At ServiceNow, we run our business using our own technology. This drives better business outcomes for us, with productivity and efficiency gains reinvested in growth and innovation.

We relentlessly use the Now Platform® and our IT, Employee, Customer, and Creator workflow products to digitize workflows that deliver great experiences and unlock productivity.
Business leaders are being asked to accelerate their digital transformation, whether to expand into new online markets, drive top-line revenue, support a remote workforce, or attract talent. More organizations recognize the power of intelligent workflows powered by AI and machine learning to help change how they transform to reach these goals.

In the following articles, we reflect on how we are pursuing our own transformation using the Now Platform®. We ask questions: What does it mean to digitally transform? What impact does it have? What does it mean to our customer experience when we make it easy for our employees, and increase the speed at which we do business across every department in the company? The stories explore various dimensions of digital transformation, including the roles of people, process, technology in pursuing business growth.

As you will read, we’ve seen incredible results in some areas; in others we are just starting. The emerging theme is that our platform has made a tremendous difference in improving customer experiences, unlocking employee productivity, and increasing operational efficiency. Much has changed since I joined as CIO in 2015 with 2,000 employees and $800M in revenue to 2021 with more than 16,000 employees and $5B in revenue. We recognize that the journey doesn’t stop. We continually seek to extend the business value our products deliver for our employees, customers, and partners. We hope these stories inspire you to do the same.

Chris Bedi
CIO, ServiceNow
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How a CIO dashboard helps you run IT like a business

Today’s business demands that IT transform from a cost center to an innovation engine. To foster a business mindset, IT leaders need full visibility into operations so they can achieve desired business outcomes. At ServiceNow, we run IT like a business to deliver value quickly, improve productivity, and create great user experiences.

The CIO Dashboard is one of the capabilities our IT leadership uses daily to advance business outcomes that help us scale. It’s based on a framework consisting of key decisions to be made, business-critical questions, and the required insights to help leaders chart the best course toward their goals.

The dashboard focuses on five key areas:

- Protecting business operations
- Executing strategic programs
- Using applications to drive productivity
- Helping ensure customer & employee satisfaction
- Contributing to the company’s growth

Security

Security plays a crucial role in any corporate environment. The dashboard provides risk exposure across various risk assessments and scenarios. This includes visibility into high-risk security issues from ServiceNow instances, vulnerabilities from cloud and corporate environments, and security response speed.

Portfolio and program management

Aligning execution with strategic business goals to deliver on time and within budget is the focus of our IT project management team. High-level insights highlight program execution risks, track program benefits against desired outcomes, align resources to strategic priorities, keep budget variances under control, and enable adoption of upcoming releases.
Applications and services

One critical success factor is having IT apps and services that drive productivity by working as they should. We use the dashboard to identify improvement opportunities by tracking application usage (monthly active users), adoption, and frequency of use metrics. Deeper insights are available by executive function, region, specific application, and service.

Sentiment

The dashboard offers a one-stop shop for visibility into sentiments that customers, stakeholders, and employees share on IT products and services. Customer sentiments about our products and services, executive briefings, and partner portal surveys are displayed. Employee sentiments are gathered from internal apps such as the employee portal, Virtual Agent chatbot, Now Mobile app, and IT infrastructure. IT employee engagement survey metrics can also be viewed.

Value (Now on Now)

ServiceNow strives to be the first to adopt and use its own products in its operations. The CIO Dashboard, built on the Now Platform® and the ServiceNow UI Builder, is a perfect example of how we use our own products. We use the value area to assess the impact of Now on Now activities on company performance and customer experience, areas of special interest for our CIO.

Built on the Now Platform

ServiceNow Performance Analytics displays key performance indicator trends against targets. Leaders can drill down into source data from across the company. A big advantage is that the CIO and team can access the data on their mobile devices (see Figure 2).

Using Now Experience, we were able to emulate the feel of a web application and elevate the user experience. IT leadership can find detailed insights in supporting dashboards with in-context knowledge graphs. Metric definitions clarify data sources and calculations in context.

Today our IT leadership can run IT like a business. Leaders have visibility into all aspects of IT operations so they can continually identify opportunities to increase efficiency, improve user experiences, and protect our operations from threats. And, as we hit bumps in the road, they can make smart decisions that keep us on course to achieve desired business outcomes.

To see more on the dashboard, watch this short demo or read the case study. For more stories on how we use our Analytics products to business value and unlock productivity, visit our Now on Now website and blog site.

“By looking at the entire landscape, IT leaders can improve operational efficiency without sacrificing employee satisfaction.”

Vivek Ambekar
There's no question: You have only a few weeks to win over your new hire's heart.

A negative experience after joining a new company makes employees twice as likely to look for new jobs, according to research by Digitate. And a 2019 Work Institute Retention Report found that up to one fifth of staff turnovers take place within the first 45 days.

