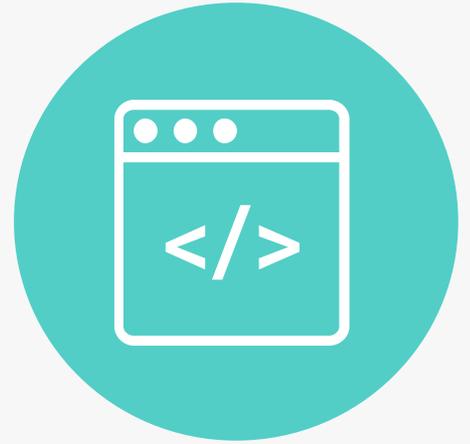
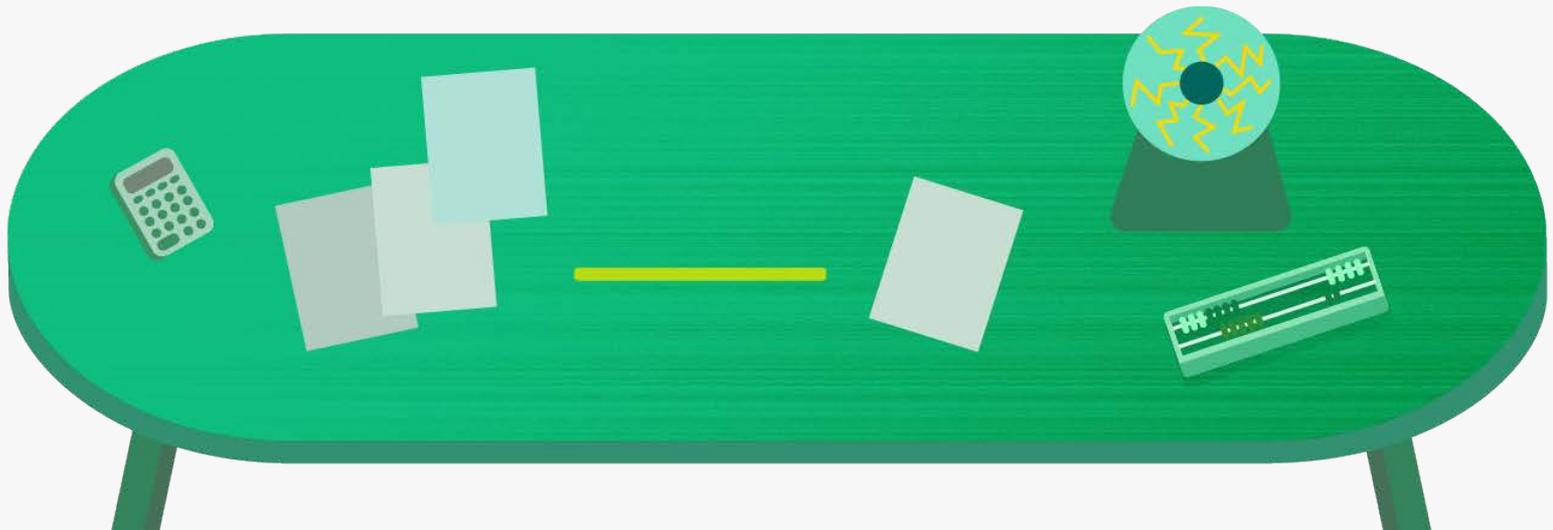


Success Fundamentals



Pillar of Success: Foundational Technology Architecture





Contents

[Foundational Technology Architecture](#)

[Define Requirements](#)

[Establish Architecture](#)

[Establish service level and performance](#)

[Establish effective data management](#)

[Define development operations](#)

[Appendix](#)



Foundational Technology Architecture

Ensuring the the ServiceNow platform is fit for purpose requires robust processes and resources to be are in place ,ensuring that technology and data in the platform support business value realization and service strategy objectives.

Why It Matters

Without sufficient focus on technology and data management, fulfillers and users will not view ServiceNow as an authoritative location for data and process information, leading to problems in realizing value.

Components



Define
requirements

Establish
architecture

Establish
service level
and
performance

Establish
effective data
management

Define
development
operations



Define requirements

Requirements for ServiceNow need to be clearly documented and understood, assessed, and then managed and communicated as they are rolled out. Requirements definition is a continuous process that happens across the lifecycle of ServiceNow, ensuring that the organization maintains clarity on exactly how it is being used, and will be used, to deliver ongoing value.

Why It Matters

Ensuring that the deployment of ServiceNow is fit for purpose needs strong requirements management. Ensuring that the absolute requirements are understood means that the key needs of the organization will be met, while communicating clearly the timeline for additional features.

Key Performance Indicators

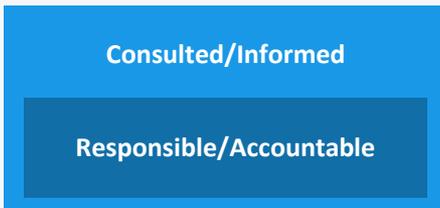
Essential KPIs

- # iterations in translating functional requirements to specifications
- % requirements prioritized as 'must have'
- % of requirements in backlog versus being implemented

'Nice to Have'

- # requests with documented requirements
- Frequency of end user consultation

Stakeholder Map



Responsible/Accountable

Developers / Business Analysts

Consulted/Informed

Service Owners
Process Owners
Service Fulfillers



Define requirements

Maturity Progression





Define requirements

Maturity Progression



STEP 1: Create a standard process to collect requirements

A standard requirements management process is essential to define the essential functionality that the system must meet. Requirements should focus around four questions – who are the users of the system, what do they need to do, what information do they need, and what information do they create that should be stored for future use?

Objectives

- Define the requirements gathering process

Stakeholder(s)

- Developers
- Enterprise Architecture

Measures of Success

- Requirements gathering process defined.

Practitioner Insights

- It is essential to be able to determine immediate requirements, and likely future requirements, in assessing data needs. Understanding what data assets are currently used, and what data assets may be valuable in future expansion of the platform, allows the organization to make appropriate decisions around how to build interfaces

Additional Resources

n/a



Define requirements

Maturity Progression



STEP 1: Prioritize critical functional requirements

Up to 60% of problems in software projects can be traced back to errors made in requirements gathering. Given the scope of what applications such as ServiceNow can accomplish, there is often a desire to roll out as much functionality as possible, as soon as possible. However the more groups whose roles and work processes are changing, the more potential there is for things to go wrong. Instead, focus on the immediate 'must have' functionality required to drive the quick wins set out in the program vision, and focus initial efforts on these areas.

