knowledge17

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ITSM + ITOM in 1 Tool: Oshkosh's Journey to Eliminating 60 Tools

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BUSINESS ARCHITECT
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servicenow

Agenda

- Trucks, not overalls
- A Tale of Two Journeys
- When ITSM met ITOM
- A Happy Marriage
- Benefits of Working Together



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Speaker Introduction



NAME: Greg Thoreson

TITLE: Business Architect

FUNCTION: ServiceNow Platform

COMPANY: Oshkosh Corporation

EXPERIENCE: 8 years ServiceNow Experience, 5 years as a ServiceNow Platform Architect

EXPERTISE: ServiceNow Platform, Software Validation, Process Improvement

ACHIEVEMENTS: Member of team that implemented first global service management tool at Oshkosh. Deployed different 20 modules in ServiceNow.

CURRENT PROJECTS: Project Portfolio Suite, Asset Management, Facilities Management, IT Financial Management

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Speaker Introduction



Name: Peggy Lemancik

Title: Enterprise Operations Center Manager

Function: Event Management and Operations Services

Company: Oshkosh Corporation

Experience: 20 years infrastructure Service Delivery experience

Expertise: Enterprise Application Platforms, IT Operations, Process Improvement

Achievements: Service Owner for many large, enterprise application platform environments implementing a standard and consistent approach with providing operational services and support leveraging multiple toolsets with ServiceNow being the system of record

Current Projects: Service Mapping, expansion of Event Monitoring capabilities with an emphasis on Automation

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Trucks, Not Overalls

Oshkosh Corporation Company Overview



Access Equipment



Defense



Fire & Emergency

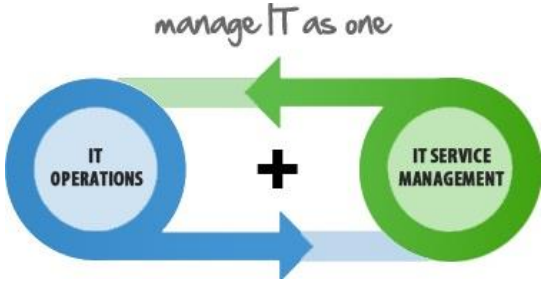


Commercial

- Leading provider of specialty vehicles
- 100 years in business; incorporated in 1917 in Oshkosh, WI
- Revenue: $6.1 billion
- 13,100 employees selling in 130 countries, manufacturing in 7 countries, and providing service in 23 countries

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Session Overview



Objectives

- How we incorporated ITOM into the existing ITSM processes

What You Will Learn

- Understand the key data needed in the CMDB
- Importance of senior leadership buy-in to support ITOM initiatives
- Outcomes of having ITSM and ITOM in the same tool

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Challenges We Faced – February 2016

INFRASTRUCTURE ENVIRONMENT

- 85+ different monitoring tools
- 1,200 network devices
- 1,300 production servers
- 103 mission critical applications
- 158 business critical applications

CMDB DATA

- Zero network devices
- 500 production servers
- 750 applications without business criticality listed
- No relationship between applications and infrastructure

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Never-Ending ITSM Journey



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ServiceNow Landscape – February 2016

- Incident
- Problem
- Change
- Knowledge
- Service Catalog
- Custom Portal
- CMDB
- Performance Analytics
- Orchestration

- Service Level Management
- Surveys
- Integrations with SCCM & HR data
- Discovery (partially complete at this time)



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Established ITSM Practices

INCIDENT

- SLA's based on priority
- Assignment routing based on configuration item (CI)
- Defined major incident process

PROBLEM MANAGEMENT

- Mostly used for reactive root cause analysis

CHANGE MANAGEMENT

- Weekly CAB meetings
- Change board reviews all changes

KNOWLEDGE MANAGEMENT

- Dedicated knowledge admins to ensure document quality



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CMDB Maturity – February 2016

MANUALLY DEFINED

- Business Services
- Applications
- Application modules

AUTO-POPULATED VIA SCCM IMPORT

- Workstations
- Windows servers

AUTO-POPULATED VIA SERVICENOW DISCOVERY

- 50% of the Windows & Linux Servers in the USA
- 30% of networking devices in the USA

Relationships between applications and the infrastructure they run on have not been made

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CMDB Maturity Growth – September 2016

