



ACHIEVING ORGANIZATIONAL TRANSFORMATION WITH ITIL 4

INTRODUCTION

Continuously accelerating progress in technology and resulting new capabilities in turn amplify the speed at which technology can progress creating digital disruption and dynamic complexities for organizations; the Infrastructure Technology Information Library Edition (ITIL) 4 is a mature, proven, and comprehensive framework which enables organizations to realize the opportunities presented by digital disruption. Gartner defines digital disruption as “an effect that changes the fundamental expectations and behaviors in a culture, market, industry or process that is caused by, or expressed through, digital capabilities, channels or assets.” Digital disruption is the new norm as technological progresses are exponential giving rise to new products, services, ever increasing customer demands and expectations with greater frequency. Digital transformation allows organizations to respond to or create digital disruption allowing them to realize their objectives which would otherwise be unachievable without technology.

ITIL 4 is also broader in scope than its predecessors and applies a new paradigm through its service value system and four dimensions model to leverage advancements in technology and methodology over the past decade and lean forward into the next. ITIL 4 enables organizations to embrace digital transformation as dictated by the business at speed and uses concepts like high velocity IT where time to market is critical to respond to emerging demands or to create strategic opportunities. Leidos has invested heavily in innovations for our customers through tens of millions in digital modernization research and development programs across four key areas -- Zero Trust, AIOps or AI-Driven Operations, Cyber AI/ML, and DevSecOps.

To optimize our capabilities, Leidos has built a critical relationship with Axelos – the owner of the ITIL 4 model that is currently chartered to develop ITIL 4 processes, training, and certification. Axelos has recognized Leidos' contribution to the ongoing ITIL 4 efforts. Leidos innovation investments target high velocity objectives like fast development, resilient operations, etc., and combine them with our ITIL 4 expertise, collaborative approach with customers and partners, to create a customized digital transformation journey applicable to all organizations.

VALUE-FOCUSED SERVICE DELIVERY MODEL

Transformation through Collaboration

An organization can begin its journey from its current state, regardless of where its processes align or integrate into the ITIL framework.

At Leidos, communication, collaboration, and a safe place to exchange ideas are essential to transformation. Working side by side with our customers, partners, suppliers, and stakeholders we build agile and mission-focused environments to provide industry-leading services which are grounded in IT capabilities enabling new ways of working. To support the transformation journey, our delivery incorporates the four dimensions of service management.

1. ORGANIZATIONS AND PEOPLE

To gain the benefits of working in an ITIL 4 construct, businesses will own how their services are delivered, focusing on value. A key aspect is to achieve outcomes whilst co-creating value by obtaining outcomes that the business is seeking. Leidos subject matter experts do this by collaborating with partners and suppliers to deliver services. This establishes a collaborative organization where the right people deliver the desired outcomes through utilization of their knowledge and technical capabilities. Leidos brings extensive expertise in working together with our customers establishing collaborative organizations with required governance which is owned by the customer. This organization ensures resources are motivated, certified, and skilled to deliver value to the business.

2. INFORMATION AND TECHNOLOGY

Leidos is the number one provider of IT services worldwide to the US Govt and their sectors for example, Defense, Intel, Civil, and Healthcare each with a dedicated Leidos business group. These groups have intimate understanding of their sectors unique aspects and those they share such as providing services, managing the technology and information required, skills, systems, enabling us to utilize the right expertise to support customers on their transformation journey.

We combine our expertise with customers to build on existing investments applying forward-leaning technology (e.g., infrastructure as code, software-defined data centers, and networks, robotic process automation, microservices architectures, hybrid cloud, AIOps, machine learning, and zero-trust framework initiatives). This will optimize technologies and services, reducing operations and maintenance (O&M) support costs, improve efficiencies, user experience, and increase value to the business.

3. VALUE STREAMS AND PROCESSES

Value streams are defined activities necessary to realize value for the customer. Having robust repeatable processes and ways of working that the business can adapt and use through agile ways of working enable the activity within the value stream. For example, through the supply chain process having the ability to quickly respond to license demands for a defined service to increase capacity and support business expansion.