Objectives

- Define the 'de minimis' set of functional requirements that the solution must have

Stakeholder(s)

- Senior leadership, development teams, service fulfillers

Measures of Success

- ServiceNow is fit for purpose on day one

Practitioner Insights

- Seek breadth before depth in requirements gathering – realize that a full set of requirements will never be completed up-front, but will only surface when the stakeholders can see and touch the software.
- Use stakeholder language when discussing requirements – you're building an information system, not a technical system, and what is rolled out has to make sense to the groups who need to use it.

Additional Resources

[Best practices in requirements gathering](#)



Define requirements

Maturity Progression



STEP 1: Assess requirements based on functionality and level of effort

As ServiceNow is rolled out and extended across more technology and business processes, the requirements for changes are significant and impose a severe burden on the development team and on partner efforts. Functionality requests also often become political, with what gets done dependent on the position of the sponsor or team, rather than what will most likely succeed. A simple way to effectively prioritize requirements is to use the DICE framework – overall **Duration** of the change, the **Integrity** (or capability) of the team completing the change, the **Commitment** of the sponsor to the change, and the **Effort** of additional workload that employees would need to bear. Assessing improvement projects through these lenses

Objectives

- Create a structured framework to allow for depoliticized requirements and improvement analysis, and for prioritization of enhancements.

Stakeholder(s)

- Senior leaders
- Service and process owners, development teams

Measures of Success

- All functionality requirements scored against clear criteria on need, effort, and likelihood of success

Practitioner Insights

- Overcoming organizational politics requires clear methodologies to assess new functionality requests, and clear communication that the organization needs to focus on those areas that will benefit the program as a whole, as much as immediate individual needs

Additional Resources

[How to assess and prioritize your change efforts](#)



Define requirements

Maturity Progression



STEP 1: Assess requirements based on improvements in service and process outcomes

Creating clear assessment methodologies for functional requirements allows the service organization to begin prioritizing work based clearly on the improvements that will be generated in service and process outcomes. As service outcomes link to and support business capabilities, this enables every development effort in ServiceNow to be tied directly to its impact on a business outcome – and so can be prioritized or deprioritized based on how critical that outcome is to achieving organizational goals.

Objectives

- Link requirements directly to business outcomes

Stakeholder(s)

- Business leaders
- Service owners
- Process owners, development teams

Measures of Success

- The successes of enhancements are measured by the change in business outcome KPIs

Practitioner Insights

- Engage with Adoption Champions and Service Owners to ensure that the right groups are being brought in to user adoption testing and requirements feedback sessions. Especially with functionality for highly mobile teams, it can be difficult to get some people to commit time to testing – however these tend also to be the users who also most influence the adoption – or not – of new features.

Additional Resources

n/a



Define requirements

Maturity Progression



STEP 1: Manage ongoing requirements process

As the organization matures, the requirements gathering process should be an ongoing and iterative part of the software development lifecycle. Consistently collecting and improving user stories will allow proactive as well as reactive identification of new requirements – and the de-prioritization of old and now unnecessary requirements.

Objectives

- Make requirements gathering an ongoing part of the organizations capability

Stakeholder(s)

- Development teams, service owners
- All staff

Measures of Success

- Service plans include likely requirements changes over the next 12 months, and value / effort to meet those

Practitioner Insights

- Part of the Service Owner role should be to continually review their service landscape for likely requirement changes, and be tracking the outcome value of that requirement and the risk and level of effort in meeting it.

Additional Resources

n/a



Establish architecture

Establishing clear architectural guidelines requires identifying how ServiceNow will fit into the overall framework of the organizations platforms. Architecture roadmaps should define which applications are systems of record, which applications are systems of action, and the integration and data transfers needed for applications to effectively support the processes relying on them.

Why It Matters

Without an understanding of the functions that various applications in the organization play, development and data integration will be haphazard, and lead to multiple versions of truth existing in the organization. This reduces the speed with which the organization can capture value from service and process improvement, and leads to skepticism around the value of the services-led journey.

Key Performance Indicators

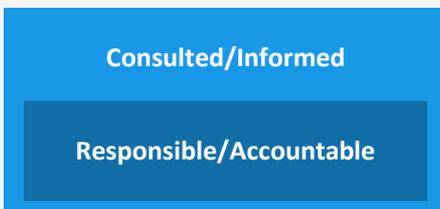
Essential KPIs

- Organization on latest version of ServiceNow
- % of ServiceNow changes that align with roadmap

'Nice to Have'

- # incidents caused by application integration issues

Stakeholder Map



Responsible/Accountable

Enterprise Architects

Consulted/Informed

Service Owners
Process Owners
Developers
Project Managers



Establish architecture

Maturity Progression





Establish architecture

Maturity Progression



STEP 1: Define technology architecture for ServiceNow

Implementation of ServiceNow requires significant integration across multiple systems and data silos that exist in the organization. Immediate benefits to the organization may come through reduced time to issue resolution for the service helpdesk, improved processes through better data and workflow management and automation, and/or better cost to service through platform consolidation. The overall architecture needs to account for immediate and ongoing integration requirements.

Objectives

- Define the immediate architecture changes required for ServiceNow implementation

Stakeholder(s)

- Enterprise Architecture

Measures of Success

- Initial technology architecture requirements defined and ServiceNow roadmap created.

Practitioner Insights

- ServiceNow provides a number of third-party integrations, and support for building custom integrations using the platform's integration interfaces. Look to use as much out of the box functionality as possible in the initial deployment, unless it is absolutely critical to build customized integration, and leaving that until the platform is adopted and trusted by service fulfillers.

Additional Resources

n/a



Establish architecture

Maturity Progression



STEP 1: Define which systems are the 'source of truth' for which processes

Given that the organization will have a large number of different applications, it is critical to understand which data is required to be authoritative for decisions and reporting. Of the applications that use that data, the organization should determine which application will act as the true source for that data when there are conflicts across multiple systems. Data flow needs to be traceable to ensure that actions and reporting are continually being drawn from trusted and accurate data.

Objectives

- Define the applications that act as sources of truth for critical management and reporting data

Stakeholder(s)

- CIO, Enterprise Architecture

Measures of Success

- Data accuracy
- Data trustworthiness (as reported by service fulfillers)

Practitioner Insights

- Ensure that the organization knows which applications or systems are 'systems of record' – this ensures that everyone is focused on pulling from one updated accurate data source.

Additional Resources

n/a



Establish architecture

Maturity Progression



STEP 1: Create clarity on future state architectural plans

In order to create consistency around architectural guidelines and ensure they are followed across the organization, clarity is required on the architecture roadmap for ServiceNow. This allows other ongoing projects to understand the interdependencies they may have with future development plans, and the need to follow guidelines in order to make integration effective and painless.

