De kunst om alles met alles te verbinden…

Samenwerking van bedrijfsondersteunende functies

IFMEC, 20 april 2018, Rob Akershoek

About me

- **Opleiding:** Technische Bedrijfskunde Universiteit Twente

- **Rol:** Solution Architect at Fruition Partners, voorzitter IT4IT Forum van The Open Group

- **Werkgevers: o.a.** Shell, ABN AMRO, ING, KPN, Rabobank

- **Onderwerpen:** Enterprise Service Management, Cloud, DevOps, Agile development, Innovatie, Automatiseren werkstromen, Blockchain, Big data, …

Rob Akershoek is Consultant / Enterprise Architect bij Fruition Partners (onderdeel van DXC). Hij is ruim 20 jaar werkzaam op het gebied van service management. Hij houdt zich bezig met de inrichting en besturing van IT-organisaties met uiteenlopende aandachtsgebieden zoals IT service management, DevOps, Continuous Delivery en het automatiseren van IT activiteiten.
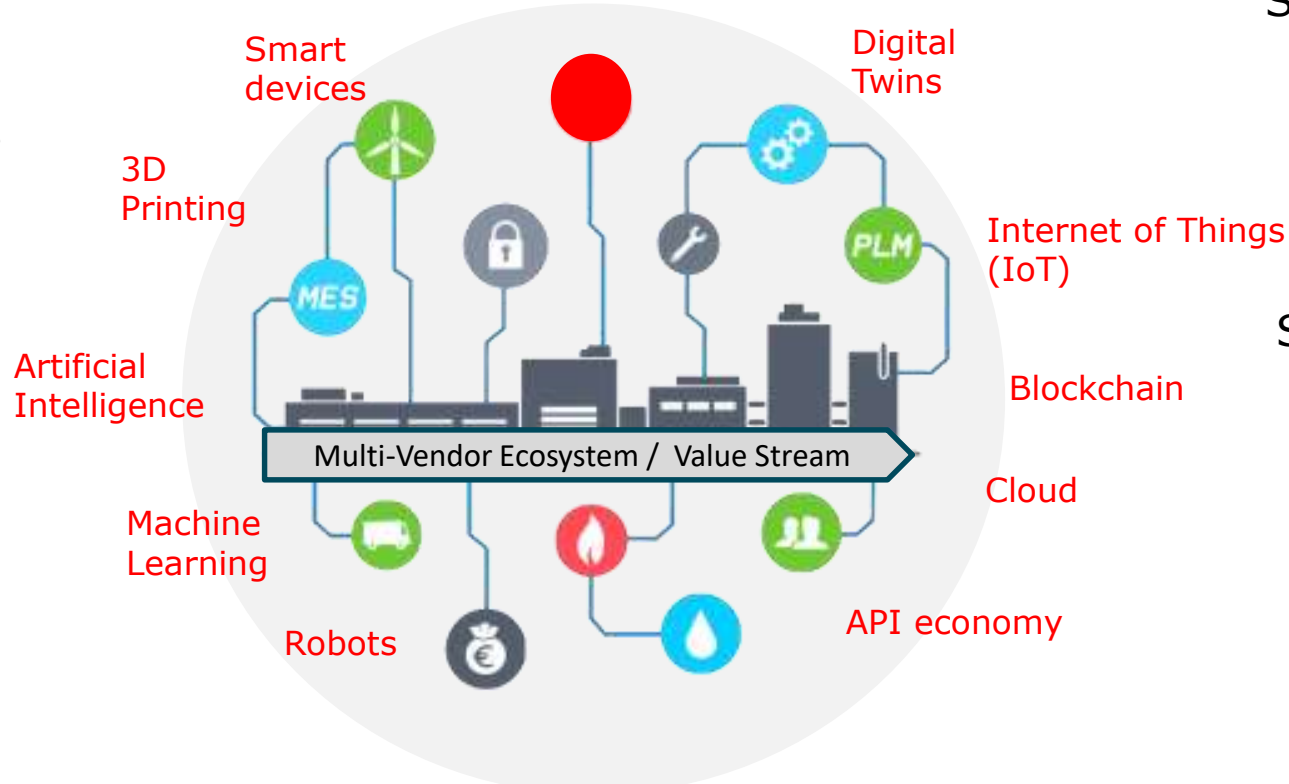
Nieuwe Digitale Ecosystem…

Everything as a service (XAAS)

New sourcing / business models

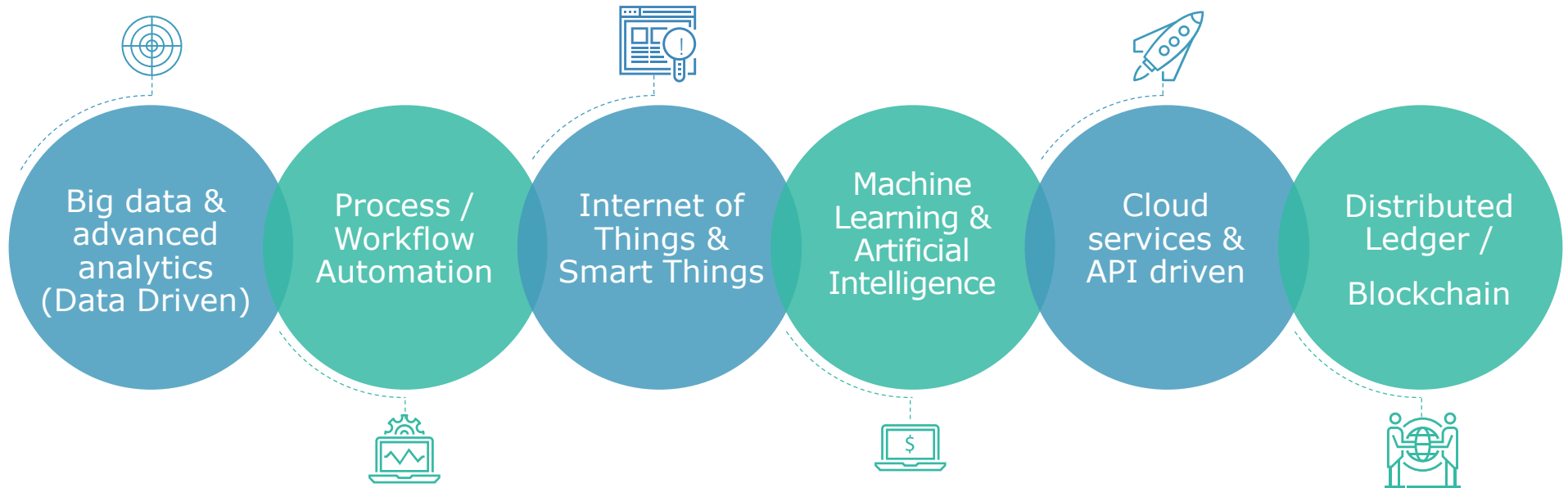Self service, optimal customer experience

Autonomous devices

Smart devices

3D Printing

Artificial Intelligence

Machine Learning

Robots

Digital Twins

Internet of Things (IoT)

Blockchain

Cloud

API economy

Smart building & smart supply chain

Shared insight / real time information

Agile teams

Multi-Vendor Ecosystem / Value Stream

Streamlined, efficient, automated, transparent and trusted ecosystem

Digital innovation…combineren van diverse technologieën…

What technologies change the way we manage and organize supporting functions?
Chatbot, AI, Data Analytics, Machine Learning, Blockchain, Cloud, Mobile, ….

- Big data & advanced analytics (Data Driven)
- Process / Workflow Automation
- Internet of Things & Smart Things
- Machine Learning & Artificial Intelligence
- Cloud services & API driven
- Distributed Ledger / Blockchain

