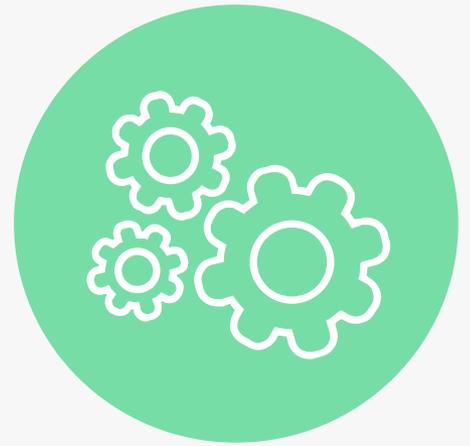


Success Fundamentals



Pillar of Success: Sponsorship & Governance

May 5, 2018

Version 1.0





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Sponsorship and Governance

Identify governance roles, responsibilities and authorities

Establish governance policies & processes

Build effective business partnerships

Manage demand

Measure and monitor value realization

Manage certified partner relationships

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Sponsorship and Governance

Good governance, backed by executive sponsors, ensures that your organization can scale the capabilities of the Now Platform against new and changing priorities. Good governance ensures that the organization is doing the right things, in the right way, at the right times.

Why It Matters

Governance is essential for ensuring continual improvement. Without governance, accountability and awareness are limited. Employees revert to old ways of working, there is lack of clarity about requirements that are on hold or out of scope, and questions arise about where the Now Platform fits into the enterprise strategy.

Components





Identify governance roles, responsibilities and authorities

The transition to a service organization happens through people, processes and systems. Governing these interlocking parts requires a clear set of responsibilities, managed by clear authorities. Organizations need to define these authorities, their remits, and what happens when those remits clash.

Why It Matters

At leading organizations, a service vision is directly connected to how the organization defines its workflows and RACIs, how it is organized, and how funding and resources are allocated. Those workflows need to be structured and managed to ensure they are allowing the vision to be executed, and that they change as the organizational needs change.

Key Performance Indicators

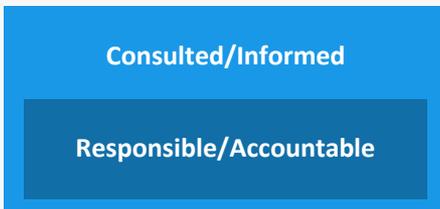
Essential KPIs

- % of governance roles staffed
- # unmitigated audit findings

'Nice to Have'

- % of meetings attended by stakeholders

Stakeholder Map



Responsible/Accountable

ServiceNow Platform Owner
CIO
CISO
Audit

Consulted/Informed

Business leadership
Service Owners



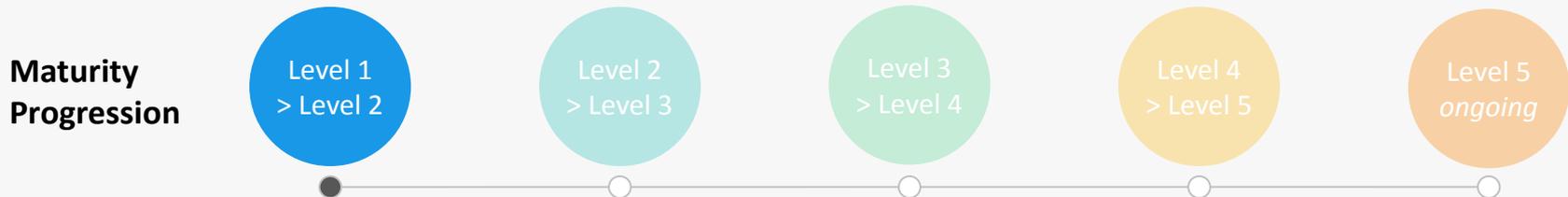
Identify governance roles, responsibilities and authorities

Maturity Progression





Identify governance roles, responsibilities and authorities



STEP 1: Define the roles needed to support your governance objectives

Establishing governance roles is essential to start creating appropriate lines of authority for changes and incidents in the environment. At the same time, the 'ideal' set of governance bodies should be set out and membership established, to create appropriate decision-making as ServiceNow usage expands. Focus on which roles are accountable – those which own the outcome – and which roles are responsible for delivering the outcome.

Objectives

- Create appropriate lines of authority for incident and change management
- Define ideal governance groups for Strategy, Portfolio and Technology decisions and establish membership
- Define the steering committee and its responsibilities

Stakeholder(s)

- Senior Leadership Team
- ITIL process leads (if applicable)
- Platform architect / owner

Measures of Success

- Steering committee and process groups created and meeting cadence defined.

Practitioner Insights

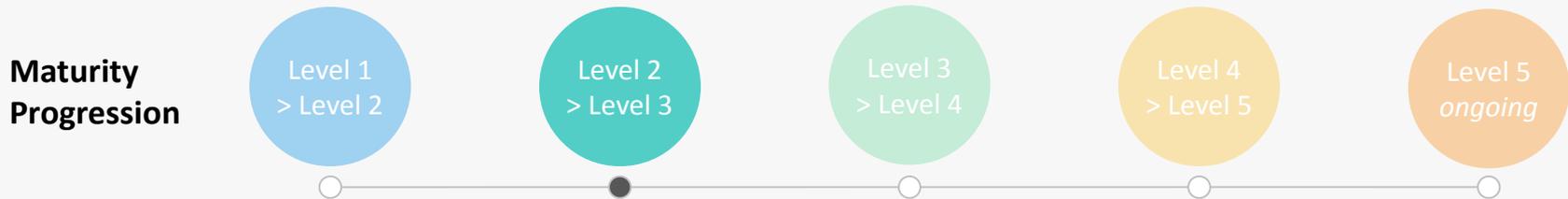
- Promote varied representation across stakeholder groups, and ensure that there are no voting 'blocs' to avoid early conflict.

Additional Resources

[The importance of roles for governance](#); [Role and responsibility charting](#)



Identify governance roles, responsibilities and authorities



STEP 1: Define decision-making authorities for technical governance

The foundation of the services-led change is the Now Platform the organization is using to manage and support that change. ServiceNow must be fit for purpose, stable, and effectively supported. This requires clear accountabilities for break-fix, for configuration and customization, and for change requests to the platform.

Objectives

- Define ownership of platform integration, technical releases, change management and data governance

Stakeholder(s)

- Enterprise architecture
- Platform owner
- Development team
- Vendor relationship manager

Measures of Success

- ServiceNow meets initial deployment targets
- ServiceNow incidents within acceptable parameters / changes are made effectively

Practitioner Insights

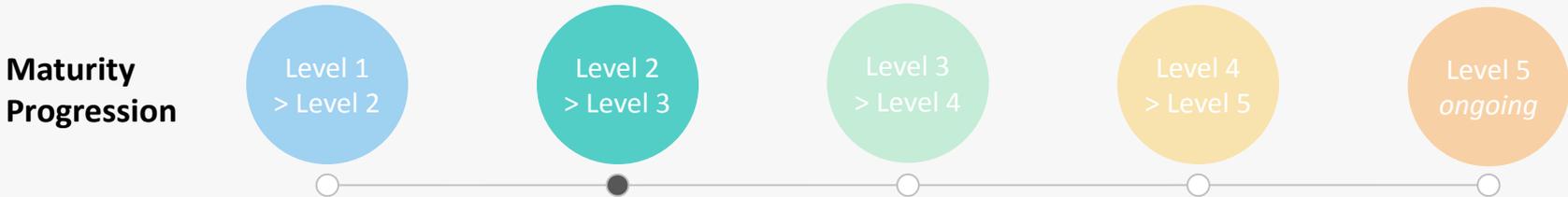
- Initial governance authorities should include change management, incident and problem management, and demand management.
- Look to include vendor roles in the governance authorities – they can provide a strong set of risk issues and known deployment problems from other implementations that saves reinventing the wheel.

Additional Resources

[Building the Ideal ServiceNow Technical Team](#)



Identify governance roles, responsibilities and authorities



STEP 2: Create governance RACI

Governance requires a clear understanding of ‘who owns what’ for each element of decision making around changes, as well as who is ultimately accountable for incidents. Focus on which roles are accountable – those own for the outcome – and which roles are responsible for delivering the outcome.

Objectives

- Define and socialize the ServiceNow RACI
- Create a common understanding of accountability and responsibility

Stakeholder(s)

- Senior leadership team

Measures of Success

- RACI for governance agreed to by all stakeholders
- IT organization understands the RACI, particularly around incident management and break/fix areas

Practitioner Insights

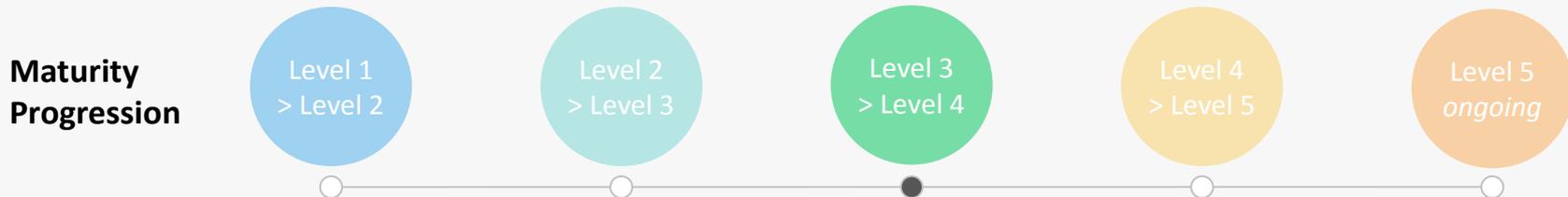
- There is often a difference between role conception – what someone thinks their job is – and role expectation – what other people think that person’s job is. Responsibility charting reconciles conception and expectation.