Long gone are the days when you just gave your new employee a binder full of HR and compliance documents and called it a day. So it’s concerning that 58% of companies focus on tedious paperwork during an employee’s first weeks, according to Sapling HR.

Testing it out

In 2020, as the global pandemic shut down physical offices, ServiceNow decided to go against the trend and not cancel our summer internship program, as most companies had. Then we asked ourselves: How in the world will we welcome 241 interns remotely and help ensure they have a meaningful learning experience? After all, even the most independent interns require consistent guidance and feedback.

Luckily, we had been working on an internal app for ramping up new employees, so it seemed like the perfect opportunity to test it out. I’m glad to share that, despite the challenges of the pandemic, 98% of our interns reported they would recommend ServiceNow as an employer.

Supporting a virtual intern program on the fly was a huge leap of faith and a fantastic learning opportunity. Here are a few lessons learned that can help make your own company’s employee ramp-up process successful.

Lesson 1: Have a single source of truth

The inability to update information once it is disseminated is a common pitfall for growing companies. By having a single ramp-up portal for the company, you help ensure all new hires receive consistent and up-to-date intel.

Lesson 2: Provide a dashboard for managers

Managers with multiple new hires can struggle to keep track of their progress. This is especially true at fast-growing companies like ServiceNow, where managers often oversee new employees in various stages of their
With a dashboard that delivers a comprehensive look at employee progress and managers can build proactive, not reactive, relationships with all their reports.

Sumeyya Khan

Lesson 3: Invest in ramp-up

There’s a tendency for employers to make a splash on the first day, showering recruits with swag and sleek orientation videos—then neglect what happens afterward. Remember that the longer it takes to get an employee up to speed, the longer you under-utilize talent and potential. Setting up a formal ramp-up program for the whole enterprise may seem daunting, but it more than pays off in engagement, retention, and productivity.

Lesson 4: Create a buddy program

According to a 2019 Harvard Business Review article by three Microsoft experts, pairing a new employee with an experienced team member leads to higher satisfaction and productivity. This definitely tracks with what we saw during ServiceNow’s internship program. Like all journeys, having a buddy makes the experience more memorable and personal. ServiceNow’s ramp-up portal reminds both new hires and the assigned buddy to meet regularly. This creates a sense of community while facilitating the flow of information.

Lesson 5: Not just for new hires

While our summer interns were the guinea pigs for our ramp-up program, we quickly saw the potential of extending the insights to existing ServiceNow employees. Perhaps someone is returning from parental leave and needs to get up to speed quickly; maybe another employee has changed jobs and needs to pick up role-specific knowledge. They, too, need a proper ramp up.

The pandemic taught HR professionals that even the most brick-and-mortar business need contingency plans for remote new-hire orientations. We’ve seen the power of expanding that program to include the first 90 days of the employee journey.

For more stories on how we manage our employee experience using workflows, visit our Now on Now website and blog site. Check out our ebook on hiring and retaining the best talent.
As IT leaders seek new ways to gain a competitive advantage through digital automation, it makes sense to empower non-IT employees to create applications that solve their day-to-day challenges. By giving people access to an IT-approved, low-code platform, you free up your pro developers to focus on more complex projects that require a high level of expertise. For most organizations, low-code is the only way IT can keep up with the ever-growing demand for enterprise apps. Still, doubts remain.

Can a truly non-technical employee develop a decent app using a low-code platform? Will the results meet enterprise requirements? How much support will IT have to provide? Will this take away or relieve IT resources? Let’s examine these myths around low-code.

**Myth #1: Low-code apps can’t compete with enterprise-grade applications**

A low-code app is a specific app with a specific purpose created to improve individual or team productivity by bridging the gap between systems or automating small processes. Can it function in an enterprise? The answer is yes: It is still an enterprise app, developed according to the same IT best practices—but it is not designed to scale. When the scope is smaller, you avoid the overhead that comes with a full-scale enterprise-grade app, including requirements gathering and other complexities.

A great low-code platform provides drag-and-drop interfaces and pre-designed templates to help ensure consistency with IT best practices. This makes it easier for citizen developers to create consistently great apps. Because they are both the requestor and the builder, they know the issues to solve for and have the knowledge to create the workflows. They just need the right tools and guidance.

**Myth #2: A citizen development program will burden my overtaxed IT development team**

With the rapid demand for digitization and business app requests, there simply aren’t enough developers to go around. That’s why the most important impact of citizen development is freeing up time for pro developers.

Using self-serve, low-code tools with automated testing and approval capabilities, citizen developers can submit and create simple apps with IT oversight. This not only reduces app backlogs, but also relieves IT burnout and the exodus of overworked developers.

