Essentials for ServiceNow implementation success
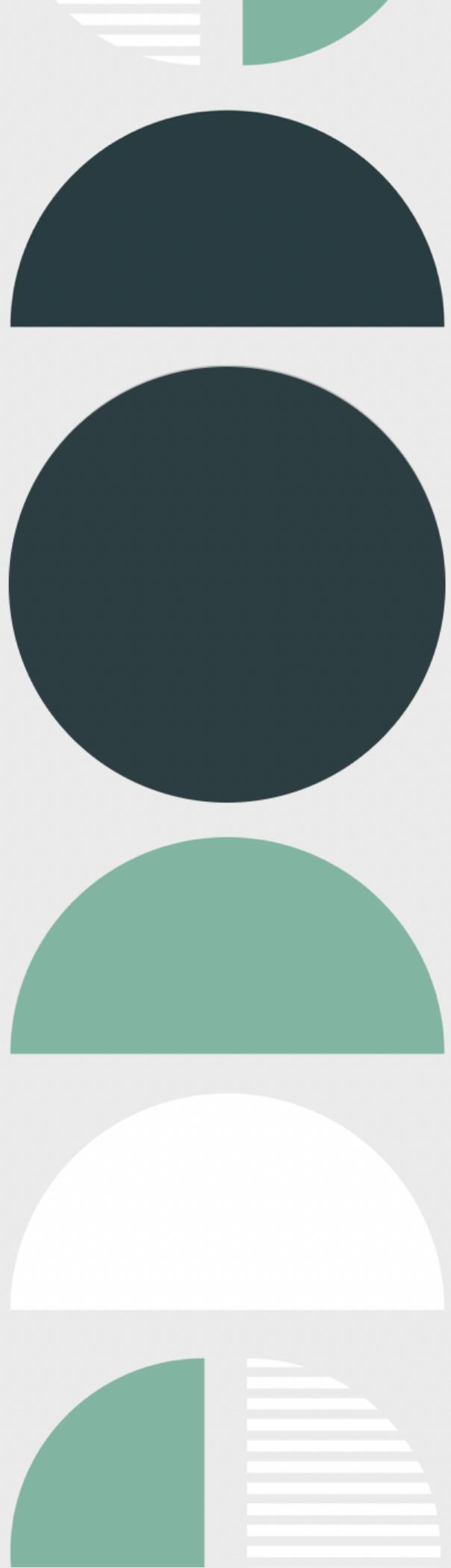
Developed by the ServiceNow Best Practice Center of Excellence

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servicenow.

What are the essentials for ServiceNow implementation success?

ServiceNow® implementations fundamentally change how people work, and that means they require careful oversight and management. This Success Workbook identifies the most essential elements of a successful implementation—one that brings you the most value. These essentials are derived from our Now Value methodology, our prescriptive guidance for realizing and accelerating value from your ServiceNow investments.

## Why are these essentials important?

With the right implementation plan, you'll ensure that your implementation activities deliver on your business case objectives, maximize the value you realize from your overall ServiceNow implementation, and avoid pitfalls or unnecessary detours that don't contribute to your success.

How to use this Success Workbook

This workbook guides you through the steps to execute the implementation essentials.

Start by reading through the Workbook Checklist and review the steps and tasks required. From the checklist page, you can either proceed through the workbook page by page or navigate only to the sections that you need using the hyperlinks.

Each section includes "check your progress" questions that you can answer to test whether you need to complete the tasks listed on that page or if you've already done so and should move forward. Hyperlinks are included throughout the workbook so you can navigate back and forth between the checklist page and different sections.
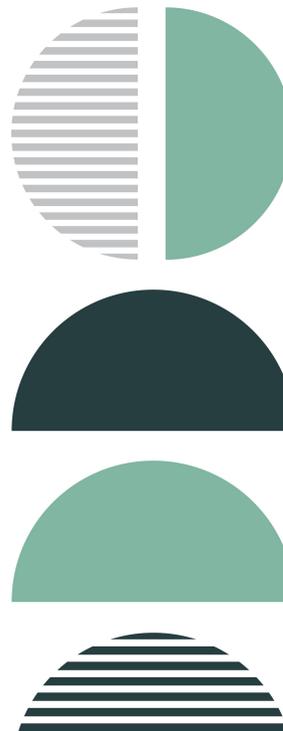
Workbook Checklist: Implementation essentials

Now Value: Envision

Step 1: State and measure your business goals

    Document your vision and target outcomes

    Define metrics to track and report against performance

Step 2: Engage your executive sponsor

    Identify the right executive sponsor

    Get their commitment to stay involved throughout implementation

Now Value: Create

Step 3: Engage experienced and certified ServiceNow resources

    Confirm your source for ServiceNow expertise and engage them

Step 4: Define a phased approach

    Plan your phases

Step 5: Plan your foundations

    Prioritize out-of-the-box (OOTB) options

    Weigh architecture options

    Map the right process foundations

Step 6: Train your implementation and maintenance teams in ServiceNow

    Create a training plan and execute

Now Value: Validate

Step 7: Support business and technical decisions with value-driven governance

    Build your governance team and structure

    Determine your ServiceNow operating model

Now Value: Champion

Step 8: Create plans for change management, communication, and championship

    Establish a strategy for change management

    Establish a strategy for championship

1: State and measure your business goals

Implementations without a clear statement of business goals and measures for success—whether in terms of improving employee experience, reducing service outages, increasing speed of delivery, or something else—are often challenging, because they lack a North Star that helps decision makers prioritize activities and resolve competing interests.