Objectives

- Ensure that the whole technology organization understands the ServiceNow roadmap and follows architectural requirements

Stakeholder(s)

- Enterprise Architects
- Development teams
- Project managers, business leaders

Measures of Success

- % of projects following architectural guidelines
- Ease of deployment for subsequent ServiceNow upgrades?

Practitioner Insights

- Following architectural guidelines often costs more money. Both project sponsors and project managers need to understand the value of planning for later integration needs with ServiceNow in order to protect business cases, and ensure the organization's ability to effectively upgrade.

Additional Resources

n/a



Establish architecture

Maturity Progression



STEP 1: Define ServiceNow instance strategy through business needs

Business capability roadmaps should drive the architecture and technology roadmaps. Architectural decisions should be driven by business need – this may include running multiple instances or versions of ServiceNow where necessary to meet business objectives, whilst following the principle that the organization as a whole remains of the current or current – 1 iteration of ServiceNow?

Objectives

- Enable variance of ServiceNow architectural guidelines based on local business needs

Stakeholder(s)

- Enterprise Architects
- Business leaders

Measures of Success

- # permitted ServiceNow instances
- Increase in enhancement / upgrade deliverables

Practitioner Insights

- ServiceNow allows different development teams to work on different features, applications and product releases at the same time using separate instances of ServiceNow. Code can be shared across instances if a local development turns out to be applicable elsewhere in the organization.

Additional Resources

n/a



Establish architecture

Maturity Progression



STEP 1: Architecture reviewed and assessed based on ongoing organizational needs

Enterprise Architects should be managing and supporting the ongoing development of business capability roadmaps. These roadmaps – as well as the effort and value in improving capabilities – serve as the mechanism through which the technology architecture is assessed and developed. Technology, data and integration management should be driven based on improving and extending business capabilities.

Objectives

- Proactively change technology, data, and integration architecture decisions based on their impact on the business capability roadmap

Stakeholder(s)

- Enterprise Architects

Measures of Success

- Business capability roadmap drives all technology planning

Practitioner Insights

- Enterprise Architecture doesn't just perform a controlling function – the overall visibility they have into organizational strategy allows EA to proactively suggest improvements to capabilities, processes and technologies that will pursue business goals.

Additional Information

n/a



Establish service level and performance

Performance of a new system is critical in maintaining user satisfaction and adoption. Core performance of ServiceNow should not be a major issue, since it is an SaaS platform. However user and developer expectations need to be met. The organization should ensure that service levels for ServiceNow are in place, and also service levels for Implementation Partners and for other vendors integrating with ServiceNow

Why It Matters

If performance does not meet expectations, users will find ways to work around the system and its associated processes, reducing the expected value and jeopardizing the overall program goals.

Key Performance Indicators

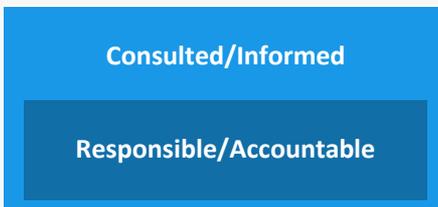
Essential KPIs

- [% incidents resolved within SLA time](#)
- [% of response-time SLAs not met](#)
- [Mean Time to Repair \(MTTR\)](#)

'Nice to Have'

- [% of delivered services not in the service catalogue](#)
- [% of SLA breaches caused by underpinning contracts](#)
- [% of services covered by SLA](#)

Stakeholder Map



Responsible/Accountable

Functional leader
Service Owners
Vendor management

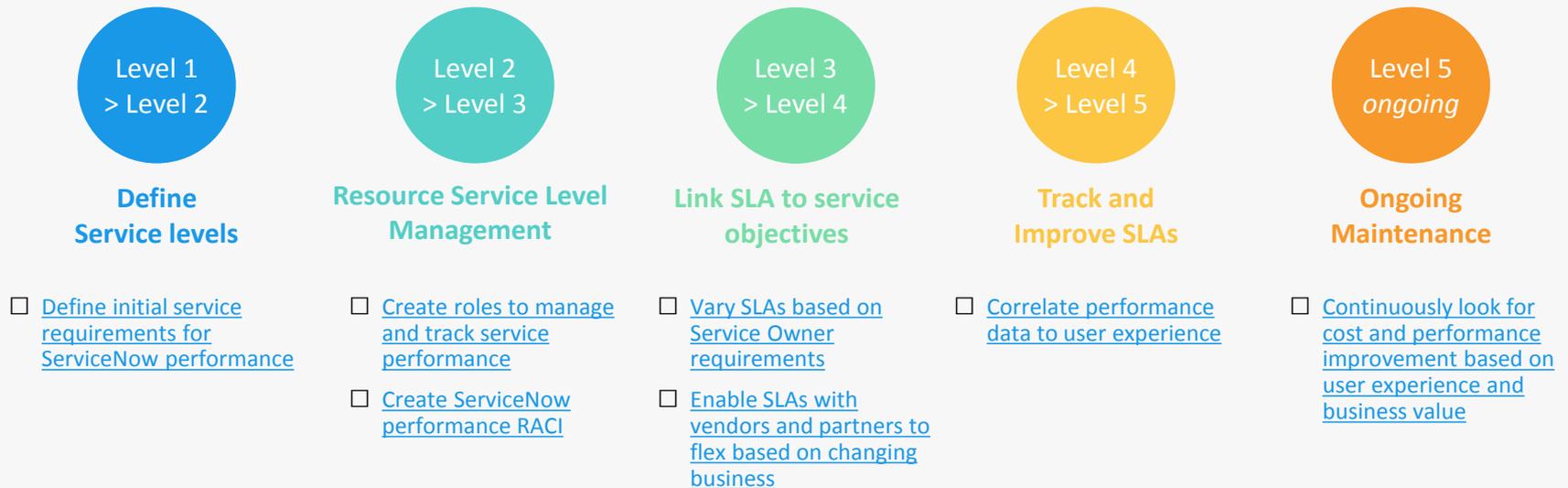
Consulted/Informed

Service Desk staff
IT staff
End users
Business Leaders



Establish service level and performance

Maturity Progression





Establish service level and performance

Maturity Progression



STEP 1: Define initial service requirements for ServiceNow performance

Ensuring that ServiceNow meets user expectations is critical to adoption and value generation from the services program. Organizations need to understand the expectations that users in differing areas – geographic and functional – have for system latency and responsiveness in order to ensure the service feels usable, and thus gets used. The organization should also ensure there are clear agreements around break fix issues, both internally and with Implementation Partners and ServiceNow, so that chains of command are well defined and understood.