Converging technologies
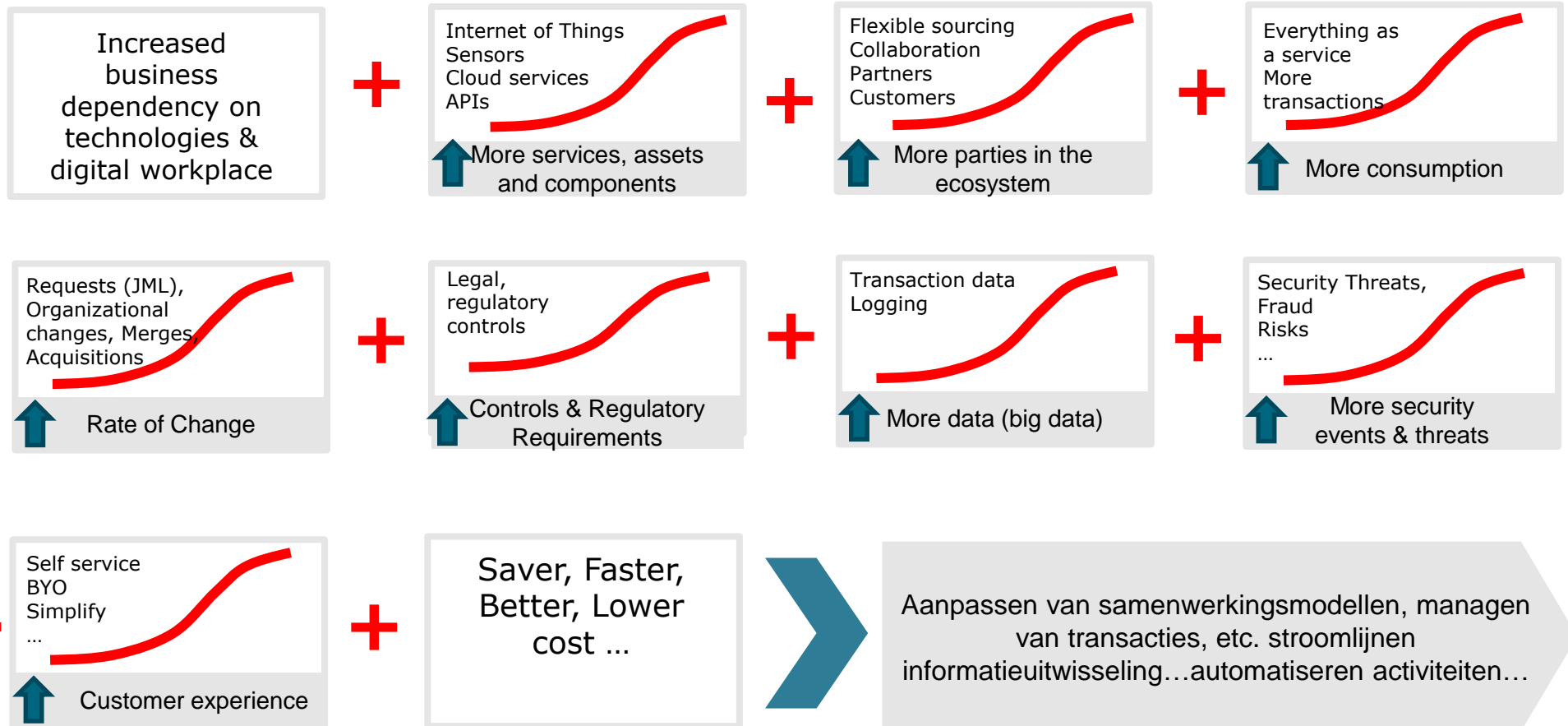to enable new services

Everything as a service…

Service Processes

Een lamp of een digital experience / service ?

Smart devices
SAAS service
Lightning as a service…

Algemene ontwikkelingen in de markt…

Increased business dependency on technologies & digital workplace

+

Internet of Things
Sensors
Cloud services
APIs

↑ More services, assets and components

+

Flexible sourcing
Collaboration
Partners
Customers

↑ More parties in the ecosystem

+

Everything as a service
More transactions

↑ More consumption

+

Requests (JML),
Organizational changes, Merges,
Acquisitions

↑ Rate of Change

+

Legal,
regulatory controls

↑ Controls & Regulatory Requirements

+

Transaction data
Logging

↑ More data (big data)

+

Security Threats,
Fraud
Risks
…

↑ More security events & threats

+

Self service
BYO
Simplify
…

↑ Customer experience

+

Saver, Faster, Better, Lower cost …

>

Aanpassen van samenwerkingsmodellen, managen van transacties, etc. stroomlijnen informatieuitwisseling…automatiseren activiteiten…

Samenwerken over meerdere silo's heen...

Enterprise Service Management

Facility Management	IT	Finance	HR	Procurement & Supplier Management	Security & Risks
Facility services	IT services	Cost & Budgets	HR resources	Vendors	Security services
• Facility Manager	• IT manager • IT support	Invoice ... Costs	• HR manager	• Vendor manager • Purchase manager	• Security specialists • CISO • ...
...	Project Changes		... Skills Roles	Contract PO	Controls Risks Compliance Legal

Service providers / suppliers...

Lacking Enterprise Service Management Platform causing Frustration…

IT4IT

Business owner

Service / Product owner

Portfolio Manager

Security / Risk analyst

Architect

Facility Manager

Financial manager

…

HR employee

Business user

Contract Manager

Vendor Manager

…

Many fragmented processes & tools

Lots of data – but no insight

No transparency and insight for continuous improvement

Manual activities
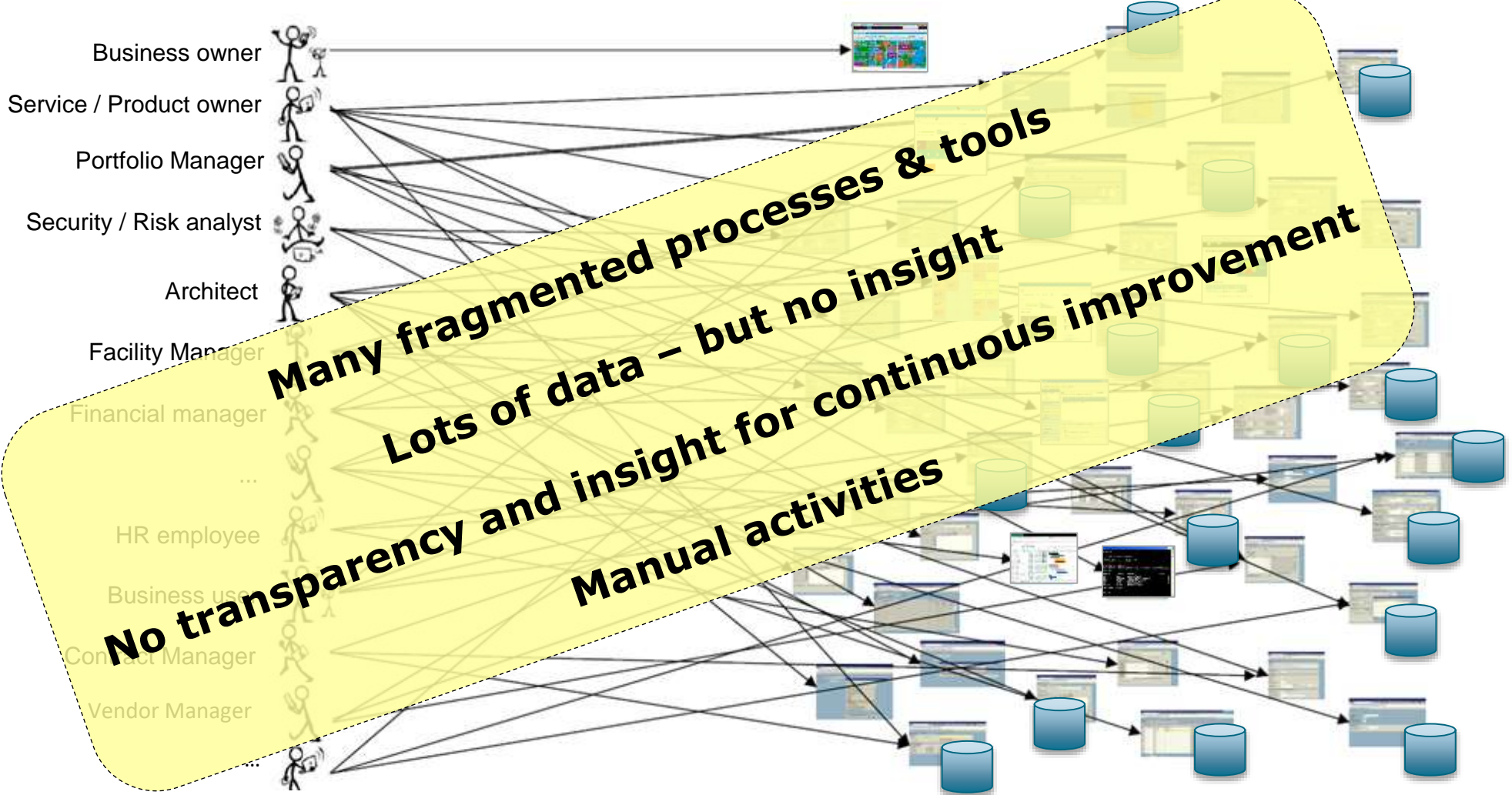
Hoe lossen we dat op?

Spreadsheet

Email

Samenwerken over meerdere afdelingen en disciplines heen?