ServiceNow IT has a goal to have citizen developers creating 65% of apps by December 2022. This will allow our pro coders to focus on writing code for enterprise-wide apps that require a high level of expertise.
Remote work and the digital transformation movement have triggered a race for automation across many industries.

Rajeev Sethi

Myth #3: We’ll have to manage application sprawl

Apps that automate workflows are essential to any business. The real impact isn’t in the quantity of apps you have, as much as how they are created and managed. IT provides oversight with a set of best practices.

Smart IT shops use the engagement layer of a low-code platform to manage sprawl. This engagement layer provides a single, comprehensive intake process to avoid the creation of duplicate apps. And by establishing clear policies that dictate when apps should revert to IT ownership because of size or scope, IT remains in control. Done right, low-code apps can cut down on shadow IT and create new connections in the enterprise.

Myth #4: Citizen development apps create security risks

Security is vital in any development environment. As with all development projects, IT should mitigate security risks by having the right technical guardrails and practices in place.

Code scans, a feature of most low-code platforms, enforce predefined security standards. It is prohibited to copy sensitive data into developer environments, period. Fortunately, we also have one data model running on one platform; there are no data transfers to worry about. This provides an extra layer of security.

Myth #5: Citizen development creates shadow IT

With a strong governance and collaboration model at the core of your citizen developer program, you can mitigate risk and shadow IT from the get go. After all, when you give people the opportunity to build their own apps in collaboration with IT, there’s no need for them to seek outside solutions.

You can also thwart shadow IT by offering app creation resources guided by IT best practices. Then make it easy and fun by adding certifications and badges for citizen developers that celebrate their app accomplishments. Empower them to solve one issue, then challenge them to tackle another.

Citizen development isn’t just a fad

Remote work and the digital transformation movement have triggered a race for automation across many industries. By empowering as many internal resources as possible to create apps that automate workflows, you support your company’s transformation efforts. You can also remove many of the daily frustrations that employees experience.

Citizen development programs are here to stay. It’s time to dispel the myths in your organization about citizen development and share how it can accelerate your corporate journey. So, knowing what you know now, what’s stopping you from jumping on the low-code bandwagon?

To explore the employee perspective, check out these blogs: Clearing IT bottlenecks with citizen developers or Low code, high impact: Empowering citizen developers.
AIOps isn’t an IT magic wand, but it sometimes works like one.

One day, our IT ops team was heads down on a major cloud migration project. Meanwhile, ServiceNow Event Management detected a high volume of alerts from the monitoring system—600% more than usual. That typically means a lot of unplanned work for our IT team, not to mention a delay in our cloud migration schedule.

The AIOps capabilities in ServiceNow IT Operations Management (ITOM) were our magic wand. Using historical data and text-based correlation (included in the Paris release of the Now Platform), our AIOps solution combined the noisy alerts into a single incident. The magic wand part was the fact that the system did all of this automatically; we didn’t have to manually comb through an avalanche of alerts.

As of May 2021, AIOps has reduced our IT support and IT ops incidents by 39,000, saved 13,000 hours, and helped us realize $397,000 in savings. Those are some pretty big wins, and we’re just getting started.

Those wins only happened by taking a systematic approach. Here’s what we learned in our journey to deliver on the promise of AIOps:

Cultivate an automation-first mindset

IT’s traditional role is reactive: Something breaks, and we fix it fast. An automation-first mindset is proactive: anticipating and helping prevent things from breaking in the first place or addressing issues quickly.

To do this, we had to make data-driven decisions, which required a single source of truth for data. We also needed to make changes to drive self-healing. This meant addressing gaps such as implementing major incident management, improving our problem management process, and revamping change management.

Use AIOps to enable the strategy

AIOps is just a bunch of technologies unless it’s part of an overall strategy with clear outcomes. At ServiceNow, we call it our three zero strategy:

- **Zero outages** – Use AIOps, predictive analytics, and other technologies to create a self-healing infrastructure to help ensure 100% service availability.
- **Zero physical footprint** – Move everything to software as a service and the cloud.
AIOps has reduced our IT support and IT ops incidents by 39,000, saved 13,000 hours, and helped realize $397,000 in savings. We’re just getting started.

—Thangavel Viswam

- **Zero incidents reported** – Although we can never prevent someone from spilling coffee on their laptop, we’re all in on Virtual Agent, AI, and self-service workflows to get as close to zero incidents as possible.

  Sure, it’s bold, but that’s how you tap into everyone’s—and everything’s—full potential and push boundaries.

**Plan the journey**

Start with a self-assessment to understand where your ops maturity is with respect to people, processes, and technology. Identify use cases that align with your strategy and prioritize them—for example, by return on investment, cost savings, strategic benefit, or user productivity gains. It’s also critical that you evaluate your staff—both roles and skill sets—to determine where you need to train and grow.

