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> "IT organizations are concerned that they don't have a full seat at the business table. There's a simple answer – work with the business and help solve its problems. Tear down the barriers, and no one worries where you sit."
>
> – Patrick Torney, Service Management Leader

This ServiceNow case study is based on an interview with Patrick Torney, Service Management Leader at GE Capital.

GE Capital

Highlight
ServiceNow provides a consistent, automated way of managing thousands of raw events each day and reduces them to a small number of actionable incidents

Challenges
The legacy IT system that GE Capital used for inventorying, analyzing and aggregating potential risks lacked flexibility, was difficult to use, maintain and enhance

Results
• The ITSM team delivered the new Risk Vulnerability Assessment Tool (RVAT) in only six weeks

• RVAT collects risk factors from individual locations and applies predictive real-time modeling to this data to evaluate complex "what if" scenarios

• Improved the level of oversight, governance, and executive visibility in to the overall risk profile

GE Capital Transforms Business Continuity Planning with ServiceNow

Together, IT and Business Stakeholders Build a Better Way of Assessing Risk

GE Capital, the financing arm of GE, delivers financial, intellectual and human capital to its customers around the world. GE Capital is undergoing a strategic change to focus its business primarily on industries connected to GE, such as aviation, energy and healthcare. GE Capital is not just a bank – it helps to build businesses. It works with customers to create smart finance solutions, backed by expertise, knowledge and insights that make capital go further and do more.

In April 2015, GE announced a strategic shift to focus on its industrial core through the disposition of $200 billion of GE Capital's assets. GE Capital is well underway in its disposition strategy, thanks to the effort and diligence of its 30,000+ employees, distributed across many locations in the Americas, Europe and Asia. To ensure business continuity, this massive operational infrastructure has to be highly resilient – making risk management a top priority. As a result, GE Capital has a sophisticated Business Continuity Management Program (BCMP), designed to address threats ranging from hurricanes and nuclear disasters through to unplanned IT outages.

Outdated Risk Assessment Tools
Risk vulnerability assessment is a key component of GE Capital's BCMP process. This involves inventorying, analyzing and aggregating over 150 potential risks at every major GE Capital location around the world. However, the legacy IT system that GE Capital used for this lacked the flexibility needed to address today's threat landscape, and was difficult to use, maintain and enhance. GE Capital's risk management team scoured the market for alternatives, but could not identify a cost-effective, rapidly deployable solution that met their needs.

Partnership Powers the Solution
This legacy tool issue was raised at a twice-yearly BCMP review conducted by GE Capital's Global CIO and COO. When they became aware of the problem, GE Capital's ITSM group volunteered to create a solution using their existing ServiceNow platform. Based on experience, the ITSM group knew that ServiceNow's automation, analysis and workflow capabilities could be adapted to satisfy the risk management team's needs – delivering a feature-rich and flexible solution in a short period of time.

The ITSM team also knew that success depended on building a strong partnership with the business. They worked with a small group of business experts to map out processes, capture requirements, document user stories, and create rapid prototypes. The team

adopted an agile development approach with short sprints, using immediate feedback to maximize the business value and usability of the solution.

Fast Delivery, Instant Value

The ITSM team delivered the new Risk Vulnerability Assessment Tool (RVAT) in only six weeks. The reaction of business users was immediate and universally positive. They found the application intuitive, powerful and easy to use. According to Tatyana Pemberthy, Senior Manager – GE Capital Crisis Management, "RVAT delivered real value right away. The tool has helped us to uncover and respond to new risks, and makes the entire risk assessment process much more efficient." Mark Enright, GE Capital's Chief Security Officer, adds that, "We now have an extraordinary level of oversight and governance. RVAT gives us a fine-grained view of risks at each location, and also lets our executives instantly understand our overall risk profile."

In addition to collecting risk factors from individual locations, the RVAT application applies predictive real-time modeling to this data, allowing business owners to evaluate complex "what if" scenarios – such as heightened flood risks due to rising sea levels, or increased political instability due to regional unrest. It also includes powerful trending capabilities, which GE Capital will exploit as it migrates historical data from its old system into ServiceNow.

Forging a New Relationship

The RVAT experience has transformed the role of IT within GE Capital. In the past, the IT organization provided services to the business, but often found themselves on the outside looking in. Now, both sides understand the power of working together and see each other as equal partners. Kevin Barnard, GE Capital ITSM Architect puts it this way, "By teaming with the business, we've changed the way that people think about IT. There's no 'us and them' – we're all playing on the same side."

Leveraging this new relationship, GE Capital continues to strengthen its business continuity capabilities. They have already extended the RVAT application to provide enhanced business controls and advanced risk aggregation capabilities, providing even stronger governance and heightened visibility for senior leadership. They have also built an additional ServiceNow application to manage their business continuity exercise process. Looking forward, GE Capital is focusing on business impact analysis, as well as mapping IT services to business processes – so they can understand which linkages are critical from a risk, disaster recovery and continuity perspective.

Conclusion

By sweeping aside barriers between IT and business, GE Capital has dramatically strengthened their business continuity capabilities. ServiceNow has enabled this transformation, but GE Capital's success is also a result of changing mindsets. Looking forward, the company says that it is creating what it refers to as a Business Enterprise Ecosystem – where IT and business are completely aligned, with IT driving its priorities based on the criticality of business processes. This cooperative model shines a light on the future of IT, illuminating the way forward to delivering dramatically enhanced business value.

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