Enterprise Service Management
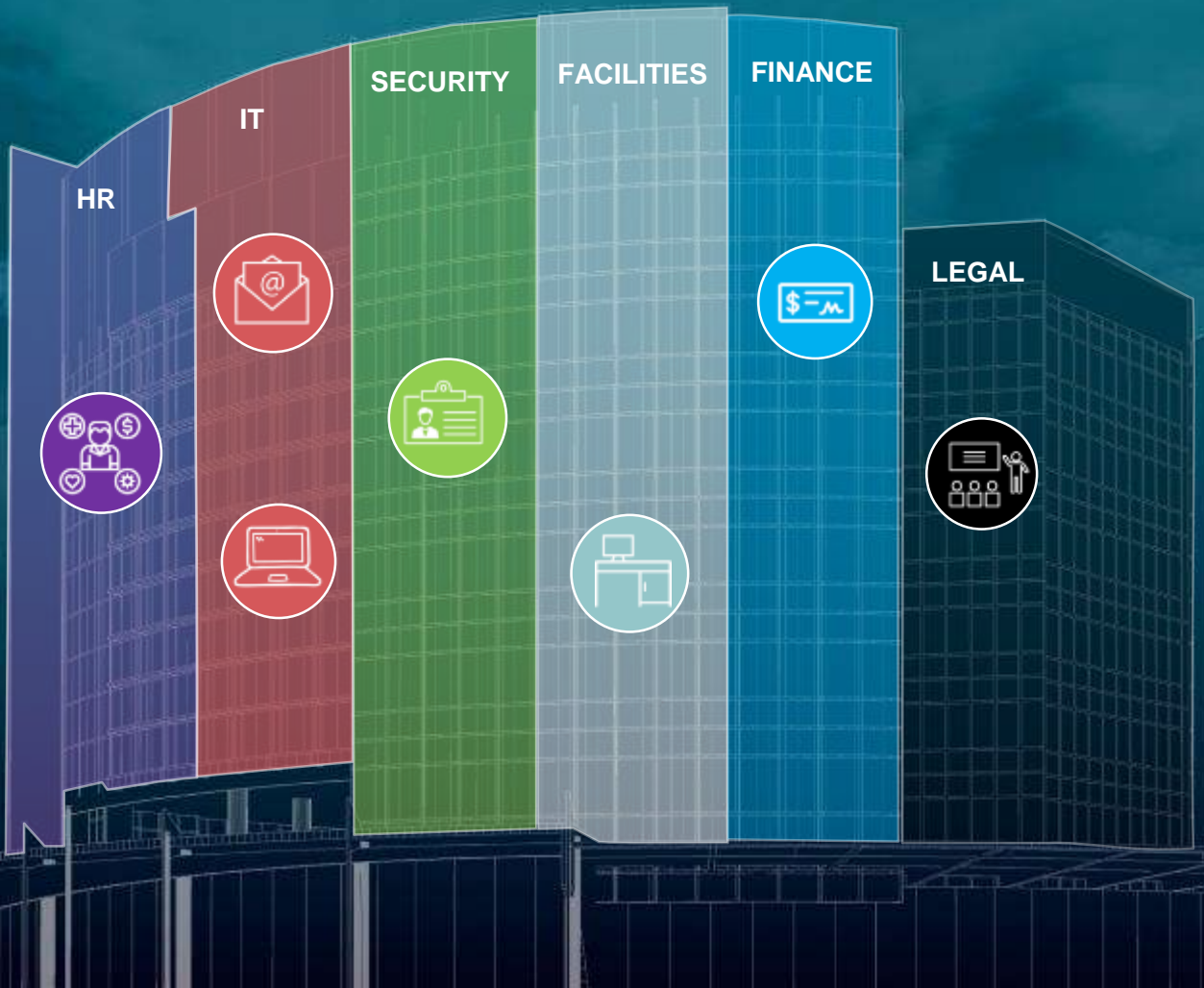
Onboarding van een nieuwe medewerker is een multidisciplinaire beleving…
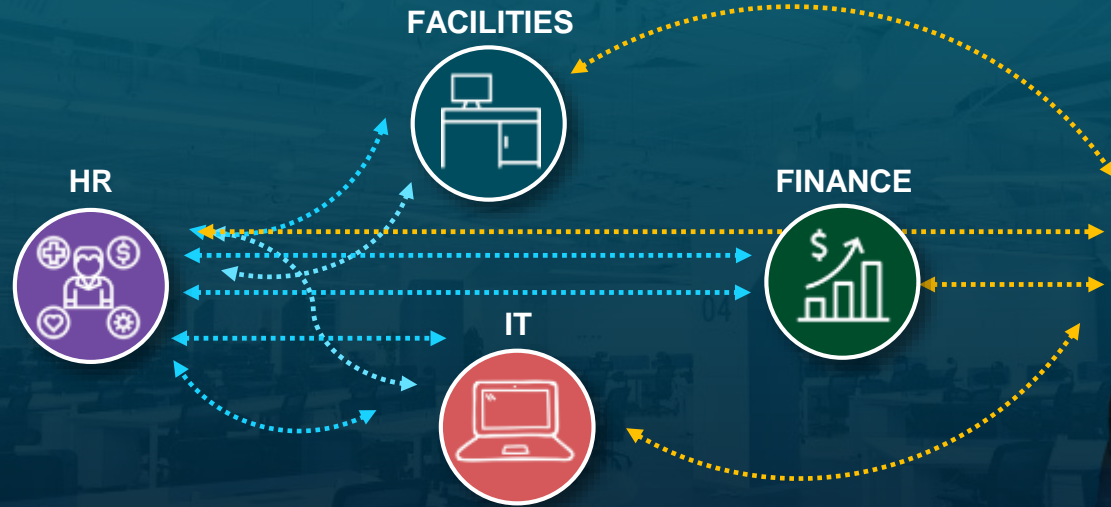
FACILITIES

HR

FINANCE

IT

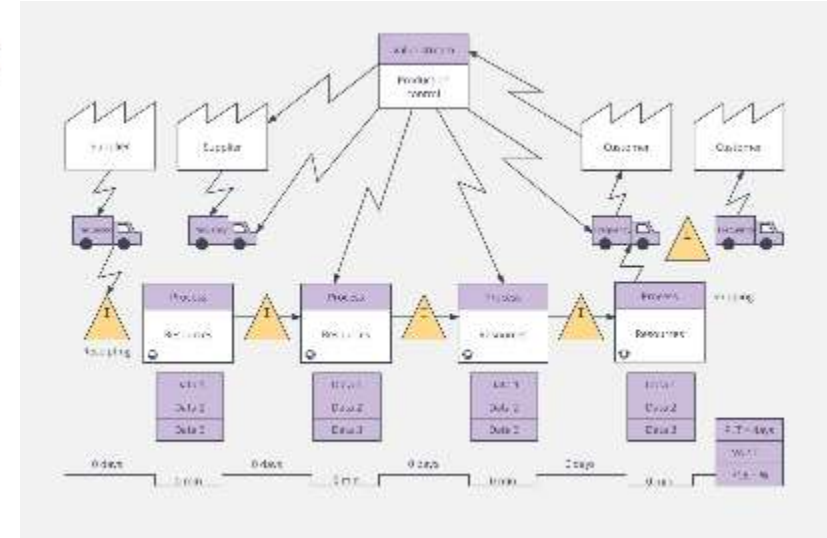Unstructured | Incomplete | Untimely
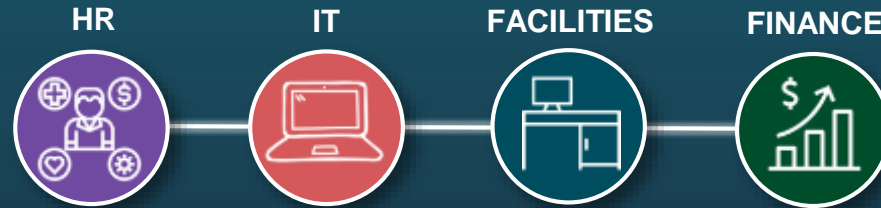
START

