

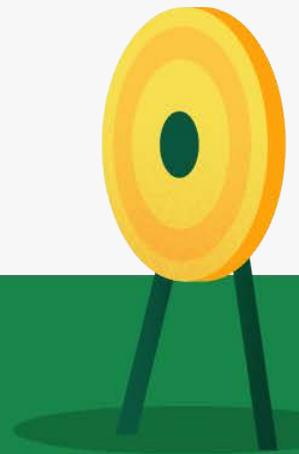
# Success Fundamentals



# Pillar of Success: Vision & Defined Business Outcomes

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# Vision & Defined Business Outcomes

Executive sponsors and platform owners have a clear vision and plan of action for implementing services transformation. The Now Platform will help them to realize this vision. They can articulate this vision to stakeholders, outline actions and milestones to realize their vision, and measure progress. They can then tie this vision to a clear statement of enterprise value.

## Why It Matters

A clearly defined, clearly communicated vision and strategy sets a “North Star” for enterprise services transformation, and how teams can and should use the Now Platform to realize transformation and value. Without a clear vision and strategy, you risk not getting the resourcing or your need for enterprise services transformation. You may struggle to drive adoption and expansion, and fail to realize (and articulate) the potential enterprise value you could capture.

## Components





# Define service vision, strategy and taxonomy

Vision describes the “before” and “after” state of the services organization and its relationship with the business in enterprise services transformation. The vision enables the service provider to define and develop a taxonomy of services – the ‘products’ that the service provider builds to enable the organization to deliver value, internally and externally. A strong vision gives the business a clear understanding of a service’s commercial value, and—ultimately—the ability to value investment in the service as a path to clear performance outcomes.

## 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.

A services vision and taxonomy needs consistent support from business executives—and this means “services” need to be defined in business terms, and reflect clear patterns of business demand and value.

## Key Performance Indicators

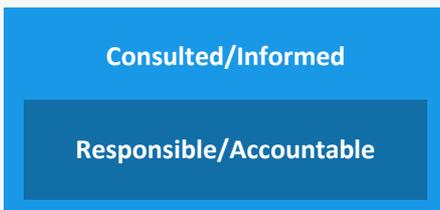
### Essential KPIs

- Number of strategy outcomes with defined KPIs
- Percentage of IT staff objectives that relate to the service vision
- IT staff and business partners rate their understanding of the service vision and their role at 80%+

### ‘Nice to Have’

- Percentage of budget allocated through services

## Stakeholder Map



### Responsible/Accountable

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

### Consulted/Informed

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



# Define service vision, strategy and taxonomy

## Maturity Progression



### Create Vision & Strategy

- [Define the vision for the service experience](#)
- [Define and baseline the current metrics that program intends to improve](#)



### Define IT Services

- [Create and socialize Service Owner mandate](#)
- [Create and socialize organizational RACI for service management](#)
- [Ensure that changes in other key roles are understood.](#)
- [Define services and dependencies to understand optimization opportunities](#)
- [Develop the IT Service Catalog](#)



### Expand Model

- [Understand the business outcomes that services support, and report on the metrics that support these outcome](#)
- [Start to create a business services taxonomy](#)



### Refine Engagement

- [Define Service Experience Metrics](#)
- [Define Service 'Market Segments'](#)
- [Develop the Enterprise Service Catalog](#)



### Ongoing Management

- [Establish a dedicated training program for developing Service roles](#)





# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 1: Define the vision for the service experience

Some organizations may see the vision as being too abstract. However, the vision is essential to provide a shared understanding of where the organization is going, and what changes will be required to get there. Vision provides the mission, goals, and measurement that will organize the service effort.

### Objectives

- Define what you want to change in the business relationship such as customer satisfaction/strategic alignment with business goals/better leveraging new opportunities (examples: “Be the world’s best users of technology”; “Be a one-stop shop for all IT and digital enablement questions that the business has”)
- Define the vision’s mission, which provides the high level goals that the service owner will be aiming at during the service transformation (examples: “Provide 99% defect free, on-budget, on-time support”)

### Stakeholder(s)

- Vision owned by the CIO and managed by the Service Owner
- Contributors to the vision definition should include groups impacted by the desired vision

### Measures of Success

- The IT Leadership Team can articulate the vision and use in their own communications

### Practitioner Insights

- Visions are as important for what they leave out as what they have in them—they allow you to increase focus on key priorities and reduce focus on less important areas

### Additional Resources

[Vision, Mission, and Goals—Definitions and Descriptions](#) (Mastering Strategic Management, Janice Edwards)  
[Berkeley University of California IT Service Management Vision and Strategy Roadmap](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 2: Define and baseline the current metrics that the program intends to improve

What gets measured, gets done! But metrics only help if they are simple, clear, and can be tracked and measured. Decide on a simple set of metrics that are going to show the services journey is delivering productivity improvements – initially these should be service provider metrics, while at later stages business outcome metrics can be added.

### Objectives

- Define metrics that are going to change (examples: “Reduce total incident volume”, “Reduce cost of incidents”, “Improve end-user productive time”)
- Baseline current state and ensure data is accurate

### Stakeholder(s)

- Help desk and any data management / reporting teams
- Senior IT Leadership team and Service Owner
- Implementation partner team, to provide case studies and data supporting the feasibility of improving the selected metrics and their IT impact

### Measures of Success

- Baseline metrics are tracked and published
- IT understands the focus on metrics improvement

### Practitioner Insights

- The services that are selected to be built first need to be services that will improve the metrics selected
- Initially metrics need to be focused on IT improvement – alignment with business strategic goals is less important than proving the immediate IT benefits

### Additional Resources

[Measuring IT Service Management](#), Pink Elephant

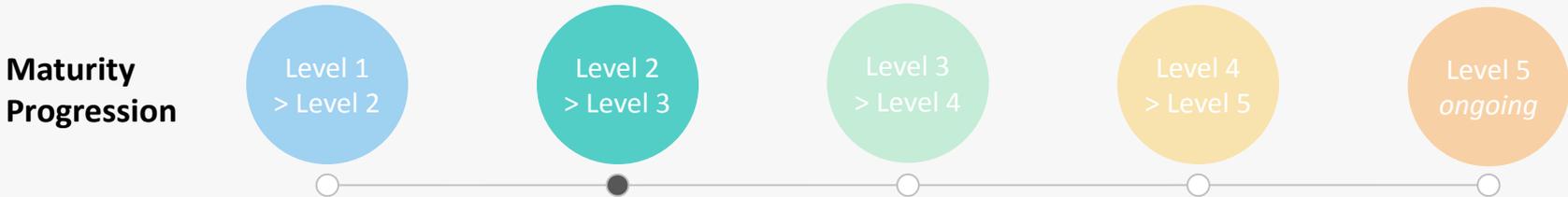
[Metrics 101 : Creating Value Through Continual Service Improvement](#); David Smith, Micromation, Inc.

[Top Twelve ITSM Metrics You Need to Know](#); InvGate – a selection of quick win help desk improvement metrics

[13 ITSM Metrics Best Practices](#); ServiceNow Community post



# Define service vision, strategy and taxonomy



## STEP 1: Create service owner mandate

In a services-led organization, the Service owners operate as ‘mini-CIOs’ of their services – with authority over the service investment and planning decisions. This requires significant change to the role of the PPM and Enterprise Architecture teams, amongst others, and requires a clear mandate for the Service Owner as well as clear RACI descriptions for service provider activities that the whole organization understands and buys into.

### Objectives

- Define and socialize a mandate for the Service Owner’s role within IT
- Use the mandate to start building the Service Owner job description and identifying a suitable candidate pool

### Stakeholder(s)

- CIO, Service Program Manager, Enterprise Architecture, Head of PMO (or equivalent)

### Measures of Success

- Service Owner mandate is defined and agreed to by all stakeholders
- Service Owner job description and core skills created from the mandate, and a set of potential candidates for Service Owners are identified

### Practitioner Insights

- The Service Owners are stewards of the services vision – and the mandate needs to give them the permission to do this. Thus it can be aspirational – “this is what we think the Service Owner should be able to do.”
- Service Owners can often get lost in the technology and break/fix weeds. The mandate needs to be used to ensure that Service Owner time is being protected from firefighting, and focused on understanding how a service is consumed, who the customers are, and how it meets customer requirements.

### Additional Resources

[UK Government Service Owner Role Description](#)

[The Service Owner Role](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 2: Create service RACI

Services-led delivery requires significant change to the role of the Project Management and Enterprise Architecture teams, amongst others, and requires a clear understanding of ‘who owns what’ across the whole of the organization.