Objectives

- Define initial SLAs for platform performance and availability
- Define and document break/fix process

Stakeholder(s)

- Developers
- Enterprise Architecture

Measures of Success

- Time to complete tasks in ServiceNow within expected timeframes
- Latency within acceptable defined tolerances
- Data return agreement defined.

Practitioner Insights

- Track the time spent on processes and application activities in the systems ServiceNow is replacing, and ensure that the solution is equaling or improving these times out of the box.
- Test user expectation on latency for various locations, to ensure that different user groups expectation of application responsiveness are understood and accounted for in SLA planning.

Additional Resources

n/a



Establish service level and performance

Maturity Progression



STEP 1: Create roles to manage and track service performance

Performance of the ServiceNow implementation is critical to ensure organizational acceptance as more tasks and processes are incorporated into the application. Having a role specifically to track, manage and improve service performance ensures that service owners and process owners feel confident that their outcomes will be improved by service now, and ensures that fulfiller roles trust the application and the data to enable them to get their jobs done.

Objectives

- Locate accountability for ServiceNow performance and improvement in one role

Stakeholder(s)

- CIO, Service Program Manager, Service Owner

Measures of Success

- ServiceNow performance meets targets
- # processes incorporated into ServiceNow

Practitioner Insights

- Creating a dedicated, small team to track service performance allows for quick identification and management of data critical to service performance, and allows Service Owners to focus on stakeholder engagement rather than data search and validation. In this, it acts as a force multiplier to Service Owner effectiveness in telling stories of service success, and creating the conditions for continued service improvement.

Additional Resources

n/a



Establish service level and performance

Maturity Progression



STEP 2: Create ServiceNow performance RACI

An early step in ServiceNow deployment is the creation of a clear break-fix process that encompasses the organization, ServiceNow, and Implementation Partners. The organization should extend this to create a clear RACI for ServiceNow performance, ensuring that accountability for performance, and responsibility for improving performance, are clearly understood.

Objectives

- Define a RACI for ServiceNow performance

Stakeholder(s)

- CIO, Service Program Manager, Service Owner

Measures of Success

- IT organization understands the RACI, particularly around incident management and break/fix areas

Practitioner Insights

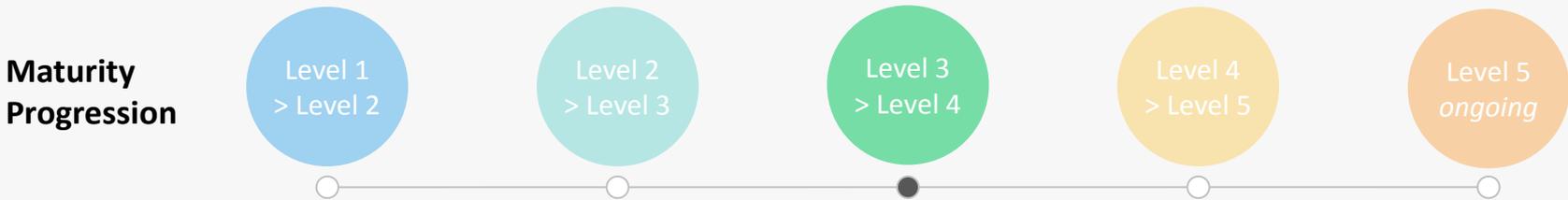
- One of the big upsides of clear communication here is that it avoids Service Owners getting involved in performance issues that should be dealt with elsewhere, by giving them confidence that those issues are owned and will be resolved.

Additional Resources

n/a



Establish service level and performance



STEP 1: Vary SLAs based on Service Owner requirements

Service performance and availability costs money. Often, organizations are overspending on performance requirements based on incorrect assumptions about the need and value of the underlying systems. Service Owners should be aware of how and when functionality is being used to drive their service outcomes, and where there are opportunities to improve outcomes by increasing performance, or equally to reduce performance without impacting outcomes.

Objectives

- Create a small set of business-relevant services that use business capability language to define outcomes, rather than technology-centric language.
- These services should be above the application and process layer, and focus on what the organization does rather than how it does. Service metrics defined in business terms, not IT terms (e.g., if we are developing a service to improve employee onboarding), in terms that make it easy to sell to business partners

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

Measures of Success

- Service Agreements in line with business need

Practitioner Insights

- In simple terms, paying for 24x7 support and 4 hours MTTR may not be necessary for an application that is used Monday to Friday, 9-5. Consider areas of delivery in which support can be reduced to match business requirements.

Additional Resources

n/a



Establish service level and performance

Maturity Progression



STEP 2: Enable SLAs with vendors and partners to flex based on changing business needs

As business requirements change, service agreements created using old assumptions may not be fit for purpose. Service Level Agreements with vendors need to be able to quickly flex to focus on new outcomes critical to the organization.

Objectives

- Create flexible SLAs that are reviewed and can be changed on a quarterly basis

Stakeholder(s)

- Service Owners
- Vendor liaison, vendor

Measures of Success

- Business awareness of service value

Practitioner Insights

- Implementation partners are keen to fully understand your business, in order to improve value provided as well as look for opportunities to pitch new products and services. They don't want antagonistic relationships around SLA fulfillment. Therefore often they are willing to be flexible on how Service level Agreements work, if it gives them better insight into organizational priorities,

Additional Resources

[How to Build Compelling Value Stories](#)

[Short Stories of Success' – ITSM Successes from SCL Health, University of Oxford, Denton Independent School District](#)



Establish service level and performance

Maturity Progression



STEP 1: Correlate performance data to user experience

IT often finds that all their metrics indicate that a system is working as it should, but users are reporting frustration with performance. In order to bridge the service delivery and service experience gaps, metrics should be used to assess a users quality of experience with an application, and match this against underlying technical metrics to proactively understand areas of improvement and potential problems.