Additional Resources

- [ITIL Service Lifecycle RACI Matrix](#)
- [ITSM Roles and Responsibilities](#)



Identify governance roles, responsibilities and authorities



STEP 1: Define decision-making authorities for portfolio governance

Initially ServiceNow governance will be focused on the development, integration, and change management issues around the platform itself. As the organization becomes used to ServiceNow, governance authorities should be established to manage changes around the IT portfolio, including ServiceNow, ensuring connected decision-making across the technology platform of the organization.

Objectives

- Create one governance framework for technology delivery in the organization

Stakeholder(s)

- Service Owners
- Governance committee chairs
- Senior Leadership

Measures of Success

- Organization is on the latest or latest-1 iteration of ServiceNow

Practitioner Insights

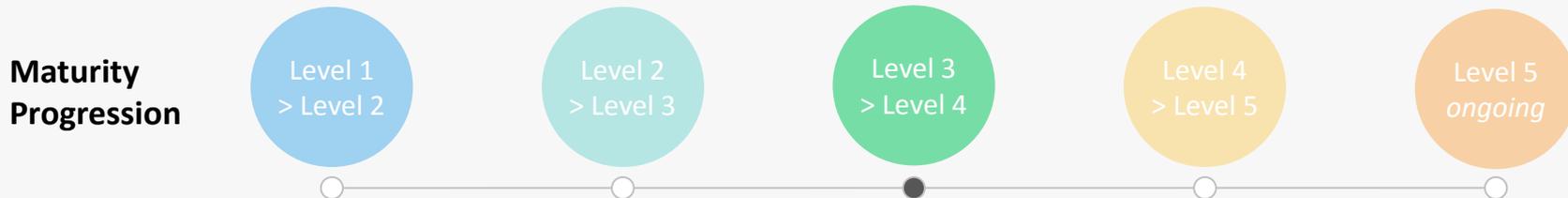
- Portfolio governance bodies should ensure that the organization has clear plans and resources for managing upgrades to maintain pace with new ServiceNow releases and innovation. This should be coordinated with oversight of the roadmap for ServiceNow developed at the level of strategic governance.

Additional Resources

[ITIL and ITSM Governance](#)



Identify governance roles, responsibilities and authorities



STEP 2: Integrate governance and service development roles

As the organization develops a strong services framework, technical governance of the ServiceNow platform should assess changes to the Now Platform assessed based on the impact they will have on service outcomes, ServiceNow governance decisions need to be made with a view to their impact on the overall service delivery landscape. Service Owners, and other roles in the organization responsible for standing up and improving services, should have a major voice in what is needed from the platform to ensure changes are supporting the service outcomes that the organization requires.

Objectives

- ServiceNow decisions are assessed based on enterprise and customer requirements, with a focus on delivering on service outcomes (e.g., enhanced experience) at lower cost

Stakeholder(s)

- Service Owners
- Governance committee chairs
- Development teams

Measures of Success

- Clear RACI for service governance and service development that includes Service Owners, Enterprise Architecture, and governance bodies

Practitioner Insights

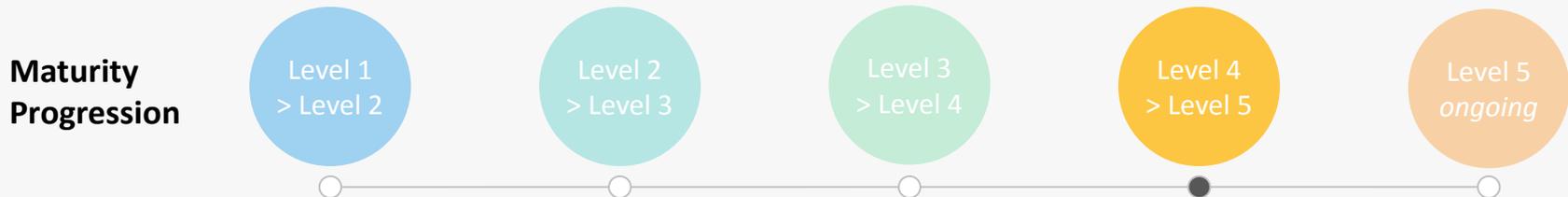
- Service Owners have a key role here to stop governance processes becoming too top down and rigid. Every decision around the service environment should be taken with an understanding of what services are impacted, who the customers for that service are, and what the expected outcomes for those customers are – whether lower transactional costs, or higher quality.

Additional Resources

[ITIL and ITSM Governance](#)



Identify governance roles, responsibilities and authorities



STEP 1: Define decision-making authorities for enterprise governance

Enterprise Governance is a decision-making framework for identifying, selecting and prioritizing the shared services that meet intersecting business and technology needs. Enterprise governance allows the organization to align capabilities and resources against strategic objectives, and invest in the right initiatives at the right time.

Objectives

- A strategic governance body, led by the Executive Sponsor, is established to oversee the development of the ServiceNow roadmap in line with enterprise service and transformation objectives
- Services are assessed and governed based on their strategic importance to the organization, and the nature of the capabilities provided
- ServiceNow workflows can be locally varied to allow for differing business needs

Stakeholder(s)

- Service Owners
- Governance committee chairs, including the Executive Sponsor

Measures of Success

- # variances in ServiceNow workflow
- # NPS for ServiceNow across areas / regions with differing workflows
- Comprehensiveness / completeness of the ServiceNow roadmap

Practitioner Insights

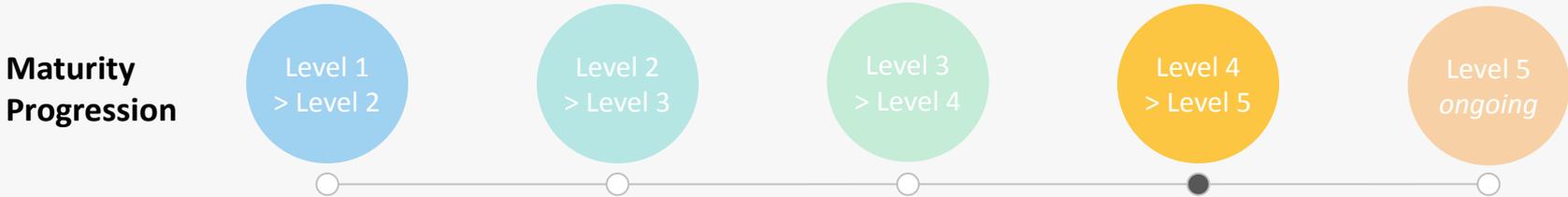
- Governance takes time and adds overhead. This is necessary for decisions that have significant enterprise impact, or that require risk and audit oversight. However ensure there is also a 'lite' track for decisions that carry less enterprise risk, and that need to be made quickly, and where 'trust but verify' allows the organization to move more rapidly.

Additional Resources

[How much governance is too much governance?](#)



Identify governance roles, responsibilities and authorities



STEP 2: Service governance is integrated into enterprise governance roles

Governance of ServiceNow and the services framework should be connected to and aligned with governance of larger enterprise strategies for digital transformation and/or services. Strategic governance leads for ServiceNow should ensure that the ServiceNow roadmap is integrated within an overall critical systems roadmap and investment plan for digital transformation.

Objectives

- ServiceNow roadmap and strategic governance is aligned with governance for digital transformation and/or enterprise services strategy

Stakeholder(s)

- Executive sponsor
- Service Owners
- Governance committee chairs

Measures of Success

- Governance and oversight for services can vary based on the services strategic fit and risk profile

Practitioner Insights

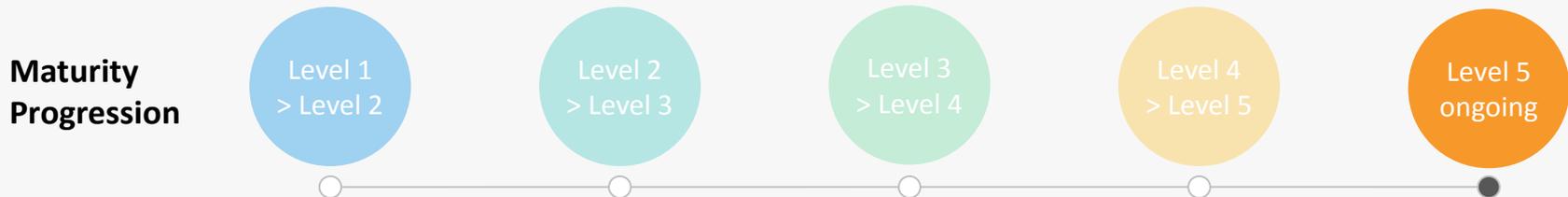
- A significant part of the value that can be delivered by digital transformation is in connecting systems of insight. Strategic governance for ServiceNow should map out how the insights generated from the Now Platform can be integrated with other sources to provide competitive advantage.

Additional Resources

[The Digital Enterprise Series \(ServiceNow\)](#)



Identify governance roles, responsibilities and authorities



STEP 1: Include business, IT, service and vendor stakeholders in governance committees

Effective organizations ensure that there is a broad cross-section of organizational representation on governance and change committees. As the services concepts grows, the number of vendors who have an impact on service performance, and the performance of the Now Platform, will also grow. As well as greater organizational representation, governance committees should co-opt vendors to take advantage of vendor knowledge, and get early warnings of governance issues in a multi-sourced environment.

Objectives

- Maintain a broad engaged governance authority including all service stakeholders

Stakeholder(s)

- CIO
- Business Leadership
- Executive sponsor

Measures of Success

- Vendor engagement with governance committees
- NPS for vendors / vendor feedback on organization

Practitioner Insights

- Practitioners who have been successful here have moved their engagement with key vendors away from a contractual SLA relationship (though that is still important) and towards a partnership, where vendors understand the organizations service value and delivery performance, and engage to support and develop that value.

Additional Resources

[IT Service Management with multiple suppliers](#)



Establish governance policies & processes

Policies and processes define how things happen in the organization, and ensure that what is done is completed according to necessary security and regulatory requirements the organization is subject to.

Why It Matters

Without policies and processes, work is both ad hoc and not repeatable. Ideally processes ensure clear and effective accountability, and the ability to continually repeat, measure and improve activities. However policies and processes can also delay decision making and stop an organization taking the right risks – flexibility is needed so that the right level of governance can be applied to the decisions being made, rather than forcing a ‘one size fits all’ process.