### Objectives

- Define and socialize the service delivery RACI

### Stakeholder(s)

- CIO, Service Program Manager, Enterprise Architecture, Head of PMO (or equivalent)

### Measures of Success

- Service Owner mandate is defined and agreed to by all stakeholders
- RACI for service delivery agreed to by all stakeholders
- Service Owner job description and core skills created from the mandate, and a set of potential candidates for Service Owners are identified
- IT organization understands the RACI, particularly around incident management and break/fix areas

### Practitioner Insights

- The Service Owners are stewards of the Services Vision – and the mandate needs to give them the permission to do this. Thus it can be aspirational – “this is what we think the Service Owner should be able to do.”
- Service Owners can often get lost in the technology and break/fix weeds. The mandate needs to be used to ensure that Service Owner time is being protected from firefighting, and focused on understanding how a service is consumed, who the customers are, and how it meets customer requirements.

### Additional Resources

[RACI Table for Managing Service Change](#); [Cisco – IT as a Service Organizational Structure](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 3: Ensure that changes to other key roles are understood

Using the Service Owner mandate and RACI, as well as initial service success stories, ensure that the entire organization understands the service concept, and how their role both fits and may change in a services-led organization

### Objectives

- Ensure that the entire organization understands the services concept and how it is being used in the organization
- Ensure that open dialogue exists about likely role changes and opportunities, using the vision of where IT is heading

### Stakeholder(s)

- Service program Manager and Service Owners
- Senior IT Leadership
- IT organization
- Vendors

### Measures of Success

- Do all impacted employees understand the services concept?
- Do all impacted employees understand their role and how it supports service outcomes?
- Are communication structured around the services journey, or using service language?

### Practitioner Insights

- As well as the organization, vendors should be included in this step where possible

### Additional Resources

- [DevOps Roles in a Services World – DevOps Institute Presentation](#)
- [ITIL and TOGAF – ITSM and Enterprise Architecture](#)
- [Project Management and ITSM](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 4: Develop initial services

The initial task for the Service Owner is to develop the initial services and understand the operating context of the service. Initial services should be well understood and easily consumable items – for example end user computing, hosting, storage. For each service, assess current state and metrics (created in level 1), define stakeholders, and look at opportunities for improvement.

### Objectives

- Have a clear description of current service and service level agreements (if any)
- Understand differences in service delivery, and opportunities for consolidation or standardization

### Stakeholder(s)

- Service Owner and Service Program Manager
- Enterprise Architecture

### Measures of Success

- Services created with statements of outcome and value, SLAs, and where SLAs are mismatched against stakeholder outcome requirements
- Enterprise Architecture plans and roadmaps are linked with service opportunities

### Practitioner Insights

- “Dare to be adequate” – organizations often overprovision, caused especially by IT using metrics like 5 9’s uptime. Service Owners should be able to articulate these metrics in ways that make more sense to outcomes – e.g. the difference in 99.999% and 99.99% uptime can be articulated as “how important to success is 5 minutes per year downtime, rather than 50 minutes per year downtime, and how much are you willing to pay for that?”

### Additional Resources

[A Practical Guide to Defining Services](#)

[Checklist for a Service Review](#)

[Service Delivery Review Template](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 5: Develop IT service catalog

Understanding how services are consumed allows an effective customer-facing service catalog to be created. The service catalog is more than a request catalog – it links the business and IT by defining the actual services received by the customer, and details the service level agreements based on those services received, not the underlying technical components.

### Objectives

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

### Stakeholder(s)

- Service Owners
- Vendors
- Senior Management / IT Communications teams

### Measures of Success

- Can assess which infrastructure components and which vendors are critical in supporting each business outcome service
- The IT catalog is not about listing every application or activity IT performs and calling them ‘services’ – services need to be able to drive genuine outcomes across the business

### Practitioner Insights

- There are two versions of a service catalog – one for customers, with top level information needed to understand what the service does and how to procure it, and a second more technical version that includes all information relevant to IT and service providers
- Ensure you know who is experiencing the service – is the right, or most critical, customer experience being measured

### Additional Resources

[Three Worst Mistakes You Can Make When Designing Your Service Catalog](#)  
[Designing the Service Catalog](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 1: Understand business outcomes

Initially services are defined in technical or process terms. However to create the ability to support business outcomes, IT needs to be able to present services as outcome-focused, not technology focused. Senior leaders and Service Owners need to be able to capture and map business outcomes and capabilities. Capabilities focus on ‘what’ a business does rather than how it does it, and are required for IT to develop business services that can be valued in outcome terms – it’s not about the technology of the service, but the value the service provides to the business.

### Objectives

- Define a business capabilities framework

### Stakeholder(s)

- Service Owners
- Enterprise Architects
- Business Liaisons, or Senior IT Leaders if no BL function

### Measures of Success

- Initial straw-man enterprise capability framework defined and published
- Business partners are aware of the framework and able to give feedback on it

### Practitioner Insights

- Finance and HR are the easiest places to start as they are process-driven functions. Budget and Planning, Employee Onboarding, Training and Development are all good candidates to develop the business services concept – starting with marketing and sales enablement has more risk of stalling.
- The capabilities framework needs to be done in partnership with the business, not by IT alone. However, the straw man is essential to start these conversations.

### Additional Resources

[Government of New Brunswick Business Capability Model](#)

[Building and Putting Your Business Capability Model to Work](#) – CEB, Now Gartner Presentation



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 2: Create a business services taxonomy

Once business capabilities are in place, services can be created to support them. Initially look for low-hanging fruit as before, focusing on areas that are known and understood by business partners and where they can clearly articulate need and value.

### Objectives

- Create a small set of business-relevant services that use business capability language to define outcomes, rather than technology-centric language
- These services should be above the application and process layer, and focus on what the organization does rather than how it does. Metrics will be around regretted attrition within first 180 days, satisfaction and intent to stay – not technical or incident management metrics.
- Service metrics defined in business terms, not IT terms (e.g., if we are developing a service to improve employee onboarding)

### Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

### Measures of Success

- A set of services is created that supports clear business outcomes
- Metrics for those services are outcome-focused, not IT-focused

### Practitioner Insights

- Metrics selection requires IT to accept tracking and showing performance based on metrics that are not wholly within IT's control – this is a significant cultural change, and requires careful management, but is essential to be able to make IT decisions that focus on business outcomes
- This does not mean that we do not track technical metrics – just that these are not what are published when IT talks about service value

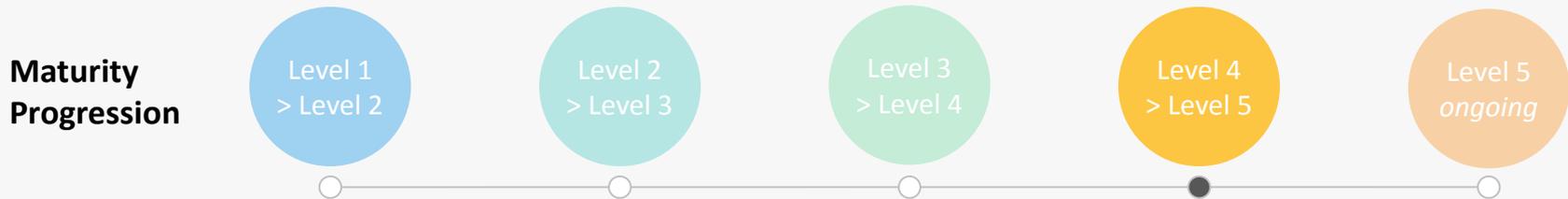
### Additional Resources

[Establishing Service Review Meetings](#)

[Measuring and Improving Business Value from Services](#)



# Define service vision, strategy and taxonomy



## STEP 1: Define service experience measurements

Once Services are linked to business capabilities and business outcomes, IT organizations can begin to assess the effectiveness of those services using service experience measurements. These both enable IT to drive increased user satisfaction, but also to understand where investment in automation is likely to pay back.

### Objectives

- Create and track service experience metrics for the use of IT services

### Stakeholder(s)

- Service Owners
- Vendors and Infrastructure teams

### Measures of Success

- Can assess which infrastructure components and which vendors are critical in supporting each business outcome service
- Can provide TCO for the business services being stood up based on their end to end footprint

### Practitioner Insights

- Metrics need to be SMART, and should not be reviewed as a stand-alone value. Metrics only tell part of the story.
- Ensure you know who is experiencing the service – is the right, or most critical, customer experience being measured

### Additional Resources

[Employee Experience is the Only Metric You Need](#)

[Making ITIL More Customer-Centric](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 2: Define service 'market segments'

In complex organizations, services service a large number of diverse staff. Service Owners need to be able to apply a product marketing view to the consumers of a service, to understand how different groups use IT, and what is important to them (e.g., highly mobile staff have different needs from office workers). This will enable investment approaches to take account of user need and relative criticality.

