ServiceNow IT Business Management:

Transforming IT into a Catalyst for Business Growth

servicenow®

"To improve is to change; to be perfect is to change often."
—WINSTON CHURCHILL

Transforming IT into a Catalyst for Business Growth

To be a true value center the modern IT organization must become more effective at driving change and innovation across the enterprise, whilst exhibiting a greater control and transparency of its spend and resources.

Why Read This Paper

This white paper discusses how by adopting a Change and Governance Framework, supported by a single solution platform, IT can truly transform its ability to deliver change, and speed innovation across the enterprise, to become a true engine for driving business growth. Specifically, this paper:

- Examines the key challenges facing IT in successfully delivering change, pinpointing the most common issues to be overcome and their typical root causes.

- Identifies that to drive growth IT needs to be able to direct more investment towards change-the-business activities, whilst "keeping the lights on" and meeting regulatory commitments.

- Discusses how IT leaders can get complete **Visibility** of the change portfolio, and how this enables them to attain better strategic **Alignment**, and to achieve increased **Velocity** of delivery through leaner execution.

- Provides practical recommendations on how to best adopt this type of approach.

Key Takeaways

- Whilst all organizations have some form of change and governance process model, many still lack an end-to-end solution framework to effectively drive and govern it.

- Fragmented "islands of change" solution landscapes lead to process inefficiencies, strategic misalignment, and a poorer return on the change-the-business investment.

- Being able to shift the investment balance more toward change-the-business necessitates having greater transparency and insight into how IT operates and allocates its spend.

- Significant benefits in terms of **cost savings**, **resource productivity** and **speed-to-market** are realized through managing the end-to-end change and governance framework using a single platform.

- Achieving a true 360-degree view of the overall change portfolio, including demand, inflight work, resources, and spend, mandates project and portfolio management (PPM) being an integral component of the single platform, and not to continue as its own disconnected "island of change."

- Adopting an iterative rollout approach, rather than Big Bang, when transitioning to a change and governance framework will deliver results faster.

Benefits of Managing End-to-End Change

- **Increased ROI:**
  Ensure the right change initiatives are prioritized in line with the defined strategic objectives.

- **Reduced Costs:**
  Introducing a single system of engagement, eradicates misinformation, inefficiencies and delivers cost savings through enabling the retirement of silo'd tools and underutilized assets.

- **Improved Utilization of Resources:**
  Full 360-degree visibility of all resources across the enterprise, including business-as-usual, project and development teams, leads to better resourcing decisions.

- **Ensure Faster, Higher Quality, More Consistent Delivery:**
  Consistently achieve a faster speed-to-market through the support for multiple methodologies, the use of best practice templates and by improving the day-to-day productivity of change teams.

- **Continual Improvement:**
  Reuse the captured knowledge and lessons learned in order to optimize the effectiveness of the change management process.

Maintaining the Status Quo is not an option

In simple terms, organizations need to do more than just operate. They must evolve and grow to meet the challenges of an increasingly volatile business environment.

IT is increasingly becoming the backbone of the modern enterprise, and business expectations of IT are greater than ever before. To be regarded as a true catalyst for growth, IT is under immense pressure to become an engine for continually driving real change and speeding innovation across the enterprise inline with strategy, whilst exhibiting a greater control and transparency of its spend, people, assets and vendors.

Being effective in delivering change is not easy. IT's ability to produce the required return on investment (ROI) can be impeded by a multitude of factors, including the complex mix of initiatives in the change portfolio; mandatory changes emanating from amendments to regulations or legislation; top-down imposed resource and budgetary constraints; shifting business priorities in response to external events, such as the uncertainty around BREXIT; emergence of unplanned work; and by the fact that all this "work of change" needs to get done while at the same time performing business-as-usual (BAU) "keep the lights on" activities.

IT leaders must ensure that they're investing in the right change opportunities, that their resources (people and money) are correctly aligned to the organization's priorities, that the changes are being successfully delivered to the requisite level of quality, and that any lessons to be learned are captured to continually optimize the change process.

The Key Challenges:

Organizations, irrespective of their size and industry sector, continue to struggle with the complexities of delivering change. Lack of alignment of the change portfolio to business priorities, poor management of change related costs and a slow speed-to-market are symptomatic of this. The following identifies three common challenges that must be addressed if IT is to realize a greater return from the change portfolio.

