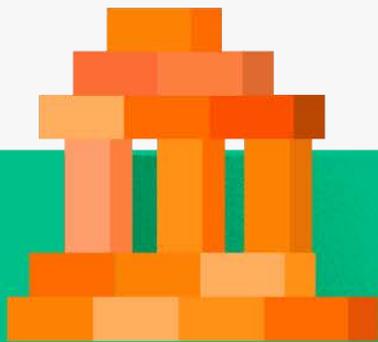


Success Fundamentals



Success Fundamentals: Process Innovation





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Process Innovation

Process innovation is the proactive task of identifying, analyzing and improving upon existing processes within an organization for optimization and to meet new standards of quality. It often involves a systematic approach which follows a specific methodology but there are different approaches to be considered, such as benchmarking or lean manufacturing. Processes can be modified, automated, or even eliminated for the ultimate goal of improvement – a mindset that should define the culture of your teams.

Why It Matters

Process improvement can add value to an organization. Unfortunately, more often than not, this is not the case. Unless a holistic, well thought-out approach to process improvement is adopted, the value will not be realized and the process will become a meaningless paper chase with frustrated participants. Continual improvement, and a focus on automation, improve the organization’s ability to use processes to develop (rather than hinder) agility and responsiveness.

Components



Identify
Capture
Process
Improvement
Opportunities

Identify &
Capture
Automation
Opportunities

Define Process
Ownership &
Oversight



Identify & Capture Process Improvement Opportunities

While processes can stand alone, the chances are high that every process is part of a bigger whole. Capturing process improvement opportunities requires understanding how a process fits into the organization’s value and delivery model, who interacts with it, and how structured and repeatable the process is.

Why It Matters

In order to create value, processes need to be fit for purpose, structured, and repeatable. The goal of capturing process improvement opportunities is to standardize those processes that can be standardized, in order to prepare automation opportunities. At the same time, local variances – in data management, customer requirements, or other areas – requires process owners to understand how and where to diverge. It’s important to understand that process improvement is as much about building a *culture* and mindsets as it is about implementing any particular framework.

Key Performance Indicators

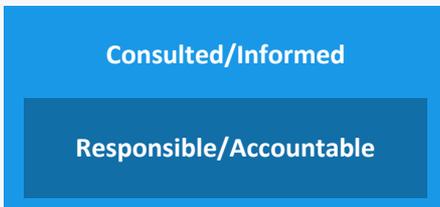
Essential KPIs

- # of processes with variances
- # incidents related to non-compliance with process

‘Nice to Have’

- # business process changes that need rework

Stakeholder Map



Responsible/Accountable

Process Owners

Consulted/Informed

CIO
 Business leadership
 Service Owners
 CISO
 Audit
 ServiceNow Platform Owner



Identify and capture process improvements

Maturity Progression





Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 1: Focus on quick wins to standardize processes

Process improvement is an ongoing, long-term effort. However there are some immediate pain points that process initiatives can quickly address. Identifying these quick wins – areas that can be improved in weeks rather than months, and where improvement will be quickly visible – builds commitment to the program and provides the platform for further process standardization and improvement activities.

Objectives

- Create benefits from process standardization as quickly as possible post-ServiceNow deployment

Stakeholder(s)

- Senior Leaders
- Process owners

Measures of Success

- Number of processes explicitly defined and documented
- Improvement in quality, speed and/or capacity across the process

Practitioner Insights

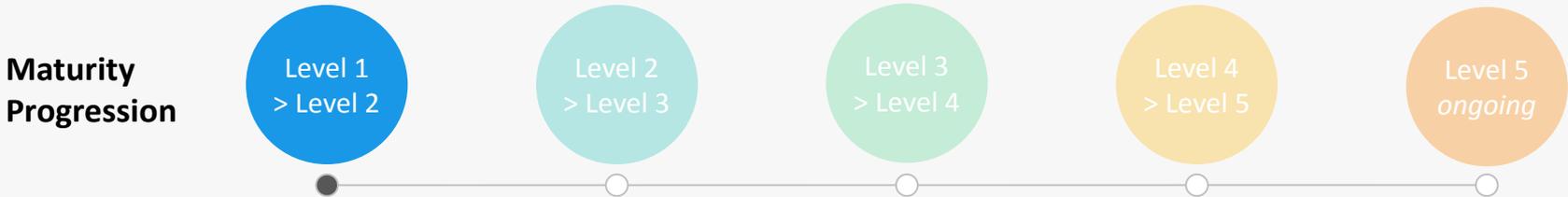
- Audit your basic processes before ServiceNow deployment to understand where major process gaps are, where there are multiple or inconsistent points of contact, and where data are unreliable. A focus on these areas will generate rapid returns.
- Quick wins can come from people simply being clearer about who does what – track time spent on completing individual process activities before and after, as well as the quality and speed of outcomes.