FINISH

Voorbeeld onboarding nieuwe medewerker…
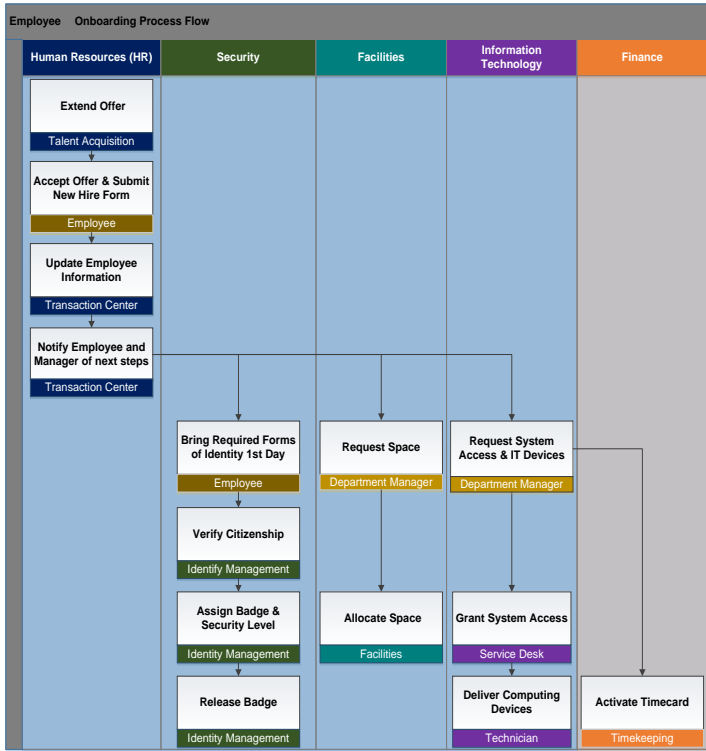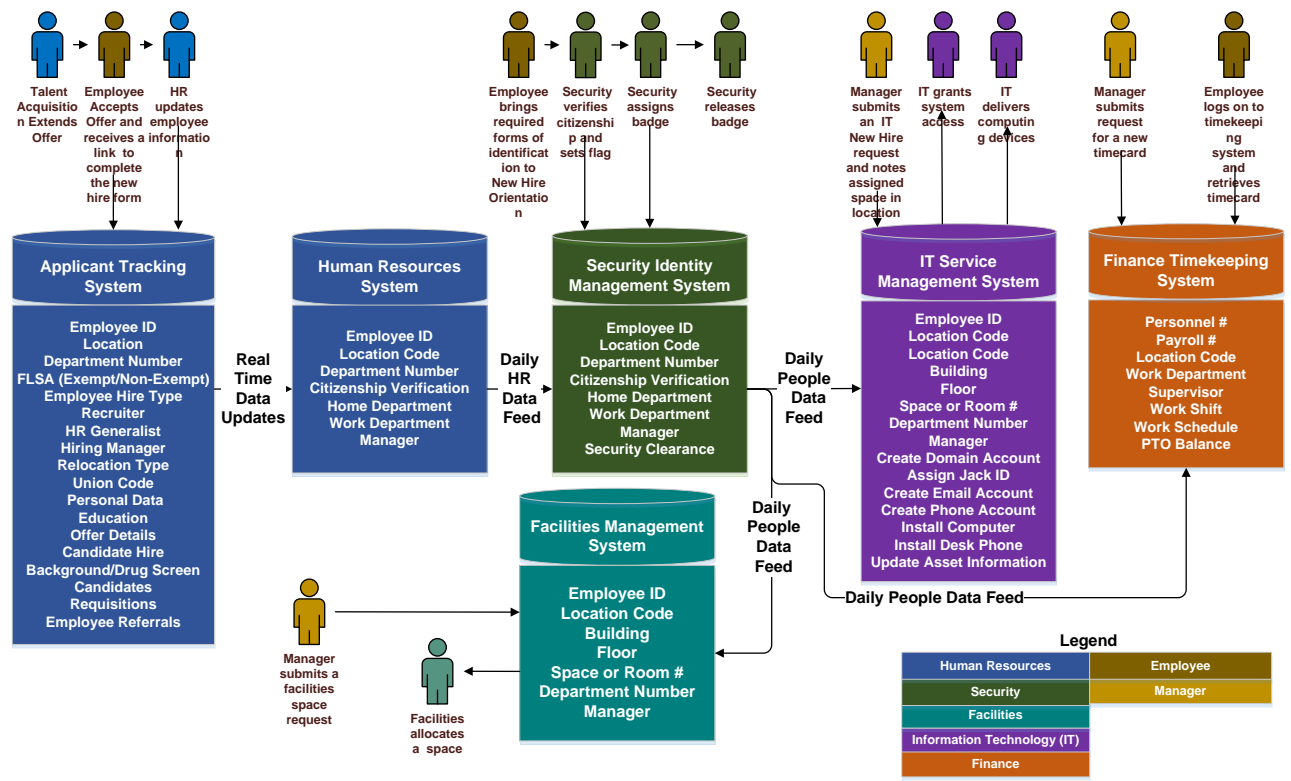
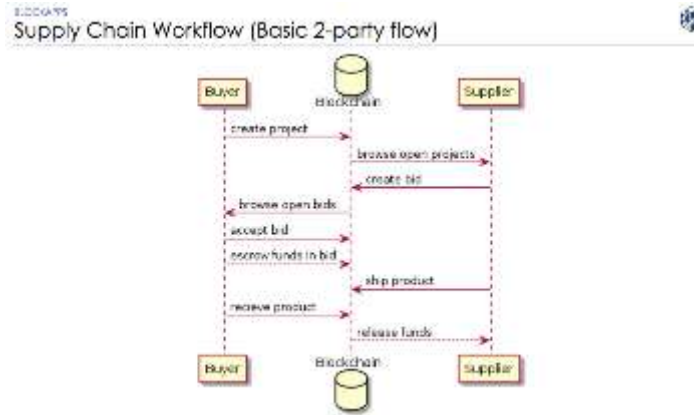# Denken in waardeketens…

- Design Thinking

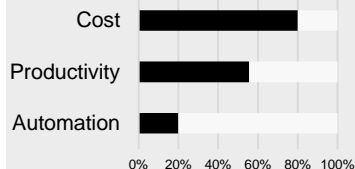- Customer journey map

- Value stream analysis / value stream mapping
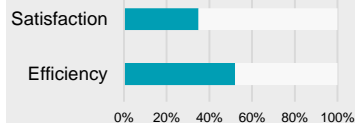
Customer Journey 2018
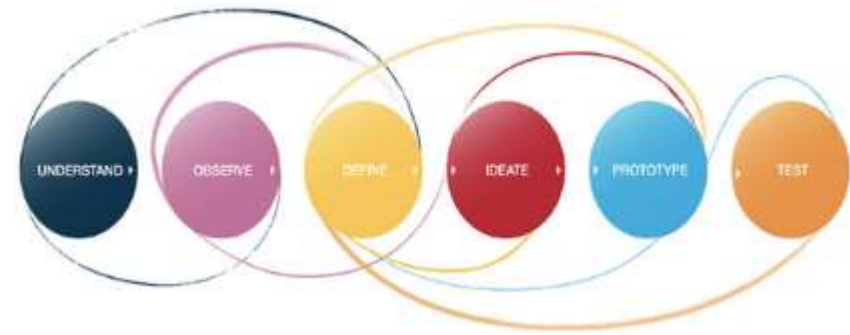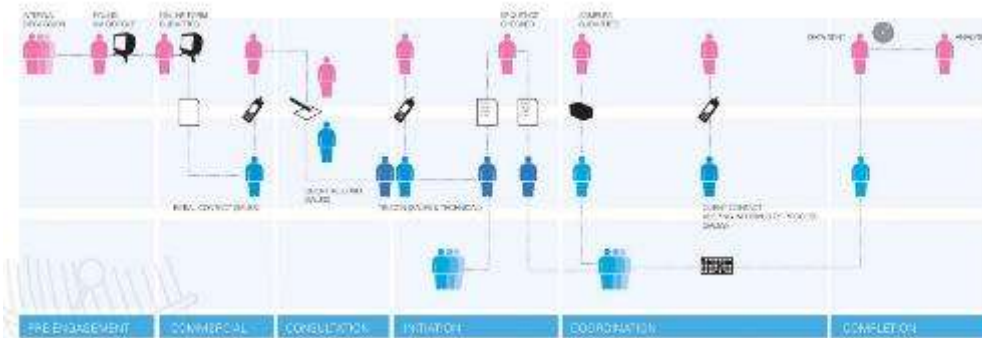
Customer Journey in 2025

Meet Beata,
HR Advisor, 47. Single, Beata has many friends and loves to socialise and travel. She has a Psychology degree and is curious by nature.
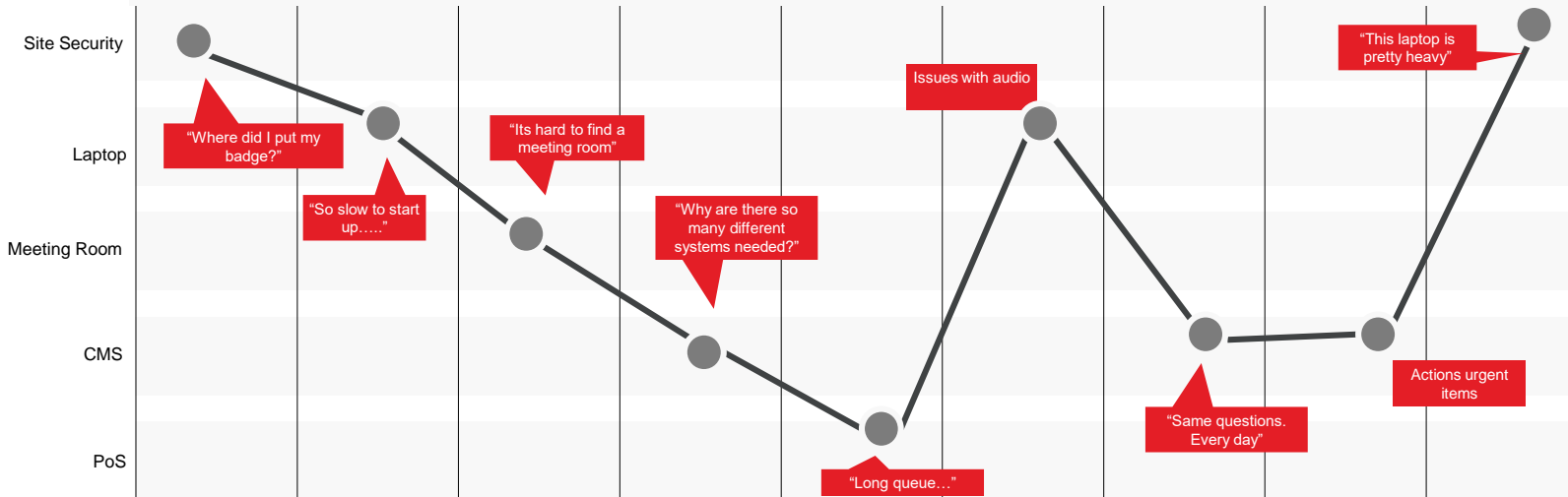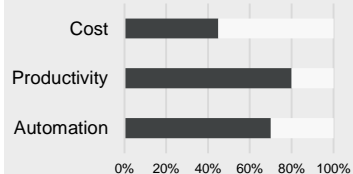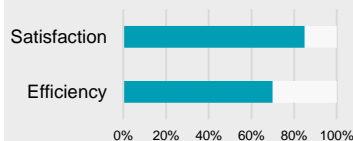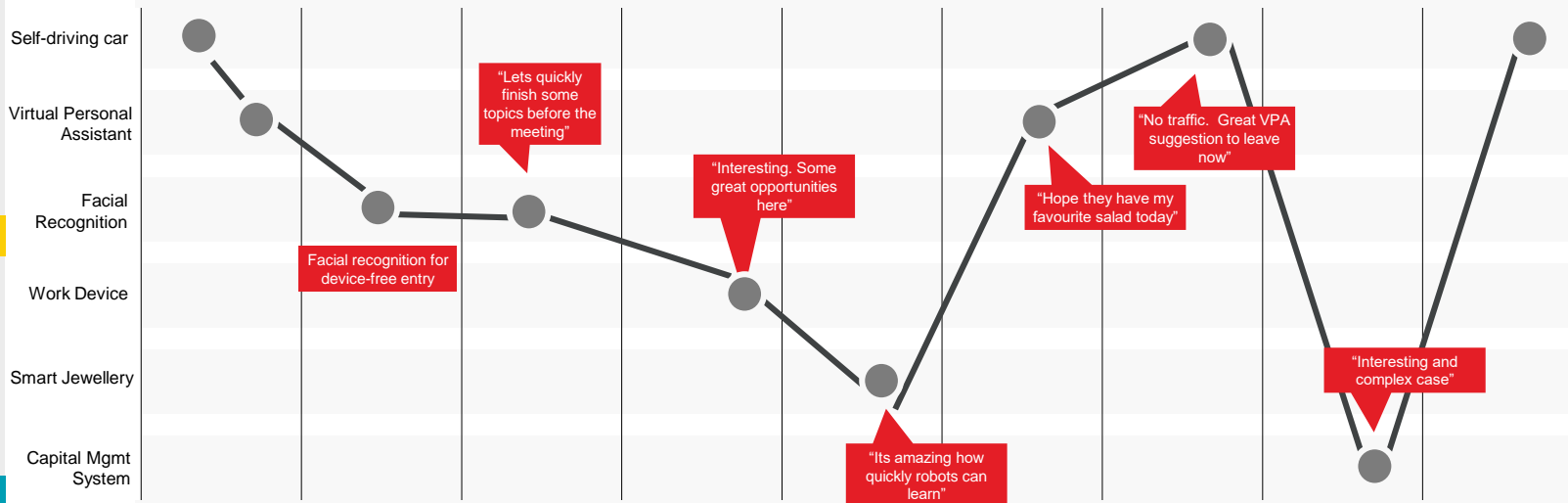
IMPACT OF DIGITAL ON THIS ROLE