Objectives

- Track user experience as well as technical metrics

Stakeholder(s)

- Service Owners
- Developers
- Adoption Champions

Measures of Success

- User experience metrics developed

Practitioner Insights

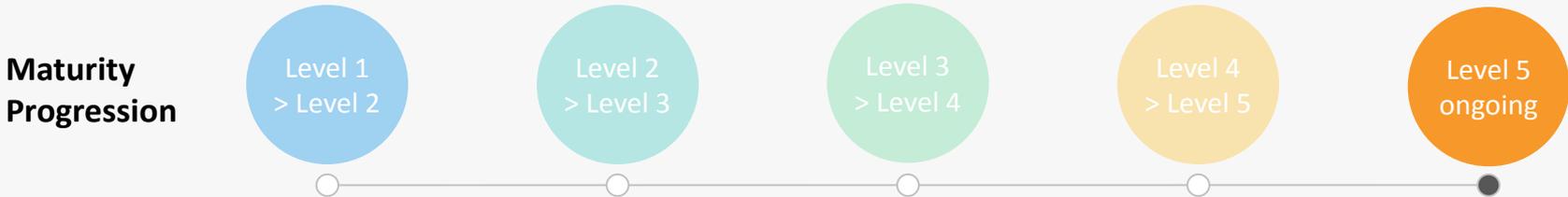
- Several companies use splash screens on log out with 'please rate your experience with [this application], and thumbs up /down or happy / sad faces. In sufficient number, these can be tracked to see whether services are over- or under-provisioned, and to provide insight into areas of local performance issue even where overall the application is performing well.

Additional Resources

[Making Your SLA More Flexible](#)



Establish service level and performance



STEP 1: Look for improvements based on user experience and business value

Understanding user experience allows development teams to focus on the interactions that happen most often, and which color the users experience of an application – the three or four major tasks completed which provide the majority of their view on an applications fitness for purpose.

Objectives

- Track user experience to be able to improve service performance

Stakeholder(s)

- Service Owners
- Adoption Champions

Measures of Success

- % of IT spend aligned to strategic imperatives
- Over 50% IT spend on New Functionality rather than Maintenance and Enhancement

Practitioner Insights

- Users will tolerate some frustration in applications as long as the core activities that they are trying to accomplish are easy and intuitive. Identifying the key activities that users are trying to accomplish with an application allows IT to focus service levels and development activities on improving those, which translates an overall improvement in user satisfaction.

Additional Information

n/a



Establish effective data management

Data management defines how data flows across the different systems that support a business process. Data should be regarded as an enterprise asset, and managed across the internal and vendor landscape. The value of a services-led organization comes from breaking down internal organizational silos to create better business outcomes – without clear and robust data practices, this is not achievable.

Why It Matters

The activities employees carry out need data. If data exists in multiple systems, or the data in a system is not trusted, user adoption will suffer. Redundant and duplicative data reduces the ability of different groups to collaborate and take an enterprise-level view of outcomes. As data – and concepts such as big data – become more critical, inability to collaborate internally and externally with appropriate data assets will hinder the organizations engagement with new business opportunities.

Key Performance Indicators

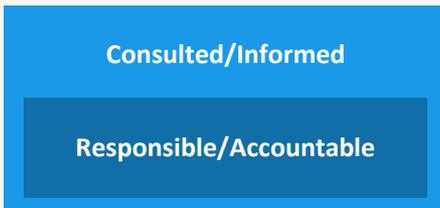
Essential KPIs

- [Average time between CMDB reconciliation](#)
- [Average time spent on CMDB reconciliation](#)
- [% of incidents not solved in-time due to inaccurate configuration data](#)

'Nice to Have'

- % incidents closed with all data fields completed
- % service requests with all planning data completed
- % of problems with all data fields completed

Stakeholder Map



Responsible/Accountable

Enterprise Architecture
Senior Leadership

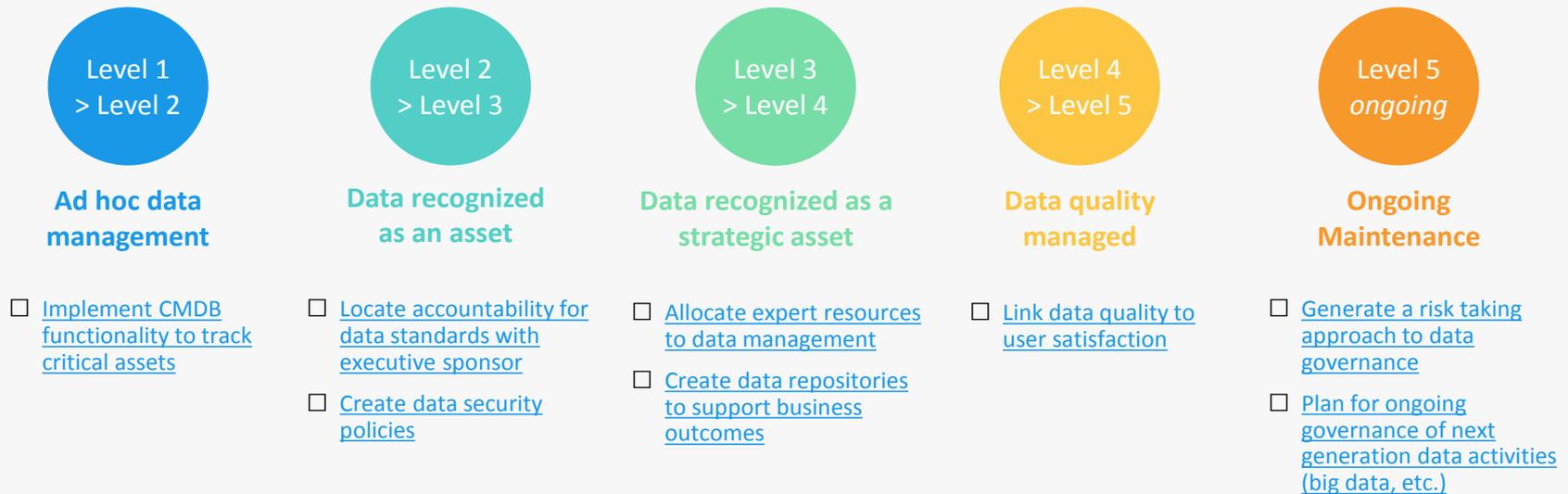
Consulted/Informed

All staff



Establish effective data management

Maturity Progression





Establish effective data management

Maturity Progression



STEP 1: Implement CMDB functionality to track critical assets

A standard requirements management process is essential to define the essential functionality that the system must meet. Requirements should focus around four questions – who are the users of the system, what do they need to do, what information do they need, and what information do they create that should be stored for future use?

Objectives

- Define the requirements gathering process

Stakeholder(s)

- Developers
- Enterprise Architecture

Measures of Success

- Requirements gathering process defined.

Practitioner Insights

- Focus the CMDB only on the most critical assets that tie in to services. Many CMDB implementations fail because organizations try to track *all* IT assets, and the volume is simply too large. An effective CMDB can be extended later, but needs to show value immediately.

Additional Resources

n/a



Establish effective data management

Maturity Progression



STEP 1: Locate accountability for data standards with executive sponsor

Ongoing data management is a common source of problems in many organizations. Standards are not consistently followed, and over time data becomes less usable, leading to a lack of trust in information and more lag in processes. To overcome this, a senior executive should have oversight of data accountability and governance, and be tasked with ensuring that the value of consistent data is understood by the organization.