Additional Resources

n/a



Identify & Capture Process Improvement Opportunities



STEP 2: Ensure all process owners are engaged in surfacing improvement opportunities

Process owners should be encouraged to find and drive simple improvements in their processes without waiting for approvals – this may be as simple as creating standardized inputs, or a definition of what constitutes a low / medium / high risk change. Some of these will become quick wins, and some will turn into longer-term improvement projects.

Objectives

- Engage process owners quickly in process improvement activities

Stakeholder(s)

- Process owners

Measures of Success

- # process improvement ideas generated
- # process improvements executed

Practitioner Insights

- Process improvement should not be delegated to a continuous process improvement office. All staff, especially process owners, should have explicit MBOs or performance criteria for identifying improvement opportunities that deliver speed, cost, or quality benefits.

Additional Resources

n/a



Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 1: Consolidate and create process reporting

Organizations should be creating processes before ServiceNow deployment. As the organization gets data and processes mapped to ServiceNow, process owners (and governance authorities) should be defining the parameters for processes and developing management reporting to show the value their processes deliver. Process owners and governance authorities should identify what reporting is currently being done (if any), who reports go to, and what decisions they use those reports for. Reporting that is not used can be retired, and reporting should be targeted to the audiences who will use them.

Objectives

- Create management reporting for processes

Stakeholder(s)

- Governance committee
- Process owners

Measures of Success

- Reports are rated as useful and informative

Practitioner Insights

- Process reporting should focus on three levels: outcomes, diagnosis of process shortfalls, and predictive indicators of process success/failure
- Process reporting may have multiple stakeholders, who need differing types of information. While some high level metrics can be standardized, consider producing multiple reports that provide the information critical to each stakeholder group.
- Consider where ServiceNow Performance Analytics can inform your process reporting

Additional Resources

[ServiceNow Performance Analytics](#)



Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 2: Assess process improvements based on speed and stability

Continuous process improvement is necessary, but needs to be focused on organizational requirements. As the organization orients to take advantage of services-led delivery and the ServiceNow platform, it requires fast deployment of new functionality, and a stable platform that service users and service fulfillers trust. Process improvement often focuses too much on the latter – it is vital to maintain a continual focus on removing bottlenecks and identifying opportunities to safely remove process layers, to enable the organization to move quickly.

Objectives

- Balance process improvements across improving stability and enabling speed to outcome

Stakeholder(s)

- Process owners
- ServiceNow Platform Owners

Measures of Success

- # process waivers allowed by governance committee
- # process waivers that didn't need governance approval

Practitioner Insights

- Constantly review the number of people who have to agree in order for a process waiver to be granted. Above three people, decision making will be significantly slowed. Where a decision can break the business, multiple levels of approval are totally necessary – however many decisions do not have the same level of risk and need fast turnaround.

Additional Resources

n/a



Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 1: Assess process improvements based on creating business value

An initial wave of process improvement success stories can create enthusiasm for process, to the extent that the organization pursues "process for process' sake," e.g., pursuing higher levels of ITIL certification and maturity. This can lose sight of the fact that process improvements can come with diminishing marginal returns: the cost of additional process improvement should be explicitly evaluated against the additional business value it delivers, whether in terms of cost savings, faster speed-to-market, or improved quality of service for employees and customers.

Objectives

- Focus process improvements on where they will generate maximum business value relative to cost

Stakeholder(s)

- Governance teams
- Process owners
- Business stakeholders

Measures of Success

- Cumulative financial value delivered by process improvement efforts relative to cost

Practitioner Insights

- Understand the *relative* value of improvement opportunities across processes as you prioritize effort – for example, effort invested in configuration management may have greater downstream benefits for incident and change management than direct investments in those processes.
- Incent partners for exceeding agreements around internal knowledge transfer and process optimization

Additional Resources

n/a



Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 1: Continually measure and monitor process effectiveness

As process maturity increases, process owners need to be able to measure not just efficiency, but process effectiveness in supporting outcomes. This requires consolidating the data and information about the process and the outcomes supported, and ensuring it is consistent and like for like – for example, do all business areas measure outcomes in the same way and using the same terminology. Doing this allows an overall assessment to be made of process effectiveness, as well as being able to measure the effectiveness of process variances using common yardsticks.