MANUALLY DEFINED

- Business Services
- Applications
- Application modules

AUTO-POPULATED VIA SCCM IMPORT

- Workstations

AUTO-POPULATED VIA SERVICENOW DISCOVERY

- All production Windows, Linux, & AIX Servers globally
- Networking devices

Relationships between business services applications have been linked

80% of the relationships between the applications and the infrastructure they run on have been made

Still missing subnets for Discovery scanning

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The ITOM Journey



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ITOM Business Drivers/Rational – 2015

PROBLEMS

- Lack of centralized monitoring for production systems
- Alerts were emailed directly to SME's
- Reporting is time consuming and difficult

DRIVERS TO FIX PROBLEMS

- Global expansion
- Increasing consolidation of enterprise services
- Increasing complexity of systems
- Increased Run the Business (RTB) support requiremen



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ITOM Goals

- Increased Visibility and availability of Production Systems
  - Real time reporting
  - Proactive remediation of common outage causes
- Automation of standard work
  - Routine move to production activities
  - Service restoration
- Control of production environments
  - Monitoring and service restoration for production systems



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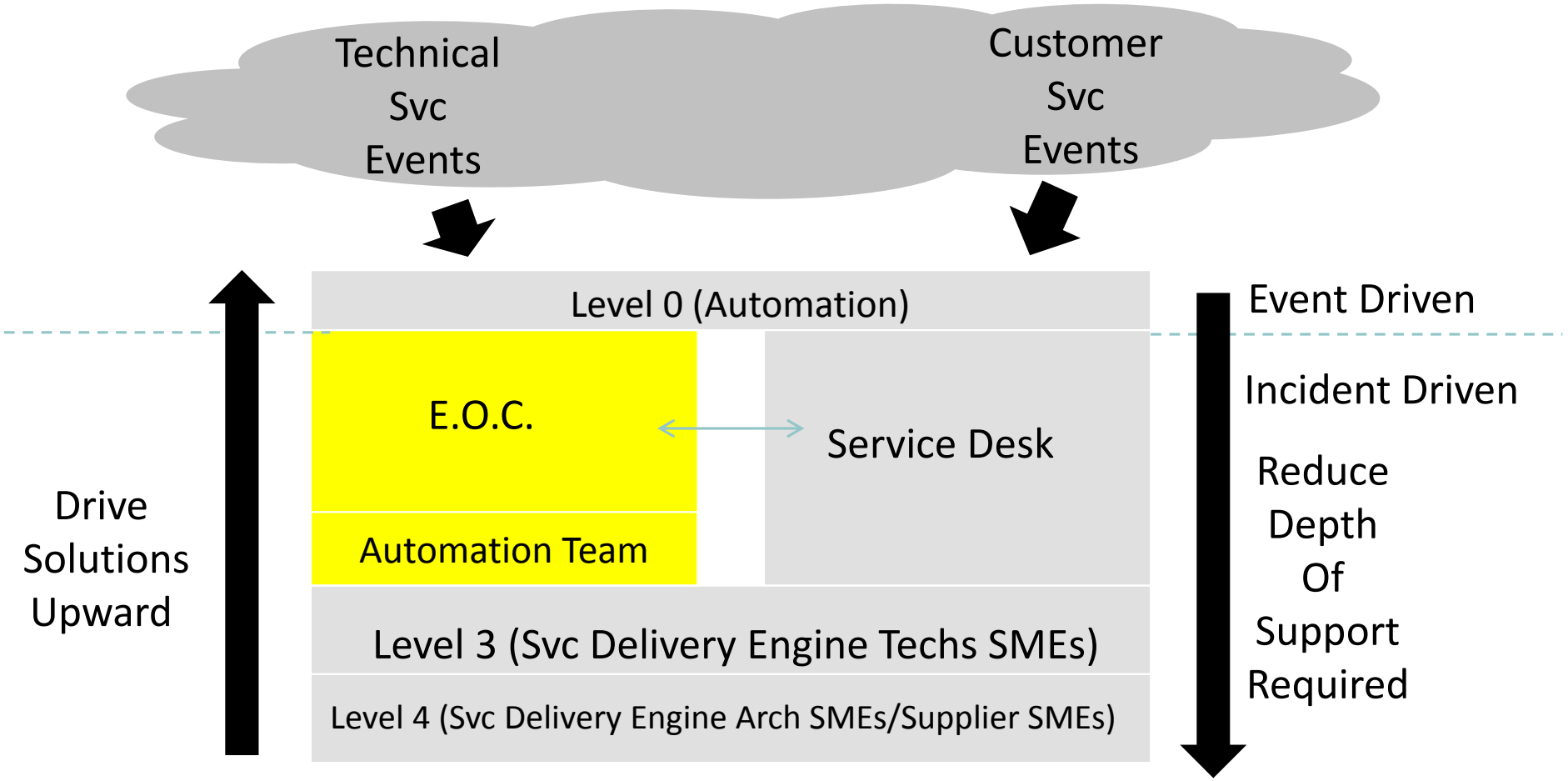
Enterprise Operation Center (EOC) Organization