Key Performance Indicators

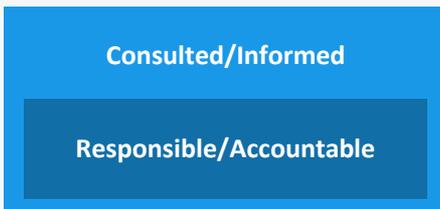
Essential KPIs

- # policy exceptions allowed
- % policies that have not been updated in 24 months

‘Nice to Have’

- # of variance requests escalated to governance committee

Stakeholder Map



Responsible/Accountable

- Senior Leadership
- Service Ownership
- CISO
- ServiceNow Platform Owner

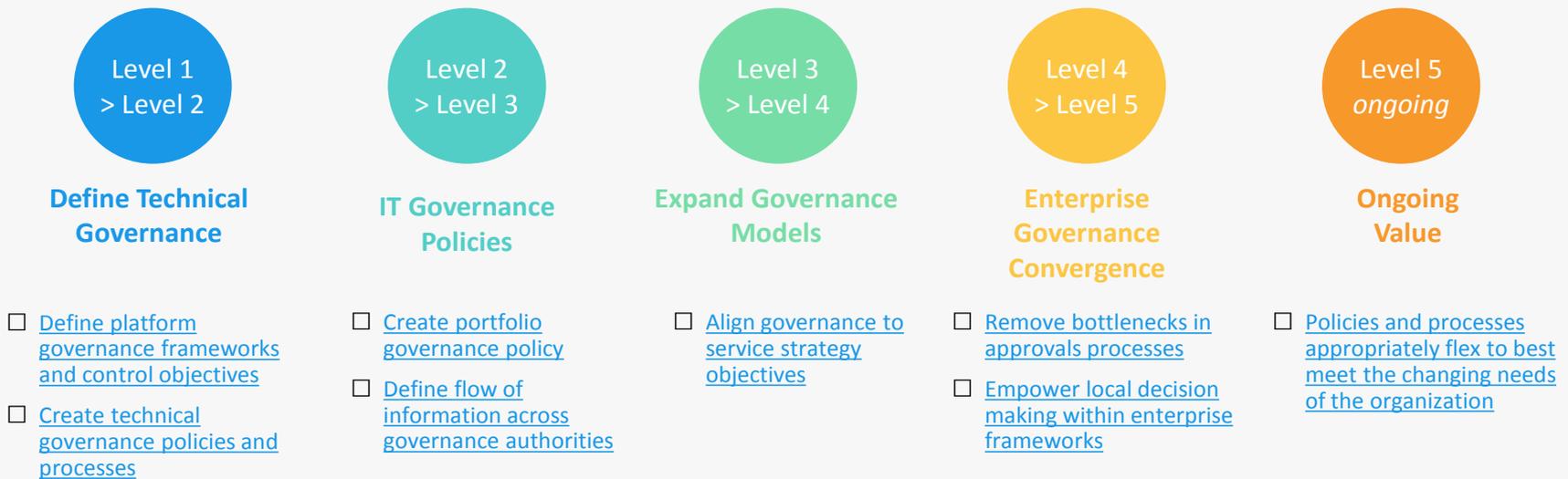
Consulted/Informed

- All IT organization
- ServiceNow users



Establish governance policies & processes

Maturity Progression





Establish governance policies & processes

Maturity Progression



STEP 1: Define governance frameworks and control objectives

There are three areas of governance that need to be established – Platform (technical), which governs the management and stability of the ServiceNow support model, Strategy, which articulates the roadmap for ServiceNow functionality aligned to business outcomes, and Portfolio, which aligns platforms and applications into a service portfolio that drives outcomes. Frameworks such as CobiT and ITIL can be used to determine what controls the organization tracks.

Objectives

- Establish initial platform (technical) governance objectives and controls.

Stakeholder(s)

- Senior management
- Service Owners
- ServiceNow Platform Owner and Executive Sponsor

Measures of Success

- Governance objectives and controls defined

Practitioner Insights

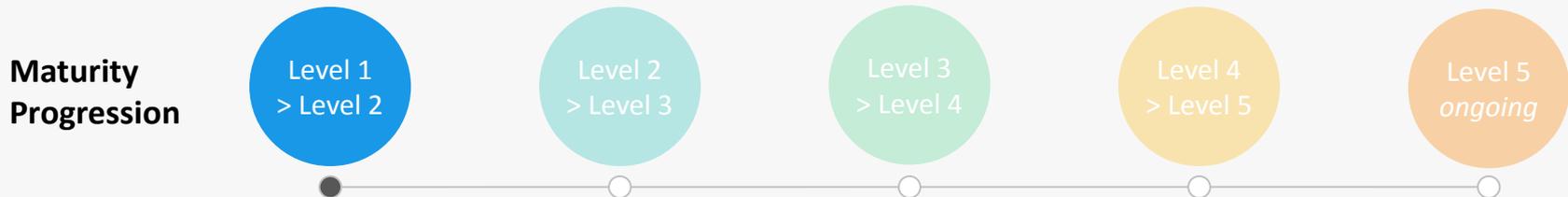
- Governance policies and processes at the levels of Platform, Portfolio, and Strategy should *inform* each other – for example, oversight of the ServiceNow roadmap at a strategic level should inform upgrade planning at a Portfolio level, which should in turn inform upgrade management at a technical level – but the bodies overseeing these levels should be kept separate, to avoid confusing responsibilities.

Additional Resources

[Harvard University Governance Structure](#)



Establish governance policies & processes



STEP 2: Create platform/technical governance policies and processes

As ServiceNow is deployed, governance policies and processes should be developed for the configuration of core delivery processes – for example, incident management, change management, configuration management, and release management in ITSM – and the technical management of the platform (e.g., for configuration standards).

Objectives

- Approved governance policies exist to define how the Now Platform is managed, configured, customized, developed, and supported.

Stakeholder(s)

- CIO and IT Leadership Team
- IT Operations and ITIL process teams
- ServiceNow Platform Owner, System Administrators, and development teams

Measures of Success

- Policy adherence, as measured by requests for exceptions and/or compliance

Practitioner Insights

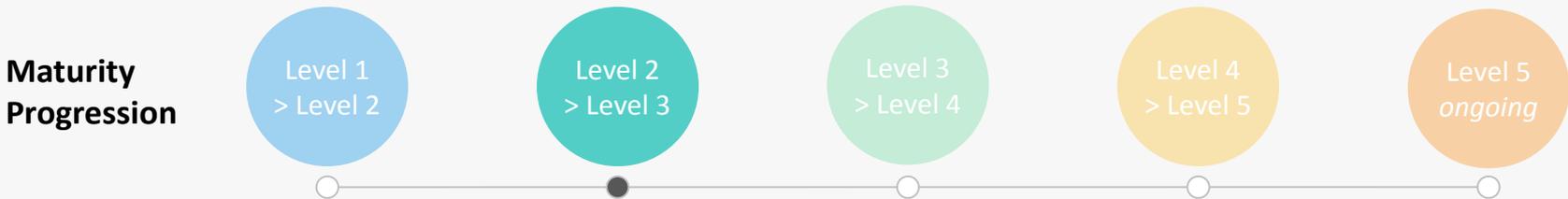
- Conduct a thorough review of product documentation and release notes to identify (and align) platform/technical governance policies needed
- Do not build platform/technical governance policies in a vacuum – consult with your teams of administrators, developers, fulfillers, and process owners using workshop and tabletop exercises where needed, to surface key points where platform/technical governance needs clear definition

Additional Resources

[Governance – Technical Best Practices](#)



Establish governance policies & processes



STEP 1: Create portfolio governance policies and processes

Portfolio governance defines business services within service portfolios that are focused on markets, customer needs, deliverables, and vendors. Policies and processes in this space should align platforms and applications into a portfolio that takes cost, capabilities, and other systems into consideration – for example, to identify where new ServiceNow capabilities can replace an existing system, or where ServiceNow should be integrated with other systems of insight. Portfolio management also allows all potential service delivery and improvement ideas to be ranked and assessing them against the overall strategic goals for the function. This requires the ability to assess and rank improvement ideas against all other potential investments, and select the most valuable projects, while managing the overall risk to the organization.

Objectives

- Define and socialize the portfolio governance model, especially for demand management
- Encourage governance groups and Service owners to balance risk and reward at the portfolio level when assessing process / policy requirements

Stakeholder(s)

- CIO, Service Program Manager, Service Owners, ServiceNow Platform Owner

Measures of Success

- Measures of success here should drive effective outcomes for demand management, adoption, and ability to realize defined business outcomes

Practitioner Insights

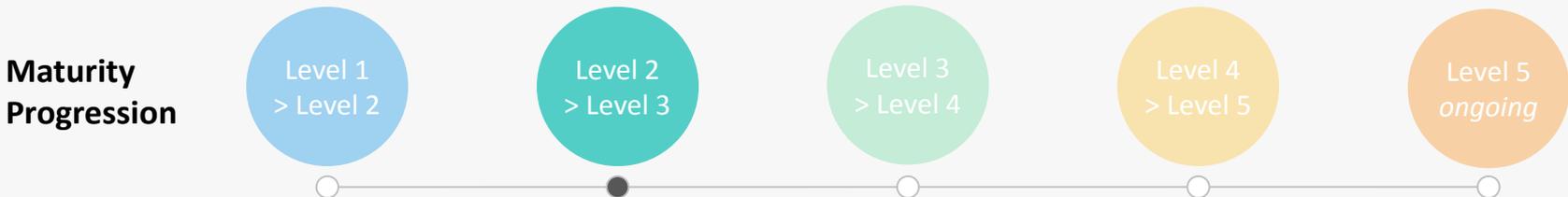
- The most effective portfolio governance policies for ServiceNow take into account what's required to offer "ServiceNow as a Service" to business lines, whether in terms of capability or insight

Additional Resources

[Best Practice Approach to ServiceNow Governance \(video\)](#)



Establish governance policies & processes



STEP 2: Define flow of information across governance authorities

As the organization continues to based delivery decisions around services, the amount of information and activity flowing through the service management organization increases exponentially. Successful IT governance requires multi-level and multi-functional participation, and each governance authority needs to ensure that they have proactive and effective exchange of information. This includes not just governance for ServiceNow, but governance for core processes, services, and broader management of the technology portfolio.