Objectives

- Ensure organization can show the ongoing value of a process, and the value of variations

Stakeholder(s)

- Senior leadership
- Process managers

Measures of Success

- Process productivity improvement
- Effectiveness of local processes versus standard

Practitioner Insights

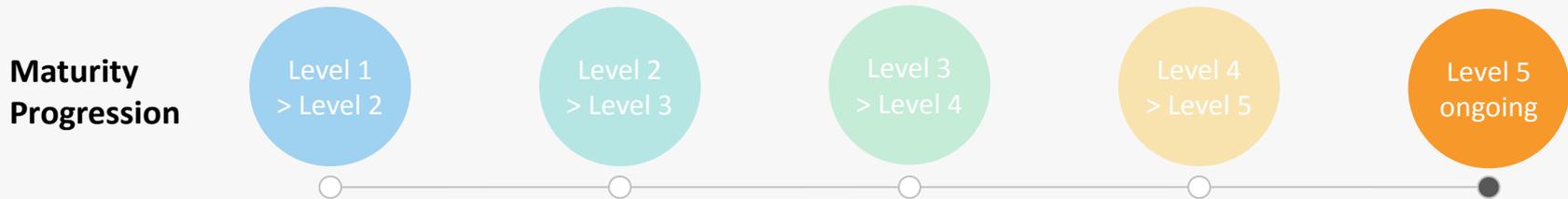
- The effectiveness of a process comes down to the expectations and needs of the organization, whether denominated in terms of speed, quality, risk reduction, or another outcome. Process owners should work to understand tradeoffs in process needs, especially across different business lines or functions: for example, where risk reduction is more important (requiring a different process configuration) vs. speed.

Additional Resources

[9 Ways to Measure a Process](#)



Identify & Capture Process Improvement Opportunities



STEP 1: Create an organizational and cultural focus on process to support business outcomes

Process improvement is not just the responsibility of the process owners and governance teams. Senior leaders should lead the development of a “culture of process,” in which staff at all levels are invested in continual process improvement.

Objectives

- Process improvement is viewed as an intrinsic part of the organization’s culture and/or values system

Stakeholder(s)

- Senior management
- Governance committee members
- Process owners

Measures of Success

- # ideas for process improvement generated outside process delivery teams

Practitioner Insights

- Senior leaders should ensure process metrics are regularly discussed during leadership and also all-hands meetings, to make their organizations aware of the importance of continuous process improvement.
- A process-oriented culture does not need to be bureaucratic and rigid – rather, it recognizes that *any* process can be improved and changed, and vests teams with the incentives and authority to do so.

Additional Resources

[Building a Culture of Continuous Improvement](#) - Deloitte



Identify & Capture Automation Opportunities

Automation offers a cost-effective way to make business and IT processes more efficient, ensure compliance and provide both speed and consistency in how organizations conduct and adapt business activities. But adoption of automation typically lags well behind what is possible. Obstacles include lack of clear ownership for process automation initiatives, processes that cross organizational boundaries, concern that automation will impose inflexible processes and a lack of ability to track how well automation is working.

Why It Matters

Automation reduces errors in tasks that are both critical and repetitive – and often slow, when performed manually. Reducing the time employees spend on these ‘run the business’ tasks improves baselines services, and allows employees to spend time on higher value ‘change the business’ activities. Automation is a key enabler of organizational agility.

Key Performance Indicators

Essential KPIs

- # of processes automated
- # incidents related to non-compliance with process (reduction of error rates)

‘Nice to Have’

- Hours saved through automation

Stakeholder Map



Responsible/Accountable

- ServiceNow Platform Owner
- Senior Leadership
- Process owners
- Vendor representatives
- Development teams

Consulted/Informed

- Business engagement teams
- All IT staff (especially service desk)
- Vendors



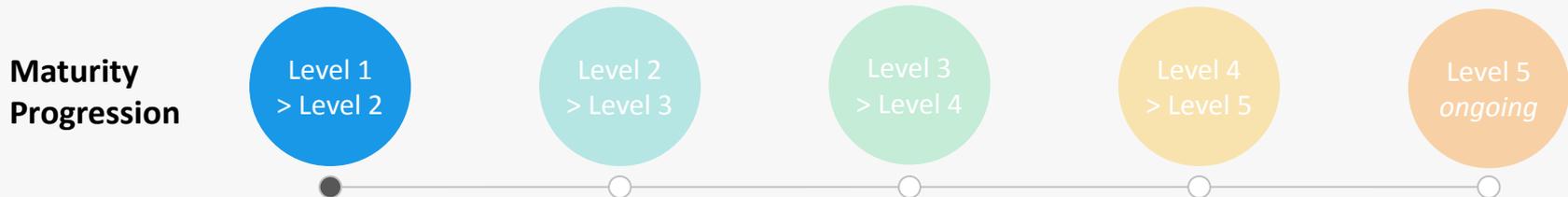
Identify and capture automation opportunities

Maturity Progression





Identify & Capture Automation Opportunities



STEP 1: Focus on functional ‘quick win’ automation opportunities

Automation often seems complex, but there are a number of areas organizations can tackle immediately to improve process delivery. Automation can remove human error in areas like assigning tickets to the correct resolution group, or avoid manual activities such as restarting a failed service. These can be done with very little need for process mapping, and should be the first point of automation effort.