**Integrate, integrate, integrate**

Broaden the Now Platform integrations to include SaaS solutions—for example, how logs flow in from Zoom phone to ServiceNow Event Management. This is crucial for voice call quality and can proactively identify issues. Integrations are also helpful in smoothing the IT staff transition by putting data into one pane of glass.

**Map next steps with data**

Data is the fuel that drives IT decision-making, so make data quality an investment priority. That way, you’ll be able to prioritize use cases that deliver maximum business value.

Data also helps surface new focus areas for AIOps, such as personas. What capabilities and services can IT deliver to make a salesperson—or product engineer or software developer—more productive?

**The power of AIOps**

Let’s close with another example. As part of a data center migration to the cloud, we temporarily shut down a primary VPN authentication server at 10 pm.

As we streamed the VPN logs to Health Log Analytics, ServiceNow Predictive AIOps detected an anomaly and proactively notified the operations team, which fixed the issue within 30 minutes. A worst-case scenario—3,600 users losing VPN connectivity—was averted with zero impact to users.

AIOps is a hot trend in IT, and ServiceNow IT is all in. But it’s important to get on board for the right reasons. If you stay focused on your goals—in our case, three zeros—AIOps will open opportunities to innovate, deliver game-changing solutions, and take you from incident firefighter to strategic business partner.

To learn more AIOps in IT, visit our Now on Now website and blog site.
Artificial intelligence has made exciting leaps in recent years. It can read, write, see, and speak. It can solve many problems that humans can't. AI is a powerful technology, but not so powerful as to be beyond reproach.

As AI adoption expands in the enterprise—50% of companies surveyed by McKinsey in 2020 said they had adopted AI in at least one business function—leaders must define standards and expectations for AI applications and ensure they are met, just as they do for human employees.

Machine learning algorithms, after all, are making more and more decisions that impact customers, employees, and business results. Executives should scrutinize how machine learning models frame and make those decisions, identify any machine biases that might skew their analysis, and in general, ensure they do what they are hired to do.

In my experience as an analytics leader in large organizations, making AI accountable in the enterprise starts with a handful of core questions for business and technology leaders.

1. **Is AI the right fit for the job?**
   Just as companies must evaluate whether a particular job candidate is the right fit, they need to determine whether AI is the right approach for a particular use case. That depends on four factors:
   - How important is the problem? Developing the right AI models can require significant time and resources. Is this a problem that can significantly reduce costs or increase revenue?
   - Do you have the right data? AI models tend to perform best when they can draw upon large volumes of carefully curated data.
   - Does this problem scale? The bigger the scope of the problem, the greater potential return you are likely to see on your AI investment.
   - Can you put the results to work? Organizations need to develop a playbook that plots the actions it will take from predictions AI will make.

2. **Can the AI model explain itself?**
   It’s not enough to analyze the data and make a prediction. The AI model needs to be able to explain how it arrived at a particular prediction. Or, if it can’t, a surrogate model, which takes the AI model’s predictions and

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**How to hold your AI accountable**

**Key steps to ensure machine learning models perform to expectations**

Vijay Kotu is vice president of analytics at ServiceNow and co-author of the book, “Data Science: Concepts and Practice.”
reverse-engineers them to determine how the model arrived at them, needs to do the same. The ability to explain how a model works helps to establish trust in decisions. For example, AI developers might create a model that predicts the interval between a customer’s initial investment in a product and the point at which they begin to realize its value. If the gap is too great, customer satisfaction will suffer. By analyzing usage, engagement, and training data, AI models can generate a time-to-value score, identify any issues that may be impacting adoption, and provide recommendations for mitigating them.

3. How is the model performing?

Every employee participates in periodic performance reviews and, when necessary, improvement plans. Likewise, AI models need to be constantly evaluated and refreshed to counteract drift, which can happen when the data changes over time and the model doesn’t adapt to those changes.

For example, companies generally can’t evaluate the accuracy of an AI prediction until the predicted result has (or hasn’t) come to pass. AI models can be compared to historical data to get a rough idea of their accuracy. If they’re off by a significant margin, an intervention can be staged. Because models are likely to drift as the data changes, their accuracy must be periodically monitored and managed.

A classic use case for machine learning is to identify customers at risk for churn. Because certain market factors are unpredictable—companies may go bankrupt, merge with competitors, or be impacted by larger economic factors such as a global pandemic—these models must be revisited every quarter and adjusted as needed.

4. Can you control for bias?

Just as it’s impossible to eliminate biased decision-making in humans, AI models can develop biases from incomplete data training sets or a less-than-rigorous selection of variables. In the human world, bias is counteracted via learning, awareness, HR policies, and performance reviews. In the AI world, it’s done through algorithmic auditing or statistical analysis.

If you are building a model that predicts when a sales deal is likely to close, you need to take special care to avoid introducing variables—such as, say, the experience or history of a particular sales rep—that could inadvertently bias the prediction.