- Level 1 Support – 24x7x365
  - Provided by a third party provider.
- Level 2 Service Delivery and Support
  - Provided by Oshkosh employees
  - Focus on automation, enablement and new capability



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Service Delivery Support Structure



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Rationalize Monitoring Tools



- SCOM
- SolarWinds
- OEM
- Manage Engine
- Nagios
- Spotlight
- SIEM
- SiteScan

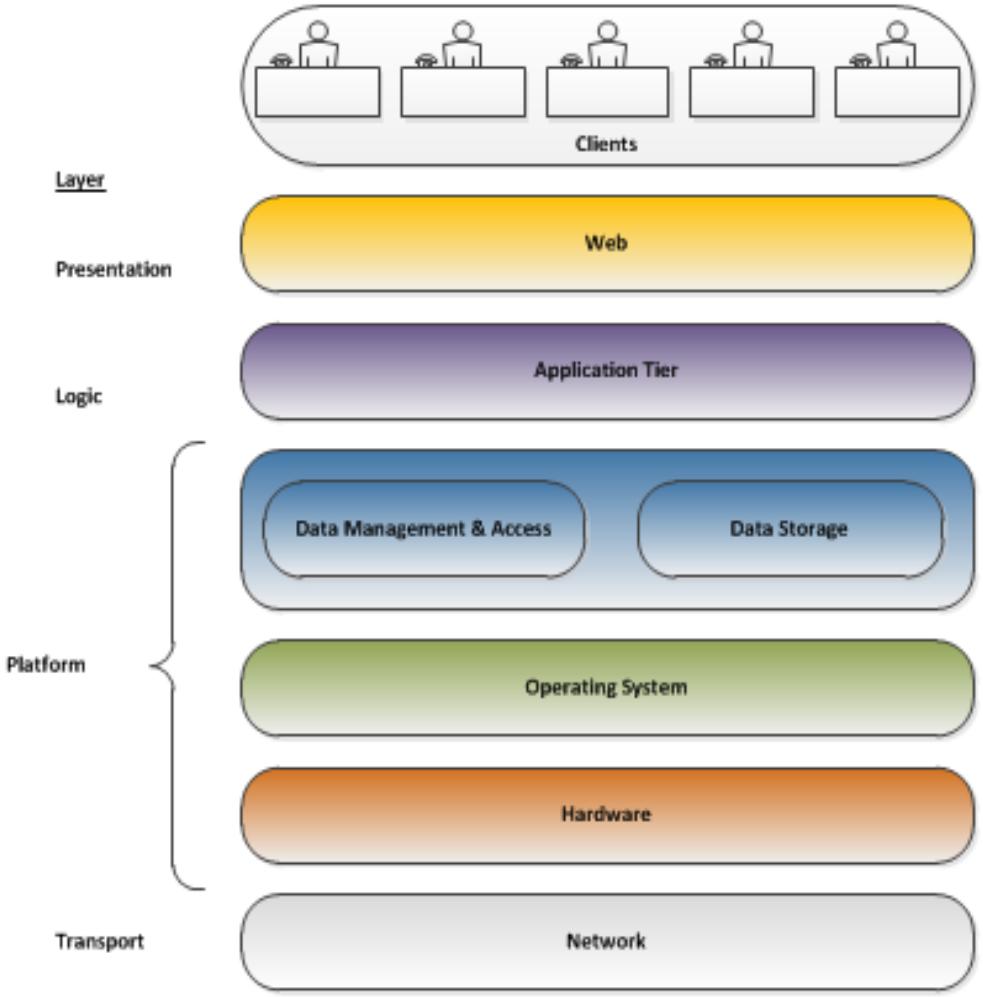
85+ monitoring tools

8 monitoring tools

All integrate to one tool