Objectives

- Create immediate efficiencies through simple automation

Stakeholder(s)

- Process owners
- ServiceNow Platform Owner

Measures of Success

- Improvement in quality, speed and/or capacity across the process

Practitioner Insights

- Examples of quick wins for automation include Active Directory integration (reset password, etc.), backup log monitoring, service failures, and incident management – creating trouble tickets, notifications and escalations.
- In many organizations, around 30% of helpdesk time is spent on password reset activities – this provides a quick and trackable area for initial automation efforts.

Additional Resources

[Improve self-service with ServiceNow](#)



Identify & Capture Automation Opportunities

Maturity Progression



STEP 1: Map opportunities for ‘run-book’ automation

A runbook is a compilation of routine procedures and operations that an IT system administrator or operator carries out. These typically build on immediate automation opportunities to develop more automated workflow, rather than point solutions, and cover both technical and business processes. In order to automate these, processes need to be mapped and documented, including hand offs and logic for variations across a process (e.g. what happens if a certain non-critical piece of information is missing?)

Objectives

- Develop runbook documents detailing how a process operates on ServiceNow

Stakeholder(s)

- Process owners
- ServiceNow Platform Owner

Measures of Success

- Runbooks exist for common processes

Practitioner Insights

- The top five runbook areas that ServiceNow supports are account lock outs, diagnosis and remediation of common incidents, employee and contractor on-boarding, cloud provisioning, and deployment of standard changes.

Additional Resources

n/a



Identify & Capture Automation Opportunities

Maturity Progression



STEP 2: Begin automating standard IT processes

As runbooks are created, standard IT processes should be capable of quickly being automated through ServiceNow. To decide which areas to concentrate on first, consider the time that is currently spent on a process, and the effort to implement and maintain automation. This will provide the areas with the least risk and greatest return on investment. However an additional overlay is to consider the organizational complexity of a process – if it touches multiple departments, is it well understood by each?

Objectives

- Define IT processes to automate

Stakeholder(s)

- Governance committee
- Process owners

Measures of Success

- Task automation savings – time spent on a manual task x frequency of task per month x cost per hour x 12 = annual savings

Practitioner Insights

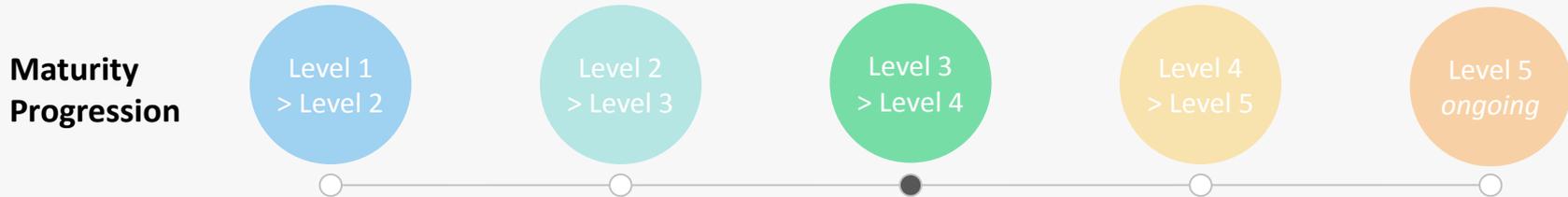
- Most organizations find incident, change, and configuration management provide the quickest wins in this stage of automation
- Start with automating processes that have few handoffs, and which require few different groups involvement. The more organizational complexity in a process, the greater the chance that automation will lead to negative feedback because logic either got missed or was misunderstood. This leads to a negative feedback loop that can be difficult to overcome.

Additional Resources

[How to automate incident management](#)



Identify & Capture Automation Opportunities



STEP 1: Map opportunities for runbook automation across core business processes

Once runbooks have been developed for technology processes, the same logic can be extended to look for opportunities for business process automation. Initially the service organization should look at time- and resource-intensive processes that are susceptible to human error. Employee onboarding, employee self-service portals, and document management workflows are all areas that provide quick automation wins.