### Objectives

- Understand and track the ways that 'segments' of users consume services

### Stakeholder(s)

- Service Owners

### Measures of Success

- Service Owners have defined the different use cases for their service
- The relative importance and criticality of those use cases is understood, and can be reflected in SLA and investment criteria

### Practitioner Insights

- Service Owners and IT teams can get significant help in this step from product marketing and digital marketing teams – many of the same principles applied to understand an organizations customers can be applied by IT to understand their own customers – internal users

### Additional Resources

[Adopting a Customer-Centric Mentality in ITIL](#)

[Bain Consulting's Customer Segmentation Tips](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 3: Develop the enterprise service catalog

Understanding how services are consumed allows an effective customer-facing service catalog to be created. The service catalog is more than a request catalog – it links the business and shared services (e.g., IT, HR, facilities) by defining the actual services received by the customer, and details the service level agreements based on those services received, not the underlying technical components.

### Objectives

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

### Stakeholder(s)

- Service Owners
- Vendors
- Senior Management / Communications teams

### Measures of Success

- Can assess which supply-side components and which vendors are critical in supporting each business outcome service
- The catalog is not about listing every application or activity an enterprise function performs and calling them ‘services’ – services need to be able to drive genuine outcomes across the business

### Practitioner Insights

- There are two versions of a service catalog – one for customers, with top level information needed to understand what the service does and how to procure it, and a second more technical version that includes all information relevant to the shared service function (e.g., IT, HR) and service providers
- Ensure you know who is experiencing the service – is the right, or most critical, customer experience being measured

### Additional Resources

[Three Worst Mistakes You Can Make When Designing Your Service Catalog](#)  
[Designing the Service Catalog](#)



# Define service vision, strategy and taxonomy

## Maturity Progression



## STEP 1: Establish a dedicated training program

As Services continue to be developed and stood up, maintaining a pipeline of Service Managers becomes critical. IT should develop internal training for those staff – in and outside IT – who are interested in moving to take on service responsibilities.

### Objectives

- Maintain a pipeline of Service Owners

### Stakeholder(s)

- Service Owners
- CIO and Senior Management

### Measures of Success

- Number of days service team positions are open for
- Success of internal moves in first 3 months

### Practitioner Insights

- The key skills to encourage in staff who want to move into services is ability to communicate across different levels and groups

### Additional Resources

[UK Government Service Owner Induction Program](#)

[Developing an ITSM Training Strategy](#)



# Create service awareness

The Service Vision describes the before and after state of the IT organization, and its interaction with business stakeholders, based on the move to a Services-Led organization. The vision enables IT to develop and continue to iterate a taxonomy of services – these are the ‘products’ that IT builds to enable the organization to operate, internally and externally. What this gets the business is a clear understanding of the commercial value of IT, and – ultimately – the ability to value investment in IT against clear performance outcomes that the whole organization is accountable for.

## Why It Matters

Without awareness, IT staff in different positions will continue to make decisions according to the old model of IT engagement, missing opportunities to push the services vision.

A key part of the transformation is showing quick wins from service-led engagement and planning. IT needs to continually tell stories of improvements, building trust that the new model is working – awareness is critical to encourage people to find and tell these stories, as well as to disseminate them.

## Key Performance Indicators

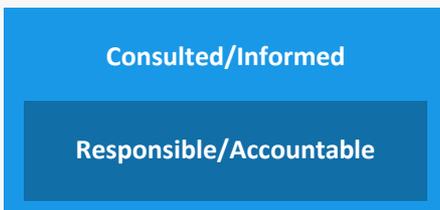
### Essential KPIs

- Percentage of IT organization who have attended learning events
- Number of service value stories that IT have created

### ‘Nice to Have’

- Ability of Business Partners to articulate the services that they consume

## Stakeholder Map



### Responsible/Accountable

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

### Consulted/Informed

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



# Create service awareness

## Maturity Progression



### Awareness of Program

- [Create awareness of program goals by communicating current and future state](#)
- [Clarify role changes and expectations](#)



### Awareness of IT Roles and Responsibilities

- [Disseminate role and success criteria for the Service Owner](#)
- [Create and socialize organizational RACI for service management](#)



### Awareness Across Business Leaders

- [Document and socialize improvements in IT engagement from initial changes](#)
- [Look for opportunities to use business capabilities and use cases as the focus for business-facing metrics and conversations](#)



### Awareness of Success Stories

- [Develop a systematic process for documenting and sharing value stories](#)



### Awareness of Ongoing Value

- [Business and IT user service language to discuss IT value](#)





# Create service awareness

## Maturity Progression



## STEP 1: Create awareness of program goals

Having defined the vision for a Service-Led IT organization, it needs to be disseminated. Simple, clear and consistent communication is key – IT needs to understand the areas that will be improved, the metrics that will be used to track progress, and the assumptions that management have made that have driven the decision to move to a services-led IT organization.

### Objectives

- Ensure IT organization is aware of the vision

### Stakeholder(s)

- Senior management and EA (creating message)
- All IT (receiving message)

### Measures of Success

- Vision, mission and goals are defined in a one page template that has been discussed across IT
- >80% IT staff have attended learning events where goals have been discussed

### Practitioner Insights

- Document and discuss the assumptions that have been made – our teams need to know what triggers will cause reassessment of the strategy

### Additional Resources

[Strategy on a Page](#) – HBR

[Strategy on a Page](#) – CEB, Now Gartner



# Create service awareness

## Maturity Progression



## STEP 2: Clarify role and expectation changes

The development of the Service Owner role means a shift in responsibilities and reporting across the IT function. In creating awareness, ensure that all staff are aware of which roles will require the most change, what the services journey means to them, and also the opportunities that the services shift will provide.

### Objectives

- IT staff understand the change implications for their current roles, and what opportunities the services journey will provide for them to develop

### Stakeholder(s)

- CIO and IT Leadership Team
- IT staff

### Measures of Success

- Brown bag session attendance
- # hits on video and documents about the changes

### Practitioner Insights

- Use live and recorded media to disseminate messages. Acknowledge uncertainty and encourage questions, but make sure messaging highlights the opportunities that come from IT getting closer to business outcomes, as skills all staff need to build.

### Additional Resources

[Cisco's Services-led Communication](#)



# Create service awareness

## Maturity Progression



## STEP 1: Disseminate success criteria for Service Owner

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

### Objectives

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

### Stakeholder(s)

- CIO, Service Program Manager, Service Owner

### Measures of Success

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

### Practitioner Insights

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

### Additional Resources

[10 Common DevOps Bottlenecks](#)

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



# Create service awareness

## Maturity Progression



## STEP 2: Socialize RACI

In a Services-led IT organization, the Service owners operate as ‘mini-CIOs’ of their services – with authority over the service investment and planning decisions. This requires significant change to the role of the PPM and Enterprise Architecture teams, amongst others, and requires a clear mandate for the Service Owner as well as clear RACI descriptions for IT activities that the whole IT organization understands and buys into.

### Objectives

- Define and socialize a mandate for the Service Owner’s role within IT
- Use the mandate to start building the Service Owner job description and identifying a suitable candidate pool

### Stakeholder(s)

- CIO, Service Program Manager, Enterprise Architecture, Head of PMO (or equivalent)

### Measures of Success

- Service Owner mandate is defined and agreed to by all stakeholders
- RACI for service delivery agreed to by all stakeholders
- Service Owner job description and core skills created from the mandate, and a set of potential candidates for Service Owners are identified
- IT organization understands the RACI, particularly around incident management and break/fix areas

### Practitioner Insights

- The Service Owners are stewards of the Services Vision – and the mandate needs to give them the permission to do this. Thus it can be aspirational – “this is what we think the Service Owner should be able to do.”
- Service Owners can often get lost in the technology and break/fix weeds. The mandate needs to be used to ensure that Service Owner time is being protected from firefighting, and focused on understanding how a service is consumed, who the customers are, and how it meets customer requirement

### Additional Resources

[Symantec’s Services-led RACI Communication](#)



# Create service awareness

## Maturity Progression



## STEP 1: Document and socialize improvements

Success stories are critical to getting business buy-in for the overall services journey. It's critical to capture quick wins and disseminate them in a way that builds buy-in about ServiceNow value and the services journey. The soft skills of story telling create buy-in to support and follow ITSM processes and the new way of working.

### Objectives

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

### Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

### Measures of Success

- Number of stories produced by Service Owners and by Senior IT Leaders
- Business awareness of service value

### Practitioner Insights

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

### Additional Resources

[How to Build Compelling Value Stories](#)

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



# Create service awareness

## Maturity Progression



## STEP 2: Use business use cases for all IT communications

In order to improve awareness across the business for changes made by IT, the driving factor is always ‘what does that mean for me?’. By communicating through business use cases, IT stops being seen as a provider of technology, and becomes a provider of value – and can also point to specific business outcomes that are being generated.

### Objectives

- All service reviews and strategic planning conversations focus on the support of, and changes to, business use cases

### Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

### Measures of Success

- Services investment decisions are made on the basis of impact on business use cases and capabilities
- Business awareness of service value

### Practitioner Insights

- Not all use cases and capabilities are equal. Capabilities that maintain operational needs (payroll, for example) need to work, but should be at parity against the competition. Capabilities that are critical to market position (product strategy, pricing, talent acquisition) should be prioritized.