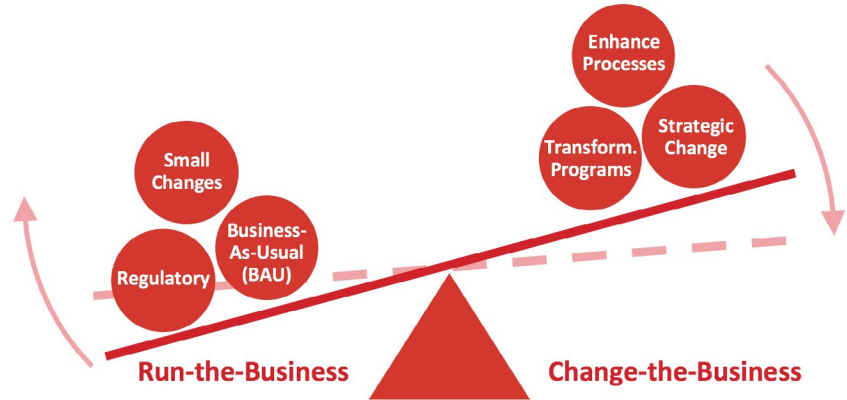## 1. Achieving better balance between Change-the-Business spend and "Keeping the lights on"

Change is everywhere and manifests itself in many shapes and sizes. Examine the contents of any organization's change portfolio and it will be typically composed of four pillars of change:

- **Strategic Change and Transformational activities** are the major initiatives and programs geared toward driving the business forward and achieving stated strategic goals. Examples include Digital Transformation, rolling out a New Target Operating Model, M&A activity, and the introduction of new products or services. All of which can require large investments in terms people and money, and may well be delivered over an extended timeframe.

- **Enhancement-focused changes** are the more tactical incremental type of activities focused on improving how the business performs. Most organizations have a "shopping list" of these types of initiatives, for example rationalizing the business application portfolio, improving the day-to-day productivity of employees or enhancing the customer service experience.

- **Business-As-Usual (BAU) / Keep the Business Running change** activity is the fabric of how work gets done within an organization. Smaller scale operational type changes, such as, deploying releases, upgrades and resolving incidents, are necessary for "keeping the lights on".

IT leaders need greater insight into IT operations and the current allocation of IT spend to be able to direct more investment (people and money) from run-the-business toward strategic transformational activities.

- **Regulatory** "must-do" changes driven by compliance and governance. Failure to deliver change that is necessary in order to comply with regulatory controls presents a significant risk to the business.

IT must strike a better investment balance

Achieving the right portfolio balance between change-the-business and run-the-business activities is a massive conundrum for IT. No organization is ever going to have enough money or resource capacity to do everything they want to. So it is imperative that when planning they make room in their change portfolio mix for the strategic / transformational initiatives if they're not to stagnate and fall behind the competition.

To achieve a better balance requires greater levels of insight into IT operations

Whether the current investment ratio, "run" versus "change", is 70:30 or 60:40, IT needs to look at how they can achieve a better balance, more of a 50:50 split. IT leaders recognize that this involves squeezing out as much efficiency as possible from their "run" activities and optimizing their overall approach to delivering change.

Before starting to reduce the cost of IT and redirect more resources (people and money) toward innovation and change-the-business activities, there is a need to establish greater transparency of how IT operates i.e. to discover where the investment is being spent and the true costs of the business services being provided.

An organization's portfolio of business applications provides a perfect example of the need for greater transparency. It is not uncommon for larger organizations to have hundreds, if not thousands, of business applications, some of which may not come directly under the jurisdiction of IT.

Without the proper visibility and control there is a tendency for the number of applications to proliferate, as organizations, often at a silo'd departmental level, look to point solutions as a quick-fix to address immediate burning issues.

Not only does this cause valuable resources to be frequently wasted through duplication, under-utilization and licensing compliance issues of the applications themselves, but also through the manual resource intensive processes required to support an increasingly fragmented application landscape. Avoiding such waste means that these resources could be freed up and be better deployed on change-the-business activities.

Typically, the problem for the IT leadership is getting an accurate picture of the application estate from their legacy IT systems i.e. what applications they have, who's using them, what they cost, how they're performing etc. Without this level of insight, it becomes very difficult to optimize investment and mitigate risks.

Although the number and names of the stages may vary between different organization's change processes, the underlying principles are the same, as is their propensity to being enhanced by technology.

2. Enhancing the governance and consistency of the end-to-end change process

With change comes risk. Risk that the delivered change is not implemented on time, that it comes in over budget, does not meet the stated need, is not of the requisite quality, and fails to deliver the promised benefits.

All organizations have some form of change process

To mitigate these risks, an organization will have some form of change management process model in place, usually following a gated process structure, that describes the end-to-end lifecycle of how change is to be delivered across their enterprise, from the capturing of new change ideas and opportunities, through planning, execution, and handover into the live environment.

Change process models typically have a gated process structure

The level to which a change process model is defined, documented and ultimately adhered to will depend largely on the process maturity of the particular organization.

The more mature organizations are likely to have detailed procedural change management handbooks that are supported by a library of best practice templates for each key deliverable and checklists defining what needs to be done at each stage of the process. Whereas less mature organizations can be less prescriptive in terms of how the process should be followed, for example they may have only a high level schematic, which simply describes the stages, quality gates and key deliverables of their process.