Check your progress:

❑ Do you have business goals and implementation measures of success established and verified, such as target KPI's?

❑ Has your executive sponsor approved them, and have they been communicated to the implementation team and stakeholders?

If you answered "yes" to both questions above, proceed to the next step. If not, complete these action steps :

Step 1: Document your vision and target outcomes

If you don't know your company's current goals and how ServiceNow supports them, engage your executive sponsor to collect this information. This was likely determined when ServiceNow licenses were purchased.

Here's what to collect from your executive sponsor:

- **Vision –** What's the ideal future state that ServiceNow will provide for our customers and team?

- **Strategic drivers –** What actions are necessary to achieve this vision?

- **Desired business outcomes –** What business value will we realize?

- **Key measures of success –** How will we know when we've realized our targeted value?

Frame the answers on a single page to ensure focus and clear connective logic between your vision to your measures of success. See Figure 1 for an example.
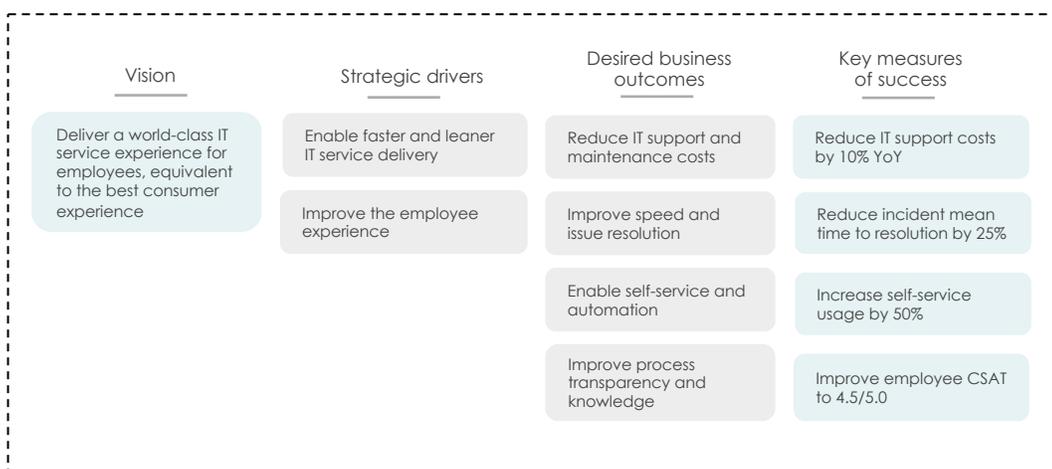
Vision	Strategic drivers	Desired business outcomes	Key measures of success
Deliver a world-class IT service experience for employees, equivalent to the best consumer experience	Enable faster and leaner IT service delivery	Reduce IT support and maintenance costs	Reduce IT support costs by 10% YoY
	Improve the employee experience	Improve speed and issue resolution	Reduce incident mean time to resolution by 25%
		Enable self-service and automation	Increase self-service usage by 50%
		Improve process transparency and knowledge	Improve employee CSAT to 4.5/5.0

Figure 1: Sample definition of vision to measures of success

If you haven't determined your vision and measures of success yet, use our Success Checklist State your transformation vision and outcomes to do so.

Step 2: Define metrics to track and report against performance

Every implementation should have a few clearly defined metrics that can be used to demonstrate progress against the business outcomes expected from the implementation. These metrics are not just helpful in performance management but are critical in making timely course correction decisions for implementation success.

Select two to three metrics that you can use as measures of success for your implementation. We recommend using Performance Analytics to track and report them. Make sure the metrics you select are:

• SMART – Specific, measurable, actionable, relevant, and time bound

• Aligned with the business objectives of the implementation

• Consistently defined and measured across teams

Refer to our Success Playbook on baselining and tracking performance, usage KPIs, and metrics for additional guidance.

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2: Engage your executive sponsor

Project and/or executive sponsors can be difficult to engage, given the number of priorities on their calendars. Yet without consistent engagement and regular reviews with the project team, it's difficult to make sure that you have the resources available to address business priorities that change during implementation or risks that may surface. Often, sponsorship is less about the amount of time the sponsor spends on the project and much more about the consistency of their involvement.

Check your progress:

❑ Is your executive sponsor part of, or able to provide the voice of, the C-suite?

❑ Are they committed to the success of the implementation and consistent involvement?

If you answered "yes" to both questions above, proceed to the next step. If not, complete these action steps:

Step 1: Identify the right executive sponsor

Your executive sponsor should have regular insight into C-suite priorities and company goals and have the authority to remove barriers to the success of the implementation.

Barriers may include:

- Conflicts in resource availability

- Conflicts regarding business process or technical decisions that impact long-term success

- Budget allocation

Step 2: Get their commitment to stay involved throughout implementation

Define a regular cadence for engagement with your executive sponsor, and follow a structured agenda that captures:

- Progress and anticipated obstacles that may require additional resourcing

- Any change to business priorities that may affect implementation

- Early warning signs or risks that could affect implementation

- Key messages and measures of progress that should be communicated to other executives

A key metric to track is the percentage of implementation-related meetings the sponsor attends—if the number is dropping, it could be sign of declining engagement.