Objectives

- Map and begin to automate standard business processes

Stakeholder(s)

- Technical and delivery staff
- Service desk
- Vendor management

Measures of Success

- Task automation savings – time spent on a manual task x frequency of task per month x cost per hour x 12 = annual savings

Practitioner Insights

- Make sure that there is a human failover option – when first automating processes that previously were done manually, ensure the groups impacted have higher service desk support for the month afterwards, to ensure any questions and concerns are dealt with quickly.
- Remember that automation needs to be accompanied by strong organizational change management – you can communicate, for example, how many “hours back” you’re giving employees through business process automation

Additional Resources

n/a



Identify & Capture Automation Opportunities

Maturity Progression



STEP 2: Look for opportunities to automate engagement (e.g. chat bots)

A large amount of time is spent in employee engagement – helping employees navigate portals to find the information they need, and providing appropriate information to help them resolve problems. As automation becomes more personable, consider approaches that will automate simple engagement conversations – such as how to complete certain tasks such as setting up remote access permissions, or inputting the correct cost code into an expense claim - and free up staff time for more detailed issues. Tier zero support can be augmented by chatbots and other contextually intelligent tools to achieve better employee satisfaction while minimizing repetitive inquiries to service desk staff.

Objectives

- Improve customer satisfaction by automating the most regular and repeatable service desk interactions

Stakeholder(s)

- Technical and delivery staff
- Helpdesk
- Vendor management

Measures of Success

- Incidents that can be resolved via self-service
- NPS reported by users

Practitioner Insights

- Be targeted around where you automate engagement – look at simple cost/benefit analyses of common engagement use cases to determine where automation can deliver the greatest potential benefit to employees or customers. More complex use cases may not be suitable for initial deployment.

Additional Resources

[Improve self-service with ServiceNow](#)



Identify & Capture Automation Opportunities

Maturity Progression



STEP 1: Pursue an “automation first” policy

Automation opportunities exist across the organization. Service owners, process owners and business leaders should develop clear targets for process automation, and empower local as well as central functions to drive automation initiatives. Local teams may be better placed to automate processes for their business areas even where the process is not mature enough across the organization as a whole to be automated.

Objectives

- Create a culture of automation where automation opportunities are identified and pursued across the organization

Stakeholder(s)

- Service owners, process owners, adoption champions
- Business leaders
- ServiceNow Platform Owner

Measures of Success

- # of ideas in pipeline of automation opportunities

Practitioner Insights

- Incentivize and reward business groups for pushing automation opportunities – resistance to automation reduces when people are part of the change, rather than having the change done to them.

Additional Resources

[Building process automation into your company culture](#)



Identify & Capture Process Improvement Opportunities

Maturity Progression



STEP 1: Make use of cutting edge automation possibilities

Automation tends to be around those processes that have clear runbooks - structured sets of guidelines that define how the process operates. New technologies and concepts such as machine learning allows automation of more complex processes that involve more contextual decision making, or decisions that require inputs from multiple areas. Simple machine learning opportunities arise around contextually-relevant searches and notifications, helping end-users stay productive and avoiding service desk calls. More complex activities may allow describing what changes are required in natural language, and automating the process of finding relevant systems, CIs, SLAs, and defining the appropriate change window, risks and rollback plans.

Objectives

- Continually address new opportunities to increase the value of automation

Stakeholder(s)

- Senior management
- Partners
- Process owners

Measures of Success

- Improvement in processes
- Customer satisfaction / ease of use scores

Practitioner Insights

- In order to make processes with dependencies on big data more manageable, data management policies and processes around structured and unstructured data – including access rights and permissions – must be locked down.

Additional Resources

n/a



Define Process Ownership & Oversight

The biggest constraint to process improvement is people. Resistance to change is a powerful human behavioral element that helps survival, but it can derail any process improvement project. Often, management has “other” priorities and deprioritizes process improvement. Defining responsibilities for process ownership and decision making is necessary to ensure that the organization takes advantage of process improvement opportunities.

Why It Matters

Processes, like governance, can get in the way of how an organization tries to create value. Clear ownership and oversight is required to ensure that processes are followed and adopted, but also that processes are fit for purpose and continually iterated to maximize organizational value.

Key Performance Indicators

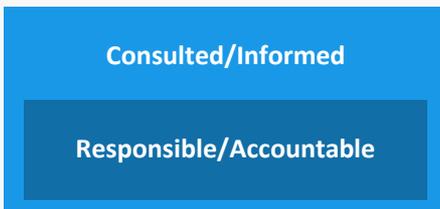
Essential KPIs

- # processes with defined owners
- Level of standardization
- # incidents related to non-compliance with process

‘Nice to Have’

- Voice of the Customer for processes

Stakeholder Map



Responsible/Accountable

- Chief Information Officer/Senior IT Leadership
- Process owners
- Enterprise Architecture / governance

