THE BOOK OF KNOWLEDGE

Using the Now Platform to digitally transform our global operations
The rise of the digital operating model in the global enterprise

We are living through a digital revolution that will leave no company, industry, or market untouched. Like never before, organizations are being pushed to replace siloed structures and outdated success metrics with new operating models powered by data, speed, and dynamic insights.

This digital revolution accelerated during the pandemic. Organizations worldwide adopted digital platforms to streamline their operations, manage remote, distributed workforces, and create new business models and revenue streams. These organizations are leveraging technology to empower workers, provide new learning opportunities, and succeed in a competitive market for talent.

To capitalize on the benefits of a digital model, organizations must transform at the core. Automated workflows connect front, middle, and back-office functions to deliver great customer and employee experiences. Digital services are pushing product and services beyond the confines of geography and space to deliver more proactive employee and customer experiences. New delivery mechanisms require new ways to measure customer performance—such as renewals, customer success, and adoption—while the employee experience is assessed by hiring and retention rates.

In short, enterprises need digital operating models to be competitive. These models are characterized by:

- **Information**: Improving how data is extracted and monetized to deliver differentiated experiences, increase revenue growth, and embrace internal change.
- **Convenience**: Offering new ways for customers to purchase and obtain support while improving customer convenience and satisfaction. Embracing automation increases employee productivity and job fulfillment.
- **Exclusivity**: Delivering more exclusive, personalized experiences to build customer and employee loyalty.

In a complex, changing world, every organization should streamline operations, optimize how they manage distributed workforces, and create new business models. In the following articles, several internal ServiceNow practitioners explore how we are embracing a digital operating model across the enterprise using the Now Platform® to deliver delightful, intuitive experiences at scale. Our customers and employees expect no less.
How AI delivers on our vision of an 80% automated customer support experience

Where do we start?

That is the biggest question our customers ask when it comes to delivering an exceptional, delightful customer service and support experience. In the last couple of years, the answer lies squarely with AI and machine learning (ML).

As ServiceNow grows, its case volume and case complexity increase. Expectations for a high-quality customer service and support experience—whether via phone, email, chat, and social—are rising. We need to scale so our technical support engineers (TSEs) and support account managers can focus on more complex cases.

So, we gave ourselves a challenge: relentlessly apply AI to create the digital customer support experience of the future. To measure success, we set goals such as increasing explicit case deflection by 15% and low-priority cases by 10%, sustaining a 9.0 NPS score, and improving the employee experience digital score by 10%.

To determine where AI can have the most impact, we continually evaluate opportunities for improvement:

- Identify specific, low-priority cases involving certain solutions, customer segments, and case priority, then use AI to resolve them using self-service.
- Utilize user behavior and analytics tools to analyze customer engagements (search, portal navigation, and chatbots), then use AI to streamline these interactions.
- Use AI to reduce the manual, repetitive support tasks for TSEs, resulting in faster case resolution, a more satisfying agent experience, and the ability to scale.

“Our goal is to use the power of AI and machine learning (ML) to deliver an 80% automated customer support experience along with a 20% human fulfillment delivery to create a delightful customer support experience,” said Rob Muro, Director, Customer Interactions, ServiceNow.

Leveraging the power of AI built into the Now Platform enables us to maintain a high level of satisfaction, both internal and external. It frees TSEs to focus on critical, complex cases. Finally, it creates the digital customer support experience that our customers are demanding.

Learn more ➔
Did our AI journey happen in a day? No.”
Venkat Lakshminarayanan
Senior Director, Infrastructure and Operations, Digital Technology, ServiceNow

Seamlessly transforming IT Operations with AIOps

ServiceNow is in hypergrowth mode, with growth at up to 30% per year. However, the size of our IT organization has remained relatively flat for some time now. How did we manage this? One reason is AIOps.

Like most IT departments facing high growth, our Digital Technology department (formerly IT) struggled with scalability, poor user experience, and longer mean times to resolution (MTTR).