- Cost
- Productivity
- Automation

(0% 20% 40% 60% 80% 100%)

IMPACT OF DIGITAL ON…

- Satisfaction
- Efficiency

(0% 20% 40% 60% 80% 100%)

	08.30 Pick-up	08.55 Entry	09.30 System Access	10.25 Vendor Workshop	12.30 Meeting	13.30 Restaurant	14.00 Commute	15.30 Complex cases	17.00 End of day
Summary	Self-driving car picks Beata up and she informs herself of the day	Enters building and picks up coffee and VPA informs her of best desk to take	Opens relevant application from her device and starts working	Vendor Workshop on future roadmap	Deep dive discussion with HR advisors on potential improvements	Smart jewellery links to payment system	Leaves office to work from home	Works on HR complex cases	VPA advises on preparation for the next day

TOUCHPOINT MAP

Touchpoints (vertical axis): Self-driving car, Virtual Personal Assistant, Facial Recognition, Work Device, Smart Jewellery, Capital Mgmt System

Callouts:
- "Lets quickly finish some topics before the meeting"
- "Interesting. Some great opportunities here"
- "Facial recognition for device-free entry"
- "Hope they have my favourite salad today"
- "No traffic. Great VPA suggestion to leave now"
- "Interesting and complex case"
- "Its amazing how quickly robots can learn"

CUSTOMER VALUE ADD

| Commute time well utilised | More secure, with less time wastage | Easy-to-use software on hand-held devices | Beata focuses on the future instead of present processes | HR involved in developing the future instead of standardised processes | Seamless experiences | Well-utilised time | Beata is needed for complex and rare cases | Staff supported to succeed by technology |

BEATA'S MOOD

DXC.technology

Fruition Partners
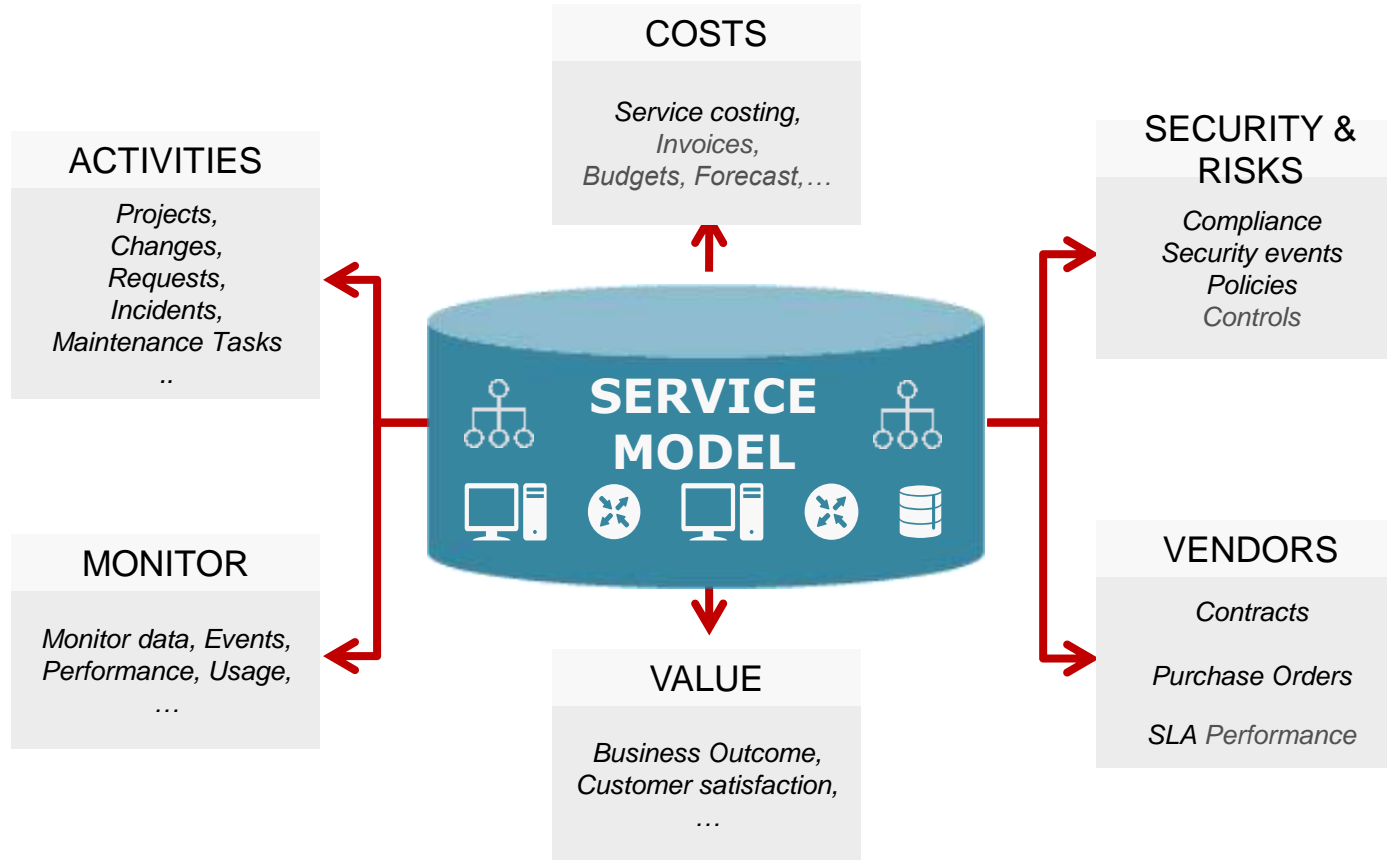
April 25, 2018   16

fruition PARTNERS

Value Streams for Enterprise Service Management…
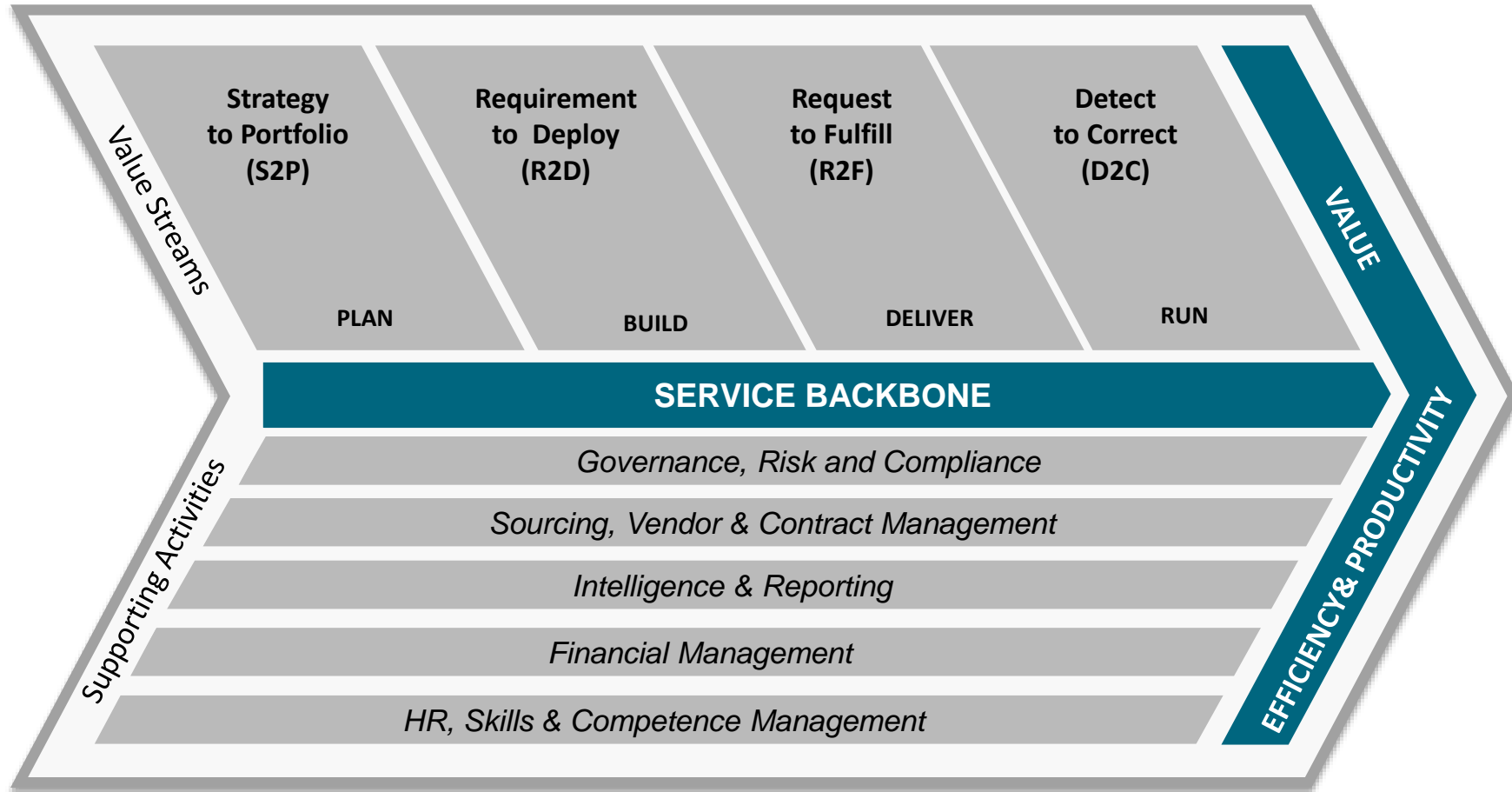
Service Model

