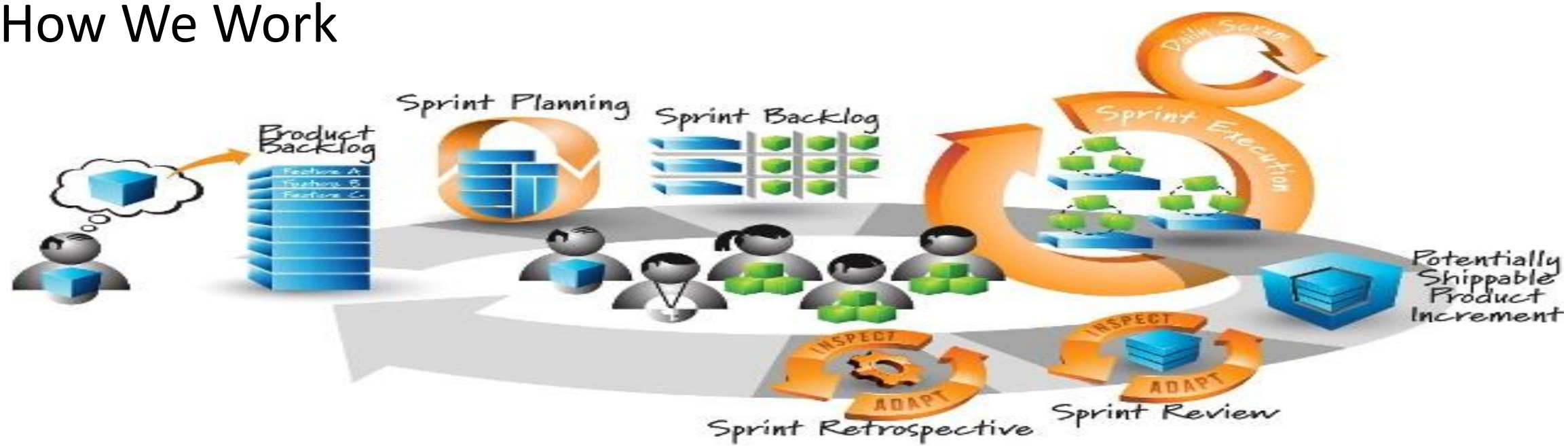
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How We are Organized



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How We Work



Backlog Management	Plan	Design, Build, & Test	Deploy & Transition	Feedback
• Stakeholders submit DEMANDS for new features & functionality • Global Program Lead prioritizes what to work next with input from Regions and Operating Committee	• Update product roadmap as priorities change • Deconstruct prioritized demands into user stories • Plan Releases • Plan Sprints • Prototype / POC	• Single daily 30 minute standup • Two week sprints • Use OOTB capabilities as foundation • Remember the Guiding Principles! • Engage stakeholders to meet sprint testing objectives	• Release Every 2 Weeks • Staging & Regression Testing • Publish Release Notes & Knowledge Articles • Global / Regional Communications & Training *Continuous Integration* *Continuous Delivery*	• Sprint “Show Me” Sessions • Refactoring • Retrospectives • Velocity

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Lessons Learned

1. Keep Things Simple. Stay close(er) to “out of the box”.
2. Skip large, upfront process design. Leverage the tool to guide process design.
3. Identify, engage, and empower Global Process Owners.
4. Take time to understand the regional use case, and how the enhancement request could be applied globally to benefit the overall community.
5. Develop an internal Platform Manager to drive standards and best practices.

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Next Steps



Drive value out of existing investment throughout 2017

- Performance Analytics
- Demand Management
- Knowledge Management
- Asset Management
- Citizen Development



Drive use of data to improve efficiency and performance of ICT

- Performance Analytics
- Process Improvement
- CMDB Continuous Improvements



Drive increased self-service and improved user experience

- Chat
- Mobile
- Service Management Portal

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Top Takeaways

1

Keep Things Simple

2

Reinforce Program Guiding Principles Daily

3

Sit Local, Think Global



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Q & A

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Thank You

Kimberly Arango

Global Program Manager

Fiat Chrysler Automobiles

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