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3: Engage experienced and certified ServiceNow resources

Take advantage of the experience of consultants who are familiar with implementation pitfalls and best practices. This limits your organization's overall project risk and can save time and effort for internal staff who may be required to carry out their "day jobs" in addition to supporting implementation.

Check your progress:

❑ Have you identified and engaged certified ServiceNow resources with expertise in the products and processes in scope for your implementation?

If you answered "yes" to the question above, proceed to the next step. If not, complete these action steps:

Step 1: Confirm your source for ServiceNow expertise

When you implement ServiceNow products, engage experts that have ServiceNow product certifications and relevant process expertise. For example, if you're implementing ServiceNow's Incident Management module, you'll need expertise in incident management as a process and expertise in the capabilities and features of the ServiceNow Incident Management module to make sure processes align with product capabilities.

There are three sources for ServiceNow implementation expertise:

- ServiceNow Expert Services

- ServiceNow certified partners

- Employees within your company that have ServiceNow certifications and implementation experience with the ServiceNow product lines you are implementing

If you're selecting a ServiceNow partner, review partners and consultants with a consistent, successful track record of experience (and references) with organizations similar to yours in size and industry.

Refer to the Customer Success Center resources for partner selection and management for additional guidance.

> **Practitioner insight – Include ServiceNow experts in planning**
>
> Engaging certified ServiceNow experts isn't just for implementation execution—use these experts for planning as well. Resources with ServiceNow implementation experience can give you insight into what to expect and provide critical pre-implementation input such as resource planning, estimating project timelines, testing strategies, setting up the right maintenance team, and more.

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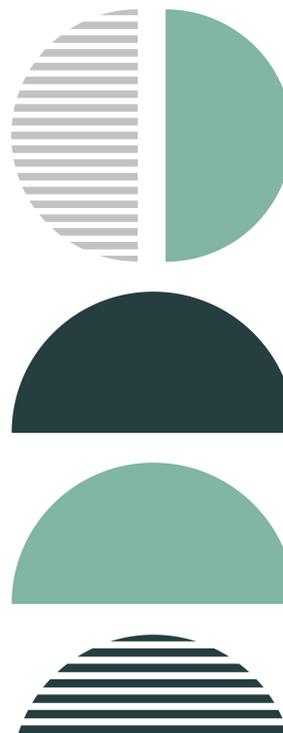
4: Define a phased approach

Whether to take a big bang or phased approach to implementation is a big decision. For most large organizations, or any organization planning an implementation that involves multiple ServiceNow products, a big bang approach can be problematic due to complexity. It can be too much process change and training all at once, which limits effective adoption. A phased approach that incrementally adds functionality typically yields better results.

Check your progress:

❑ Did you decide to take a phased approach and your phases are planned?

or

❑ Did you decide to take a big bang approach, but are extensively planning and including ServiceNow experts to mitigate potential risks such as increased complexity and effective adoption?

If you answered "yes" to one of the questions above, proceed to the next step. If not, complete these action steps:

Step 1: Plan your phases

Leading organizations define a phased or iterative rollout of functionality that includes:

- An explicit analysis of business and IT capabilities to determine where ServiceNow can deliver the earliest, greatest value to the organization and a clear understanding of the steps required to implement or optimize those capabilities

- An assessment of functionality to roll out that respects end users' and service fulfillers' (such as service desk agents) capacity to absorb it

- A plan to identify and capture lessons learned at each phase of the rollout to improve subsequent phases

- A plan to capture incremental wins that can drive adoption momentum among key populations

Refer to our Customer Success Center resources for planning a phased approach and how to realize and manage value from your ServiceNow investments for additional details.

Refer to the appendix for examples of phase paths that cascade from specific business outcomes to Now Platform capabilities.

Practitioner insight – Use Now Create to accelerate your implementation

Now Create is ServiceNow's repository of methodologies and leading practices to support your implementation. Now Create contains Success Packs for the ServiceNow products you implement. Each contains a detailed project methodology and leading practice assets for use by your implementation team.

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5: Plan your foundations

A strong foundation will reduce the cost of maintaining the platform, provide full use of platform capabilities and make users' adoption of new features and functionality easier.

> **Check your progress:**
> ❑ Are you committed to sticking to OOTB options as much as possible? Do you have a plan to assess customizations?
> ❑ Do you have an experienced ServiceNow architect on board to assess your architecture options?
> ❑ Do you have a plan for mapping as-is to optimized business processes?

If you answered "yes" to all of the questions above, proceed to the next step. If not, complete these action steps:

Step 1: Prioritize OOTB options

It can be tempting to customize functionality, especially as you roll your implementation out across different business units and geographies. While there may be some legitimate requirements for customization (for example, to support compliance), excessive customization can create downstream maintenance costs, increase the testing time required for upgrades, and delay implementation. Implementation—not post implementation—is when you need to set an explicit organizational commitment to making OOTB functionality your standard and to customize only when there is legitimate business need that you've validated at the executive level.