Importantly, although terminology, the number and the names of the stages and gates may vary between the change process models of different organizations, the underlying principles are the same, as too is the propensity of the process to be enhanced by the use of technology.

Better governance should not mean a slower more bureaucratic process

To consistently deliver high quality and timely change it is imperative that the appropriate levels of governance are applied at all times. Any change, no matter how big or small, should follow the defined change process model.

Although it is important that the change process model is consistently followed to ensure work is delivered on time, and within budget to the requisite level of quality, it is imperative that the process does not become slow, onerous and heavily bureaucratic.
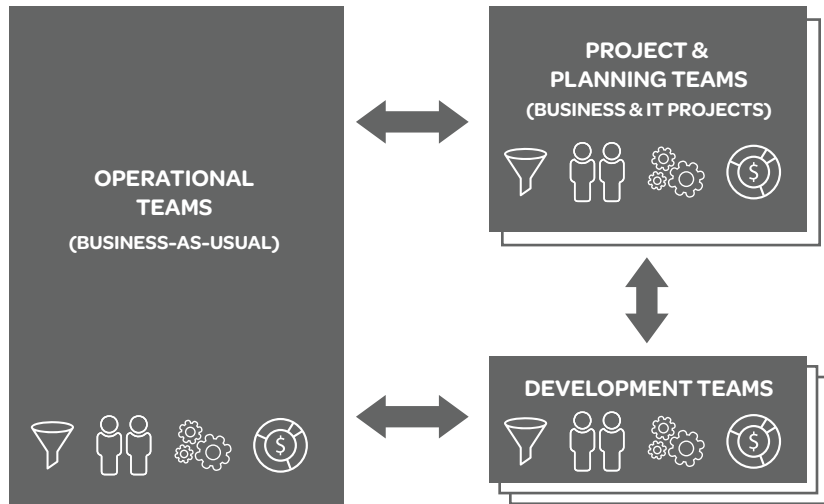
So whereas a large strategic change, such as rolling out a new target operating model, should follow the full governance model, smaller operational style changes that do not require the same level of scrutiny should be able to be fast tracked through a "lighter-touch" governance approach.

Many organizations lack an end-to-end solution framework to effectively drive and govern the change process.

3. Driving greater process velocity and efficiency

When it comes to planning the change portfolio the backdrop is often "we need to do more with the same" or worse "we need to do more with less". IT can often struggle to scale its operating model for delivering change.

As business expectations continue to rise, the same cannot often be said for the resources being made available to deliver the change portfolio. Hence, IT's continuous drive to achieve greater velocity and process efficiencies.

OPERATIONAL TEAMS (BUSINESS-AS-USUAL)

PROJECT & PLANNING TEAMS (BUSINESS & IT PROJECTS)

DEVELOPMENT TEAMS

"Islands of Change" - current state

Fragmented "islands of change" solution landscapes lead to inefficiencies, misalignment, and poor ROI.

While there maybe a documented change process, IT typically lacks a coherent end-to-end solution framework to effectively drive and govern it. Consequently, IT's ability to be both effective and efficient in delivering change suffers as the process ends up being managed across silos of investment and multiple systems of record.

Increasingly, ServiceNow is encountering environments whereby project, development and operational teams are becoming increasingly silo'd, functioning as distinct "islands" of disconnected activity. To illustrate the point, consider a scenario whereby IT is looking to introduce a new service to improve the efficiency and overall experience of the new employee onboarding process.

Despite PPM being a well established software discipline, some of the world's largest companies still manually track, manage and report on their multi-million-dollar IT change portfolios using nothing more than spreadsheets and Microsoft Project.

• Project and Planning Team Island

In common with other change-the-business initiatives, this new service will be delivered by some form of project or program, which will need to be planned and approved in the context of the wider change portfolio.

Our new service will have started out as a request. Such requests for new services can originate in many ways, for example as a service ticket, a hallway conversation or as a document attached to an email. There can often be an informal approach to capturing new ideas and requests, which makes it more difficult for IT to track and prioritize the pipeline of change demand. To add further complexity there may be separate mechanisms, for capturing new run-the-business and change-the-business demand, with these different types of requests following separate approval processes.

Depending on the IT organization's maturity the change portfolio could be planned and managed in either a Project and Portfolio Management (PPM) tool, a standalone database or across multiple spreadsheets. It is not uncommon to find organizations that have built out large spreadsheets for managing their demand pipeline and in-flight portfolio of work, whereby the tracking of status and the production of reports and roadmaps is all done manually.

When it comes to the actual project execution, the approach taken is often driven by the level of project management maturity that exists within the organization. Organizations, with an established Project Management Office (PMO), will look to rollout a standardized approach for delivering projects, prescribing the methodology, tools and controls that should be used.

