Best practices for performance analytics excellence
Where are you on the journey to performance analytics excellence?

Almost all businesses use some form of analytics, but many are still not applying them to measure performance against quantifiable goals. Use this maturity model to see how far you’ve come on the path to performance analytics—and how far you need to go.

No matter where you’re starting from, there’s a path to performance analytics

Performance Analytics Maturity Model

<table>
<thead>
<tr>
<th>Hindsight</th>
<th>Insight</th>
<th>Foresight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aware</td>
<td>Reactive</td>
<td>Proactive</td>
</tr>
<tr>
<td>Little to no performance data, heavily reliant on ad hoc reporting</td>
<td>Some data, but sporadic and uncoordinated processes</td>
<td>Performance data managed as an enterprise asset</td>
</tr>
<tr>
<td>Awareness that problems exist within the enterprise, but no actions have been taken—ability to fix past problems</td>
<td>Action is taken in response to specific issues where and when they occur (putting out fires)</td>
<td>An organizational structure is in place to investigate and remediate issues</td>
</tr>
<tr>
<td>Ad hoc</td>
<td>Weekly/monthly reports</td>
<td>Alerts</td>
</tr>
<tr>
<td>Data quality/process integrity</td>
<td>Elimination of manual reporting/spreadsheets</td>
<td>Continual Service Improvement</td>
</tr>
</tbody>
</table>

Data quality/process integrity
How performance analytics adds value

Performance analytics drives business transformation by enabling businesses to set, track, and analyze progress against goals. It connects more people with better data in less time and helps them focus on the things that really matter.

Benefits of performance analytics include:

- **Delivering insights in an instant.** Your people can get relevant, personalized insight by clicking a button instead of exporting data from databases and spreadsheets and manually creating reports that quickly become stale and outdated.

- **Establishing a single version of truth.** By defining visualizations and ensuring they’re based on consistent, accurate data, you provide a single version of reality teams can use to drive positive change.

- **Accelerate time to value.** You can implement performance analytics in weeks instead of months and quickly take advantage of data insights.

- **Drive toward continual improvement.** Performance analytics can help you pinpoint areas for improvement and take action using key indicators, mobile-enabled scorecards, time charts, drill-downs, and dashboards.
The rise of embedded analytics

When performance analytics are confined to the business analysis office, data doesn’t necessarily get to everyone who needs it. That’s why modern analytics are increasingly embedded analytics, which mean they’re accessible from the applications employees use every day. For example:

- When a new ticket comes in, an IT manager can use the service management platform to see who is available to resolve it and estimate likely days to completion.
- When a new contract is signed, the VP of sales can see who made the sale and how key metrics (sales by region and industry) have changed.
- When it’s time to upgrade a product, the development team can view sales and usage trends to help define an optimal feature set.

Introducing native analytics

Native analytics, the next step beyond embedded analytics, makes analytics such a natural part of business and operational applications that employees may not be aware of them.

ServiceNow incident resolution analysis dashboard gives insight into workforce performance against KPIs such as number of open incidents, average resolution time, and mean time to resolve (MTTR).
In the next 5 years, 90 percent of analytics solutions for business users will be embedded in other core applications...As the market continues to mature...embedded analytics will evolve so that business users are leveraging analytics at least once per day without realizing it.

Best practices for adopting performance analytics

These best practices can help you achieve performance analytics excellence throughout your organization.

**Plan.** Identify the desired outcomes of performance analytics by talking to key stakeholders. Important issues to consider include: What questions should analytics answer? What decisions will be made based on the data? What actions, and by whom, should be taken as a result of analytics?

**Focus on data quality.** Make sure that answers to your questions can be found in your source data. Don’t rely upon analytics solutions to provide data where it doesn’t exist. Ideally, you will identify multiple high-quality data sources for embedded analytics to draw upon.

**Define visualizations.** Define visualizations based on the needs of key stakeholders. Revisit the questions defined in the Plan step, and identify the decision makers for each question.

**Adjust and revise.** Remember that dialing in performance analytics for key stakeholders is an ongoing process. It may take time to get it right, and analytics will almost certainly need to evolve as your organization’s business objectives change.

**Advocate and amplify.** Share your successes with performance analytics with management and business units that haven’t adopted it. Detailed case studies can quickly demonstrate how performance analytics deliver tangible business benefits.
About ServiceNow Performance Analytics

ServiceNow Performance Analytics provides secure, simple access to key performance indicators (KPIs) and metrics that companies can use to proactively optimize business services, improve processes, and align with organizational goals. By leveraging trusted, in-platform data, our solution gives companies the real-time, actionable insights needed to make business decisions that result in improved processes, better service quality and increased efficiency.

Discover how ServiceNow Performance Analytics could benefit your business by visiting our resources page