### Additional Resources

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



# Create service awareness

## Maturity Progression



## STEP 1: Develop a systematic process for sharing value stories

As the organization's services mature, the pool of value stories increases. The service owner needs to identify, capture and communicate business value stories, showing where they were able to improve efficiency, reduce risk, or make things happen faster through more immediate decision making.

### Objectives

- Have Business Stakeholders and Service Owners communicating about better IT-business outcomes

### Stakeholder(s)

- Service Owners
- Business leaders

### Measures of Success

- Number of value stories created

### Practitioner Insights

- Senior business stakeholders listen to their peers. A few value stories can be written as internal case studies, to generate interest and excitement around working with IT.

### Additional Resources

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



# Create service awareness

## Maturity Progression



## STEP 1: Business and IT Use Service Language to Discuss Investments

Investment in technologies should be assessed on its merits for generating business outcomes, alongside all other opportunities the business has. Technology investments should be linked directly to business goals and strategic outcomes. To accomplish this, Service Owners should discuss investments based on the value of the capabilities they improve, and the relative importance of those capabilities to customer outcomes. IT should reduce investment in non-critical areas in order to free up funding to push for improvements in service experience and usability around critical functionality.

### Objectives

- Be able to assess technology investments against all other investment opportunities using comparable terms

### Stakeholder(s)

- Service Owners
- Senior Management and Business Leaders

### Measures of Success

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

### 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

n/a



# Define capabilities roadmap & implementation program

The vision and taxonomy provide the detail of what the IT organization is doing to align to business outcomes, and why. The roadmap provides details on how that journey will be managed year on year through the implementation of ServiceNow capabilities . It ensures that appropriate waypoints are identified, and that the organization remains on a path to value realization, no matter any necessary course corrections. The roadmap will allow the organization to take advantage of new ServiceNow functionality, whilst maintaining focus on the desired end-state.

## Why It Matters

The roadmap defines the objectives that IT has at each stage of the services journey, and is the internal map that the IT organization follows. The roadmap ensures that IT staff know there is a long-term map that is being followed, and where the organization is on the journey. As organizational objectives change, the roadmap needs to highlight the key requirements that are needed to move to a services-led organization, and the capabilities needed for implementation in ServiceNow to realize this vision. IT trends and technology advances create significant noise to be managed, and the roadmap enables IT to focus on those elements that drive towards competitive advantage.

## Key Performance Indicators

### Essential KPIs

- Number of quarters forward-defined for ServiceNow implementation roadmap
- % of budget allocated through services
- % of services with clear and measurable TCO
- % of Services with defined stakeholders and clear outcomes

### '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

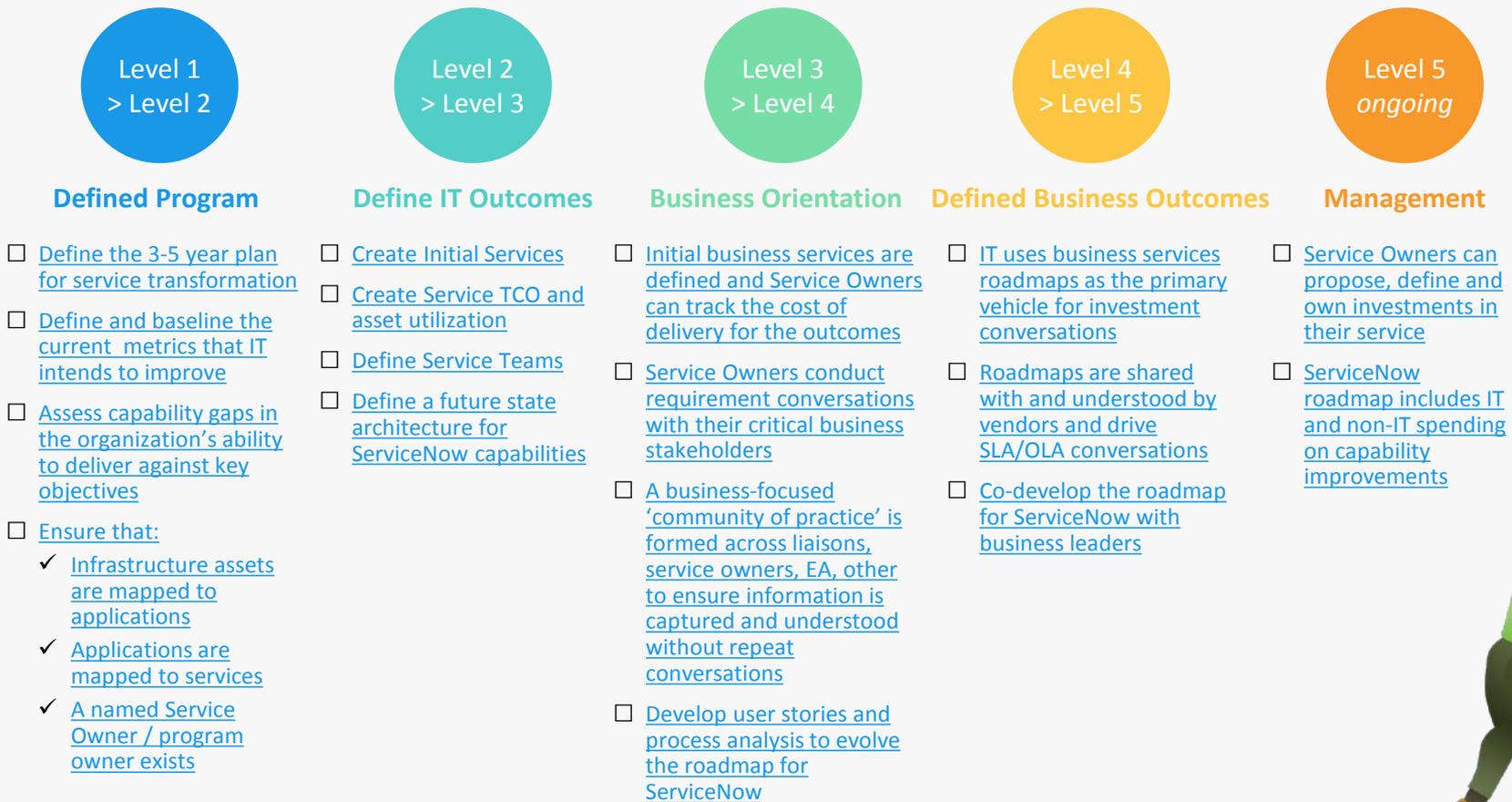
### Consulted/Informed

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



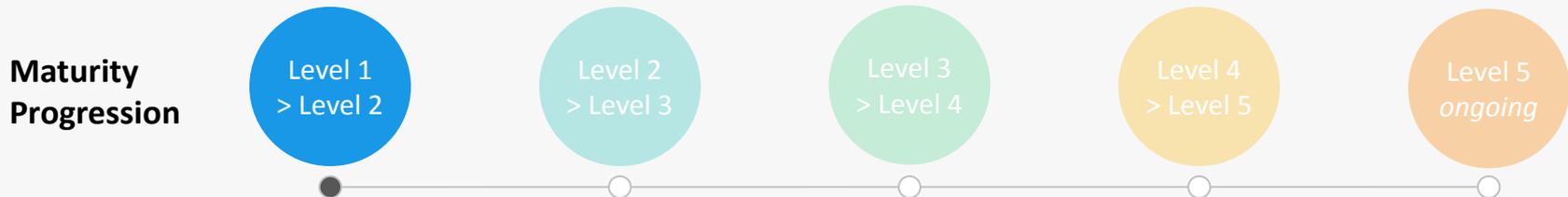
# Define capabilities roadmap & implementation program

## Maturity Progression





# Define capabilities roadmap & implementation program



## STEP 1: Defining the 3-5 year roadmap

The move towards a services-led journey requires significant transformation of IT, and of IT's engagement with the business. As a multi-year initiative, it is critical to show the stages of the journey, and the improvements expected as the organization matures.