Over the last few years, however, we’ve purposefully invested in using AIOps to address this. AIOps helps us identify and solve issues before they occur, using cross-team automation workflows.

The program’s foundation is an accurate, updated CMDB with Service Mapping automatically connecting configuration items (CIs) into relationships. These relationships enable us to identify and predict problems before they happen. Along with ITOM, we also use Predictive AIOps, Agent Client Collector, and Process Optimization to:

• Keep our infrastructure and critical services available 100% of the time
• Protect our intellectual property and overall business operations
• Provide exceptional visibility and intelligence to reduce MTTR
• Comply with all governance and sovereign data rules
• Implement solid monitoring and telemetry to reduce incidents
• Predict, prevent, and initiate self-healing of issues

We establish specific business value outcomes we want for each program initiative, and have realized a 95% reduction from events to alerts and a 99% reduction from events to incidents.

“The user experience is paramount to us,” added Venkat Lakshminarayanan, Senior Director, Infrastructure and Operations, Digital Technology, ServiceNow. “We want to be able to provide a seamless user experience for everyone, everywhere.”

AIOps syncs with our three zero strategy of achieving zero outages, a zero physical data center footprint, and zero incidents reported by our users. By using AIOps to predict and prevent issues before our users are affected, we’re improving employee productivity and overall operational efficiency without sacrificing a great user experience.

Learn more ➔
Driving our ESG strategy across the global enterprise

Environmental, Social, and Governance (ESG) has had a meteoric rise into the c-suite’s consciousness. But there’s still a lot of ambiguity around what a successful ESG strategy looks like.

Business leaders are recognizing if the world becomes unlivable, we all lose, including the best-run organizations. They value the impact of strong ESG policies to address issues such as climate change, racial inequality, and cybersecurity threats. These interconnected national and global issues require a collaborative effort to solve, and that’s at the heart of all ESG programs and policies.

Studies show that businesses that embrace ESG enjoy faster growth, greater operational efficiency, and increased transparency. These companies also meet or exceed modern consumers’ and investors’ heightened expectations.

Our ESG strategy rests on three main pillars that are supported by the Now Platform and ESG solution:

- **Sustaining our planet** by championing the transition to a net zero-world through accelerated decarbonization and responsible procurement.
- **Creating equitable opportunities** that empower and engage our employees; cultivating diversity, equity, and inclusion; and increasing community investment.
- **Acting with integrity** by building trust through ethical, transparent, and secure business practices.

"Technology is a critical factor in supporting a cohesive ESG policy with a single shared goal across the enterprise," said Edua Dickerson, Vice President, ESG & Finance Strategy, ServiceNow.

Technology is essential to ensuring ESG governance and visibility across the enterprise. Our comprehensive, purpose-driven ESG strategy connects data from traditionally siloed groups such as finance, human resources, risk, security, communications, audit, risk, and governance on one platform so groups can work together to design, implement, and maintain a consistent, global ESG strategy. Automation ensures resources and energy are dedicated to data-driven decision-making, and minimize manual data collection tasks.

Learn more ➔
External sentence:

Enter ServiceNow Alignment Planner Workspace (APW), a single, shared space to visualize portfolios and programs and democratize storytelling through personalization. Cross-product and interdependent work is easily viewable. Stakeholders can actively participate in the process, such as updating statuses.

As part of the APW adoption, the team learned new skills, such as how to prioritize data ownership and hygiene to keep the APW accessible. A key recommendation? Focusing on governance and guardrails early in adoption. “A tool is only as good as the people using it and the governance applied to it,” said Anwesha.

APW has been a big win for the SRO team. Anwesha has significantly reduced the number of ad-hoc information requests she receives, freeing up 16 hours each month that she uses toward innovation and process improvements. Using APW, the SRO community is working closely to find and close information gaps, overcome business challenges, and realize shared goals.