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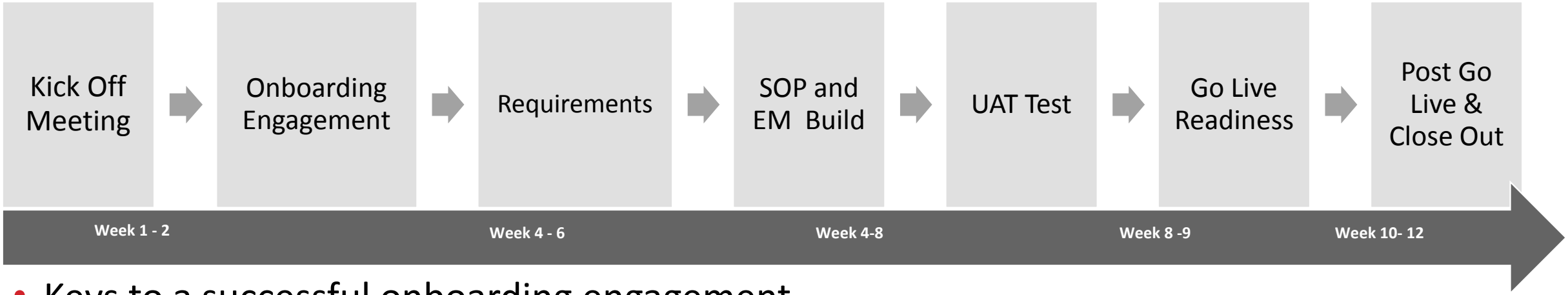
Identify Layer and Monitoring Tools



Layer	Tools
Presentation (Web)	Manage Engine
Logic (Application)	OEM
Application (Batch Scheduling)	Control M
Storage (Data Mgmt)	OEM
Storage (Data Storage)	EMC
Oracle/SQL Database	OEM/Spotlight
Platform (OS/Hardware)	Nagios/SCOM
Transport (Network)	SolarWinds
Data Center Facility	SiteScan
Security	SIEM

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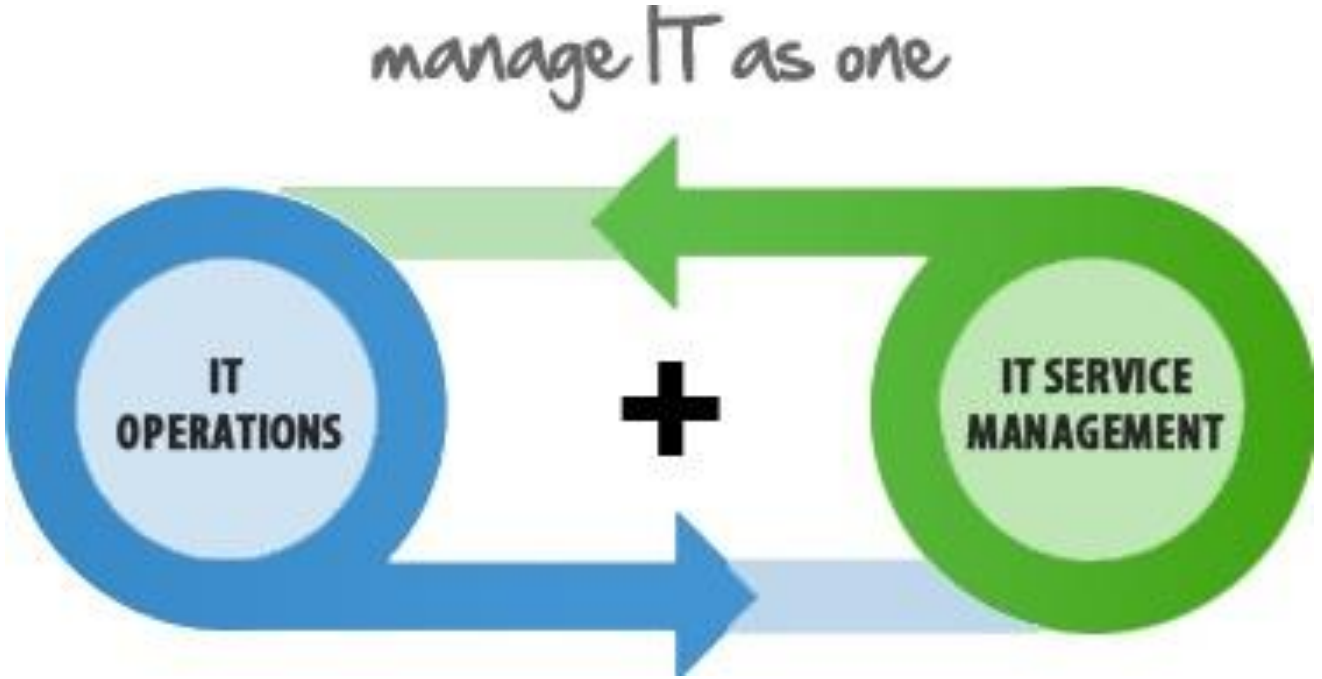
Engagement Model - Onboarding Process