5. Are you encouraging diversity?

Creating an “ensemble” of independent base models can reduce the overall error rates of your AI deployments in the same way hiring people from diverse backgrounds can bring new ideas into the organization.
Let’s say you wanted to use machine learning to identify likely sales prospects. You could build a model based on the number of times a person visited your company’s websites and in-store purchases. You’d probably get more accurate results if you combined that with another model that analyzed customer demographics and product trends, a third model that looked at all the above signals plus their exposure to marketing messages, and so on. Combining different models into an ensemble compensates for weakness in any individual model and can produce more accurate results.

The key is diversity: Using a separate set of training data for each model, changing the attribute set of each model, or creating new algorithms and parameters will all make the ensemble approach more effective.

Responsibility for the success or failure of AI deployments ultimately comes down to people. Business and technology leaders must take responsibility for the AI models that influence decisions and must be accountable for the results. Every model designer must be able to explain how the model works, and adjust it if results don’t meet expectations through a rigorous process and policies regarding the accuracy, bias, ethical use of data, and use cases.

As with hiring new employees, deploying AI at scale is only the beginning of the journey. To maximize AI’s potential, companies must continually monitor and improve its performance to generate the greatest value for the enterprise.

For more information on our internal adoption of AI, visit the Now on Now website and the Now on Now blog site. Or read other articles by Vijay, including Let’s start a revolution: Analytics in Action, Boost your ROI with data analytics, and What is data science?
A five-step prescription for risk heartburn

Your risk grows in direct proportion to your business. There’s no way around it. New markets, business models, and geographies add layers of regulation and complexity. Expanding infrastructure needs to accommodate not only employees, but customers, partners, and an explosion in remote—and increasingly mobile—workers. Add to that a global pandemic combined with global and political uncertainty and, well, this isn’t your grandma’s risk environment. It isn’t even your older brother’s.

It’s enough to give any risk manager, CxO, or board of directors a serious case of heartburn. The last thing you want is a surprise or questions about your data during a risk review with your board of directors. I know because this used to be par for the course. Today during ServiceNow’s risk reviews, these issues are largely absent. In fact, our risk reviews are practically heartburn-free.

5 elements of a good risk program

In our personal lives, we check our locks at home because it’s a lot easier and less disruptive than dealing with a break-in. Same thing in business: It’s always better to take steps to manage or avoid a risk than to recover from it. That’s why effective risk management requires action that’s proactive, not reactive. So, what was our prescription for relieving risk heartburn? These five steps made all the difference.

1. Consolidate your data

Gathering reports from stakeholders via email, reconciling data, and flowing it into spreadsheets is inefficient, error-prone, and a poor use of time and talent. The solution is to digitize manual workflows on a common platform—in our case the Now Platform. This gives us a common framework and taxonomy across all risk areas, so we’re all speaking the same language amongst ourselves and when reporting to the board. And with a centralized, single source of truth for data, discussions about data accuracy are a thing of the past. Real-time dashboards give us continuous monitoring with enterprise-wide coverage. Now, when risks arise we are alerted immediately. This means no more nasty surprises when preparing for our quarterly risk meetings.

2. Establish the right controls

When it comes to functional risk, one size does not fit all. You need to identify each function’s risks, then establish the controls needed to mitigate and the key metrics to measure them. That’s not to say that you work in
When it comes to functional risk, one size does not fit all.

Hassan Javed

Data is collected at the functional level, but it needs to be centralized so risks can be managed and prioritized holistically across the enterprise. Because the risks are ever-changing, controls aren’t one and done. You need to review and fine-tune them regularly to ensure a strong control environment.

3. Use dashboards to provide visibility

Visibility is key to quickly spotting and addressing potential control breakdowns. After all, you can’t fix what you can’t see. The right dashboard gives everyone in the risk management chain insight and can be tailored to the role—from the first line of defense on up. For example, when our auditors want to check our SOX compliance, they don’t need to wait for us; they can view the dashboard. Because it’s shared data, everyone experiences the same reality, from the CxO down into the function. The result is consistent, fully informed decisions. Dashboards are also invaluable for reporting. We just drop the dashboards we use every day into our reports—a real confidence builder in presentations to the CxO and the board.

4. Don’t reinvent the wheel

There are a lot of road-tested tools out there—Splunk and Workday come to mind—that have the functionality most companies need. I recommend integrating them rather than trying to build your own. You’ll save time and resources and free your staff to focus on managing risk, not on technical issues. At ServiceNow we use our own Integrated Risk Management (IRM) product, which lets us monitor data and controls from third-party tools.