Before implementation begins, work with your executive sponsor to:

- Communicate the importance of sticking to OOTB functionality across different business lines and geographies

- Define the explicit criteria you must meet for customization to be approved and implemented

- Vest the executive sponsor with approval authority for all customizations

Refer to our resources on business-smart customization for additional guidance.
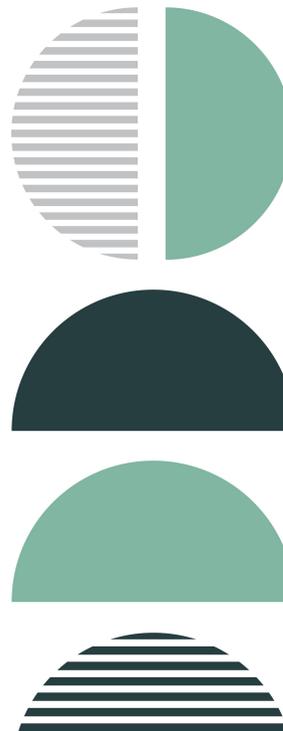
Step 2: Weigh architecture options

The development of your architecture strategy for the Now Platform® should be not be looked at solely through a technical lens but should be driven by your business context and objectives for transformation. Decisions you make with respect to key architecture questions— like whether to pursue a multi- or single-instance approach—should be driven first by relevant business considerations, both in terms of your current situation and future considerations that may affect your Now Platform expansion.

Review our Success Checklist for planning your architecture, instances, integrations, and data flows for additional guidance.

Investing in the right technical foundations – Two examples

Company A is attempting to pursue service mapping to improve incident resolution without establishing the right technology and data foundations. Top-down service mapping, without appropriate investments in CMDB and discovery can result in service mapping that doesn't necessarily improve resolution. Investing further in these areas might be costly, so decision-makers should be certain that the ROI potential is worth the investment (relative to investment in other capabilities).

Company B has a goal of cost reduction, which it hopes to pursue through continued automation of service desk activities. But it's underinvested in CMDB capabilities, which has caused the return on additional automation investments to be limited in terms of reducing outages or improving its mean time to resolve incidents, many of which require L2 or L3 support staff. After additional analysis, decision-makers determine that the company needs to upgrade its CMDB to improve cost efficiencies—this requires reducing the amount of support needed from L2 and L3 support staff.

Step 3: Map the right process foundations

Deployment of any ServiceNow capability should ideally start by mapping the as-is and optimized processes or workflows. The goal of process mapping is to identify gaps between as-is and to-be processes that can be translated into requirements and/or user stories for Now Platform implementation.

The as-is state is the baseline for identifying improvement opportunities and for avoiding a lift and shift of bad (or incomplete) processes onto the Now Platform.

Start with a simple set of questions to engage process managers and owners:

- What are the key steps involved in this process (or activity)?

- What metrics and KPIs do we use to define the success of this process (or activity)?

- Who are the people involved?

- What tools do we use to support this process (or activity)?

- What information (including metrics) do we collect? How is this information currently managed?

Often improvement opportunities span multiple processes that are required to realize a given business value/outcome. Figure 2 shows a breakdown of the key steps involved in incident management as well as a definition of success.

Key steps in incident management

| Categorize | Prioritize | Initial diagnosis | Investigate & diagnose | Resolve, restore, recover | Close incident |

Business value
- Improved mean time-to-resolve
- Improved service desk productivity

Figure 2: Steps in incident management

Run a process review exercise with process owners, to help define the to-be processes. Teams responsible for a process or set of workflows can use simple tabletop exercises or workshops (ideally using historical data) to answer key questions prior to their Now Platform implementation:

- **What's our current baseline?** This should include a definition and mapping of the process as it's currently understood and practiced by teams, including any gaps, potential redundancies, and definition(s) of terms.

- **Where can we consolidate and streamline handoffs between teams, individuals, and systems?** Any process review should include a thorough review of handoffs to identify points—most typically for approvals—where handoffs have created unnecessary bottlenecks in a process.

- **Where are we collecting unnecessary data?** Focus on forms and data associated with a process to ensure that requirements for unnecessary data are eliminated.

- **Where are we seeing the longest cycle times? Why?** Process or workflow steps with consistently long cycle times are likely steps requiring the most manual effort. These present opportunities for automation.

- **Where do we have gaps in standards adherence?** Tabletop walk-throughs can also highlight process or workflow steps that do not consistently adhere to standards. ITIL for service management is one example. These present opportunities to improve standardization through automation.

The completed process review exercise can help you understand how the Now Platform should be configured as a single system of record that provides far greater value than your current process or system.

Refer to our Success Playbook on reimagining how you want work processes to flow for additional guidance.

6: Train your implementation and maintenance teams in ServiceNow

Training is often subject to benign neglect in implementation and maintenance. Sometimes it happens at the end of implementation, and sometimes training is delivered lightly and generically rather than comprehensively. But solid technical implementations with inadequate training are a recipe for slow adoption—and a slower path to realizing value.

Check your progress:

❑ Do you know all of the ServiceNow training options available to you?

❑ Do you have separate training plans for your implementation team, maintenance team, and end users?

If you answered "yes" to both questions above, proceed to the next step. If not, complete these action steps:

Step 1: Create a training plan and execute

Building a team of ServiceNow experts is an ongoing effort, continuing after implementation. Access Now Learning for training and certification options.

Document training requirements across technical staff and user groups as you plan your implementation. As you identify these requirements, estimate the level of investment you need to support comprehensive training and certification. Then make sure to communicate this to your executive sponsor and reflect it in your overall implementation budget.