### Objectives

- Define the key projects that will support the ServiceNow implementation and organizational change across the short- and medium term
- Define the expected maturity curve that the organization is expected to hit

### Stakeholder(s)

- CIO and Services-led Program Manager

### Measures of Success

- 1 and 3-year outcomes are set, and the essential projects are defined with measurable target outcomes

### Practitioner Insights

- Keep essential projects at a high level, and focus on those that drive the ability of Service Owners to map and own their worlds – improving TCO data, and mapping assets to applications, processes and services
- Three essential projects that support ITSM are 1) developing an asset management program, 2) creating a program to manage technology trends, and 3) developing automated service provisioning and resolution capabilities

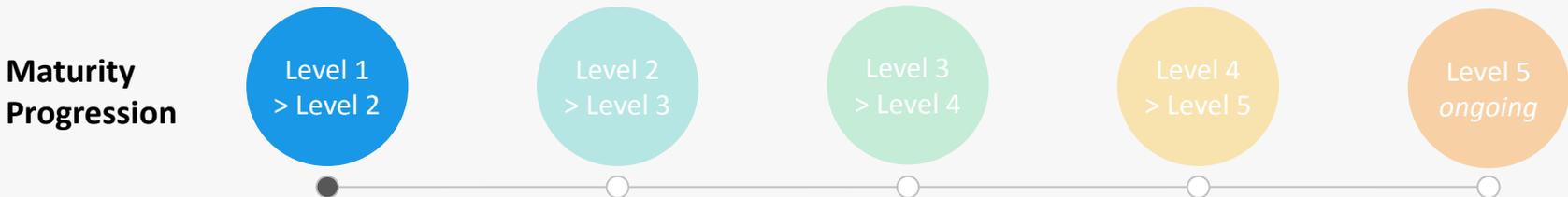
### Additional Resources

[Three Projects for Your Five-Year IT Service Management Plan](#)

[Minnesota IT Services Five Year Plan](#)



# Define capabilities roadmap & implementation program



## STEP 2: Define and baseline the current state

What gets measured, gets done! But metrics only help if they are simple, clear, and can be tracked and measured. Decide on a simple set of IT metrics that are going to show the services journey is delivering productivity improvements – initially these should be IT metrics, while at later stages business outcome metrics can be added.

### Objectives

- Define metrics that are going to change (examples: “Reduce total incident volume”, “Reduce cost of incidents”, “Improve end-user productive time”)
- Baseline current state and ensure data is accurate
- Map the link from services to applications to the CIs and/or assets that support the outcomes being tracked

### Stakeholder(s)

- Help desk and any data management / reporting teams
- Enterprise Architecture

### Measures of Success

- Team tasked with continual data tracking and updates exists
- That team has a mandate to drive ongoing data changes to support more consistent metric tracking
- The service hierarchy (from service to application to asset) is mapped and documented

### Practitioner Insights

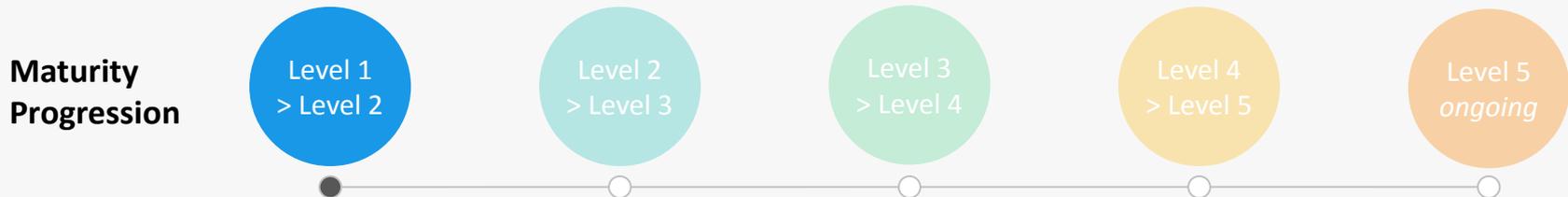
- Focus on tracking what can be tracked – make sure initial metrics are clear and accurate
- 100% accuracy is NOT needed to start the process – having some mapping that will allow Service Owners to understand their world is critical

### Additional Resources

[Vision, Mission and Goals – Definitions and Descriptions](#) (Mastering Strategic Management, Janice Edwards)  
[Berkeley University of California IT Service Management Vision and Strategy Roadmap](#)



# Define capabilities roadmap & implementation program



## STEP 3: Assess capability gaps

A roadmap for service management and ServiceNow implementation should be guided by an analysis of gaps in the IT and business capabilities needed to deliver on strategic objectives.

### Objectives

- Define the technical (e.g., CMDB), process (e.g., incident notification), and business (e.g., HR case management) capabilities needed to deliver against defined strategic objectives
- Use simple heat mapping techniques to assess the current maturity / effectiveness of these capabilities
- Prioritize a ServiceNow implementation sequence that addresses these capabilities

### Stakeholder(s)

- Enterprise Architecture
- Process owners
- Service fulfillers (e.g., service desk teams)

### Measures of Success

- ServiceNow implementation roadmap is tied to explicit and prioritized gaps in current capability
- Capabilities that need to be “modernized” are prioritized ahead of capabilities that need to be “transformed”

### Practitioner Insights

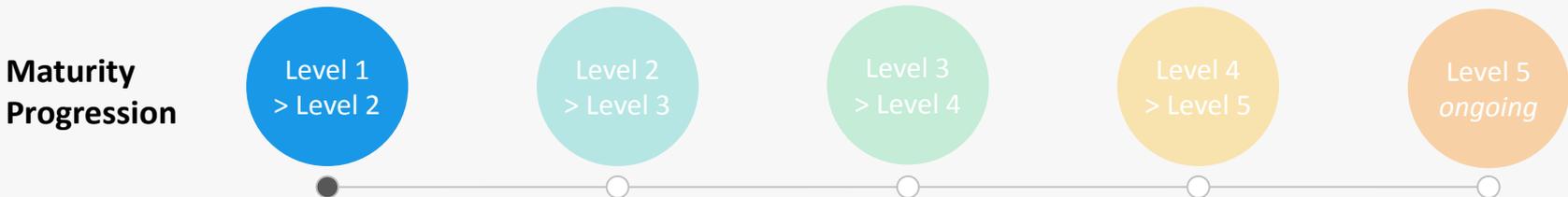
- Capability analysis doesn’t need to be complicated – assign a simple maturity rating scale (H/M/L) based on performance against KPIs or the consensus of service fulfillers
- Look at critical dependencies and root causes – a gap in CMDB effectiveness, for example, is usually the root cause of gaps in incident management effectiveness

### Additional Resources

[How to Build a Roadmap-Gap Analysis](#) – Applied Enterprise Architecture



# Define capabilities roadmap & implementation program



## STEP 4: Begin mapping assets to services

For the roadmap to be effective, we need to know where the organization is starting from. It is critical to begin mapping assets at the very start, and ensure that this process continues throughout the services journey.

### Objectives

- Define metrics that are going to change (examples: “Reduce total incident volume”, “Reduce cost of incidents”, “Improve end-user productive time”)
- Baseline current state and ensure data is accurate
- Map the link from services to applications to the CIs and/or assets that support the outcomes being tracked

### Stakeholder(s)

- Helpdesk and any data management / reporting teams
- Enterprise Architecture

### Measures of Success

- Team tasked with continual data tracking and updates exists
- That team has a mandate to drive ongoing data changes to support more consistent metric tracking
- The service hierarchy (from service to application to asset) is mapped and documented

### Practitioner Insights

- A CMDB is not a prerequisite for asset mapping – focus on identifying and mapping the critical assets for services, and improving over time

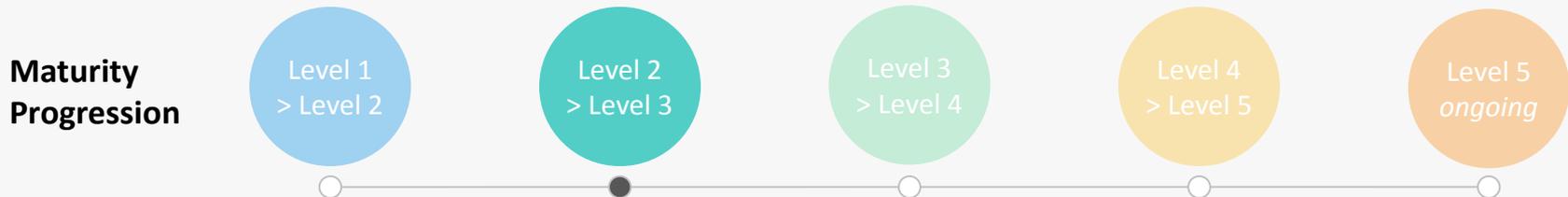
### Additional Resources

[Mapping IT Services to Drive Business Value](#) – Axelos White Paper, Jan 2018

[Creating a Three-Year Asset Management Roadmap](#) – The IT Asset Management Review



# Define capabilities roadmap & implementation program



## STEP 1: Create initial services

The initial services are the products that the IT organization will use to generate excitement and understanding around the value of service management. Therefore they should be low-hanging fruit, with well understood processes where quick wins can be generated.

### Objectives

- Define initial services that are understandable to IT, and to IT Service Owners

### Stakeholder(s)

- CIO, Service Program Manager

### Measures of Success

- Service definition is agreed
- RACI for service delivery agreed to by all stakeholders
- Service Owner job description and core skills created from the mandate, and a set of potential candidates for Service Owners are identified
- IT organization understands the RACI, particularly around incident management and break/fix areas

### Practitioner Insights

- Initial IT services should be focused on driving standardization and helping stakeholders make good infrastructure decisions – hosting platforms and storage services. End user services such as collaboration and productivity are also areas where services can be created easily and used to drive better outcome value.