Objectives

- Define the decision-making inputs and outputs for each governance area

Stakeholder(s)

- CIO

Measures of Success

- Each governance committee understands who its communications stakeholders are, and how approvals flow across governance boards
- Stakeholders rate governance communication as timely and useful

Practitioner Insights

- Governance at core is about making strategic decisions on where and how to invest in technology. For governance committees to be effective, effective value communication is key. So governance committees should spend time on crafting effective messages about the decisions that they are making, and use these as an opportunity to educate stakeholders not just on the value of governance but the overall value of the platform.

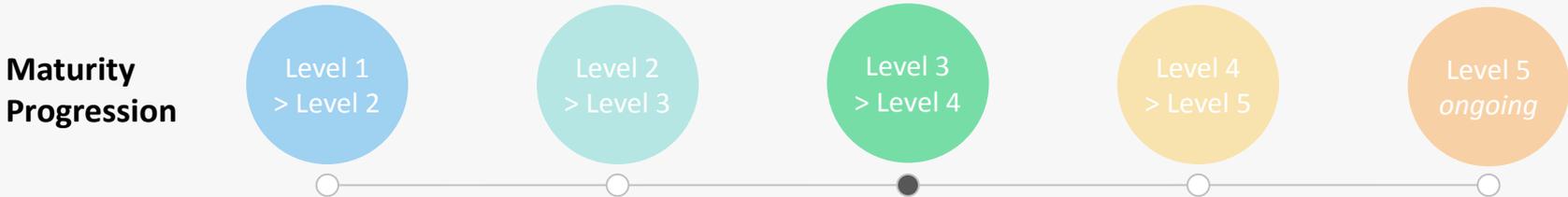
Additional Resources

[ITSM Decision Making at Berkeley](#)

[Communicating IT Governance](#)



Establish governance policies & processes



STEP 1: Align governance to service strategy objectives

Governance and decision-making around ServiceNow to be located against business value of outcomes. All investment and change decisions should be considered and described based on the impact that it has on service outcomes. Whether improving stability, user friendliness, effectiveness of support and service, these improvements can be tied to a user population and show impact on their productivity and business outcomes.

Objectives

- Governance decisions are made based on the user population impacted, and taking account of the outcomes and goals of the impacted staff.

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons
- Governance committees
- ServiceNow Platform Owner

Measures of Success

- % of services that are fit for purpose
- % of service improvement spend that can be linked to strategic objectives

Practitioner Insights

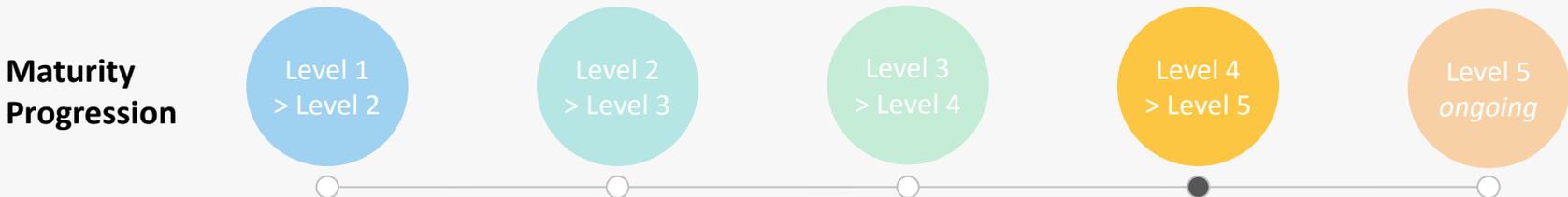
- Governance decisions need to be linked to the vision and strategy for the organization, and show how they are helping the organization move the program forward.

Additional Resources

N/A



Establish governance policies & processes



STEP 1: Remove bottlenecks in approvals processes

Heavy, bureaucratic governance can pour dangerous cement across an organization. Too much governance impedes responsiveness, and also stops entrepreneurial thinking by staff. Too little governance, however, means that the organization doesn't have a clear accounting of risks being taken, and remediation steps. The governance process should continually review common decisions that the various committees are being asked to make, and continually review the need for each stakeholder to participate. For as many decisions as possible – and where technology permits (e.g., for local development) authority should be delegated to the front lines – Service Owners, process owners, and local teams.

Objectives

- Create the 'right amount' of governance

Stakeholder(s)

- CIO
- Service Owners
- Business leaders

Measures of Success

- % of time spent by governance committee members on review activities

Practitioner Insights

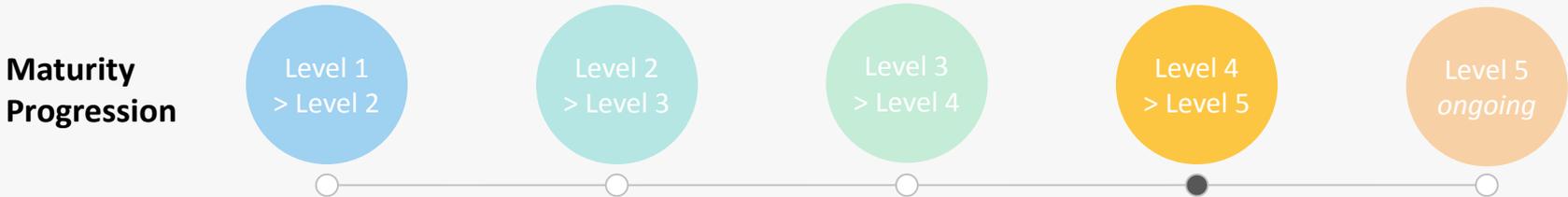
- The idea that not everything needs to be reviewed can be a difficult one for Enterprise Architecture and Security especially to be comfortable with. For both functions, give them confidence that the process will allow 'trust but verify', and focus on the value of the time that is being freed up

Additional Resources

[Five Signs of Healthy ITSM Vendor Relationships](#)



Establish governance policies & processes



STEP 2: Empower local decision making within enterprise frameworks

In order to move quickly, organizations need to be able to continue to devolve decision making accountability as close to the front line as possible. In order to allow for this, governance processes should codify the areas in which autonomous decision making is encouraged, and focus on providing guardrails rather than clear lines of authority, allowing a balance of risk taking and risk remediation.

Objectives

- Make decisions on service delivery as close to the line as possible

Stakeholder(s)

- Process Owners
- Service Owners
- Business leaders

Measures of Success

- # service decisions made / # number decisions referred to committee

Practitioner Insights

- Authority to make decisions means authority to get decisions wrong! It can be difficult to get staff who are used to decision-making by committee to be comfortable taking full accountability for decisions. Senior management should support staff by discussing their failures, what they learned and how they learned from them.
- Review production documentation and release notes to identify where governance can be pushed to the front lines. For example, scoped apps allow for local teams to develop custom applications that meet their needs without risking global platform stability.

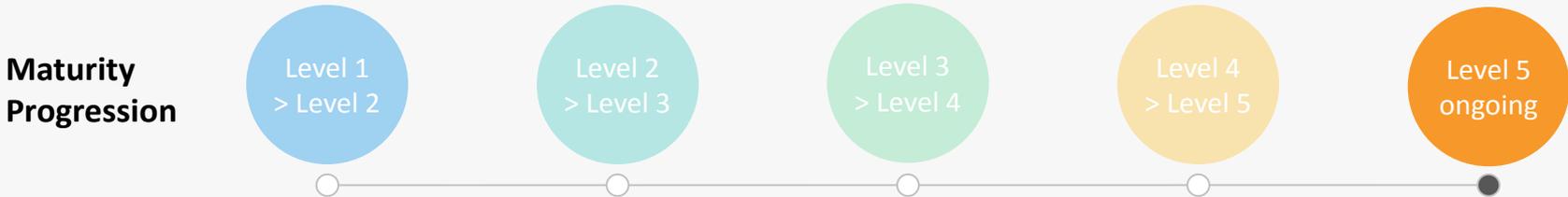
Additional Resources

[The power of positive failure](#)

[Getting IT to recover from the fear of failure](#)



Establish governance policies & processes



STEP 1: Flex policies to meet changing organizational need

Even an organization with policies and processes that are understood and flexible can find that organizational dynamics mean best practice processes are stopping the organization take advantage of new opportunities. Policies and processes should be considered living documents, and a responsibility of the governance groups is to continually assess whether they are fit for purpose.

Objectives

- Devolve accountability for running services to the Service Owner

Stakeholder(s)

- Governance committees
- Adoption Champions
- Service owners

Measures of Success

- % policies that have not been updated in 24 months (lower is better)
- % employees who report 'policies are understood and relevant to help me work effectively'

Practitioner Insights

- Use voice of the customer, Adoption Champions, and Business Liaisons to proactively understand where policies are becoming hindrances to new ways of working.
- Revisit governance policies and processes at each release to identify opportunities for governance streamlining

Additional Resources

n/a



Build effective business partnerships

Continuous business engagement is critical in ensuring that investments in services align to business outcomes, and are championed by business leaders. The services organization should be proactive in pushing business conversations, but with the ultimate goal of making service investment and governance conversations business-led.