There are three primary groups that will require training plans:

1. Your implementation team – Your implementation team should include resources who already have ServiceNow certifications and expertise, however there are often internal employees assigned to implementing the Now Platform who will need ServiceNow training. Certification is most important for implementation teams because the process and technical decisions made during implementation will have long term impacts on using, expanding, and getting value from the Now Platform.

2. Your maintenance team – The resources, usually internal employees, maintaining the Now Platform after go-live may need ServiceNow training. Certification is recommended.

3. Your end users – Your users should receive training on how to use the Now Platform. This type of training is customized based on how your system is configured. Your internal training team or an external training provider should create custom training and communication plans.

Refer to our Success Playbook on building an internal team of ServiceNow experts and training users and Success Checklist on building a community of champions for additional guidance.

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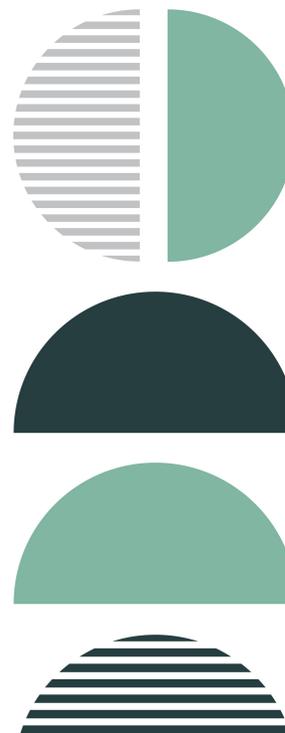
7: Support business and technical decisions with value-driven governance

Your ServiceNow implementation will involve a diverse group of stakeholders including C-level executives funding the process, service owners, and the technical staff responsible for integration and support. It can be easy to lose sight of responsibilities and authorities across these stakeholders, which potentially slows down key decisions as implementation moves forward. The start of implementation should come with clear rules for the road, oriented around the value and outcomes you want to achieve. Create a defined decision model that explicitly identifies who approves different categories of decisions and who is required to be informed or consulted about these decisions.

Check your progress:

❑ Do you have an existing ServiceNow governance team and structure, with the required roles added for your new implementation?

❑ Do you have a post go-live ServiceNow operating model?

If you answered "yes" to both questions above, proceed to the next step. If not, complete these action steps:

Step 1: Build your governance team and structure

Build a dedicated, dynamic governance process, policies, and team with clearly defined roles and responsibilities. Look beyond technical governance, establishing decision-making authorities for strategy governance and defining strategy governance activities.

Define a responsibility assignment matrix (like a RACI or OARP) and escalation path for:

- Strategic decisions, like those related to budget approvals or team resourcing
- Business decisions related to implementation, like process configuration and demand management
- Technical decisions, like those related to integration or security protocols

Here are some examples of key decisions you need to make in your implementation:

- Priority of business outcomes and related decisions
- Priority of projects, enhancements, and related decisions
- Decisions on how value will be measured
- Program/project budget and timeline decisions
- Administration and operations (BAU) decisions
- Go-live quality, and go-live readiness decisions
- Dispositioning demand, backlog, and changes decisions
- The solution's organizational, functional, service/process, and data architecture decisions
- The solution's security model decisions
- The solution's rollout schedule and upgrade decisions
- Training and communication decisions
- Acceptance (outcomes and solution) criteria decisions

Refer to our Customer Success Center resources for creating and operating ServiceNow governance for additional guidance.

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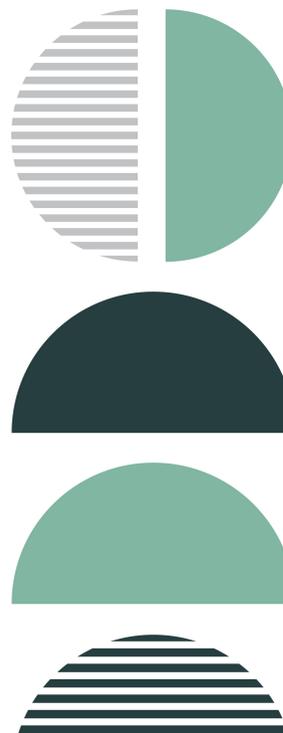
Step 2: Determine your ServiceNow operating model

A ServiceNow operating model defines how the Now Platform delivers the digital workflows that create value and support your business strategy. If the Now Platform is your engine for digital transformation, think of your operating model as how you run that engine. It should define how work gets done on the Now Platform, by describing:

- How you'll envision, evaluate, and prioritize opportunities to digitize workflow

- How you'll create, deliver, and drive adoption of digital workflows in response to demand

- How different parts of your organization come together to conduct the work

- How you'll measure the value you deliver, and communicate your success

Keep your operating model definition simple and flexible. Its components—demand management, your team structure, metrics, and communication strategy—should be able to evolve with your business. Your operating model should be demand driven. The key to scale is to review how rapidly your operating model can meet business demands, and note where you need to adjust your processes, team, or communications to respond faster.

Refer to our Success Playbook on defining your ServiceNow operating model for further guidance.

What's the difference between my strategy, an operating model, and governance?

Your **strategy** describes what you'll do in terms of both:

- Business outcomes and the value you plan to capture

- The ServiceNow workflows you'll implement to realize outcomes and value

Make sure your executive sponsor and team or your Center of Excellence and Innovation leader sets and approves the strategy.