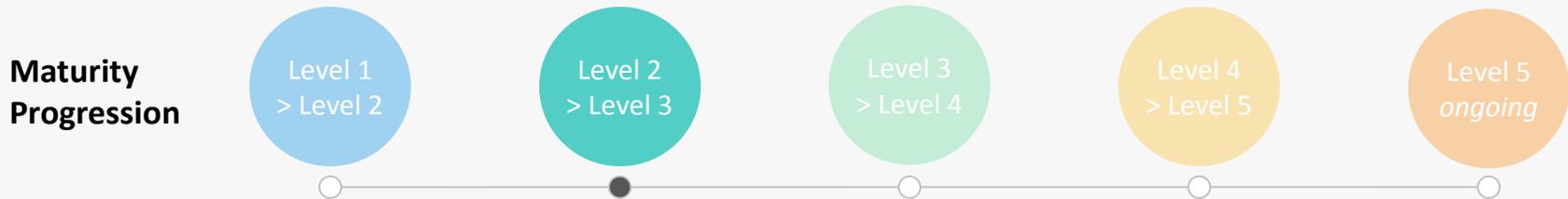
### Additional Resources

[A 5-Step Process For Designing IT Services](#) – ITSM Solutions DIY Guides

[A Practical Guide to Defining IT Services](#) – Pink Elephant



# Define capabilities roadmap & implementation program



## STEP 2: Create service TCO and asset calculations

Service Management requires integrating multiple providers, internally and externally, into a cohesive product that can be oriented to a clear outcome. Early attention needs to be paid to what data is needed, how it will be collected, and how performance is measured, otherwise reporting can become overwhelming and jeopardize the whole program.

### Objectives

- Define and socialize a mandate for the Service Owner's role within IT
- Use the mandate to start building the Service Owner job description and identifying a suitable candidate pool

### Stakeholder(s)

- CIO, Service Program Manager, Enterprise Architecture, Service Owner

### Measures of Success

- Service Description is accepted by all stakeholders
- Service performance metrics are accepted by all stakeholders

### Practitioner Insights

- Calculating service total cost of ownership and asset utilization can become a time sink for little benefit. Good enough is good enough – make sure that the major cost drivers are understood, and focus on limiting data collection to what is actually needed.

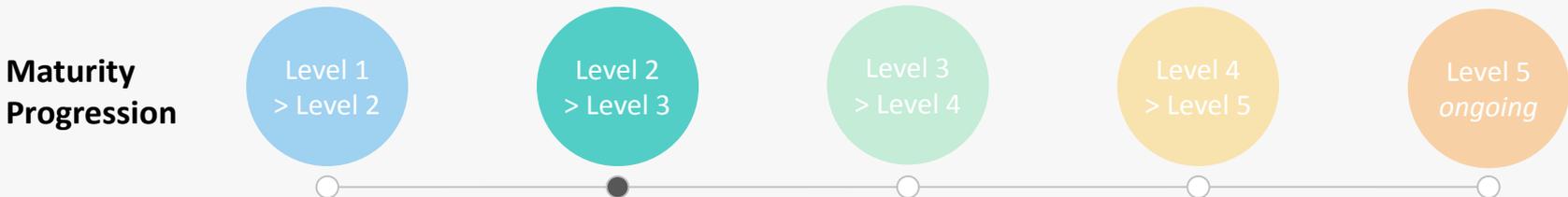
### Additional Resources

[What is TCO?](#)

[How to Calculate Total Cost of Service Delivery](#)



# Define capabilities roadmap & implementation program



## STEP 3: Define service teams

Service Owners will need support from the organization to be able to understand and manage the service footprint. In order to enable services to be stood up rapidly, create roles across the service lifecycle that will be filled by a bench of resources, who can provide matrixed support for Service Owners.

### Objectives

- Define the activities that need dedicated support and which can be managed through matrixed resources
- Ensure that staff are able to effectively balance between 'day jobs' and service work

### Stakeholder(s)

- Line management
- Infrastructure, applications and project staff

### Measures of Success

- Clear roles and remits for services exist, based on the RACI document
- IT staff understand their accountabilities for service deliver
- Line management are able to support staff working across multiple service lines or lines of business

### Practitioner Insights

- Use ITIL frameworks to define key tasks – incident management, problem and change management, and to align staff
- Whilst the ITIL framework is not a universal panacea, it does provide a common language and framework for staff to use to understand roles. Make sure all staff involved in service activities have a basic understanding of ITIL, and of what services means for the organization.

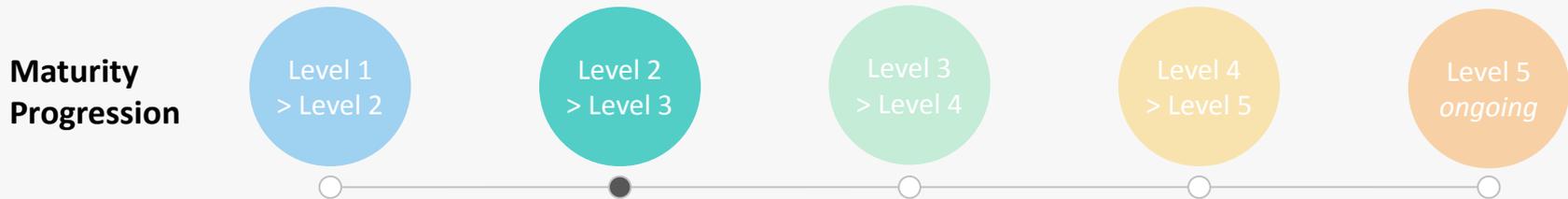
### Additional Resources

[ITIL Service Support](#)

[Symantec's Support Structure for the Service Owner](#)



# Define capabilities roadmap & implementation program



## STEP 4: Define a future state architecture for ServiceNow capabilities

The ServiceNow team, in collaboration with Enterprise Architecture, should define a roadmap (that ideally looks several quarters or years ahead) for ServiceNow capabilities to implement, aligned with strategic objectives for service and digital transformation

### Objectives

- Define a “future state” for ServiceNow that reflects implementation of capabilities aligned to IT and business strategic objectives
- Define how the Now Platform will integrate with other critical systems

### Stakeholder(s)

- Enterprise architecture
- CIO
- Business partners

### Measures of Success

- Roadmap clearly defined at least 12 months ahead, and revisited quarterly by strategic governance boards
- Roadmap communicated to IT investment steering committee and aligned to budget development

### Practitioner Insights

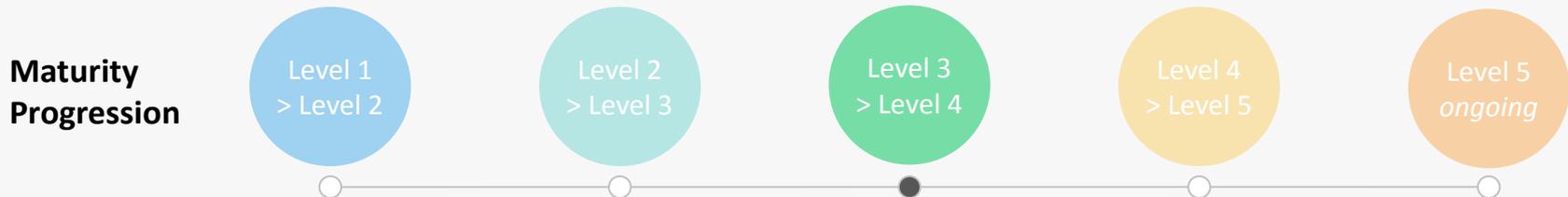
- Don't inundate the future state architecture with unnecessary detail – keep it simple enough to guide discussions for a C-level audience, and ensure it explicitly reflects or connects to business objectives
- Don't show the future state architecture for ServiceNow in isolation – show how ServiceNow ‘fits’ within an ecosystem of critical systems
- A future state architecture isn't just about technology – ensure you include process and people/skill dependencies

### Additional Resources

n/a



# Define capabilities roadmap & implementation program



## STEP 1: Define initial business services

Once business capabilities are in place, services can be created to support them. Business services are the means of delivering value to customers by facilitating the outcome customers want to achieve, without the ownership of costs and risks. Initially look for low-hanging fruit as before, focusing on areas that are known and understood by business partners and where they can clearly articulate need and value.