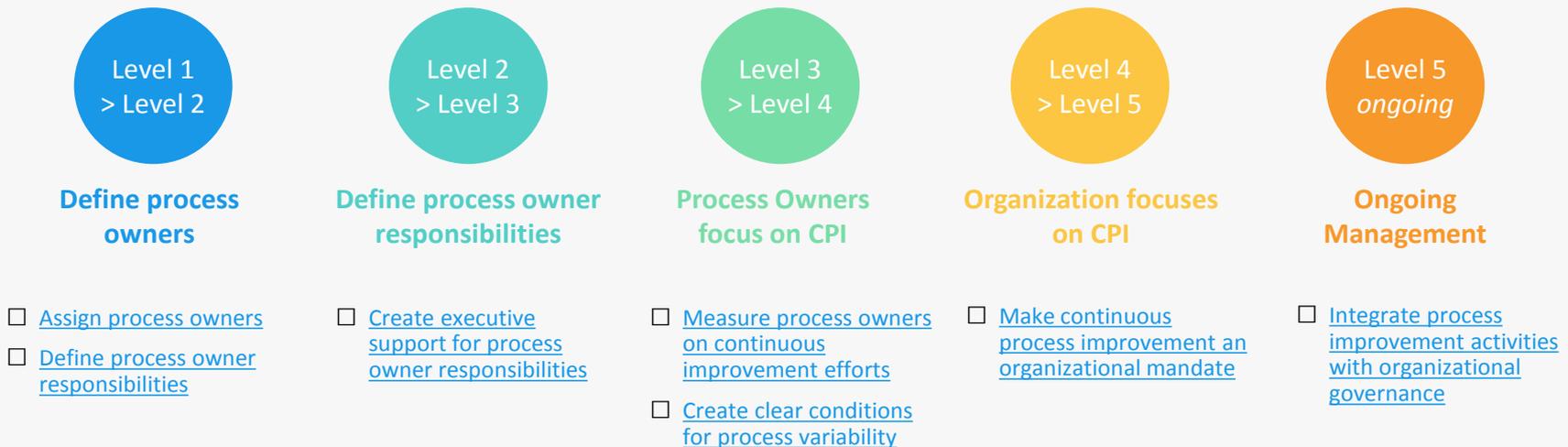
Consulted/Informed

- Business engagement teams
- Business partners (internal & external)
- All IT staff (especially help desk)
- Vendors
- ServiceNow Platform Owner



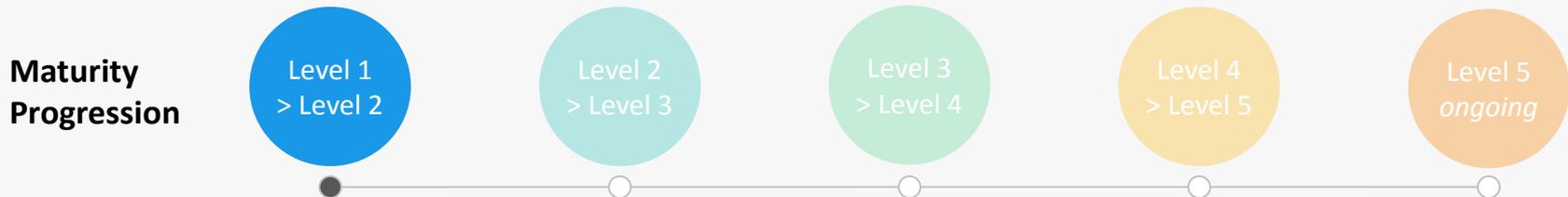
Define process ownership and oversight

Maturity Progression





Define process ownership & oversight



STEP 1: Assign process owners

Ensure that there are clear owners for the standard processes needed to operate a services environment. [If following the ITIL framework, these would be incident management, problem management, change management, capacity management, configuration management]. These staff do not need to be full-time, or necessarily from leadership positions. Process Owners should be subject matter experts in the process, who can positively influence the teams delivering the process, who can communicate effectively, and who will feel the benefits of an improved process.