Your **operating model** shows how you'll realize your business outcomes. It describes the capabilities you need to create and deliver value, using the digital workflows you implement on the Now Platform and how different parts of your organization operate and interact to support these capabilities.

Governance provides the rulebook that sets the constraints and boundaries that determine how your operating model performs. Good governance defines how decisions are made in your operating model, and who has the authority to make them. Your governance rulebook can change to adapt to changes in strategy, changes in technology (such as using cloud technology), or changes in your regulatory environment.

Let's illustrate this difference using a hypothetical pharmaceutical company.

Alpha Company has organized based on four major capabilities: R&D, manufacturing, sales and distribution, and marketing. These are supported by shared services including finance, IT, HR, legal, and other services. Alpha's strategy is to improve its time to market and operating efficiencies. The shared services organization uses ServiceNow capabilities to digitize and automate workflows, creating value by improving key metrics reflecting the company's business strategy. The operating model shows how the ServiceNow team prioritizes, evaluates, and manages demand, delivers digital workflows in collaboration with process and service owners, encourages employees to shift to more efficient ways of working, and ultimately creates value for Alpha Company. The governance model states that the operating model delivers value within the constraints set by Alpha's business strategy and environment. Imagine an (extreme) example in which the business focus on time-to-market pushes Alpha to ignore regulatory standards. This would not violate the operating model, but it would violate governance and would not be allowed. In short, your operating model is your framework for creating value. Your governance model ensures your operating model works within the constraints of your business strategy and environment. You need both working hand in hand for a sustainable and competitive strategy.

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8: Create plans for change management, communication, and championship

Your ServiceNow implementation will change how people work for the better—but even positive change can meet with confusion, inertia, and resistance, which will delay adoption as well as the value you want from your implementation. Instead, accompany your implementation with specific organizational change management plans that aren't generic or purely focused on top-down messaging. Leading organizations make sure that organizational change management provides the resources for teams to make themselves confident co-creators and champions for change.

Check your progress:

❑ Do you have a plan and a budget for change that includes enablement training and thorough communications?

❑ Is the plan and budget reviewed and approved by all related groups, such as an internal training team, corporate communications, and leadership of the teams using the platform?

❑ Do you have a championship program in place, to support adoption and expansion of the Now Platform?

If you answered yes to both questions above, you are finished with the last step. If not, complete these action steps:

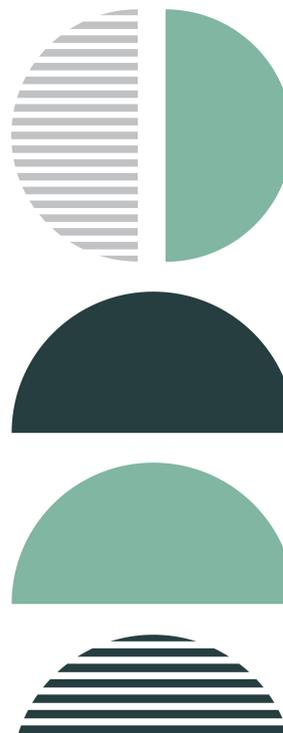## Step 1: Establish a strategy for change management

Make sure that your plan and budget includes time and support for the teams most affected by the change to play a role in cocreating the change, whether in terms of workshops that elicit their voice in process change or through other mechanisms that address their most critical points of concern. Then invest in demonstration and training activities that make teams confident they can navigate ServiceNow and provide key peer influencers with the materials that allow them to effectively champion change across the organization.

Change management activities include:

- Preparing to manage organizational change

- Researching your organizational change context

- Documenting organizational change plans

- Executing the organizational change

- Enabling an ongoing OCM function

Refer to our Customer Success resources for OCM planning to get started.

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Step 2: Establish a strategy for championship

Champions are influential stakeholders who help build, grow, and sustain your ServiceNow implementation by engaging potential users, evangelizing the benefits of the Now Platform, and identifying opportunities and use cases for platform expansion and growth. To launch a successful championship strategy, you should:

- Define the role, responsibilities, and characteristics of your champions

- Recruit, identify, and select your champions

- Make sure your champions have the right resources and training to support your efforts

- Build a community among your champions to share best practices and expand use of the Now Platform across the enterprise

You need to have champions at different altitudes in the organization. At a line level, your champions can help drive adoption among employees. At an executive level, your champions can help spot opportunities (and build business cases) to expand use of the Now Platform.

For additional guidance, review our Success Checklist for building a community of champions and our Success Playbook for building organizational support.

Appendix

The tables below provide additional phase paths that cascade from specific business outcomes to Now Platform capabilities.