5. Be adaptable and target emerging risks

Risks are ever changing, so you’ll need to be proactive to avoid any unexpected surprises. Be on the lookout for emerging threats and any gaps in process, resources, or controls. Starting with a single data model and common control framework, assign control owners, identify the right controls and how they should be monitored, and get stakeholders engaged. One final point: It’s critical to have executive alignment and tear down the silos. In our quarterly Governance, Risk, and Compliance (GRC) steering committee meetings, it’s really helpful to speak a common language and have everything in one place.

No more antacids

Senior executives have a lot to work on these days. Fortunately, CxOs have automated solutions to help relieve heartburn and transform board risk reviews from stressful to routine. Not that there won’t be tense moments—business has never been risk-free and never will be. By taking the proper steps in advance, we can turn the tables so we’re staying ahead of risks before they spiral out of control.

For more information on managing risk, visit the [Now on Now website](https://www.nowonnow.com/) and the [Now on Now blog site](https://www.nowonnow.com/blog). Or read a related Now on Now practitioner blog, [Two Truths And A Lie About Risk Management](https://www.nowonnow.com/blog/two-truths-and-a-lie-about-risk-management).
Anyone involved in any kind of datacenter or physical IT operations faces multiple challenges every day:

• Manual tracking in Excel spreadsheets
• Entering data into multiple systems, depending on the asset type and information needed
• Tracking down assets that were never received or recorded
• Scanning assets during audits
• Generating compliance reports

What if there were an easier way?
At ServiceNow, we reached a major milestone: end-to-end automated workflow of the cloud hardware supply chain, from order through disposal. The features in the Paris release of ServiceNow Hardware Asset Management (HAM) took us over the finish line, reducing asset management time for engineers and asset managers by 76%.

My team, cloud supply chain operations, manages the assets for ServiceNow’s 37 physical datacenters across the globe, including separate instances for federal, commercial, and labs. Since we automated almost all of the manual tasks, productivity and efficiency are way up. Even better, we can focus on the value-added work we like to do rather than repetitive, manual tasks.

How did we get here? We began with the basics: reviewing and refining our hardware lifecycle management processes and building a tighter integration with our partners. I’d like to share four ways we were able to achieve end-to-end automated workflow.

1. Breeding productivity
We reviewed our ServiceNow IT Asset Management (ITAM) lifecycle management processes and changed them by either automating steps or creating an API integration with vendors to gain efficiency through the supply chain. We also created exception reports to identify process gaps to mitigate. In our current environment, every aspect of hardware management that can be automated has been automated.

2. Reducing the drudgery of manual audits
Reconciling audit results and asset records manually is time-consuming and tedious. Because of security requirements, we began to use the ServiceNow Mobile Agent app to do our physical audits.
Our engineers scan the assets in our cloud production environment. Audit results are collected, tracked, and integrated with the HAM database. The app does the reconciliation; the results are available immediately. What’s left? Physical asset scanning and cleanup.

We can quickly lock in a physical audit schedule and create audit tasks for our datacenter engineers, asset management team, and accounting team. Audits are much faster, and we project this new capability will save ServiceNow about 360 hours annually.

3. De-duplicating our database

We’ve all seen it: model inventory data that comes from multiple sources, resulting in different display names for the same model and duplicate records. We use the Hardware Model Normalization capability to track an asset’s unique model number based on the United Nations Standard Product and Services Code (UNSPC).

We standardize on one display name and remove duplicates, increasing data accuracy in the model catalog and CMDB. This also provides real-time hardware lifecycle visibility for the hardware engineering team to make design decisions and the procurement team to manage supply continuity. Using this feature, we achieved 98% data accuracy by the end of 2020.

4. Simplifying asset disposal

Using ServiceNow Flow Designer, we built a workflow tailored to our hosted cloud business process. We created a single system of action to streamline the workflow and automatically update assets. We configured the app to send automatic email notifications to task owners and stakeholders and adjust asset retirement dates according to our company’s policies—eliminating manual updates and human errors.

Now, when asset disposal is confirmed, the system retires both the asset and configuration item records. With the asset and disposal certificate in one place, compliance risk mitigation is easily traceable. The automated process also lets us integrate with our buy-side partners who handle disposal.

In the future, our datacenter engineers will be able to validate retired physical assets using a newly established asset inventory audit. Our next project will be to sync our financial system with the production instance model data. We plan to integrate the model table and the data center bill of materials part number table so that the manufacturer details are available to our teams.

Life is certainly easier. I click on my HAM dashboard to check the latest compliance report and realize there’s no going back. What’s better is I now spend my time finding ways to make the process even faster and smoother.

For more information stories on how we use other ServiceNow products to increase business value, visit the Now on Now website and the Now on Now blog site. And check out this case study: Now on Now: How we use HAM to streamline and automate the ITAM process in IT and cloud hosting.
How do I reset my password?
How do I add someone to a distribution list?
How do I request ergonomic home office equipment?