single system of record of portfolio of services, catalogue, contracts, assets and configuration items

COSTS

Service costing,
Invoices,
Budgets, Forecast,…

ACTIVITIES

Projects,
Changes,
Requests,
Incidents,
Maintenance Tasks
..

SECURITY & RISKS

Compliance
Security events
Policies
Controls

SERVICE MODEL

MONITOR

Monitor data, Events,
Performance, Usage,
…

VENDORS

Contracts

Purchase Orders

SLA Performance

VALUE

Business Outcome,
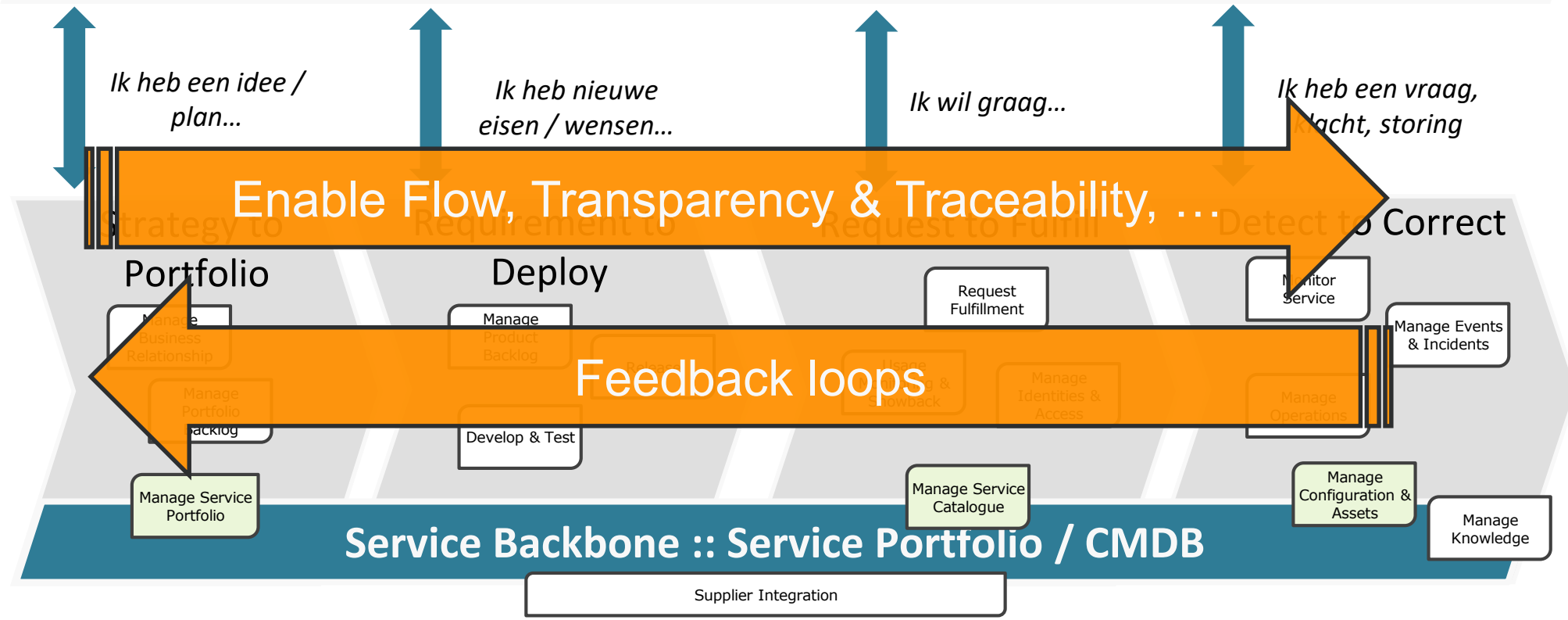Customer satisfaction,
…

Manage full life cycle of services (service portfolio and catalogue)

Service Portal, Collaboration & Communication

IT4IT

Collaboration & Communication
My Services, Self Help, Self Service, …

Ik heb een idee / plan…

Ik heb nieuwe eisen / wensen…

Ik wil graag…

Ik heb een vraag, klacht, storing

Enable Flow, Transparency & Traceability, …

Strategy to Portfolio

Requirement to Deploy

Request to Fulfill

Detect to Correct

Manage Business Relationship	Manage Product Backlog		Monitor Service
Manage Portfolio Backlog		Request Fulfillment	Manage Events & Incidents
	Manage Identities & Access		Manage Operations
	Develop & Test		

Feedback loops

Manage Service Portfolio

Manage Service Catalogue

Manage Configuration & Assets

Manage Knowledge

Service Backbone :: Service Portfolio / CMDB

Supplier Integration

Enterprise Platform approach…

Business Interface / Self Service Portal

Enterprise Service Management

Plan Develop Service Operate

Service Portfolio, Catalogue, Configuration & Asset Management

Integration & Coordination (API and automation layer)