Business outcome: Modernize IT service management		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Simplify your current approach:** • Define your current baseline and expected outcomes for IT service management. • Roadmap your migration strategy from your current process and toolset(s) to the Now Platform. • Assess the quality and scope of your current configuration data. • Determine your operational reporting requirements. • Identify your highest-value and most common ITSM requests. • Identify the "most needed" knowledge articles. 2. **Standardize your approach:** • (Re)design your CMDB, including scope of data, and populate. • Consolidate processes and implement. • Build initial report library. • Build initial request catalog. • Define minimum viable set of integrations. • Build knowledge base for process users.	• Incident management • Change management • Configuration (CMDB) management • SLA management • Reporting • Knowledge management • Notification management • Business rule management • Workflow management • Request fulfillment • Service catalog	• Reduction in incidents caused by changes • Reduction in number of touch points to manage incidents or requests • Improved delivery of requests
Phase 2 – Transform 1. **Build self-service:** • Identify steps needed to promote self-service adoption. • Expand service catalog to reflect customer needs. • Build self-service knowledge. • Identify requirements for management analytics. • Build management and executive dashboards. 2. **Improve automation:** • Map current release management processes and touch points with development and/or PMO teams. • Identify automation opportunities, and (re)design an integrated release management process with development and/or PMO teams. • Extend the existing CMDB to support asset management. • Deploy Orchestration and Discovery tools.	• Problem management • Release management • Asset management • Discovery • Orchestration • Collaboration	

Business outcome: Take control of applications, projects, and financials		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Collect and inventory all applications, demand, and projects:** • Define attributes related to cost, ROI, and relevance to business capabilities and/or objectives. • Categorize inventories in business-relevant terms. 2. **Align with the voice of the customer through ideation and price models:** • Use price models to determine cost/value breakeven across applications and projects. • Use voice of customer exercises to understand demand in terms of "natural units of consumption."	• Incident management • Change management • Configuration (CMDB) management • SLA management • Reporting • Performance analytics • Request fulfillment • Service portal • Demand management • Financial management • Application portfolio management • Project and portfolio management	• Reduction/ rationalization of applications under management • Reduction in demand cycle time • Reduced cycle time for budget/project portfolio planning • Reduced project cycle time
Phase 2 – Transform 1. **Execute with agility:** • Use the Now Platform to manage delivery of projects from end to end. • Create meaningful application categories (e.g., by value delivered, or associated service). • Start using the Now Platform to make service-aware planning decisions. 2. **Deliver business-driven value:** • Align application and project portfolios and budgets with enterprise and line-of-business strategy. • Deliver and measure value-focused IT services.	• Problem management • Release management • Asset management • Resource management • Agile development • Test management • Knowledge management • Notification management • Business rules management • Workflow management • Collaboration • Time tracking • On-call management • Service catalog	

Business outcome: Eliminate service outages		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Define critical services:** • Define your current service portfolio/taxonomy. • Define SLA commitments for top applications. • Define the current scope of your CMDB. • Prioritize critical applications for service mapping. 2. **Discover data availability:** • Populate CMDB as needed to include reconciliation and normalization of configuration items. • Define processes and controls to update the CMDB. • Map critical services in the CMDB	• Problem management • Change management • Configuration (CMDB) management • Discovery • Service mapping • Reporting • Knowledge management • Collaboration • Notification management • On-call management • Workflow management	• Reduction in incidents related to changes • Reduction in change planning time • Decrease in incidents • Decrease in outage MTTR • Decrease in major outages
Phase 2 – Transform 1. **Consume service monitoring data:** • Create connections to third-party monitoring tools. • Ingest metrics and events and map them to configuration items and services. 2. **Measure service health and react:** • Build service health dashboards, using "out of the box" health dashboards and reports where feasible. • Define KPIs and thresholds for health monitoring. • Define alerts and notification groups. • Define standard remediation actions, triggers, and workflows. • Create automated process scripts to orchestrate remediation.	• Event management • Service portal • Mobile • Performance analytics	

Business outcome: Resolve real security threats fast		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Build the inventory:** • Inventory authorized devices and software. • Identify services needing protection. • Inventory security controls, enforcement technologies, response playbooks, and orchestration endpoints. 2. **Connect security workflows:** • Connect security alert sources. • Connect vulnerability scanner information. • Connect asset discovery mechanisms. • Connect email distributions and notifications. • Connect additional threat information sources, scanners, and feeds. • Connect orchestration endpoints.	• SLA management • Configuration (CMDB) management • Event management • Knowledge management • Workflow management • Business rules management • Security incident response • Vulnerability response • Service portal • Request management	• Decrease in time to prioritize and resolve incidents • Reduction in backlog of security incidents and vulnerabilities • Reduction of business risk through visibility into critical services • Reduced time spent on enrichment tasks through automation and threat intelligence
Phase 2 – Transform 1. **Configure security operations:** • Define role-based access. • Configure security incident and vulnerability workflows. • Configure threat intelligence sources. • Develop business criticality and risk calculators. • Build SLAs, dashboards, and reports. 2. **Launch new security workflows:** • Publish security request catalog. • Develop standard post-incident assessments. • Standardize threat intelligence collection. • Establish automated security incident and vulnerability responses.	• Incident management • Problem management • Change management • Performance analytics • Threat intelligence • Discovery • Service mapping • Collaboration • Notification management	

Business outcome: Consumerize the employee service experience		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Develop and design the service to be provided:** • Identify the new service to be provided. • Identify the manager and consumer personas involved in the process to administer the service. • Identify required approvals. • Identify desired user experience. 2. **Identify HR services:** • Identify relevant existing HR services. • Develop supporting HR life event services as needed. • Assign user criteria to services. • Develop appropriate security models.	• HR management • Reporting • Knowledge management • Workflow management • Service portal • Request management	• Decrease in case resolution times • Improvements in employee satisfaction • Decreased cycle time in request process • Increased adoption of self-service
Phase 2 – Transform 1. **Identify other services outside of HR:** • Identify IT, facilities, legal, finance, and other services needed to make the new service work. • Define cross-departmental SLAs. • Assign a knowledge base manager and content subject matter experts. 2. **Create lifecycle service:** • Create your new HR service, pulling in relevant HR and other services as needed. • Assign tasks and cases as appropriate. • Define escalations.	• Collaboration • Notification management • Performance analytics • Service catalog • Mobile	