Why It Matters

A lack of consistent business engagement means service investments are not necessarily aligned to critical outcomes – rather just to the outcomes the services organization knows about

Key Performance Indicators

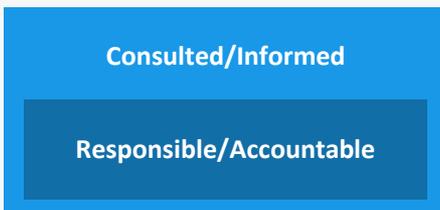
Essential KPIs

- Business leader engagement in governance meetings

'Nice to Have'

- Voice of the Customer and Net Promoter Scores for Services

Stakeholder Map



Responsible/Accountable

- Chief Information Officer/Senior IT Leadership
- Program Manager
- Service owner/team

Consulted/Informed

- Enterprise Architecture
- Business engagement teams
- Business partners (internal & external)
- All IT staff (especially help desk)
- Vendors



Build effective business partnerships

Maturity Progression



Create partnership model

- [Define business partner roles](#)



Define partnership objectives

- [Create consistency in business partner engagement](#)



Create partnership governance

- [Track business partner engagement](#)
- [Improve areas of low engagement](#)



Partnership for value realization

- [Business partners lead service governance](#)



Ongoing Management

- [Business partners engage in continual review of governance processes](#)





Build effective business partnerships

Maturity Progression



STEP 1: Define business partner roles

Effective governance requires all stakeholders to engage. However it can be difficult to encourage business partners, who have many other priorities, to focus the appropriate time and attention on governance for a service they receive. An initial step to engage business leaders is to define business partnership roles – whether formal or ad hoc – to engage key business stakeholders and ensure they are aware of ServiceNow concepts, and their relationship to a program vision and defined business outcomes.

Objectives

- Define the key staff who will engage business partners
- Define the business stakeholders who are essential to engage early

Stakeholder(s)

- CIO and Services-led Program Manager
- Existing business relationship managers / business liaisons

Measures of Success

- Business leaders know their point of contact from the ServiceNow team and services organization

Practitioner Insights

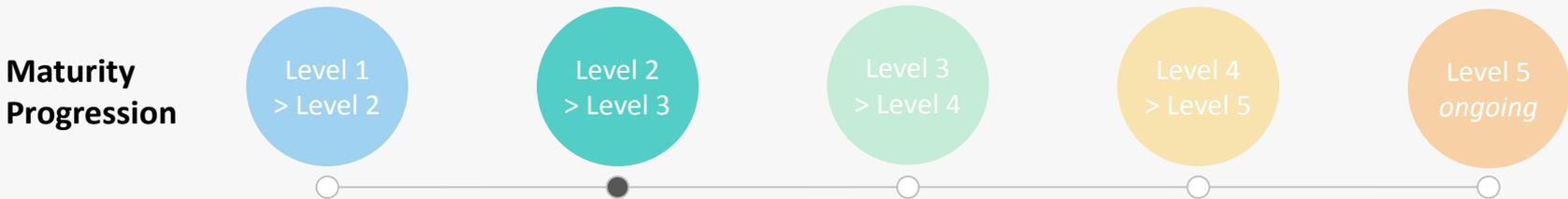
- This step does not need a formal business liaison or Business Relationship Manager role, though that is ideal. In a smaller organization, Service Owners can take on both service management and liaison roles, working closely with the business stakeholders who are key consumers of their service.

Additional Resources

[ITIL and the Business Relationship Manager](#)



Build effective business partnerships



STEP 1: Create consistency in business partner engagement

Frequent engagement is not a substitute for good engagement. To be effective, staff engaging business leaders must use their time well, and maximize the input business leaders can provide. The Services organization needs a clear view of the business leaders strategic priorities, key KPIs, and risk profile so that this can be used in governance decisions.

Objectives

- Create consistent conversations around planning with business leaders

Stakeholder(s)

- Senior leadership, Business liaisons

Measures of Success

- Regular face to face meetings with structured agendas and decisions are agreed to by both groups
- ServiceNow team / Service organization has strategic plan for each business unit
- ServiceNow team / Service organization understands critical KPIs for each business unit

Practitioner Insights

- Identify a consistent agenda for business partner engagement that includes: (a) progress against defined milestones and KPIs framed in business partner's preferred terms / language, (b) progress against demand backlog, (c) identification of new/emerging demands, (d) ServiceNow adoption and customer satisfaction (along with discussion of root causes of any shortfalls), (e) communication of any changes to governance for services or the ServiceNow roadmap, and (f) awareness building for new capabilities.

Additional Resources

[Three Tips for Stronger Business Partnership](#)



Build effective business partnership

Maturity Progression



STEP 1: Track business partner engagement

Proactively engaging business partners is one thing – understanding whether and how they are responding is another altogether. Service organizations should continually assess the value that their business partners are getting, and their overall engagement in the governance process.

Objectives

- Track and increase how committed business partners are to participation in service governance

Stakeholder(s)

- Service Owners
- Business Liaisons
- Business leaders
- ServiceNow Platform Owner

Measures of Success

- Personal attendance in governance meetings and decisions
- Access to key seconds for decision making

Practitioner Insights

- Use success metrics to drive engagement with more recalcitrant executives - highlight success stories from elsewhere in the organization where effective engagement from business leaders has created significant improvements. Business leaders are pragmatic, and will quickly adopt new ideas if they can see the value.

Additional Resources

n/a



Build effective business partnership

Maturity Progression



STEP 2: Improve areas of low engagement

As business partner engagement is measured, governance groups can review those areas where engagement is lagging, and plan to improve. This can be done by providing more support to the groups engaging, by directly intervening, or by escalating areas where business leaders are not participating to higher level management. Governance groups should focus on the value those leaders peers have obtained from deeper engagement to improve here, with escalation as a last resort.

Objectives

- Ensure that governance groups are able to take remedial action where stakeholder engagement is low, and escalate is required
- Increase business participation in ServiceNow governance decisions over time

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons
- Business Stakeholders

Measures of Success

- Business Stakeholders think Service Owners understand their priorities
- Services are defined in terms of strategic importance and prioritized accordingly

Practitioner Insights

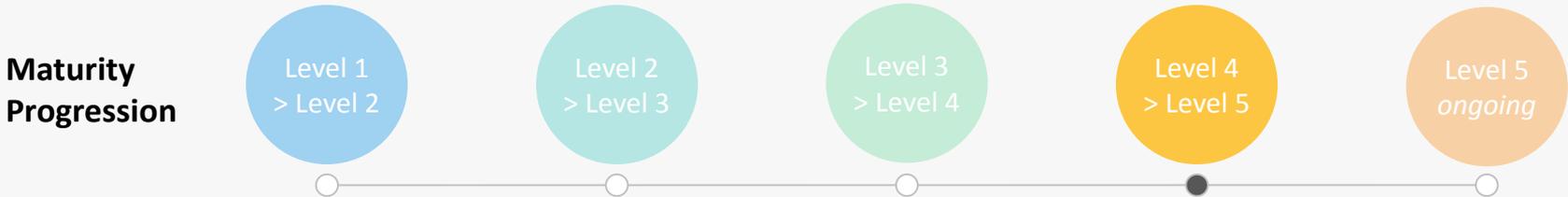
- It is not possible to demand engagement from senior leaders. Good governance charters, meeting agendas and other collateral show that the value of their time is understood and maximized. Look for opportunities to engage their key seconds, as well as the senior leaders, both to reduce the time ask and to expand the range of people who understand and can discuss ServiceNow value.

Additional Resources

n/a



Build effective business partnership



STEP 1: Business partners engage in service governance

Business partners are well placed to discuss and push transformational initiatives. Their participation in governance conversations should not be reactive or purely receiving – instead strong business engagement should help the services organization push the next opportunity for service-led engagement, and support the organizations transformational objectives.

Objectives

- Business leaders take a proactive role in ServiceNow governance decisions

Stakeholder(s)

- Service Owners
- Senior Management / IT Communications teams

Measures of Success

- Business leaders attend all relevant governance committee meetings
- Business leaders proactively suggest agenda topics
- Answer to question ‘ServiceNow helps me better run my business’

Practitioner Insights

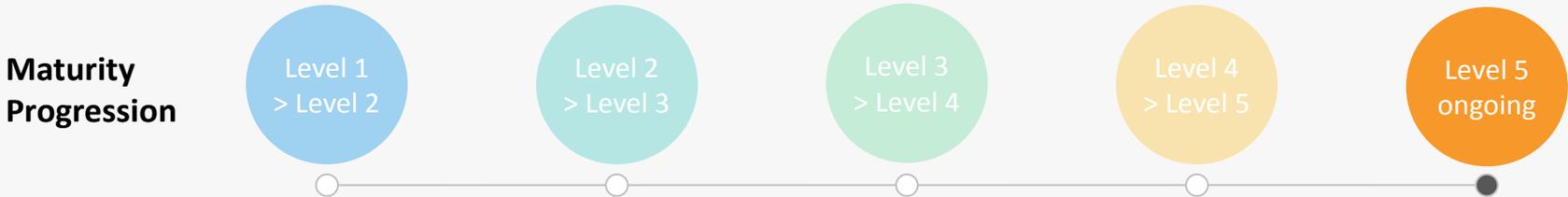
- Encourage business partners to communicate themselves about their involvement in ServiceNow governance, to build awareness and engagement across their peers.

Additional Resources

n/a



Build effective business partnership



STEP 1: Business partners engage in continual review of governance processes

As business partners become more proactive, governance conversations should move towards enterprise strategy and value realization. Business partner feedback should focus on the right level of governance for objectives that the organization has and the risk it is willing to take on in realizing those objectives, and ensure that the organization continually has the right level of oversight without limiting growth opportunities.

Objectives

- Continually assess and update governance objectives

Stakeholder(s)

- Service Owners
- CIO and Senior Management
- Senior leaders

Measures of Success

- % reduction in run the business costs
- NPS scores (or similar) for the service from business stakeholders

Practitioner Insights

- Encourage business partners to look for opportunities to drive consolidation (particularly as ServiceNow provides opportunities to replace/consolidate legacy systems) and reduction in costs, where those savings can be reinvested in growth opportunities

Additional Resources

n/a



Manage demand

Demand management as a discipline focuses on measuring, predicting and understanding your customer’s patterns, anticipate their changing needs, and assess their demand for products and services. In a Services-led environment, demand management for ServiceNow functionality should be done in partnership with business stakeholders, as demand is not stagnant but constantly changing based on business conditions, goals, and organizational objectives.

