

How should I improve value from ServiceNow?

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If you have any questions on this topic or you would like to be a contributor to future ServiceNow best practice content, please [contact us](#).

It's critical that your implementation delivers the value you defined in your ServiceNow® [business case](#). Measuring the value you've achieved will identify both successes and opportunities to course correct. To do so, you'll need:

- **Clear [key performance indicators \(KPIs\)](#):** You need to have clarity on how you're measuring success, what the goal is, and what baseline measurement you're comparing against. Make sure your key stakeholders understand and agree on the KPIs you select. In fact, we recommend [building custom dashboards](#) that highlight value trends most relevant to the stakeholder.
- **A ServiceNow [platform team](#) that emphasizes [value management](#):** Managing value must be at the core of all strategic decision-making, including [governance](#) and [demand management](#).

How can I ensure my assessment of current value is accurate?

Ask yourself these two questions to identify if you're on the right track. If you're not, consider the steps below to course correct.

Ask:	Account for:	Steps to resolve:
Are the value figures estimated in the business case realistic?	<ul style="list-style-type: none"> • Your organization's readiness to adopt ServiceNow, considering process maturity, existing expertise, and technical debt lens. • Any changes in your organization's operating context— leadership changes, MA&D activities, or changes in strategic objectives or targets. • Alignment of your actual implementation with the recommendations in the business case. 	<ul style="list-style-type: none"> • Revalidate the assumptions and estimates in the business case with your key stakeholders. • Run a simple calculation to measure a new baseline based on today's context. • Work with your ServiceNow account team or partner to understand the discrepancies (e.g., through a business alignment workshop).
Have we calculated the value accurately?	<ul style="list-style-type: none"> • Inconsistent definition, measurement processes, adjustment in metrics required due to business changes, and business impact estimates across teams and stakeholders. • The lagging nature of value metrics such as reducing cost. There is a delay from when the implementation is complete to when its impact is reflected in various metrics. 	<ul style="list-style-type: none"> • Build a common methodology to calculate value with the help of your strategic governance team and circulate it with stakeholders to ensure alignment. • Track leading indicators to gauge your ability to realize value in the future.

How should I improve value from ServiceNow? (Cont.)

We don't seem to be delivering our expected value. How do I root cause where we're missing out?

Start by identifying the root cause of value loss in your environment and then take steps to resolve. See below for examples of root causes, how to diagnose them, and what steps you can take to get back on track. Always seek ServiceNow professional help and participate in working sessions via [SNUG](#).

Root causes	How to diagnose:	How to resolve:
Poor platform adoption	<ul style="list-style-type: none"> Review adoption metrics for key applications like Service Catalog. Also, look at the usage data of new features such as advanced search. 	<p>Solve for awareness and change management issues first:</p> <ul style="list-style-type: none"> Build awareness on Now Platform® capabilities and use cases. Train users and developers.
User experience design issues	<ul style="list-style-type: none"> Conduct user observation studies. Create user journey maps. 	<ul style="list-style-type: none"> Review process and experience design. Consider involving an experience architect to help.
Performance issues	<ul style="list-style-type: none"> Conduct feature tests. Perform a code review to identify customizations and their impact. Run HealthScan. 	<ul style="list-style-type: none"> Evaluate all customizations with the lens of the business value they enable and the complexity they create that could impact performance or upgradability. Revert to using out-of-the-box capabilities.
Missing capabilities	<ul style="list-style-type: none"> Review capabilities implemented vs. paid for. Are you on the latest version? 	<ul style="list-style-type: none"> Upgrade at least once per year. Enable new features quickly. Build a community of citizen developers.

What other opportunities should I consider to increase value?

Most successful ServiceNow customers do the following:

- Compare value realized against peers—consider using the [ServiceNow Benchmarks application](#) for ITSM. Work with your account team for additional information.
- [Champion their success](#) to position ServiceNow as their digital transformation partner.
- Expand ServiceNow usage across the organization to capitalize on the advantages of having a single platform for managing all work.

What opportunities identified should I prioritize to improve value?

Evaluate the opportunities to improve based on a *value score* that indicates the associated business value and a *complexity score* that indicates effort and associated risks (like upgrade issues).

Ensure you involve the right [stakeholders](#) while making the prioritization decisions. These include: the [executive sponsor](#), system administrator, enterprise architect, service owners, and [process owners](#).

Related resources

- [Success Quick Answer – How do I have effective strategic conversations about value?](#)
- [Success Quick Answer – How do I summarize ServiceNow value on one page?](#)
- [Success Checklist – Measuring value from ServiceNow](#)
- [Value Calculators](#)