In less prescriptive environments this can all be left entirely to the project manager's discretion. Irrespective of whether there is a PPM tool in place, a project manager may revert to using spreadsheets for managing key project controls (risks, issues, etc.), having project plans in Microsoft Project, status reports in PowerPoint, with project documentation, such as gate checklists, and deliverables, being held on file servers or in tools like SharePoint. This can lead to a lack of consistency in how changes are delivered. Budget overruns, delays and quality issues are all manifestations of this.

• Development Team Island

With the velocity of change increasing, speed-to-market for new services has become a key performance metric.

IT's drive for ever leaner execution has seen the use of Agile Development methods further increase in popularity. Traditional PPM tools were originally conceived to support a "waterfall" approach, and are often unable to easily adapt to the nuances of Agile.

So once in the "build phase", any development work for the new service is likely to end up being managed in a standalone development tool, or even on a physical Kanban board.

• Operational Teams Island

In practice, the planning of the change portfolio, the management of the project to deliver the new service and the development work required to build it are typically performed in complete isolation to the IT operational teams carrying out the BAU and small change activity, elsewhere in the organization.

Once developed, our new service may be metaphorically "thrown over the wall" for testing and then manually handed to the Service Acceptance team for them to manage the transition of the service into the live environment. The key artifacts supporting these important activities, namely test plans, test cases, defect logs and transition checklists, can often all end up being managed as disconnected documents and spreadsheets.

Without an accurate, centralized, up to the minute view of all work (BAU + Projects + Development), resources and costs, how can IT realistically expect to successfully drive change across the organization?

In ServiceNow's experience, this **"islands of change"** fragmented landscape is the root cause of the most common issues organizations face in managing their change processes.

With each "island" effectively managing its own work, resources, and spend IT ends up running at a higher cost, the application portfolio continues to proliferate and it becomes increasingly difficult to achieve an overall understanding of the work being done, and where the investment is being spent.

For example, very few organizations have dedicated groups of resources that focus 100% of their time on delivering projects. In reality, it will be the same people performing day-to-day BAU activities that will have some of their time assigned to working on change projects. Without complete visibility of all the different types of activities resources are engaged on, including project work and BAU activity, it is incredibly difficult, if not impossible, for IT to ensure that they have the right resources available to work on the right changes, and to avoid costly resource bottlenecks.

Consequently, there is usually a significant administration overhead required to provide executives with an overall view of the change portfolio. Lots of status chasing, manual data collation, and often a reliance on expensive integrations between the multiple systems of record.

The ServiceNow Approach

ServiceNow believes IT can become a true catalyst for business growth by transforming its ability to drive change and speed innovation across the enterprise through the introduction of a Change and Governance Framework.

ServiceNow's approach looks to combine an organization's change process model with a single system of engagement to create a common, end-to-end framework for managing all aspects of the "work of change."

By leveraging IT Business Management (ITBM) platform capabilities, ServiceNow enhances the governance of the change process, rationalizes the supporting solution landscape, and improves the day-to-day productivity of all the different teams involved, enabling them to work faster, smarter and to collaborate more effectively.

Strategic Objectives/Initiatives
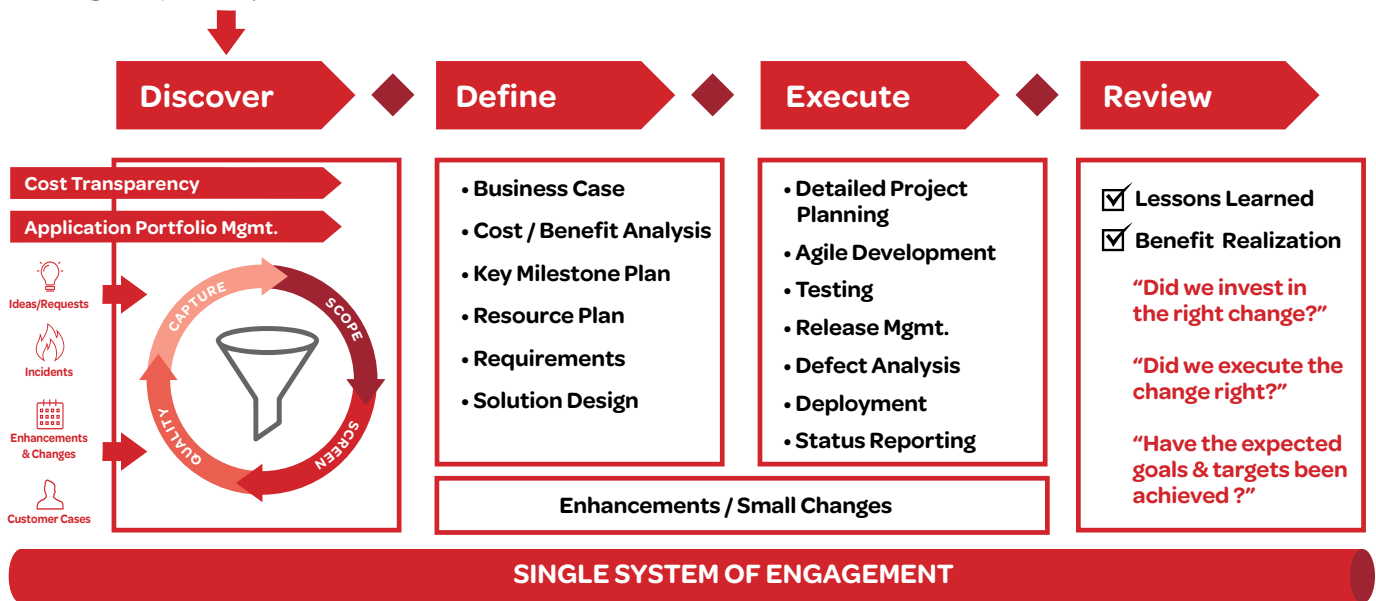
Change and governance framework – How ServiceNow supports the change process