Why It Matters

Demand management ensures that the ServiceNow platform team and service delivery function has capacity to meet business partner demand, and is responsive to business partner requirements so that the services provided are fit for purpose. Without demand management, the link between business value and service delivery can be lost.

Key Performance Indicators

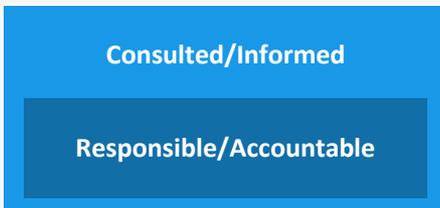
Essential KPIs

- Service utilization / load
- Backlog (volume / length) for ServiceNow functionality, configuration, or customization

‘Nice to Have’

- Voice of the Customer and Net Promoter Scores for Services

Stakeholder Map



Responsible/Accountable

- Chief Information Officer/Senior IT Leadership
- Service owner/team
- Enterprise Architecture
- ServiceNow Platform Owner

Consulted/Informed

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



Manage demand

Maturity Progression



Create intake model

- [Define the demand management roles](#)
- [Define demand management processes](#)



Track historic demand

- [Track service consumption to predict demand](#)



Predict demand

- [Business needs are the focus on demand conversations](#)
- [Idea-to-deploy pipeline established for new demands](#)



Defined Business Outcomes

- [Use business unit strategic plans and KPIs to assess likely demand changes](#)
- [Demand conversations start at the business partner level](#)



Management

- [Demand management is business led, based on business outcome and end-user needs](#)





Manage demand

Maturity Progression



STEP 1: Define demand management roles

There are three things that demand management needs to do – predict demand based on historical usage, influence demand with compelling service offerings, and capture demand for new services, service components, or configuration/customization on the Now Platform. The three main roles through which demand comes are business liaisons, service owners, and the service desk. Each of these groups needs to know where to go internally to discuss demand and capacity issues.

Objectives

- Define the demand management role (or roles)

Stakeholder(s)

- Senior leadership
- ServiceNow Platform Owner
- Business relationship managers / business liaisons

Measures of Success

- Demand management roles and process defined

Practitioner Insights

- Establish a demand board that meets monthly to accept, intercept, vet, and prioritize new demands submitted by process owners, business partners, and others. Recommended staffing includes the ServiceNow Platform Owner, process/domain owners, application architects, key suppliers, and business relationship managers.

Additional Resources

[Avoid customization pitfalls so you can innovate and meet demand at scale](#)



Manage demand

Maturity Progression



STEP 2: Define demand management processes

Once the demand management roles are understood, the demand management process needs to be defined. The demand board should ensure that new proposals for ServiceNow functionality, configuration, or customization adhere to explicitly defined criteria for business value. The process for vetting incoming demands should assess the relative business value of a requirement, the cost of its implementation and support, and its potential technical risks.

Objectives

- Define a process by which a demand board can vet and prioritize new demands for ServiceNow functionality, configuration, and customization

Stakeholder(s)

- Senior leadership
- ServiceNow demand board

Measures of Success

- % of new (accepted) demands aligned to explicit business outcomes

Practitioner Insights

- Develop simple scoring mechanisms to help demand submitters – whether process owners, service owners, or business partners – identify the business value of a new demand requirement while it's in the ideation phase
- Use ServiceNow's demand management tools to manage your demand for ServiceNow functionality

Additional Resources

- [Avoid customization pitfalls so you can innovate and meet demand at scale](#)
- [Intel – Best Practices in Integrated IT Management and Business Demand](#)
- [Establish Governance for Demand and Customization](#)



Manage demand

Maturity Progression



STEP 1: Track service consumption to predict demand

Changes in service consumption can happen for any number of reasons but are good proxies for understanding when a demand conversation needs to be triggered. In general more usage leads to more incidents and tickets, putting a strain on the ServiceNow Platform team. Usage spikes are useful introductions to conversations with business partners around how ServiceNow is being used, and allows the organization to better understand business need.

Objectives

- Proactively monitor and respond to ServiceNow usage

Stakeholder(s)

- Service Desk
- ServiceNow Platform Owner

Measures of Success

- Business analysts and/or business liaisons are able to surface new/unarticulated demands for functionality, configuration, and/or customization

Practitioner Insights

- Tracking consumption allows the organization to drive better value from its demand queue, and more effectively prioritize to ensure adoption. Making this link explicit is essential to link ServiceNow investments to business outcomes.

Additional Resources

n/a



Manage demand

Maturity Progression



STEP 1: Business needs are the focus on demand conversations

Demand management should be proactive, not reactive. Service organizations – and the ServiceNow platform team -- should be producing information that allows their stakeholders to act, or understand the risks and consequences of not acting. Have a conversation with business partners around progress towards business outcomes to understand where changes need to be made to the ServiceNow platform and program to ensure value realization, and how employees are consuming services through ServiceNow. This allows for better demand conversations and helps business stakeholders understand the value that customization or change – to a platform or process – will bring.

Objectives

- Use defined business outcomes for enterprise service management or digital transformation (e.g., cost reduction, improved employee/customer experience, risk reduction, accelerated innovation) to orient demand conversations

Stakeholder(s)

- ServiceNow Platform Owner
- Service owners
- Business leaders and business liaisons

Measures of Success

- Demand backlog is prioritized by value or proposed demands, relative to cost

Practitioner Insights

- Demands need to be linked to business KPIs in order to effectively move beyond fulfillment conversations, and establish clear priorities within and across business functions.

Additional Resources

[Developing Business Capability Conversations](#)

[Maintain a Dialogue with Users to Understand Customization Requests](#)



Manage demand

Maturity Progression



STEP 2: Establish an idea-to-deploy pipeline for new demands

As demand management matures, establish a pipeline that provides formal guidelines for demand development, from ideation, through demand board vetting, to design and delivery.

Objectives

- Establish a consolidated process model and pipeline that guides ideation and provides consistent methods for delivering on approved demands.

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons
- Business Stakeholders
- ServiceNow Platform Owner

Measures of Success

- Ideation guidelines and framework are clear for process owners and others
- Design board established to guide approved delivery of approved demands

Practitioner Insights

- A design board should be established, consisting of an application architect, UX subject matter expert, development lead, and QA subject matter expert, to ensure that new demands are built and delivered with consistency, efficiency, and quality. The design board should define development standards, best fit usage, UI standards, and data governance and strategy for the delivery of new demands, and coordinate with the PMO on development/delivery scheduling.

Additional Resources

[Avoid customization pitfalls so you can meet demand and innovate at scale](#)



Manage demand

Maturity Progression



STEP 1: Use business unit strategic plans and KPIs to assess likely demand changes

Business services are used to support business outcomes, with a focus on the right outcome metrics for the right cost. You can get ahead of new demands for services and ServiceNow functionality by understanding business unit strategic plans and key KPIs. Map these to capabilities and your current services and ServiceNow roadmap for effective demand conversations – for example increasing customer share of wallet may involve improving the customer data available to call center agents for cross-sale, and making that data usable, which may require more integration between ServiceNow and other critical systems.

Objectives

- Understand the impact that business unit goals will have on demand for services and ServiceNow functionality

Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons
- Business Stakeholders
- ServiceNow Platform Owner

Measures of Success

- Demand planning is assessed through likely changes in business unit goals

Practitioner Insights

- Demand changes are often opportunities to discuss standardization, consolidation of legacy systems, or new ServiceNow functionality, to take advantage of increased scale. These conversations are easier when pitched around the specific business metrics that need to be hit, rather than technical or functional metrics that don't mean much to the business.

Additional Resources

[Developing Business Capability Conversations](#) – Australian Department of State



Manage demand

Maturity Progression



STEP 2: Demand conversations start at the business partner level

In the age of Software as a Service, IT departments rely on vendors to be responsive to their needs, and to help them innovate. Extending the roadmaps to your vendors ensures they understand the trade offs being made, the strategic goals that are critical to the organization, and allows the organization to take better advantage of vendor knowledge.

Objectives

- Create the service catalog in a format accessible and understandable to end users

Stakeholder(s)

- Service Owners
- Vendors

Measures of Success

- # Service Innovation projects that vendors have proposed / supported
- NPS scores (or similar) that the IT organization gives to vendors

Practitioner Insights

- For Service Management to work, the IT organization needs to focus on business outcomes. Time spent on managing vendor SLAs and fighting over performance is time wasted. By giving vendors insight in to critical outcomes for IT, they are better positioned to flag issues and use their expertise to suggest innovation.

Additional Resources

[Five Signs of Healthy ITSM Vendor Relationships](#)



Manage demand

Maturity Progression



STEP 1: Demand management is business led

As the enterprise service management or transformation journey matures, decisions on service investment should be given to the Service Owners, who are best placed to identify how and where to meet customer need. Service Owners have complete control over 'Run the Business' costs, while 'Change the Business' investments are decided across all services, based on the organization's strategy and defined value outcomes. Running IT as a Business means that resources saved by reducing costs to run can be switched to build change capabilities that otherwise may not get funded.

Objectives

- Devolve accountability for running services to Service Owners

Stakeholder(s)

- Service Owners
- CIO and Senior Management

Measures of Success

- % reduction in run the business costs
- NPS scores (or similar) for the service from business stakeholders

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 Resources

[Cisco's IT Investment Planning](#)



Measure and monitor value realization

Value measurement ensures that the expectations of outcomes from service management and ServiceNow are being realized, and supports the organization’s continual investment in transformation either to scale further or course correct.

Why It Matters

What gets measured gets done! Without value measurement, it is impossible to show the value in service delivery, and the value of ServiceNow in realizing business outcomes. Value measurement also allows trade-off conversations about where investments and value should be aligned – taking a balanced scorecard approach, the services organization can show how and where it is investing for the future as well as generating immediate current value.