At many companies, when employees have questions like these or need help, they face the complexity of threading together siloed processes. Sometimes a task can require getting in touch with multiple departments, creating friction and frustration. Other times, it’s not even clear where to start. Seemingly simple requests such as submitting a name change are actually fraught with complexity because they involve multiple teams across HR, IT, finance, and workplace services, among others.

When departments deliver services separately with different portals, systems, and processes, employees get a fragmented and inconsistent experience. The burden is on the employees to figure out the right tools, learn to use them, and coordinate between different functions.

**Hide the complexity**

Enterprise Service Management (ESM) improves productivity and performance through the application of service management across the business. By using automated workflows on a common platform, ESM helps remove friction and accelerate innovation.

ServiceNow has been on an IT digital transformation journey for three years. We use the Now Platform to bring together numerous processes across many different functions, ranging from legal to procurement to IT to finance.

Most of our employees may not even notice how complex the service delivery is. That’s the whole point of ESM: to hide complexity and create delightful experiences for employees—all while digitizing workflows to grow at scale.

**Grow the ratio, not the budget**

ServiceNow is growing at around 30% per year. We haven’t increased our IT budget at the same rate. Last year’s unprecedented world events saw a worldwide decrease in IT spending by 3.2%, according to Gartner, just as enterprises needed more—not fewer—resources to keep the business going.
We were lucky that we could use the Now Platform to drive speed, efficiency, and productivity. By doing so, we supported the company’s ever-increasing workforce with a nominal growth of IT support staff. We’ve been able to steadily increased our employee-to-IT-support ratio during a time of continued growth.

Also noteworthy is that the 2020 figure of 336 employees per one IT support staff member only takes into account full-time employees. When we consider the contractors that IT supports, the actual ratio is even higher.

**Meeting employee expectations**

When we set out to transform the employee experience, we quickly identified three key expectations from employees that were going unmet:

- Round-the-clock self-service capability
- Digital experience across multiple channels
- Consumer-like experience

In response, we made it easy to use self-service and ServiceNow Virtual Agent, leveraging machine learning and AI. Today, we count more than half of ServiceNow employees as monthly active users of chat-based self-service, automating common requests such as Okta multifactor reset, deleted email recovery, and HR case status check—all on Virtual Agent without human intervention.

To read more about effective enterprise service management, check out our Now on Now website and the blog site, or download this ebook.
When ServiceNow employees began working remotely in March, the company’s 70 offices turned into 12,000 work-from-home remote sites almost overnight. One of the biggest headaches was getting laptops in the hands of all new and many existing employees.

In the past, laptops went from our Value-Added Resellers (VARs) to ServiceNow sites, where our IT team configured them for pickup or shipped them to remote employees. With the pandemic creating major supply-chain challenges for a dispersed workforce, that process no longer worked.

Employees needing replacements had to wait, which hampered productivity. We were still hiring at a rapid pace and, in the early summer, began bringing on interns, each of whom needed a laptop. In one week alone, we had to configure and deliver more than 300 machines.

To resolve the growing bottleneck, we had to completely rethink the provisioning process.

Enter zero-touch configuration

Using ServiceNow IT Asset Management (ITAM), we built a zero-touch process that automates the ordering, asset tagging, delivery, and setup of new laptops to new hires and replacement machines for employees who needed them. Now, any employee who needs a laptop submits a request through the service portal, where it is approved automatically if the employee has met the tenure requirement.

The rest of the process is automated. Following the approval, the VAR is notified and ships the laptop directly to the employee. When the employee receives the laptop, she or he logs in and set up begins—automatically. IT’s preconfiguration tasks are eliminated.

The process is the same for new hires. As part of the onboarding process, they select the laptop make and model out of a standard service catalog. Approval for the new machine triggers the same automated workflow. Our new ServiceNow colleague receives the laptop before the first day of work.

ServiceNow ITAM manages everything behind the scenes, without human intervention. The company receives VAR alerts when the laptop ships and tracks delivery. Employees also receive automatic notifications, such as the request number, delivery timeframe, and carrier tracking number. Proof of delivery completes the process. A new asset is then created in the Asset Management Database (AMDB), and asset depreciation begins.

Rethinking asset management using a zero-touch process

IT Asset Management to reconfigure a pre-COVID supply chain is essential to rethinking any provisioning process...
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Poonam Kripalani

In November 2021, we expanded our zero-touch process to add a laptop leasing program, replacing laptop purchases. Using existing APIs, we built new ITAM workflows to move to the two-year leasing program. The goal is to create a better business experience by providing the latest technology so that our employees are more productive and we can attract and retain new talent. In addition, newer technology means fewer IT issues.