Facility Management
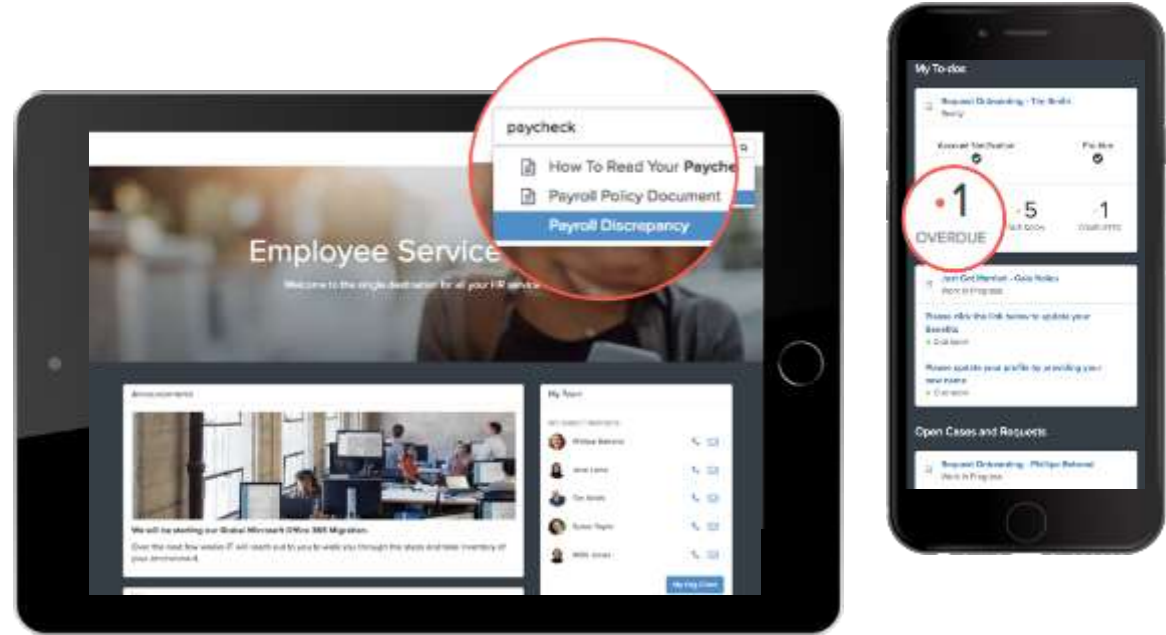
HR system

ERP system

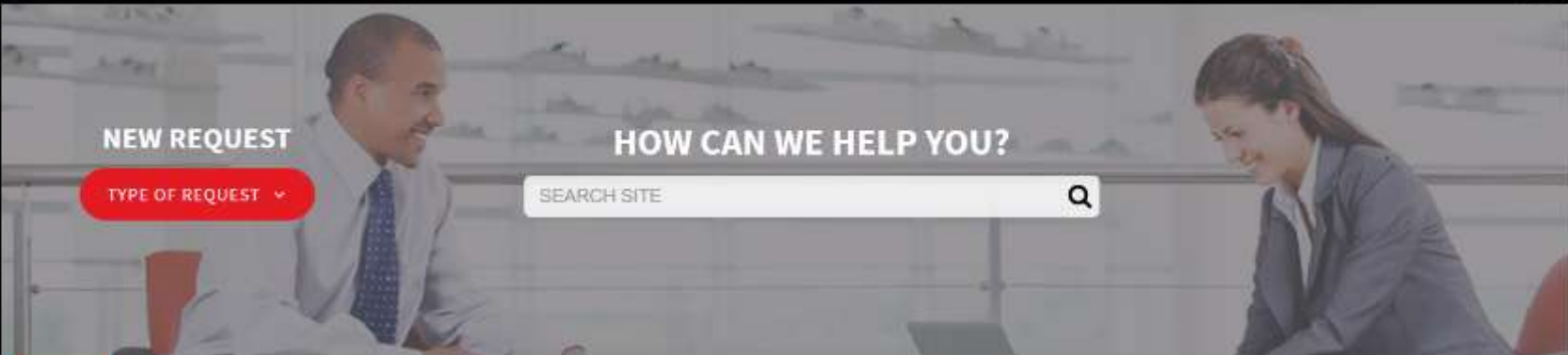Vendor integrations

Service Monitoring, IOT, Automation, …

Self service portal - bestelcatalogus

- Self service portal

- Knowledge base

- Service catalogue

- My Services (and manage subscriptions)

- Actual status of services

Technology trends: self service, self help, mobile apps, chatops & AI, …

NEW REQUEST

TYPE OF REQUEST ⌄

HOW CAN WE HELP YOU?

SEARCH SITE 🔍

| HOME | IT SERVICES | HUMAN RESOURCES | FACILITIES | FINANCE | SALES | MARKETING | DATA & ANALYTICS | LEGAL | SECURITY | SURF APPS |

MY APPROVALS
0

MY REQUESTS
0

MY INCIDENTS
0

MY PURCHASES
0

SHOP

Browse the Catalog >

LIVE FEED

View the Live Feed >

ServiceNow Reports Financial Results for Fourth Quarter and Fiscal Year 2015

‹ January 27, 2016 ›

Learn More

Enterprise Service Management

+ REQUEST SOMETHING

+ REPORT AN IT ISSUE

Search All Departments

Q

POPULAR ITEMS

Logitech Wireless Mouse
PC / Mac Compatible

Planar 24" LED Monitor
24" Widescreen LED, VGA & DVI
Input

Plantronics Wideband

BROWSE FULL CATALOG

EMPLOYEE DIRECTORY

View directory
Employee directory, departments & org charts

VIEW DIRECTORY & ORG CHART

LIVE FEED

Live Feed
Join the conversation

VIEW THE LIVE FEED

WHISTLEBLOWER

Whistleblower and Complaint Policy
Checkout the forums on how you can report a violation

REPORT A VIOLATION

MOST VIEWED KB ARTICLES

- Cisco Jabber for MacOS 11.5 Quick Start G...
- ServiceNow First Call Desk
- Sales Enablement Info Center (SEIC)
- AD Password Reset Instructions

QUICK LINKS

- Okta
- Surf Apps
- OneDrive
- Corporate Policies

Define end-to-end services offerings

- **Service**: New Employee Onboarding

- **Business Outcome**: Delivery of Badge, Laptop, Lease car, Mobile Phone, System Access, Physical Access & Timecard on start date,…

Process Area	Activity	Deliverable	Service Group	Measure	System
Human Resources	Offer package sent with a one week deadline, and start date established Validate certification	Offer acceptance Onboarding Training …	Talent acquisition & onboarding	Five business days from offer acceptance	Applicant tracking system HR system Training system
Security	Validate citizenship	Citizenship flag set Photo badge / Smart card	Identity & access management	Start date or prior	Identity management system
Facilities	Submit service request one week prior to start date	Space for new hire Building access Parking pass	Work space management	Five business days prior to start date	Facility management system
Information Technology	Submit service request one week prior to start date	Workplace Asset E-mail Mobile phone Application access …	Access management Asset management	Five business days prior to start date	IT service management system …
Finance	Activate Timecard Setup financial contract	Employee Timecard	Timekeeping	Start date or prior	Financial system / ERP
Procurement	Lease car	Lease car		Start date or prior	Lease management system

Customer interactions…

Chatbot
Natural language processing

Virtual assistant

Help

Order

Search / Find

Tasks

Agenda

Complaint

Issue

…

Virtual assistant
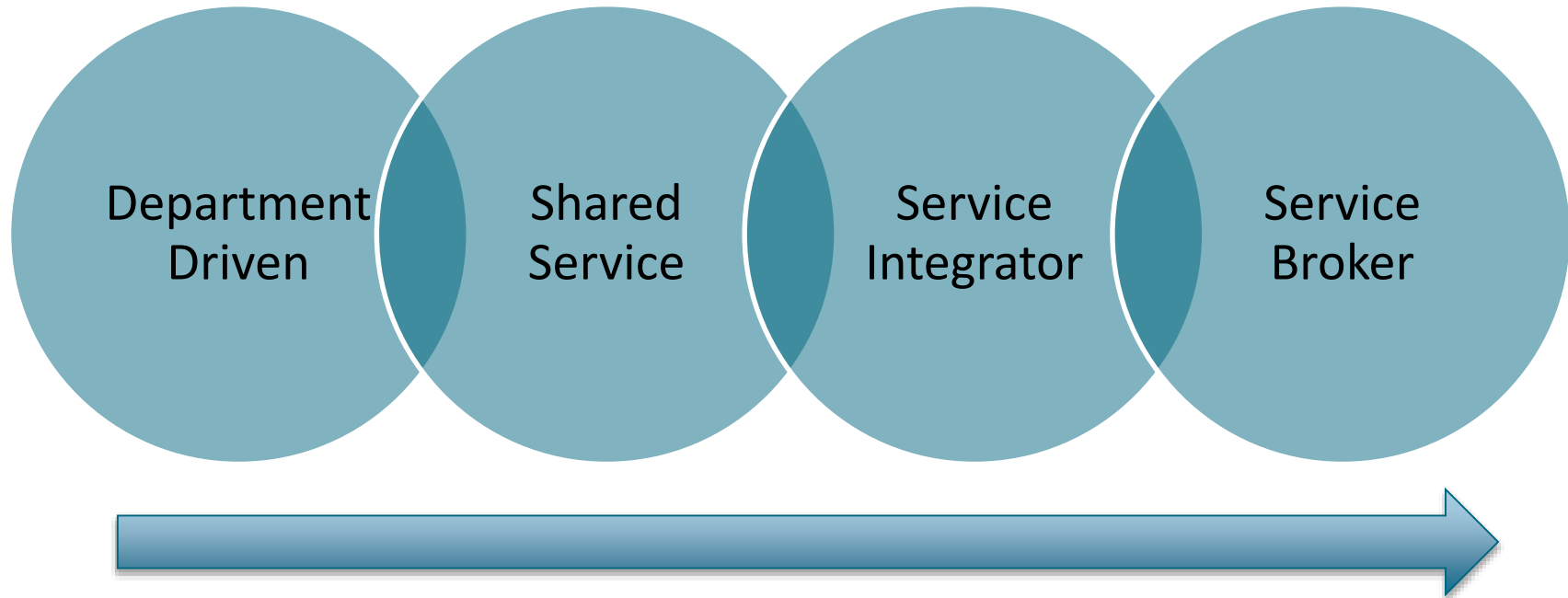
amazon alexa

works with the Google Assistant

Anticipatory / Proactive Customer Service

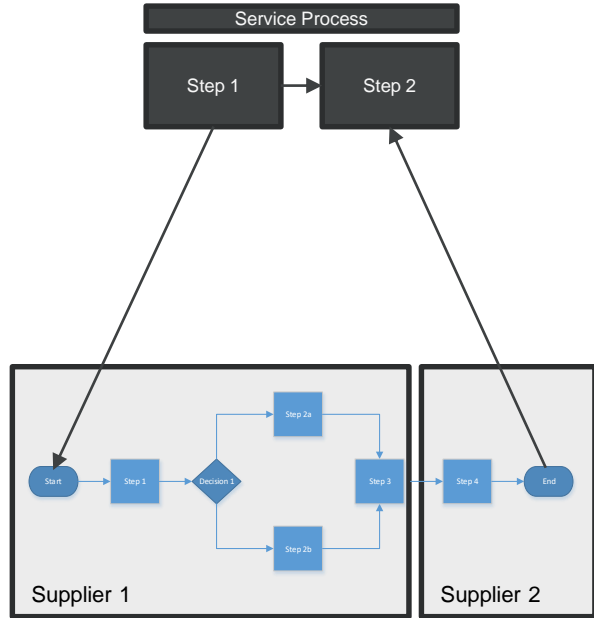Amazon wants to send products before the customer placed an order…
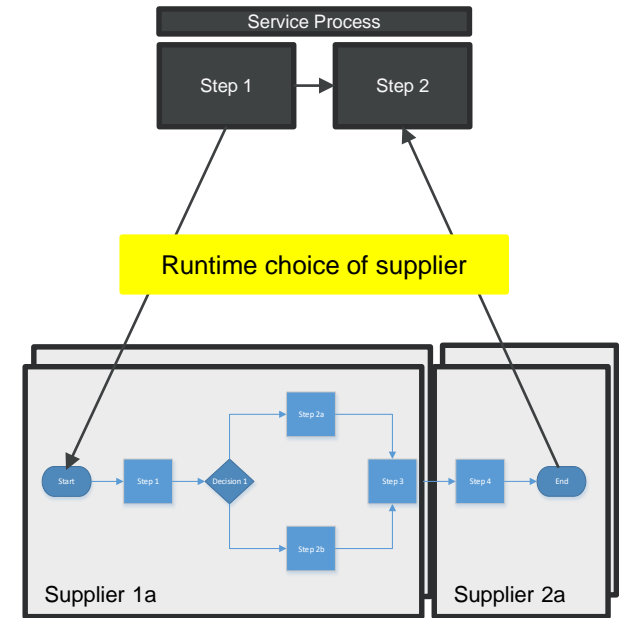
Changing Operating Models…