Key Performance Indicators

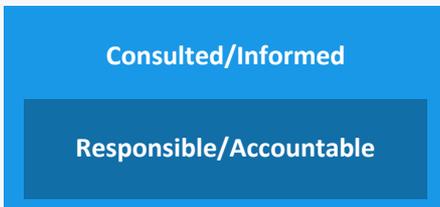
Essential KPIs

- Adoption of ServiceNow across target population
- Time to improvement in business outcomes
- Service Return on Investment

‘Nice to Have’

- Voice of the Customer and Net Promoter Scores for Services

Stakeholder Map



Responsible/Accountable

- Chief Information Officer/Senior IT Leadership
- Program Manager
- Service owner/team
- ServiceNow Platform Owner and Executive Sponsor

Consulted/Informed

- Enterprise Architecture
- Business engagement teams
- All IT staff (especially help desk)
- Vendors



Measure and monitor value realization

Maturity Progression



Unstructured measurement

- [Define key metrics for ServiceNow performance](#)



Service value measurement

- [Refine metrics to focus on process improvement](#)



Service ROI realization

- [Refine metrics to reflect value in business and financial terms](#)
- [Service Owners define metrics for their service](#)



Balanced scorecard

- [Measure value through a 'balanced scorecard' approach](#)



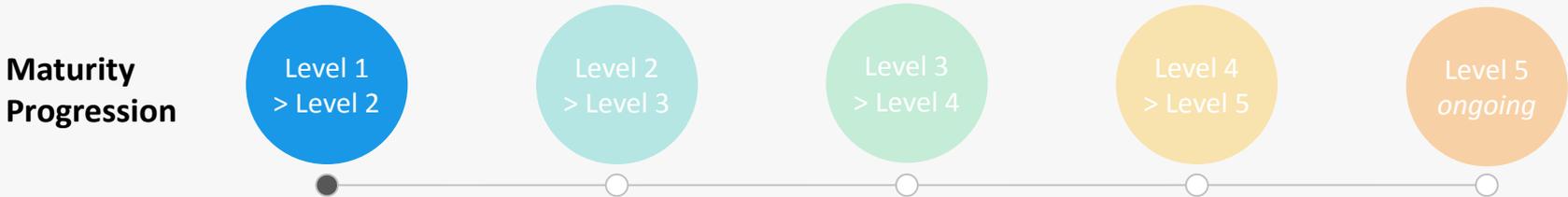
Ongoing Management

- [Active strategy for measuring value through real-time analytics](#)





Measure and monitor value realization



STEP 1: Define key metrics for ServiceNow performance

Deployment of a new platform is a major change, and the platform needs to be adopted quickly in order to generate the value intended. The organization should define clear metrics for implementation and performance, to ensure that the platform is – and is perceived as - fit for purpose.

Objectives

- Define the key metrics for ServiceNow performance
- Define the key process metrics that ServiceNow is intended to improve

Stakeholder(s)

- Development team

Measures of Success

- Core Service-Level Agreements defined and measured (e.g. # of users migrated to platform, # of processes migrated to platform)

Practitioner Insights

- Keep things simple at first. It is important to ensure that the initial focus is on the quick wins that ServiceNow can enable – too much work on longer-term metrics can mean a harder job in proving that the initial implementation is working.

Additional Resources

n/a



Measure and monitor value realization

Maturity Progression



STEP 1: Refine metrics to focus on process improvement

The initial set of value metrics tend to be very process-focused, as focus is on platform stability and fit for purpose. As the platform matures, metrics should focus on the value that is realized to the business. Initial focus should be on the adoption of the platform by key stakeholders, and the improvement in their outcome KPIs – for example improvement in incident resolution, change management success rates, or service availability.

Objectives

- Define metrics around value of ServiceNow
- Track and measure core process delivery

Stakeholder(s)

- CIO, Service Program Manager

Measures of Success

- Improvement in core processes
- Adoption and usage of processes in ServiceNow
- Improvement in process data quality

Practitioner Insights

- To show ongoing value, historical data is required. For the processes that ServiceNow is intended to improve, ensure that the organization has historical data to be able to show a year on year improvement.
- Adoption metrics include tracking users who do not log in, and actions that are neglected for a number of days – both of these metrics are signs that users are not using ServiceNow as the core system for their tasks.

Additional Resources

[Two Key Metrics for Measuring End-User Adoption](#)

[Top 4 User Adoption Metrics](#)



Measure and monitor value realization

Maturity Progression



STEP 1: Refine metrics to reflect value in business and financial terms

Process metrics are key in ensuring that the basics are in place, particularly around cost savings and reduction of risk. In order to move towards more proactive strategic outcomes like innovation and enhanced experience, metrics should (a) ensure that improvements are clearly translated into financial terms as a measure of success, and (b) diagnose and pinpoint opportunities to capture new business value.

Objectives

- Create a metrics and analytics framework that can communicate financial value of ServiceNow investments to business partners, and identify new opportunities for business value

Stakeholder(s)

- ServiceNow Platform Owner
- Service Owners
- Senior Leadership

Measures of Success

- Quarterly statement of financial ROI of process improvements
- # of opportunities identified through metrics to improve business value (i.e., through faster delivery of innovation)

Practitioner Insights

- A simple way to track the cost of a service outage is to consider the user population affected, and the cost of their time for the period that they were impacted. This allows a simple dollar value to be placed on a reduction in unplanned outages, or an improvement in MTTR.
- Frameworks like Lean can be used to identify opportunities to improve cycle time for workflows using ServiceNow capability, meeting business partner demands for improved speed and responsiveness.

Additional Resources

[Measuring IT Service Management](#)

[Calculating the ROI of ITSM](#)



Measure and monitor value realization

Maturity Progression



STEP 2: Service Owners define metrics for their service

Business services are used to support business outcomes, with a focus on the right outcome metrics for the right cost. In order to measure value attained, Service owners should define the metrics that are critical for their service. From these, the service organization can define a set of higher level metrics (e.g. time to decide a new functionality request) that show the speed, value, and risk reduction of service investments and investments in ServiceNow

Objectives

- Link value metrics specifically to service outcomes that are relevant to business managers, like cost, speed, risk reduction, and improved employee and/or customer experience

Stakeholder(s)

- Service Owners
- Business Leaders

Measures of Success

- Business Leaders rate service metrics as informative / fit for purpose

Practitioner Insights

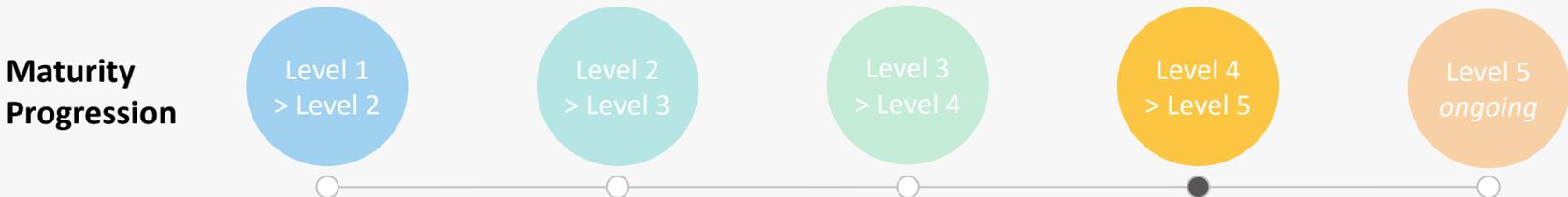
- The need for technical metrics does not go away. These still need to be captured and tracked to ensure the technology investments are running effectively . However in communication with business partners and end-users, avoid technical metrics as much as possible and highlight the impact the service has on key goals for that group – improvements in conversion rates, improvements in candidate pipeline management, in budget allocation, etc.

Additional Resources

[ITSM Outcome-Focused KPIs](#)



Measure and monitor value realization



STEP 1: Measure value through a ‘balanced scorecard’ approach

A ‘balanced scorecard’ is a management monitoring system that allows an organization to prioritize measures that are most critical or meaningful to the outcomes it is trying to create. The four elements of a balanced scorecard are financial performance, internal business process performance, customer performance, and knowledge and growth. Taking a ‘balanced’ view of each four quadrants allows the organization to understand where delivery may be out of kilter, and ensure that investments are made that grow services sustainably and take full advantage of ServiceNow capability.

Objectives

- Create a balanced scorecard for services (an ITSM balanced scorecard may track Compliance, Performance, Value and Quality, with 3 or 4 critical success factors in each area that generate the KPIs to track)

Stakeholder(s)

- CIO
- Service Owners

Measures of Success

- Key metrics identified for each element of the balanced scorecard

Practitioner Insights

- A consistent set of value metrics should be applied across services so that business partners can prioritize and articulate tradeoffs where needed – for example, where improvements in the organization’s risk profile are a higher priority than speed of service delivery.

Additional Resources

- [Measuring ITSM with a Balanced Scorecard Approach](#)
- [About the Balanced Scorecard](#)



Measure and monitor value realization

Maturity Progression



STEP 1: Predictive metrics developed for real-time continual service improvement

As the amount of data captured for service delivery expands, the organization can track service performance and outcomes on a granular level and make predictive decisions on investment to continue to capture ongoing value. For example investments in services around employee experience can be mapped to HR information on new hire satisfaction and productivity, allowing the service owner to understand where their service is improving the employee onboarding experience.

Objectives

- Understand business data that will provide early warning for service delivery, and use these to assess value realization opportunities

Stakeholder(s)

- Service Owners
- Business Leaders

Measures of Success

- # of proactive service improvements
- NPS scores (or similar) for the service from business stakeholders

Practitioner Insights

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

Additional Resources

[Total Economic Impact of ServiceNow](#)



Manage certified partner relationships

Partners are a critical resource in implementing and capturing full value from ServiceNow. As well as providing critical skills for technical deployment, partner organizations have access to a large knowledge base of previous engagements – successes and failures – that allow better implementations and development of capabilities.