### Objectives

- Create a small set of business-relevant services that use business capability language to define outcomes, rather than technology-centric language
- These services should be above the application and process layer, and focus on what the organization does rather than how it does
- Service metrics defined in business terms, not IT terms (e.g., if we are developing a service to improve employee onboarding, metrics should be around regretted attrition within first 180 days, satisfaction and intent to stay – not technical or incident management metrics)

### Stakeholder(s)

- Service Owners
- Enterprise Architects and Business Liaisons

### Measures of Success

- Services defined and marketed
- Metrics are able to be tracked, and are understood by IT and business partners

### Practitioner Insights

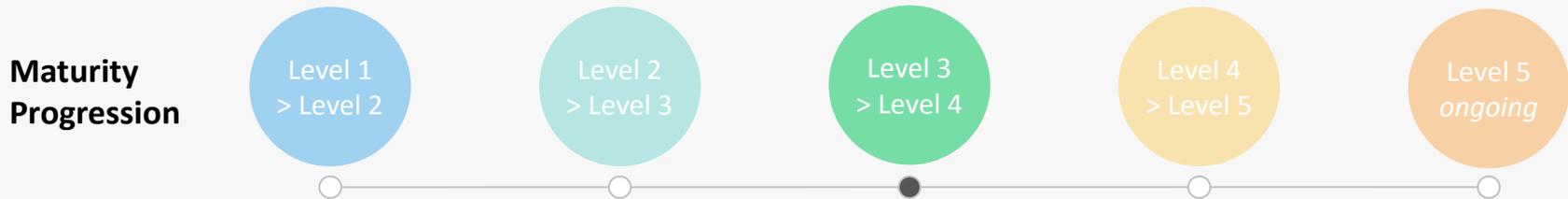
- Metrics selection requires IT to accept tracking and showing performance based on metrics that are not wholly within IT's control – this is a significant cultural change, and requires careful management, but is essential to be able to make IT decisions that focus on business outcomes
- This does not mean that we do not track technical metrics – just that these are not what are published when IT talks about service value

### Additional Resources

[BarclayRae Business Services Catalogue](#)  
[What, Exactly, is a Business Service?](#)



# Define capabilities roadmap & implementation program



## STEP 2: Conduct requirements conversations with business stakeholders

Business services are used to support business outcomes, with a focus on the right outcome metrics for the right cost. IT can use business capabilities to understand where provisioning can be reduced, to free up investment for other more critical priorities – in order to do this, Service Owners need to have clear understanding of the requirements that stakeholders have from their services.

### Objectives

- Understand who the stakeholders for a service are (who pays, who consumes)
- Understand the outcomes that are expected from the service, and the business value generated by those outcomes

### 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

### Practitioner Insights

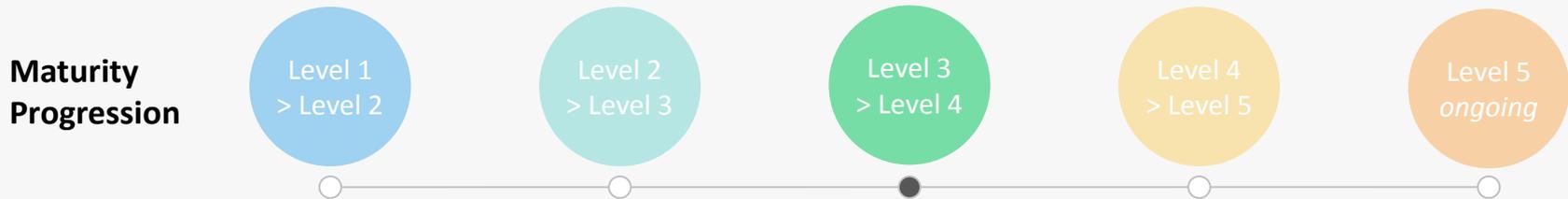
- Metrics selection requires IT to accept tracking and showing performance based on metrics that are not wholly within IT's control – this is a significant cultural change, and requires careful management, but is essential to be able to make IT decisions that focus on business outcomes
- This does not mean that we do not track technical metrics – just that these are not what are published when IT talks about service value

### Additional Resources

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



# Define capabilities roadmap & implementation program



## STEP 3: Create a community of practice to distribute and share requirements

In order to create business outcome-based services, the IT organization needs to be able to communicate internally. Business partners expect that conversations with Business Liaisons, Service Owners, or other customer-facing IT staff should be known to the whole of IT. And IT cannot have multiple conversations with business partners looking for similar information. It is essential that IT established knowledge sharing forums and repositories to keep everyone up to date on both business and service-driven opportunities.

### Objectives

- Create a Community of Practice across customer-facing IT staff to share information on the business, vendor landscape, and opportunities that IT could be pursuing
- Ensure that Technical and Service-based roadmaps are in alignment, and surface internal issues around prioritization

### Stakeholder(s)

- Service Owner and Service Program Manager
- Enterprise Architecture

### Measures of Success

- Attendance at meetings
- Contribution to messaging boards, documentation

### Practitioner Insights

- Participation in the CoP should be tracked and part of each attendees annual objectives
- Managing the matrix is an issue that has stalled many Services-led journeys especially in more complex organizations where. Each group should be partly incented on the success of the other, to improve collaboration.

### Additional Resources

[Create a Corporate Learning Community of Practice](#)



# Define capabilities roadmap & implementation program



## STEP 4: Develop user stories and process analyses to evolve the ServiceNow roadmap

Your implementation roadmap should be revisited at least quarterly by a strategic governance board. Evolution should not just be guided by architectural analysis, but by “on the ground” analyses developed from the experience of service fulfillers (e.g., service desk staff) and process performance.

### Objectives

- Employ business analysts to develop a backlog of user stories for future implementation requirements from service fulfillers, developers, and consumers
- Consult regularly with process owners (especially Continual Process Improvement owners or teams) to develop a backlog of future implementation or configuration requirements based on assessments of process maturity or effectiveness

### Stakeholder(s)

- Process owners
- Service fulfillers and developers
- Target groups of service consumers

### Measures of Success

- Development of a requirements backlog to inform the implementation roadmap for ServiceNow

### Practitioner Insights

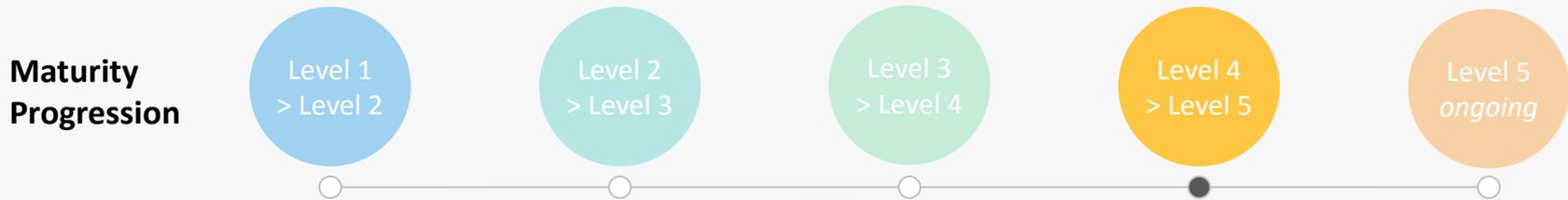
- Use process and workflow performance metrics as a guide to identify potential gaps that can be addressed in the ServiceNow roadmap
- Consider the development of an advisory group of line-level staff (including service fulfillers, developers, and consumers) to inform the ServiceNow roadmap

### Additional Resources

[Developing a Roadmap](#) – gov.UK Service Manual



# Define capabilities roadmap & implementation program



## STEP 1: Business service roadmaps are the primary tool for IT investment

Understanding how services are consumed allows an effective customer-facing service catalog to be created. The service catalog is more than a request catalog – it links the business and IT by defining the actual services received by the customer, and details the service level agreements based on those services received, not the underlying technical components.

### Objectives

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

### Stakeholder(s)

- Service Owners
- Vendors
- Senior Management / IT Communications teams

### Measures of Success

- Can assess which infrastructure components and which vendors are critical in supporting each business outcome service
- The IT catalog is not about listing every application or activity IT performs and calling them 'services' – services need to be able to drive genuine outcomes across the business

### Practitioner Insights

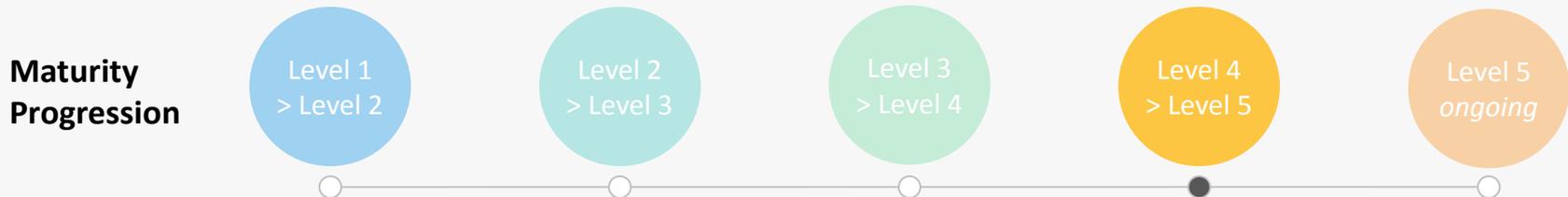
- There are two versions of a service catalog – one for customers, with top level information needed to understand what the service does and how to procure it, and a second more technical version that includes all information relevant to IT and service providers
- Ensure you know who is experiencing the service – is the right, or most critical, customer experience being measured