Objectives

- Define accountability for data standards at a senior level in the organization

Stakeholder(s)

- CIO, Senior Leadership

Measures of Success

- Data integrity over time

Practitioner Insights

- Ensure that the sponsor is measured and rewarded on maintaining data standards so that they keep the issue front and center in the organization. Data quality often becomes a 'side of the desk' job, which leads to other staff viewing it as less important and an overall decline in data quality.

Additional Resources

n/a



Establish effective data management

Maturity Progression



STEP 2: Create data security policies

ServiceNow has robust and effective security out of the box. However the organization should be aware of what information flows in to ServiceNow, and what information flows out, ensuring that the appropriate security and data access policies are in place to govern the information flow across the organization.

Objectives

- Ensure robust security policies for staff accessing ServiceNow and data entering and existing the application

Stakeholder(s)

- CISO, Audit

Measures of Success

- Roles and access rights defined
- Data management policies defined

Practitioner Insights

- Too much security can stop adoption of an application. Focus on finding the right levels of security for your organization, whilst minimizing the intrusiveness on workflow – for example how much delay will two factor authentication add to being able to complete a process, and is the extra security worth a decrease in adoption and usage?

Additional Resources

[ServiceNow security configurations](#)



Establish effective data management

Maturity Progression



STEP 1: Allocate expert resources to data management

Because service delivery operated at a level above technology and process delivery, Service Owners need to correlate a large amount of information to help them make sense of their landscape. Providing expert resources to support data management activities allows the Service Owners to maximize the time they spend on outcomes, without worrying about where to find and whether to trust the inputs.

Objectives

- Create roles for data management

Stakeholder(s)

- Service Owners
- Enterprise Architects

Measures of Success

- Value of data management group to Service Owners

Practitioner Insights

- Data scientists are not necessarily needed. It is important that people in this role have a clear understanding of what data assets exist, and also an understanding of what questions service and process owners would like answered. They can then work to develop assets that are outcome oriented.

Additional Resources

[The power of a data lake](#)



Establish effective data management

Maturity Progression



STEP 2: Create data repositories to support business outcomes

Data is essential for showing the value of service delivery to the organization. Service Owners need to be telling value stories, for which they need robust and trustworthy data. Organizations should create repositories of data assets used by service and process owners, and resource the creation of these as part of the service program funding.

Objectives

- Create data lakes for Service teams to use to mine for insight

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

Measures of Success

- Number of improvement ideas found by Service Owners
- Service Owner ease of finding relevant service data

Practitioner Insights

- Creating and communicating value stories doesn't require bunting and banners, but explanation – stories have to show that IT is solving issues that matter to business partners and end-users

Additional Resources

[How to Build Compelling Value Stories](#)

[Short Stories of Success' – ITSM Successes from SCL Health, University of Oxford, Denton Independent School District](#)



Establish effective data management

Maturity Progression



STEP 1: Link data quality to user satisfaction

Garbage In, Garbage Out. Trust in data is critical to ensure service fulfillers adopt and continue to buy in to the services journey. Low data quality causes frustration on the part of the service desk with their ability to complete tasks and service customers, and decreases the satisfaction of their customers. Mapping user satisfaction with applications and support against data quality for the transaction completed allows organizations to identify areas to continually invest in, and to show the outcome benefits of data management .

Objectives

- Correlate data quality and user satisfaction

Stakeholder(s)

- Adoption Champions
- Service Owners

Measures of Success

- Areas discovered in which user dissatisfaction correlates with incomplete / bad data

Practitioner Insights

Customer experience is more important than IT teams tend to realize. Understanding where users mistrust applications because they mistrust the information, or don't understand how data is presented, offers quick and easy opportunities to build adoption and value.

Additional Resources

[Data Quality is key to customer experience](#)



Establish effective data management

Maturity Progression



STEP 1: Generate a risk taking approach to data governance

Data quality is essential for data to be trusted across the organization. However once data is effectively governed and trusted, organizations can improve their decision making by relaxing standards around data quality to allow for more assets – especially external information sources – to be integrated into their decision making.

Objectives

- Be able to use external and non-governed data assets with ServiceNow data to improve decision making

Stakeholder(s)

- Data owners / data governance committee
- Senior Management and Business Leaders

Measures of Success

- Ability to integrate external data into analysis

Practitioner Insights

- Encourage Service Owners to look for opportunities to drive consolidation and reduction in costs, and reinvest savings in change programs aimed at addressing key challenges.

Additional Information

n/a



Establish effective data management

Maturity Progression



STEP 2: Plan for ongoing governance of next generation data activities

Data analysis capabilities are in flux. The capabilities of AI are increasing rapidly, and the amount of data an organization can effectively mine to extract insight is potentially limitless. However to do so in a way that creates value requires the organization to know what questions and what insights will provide the most value – thus a part of the data governance team’s time should be spent on assessing ‘what’s next’

Objectives

- Understand where and when to make investments in new data analysis capabilities

Stakeholder(s)

- Service Owners
- Senior Management and Business Leaders

Measures of Success

- Time to implement new data analysis capabilities

Practitioner Insights

- The buzz around ‘big data’ can be deceptive – organizations need the right data in order to make effective decisions. New capabilities need to be focused on improving the ability to get to the right data, rather than to boil the ocean of possible information assets.

Additional Information

n/a



Define development operations

Development operations brings together the groups who define and develop code for new systems, and the groups who implement and run the systems. Whether a system, is wildly successful or quickly discarded depends heavily on the software development lifecycle (SDLC). The SDLC covers requirements, design, testing, implementation, support and evolution, and continues until the application retires. An effective SDLC gives development teams clear guidance on what needs to be built, and clear outcomes to test for to validate that what has been built is fit for purpose.

Why It Matters

Without development and operations teams working effectively, release management will fail, hindering the organizations ability to take advantage of new software functionality to grow the business.