Leidos developed a value stream, Value Delivery Framework (VDF), utilized when working with the stakeholders identifies the business value drivers. This will clearly articulate where value can be realized, leading to faster adoption and far fewer issues in implementation. Our SMEs work with business owners to enable informed data-driven decision making, assisting customers in understanding value for new initiatives and the associated ROI.

4. PARTNERS AND SUPPLIERS

Leidos approach recommends an approach that includes suppliers and partners when establishing value streams as part of their organization structure. Each member of this organization has a distinct role to play in delivering value to the customer. It therefore important to ensure effective commercial agreements are in place to ensure partners and suppliers can fulfill their role within the organization. As a large supplier of services and solutions, Leidos has strategic partnerships with major technology suppliers such as Amazon Web Services (AWS), Microsoft, Cisco, Dell (including VMware), IBM Red Hat, Splunk, and ServiceNow. Through effective commercial agreements each vendor has dedicated Leidos account representatives who collaborates with vendor engineers and solution architects to work with Leidos in effectively supporting our customers' complex technical initiatives. Our preferred vendor relationships also bring benefits such as previews of upcoming technology, sandbox environments for hands-on training, certification programs, and joint pilot efforts.

Figure 1 shows a vision of our service delivery model to enable transformative change.

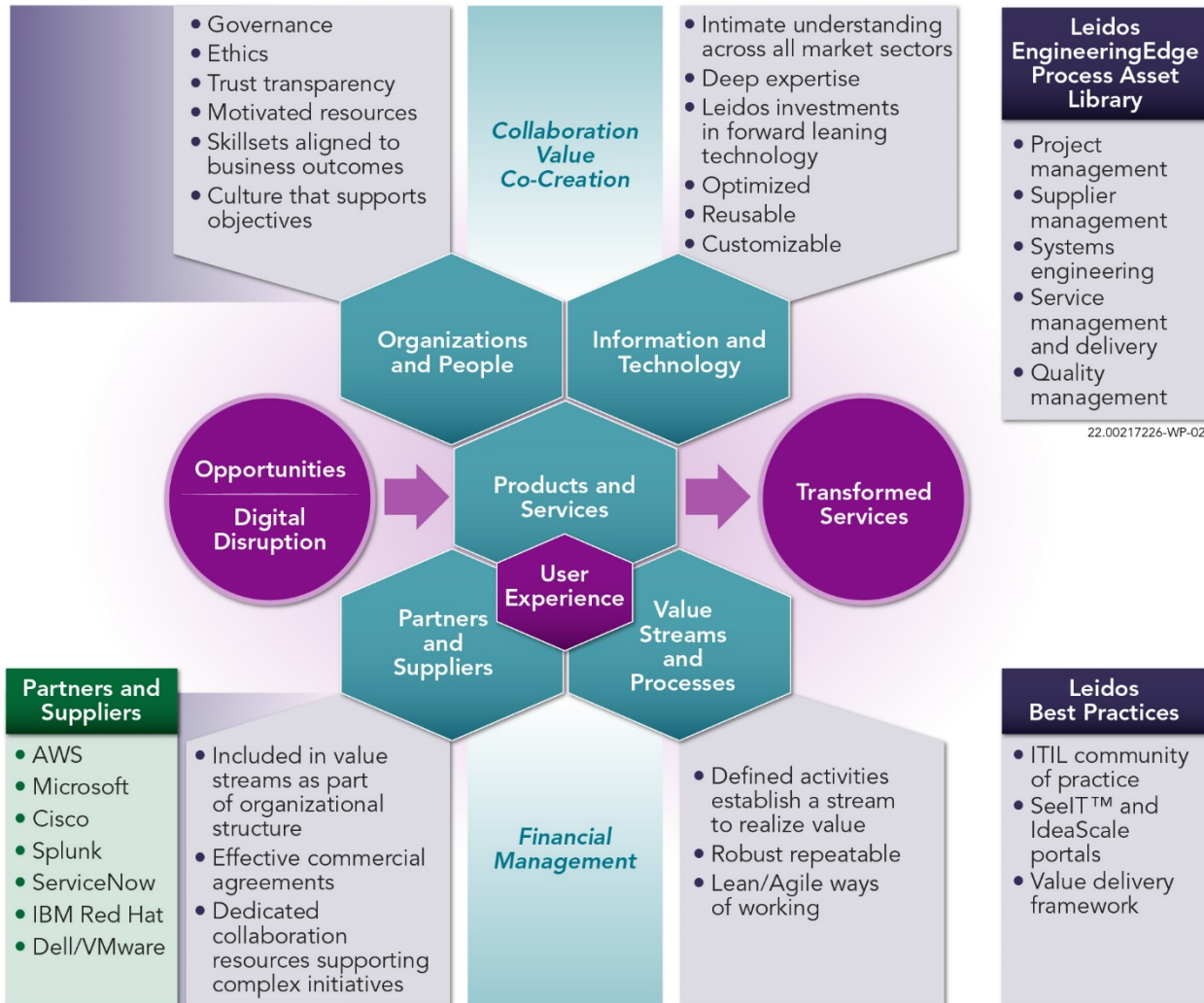


Figure 1. The Leidos Service Delivery Model enables transformed services.