Learn more →

A senior program manager in the ServiceNow Strategy Realization Office used Alignment Planner Workspace and achieved:

- 16 hours saved per month
- 75% increase in productivity
- 99% reduction in ad hoc information requestes
CHRO Dashboard: Turning insights into action

Amid an unprecedented global talent shortage and a goal of hiring roughly 5,000 new employees in 2022, the ServiceNow People (HR) team has a daunting task: attract, retain, and nurture a productive workforce and deliver a compelling employee experience. To do this, our people leaders need real-time information to make informed decisions about the hiring, compensation, and safety of its employees.

To understand how we are performing against our people priorities, our Chief HR Officer (CHRO) needed a way to distill data from disparate sources across the company into a single source of truth that was as easy to use as it was informative. We aligned on key five areas where data could drive decisions:

• To what extent do we have the right people with the right skill sets to execute our company’s strategy?
• How is our talent acquisition system performing?
• How are we performing against our diversity, equity, and inclusion goals?
• How robust is our talent pipeline? Are we ensuring organizational vitality through our talent strategy?
• Are we delivering on our operational commitments to our employees and managers?

The People and IT Analytics teams then created a dashboard featuring an integrated view of the metrics that a CHRO cares about, align with the people team's strategy, and can turn insights to actions. The CHRO can easily drill down into specific areas to explore underlying details and trends. The dashboard app is based on the Now Platform, Process Optimization, and Predictive Analytics and is available from the ServiceNow App Store.

Using the dashboard, our CHRO can translate strategy into decisions based on relevant, real-time metrics to provide exceptional employee experiences. “With the CHRO dashboard, our decisions around the world are informed by consistent set of questions and metrics. We deliver the metrics and insights that are most important at that point in time,” said Paul Davies, SVP, People Strategy & Delivery, ServiceNow.
Using ITOM and ITSM together to accelerate adoption of digital service operations

To modernize its digital service operations ServiceNow set a goal: zero reported user incidents. Key to achieving this goal is empowering employees to self-serve and automating as many operational processes as possible.

We adopted a digital enablement model which provides visibility into the different ITSM sub-practices used to build, run, and support ID services. These services are linked to the ITOM CMDB data repository.

“The CMDB provides the visibility that’s essential to IT operational excellence. Effective governance drives ongoing operational value across the enterprise. Machine learning is helping us evolve even further to service ownership,” said Tony Bryden, ITOM product owner in the ServiceNow Digital Technology team.

ITSM and ITOM are better together in this quest. To improve self-service, we implemented the service catalog for service requests, with delivery via request management. Relevant information from knowledge bases or 24/7 intelligent chatbots assistance is displayed. More complex issues are sent to an IT support agent who responds using Virtual Agent chat and Agent Workspace via Incident Management, which automates many of the workflows.

For high-level visibility, we use ITOM Service Mapping to see IT component and business service relationships; Discovery for our global operational footprint; and Health Log Analytics for our SaaS applications.

Predictive Intelligence is used to detect clusters of similar incidents, create problem records, then find and eliminate the root causes for process-related incidents. Agent-related issues are referred to coaching using Continual Improvement Management. Predictive Intelligence’s AI features are vital to proactive incident detection.

Our digital service operational strategy continues to evolve, with automation at its core. Next on the roadmap are the Common Service Data Model and Digital Portfolio Management which will automatically define and place new services in our service taxonomy. Underlying this journey are Now Platform workflows that encourage more proactive incident management.

Learn more →
How we manage our cloud certifications to earn the trust of our customers

Trust is the foundation for all ServiceNow customer relationships. Key to earning that trust—in our cloud-first, multi-cloud world—is obtaining and maintaining third-party cloud certifications, attestations, and authorizations. This is no simple task.

