Reference Architecture
Strategic outcomes

Included in this Reference Architecture

• Business capabilities and KPIs
• High-level architecture diagrams with ServiceNow® products and platform capabilities that support business capabilities
• Where to start your ServiceNow journey to drive strategic outcomes
• Definitions of included Now Platform® capabilities and licensing
Business capabilities and key performance indicators (KPIs)

Below are the business capabilities that drive strategic outcomes and their supporting KPIs. View the high-level ServiceNow product architecture associated with each business capability by clicking the listed business capability.

<table>
<thead>
<tr>
<th>Business capability</th>
<th>Example KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roadmap strategy to maximize outcomes</td>
<td>• Increase in achievement of strategic goals</td>
</tr>
<tr>
<td></td>
<td>• Increase in $ value of delivered initiatives</td>
</tr>
<tr>
<td>Align investments to implement strategy</td>
<td>• Increase in funding and resource alignment</td>
</tr>
<tr>
<td></td>
<td>• Shift in funding and resource spend from run, to grow, to innovate</td>
</tr>
<tr>
<td>Deliver work using any methodology</td>
<td>• Decrease in cycle time from ideation to delivery of new capabilities/products/offerings</td>
</tr>
<tr>
<td></td>
<td>• Increase in amount of work delivered on time and on budget</td>
</tr>
</tbody>
</table>

Where to start

Your organization’s journey toward digital transformation is unique. Work with your ServiceNow Sales or Customer Success team or a ServiceNow certified partner to determine the business capabilities that best align with your journey and create an implementation and readiness plan based on your goals and environment.

Here are some resources to support the planning process:

1. These reference architecture diagrams that outline the ServiceNow products and platform capabilities that align with each business capabilities. This will help you to determine the platform capabilities you’ll need to plan your implementation. The platform capabilities for your implementation may vary depending on your organization’s goals and current environment.

2. Our Transformational Insight provides guidance on how to prepare for the people and process impact of your ServiceNow implementation.

3. The Customer Success Center provides leading practices for the ServiceNow products associated with business capabilities listed in this document, as well as additional ServiceNow self-service content.

4. Now Create Success Packs provide product implementation guidance.
Business capability #1
Roadmap strategy to maximize outcomes

These ServiceNow products and capabilities ensure your strategy supports your business outcomes.

ServiceNow licenses:

- ITBM – Pro
- ITSM – Pro

Instance

Plan strategic initiatives and gain performance visibility to course-correct

Ensure strategy supports business outcomes

IT Service Management – Professional
- DevOps

Platform
- Performance Analytics
- Predictive Intelligence
- CSDM
- CMDB

IT Business Management – Professional
- Alignment Planner Workspace
- Scaled Agile (SAFe)
- Investment Funding
- Investment Portal
- Project Portfolio Management
Business capability #2

Align investments to implement strategy

These ServiceNow products and capabilities increase funding and resource alignment with enterprise/LOB initiatives.

ServiceNow licenses:

**ITBM – Pro**  
**ITSM – Pro**

Instance

Continually prioritize work to increase business agility

Enable a centralized view of all demand and work and that it’s strategically aligned

Enable a lens for all stakeholders in the demand-to-value lifecycle

IT Service Management — Professional

DevOps

Platform

Performance Analytics

Predictive Intelligence

CSDM

CMDB
Business capability #3
Deliver work using any methodology

These ServiceNow products and capabilities increase the amount of work delivered on time and on budget through all types of portfolios.

ServiceNow licenses:

**ITBM – Pro**

**ITSM – Pro**

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Instance

Shorten the time to market to accelerate benefit (value) realization

IT Service Management – Professional

DevOps

Enable a line of sight from work to strategy to provide purpose

IT Business Management – Professional

Agile

Project Portfolio Management

Demand

Scaled Agile (SAFe)

Provide end-to-end visibility to increase collaboration across all stakeholders

Platform

Performance Analytics

Predictive Intelligence

CSDM

CMDB
ServiceNow product capability descriptions

These descriptions of the ServiceNow product capabilities support the business capabilities covered in this document. For full lists of product capabilities and license packages, refer to Servicenow.com.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Package</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alignment Planner Workspace</strong></td>
<td>ITBM Standard</td>
<td>Help your product and portfolio managers drive organizational alignment and facilitate agile transformation by combining waterfall and agile work streams.</td>
</tr>
<tr>
<td>Demand</td>
<td>ITBM Standard</td>
<td>Manage and improve the investment process for new products and services by centralizing requests.</td>
</tr>
<tr>
<td>Performance Analytics</td>
<td>ITBM Standard</td>
<td>Apply data analysis with industry leading metrics and benchmarks to improve organizational performance and successful service delivery.</td>
</tr>
<tr>
<td>Project Portfolio Management</td>
<td>ITBM Standard</td>
<td>Get visibility into all work—traditional, agile, and hybrid. Balance capacity against demand and optimize your portfolios to achieve business value.</td>
</tr>
<tr>
<td>Agile</td>
<td>ITBM Professional</td>
<td>Manage scrum or waterfall development work throughout the lifecycle from a unified backlog of tasks.</td>
</tr>
<tr>
<td>Investment Funding</td>
<td>ITBM Professional</td>
<td>Plan and manage investments by allocating funds to investment entities such as business units, products, teams, and the like.</td>
</tr>
<tr>
<td>Investment Portal</td>
<td>ITBM Professional</td>
<td>View project and demand financials, deadlines, and other important metrics in an intuitive user interface that makes project and demand management more efficient.</td>
</tr>
<tr>
<td>Scaled Agile (SAFe)</td>
<td>ITBM Professional</td>
<td>Align strategic investments and scale work for optimal value.</td>
</tr>
<tr>
<td>Predictive Intelligence</td>
<td>ITBM Professional</td>
<td>Use machine learning to make recommendations and improve efficiency.</td>
</tr>
</tbody>
</table>

**IT Service Management (ITSM)**

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<th>Capability</th>
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<th>Description</th>
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<tbody>
<tr>
<td>DevOps</td>
<td>ITSM Professional</td>
<td>Reduce risk and minimize friction to bring IT operations and development together.</td>
</tr>
</tbody>
</table>

**Standard platform, included with all packages**

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</tr>
</thead>
<tbody>
<tr>
<td>Common Services Data model (CSDM)</td>
<td>Included</td>
<td>Use CSDM terms and definitions for service reporting and provide prescriptive guidelines for service modeling within your ServiceNow CMDB.</td>
</tr>
<tr>
<td>Configuration Management Data base (CMDB)</td>
<td>Included</td>
<td>Offer a cloud-based single system of record.</td>
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