Our model focuses the organization on providing customer value, which drives improved user experience throughout the organization. Our Leidos ITIL 4 maturity model illustration above spans the areas shown in blue hexagons around the center of the figure, with applicable customizations in the outer boxes.

The model shows examples of internally developed Leidos enablers. These capabilities contribute to situational awareness for monitoring/measuring key performance indicators, supporting crowdsourcing of ideas for process improvement, deriving value assessments to determine ROI across initiatives, and providing a library of repeatable and tailorable processes to for continuous customer improvement.

KEY LEIDOS ENABLERS

- **SeeIT™** – Management portal provides real-time visibility to focus on areas for improved service delivery
- **IdeaScale** – Crowdsourcing tool helps gather and promote ideas, so that staff take ownership and become an integral part of the process
- **VDF** – This framework quantifies and evaluates technical concepts, improvements, and innovations against mission goals

TRANSFORMATION ROADMAP

We back our approach for ITIL 4 digital transformation with engineered tools, processes, and solutions to enable our customer's strategic priorities in enterprise transformation. In keeping with ITIL 4 repeatable processes and technical solutions that can be applied to any organization.

Figure 2 below illustrates our recommended path for enterprise transformation. Step 1 begins at the current state. Steps 2 through 4 represent value alignment, mapping, and implementation planning. Steps 5 through 9 represent the implementation rollout. The processes in the roadmap are repeatable across markets and industries. Each iteration of the roadmap builds organizational maturity and enables continuous improvement for the transformation.

