

Realize and manage value from your ServiceNow investments

Frequently asked questions

Definition

What is value management? We already have a process to document a business case and get investment approval. Is that the same thing?

Value management is as much about the decision-making process as it is about any specific activities. A business case is often the starting point to measure expected value. However, value management doesn't end there. The data collected in the business case phase is often not used to inform decisions. The goal of value management is to make sure the decisions made throughout the ServiceNow implementation process and beyond help maximize your business returns.

Value management is a structured approach that provides the insight needed to make decisions based on a clear analysis of business value. It is an end-to-end process that starts with a business case, is referenced throughout an implementation project, and continues with value realization efforts after implementation.

Will this require changing our investment governance process?

If you already have a process to approve investments, you will not need to change it completely. Value management goes beyond the investment approval process and is more about collecting and using the right metrics and insights to inform decisions throughout a ServiceNow® implementation and during ongoing use of the Now Platform®. It is an end-to-end process that will help cascade business drivers to operational metrics, implement a tracking mechanism, change decision-making to be more data-oriented, and manage organizational change. Adopting value management will mean that all management processes such as strategic and portfolio governance will use data and insights to guide their decisions.

Process / Implementation

How do we get started with value management? It seems like an involved project to make all those changes.

Adopting the value management practice impacts a wide variety of activities. Rather than thinking of this as a wholesale change, start small with a project that is about to begin. It does not need to be a major implementation project. Think about how you would frame the business value of this project, how will you measure that value, and how that value will inform decisions you make during the project. This includes decisions around scope, system design, metrics to track, and use of these metrics to validate value at the end of the project. Use this pilot project to prove the benefits of your value management process.

If you have a major implementation project, do not feel like you must do it alone. Contact your ServiceNow team, and they will bring the right resources to help you.

We do track metrics in our projects, but they don't seem to stick. They are not front and center of our decision-making as you suggest. What are we doing wrong?

There are many factors that could be at work here. This is a common problem that spans different stages of the value management journey. Let's talk about each one:

1. First, are you selecting the right metrics? For any given project you may need different metrics that are relevant to different stakeholders. Start with our checklist on [top value KPIs](#) to see if you have the right metrics defined. Select metrics that appeal to executives and to front-line workers by cascading higher level metrics to operational metrics.
2. How are metrics communicated to different stakeholders? Many organizations take a one-size-fits-all approach to communication that's focused on highlighting top-level financial estimates. But some stakeholders, especially frontline staff, can feel disconnected from these estimates or feel unable to connect these estimates to job-level actions. Tailor communications for different stakeholders. Refer to step 4 of our [playbook](#) for details.
3. How are the metrics used to inform decisions? To uncover problems in this space, observe how decisions are being made by project teams. Are these decisions guided by how they impact the metrics and the expected value? Changing how decisions are being made is at the core of adopting the value management process. Refer to step 5 of our [playbook](#) for details.

What approach do ServiceNow's experts follow to help customers focus on the right metrics for measuring value?

Defining the proper metrics can be a very daunting task. Customer success and value management teams aim to make this straight forward and aligned to achieving (or exceeding) a customer's desired outcome targets. As most people know, there are hundreds of OOTB key performance indicators (KPIs) in Performance Analytics. Our value management experts have worked with our most successful customers to understand which KPIs tie best to defined

outcomes and are able to advise on a much more manageable subset of available KPIs. Our value management team then works with our customers to define the critical KPIs that align best to their outcomes. We take this a step further by helping build value dashboards that provide a line of sight into how our customers are doing with regard to meeting these outcomes.

It is very important to make sure that you are designing the visuals to fit the intended audience. What an executive would want to see from a dashboard is typically vastly different than what a frontline employee would want to see. It is also important to have a solid [OCM approach](#) in place to address any misconceptions of why the value is being tracked. This could lead to frontline staff having a false perception that any productivity improvements will lead to reductions in staff.

Do we have to use ServiceNow's Performance Analytics to manage value?

No, the use of Performance Analytics is not a requirement, however, what we have learned is that the ability to create and manage real-time dashboards that are personalized to an intended audience is a great way to improve the effectiveness to your value management program.

Performance Analytics comes with nearly a thousand OOTB KPIs. This can be a little overwhelming when trying to determine which KPIs are the best to use. By engaging your ServiceNow team, we are able to focus on KPIs that we see in use by our most successful customers. We then focus specifically on the desired outcomes of each customer to determine the right KPIs for their outcomes.

Related resources

How can ServiceNow help?

Start by watching our [short overview video](#) to get smart fast (the description includes links to additional resources). In addition to our [Value management resources](#) on the Customer Success Center, ServiceNow's Customer Outcomes group has deep experience in helping customers design and implement value management practices. Contact your Account Executive for more information.