### Additional Resources

[Three Worst Mistakes You Can Make When Designing Your Service Catalog](#)  
[Designing the Service Catalog](#)



# Define capabilities roadmap & implementation program



## STEP 2: Roadmaps are shared with vendors

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

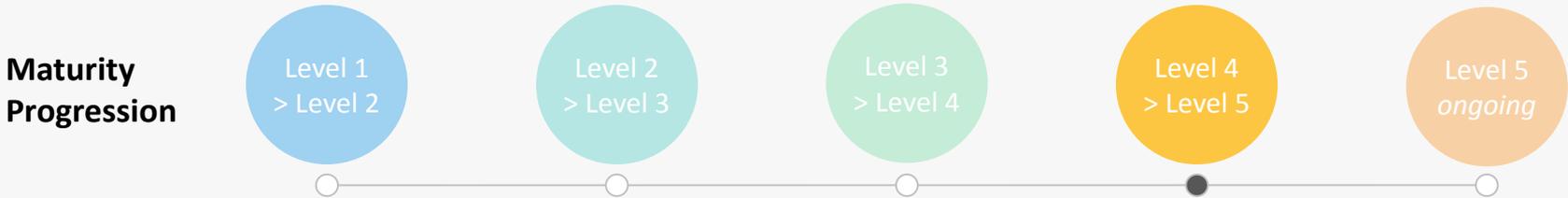
- For Service Management to work, the IT organization needs to focus on business outcomes. Time spent on managing vendor SLAs and fighting over performance is time wasted. By giving vendors insight in to critical outcomes for IT, they are better positioned to flag issues and use their expertise to suggest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

### Additional Resources

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



# Define capabilities roadmap & implementation program



## STEP 3: Co-develop the ServiceNow roadmap with business leaders

As the organization develops its approach for enterprise service management and transformation, the ServiceNow roadmap should not be developed in isolation, but in conjunction with representatives from business shared service functions and, where feasible, product lines.

### Objectives

- Include business leaders in strategic governance, roadmap development, and budget planning for ServiceNow
- Ensure the ServiceNow roadmap is the joint product of IT and business functions

### Stakeholder(s)

- CIO
- Enterprise Architecture
- Senior business leaders

### Measures of Success

- # of business functions/lines represented in strategic governance board for ServiceNow

### Practitioner Insights

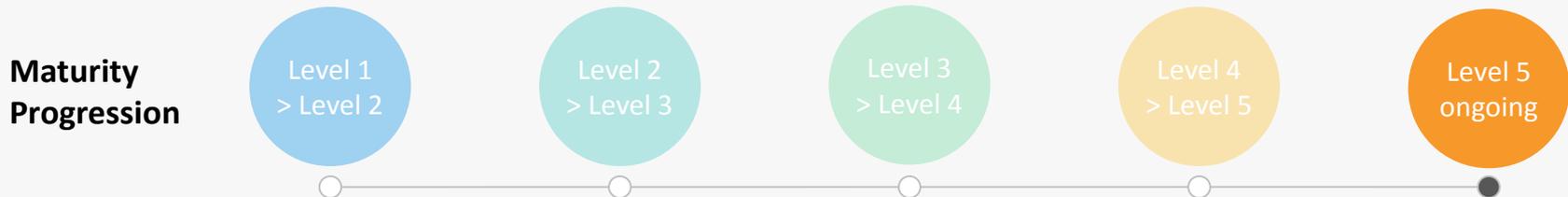
- Don't wait to involve business representatives in strategic governance and roadmapping for ServiceNow – their involvement can be a critical step in education and socialization before an enterprise service management strategy matures
- As your ServiceNow footprint expands, consider enlisting additional Executive Sponsors beyond IT

### Additional Resources

[Four Types of Executive Sponsorship to Catalyze Change](#) – Deloitte / Wall Street Journal



# Define capabilities roadmap & implementation program



## STEP 1: Service owners can propose, define and own service investments

As the organizations service management 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, whilst 'Change the Business' investments are decided across all services, based on the organizations strategy and immediate value. Running IT as a Business means that resources saved by reducing RtB can be switched to build change capabilities that otherwise may not get funded.

### Objectives

- Devolve accountability for running the service to the Service Owner

### 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

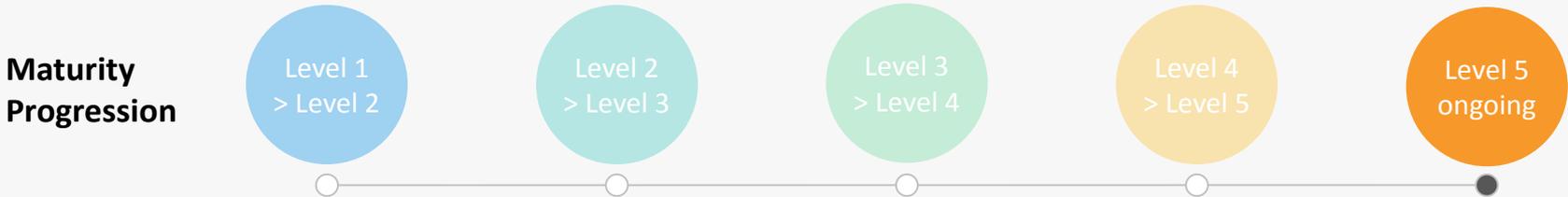
- Encourage Service Owners to look for opportunities to drive consolidation and reduction in costs, and reinvest savings in change programs aimed at addressing key challenges

### Additional Resources

[Cisco's IT Investment Planning](#)



# Define capabilities roadmap & implementation program



## STEP 2: Include IT and non-IT spending on ServiceNow roadmap

As the enterprise service management strategy matures, ensure that budgeting for ServiceNow incorporates appropriate funding from both IT and enterprise functions.

### Objectives

- Develop and define ServiceNow funding at an enterprise (not just IT) level

### Stakeholder(s)

- CIO and senior business leaders

### Measures of Success

- % of ServiceNow funded via IT budget vs. business/function line budgets
- % of business function/line budgeting aligned to business capabilities

### Practitioner Insights

- Investment in ServiceNow should not be treated in isolation, but as part of an enterprise service or digital transformation (i.e., as a program of action). Business investment should also include funding for appropriate certification and training for business line staff.

### Additional Resources

[Cisco's IT Investment Planning](#)



# 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.

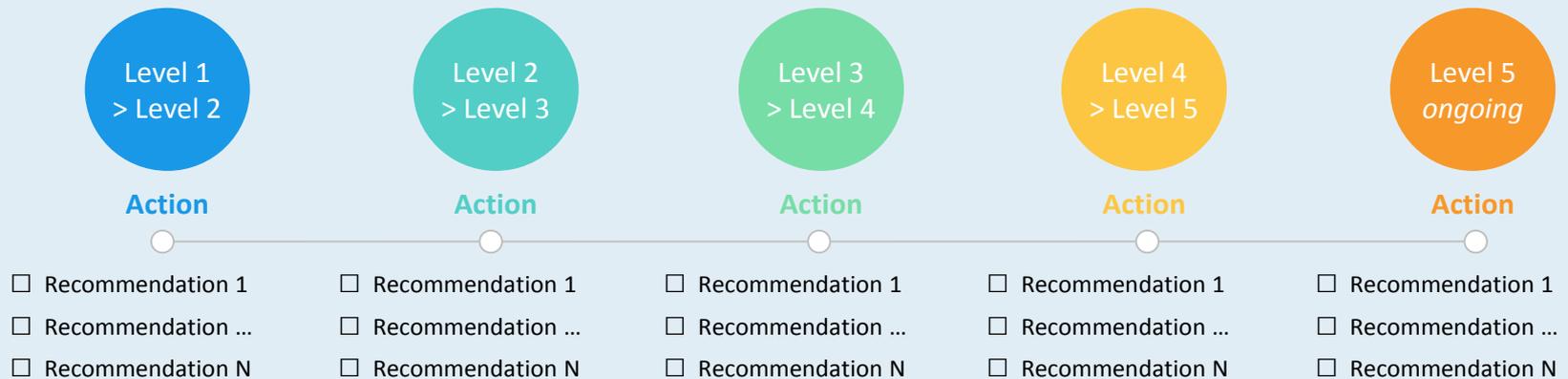
For each pillar component, you will find the following details:

- 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
<b>Business Liaison (or Business Relationship Manager)</b>	The individual responsible for ensuring that functional (IT) delivery is aligned to the priorities of a specific business unit.
<b>Enterprise Service Management</b>	The extension of service management principles to offerings outside of IT (example: new employee onboarding)
<b>Process</b>	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)
<b>Process Owner</b>	The individual responsible for the definition and oversight of a process, which should be consistent across services (e.g., incident management, request management, etc.)
<b>Service</b>	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.
<b>Service Owner</b>	The individual responsible for the delivery of that service, against agreed-upon cost and performance standards