Key Performance Indicators

Essential KPIs

- % outages due to changes
- % of backlogged change requests
- % of unauthorized implemented changes

'Nice to Have'

- # of functional enhancements created outside IT development teams
- % changes initiated by customers

Stakeholder Map



Responsible/Accountable

Developers
Release Management process owner

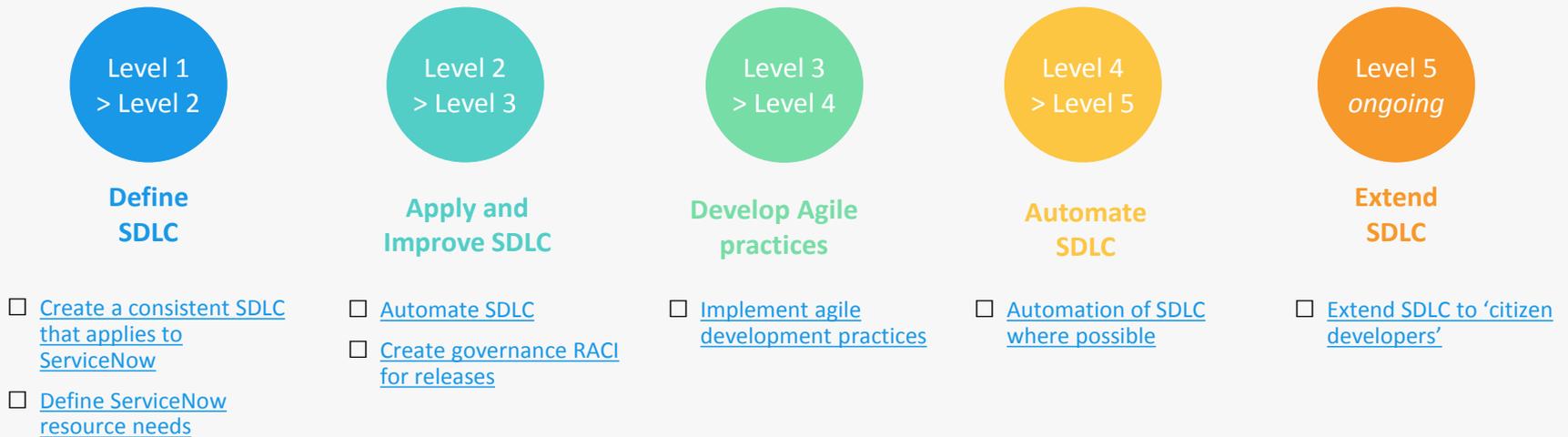
Consulted/Informed

Incident and Problem management process owners
Non-IT developers (external or staff)



Define development operations

Maturity Progression





Define development operations

Maturity Progression



STEP 1: Create a consistent SDLC that applies to ServiceNow

The Software development Lifecycle is essential to the development and implementation of software that meets organizational goals. It requires a detailed plan describing how to develop, maintain, replace and enhance ServiceNow, and should cover the requirements for the development teams, testing processes, user acceptance testing and feedback, and ongoing changes. Clear accountabilities for ownership of different aspects of the SDLC across internal and external resources should be defined, and senior engagement is needed in ensuring appropriate staff are available for testing and feedback.

Objectives

- Define the software development lifecycle for ServiceNow

Stakeholder(s)

- Developers
- Enterprise Architecture
- Senior Leaders

Measures of Success

- SDLC defined, and resources needed agreed by senior management

Practitioner Insights

- In general, around 60% of the total project time for a ServiceNow implementation is taken up with configuration of the ServiceNow platform, including testing and changes. Inefficiencies in the development lifecycle can have a large knock-on impact in ability to get new releases and functionality into the organization.

Additional Resources

n/a



Define development operations

Maturity Progression



STEP 2: Define ServiceNow resource needs

ServiceNow needs to be effectively resourced. Even with a great implementation partner and a focus on using 'out of the box' functionality, the organization will have to do a large amount of heavy lifting to ensure that the tool works as intended. Consider the training and certifications that your internal staff will need, both for initial implementation and as ServiceNow usage expands, and budget and plan for appropriately trained and resourced teams to support the development and implementation work required.

Objectives

- Plan for ongoing resources for ServiceNow deployment

Stakeholder(s)

- Developers
- Enterprise Architecture
- Other IT staff

Measures of Success

- % relevant staff who have completed ServiceNow training.

Practitioner Insights

- Budgeting for resourcing is often a one-off event that gets forgotten as other critical requirements appear a year or two down the line. Without continual refresh, the use of ServiceNow can stagnate and the benefits of the service-led organization are not realized. Ensure that the need to properly resource ServiceNow is understood, and that funding is available to continue to maintain the organization on the latest ServiceNow implementation.

Additional Resources

n/a



Define development operations

Maturity Progression



STEP 1: Automate SDLC

For the Service Owner to be successful, their IT stakeholders need to understand their role and remit, and the key metrics that they are being assessed on. Especially where speed-to-market is critical, the Service Owner's mandate needs to be clearly understood to overcome organizational bottlenecks that otherwise will delay needed projects.

Objectives

- Define and socialize a mandate for the Service Owner's role within IT
- Encourage IT staff to proactively look at how they can support a services-led environment

Stakeholder(s)

- CIO, Service Program Manager, Service Owner

Measures of Success

- Service Owner mandate is understood across IT
- IT organization understands the RACI, particularly around incident management and break/fix areas

Practitioner Insights

- Service Owners can often get lost in the technology and break/fix weeds. The mandate will help them overcome this, and disseminating success criteria will help the rest of the organization to help them overcome this.

Additional Resources

[10 Common DevOps Bottlenecks](#)

[Service Management Roles – the Service Owner](#)



Define development operations

Maturity Progression



STEP 2: Create governance RACI for releases

The ServiceNow platform is not an implement once and use project. The advantage of cloud platforms is that they are continually updated with new capabilities and functionality. In order to continue getting benefit from ServiceNow, the organization should plan to be continually as close to the current release as possible. This requires a clear set of accountabilities for updates and release management – knowing who is accountable and how

Objectives

- Ensure here is a clear, well understood model for ServiceNow releases

Stakeholder(s)

- Senior leaders, Enterprise architecture

Measures of Success

- Organization is on current or current -1 ServiceNow platform
- 100% required ServiceNow patches are applied within 30 days from release

Practitioner Insights

- Service Owners can often get lost in the technology and break/fix weeds. The mandate will help them overcome this, and disseminating success criteria will help the rest of the organization to help them overcome this.

Additional Resources

[Upgrading your ServiceNow instance](#)



Define development operations

Maturity Progression



STEP 1: Implement agile development practices

Typical application projects follow a waterfall methodology, of defining requirements, building functionality to meet those requirements, testing, and releasing. However organizations change so rapidly, and service requirements are so fluid, that a more agile approach to development is needed. Developers should track and understand the user stories around how services are consumed, and use these to prioritize, test and implement new ServiceNow functionality.