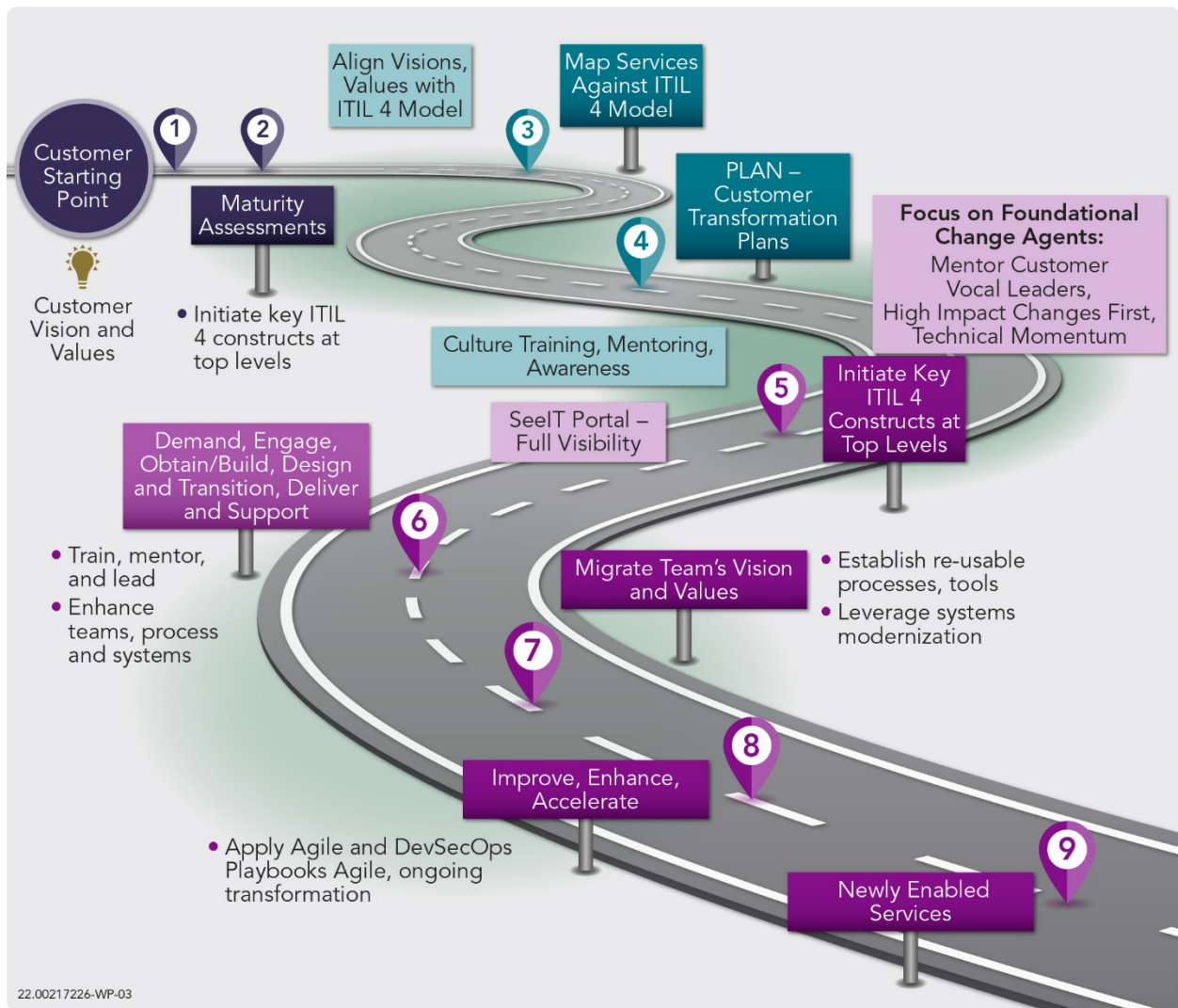


Figure 2. The Leidos Transformation Roadmap is agile and repetitive.

LEIDOS ORGANIZATIONAL TRANSFORMATION EXPERIENCE

Our Leidos ITIL Community of Practice (CoP) provides expertise, ITIL transformation tools and processes, and leadership to drive ITIL 4 adoption throughout the company. We are implementing a corporate-funded initiative to establish blueprints to establish value for our customers undertaking digital transformation.

Leidos is actively performing an ITIL 3-to-ITIL 4 transformation for a Department of Defense customer to streamline service delivery and support continual network improvement. Our team developed an ITIL 4 Conformance Tool as a framework to speed assessments of organizational ITIL 4 readiness and is mapping current ITIL 3 documentation for conversion to ITIL 4, adding configuration item records, and building out the ITIL 4 Continual Improvement Register.

For another civil agency, Leidos engineered streamlined operations that integrated our SeeIT portal and dashboards, process visualizations, and ticket/case management with the ServiceNow Platform, resulting in development of a streamlined ordering process for new end-user devices and use of virtual reality devices to augment the user experience while reducing desktop footprints.

CONCLUSION

Because of our ITIL 4 expertise, strong corporate investments in innovation, Leidos provides resources and tools to enable collaboration with customers, partners, and suppliers to accomplish digital and organizational transformation.