Department Driven — Shared Service — Service Integrator — Service Broker

Becoming a "Service Broker"
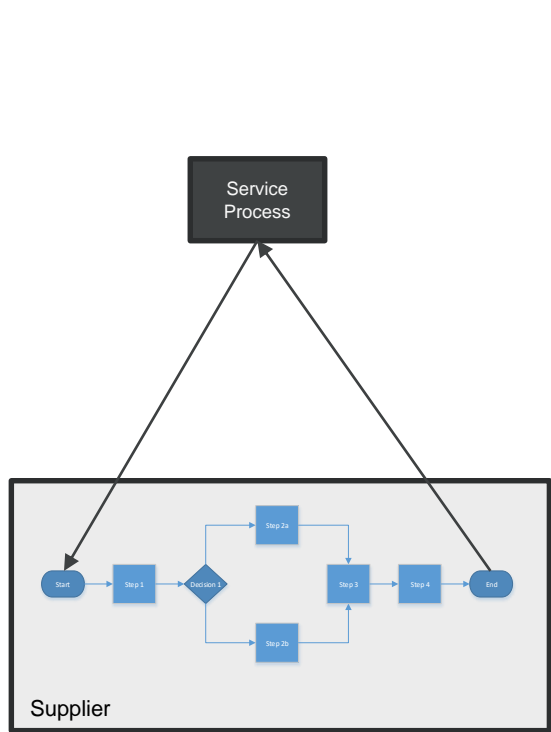
Service Intermediation

Service Aggregation
(coördinatie over de diverse leveranciers heen)

Service Arbitrage

Runtime choice of supplier

Source: NIST Brokering Definition

Create visibility of all work items / backlogs…

Strategy to Portfolio
- Ideas / Demands — 250
- Projects / Portfolio Backlog — 120

Requirement to Deploy
- Backlog items e.g. requirements, user stories, … — 340
- Enhancements — 150
- Defects — 76

Request to Fulfill
- Service requests — 450
- Change Requests — 120

Detect to Correct
- Incident — 382
- Operations & Maintenance Tasks — 320

Portfolio backlog / Projects

Product Backlog

Requests

Incidents, problems, ….

Service Life cycle information

Service Model /Backbone (business capabilities, facility services, Technologies, …)

Supporting Activities
- Risk assessment — 34
- Audits — 10
- Issues / Findings — 87
- Contract reviews — 10
- Purchase order — 23

Smart Buildings en Internet of Things (IOT)
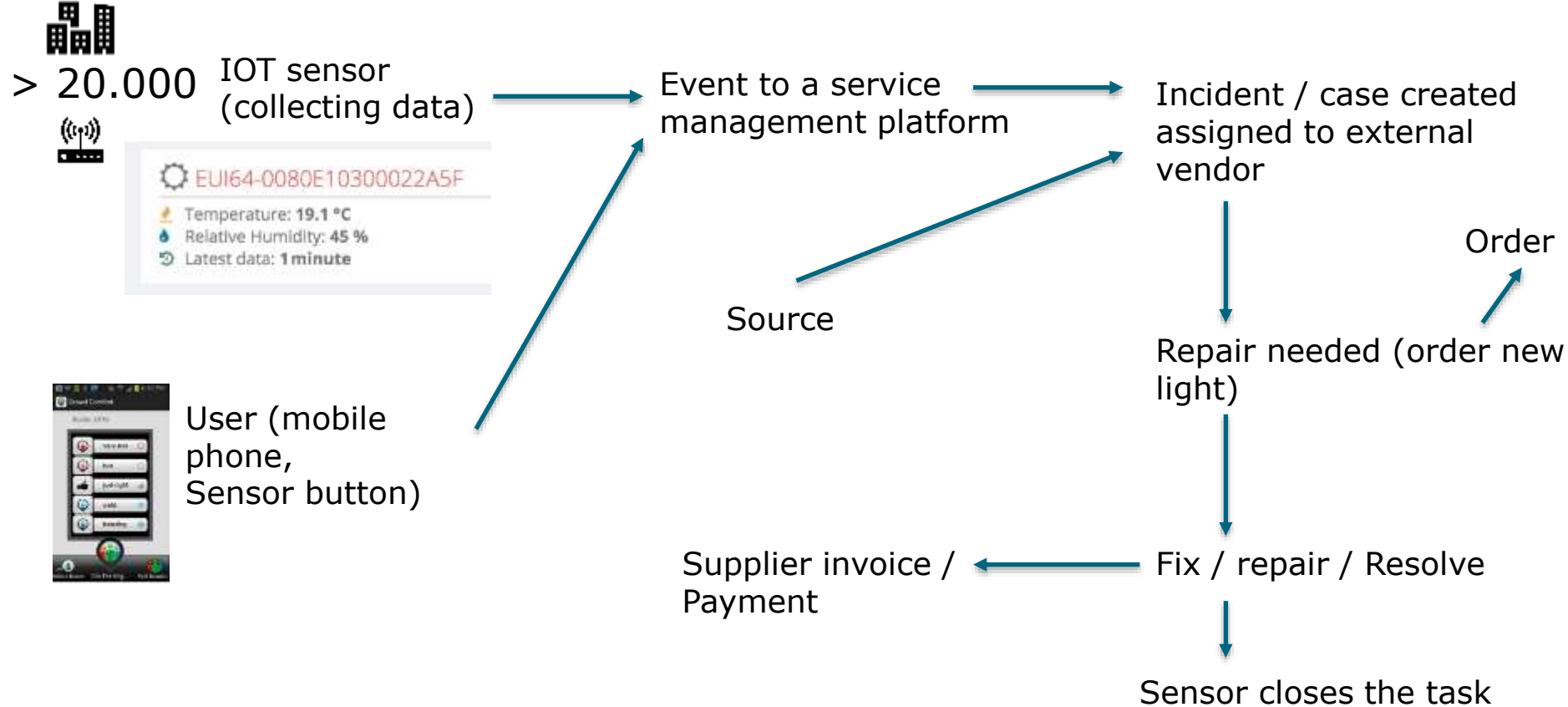

Climate
Lighting
Facilities
Cleaning
Maintenance
...

24/7 Monitoring, Sensors, Customer feedback (smart buttons, mobile phone, …)

Facility Management and IT management are blending….

DXC.technology

fruition PARTNERS

Data / event processing and automation..

> 20.000 — IOT sensor (collecting data)

EUI64-0080E10300022A5F
Temperature: **19.1 °C**
Relative Humidity: **45 %**
Latest data: **1 minute**

User (mobile phone, Sensor button)

Event to a service management platform

Source

Incident / case created assigned to external vendor

Order

Repair needed (order new light)

Supplier invoice / Payment

Fix / repair / Resolve

Sensor closes the task

Veel shared capabilities tussen Facility, HR en IT service management…

FACILITIES	IT	SECURITY	HR	SOURCING & VENDOR
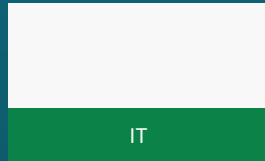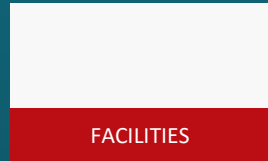
Enterprise Service Platform

BUSINESS INTERFACE / PORTAL

Service Portal · Feedback & Survey · Case Management · Community Collaboration · Status Notifications

SERVICE BACKBONE

Service Portfolio · Service Catalogue · CMDB & Assets · Contracts & SLA · Knowledge Base · Reporting & Analytics · Finance / Costs

Master data : organization / departments, locations, cost centers, employee data, teams,….

BACKLOGS & WORKFLOWS

Ideas / Demands · Project · Service Request · Incidents · Risks & Issues · …

INTEGRATION & AUTOMATION

Process Automation & Orchestration · Supplier Integration and APIs · Service Monitoring & events · Discovery

Afsluiting…

- Service oriëntatie: begin meteen "Service model" (is de backbone). Definiëren van end-to-end service (portfolio en catalogus).

- Breng de gehele service keten in kaart…

- Leg de basis voor een service platform: enterprise service management platform (platform approach).

- Service portal – optimaliseren klantbeleving, self service, optimale ondersteuning

- Experimenteer met nieuwe service management technologieën, zoals monitoring, AI, machine learning, self service, data analytics, …