Why It Matters

Treating partner relationships as transactional and contractual limits the value that partners can provide. Having partners support the organization internally by participating in governance and strategy conversations increases the ability of partners to provide the right constructive advice, and development of the ServiceNow program.

Key Performance Indicators

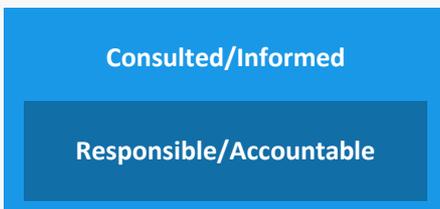
Essential KPIs

- Voice of the customer and NPS for certified partner
- Certifications that partner staff have
- Average years of experience with ServiceNow that partner staff have

'Nice to Have'

- Certified partner team feedback on 'ease of working with' organization

Stakeholder Map



Responsible/Accountable

- Chief Information Officer
- Senior IT Leadership
- Vendor Management Office
- ServiceNow Platform Owner

Consulted/Informed

- Development teams
- Service Owners
- Service desk staff
- Incident management teams



Manage certified partner relationships

Maturity Progression





Manage certified partner relationships

Maturity Progression



STEP 1: Define partner requirements

There are a number of things to consider in what is needed from an implementation partner. Different partners may be more suitable depending on what requirements the organization has, and how much is expected to be completed internally versus externally. Considerations include relevant certifications, whether the partner can use their own development processes, whether the partner will be involved in process and data mapping, and similar areas.

Objectives

- Define the initial scope of work that a partner needs to support, and the skills/certifications required
- Define the ongoing support the partner will be expected to provide (training, process and data mapping support, industry expertise)

Stakeholder(s)

- CIO
- ServiceNow Platform Owner
- Vendor Management Office

Measures of Success

- Checklist of partner requirements developed

Practitioner Insights

- Most partners have their own processes and project methodology. Make sure they have an experienced PM who has dealt with methodology conflicts before, and a team that is fully certified in the products you're implementing. Get client references for this!
- Document everything – things change, and knowing why a certain decision was taken in the way it was two years back is useful, if not essential.
- Communicate

Additional Resources

[PartnerNow](#)



Manage certified partner relationships

Maturity Progression



STEP 1: Define Service Level Agreements

Service Level Agreements should focus on the soft expectations between parties as much as hard metrics. Performance metrics should include continuous improvement expectations built in. Hard metrics should cover guarantees on the certifications and background of partner staff who will be working on the account. Soft metrics should cover expected timeframes for responses, and processes to escalate and resolve issues. It is also important to ensure that the service level agreement is a living document – as organizational priorities shift, the SLA should be amendable to reflect new requirements.

Objectives

- Define requirements from the certified partner and develop service level agreements
- Ensure the SLA has mechanisms to allow changes as organizational priorities shift

Stakeholder(s)

- Senior Leadership
- Vendor Management Office
- ServiceNow Platform Owner

Measures of Success

- Partner meets service level agreements
- Certified partner staff have a clear view of the organization's goals and objectives

Practitioner Insights

- Ensure that the SLA has a mechanism for issue documentation and resolution, with a timeframe in which that issue must be resolved or escalated. Having issues fester for periods of time breaks down trust between parties quickly.
- SLA's are not about getting money back from vendors, but about ensuring expectations are set and met.

Additional Resources

[Building Flexibility into SLAs](#)



Manage certified partner relationships

Maturity Progression



STEP 2: Define Incident and Support processes

Incident support is a common point of contention in vendor relationships, especially where multiple vendors are involved in providing services. As well as defined processes and SLAs for working with the internal organization, vendors often need to work with each other. There needs to be clear accountability at each stage of an incident for who is accountable, how the work to fix the incident will be done, as well as mechanisms to root cause incidents for system and process improvement.

Objectives

- Define incident and problem management processes with certified partner

Stakeholder(s)

- Service desk
- Service Owners
- Vendor management team
- ServiceNow Platform Owner

Measures of Success

- MTTR
- Service desk satisfaction with vendor support

Practitioner Insights

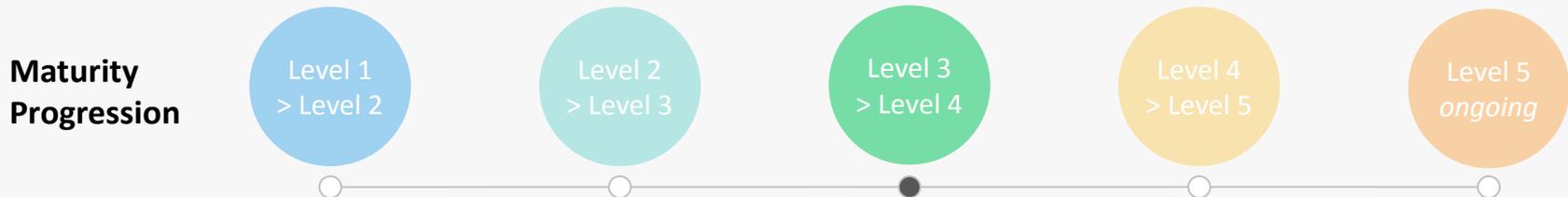
- If you have a large amount of integration in the requirements, and multiple vendors, get someone in your organization with great PM and communication skills to be the coordinator for this. It is money well spent to proactively manage issues and communication processes across vendors..

Additional Resources

[SIAM – Managing Vendor Complexity](#)



Manage certified partner relationships



STEP 1: Use Partners for process and ServiceNow optimization opportunities

Technical skills should be a given. Partners should also be goaled on how effectively they up-skill the internal team, and improve internal optimization. Here, they can support knowledge transfer for the technical and development teams, and assist in creating service desk reference materials to improve responsiveness. Continuous improvement metrics should be part of this. Partners should be incented to engage with the organizations processes and suggest automation and improvements, creating effective rewards for going above and beyond continuous improvement metrics.

Objectives

- Ensure the partner is supporting the organization's defined business outcomes

Stakeholder(s)

- Technical and delivery staff
- Service desk
- Vendor Management Office
- ServiceNow Platform Owner

Measures of Success

- Knowledge transfer
- Tier 0 helpdesk resolutions / FAQs written
- Vendor-initiated process improvement ideas

Practitioner Insights

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

Additional Resources

n/a



Manage certified partner relationships

Maturity Progression



STEP 1: Use Partners for insight into strategic priorities

You have one ServiceNow deployment. Your certified partner has engaged in many deployments, across many different organizations. Your partner can provide industry expertise and knowledge that will help your organization understand where low-hanging fruit exists, and also guidance on risks to value capture that may not otherwise have been considered.

Objectives

- Ensure the partner is informing the organization’s strategic goals and outcomes.

Stakeholder(s)

- Senior IT and business leadership
- Vendor Management Office
- ServiceNow Platform Owner

Measures of Success

- Business leader satisfaction with vendor knowledge
- Vendor-initiated innovation ideas

Practitioner Insights

- Run ‘strategy insight days’ for all partners, during which your organization can brief them on key business challenges, strategic goals and requirements. Encourage vendors to work together to offer innovative ideas that will help the organization achieve its goals, as well as to highlight where spend can be reallocated to better align with strategic imperatives.

Additional Resources

n/a



Manage certified partner relationships

Maturity Progression



STEP 1: Jointly assess new opportunities with partners

An effective implementation partner is an extension of your organization. They should be jointly participating in governance bodies not just at the technical level, but also as a major contributor in how to take advantage of new strategic opportunities. In order to maintain flexibility, the organization should be running on the current iteration of ServiceNow (or current -1), and having strong integrator input is critical to ensuring this goal is realized in a way that delivers business value.

Objectives

- Partner is a key component of governance and service improvement efforts

Stakeholder(s)

- Senior business and IT leaders
- Governance committee members

Measures of Success

- Ability of partner to influence or improve definition of ServiceNow roadmap and strategic business outcomes

Practitioner Insights

- Integration at this level increases the ability of the integration partner to upsell and cross-sell. This is actually a good thing – as long as they are doing so in the context of what the organization needs to get done, and linking to the strategic execution of objectives, conversations will remain fruitful

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.

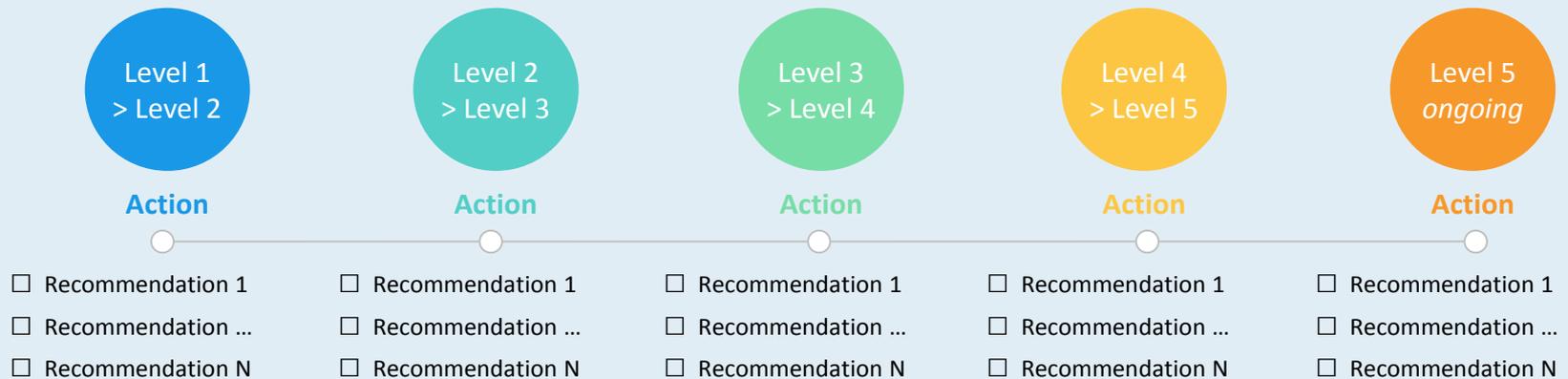
For each pillar component, you will find the following details:

- 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