**Zero touch means more satisfied employees and bigger benefits for ServiceNow**

Zero touch accelerates laptop delivery and simplifies setup, so ServiceNow employees can be as productive as possible. And that makes for gratifying high-touch experiences, especially for new hires, who meet with IT on their first-day orientation to iron out any immediate issues.

We also save about 45 minutes per asset in the operational efficiency of the IT team. As a result, zero touch for 3,000 computer refreshes and approximately 3,000 new hires in the U.S. will save about $500,000 in 2021.

Using our VAR’s inventories created greater efficiency and cost savings by eliminating the need for on-site inventory. We also save about 30 days of asset depreciation and warranty. And start up time is 90% faster because we’ve eliminated the time delays inherent to our previous, manual process.

One of ServiceNow’s primary focus areas is improving the employee experience. ServiceNow ITAM workflows, combined with some out-of-the-office thinking has helped employees and new hires to focus, first and foremost, on their most urgent work.

For more stories on how we use ITAM to automate asset management, visit our [Now on Now website](#) and the [blog site](#).
We’re beginning to see light at the end of the COVID-19 tunnel, and companies are rolling out their plans to return to the workplace. For those of us in business resilience (aka business continuity, incident management, or crisis management), it’s game on. However, the game has changed. Business resilience has traditionally been operationally focused—on site security, utilities, fire safety, natural disasters, and the like. In a post-COVID world, resilience is personal. Anyone who enters our doors and becomes infected could trigger a potential crisis. Resiliency plans must address that scenario.

Return to the workplace is about far more than getting butts in seats (frankly, the easy part). It’s about helping to ensure the safety of everyone in the entire ecosystem. To do that, we must up-level our resilience programs, because future risks are likely to be at least as complex and disruptive as in 2020.

There’s another, equally important reason to embrace resilience: The future of work itself is being reimagined. Nobody fully knows what it will look like. We have the opportunity—and the mandate—to help shape that future.

Let me offer four steps business resilience teams can take to help enable a successful return to work.

1. **Build a culture of resilience**

   Most return-to-the-workplace efforts will be focused on people and places and heavily driven by the human resources, workplace, and/or strategy organizations. To be a trusted partner for the business, be sure to engage all functions in the process.

   Establishing a culture of resilience will support an organic transition from crisis response mode to strategy mode and create a resilience framework for the future of work.

   It’s also critical that we integrate what we’ve learned from the pandemic into our culture of resilience. One of the biggest lessons at ServiceNow is that if you digitize your workflows—as we have using our Now Platform—location clustering isn’t required for individual productivity or operational efficiency. This insight gives us more options as we map out what work will look like post-COVID-19.

2. **Increase program visibility**

   When a resilience program is working as intended, nobody knows about it. On one level that’s how it should be. Be sure your leadership knows how your program supports the return to workplace and resilience support.
going forward. Active leadership support is essential, both operationally and culturally. The best way to keep senior leadership up to date is through dashboards that let them see the state of response for any future event and health of the program. These dashboards can be easily built on top of a business continuity tool such as ServiceNow Business Continuity Management (BCM), where you house all your program-related details.

3. Assure your employees, customers, and vendors

Unlike personal safety guidelines, employee outreach needs to be very high-touch. Regular updates, safety protocols, and resources are essential for providing peace of mind and a productive work environment. At ServiceNow, we use the Now Platform and Now Mobile app to facilitate outreach and information sharing.

Providing seamless service to customers is a must—not just to fulfill contractual obligations, but also to build relationships based on trust. After all, as we’re working toward our own business continuity, our customers are doing the same and need to understand our resilience posture. Vendors, too, need to be comfortable with our plans, just as we need to understand theirs.

4. Digitize your program

Digitizing program workflows will provide the speed, agility, and real-time visibility needed to respond quickly when crises occur. Digitization will also enable your program to scale with company growth.

There’s another key benefit: mobility. When a disruptive event occurs, you may not be near your plans or tools. A mobile app gives you access from any location and virtually any device. As noted above, we’re taking full advantage of mobility in our outreach to employees before, during, and after return to the workplace. And remember this formula in your post-pandemic workforce planning: distributed work + digitized workflows = increased productivity, efficiency, and resilience.

Keep learning

As the saying goes: Never let a good crisis go to waste. Whether it’s a pandemic or office closure, there are things to be learned that can improve the responsiveness and effectiveness of your resiliency program.

For example, the pandemic taught us that if you digitize your workflows, where employees are located doesn’t impact their productivity—and we can factor that into our future decisions. At ServiceNow, that also means incorporating new technologies and tools. Risks don’t stand still; neither should we.

Resilience must be a priority, not an afterthought. If we can create a culture of resilience, build resiliency into all we do, and digitize workflows for speed and scale, we won’t just be optimally prepared. We’ll also help shape the future of work.

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Learn more from our Now on Now practitioners about creating new ways for your business to maximize the business value delivered by Now Platform capabilities.

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