Objectives

- Assign owners across core processes

Stakeholder(s)

- Senior Leaders

Measures of Success

- Process owners are appointed

Practitioner Insights

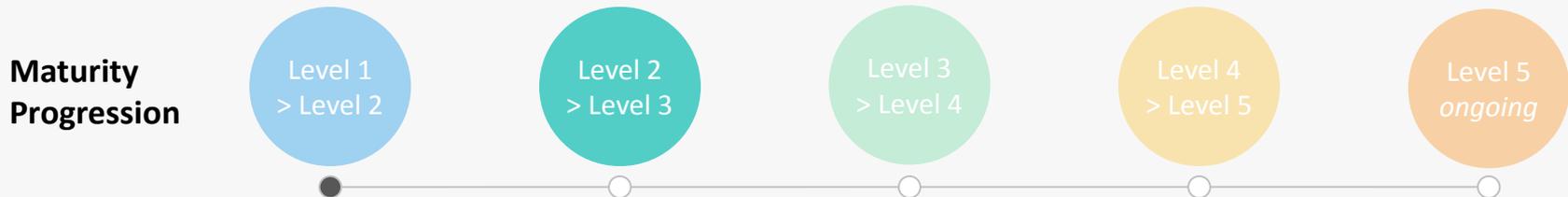
- As far as possible do not disturb existing organizational structures – if process owners are full time, create the roles outside the functional area with a reporting line to a senior executive
- Certification in frameworks like ITIL and Six Sigma should not be the sole criterion for identifying process owners. The best process owners are skilled in influence and collaboration, to promote (rather than police) a company-wide culture of process improvement.

Additional Resources

[Choosing Process Owners](#)



Define Process Ownership & Oversight



STEP 2: Define process owner responsibilities

Process Owners need to be responsible for developing and improving processes, rather than simply running a process. Organizations often fail to hit improvement targets because process owners continue to think in functional terms, are not held accountable for improvement, or they misunderstand their role. Process owner metrics should be included in overall performance management targets, and process owners should be accountable for how well the process performs across time.

Objectives

- Ensure the process owners and the organization are clear on process owner role and responsibilities

Stakeholder(s)

- Senior leaders, Process owners

Measures of Success

- Process improvement metrics

Practitioner Insights

- Process owner responsibilities should not be limited to process definition and adherence, but should also extend to championship for a culture of process improvement activities across the organization. If process owners are seen solely as the 'police,' rather than as educators and champions, a process culture is unlikely to take hold.

Additional Resources

[Process Owner Responsibilities](#)



Define Process Ownership & Oversight

Maturity Progression



STEP 1: Create executive support for process owner responsibilities

Process owners don't necessarily need to be senior people in the organization. But they do need organizational power. This means ensuring that process owners have access to senior people, and engagement in all major review and budget meetings. Executive sponsorship and engagement is critical to ensuring that process improvements both happen, and then stick over time.

Objectives

- Ensure executives are engaged with process owners, and back the process owner role

Stakeholder(s)

- Senior Leaders
- Governance committee
- Process owners

Measures of Success

- Process discussions are regular part of senior leadership meetings
- Process owners have monthly 1-1's with appropriate senior executive

Practitioner Insights

- Process owners need strong leadership skills. Developing strong senior executive engagement with process owners also provides good mentoring and development opportunities for process owners to acquire and/or practice these skills.,

Additional Resources

[How to help process owners succeed](#)



Define Process Ownership & Oversight

Maturity Progression



STEP 1: Measure process owners on continuous improvement efforts

Process owners need to continually be aware of what is critical about their process. The process owner must understand what about the output is important to customers of the process and to the business, and must have a thorough understanding of how his or her process fits into the overall scheme of the business. As well as ensuring the process is running effectively, process owners should work with business partners and vendors to identify opportunities to streamline, improve, and automate processes.

Objectives

- Ensure that the process owner is looking for process improvement opportunities

Stakeholder(s)

- Process Owners
- Business stakeholders
- Partners

Measures of Success

- # process areas automated
- Cost of running the process over time

Practitioner Insights

- Incent partners for exceeding agreements around internal knowledge transfer and process optimization

Additional Resources

n/a



Define Process Ownership & Oversight

Maturity Progression



STEP 2: Create clear conditions for process variability

Processes are important to ensure work is completed efficiently, cost to complete the work is understood and tracked, and the risks of completing the work are appropriately managed. However processes can also reduce an organization's ability to meet changing business needs, or take advantage of new opportunities in a timely manner. In order to create needed flexibility, processes should not be adopted dogmatically. However, clear conditions should be developed to define when a process can be either changed to fit local needs, or varied for a particular project to ensure a faster outcome.