Like many organizations, ServiceNow faced several challenges. We needed a way to manage the complexity of executing the same controls across multiple tech stacks and global regions. We had to navigate information and operational silos. And we needed to normalize information reuse so we could easily scale.

We initiated a two-phase process:

1. **Evaluate controls.** This included our current certifications, unique customer requirements, and future controls that extend beyond the scope of security and privacy (e.g., AI and ML). Working backward from our technology stack, we ultimately landed on a set of more than 100 control objectives that became the basis of our cloud certification framework.

2. **Implement integrated risk management (IRM).** We use IRM to map controls, track evidence requests, and organize citation authority documents. IRM gives us one place to centralize key data into customizable dashboards so stakeholders across functions can view and align around performance metrics and improvement opportunities.

When a control gap is identified by our team or through an audit, we can easily identify the individual or team with the expertise needed to address the issue. We rely on our IRM testing capabilities for assessing the engineering or design and operational effectiveness, all but eliminating the need for third-party products.

Because data is gathered from across the enterprise, we can minimize the silos that slow or stall our efforts.

“The certification challenges that we face are no different than our customers. They boil down to three key areas: environmental complexity, business process disparity, and scalability. We applied IRM to resolve these certification challenges,” said Joseph Myers, Director of Cloud Assurance Engineering, ServiceNow.

ServiceNow has two dozen cloud certifications, including seven that were added this past year. On paper, this may look like a list of certifications, but it means so much more than that. It means we're delivering on our core mission—supporting the global business that our customers entrust us to protect for them every day.
The low-code road to digitally transforming our ERP

As with most enterprises, ServiceNow finance uses a large-scale software ERP solution that’s powerful but needs tweaking to meet our business needs. We rely on hard-coding, customizations, and extensions to add functionality. This approach creates more work, generates technical debt, makes upgrades and security patching more difficult, and generally slows us down.

Add into the equation a fierce war for finance talent. Job seekers, especially early-in-career candidates, seek opportunities to use their skills sets in areas beyond finance. They want to make meaningful contributions quickly, not perform repetitive tasks.

Citizen development is our cure-all. People of varying technical abilities can solve business problems using low-code application development. Built-in IT guardrails ensure these grassroots innovations meet even the most stringent compliance and governance requirements.

Citizen development has helped us:

1. **Boost ERP functionality without straining the developer team.** Thanks to trained citizen developers, our ERP system is always evolving to deliver the greatest value—without requiring more headcount.

2. **Attract and retain talent by empowering our people.** Finance team members with an interest in technology can expand their skill sets, get valuable experience, and make a measurable impact.

3. **Solve unique problems better and faster.** Finance can address functionality gaps more quickly and seamlessly scale while keeping the core ERP cleaner and easier to manage.

Dawn Carter, a ServiceNow citizen developer in procurement, enjoys developing new skills. “Scripting and formulas opened a new world of capabilities I can now use to build apps for our finance team. Every time I learn new citizen development skills, I want to do more.”

With citizen development, ServiceNow improves its agility. Citizen developers can access data from across the organization and tap into other tools to streamline workflows (e.g., AP/AR case management and the sales motion), further modernizing the customer experience.

Learn more

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40% of ServiceNow's newly scoped app demands across the enterprise are built by citizen developers

70% Approximate percentage of ServiceNow's 200+ certified citizen developers that say their certifications have helped their careers
Learn more about:

Technology Excellence solutions ➔ Employee Experience ➔
Operating Excellence ➔ Build and Automate ➔
Customer Experience ➔ Now on Now ➔

About ServiceNow
ServiceNow (NYSE: NOW) is the fastest-growing enterprise cloud software company in the world above $1 billion. Founded in 2004 with the goal of making work easier for people, ServiceNow is making the world of work, work better for people. Our cloud-based platform and solutions deliver digital workflows that create great experiences and unlock productivity for more than 6,200 enterprise customers worldwide, including approximately 80% of the Fortune 500. For more information, visit www.servicenow.com.

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