Rationalizing the Supporting Solution Landscape

IT Business Management (ITBM) from ServiceNow, represents a true paradigm shift. Instead of perpetuating Service Management, Project and Portfolio Management (PPM), IT Financial Management, Agile Development and Application Portfolio Management as disconnected "islands of change", ServiceNow has reimagined them as integral components of a cloud based platform that underpins the end-to-end change and governance framework.

ITBM can to help any organization more successfully drive change and increase the velocity of innovation across their respective enterprises by focusing on 3 pillars of improvement, namely:

- **Visibility:** Providing the IT leadership with the greater transparency and insight they need into how IT is performing. IT leaders can now get, in one place, a 360-degree view of their entire change portfolio, including where their money is being allocated, the status of the asset estate, what work is in-flight (both change-the-business and run-the-business), what their people are working on, the overall pipeline of demand, and the measurable outcomes currently being delivered to the business.

What's more, this level of visibility is provided in real-time, as and when IT leaders need it.
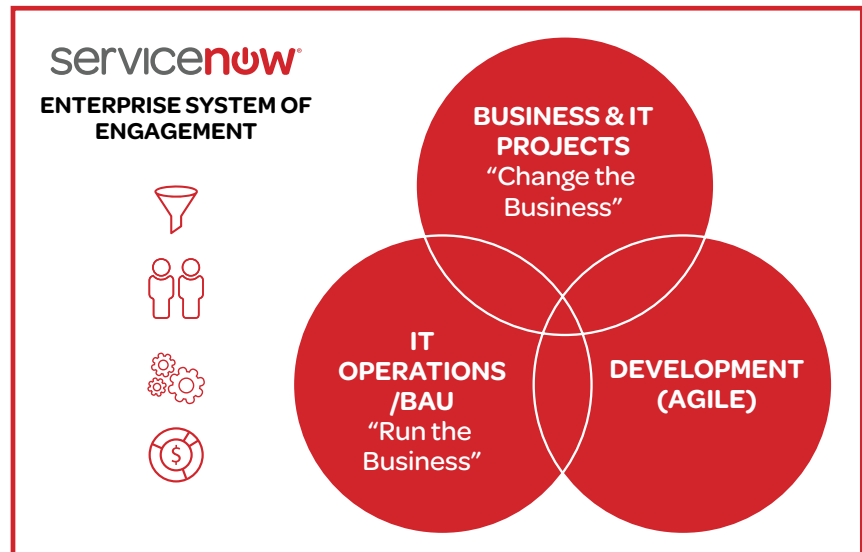
ServiceNow's Single System of Engagement

- **Alignment:** With greater visibility and common shared information the IT leadership can make more effective investment decisions and ensure that the change portfolio is fully aligned to the overall goals and strategies of the organization. ITBM provides the capabilities to ensure that the right changes are prioritized from an ever-increasing list of demands, so that often scarce resources are focused on delivering the right things.

- **Velocity:** Once they achieve alignment, IT can significantly increase the velocity of the change process. By supporting multiple methodologies, e.g. Agile, Waterfall and hybrid, on a single platform, and promoting greater collaboration ITBM dramatically improves speed-to-market.

As a consequence, IT becomes a much more agile organization, better able to adapt to shifting business priorities and the increasing rate of change in the business environment.

Enhancing the Governance of the Change Process

Flexibility and scalability are at the heart of the ServiceNow approach. Being scalable ensures that the same framework can be applied to all types of change across an enterprise, whilst the inherent flexibility ensures that the appropriate levels of governance are applied in order to achieve a greater consistency in delivery, and better control of time, cost, and quality.

This section identifies some of the ways ServiceNow looks to optimize the end-to-end process. For illustrative purposes this whitepaper uses a generic four-stage change model, which amalgamates some of the most common change process characteristics that ServiceNow observes when working with its customers.

The following table discusses the typical stages in a change process model, describes the types of activity undertaken and identifies some of the key capabilities that ServiceNow provides to optimize the process.

The purpose of a change and governance framework is to increase the **velocity** of delivery of the right changes, in a **consistent** way, to the requisite level of **quality**.