Objectives

- Ensure processes support rather than restrict business outcomes

Stakeholder(s)

- Process owners
- Service owners
- Business liaisons
- Governance committees

Measures of Success

- Clear guidance provided for process variability at local, regional, or business line/function level

Practitioner Insights

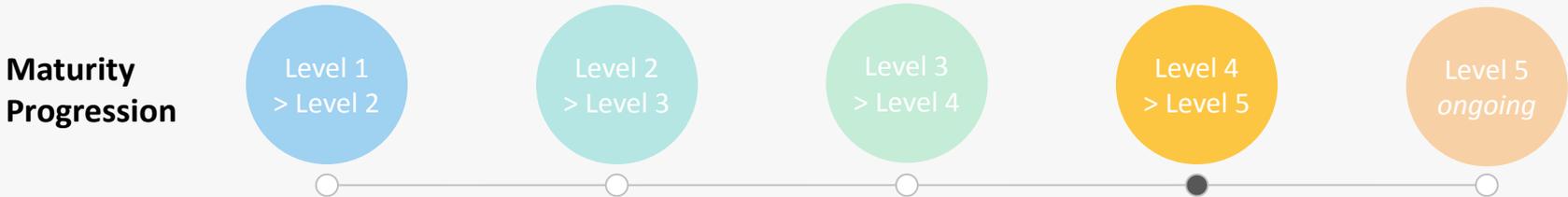
- Organizations constantly take risks in order to make money – in creating new product, in building new plants and offices, in hiring new people. Process owners and governance groups should consider the scope of risk in process variance – if the risk of something going wrong is contained to that business area, they should be allowed to decide whether or not to take on that risk.

Additional Resources

n/a



Define Process Ownership & Oversight



STEP 1: Make continuous process improvement an organizational mandate

Process owners are responsible for process execution and improvement, but ideas for process innovation can come from anywhere. Process owners roles should include a requirement to spend time with all stakeholders of their process, to encourage insight from across the organization around how processes can be changed and improved,

Objectives

- Ensure process owners source innovation ideas from across the organization

Stakeholder(s)

- Process owners

Measures of Success

- Pipeline established (and promoted) for process improvement ideas
- # of process improvement ideas in pipeline

Practitioner Insights

- Process owners should ensure that they understand the connective tissue across processes, and where the consumers of a process find these connections to cause issues. These areas can then be targeted for improvement activities.

Additional Resources

n/a



Define Process Ownership & Oversight

Maturity Progression



STEP 1: Integrate process improvement activities with organizational governance

Business partners, IT leaders, service owners and governance groups all have a role in how the organization delivers value through services. Process owners need to ensure that service governance includes a process lens as investment decisions are made, and areas of opportunity to increase or decrease service levels are reviewed.

Objectives

- IT and business process outcomes are considered in strategic planning for services

Stakeholder(s)

- Process owners
- Service owners
- Governance committees

Measures of Success

- Process initiatives are funded and tracked through service improvement initiatives

Practitioner Insights

- The services mindset means ensuring that organizations supply the right services and service levels to the organization, given required outcomes and strategic priorities. Process owners play a valuable role in identifying areas where process improvements will allow service levels to be reduced (e.g. if calls are reduced to the service desk because more problems are being solved through automation, this may allow service desk SLAs to change to focus on solving higher value problems)

Additional Resources

n/a



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.

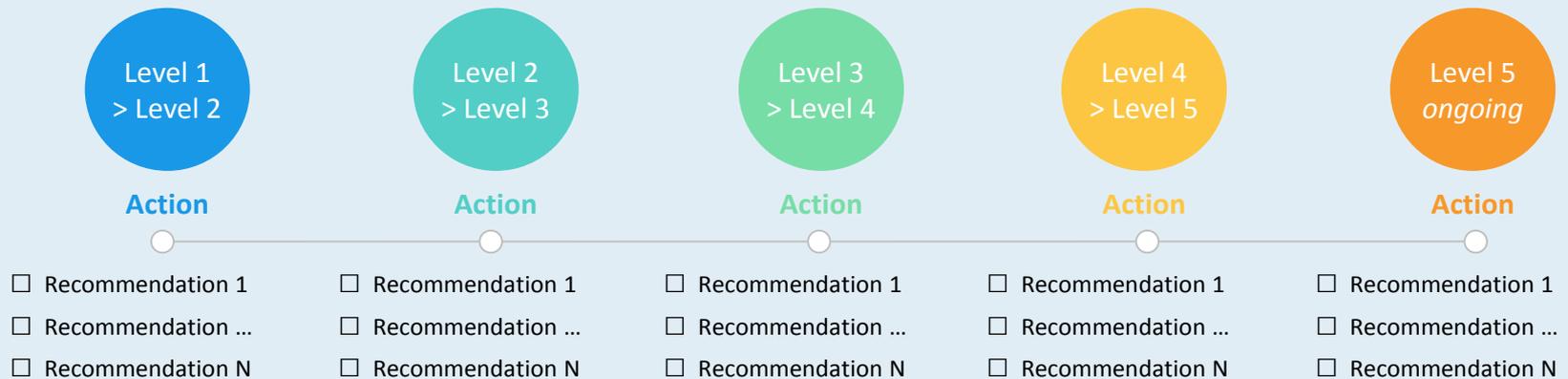
For each pillar component, you will find the following details:

- 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