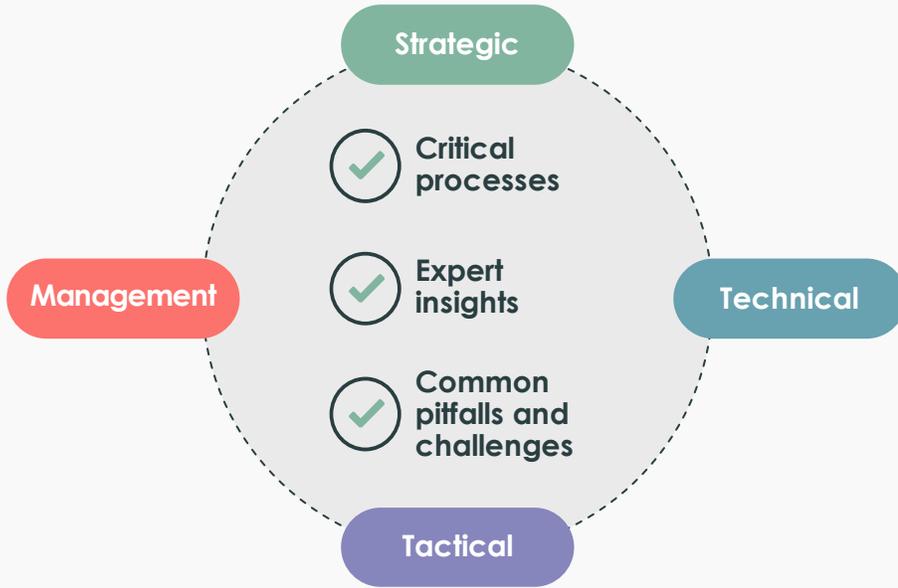| Business outcome: Resolve customer issues fast		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Engage customers:** • Define expected customer outcomes and your current baseline. • Offer customers self-service via service portal. • Build a customer knowledge base. • Develop a migration strategy for your current tools and process. • Design a case management process flow. 2. **Streamline customer interactions:** • Consolidate systems. • Develop a master data management and integration strategy. • Develop case management workflow/skill-based routing to customer service agents. • Build an agent knowledge base. • Develop survey capabilities for customer feedback and/or NPS. • Migrate or integrate case history.	• Customer service management • SLA management • Knowledge management • Workflow management • Collaboration • Service portal • Reporting	• Increase in cases deflected through knowledge • Reduced time spent resolving cases • Improved first call resolution • Reduced average case handling time • Improved customer and agent satisfaction • Improved NPS • Improved customer retention • Reduction in customer effort
Phase 2 – Transform 1. **Connect customer service capabilities.** • Deploy additional support channels. • Expand the service catalog. • Understand management analytics requirements and build management/executive dashboards. • Review and develop health checks for your system configuration. 2. **Build collaboration across customer service:** • Identify process touch points with IT and other parts of the enterprise. • Extend customer support through field service. • Use incident, problem, and change management to resolve customer issues permanently. • Optimize knowledge bases and expand to communities.	• Incident management • Change management • Problem management • Configuration (CMDB) management • Field services management • Performance analytics • Service catalog • Mobile • Request management • Notification management • Open frame	

Business outcome: Optimize performance with real-time analytics		
Implementation plan and actions to realize value	**ServiceNow capabilities by phase of implementation**	**Value metrics**
Phase 1 – Modernize 1. **Define the analytics roadmap:** • Define data quality standards. • Assess reporting process integrity. • Assess stakeholder confidence in current reporting. • Assess stakeholder cultural acceptance of analytics-driven decision-making. 2. **Establish a baseline for analytics-driven improvement:** • Define current state of service performance. • Visualize metrics. • Incorporate and run meetings around performance analytics. • Prioritize work based on analytics.	• Incident management • Problem management • Change management • Configuration (CMDB) management • Release management • Asset management • SLA management • Service portal • Request management • Reporting • Performance analytics • Knowledge management • Workflow management • Business Rules Management • Collaboration • Notification management • On-call management • Time tracking management • Open frame	• Reduction in number of reporting tools • Improvements in data accuracy • Improvements in employee productivity • Improvements in operational efficiency for services
Phase 2 – Transform 1. **Improve performance with analytics:** • Review service performance and set optimization targets. • Define plans to address performance gaps. • Use analytics to align stakeholders and report on progress towards optimization targets. 2. **Refine analytics:** • Assess effectiveness of KPIs in guiding optimization. • Adjust metrics and visualizations. • Calibrate optimization targets based on assessment.	• HR management • Facilities management • Customer service management • Discovery • Event management • Service mapping • Orchestration • Cloud management • Vendor management • Security incident response • Vulnerability response • Threat intelligence • Service catalog	

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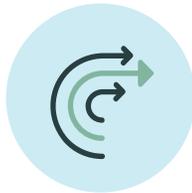Based on **thousands of successful implementations** across the globe

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