Stage 1: "Discover"	Whether referred to as Discover, Ideation or Initiation, the first stage of a change process model is typically a continuous activity focused on identifying change opportunities right across the enterprise.
	These opportunities for change may arise from analysis on how IT is spending its money e.g. identifying the need to halt work on non-strategic projects, or from initiatives such as Application Portfolio Rationalization e.g. whether to decommission an under-utilized application, develop new capabilities in an existing application or to build/buy a new application.
	Often though, the most innovative ideas come from employees and colleagues, but without a proper demand capture and management process in place, many of these valuable ideas and requests can be lost to the organization.
	Once submitted, ideas and requests are vetted to ensure all mandatory information is provided, that the request aligns with strategy, and that it is worthy of further investigation.
	With ServiceNow:
	The IT leadership, through using Cost Transparency, can quickly ascertain a breakdown of their IT spend against run-the-business and change-the-business activities.
	Combining financial information direct from the general ledger with actual usage data, e.g. incidents handled, servers used, project hours spent etc. IT leaders are afforded increased levels of insight and transparency to enhance their decision making on where best to allocate their budget and resources to ensure greater alignment with business goals.
	This level of visibility can be further enhanced through capabilities such as Application Portfolio Management (APM), which provides real insight into the true cost and performance of an organization's business applications and services. With APM, IT is better placed to identify application rationalization opportunities in order to free up valuable resources to focus on innovation.
	Leveraging the power of the Service Portal means that IT can rollout a single, easy to use, mechanism for capturing all types of requests for change. Effectively widening the funnel, so that more requests can be captured from anywhere across the enterprise.
	ServiceNow provides organizations with a centralized view of the complete pipeline of change opportunities, and the ability to prioritize them objectively, using a consistent scoring mechanism.
	Powerful tools, such as the Portfolio Workbench, enable a Change / Investment board to more effectively identify and select the right change opportunities that will deliver the most business value inline with the defined strategies.

Significant benefits in terms of **cost savings**, **resource productivity** and **speed to market** are realized through managing the end-to-end change and governance framework using a single platform.

Stage 2: "Define"	After initial analysis and verification, approved requests will be further defined.
	This usually takes the form of comprehensive business case or project initiation type documentation, which incorporates information such as identified constraints (i.e. scope, time, costs, risks), resource forecasts, high level business requirements and solution designs, cost and benefit analyses, and high-level milestone plans. These key artifacts are usually created and managed as standalone documents and spreadsheets.
	Once complete, this information will typically be submitted to an investment or review board for full funding and resource allocation approval.
	With ServiceNow:
	This process is streamlined by providing a single place for managing all types information i.e. plan, resources, finances, project controls (Risks, Issues, Actions etc.), requirements and deliverables. Importantly, the process stakeholders have only ever one place they need to go in order to work on / collaborate around this information.
	Through, capabilities such as the fully interactive, Planning Console and Resource Workbench, ServiceNow facilitates the planning and scoping of the change effort.
	In addition, the platform workflow capabilities drive the approval processes, ensuring that the respective changes go through the correct levels of approval.
Stage 3: "Execute"	Following investment approval, the focus turns to the actual execution of the work required to deliver the change.
	A common misconception is to think of projects as the only vehicle for delivering change. It is not efficient to manage the delivery of all changes in this way. Whereas large transformational or strategic changes fit a structured program or project approach, enhancements and smaller operational changes are often better suited to a more agile method of delivery.
	This stage incorporates detailed planning; the establishment of the team to deliver the change; the building and production of the required deliverables e.g. a new application; testing; and the management of the transition into the live business environment (e.g. release deployment, training, handover to support, etc.)
	With ServiceNow:
	Execution of the work associated with delivering change can follow different methodologies (e.g. waterfall, agile or a hybrid of the two), and may require different levels of governance to be applied.
	ServiceNow provides the ability to support multiple methodologies on a single platform, and through the use of best practice templates ensures that the appropriate levels of governance are employed and that the correct processes are followed in order to guarantee timely, consistent, and predictable delivery of approved changes.
	It is important that whatever types of changes are being executed the quality of delivery remains high. ServiceNow ensures that key activities such as Test Management and Service Transition / Service Acceptance are an integral part of the whole process.

"Being able to do everything we needed in one system is a decisive advantage. This way, we can be sure when an IT-related change occurred that was connected to a project, everything would be accurately coordinated and communicated."