- Keys to a successful onboarding engagement
  - Architecture diagram
  - Resource availability and commitment
  - Cross team and segment collaboration to align common processes
- Standard Operating Procedures (SOPs)
  - Enterprise SOPs, enabling standard solution for common event owned by EOC
  - Customer SOP, enabling custom solutions for application specific events owned by the customer

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ITSM + ITOM = A Happy Marriage



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Monitoring Tool Integrations with ServiceNow

- Two day workshop with all monitoring tool owners to determine integration method with ServiceNow
- Preference
  - OOB Connector if available
  - Web Services
    - REST API
    - SOAP
  - Scheduled Import
  - Email
- Oshkosh made the decision to use out of box connectors for SCOM and SolarWinds
  - Email for the remaining tools for initial phase



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Challenges



- CMDB data quality and ownership
  - i.e. Location, Support Group, Environment
- Maturity of key ITIL processes
  - Change Management – CI's added to changes to enable event correlation
  - Event Management – Correlation to active changes, putting CI's into Maintenance mode
- Resource availability and knowledge
  - New source of demand for ServiceNow Platform team
  - EOC dependent on Application and system resources to develop SOP's and define events that need to be monitored.
  - "Not broken today, so why fix it" mentality
  - Inconsistent processes across teams for handling common events (i.e. Low Disk)

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Making More Capacity for ServiceNow Development

- Moved to a Centralized with Distributed development model
  - Currently 3 members of ITOM team have admin access in ServiceNow development environment

Distributed	Centralized	Centralized with Distributed
Difficult to govern, everyone in the kitchen wants to be the chef	Governance is easy, but will limit the use of the platform – not enough cooks	Governance is achievable (one chef), but allows for broad use of the platform (many cooks)
Each team manages their own funnel	One team manages the funnel and accepts changes into the environment	Each team has their own funnel, but global/shared objects are reviewed/approved by central governance body
Living on a single instance can become challenging unless everyone agrees and follows the same practices	Limits the adoption of ServiceNow (typically centralized teams cannot move fast enough to deal with the demand)	Allows for independent development if/as appropriate, but still allows for governance and acceptance from centralized team

Courtesy of the champion enablement site: https://community.servicenow.com/community/private/champions

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Benefits of ITSM and ITOM Working Together

- Eliminate manual creation of incidents
- More focus on CMDB accuracy
- Reduce cost by $200k by rationalizing tools
- Event/Alert history on production systems
- Centralized metrics on response time & quality
- Automatic association with knowledge base articles
- More confidence we're catching alerts during off hours



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Oshkosh system and Application Landscape – March 2017

INFRASTRUCTURE ENVIRONMENT

- 8 primary monitoring tools
- 1,200 network devices
- 1,300 production servers
- 103 mission critical applications
- 158 business critical applications

CMDB DATA

- 1,200 network devices
- 1,300 production servers
- 750 applications classified by criticality
- Relationships between applications and infrastructure have been made
  - Governance model in place
- Gathering data globally in all domains
  - Established process with networking to ensure Discovery is aware of new subnets

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ITOM Capabilities Roadmap

- FY17
  - Service Mapping Kick-Off
  - Automation – selected apps/systems
  - Service Restoration
- FY18
  - Service Mapping roll-out
  - Automation roll-out
- FY19
  - Real User Performance
  - Business Event monitoring
  - Cloud service monitoring



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Don’t Let Perfect Stand in the Way of Good



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Top Takeaways

1

Current and accurate CMDB is a must

2

Obtain stakeholder buy-in first

3

ITSM and ITOM in one tool has many benefits

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Q & A

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Thank You

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