Objectives

- Service owners share user stories and use cases for service consumption with development team

Stakeholder(s)

- Service Owners
- Enterprise Architects
- Development teams

Measures of Success

- % of on-time sprints
- # of defects

Practitioner Insights

- For service-led organizations to be effective, Service Owners need to be teaching the organization about the critical use cases for their services in ways that developers can use to identify the right staff to work with to develop and test new functionality

Additional Resources

[How to Build Compelling Value Stories](#)

[Short Stories of Success' – ITSM Successes from SCL Health, University of Oxford, Denton Independent School District](#)



Define development operations

Maturity Progression



STEP 1: Automation of SDLC where possible

Development teams are under increasing pressure to release functionality quickly. Manual SDLC processes quickly hit limits on scalability, and also are difficult to trace effectively in a fast moving, complex environment. Automating testing for key performance requirements – such as latency under significant load – allows development teams to reduce time spent on easy repeatable tasks, and focus on testing around critical areas of user engagement and adoption.

Objectives

- Build automated scripts for common ServiceNow testing scenarios

Stakeholder(s)

- Solution Architects
- Developers and Implementation partners

Measures of Success

- # test scenarios automated / # ideal number of scenarios that can be automated = % automated

Practitioner Insights

- Leverage pre-built test scripts from implementation partners, ServiceNow, or other third parties rather than building your own to refocus developer time on critical activities.

Additional Resources

n/a



Define development operations

Maturity Progression



STEP 1: Extend development lifecycle to 'citizen developers'

Application development is no longer the role just of an applications development team. People across the organization have, and are interested in developing, programming skills, and also have a very clear knowledge of discrete problems within their areas that need solving. A citizen developer is a user who can create new applications, or functionality within applications, for consumption by others using development and runtime environments sanctioned by corporate IT.

Objectives

- Provide an environment for citizen developers to test and safely implement code

Stakeholder(s)

- Enterprise architects
- CISO
- All interested staff

Measures of Success

- # new functionality enhancements created outside the applications development team
- Increases in team productivity where citizen developers have released functionality

Practitioner Insights

- Define and clearly communicate the organizational goals and priorities for ServiceNow deployment so that citizen developers in various departments are not pursuing contradictory strategies. Enabling communication across citizen developers, and providing IT resources to market their applications across departments, improves coordination and ensures the citizen developers are engaging with IT rather than developing rogue projects.

Additional Information

[Meet the citizen developer](#)

[5 Key practices to enable citizen developers](#)



Appendix

Purpose

The purpose of the Success Fundamentals is to provide you with a set of industry-recognized best practice recommendations for improving your level of maturity across the Pillars of Success. By following these best practices, you will be able to improve your organization's maturity scores within each pillar.

How to use this guide

Each Success Fundamentals guide contains an overview of the Pillar of Success, describing what it is, why it matters and the components it contains.

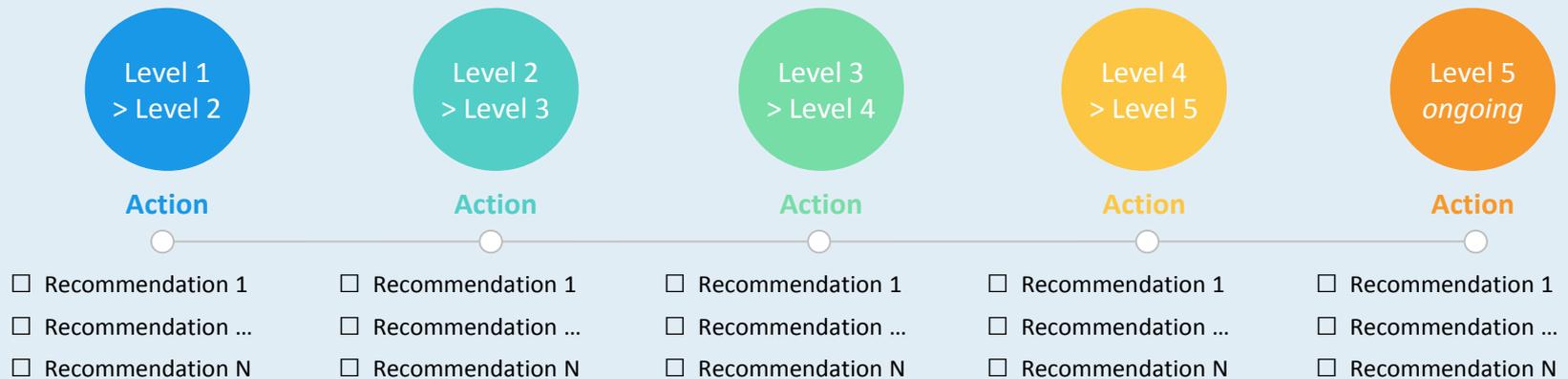
For each pillar component, you will find the following details:

- Component overview
- The component's maturity progression framework
- Recommendation details for each maturity progression, which are intended to:
 - Provide your organization with a specific set of activities to improve its maturity score within the component
 - Provide guidance to increase awareness and elicit activity within your organization

Maturity Progression Framework

A key element of the Success Readiness Assessment is the assignment of maturity scores within each Pillar of Success component. These scores represent your organization’s level of “maturity” or management preparedness to realize value from the Now Platform.

The Success Fundamentals are designed to provide actionable recommendations to help your company proceed through each component’s maturity progression, as shown in the framework below.



Using this framework, identify the sector corresponding to your pillar component score. For example, if your organization scored 2.3 in a component, you would use the recommendation in the “Level 2 > Level 3” maturity progression to improve your organization’s score to the next level.

A way to view the framework is this:

- **Level 1 thru Level 2** - pillar component defined by the service owner, and focus is on internal improvements
- **Level 3 thru Level 4** - service owner communicates value to business to drive adoption, with focus on improving business outcomes
- **Level 5** - service being used in day-to-day operations within the organization

Glossary of Terms

Term	Definition
Business Liaison (or Business Relationship Manager)	The individual responsible for ensuring that functional (IT) delivery is aligned to the priorities of a specific business unit.
Enterprise Service Management	The extension of service management principles to offerings outside of IT (example: new employee onboarding)
Process	A set of repeatable steps for executing an activity, explicitly defined so as to deliver a consistent set of outcomes. In IT, processes are typically defined by the ITIL framework (e.g., for incident management)
Process Owner	The individual responsible for the definition and oversight of a process, which should be consistent across services (e.g., incident management, request management, etc.)
Service	An enterprise offering that delivers on an employee or customer demand, and has four elements: (a) a point of engagement, through a portal or catalog, (b) a transaction that's requested through the engagement (e.g., requesting a laptop), (c) a workflow to deliver against the transaction (e.g., a provisioning process), and (d) information that helps the employee or customer make an informed decision, address an issue, and monitor the transaction.
Service Owner	The individual responsible for the delivery of that service, against agreed-upon cost and performance standards