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– Marcel van de Lustgraaf, CIO, VIVAT

VIVAT

VIVAT combines operations with development for a competitive edge

Customer

VIVAT NV

Highlights

Leading Dutch financial services provider gains a competitive edge by optimising IT performance and accelerating application development.

Headquarters

Amstelveen, Netherlands

Geographies

The Netherlands

Employees

2,500

Business

Financial services

Challenges

- Inefficient approach to managing IT incidents and tasks, due to a reliance on manual processes
- Lengthy projects, with lack of coordination between operations and development teams
- Lack of visibility into the adherence to compliance and risk, with limited control to identify and remediate issues
- Need for a solution which enabled ambitious automation goals of IT operations

Netherlands-based financial services provider VIVAT encompasses five insurance brands and one asset management company that have collectively been helping customers become more financially self-reliant for more than 150 years.

VIVAT is one of the top five insurance groups in The Netherlands, but staying ahead in this highly-competitive insurance industry is challenging. VIVAT is focused on using cutting-edge technologies to develop new services and transform the customer service experience. The company has created a culture of continuous improvement, applied right across the business from people management to customer service.

Optimising organisational performance is a critical focus, with a mission to drive efficiencies through cost savings, improved productivity, and faster time-to-market for new propositions.

VIVAT CIO Marcel van de Lustgraaf identified a clear opportunity for the IT operation to contribute to this vision, underpinning the processes and workflows for day-to-day business operations.

He explains: “Immediate cost savings can often be made by looking at overheads and personnel, but we knew IT had the opportunity to contribute to a fundamental shift that would drive lasting change for the organisation.”

Driving efficiencies in service delivery

Under van de Lustgraaf’s direction, VIVAT set out on a journey to re-engineer its approach, creating an enterprise-wide single system of record for IT infrastructure, service delivery, and operations.

VIVAT migrated its legacy systems onto the Now Platform™, integrating fully with Microsoft Azure and Visual Studio.

“We believed that 70% of our processes could be automated, yet there was scepticism from the business around whether such an ambitious result could be achieved,” says Marcel van de Lustgraaf. “ServiceNow has given us a platform that has optimised our IT operation and is driving improvements in both speed and efficiency through automation and intelligent workflows.”

VIVAT now has full control and visibility over its IT function and the cost of service delivery. Automated IT processes have eliminated more than 70% of manual tasks, service issues are readily identified for immediate remediation, and resources can be better managed to suit the needs of the business.

Solutions

- IT Service Management
- IT Operations Management
- Performance Analytics
- Project Portfolio Management
- IT Business Management

Results

- More than 70% of processes and workflows will be automated by the end of 2018
- Reduction of lead-time to value delivery
- The integration of operations and development has empowered a DevOps culture, with an outcome of defined career-development opportunities
- Instant access to key regulatory indicators and full governance over compliance and risk-related processes

Enterprise-wide project delivery in action

Through project lifecycle and program portfolio capabilities, VIVAT has created the ability to take a continuous working approach for project and application development, which has significantly improved the time-to-market for new updates and technology-related services.

Through greater visibility into the VIVAT project portfolio, an Agile approach to the portfolio is now possible. Van de Lustgraaf can view work from a value perspective and insights into the velocity of work allows for more predictable delivery of projects.

“We have created a short-cycled working approach using portfolio management and that has also opened up opportunities to innovate on a continuous basis,” says van de Lustgraaf. “Our project system is automated, our pipeline is automated and we have full interconnection with Azure for ultimate control.”

A DevOps approach for continuous innovation

The new IT approach has enabled van de Lustgraaf to deliver on his vision for a DevOps-focused culture, mirroring the approaches of many of the large global financial services companies.

For the first time, operations and development are combined in one technology stack, as van de Lustgraaf explains: “Before, projects or tasks were just thrown over the wall between teams. Now we have one technology platform that brings together the whole process and all elements in the chain of delivery.”

The team has moved to a model of T-shaped professionals, with individuals who have a wide range of experience, yet can drill down into a specific practice area using their in-depth knowledge and skills. Visual task boards offer an intuitive, graphical interface to manage tasks, while automation speeds up testing and approvals to accelerate development time.

Marcel van de Lustgraaf explains: “We have created self-steering teams that have the desire to work in an Agile way. Teams are empowered to add value to our business through the creation of new apps and services. People are keen to expand their roles and welcome the opportunity to develop their careers.”

Compliance and control

Working in the highly-regulated financial industry, compliance, and risk management are critical for the VIVAT group.

ServiceNow stores all IT controls and provides a real-time status of all controls, at any time. Any failed controls are automatically identified and flagged through automation, for immediate remediation and minimum service failure and risk. Audit reporting is automated, dramatically reducing the cost and effort of demonstrating compliance.

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associated processes. Critically, I can prove our adherence to the financial regulatory environment within seconds, with audit reporting that demonstrates our controls and compliance.”

A platform for future innovation

Following the optimisation of the operations, service delivery and project development across the business, VIVAT is now looking ahead to a number of innovation-led initiatives. These include technology-led areas such as blockchain, virtual reality, neural networks and machine learning.

“The transformation within the business over the last two years has been amazing,” says van de Lustgraaf. “We have ambitious plans and working with ServiceNow will enable us to accelerate our pace of change and take a leadership position in the financial services market.”