- TOP-TOY

Stage 3: "Execute" (cont'd)	The testing and service acceptance teams are able to develop and manage their respective test plans, test cases, service transition plans and transition checklists within the context of the overall change project. Creating a seamless, collaborative experience that drives time and quality efficiencies.
	In addition, ServiceNow supports the effective on-going management of work including the ability to capture and resolve risks and issues, track time, record actual costs and benefits, and link seamlessly into the critical processes of resource planning, financial management, and benefits realization.
	By providing resource managers with a real-time consolidated view of availability, allocation, and capacities across all types of work (i.e. projects, incidents, problems, changes, and enhancements), ensures that better resourcing decisions are made, and that costly delays due to resource shortages and bottlenecks are avoided.
Stage 4: "Review"	The purpose of review is to verify the performance of the whole change process, whether the expected outcomes have been delivered and that any lessons learned have been captured and understood.
	With ServiceNow:
	Key to understanding whether the forecasted returns have been realized is having the ability to track the benefits. ServiceNow provides real-time analysis of the benefits that the change is looking to deliver (both financial and non-financial), when these should be achieved and what the current level of attainment is.
	In order to help an organization continually improve their approach to delivering change, ServiceNow enables the capture of important Lessons Learned IP through online Knowledge Base forms, which are then published to the Lessons Learned Knowledge Base.

Don't try to do it all at once. Treat as a journey and not a sprint. Be very wary of anyone who says otherwise.

A well-planned adoption roadmap can deliver immediate benefits.

Recommendations:

Adopt an iterative approach, rather than big bang!

Whether you're transitioning to a new change and governance framework or renovating your existing change process, ServiceNow recommends undertaking this transition in a series of iterative steps.

3. INNOVATE
OPTIMIZE DELIVERY

2. TRANSFORM
IMPROVE DECISION
MAKING & QUALITY
OF EXECTION

1. MODERNIZE
CONSOLIDATE

Example: 3-Step Adoption Roadmap

The number of steps in an adoption roadmap, and the focus of those steps should correlate directly with your organization's needs, priorities, and timescales. The level of organizational change management is another important consideration when planning the adoption roadmap.

Identify the business priorities and rollout in "bite-sized chunks" that deliver immediate value.

Think of these iterative steps as "bite-sized chunks" of activity that can be deployed quickly and deliver immediate value back to the organization. To identify what these appropriate "chunks" are and their relative priority for your organization, you first need to identify and understand:

- Your organization's specific needs and priorities (e.g. greater executive visibility, improved resource utilization, etc.), ascertaining what are the "must haves" and what can be considered aspirational. For example, on day one is it critical that all your project managers adopt the same approach to detailed project management or is it more important that they all report status in a consistent way using a standard set of key milestones?

- Who the key stakeholders of the change process are, the roles they perform, their desired outcomes from the process, and what's stopping them achieving that today (e.g. real-time overview of the status of the change portfolio).

- What are the types and volumes of changes to be delivered? How are they managed today?

- What change management process models are currently employed across the organization? Is there a need to standardize?

- How information is managed, in which tools and who has responsibility for maintaining the information (e.g. the PMO manually tracks the status of change projects in spreadsheets, which takes up to two days a week to maintain).

Drive high levels of stakeholder adoption by focusing on the outcomes

To ensure high levels of stakeholder adoption, ServiceNow recommends starting with the key outcomes of the process by role. For example, addressing the problems around the status reporting process at an early stage of the adoption roadmap will deliver better outcomes to stakeholders at all levels of the organization.

Project managers get an easier, faster, and consistent way to report status; PMOs no longer have to continually chase for updates and avoid having to manually collate status information for management reports; executives get real-time accurate

> "It's really important that we have one source of truth to ensure the governance of programs is done effectively."
>
> — STANDARD LIFE

visibility of the change portfolio driving better decision making.

A great way of driving adoption and ensuring the organization is fully aligned to the journey is to continually demonstrate value and progress as you go.

Typical steps in an adoption roadmap

Step 1: Modernize

Start with consolidation, and eradicate the fragmented way that change is currently being managed. Creating a single system of engagement drives greater visibility of the change portfolios and increased process velocity. Typical activities in this step can include:

- Getting all demand / requests and change activity (projects, programs etc.) information in one place.

- Establishing an inventory of business applications, services and capabilities. Defining and gathering performance metrics, such as Cost, Usage, Risk, Quality and Customer Satisfaction.

- Creating a common resource pool of all IT resource (people, assets).

- Unifying the demand management process for all types of change requests. Introducing a single entry point for all new requests for change, and a consistent scoring mechanism to objectively analyze the change opportunity pipeline.

- Centralizing key project controls (risk, issues, change requests etc.), deliverables, and associated documentation.

- Rolling out project status reporting.

- Providing executives with real-time dashboards, enabling them to better understand portfolio performance, the investment balance i.e. "run" versus "change", and the costs of applications and delivering services.

Think of step 1 as creating a minimum viable product (MVP) that focuses on your immediate needs and provides enough capability to move away the existing fragmented, often chaotic, landscape.

Step 2: Transform

The next step is to focus on improving investment decision making in order to achieve a greater alignment of the change portfolio with the organization's strategic goals, and improve the quality of execution. Activities in this step can include:

- Establishing a portfolio structure for managing the IT business, including capturing enterprise and line-of-business strategies and goals.

- Leveraging powerful Application Portfolio Management capabilities to identify opportunities to rationalize the application portfolio and free-up resources to be redeployed on change-the-business activities.

- Improving financial planning to align budget and spend with the defined enterprise and line-of-business strategies.

- Defining best practice governance templates to support the delivery of all the different forms of change.

- Propagating a consistent approach for high-level planning at key milestone / phase level.

- Rolling out expense and time tracking.

> "It's really important that we have one source of truth to ensure the governance of programs is done effectively. "
>
> - STANDARD LIFE

- Introducing a robust resource management process to better align resources with overall strategy. Providing further definition of the common resource pool in terms of roles and skills, and enabling resource managers to assess capacity and allocate the appropriate resources.

- Providing executives with greater financial transparency, including the tracking of key metrics, and budget versus actuals variance analysis.

Step 3: Innovate

With the foundations in place, the focus turns to how advanced ServiceNow capabilities can be leveraged to drive innovation across the end-to-end change process, in order to optimize the value delivered from the change portfolio and to further increase the velocity of delivery. Examples include:

- Wizard driven portfolio and financial planning processes. Utilizing Performance Analytics information to enhance decision making and increase agility.

- Leveraging Cost Transparency to provide business unit showback of IT spend against business services.

- Driving ever leaner execution through the support for multiple methodologies on one platform i.e. Agile, Waterfall and Hybrid.

- Enhancing the quality of delivery of large transformational initiatives through support for detailed Program management.

- Capturing lessons learned through online knowledge base forms and publishing them to the Lessons Learned knowledge base.

- Benefits realization. Capturing the benefits, the change is looking to deliver, when this should be achieved, and tracking the current levels of attainment.

- Increasing the levels of process automation using workflows.

ITBM – The Next Logical Step

Services are how IT delivers value, whether that's providing IT services internally to the business or services externally to an organization's customer base.

Any service can be thought of as being a type of product, and like any product, a service has its own economic lifecycle, covering the end-to-end life of the service from the initial idea or request, through build and test, to transition of the service into operational use, to eventual retirement of that service.

IT Service Management (ITSM) focuses on provisioning, operating and controlling the portfolio of services, IT Business Management (ITBM) complements this, providing an approach to enable IT to maximize the return on investment of the services right across their respective lifecycles.

The rationale behind ITBM, is that throughout the life of a service, there is
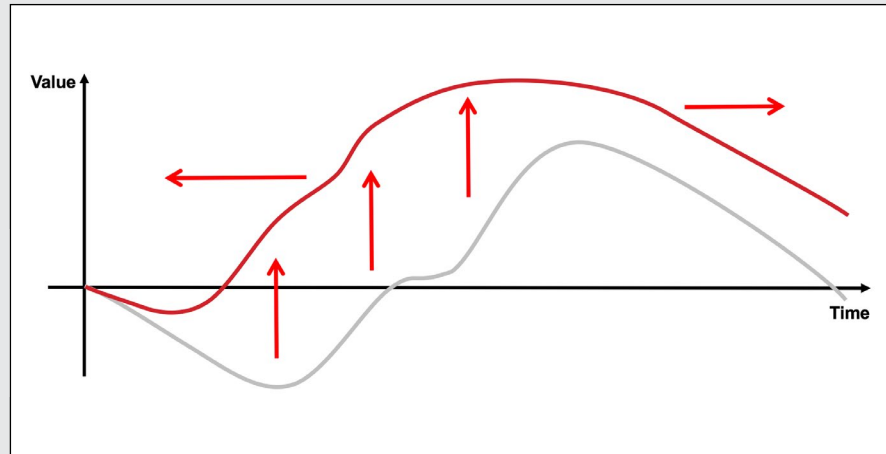
ITBM: Maximizing ROI right across the service lifecycle

a need to make investment decisions, i.e. decide which new services to invest in, and once "live" decide whether to invest in new enhancements or fixes to extend the useful life of a service, or whether to retire the service altogether.

ITBM fundamentally enables IT to make better investment decisions in the context of the wider services portfolio, shorten time-to-market, achieve faster transition into live and to leverage the captured knowledge and learnings to increase value of the next generation services.

For more information on how to transform IT into a catalyst for business growth, contact ServiceNow today. www.servicenow.com

About the author

James Ramsay is a Senior Advisory Solutions Consultant within the IT Business Management Practice (ITBM) at ServiceNow, specializing in ITBM solutions and their role in transforming an organization's ability to deliver change and speed the return on innovation.

James has over 20 years' experience of driving business innovation, starting from his role as IT Manager for a UK based textile manufacturer and subsequently working on Project and Portfolio Management (PPM) and Product Lifecycle Management (PLM) initiatives with leading global organizations, across a range of sectors including Financial Services, Government, Life Sciences, Consumer Products, High Tech and Electronics.

James received his degree in Computing for Industry from the University of Northumbria.

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